HFMA Costing Conference

Mental Health Dashboards

17 April 2024

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This session will cover

- About Humber

- Our Dashboard Journey

- Aims of our Dashboards

- Dashboard examples

- How Costing Information Can Improve Patient Care
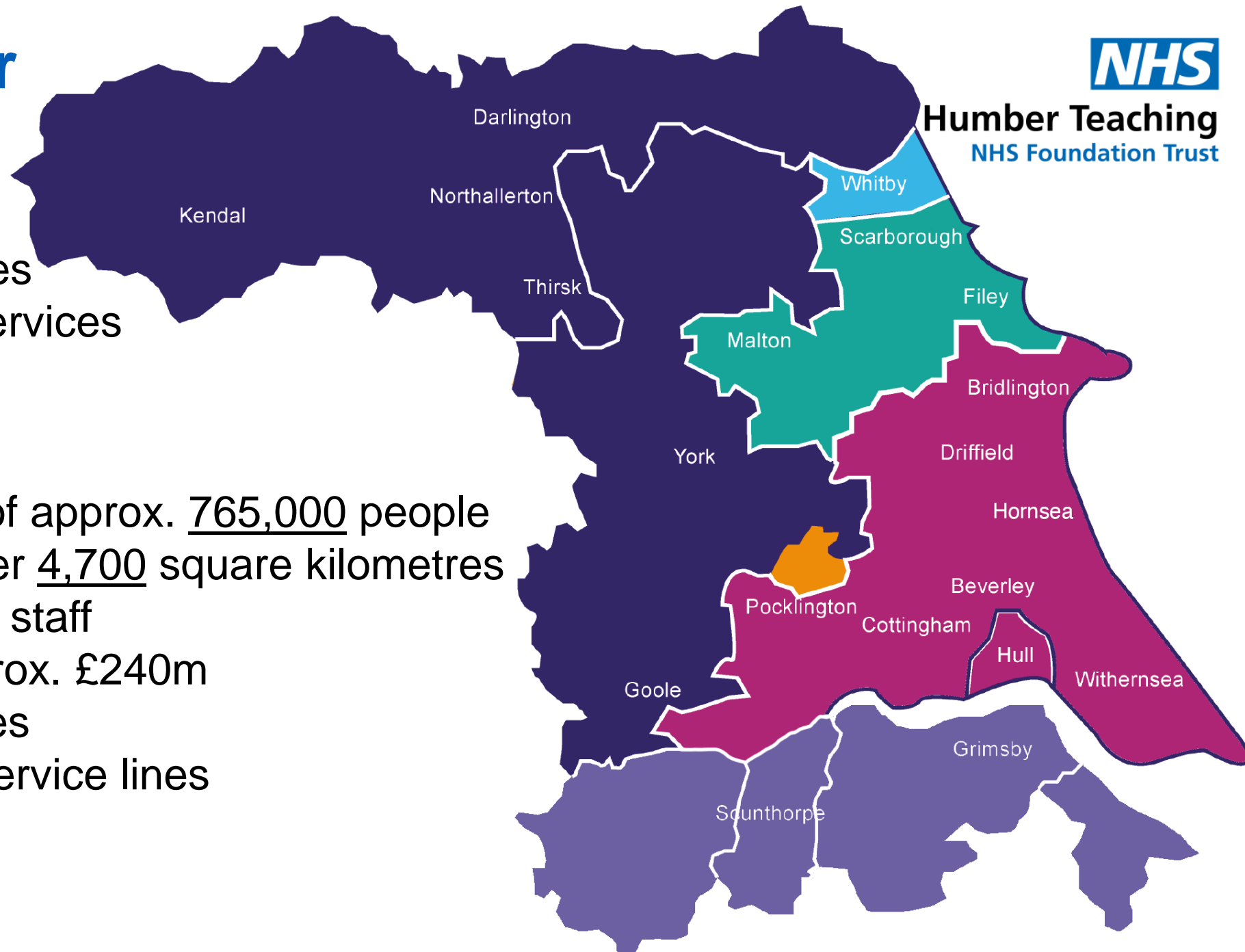
- Preparing for New Mental Health Currencies

