

**QUARTERLY REPORT:**  
**CONTRACTOR AND FINANCIAL SERVICES DIRECTORATE**  
**JUNE 2008**

**OUR MISSION**

We develop and provide administrative, procurement and financial services

Directorate Highlights

Achievements

Year-End

The Financial services teams have successfully met year end timetabled deadlines for closure of all ledgers.

Charter Mark

On 23/5/08 our annual Charter Mark 'Health Check' was carried out. The assessor looked at the following:

- Evidence that we had actioned his recommendations from the initial assessment in April 2007.
- Changes and improvements made since the initial assessment.

We are pleased to report that the assessor has recommended our continued accreditation

Finance systems

Our Integra system were transferred to new servers by our systems providers iB Solutions in March. We experienced some unexpected issues following the upgrade, but we worked quickly with iB Solutions to resolve these. The project also involved upgrading the Integra software to the latest releases. This means the system is now ready for the implementation of e-Procurement.

Web Based Feedback Form

The directorates comment, complaint, compliment process has been reviewed and stakeholders and customers can now register a comment, complaint or compliment via a web based form available on the intranet and internet. The web link is as follows: <http://www.bpcssa.nhs.uk/CFS/contact.asp>. A leaflet is still available for those without access to the web

Launch of 2008/9 Business Plan

Details of our 2008/9 plan, our mission, vision and values and the launch event are included in the appendix.

Annual Survey Results

Details are included in the appendix.

Change/Improvement activity across the Directorate

EFQM

A second group of managers will be undertaking European Foundation for Quality Management Assessor Training (EFQM) during June and July. All directorate managers will have had the opportunity to undertake the training and will have been involved in taking forward improvement activities across all directorate areas.

Scanning Solution

We have purchased a high quality, high speed scanner to improve the efficiency of the scanning process in Creditor Payments. We have agreed a plan to move from the Version One scanning system to the iB Solutions Attachment Manager scanning solution, due to having experienced a number of problems with the Version One product. Switching now will give us a more robust and reliable scanning solution with the ability to attach supporting documents to all ledger entries we process

Contract Management Department

Jane McGrandles left her post as the manager of the Contract Management Department (CMD) on 11/6/07 to take up a new role in HOB PCT as Commissioning Manager. Janet Baxter will take up the post as CMD manager on 30/6/08.

Sales Ledger

A successful trial of emailing statements to NHS customers was carried out at year end. We will now undertake full implementation of the system to email statements and invoices monthly to all customers; this will replace using postal mail.

Phase 4 of Personal Demographics Service

The registration services team, on behalf of the three Birmingham PCTs and Solihull CT, is leading the Phase 4 of PDS (part of the Connecting for Health Programme) migration steering group. The group is comprised of IM&T leads for each of the organisations, operational managers with close links to GP practices and Registrations and Contractor Payments staff. Phase 4 will involve practices being able to allocate NHS numbers to their patients. Further information will be available in future reports.

**Audit Opinions 2007**

Charitable Funds – Significant assurance  
Contractor Payments - Full assurance  
Creditor Payments - Significant assurance  
Income and Debtors - Significant assurance

We are extremely pleased with these results as they demonstrate that our standards remain high and in many areas have shown significant improvement.

SLA and Performance against key targets for BEN PCT

Team	Target	Period	Result	
Procurement	Turnaround of non stop requisitions – 2 days	Month 2	1.8 day turnaround	
Contract Management	% drug alerts administered within specified timescale (this varies according to the type of alert)	Month 2	100%	
Patient Registrations	Processing of patient assignments within 7 days of receipt	Month 2	100%	
Patient Registrations	Despatch of medical cards – 8 weeks	Month 2	1-2 wks	
Contractor Payments	Scheduled payment runs occur on schedule	Month 2	100%	
Contractor Payments	8 Post Payment Verification visits per year per PCT	Quarter 4	100%	
Debtors	Invoices raised within 3 days on receipt of fully completed requisition	Month 2	100%	
Operations Excellence and Information	Number of ad hoc requests for information (outside the standard dataset) that are completed to the agreed timescale with the customer	Month 2	100%	
Creditor Payments	Invoice Turnaround within 30 days of Receipt in the SSA – Non NHS	Month 2	Number	97.6%
			Value	99.4%
Creditor Payments	Invoice Turnaround within 30 days of Receipt in the SSA – NHS	Month 2	Number	100%
			Value	100%
Creditor Payments	BPPC – Non NHS	Month 2	Number	84.1%
			Value	91.9%
Creditor Payments	BPPC - NHS	Month 2	Number	87.5%
			Value	91.9%

FHS Complaints

This activity is now undertaken by the PCT, the handover took place very smoothly

Marie Moore – Acting Director of Contractor and Financial Services

June 2008

Appendix

2008/9 Business Plan and Mission, Vision, Values Launch.

