



# **Big Green Scheme**

Care without Costing the Earth.

## **Big Green Scheme Vision and Strategy 2020**

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## Care without Costing the Earth: Our vision of sustainable healthcare 2015-2020

*We understand that our health is very much influenced by the environment, and so we are working to reduce our impact on the environment, in particular our carbon footprint, and in turn reduce our contribution to climate change. Reducing these impacts also enables us to address one of our key challenges, which is to maintain and develop the quality of our services, whilst managing with fewer available resources. I am personally delighted to be part of a Trust placing such importance on sustainable healthcare and part of a team that is leading the way, nationally, in this agenda.*

Deborah Lee, Chief Operating Officer and Executive Green Champion



Welcome to the University Hospitals Bristol sustainable healthcare strategy, “Care without Costing the Earth”.

The following document establishes a set of principles and targeted interventions aimed at addressing our key challenge which is to maintain and develop the quality of our services, whilst managing with fewer available resources.

Our top priority is to provide high quality health and care services and help drive transformation across the wider health and care system in order to rise to the challenges of the future. This strategy is central to the way we do this.

We face challenges across all our available resources financial, social and environmental which threaten the sustainability of our services. These resource constraints are further compounded by the scale and urgency of the climate change challenge in the 21<sup>st</sup> century which means that large organisations like the NHS must act swiftly and decisively to create a business that is fit for purpose, both now and for the future. At a national level, the NHS is making great progress in responding to these challenges through the work of the NHS Sustainable Development Unit. Across the country, individual NHS Trusts are taking up the challenge through their own strategies and action plans.

Our Trust’s vision and response to addressing climate change is defined by this strategy. We have called it Care without Costing the Earth, because this is the guiding principle that we have chosen to underpin all we do. It sets out a clear commitment to improving the efficiency and reducing the impacts of our operations, promoting healthy, low-carbon lifestyles and creating a shared vision for the health service where NHS Trusts are part of the solution to climate change.

The purpose of this strategy is simple – to support dialogue among our stakeholders on what we are doing now, what we plan to do in the future and how we must adapt to become a more economically, environmentally and socially sustainable business. Empowering patients, diversifying delivery models and creating new incentives and norms, our strategy aims to develop a culture in which actions that promote sustainability become instinctive, one in which staff are not only aware of the links between

healthcare and sustainability, but act as advocates of this message outside of the Trust and in the wider communities we serve.

Our strategy embraces advances in technology and communication, creates the space and opportunity for innovation and fosters pioneering partnerships. Its core principles are motivational and collaborative. They speak to wider calls for patient and staff wellbeing and engagement, positive behavioural change and the integration of sustainability into the design, delivery and quality of care we provide.

Our strategy is ambitious and delivering it will require cooperation, a long-term perspective and changes to the way we operate. However, as a framework for understanding and responding to future developments that will affect the health of our local communities and the healthcare services we provide, it is vital.

While we have made considerable progress since our first Sustainable Development Management Plan in 2010, our journey must continue, both in 2015 and beyond. It is a journey we must all take together, united behind the principles outlined here to ensure a healthy future for our patients, our Trust and for the NHS itself. Our strategy provides a route map for how we will progress.

## 1. The NHS & sustainability

This strategy has been written in response to the NHS Sustainable Development Unit's NHS Carbon Reduction Strategy (2009) and "A Sustainable Development Strategy for the NHS, Public Health and Social Care Systems" (2014), which require NHS organisations to put in place Board-approved Sustainable Development Management Plans and reduce carbon dioxide (CO<sub>2</sub>) emissions resulting from their operations.

It establishes a set of principles and targeted interventions aimed at addressing our key challenge to maintain and develop the quality of our services, whilst managing with fewer available resources.



### What do we mean by sustainable development?

Sustainable development (or sustainability) is about meeting the needs of today without compromising the needs of tomorrow. In the health and care system, this means working within the available financial, environmental and social resources to protect and improve health now and for future generations. In practice this requires us to make the best use of increasingly scarce resources, reduce our carbon footprint, minimise waste and pollution, and build resilience to a changing climate whilst nurturing community strengths and assets.

### Why is sustainable development important for the NHS?

The case for sustainability in healthcare is clear. There is sound evidence that taking action to become more sustainable can achieve cost reductions and immediate health gains. More importantly, it ensures the development of a health system that is sustainable in the long term – reducing inappropriate demand, reducing waste and incentivising more effective use of services and products. The key drivers for this strategy are as follows:

### Reducing carbon dioxide emissions is the law in the UK

The Climate Change Act 2008 sets legally binding targets for the UK to reduce its CO<sub>2</sub> emissions by 80% by 2050 and all public sector organisations in the UK have a responsibility to put in place plans to meet this target. The NHS is one of the largest employers in the world and is the largest public sector contributor to climate change in Europe. Consequently it has the potential to make a significant contribution to tackling climate change in the UK.

### There is a strong business case for taking action to become more sustainable

The business of caring for patients results in a host of environmental impacts that are becoming increasingly expensive to manage: fossil fuels are finite and are becoming more costly to produce, landfill is subject to a tax escalator and now CO<sub>2</sub> itself is subject to taxation in the UK. By reducing energy and water consumption, reducing waste and recycling more and finding alternatives to travel (both in our own activities and through our supply chain) we can realise significant financial savings, which can be reinvested into frontline care.