Caring, Learning & Growing Together
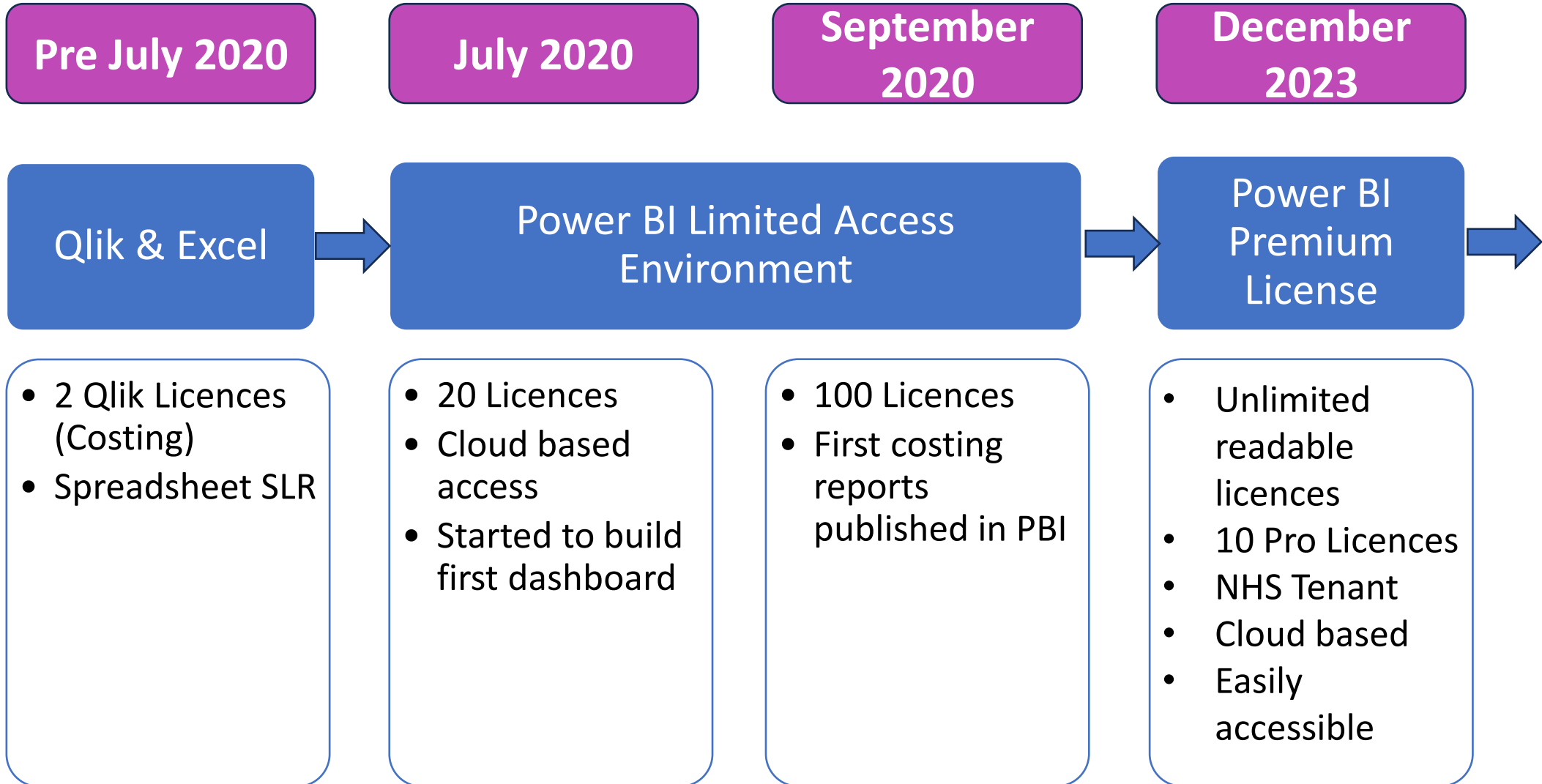
About Humber

We cover

- Mental Health Services
- Community Health Services
- GP Services
- <u>all</u> age groups

  - a population of approx. <u>765,000</u> people
  - an area of over <u>4,700</u> square kilometres
  - approx. 3,700 staff
  - Turnover approx. £240m
  - around 80 sites
  - Around 180 service lines

NHS

Humber Teaching
NHS Foundation Trust

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Dashboard Journey

NHS Humber Teaching
NHS Foundation Trust

Pre July 2020	July 2020	September 2020	December 2023

Qlik & Excel	Power BI Limited Access Environment	Power BI Premium License

- 2 Qlik Licences (Costing)
- Spreadsheet SLR

- 20 Licences
- Cloud based access
- Started to build first dashboard

- 100 Licences
- First costing reports published in PBI

- Unlimited readable licences
- 10 Pro Licences
- NHS Tenant
- Cloud based
- Easily accessible

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Aim of our dashboards

So that we can use the information to make more informed and evidence-based decisions

People

Places

Services

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Activity Date

| 01/03/2023 | 29/02/2024 |

○────────────○

IM Result

| All | ⌄ |

Service

| ▬▬▬▬▬▬▬ | ⌄ |

Staff

| All | ⌄ |

Lorenzo Team

| All | ⌄ |

Number of Activities by Day

Day

| Activity |
| Duration |

H
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Number of Activities by Financial Month Year and IM

IM Result ● F2F ● Non Contact Activity ● Telemedicine ● Telephone

Financial Month Year

IM Result	23-12 March	24-01 April	24-02 May	24-03 Jun
Non Contact Activity	412	440	535	66
F2F	324	294	307	41
Telephone	58	44	44	3
Telemedicine	4	11	6	
Total	**798**	**789**	**892**	**111**

