NHS Benchmarking Network
Annual Work Programme Report

A review of the year – 2022/23

NHS
Benchmarking Network

With another benchmarking year complete, we are taking the time to reflect on the successes of the Network throughout the annual project cycle. We are grateful for your active participation in the 2022/23 work programme and look forward to building even stronger relationships with members across the UK and within integrated health and care systems.

Integrated health and care benchmarking has been a key element of the 2022/23 work programme. At the beginning of the project cycle, following member feedback, we delivered a selection of cross system webinars. The webinars focused on supporting organisations to understand how the many components of our health and care systems can be brought together using benchmarking to action strategic change, and ultimately have an impact across regional and local systems.

The Network core projects introduced cross-sector benchmarking, to enable you to consider the entire patient pathway. The 3 projects, Intermediate Care, Managing Frailty in the Acute Setting, and Emergency Care benchmarking were developed and delivered with this in mind. This work has now advanced into a more integrated community and acute work programme for the Network in 2023/24.

We also pressed ahead with monthly tracker projects, including an Acute Transformation Dashboard, Community Indicators project, and Mental Health & Learning Disabilities dashboard designed in consultation with members. Each of the dashboards enable organisations to incorporate benchmarked data to inform business plans and support discussions on areas of potential service improvement. Combining intelligence from both the recurrent and annual projects puts our members in a fantastic position to manage the multi-faceted challenges they encounter.

Our Enhanced Membership offer was created to help our members ask AND answer the 'so-what' question. The Enhanced Membership offer continues into 2023/24 as *Insights*, supporting members to 'confirm' and 'challenge' outcomes and inform transformation. This is the next level of a series of supporting materials from the Network, including the annual Improvement Opportunity Reports, National Cost Collection Analysis Report, and How to get the best of Benchmarking guides.

Some extra celebratory moments to reflect on this year included our first in-person Engagement event held in October 2022, our buoyant workforce work programme (funded by NHSE / HEE) that we expect to develop further over the next 3 years, and supporting the IIMHL Leadership Exchange match in Dublin. The mechanism of benchmarking reaches far and wide, and we're delighted to connect with so many people to see transformation across organisations, services, and even countries!

When it comes to our programme of audit work, CVDPREVENT published its Second Annual Audit Report in June 2022, with the Third Annual Audit Report hot on its heels in March 2023. In addition, quarterly reporting was achieved six months ahead of schedule for the CVDPREVENT Data & Improvement Tool, supporting Primary Care to forge ahead with local and regional quality improvement schemes. For the National Audit of Care at the End of Life (NACEL), developments in year included filling three new roles: Clinical Lead (Dr Mary Miller), Quality Improvement Lead (Jessica Moss), and Quality Improvement Clinical Advisor (Dr Rosie Bronnert). The future of the audit will prioritise quality improvement and shared learning. Continued good work was also appreciated in the Learning Disabilities Improvement Standards project, which had huge participation in round 5 across acute, community, mental health and specialist providers, including independent sector providers. Thank you to our partners and stakeholders. These programmes of work make a real difference to our populations, and we are proud to be part of reducing the inequality gap in heart health, end of life care, and learning disabilities and autism.

Sadly, we said goodbye to five of our long-standing Network Steering Group members; Dr Guy Rooney (Consultant Physician for Great Western Hospitals NHS Foundation Trust and Medical Director for Oxford Academic Health Science Network), Mike McEnaney (Director of Finance for Oxford Health NHS Foundation Trust), David Chapman (Head of Business Analytics for Northern Care Alliance NHS Group), Julian Baker (Director for the National Collaborative Commissioning Unit, Wales), and Tracy White (Associate Director of Information and Business Intelligence for Central & North West London NHS Foundation Trust). Their input and commitment to the Network is hugely respected and we wish them all the best for their future ventures.

We hope you enjoy reading our 2022/23 annual work programme report, and look forward to working with you in the coming year.

