



NHS BENCHMARKING NETWORK

Benchmarking Mental Health Services

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National Association of PICUs
Manchester – 6th September 2012

Overview



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- .. About benchmarking
- .. The NHS Benchmarking Network
- .. Benchmarking mental health services
- .. Benchmarking illustrations
- .. Future work
- .. Discussion points

NHSBN overview



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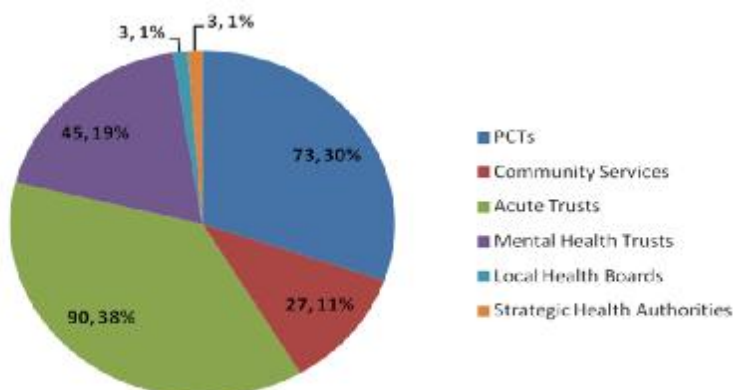
- Founded in 1996
- 243 NHS member organisations
- Membership continues to grow
- £2k p.a. membership fee for 2012/13
 - Projects - reports, toolkits, presentations, data analyses
 - Events
 - Knowledge exchange
- Currently hosted by NHS Wirral
- Non-profit making – all membership fees support the work programme

Membership



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○ Network membership 243 NHS organisations:



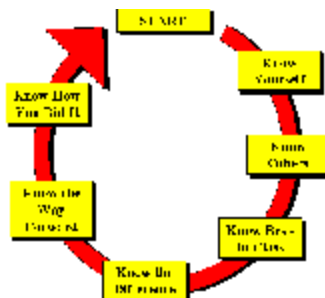
What is benchmarking?



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- Benchmarking is the second most popular global technique for performance improvement

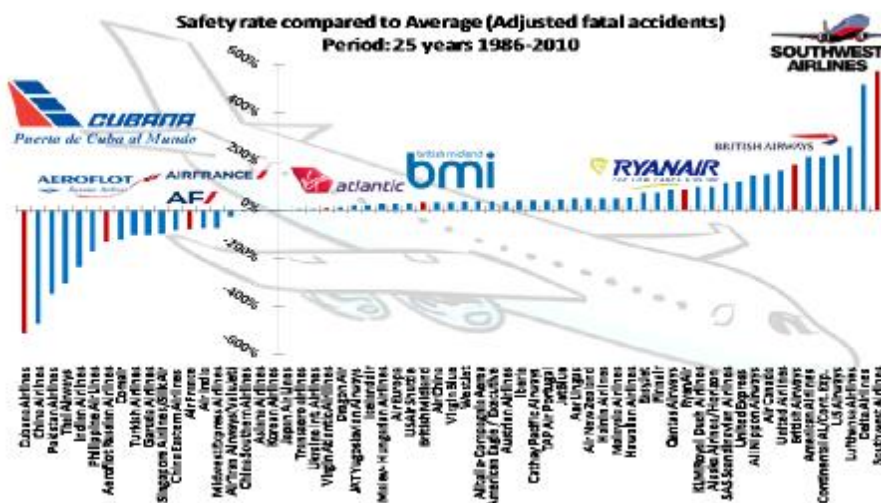
“Benchmarking is the use of structured comparisons to help define and implement best practice...”



What is benchmarking?



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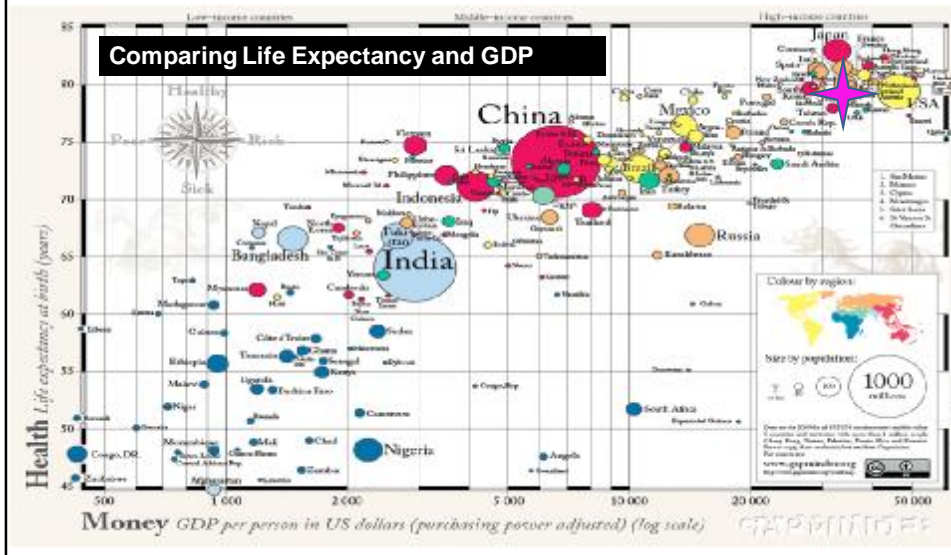


What is benchmarking

?



