

Releasing Value from Transforming Corporate Services Event

Thursday 26th January 2023 Time: 13:30 – 15:30



Releasing Value from Transforming Corporate Services

Welcome

Alison Tonge Director of Integrated Services Arden and GEM



NHS

Arden and

 \bigcirc

Greater East Midlands

Housekeeping

- This event will be recorded.
- Please keep your microphone on mute.
- Please do not raise your hand during a presentation.
- Please raise your hand during Q&A's if you have a question.
- Please keep your camera off. Please turn on if you are selected to ask a question.
- The chat box will be monitored. Please use if you wish to post a question and/or query.





Strategic Advisory Forum Event

Meeting Title	Releasing Value from Transforming Corporate Services	Date and Time	Thursday 26th January 2023 13:30 – 15:30
Chair	Alison Tonge	Venue / Location	via Teams

Item	Agenda Item	Time
1.	Welcome Alison Tonge Director of Integrated Services Arden & GEM	13:30 - 13:40
2.	Releasing Value from Transforming Corporate Services Survey Response Feedback Alison Tonge Director of Integrated Services Arden & GEM	13:40 – 13:50
3.	Increasing The Value Delivered Through Corporate Services Amy Lodge Head of Corporate Services Transformation Programme NHSE	13:50 - 14:10
4.	Corporate Transformation Gareth Fitzgerald Partner PA Consulting	14:10 - 14:30
5.	Real World Corporate Transformation Robert Prince Managing Director Group Corporate Shared Services Royal Free London NHS Foundation Trust	14:30 - 14:50
6.	The Collective Efficiency Drive Jason Bloomfield Chief Operating Officer Arden & GEM Alison Tonge Director of Integrated Services Arden & GEM	14:50 - 15:20
7.	Conclusion and Closing Remarks	15:20 - 15:30
8.	Next Meeting: Releasing and Enabling the Capacity in Primary Care Date and Time: TBC Venue: Virtual	

-



Arden and Greater East Midlands



Q1. How would you rate your satisfaction with corporate services in your organisation/system?

Doing a

good job

but perhaps

can do

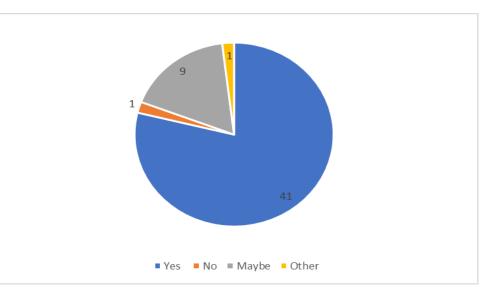
more

Choice	Response	
Very satisfied	6	
Satisfied	26	
Neutral	13	
Dissatisfied	8	
Very dissatisfied	0	
Total	53	

• Very satisfied • Satisfied • Neutral • Dissatisfied • Very dissatisfied

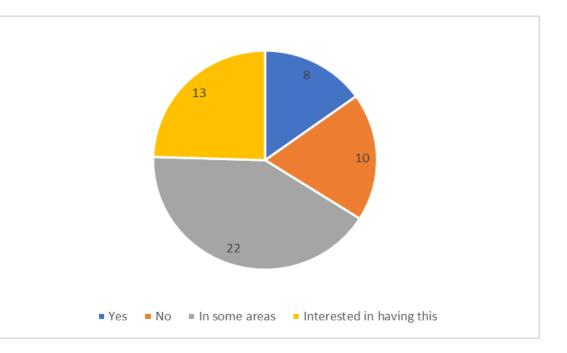
Q2. Do you believe there could be greater value created [in the form of capacity / skills / capability and cost] from collaboration for key corporate services across your ICS/Region/Provider Group

Choice	Response
Yes	41
No	1
Maybe	9
Other	1
Total	52

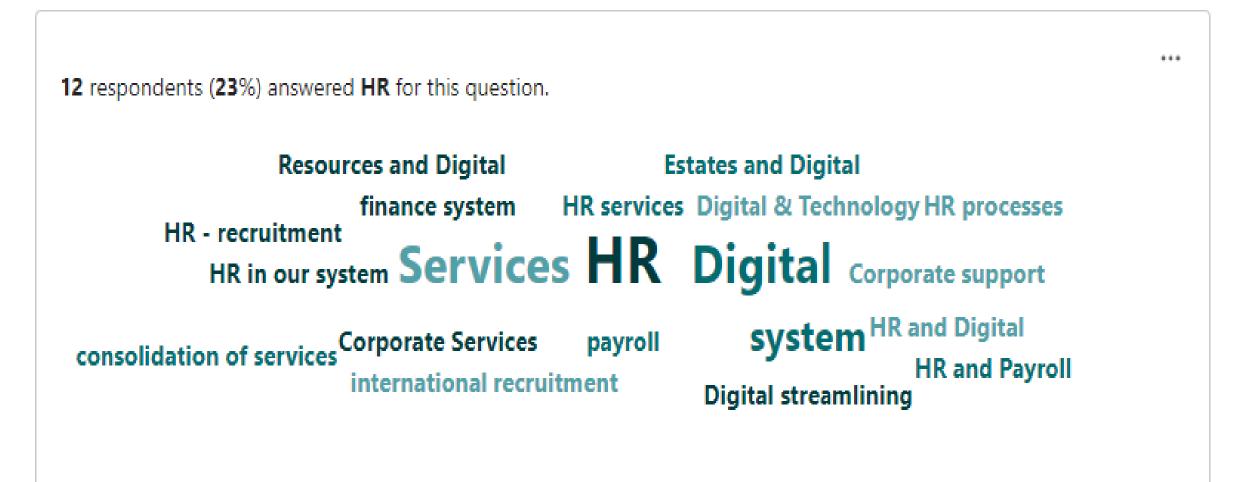


Q3. Do you have measures that can be used to determine value/improvement opportunity and benchmarking of any corporate services? E.g., staffing skills/costs/best practice.

Choice	Response	
Yes	8	
No	10	
In some areas	22	
Interested in having this	13	
Total	53	
	Appetite an opportunit to measure value/qualit	y e

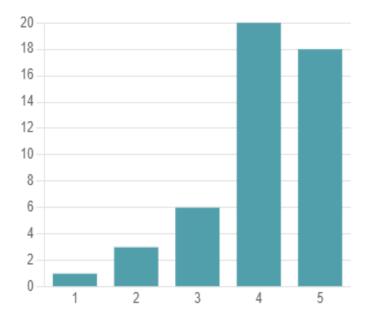


Q4. Reviewing the national guidance on Corporate Services and the forthcoming Hewitt review - where do you see the main opportunities? (the next section pulls out some of the key ones to consider further)



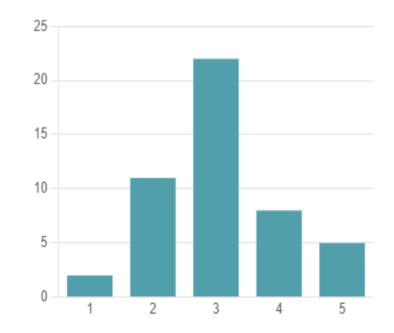
Q5. Where do you rank opportunities in Digital and Technology? 5= high 1= low

