



the
SHELFORD
GROUP

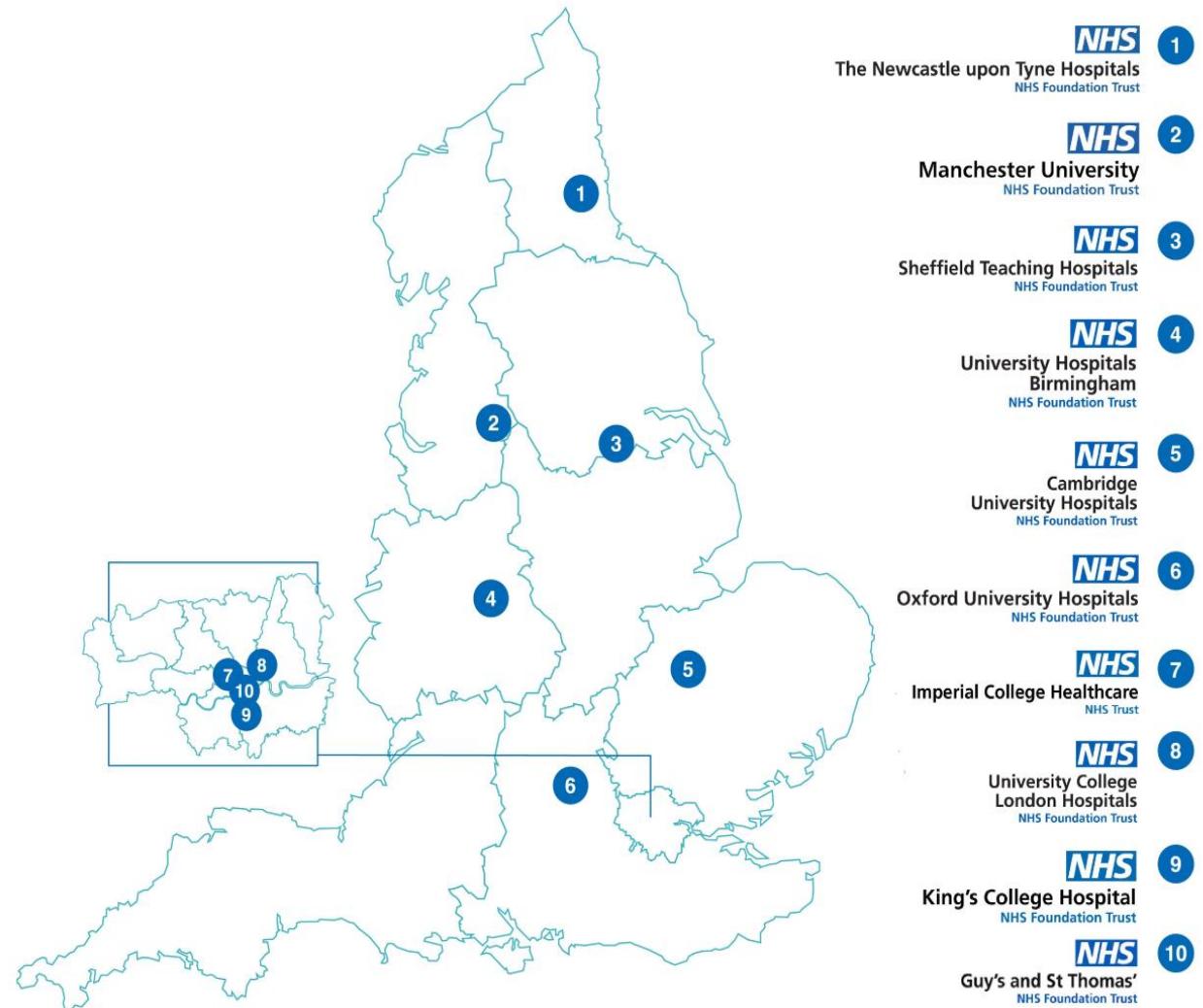
The Shelford Group
Health Devolution
Commission Round
Table

How Shelford NHS Trusts are contributing
to improving health and equity in their
City-Regions through their role as Anchors

June 2022

About the Shelford Group

- A collaboration between ten of the largest NHS Trusts in England
- Over £14bn in annual turnover
- Employ over 150,000 staff
- Deliver care to over 15million people a year