Number of Activities by Activity Date and IM Result

IM Result ● F2F ● Non Contact Activity ● Telemedicine ● Telephone

Activity Date

11/03/2024 15:36:42

Last Refresh

Number of Activities by Staff Member and IM Result

IM Result ● F2F ● Non Contact Activity ● Telemedicine ● Telephone

Number of Activities

Staff Member Resource

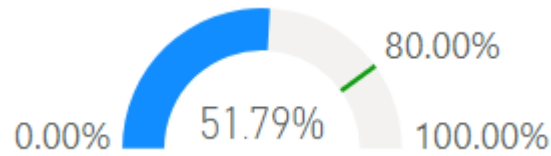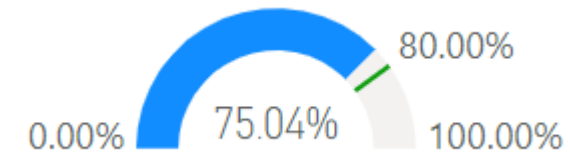| Staff Member	23-12 March	24-01 April	24-02 May	24-03 June	24-04
R▬▬▬	59.91%	96.23%	64.77%	79.99%	53.2
G▬▬▬	72.17%	103.61%	75.49%	82.86%	91.0
S▬▬▬	58.33%	64.66%	78.22%	66.23%	30.7
C▬▬▬	61.71%	88.66%	65.31%	85.84%	27.5
W▬▬▬	51.32%	37.14%	41.19%	53.25%	55.3
B▬▬▬					
A▬▬▬	34.91%	25.75%	30.77%	42.32%	20.2
Total	**0.17%**	**0.18%**	**0.18%**	**0.21%**	**0.1**

Productivity

Staff time recorded against patients vs Available clinical time

- Allows you to monitor and compare staff resource usage

- Staff X

  51.79%

  Staff Y

  75.04%

STAFF MEMBER RESOURCE

Staff Member	23-12 March	24-01 April	24-02 May	24-03 June	24-04 July	24-05 August	24-06 September	24-07 October	24-08 November	24-09 December	24-10 January	24-11 February	Total
R	59.91%	96.23%	64.77%	79.99%	53.22%	110.89%	80.64%	71.23%	92.82%	41.53%	96.58%	90.26%	**77.63%**
G	72.17%	103.61%	75.49%	82.86%	91.05%	74.10%	41.81%	93.13%	92.38%	52.93%	80.62%	62.76%	**76.91%**
S	58.33%	64.66%	78.22%	66.23%	30.73%	52.71%	38.60%	68.11%	93.98%	39.35%	62.23%	85.15%	**61.34%**
C	61.71%	88.66%	65.31%	85.84%	27.59%	85.71%	73.26%	41.57%	98.41%	55.04%	21.17%		**58.69%**
W	51.32%	37.14%	41.19%	53.25%	55.37%	50.28%	46.96%	31.68%	48.50%	37.29%	48.20%	41.07%	**44.94%**
B								9.98%	20.53%	15.97%	21.46%	18.81%	**30.62%**
A	34.91%	25.75%	30.77%	42.32%	20.26%	30.94%	23.49%	29.84%	45.30%	20.75%	18.27%	22.39%	**28.40%**

