



# **Covid recovery: The NHS as an Anchor Institution**

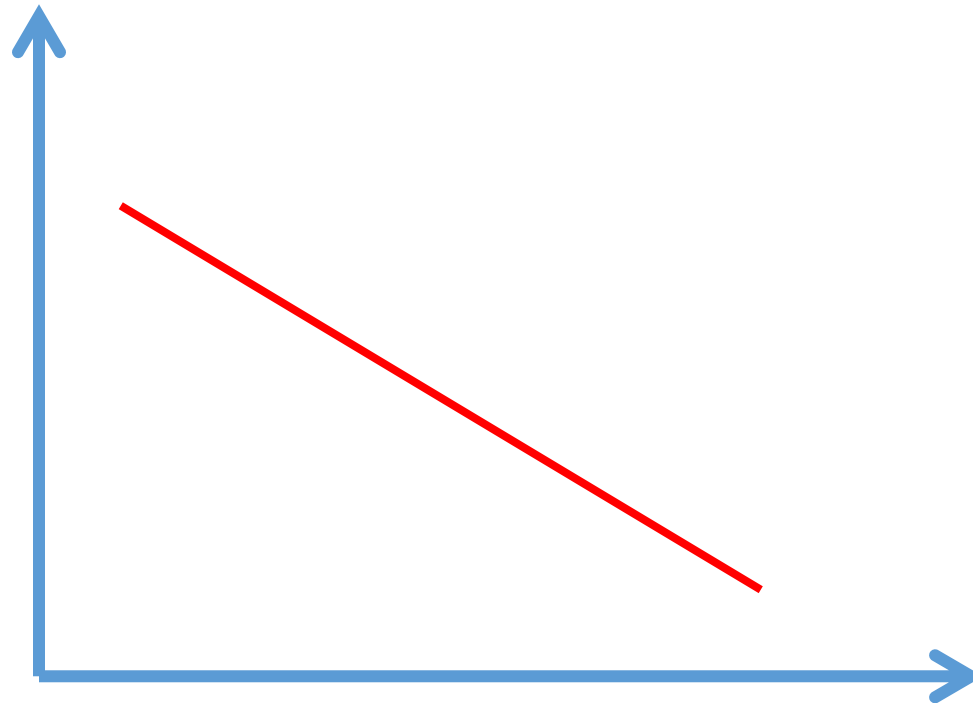
Dona Milne, Director of Public Health, NHS Lothian  
@donamilne @PHLothian



*“Inequalities in COVID-19 mortality rates follow a similar social gradient to that seen for all causes of death and the causes of inequalities in COVID-19 are similar to the causes of inequalities in health more generally. While health behaviours contribute to the causes of non-communicable diseases, **it is the social determinants of health that cause inequalities in these health behaviours – the causes of the causes.**”*

# Inequalities of outcome

Poor health  
& wellbeing



Higher socioeconomic status

# Where are we now?

In Lothian, the COVID-19 pandemic has exacerbated existing health and social inequalities. By March 2021:

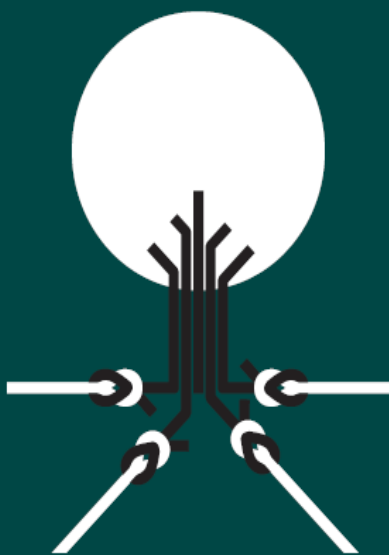
- 65,200 people furloughed
- 28-32% decrease in vacancies
- Unemployment numbers doubled (from 13,000 to 30,000)
- Universal Credit claimants increased from 31,100 to 71,900

NHS Lothian's contribution to addressing the causes of inequalities must focus on engaging with wider public policy debates about the social determinants of health such as **education, income, employment and housing**.

How to do this...

