



AGENDA ITEM

6.3

CTM BOARD

CWM TAF MORGANNWG UNIVERSITY HEALTH BOARD AS AN ANCHOR ORGANISATION – UPDATE ON POPULATION HEALTH ORGANISATION PROJECTS 24-30

Date of meeting

31st March 2022

FOI Status

Open/Public

If closed please indicate reason

Not Applicable - Public Report

Prepared by

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Presented by

Executive Director of Public Health

Approving Executive Sponsor

Executive Director of Public Health

Report purpose

FOR NOTING

Engagement (internal/external) undertaken to date (including receipt/consideration at Committee/group)

Committee/Group/Individuals

Date

Outcome

ACRONYMS

CTMUHB

Cwm Taf Morgannwg University Health Board

CTM

Cwm Taf Morgannwg

NWSSP

NHS Wales Shared Services Partnership

SMEs

Small and Medium-sized Enterprises

1. SITUATION/BACKGROUND

- 1.1** A proposal for Cwm Taf Morgannwg University Health Board (CTMUHB) to develop as a Population Health Organisation (PHO) proposed seven transformation projects aiming to maximise the impact the health board as an employer, purchases of goods and services and capital/land-owner has on social value (PHO projects 24-30, see appendix 1).
- 1.2** NHS and public sector organisations across the UK are becoming increasingly active in this space – redefining themselves as anchor organisations: large, non-profit organisations, unlikely owing to their size to relocate, whose long-term sustainability is tied to the well-being of the populations they serve.¹ Welsh Government expects the NHS in Wales to contribute more to this agenda through a Foundational Economy in Health and Social Services programme,² with an expectation that the Foundational Economy features in corporate and strategic planning. Working in such a way also aligns with the Well-being of Future Generations Act (2015), particularly the goals of more equal, prosperous and cohesive communities.³

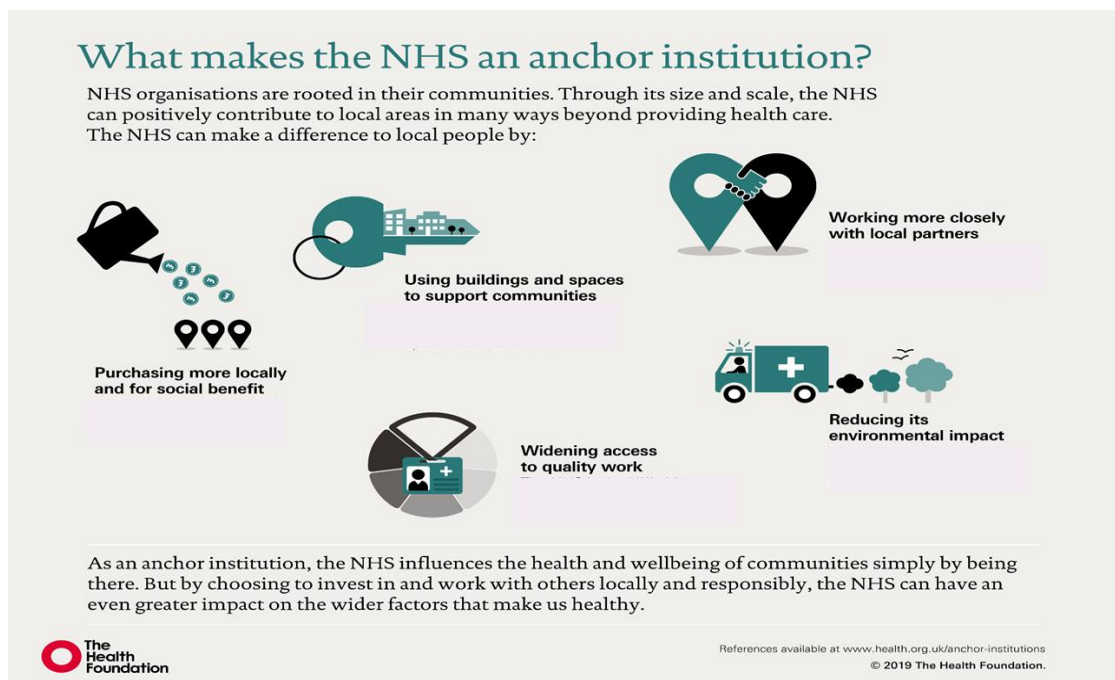


Figure 1 – Summary of potential actions by the NHS as anchor organisations. Source: Health Foundation.

