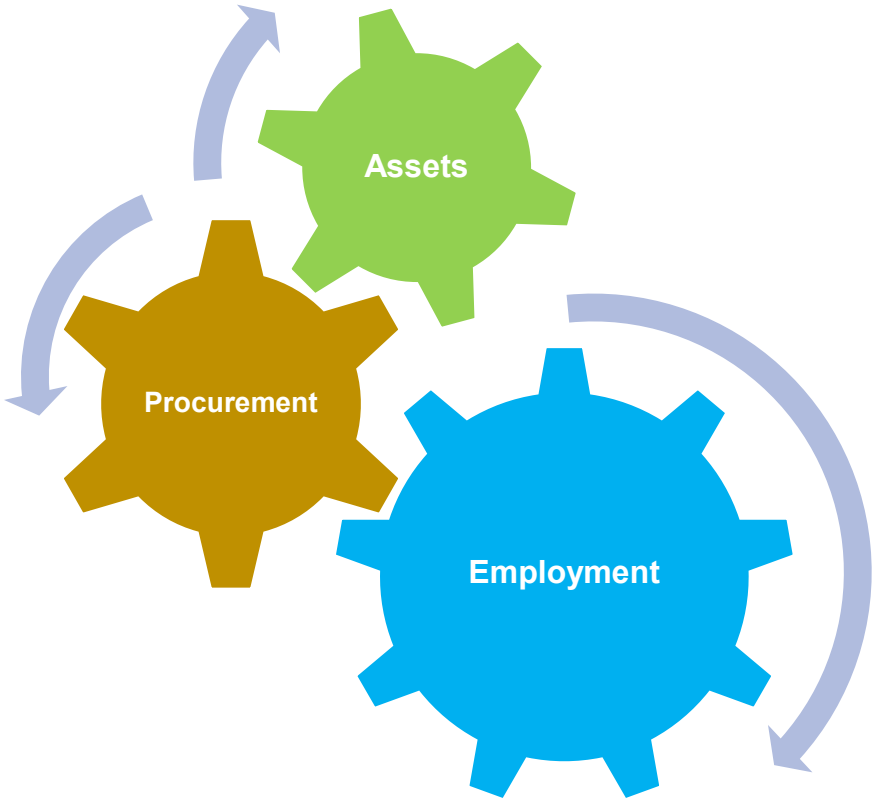

NHS Forth Valley Anchor Plan 2023 – 2026

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1. NHS Forth Valley

NHS Forth Valley is one of 14 regional health boards and serves a population of more than 306,000 in a diverse geographical area which covers the heart of Scotland.

The Board controls an annual budget of approximately **£570 million**, and is a major employer with approximately **6,900** staff. Forth Valley Royal Hospital (FVRH) in Larbert is one of the most advanced and well equipped in Europe. We are home to the Scottish Centre for Clinical Simulation and Human Factors, with innovative training facilities where clinical and care staff are able to hone their skills.

FVRH is supported by a network of four community hospitals, 56 health centres and day centres across approximately **100 hectares of land** providing a wide range of community- based care, support and services through integration with Clackmannanshire and Stirling and Falkirk Health and Social Care Partnerships.

Forth Valley as a region faces a number of challenges, as most areas do, to ensure the foundations of a healthy life are equally shared by all across the region, given the growing gap in healthy life expectancy. To address this challenge we will, as one of the largest anchor institutions in Forth Valley, build our contribution to the health and wealth of our communities, using a person-centred, place-based approach to local economic and social development.

The NHS Forth Valley Anchor Plan sets out our current position, our vision, our strategic priorities for the next three years and how we plan to deliver the actions.

2. NHS Forth Valley as an Anchor Institution: Our journey

March 2021: Collaboration with community planning partners in bid for Health Foundation (THF) funds to develop a Forth Valley Community Wealth Building Consortium. **Commitment from NHS Forth Valley provided at this time to** THF model of community wealth and health and **developing an Anchor Plan**.[1]

October 2021: **Establishment of the Anchor Springboard**, a collaboration between NHS Forth Valley, Clackmannanshire & Stirling HSCP and Falkirk HSCP senior staff to review logic model, identify ambitions, plan and deliver Anchor actions.

[1] Building Healthier Communities: The Role of the NHS as an Anchor Institution, August 2019. https://www.health.org.uk/publications/reports/building-healthier-communities-role-of-nhs-as-anchor-institution

April – June 2022: Assessment of Anchor baseline and Year 1 Plan The Anchor Springboard undertakes baseline assessment using the Joseph Rowntree Foundation "Harnessing the Power of Anchors" toolkit[2]and agrees priorities for Year 1 action plan.

