

Outstanding

Our journey continues...

Greener NHS: towards net zero

@ North Staffs Combined Healthcare NHS Trust

Our strategy for 2022 and beyond



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Foreword

The NHS has an ambitious target to become the world's first net zero healthcare service by 2045.

It is clear that left unabated climate change will disrupt care with poor environmental health contributing to major diseases including mental health. This is a clarion call for all NHS Trusts to act now to support the entire NHS reaching net zero carbon emissions for the emissions it controls directly by 2040 and 2045 for those it can influence.

To support the co-ordination of carbon reduction efforts this Green Plan will detail our approach to reducing our emissions in line with national trajectories.

In developing this Green Plan, the Trust has followed a structured methodology in order to:

- Review the progress made in introducing green measures
- Considered the national targets for the NHS carbon footprint and carbon footprint plus
- Engaged with stakeholders and partners to inform our priorities and identify areas for collaboration
- Developed focused actions to build momentum in directly reducing carbon emissions
- Established systems and processes to measure and report on progress

This Green Plan is being published in the continuing shadow of the global Coronavirus pandemic. Just as we must learn to live with and respond to this pandemic, we must also act now for the longer term in the fight against global climate change.

We know there is positive learning available from our experience of responding to the Coronavirus pandemic – the mutuality of support across organisations, the rediscovery of the power of nature and the rekindling of community spirit and resilience.

As an anchor institution, we recognize the responsibility we have to improve the health of our local population as well as generating social value and community prosperity. We want to harness the positive learning from the Coronavirus pandemic and apply it directly this challenge of responding to these ambitious targets.

The delivery of this Green Plan is everybody's business – it cannot be delivered by one team alone or by the Trust working in isolation. We will work in partnership across teams and in collaboration with partners to inspire and empower staff to join this collective call for action.



David Rogers
Chairman



Dr Buki Adeyemo
Interim Chief Executive Officer

Trust Vision for Sustainability

North Staffordshire Combined Healthcare NHS Trust was established in 1994. We employ c1,600 people and have an annual turnover of over £100m.

We are a provider of mental health and learning disability care to the communities of Stoke-on-Trent and North Staffordshire and operate across 30 sites including our main clinical building, Harplands Hospital as well as a range of community-based premises.

We provide services to people with a wide range of mental health and learning disability needs including specialist mental health services such as Child and Adolescent Mental Health Services and Psychological Therapies.

More recently the Trust expanded its service portfolio to include primary care and early in 2022 this will have increased to include three GP Practices and a total of c27,000 patients

Stoke-on-Trent is one of the most deprived areas in England with low healthy life expectancy and higher than average disease prevalence.

North Staffordshire is generally closer to the national average rates for life expectancy although this masks a degree of variation between Newcastle-under-Lyme and Staffordshire Moorlands.

The population is expected to grow by c4% over the next twenty years with higher than national average growth in the population of people 65 or over.

There are a number of socio-economic factors, educational attainment, employment

rates, salary levels and the quality of housing which all combine to drive poor health including high levels of infant mortality, childhood obesity, smoking prevalence, alcohol-related conditions and mortality.

Specifically for mental health services, around 19% of the population of Staffordshire & Stoke-on-Trent aged 18-64 are estimated to have a mental health condition equating to 125,500 adults across the region. We know that stigma and discrimination continue to present as barriers for people to engage with services and, consequently, citizenship more broadly.

Our experience since the start of the global Coronavirus pandemic has been to highlight the disproportionate nature of the impact of the virus on some parts of our communities. This will be expected to be resonant in our fight against climate change and our efforts to reduce our carbon emissions.

The Trust published a new strategy in 2020 and of four key themes, identified Sustainability as a core component. The Trust will build on its stated ambition to use the platform of the UN Sustainability Development Goals to accelerate the development of our services to becoming more economically, environmentally and socially sustainable.

To achieve this aim we will:

- Embed a Trust-wide approach to sustainability
- Reduce our carbon emissions in line with national targets and trajectories
- Consider the social and environmental impact of our decisions
- Work with partners to deliver long-term and wide-reaching change

