



# Integrated Planning Support

Completing and delivering  
effective planning for 2024/25



# National NHS objectives

## LTP AND TRANSFORMATION

### Workforce

- Improve retention and staff attendance through a systematic focus on all elements of the NHS People Promise

### Mental health

- Improve access to mental health support for children and young people in line with the national ambition for 345,000 additional individuals aged 0-25 accessing NHS funded services
- Increase the number of adults and older adults accessing IAPT treatment
- Achieve a 5% year on year increase in the number of adults and older adults supported by community mental health services
- Work towards eliminating inappropriate adult acute out of area placements
- Recover the dementia diagnosis rate to 66.7%
- Improve access to perinatal mental health services

### People with a learning disability and autistic people

- Ensure 75% of people aged over 14 on GP learning disability registers receive an annual health check and health action plan by March 2024
- Reduce reliance on inpatient care, while improving the quality of inpatient care, so that by March 2024 no more than 30 adults with a learning disability and/or who are autistic per million adults and no more than 12–15 under 18s with a learning disability and/or who are autistic per million under 18s are cared for in an inpatient unit

### Prevention and health inequalities

- Increase % of patients with hypertension treated to NICE guidance to 77% by March 2024
- Increase the % of patients aged between 25 and 84 years with a CVD risk score greater than 20 percent on lipid lowering therapies to 60%
- Continue to address health inequalities and deliver on the Core20PLUS5 approach

## RECOVERING CORE SERVICES AND IMPROVING PRODUCTIVITY

### Urgent and emergency care

- Improve A&E waiting times so that no less than 76% of patients are seen within 4 hours by March 2024 with further improvement in 2024/5
- Improve category 2 ambulance response times to an average of 30 minutes across 2023/24, with further improvement towards pre-pandemic levels in 2024/25
- Reduce adult general and acute (G&A) bed occupancy to 92% or below

### Community health services

- Consistently meet or exceed the 70% 2-hour urgent community response (UCR) standard
- Reduce unnecessary GP appointments and improve patient experience by streamlining direct access and setting up local pathways for direct referrals

### Primary care

- Make it easier for people to contact a GP practice, including by supporting general practice to ensure that everyone who needs an appointment with their GP practice gets one within two weeks and those who contact their practice urgently are assessed the same or next day according to clinical need
- Continue the trajectory to deliver 50 million more appointments in general practice by the end of March 2024
- Continue to recruit 26,000 ARRS roles by the end of March 2024
- Recover dental activity, improving units of dental activity (UDAs) towards pre-pandemic levels

### Cancer

- Continue to reduce the number of patients waiting over 62 days
- Meet the cancer faster diagnosis standard by March 2024 so that 75% of patients who have been urgently referred by their GP for suspected cancer are diagnosed or have cancer ruled out within 28 days
- Increase the % of cancers diagnosed at stages 1 and 2 in line with the 75% early diagnosis ambition by 2028

### Elective care

- Eliminate waits of over 65 weeks for elective care by March 2024 (except where patients choose to wait longer or in specific specialties)
- Deliver the system-specific activity target (agreed through the operational planning process)

### Diagnostics

- Increase the % of patients that receive a diagnostic test within six weeks in line with the March 2025 ambition of 95%
- Deliver diagnostic activity levels that support plans to address elective and cancer backlogs and the diagnostic waiting time ambition

### Maternity

- Make progress towards the national safety ambition to reduce stillbirth, neonatal mortality, maternal mortality, and serious intrapartum brain injury
- Increase fill rates against funded establishment for maternity staff

### Use of resources

- Deliver a balanced net system financial position for 2023/24

# National priorities and objectives for the NHS continue to focus on recovering core service delivery and maximising productivity.

National planning guidance for 2024/25 is expected to build upon key requirements from the past 12 months including maintaining an increase in urgent and emergency care capacity, increasing diagnostic and elective activity, and improving primary care access for patients. Ensuring alignment across these areas, to meet performance expectations, needs an integrated approach to planning that brings together strategic vision with operational reality.

