

# Surrey and Sussex Healthcare NHS Trust

## Our Green Plan 2022

Our environment.  
Our people.  
**Our commitment.**



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# Welcome

## Welcome to the Surrey and Sussex Healthcare NHS Green Plan 2021.

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.

As a Trust, our Vision is “we will pursue perfection in the delivery of safe, high quality healthcare that puts the people in our community first”. We know that in order to truly achieve this, putting the people in our community first over the short, medium and long term, we must act now.

At Surrey and Sussex Healthcare Trust, we are continuing our journey to becoming a more sustainable healthcare provider. There is still much to do and this Green Plan aims to shift our programme into a new gear, showing leadership and responding to the ever more pressing issue of climate change and health.

As such, through our new Green Plan, we commit to meeting our part of the ambitious Net Zero Carbon targets set by NHS England Improvement (NHSEI). We have developed this Green Plan based around our Care Without Carbon framework for sustainable healthcare.

Originally developed at Sussex Community NHS Foundation Trust, Care Without Carbon was first established at SASH in our Sustainable Development Management Plan back in 2016. By working in parallel with others across our local system through this award-winning framework, we aim to enhance our impact, learn from others, and in turn, share our learning with others.

We've established a set of principles and targeted interventions aimed at enabling us to deliver our Trust vision in the context of climate change, meet our new Net Zero commitments and support the provision of high quality care, ensuring we are providing it today and in the future.



## **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 target is:** to meet the carbon reduction targets laid out in the NHSEI Delivering a Net Zero NHS Strategy, reaching Net Zero for our direct emissions by 2040, and for our indirect emissions by 2045.

**Our initial interim target is:** a reduction in our carbon footprint of 57% by 2025 against a 2014/15 baseline.

## **Delivery: our action plans**

We know that we need to be working alongside others to achieve the impact, but whatever anyone else does, or does not do, our commitment will remain.

In this Green Plan, we set out clear commitments and actions to deliver against our vision and Net Zero target through our Care Without Carbon framework.

Our approach is outlined in Figure 10, page 26, and our eight action plans set out from page 28. These eight action plans have been developed to ensure this becomes a programme of work that is integrated across the trust.

To reflect our position within our community, as well as our ambition to be a leader in sustainable healthcare, we have identified within each action plan how we will work not only within SASH, but also with partners within our Integrated Care System (ICS), and with our patients and wider community.

# Highlights of our progress to date

The challenge of climate change in the health sector is a huge one and we recognise how much there is for us to do as a Trust to make the impact required.

Our sustainability journey started back in 2016 with the development of our first Green Plan (known then as an SDMP). Our focus so far has been on getting the basics right: understanding our impact, seeking and delivering 'quick wins' and engaging our staff at a high level on sustainability.

There is still much more for us to do, and the purpose of this Green Plan is to set out how we will achieve this, and turn our commitments into action.

Since 2016 we have made progress in a number of key areas. These are presented as case studies throughout this document with the heading 'Action we are taking'

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## Action we are taking: Places



- Moving onto a **100% renewable electricity (REGO)** contract on the 1st April 2018. As a result, emissions from our green electricity consumption when using contract-specific emissions factors were 0 tonnes CO<sub>2</sub>e, whilst when applying the grid factor they were 2,854 tonnes of CO<sub>2</sub>e. We are currently investigating a better way to reflect this in our reporting of emissions associated with electricity.
- **Rolling out LED lighting across the Trust** after securing £500,000 in grant funding from NHS Improvement, helping us to reduce costs and emissions as well as improving light quality around the hospital.

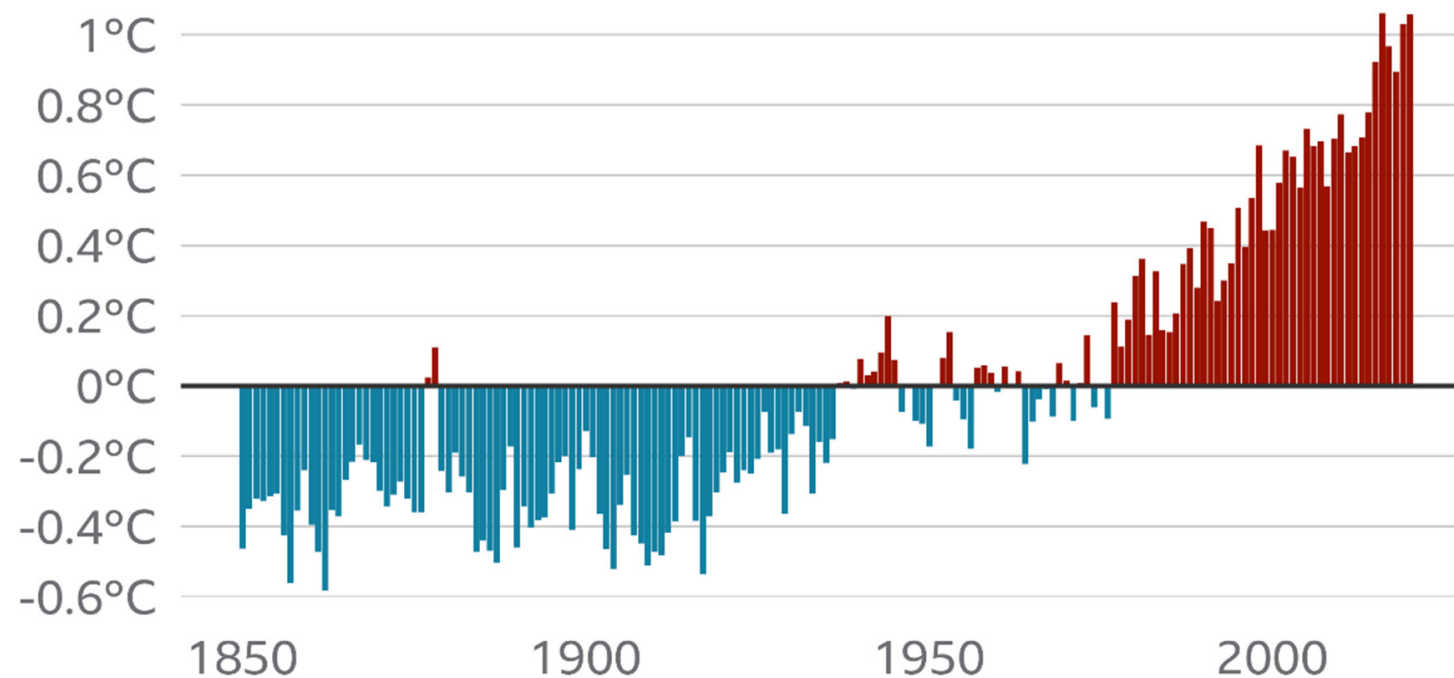


# The case for sustainable healthcare

**There is a direct connection between climate and health. 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. So, a clear imperative – but a steep challenge to deliver.**

## Climate change and health

Climate change and health are inextricably linked; and climate change is accelerating. 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 (see Figure 1). Limiting global warming requires reaching at least net zero CO<sub>2</sub> along with strong reductions in other greenhouse gas emissions.



**Figure 1:** Evidence is compelling that human activity is increasing global temperatures. This graph shows the annual mean land and ocean temperature above or below average 1850 to 2020 (graph from University of California Berkeley)

Among the impacts climate change, in our local area 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.

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 CO<sub>2</sub>, making up 4% 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**

