

Anchor Plan 2023

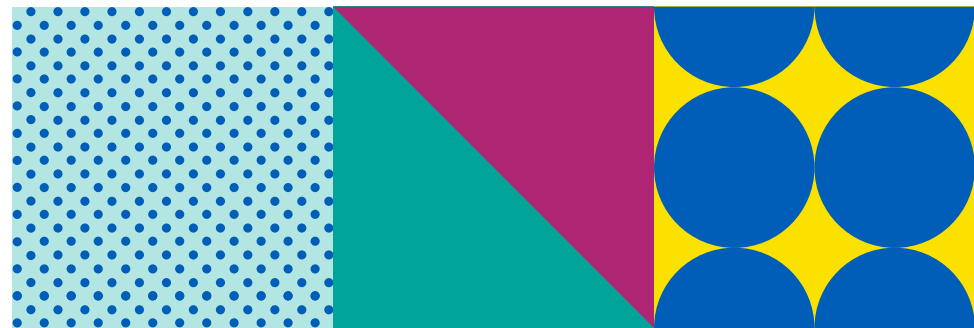




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East London NHS Foundation Trust — Anchor Plan 2023



Foreword

At ELFT we are committed to providing high quality care and excellent value, but we also have a wider objective. We want to be an integral part of our communities, as an employer and a purchaser, and play a key role in improving health and wellbeing outcomes for everyone.

Our five year strategy, published in 2021, set out our ambition to improve population health across six objectives. We are also the first Marmot NHS Trust, working closely with the Institute for Health Equity to ensure everyone in our communities has the building blocks for a healthy life.

Our work as an anchor organisation is crucial to delivering our strategic objectives. We are thinking deeply and creatively about the different ways in which we have an impact on our local communities, structured around four pillars of work – procurement, employment, sustainability and buildings and land.

This plan shares some of our early successes and outlines our ambitions for the next few years. We are excited to share with you what

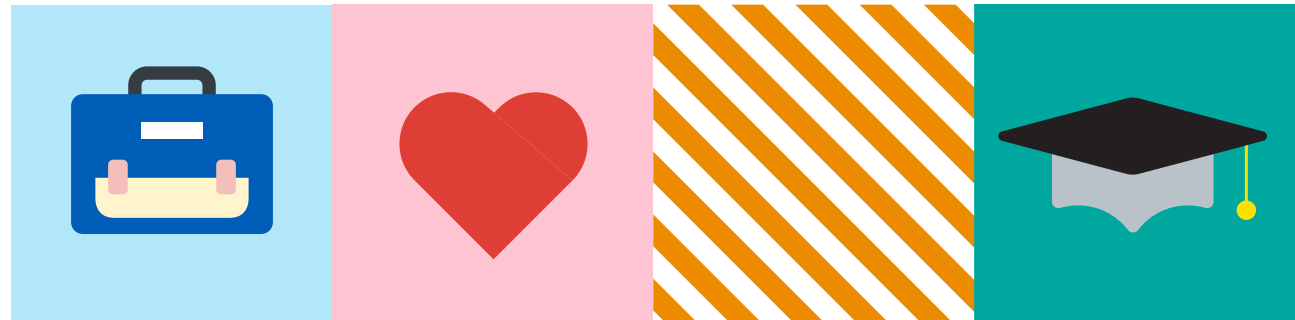
we have already achieved but we are not complacent. We are already working on new initiatives to open up our green spaces, provide more apprenticeships, influence our suppliers and reduce our carbon emissions which we believe will provide health and wellbeing benefits to our communities. We are also developing ways to capture and quantify our impact.

We have been inspired by the work of other anchor organisations, and we hope that in turn this plan helps more organisations to think about the many ways the NHS, in collaboration with local partners, can promote population health and wellbeing.

Mohit Venkataram
Executive Director Commercial Development



This plan shares some of our early successes and outlines our ambitions for the next few years. We are excited to share with you what we have already achieved but we are not complacent.



Our anchor plan

At East London NHS Foundation Trust (ELFT), we are in a unique position to improve population health by working as an anchor organisation. This means that we can go above and beyond our service delivery to influence and support our local economies, communities and environments. The term “anchor institution” was developed in the US and refers to “very-large, usually not-for-profit or public institutions... that are rooted in place”¹.

