

A catalyst for better health

NHSBSA Strategy 2019/22



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Foreword

Welcome to the NHS Business Service Authority's strategy for 2019/2022. Our purpose of being a catalyst for better health is reinforced and is aligned to our priorities of supporting the national agenda of workforce, technology, prevention and data, as well as delivery of the NHS Long Term Plan.

Last year we launched our strategy which, under the leadership of the CEO Alistair McDonald, set out a new direction of travel for the NHSBSA.

We have taken on new services in NHS Jobs and the Electronic Staff Record (ESR), strengthening our commitment to supporting the NHS workforce.

Our reputation as a delivery partner of choice continues to grow and as a result, we have added Overseas Healthcare Services to our portfolio.

In addition our drive to make things easier for our customers has seen us increase the digitisation of our services with over 200,000 people so far having used our online checking tool to see if they can get help with their health costs.

We have also firmly established ourselves as an organisation which is using new technology to deliver efficiencies for example using artificial intelligence in our contact centre to improve the customer experience.

Our ability to drive insight from our data sets is growing and since 2017, our data has been used by health practitioners to reduce the number of antibiotics prescribed by over one million items and inform best practice.

We intend to further exploit our data capabilities to help the NHS make more informed, and effective decisions, as well as reduce fraud, error and waste. We also see opportunity to contribute to the wider health agenda in terms of prevention and health inequalities.

We believe that through collaboration with other NHS organisations and wider health and social care partners, we can have a bigger impact across the whole system. This year we developed strategic partnerships with NHS Digital and the NHS Counter Fraud Authority and in line with delivery of the Long Term Plan, we will explore new partnerships over the coming year.

Finally, I'm delighted to say that working across the NHSBSA and collaboratively with a number of partners; we've reached our target and released £1 billion of recurring savings for the NHS.



Silla Maizey

Chair of the NHSBSA Board
April 2019

Introduction

As Chief Executive of the NHSBSA, I'm delighted to introduce our refreshed strategy for 2019/2022. This year we have focused on our strategic goals of customer, people, social value, money and growth as well as adding new services to our portfolio to progress our vision of being the delivery partner of choice for the NHS.

Data analysis, insight, collaboration and digitisation are at the heart of our business to make things easier for our customers and improve patient outcomes, as well as supporting the wider health and social care system.

Our purpose of being a catalyst for better health is starting to be embedded across the organisation and is central to everything we do. We care about making a positive difference for the wider benefit of the NHS and society. We are also building on our work to focus on what our customers need and improve their experience.

Our success as a business is that we have in our DNA a delivery obsession and a mind-set which looks across the whole health and social care system. We are user-led and insight driven so our customers help improve our services, we are collaborative through our work with key partner organisations and we operate at scale.

This approach has seen us make real progress in a wide range of areas. We have gathered insight about NHS Jobs from users as well as providing data which has been used in the wider NHS to help prescribe the most effective drugs for certain conditions. And our partnership working with NHS Digital has seen electronic prescribing increase to over 65%.

We have implemented business levers which underpin everything we do. These are digitisation, using our Data Analytics Learning Laboratory (DALL), artificial intelligence, strategic sourcing and business process improvement. We are using these as the foundations to drive effectiveness, reduce costs and provide greater insight so we can continually improve what we do. We have also adopted a cloud-first policy which means we can be more agile and introduce new technologies and systems faster.

Our ambitions are aligned to better reflect the national agenda and helping to deliver the Long Term Plan so our focus in the coming months is on Workforce, Provider Assurance Networks, Reducing Fraud, Analytics, Overseas Healthcare Services and Prevention.

I believe we're doing exciting things in a complex and challenging landscape and I'm delighted to share our plans for the next three years with you. If you want to find out more, please visit www.nhsbsa.nhs.uk.