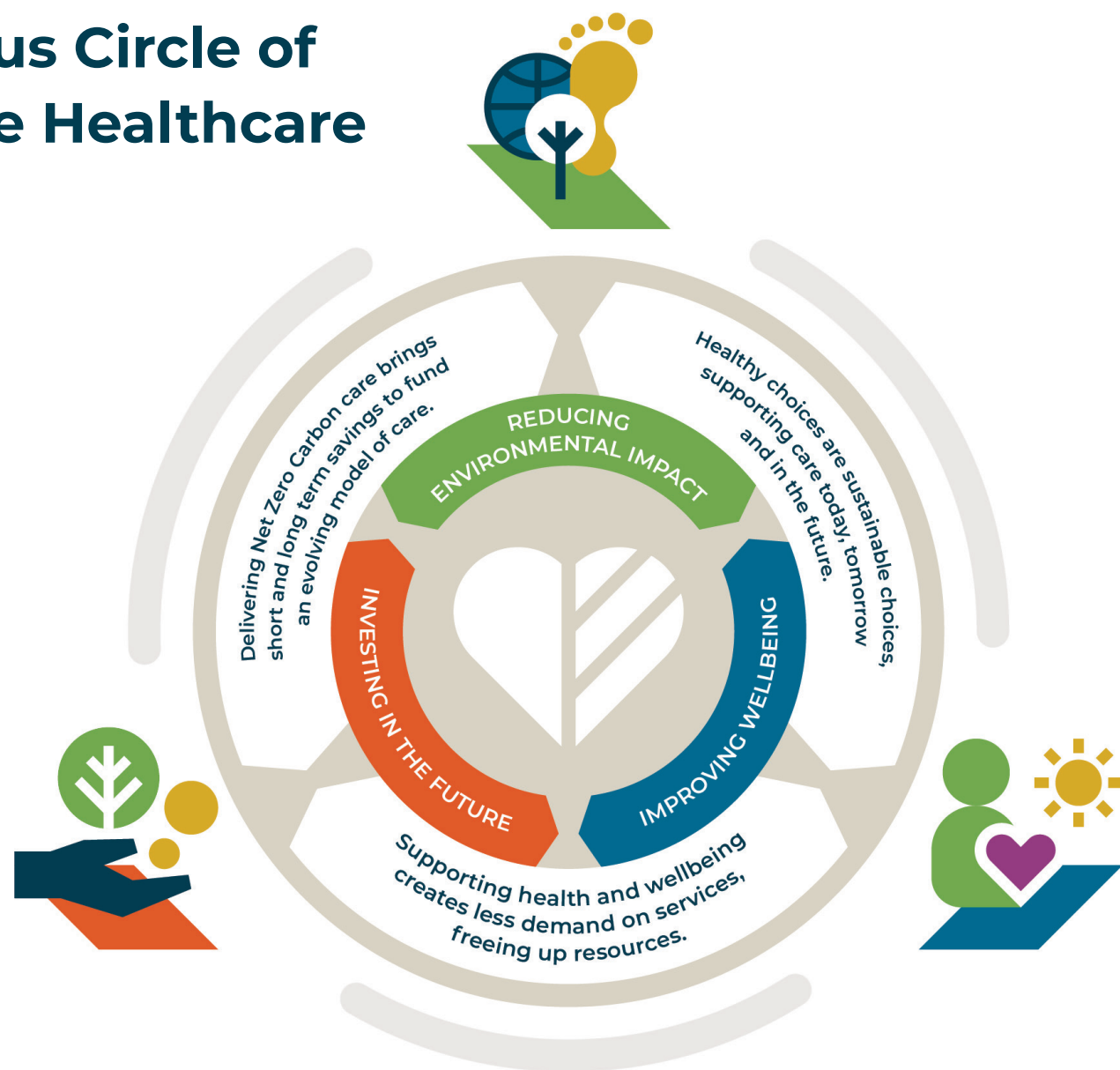
Sustainability is shorthand for effective resource management. In the NHS we can identify three key resource challenges:

- 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 CO<sub>2</sub> in the UK; and**
- 3. A financial challenge – with demand on our services and aging estate outpacing funding.**

Delivering against our climate change commitments may mean additional investment. We must take care to understand the impact of climate change on health care needs over time, and how improving health impacts use of health services (it may not save money).

Figure 2 demonstrates the link between the above interrelated and complex challenges.

# The Virtuous Circle of Sustainable Healthcare



**Figure 2:** The Care Without Carbon creates a virtuous circle of sustainable healthcare.



## 2 Action we are taking: Wellbeing



- **Planting 150 trees** in our grounds at East Surrey Hospital over the last year to improve wellbeing and break spaces for staff, patients and visitors. When fully grown these trees will absorb over 3 tonnes of CO2 per year.

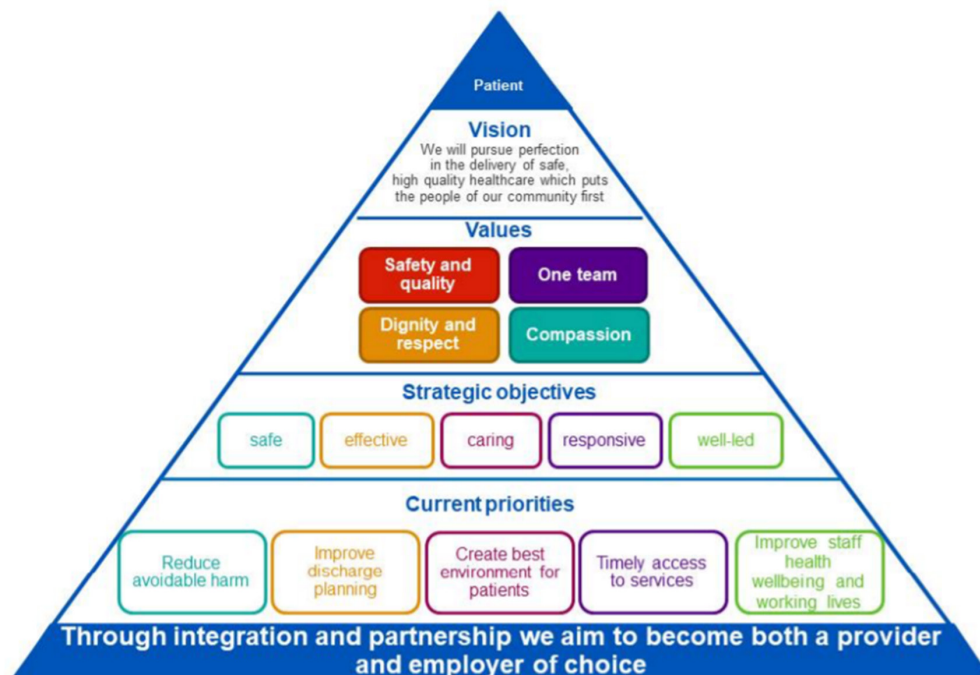




# Delivering against our vision

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

We have reflected this in our Strategic Plan, see Figure 3 below.



This Green Plan is central to achieving our strategic objectives of “Effective” and “Well Led”:

- **Effective: As a teaching hospital, deliver effective and sustainable clinical services which focus on outcomes, innovation and technology.**
- **Well Led: To be a high quality employer that focuses on staff health and wellbeing and delivers patient centred, clinically led, efficient services**

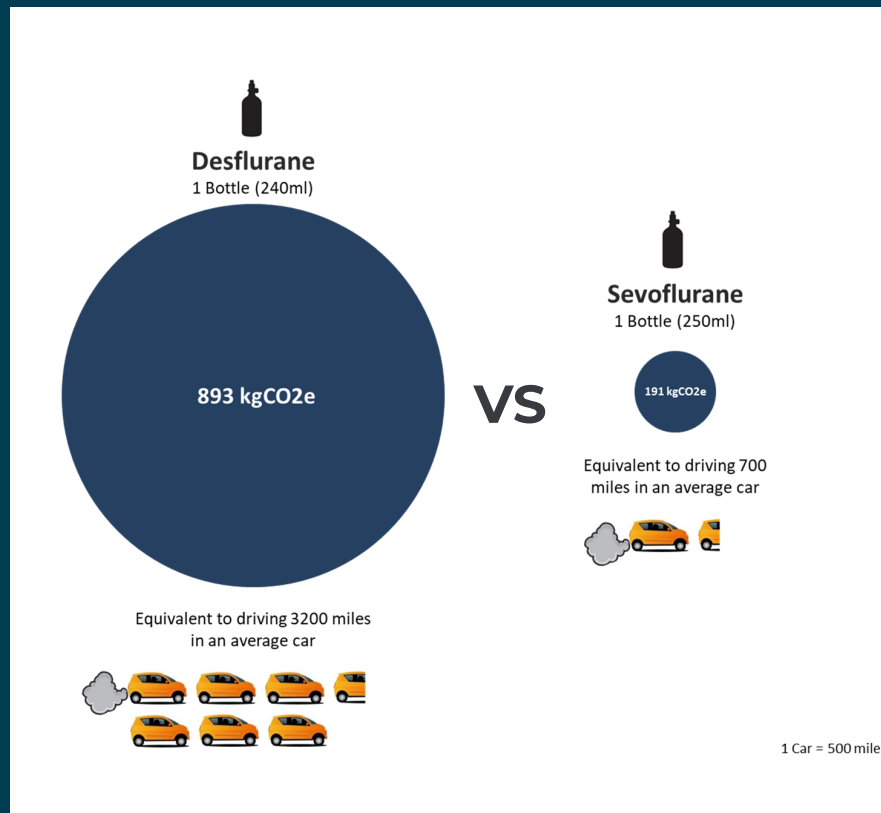
It is also reflective of our current priorities of “Reduce avoidable harm”, “Create best environment for patients” and “Improve staff health wellbeing and working lives”.

