



**TRUST BOARD**  
**28 July 2022**

<b>AGENDA ITEM</b>	17.2
<b>TITLE OF PAPER</b>	Green Plan
Confidential	<b>NO</b>
Suitable for public access	<b>NO</b>
<b>PLEASE DETAIL BELOW THE OTHER SUB-COMMITTEE(S), MEETINGS THIS PAPER HAS BEEN SUBMITTED</b>	
The Green Plan has been discussed at TEC (Dec 21), Modern Healthcare Committee (Jan 22, July 22), Closed Board (Feb 22) and Strategic Change Committee (May 22). It was approved for consideration by Board at MHC on 21 July 2022.	
<b><u>STRATEGIC OBJECTIVE(S):</u></b>	
<b>Quality Of Care</b>	Improving health of local population through greener ways of working.
<b>People</b>	Improving health and wellbeing of staff, visitors and patients through more green spaces and nature on site, combined with changes in behaviour for greener lifestyles both in and out of workplace.
<b>Modern Healthcare</b>	Delivering a greener organisation that lives up to national objectives for a carbon net zero NHS, in line with new NHS contract for 2022 and beyond
<b>Digital</b>	Surrey Safe Care implementation will reduce use of paper and potentially miles of patient and staff travel, thereby contributing to carbon reductions
<b>Collaborate</b>	Working with NHS and Surrey partners (e.g. county and borough councils) to maximise impact of green projects on carbon, for example with councils on public transport routing and electrification
<b>EXECUTIVE SUMMARY</b>	
	<p>The NHS is responsible for approximately 4% of England's carbon emissions and in October 2020 the government declared an ambition to make the NHS carbon net-zero by 2045. All NHS have been required to produce a Board-approved Green Plan setting out how we will work towards carbon net-zero, and this is presented to Board for approval.</p> <p>It should be noted that further development of the Green Plan is anticipated as the wider system develops its plans.</p>
<b>RECOMMENDATION</b>	Approve
<b>SPECIFIC ISSUES CHECKLIST:</b>	
Quality and safety	Action to tackle environmental impact also supports health and wellbeing



Patient impact	The wider patient environment will be improved; any quality and safety risks would be identified through QSIA process for specific projects
Employee	Widespread staff interest in the green agenda
Other stakeholder	We are expected to support the green agenda by our wider stakeholders
Equality & diversity	Issues would be identified through EQIA process for specific projects but in general green action supports reducing inequality
Finance	Individual project subject to financial appraisal. Sources of funding becoming available and would be accessed for specific elements (eg Public Sector Decarbonisation Scheme)
Legal	Trust contractually required to have a Green Plan as part of NHS commitment to net zero.
Link to Board Assurance Framework Principal Risk	
<b>AUTHOR(s)</b>	Tom Smerdon, Director of Strategy and Sustainability
<b>PRESENTED BY</b>	Tom Smerdon, Director of Strategy and Sustainability
<b>DATE</b>	21 July 2022
<b>BOARD ACTION</b>	Approval

## Introduction and Context

All NHS Trusts and ICSs are required to submit a Green Plan in January 2022, as stated in the Greener NHS National Programme Strategy '*Delivering a net zero health service*' (October 2020). The requirement is that this is signed off by the Board. Production of a Green Plan is also a requirement of the 2021/22 Standard Contract.

At Modern Healthcare Committee in September 2021 it was agreed that the Green Plan would be approved by MHC ahead of Board sign-off, originally intended to take place in December 2021. We have also had a discussion at Strategic Change Committee in May 2022.

We have written and submitted, subject to Board approval, our Green Plan. This is attached and the Committee is asked to approve it.

The plan (which follows a template suggested by NHSEI) includes the following key elements:

- Oversight and governance:
  - The Director of Strategy and Sustainability will be the Board-level lead (this is a requirement)
  - The Green Group has been established to coordinate and monitor the activities
  - The Modern Healthcare Committee will be the overseeing Committee, and will take an annual report on progress
- A delivery model describing how the plan will be delivered in two key ways:
  - Formal planning against clearly defined objectives, leading to approved delivery projects via the usual Trust processes, underpinned by:
  - Trust-wide engagement with the Plan, a social and cultural campaign to raise awareness and a sense of ownership, and support to enable local action to be taken against the broad themes of the Plan.
- Commitment to Trust-wide engagement and updating of relevant internal policies and processes to reference green objectives
- A range of detailed proposals to take forward and achieve measurable reductions in impacts.

## Progress to date

Although the Board has not yet formally signed the Plan off, the Green Group is meeting regularly and making progress on implementation. The next section details the plan, the progress being made and the activities completed to date.

An internal survey has been launched to identify staff priorities and gather further ideas for the work. The results of this will be taken into account by the Green Group in determining the delivery plan and future updates to the Plan itself.

## Recommendation

Trust Board is asked to approve the Green Plan.



Task/Action	Due	Progress	Comment
<b>WORKFORCE &amp; SYSTEM LEADERSHIP</b>			
Establish effective governance structure to enable delivery of Green Plan:	Q4 21/22	Completed	
· Trust-wide <u>Green Group</u> to oversee delivery of the Green Plan, led by Trust's Executive Director for Strategy and Sustainability, with each Green Plan chapter lead and green champions from staff within the trust (including estates, facilities, QI, BI, communications, procurement staff) – reports to Trust Strategic Transformation Steering Group.	Q4 21/22	Completed	
· Annual Green Plan report to Modern Healthcare Committee.	Q4 21/22		Subject to approval of the Plan.
· Bicycle User Group (BUG), Waste Action Group (WAG), Green Spaces Group established	Q4 21/22	Completed	
· Relevant project teams to deliver each chapter goals of the Green Plan in 2022/23, that report to the Green Group	Q4 21/22	Completed	
Green Week publicity campaign in October, explaining net zero goals and sharing how every staff member can help towards it with changes in their behaviours	Oct-21	Completed	
Allocate dedicated resource to lead implementation of the Green Plan	Q1 2022/23		0.2 PM from PMO, 1.0 Inhaler Project PM appointed, HoST 0.1
Insert sustainability/carbon reduction statement in Trust job description template for all roles to have a responsibility for minimising carbon production	Q1 2022/23		Has been written but not inserted into JDs
Staff consultation on Green Plan priorities	June/July 2022	Underway	
ASPH Green Plan 2021-24 setting out the ambitions and plans to deliver carbon net zero is communicated widely across the Trust at least monthly through: Team Talk, CEO staff briefing, Aspire, social media, Trust Board sub-committees, to share achievements and progress	Ongoing	Completed	
Green statement placed into business case templates for the Trust	Q1 22/23	Completed	



