

Green Plan Progress Report – 2022/23

Executive Summary

The NHS is responsible for 4-5% of the UK's carbon emissions and 3.5% of all road travel; at the same time, climate change is recognised as having a negative impact on health, exacerbating health inequalities. Our Green Plan received Board approval on Thursday 13th January 2022 and sets out a framework for how we will contribute to reducing the impact of climate change, by embracing 'green' learning and innovation and support the NHS deliver a carbon net zero healthcare system, by 2040.

As a leading local anchor Institution, we play an important role beyond the boundaries of our Estate, in contributing to a greener, healthier, and more prosperous city. Working with colleagues and partners from across the Integrated Care System(ICS), progress against the NHS Carbon Net Zero target has been made and this report seeks to identify this progress for SFT and our ambitions for 2023/24.

Along with the successful recruitment of our first Sustainability Manager we have maintained a well-attended and engaged Sustainability Committee, focused across the wide range of areas within our Green Plan, including:

- Workforce and system leadership
- Sustainable models of care
- Digital transformation
- Travel and transport
- Estates and Site Redevelopment
- Medicines/Medical Gasses
- Supply chain and procurement
- Food and nutrition
- Climate Adaptation

Summary of Key Achievements – 2022/23

1. Submitted a funding bid to the Carbon energy fund.
2. Received the (2022) NHS Forest award, in recognition for supporting biodiversity
3. Removed concessionary rates for beverage sales in single use (disposable) cups
4. A new snack and beverage vending contract has commenced, offering discounts for drinks served in a reusable mug.
5. A 40% staff discount, on local bus services, has been launched and promoted
6. Longford ward became our first Digital Ward.
7. A Liftshare scheme was launched.
8. There were significant improvements in arrangements for active travel.
9. We have identified leadership arrangements for Climate adaptation.
10. We have significantly improved governance arrangements to support further developments.

Introduction

The 2021/22 NHS Standard Contract provides important context for the Trust's aspirations as highlighted in this paper. It sets out the requirement for Trusts and each Integrated Care System (ICS) to replace Sustainable Development Management Plans with a Board approved Green Plan detailing the approaches to reducing carbon emissions, in line with national trajectories.

As a leading local anchor Institution, we play an important role beyond the boundaries of our estate, in contributing to a greener, healthier, and more prosperous city.

In January 2022 the Trusts first Green Plan (2021-24) received Board approval. Our plan identifies the start of a long-term approach towards achieving the wider NHS goal of carbon net zero emissions by 2040 and by 2045, for indirect carbon emissions. The progression to carbon net zero through the development of the Green Plan does not aim to capture the full scope of the sustainability agenda, which would also extend to include biodiversity and the promotion and utilisation of green spaces to support health and wellbeing. Our Green Plan does not consider offsetting; but instead, focuses on efforts to tangibly reduce carbon emissions.

Governance

Our Green Plan (2021-2024), identified a governance structure to support delivery, monitoring and reporting of progress. During the first year of implementing our plan we have established the following:

- A reformed Sustainability Committee with revised membership and Terms of Reference
- Appointed the Chief Operating Officer as Board level lead for sustainability
- Recruited our first Sustainability Manager
- Established networks across the ICS to support the delivery of the sustainability agenda
- Met our National (NHSE/I) reporting obligations.

The newly appointed Sustainability Manager, working with subject matter leads, is leading the implementation of our Green Plan to ensure change happens, as expected and in a timely way.

The Sustainability Committee is monitoring progress through planned meetings and the monitoring of the detailed, Sustainability action tracker.

Our Progress against the key areas for change

NHS Green planning guidance highlighted the following key areas for change:

Workforce/system leadership

Working with the Carbon Literacy Project we aspire to become a 'Carbon Literate' organisation and to support the Greener NHS Team - '*Healthier Planet, Healthier People*', staff engagement campaign.

- Colleagues in OD&P and Education are working with the Sustainability Committee to understand the best approach to ensure accessibility of environmental sustainability training, for all staff.

