

Welcome to the Health Inequalities webinar

Being an anchor institution in tackling health inequalities

Tuesday 21 March 2023

3.00pm – 4.30pm

This virtual event will be recorded and published to our website.

Welcome and introduction

Facilitated by chair

Partnerships to support healthy places + Q&A

Lucy Gardner – director of strategy and partnership, Warrington and Halton Teaching Hospitals NHS Foundation Trust

Widening access to good employment + Q&A

Michelle Stanley – head of Leeds One Workforce Programme, Leeds Health and Care Academy

Contracting for local benefit and social value + Q&A

Angela Bartley – consultant in Public Health and director of Population Health & Kate Dun-Campbell – public health specialist registrar, East London NHS Foundation Trust

Closing remarks from the chair

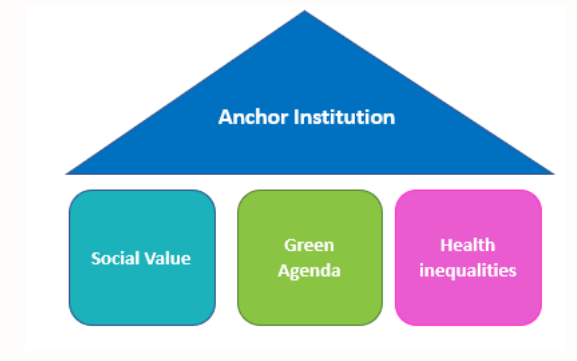
Facilitated by chair

- Please note this session is being recorded
- Please keep your camera on wherever possible
- If you lose connection, please re-join using the link in your joining instructions or email health.inequalities@nhsproviders.org
- We will come to questions after each speaker has spoken, please keep your microphone muted during the presentation
- Please use the chat box to ask questions and share comments
- During the Q&A, if you wish to ask a question audibly, please use the raise hand function – if you cannot find that, wave or raise your hand on screen and we will bring you in
- Any unanswered questions in the chat will be taken away and answered after the event
- An evaluation form will be sent to delegates after the event, this feedback is important to us and helps us to continuously refine our programmes.

Partnerships to support healthy places

Lucy Gardner, Director of Strategy and Partnerships
Warrington and Halton Teaching Hospitals NHSFT

March 2023



Our places - Warrington and Halton

Cheshire and Merseyside

- 33% of residents live in most deprived 20% of neighbourhoods in England
- 26% of children live in poverty

Warrington and Halton

- 10 year gap in life expectancy within borough
- Halton ranked 39th out of 317 local authority areas on index of multiple deprivation
- 65+ population forecast to triple in next 20 years



Case Study: A Life in Halton

The following timeline looks at the potential effects of health inequality on an individual growing up in Halton compared to England average measures / outcomes.

Pregnancy & Birth

33% more likely to be stillborn.

50% more likely to have been born to a mother smoking in early pregnancy and / or at birth.

46% more likely to be readmitted to hospital within the first 14 days of life.

Adolescence

20% more likely to conceive before turning 18.

26% less chance of being screened for STIs such as Chlamydia.

90% more likely to be admitted to hospital for alcohol-related reasons

17% more likely to enter the Youth Justice System

Older Age

47% more likely to die from a cause considered preventable.

61% more likely to die from liver disease when under 75.

Likely to live between 4 and 6 years less than the national average (male – female)

Childhood

60% more likely to be severely obese during both reception school years and once reaching Year 6.

14% less likely to be physically active for an hour per day, 7 days per week.

5% more likely to grow up in a low-income family

Adulthood

60% less likely to be screened for HIV.

71% more likely to be admitted to hospital from an alcohol-related issue and 64% more likely to die from issues relating to alcohol.

44% more likely to be physically inactive.

7% more likely to smoke, but 44% more likely to die from a smoking-related condition

90% more likely to be admitted to hospital for a violence-related reason (including sexual violence)

Our objectives as an anchor institution

Anchor Institution

Social Value



1. To purchase more locally when possible and for social benefit. Local businesses create jobs and wealth and will be offered the opportunity to work with the Trust



2. To use WHH buildings and spaces to maximise support to local communities.



3. To working more closely with local partners, learning from others, spreading good ideas, modelling civic responsibilities and collaborating in the interest of patients and local communities.