June 2022: Two place-based collaborations initiated; Clackmannanshire Council, the Improvement Service and Public Health Scotland - Shaping Places for Wellbeing in Alloa Project and Falkirk Council and Scottish Futures Trust - Falkirk & Grangemouth Growth Deal Greener Grangemouth Programme.

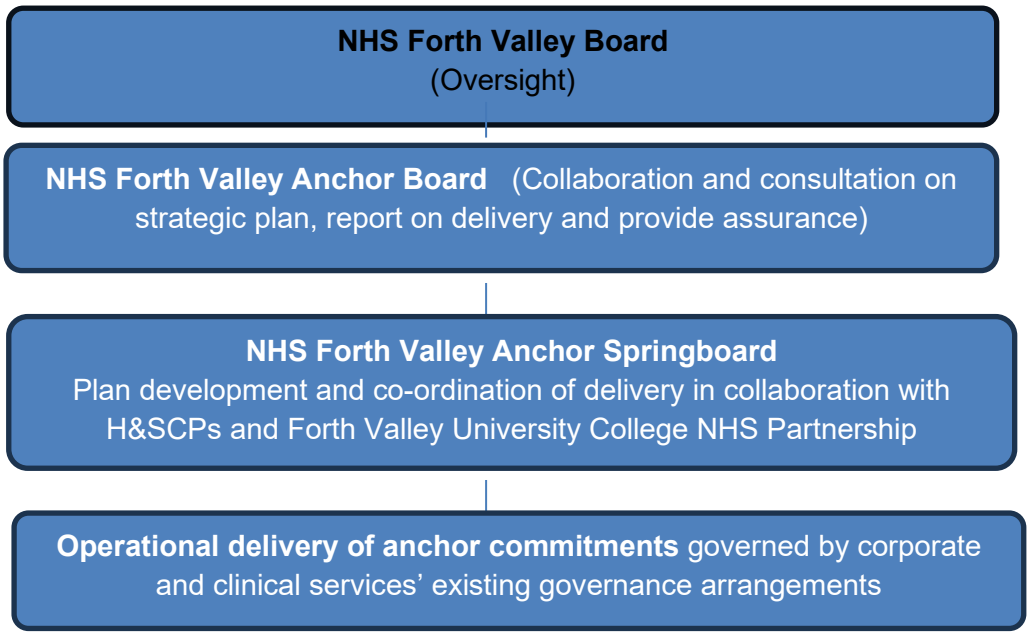
October 2022: Launch of the Forth Valley University College NHS Partnership: The first formal regional partnership between an NHS Board, university and college in Scotland. Three workstreams: Education and Skills, Career Pathways and Workforce Development, Research and Innovation. Focus on improving health outcomes across the region.

December 2022: Formation of NHS Forth Valley Anchor Board chaired by NHS Forth Valley Board Chair, membership includes Executives from NHS Forth Valley, Local Authorities, H&SCP Chief Officers, University and College and Police Scotland, Third Sector Interface leads with regional representatives from Skills Development Scotland, Chamber of Commerce and Scottish Enterprise.

[2] Harnessing the Power of Anchor Institutions – A Progressive Framework - https://democracy.leeds.gov.uk/documents/s181576/4%20Anchor%20Institution%20Progression%20Framework%20Toolkit.pdf

3. Our NHS Forth Valley Anchor governance

The diagram below sets out the governance for NHS Forth Valley Anchor planning and delivery.



4. NHS Forth Valley's vision as an anchor organisation

Our vision is to improve the health of the population of Forth Valley and decrease inequalities by using the resources of NHS Forth Valley. This will initially be achieved by supporting the development of a resilient local wellbeing economy across Forth Valley where more wealth is generated, circulated and retained within local communities. NHS Forth Valley will procure more locally and for social benefit; use buildings and space to support communities and widen access to good quality work.

5. Forth Valley Anchor approach to planning

A commitment in the NHS Forth Valley corporate plan 2023/24 to protect and improve the health and wellbeing of the people of Forth Valley with focus on reducing health inequalities and delivery of a measurable shift to prevention to reduce the premature mortality rate locally

- Progress of Anchor actions delivered by July 2023, as reviewed by the NHS Forth Valley Anchor Board (Appendix 1)
- Self-assessment undertaken by Anchor Springboard using Public Health Scotland's Harnessing the Power of Anchor Institutions: A Progression Framework for Scottish organisations June 2023 (Appendix 2)
- Needs identified in NHS Forth Valley's Workforce Plan 2022-2025 and workforce needs assessments and plans for integrated health and social care (Appendix 3)
- NHS Forth Valley's Annual Procurement Report 2022/23 and Property and Asset Management Strategy
- Scoping with community planning partners as to how we can maximise our Anchor contribution to support local community planning wellbeing economy plans
- Awareness of regional planning, such as, the Connectivity Commission, Regional Skills Planning
- Anchor workshops were also undertaken with -

