

Improving equity in local communities: learning and approaches from anchor institutions

IHI June 2022



#IHlanchors

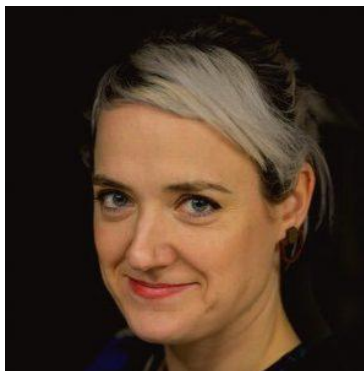
Hello!



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The three presenters have no relevant financial or relevant nonfinancial relationships to disclose.

Today's session

Together let's:

- ✓ Build our understanding of how 'anchor institutions' can impact population health and improve equity
- ✓ Reflect on the opportunities and challenges to drive equity in places and communities
- ✓ Inspire each other to take action through sharing examples that make a difference

We hope to achieve this through:

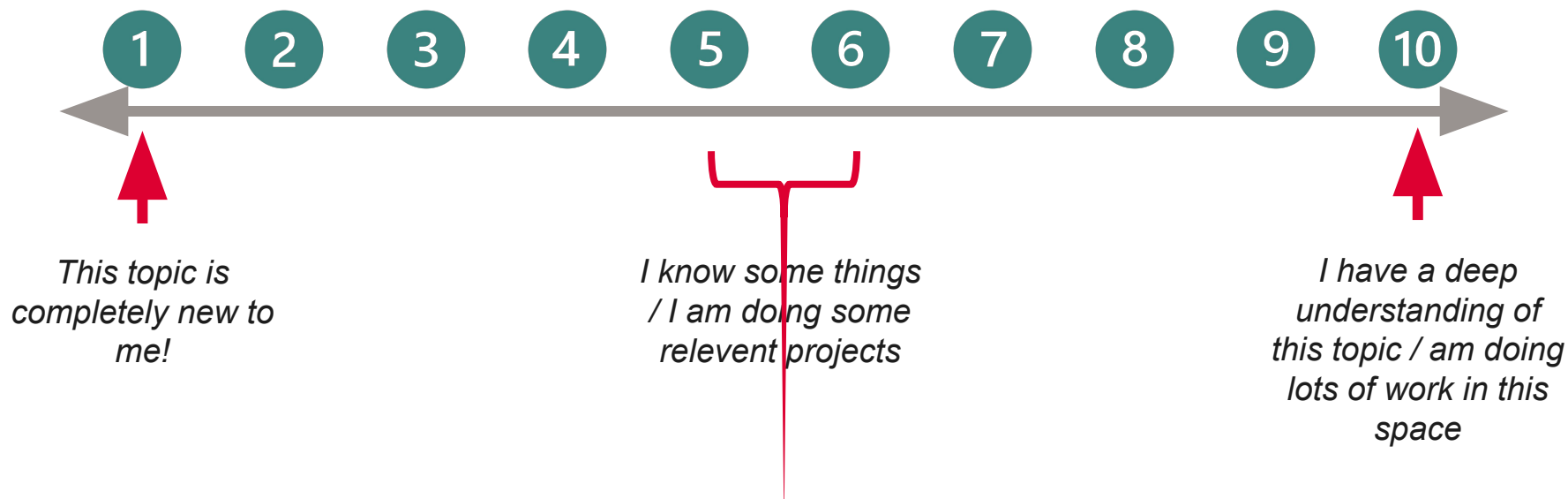
- ✓ **Activity:** let's connect!
- ✓ **Listen:** What does it mean to be an anchor institution?
- ✓ **Example:** Bringing anchors to life: Mid and South Essex NHS FT
- ✓ **Activity:** Where are you on your journey?
- ✓ **Listen:** Anchors and equity: what's the connection?
- ✓ **Example:** Anchors and equity in practice: Mid and South Essex and Imperial College Healthcare NHS Trust
- ✓ **Activity:** Opportunities for an equity lens on anchors
- ✓ **Activity:** Sharing practice and making connections
- ✓ **Questions and reflections:** final takeaways

Icebreaker!

Let's get to know each other

Getting to know each other

Which number are you?

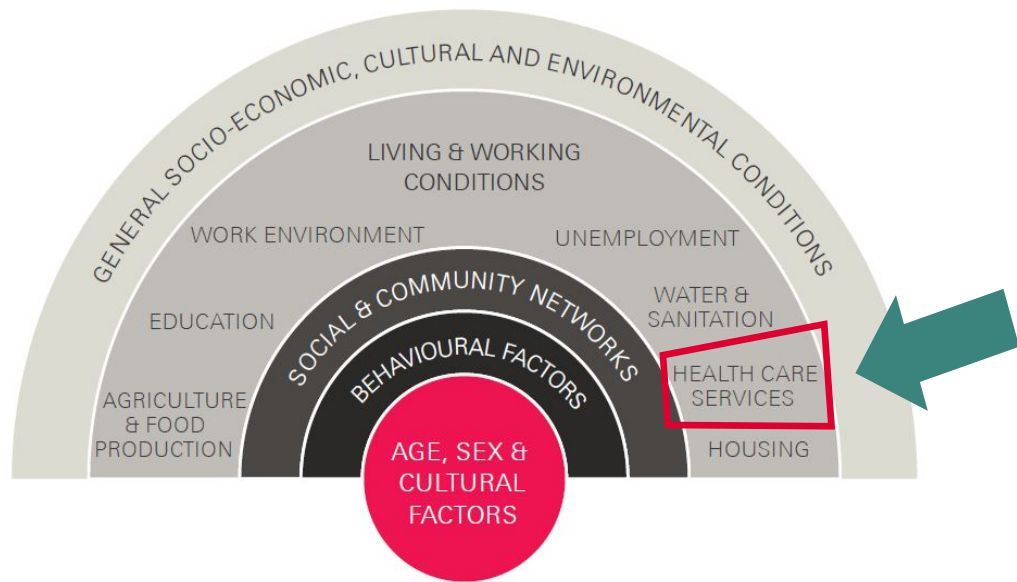


What is anchor institution?

