



Queen Victoria Hospital
NHS Foundation Trust

Our Green Plan 2022



Part 1: our commitment

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Welcome

Welcome to the Queen Victoria Hospital NHS Foundation Trust Green Plan 2022.

In October 2020, the NHS committed to deliver the world's first Net Zero Carbon health service, responding to climate change and improving health now and for future generations. we are striving to become a more sustainable healthcare provider. As such, through this Green Plan, we commit to meeting the ambitious Net Zero Carbon targets set by NHSEI.

At Queen Victoria Hospital NHS Foundation Trust (QVH), everything we do is informed by our passion for providing the highest quality care, the best clinical outcomes and a safe and positive patient experience. Reducing our impact on the environment is clearly aligned with this.

As such, we are committing to become a more sustainable healthcare provider and to meeting the ambitious Net Zero Carbon targets set out by NHSEI – to become a Net Zero Carbon provider by 2040.

We've set out our approach on the following page. We'll deliver against our Net Zero Carbon targets through Care Without Carbon (CWC), our framework for more sustainable healthcare. Originally developed at Sussex Community NHS Foundation Trust, CWC provides an integrated and holistic approach to sustainability within the NHS – ever more important as the challenge of climate change and health deepens day by day. By working in parallel with others across our local system through CWC, we aim to enhance our impact, learn from others, and in turn, share our learning with others.

Our Green Plan is split into two parts:

Part 1: our commitment.

This document forms the first part of our Green Plan. Here we set out our vision and clear commitments to deliver against our Net Zero targets through the Care Without Carbon framework.

Part 2: delivery in detail.

From January 2022, we'll work with stakeholders across the Trust to develop the second part of our Green Plan – a set of targeted interventions to enable us to deliver against our commitments set out in Part 1.

Our vision through Care Without Carbon is: together we lead the way in net zero carbon healthcare, protecting the environment on which our health depends.

As such, we are working towards three key aims:

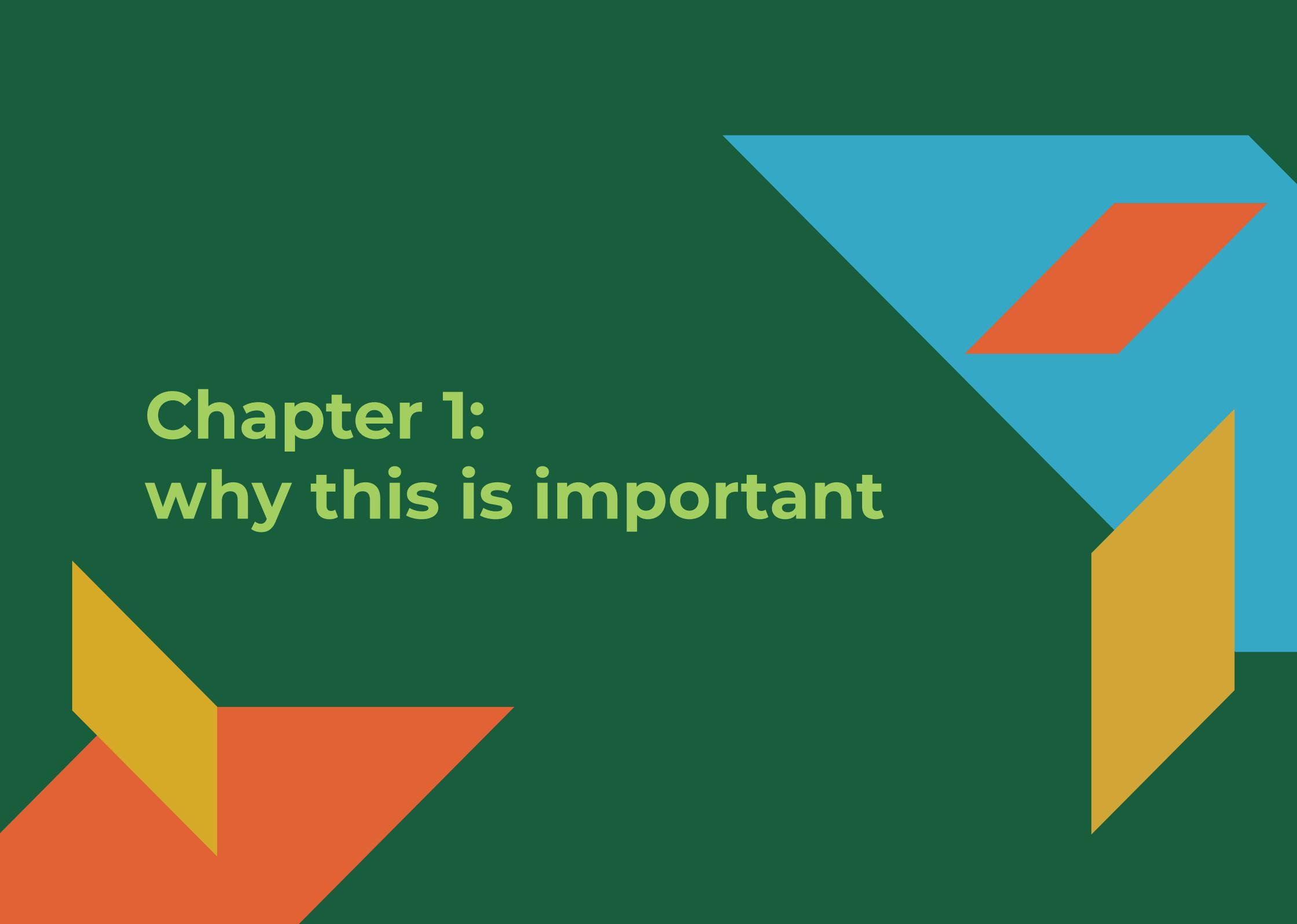
1. Reducing environmental impact: delivering care that is Net Zero Carbon, minimising our impact on the environment and respecting natural resources.
2. Improving wellbeing: supporting the health and wellbeing of our patients, staff and communities.
3. Investing in the future: making best value from our financial and other resources through forward thinking, sustainable decision making.

Our key environmental targets are:

- Net Zero Carbon for our direct emissions (NHS Carbon Footprint) by 2040
- Net Zero Carbon for our indirect emissions (NHS Carbon Footprint Plus) by 2045

Our initial interim target is:

57% reduction in our NHS Carbon Footprint by 2025 against a 2016/17 baseline.sustainable decision making.

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Chapter 1: why this is important

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 lifetimes.

Climate change and health

Climate change and health are inextricably linked. The most recent International Panel on Climate Change (IPCC) publication reported that human activity is changing the Earth's climate in unprecedented ways, with some of the changes now inevitable and irreversible. Limiting global warming requires reaching at least net zero CO₂ along with strong reductions in other greenhouse gas emissions.

In Sussex we're expected to see an increase in deaths and illness related to heat, air pollution and diet, damage to essential infrastructure and disruption to supply chains and services provision - all as a result of climate change.

At the same time, the way we are currently delivering healthcare is in itself contributing to ill health. Within the public sector, the NHS is the largest emitter of CO₂, making up over 5% of the UK's carbon footprint. And with 9.5 billion miles of all road travel in England associated with NHS business, plus huge amount of waste produced, our environmental impacts go far and wide.

