hscic Health & Social Care
Information Centre

Organisation Data for All

Organisation Data Service (ODS)
Strategy 2015-2020

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ODS Strategy 2015-2020

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Introduction

The Organisation Data Service (ODS) is responsible for the publication of organisation and practitioner codes and national policy and standards with regard to the majority of organisation codes required to support delivery of health and social care. The HSCIC is responsible for the day-to-day operation of the ODS and for its overall development. The ODS is supported by a number of agencies throughout the UK, for instance; the NHS Business Services Authority: NHS Prescription Services (NHS PS) and the NHS Dental Services (NHS DS). ODS is also responsible for the ongoing maintenance of organisation and practitioner information on to the Care Identity Service (CIS), the central repository of data connecting various systems and services.

We exit a period of instability for the organisational structure across health and social care including an infant and volatile commissioning support market, the creation of Clinical Commissioning Groups (CCG's) and the closure of Primary Care Trusts (PCT's). This period has required ODS to provide a reactionary service ensuring that the coding structure is quickly adapted to support these needs. This has limited our capacity to support longer term objectives. The instability has retreated somewhat and this coincides with a new Government, publication of the 5 Year Forward View, the creation of the National Information Board and the publication of the Health and Social Care Information Centre Strategy, Information and Technology for Better Care.

The combination of these elements empowers us to pause, reflect and consider how our ODS services will support the health and social care system over the coming years. We have therefore created this strategy to which we will hold ourselves to account and endeavour to increase the quality and expand the breadth of the services we provide.

The ODS strategy aims to supplement the recently published corporate HSCIC strategy by detailing what we will do at a service level in support of the wider aims of the organisation. One of the major corporate goals is to take a lead role in delivering one of the National Information Board's (NIB) central arguments that local organisations are charged with implementing local systems over time, consistent with a national set of standards. ODS is ideally placed to underpin this work and ensure that whilst these systems are local they can still interoperate benefitting patients, clinicians and commissioners alike.

One of the recurring themes within our strategy relates to how we change the ways in which we deliver our service not necessarily what we deliver. Viewed individually the changes can be seen as subtle adjustments, however, the sum of these changes equal vastly enhanced quality and efficiency benefitting the organisations utilising our products. It must be recognised that ODS products are used by and support all NHS organisations and the majority of social care organisations.

Our overarching objective is that by 2020 we are no longer viewed as a service called upon when something stops working. We want to be recognised as a support service that delivers real, tangible value enabling change in a timely and efficient manner. Adding to this, we wish to become and be recognised as the authoritative source of organisational coding within health and social care for England and Wales. This 5 year strategy outlines our contribution to making this ambition a reality.

Sean Walsh
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Operations and Assurance Services

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Head of Organisation Data Service

Our Strategy

Central to our strategy is the need for us to change the ways in which we deliver our service and react to customer need. It contains 5 core objectives for the next 5 years.

Our strategy commits us to;

1. Ensure that our product set is clear, understood and used to maximum effect

We will strengthen and communicate the ODS brand starting with a formal mandate that gives us recognised responsibilities that can be shared and understood by those requiring our services. We aim to raise the profile of our service ensuring that it is understood and recognised as the authoritative source of organisation codes within health and social care.

We want to be there as soon as customers need us; the difficulty is that customers don't always recognise that they need our services early enough within their change lifecycle. This can lead to duplication of coding products causing conflict in systems and processes across health and social care. This goal is all about fixing this by making ourselves known, visible and available in the right place at the right time, continuing to bring huge cost saving benefits to the system.

2. Deliver high quality, relevant products utilising the latest technology

The manner in which our products have been delivered has not changed, to any great extent, since the creation of organisation codes to support healthcare. We recognise that now is the time to develop our product set to be more technologically advanced. This includes not only the way we distribute our data but also the manner in which it is stored and manipulated and the complexity of attributes stored against organisation records.

