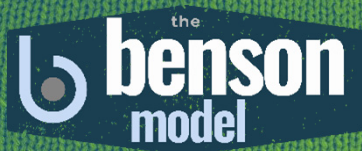


BearingPoint®

The Benson Model

A contemporaneous, interactive online benchmarking and planning system extending Community healthcare providers' potential to apply clinical data and inform service improvement, efficiencies and transformation.



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The Benson Model for community healthcare services

After a sustained period of increased demand and workforce pressures due to COVID 19, service delivery within the NHS continues to be under immeasurable strain. The workforce were required to demonstrate unprecedented levels of flexibility, resilience, and commitment in order to support and provide for the patients they served. Although the initial pressures caused by COVID 19 have eased, there are still enormous delivery challenges across the NHS including continued demand on access to primary care, urgent care and long waits. The NHS is preparing for an even more challenging winter.

In community healthcare, demand continues to increase as the population ages and as there is more pressure on overstretched social services. Community healthcare services continue to face the need for service transformation, increased capacity, and rapid innovation, alongside workforce and financial challenges. Increasingly community healthcare services are required to demonstrate efficiency, quality, and value for money.

The NHS has been slow to implement consistent and evidence-based mechanisms which demonstrate effectively the contribution, outcomes and services delivered in community healthcare. The Model Hospital focuses on secondary care services, NHS Benchmarking is limited and not always used effectively, and safer staffing tools and reporting are just now being rolled out in a standardised way for community nursing.

Individual providers utilise their internal metrics drawn from clinical systems, activity reports, commissioning contract reports and workforce data to attempt internal benchmarking and analysis. Often data and information is not accurate or timely and often the insights needed to effectively plan and deliver high quality services are lacking.

As system working intensifies, community services need to be able to demonstrate their delivery and their contribution to integrated care systems, and that this is being undertaken in an effective and cost-efficient way – all of which they are currently unable to do.

Without the full visibility and understanding of existing demand and service delivery, community service providers will continue to battle for the additional resources required to meet the increasing complexity and demands of the Place based populations they are there to care for. Having access to insights and information which can evidence this need would allow NHS Trusts to effectively engage and influence commissioners, and implement the transformational strategies required.

A better approach to internal and external benchmarking

We believe that planning systems within the NHS should be robust, externally validated, evidence-based, iterative, and critically, enable the complexity of community services and patients to be fully represented. The Benson model does just this – using these principles insights are generated which guide future strategies – from major transformation to improvements in efficiency, reduction in variation, quality assurance and both internal and external benchmarking.

The Benson Model

The Benson Model is an online planning tool developed for, and in, community healthcare. The Benson Model, developed by Benson Health and in strategic partnership with BearingPoint, drives innovation and evidence-based insight, developing and informing transformation strategies and operational improvements in the UK Community healthcare sector.