Our Role As Anchor Collaborations

- NHS organisations as Anchors¹:
 - Organisational size
 - Roles as major purchasers and employers
 - Long-term presence within our communities
- The Shelford Group Strategy 2021-2025 '[Improving Health Outcomes for all](#)'
 - Anchors as a stand-alone chapter and cross-cutting theme
 - Recognition of the health inequalities that exist within the communities that we serve
 - Commitment to collaborative partnership working at local and national levels to effect the wider determinants of health and reduce health inequalities
 - Opportunities across a breadth of areas including employment, procurement, and sustainability with examples to follow:

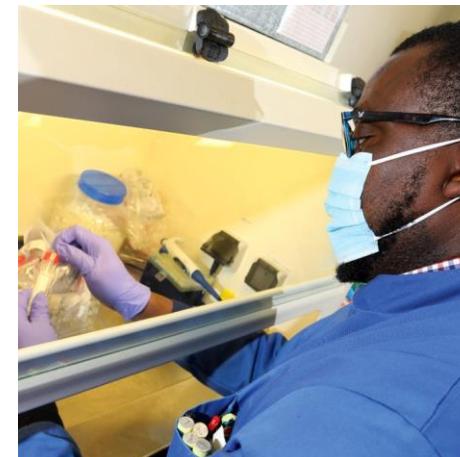
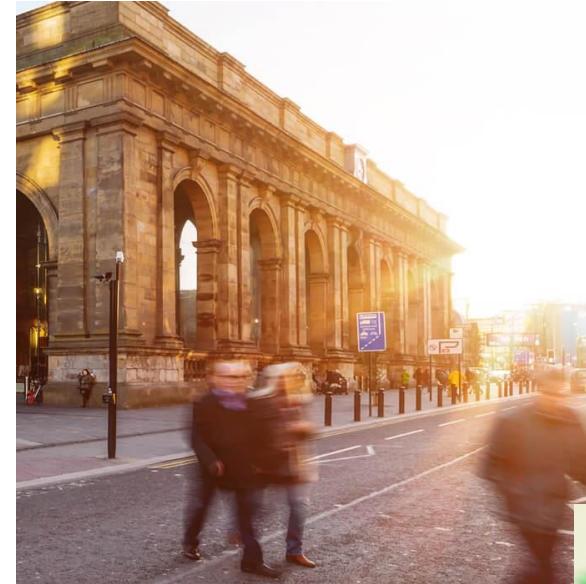


1. Source: The NHS as an anchor institution, The Health Foundation, 2019, <https://www.health.org.uk/news-and-comment/charts-and-infographics/the-nhs-as-an-anchor-institution> , May 2022

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





Key achievements

Integrated service delivery

- Very strong operational focus
- Number of co-located teams



- Weekly Ops Director group
- Joint Apprenticeships

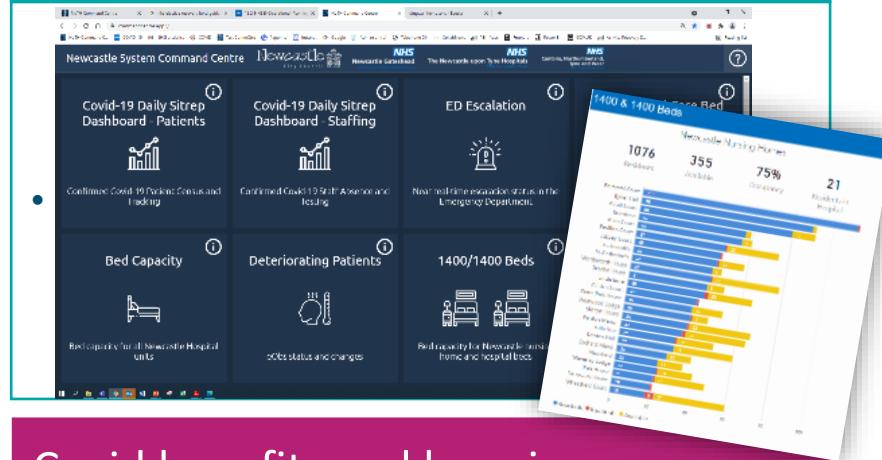


Leadership



- Joint System Leadership program; 130 participants inc all PCN clinical directors
- Multi-agency Quad projects 'Fail big'
- Distributed leadership model

Command centre



Wider impact beyond health and care

- Newcastle £; Social value & measure impact
- Peer delivery group for Growth & Prosperity given importance of jobs and economy
- Joint 'workforce' work stream and Policy and Evidence Hub,
- Net Carbon Zero
- Smart Cities opportunities