Our carbon footprint

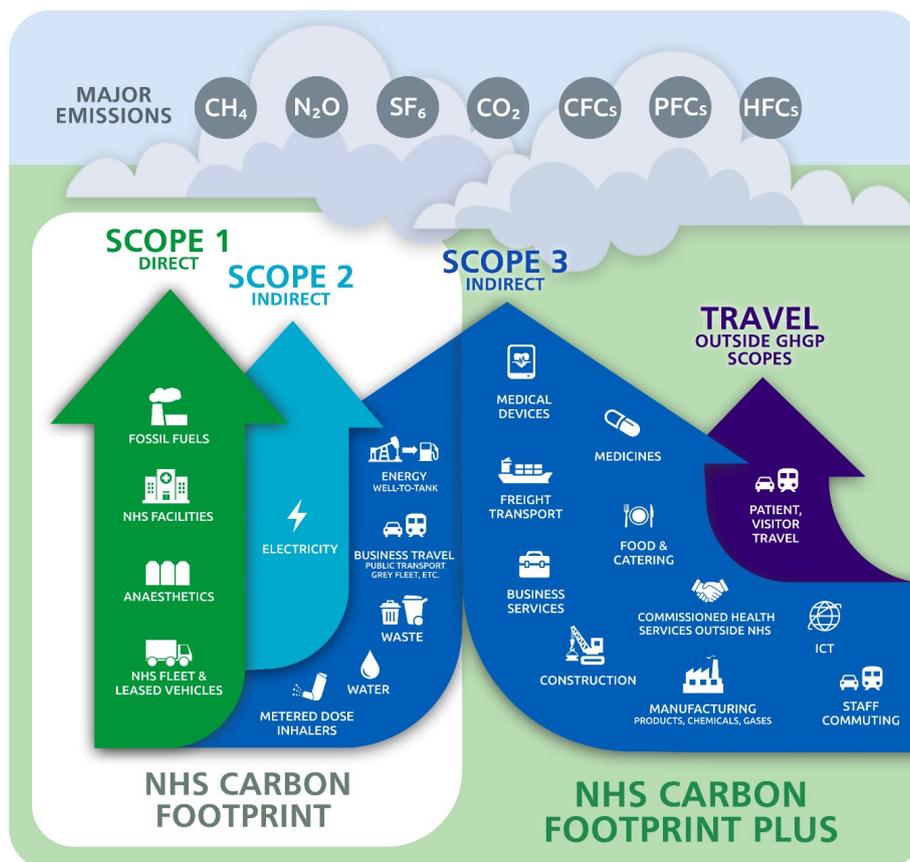
Overview

The total CO₂ footprint of the Trust amounts to 1,683 tonnes over the twelve month period April 2020 to March 2021.

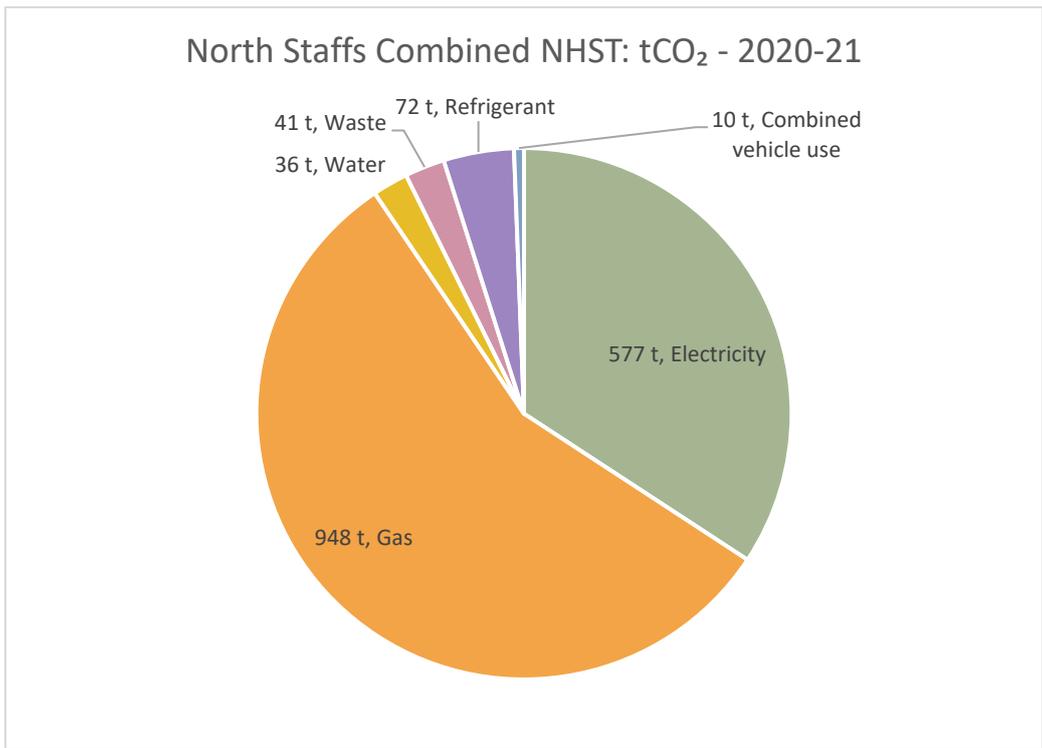
Emissions are classified as being made up from several sources:

- Scope 1 emissions – direct emissions from owned or directly controlled sources on site
- Scope 2 emissions – indirect emissions from the generation of purchased energy
- Scope 3 emissions – all other indirect emissions that occur in producing and transporting goods and services

The NHS has incorporated these emissions areas into groups as shown in the image below:



The total emissions that are within the Trust’s sphere of influence, i.e. those that correlate to the NHS Carbon Footprint of the image, or scope 1 and scope 2 is demonstrated in the analysis below:



Gas and Electricity account for the largest part of the Trust’s carbon footprint and together, make up 91% of the total CO₂ footprint. The Harplands Hospital site, as the largest part of the Trust estate, is the single biggest contributor and accounts for 54% and 58% of all Trust electricity and gas respectively. No other part of the Trust has a percentage contribution in double figures.

Refrigerants are included in carbon foot printing because their impact is very high per unit mass and therefore small escapes of such gases have an exaggerated effect on the ‘greenhouse effect’. This measure relates particularly to the use air conditioning units across the Trust estate.

The Trust has worked with the NIFES Consulting Group to understand its carbon footprint, identify means by which we can improve our data capture processes to enable a more granular understanding of the different components and recommendations for carbon reduction. This is explored in more detail in the Estates and Facilities section of this strategy.

Workforce and system leadership

The Trust has a designated and visible board-level net zero lead in the Director of Partnerships, Strategy & Digital (DoPS). The DoPS is also the Sustainability Lead for the Staffordshire & Stoke-on-Trent Integrated Care System and engages directly with other ICS colleagues from across the regions at the Midlands Greener NHS Delivery Board.

It is clear that the nature and scale of the Greener NHS agenda is too broad and deep to be coordinated through a single Officer and will require senior, expert input from a broad range of disciplines and functions, including clinicians, estates and facilities, procurement, finance and human resources.

To this end, the Trust has established a Sustainability Group to better coordinate the activity that will be required to deliver the national ambitions at local level. All Directorates of the Trust are included within the memberships and the objectives of the Group are set out below:

- Coordinate the design, development and delivery of the Greener NHS ambitions across the Trust
- To lead the production of the 3 Year Green Plan
- To translate national policy and advise the Trust on the practical implications for local service provision
- To promote greater awareness and understanding of sustainable healthcare environments across our colleagues and partners

The success of the Green Plan relies on everyone playing their part. As such our People need to be conscious of how their choices and behaviour at work impact the environment.

Awareness of environmental issues has never been so prominent and we can all do something to take ownership and make positive steps. We

will harness this interest by encouraging and engaging with staff and patients on an ongoing basis. As an anchor institution we appreciate that our reach extends beyond the parameters of our Estate and we have a role to play in embedding sustainability behaviour at home as well as work.

The Trust is in the process of establishing a network of Sustainability Champions from across the organization to build a movement of change across all our colleagues and has launched the following poster to inspire colleagues to take positive action in coming forward to be part of the community of Champions.



The Trust also has a range of commitments it will be rolling out over the coming months:

- provide regular communications and education through a variety of media channels for staff to provide advice and guidance on a range of environmental topics – including access to on-line training resources.
- work with staff groups and patient groups to develop specific projects that address our Green Plan action plan e.g. Cycle to work schemes, agile working
- raise awareness of sustainability through team meetings, continual professional development opportunities (CPD) and ongoing training and induction. .
- Participate in national campaigns; including Clean Air day, NHS Sustainably Day, Bike to work, Nutrition and hydration week
- Develop a Health and Wellbeing Framework in line with the NHS People Plan expectations for workforce health and wellbeing
- Disseminate information on sustainability to all new staff through the Trust's induction programme
- Include sustainability within its staff awards programme

Sustainable models of care

Sustainable models of care can deliver better health outcomes.

Integrated models can provide a more cohesive approach to care delivery, preventing multiple referrals, inappropriate signposting and lost time.

Ultimately, when services are connected around the needs of an individual they can support recovery, maintain wellbeing and prevent relapse.

The development of sustainable models of care will enhance the recovery journey for service users and their families whilst also reducing the environmental impacts of prolonged and at times unnecessary interventions.

To ensure that these changes are appropriate and maintainable over the long-term, service user and carer engagement will be vital.

