Playing our part in your ICS

Foreword

Integrated Care Systems (ICSs) are already creating many opportunities to improve population health, advance the quality of care and ensure the sustainable use of NHS resources through joined-up planning and delivery of health and care services.

For almost a decade, **NHS Arden & GEM** and **NHS Midlands and Lancashire** have played an integral role in supporting commissioners and providers to deliver their vision for local healthcare services. Meeting the requirements of ICSs and national programmes has already brought our two organisations together across a broad range of projects, but it is now vital that we evolve further to meet the rapidly changing needs of the customers and markets we serve.

As part of this process, we have jointly committed to a Collaborative Partnership, wherein we work closely as partners; designing, learning and sharing with each other to strengthen the support we provide to systems. While continuing to operate as single organisations, ensuring there will be no impact on our business-as-usual service provision, our Collaborative Partnership strengthens both organisations through the sharing of insight, experience, information and best practice.

Our delivery teams work collaboratively to shape a combined service offer that is constantly evolving to meet the changing needs of ICSs. We work together in partnership with key system stakeholders to understand emerging challenges and to deliver solutions that maximise the value provided to both individual organisations and the wider health system.



John Parkes
Managing Director
NHS Arden and Greater East Midlands



Derek Kitchen
Managing Director
NHS Midlands and Lancashire

ENTER PACK

Key facts

Combined turnover:
£201m

36m patient population

72 expert supply chain partners

2900+ expert NHS multidisciplinary staff including:

- 500 BI staff
- 400 IT staff
- 250 transformation and consultancy staff
- 150 finance staff
- 500 CHC and funded care staff
- 500 flexible resourcing and associate staff
- 80 procurement staff (clinical/ non-clinical)

Arden&GEM
Health and social care systems support

Playing our part in your ICS

Our integrated system support offers

Interactive pack

Please click on one of the five links in the wheel to highlight the offers.

Explore further by clicking on an offer title to the right.



- Clinical redesign, integration and provider collaboration
- Place, community and primary care transformation
- PHM analytics and decision support
- Developing collaborative, accountable health systems
- Digital transformation and IT
- Workforce transformation, resilience and planning
- Business enabling services
- Communications and engagement support
- Flexible resourcing
- CHC and funded care

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Clinical redesign, integration and provider collaboration

The creation of integrated care systems presents a unique opportunity to fundamentally reimagine and redesign how health and care services are delivered across England. But the scale and pace of change this will require, alongside managing ongoing COVID-19 recovery and growing patient waiting lists, will place further pressure on an already stretched workforce.

Our support provides the capacity and capability needed to redesign services, delivering tailored, joined-up care which improves health outcomes. We employ a structured approach to redesign, integration and collaboration which spans strategic planning, service development and implementation, and monitoring and improvement.

Our support includes:

- **Clinical strategy development** - creating clinical strategy for population segments and clinical pathways, with defined outcomes, quality and value objectives
- **End-to-end pathway redesign** - engaging stakeholders from the NHS, local authority, third sector and patient representatives to co-produce pathways from prevention through to long term condition management
- **Implementation** - providing facilitation, programme and change management support for effective and sustainable transformation
- **Continuous improvement** - delivering evaluation and programme support to embed the new pathway and incorporate learning into iterative changes both small and major.

This approach is underpinned by digital transformation, workforce planning, data and analytics. From shared care records that support the flow of key patient information between providers to system-level workforce plans that ensure the right people are in the right place at the right time, we can help you successfully overcome the barriers to delivering more integrated care.

Our key strengths and expertise

✓ As part of the NHS family, we bring a comprehensive understanding of the complexities faced by the service coupled with experience of bringing together different parts of the health and care system to reimagine and redesign models of care.

✓ With specialist skills and knowledge in sourcing data to deliver actionable insight for service improvement, managing complex programmes which engage multiple stakeholders, and formative evaluation, we can support an end-to-end redesign of clinical pathways.

✓ Our multi award-winning clinical procurement team can advise on the best value commercial solution for your desired service with expertise in collaborative contracting, national frameworks, provider selection, category management and contract management.

Service benefits

Our transformational support for clinical redesign, integration and provider collaboration will help you to:

- Identify realisable opportunities to improve quality, outcomes and efficiency
- Harness the potential of digital transformation within service improvements
- Take a holistic approach to redesign and integration which brings together functions, specialties and pathways to work collaboratively
- Prioritise service redesign and outcomes measurement for patient cohorts experiencing avoidable and unjust health inequalities
- Manage delivery of Triple Aim ambitions against the challenge of post COVID-19 elective care recovery.

Home

Clinical redesign, integration and provider collaboration

Transforming care for people with learning disabilities and autism

Following the serious neglect and abuse suffered by adults with learning disabilities and autism at the Winterbourne View hospital, it was clear that services across the country needed to be radically transformed to prevent any repetition of this kind of treatment. In partnership with four CCGs, local authorities, providers and service users, Arden & GEM's service transformation team took an in-depth look at how services for people with learning disabilities and autism were being commissioned and delivered in health systems spanning Coventry, Warwickshire and Solihull.

This resulted in an ambitious programme to totally transform services across Coventry, Warwickshire and Solihull. The new community-based model of care has significantly improved outcomes for service-users, reducing inpatient admissions and length of stays in hospital.

Transformation support for a new model of intermediate care

The Wolverhampton Transfer of Care Project recognised that in order to meet demand and sustain increased flow across the local health system, an integrated model of intermediate care should be commissioned.

With experience of delivering similar programmes in Warwickshire, Arden & GEM was tasked with providing transformation support to help the Wolverhampton local health system agree a 'Discharge to Assess' (D2A) model, develop the capabilities required and deliver the programme objectives. A solution, comprising three care pathways, was scoped, developed, tested and implemented over 16 months. By establishing an operations group and producing a metrics board, the programme had the structures and reporting in place to transition to 'business as usual'.

