

Meeting Date	05 September 2024	Agenda Item	3.4	
Report Title	Becoming a Purposeful Anchor Institution - Update			
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Presented by	Jennifer Davies, Executive Director of Public Health (Interim)			
Freedom of Information	Open			
Purpose of the Report	This report provides: <ul style="list-style-type: none"> • An update to the Committee on the progress made in support of baselining Swansea Bay University Health Board in pursuit of being a purposeful anchor institution. • An outline of the phased approach towards baselining SBUHB as a purposeful anchor institution. • An indicative plan including deliverables and timescales to establish a baseline position. 			
Key Issues	<ul style="list-style-type: none"> • The financial constraints the Health Board is working within and the financial controls being exercised through the Health Board's Recovery and Sustainability Programme require adaptation of the approach agreed by the Committee in June 2024. • There is currently no focal point with overall strategic ownership / leadership and co-ordination of the collective efforts. • Our role as an anchor institution is not expressly considered and incorporated into our planning, delivery and assurance activities with no singular mechanism currently existing to take this forward. 			
Specific Action Required <i>(please choose one only)</i>	Information	Discussion	Assurance	Approval
	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Recommendations	Members are asked to: <ul style="list-style-type: none"> • Note the work to date in support of baselining. • Approve the phased approach to enable baselining as a purposeful anchor institution. • Approve the indicative timescales to proceed with the anchor institution baselining without procuring external support. 			

Becoming a Purposeful Anchor Institution - Update

1. INTRODUCTION

At the Population Health and Partnerships Committee meeting in December 2023, it was agreed that we would seek to baseline ourselves as an anchor institution as the first step in becoming a purposeful anchor institution. In March and June 2024, the Committee received further updates following initial external market scoping and learnings from across NHS Wales. This paper provides an update on progressing the agenda and indicative next steps.

2. BACKGROUND

The Health Board is a strategic population health body which serves a population of approximately 390,000, employs almost 13,500 staff and receives around £1.5bn of financial allocation. It also has a significant footprint across the Swansea Bay region and beyond to provide high quality health services and to improve the health and wellbeing of the population.

In our role as an anchor institution, SBUHB has the opportunity to develop a programme that fundamentally changes how we think and behave to support improved population health and well-being in line with our Population Health Strategy. SBUHB acting as an effective anchor institution is a key component in supporting the medium to long term recovery and sustainability of SBUHB and delivery of our high-quality organisational vision.



Figure 1: Swansea Bay Population Health Strategy

➤ Progress to date

It was agreed by the Committee that external support would be needed to enable us to undertake an anchor baselining activity. At the June 2024, the update to the Committee outlined an approach to develop a baseline position and agreed a programme of work to build capability and capacity across our system. Following this, a procurement brief was developed and NHS Wales Shared Services Partnership (NSWSSP) Procurement team were engaged to identify the options for procuring external support to develop and deliver the products.

The decision taken by the Health Board to initiate its financial Recovery and Sustainability Programme, has directly impacted our ability to procure external support to deliver anchor institution baselining due to this being categorised as consultancy expenditure. This has required us to reconsider how this work can be progressed and to what timeframes.

Based on learning from elsewhere we have undertaken the early recommended steps as follows:



➤ **Reviewing existing activity**

Whilst not yet complete, work has been done to scope out the different policy agendas nationally, regionally and locally as well as action we are already engaged in or committed to which sits within an Anchor Framework:-

- ❖ Developing a definition of Anchor Institution within the context of Swansea Bay. Synthesis of current policy levers related to the agenda (Figure 3) creates the framework to inform systematic mapping and interviews with stakeholders in order to identify current activities and their interdependencies.
- ❖ Alignment of organisational strategy in support of our population health ambition, of which anchor is one of the pillars for action. We are engaged with: Workforce & OD to align the Population Health and People Strategy; Digital colleagues around delivery of the population health commitment laid out in the SBUHB Digital Strategy; Value Based Health Care (VBHC) Team in supporting development of SBUHB VBHC strategy; SBUHB procurement colleagues and supported contributions towards the SBUHB Socio-economic Duty assessment to Welsh Government.
- ❖ Annual Planning 2025/26- working with Strategy & Planning colleagues to support development and delivery of the 2025/26 annual planning process across the Service Delivery Groups and Programme Boards.
- ❖ Work is underway to identify Strategic Indicators to show whether the organisation is achieving its overarching Strategic Objectives in the long-term. Many of these indicators can be linked directly to the organisation’s effectiveness as an anchor institution.

