

Measuring benefits and impacts – an introduction

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Overview

- Introduction
- Identifying benefits
- Your challenges
- Measuring benefits & impacts
- Your challenges
- Taking this forward



Housekeeping

- Please turn off microphones if not speaking
- We will be using Teams polls throughout
- Feel free ask questions and use the chat
- There will be time to discuss your experiences and challenges
- This session is being recorded



About the Network

We are *the* health innovation adoption experts.

We transform lives through innovation by supporting health and social care teams to find, test and implement new solutions at scale to the NHS' greatest challenges, driving economic growth.



More than **3.8m**
patients have
benefitted from our
national programmes
and initiatives since
2018



More than
340,000
hours of healthcare
staff capacity released
through our
programmes and
initiatives since 2020



More than
£2.6bn
investment leveraged
since 2018 by
companies we have
supported



10,000
jobs either created or
safeguarded in
companies we
supported



3:1
return on investment
delivered through our
innovator support
(using Treasury Green Book
methodology)

Health Innovation Network

Local change, national impact

We tackle national problems, with local understanding.

And local problems, with national expertise.

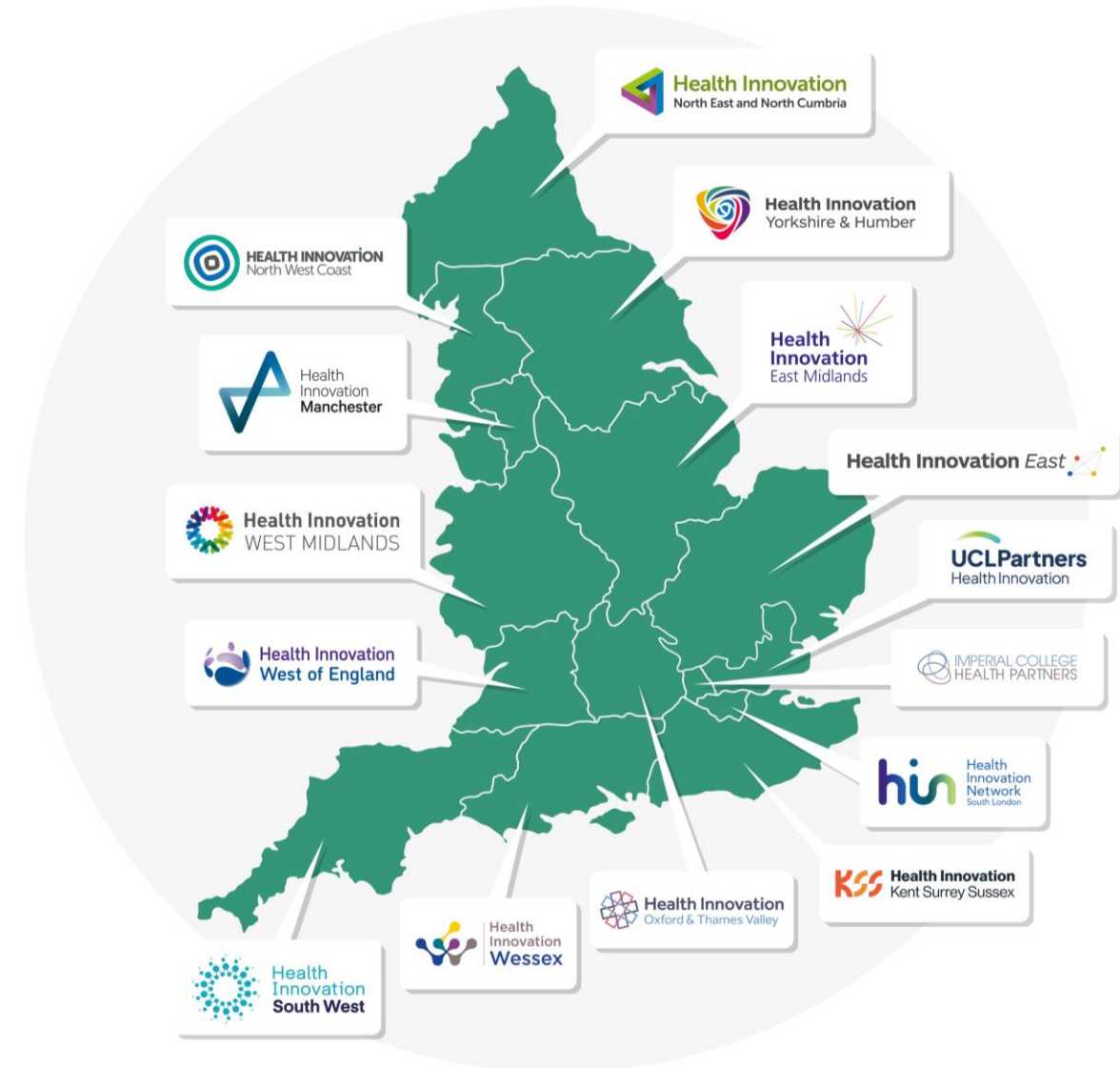
Each health innovation network is fully-embedded in their local health and research ecosystem.

This drives economic prosperity and growth in all parts of the country, and ensures that *everyone* benefits from innovation.



