

# COVID-19 VDP Clinical Measurement

## The Challenge

COVID-19 has been the single most challenging public health emergency in the history of the NHS. The challenge was unprecedented - to design, procure, deliver, and manage a national public health vaccination programme requiring cross-organisational working, the scale of which has never been seen in the history of the NHS.

## The Programme

IHS was commissioned to provide professional consultancy services and strategic leadership support for the end-to-end planning, delivery and administration of the COVID-19 vaccine deployment programme in England.

This involved working alongside key strategic partners including NHSEI, Department of Health and Social Care, Her Majesty's Treasury, Local Authorities, the military and CSUs.

Our team are some of the most experienced and longest standing members of the VDP Senior Leadership Team. This continued approach ensures that the programme continues to deliver against its targets in the following areas:

- i) **Finance Workstream** – To provide financial leadership and assurance to the programme Senior Responsible Officer and Senior Leadership Team
- ii) **Modelling Workstream** – To design, develop and build activity and cost models, monitoring models for uptake of vaccinations
- iii) **National Programme System Enablers** – Working as part of the national teams as system enablers, including clinical and data and operations for non-age based cohorts

## The Task

**Financial and Commercial** - Our finance team provide senior leadership and technical support to the VDP finance and commercial workstream, including strategic advice, support and assurance to the SRO and wider multi-disciplinary teams.

**Modelling and Information** - Our modelling and information team were commissioned to support the development and delivery of cost models for logistics, estates and workforce and design and delivery of performance packs for non-aged based cohorts including care homes, housebound, homeless, carers etc

**National System Enablers** – We were commissioned to set up and support the system enablers which included the regional interface between programme workstreams and regions. We created the guard rails for performance and the flex for reporting updates using real-time information. Our focus was to understand the KPIs and critical points of information essential to keep on track.

As the programme progressed, we were commissioned to bring leadership and oversight to the clinical and evaluation workstream; to oversee, coordinate and consolidate lessons learned, improvements and evaluation activities at a national level including:

- Providing insights and rapid learning to inform the VDP, supporting and influencing vaccine uptake for subsequent booster campaigns and strategic planning
- Capturing the evidence needed with regards to lessons learned for submission to the Covid public enquiry;
- Fostering stronger integration, sharing of information/insights and closer working with section 7a, flu and wider vax programmes.
- Delivery of the VDP evaluation report

## Outcomes – what we have achieved?

We are extremely proud of the roles we have played in this historical programme over the past 3 years. We have consistently met and delivered against key stretching and unprecedented targets and successfully delivered the following outcomes:-

- Delivery of 6 business cases totalling over £3bn, leading on negotiations/engagement with HMT
- 20/21, 21/22 and 22/23 year-end financial position
- Cost modelling, and adapting existing financial controls to support delivery
- Creating insight reports/analysis, including cost per dose/benchmarking
- Robust contract monitoring and commercial decision-making processes implemented
- SLT Performance monitoring reporting against daily vaccine uptake, stock position and operating sites allowing day-by-day adjustments and targeting of resource
- Operational delivery and performance managing the VDP to non-age-based cohorts, ensuring that vaccine uptake thresholds were delivered for the most vulnerable in society.
- Modelling Covid-related admissions by vaccination status, as well as statistics such as vaccine effectiveness across population groups to support ROI analysis, building business cases, and better targeting vaccination resources where the most hospitalisations could be prevented
- Developed a methodology to standardise vaccination statistics to account for demographic differences between areas.
- Interim VFM economic evaluation report and full economic evaluation report incorporating process evaluation and impact evaluation
- Captured the legacy: what happened and how the VDP responded to the pandemic – lessons learned including key themes and insights
- Developed a toolkit and approach to support rapid evaluations of interventions and activities (eg. Making Every Contact Count, Remote cytology etc);
- Established a shared learning platform for consolidating shared learning material to make it easy to find, quick to disseminate and convenient for users to access