

East and North Hertfordshire NHS Trust

Sustainability Strategy

2015 to 2020



Sustainability Strategy 2015 – 2020

1.0 Purpose

This Strategy forms the basis for all sustainable activity for East and North Hertfordshire NHS Trust. It builds on the successes of the Trust's 2009 - 2014 strategy and is consistent with national requirements as outlined by the NHS Sustainable Development Unit, legislation and good practice.

The proposals within the document set out how the Trust plans to meet the sustainability agenda over the next five-year period, along with reporting and governance mechanisms to ensure delivery, whilst ensuring communication with stakeholders continues to be developed.

The strategy outlines the main areas of focus for sustainability, the goals and objectives required to achieve the identified targets and the timetable against which these will be set. Annually, the Sustainable Development Management Plan will ensure the delivery of the strategy.

2.0 The 2009 to 2015 Strategy

The Trust developed its strategy for years 2009 to 2014 which saw an expectation for all NHS trusts to achieve a reduction in carbon levels of 10% by 2015 against 2007 levels and a further reduction of 34% by 2020. For the Trust this meant reducing our carbon emissions by 8,293 tonnes of carbon by 2015 (from 82,922 tonnes to 74,629 tonnes). This is the equivalent of the annual carbon emissions from 4,182 homes.

We exceeded this target in 2011/12, four years early, by reducing our carbon emissions to 70,187 tonnes - a reduction of 15.35%. This has contributed to subsequent year's reductions, and is the equivalent of the annual carbon emissions from 6,423 homes

Under the oversight of the Sustainable Development Committee members, a number of initiatives contributed towards this reduction including:

- ❖ Combined Heat and Power (CHP)
- ❖ Replacement of light fittings with more energy efficient versions
- ❖ Dry mixed recycling of waste
- ❖ Recycling of waste water within the renal unit
- ❖ Reductions in business mileage
- ❖ Recycling waste food material
- ❖ Reducing supplier delivery mileage

The completion of the *Our Changing Hospitals* programme, culminating in the consolidation of acute and emergency services on to the Lister site in October 2014, has ensured a more sustainable future for clinical services as follows:

- Creating a critical mass of clinical and specialist staff to allow us to sustain a wider range of high quality services than would otherwise be possible and introduce new technologies

- Allowing us to achieve best clinical practice and improve outcomes and productivity across the organisation
- Providing the means for our response to the challenging economic conditions forecast for the NHS, through enabling quality improvements, alongside increased productivity (QIPP - Quality Innovation Productivity and Prevention)
- Enabling us to maintain viable 24/7 medical staffing rotas for all our services
- Facilitating the modernisation of our facilities, improving our ability to attract patients through choice
- Improve the experience of patients and their relatives who access the services we provide
- Improving our ability to attract and retain high quality staff and allow us to prepare for a future in which more acute care is provided in the community
- Enabling reductions in estate and related costs from the reshaping of the QEII site to offset the income loss and support the revenue consequences of the capital investment on the Lister site

In addition, by working to meet BREEAM standards (environmental assessment method and rating system for buildings) we have created opportunities to increase the green spaces and biodiversity of the site and explore new technologies in the following ways:

- Creation of a plaza by our main hospital entrance - a popular green space amenity for patients and staff to use all year round
- Creation of a green wall along the side of the multi-storey car park
- Creation of a green roof on the new Emergency Department
- Creation of a relaxation garden for use by patients undergoing outpatient chemotherapy
- Planting 73 new trees around the Lister site
- Erection of swift and hawk nesting boxes
- Use of a wind turbine and photovoltaic cells, generating power for use by the multi storey car park

During 2014/15 we have also begun working with the RSPB Urban Advisory Unit to identify further opportunities for environmental enhancement. As a result we have secured 18 new trees from NHS Forest for planting to further enhance the biodiversity of the site. Further initiatives from this partnership will be developed in the forthcoming year.

The impact of consolidation however, is that carbon emissions are anticipated to increase in 2014/15 due to double running the Lister and QEII sites, alongside the increase in buildings at the Lister site. This is expected to reduce again on closure of the QEII site in May 2015.

3.0 National Context

Following a national consultation across the health and social care system an updated Sustainable Development Strategy for the Health and Care System 2014-2020¹ was launched by the Sustainable Development Unit in January 2014. This strategy expanded the focus of sustainability to more than just carbon reduction:

“The challenge... how to continually improve health and wellbeing and deliver high quality care now and for future generations within available financial, social and environmental resources.

