

# Creating a sustainable future for healthcare

Progress Report 2020

CARE   
WITHOUT  
CARBON



**Sussex Community**  
NHS Foundation Trust

Cycle Storage at Brighton General Hospital #ActiveTravel

# Foreword



This is my first year with Sussex Community, and the final year of our Trust’s Care Without Carbon programme. I am delighted to be part of an organisation that is striving to place sustainable healthcare at the heart of how it operates. Care Without Carbon has guided our progress towards a lower carbon footprint; but this is only one element of what it means to be sustainable.

This, our fifth Annual Sustainability report is both an internal and external measure of our progress towards a 34% carbon footprint reduction as set out by the NHS Sustainable Development Unit, but also a reflection on how far we have come compared to how far we still want to go.

It is impossible to consider where we are without acknowledging the extraordinary pressures of the pandemic that hit during the final 3 months of this reporting period. It is no coincidence that we have staff wellbeing as a core element of what we mean by sustainable healthcare. Actions like active travel and a shift to virtual appointments when possible serve both our wellbeing and our environment.

I am so proud of our achievements against a challenging backdrop; we have not only met our initial target of 34% reduction in our carbon footprint but we have also shifted the focus of sustainability towards our clinical work. The inclusion of the clinical sustainability principles in the Trust’s Three Year Strategy was an important milestone. As clinicians we can play an essential role in making the NHS a truly green healthcare provider that is working to mitigate and adapt to the challenges of climate change to ensure we are there for our communities in the future as we are there for them today.

Beyond 2020 we have set new targets for a 51% reduction in our carbon footprint by 2025, to achieve that we are all going to have find new solutions and different ways of working but I am confident that we have both the expertise and enthusiasm to get there.

**Donna Lamb, Chief Nurse Sussex Community NHS Foundation Trust**

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### Statement of intent for report

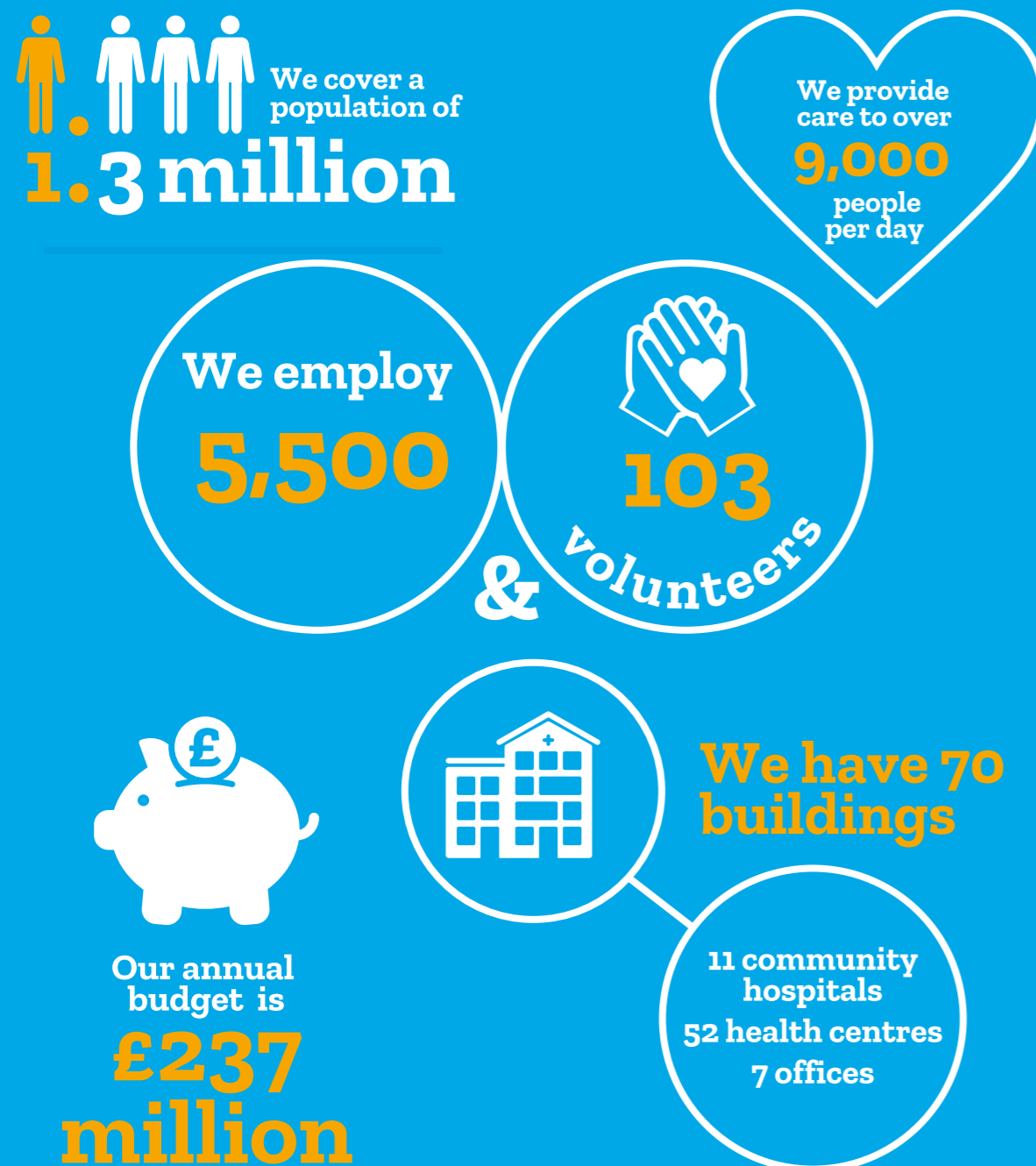
This report chiefly covers the 2019/20 reporting period. We also reflect our progress since our inception as a Trust in 2010 and look to the next 12 months and beyond, providing a statement of commitment to our future activities

# The Trust in numbers

Sussex Community NHS Foundation Trust is the main NHS community health and care provider across West Sussex, Brighton & Hove and the High Weald, Lewes & Havens area of East Sussex.

We help people to manage and adapt to changes in their health, prevent avoidable admissions and minimise hospital stays through a range of medical, nursing and therapeutic care services.

Through Care Without Carbon we also work closely with other Trusts in our Integrated Care System region to develop the delivery of sustainable healthcare.



# Influences on our strategy

## Covid-19 and the global conversation on climate change

Writing this report in 2020 it would be remiss not to mention Covid-19, even though this report is focussing primarily on the financial year 2019/20. Covid-19 is continuing to have a profound impact on the NHS and the globe since the first case was reported in China in December 2019.

Although this report will not largely reflect the impact of Covid on our Trust, it has impacted our operations significantly since March 2020. As a result of Covid we were unable to carry out our annual wellbeing survey in May 2020; it is postponed until next year. This period has been a time for reflections both on a personal and professional level. The way of working in the NHS (indeed across the globe) has shifted to become more agile which presents both benefits and opportunities from an environmental perspective.

The discussions regarding the 'new normal' have influenced our people to think about the future and how we may want to retain the positive changes made during this difficult time whilst letting others go. It has also led people to believe change is possible on a large scale in a short time frame and has renewed hope related to improving our environmental outcomes and reducing the impacts of climate change.

### Global action

The global conversation relating to the climate crisis continued at pace in 2019/20 with sustained action from Extinction Rebellion and the school climate strikes, which were attended by 1.4 million young people across the world in March 2019. These large demonstrations further illustrate the change in public perception of climate change and the impacts we all face if we do not take further action collectively to stem the increase in global heating.

### For a greener NHS

Launched in January 2020 the programme includes an expert panel to navigate the path to net zero by 2050, or as soon as practicably possible. This is alongside engaging with staff and NHS organisations to bring together all of the positive work which has happened to date.

The aim of the programme is to build on all of the achievements and momentum by setting new goals and targets in line with those set out in the NHS Long Term Plan.

## Healthcare for people and the planet

### Healthcare today that enables healthcare for tomorrow

Our Trust's vision is to provide excellent care at the heart of the community. We aim to achieve this through our Three Year Trust Strategy, now into its second year. The health and care sector is a complex and challenging environment but we have set out five strategic goals to structure our approach.

- > **Quality improvement: foster a continuous improvement culture**
- > **Thriving staff: provide rewarding working lives and careers**
- > **Value and sustainability: improve efficiency and reduce waste**
- > **Patient experience: use patient feedback to improve what we do**
- > **Population health: improve health and care outcomes for our community**

Key to this is working in partnership locally to ensure the care we provide is high quality, patient centred, proactive and preventative – for now and in the future.

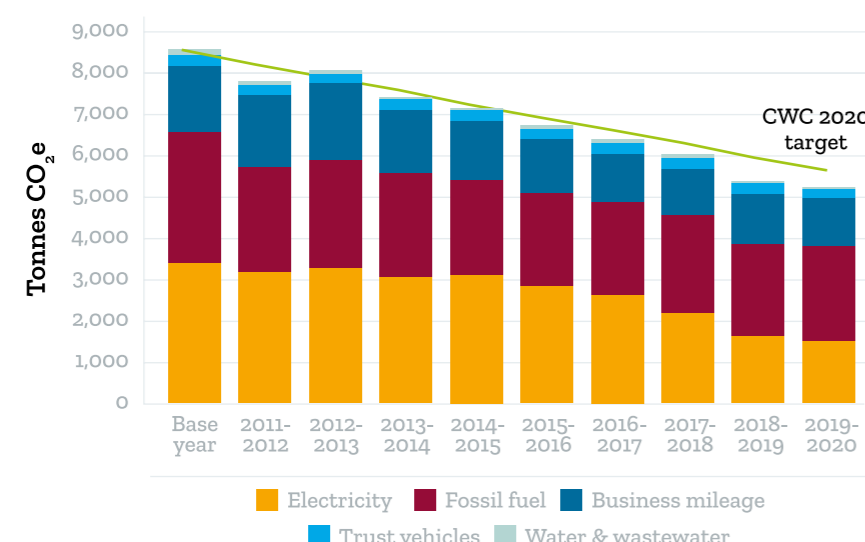
### Delivering better care

What is healthy is sustainable and vice versa. Delivering care in a more sustainable way, and supporting our staff and patients to live more sustainable lifestyles enables better health outcomes in our community. These links are illustrated in our virtuous circle of sustainable healthcare (see Figure 3 page 8).

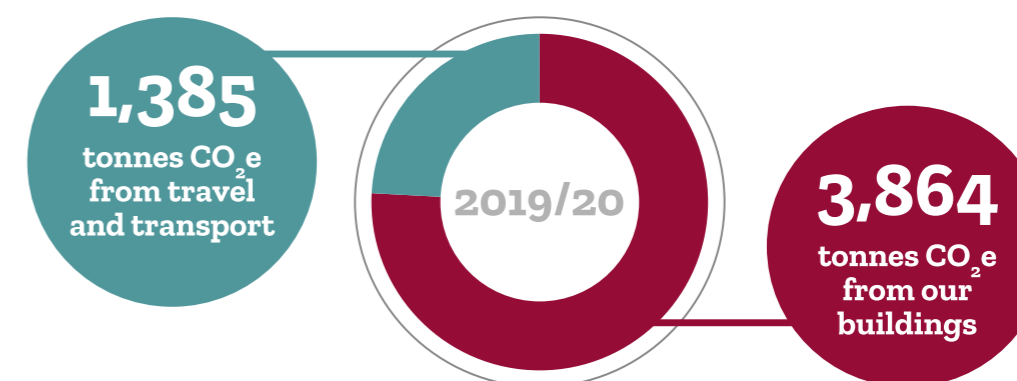
We are working firstly to minimise the need for healthcare through supporting prevention and self care. Secondly, at the same time as improving health outcomes through our care delivery, we are also working to minimise any negative impacts of our care on the environment and health.