The 2008/9 business plan has been developed (Figure 1) using feedback from staff and customer surveys and from European Foundation for Quality Management (EFQM) questionnaires that were completed by a wide cross section of staff within the directorate.

Feedback also indicated that there was a need to revisit the directorates Mission, Vision and Value statements (Figure 2), to address this a cross-directorate working group is in place to identify methods of improving the profile and awareness. On 29<sup>th</sup> and 30<sup>th</sup> of April four events were held involving all staff to launch the business plan and the Mission, Vision and Values and to look back on our performance of the previous year.

Figure 1



Figure 2

<p><b>MISSION</b> We develop and provide administrative, procurement and financial services</p>	<p><b>We enable public sector organisations to focus on their customers. Our services are regularly reviewed and improved</b></p> <p><b>We work with clients to match their service specifications</b></p> <p><b>We are experts in support services. We ensure current knowledge of ad adherence to DOH regulations, legal requirements, Standing Financial Instructions and Standing Orders.</b></p>
<p><b>VISION</b> To deliver a cost effective, professional service that consistently exceeds all expectations</p>	<p><b>Employer of choice</b> People who meet customer needs Attracting and retaining the best people Training and developing people Recognising the value of diversity Safe environment</p> <p><b>Professional</b> People who focus on customer needs Experts who provide excellent services Value for money from efficient and effective working Developing effective partnerships</p> <p><b>Quality &amp; Improvement</b> Robust documented lean processes Work with partners so we all get it right first time Innovate and work with clients to add value and take advantage of technology and better working practices Proactively resolve root causes of problems.</p>

## VALUES

Professional – respecting the relationship with our partners, taking pride in delivering a quality service, working to agreed standards and procedures.

- **C**ustomer focus – building stronger relationships, taking the time to understand our customers, and their needs.
- **A**ccessibility – being approachable, open, friendly and available to provide honest and straightforward information and advice.
- **R**esponsibility – respecting our customers and the communities that we serve and having customer’s interests in mind and delivering what we promise.
- **E**xpertise – Offering services that match our customers agreed
- **C**larity of purpose – robust structure, focused goals, strong performance management.
- **L**earning – invest time and effort into understanding, developing and improving our people, processes and productivity.
- **A**ction – deliver on our promises and services.
- **S**ynergy – working in innovative and flexible ways in partnership with our clients and suppliers to achieve better value.
- **S**atisfaction – obtain feedback from our customer staff and partners and use that information to feed improvement activity.

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The launch events included interactive opportunities for all staff to share achievements that they individually or as a team had made, and to comment on the effectiveness/usefulness of the event and share the key messages they were taking away. Below is a small sample of feedback and comments received.

### Achievements

“Processing of GP end of year certificates”.

“I feel proud that I have been involved in ensuring that all staff are encouraged to feel, part of the 'Business'.”

“Electronic GRN & scanning, year end went well!”

“Achieved 2 day turnaround for non-stock requisitions for all PCTs which met SLA requirements.”

“Had very good and improved Audit reports.”

“Working towards automating financial systems.”

“I feel proud that my team have encompassed the new learning required to deliver on PDS phase 2.”

“Proud of our ability to constantly monitor and improve our procedures for the benefit of our customers and colleagues.”

The event

“Very good method of sharing information, good insight into what other departments do, sponsors for each area will hopefully keep things on track”

“Better understanding of Mission, Vision and Values, and also of other departments activities.”

“Communication needs to be improved internally, liaise with the team and managers, work as a team to provide a better service.”

“Gained more knowledge about how all departments work.”

