Sustainable Development Management Plan

East Sussex Healthcare NHS Trust
Updated January 2018
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This Sustainable Development Management Plan has been developed by Sussex Community NHS Trust’s sustainability team using its Care Without Carbon model to sustainable healthcare.
Welcome to the East Sussex Healthcare NHS Trust (ESHT) Sustainable Development Management Plan (SDMP). This plan has been developed in response to A Sustainable Development Strategy for the NHS, Public Health and Social Care Systems (2014), which 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. As a Trust, we are fully committed to becoming a more sustainable healthcare provider and we invite you to join our journey and help us achieve our vision.

The following document establishes a set of principles and targeted interventions that directly support the delivery of our strategic objectives, in particular our objective to use our resources efficiently and effectively for the benefit of our patients and their care to ensure our services are clinically, operationally and financially sustainable.

Reflecting our mission to deliver better health outcomes and an excellent experience for everyone we provide with healthcare services, our top priority is to provide high quality health and care services and help drive transformation and rise to the challenges of the future. This SDMP is central to the way we do this.

Through this SDMP we have set clear commitments to decarbonise our operations and promote healthy, low carbon lifestyles. It will achieve this by working across seven key areas between now and 2020:

- Buildings – reducing the environmental impact of our estate
- Journeys – minimising the health and environmental impact of travel
- Procurement – creating an ethical and resource efficient supply chain
- Culture – informing, empowering and motivating people to achieve sustainable healthcare
- Wellbeing – enhancing the wellbeing of our workforce
- Adaptation – ensuring our infrastructure and operations are resilient to climate change
- Governance – embedding sustainability in our corporate governance processes and procedures.

By taking action in this way, we expect to achieve significant CO₂ and cost savings between 2017 and 2020:

- Cumulative savings of £2.7 million
- Reduction of over 13,600 tonnes CO₂

This is in addition to a raft of health and wellbeing benefits.
The case for sustainable healthcare

This plan 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 requires all NHS organisations to put in place Board-approved SDMPs and reduce carbon dioxide (CO₂) emissions resulting from their operations. It establishes a set of principles and targeted interventions aimed at addressing one of our Trust’s core strategic objectives, which is to use our resources efficiently and effectively for the benefit of our patients and their care to ensure our services are clinically, operationally and financially sustainable.

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 environmental and social resources to protect and improve health now and for future generations. In practice this requires us to reduce our carbon footprint, minimise waste and pollution, make the best use of scarce resources and build resilience to a changing climate whilst taking care of our staff and 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.

A Sustainable Development Strategy for the Health, Public Health and Social Care System (2014) identifies the need to enable the positive impacts of the NHS while at the same time reducing its negative impacts. This is illustrated in the diagram on the following page (Figure 1).
Figure 1: The sustainable healthcare model, adapted from A Sustainable Development Strategy for the Health, Public Health and Social Care System (2014)
THE KEY DRIVERS FOR THIS SDMP 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$_2$ 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$_2$ itself is subject to taxation in the UK. By reducing energy and water consumption, reducing waste and recycling more and finding alternatives to motorised travel, NHS organisations 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. 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.

Improving the sustainability of the health and care system can improve the health of its workforce and patients
In addition to reducing the impact of climate change on the health of staff and patients, sustainability improvements within the NHS can bring significant health benefits to staff and patients alike, through increased physical activity with work-related travel, reduced dietary saturated fat consumption from animal products and reducing negative impacts of air pollution.
ESHT’s vision, set out in “ESHT 2020 – Our journey to be outstanding by 2020”, is to combine community and hospital services to provide safe, compassionate, and high quality care to improve the health and wellbeing of the people of East Sussex. There are some 500,000 people who live in East Sussex and the Trust is one of the largest organisations in the county. We employ over 7,500 dedicated staff with an annual turnover of £360 million. Our services are mainly provided from two district general hospitals, Conquest Hospital and Eastbourne DGH, both of which have Emergency Departments and provide care 24 hours a day. In addition we occupy a number of other properties across East Sussex, some of which are owned and managed by NHS Property Services.