¹ [health.org.uk/the-role-of-hospitals-as-anchor-institutions-in-improving-population-health](https://www.health.org.uk/the-role-of-hospitals-as-anchor-institutions-in-improving-population-health)

The Health Foundation identified **five important ways** in which NHS organisations can influence the health and wellbeing of communities through anchor work:

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1 Purchasing more locally and for social benefit
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2 Widening access to quality work
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3 Reducing environmental impact
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4 Using buildings and spaces to support communities
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5 Working more closely with local partners

This anchor plan outlines our ambitions as an anchor organisation. It will showcase some of our successes so far in working as an anchor organisation as well as the key ambitions we wish to achieve by 2025.

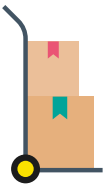
There is fantastic work to improve population health taking place across ELFT and much of it falls under our anchor institution work. This plan enables us to bring this work together.

East London NHS Foundation Trust

ELFT covers a diverse population across City & Hackney, Newham, Tower Hamlets, Luton and Bedfordshire. Our communities include people who live in some of the most deprived areas in the UK. We provide community health, mental health and primary care services.

Improving population health is one of the four key objectives for our **2021–2026 strategy**. We are also the first Marmot NHS foundation Trust, working in partnership with Professor Sir Michael Marmot and the Institute of Health Equity. For a population to be healthy, we need to have the right building blocks. This includes work, housing, education and skills and communities. By working on these building blocks, we can reduce inequalities in our population.

Our anchor work focuses on **four pillars**, and we have a fifth objective of working more closely with local partners in each of these areas:



Procurement

We spend millions of pounds every year on medicines, equipment and services. We can use this spending power to influence suppliers, for example to be better employers, train more local people or reduce their environmental impact.



Sustainability

The NHS is responsible for significant greenhouse gas emissions and waste, both through procurement and in our direct provision of services. By delivering services more sustainably we can help create a healthy local environment.



Employment

Good quality work is essential for good health. Without good quality work, it is harder to afford the basics for life. This can lead to long-term worry and stress which can impact on physical and mental health. As a large employer we have an impact on all our staff, many of whom also live in the areas we serve.



Buildings and Land

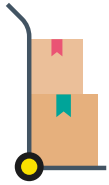
Our buildings and land are important assets. We can use them to support our local communities, for example by hosting voluntary and community sector organisations, promoting biodiversity or providing electric vehicle charging points.

Our anchor work is core to delivering our improving population health strategic objectives, our work as the first Marmot NHS foundation trust and our ELFT green plan.

In November 2022 we held an anchor summit, to bring major stakeholders together to celebrate our existing success and to start to develop our key ambitions for each pillar. We had 62 attendees, including ELFT staff and services users. From this event we developed our key ambitions for each of the four pillars.

Our successes so far

At ELFT we have been working to become an anchor organisation for two years. We have had some early successes that we want to build on.

