

End of Year Report 2019/20 - Highlights



Introduction

The NHS Business Services Authority (NHSBSA) exists to provide support to the NHS and wider system. We are the expert delivery organisation relied upon by Government and the health and care system to provide a range of complex and essential high-volume business services to support the day-to-day smooth running of the NHS. This includes, but is not limited to:

- Providing a platform for at-scale, national payments to pharmacists and dentists
- Supporting the NHS People Plan, providing employment, HR and payroll platforms
- Providing financial support to NHS students
- Running the NHS Pension Scheme, and also
- Providing a range of services directly to the public to help citizens gain access to the healthcare and support costs to which they are entitled

During 2019/20 we have worked closely with partners to develop the new NHS Learning Support Fund (LSF) arrangements, supporting the Government's manifesto commitment to recruit an extra 50,000 nurses. The new NHS LSF system was successfully launched in July 2020, and with more than 40,000 students registering in the first 48 hours and we received some very positive feedback on social media.

Also, our teams have worked with DHSC colleagues to support the transition during EU Exit. Prior to a deal being confirmed, we developed contingency plans and systems for a potential no deal EU Exit. Following the announcement of a deal, we continue to work with our colleagues at the Department of Health and Social Care (DHSC) to develop future service requirements. We're using what we've learnt from our onboarding of the Overseas Healthcare Service during the implementation of the Citizens' Rights Agreement and we're supporting DHSC in future negotiations to establish the UK's new relationship with the EU. We've also provided a National Supply Disruption Response (NSDR) Service to identify and communicate potential medicine and devices supply issues to the pharmacy community. This service was repurposed to support the COVID-19 national effort on distribution of PPE and continues to operate 24/7.

We manage over £35bn of NHS spend annually. During 2019/20 we made over 12.3m payments and processed over 13.2m other transactions such as applications for European Health Insurance Cards (EHIC), medical exemption certificates and learning support fund submissions. Our contact centre staff responded to over 3.2m calls and almost one million emails and our Primary Care Services directorate processed over 1.1bn prescription items. Following the outbreak of COVID-19, we responded to a

national call for support, by working in partnership to stand up over 20 additional services as at the end of March 2020 and this number has continued to grow. In addition, we have started the planned onboarding and delivery of two new services:

- Healthy Food Schemes (incorporating healthy foods, nursery milk and school fruit and vegetables) – delivery of the new service will be complete in 2020/21
- Former British Child Migrant Payment Scheme – onboarding completed with the scheme supporting 3,057 beneficiaries as at the end of March 2020

In the 2019/20 Business Plan we committed to not only delivering our strategic goals and ambitions but also to delivering 24 additional key activities. We've made demonstrable progress in delivering these.

Strategic goals

Our strategic goals are what bring our purpose, to be a catalyst for better health, and our vision, to be a delivery partner of choice, together and underpin how we deliver. Key highlights include:

Our goal	Progress
<p>Customer</p> <p>We make things easy for our customers through the delivery of brilliant basics</p>	<ul style="list-style-type: none"> • Our performance against KPIs has noticeably improved in 2019/20 with KPIs meeting or exceeding targets in over 90% of instances (75.9% in 2018/19), demonstrating that we are delivering brilliant basics to our customers most of the time.
<p>People</p> <p>Our people are enabled to bring their best. We develop our talent with an eye to the future.</p>	<ul style="list-style-type: none"> • Our Best Companies score has increased giving us the status of One to Watch • Sickness, turnover and demographics have remained stable and consistent with 2018/19 levels • Reduction in gender pay gap (both mean and median) with work ongoing to create a Shadow Board, a Women's Network and progression of a Women in Leadership development programme
<p>Social Value</p> <p>We collaborate to maximise the return on data to improve health outcomes for patients.</p>	<ul style="list-style-type: none"> • Our data has been used to support five academic research projects • Our clinical dashboards are affecting behavioural changes in national prescribing, identifying opportunities to avoid harm and reduce costs without impacting upon patient care • Staff undertook 968 days of volunteering activities • Over £13,500 raised for Samaritans
<p>Money</p> <p>We generate efficiency across the health and social care system.</p>	<ul style="list-style-type: none"> • We successfully delivered in excess of £279m of efficiencies to the wider health and care system. These were generated from the following activities: <ul style="list-style-type: none"> ○ Electronic Prescribing Service (EPS) £23.5m ○ Loss Recovery Services £85.8m ○ Medicines Optimisation £15.7m

	<ul style="list-style-type: none"> ○ Provider Assurance £154.6m • Delivered NHSBSA operating efficiencies of over £10m • Operated within Revenue Delegated Expenditure Limit (RDEL) as agreed with DHSC
<p>Growth</p> <p>We deliver new services in a financially sustainable, ethical way.</p>	<ul style="list-style-type: none"> • We've established a Business Development Network, bringing together subject matter experts from across the business • We developed and embedded a business development pipeline to consolidate business development opportunities identified from across the business • We have designed and implemented a due diligence framework to apply rigour to the new NHSBSA business opportunities, ensuring they fit with strategic goals and capacity

