

NHS London Anchor programme

Lizzie Smith

*Regional Director HEE London
NHS London Anchor programme SRO*

NHS England and NHS Improvement



An overview of the national and regional policy drivers



Identifying the London-added value

In December 2020, we hosted an **NHS leadership session** to explore the levels of anchor activity and interest underway and the scale of the future opportunity.

The **top themes** in which a London-wide NHS anchor approach might have the most impact are shown in the word cloud below:



NHS leaders highlighted the following **activities** that NHS London could do to maximise the anchor impact:

- Lobbying and influencing on policy and making use of the Mayor's office;
- Developing meaningful networks across the public, private and independent sectors;
- Providing clarity on the role of individual organisations, ICSs, and regional;
- Bringing in specialist expertise in a range of areas that organisations and ICSs can draw on;
- Supporting the measurement of baselines and impact, in order to demonstrate added value;
- Providing an environment where new ideas and initiatives can be tested;
- Understanding some of the tensions inherent in embedding anchor principles.

Formalising the NHS' role in economic and social recovery

Being clear about our ambition, role and purpose

Our approach is **multi-tiered, multi-agency** and **multi-impactful**.

The ambition of the **NHS London Anchor Network** is to support an anchor approach embedded at:

City – a thriving, prosperous capital with health at the heart of decision-making,

ICS – a common system approach that builds on its strengths and partnerships to address health inequalities,

Place – an organisational understanding of how to maximise local impact through everyday business.

The overarching role NHS London is seeking to play in this agenda is to:

Convene – senior leaders to understand where the NHS' impact can be best achieved,

Connect – with anchor work emerging across pockets of London and England,

Collaborate – across issues such as workforce, procurement, sustainability, research and civic leadership.

We are balancing...



Social
Movement



Business as
usual

NHS Anchors

- **Leading** on developing and delivering an anchor vision for the NHS in London
- Priorities relating to procurement, workforce and sustainability
- Developing new networks with which to develop a culture of change

London's recovery

- **Collaborating** fully in the London Anchor Institutions Charter
- Co-chairing the Anchor Steering Committee and delivery against the targets
- Embedding anchors throughout key London strategies

ICS development

- **Supporting** the 5 Integrated care Systems in London to succeed
- Convening new multi-stakeholder partnerships across the system geographies
- Piloting anchor approaches and projects with a view to rolling out more widely

Principles behind our approach:

- *Agility* – early wins foster an understanding that change is possible, meaning we do not need to progress our priorities at the same speed
- *Humility* – where should the NHS lead and where should it follow?
- *Adaptability* – as the context in which the NHS operates changes, we need to be prepared to adapt our approach and, if needed, our prioritisation.

The current areas of focus

With leadership from Guy's and St Thomas' NHS Foundation Trust, the initial five NHS London procurement anchor workstreams are:

- **Improving London's Air Quality**

Aim: We and our partners pledge to convert 2.5m NHS-related journeys (patient transport, in-bound supply chain, and pathology collection) to zero emission before the 2030 net zero target.

- **Supporting London's industrial base**

Aim: We increase our NHS spend by purchasing 20% of goods and services from local micro and small businesses, diverse businesses and VCSEs from 2022 (directly or indirectly within the NHS supply chain).

- **Reducing single-use consumables across health settings**

Aim: We pledge to adopt a reusable first approach and design out 20% of the NHS' single use consumables in London by December 2022.

- **Attracting inward investment into London**

Aim: To strengthen London's commercial health-related post-pandemic offer, increasing the amount of inward investment into the city, creating jobs and supporting start-ups.

- **Delivering on digital inclusion**

Aim: To make available 10,000 surplus NHS electronic devices (laptops, tablets and phones) to be re-purposed for community groups across London.

The current areas of focus

With leadership from HEE London and NHS London, the initial four NHS London workforce anchor workstreams are:

- **Pathways from vaccination to vocation**

Aim: To develop and establish a range of formal progression routes into health and care roles for employees recruited to support the Covid-19 vaccination effort, which can be embedded into standard practice

- **Earn and learn for our young and others (targeted at 16 to 24 and over 45s)**

Aim: To reduce health inequalities by providing a range of employment opportunities to young people and those over 45 in London, including those from areas of higher deprivation and under-represented groups.

- **Reskilling communities as our primary purpose**

Aim: To cultivate and develop community assets in ways that increase the number of local people recruited into primary and community care roles from outside the NHS.

- **Guaranteed London Living Wage for everyone in London working directly or indirectly for the NHS**

Aim: To increase the number of NHS organisations, including GP practices, accredited as Living Wage employers in London and to play a leading role in Making London a Living Wage City.

We are working closely with the **London People Board** to develop and deliver these priorities.