Alistair McDonald

Chief Executive of the NHSBSA

April 2019

Our team and services



Our purpose, vision, values and strategic goals

Our purpose is to be a catalyst for better health. This means that we aim to positively agitate thinking across the health and care system with the intention to innovate and make long lasting improvements for patients as well as efficiencies for the wider NHS. It means we try new things and explore different ways of working for example using artificial intelligence to reduce fraud and error in our systems.

Our vision is to be the delivery partner of choice for the NHS. Over the last year we have established meaningful partnerships with various organisations which have had a lasting impact on the wider health and care system. We have worked with NHS England to deliver a national campaign to encourage people to check their eligibility for free prescriptions, so they are not making incorrect claims. And we have launched ePACT2, our business intelligence application which holds

prescribing data and is used across the NHS to safely and effectively prescribe medicine for specific conditions.

Our values have been developed with our people for our people and reflect the fact we **CARE** passionately about what we do. We know that how we approach our work contributes to our colleagues' health, wellbeing and sense of connection to the business. And we know how important our people and our culture are to our success. We aspire to become a great, inclusive place to work. This year we have embedded our values across the business, which guide us in our actions and decision-making.

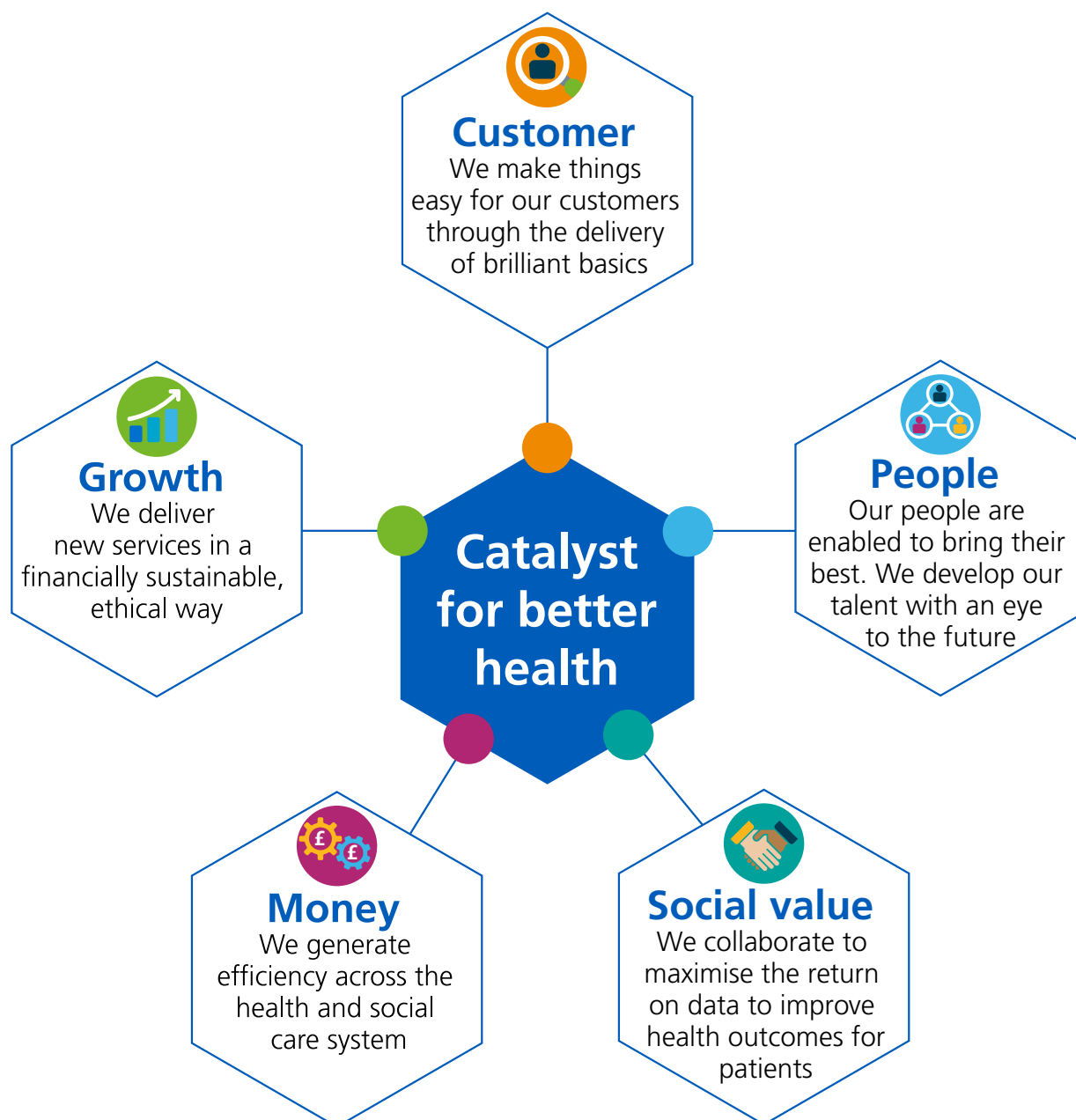


These values run through everything we do, especially in our service to our customers. We also want our people to take pride in their work, understand and feel valued for the role they play in our success and the contribution we make to the wider NHS and society.

Our strategic goals

Last year we established our strategic goals of customer, people, social value, money and growth and we have made significant progress towards these goals over the last year. We are making things easier and quicker for our customers through using artificial intelligence in our contact centre and adopting a 'digital first' approach where appropriate so more of our services can be accessed online. Our people approach has seen us start to focus on five key areas: leadership,

attraction and recruitment, creating an inclusive and fair environment, the health and wellbeing of our people and involving our people in making the NHSBSA successful. We have achieved 88th place in the Stonewall Top 100 Employers Index and we have signed Mind's Time to Change pledge, as part of our commitment to improving mental health in the workplace. We have added a number of new services to our portfolio and we have further exciting plans for growth.