Office for
Life Sciences

NHS
England



How we deliver change



Find *high potential innovations in areas of unmet need*

National innovation pipeline – we curate a national innovation pipeline of new high promise technologies, ideas and medicines that enables health & care systems find and prioritise the most promising solutions. (*Demand side*)

- **Innovator support** – we support innovators to prepare their solutions for real world implementation. (*Supply side*)



Test *and prepare high-promise innovations for real world adoption*

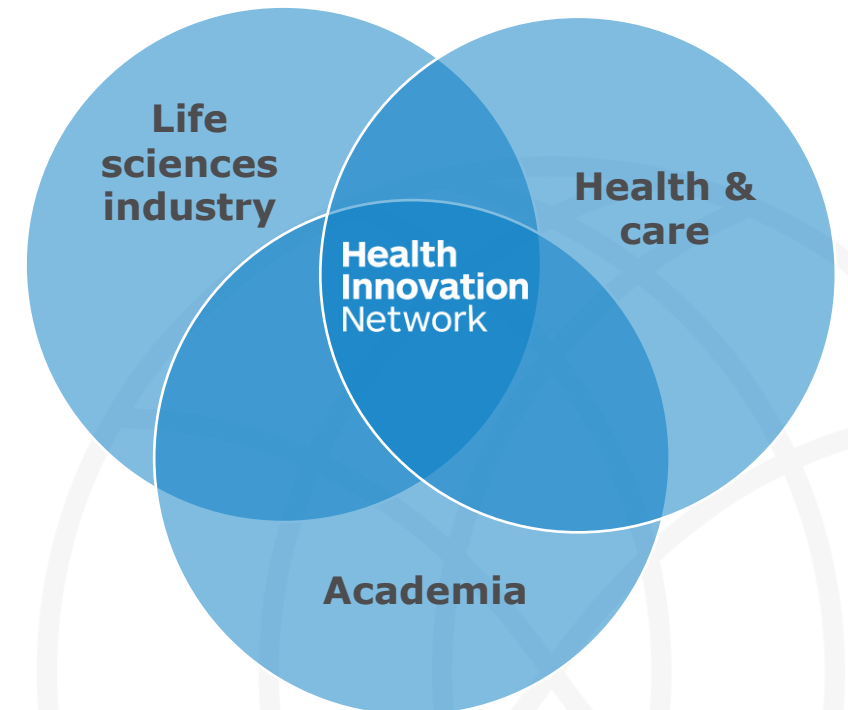
- **Real world testing and evaluation**– we deliver partnerships with innovators and health and care systems to test the innovation in the real world, prove value and prepare innovation for large scale adoption. (*Connecting supply and demand*)
- **Innovation development** – we support innovators to ensure new solutions are 'adoption ready' for a real-world settings. (*Supply side*)



Implement *proven innovations at scale*

- **Innovation adoption** – we demonstrate the value of innovations at sub-national scale, preparing innovation for spreading nationally. (*Connecting supply and demand*)
- **Innovation spread** – we deliver impact from innovation at scale through national implementation programmes, adapting the implementation of solutions to deliver value in different local contexts – urban, rural and coastal. (*Connecting supply & demand side*)

All our work is delivered in partnership, maximising the impact of innovation at national, regional and local levels






Introduction

What type of organisation do you work in?

Let us know

1. NHS Trust (acute or community)
 2. Local authority
 3. ICB
 4. Public Health (OHID/NIHP)
 5. Regional/national NHS body (including a Health Innovation Network)
 6. Charity / voluntary sector
 7. Company / innovator
 8. Other
- 

What is your role in relation to benefits from innovation? Let us know

1. I have a strategic responsibility for project / programme delivery
2. I'm responsible for identifying and delivering benefits
3. Innovations are given to me and I want to get more out of them
4. I want to get a better understanding of how I can identify and / or measure benefits for my project or innovation
5. What are benefits? I'm here to find out more
6. This is personal development for future roles / projects

What is your experience of identifying and measuring benefits? Let us know

1. Experienced – something I do a lot, but would like to get some new ideas and tips
2. I do it, but I'm not sure that I'm doing it the best way
3. Not very experienced, but something I've had to do / not very confident in this area
4. Not really done much, but I know that I need to
5. This is a whole new area to me – keen to learn more!



How to identify benefits

Inspired by Innovation Collaborative benefits management support and Cranfield University approaches

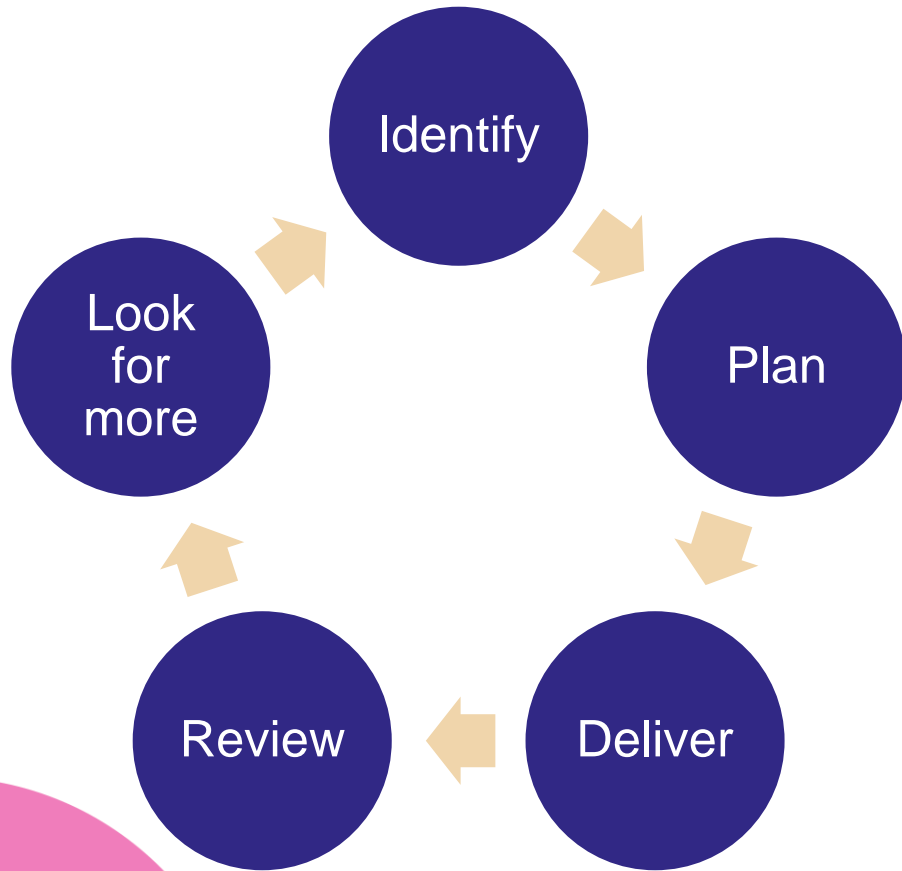
Defining benefits

A benefit is:

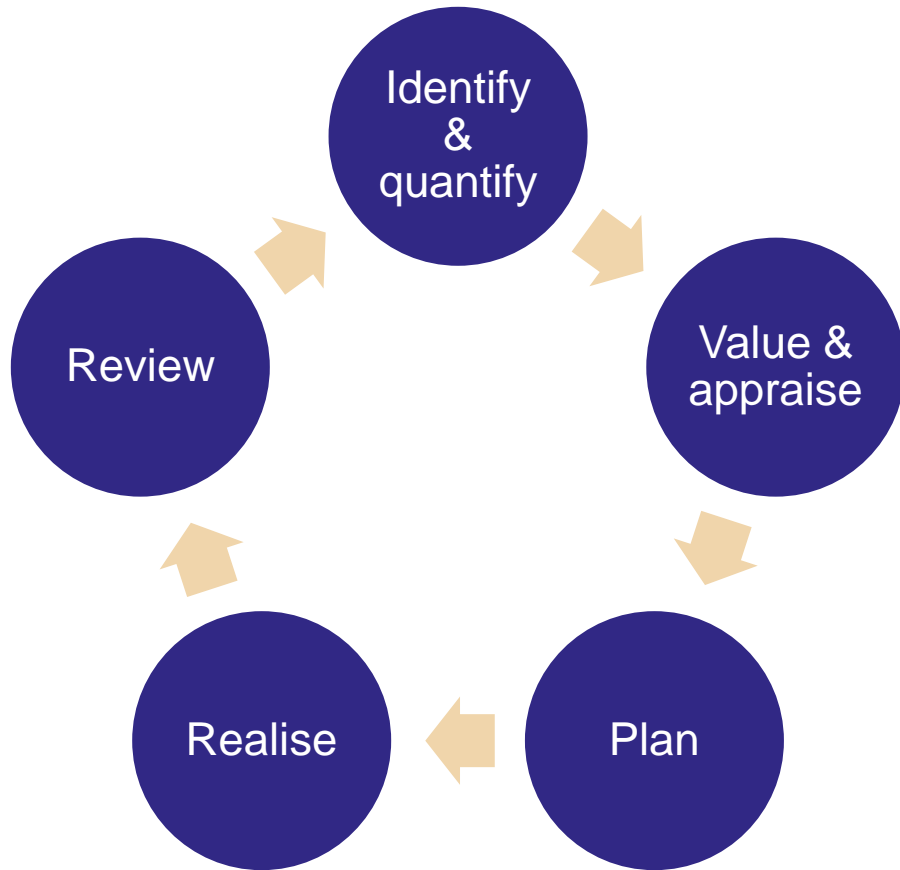
- A measurable improvement
- Resulting from change
- Considered to be advantageous by at least one stakeholder
- Contributes to an organisational objective
- The value perceived or realised by those experiencing the outcomes of change



Delivered within a benefits realisation framework




NHS Digital 5 stage approach



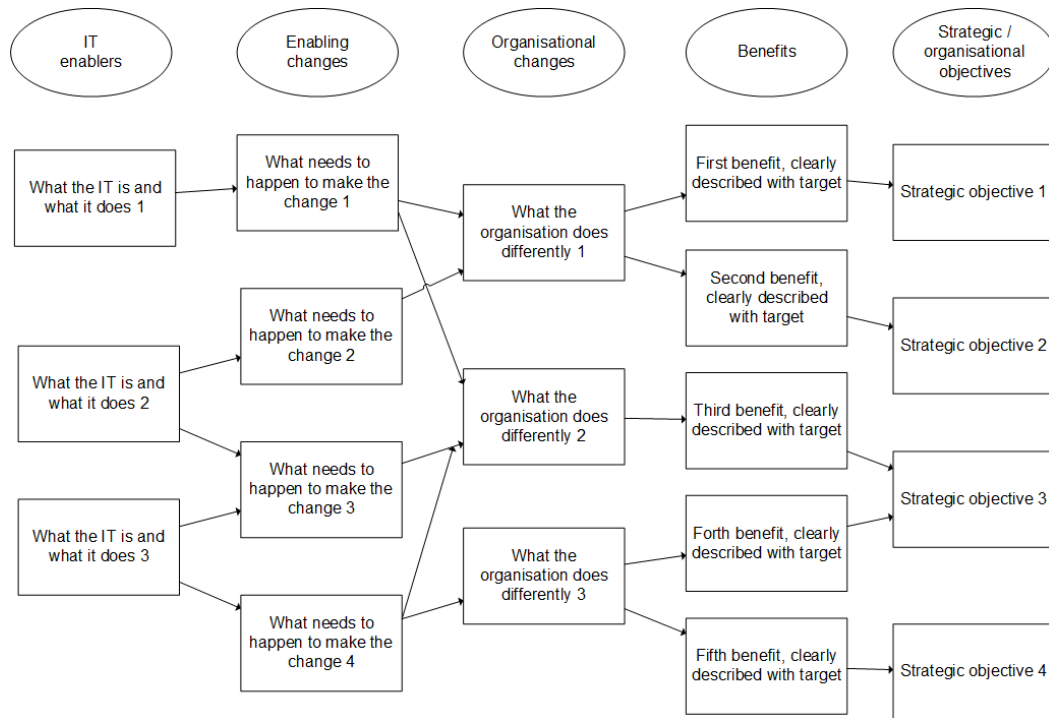
The screenshot shows the NHS Digital website page for 'Benefits management'. The page header includes the NHS Digital logo, navigation links for Coronavirus, Services, Data, Cyber, Developer, News, and About, and a search icon. The breadcrumb trail is 'NHS Digital > Services > Benefits management'. The main heading is 'Benefits management', followed by a sub-heading: 'NHS Digital's benefit management team ensures that benefits are considered throughout the lifecycle of every programme and into service.' Below this is a 'Page contents' section with links for 'Top of page', 'The 5 stage approach to benefits management', and 'How our work benefits health and care services: case studies'. The main content area contains a quote from the Cabinet Office: 'When it comes to programme delivery, the Cabinet Office has stated that benefits realisation is the single most important strategic driver for programmes: "The fundamental reason for beginning a programme is to realise benefits through change"'. It then states: 'The Cabinet Office goes on to inform us that... "It is only possible to be sure that change has worked if we can measure the delivery of benefits it is supposed to bring."'. Below this is another quote: 'NHS Digital's benefit management team ensures that benefits are considered throughout the lifecycle of every programme and into service through implementing an adaptation of APMG's 5 stage approach to benefits management.' The page concludes with the heading 'The 5 stage approach to benefits management'.