Our environmental impacts
In delivering our services we consume a significant amount of energy and water and produce a large volume of waste, which must be disposed of. We also transport Trust staff and patients and purchase a large range of medical and other equipment and services. All of these activities generate CO\(_2\) (carbon dioxide) emissions, which are linked to climate change, and can be collectively summarised as our carbon footprint. The overall carbon footprint (measured in tonnes CO\(_2\)e\(^1\)) associated with ESHT’s services is illustrated in Figures 2 and 3 on the following page.

The most significant contributor to our measured carbon footprint is the energy we use to heat and power our buildings (grid electricity, including losses from transmission and distribution and natural gas). CO\(_2\) emissions are also generated by our travel activities and through our supply chain, however, these are not currently measured as part of our baseline.

At one of our two main acute sites, Eastbourne District General Hospital, we operate a Combined Heat & Power (CHP) system. By using natural gas to generate power onsite and recovering heat from the process we are able to make both cost and carbon savings. We have significantly increased the use of this facility since 2013, which has contributed to a reduction in our carbon footprint of 8% between 2013/14 and 2016/17.

Around 70% of the NHS’s carbon footprint is driven by the supply chain. We are committed to accounting for the emissions from our own procurement activity in our carbon footprint and will dedicate effort to identifying an effective calculation methodology.

\(^1\) CO\(_2\)e refers to six greenhouse gases including carbon dioxide and methane. The NHS measures its carbon footprint in CO\(_2\)e which is in line with national and international conventions and 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\(_2\).
<table>
<thead>
<tr>
<th></th>
<th>2013/14</th>
<th>2014/15</th>
<th>2015/16</th>
<th>2016/17</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Fossil Fuels</strong></td>
<td>11,585</td>
<td>12,364</td>
<td>12,127</td>
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<td><strong>Trust Vehicles</strong></td>
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<td>477</td>
<td>527</td>
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<td><strong>Electricity</strong></td>
<td>7,183</td>
<td>6,125</td>
<td>5,963</td>
<td>5,222</td>
</tr>
<tr>
<td><strong>Water &amp; Waste Water</strong></td>
<td>182</td>
<td>182</td>
<td>170</td>
<td>179</td>
</tr>
<tr>
<td><strong>Grey Fleet</strong></td>
<td>1,131</td>
<td>1,323</td>
<td>814</td>
<td>716</td>
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<tr>
<td><strong>Total (tonnes CO₂e)</strong></td>
<td>20,394</td>
<td>20,306</td>
<td>19,550</td>
<td>18,693</td>
</tr>
</tbody>
</table>

Figure 2: ESHT carbon footprint 2013/14 – 2016/17

Figure 3: ESHT carbon footprint breakdown 2014/2015

3 “Grey fleet” refers to Trust staff using their own vehicle for Trust business.
We have already made some progress with reducing our environmental footprint. For example, we have been:

> DEVELOPING a programme of low cost, short payback energy saving schemes, which we implement each year. These measures include making operational changes to our Combined Heat & Power plant at EDGH and improving and updating our Building Energy Management System and control strategies. These projects will make a major contribution to further reducing our carbon footprint during the coming years.

> INVESTIGATING the potential to procure an Energy Performance Contract (EPC) to deliver long-term reductions in energy consumption across our two main acute sites. We anticipate that this project should result in large annual cost savings and will also deliver major CO$_2$ reductions to help us achieve our 2020 target.

> RECYCLING an increasing quantity of our general waste with the remainder converted into fuel to generate electricity, meaning we are able to achieve zero general waste to landfill and reduce our costs. We are working closely with our general waste contractor Veolia to boost our recycling rate by increasing the availability of mixed recycling facilities to staff and patients. We have also undertaken project work to introduce the offensive (non-infectious) healthcare waste stream and improve segregation of healthcare waste to minimise the quantity we send for incineration and sterilisation when that level of treatment isn’t necessary.

