



Mid and South Essex
Integrated Care
System



Reducing inequalities through anchor

Our work in 2022/23

“ Suddenly, health and care providers are expected to focus not just on how to treat people, but on creating the conditions for a good life. Anchor can help with that – showing health and care organisations how their actions impact on local people and communities, to see the wider reality of how they work.

Michael Wood

Head of Health Economic Partnerships
NHS Confederation



How anchor helps join the dots

By using anchor principles, people across the health and care system are coming together to meet their strategic objectives while changing the lives of local people and communities too.

As partnerships of organisations that plan and deliver joined-up health and care services and that also improve people’s lives, integrated care systems (ICSs) have much to gain from the anchor approach.

This review highlights the many projects across mid and south Essex that have used the anchor approach over the past year. The examples in these pages show how adopting these principles can boost the outcomes and impact of much of the work across our system.

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.

What are integrated care systems?

Integrated care systems (ICSs) are partnerships that bring together NHS organisations, local authorities and others to take collective responsibility for planning services, improving health and reducing inequalities across geographical areas.

Working through an integrated care board and integrated care partnership, ICSs have four key aims:



Improving outcomes in population health and health care



Tackling inequalities in outcomes, experience and access



Enhancing productivity and value for money



Helping the NHS to support broader social and economic development

How can anchor help ICSs?

Anchor principles focus on organisations looking beyond their main function (say, delivering social care) to understand their wider roles in a locality – for example, as an employer, procurer or advocate for carbon reduction – and how to do them better.

Anchor is about encouraging people to fulfil and practise their potential. It provides a safe space to connect, experiment, think, talk and fully explore a topic. It’s widely recognised as a catalyst for people to contribute with others, irrespective of organisation, discipline or level of seniority.

ICSs need to tackle health inequalities and gain an in depth understanding of community need, working with partners across sectors and listening to what matters to local people. For some in health and social care, this is a new approach. Anchor can help people build connections and develop new ways of working.

ICS and anchor: our joint journey 2022/23

Since Mid and South Essex ICS came into being in 2022, we have seen a host of initiatives connecting partners to our local places.

 **Local alliances formed**

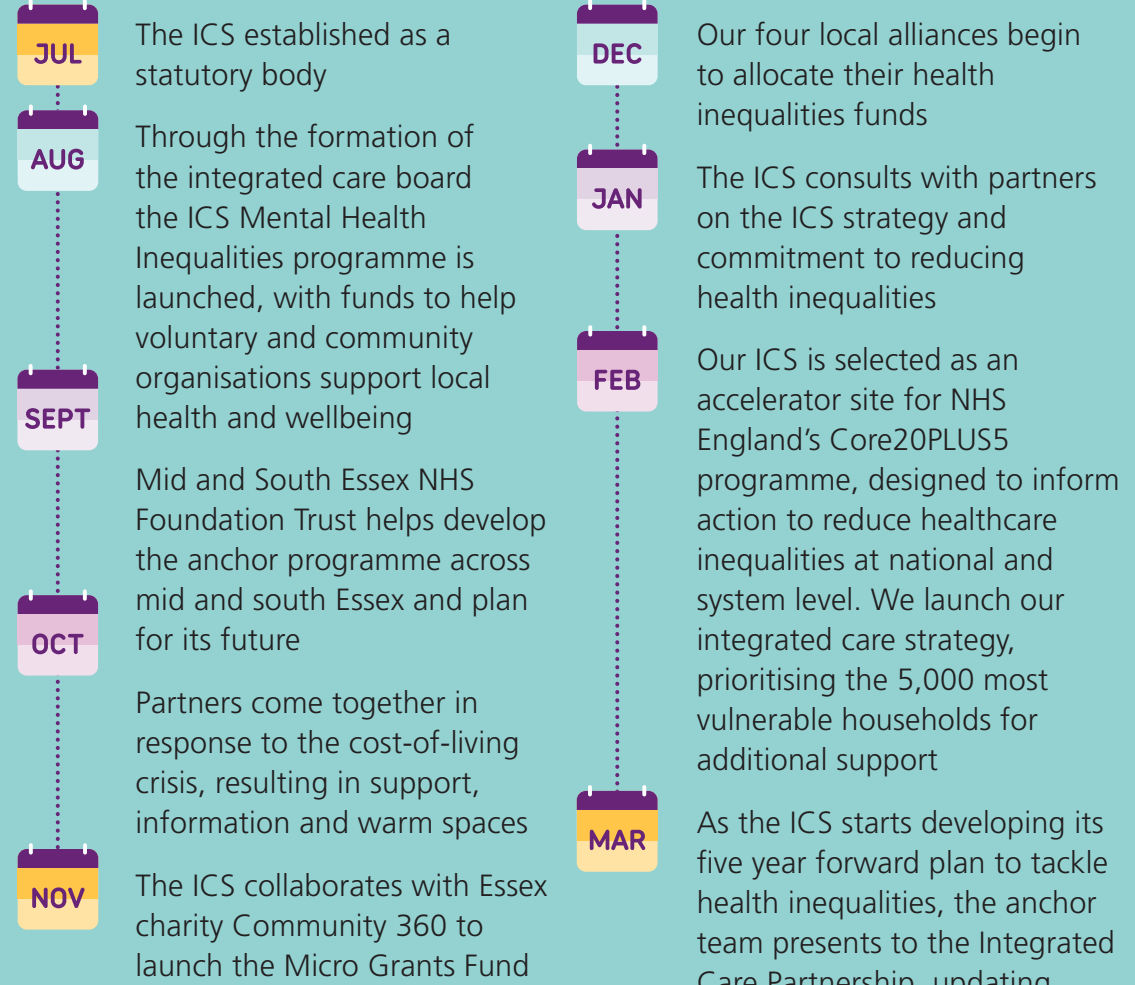
Each alliance brings together the NHS, local government and providers of health and social care services, including the voluntary, community and social enterprise sector, people, and communities

