

Middle East Forum on Quality & Safety in Healthcare **2023**

16-19 March, Doha

**Lessons from anchor institutions on improving
health and outcomes**

Healthcare Resilience in Extraordinary Times

Brought to you by:
Hamad Healthcare Quality Institute



Conflict of Interest

The presenter in this session has no conflict of interest or disclosure in relation to this presentation.

Learning Objectives

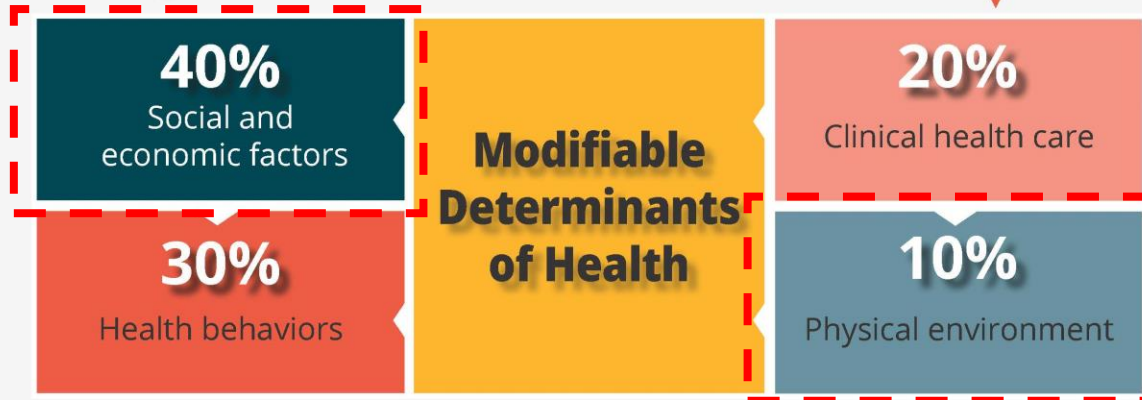
At the end of this session, participants will be able to:

1. Have an increased understanding of how healthcare organisations acting as anchor institutions can impact population health and improve equity
2. Have an opportunity to reflect on the opportunities and challenges for anchor missions to drive equity in their own places and communities
3. Be inspired to act through exploring real life examples that have been used to make a difference

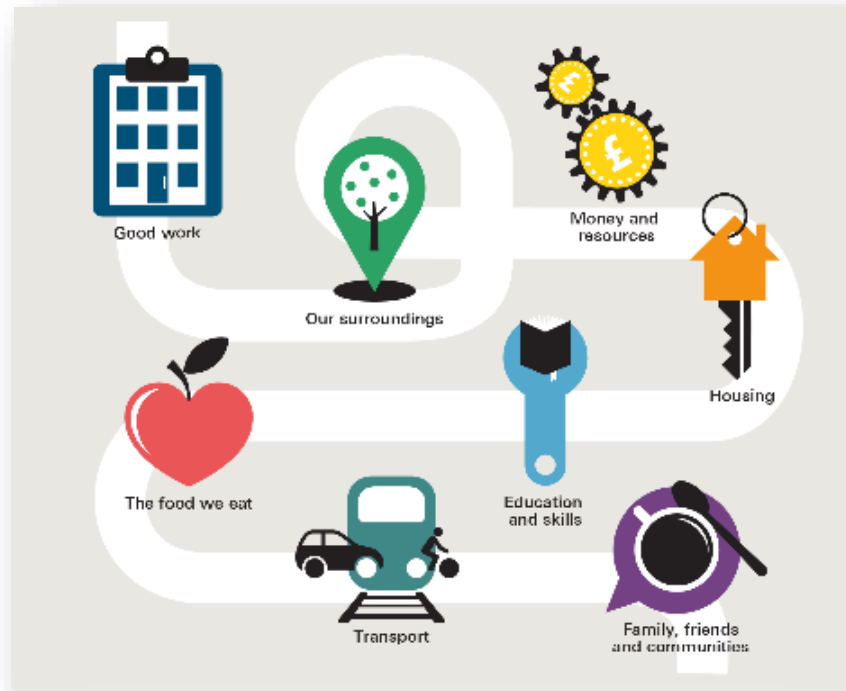
Healthcare institutions influence on health

Social Determinants of Health

What Impacts Your Health?