# Building healthier communities: the role of the NHS as an anchor institution

Sarah Reed, Anya Göpfert, Suzanne Wood, Dominique Allwood  
and Will Warburton



## What makes the NHS an anchor institution?

NHS organisations are rooted in their communities. Through its size and scale, the NHS can positively contribute to local areas in many ways beyond providing health care. The NHS can make a difference to local people by:



**Purchasing more locally and for social benefit**  
In England alone, the NHS spends £27bn every year on goods and services.



**Using buildings and spaces to support communities**  
The NHS occupies 8,253 sites across England on 6,500 hectares of land.



**Working more closely with local partners**  
The NHS can learn from others, spread good ideas and model civic responsibility.



**Reducing its environmental impact**  
The NHS is responsible for 40% of the public sector's carbon footprint.



**Widening access to quality work**  
The NHS is the UK's biggest employer, with 1.6 million staff.

As an anchor institution, the NHS influences the health and wellbeing of communities simply by being there. But by choosing to invest in and work with others locally and responsibly, the NHS can have an even greater impact on the wider factors that make us healthy.

# Anchors for COVID recovery

- The COVID pandemic itself as a driver for Anchor action
- The Health Foundation survey research identified 9 key areas “to guide and inspire existing and emerging anchor leaders”

## 1) Purposefully tackling inequalities

## 2) Co-producing with communities

## Anchors in a storm

### Lessons from anchor action during COVID-19

Matilda Allen, Akanksha Mirmi Malhotra, Suzanne Wood, Dominique Allwood

Figure 2: Nine key lessons for anchor institutions

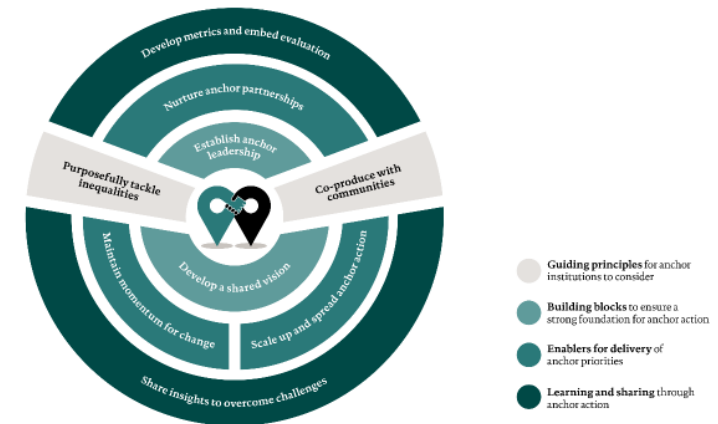


Figure 2 shows these lessons grouped into four main areas, which we also use to structure our findings.

- Guiding principles for anchor institutions to consider are important in all stages of anchor work.
- Building blocks to ensure a strong foundation for anchor action.
- Enablers for delivery of anchor priorities includes key factors to ensure anchor plans translate into sustained action.
- Learning and sharing through anchor action includes lessons for anchor institutions seeking to measure their impact or navigate national policy barriers.

COMMISSION ON  
THE FUTURE DELIVERY  
OF PUBLIC SERVICES



Community  
Empowerment (Scotland)  
Act 2015

2015 asp 6

Explanatory Notes have been produced to assist in the  
understanding of this Act and are available separately

£20.75



Public Bodies (Joint  
Working) (Scotland) Act  
2014

2014 asp 9

Explanatory Notes have been produced to assist in the  
understanding of this Act and are available separately

£10.00

Edinburgh Health and  
Social Care Partnership



Edinburgh Pact



Growing anchor  
networks in place

A how-to guide



The Kings Fund Ideas that change  
health and care

Developing place-based  
partnerships

The foundation of effective  
integrated care systems

Anna Charles  
Leo Ewbank  
Chris Naylor  
Nicola Walsh  
Richard Murray

April 2021



# Examples of Anchor work in other (Scottish) areas

- Fife:
  - CLES action plan in place with a series of recommendations to take forward in areas such as inclusive growth
  - Key priority is local, progressive procurement
- Forth Valley:
  - Developed an agreement for CPPs to have a Forth Valley consortium
  - Part of their new Health Improvement strategy
- Ayrshire and Arran:
  - Participated in (CLES) CWB diagnostic
  - Employability and Procurement are key areas