4.04 Average Rating



Q6. Where do you rank opportunities in Governance and Legal? 5= high 1= low

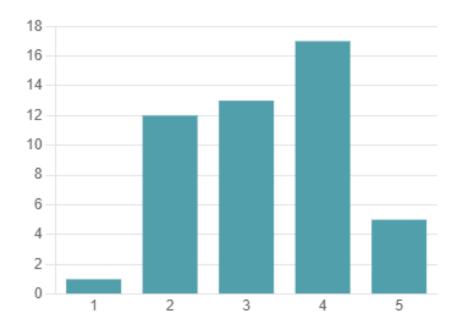
3.08 Average Rating



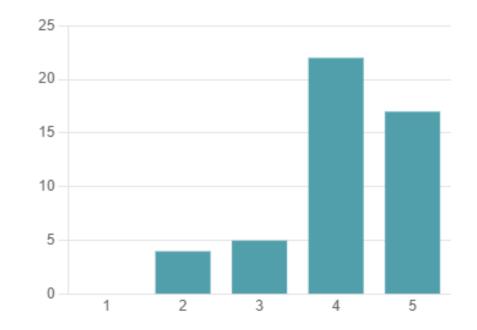
Q7. Where do you rank opportunities in Finance Systems? 5= high 1= low

Q8. Where do you rank opportunities in Human Resources? 5= high 1= low

3.30 Average Rating

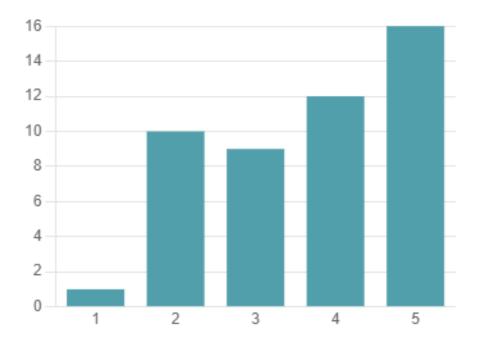


4.08 Average Rating



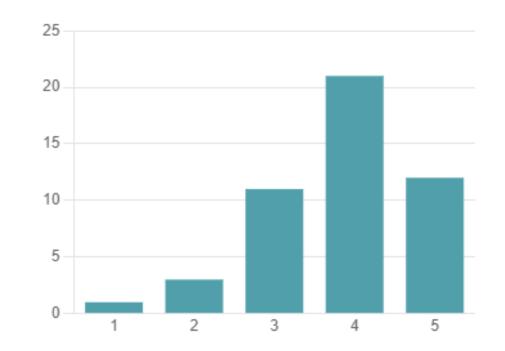
Q9. Where do you rank opportunities in Payroll? 5= high 1= low

3.62 Average Rating



10. Where do you rank opportunities in Procurement? 5= high 1= low

3.81 Average Rating



Q11. Where do you rank opportunities in Estate Management? 5= high 1= low

25 20 15 10 5 0 1 2 3 4 5

3.77 Average Rating

Q12. Is there a role for an integrator of corporate services that enables value, capacity and capability... What would make this work?

Total number of 52 responses across 17 categories. The table below details top 5 categories.

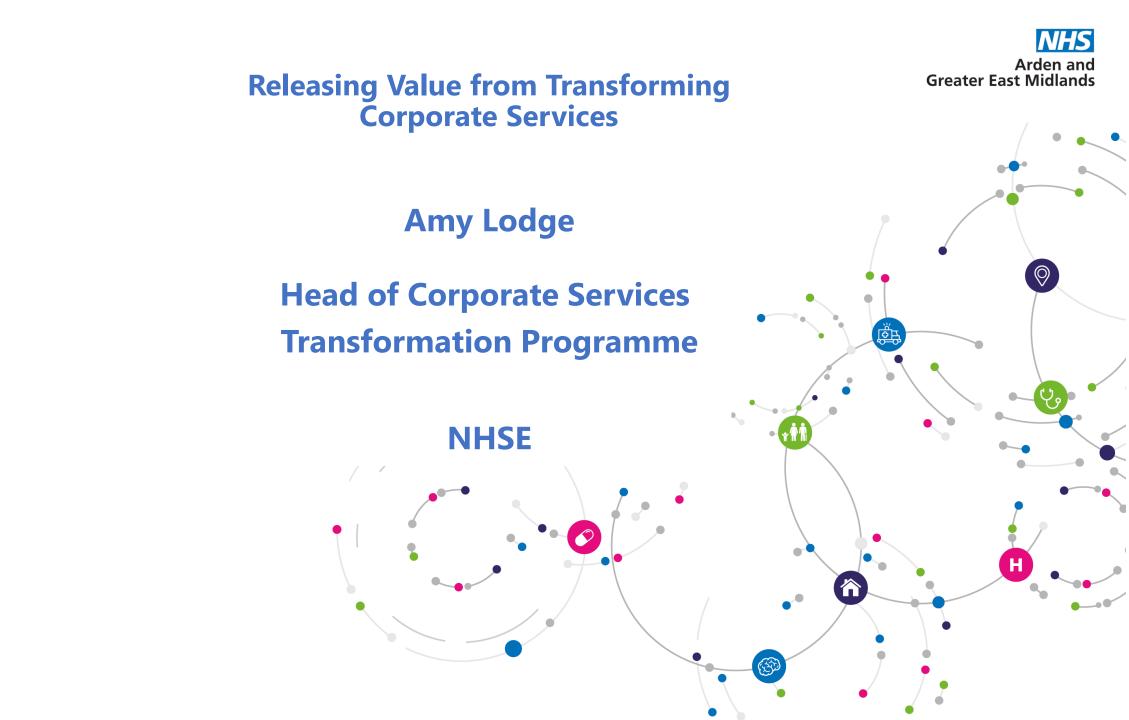
Q13. Is there a role for an integrator of corporate services that enables value, capacity and capability... What will hinder?

Total number of 50 response across 17 categories. The table below details top 5 categories.

Categories	Numbers		Categories	Numbers
Systems offer	8	Cohesive	Lack of systems	7
Active program approach	6	integrated systems, for prioritised	Services scope and resistance	5
Opportunity quantification	3		Role clarity	5
Staff support	3	services	Support provided	4
Enabling value	3	Clear program	Need prioritised	4









Increasing the value delivered through Corporate Services

NHS England

Corporate Services Transformation Programme



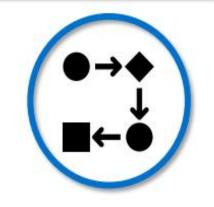
The Corporate Services Transformation Programme (CSTP) is staffed by a small team of subject matter experts who are passionate about improving back-office functions, the lives of the staff who work in them, and increasing the support delivered to the front line

The CSTP was established to reduce unwarranted variation across corporate services and improve value for money. We adopt four key principles to achieve this, including:



COLLABORATION

Where possible, organisations should collaborate on the delivery of corporate services to benefit from economies of scale, including improved service delivery, reduced costs, and increased service resilience.



STANDARDISATION

Across corporate services, processes, activities, job titles, and services should be standardised to support the delivery of efficient corporate services and to reduce unwarranted variation.



HARMONISATION

Corporate service delivery should be co-ordinated across geographical areas (such as an ICS or region) to support the effective delivery of services, improve efficiency, and ultimately reduce cost.



Goods and services should also be purchased at scale across corporate services to ensure that the NHS gets the best value for money for every £ spent.

Data driven insights



Every year we: start to collect data in late Q1; quality assure and analyse in mid-late Q2; and, publish early Q3. If we get accurate data earlier then we can QA, analyse and publish it earlier.

<section-header>

Individual Benchmarking Report

Upon completion of the national corporate services data collection, your trust's Director of Finance will be issued with an individual benchmarking report which shows their performance against the national, sector and ICS upper quartile, median and lower quartile peers.