Sam Wilde
Director of Finance & Business Intelligence and Co-Chair,
Lincolnshire Community Health Services NHS Trust

Haydn Jones
Associate Director of Finance (Business Intelligence) and Co-Chair,
Gloucestershire Integrated Care Board (ICB)

The NHS Benchmarking Network (Network) is the world's largest benchmarking service for publicly funded healthcare and is open to all commissioners and providers of NHS services. Our work programme has been developed to deliver benchmarked comparisons on a range of key indicators where national data sources are currently limited.

The Network works closely with its members to understand and identify the causes of variation in demand, capacity, and outcomes within the NHS. The Network Community strives to define "what good looks like". A key role of the Network is presenting valuable intelligence in a meaningful way to promote system development and monitor service performance to deliver national and local priorities and meet patient needs.

Message from the Director

The team here at the Network is growing and developing and I'm incredibly proud of the work we do and the insight that we are able to offer to our members. We wouldn't be able to do this without our members who provided us with 550,000 data points in 2022/23 to support our core projects, which when combined with the public data available through our Integrated Care Benchmarker and the data available through our audits and other national projects creates an incredibly rich source of information. I'm confident that there is something here at the Network for everyone – whether you are looking for assurance, opportunities for improvement, measuring progress or understanding the needs of the population served and system level insight. In fact, there is so much that we recognise that moving forward we need to support our members to understand and utilise our data and insight. Part of this is about making sure the data from our projects is accessible and the data from all of our projects is now available in our online toolkit and through infographics as well as through our reports and events. The bigger part of this is about working together in our benchmarking community to support curiosity and find the answer to the 'so what' question. Ultimately our vision is to enable members to improve patient outcomes, raise standards and deliver quality health and care. How can we help you?

Sarah Atkinson,
Director of the Network.

Network Vision 2023/24

To enable members to improve patient outcomes, raise health standards, and deliver quality health and care services through data excellence, benchmarking, and the sharing of innovation.

Network Values 2023/24

Excellence
Always striving to be the best we can be, in everything we do.

Respect
Value everyone, acknowledge members' unique experiences, work together to deliver improvement.

Integrity
Be transparent, be realistic, be honest.

1 Deliver high-quality, innovative work with technology and strong relationships.

Measure
- Continuous improvement approach to all aspects of projects.
- 100% delivery against project timescales
- Data accuracy through consultation with participants.
- Quality assurance with all outputs.
- Appropriate use of analytics and technology capability to deliver projects efficiently and effectively.
- Case studies of use of benchmarking data are developed and QI opportunities and good practice explored.
- Member survey – target 97% of members find the Network's products useful.

Achievement
- A tried and tested method of data collection, validation, and reporting, ensures the Network are delivering on all aspects of the project cycle to the highest quality.
- Investment in technology to support the Network means wheels are in motion to develop the members' area on the Network website and introduce enhanced benchmarking tools to make them easier to use.
- Case studies and Guides are produced in collaboration with members and distributed across the Network, to support the sharing of good practice, and supporting sector webinars throughout the year.

2 Promote membership across ICSs, Provider Collaborations and other organisations.

Measure
- To grow the membership in the NHS in England by March 2023:
  - Providers – 85% of eligible Trusts
  - Commissioners – 50% coverage by population
  - To promote membership across Integrated Care
- Systems with full membership of all NHS providers and ICBs across 50% of ICSs.
- To maintain membership in other UK home countries at current levels.
- To grow membership amongst other publicly funded health and care organisations.

Achievement
- 32% of ICBs by population covered, 100% of Mental Health Trusts, 76% of Acute Trusts, and 87% coverage of NHS Trusts providing community services.
- 100% coverage with Welsh Health Boards and the Welsh Government, Northern Ireland HSCTs, Scottish Health Boards, and the Scottish Government.

