



Supporting Primary Care

Your partners in the delivery of efficient and effective primary care



The increasing pressure on Primary Care services is well documented. Growing patient demand, multimorbidity and complex needs, workload and workforce pressures, complex administrative and technological burdens and financial constraints are all common challenges faced by General Practice, Dentistry, Optometry and Pharmacy.

Arden & GEM is an NHS organisation that supports a wide range of local, regional and national NHS clients. Our specialist Primary Care Team comprises a wealth of experience and expertise across the primary care agenda. We work with primary care organisations to support greater understanding the PCN DES, enabling maximisation of Impact and Investment Funding, Quality Outcomes Framework funding and Additional Roles funding.

We work collaboratively to understand your individual challenges and deliver multidisciplinary solutions that draw on specialist expertise spanning digital/IT, business intelligence/analytics, population health, workforce planning, organisational development, leadership coaching, financial management, procurement, contract management and governance.

We work with clients in a spirit of co-production and facilitation, offering insights, support, and assistance, recognising that every client's needs are bespoke to their own individual operation and population. As an integral part of the NHS family for over a decade, we work as your system partners to provide support without the overheads associated with the commercial sector and that put patients and value for money at the heart of everything we do.

Our offer



REVIEWING YOUR NEEDS

We utilise all available data sources to deliver diagnostics that empower primary care organisations to improve efficiency and effectiveness.

Our reviews typically encompass staffing, organisational processes, IT systems, finance flows and digital technologies set against local and national requirements.

This comprises a rapid fact-finding phase through engagement, encompassing staffing levels and structure, the ARRS model for staff utilisation, organisational design and culture and the health and wellbeing of staff.

It also includes system reviews encompassing SystemOne, EMIS Web, Ardens, Ardens Manager, GP TeamNet, Eclipse, Population Health Management databases and telephony systems.

All reviews conclude with detailed reporting that includes recommendations for improvements and associated efficiency savings.



DELIVERING CHANGE WITH YOU

In consultation with the Practice(s), PCN(s) or ICB we can then tailor and prioritise offers of support to best meet local needs as identified through the diagnostic phase.

We can draw upon expertise spanning our comprehensive service portfolio to build multidisciplinary teams that meet your exact requirements – from specialist capacity or capability to dovetail with inhouse resources through to end-to-end solutions.

Supporting Primary Care's biggest challenges

We have strong relationships with NHS England and are closely connected with all aspects of the policy agenda. We fully understand challenges facing practices, PCNs, ICSs and ICPs and have shaped our offer to support planning and management of increasing demand in the face of capacity challenges.

Our service offer falls into four key areas with underpinning support:



- ✓ Identifying the scope for efficiency and savings/enhanced income
- ✓ Maximising the use of your workforce
- ✓ Helping you get the best from your IT systems Supporting



- ✓ Reviewing your workforce deployment to maximise efficiency/practice income
- ✓ Supporting improvements in access
- ✓ Working across Networks to make best use of resources
- ✓ Reviewing the scope of current systems



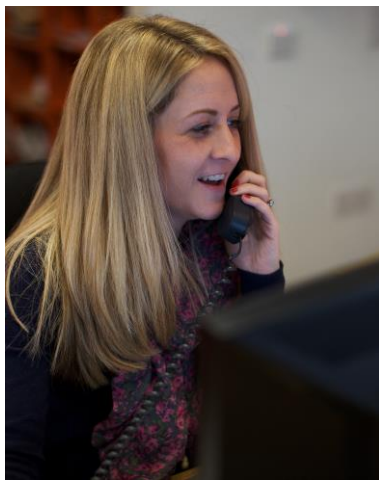
- ✓ Supporting your Primary Care capacity
- ✓ Advising on how Primary Care collaboration can be central to Place-based working
- ✓ Identifying the scope and means for tackling unwarranted variations in access



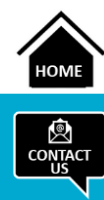
- ✓ Reviewing the efficient use of workforce
- ✓ Identifying the scope and means for tackling unwarranted variations in access
- ✓ Supporting delivery of the anticipated Dental Recovery Plan