 **£2.6 million**

of NHS health inequalities funding was distributed across the four alliances within mid and south Essex to support their priority areas for reducing health inequalities

 **£100,000**

microgrants were awarded to small-scale voluntary, community, faith and social enterprise sector organisations across mid and south Essex to support addressing health inequalities



“ As an ICS, we are leaning into anchor because it’s probably the most effective model we have of wide-ranging multi-agency partnerships. ”

Jeff Banks
Director of Strategic Partnerships, Mid and South Essex ICS


Working to tackle inequalities across mid and south Essex

Widening access to good employment

- In early 2023 the award-winning Southend Ambition 2050 Employment project expanded across mid and south Essex. In its first six weeks, the scheme secured job offers for 26 people.
- Mid and South Essex ICS is working with Essex Cares to make its recruitment processes more accessible for neurodiverse candidates to help them feel supported from their first contact with the organisation.
- In 2022 Basildon Borough Council and Mid and South Essex NHS Foundation Trust commissioned a feasibility study to establish a healthcare social innovation incubator in Basildon, to help develop the local economy. The hub is now in the planning stages.
- The Halo project is offering residents of Southend, Basildon, Chelmsford and Thurrock fully funded training to embark on a local career in health and social care.
- The ICS is supporting the physical and mental health of social care staff to improve workforce recognition, support and wellbeing.

Local value and wellbeing

- A £500–£1500 microgrant award has funded a wide range of local community projects including Parenting-on-sea, Hullbridge Community Responders, and the Essex Asian Women's Association.
- The ICS has introduced a network of community hubs offering wellbeing support to people after a stay in hospital to support recovery and reduce readmissions.
- The Mid Essex Alliance is focusing support at young carers and their families, men's mental health, tackling risk of respiratory disease and addressing sensory inequalities.
- The South East Alliance is funding projects that help tackle cardiovascular disease, suicide, loneliness, and poor mental health in children, families and veterans.
- The Thurrock Alliance is focusing on obesity, smoking cessation, health and digital literacy, mental health in vulnerable young people and young parents in the Gypsy, Roma, Traveller and Showman communities.



“ I didn't think I'd get my dream job. I didn't have much confidence. I attended the Anchor Recruitment Day, feeling nervous, but everyone was so friendly and reassuring. I was offered a job as a healthcare assistant there and then! I had my first shift on 15th September and loved it.

Anchor participant



Nurturing young people and families

- Basildon and Brentwood Alliance have supported projects on child oral health, improving physical activity, young people employment opportunities and supporting children and family in areas of high deprivation.
- Young carers' wellbeing hubs and self-care schemes are in place across mid Essex, through the Health Inequalities Fund. Work is also in place to improve community transport options.
- Residents of mid and south Essex are receiving support to complete welfare benefits forms. Wider access to benefits and debt support will include new outreach services.
- Social prescribers are steering families into local early-help services to prevent crises from escalating
- The district and city councils of mid Essex are commissioning the Centre for Thriving Places to produce meaningful data to shape local conditions, equitably and sustainably, for local populations.