### Our impact

In 2019/20 our carbon footprint looked like this:



(Figure 1) Our total carbon footprint for 2019/20 could equate to the energy use of 606 homes for one year or the power needed to charge over 660 million smartphones!






(Figure 2) How our carbon footprint breaks down across our buildings and travel

**1,385 tonnes CO<sub>2</sub>e from our travel and transport = 26%**  
**3,864 tonnes of CO<sub>2</sub>e from our buildings = 74%**

### How we tackle this

Care Without Carbon launched in 2014, and since then we have been working hard to establish a more sustainable model of healthcare.

To us, being a sustainable organisation simply means “effective management of our essential resources – from people and time, to money and materials.” It means reaching our vision to provide the best possible patient care while at the same time balancing our efforts with three key aims in mind:

-  Minimising our negative impact and having a positive impact on the environment and natural resources
-  Supporting staff and patient wellbeing to enable a happy, healthy and productive workforce
-  Working towards long-term financial sustainability

Our Care Without Carbon programme works across seven core elements to deliver these three key aims (see Figure 4 page 13).

Following its success at Sussex Community, we've worked in partnership with other NHS organisations across our region, using our Care Without Carbon model as a common framework for achieving sustainable healthcare.





## Virtuous Circle of Sustainable Healthcare

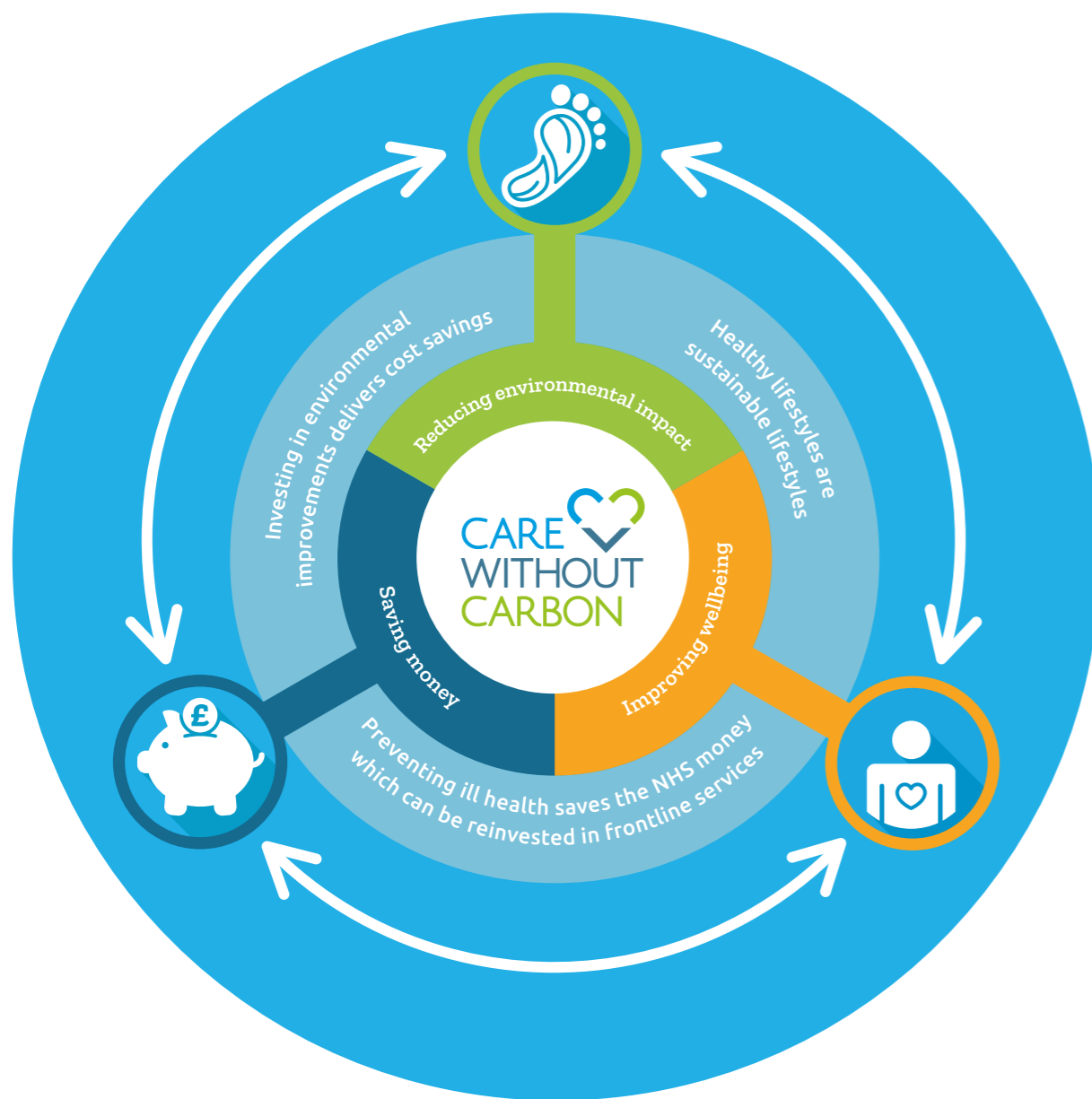


Figure 3: Care Without Carbon creates a virtuous circle of sustainable healthcare.

## Clinical Sustainability Principles

Set within the Trust's Three Year Strategy, our clinical sustainability principles encode what is at the heart of truly sustainable healthcare. For us, health is embedded in sustainability; you can't have one without the other. Creating these principles allowed us to shift the focus of sustainable healthcare away from the more traditional arena of estates to our core business, clinical practice; which opens up the possibility of a far more impactful approach.

Informed by the principles set out by the Centre for Sustainable Healthcare our guiding principles for sustainable healthcare in clinical practice are:

**Prevention:** minimising the need for healthcare through health promotion, disease prevention and ensuring that the delivery of our care does not negatively impact on the health of our staff or patient community.

**Self-care:** taking every opportunity to prevent health problems escalating by educating and empowering our staff and patients to better manage their own health, and supporting this by improving coordination of care within the Trust and through our partners.

**Joined up care pathways:** streamlining the way we deliver our services to minimise duplication, waste and unnecessary travel.

**Efficient use of resources:** preferential use of treatments, technologies and processes with lower environmental impact.

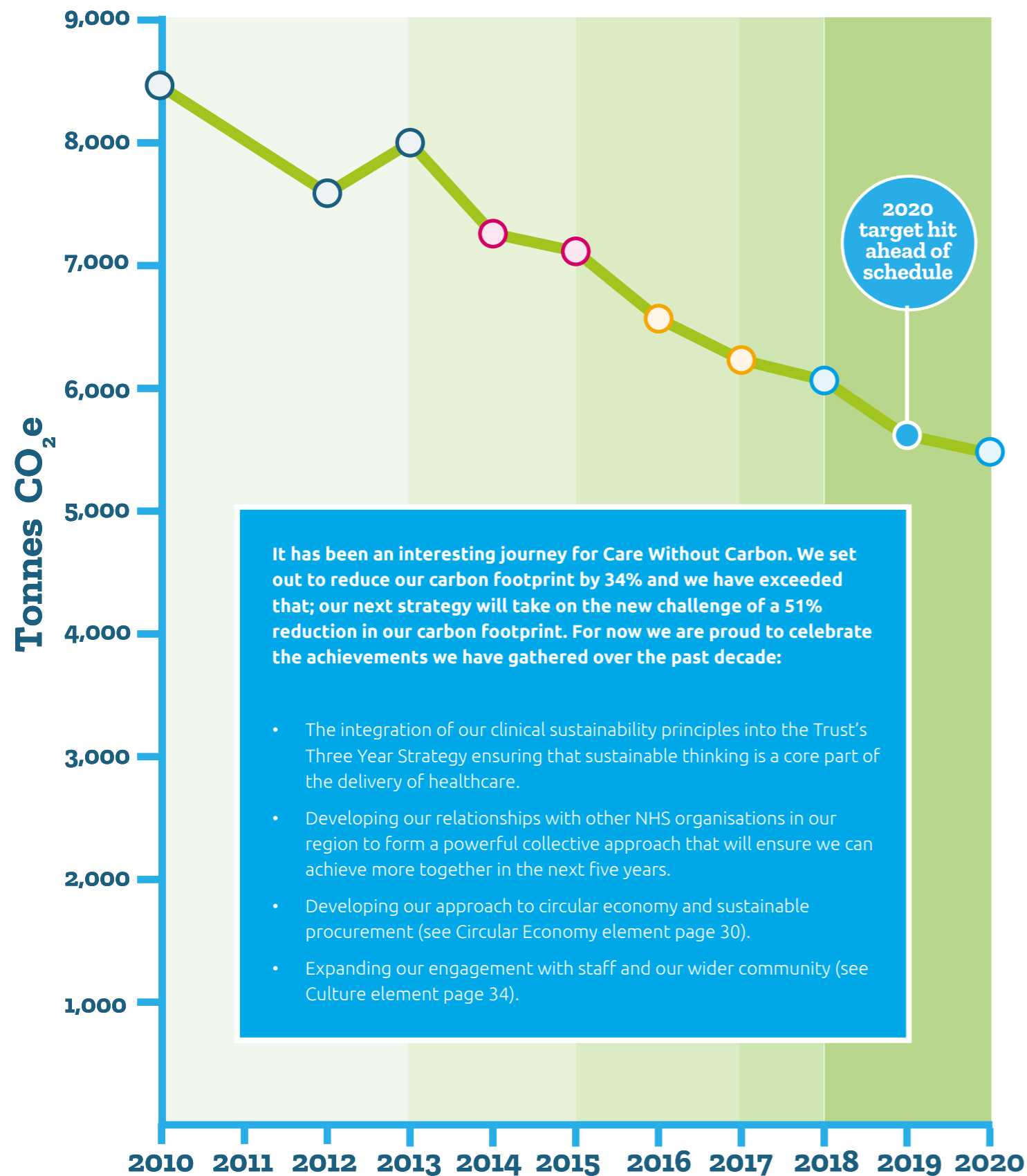
### What does this mean in practice?

The current pandemic has thrown these principles into focus; for example 'joined up care pathways' and 'efficient use of resources' came to the fore as the need to minimise face to face meetings increased. We have seen the introduction of virtual appointment systems, where appropriate, that both meet patient needs and reduce the need for travel. A clinical response to a problem has delivered noticeable environmental benefits.

