

IN REVIEW

2020/21

Investing in innovation
Investing in people
Investing in health

Welcome to In Review 2020/21

I am pleased to present the Arden & GEM annual review for 2020/21. In the pages that follow we update you on how we have been helping deliver local, regional and national priorities. The last year has required all of us to work differently and I know that all of my 970 colleagues have been focused on adding value and being responsive to our customers' needs.

There can be little doubt that the past year has been one of unprecedented challenge for the NHS. The COVID-19 pandemic required an extraordinary response from NHS organisations to combat the greatest global health emergency in modern history.

As we take time to review the last 12 months, our organisational highlights demonstrate the important role Arden & GEM has played in supporting health systems during this challenging time. We responded to a huge range of needs at a local, regional and national level and will continue to do so. The responsiveness of our staff and services, and the innovative solutions they developed, has gained praise from a wide range of customers.

Throughout the last year we have invested in the core infrastructure of data management, advanced analytics, information technology and commercial management required to support health systems to develop and thrive. At the same time, we continue to work collaboratively with customers to design and implement best practice solutions that enable change and transformation, including population health management, effective leadership, digital innovation and new models of care.

As we move into 2021/22, we will build on the innovations developed during the COVID-19 response to consolidate our position at the heart of Integrated Care Systems – supporting ongoing recovery and delivery of the NHS Long Term Plan. Our focus will be delivering against the needs of our customers and investing in our people in order to provide innovative, resilient and value for money services.



John Parkes

Managing Director at NHS Arden & GEM CSU



Our year in numbers



**Working with
73 customers**

including CCGs, STPs/ICSs, Trusts,
Primary Care Networks,
NHS England and NHS Improvement



970
staff



£93 million
turnover



£29 million
generated in new business

Award-winning teams and services



Best Collaborative Teamwork Project
CIPS Excellence in Procurement Awards 2020



Team of the Year – Health
GO Public Procurement Awards 2020



Cross Functional Collaboration Award
HCSA Awards 2020



Patient Data
Health Business Awards 2020



Team of the Year
HFMA East Midlands Branch Annual Awards 2020/21

Our accreditations



INVESTORS IN PEOPLE™
We invest in people Silver



Supporting the response to COVID-19

Mobilising IT support for 25,000 users

Enabling mass home working, as part of the nationwide response to limit the spread of coronavirus, required an appropriate network infrastructure to be in place as well as providing staff and sites with the necessary hardware and software.

As an IT provider for primary care, secondary care and CCGs, as well as internal teams, we had to ensure that not only could people work from home safely and securely, but that patient clinics and consultations could also be delivered virtually.

This programme of work included:

- Building and deploying over 2,000 new devices
- Putting mobile printing solutions in place for prescribers
- Deploying and supporting Microsoft Teams
- Increasing remote access capacity by 5,000 connections
- Completing Windows 10 upgrade programmes for 400 sites and 12,000 users.

As a result, users were able to remotely connect to clinical and corporate systems, allowing NHS staff to continue their vital work.





A data orientated approach to fighting the pandemic

One of the most striking realisations to come out of the COVID-19 pandemic was the criticality of timely and accurate data. Arden & GEM's business intelligence team has played a key role in ensuring decision-makers have the right insight at the right time.

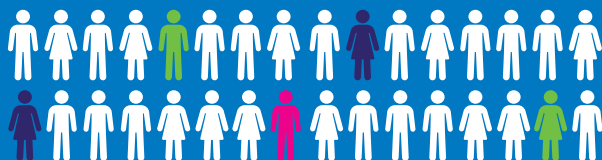
Data and systems

To capture hospital deaths, our data and systems team rapidly built the COVID-19 Patient Notification System (CPNS), which has proved vitally important in building understanding of the impact of and response to the pandemic.

The same team went on to develop the National Immunisation and Vaccination System (NIVS) which is now in use in more than 400 vaccination sites to capture the details of those receiving jabs.