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Support for GP Practices



We support individual GP Practices to meet national requirements, find solutions to their individual challenges and deliver against their business objectives. Our support includes:

- A review of IT systems (incl. telephony) and their use, potential and fitness for purpose in the light of current national requirements, generating insights for improvements – including the use of digital technologies and the automation of processes to ease staffing pressures. This can extend to a review as to what data can be generated and how it can be used to best effect.
- A review of workforce deployment, identifying opportunities for greater efficiency / productivity.
- Facilitated support to practice self-assessment under the national General Practice Improvement Programme (GPIP).
- Practice-specific team development, providing an external expert assessment of team dynamics and opportunities for change.
- Joint application of Arden & GEM's leading-edge analytics programme, ATHENA, enabling review of the practice's impact on population health, providing insights to inform practice activities and focus. [Find out more here.](#)
- An assessment of current website use and value, integral to a review of means of enhancing patient engagement and assessing patient satisfaction.
- The review and enhancement of links between local general practices and Community Pharmacy Clinical Services (CPCS), reflecting our experience of effective arrangements.
- Provision of wellbeing advice and support to practice staff.



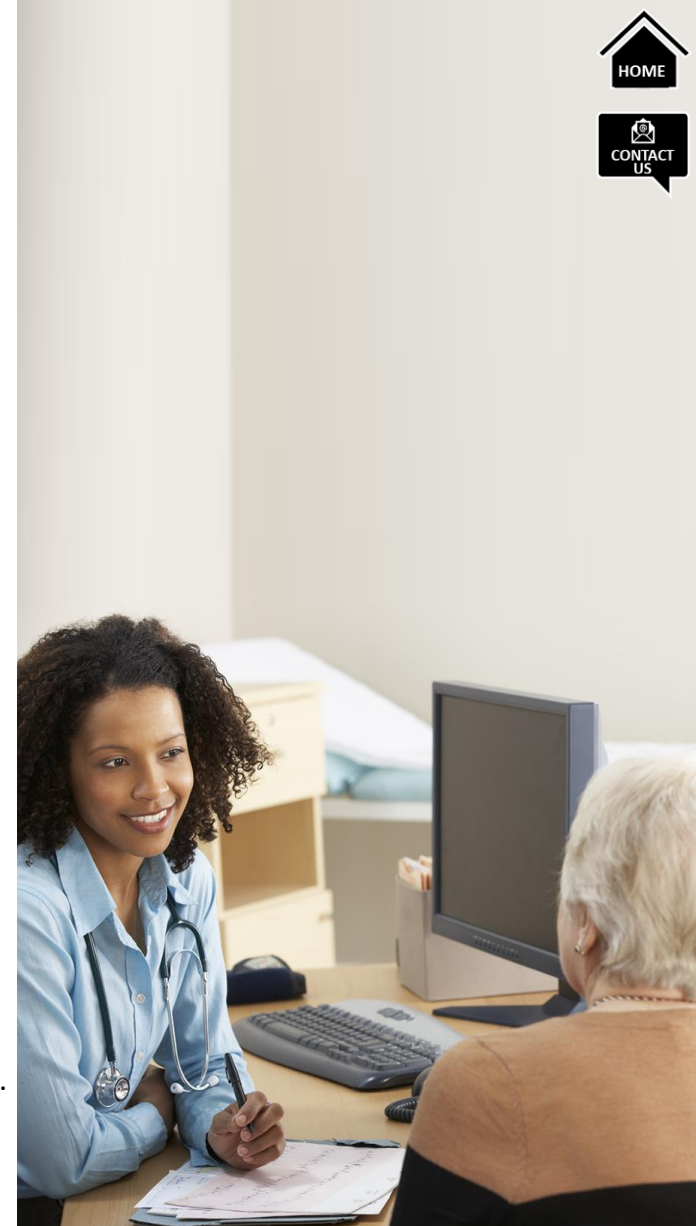
We have provided organisational development support for practices and PCNs in the Black Country to support their development and enable their fitness for purpose in the context of changing demands and expectations.