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. According to NHSEI, limiting climate change in line with global goals could improve the health of our populations in a wide range of areas, for example:

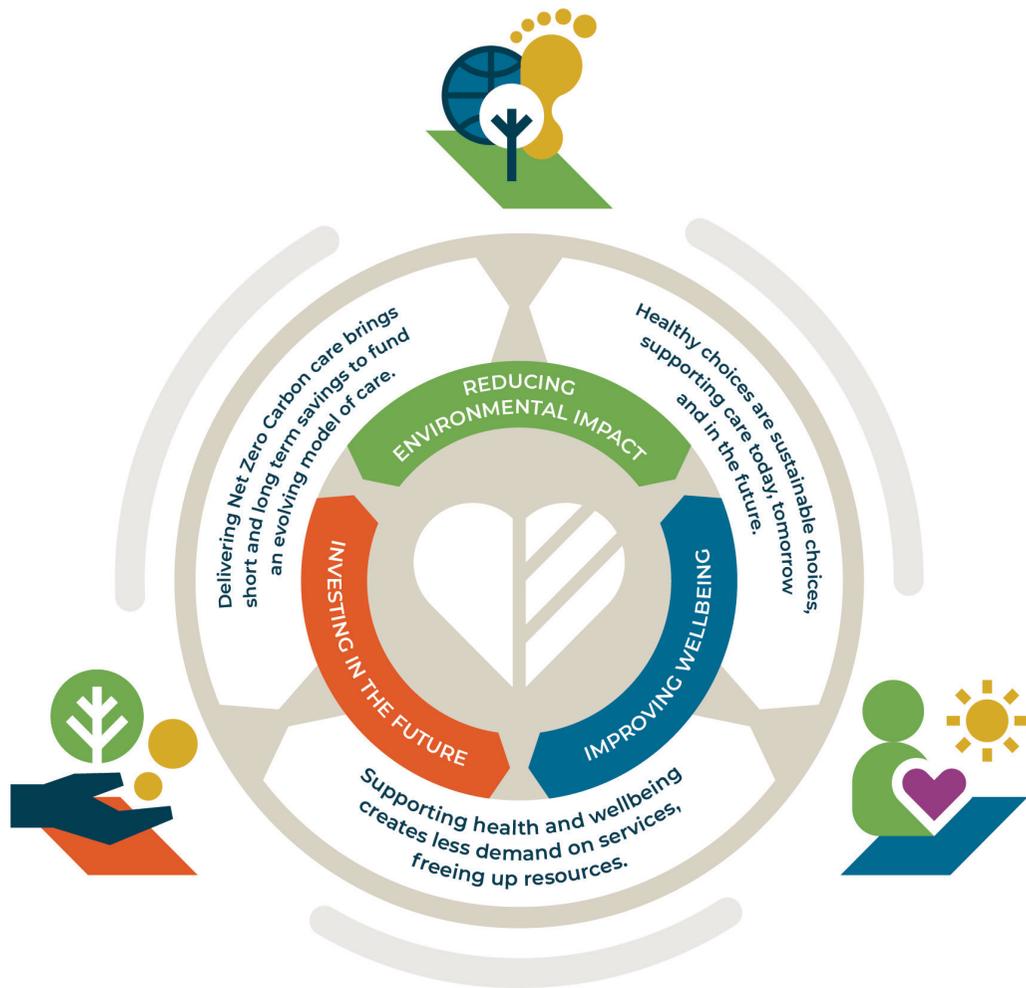
- **saving 5,700 lives per year from improved air quality;**
- **saving 38,000 lives per year from a more physically active population;**
- **saving over 100,000 lives per year from healthier diets; and**
- **avoiding 1/3 of new asthma cases.**

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.**

These challenges are reflected directly in our three key aims, with the link between these interrelated and complex challenges illustrated in the Care Without Carbon virtuous circle (see Figure 1).



Delivering against our vision

Maintaining high quality, sustainable health services across the communities we serve in the South East requires us to make best use of the resources we have – by being efficient and innovative in everything we do.

This Green Plan is specifically central to achieving our vision and values, in particular Continuous Improvement of Care, and Pride, in building the QVH of the future. As an Internationally renowned NHS trust we have a proud heritage and are known throughout the world for pioneering new and innovative techniques and treatments. We will bring this pioneering spirit to our delivery of more sustainable healthcare.

Figure 1: Our three aims are reflected in the Care Without Carbon virtuous circle of sustainable healthcare.

Drivers for taking action on climate change

Climate emergency = health emergency:

Former NHS England CEO Simon Stevens described the climate emergency as a 'health emergency' and reiterated the need for the NHS to be the change it wants to see. We firmly believe that tackling climate change ensures we are supporting the health of our staff, our patients and our community.

Delivering a Net Zero Carbon National Health Service (2020):

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. Launched in Autumn 2020, the new NHSEI climate change strategy sets out clear targets for NHS trusts to become Net Zero Carbon, and identifies specific areas of work to achieve this (see Figure 2). More recent NHSEI communications have set a requirement for all Trusts to have a Board approved Green Plan in place by January 2022.

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 Long Term Plan:

The NHS Long Term Plan sets out a number of requirements for NHS Trusts focussing on carbon, air pollution and plastic reduction. Key to this is a commitment to the Climate Change Act 2008 to more than halve emissions by 2025 and committing to net zero emissions by 2050, or as soon as practicably possible.

Commissioning:

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

Social Value:

There is a requirement for all NHS Trusts to include a 10% weighting dedicated to social value and sustainability within all tenders from 2021.

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

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

The NHS must help to adapt to the negative impacts of climate change on health:

