



AGENDA ITEM

4.4a

POPULATION HEALTH & PARTNERSHIPS COMMITTEE

**CWM TAF MORGANNWG AS AN ANCHOR ORGANISATION –
SUMMARY OF MAPPING ON POPULATION HEALTH
PROJECTS 24-30**

Date of meeting	4 th May 2022
FOI Status	Open/Public
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Prepared by	Jonny Currie, Specialty Registrar in Public Health
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
Michelle Hurley-Tyers, Assistant Director, Workforce Development		
Anmarie Pritchard, Deputy Head, Procurement		
Rosie Cavill, Head of Capital, Strategic and Operational Planning		
David Williams, Governance and Compliance Manager, Facilities		
Claire Nicholas, Head of Policy, Workforce Development		
Tom Powell, Innovation Manager		



Alison Howells, Central Processing Unit Manager		
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ACRONYMS

CTMUHB	Cwm Taf Morgannwg University Health Board
CTM	Cwm Taf Morgannwg
HEIW	Health Education and Improvement Wales
ILG	Integrated Locality Groups
NWSSP	NHS Wales Shared Services Partnership
PSB	Public Services Board
SME	Small- and Medium-Sized Enterprises

1. SITUATION/BACKGROUND

- 1.1** This paper summarises some of the exemplary work underway across CTM pre-COVID and being restarted as we enter the endemic phase relevant to Population Health Organisation projects 24-30.

2. SPECIFIC MATTERS FOR CONSIDERATION BY THIS MEETING (ASSESSMENT)

2.1 CTM as an employment anchor (PHO 24 – Widen participation of CTM residents in the workforce & PHO 25 – Create apprenticeships that target more vulnerable people in CTM)

2.1.1 The Joseph Rowntree and Health Foundation (see figure 1) detail several activity areas where NHS anchors can have value as an employer, including recruitment policies, pay & conditions, professional development practices and retention policies particularly around support for physical & mental health of staff.¹⁻² Ensuring equity of such policies and conditions across the breadth of the workforce, and maximising outreach to as diverse a range of candidates prior and at the point of recruitment are frequently cited as best practice to achieving the full impact of employment anchor work.

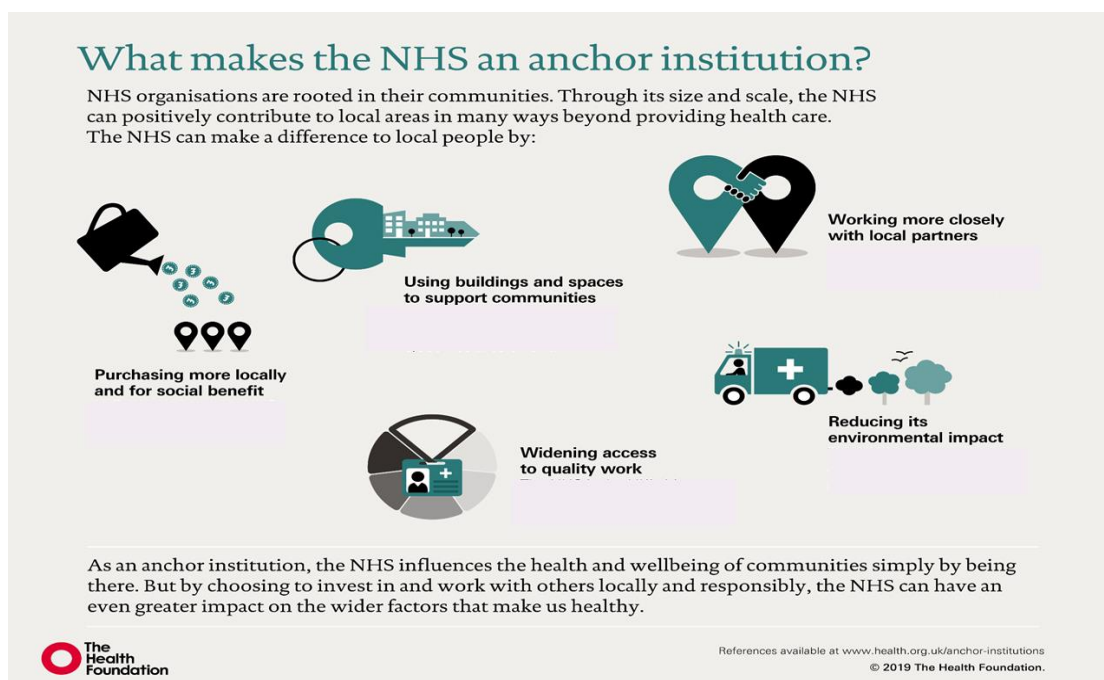


Figure 1 – Summary of potential actions by the NHS as anchor organisations. Source: Health Foundation.