**Figure 3:** Surrey and Sussex Healthcare Strategic Plan

### 3 Action we are taking: anaesthetic gases



We have started work to reduce the impact of our medical gases. Our key areas of impact are use of nitrous oxide and desflurane, with combined emissions of around 1,140 tCO<sub>2</sub>e. This is equivalent to driving to the moon and back eight times! Anaesthetic gases used in surgery have a particularly high carbon footprint.



We have developed an action plan to reduce our impact (see Evolving Care action plan), working through the following hierarchy:

Minimise resource use: optimising the use of medical gases across the Trust, and cutting down on waste. For example, the College of Paramedics estimate that 30% of nitrous oxide is left in canisters after use.

- Reusing wherever possible: effective capture, destruction or reuse of medical gases. According to For a Greener NHS this could cut over 1/3 of anaesthetic gas emissions
- Switching to greener alternatives: for example switching from desflurane to sevoflurane

This will be a priority area of focus for us over the next 3 years.

# Drivers for taking action on climate change

## **Climate emergency = health emergency:**

Former NHS England CEO Lord 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 CO<sub>2</sub>. 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 4). More recent NHSEI communications have set a requirement for all Trusts to have a Board approved Green Plan in place by January 2022.

## **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.

## **The NHS Standard Contract and planning guidance:**

The full version of the NHS Standard Contract mandates a range of targets relating to sustainability, including that all providers have a Board approved Green Plan. Planning guidance also includes a target for carbon reduction relating to outpatient appointments.

## **Commissioning:**

A Green Plan may be asked for by the Integrated Care Board as evidence of the Trust's approach to Social Value.

## **Social Value:**

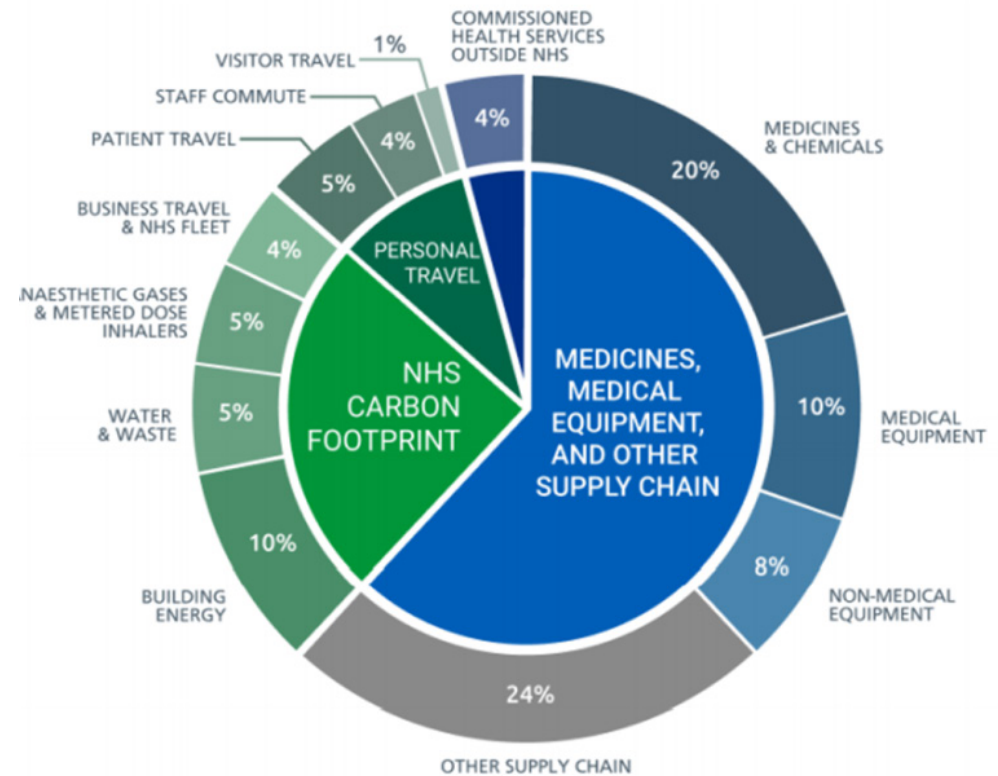
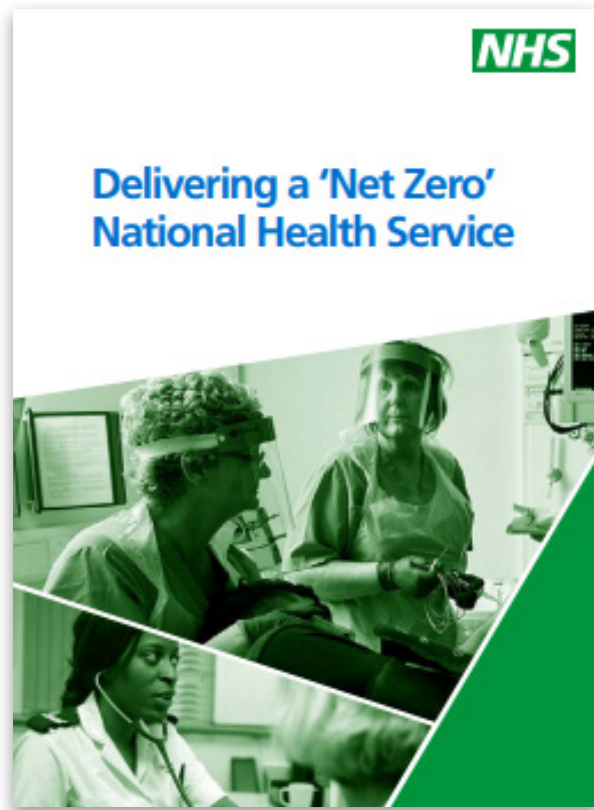
There is a requirement for all NHS organisations to include a 10% weighting dedicated to social value and sustainability within all tenders from 2021.

## **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.

# Delivering a Net Zero NHS:

## Minimising our carbon footprint



**Figure 4:** The recent NHSEI climate change strategy, Delivering a 'Net Zero' National Health Service sets out the urgency and scale of the climate change challenge for the NHS, along with a detailed strategy for delivering Net Zero Carbon by 2040/45. This pie chart shows a detailed breakdown of the environmental impact of the NHS including both direct and indirect impacts. We have reflected this within the next section highlighting our own environmental impact as a trust.

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## Action we are taking: Partnership & Collaboration



- **Measuring and reporting our carbon footprint every year**, with quarterly KPIs to keep track of our electricity and gas use in particular.
- Switching our staff uniforms over to **scrubs made from recycled plastic bottles**. With over 7,800 uniforms switched already, this has provided our staff with more comfortable uniforms as well as supporting our environmental impact by preventing these bottles from going to landfill and ending up in our oceans.
- **Supporting our Kaizen programme to integrate sustainability** in a range of different ways.





# The Story So Far

SASH is a major local employer, with a diverse workforce of over 5,000 providing healthcare services to a growing population of around 535,000. We have our main site at East Surrey Hospital, with further services at Horsham, Crawley and Caterham Dene. We have over 800 beds and 14 operating theatres.

In the past year our Trust has:

- **Provided 350,647 outpatient appointments**
- **Delivered 4,396 babies**
- **Managed 91,922 A&E attendances**
- **Provided 4,687 planned admissions and took care of 33,062 emergency admissions.**
- **During the pandemic in 2020 we increased our critical care capacity by 300%.**

This volume of care carries a significant carbon footprint. To help us tackle this we launched our first Green Plan, then known as an SDMP in partnership with Care Without Carbon, in 2017 which was subsequently updated in 2019.

## 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 Sussex and Surrey and purchase a wide range of equipment and services.

All of these activities generate CO<sub>2</sub> (carbon dioxide) emissions, measured as CO<sub>2</sub>e and can be collectively summarised as the Trust's carbon footprint.

The NHS measures carbon footprint in CO<sub>2</sub>e, 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 CO<sub>2</sub>.

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, accounting for our direct emissions. This includes data for building energy, water, waste, anaesthetic gases & inhalers, and business travel & fleet.**
- **NHS Carbon Footprint Plus, accounting 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 have used NHSEI data to give an illustration of these figures for SASH based on national averages.**

<sup>1</sup>CO<sub>2</sub>e refers to six greenhouse gases including carbon dioxide and methane.



Data reflects the carbon footprint of SASH using a base year of 2014/15. This base year reflects the latest year we can go back to where we have reliable data.

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.