- the NHS Forth Valley Whole System Leadership Team – a group of approximately 40 senior managers who have leadership roles within the organisation. The focus of this workshop was how we could enhance our whole system could enhance our current offer and deliver services which increase access to communities of greatest need;

- the NHS Forth Valley Anchor Board – membership of the Anchor Board being Executives and senior leaders from Clackmannanshire, Falkirk and Stirling Community Planning Partnerships. The focus of this workshop, which shared our internal self-assessment was to explore how we could develop or enhance existing collaborations to progress actions on employability, procurement and land and assets. (Appendix 4)

6. NHS Forth Valley Anchor priorities and plan

Milestones for all five anchor pillars: employment, procurement, land, assets and environment, service delivery and being an exemplar anchor have been developed for the next year. Where appropriate in relation to project timescales there are milestones for future years. Four key priorities for 2023- 2024 were approved by our NHS Forth Valley Anchor Board in July 2023 (Appendix 5).

However, the focus for this Strategic Anchor Plan, as indicated in NHS Delivery Plan Guidance is on strengthening our NHS Forth Valley contribution to our communities by:

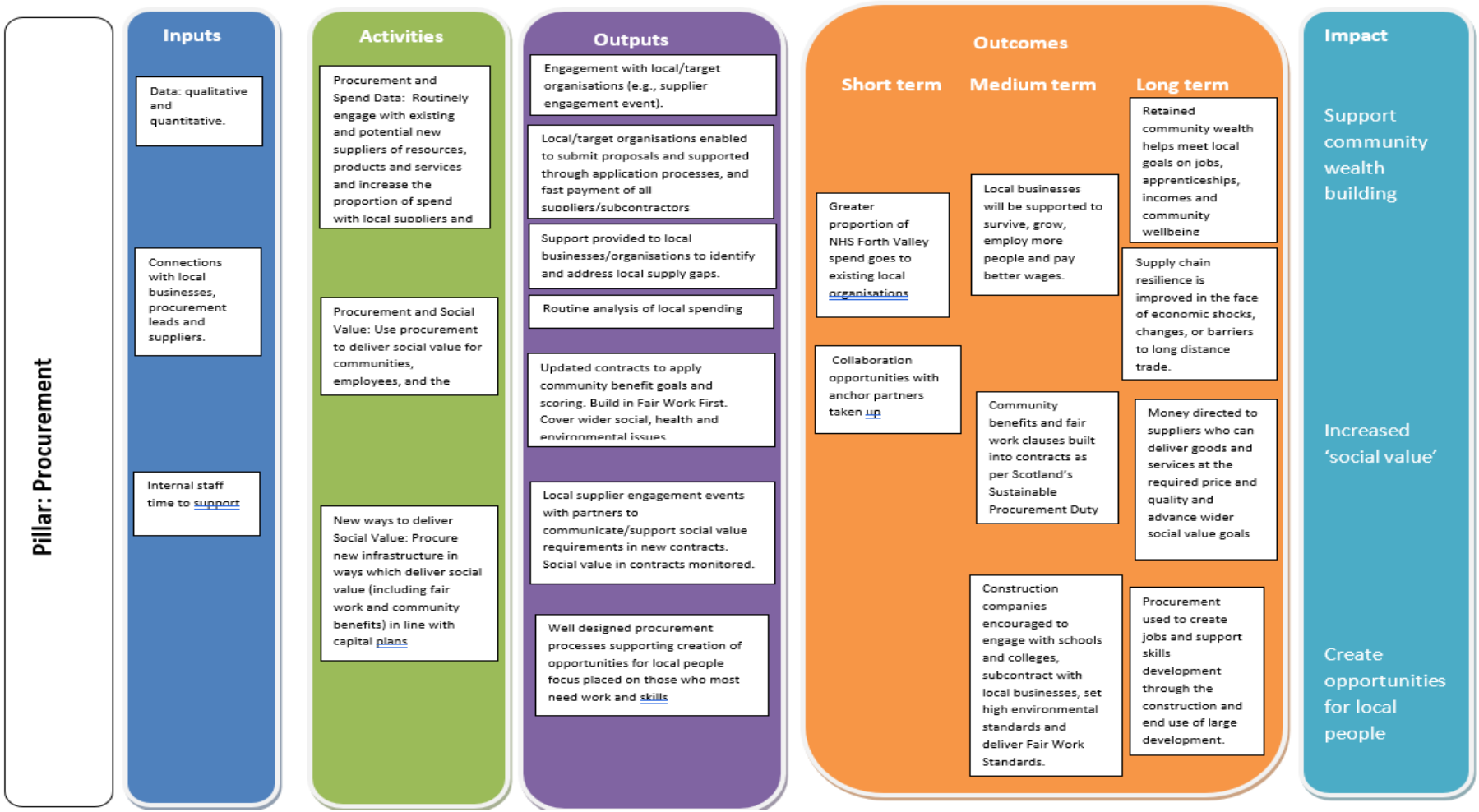
Procuring more locally & for social benefit