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

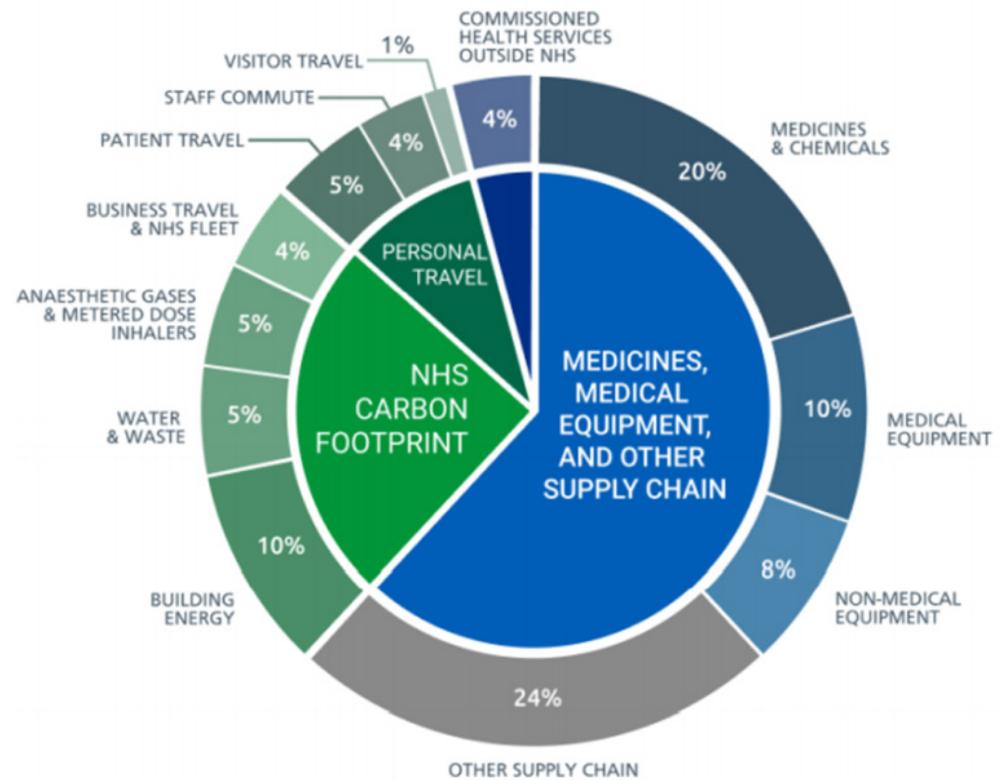
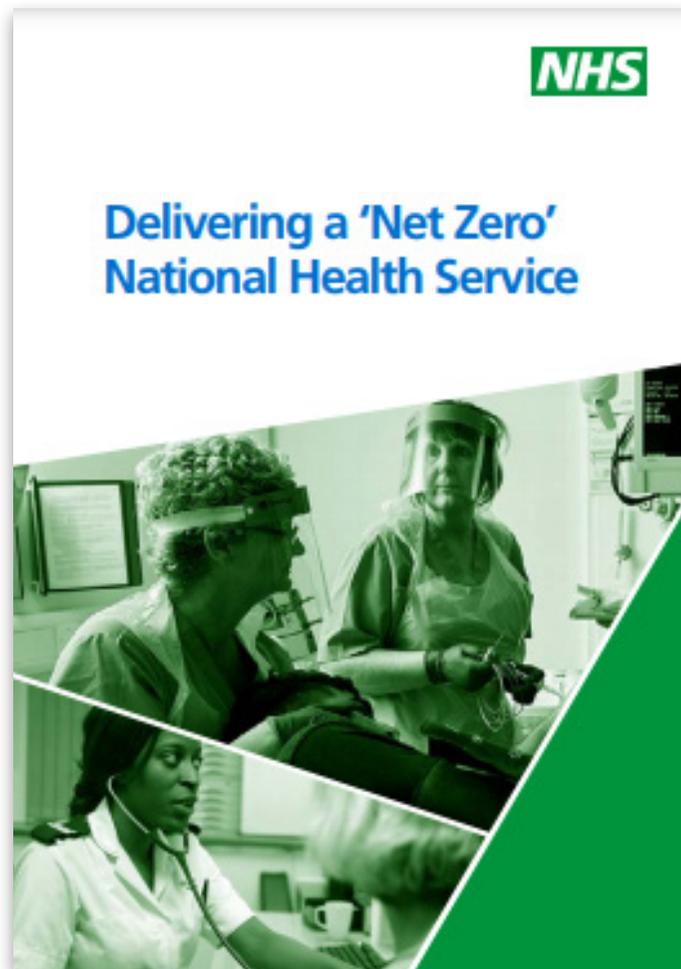


Figure 2: NHSEI climate change strategy, Delivering a 'Net Zero' National Health Service (2020); pie chart showing break down of NHS Carbon Footprint Plus.

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Chapter 2: The Story So Far

Chapter 2: The Story So Far

Our environmental impact

QVH provides specialist reconstructive surgery and expert therapy and rehabilitation services for people across the South of England and is a valued local employer in the region, with a diverse workforce of over 900 providing healthcare services to a growing population in the South East.

We have our main site at East Grinstead as a leading specialist centre for cancer, burns and trauma and reconstructive surgery.

Our leading consultant teams hold clinics at our hospital site in East Grinstead, West Sussex, and at a wide network of other sites across the South East region. In addition we have a major sleep studies department and provide a minor injuries unit and other services for people living in and around East Grinstead.

The services we provide carry a significant carbon footprint. To help us tackle this we have been working the past five years to reduce the carbon intensity of our Trust operations in line with requirements set out by NHS England in the Long Term Plan.

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 patients and staff across a substantial area of the South East and we purchase a wide range of equipment and services.

All of these activities generate CO₂ (carbon dioxide) emissions, measured as CO₂e and can be collectively summarised as the Trust's carbon footprint. 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.

We have aligned our carbon footprint methodology with new NHSEI guidance. As such, in this section we provide information relating to our:

- **NHS Carbon Footprint:** this accounts for our direct emissions. This includes data for building energy, water, waste, anaesthetic gases & inhalers, and business travel & fleet.
- **NHS Carbon Footprint Plus:** this accounts for the much wider, indirect impact of our Trust, but which we have influence over. This includes the impact of medicines, medical equipment, supply chain and patient travel. We don't currently have Trust specific data covering these aspects of our impact, so have used NHSEI % to illustrate as a starting point.

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

The data reflects our carbon footprint using a base year of 2016/17.

Our carbon footprint is primarily dictated by consumption linked to delivery of our services. There are, however, 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.

Our NHS Carbon Footprint (direct emissions)

The Trust's carbon footprint set out in line with the guidance provided within the Delivering a 'Net Zero' National Health Service (2020) publication

This has reduced significantly since 2016/17 with an overall reduction of 1,197 tonnes CO₂e (30%). 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.

Building energy

The energy used to power our buildings – primarily electricity and gas – is the main contributor to our NHS Carbon Footprint. We have implemented a number of energy efficiency schemes over the years, but the key contributor to our emissions reductions to date has also been the year on year decarbonisation of the electricity grid.

Medical gases impacts

Medical gases include anaesthetic gases and Metered Dose Inhalers; they make up a significant proportion of our carbon footprint. In 2020/21 medical gases accounted for 155 tonnes of CO₂e, 6% of the emissions we control directly. We have significantly reduced the impact of our anaesthetic gases over the last few years, with a 53% reduction since our base year. This remains a key focus of our work.

Travel impacts

Travel is another component of our footprint, and with air pollution a key issue for our communities with significant health impacts, we will be focusing on reducing our impact in this area. There is limited staff travel within work, with the majority of our impact in travel attributable to staff commuting and patient/visitors to sites.

Waste impacts

We produced 178 tonnes of waste in 2020/21 including clinical waste, general waste and recycling. Waste disposal produces greenhouse gasses, which have been included in our carbon footprint on the next page.

Our absolute NHS Carbon Footprint is illustrated in Figures 3, 4 and 5.