The report will also summarise the potential opportunity for your organisation should you achieve the lower quartile or median peer values.

Model Health System model.nhs.uk

Model Health System (MHS) data

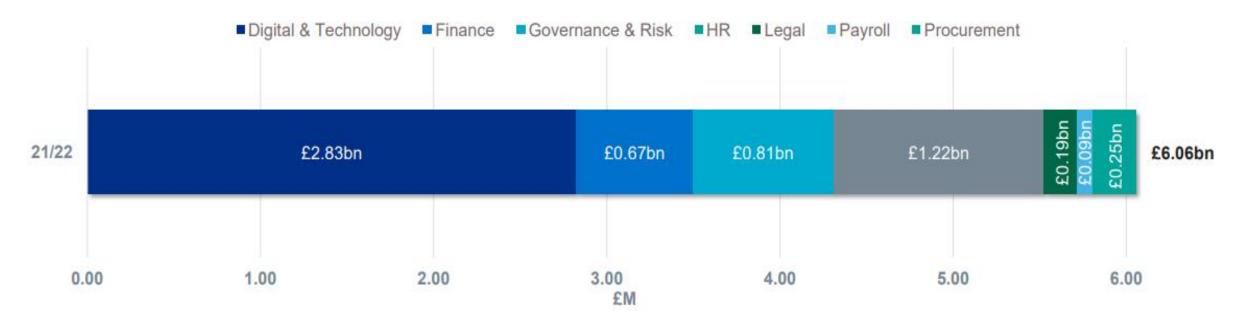
Your trust's data will also be published on the MHS (<u>https://model.nhs.uk/</u>). The data included on the MHS will look at your trust's performance against key metrics including, but not limited to: cost per £100m income; FTE per £100m income; cost per organisation FTE; staff cost per sub-function FTE; and, other sub-function specific metrics such as cost per invoice.

Through the MHS, trusts are able to select and update peer group(s) and investigate their trust data in more detail, and compare their data using the charts provided.

Corporate services in numbers (FY22)



Over the past five years, we have continued to collect data across the seven corporate service functions to understand changes in their cost and performance



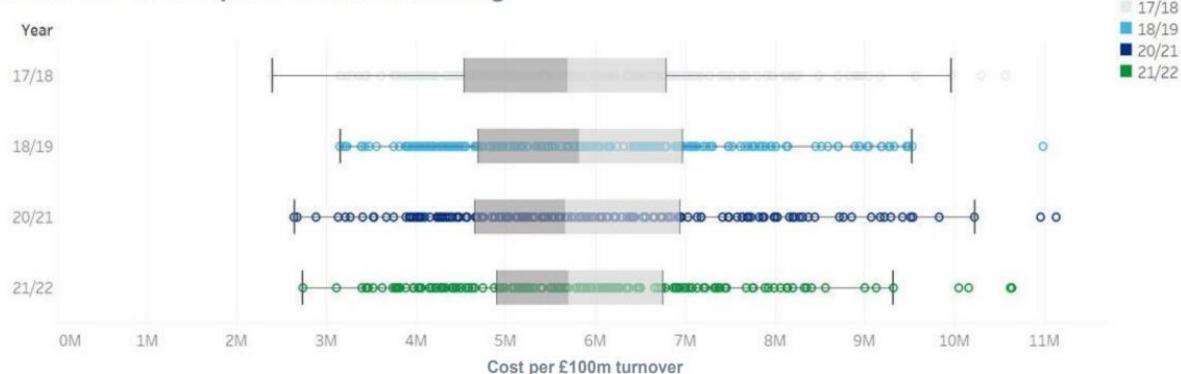
- The national corporate services data collection achieved a 98% response rate in 2021/22, with submissions from 209 out of 213 provider trusts
- Based on the data collections, corporate services cost NHS providers £6.06bn during 2021/22
- The cost of corporate services to NHS providers has increased by almost £0.54bn (10%) over the year between 2020/21 and 2021/22

- Digital & Technology services was again the largest area of spend at £2.83bn annually and has also seen the largest rise in costs, increasing by £0.22bn (8%) between 2020/21 and 2021/22
- HR costs also increased significantly between 2020/21 and 2021/22, rising by £0.16bn (15%)

Corporate services cost per £100m



The median cost of corporate services per £100m of turnover has increased by £0.02m over the past five years, despite significant cost pressures including changes to Agenda for Change pay scales and the adoption of remote working



- Based on our analysis, the cost of corporate services per £100m of turnover has remained relatively similar since 2017/18
- The number of trusts which spend >£9.00m per £100m of turnover on corporate services has reduced during this period
- · The national median spend per £100m of turnover has only increased by

£0.02m during this period despite ongoing cost pressures including increases in Agenda for Change pay scales, remote working and increased use of technology



Function and system wide transformation

Some functions lend themselves to being delivered at scale due to a number of factors, including repeatability, scarcity of resource etc.

Example delivery model benefits:



۲

Delivered at greater scale: access for NHS staff to the service(s) and broader expertise through a consistent operating model

Digital Single Point Access Portal: central access point to facilitate self-service, direct requests to appropriate resources and provide access to a knowledge repository

Workforce investment: increased development opportunities and pathways for career progression to retain and attract top talent

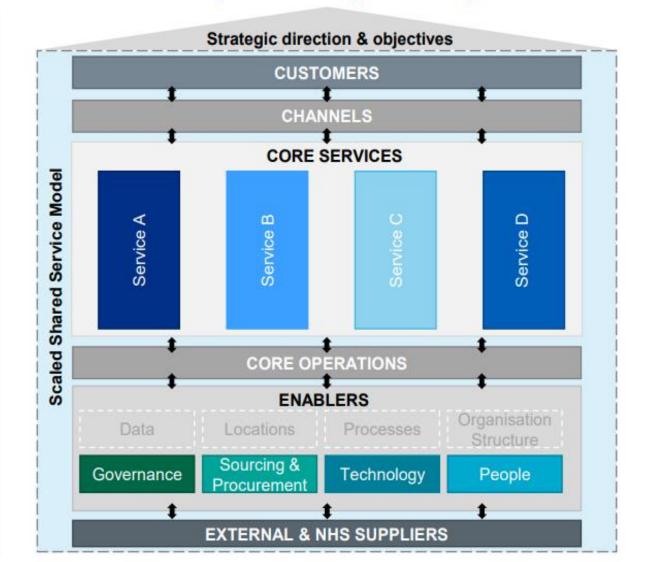


T

Central knowledge repository: repository of information to support the delivery of service(s) across the NHS and promote sharing of information and de-duplication where applicable

Improved governance: standardisation of policies and procedures and enhanced use of service level data to support data driven decision making

Core Operations: reduced overheads through consolidation of the management and support to the day-today delivery of the service(s).



