



East Sussex Healthcare
NHS Trust

Our Green Plan

Better Care Together
for East Sussex



Contents

Welcome	3
The case for sustainable healthcare	4
The story so far	8
Net Zero carbon	12
How we will deliver: our approach	14
Our action plans	16
Places	18
Journeys	20
Circular Economy	22
Culture	24
Wellbeing	26
Climate Adaptation	28
Partnership and Collaboration	30
Evolving Care	31
Holding ourselves to account: governance	33

Our Green Plan at East Sussex Healthcare NHS Trust has been developed in partnership with Sussex Community NHS Foundation Trust's sustainability team using their framework for sustainable healthcare, Care Without Carbon

Welcome

Welcome to the East Sussex Healthcare NHS Green Plan 2021.

As a Trust, our ambition is to provide 'Better Care Together for East Sussex'. This Green Plan establishes a set of principles and targeted interventions aimed at ensuring we are able to deliver on this in the context of climate change – and that the high quality of care we are providing today is available tomorrow.

Through our framework for sustainable healthcare, Care Without Carbon, we are working with three key aims in mind:

1. Reducing environmental impact: delivering care that is Net Zero Carbon, minimising our impact on the environment and respecting natural resources.

2. Improving wellbeing: supporting the health and wellbeing of our patients, staff and communities.

3. Investing in the future: maintaining long term financial stability through sustainable decision making.

As such, our sustainability vision is: together we lead the way in net zero carbon healthcare, protecting the environment on which our health depends.

At East Sussex Healthcare Trust we are continuing our journey to becoming a more sustainable healthcare provider.

Maintaining high quality, sustainable acute and community services across East Sussex to a community of around half a million people each year requires us to make best use of the resources we have – by being efficient and innovative in everything we do.

We have reflected this in our Five Year Strategic Plan. This Green Plan is central to achieving a key aspect of our vision 'To lead a modern organisation for our people, enabled by technology, agile working and a light environmental footprint' and our strategic aims to 'Ensure innovative and sustainable care'.

Our key environmental target is to meet the carbon reduction targets laid out in the NHSEI Delivering a Net Zero NHS Strategy, reaching Net Zero for our direct emissions by 2040, and for our indirect emissions by 2045. Our initial interim target is a reduction in our carbon footprint of 57% by 2025 against a 2013/14 baseline.

In this strategy we set out clear commitments to deliver against our vision and Net Zero target through our Care Without Carbon framework, with action plans covering eight different areas of work (see Figure 5, page 15).

The case for sustainable healthcare

The links between climate and health are clear. According to The Lancet, climate change is the biggest global health threat of the 21st Century – but tackling it presents the greatest opportunity to improve health that we will see in our life times.

Delivering better care

Health and sustainability go hand in hand. By delivering care in a more sustainable way, and supporting our staff, patients, carers and communities to live more sustainable lifestyles we are enabling better health outcomes in our community.

Meeting our resourcing challenges

Sustainability is shorthand for effective resource management. In the NHS we can identify three key resource challenges:

- 1. A social challenge – finding new ways of delivering care that reduces demand and empowers patients as well as looking after the health and wellbeing of our 1.5 million NHS and social care staff;**
- 2. An environmental challenge – the NHS is the largest public sector emitter of CO2 in the UK; and**
- 3. A financial challenge – with demand on our services and aging estate outpacing funding.**

Figure 1, on page 5 demonstrates the link between the above interrelated and complex challenges.



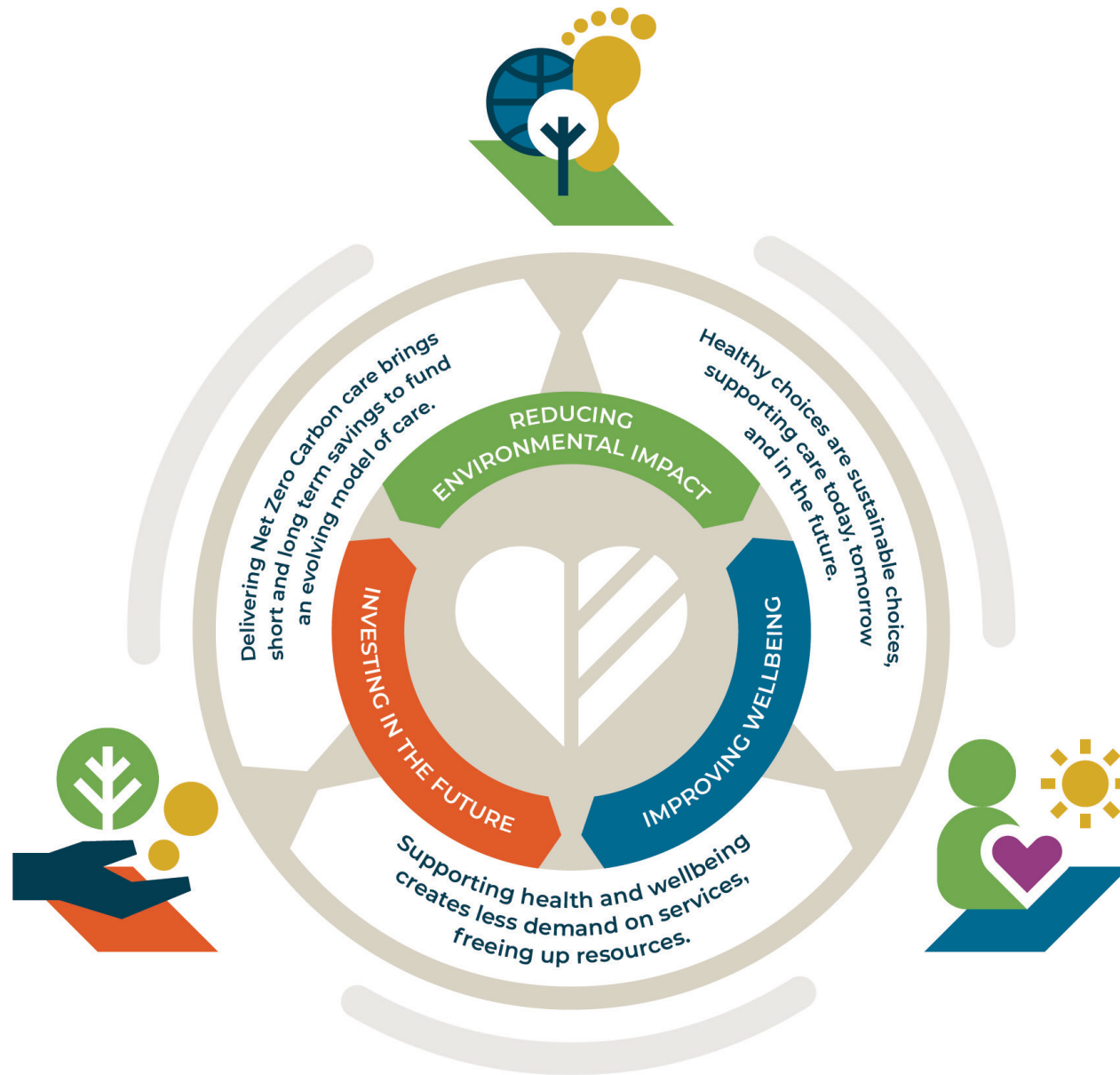


Figure 1: Care Without Carbon creates a virtuous circle of sustainable healthcare.