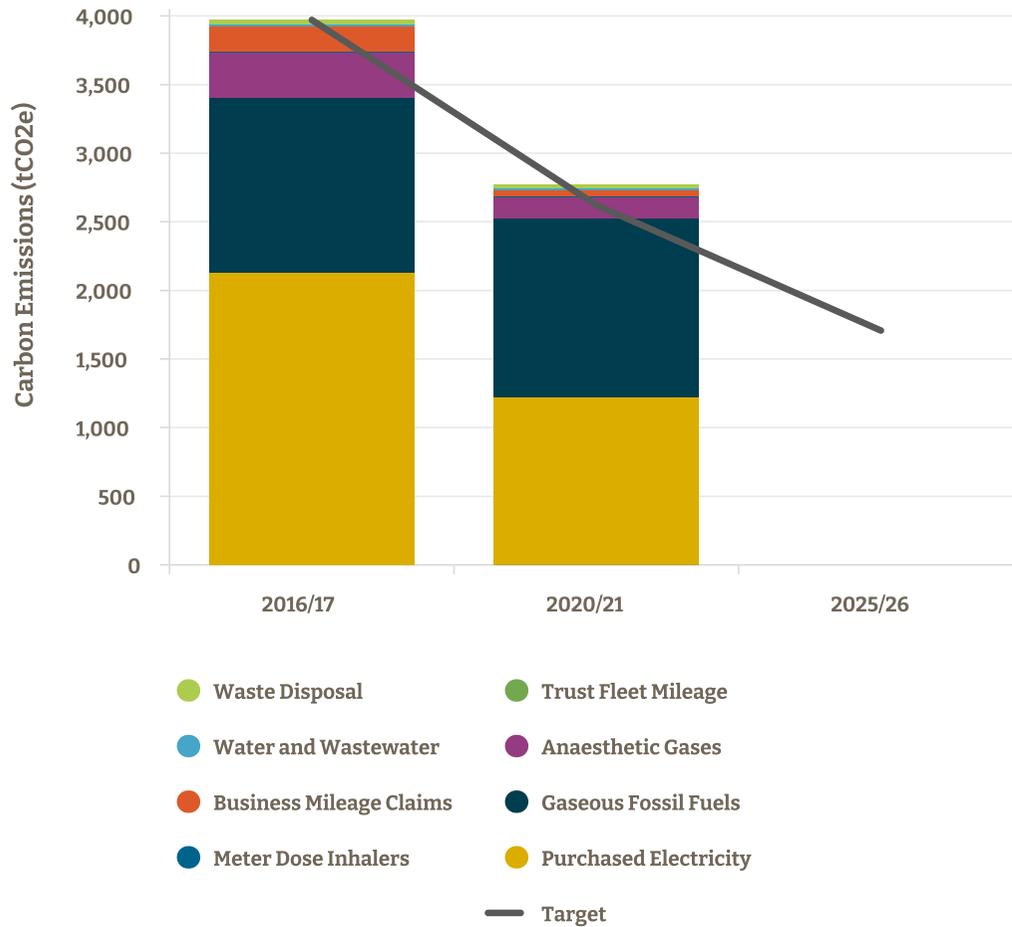


Figure 3: shows the Trust's actual carbon emissions vs. its 2025/26 target

ECarbon Emissions (tCO ₂ e)	2016/17	2020/21
Purchased Electricity	2,131	1,222
Gaseous Fossil Fuels	1,274	1,308
Business Mileage Claims	187	45
Anaesthetic Gases	330	154
Meter Dose Inhalers	2	1
Water and Wastewater	16	15
Waste Disposal	31	29
TOTAL	3,971	2,774

Figure 4: Comparison of carbon emission sources between base year (2016/17) and 2020/21

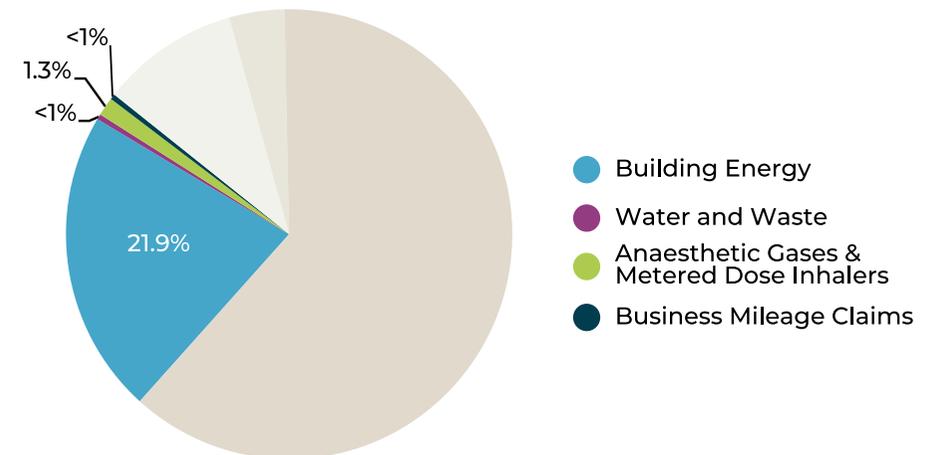


Figure 5: Detailed breakdown of QVH NHS Carbon Footprint 2020-21

Our NHS Carbon Footprint Plus (including emissions we can influence)

In line with NHSEI methodology, we also illustrate here our NHS Carbon Footprint Plus (see Figure 6 below). This includes both our direct and our more indirect areas of impact, but which we have influence over as a trust. These areas are outlined below.

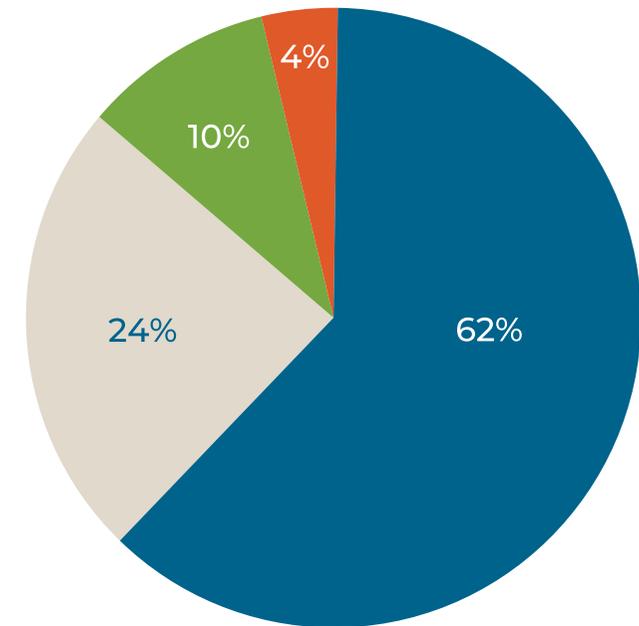
We don't have Trust specific data for these areas, so have used NHSEI data for an average NHS trust to illustrate the scale of the challenge. We will work to define a methodology for measurement over the coming years.

Supply chain (including medicines, medical equipment and other supply chain impacts)

The largest portion of our carbon footprint, 62%, is associated with the carbon footprint of our supply chain – the goods and services we purchase, use and dispose of. This includes medicines, medical equipment, non-medical equipment, commissioned health services outside of the NHS and other supply chain.

Personal travel impacts

Personal travel is made up of staff commuting to work, patient and visitor travel. According to NHSEI, this makes up approximately 10% of an average NHS trust carbon footprint. The reason these emissions are classified as indirect is that the Trust does not have direct control over how staff, patients and visitors travel to and from the hospital and which modes of travel they choose, but it is something we can influence.



- NHS Carbon Footprint (Direct Emissions)
- Personal Travel
- Comissioned Health Services Outside of NHS
- Medicines, Medical Equipment and Other Supply Chain Impacts

Figure 6: QVH NHS Carbon Footprint Plus 2020-21 (emissions we can influence)

Highlights of our progress to date

In our buildings

- A review of the Building Management System, seeking opportunities for carbon reduction.
- Continued installation of variable speed drives to larger fan motors, connected to the BMS so efficiency gains can be calculated.
- Continuing the programme to replace existing lighting with low energy and low maintenance LEDs - phase 2 has been completed and now all key areas are lit with energy efficient lighting providing a 70% energy reduction to lighting energy demand.