At NHS Arden & GEM, we have established the Integrated Resource Planning Network to deliver this approach. By combining the Network with our wider multidisciplinary team of experts, we offer a support package that includes integrated business planning – across finance, workforce, capacity and results – and an ability to deliver these plans on the ground.



## Our approach to integrated planning

We work in partnership with ICSs to deliver genuinely integrated planning for populations and pathways to the operational workforce and capacity level. This includes bringing together the ‘top down’ vision and priorities of the Integrated Care Strategy – informed by government mandate – with ‘bottom up’ operational business plans.

From completing initial planning returns to delivering on Joint Forward Plan objectives, our planning, intelligence, performance and productivity specialists will support you to manage and track the operational impact of executing your plans.

Integrated Care Strategy the what				
Vision	Objectives	Priorities	Transformation programme	Impact
Joint Forward Plan the how				
Place	Clinical pathway	Organisation / sector	Transformation priorities	Initiatives
Finance	Workforce	Capital	Performance	
Operational Integrated Business Plan the how, where and when by...				
Organisation	Department	Specialty	Programme	

# Our planning support offer

Our support offer is delivered across seven interconnecting areas to achieve key improvements for patients:



**Maintained increase in urgent and emergency care capacity**



**Increased diagnostic and elective activity**



**Improved primary care access**

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. Integrated planning enables high return on investment from resource management through business accountability and promotes transparency and decision making.



## OUR SUPPORT

**Integrated planning** aims to provide the right people with the tools and information to make the best decisions for the organisation - any time, every time.

**Direct links to data sources** including general ledger and ESR – with built in data validation to ensure one **single version of the truth**.

**Connected planning** ROI evidence is 10:1 with evidence of 200% ROI.

**Trusts and ICSs** can use a single central planning platform with the benefits of aligned planning processes, standard data model, rich **dashboards, models and KPIs**.



## HOW WE WILL WORK WITH YOU

**Key success factors to realise benefits for end users:**

- Use communities of practice to agree on a connected planning roadmap
- Rollout pilots using agile, co-build in joint teams and include the end-users
- Establish a Dev-Ops culture with a managed service and keep adding value
- Harvest lessons learnt and repeat the process for next modules and rollout the integrated planning solution to more organisations.



## SERVICE IMPACT

- Real time visibility, decision-driven, connected, optimised, executable and intelligent forecasts
- Agile collaboration with positive, purpose-built performance orchestration.



## USE CASE EXAMPLES

**Emergency Department Demand and Bed Capacity**  
Matching demand and capacity based on granular real-time operational data by acuity by hour of day. Exception-based visualisation and reporting capabilities. Assumption sets that drive calculations and allow for operational scenario planning.

**Annual Financial Planning, Analysis and Forecasting**  
Managing the annual budget and NHSE submissions through improved budget setting process. Granular, driver-based forecasting capabilities for staff costs leveraging HR employee data sources. Establish trust by increased auditability and accuracy.



Arden&GEM  
**Integrated Resource Planning Network**  
HELPING SYSTEMS TO IMPROVE VALUE

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An integrated approach to planning requires high quality, practical analysis to inform and assure targets, assumptions and impact.

NHS Arden & GEM has an experienced Business Intelligence department, including the Advanced Analytics Unit, that can support integrated planning approaches. From providing immediate analytical support to produce the necessary outputs for the 2024/25 planning round through to designing and undertaking segmentation and modelling to enable the transformation of care delivery, our 300 strong team of data and analytics experts is committed to supporting you in improving service planning and health outcomes.



## OUR SUPPORT

- Completion of NHS England activity and target planning template
- Co-ordination, collation and validation of ICB provider submissions
- Modelling of population change and service impact to inform target setting approaches
- Validation of target setting ambitions
- Alignment of activity workforce finance and outcome planning
- Modelling of impact of proposed service changes on 25/26 plans
- SUS/SLAM validation to produce contract baseline
- Building in of activity and finance assumptions to contract position
- Applying activity and finance projections to produce activity and financial positions to inform contract position
- Alignment of contract position with ICB activity and target plans
- Drafting of analytical narrative to support narrative plans.