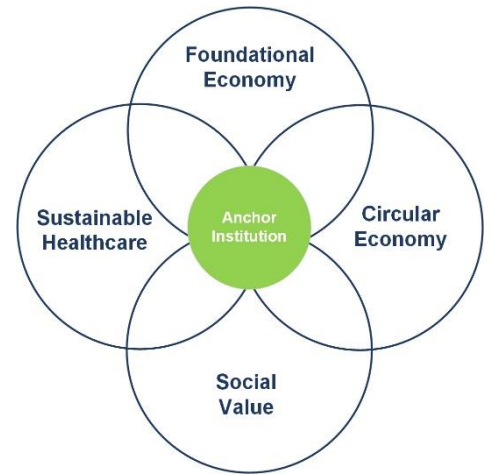


Figure 3: Current Relevant Policy Context

➤ **Identifying relevant partners**

Through various engagement activities nationally, regionally and locally, there have been opportunities to scope out potential areas for alignment and focus.

- ❖ Engagement with anchor partners: Cwm Taf Morgannwg UHB to synthesise learning from their development and implementation of their Anchor Institution Strategy (August 2024); NHS Wales and other partners through Foundational Alliance Wales and Public Health Wales’ World Health Organization (WHO) Collaborating Centre on Investment for Health and Well-being; Regional engagement through the South West Wales Foundational Economy Working Group.
- ❖ Health Anchors Learning Network Wales: The Finance Academy and the Innovation Unit are looking to develop a Health Anchors Learning Network in Wales. In the context of this work, it will be prudent to understand progress and ensure that SBUHB is connected if the programme proposal is funded.
- ❖ Housing association: potential for partnering with a local Responsible Social Landlord (RSL) on green skills development agenda with a focus on local young people, leading to additional benefits of protecting and improving the green infrastructure in a deprived area of Sandfields.
- ❖ PSBs: interest expressed by partners at both PSBs on different aspects of anchor activity e.g. renovation of buildings using local businesses & start-ups; local food procurement.

Further work is needed at both a regional and local level, though there is already strong interest being expressed for collaborative working.

Specific products (including indicative timescales) for all three phases of the work are detailed below.

- **Purposeful Anchor Baselineing: Indicative Plan**

Discussions to date provide us with an indicative timescale for this work and a list of key products. This will enable progress on the development of Swansea Bay as an anchor system working collaboratively with other anchors in pursuit of sustainable, measurable population health gains.

Products	Description	Outputs	Timescale
Understanding the current landscape & opportunities	<ul style="list-style-type: none"> • Phase 1: Reviewing the existing activity, considering existing frameworks and methodologies and identifying relevant partners 	<ul style="list-style-type: none"> • Anchor definition within the context of SBUHB encompassing Welsh policy drivers • Intelligence gathering/network building with internal/external partners • Swansea Bay approach to delivering Anchor baselineing in line with scope and policy context in Wales 	<p>September 24</p> <p>Ongoing</p> <p>September 24</p>
Baselineing as a Purposeful Anchor Institution	<ul style="list-style-type: none"> • Phase 2: Establish a baseline position for SBUHB and key partners (what is currently taking place) 	<ul style="list-style-type: none"> • Systematic mapping and interviews with stakeholders <ul style="list-style-type: none"> ○ Interviews (departmental positions) ○ Focus groups/workshops (joint priorities) • Mapping stakeholders anchor metrics <ul style="list-style-type: none"> ○ Activity ○ Governance ○ Opportunities/Challenges ○ Data/reporting ○ Status • Swansea Bay Anchor Network established as a tactical forum through baselineing engagement 	<p>November 24</p> <p>December 24</p> <p>January 25</p>
Develop Swansea Bay Anchor Mission	<ul style="list-style-type: none"> • Phase 3: Identification and agreement of priority areas in support of anchor mission 	<ul style="list-style-type: none"> • Options appraisal of priority areas • Agreement on key areas of focus and appropriate governance structures • Collaborative planning against priority areas • Strategic management approach to progressing options 	<p>March 25</p>

3. GOVERNANCE AND RISK ISSUES

The governance for this work aligns with the governance for the Population Health Strategy implementation. Future governance arrangements for the work that emerges through the baselining activity, leading to the Health Board's anchor mission and plan, will likely be aligned with existing governance structures, given that the Health Board is already active across many of the areas included within the scope of anchor activity e.g. people / employment; procurement/purchasing; place / estates etc.