> **"The dedicated support received from Arden & GEM on the D2A programme was invaluable in achieving the required outcomes. It was a complex area of work, requiring engagement and collaborative working from the provider trust, local authority and CCG. The staff supporting the programme were able to quickly build effective working relationships with all partners and ensured that the programme followed a recognised project management approach, with monitored, deliverable objectives against an agreed timeline."**
>
> **Head of Individual Care at NHS Wolverhampton CCG**

At a glance

Supported the design and implementation of **new models of care** in learning disabilities, autism, mental health, paediatrics, maternity and intermediate care.

Well-respected specialist NHS consultancy, **Solutions for Public Health**, centred on evidence, health intelligence and evaluation

Our network of connectivity and technology partners enables us to take **cutting edge solutions** for digitally-enabled care from conceptualisation to realisation.

Home

Place, community and primary care transformation

The creation of Primary Care Networks has provided new opportunities for GP practices to work collaboratively with community, mental health, social care, pharmacy, hospital and voluntary services in their local areas.

Our place, community and primary care transformation service provides the developmental, transformational and transactional support required to enable integrated service offers for your population. We support providers to work together at a place and neighbourhood level to manage common resources, integrate community teams and improve health and reduce inequalities for the populations they serve.

Our support includes:

- **Communications and engagement** - providing patient views and ensuring all system partners are heard
- **Integrated planning** - including joint commissioning arrangements, pooled funding and procurement
- **Business support services** - offering economies of scale and standardised processes
- **Place strategy transformation** - strategic, operational and tactical support to drive change and improvement
- **Data and analytics** - insights that inform planning, transformation and improvement
- **Workforce development** - system-level workforce planning and developing clinical leadership capabilities
- **Partnerships and integration** - developing collaboration and multi-agency partnerships that support all health and care organisations to drive the agenda at place level
- **Digital transformation** - enabling virtual health, digitally-enabled care and continuity of care
- **Clinical and pharmacy support** - capability to deliver evidence-based care, best value, efficiencies and support of primary care demand through medicines services.

Our key strengths and expertise

✓ We have experience of working with health systems at a strategic level to ensure PCNs have access to the resources and expertise required to develop primary care services that form a fundamental building block for each ICS.

✓ At a local level we are also supporting individual practices and PCNs to innovate, improve and transform services by enabling greater provision of proactive, personalised, coordinated and more integrated health and social care.

Service benefits

Our place, community and primary care transformation service will help you to:

- Deliver effective resource management and allocation at a place level
- Develop structures, groups and networks that bring a place or neighbourhood together
- Agree priorities and outcomes and how these will be implemented and managed to fairly address population needs
- Ensure you capture and integrate the views of all stakeholders including patients, clinicians and voluntary, community and social enterprises
- Strengthen Primary Care Networks to stabilise GP services and improve access for patients.

>

Home

Place, community and primary care transformation

Piloting the use of paramedics in primary care in Dudley

To respond to challenges around GP workforce availability and capacity, Dudley Clinical Commissioning Group (CCG) developed a 12-month pilot to determine whether employing paramedics in primary care would help meet these challenges. The pilot used short-term funding to recruit two paramedics to work within local practices.

Arden & GEM's transformation team worked in partnership with the CCG to develop an appropriate model of care and to design an evaluation process that assessed the successes, benefits and challenges of the pilot, and the impact of the new roles. Positive impacts included: avoiding unnecessary attendance at A&E, supporting unplanned discharges and 111 reviews, improving patient satisfaction and delivering time efficiencies for GPs.

Clinical pharmacy support for Derbyshire Dales PCN

Arden & GEM's medicines optimisation team was commissioned by Derbyshire Dales PCN to provide a team of clinical pharmacists to deliver consistent and effective medication reviews for patients across their practices.

Over three months, more than 500 patients were reviewed using a risk stratification approach. In this short period of time over 1,200 quality interventions were identified to keep patients safe, optimise use of medicines, achieve cost savings, and avoid further appointments and admissions.

The project also provided the PCN with the workforce resilience and expertise to achieve Direct Enhanced Service (DES) requirements while freeing up internal resource to deliver the COVID-19 vaccination programme.

> **"It was particularly refreshing to be able to outline the requirement and for Arden & GEM leaders to listen, digest and think innovatively about a responsive and fit for purpose proposal to meet service needs. The quality and optimisation aspects of the service have been outstanding, interdictions have occurred that protected patients from potential harm, providing assurance that quality and patient outcomes remain at the forefront of the minds in the team involved."**
>
> **Chief Executive Officer at Henmore Health Primary Care**

At a glance

Multi award-winning service transformation team

Unrivalled experience of **collaborative working** spanning commissioning and provider organisations

Complete Care Community – our **innovative national programme** is already supporting health systems utilise Primary Care Networks to tackle health inequalities.

Home

PHM analytics and decision support

Population Health Management (PHM) has the potential to drive a fundamental shift from reactive to proactive health and social care for our communities, giving ICSs the tools, information and understanding needed to improve the health and wellbeing of their population.

However, embedding PHM within health and care systems can be challenging, with integrated infrastructures, data sharing and analytical capability needed to enable this shift to take place.

We are experienced in working with systems to establish the culture and mindset required for meaningful change. We can deliver an end-to-end PHM support offer or tailor specific elements to your existing priorities and stage of the PHM journey.

Our holistic PHM support is provided in six key areas:

- **Population Definition** - proven approaches to grouping and segmenting populations to develop a better understanding of healthcare needs
- **Outcomes Measures** - support in identifying the outcomes required and developing a framework for measurement
- **Data Availability** - using population health data to its best effect by linking and curating data in an accessible and user-friendly manner
- **Outcome Driven Financial Mechanisms** - enabling the transformation of care delivery via funding and contractual mechanisms that ensure risk and rewards are fairly distributed
- **System-Wide Culture** - enabling systems to understand their current culture, identify and navigate barriers to effective PHM implementation (including the creation of value-based approaches and stewardship)
- **New Models of Care** - multidisciplinary teams that support the entire transformational journey: opportunity development, system alignment, target operating models, implementation and evaluation.

Our key strengths and expertise

✓ We have an excellent track record in developing and supporting PHM approaches for systems, places and neighbourhoods, underpinned by optimal data management, bespoke insight tools and expertise in designing evidence-based models of care.