Sub-function standardisation and transformation

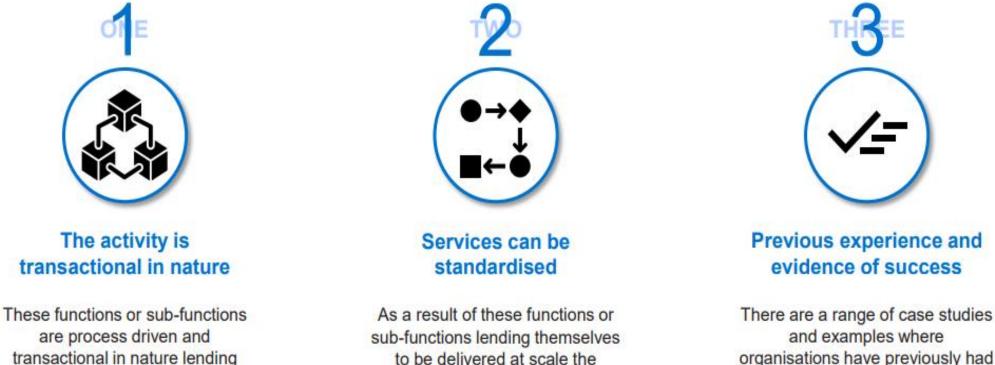
themselves to be delivered at

scale



There are a number of transactional sub-functions within corporate services which lend themselves to transformation via standardisation, de-duplication and often automation.

We have identified priority sub-functions, which can often support corporate service efficiencies. These sub-functions have been chosen because:



sub-functions lending themselves
to be delivered at scale the
activities they undertake can also
be standardised allowing ICBs to
reduce unwarranted variationand examples where
organisations have previously had
success in delivering efficiencies
across these four functions and
sub-functions

Sub-function standardisation and transformation (2)



The key sub-functions where we often find improvement opportunities are:





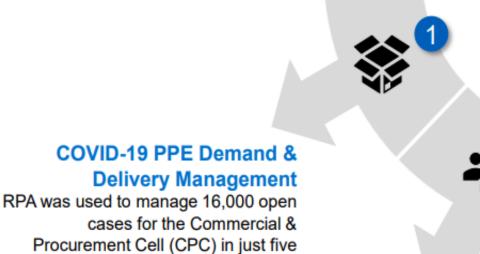
* Includes all sub-function costs for the Payroll function

Transformation through automation



Robotic process automation can be used across corporate services to reduce the transactional burden, improve consistency and improve value added by staff and also reducing administrative time for the frontline.

3



in just five days

Agency Invoices

Agency invoices and payments have been automated via RPA reducing the processing time by 94%, from 2 and a half hours, twice daily to 10 minutes

Journal - bank accrual

RPA is being used to accurately and efficiently accrue pending bank staff costs by exporting data from the trust's bank staff system and uploading the data into Oracle.

Spend Comparison upload

The monthly upload of two reports to the spend comparison portal have been automated via RPA increasing the accuracy and frequency of the data being uploaded onto the portal.

These RPA projects to date have saved £3.4m across the NHS. With further investment pan-NHS savings could be in excess of £35m over the next year



Our Corporate Services: Improvement Opportunities and Resources document can be accessed from our Future NHS site:

https://future.nhs.uk/connect.ti/CorporateServicesToolkit/

If you want to talk to us about anything that you've heard today or you have case studies that we could help you to share with others, then please contact the mailbox <u>england.corpservices@nhs.net</u>



Corporate Services: Improvement Opportunities and Resources





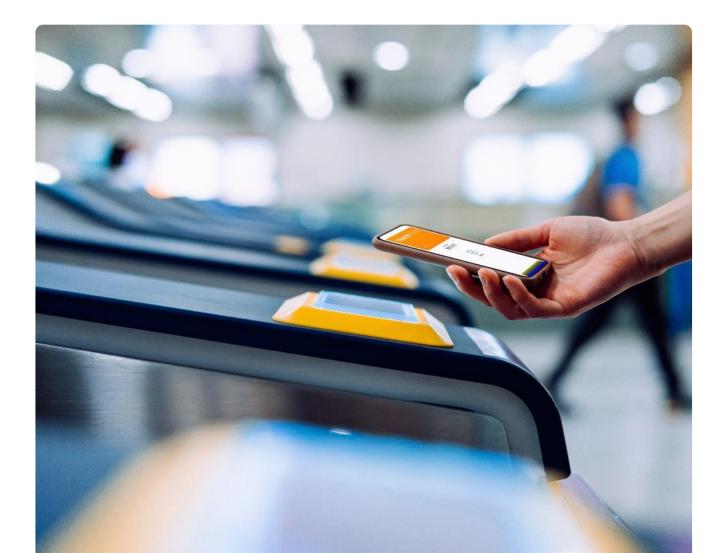




Corporate transformation

Arden & GEM session

Bringing Ingenuity to Life. paconsulting.com



Contents

Models of corporate transformation across the private sector

Page 30

Approaches to corporate transformation across the NHS

Page 31

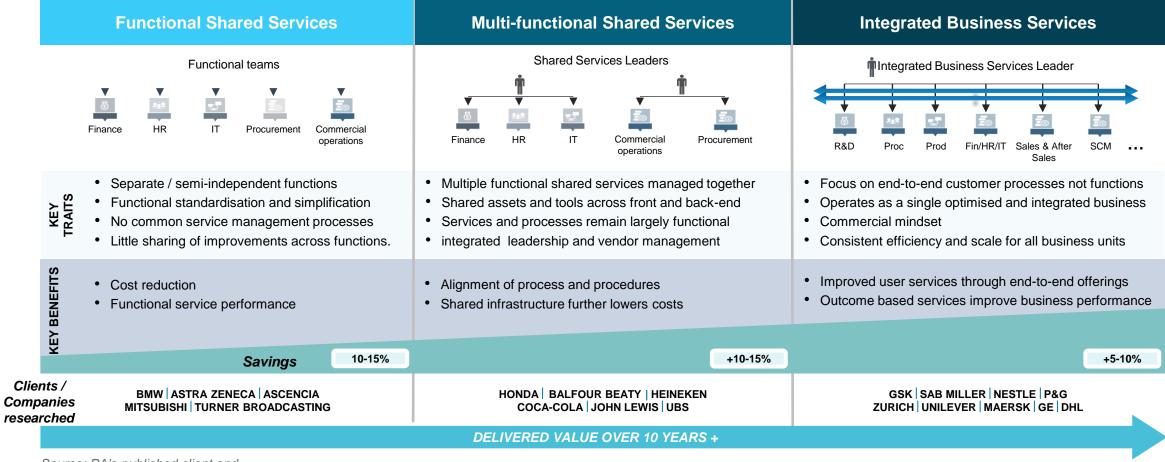
Where to start?

Page 33

Examples

Page 34

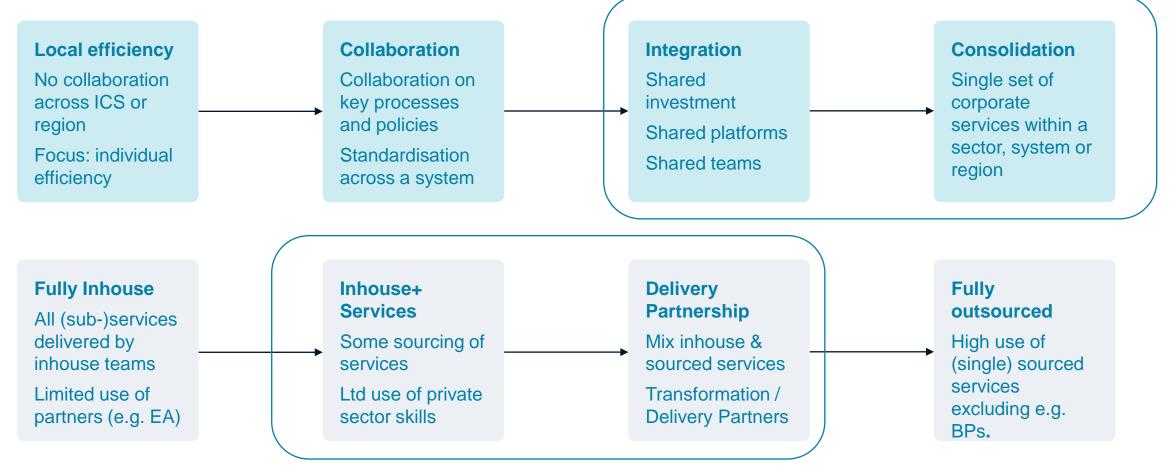
Models of corporate transformation across the private sector



Source: PA's published client and industry research and analysis

Approaches to corporate transformation across the NHS

There are a number of key dimensions to your corporate transformation the **depth of collaboration** and your approaching to **sourcing of corporate capabilities** are two key ones.