Trust public website and intranet updated with Green Pages	Q2 22/23		Has been discussed with Comms.
NWS Alliance Green Group established with full Alliance leadership support and backing for joint working on green issues with Alliance partners	Q2 22/23		Proposal needs to be set out for NWS execs/board
Mechanism for recycling/reuse of furniture, equipment and supplies implemented amongst Alliance partners	Q2 22/23		Being explored
Agile/Working from Home policy agreed and implemented	Q2 22/23		Guidance on flexible working is in progress.
Improve ease and opportunity for local staff to cycle to work to increase volume of staff using bicycles instead of cars	Aug-22		Investigating improvements to bicycle lock ups and promotion of cycling to work for staff.
Increase volume of staff using the car sharing scheme	Sep-22		Review of car sharing policy and investigate use of liftshare app
Development of an Anaesthetic Clinical Sustainability Fellow post to lead sustainability initiatives in the department.	Aug-23		JD written, going through approvals process.
<b>SUSTAINABLE MODELS OF CARE</b>			
Continue 'Maternity Hubs in the Community' project providing perinatal support in the community	Ongoing		Maternity team reviewing space in Knaphill at present.
Continue to monitor virtual OPD appointment rates in all divisions monthly, with an average saving of 600g of emissions per virtual appointment	Ongoing	Completed	Being monitored
Establish project with Respiratory specialty team and primary care with new project manager, to work together on increasing use of dry inhalers as clinically appropriate for patients	Jun-22		Appointed new PM who starts by August - then can progress at pace
Inhaler project shows reduction in dry-inhaler use, with an equivalent tCO2 impact	Sep-22		
Quarterly monitoring of inhaler usage to demonstrate further reductions by 2024	Ongoing	Completed	
Anaesthetics project with clinical leadership to reduce use of desflurane to 5%	Sep-22		Ongoing - Monthly figures part of dashboard



<b>DIGITAL TRANSFORMATION</b>			
Go live of Surrey Safe Care	May-22	Completed	Currently in stabilisation phase
Go Live Surrey Safe Care patient portal	Mar-23		
<b>TRAVEL &amp; TRANSPORT</b>			
Home and agile working project: increase workplace options closer to home (e.g. nearest appropriate NHS office), resulting in reductions in staff mileage	Ongoing		Guidance on flexible working is in progress.
Relocation of services to Woking and Ashford and other community locations and maintain 45% virtual appointments – reducing patient mileage	Ongoing		Latest % of OPD as virtual = 20.7%
Improve cycle / walking access to sites reducing staff mileage	Ongoing		Charity funding for installation of solar cycle charge points and provision of e-bikes
Improve shuttle bus and public bus service funded by ASPH (including moves to electric shuttle), and increase capacity of services to reduce staff mileage between sites.	Sep-22		New larger capacity buses on order to increase availability for staff hopefully reducing private transport usage. Electric buses far too cost prohibitive at this time (approx. £400k each)
Electrify hospital van fleet	2023/24		New vans expected in Oct 2022, this will replace 3 Transport and 2 estates vans. Reviewing funding opportunities for electrifying fleet from NHSE.
<b>ESTATES</b>			
Analysis of all waste streams completed to inform actions required to reduce carbon impact from waste creation and disposal	Apr-22		Ongoing - see charts tab for reduction in total waste. Total waste July 2021 = 75895Kg - to 47520kg June 22.
Monthly monitoring of all waste streams in place	Apr-22	Completed	Data added to monthly run charts.