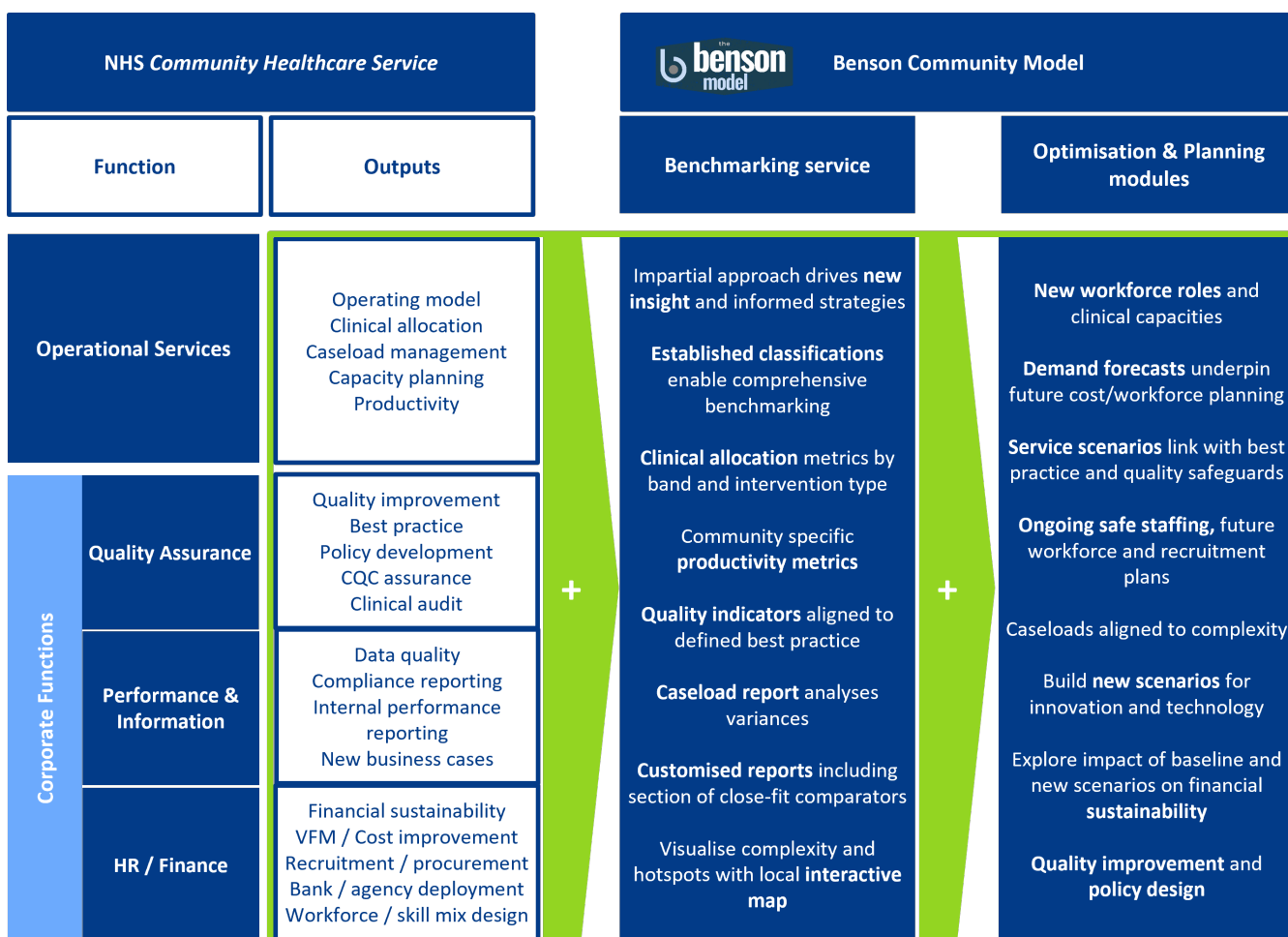
Using the Benson Model, Trusts can use the data rich insights to put in place a more robust and sustainable approach to operational delivery, demand and capacity planning. As the Benson Model is both an analytics and demand/capacity planning tool, it can support community providers in implementing improvement and transformation initiatives which leads to improved service quality, productivity, and sustainability which safeguards quality and service sustainability.

First developed over 10 years ago, the Benson Model is tailored to the unique requirements of the Healthcare industry. With a particular focus on community healthcare services, it caters to the volatile and complex environments which require analytical and planning solutions that respond and flex to local challenges and configurations.

Unlike some systems, the Benson Model is low maintenance; it simply requires raw clinical data, with procedures set up at implementation and then repeated at each refresh point. As it is an online platform, it is software free, and can be configured quickly and painlessly without significant organisational resource.

