Proving your worth

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Project Coordinator, National Bereavement Alliance
Introduction

• Childhood Bereavement Network and National Bereavement Alliance
• The current policy context and what is changing
• The value of what you do
• Demonstrating the value
How are services funded?

<table>
<thead>
<tr>
<th>Type of funding</th>
<th>% of child bereavement services in receipt of type of funding</th>
<th>n</th>
</tr>
</thead>
<tbody>
<tr>
<td>Donations/legacies</td>
<td>82</td>
<td>75</td>
</tr>
<tr>
<td>Fundraising</td>
<td>79</td>
<td>72</td>
</tr>
<tr>
<td>Grants</td>
<td>46</td>
<td>42</td>
</tr>
<tr>
<td>Income generation</td>
<td>32</td>
<td>29</td>
</tr>
<tr>
<td>Revenue</td>
<td>13</td>
<td>12</td>
</tr>
<tr>
<td>Sponsorship</td>
<td>11</td>
<td>10</td>
</tr>
</tbody>
</table>

Rolls and Payne, 2003
What is changing?

- Austerity
- Localism
- Organisation of health, social care and public health
- Funding of palliative care
Social Return on Investment: the principles

- Involve stakeholders.
- Understand what changes.
- Value the things that matter.
- Only include what is material.
- Do not over-claim.
- Be transparent.
- Verify the result.

The stages in SROI

- Establishing the scope and identifying key stakeholders
- Mapping outcomes
- Evidencing outcomes and giving them a value
- Establishing impact
- Calculating the SROI
- Reporting, using and embedding

The guide to SROI (2012)
1: calculate total costs of delivering your service

£...
1. Calculate total costs of delivering your service

- Staffing
- Pensions, NI
- Training
- Supervision
- Trustees expenses
- Volunteer expenses
- Evaluation
- Premises – rent, heating, lighting
- Insurance
- Transport
- Running costs – phones, postage, printers, paper
- Materials
- Refreshments
In-kind support

- Goods and services
- Volunteer time

<table>
<thead>
<tr>
<th>Type of role</th>
<th>NHS agenda for change band</th>
<th>Annual salary, NI, pension £</th>
<th>Hourly rate £</th>
</tr>
</thead>
<tbody>
<tr>
<td>Family Support Worker</td>
<td></td>
<td>29,662 (22,941 + 6,721)</td>
<td>19</td>
</tr>
<tr>
<td>Unqualified support worker</td>
<td>Band 2</td>
<td>19,661 (16,193 + 3,468)</td>
<td>12</td>
</tr>
<tr>
<td>Occupational therapist, speech and language therapist</td>
<td>Band 5</td>
<td>28,924 (23,441 + 5,483)</td>
<td>18</td>
</tr>
<tr>
<td>Clinical psychologist</td>
<td>Band 8a</td>
<td>57,234 (45,593 + 11,641)</td>
<td>36</td>
</tr>
</tbody>
</table>

Based on 1602 working hours. Rates and working hours taken from Curtis, 2013. Only salaries and direct on-costs are included: it is assumed that indirect costs such as management, office space, phones etc are incurred whether the staff are paid or volunteers, thus no additional saving in these areas if made by using volunteers.
Unit Costs of Health & Social Care 2013

Compiled by Lesley Curtis

http://www.pssru.ac.uk/project-pages/unit-costs/2013/
1: Calculate total costs of delivering your service

2: Divide by total number of clients to give cost per head

3: Choose random sample of 15-20 clients

4: For each client, calculate realised savings and costs avoided and add these together

<table>
<thead>
<tr>
<th>Client</th>
<th>Savings realised</th>
<th>Costs avoided</th>
<th>Total</th>
<th>Minus cost per head of service</th>
<th>Total savings per client</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
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</tbody>
</table>
4. Calculate savings

- Realised savings – the things that were happening before you started supporting the client, that are no longer happening

- Costs avoided – the things that were likely to happen when you started supporting the client, but which haven’t come to pass
Cautions and caveats

- What to measure
- When to measure
- Deadweight
- Attribution
### 2.8 Counselling services in primary medical care

Counselling and psychotherapy are umbrella terms that cover a range of talking therapies. They are delivered by trained practitioners who work with people over a short or long term to help them bring about effective change or enhance their wellbeing.