“How important my job role and my department role”

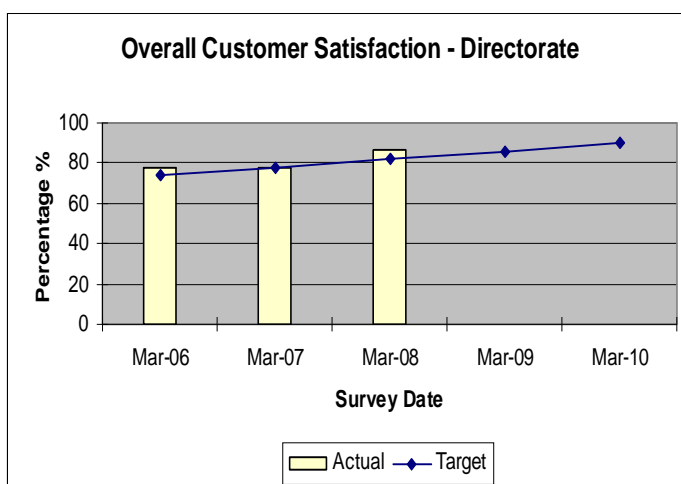
“Being aware that we all represent the Shared Services agency & create an image of it that will be conveyed to our suppliers/customers.”

“We are actively doing our bit to recycle our work resources.”

“Importance of customer satisfaction, carrying out appraisals, understanding of other teams.”

### Annual Customer Survey Results

The customer survey results show a year on year positive trend both in level of participation and level of satisfaction, with this years satisfaction results exceeding our benchmark.



Analysis of responses and comments has indicated where there is opportunity for improvement in;

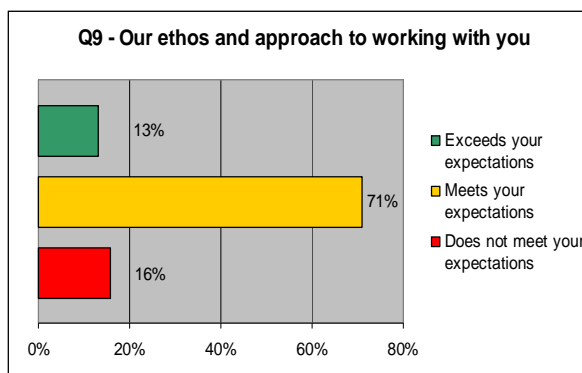
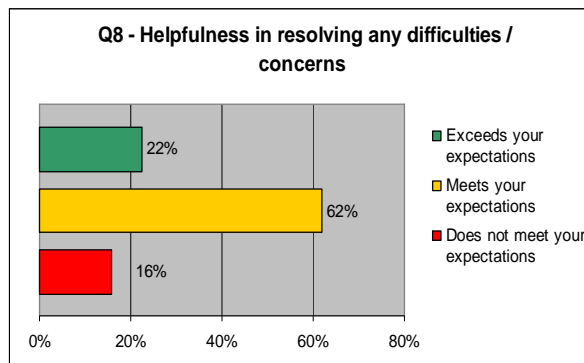
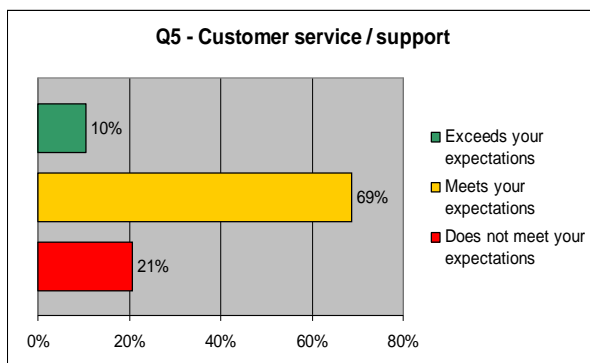
- Communication
- Responsiveness
- Knowledge

The business plan for the coming year includes objectives to address these concerns, with commitments to improve our internal and external communications, and that all staff have their individual training