Advanced analytics

In order to directly support strategic planning during the pandemic, our advanced analytics team has been linking datasets to examine the differential effects of the pandemic for people with specific comorbidity profiles, with a focus on factors associated with in-hospital deaths from COVID-19. This work has helped decision-makers understand the impact of clinical conditions such as diabetes and obesity, and socio-demographic factors such as deprivation and ethnicity, on COVID-19 infection and mortality rates, and develop appropriate policies in response.



Utilising our procurement expertise

Quickly establishing team skills profiles, alongside an assessment of need and adaptation of normal business, enabled us to redeploy our procurement experts onto COVID specific projects at both a national and regional level.

Nationally, this has included supporting the Personal Protective Equipment (PPE) supplier selection programme and providing significant resources to support the vaccination programme. While, in the Midlands we developed processes and daily stock level reporting for all the NHS Trusts in the region, enabling and facilitating mutual aid between organisations.

During 2020 we also worked in collaboration with NHS England and NHS Improvement, and Trust colleagues, to launch the Increasing Capacity Framework. This procurement is designed to increase capacity across inpatient, day case, diagnostic and clinical services, making key services available to NHS regional bodies, commissioners and trusts as they tackle and recover from COVID-19.

Keeping care home residents safe

Innovations in care delivery

The consequences of the COVID-19 pandemic have demonstrated more than ever the need to protect care home residents from unnecessary risk, including infection risk from a circulating group of healthcare workers and avoidable hospital admissions.

We have been working in partnership with suppliers of remote assessment and monitoring solutions, including Tekihealth and Dignio, to evaluate whether these medical technologies can offer a more efficient model of care which reduces unnecessary risk and improves outcomes for this vulnerable group of patients.

Ensuring medicines quality and safety

In response to the speed and volume of care transfers brought about by the COVID-19 Hospital Discharge Service Requirements, we adapted our established Norfolk and Waveney medicines optimisation in care homes (MOCH) service to provide direct, on-site support to a new step-down unit set up within a care home by the local CCG.

Our team has provided pharmacy support for medication reviews, consultations, ordering, documentation and administration which has ensured medicines quality and safety for a vulnerable cohort of patients, and minimised additional pressure on care home staff.

You can find more examples of how we have been working as part of the health and care system to respond to the coronavirus pandemic on our website. [➔](#)



Learning from the past to prepare for the future

The pivotal role of primary care

The past twelve months have seen Arden & GEM evolve its existing portfolio of services for primary care and launch an ambitious new national programme of work.

The **'Complete Care Communities'** programme will centre on working with Primary Care Networks (PCNs) to identify and address the key health inequality challenges faced by local populations, in particular those associated with the wider determinants of health, that require collaborative working with local councils and other agencies.

COVID-19 has put a spotlight on how social, economic and environmental conditions are inextricably linked to the health and wellbeing of our population. Our work with 18 demonstrator sites provides an ideal opportunity to put existing evidence into practice, test new ideas and approaches and share learning across the health, care and local services community.

Helping Integrated Care Systems to thrive

As we continue to find new ways to support Integrated Care Systems to deliver the NHS Long Term Plan, Arden & GEM developed a range of services driven by the challenges of becoming a thriving ICS.

The creation of **Effective Leadership Solutions** now provides systems with access to an unrivalled pool of Associates with experience gained at CEO and board level roles throughout the NHS and beyond. With services to support critical areas including leadership and governance, system quality, system finance and executive search, we have already delivered work for trusts and systems in the East of England and Midlands Regions, and have just started working with a specialist Trust in London.



Improving workforce race equality

The NHS Workforce Race Equality Standard (WRES) was introduced in 2015 to help prompt enquiry to better understand why it is that ethnic minority staff often experience much poorer treatment than white staff and facilitate the closing of those gaps in experience.

The CSU has led in **designing and deploying WRES services** which have supported our customers in meeting and exceeding their statutory obligations. Our services have supported customers in making

sure the gap in experience and opportunity for ethnic minority staff is continuously being narrowed in comparison to their white peers leading to better equity among their workforce.

The NHS is on an upward trajectory in regards to ethnic minority representation among its workforce and now is more diverse than at any time in its history. Arden & GEM, like all healthcare organisations, continues work to deliver ongoing improvements in workforce race equality.