Collectively, the Trust believes that the best mental health, learning disability and autism services are ones that are planned, shaped and delivered by patients, carers, their families and staff working together; in doing so we will consider sustainability and the environmental impact of our current and future models of care whilst also maintaining the cornerstones of clinically effective, safe and high quality healthcare services.

The COVID-19 pandemic has hastened the delivery of remote consultations and the use of digital technology in ways that we previously could not have imagined.

Further developments in community, primary and mental health care will continue to influence how care is delivered in the future.

Sustainable care delivery will therefore become even more important not only to reduce our carbon emissions but, to ensure that we provide services that are operationally efficient.

However, we must remain adaptable to the wide-ranging needs of the people of North Staffordshire and Stoke-on-Trent and we recognise that digital methods will not always be appropriate or accessible to everyone.

Nonetheless, we all have a social responsibility to acknowledge and be accountable for our impact on the environment.

The Trust believes that embracing our green credentials will help us to improve patient care.

We will do this by identifying and supporting activities that reduce or prevent the need for unnecessary clinical intervention, and in doing so we will:

- Reduce the demand on services
- Increase individual resilience
- Support the development healthier lifestyles
- Develop greener and more resilient environments

To achieve sustainable care models we will aim to:

- Increase engagement with staff, patients, service users and the wider community.
- Continue to develop community services whilst also working closely with partners to ensure that we reduce unnecessary hospital admissions and provide sustainable discharges.
- Optimise the location of care delivery to ensure that this does not adversely impact the environment
- Continue to promote the use of digital technology to support consultations when it is clinically safe and appropriate to do so and with agreement of service users.
- We will, where appropriate signpost to service users to green activities such as conservation events and environmental projects.

- Ensure that when face to face visits and consultations are required, these will be delivered in the most appropriate place & reducing the need for excessive travel, for example by: planning appointments efficiently and offering these within community hubs.
- Engage with our Quality Improvement (QI) Team to help embed green behaviours are embedded across the organisation. Focusing on the principles of prevention, patient empowerment and self-care, lean systems and pathways, and the use of technologies and interventions that have a lower environmental impact.
- Work closely with partners across the local health and social care system to prevent incidents of crisis, reduce health inequalities and relieve the burden of chronic illness.
- Engage with our local authorities and the voluntary sector to ensure that we appropriately signpost service users to any additional support that they may require to help with energy bills, transport or access to food banks.
- Support service users, families and carers to embrace new ways of working whilst remaining true to our pledge to provide person-centered care.

Digital transformation

The Trust has made significant investment into digital supporting the implementation of the Electronic Patient Record and online portals to support providing information, signposting and referral support to service users as well as allowing for greater patient clinician interaction.

The impact of the COVID-19 pandemic has changed the landscape of delivery across health care services. This has resulted in an accelerated transition to alternate models of care for staff and patient interaction.

The introduction of video consultation software has enabled the Trust to continue to provide services throughout the global pandemic and maintain continuity of care to some of our most vulnerable service users.

The Trust has recently embraced a more agile working environment enabling remote and flexible working through digital collaboration and online interactions. Supporting such improvements builds resilience in our infrastructure which enables greater productivity and directly contributes to improved air quality through limiting the need for physical travel between locations for staff and service users.

Working with our partners we are engaging and collaborate with service users and clinical colleagues to co-design options for empowering service users and their representatives to take more control of their own care through multi-way information sharing and utilisation of telehealth and wearable technology.

Moving to a more agile working approach has allowed the Trust to review end user devices and move to more efficient laptops from desktops and to reduce the volumes of printing undertaken at the Trust, to support this the Trust is removing multifunction devices from areas they are no longer required.

At a system and regional level the Trust is seeking to collaborate with partners on opportunities for enhancing current infrastructure and delivery models and looking to share facilities and services to support greater efficiencies.

The Trust is moving toward digitisation of archived records both from a clinical and corporate perspective, allowing for more efficient use of building and improving access to documents.

The Trust will be aligned with the 'What Good Looks Like' framework published by NHS Digital (NHSX) to further embed carbon reduction opportunities.

Travel and Transport

The Trust is a large employer in the local community with over 1,600 directly employed colleagues.

Moreover, a significant majority of colleagues live reasonably close to their place of work and so options for enhancing travel and transport schemes are a tangible ambition as we look forward.

As with any healthcare provider, the Trust also generates a large number of patient and visitor trips which can cause pressure on local traffic routes and car parking facilities on occasion.

The Trust is committed to exploring ways in which the carbon impact from vehicular travel can be reduced.