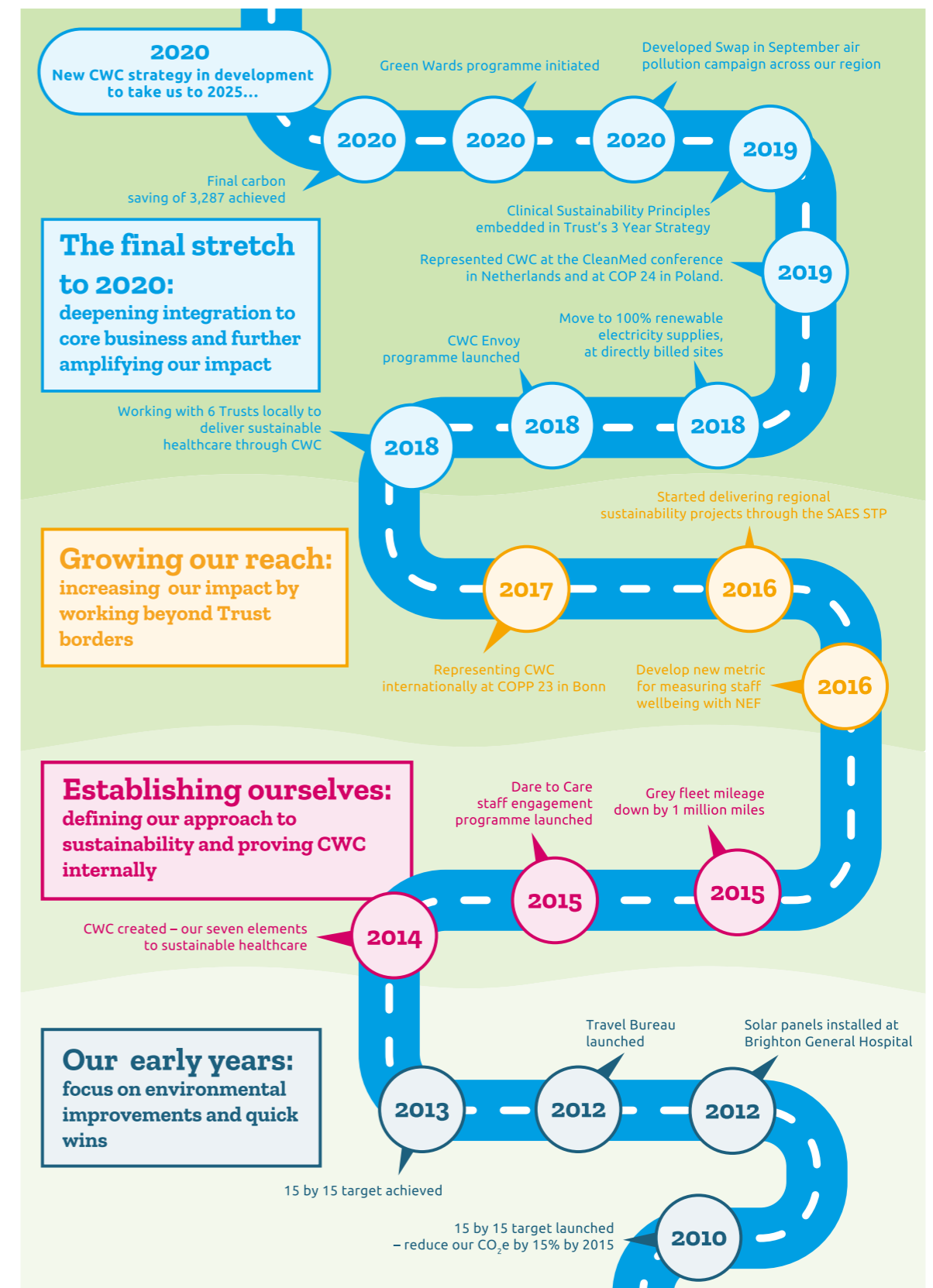
Messaging throughout the pandemic to date has emphasised the need for 'self-care' and 'prevention' and eating well, wearing a mask, social distancing and regular exercise all demonstrate this. Here we see clinical advice that will, if followed, reduce demand on NHS services and therefore reduce demand on precious resources. In tandem to this the Trust responded with a heightened focus on staff wellbeing, to prevent burn out and stress; healthcare is sustainable only so long as there are people to deliver it.

It is clear that our principles are practical and achievable; our job now is to see them used consistently in all forms of practice.

# Our journey ends...



# ...and will start afresh



# Sustainability scorecard

We focus on three key aims to measure the progress and effectiveness of CWC:

- 1. financial sustainability (measured in terms of net financial efficiency savings from CWC)
- 2. environmental impact (measured in terms of total emissions of CO<sub>2</sub>e)
- 3. and staff wellbeing (measured by our workplace wellbeing metric).

Our footprint boundary is aligned to the clinical services that the Trust is funded to deliver and which are delivered in accordance with Trust policies and procedures. In the case of the estate the Trust occupies – most of which is leased from third parties – this means we account for emissions from energy we consume in the same way for both our owned and leased assets, ensuring only those emissions relating to the services provided by the Trust are reported.



\* [https://webarchive.nationalarchives.gov.uk/20130124052412/http://www.dh.gov.uk/prod\\_consum\\_dh/groups/dh\\_digitalassets/documents/digitalasset/dh\\_108907.pdf](https://webarchive.nationalarchives.gov.uk/20130124052412/http://www.dh.gov.uk/prod_consum_dh/groups/dh_digitalassets/documents/digitalasset/dh_108907.pdf)






















# Seven elements framework

Our model for delivering sustainable healthcare



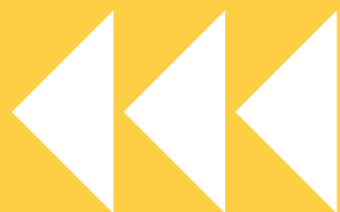
Figure 4: The seven elements of CWC define the framework for action towards creating a more sustainable healthcare system. These reflect key themes for the wider Trust strategic direction including quality improvement, digital innovation, improved use of technology, climate change adaptation, business continuity resilience and working with others to improve the delivery of care.

# Seven Elements of Sustainable Healthcare

	 <b>Leadership</b>	 <b>Buildings</b>	 <b>Journeys</b>	 <b>Circular Economy</b>	 <b>Culture</b>	 <b>Wellbeing</b>	 <b>Future</b>
Key measure of success	Leading the way for sustainable healthcare policy and practice.	Providing the workspace for low carbon care delivery with wellbeing in mind.	Maximising the health benefits of our travel while minimising the environmental impacts.	Creating and supporting an ethical and resource efficient supply chain.	Informing, empowering and motivating people to achieve sustainable healthcare.	Creating a better working life for our people.	Supporting a strong local health economy to serve our community now and in the future.
2020 goals	Recognised as a leading NHS service provider for sustainable development policy and practice.	34% reduction in CO <sub>2</sub> e from our buildings.	34% reduction in all measurable travel CO <sub>2</sub> e.	75% recycling rate (expressed as a proportion of all non healthcare waste by weight) and maintaining 50% non-infectious healthcare waste (as a proportion of all healthcare waste by weight)	Engage with 100% staff across the Trust on sustainability with measurable benefits.	Maintaining workplace wellbeing above the national average.	Develop an ICS wide SDMP* that incorporates 2025 carbon reduction targets in line with the Climate Change Act.
Progress	✓	✓	→	→	→	→	→
Key aims	 Cutting carbon beyond 'quick wins' requires creativity and collaboration. We'll work with staff, stakeholders and peers to develop new opportunities.	 Energy used to heat and power our estate is the largest part of our scope 1 & 2 carbon footprint.	 Fossil fuels release Greenhouse Gases – contributing to climate change and air pollution. Both will affect local health and wellbeing.	 Procurement accounts for more than 60% of the overall NHS carbon footprint.	Individual actions can collectively make a big difference to reduce our environmental footprint – in and out of work.	Healthy choices are green choices. Actions such as active travel and reducing meat consumption also reduce carbon emissions.	Supporting our local community to reduce its impact on the environment and adapt to climate change.
	 Through innovation and working in partnership with our peers we can bring efficiency and cost savings.	 Energy costs are likely to increase and become more volatile in the future – which may create an energy security risk.	 Fuel is expensive and as natural resources deplete prices will increase.	 By managing demand and taking a more critical, whole-life view of purchasing decisions we can reduce waste and deliver cost savings.	Engaged and healthy staff are more productive in the workplace and create a workforce that is more resilient to illness and absenteeism.	Increasing productivity helps to improve our cost efficiency. Action on wellbeing delivers CQUIN funding of over £1.25million.	Prevent avoidable admissions and relieve financial pressures on NHS services by planning for extreme weather events such as flooding or heat-waves.
	 Supporting our workforce to be responsible for sustainable behaviours will strengthen our organisation and the care we deliver, while we tackle the public health risk of climate change.	 High quality workspaces support staff health and wellbeing, which in turn will enhance the quality of patient care.	 Fewer cars on the road reduces air pollution creating a cleaner environment, while active travel improves mental and physical health and wellbeing.	 A responsible procurement policy can improve the lives of those at the far end of the supply chain and support local businesses to work with the Trust.	Sustainable lifestyles are healthy lifestyles and staff are empowered to do things differently for a better working life.	Creating a workplace that supports and values people, both in their professional capacity and in their personal health and wellbeing.	Supporting our staff and local community to live healthier, active lifestyles preventing illness and supporting wider wellbeing.

Key to progress:  2020 target met  2020 targets progressed to enable us to take work forward into the new strategy

\* Sustainable Development Management Plan



# Leadership

Leading the way for sustainable healthcare policy and practice, both internally and externally

## Our 2020 goal

Recognised as a **leading** NHS service provider for sustainable development policy and practice



## So far

Consistently rated **Excellent** for sustainability reporting by the Sustainable Development Unit



Presented CWC to **international** audiences in Dublin and Barcelona.

**Awarded gold** by Healthcare Without Harm for both Greenhouse Gas reduction and Climate Leadership.



## Progress this year

### Our leadership within the Trust (governance)

Our sustainability and environment team is responsible for designing, implementing and reporting the CWC programme across the Trust. The team reports on progress directly to the Board twice a year through the Trust's Executive Lead for Sustainability, Mike Jennings (Chief Financial Officer).

The NHS Sustainable Development Unit rated our sustainability reporting as 'Excellent' for the fourth year running. We're proud of this as it gives stakeholders – from patients and staff to our wider community – the confidence that Sussex Community takes its commitments to sustainability seriously and demonstrates the wider value that sustainability delivers within healthcare.

### Leadership beyond Trust borders

- > This year we have made significant progress towards our leadership goal. We are now working with more NHS organisations than ever in our ICS region and are putting steps in place to ensure all organisations have their own Green Plan which will be the stepping stone to a coordinated set of regional targets relating to sustainability.
- > We furthered our international links by presenting CWC and finalising our own approach to sustainable healthcare to the Health Services Executive in Ireland and also at a Healthcare Without Harm event in Barcelona.
- > We ran a regional clean air campaign in 2019, Breathe Easy September – see case study over the page.



## Final countdown



**We are coming to the end of the first Care Without Carbon Strategy and a new strategy to take us to 2025 is in development. The goals for Leadership will be defined by the new strategy but broadly we will seek to:**

- > Working with partners in our ICS to finalise their own local green plans, or SDMPs with a view to creating our regional framework for sustainable healthcare next year.
- > Finalising our approach to sustainable healthcare to take us to 2025 and beyond.

## Our regional campaign for cleaner air

In September 2019 we launched a regional campaign, then known as 'Breathe Easy September' with the aim of improving the air quality of the region. In the UK between 28,000 and 36,000 people a year die from conditions relating to poor air quality and, as healthcare providers treating these patients it's imperative that we take action to reduce emissions from our operations, particularly as the NHS is responsible for 5% of national road traffic.

The specific focus of the campaign was on increase uptake in more active modes of travel by encouraging our people to swap from driving to cycling or walking. We linked this in with the national cycle challenge Cycle September, run by national cycling charity Love to Ride, and encouraged teams to log their mileage and compete against one another.

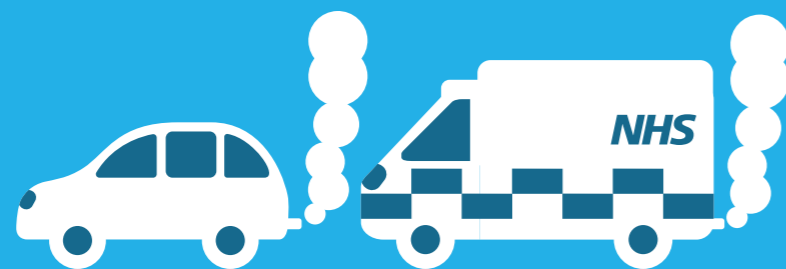
Alongside this message we also promoted a no idling message across the NHS sites in the region. Idling is when vehicles are stationary with the engine running and this can contribute to significant emissions on a hospital site when, for example visitors are queuing to access the car parks. Our messaging encouraged the switching off of engines when cars weren't moving with the aim of significantly reducing these harmful emissions.

We are planning on running the campaign again in September 2020 when it will be known as Swap In September in respect of the health challenges that covid19 has created for a significant percentage of the population.