> ESTABLISHING a “green travel” initiative to encourage and support our staff to reduce their car use and adopt more active and sustainable modes of travel. We introduced a car sharing data base in partnership with East Sussex County Council and have dedicated car sharing spaces at both acute sites. We have trialled two hybrid pool cars in Estates & Facilities, which are now being rolled out to other departments. We offer staff free cycling proficiency training and access to a regular cycle maintenance service twice a month and run a salary sacrifice cycle purchase scheme throughout the year. To support cycling we have invested in improved cycle shelters at both acute sites. We offer staff subsidised Stage Coach bus season tickets and have set up a Community Transport Group involving the County Council, district and borough councils and local travel interest groups.

**CASE STUDY: BIOSYSTEMS**

We have been working with our healthcare waste contractor to roll out reusable sharps containers, “Biosystems”, across our services. The containers can be reused up to 600 times and so have a much smaller environmental footprint than our existing containers, which are incinerated after a single use. Following an initial successful trial the system was rolled out across the Trust. This has helped us to reduce our environmental footprint, reduced the risk of needlestick injuries to our staff and saved the Trust around £25,000 at each of our acute sites.
Next Steps

We have already begun to make progress with reducing the environmental impact of our services. Through this SDMP we are keen to maximise the impact of our efforts by developing a comprehensive and integrated set of plans that demonstrate our commitment to sustainability, reduce our impact on the environment and help us become a more sustainable healthcare provider.

What we are trying to achieve with this Sustainable Development Management Plan?

A Sustainable Development Strategy for the Health, Public Health and Social Care System (2014) sets out four priority actions for individual NHS Trusts:

1. Establish a Board approved plan including carbon reduction, adaptation plans and actions across the sustainability agenda
2. Measure, monitor and report on sustainable development and adaptation performance
3. Evaluate performance to ascertain areas of strengths and opportunities for development
4. Engage staff, service users and the public to help support the development of a more sustainable and resilient health and care system

As such, this SDMP clarifies our sustainability objectives and sets out a plan of action to achieve clear and measureable targets.

Our aims and objectives

A Sustainable Development Strategy for the Health, Public Health and Social Care System (2014) sets out three goals to achieve their overarching vision. Working from this we have utilised Sussex Community NHS Foundation Trust’s Care Without Carbon model for sustainable healthcare, which addresses seven key areas of NHS activity (The Seven Steps to Sustainable Healthcare), to define our overall objectives and action plans between now and 2020. These are illustrated in Figure 4 (over page).

In the following pages we have identified our commitments under each of the Seven Steps as well as a series of specific actions and the key success measures through which we will monitor our progress.
OUR SEVEN STEPS TO SUSTAINABLE HEALTHCARE

ADAPTATION
Ensuring our infrastructure and operations are resilient to climate change

PROCUREMENT
Creating an ethical and resource efficient supply chain

WELLBEING
Enhancing the wellbeing of our workforce

BUILDINGS
Reducing the environmental impact of our estate

CULTURE
Informing, empowering and motivating people to achieve sustainable healthcare

GOVERNANCE
Embedding sustainability in corporate governance structures

JOURNEYS
Minimising the health and environmental impact of travel
1. Buildings

We recognise the impact that our estate and facilities have on the environment, our staff and patients and our finances. We are committed to decarbonising and raising awareness to reduce our impact of energy use, waste and water use.
Our commitments

> We will decarbonise our facilities in line with NHS and national targets and develop robust reporting systems to monitor progress.

> We will raise awareness of climate change and communicate progress with our own CO₂ reduction efforts to our Board, our staff, our patients and other external stakeholders.

To achieve this we will

> Drive energy efficiency and CO₂ reductions through our Estates Strategy, setting challenging energy efficiency targets for all new premises and refurbishments and achieving the BREEAM Excellent standard for any new-build premises.

> 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.

> Develop and implement an energy and carbon reduction investment programme in partnership with the Energy & Carbon Fund. Alongside this we will collaborate with our NHS partners in the STP to develop the case for a joint Energy Performance Contract procurement exercise in order to generate economies of scale and drive innovation in energy and carbon management across the health system.