¹ Joseph Rowntree Foundation. 2018. Harnessing the power of anchor institutions – a Progressive Framework. York: Joseph Rowntree Foundation.

² Health Foundation. 2019. Building healthier communities: the role of the NHS as an anchor institution. London: Health Foundation.

2.1.2 CTMUHB remains a leader in this area through its Pathways to Employment work (see Case Study 1 below) which aims to ensure the health board creates employment opportunities for people who are unemployed or socially disadvantaged. Programmes run in partnership with local authorities and training providers including Remploy, Elite and Llamau and have recruited 100-120 staff in recent years. The programme has received credit through awards including runner-up in the Staff Recognition Award for Partnership Working and has led to interest across one Public Services Board in the region in expanding this pathway.

2.1.3 The Living Wage, an initiative to ensure employees receive a wage based on the cost of living of £9.50 an hour, is a further area of excellence: CTMUHB is currently in the process of being accredited as the second NHS Wales health board Living Wage Employer after Cardiff and Vale University Health Board. Accreditation requires ensuring coverage of the Living Wage across directly employed staff and third-party contracted employees. CTM Workforce and Procurement are progressing this with support from Cynnal Cymru, a national charity with experience of Living Wage accreditation of public sector organisations.

Case Study 1 – Pathways to Employment

From 2018 CTMUHB Platinum Corporate Health Standards submission

Since 2014 CTMUHB has worked with pre-employment teams in the local authorities to support members of the local community into gainful employment, being conscious of the economic issues facing our local communities.

The original pre-employment course saw unemployed members of the local community interested in a career in health being identified by local authorities. More recently the pathway has been revised to involve residents being referred by a local authority partners through various employment and training providers. Candidates successful at interview go on to attend a two week "Prepare to Care" course, delivered by partners, the content of which is specifically tailored to meet the needs of the health board but also includes generic employability subjects such as interview and communications skills.

CTMUHB has supported several hundred members of the local community to gain paid employment through the pre-employment route with around 100-120 each year since 2018 being successfully employed.

- 2.1.4** CTMUHB supports several other relevant programmes including Project Search, a partnership between Elite employment agency and Coleg Penybont/Bridgend College offering internships to people with a learning disability and/or autism spectrum disorder since 2019. Placements have been available since 2019 to support 12 individuals at the Princes of Wales Hospital site in Bridgend. Plans are underway after a pause in the programme owing to COVID-19 to broaden the project to other Integrated Locality Groups (ILGs).
- 2.1.5** The health board is the only in NHS Wales to support the Future Generations Leadership Academy creating equitable opportunities for sustainable development leadership training between genders (50% minimum female participants), ethnic groups (20% minimum participants from Black and Ethnic Minority backgrounds) and socioeconomic backgrounds (50% minimum participants from individuals from households without parent with degree level education).
- 2.1.6** The health board acknowledges the under-representation of staff under the age of 21 (0.49% in 2021) and is aiming to address this through programmes including Pathways to Management work with Health Education and Improvement Wales (HEIW) and Academi Wales and an expansion of its work experience programme which was paused during the COVID-19 pandemic.
- 2.1.7** Apprenticeships are a further area of strength for the health board. Kick Start is a government-funded scheme targeting younger workers aged 18-24 who are receiving Universal Credit. 50 placements are planned to be created by December 2021 in administrative roles, medical records, portering, catering, Information Technology and domestic services. The UK Government Apprenticeship Scheme is active in CTMUHB involving the health board contributing towards a levy to help new and existing employees develop skills to meet current and future skills requirements. CTMUHB contributed £2,275,000 in 2020/21 to this levy and accessed 49% of this to support 150 apprenticeship opportunities. There are plans in future to use such funds to mitigate critical skills shortages in health sciences, perioperative care and areas where the costs of recruiting externally may exceed the costs and benefits of developing existing staff.
- 2.1.8** The health board has now appointed an Apprenticeship and Qualifications Manager allowing them to work with line managers and training partners to recruit to a variety of apprenticeship pathways and work with HEIW on accreditation processes for apprenticeships including the Health Care Science (Level 4) scheme.