4. To promote skills and employment, focusing on growth and development and ensuring that all communities are offered the opportunity to develop new skills and gain meaningful employment.



5. To create healthier, safer and more resilient communities by building stronger and deeper relationships with the voluntary and social enterprise sector whilst continuing to engage and empower citizens.

Green Agenda



6. To reduce our environmental impact. Ensuring the places where people live and work are cleaner and greener, promoting sustainable procurement and protecting the long-term future of our planet.

Health inequalities



7. To reduce unfair and avoidable differences in health across Warrington and Halton and different groups across society.



8. To promote new ideas and innovation to solve old and new social problems



9. To widen access to quality work



10. To work with partners to understand the health needs of the population of Cheshire and Mersey and assets within each place and taking action to address identified needs.

Anchor in action

The Trust's work as an anchor institution is beginning to embed across all parts of the organisation. Below is a showcase of developments which highlight demonstrable impact against our anchor objectives.



Introduction of a ward based Wellbeing advisor to support discharge.

Day one of this post saw an incredibly complicated discharge of a homeless patient facilitated with potential readmission being prevented.

Ensuring disadvantaged groups are offered the opportunity to develop new skills and gain meaningful employment.

The Trust has partnered with Willow Green College in Warrington and Project Search to build a bespoke Supported Internship Programme at WHH for students with disabilities. Designed for people aged 16 to 24 who want to work towards employment but need support to do so. It helps young people achieve their ambitions by offering them work skills/experience within a practical, skills based programme

Smart Heart

Our Smart Heart started in December 2016 and in the first 3 years visited c75 schools, talking to c4300 year 4-6 children about keeping their hearts healthy. Consultant Interventional Cardiologist, Ahmed Farag, visits the schools encouraging children to get involved in what makes them healthy and what might not as they get older.

Warrington Living well hub

Opening Autumn 2023

- A 576 m2 development of retail space in Warrington Town Centre
- Targeted at addressing the up to 10 year gap in life expectancy in borough
- Provision of integrated services from at least 5 providers, including physical and mental health, wellbeing and support services
- Specifically aimed at children and families and pre-frailty

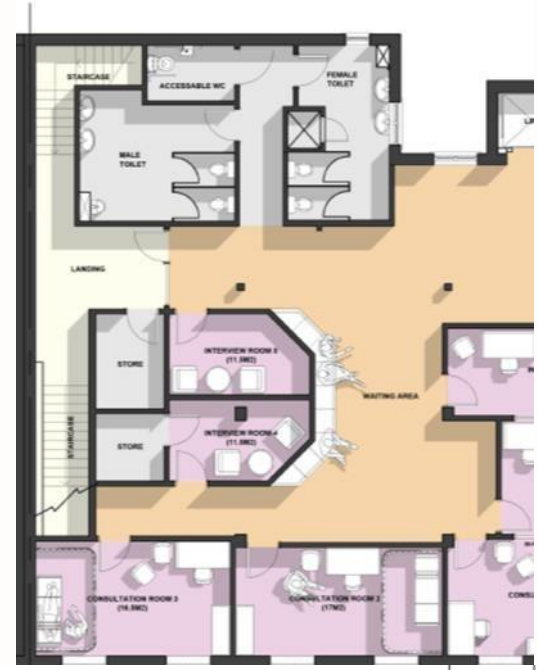


Benefits plan

- 15% reduction in gap in life expectancy
- 30,000 annual users by year 2
- 2% reduction in ED attendances
- Reduction in social care demand
- Reduction in primary care demand
- Job creation and preservation

Funding

- £3m funding secured via Town Deal programme
- c£270k recurrent revenue costs



Runcorn Health and Education Hub

Forecast opening Spring 2025

- A 724m² development and extension of current library (library to be re-provided) into a multi provider health and education hub
- Targeted at addressing the 10 year gap in life expectancy in borough
- Services targeted at children and families, mental ill health prevention and management and support for those with long term conditions.
- Access to employment support and education and training delivery