## OUR CREDENTIALS

Winners at the **HSJ Awards** 2023 for data driven transformation  
 Winners at the **Health Tech Awards** 2022 and 2023 for digital solution development  
 Winners at the **Health Business Awards** 2019, 2020 and 2021 for use of patient data



## SERVICE IMPACT

- Provision of robust analysis to provide the evidence for the case for change, support appropriate targeting of resources and evaluate the impact of initiatives
- Offer niche, hard-to-recruit skills coupled with NHS knowledge, understanding and values



## HOW WE WILL WORK WITH YOU

We will work with you to define your specific requirements to develop a **specification of works** that is costed to meet these requirements. Regular delivery touchpoints will take place throughout the work.



## USE CASE EXAMPLES

Example projects include:  
 Work as part of a steering group with NHS England and Outcomes Based Healthcare to design a four-phase research and analysis programme [Modelling multimorbidity impact case study](#)

Design of an award-winning in-house segmentation model [SMITH segmentation case study](#)

Delivery of consultancy support to improve understanding of health inequalities across the Midlands and development of a monitoring tool [Health Inequalities case study](#)



**Arden & GEM**  
 Advanced Analytics Unit  
 SHAPING DECISIONS FROM DATA

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The national priorities set by NHS England are to recover core services and productivity while progressing delivery of the key ambitions of the NHS Long Term Plan and continuing to transform the NHS for the future.

Therefore, the priorities across ICSs are to enforce a substantial drive to maximise opportunities by reducing waste and improving the quality of services, to become more efficient with leaner processes and more sustainable methodologies.



## OUR SUPPORT

Arden & GEM CSU has dedicated expert teams that can provide full diagnostic analysis, align complex datasets and collect information to enable decision making which improves the quality of healthcare being delivered across ICSs.

Working with clinicians and managers across systems to understand the metrics of quality and productivity within their health services with the use of national and local benchmarking sources, where required, to identify areas of opportunity.

Our support includes:

- System-wide reviews detailing areas of service opportunity and outlying pathways to enable a focus on key areas of opportunity as part of a targeted approach
- Building on baseline data, deep insights across services to support service transformation and best practice using our expert clinical and leadership teams
- Enabling collaborative working across all system partners to deliver service transformation for improved patient outcomes and increased efficiencies
- Embedding a culture of learning, across the entire system, to find value in its data for improvement and transformation.



## OUR CREDENTIALS

Our performance and productivity team consists of specialists from both public and private sector healthcare provider and commissioner organisations. They have significant expertise in leading change and support systems to navigate and implement change programmes at pace and scale.



## SERVICE IMPACT

Benefits will be the identification of a number of transformation initiatives that can be led by ICBs or Trusts, with support to develop a focussed and prioritised plan for resourcing and implementation.



## HOW WE WILL WORK WITH YOU

**Discover:** Through the use of national benchmarking and local information gathered through focussed Key Lines of Enquiries (KLoEs).

**Design:** Workshops to process map in scope functions of opportunities leading to full options appraisals.



## USE CASE EXAMPLE

### Shropshire Community Health NHS Trust

From desktop reviews and investigations as well as stakeholder interviews, identifying [efficiency and cost improvement opportunities](#) in the following areas:

- cost reduction
- cost avoidance
- income generation
- service productivity improvement.

Various provider trusts have been supported in identifying and implementing governance and best practice to reduce agency spend.

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Delivering the Triple Aim duty of better health and wellbeing for everyone, better quality of health services for all individuals, and sustainability of resources requires innovation and transformational change.