2.2 CTM as an anchor through its spending & procurement (PHO 26 – Shift more spend locally & PHO 27 – Embed social value into purchasing decisions)

2.2.1 Procurement of goods and services is a further area in which the NHS can generate social value, including supporting local businesses, nurturing supply chains to grow more Small and Medium-sized enterprises and ensuring fair pay and conditions for contracted work. Procurement policy since the Well-Being of Future Generations Act (2015) from Welsh Government is increasingly prioritising social and economic sustainability. CTMUHB has already shown leadership in this area, for instance in the innovative way the health board worked with local businesses and the Royal Mint to secure Personal Protective Equipment and other supplies during the Covid-19 pandemic.

2.2.2 Food is one key area of focus for the health board: through the Healthy Options programme, CTMUHB is aiming to ensure sustainable and healthy catering for staff. The Central Processing Unit in Treorchy (see Case Study 2 below) is among the minority of catering services in Wales procuring food predominantly locally from Welsh suppliers, then preparing, freezing and delivering such food to provide for patients and staff across the health board. The unit operates 7 days a week, with an estimated 10,000 food portions being delivered every day. All milk, vegetables and most animal-based raw goods supplied to the NHS in Wales comes from Welsh farms and are distributed by Welsh-based companies with clear standards, including the Red Tractor Assurance scheme to denote quality, safety and environmental standards.

Case Study 2 – Central Processing Unit, Treorchy

The Central Production Unit (CPU) is part of the Cwm Taf University Health Board and has been in operation since 1988 with origins initially as a cook chill unit for the then Mid Glamorgan Health Authority.

Since 1999 the CPU has grown considerably and runs as a cook-freeze unit providing an average of around 55-70,000 portions of quality food to hospital and community sites across CTMUHB and externally including Velindre NHS Trust and the Prince Philip Hospital in Hywel Dda Health Board.

All ingredients are purchased from commercial suppliers via NHS Wales Shared Services Partnership (NWSSP), who are exploring the potential to generate social value through procurement; most ingredients used within the

CPU are supplied by local companies, for example Castell Howell (Meat & Poultry), Slice & Dice (Vegetables) and several other local Welsh providers.

The CPU is run by its General Manager who with over 40 years' service in the NHS, joined the organisation in October 1981 and worked firstly as a catering Assistant, then head Cook before eventually progressing to her current position.

The CPU is staffed currently by 34 staff all predominantly local to the area and many of whom have significant years' service to the unit. As an anchor to local communities, the CPU has supported various members of staff in professional development and has taken a compassionate approach to recruitment and staff development throughout.

Staff in the CPU have inputted to national food and nutritional standards with a new All-Wales Menu Framework recently developed for patients and staff with involvement from dieticians across Wales. Furthermore, the development of a digital IT system for ordering and production has allowed standardised recipes to be used while minimizing over-ordering and waste on hospital sites, with a previous estimate by NWSSP across Wales of £1-4m every year.³

2.2.3 Work is underway as part of the Cardiff Capital Region City Deal,⁴ supported by ten local authorities, Welsh Government and the UK government to drive regional growth and productivity with a £1.3 billion investment fund. A group from Cardiff Council, Monmouthshire Council and the National Collaborative Commissioning Unit at NHS Wales are exploring how to use such resource to increase local and sustainable food production in Wales using available land in Monmouthshire and the purchasing power of the NHS. Discussions are underway on engaging CTMUHB in the programme with plans for a Challenge Launch in December 2021 for tenders.

2.2.4 NHS Wales Procurement Policy, as developed by NHS Wales Shared Services Partnership (NWSSP), now requires a Sustainable Risk Assessment on all tenders in excess of £25,000. This aims to identify opportunities in the supply chain to address environmental, social and economic impacts of goods and services delivered in NHS Wales.