By using buildings & space to support communities

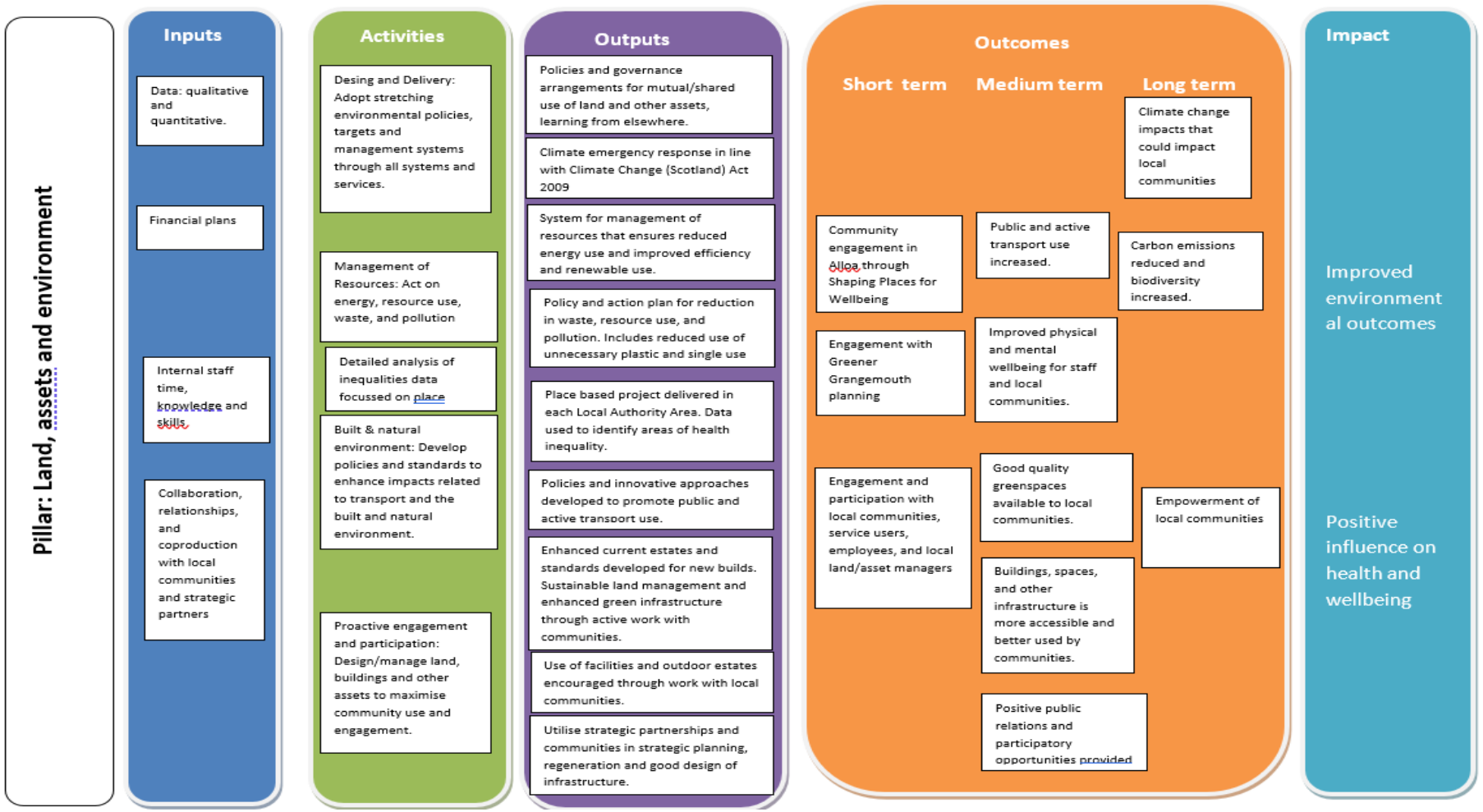
By widening access to good quality work

Outcomes for these three pillars and plans to achieve them are set out in the logic models below. It is the intention that the work to be undertaken in the next three years will deliver short term outcomes and stretch ambitions for some medium-term outcomes.