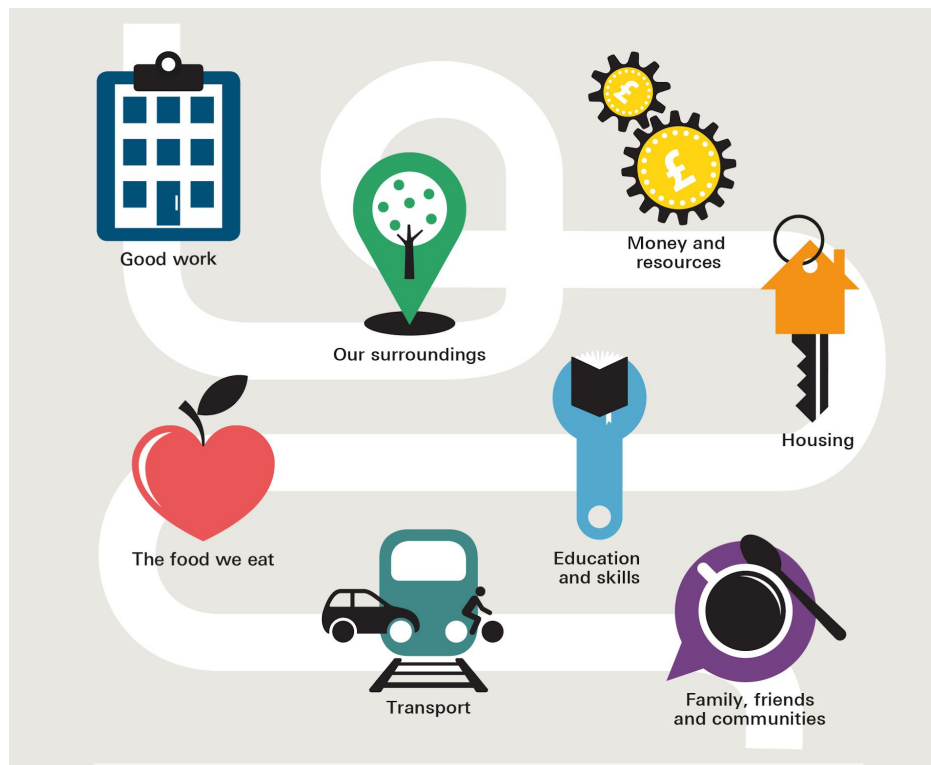
And how can anchor institutions impact population health?

The opportunity to improve health and wellbeing

- Formal health care accounts for an estimated **10-20% of what makes us healthy**
- If we are serious about improving health, we cannot ignore the role of health organisations and systems in promoting, improving and supporting a culture of health.



What makes us healthy?



What is an anchor institution?

*Anchor institutions are large, public sector organisations that are unlikely to relocate and have a significant stake in a geographical area – they are ‘**anchored**’ in their surrounding community.*

They have sizeable assets and are often the biggest employers and spenders in an area – and they can use this economic power to improve opportunities for the people in that place.



What makes health care organisations ‘anchor institutions’?



What does 'anchor practice' look like?

Employment opportunities for local people in disadvantaged groups

Developing unused estate into affordable housing

Purchasing goods and services locally

Paying a 'living wage' for employees

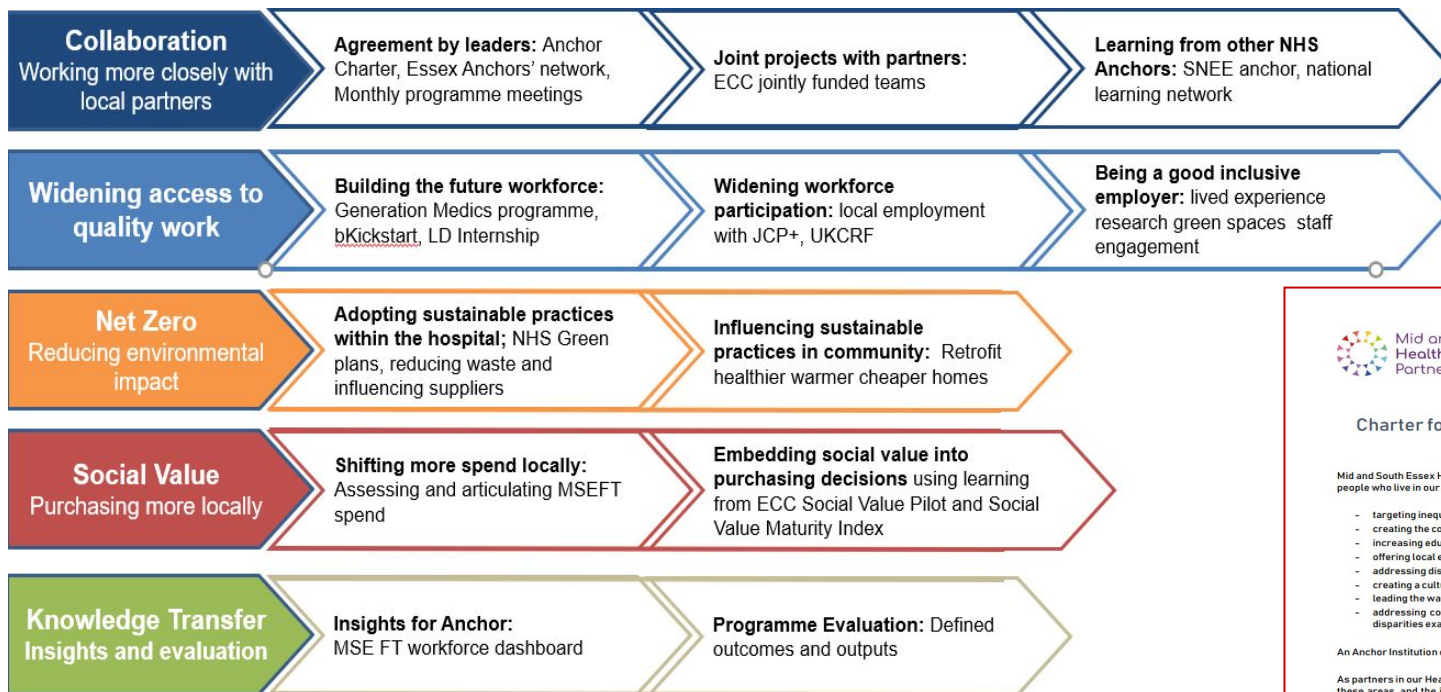
Open and green spaces to support local businesses

Engaging with local business to develop skills

Staff volunteering with the local community

Opening up non-clinical spaces to local charities and community groups

Anchor focus: Mid and South
Essex NHS Foundation Trust
(UK)



Charter for the Mid and South Essex Partnership of Anchor Institutions

Mid and South Essex Health and Care Partnership has huge potential to add social value to the 1.2m people who live in our area, through:

- targeting inequalities
- creating the conditions to attract local investment and economic growth
- increasing educational aspiration and attainment among children and adults
- offering local employment opportunities
- addressing discrimination in all its forms
- creating a culture of diversity and inclusion - ensuring equality of opportunity for all
- leading the way in supporting the health and wellbeing of our workforce and our residents
- addressing concerning trends such as lowering aspirations of young people, and health disparities exacerbated by COVID-19.

An Anchor Institution commits itself to this cause, acting with intent and drive towards this goal.

As partners in our Health and Care Partnership we recognize the key role that we have to influence these areas, and the impact this will have on the health and wellbeing of our local communities. Evidence³ has shown in the public sector we can make gains in considering our role in employment, education and life chances, procurement and estate, now and in the future through thinking about long-term impacts of our actions and sustainability.