Supporting greener travel

- The installation across the hospital of cycle racks and safe storage boxes for those staff and visitors who wish to cycle to the hospital
- Facilitation of video conferencing equipment and training to all staff enabling virtual meetings both internally between staff and externally with patients, enabling staff reduce their emissions associated with travel

Tackling waste & procurement

- Recycling facilities are available across QVH and we now recycle around 30 tonnes each year.
- Since 2018/19 we have achieved zero non-healthcare waste to landfill.
- Switched to a carbon negative sandwich supplier, cutting the impact of a key area of our catering.
- Moving to biodegradable cups, with 33 tonnes single use plastic avoided each year from the 438,000 cups used.
- Since 2012 we've been procuring from a central depot, reducing travel required to 1 lorry, 3 times a week.

Our clinical services

- Significant reduction in the impact of our anaesthetic gases. We are a majority TIVA giving anaesthetic department, using intravenous anaesthetic drugs rather than volatile/ gas anaesthetics. In addition, we have removed desflurane vaporisers out of routine easy use – 2021 across 10 theatres.
- Replaced single use anaesthetic trays saving around 2.2 tonnes of carbon dioxide equivalents (tCO₂e) and 187,975 litres of water per year.
- Successfully moving to remote care where clinically appropriate, with 25% of our outpatient appointments now conducted remotely. In 2021/22 the Burns Outreach team conducted 54% outpatient appointments remotely, equivalent to saving 16,000km of driving and 2 tonnes CO₂.

Wellbeing

- Created a green outdoor wellbeing space for all hospital staff to take breaks utilising upcycled office furniture (see case study).

Working in partnership

- Participated in the Sussex ICS Energy Performance Contract project.

Case study: theatre wellbeing area

The Need: The Committee on Climate Change found that the total proportion of urban greenspace in England declined by 8 percentage points between 2001 and 2018, from 63% to 55% Committee on Climate Change (2019).

Nearby greenspace, and green features such as pocket parks, street trees, green walls and roof gardens, also mediate potential harms posed by the local environment – it can help to reduce exposure to air pollution, reduce the urban heat island effect, and mitigate excessive noise and reduce flood risk, all of which can impair both physical and mental health.

At Queen Victoria Hospital the theatre nurses did not have a suitable relaxing break space. The wellbeing area was much needed with increased stress and workloads of staff.



Figure 7: Ways in which greenspace may be linked to positive health outcomes (1)

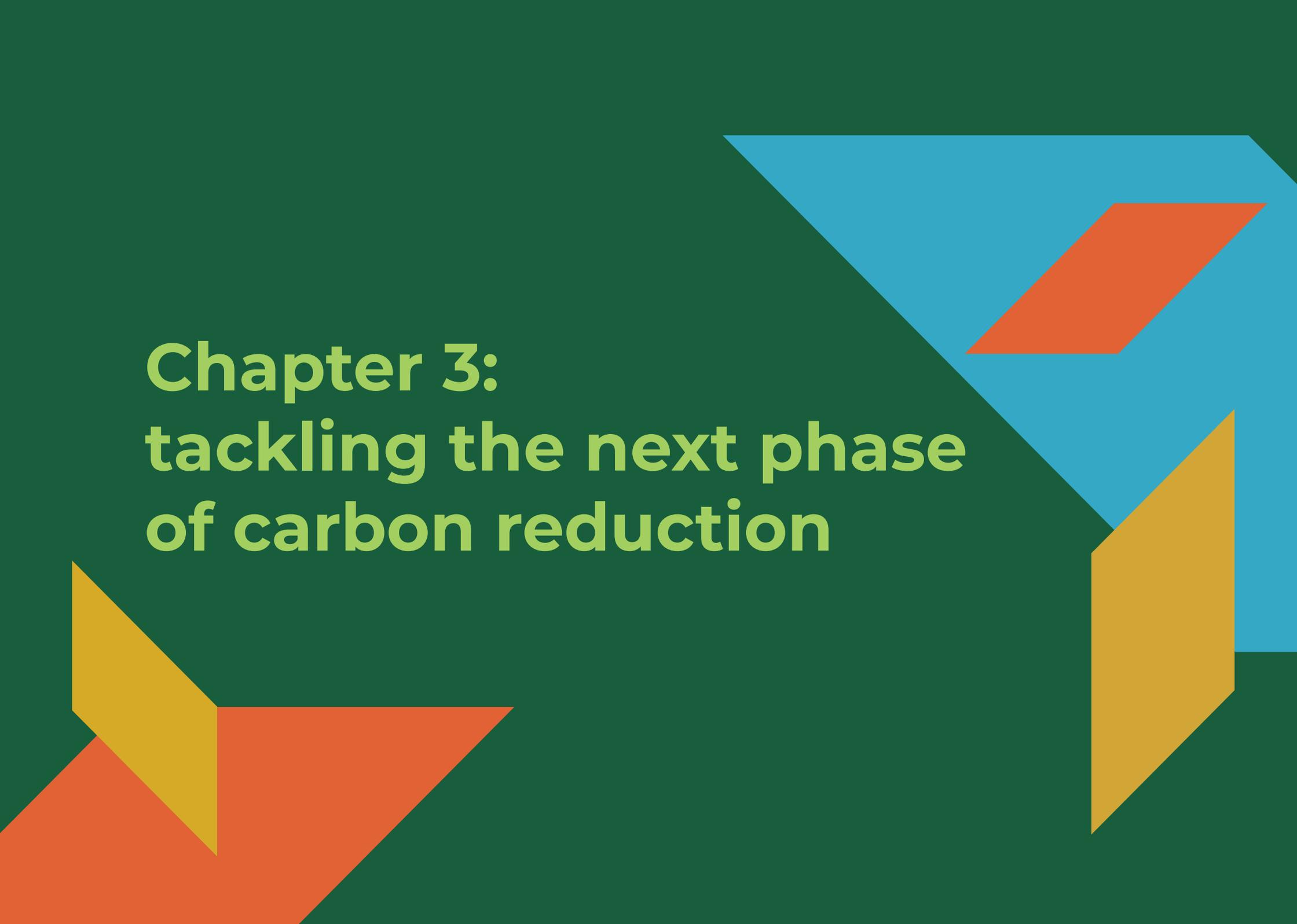
The Solution: Greening our theatre coffee and rest area.

Previously an area with no greenery, one of our theatre nurses used her ingenuity and personal funds to help green the rest area whilst recycling disused office equipment, providing a greatly improved outdoor space for more than 200 theatre staff.

The upcycled old filing cabinet drawers were brought back to life with staff helping out with a fresh lick of paint, with new container plants and window boxes bringing the space to life with greenery. This is the sort of project we are keen to support through this Green Plan going forward, and as part of our programme will look at how best to resource these sorts of projects as and when they come forward from staff.

(1) Improving access to greenspace, Public Health England (2020)





**Chapter 3:
tackling the next phase
of carbon reduction**

Our Green Plan: structured for success

In line with NHSEI requirements, every NHS Trust must have a Green Plan in place by January 2022. In many ways we are early into our journey towards more sustainable healthcare and wanted to ensure that our plan was truly reflective of what we are able to achieve, taking a considered route to reaching Net Zero Carbon by 2040.

