

## LTHT as an anchor institution

### Public Board 30/11/2023

<b>Presented for:</b>	Assurance
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<b>Previous Committees:</b>	

Trust Goals	
The best for patient safety, quality, and experience	
The best place to work	✓
A centre for excellence for research, education, and innovation	
Seamless integrated care across organisational boundaries	✓
Financial sustainability	✓

Risk Appetite Framework				
Level 1 Risk	(✓)	Level 2 Risks	(Risk Appetite Scale)	Risk
Workforce Risk		Workforce Retention Risk - We will deliver safe and effective patient care, through supporting the training, development, and H&WB of our staff to retain the appropriate level of resource to continue to meet the patient demand for our clinical services	Cautious	↔ (same)
Clinical Risk		Patient Safety & Outcomes Risk - We will provide high quality services to patients and manage risks that could limit the ability to achieve safe and effective care for our patients.	Minimal	↔ (same)
Financial Risk		Supply Chain Risk - We will manage suppliers in a manner that protects the Trust's interests and service to our patients.	Open	↔ (same)
External Risk		Strategic Planning Risk - We will deliver Our Vision "to be the best for specialist and integrated care" though	Cautious	↔ (same)

		the delivery of a set of Strategic Goals and operating in line with Our Values.		
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Key points	
1. This paper provides an update on LTHT's activity as an anchor institution, including engagement with the Leeds Anchor Network, anchor metrics collected and progress against the anchor's framework for action.	Assurance

## 1. Summary

The paper provides an update on LTHT's activity as an anchor institution, including the anchor metrics collected for 2021 – 2022, and 2022-2023 where available, and progress against the Trust's anchor ambitions.

## 2. Background

Anchor institutions are large, typically non-profit, public-sector organisations whose long-term sustainability is tied to the wellbeing of the populations they serve. The Leeds Anchors Network (LAN) brings together the city's largest employers to focus on areas where they can make a difference and scale the impact of their anchor initiatives.

## 3. Annual Update on Progress

As part of the annual review process, each organisation is asked to submit a set of metrics and review its progress against the LAN Framework. The Trust previously used the Framework in 2021 to identify its ambitions as an anchor, and this report describes a summary of its progress against these ambitions along with the most recent metrics. Full results are provided in the appendix. The report highlights that LTHT has made good progress in embedding anchor approaches as 'business as usual' for example by scaling the approach to narrowing inequalities through access to health and care careers via the Leeds Health and Care Academy and embedding social value considerations in all tender processes.

### 3.1. Employment

The Trust continues to be a significant employer within the region, with strengths in training and development, workplace health and wellbeing, recruitment, and apprenticeships.

Ambitions	Progress
Consider the non-pay reward offer and whether that can be flexed or communicated to enhance the nature and relevance of the benefits on offer for	<ul style="list-style-type: none"> <li>Work is in progressing across the Leeds Health and Social Care system to attract staff into roles. This includes ensuring that all staff benefits are clearly communicated throughout the recruitment process including generous pension, annual leave and sickness pay.</li> </ul>

those on lower pay – leading to higher take up	<ul style="list-style-type: none"> <li>Regular communication of wider staff benefits including access to counselling, staff physio and financial advice, takes place across digital, print and face to face comms. Usage of support services continues to increase.</li> </ul>
Increase employment opportunities for marginalised communities and Leeds City Council's Priority Neighbourhoods	<ul style="list-style-type: none"> <li>The recently refreshed Narrowing Inequalities steering group reconvened to start phase 3 of the city's ambition, focussing on system change, increasing scale and impact, and long-term evaluation.</li> <li>The Academy's Talent Hub continues to make a positive impact, strengthening its role in narrowing inequalities as well as providing high quality, timely services to support diverse employers with priority vacancies. Roles have included Care Navigators, Children's Residential Practitioners, trainee HCSWs, a range of administration roles and a number of specialist support roles e.g. biomedical science.</li> <li>60% of those supported into employment were unemployed.</li> <li>Retention rates for those supported into employment remains over 90% after the first 12 months.</li> </ul>

### 3.2. Procurement

Increasing local spend is a challenge due to the range of national procurement arrangements in place across the NHS, resulting in a limited transferability of procurement knowledge into benefits. Therefore, the Trust's anchor ambitions are predominantly focused on delivering social value in line with Policy Procurement Note (PPN 06/20). There is good progress being made in this area, with social value included in all tenders, embedded in framework awards and with plans to include supplier carbon reduction plans in tenders from April 2024. The BtLW project has been an exemplar of this approach.

