



Shelford Group

Anchors - Next Steps

How Shelford Group NHS Trusts are
contributing to the Levelling Up agenda

Spring 2022

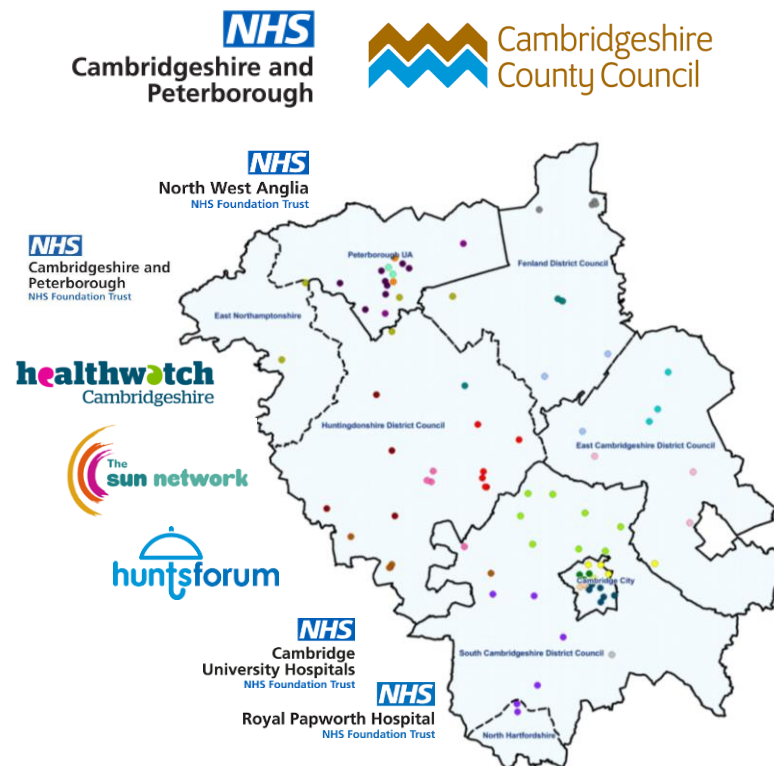
1. Cambridge University Hospitals NHS Foundation Trust

Cambridge University Hospitals co-leads our health and care system and an innovation ecosystem bridging to research and commercial development

We co-lead an Integrated Care System improving care and tackling inequalities for 1m patients in Cambridgeshire and Peterborough....

...based among a unique density and co-location of research institutes and healthcare delivery on the Cambridge Biomedical Campus...

...at the heart of the largest life sciences cluster in Europe, closely connected to the rest of the UK