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Existing Network projects



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Outcomes = reports and good practice guidance

- Community hospitals
- Continuing healthcare
- Health outcomes
- Community Services
- Intermediate care
- Clinical commissioning
- Acute therapies
- Emergency/ Urgent Care
- Radiology
- Corporate Functions
- Mental health
 - Inpatient services
 - CMHTs
 - CAMHS
- Financial value/QIPP
- Long term conditions
- Primary medical services
- Salaried dental services
- Prescribing
- OOHs
- Older peoples services

Examples from existing projects

Benchmarking total system spend



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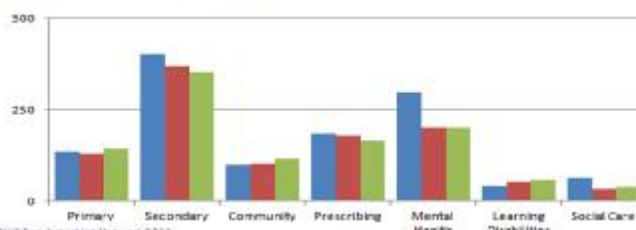
Total system spend per person and analysis by sector for Manchester PCT

Blue = PCT
Red = SHA
Green = national average

Index of Expenditure by Commissioner



Expenditure per person by category



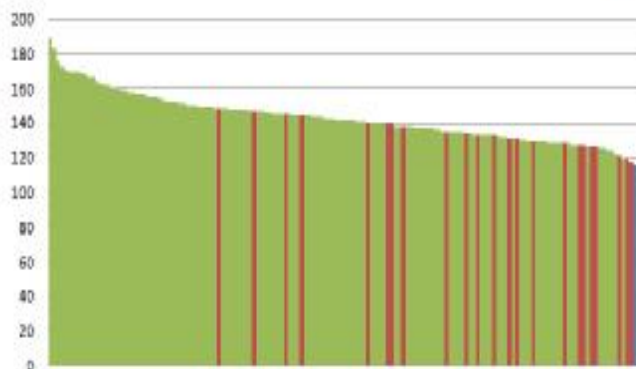
© NHS Benchmarking Network 2012

Whole system benchmarker

Primary care spend



Primary Care
Primary Care Cost

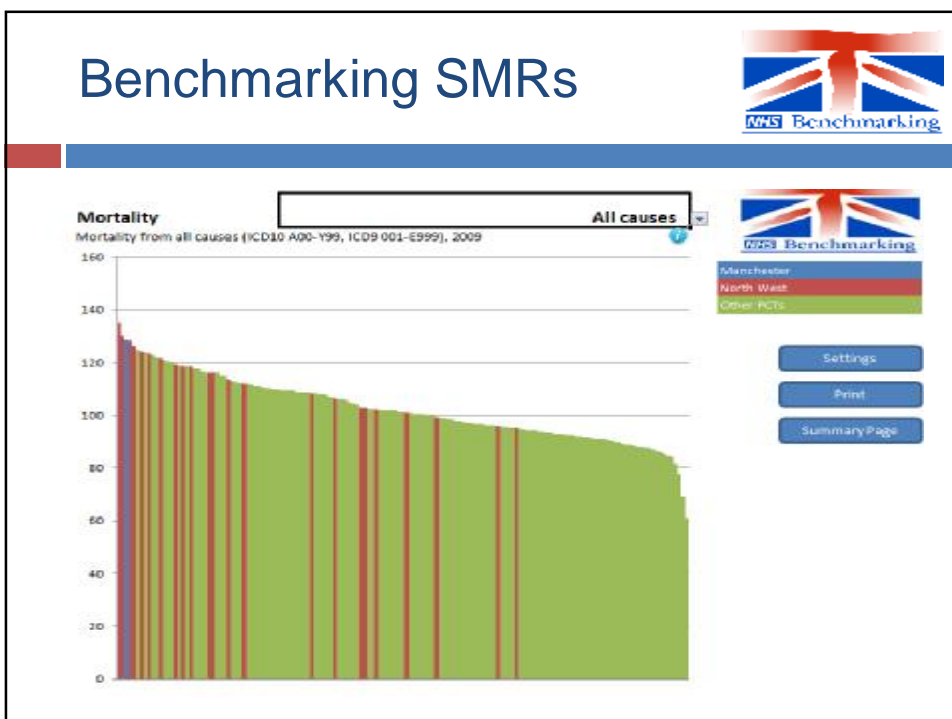
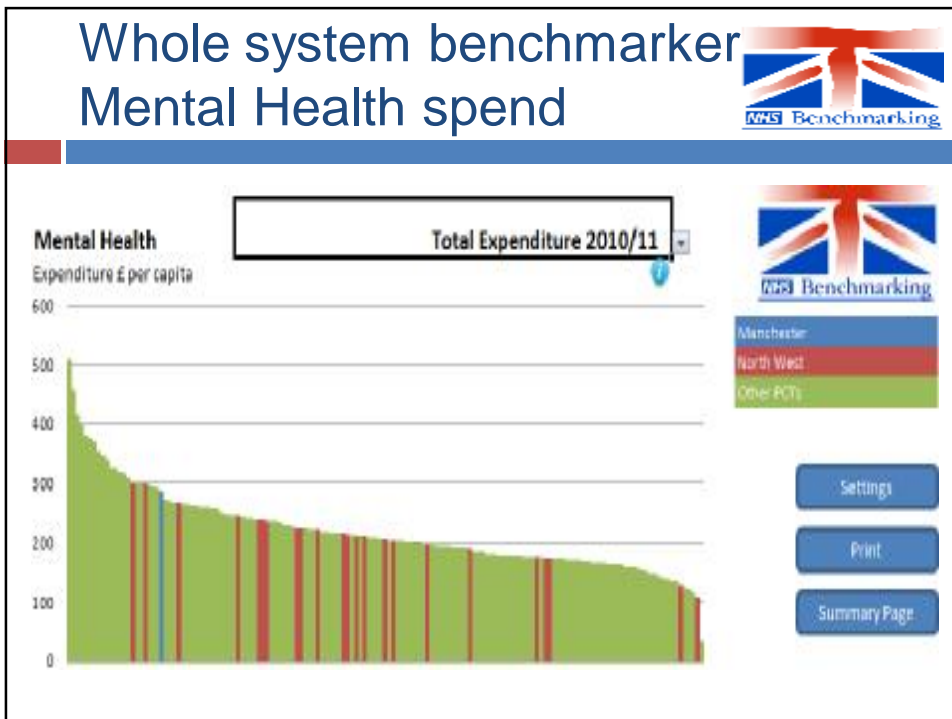