<https://digital.nhs.uk/services/benefits-management>

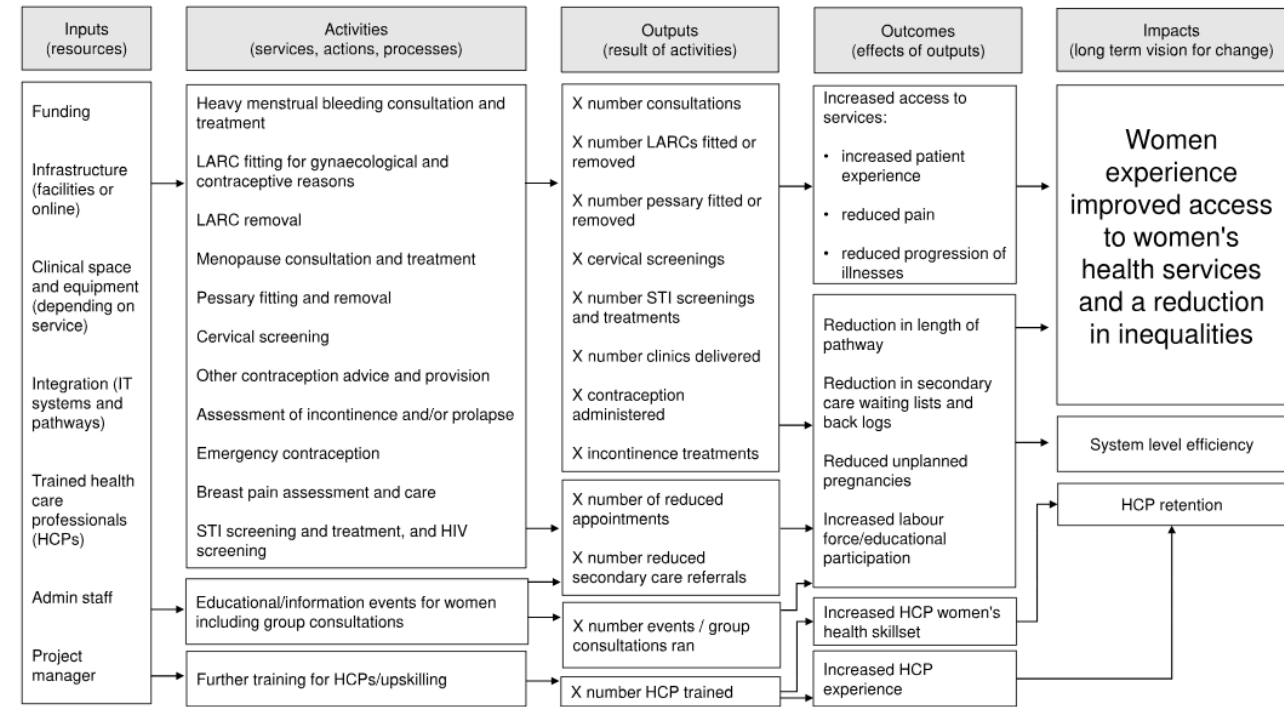
Terminology

| Outputs – Outcomes - Benefits | | NHS |
|---|--|--|
| <p>“Outputs” are the products or deliverables created by a project. Examples include a new system going live, a building being constructed, or an innovation successfully adopted.</p> <p>Delivery of outputs is the responsibility of the individual project manager.</p>  | <p>“Outcomes” are the result of, or the difference made by, the use of an output. Examples include fewer errors in workflow management, quicker access to records or an increase in the number of patients assessed.</p> <p>Responsibility for this typically sits with overall programme management.</p> | <p>“Benefits” are the measurable improvement resulting from an outcome that is seen as advantageous by stakeholders where system or business value is created.</p> <p>Examples include shorter length of stay, improved quality of life, staff experience or a reduction in operating costs. Benefits management often occurs at portfolio level.</p> |

Number of tools to help identify & understand benefits e.g.



Benefits dependency network



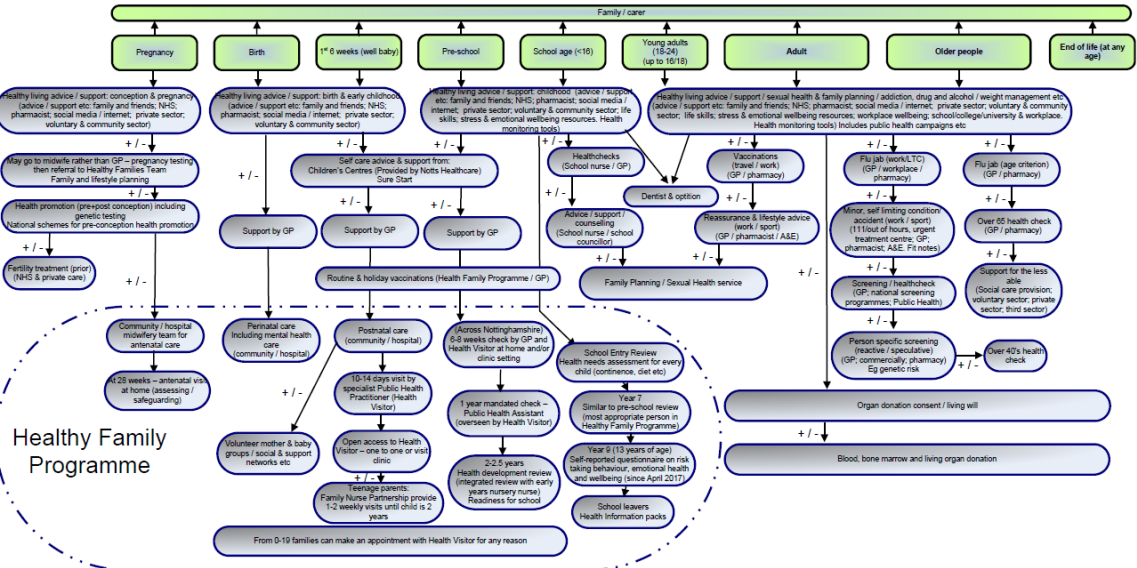
Logic model

Example from: <https://www.gov.uk/government/publications/womens-health-hubs-information-and-guidance/womens-health-hubs-core-specification>