abcam

AstraZeneca

CANCER RESEARCH UK

NHS
Cambridgeshire and Peterborough
NHS Foundation Trust

NHS
Cambridge University Hospitals
NHS Foundation Trust

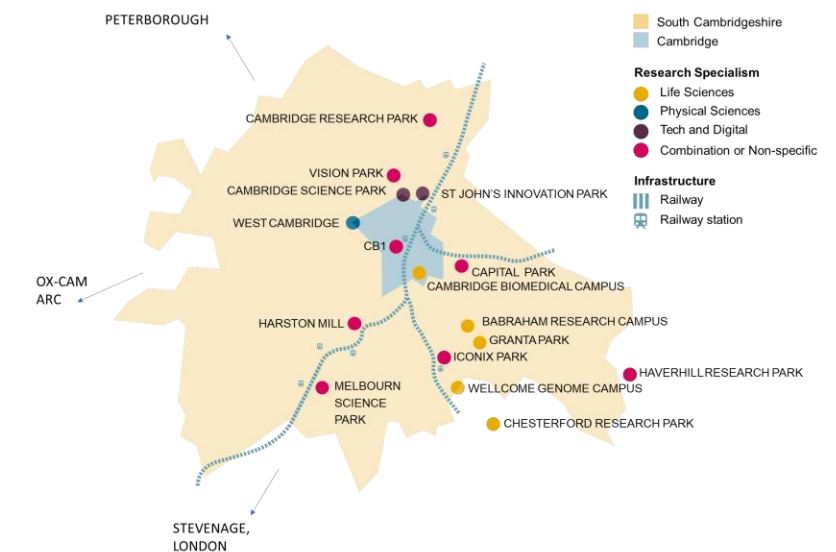
gsk

UKRI
MRC Laboratory of Molecular Biology

NHS
Royal Papworth Hospital
NHS Foundation Trust

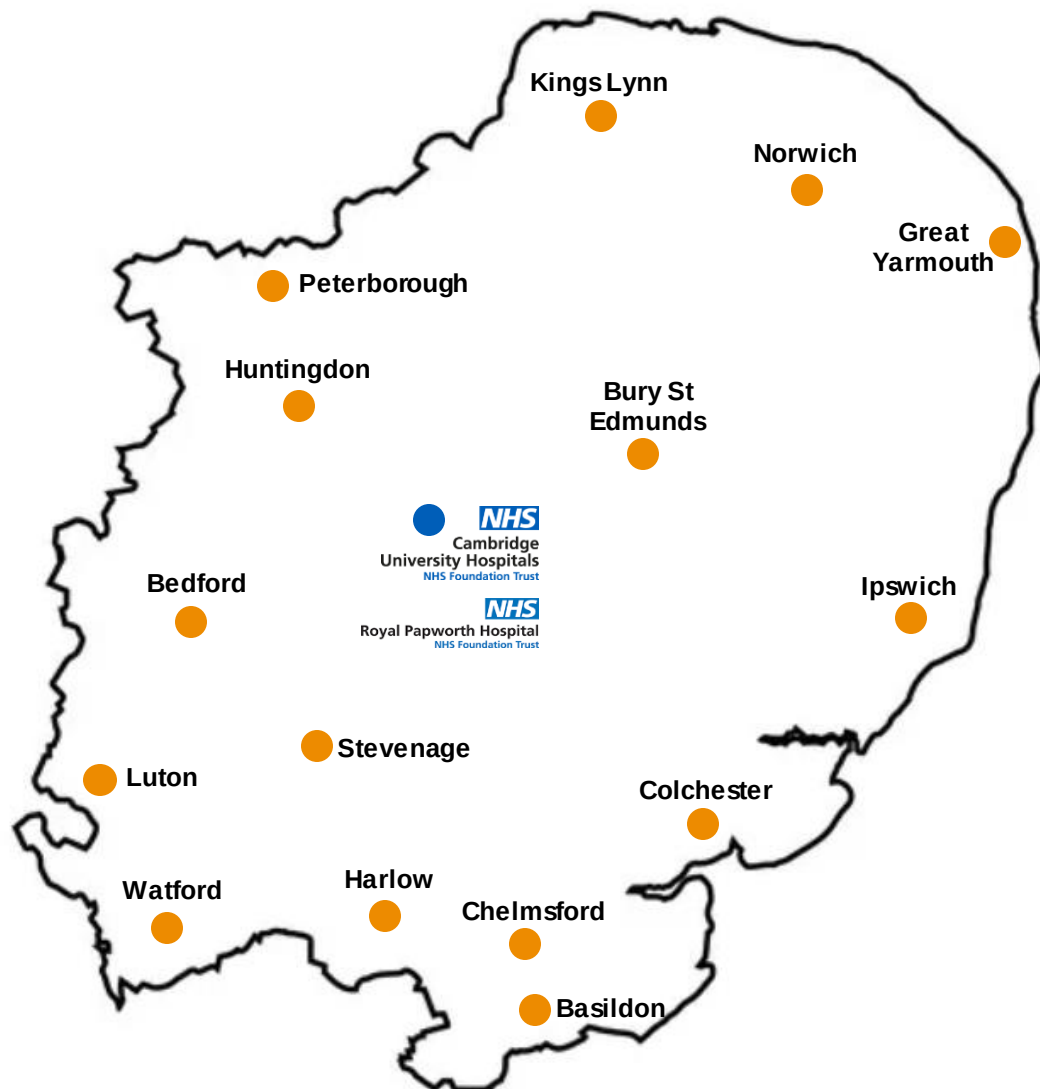
UNIVERSITY OF CAMBRIDGE

NIHR | Cambridge Biomedical Research Centre



Together
Safe
Kind
Excellent 3

Our clinical networks spread innovation into practice across the East of England to fifteen smaller hospitals, serving 6m patients



CUH Specialist Services support patients across the East of England

- CUH runs operational networks on behalf of NHS East of England
 - Major trauma
 - Adult, paediatric and neonatal intensive care
 - Cancer
- CUH provides specialist services to every hospital in the region
 - Most cancer care provided in local hospitals, not in Cambridge
 - New Cancer and Children's Hospitals focused on building capacity elsewhere in the region
- East Genomics Laboratory Hub provides access to genomic testing

Our ecosystem of research, commercialisation and patient care gets leading science into practice more quickly – improving health and tackling inequalities

- Innovation Adoption Hub and pathway changes embed research and innovation through clinical services across the region
- Partnerships with primary care increasing early detection of cancer in with new diagnostic technology
- Clinical services focused on increasing access to services across our wide catchment, particularly to rural and deprived areas

**Together
Safe
Kind
Excellent**

We also deliver on Levelling Up Missions that address socioeconomic inequalities

• Research and Development

- Life science ecosystem generates:
 - Highest patent applications per capita in UK; £100m+ invested annually in start-/scale-ups; 20% annual growth in turnover
 - 27 Nobel Prizes in medicine; 1000+ biomedical and health publications each year, a fifth in top 10% most cited; 6/10 top ten drugs globally developed in Cambridge
- Focus on:
 - Appropriate local/regional location of supply chains
 - Involving harder to engage groups in choice of, and participation in, research studies

• Living Standards

- 20k high pay, high productivity jobs in life sciences; 30k in NHS
- 11% annual growth in employment in life sciences (fastest growing sector in Cambridge)

