

# CTM 2030

## May 2022

CTM 2030  
**Ein Hiechyd  
Ein Dyfodol**  
DATBLYGU CYMUNEDAU  
IACHACH GYDA'N GILYDD



CTM 2030  
**Our Health  
Our Future**  
BUILDING HEALTHIER  
COMMUNITIES TOGETHER

# Vision

**We will build healthier communities together :**

- **Creating Health**
- **Improving Care**
- **Inspiring People**
- **Sustaining Our Future**
- **Living our values**

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**Our Health  
Our Future**

BUILDING HEALTHIER  
COMMUNITIES TOGETHER



STARTING  
WELL



GROWING  
WELL



LIVING  
WELL



AGEING  
WELL



DYING  
WELL



WE LISTEN,  
LEARN AND  
IMPROVE



WE TREAT  
EVERYONE  
WITH RESPECT



WE ALL WORK  
TOGETHER  
AS ONE TEAM

Reducing health inequalities  
Equal focus on mental and physical health  
Supporting our communities  
Being a healthy organisation



CREATING  
HEALTH



IMPROVING  
CARE

Delivering safe and compassionate care  
Developing new models of care  
Digital transformation for patients and staff  
Ensuring timely access to care

Becoming a green organisation  
Ensuring our services' financial sustainability  
Embedding value-based healthcare  
Ensuring our estate is fit for the future



SUSTAINING  
OUR FUTURE



INSPIRING  
PEOPLE

Visible and inspiring leadership  
Promoting diversity and inclusion  
Embedding our values and behaviours  
Encouraging local employment



GIG  
CYMRU  
NHS

Bwrdd Iechyd Prifysgol  
Cwm Taf Morgannwg  
University Health Board

# CTMUHB as an anchor organisation

# What are anchor organisations?

## What makes the NHS an anchor institution?

NHS organisations are rooted in their communities. Through its size and scale, the NHS can positively contribute to local areas in many ways beyond providing health care. The NHS can make a difference to local people by:



**Purchasing more locally  
and for social benefit**



**Using buildings and spaces  
to support communities**



**Working more closely  
with local partners**



**Reducing its  
environmental impact**



**Widening access  
to quality work**

As an anchor institution, the NHS influences the health and wellbeing of communities simply by being there. But by choosing to invest in and work with others locally and responsibly, the NHS can have an even greater impact on the wider factors that make us healthy.

# Anchors and the Foundational Economy in Wales

- Welsh Gov taking active role in shaping **foundational economy**
- Foundational Economy in Health & Social Services programme
- Health boards expected to **demonstrate commitment** in IMTPs



# CTMUHB as an anchor organisation



- >12,000 staff employed in CTMUHB



- £200m goods/services procured a year



- 45 health board sites across region



- Award-winning greenspace at Glanrhyd



- Partnerships in PSB, RPB and with third sector



# Case studies

**Anchor organisations** are large public sector organisations, rooted in place, whose long-term sustainability is tied to the **well-being of their communities**



Income and employment



Procurement & commissioning



Capital/Estates



Environment



People & Place



### Employment

- ❑ Pathways to employment have supported several hundred residents into employment since 2014
- ❑ Residents referred by council partners through employment providers
- ❑ Successful candidates receive pre-recruitment training tailored to meet their and health board's needs

### Spending and Procurement

- ❑ The Central Production Unit (CPU) produces food for patients & staff in CTMUHB
- ❑ Ingredients are mostly from local companies purchased via NHS Wales Shared Services Partnership (NWSSP)
- ❑ The unit uses a digital system to reduce over-ordering of food, previously estimated to cost **£1-4m annually** across NHS Wales
- ❑ NWSSP has appointed policy leads for the foundational economy to develop such practice further



### Capital, Estates and Facilities

- ❑ There is a mixed woodland on the site of Glanrhyd Hospital (east Bridgend) on the site of a mental health hospital.
- ❑ The site is host to varied wildlife and is a Green Flag Award winner since 2019
- ❑ Plans are underway to create allotments and engage local community groups in use of the space.