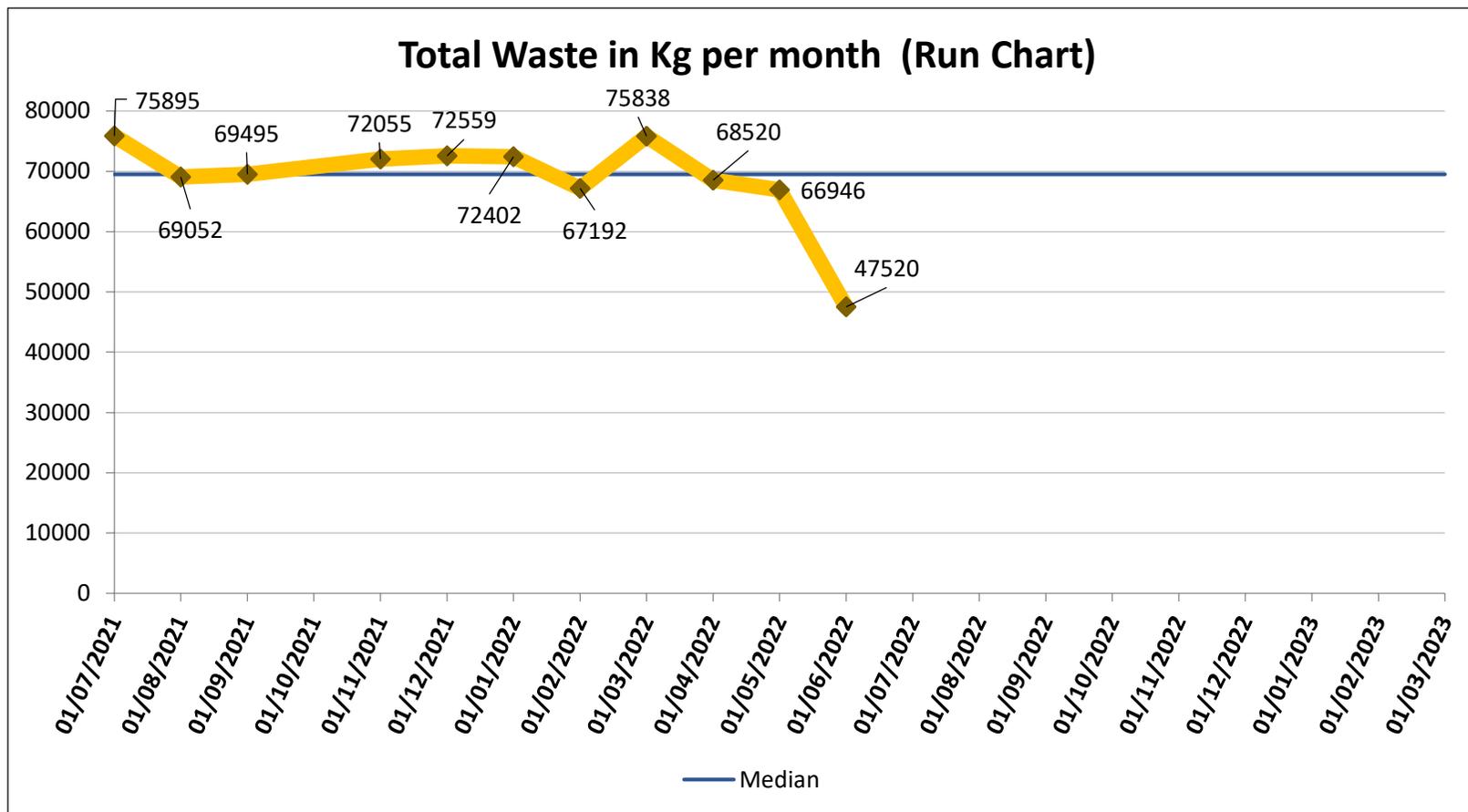


Completion of survey regarding distribution boards with local metering	Sep-22		Distribution survey work is in progress. Costing of the local metering installation is to be reviewed, funding sources to be planned once the survey be completed.
Replace 50% of distribution boards with local metering	Mar-24		TBA
Variable Speed Drives and reluctance motor replacement programme initiated	Apr-24		TBA
With Alliance partners, consider methods for effective recycling and reuse of furniture and supplies	Apr-22		Proposal needs to be set out for NWS execs/board
Replacement of single glazed windows to reduce heat/air leakage	Ongoing		
Review demand information with local metering.	Ongoing		
Review power consumption of mechanical equipment with variable speed drives.	Ongoing		
Any new buildings will meet new NHS standards for sustainability	Ongoing		
Land management of sites, including planting of new trees to increase carbon absorption and potential wood burning of any felled trees for heating.	Ongoing		
Use of grey water in non-clinical areas – pilot in Chertsey House	Completed	Completed	
Installation of solar panels and micro wind turbines	Ongoing		Investigating involvement in reservoir-mounted solar array near Ashford Hospital
Work with waste management contractor to centralise all waste streams and look at recycled waste going into a true circular economy	Mar-22		
A detailed feasibility exercise on micro generation district heating to be carried out			TBA
Review energy procurement to focus on buying of energy supply from green or carbon neutral technologies.	Apr-22		This activity is under “hold” due to current volatile energy market situation & its fluctuations.
Review and where feasible install technologies associated with water conservation such as air assisted toilet systems etc.	Ongoing		
<b>MEDICINES</b>			

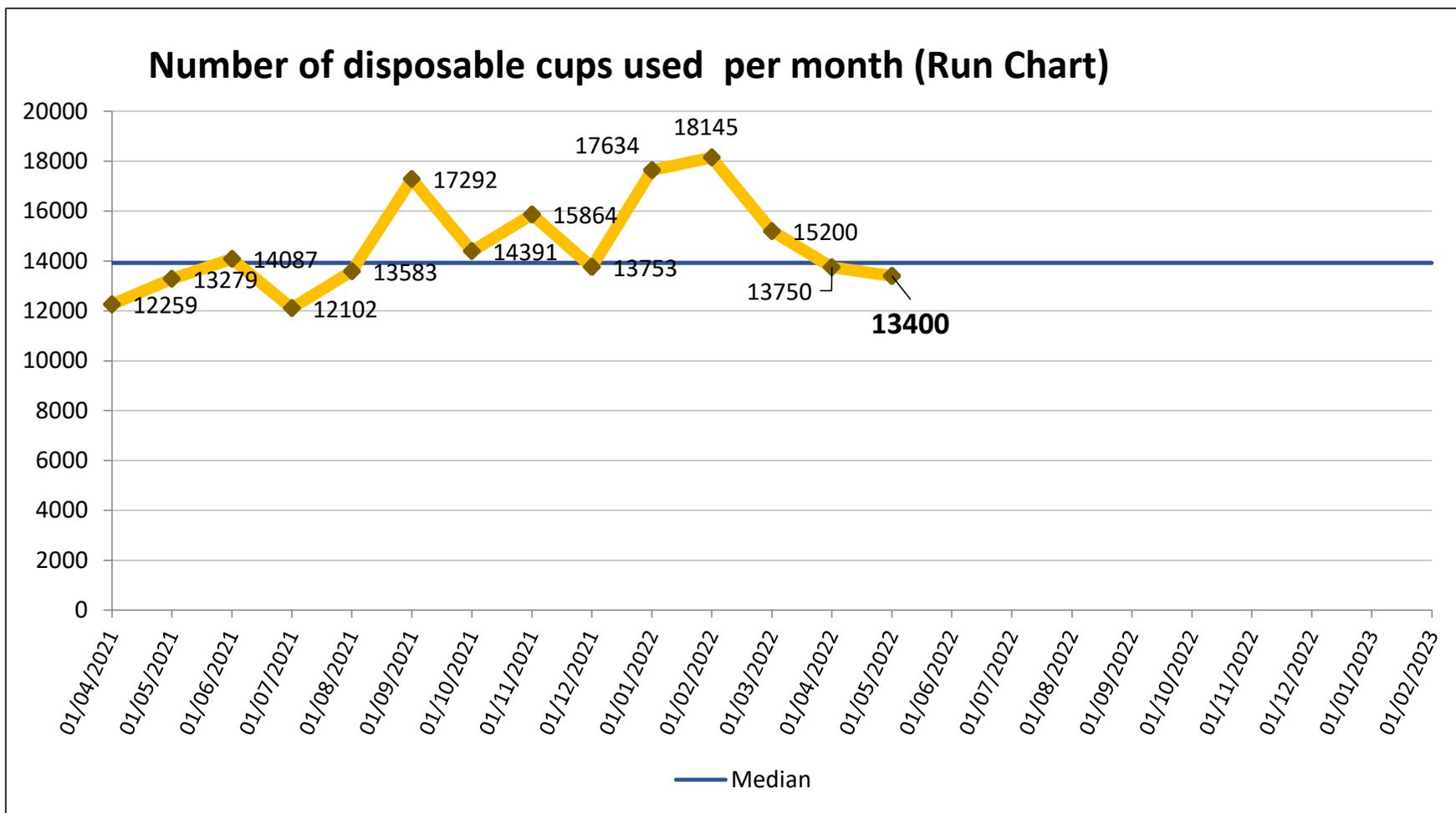
Continue and consolidate the work around the medicine returns in pharmacy.	Completed /ongoing	Completed	
Continue with the exact quantity dispensing system in pharmacy	Completed /ongoing	Completed	
Reduce use of desflurane in theatres to 5% by volume	Sep-22		
To investigate the scavenging of Entonox (which includes nitrous oxide), and catalytic destruction of scavenged nitrous oxide from all sources	Apr-22		On hold pending Abbey Wing development plans.
Inhalers and their disposal - increase % patients using dry inhalers or moving patients from high carbon impact inhalers to moderate or low impact inhalers. Recycling of inhalers made possible at all pharmacies. Update letter/prescription of inhalers from general practice or hospital to say that once complete, please do not dispose of in the bin. Please take to your local pharmacy for disposal.	Sep-22		
Move to paperless drug charts and clinical notes in ward areas with the introduction of Surrey Safe Care	May-22	Completed	Currently in stabilisation phase
<b>SUPPLY CHAIN &amp; PROCUREMENT</b>			
Procure only recycled paper for all trust paperwork and rework existing printed forms to ensure they can be recycled.	Apr-22	Completed	
Update TORs for procurement groups (e.g. Clinical Product Group, Medical Equipment Group, Medical Devices Group, and the Finance and Procurement Strategic Management Group) to include that sustainability is part of the review criteria of new products.	Apr-22	Completed	One more TORs to be added to and then all completed.
Ensuring that reusable equipment (e.g., crutches, hearing aids) are returned and reused through more effective patient/public communication programme	2022/23		Meeting to be set up with therapies and procurement
Investigate sustainability alternatives to current toilet and paper towel supply	Ongoing	Completed	
Review suitability of single use medical equipment and instruments in line with infection control guidance; replace with reusable equivalent where appropriate.	Ongoing		Information and plan from NHSE - now need to work with IFPCT and procurement
<b>FOOD &amp; NUTRITION</b>			