• Skills

- 450 apprentices in post: initially nurses, now technical, admin etc.
- Nursing degree apprenticeships expanded to 150 annually

Housing

- Supporting work with industry and University on increasing access to affordable housing, including new Shared Ownership options for staff

Transport

- Collaborating with Network Rail, local government and Cambridge Biomedical Campus partners to:
 - Deliver Cambridge South station
 - Embed modal shift across campus development

Pride in Place

- Addenbrooke's Hospital is 270 years old and a source of pride locally and regionally for its history of innovation and excellence

Well Being

- Highly correlated with all these other sectors, particularly health

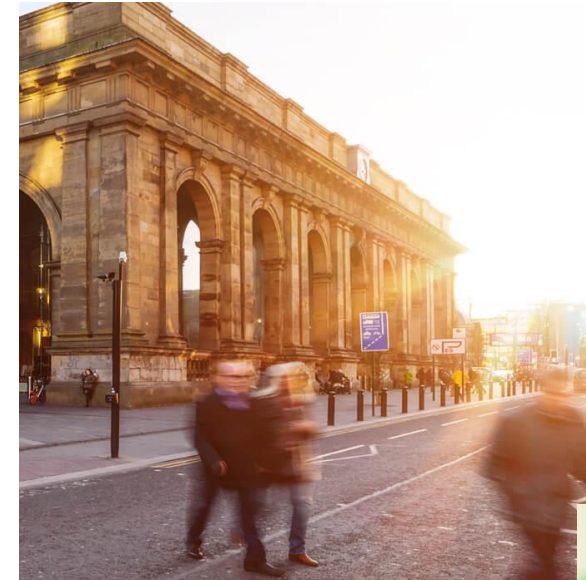
**Together
Safe
Kind
Excellent**

2. The Newcastle upon Tyne Hospitals NHS Foundation Trust

Newcastle upon Tyne Hospitals is a lead partner in Collaborative Newcastle, a city-wide partnership to improve health, wealth and wellbeing



- The vision of Collaborative Newcastle is to improve the health, wealth and wellbeing of everyone in the city
- Core partners include:
 - Newcastle upon Tyne Hospitals NHS Foundation Trust,
 - Newcastle City Council
 - Newcastle Gateshead NHS Clinical Commissioning Group
 - Cumbria, Northumberland, Tyne and Wear NHS Foundation Trust
 - Newcastle University
 - Northumbria University
- Working closely with Newcastle GP Services, the GP Federation for Newcastle, Primary Care Networks and the voluntary sector



The North East Integrated Covid Hub is an example of how the Collaborative has enabled swift and effective action, creating jobs and developing employment skills and supporting local enterprise



Integrated Covid Hub North East

- The Integrated Covid Hub is a Collaborative Newcastle development in response to the pandemic, launched in November 2020
 - A high capacity, purpose built Lighthouse laboratory to expand testing capacity
 - A regional coordination and response centre, providing bespoke analytics and public health support to 12 Local Authorities
 - An Innovation Laboratory, with a specialist team of scientists, working with industry and academia to accelerate the development, evaluation and adoption of new diagnostic technologies.

850 new (temporary) NHS jobs: 18% BAME, 14% LGBT; 7% disabled colleagues, and providing skills development to support future employment