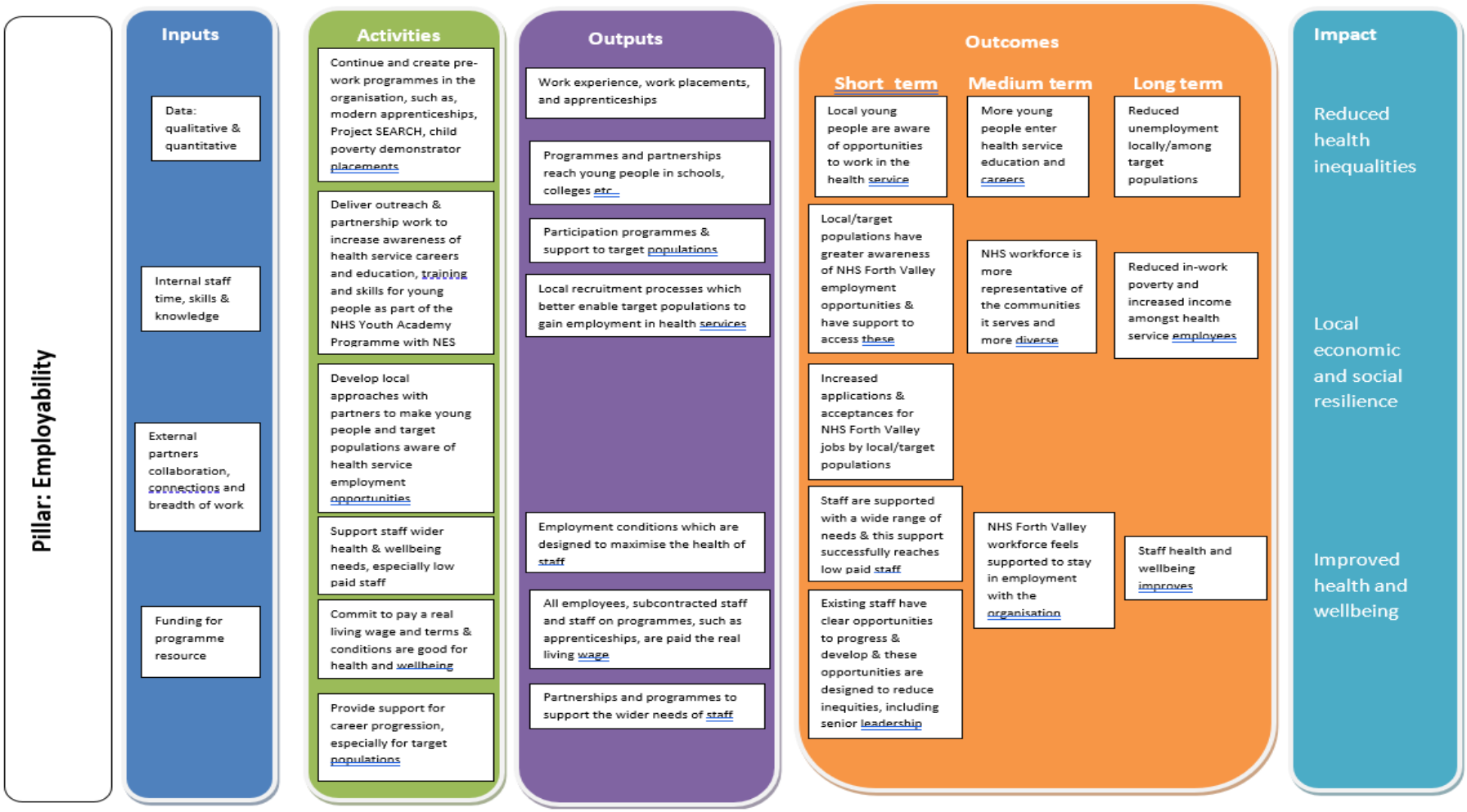
Procurement



Land, Assets and Environment



Employability



7. Delivering the Plan

Our approach to delivering the NHS Forth Valley Anchor Plan and actions is through existing NHS Forth Valley and integrated community services' operational structures.

We will continue to focus on partnerships and collaborations with local statutory and Third sector Anchors and community and locality planning partners. Strengthened working relationships should enhance the outcomes and impact of our contribution to Forth Valley area strategies and plans, community planning partnership plans and locality planning for community wealth and health building locally. We will integrate anchor plans where possible and where it will add value, for example, as agreed with Clackmannanshire Council.