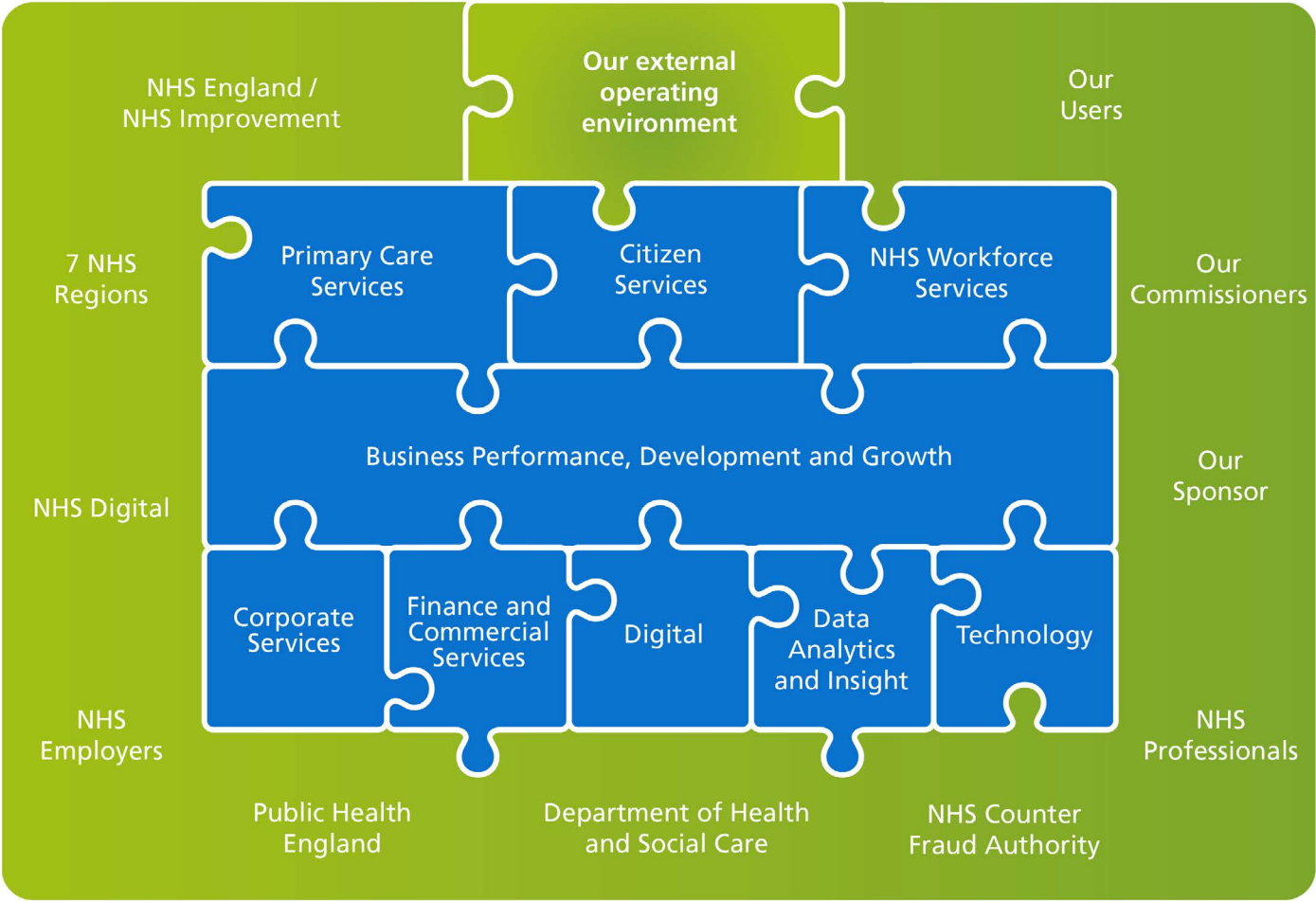
About us and what we do

We are about working in collaboration, building relationships and working smartly with partners across the health and care system to be a driver for change and make a positive difference. We are also fully committed to listening to our customers to improve their experience and delivering on what we say we will. To do this, we have segmented our customers into our sponsor, our commissioners and our users.

We recognise and welcome the national changes announced by NHS England/NHS Improvement to the operating environment in which we work. By working even more closely together with them and our partner organisations across the health and care system, we aim to maximise the positive impact we can all have on improving patient outcomes.

Our people across the business continue to play their part and are committed to delivering our brilliant basics and enhancing the customer experience. We are building on our work to explore the things that matter to our sponsor, commissioners and users to ensure we meet their expectations. To do this, we are using and applying data and insights to inform our decisions and improve what we do, which will differentiate us as the delivery partner of choice for the NHS, and for the people we serve.

As part of the development of our strategy we have reflected on our new operating environment and this is illustrated below:



What differentiates us from other organisations is our Formula for Success. This is part of our DNA and makes us unique in our approach and delivery. We see our Formula for Success as an on-going critical component of what we stand for. It provides a guide for us all to work to daily and the key elements are:

Delivery obsession – we are focused on delivering results and we will deliver what we say we will.

Whole system mind-set – our actions take account of the impact upon the wider healthcare system. We will always consider how our work improves things.

User-led, insight driven - our work is directly influenced by engaging with our users and acting on their feedback. We will use the insight we receive to refine and improve our services.

Collaborative – working closely with others is an important aspect of ensuring success. Our key partners are the Department of Health and Social Care (to whom we are accountable), NHS England/ NHS Improvement, NHS Digital, Public Health England, NHS Employers, NHS Counter Fraud Authority, NHS Professionals and we look forward to collaborating with the new 7 NHS Regions.

At scale – we will continue to operate as a national organisation, seeking to benefit from the volume that operating across the country can offer.