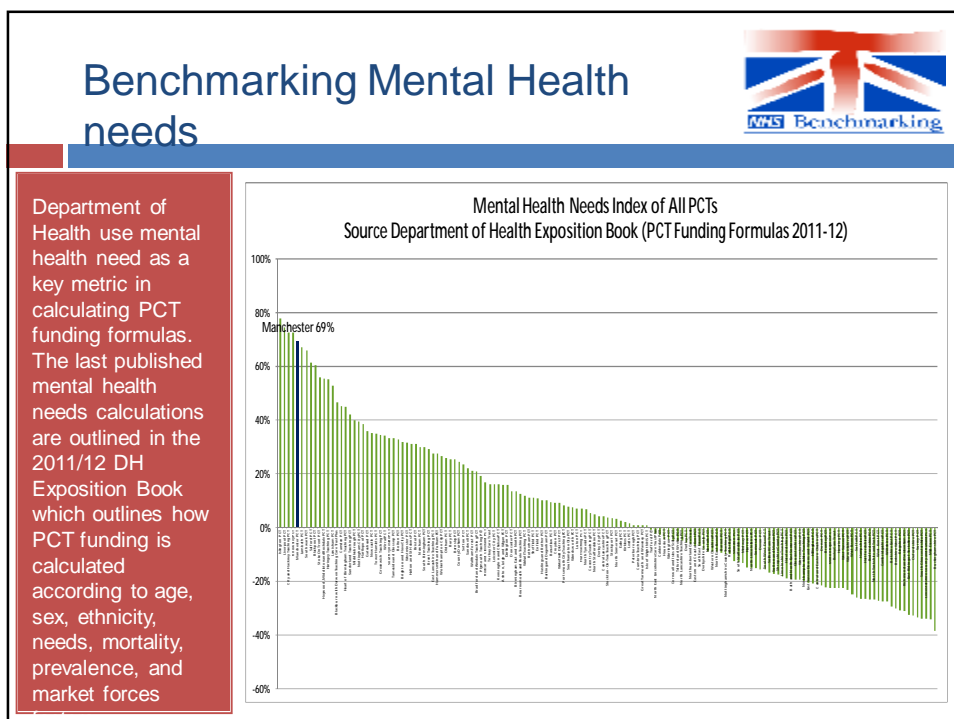
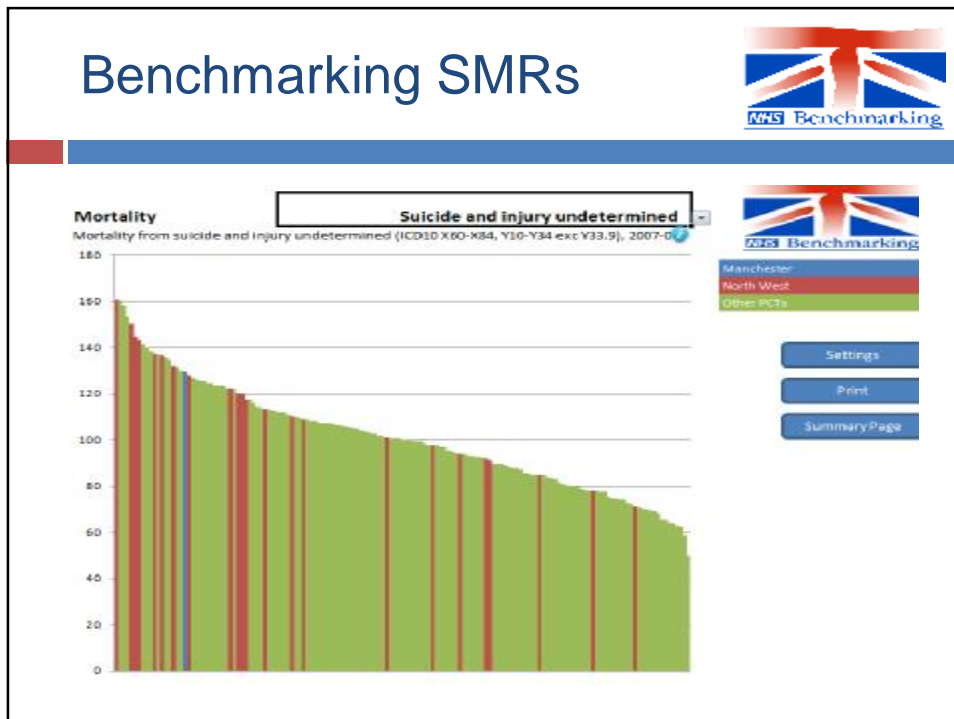
Total Primary Care