PHO Project Number	Project title	Exec Lead	Document Links
PHO 24	Widen participation of CTM residents in the workforce		<ul style="list-style-type: none"> <li>Project Search</li> <li>Future Generations Leadership Academy</li> <li>Pathways to Management</li> <li>Work experience placements</li> </ul>
PHO 25	Create apprenticeships that target more vulnerable people in CTM		<ul style="list-style-type: none"> <li>Appointment of apprenticeships and qualifications manager</li> <li>Kick Start</li> <li>UK Government apprenticeship scheme</li> </ul>
PHO 26	Shift more spend locally		<ul style="list-style-type: none"> <li>Duties under WBFGA/WG legislation</li> <li>CTMUHB Catering Central Processing Unit, Treorchy</li> <li>PPE and Royal Mint case study</li> <li>In-house waste management</li> <li>Food procurement</li> </ul>
PHO 27	Embed social value into purchasing decisions		<ul style="list-style-type: none"> <li>Sustainability risk assessments for tenders &gt;£25k</li> <li>Sustainable Procurement Policy V2</li> <li>NHS T&amp;C of Contract for both Goods and Services</li> <li>WG Community Benefits toolkit – applied to PCH refurbishment (CHS 2021 paper)</li> <li>Multi-quotes for tenders &lt;£25k to increase bids from Welsh SMEs</li> <li>Appointment of Senior Procurement Policy Lead for sustainability &amp; foundational economy</li> <li>Sustainable plastics &amp; materials practice &amp; plans for in-house recycling/waste management system</li> </ul>
PHO 28	Expand community access to CTMUHB's property		<ul style="list-style-type: none"> <li>Keir Hardie Health Park</li> <li>Dewi Sant Hospital</li> <li>Forthcoming Sunnyside development in Bridgend</li> </ul>
PHO 29	Develop accessible community green spaces on CTMUHB's land		<ul style="list-style-type: none"> <li>Glanrhyd Green Flag Award activity</li> <li>CTMUHB Biodiversity &amp; Ecosystem Resilience Plan</li> </ul>
PHO 30	Work in partnership across CTM to maximise the wider value of CTMUHB's estates		<ul style="list-style-type: none"> <li>CTM Healthy Housing Partnership</li> </ul>

**CTM already exemplar in using its influence to benefit local communities**

**Programme could be strengthened by:**











- Better use of data and metrics
- Improving resident/staff understanding
- Coordination and governance
- Links to wider anchor networks

# Direction of travel

- ✓ A CTMUHB Anchor Steering Group
- ✓ Further develop work embedded within overall 2030 strategy with specific metrics to develop the health board as an anchor organisation
- ✓ Meet quarterly reporting to PHPC&P Committee

Name	Role and responsibilities
Local public health team representative	Participation in steering group meetings
Communications and engagement representative	Participation in steering group meetings and responsibility for communication/engagement regarding anchor projects with staff and wider public
Workforce representative	Participation in steering group meetings and responsibility for workforce anchor projects
Procurement representative	Participation in steering group meetings and responsibility for procurement anchor projects
Strategic Planning representative	Participation in steering group meetings and alignment of anchor projects with strategic priorities
Estates representative	Participation in steering group meetings and responsibility for estates & facilities anchor projects
Facilities representative	Participation in steering group meetings and responsibility for estates & facilities anchor projects
Research, Innovation and Improvement Coordination Hub representative	Participation in steering group meetings and responsibility for alignment of anchor projects with research and innovation priorities
Community voluntary council representation from RCT, Merthyr Tydfil and Bridgend	Participation in steering group meetings and representation of community and third sector in anchor projects
Housing association representative	Participation in steering group meetings and representation of housing associations in anchor projects

# Strategic areas for a CTM Anchor programme of work

Employment	Procurement	Capital, Estates and Facilities	Environment	Corporate
 <b>Widening access to employment</b>  Ensuring equitable access to employment in CTMUHB across social groups	 <b>Building local supply chains</b>  Enabling local suppliers to bid for health board contracts	 <b>Converting estate for community benefit</b>  Considering social value during any redevelopment or estate sale	 <b>Green spaces on NHS estate</b>  Develop accessible green spaces on NHS estates	 <b>Promote anchor mission</b>  Ensure anchor mission features across corporate strategy
 <b>Fair employment</b>  Systems and policies to ensure fair pay, work conditions and promotion of staff well-being	 <b>Embed social value in procurement</b>  Incentivise procurement which benefits the Foundational Economy	 <b>Enabling community access to NHS facilities</b>  Support community groups to use NHS buildings and spaces when not in use	 <b>Healthy Travel</b>  Encouragement of staff and visitors to use active transport	 <b>Partnerships with local anchors</b>  Share learning with and build partnerships with local and NHS anchors

# Summary

- Strong imperative for NHS organisations to invest in wider determinants to improve population health and manage rising demand
- As anchor organisations health boards can achieve this through socially responsible employment, procurement and capital management practice
- CTMUHB well-positioned to be an anchor exemplar for NHS Wales given historic activity and strong collective sense of social responsibility
- Anchor Steering Group could shape an approach integrated within CTM 2030 strategy and develop a network that improves lives and opportunities for residents in CTM



Microsoft Word  
Document



ctm\_anchor\_strategy\_v0a.pdf

Proposal to  
develop  
CTMUHB as an  
anchor  
organisation

Draft CTMUHB  
Anchor Strategy