- 1.3** CTMUHB employs over 13,000 staff and spends around £200 million a year on goods and services, in addition to managing considerable land and estates. Mobilising such assets to ensure

social value for local residents and communities could help address some of the long-term challenges in the area including employment, education and housing, in turn improving population health and well-being.

- 1.4** This paper describes progress on mapping historic health board activity against PHO projects 24-30 and proposed next steps to develop a comprehensive strategy for how CTMUHB can function as an anchor to its residents and communities.

2. KEY RISKS/MATTERS FOR ESCALATION TO BOARD/COMMITTEE

2.1 Summary of mapping on CTM as an anchor organisation

- 2.1.1** Table 1 in appendix 1 summarises activity relevant to PHO projects 24-30. Mapping suggests CTMUHB already exemplifies good practice in a number of work areas relevant to functioning as an anchor organisation:

- 2.1.2** In Workforce, the health board has for a number of years worked with partners in local authorities and employment agencies to support people out of unemployment with pre-employment and tailored training programmes. Over 200 members of the community have been supported into paid employment by the health board, while 42 young people aged 18-42 on Universal Credit will this year be employed through the Kick-Start UK Government scheme.

- 2.1.3** In Procurement, new policy since 2021 from NHS Wales Shared Services Partnership (NWSSP) now incentivises consideration of social value with 15% weighting in any contract over £25,000, to achieve Well-being of Future Generations, Foundational Economy and decarbonisation agendas. Such policy is already changing procurement practice with scoping work underway to summarise the overall impact. Work is also underway to improve engagement with local Small and Medium-sized Enterprises (SMEs) through digital procurement portals. Procurement for capital planning has also had demonstrable social value benefits: the recent refurbishment of Prince Charles Hospital applied the Community Benefits toolkit⁴ from Welsh Government, in turn ensuring benefits for local employment, businesses and communities.

- 2.1.4** CTMUHB land and estate has already been purposed for social value, with a great example being the Glanrhyd greenspace. Glanrhyd is only the second hospital in the UK to have been awarded a Green Flag award for preserving greenspace on hospital estate. Estates and

Facilities have worked hard to maintain the area, host to a number of wildlife, and have worked with staff, patients and a number of community organisations to ensure use. Community and third sector organisations have been supported to use health board facilities at each of the Health Park developments at Keir Hardie and Dewi Sant, with work underway to explore how to expand this in future.

2.1.5 There remains however considerable further opportunities given the wider system infrastructure provided by the Public Service and Regional Partnership Boards and learning from other leading NHS anchor programmes across the UK. Furthermore, a number of cross-cutting themes/risks were identified during mapping regarding many anchor-related projects which ought to be considered prior to any decision concerning future work programmes.

2.2 Developing a comprehensive Anchor Strategy for CTMUHB

2.2.1 Mapping work undertaken for PHO projects 24-30 suggests considerable progress. Evidence compiled however suggests limited use of clear data metrics, infrequent use of best practice from other NHS anchor organisations across the UK, limited coordination of anchor activities and a lack of communication to external stakeholders.

2.2.2 There is therefore an opportunity to coalesce existing activity relevant to CTM as an anchor organisation in one coordinated structure equipped with quality data, intelligence and evidence-based approaches as part of a coordinated anchor strategy for the health board. Such a strategy could, through addressing the wide determinant of health in Cwm Taf Morgannwg, improve long-term population health outcomes and address inequalities.

2.2.3 A paper is being produced for the Population Health and Partnership Committee meeting in May 2022 describing a potential 3-year anchor strategy for CTMUHB with a Steering Group of directorate representatives and third sector partners appointed to oversee its delivery.

3. IMPACT ASSESSMENT

Quality/Safety/Patient Experience implications	There are no specific quality and safety implications related to the activity outlined in this report.