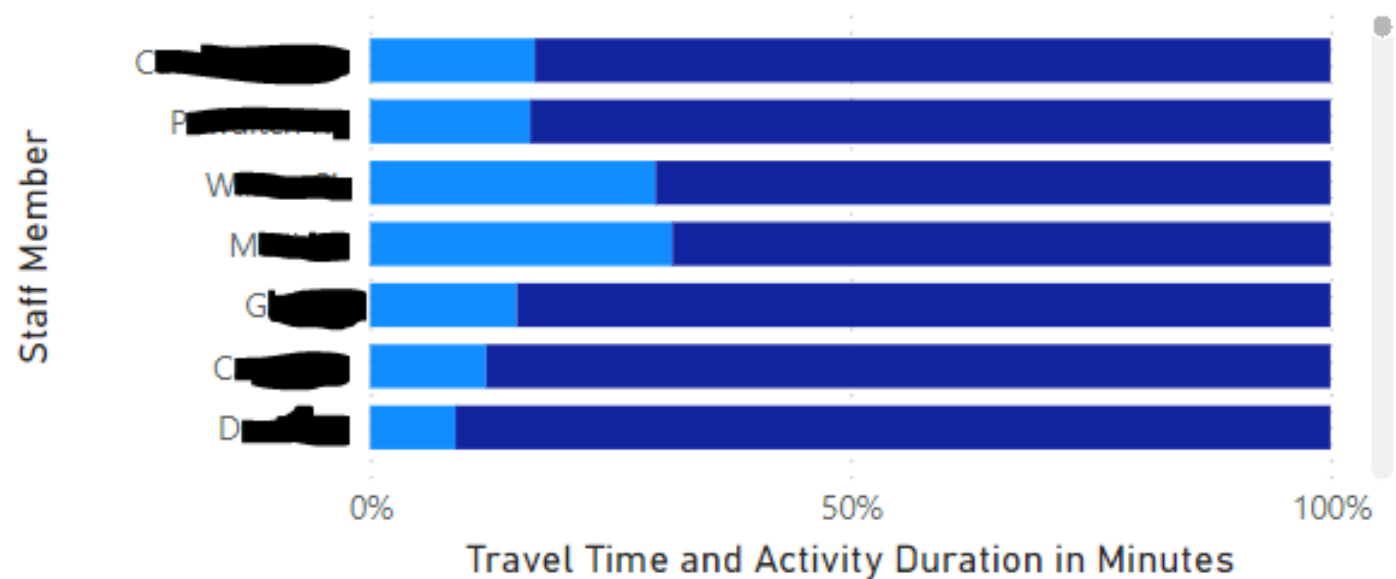Back to report

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Productivity

Staff Member	Number of Activities	Travel Time	Activity Duration	Average Duration	Average Cost Per Activity	Average Cost Per Patient	Activity Type
T████████	157		265	1.69	£3.37	£4.56	Did Not Attend
S████████	128		212	1.66	£2.58	£2.89	Did Not Attend
C████████	104		12	0.12	£0.74	£1.09	Did Not Attend
F████████	97		3703	38.18	£47.94	£58.87	Did Not Attend
B████████	95	0	1879	19.78	£15.21	£45.16	Did Not Attend
N████████	74	0	4545	61.42	£391.51	£557.14	Did Not Attend
H████████	73	0	4009	54.92	£125.86	£180.15	Did Not Attend

Travel Time & Activity Duration by Service

● Travel Time ● Activity Duration in Minutes

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Comparison of similar teams

Team	Total Direct Costs	Total Cost	Number of Contacts	Average Cost Per Contact	Number of Activities	Average Direct Cost Per Activity	Average Total Cost Per Activity	Average Cost per Patient	Average Duration Per Activity	Number of Unique Patients
Team 1	£759,877.39	£997,910.01	2833	£352.24	6809	£111.60	£146.56	£2,445.86	32.50	408
Team 2	£626,531.13	£804,711.03	2334	£344.78	5684	£110.23	£141.57	£2,765.33	32.60	291
Team 3	£683,582.66	£881,226.41	3056	£288.36	8079	£84.61	£109.08	£3,312.88	29.80	266
Team 4	£395,583.81	£485,123.20	1723	£281.56	4484	£88.22	£108.19	£2,175.44	27.32	223
Team 5	£1,585,378.19	£2,159,305.94	8931	£241.78	13776	£115.08	£156.74	£2,709.29	43.52	797
Total	£4,050,953.18	£5,328,276.60	18877	£282.26	38832	£104.32	£137.21	£3,079.93	35.26	1730

Team	Number of Contacts Recorded as a Proportion of Total Activity	Average Direct Cost Per Contact	Average Overhead Cost Per Contact	Average Number of Contacts per Unique Patient
1	41.6%	£268.22	£84.02	6.94
2	41.1%	£268.44	£76.34	8.02
3	37.8%	£223.69	£64.67	11.49
4	38.4%	£229.59	£51.97	7.73
5	64.8%	£177.51	£64.26	11.21
Total	48.6%	£214.60	£67.67	10.91

Costing - Why do we Cost?

To understand if we are providing care **fairly** and **addressing any**

health inequalities

- **Health inequalities** are unfair and avoidable differences in health across the population, and between different groups within society.

- They arise because of the conditions in which we are born, grow, live, work and age.