The key drivers for this Green Plan are as follows:

Climate emergency = health emergency

Simon Stevens recently described the climate emergency as a “health emergency” and reiterated the need for the NHS to be the change it wants to see. As a healthcare provider we are a first responder to climate change - it is our patient community that is most affected and we must respond.

For a Greener NHS

The For a Greener NHS programme was kick started in January 2020 and aims to build on the great work already been achieved by the NHS, sharing ideas on how to reduce the impact on public health and the environment, save money and, 2040 – reach net zero carbon.

A Sustainable Development Strategy for the NHS, Public Health and Social Care Systems (2014)

Reinforces the urgent need for all NHS organisations to take action to reduce their environmental impact and embed sustainability into their strategies, cultures and communities.

The NHS Standard Contract

The full version of this document mandates that all providers have a Board approved Green Plan.

Commissioning

A Green Plan may be asked for by Commissioners as evidence of our approach to Social Value.

NHS Improvement and NHS England

Expect all NHS providers to have a Board approved Green Plan as these plans are considered a good measure of a well led organisation.

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

By reducing consumption of resources such as energy, water, fuel and other materials, recycling more NHS organisations can realise significant savings. These can then be reinvested into the frontline care, redeveloping our estate and improving working conditions.

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

We have been feeling the effects of climate change in the South East for some time, with increasing temperatures, an increase in the magnitude and frequency of extreme weather events (heatwaves and flooding), and a deterioration in air quality. These changes in the climate impact the way we deliver care – from reducing access to our premises for both service users and staff, to altering the health needs of our communities.

The NHS Long Term Plan

If health services around the world were a country, they would be the fifth largest emitter of CO₂. The NHS therefore has the potential to make a significant contribution to tackling climate change in the UK.

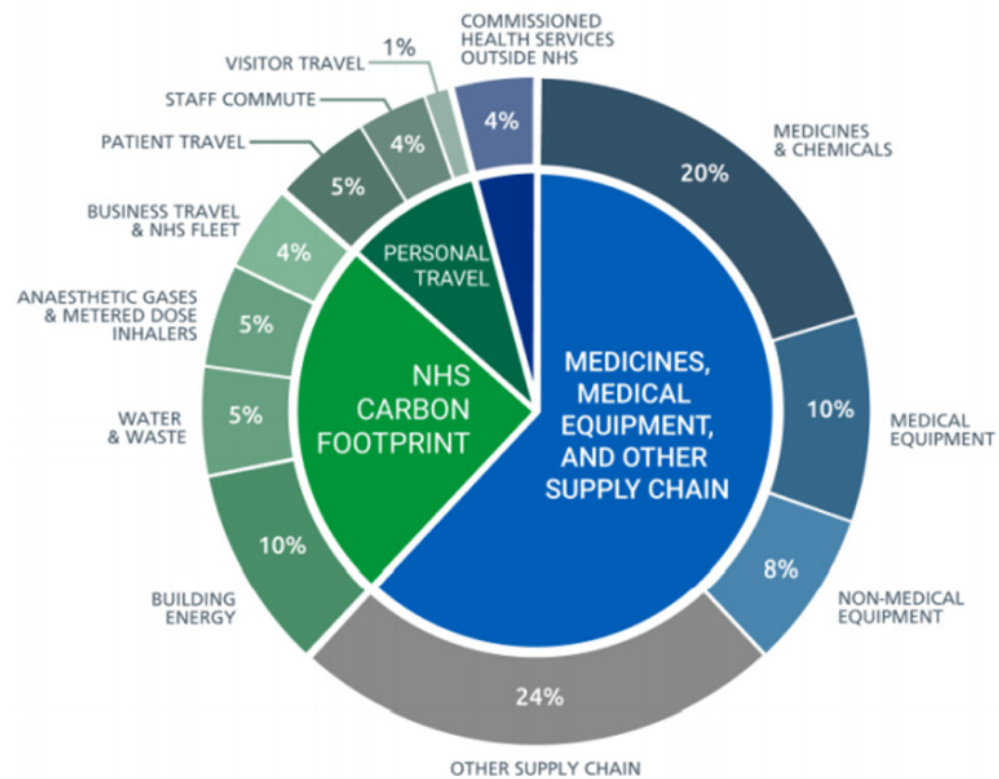
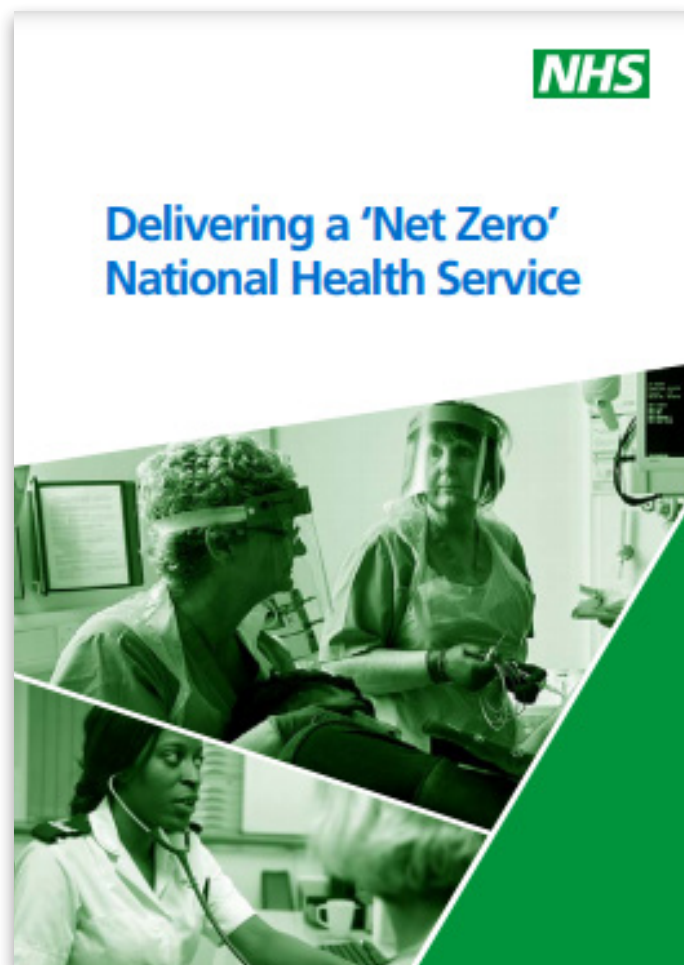


Figure 2: Carbon footprint of NHS in England, Delivering a 'Net Zero' National Health Service (2020)

The Story So Far

We provide acute hospital and community health services for people living in East Sussex and surrounding areas.