Ambitions	Progress
Improve way that procurement data is translated into positive intelligence to inform procurement decisions	<ul style="list-style-type: none"> <li>The Trust annually monitors its local spend with support from the LAN. However, to date there is limited transferability of this information into direct procurement benefits, or opportunities to collaborate with other Trusts</li> </ul>
Turn promotion of social value	<ul style="list-style-type: none"> <li>Social Value included in all tenders in line with NHS England guidance. Procurement is using more up-</li> </ul>

<p>throughout contracts into business as usual</p>	<p>to-date frameworks that now include Social Value as award criteria. This will increase as more are renewed.</p> <ul style="list-style-type: none"> <li>• In line the NHS Net Zero Roadmap, tenders that are awarded after April 2024 will require all suppliers to post a Carbon Reduction Plan.</li> </ul>
<p>Maximise the economic benefits of the new hospital through its social value approach</p>	<ul style="list-style-type: none"> <li>• The Building the Leeds Way Programme Team work closely with all its suppliers to ensure they leverage their position to: Promote local skills and employment; support growth of responsible regional business; develop healthier, safer and more resilient communities; decarbonise and safeguard our world; and promote social innovation. All these factors are measured and assessed.</li> <li>• The Building the Leeds Way Programme team led an event on the 24th of October 2023, where High School children from across Leeds got the chance to sample different careers. Year 9 and 10 students from 6 different schools gained a fascinating insight into a range of careers relating to the Trust's plans for the design and construction of the new hospitals in Leeds. They gained a simulated insight into a range of critical roles and activities including site planning, healthcare planning, design, cost, communications &amp; engagement and project management. It also provided the students with a vital opportunity to meet professionals and specialists involved in the development of the new Adult and Children's Hospital that will be based at the LGI site. Information on related careers and further education was also made available by the Leeds Health and Care Academy, Leeds College of Building and Leeds City College.</li> <li>• Additionally, the opening event for the Centre for Laboratory Medicine on the 26th of September 2023 included a touch of educational value added, with young scientists from Mount St Mary's Catholic High School participating in pathology experiments alongside the Trust's dedicated staff, as part of the project's wider community engagement programme. Tracy Brabin, Mayor of West Yorkshire, said "It was inspiring to meet the staff who will pioneer these new technologies, as well as the talented high</li> </ul>

	school students who could be our homegrown pathologists of the future.”
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### 3.3. Environment and assets

The Trust continues to make progress against its Decarbonisation Plan, which was approved by Board in 2022. The year-on-year carbon reduction this year (2022/23) is not as substantial as the previous year (2021/22) because the use of gas continues to be the Trust’s primary source of energy and contributor to carbon emissions.

Ambitions	Progress
Make significant Net Zero progress as part of climate emergency response, supported by decarbonisation planning and linked to energy measures	<ul style="list-style-type: none"> <li>• Having been approved by the Trust Board in 2022, the Trust’s Decarbonisation Plan has set a roadmap for the removal of fossil fuels across the estate.</li> <li>• A range of actions such as the introduction of solar panels, heat pumps, and connecting the Trust to the Leeds Pipes District Heating Network are currently underway and being driven by funding obtained from the Public Sector Decarbonisation Scheme (PSDS).</li> <li>• The Trust has recently applied to PSDS Phase 3c for additional funding to drive further estate improvements.</li> </ul>
Reduce waste, including through re-use systems and procurement specifications	<ul style="list-style-type: none"> <li>• The Trust has increased the recycling of plastics. Cardboard bailers are now used to recycle cardboard and plastic that was previously collected in skips.</li> <li>• A total of 425 tonnes of cardboard and plastic have been recycled so far in 2023/24.</li> </ul>
Increase electric vehicles in the fleet and further promote active travel	<ul style="list-style-type: none"> <li>• The Trust has worked with Electric Blue to put telemetry into fleet vehicles to understand the mileage typically travelled and understand which vehicles can be transitioned to EV.</li> <li>• Two security vehicles are now EV with two 17-tonne EVs being trialled at Dolly Lane and in pharmacy.</li> <li>• A new Travel Plan has been developed and approved by Board to highlight active and sustainable travel opportunities for the Trust. Leeds General Infirmary and St. James University hospital are now both Modeshift STARS accredited. Work is ongoing to undertake a staff travel survey and secure additional funding for improved public transport opportunities.</li> </ul>

### 3.4 Service Delivery

The Trust has made good progress on its service delivery ambitions this year, as set out in the Health Inequalities & Public Health Strategy and implemented through the Health Inequalities & Public Health Action Plan. Workstream 8: *Delivering Equitable Clinical Services* is the main workstream that demonstrates our role in addressing health inequalities through the services we provide. Examples of progress made is summarised below:

Ambitions	Progress
Provide a lens for health inequalities in unplanned care.	<ul style="list-style-type: none"> <li>• A Health Inequalities &amp; ED Working Group has been established. The first 2 meetings held (18 Sep &amp; 25 Oct) and a delivery plan has been developed.</li> <li>• Youth Navigator Working Group established to support effective service delivery (targeting hard to reach young people) within the ED.</li> <li>• A WTE Wellbeing Co-ordinator recruited (Linking Leeds) to undertake a Social Prescribing pilot within the ED (SJUH) targeting adults who attend. A project Steering Group is in place to oversee the 12-month pilot, which started in August.</li> </ul>
Provide a lens for health inequalities in planned care.	<ul style="list-style-type: none"> <li>• Data analysis shows inequity within surgical waiting lists. There is now agreement to adopt the Coventry &amp; Warwickshire HEARTT tool which is a clinical prioritisation tool aimed at reducing inequalities in elective care waiting lists. There is on-going engagement with data, planned care and public health to develop a project plan to pilot this within one specialty initially.</li> </ul>
Provide a lens for health inequalities in the outpatient care.	<ul style="list-style-type: none"> <li>• Listening exercise undertaken to understand patients' barriers to accessing Patient Hub (digital platform to enable patients to manage their outpatient appointments).</li> <li>• Data analysis undertaken to help understand population groups not accessing Patient Hub to inform future communication and engagement plans and help ensure equitable access.</li> <li>• Population Health Fellow on placement for 12-months in the Public Health Team - developing work to support effective approaches to reducing DNAs/WNBs.</li> </ul>
Provide a lens for health inequalities in diagnostics.	<ul style="list-style-type: none"> <li>• Data analysis shows inequity within diagnostics wait times. An Equality &amp; Health Inequality Impact Assessment is planned to inform the introduction of the Swift Queue system. This is a digital innovation that enables online patient booking and notification of diagnostic appointments. Learning from Patient Hub will inform this.</li> </ul>

Ensure new services & projects consider a relevant Equality & Health Inequality Impact Assessment	<ul style="list-style-type: none"> <li>• A new Equality &amp; Health Inequality Impact Assessment (EHIIA) form has been developed, along with guidance and draft policy.</li> <li>• A workshop was held in Sep to introduce the tool and begin the process with Cancer colleagues who are piloted the process.</li> <li>• Learning will inform future EHIIA within the Trust.</li> </ul>
Ensure health inequality data is incorporated into existing reports and dashboards	<ul style="list-style-type: none"> <li>• Progress made to ensure data dashboards have health inequalities data embedded (cut by ethnicity and IMD as a minimum) to inform and drive activity. Examples include the new unplanned care dashboard (ED attendance) and outpatient dashboard (which includes DNAs).</li> </ul>

### 3.4. Corporate and Civic

The Trust continues to be an active member of the LAN and is looking to increasingly work with other hospitals to promote and share this agenda. Work is underway to create a more systematic approach to recording progress and measuring the impact of anchor initiatives.

Ambitions	Progress
Generate greater clarity and more systematic reporting through the organisation on anchors to mainstream it and frame as something we are accountable for	<ul style="list-style-type: none"> <li>• Anchor activity is reflected in the Trust strategy and progress is reported to Board on an annual basis.</li> <li>• The role of the Trust as an anchor has been incorporated into the Health Inequalities Strategy, and updates are regularly reported to the Health Inequalities and Public Health Group.</li> </ul>
Engage with other hospitals in West Yorkshire on this agenda to promote, share and collaborate with them	<ul style="list-style-type: none"> <li>• The WYAAT Directors of Strategy group is chaired by LTHT and has been used to share learning regarding Anchor activity.</li> <li>• The Anchor Framework has been adopted by several WYAAT Trusts including CHFT, Mid Yorks and HDFT alongside other Trusts nationally.</li> </ul>

### 4. Proposal

The Trust should continue to build on its progress as an anchor, and scale the impact of its initiatives by participating, where possible, in citywide events.

### 5. Financial Implications

There are no financial implications from the presentation of this paper.

### 6. Risk

This paper is for information, and therefore does not impact on the existing or future risk appetite.

## **7. Communication and Involvement**

The metrics and progression framework were both completed in collaboration with the relevant internal leads and the Leeds Anchors Network. The results will be shared across the Anchors Network.

## **8. Equality Analysis**

The Trust's role as an anchor institution will improve the opportunities for promoting equality, as it addresses the wider determinants and health inequalities in Leeds.

## **9. Publication Under Freedom of Information Act**

This paper has been made available under the Freedom of Information Act 2000.