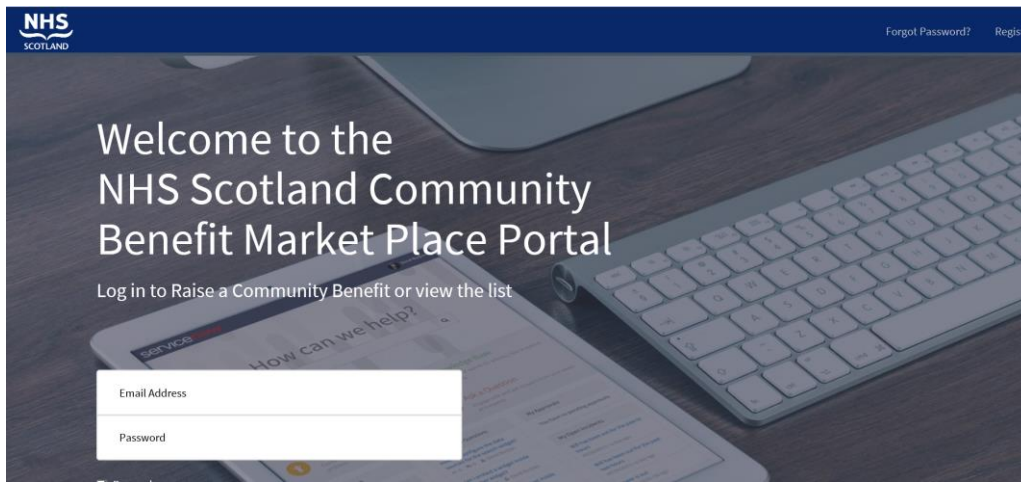


# What are we doing already in Lothian?

Anchor approach	NHS Lothian...
Purchasing more locally and for social benefit	Community Benefit Clauses
Using buildings and spaces to support communities	Eg Edinburgh assets board
Widening access to quality work	Apprenticeship programmes Staff wellbeing – focus on good staff experience, helps recruitment and retention
Working more closely with local partners	Work in Community Planning and other partnership activity. Links with national agencies
Reducing our environmental impact	Sustainability Development Strategic Framework

# Where can we take this next?

Anchor approach	NHS Lothian
Purchasing more locally and for social benefit	<a href="https://nhsnsstest.service-now.com/community_benefit">https://nhsnsstest.service-now.com/community_benefit</a>
Using buildings and spaces to support communities	Twenty Minute Neighbourhoods Looking at how to take a social value approach to disposal of land
Widening access to quality work	How do we do this even better?
Working more closely with local partners	Community Wealth Building, Community Anchor Organisations
Reducing our environmental impact	Central to everything



# A new tool: Social value Calculator (SDU)

File Home Insert Page Layout Formulas Data Review View Help Search

Share Comments

B86 : www.socialvalueportal.com/national-toms/

Version 1.0 - last updated 04/06/18 - please refer to the Sustainable Development Unit's website for any subsequent versions

## SOCIAL VALUE CALCULATOR

Where relevant, using this Calculator will support organisations to meet criteria within the SDU's Sustainable Development Assessment Calculator (SDAT).

The Calculator is based on the 'National TOMs Framework 2018' and it has five distinct components:

### 1. THEMES, OUTCOMES AND MEASURES (TOMs)

These have been designed to reflect the needs of patients, staff, businesses, suppliers, communities and society as a whole. Stakeholders from across public, private and third sectors were engaged in their formulation and development.

In using this Calculator, it is important that the wording of the TOMs and the Reference Numbers are not changed in any way.

Themes	The 5 overarching strategic Themes that the NHS is looking to pursue
Outcomes	The 31 objectives or goals organisations should be looking to achieve that will contribute to the Themes
Measures	The 71 Measures that can be used to assess whether these Outcomes have been progressed. These are action-based and represent activities that an organisation could complete to support a particular Outcome
Ref	Reference Number for each TOM. Clicking on these numbers takes you to the relevant Measure in the Rationale & Evidencing tab

### 2. SEARCH FUNCTION

The Calculator displays all 71 Measures automatically. However, some of these may be more relevant or appropriate in certain organisations or types of activity. Should you wish to use the pre-designed tailoring function, you can select which of the following apply to you needs:

Each time you change your selection in any of the three lists you must click 'Apply Filter' to see the results.