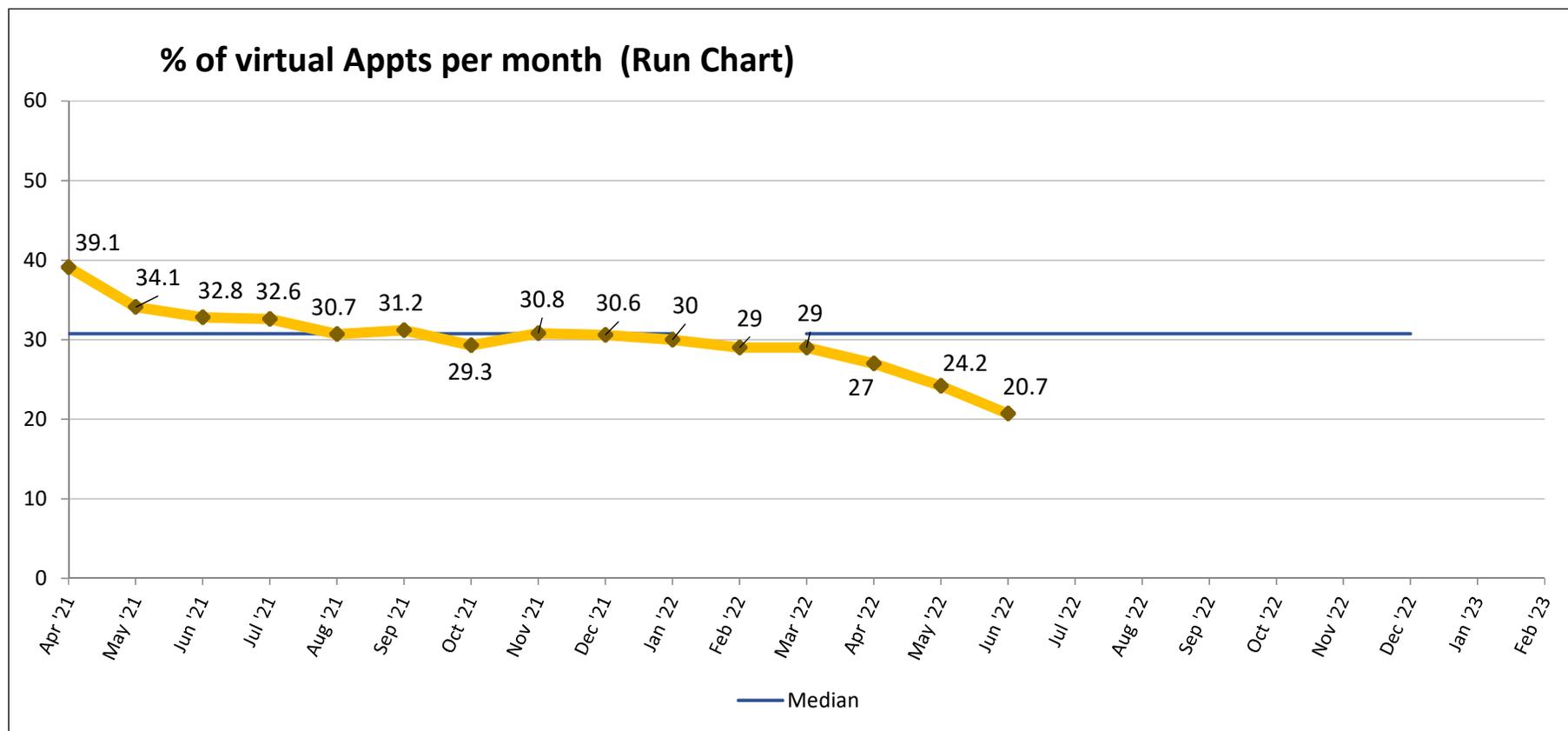


To use local suppliers to reduce food mileage and increase fresh food deliveries (and minimise the use of frozen foods). Current Supplier Warehouse in Reading and Basingstoke moving to Thorpe depot and London one.	Mar-22	Completed	
Cutting deliveries from 4 out of 5 days a week or from 20 to 15 deliveries a week	Mar-22	Completed	<b>Saving 438 miles of large truck miles per week = 70.8 carbon tonnes saved per week</b>
To reduce food waste by using as much of the food as possible and investigating compostable options for food waste	Ongoing in 2022		
To encourage staff (where possible) to eat in hospital food areas to reduce the need for "take away" containers and disposable cutlery.	Ongoing	Completed	Disposables are monitored on a monthly basis (starting to see a decline)
Investigate options for greenhouses on sites to be able to supply all herbs to form plan to implement	Jun-22	Completed	Considered it, and planning for more herb growing in staff garden - option for greenhouses on site not possible with maintenance of such a facility does not have the capacity required to do so