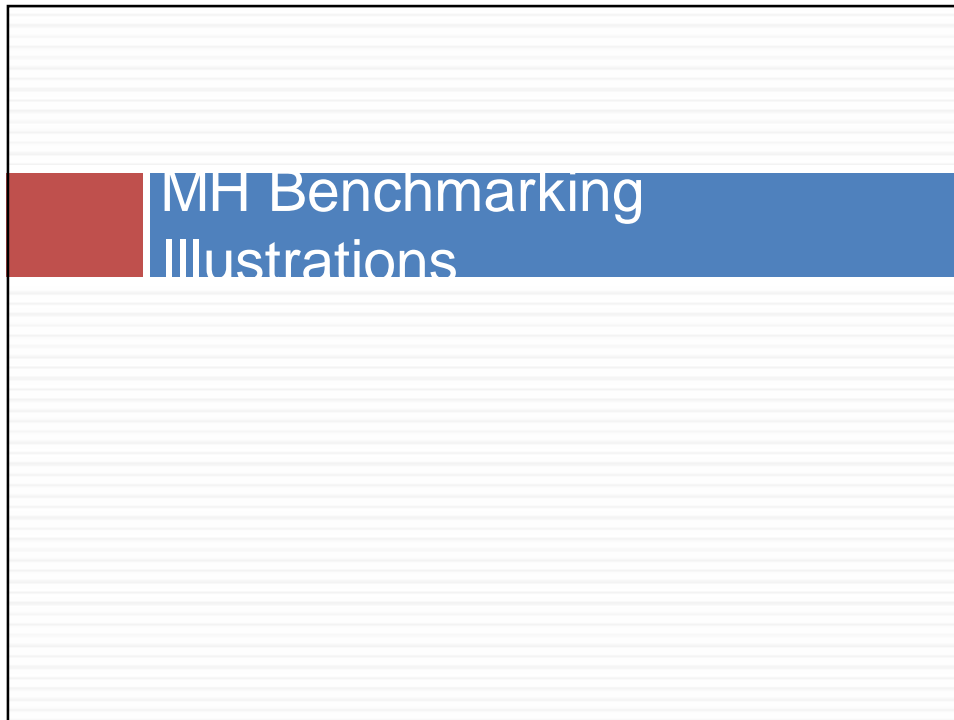


Manchester
North West
Other PCTs

- Settings
- Print
- Summary Page







Project background



- The MH Benchmarking Club was developed by the Audit Commission
- 8 benchmarking cycles were undertaken
- Up to 48 MH Trusts took part
- The work was led by Peter Finn and an excellent team from the Audit Commission
- The work supplemented other national initiatives including; MH service mapping and MH Minimum Data Set
- The project has now transferred to the NHS Benchmarking Network

Project content



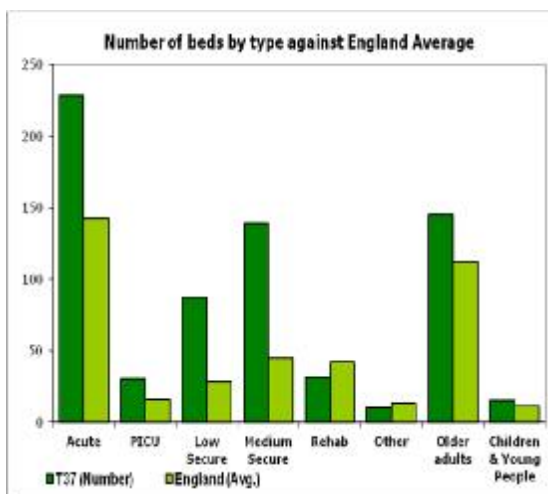
- Defined by users
 - Beds
 - Admissions
 - Demand
 - Bed utilisation
 - Length of stay
 - Delayed transfers of care
 - Readmissions
 - Admissions under the Mental Health Act
 - CPA
 - Employment & accommodation status