In order to achieve this, we've split our Green Plan into two distinct phases:

Part 1: our commitment

This document forms the first part of our Green Plan. Here we set out clear commitments to deliver against our vision and Net Zero target through the Care Without Carbon framework. Specifically we set out:

- the context in which we are working – climate change as a health emergency;
- our environmental impact as a Trust (including our current carbon footprint) and our progress so far in reducing this;
- the commitment we are making to reach Net Zero by 2040 with an interim target of 57% by 2025, and our high level strategy to achieve this;
- the eight key areas of work we need to focus on to reach our targets using the Care Without Carbon framework; and
- an overview of our intended approach in delivering this work towards Net Zero Carbon.

Part 2: delivery in detail

We'll then work with stakeholders across the Trust to develop the second part of our Green Plan – a set of targeted interventions to enable us to deliver against our commitments set out in Part 1. This document will set out:

- detailed action plans for each a
- area of focus using the Care Without Carbon framework;
- a key success measure for each area of work; and
- our delivery plan and governance to ensure we hold ourselves accountable.

Bringing others with us: our Engagement Roadmap

We know that in order to deliver against our Net Zero goals, we will need support from across all areas of the Trust and from clinical to non-clinical staff. Alongside our Green Plan work, we will develop an Engagement Roadmap. This will look at how we can best engage with our staff, patients and wider community around sustainability. The Engagement Roadmap will include:

- research into where staff are at in terms of their thinking on sustainable healthcare;
- establishing a hub for sustainability within our communications channels;
- developing a campaign/programme of engagement to inform, empower and motivate staff to change behaviours to those that support a more sustainable healthcare service; and
- setting out a process for measurement and review over time.

How we will deliver: our Care Without Carbon framework

Through this Green Plan we aim to maximise the impact of our efforts through our Care Without Carbon framework.

Our vision through Care Without Carbon is: together we lead the way in net zero carbon healthcare, protecting the environment on which our health depends.

Our three aims are:

- 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.**

We achieve these through our sustainable healthcare principles:



Healthier lives: Making use of every opportunity to help people to be well, to minimise preventable ill-health, health inequalities and unnecessary treatment, and to support independence and wellbeing. Prehabilitation will be essential to achieving this.



Streamlined processes & pathways: Minimising waste and duplication within the Trust and wider health system to ensure delivery of safe and effective care.



Respecting resources: Where resources are required, prioritising use of treatments, products, technologies, processes and pathways with lower carbon, environmental and health impacts

These principles are based on those developed by the Centre for Sustainable Healthcare, and are working to: optimise our level of activity through reducing the need for care and making our processes as efficient as possible; and reduce the carbon intensity of the care we do need to provide.

Our Care Without Carbon framework provides a comprehensive, integrated plan to demonstrate commitment to sustainability, meet our Net Zero Carbon targets and reduce our wider impact on the environment to 2025 and beyond.

Where to Next: achieving Net Zero Carbon

At QVH we are committed to meeting the ambitious NHSEI targets for all NHS Trusts to achieve Net Zero Carbon by 2040, and our indirect emissions (NHS Carbon Footprint Plus) to Net Zero Carbon by 2045. Our first interim target is a 57% reduction in our NHS Carbon Footprint by 2025. This interim target keeps us on track for Net Zero Carbon by 2040.

The graph below shows the Trust's emissions target against projected emissions under a Do Nothing scenario. The Do Nothing scenario assumes that current consumption remains constant, with carbon savings achieved solely due to changing emissions factors, with the Trust benefiting in particular from the decarbonisation of the electricity grid.



Figure 8: Carbon emissions scenario comparison to 2040/41

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.

Over the course of the next 12 months, we will work with relevant stakeholders to develop our Net Zero Carbon targets and programme. Specifically:

- for each area of our carbon footprint we will gain a full understanding of the scale of challenge, identify target options & implications
- agree scale of ambition within the Trust and key targets
- Develop action plans to deliver against agreed targets

Our eight elements

In the next section of this document, we set out our eight areas of work (or 'elements') through which we will deliver against our vision, key aims – and our Net Zero Carbon targets. These eight elements (see Figure 9) form our work streams.

As this stage – Part One of our Green Plan – we focus on setting out the following within each area of work: our approach, our key commitments and any relevant national targets in that area.

Part Two of our Green Plan will then set out the detail against these eight areas, with key targets and detailed action plans.

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 9: the eight elements of Care Without Carbon

Four key areas of focus

As a starting point, we've identified four key areas of focus as key to moving us towards delivery of more sustainable, net zero carbon healthcare.

These will influence our detailed action plans as part of the second phase of our Green Plan:

- 1. Refocussing through the pandemic:** responding to the vastly altered context we're now working in, we consider how the pandemic has impacted the NHS in terms of sustainability – embracing the positives and tackling the negatives.
- 2. Deeper integration of sustainability into clinical settings across the NHS:** with 80% of NHS carbon footprint driven by clinical decisions, reaching Net Zero Carbon by 2040 will require a big shift in how we deliver care.
- 3. Delivering against the NHS Net Zero Carbon Commitment:** this challenging target will require full focus between now and 2040 with a clear path for delivery.
- 4. Escalating our impact through partnership working:** tackling carbon emissions together maximises the gains we can make and ensures adaptations benefit everyone. We're committed to working with our NHS partners within our ICS and beyond to reach Net Zero Carbon.

Our Green Plan Part 2 will set out a clear plan of action to deliver in these four key areas, and including actions we can take within our own operations, within our ICS and within our wider patient community across the South East region.





Chapter 4: our eight areas for action

Here we set out our approach and key commitments within each of our eight elements.



Taking Action: **Evolving Care**

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



Our approach

80% of our carbon footprint is driven by clinical decisions. Reaching Net Zero Carbon by 2040 will require a big shift in how we deliver care which cannot be achieved without input from clinicians. Enabling clinical teams to develop and enable lower carbon, more sustainable models of care is therefore essential.

Our commitments

- To integrate our sustainability principles at a strategic level across all our clinically focused programmes.
- We will support our clinicians to deliver against these principles by making lower carbon, more sustainable choices when delivering care day-to-day.

National Targets

There are a number of nationally set targets that are relevant to this area of work and which will be considered within the detailed actions in Part 2 of this Green Plan. They are:

- Where outpatient attendances are clinically necessary, at least 25% of outpatient activity should be delivered remotely, resulting in direct and tangible carbon reductions by 1st April 2022. (NHS Planning Guidance)
- Every trust to reduce use of desflurane in surgery to less than 10% of its total volatile anaesthetic gas use, by volume by 1st April 2022 (How to produce a Green Plan)
- Every ICS to develop plans for clinically appropriate prescribing of lower carbon inhalers by 1st April 2022 (How to produce a Green Plan)



Taking Action: **Places**

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



Our approach

80% of our carbon footprint is driven by clinical decisions. Our healthcare buildings are the largest contributor to our direct carbon emissions as a Trust. Through this work stream, we aim to minimise our impact on the environment and ensure our places support the wellbeing of our patients and staff as well as increasing local biodiversity.

The challenge is to drastically reduce the carbon impact of our estate and reach Net Zero Carbon by 2040.

To achieve this we will follow the well-established hierarchy of lean-clean-green:

- Lean: using the estate we occupy well and prioritising the reduction in energy and water consumption of our buildings.
- Clean: installing low-carbon heating technologies to reduce reliance on fossil-fuels.
- Green: installing renewable energy generation on site to reduce our carbon footprint

[If necessary and appropriate following national guidelines we will offset any residual emissions through accredited schemes and with projects bringing benefit directly to our patients.]