> Maintain comprehensive carbon measurement and reporting systems and obtain independent, third party 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 major refurbishment projects.

> Introduce best-in-class water saving technologies and techniques and develop an action plan to safeguard the Trust from future water shortages, including investigating the potential to increase borehole water extraction at Eastbourne District General Hospital.

> Reduce the energy consumption of our IT infrastructure through the introduction of energy efficient technology and power management techniques.

> Reduce to the lowest level practicable level the number of hazardous substances used by the Trust.

> Where possible, ensure that electricity we purchase from the national grid is generated from 100% renewable energy sources.

> Improve and promote better use of green spaces across our estate to support health, wellbeing and biodiversity. Examples could include use of courtyard spaces for staff gardening projects and green gyms.

KEY SUCCESS MEASURE BY 2020

Absolute CO₂ reduction from buildings energy consumption that is ahead of NHS and UK targets under the Climate Change Act 2008 (34% reduction against our baseline).
2. JOURNEYS

The NHS accounts for 5% of all road traffic in England and travel is responsible for 17% of the NHS carbon footprint. We are committed to minimising the negative environmental and health impacts of movement of staff and materials and promoting active travel.
Our 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 contribute to staff and patient wellbeing by supporting a shift away from car dependency and solo car occupancy to more sustainable travel options that deliver additional environmental and health benefits.

To achieve this we will

> Develop and implement a new Trust-wide Travel Plan to target solo car occupancy and support the roll-out and uptake of alternative travel options. This should consolidate existing and planned sustainable travel workstreams.

> Ensure that appropriate resources are made available to support implementation of the Travel Plan.

> Publicise use of a car share scheme to include our community bases. Review business case for investment in subsidised public transport season tickets for all staff.

> Review target investment at improving infrastructure to support active travel, including cycle shelters and showering facilities, and well as increasing access to Webex or similar software.

> Incentivise a shift away from solo car occupancy by reviewing business mileage rates and introducing other reforms such as preferential rates for car sharing and active travel.

> Continue to roll out our hybrid pool car scheme across the Trust.

> Continue to work with our courier and patient transport providers to drive the adoption of cleaner, low emission technologies.

> Review our lease car policy and introduce a cap on emissions from our lease car fleet.

> Facilitate close collaboration between our clinical services, travel group and Estates to ensure all travel options and impacts are taken into consideration when planning new premises.

> Utilise the new electronic business travel claim system to improve data and reporting of CO₂ from business travel.

> Operate a bi-annual staff travel survey to improve engagement with staff and capture data on staff commuting.

> Strengthen our relationship with local partners through the East Sussex Community Travel Forum to support implementation of our travel plan, reducing traffic impacts and promoting the use of public transport and active travel.

KEY SUCCESS MEASURE BY 2020

Absolute reduction in CO₂ emissions from travel and transport operations (including Trust fleet and business mileage) that is ahead of NHS and UK targets under the Climate Change Act 2008 (34% reduction against our baseline).
3. PROCUREMENT

Procurement is the single largest contributor to carbon emissions in the NHS with around 72% of the health and care system emissions attributable to procurement alongside a £40billion spend each year. We are committed to reducing the impacts associated with our own commissioning, sourcing and buying processes, including minimising waste.
Our commitments

> We will work with our suppliers to reduce emissions and waste from our supply chain wherever possible.
> We will demonstrate a commitment to ethical trade by integrating ethical trade principles into our core procurement processes.

To achieve this we will

> Implement a new Procurement Policy, with sustainability, social responsibility and whole-life costing considerations as a business-as-usual feature of our procurement activity.

> Work with key external stakeholders such as NHS Supply Chain and NHS Commercial Solutions to ensure that equipment and services procured through these routes meet the requirements of the Social Values Act and this SDMP.

> All business cases and business planning processes for new equipment and services should consider sustainability and reflect the requirements of the new Procurement Policy.

> Provide information to other NHS organisations that are developing new tools and metrics to measure the environmental performance of procurement.

> Continue to provide opportunities for local suppliers to support the local economy and reduce delivery miles.