Benchmarking Beds

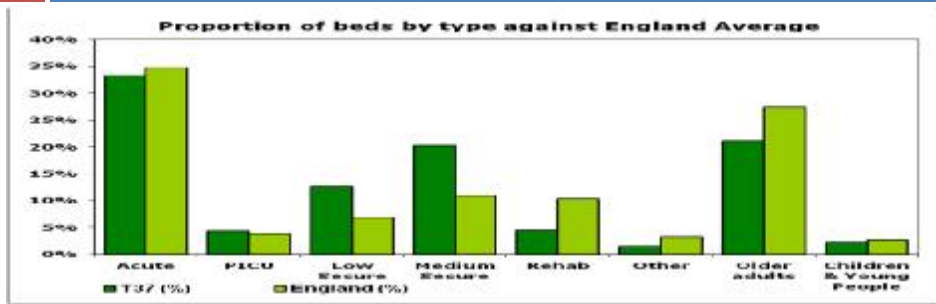


- Comparisons by type

- Adult acute
- PICU
- Low secure
- Medium secure
- Rehabilitation
- Other
- Older adults
- Children and Young People

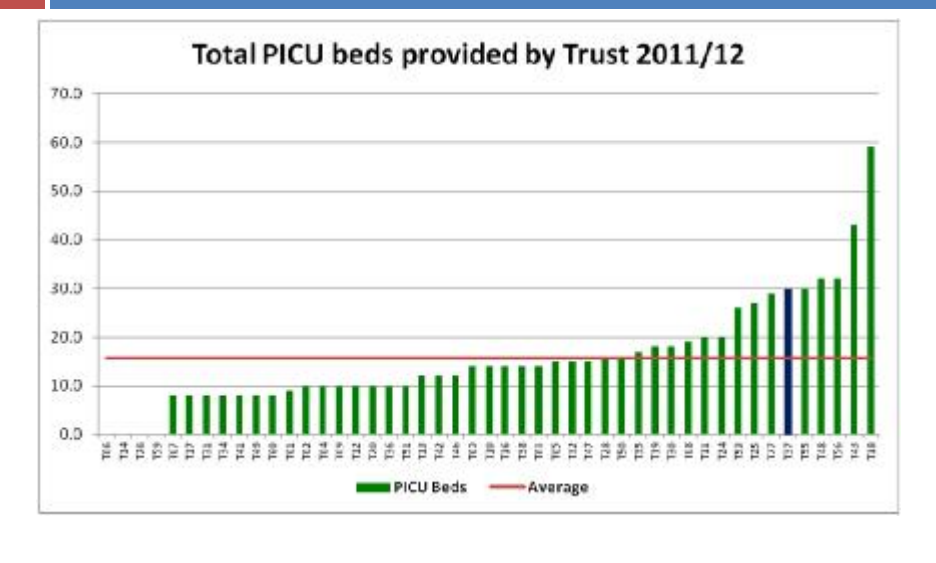


Benchmarking Beds

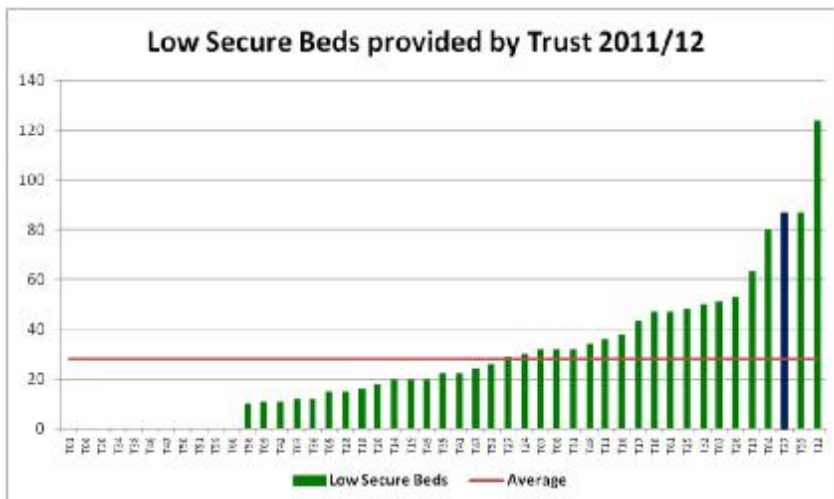


Bed breakdown	Acute	PICU	Low Secure	Medium Secure	Rehab	Other	Older adults	Children & Young People	All Beds
T37 (Number)	228	30	87	120	31	10	19	15	685
T37 (%)	33.3%	4.4%	12.7%	20.3%	4.7%	1.5%	21.2%	2.2%	
England (No.)	6391	738	1317	2066	1892	623	5283	622	18211
England (Avg.)	142.4	16.7	28.0	44.0	42.4	13.3	112.0	11.1	406.4
England (%)	34.8%	3.8%	8.8%	10.9%	10.4%	3.2%	27.4%	2.7%	
Urban (No.)	3701	399	750	1207	1081	166	2856	223	10473
Urban (Avg.)	168.2	18.1	34.1	58.1	48.4	18.0	170.7	10.1	408.2
Urban (%)	35.3%	3.8%	7.2%	12.3%	10.2%	3.9%	28.4%	2.1%	