Our ambition is to be the transformation delivery partner of choice for NHS and care organisations enabling delivery of prioritised initiatives specified within Strategic and Joint Forward Plans (JFPs), to meet the four core aims of Integrated Care Systems (ICSs) and key objectives for NHS provider collaboration.



## OUR SUPPORT

- A thorough understanding of your requirements: aligned to delivering NHS services within a complex and changing environment.
- Use of our proven change methodology '**Discover-Design-Deliver-Embed**' to implement your change programme with a clear workplan for delivery and **identified, trackable Return on Investment (ROI) measures** commensurate with the scale of the programme.
- **Discover:** Assess **where you are now, where you want to be** and how you can get there. Using NHS knowledge, networks, professional experience, insights and **clinical analytics and engagement** expertise. **Agree** evaluation metrics and '**what good looks like**'.
- **Design:** **Agree local priorities**, draw from a series of 'offers' to collaboratively build a bespoke change programme.
- **Deliver and Embed:** Deployment of skilled programme management and change practitioners that compliment your **capacity and capability** gaps and **workforce transformation** requirements. Establish an MDT supported by **technical skills and digital innovation**. Extensive NHS and non-NHS experience, insights and access to our broader service provision. Access to flexible resourcing including expert associates. Skills transition, tools, techniques, academy style development for customer teams to enable sustainable transformation. Provision of strategic oversight of the transformation portfolio with **robust programme management and embedded quality assurance (ISO9001 accredited)**.



## OUR CREDENTIALS

A track record of delivering **transformative value-adding change** with NHS customers across multiple programmes e.g.:

- Urgent and emergency care review
- Establishing new primary care led services in gynaecology
- Redesigning stroke services across an ICS footprint.



## SERVICE IMPACT

We deliver tangible sustainable outputs alongside skills transition, tools and templates to support ongoing transformation, including diagnostic reviews to identify opportunities for change, redesigned care pathways aligned to clear performance metrics, policy harmonisation, and system-wide support to embed the Triple Aim.



## HOW WE WILL WORK WITH YOU

We will work with you to understand your challenges and ambition and co-design an approach which addresses these. Rapid deployment of skilled practitioners will progress implementation, working closely with you to ensure delivery is on track and change is embedded.



## USE CASE EXAMPLE

### UCR Evaluation – Humber and North Yorkshire

We recently carried out a detailed [service evaluation across Humber and North Yorkshire](#). All seven provider services were reviewed in detail including: activity data, workforce, quality of reporting, services on offer, referral sources, target achievement through to DoS data and interventions available. The methodology included provider interviews, KLOE completion, intervention checklists, CSDS and DoS evaluation. The ambulance service and primary care were also consulted.

The findings were and a list of quick wins and key recommendations for both the ICB and each individual provider were highlighted. The care collaborative have provided very positive feedback.

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Successfully managing multiple portfolios, programmes and projects is key to ensuring the efficient and timely delivery of outputs and outcomes identified in system plans.

Arden & GEM empowers success through strategic stewardship and dynamic foresight to oversee and optimise a collection of projects, programmes, investments, assets, and/or resources to ensure progress, structure, management and delivery through demand flexibility at scale.



## OUR SUPPORT

Arden & GEM develops, implements and manages multiple portfolio, programme and project configurations, varying the structure according to need:

- **Directive** – we provide resources and support for projects, programmes and portfolios requiring high levels of control and structure.
- **Controlling** – we utilise templates and tools to provide organisations with structure, assurance/governance, risk and issue management, and insights into portfolio, programme and project performance.
- **Supportive** – we supply templates, information and training for teams to enable improvement and enhance the organisation's competitiveness.

To determine our approach, we undertake a **discovery** phase where we explore the current state, e.g., the type of portfolio, programme, project currently in place, the challenges, current progress, reporting systems, templates in use and governance frameworks.

Following the discovery phase, we **co-design** the most appropriate solution. This generally includes infrastructure, standardisation across forms and documents, suggestions on governance including reporting processes and templates. This would usually be through a PMO.