Collaborating with partners

- The Core20PLUS5 accelerator programme is being launched with the Health Foundation and the Institute of Healthcare Improvement. The programme funds ICSs and place-based initiatives to recruit, mobilise and support influential community connectors to take practical action on health and reduce inequalities.
- Essex County Council has placed non-clinical youth workers in Basildon Hospital to reach out to vulnerable young people attending A&E. The workers explore their needs then signpost them to statutory or voluntary-sector services, ranging from social care or youth clubs to training and employment.

Based on its success, in May the project secured NHS England investment to test the model further. This will extend the support to long-term conditions such as epilepsy and mental health in young adults. Provision is planned in all three hospitals from 2024.

- Integrated neighbourhood teams will be working collaboratively across sectors to drive an all-age, person-centred approach to care at a neighbourhood level.

Protecting the environment

- The Pedal Power scheme is providing free bikes to hospital staff in lower-paid roles in Basildon, supporting their wellbeing and reducing travel expenditure and harmful emissions. The programme is a community-based partnership including Basildon Hospital, Basildon Council, Sport England, Essex County Council and Active Essex.

Find out more about how anchor can help

Wood M 2022. [Unlocking the NHS's social and economic potential – creating a productive system](#). NHS Confederation.

NHS Providers 2023. [Being an anchor institution: partnership approaches to improving population health](#).

Allen M, Marmot M, Allwood D 2022. [Taking one step further: five equity principles for hospitals to increase their value as anchor institutions](#). Future Healthcare Journal, Royal College of Physicians.

Joining forces for shared goals

Anchor activities in Basildon have expanded fast. With each project, people make new connections, leading to an increasingly joined-up approach.

Growing communities, transforming lives

Local mental health and wellbeing charity Trust Links has set up Greening Basildon. Community horticulturists support volunteers and residents to turn empty or wasted spaces into green, blossoming areas for the community to enjoy, tend to, and benefit from. Benefits include improved biodiversity, community cohesion and reduced isolation and loneliness, better physical health and an opportunity to identify people needing more support.



Reducing inequalities through anchor

Community connections

From holiday and food programmes to engaging with kids in gang-mobilised areas through football, the charity Achieve Thrive and Flourish has found countless imaginative ways to reach the young people in greatest need of support. Today, the organisation is the main vehicle used by Active Essex, Basildon Council and Mid and South Essex ICB to start conversations with young people that lead them to make changes.

‘As statutory organisations, we ask questions in a certain way,’ says Pam Green of Mid and South Essex ICS. ‘ATF finds community activators, gives them sustainable funding or support, and it grows from there.’



Basildon Health and Social Innovation Incubator Hub

The ICS has supported planning for a Basildon Health and Social Innovation Incubator Hub, to spark innovation and boost economic growth. The plan will support the development of more inclusive, effective and affordable services that enhance the social relationships between people to deliver greater social inclusion and build the capacity of local communities and individuals involved to participate in the delivery of innovative health and social care solutions.

With health and social care one of the largest areas of public spending, this approach could boost the local economy while supporting local people to develop creative solutions. The research highlighted the need to nurture work, skills, and community entrepreneurship for all Basildon people and across mid and south Essex.

Local value, local benefit

We support organisations across the system to find opportunities to increase social value and fight climate change, to comply with legislation.

Supporting bids by adding value

The Mid and South Essex NHS Foundation Trust Anchor Programme supported the trust in its successful bid for a five-year, £1.5 million contract with North East London NHS Foundation Trust (NELFT), by identifying more than £185,000 in social value. Measuring social value incorporates immediate benefits, such as providing local jobs, plus longer-term impacts through new apprenticeships and a shift towards electric vehicles. The trust approach is being used as a national exemplar.

Supporting with social value

The anchor team is happy to provide support to ICP partners to help maximise their social value approach and commitments for procurement in future contracts or as part of any future procurement exercises Contact us at mse.anchor@nhs.net

Measuring social value

‘Often in health and social care, you need a catalyst for change. The growing interest in measuring social value is a way of helping organisations stand back and see their wider impact,’ says Michael Glassock of Essex-based community interest company Provide.

One of Essex’s three main community providers, Provide runs services ranging from district nursing to sexual health and social care.