Support for PCNs and GP Federations



Our services can support the effective delivery of primary care across multiple organisations within a Primary Care Network or GP Federation. Our support includes:

- A review of IT (incl. telephony) systems across the PCN(s), their use and fitness for purpose in the light of national requirements, generating insights for improvement. These can include means of enhancing staff and patient satisfaction and the efficiency of General Practice through digital applications incl. process automation.
- Assessment of how data generated can inform prioritisation and population health management.
- Information Governance and Data Protection services (including outsourced DPO).
- A review of workforce deployment, identifying opportunities for greater efficiency/productivity.
- Support with the implementation and measurement of capacity and demand plans and an assessment of current compliance against trajectories.
- PCN Team Development
- Joint application of Arden & GEM's leading-edge analytics programme, Athena, enabling review of the PCN's impact on population health. [Find out more here.](#)
- Enablement of discussion with GP Federations and/or between PCNs to support networking and development, identifying efficiency opportunities, enable joint delivery and shape the local Place-based agenda.
- A review of the effectiveness and efficiency of insourced and outsourced functions (e.g., Physiotherapy, Contract Management, Medicines Management support).
- An audit of current enhanced services delivery, with recommendations.
- A review of website functionality and effectiveness, incl. patient engagement and access to records.
- With direct access to primary care data sets, we can work with you to identify means and priorities for reducing health inequalities.



We have worked in Derbyshire to review IT and telephony systems. This highlighted unwarranted variation across practices in their understanding and use of systems and identifying scope for improvement in ways which enhance practice/PCN productivity staff and patient experience



In Cornwall, we have worked closely with Capsticks and the Clinical Director for the national Primary Care Home project to enable the establishment of PCNs and the development of primary care strategy.



Support for Integrated Care Systems

We also supply primary care support at a macro level for both ICSs and ICPs. Our support can help you to deliver your objectives and vision for best in class, sustainable primary care services. Services include:

- Support to ICB Primary Care Team capacity, whether through temporary skilled staffing or analytical insight using Athena. [Find out more here.](#)
- Support to the design and development of Place and Neighbourhood-based service integration.
- Identification of scope and priorities for reducing health inequalities through General Practice/Place-based actions.
- Specialist Information Governance and Data Protection Services (inc. nominated Data Protection Officer) for Integrated Care Boards, General Practice and Primary Care Networks. Keeping you safe, compliant and enabling the effective use of data in delivering improvements to patient care.



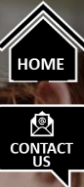
Working on behalf of NHS England, we have worked to embed senior procurement expertise to enhance capacity and capability in the delivery of a range of national primary care projects.

Support for Dentistry, Optometry and Pharmacy



We also offer specialist capabilities and capacity specially designed to support Dentistry, Optometry and Pharmacy.

- We can extend all of our services and approaches in support of providers and/or commissioners of NHS Dentistry, Optometry and Pharmacy.
- This may take the form of a broader Place or Neighbourhood-wide assessment of Primary Care capacity and demand or specific support to one of the professions or providers. We are aware of the particular current focus on enhancing access to (and the scope of) Community Pharmacy, whilst the public concerns over access to NHS Dentistry are well understood. A national Dental Recovery Plan is forthcoming, which is likely to focus on capacity and demand across systems, and we are well placed to support responses to such.
- Joint application of Arden & GEM's leading-edge analytics programme, Athena, enabling review of service impact on population health as well as providing insights to inform activities and focus. [Find out more here.](#)



We have supported the delegation of commissioning of Dental, Ophthalmic and Pharmacy services in the Midlands that enabled all deadlines, expectations, and governance requirements to be met.

Data, Analytics and Population Health Support



Our state-of-the-art Athena system accesses a wide range of data sources and delivers unrivalled intelligence. This supports our primary care partners to deliver efficiency by understanding the needs of their population through analysis, forecasting and predictive modelling.