  - These conditions influence our opportunities for good health, and how we think, feel and act, and this shapes our mental health, physical health and wellbeing.
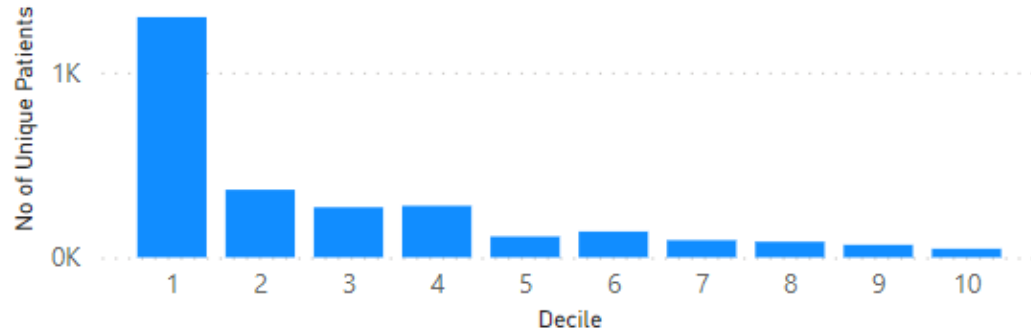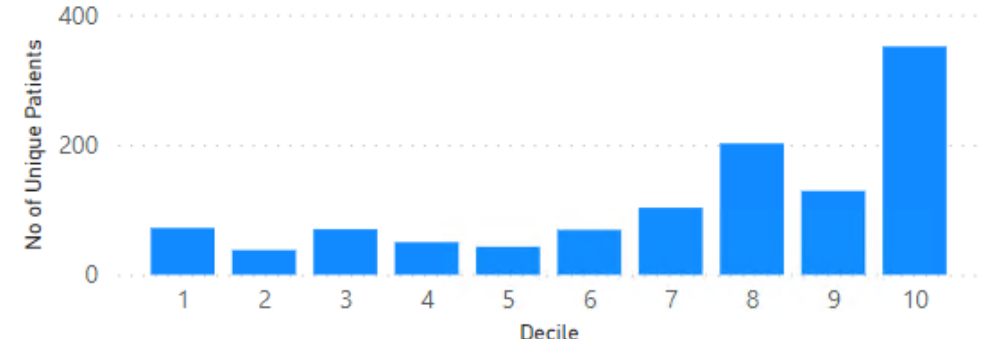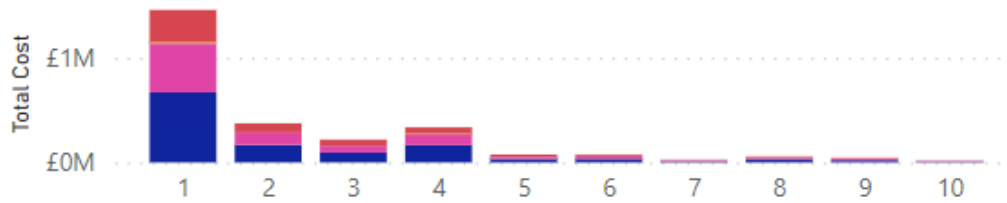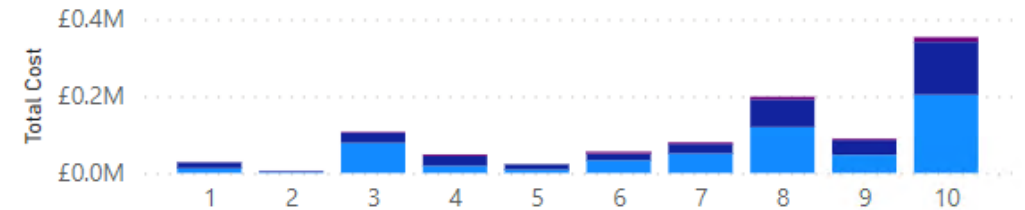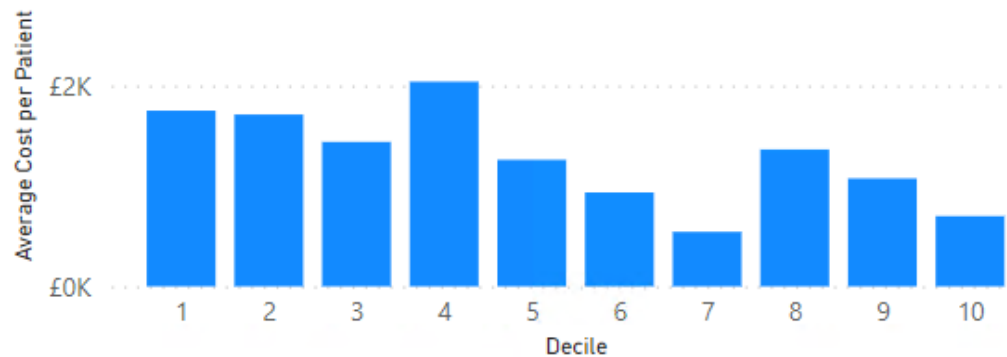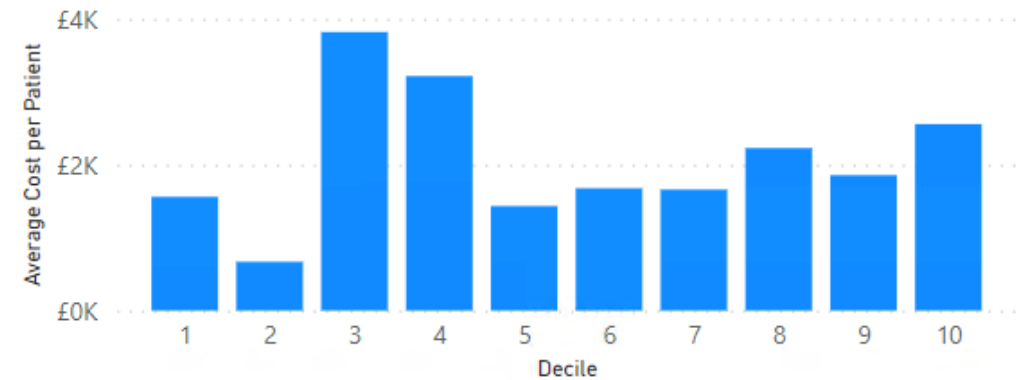
Costing in a Mental Health Provider

"You can cost anything with the right information"

We cost at the most granular level that we can - every contact, each bed day, drug, every supporting activity

"But the data does not have to be perfect"