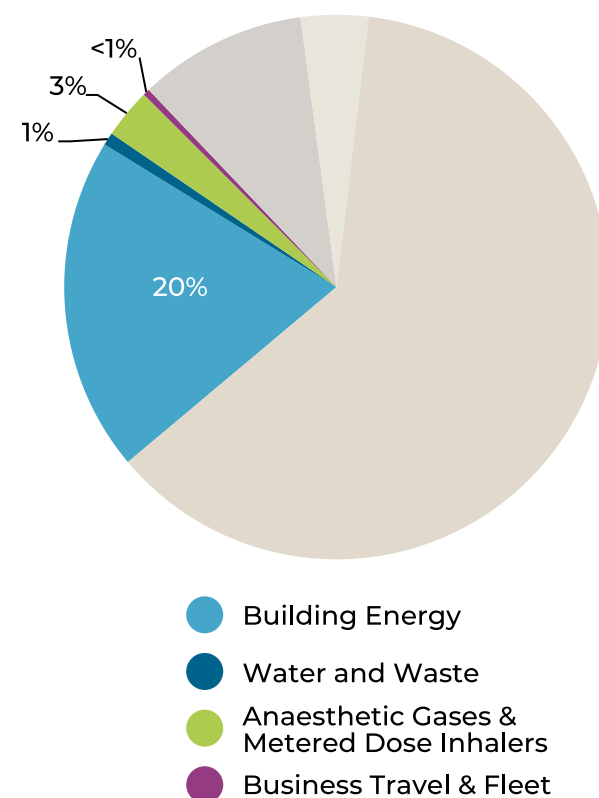
### Our NHS Carbon Footprint at SASH

Our absolute NHS Carbon Footprint at SASH is illustrated in Figures 5 and 6 on the following pages.

This has reduced significantly since 2014/15 with an overall reduction of 3,617 tonnes CO<sub>2</sub>e (27%). 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.

## Our NHS Carbon Footprint

Illustrated below is our NHS Carbon Footprint for 2020-21, based on Trust data. This shows the emissions that are generated directly by SASH (building energy, water and waste, medical gases and travel), set in the context of our indirect impacts (in beige). Together our direct and indirect impacts make up our 'NHS Carbon Footprint Plus', set out on page 19.



**Figure 5:** detailed breakdown of SASH NHS Carbon Footprint 2020-21. This shows our direct environmental impacts as a trust.

### Building energy

The energy used to heat and 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 has been the year on year decarbonisation of the electricity grid.

### Medical gases impacts

For the first time we have measured the carbon footprint of our medical gas use, which includes emissions from both inhalers and anaesthetic gases. In 2020/21 this accounted for 1,140 tonnes of CO<sub>2</sub>e. This is a significant source of emissions, accounting for almost 12% of our overall carbon footprint.

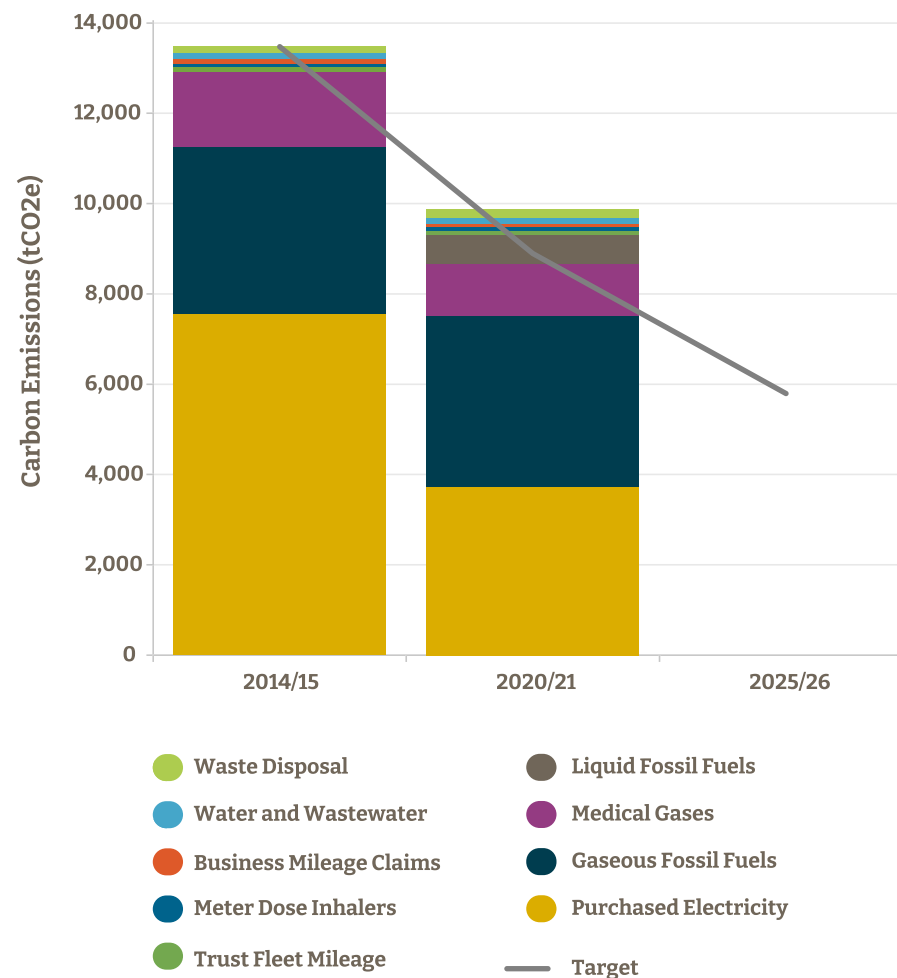
### Travel impacts

Travel is another component of our footprint. In delivering our services across Surrey and Sussex, our staff at SASH travel over 380,000 miles for work, either in their own cars or through our small fleet of vehicles. As air pollution is a key issue for our communities, with significant health impacts, we will be focusing on reducing our impact in this area.

### Waste impacts

We produced 1,429 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 below.

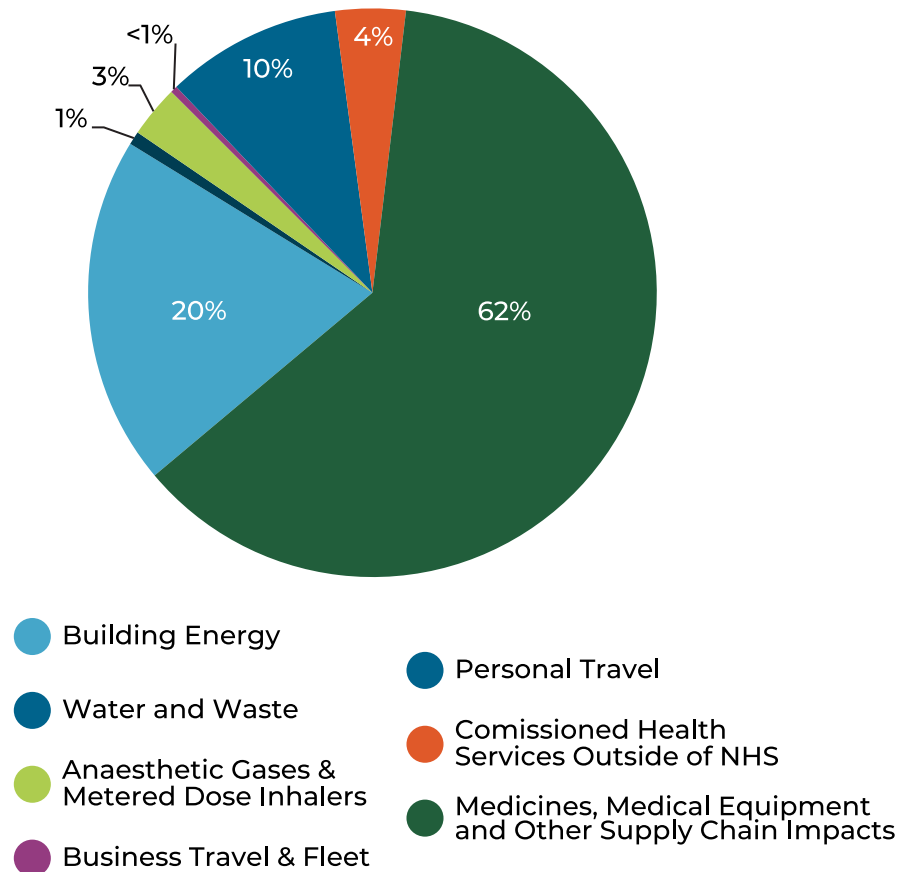
## Our NHS Carbon Footprint: A breakdown of our emissions



**Figure 6:** progress against our carbon reduction target at SASH from base year.

## Our NHS Carbon Footprint Plus

Illustrated below is our NHS Carbon Footprint Plus at SASH (see Figure 7). This shows both our direct and indirect emissions.