What makes us healthy?

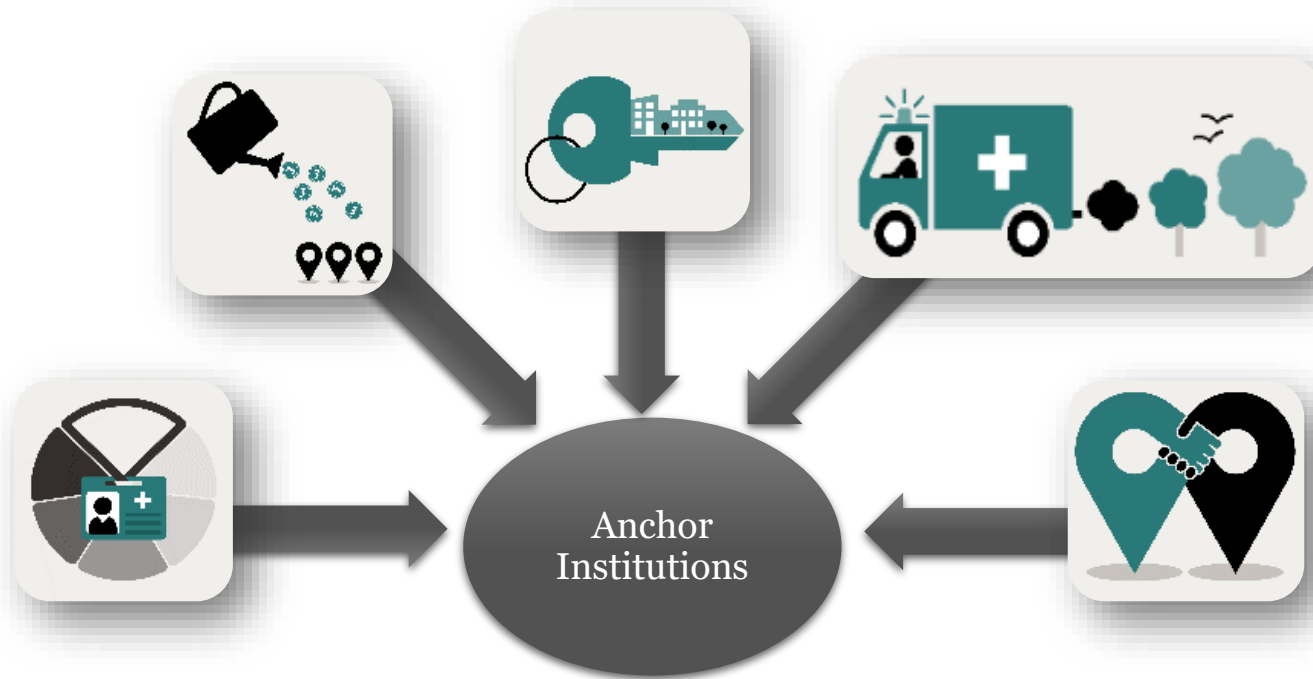


What is an anchor institution?

Anchor institutions are large organizations, often with a social mission, that are unlikely to relocate and have a significant stake in a geographical area – they are ‘anchored’ in their surrounding community.

They have sizeable assets and are often the biggest employers, spenders and users of natural resources in an area – and they can use this social, economic and environmental power to improve opportunities and health for the people in that place.







**Local
purchasing**



**Using buildings and
spaces to support
communities**



**Working
closely with
local partners**



**Access to quality
work**



**Reducing
environmental
impact**

In Collaboration with

What does 'anchor practice' look like?