We therefore sign below to recognize our commitment to consider, within our legal and regulatory limits, every opportunity to add social value through our decisions and actions as an organisation and as a Partnership. We will do this deliberately, and agree through this Charter to collaborate with partners to support our Anchor Institutions in this endeavour.

Our Anchor Partnership Principles

To work, an anchor needs a chain, and the Mid and South Essex Anchor Partnership will only succeed by having strong links and pulling together. We aim to build on existing relationships, engagement, intelligence and investment to deliver greater value and expand opportunity, leading to higher impact.

No single organisation can achieve as much on its own as an Anchor Institution as we can by drawing on, complementing and amplifying the strengths of each other. The Anchor Partnership will measure its success through the achievements of the partners below collectively against our shared goals.

Collaboration underpins progress

We asked our partner organisations which areas of the MSENHSFT Anchor Programme particularly interest them. **88% of respondents were interested in more than one area** of the programme. The most popular areas of interest were **Social Value (88%)** and **employment, disadvantage and inclusion (81%)**.

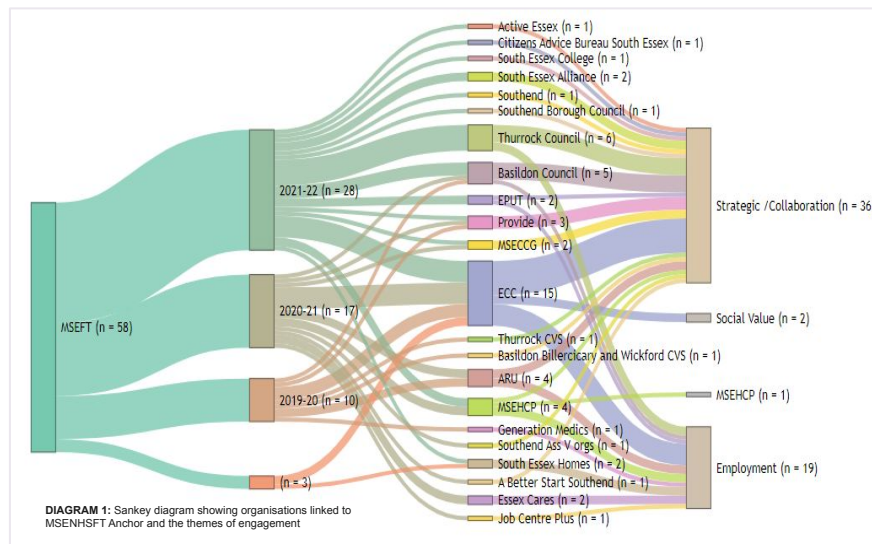
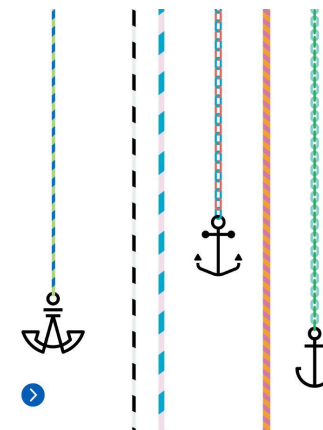
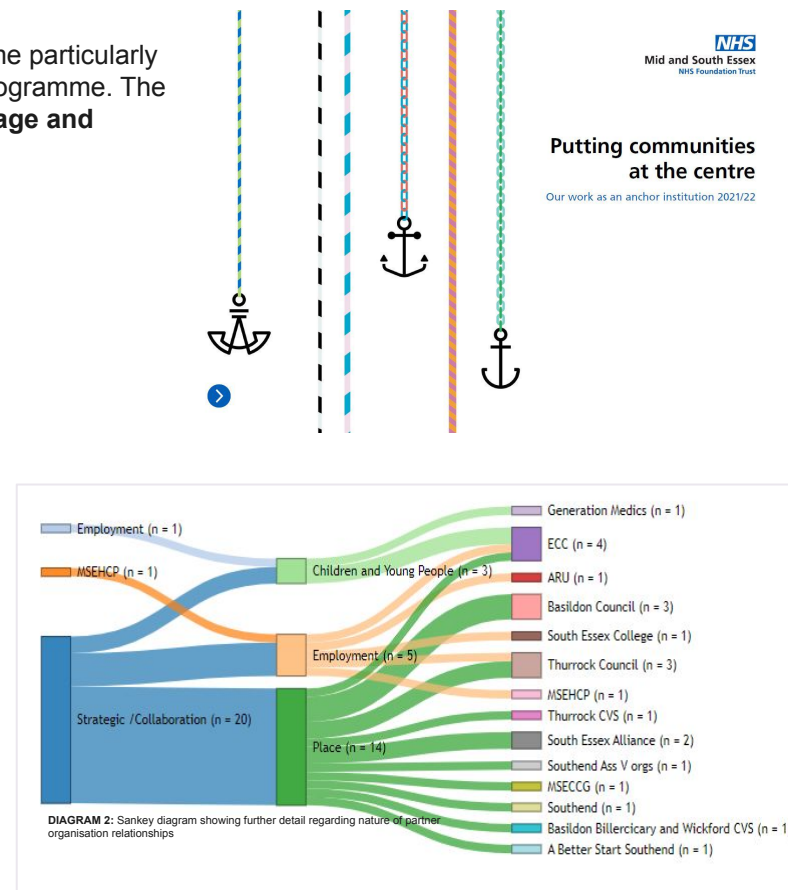


Diagram 2 shows where our strategic and collaborative partners sit, with majority of these organisational contacts interested in **Place**. We have developed some relationships to look at ways of **supporting children and young people** across our region, and others for improving employment.