### The NHS must help to mitigate the negative impact of climate change on health

According to leading general medical publication “The Lancet” climate change is the “biggest global health threat of the 21st Century”. Climate change is already impacting on lives and human health through extreme periods of heat and cold, storms and deteriorating air quality. The World Health Organisation has estimated that 150,000 deaths are caused annually as a result of climate change. Unless swift and decisive action is taken now, millions of people around the world will suffer hunger, water shortages and coastal flooding as the climate changes.

Climate change poses such a threat to public health it risks undoing the gains of the last 50 years, a major study has found. The Lancet Commission on climate change and health has found the threat continues to be underestimated, but that tackling it could be a huge opportunity to improve global health

As one of the world's largest organisations the NHS has a national and international duty to act and to set an important example to the business community and to the public.

### The NHS must set an example as a leading public sector organisation

The NHS has a duty to set an example in sustainable development and carbon reduction. To achieve this, the NHS must operate both economically and ethically. It needs to be conscious of delivering safe and cost effective healthcare whilst recognising the negative impact that it has on the environment.

As an employer, service provider and procurer of goods and services, the NHS can use its position and buying power to influence the public, partners and suppliers to adopt similar attitudes towards sustainability.



## 2. Where we have been

University Hospitals Bristol NHS Foundation Trust has had an environmental strategy since 2003. This identified five target areas of energy, waste, water, transport and procurement. These were reflected in the Trust's Environmental Policy Statement. The strategy set up an Environmental Management Group (EMG) chaired by the General Manager of Estates, with Divisional representatives.

In 2009, in partnership with the Carbon Trust, UH Bristol launched the Carbon Management Plan with the purpose of designing a 5-year programme of Carbon Footprint reduction through to April 2014. This set out the low carbon vision for the Trust:

*As a leading employer within Bristol and as a regional player in the healthcare community, this Trust wishes to place itself at the forefront of tackling the effect that the activities of delivering healthcare services have on Climate Change.*

*By means of a major commitment, over the next five years, to identify unnecessary or excessive sources of carbon emissions in the activities which we undertake and by developing a programme of improvement, running over the next five years, we plan to reduce emissions and make our contribution and set an example to the communities we work within.*

This identified the following five strategic themes: behavioural change, engineering improvement (energy), waste minimisation, procurement, and travel (transport).



As a result of the Carbon Management Plan, the Trust officially launched the Big Green Scheme environmental awareness campaign on 6 July 2009. This aimed to recruit a network of Green Champions, to take initiatives to a local level.

The Chief Operating Officer was appointed as project sponsor, and signed up to the **environmental pledge**: University Hospitals Bristol NHS Foundation Trust commits itself to saving energy and reducing CO<sup>2</sup> emissions through The Big Green Scheme.

The environmental pledge commitments are shown through:

- *The continuing implementation of the Trust's Carbon Management Plan*
- *the recruitment, training and support of Green Champions*
- *recognising the achievement of Green Champions through the Green Impact environmental awards scheme*
- *the appointment of the Chief Operating Officer, as Campaign Director*
- *the Campaign's progress being a Board agenda item for the next three years*
- *the implementation to achieve the Sustainable Development plan to achieve sustainability into existing policy and related initiatives*
- *the full support of the Campaign Team in their work.*

The Carbon Management Plan evolved into the Sustainable Development Plan, which lays out the actions required for implementation to allow the Trust to move towards being an environmentally responsible organisation, as well as contributing to the protection of natural resources and the development and support of sustainable local and global communities.

Good environmental practice should be part of everyone's day-to-day job, in the same way that infection control is everyone's responsibility. Embedding carbon reduction and sustainability in our activities will enable us to seize the cross cutting opportunities a low carbon future offers in improving health, sustainable financial savings and leadership in our community.

### What are our Trust's environmental impacts?

We use energy to heat and power our buildings, we travel great distances to deliver our services and we produce waste, which needs to be disposed of. All of these issues result in various environmental and social impacts, not to mention a growing financial cost to the Trust at a time when budgets are decreasing.

The primary measure we use to quantify and manage our environmental impact as a Trust is what we call our carbon footprint. A carbon footprint is the total amount of greenhouse gases produced as a direct and indirect result of our activities and is expressed as tonnes of carbon dioxide equivalent (CO<sub>2</sub>e)<sup>1</sup>. The NHS target was a 10% reduction by 2015 based on a 2007 baseline

To date we have not included emissions from our waste generation or supply chain activities, principally because we lack effective methods for accurately measuring these emissions and meaningfully tracking progress with reducing them. However, this does not mean we do not take these impacts seriously. We measure the volume of general and healthcare waste generated and have reduced these, We have also initiated collaborative initiatives with some suppliers to measure and reduce the environmental impacts from our supply chain.

Travel by staff and patients is another area we currently do not account for in our carbon footprint.

However, we recognise the significant environmental impact that our staff and patient travel has. It is estimated that one in twenty vehicles on our streets are on NHS business as staff patients or visitors. As such we have developed a green travel plan to reduce the impacts of travel.

<sup>1</sup> CO<sub>2</sub>e refers to six greenhouse gases: Carbon dioxide; Hydrofluorocarbons; Methane; Nitrous oxide; Perfluorocarbons and Sulphur hexafluoride. The NHS measures its carbon footprint in CO<sub>2</sub>e which is in line with national and international



conventions. Using CO<sub>2</sub>e allows all six greenhouse gases to be measured on a like-for-like basis. This is important as some of the gases have a greater warming effect than CO<sub>2</sub>.