Employment opportunities for local people

Improved career opportunities

Purchasing goods and services locally where possible

Staff volunteering

Engaging with business to develop skills

Fair wages, safe employment environments

Opening up non-clinical spaces to local community groups

Green spaces to support local communities



**Local
purchasing**



**Using buildings and
spaces to support
communities**



**Working
closely with
local partners**



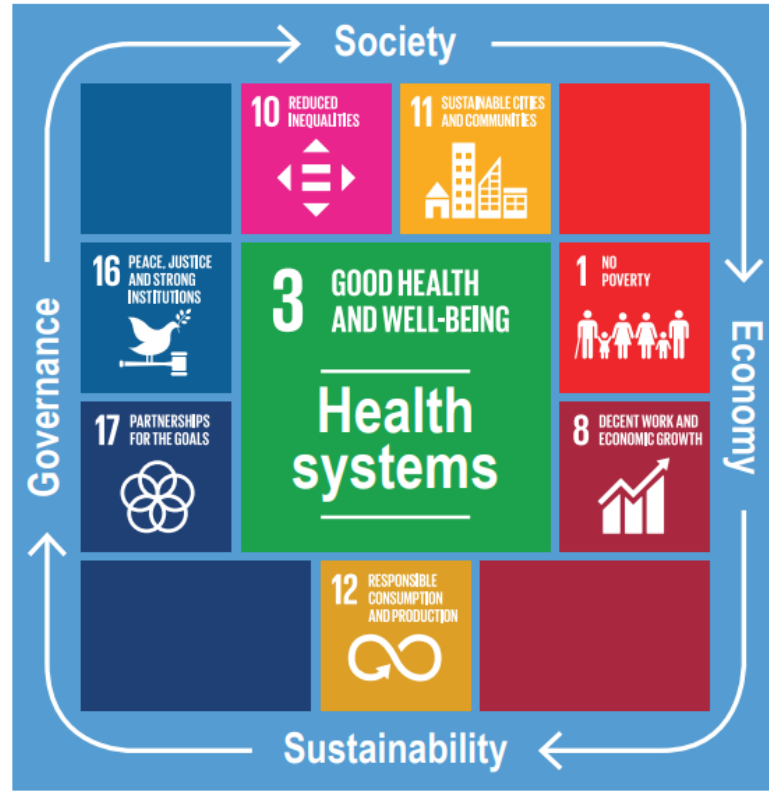
**Access to quality
work**



**Reducing
environmental
impact**

In Collaboration with

The bigger picture



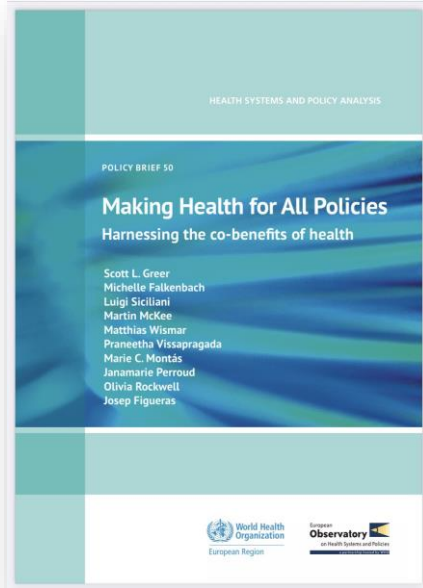
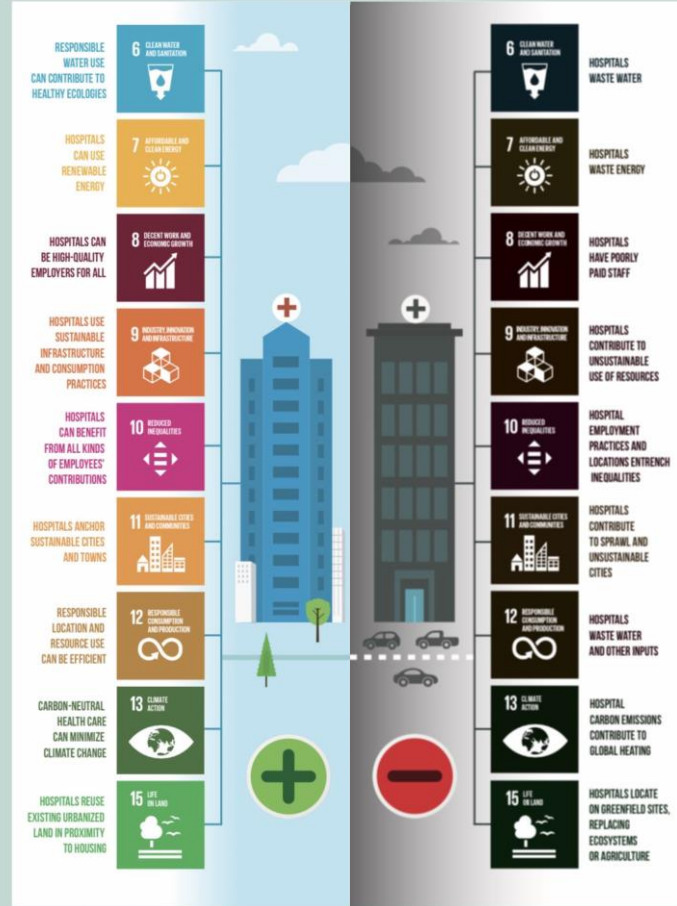
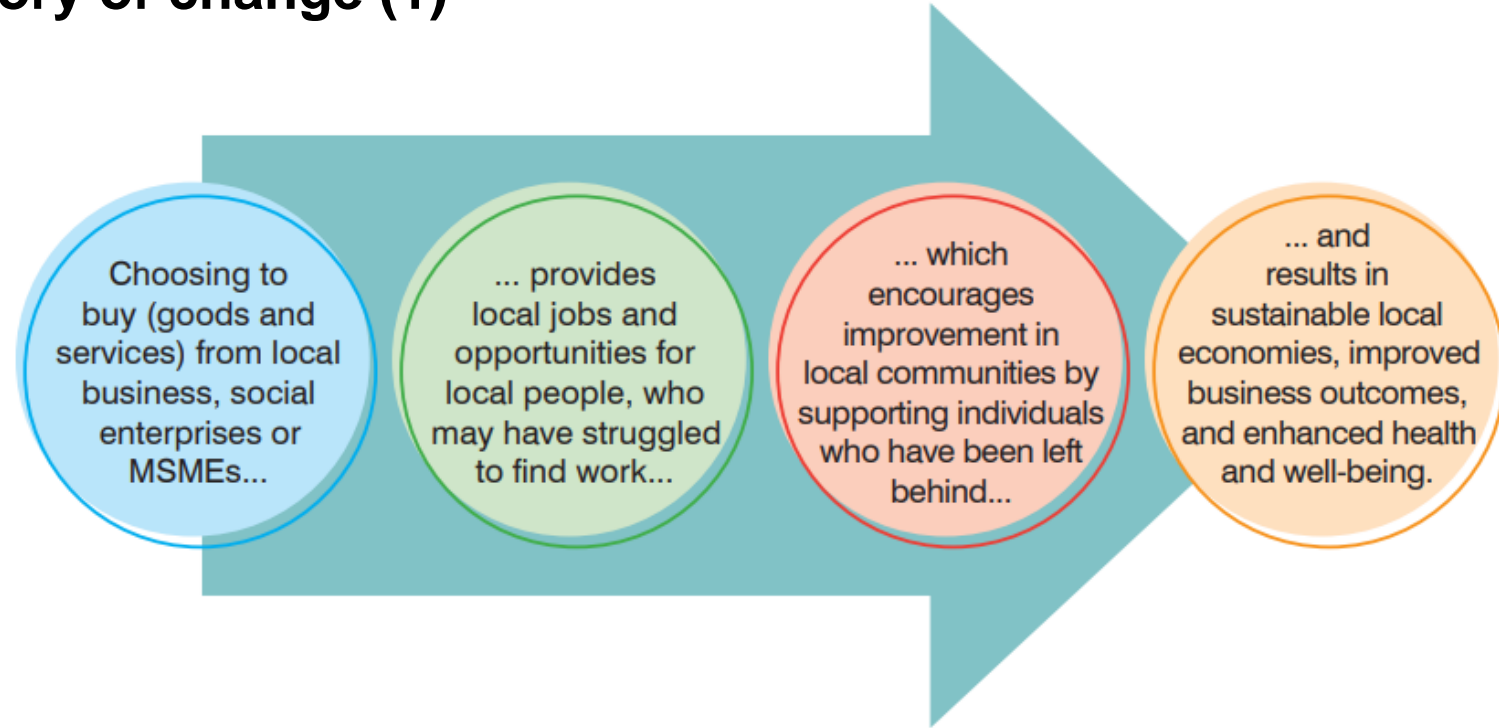