Benefits plan

- 15% reduction in gap in life expectancy by 2030
- 30,400 users by end of year 2
- 5% reduction in bed days utilised at WHH by Runcorn residents with long-term conditions by end of year 1
- >50% of hub users from most deprived areas by 2026
- 60 students per annum utilising the hub

Funding

- £2.85m funding secured via Town Deal programme
- c£220k recurrent revenue costs

- 18 Lift, Stair & Bakery Area
- 19 Study Room
- 20 Store Room & Service Area
- 21 Storage Room
- 22 Meeting Room



- | | | |
|-----------------------|----------------------|--------------------------------------|
| 1 Community Zone | 7 Clean Utility Room | 13 Server Room, Gas & Electric Store |
| 2 Admin & Support | 8 Dirty Utility Room | 14 MDT/ Group Consult Room |
| 3 Gym | 9 Counseling Room | 15 Sample W.C. |
| 4 Storage Room | 10 Waiting Area | 16 Staff W.C. & Shower |
| 5 Lift & Stair Access | 11 Consultation Room | 17 Staff Room |
| 6 Public Toilets | 12 Phlebotomy Room | |



Halton Health Hub, Runcorn Shopping City

Opened in November 2022 😊

- A 500 m2 development of retail space in Runcorn Shopping City
- Initially providing ophthalmology, audiology and dietetics outpatients services
- c8000 appointments per year in a Covid light environment

Benefits plan

- Increase in footfall by c150 additional visitors each week
- > 3,000 additional NHS appointments within Ophthalmology and Audiology
- Reduction of long waits in ophthalmology by up to 8 weeks after 1 year
- Kickstart wider physical regeneration of town centre
- Wider leverage of public sector investment into town centre to support long term vision

Funding

- £350k capital via Liverpool City Region Town Centre Fund
- £500k via WHH Trust capital
- c£130k recurrent revenue costs



RECEPTION

1.06



The challenges are worth it!

Challenges

- Public sector capital investment into leased asset
- Acute sector investment into community facilities/retail
- CDEL (capital limits)
- Commercial lease agreements
- Capitalisation of leases
- Increased cost of materials
- Multi-organisation governance
- Regulator support
- Recurrent revenue funding

Impact

- Town centre regeneration
- Improved life expectancy
- Improved healthy life expectancy
- Increased education
- Increased employment
- Reduced demand on statutory services at capacity
- Physical estate regeneration and preservation of community assets

Healthy, happy and thriving communities

Sharing our learning and continuing to expand health on the high street

Thank you and questions

lucy.gardner5@nhs.net



Warrington and Halton
Teaching Hospitals
NHS Foundation Trust



Narrowing Inequalities through Connecting communities with health and care careers