Brilliant basics and improvement

We adopted the phrase brilliant basics last year. Our brilliant basics are the activities we do to ensure that we are delivering on our business as usual services and solutions for the benefit of our sponsor and customers. To ensure we are delivering our brilliant basics, Key Performance Indicators (KPIs) are measured and reported on to the Leadership Team and Board in the Balanced Business Scorecard and Board Performance Report throughout the year.

In addition to delivering our brilliant basics, we recognise the importance of improving our services and all that we do. In 2019, improvement will be characterised by really understanding the customer experience and customer expectation and we will realign our KPIs to measure the things that matter to our sponsor and customers.

We have segmented our customers into the following three groups:



Our brilliant basics include but are not limited to:

Primary Care Services

Our continued collaboration with NHS Digital has resulted in over 65% of prescriptions being sent to pharmacies electronically saving both time and money. During 2019 we have a target of 72%. Of the one billion prescription items we process every year, we have an accuracy rate of 100%, which means pharmacists are paid accurately and on time. Our Dental Services were recognised at a national level for our efficiency savings with 96% of claims done online.

Quote from Dispensing Doctors:
“Every time I telephone, they are unbelievably helpful and knowledgeable I always comment to my dispensary staff how very useful the staff are on the phone.”

Citizen Services

We provide contact centre services that aim to resolve customer queries quickly and at first point of contact for UK citizens. We provide support to 15 million patients every year, collect £145 million in prescription pre-payment certificates and provide financial support to over 68,000 healthcare students. We have recovered around £26 million for the NHS from fraudulent or incorrect claims for free prescriptions. Providing both proactive and responsive services that meet customer expectations will continue to be a priority.

Student Bursaries:
“Brilliant to communicate with on the phone, straightforward process, and, crucially, I could not have done my degree without it.”

NHS Workforce Services

We support people throughout their career journey and beyond, whether applying for a job, maintaining their Electronic Staff Record (ESR) or accessing their pension. Our systems and data support national workforce policy, and are used across all NHS organisations, from large provider trusts to small GP practices. In 2018 this translated into:

- Over four million job applications through NHS Jobs;
- Over one million unique users accessing their HR and payroll details through the new digital ESR portal; and
- Over three million pension scheme members, including over 900,000 pensioners.

NHS Jobs
“Everything is clear on the website. I like the reminder email and the weekly updates with relevant vacancies. I like the fact it keeps my applications saved.”

Being easy to work with

We will continue to drive the NHSBSA becoming a digital business by increasing digital solutions where appropriate, ensuring interactions remain simple and easy for our users, sponsor and commissioners. Our target for 2018/19 was to increase digital take up to 50% which we have achieved across our digital service offers. In 2019/20 we aim to increase take up further, and use insight and feedback to ensure that this is enhancing the user experience and meeting expectations.

To ensure we are delivering our brilliant basics and improving what we do to meet expectations, a fundamental change during 2019 will be that we will realign our KPIs to ensure we are measuring the things that really matter to our customers.

Improvement

We recognise the importance of continuously improving what we do and supporting the significant service redesign changes outlined within the NHS Long Term Plan and wider NHS. We will do this by continuing to work alongside key partners and stakeholders, building relationships and by staying alert to the role and services we need to provide.

We will also use our data, information and insights to inform where we and the wider system can drive improvements.

What people say about us:

Maternity exemptions online:
“The online service is a fantastic idea; I had my certificate before I'd left the doctors' surgery!”

Prescription pre-payment certificates:
“Everything has been spot on, no problems what so ever from ordering card to it being delivered.”

ePACT2:
“It's great data and well-presented and the NHSBSA team could not be more helpful. They listen to the comments of users. The dashboards have been a big improvement.”

Help with Health Costs online:
“Having online application made it easier to apply. Access easy and completing form was easy.”

On Twitter...
“Excellent #Customer Service from @NHSBSA when updating #prescription prepayment card. TQ Team.”