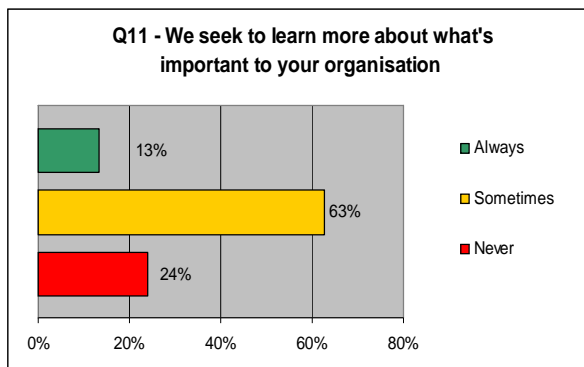
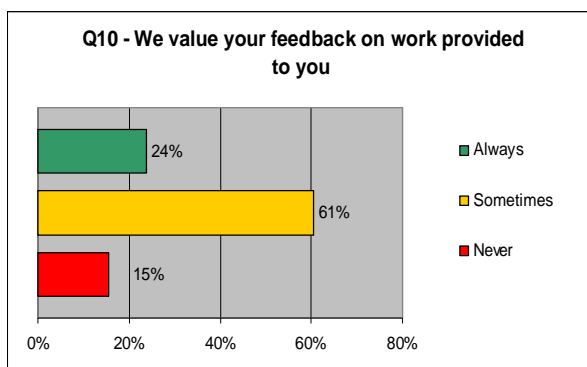
and development needs identified and planned for via the appraisal process.

The graphs below show our areas of strength and areas where development is needed.

Strongest results for individual questions



Weakest results for individual questions



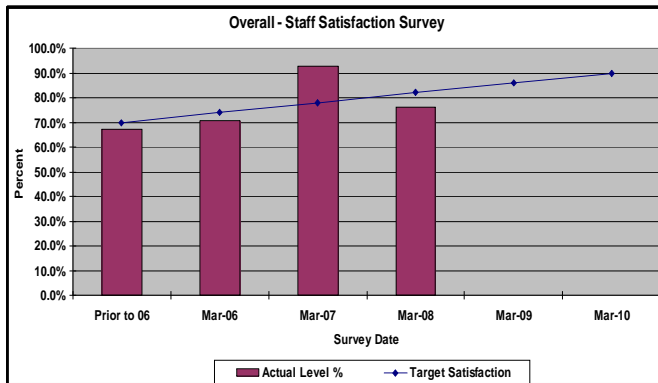
Annual People Survey Results

The survey was fully reviewed by a cross-section of staff with the support of an external consultant to include the best practices used by successful organisations. The review included increasing the number and range of questions asked.

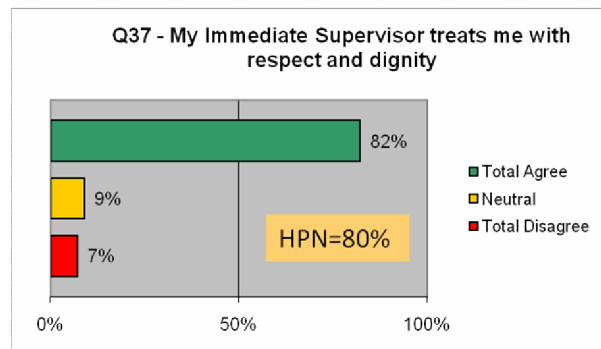
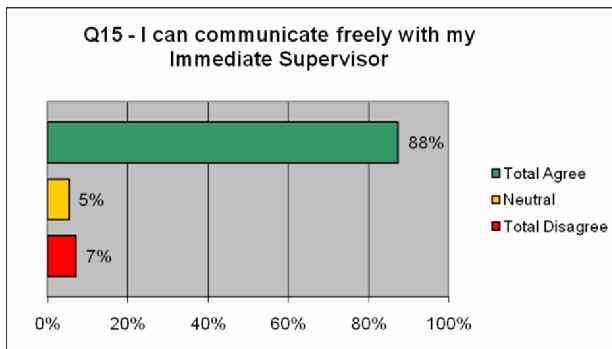
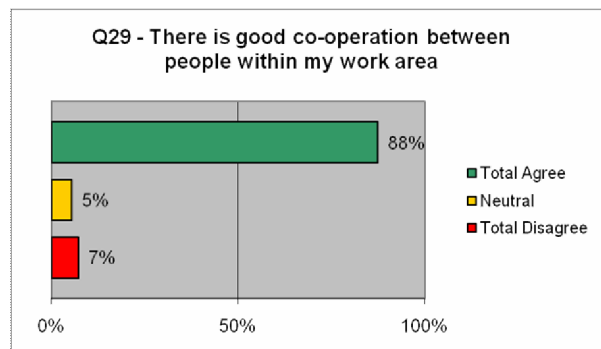
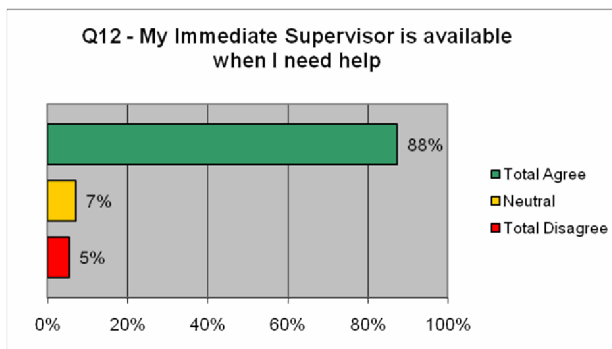
Whilst we are able to report on the year on year trend of satisfaction, this year's results don't reflect an exact like-for-like comparison with the two previous years.