Over 8 million
Covid tests processed

40k tests per day:
15x more than local NHS

13 high tech
robots

Supporting
12
local authorities

23k test
and trace calls

17 commercial
innovation contracts

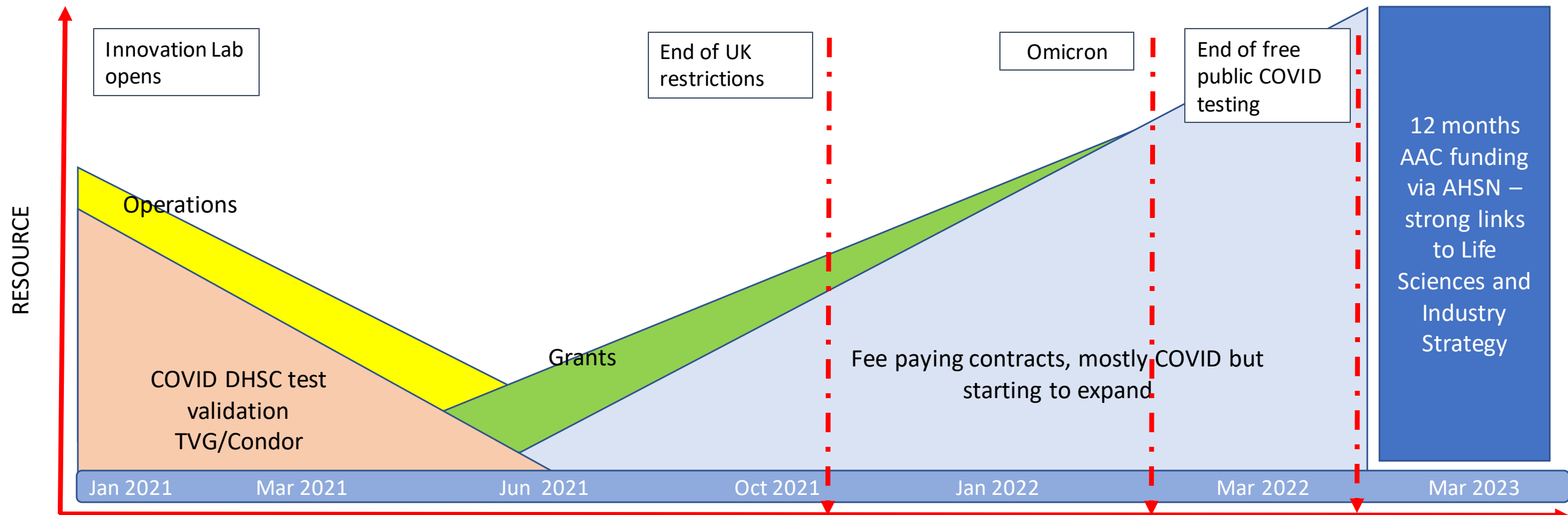
Biobank of
1000s of samples

£200m
DHSC investment

DHSC T&T / UKHSA contract
with Newcastle Hospitals



The hub has created a ‘triple helix’ of benefits, creating jobs, bringing investment to the North East and supporting local companies to generate diagnostics that can be used nationally and globally



1. To bring industry, academia and the NHS together, developing partnerships that will accelerate the development and adoption of next generation diagnostics
2. To establish a biobank and enable industry to access valuable samples to develop their tests
3. To future proof the diagnostic landscape of the country and ensure if there is another pandemic, we are ready with the right tools to test

3. King's College Hospital NHS Foundation Trust

King's Role as an Anchor Organisation in South East London

Shelford Group 'Levelling Up' case studies
April 2022



KING'S HEALTH PARTNERS



Diversity, Equality and Inclusion at the heart of everything we do

King's Strategy for 2021-26 sets out our **BOLD** vision for the future to have brilliant people, provide outstanding care, be leaders in research, innovation and education, with diversity, equality and inclusion at the heart of everything we do.

As a priority action under our commitment to Diversity, Equality and Inclusion, we have clearly stated our commitment to being an effective Anchor organisation.

***“Being an anchor in the community:** We will take our social and environmental responsibility seriously, addressing the socioeconomic determinants of health.”*

“We pledge our commitment to working as an anchor institution in our communities and modelling our social and environmental responsibility.”

We know delivering on our Anchor Agenda will provide benefits that extend far beyond our own organisation and direct patient care

DIVERSITY, EQUALITY & INCLUSION AT THE HEART OF EVERYTHING WE DO

We proudly champion diversity and inclusion at King's, and act decisively to deliver more equitable experiences and outcomes for our patients and people

Improving people's health goes beyond healthcare. Sustainable change means **tackling the wider determinants of health**. Preventing ill health is a key component of tackling health inequalities and the sustainability of the NHS.

At King's we recognise **the benefits we bring to the social, environmental and economic wellbeing of our communities** – which can reduce deprivation and improve population health outcomes.

Our role goes beyond direct provision of care. We can create social value in our local communities through the decisions we take and through leveraging our influence locally.

The aim of our anchors programme is to **encourage inclusive growth and enhance equity as an employer**. Through our **purchase of goods and services**, the use of our **buildings and space**, by reducing our **environmental impact** and by working in **partnership with local groups**.

This work is vital - as significant and persistent inequalities exist across South East London. By acting as an effective Anchor organisation we can therefore create the conditions needed to support a healthy population and help tackle inequalities, all while boosting economic growth

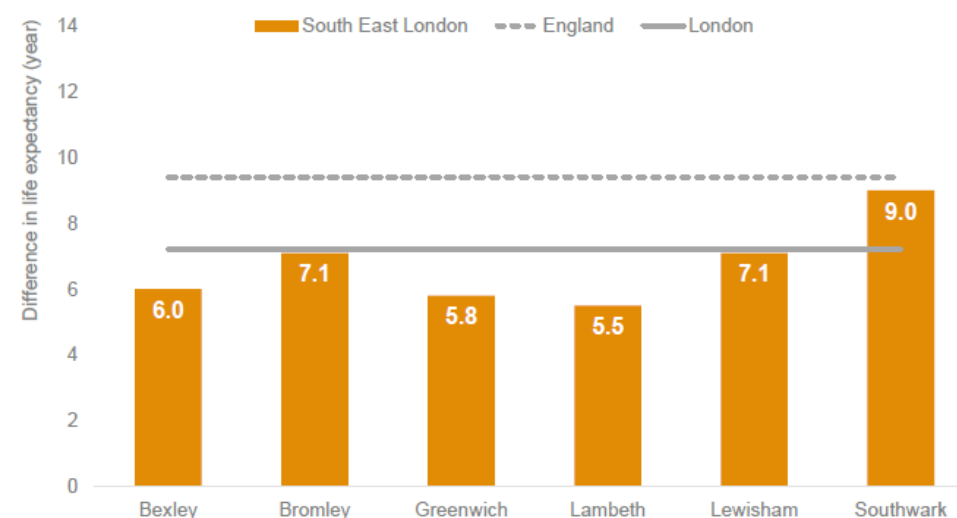
We have **significant levels of deprivation** – one in 5 children live in low income homes.