Primary Use	<p>a. <b>Organisational Reporting:</b> Organisations may use the Calculator to capture and quantify valuable interventions and initiatives that are already happening. By doing this, organisations can highlight the positive value they are creating (on top of their core service) and share best practice but also identify what they could be doing to achieve more added value</p> <p>b. <b>Organisational Reporting - project specific:</b> The organisation might want to set specific objectives or targets for an upcoming project, or retrospectively capture the impact of a previous project</p> <p>c. <b>Procurement:</b> Specifiers and procurers may use this when identifying the need, developing the specification and engaging the market. The Calculator may serve as a "menu of options" to inform the design phase and may become a reporting vehicle during contract delivery, where relevant and proportionate. Choosing a sub-category below is recommended</p> <p>d. <b>Supplier Engagement:</b> Any and all organisations may use this Calculator as a basis for engaging their suppliers and supply base to explore the scope for, and type of, potential added social value. Choosing a sub-category below is recommended</p>
Sub-category	<p>a. <b>Clinical Services:</b> All services that involve contact with patients or other clinical service users</p> <p>b. <b>Non-Clinical Services:</b> All other services</p> <p>c. <b>Medical Goods:</b> All goods that are used within a clinical setting and come into contact with patients</p> <p>d. <b>Non-Medical Goods:</b> All other goods</p> <p>e. <b>Capital:</b> Construction or other infrastructure contracts</p>
Geography	<p>a. <b>Local:</b> Relevant to local authorities, NHS Trusts, GPs, community groups as well as suppliers on non-national contracts. When reporting, you must specify the locality of the area you are referring to</p> <p>b. <b>STP:</b> Relevant to Sustainability and Transformation Partnership areas or other non-local but non-national areas. When reporting, you must specify the the area you are referring to</p> <p>c. <b>National:</b> UK-wide</p>

*N.B. It is important to use this Calculator in line with the legal requirements of The Public Contracts Regulations 2015*

### 3. CALCULATOR FUNCTION

To turn the TOMs into a Social Value Calculator units and proxy values have been assigned to each Measure. These have been developed after careful consideration of existing data sources.

Users can input data for each Measure only in the light blue cells, and the pre-defined formulae will calculate the minimum social value created.

The Calculator function is primarily intended as a reporting tool to set organisational targets / indicators or to measure suppliers' progress towards contractually agreed objectives.

For consistency in reporting and to encourage the sharing of best practice, the wording or values should not be changed.

Unit	How each TOM should be recorded for measurement
Proxy Value	The monetary value assigned to each TOM (where appropriate) after deadweight has been taken into account where necessary (this is the percentage of value that would have been realised anyway without the measure). Refers to value in Year 1 only. The Rationale for these values can be found by clicking on the Measure's Reference number
Data Entry	This is where you can enter target or performance data against each Measure
Additional or Localised Multiplier	The proxy values can be combined with additional multipliers based on primary data from the project. You can, for instance, incorporate Social Return on Investment (SROI) multipliers that measure the impact of specific initiatives. We recommend that any additional multiplier measuring impact follows the Seven Principles of Social Value as stated by Social Value UK. Similarly, when an alternative local economic multiplier has been determined specifically for the project - e.g. an LMS multiplier - this can be

Guidance Social Value Calculator Rationale & Evidencing Glossary

80%

# Needs local leadership and commitment

- Ambition: lessons are that ambitious targets drive best outcomes
- Scope and Strategy: co-ordinating the efforts of an organisation that spends £1.7 billion and employs 26,000 people. This is just Lothian!
- Challenge: we do some great stuff (workforce and employability especially) but how do we do it better?
- Accountability: why are we not doing it? Living Wage; sustainable funding for income maximisation
- Strategic Influence: NHS as active, good community partners

# It could have even bigger impact: Whole System Working across the country

The NHS can function as an Anchor Institution in 14 Boards areas – alongside 31 Integration Authorities, 32 local authorities and 32 Community Planning Partnerships.

- Synergies with community wealth building
- Anti-Poverty work e.g. Child Poverty
- Employability Programmes and childcare

Alignment across national priorities

- Reconciling NHS Scotland Property Transactions Handbook and Anchor Institutions work



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