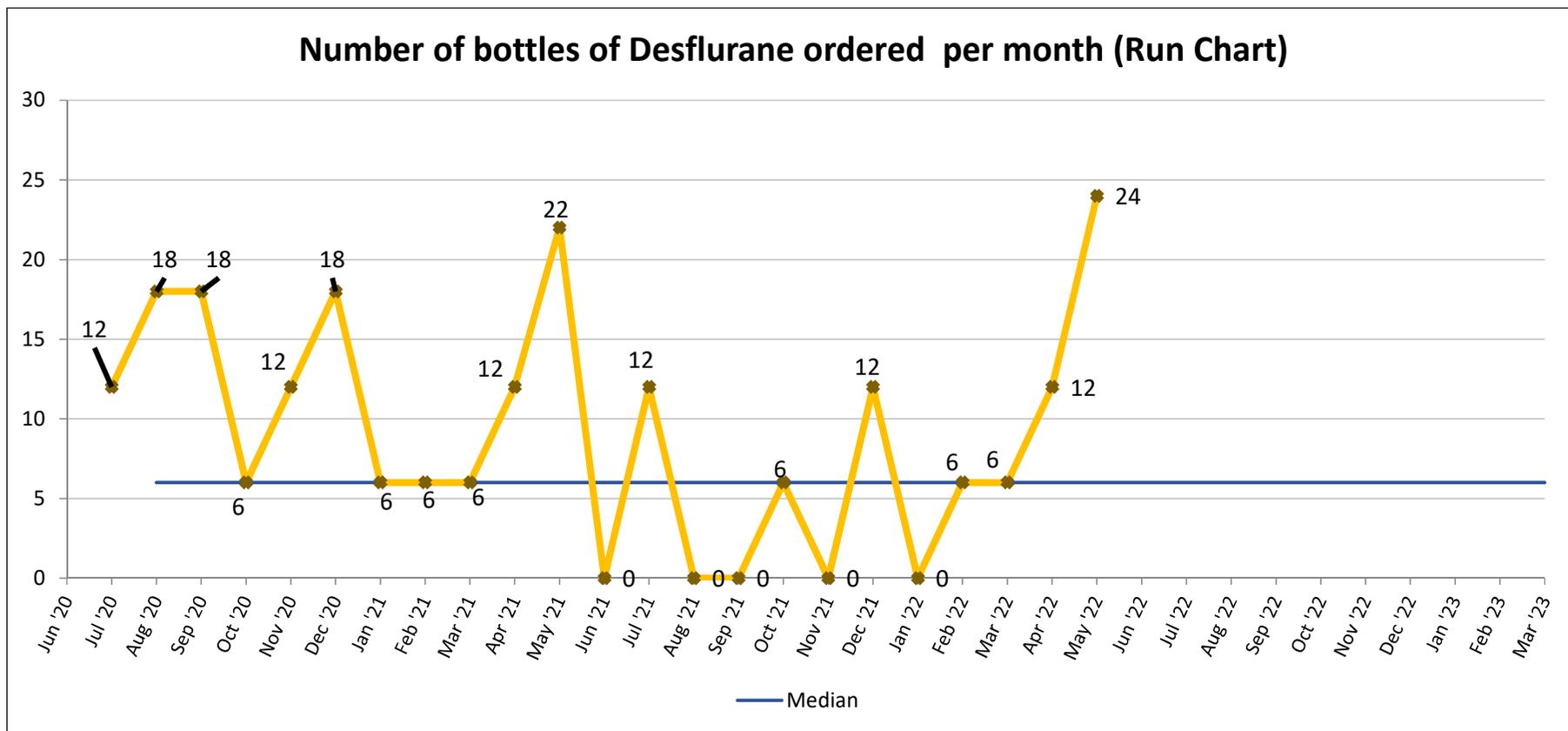


### Number of disposable cups used per month (Run Chart)





Number of bottles of Desflurane ordered per month (Run Chart)





# Green Plan 2021-2024

**21 July 2022**

Version 7.9, Draft subject to Board approval



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## **1. Introduction**

“The choices we make individually and as a society to prevent climate change will also improve our health with the potential to reduce the pressure on our overburdened health services – both now and for future generations”.

Professor Sir Andy Haines (2021)

Climate change is recognised as an international emergency with a direct link to ill health that promotes health inequalities. The combustion of fossil fuels is the primary contributor to ill-health from air pollution; over one-third of new asthma cases might be avoided with reductions in carbon emissions (NHSE 2021). Heat related deaths are projected to rise to 7,000 a year by the 2050s. Flooding events harm physical and mental health. Warmer temperatures risk new vector-borne diseases emerging. As seen with Covid-19, the effects of climate change will not be felt equally and will likely be shaped by pre-existing inequalities (Health Foundation 2021).

The NHS is responsible for approximately 4% of England’s carbon emissions and in October 2020 declared an ambition to make the NHS carbon net-zero by 2045. From this declaration all NHS providers are required to produce a Green Plan setting out how we will work towards carbon net-zero. This first Green Plan for ASPH covers 2021 – 2024 with measurable goals to drive our organisation towards net zero by 2045.

Established in 1998, Ashford & St Peter’s Hospital NHS Foundation Trust (ASPH) is an acute trust working from 3 hospital sites: St Peter’s Hospital, Ashford Hospital and Woking Community Hospital. ASPH serves a population of more than 410,000 people living in the boroughs of Runnymede, Spelthorne, Woking and parts of Elmbridge, Hounslow, Surrey Heath and beyond. Situated in Surrey by the M25 to the south west of London, ASPH is within the Surrey Heartlands ICS and a key partner within the North West Surrey Health and Care Alliance. ASPH employs approximately 4,000 staff to deliver acute planned medical and surgical services, with urgent and emergency care forming a growing part of our service delivery.

This is our first 3 year Green Plan and aims to set out our priorities to provide sustainable care that not only reduces carbon emissions but helps reduce the gap created in health inequalities.

Our Green Plan supports the climate emergency status declared by Surrey County Council in 2020, to improve air quality with a motorway and major airport so near, resulting in improvements in citizen health.

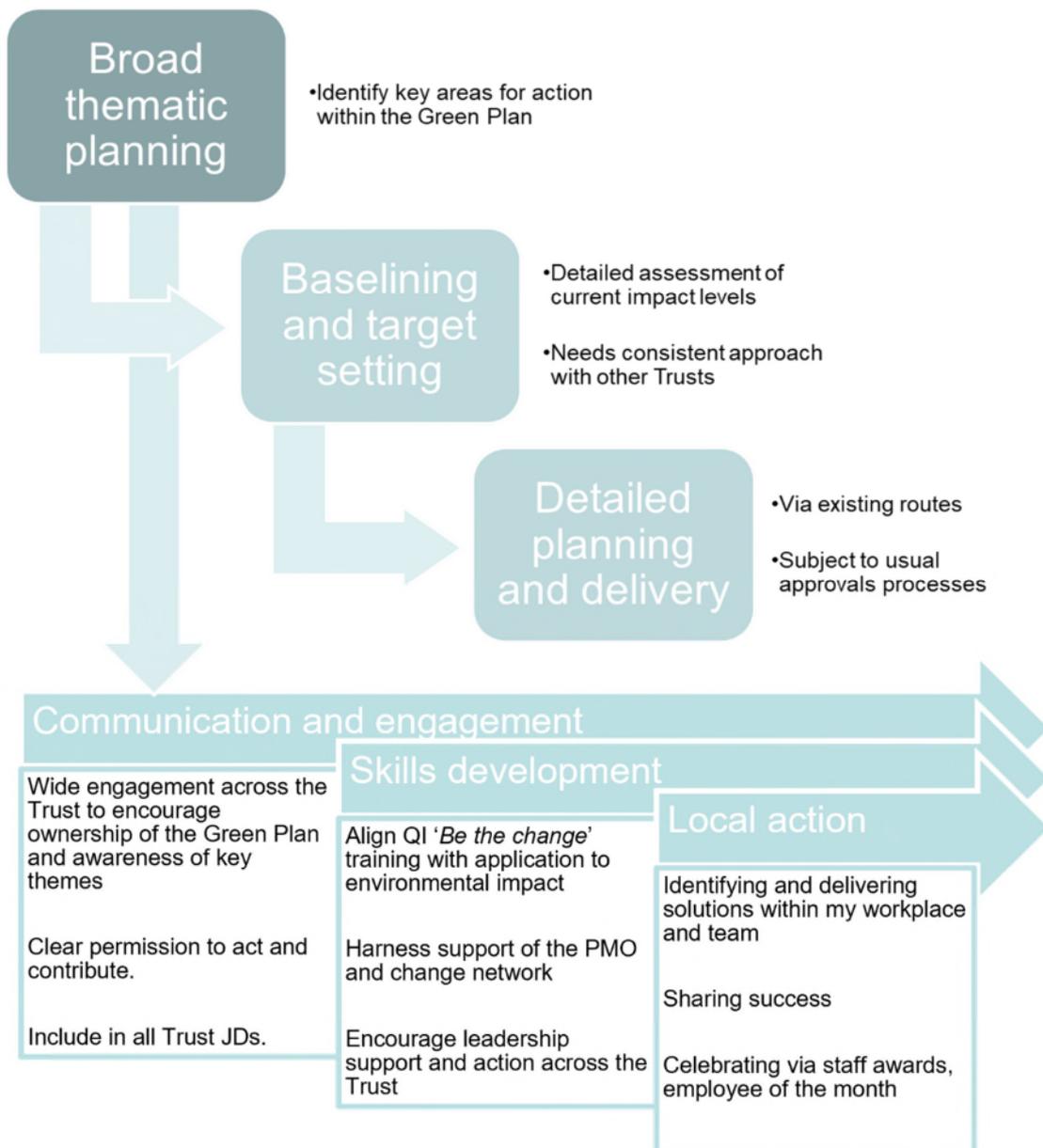
The Board lead for the Green Plan is the Director of Strategy and Sustainability and will report progress to the Modern Healthcare Committee.