Within this work stream, we will also consider the 'indirect' emissions associated with our estate, in particular the embodied carbon in new builds.



Taking Action: **Places**

Our commitments

- We will reduce energy and water consumption and decarbonise our estate in line with our Net Zero Carbon targets and wider sustainability goals.
- We will ensure our places provide comfortable and sustainable environments that promote excellent patient care, are good places to work and support community wellbeing.
- We will ensure our green spaces are biodiverse, optimised to support patient and staff wellbeing and support our low carbon care delivery ambitions.

National Targets

There are a number of nationally set targets that are relevant to this area of work and which will be considered within the detailed actions in Part 2 of this Green Plan. They are:

- Every trust to purchase 100% renewable energy from April 2021, with supply contracts changing by 1st April 2022 (NHS Standard Contract 21/22)
- New requirements for a net gain in biodiversity for new developments. (Environment Bill)





Taking Action: **Culture**

Empowering and engaging people to create change towards our path to Net Zero Carbon.



Our approach

80% of our carbon footprint is driven by clinical decisions. In order to delivering against our Net Zero Carbon commitments, we need to make sustainability part of every-day thinking and decision making. How we engage with our staff – and our wider partners – is core to becoming a more sustainable trust.

The Culture work stream will support this by taking the following approach:

- Demonstrating to our staff the links between health and climate, as well as celebrating our successes to date and setting out our commitment as a Trust to sustainability and Net Zero.
- Using insight from our Engagement Roadmap, developing an engagement programme to help weave sustainability into the fabric of QVH culture and operations.
- Working towards actively promoting our work to be more sustainable so our patients, visitors and wider community can see what we are doing and why it matters.

Our commitments

- Establish a strong narrative that runs across all aspects of the Trust in support of sustainable behaviours and actions both in work and in personal lives.
- Partnering with others to seek opportunities to develop the narrative on sustainable healthcare, enhance our impact as a Trust and create opportunities for people to share ideas.



National Targets

There are a number of nationally set targets that are relevant to this area of work and which will be considered within the detailed actions in Part 2 of this Green Plan. They are:

- Designate a board-level lead to oversee the development of their own Green Plan by 1st April 2022. (How to produce a Green Plan)
- Encouraging Service Users to return their inhalers to pharmacies for appropriate disposal (NHS Standard Contract 21/22)





Taking Action: Circular Economy

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



Our approach

70% of our emissions are associated with the goods and services we use. So it's critically important that we take a different approach to how we treat our resources and the people that produce and distribute our products. Adopting a circular economy is the best way to make this happen.

At a Trust level this means 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.

Our commitments

- We will continuously reduce our total waste production, optimise the segregation of materials for recycling and increase the reuse of products.
- We will measurably reduce the carbon footprint and environmental impact of our supply chain.
- We will work with our suppliers to measurably improve the health and wellbeing of the people and communities supporting our supply chains.



Taking Action: Circular Economy

National Targets

There are a number of nationally set targets that are relevant to this area of work and which will be considered within the detailed actions in Part 2 of this Green Plan. They are:

- Expanding existing walking aid refurbishment schemes, with 40% of all walking aids refurbished in the next five years (Delivering a 'Net Zero' National Health Service)
- To reduce avoidable use of single use plastic products, including by signing up to and observing the Plastics Pledge (NHS Standard Contract 21/22)
- A 10% reduction in clinical single-use plastics in the short term, eventually saving a total of 224 ktCO₂ (Delivering a 'Net Zero' National Health Service)
- To reduce waste and water usage through best practice efficiency standards and adoption of new innovations (NHS Standard Contract 21/22)
- To reduce waste and water usage through best practice efficiency standards and adoption of new innovations (NHS Standard Contract 21/22)
- Reducing reliance on office paper by 50% across secondary care through
- increased digitisation, with a switch to 100% recycled content paper for all
- office-based functions. (Delivering a 'Net Zero' National Health Service)





Taking Action: Journeys

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



Our approach

Travel is a significant part of the environmental impact of the NHS, with around 3.5% (9.5 billion miles) of all road travel in England related to patients, visitors, staff and suppliers to the NHS. This contributes to the Trust's carbon footprint, creates air pollution locally and contributes to traffic congestion – all of which in turn impact directly on the wellbeing of our staff and our patient community.

Through our Journeys work stream we will aim to:

- Eliminate non-essential travel
- Increase the uptake of healthier active travel choices
- Ensure that all remaining travel uses the most resource-effective methods and follows the travel mode hierarchy (see below).

Collaboration with partners across the Trust – digital and clinical in particular – as well as local partners outside of the Trust will be key to this.

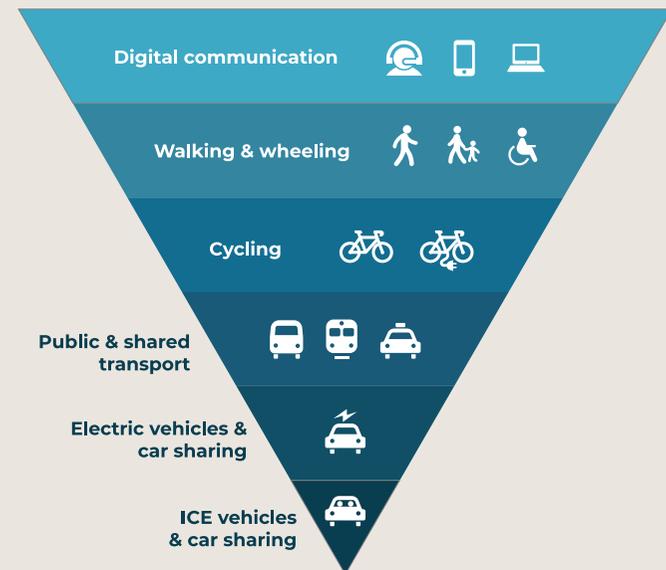


Fig 10: Travel mode hierarchy



Taking Action: **Journeys**

Our commitments

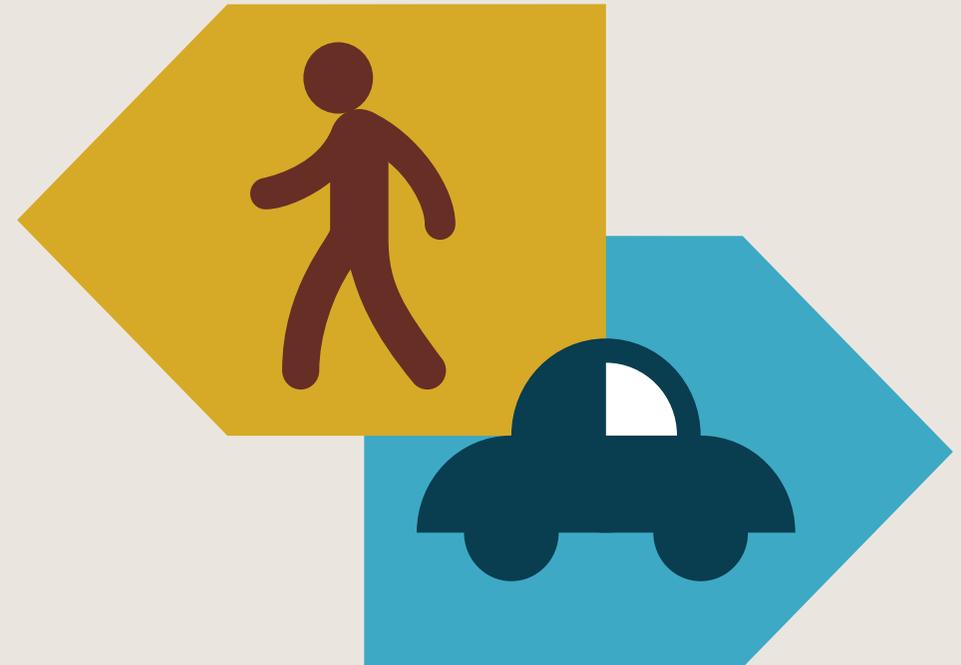
- We will work with our clinical and digital teams to minimise and decarbonise staff, patient and visitor travel associated with our delivery of care, while maximising the health benefits of travel.
- We will fully electrify our owned or third party vehicle fleet responsible for our transport or delivery services as soon as possible to reduce air pollution locally and minimise our negative impact on health.