> Monitor stock levels through implementation of the Inventory Management System (IMS) and promote practices that avoid waste generated by our clinical services and through materials management.

> We will work with our NHS provider partners within the STP to jointly tender for waste management services in order to create economies of scale and drive innovation.

> Liaise with waste contractors, suppliers and relevant support agencies to implement the Waste Hierarchy for healthcare and non-healthcare waste streams, aiming to achieve zero waste to landfill across all of our operations and turning residual waste into a resource opportunity wherever possible.

> Continue to introduce non-infectious healthcare waste stream ("tiger bag" waste) across the Trust to an agreed % target to 2020.

> Investigate options for food waste collections and local in-vessel composting at our restaurants to reduce the cost and impacts from using on-site macerators.

> Work with Facilities & Infection Prevention & Control to assess potential for high efficiency hand dryer roll out to replace paper towels in non-clinical wash rooms.

> Promote our Procurement Policy to all staff, Trust stakeholders and potential suppliers, ensuring that anyone procuring for our Trust understands what is required to procure in a sustainable way.

KEY SUCCESS MEASURE BY 2020

We will use every opportunity throughout the procurement tender process to engage suppliers in the sustainability agenda and deliver a measurable reduction in our environmental footprint.
4. CULTURE

Embedding sustainability into everyday practices requires long-term culture change achieved by leadership and system-wide engagement. We are committed to informing, empowering and supporting the workforce to deliver high quality care in a sustainable way.
Our 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.

To achieve this we will

> Reflecting our values of "working together" and "engagement and involvement" we will design and launch a new communication strategy and staff engagement campaign aimed at raising awareness of the SDMP, communicating core messaging and driving positive action at every level of the Trust. Our approach should be aligned to the Making Every Contact Count (MECC) programme, highlighting environmental co-benefits of healthy lifestyles. A business case for this strategy and campaign will be developed during 2017/18.

> Identify opportunities to include sustainable development objectives in our staff induction programme and development/appraisal processes that encourage all staff to consider how to include sustainability as a dimension of their daily work. Incorporate sustainability messages into the new Manager’s Induction programme and “first 100 days in post” initiative.

> Design and run a Board and senior leaders development programme to strengthen the Trust’s strategic awareness of this SDMP and promote leadership competencies that encourage consideration of environmental impacts and projections alongside financial and health outcomes.

> Utilise our ESHT Viners network to support delivery of the SDMP, for example by identifying staff champions to facilitating stronger links between the SDMP and Trust services and staff and incorporating sustainability messaging into the theme of the week.

> Conduct all staff training in a low-carbon manner, for example minimising travel and printing.

> Actively participate in national sustainability campaigns, for example the annual NHS Sustainability Day.

> Initiate an incentive scheme to encourage grass-roots action and innovation in sustainable healthcare delivery and assess the opportunity to include sustainability in our Annual Awards to recognise those supporting the delivery of our SDMP.

> Explore ways to engage the local community in delivery of this SDMP targeting key issues within the local public health agenda.

> Use the staff suggestion scheme for financial savings to generate ideas that consider waste reduction and efficient resource management.

KEY SUCCESS MEASURE BY 2020

100% of Trust staff to demonstrate awareness on sustainability in healthcare, including carbon reduction and climate change adaptation, as appropriate to their role.
5. WELLBEING

With productivity being integrally linked to workforce wellbeing, the Trust is committed to reducing workplace stress and improving the health and wellbeing of its staff.
**Our commitments**

> We will improve the overall health and wellbeing of our workforce by increasing access for staff to a range of support services, as well as encouraging and supporting staff.

> We will involve and engage our workforce in making decisions about our services so that we can achieve our vision of being the provider of choice for our local population.

To achieve this we will:

> Continue to develop and deliver our Health & Wellbeing Strategy and Action Plan using our Health Promoting Trust status as a basis for planning. We will ensure the objectives of this SDMP are aligned with our work on health and wellbeing. The four priority areas for 2017-2018 are: healthy food; healthy transport; motivational skills and; smoking.