Approaches to corporate transformation across the NHS

It's not easy otherwise we would all be doing it – there are lots of moving parts to make this work...



Where to start – a point of view

Corporate Services: Improvement Corporate Services Transformation Programme October 2022 NHS England

Temporary staffing

A key organisational cost driver with opportunities to collaborate on digital banks and management of the agencies. Several examples of Groups and ICSs doing this with strong ROI.

Procurement

The scope and scale of collaborative procurement savings across ICSs (and regions) is still small. This area is ripe for more collaboration and there are many good examples of high ROI.

Recruitment

experience

patch.

Vision and target staff

Recruitment functions are often lacking in resilience and requiring investment. Transactional recruitment can be collaborated on in terms of processing, service performance and analytics.

There's often a lot more common ground

across leadership than people expect

and shared aspirations for staff in a

Shared platforms and data

Common platforms and shared data are a key foundation for collaboration. They also create a shared "organising brain" for a collaborative, ICS, or region single source of truth and analysis.



Shared approach to automation

Many trusts, ICSs and regions have high ambitions for automating low value add work. This is now about more than RPA. A common approach, charing learnings capability and investn



Opportunities and Resources

Please access the new Corporate Services Improvement Opportunities and Resources pack here

Examples of the progress systems have made



- 37 organisations engaged across GM
- Scaling existing assets ELFS, MIAA, GMSS, Wellbeing Partnership
- Targeted scope Transactional Finance & Payroll, Internal Audit, Occupational Health, IT platform
- Target pricing for GM service offers
- Corporate Services Vehicle –
 development of a single vehicle to manage
 these assets and system investment.
- Local re-design of Northern Care Alliance Group Corporate Services -£5m end state savings



- Shared services centre for HR, Finance, Procurement and IT.
- Located in Southend single location serving MSE acute footprint and some services across ICS footprint
- ~£8m annual savings.
- Focus on addressing agency rates, PSLs, single digital bank for medics.
- **Collaborative Procurement** savings via joint procurement initiatives >£10m.
- **Onboarding service** designed to improve new joiner staff experience





About PA.

We believe in the power of ingenuity to build a positive human future.

As strategies, technologies, and innovation collide, we create opportunity from complexity.

Our diverse teams of experts combine innovative thinking and breakthrough technologies to progress further, faster. Our clients adapt and transform, and together we achieve enduring results.

We are over 4,000 strategists, innovators, designers, consultants, digital experts, scientists, engineers, and technologists. And we have deep expertise in consumer and manufacturing, defence and security, energy and utilities, financial services, government and public services, health and life sciences, and transport.

Our teams operate globally from offices across the UK, Ireland, US, Nordics, and Netherlands.

PA. Bringing Ingenuity to Life.

Discover more at paconsulting.com and connect with PA on LinkedIn and Twitter



Corporate Headquarters

10 Bressenden Place London SW1E 5DN +44 20 7730 90<u>00</u>

paconsulting.com

All rights reserved © PA Knowledge Limited 2023

This document is confidential to PA Consulting Group and may not be reproduced, stored in a retrieval system, or transmitted in any form or by any means, electronic, mechanical or otherwise, without the prior written permission of PA Consulting Group. In the event that you receive this document in error, you should return it to PA Consulting Group, 10 Bressenden Place, London, SW1E 5DN. PA Consulting Group accepts no liability whatsoever should an unauthorised recipient of this report act on its contents.





Arden and **Releasing Value from Transforming Greater East Midlands Corporate Services Robert Prince** \bigcirc **Managing Director Group Corporate Shared Services Royal Free London NHS Foundation Trust**

徻





Corporate Shared Services for North Central London

Robert Prince, Managing Director

26th January 2023

Corporate programme



Programme principles

Focus on driving value within our corporate services by removing duplication, sharing expertise and benefiting from economies of scale

Utilise current best practice in relation to technology to enable process re-design, and stay abreast of technology changes

Focus on a small number of shared services which maximise value immediately at scale

Deliver the strategy more quickly by exploiting mature outsourced services (where the market currently allows)

Share learning and views but with a commitment to reaching alignment and increased value at pace

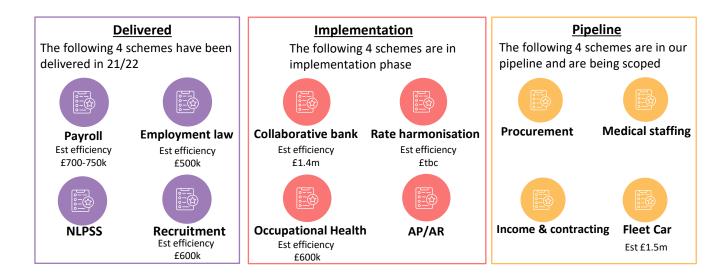


Background & context

In May 2020 NCL established a corporate services programme with a focus on driving value within our corporate services by removing duplication, sharing expertise and benefiting from economies of scale.

The vision of the programme was set as:

"To deliver at pace a seamless, high quality, resilient set of corporate services to our internal and external customers across NCL. We will remove duplication and waste, share expertise, benefit from economies of scale and minimise our physical footprint in the context of the COVID recovery environment to deliver the most cost-effective services possible"



NLPSS: independent, equitable delivery



Our vision

'Excellent patient care, through an outstanding employee experience'

Our mission

'Better quality services, digitally enabled, designed around the user experience, freeing time to care'