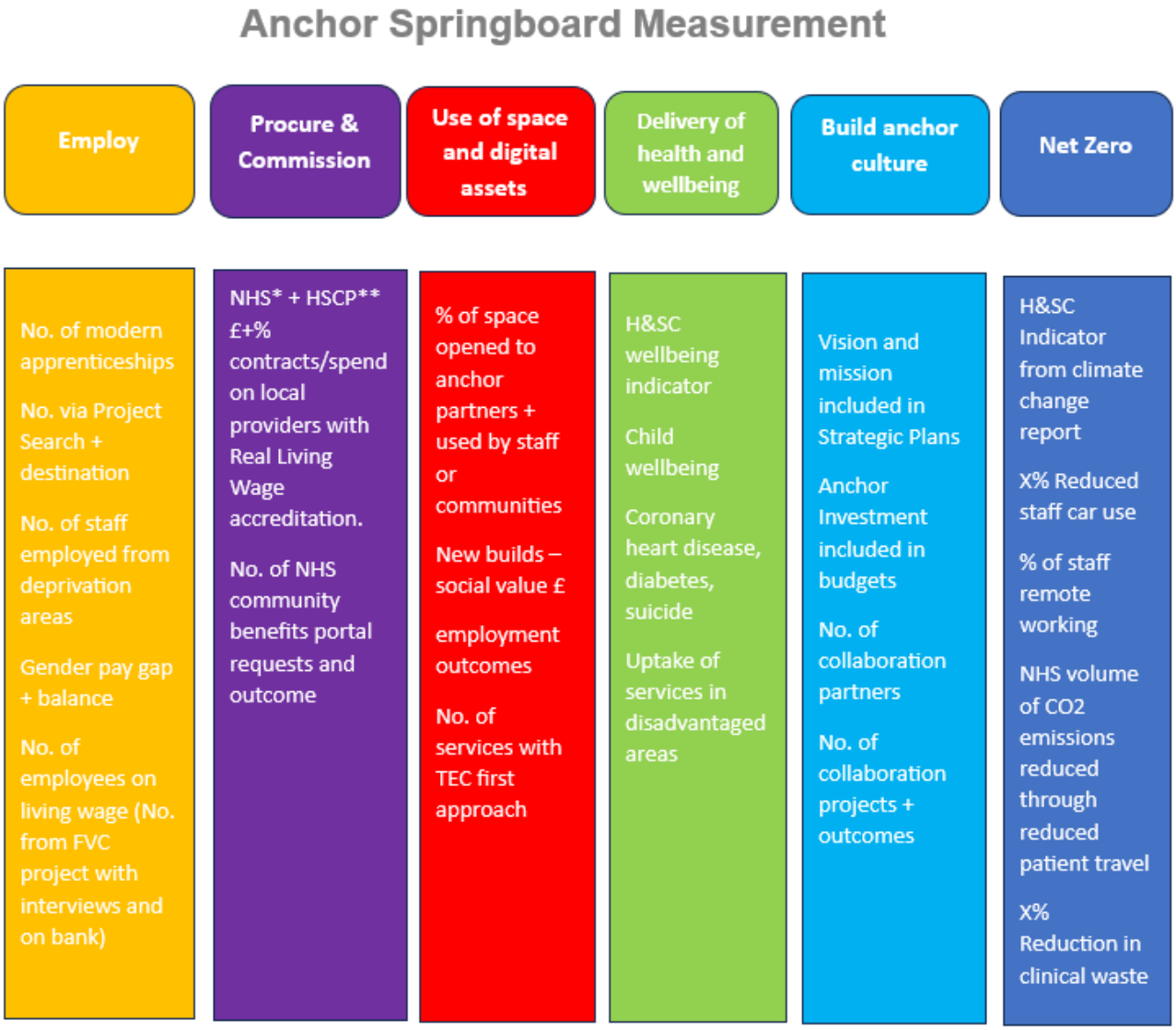
Key partnerships for NHS Forth Valley on these agendas currently are –

- Falkirk Community Planning Partnership Community Wealth & Health Building Partnership
- Clackmannanshire Community Planning Partnership Anchor Partnership
- Forth Valley University College NHS partnership
- The three Community Planning Partnership Local Employability Partnerships
- Falkirk & Grangemouth Growth Deal Greener Grangemouth Programme
- Clackmannanshire and Stirling Health and Social Care Partnership Locality Planning