✓ Our highly skilled data and analytics workforce comprises experience in data management, data science, data engineering, information governance, information and analysis, advanced analytics, health economics and public health which can be quickly mobilised to supports ICSs on their PHM journey.

✓ As a national processor of data for commissioning, we have access to a wealth of health and care data which is curated and linked with local datasets within a secure data management environment. By combining our unrivalled access to data with cutting edge analytical developments – including in-house developed portals, dashboards and models – we deliver actionable insight that supports effective strategic, operational and clinical decision-making.

Service benefits

Our PHM analytics and decision support solution will help you to:

- Target specific population cohorts and define desired improvements
- Measure health inequalities and agree a prioritisation plan to tackle these
- Identify the biggest opportunities to improve patient outcomes and value with a focus on programmes, pathways and geographies
- Use population health management to make better decisions for the allocation of resources
- Identify, measure and address the impact of the wider determinants of health on patient outcomes.

Home

PHM analytics and decision support

Developing a PHM approach for North Norfolk PCNs

To assist PCNs across the North Norfolk health economy achieve their vision for proactive and personalised care, Arden & GEM's advanced analytics unit has developed a PHM approach that identifies new models of care that will improve the health and wellbeing of the registered population.

This unique analytic approach incorporates data from over 470,000 local records including mental health, acute and community data flows. By creating a high-level segmentation model, adapted from the British Columbia's Health System Matrix specification, a detailed view of service utilisation across the care continuum has been delivered. This allows service redesign to focus on the needs of specific segments, prioritise the most effective interventions and therefore deliver the most efficient improvements in patient outcomes.

Generating insights from a bespoke segmentation model

With a patient population of almost 1 million, NHS Bedfordshire, Luton and Milton Keynes CCG wanted to better understand healthcare needs, consumption, outcomes and variation in inequalities across their geography.

Arden & GEM's advanced analytics unit worked closely with the CCG to develop and evolve SMITH, a bespoke needs-based segmentation model focussed on tailored, individualised health improvement.

The analytical outputs have already informed place population profiles, highlighted opportunities for intervention and are now being used to enhance care pathway planning and system-wide cost of care models.

> **"Working closely with colleagues at Arden & GEM has given us some really important intelligence from the various sources of data. We asked the team to highlight an area to focus on to help improve health outcomes and through their modelling they have given us the first of our projects to look at. I'm hopeful that this approach will enable us to encourage clinicians to start asking questions, knowing we'll be able to work with Arden & GEM to provide the information required to form the answers."**
>
> **Director of North Norfolk PCN**

At a glance

- **Three-time winners** at the Health Business Awards for innovative and effective use of patient data
- Access to over **300 experts** in data, analytics and decision support
- Partners with the **Oxford Value and Stewardship Programme** in delivering cultural development and clinical stewardship programmes to drive value-based population health.



Home

Developing collaborative, accountable health systems

The evolution of the NHS into integrated care systems requires new ways of working that join up service planning and delivery across organisational boundaries to improve population health outcomes.

We act as an independent and trusted partner, delivering transformational support, both within and across ICSs, to enable the transition to collaborative system-wide working. We understand that each ICS is being developed in response to local context and need, which is why we work in partnership with you to define a tailored roadmap for system development which delivers:

System integration, leadership and relationship building

define operating models, the role of clinical leaders and create the leadership required for value-based healthcare and stewardship

Agreed governance and clear accountability

developing place boards and harmonised commissioning policies

Effective strategic planning

collectively agreeing priorities and translating these into integrated operational plans

Integrated finances and aligned funding

system-wide financial planning and support to assume responsibility for direct and specialised commissioning

Impact based performance management

developing new models of contracting that promote shared risk and rewards, and shared accountability for outcomes

Connected and aligned workforce

workforce planning, organisational development and cultural change (including creating a culture of value-based healthcare and stewardship)

Our key strengths and expertise

- ✓ With a proven track record in bringing together health, social care and the third sector to improve the health and wellbeing of populations, we work across organisational boundaries and constructs to improve whole system delivery and performance.
- ✓ We have strong and established working relationships with more than 20 systems, which enables the sharing of learning, best practice and innovation. While our combined multidisciplinary staff group provides service resilience, economies of scale and access to a range of specialist skillsets.
- ✓ With expertise in a wide range of areas such as data curation, predictive modelling and programme management, we can complement and upskill existing ICS capability to enable a high performing system.

Service benefits

Our integrated service solution to develop collaborative, accountable care systems will help you to:

- Build collaborative relationships and trust between partner organisations and leaders
- Translate your strategy into integrated plans with clear timelines and accountability
- Make complex system-wide decisions on managing system resources and risk, and collaborative commissioning
- Generate a single source of the truth to drive decision-making
- Agree and measure outcomes that are focused on achieving system priorities.

Home

Developing collaborative, accountable health systems

Taking strategic commissioning and system integration forward in Leeds

In 2019, NHS Leeds CCG embarked on the 'Shaping our Future' programme to design a future operating model for the organisation that would enable it to achieve its ambition for the city. Arden & GEM's multidisciplinary team provided transformation and organisational development support to help the CCG and its system partners co-produce a new operating model.

Following an extensive programme of engagement, the new operating model – and an accompanying implementation plan – was produced and accepted, with an organisational development plan now being delivered to support the move to strategic commissioning and system integration.

Designing an organisational development strategy to underpin system-wide working

When six CCGs planned to merge to become the single strategic commissioner for the Nottingham and Nottinghamshire Integrated Care System, a new organisational development (OD) strategy was needed to underpin the whole system approach.

Arden & GEM was tasked with supporting the development of an OD strategy for the merging CCGs that encompassed culture, structure and staff engagement. This was developed in close collaboration with the in-house OD Manager and Executive Director responsible for transition, HR and OD, with a focus on culture, structure and staff engagement.

By successfully working together and identifying desired objectives, a comprehensive OD strategy was developed and approved as part of the transition planning. This strategy is now being delivered and embedded to enhance the organisation's effectiveness and performance.

