

Putting communities at the centre

Our work as an anchor institution 2021/22





Introduction

We're an anchor institution

That means we put local communities first, in everything we do

What is an anchor institution?

An anchor institution is an institution that – alongside its main function – plays a significant and recognised role in a locality, by making a strategic contribution to the local economy.

Mid and South Essex NHS Foundation Trust provides local healthcare services to 1.2 million people in Essex. But that is just the start of what we can do for the communities we serve: as an employer, a partner, in the way we buy goods and services, and in the impact we have on our environment.

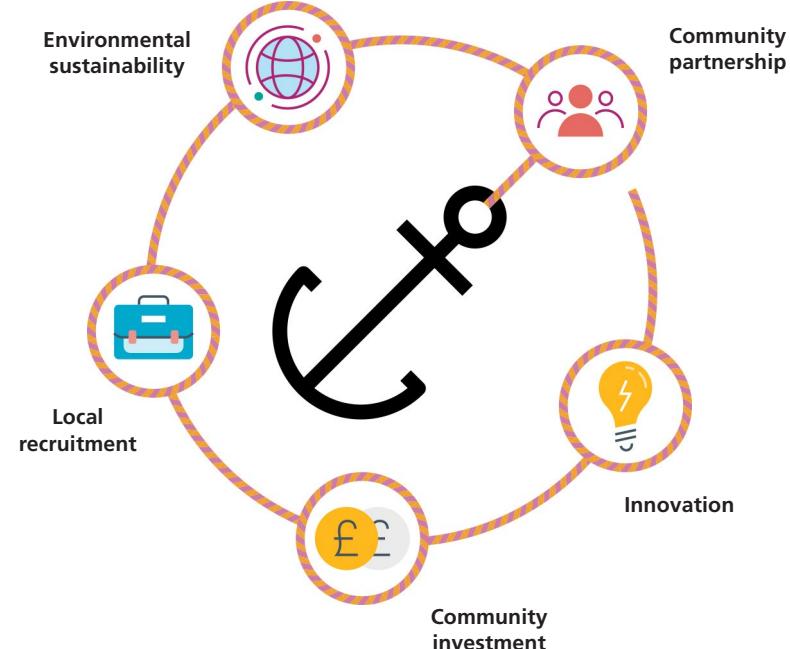
Every year...

**We employ
15,000+
people**

**We spend
£45m
locally**

**We provide
400+
apprenticeships**
**We work to
reduce
our carbon
footprint**

Each of these presents an opportunity to improve local health and wellbeing: offering good work, nurturing young people, supporting our community's organisations and businesses and caring for our environment. These wider determinants of health have a major impact on people's wellbeing and quality of life.



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As a local hospital, with most of our staff living locally, we know that the success of Mid and South Essex NHS Foundation Trust is dependent on our communities being well supported, resilient and vibrant places where people can thrive for the long term. That is why being serious about the role of our trust as an anchor institution is so important.

Clare Panniker

Chief Executive Officer

Mid and South Essex NHS Foundation Trust

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Highlights

2021/22 was a big year for us. Our anchor work expanded from Basildon to the whole of Mid and South Essex, with funding for a new team to drive our work.

2019

The Health Foundation's Building healthier communities report introduced the concept of anchor to the UK.

2020

Basildon Hospital pilots the anchor approach in Essex.

April 2021

The ICS Health and Care Partnership's members sign the Mid and South Essex Anchor Charter committing their organisations to an anchor approach.

September 2021

The programme team launches a Learning Disability Internship pilot for 13 young people.

March 2022

The programme creates 15 KickStart roles for young people to work as hospital ward administrators.

Since April 2019, we have facilitated **358 local work placements, 160 completed apprenticeships, 436 ongoing apprenticeships**.

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My confidence has grown and I'm now thinking about career options I never would have considered before.

Young person with learning disability

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In the first two months after its launch in February 2022, **714 people** visited the Southend anchor web page **844 times** and engaged with it for an average of five minutes – a huge online impact.

Since 2021, we have recruited **15 young people as hospital ward clerks** through the innovative Kickstart programme.

The UKSRF work has been supporting people living in the most deprived wards in Southend towards jobs – boosting people's wellbeing while developing the health and care workforce for the future. Since its launch in February 2022, it has reached **49 learners** and **118 job seekers**.