Related Health and Care standard(s)	Staff and Resources
	If more than one Healthcare Standard applies please list below:
Equality Impact Assessment (EIA) completed - Please note EIAs are required for <u>all</u> new, changed or withdrawn policies and services.	No (Include further detail below) If no, please provide reasons why an EIA was not considered to be required in the box below.
Legal implications / impact	There are no specific legal implications related to the activity outlined in this report.
Resource (Capital/Revenue £/Workforce) implications / Impact	Yes (Include further detail below)
Link to Strategic Goals	Creating Health

4. RECOMMENDATION

- 4.1 Note** the considerable progress towards fulfilling PHO Projects 24-30 in Appendix 1, demonstrating exemplary work across directorates in CTMUHB to use health board assets and resources for social value
- 4.2 Note** plans to submit a proposed CTM 2022-2025 Anchor Strategy to Population Health and Partnership Committee in May 2022 with an Anchor Steering Group, reporting to this committee, created to support its delivery.

Appendix 1 - Mapping of activity against PHO projects 24-30

Key – Red (Limited activity financial year 2021/22), **Amber** (activity on track 2021/22), **Green** (Achieved)

PHO Project Number	Project title	Exec Lead	Support to Executive Lead	Additional Exec Leader	Support to Additional Exec Lead	PH Nominated Support	Document Links
PHO 24	Widen participation of CTM residents in the workforce	Hywel Daniel, DOP	Assistant Director of Employee Experience and Wellbeing and Learning & Organisational Development Manager		Consultant in PH		<ul style="list-style-type: none"> Project Search Future Generations Leadership Academy Pathways to Management Work experience placements
PHO 25	Create apprenticeships that target more vulnerable people in CTM	Hywel Daniel, DOP	Assistant Director of Employee Experience and Wellbeing and Learning & Organisational Development Manager		Consultant in PH		<ul style="list-style-type: none"> Appointment of apprenticeships and qualifications manager Kick Start UK Government apprenticeship scheme
PHO 26	Shift more spend locally	Sally May, DoF	Deputy Head of Procurement		Consultant in PH		<ul style="list-style-type: none"> Duties under WBFGA/WG legislation CTMUHB Catering Central Processing Unit, Treorchy



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							<ul style="list-style-type: none"> • PPE and Royal Mint case study • In-house waste management • Food procurement
PHO 27	Embed social value into purchasing decisions	Sally May, DoF	Deputy Head of Procurement		Consultant in PH		<ul style="list-style-type: none"> • Sustainability risk assessments for tenders >£25k • Sustainable Procurement Policy V2 • NHS T&C of Contract for both Goods and Services • WG Community Benefits toolkit – applied to PCH refurbishment (CHS 2021 paper) • Multi-quotes for tenders <£25k to increase bids from Welsh SMEs • Appointment of Senior Procurement Policy Lead for sustainability & foundational economy • Sustainable plastics & materials practice & plans for in-house



							recycling/waste management system
PHO 28	Expand community access to CTMUHB's property	Sally May, DoF	Head of capital, Strategic and Operational Planning		Consultant in PH		<ul style="list-style-type: none"> • Keir Hardie Health Park • Dewi Sant Hospital • Forthcoming Sunnyside development in Bridgend
PHO 29	Develop accessible community green spaces on CTMUHB's land	Sally May, DoF	Head of capital, Strategic and Operational Planning		Consultant in PH		<ul style="list-style-type: none"> • Glanrhyd Green Flag Award activity • CTMUHB Biodiversity & Ecosystem Resilience Plan
PHO 30	Work in partnership across CTM to maximise the wider value of CTMUHB's estates	Sally May, DoF	Head of capital, Strategic and Operational Planning		Consultant in PH		<ul style="list-style-type: none"> • CTM Healthy Housing Partnership



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References

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- ¹ See Health Foundation. The NHS as an anchor institution. Available from: <https://www.health.org.uk/news-and-comment/charts-and-infographics/the-nhs-as-an-anchor-institution> [Accessed 09 Nov 2021].
- ² Welsh Government. Written statement: approach to the Foundational Economy in Health and Social Services. 22 November 2021. Available from: <https://gov.wales/written-statement-approach-foundational-economy-health-and-social-services> [Accessed 22 March 2022].
- ³ Future Generations Commissioner for Wales. Well-being of Future Generations (Wales) Act 2015. Available from: <https://www.futuregenerations.wales/about-us/future-generations-act/> [Accessed 22 March 2022].
- ⁴ Welsh Government. Procurement: community benefits guidance. Available from: <https://gov.wales/procurement-community-benefits-guidance> [Accessed 22 March 2022].