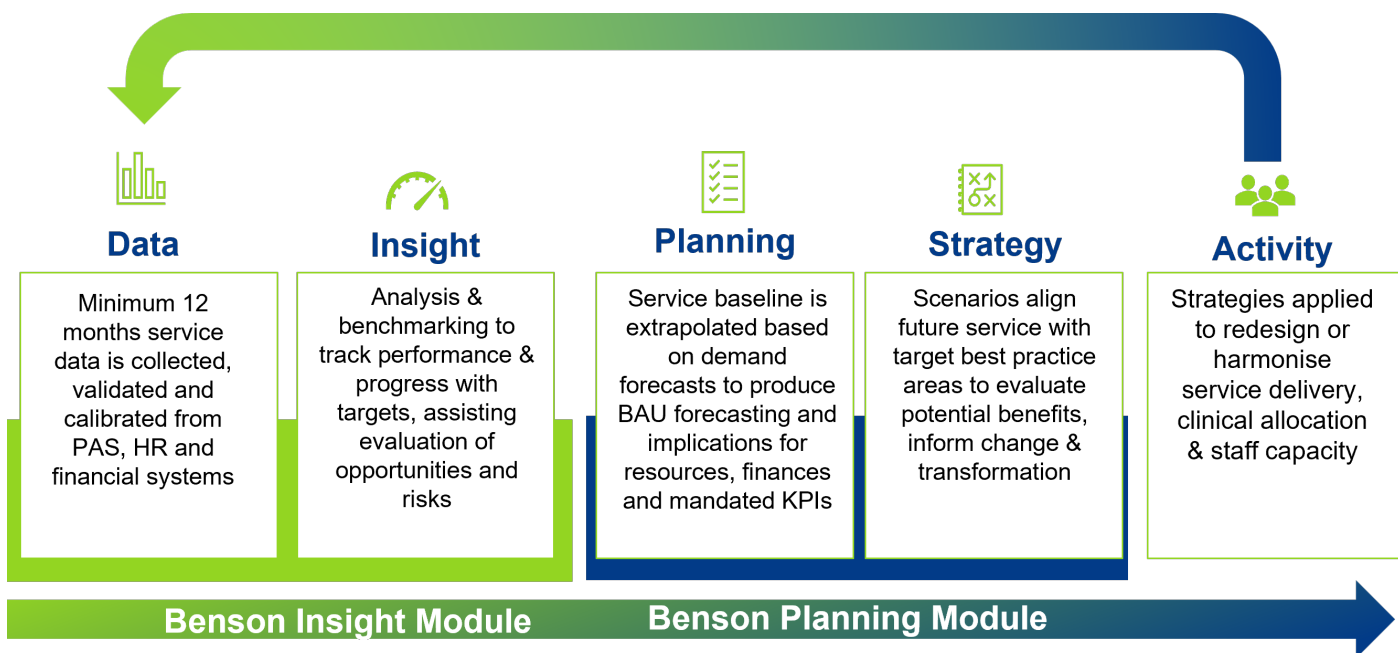
The Benson Model has been deployed across more than 100 community services, including those for children and adults, and delivers a range of outcomes, including:

- Service and workforce redesign
- Resource optimisation
- Promoting safe caseloads by profiling of complexity
- Efficiencies and Cost savings



Organisations receive internal monthly, contemporaneous, and detailed reports at team level on operational services which covers capacity, demand, quality, and workforce, in addition to a quarterly report for comparison and benchmarking with other NHS Trusts. Further details about the Benchmarking Report can be found below.

How the Benson Model works...



The Benson model has been tried, tested and is set up to process and report on a substantial number of metrics in a way that provides a fast, simple and cost-effective solution to increasing the availability of reliable information and insights.

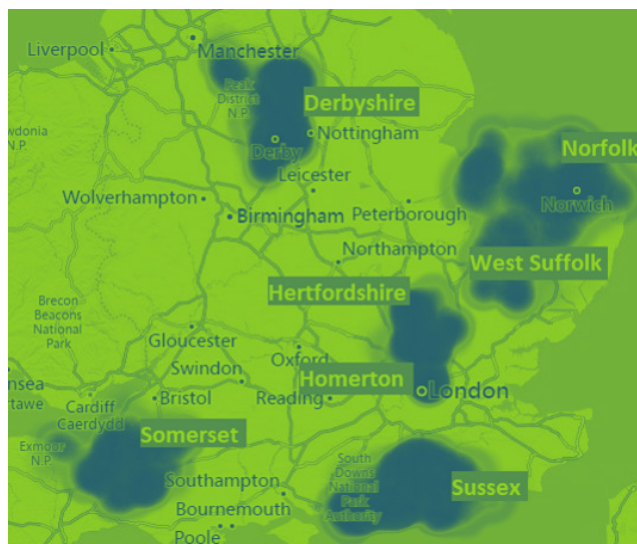
A simple to use process keeps additional workload pressures from the Performance & Improvement (P&I) teams who currently manage the production of reports and data submissions.

With P&I teams feeding the data into the Benson Model, the tool then applies established taxonomies to facilitate comparisons of clinically disparate datasets. By doing so, like for like comparisons can be viewed and used to identify gaps and opportunities that will inform future strategies, innovation, and transformation.

Providers receive close to real-time comparative analysis with monthly updates on an accessible, intuitive online platform. With no software required, online access to the tool and the insights generated is available for all members of staff.