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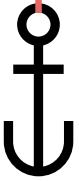
What we've been doing

Access to quality work

- Using a combination of approaches to support deprived communities by helping local people work in health and care
- Supporting parents and carers of young children and expectant parents into work, training and education, through A Better Start Southend
- Running placements, training, and virtual orientation to build experience and confidence
- Supporting people with applications and interviews to access good quality, stable work
- Delivering long term support to stay in work. That includes 121 staff who are part of the MSENHSFT Frontline Buddy scheme

Local value and wellbeing

- Investing in local organisations that help people living in deprived areas with support including counselling, computer access and training, to tackle digital exclusion
- Carrying out research into the wellbeing and lived experience of unpaid carers and hospital staff at Basildon and Thurrock Hospital, with Anglia Ruskin University
- Alongside Essex County Council, placing youth workers in Basildon and Thurrock Hospital to identify at-risk young people attending A&E and linking them to services
- Supporting the Essex Employers Family Friendly Charter, which sets out good practice including flexible working and work-life balance



Nurturing young people

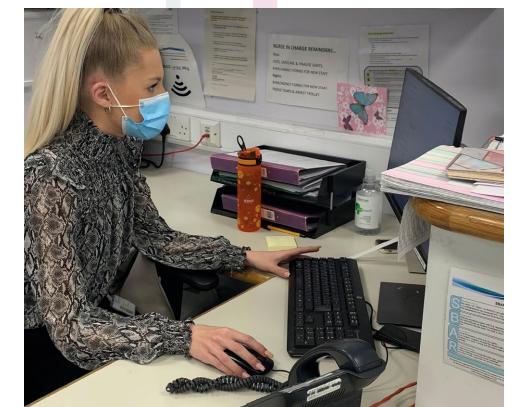
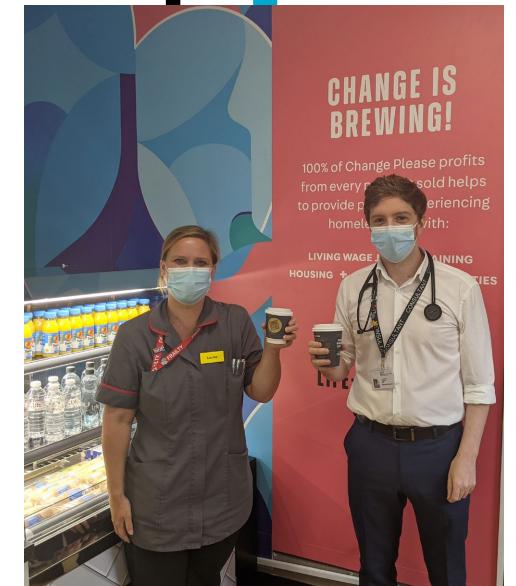
- Supporting and empowering young people to aspire to a career in healthcare, through workshops, work placements and mentoring ([see page 8](#))
- Offering 13 nine-month student internships providing students with learning disabilities or autism with work experience in up to three departments of Basildon and Thurrock Hospital. Includes on-the-job training and a job coach
- Pioneering the government's KickStart Programme, offering people aged 16–24 work experience while learning key skills. So far, MSENHSFT has recruited 15 KickStarters to clerical roles across the three hospital sites

Collaborating with partners

- Building connections with other organisations across the community, including the county council and borough councils, businesses, community and voluntary sector, schools and colleges and others, to build a shared understanding of anchor, shape shared goals, and win joint funding
- Playing a key role in forums including the national Health Anchors Learning Network, the Essex Anchor Network and the South Essex Alliance
- Developing and delivering multiple projects through collaboration between the MSENHSFT anchor team and other partners

Protecting the environment

- Finding opportunities to work with partners and share MSENHSFT's carbon zero strategy and initiatives to benefit everyone in Mid and South Essex
- Promoting access to a warmer homes scheme for people working for MSENHSFT, to combat inequalities and reduce environmental impact in homes
- Working to develop plans to recycle walking aids – returning them from people's homes to hospital when they are no longer needed
- Exploring recycling for plastics, gloves, uniforms and office furniture





Bringing people together

Hannah, Will and David are three of the people who have worked with us to bring the anchor concept to life, supporting communities and partner organisations to offer people new opportunities.

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Our work with the Anchor Programme helps connect schools, universities and the council with MSENHSFT as a local employer, and builds people's confidence and skills for a career in healthcare.

Dr Hannah Rafique

Founder, Generation Medics

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“

The best thing has been taking the theory of the anchor concept into working with people, and seeing that deliver a real, tangible difference our residents. That's been great.

Will Herbert

Head of Integration Partnerships
Essex County Council

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“

The anchor approach has helped us link our clients with partners across the community offering support with housing, employment, food poverty and all the other issues they face.