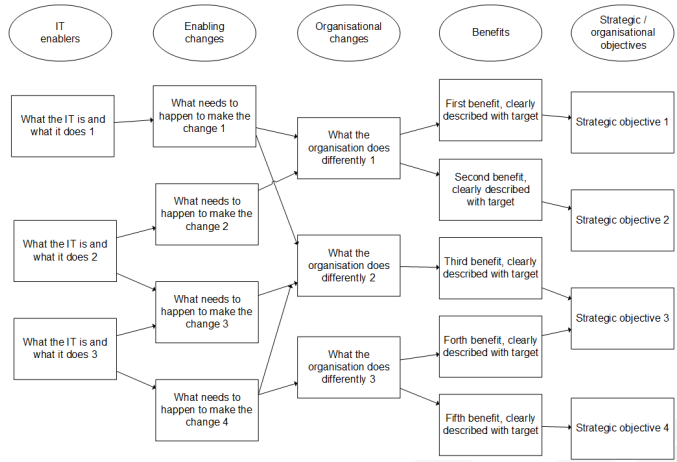
Understand what changes in the patient pathway will deliver the benefits

Patient journey across a health community: Healthy population

PLEASE NOTE: these maps are intended to be a generic overview of healthcare services as people/patients experience it. It is not intended to describe the services available in all areas and which may be different to those identified here



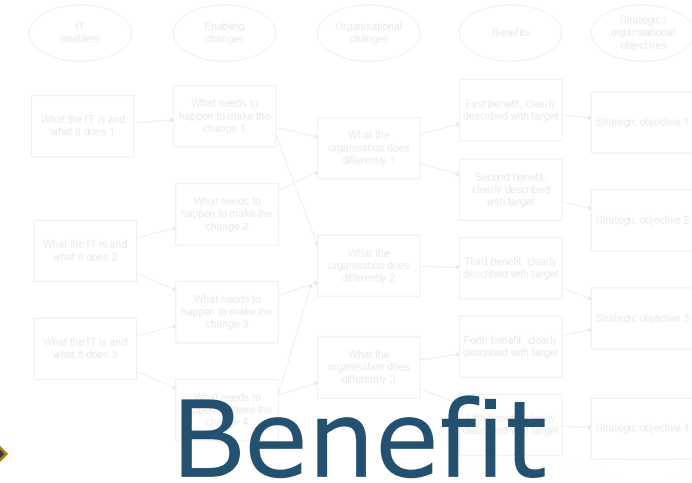
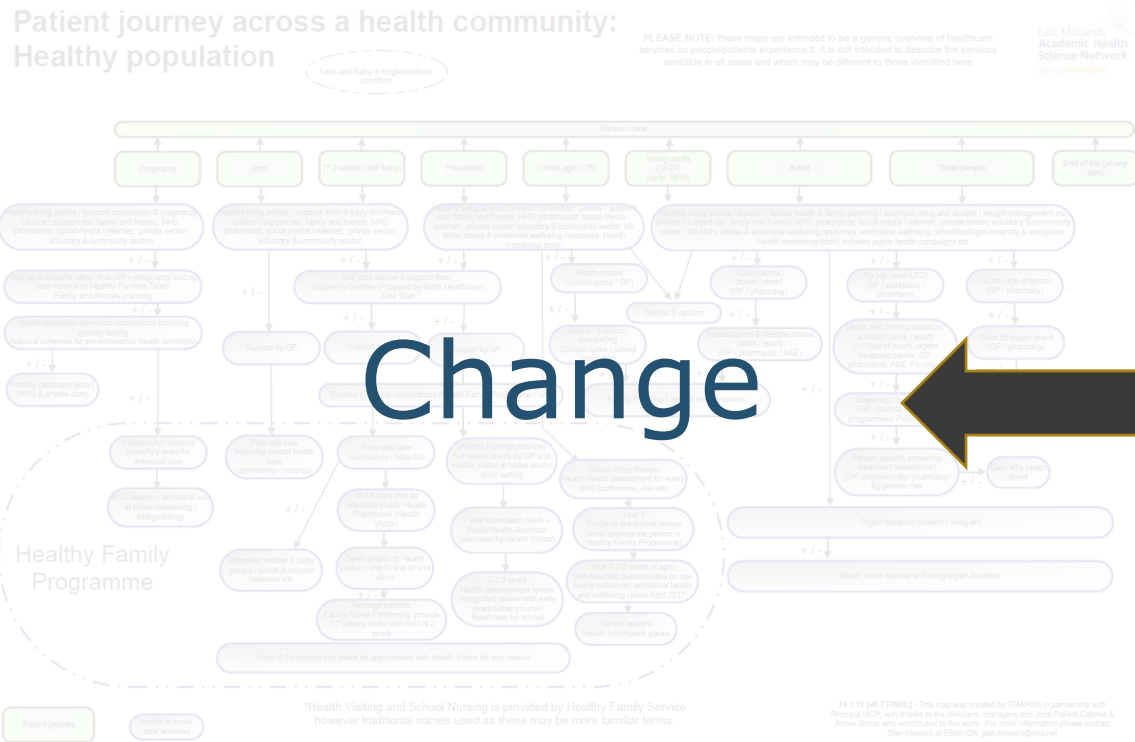
16.118 [v0.7 FINAL] - This map was created by EMAHSH in partnership with Principia MCP, with thanks to the clinicians, managers and Joint Patient Cabinet & Active Group who contributed to this work. For more information please contact Giel Howard at EMAHSH: giel.howard@nra.net