The new insights gained by using this platform enable internal clinical teams to compare and contrast many aspects of service delivery, and to consider alternative models of good practice.

Key metrics can also be used to help the P&I teams build divisional and/or business unit performance reports.



The online tool...



We have used this dashboard as an example and the referral heat map has been applied to the USA for anonymity

This sample screenshot taken from the online platform includes four distinct zones as highlighted below:

1. Report and page navigation panel

Provides access to all reports and report pages. Each report may be collapsed or expanded to show the pages.

2. Provider and date filters

The filters box allows the user to customise the dates (by selecting which quarters to display) and Providers - or in the case of the Insight report, which Teams. For instance a manager might want to see their own team only. Other filters in the model allow filtering by clinical service and staff type.

3. Interactive report panels

Each report page is based on a particular metric (e.g. productivity), and contains up to six visuals providing alternative outputs relating to that metric. These visual panels are interactive. For instance the “Referral Heat Map” in the dashboard can be zoomed in or out using the user’s mouse or tablet.

4. Application level controls and sharing

Additional options are provided to share, display, export and chat. For instance this allows the user to share the reports live online or copy a visual into an email or report. The reports may also be cut to PDF or a PowerPoint pack.

Why the Benson Model?

By adopting and implementing the Benson Model, organisations get access to a wealth of data and information, enabling internal clinical teams to compare and contrast service delivery, identify any unwarranted variation, and to plan strategies to address this.

With access to this data, key metrics can be used to build divisional and/or business unit performance reports which can be triangulated with other performance, HR, and quality information for effective review and assurance.

The Benson Model is complementary and compatible with existing NHS Benchmarking Tools and will support the identification of actions required as community service providers begin to implement the national safer staffing tool for community services.

Users will get close to real-time comparative data on an accessible, intuitive, and easy to use online platform.

Not only does the Benson Model provide Trusts with a unique view of their demand and capacity performance within individual teams and in comparison with other teams, by agreeing to combine data with other NHS Trusts, organisations are also able to see how they perform against each other through an external benchmarking report – facilitating comparison and discussion.

Our Benson Benchmarking project explains more...

Benefits of using the Benson Model

1 - This online tool provides a capability that does not exist within the NHS currently, and complements existing performance and information, NHS benchmarking, and safer staffing tools.

2 - It gives you monthly, contemporaneous, detailed reports on operational services that covers capacity, demand, quality and workforce as well as quarterly reports for comparison and benchmarking with other NHS Trusts.

3 - It's quick to implement, it's value for money, and it's easy to use – whether you're at front line, team or management level.

4 - It delivers new insights, drives improvement, efficiency, optimisation, and strategy.

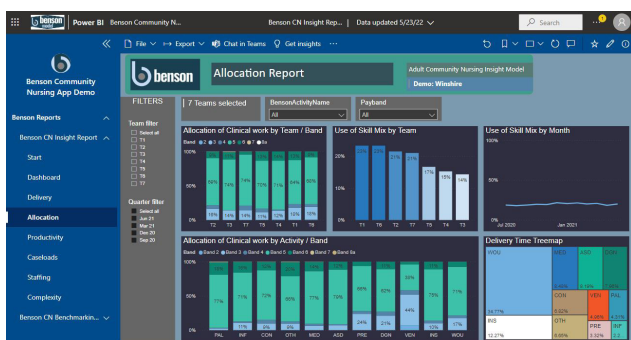
5 - The Benson Model is a streamlined way of extracting service level information.

The Benson Model benchmarking project

As a key benefit of the Benson Model, benchmarking both internally and against other community service providers gives unique insights into performance, and enables the sharing of best practice and innovation.

The Benson Benchmarking project was a restricted trial aimed at testing the Benson community benchmarking in an online environment prior to extending it nationally.

The project collated and reported on the Adult Community Nursing data in seven geographically and demographically diverse NHS Trusts in England over a 12-month period (1st July 2020 to 30th June 2021). This project provided data and information for the seven providers to use internally, to share in a benchmarking report with each other, and to support their service transformation and operating models for the future.



Project approach

Providers shared 12 months of clinical data via our secure NHS aligned portal (the Benson Model). Clinical data was individually mapped to Benson Model classifications via an agreed mapping table. The data was validated, aggregated and assimilated to ensure comparability and standardisation.

Local project teams

Project teams were set up with each provider. Each included a Chief Operating Officer or Chief Nurse, as well as members of the P&I team, operational service leads and transformation leads.