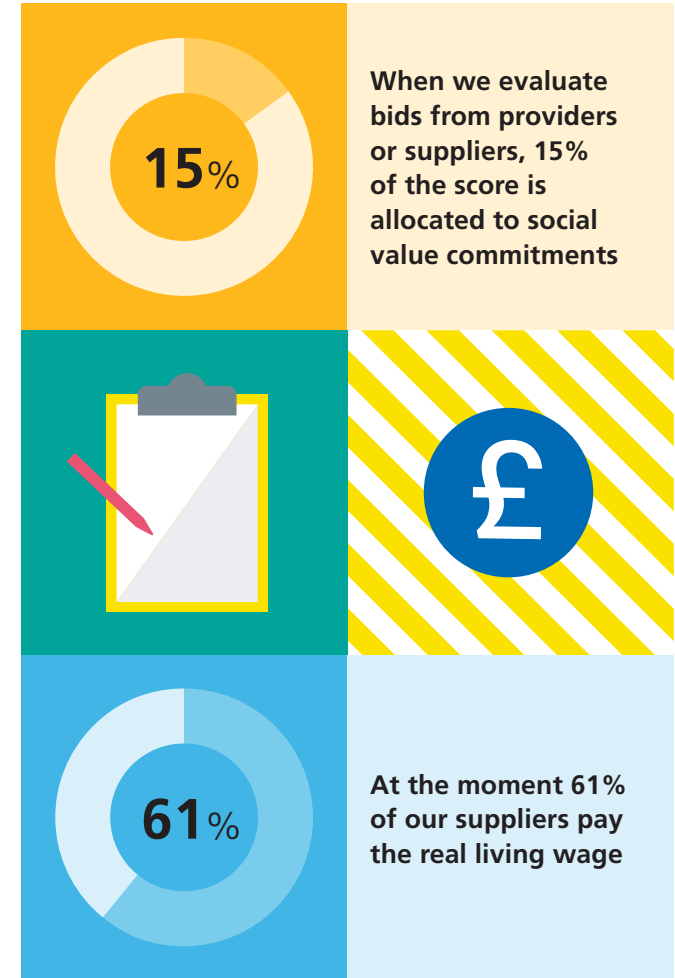


Procurement and commissioning

Our procurement and commissioning processes allow us to select providers or suppliers who will provide additional benefits to our local communities alongside delivery of goods or services:

- At ELFT, when we evaluate bids from providers or suppliers, 15% of the score is allocated to social value commitments. Social value commitments demonstrate benefits to the wider community through provision of the goods or service. This is above the NHS requirement of 10%
- At the moment 61% of our suppliers pay the real living wage. The real living wage is an independent annual calculated wage based on the cost of living. In 2023 this amounts to £10.90 per hour for the UK (outside of London) and £11.95 per hour for London

- We have a new contract for soft facilities services which has resulted in an £184.89 average monthly increase in take home pay for a domestic cleaner or porter
- We incorporate service users and ‘social value champions’ as part of trust procurement processes
- We work closely with other North East London and Bedfordshire, Luton and Milton Keynes trusts, and the NEL procurement collaborative
- We secured a grant from the Health Foundation for an evaluation of our social values in procurement process. Final report can be found [on their website](#)
- We used the Health Foundation’s recommendations to develop a social values toolkit to particularly help local small and medium sized organisations to bid for NHS contracts and incorporate social value into their bids
- We are working towards becoming real living wage (RLW) accredited. This means that all of our contractors pay the real living wage to their employees



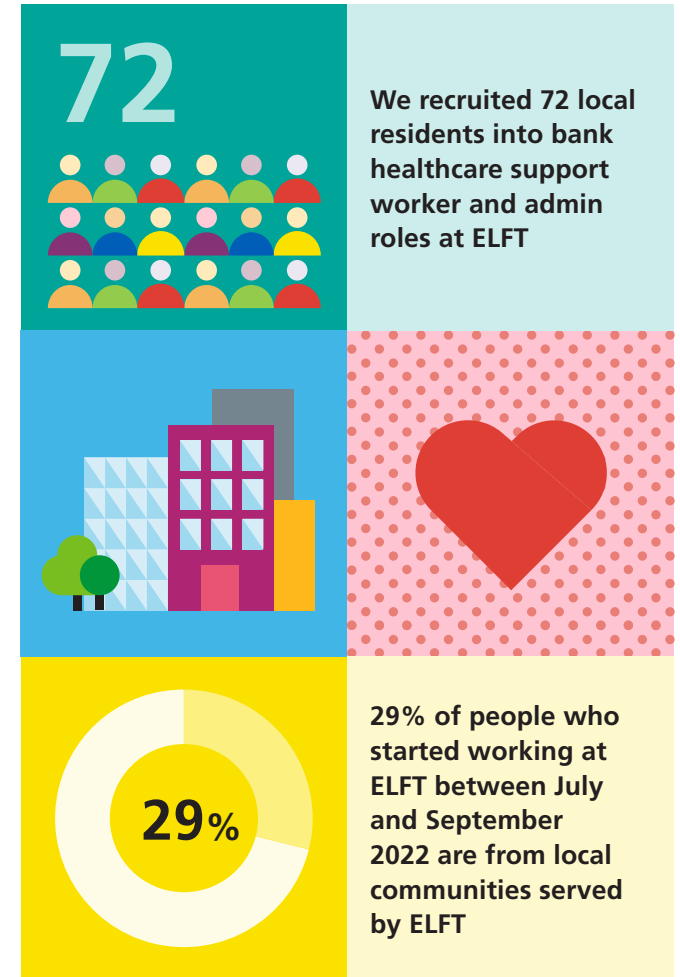


Employment

At ELFT we have a real opportunity to increase employment for our local communities and for our service users. Being in a secure well paid job is an important predictor of good health, and better access to good quality employment will improve health outcomes for our communities. To improve access to good quality employment we have run a number of specific recruitment projects with communities facing disadvantage in finding work:

