

Joined up solutions for delivering integrated care



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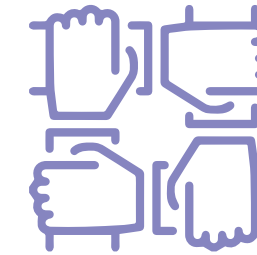
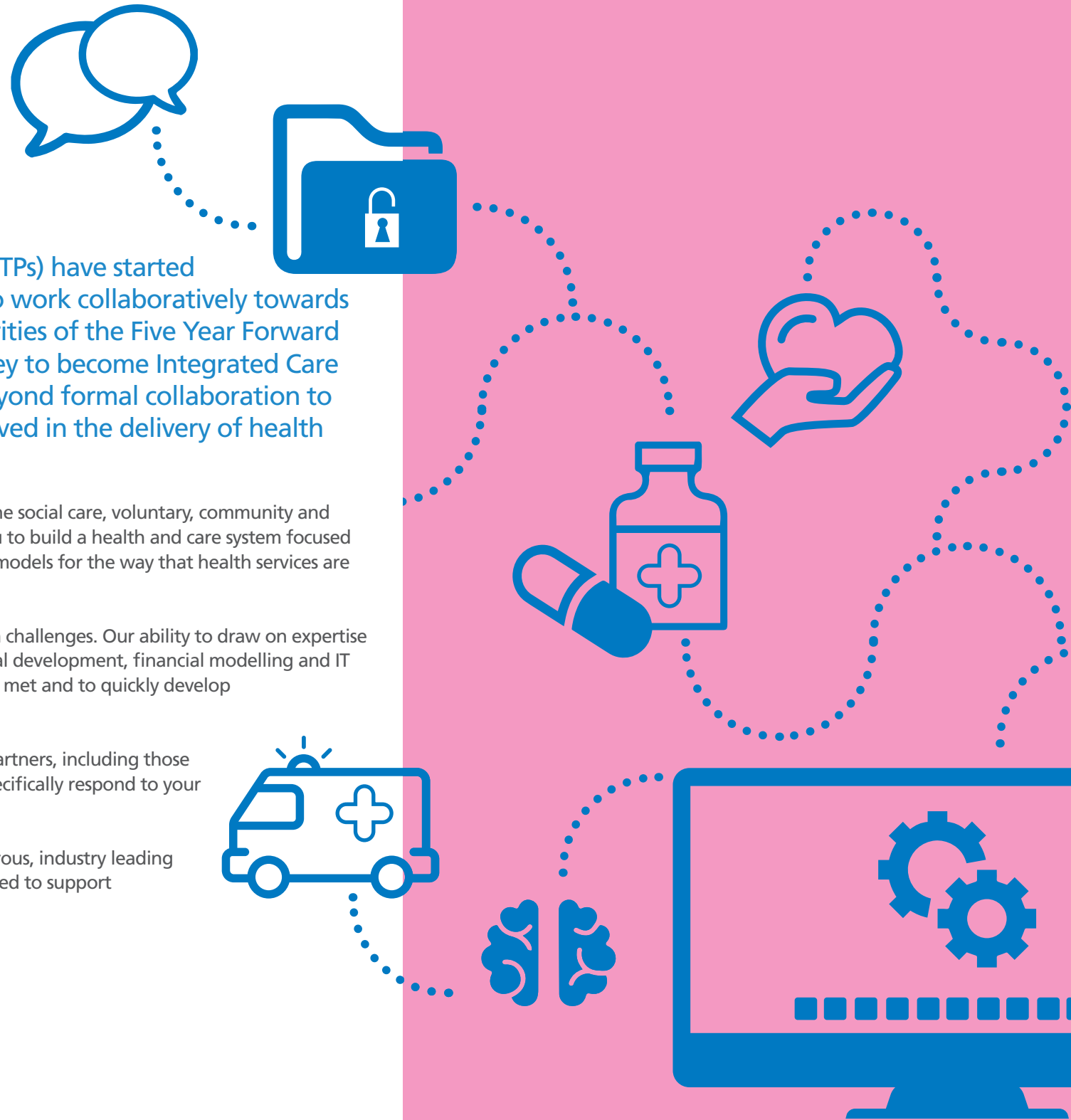
Sustainability and Transformation Partnerships (STPs) have started the process of bringing local partners together to work collaboratively towards a shared vision which delivers the triple aim priorities of the Five Year Forward View. As a number of localities begin their journey to become Integrated Care Systems (ICS), local health economies must go beyond formal collaboration to truly shared accountability across all parties involved in the delivery of health and care services.

Our strong background and passion for integrated working across the social care, voluntary, community and health sectors makes us your ideal strategic partner. We can help you to build a health and care system focused on prevention, personalised care and innovative, collaborative new models for the way that health services are provided.

We can help you to navigate barriers to change and implementation challenges. Our ability to draw on expertise from over 900 staff – including procurement, analytics, organisational development, financial modelling and IT systems specialists – enables us to anticipate where barriers might be met and to quickly develop practical action plans, which can overcome them.

We also have established relationships with a dynamic network of partners, including those from the private, voluntary and education sectors, enabling us to specifically respond to your challenges and fast-track development of best practice.

With an NHS pedigree and a portfolio of work underpinned by rigorous, industry leading governance frameworks and quality standards, we are uniquely placed to support your transformation journey.



Supporting

50+
CCGs

NHS
RightCare
NHS RightCare
Lead Provider

Dynamic network of partners including:

- 3 leading universities
- Satellite Applications Catapult
- Private and voluntary sector

£81m
turnover 2017/18

900+ staff
including 160
clinical staff

Working with all
NHS Global Digital
Exemplars and
fast followers

Providing
place based
commissioning
data to all
195
CCGs

£12m+
saved by a
new model of care for
people with complex
mental health needs

Providing
IT support
to over
530 sites

Our procurement
team has facilitated
£142.5m savings
for our customers
over the past
two years

Multi award
winning
service lines

WINNER
Health Business Awards 2017

WINNER
FOR HEALTHCARE LEADERS
HSJ VALUE IN HEALTHCARE AWARDS

WINNER
CIPS SUPPLY MANAGEMENT AWARDS 2017

ahcm
association for healthcare communications & marketing

Why Arden & GEM?