Your local patient information is combined with national and regional data sets, validated, and entered into our cutting-edge analytical software. This data linkage, with full Information Governance adherence, provides patient level data in order to understand patient journeys, inequalities, and the impact of the wider determinants of health and generate analytics and reporting.

This can enable a PCN, for example, to prioritise Primary Care Recovery Plan actions, providing information on current and future local patient needs. This can enable targeted intervention at practice and patient levels, for example identifying patients in the pre-diabetes stage and referring to a health coach that can prevent escalation to full type 2 diabetes. This is just one example of a patient and practice level focus delivered by Population Health Management.



We supported PCNs in Derbyshire via the deployment of specialist digital support into Practices that enabled ARRS monies to be used for a full assessment of digital potentiality and application.



Meet our specialist primary care team



Jim Heys

Jim has been a strategic Director with over 40 years' experience at national, regional and system level. A national award winner for his work on quality improvement, he has a clinical background and considerable experience of delivering primary care improvement and leading consultation on major service change.



Ian Razzell

Ian gained extensive experience in the military, where he held roles including Chief of Staff for national engagement and mobilisation of clinical staff for operational delivery, Director for international elective rehabilitation and Director for a number of disaster planning and recovery projects. He has also worked as a Director of Information Governance and Data Management, Governance lead for a major maternity care review and Chairman of the East Leicestershire and Rutland GP Federation. He brings diverse sector knowledge spanning health, social care, defence, information governance and digital communications.



Dr Mayur Lakhani

Mayur is a practising GP Principal Partner in Leicestershire, where he has been in the same practice for 32 years. He is also clinical lead for a 2-week Cancer exclusion pathway at University Hospital of Leicester NHS Trust and serves on the local Cancer Board. He is a Board member and Chair of the Clinical Executive of NNS LLR (Leicester, Leicestershire, and Rutland ICB). He is a former Chair and President of the RCGP where he launched a dynamic President's Listening Campaign to increase engagement and give a voice to under-represented GPs and currently Chairs the Faculty of Medical Leadership and Management (FMLM). The principal author of 'The future direction of general practice: a roadmap', he has also served as Chair of the National Council for Palliative Care, has been a strong advocate and influencer for black GPs and was recently knighted for his services to healthcare.



Chris Lyon

Chris trained spent the first part of his 40 year NHS career in a variety of nursing roles. Following his move into management, he ran a variety of services ranging from community hospitals to sub-regional elective orthopaedic units. In 2017 he joined Leicestershire CCG as an urgent care commissioner, with an additional remit in neighbourhood-based working, bringing together his skills in locality-based commissioning with collaborative working to enhance population health. He moved fully into the primary care environment in 2020 to manage two Primary Care Networks covering c110,000 patients. Both PCNs are innovative in care delivery, collaborative working and clinical research.



Iain Stewart

Iain brings a broad range of primary care expertise and system level working. He has held a number of high profile roles within the Scottish health system including Chief Executive at NHS Highland and Chief Executive Office at NHS Orkney. Iain played a pivotal role as Gold Commander during the COVID-19 response phase and demonstrated a commitment to listening and putting staff at the heart of all operational delivery.



Service benefits

Our Primary Care solutions are made by the NHS, specifically for the health and care sector and can help you to:

- ✓ Build greater resilience within primary care
- ✓ Deliver better integration with community and secondary care and other system partners
- ✓ Identify and understand any gaps and actions required to ensure compliance with legal, regulatory and national requirements
- ✓ Leverage opportunities to deliver efficiencies through economies of scale
- ✓ Develop a better understanding of the needs of your population
- ✓ Access the capabilities and capacity required to improve your operation and to develop new services.

We would welcome the opportunity to discuss how our primary care services can support your organisation to achieve the Triple Aim duty of improved population health, increased quality of care and more sustainable use of resources.

Get in touch with us at:

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 [@ardengem](https://twitter.com/ardengem)

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