We do not have actual contacts recorded in a ward setting and so use the clinical note types recorded by staff against each patient as an estimate
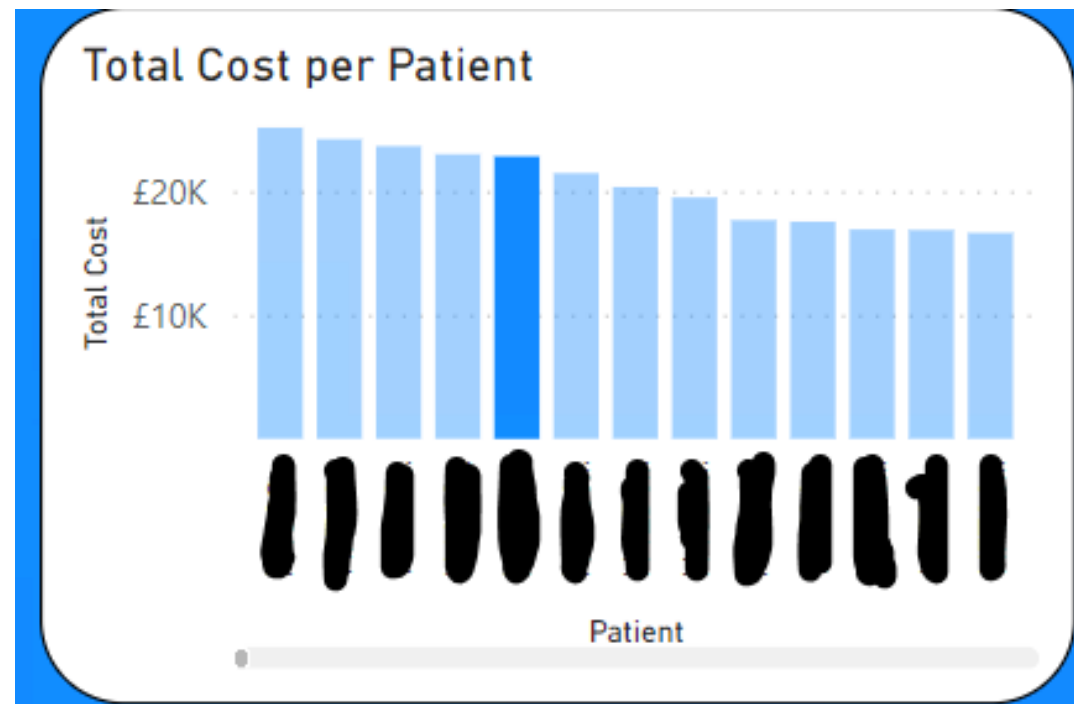
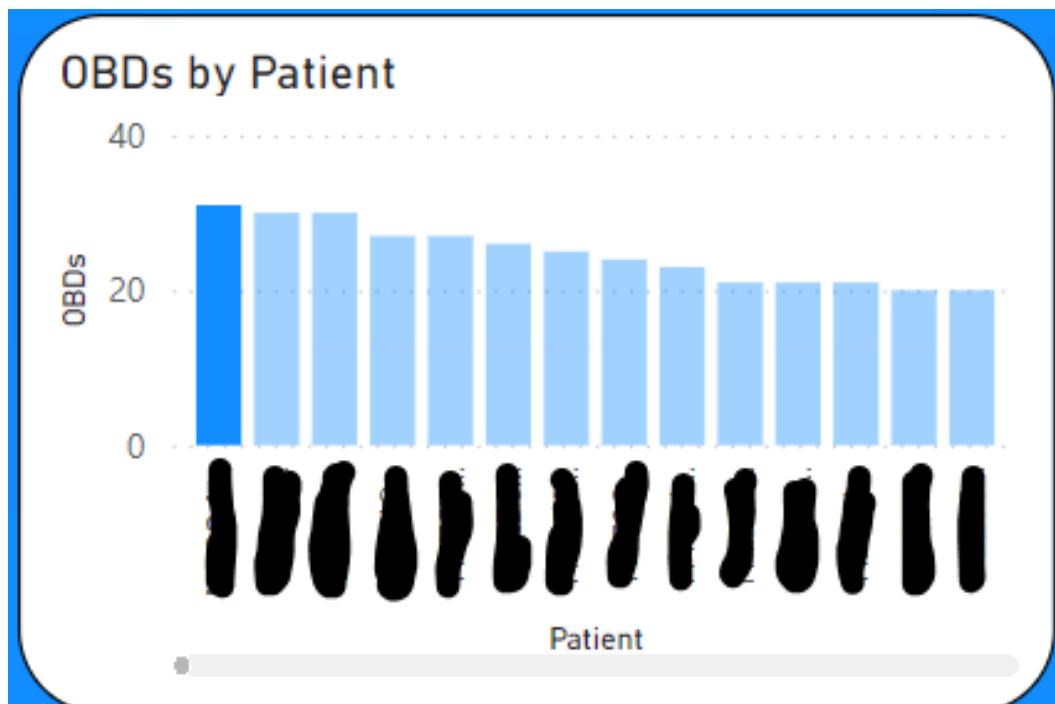Caring, Learning & Growing Together