- **Our Emergency departments are used 130,000 times.**
- **3,053 children are born in our hospitals.**
- **54,000 people have planned surgery.**
- **414,000 outpatient appointments. interventions per day.**
- **42,000 referrals to community nursing**

We launched our first Green Plan, then known as an SDMP in partnership with Care Without Carbon, in 2015 which was subsequently updated in 2017.

Our carbon footprint

In delivering our services we consume a significant amount of energy and water and produce a large volume of waste. We also require movement of staff and patients across a substantial area of Sussex and purchase a wide range of equipment and services. All of these activities generate CO₂ (carbon dioxide) emissions, which are linked to climate change, and can be collectively summarised as the Trust's carbon footprint.

The carbon footprint (measured in tonnes CO₂e¹) associated with our services is illustrated in Figures 2 and 3 on the following pages.

The Trust chose to have a 2013/14 base year for emissions due to the availability of data for the Trust.

The NHS measures carbon footprint in CO₂e, in line with national and international conventions. This allows all six greenhouse gases to be measured on a like-for-like basis, which is important as some gases have a greater warming effect than CO₂.

Our absolute carbon footprint has reduced since 2013/14 with an overall reduction of 31%.

The primary reason for this is the reduction in carbon intensity of grid electricity. Although this reduction in the grid emissions factor for electricity will continue over the coming years, it will not be sufficient to meet our 2025 carbon targets, and does not carry any cost reductions. The impetus to reduce our carbon emissions and associated costs further is clear, and we recognise the urgency of taking action now in order to meet our 2025 commitments.

¹ CO₂e refers to six greenhouse gases including carbon dioxide and methane.

Medical gases impacts

For the first time we have measured the carbon footprint of our medical gas use. In 2020/21 this accounted for 1560 tonnes of CO₂e. This is a significant source of emissions, accounting for 8% of our overall carbon footprint. Proactive work by our anaesthetists over recent years has seen a reduction of 42% in emissions per litre of anaesthetic gas used since 2013/14 by switching to alternatives with a lower environmental impact. There is more work to do in this area to map our usage of other gases and reduce those emissions. This will be a priority area of focus for us over the next 3 years.

Travel impacts

In 2020/21 we travelled a total of 2.2million miles, of which 1.9million were carried out by staff driving their own vehicles for Trust business. Air pollution is a key issue for our communities with significant health impacts; we are already working on improving access to services through our service strategies to reduce the need for our patients to travel where appropriate; we will be focusing on further reducing our impact in this area through healthier travel choices and encouraging the uptake of electric vehicles.

Waste impacts

In addition to our carbon footprint we produced 2,019 tonnes of waste in 2020/21 including healthcare and non-healthcare waste. 39% of non-healthcare waste was recycled with the remainder sent for incineration with energy recovery. Through our use of reusable sharps containers across the Trust we avoided the incineration of over 19,000 single use containers between January and September 2021.

We will reduce the amount of waste we generate and find more sustainable disposal options, where possible.

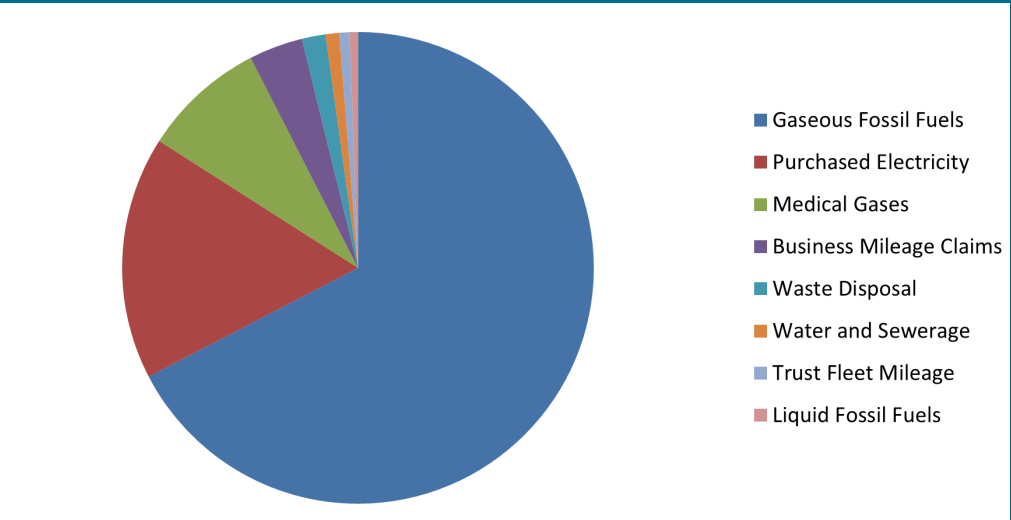
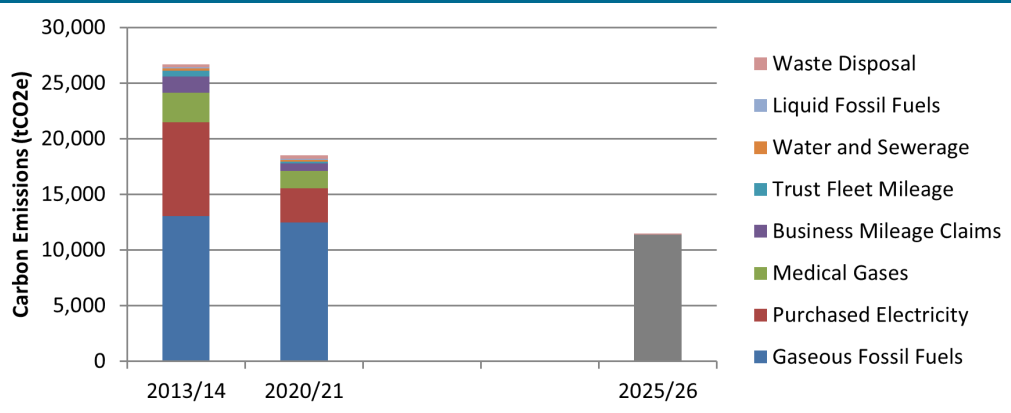


Figure 3: ESHT carbon footprint (tCO₂e): trajectory to our 2025 target and detailed breakdown for 2020/21

Emission Source (tCO ₂ e)	2013-2014	2020-2021
Gaseous Fossil Fuels	13,021	12,460
Purchased Electricity	8,447	3,084
Business Mileage	1,473	683
Water & sewerage	207	172
Trust Fleet	519	132
Liquid Fossil Fuels	71	104
Medical Gasses	2,659	1,560
Waste Disposal	277	300
TOTAL	24,320	16,723

Figure 4: ESHT carbon emissions by source



Since our first Green Plan (known then as an SDMP) in 2014 we have made progress in a number of key areas:

Places: As well as continuing to drive our EPC and laying the path to Net Zero Carbon we continue to purchase renewable electricity after switching in 2018, we are currently investigating a way to better reflect this procurement decision in our carbon reporting. The revenue generated from the Combined Heat and Power unit at Conquest is being used to fund the modernisation of the hospital's centralised heating and cooling systems; reducing backlog maintenance risk as well as future-proofing the site for low carbon heating retrofits once such technology becomes available.