> **Arden & GEM managed a very complex, high profile harmonisation project, which had significant public and professional stakeholder interest, within agreed project timescales delivering excellent project outcomes"**
>
> **Associate Director**
> RightCare and Planned Care at NHS Birmingham and Solihull CCG

At a glance

- Teams with **significant NHS leadership** experience as regulators, commissioners and providers
- Working with **over 20 systems** to share learning, best practice and innovation
- Supporting systems to make a **paradigm shift** based on the concepts of value and stewardship.

Home

Digital transformation and information technology

Digital transformation and the use of better designed, better connected technology is key to enabling improvements in prevention, diagnosis, care and treatment that will improve health outcomes and deliver cost efficiencies.

Realising the possibilities of digital healthcare requires systems to achieve a greater level of digital maturity which is underpinned by integrated care records, mobile digital health infrastructure, AI and automation, cybersecurity, cloud solutions and patient-facing applications. Digital transformation is not simply about technology – it is about adopting change management processes enabled by technology to increase the benefits for patients, clinicians and healthcare systems as a whole.

Our approach to digital transformation combines a deep understanding of local and national challenges with a unique network of technology partners and the provision of the essential underpinning IT infrastructure. Our solution subsequently draws on multidisciplinary capabilities across service transformation, IT and business intelligence.

Our support is provided across the whole lifecycle of transformation providing a range of services tailored to your needs:

Discover and design

understanding and analysing system challenges, identifying priorities and co-designing solutions to address challenges

Refine and develop

co-developing solutions to address challenges and utilising project and change management skills to deliver transformation

Implement and scale

optimising the solution and scale for digital operation, monitor for continuous improvement.

Our key strengths and expertise

✓ We have an experienced team of subject matter experts specialising in clinical systems, interoperability, programme management, change management, digital innovation, data and insights, and information governance.

✓ Acting as a trusted partner, we support engagement between stakeholders and across systems, providing services across a large geographic footprint and supplier base, enabling resilience and structure to deliver a service that can be scaled across the region at a multi-ICS level.

✓ Our diverse network of partners and alliances with leading industry organisations enables us to act as an innovator and incubator of digital solutions. We accelerate adoption across the health service through an agile approach to tests and pilots which can include facilitating clinical trials and use of ‘living labs’.

Service benefits

Our digital transformation and information technology service will help you to:

- Utilise digital technologies and capabilities to improve process and drive digitally-enabled care
- Define your digital strategy and set ambitions for digital transformation
- Measure success and impact on key measures of performance, outcomes or cost
- Understand your digital maturity and transformation journey
- Understand how to design, deliver and implement large programmes and change across all elements of your system.

>

Home

Digital transformation and information technology

Delivering an integrated care record for the Coventry and Warwickshire Health and Care Partnership

The Coventry and Warwickshire Integrated Care Record (CWICR) programme was initiated in 2019 with the aim of providing a holistic view of a patient's care and treatment across all settings. With ten partner organisations involved in the project, robust programme management was key.

Arden & GEM's digital transformation team was commissioned, in May 2020, to provide support for the project including stakeholder engagement, programme management and strategic communications. As a result, the first stage of the CWICR successfully went live on 1 July 2021 to improve patient care and experience by sharing information between care providers.

Building a digital region in the Midlands and East of England

The Local Health and Care Record (LHCR) programme aims to improve the quality and efficiency of care through the safe and secure sharing of patient information. Exemplar sites will identify and share best practice to allow others to swiftly follow in their footsteps.

To support health and care systems in the Midlands and East of England to successfully bid for exemplar status in the future, Arden & GEM led a programme of qualitative research and analysis to better understand the current status of the region in key areas that support digital patient record sharing.

Following a four-month programme of engagement, research and analysis, there is now a clearer understanding of digital leadership, strategy and architecture across the region, with recommendations for the implementation of LHCRs.

> **"Delivering COVID-19 vaccinations is a huge challenge for everyone involved. Oxford University Hospitals NHS Foundation Trust are very appreciative to the team at NHS Arden & GEM for building the NIVS solution, which works very well, in rapid time and for evolving this solution with us to meet our needs. This is a notable success story for an NHS developed agile solution."**
>
> **Chief Digital and Partnerships Officer at Oxford University Hospital NHS Foundation Trust**

At a glance

Key partnerships with **public and private sector organisations** including the Satellite Applications Catapult, West Midlands 5G and technology leaders in monitoring, diagnostics and connectivity

Developing the **multi award-winning** National Immunisation and Vaccination System (NIVS) to support the safe and effective delivery of the COVID-19 vaccination programme

We played an integral role in the successful delivery of the **Global Digital Exemplar** programme including creating a learning network and co-delivering an independent formative evaluation.



Home

Workforce resilience, planning and transformation

The health and care sector's collective ambition for greater integration and better care means that strategic workforce management is integral to ICSs delivering the vision for 'one workforce'.

Our workforce resilience, planning and transformation service enables systems to implement a population and place-based workforce planning approach to improve the quality of care, as well as providing the organisational development required for system-wide collaboration and generating energy for change.

Our support includes:

- **Integrated workforce planning** – workforce profiling to provide transparency, future needs analysis to understand capability and capacity at a programme, pathway and place level
- **Workforce strategy development** – ensuring health systems have the required number of people, with the right skills and in the right locations to deliver their vision
- **Attracting and retaining resource** – including specialist recruitment for hard to fill roles
- **Training, leadership and organisational development** – upskilling workforces to meet present and future needs
- **Cultural development** – utilising the **Oxford Value and Stewardship Programme** to create a culture of value-based healthcare and stewardship that supports delivery of the triple aim duty
- **System and organisational change management** – supporting staff to adapt to new ways of working required to deliver transformation
- **Digital inclusion and readiness** – improving digital enablement and literacy to enhance the use of technology and data insights in achieving sustainability
- **Workforce health and wellbeing** – supporting staff recovery, health and wellbeing to aid integration and efficiency.