A number of risks to note:

- Our ability to baseline as an anchor in a timely way due to the failure to be able to procure external support. There is considerable interest in this agenda both regionally and nationally and given the reduced capacity, this may impact on the requirement to develop internal/external partnerships to drive the work in line with the indicative timescales.
- The work requires partnership working at both local, regional and national levels. There are risks associated with delivery against timescales when working in partnership due to control over involvement, resource and finance sitting within partner organisations.
- The focus of the Health Board on short-term changes and investments due to financial pressures without utilising the benefits of anchor to mobilise and repurpose Health Board resources, may impact on our ability as an anchor institution to maximise long-term population health benefits.
- This work is developmental in nature and hence requirements to procure external support may emerge and need to be addressed.

4. FINANCIAL IMPLICATIONS

£250k has been delegated to the Executive Director Public Health to support delivery of the population health strategy in 2025/26. From the reserves £95k had been earmarked to provide external support in relation to the Anchor Institution baselining. The current financial position and the freeze on consultancy expenditure has necessitated a rethink of the approach outlined in the June 2024 update.

Whilst the ambition remains to augment health board resource with external expertise to deliver this programme, we have had to re-consider our approach to work within organisational constraints, progressing what we can, utilising Health Board and partner resources. Given the developmental nature of this work the requirement to procure external support may need to be addressed.

5. RECOMMENDATION

Members are asked to:

- **Note** the work to date in support of baselining.
- **Approve** the phased approach to enable baselining as a purposeful anchor institution.
- **Approve** the indicative timescales to proceed with the anchor institution baselining without procuring external support.



Governance and Assurance		
Link to Enabling Objectives <i>(please choose)</i>	Supporting better health and wellbeing by actively promoting and empowering people to live well in resilient communities	
	Partnerships for Improving Health and Wellbeing	<input checked="" type="checkbox"/>
	Co-Production and Health Literacy	<input checked="" type="checkbox"/>
	Digitally Enabled Health and Wellbeing	<input checked="" type="checkbox"/>
	Deliver better care through excellent health and care services achieving the outcomes that matter most to people	
	Best Value Outcomes and High Quality Care	<input checked="" type="checkbox"/>
	Partnerships for Care	<input checked="" type="checkbox"/>
	Excellent Staff	<input type="checkbox"/>
	Digitally Enabled Care	<input checked="" type="checkbox"/>
	Outstanding Research, Innovation, Education and Learning	<input type="checkbox"/>
Health and Care Standards		
<i>(please choose)</i>	Staying Healthy	<input checked="" type="checkbox"/>
	Safe Care	<input type="checkbox"/>
	Effective Care	<input checked="" type="checkbox"/>
	Dignified Care	<input type="checkbox"/>
	Timely Care	<input type="checkbox"/>
	Individual Care	<input checked="" type="checkbox"/>
	Staff and Resources	<input checked="" type="checkbox"/>
Quality, Safety and Patient Experience		
Implementation of an effective whole of organisation population health approach will lead to a more consistent approach to prevention. The expectation is that opportunities for patients to be supported to make changes that will reduce their risk of ill-health and which will lead to improved well-being will be offered in a more systematic way across the sector.		
Financial Implications		
The paper notes that investment is required in order of £95K to enable baselining of us as an anchor institution. It also recognises the constraints of the current financial position of the health board.		
Legal Implications (including equality and diversity assessment)		
No legal implications identified. Enhancing our role as an anchor institution to address the wider determinants of health and invest in and reduce health inequity in our population supports fulfilling our legal duties under the Equality Act, Socioeconomic Duty and WBFG. The incorporation of population health approaches will allow for the identification of equality and diversity issues and development of appropriate responses.		
Staffing Implications		
The proposed programme will offer an opportunity to significantly increase the organisation's capacity and capability to adopt different / new ways of working and thinking in order to implement the population health strategy aspirations through its anchor institution role/function. The Public Health Team remains small. Additional roles are being created and recruitments underway but progress remains slow. Development of the implementation plan will identify the skills and workforce requirements.		
Long Term Implications (including the impact of the Well-being of Future Generations (Wales) Act 2015)		
Population health approaches incorporate a prevention ethos and delivery is contingent on collaboration among partners to deliver better outcomes for our population. A coproduction approach is integral to public health practice and seeks to involve communities and staff in designing services and programmes.		
Report History	17/12/23, 14/03/24, 06/06/24	
Appendices		