- ✓ We have a **proven track record** in the successful transformation of health systems, our multi-award winning work in this area delivers proven experience and best practice.
- ✓ Our strong background and passion for **collaborative working** across the social care, voluntary, community and health sectors ideally positions us to deliver integrated models of care.
- ✓ Enabling **business intelligence** services that have the capability to link data sources and the tools required to provide population health management insights, both at strategic planning level and to support clinical workflow management.
- ✓ Our work alongside the Global Digital Exemplar (GDE) programme and network of partners ensures we are at the cutting edge of **digital healthcare solutions** that activate patients and enable the delivery of better integrated care.
- ✓ Our scale and **diverse skills base** enables us to build the multidisciplinary teams required to successfully navigate each stage of the change process. We also provide access to an evolving network of partners from the private, voluntary and education sectors that provide additional capabilities and capacity when required.



Our network of partners

Material Partners



Delivery Partners

Accenture
Archus
Academic Health Science Networks
Advancing Quality Alliance
ATOS
CapGemini
Deloitte
DKS Projects Ltd
Edinburgh University
EMIS Health
Eleisha
Elkin Consulting Ltd
GE Finncore


HACT
Highlands & Islands Enterprise
Hospedia Limited
i5
IceCreates
ICS
Intersystems
Mapmyhealth
McKinsey and Company
Medicover
Methods Analytics
Modality
National Association of Primary Care

Oliver Wyman
Optimity Advisory
Outcomes Based Healthcare
Primary Care Foundation
Siemens Healthcare Limited
Sopra Steria
The Dartmouth Institute
The Innovate UK Catapult Network
The Institute of Digital Healthcare
The Young Foundation
TPP
Whole Systems Partnership


We are continually adding to our network of partners to meet the evolving needs of the health and care landscape - [Contact us for an updated list](#)

Our service lines


With over 900 employees operating out of 27 locations throughout England, we deliver expertise spanning a broad portfolio of services that includes:

- 


Business Intelligence

We bring together the right people, processes and technology to provide business intelligence solutions capable of linking data sources and delivering the tools required for strategic and clinical population health management insights.
- 


Contracts, Performance and Provider Management

From an end-to-end contracting process, to support for individual projects, we provide a reliable, responsive and structured service that can support new models of commissioning, development of outcomes based contracting approaches, aligning incentives to support system performance management.
- 


Engagement, Communications and Marketing

From digital marketing and social marketing campaign development to media relations and stakeholder consultations, we deliver a full range of services designed to get your message across.
- 

Finance Services


From transactional finance services through to strategic financial modelling and management accounting for decision support, we work seamlessly with you to deliver high quality tailored solutions which are underpinned by collaborative working, best practice, governance and quality standards.
- 

Governance and Risk Management


We provide a range of governance services, including information governance and corporate assurance, to help our clients ensure they are responsible, accountable and fully compliant with the latest standards and legislation.
- 

Human Resources and Organisational Development


Our HR services ensure you have the right policies, procedures and training in place to attract and retain the best staff, develop your organisation and manage your payroll. Our OD service enables your organisation to become fit for purpose, from training needs assessments and personality profiling tools through to the planning, design, delivery and evaluation of cost effective training and development spanning all areas of your operation.

- 


Individual Funding Requests

We support the management of IFRs, the Prior Approval Process and the development or review of clinical commissioning policies.
- 


IT Services

Our highly skilled IT team delivers a comprehensive service, from day to day infrastructure management to the development of bespoke systems and tools to support clinical priorities - including extensive experience of data management, interoperability and Local Integrated Health and Care Records.
- 


Medicines Optimisation

Our specialists offer both a strategic and operational service to help you get the best value for money and comply with latest policy guidance, while patients get the most from their medicines.
- 


Procurement and Market Management

From large scale national procurement programmes to bespoke local projects, our team brings cross-sector expertise to support you at every stage of the procurement and supply cycle.
- 

Personal Health Budgets

We support commissioners to develop the infrastructure needed to deliver Personal Health Budgets, which give individual patients more freedom and control over the health and care services they receive.
- 

Quality and Clinical Governance

We ensure provider contracts are delivered with optimum clinical, quality and safety standards, while simultaneously delivering the best possible value for money.
- 

Service Transformation

Our team has a proven approach to designing, developing, testing and implementing cost effective transformation projects that deliver best possible value and outcomes, with a focus on digital enablers. Our award winning service has a proven track record in delivering integration programmes across the triple integration priorities (health and social care, physical and mental health, primary and secondary care).



Our solutions

Our comprehensive service portfolio ensures we have the skills required to meet the needs of the evolving health and care landscape, but our true value is unlocked through our ability to seamlessly combine services that deliver integrated solutions for our clients.

This provides a single point of access to a trusted partner that can help you to solve your biggest challenges and, as part of the NHS family, we are driven by delivering value for the system and not profit for shareholders.

As an approved supplier on the Health Systems Support Framework, NHS SBS Consult 18 and Lead Provider Framework, our multidisciplinary teams provide integrated solutions spanning the three areas fundamental to the successful delivery of STPs and ICSs:



Infrastructure

- Local health and care record solutions
- ICT infrastructure support and strategic ICT services (including primary care IT support and cyber security)



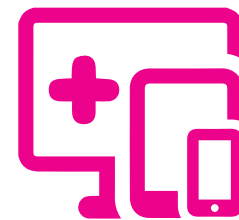
Insight

- Informatics, analytics and digital tools to support system planning, assurance, care delivery and evaluation



Impact and Intervention

- Transformation and change support
- Patient empowerment and activation
- Medicines optimisation



Infrastructure

Reimagining healthcare through advancements in technology

Innovation

Unique access to Life Sciences sector innovation and partners

Integration

Connectivity and relationships with Global Digital Exemplar vendors

Secure

Delivering cyber excellence

Compliant

Proven expertise in Information Governance and data sharing



Insight

Making a difference through actionable insights

Single Source of Truth

Accurate and consistent at scale processing of large data stores

Localisation

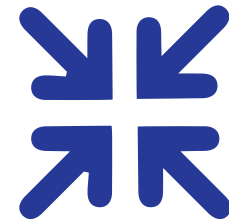
Highly bespoke solutions to meet local needs

Expert Network

Access to a global network of experts

Practical Application

Insights that are meaningful and actionable



Impact and Intervention

Delivering sustainable results through rigour and responsiveness

Transformation Leadership

Highly experienced team bringing NHS context, content expertise and process discipline

Data Driven Innovation

Solutions backed by robust analysis and insights

Effective Engagement

At all levels, with all stakeholders, particularly citizens and front line staff

End-to-end Specialist Support

Across all disciplines from ideation to implementation

One Stop Shop

NHS Know-how

Value for Money

Trusted Partner

Local health and care records

Developing an effective integrated health and care record is a fundamental requirement for delivering safe, appropriate, high quality patient care.

Our experience of developing end-to-end care record solutions ensures we are able to support you at every stage on your journey, from conceptual design through to implementation and embedding systems.