Michelle Stanley

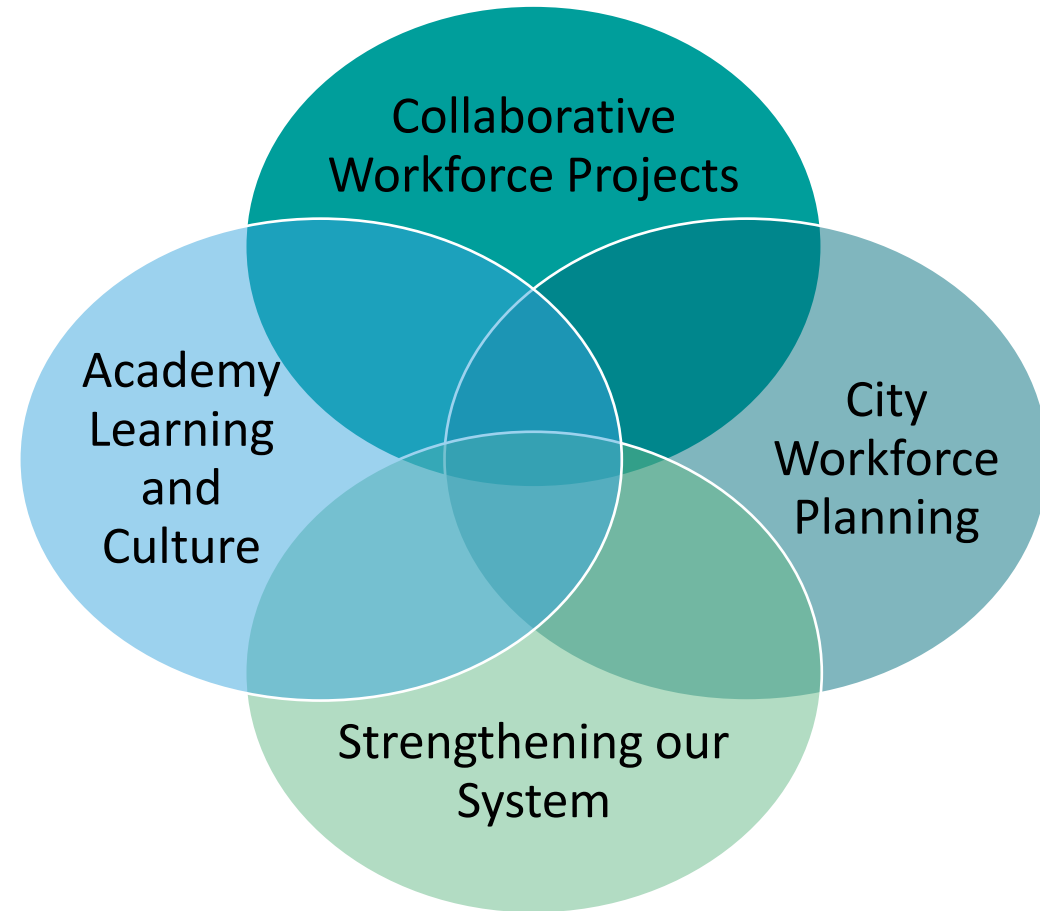
Head Of Leeds One Workforce Programme

Leeds Health and Care Academy



Team Leeds – One Workforce

We are committed to working together as equals, recognising the strength and value of our diverse partners. Our vision for One Workforce is not about creating a single entity, but about connecting us all through shared purpose and accountability, ensuring that development and progress is truly inclusive, and supporting each other to succeed



Principles and Practice

*Improve Quality
Accelerate Progress
Amplify Impact
Drive Efficiency*

Leeds will be a healthy and caring city for all ages, where the poorest improve their health the fastest

- Integrating our health and social care workforce
- Narrowing the inequalities gap
- Benefitting from our strengths and diversity
- Promoting a learning culture
- Driving Inclusive Growth
- Optimising the Leeds pound



Person-centred, not constrained by
organisational boundaries

The Leeds One Workforce Narrowing Inequalities Approach

Who is it for?

Young people – 16 years +

People from diverse backgrounds

People currently unemployed

People looking to change careers

People needing flexibility or specialist support

What are the opportunities?

Entry level jobs

Experienced jobs

Education and Training courses

Employability programmes

Volunteering

What are the possible careers?

Clinical and Care

Administration

Business services

Facilities and Estates

Science and Tech

Who are the opportunities with?

3 x Leeds NHS Trusts

Local Care Homes

GP Practices

Home care providers

Leeds Colleges

Leeds Universities

Model of delivery

Series of bespoke, rolling campaigns, focussed on long term engagement with priority communities and built around current employer and education-led opportunities.