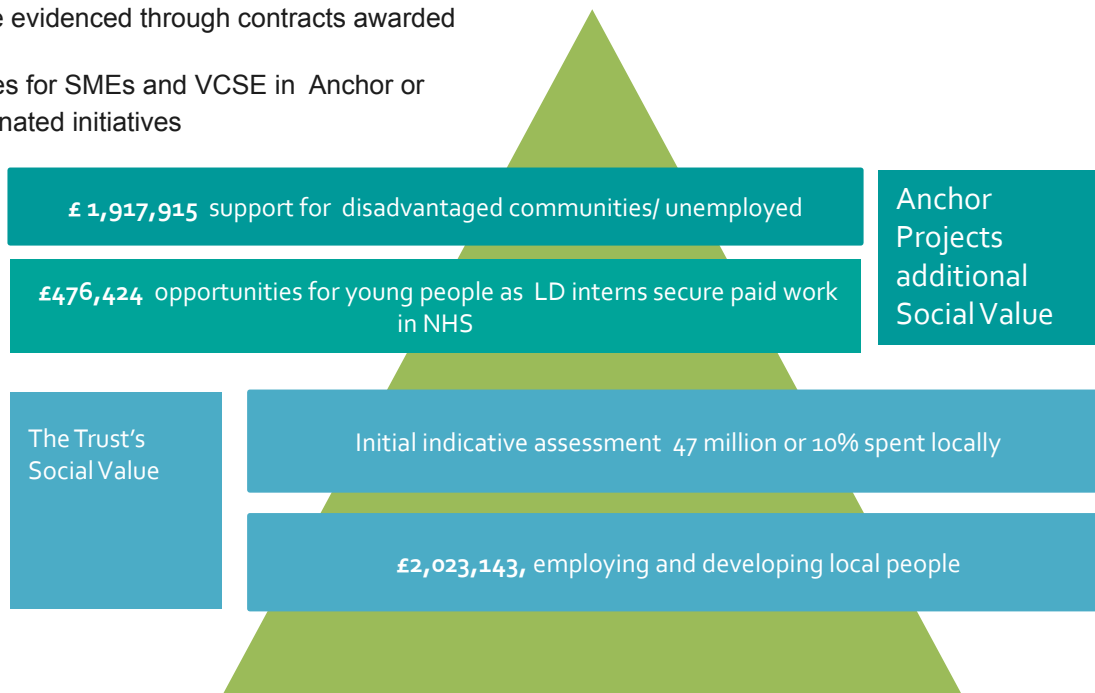


Putting communities
at the centre

Our work as an anchor institution 2021/22

Social Value : purchasing locally and supporting social & economic wellbeing

- * Increasing annual value of Social Value and that spent in local supply chains and as part of capital works
- * Social value evidenced through contracts awarded
- * Opportunities for SMEs and VCSE in Anchor or Trust coordinated initiatives



- * Social value refers to the wider financial and non-financial impacts of projects and programmes including the wellbeing of individuals and communities, social capital, and the environment
- * It is distinct from the core deliverables of a contract and is the additional value that can be created to benefit local communities
- * A recognised model (Essex County Council Social Value Framework) unemployment total is an aggregation of the proxy values and multipliers associated with local hiring, inclusive employment and availability of dedicated support

Activity!

Where are you on your anchor journey?

What are your 'show stopper' projects?

Show stopper
project



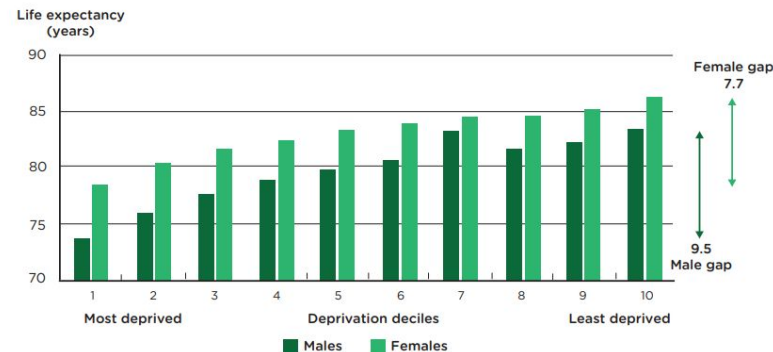
- ✓ Let's shine a light on the good work happening
- ✓ Add the project details and your name / Twitter handle
- ✓ The 'roving reporter' will collate the projects and share on social media

Anchor institutions and equity

David Ansell – what do we mean by equity?



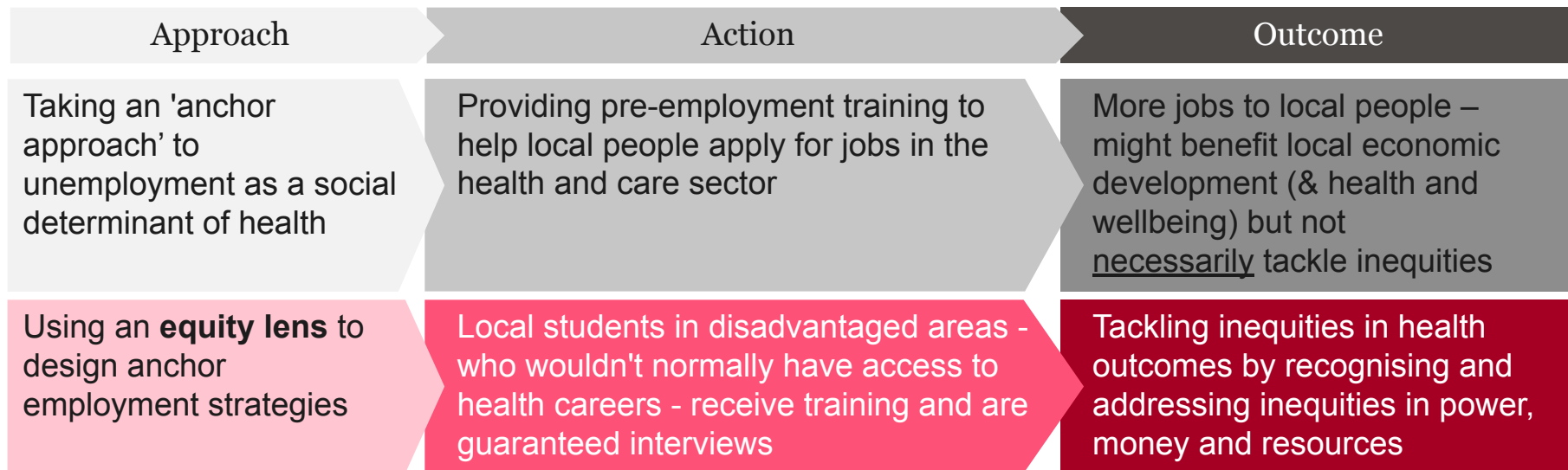
"We're adopting anchor strategies to tackle health inequalities"



Source: ONS, 2020 (23)

How can an equity lens be used in anchor strategies?

Example: Employment. 'Status quo' = employ whoever best meets your job specification



"narrative + data + action = change"

Tackling inequalities

Housing:

Sandwell and West Birmingham NHS Trust

"A Home, Job & Career for
Young People"

Providing housing on the
hospital site for young people
who were homeless or at risk
of homelessness, alongside
paid apprenticeships in the
hospital.