Expertise gained by working with diverse stakeholders, and our unique network of partners, delivers effective solutions spanning primary, acute, community, mental health and local authority care. We consider the needs of individual organisations, as well as wider strategic programmes, to ensure that an optimal and cost effective solution is delivered. Our national work spanning all GDE sites also provides unique access to electronic health record best practice.

Our solutions include:

Strategy development

- Digital maturity assessments
- Local IT strategy development and digital roadmap support
- System architecture design
- Business case development funding applications

Infrastructure

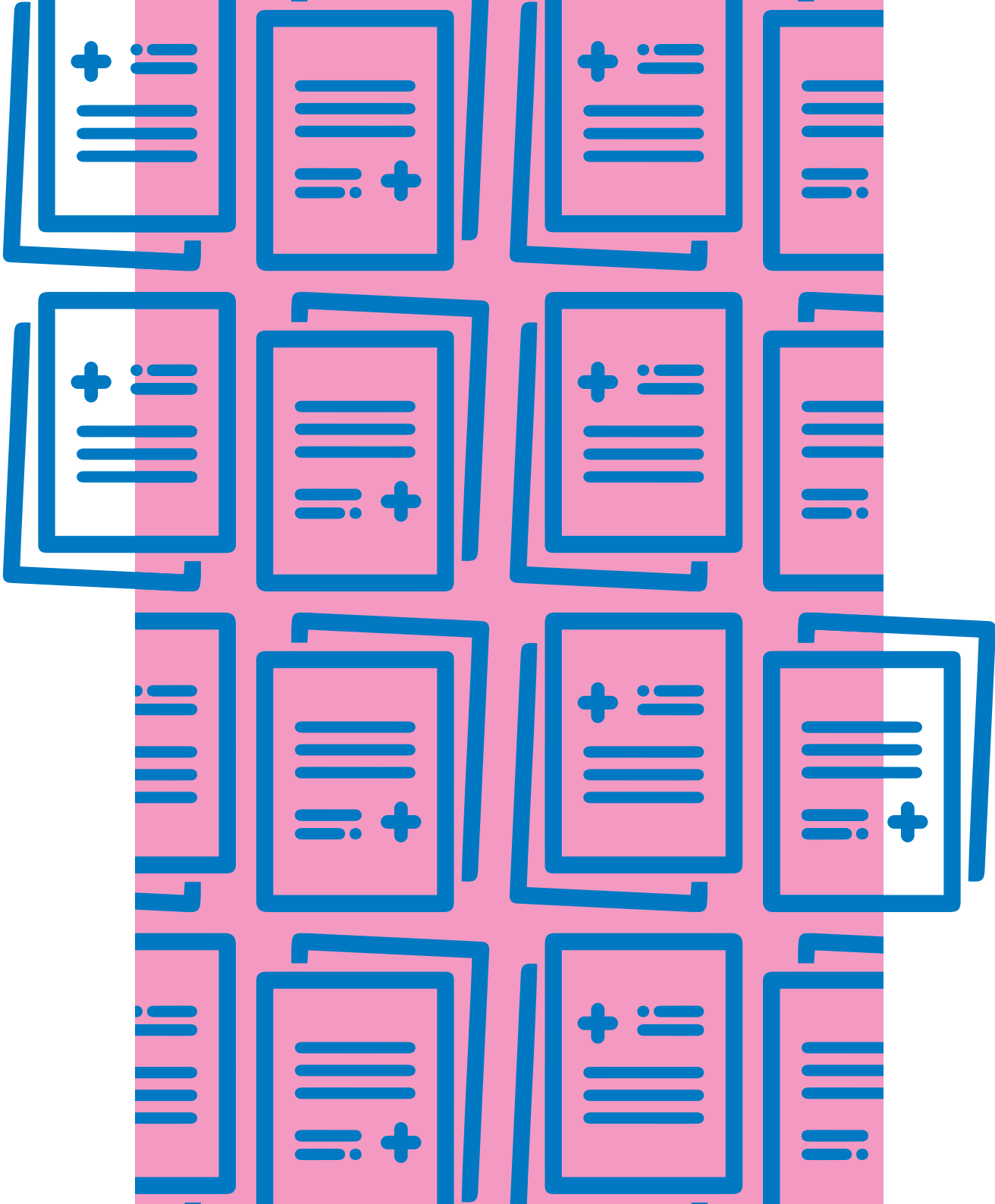
- End-to-end data management services
- Network services, telephony, IT equipment and specialist advice on commissioning / decommissioning IT systems and aligning / sharing infrastructure
- Managed IT estates services including asset management and software / licensing support for systems

Implementation

- Project and programme management support
- Governance design and information sharing arrangements
- Embedding services including user communications, system training and ongoing support

Support services

- Provision of primary care enabling services for General Practice, Registration Authority (RA) administration and management, NHSmail administration, Clinical Safety Officer support and provision of specialist Information Governance advice
- National Strategic System Implementation Services
- Support to improve data quality
- Management of third party providers and integration of third party goods and services



Making integrated care a reality for patients in Milton Keynes

Over a quarter of a million patients across Milton Keynes are now benefiting from more accurate, consistent and effective healthcare thanks to an ambitious and multifaceted programme, which has seen the implementation of a single integrated patient record system. The project has been continually expanded to include Primary Care Outpatient Clinics (PCOCs) for areas such as dermatology and gynaecology, local hospices providing palliative care and multidisciplinary teams. The appetite for continued expansion of the system is testament to the substantial benefits delivered to both clinicians and patients.

Improving data processing and reporting capabilities

With health systems under increasing pressure, having access to timely, reconciled, robust data is critical. In 2016, our business intelligence service recognised that a number of data flows weren't being processed as quickly and as effectively as they could be, with an overreliance on manual manipulation. Our team of developers redesigned and rebuilt the entire data management process to ensure it was fully automated. This has improved data quality, increased processing and reporting speed, released analytical capacity back into the service and increased transparency for customers.

ICT infrastructure support and strategic ICT

Establishing a robust, and fit for purpose, ICT infrastructure provides the foundations required to deliver your digital strategy in a safe environment with the necessary protection and information security.

We are a large provider of ICT services and already support mental health, community and acute trusts, more than 50 commissioning organisations, 600 GP sites and over 40,000 devices. Our established delivery model provides at-scale cost efficiencies while delivering the flexibility required to meet the needs of your individual health and care system. Our unrivalled NHS experience and collaborative user centred design approach ensures our IT solutions become a strategic part of the care delivery process and are aligned with national guidance and best practice.