Thought leadership

- Grounded in Human Learning System
- Partnering with Centre for Public Impact
- Strong national interest; National Leadership Centre, Anchor systems & House of Lords



Covid benefits and legacies

- Created 750 jobs in disadvantaged communities – 1000 worker study underway
- Innovation lab - clinical and economy gains
- Data science and analytics – helping other NHS trusts and local authorities
- More than sum of parts **Integrated Covid Hub North East**

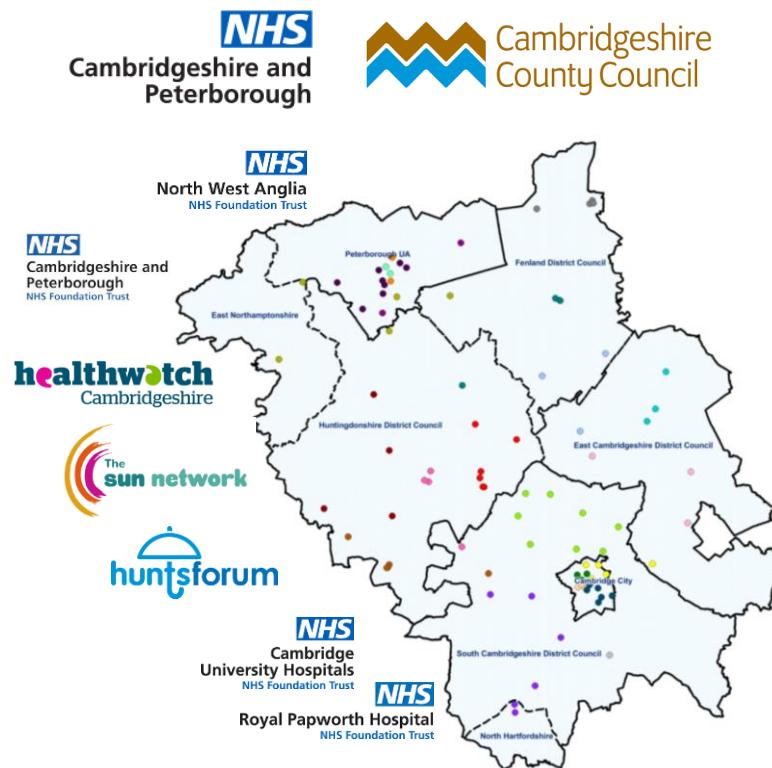


Cambridge University Hospitals co-leads our health and care system and an innovation ecosystem bridging to research and commercial development