### Highlights of what we have already achieved

We recognise staff through the Green Impact awards scheme. Where teams of staff are working together to become more sustainable, they are recognised and awarded bronze, silver or gold through the Green Impact award scheme depending on the difficulty of the action or how much they are doing. This is great inspiration for making real green changes on the ground and beyond the hospital walls, such as making greener travel choices, supporting community groups and buying Fairtrade.

New to the Green Impact awards is the TLC award, specifically designed for the clinical areas. TLC focusses on Turning off unused equipment, switching off Lights and Closing doors. While saving energy these principles can also enhance the patient experience by improving quality of sleep, increasing privacy and maintaining a comfortable temperature

We have completed spend-to-save investment projects to reduce our energy consumption across the estate focussing on improving the efficiency and control of ventilation, heating and cooling.

As well as implementing climate-change mitigation measures we continue to work with our partners in the Avon Health Executive Resilience Group to ensure our obligations with regards to emergency preparedness and adaptation under the Climate Change Act are being complied with.

Adaptation to climate change will pose a challenge to both service delivery and infrastructure in the future. It is therefore appropriate that we consider it when planning how we will best serve patients in the future. Through our business continuity planning we have started to identify the risks we need to consider in adapting the organisation's activities and its buildings to cope with the results of climate change. Sustainability issues are included in our analysis of risks facing our organisation.

In addition to our focus on carbon, we are also committed to reducing wider environmental and social impacts associated with the procurement of goods and services. This is set out within our policies on sustainable procurement.

The Trust has signed a memorandum of understanding to develop a district energy network, building on our existing green energy partnership with the City Council and University of Bristol. As a hospital trust, it's part of our role to help people be healthier. Developing a district energy network will have clear health benefits for those who are often hard-hit by fuel costs. This, along with the fact that the new energy centre will have a lower environmental impact than our current system, will help us fulfil our commitment to be a good neighbour to those living and working near our hospitals

### Cost of energy

The NHS aims to reduce its carbon footprint by 10% between 2007 and 2015. Reducing the amount of energy used in our organisation contributes to this goal. We reduced our gas consumption, and despite increasing electricity use our energy expenditure has decreased by 4% in 2014/15 from £4,888,194 to £4,698,461.

The Trust now saves 11million kWh of gas and 2070 tonnes of CO<sub>2</sub> per annum by capturing the energy from the boiler house chimney, which is enough to heat St Michael's Hospital all year round.

St Michael's Hospital also hosts one Bristol city centre's largest solar panel installations

The design of the new Terrell street ward block means it will require less energy to run the building and less energy will be wasted. There will be an increase whilst the Old building is still in operation

### Energy consumption

Our total energy consumption has decreased by 3% during the year 14/15, from 88,618 MWh to 86,044MWh. 20% of our electricity is generated by our on-site combined heat and power generation. 100% of the electricity we purchase is generated from renewable sources.

### Carbon emissions

Greenhouse gas emissions from energy used have increased by 3856 tCO<sub>2</sub>e 14/15. The rise is principally due to increased size of our estate and higher imports of electricity.

### Waste

We recycled 315 tonnes of our waste during 14-15, increasing from 211 tonnes the previous year, this is 24% of the total domestic waste we produce. We plan to continue increasing the amount we recycle.

### Water consumption

Our water consumption has increased from 224,385m<sup>3</sup> to 229,875 m<sup>3</sup> in the recent financial year.

### Travel

We have developed a green travel plan aimed at reducing solo car occupancy and promoting more sustainable and healthy travel modes and support managers and their staff reduce travel time and costs.

### Engagement

We have developed 70 teams of enthusiastic Green Champions to help deliver sustainability and carbon reduction initiatives through staff engagement in our Green Impact Awards, with those staff making significant contributions being recognised in our annual awards ceremony in partnership with the University of Bristol.

### Procurement

We have started to analyse the categories of spend that have the greatest carbon impact. We have initiated collaborative projects with suppliers to reduce the environmental impacts of our supply chain.

### Validating our achievements

We have achieved recognition for our achievements through the following awards:

- Winner in the **South West C+ Carbon Positive Award**
- Winner of the **2011 Environmental Best Practice Award**
- Shortlisted for **2013 HSJ Energy Efficiency Award**
- Winner of the International **Green Apple Award for Environmental Best Practice 2013**
- Joint Winner of the **Green Nephrology Award 2013**
- Shortlisted for **HSJ – Value in Health Care Awards 2013**
- Winner Improving Environmental and Social Sustainability **HSJ Awards 2015**

### 3. Where we are going

The first stage of our sustainability journey has shown results. We set out to demonstrate how investing in and taking action to become a more sustainable organisation can bring about tangible and measurable improvements in environmental performance (particularly a reduction in CO<sub>2</sub>), as well as create financial and reputational co-benefits. This provides a foundation on which to plan the next steps in our sustainability journey.

As set out in our clinical strategy the sustainability of our services is crucial. Our plans are to address any risk to the sustainability of key service areas.

The challenge for us now is to set out a longer-term vision for sustainability within UH Bristol and define the actions that we will take over the coming years to reach it. We are calling our new vision for sustainable healthcare Care without Costing the Earth.

#### What do we mean by Care without Costing the Earth?

Care without Costing the Earth is, in essence, shorthand for a sustainable NHS.