Figure 7: A hospital can have positive and negative spillovers on many SDGs



Source: Authors' compilation.

Theory of change (1)



Theory of change (2)



What work is already
going on?



Examples in practice



Barts Health
NHS Trust



Imperial College Healthcare
NHS Trust



**The Royal Children's
Hospital Melbourne**



The Newcastle upon Tyne Hospitals
NHS Foundation Trust



In Collaboration with



Brought to you by: **Hamad Healthcare Quality Institute**



Beginning your career

Through excellent education, training and development opportunities, we will support you to develop a career that's unique to you.



Our highly regarded Healthcare Horizons programme enables young people students to learn more about prospective careers in healthcare and to access employment within the NHS. The programme was recently **recognised by the British Medical Association**.

We offer virtual work experience, pre-employment training, and can also support years 10-13 at schools.

Email us



Healthcare Horizons - What we offer

Supporting people into work

Being in good work improves people's overall physical and mental health and supports quality of life; good health enables people to work, creating a virtuous cycle.





The Royal **Children's**
Hospital Melbourne





The Newcastle upon Tyne Hospitals
NHS Foundation Trust

[Contact](#) [About us](#) [News](#) [Commercial](#) [Careers](#) [Coronavirus](#) [Donate](#)



Search ...



[Home](#) [Hospitals](#) [Patients and visitors](#) [Services](#) [Staffs](#)

[Home](#) > [About us](#) > [Our ambitions](#) > [Climate emergency](#)

Climate emergency

A Climate Emergency is a Health Emergency



In this section



A collaboration between three organisations to reduce health inequalities, improve access to healthcare and community resources, and strengthen links between sport and the NHS within Northwest London.