3 Engage proactively with members to increase visibility and provide support to members.

Measure
- Good engagement in Steering Group and Reference Groups by members.
- Executive sponsor established for each member
- Member participation in projects, at events, and through accessing online areas.
- Active engagement with members using engagement templates and CRM.
- Additional projects delivered for 25% of members (enhanced offer and / or bespoke work).

Achievement
- Full capacity of Steering Group with positive engagement and encouraging whole system progress.
- Ongoing work to introduce member profiles to understand needs and wants of members and provide high-quality, useful benchmarking support.
- Members' area demonstrations and drop-in sessions supported the improved awareness and use of the members' area.
- Increasing user activity on the members' area due to upload of project reports and event recordings.
- Bespoke research projects have been positively received and additional workstreams are in the pipeline for 2023/24. New members are seeking to join the Network to access valuable benchmarking insights for research and policy development.

4 Build reputation for the network through events, articles, and social media engagement.

Measure

- Sharing with pride the work that we do through:
  - High quality events with high levels of attendance and interaction.
  - Presentations to wider audiences and at other events.
  - Working with members on blogs, podcasts, articles, and recordings
  - References to the Network in national and international publications.
  - Promoting networking and learning between members and non-members.
- Building relationships and sharing insight as appropriate with key national bodies.

Achievement

- Consistently high achieving webinars delivered for members and prospective members, with accessible outputs uploaded within 48 hours of event delivery.
- Network focus on building relationships with the in-person members engagement event, focusing on learning from members ensuring the Network is representative of members and other stakeholders.
- Excellent relationships maintained with national bodies, including NHS England, Health Education England, and the Scottish Government.

5 Contextualising projects and promoting collaboration for improved population health.

Measure

- ICS Benchmarker used to contextualise projects and to support all members understanding of their own systems
- Creating insight across members and between projects as appropriate through agreements around data sharing between members
- Learning and keeping up to date with the changing NHS landscape - from members, reading and sharing between each other.

Achievement

- Integrated Care Benchmarker used for all whole system events and informed multiple projects and briefings.
- Memorandum of Understanding (MoU) developed for data sharing purposes, contributing to open, evidence-based discussions to support local population health needs.
- CPD across the Network to stay abreast of changing NHS landscape.

6 Provide robust health intelligence for national policy and international benchmarking.

Measure

- Aligning the Network work programme with the NHS Long Term Plan and Operational Priorities.
- Delivery of bespoke projects by the Network to support national strategy and implementation
- Referencing the work of the Network in national policy, strategies, and plans
- The development of international benchmarking projects in mental health and physical health and sharing of international outputs and best practice with the membership.

Achievement

- All projects scoped and reviewed to align with national priorities. All reporting and events deliver an overview to evidence the relationship between benchmarking data and the NHS Long Term Plan and Operational Priorities.
- International benchmarking projects continue in the mental health sphere and evidence highly regarded contributions of the Network to reducing healthcare inequality across the world.

"Having a membership with the Network has proved hugely beneficial for Maidstone and Tunbridge Wells NHS Trust. The insights that we've taken from the projects we have participated in have helped us understand our performance and have also formed the basis for cases for change or helping us stop and rethink our approach based on what is working well in other parts of the NHS. The Network's events have also provided additional insights for members of our team who have attended as well as providing the opportunity to showcase our own work and build our network. The Network plays a unique role in supporting the NHS in sharing good practice and enabling learning from the products and services it offers."

James Jarvis,
Associate Director of Business Intelligence,
Maidstone and Tunbridge Wells NHS Trust

You asked for

A way to find out what benchmarking projects were coming, and the stage of each project.

We did

We have included the Work Programme Calendar into our monthly newsletter and added a dedicated page on our website to show where each project is in the project life cycle collection, validation, or reporting phase.

Since these changes, the monthly update has consistently increased the Work Programme Report and Project Updates webpage clicks.

You asked for

Be able to look at other organisations' data.