## 2. Development and Delivery of the Green Plan

The Green Plan was developed by identifying leads for each chapter of the Green Plan, commissioning those leads to draw together a team of expertise and champions from within the organisation and by using lessons drawn from others, draft proposed actions for their chapter.

The draft plan was discussed and further refined by the Trust Executive Committee, and the Green Group commenced work on taking the plan forward. A staff survey during July 2022 will raise awareness of the Plan and identify the areas that staff feel should be the priorities for action, creating further engagement.

### Delivery Model



As illustrated above, delivery of the Green Plan will take place via a combination of:

- Formal planning against clearly defined objectives, leading to approved delivery projects via the usual Trust processes, underpinned by:
- Trust-wide engagement with the Plan, a social and cultural campaign to raise awareness and a sense of ownership, and support to enable local action to be taken against the broad themes of the Plan.

Overall progress against the Plan will be monitored by the Green Group and reported to the Board via the Modern Healthcare Committee. Individual projects which deliver on elements of the Green Plan will have the appropriate oversight and leadership to ensure delivery. The role of the Green Group is to ensure that the required work is undertaken and that the benefits are realised and reported, not to oversee specific individual projects.

An annual delivery plan will be agreed and incorporated into the Trust's annual plan.

### **3. Overall Goals**

As ASPH drives towards achieving carbon net-zero, our core goals for delivering carbon reduction in 2021-24 are:

- A. To determine baseline measures of our carbon footprint, in order to identify our highest carbon behaviours to tackle
- B. To reduce petrol/diesel vehicle mileage of staff, visitors and suppliers/services to our sites
- C. Ensure estate sustainably minimises energy usage and loss
- D. To modify staff behaviours with a cultural shift that affects both the trust and our wider society in supporting carbon reduction behaviours.

Each of the following chapters set out for 9 topic areas:

- the overall aim
- key areas of focus
- specific measurable goals being sought
- high level plan to deliver the goals.

## 4. Work Force and System Leadership

### 4.1 Aim

To engage effectively with and develop our workforce to have an awareness of carbon causes, resulting in behaviour changes that contribute to reducing the carbon footprint of the organisation.

### 4.2 Areas of Focus

- Effective trust-wide promotion and communication of organisational strategy for the Green Plan and carbon reduction
- Net zero carbon target made a board level risk
- Net zero infrastructure & governance to deliver change
- Staff petrol/diesel miles

### 4.3 Specific Goals

- Establish a new dedicated role to lead delivery of the Green Plan and coordinate action across the Trust and wider system.
- Multimedia communications implemented (social media, Aspire newsletter, Trust board reports, members meetings, Radio Wey, Trust intranet) to share ambition and actions on carbon behaviours
- Green issues embedded into every part of the operational workings of the Trust in all departments (e.g. opening packets of new items/resources, effective disposal of waste, recycling and reusing options where available, procurement of new supplies, transport options etc.) and with all business cases and service decisions.
- Intranet and public website refreshed with green ambition and achievements.
- Review of public transport to our sites with Surrey County Council (SCC) and Woking and Spelthorne Borough Councils to determine ways to implement low emission affordable and convenient public transport to all sites
- Secure joint Green policy/strategy with all NWS Alliance partners, agreeing key areas to work on together for bigger impact
- Reduce staff commuting miles through agile/home working and car sharing
- Reduce the travel miles of patients and visitors attending our sites through increased use of digital capabilities and more local community-based care provision.

### 3.4 Plan

Task/Action	Timing
Establish effective governance structure to enable delivery of Green Plan: <ul style="list-style-type: none"> <li>• Trust-wide <u>Green Group</u> to oversee delivery of the Green Plan, led by Trust's Executive Director for Strategy and Sustainability, with each Green Plan chapter lead and green champions from staff within the trust (including estates, facilities, QI, BI, communications, procurement staff) – reports to Trust Strategic Transformation Steering Group.</li> <li>• Annual Green Plan report to Modern Healthcare Committee (sub-committee of the Trust Board).</li> </ul>	Completed
	Completed

<ul style="list-style-type: none"> <li>Bicycle User Group (BUG), Waste Action Group (WAG), Green Spaces Group established</li> <li>Relevant project teams to deliver each chapter goals of the Green Plan in 2022/23, that report to the Green Group</li> </ul>	Completed
Green Week publicity campaign in October 2021, explaining net zero goals and sharing how every staff member can help towards it with changes in their behaviours	Completed
Allocate dedicated resource to lead implementation of the Green Plan	Q1 2022/23
Insert sustainability/carbon reduction statement in Trust job description template for all roles to have a responsibility for minimising carbon production	Q1 2022/23
Staff consultation on Green Plan priorities	June/July 2022
ASPH Green Plan 2021-24 setting out the ambitions and plans to deliver carbon net zero is communicated widely across the Trust at least monthly through: Team Talk, CEO staff briefing, Aspire, social media, Trust Board sub-committees, to share achievements and progress	Ongoing
Green statement placed into business case templates for the Trust	Q1 22/23
Trust public website and intranet updated with Green Pages	Q2 22/23
NWS Alliance Green Group established with full Alliance leadership support and backing for joint working on green issues with Alliance partners	Q2 22/23
Mechanism for recycling/reuse of furniture, equipment and supplies implemented amongst Alliance partners	Q2 22/23
Agile/Working from Home policy agreed and implemented	Q2 22/23
Improve ease and opportunity for local staff to cycle to work to increase volume of staff using bicycles instead of cars	August 2022
Increase volume of staff using the car sharing scheme	September 2022
Development of an Anaesthetic Clinical Sustainability Fellow post to lead sustainability initiatives in the department.	August 2023

## 5. Sustainable Models of Care

### 5.1 Aim

Models of care at ASPH should minimise our carbon footprint whilst maintaining clinically safe and sustainable services.