FOUNDATION



HELPING
OUR HOSPITALS
DO MORE



Imperial College Healthcare
NHS Trust





**Local
purchasing**



**Using buildings and
spaces to support
communities**



**Working
closely with
local partners**



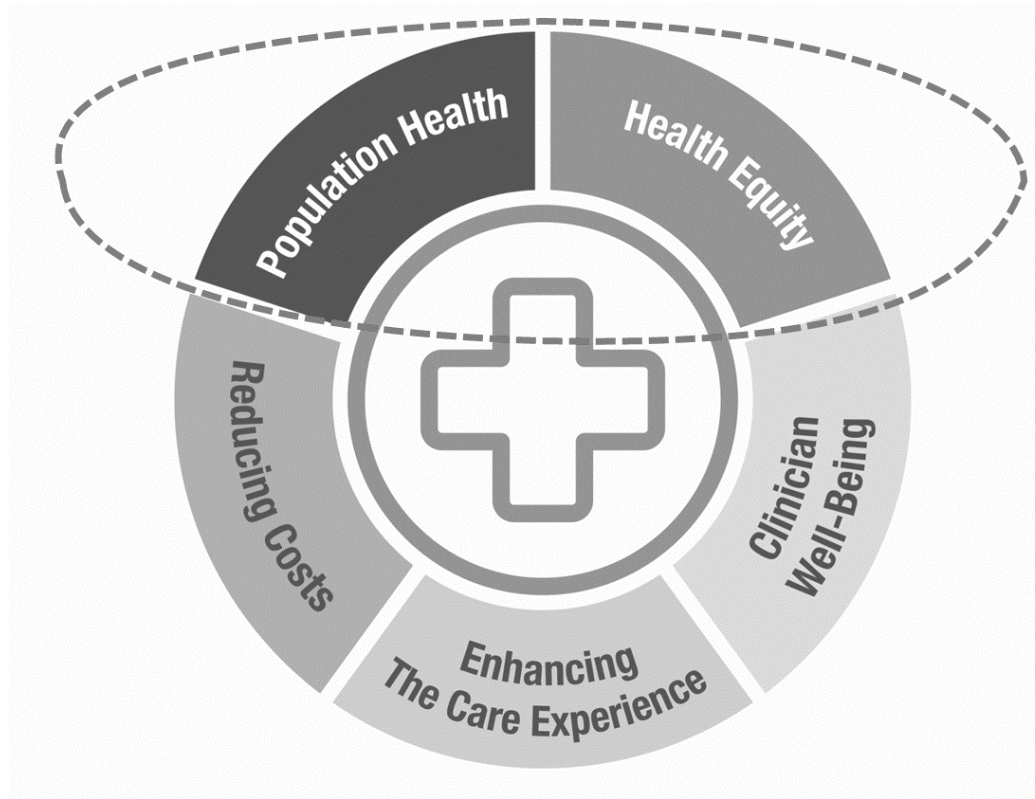
**Access to quality
work**



**Reducing
environmental
impact**

In Collaboration with


Anchor strategies




Imperial College Healthcare NHS Trust, England

Aim: improved health, wealth & wellbeing in our communities


By placing a deliberate focus on place-based engagement, prevention and integration, Imperial College Healthcare NHS Trust is committed to better understanding its communities, reducing health inequalities and supporting the improvement of mental and physical health and wellbeing across the population it serves




Embed prevention and health improvement across our clinical, research and education work



Integrate care with & for patients through more place-based partnership and system working



Focus on staff as a key population – improve their health and wellbeing



Work with partners to improve the health, wealth & well-being of our local communities (our role as an 'anchor')

What is our Anchors ambition at ICHT

By developing as an Anchor Institution, Imperial College Healthcare NHS Trust can reduce health inequalities and improve population health and wellbeing in North West London by deliberately choosing to leverage our resources and work with the ICS and local health and community partners to better support our communities.



ICHT Anchor Driver Diagram

Primary Drivers:

To reduce health inequalities and improve population health and wellbeing in North West London by deliberately choosing to leverage our resources to work with the ICS and local partners to better support our communities.

(1) Widen access to quality work:

The NHS as an employer

(2) Make more purchases and investments locally & for social benefit:

The NHS as a purchaser and commissioner of social value

(3) Use buildings & spaces to support communities:

The NHS as a land and capital asset holder

(4) Reduce environmental impact of our work:

The NHS as a leader for environmental sustainability

(5) Work more closely with local partners:

The NHS as a partner across a place

Employment – ‘staff as the first population’





Anchor institutions for health system equity

Tier I: WSU Overarching Community Goal

Reduce the life expectancy gap and improve health

Tier II: WSU Impact Areas

Education

Economic vitality

Neighborhood &
physical environment

Health and healthcare

Tier III: WSU initiative and program level

Internships
program

Health
careers
pipelines

Community
hubs

Local
hiring &
spend

Small
business
grants

Career
pathways

Food
insecurity
screens

Food
pantry
support

Fruit/veg
voucher
program

Nutrition
education

Impact
investing

Co-
locating
services

CHW
initiatives



The NEW ENGLAND JOURNAL of MEDICINE

Perspective

JANUARY 12, 2023

The Anchor Strategy — A Place-Based Business Approach for Health Equity

David A. Ansell, M.D., M.P.H., Kaitlyn Fruin, M.D., Redia Holman, Ayesha Jaco, M.A.M., Bich Ha Pham, J.D., and David Zuckerman, M.P.P.