CARE  
WITHOUT  
CARBON

NHS

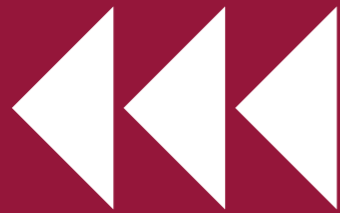
### SWITCH OFF YOUR ENGINE WHEN STATIONARY



Air pollution is bad for our health



We worked across 3 Trusts, SASH, SPFT and SCFT to engage staff in more active travel choices for work.



# Buildings

Providing the workspace for low carbon care delivery with wellbeing in mind.

## Our goals for 2020

**34%**

reduction in CO<sub>2</sub>e from our buildings.



## So far

Exceeding our 2020 goal with a

**42%**

reduction in CO<sub>2</sub>e from our 2010/11 baseline,



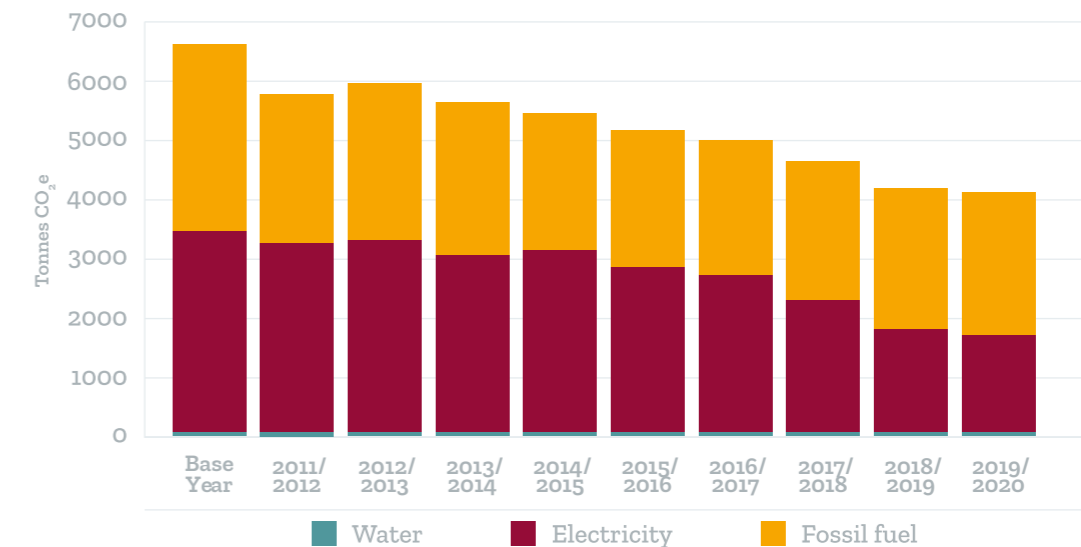
with

**62 tonnes**

CO<sub>2</sub>e reduced during 2019/20.



## Progress this year



- > Since 2010 we have achieved a 42% reduction from our buildings carbon footprint against our 2010/11 baseline, exceeding our 2020 goal.
- > During 2019/20 we've reduced our CO<sub>2</sub>e by 62 tonnes.
- > We have achieved a 37% improvement in per m<sup>2</sup> energy efficiency and a 41% improvement in per m<sup>2</sup> water efficiency against our 2010/11 baseline.

We have continued to lead on the Energy Performance Contract (EPC), which aimed to achieve significant carbon and financial savings across trusts in the East Surrey and Sussex region. Unfortunately, the scope of this project has been scaled back significantly since its conception but we will continue to support local Trusts with alternative carbon reduction projects where possible.

Outside of our work on the EPC, we've undertaken a number of projects within SCFT including:

- > Working with our Capital Projects Team to assess the requirements for an upgrade to the Building Management System (BMS) across the Trust. The BMS is a computer based system which controls and monitors electrical and mechanical equipment such as ventilation and heating. Upgrading this software will improve control in these areas therefore avoiding unnecessary energy costs.
- > Replacing most of our automated metering (AMR) system, and continued to expand it further. Due to restrictions caused by the Coronavirus outbreak in mid-March some work was put on hold, but the work completed is already allowing us to better monitor and manage energy and water consumption. In some cases, showing us detailed consumption data at sites for the first time.
- > Renewed our 100% renewable electricity contract again for 2020-21 for the sites whereby we directly pay the bill, alongside some other partner trusts in the region.
- > Continued the development of our utilities management software, focussing in particular on the expansion of the detail of invoice validation that it does automatically for us, amongst many other things.



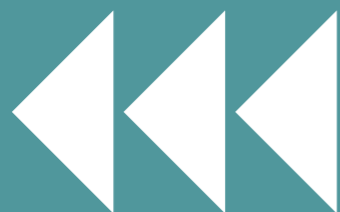
## Final countdown ►►

**We are coming to the end of the first Care Without Carbon Strategy and a new strategy to take us to 2025 is in development. The goals for Buildings will be defined by the new strategy but broadly we will seek to:**

- > Put to use the much improved reporting capacity that can now be delivered by our utilities management software after dedicating a lot of time to populating it with the relevant data and information. This goes hand in hand with the final bits of work to complete the renewal and expansion of the AMR system that were put on hold in the middle of March.
- > Re-tender in 2020/21 (whilst not emissions driven) our water and wastewater contracts and hope that this delivers a cost saving to the Trust.
- > Investigate the opportunity to source “green” gas to complement our 100% REGO (Renewable Energy Guarantees of Origin) backed power.
- > Further develop our approach to sustainability targets for all Trust new builds, in particular to support the redevelopment of the Brighton General Hospital site.
- > Develop a Carbon Roadmap for the Trust to show how we will meet our 2025 carbon targets in line with the NHS Long Term Plan, and to looking beyond this and start mapping how the Trust becomes a net zero carbon organisation by 2050 or as soon as practicably possible.
- > Continue to lead the regional EPC into its final stages where required.



LED lights in our community nursing offices at Brighton General Hospital help to reduce our carbon footprint from energy use.



# Journeys

Maximising the health benefits of our travel while minimising the environmental impacts.

## Our goal

34%

reduction in all measurable travel CO<sub>2</sub>e.



## So far

27%

reduction in CO<sub>2</sub>e from our 2010 baseline,



52

tonnes CO<sub>2</sub>e reduced during 2019/10



# Progress this year

## Highlights from 2019/2020 include:

- > We published our new Business Travel Plan (BTP) this year. This includes for the first time bespoke travel plans for our five largest sites – hospitals in Crawley, Horsham, Bognor and Brighton, along with Chailey Clinical Services. The BTP also sets out our new targets for the period 2019- 2024:
  - > Increase to 90% the percentage of Trust-operated vehicles using low -emission engine and powertrain technologies.
  - > Reduce total Trust mileage by 1 million miles
  - > Reduce grey fleet mileage by ½ million miles
  - > Increase annual business cycle mileage to 20, 000.
  - > Increase participation in active travel commuting by 10%
- > We added two more electric bicycles to our fleet: one for the Moulsecoomb Children's team and a second pool bike we can offer out for trials to support growing interest from around the Trust.
- > Trust fleet emissions are at our lowest ever:
  - > Our operational fleet emissions average is now down to 121.4 g/km. This is a significant achievement for a sector that includes vans, trucks and 4x4s.
  - > Our lease car scheme is now down to just 100.4 g/km. This is 21.5% less than the 2019 UK new-car fleet average of 127.9g/km.

## Final countdown

**We are coming to the end of the first Care Without Carbon Strategy and a new strategy to take us to 2025 is in development. The goals for Journeys will be defined by the new strategy but broadly we will seek to:**

- > Continue to add to our pure electric vehicle fleet, including:
  - > replacing hybrid pool vehicles at key Trust locations and supporting with the appropriate infrastructure.
  - > taking diesel courier vehicles off the road on lower mileage routes and replacing them with zero emission alternatives.
  - > adding to our fleet of electric bicycles
- > Study the effect the global pandemic had on our Trust travel and endeavouring to reinforce that behaviour as we come out the other side. We know that services drastically cut their travel and adopted new ways of working, making best use of available technology; we want that to become business as usual.
- > Recalculate our historic carbon footprint in relation to the 2020 Worldwide Harmonised Light Vehicle Testing Procedure (the industry reaction to the "diesel emissions scandal") and ensuring we can continue to achieve our reduction in tailpipe emissions each year.

## What our staff are saying about choosing active travel

"I have recently returned to cycling following a knee injury when gardening. So I am back to cycling to and from work this week and loving being back on my bike. I plan routes that cover more of the cycle routes/quieter roads, rather than the main busy roads. I love that it is relaxing and calming following a day at work, I know I am fitter, healthier and my mental well-being improves with every ride. I have wet weather gear I carry with me so even the rain doesn't put me off! Through a more active lifestyle of cycling and calorie counting over the last two years I have lost 9 stones in weight and I am classed as a non-diabetic now, so I am living proof it all helps. If I can do it anyone can!"

**Lynne McDonald, Personal Assistant, Crawley Hospital**

"I have recently bought an e-bike to facilitate commuting to work. I live in Worthing and commute to Bognor War Memorial Hospital daily which usually takes 35 minutes but can be longer depending on the traffic. I started cycling to work to reduce my carbon footprint and also for the health and wellbeing effect of incorporating exercise into my day. I cycle twice a week and aim to build up to three times per week. Fortunately there is an excellent cycle path (NCN 2) all the way to Bognor so I feel safe commuting. Cycling to work is a great way to start the day and also a nice way to wind down after work!"

**Grace Henderson, Advanced Nurse Practitioner, Bognor Regis War Memorial Hospital**

"I've gone from driving to work to getting rid of my car in June and relying on cycling to commute only. I cycle 8 miles (each way) to work and in August managed to cycle over 300 miles. This has shown me how little I need my car as it only takes 10 minutes longer to cycle than it would take to drive!! It's not always been easy, but has definitely got easier as time has gone on.

It's certainly helped me to shift some of my excess Covid weight and I manage to get in my daily exercise just by my commute."

**Johnny Grimsby, Advanced Nurse Practitioner, BGH**



Oli from the CWC team tries out one of the pool e-bikes that are available to teams across the Trust.



# Circular Economy

Creating and supporting an ethical and circular supply chain.

## Our 2020 goals

**75%**  
recycling rate<sup>1</sup>

**50%**  
non-infectious healthcare waste<sup>2</sup>



## So far

**44%**  
recycling rate<sup>1</sup>

**59%**  
non-infectious healthcare waste<sup>2</sup>



## Zero

non-healthcare waste to landfill

Sustainability criteria integrated into tenders valuing in excess of

**£8 million pounds**



<sup>1</sup> Recycled waste expressed as a proportion of all non-healthcare waste by weight.  
<sup>2</sup> Non-infectious healthcare waste as a proportion of all bagged healthcare waste by weight.



## What is Circular Economy?

Of all the seven elements of CWC, this is perhaps the most difficult to navigate due to the sheer scale of the issue.

Delivering healthcare in the NHS requires the purchase and use of an enormous number of products and services. The impact of procurement on the environment reflects this scale, with supply chain making up around 72% of the carbon footprint of the NHS. At Sussex Community, although we don't include procurement as part of our main carbon footprint (see Appendix), we estimate that our supply chain impact is around 20,000tCO<sub>2</sub>e based on spend data.