Our solutions include:

ICT infrastructure

- Network services, telephony, IT equipment and specialist advice on commissioning / decommissioning IT systems and aligning / sharing infrastructure
- Management of infrastructure
- Managed IT estates services including asset management and software licensing support for systems and associated software

IT systems functionality

- Sourcing, provision and ongoing support of IT systems on behalf of the commissioner i.e. NHSmail, system integration and interoperability, implementation and support of software solutions, remote access solutions, access control and administration

Support services

- Provision of primary care enabling services for General Practice, Registration Authority (RA) administration and management, NHSmail administration, Clinical Safety Officer support and provision of specialist Information Governance advice
- National Strategic System Implementation services
- Support to improve data quality
- Management of third party providers and integration of third party goods and services

Cyber security support

- Identification of cyber security threats, penetration testing, disaster recovery and business continuity services
- Supporting the management and mitigation of cyber security risks

IT optimisation, strategy and transformation

- Provision of expertise and PMO support to develop and implement local IT strategies

Developing a regional Local Digital Roadmap

We were commissioned by the Leicestershire footprint to coordinate and lead the development of the region's Local Digital Roadmap (LDR). Our team worked in partnership with local CCGs, local authorities, hospital trusts and other health and social care services to develop a robust and achievable roadmap designed to harness the potential benefits from new technology. The LDR was completed on time and will guide the region's five year digital strategy, supporting wider efforts to improve patient services and enable more integrated, cost effective ways of working. The roadmap is an appealing and accessible document stating clearly what the changes will mean each year for patients, staff and the general public.

Combining clinical and IT expertise to prevent strokes

We worked with Nene CCG to develop the Atrial Fibrillation (AF) Template to support GPs with decision-making and help prevent stroke admissions. Integrating with SystmOne and EMIS Web, the template provides GPs with an easy-to-use tool, underpinned by the latest clinical evidence and guidance on treatment. The template has had a significant impact on reducing strokes with more patients receiving the preventative treatment they need and a 5% reduction in stroke-related hospital admissions. The AF template is now used by 13 CCGs.

Informatics, analytics and digital tools

Realising the potential benefits of integrated health and social care requires the data, tools and analytics to discover actionable insights, predict outcomes and make fully informed decisions.

We have extensive experience of supporting health and care systems to define and deliver analytical approaches that improve efficiency and patient outcomes. Our approach goes deeper than just analysing data from multiple sources; we adopt a more holistic view of population needs that can inform planning as well as proactively influencing clinical workflows. With exceptional data warehousing capabilities, unrivalled access to data and specialist analytical expertise, our solutions help you to identify and profile system challenges, highlight opportunities to improve health across population segments, accurately model financial and patient outcomes for transformation programmes and effectively evaluate for learning and continuous improvement.

Our solutions include:

System planning and assurance

- Informatics and analytics to support strategy development, planning, business case creation and assurance
- Intervention impact analysis (utilising i5 methodology where appropriate)
- Reporting solutions to reflect system financial management, quality and outcomes measurement (including clinical outcomes)
- Population health management analysis including population segmentation
- Whole system modelling including system dynamics and discrete event analysis
- Actuarial analysis and intervention modelling
- A range of self-service tools combining national and local datasets that provide raw data and standardised reporting

Evaluation and research

- Formative and summative evaluation of transformation projects
- A partnership network including leading universities to support research projects

Care delivery

- Designing and evaluating risk stratification through the utilisation of the Johns Hopkins ACG Risk Stratification tool to segment cohorts driving cost, utilisation and quality challenges
- A unique deep dive RightCare analysis approach building on the national methodology and enhancing results by utilising more recent data and more appropriate peer groups
- Public health expertise delivered by Solutions for Public Health (who are hosted by Arden & GEM) focussing on analysis of wider determinants of health on populations
- Clinical registries and outcomes solutions that deliver greater understanding of conditions, manage patients more effectively and find opportunities to deliver efficiency savings

Strengthening QIPP programme delivery

Faced with ambitious financial targets, Solihull CCG needed to develop their current QIPP schemes to achieve the scale of change required. The CCG commissioned our business intelligence experts to help them find greater, and faster, savings. Through an initial scoping and analysis process, we identified key opportunities in addition to risks and concerns in the CCG’s existing schemes. Working closely with clinical and operational leaders we helped produce a robust, evidence-based QIPP action plan that would enable the CCG to deliver the necessary improvements. By strengthening delivery plans, reducing financial risk and enabling quicker implementation, the financial impact of the QIPP schemes has increased by £1.7m.

Using risk stratification to support case management and commissioning

Our risk stratification solution is already widely used by GP practices to identify their patients most at risk of an unplanned emergency hospital admission, understand likely triggers and plan appropriate interventions. The solution also enables CCGs to access predictive modelling tools based on primary and secondary care data. Leicester City CCG, who has used the tool for over five years, is now starting to see a reduction in unplanned emergency hospital admissions thanks to effective interventions established following the identification and understanding of at-risk patients.

Transformation and change

Transitioning from a traditional commissioner and provider model to an integrated and accountable care system requires a complex transformational programme that overcomes both relational and technical barriers.

Our end-to-end transformation capability ensures we can support all elements of the change process: deciding what needs to change, building consensus, assessing the options, making change happen, and evaluation and learning. We have a proven track record of designing, developing and delivering integrated care, built on a shared commitment to patients and citizens. With extensive experience of working across multiple organisations, many of the change programmes we support are focussed on collaborative and integrated models to move care closer to home, enabling us to help systems to deliver the triple integration of: health and social, mental and physical, and primary and secondary care.

Our solutions include:

Patient pathway optimisation and care model design

- End-to-end change management support that delivers integrated, efficient, person-centred care pathways
- Multidisciplinary specialist teams to deliver advanced analytics, hands on change management input and advice
- Logic model development, and formative and summative evaluation
- Clinical policy development, recommissioning and decommissioning