St
Basils
Make with young people
STRASILS.ORG.UK

Sandwell and West Birmingham Hospitals
University Hospitals Birmingham


Health Education West Midlands


Make with young people


Keepmoat


THE
LEARNING
WORKS

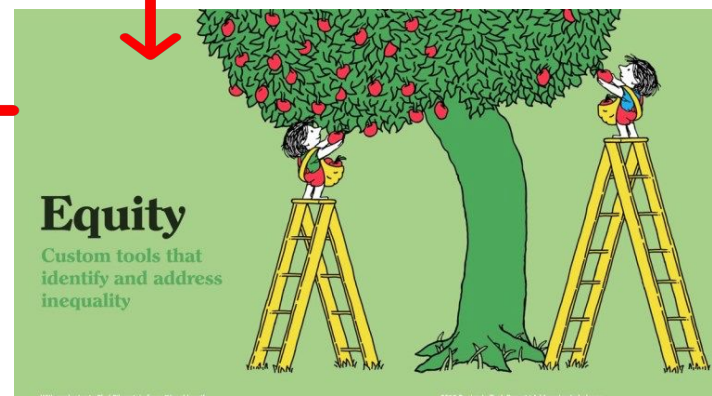
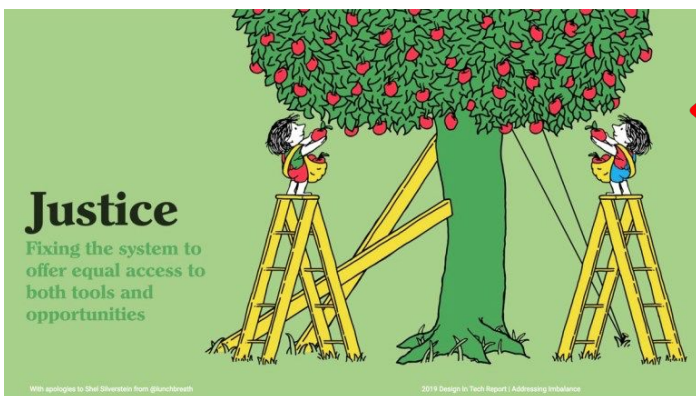
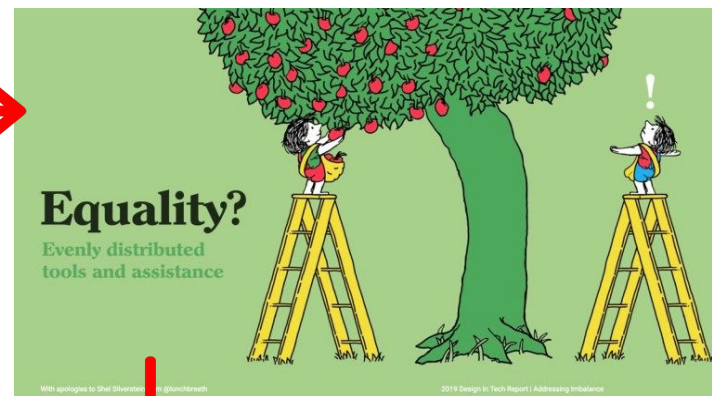
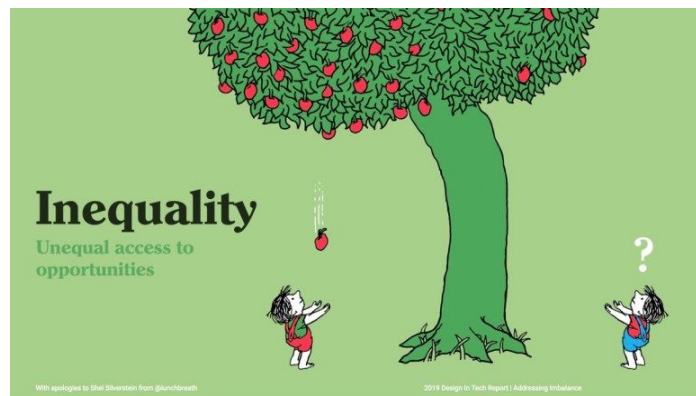
Fuel poverty:

University Hospitals of North Midlands and 'Beat the Cold'

- £345,000 raised
- 1,000 solar panels
- 2,300 hours theatre time
- 2,300 tonnes CO2 saved



Using an equity lens



Reflections on anchors and equity in practice

Learning from Essex and London

Mid and South Essex learning and looking forward

COLLABORATION

Develop ever deeper relationships so that Anchor principles and practice become how all local organisations deliver integrated care and support

- * Begin to evolve the programme so that its activities have a more direct read across to Health Inequalities
- * Ensure that it works with others to develop commonly understood metrics and intentional related activity
- * To ensure that it seeks out and develops local business partnerships that have innovation and enterprise at their heart.

SOCIAL VALUE

Improve procurement opportunities for local small and medium enterprises and voluntary, community and social enterprises to do business with MSENHSFT

- * Implementing the NHS guidance for mandating 10% Social Value into procurement
- * Working to ensure that NHS Social Value approach and the local TOMs-led Place priorities are aligned
- * Ensuring the MSENHSFT is able to evidence/articulate its contribution to the NHS priorities.

ACCESS TO QUALITY WORK (EMPLOYMENT)

Make sure the programme meets the objectives and outcomes of our Health Anchors Learning Network and UK Community Renewal Fund awards, to grow the work and reduce worklessness in mid and south Essex.

- * Enabling the ECC Family Friendly Charter more meaningful by putting practical support measures in place
- * Helping to ensure there are attractive and supported pre employment and employment programmes available that reach all
- * Supporting the development of our future workforce, the adoption and adaption of inclusive employment innovation and practice that embraces practical and cultural barriers.

INSIGHT & KNOWLEDGE TRANSFER (LEARNING)

The programme continue to share Anchor evidence and experience to support change and innovation

- * Encouraging others to make data driven decisions
- * Improving its metrics including definitions and presentations
- * Routinely embedding a So What and/ or an Outcomes led approach.

NET ZERO & THE SUSTAINABILITY AGENDA

Develop and act on an Anchor Ambition that sets out plans to reduce harmful impacts of climate change and contribute to the greening of mid and south Essex

- * Ensuring as Anchor that we consider how we can effectively encourage our partners to prioritise Net Zero and take this work forward
- * Helping to develop and profile a sustainable procurement strategy for the Trust and ensure its staff can engage, promote and develop their day-to-day net zero activity
- * Collaborating with local universities to explore sustainability initiatives.

Informed by lived experience

Figure 4: Main themes and subthemes (WP1)