David Preston

Chief Operating Officer
Southend Community Hubs

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Deep dive #1

Social value

Supporting people into work

Helping people into happier, more fulfilling lives and better work is effecting changes for individuals and communities, says David Preston, Chief Operating Officer at South Essex Community Hubs.



"As a seaside resort, our local economy suffered during the pandemic. But Southend is home to longstanding areas of deprivation, too, with high levels of unemployment and low-paid work. Our hubs were set up to tackle digital exclusion – providing computers and support, to help people do anything from developing their job skills to applying for Universal Credit. Our services are volunteer led, and that builds skills and resilience too. A lot of our trainees end up volunteering and then find ways into work.

Joining forces with the Mid and South Essex NHS Foundation Trust Anchor Programme made complete sense. We could give them direct access to the community, while they could connect us with other

partners, to expand our offer as a charity. For example, yesterday, we had employment advisers from MSENHSFT using our space to do mock interviews. Because they were on site, when we had a drop-in client we could introduce them to the advisors. That's a properly integrated offer."

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We give people the time and support they need to develop the life skills to support themselves and their families. Seeing them gain confidence is massively motivating.

David Preston

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Highlights

5,000

local people welcomed through our doors each year

£413,000

Winning £413,000 of UK Community Renewal Funding with MSENHSFT and partners, to support local people in deprived neighbourhoods towards work in health and care

390 hours

Providing 390 hours of volunteer peer support each week

£516,000

Contributing to an estimated total annual fiscal benefit of £516,000 and public value benefit of £663,000

Tailoring support to the needs of people, including refugees, unemployed people, homeless people, and people with mental health conditions





Deep dive #2

Young people

Raising people's aspirations

Supporting people into healthcare careers changes lives and tackles health inequalities, says Dr Hinnah Rafique, founder of multi award-winning social enterprise Generation Medics.



"There are so many career opportunities in the NHS – not just medicine and nursing, but also IT, administration and engineering. People don't realise what's available. We at Generation Medics open people's eyes to the possibilities of medical and healthcare careers, working with people from all backgrounds, but particularly those who are socially or economically disadvantaged. We deliver activities including workshops, mentoring and work experience to children, young people and adults. Our aim is to empower and inspire people, so they can fulfil their potential.

I am an MSENHSFT Innovation Fellow. When the Anchor Programme was launched, Generation Medics felt like a good fit and they helped us do

more across the county. We want to get individuals into stable, good quality employment with career progression. That's life-changing for them, but it also boosts social mobility for Essex's more deprived communities, while building a much-needed pipeline of talent for the local healthcare system."

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Generation Medics helps bridge gaps in medical and careers information for students from low-income families, like me.

Shawn

Student, aged 16

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Highlights

295

Supporting MSENHSFT to help more than 295 students towards careers in health and care

Being a finalist in the Health Service Journal's 2022 award for Workforce and Wellbeing Initiative of the Year

Providing intensive support and mentoring to vulnerable children and young people

600

Supporting around 600 Basildon students supported online, 87% are now planning a career in healthcare

100%

Of 145 students who took part in the structured NHS virtual work experience, 100% felt the course helped clarify their future career course.





Deep dive #3

Partnership

Connecting partners

For Will Herbert, Head of Integration Partnerships at Essex County Council, partnership is the magic ingredient in the anchor approach, building on shared values.



"A lot of my work involves encouraging more organisations to get on board with anchor: bringing partners together and building relationships. The challenges we face today – especially in managing recovery following the pandemic – require a whole-system approach, which recognises us all as interacting parts within complex systems, rather than standalone entities.

We encourage organisations to use an anchor approach:

- building social value through supply chains
- promoting inclusive economic growth and tackling inequality through employment
- using land, assets and system infrastructure to boost local wellbeing.

Today, we work alongside partners across the county. One important example is the team at Mid and South Essex NHS Foundation Trust (especially at Basildon Hospital). They have helped shape our priorities, sharing insight and learning from their Anchor Programme. They also helped form the Essex Anchor Network, connecting local programmes and countywide initiatives.

Seeing this work produce concrete change has been one of the most inspiring experiences of my career."

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Anchor organisations get to see the impact of the work they're doing on the local community. That's really motivating.