The function of the local project teams was to test the reports, collaborate to evaluate the model, and feedback on collective experience.

Data requirements

This project required the submission of data covering the following areas:

- New referrals and discharges
- Clinical contacts
- Staffing and bank/agency/OT

The Benson Model online tool was used to secure, upload, and provide access to the data. The data was not released from the portal until it had been sufficiently aggregated and anonymised, meeting all patient confidentiality and GDPR standards.

Benchmarking reports

Providers who took part in the benchmarking project gained access to two online reports: Performance Insight (internal team reports), and External Benchmarking (external provider comparison reports).

The external benchmarking report was comprised of key delivery and capacity metrics on an anonymised basis with other providers. This allowed for comparison of demand, demographics, delivery, allocation, productivity and financial metrics with other providers, helping to identify operational differences – for example how complex patients are, how work is allocated, staff clinical capacity, and use of overtime and bank to meet demand.

The performance insight report delivered a local performance dashboard facilitating comparison across delivery teams. This included analysis of local demographics and comparison of metrics by team. This analysis helped to drive variance analysis, allowing consideration of warranted and unwarranted variations that may represent future opportunities for service improvement. This could focus on improved operating models, standardised delivery, improved skill mix utilisation, quality improvements and assurance. The Benson analysis also tracks progress over time to observe seasonal variations and can be used to evidence progress towards targets.

Metrics

Both internal and external reports comprise a central dashboard and eight individual metrics pages. The pages provided several visuals on the following key metrics:

- Allocation
- Caseloads
- Delivery time
- Productivity
- Referrals
- Demographics
- Workforce

Benefits

By participating in this benchmarking project, each Trust saw a range of benefits, including:

- Insight into performance from internal and external validation of historical and contemporaneous data
- A single view of local complexity and its impact on staffing and caseloads
- Identification of potential service gaps, inefficiencies and unwarranted variation amongst internal teams
- The opportunities to learn and share policy development and best practice.
- Insights to support the development of organisational strategies including service transformation, integrated care delivery, quality improvement, cost savings and financial sustainability



Next steps

Having successfully tested and refined the Benson benchmarking tool in conjunction with our partner providers, BearingPoint and Benson are ready to extend the utilisation of the Benson tool across all providers of adult community services in the NHS.

Our 'off the shelf' toolkit and methodology is ready for you to implement at pace in a cost effective and intuitive way, without placing unnecessary demands on your already overstretched workforce.

The model will quickly complement the new NHS community safer staffing tool and any NHS Benchmarking that you use, and is endorsed by the Queen's Nursing Institute.

The model is compatible across all community services and has already been deployed in Public health nursing. Our subsequent development phases include mental health and therapy services.

Providers receive a full demo and free data appraisal before proceeding. Licenses are offered for 3 and 12 month periods - no tenders required as the service is fast-tracked and easily accessible. The service includes all monthly reporting, quarterly benchmarking, up to 20 licenses and ongoing support. Once initiated we will complete setup and issue online reporting within one week of receiving your data. Subsequent monthly updates are processed automatically overnight following data submission and available the next working day. The Benson service costs are £25,000 +VAT for a one year license and £7,000 + VAT for a three month license.

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About Us

BearingPoint

BearingPoint is an independent management and technology consultancy with European roots and a global reach. The company operates in three business units: Consulting, Products, and Capital. Consulting covers the advisory business with a clear focus on selected business areas. Products provides IP-driven digital assets and managed services for business-critical processes. Capital delivers M&A and transaction services.

BearingPoint's clients include many of the world's leading companies and organisations. The firm has a global consulting network with more than 13,000 people and supports clients in over 70 countries, engaging with them to achieve measurable and sustainable success.

For more information, please visit:
www.bearingpoint.com

Benson Health

Formerly Benson Wintere, Benson Health are a London, UK based consultancy who have developed, tested and improved the various Benson community models and modules since 2012.

Benson Health is the UK's fastest growing supplier of software for community care planning and service management services. Benson's online software is built on a modern platform which is flexible, intuitive, secure and constantly refreshed.

Benson Health oversee development of the various Benson models, as well as providing ongoing support and advice to members, administration of models and member access, configuration of new members and ensuring the model continues to improve and provide new forms of insight over time.

For more information, please visit:
www.bensonhealth.co.uk