Engagement

with targeted local communities

Community group conversations

Posters, flyers

Social Media

Opportunities

promoting and exploring together

Webinars

Local information events

Careers and employment advice

Selection

to secure individual outcomes

Applications and preferences

Recruitment and selection days

Support

for personal success

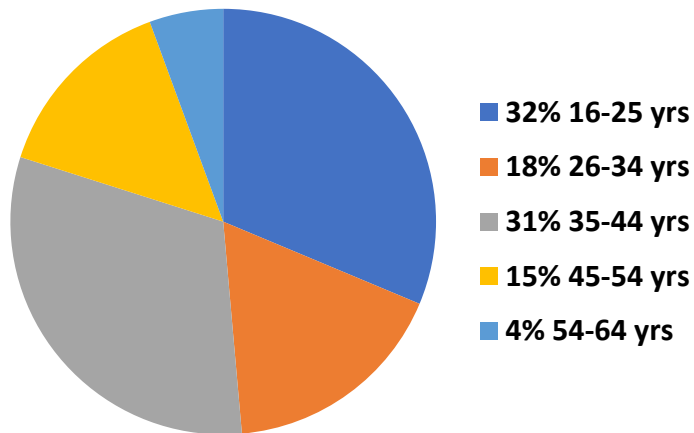
Specialist employee and learner support

Support services for un-placed applicants

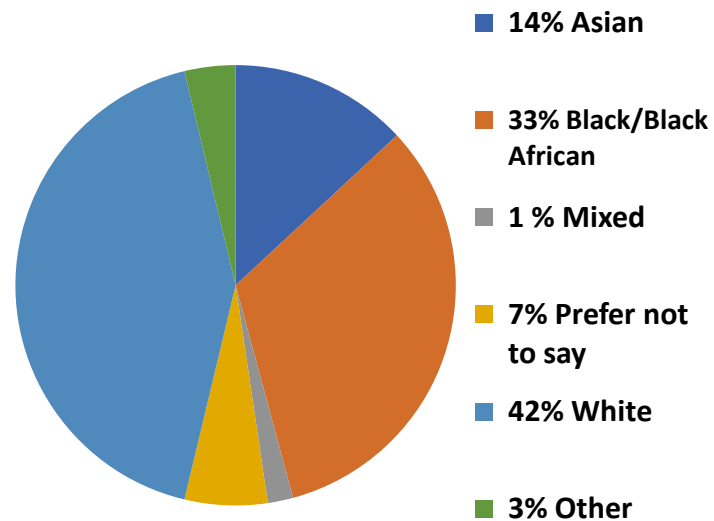
Reflecting back - Who did we set out to reach?

- Young people – 16 years +
- People from diverse backgrounds
- People currently unemployed
- People looking to change careers
- People needing flexibility or specialist support