The Trust moved onto a renewable electricity contract on the 1st April 2018 and we are currently investigating a better way to reflect this in the reporting of our electricity emissions. As a result of this procurement decision, emissions from our electrical consumption when using our contract-specific emissions factor were 213 tonnes CO₂e, whilst when applying the grid average factor, which is what is required for reporting purposes they were 3,270 CO₂e.

Journeys: the Healthy Transport and Active Travel Officer expanded the number of low emission pool cars available to staff to eight in October 2018 and also successfully trialled the offer of a minibus for large meetings in July 2018.

The use of the pool cars has increased significantly, in 2019/20 they travelled 57,000 miles. ESHT have also promoted active travel and carried out projects including; improving cycle shelters and running a program to help staff get back into cycling in conjunction with Sustrans. This is alongside extending the limit of the two cycle to work schemes so staff are able to access electric bikes.

Culture: a Green Champions network was formed at the Trust last year. The group consists of a wide range of Trust staff working on a range of projects. One key project is the continued reduction of the anaesthetic gas Desflourane. To date consultants at ESHT have been working to reduce the use of the gas across both EDGH and Conquest. We have begun measuring the carbon impact of our anaesthetic gases and have integrated this into our carbon footprint.

Circular economy: the Trust started separating out all cardboard from its dry mixed recycling in 2018/19, this has allowed the cardboard to be bailed and collected separately which generates income for the Trust. In 2020/21 the effective recycling of disposable coffee cups and patient wash bowls will be investigated with the aim of finding a suitable scheme and introducing recycling facilities for these items over the next few years.

Alongside this the Trust has rolled out reusable sharps containers which have significantly reduced the amount of plastic sent for high temperature incineration.

Collaborations and Partnerships: the delivery, monitoring and reporting of our Green Plan is supported by Sussex Community NHS Foundation Trust's Sustainability and Environment Team. The team assists with implementing key aspects of the program working alongside teams within the Trust and feeding into the Trust's Board Lead Chris Hodgson, Director of Estates and Facilities. We are in the process of reviewing our governance arrangements.



Net Zero Carbon

Net Zero Carbon means reducing our carbon emissions as much as possible and then offsetting the small amount of residual emissions which remain, ideally through either a centralised Government scheme or, projects such as tree planting which would benefit our communities.

To reach Net Zero we will bring our direct emissions, those which result from our sites and operations (NHS Carbon Footprint) down to Net Zero Carbon by 2040 at the latest and our indirect emissions, those which we can influence i.e. carbon generated through our supply chain (NHS Carbon Footprint Plus) to Net Zero Carbon by 2045.

Our 2025 target is 57% reduction in direct carbon emissions by 2025/26. This interim target keeps us on track for Net Zero Carbon by 2040.

External Factors Affecting Our Carbon Footprint

Although most of our emissions are a direct result of our operations, there are various external factors that can influence the emissions produced by our Trust. These factors include:

National Emissions Factors issued by the government vary from year to year. This will result in a variance on our carbon footprint, even if there are no changes to our estate operation. It is estimated that the grid itself will reach net carbon by 2035 and so hence the focus on switching to technologies that use electricity, rather than fossil fuels, for heating.

Weather changes influence the energy consumption profile of our Trust. For example, a very cold year may increase the need for heating on site, resulting in higher energy consumption (either natural gas or electricity).

Changes to Our Estate The measurement of carbon footprints are an absolute value, so any changes in resource demand will affect our footprint although the Trust is not looking to expand its estate significantly in the foreseeable future.

Future Scenario

The graph below shows the Trust's emissions target against projected emissions under two scenarios. Under the Business As Usual (BAU) scenario it is assumed that current consumption remains constant although carbon savings are achieved in the long term due to changing emissions factors. The Trust will primarily benefit from the decarbonisation of the electricity grid as the carbon footprint of grid-based gas is unlikely to change significantly until the late 2030s.

In the Carbon Reduction Scenario, it is assumed that the Trust makes steady progress on tackling all aspects of its direct carbon footprint (scope 1 and 2 emissions). For example, as the Combined Heat and Power (CHP) units at EDGH and Conquest hospitals reach the end of their operating life it is assumed that they will be swapped out for alternative, low carbon heating solutions. However, in this scenario it is assumed that a significant reliance on natural gas will remain up until at least 2040 due to lack of viable, low carbon technologies that can meet the heat demands of an existing acute site at present. The Carbon Reduction Scenario shows the Trust's emissions on the basis that a number of the actions highlighted within the Green Plan are implemented over time, these are listed within our seven action plans in the body of the document.

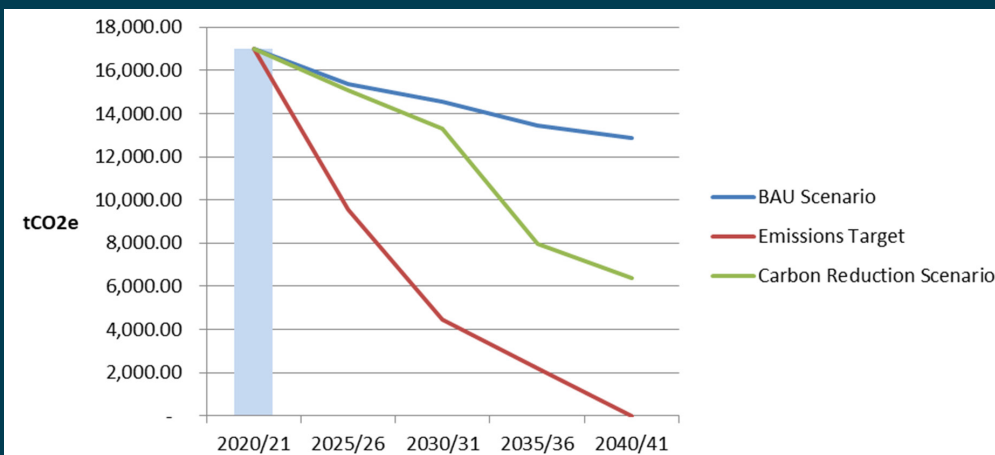


Figure 2: Carbon footprint of NHS in England, Delivering a 'Net Zero' National Health Service (2020)

Our approach to delivering Net Zero Carbon

Overall to meet our targets we need to look at four specific areas:

1. Minimising resource use – ensure that we use only what we need, this applies to all areas of our organisation, from clinical supplies through to paper and water use.
2. Reusing wherever possible – moving away from single use items to choose items which can be sterilised, laundered or reprocessed, reusing heat to pre heat hot water and reusing and redistributing furniture and other items instead of purchasing new.
3. Switching to greener alternatives – if we do need to purchase a new item - looking at lower carbon options wherever feasible, this would include lower carbon pharmaceuticals or moving to electric vehicles.
4. Offsetting – this is our last resort and should only be used for emissions which cannot be reduced using strategies 1-3. We will only offset our emissions through a national scheme or, local schemes which benefit our communities.