That all healthcare organisations should aspire to delivering care in a way that eliminates harmful environmental impacts, particularly greenhouse gas emissions, and in doing so increase efficiency of the use of all our resources and put sustainability at the core of our business model. In practice, this requires us to aspire towards meeting a number of **key goals**:

*Leading in partnership for carbon reduction across the health and care system*

*Wellbeing and engagement of our staff and communities*

*Financial savings through resource efficiency*

The scale of our ambition has significantly increased under this new strategy. We will need to accelerate the pace of change and, rather than being a discreet strategic initiative, sustainability and carbon reduction will need to become interwoven into the wider strategic and operational fabric of the Trust as part of the Transformation of how we deliver our services.

#### Better for patients, better for the planet

Our top priority is to deliver the best quality of care within the resources available. This has always been a challenge and will become increasingly so as cost pressures escalate and scarce resources diminish. It will therefore become increasingly important that we consider the environmental and social impact of how our services are delivered.

*“Economic, social and environmental sustainability are key components of a health sector that works in the interests of patients”* Tony Lambert - *Director of Strategy and Policy* MONITOR

The principles of sustainability are fully aligned with our Clinical Strategy, which is the blueprint document that describes how we will achieve our vision of delivering excellent care in the heart of the community. The Strategy directly supports sustainability in a number of key ways:

### By minimising the environmental impact of care

In order for our vision for excellent care to be sustainable it needs to be deliverable within the resources available now, and in the future. Our clinical strategy has plans for addressing the risks to sustainability of our services. This is supported by this vision to delivering low carbon, environmentally and financially sustainable healthcare underpinned by challenging carbon reduction targets.

To protect the wellbeing of the UK population the NHS, public health and social care system has set an ambitious goal to reduce carbon dioxide equivalent emissions across building energy use, travel and procurement of goods and services by 34% by 2020.

Given the progress already made between 1990 and 2013 there is still a 28% reduction required to align with the Climate Change Act target of a 34% reduction by 2020.

Reducing the impact of waste is a cross-cutting theme of our strategy based on the hierarchy of waste - reducing unnecessary procurement, improving resource use efficiency, designing for reuse and recycling all contribute to ensuring the sustainability of our services in a resource constrained world.



### By linking sustainability and quality through our transformation agenda

The Trust is taking forward pioneering and efficient practice, putting ourselves at the leading edge of research, innovation and transformation. Moving to a sustainable health system is much more than changing some lightbulbs and recycling paper. An ambitious transformation programme, focusing on improving quality and efficiency to deliver increased productivity in ways that will lead to better and more economical and sustainable ways to provide the very best patient outcomes.

### By promoting and enhancing preventative healthcare

We aim to improve health and wellbeing and develop preventative healthcare as a key part of the Trust's business function. This will be through our commitment to partnership and the provision of leadership to the networks we are part of and for the benefit of the region and people we serve.

This includes:

- *Recognising, anticipating and responding to the changing health needs of the local population*
- *working with partners to tackle the preventative agenda*
- *utilising marketing to influence and achieve specific sustainable behaviour changes*

- *embedding prevention in care pathways*
- *delivering innovative prevention services for improved health outcomes and reducing health inequalities.*

### By introducing integrated and enabling approaches

Our aim is to support individuals to live independently with integrated care and support services that are delivered in the patient's home or as close to home as possible. We will lead on the development of integrated, multi-disciplinary teams and invest in assistive technologies to ensure that the patient's needs are safely met in the home.

### By living the values

The Trust continues to encourage staff to work and live by a shared set of values and behaviours that will create the right culture for quality to flourish. The transformation to a more sustainable health care system exemplifies our values:

- Respecting not only everyone but our environment as well.
- To become sustainable the health and care system will have to undergo radical transformation requiring us all to embrace change.
- Our Green Impact Awards have been recognising the success of our staff in actions to make our hospitals more sustainable. We have facilitated the expansion of the awards to North Bristol Trust and GP practices.
- Tackling complex problems such as climate change requires working together not only within our organisation but in partnerships across our city and region. This is exemplified in our partnership developing district energy across the city and in our role in creating Bristol's first Healthy City Week bringing together organisations to show the connections between health and sustainability.

**Respecting everyone**  
**Embracing change**  
**Recognising success**  
**Working together**  
**Our hospitals.**

### By embedding sustainability

Our 2020 Trust vision "Rising to the Challenge" provides the strategic direction of travel for the organisation and is underpinned by a number of key supporting strategies, which each have a role to play in delivering sustainable development. For example, our Estates Strategy sets out how we intend to deploy our estate so that we are best able to respond to changes in service delivery. It will directly support sustainable development by optimising the size and location of our estate, driving energy efficiency and waste reduction and supporting a shift away from car travel to more sustainable and healthy transport alternatives.

Any new strategy or strategic initiative we plan to introduce in our Trust will similarly need to demonstrate that it will support or enhance the sustainability of the Trust, in particular the impact it will have on our carbon footprint.



## 4. Steps to Care without Costing the Earth

To further our sustainability journey and achieve our Care without Costing the Earth vision, we have utilised the NHS and Public Health England Good Corporate Citizen tool which has identified the following areas where we need to take action through this strategy between 2015 and 2020.