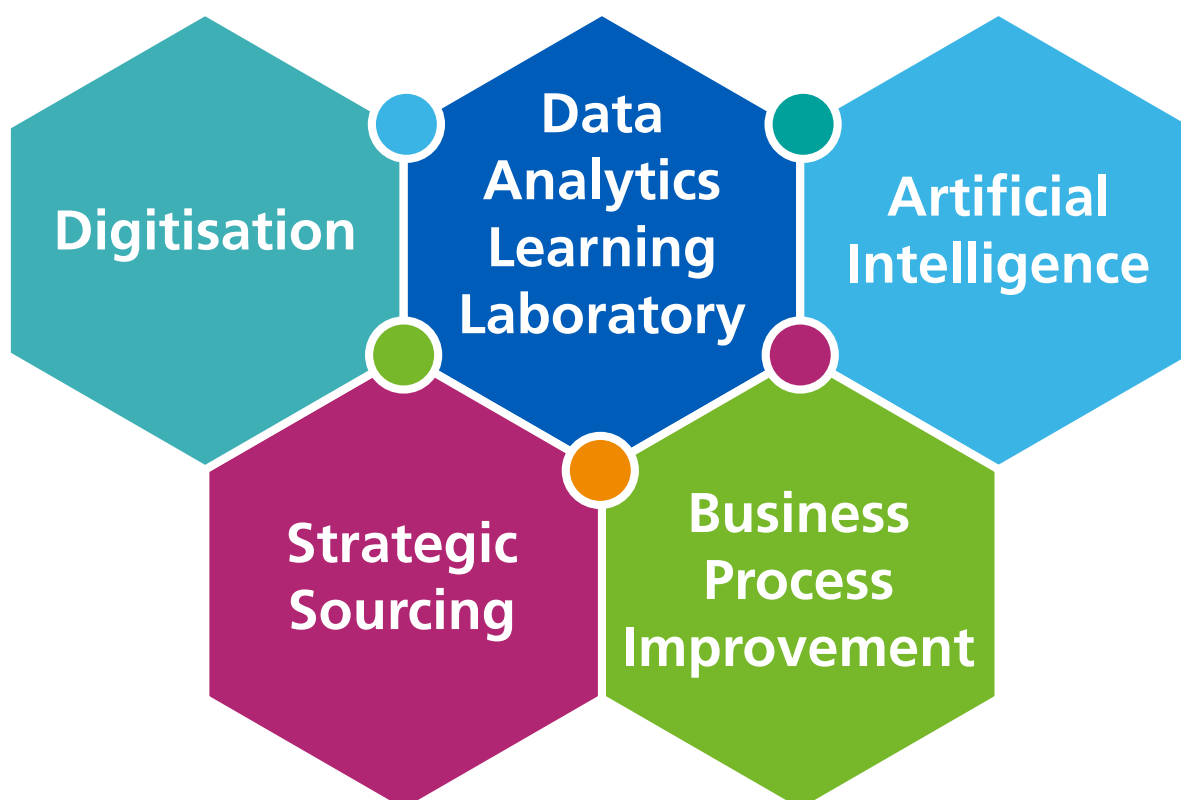
Innovation and delivering new services

Innovation

The Secretary of State, NHS England/NHS Improvement and the NHS Long Term Plan all cite the importance of innovation, and that innovative practices and solutions that are proven, improve care and drive better outcomes. These need to be leveraged and introduced across the system.

We pride ourselves on being a catalyst for better health and an innovator. In 2018 we identified five levers to drive innovation in the areas of effectiveness, reduce operating costs and provide greater insight and we will continue to use these levers during 2019/20.

