

August 2015



A Review of Best Practice in How NHS Hospitals Benefit from and Contribute to their Local Economies and Social Value in England

Localise West Midlands & Zimmermann Sustainability

Executive Summary

This research involved identifying best practice in maximising local value from hospital development, operation, commissioning and procurement in England, to provide some recommendations appropriate for the proposed Sandwell and West Birmingham Hospital (SWBH) to shape future work. In taking an approach that comprehensively maximises SWBH's economic impacts' on the local area, the hospital has significant potential to positively impact health and wellbeing, prevent poverty and inequality and demonstrate how demands on public services can be reduced in the long term.

The main results of the research delivered a list of projects being undertaken by the hospitals and the key initiatives to benefit local economies being undertaken in Training and employment, Procurement, Local Community Energy Projects, Art and Creativity and Sustainable Live-Work Patterns.

The research concluded that there are a lot of examples of good practice in how NHS Hospitals benefit from and contribute to their local economies and social value throughout England. Several organisations have a comprehensive approach to sustainable development and should be considered the best examples of how NHS organisations contribute to and benefit from their local economies, including

- Queen Elizabeth Hospital, Birmingham for
 - Establishing the Learning Hub; partner and community engagement in reducing disadvantage.
 - Establishing local food initiatives, a farmers' market and orchards jointly with social enterprises and local groups, bringing economic, social and health benefits to staff and the community.
- The Nottingham City NHS for their role in the *NHS East Midlands Carbon Reduction Project and Sustainable Procurement Pilot*.
- Liverpool and Broadfield NHS – for integrating local regeneration and social value through the procurement process and construction contract of the new hospital
- Manchester University Hospitals NHS Foundation Trust for work in Arts and Music working with a local social enterprise Lime 'Arts in Health through Innovation and Creativity' www.limeart.org.
- Bart's Health NHS, London – for the Trust's commitment to employing local people through the Community Works for Health pathway, the apprenticeship programme and The Project Search scheme.

A number of key steps are recommended for a hospital to have a comprehensive local economic impact:

- Establish integrated Public Health, Sustainable Development, Regeneration and Community Engagement Plans – containing commitments that will ‘*reduce disadvantage*’ and ‘*increase prosperity*’.
- Develop a framework to link the objectives of health and wellbeing, social inclusion and employment described in the various plans.
- Collaborate with local partners, social enterprises, charities and networks to make policy implementation succeed.
- Establish dedicated roles which clearly describe the goals and objectives of working in collaboration related partners, for example a Regeneration Manager and Sustainability Manager.
- The range of activities and types of interventions that should be undertaken to contribute to and benefit from a local economy and social value include at least:
 - Training for employment targeted at people living in the local area, to find jobs within the NHS as well as outside the NHS in the community. Disadvantaged groups can be targeted in collaboration with local and national partners e.g. Princes Trust.
 - Local food sourcing by contractors, franchisees or in house catering and the sale of locally produced healthy food where possible.
 - Local procurement of other appropriate goods and services, particularly where possible from disadvantaged areas, based on “local multiplier” (LM3) studies to identify priorities.
 - Explore partnership opportunities with community energy schemes.
 - Developing connections within the local community and stakeholders from the outset is an essential step in the successful development of any plan to benefit the local economy and provide social value.

Overall, the examples studied show that taking a ‘*Localising Prosperity*’ approach contributes to sustainable development by its focus on community-scale economic power, meeting local needs through local enterprise and reducing travel distances. By framing economic development within the context of local resources, new hospitals can be used as an example to raise awareness in how resources can be more efficiently used. The new Sandwell and West Birmingham Hospital can be exemplar by comprehensively implementing the various best practice demonstrated by other hospitals throughout England, and maximise the long term sustainable development potential of regeneration beyond the development and commissioning phases.

Localise West Midlands

Conrad Parke - Advisor
Karen Leach - Coordinator
54-57 Allison Street, Digbeth
Birmingham B5 5TH UK
E: karen@localisewestmidlands.org.uk
T: 0044 121 685 1155
www.localisewestmidlands.org.uk

Zimmermann Sustainability

Fiona Tutty – Director
ZESCO, North Kildare Chamber of Commerce,
Naas Town Centre,
Sallins Road, Co. Kildare
Ireland
E: fiona@zesco.ie T: 00353 87 9940758
www.zesco.ie