We did

This year we gave project participants the option of sharing their unique identifying codes, meaning you can discuss opportunities and challenges with other member organisations more freely.

We also designed a template Memorandum of Understanding for you to use for sharing data across an ICS and partners and amending the Network Terms of Membership to support members to share data across projects.

You asked for

Navigation of the online toolkits on the members' area to be less complex.
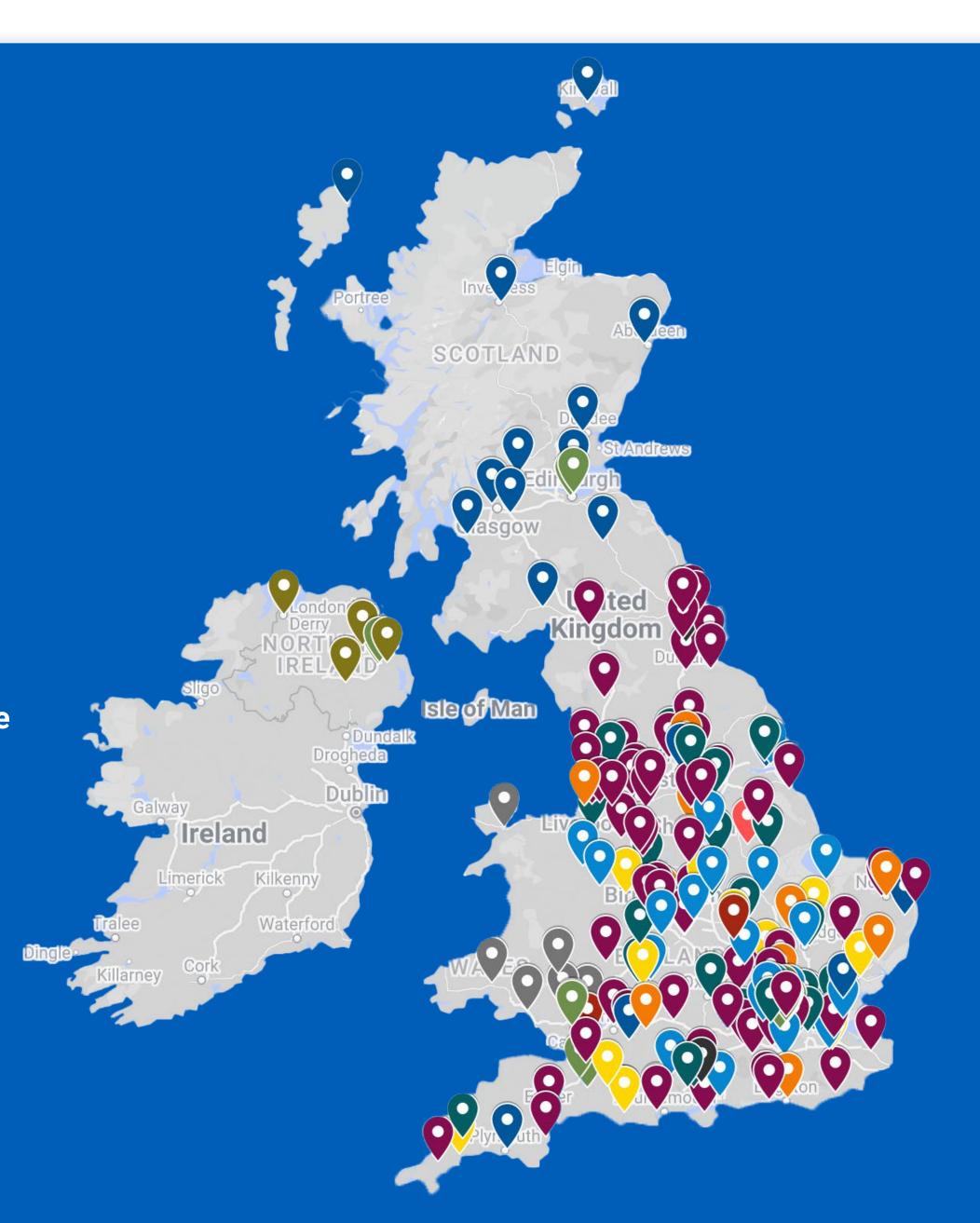
We did

We have included search bar functionality, direct URLs to locate specific charts, and bookmarking abilities to support you.