‘As a Community Interest Company, we give a portion of our profits every year to local communities,’ says Michael. ‘So that’s a start. But the increasing expectation to demonstrate social value in contracts is helping us sharpen our focus.’

Anchor plays a big part in this thinking process, says Michael: ‘We’ve been involved with anchor for some time and are closely connected to other members. Having that wide cross-section of contacts helps us think more creatively about what we can do and share learning.’ Examples include staff volunteering, apprenticeships, targeting recruitment at specific communities and assessing environmental impact.

“Anchor network members are on a journey together, learning from each other and sharing resources. I can’t think of a better way to approach it.

Michael Glassock
Service Improvement and
Transformation Manager
Essex-based community interest
company Provide



Widening access to good employment

Many of our projects are about supporting people to work – either in the NHS or beyond. Good work is an important factor in health, benefiting individuals, communities and our system.

Our people, your future

The ICS has established a health and care academy to be the future of health and care in Essex. It raises children’s awareness of careers available within the sector, runs tailored programmes such as paid internships and pre-employment support, through charity partners.

This year, of **107 young people** who attended a programme or had pre-employment support, **40 received job offers** and **33 sustained employment** beyond three months.

This helps build the ICS staff pipeline and supports retention through a system-wide training platform for people across health and social care.

Anchor Youth Partnership

The mid and south Essex health sector employs a comparatively small number of young people. The Anchor Youth Partnership, which includes organisations from across the ICS footprint, is working to support life chances and developing its future pipeline. In one example, it is learning from Kickstart – a programme supporting unemployed 16–24 years olds into work and learning disability internships – to co-produce a traineeship for vulnerable young people.

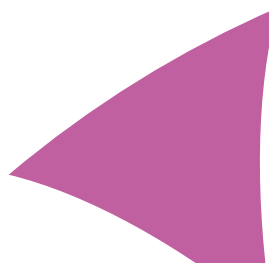
Support for those with poor mental health

Essex Partnership University Mental Health Trust is running several initiatives focusing on improving people’s mental health while helping them achieve their goals around work. Individual Placement Support helps adults with severe mental illness to achieve and sustain paid work. Another initiative supports people whose work is at risk due to their mental health. Between April and December 2022, they helped 567 people in mid and south Essex.



More options need to be available for young people that have had no education – many of the apprenticeships require higher grades (especially in Maths and English). If you have been in care, then you might not have taken exams as you could have had between 10–20 different homes or schools.

Young person attending Anchor Youth Partnership – Youth Voices listening project



Supporting healthy places

With 80% of health outcomes determined by non-health-related inputs (things like education, employment, income, housing and access to green space), anchor is helping identify ways to boost these wider determinants of health.

Putting people at the centre

The Mid Essex Alliance team has been exploring how to improve health through the wider determinants of health. It has facilitated four workshops to develop the shared methodology, culture and outcomes needed to improve wellbeing for mid Essex residents.

It has also commissioned an organisation called Thriving Places to develop a Thriving Places Index (TPI) in mid Essex. This involves reviewing a range of indicators across mid Essex which, when combined, highlight how thriving a place is and areas of strength and weakness.

The next step will be to ensure that collective commissioning and delivery responds to the TPI analysis and strengthens areas of weakness, to give a well-rounded approach to wellbeing across all the partners who have a role to play.

Reducing inequalities through anchor



Targeting health inequalities

‘As an oral and maxillofacial surgeon, when I’m treating a patient, I make them better and they go home. But sometimes, someone comes in and I know there’s so much going on beyond that health condition,’ says Dr Sophia Morris. ‘My second role, as ICS health inequalities lead, allows me to change some of the conditions that will help improve things – not just in their health, but across their lives.’

One of Sophia's responsibilities is **Core20PLUS5**. ‘We use our data intelligently to identify health inequalities and the wider determinants – their root causes,’ says Sophia. ‘Then anchor helps us find ways to contribute to those wider determinants.’

‘Anchor, the ICS and the local authorities hold many shared values so there are lots of opportunities for co-creating – not always by design, just by virtue of how we’re set up as an integrated care system.’

Dr Sophia Morris

System Clinical Lead – Health Inequalities and Speciality Doctor in Oral Surgery and Maxillofacial Surgery

Mid and South Essex Integrated Care Board and Mid and South Essex NHS Foundation Trust



“ Good wellbeing requires at least a job a house and a friend you can rely on.