Understanding these challenges and developing plans to achieve improved health and wellbeing and continued delivery of high quality care is the essence of sustainable development. It is important that plans factor in:

- ***The environmental impact of the health and care system and the potential health co-benefits of minimising this impact***
- ***How the health and care system needs to adapt and react to climate change, including preparing and responding to extreme events***
- ***How the NHS, public health and social care system maximises every opportunity to improve economic, social and environmental sustainability”***

We have used these underlying principles to inform the development of this strategy for the next five years.

4.0 Drivers for Change

4.1 Financial

The need to do more with less is critical, now more than ever, if the NHS is to survive in the current economic environment, achieving the £20bn savings target whilst not affecting front line services and meeting the demand of the growing and aging UK population.

Over the past 10 years energy prices have trebled and this upward trend is set to continue, with energy prices predicted to double between 2013 and 2018, putting the forecast energy bill for 2020 for the NHS at £1.2bn. Water prices are also rising at a similar rate.

Increased legislation brings significant financial pressures, with the Carbon Reduction commitment and the EU Emissions Trading Scheme and the trend is continuing towards an increase in legislation for carbon, which will spread to include areas such as, travel, property, waste and procurement.

These factors, coupled with an increase in occupancy and activity within our hospitals and economic drivers increasing commodity prices, mean the cost of energy and carbon will continue to be a prevalent factor when considering how we deliver healthcare. Clear financial gains can be made from achieving efficiency savings through environmental and socially focused projects.

¹ Sustainable, Resilient, Healthy People & Places - A Sustainable Development Strategy for the NHS, Public Health and Social Care system

4.2 Legislation

In 2012 the carbon footprint of the health and care system was 32 million tonnes of CO₂ emissions, which represents 40% of the public sector in England. These 32 million tonnes were driven largely by emissions from:

- The use of items sourced from suppliers (Procurement activities), including the commissioning and use of services and goods such as medical instruments and pharmaceuticals. These accounted for 72% of carbon emissions
- Building energy, such as heating, cooling and lighting buildings and powering equipment. These accounted for 15% of carbon emissions
- Travel, including transport miles and patient, staff and visitor travel. These accounted for 13% of carbon emissions²

The Trust, along with the NHS, Public Health and Social Care is subject to a number of national and international carbon reduction schemes and targets including:

- The Kyoto Protocol 2005
- The Climate Change Act 2008
- The NHS carbon reduction strategy 2009
- The European energy performance of buildings directive
- The carbon reduction commitment energy efficiency scheme
- The EU emissions trading scheme

4.3 Expectations

The expectations of patients, staff, visitors and our wider communities are becoming increasingly elevated in regards to sustainability in the NHS.

In 2011 the NHS Sustainable Development Unit commissioned Ipsos MORI to conduct a detailed public opinion survey of over 1000 people to shape understanding around the public's view of the NHS's role in leading on sustainability. The results showed that 92% of the public think it is important for the NHS to work in a more sustainable way, with 33% saying they should do this even if it costs money and 19% who thought it should be a top priority.

The Trust's own consultations with Trust members, staff, patients and visitors also supports this view. A total of 92 staff member respondents gave their views on the importance of sustainability within the Trust in a survey undertaken in March 2015. Of those respondents the following themes emerged:

- When asked about the importance of working in a more sustainable way 88% of respondents felt this was 'very important', with the remaining 12% responding as 'important'
- On scoring the prioritisation of sustainability within the organisation 86% of respondents scored this as a 7 or greater (10 being the maximum score)
- When asked for views around sustainability in relation to cost saving and spending, the highest response was given to 'The Trust should act in a more sustainable way even where this would cost a small amount', at 37%

² Sustainable, Resilient, Healthy People and Places, Module Carbon Hotspots. The Sustainable Development Unit 2014.

5.0 Trust Approach

The Trust recognises the need for a Sustainable Development Strategy which focuses on the long-term improvements including:

- Reduced environmental impact
- Better health and reduced inequalities
- Improved service provision
- Good community role model and supporter of the local economy
- Excellent value for money

These features are integral to the delivery of our strategic corporate objectives and values (PIVOT).

As a major employer, purchaser of goods and commissioner of services our role is to promote sustainability and actively contribute to the Government's sustainable development agenda.