<table>
<thead>
<tr>
<th>Costs and unit estimation</th>
<th>2012/2013 value</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>A. Wages/salary</td>
<td>£38,146 per year</td>
<td>Based on the mean full-time equivalent basic salary for Agenda for Change band 7 of the July 2012-June 2013 NHS staff earnings estimates.¹</td>
</tr>
<tr>
<td>B. Salary oncosts</td>
<td>£9,571 per year</td>
<td>Employer’s national insurance is included plus 14 per cent of salary for employer’s contribution to superannuation.</td>
</tr>
<tr>
<td>C. Overseas Management and administration</td>
<td>£9,214 per year</td>
<td>No information available on management and administrative overheads for professionals working in primary care. The same level of support has been assumed for counsellors as for other NHS staff (19.31 per cent of direct care salary costs).</td>
</tr>
<tr>
<td>Office, general business and premises (including advertising and promotion)</td>
<td>£17,667 per year</td>
<td>No information available on overheads for a counsellor working in primary care. All information on office and general business expenses is drawn from the GP earnings and expenses report.¹¹ The same level of overheads (office &amp; general business, premises and other expenses) has been assumed as for a practice nurse (see table 10.6).</td>
</tr>
<tr>
<td>D. Capital overheads</td>
<td>£3,051 per year</td>
<td>Based on new-build and land requirements for a practice nurse non-treatment space. Capital costs have been annuitised over 60 years at a discount rate of 3.5 per cent.¹²</td>
</tr>
<tr>
<td>E. Travel</td>
<td></td>
<td>No information available on average mileage covered per visit. From July 2013, NHS reimbursement will be based on a single rate for the first 3500 miles travelled (67p) and a reduced rate thereafter, irrespective of the type of car or fuel used (24p).¹³</td>
</tr>
<tr>
<td>Ratio of direct to indirect time on client contact</td>
<td>1:0.30</td>
<td>A study of nine practices found that the mean number of sessions was 7 (median 6).¹⁴ Seventy-seven per cent of the time was spent on face-to-face contact, and 23 per cent of the time on other work.</td>
</tr>
<tr>
<td>Consultations</td>
<td>35 minutes</td>
<td>Average length of surgery consultation.¹⁵</td>
</tr>
<tr>
<td>Working time</td>
<td>42.7 weeks per year / 37.5 hours per week</td>
<td>Unit costs are based on 1,692 hours per year: 225 working days minus sickness absence and training/study days as reported for all NHS staff groups.¹⁶ Each practice in the study employed counsellors for between 6 and 49 hours per week.</td>
</tr>
</tbody>
</table>

**Unit costs available 2012/2013**

£48 per hour (includes A to D); £63 per hour of client contact (A to D); £58 per consultation.

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⁵ National communication with the Department for Communities and Local Government, 2011.


# Sample unit costs

<table>
<thead>
<tr>
<th>Intervention</th>
<th>Cost £</th>
<th>Unit</th>
<th>Page no</th>
</tr>
</thead>
<tbody>
<tr>
<td>GP consultation</td>
<td>45</td>
<td>Per visit (11.7 minutes)</td>
<td>191</td>
</tr>
<tr>
<td>Counselling in primary care</td>
<td>58</td>
<td>Per consultation</td>
<td>54</td>
</tr>
<tr>
<td>Cognitive Behaviour Therapy</td>
<td>91</td>
<td>Per session</td>
<td>52</td>
</tr>
<tr>
<td>Group mindfulness-based cognitive therapy</td>
<td>168</td>
<td>Per session (12 in group - £14 per person)</td>
<td>58</td>
</tr>
<tr>
<td>Alcohol health worker, A&amp;E</td>
<td>54</td>
<td>Per consultation</td>
<td>69</td>
</tr>
<tr>
<td>Community care package for older people (median)</td>
<td>363</td>
<td>Per week (excl accom and living expenses)</td>
<td>127</td>
</tr>
</tbody>
</table>

All from Curtis, 2013
Other costs

- Average 5.3 sick days per UK employee
- The average total cost for each absent employee in 2012 was £975, while the median was lower at £622
- Employers asked to specify five most common causes of short-term and long-term absence
- Illnesses causing absence (%): non work-related stress, anxiety and depression

<table>
<thead>
<tr>
<th></th>
<th>Manual</th>
<th>Non-manual</th>
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<tbody>
<tr>
<td>Short-term</td>
<td>31</td>
<td>46</td>
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<tr>
<td>Long-term</td>
<td>42</td>
<td>54</td>
</tr>
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CBI (2013) *Fit for purpose: absence and workplace health survey 2013*
Socio-economic costs of bereavement in Scotland

- Very complex study using longitudinal data
- Death of a spouse associated with typically longer stays in hospital
- Cost per year of excess inpatient days required for bereavement approximates to £16,230,051 - £23,307,539
- Estimated cost of bereavement in general practice for 2009/10 was £2,200,960 (68,780 consultations for bereavement x £32 as per consultation)
- Death of a spouse also associated with an overall increased risk of death for the widow(er) (18.2% higher mortality in bereaved group)
- All reports available on the website of The Scottish Grief and Bereavement Hub [http://www.griefhub.org.uk/](http://www.griefhub.org.uk/)
1: calculate total costs of delivering your service

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2: divide by total number of clients to give cost per head

3: choose random sample of 15-20 clients

4: for each client, calculate realised savings and costs avoided and add these together

5: for each client, subtract the cost of your service, giving total savings per client

6: add the all the individual savings together

7: divide by the number of clients in the sample

8: multiply by the total number of clients you worked with
Social value

- Public Services (Social Value) Act 2012 – England and Wales
- Places a duty on public bodies to consider social value before a procurement process starts
- The Act applies to the provision of services, or the provision of services together with the purchase or hire of goods or the carrying out of works when the services element is greater
- The authority must consider—
  (a) how what is proposed to be procured might improve the economic, social and environmental well-being of the relevant area, and
  (b) how, in conducting the process of procurement, it might act with a view to securing that improvement.
- Happiness, wellbeing, health, inclusion, empowerment
Your social value

- Implicit in everything you do
- Experience for volunteers
- Peer support
- Supporting the local economy
- Improving the environment
References


- Curtis, L (2013) *Unit costs of health and social care, 2013* Canterbury: Personal Social Services Research Unit