- Our Sustainability Manager has undertaken Carbon literacy training.
- Greater staff engagement will be essential in ensuring that we can bring about the changes required. We have obtained and reviewed a training package which can be made available to staff through the Learning platform (MLE).
- We are also working with the ICS to agree a common approach for staff training.
- We are working with external organisations to assess tools that exist to facilitate greater staff engagement.

We are fortunate to have an established staff Eco Council with representation from many of our services/teams, our new Sustainability Manager has recently been appointed as Chair of the Eco Council.

- The Eco Council have received a presentation on the Trust's Green plan and work is progressing to ensure the Eco Council are better informed and remain engaged with our Sustainability agenda.
- A member of the Eco Council has been nominated to sit on the Trusts Sustainability Committee.

Sustainable Models of Care

During the Pandemic significant progress was made in delivering virtual outpatient appointments, resulting in positive patient feedback. Investment is in place to further develop this work and increase the number of non-face to face appointments and establish virtual appointments (where clinically appropriate). In the first half of the year 23.45% of patients received an Outpatient consultation virtually (by phone or video) close to the national target of 25%.

Digital transformation

Closely linked to sustainable models of care, digital transformation can assist with the changes needed to ensure changing working practices reflect the Sustainability agenda:

- Support for remote working
- Remote patient consultations -virtual ward
- Reducing paper-based systems e.g., EPMA

Building on their successful use of digital nursing assessment forms, the Longford ward staff are now using electronic prescribing and medicine administration. With all their drug rounds now being completed without any reliance on paper drug charts, they are truly embracing new digital ways of working. Longford are now the digital exemplars for the Trust, but Odstock ward are due to go live with EPMA by the end of November 2022. It has been quite a journey to get to this point with the digital care team working hard behind the scenes to ensure that all the processes dovetail with existing systems and that staff are trained and confident in using the new ways of working.

Travel and transport

A number of initiatives were progressed during 2022:

- Liftshare was launched in January and has a growing number of active participants with 86 staff having joined the scheme by December 2022.

- An e-bike loan scheme for staff, developed with 'Sustrans' and supported by Connecting Wiltshire, was launched in July
- A 40% staff discount, on local bus services was launched in November.
- An appointment was made to a new post of Travel/Transport Coordinator.

Estates and Site Redevelopment

We are committed to reducing our carbon footprint and our estates team have made significant progress with actions across a range of initiatives, which includes:

- During the year a new contract was signed ensuring that from October 2022 all our electricity requirements would come from renewable sources.
- Repair work has been undertaken on solar Panels located in SDH North which are contributing 20KWH to the Trust's electricity supply.
- 18 additional rubbish & recycling bins were sited in the SDH grounds in June.
- Dry mixed recycling cardboard floor boxes were made available to all departments to facilitate and encourage recycling of plastic, tin & paper-based materials.
- The Terms of Reference and membership of the Waste Management Group were reviewed & accepted at the Health & Safety Committee meeting in August. A member of the Trust's Eco Council is now on the Group.
- A bid to the carbon energy fund was submitted and if successful will support a variety of sustainability initiatives. These include improvements in insulation for current buildings, replacement of gas fired boilers with air source heat pumps and support for geothermal surveys.

Medicines and Medical gasses

In 2022 a member of the sustainability team attended a meeting of the Medical Gas Committee to promote the Trusts Green Plan. As a result of those discussions there is now an anaesthetist who attends both the medical gasses and Sustainability Committee meetings. There is a focus on how with good modern practices in anaesthesia the reliance on volatile gasses which are also greenhouse gasses, can be reduced or eliminated. This is reflected by a move towards a greater reliance on Intra venous anaesthesia.

The Pharmacy team regularly attend Sustainability Committee meetings and have highlighted a number of opportunities for further work, including:

- Reducing the environmental impact of aerosol inhalers.
- Reducing drug waste
- Undertake a review of medicines that generate high levels of carbon emissions and explore alternatives.

Supply Chain/Procurement

Our procurement team work closely with all NHS supply chain partners to achieve a sustainable procurement route for the goods and services used across the Trust and the wider ICS.