The approach is then **delivered** and **embedded** at the relevant organisational level, including Board. In the final stage, **sustain** (move to business as usual) we hand over to you, ensuring skill transition and access to tools and templates.



## OUR CREDENTIALS

Highly skilled in developing, implementing and managing multiple portfolio, programme and project configurations utilising a wide range of best practice approaches including use of multiple PMO configurations.



## SERVICE IMPACT

Effective and efficient portfolio, programme and project management ensures structure, directive, high levels of control, focus and key template design to ensure success.



## HOW WE WILL WORK WITH YOU

We align our approach to the specific challenges to be addressed to ensure delivery.



## USE CASE EXAMPLE

### Northamptonshire ICB Mobilisation / Lincolnshire ICB / North West Health Inequalities

Region-wide PMO implemented to manage delivery of multiple programmes and projects aligned with the mobilisation of a new customer.

Utilised standard approach to PMO implementation which looked at:

- Developing standard programme/project documentation
- Highlight templates, risks & issues
- Reporting flows
- Visual governance architecture
- Stakeholder engagement.

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The collective ambition for greater integration and better care means that strategic workforce management will be integral to organisations, systems and the wider public sector delivering the vision for 'one workforce'.

Leaders across the NHS have been set the task of delivering 10 outcome-based people functions from April 2022. Our strategic workforce management services can enable the delivery of this mandated responsibility as well as supporting the ongoing journey to integrated care. Workforce and pathway redesign is key to this



## OUR SUPPORT

### Workforce efficiency programmes:

Facilitating a baseline self-assessment of system-wide temporary staffing arrangements to support optimised staffing collaborations and improve workforce outcomes, including governance frameworks, procurement, workforce organisation and longer-term strategic workforce planning.

### Strategic workforce planning:

- **Workforce dashboards** – at an organisation, system, service or geographic level to deliver intelligence and interrogation that can drive future workforce decisions.
- **Understanding your data** - time series data to demonstrate trends that can improve the accuracy of future strategic workforce modelling
- **Six step strategic planning** –using the national model to ensure appropriate levels of staff are available to deliver efficient, safe, high-quality care to patients and service users.
- **Designing inhouse reporting system**, enabling health systems to plan and model a range of workforce strategies and scenarios to support delivery of their vision for integrated care.

### Workforce redesign:

We work with you to understand your future workforce needs, map out any gaps and develop a clear action plan to fill those gaps, not just at an organisational level but at a pathway level.



## OUR CREDENTIALS

We have a proven track record of supporting organisations and systems – including Trusts, Primary Care, Local Authority and Voluntary sector services – in workforce transformation, including the redesign of stroke workforces across 2 systems and supporting 15 systems to develop workforce plans for transforming care.



## SERVICE IMPACT

- Ensuring that the right workforce is in the right place to deliver care at the right time.
- Identification of workforce 'hotspots' reducing the need for temporary staffing.
- Redesigning services and pathways to deliver care closer to home. This enhances patient care by removing artificial barriers between organisations and sectors, reducing duplication, and enhancing communication and delivery.



## HOW WE WILL WORK WITH YOU

We will work with you to:

- support the redesign of patient pathways and services, focussing on workforce and integrating with the clinical specialist team to ensure that the skills and competencies of the staff are applicable to the service.
- design and agree a workforce planning process that fits with your requirements, including scope, timescales and key deliverables.



## USE CASE EXAMPLE

[Workforce planning for the Arden and Solihull Transforming Care Partnership](#)

Our workforce planning specialists and Solihull Transforming Care Partnership came together in response to providing a new community-based model of care, which would significantly improve outcomes for service users, reduce inpatient admissions and reduce length of stay in hospital.

This was achieved by working in collaboration with each programme partner with an agreed overarching objective of improving service integration. Together we developed a four-year workforce strategy which will ensure that a robust multi-agency workforce was in place to deliver the new community-based model of care. The strategy was complemented by a series of individual organisational workforce plans, with detailed interventions. This ensured providers to deliver appropriate packages of care within the community, working holistically to meet the bespoke needs of each service user. Individuals will benefit from greater independence and increased safety.