Adrian Coggins

Head of Public Health and Wellbeing
Essex County Council

Charting anchor in mid and south Essex

The anchor approach is as much about a common endeavour as producing impressive outcomes – though it does that too.

A growing number of partners across the ICS are using anchor to help build healthier communities – either as anchor institutions in their own right, or by employing anchor principles. Many are adopting and applying the Mid and South Essex Anchor Charter, which commits organisations to address discrimination and create a culture of diversity and inclusion while stimulating local investment, economic growth and opportunities for all.

Examples of what partners commit to;

- Specific programmes that act intentionally to support people disadvantaged by circumstance or location, such as neurodiversity internships and apprenticeships
- Entrepreneur and innovator programmes and facilities, across sectors and occupations, with higher education institutions and our communities
- Adapting recruitment processes to help support those who can't easily write things down – for example, through pre-employment programmes.

This work happens at many levels:

Very local

For example, a ward, GP surgery or primary school



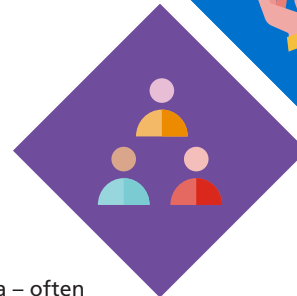
Local

A defined area such as a small town – for instance, Billericay or Rayleigh



Place

A larger area – often a council area, such as Basildon, and sometimes aligned with an Alliance, such as Thurrock



System

For example, all of Mid and South Essex



“Anchor brings together people who might not normally know each other, so you can have those informal conversations that are so valuable in making things happen.”

Jim Sims

Head of Economic Development
Basildon Council



Mid and South Essex Integrated Care System

Mid and South Essex ICS serves a population of 1.2 million people, living across Braintree, Maldon, Chelmsford, Castle Point, Rochford, Southend, Thurrock, Basildon and Brentwood.



3 main community and mental health service providers



149+ GP practices operating from over 200 sites



Basildon and Brentwood

- 6** Primary care networks
- 5** Basildon
- 1** Brentwood

Thurrock

- 4** Primary care networks
- Tilbury and Chadwell
- Grays
- Purfleet
- Corringham



1 ambulance trust

Mid Essex

- 9** Primary care networks
- 3** Chelmsford
- 2** Braintree
- 2** Maldon/Chelmsford
- 1** Maldon/Braintree
- 1** Braintree/Chelmsford



3 healthwatch organisations



9 voluntary and community-sector associations

South East Essex

- 8** Primary care networks
- 2** Castle Point
- 2** Rochford
- 4** Southend

What does anchor mean for our partners?

The MSE Anchor Programme offers colleagues across the system multiple opportunities to collaborate and diversify, by creating initiatives, expanding existing ones and building new partnerships.

The development of anchor in mid and south Essex is based on the principle of 'build out' – taking initiatives that already have traction, tailoring them to local circumstances and then exporting them. Examples include:

- **Workforce intelligence** tools that identify the challenges facing our communities that, in turn, impact on our workforce
- **Supported employment** Pioneering work adapting and applying existing approaches to enable some of our most disadvantaged residents to secure work in the health sector
- **Capitalising on our collective leverage** such as social value, to make sure specific groups are supported – for example, outreach to at-risk young people in A&E.

The defining feature is testable solutions that have the potential to help:



reduce health inequalities



improving population health



support the development of economic and social wellbeing

Our plans for 2023/24



Collaboration Supporting our ICS partners to develop their anchor plans, by adapting national anchor frameworks to areas of local need, such as social and economic wellbeing, population health and health inequalities



Employment and pre-employment Providing joined-up, wraparound support that adds value to existing programmes, working closely with recruitment and people teams



Social value Improving procurement opportunities for local small and medium enterprises and VCSEs wanting to do business with the ICS and its partners



Net zero Sparking conversations between individuals and organisations across the system to find ways to achieve sustainability goals alongside other outcomes



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

Our integrated care partnership



The diagram reflects the integrated care partnerships approach, knitting together and providing the synergy between the integrated care board and its partners and describes those features, commitments and threads common to all its parties.