- We recruited 72 local residents into bank healthcare support worker and admin roles at ELFT through a quality improvement (QI) project in Newham
- We recruited two local residents into healthcare support worker roles at ELFT through a quality improvement (QI) project in Luton
- We recruited three admin workers for primary care in Luton & Bedfordshire via Job Centre Plus

- We recruited two bank healthcare support workers through the veterans' project in City & Hackney
- We have offered 115 apprenticeships since January 2022 using Apprenticeship Levy funding. This includes 37 new staff and 78 existing colleagues undertaking apprenticeships for their continuing professional development
- Since January 2022 we have transferred £280,000 of our apprenticeship levy to organisations in our local communities to support their apprenticeships
- We recruited 19 bank health care support workers through the Prince's Trust which supports vulnerable young people into jobs, education and training
- We found that 29% of people who started working at ELFT between July and September 2022 are from local communities served by ELFT
- We are working across the Trust to support our service users and people facing barriers to employment into good quality work





Sustainability

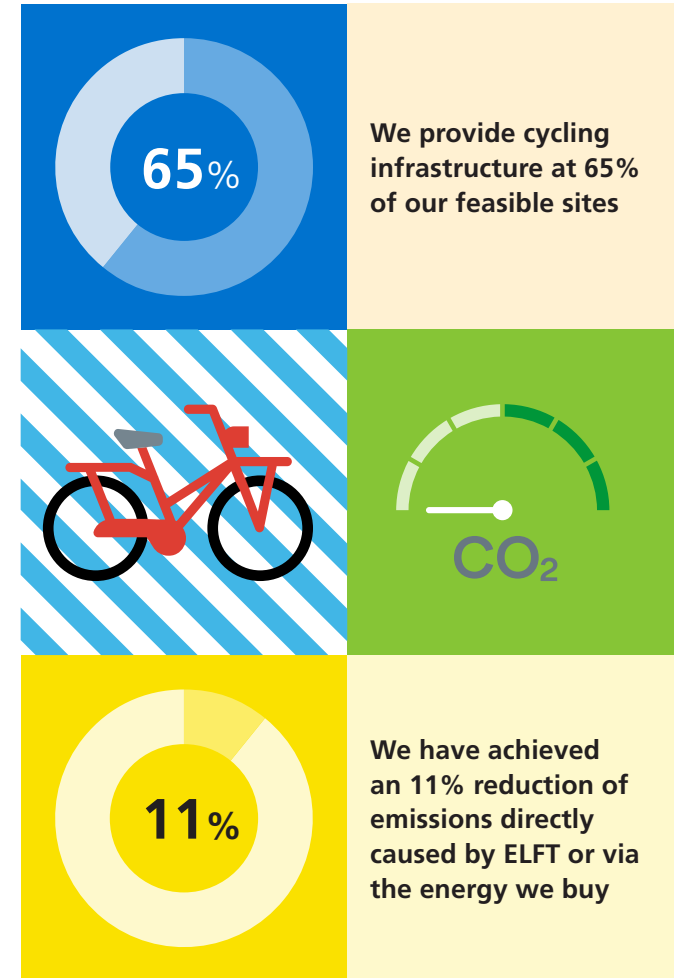
This pillar focuses on our environmental impact. NHS organisations need to reach Net Zero in direct emissions by 2040. This means we need to work in more sustainable ways across all our services and types of work:

- We have created and expanded our ELFT climate network
- We have recruited two clinical leads into the ELFT Green team
- We have created a 3-year Green Plan for ELFT
- We provide cycling infrastructure at 65% of our feasible sites
- We have embedded sustainability into our QI approach, and there are many QI projects with a sustainability focus currently underway
- We provide recycling facilities at 80% of our sites
- We have achieved an 11% reduction of emissions directly caused by ELFT or via the energy we buy, based on utilities, waste, and mileage claims

- We have increased sustainability representation across multiple directorates and meetings
- Our green plan for 2022–25 aims to reduce carbon emissions and for the Trust to become net zero by 2040 (in terms of direct emissions) in line with NHS England commitments for the NHS