National Targets

There are a number of nationally set targets that are relevant to this area of work and which will be considered within the detailed actions in Part 2 of this Green Plan. They are:

- Ensure all vehicles purchased or leased are low and ultra-low emission (ULEV), in line with the existing NHS operating planning and contracting guidance deliverable for 2020/21 (Delivering a 'Net Zero' National Health Service)
- Meet the NHS Long Term Plan commitment for 90% of the NHS fleet to use low, ultra-low and zero-emission vehicles by 2028, and go beyond this with the entire owned fleet of the NHS eventually reaching net zero emissions (Delivering a 'Net Zero' National Health Service)
- Undertake green fleet reviews to identify immediate areas of action at the individual trust level. (Delivering a 'Net Zero' National Health Service)

- Incentivise staff to use electric vehicles, with increased access to these (Delivering a 'Net Zero' National Health Service)
- Every trust to develop a green travel plan to support active travel and public transport for staff, patients and visitors (Delivering a 'Net Zero' National Health Service)
- Business mileages and fleet air pollutant emissions to be reduced by 20% by 2023 to 2024 (NHS Long Term Plan)





Taking Action: Climate Adaptation

Building resilience to our changing climate in Sussex.



Our approach

70% of our emissions are associated with the goods and services. As the NHS works to mitigate climate change by drastically reducing emissions to Net Zero Carbon, there is also a need to adapt to the consequences it brings – now and in the future.

Impacts already being felt in Sussex include an increase in the prevalence of heatwaves and extreme weather events such as flooding. These impacts will increase over time and broaden to other areas including changing patterns of vector, food and water-borne diseases.

We must build resilience to our changing climate in Sussex – within our estate, our services and our supply chain – to ensure we adapt those impacts, as well as working to mitigate them.

Our commitments

- We will work together with NHS partners to identify and map climate change risks over time for our communities, our services and our estate.
- We will develop an action plan to address climate adaptation at QVH.

National Targets

There are a number of nationally set targets that are relevant to this area of work and which will be considered within the detailed actions in Part 2 of this Green Plan. They are:

- To adapt the Provider's Premises and the manner in which Services are delivered to mitigate risks associated with climate change and severe weather (NHS Standard Contract 21/22)



Taking Action: **Wellbeing**

Supporting people to make sustainable choices that enhance their wellbeing.



Our approach

A healthy workforce is key to our ability to deliver high quality care to our patients; and providing a workplace that supports wellbeing is integral to attracting and retaining the rich mix of skills and talent that we require.

We recognise that healthy behaviours are sustainable behaviours, and seek to encourage both. Aligning the wellbeing and sustainability agendas will add value and impact to the benefit of staff, patients and our wider community.

Through our Green Plan we will seek to educate, inform and empower people to make different choices that will both reduce their impact on the environment while also improving health (for example; active travel instead of driving).

Our commitments

- We will support staff in trying and adopting new behaviours that improve physical and mental wellbeing.
- We will support the health and wellbeing of our patient community and the reduction of health inequality with a focus on fuel poverty, air quality and access to green spaces.



Taking Action: Partnership & Collaboration

**Enhancing our impact by working
with others.**



Our approach

Delivering sustainable healthcare at QVH will only be possible by integrating sustainability thinking into day-to-day decision making. Working with others across the Trust will provide synergy and ensure our plans are comprehensive and their implementation effective.

Collaborating with partners outside of the Trust is also key. By working together to deliver Net Zero Carbon across our ICS and neighbouring ICSs we can share learning and best practice, reduce duplication, make the best use of our resources and collectively deliver against net zero carbon.

This action plan will set out actions aiming to:

- Integrate our sustainability aims and objectives across the Trust.
- Maximise our impact through partnering and collaborating with others outside of the Trust.

Our commitments

- We will work ensure our sustainable healthcare aims and principles are integrated in decision-making processes across all areas of the Trust and at all levels.
- We will work in partnership with our ICS and the wider SE Region to decarbonise our local health economy through collaborative projects and approaches.
- We will develop and seek out opportunities to collaborate with others nationally to maximise our opportunity to learn from others and share our learning.



Taking Action: Partnership & Collaboration

National Targets

There are a number of nationally set targets that are relevant to this area of work and which will be considered within the detailed actions in Part 2 of this Green Plan. They are:

- Provide an annual summary of progress on delivery of the Green Plan to the Coordinating Commissioner (NHS Standard Contract 21/22)
- Publish in its annual report quantitative progress data, covering as a minimum greenhouse gas emission in tonnes, emissions reduction projections and an overview of the Provider's strategy to deliver those reductions. (NHS Standard Contract 21/22)
- Nominate a Net Zero Lead and ensure that the Co-ordinating Commissioner is kept informed at all times of the person holding this position. (NHS Standard Contract 21/22)





**Chapter 5:
Holding ourselves to
account: governance**

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.

As we set out earlier (Our Green Plan: structured for success), we are taking a phased approach to this Green Plan.

Part 1: our commitment. This document forms the first part of our Green Plan. Here we set out clear commitments to deliver against our vision and Net Zero target through the Care Without Carbon framework.

Part 2: delivery in detail. We'll then work with stakeholders across the Trust to develop the second part of our Green Plan – a set of targeted interventions to enable us to deliver against our commitments set out in Part 1.

As such, here we set out our key governance mechanisms, which will then be refined and further detail added within Part 2 of our Green Plan document.

Responsibilities

Our Board lead for Sustainability and Net Zero is our Chief Executive.

Delivery of this strategy will be overseen by the Trust's Green Plan Group, led by our Chief Executive, and reporting into Board.

Delivery of Part 2 of our Green Plan is being led by our Associate Director for Estates and Facilities and the Care Without Carbon team. While much of the green improvements will be driven by willing volunteers, we will make sure that there is adequate funding for the Green Plan where needed, in terms of time and/or money for staff engagement.

Our eight action plans will be developed as part of our second phase of work on this Green Plan. Once we are clear on the key success measures associated with each key area of work, we will develop our internal reporting structure in more detail, including monthly or quarterly KPIs etc.

As a minimum, and with the aim of achieving excellence in reporting for sustainability, we will:

- Deliver regular update reports to Board 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.