Benchmarking Beds



Benchmarking Beds



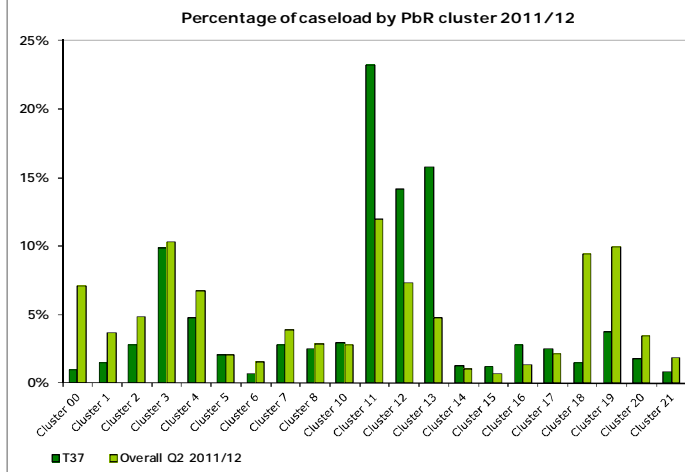
Benchmarking PbR clusters



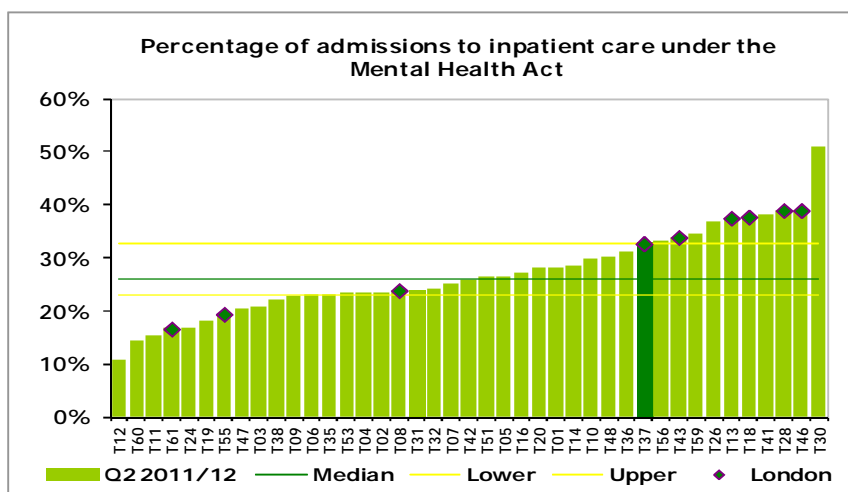
Trust T37 show high levels of acuity

Highest categories of demand are in clusters 11, 12, & 13

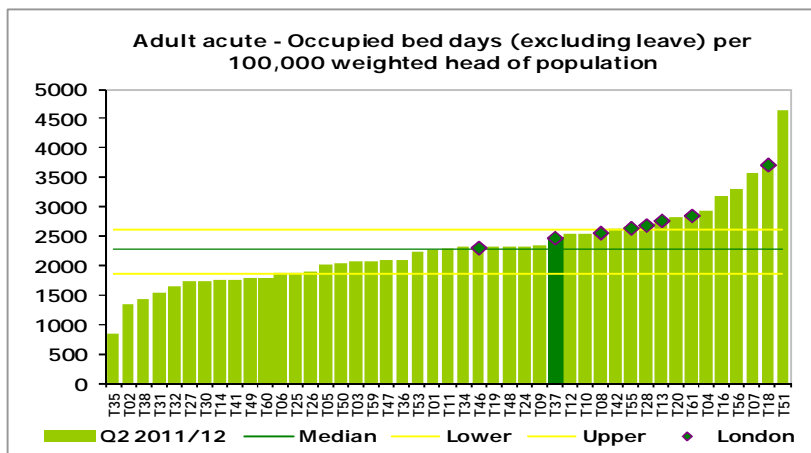
“Ongoing or Recurrent Psychosis”