Workforce and leadership development

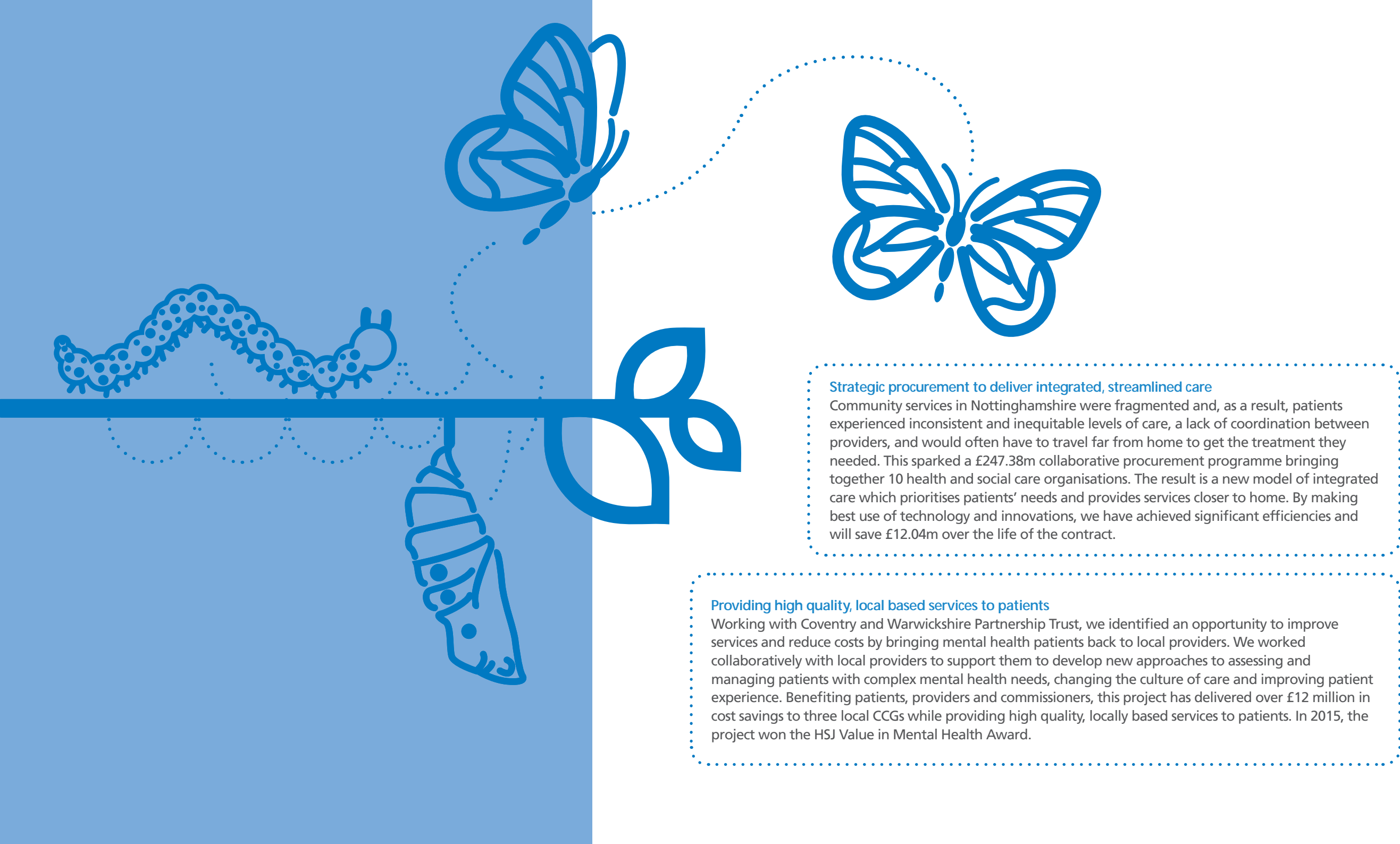
- Expert human resources and organisational development input to translate vision into realistic organisational and system level workforce plans, modelling future skill mix needs and understanding the implications for training and development

Specialist advice on organisational redesign, governance, payment and contract reform

- Advice and guidance on options for commissioning models and organisational structure
- Support to navigate the complexities of reconfiguration, co-designing phased transition plans
- Advanced population health analytics
- Procurement expertise (including direct experience of a Multispecialty Community Provider (MCP) model)
- Change management to create Lean processes, rationalise assets and develop provider delivery models

Communications and engagement

- Stakeholder engagement at all levels throughout transformation programmes, from design to implementation
- Expertise in delivering innovative social media campaigns, pre-consultation engagement and statutory consultation



Strategic procurement to deliver integrated, streamlined care

Community services in Nottinghamshire were fragmented and, as a result, patients experienced inconsistent and inequitable levels of care, a lack of coordination between providers, and would often have to travel far from home to get the treatment they needed. This sparked a £247.38m collaborative procurement programme bringing together 10 health and social care organisations. The result is a new model of integrated care which prioritises patients’ needs and provides services closer to home. By making best use of technology and innovations, we have achieved significant efficiencies and will save £12.04m over the life of the contract.

Providing high quality, local based services to patients

Working with Coventry and Warwickshire Partnership Trust, we identified an opportunity to improve services and reduce costs by bringing mental health patients back to local providers. We worked collaboratively with local providers to support them to develop new approaches to assessing and managing patients with complex mental health needs, changing the culture of care and improving patient experience. Benefiting patients, providers and commissioners, this project has delivered over £12 million in cost savings to three local CCGs while providing high quality, locally based services to patients. In 2015, the project won the HSJ Value in Mental Health Award.

Patient empowerment and activation

With over 15 million people living with long-term conditions (LTC) in England, creating a sustainable NHS will inevitably require the empowerment and activation of patients to better manage their own health.

Our award winning services have already resulted in better management of LTC, improved patient outcomes, reduced the need for unplanned care and delivered efficiencies that can be invested back into the system. Our multidisciplinary support brings together proven expertise in patient and public engagement, digital transformation, social marketing and population health. Our unique partnerships with leading digital solutions and behavioural change organisations ensure we can help you to empower and activate your population.

Our solutions include:

Support for patient / citizen activation

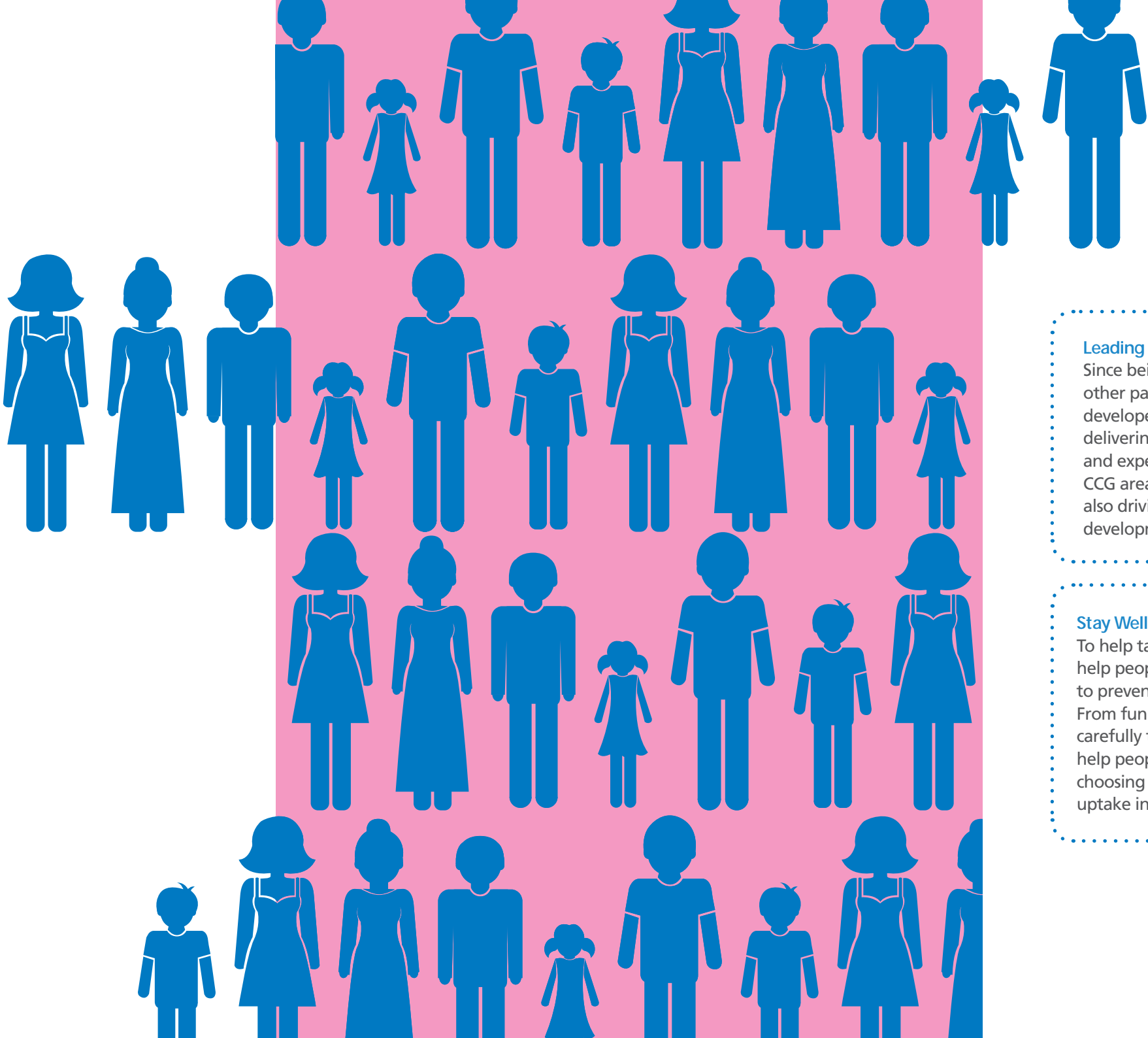
- Advisory support for implementing shared decision making using Patient Activation Measures (PAM) and associated methodology
- Comprehensive insight and risk stratification services, identification of patients / citizens where prevention and intervention programmes can have maximum impact
- Advice and support on all aspects of self-care programme delivery embracing social prescribing digital therapeutics and digital behavioural nudge approaches
- Management of multiple engagements and complex public consultations

Sourcing and delivering interventions

- Digitally enabled interventions – from core Artificial Intelligence (AI) solutions to digital diagnostics and therapeutics, and a range of solutions which deliver the ‘left-shift’ essential to ease the pressure on services

Personal Health Budgets (PHB) and Integrated Personal Commissioning (IPC)

- A service model which embraces governance reviews, demand mapping, establishment of revised contracting arrangements and funding agreements



Leading the way in the personalisation agenda

Since being involved in PHB early adopter sites, we have been working with NHS England, CCGs and other partners to drive forward PHBs. Combining national best practice and local knowledge, we have developed services which ensure CCGs are able to offer PHB services at scale. As a result of successfully delivering PHB services across a wide area, we are not only seeing a positive impact on patient wellbeing and experience, but also evidence of cost savings through different ways of working. Across four of our CCG areas we are already seeing a 16% cost avoidance compared to traditional care packages. We are also driving improvements through innovative use of technology, collaborative working and further development of PHBs at a national level.

Stay Well campaign

To help tackle the spike in demand for NHS services during the winter, we ran a seasonal campaign to help people stay well. In partnership with 12 CCGs, the campaign educated target audiences about how to prevent illness by taking action at the right time, as well as how to access health services appropriately. From fun animations and videos to a healthy eating recipe book and outreach sessions, the campaign carefully targeted those most at risk, using creative engagement techniques and celebrity endorsements to help people stay well over winter. The results show high levels of engagement and increased confidence in choosing the appropriate health service. During the campaign we have seen an increase in flu vaccination uptake in vulnerable groups and steady growth in the use of NHS 111.

Medicines optimisation

With NHS spending on medicines rising to £17.4 billion in 2017, and an average annual growth rate of 5%, controlling costs while maintaining patient access to drugs represents a significant challenge.

Our comprehensive medicines optimisation service can help you to identify opportunities for medicines management and prescribing improvements across both primary and secondary care. Our clinically led, experienced team provides system wide identification and prioritisation of opportunities for improvements in quality, safety and efficiency. From directly engaging clinicians to deliver improvements at the point of care, through to working with national networks and regional committees to understand and disseminate new guidance and best practice, we deliver better outcomes for patients while reducing unnecessary expenditure.

Our solutions include:

Medicines optimisation services

- Identification and design of QIPP programmes
- Management of prescribing support software tools
- Prescribing data and analysis including linking to wider databases such as QOF and SUS
- Prescribing rebate management
- Medicines safety alerts and audits

Tariff excluded medicines and specialised medicines commissioning

- Commissioning of tariff excluded medicines, including QIPP design and commissioning criteria
- Horizon scanning and early adoption of medicines
- Blueteq® expertise that ensures our prior approval system meets the needs of clinicians and commissioners

Interface prescribing support

- Secretariat support to Area Prescribing Committees
- Formulary management, including harmonisation across multiple providers
- Medicines information services that provide a single point of access for clinicians

Professional services

- Pharmaceutical Needs Assessments (PNA)
- Patient Group Directions (PGD)
- Advice on public health commissioned services
- NHS England services including support to the statutory CDAO function and Health and Justice teams