Actions to be delivered include:

- Advise and encourage staff to leave their cars at home and use sustainable modes of transport.
- Increase active travel (cycling and walking) and use of public transport by staff, service users and the public.
- Encourage virtual meeting technology to reduce the need for business travel.
- Ensure all fleet vehicles purchased or leased support transition to Low Emission Vehicles and Ultra-Low Emission Vehicles.
- Review the Lease Car policy to ensure staff lease schemes restrict the availability of high emission vehicles and promote low emissions vehicles whilst ensuring staff are not disadvantaged.
- Develop expenses policies that promote and incentive sustainable travel.
- To install EV charging points at strategic locations across the Trust sites.

The Trust will also work proactively with partners to make active travel options more readily available.

Where car-based travel continues to be required, we will work across the Integrated Care System to support more sustainable models such as car sharing and provision for electric vehicles.

Providing realistic travel options will reduce demand for car parking spaces and promote health and wellbeing for employees, patients, visitors and the local community.

Estates and facilities

Electricity, gas and water are a substantial cost and environmental impact to the Trust. It is recognized there are further opportunities to improve energy efficiency of the equipment we use and our built estate to reduce consumption.

The introduction to this report provided summary detail of the Trust's CO₂ footprint across those areas directly within the control of the Trust. The Trust will follow up on the recommendations in that report and will consider how best to develop a broader understanding of its full footprint including Scope 3 emissions.

The Trust's capital programme provides the funding for maintenance, refurbishment and new build projects and is coordinated through the Capita Investment Group (CIG). The Trust, via the CIG, will embed sustainability and efficiency as key considerations in the evaluation of capital projects to help reduce or mitigate the environmental impact at each stage of the construction process.

With particular emphasis on the Trust as a provider of mental health services it is important we recognize and encourage the provision, protection and use of green space as a means of improving mental health. Improving our green spaces can also contribute directly towards improved air quality, noise reduction and supports alleviating the impact of climate change.

The Trust has an effective set of waste management policies and procedures to ensure that all relevant regulations for waste management are adhered to. This offers a strong platform for us to go further in reducing waste and the proportion of hazardous / infectious waste year on year.

In January 2020, the Trust Board committed to join the NHS pledge to reduce single use

plastics. This is an important and tangible sign of the commitment by the Trust to take forward a range of initiatives to promote a more sustainable use of resource. Good progress has been made although there remain further opportunities for to consider alternatives in some aspects of our services.

As we look forward we will look to develop further improvements across the following areas:

- Establish robust systems and processes to ensure we can measure and monitor our carbon footprint to provide evidence-based metrics of the positive impact our targeted actions will have
- embed energy and water efficient technologies and practices throughout the Trust
- reduce the environmental impact of building works during the design, refurbishment, construction, operation and decommissioning stages
- seek to maximize the quality and benefits from our green spaces and reduce biodiversity loss by protecting and enhancing natural assets
- ensure a sustainable approach to the use of resources by minimizing waste, promoting reuse and recycling opportunities and ensuring residual waste is disposed of in accordance with relevant guidance

The Trust is committed to working in partnership with NHS and system partners to collaborate in sharing best practice, learning from experience and seeking opportunities to achieve consistency and economies of scale in our broader approach to carbon reduction.

The Trust also regularly engages in professional networks including Health Estates & Facilities Management Association and the Institute of Health Estates and Engineering Management.

Working with local partners and these national networks is critical in our ability to formulate long term planning for new and innovative technologies both planned and emerging as per the NHS Net Zero Strategy.

This will enable the Trust to be well-placed to take advantage of opportunities for external funding to accelerate the transition to net zero.

Medicines

Medicines optimisation

It is estimated that medicines account for 25% of the NHS carbon footprint.

The recently published paper authored by Keith Ridge on behalf of the Department of Health and Social Care, 'Good for you, good for us, good for everyone' (September, 2021) details the benefits and means of reducing overprescribing to make patient care better and safer, support the NHS, and reduce carbon emission.

The report recognises that overprescribing is a complex issue, involving systems and culture as well as individuals. It calls for a system-wide response so that prescribing is optimised. Therefore reminds us that a ICS level approach is crucial in achieving green sustainability.

Waste medicines are a significant burden and need to be disposed of carefully, to avoid harm to patients and the public, and to minimise harm to the environment.

The manufacture and distribution of medicines, and the use of some medicines, has a significant impact on greenhouse gases.