Additional methods of analysing the trend of satisfaction will be instigated when analysing next year's results.

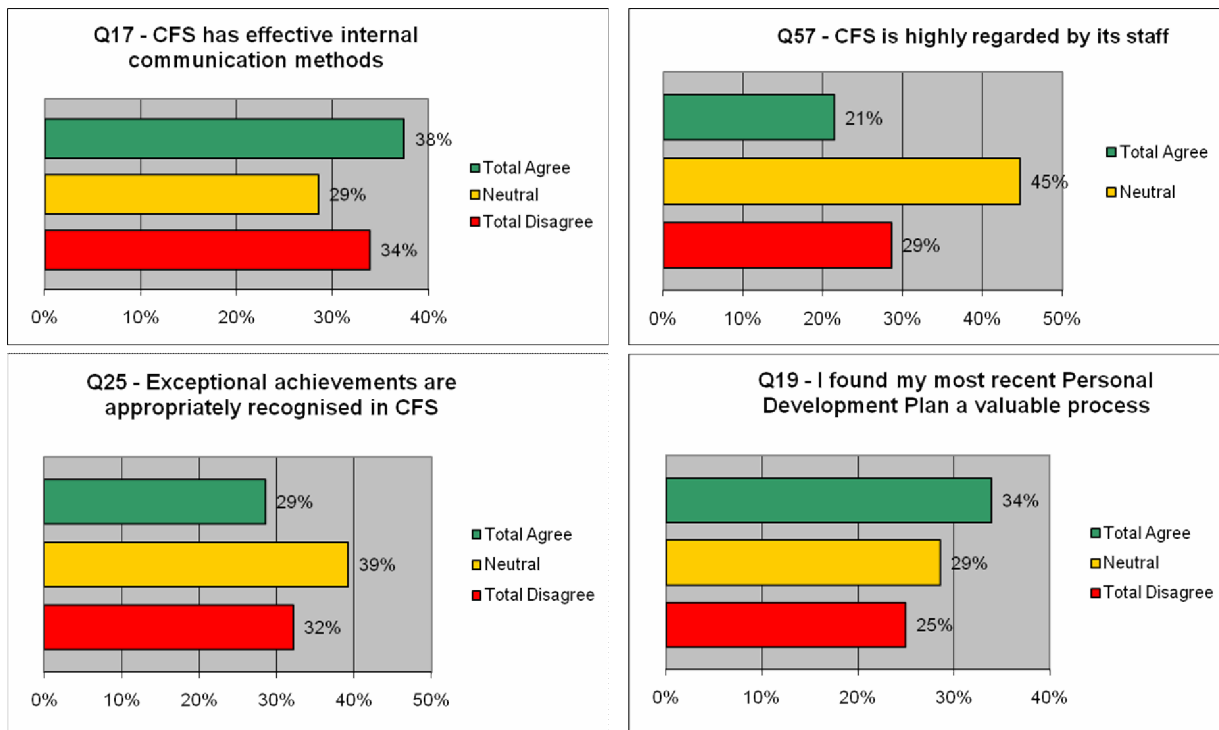
The graphs below demonstrate where we are performing well and where there is room for improvement:



Strongest results for individual questions



Weakest results for individual questions



The 2008/9 business plan includes specific actions and timescales to address the areas where improvement is needed. In addition, working groups have been established to analyse and make suggestions for improvements in external and internal communications and staff recognition.

Our surveys and business plan launch event show great momentum in the development of the Directorate, and demonstrates our ongoing commitment to improvement. We look forward to another successful year.