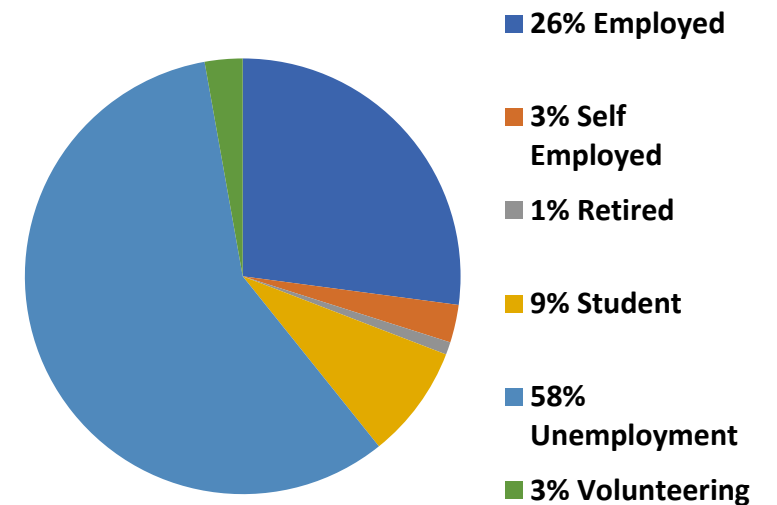
Candidate age



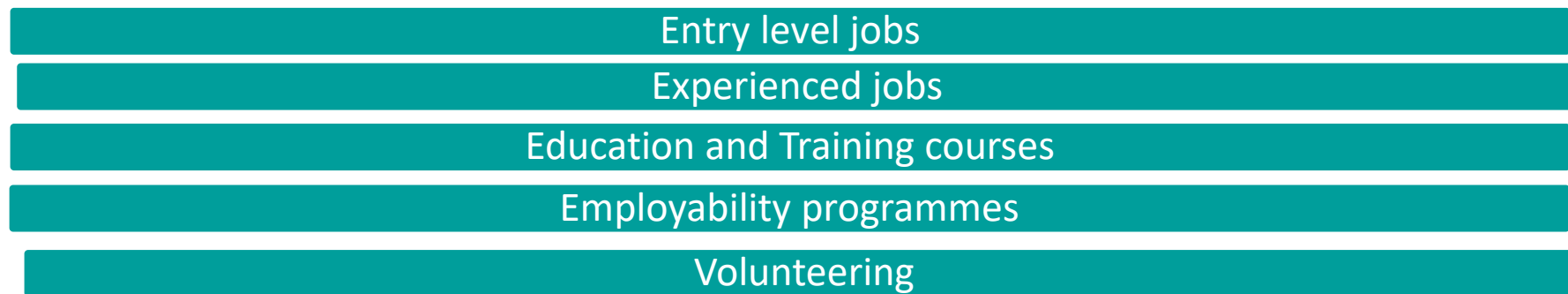
Ethnicity of candidates



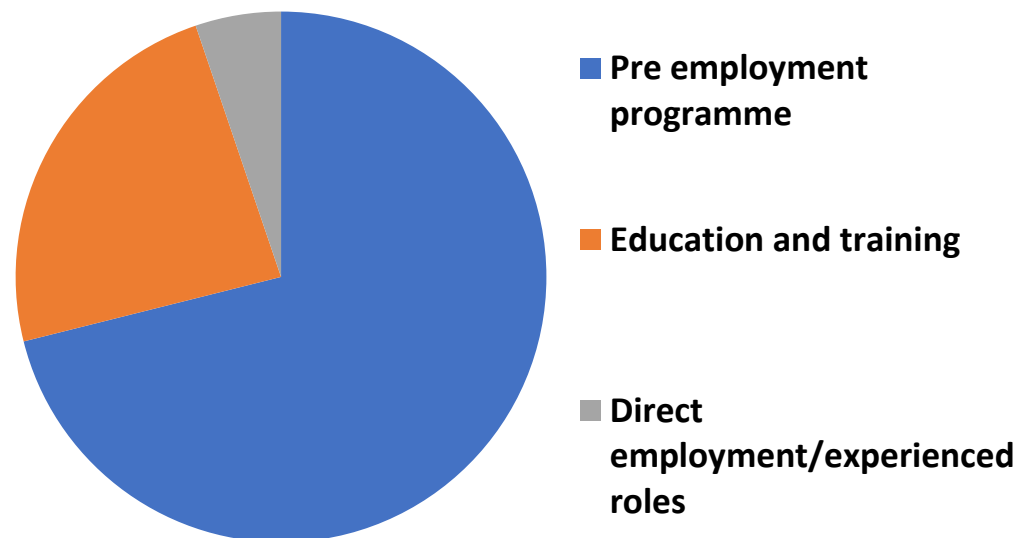
Employment Status



Reflecting back – what opportunities did we set out to offer?



Opportunities available through delivery



Reflecting back - what did we think the possible careers would be?

Clinical and Care

Administration

Business services

Facilities and Estates

Science and Tech

Roles secured :

- Clinical Trials Assistant
- Clinical Support Worker/Care Support Worker
- Administrator (direct employment – including receptionist, ward clerk)
- Pharmacy Technician
- Apprentice Clinical Support Worker
- Apprentice Business Administration Assistant
- Trainee Clinical Support Worker
- Biomedical Support Worker

Reflecting back -Who did we anticipate the opportunities would be with?

3 x Leeds NHS Trusts

Local Care Homes

GP Practices

Home care providers

Leeds Colleges

Leeds Universities

Employment opportunities secured with:

- Leeds & York Foundation Partnership NHS Trust
- Leeds Community Healthcare Trust
- Leeds Teaching Hospital NHS Trust
- People Matters
- University of Leeds

Connecting Communities through H&C Careers (CCHCC) Programme

Success and impact: Community Engagement

- **850+** expressions of interest received
- **700** candidates reside within one of the 6 priority wards
- **211** people supported into education, training, and employment (direct and pre-employment programmes)
- **17** Covid vaccinations administered
- Community engagement – Hugo bus, leaflet drops, social media, community networks, word of mouth.