| Inputs (resources) | Activities (services, actions, processes) | Outputs (result of activities) | Outcomes (effects of outputs) | Impacts (long term vision for change) |
|---|--|---|---|---|
| Funding | Heavy menstrual bleeding consultation and treatment | X number consultations | Increased access to services: | Women experience improved access to women's health services and a reduction in inequalities |
| Infrastructure (facilities or online) | LARC fitting for gynaecological and contraceptive reasons | X number LARCs fitted or removed | • increased patient experience | |
| Clinical space and equipment (depending on service) | LARC removal | X number pessary fitted or removed | • reduced pain | |
| | Menopause consultation and treatment | X cervical screenings | • reduced progression of illnesses | |
| Integration (IT systems and pathways) | Pessary fitting and removal | X number STI screenings and treatments | Reduction in length of pathway | |
| | Other contraception advice and provision | X number clinics delivered | Reduction in secondary care waiting lists and back logs | |
| Trained health care professionals (HCPs) | Assessment of incontinence and/or prolapse | X contraception administered | Reduced unplanned pregnancies | |
| | Emergency contraception | X incontinence treatments | Increased labour force/educational participation | |
| Admin staff | Breast pain assessment and care | X number of reduced appointments | System level efficiency | |
| | STI screening and treatment, and HIV screening | X number reduced secondary care referrals | HCP retention | |
| Project manager | Educational/information events for women including group consultations | X number events / group consultations ran | Increased HCP women's health skillset | |
| | Further training for HCPs/upskilling | X number HCP trained | Increased HCP experience | |

Understanding the relationship

Patient journey across a health community: Healthy population



Benefit

| Inputs (resources) | Activities (services, actions, processes) | Outputs (result of activities) | Outcomes (effects of outputs) | Impacts (long term vision for change) |
|---|---|---|--|---|
| Funding | Heavy menstrual bleeding consultation and treatment | X number consultations | Increased access to services: | Women experience improved access to women's health services and a reduction in inequalities |
| Infrastructure (facilities or online) | LARC fitting for gynaecological and contraceptive reasons LARC removal | X number LARCs fitted or removed X number pessary fitted or removed | <ul style="list-style-type: none"> increased patient experience reduced pain reduced progression of illnesses | |
| Clinical space and equipment (depending on service) | Menopause consultation and treatment Pessary fitting and removal Cervical screening | X cervical screenings X number STI screenings and treatments | Reduction in length of pathway | System level efficiency |
| Integration (IT systems and pathways) | Other contraception advice and provision Assessment of incontinence and/or prolapse | X contraception administered X incontinence treatments | Reduced unplanned pregnancies | |
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| Project manager | Further training for HCPs/upskilling | X number HCP trained | Increased HCP experience | |

Key objective is to understand:



Key objective is to understand:

What is the evidence

Change
required

Benefits
delivered

Strategic
objectives

Logic Model #3

Benefits dependency network

Model

Key types of benefits

Cash
releasing

Non-cash
releasing

Quality
benefit

Societal
benefit /
Public
benefit

Disbenefits

Benefits can sometimes be 'monetised'

Cash
releasing

Non-cash
releasing

Quality
benefit

Societal
benefit /
Public
benefit

Expressed as a calculated value in £

Only cash releasing benefits release in a way that resources can be completely re-allocated elsewhere, or the benefit can be completely claimed from a budget.

Difficult to sensibly monetise

Quality
benefit

- Quantified and measured
- Essential to capture, measure and track – much of the value
- Key for stakeholders & engagement

Benefits usually come from

Doing
something
new

Doing
something
different

Stopping
doing
something



Who benefits?


May be useful to consider benefits from the perspective of:





**Your challenges and
questions?**

What challenges do you have in identifying benefits? Let us know

1. Mapping current / new patient pathways or processes
 2. Understanding the impact of the change
 3. Benefits identification tools e.g. benefits network/logic model
 4. Differentiating the benefit from the change
 5. Using benefits realisation framework e.g. recording and managing benefits
 6. Identifying the different types of benefit or who benefits
 7. Anything else? Let us know in the chat
- 

Do you have any questions on identifying benefits?

Please feel free to raise hands or use the chat





Measuring the benefits of innovation

An overview

Quality improvement approach

Outcome

Process

Balancing



Not an exact match, but useful comparison

Outcome

Process

Balancing

Lead to

~

~

Benefits

Change

Disbenefits

Trying to understand:

- How much change happened
- How much benefit
- Extent of any disbenefits encountered
- Was this due to the new intervention ('attribution')



Deriving attribution

- Estimate the counterfactual
- Consistent with the theory of change?
- Rule out alternative explanations
- Each have strengths & weaknesses

Before & after

Take a suitable baseline and compare the measure before and after the intervention has been introduced

Trend analysis

Using historical data based on the trend, extrapolate where it would be compared to where it actually is


Control vs intervention

Comparing outcomes in an area implementing the change with a (suitable) area operating as usual

Difference in difference

Combination of other techniques investigating change across multiple cohorts / areas