We will be partnering with an external provider to carry out detailed scenario modelling and produce a feasibility study enabling the Trust to map out a pathway for our hospitals to reach Net Zero Carbon by 2040.

How we will deliver: our approach

Through this Green Plan we aim to maximise the impact of our efforts through our Care Without Carbon framework. This includes our new vision and aims for the programme, as well as our sustainable healthcare principles.

These sustainable healthcare principles are based on those developed by the Centre for Sustainable Healthcare and tackle two aspects of the problem. One is to optimise our level of activity through reducing the need for care and making our processes as efficient as possible; the other is to reduce the carbon intensity of the care we do need to provide.

Our new Care Without Carbon framework provides a comprehensive, integrated plan to demonstrate commitment to sustainability, reducing our impact on the environment to 2025 and beyond.

We've illustrated this in Figure X on the following page, showing how this links in to wider Trust strategic initiatives.



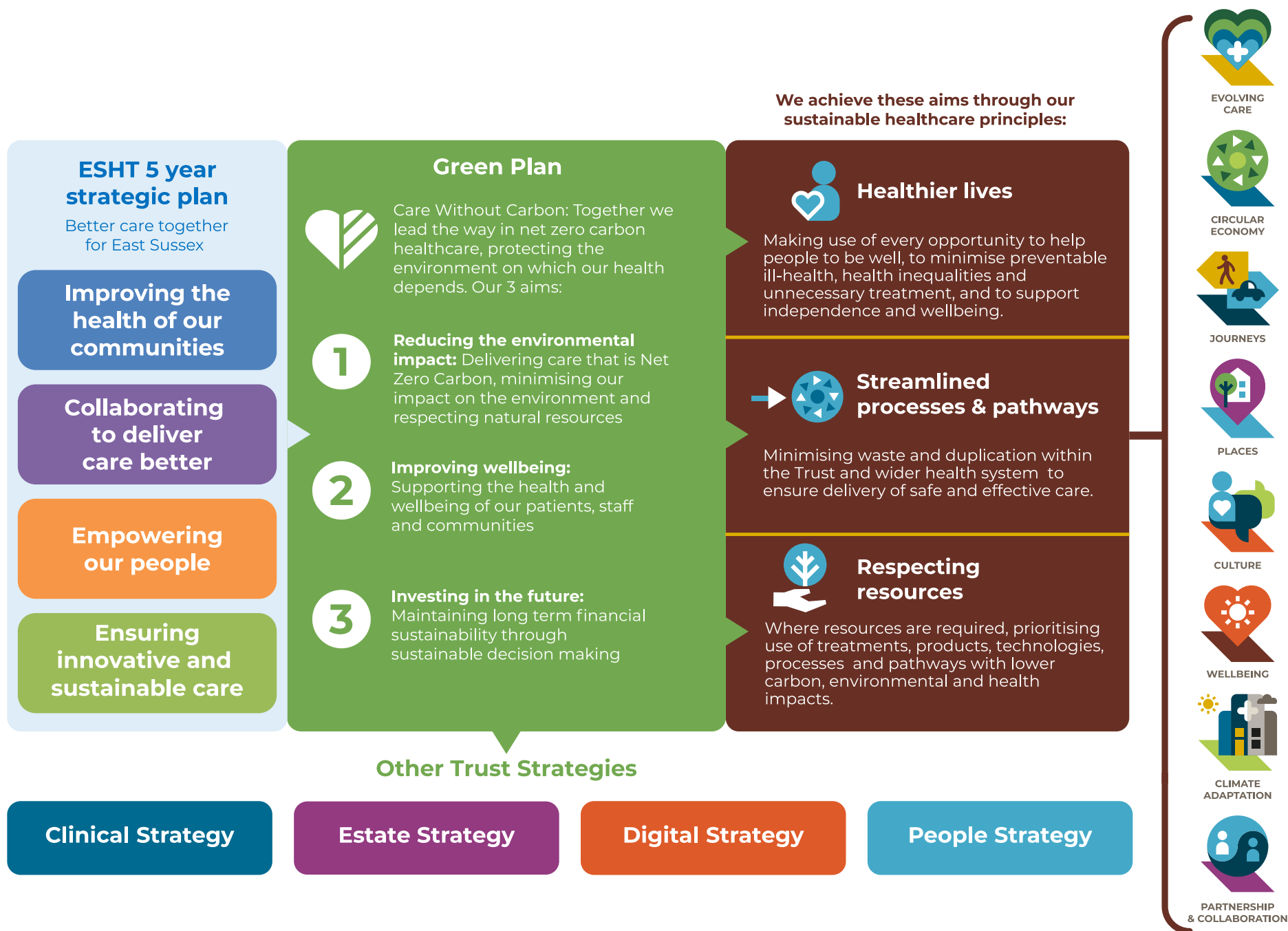


Fig X: Care Without Carbon framework

Our action plans

In the next section of this document, we set out our action plans for delivering against our vision, key aims – and our Net Zero Carbon targets.

Our eight 'elements' form our work streams and action plans, and have been updated since our previous strategy to reflect changes in the current landscape and our shift in focus towards the clinical aspect of care delivery.

These action plans set out our commitments in each area as well as a series of specific actions and the key success measures through which we will monitor our progress.

The elements ensure we continue to have an integrated and holistic approach to our sustainable healthcare programme. They are:



Evolving care: developing and enabling lower carbon, more sustainable models of care



Places: ensuring our workplaces are low carbon and protect local biodiversity whilst supporting wellbeing for staff, patients and visitors.



Culture: empowering and engaging people to create change towards our path to net zero.



Circular Economy: respecting our health and natural resources by creating an ethical and circular supply chain.



Journeys: ensuring the transport and travel needed between our care and our communities is low cost, low carbon and conducive to good health and wellbeing.



Wellbeing: supporting people to make sustainable choices that enhance their wellbeing.



Climate Adaptation: building resilience to our changing climate in Sussex.