3. Deliver exceptional customer service

We will deliver a service our customers can depend on ensuring that their needs are our priority. Central to this goal will be to adjust the services we provide and the way in which they are provided. The aim is to ensure that what we do meets the overarching needs of health and social care services but also delivers where localised need exists.

This strategy contains 5 core objectives for the next 5 years and considers how we will change the ways in which we deliver our service and react to customer need

4. Demonstrate good value to the health and social care system

We will demonstrate that we provide value for money to both the tax payer and the health and social care system. We will do this by ensuring that we maintain a secure funding stream with a consistent annual budget, sufficient to deliver a high quality, proactive service to known and unknown customers. We will work to develop methods of describing, measuring and communicating the value of our centralised coding service.

5. Manage and communicate our performance

Our customers depend on our service and we need to ensure that it delivers to the standard they deserve. We believe that by monitoring our performance much more closely we will be able to improve our performance. We will take measures to introduce a performance management framework that enables us to regularly monitor our performance and be accountable for it. This will make it much easier to identify improvement opportunities and to take remedial action. We will also communicate this performance with our users.

Objective 1: Ensure that our product set is clear, understood and used to maximum effect

It is imperative that we strive for a wider and deeper understanding of the services that we provide and the timeliness with which those services are sought by our customers. It must also be made clear about what we are tasked to deliver, by and on behalf of, health and social care.

As a utility service we have always found it difficult to raise our profile and be visible to our known and unknown stakeholders. This is partially due to the fact that infrastructure and capacity have not increased at a proportionate rate to the breadth of activities undertaken by the service.

We need to spend time solidifying our overall status within health and social care

The first of the five objectives within the Information and Technology for Better Care strategy is to ensure that every citizen's data is protected. ODS data underpins many access control systems within health and social care yet this is rarely recognised externally to HSCIC. We have never been forthcoming in promoting our successes and the fundamental things we support. We need to spend time solidifying our overall status within health and social care.

A continuous challenge for any utility service is to emphasise the range of things that it has to offer and the coverage of this understanding. The ODS brand is well recognised by those that have regular interaction with the service, however, this is often not the case amongst emerging programmes that will eventually need the support of ODS but don't recognise this early on.

There is a challenge in gaining firm recognition of our responsibilities within health and social care. Inevitably there are rival services that, whilst not in direct competition with ODS, do deliver similar coding products in isolation to meet their own specific needs. This creates inconsistency with regard to coding, publication and clarity about who supplies the coding services required by the system. We should work to consolidate coding, to deliver consistency and make the best of opportunities to drive economies of scale.

What we will do

- Create, communicate and maintain a clear mandate

  We will, by the end of March 2016, create a mandate that very clearly sets out what we are and aren't responsible for delivering. It will provide a clear and succinct list of responsibilities removing any ambiguity regarding what ODS is tasked by the system to do. It will be signed by someone senior enough within the system to enable it to act as an authoritative set of duties for, and on behalf of, health and social care.

- Reduce the likelihood of stakeholders acting autonomously

  We will work towards a deeper understanding and confirmation of why, in the past, stakeholders have acted autonomously to develop their own coding structures. The reasons are anticipated to be that ODS codes don't meet their needs, they don't know that ODS is there to support them or because they want to challenge ODS for reasons outside of our control. Acting autonomously could also mean the way in which people take ODS data and manipulate/present it in ways that ODS do not.

  Some of these issues can be fixed by having a mandate, whilst others represent an opportunity for ODS to improve its service to plug any gaps. A programme of work will be initiated to assess the gaps in our service provision and to enable decisions regarding plugging those gaps.

- Maximise effort to pre-empt future changes

  Pre-empting future changes will be achieved by having members of the ODS team engaging with project boards/information groups internally within HSCIC and beyond.

  We will work to secure a reliable and regular source of intelligence directly from NHS England enabling anticipation of future changes.

  The groups and meetings that we are interested in should be defined and monitored for meeting agendas and minutes. This will extend to the monitoring of white/green papers, current events and dear colleague letters. These tasks will be defined as formal objectives for staff members and will become embedded processes within our change pipeline.