Strategic ambitions

The NHSBSA strategy for 2019-22 laid out six new areas of focus that not only aligned to the Long-Term Plan but also aimed to build upon our existing capabilities, these were called our strategic ambitions. Since the publication of the strategy, one ambition (Signposting / Prevention) has been refocused on Population Health. Discovery work has been completed, identifying opportunities for partnership working which are currently being considered by our Leadership Team. The Overseas Health ambition was delivered with the successful onboarding of the service. The remaining ambitions are well established with notable progress having been made. Our key highlights include:

Our ambition	Progress
<p>Workforce</p> <p>To work with the wider national workforce group and system to help get the right resources in the right place at the right time.</p>	<ul style="list-style-type: none"> • We're rolling out the new NHS Jobs service to small organisations • We've increased the number of employees accessing their online payslips to more than 1.26m • We've established a Workforce Optimisation Team to optimise the use of the NHSBSA's Workforce directorate systems and services across the NHS • We've rolled out two digital pensions services, one for employers and one for employees to make paying contributions and accessing pension records easier
<p>Provider Assurance Network</p> <p>To work with NHS England / Improvement and the seven NHS regions to build out the provider assurance model.</p>	<ul style="list-style-type: none"> • We've expanded provider assurance to include Ophthalmic providers and GP practices, ensuring that contractual requirements are met • We've developed a pilot of electronic repeat dispensing (eRD) which became a national service in response to the COVID-19 pandemic within a week of commencing
<p>Fraud, Error and Waste</p> <p>To develop cutting edge fraud and analytical tools.</p>	<ul style="list-style-type: none"> • We've undertaken work in the Data Analytics Learning Lab in conjunction with Provider Assurance and Cap Gemini to identify areas of potential loss within the system. Several risk areas have been identified and quantified. The results are currently being considered by the Provider Assurance Team and NHS England.

<p>Data and Analytics</p> <p>To build on our existing expertise within data analytics and cloud data warehouse.</p>	<ul style="list-style-type: none"> • Our publication strategy has been put into action and we have released our first Official Statistic publication • Our Insight directorate have supported several health research requests to use our data for wider health improvements
<p>Overseas Healthcare Service</p> <p>To work with the Government and across the system to see how we can improve the service for customers and ensure we manage care and costs on a more informed basis.</p>	<ul style="list-style-type: none"> • We've successfully transitioned the remaining elements of the Overseas Healthcare Services from the Department of Work and Pensions (DWP) to NHSBSA • We've completed several cost recovery projects generating over £10m of increased income for the UK • We've increased the number of NHS Trusts reporting overseas patient activity from 21 to 28 • We've seen a 23% decrease in call times since the move to NHSBSA with the automation of entitlement checking and streamlining of processes.

Key activities

In our 2019/20 Business Plan we committed to delivering 24 key activities ranging from introducing new digital offerings or increasing the uptake of existing digital services, to working with partners to broaden our assurance activities. Of those commitments:

- 17 are complete (met annual target or delivered agreed activities)
- 1 is partially met (missed annual target)
- 6 are in progress (activity spans more than one year)

Our key highlights include:

Directorate	Highlight
Primary Care Services	<ul style="list-style-type: none">• We've doubled the number of services available via the Manage Your Service portal from five to ten, enabling pharmacists to perform more activities with us digitally• We've seen an increase in the use of Electronic Prescription Service (EPS) to 73.82%, narrowly missing the target of 75% but continuing to save time and money for GPs and Pharmacists. Take-up has continued to increase, exceeding 86% in May 2020.
Citizens Services	<ul style="list-style-type: none">• We've delivered a pilot and subsequent roll out of Real Time Exemption Checking (RTEC) to allow confirmation of exemption from prescription charges to be undertaken at point of dispensing• We've completely removed plastic certificates from Maternity Exemption, Prescription Prepayment and Tax Credit Exemption Services and replaced with a digital solution

Workforce Services	<ul style="list-style-type: none"> • We've successfully implemented several projects to stabilise the Pensions service and recover KPIs minimising the need for additional contact from pension recipients and their families
Supporting Key National Priorities	<ul style="list-style-type: none"> • We've launched the National Supply Disruption Response (NSDR) service to react to potential supply disruption incidents that may arise due to EU Exit. This service was expanded to support supply and distribution of equipment during the COVID-19 pandemic.

The achievements of the operational directorates are underpinned by the activities of the supporting directorates:

- Insight
- Technology
- Strategy, Performance, Business Development & Growth
- Corporate Services
- Finance, Commercial & Estates
- Digital

We've made demonstrable progress in delivering across all areas of the 2019/20 Business Plan, our strategic goals and ambitions. The work we've delivered in 2019/20 provides a strong foundation for achieving those commitments which span more than one year. At the time of this report there are no indications that these cannot be delivered in full within the assigned period.