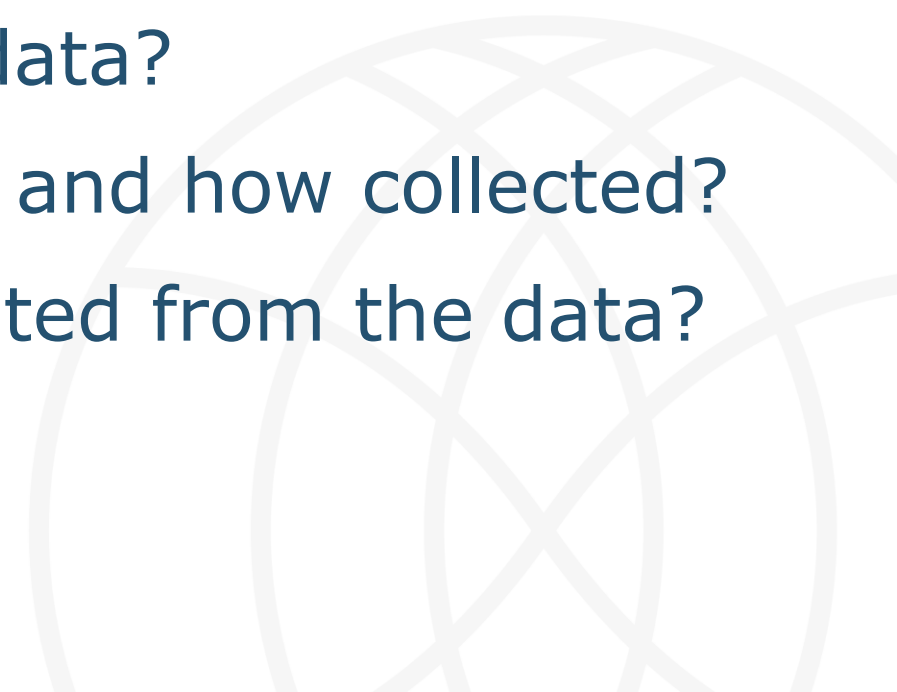
Considerations

- Be clear on the questions that you are asking
 - Without context, data is limited value
 - Can you make a sensible comparison to gain confidence in the effect you have caused?
 - Avoid 2 point comparison
 - Consider measuring over time e.g. Statistical Process Control
 - Be proud of your benefits and share with others
- 


Potential sources of data

- Data collected as part of usual care (IG considerations)
- Patient & user experience
- Exploit an existing dataset (e.g. quality or performance metrics)
- Whole pathway - joining data across departments or organisations
- New data collection - kept to a minimum (consider benefits & costs of collecting must be understood; timing)
- Ensure that you understand data quality
- May need expertise to understand the data: clinical & analytical

Considerations

- How do you include patient/user experience?
 - How do you include staff experience?
 - Do you understand:
 - Data quality issues related to the data?
 - What the data means – definitions and how collected?
 - Limitations in what can be interpreted from the data?
- 

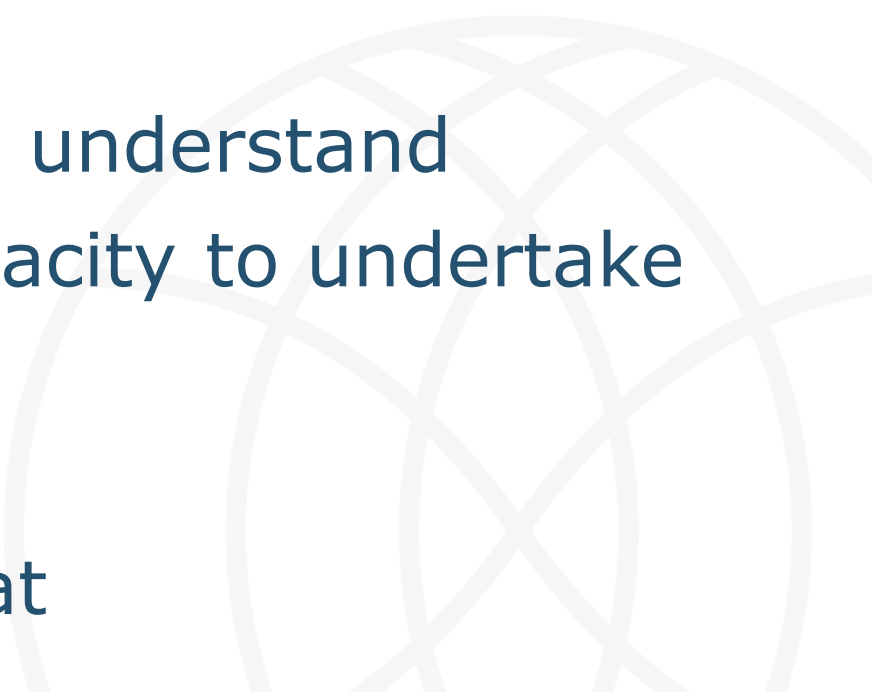
Examples of potentially useful public data

- NHS England (extensive, including):
 - Quality and outcomes framework (QoF) & prescribing data
 - Ambulance data
 - A&E, Urgent & Emergency care metrics, Hospital Episode Statistics
 - Etc.
 - National clinical audit data (HQIP)
 - Public health data – e.g. OHID Fingertips
 - Quality indicators (internal and external)
 - Model Health System, GIRFT, SHAPE tool etc.
- 