> Increase Occupational Health capacity to deliver training to managers and staff on sickness absence management, stress management, wellbeing, leadership and resilience.

> Increase effectiveness of existing in-house counselling service to increase capacity to deliver training and group sessions.

> Use our Travel Plan to encourage and support active travel.

> 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.

> Continue to develop and implement healthy eating guidance for staff and increase access to healthy, sustainable food options and information for staff, patients and visitors. Work will target high calorie and high sugar products, e.g. canned drinks.

> Partner with suppliers to work towards CQUIN targets for healthy food.

> Target HR support to services with higher than average sickness levels to ensure that they are supported to follow good absence management and staff support practice.

> Provide advice and support to staff experiencing financial hardship and signpost to other support services where available.

> Promote healthy lifestyles through discounts and benefits offered to all employees.

**KEY SUCCESS MEASURE BY 2020**

Reduce sickness rate to below 3.5%, 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.
With the climate in the UK changing, it is important to ensure that health and care system infrastructure and processes are prepared for and resilient to the rising temperatures, flooding and severe weather events that are becoming more frequent. We are committed to ensuring that our services and workforce are prepared and able to protect our patient community.
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

> Ensure that all departments have effective business continuity plans in place that consider the impact of climate change, and that staff understand and practice these plans.

> 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 climate change impact risk assessments every two years 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 heat waves, floods and other extreme weather events.

> Collaborate with relevant stakeholders across the health system and local authorities in order to share information, raise awareness and help prioritise and agree coordinated action. This includes full engagement with the Sussex Resilience Forum, meeting ESHT’s obligations as a Category 1 responder under the Civil Contingencies Act 2004.

> Work with stakeholders to identify likely changes to service requirements resulting from climate change e.g. increase in frequency of heat-related illness and deaths, changes in local pathogens etc.

> 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 that training for our emergency response plans is suitable and sufficient, and that plans are tested.

> Ensure all new and existing infrastructure is able to cope with rising temperatures, floods and episodes of extreme temperatures, and minimises the risk to staff, patients and visitors. This should be weighed 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

Climate Change Adaptation risk assessment undertaken every two years as routine component of Emergency Planning and Business Continuity procedures.
7. Governance

It is fundamental to being a sustainable organisation that we operate with integrity and responsibility. Effective governance is critical to ensuring that we deliver on our SDMP, integrating and embedding its principles and processes throughout the Trust and engaging our staff, patients and wider stakeholders.
Our commitments

> We will embed sustainability into our corporate governance structures, ensuring effective, targeted action is possible at all levels of the Trust.

> We will monitor and measure our progress against this SDMP and adopt transparent public reporting as a fundamental principle for improvement and good governance.

To achieve this we will

> Appoint a new Executive Lead for sustainability to champion the aims and objectives set out in this SDMP and ensure sustainability considerations are visible at Board level.

> Form a management group to oversee implementation of this SDMP, comprising a senior for each action plan, clinical/staff representatives and external stakeholders where appropriate

> Work with departments outside of Estates and Facilities to ensure that new and existing strategies, initiatives and policies within the Trust align with this SDMP’s objectives, embedding sustainability into their principles and processes. This should include integration of sustainability principles into the business case process.

> Ensure that appropriate resource is made available to successfully deliver this SDMP.

> Adopt the Treasury sustainability reporting approach FreM (The Government Financial Reporting Manual) and use this as the basis for measuring our sustainability reporting alongside reporting through the SDU.

> Aim to continually improve our annual reporting on sustainability, achieving the SDU’s Excellent rating.

> Prepare business cases for any investment (capital or revenue) required to support the programme.

> Develop a new sustainability dashboard to facilitate Board reporting on progress. Report back to Trust Board on performance against this SDMP at agreed intervals.

> Ensure that this SDMP is accessible to our staff and the public through our website and is reviewed and updated annually.

> Actively support wider collaboration on sustainability across our local STP and work with local partners within the system to identify and implement shared solutions.

> Benchmark ourselves against other NHS Trusts on a number of key sustainability indicators, including CO₂ reduction.