Food and Nutrition

The catering Team have retained the 'Food for life' bronze award, recognising the use of locally sourced, fresh produce and the use of seasonal menus.

A new snack and beverage vending contract has commenced, offering discounts for drinks served in a reusable mug.

We have removed concessionary rates for beverage sales in single use (disposable) cups.

The catering team have reduced the volume of single use plastics with a move to wooden cutlery for take away meals.

Climate Adaptation

Using the climate adaptation risk assessment template, we plan to monitor the significant risks facing our organisation and mitigation actions required.

During the year we:

- Appointed our Head of Capital to lead on, climate adaptation for the estate.
- Planned to complete our initial climate adaptation risk assessment by March 2023.

Other Achievements

- The Trust won the 2022 NHS Forest award in recognition of how it is supporting biodiversity.

Our key Challenges

The sustainability management team have identified a number of key challenges which they are actively managing in order to facilitate the development of key Sustainability objectives. These can be summarised as follows:

1. Capacity

The capacity to create opportunities and facilitate change has proved challenging. Compared to other Trust's with more established Sustainability teams SFT's approach is in its infancy. However, the impetus created by the establishment of a new Sustainability Committee (February), improved links with the ECO Council and the appointment of a full time Sustainability Manager will ensure greater traction and a more coordinated approach going forward.

2. Engagement

The breadth of issues is such that over time engagement with all staff will be required, given the staffing challenges and the capacity to engage, this will be a major challenge and a priority.

3. Capturing relevant information

There are many improvements and developments across the Trust that support the sustainability agenda, these are not always captured, we need to address this and ensure a focused approach and awareness of the Sustainability agenda.

The way forward/Planning for 2023/2024

What next?

The Sustainability Committee have identified 4 key themes that will guide our planning and actions going forward. These are:

- Establish Sustainability within our organisational culture. This might include behaviour change in relation to how we use our resources, our commute to work and increased awareness of the sustainability challenge.
- Create and maintain organisational links and structures to identify and promote actions that support the Green Plan and the wider Sustainability agenda
- Embed staff engagement and behaviour change programmes
- Establish connections within the wider community and national bodies to promote the Sustainability agenda

Our priorities in 2023 will be:

- To access funding opportunities to support Sustainability initiatives e.g., carbon energy fund, health futures funding.
- Establishing a training programme, using Induction, and introducing new engagement initiatives for all staff to provide a raised awareness of Sustainability issues.
- Further roll out of Carbon literacy training.
- Our estates team plan to produce an energy management strategy incorporating a detailed plan for energy reduction and conservation.
- Staff will be able to access personal travel plans by the end of the year
- The Trust will have completed the full assessment provided by the Hospitals Clean air framework and developed an action plan.
- The Sustainability Manager will meet with the Eco Council regularly and agree a work programme for the group.
- A recognition and reward programme, that recognises the contribution that individual staff and teams can make to the sustainability agenda, will be put into place.
- A Sustainability page will be developed for the Trusts intranet, website, and social media platforms. These will be used to recognise improvements and celebrate successes.
- A plan developed and agreed through the Medical Gas Committee will identify how the Trust will reduce reliance on nitrous oxide and reduce the environmental impact of Entonox.
- Our Pharmacy team plan to reduce the amount of wastage generated
- A plan will be developed to ensure a reduction in single use items, in clinical areas.
- Our IT colleagues have plans to roll out our digital strategy and reduce our reliance upon paper-based systems and processes.

- Ongoing monitoring of compliance with the national target of 25% of Out-patients appointments delivered remotely. This will be led and monitored by the Transformation team.
- The Trust will have produced a detailed risk assessment related to climate adaptation.

Conclusion

Our Green Plan was approved by the Trust Board in January (2022) and through the Sustainability Committee, we have progressed a programme of work to support the delivery of our sustainability objectives. We have embraced a partnership approach, working across the ICS and with NHS sustainability colleagues, professional groups, and networks.

A structured approach is in place for this work, designed to ensure the coordination of a wide variety of activities and with this approach we continue to monitor and report on progress.

We will report annually to the Trusts Management Committee and update our Green Plan in 2024.