Our key strengths and expertise

✓ We combine extensive leadership development expertise with practical experience of what really works when it comes to workforce planning and transformation. We have worked with leaders across health and social care to develop the shared values, culture and behaviours required for true partnership working and system transformation.

✓ We are part of the NHS family and work with a large number of health and care organisations across England. In addition to our in-house delivery, we also bring leading expertise from a range of specialist private sector partners.

Service benefits

Our workforce transformation, resilience and planning services will help you to:

- Visualise the whole system in one place, at one time - enabling co-operative resourcing to improve pathways spanning multiple organisations
- Ensure you have a correctly sized workforce, with the required skills and organised in the right way to deliver the best possible patient care
- Enhance workforce culture to deliver integration and efficiencies
- Promote staff recovery and support health and wellbeing
- Manage the transition of people across the system and support passporting
- Enable intelligence driven workforce decision making.

Home

Workforce resilience, planning and transformation

Delivering a learning and development programme for BLMK CCG

NHS Bedfordshire, Luton and Milton Keynes (BLMK) CCG wanted to ensure that a learning and development programme would continue to be available to staff to support them with the challenges of working as part of a new organisation and the impact of the COVID-19 response.

By designing a flexible learning and development programme to meet the current and emerging needs of BLMK CCG, we enabled a focus on team development and wellbeing which will support the organisation in planning and delivering integrated care for the local population.

The programme has been delivered through a mix of virtual workshops, team development sessions, coaching and staff engagement activities, which have been well attended and well received by participants.

Workforce planning to support acute reconfiguration

We supported a medium-sized acute provider to develop a workforce plan as part of a major restructuring exercise to reconfigure services.

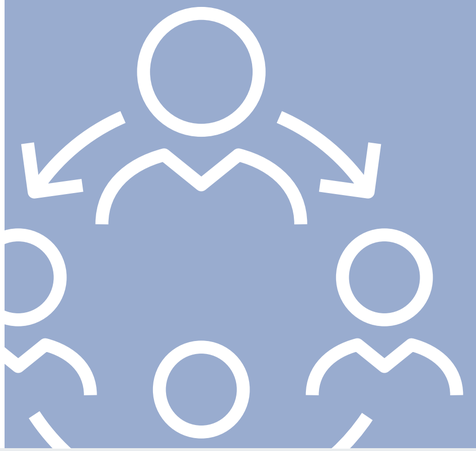
By working in collaboration with Calderdale and Huddersfield NHS Foundation Trust's finance and HR teams, we examined the current role and skill mix (both clinical and non-clinical), future needs and the required cost savings to deliver a structured plan for the reconfiguration full business case.

The workforce plan was delivered on time and has detailed a number of benefits of reconfiguration which centred on having an effective and engaged workforce. Outputs from the project provided creative solutions for maintaining quality of care, while reducing costs by approximately 20%.

> **"We needed to deliver a workforce plan to support a reconfiguration full business case within very tight timescales. The Arden & GEM team was able to quickly understand the challenges, establish productive working relationships and develop a pragmatic approach. Their input was invaluable."**
>
> **Director of Workforce and Organisational Development, Calderdale and Huddersfield NHS Foundation Trust**

At a glance

- Extensive experience of delivering workforce initiatives spanning **entire health system**
- Application of **behavioural science techniques** and leading organisational development tools
- Understanding of the **NHS operating environment** and need to balance development activities with day to day operational pressures.



Home

Business enabling services

We provide resilient, locally responsive, best practice support functions to an established customer base of over 70 NHS organisations that deliver standardised approaches and economies of scale.

Our comprehensive portfolio of products and services cover:

Procurement

Our multi award-winning procurement service completed over 200 non-clinical and 94 clinical procurements during 2021. Our 50+ procurement specialists provide end to end services including market assessment and management, procurement, transition, collaborative contracting, category management and spend analytics.

Data and analytics

Our 300 strong team of data and analytics experts support over 40 health and care organisations to improve care planning and health outcomes for their population. From data sourcing to bespoke application development to advanced analytics, our solutions are accessible, trusted and valued.

IT

Highly skilled IT team already support over 25,000 users. We offer comprehensive services, from infrastructure and day-to-day IT support through to digital strategy development and bespoke systems to support clinical priorities.

HR

We deliver transactional HR support that is cost effective, flexible and responsive. Our HR Business Partners deliver strategic HR support drawing on experience and expertise spanning both the public and private sector.

IG

Accredited Information Governance and DPO services to support clients with compliance with common-law duty of confidence, information security, DSP Toolkit, Data Protection Act 2018 and Caldicott standards.

Finance

From day-to-day processing and statutory reporting to financial modelling, performance measurement and project accounting.

Provider Management

Delivering the insight required to ensure that contracts are delivered within activity plans, identify and understand variance and effectively manage opportunities and risks.

Service benefits

We offer three delivery models to meet your exact requirements:

- Transformational and advisory – for strategic and consultancy projects
- Business partnering – for blended matrix style working
- Transactional – for efficient day to day operations

Our business enabling services will help you to:

- Understand where your biggest operational inefficiencies lie
- Streamline processes to maximise time spent on value adding activities and ensure cost efficiencies
- Identify where you can generate savings by doing things once or at scale
- Resource projects with the correct expertise to deliver automation, AI and bespoke digital solutions to improve productivity.

Home

Business enabling services

Establishing urgent treatment centres in East Kent

When the four CCGs covering East Kent needed to procure urgent treatment centres to cover nine localities, Arden & GEM's procurement team was tasked with delivering a complex and innovative procurement programme that would bring together a range of organisations in collaborative arrangements.

Through close partnership working with the CCGs, extensive engagement with the market, and designing a responsive and transparent procurement strategy, providers have been successfully appointed in each locality. The five-year contract will ensure that local urgent treatment centres are able to relieve pressure on A&E services, while harnessing economies of scale, enabling patients to quickly and easily get the care they need.

Managing the Windows 10 rollout in Lincolnshire

With Microsoft's support for Windows 7 coming to an end at the beginning of 2020, the two provider trusts and CCG in Lincolnshire needed assistance to move more than 7,000 devices onto Windows 10.