Our priorities

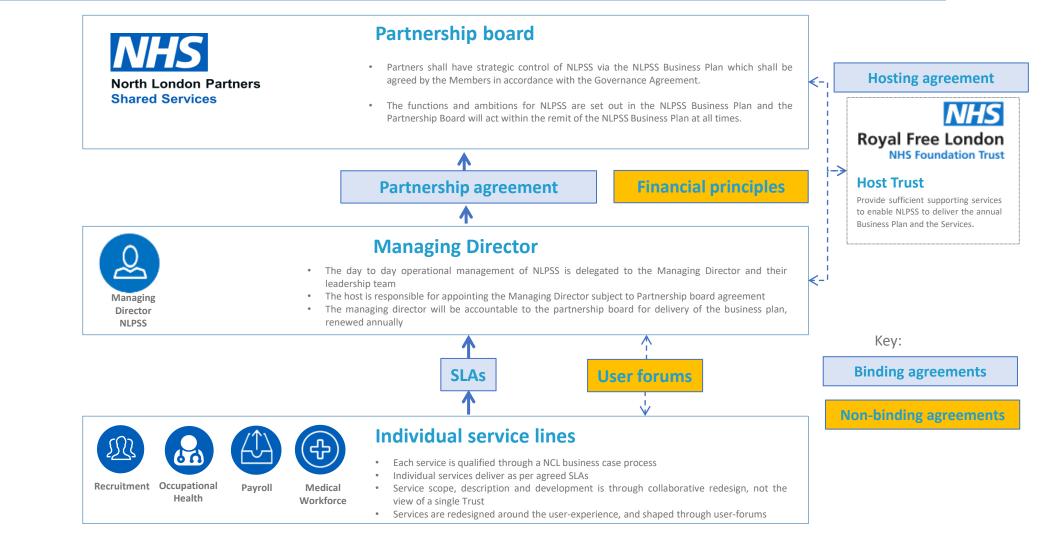






NLPSS governance







Case studies: NLPSS year 1



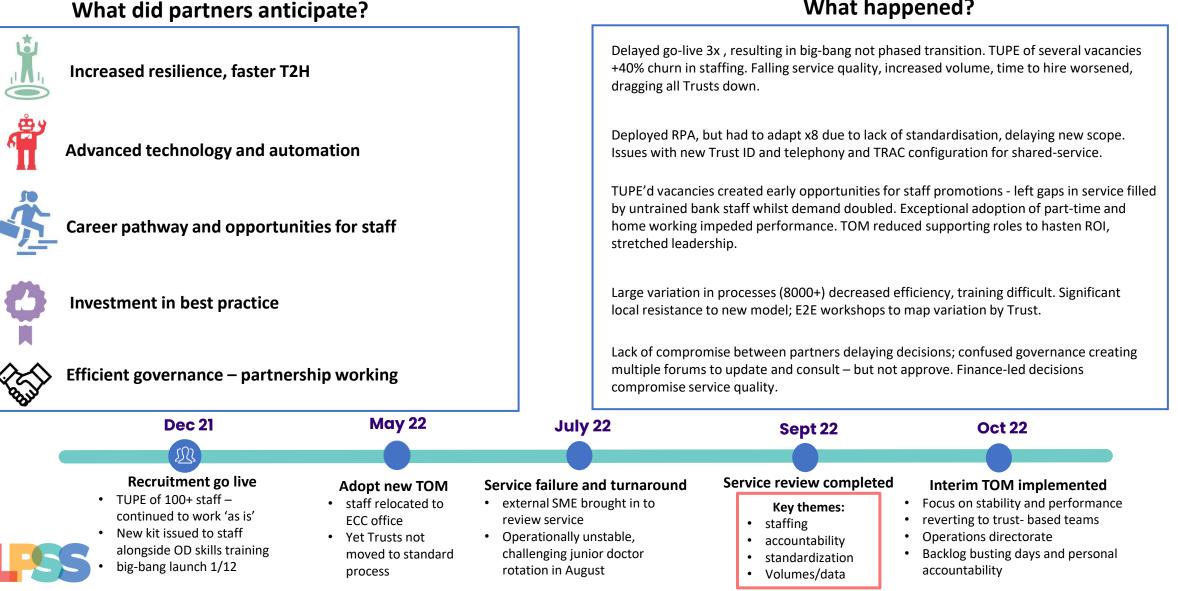
Service	Quality	Innovation	Growth		
Recruitment – launched Dec-21 – accelerating time to hire	Sharing best practice and cross-fertilisation of ideas	Automation – from 0 to 60 processes, 3 years of investment and refinement – overnight !	Resilience – cross covering Trusts – the 9 behaviours – plus new career options for staff retention, development		
	Reduce time to hire from 45 days down to 20 days	 Enhanced reporting across all applicants and all Trusts – real time status and dashboard 	Contract consolidation and management for the TRAC system		
	Annual savings of £1m pa for consistent volume, lowest unit cost for additional demand	CRM to be implemented – cross-trust helpdesk	Customer service and behaviours programme led by OD –listening and learning from the staff experience		
	External accreditation for the recruitment service 'Standards in Recruitment' kitemark - first NHS	Any-to-any Trust support/multi-client working model	Group approach to bulk recruitment, addressing potential VCOD gap together		
Occupational health – completely new, insourced model	Standardised delivery model and access across all trusts	Sharing RFL Flu app, Covid app and Lantern innovations	Consolidation and reprocurement of the OH system on behalf of all Trusts		
	Scale leads to substantive staff posts esp. Physicians, providing associates model for additional capacity	Alignment with recruitment service, and associated Automations for clearances etc	Other NHS and blue-light services demand - repatriate		
	aal savings of £600k pa	Savings can be reinvested into the Psychology and counselling services	NCL wide Test & Trace services		
Payroll – new single supplier framework, completely new and innovative ICS level specification	Standardised, best practice model common to all Trusts	Single app, common to all staff	Payroll leadership – cross covering Trusts – resilient sick/holiday absences etc		
	Addressing high impact areas – accuracy, speed of resolution	New reporting toolsets – leading not trailing indices for performance management	ICS level operational and strategic contract management, leverage our scale		
	Moorfields – supporting internal process audit and change to adopt self-service, improve quality etc – trusts supporting each other in new ways	PDF of payslip, P45, P60 p11d etc across Trusts	Proliferation of salary-sacrifice perks and benefits at incremental cost – NHS Fleet Solutions, Cycle Scheme etc – whilst benefitting from enhanced policy and process compliance to mitigate loss		
	cessing-as-we-go instead of to-a-deadline	Integration of roster – Allocate, Locum's Nest once and for all	Innovative automations for speed, quality, accuracy: Visa expiry dates EU settlement status RTW, staff incentives 'Lola-bot' schemes etc		
	Savings of £300k pa for the first 5 Trusts, with unit pricing reducing as volume grows	Shared risk-reward on over/underpayments to really impact route-cause			



Recruitment shared-service overview year 1



What happened?



Where are we today?



Stabilisation > Optimisation Phase, addressing the candidate experience



Performance: Stabilised. Eliminated backlog, processing ahead of demand.

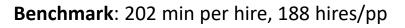
22,246 recruitment activities forecast (from 10,000 baseline)



Time 2 Hire: Falling; median 18-35 days, specific Trust insight to address



Satisfaction: Increasing; scores starting to improve. Candidate: 2.8 Hiring manager: 2.4





Helpdesk: Cloud telephony solution fully rolled out to all staff with hunt group configuration for trust based teams. 1,500 calls per week < 1 min wait, 80% candidates



TOM & Transformation: Optimisation of the TOM – Project Recruitment; develop support-services; accountability and performance management; optimise client services, invest in Reporting; achieve Accreditation 23/24



Staff: Improved working culture, more office based, Trust-aligned but cover neighbours, have structured training and are more focused on data. Clear performance expectations



Partnership Working: AARs completed. Governance revision, New SLA in-development Leverage partner support:





Advice for your journey...



Lessons



People

churn, capability, capacity, accommodation,
 'magpies'

collaboration, standardization, migration,



Tech

TOM

scalability TRAC/tele/hybrid



Data

volumes/values/££



Governance

partnership expectations, Covid high



Timeline



Recommendations



Benchmark, address gaps, training, additional /external Transformation support



Adopt / buy proven model, lead-provider not collab, design for customer!



Evaluate up-front and invest in new



Review pre-go-live and agree thresholds for escalation; funding for the service PAYG/top-slice.