KEY SUCCESS MEASURE BY 2020

To have the SDMP referenced in all Trust policies and procedures, and to have a sustainability impact assessment incorporated into all major strategies and Board papers.
Reaping the benefits

By delivering on this SDMP to become a more sustainable healthcare provider, the Trust can achieve immediate health and wellbeing benefits, significant cost savings and considerably reduce its impact on the environment.

Health and wellbeing benefits

Through this SDMP we have the opportunity to achieve immediate health and wellbeing benefits, including:

> Reduced sickness absence and stress among our staff;
> Improved workforce health with an increased proportion participating in physical activity during the working day including travel to work;
> Greater ability to ensure appropriate care is available for vulnerable patients during heat waves, floods and other extreme weather events caused by climate change; and
> Increased financial inclusion across our workforce with the introduction of a Living Wage.

Value at Stake

By taking action to reduce our emissions as set out in this SDMP we can expect to achieve significant CO₂ reductions and cost savings.

The estimated benefits of implementing this SDMP are summarised in the Value at Stake analysis shown Figures 5 and 6 on the following page. This illustrates the difference between doing nothing (a business-as-usual approach) and a reduced emissions scenario where the Trust takes an active approach to sustainability in line with this SDMP, reducing CO₂ emissions by 34% by 2020.

The Value at Stake analysis takes into account:

> Electricity and gas price inflation at 5% per year
> Natural CO₂ emissions growth of 3.5% per year

The Trust has already achieved an 8% reduction in emissions since its 2013/14 base year. Achieving a further 26% savings in line with the targets set out in this plan will deliver:

> Cost savings of £2.7 million by 2020
> A reduction of over 13,600 tonnes CO₂ by 2020

The annual revenue cost of implementing this SDMP is ca. £95K.
Figure 5: ESHT Value at Stake analysis – carbon emissions (CO$_2$e)

Figure 6: ESHT Value at Stake analysis ESHT – energy cost (£)
HOW WE WILL ACHIEVE THIS

Delivery of this SDMP will rely on effective governance structures being integrated throughout the Trust. Alongside this, we recognise the vital role our staff can play in helping us deliver this strategy as well as the power of partnership to accelerate progress and achieve our goals.

Engaging staff and patients
We are committed to working with our staff, patients, stakeholders and other individuals and organisations to engage with us, help us deliver our strategy and promote best practice in sustainability, both within our local communities and with other NHS partners.

Sharing best practise and leading by example
By leading by example and openly sharing our experience and learning with other health and social care providers we hope to:

> Promote the importance of adopting sustainable lifestyles to the local communities that we serve.
> Improve the effectiveness of our Management Plan.
> Develop networks to share best practice on sustainable healthcare delivery.
> Become recognised as a leading NHS services provider for sustainable development policy and practice.

Our commitments
To achieve this we will:

> Publish this SDMP on our website and actively promote our work externally.
> Seek opportunities to share best practice with other NHS bodies and openly share information on our sustainability initiatives with providers and commissioners.
> Play an active role in local sustainability networks and participate in local and national events to promote our work.
> Develop joint communication and staff engagement initiatives with other NHS providers in the local health economy and promote collaborative action across our organisations.
> 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 footprinting and CO2 reduction.
> Invite input from service users and community groups into the future development of our sustainability programme.
Delivery of this Management Plan and the benefits it will bring – economic, environmental and social – will rely on early action on a number of pivotal points and effective governance structures being integrated across the Trust. The first three to six months after Board approval will be critical to maintaining momentum and ensuring most effective delivery of this SDMP. Here we identify the priority actions for this period.