Arden & GEM's IT service mobilised and delivered a programme of work underpinned by robust project management, regular and transparent communication, and adaptability to changing circumstances. As a result, the target number of devices was successfully updated within budget and within the revised timescales dictated by the coronavirus pandemic.

> **"With a challenging budget and QIPP target, we needed to quickly identify areas to increase cost control and improve productivity. The finance team at Arden & GEM was able to offer meaningful analysis and insight, as well as practical frameworks, to improve our understanding of pressure areas and test out initiatives with internal stakeholders. We are now in a position to make robust decisions underpinned by activity, cost and trend data."**
>
> **Transformation Director at Mansfield and Ashfield, and Newark and Sherwood CCGs**

INVESTORS IN PEOPLE™ We invest in people Silver

CIPS CORPORATE CERTIFICATION Standard Award Number: 0435 – Valid to: 11/2021

CYBER ESSENTIALS CERTIFIED PLUS

ISOQAR REGISTERED UKAS MANAGEMENT SYSTEMS 0026 Certificate Number 13096 ISO 9001

At a glance

- Providing IT support to **25,000** users
- Award-winning, **externally accredited** procurement, business intelligence, IT and communications teams
- Over **3,000 experienced professionals** delivering expertise, experience and innovation.
- In 2021 we delivered 324 procurements and managed a contract value of £1.3bn
- Delivery of the **Increasing Capacity Framework** and **Community Diagnostic Centres** procurement to the combined value of £20bn

Home

Communications, engagement and behavioural insights

Getting the basis of communication right is essential to maintain new behaviours as well as engaging key stakeholders in design, development and implementation stages to further sustain change.

We combine the skills of 100 industry leading professionals with market research and insight, knowledge of your local situation and national guidance to deliver an effective communications, engagement and behavioural insight service.

Our service enables effective patient communication and engagement strategies focused on improving population health, addressing inequalities, managing risks and reputation, deriving insight to inform improvement and delivering clear messages.

Our support includes:

- **Insight, engagement and consultation** - system-wide strategy development for participation, stakeholder mapping and management, service redesign engagement, involvement analysis and reporting plus an insight service
- **Communications, editorial and media** - strategy development and implementation, communication tools, communications audit, media monitoring, and media management
- **Campaigns, creative and digital** - brand evolution, websites and digital ecosystems, design and strategic campaigns
- **Equality, inclusion and human rights** - statutory duty and supporting initiatives to tackle health inequalities
- **Freedom of information** - send-to-end support for requests to maintain statutory compliance.

Our support also extends to general communication and engagement services and support on specific projects such as ICB transition, population profiling and policy harmonisation.

Our key strengths and expertise

✓ We combine our NHS, local authority and private sector experience across a range of operational and strategic services to provide capacity, capability and efficiency which can be mobilised at pace.

✓ Our work with stakeholders across multiple geographies and organisations enables us to share best practice, pool our resources and deliver a cost-effective, independent service.

✓ As a team, we are responsive to customer needs, anticipating your evolving and future requirements and continuously adapting our service model to meet these.

Service benefits

Our communications, engagement and behavioural insights services will help you to:

- Understand the experience of patients, public and staff to shape service improvement
- Be aware of the best communication tools to engage your audience
- Ensure all your information and communications are accessible by under-represented and hard to reach groups
- Develop a compelling and well-known brand for your service, system or organisation.

>

Home

Communications, engagement and behavioural insight

Raising awareness of modern slavery in the West Midlands

There are an estimated 13,000 people living in the UK as slaves. Birmingham alone has seen a 100% increase in recorded instances of modern slavery in the past year.

In order to raise awareness of the prevalence of modern slavery in the West Midlands, and the devastating effects it can have on health, we brought together key agencies and organisations (including the NHS, West Midlands Police, Birmingham City Council and the West Midlands Anti-Slavery Network) as part of a hard-hitting campaign. By designing a campaign that grabbed the public's attention, launched by a live performance in Birmingham City Centre, extensive media coverage was achieved reaching more than 3 million people and resulting in a 30% rise in contacts to the Modern Slavery Helpline.

This campaign was a silver winner at the CIPR Midlands PRide Awards.

Delivering fast-paced, complex engagement and consultation

Milton Keynes CCG needed to consult its patient population on multiple proposed service changes designed to reduce costs while maintaining high quality, efficient care.

The changes affected a variety of areas including some types of surgery, podiatry and hearing services as well as the supply of certain medicines. Tight timescales led the CCG to commission one engagement and consultation project to cover all the changes in one go. We developed and delivered a comprehensive engagement and consultation programme, incorporating essential face to face engagement as well as quantitative consultation. This approach gave the CCG robust findings on which to base its policy decisions.

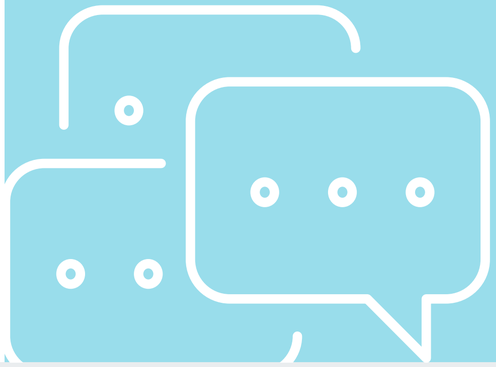
> **"The professionalism, expertise and people skills of the Arden & GEM engagement team helped to make the pre-consultation engagement and consultation process a success and provided a resource upon which the CCG could rely."**
>
> **Director of Programme Delivery at NHS Milton Keynes CCG**

At a glance

Award-winning **team of 100** experienced communications, engagement and marketing professionals with a deep understanding of the NHS

Our wide range of in-house specialists work seamlessly to develop **full-service solutions** tailored to your needs and objectives

Diverse portfolio of national and local NHS and government clients which enables strong strategic input, creative thinking and the sharing of best practice.



Home

Flexible resourcing

In a rapidly evolving healthcare landscape, having the right people, in the right role, at the right time presents a significant challenge for health systems and their component organisations.