### 4.1. Buildings without Costing the Earth

#### *Estates & Facilities*

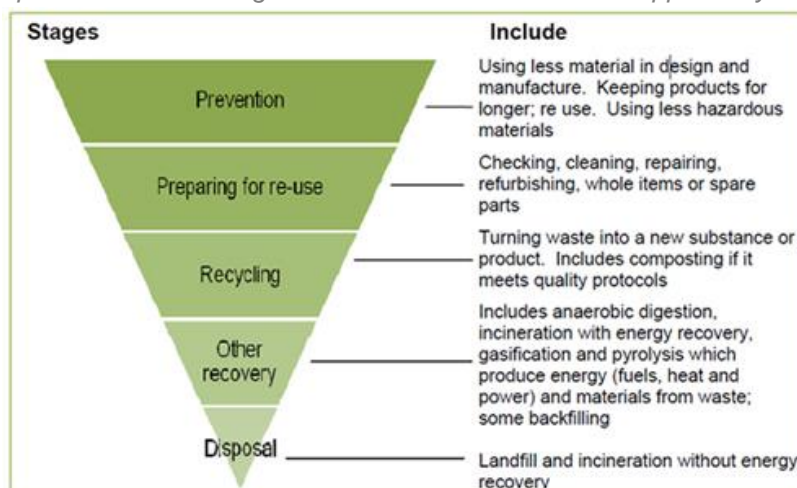
##### Our commitments

We will achieve a safe, friendly and modern environment focussed on reducing the carbon emissions of our facilities in line with NHS and national targets, with the ultimate aim of creating a carbon neutral healthcare estate for our staff and patients.

We will raise awareness of climate change and communicate progress with our own CO<sub>2</sub> reduction efforts to our Board, our staff, our patients and other external stakeholders.

##### To achieve this we will

- *Drive further energy efficiency and CO<sub>2</sub> reductions through our Estates Strategy, setting challenging energy efficiency targets for our existing estate and achieving the BREEAM Excellent standard for any new build premises*
- *maintain comprehensive carbon measurement and reporting systems and obtain independent, validation of our carbon footprint each year, publishing the results on our website and Annual Report*
- *challenge building contractors to propose cost-effective, low carbon solutions when undertaking refurbishment projects and monitor the benefits including savings from recycling/reusing materials*
- *research new and innovative means of eliminating greenhouse gas emissions from our estate and explore offsetting opportunities to achieve net zero CO<sub>2</sub> emissions*
- *liaise with suppliers, waste contractors and relevant support agencies to implement the Waste Hierarchy with the ambition of achieving zero waste to landfill across all of our operations and turning residual waste into a resource opportunity wherever possible*





- *Increase the proportion of waste that we recycle saving over £100 per tonne compared to landfill*
- *reduce leaks, introduce water saving technologies and develop an action plan to safeguard the Trust from future water shortages*
- *develop our Environmental Management System (EMS) with the objective of achieving ISO14001 certification across our operations*
- *reduce the energy consumption of our IT infrastructure through the introduction of energy efficient technology and power management techniques*
- *reduce to the lowest practicable level the number of hazardous substances used by the Trust*
- *ensure that any electricity we purchase from the national grid is generated from 100% renewable energy sources*
- *provide green spaces across our estate to support health, wellbeing and biodiversity, even where land is constrained.*

#### Key success measure by 2020

Cost savings from absolute CO<sub>2</sub> reduction from buildings energy consumption that is in line with NHS and UK targets under the Climate Change Act 2008 (28% reduction against our 2013 baseline).

*Goal alignment:*

*Financial savings through resource efficiency*

*Leading in partnership for carbon reduction across the health and care system*

## 4.2. Journeys without Costing the Earth

### *Travel & Transport*

#### Our commitments

We will reduce travel costs by decarbonising our travel and transport operations and minimise the environmental and health impacts associated with the movement of staff and materials.

We will contribute to staff and patient wellbeing by supporting a shift away from car dependency to more sustainable travel options that deliver additional environmental and health benefits.

#### To achieve this we will

- *Deliver our Green Travel Plan and continue to develop our electric powered fleet and potential for an electric bicycle fleet, improving travel and access information for staff, patients and visitors and support staff with low carbon efficient travelling within our communities*
- *adapt our commercial fleet through the adoption of cleaner, lower emission technologies and maximise the efficient use of our transport resources*
- *collaborate with our clinical divisions and transport service to ensure all travel options and impacts are taken into consideration when planning new premises.*
- *implement an electronic business travel claim system and improve data and reporting of CO<sub>2</sub> from business travel*

- *deploy best-in-class IT technologies through our IM&T Strategy in order to transform the delivery of services and patient care, enabling our staff to be as productive in their roles as they can be and supporting our vision of a mobile, flexible and agile workforce*
- *operate an annual staff travel survey to improve engagement with staff and capture data on staff commuting*
- *strengthen our strategic relationship with local government partners to support implementation of our Green Travel Plan, reducing traffic impacts and promoting the use of public transport and active travel*
- *increase access to the Trust's cycle-scheme incentivising active travel and further promote car sharing*

### Key success measure by 2020

Cost savings from absolute reduction in CO<sub>2</sub> emissions from all travel and transport operations (Trust fleet, grey fleet, commuting and patient travel) that is in line with NHS and UK targets under the Climate Change Act 2008 (28% reduction against our 2013 baseline).

*Goal alignment:*

*Financial savings through resource efficiency*

*Wellbeing and engagement of our staff and communities*

*Leading in partnership for carbon reduction across the health and care system*

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*Many of the risk factors for cardiovascular disease, including hypertension, high cholesterol and obesity are a function of our collective use of fossil fuels for public transport and in the production of energy dense foods. There are therefore opportunities for the cardiology community to harness 'health co-benefits' of carbon reduction for population health and primary and secondary prevention of cardiovascular disease. - WHO*

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## 4.3. Procurement without Costing the Earth

### Supply Chain

#### Our commitments

We will achieve cost savings and eliminate waste from our supply chain through the implementation of new procurement policies and tendering processes and proactive collaboration with our major supply chain partners.