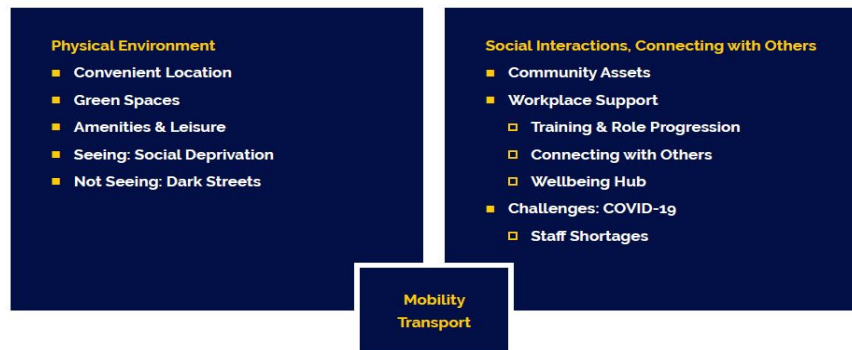
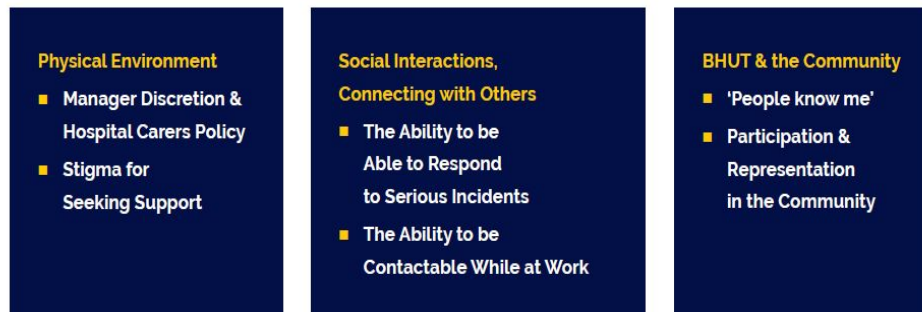
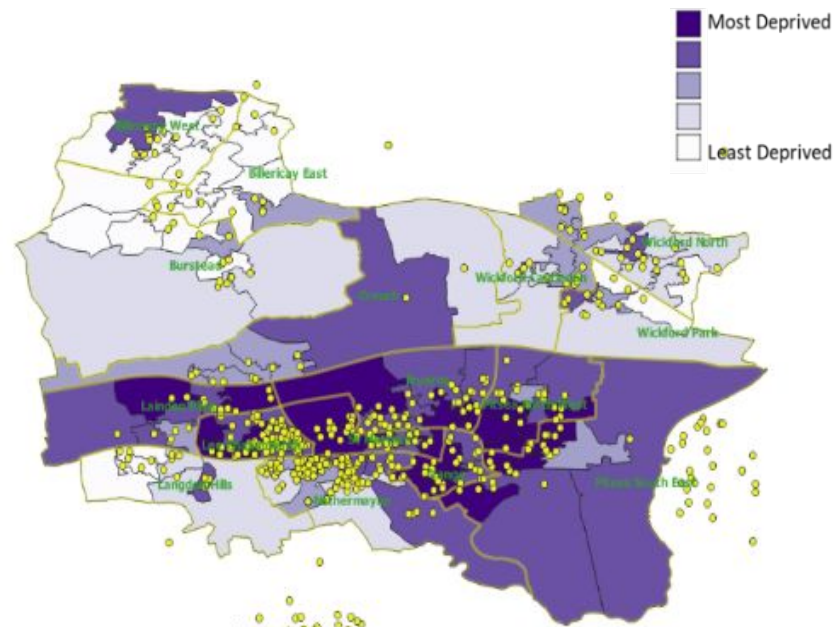


Figure 5: Main themes and subthemes (WP2)



Map of Basildon and Surrounding areas showing correlation between deprivation and homes of Basildon Hospital nurses & midwives



Mid and South Essex : for Anchors

- ✓ Partnerships and collaboration take time to mature
- ✓ Think about your pillars and geography - consistency is important long term
- ✓ Do stuff – it will not be perfect every time, all the time
- ✓ Have appropriate governance arrangements
- ✓ Think about how you are going to tell your anchor story
- ✓ Have the data, blend the qualitative and quantitative
- ✓ Be persistent and resilient

Imperial College Healthcare NHS Trust Anchor Approach

What is our Anchors ambition at Imperial?


By developing as an Anchor Institution, Imperial College Healthcare NHS Trust can ***reduce health inequalities and improve population health and wellbeing*** in North West London by deliberately choosing to leverage our resources and work with the Integrated Care System and local health and community partners to better support our communities.




Our anchors strategy is part of our wider framework for addressing inequalities and population health

Aim: improved health, wealth & wellbeing in our communities


By placing a deliberate focus on place-based engagement, prevention and integration, Imperial College Healthcare NHS Trust is committed to better understanding its communities, reducing health inequalities and supporting the improvement of mental and physical health and wellbeing across the population it serves



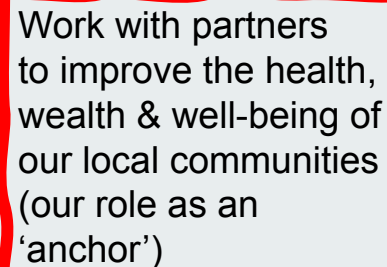
Embed prevention and health improvement across our clinical, research and education work



Integrate care with & for patients through more place-based partnership and system working



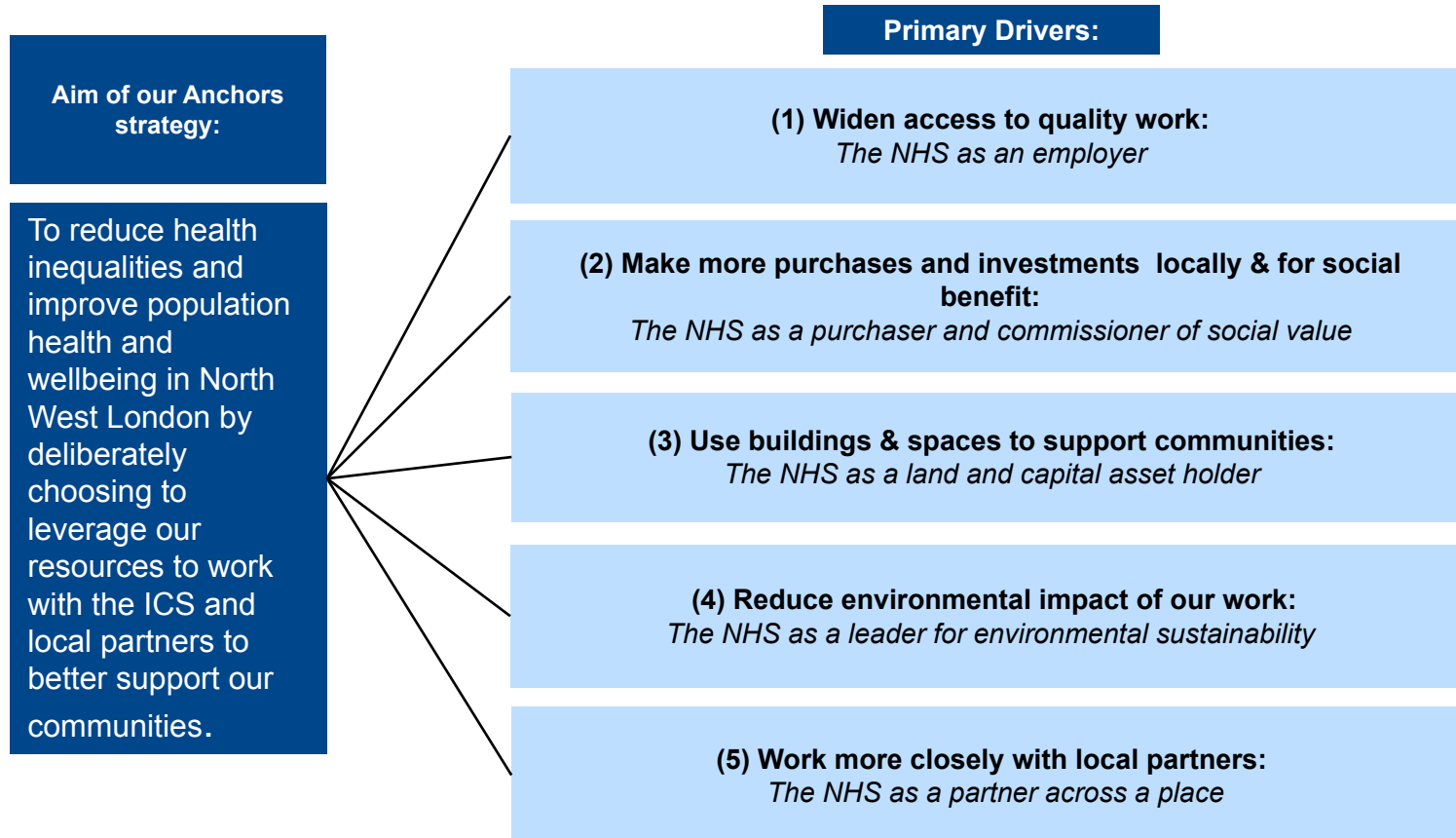
Focus on staff as a key population – improve their health and wellbeing