In 2013/14 the Trust's carbon footprint was 69,521 tonnes of CO₂ emissions (tCO₂e) representing a reduction of 16.1% since 2007. The proportion of carbon emissions from the use of goods and services sourced from suppliers (procurement activities) was 65%, utilities and energy was 23% and travel was 10%. These proportions set the scene for the development of the Trust's new strategy.

We also recognise the need to develop sustainable priorities around what is viewed as important to not just meet national requirements, but also what our public, patients and staff expect us to do as an organisation to utilise our scarce resources more efficiently and reduce our carbon footprint.

5.1 Stakeholder Consultation

As part of the development of this strategy there have been a number of activities to actively seek the views of both adult and young members, Trust staff and the general public on our focus and priorities for the next five years.

Two separate workshops were held during late January and mid February 2015 to gain the feedback from the members. The first session was held with both leads from the Trust's Sustainable Development Committee and Trust members with a special interest within sustainability. The second was held with younger Trust members to gain their perspective and views on the work currently undertaken by the Trust, along with ideas and input for future activity.

A number of key themes were identified as a result of these workshops, which have been developed into objectives, along with additional information from the Trust's sustainability leads.

Following the workshops and as part of NHS Sustainability Day 2015, we consulted with our staff and visitors on the emerging strategic priorities and plan for the next five years and finally during March 2015 we surveyed our staff about what sustainable development means to them and for the organisation, asking what they have done and plan to do to reduce waste and be more sustainable.

The results of these stakeholder engagements have informed this strategy and we have been extremely grateful for the positive and imaginative ideas that have been captured as a result.

One of the key themes worthy of note was the need to increase the use of media and in particular social media publicising the work already underway within the Trust, along with future plans for sustainability. By developing the communication around sustainability this would increase and improve the profile of the work underway, plus allow the local community to comment and where possible assist with the implementation of initiatives.

The clear view from our patients and members is that the Trust has a community leadership role on sustainability

6.0 The 2015 to 2020 Strategy

It is recognised that whilst carbon emission reductions remain important, the sustainability agenda is much wider than this alone. Health and care services should seek to continually improve health and wellbeing and to deliver high quality services within financial, social and environmental resources. These services should improve the quality of life, care and experience of patients and carers.

The Trust has already met the 2015 target albeit with a slight increase in the year 2013/14. Overall, since 2007, carbon emissions at the Trust have reduced by 16.1% (based on 2012/13 figures)

Our plan is to reduce this further and achieve and exceed the target of 34% set for 2020, with a focus on increasing the health and wellbeing of both our staff and the local population and reducing inequalities at the same time.

We anticipate that the Trust is on track to reduce its carbon emissions by approximately 41% by 2020

Our strategy is based on the three goals set out in the Sustainable Development Strategy³, published by the Sustainable Development Unit (SDU) in January 2014. The three goals are to achieve:

Goal 1 – A Healthier Environment

Goal 2 – Community and services are ready and resilient for changing times and climates

Goal 3 – Every opportunity contributes to healthy lives, healthy communities and healthy environments

These goals will be delivered through a number of initiatives that are either Trust-wide or service specific and these are set out below.

Where the impact of these initiatives can be quantified either in terms of carbon emission reduction or reducing waste, these have been identified. For some initiatives the impact is more difficult to define, and the SDC will monitor implementation and work to evidence any impacts as schemes are developed.

³ Sustainable, Resilient, Healthy People & Places - A Sustainable Development Strategy for the NHS, Public Health and Social Care system

6.1 Our Goals and Objectives

Goal 1 - A Healthier Environment

A healthier environment can contribute to better outcomes for all. This involves valuing and enhancing our natural resources whilst also reducing harmful pollution and significantly reducing carbon emissions. Contributing to the Climate Change Act target with a 34% reduction in carbon emissions by 2020 is a key measure of our ambition across the country.

We are committed to further reducing our carbon emissions over the next five years and we will do this by:

- ❖ Introduce sub-metering at ward and department level for utilities so we can work with managers to increase awareness of energy usage in their areas and encourage departmental responsibility for reducing energy consumption (aligned with introduction of service line reporting)
- ❖ Explore with our energy partners further opportunities for energy saving schemes within the estate plant and infrastructure, for example replacing motor units
- ❖ Explore ways to further reduce water consumption such as introducing flow restrictors in areas
- ❖ Explore the use of energy management systems that adjust energy usage according to demand
- ❖ Working with our cleaning services provider G4S to introduce initiatives to reduce waste production overall and increase waste recycling
- ❖ Explore further opportunities through retendering of waste disposal contracts to work towards reducing further the amount of waste sent to landfill
- ❖ Work with our procurement team to reduce food miles for all produce used in meal preparation
- ❖ Procure food produce from more ethically produced and sustainable sources
- ❖ Ensure that our procurement policies continue to be aligned with sustainability requirements and ensure that sustainability forms part of tender and procurement evaluations
- ❖ Ensure that all major contracts for goods and services include KPI's that seek to reduce waste and therefore reduce carbon
- ❖ Implement different ways of managing procurement locally that improve stock management, reduce waste and release more time to care
- ❖ Implement paper-light and paperless IT solutions that reduce paper records and communications which contribute to reducing carbon emissions
- ❖ Working with clinical teams to encourage use of Tele-based systems such as telehealth and telemedicine
- ❖ Refreshing our IT systems and hardware to more energy efficient alternatives, for example moving remaining servers to cloud based systems
- ❖ Encourage all Trust members to choose emails as their preferred method of communication

- ❖ Continue to encourage car sharing by attendees at the Trust's Annual General Meeting (attended by over 400 people)
- ❖ Introduce energy saving capability on all Trust personal computers
- ❖ Introduce a patient portal where patients can access information on appointments and personal health information which reduces the need for paper communications
- ❖ Improve the efficiency of our medicines management process to reduce wastage both within the pharmacy and also wards and departments
- ❖ Increase the recycling of medicines within the hospitals environment to reduce wastage
- ❖ Work with clinical teams to reduce unnecessary prescribing and dispensing of medicines
- ❖ Continue to promote healthier and carbon reducing alternatives to car travel to staff through:
 - Promoting car sharing
 - Promoting walking as a healthier alternate to staff who live close to our hospitals through the WalkBUDI scheme
 - Promoting cycling to work using the BikeBUDI scheme
 - Securing further discounted bus travel
 - Empowering staff to make informed choices about their travel to work using My Personal Travel Plan tool
 - Using salary sacrifice schemes to purchase items such as bicycles offering real discounts to staff
- ❖ Implement environmentally friendly alternatives to staff personal car use for travel between sites including introducing electric pool bicycles and cars
- ❖ Implement systems that allow staff to communicate and share documents virtually reducing the need for face to face meetings and therefore reducing travel between sites
- ❖ Work towards all fleet vehicles being 0% emissions by 2020

How we will measure our success....

- Reducing Carbon Emissions by 34% by 2020, based on 2007 baseline (national target)
- Reduce water consumption levels by 25% by 2020 relative to 2004/05 levels
- Ensure that goods and services are procured more sustainably
- Increase in car sharing groups by 100%
- Increase in WalkBUDI and BikeBUDI groups by 100%
- Reduce carbon emissions from staff travel by 20% by 2020 compared to 2007 levels
- Reduce the amount of waste produced by 25% by 2020 relative to 2004/05 levels
- Increase recyclable waste to 75% by 2020
- Increase recycling of medicines by 50% by 2020

Goal 2 – Communities and services are ready and resilient for changing times and climates

When periods of heat, cold, flooding and other extreme events occur it is vulnerable people and communities that suffer the worst. Those communities and their services bear the responsibility of addressing the consequences of these events. Multi-agency planning and organisational collaboration, underpinned by local plans and assurance mechanisms, provide a better solution to these events than working independently, individually and ineffectively.

This goal seeks to not only ensure that the Trust is resilient in the long term, but also that we work with our patients and communities to support them to be resilient too.

We will achieve this goal by:

- ❖ Annual review of changing climates locally, assessing the implications of this for the Trust and updating our response to these changes through the Trust's Adaptation Plan
- ❖ To support the health and wellbeing of our staff, enabling them to improve their lives inside and outside of work by implementing the Trust's Health and Wellbeing Strategy
- ❖ To ensure workforce resilience we need to recruit and retain high calibre staff who are aligned with the Trust's values
- ❖ Improve the employment and career opportunities we offer and be seen as a local employer of choice through initiatives such as:
 - Holding large-scale local annual recruitment events to highlight the range of work and career opportunities available within the Trust and with the wider NHS
 - Offering more employment opportunities to groups within our local communities who find it difficult to find employment
 - Arrange a programme of school visits to the Trust so that young people can connect to the hospital and explore what contribution they could make to the organisation or to the wider health of our communities
 - Increasing the number of apprenticeships that we offer young people
 - Building relationships with other local employers to create opportunities for secondments, job shadowing and sharing best practice
- ❖ Utilise all forms of media including social media to communicate to and provide support to patients during times of extreme weather or other events for example heatwave advice and support

How we will measure our success.....