## **10. Recommendation**

It is recommended that the Board should:

- Review and comment on the anchor metrics and progress since the self-assessment
- Receive the report for assurance on progress against the Trust's activity as an anchor institution

## **11. Supporting Information**

The following papers make up this report:

- Appendix 1: Anchor metrics
- Appendix 2: LTHT Anchor progression framework

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LTHT as an anchor institution  
November 2023



**Appendix 1: LTHT's metrics for 21/22 and 22/23 where available****Procurement**

<b>Indicator</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>
Total spend (£million)	£568	£524	£585
Total spent in Leeds (£million)	£56	£45	£40
% of spend in Leeds	10%	8%	7%
Total spent in West Yorkshire (£million)	£25	£72	£59
% of spend in West Yorkshire	4%	14%	10%
Total spent with SMEs (£million) (*see note)	N/A	N/A	N/A
% of spend with SMEs	0%	0%	0%

\*The Trust's procurement platform is unable to identify spend with SMEs

**Employment**

<b>Indicator</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>
Total number of employees*	18,630	19,385	19,983	20,577
Number of these employees who live in Leeds	12,401	13,188	13,907	13,735
% of employees who live in Leeds	67%	68%	70%	67%
Number of employees who live in a deprived area in Leeds	4,807	4,813	5208	5430
% of employees who live in a deprived area in Leeds	26%	25%	26%	26%
Number of Leeds workplace employees who are BAME	3,608	3,887	4472	5098
% of Leeds employees who are BAME	19%	20%	22%	25%
Total number of full time employees who work in Leeds	12,219	12,823	13,334	13566
Total number of part time employees who work in Leeds	6,411	6,562	6,649	7049
Total number of apprentices employed	776	943	1,190	1050
Number on a level 2 apprenticeship (intermediate)	327	366	469	428
Number on a level 3 apprenticeship (advanced)	133	157	191	150
Number on a level 4 apprenticeship (higher)	280	380	469	430
Number on a degree apprenticeship	36	50	61	109
Minimum pay level of any apprentice employed (per hour)	£7.03	£7.03	£9.49	
Number of employees (excluding apprentices) paid Foundation Real Living Wage or above*	17,034 (£9.30)	16,072 (£9.50)	18,718 (£9.90)	

% of employees paid Foundation Real Living Wage or above	91%	83%	89%	
Gap (£) between lowest wage paid and real living wage (if applicable)	£0.27	£0.29	£0.41	

\*Taken as a snapshot on March 31 of each year

### Sustainability

Indicator	2019/20	2020/21	2021/22	2022/23
CO2 emissions (tonnes)	56,976	49,819	56,783	56,559
Change in CO2 emissions compared to previous year (tonnes)	4,333	7,157	3,351	224
% change in emissions compared to previous year	8%	12.6%	5.60%	0%

### Healthy workforce

Indicator	2019/20	2020/21	2021/22	2022/23
% of staff who 'agree' or 'strongly agree' that their manager take a positive interest in their health and wellbeing	69.7%	68.4%	69%	Not yet released
% of staff who 'agree' or 'strongly agree' that their organisation takes positive action on health and wellbeing (*see note)		60.3%	59%	Not yet released
Overall positive perceptions of health and wellbeing at work (mean of two questions above)		64%	64%	Not yet released

## Appendix 2: LTHT's progression framework scores and future ambitions

PF dimensions and themes	Current Position		Future Ambition		Your Change Journey
	Bench mark	LTHT	Benchm ark	LTHT	
<b>Employer</b>	<b>3.1</b>	<b>3.5</b>	<b>3.8</b>	<b>3.7</b>	<b>0.2</b>
Recruitment	2.9	3.2	3.7	3.7	0.5
Pay & conditions	3.2	3.3	3.5	3.3	0.0
Training & development	2.9	3.5	3.8	3.8	0.3
Healthy workplace	3.6	4.0	4.0	4.0	0.0
<b>Procurement</b>	<b>2.2</b>	<b>1.9</b>	<b>3.0</b>	<b>3.1</b>	<b>1.2</b>
Local supply chain	2.3	1.5	3.1	3.0	1.5
Social Value	2.2	1.2	2.9	2.9	1.7
New developments	2.2	3.0	3.0	3.5	0.5
<b>Environment &amp; Assets</b>	<b>2.7</b>	<b>2.7</b>	<b>3.6</b>	<b>3.2</b>	<b>0.5</b>
Climate, targets, policy & management	2.7	2.5	3.6	3.0	0.5
Energy & waste	2.7	2.5	3.8	3.5	1.0
Transport, built & natural environment	2.6	2.7	3.5	3.2	0.5
Estate, design, and community benefit	2.9	3.0	3.4	3.0	0.0
<b>Service Delivery</b>	<b>2.8</b>	<b>1.8</b>	<b>3.7</b>	<b>2.8</b>	<b>1.0</b>
Reach disadvantaged communities	2.9	2.0	3.7	3.0	1.0
Links to community anchors	2.7	2.0	3.5	3.0	1.0
Links to local business and education	2.9	1.5	3.8	2.5	1.0
<b>Corporate &amp; Civic</b>	<b>3.1</b>	<b>3.1</b>	<b>3.7</b>	<b>3.8</b>	<b>0.7</b>
Inclusive anchor commitment	2.9	3.3	3.5	3.5	0.2
Collaboration	3.3	3.0	3.9	4.0	1.0