A competitive jobs market, lengthy recruitment processes, COVID-19 pressures and a need for specialist expertise to deliver short-term projects have all created demand for flexible resourcing solutions that can provide the capacity and skills required to deliver against challenging objectives.

Our flexible resourcing solution is specifically designed for the NHS, working with systems and individual organisations to find and mobilise high quality resources and multidisciplinary teams quickly and efficiently. We support workforce resilience by providing talented people with the skills and experience required to deliver projects and opportunities spanning a wide range of NHS organisations.

Our support includes:

- **Experienced NHS practitioners** - access to a broad range of candidates with extensive NHS and public sector experience
- **Multidisciplinary teams** - provision of dedicated, high calibre, multidisciplinary teams tailored to meet your individual requirements
- **Rapid mobilisation** - mobilisation of resources at pace, focused on 'right first-time deployment' and inclusive of vetting, onboarding and administrative management.



Service benefits

Our flexible resourcing services provide:

- Workforce resilience for your organisation and the wider healthcare system
- An established process for managing urgent need for additional capacity
- Skilled resources to backfill roles where internal talent has been refocused
- Rapid access to short term candidates that have already been assessed and vetted.

Our key strengths and expertise

✓ We provide swift and efficient access to additional resource, supporting your workforce resilience and providing specialist expertise to meet your individual requirements.

✓ We are committed to training and developing our flexible resources to support achievement of their learning and development objectives. This commitment, coupled with providing a safe and inclusive environment for our people, ensures we maintain a high quality and sustainable resourcing service.

Home

Flexible resourcing

Supporting the national NHS Rightcare Programme

Arden & GEM delivered a team of experienced programme management specialists to work closely with the national NHS RightCare service. This flexible resource provided the expertise and capacity required to ensure the evolving programme had processes in place for effective governance, robust decision-making, appropriate engagement and accurate reporting.

By establishing a coordinated, responsive and pragmatic Programme Management Office (PMO), built around strong stakeholder relationships, we enabled the RightCare programme to be successfully rolled out and embedded across England, within both national and regional transformation initiatives. In addition to ensuring there were appropriate information flows within the programme, we also worked closely with the client, providing fortnightly highlight reports to ensure the national RightCare team was informed and aware of the PMO's activities and plans.

Providing capacity and capability to support delivery of the COVID-19 vaccination programme

Since August 2020, NHS Arden & GEM has worked with four of seven NHS England regions to provide flexible resourcing solutions that have played a vital role in supporting management of the COVID-19 vaccination programme.

Our challenge was to support regions to source and place the candidates required to fulfil the mobilisation and operational teams charged with the management of supply, storage and distribution of vaccines. This complex operation enables hospitals, GPs and community pharmacies to administer vaccines to patients safely and effectively.

We developed a dedicated infrastructure that has effectively sourced and placed over 100 skilled professionals, the majority on Agenda for Change terms – getting the right people, in the right place, at the right time and delivering best value for the NHS.

> **"The service provided all the benefits of an in-house team, with additional responsiveness, while helping to manage costs. The team was highly skilled, bringing a valuable level of expertise and experience, with a particular adeptness in stakeholder management."**
>
> **Programme Director at NHS RightCare**

At a glance

The Arden & GEM Bank provides **immediate access** to a large pool of temporary staff

Vast experience of successfully delivering specialist resources to run, or seamlessly support, **national and regional programmes** of work

Temporary resources offering a **broad range of skills** and expertise across all levels of seniority.



Home

Continuing healthcare (CHC) and funded care

Continuing healthcare (CHC) is a complex area of service delivery that requires robust management to ensure your provision is efficient and equitable for those with long-term complex health needs.

We help to empower patients, improve their experience and deliver personalised care through assessment, review and care planning with a focus on quality of care. We offer a flexible modular approach of solutions for each step of the full lifecycle of CHC and funded care pathways.

Our support includes:

- **CHC and funded care** - specialist expertise delivered across specific steps or end-to-end along the entire pathway
- **Clinical audit and review** - ensuring standards and procedures are adhered to, with patient outcomes the focus of each step of the pathway
- **Finance** - audits, CIP and QIPP and transactional (billing and invoicing)
- **Market development and procurement** - brokerage at scale and consolidating contracts to support the procurement and management of providers
- **Bespoke technology packages** - case management and dynamic purchasing systems
- **Data and analytics** - referral information type and source; waiting times, equality and inclusion; time to offer, time to placement, cost and frequency of changes in needs
- **Training and development** - for all staff involved in the CHC process.

Our key strengths and expertise

✓ As the largest provider of funded care services in the UK, we deliver services at scale, aligned to best practice and tailored to match all relevant frameworks and legislation. We provide specialist multidisciplinary expertise and work in close partnerships with local authorities and care providers.

✓ Our support provides easy access to additional specialist capacity (such as in liberty protection safeguards) and utilises market leading technology for purchasing and case management to enable efficiency. Access to large data sets enables invaluable benchmarking and analysis of trends.

Service benefits

Our Continuing Healthcare and funded care services will help you to:

- Ensure consistency in the provision of CHC and funded care to improve the patient experience
- Generate efficiencies and ensure standardisation in CHC and funded care to improve quality outcomes for patients
- Utilise data to inform service planning and budget setting for CHC and funded care delivery.

Home

Continuing healthcare (CHC) and funded care

Discharging patients during COVID-19

Despite caseloads increasing by 108% during the pandemic outbreak, our support enabled “time to place” to halve to an average of 3 days.

Automatic communication quickly collected data on bed availability and quality of care to show which providers could meet patients’ assessed needs and where it was safest to move patients to.

Technology was used to find open care home beds, with calls starting just 60 minutes after referral.