Life expectancy and healthy life expectancy at birth remain **below the national and London averages** for many of our boroughs, especially for males.

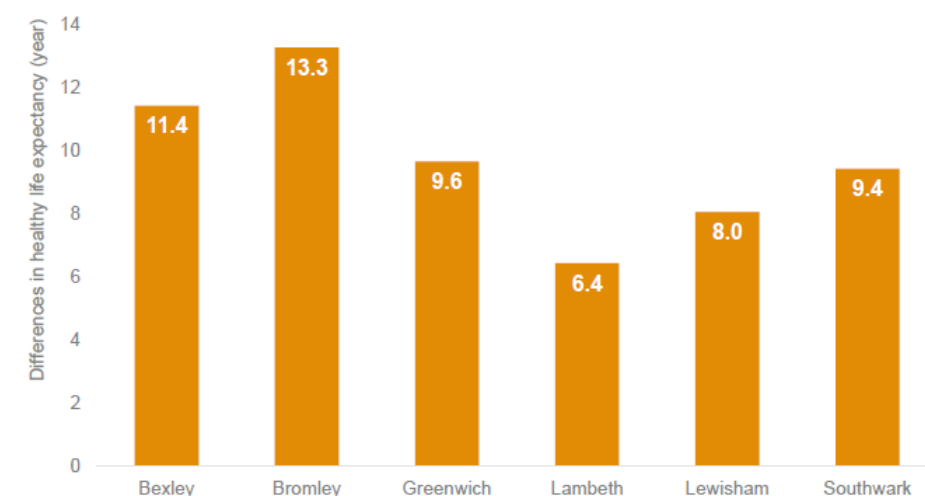
Healthy life expectancy is increasing at a slower rate than for life expectancy, leading to a **greater proportion of life being spent in poor health**.

Whilst we have differences between our boroughs, differences in life expectancy and healthy life expectancy are **significantly greater between the most and least deprived areas within each individual borough**.

Differences in life expectancy at birth (males) between least and most deprived areas for boroughs in south east London, London region, England (2015-17)



Differences in healthy life expectancy at birth (males) between least and most deprived areas for boroughs in south east London, London region, England (2015-17)



Public Health England, extracted from Public Health Outcomes Framework, available at <https://finqertips.phe.org.uk/profile/public-health-outcomes-framework/>

We have set-up our Anchors Programme to deliver on all five of the Health Foundation's main opportunities for NHS organisations to make a difference to their local communities



Widening access to quality work: King's role as an employer



Using buildings and space to support communities: our role as a land and capital asset holder



Purchasing more locally and for social benefit: our role as a purchaser and commissioner of social value



Working more closely with local partners: our role as a partner across South East London



Reducing environmental impact: King's as a leader for environmental sustainability



By supporting more of our local communities, particularly those furthest from the labour market, into good work, we can improve the welfare of our local communities and begin to narrow inequalities.

1 Widening access to quality work: our role as an employer

Project SEARCH is a national programme to help 18 to 24 years old with learning disabilities and autism to gain real-world work experience and support their transition into full-time employment.

At King's, we have partnered with Project Search and are currently hosting **8 interns at our Denmark Hill site**. This is helping young people from across our local boroughs gain vital experience in different departments of the hospital - from Therapies, Radiology, and Theatres, to ICT and our new Wellbeing Hub.

A member of King's staff provides mentorship to each intern. The mentor works alongside them in their role, providing training and guidance until the interns build their confidence. The interns also receive support from their on-site job coach and tutor, so that they can complete their final year of education.

We are expanding the programme and offering new opportunities over the coming months – with approximately **15 interns to be recruited across the whole trust from September 2022**.



By supporting more of our local communities, particularly those furthest from the labour market, into good work, we can improve the welfare of our local communities and begin to narrow inequalities.

1 Widening access to quality work: our role as an employer

We recognise the value apprentices can bring to King's and the important opportunity they can offer - both for the brilliant people already within our organisation and for the talented people all across our local communities.

We currently have **over 200 apprentices across the trust**. We offer over 25 different programmes to cultivate a range of skills, from leadership development to nursing associates and project management.

And we're going even further in the coming months, with the aim of having **500 apprentices across the trust by spring 2024**.

We are also working with local businesses to use our **apprenticeship levy** to help them to develop their own staff. So far we have provided approximately £40k to fund apprentices in local nurseries, and are looking to increase this over the coming year.



NHS
King's College Hospital
NHS Foundation Trust

"I love my apprenticeship! I think that the combination of learning and working works really well, as quite often you learn more from putting the skills you have gained in the classroom/online lectures into practice on the ward."

