

Driven by Data:

How to measure, analyse then make good decisions on your anchor work



The key role of anchor institutions is to benefit their local community by enhancing social determinants of health and reducing inequalities. Many NHS organisations are enthusiastically embracing their role as a health anchor and there is [an emerging role for Integrated Care Systems](#) in supporting the NHS to have a broader social and economic impact. In order to meaningfully influence the health of the local community, anchor organisations need to be able to measure their progress. We have created the following **anchor measurement principles** based on learnings from a [HALN](#) roundtable on anchor measurement in April 2022.

1 Move from performance to impact

Historically, measurement has been used as a performance tool to report on whether activities have been delivered to plan. As anchor organisations embrace their purpose of positively benefiting their local community, measuring their impact becomes more important. Impact measures refer to real change which has resulted from their anchor work. Impact is often more difficult to quantify and requires more time to measure. However, as anchor organisations mature, their measurement should involve less activity tracking and a greater focus on what they have achieved.

2 Shift from reporting to informing decisions

Measuring impact allows organisations to not just 'report' on their progress but to understand the impacts they are having over time and if their activities are having the intended results or not. As well as quantitative data, qualitative accounts and stories can 'bring to life' the impact of your anchor activities and be a useful tool when building momentum. This will then help inform future action, set strategic direction and support improvement. This should be a continual and iterative process.

3 Measure what matters

By shifting the focus from 'what have we delivered' to 'how have we added value for our local community', anchor organisations can ensure they are meeting need. This may include addressing local priorities and/or focusing activities that support national approaches to addressing health inequalities such as [Core20PLUS5](#). Progress can be monitored and activities can be changed, developed or expanded to address needs, over time. By building a 'hyper-local' approach and measuring what matters, anchor organisations can deliver intentional approaches that support local populations.

4 Embed accountability

Transparent measurement and reporting helps anchor organisations embed a culture of accountability to local communities and other stakeholders. Mid and South Essex NHS Foundation Trust has publicly shared their progress against anchor objectives in their recent [anchor impact report](#). Engaging stakeholders in reviewing and evaluating impacts can further support a transparent and accountable approach. The Northern Care Alliance (NCA) anchor programme, 'NCA Futures', works with local communities to do this (further information on page two of this learning product).

5 Take a collaborative approach

Focusing on the contribution an anchor organisation can make to a shared local priority can help move anchor organisations away from a competitive environment to a collaborative environment. This is particularly important as anchor partnership and collaborations across a wider system are gaining momentum and proving to deliver substantial impact to local populations.

Measurement can be used in different ways at different parts of your anchor journey. Below, we offer an example of how anchor data and stories can be used to progress anchor work at three stages in an anchor journey.

1. Reporting on delivery

At the beginning of your anchor journey, you might choose to focus on reporting progress against anchor objectives or agreed anchor activities. This will ensure that financial, resource and time investments made by the organisation to support anchor work are sustained.

2. Guide future work

Once you have established your initial anchor activities, using measurement to generate a sense of the collective impact which your organisation is having can build momentum for future anchor work.

3. Inspiring further anchor action

Over time, you might encounter conflicting organisational or system priorities. Using impact measures can help generate a sense of the collective impact which your organisation is having and can inspire individuals from across the organisation to recommit to anchor activities. For example, a 'more than healthcare delivery' campaign can share the impact of anchor work with the wider organisation.

Resources for measurement

- [The UK Social Value Bank](#) - produced by HACT, this tool includes over 100 different outcomes to measure social and environmental impact through improvements to wellbeing and savings to the state. See a webinar from HACT on social value below.
- [National TOMs \(Themes, Outcomes, Measures\) framework](#) - created to support the Social Value Act, this framework includes five themes and 48 outcomes.
- [Greater Manchester Combined Authority Cost Benefit Analysis model](#) - articulates the fiscal, economic and social value of interventions to understand the value for money provided by an intervention.
- [Equalities, Diversity and Inclusion \(EDI\) Measures](#) - is the dataset created by the Greater London Authority to support the Mayor's EDI strategy, covering measures for children and young people, housing, work, transport, health and more.
- [Strategic Health Asset Planning and Evaluation \(SHAPE\)](#) - links to national data sets, clinical analysis, public health, primary care and demographic data to support commissioners with strategic planning of services and assets.
- [The Chicago West Side United Anchor Collaborative Measurement Framework](#) - links individual anchor activities to population level metrics. This is an example from anchor colleagues in the US.
- [ProMedica Anchor Dashboard](#) - measures key indicators in ten overarching areas of focus for social determinants of health.



Anchor Case Study: Northern Care Alliance (NCA) on measurement - Donna McLaughlin sharing the impact measures used by the NCA anchor programme - NCA Futures



What can NHS anchors learn from Housing Associations on social value? - a recording of a webinar hosted by HACT on driving and measuring social value