! Our priorities as an anchor organisation in our Green Plan for 2022–25 are to:

- Work with local authorities to integrate measures to alleviate localised pollution through electric vehicles, cycling and schemes to enable staff and communities to make less polluting travel choices
- Work on green corridors, planting projects and carbon reduction initiatives locally
- Work together with other anchor organisations to improve the carbon credentials of the supply chain
- Use the combined pressures from anchor organisations to help shape government policy and initiatives on carbon reduction





Buildings and Land

This pillar focuses on how we use our buildings and land. Across ELFT we have 930 inpatient beds, an estate of 124,808 square metres and 129 properties. This provides an opportunity for our communities to benefit from our buildings and land:

- We have worked closely with Integrated Care System (ICS) partners to develop a green corridor project in Homerton. A green corridor connects existing green spaces within a local area
- We have created the Hope Garden in Newham which provides a therapeutic outdoor space for service users to use as they wish
- In partnership with Newham Council and the Newham Health Collaborative we have created E16 Health (Pontoon Dock), a wellbeing and primary care centre for Newham residents
- We have created space for the charity MIND at several of our facilities including Beacon House, Crombie House & Barford Avenue

- We have created space for bereavement services and the Lighthouse mental health drop in service at Whichellos Wharf in Bedfordshire
- We host cooking lessons at the Luton and Bedfordshire Recovery College
- At our Alie street offices we provide space to Health Pioneers, an organisation which empowers young people through health and leadership education to shape their communities
- We have partnered with Central Bedfordshire Council to develop the Integrated Care Hub in Dunstable, which provides health and care services and accommodation for over 55s

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<p>We host cooking lessons at the Luton and Bedfordshire Recovery College</p>	
	<p>We have partnered with Central Bedfordshire Council to develop the Integrated Care Hub in Dunstable</p>

What next? Key ambitions for 2025

We generated our key ambitions for 2025 in partnership with ELFT service users and staff at our anchor event in November 2022. These were then developed further with pillar leads and the working groups for each of the pillars.



Key pillar ambitions to reach by 2025



Procurement

- ✓ 100% of our suppliers will pay the real living wage
- ✓ We will increase the proportion of suppliers subcontracting to small and voluntary or community sector organisations by 50%
- ✓ We will increase the proportion of suppliers for which 90% or more of the current delivery staff have their home address located within an ELFT borough by 50%
- ✓ 100% of our suppliers will have a net zero carbon policy
- ✓ we will increase the proportion of contract delivery staff, across all suppliers, that belong to one of ELFT's priority groups

ELFT's priority groups:

- People from minority ethnic backgrounds
- Young people not in Employment, Education, or Training (NEETs)
- Service users
- Employees with disabilities
- People who are long term unemployed
- Armed forces veterans
- People who are homeless
- LGBTQ+ people
- Mothers returning to work
- Survivors of modern slavery
- Care leavers aged 16–25
- People aged 18 and over who are rehabilitating or are ex-offenders
- People aged 18–24 who are rehabilitating young offenders



Employment

- ✓ We want every service user in our community to be employed if they wish to be
- ✓ We will increase staff numbers in our specialist employment service for people with serious mental illness by 50%
- ✓ We will remove non-essential criteria from our job descriptions, which are used to assess job applications and select our candidates, and make the most of values based recruitment approaches
- ✓ We will focus on experience over qualifications
- ✓ We will provide work experience for young people on the Looked After Children register and offer guaranteed interview for any care leavers
- ✓ All entry level positions will be apprenticeship posts unless there are specific reasons why this is not possible

- ✓ We will offer clinical work experience to young people in our local communities including occupational therapy and physiotherapy to raise awareness of career paths
- ✓ We will remove barriers to employment for service users and other ELFT target groups via fast-track employment services and other support from our employment team



Sustainability

- ✓ We will reduce emissions directly caused by ELFT by 10%
- ✓ 10% of ELFT staff will be engaged with the climate network
- ✓ 100% of feasible sites will have cycling and other active travel infrastructure in place
- ✓ We will make five new functional and useful green spaces or gardens across ELFT sites



Buildings and Land

- ✓ 30% of our designated communal space will be made available for the benefit of the wider community
- ✓ In partnership with our ICS, system and local authority partners we will analyse options for social housing at ELFT sites
- ✓ We will develop partnerships with four additional public sector or voluntary/ community organisations to provide services benefitting local communities or the green spaces contained within the sites
- ✓ We will increase the number of apprentices in the Estates team by 100%
- ✓ We will recruit a peer support worker to further improve our connection with service users and communities

How will we get there?