In 2016, Rush University System for Health, an academic health system in Chicago, adopted an anchor strategy to tackle the 16-year life-expectancy gap between Chicago's West Side and the Loop

(see map). An anchor strategy is a place-based business approach to building community health and wealth by means of local hiring, investing, purchasing, and community engagement. The concept

borhood life-expectancy gaps and in 2017 launched the anchor strategy to leverage Rush's position as a large business in addressing these social drivers of population health. Later in 2017, Rush and 10

construction, community engagement, and supply-chain operations sets annual targets for local hiring, participation in career pathways, investing, purchasing, and volunteering, all of which are included in a corporate dashboard. We decided that a critical step in this strategy was to designate employees, many of whom live in West Side neighborhoods, as the "first community." We conducted

NEJM
Catalyst

Innovations in Care Delivery

JOURNAL EVENTS INSIGHTS COUNCIL TOPICS COVID-19 ABOUT



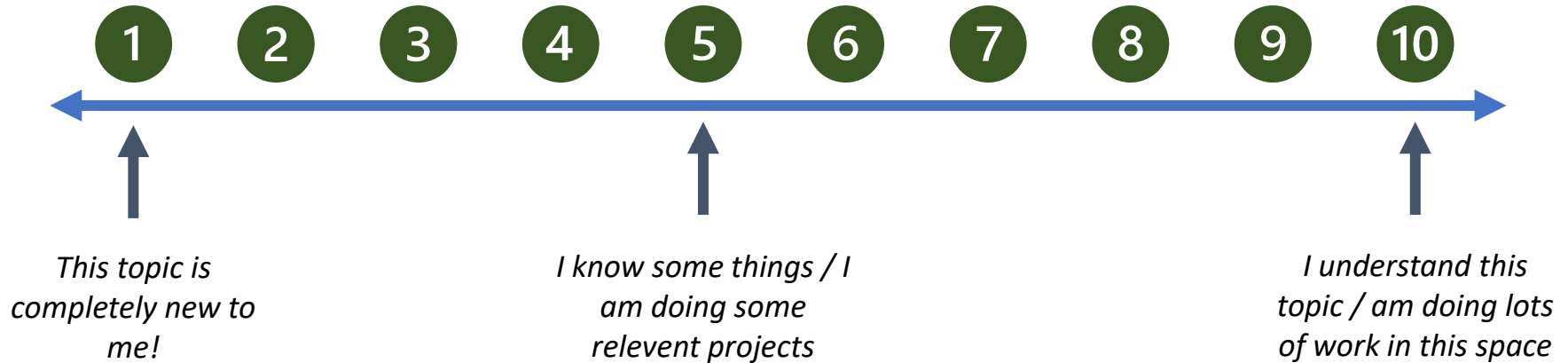
IN DEPTH

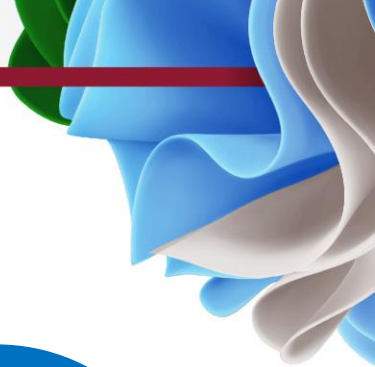
Health Equity as a System Strategy: The Rush University Medical Center Framework





Which number are you?





Where do you see opportunities for your health system to influence health beyond clinical care as an 'anchor' institution?





**Local
purchasing**



**Using buildings and
spaces to support
communities**



**Working
closely with
local partners**



**Access to quality
work**



**Reducing
environmental
impact**

In Collaboration with



Look beyond healthcare to social determinants

Think about your role e.g hiring practices

Learn about best practice from others

Utilise improvement method to plan work and and study impact

Learning Objectives

At the end of this session, participants will be able to:

1. Have an increased understanding of how healthcare organisations acting as anchor institutions can impact population health and improve equity
2. Have an opportunity to reflect on the opportunities and challenges for anchor missions to drive equity in their own places and communities
3. Be inspired to act through exploring real life examples that have been used to make a difference

Thank you