- Improve our research/networking capability and capacity to support customers and the instigation of change

  We will improve our capacity for researching and networking by embedding research based objectives within Personal Development Reviews. Stakeholders will be identified and will be the target of specific research activities. Individuals will be granted appropriate capacity by line managers to carry out those research activities.

  Looking forward we will instigate a formal relationship management function that will give us direct access to the stakeholders we need, when we need them.

- Communicate the core nature of the ODS product and the importance of this for delivering efficiency across the health and social care system

The core nature of our product will be communicated much more effectively. This will include confirmation of what we do the areas of health and social care that this impacts and the value this delivers to the system. We will communicate this message via our website and newsletters but will also make more effort to engage with specific stakeholders via the aforementioned networking route.

- Endeavour to make the ODS service more visible

We will become visible to as many people as possible and the service shouldn't limit itself in this respect. We will do this by working in conjunction with our Strategic Account Managers to create a priority list of people that we wish to be interested in our service and will create a rolling engagement programme to maintain their interest. This will form a relationship management function in which we formally re-engage with our stakeholders. This will include named employees within the team becoming Subject Matter Experts for specific programmes and systems. They will be responsible for maintaining relationships which will be underpinned by the equivalent of a CRM/knowledge database detailing communication activities and profiling details of customer organisations, systems and how they use our data.

Our 2020 Vision

ODS will become known as the single point of organisation reference data through strength of profile and quality of the service provided. As a result of this strengthened profile ODS will be considered and consulted when change is being discussed and planned by policy makers across the health and social care system.

Customers will be compelled to use ODS as the authoritative source of organisation data and the data products on offer will be deemed as the single point of truth. Additionally these customers will know what the ODS service is, what it includes, excludes and how it is accessed.

We will have a strong brand that people recognise and trust. It will be understood as a key enabler for many elements of the health and social care system and this will deter competition from other public sector organisations.

Objective 2: Deliver high quality, relevant products utilising the latest technology

We need to be able to respond to demand and this must be facilitated by having a stable platform from which to react quickly

Technology is moving at an ever increasing rate and whilst ODS' biggest asset is the data we hold, we also need to consider what we do with it to make it more useful and easier to consume.

We need to continue to provide our products and make them nationally available to support the Information and Technology for Better Care objective of implementing services that meet national and local needs. Our reference data underpins many national and local systems and facilitates interoperability, we need to continue providing this much needed service and this corporate objective could fuel demand for ODS support.

Our data is mainly exposed via csv file download. By enhancing our delivery mechanism we enable a world whereby we can add depth and richness to the data we store against organisation entities.

Customers are increasingly expectant that they will be able to access our data in a multitude of ways. Over the period ahead our customers will want to access our data via Apps, API's and other web services embedded within their systems. We need to be able to respond to this type of demand and this must be facilitated by having a stable platform from which to react quickly, using the latest technology standards.

What we will do

- Strengthen our technical platform

  We will create and develop a platform that enables us to respond to demand much quicker. This includes the consolidation of all of our processing tools to one individual platform that is highly automated, optimised and embedded within a deep culture of documentation, testing and requirements traceability.

- Continually improve the service that we provide

  We will develop our products so that they are available via XML and are scalable in our ability to add additional data to our records.

  We will create a new coding strategy that has no shelf life enabling us to support the needs of health and social care indefinitely.

  We will listen to and gauge customer demand for new and improved ways of accessing our data. If customers want API's and there is suitable demand for this then we will develop API's and deliver them to our customers.

  We will look to add richness to our data by including elements such as named relationships and Unique Property Reference Numbers.

- Improve our breadth of knowledge to ensure we can deliver our goals

  Where demand encourages us to deliver products in new ways we will ensure that we have the correct skills to deliver the required changes. Where appropriate we will look internally within HSCIC to cross-pollinate skills that already exist within the organisation.