Rebecca Wray, Trainee Nursing Associate at King's

We're taking a community wealth-building approach to our new capital projects, by investing in our local communities and focussing our efforts on those areas with the highest levels of deprivation

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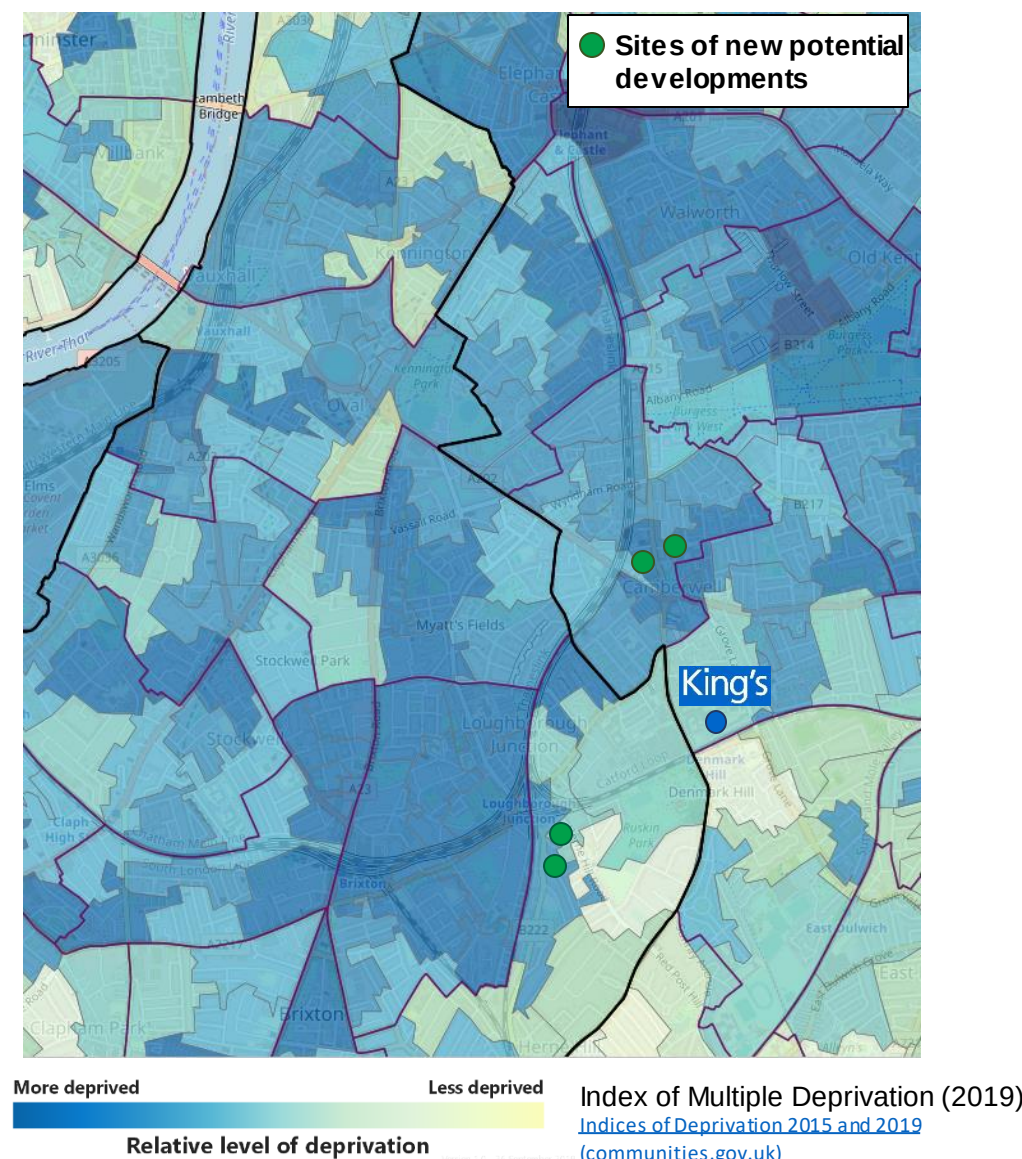
Using buildings and space to support communities: King's role as a land and capital asset holder

We have high levels of deprivation across our local communities – with Southwark and Lambeth ranking amongst the 15% most deprived local authority areas in the country.

Within these boroughs, we see significant pockets of deprivation – with a greater density in the southern areas of Lambeth and Southwark.

We are therefore **focusing our investments and capital estates projects to support local inclusive economic growth in these most deprived areas**. With new developments recently completed and planned for Loughborough Junction and Camberwell high street.

This approach will help build community wealth, and address long-standing inequalities. By reducing the footfall from our main hospital site we will: i) support the local regeneration of our neighbouring areas, ii) moving services to areas that best suit our patients to improve their experience, iii) support local business by increasing footfall on the high street, and iv) encouraging further inward investment and generate new employment opportunities in our most deprived areas.