Since Summer 2022, we have delivered members' area tutorials and validation drop-ins to help you maximise the online spaces.

Our current membership of over 240 organisations and thousands of healthcare professionals across the United Kingdom includes, commissioners and providers of publicly-funded health and social care services.

- Acute NHS Trust
- Mental Health NHS Trust
- Acute NHS Trust
- Mental Health NHS Trust
- ICB
- Other
- Independent Community NHS Trust
- Scottish Health Board
- Social Enterprise
- Wales University Health Board
- Northern Ireland HSCT
- CSU
- Mental Health, Community & Acute
- Private Company
- Channel Islands
- Local Authority

100%
Coverage of Mental Health Trusts

100%
Coverage of Health Boards and Health & Social Care Trusts

2500+
Attendees to Network webinars
throughout 2022/23

245
Active member organisations
covering the four UK countries

95%
Members attending a webinar conference found them accessible

93%
Of members that have used the Network online toolkits found them useful

"These reports are hugely helpful. We will take the information and opportunities into the improvement work underway within the Trust, and will ensure that we are engaging with the 22/23 work programme."

Carly West-Burnham,
Director of Strategy and Integration; The Queen Elizabeth Hospital King's Lynn NHS Foundation Trust on the Improvement Opportunity Report

83%
Coverage of provider trusts in the UK

95%
Of members who haved accessed the members' area found the site easy to use and/or navigate

94%
Of members who have accessed or used the summary and/or bespoke reports found them useful

2023/24 project changes:

This coming year will see the community and acute sectors working closely together, with some new collaborative projects due to take place. The community and acute sector will continue to run the annual Intermediate Care, Emergency Care, Managing Frailty in the Acute Sector, Pharmacy & Medicines Optimisation (Acute only), and Outpatients projects. Alongside these well-recognised benchmarking projects, we will be introducing four new projects to the work programme.

As for our Mental Health & Learning Disabilities sector, all of the core projects you've come to know will continue in 2023/24. These are expected to be delivered on simultaneous timescales so you can better coordinate your data collection, reporting, and evaluation phases.

With a greater focus on how we can support system partners to work collaboratively for improved patient outcomes, our Whole System pilot projects throughout 2022/23 will be replaced with new ICB Reports and Slide Packs. This has been made possible with investment in technology for better connectivity between projects and user-experience. The planned developments will build on the successes of the Integrated Care Benchmarker and provide better access for members.

Engagement is a big part of 2023/24. This will be achieved through educational materials showing members how to put benchmarking into practice, using benchmarking data to answer the so what question. We are excited to introduce this element into our work programme and welcome input from our members as we strive for excellence across the Network Community.

Therapies
This project explores AHP services across both acute and community settings, enabling services to benchmark against either their acute or community counterparts as well as at a system level.

Virtual Wards
A snapshot of the implementation of virtual wards, to include data from both community and acute providers.

District Nursing
A focused deep dive into district nursing services, looking at service models, demand, capacity, workforce, finance and outcomes.

Healthy Child Programme
Open to health visiting, school nursing and 0-19 services, this project will provide benchmarking across service models, demand, capacity, workforce and outcomes aligned with the Healthy Child Programme guidance.

With the introduction of new projects, we're saying farewell to:
- The standalone Community Hospital Bed Survey which will be incorporated into the Intermediate Care project.
- The Operating Theatres project which will be suspended and refined in response to other products.
- The combined Community Services project which will be split into manageable streams of work as detailed above.