We will demonstrate a clear commitment to ethical trade by integrating ethical trade principles into our core procurement practices.

#### To achieve this we will

- *Implement a new 'Sustainable Procurement Policy', ensuring that sustainability and social responsibility considerations are introduced at the earliest possible opportunity as a business-as-usual feature of our procurement activity*
- *incorporate rigorous and measureable sustainability criteria into tendering processes and contracts, actively research sustainable goods and services and encourage the development of sustainability certification schemes to increase the range of products covered*
- *motivate existing and potential suppliers to offer market-leading products and services that achieve sustainability based on functional performance, innovation and best-practice to minimise waste and enable reuse and recycling*
- *develop a programme for managing suppliers and contracts using clear sustainability performance criteria and metrics and outcome-based evidence on sustainability initiatives, guided by the EU Consolidated Procurement Directive*
- *Incorporate health and sustainability benefits into the tender process for procurement of food and ingredients. Consider collaborative procurement with sustainable food leaders (eg. North Bristol Trust)*
- *Ensure contracts minimise and manage food waste with effective monitoring and processing of waste*
- *engage in collaborative initiatives with suppliers to identify and address known carbon "hotspots" to deliver measureable environmental performance improvements and cost savings*
- *develop a Procurement Stock Review programme to reduce waste generated by our clinical services*
- *join and fully adopt the Ethical Trading Initiative (ETI) Principles of Implementation and incorporate the ETI Base Code into all major tenders*
- *promote our 'Sustainable Procurement Policy' to all potential suppliers and train staff to ensure that anyone procuring for our Trust understands what is required to procure in a sustainable way.*

#### Key success measure by 2020

Cost savings through driving a reduction in Scope 3 (supply chain) CO<sub>2</sub> emissions that is at least in line with NHS and UK targets under the Climate Change Act 2008 (28% reduction against our 2013 baseline).

*Goal alignment:*

*Financial savings through resource efficiency*

*Leading in partnership for carbon reduction across the health and care system*

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*We have a vital role in sustaining not only the health of the public but also the health of the NHS. Spending more on bariatric surgery than on preventing type 2 diabetes, as England apparently does at the moment, is not sustainable the NHS should not confine itself to caring, curing, and rehabilitating the consequences of health risks, such as inactivity, poor diet, loneliness, and lack of meaningful employment. These risks have for too long been considered “normal.” The NHS needs to lead on helping people eat better (no more meal deals with chocolate, fizzy drinks, or sweets), move more (sustainable and integrated active transport systems), and breathe easily (phase out diesel fueled cars and phase in a rapid transition to carbon free sources of energy).*

*Simon Stevens NHS England*

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## 4.4. A Culture without Costing the Earth

### Leadership and Community Engagement

#### Our commitments

We will involve patients, carers and service users in planning, including ways the organisation could be more sustainable.

We will look for opportunities to develop joint initiatives with key partners to improve local health outcomes, economic development, social cohesion and the environment.

#### To achieve this we will

- *Work with all relevant parts of our organisation (e.g. Estates, transformation and procurement) to take a co-ordinated approach to engagement and sustainable development including carbon reduction*
- *develop our understanding of what engagement means and why it is important both for our organisation and in helping our local population build healthy sustainable lives*
- *involve patients, carers and other communities of interest will be able to engage in the strategic development of the Trust and its services, including ways the organisation could be*

*more sustainable and achieve resource efficiencies including reducing waste and increasing recycling*

- *enable more patients to give feedback about the experience of our services. We will encourage the public to offer ideas on how to improve their NHS environment and NHS Sustainability*
- *improve the ways in which we share learning from our patient experience work*
- *measure and report on the social, economic and environmental benefits of our engagement activities building up evidence base to inform future policy and decisions of our organisation.*
- *contribute to local and regional networks to support sustainable development and monitor the impact of this co-operation*
- *work closely with our local strategic partnership and other key strategic partnerships to promote the delivery of health and sustainability outcomes, when planning the built environment*
- *enable our assets and resources to be used by the local community wherever possible and appropriate and demonstrate the positive effects of this work on health and wellbeing in our community.*

### Key success measure by 2020

Members of the community play an integral role in our sustainability decision making process through effective engagement and involvement in our governance structure.

*Goal alignment:*

*Financial savings through resource efficiency*

*Wellbeing and engagement of our staff and communities*

*Leading in partnership for carbon reduction across the health and care system*

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*Following the Montreal protocol banning the use of CFC gases in 1987, many countries moved directly to a new technology for inhalers based on Dried Powder (DPIs) while the UK still prescribes a majority of metered dose inhalers (MDIs) which use powerful greenhouse gases and contribute as much as 5% of the total NHS carbon emissions. We have an opportunity to develop a paradigm of care for the 21st century, one which is better for patients and better for the environment. Healthcare has a responsibility not to follow but to lead on carbon reduction; respiratory medicine should be at the forefront. Dr. Robert Winter OBE, National Clinical Director for Respiratory Disease*

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## 4.5. Productivity without Costing the Earth

### Workforce Wellbeing

#### Our commitments

We will continue to reduce sickness absence and workplace stress and measurably improve the overall health and wellbeing of our workforce.

We will help all our staff to fulfil their potential and will inform, empower and motivate our workforce to take action to deliver high quality care today that does not compromise our ability to deliver care in the future and show how this is integral to our values.