We're working hand-in-hand with charities and community organisations to support their services and further improve the health and wellbeing of our local people

3

Using buildings and space to support communities: King's role as a land and capital asset holder

From January 2020 the Listening place have used our facilities to provide services for patients at risk of suicide.

The Listening Place is run by a team of local volunteers who offer free, confidential and ongoing face-to-face listening to people who feel that life is no longer worth living.

As well as providing space to run their service, **we have worked with the Listening Place to integrate their offer into our Emergency Department's referral pathways.**

This means our **local service users can move seamlessly from our clinical services into this wider community support offer**, to provide a better patient experience.

In just two years, the Listening Place has received over 1,100 referrals directly from King's, with many of those using the service citing the importance of geographical location and coordination – which helps to reduce their anxiety about coming in for appointments.



We're supporting improved access to opportunities within health and life sciences through the new SC1 health science innovation district - creating spillover benefits, including fresh investment and new high-value jobs, for our local communities

5

Working more closely with local partners: King's as a partner across South East London

SC1 is a health science district founded by King's Health Partners, Lambeth and Southwark Councils, and the Guy's and St Thomas's Foundation.

King's is at the centre of this new district with our cutting-edge **Translation Hub** at Denmark Hill, bringing together the world's leading concentration of mind and body research, with dedicated focus on the brain and metabolic medicine, children's and young people's mental health, psychology and psychiatry, neurology and liver.

By bringing together our expertise with the Biomedical and MedTech Hubs at Guys and St Thomas's, SC1 will develop a world class health science community in south central London.

This community will help to develop new cutting-edge innovations to improve patient care. But it will also serve to i) attract **inward investment into our communities**, ii) create new high-value **jobs with a high GVA for our local people**, and iii) support the delivery of new initiatives which will **tackle long-standing health inequalities**.



**London's
Health Science
District**

Serious youth violence is complex and a symptom of wider issues. We have partnered with Redthread to support our young people and to help tackle youth violence.

5

Working more closely with local partners: King's as a partner across South East London

Young people across Lambeth and Southwark suffer violence far more than their peers in other boroughs. The violence can have a devastating effect on their lives and their families.

We have been working with the charity Redthread for over 10 years to deliver our Youth Violence Intervention Programme – which aims to tackle the serious youth violence coming through our doors.

The programme operates in our emergency department, and has revolutionised the support available to young victims of violence. Specialist youth workers engage with young people, providing information and advice to access support networks and following-up with them as required.

This programme demonstrates our reach and responsibility beyond direct healthcare provision. The partnership with Redthread has helped many young people break out of the cycle of violence they sometimes find themselves in.



Redthread



Serious youth violence is complex and a symptom of wider issues. We have partnered with Redthread to support our young people and to help tackle youth violence.

5

Working more closely with local partners: King's as a partner across South East London

To build on the success of our partnership with Redthread, we launched King's Adolescent Outreach (KAOS) in 2018 - to improve the care of adolescents (aged 13-25) in hospital and promote the importance of a holistic approach to adolescent healthcare.

KAOS helps to identify additional health needs for young people, and provides confidential advice and signposting to in-hospital or local services.

This helps to reduce re-attendance and improves young peoples' long-term health.

In 2019-20 KAOS worked with over 280 young people. This included: i) providing health reviews and advice, ii) offering support with medical treatments, and iii) providing broader education, employment and family support.



We're continuing to expand our reach - and there are a host of other projects and initiatives underway across King's to deliver on our role as an Anchor organisation

1 Widening access to quality work: King's role as an employer

- **We are growing our work experience programme** - to provide fairer access to opportunities to local students
- **We are supporting the education of local students.** By:
 - **Working with local colleges** - to provide placements for the Health and Social Care students to complete their BTEC studies; and
 - **Partnering with Royal Holloway University** - to enable students to work on real-world NHS challenges, including those within supply chain, managed services and the technology and transformation areas.

3 Using buildings and space to support communities: King's role as a land and capital asset holder

- **We are working with Mosaic Clubhouse (a local mental health charity)** - to pilot in-reach emotional support, befriending and supported signposting for local patients who have lower level mental health needs;
- **We have signed-up to the Prince's Trust Achieve Club** – to support ongoing learning and development for patients in our paediatric department; and
- **We are supporting Healthwatch Bromley** – who have 4 engagement hubs at the PRUH, talking to patients in key outpatient areas, the Radiology Department and the Emergency Department.

5 Working more closely with local partners: King's as a partner across South East London

- **We are working with Southwark Carers** - to offer care to older patients;
- **We have launched a dementia café in Camberwell** - in collaboration with VCS, Age UK, Alzheimers Society and others to provide support to our local communities and patients;
- **We are developing Health and Wellbeing Community Hubs** - in Stockwell, North Lambeth and Gipsy Hill;
- **We are working with the Red Cross** - to provide support to provide targeted support for people leaving the trust and going home to isolated environments where they are at risk (e.g. of malnourishment);
- **We are working with Bromley Carers** - to support care delivery on dementia wards at the PRUH; and
- **We are working with AA volunteers** - to support people in our local communities with their alcohol abuse.