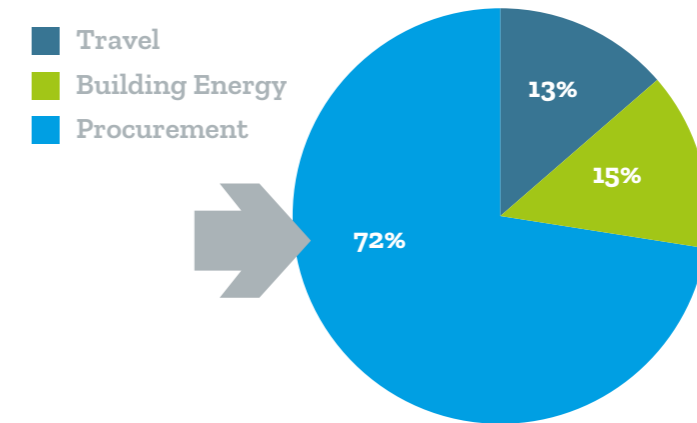


Figure 5: procurement as % of carbon footprint across the NHS as provided by the NHS Sustainable Development Unit

By working towards a 'Circular Economy' for the products and services we use, we can ensure that the vast amount of materials, water, labour and energy used to create them is not simply lost at the end of the product's life, but can be used again and again.

To make this a reality we will:

- > Create a culture of reuse and repair rather than disposal;
- > Prioritise products that can easily be reused, repaired or recycled – and that have a lower impact on the environment;
- > Work with suppliers to improve the sustainability of the products and services we buy, and of our disposal mechanisms.

## Progress this year

- > We continue to build confidence in reducing the environmental and social impacts of the products that we purchase. A focus on plastics and re-use this year has allowed us to take a deep dive into some of the core issues, gather the data and lay the ground work for some large changes in the way we buy and dispose of products.
- > This year we began a partnership with Sussex police to give our unwanted products a new life (see case study over the page).
- > The Trust signed up to the NHS plastic pledge, with a focus on catering this requires the Trust to remove high volume single use plastic items, such as straws, cups and cutlery, except where there is a clinical need. This year we gathered purchasing records and conducted research into alternatives in order to understand what action we can take to significantly reduce or remove these items before the end of 2020-21. The Care Without Carbon team also showed leadership by encouraging other healthcare providers within the region to sign up to the pledge.

- > We continued to collaborate closely with the Trust's procurement department by integrating sustainability criteria into more tenders. One project covered the purchase of new IT software for our occupational health team.
- > We also began a refresh of our recycling 'binrastructure' with investments in new recycling bins and labelling to make it easier and clearer for our staff to recycle. Building upon this we began two trials to improve the quality of our recycling by separating recycling into individual bins (e.g. cardboard, plastics, metal).
- > We were selected to take part in a multinational project lead by Healthcare without Harm to audit the types of plastics used within healthcare and produce an action plan to reduce any environmental or social impacts from these.
- > Despite a big push on recycling, our Trust recycling rate for 19/20 is 44% and this is still way behind our 75% target for the end of 2020/2021. New initiatives in the re-use and redistribution of products this year has helped maintain progress towards giving products a new life and reducing their environmental impact at end of use.
- > Our proportion of non-infectious 'offensive' healthcare waste remained stable compared to last year at 59%. We are on track to achieve our 50% target by the end of 2020/21.

## Final Countdown ►►►

**We are coming to the end of the first Care Without Carbon Strategy and a new strategy to take us to 2025 is in development. The goals for Circular Economy will be defined by the new strategy but broadly we will seek to:**

- > Provide food waste collections for all staff kitchens at our 3 largest sites. Instead of disposing of food as general waste and sending this for energy from waste incineration, instead the food will be sent for anaerobic digestion. This means 'digesting' the food within a sealed chamber to generate biogas that can be used for fuel or electricity. The remaining solids can be used as fertiliser on local farms.
- > Fulfil our plastics pledge commitments
- > Work nationally and internationally with other healthcare organisations to understand the different types of plastics used within healthcare and develop an action plan to reduce any identified environmental or social impacts from most used products.
- > Begin a new project with a specific focus on clinical gloves, by assessing the current volumes used and begin working across the trust to promote appropriate glove use.
- > Continue to build sustainability criteria in to key tenders and develop a template.

## Case Study

### eBay with Sussex Police

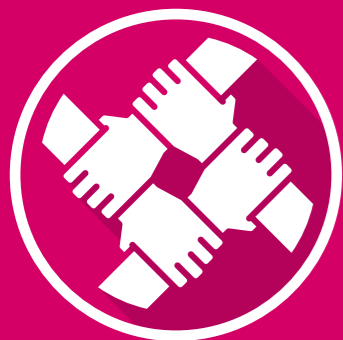
By partnering with Sussex Police we were able to give products a second life.

Items no longer required by the Trust can now be redistributed via eBay, with the Trust selling via the Sussex Police eBay account. This enables others to make use of items that still have purpose and value and saves those resources ending up as waste.

So far in 4 months we have saved £3800 in avoided disposal costs and generated £3600 in income from the sale of these items. Funds generated from the sale of items on eBay are invested back into the Trust



We launched our #onelesspiece of single use plastic campaign to tackle plastic in the NHS one item at a time. Our deputy medical director supported our campaign featuring on posters.



# Culture

Informing, empowering and motivating people to achieve sustainable healthcare.

## Our goal

Engage with  
**100%**  
of staff across the Trust on sustainability with measurable benefits.



## So far

**38%**  
of staff engaged with Dare to Care

**50%**  
engaged more widely with CWC



## 100%

of new starters reached with short animation on sustainable healthcare in induction programme



## Progress this year

Dare to Care is our bespoke behaviour change and engagement programme to enable staff to get more involved with Care Without Carbon and support its delivery.

- > Over 1,800 members of staff have signed up since launch.
- > Over 7,500 dares (38% of the workforce) have been taken – a dare is a small action to support wellbeing, environmental improvement and financial savings.

Work continues to develop the Dare to Care programme across other NHS Trusts in our region and both SPFT and SASH are now in a second year of the programme.

Over 970 people outside of Sussex Community have signed up to the programme.

- > Collectively they have pledged to take over 3,700 dares.
- > This is a 65% increase in the past 12 months and includes our NHS partners, Foundation Trust members and the wider community.

The ongoing Envoy programme is now in its third year at Sussex Community and has just completed its first at SPFT. We restructured the programme to embed sustainable thinking into the fabric of work, with Envoys responsible for representing sustainability as an agenda item at the monthly team meeting. We support them with a toolkit for each monthly theme to ensure consistency in messaging and delivery.

During the first half of the reporting 12 month period we attended staff inductions and departmental conferences to extend our reach with positive results, however the pandemic has cut this short for the remainder of the reporting period. Our digital engagement continues to develop:

- > CWC has an active Twitter following (grown by 36% exceeding our goal of 10% growth).
- > We developed an animation to include as part of inductions and statutory training across all the Trusts we are working with enabling us to reach 100% of staff.
- > We launched a plastics toolkit to promote less use of single use plastics, supported by a new pledge 'one less piece of single use plastic' and a poster campaign featured our deputy medical director. Our plastics toolkit was adopted and promoted by Healthcare Without Harm Europe.

## Final countdown ▶▶▶

**We are coming to the end of the first Care Without Carbon strategy and a new strategy to take us to 2025 is in development. The goals for culture, behaviour change and engagement will be defined by the new strategy. But broadly we will seek to:**

- > Continue to grow the reach of our engagement work with other NHS Trusts as together will have more impact than alone.
- > Create more opportunities for clinical staff to explore and develop more sustainable practice.
- > Expand our engagement to target harder-to-reach groups and get them involved.
- > Build on the culture of discussion to one of more clearly marked action when it comes to sustainable choices.
- > Have more emphasis of a top-down endorsement of a sustainable culture shift.



## Case Study: Breathe Easy September

**Note: this was renamed Swap In September for 2020 in respect of the impact of the pandemic.**

For us, health and sustainability are inseparable and we developed a month long campaign called Breathe Easy September to demonstrate this in a practical way for NHS staff across our region.

The campaign emphasised the links between travel choices, air pollution and health. We designed the campaign so that all Trusts could take part, whether or not they were actively delivering Care Without Carbon within their organisations.

**There were three elements to Breathe Easy September with six trusts invited to participate (ESHT, SCFT, Sussex Partnership, SASH, Western Sussex and BSUH):**

1. #activecommute: the first was a pledge to make a more active commute to work at least one day per week. This could be walking, cycling or taking public transport.

2. Our new Dare Challenge: the second was a new Dare Challenge called 'Pedal Power' which staff at SCFT, Sussex Partnership and SASH could take part in as part of Dare to Care to encourage more people to use a bicycle for their travel. There were three routes to choose from ranging from 100 to 750 miles.

3. A focus on cutting idling: lastly we designed a 'No Idling' poster and signage artwork for use across all NHS trust sites to encourage more mindful use of vehicles. Drivers were encouraged to switch off engines when stationary to help minimise air pollution.

We promoted these three elements using Trust's internal communications channels and via social media. In addition we featured regular weekly blogs to support the topic and posters went up around Trust sites for the new pledge featuring selfies of staff actively commuting.

The campaign also linked in with Cycle September a national campaign run by Love to Ride which incentivizes cycling with prize giveaways. SCFT came 5th out of healthcare organisation in our region for participation.

At Brighton General Hospital we were also able to hold a joint event with Brighton & Hove City Council, Brighton & Hove Buses and Love to Ride open to staff at SCFT and Sussex Partnership.

Breathe Easy September gained over 23,000 impressions on Twitter.

Over 750 people visited the website during Breathe Easy September, which was a 21% increase in visitors from the previous month.

We had 52 people make the #activecommute pledge. The Office of National Statistics suggests the average distance people travel to work is 9.3 miles, which means our Darers saved 483 miles per week between them. Over the month this would equate to over 600kg of CO2 which would take 11 trees over 10 years to absorb!

**CARE WITHOUT CARBON**

# DARE CHALLENGE

## Pedal Power!

**Embrace pedal power and take on a virtual route over 8 weeks.**

You can tackle it individually, or as a team and any cycling counts whether at home or work.

**Choose from 3 routes**

- 'The Roman' route takes you from Fishbourne to London = **100 miles**
- 'The 1066' route takes you from Hastings to Normandy = **250 miles**
- 'The Hipster' route takes you from Brighton to Copenhagen = **800 miles**

**Why we love pedal power...**

1. Fewer cars on the road means we can all breathe more easily
2. A regular cycle is great for your physical fitness and mental health too
3. Cycling means we aren't spending money on fuel that we can enjoy elsewhere

Email [hello@carewithoutcarbon.org](mailto:hello@carewithoutcarbon.org) to take part in the Dare Cycle Challenge and get your challenge toolkit

Through Care Without Carbon we are doing things differently for a healthier life and a cleaner environment. Visit our website [www.carewithoutcarbon.org/cyclechallenge](http://www.carewithoutcarbon.org/cyclechallenge)

**NHS**  
Sussex Community  
NHS Foundation Trust

The cycle challenge was part of our Breathe Easy September campaign.



# Wellbeing

Creating a better working life for our people.

## Our Goal

Maintaining workplace wellbeing above the national average of

**5/10**



## So far

**4.22/10**

is the average score for workforce wellbeing – note we were unable to update this from last year due to Covid.



# Progress this year

The year 2019/20 was mixed with some innovations in wellbeing promotion combined with the disruption caused by the pandemic which made it impossible to run several events, most importantly our annual wellbeing festival. This also meant we could not run the annual wellbeing survey as staff were overwhelmingly busy managing the impact of the pandemic for the findings to be meaningful in relation to previous years.

### Key wellbeing projects this year included:

- > Rerunning the Step Up Challenge across three Trusts simultaneously – the challenge launched in January for SCFT and SASH and February for SASH so the advent of the pandemic interrupted participation, however 372 people collectively walked 48,900 miles over 12 weeks.
- > Restructured the Wellbeing Festival format to bring the information closer to clinical teams; unfortunately the events were all cancelled due to the pandemic.
- > Further strengthening our relationship with Brighton & Hove City Council by delivering several joint events to staff to promote cycling and more active travel choices.
- > Creating the Breathe Easy September campaign to promote active travel choices for staff. This campaign linked health and sustainability with a clear call to action to choose more active travel and reduce car use and aligned with the national Cycle September campaign run by Love to Ride. See case study in Culture section for full details.
- > Partnered with Living Streets to run their Walking Works programme at our Crawley site – see case study on next page.