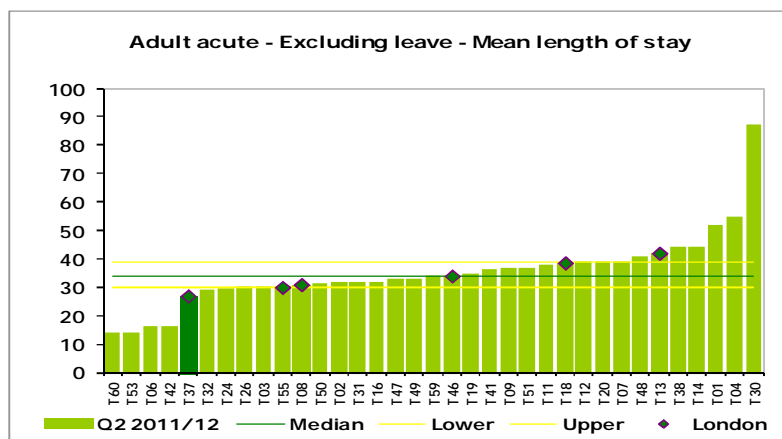
Benchmarking Admissions



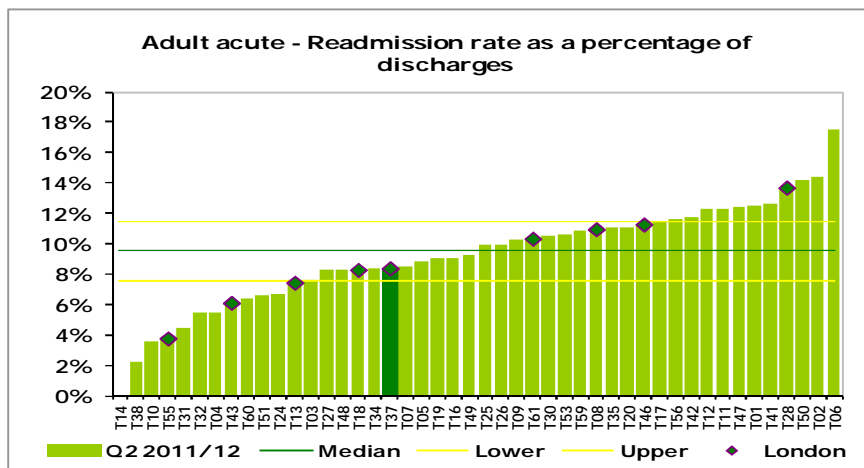
Benchmarking bed use



Benchmarking length of stay



Benchmarking Readmissions



What next?

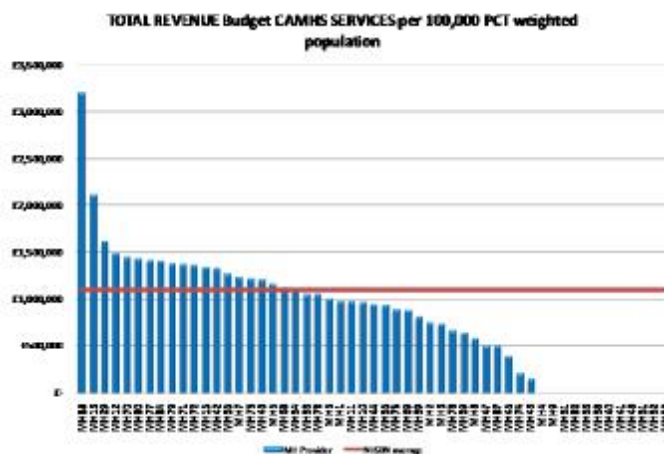


- New cycle of data collection underway
- Reports due in October 2012
- Re-scoping the content of the project
- Likely to be more detailed analysis of indicators on;
 - Activity
 - Finance
 - Workforce
 - Safety, Quality, Outcomes

Benchmarking Finance CAMHS illustration



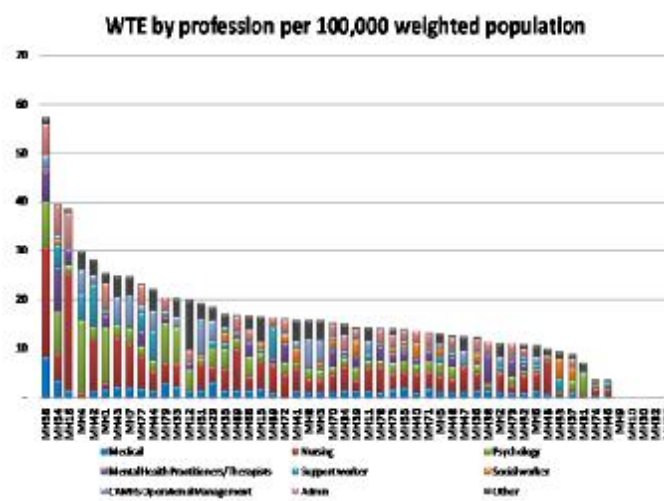
Analysis of CAMHS funding confirms average revenue budgets for 2011/12 of around £1.1m per 100,000 weighted population. The range of revenue investment levels shows a wide range across participants.



Benchmarking Workforce CAMHS illustration



The workforce profile by staff group is interesting with approximately equal splits for Nursing, Psychology, Administration and Other (e.g. MHP) categories. Medical staff are present in most Trusts. The number of Support Workers and Social Workers are relatively small given their high profile in adult mental health services.