2 Purchasing more locally and for social benefit: King's role as a purchaser and commissioner of social value

- **We are supporting the regeneration of our Southern boroughs. By:**
 - Refurbishing Coldharbour Works in Loughborough Junction – to
 - i. create new therapy spaces for our patients,
 - ii. create new capacity for King's corporate functions and
 - iii. create new opportunities for local businesses both in and around the site

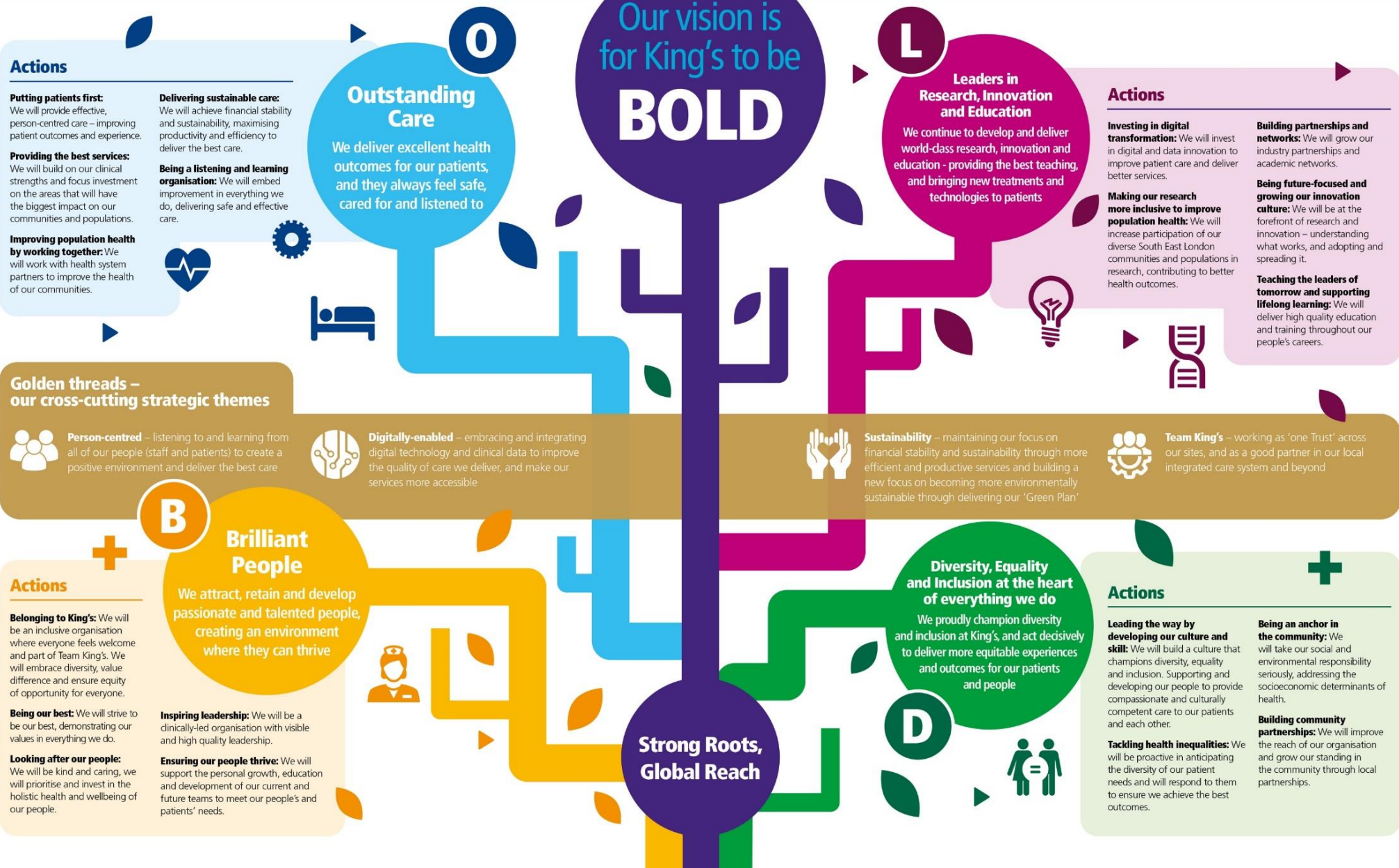
4 Reducing environmental impact: King's as a leader for environmental sustainability

- **We launched our Green Plan in September 2021**, in which we committed to delivering Sustainable Healthcare for All;
- **We have partnered with the South London and Maudsley (SLaM) to create a new cycle hub at Denmark Hill station** - to promote safe cycling and improve the health and wellbeing of our staff, patients, visitors and communities;
- **We are using the Clean Air Hospital Framework** - to improve air quality for our staff, patients and local communities; and
- **We have developed a new trust-wide travel plan**, with a focus on environmental impact and improving active travel.

King's Strategy 2021-2026

OUR VALUES

AT KING'S WE ARE A KIND, RESPECTFUL TEAM





the
SHelfFORD
GROUP