

How to get the best of benchmarking guide

How to get the best of **benchmarking** guides show how data from the NHS Benchmarking Network (NHSBN or 'the Network') projects can help identify service improvement opportunities and track transformation.

Community Services – Speech and Language Therapy at Midlands Partnership NHS University Foundation Trust

Background

Our case organisation, Midlands Partnership NHS University Foundation Trust (MPUFT), provides physical and mental health care, learning disability, and adult social care services across Staffordshire, Stoke-on-Trent, Shropshire, and Telford & Wrekin.

Comparing NHSBN Data

Using the Benchmarking Data from 2020-21, MPUFT compared its countywide speech and language therapy service (SLTS) with other SLTS from the project.

From this, MPUFT identified that they had;

- 28% more patient contacts than the sample mean (Figure 1).
- 27% lower clinical staff pay budget than the sample mean (Figure 2).
- A higher number of agency/bank staff and number of referrals per 100,000 population.

When comparing WTE staffing per 100,000 population;

- 63% less F2F per WTE than the sample mean.
- 100% less clinical WTE staff than the sample mean.



Benchmarking Network

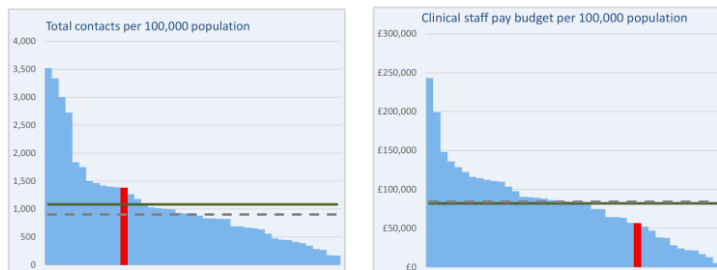


Figure 1 & Figure 2 - NHSBN Community Services 2021

Issues Identified

By comparing the NHSBN data, MPUFT was able to identify that it does not have enough staffing capacity to meet the demand. Looking internally at their referrals, MPUFT identified the increasing number of dysphagia referrals being received. MPUFT also identified decreasing WTE substantive dysphagia trained qualified staff, as shown below (Figure 3 – provided by MPUFT).

The chart provided by MPUFT shows increasing numbers of waiting dysphagia patients and decreasing number of dysphagia trained staff.

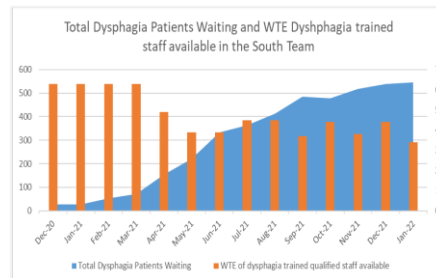


Figure 3 – provided by MPUFT

Solutions

To alleviate the pressure and reduce clinical harm risk, MPUFT set out both short term and long term solutions. Initially, MPUFT procured a private provider to complete priority 1 urgent dysphagia. Over the course of 4 weeks, the north and south team handed over 100 patients to the provider. This allowed substantive staff to focus on the accrued backlog and pick up any new urgent cases.

In the longer term, MPUFT aimed to recruit WTE band 4 assistant dysphagia practitioners. Recruiting these practitioners will reduce the amount of basic assessment completed by highly skilled clinicians thus releasing qualified staff to work on complex dysphagia. Through these changes it could potentially provide 100 new appointments per week across the county.

Figure 4, taken from the 2022 data set, highlights that a reduction is already present for MPUFT in bank and agency spending, as MPUFT bank and agency spend as percentage of total pay budget was over 20% in the 2021 data.

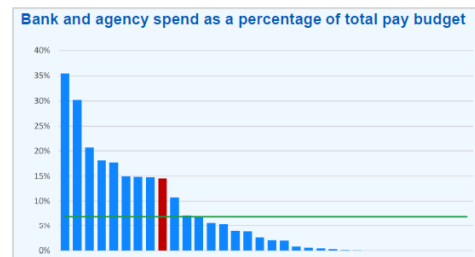


Figure 4 – NHSBN Community Services 2022

Conclusion

Thanks to the benchmarking data, MPUFT was able to identify its challenges and take the appropriate action to alleviate the problems. MPUFT has continued to use benchmarking data to compare current service provision to help inform decision making and continued service improvement.