  In addition we will develop a culture of continual learning by ensuring that employees have targets to learn about specific systems, processes and anything else that may benefit our ability to deliver an excellent service.

Our 2020 Vision

Our ability to react to change will be much quicker and will have much less impact on our team and processes. We will have deeper knowledge about the systems and processes our data impacts in turn supporting the speed of our response.

Customers will recognise us, as not only an enabler through use of our data, but will also consider us a development partner that helps create technical solutions for the benefit of all.

Objective 3: Deliver exceptional customer service

Our aim is to achieve customer service excellence

We aim to achieve customer service excellence. The approach for doing so consists of 3 elements, first in our support of customers of our existing products, secondly in response to emerging customers with new requirements and third by ensuring that the products that we provide are the right products delivered via the most appropriate mechanisms at the right time.

Information and Technology for Better Care includes an objective to support health and care organisations to get the best out of technology, data and information. One of the major themes is to accelerate 'joining up' of individual local initiatives in a common, harmonised way. We can support delivery of part of this objective by offering excellent customer service and supporting organisations to make the best use of our data. Through our customer engagement we can help ensure it is being used consistently enabling many onward benefits including interoperability and ease of reporting.

What we will do

- Ensure customer satisfaction at every interface

  This goal aims to ensure that customers are always satisfied with the interactions that they have with the ODS service. Customers may interact with the service via the service desk, the user reference panel, initial consultation reviews regarding emerging needs and through many other methods. It is crucial that all customers have a good experience and feel supported by our service. We will use spot surveys to gauge customer satisfaction and will take action to implement improvements where they have been identified.

- Manage customer expectation

  As part of customer interactions we will endeavour to manage customer expectations. This is particularly important for customers that don't come away with an immediate solution. We will make a commitment to ensuring the needs of these stakeholders are discussed at our business change meetings. As early as possible stakeholders will be provided with solution plans and next steps, alternatively, detailed reasons why something can't be done. In this instance we will ensure that customers are satisfied, understanding why solutions cannot viably be created. Communication channels should not be closed until this has been achieved.

  In addition, stakeholders will be managed appropriately so that expectations regarding emerging products are understood and accepted.

- Fine tune our portfolio to ensure our efforts focus on what our customers need and value

  We will clearly detail the portfolio that we currently serve and will publish this via multiple distribution channels. Further than this we will communicate the plans we have for the future so that customers know what to expect the service to look like in each of the next 5 years.

  We will add to this by utilising our User Reference Panel and relationship management function by inviting our customers to contribute and help shape what the future looks like for ODS and the services that it provides.

Our 2020 Vision

Customers will understand what we do and don't deliver and will increasingly only approach us for support of the former. Further than this, all customers interacting with our service will have a positive interaction with our service, feel that they have a suitable solution to their problem and will fully understand the deliverables that ODS have agreed.

Customers will also feel that they have a voice and will know the mechanisms with which to have their voice heard. They will have a firm sense of influence over the things that we deliver to them.

Objective 4: Demonstrate good value to the health and social care system

We will begin a process to better quantify the value that we bring to the system

The Government, the tax paying public, along with departments and organisations working across health and social care rightly expect that services commissioned to support the system represent good value. They also expect that these services will be delivered to a standard that is worthy of the brand.

We are accountable to the Health and Social Care System and the reputation we hold within the system is something we take seriously. It is fundamental that we begin a process to better quantify the value that we bring to the system at both national and local level.

Getting the balance right between cost and quality is something we need to ensure we are both achieving and being recognised for. It is critical that the funding we receive is sufficient if we are to achieve the goals set out in this strategy.

Establishing shared architecture and standards so everyone benefits is recognised within Information and Technology for Better Care. Our products provide a shared coding strategy for use by anyone supporting the system. We know we deliver value; we now need to establish methods of quantifying it.

What we will do

- Maintain funding stream that enables us to deliver our strategic goals.