³ NWSSP. 2020. Case Study: All Wales Catering IT System. NWSSP IMTP 2020-23. Available from: <http://www.wales.nhs.uk/sitesplus/documents/1178/Case%20Study%20-%20All%20Wales%20Catering%20IT%20System%20v2.pdf> [Accessed 10 November 2021].

⁴ See <https://www.cardiffcapitalregion.wales/the-city-deal> [Accessed 28 Nov 2021].

Welsh Government has also developed a Community Benefits toolkit⁵ to support the incorporation of social value in public sector procurements; the toolkit was used throughout the recent Stage 2 refurbishment of Prince Charles Hospital as part of a £217m award from Welsh Government, with a range of positive outcomes emerging including the creation of apprenticeship opportunities, employment and training for people who are economically inactive, opportunities for local Small and Medium-Sized Enterprises (SMEs) and others.

2.2.5 NWSSP has now appointed a Senior Procurement Policy Lead for Sustainability & the Foundational Economy and is alongside work to embed the above and many wider procurement policies in CTM, exploring how the use of Multi-Quotes for activity under £25,000 and Quick Quotes for goods and services could be used to support and develop Welsh SMEs to achieve policy objectives for the Foundational Economy and Sustainability.

2.3 CTM as an anchor through its capital, estates & facilities (PHO 28 – Expand community access to CTMUHB’s property; PHO 29 – Develop accessible community green spaces on CTMUHB’s land & PHO 30 – Work in partnership across CTM to maximise the wider value of CTMUHB’s estates)

2.3.1 Anchors can make a difference to their population through the way buildings, land and other assets are designed, procured and managed and by building connections between such assets and residents, particularly through changing the way in which health facilities are viewed – for example rethinking facilities as being sites of health and well-being creation and sustainability, as opposed to the traditional image of hospitals linked with disease and sickness.

2.3.2 The NHS Wales Decarbonisation Strategic Delivery Plan⁶ supports such initiatives with Health Boards and NHS Trusts in Wales expected by 2024 to:

⁵ Welsh Government. Procurement: social value/community benefits. Available from: <https://gov.wales/procurement-social-value-community-benefits> [Accessed 10 November 2021].

⁶ Welsh Government. NHS Wales decarbonisation strategic delivery plan. Last updated 24 March 2021. Available from: <https://gov.wales/nhs-wales-decarbonisation-strategic-delivery-plan> [Accessed 22 Nov 2021].

2.3.3 *"...support localised initiatives to maintain green spaces on hospital sites for use by staff, the public and patients [...] Should land be required for development (which is sometimes unavoidable), equivalent mitigation (such as replacement planting, green space or a carbon sink) should be provided, ideally locally. Health Boards and Trusts may wish to work with organisations such as NHS Forest to develop green spaces, encourage biodiversity, develop localised carbon sinks and provide a space where the health and wellbeing of patients, staff and communities can be enhanced. These areas can also be used to aid recovery and social prescribing. Organisations should consider land use change and biodiversity enhancement projects as these will contribute to the overall carbon reduction targets. This should be done in line with their public sector biodiversity duty."*

2.3.4 Sites at Keir Hardie Health Park and more recently Dewi Sant Health Park were designed with well-being and community partnership in mind, with Dewi Sant for instance featuring a Primary and Community Resource Hub with third sector presence. More recent developments such as the Bridgend Health & Well-being Centre on Sunnyside Road are planned to continue in this vein, with inclusion of community and third sector organisations currently underway.

2.3.5 The Glanrhyd site in Bridgend has for some time held a Green Flag Award (see Case Study 4 below), based on its maintenance of an open mixed woodland on the site of a mental health centre. The site has a river, a significant wildlife corridor including bat foraging and commuting ground. Maintenance of the site is underpinned by a strict environmental management system and a CTMUHB Biodiversity & Ecosystem Resilience Plan is being developed to inform future green spaces across health board sites, including Glanrhyd, in years to come.

Case Study 4 – Glanrhyd Green Flag Award Programme

Glanrhyd Hospital to the east of Bridgend town centre is an area comprised of mixed woodland, grassland, sections of the River Ogmore and several hospital buildings on the site of a mental health hospital originally founded in 1864. The area is host to a variety of different wildlife including bats, several bird species and other animals among the woodland.