Expect the worst! Lead provider, accountability, enforce? NED support



Longer ROI 3+ years – invest long term



Reporting dashboard

North London Partners Shared Services

	Select	Report	▼ Key performance indic		pipeline Activity overview Cumulative Applicant pip		checks status		
Recru An overv	uitment - Vaca	ncy pipeline: sna lume of active vacancies, a	pshot (i) pplicants and associate	d FTE and the	ir current stage in the	recruitment pipe	line.		Clear All
	(i) In Advertising	(i) In Shortlisting	i In Interview		In Offer	In Employ Check	-	(i) Awaiting Start	In Starting
Adverts	533	309	359 AF	oplicants:	1935	1542	2	661	3975
FTE:	758.3	595.5	737.9 Prop	posed FTE:	1,377.42	1,091.	29	462.01	2,599.50
New thi week:	i) 257	121	117		125	206		184	299
Lapse time (days): (i) 4.0		10.0	8.0		175.0	27.0		8.0	39.0
Vacancy I	D Stage	Active Applicants Lapse Time	(days) Job Reference 🛈	^ Applicant	ID Stage	Vacancy ID	Entered	Lapse Time Staff Group	
4967899	In Offer	1	0 391-Apr23-HEE2	145579926	In Offer	4967899	20/01/23	0 Medical and De	ental
4967870	In Offer	1	0 392-Jun23-HEE1	145579755	In Offer	4967870	20/01/23	0	
4967844	In Offer	10	0 392-Apr23-HEE1	145579597	In Offer	4967844	20/01/23	0	
4967805	In Offer	19	0 391-Apr23-HEE1	145579596	In Offer	4967844	20/01/23	0	





Thank you

robert.prince@nhs.net 07799 348807





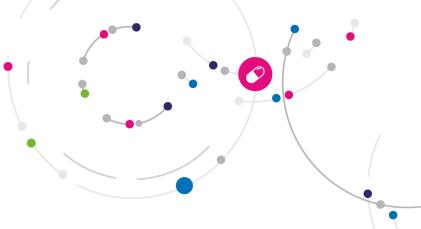


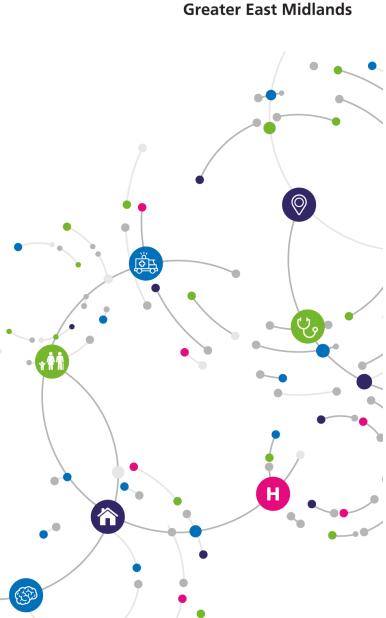
Releasing Value from Transforming Corporate Services

Jason Bloomfield

Chief Operating Officer

Arden and GEM





NHS

Arden and







A moment of reflection... the size of the problem

National efficiency target in 22/23 is over £5 billion

At least £500m from corporate service transformation

Estimated that productivity this year is 19% below pre-covid levels (incl. inflation)

Actual costs are 25% higher than 19/20 but activity is still lower [5-6%] and has not recovered to pre-covid levels

Workforce has seen a significant increase in both bank and agency - Bank costs 50% higher than pre-covid levels

So the efficiency requirement is increasing

Creation of ICSs and more joint working, has to be greater opportunity to generate more corporate service opportunities



The big four and the value cycle





WORKFORCE

- Agency spend reviews control and procurement
- Planning tools
- OD change support
- People development ٠

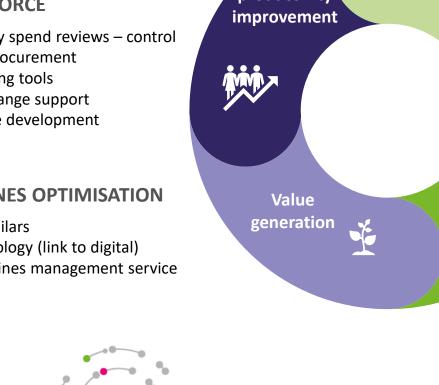


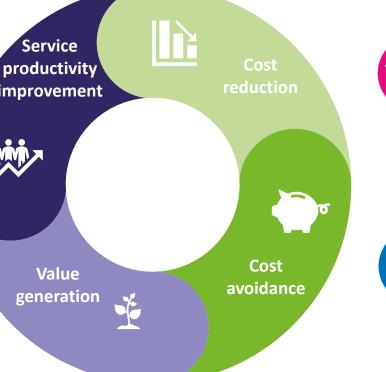
den&GEM

Health and social care systems support

MEDICINES OPTIMISATION

- Biosimilars
- Technology (link to digital)
- Medicines management service





PROCUREMENT AND FINANCE

- System-wide spend reviews
- Social value
- Accounts payable reviews



Ē

DIGITAL

- **Process reengineering**
- Licence and kit audits
- RPA

The value chain – a USP for the NHS

DISCOVER

- Build a shared understanding of the current position.
- Create an environment for collabration.

Arden&GEM

Health and social care systems support

DESIGN

- Form consensus and coalition.
- Develop a strong vision and clear strategy.

DELIVER

- Communicate the change vision.
- Empower action.
- Focus on and celebrate quick wins.

EMBED

Build on lessons learnt.

NHS

Arden and Greater East Midlands

Anchor changes.



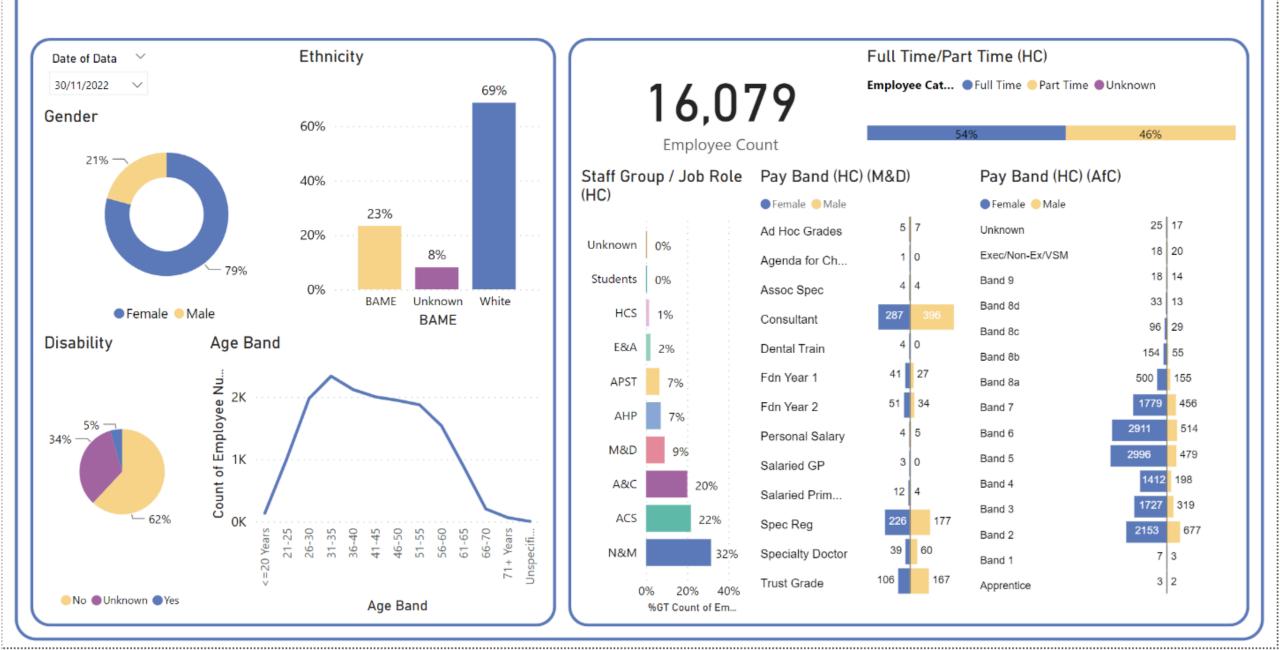
Live workforce examples

- Reviewing agency spend, arrangements and processes
- Anaplan retirement modelling solution
- Deep Dives to build a better understanding of workforce
 - 15 data sources, incl. primary care, local authority, voluntary sector
 - Dashboards tailored to suit system / organisational needs
 - Quick wins and long term improvements from collective learning