8. Measurement and Evaluation

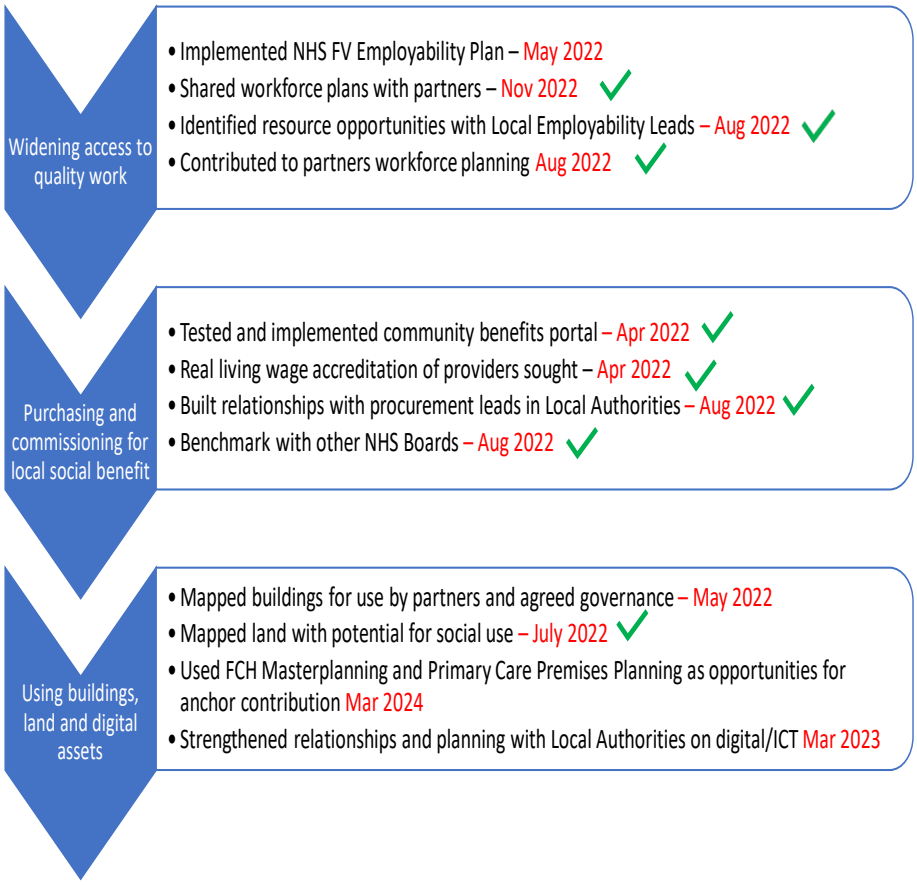
NHS Forth Valley developed an approach to use of data and measurement for our Anchor actions when the Anchor Springboard was established and has progressed the development of data and measurement over the last two years. The existing measures are described below.

We tested and gave feedback on the national draft indicators and will provide baseline metrics when final indicators and data definitions for NHS Boards are received from Scottish Government.



Appendix 1. Actions and scale of pace of the Anchor Springboard and Year 1 (2022-2023) milestones outputs/short term wins

Workstreams and planned deliverables



Appendix 1. Actions and scale of pace of the Anchor Springboard and Year 1 (2022-2023) milestones outputs/short term wins

Appendix 2: Key points from self-assessment against PHS Framework

PHS Framework theme	Current (1-4)	Goal (1-4)	Key points from assessment
Employer	3.2	3.9	Data used to analyse workforce plans. Need action plan to target recruitment and retention. Social media used to promote posts on request. Employability events and careers events. Clinical and care simulation projects. Support Modern Apprenticeships. Systematic promotion, support for and implementation of apprenticeships. Member of Disability Confident Employer Scheme. Project Search NOLB funded Mentorship project with FVC planned. NHS Demonstrator Project for single parents underway with three Local Authorities. Flexible working policy in place supporting work-life balance. Have Disability Scheme in place. Know numbers of workforce with long term conditions and, or registered disabled. Review national PIN policy. Promotion of staff wellbeing programme. Financial Wellbeing site. Work with Credit Union and Citizen Advice. Inclusive strategy for personal and professional development in place to attract and retain talent with delivery via a range of solutions including via unions.
Procurement	2.3	3.3	Limited by national procurement contracts/frameworks and FCH Masterplan and Primary Care Premises Plan paused on capital spend. Analysis of local spend, as % of total spend/year using Spikes Cavell tool and loaded into Procurement Annual Report. Procurement Annual Report includes payments to suppliers. Analysis identifies all local suppliers spend and supply chain gaps. Supplier engagement with larger/top 8 suppliers. Benchmarking of community benefits portal and feedback from TSIs.

Appendix 2: Key points from self-assessment against PHS Framework

			Have built Fair Work practices into all tenders since 2022.
Environment and Assets	2.2	3.2	Climate Emergency & Sustainability Strategy and Action Plan approved by Board in July 2023. Need to plan training in waste management and disposal, as part of wider action plan. e bike loan scheme for key workers, cargo bikes, Active Travel ambassadors, over 50% of fleet vehicles fully electric. Large project focusing on energy matters - windows, insulation, LED lighting, solar PV, BMS controls, wall cavity insulation. All projects take account of the environment and how building and estate performance can be improved. Greenspace Group. Funded project in Stirling Care Village. Sustainable design, local involvement/consultation in developments Engagement with Local Authorities and other public sector organisations directly and as Participant in East Central Hub Territory.
Service Design and Delivery	1.8	2.8	Whole System Leadership Team workshop session. Strong Forth Valley University College NHS Partnership with focus on education and skills, career pathways and workforce development, research and innovation. Strong NHS Youth Academy FV Huddle. Data and community needs driven place based projects in Alloa and Grangemouth. Exploring with Stirling. Look to strengthen contribution of expertise to local communities. Health improvement well embedded in community planning. Need to review existing delivery against health inequality impact and data. Data being used to inform access planning. Clacks and Stirling Locality Planning explaining inequalities approaches and why.
Exemplar Anchor Organisation	1.8	2.8	Collaborative anchor actions in Summer Anchor Board workshop session. Active sharing, learning, benchmarking via national and regional networks, planning and working groups. Investment in Employability Manager post. NHS Demonstrator project with all three Local Authority Employability leads. Agreed to combine anchor plans with Clackmannanshire Council and joint working on Community