## Final countdown >>>

**We are coming to the end of the first Care Without Carbon strategy and a new strategy to take us to 2025 is in development. The goals for wellbeing will be defined by the new strategy. But broadly we will seek to:**

- > Extend the reach of the wellbeing message to our patient groups and wider community with more targeted communications.
- > Support the clinical principles of self-care and prevention with action based behaviour change campaigns.
- > Work more closely with our Public Health England lead at the Trust for joined up activity around sustainability and wellbeing.
- > Emphasise the links between health and environment and promote the use of green spaces as part of healthcare sites.

## Case study: Walking Works with Living Streets

**Living Streets are the UK charity for everyday walking, below they explain how they worked with us to get staff walking more...**

"We want to create a nation where walking is the natural choice for everyday, local journeys; free from congested roads and pollution, reducing the risk of preventable illnesses and social isolation."

"Walking Works aims to embed the culture of walking into workplaces. The programme starts with a consultation to find out the unique needs of an organisation and from there, our expert staff advise on a range of suitable initiatives to increase walking rates amongst staff. People who work for the NHS spend their time looking after others, so it's nice to be able to encourage NHS workers to take time for themselves, too."

"For Sussex Community NHS Foundation Trust, part of the Walking Works package we developed included led walks, Walk Champion training and other events and communications which helped individuals find out how they could add more walking into their lives."

"Lynne McDonald was one employee who got involved with the programme. Lynne had suffered a breakdown and was living with depression, diabetes, carpal tunnel and asthma. She was overweight and unhappy with how she looked and the effect her weight was having on her health. Lynne picked up a Living Streets leaflet at work which inspired her to walk more for her health. From walking small steps, Lynne has taken strides to bigger things. She now walks and cycles regularly, has adjusted her diet and lost 8st 9lbs in 18 months – going from a size 20 to a size 10 and to being classed as non-diabetic."

"By investing in a wellbeing programme like Walking Works, employers demonstrate that they care about their staff's health and wellbeing, whilst employees feel valued and proud of their workplace. On top of this, regular exercise has been shown to cause an overall work performance boost of about 15%."



Our partnership with Living Streets to deliver their 'walking works' initiative helped to get staff walking in their breaks to boost wellbeing in mind and body.



## Future

Supporting a strong local health economy to serve our community now and in the future.

### Our goal

Develop an ICS wide Sustainable Development Management Plan that incorporates 2025 carbon reduction targets in line with the Climate Change Act.



### So far

We have developed a **sustainable healthcare tool** for clinicians.



CWC is further embedded into our **Integrated Care System.**



## Progress this year

CWC is working with more NHS organisations than ever in our newly formed Sussex Integrated Care System (ICS) with plans to expand this work further over the next year. During the past year we have:

- > Worked with a number of additional NHS organisations within the ICS region assisting them in writing their green plans.
- > Continued to lead the ICS wide Energy Performance Contract procurement, with the aim of delivering carbon, cost and energy savings across the region.
- > Delivered a second year of Dare to Care at SASH and SPFT.
- > Delivered our clean air campaign 'Breathe Easy September' clean air campaign (renamed Swap In September for 2020 in respect of the pandemic) across the region, encouraging active travel and a reduction in idling on hospital sites.

## Final countdown

**We are coming to the end of the first Care Without Carbon Strategy and a new strategy to take us to 2025 is in development. The goals for Future will be defined by the new strategy but broadly we will seek to:**

- > Ensure that all NHS partners within the ICS have a board approved Green Plan with measureable targets, ideally aligned with the CWC framework.
- > Once the Green Plans are in place we will work together with other partners in the system, such as local authorities to align their sustainability goals and ambitions to create a high level framework which can be signed up to by the group.
- > Run a number of coordinated regional projects focusing on clinical sustainability, starting with facilitating a reduction in anaesthetic gasses.



## Digital Transformation enabling more sustainable healthcare

Digital solutions for the delivery of health services have been in progress for some time, and the advent of Covid has accelerated this to see several Trusts in our region, including Sussex Community, roll out a virtual appointment system and home working solutions such as MS Teams. These enable both a fluid service, but also come with environmental gains that we are seeing realised across the region.

At SCFT a digital transformation programme is in place, ensuring staff have updated tech to enable use of virtual platforms such as AccuRx which allows clinicians to set up virtual appointments in a safe and secure way. Staff have embraced the shift with over 8,000 appointments held virtually in the first six weeks.

“The future of healthcare must incorporate digital solutions; they save time, money and open up services in a way that the NHS is just beginning to recognise. This includes supporting programmes such as MS Teams for staff to work from home and meet virtually with colleagues, as well as the roll out of our virtual appointments system to allow patients access to services when they may be unable to meet in person. The environmental savings associated with less travel are also considerable.”

**Diarmaid Crean, Chief Digital and Technology Officer, SCFT**

It took just 14 days for Sussex Partnership to roll out Attend Anywhere, a virtual consultations solution for inpatient and community mental health services. Within a month over 10,000 appointments were held via the platform saving a lot of miles and carbon emissions but importantly expanding access to the service when people were most in need.

“Being able to offer a platform that allows the conversation to take place in a more familiar, safer-feeling setting than a CAMHS clinic consulting room has been welcomed by several of my regular clients – especially many with neurodiversity.”

**Alex Christie, a nurse in Sussex Partnership's Basingstoke CAMHS**



A move to more virtual consultations and appointments helps meet patient needs while reducing our carbon footprint from travel.



## Focus on the future

### CWC – developing our new strategy

Our Care Without Carbon programme is established and has currency within the NHS and specifically within the Trust as shorthand for sustainable healthcare. As we move into the next phase of our work we want to build on this awareness and seek to develop the strategic approach of our work to help us achieve challenging new targets to take us to 2025 and beyond. We recognise that the next phase of work won't be easy and taking people with us is more important than ever before.

The new strategy must support delivery of two core targets:

**1. To reduce our carbon footprint by 51% by 2025**

**2. To achieve net zero carbon emissions by 2050 (this could change to 2040 if achievable)**

In addition to these we must also continue to deliver cost savings for the Trust, and we would like to shift the focus from improving staff wellbeing to a broader health and community focus – our view is the most sustainable healthcare is self-care. With this in mind we asked the Trust's Public Health Consultant to share why this approach is so vital – see next page.

It is important to us that we are clear on what we are trying to achieve and why, alongside a practical yet stretching roadmap to get us there. We believe that we need to reach further than we think possible because in doing so we can access truly transformational change.

Building on our work over the past five years, we aim to do more to embed sustainability within clinical practice and our procurement processes as this will be where we can make a real difference to our carbon footprint.

It's going to be a challenging time but the opportunities it will enable are incredibly exciting and we look forward to bringing the strategy to life over the coming years.

## Greener hospitals, healthier communities

Claire Turner is Public Health Consultant for Sussex Community and we invited her to share her views on our clinical sustainability principles which will form an important part of our new strategy for Care Without Carbon.

"For me, prevention and self-care are integral to public health; they are really core to achieving the health outcomes we would like for people. That doesn't mean we leave the individual to get on with it, rather that we form a partnership with people as healthcare providers and support them to develop the knowledge, skills and confidence to manage their own health. We need to recognise that patients hold an expertise on their condition, anyone with a long term condition is really already practicing a large degree of self-care."

"We could argue that any clinical intervention is prevention, as you are always trying to stop the next worst thing from happening, but what we're talking about here is moving that intervention forward. Getting in earlier, which means you should need fewer resources as you are reducing the acuity of the care needed – this aligns with the joining up of care pathways principle, starting that pathway a bit earlier. It is a real shift in thinking and transforms the model of healthcare we currently work with. That is where we see the join with sustainability, that forward thinking and future planning approach."

"It is also important to think about health equality; making choices for your health or the health of the environment tend to be easier if you are more affluent. So, collectively as a society we need to address that, which requires a shift from focusing on the individual to working more as a community and how we provide the infrastructure to make making those choices easier for people all round."



Claire Turner is Public Health  
Consultant for Sussex Community

# Appendix One

## Our carbon footprint reporting boundary

The Greenhouse Gas (GHG) Protocol sets out two distinct approaches to setting accounting boundaries:

**Equity Share Approach.** Where accounting for emissions is undertaken according to the share in the company in terms of economic interest. **Control**

**Approach.** Where an organisation accounts for 100% of emissions from operations over which it has control. Control is defined in either financial or operational terms. In addition, it introduces three scopes, as follows:

- > **Scope 1:** Direct GHG Emissions. These occur from sources owned or controlled by the organisation.
- > **Scope 2:** Energy Indirect Emissions. These occur as a result of energy consumed that is supplied by another party.
- > **Scope 3:** Other indirect GHG Emissions. All other emissions that occur as a consequence of organisational activity but which are not owned or controlled by the organisation.

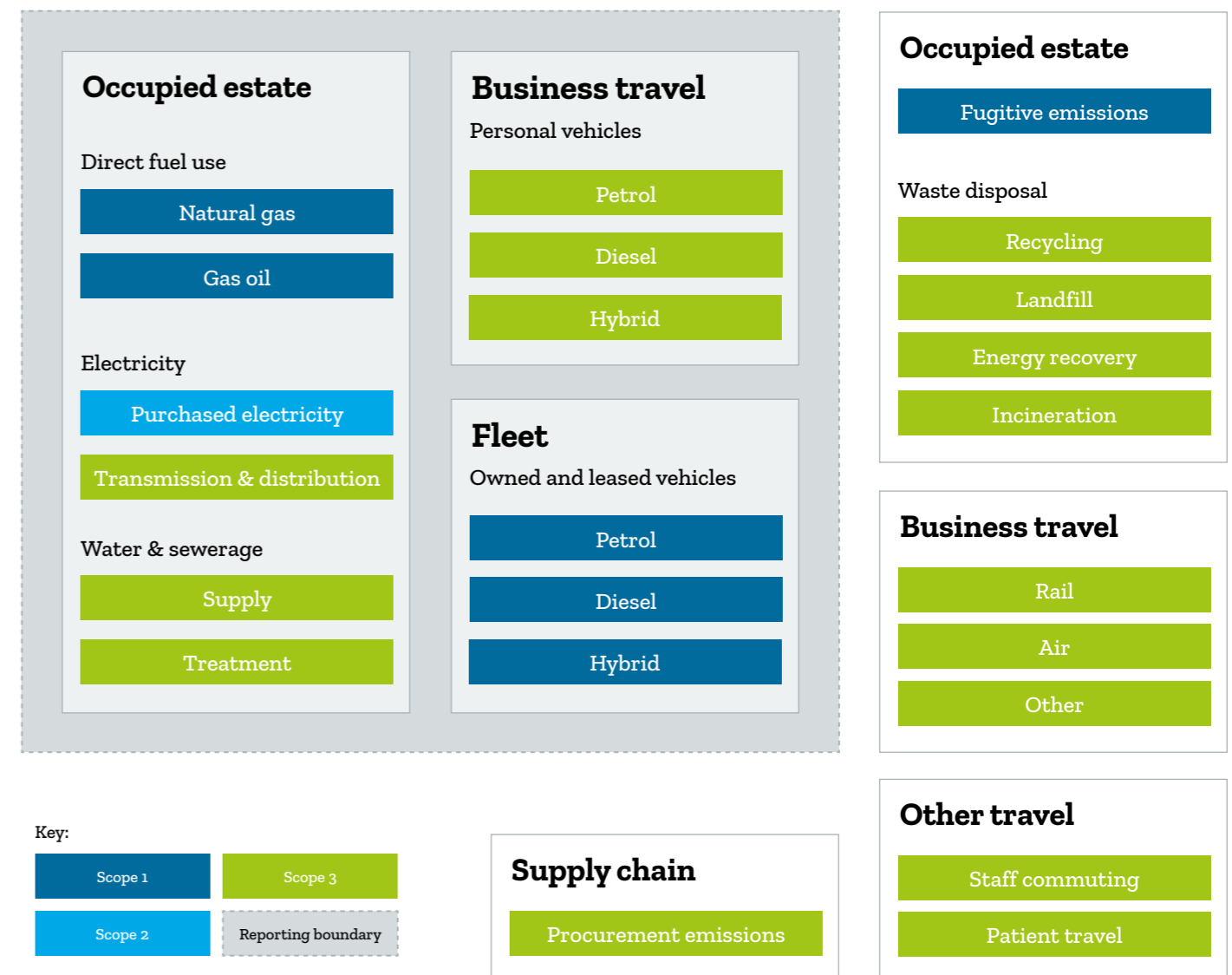
The approach adopted by SCFT is to report on emissions from the activities over which it exerts operational control. In other words, the accounting boundary is drawn around the clinical services that the Trust is commissioned to deliver and which are therefore delivered in accordance with Trust policies and procedures.