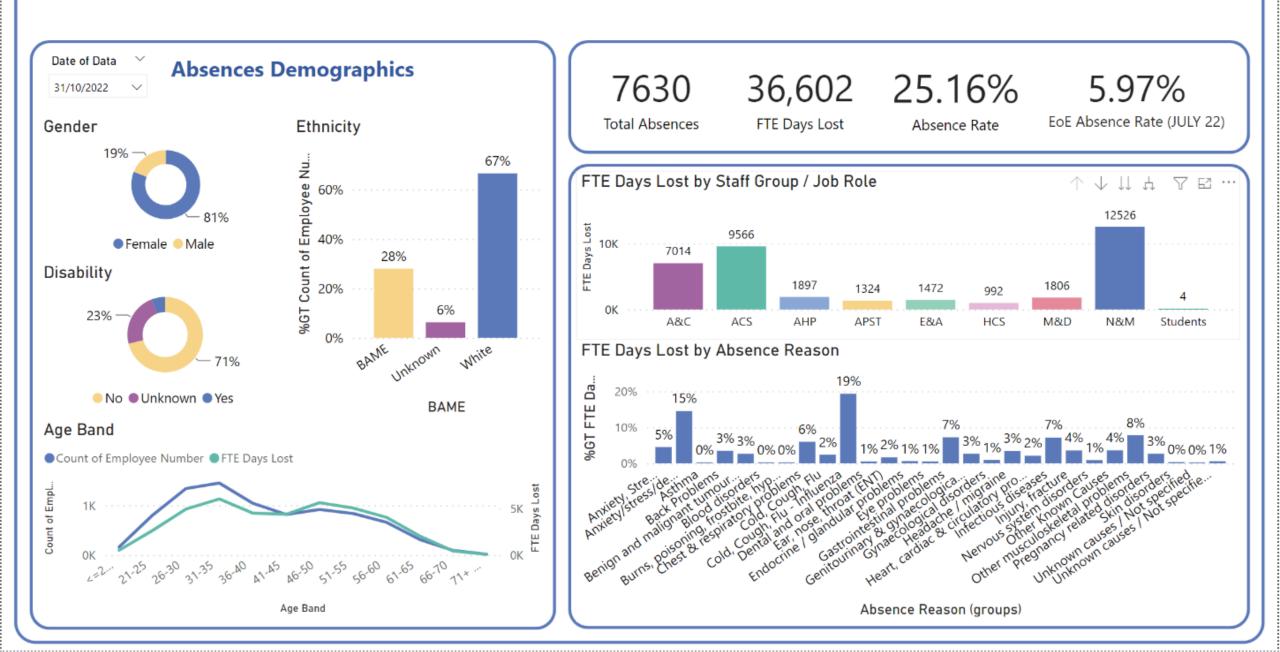


Trust - Workforce Summary



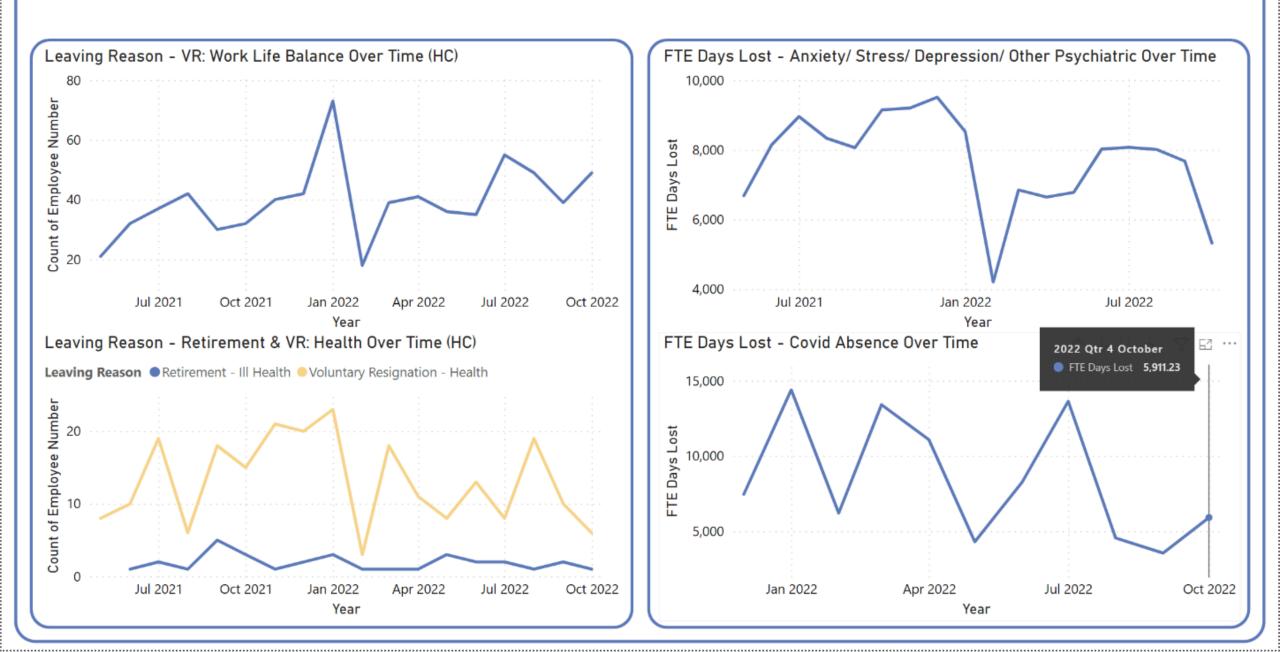


Sickness Absence Overview





Health, Safety & Wellbeing Overview











 $\bullet \bullet \bullet$

FOREWORD &

Health and social care systems support

A number of delivery models have been developed. One such model being the **ICS Shared Services Integrator Model** with the aim of bringing together organisations working within an ICS, with a view to facilitating:



It is proposed that the model will operate through an inclusive Stakeholder Board acting as a shared capabilities decisionmaking layer, which sits over a matrix of provision of delivery functions, managed by an integration and value improvement manager.

Arden & GEM will fulfil the role of the integration and value improvement manager, facilitating discussions, organising meetings, managing the governance arrangements and overseeing/ monitoring delivery arrangements. The CSU will also participate in new delivery and partnering arrangements (under delegated or contracted arrangements (or both)).

Membership will be flexible within the integrator model. Members can decide what functions are included within this structure, and which are delegated or contracted to the Integration and Value Improvement Manager to integrate, develop and deliver continual value.



DEVELOPMENT



ORGANISATIONAL DEVELOPMENT AND WORKFORCE

60

Enterprise Resource Planning

Adapted for





Arden&GEM