  We will do this by ensuring that our value is communicated and understood. Our goal will be to receive the funding that we request year-on-year. Any significant increase in funding requested by us will be supported by an evidence based need assessment, a description of how it links to this strategy and a plan detailing how this funding will be committed.

- Demonstrate and communicate how we deliver value for money.

  We will work towards a deeper understanding of how our products are used at a national and local level. Further than this, we will look to understand the actual value that is created for patients, clinicians, administrators and commissioners within a set of specific case studies. Additionally, we will consider the costs of replacing our service should it suddenly cease to exist. We will communicate our findings to major stakeholders and customers and ensure that this information is in the public domain.

Our 2020 Vision

By 2020 stakeholders will understand more about the value created and delivered through existence of centralised organisation data.

People who know us will not only consider in isolation the value that ODS provides in their own roles but will have a much clearer idea of how our service underpins most health and social care processes and applications.

Objective 5: Manage and communicate our performance

Embedding a culture of performance management will help us improve what we deliver

It is recognised that ODS doesn't currently manage or communicate performance, be it good or bad, well enough. It has been attempted before; however the challenge has been in creating something meaningful with neither a clear mandate nor a detailed portfolio in place. These areas are being addressed within this strategy and this provides opportunity to wrap a performance management framework around everything we should be delivering.

To us, managing performance means that we know how well we are performing, can identify areas for improvement and enables us to tell customers what we are doing well and also what we are doing to enhance the service.

Ultimately we will use this culture of performance management to improve what we do and deliver even better value to our customers.

What we will do

- Improve performance measurement and reporting

  We will create a performance monitoring and reporting framework inclusive of publication dates, publication methods and how the metrics relate to this strategy. The framework will be communicated to our internal and external stakeholders and we will make it our duty to adhere to the framework.

  Performance will be monitored and improvement opportunities identified through the implementation of a continual process of lessons learnt. This will facilitate identification of areas that need improvement. It will also include a mechanism for creating and delivering action plans in relation to these identified areas.

- Define KPI's to support us to continually perform at the standards our customers deserve

  As part of our performance framework we will develop a set of key performance indicators (KPI's) that will be used to measure how successfully we are operating our service.

  In the first instance we will identify a set of performance metrics that can be easily monitored from the outset. These will serve to introduce a culture of performance management within ODS.

  Following this we will develop further metrics and mechanisms enabling us to monitor our performance and achievement towards achieving this strategy. To ensure that these align with customer expectations, targets will be developed in conjunction with our customers sitting on the ODS User Reference Panel.

Our 2020 Vision

All of our stakeholders will understand how well we are performing and we will have a rolling programme of work that aims to improve our performance.

What this strategy means for us

Transforming the way we work

In line with the corporate strategy, we need to grow our capacity and speed up delivery.

We will do this by working smarter rather than harder. By streamlining processes we can work to remove inefficiencies. By being consistent in our approach to our work we can identify waste and optimise our delivery speed, whilst improving the quality of our delivery. We will embed a culture of learning from what has gone before, borrowing the best bits and avoiding the worst. We will also strive to work across ODS team boundaries ensuring that there is no duplication of effort.

A delivery mechanism is required to introduce these ways of working and so we will develop options for the creation of an internal Project Management Office (PMO). We will consider how this will deliver the above benefits and how it can be structured and delivered using existing resource.

Additionally we will create strategic delivery working groups for each of our strategic objectives. Each working group will be tasked with driving the delivery of the strategic objective, developing approaches and tactics as appropriate.

To transform the way we work we need all ODS staff to;

- Fully engage with the corporate HSCIC values of being people-focussed, professional, trustworthy and innovative – always acting as HSCIC advocates
- Understand this strategy and be fully engaged in a collective responsibility of achieving our aims
- Volunteer to get involved and take an active interest in how we deliver the components of the strategy
- Consider how they can tangibly support the strategy's delivery
- Embrace any new ways of working believing that change is in the best interests of the ODS

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