The Trust will seek to reduce wastage in a numbers of ways:

- Effective and timely medicines reconciliation
- Effective and timely transfer of discharge medicines information to other primary and secondary providers
- Utilising interoperable systems to reduce duplication or inadvertent reintroduction of discontinued medicines (includes ePMA and One Health and Care Record)

- Requesting patients bring in their own medicines to avoid wastage
- Reducing the duration on outpatient prescriptions to 28 days to avoid waste
- Supporting patients and staff to reduce wastage by following correct storage guidance
- Applying principles of de-prescribing
- Having pharmacists with the skills and expertise to effectively and holistically optimise medicines in both inpatient and community settings
- Promote patient understand of the carbon footprint of drugs and associated packing to reduced unnecessary over ordering of medicines and appropriate recycling

Consumables

There are a broad number of consumables associated with medicines such as single use plastics (e.g. spoons, measures), disposal blister trays (nomad trays), paper charts and prescriptions and printed leaflets.

As part of the Trusts existing commitment to eradication of single user plastic, we will look to:

- Source ethically sourced consumables that are made from recycled materials
- Eradicate the need for paper by using digital technologies
- Education and promoting green decisions.

Recycling

Presently there is no recycling of packaging relating to medicines which is a significant.

We will look to introduce recycling schemes as well as working with external bodies to

encourage manufacturers to reduce the carbon footprint of packaging and supply chain logistics.

Refrigerant Gases

Refrigerant gases are used within refrigeration systems such as chillers and air conditioning units. Over time, the gases within these units leak to atmosphere.

Some types of refrigerant gases have high global warming potential, and the Trust acknowledges it needs to move away from these to more environmentally friendly refrigerant gases.

Anesthetic gases & Inhalers

The Trust does not offer any surgical procedures that involve the use anesthetic gases, this includes desflurane.

As a mental health trust there is limited ability to influence the prescribing of inhalers as these products are initiated by other primary and secondary care services.

The Trust will continue to contribute its pharmaceutical and pharmacological expertise to the wider ICS debate on the use of such gases and prescribing activity.

Supply chain and procurement

The NHS supply chain accounts for 62% of total carbon emissions and offers a clear priority area of focus within this Green Plan.

Procurement of goods and services add significant carbon emissions but also offers opportunities to generate savings, environmental improvement and social value. The NHS identified three ways that it can reduce emissions from its supply chain. These are:

- more efficient use of supplies;
- low carbon substitutions and product innovation
- ensuring that suppliers are decarbonising their own processes.

To achieve a reduction in the Trust's carbon footprint from procurement of goods and services requires focus on contracts agreed by the Trust as well as more collaborative procurement arrangements with NHS Supply Chain partners and suppliers.

The Trust has an outsource agreement for the provision of procurement services with a neighbouring NHS organization. This allows the Trust to take advantage of economies of scale and also share ideas and intelligence at varying stages of the supply chain to expedite the implementation of our Green Plan.

The Trust, together with its procurement service supplier, will adopt the following principals of purchasing:

- Via our procurement provider the Trust will work with Supply Chain Coordination Limited (NHS Supply chain management function) to lever its purchasing power to mandate all suppliers to disclose and improve their approach to sustainable development and carbon management e.g. ISO14001

- The Trust will ensure that a partnership between Sustainability, Procurement and clinical teams is formed both within the Trust and across our procurement network in order to work together to minimise packaging, minimise over-purchasing and unnecessary expiration of unused equipment/goods, thereby prioritising waste prevention
- The Trust will ensure that when choosing a product, whole-life cycle costs and environmental impacts will be taken into account during the decision-making process
- The Trust will commit to selecting substitute products over single-use plastic items, providing there is no compromise to patient care, staff safety and the financial case is acceptable
- The Trust will commit to identifying and selecting more environmentally sound substitute products, if there is no compromise to patient care, staff safety and the financial case is acceptable
- All tenders will include a minimum allocation of 10% of scoring relating sustainability questions
- The Trust will work with partners to adopt the Government's Taking Account of Carbon Reduction Plans [Procurement Policy Note 06/21: Taking account of Carbon Reduction Plans in the procurement of major government contracts - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/policies/procurement-policy-note-0621-taking-account-of-carbon-reduction-plans-in-the-procurement-of-major-government-contracts) requiring all suppliers with new contracts for goods, services and/or works with an anticipated contract value above £5 million per annum, to publish a carbon reduction plan for their direct emissions from April 2023.

As an Anchor Institution, the Trust will work with our procurement partners and seek to identify local suppliers of goods and services and create a

joint partnership to support the local economy, enhancing social value whilst reducing supply chain emissions. The COVID-19 global pandemic has highlighted that ensuring supply chain resilience is essential. This means appropriate and balanced consideration on location of sourcing and logistical arrangements and associated environmental impacts as well as relevant costs.