This approach aligns the Trust's GHG reporting with other national NHS reporting processes and standards, notably the annual Estates Return Information Collection (ERIC).

In the case of the estate the Trust occupies – most of which is leased from third parties – this means we account for emissions from energy we consume in the same way for both our owned and leased assets, ensuring only those emissions relating to the services provided by the Trust are reported.

The diagram on page 47 summarises the emission sources covered by our current GHG reporting boundary broken down according to their scope.

Emissions associated with procurement and waste (scope 3) are not currently included in our carbon footprint due to a lack of reliable footprinting methodology in these areas. We recognise, however, that procurement in particular would make up a significant proportion of our Trust footprint, if it were included. As such, one of our key priorities is to find an accurate way of measuring and reporting against this area in the future. For further information please see our Circular Economy section, page 28.



### Other points to note:

All information included in our sustainability reporting corresponds to the standard public sector financial year of 1st April to 31st March.

Our emissions are reported in absolute terms (i.e. total emissions) without any degree day adjustment (correcting for weather variation).

Where the Trust undergoes strategic structural change, e.g. operational growth through the acquisition of new services, this has implications on our reporting boundary. In the case of significant changes, the boundary is adjusted to take account of the new operational structure and a baseline adjustment is also undertaken to ensure consistency in reporting.

<sup>1</sup> CO<sub>2</sub>e refers to six greenhouse gases: Carbon dioxide; Hydrofluorocarbons; Methane; Nitrous oxide; Perfluorocarbons and Sulphur hexafluoride. This is important as some of the gases have a greater warming effect than CO<sub>2</sub>. Using CO<sub>2</sub>e allows all six greenhouse gases to be measured on a like-for-like basis. The NHS measures its carbon footprint in CO<sub>2</sub>e which is in line with national and international conventions.

<sup>1</sup> <http://www.ghgprotocol.org/>

# Appendix Two

## Carbon footprint verifications and baseline adjustments

### a) Certificate of carbon footprint verification

For the tenth year running we have commissioned an external independent verification of our carbon footprint data. For this reporting year the verification exercise was undertaken by EEVS Insight Ltd

#### Certificate of Carbon Footprint Verification 2019/20



This certificate is to certify that

#### Sussex Community NHS Foundation Trust

has been assessed and judged to meet the principles for reporting Carbon Footprint under the guidelines of the Greenhouse Gas Protocol Corporate Accounting and Reporting Standard for the 2019/20 emissions inventory.

The scope of this Greenhouse Gas Protocol covers:

The accounting and reporting of greenhouse gas emissions covered by the Kyoto Protocol for emissions from purchased electricity and heat. Additionally, the optional reporting of emissions from indirect sources including transport and water.

Signed on behalf of EEVS Insight:

A handwritten signature in blue ink, appearing to read 'Hilary Wood'.

Hilary Wood

Director

A handwritten signature in blue ink, appearing to read 'Ian Jeffries'.

Ian Jeffries

Managing Director

Date of Issue: 7<sup>th</sup> October 2020

Issued by:

EEVS Insight Ltd

25 Lavington Street  
London  
SE1 0NZ



EEVS operates a certified Quality Management System for analytical measurement and verification services



### b) Baseline adjustments

None

# Appendix Three

## Staff wellbeing metric - methodology



In 2015/16 NEF Consulting worked with us to develop a unique measure of wellbeing for NHS staff and to measure the impact of our Dare to Care (Dare) campaign.

A wellbeing survey was developed which was made open to both those who engaged with the campaign and those that did not, helping to establish a clear picture of the impact this work.

Responses from the staff wellbeing questionnaire (made available online and in paper format) were compiled and converted into numerical format for statistical analysis.

Z-Scores are calculated for each response and averages are taken. The averages are converted to a standardised 0-10 scale and compared against national benchmarks for each of the eight wellbeing indicators.

Staff that took part in the campaign were asked to assess to extent to which they perceived their wellbeing had changed before and after participating in Dare and how much they thought Dare had contributed to this change.

Scores were then totalled and averaged as per the above methodology to produce before and after scores for darers (staff that actively participated in the campaign).

The difference between these scores provides a 'distance travelled' score (or total change) from participating in the campaign. All outcomes are weighted equally.

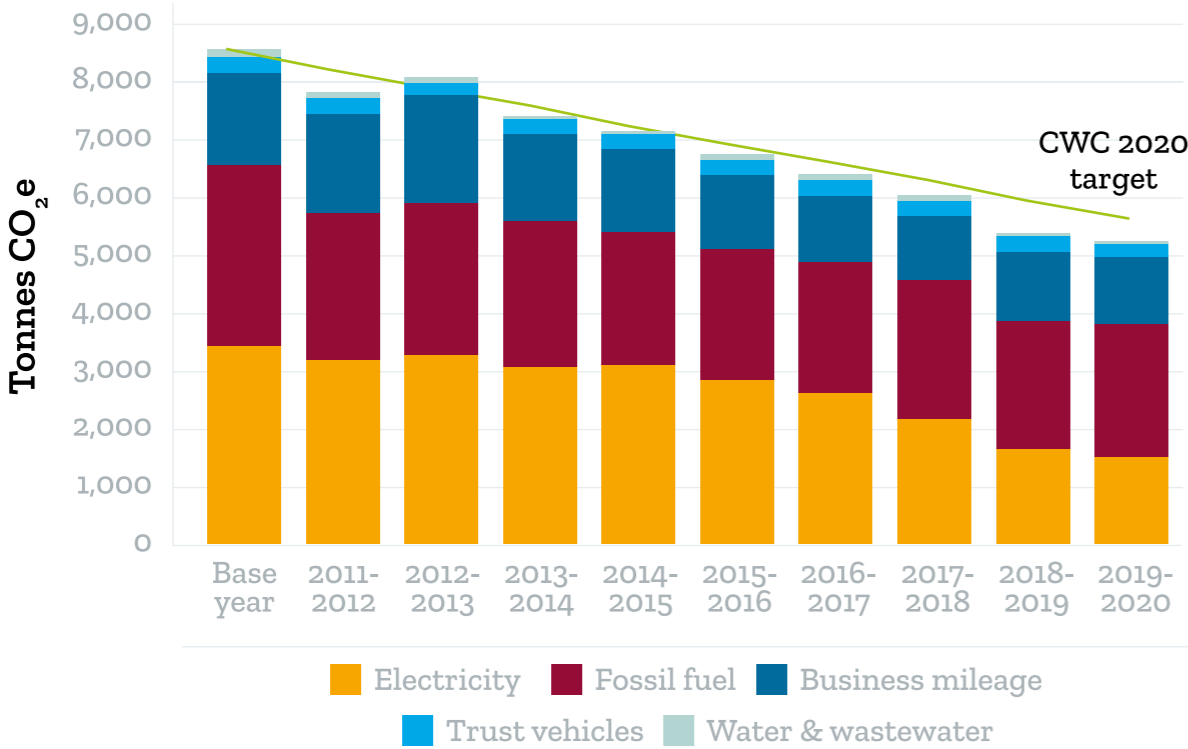
Note: for 2019/20 were unable to run the survey due to the pandemic situation so figures used this are duplicated from last year

# Appendix Four

Resource data, emissions, targets and KPIs

a) SCFT carbon emissions reduction since 2010

Emission Source (tCO <sub>2</sub> e)	Base year	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
Fossil fuel	3,116	2,536	2,627	2,531	2,322	2,272	2,234	2,366	2,210	2,273
Trust vehicles	296	271	259	254	257	273	266	261	249	228
Electricity (incl. T&D losses)	3,431	3,181	3,282	3,062	3,109	2,844	2,638	2,191	1,658	1,528
Water & wastewater	100	93	77	74	73	70	74	68	58	63
Business mileage	1,593	1,722	1,825	1,493	1,396	1,261	1,155	1,130	1,188	1,157
CWC 2020 target	8,536	8,213	7,891	7,568	7,246	6,924	6,601	6,279	5,956	5,634
TOTAL	8,536	7,803	8,070	7,414	7,157	6,720	6,367	6,016	5,363	5,249
Actual savings against baseline	-	9%	5%	13%	16%	21%	25%	30%	37%	39%



b) Progress for 2019/20 against our 2020 targets & key performance indicators (KPIs) This Environmental Performance Dashboard summarises the progress we have made against our 2020 environmental targets.

Indicator	KPI	2020 target	Base year value	2020 target value	2019-20 target value	2019-2020 value	% change from 2018/19
Carbon footprint	tonnes CO <sub>2</sub> e	34%	8,536	5,634	5,634	5,249	-2.1%
Energy efficiency	kgCO <sub>2</sub> e/m <sup>2</sup>	34%	59.3	39.1	39.1	37.1	-2.2%
Water efficiency	m <sup>3</sup> /m <sup>2</sup>	34%	1.36	0.9	0.9	0.8	2.6%
Trust vehicle emissions	gCO <sub>2</sub> e/km	34%	151	99.6	99.6	107.3	-0.3%
Grey fleet mileage <sup>1</sup>	miles claimed	34%	4,693,757	3,097,880	3,097,880	4,061,009	-0.6%
General waste recycled	% recycled	75%	50%	75%	75%	43%	-32.0%
Clinical & Offensive Waste	% offensive	60%	0%	60%	60%	59%	0.0%

c) Absolute KPI values since 2010







This table presents absolute annual values for each of our environmental KPIs since 2010.

Source	Base year	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
Electricity consumption (kWh)	6,986,073	6,481,840	6,613,037	6,332,970	5,785,242	5,684,110	5,871,349	5,699,090	5,395,859	5,510,847
Gas consumption (kWh)	16,732,918	13,642,030	14,132,262	13,699,141	12,500,498	12,275,905	12,093,646	12,798,015	11,966,481	12,318,140
Oil consumption (kWh)	62,913	35,648	34,946	34,648	34,496	30,389	31,332	32,671	31,359	31,359
Water consumption (m <sup>3</sup> )	98,268	91,131	75,554	72,624	72,029	69,134	72,808	67,144	57,316	62,406
Wastewater consumption (m <sup>3</sup> )	93,354	86,575	71,776	68,993	68,425	65,675	69,150	63,507	54,440	58,010
Trust fleet mileage (miles)	1,204,492	1,133,309	1,118,808	1,147,135	1,301,723	1,484,316	1,501,222	1,495,738	1,439,334	1,323,050
Grey fleet mileage (miles)	5,053,738	5,465,480	5,826,080	4,876,707	4,579,793	4,206,095	3,838,094	3,850,603	4,085,883	4,061,009

<sup>1</sup> Grey fleet mileage refers to Trust staff using their own vehicles for business travel.  
<sup>2</sup> Whilst still on target overall, we are aware of increased water consumption at one of our KPI sites and investigation into this is ongoing – this one site represents a total of 75% of the reported decrease in efficiency.

d) Progress since 2010 against our 2020 targets & KPIs

This table shows our progression from the 2010 baseline in meeting the 2020 targets set against each of our environmental KPIs.