Partnership & Collaboration: enhancing our impact by working with others.



Fig 5: The eight elements to support delivery on the new CWC strategic framework



Taking Action: **Places**

Ensuring our workplaces are low carbon and protect local biodiversity whilst supporting wellbeing for staff, patients and visitors.

Key success measure for 2025: 57% reduction in CO₂e against our 2013/14 base year.



Commitments

- We will decarbonise our estate in line with our carbon targets and wider sustainability goals, and develop robust data management and reporting systems to monitor and report on our progress.
- We will raise awareness of climate change and communicate progress with our own CO₂e reduction efforts to our Board, our staff, our patients, our carers and our community.

Actions to 2025

Carbon, energy and water

- Continue with the implementation of our Energy Performance Contract to deliver modernised heating, cooling and lighting systems to the Trust.
- Commit to and develop a long term strategy for becoming net zero carbon, in line with the Net Zero NHS Strategy, NHS Long Term Plan and Climate Change Act targets.
- Drive energy efficiency and CO₂e reductions through our Estates Strategy, setting challenging energy efficiency targets for all new premises least and achieving at least BREEAM Excellent standard for any new-build premises, aiming to exceed this with BREEAM Outstanding where possible.
- Develop a metering strategy to prioritise investment in Automatic Meter Reading (AMR) across our freehold estate, enabling improved carbon management and reporting.
- Benchmark our properties against national energy efficiency standards.
- Actively seek to develop a decarbonisation plan, using external funding opportunities where appropriate.
- Ensure the Building for our Future programme delivers best in class patient pathways and facilities which are energy efficient, sustainable and in line with our net zero commitments.



Taking Action: **Places**

- Work with EPC contractor to develop demand reduction strategies and move to low carbon technologies.
- Continue to evaluate water saving technologies and implement best in class projects where possible.
- Investigate and implement renewable technologies across the estate where appropriate to reduce carbon emissions and increase resilience against volatile price increases.
- Continue to purchase renewably backed (REGO) electricity.
- Continue to work with clinical teams in the anaesthetics department to continue to reduce the amount of carbon intensive anaesthetic gasses used across the Trust.
- Review and install renewable technologies as part of the plant upgrades where possible.

Working with our ICS partners

- Continue to investigate collaborative working opportunities across the whole ICS that will benefit the Trust, and the wider system as a whole.

Develop a more healthy working environment

- Review the current estates utilisation with a view to creating the most staff and patient friendly work environment possible, with adequate provision for break out spaces.
- Ensure any changes to our property portfolio provide ongoing improvements in the working environment for staff and adequate facilities for break and rest periods.
- Improve and promote green spaces on site, increasing biodiversity and considering accessibility and promotion to improve staff patients and visitor wellbeing.





Taking Action: **Journeys**

Ensuring the transport and travel needed between our care and our communities is low cost, low carbon and conducive to good health and wellbeing.

Key success measure to 2025 – a 57% reduction in all measureable travel CO₂e from a 2013/14 baseline.



Commitments

- We will decarbonise our travel and transport operations and minimise the environmental and health impacts associated with the movement of staff and materials.
- We will maximise our contribution to staff and patient wellbeing through active travel, supporting a shift to more sustainable travel options that deliver additional environmental and health benefits.

Actions to 2025

Staff travel

- Continue to embed a programme of flexible working within the Trust using MS Teams and home working to cut staff travel and make better use of our estate.
- Further develop our staff survey, analyse responses and map these against data on car parking to generate specific recommendations to improve active travel and reduce single occupancy vehicle travel.
- Evaluate the potential benefits for using a liftshare app to encourage staff to share their commute.
- Develop a Sustainable Travel Plan to minimise non-essential travel, decarbonise our essential travel and transport and support more active modes of travel across the Trust. This document will support the update of sustainable travel options including the use of e-bikes, bikes, electric and hybrid vehicles including pool cars.
- Produce a plan to install charging infrastructure on our main hospital sites starting with charging points for our owned fleet and aiming to include staff and eventually patient/visitor charging infrastructure.



Taking Action: **Journeys**

- In line with the NHS England/Improvement target, where outpatient attendances are clinically necessary, at least 25% of outpatient activity should be delivered remotely, resulting in direct and tangible carbon reductions.
- Implement a fully managed parking permit system which will restrict the travel of staff vehicles to site whilst offering active healthier options.

Trust fleet

- Review the current lease car providers to ensure best value and introduce an emissions cap across our fleet.
- Undertake a review of fleet vehicle procurement and deployment to maximise the utilisation of cleaner and more efficient vehicles.
- Continue to promote the use of our low emission pool cars as an alternative to grey fleet.
- Ensure, as a Trust we only lease or purchase that are ultra-low emission vehicles (ULEVs) or zero emission vehicles (ZEVs) by 2023/24 in line with the NHS England/Improvement target.
- Work with procurement to promote our lease cars scheme, focussing on electric and hybrid vehicles including promotion to new starters at the Trust.

Using technology

- Continue to roll out telehealth and health informatics technologies, enabling patients to receive consultations in their own homes and provide a more flexible and convenient service.

Working with our regional partners

- Work with our ICS partners and other local stakeholders to develop a regional approach to improving air quality.
- Work with local borough councils, transport operators, local employers and transport pressure groups to reduce the dependence on motor vehicles and to support low carbon travel alternatives.





Taking Action: Circular Economy

Respecting our health and natural resources by creating an ethical and circular supply chain.

Key success measure to 2025: achieve a 10% reduction in total annual waste production by weight.



Commitments

We will work with our suppliers to reduce the environmental impact of our supply chain wherever possible and work towards a circular economy.

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

In order to support a more circular economy in the Trust, we need to:

- Enable our procurement, clinical and waste services to work together and consider whole the lifecycle of a product when choosing the most sustainable options;
- Integrate sustainability criteria into our procurement decisions; and
- Redistribute products and materials at their end of use.

Actions to 2025

Waste management

- By April 2023 deliver a mandatory waste training module for staff, with the aim to improve waste segregation, recycling levels and legislative compliance.
- Measure and reduce the total volume of waste produced from a specific surgical operation by at least 10%.
- Avoid the disposal of 500 items per year by implementing an internal reuse system for products and equipment across the Trust.
- Achieve and maintain a 40% recycling target for our non-clinical waste.