It is essential to have long term and senior oversight of the delivery of our anchor ambitions to ensure they remain a priority for the organisation. We will be held to account for delivery of our anchor plan by the ELFT Board, the Integrated Care and Commissioning Committee, our service users and our council of governors.

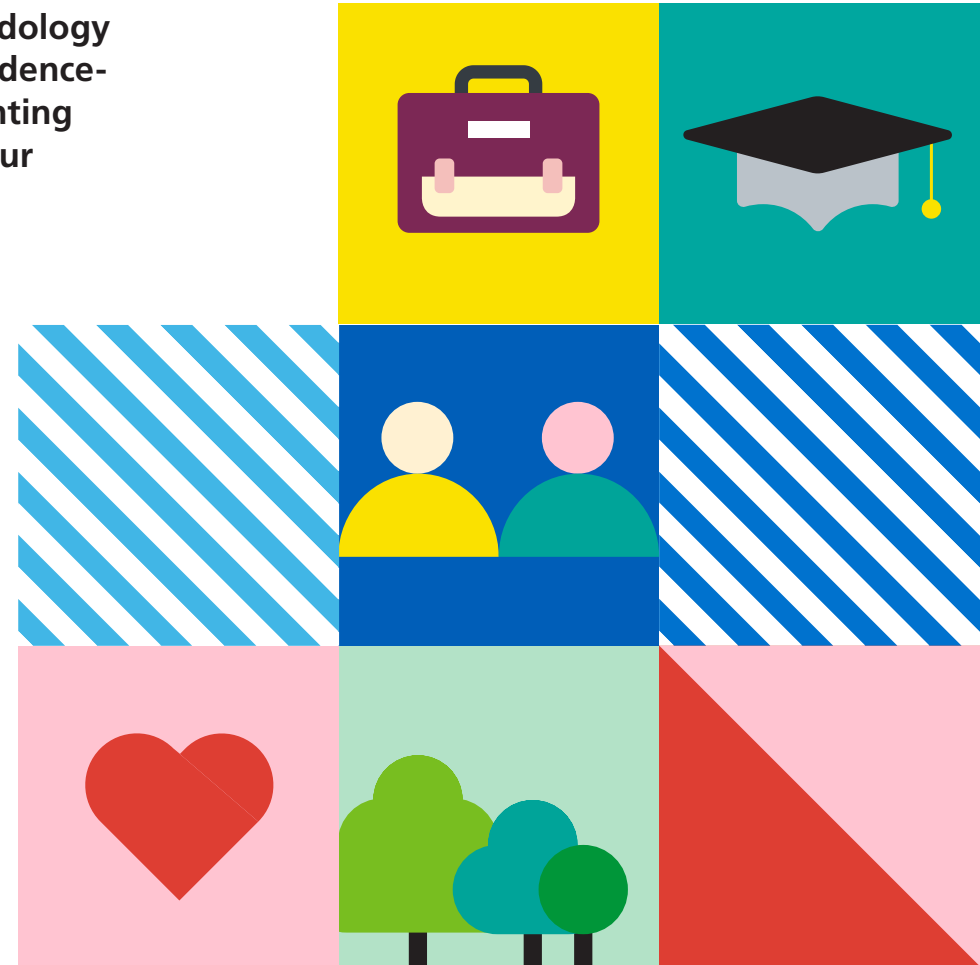


Quality improvement methodology can provide a structured, evidence-based approach to implementing our changes and achieving our ambitious targets.



We will adopt a Quality Improvement approach to implement our anchor plan. Quality Improvement methodology can provide a structured, evidence-based approach to implementing our changes and achieving our ambitious targets. To achieve our targets we will develop driver diagrams and create change ideas for each pillar. This work will be done in close collaboration with pillar leads and other stakeholders.

Throughout our journey working as an anchor organisation, we will ensure that we share our learning. We are already a member of the North East London anchor steering group where we update and present on our work.





East London
NHS Foundation Trust