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

The largest portion of an NHS carbon footprint, 62%, is associated with the carbon footprint of our supply chain – the goods and services we purchase, use and dispose of.

In line with NHSEI methodology, 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. This area makes up approximately 10% of our 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.

**Figure 7:** SASH NHS Carbon Footprint Plus 2020-21. This shows environmental impact as a trust including both direct and indirect emissions.

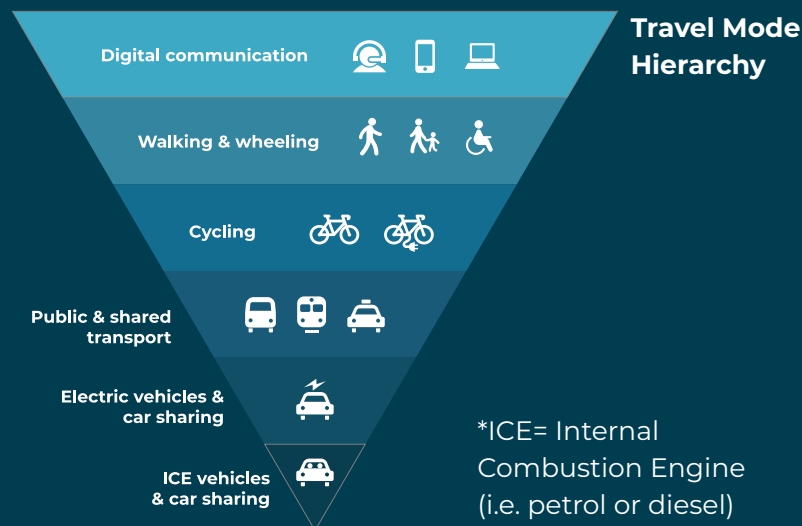
## 5 Action we are taking: greening our travel at SASH



While our staff business travel at SASH is significant, a much greater impact is that of travel attributable to staff commuting and patient and visitors travelling to and from our sites for care. Once we consider these wider areas of impact, we anticipate the impact of our travel will be around 14% of our NHS Carbon Footprint Plus (see later section on NHS Carbon Footprint Plus).

We have made a start on tackling this, with the installation of new cycling infrastructure and ten electric charging points at East Surrey Hospital, four of which are available for patient and visitor use.

A key piece of work for this year is to develop a Green Travel Plan. This will help us to better understand our current travel patterns and develop a strategy to cut our impact in this area. We will follow the following hierarchy for all our work on travel:



Following development of the Green Travel Plan we will also put in place an Electric Vehicle Strategy to ensure staff and visitors are supported in transitioning to greener vehicle technologies. This will include, for example, the installation of additional vehicle charging points. This will include accommodation for both hybrid and electric vehicles as necessary, with a balance set according to the information on EV use gathered through our Green Travel Plan.



# Where to Next: achieving Net Zero Carbon

At SASH we are committed to meeting the ambitious NHSEI targets for all NHS Trusts to achieve Net Zero Carbon by 2040 for our direct emissions (NHS Carbon Footprint), and our indirect emissions (NHS Carbon Footprint Plus) to Net Zero Carbon by 2045.

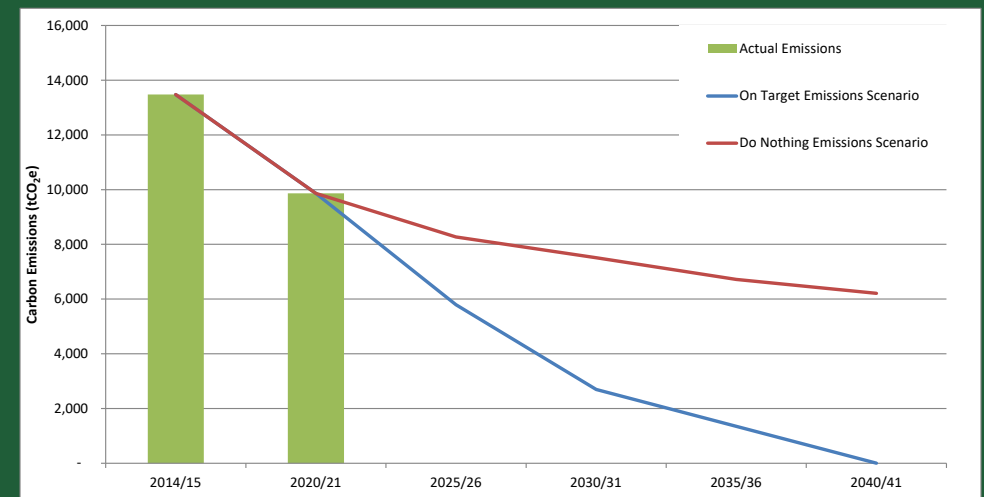
Our first interim target is a reduction in our direct emissions of 57% by 2025 from our 2014/15 baseline. This will ensure we are on track to meet our Net Zero by 2040 target.

Our eight action plans have been developed to deliver against our interim and longer term Net Zero targets, alongside some of our wider sustainability goals.

The graph below shows the Trust's emissions target to 2040 against projected emissions under a Do Nothing scenario.

The Do Nothing scenario assumes that current consumption remains constant. In this scenario, the carbon savings achieved in the long term are due to the anticipated change in national emissions factors, with the Trust benefiting in particular from the decarbonisation of grid electricity.

## A summary of the action needed by 2025



**Figure 8:** our target trajectory to Net Zero for our NHS Carbon Footprint

## Our approach to delivering Net Zero Carbon

To meet our Net Zero Carbon targets we will take the following approach for each of our areas of impact:

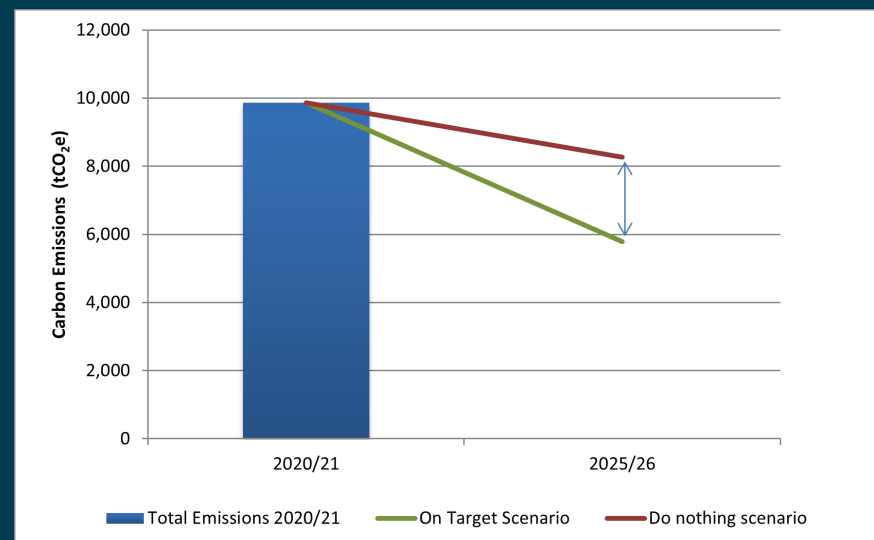
- 1. Minimising resource use:** ensure that we use only what we need, this applies to all areas of our organisation, from clinical supplies through to paper and water use.
- 2. Reusing wherever possible:** moving away from single use items to choose items which can be sterilised, laundered or reprocessed, 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.

## Meeting our 2025 interim target: 57% reduction in NHS Carbon Footprint

To meet our Net Zero Carbon targets we will take the following approach for each of our areas of impact:

We've set our first interim target as a 57% reduction in our NHS Carbon Footprint by 2025. This ensures we keep on track for Net Zero Carbon for our direct emissions by 2040.

In practice, this means reducing our direct emissions by 2,478tCO<sub>2</sub>e by 2025 (see Figure 9).



**Figure 9:** Emissions to 2025/26 Do Nothing vs. On Target Emissions Scenarios



Our four key areas of impact are building energy, medical gases, travel and waste. The table below sets out the scope of the actions required in these four areas between now and 2025.

Area of impact	Carbon reduction achieved (tCO <sub>2</sub> e)
<b>Building energy</b> Substitute oil for heating with low carbon alternative Installation of heat pump to replace HQ building boilers On-site renewable generation (Solar thermal and PV) Insulation and ventilation improvements	2,085
<b>Travel</b> Cutting business travel to a minimum switching to EV fleet	41
<b>Medical gases</b> Substituting Desflurane and Sevoflurane with low carbon alternatives Switching MDI prescribing to DPI Reduce Nitrous consumption	306
<b>Waste</b> Improved waste segregation Reduction of clinical waste and domestic waste Reduction of food waste	46

## Next steps

Our action plans have been developed to address the carbon reduction required to meet our interim target for our NHS Carbon Footprint, as well as, importantly, meeting our longer term targets including for our indirect impacts as measured by our NHS Carbon Footprint Plus.