#### To achieve this we will

- *Enhance staff engagement through developing existing and new teams to join in the Green Impact Awards*
- *Include sustainable development objectives into job descriptions, our staff induction, local orientation checklist, development and appraisal processes and encourage all clinical staff to include sustainability as a dimension of their daily work reducing waste and improving resource efficiency*
- *encourage and support active travel through our Staff Health & Wellbeing Framework and Health Wellbeing Steering Group, ensuring it is aligned to our Green Travel Plan objectives*
- *provide all new starters with information on our Green Travel Plan, including how to commute to work, public transport and active travel options and information on other Trust schemes (e.g. Cycle to Work scheme) and these are included in the benefits booklet*
- *continue to support staff health and wellbeing encouraging active travel and promote this and other wellbeing opportunities through our health and wellbeing week and Healthy City Week*
- *ensure that changes to our property portfolio produce an on-going improvement in working environment for staff and the provision of adequate facilities for break and rest periods developing access for all staff to healthy food choices*
- *achieve accreditation under the 'Bristol's workforce wellbeing charter' and NICE guidelines*
- *Develop our Occupational Health services, which provides confidential counselling*
- *provide suitable support for employees whose wellbeing may be affected by work or other factors (see Employees Benefits and Related policies/guidelines/legislation at hr web); including a wide range of family and childcare support services for our staff including childcare vouchers*
- *engage with unions, service managers and specialists through the Staff Health and Wellbeing Steering Group to develop a work plan that will further support the initiatives that will improve staff wellbeing*
- *promote work life balance and therefore staff health and wellbeing*
- *review the Trust's existing training provision to integrate sustainability training, linked to other training programmes and initiatives, such as the Productive Series and the Quality, Innovation, Productivity and Prevention (QIPP) programme*
- *be alert to employees' personal circumstances and offer additional support and opportunities to assist their wellbeing, where appropriate, for example, attendance at Trust pregnancy workshops.*



- *provide adequate resources to enable colleagues to manage their own wellbeing effectively and to learn about new initiatives that may support them e.g. Diabetes Prevention Programme, NHS Health Checks, etc.,*
- *enable staff to have saving and loan deductions from their salary direct to credit unions, in order to promote financial inclusion, alleviate stress and support staff on lower incomes who cannot access credit*
- *enable staff to receive a proportion of their salary in Bristol Pounds in order that staff can invest in the local economy.*

### Key success measure by 2020

Reduce the percentage of staff reporting that they have suffered work related stress and increase the percentage of staff participating in physical activity during the working day, including active travel to work - Supporting the delivery of reduced rates of turnover and sickness absence which take the Trust to upper quartile compared with our peers;

Staff Engagement: 20% of staff engaged through Green Impact or other activity. Sustainability in healthcare, including carbon reduction and climate change adaptation, to be an element of all aspects of staff training regardless of topic.

*Goal alignment:*

*Financial savings through resource efficiency*

*Wellbeing and engagement of our staff and communities*

*Leading in partnership for carbon reduction across the health and care system*



## 4.6. A future without Costing the Earth

### Climate Change Adaptation

#### Our commitments

We will create infrastructure, supply chain and logistics operations that are resilient to changes in the climate and extreme weather events.

We will ensure our workforce is prepared and able to adapt to the projected impacts of Climate Change, including anticipated health issues for both patients and staff and disruption to our services.

#### To achieve this we will

- *Employ the UK Climate Change Risk Assessment tools and guidance to assess local risks to our patients and staff, infrastructure, supply chain and clinical services and inform our Emergency Planning & Business Continuity procedures*
- *Conduct regular Climate Change impact risk assessments covering the areas and communities we serve and ensure that high level risks are registered on the Trust's Risk Register*
- *develop a Climate Change Adaptation Action Plan to reduce impact on and ensure continuation of care for our most vulnerable patients during extreme weather events including rising temperatures and heat waves, flooding and storm events, cold weather spells, increased pollution and increased UV sunlight exposure. Identify cool spots for use during heat waves*
- *collaborate on Climate Change Adaptation at both a national and local level with relevant partners and stakeholders across the health system and local authorities in order to share information, raise awareness and help prioritise and agree coordinated action*
- *train our staff to recognise and respond to anticipated changes to the local climate and expected increases in the burden on the local health system*
- *ensure all new and existing infrastructure is able to cope with rising temperatures and floods and minimises the risk to staff, patients and visitors and weigh this as a key consideration when designing, planning or leasing new premises*
- *assess the risk of disruption climate changes pose to our supply chain and develop appropriate management strategies to ensure continuity of our services*
- *identify risks of disruption to our transport operations and community services and put in place contingency plans to cope with extreme or unexpected events.*

#### Key success measure by 2020

Reduction in the risk rating of Annual Climate Change Adaptation risk assessment that is undertaken as a routine component of Emergency Planning and Business Continuity procedures.

*Goal alignment:*

*Wellbeing and engagement of our staff and communities*

*Leading in partnership for carbon reduction across the health and care system*



## 4.7. Pioneering without Costing the Earth

### Partnerships in Models of Care

#### Our commitments

- We will aspire to be a leading NHS services provider for pioneering and efficient sustainable models of care, putting ourselves at the leading edge of research, innovation and transformation.
- We will openly share our experience, expertise and learning with other health and social care providers and develop networks to share best practice on sustainable healthcare delivery.