<table>
<thead>
<tr>
<th>Action</th>
<th>Lead</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>BUILDINGS</strong></td>
<td></td>
</tr>
<tr>
<td>Work stream lead: Chris Hodgson, Associate Director of Estates and Facilities</td>
<td></td>
</tr>
<tr>
<td>Develop a Metering Strategy to prioritise investment in Automatic Meter Reading (AMR) across our freehold estate.</td>
<td>Mark Paice</td>
</tr>
<tr>
<td>Agree a % target for non-infectious healthcare waste stream (&quot;tiger bag&quot; waste) across the Trust.</td>
<td>Michelle Clements</td>
</tr>
<tr>
<td><strong>Journeys</strong></td>
<td></td>
</tr>
<tr>
<td>Work stream lead: Chris Hodgson, Associate Director of Estates and Facilities</td>
<td></td>
</tr>
<tr>
<td>Establish a Travel Group with significant staff membership to oversee the implementation of the Travel Transformation Plan.</td>
<td>Michelle Clements</td>
</tr>
<tr>
<td>Develop and implement a new Trust-wide Travel Transformation Plan to target solo car occupancy and support the roll-out and uptake of alternative travel options.</td>
<td>John Kirk</td>
</tr>
</tbody>
</table>
## Procurement

**Work stream lead: Glyn Freeman, Head of Procurement and Supplies**

<table>
<thead>
<tr>
<th>Activity</th>
<th>Responsible Party</th>
</tr>
</thead>
<tbody>
<tr>
<td>Develop a new Procurement Policy, with sustainability, social responsibility and whole-life costing considerations as a business-as-usual feature of our procurement activity. This will meet the requirements of the Social Values Act and the Lord Carter review.</td>
<td>Glyn Freeman</td>
</tr>
<tr>
<td>Liaise with NHS Commercial Solutions and NHS Supply Chain to identify how the requirements of the Social Values Act are incorporated into the decision making process.</td>
<td>Glyn Freeman</td>
</tr>
</tbody>
</table>

## Culture

**Work stream lead: Jenna Khalfan, Head of Communications**

<table>
<thead>
<tr>
<th>Activity</th>
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</tr>
</thead>
<tbody>
<tr>
<td>Participate in national sustainability campaigns, for example the annual NHS Sustainability Day.</td>
<td>Jenna Khalfan</td>
</tr>
<tr>
<td>Develop and launch a new communication strategy and staff engagement campaign aimed at raising awareness, communicating core messaging and driving positive action at every level of the Trust.</td>
<td>Jenna Khalfan</td>
</tr>
</tbody>
</table>

## Wellbeing

**Work stream leads: Lorraine Mason, Workforce Development Manager & Moira Tenney, Deputy Director of Human Resources**

<table>
<thead>
<tr>
<th>Activity</th>
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</tr>
</thead>
<tbody>
<tr>
<td>Create a Band 4 and a Band 7 post as part of the Health &amp; Wellbeing team within our OH team.</td>
<td>Lorraine Mason &amp; Moira Tenney</td>
</tr>
<tr>
<td>Develop a business case to allow fast track access to OH physio and further develop rapid access service to mental health.</td>
<td>Lorraine Mason &amp; Moira Tenney</td>
</tr>
</tbody>
</table>

## Adaptation

**Work stream lead: Chris Hodgson, Associate Director of Estates and Facilities**

<table>
<thead>
<tr>
<th>Activity</th>
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</tr>
</thead>
<tbody>
<tr>
<td>Develop a template for the climate change impact risk assessment and trial with 10 departments across the Trust. Develop a plan to roll this out over the next year.</td>
<td>Ian Taylor</td>
</tr>
<tr>
<td>Work with stakeholders to identify likely changes to service requirements resulting from climate change.</td>
<td>Ian Taylor</td>
</tr>
</tbody>
</table>
**Governance**

**Executive Lead: Jonathan Reid, Director of Finance**

<table>
<thead>
<tr>
<th>Task</th>
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</tr>
</thead>
<tbody>
<tr>
<td>Identify the membership, Terms of Reference (TOR) and hold the inaugural meeting for the Sustainability Steering Group, to oversee the delivery of this SDMP.</td>
<td>Chris Hodgson</td>
</tr>
<tr>
<td>Develop a dashboard for sustainability reporting which accurately reflects progress in each of the seven steps and use as the basis of our sustainability reporting.</td>
<td>Chris Hodgson</td>
</tr>
</tbody>
</table>
For further information please contact:

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Email: mark.paice@nhs.net

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