Care home medicines optimisation support

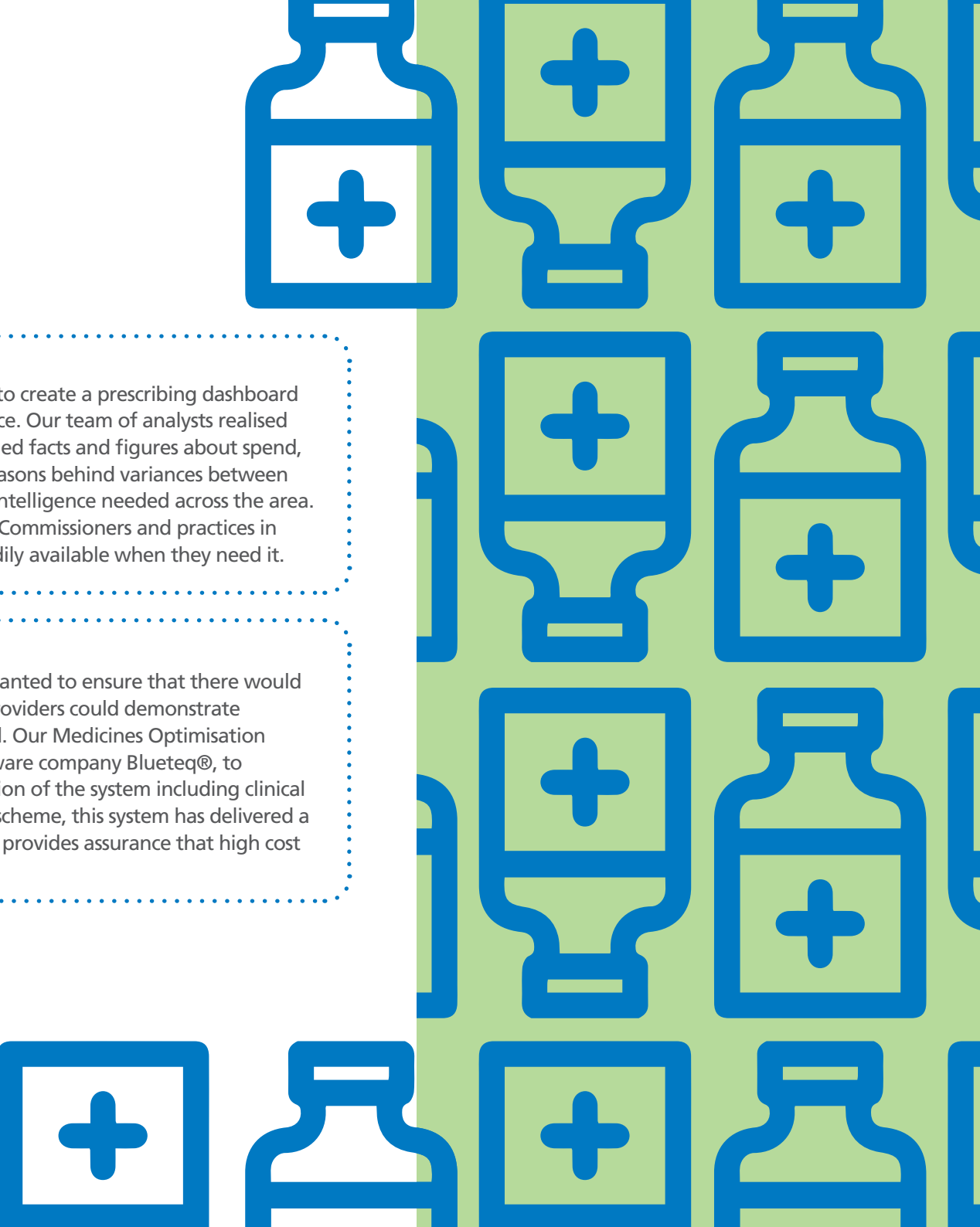
- CQC compliance visits and supporting CCGs/local authorities with homes at risk of closure
- Staff education and training
- Systems and processes around medicines ordering and use, and direct clinical support.

Managing variation in prescribing spend

Lincolnshire CCGs commissioned our business intelligence analysts to create a prescribing dashboard that would show prescribing spend against a set budget per practice. Our team of analysts realised that this was an opportunity to create a tool which not only provided facts and figures about spend, but which could be interrogated to provide real insight into the reasons behind variances between practices. We obtained the budgets, phasing plan and other local intelligence needed across the area. The data extracted was quality assured by our prescribing experts. Commissioners and practices in Lincolnshire now have the information to manage prescribing readily available when they need it.

Developing an online high cost drug approval system

As part of its commissioning intentions, Coventry and Rugby CCG wanted to ensure that there would be no payment for newly prescribed tariff excluded drugs, unless providers could demonstrate compliance with NICE guidance or agreed local prescribing protocol. Our Medicines Optimisation team reviewed potential options, before working closely with software company Blueteq®, to develop an electronic solution. We oversaw successful implementation of the system including clinical engagement, customisation and user training. As a successful QIPP scheme, this system has delivered a significant efficiency saving against the high cost drugs budget and provides assurance that high cost drugs are being used and monitored appropriately.

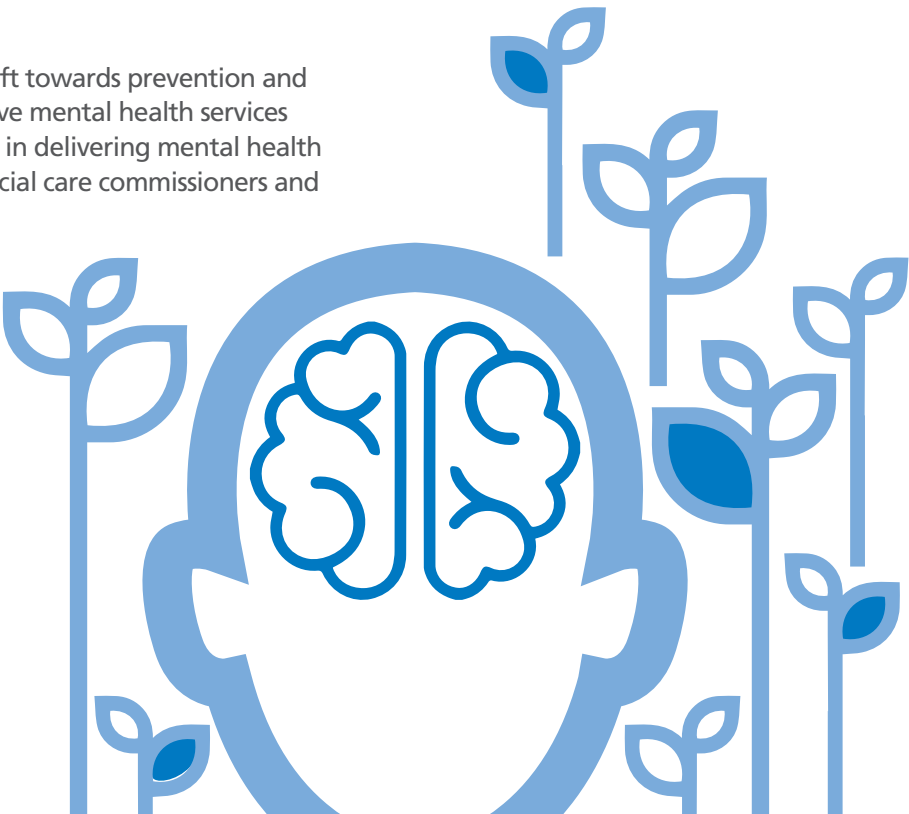
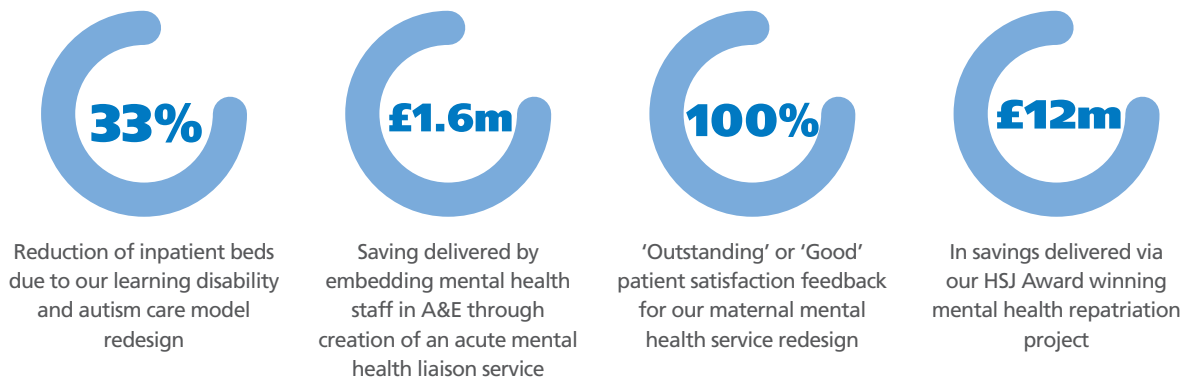