Taking Action: **Circular Economy**

- Deliver any remaining commitments within the NHS Plastics Pledge for single use plastic catering products by April 2022. Go beyond these commitments and set an annual target to measure and reduce the number of single use food containers and cups purchased by the Trust.
- Starting with our catering facilities segregate food waste as its own waste stream for onsite treatment or send offsite for anaerobic digestion or composting. Once established use this information measure and reduce food waste across the Trust.
- Between April 2022 and March 2023 communicate to staff 6 news items and rollout 3 posters with the aim to improve waste segregation across the Trust.
- Rollout a waste champions network with the aim to have one representative within each department. From April 2022 hold regular meetings to discuss waste management across the Trust.
- Audit, design and update waste signage and bin labels to ensure a consistent approach across the entirety of the Trust and to support the delivery of the key success measure.
- Achieve and maintain the proportions of healthcare waste segregation outlined by national NHS England & Improvement guidance - 60% low temperature incineration, 20% alternative treatment, 20% high temperature incineration.
- Develop and produce a set of monthly KPIs to track progress against the key success measure and other actions within the Green Plan as appropriate.
- Identify opportunities for reprocessing of metal instruments, medical devices, and walking aids.

Sustainable Procurement

- Using procurement data measure the carbon footprint of our supply chain and undertake a carbon 'hot spots' analysis to help prioritise areas for action. Develop a number of projects to address the carbon 'hotspots' starting with the most carbon intensive items, this should include working proactively with clinical teams and engaging in collaboratively with key suppliers.
- Develop our knowledge and understanding of ethical procurement opportunities within the NHS and put in place a programme of work to tackle key areas of impact.
- Revise the procurement policy to reflect the targets within this Green Plan ensure it is clear how and when sustainability considerations will be taken into account during the procurement process.
- Introduce clear sustainability criteria into tenders and new contracts, with evaluations taking into consideration environmental, social and economic outcomes.
- Continue to purchase 100% recycled paper and drive down paper use across the Trust through the implementation of smarter working practices and the use of electronically based clinical systems.

Work with the ICS and other partners

- Continue to work with ICS partners in the Surrey and Sussex Healthcare Waste Group to share best practice and collaborate.
- Continue to follow best practice through association with NPAG, Chartered Institute of Waste Management and continued professional development
- Integrate sustainability objectives into ICS wide procurement decisions.
- Work with our ICS partners to develop an approach to plastics reduction across the region.
- Examine the viability of a regional reuse project.



Taking Action: Culture

Empowering and engaging people to create change towards our path to net zero.

Key success measure for 2025: 100% of Trust staff engaged with sustainability.



Commitments

- We will inform, empower and support our workforce to take action to deliver high quality care today that does not compromise our ability to deliver care in the future, ensuring this becomes integral to the way we operate.
- We will embed sustainability into our HR policies and practices and ensure that staff development processes support a shift to more sustainable and resilient healthcare delivery with clear senior leadership.

Actions to 2025

Staff engagement

- Continue to embed a programme of flexible working across the Trust.
- Continue to develop our approach to staff engagement, link in with the Trust's Green Champions network to facilitate dissemination of campaigns and communications relating to sustainability.
- Support the Green Champions network to deliver sustainability initiatives within their respective areas of the Trust.
- Provide internal communications materials to promote this Green Plan and support implementation of action plans across the seven elements of Care Without Carbon.
- Identify opportunities for an annual sustainability award as part of our staff awards.
- Include sustainability as a topic within the induction process and STAM training.
- Review our suite of internal training to find opportunities to include sustainability.



People processes

- Develop a sustainability training programme for the Trust, linking in with the Quality Improvement team and other internal training providers to ensure sustainability is linked with other learning programmes.
- Ensure all events are conducted in a low carbon manner, virtually where possible. If events are held, ensure that food and drinks offerings are ethically sourced and local where possible and printed materials are kept to a minimum.

Working with our ICS and other partners

- Work with ICS partners to identify and develop opportunities to coordinate staff engagement and behaviour change activity.
- Participate in national sustainability campaigns such as NHS Sustainability Day and Clean Air Day.





Taking Action: **Wellbeing**

Supporting people to make sustainable choices that enhance their wellbeing.

Key success measure for 2025: reduce sickness absence rate to 3% and improve staff survey results relating to wellbeing.



Commitments

- Through our Health and People Plan and Programme, support staff coping with pressure to improve our mental and physical health and wellbeing.
- We will reduce sickness absence and workplace stress and measurably improve the overall health and wellbeing of our workforce.

Actions to 2025

Measurement and reporting

- Undertake an analysis of wellbeing data across the Trust to support the development of our Wellbeing Strategy. Identify ways to improve this data set including reviewing the need for a specific wellbeing metric to provide more specific data to support our programme.
- Maximise the use of the staff survey, ensuring analysis feeds directly into our People Plan.

Staff wellbeing

- Undertake a review of our Wellbeing Strategy with colleagues to identify sustainability opportunities under each of our seven priorities.
- Ensure that the goals in this strategy are reflected in the Trust's Wellbeing Strategy and associated action plan.
- Through our Building for our Future programme, create facilities that enhance staff wellbeing.



Element: **Wellbeing**

- Develop key areas of work to support the targets to reduce staff sickness and improve wellbeing, for example:
 - Supporting the Travel Smarter September regional air pollution campaign run by Care Without Carbon.
 - Supporting internal team activities or challenges such as implementing walking meetings or the Dare to Care Cycle Challenge.
 - Continue to progress work with Estates to develop and improve our onsite green spaces and courtyard gardens to support staff wellbeing, including consideration of break spaces, spaces for outside meetings.
- Work with local councils and stakeholders to develop Wellbeing Maps for each of our sites, identifying key facilities i.e. green spaces and walking routes, cycle and public transport facilities and sustainable food options.

Communication and engagement

- Through our Wellbeing Group, use our staff communications and engagement on wellbeing issues as an opportunity to promote the links between the environment, productivity and health and wellbeing.
- Link in with our Green Champions group and sustainability engagement programme to ensure wellbeing messages link with the wider wellbeing programme. For example, offering staff advice on areas such as hydration, active travel, flexible working and mental resilience.

Volunteering and fundraising

- Identify opportunities for our volunteering days programme to support our sustainability goals, both for staff and for external organisations.

Working with our ICS and other partners

- Work with our partners across the ICS to identify opportunities for collaboration on wellbeing, including developing a shared wellbeing metric and coordinated wellbeing campaigns.



Taking Action: Climate Adaptation

Building resilience to our changing climate in Sussex.



Commitments

- We will identify and map climate change risks for our organisation, our patients and our communities.
- We will work with our ICS partners to develop an action plan to address climate adaptation in Sussex, together.

Targets

- Undertake a climate impact assessment and integrate findings into our business continuity procedures and longer term strategic health planning.
- Ensure climate change adaptation is a consideration throughout our business processes and service planning.

Actions to 2025

ESHT

- Integrate climate adaptation into the business continuity planning process, linking with the EPRR Steering Group.
- Map the corporate risk register against our climate related risks.
- Integrate climate change adaptation into our incidents and risks evaluation process with support from colleagues in EPRR.
- Communicate to our staff and our patients on climate adaptation, what it means for them and how it links to healthcare with a focus on the impacts to ESHT.
- Measure instances of heatwaves at the Trust and report these through the Greener NHS quarterly reporting.
- Ensure our Building for Our Future Programme takes into consideration climate change adaptation early in its development.