### 5.2 Areas of Focus

- Service provision nearer to patients – resulting in less travel
- Virtual outpatient appointments
- Low carbon clinical interventions (e.g. medications)

### 5.3 Specific goals

- More services/teams appropriately relocated to community settings – monitor quarterly
- Maintain 45% of OPD appointments as virtual/non-face-to-face - ongoing
- Reduction in aerosol inhalers by September 2022
- Reducing the proportion of desflurane used in surgery to 5% by volume compared with sevoflurane by September 2022

### 5.4 Plan

Task/Action	Timing
Continue 'Maternity Hubs in the Community' project providing perinatal support in the community	Ongoing
Continue to monitor virtual OPD appointment rates in all divisions monthly, with an average saving of 600g of emissions per virtual appointment	Ongoing
Establish project with Respiratory specialty team and primary care with new project manager, to work together on increasing use of dry inhalers as clinically appropriate for patients	June 2022
Inhaler project shows reduction in dry-inhaler use, with an equivalent tCO2 impact	September 2022
Quarterly monitoring of inhaler usage to demonstrate further reductions by 2024	Ongoing
To investigate the scavenging of Entonox (which includes nitrous oxide), and catalytic destruction of scavenged nitrous oxide from all sources and agree a plan to implement impact	Q1 22/23
Anaesthetics project with clinical leadership to reduce use of desflurane to 5%	September 2022

## 6. Digital Transformation

### 6.1 Aim

To implement a fully integrated electronic care system as a key deliverable of the Surrey Safe Care Programme, and to further extend via a bi-directional communication tool with patients and service users to replace paper-based methods

### 6.2 Areas of Focus

- Better, safer patient care as a result of improved recording capabilities for clinical notes and communication
- Reduction of printed forms for clinical use (circa 1,000 forms in circulation – expect to reduce by 75% by March 2024)

### 6.3 Specific goals

a) Implement Surrey Safe Care – May 2022.

- Paper use reduction and fewer deliveries:
  - Removal of 75% of paper drug charts
  - Reduction of printed forms for clinical use (circa 1,000 forms in circulation). Expect to reduce by 40% by May 2023 and 80% by May 2024

b) Implement and ensure uptake of Surrey Safe Care Patient Portal - May 2023

- Paper use reduction and fewer deliveries:
  - Reduction of printed appointment and clinic letters sent to patients via Royal Mail – 35% by May 2023, 80% by May 2024
  - Reduction of printed patient information leaflets - 20% by May 2023, 60% by May 2024

### 6.4 Plan

Task/Action	Timing
Go live of Surrey Safe Care	May 2022
Go Live Surrey Safe care patient portal	May 2023

## 7. Travel and Transport

### 7.1 Aim

Maximise carbon emission reductions by focusing on key areas of transport where carbon savings and efficiencies can be made.

### 7.2 Areas of Focus

- Staff travel
- Consolidating journeys/ trips
- Minimising deliveries (see chapters 10 & 11)
- Improving alternatives to single car usage

### 7.3 Specific Goals

- a) Collate and review data around staff journeys to site to understand current position (e.g. review of single occupancy car use and electric car usage) by April 2022.
- b) Reduce hospital fleet carbon mileage by 30% - December 2022

### 7.4 Plan

Task/Action	Timing
Home and agile working project: increase workplace options closer to home (e.g. nearest appropriate NHS office), resulting in reductions in staff mileage	Ongoing
Relocation of services to Woking and Ashford and other community locations and maintain 45% virtual appointments – reducing patient mileage	Ongoing
Improve cycle / walking access to sites reducing staff mileage	Ongoing
Improve shuttle bus and public bus service funded by ASPH (including moves to electric shuttle), and increase capacity of services to reduce staff mileage between sites.	September 2022
Electrify hospital van fleet	2023/24

## 8. Estates

### 8.1 Aim

The trust is aiming to improve energy efficiency while reducing energy usage. Overall waste reduction and an increase in recycling and reusable waste is a key priority. As new buildings are required and older building updated there is a clear plan to build and design with reduced emissions as major factor.

### 8.2 Areas of Focus

- Energy efficiency across hospital buildings
- Replace and upgrade mechanical and electrical systems to improve automation and environmental performance
- Enhanced design standards for new buildings and improve building fabric for acquired new sites/ upgrading current sites
- Decentralisation of hot water generation
- Reduction in waste production and increase recycled waste that goes into a true circular economy.
- Assess the feasibility of heat pump technologies to further increase energy efficiencies and reduce carbon based sources.

### 8.3 Specific Goals

- a) 20% reduction in heat loss reducing heating demands by 2024
- b) 10% reduction in power consumption of mechanical equipment with new variable speed drives by 2024
- c) 10% reduction in energy use per square metre by heating and cooling plant
- d) Centralise waste streams and review current data by April 2022

### 8.4 Plans

Task/Action	Timing
Analysis of all waste streams completed to inform actions required to reduce carbon impact from waste creation and disposal	April 2022
Monthly monitoring of all waste streams in place	April 2022
Completion of survey regarding distribution boards with local metering	September 2022
Replace 50% of distribution boards with local metering	March 2024
Variable Speed Drives and reluctance motor replacement programme initiated	April 2024
With Alliance partners, consider methods for effective recycling and reuse of furniture and supplies	April 2022
Replacement of single glazed windows to reduce heat/air leakage	Ongoing
Review demand information with local metering.	Ongoing
Review power consumption of mechanical equipment with variable speed drives.	Ongoing
Any new buildings will meet new NHS standards for sustainability	Ongoing
Land management of sites, including planting of new trees to increase carbon absorption and potential wood burning of any felled trees for heating.	Ongoing
Use of grey water in non-clinical areas – pilot in Chertsey House	Completed

Installation of solar panels and micro wind turbines	Ongoing
Work with waste management contractor to centralise all waste streams and look at recycled waste going into a true circular economy	March 2022
A detailed feasibility exercise on micro generation district heating to be carried out	
Review energy procurement to focus on buying of energy supply from green or carbon neutral technologies.	April 2022
Review and where feasible install technologies associated with water conservation such as air assisted toilet systems etc.	Ongoing

## 9. Medicines

### 9.1 Aim

Multidisciplinary teams will work together to look at patient pathways and (where there are particular high emissions or large carbon footprints) to look at review alternatives.