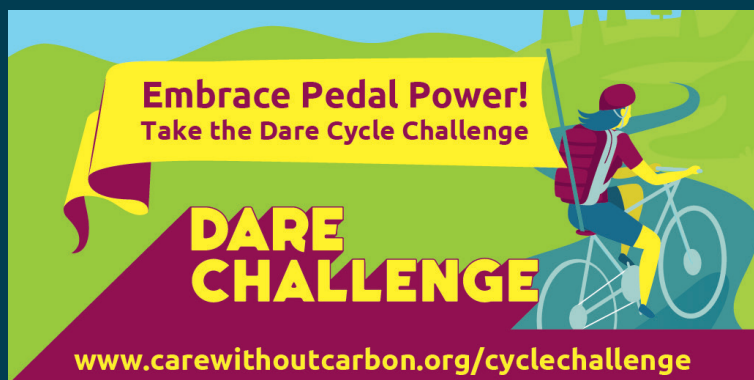
Over the course of the next 12 months, we will work with relevant stakeholders to further develop our Net Zero Carbon targets and programme. Specifically:

- 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

## 6 Action we are taking: engaging staff through Dare to Care



In 2018 we launched our engagement programme, Dare to Care. We asked staff to sign up to a selection of 'Dares' (a Dare is a small pledge to do something differently) focused on reducing our impact on the environment, and improving wellbeing – or to take a team challenge. Now in its third year, 885 dares have been taken by 147 staff, with the top three Dares taken by staff being: 'Take a walk', 'Switch it off' and 'Drink every drop'.



## I DARE TO #useoneless piece of single use plastic

Bottled drinks, coffee cups and plastic bags are often used once and then immediately end up in landfill.

Reduce your use of single use plastic one item at a time and enjoy a cleaner, greener workplace.

Make your pledge to use #oneless piece of  
[www.carewithoutcarbon.org](http://www.carewithoutcarbon.org)

We are doing things differently for a greener NHS and a better life, we are choosing to Care Without Carbon and you can too.

If you want to find out more about the ways we can reduce our impact on the environment within healthcare, email [carewithoutcarbon@nhs.uk](mailto:carewithoutcarbon@nhs.uk)

# 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 new Care Without Carbon framework provides a comprehensive, integrated plan to demonstrate commitment to sustainability, reducing our impact on the environment to 2025 and beyond. It is summarised below and in Figure 10.

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

## Our three 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: maintaining long term financial stability through sustainable decision making.**

**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

**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.

# The Care Without Carbon Framework



**Figure 10:** Our framework for sustainable healthcare, Care Without Carbon.



# Our key areas of focus

This Green Plan has four key areas of focus to move us towards delivery of more sustainable, net zero carbon healthcare.

- 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.

This Green Plan sets out a clear plan of action to deliver in these four key areas, and includes actions we can take within our own operations, within our ICS and within our wider patient community in Sussex and Surrey.



# Our action plans

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

Our eight 'elements' (see Figure 11) form our work streams and action plans, and have been updated since our previous strategy to reflect changes in the current landscape and our shift in focus towards the clinical aspect of care delivery.

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

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



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



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



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



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



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



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



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



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





**Fig 11:** The eight elements of Care Without Carbon.



# Taking Action: Evolving Care

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

**Key success measure to 2025: Clinical projects delivering positive, measurable sustainability benefits within our five highest impact services.**

## 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

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

## Action

### SASH

- Undertake an analysis of the clinical services we provide and identify priority areas for action based on carbon impact. (This action will be delivered in several stages, likely to span more than 12 months. Initial phase will be to fully define these stages and develop methodology). **(Director of Outcomes supported by CWC team)**
- Develop a programme to accurately measure and reduce the impact of our medical gases to a minimum using the principles of reduce, reuse, recycle. This should include:
  - Detailed analysis of our medical gases data and use across the hospital, including comparison with activity data.
  - Based on this information, develop a detailed action plan to cut our medical gas impact to a minimum.
  - Monitor the shift towards and assess the sustainability of medical gas alternatives. **(Chief of Pharmacy)**





## Taking Action: Evolving Care

- Undertake an analysis of inhaler use across the Trust and minimise the impact of propellants. **(Chief of Pharmacy)**
- Work with clinical and non-clinical colleagues to reduce single use PPE and improve waste segregation now and following the pandemic. **(Head of Security and Contracts Manager)**
- Work with clinical and eSASH teams to integrate sustainability considerations into our approach to and measurement of digitisation of care, recognising the considerable opportunity to support the Trust's Net Zero Carbon ambitions. **(Director of IT)**
- Work with SASH+ to support clinical colleagues to integrate sustainable healthcare principles into clinical projects and programmes. **(Director Of Kaizen)**
- Understand the full impact of our pharmaceuticals and implement a programme to reduce that in line with our Net Zero Carbon targets. **(Chief of Pharmacy)**
- Undertake an analysis of our theatres to identify key areas of impact and develop a programme to reduce this. **(Head of Perioperative Services)**

### ICS & SE region

- Work with primary care and other partners within our ICS to understand and reduce the carbon impact of the inhalers we dispense. **(Chief of Pharmacy)**
- Work with our ICS and wider partners to share learning with on clinical interventions in the acute setting. **(CWC team)**

### Patients and wider community

- Work with our ICS partners to develop prevention projects supporting population health and sustainability. **(Director of Outcomes)**
- Consider opportunities to educate and inform our patients on the choices they can make to improve health and wellbeing beyond their time in our care. **(Director of Nursing)**





# Taking Action: **Places**

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

**Key success measure to 2025: 57% reduction in CO<sub>2</sub>e against our XX baseline.**



## **Our approach**

- 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 patients and staff as well as increasing local biodiversity.
- The challenge is to drastically reduce the carbon impact of our estate, reaching Net Zero Carbon by 2040. This relates primarily to our main hospital site, East Surrey Hospital, but also our much smaller leased estate.
- 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 also consider the 'indirect' emissions associated with our estate, in particular the embodied carbon in new builds.

## **Our commitments**

- We will decarbonise our estate in line with our carbon targets and wider sustainability goals, and develop robust data management and reporting systems to monitor and report on our progress.





## Taking Action: Places

- We will reduce energy and water consumption across our estate and cut our carbon emissions in line with Net Zero Carbon (NZC) targets.
- 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 improve our green spaces so they are more biodiverse, better able to support patient and staff wellbeing and support our low carbon care delivery ambitions.

### Actions

#### SASH

- Expand the Trust's existing Automatic Meter Reading (AMR) system to identify areas of inefficient use of energy and water more quickly. **(AD Estates and Facilities)**
- Work up detailed investment grade proposals for a range of carbon reduction projects, including energy efficiency works, low carbon heating and on-site renewables. This will feed into the broader Net Zero Carbon Roadmap (see 'Partnerships & Collaboration' action plan). **(AD Estates and Facilities)**
- Develop bids for future rounds of the Public Sector Decarbonisation Scheme / Low Carbon Skills Fund where appropriate. **(Director of Estates and Facilities & CWC Team)**
- Continue to purchase 100% renewable (REGO backed) electricity and explore the opportunity for procuring RGGO gas. **(AD Estates and Facilities & CWC Team)**
- Work with local partners to develop a Biodiversity Action Plan to preserve and enhance the green spaces within our estate. **(Director of Estates and Facilities & CWC Team)**

#### ICS and SE region

- Identify system level Places projects that could benefit from economies of scale and pooled resources. **(Head of Capital Projects)**
- Ensure NZC places are a fundamental component of any new ICS level Estates Strategy. **(AD Estates and Facilities)**
- 

#### Patients and wider community

- Engage with Surrey People's Assembly / other community forums to agree any action around estate and local environment. **(Patient and Public Participation Lead)**





# Taking Action: **Culture**

**Empowering and engaging people to create change to progress us towards net zero.**

**Key success measure for 2025: ensure 100% of our staff are aware of our NZC ambitions and know the ways they can support the Trust in achieving that.**



## **Our approach**

As an acute Trust the pressure on staff day to day is significant and this can make it hard to engage with staff beyond what is necessary day to day. Within our work on the Culture element we need to ensure that staff sees taking action on sustainability as integral to how they deliver care – rather than as an add on – in order to maintain interest and momentum.

To achieve this, we will focus initially on demonstrating to our staff the links between health and climate, as well as celebrating our successes through our sustainability programme Care Without Carbon.