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

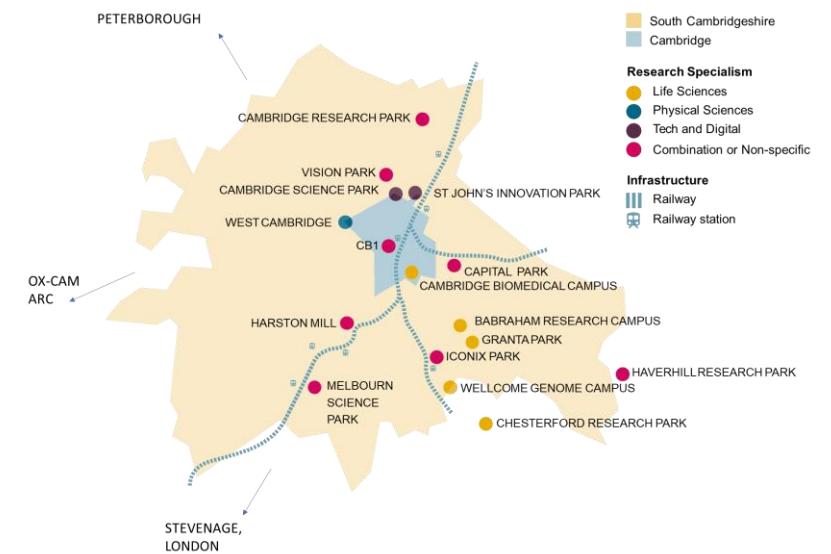
gsk

MRC Laboratory of Molecular Biology

NHS Royal Papworth Hospital NHS Foundation Trust

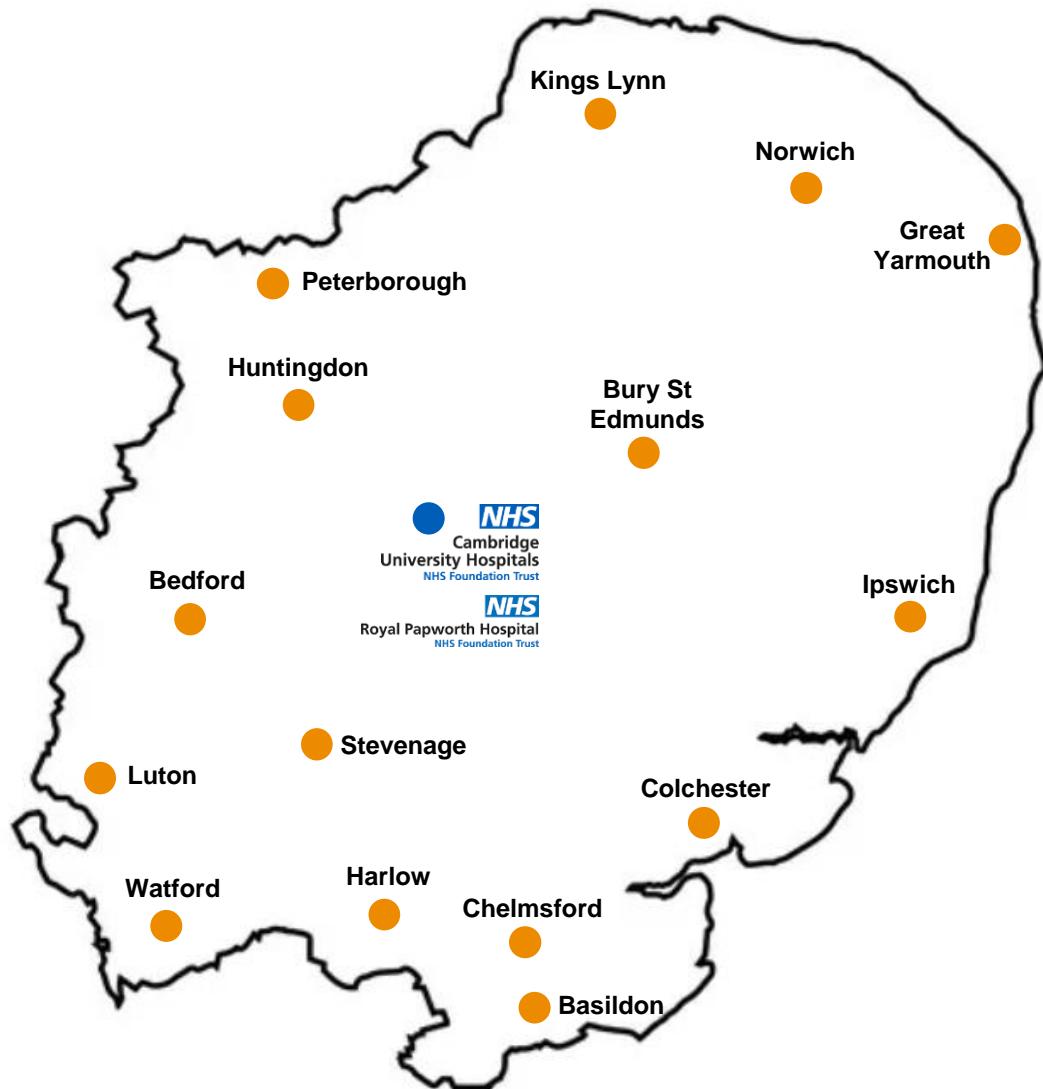
UNIVERSITY OF CAMBRIDGE

NIHR | Cambridge Biomedical Research Centre



Together
Safe
Kind
Excellent

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

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

MFT and North Manchester

About MFT:

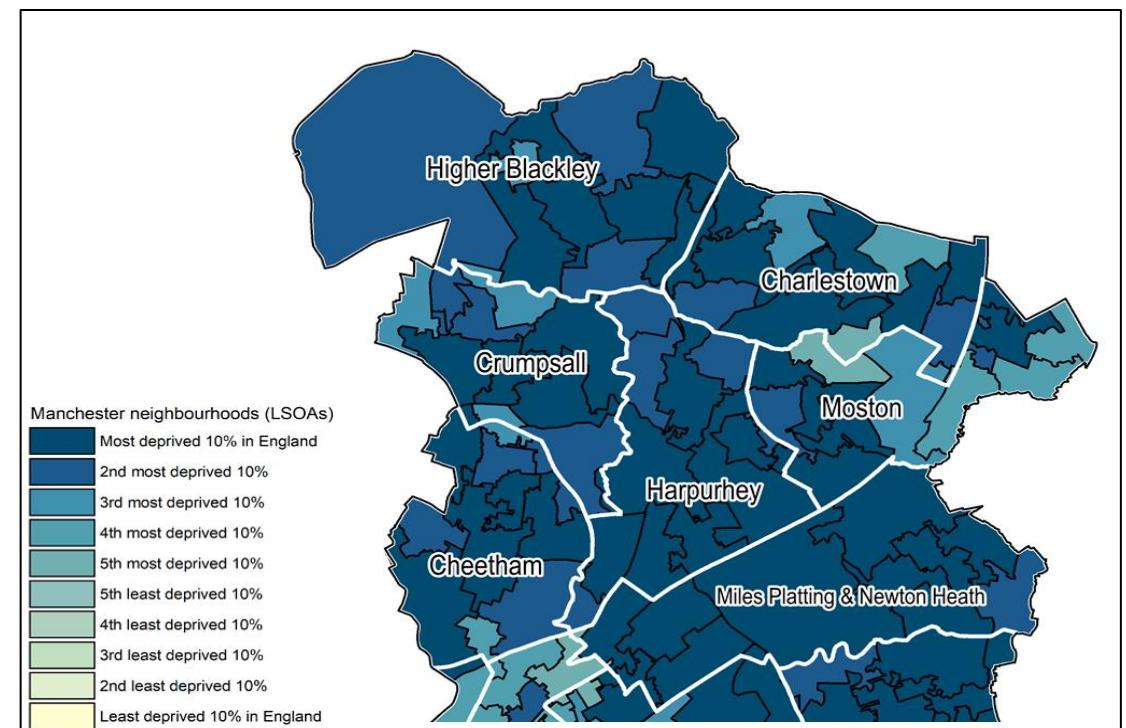
- England's largest NHS Trust with **28,000 staff** and **£2.4bn budget**
- MFT provides comprehensive community, secondary, tertiary and a number of quaternary services to residents of Greater Manchester and beyond
- Serves local population of c. 900,000
- **Key major collaboratives** with a range of partners including Health Innovation Manchester

North Manchester:

- Challenges: The people of North Manchester experiencing some of the **worst health outcomes in England (62% in the most deprived 10% nationally)** with a lack of investment in critical infrastructure over many decades and **no other enterprises employing more the 200 people in the area**
- Key strengths: **NMGH is the largest employer in the area** and investment opportunities from strong collaborations form the foundation for local regeneration
- **Planned investment of a whole campus approach** including the National Hospital Programme redevelopment of NMGH with enabling funding in place and in-progress, Victoria North housing development and new Park House mental health facility

MFT as an Anchor Organisation:

- **Pooling assets through civic and commercial partnerships** to create unique clustering of clinical, life science and academia that attracts inward investment to the city.
- Significant purchasing power with **1/3 of c. £487m spend on goods and services spent supporting the local economy**
- Employment opportunities through apprenticeship programme with **>700 new starters** in 2021, **40 interns** for special education needs **kickstart scheme supporting 53 individuals**



North Manchester Strategy: Using capital to change lives

Strategic approach:

- MFT as a strong anchor institute has leveraged civic and commercial partner relationships to drive a shared ambition to deliver investment as a stimulus to drive economic regeneration and improved health and wellbeing

Four priority areas for action:

Levelling Up and Recovery:

- Place-based integration, economic inclusion through employment and training and residential and urban regeneration delivering c. £4bn over 15 – 20 years

Integration and Reform:

- Transformation of services to improve access and reduce variation, workforce opportunities and system transformation aligned to Manchester Locality Plan and Our Manchester strategy

Innovation and Technology:

- Digital innovation, digital inclusion and Healthy Neighbourhood development opportunities

Carbon Reduction:

- NMGH Sustainable Placemaking Strategy delivering across six key themes including net carbon zero

Collective benefits:

- Strengthening communities, connecting local people and families and addressing the wider determinants of health
- Better connected localities including a “Healthy Neighbourhood” with green spaces, residential and commercial development
- Increasing life expectancy and health years lived
- Investment in skills, training and employment opportunities
- Investment in local economy and creation of affordable housing

North Manchester Social Benefits Framework:

- Agreed by partners to deliver against five key themes to enable coordinated and quality social value delivery
- Our joint working has already delivered £8.5m of social value back to our communities







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