Work with partners to improve the health, wealth & well-being of our local communities (our role as an 'anchor')

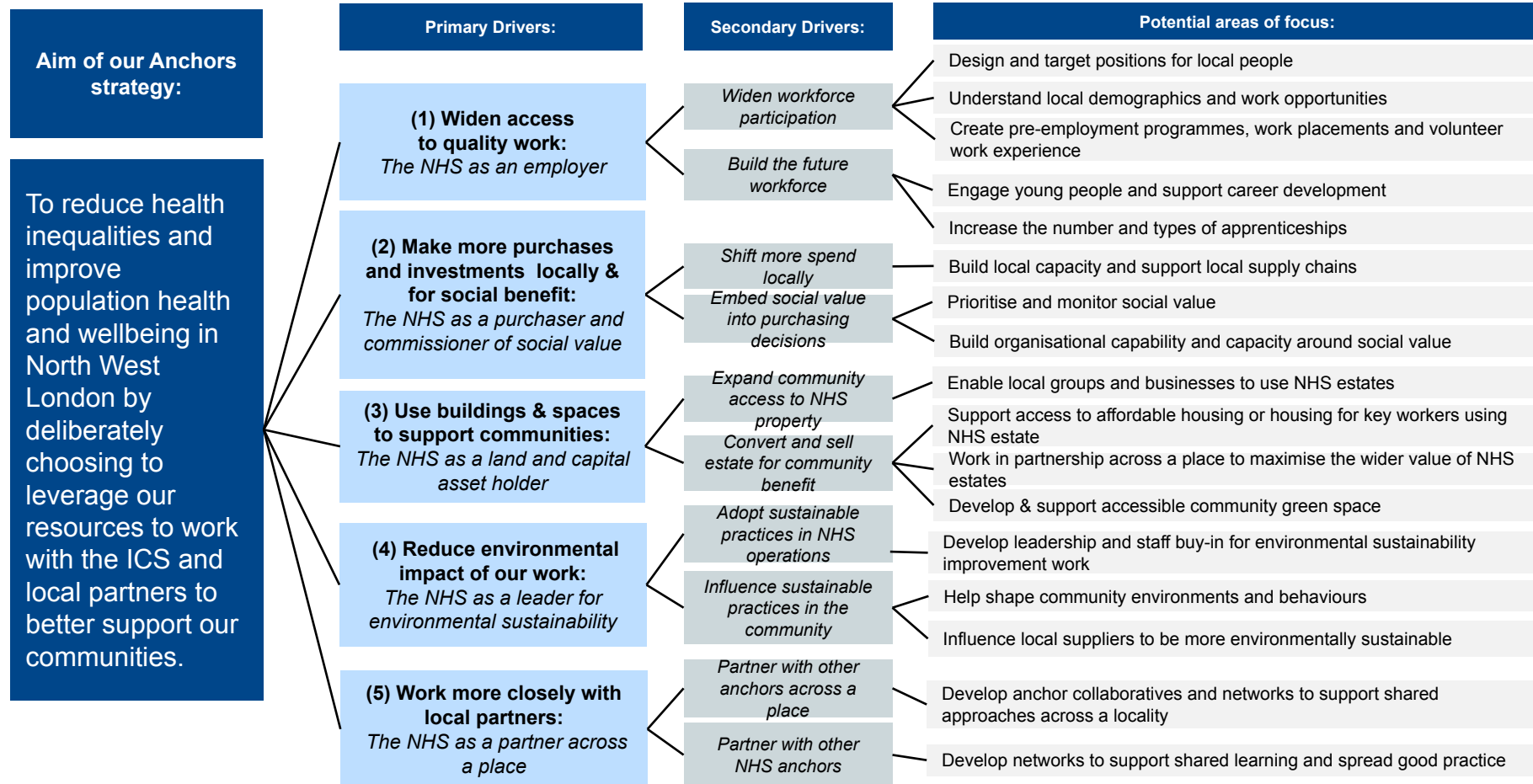
#HAnchors and equity

Anchor Driver Diagram



Anchor Drivers and equity

Anchor Driver Diagram



#HAnchors and equity

Anchor initiatives tackling equity and inequalities



Employment: Improving conditions for lower paid staff

- **Insourcing hotel services staff**
- Moved 1000 staff from Sodexo contracts to NHS terms and conditions and pay scales providing sick pay and pensions for lower paid staff
- **Tailored staff benefits**
- Financial advice and other tailored support and offers beyond cycling and yoga classes



Sodexo : UNISON deal ends outsourcing at Imperial College Healthcare NHS Trust

01/30/2023 | 05:09pm BST



UNISON-brokered deal ends outsourcing at Imperial College Healthcare NHS Trust

A thousand low-paid porters, cleaners and catering staff at Imperial College Healthcare NHS Trust in London are today (Thursday) celebrating after winning the right to be directly managed by the NHS, says UNISON.

From 1 April the staff - who work in the trust's five hospitals across the capital - will no longer be employed by private contractor Sodexo. The company has held the contract since 2015.

As part of the transfer back to the NHS, staff from Sodexo will see their pay, overtime, pensions and sickness allowances brought in line with other health service workers, ending years of unfair treatment, says the union.

Investments: working with our charity to give grants

- **Partnership with Imperial Health Charity:** Delivering a £450,000 grant funding programme to support those most affected by health inequalities. Supporting 20 projects in NW London
- **Community co-design:** Funding was co-designed with community partners through workshops, 1-2-1 discussions, key network meetings, 80+ organisations
- **Key themes:** food poverty, mental health and well being, digital poverty and exclusion, language barriers and misinformation



Compassionate Communities 2020/21: grants requested by theme category

	Number of applicants	Total £ requested	Average £ requested per applicant	% small grants	% micro grants	% large grants	% scored high priority
Digital Poverty & Exclusion	3	62,157	20,712	33%	0%	67%	67%
Food accessing poverty	18	364,588	20,255	33%	6%	61%	50%
Language Barriers & Misinformation	5	95,979	19,196	40%	0%	60%	40%
Mental Health & Wellbeing	59	1,295,152	18,770	0%	0%	0%	46%
Physical Inactivity	5	86,476	14,470	50%	0%	50%	0%

Partnerships: working with our local council

2035 Collaborative

Working with Westminster City Council, building on long-term partnership work to improve the health, wealth & wellbeing of local communities with the aim of halving the life-expectancy gap by 2035



Partnership: working with our local football club

The partnership is a collaboration between three organisations to reduce health inequalities, improve access to healthcare and community resources, and strengthen links between sport and the NHS within Northwest London.