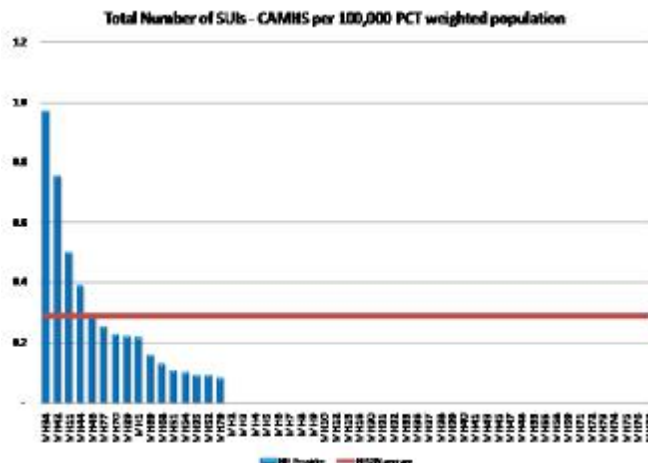


Benchmarking Safety CAMHS illustration



Data provided on number of serious and untoward incidents was limited with 16 providers able to report positions. This may reflect data collection systems.

An average of 0.3 SUIs was recorded across the participants who could provide data.



Sharing good practice



- Great benefit in sharing good practice amongst benchmarking participants
- Case studies developed from good practice examples
- Sharing of good practice through regular events
- 3,000 regular contributors



Sharing good practice



- o CAMHS illustrations - great variety of good practice and value in networking
 - § **Oxford Health NHS Foundation Trust**

Reduction of inpatient admissions and average length of stay since new service model implemented April 2009 has continued through 2010/2011 and with further PCT areas and services added . Combining of CAMHS Crisis and Outreach Services to provide 24/7 service across all the geographical areas, 90% of admissions gate kept by these teams preventing inpatient admissions. The implementation of the Outreach Service and Crisis service has bought an on-call service for CAMHS in Buckinghamshire, Oxfordshire, Swindon, Wiltshire & BaNES, if in crisis a CAMHS consultant is on call to attend 24/7. Oxford Health NHS Foundation Trust has been developing ADHD and ASD pathways across Buckinghamshire, Oxfordshire, Swindon, Wiltshire & BaNES. A Participator role has been developed and recruited too during 2010/2011 which links the patients with service developments such as projects, recruitment and redesign. The Trust has been selected to take part in the National Pilot for CAMHS IAPT.
 - § **Pennine Care NHS Foundation Trust – Tameside and Glossop**

Development of multi-agency single point of entry for YP requiring assessment for a diagnosis of ASD. CAMHS link workers integrated into newly established multi-agency early intervention teams. Training and on-going input with LSCB. Monthly liaison with special schools. Comprehensive training packages delivered to a range of Tier 1 professionals. Implementation of evidence based group work for a range of problems e.g. DBT,CBT. Development of award winning "With U in Mind" package, a resource book and website that provides information regarding mental health at a universal level. Development of an integrated care pathway for parental infant mental health. Provision of a locally developed attachment awareness DVD and booklet to all new parents. On-going participation of young people in service design and evaluation of delivery.

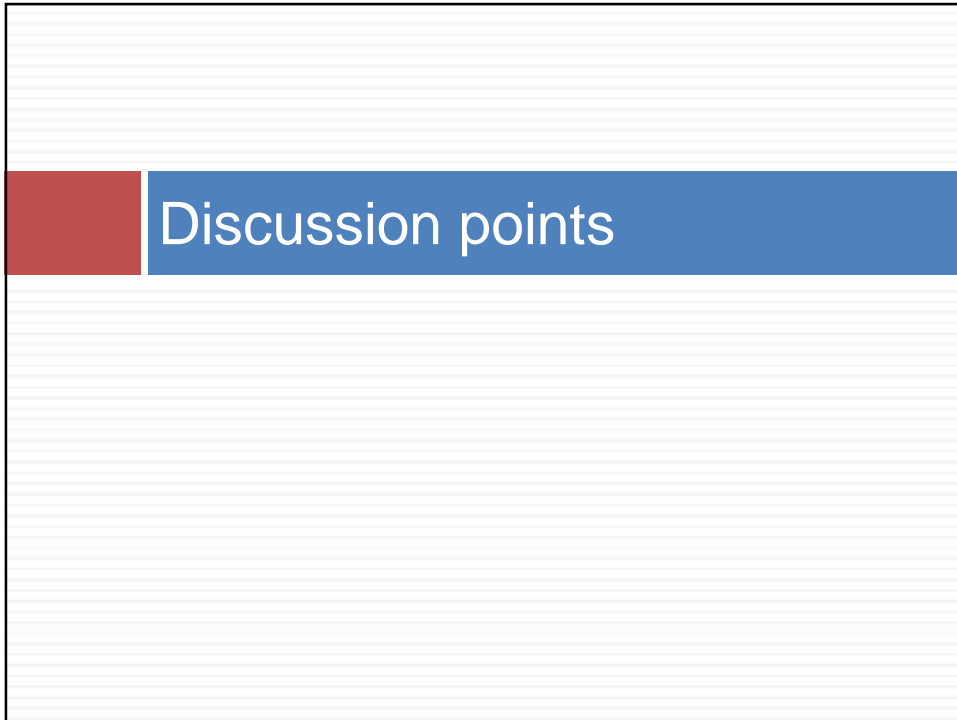
Further details

www.nhsbenchmarking.nhs.uk





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Discussion points