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For the past decade, the Social Value Act has given public authorities a legal responsibility to contribute to the social, environmental and economic sustainability of their communities, and society as a whole.

The need to adhere to recent legislative shifts in procurement, combined with the NHS's ambition to become the world's first net zero health system, has placed social value high on the list of 'must dos' for Integrated Care Systems.



## OUR SUPPORT

As part of the NHS family, Arden & GEM is committed to playing our part in achieving a fairer, better, greener public sector through pioneering the aims and principles of social value. We have established the Social Value Network to support systems in defining and delivering their social value ambitions through membership of a collaborative network with access to expertise, knowledge, tools and resources.

We are working to remove barriers to procurement, embedding social value into the heart of all projects. We are working to improve awareness of opportunities to information as well as ensuring budgets are sufficient to help achieve social value requirement and working together to help support and achieve social value outcomes.

We are working on finalising our offer to support all those in the relevant sectors so we can help to ensure and influence the VCFSE sector are embedded within the ICS and to help continue support local communities.

Through our conversations with over 90 health and care organisations, it has become increasingly apparent that while social value is moving higher up the agenda some support is needed to help guide organisations. This is why we have developed the Social Value Network, to provide bespoke support for organisations - public, private and voluntary; working collaboratively to develop your own social value approach.



## OUR CREDENTIALS

Arden & GEM works with over 90 health and social care organisations and has over 1,200 multidisciplinary staff providing support across a variety of service needs. We have established the Social Value Network – a collaborative, joined-up approach to delivering social value across the public sector.



## SERVICE IMPACT

Member organisations across C&M have committed to a series of principles and priorities, all of which have tangible short and long term benefits for the local community. The principles include paying the real living wage, purchasing and employing people locally in the first instance, and setting out and implementing a Net Zero plan by 2040.



## HOW WE WILL WORK WITH YOU

By forming a network, we can grow and share skills and experience within the NHS – and the wider public sector – which enables us to invest in our people, invest in our communities and invest in our planet.



## USE CASE EXAMPLE

Arden & GEM has developed a brand new award for the health sector, the Social Value Quality Mark health, in partnership with the Social Value Business.

[Embedding social value at scale](#)

We are supporting organisations across the country to determine what social value means to them and then helping them to achieve that vision. We can help you to determine what it means to you through becoming a part of our membership programme.



**Social Value Network**

FOR A FAIRER, BETTER, GREENER PUBLIC SECTOR

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# Why use Arden & GEM's integrated planning support?



## THE POWER OF EXPERIENCE

Our team comprises seasoned professionals with extensive expertise in all aspects of healthcare management.

Leveraging decades of collective experience, we bring a wealth of knowledge to the table, ensuring that your needs receive unparalleled insights and guidance.



## DATA-DRIVEN DECISION MAKING

In the age of information, data is the key to unlocking success.

By employing cutting-edge analytics and robust data management strategies, we look to empower organisations with real-time, actionable insights. Remove guesswork and replace with informed decision-making that drives better outcomes.



## TECHNOLOGY PLATFORM

We utilise a state-of-the-art planning technology platform.

It seamlessly integrates into your existing infrastructure, streamlining processes and fostering collaboration. From resource allocation to scheduling, our technology ensures that every aspect of your business is optimised for maximum efficiency and security.



## UNDERSTANDING PROCESSES

Our team works closely with you to grasp the intricacies of your unique workflows.

This in-depth understanding allows us to tailor our solutions to fit seamlessly into your existing governance routes, minimising disruptions and maximising the positive impact on your business.

We would welcome the opportunity to discuss how our integrated planning support can help your organisation to complete the 2024/25 planning return and successfully deliver change initiatives to recover core services and maximise productivity.

### Get in touch with us at:

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