Success and impact: Recruitment

- **130** conditional offers made, of which **123** people have accepted
- Fast track processes established to support hidden talents
- **90%** of those supported through a pre-employment programme go on to receive a conditional offer of employment
- Partners adapting recruitment practices
- Flipped recruitment process now established – driving efficiencies in time to hire and cost of recruitment process

Success and impact: Retention and Development

- **131** accredited qualifications achieved
- **100%** of those supported into employment remain employed after 10 months
- Candidates connected into Start your Journey Leeds programme

Contact details

Email : michelle.stanley1@nhs.net

Case studies can be found here : [Connecting Communities with Health and Care Careers - Leeds Health and Care Academy](#)

Contracting for local benefit and social value

Angela Bartley, Consultant
in Public Health and
Director of Population
Health
& Kate Dun-Campbell
Public Health
Specialist Registrar



The Anchor institution concept

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.

Four pillars of ELFT's Anchor programme

As a large employer with over £500m annual expenditure, ELFT recognises its significant role and responsibility as an anchor organisation to support the health and wealth of the communities it serves in Bedfordshire, Luton, and East London. Drawing on the Health Foundation's research, there are four key 'pillars' of our Anchor programme:

1. **Widening access to employment** for local people and those facing barriers to the labour market;
2. **Embedding social values in procurement** so that we purchase more goods and services from local businesses and those that promote social, economic and environmental wellbeing in local communities;
3. **Improving environmental sustainability** in our operations and in the wider community;
4. **Using our land and buildings to benefit local communities.**



We care
We respect
We are inclusive

Social Values in Procurement

Adopting a social value approach

- Working to embed social values in our procurement process provides wide benefits to our community.
- This can be in several ways, for example by working in more environmentally sustainable ways, or providing good quality work employment opportunities.
- This can help to reduce health inequalities.



Ask about the
#ELFTPromise

We care
We respect
We are inclusive

ELFT Social Value Priorities

Our ELFT social value priorities were developed in partnership with service users and ELFT staff.

They represent the work that we would like to prioritise as a trust.

1. Ensuring suppliers pay the Real Living Wage.
2. Investment to grow and retention of spend in local economies.
3. Equal employment and training opportunities for local people, people with protected characteristics, service users, and groups hardest hit by the COVID 19 pandemic.
4. A commitment to sustainability.
5. Support for young workers, school leavers and apprenticeship schemes.



We care
We respect
We are inclusive

Our successes so far

- Minimum 15% weighting in tender evaluation scoring.
- 61% of our suppliers pay the real living wage.
- £184.89 monthly increase in take home pay for a domestic cleaner or porter on our new soft facilities contract with OCS.
- Incorporation of service users and ‘social value champions’ as part of trust tender projects.
- Work closely with other North East London (NEL) trusts and NEL procurement collaborative.



Evaluation of social values in procurement at ELFT

Areas for improvement:

- simpler set of social value priority actions
- consolidation of service user involvement
- single toolkit for social value procurement
- social value data sharing and information protocol
- extension of ELFT's market development activities



We care
We respect
We are inclusive



Evaluating and embedding social values in procurement

East London NHS Foundation Trust

14 October 2022

Prepared by:
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Midlands and Lancashire
Commissioning Support Unit

Development of our toolkit



We care
We respect
We are inclusive

Anchor Summit – key ambitions developed

Sustainability

Employment

Procurement

Land and
Buildings



We care
We respect
We are inclusive

Ask about the
#ELFTPromise

Q&A

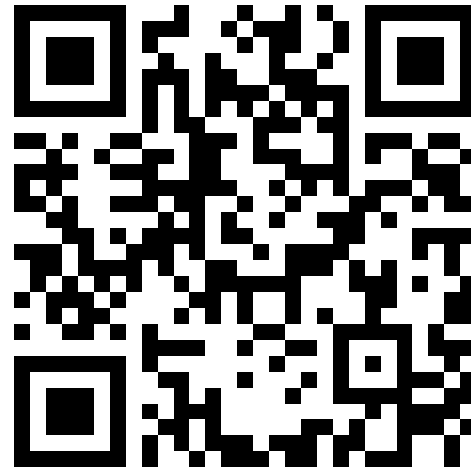
You might also be interested in...

- Our previous events – where you can watch recordings and access presentation slides
- Registering to hear more about our upcoming events
- Reading our briefings, case studies and blogs – including our latest report associated with this event [Being an anchor institution: partnership approaches to improving population health](#)



Access our website by scanning this QR code
or click on the link in the chat.

Thank you for attending the webinar today



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