#### To achieve this we will

- *explore more financially and environmentally sustainable models of care particularly in relation to chronic disease management, elderly care and long term conditions*
- *Lead by example and publish a detailed sustainability report alongside our Annual Report each year, to chart progress*
- *seek opportunities to share best practice with other NHS bodies and openly share information on our sustainability initiatives with providers and commissioners*
- *sustainability is part of our decision making and business planning process for the design and delivery of health and social care services*
- *play an active role in local sustainability networks, for example commitment to developing our partnerships through Bristol Sustainability and Health Group.*
- *develop our communication and staff engagement initiatives in collaboration with other NHS providers in the local health economy and promote collaborative action across our organisations including reducing waste by developing a reuse network*
- *increase, where appropriate, non-contact first specialist appointments, telemedicine interventions, user experience of using services and reducing journeys. Providing training to interact with service users using multiple methods and technologies*
- *encourage and support local Clinical Commissioning Groups to develop sustainable commissioning strategies that take an holistic, system-wide approach to sustainable healthcare delivery and pioneer the development of care pathway approaches to carbon foot-printing and CO2 reduction*
- *we will work in partnership to demonstrate a shift in the way services are delivered and how this contributes to carbon reduction and sustainability across the system*

- *act in partnership with commissioners to develop initiatives that will enable GP practices to take action in support of sustainable healthcare delivery in the local area, e.g. reducing fuel poverty, reducing drug wastage and promoting active lifestyles.*

### Key success measure by 2020

Increase in non-contact first specialist appointments, telemedicine interventions, user experience of using services and reducing journeys. Achieve regular carbon foot-printing and assessment of CO2 reduction across the local health system

*Goal alignment:*

*Financial savings through resource efficiency*

*Wellbeing and engagement of our staff and communities*

*Leading in partnership for carbon reduction across the health and care system*

## 5. How we achieve Care without Costing the Earth

Fundamental to being a sustainable organisation is that we operate with integrity and responsibility and effective governance is critical to ensuring that we live up to our principles and standards and deliver on our strategy.

Delivery of the action plan will be overseen by our Big Green Scheme Group, led by our Chief Operating Officer as executive sustainability lead. This group will bring together the sustainability initiative leads along with divisional representatives.

We will also look to external stakeholders and members of the public to shape and develop the programme. The group will also play an important role in supporting other Trust strategies to ensure they are not in conflict with the aims of this strategy and by working with the authors of those strategies in to help align them with our Care without Costing the Earth objectives.

### Measurement and reporting

Measuring and monitoring our progress is key to ensuring that we are developing in the right direction and to make sure we keep on track. Transparent public reporting is also recognised as a fundamental principle for improvement and of good governance.

To achieve excellence in governance for sustainability, we will:

- Complete the Good Corporate Citizen tool bi-annually and publish our results publically
- Adopt the Treasury sustainability reporting approach (FRoM) and use this as the basis for measuring our sustainability performance.
- Provide quarterly reports to Facilities and Estates Division Management Board and Service Delivery Group
- Submit annual performance reports to the Senior Leadership Team and to Trust Board
- Develop a costed carbon management plan for Capital Programme Steering Group for awareness and potential inclusion in future refurbishment schemes

- Seek third party validation through achieving accreditation (such as ISO14001) of our environmental performance each year,
- Develop a 5 year communications plan
- Publish the results on our website and use the outputs to inform our decision making going forward.
- Publish a detailed sustainability report alongside our Annual Report each year, to chart progress against our action plan.
- Ensure that this strategy is accessible to the public through our website and that it is reviewed and updated annually.
- Benchmark ourselves against other Acute NHS Trusts on a number of key sustainability indicators, including CO<sub>2</sub> reduction.

### Triple Bottom Line accounting

To underpin the embedding of sustainability into operational and business processes our Finance Department will work with the Sustainability Team to introduce Triple Bottom Line accounting as part of the Service Line Reporting process. This will entail attributing carbon footprint and other environmental impacts to specific clinical services within the Trust and presenting this information to service managers alongside other routine financial and operational performance data. This will raise awareness of the environmental impacts of service design and delivery amongst senior management in the Trust and provide a meaningful picture of the true cost of the service.

In addition, nationally new ways of measuring and reporting on our carbon footprint that relate CO<sub>2</sub> emissions with service activity are emerging. Adopting these measurements will enable us to take account of service changes expansion as we become busier as an NHS provider.

### Reaping the benefits of Care without Costing the Earth

By taking action to reduce our emissions as set out in the Steps outlined above we can expect to achieve significant CO<sub>2</sub> reduction (28% reduction against our 2013 baseline) and cost savings. We aim to achieve benefits from implementing this strategy that will result in cost savings of 2.5% of Trust revenue and a carbon emissions reduction of 39000 tonnes CO<sub>2</sub>e by 2020. This will be achieved from resource efficiency savings in service delivery, procurement, energy, transport, and staff sickness.



## 6. We can all Care without Costing the Earth

We recognise the vital role our staff have to play in helping us deliver this strategy as well as the power of partnership to accelerate progress and achieve success. We therefore invite our staff, patients, stakeholders and other individuals and organisations to engage with us and help us deliver our strategy.



### Staff can

- *Track progress with the programme and its achievements.*
- *Read the latest green news from round the Trust and beyond via an e-newsletter.*
- *Learn how they can adopt more sustainable lifestyles outside of the workplace and the range of benefits this can bring.*
- *Find tips, advice and follow links to other information and support websites.*
- *Access resources to use in the workplace to promote low-carbon care and lifestyles.*
- *Sign up a team to our Green Impact Awards.*
- *Network with other staff or visitors to share ideas and experiences.*
- *Read the simple guide to sustainability*