In tandem with this, we will encourage staff to participate through existing programmes such as Dare to Care, or future mechanisms as they develop.

Through the launch of our Green Plan we will reaffirm our commitment as a Trust to sustainability and Net Zero, and work to encourage active contributions from staff through our established change programmes.

Once we have established a good baseline of awareness with staff we will actively promote 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**

- We will establish a strong narrative that runs across all aspects of the organisation in support of sustainable behaviours and actions both in work and in personal lives.
- We will partner with others to seek opportunities to develop the narrative on sustainable healthcare, enhance our own impact and create opportunities for people to share ideas.





# Taking Action: Culture

## Actions

### SASH

- Integrate sustainability into induction and mandatory training for all staff. **(Chief of People and Culture)**
- Communicate links between health and climate regularly across all internal communications channels, linking into the national and international narrative such as COP26 to broaden the picture and add relevance. **(Head of Communications)**
- Roll our out Team Leaders Toolkit to inform and engage Team Leaders in bringing sustainability to their teams. Use this to identify and share case studies across the organisation to celebrate success and motivate others. **(Head of Communications)**
- Support the launch of our new Green Plan primarily through a targeted communications campaign, showing visible leadership from the top and empowering staff to take action. **(Head of Communications)**
- Undertake a review of our engagement programme, Dare to Care, to identify how we can best engage with staff on sustainability aiming to embed our principles within all aspects of the organisation. Based on this review, develop a longer-term engagement plan and programme, including consideration of how to engage with staff at all level, and enable those with particular skill and/or passion to support the programme through specific projects. **(CWC team)**

- Following the Dare review, develop mechanisms for staff to initiate and progress ideas and innovations for sustainable change in their area of the Trust or more widely. This would ideally integrate existing mechanisms for example, the Lean for Leaders programme and SASH+. **(Head of Communications)**
- Undertake a review of our recruitment processes ensuring we are integrating with the ambitions of this Green Plan, with target to go paperless for all recruitment by March 2022. **(Chief of Culture and People)**
- Update our recruitment advertisement material to ensure we are setting out our sustainability ambitions as a Trust. **(Chief of Culture and People supported by Head of Communications)**
- Develop a Trust events specification to support Trust staff who are organising events to plan and conduct these events in a low carbon manner, and virtually where possible. This will include guidance on how to ensure that food and drinks offerings are sustainable, and the expectation that printed materials and potential waste (e.g. single use plastic) is kept to a minimum. **(Head of Corporate Governance)**

### ICS and SE region

- Work with ICS and wider SE regional partners to identify and develop opportunities to coordinate staff engagement and behaviour change activity, for example through CWC Challenges and campaigns such as Travel Smarter September. **(CWC team)**
- Support regional activity under the Greener NHS programme through NHSEI. **(CWC team)**



### **Patients and wider community**

- Clearly signpost links to our Green Plan on the SASH website.  
**(Head of Communications)**
- Visibly promote our sustainability programme within our hospital sites to raise awareness among our patients and wider community of our commitment to sustainability and Net Zero.  
**(CWC team)**
- Work with the Patient Information Review Group to explore how we Explore the opportunity to incorporate sustainability messaging within our patient communications, such as a line in appointment letters supporting active travel/ public transport, information on recycled paper etc. **(Patient and Public Participation Lead)**





# Taking Action: **Circular Economy**

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

**Key success measure to 2025: deliver a measureable carbon emissions reduction within our 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

### Actions

#### SASH

- Use our carbon hotspots analysis to identify the highest impact areas of our supply chain. Use this – along with information on key planned tenders for 22/23 – to prioritise areas for action in year 1 and develop programmes of work against each. **(CWC team)**
- Develop a set of standard environmental criteria to include in all tenders. In line with national requirements, include these as part of the minimum 10% social value criteria for all tenders (excluding SMEs) by 1st April 2022. **(Head of Procurement)**
- Use the carbon hotspots analysis to explore the opportunity to use higher environmental criteria weightings for new tenders in high impact areas. **(Head of Procurement)**
- Introduce environmental and social value criteria into 3 of our existing contracts within our highest carbon hotspot areas and monitor the sustainability performance of the suppliers through proactive contract management and reporting. **(Head of Procurement)**
- Measure our total waste production by weight and carbon. Develop a programme of work to reduce this year on year, aiming for a reduction in total weight of 5% by April 2023. **(Waste Manager)**
- Consider the opportunity for introducing a redistribution scheme for our old IT equipment to the product or its materials can be reused. **(Head of IT)**

- Measure the carbon footprint of our food and catering services. Work with clinical and non-clinical colleagues to set targets to increase access to healthy, nutritious plant based meals whilst reducing reliance on high carbon foods such as beef and lamb. **(Facilities Manager)**
- Develop a programme to reduce the environmental impact of office paper by switching to unbleached recycled paper, aiming to achieve 95% by April 2023. **(Head of Procurement)**
- Develop a programme to reduce the environmental impact from office paper through the implementation of the Trust's electronic patient record and other IM&T developments. **(Director of Information & Technology)**

#### ICS and SE region

- Work with NHS partners to identify opportunities for joined up projects, including through the Sussex and Surrey NHS waste group. **(Head of Security and Contracts Manager)**

#### Patients and wider community

- Build on the promotion of healthy plant-based meals to patients whilst communicating environmental benefits. **(Facilities Manager)**





# 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.**

**Key success measure to 2025: 57% reduction in all measurable travel CO<sub>2</sub>e against our baseline.**



## **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 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.

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.

## **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.





## Taking Action: Journeys

### Actions

#### SASH

- Undertake a review of our NHS Carbon Footprint data for travel and transport to ensure we have an accurate understanding of our impact, including where this is delivered by a third party organisation, and embed this into our regular KPI reporting process. **(CWC team)**
- Use an annual staff Travel Survey and other mechanisms to develop a better understanding of our NHS Carbon Footprint Plus associated with travel i.e. staff commute, patient travel and visitor travel. **(AD Estates and Facilities)**
- Commission a Green Travel Plan with a focus on delivering against our Net Zero Carbon commitments, supporting active travel and public transport for staff, patients and visitors and cutting air pollution locally. This should include a review of our staff lease scheme and business travel. **(AD Estates and Facilities)**
- Using insight gathered from the Travel Plan, develop an Electric Vehicle Strategy with a focus on supporting our staff and patients to use EVs including through installation of additional car charging points in our staff and public car parks. **(AD Estates and Facilities)**

#### ICS and SE region

- Work with our ICS partners to identify opportunities to accelerate the transition to electric vehicles e.g. for ambulance services, patient transport, courier services or freight transport. For example by providing electric charging infrastructure for ambulances at our site. **(AD Estates and Facilities)**

#### Patients and wider community

- Seek to amend our existing contracts to encourage our couriers to begin switching to fully electric fleets. **(AD Estates and Facilities)**
- Work with patients and visitors to create a working group to develop a programme to increase the use of public transport and active travel when traveling to and from our sites. [the action(s) to implement will be defined by the details identified in the programme]. **(Patient and Public Participation Lead)**





# Taking Action: Climate Adaptation

## Building resilience to our changing climate in Sussex and Surrey.

**Key success measure for 2025: Undertake a climate impact assessment and integrate findings into our business continuity procedures and longer term strategic health planning.**



## Our approach

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 and Surrey 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 and Surrey – 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 for our communities, our services and our estate.
- We will develop an action plan at SASH to address climate adaptation.