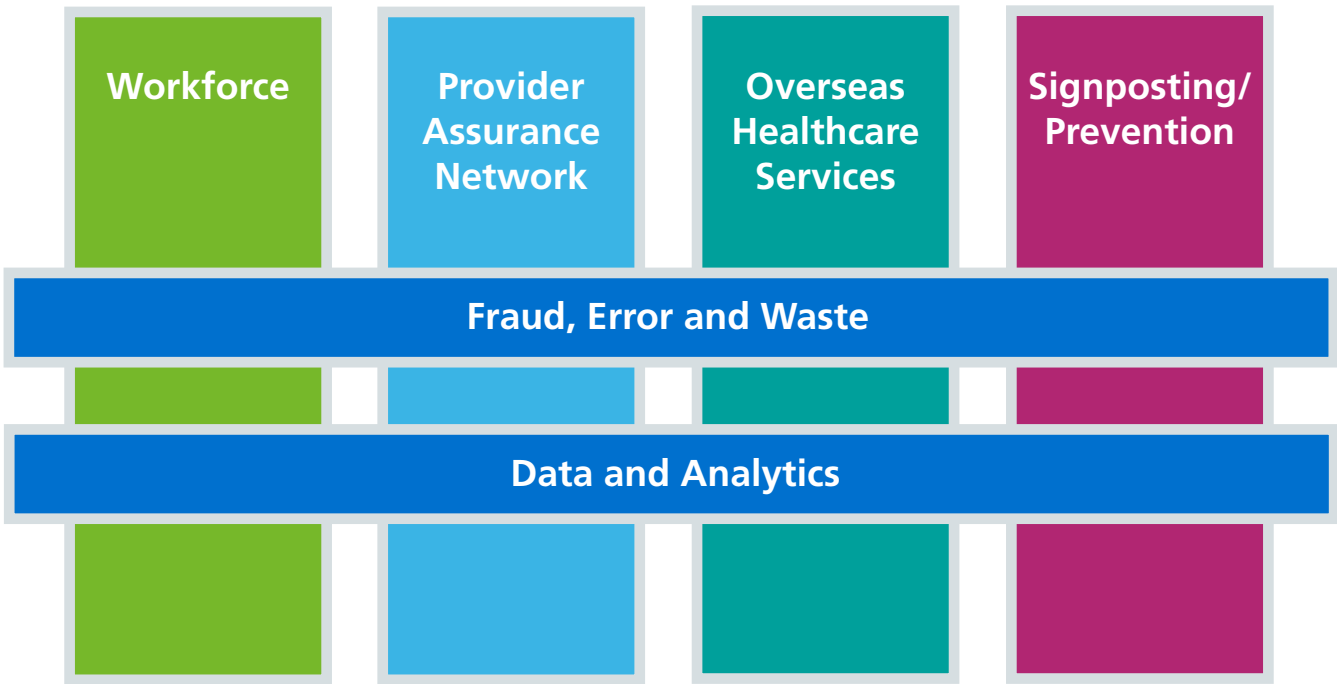
These are:



Delivering new services

In developing and identifying our new services we considered how these would fit with the changing operating environment and NHS Long Term Plan as well as building on existing key capabilities we already have.

Six new areas of focus have been identified and are called our strategic ambitions:



1. Workforce

Workforce shortages across the health and care system are at a critical point, and these shortages are not exclusive to the NHS. We are well placed to help the NHS and wider system in terms of helping resolve many aspects of the workforce crisis. This is because we provide a comprehensive suite of workforce services that support NHS employee and employer journeys, as well as recruitment and retention. The NHS Long Term Plan sets out a number of specific workforce ambitions and activities to ensure that the current and future workforce pressures are addressed. We recognise that in focusing our services across the career journey, we will need to take a new approach to how we deliver our Workforce services. We aim to make things easier for NHS staff through the development of an app, which enables employees to access their NHS benefits quickly and easily. Our workforce ambition is focused on supporting the entire candidate, employee and employer career journey from pre-hire to retire and beyond, and includes payment of pension benefits to pensioners. This ambition will ensure that our Workforce services, working with the wider national workforce groups and system will help ensure the right resources are in the right place at the right time.