Building the foundations for population health

As part of the **Population and Person Insight** project – our collaboration with NHS England and NHS Improvement's Data, Analysis and Intelligence Service, and Outcomes Based Healthcare – we are helping to build the foundations for wider population health and person-centred analytics.

A national segmentation dataset and report bring together data from secondary care, emergency care, community services and specialised services to group patients into segments based on common healthcare needs. Developed by Arden & GEM's business intelligence service, the report allows users to easily explore and interrogate population segments, based on the Bridges to Health segmentation model, to spot opportunities for further analysis and intervention.

Achieving full financial assurance

In order to provide assurance over the internal financial controls and control procedures operated by Arden & GEM, NHS England and NHS Improvement engaged Deloitte to audit how well the CSU had met objectives in the following areas:

- Accounts payable
- Accounts receivable
- Financial ledger
- Financial reporting
- Payroll
- Treasury and cash management.

A standardised set of 39 objectives was agreed with NHS England and NHS Improvement and supported by 64 controls. For the financial year April 2020 to March 2021, Arden & GEM's finance and payroll teams were audited across the full set of controls for the whole year.

The CSU, and all of our finance service customers, were given full assurance by the auditors and issued a clean audit opinion. This unprecedented service auditor reporting outcome was due to the hard work and commitment of our finance and payroll teams in providing a high-quality service to our customers.





Taking advantage of technology

The acceleration of digital adoption and innovation in 2020 has been well-documented and at Arden & GEM, we have been working as part of a number of programmes to continue the scale and pace of digital transformation.

The final evaluation report will shortly be published for the **Global Digital Exemplar (GDE) programme**. We have been privileged to support this programme from its inception including early benchmarking, driving shared learning initiatives, blueprinting exemplar approaches and evaluating impact, offering a complete service to manage transformation.

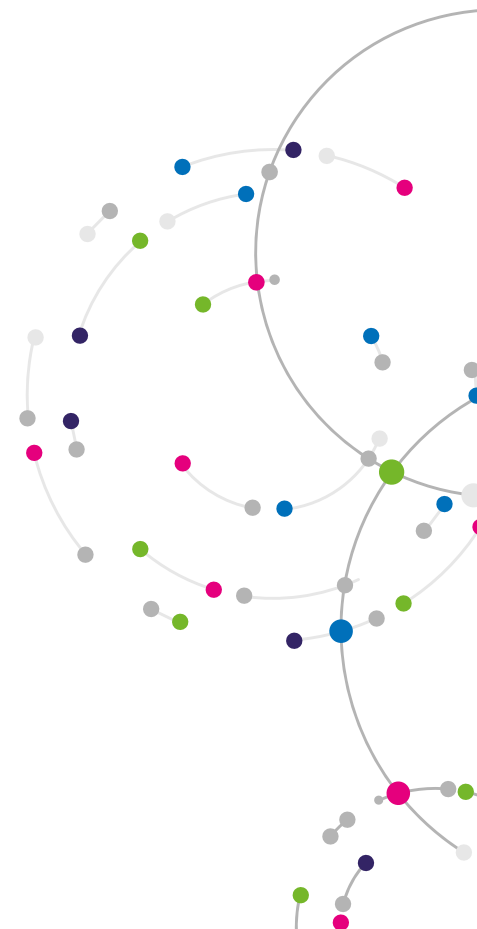
Our partnerships with the Satellite Applications Catapult and 5G test beds are also enabling us to design and test new models and pathways of care based on technology and connectivity.