### 9.2 Areas of Focus

- Prescribing pathway for medicines
- Anaesthetic Gases
- Inhalers

### 9.3 Specific Goals

- a) Continue to save on average £20,000 per month (over each quarter) through medicines returned and reused.
- b) Reducing the proportion of desflurane to sevoflurane used in surgery to 5% by volume by September 2022
- c) Aim for significant reduction of carbon impact of inhalers by September 2022
- d) Greener disposal of inhalers – 10% of inhalers to be recycled by end of 2022  
identification of recycling points for collection of inhalers
- e) Switching from Ventolin inhalers to Salomol – 80% by 2023

### 9.4 Plans

Task/Action	Timing
Continue and consolidate the work around the medicine returns in pharmacy.	Completed/ongoing
Continue with the exact quantity dispensing system in pharmacy	Completed/ongoing
Reduce use of desflurane in theatres to 5% by volume	September 2022
To investigate the scavenging of Entonox (which includes nitrous oxide), and catalytic destruction of scavenged nitrous oxide from all sources	April 2022
Inhalers and their disposal - increase % patients using dry inhalers or moving patients from high carbon impact inhalers to moderate or low impact inhalers. Recycling of inhalers made possible at all pharmacies. Update letter/prescription of inhalers from general practice or hospital to say that once complete, please do not dispose of in the bin. Please take to your local pharmacy for disposal.	September 2022
Move to paperless drug charts and clinical notes in ward areas with the introduction of Surrey Safe Care	May 2022

## 10. Supply Chain and Procurement

### 10.1 Aim

The NHS supply chain accounts for approximately 62% of total carbon emissions of the NHS; ASPH aims to significantly reduce the emissions both from locally managed supply contracts and through participation and adoption of nationally led improvement schemes including: adoption of greener logistics methods, reduction in waste, and proactively encouraging improvement in supply side manufacturing processes.

### 10.2 Areas of Focus

- Local changes to procurement
- Working with other trusts to create a large supply base of low carbon equipment and supplies.
- Minimising deliveries.

### 10.3 Specific Goals

- a) Substituting current single use items for reusable or recycled (where clinically appropriate) - 25% by April 2024
- b) Recycling of assets – 75% of walking aids and 99% hearing aids, of those returned for recycling/reuse by April 2023
- c) Recycled paper – 99% recycled paper use across the Trust by April 2022
- d) Procurement – all tenders to include sustainability and carbon obligations as part of the tender process by April 2022
- e) Consolidate ordering and reduce total volume of deliveries from all suppliers by 20% to reduce delivery mileage. Measurements not currently available. Expected in 2022

### 10.4 Plans

Task/Action	Timing
Procure only recycled paper for all trust paperwork and rework existing printed forms to ensure they can be recycled.	April 2022
Update TORs for procurement groups (e.g. Clinical Product Group, Medical Equipment Group, Medical Devices Group, and the Finance and Procurement Strategic Management Group) to include that sustainability is part of the review criteria of new products.	April 2022
Ensuring that reusable equipment (e.g., crutches, hearing aids) are returned and reused through more effective patient/public communication programme	2022/23
Investigate sustainability alternatives to current toilet and paper towel supply	Ongoing
Review suitability of single use medical equipment and instruments in line with infection control guidance; replace with reusable equivalent where appropriate.	Ongoing

## 11. Food and Nutrition

### 11.1 Aim

There is good evidence that offering patients nutritionally rich food and keeping them well hydrated has the potential to reduce recovery times for patients (Report of the independent review of NHS hospital food, October 2020). The Trust aims to provide their patients and staff a balanced diet that is high in seasonal fruit and vegetables and low in processed foods (high salt / sugar contents). This not only delivers a nutritionally balanced diet but also a low carbon alternative to heavily processed foods and purchasing seasonally available foods avoid additional food miles.

### 11.2 Specific Goals

- a) Use of local suppliers – to reduce food miles by 20% by March 2022
- b) Minimise food waste by 30% from 90kg to 60kg a week by December 2022.
- c) Cutting volume of deliveries by 20% by March 2022
- d) Reduce single use coffee cups and disposable cutlery by 50% by December 2022 and 75% by December 2024
- e) Continue to grow a minimum of 80% of all herbs used in the food served to staff and patients with an aim by 2024 to grow all herbs on site.

### 11.3 Plans

Task/Action	Timing
To use local suppliers to reduce food mileage and increase fresh food deliveries (and minimise the use of frozen foods). Current Supplier Warehouse in Reading and Basingstoke moving to Thorpe depot and London one.	March 2022
Cutting deliveries from 4 out of 5 days a week or from 20 to 15 deliveries a week	March 2022
To reduce food waste by using as much of the food as possible and investigating compostable options for food waste	Ongoing in 2022
To encourage staff (where possible) to eat in hospital food areas to reduce the need for “take away” containers and disposable cutlery.	Ongoing
Investigate options for greenhouses on sites to be able to supply all herbs to form plan to implement	June 2022

## **12. Adaptation**

### **12.1 Aim**

As climate change becomes a focus for the NHS to tackle, the Trust will look to adjust its systems and infrastructure to continue to operate effectively and efficiently and adapt as more severe weather conditions look set to occur. The trust aims to provide continuity of services and a safe environment for patients, staff and visitors.

Maintaining green spaces and planting more trees/shrubs will allow us to help reduce the carbon emissions on site, and provide some drainage for severe weather, as well as helping to create an environment of well-being.

### **12.2 Plans**

- a) Greening our sites – ensuring that green spaces are cared for and available for staff and visitors to use when on a hospital site.
- b) Flood protections – review use of attenuation tanks on rainwater drains to reduce flooding
- c) Alternative/renewable energy sources
- d) Investigate the installation of solar panels in all new buildings.
- e) Improve building fabric with internal glazing insulation.
- f) Continue to maintain the green spaces within the Trust.
- g) Decentralisation of hot water generation

### **13. Tracking of Progress**

Using the governance structure outlined in chapter 3 for delivering and tracking progress with the ASPH Green Plan, we plan to track and record progress with having an impact on tCO<sub>2</sub> in the following steps:

- a) All pieces of work and chapter leads are now setting out detailed plans for the goals to be achieved 2022/23
- b) Specific metrics are being identified to demonstrate both the achievement of the goals and overall impact on tCO<sub>2</sub>
- c) These metrics are being set out in a Trust Green Dashboard that can then report monthly and quarterly, to demonstrate both the achievement of specific goals in the Green Plan, plus also the overall impact on carbon
- d) The Green Dashboard will report progress on all metrics to the Trust Green Group and to Trust board/sub-groups as required.