Costing Inpatients in a Mental Health Provider
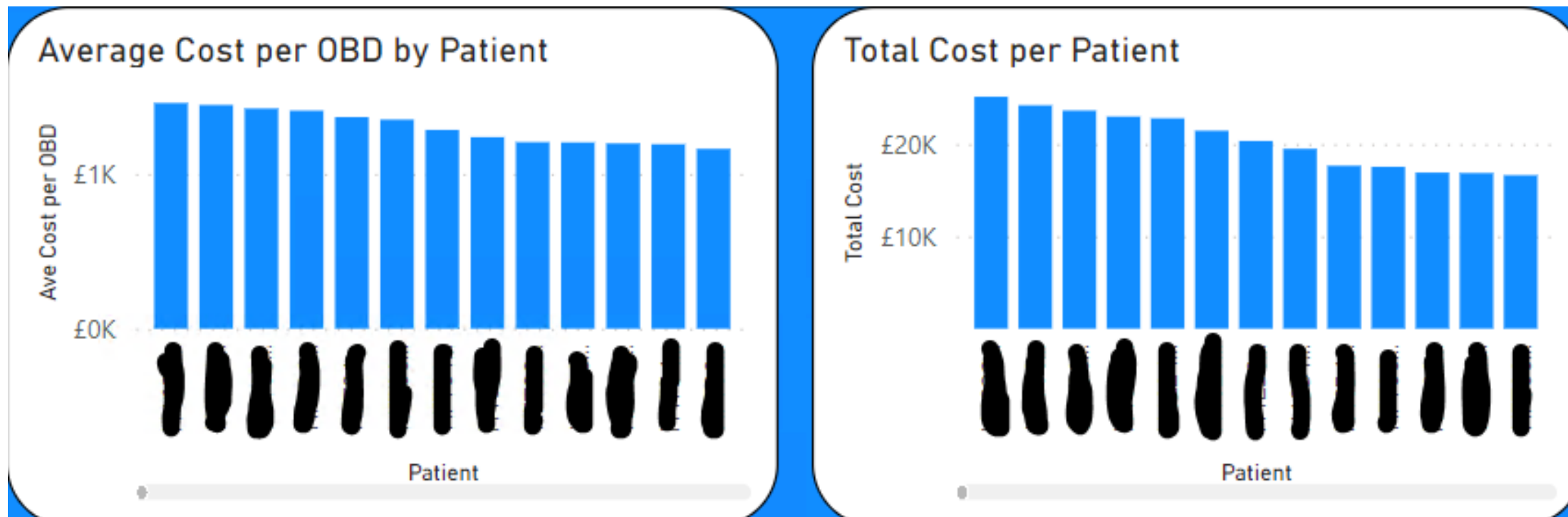
None of the patients in the Top 13 highest Average Cost per OBD chart fall into the Top 13 most expensive Total Cost per Patient chart.

Costing Inpatients in a Mental Health Provider

The patient admitted to this ward for the longest time frame was not the most expensive to treat

Understanding the Patient Journey

By costing at a granular level, you can aggregate back the data to view in a variety of different ways – here we are viewing a patients journey
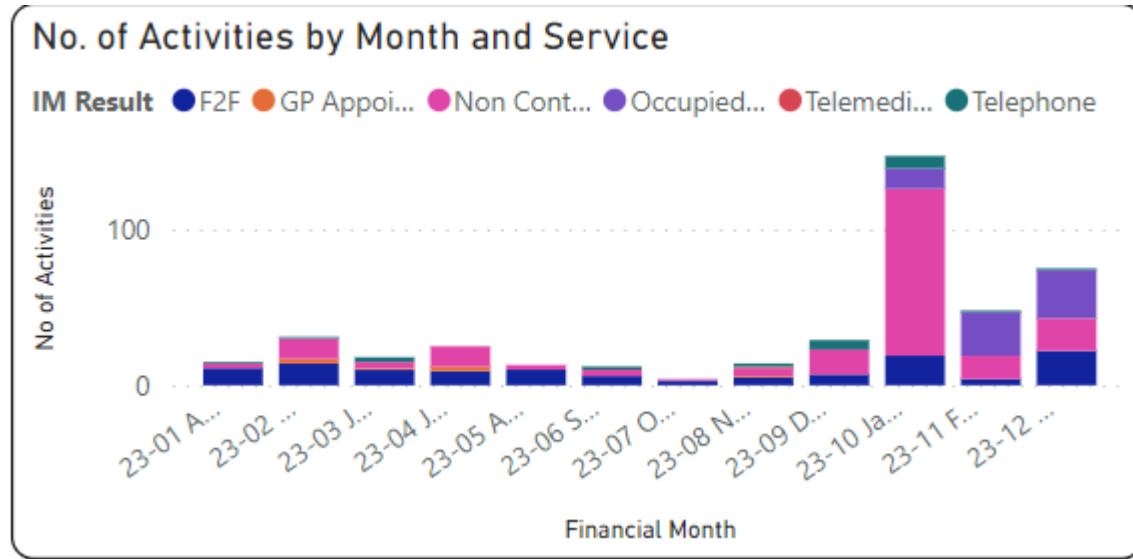
This patient cost £132k to treat in year
Seeing GP, CMHT, Physio, Crisis, Psychology teams
and requiring inpatient admissions

Understanding the Patient Journey
You can change the way you view the same information

e.g By Activity Type

By Patient Bill

No. of Activities by Month and Service

IM Result ● F2F ● GP Appoi... ● Non Cont... ● Occupied... ● Telemedi... ● Telephone