Delivering longer term financial sustainability will enable the Trust to become more resilient to rising utility, carbon and transport costs, as well as funding uncertainty. The Trust will identify and pursue external funding options to support the financing of carbon reduction initiatives.

The Trust will continue to improve its overall economy, efficiency and effectiveness of its current use of resources. We will reinvest the savings generated from the actions outlined in this plan and seek to obtain grants and work with the local council to implement sustainability measures across the Trust.

Food and nutrition

The supply of patient food is included within the scope of the Trust's PFI contract and as part of this, the Cook chill/freeze providers must demonstrate their commitment and compliance to encompass key target areas within their production and delivery of products to include, energy, waste, water, transport, procurement and activities that support the wider community.

The Trust's main hospital site operates on a four week menu cycle. This includes a la carte vegetarian and vegan menus. During the latter end of 2021, options for plant-based menus were also introduced.

The level of food wastage is monitored on a regular basis and is approximately 3% at the Harplands site.

Across the Trust, there are a range of menu options, some of which replicate the offer at Harplands, in some cases the menu is developed on a bespoke basis to meet the particular needs of a service user group or service users are encouraged to shop and cook their own meals supported by the clinical team.

Actions to reduce the carbon footprint in relation to food and nutrition include;

- To ensure all suppliers are dedicated to taking a dynamic approach to environmental management and sustainability.
 - To demonstrate their commitment and compliance to reduce food miles and use low/ ultra-low emission vehicles
 - To ensure our suppliers only use 100% sustainable ingredients and fully traceable suppliers.
 - To aim to use 99% recyclable packaging of which 80% will be recyclable cardboard.
 - To no longer purchase single use plastic cutlery, plates or single use cups.
- To no longer purchase single –use plastic stirrers and straws, except where a person has a specific need.
 - To continue to monitor food wastage.
 - To encourage the reduction of meat consumption as part of a healthy and sustainable diet, taking into account the national guidelines.

Adaptation

The Trust has comprehensive Emergency Planning, Resilience and Response plans in place that cover a range of scenarios including the risk and effect of climate change and severe weather.

These include provisions for the key health risks emerging from climate change including; heat, cold and flooding.

These plans are tested on a regular basis and, particular those related to heatwaves and cold weather, are deployed as and when necessary throughout the year. This ensures that our staff are prepared to deal with different extreme weather scenarios including how to keep clinical and ward areas cool in the event of hot weather and how to report high indoor temperatures.

The Trust recognizes that the UK is projected to see an increase in the frequency and intensity of weather-related risks. The Trust further recognizes that particularly during hot weather, the demand for mobile air conditioning units increases and these units often pose an increased level of general risk (e.g. trailing wires) and offer poor levels of energy efficiency. Through the Trust's Estates Programme, there is active consideration of how we can continue to adapt our buildings to offer better inherent protection against extreme weather without recourse to such mobile units.

In recognition of the increasing risk from climate change and the associated extreme weather events the Trust will develop a Climate Change Adaptation Plan

Communications & Engagement

Communications is vital for supporting the positive environmental actions Combined Healthcare is taking to help to deliver a net zero carbon NHS.

The Trust recognizes that service users, colleagues, partners and suppliers are key in delivering and championing the Green Plan and we will work with all stakeholders to ensure our communications and engagement approach is both inclusive and focused on these different audiences.

The objectives of our communications and engagement plan will be to achieve the following:

- Use digital assets as the bedrock of our communications and engagement, avoiding printed material when possible. When printed collateral is required, recycling materials will be used.
- Raise awareness and understanding of the commitment to deliver a net zero NHS and the wider sustainability agenda.
- Communicate Combined Healthcare's role in delivering meeting these targets.
- Raise awareness of the national and regional Greener NHS work, supporting campaigns and key messages.
- Share examples of best practice and successes within our community of the small changes we can all make to have a big impact on climate change, supporting the green agenda.
- Encourage two-way communication with audiences.
- Support the generation of ideas and input from staff and stakeholders to inform the creating of a co-produced Combined Green Plan.
- Secure buy-in and involvement in activities and Green Plan projects that will translate ideas into action.
- Build on existing good practice in how Combined Healthcare engages with members of the public, staff, service users, stakeholders and local media.
- Evidencing outcomes and celebrating change and achievement.

Foundations and onward Delivery

The Trust is committed to delivering on its ambitions to progress towards a net zero healthcare service and will be developing a detailed action plan to capture all the commitments outlined in this strategy.