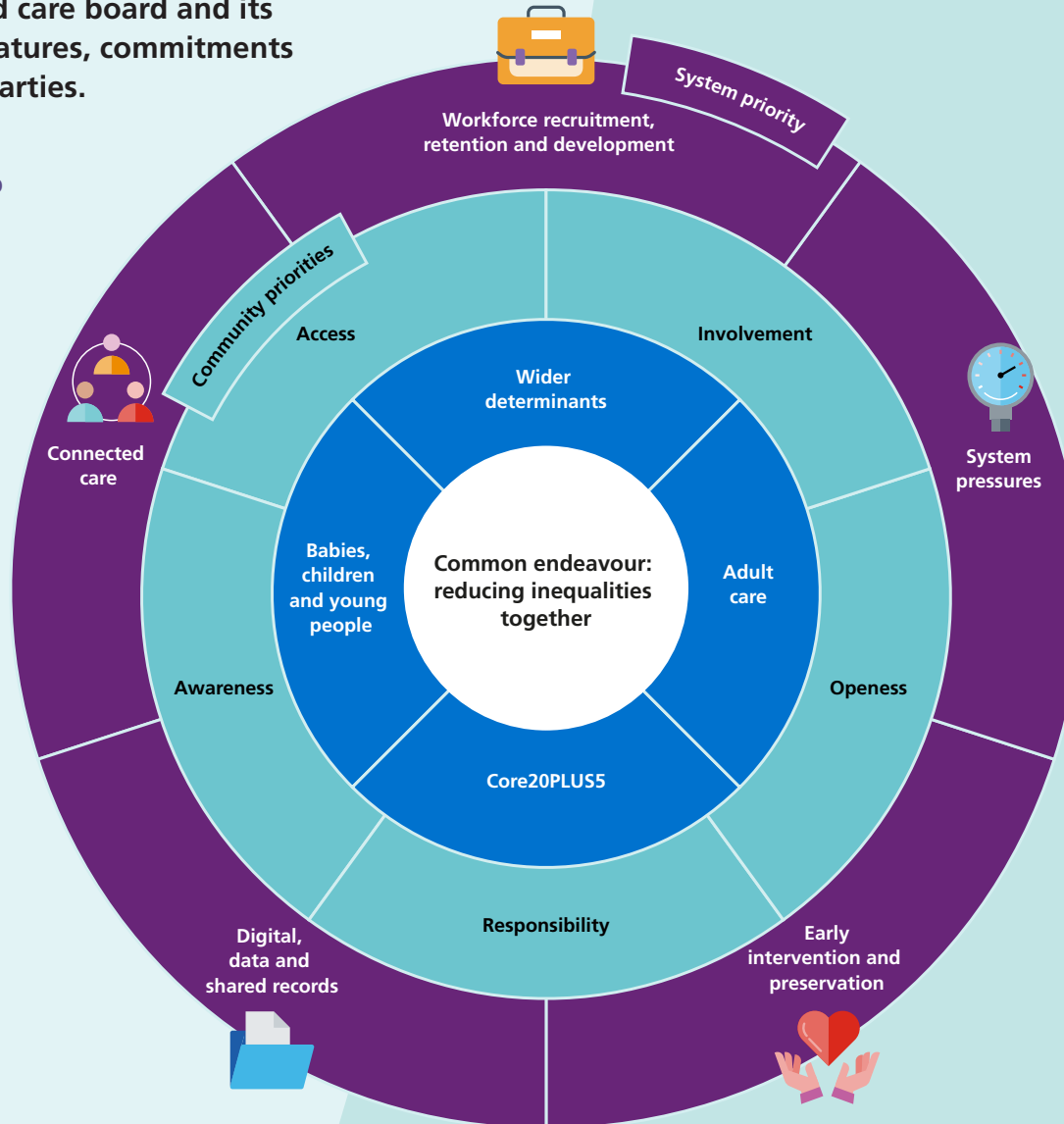
The shape of our partnership

- Broad and inclusive membership
- Engagement with residents and partners
- Space and time for relationship building

Shared goals and learning

- Agreeing shared objectives
- Regular review and refinement
- Innovation, learning and quality

Reducing inequalities through anchor



Ways of working

- Equal value of all in the partnership
- System, places, neighbourhoods
- Sovereignty of each organisation

Acting together

- Joint working
- Use of resources
- Refined services and pathways



Mid and South Essex
Integrated Care
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For further information please contact:

[**mse.anchor@nhs.net**](mailto:mse.anchor@nhs.net)

Or visit:

[**www.midandsouthessex.ics.nhs.uk**](http://www.midandsouthessex.ics.nhs.uk)



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