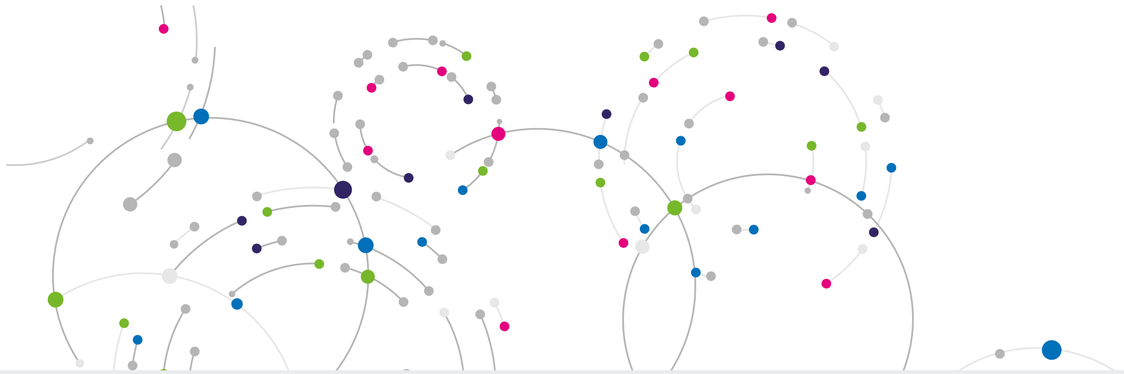
Dynamic purchasing system improves cost efficiency and quality of care

Our system solution replaced an expensive and time consuming brokerage process of care placements.

Each patient receives 5-7 offers and there are 70% more suppliers available, meaning patients benefit from more choice, quicker placement and better quality of care.

£380k was also saved on brokerage costs and the care package cost went down by 6%.

> **Your involvement has been highly valued in helping deliver the workforce recovery project during the pandemic. The team were able to deliver at pace, responding to our needs in a highly professional, creative and efficient manner. “**
>
> **Assistant Director of Nursing and Quality, NHS England and Improvement - Midlands**



At a glance

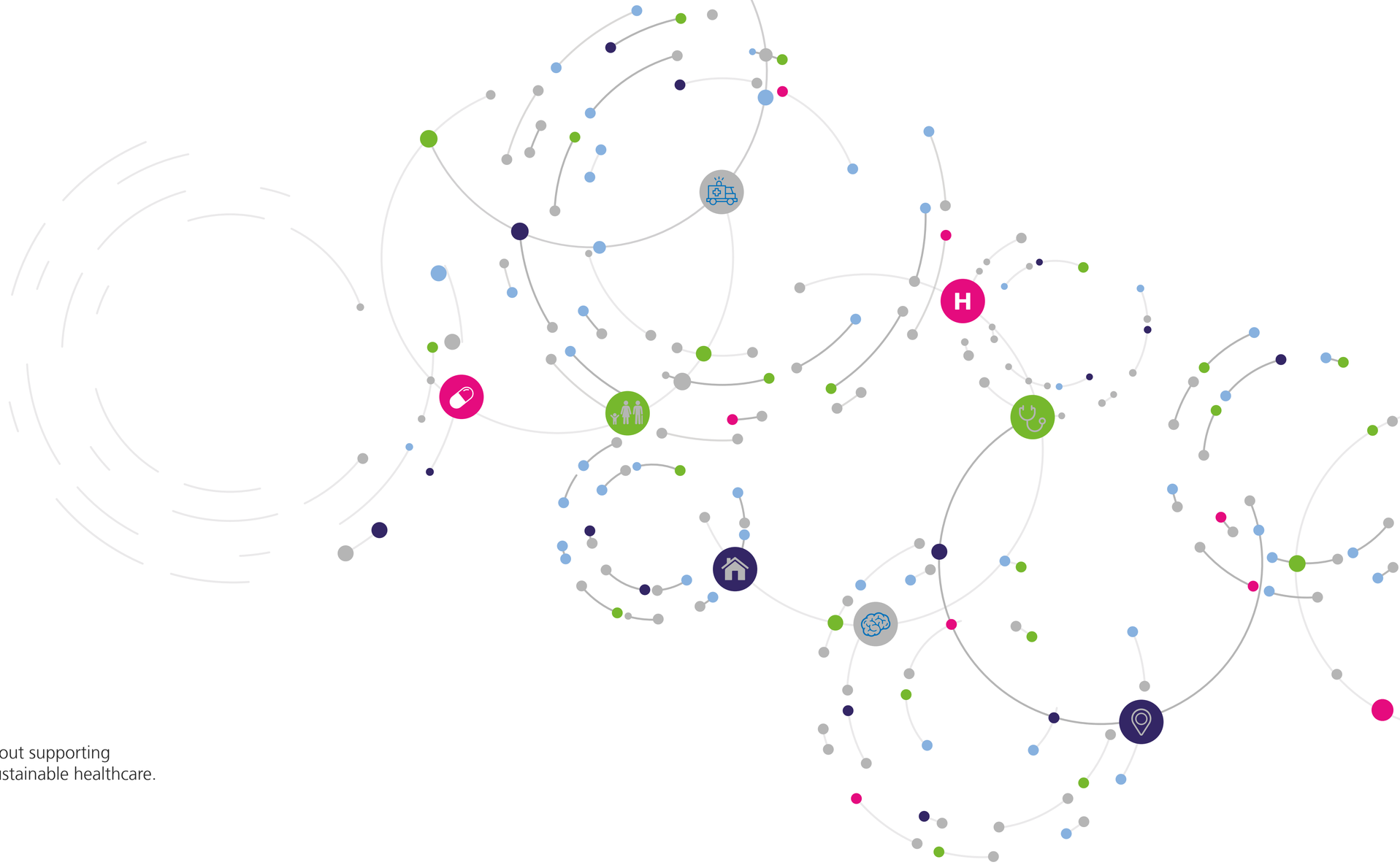
700 referrals and 360 new CHC placements handled per month

Reduced average payment time of jointly funded care from 376 to 30 days, avoiding annual debt arrears of £9.2million

CHC service award nomination for **partnership working** with local authority



Home



Contact Us

We would welcome the opportunity to talk with you about supporting delivery of your vision for high quality, integrated and sustainable healthcare.

Get in touch with us at:

www.ardengemcsu.nhs.uk

@ardengem

contact.ardengem@nhs.net

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