The Chelsea FC Foundation has a decade long track-record of working with a number of marginalised and often-excluded groups, using sport as a vehicle for community cohesion and connectedness, improved health and wellbeing, greater access to education and employment, as well as projects aimed at reducing crime and youth offending.



Imperial Health Charity exists as the Trust's dedicated NHS Hospital Charity with a shared ambition to enable innovation in health and care within the Trust and the wider health system. It has provided funding for the Population Health Project manager for 12months



Imperial College Healthcare NHS Trust employs the Population Health Project Manager, it brings clinical expertise, access to patients, staff and local populations and established connections to the North West London community.

#1 Anchors and equity

Anchor initiatives tackling equity and inequalities

Aim of our Anchors strategy:

To reduce health inequalities and improve population health and wellbeing in North West London by deliberately choosing to leverage our resources to work with the ICS and local partners to better support our communities.

(1) Widen access to quality work:
The NHS as an employer

Insourcing hotel services staff

Moved 1000 staff from Sodexo contracts to Agenda for Change in April 2020, providing sick pay and pensions for lower paid staff

North West London Health and Social Care Employment and Skills Academy

Building on the NWL ICS employment and skills activity, an academy will bring employment and learning resources together to enable collaboration and integrate career, employment and skills activity. Early work has focussed on COVID-19 vaccination recruitment.

(2) Make more purchases and investments locally & for social benefit:
The NHS as a purchaser and commissioner of social value

Compassionate Communities

Leading a partnership with Imperial Health Charity, delivering a £450,000 grant funding programme to support those most affected by health inequalities. Supporting 20 projects across 8 NWL boroughs as well as NHS Charities Together project led by NWL VCS with a focus on food poverty, mental health and well being and languages and misinformation. The funding was co-designed with community partners and is the first IHC grant for community initiatives.

(5) Work more closely with local partners:
The NHS as a partner across a place

Partnership with CFCF

A strategic partnership between the Trust and Chelsea Football Club Foundation to strengthen the relationship between health and well-being, sport and the NHS. An opportunity to design and deliver work which addresses health inequalities in North West London and improves the health and wellbeing of patients, local residents and staff.

2035 Collaborative

Working with Westminster City Council and RBKC, We will continue to build on long-term partnership work to improve the health, wealth & wellbeing of local communities (Westbourne, Church Street, Harrow Road, Queen's Park) with the aim of halving the life-expectancy gap by 2035.

What are the 'equity'
opportunities for your anchor
work?

Discussion:

- ? Where is an equity lens currently being applied?
- ? Where could there be opportunities to do more?
- ? What and where are the challenges?
- ? Which activities will have the most impact on equity?



Remember to capture any show stopper projects!



Let's make some connections!

Making connections

- ✓ One volunteer from each table to stay at that table and be on hand to share back / answer questions on what has been discussed in your group so far
- ✓ Everyone else to visit others' tables and posters
- ✓ Take your 'business card' post-its. If you want to have a follow-up conversation, leave your name on the posters

Questions and reflections for the panel

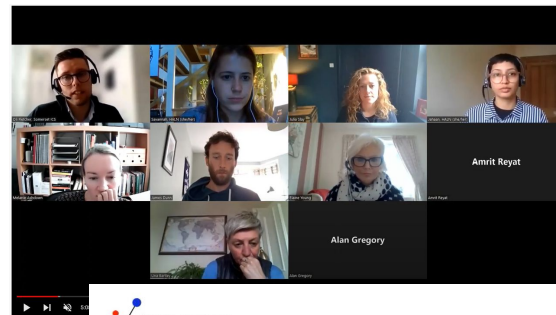
Wrap up and key takeaways

Key actions to make the link between anchor strategies and tackling health equity

1. **Identify key social determinants** of health for the local population
2. Use narrative and data to find out where the **equity gaps** are
3. **Design anchor strategies** to tackle these
4. Set **bold ambitions** to improve health equity
5. Start small and **measure progress**

Health Anchors Learning Network

- A learning network **for all of those** interested in the role of health care organisations and systems as anchor institutions
- Convenes 1,500+ participants, sharing best practice, collective problem solving, capturing learning
- UK-focus but all are welcome to join for free
- Sign up at haln.org.uk
- Follow at [@haln_uk](https://twitter.com/haln_uk)
- Explore resources haln.org.uk/tools-to-get-started
- Watch discussions and colleagues on **YouTube** – search ‘Health Anchors Learning Network’



Health Anchors: Moving from Plan to Action


Please add your name and organisation into your Zoom name by either:

- ▢ Clicking participants - find yourself - more - rename
- ▢ Clicking on the three dots next to your name.

Takeaways and resources

- ✓ Health Foundation
health.org.uk
- ✓ Mid and South Essex NHS
FT anchors page
www.mse.nhs.uk/anchor-programme
- ✓ Explore and join the Health
Anchors Learning Network
haln.org.uk | [@haln_uk](https://twitter.com/haln_uk)
- ✓ Roving reporter summary
on Twitter to follow!

Further resources



The first few steps
Some suggested actions from Health Anchors Learning Network participants:

- 1 Looking at what exists:**
Review existing activity and data that may fall under the five strategic anchor areas and look at the local need and where there are gaps.
- 2 Getting to know the other anchors in your area:**
Find out what other anchors (for example, local authorities, colleges, housing associations, universities and large businesses) are already doing to benefit the local community.
- 3 Identify big inward investment /infrastructure projects in your area**
and engage those projects which have the potential to combine anchor strategies together, such as procurement and workforce.
- 4 Develop an anchor mission:**
To have an intentional anchor approach, a health anchor needs to develop an anchor mission: a commitment to use assets and resources in partnership with the community and other anchors to benefit the local population. A crucial part of this process is engaging and collaborating with other local anchor partners.
- 5 Choose a geographic focus:**
A well defined 'local community' will help bring the anchor mission to life. The health anchor should consider which target community it wants to impact, and which local challenges to prioritise.
- 6 Choose one or two activities as a starting point**
to test out new way of working and to inspire others to act.

The Health Anchors Learning Network supports participants to network, problem solve, spotlight good practice and add momentum to the anchor agenda. It is free to join, find out more and sign up at haln.org.uk | hello@haln.org.uk

Innovation Unit The Health Foundation NHS



Thank you