- Annually reviewed and contemporaneous Adaptation Plan
- Improving our staff survey engagement score from 75.2% to 76.4%
- Reduce staff sickness rate to 3% in 2016/17 from 3.54%
- Reduce staff vacancy rates from 7.9% to 5%
- Reduce staff turnover within the first 12 months of service from 26.35% to 15%
- Increase the proportion of staff who live within ten miles of workbase from 67.9% to 79%.
- Increasing the number of apprenticeships that we offer from 129 to 150 places
- Increase in public messaging using all forms of media

Goal 3 - Every opportunity contributes to healthy lives, healthy communities and healthy environments

Every contact and every decision taken across the health and care system can help build the immediate and longer term benefits of helping people to be well and reduce their care needs. There are multiple mechanisms that can support this approach from improved information, more integrated approaches and smarter more aligned incentives that help minimise preventable ill-health, health inequalities and unnecessary treatment. A sustainable system cannot be achieved without taking every opportunity to support communities and people to be independent and self-manage conditions and events.

We will achieve this goal by:

- ❖ Continue to make every contact count – brief intervention training encouraging positive signposting by staff to services to enable patients to have control and manage their health and well being.
- ❖ Continue to develop the award winning work of the #theFutureisMembership campaign designed to recruit and involve members of the East and North Hertfordshire NHS Trust, inspiring citizens across all our communities to get involved in health and so start to make a positive difference to their local community. This campaign seeks to continue to mobilise community skills, knowledge and experience to make a real difference to public health and sustainable development. This approach is an investment in creating healthier, more sustainable communities and we believe is an innovative approach to membership development.
- ❖ In particular focussing on public health projects that reduce health inequalities, the Young Enterprise scheme and target hard to reach groups.
- ❖ Redefining and developing our volunteer workforce, facilitating communities to make a real difference to our patients and services
- ❖ Expand work experience programmes to encourage young people to connect with the hospital, explore what contribution they could make to the organisation or wider health of our community. This links to our People Strategy aiming to be a local employer of choice but also encourage young people in to a career at the Trust or within the wider health service.
- ❖ Implement the Public Health Responsibility Deal Health at Work pledges that we have signed up to aimed at improving the public health of our staff. These are:
 - Occupational Health standards
 - Health and Wellbeing report
 - Healthier Staff Restaurants
 - Mental Health and Wellbeing
 - Young People in the Workplace
 - Domestic Violence
 - Staff Health Checks
 - Smoking Cessation/Respiratory Health

- Chronic Conditions Guide and Carers
- ❖ Undertake public health promotion activities that support local health and wellbeing and reduce inequalities
- ❖ Signpost patients to support services that can help to manage their health and wellbeing for example help the Aged, British Heart Foundation
- ❖ Utilise all forms of media, including social media, to promote health and wellbeing activities
- ❖ Explore ways to work with other local providers to adopt an integrated approach to promoting health and wellbeing.
- ❖ Make the most of our green spaces to assist in the recovery of patients and improve patient experience. E.g. increase planting in green spaces, work with our partners to increase the bio diversity of our hospital sites
- ❖ Implementing service improvement and transformation schemes aimed at reducing unnecessary treatments, appointments and visits to the hospital. E.g. Transforming Outpatient Management Programme exploring alternatives such as telephone, skype appointments.

How we will measure our success...

- Increase the number of volunteer hours from 67525 to 73000 per annum
- Increase our work experience placements from 20 to 100
- Increase use of social media
- Increase the number of trees and other planted on the hospital sites
- Supported by staff awareness and education and active change programmes
- Implement the Health at Work pledges
- Implement service improvement programmes

6.2 How will we ensure this strategy is delivered?

In working to achieve all three goals it is recognised that we will need to:

Explore alternative sources of external funding for initiatives which offer reduced rates of interest and reduced pay back periods such Carbon and Energy Fund and Salix Finance.