## Actions

### ICS and SE region

- Undertake a Climate Change Impact Assessment with partners in our local ICSs to understand the impact of climate change on our patients, our services and our estate. This should include linking to existing population health data to identify those communities that are most at risk. **(ICS Sustainability and Net Zero lead)**



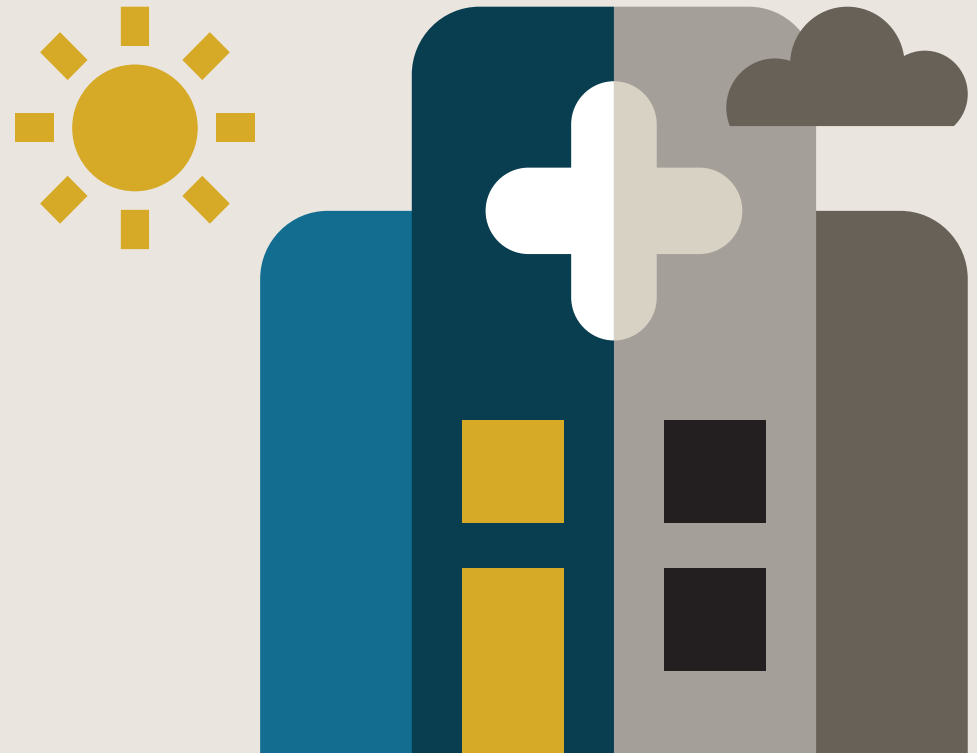
## Taking Action: Climate Adaptation

### SASH

- Use the information from our Climate Impact Assessment to assess our estate and clinical services for specific climate risks and current responsiveness to extreme conditions. Work with clinical and estates colleagues to develop a Climate Adaptation Plan to help us adapt to those changes and ensure our services and buildings are fit for the future. **(Director of Outcomes (with input from Business Continuity & Resilience Manager, Patient Safety and Risk Lead and AD Estates and Facilities))**
- Ensure climate related risks are added to the corporate risk register for 22/23. **(Patient Safety and Risk Lead)**
- Integrate climate change adaptation into the business continuity planning process. **(Business Continuity & Resilience Manager)**
- Develop our methodology for measuring instances and impact of heatwaves at the Trust and report these through the Greener NHS quarterly reporting. **(Director of Outcomes (input from Business Continuity and Resilience Manager and AD Estates and Facilities))**
- Ensure all our buildings (leased and owned) are fit for the future with appropriate adaptation measures such as solar shading, Sustainable Drainage Systems, etc, in line with the findings of the Climate Change Impact Assessment. **(AD Estates and Facilities)**

### Patients and wider community

- Identify patient groups vulnerable to the impacts of climate change. Work with these groups to identify specific climate risks and define the actions that can be taken by the health system to support mitigation. **(Director of Outcomes)**







# Taking Action: **Wellbeing**

## Supporting people to make sustainable choices that enhance their wellbeing.

**Key success measure: Improve wellbeing KPIs for staff and volunteers, including staff survey results and reduce sickness absence that is linked to 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 our Trust requires. 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.

As a healthcare provider we recognise that supporting the health of our community is a responsibility we own, and 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.

## Actions to 2025

### SASH

- Ensure the Health and Wellbeing Strategy and this Green Plan are aligned, and together develop a programme of work to support delivery. (Chief of People and Culture)



## Element: **Wellbeing**

- Continue to engage teams on wellbeing and sustainability through CWC Challenges such as Step Up Challenge, as well as participating in national physical health challenges. **(Head of Communications)**
- As part of our Inspiring Spaces programme, People & Culture, Estates and the Charity Team to develop a programme for outdoor spaces to support staff and patient wellbeing at the same time as supporting our Net Zero Carbon objectives. This should include consideration of tree planting schemes, break spaces/space for outside meetings and 'Green Gyms' within the grounds. **(Chief of Culture and People)**
- Ensure that changes to our estate produces an on-going improvement in working environment for staff and the provision of adequate facilities for break and rest periods as well as facilities to encourage home cooked/prepared meals which can be healthier and create less waste. **(Director of Estates and Facilities with support of Wellbeing and Welfare Performance Lead)**
- Work with our catering team to improve our vegetarian and vegan meal offering and develop a programme of engagement with staff and patients to support roll out and uptake. **(Facilities Manager)**

### **ICS and SE region**

- Work with our partners across the ICS to identify opportunities for collaboration on staff wellbeing. This could include developing a shared wellbeing metric and running shared sustainable health challenges such as the Step-Up Challenge run by the CWC team. **(Wellbeing and Welfare Performance Lead)**

### **Patients and wider community**

- Understand community initiatives around wellbeing and identify better ways of connecting with them. **(Wellbeing and Welfare Performance Lead)**
- Develop a communications plan with patients, with a focus on actions to reduce environmental impact and improve health, such as reducing driving to the hospital site. **(Medical Director)**
- Undertake an analysis of where our sustainability programme can most effectively support our work around health inequality, with a particular focus on the areas set out by NHSEI: fuel poverty, air quality and access to green spaces. **(Director of Outcomes)**





## Taking Action: Partnership & Collaboration

### Enhancing our impact by working with others.

Key success measure to 2025: our sustainability aims and Net Zero Carbon commitments integrated into all key Trust strategies and decision making where appropriate.

You are in the Green Zone



### Our approach

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

Working with partners at a wider level 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.

### 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.

### Actions

#### SASH

- Develop our detailed Net Zero Carbon Roadmap to ensure we understand the scale of the challenge for each key area of our NHS Carbon Footprint Plus and identify target options & implications. Use this to agree scale of Trust ambition in each area and develop a programme of work to deliver against that. **(CWC Team)**



## Taking Action: Partnership & Collaboration

- Undertake a mapping exercise to identify all relevant Trust programmes/strategies and prioritise areas for sustainability input and support. **(Director of Estates and Facilities & Head of Corporate Governance)**
- Develop our reporting mechanisms and metrics to ensure effective governance and delivery for this Green Plan. This will include the development of new metrics where appropriate. **(Director of Estates and Facilities and CWC team)**
- Establish a simple sustainability checklist for incorporation into strategies, business cases and planning decisions. **(CWC team)**
- Work with the Kaizen programme team to ensure sustainability is a factor in all quality improvement and transformation projects, or where suitable the focus of the project itself. This is to include: reviewing content of relevant programmes with a view to integrating sustainability principles; the addition of sustainability into coursework marking and impact assessments for our Lean for Leaders programme; and including a sustainability assessment in the debrief process at Kaizen events. **(Director of Kaizen)**
- Include sustainability criteria in SASH Charity decision making subject to agreement of the charity. **(Fundraising Manager)**

## ICS and SE region

- Take a leading role within the East Surrey Place/Surrey Heartlands Health and Care Partnership as well as the Sussex ICS to support development of ICS Green Plans that show leadership on sustainable healthcare and Net Zero in the SE region and beyond. This should include effective prioritisation of resource at a system level to ensure greatest sustainability/carbon impact. **(Director of Estates and Facilities)**
- Identify the key priority areas for working together within our ICS and SE region and develop projects in support of these areas to include wider, integrated procurement. **(CWC Team)**
- Actively share our learning as a Trust by engaging on a local and national level with case studies, examples of best practice and other content as appropriate. **(Director of Estates and Facilities)**

## Patients and wider community

- Work with Health Watch and other local identified groups to understand their views and incorporate into our wider sustainability plan. This to also include how we feedback and continue to engage. **(Patient and Public Participation Lead)**

# 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.

## Responsibilities

**Chief Executive:** as Accountable Officer, our Chief Executive has responsibility for NHS Executive plans, statutes and ICS responsibilities.

**Board lead for Sustainability and Net Zero:** our Chief Finance Officer and Director of Estates and Facilities is Board lead as part of their role as Designated Officer for estates functions including sustainability.

**Delivery oversight:** delivery of this strategy will be overseen by the Trust's Green Plan Group, led by our Board Lead for Sustainability and Net Zero, and reporting into Board.

**Delivery lead & implementation:** delivery of this Green Plan will be led by the Care Without Carbon team. This will include both implementation of key actions as well as provision of specialist sustainability support to other specialist and enabling departments across the organisation where implementation is part of BAU. A service specification will be developed with the CWC team each year in line with the requirements of this Green Plan, and agreed with the Green Plan Group and Board lead for Sustainability and Net Zero.



## Measurement and reporting

To achieve excellence in reporting for sustainability, we will:

- **Continue to provide quarterly KPI reports**
- **Deliver quarterly update reports to our 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.**

Over the course of the first 12 months of this programme, our reporting mechanisms and metrics will be reviewed, including updating our KPI reporting to reflect the breadth of the programme, and the development of new metrics in line with our new framework.