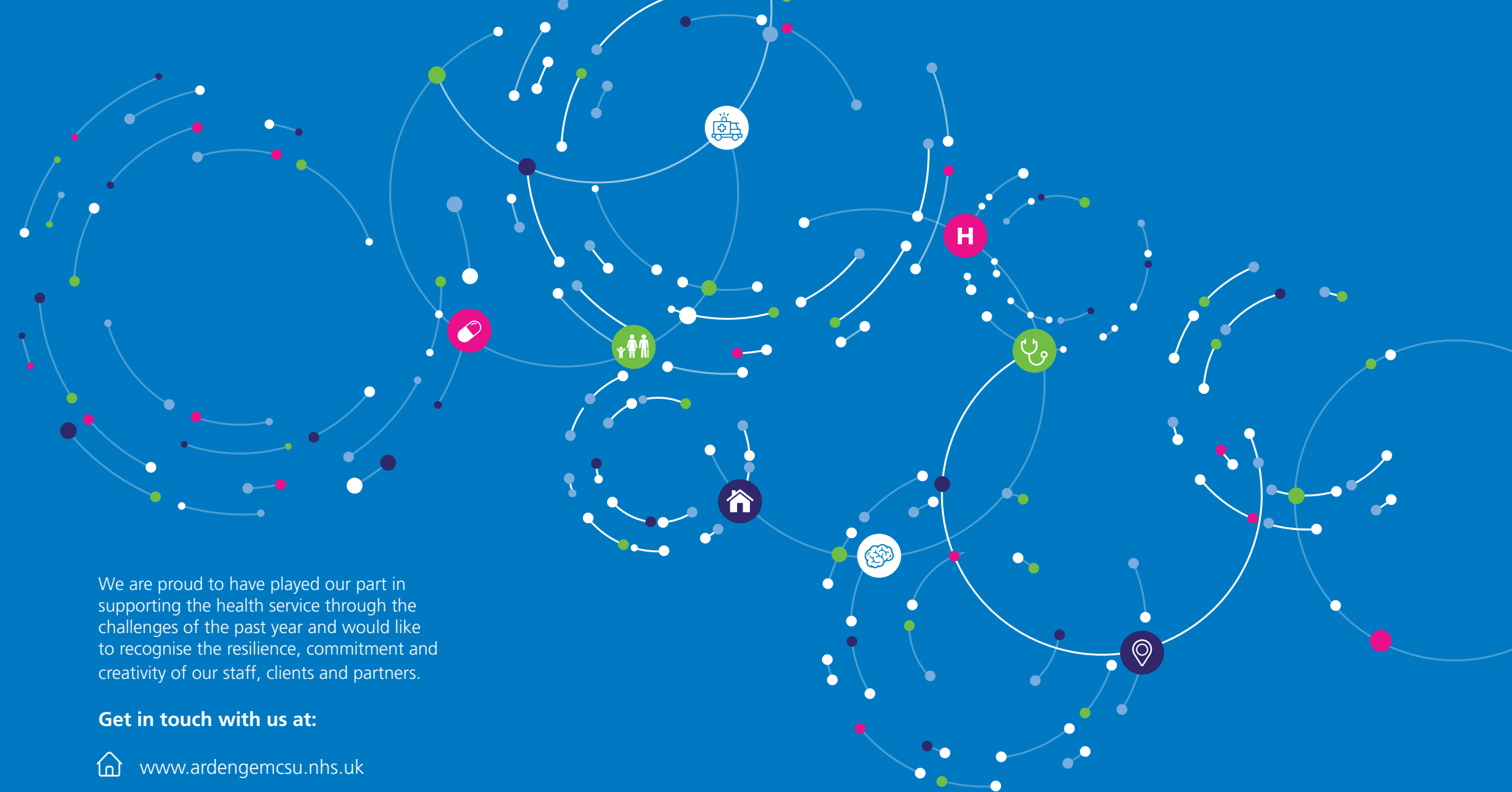
Sharing medicines expertise

In addition to supporting primary and secondary care providers with their coronavirus challenges – including hospital discharges, care home support and vaccination planning – our clinical support service has been continuing to share their expertise with colleagues.

Working in partnership with the Academic Health Science Network (AHSN) and NHS Midlands and Lancashire CSU, we have been running a series of webinars on the implementation of **electronic repeat prescribing** with plans for more specialist training across a range of medicines optimisation areas in 2021.

We constantly strive to find innovative ways to help health and care systems deliver prescribing efficiencies and this year our hugely successful in reach project to accelerate uptake of biosimilars in South Warwickshire was featured in the Journal of Pharmacy Management and shared throughout the region as an example of best practice.





We are proud to have played our part in supporting the health service through the challenges of the past year and would like to recognise the resilience, commitment and creativity of our staff, clients and partners.

Get in touch with us at:

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