Cost By Cost Pool

Cost Pool Group	Total Cost
Direct - Non Pay Costs	**£2,536.75**
Catering	£41.06
Drugs	£185.72
Non-Pay Costs	£1,590.45
Travel & Subsistence	£719.51
Direct - Pay Costs	**£92,398.91**
Admin & Clerical	£4,474.70
Admin & Clerical - Agency	£111.79
Admin & Clerical - Bank	£61.13
Medical Staff - Consultant	£2,055.21
Medical Staff - Consultant - Agency	£2,412.57
Medical Staff - Non Consultant	£3,676.48
Medical Staff - Non Consultant - Locum	£585.96
Medical Staff - Trainee (Salaried)	£642.54
Nursing - Agency	£7,948.08
Nursing - Band 4 & Below	£18,290.79
Nursing - Band 4 & Below - Bank	£5,940.74
Nursing - Band 5 & Above	£26,453.48
Nursing - Band 5 & Above - Bank	£547.48
Pharmacist	£968.18
Psychologist	£8,920.45

Cost Pool Group	Total Cost
Therapist	
Therapies - Other Professional & Technical	£94.36
Therapies - Physiotherapist	£858.86
Therapies - Professional Allied Medics	£2,751.67
Therapies - Professional Allied Medics - Bank	£10.63
Interest & Depreciation	**£7,537.07**
Amortisation	£860.16
Depreciation	£3,906.40
Depreciation Donated Assets	£26.66
Dividends	£1,407.22
Impairments	£1,151.41
Interest Payable	£185.21
Overheads	**£29,664.58**
Clinical Management	£112.41
CNST	£600.40
Computer Licences	£229.76
Corporate	£4,591.77
Estates - Direct	£3,443.52
Estates - Other	£1,772.20
Finance	£80.07
Total	**£132,137.31**

Costing information is not perfect, but the more its shared and reviewed the better it becomes!

Improvements in our Internal process

1. Data Entry Validation
2. Number and Frequency of DNAs
3. Review of Care given to some Patients
4. Guidance on Recording data reviewed
5. Capacity, Demand and Productivity
6. Exploring variation in clinical practice across teams/services

Improvements in Patient Care

- Enables you to make comparisons, see variations, highlight potential areas of concern or good practice
- Allows you to review the patient journey for planning purposes
  - Internally – for normal budgeting process or to assess the impact of things like National health awareness campaigns on referral rates and the ultimate demands on your resources
  - Externally at ICB level for them to plan spend
- Allows you to focus on productivity, to see areas of overlap and duplication, to streamline
- Allows you to work with other organisations to improve patient care across providers
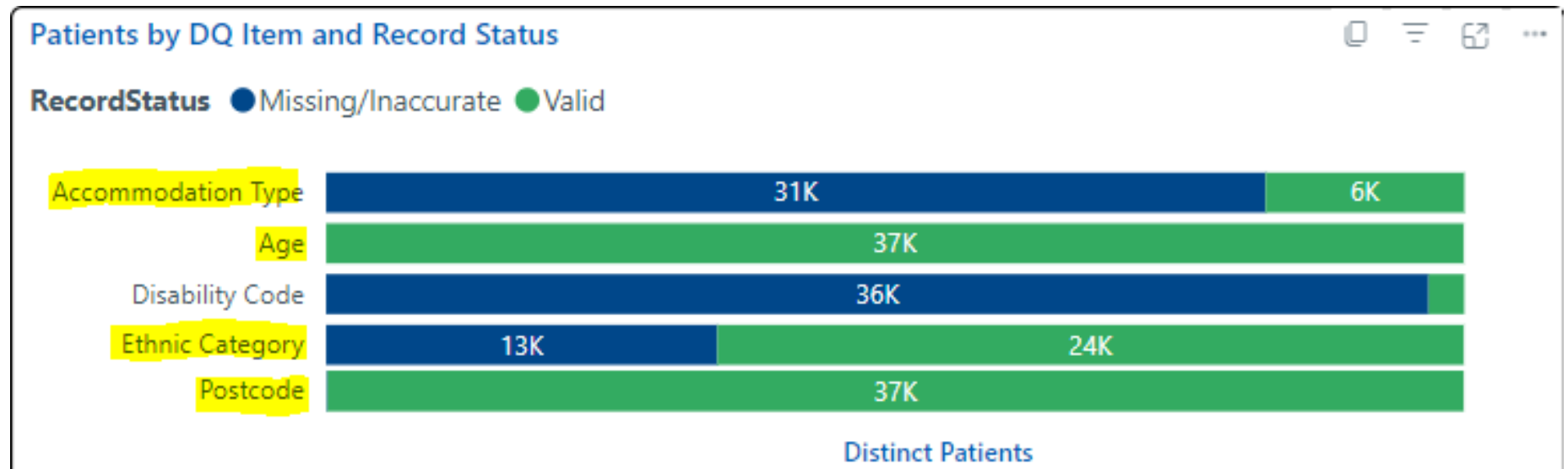
Preparing for New MH Currency

NC Factor	Data Field	Codes
Accommodation status	Accommodation Status	All codes
Old Age	Age at care contact	Age >= 65
Deprivation / Social status	LSOA (linked to IMD)	Where LSOA in lowest decile
Employment	Employment Status	All Employment codes
Ethnicity	Ethnic category	All ethnicity codes

Questions

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