The Green Flag Award® scheme aims to ensure everybody has access to quality green and other open spaces, irrespective of they live and is run by Keep Wales Tidy, an environmental charity based in Cardiff. The scheme recognises and rewards well managed parks and green spaces,



setting the benchmark standard for the management of recreational outdoor spaces across the United Kingdom and around the world.

Prior to the transition of the Princes of Wales Hospital and Bridgend health services to Cwm Taf Morgannwg, Abertawe Bro Morgannwg University Health Board developed a Glanrhyd site Grounds Management Plan and achieved the award in December 2017. This plan and award then transitioned over to Cwm Taf University Health Board as part of the Bridgend Boundary transition in April 2019. CTMUHB have continued to develop this plan and were successful in receiving the award for 2020/21. Plans are underway to continue to develop the area, explore staff/public allotments on site and to continue to engage local community and third sector groups in use of the space. A Biodiversity & Ecosystem Resilience Plan is being developed for CTMUHB to inform future green spaces across health board sites, including Glanrhyd, in years to come.

2.3.6 CTMUHB is also expanding its activity in housing with a recently formed Healthy Housing Partnership chaired by the Director of Strategic Transformation. The partnership recently secured support from Public Health Wales' new Communities4Change programme to accelerate action on the wider determinants of health. The partnership includes CTM local authorities, social registered landlords/housing associations and other local housing partners. The partnership are developing a plan to improve the way in which housing data is shared to inform public health action and are due to test and evaluate their work by March 2022.

2.4 CTM as a sustainability anchor (PHO 32 Increase focus on and invest in embedding the Wellbeing of Future Generations Act Sustainable Development Principle)

2.4.1 Sustainability in CTM has been supported by a CTMGreen Group (see <https://www.greenhealthwales.co.uk/ctmuhb>) with representation across clinical and non-clinical staff. The group has secured several achievements including improvements in use of disposable clinical materials, food waste collection at all hospital sites and senior engagement to support the NHS Wales Decarbonisation Strategy. 40% of waste was diverted from landfill in 2020/21 to be recycled while 100% of health board food waste was diverted to anaerobic digestion. Work is also underway to explore whether in-house recycling of plastic and other materials could be undertaken to minimise the volume of materials of single-use with discussions underway with the Innovation RIIC Hub and Life Sciences.

2.4.2 Alongside such wider sustainability initiatives active across the region there is an ambition to develop a Healthy Travel Charter for CTM based on the success of a similar model in Cardiff & Vale area with support from Healthy Travel Wales. The appointment of a joint local authority-health board sustainability officer in early 2022 is expected to support the exploration of such a charter involving agreed commitments from public service partners to increase access to and uptake of healthy and sustainable modes of travel to and at work.

2.5 CTM as a corporate and place-based anchor

2.5.1 The breadth of activities relating to the health board as an anchor are considerable and testify to the clear commitment from CTMUHB Executives and staff members to serve the residents of CTM and promote health equity and well-being. Given the unique range of projects and wider structures, there exists a significant network to work collaboratively and widen the scope and impact of a number of these programmes. The Health Foundation, as part of its programme to nurture NHS anchors across the UK, offers opportunities to shape NHS anchor networks which, given the significant lead CTM as a health board has across NHS Wales, may be a further area to explore under the programme, to position CTMUHB as a leading population health organisation in Wales.

3. Appendices

3.1 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	Michelle Hurley Tyers and Nick Carter		Philip Daniels, 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	Michelle Hurley Tyers and Nick Carter		Philip Daniels, 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	AnnMarie Pritchard, Deputy Head of Procurement		Philip Daniels, Consultant in PH		<ul style="list-style-type: none"> • Duties under WBFGA/WG legislation • CTMUHB Catering Central Processing Unit, Treorchy



							<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	AnnMarie Pritchard, Deputy Head of Procurement		Philip Daniels, 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



							<ul style="list-style-type: none">• Sustainable plastics & materials practice & plans for in-house recycling/waste management system
PHO 28	Expand community access to CTMUHB's property	Sally May, DoF	Rosie Cavill, Head of capital, Strategic and Operational Planning		Philip Daniels, 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	Rosie Cavill, Head of capital, Strategic and Operational Planning		Philip Daniels, 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	Rosie Cavill, Head of capital, Strategic and Operational Planning		Philip Daniels, Consultant in PH		<ul style="list-style-type: none">• CTM Healthy Housing Partnership