Appendix 2: Key points from self-assessment against PHS Framework

			Wealth Building with Falkirk Council. Anchor milestones include in some strategic plans, but need to strengthen internal anchor knowledge and practise.

Appendix 3: Anchor commitments within the Workforce Plan 2022-2026

We will work with local employability and economic development partners to build our Anchor plans for employability. The workforce priorities below show the plans of the Anchor Springboard in relation to employability –

WORKFORCE PRIORITIES

Youth

NHS Youth Academy

The NHS Scotland Academy is a partnership between NHS Golden Jubilee and NHS Education for Scotland established to offer accelerated training for a wide range of health and social care roles and professions. NHS Scotland Academy will provide an opportunity for existing staff to improve their skills in specific areas to facilitate career development and progression, responding to the evolving and emerging workforce needs of NHS Scotland.

Within NHS Scotland Academy, the Youth Academy is developing the capacity to provide Scotland's young people with opportunities to develop the skills needed to join the health and social care workforce. This includes enabling young people to understand the breadth of opportunity so that they can align their strengths and career aspirations with the right role. This will enable NHS Scotland to establish and articulate robust career pathways to attract young adults to the health and social care workforce.

The Youth Academy will align its activities with the Young Person's Guarantee for Scotland by focusing developments on support for young people under the age of 25 across Scotland. This includes:

- Focusing on enabling seamless progression from school and college courses into NHS employment with support for the transition to the workplace
- Actively developing and promoting apprenticeship opportunities
- Ensuring no one is left behind by including support for those young people no longer accessing educational opportunities.
- Supporting young people in employment who wish to progress and develop their career locally

Huddles are also being set up in Dumfries & Galloway, Grampian, Highland and Tayside.

The plan is to work closely with the schools and develop an "Education Apprenticeship", and to look at innovative ways to engage with schools e.g., using the technology of the Simulation Centre and creating a virtual ward in the school. The Academy will focus on the areas where NHS have gaps i.e., Health & Social Care Support Workers, AHPs, Healthcare Sciences, and how we can encourage young people to see Health as a career choice.

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WORKFORCE PRIORITIES

Youth

University College Health Partnership

As part of NHS Forth Valley's role as an Anchor Organisation a University College Health Partnership will be launched in September 2022 with NHS Forth Valley, Forth Valley College and University of Stirling

This partnership which will focus on 3 areas - Research and Innovation; Education and Skills and Workforce Development and Career Pathways.

The Workforce Development and Career Pathway will develop a plan to inform the development of the Quality and People Academy across the region, focussing on two priority areas of Leadership development Health and well-being.

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Appendix 4: Outputs from internal and external planning workshops

NHS Forth Valley Anchor Board	NHS Forth Valley Whole System Leadership Team
○ Undertake strategic work to map out need and availability of land and buildings across Forth Valley and share place-based priorities ○ Operational leads to work together using the Scottish Government requirement to have a whole system asset plan, using focus on integrated services/H&SCPs and any associated property implications. ○ Build on collaborative ambition of anchor work to target key communities/groups, such as communities of greatest need including further support to the development of the Regional Skills Strategy being led by Skills Development Scotland ○ Plan meetings with Chairs, Chief Executives, Director of Public Health and Anchor Leads 2-3 times per year to enhance strategic Anchor and community wealth and health building plans ○ Explore collective whole system leadership and management development to meet the needs of existing leaders	○ Maximise every health/care opportunity to support the population to access information, knowledge, opportunity, services, income maximisation. Capitalising on existing resources. ○ Review clinic access including exploring roving services ○ Invest in/reprioritising services to prevention, to reduce health inequalities and increase social investment ○ Proactively be involved in community hub development and co-locate community health & social care information ○ Raise awareness through Executive Leadership Team and embed Anchor actions in all strategies and plans.

Appendix 5: Priorities for 2023/2024 approved by Anchor Board

Priorities

Produce and start implementing employability plan, prioritising the needs of young people

Effectively deliver a place -based project in each Local Authority area

Develop and implement governance arrangements for mutual/shared use of land and other assets, learning from elsewhere

Strengthen the way we work together to be innovative in delivery of services focused on need of communities and evidence base