2. Provider Assurance Network

We have already developed and are recognised as delivering a national provider assurance service that facilitates the effective performance and contract management of Dental, Ophthalmic and Pharmaceutical Services on behalf of NHS England. With development of integrated care systems outlined in the NHS Long Term Plan, we believe we

are well placed to support a provider management service across the wider integrated care systems. This will build on and utilise already established NHSBSA systems capability and functions as well identifying new ones that need to be developed. We intend to work with NHS England/NHS Improvement and the seven NHS regions to build out the model.

3. Fraud, Error and Waste

Building on our current expertise and knowledge in fraud, error and data analytics, we will develop cutting edge fraud and analytical tools. This will include the application of predictive analytics to identify and understand trends, patterns and risk in fraud, error and waste starting with Pharmacy. This ambition of reducing fraud, error and waste is referenced as a key area in the NHS Long Term Plan.

4. Data and Analytics

The NHS Long Term Plan makes it clear that the NHS needs to use predictive analytics and data and analytics to inform decisions, accelerate the redesign of patient care as well as supporting the Integrated Care Systems to plan and optimise care for their populations.

We collect and manage a wealth of valuable data from across the NHS, most notably in primary care prescriptions data and workforce data. Building on our existing expertise within data analytics and cloud data warehouses, we will extend our capabilities to include the application of predictive analytics; and explore how else our skills and technology can support the health and social care system.

5. Overseas Healthcare Services

Our Overseas Healthcare Services (OHS) allow UK residents to use state provided healthcare in the European Economic Area (EEA) countries and Switzerland. It also allows insured EEA nationals to access the NHS in the UK.

At the end of March 2018 we began the work to transition OHS from its former provider to our organisation. This has been a phased approach with full transition to be complete by March 2019.

Following on from the successful transition of the service into the NHSBSA, we will focus on post EU exit changes. We believe that as we embed the services there will be a number of opportunities, including:

- Increased identification of chargeable patients accessing NHS services;
- Streamlining and increased automation of processes;
- Opportunities for data sharing across the wider health system to assist in increased cost recovery; and
- The reduction of fraud and error through an improved cross-Government approach to OHS.

Working with the Government and across the system we will look to see how we can improve the service for customers and ensure we are managing care and costs on a more informed basis.

6. Signposting /Prevention

The NHS Long Term Plan outlines the need for wider action and focus on prevention to help people stay healthy and moderate the demand on the NHS.

We have circa 30 million contacts per year across our various channels, which put us in an excellent position with system partners to support the aims of the NHS Long Term Plan in prevention and signposting.

Summary

Last year we set ourselves a stretching strategy, strategic goals and robust programmes of work. This was underpinned by our brilliant basics and our use of our five business levers. We are continuing in this direction, so we can fulfil our purpose, which is to be a catalyst for better health.

While our operating environment is complex and the pace of change fast, this brings with it opportunities for innovation and collaboration which we will grasp so we can add greater value to the wider health and social care system and society. As such, we believe our vision and ambitions for the next three years directly support the aspirations of the NHS Long Term Plan.

Renewed focus on improving our customer experience through digital, insight and technology, as well as making progress to become more self-sufficient financially and diversify our income sources is reflected in our financial plan.

But key to our success is our people. We aspire to be an employer of choice and we've received national recognition for our wellbeing programme.

Our future is both exciting and challenging. If you're interested in what we do, why not consider working with us?

More information about joining our team can be found on our website at www.nhsbsa.nhs.uk.

Our Strategy

Purpose

To be a catalyst for better health

Vision

To be the delivery partner of choice for the NHS

Values - we care



Goals



Customer

We make things easy for our customers through the delivery of brilliant basics

People

Our people are enabled to bring their best. We develop our talent with an eye to the future

Social value

We collaborate to maximise the return on data to improve health outcomes for patients

Money

We generate efficiency across the health and social care system

Growth

We deliver new services in a financially sustainable, ethical way