It is intended that through delivery of the actions outlined in this report the Trust will both meet the minimum requirements of relevant national policy as well as establish a solid platform from which to pursue further opportunities to accelerate our progress towards net zero.

The Trust has taken a series of early interventions and the table below provides a stock-take position against a range of measures considered to the foundation for all NHS Trust plans

National Targets	What	Who	Progress To-date
NHS Standard Contract:	Every Trust to ensure a board member is responsible for their net zero targets and their Green Plan. Reporting to the ICS designate a board level lead to oversee the development of the system (ICS) greener plan	Chris Bird, DoPs.	Chris Bird confirmed as Trust Lead and SSoT ICS Lead for the production of Green Plans.
	Every Trust to purchase 100% renewable energy from April 2021, with supply contracts changing as soon as possible	Scott Dickinson, AD Estates	100% of our purchased electricity comes for REGO-backed renewable tariffs.
	Every Trust to reduce its use of desflurane in surgery to less than 10% of its total volatile anesthetic gas use, by volume	Helen Sweeney, DD Medicines	N/A – the trust does not use Desflurane in any of its services
	Every ICS to develop plans for clinically appropriate prescribing of lower carbon inhalers	Chris Bird, DoPs	SSoT ICS Greener Programme Board will coordinate production of these plans prior to publication in March 2022
Net Zero National Health Service	Ensure that, for new purchases and lease arrangements, systems and Trusts solely purchase and lease cars that are ultra-low emissions vehicles (ULEVs) or zero emissions vehicles (ZEVs).	Anne Melville Head of Facilities Kimberli McKinlay Deputy Director of Finance	The Trust has one lease fleet vehicle that is ULEV compliant. Further work is required with the Trusts lease car management suppliers to transition the offering towards ULEV & ZEV

National Targets	What	Who	Progress To-date
	Develop a green travel plan to support active travel and public transport for staff, patients and visitors	Kerry Smith Deputy Director People	<p>The Trust has a Cycle-to-Work scheme with a nominated Cycle-to-Work scheme lead</p> <p>The Trust estate includes the following facilities to support active travel to work:</p> <ul style="list-style-type: none"> • Harplands-staff shower facilities on the Liaison corridor. Bicycle stand available by hospital main reception • Darwin Centre – staff shower facilities and bicycle stand available. • Lawton House/Ashtenne-staff shower facilities at Ashtenne and bicycle stand available at Lawton House. •
NHS Planning guidance 2021/22	Where outpatient attendances are clinically necessary, at least 25% of outpatient activity should be delivered remotely, resulting in direct and tangible carbon reductions.	Liz Mellor, Deputy Director of Ops. Dave Hewitt, Chief Information Officer	<p>During the first quarter of 2021, 66% of all appointments were delivered virtually. This is an increase from 28% for the same period in 2020.</p> <p>Routine monitoring of OP activity has been added to the performance monitoring framework.</p>

What's Next?

How will we launch our strategy and translate vision into action?

- Launch of the strategy at Trust Board in January 2022
- Engagement with key stakeholders on detailed action plan to support delivery (including staff, partners and service users)
- Continue to raise awareness, promote engagement and build a movement of change through established communication routes and creation of Sustainability Champions
- Staff engagement with target groups on specific areas of the strategy.

How will we enable delivery and monitor impact?

- Following Trust Board approval a detailed action plan to cover all commitments made in this strategy will be developed and published by 31st March 2022
- The Trust will continue to engage in the quarterly data collection process to the regional Greener NHS team
- The Trust will continue to submit data to the Estates Return and Information Collection (ERIC) return
- We will seek to use other tools such as the Sustainable Development Assessment Tool (SDAT) to provide greater insight into the progress we make on our commitment to net zero
- The Trust will develop Greener NHS KPIs and metrics as well as develop systems to enable in-depth monitoring of progress drawing on the Greener NHS dashboards

Governance

- The Green Plan will be led by the designated board-level lead, the Director of Partnerships, Strategy & Digital
- Delivery of the plan will be coordinated through the Trust Sustainability Group as a vehicle to bring together senior, expert input from a range of disciplines and functions
- Progress against the Green Plan will be reported annually to the Trust Board and Senior Leadership Team as well as to the regional Greener NHS Team
- A detailed sustainability update will be included in the Annual Report
- The Green Plan will also be refreshed on an annual basis to take account of the progress made in the previous 12 months but also to reflect any change to existing targets and timelines, new initiatives and/or advancements in technology

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