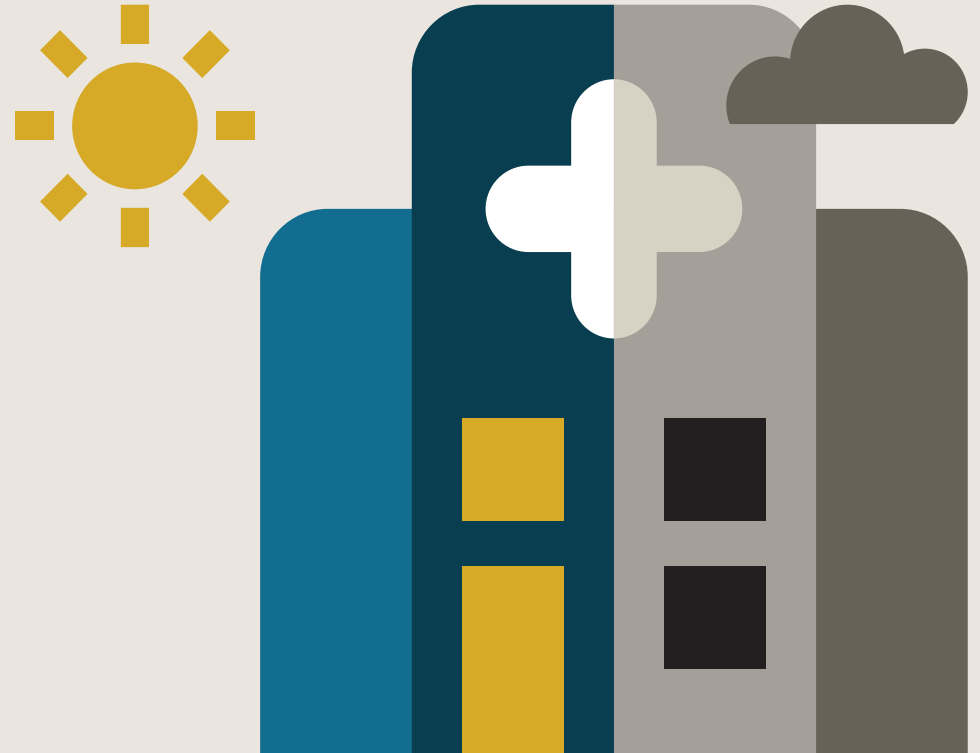


Taking Action: **Climate Adaptation**

- Ensure all our buildings (leased and owned) are fit for the future by planning adaptation measures such as solar shading, Sustainable Urban Drainage Systems, etc. in line with the findings of the Climate Change Impact Assessment.

ICS

- Develop a Sussex-wide Climate Change Impact Assessment with partners in the ICS to understand the impact of climate change on our patients and services.





Taking Action: Partnership & Collaboration

Enhancing our impact by working
with others.



Commitments

- We will work in partnership within our local Integrated Care System and the wider SE Region to decarbonise our local health economy through collaborative projects and approaches.
- We will share best practice and collaborate with others locally and nationally to maximise our opportunity to learn from others.

Targets

- To deliver a minimum of three projects to 2025 in partnership with other organisations.
- To speak at a minimum of three events to 2023 in support of collective action by healthcare organisations to address the environmental crisis.

Actions to 2025

- Integrate sustainable quality improvement principles into our QI programme /measure the environmental benefits of our QI projects.
- Ensure our new strategy is recognised and supported across other Trust strategies, including our clinical strategy and digital transformation.
- Work with colleagues in research and development to measure the benefits of innovative research at the Trust.
- Work with colleagues in our Local Authorities on projects relating to active travel, improving air pollution and improving charging infrastructure.

ICS

- Work with colleagues in research and development to measure the benefits of innovative research at the Trust
- Link with the SE region on key priorities in sustainability including medicines, digital transformation and transport.



Taking Action: **Evolving Care**

Developing and enabling lower carbon, more sustainable models of care.



Commitments

- To integrate our sustainable healthcare principles at a strategic level across the Trust and our wider ICS partners.
- To support our clinicians to deliver against these principles by making lower carbon, more sustainable choices when delivering care day-to-day.

Targets

- Clinical sustainability specialists in place and delivering change programmes in at least three of our clinical services by 2024.
- SHCP ICS and NHS providers to have integrated sustainable healthcare principles at a strategic level, with a delivery programme in place by 2024.

Actions to 2025

ESHT

- Identify a senior level clinical sponsor for sustainability
- Continue to drive the great work which has been done to reduce Desflourane in theatres.
- Engage with colleagues in maternity to investigate the opportunities for reducing nitrous oxide emissions to atmosphere.
- Evaluate our use of Metered Dose Inhalers and look for ways to reduce including linking with Primary Care.
- Work with colleagues in Pharmacy across the ICS to reduce waste and increase medicines optimisation.
- Review the opportunities for sustainability to be included in our junior doctors training.
- Evaluate the sustainability benefits of digital outpatient appointments at the Trust to date.



Taking Action: **Evolving Care**

- Evaluate the use of PPE at the Trust, investigate the opportunities for reusable PPE where appropriate.
- Investigate the use of single use instruments across the Trust.

ICS

- Evaluate the capacity of our HSDU and the opportunities to partner with other organisations in the ICS to provide sterilisation services and reduce single use items.
- Work collaboratively with colleagues in Pharmacy across our ICS to evaluate the carbon impact of pharmaceuticals outside of anaesthetic gasses and Meter Dose Inhalers.



Holding ourselves to account: governance

It is fundamental to being a sustainable organisation that we operate with integrity and responsibility. Effective governance is critical to ensuring that we live up to our vision, and deliver on this strategy.

Our Board lead for Sustainability and Net Zero is Chris Hodgson, Director of Estates and Facilities.

Delivery of this strategy will be overseen by a new Green Plan Steering Committee, led by our Board Lead for Sustainability and Net Zero, and reporting into our Senior Leaders Forum.

The CWC team will support delivery of the Green Plan as required, including providing support to other specialist and enabling departments across the organisation.

Measurement and reporting

Over the course of the first 12 months of this programme, our reporting mechanisms will be reviewed, including the development of new metrics in line with our three core principles.

To achieve excellence in reporting for sustainability, we will:

- **Deliver quarterly performance reports to our Senior Leaders Forum.**
- **Deliver performance update reports to Board every 6 months and develop and gain Board approval for a 12 month sustainability programme action plan each year.**
- **Publish a summary of our progress in our Trust Annual Report.**
- **Meet the national and regional reporting requirements from NHSEI and For a Greener NHS as they develop.**





To find out more about us, contact:

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