Transformational solutions for the system's biggest challenges

Arden & GEM is already working with STPs across a range of projects that support delivery of the integrated models of care required to meet the changing needs of their populations. Through this work a number of key challenges have emerged where multiple STPs have a common ambition to transform and improve services. To respond to these specific needs, we have developed tailored solutions that specifically support our clients in improving mental health services, reducing clinical variation and improving urgent and emergency care.

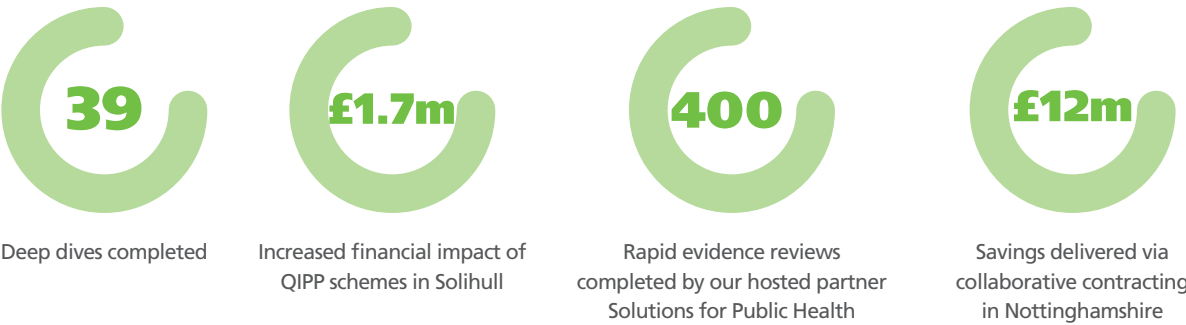
Improving mental health services

With decades of mental health service underfunding, a common focus across health and care systems is a shift towards prevention and an ambition to transform NHS care for mental health patients. STPs throughout England now seek to improve mental health services by prioritising prevention, equal access, integration, quality and patient care. We have a proven track record in delivering mental health transformation programmes that span multiple geographies and drive collaboration between health and social care commissioners and providers. Our mental health transformation highlights include:



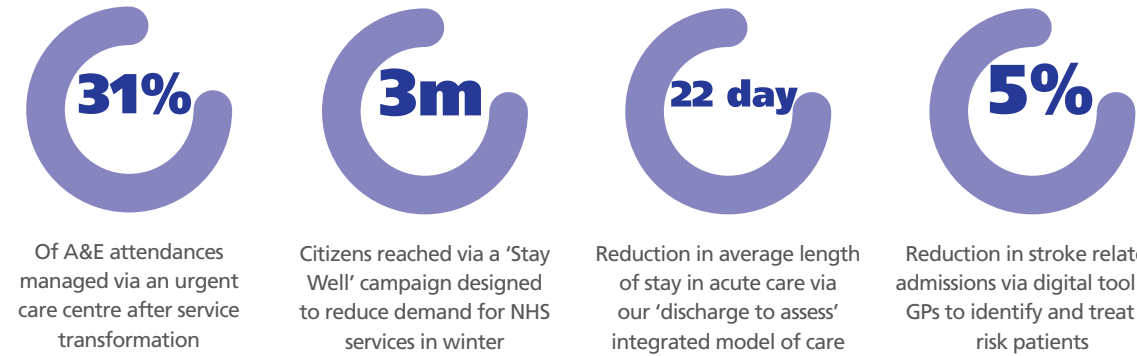
Reducing clinical variation

A key objective for STPs is improving efficiency by reducing the causes of unwarranted clinical variation – the national disparity in health access, outcomes and expenditure. We recognise the scale and scope of the challenges now faced in local health and care systems: transforming care delivery, creating new organisations, working together in new devolved ways across local health and care systems. Set against this backdrop, we can enable health economies to realise the full potential that reducing unwarranted variation offers by identifying and understanding causes, prioritising areas of focus, and developing and implementing evidence based interventions. Our reducing clinical variation highlights include:



Improving urgent and emergency care

With the NHS facing unprecedented demand for urgent and emergency care services, local health systems are under continual pressure to improve productivity and performance. We have extensive experience of transforming urgent and emergency care services by improving out-of-hospital services, shifting care to more appropriate settings, delivering more care closer to home and reducing hospital attendances and admissions. We can support the strategic planning, implementation and evaluation of initiatives that improve patient outcomes while improving efficiency. Our improving urgent and emergency care highlights include:





We would welcome the opportunity to talk with you about working collaboratively to meet your challenges:

 www.ardengemcsu.nhs.uk  [@ardengem](https://twitter.com/ardengem)  contact.ardengem@nhs.net

If you require this brochure in an alternative format, please email us at contact.ardengem@nhs.net
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