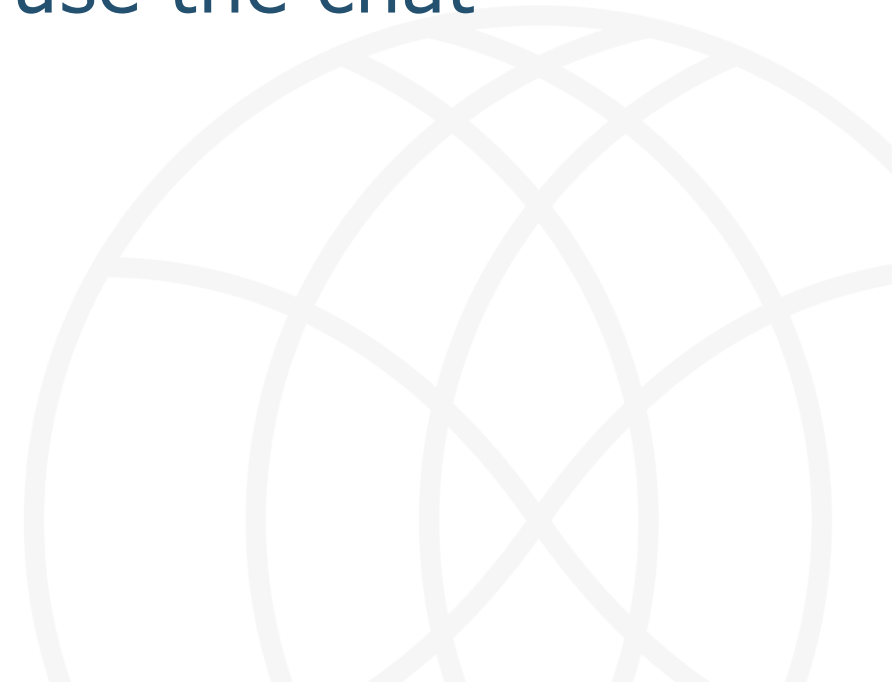
Your challenges

What challenges do you face in measuring benefits? Let us know

1. Knowing what to measure
 2. Knowing what data is available or suitable
 3. Accessing the right data
 4. Understanding / interpreting the data
 5. Getting the data in a useful format to understand
 6. Having access to the right skills / capacity to undertake such work
 7. Not many, we often do this fairly well
 8. Anything else? Let us know in the chat
- 

Your challenges and questions

- What challenges do you have in measuring benefits?
- Do you have any questions on identifying benefits?
Please feel free to raise your hand or use the chat





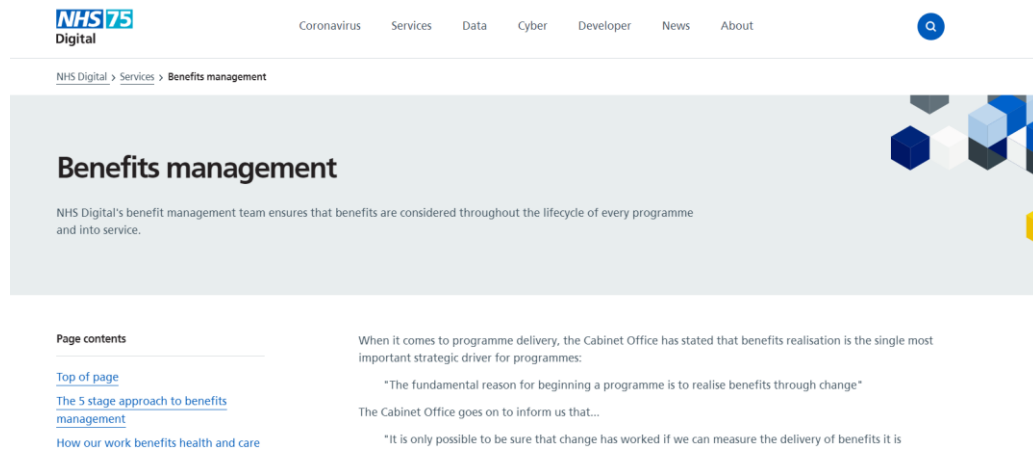
Taking this forward

Very brief introduction to:

- Identifying benefits
- Measuring benefits
- Understanding some of your challenges in undertaking this work



Additional resources



The screenshot shows the NHS Digital website's 'Benefits management' page. The header includes the NHS Digital logo and navigation links for Coronavirus, Services, Data, Cyber, Developer, News, and About. The main heading is 'Benefits management', followed by a brief description: 'NHS Digital's benefit management team ensures that benefits are considered throughout the lifecycle of every programme and into service.' Below this, there is a 'Page contents' section with links to 'Top of page', 'The 5 stage approach to benefits management', and 'How our work benefits health and care'. A quote from the Cabinet Office is also present: 'When it comes to programme delivery, the Cabinet Office has stated that benefits realisation is the single most important strategic driver for programmes: "The fundamental reason for beginning a programme is to realise benefits through change"'. The Cabinet Office further states: 'The Cabinet Office goes on to inform us that... "It is only possible to be sure that change has worked if we can measure the delivery of benefits it is

<https://digital.nhs.uk/services/benefits-management>



The screenshot shows the NHS England website's 'NHS IMPACT' page. The header includes the NHS England logo and navigation links for Home, News, Publications, Statistics, Blogs, Events, and Contact us. The main heading is 'NHS IMPACT', followed by a description: 'NHS IMPACT (Improving Patient Care Together) is the new, single, shared NHS improvement approach. By creating the right conditions for continuous improvement and high performance, systems and organisations can respond to today's challenges, deliver better care for patients and give better outcomes for communities.' Below this, there are three icons: 'NHS IMPACT' with gears, a folder icon, and a heart with a pulse line icon.

<https://www.england.nhs.uk/nhsimpact/>

Health & care system colleagues only

NHS



 **Model Health System**
model.nhs.uk


Supporting NHS teams to provide high quality patient care and continuous improvement.



The Model Health System is a data-driven improvement tool that supports health and care systems to improve patient outcomes and population health. It provides benchmarked insights across the quality of care, productivity and organisational culture to identify opportunities for improvement. The Model Health System incorporates the Model Hospital, which provides hospital provider-level benchmarking. Access to the Model Health System is currently available for all NHS commissioners and providers in England.



[Get help and further information](#)

<https://model.nhs.uk/>



 **FutureNHS**  My Dashboard

 Innovation Collaborative - Digital Health

Elective Recovery | Podcast Library | **Benefits and Impact** | Other Useful Resources and Links

<https://future.nhs.uk/connect.ti/InnovationCollaborative/grouphome>

Useful resources

Making data count:

<https://www.england.nhs.uk/publication/making-data-count//> & Making Data Count on FutureNHS

The Health Foundation e.g.

<https://www.health.org.uk/publications/evaluation-what-to-consider>

Health Innovation network guide to real world evaluation:

<https://thehealthinnovationnetwork.co.uk/national-publications/real-world-evaluation/>

DH&SC SHAPE tool <https://shapeatlas.net/>

HIN support

- Future events & topics – let us know what would be useful
- Innovation Academy – www.healthinnovation-em.org.uk/academy



Thank you

The HIEM are a fantastic team, and events like this are very much a team effort. While any errors and inaccuracies are mine, the following have provided invaluable input into this presentation:

- **Gemma Housley**, Advanced Analyst
 - **Chris Eagling**, Senior Information Analyst
- 

Further information

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