Establish additional partnerships with local charities and other local and national organisations and local employers, such as NHS Forest, to co-ordinate sustainability initiatives and ensure alignment with local strategies

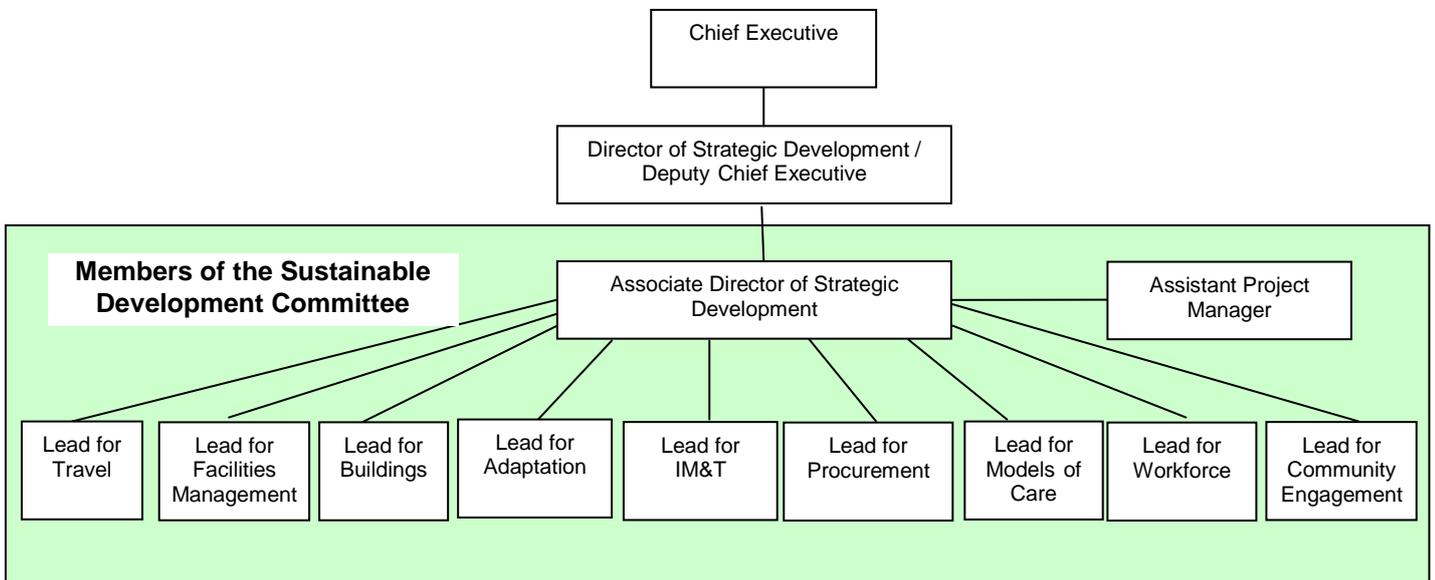
Raise awareness of sustainability issues and initiatives and also drive behavioural change

Publicise what we are doing via external communications, annual report and social media use

Continue to work alongside and engage with our staff and members to reaffirm sustainability as a part of our everyday working practice

Responsibility for sustainability ultimately lies with the Chief Executive, ensuring targets are supported and achieved, and resources are in place to achieve the aims and goals, in line with national strategies and objectives.

The reporting mechanism for the East and North Herts NHS Trust can be seen in the diagram below:



Activity relating to sustainability is supported by Divisions, with identified leads for each workstream attending the bi-monthly Sustainable Development Committee (SDC) Meetings. The activity from these meetings is then reported back to the Trust Board and the Finance and Performance Committee on a bi-annual basis.

Sustainable Development Management Plan

Each year the Sustainable Development Committee will continue to develop a Sustainable Development Management plan that sets out the objectives for the year ahead and responsibilities for delivery to ensure that progress towards meeting these goals is achieved.

Good Corporate Citizen

The Trust use the Good Corporate Citizen model to self-assess its progress towards meeting the sustainability agenda. As it is a national tool it also provides the opportunity to benchmark alongside other NHS organisations, both locally and nationally, with a requirement for all organisations using the model to publish scores on the website for others to compare and review on a minimum of a six-monthly basis.

The Trust's score for March 2015 was 62%, which is comparatively higher than other Trusts within the local area.

We will continue to use this tool as part of implementing the new strategy.

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Documents used in the development of this strategy:

- Sustainable, Resilient, Health People and Places Sustainable Development Strategy
- Sustainable, Resilient, Health People and Places Module: Carbon Hotspots
- East and North Hertfordshire NHS Trust People Strategy 2014 - 2019
- Sustainability Staff Questionnaire
- Ideas and feedback from staff and members of Sustainability workshops