Will Herbert

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Highlights



Calculating benefits through social value of particular initiatives, such as recruiting someone with a learning difficulty or offering apprentice outreach into schools

2,000

Running a job fair attended by 14 anchor organisation and 2,000 local people



Linking County Council experts in public health, social care, skills, employment and economic growth with organisations, to make sure local anchor initiatives are targeted to local need



How we work

The anchor approach is as much about the journey as the destination. We work in a way that is collaborative and evidence based, to make sure we target our work at areas that ensure real change.

The evidence base

See Health Foundation (2018) What makes us healthy: introduction to the social determinants of health and World Health Organization (2019) Economic and social impacts and benefits of health systems.



We are collaborative

Because it embraces all the factors that contribute to population health and the wider determinants of health, the Anchor Programme builds connections between the organisations that have an impact on local neighbourhoods. It also works alongside people in those communities, to understand what matters most to them and what will make the biggest difference.



We are data driven

We want to know that the time and resources we invest will make a real difference to people's lives. So, insight and evaluation are an essential part of our work. We use data and analysis to understand where the greatest need may lie, and to measure progress.

Having clear figures showing our impact also helps us build support and commitment from our partners and funders. Our workforce dashboard, launched in May 2021, provides an instant snapshot, making it easy to access the latest data to drive action for the programme.



We are evidence led

Evidence (see left) shows that determinants such as income, education, quality of work, environment and social connections play the largest part in determining a person's life expectancy and the number of years they can expect to live in good health. Our work focuses on individual areas of need, but we keep our eye on the main principle: building communities' resources and resilience, improving health and wellbeing for all.



We innovate to help win hearts and minds

The anchor approach runs across multiple sectors – and that requires cultural change. That's why we enlist leaders at all levels to advocate for change and to champion the anchor philosophy and principles within their organisations, divisions or departments. They include senior leaders from within Mid and South Essex NHS Foundation Trust, including executives and non-executives. Their support is essential to ensure that anchor principles become widely accepted.



What comes next?

Now that the Anchor Programme is well established, the momentum will build throughout 2022/23, as we launch new initiatives, expand existing ones and continue building partnerships to understand how we can make the changes people want to see.

Our headline priorities for 2022/23

Collaboration Develop ever-deeper relationships so that anchor principles and practice underpin how all local organisations deliver integrated care and support

Employment Make sure the programme meets the objectives and outcomes of our Health Anchors Learning Network and UK Community Renewal Fund awards, to grow the work and reduce worklessness in Mid and South Essex

Social value Improve procurement opportunities for local small and medium enterprises and voluntary, community and social enterprises to do business with MSENHSFT

Net zero Develop and act on an Anchor Ambition that sets out plans to reduce harmful impacts of climate change and contribute to the greening of Mid and South Essex

Learning Continue to share anchor evidence and experience to support change and innovation

Find out more

To read the evaluation published alongside this report, please go to our website at

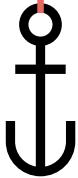
www.mse.nhs.uk/anchor-programme

Watch our short film at
youtu.be/0Ay87ghmg98

Read the Mid and South Essex Anchor Charter at
www.mse.nhs.uk/anchor-programme-at-basildon

Email us at
mse.anchor@nhs.net





Anchor across Mid and South Essex



1

Essex Partnership University Trust

- KickStart
- Provider Collaborative

Active Essex**Anglian Ruskin University**

- Research and innovation

Essex County Council

- Adult learning
- Innovation
- Essex Family Friendly Charter
- Youth Service
- Children and young people

Generation Medics

- Schools
- Young people
- Southend

2

Essex County Council

- Strengthening communities
- Wellbeing and public health
- Essex Anchor Network
- Workforce development
- Sector development
- Social value
- SEND

Job Centre Plus**Provide****Essex Cares**

3

Thurrock Borough Council

- Economic development
- Learners and skills
- Public health

Southend and Thurrock Careers Hub**Thurrock CVS**

- Voluntary and community sector

4

Basildon Borough Council

- Schools, skills and employment
- Strategy and innovation
- Economic development
- Communities

Basildon Billericay and Wickford CVS

- Voluntary and community sector

5

Southend City Council

- Economic development

Southend Association of Voluntary Organisations

- Voluntary and community sector

A Better Start Southend

6

South Essex Homes**South Essex Alliance**

- Children and young people
- Transformation

South Essex College

- Workforce development

Castlepoint Borough Council

7

Mid and South Essex CVS alliance

- Voluntary and community sector

Citizens Advice Bureau South Essex

- Voluntary and community sector

Mid and South Essex Health Care partnership

- Communications
- Health inequalities
- Transformation
- Workforce development
- Health and Social Care Academy