Target		Base year	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
	Energy efficiency (kgCO <sub>2</sub> e/m <sup>2</sup> )	59.3	49.00	53.10	40.90	49.80	51.10	48.00	46.00	37.90	37.10
	Target	34%	57.00	54.80	52.50	50.30	48.10	45.80	43.60	41.30	39.10
	Difference		-14.0%	-3.0%	-22.1%	-1.1%	6.3%	4.7%	5.5%	-8.3%	-5.2%
	Water efficiency (m <sup>3</sup> /m <sup>2</sup> )	1.36	1.38	0.85	0.65	0.61	0.74	0.87	0.69	0.78	0.80
	Target	34%	1.31	1.26	1.21	1.15	1.10	1.05	1.00	0.95	0.90
	Difference		5.3%	-32.5%	-46.1%	-47.0%	-32.8%	-17.2%	-31.0%	-17.4%	-10.4%
	Trust emissions (gCO <sub>2</sub> /km)	151	147.1	142.3	136.2	122.6	114.4	109.9	108	107.6	107.3
	Target	34%	145.3	139.6	133.9	128.2	122.4	116.7	111	105.3	99.6
	Difference		1.2%	1.9%	1.8%	-4.3%	-6.6%	-5.9%	-2.7%	2.1%	7.7%
	Grey fleet mileage (miles claimed)	4,693,757	4,957,344	5,132,489	5,244,313	4,889,445	4,541,732	3,838,094	3,850,603	4,085,883	4061009
	Target	34%	4,516,437	4,339,118	4,161,798	3,984,478	3,807,158	3,629,839	3,452,519	3,275,199	3,097,880
	Difference		9.80%	18.30%	26.00%	22.70%	19.30%	5.70%	11.50%	24.80%	31.10%
	General waste recycled (% recycled)	50%	N/A	54%	62%	65%	62%	66%	64%	63%	43%
	Target	75%	53%	56%	58%	61%	65%	68%	70%	73%	75%
	Difference			-2.10%	5.70%	5.70%	-4.50%	-2.20%	-8.60%	-13.10%	-32.00%
	Clinical & offensive waste (% offensive)	0%	N/A	35%	36%	40%	54%	57%	56%	59%	59%
	Target	75%	8%	17%	25%	33%	35%	45%	55%	65%	60%
	Difference			109.50%	44.60%	19.7%	55.50%	26.70%	1.80%	-9.20%	-1.00%

# Appendix Five

## Materiality





Developing strong metrics has been key to the development of the CWC programme. By addressing materiality we are better able to identify priorities for action, and importantly, communicate the impact of our work at all levels in a meaningful way. Some key examples include:

- > Our sustainability scorecard - this was developed to track progress against our three key aims (see page 12).
- > Our carbon footprint - this highlights the environmental impact of our buildings and journeys, with targets and action plans developed to address these areas.
- > Our wellbeing metric - we developed this to give a better understanding of the wellbeing of our workforce and highlight key areas for action.
- > Our circular economy work stream - work by the Sustainable Development Unit highlights procurement as the key contributor to the NHS carbon footprint nationally. We are working on developing an accurate methodology for measuring this within our Trust. In the meantime, our focus in this area is determined by using existing metrics including: analysis of Trust procurement data, working with known and local suppliers where our influence is greatest.

# Appendix Six

## Risks &

## Opportunities

Deliverable		Driver	Risks and consequences
<b>Reducing CO<sub>2</sub> and tackling climate change</b>		NHS Sustainable Development Strategy, NHS Long Term Plan, Climate Change Act, Social Value Act	<ul style="list-style-type: none"> <li>Failure to meet NHS CO<sub>2</sub> reduction targets and Trust sustainability targets, resulting in avoidable cost and potential reputational damage.</li> <li>Failure to mitigate the threat and impact of climate change which will impact on population health and wellbeing.</li> <li>Failure to account for CO<sub>2</sub> in our supply chain – over 60% of the NHS' footprint is in the supply chain.</li> <li>Missed opportunity to use NHS buying power to raise environmental and labour standards.</li> </ul>
<b>Workplace wellbeing</b>		5 Year Forward View, DH Health and Wellbeing Strategy	<ul style="list-style-type: none"> <li>Failure to safeguard our staff against avoidable health and wellbeing issues – notably stress at work and Musculoskeletal (MSK) problems.</li> <li>Failure to support and invest in our staff.</li> <li>Risk of avoidable absenteeism and poor retention rates.</li> </ul>
<b>Improving air quality &amp; enhancing our local environment</b>		NHS Long Term Plan, Marmot Review, Air Quality Plan for N20, Chief Medical Officer Annual Report 2017	<ul style="list-style-type: none"> <li>Poor environmental performance directly impacts the health of our local population – creating additional avoidable burden on health services.</li> <li>Public Health England predicts that the health impacts of air pollution could cost the NHS £5.3 billion by 2035.</li> </ul>
<b>Future proofing services</b>		UK Climate Change Adaptation Policy	<ul style="list-style-type: none"> <li>Increasing financial pressure on local health services because we fail to focus on prevention and health improvement and deliver on efficiency plans across the ICS.</li> <li>Avoidable health risks (e.g. illness from disease, flood trauma) and strain on local services because we fail to adapt to and plan for extreme weather events resulting from climate change.</li> </ul>
<b>Partnerships</b>		Health and Wellbeing Board, ICS	<ul style="list-style-type: none"> <li>Failure to take advantage of the benefits of partnership working, including sharing learning and pooling of resources.</li> </ul>

Mitigation measures	Opportunities and benefits
<ul style="list-style-type: none"> <li>CO<sub>2</sub> reduction is driven by our Estates Strategy (including Carbon Management Programme) and Travel and Transformation Plan.</li> <li>Implementation of a suite of carbon reduction initiatives since the Trust formed in 2010.</li> <li>Working towards implementation of agreed CO<sub>2</sub> reduction against a 2010 baseline with clear goals and targets.</li> <li>A data-driven circular economy action plan, based on the hot spot analysis of Trust purchasing is in development.</li> </ul>	<ul style="list-style-type: none"> <li>Work to date has proven that CO<sub>2</sub> reduction delivers financial benefits (over £8 million to date) and creates opportunity to enhance Trust reputation.</li> <li>Procuring goods and services locally creates opportunity to support our local economy.</li> <li>By coordinating purchases and considering whole-life costs we can achieve additional savings.</li> </ul>
<ul style="list-style-type: none"> <li>Our Healthier People Strategy combines our work on wellbeing and engagement and sets a clear pathway to achieve improved levels of workforce wellbeing.</li> <li>Occupational Health and HR continue to be influencers in the formulation of CWC.</li> <li>Estates Strategy places emphasis on potential to improve working environment for staff.</li> <li>Staff are supported to embed sustainable behaviours through our engagement work, leading to measurable improvement in health and wellbeing.</li> <li>Development of unique staff wellbeing measurement metric to identify key areas for development and improvement.</li> </ul>	<ul style="list-style-type: none"> <li>Achieving and maintaining a high level of staff wellbeing is key to enable us to deliver high quality patient care.</li> <li>A healthy happy workforce means a more productive workforce.</li> <li>Opportunity to lower absenteeism and increase retention rates through workplace wellbeing interventions, reducing the reliance on agency workers and delivering cash savings.</li> <li>Nationally Public Health England estimate that poor health sickness absences costs the NHS £2.4 billion each year.</li> <li>Action on CQUIN funding of over £1.25 million within SCFT.</li> </ul>
<ul style="list-style-type: none"> <li>The Trust's Journeying Group and Business Travel Plan aims to target reduction in business mileage, move towards cleaner vehicle technology and incentivise active travel.</li> <li>Procurement Policy ensures we rationalise and consolidate orders for fewer deliveries.</li> </ul>	<ul style="list-style-type: none"> <li>Increase in active travel and update of sustainable travel modes has direct impact on health and wellbeing, both for staff and patients.</li> <li>Reduction in need to travel has potential to alleviate stress and improve wellbeing for some staff.</li> </ul>
<ul style="list-style-type: none"> <li>Relationship between efficiency and quality is a focus within CWC.</li> <li>We have developed our clinical sustainability principles to improve the connection between sustainability, quality improvement and enhanced clinical engagement.</li> <li>Business Continuity and Heatwave, Cold Weather &amp; Winter Plans help to mitigate the impact of extreme weather on Trust infrastructure and services.</li> </ul>	<ul style="list-style-type: none"> <li>Opportunity to bring together work on new models of care, quality improvement and resource efficiency, in a new sustainability and transformation work stream in the ICS, driven and informed by CWC.</li> </ul>
<ul style="list-style-type: none"> <li>Building strong partnerships across the local health economy to further sustainable development since 2010.</li> <li>Our STP plan both influences and is influenced by CWC.</li> <li>SCFT is taking a lead on sustainable development within our ICS.</li> </ul>	<ul style="list-style-type: none"> <li>Opportunity to create economies of scale, enhancing business case for investment in low carbon, sustainable approaches to healthcare delivery.</li> <li>Opportunity to share best practice and drive innovation through partnership working.</li> <li>Opportunity to drive significant cost savings, cutting the estimated £32 million cost of the carbon footprint in line with 34% reduction targets.</li> <li>We estimate, based on current CWC savings, that if all Trusts in our ICS region adopted CWC targets, it could save around £10 million each year through eliminating unnecessary travel, reducing energy and water use and reducing the volume of waste produced.</li> </ul>

# Appendix Seven

## Bringing Others With Us

We believe that change happens when people make it happen. Care Without Carbon as a strategy alone cannot deliver sustainable healthcare; it is a key part of our work to bring people along with us to deliver on the goals set out in the strategy. We also want stakeholders to help us shape the goals as we progress.

### Our Board

The Trust's direction is driven by the Board and senior managers, and our sustainability goals reflect the wider strategic aims of the Trust. This is evidenced in the inclusion of our clinical sustainability principles in the Trust's Three Year Strategy. Our accountability to the Board is captured in a bi-annual presentation to them, to share progress, gather support for next steps and ensure we continue to deliver a programme that supports the wider healthcare aims of the organisation.

### SCFT Staff

Bringing staff with us on our sustainability journey has been crucial – this is change that needs to happen both from the top down and bottom up. Those doing the work are best placed to know how we can change how we do it for the better.

Our Dare to Care engagement programme has been instrumental in sharing our work with staff, and gaining their support for delivery of more sustainable healthcare and more mindful life choices when it comes to the environment. See the Culture section of the report for more information.

The CWC Envoy programme affords staff the opportunity to get more involved and brings sustainable thinking into the fabric of the working month as an ongoing agenda item at team meetings.

We are also developing the Centre for Sustainable Healthcare's Green Ward competition to enable teams to take decisive action to reduce impact on the environment.



### The wider network

Our goal is to facilitate a sustainable healthcare system; and Trusts are coming together to deliver CWC with our guidance and support, making CWC the defining framework for sustainable healthcare across our region.

Our work with other Trusts affords us the opportunity to explore new ways of working and communicating about sustainable healthcare so we can collectively reduce our impact on the environment. We now work with every Trust in our region, enabling our next step to develop a region-wide Green Plan.

Our membership of Health Care Without Harm (HCWH) Europe continues, and we maintain an active role in the global conversation on the links between health and climate and the role that healthcare organisations can play in addressing this.

### Patients and communities

We created CWC with a view to ultimately including patients and our wider community in the programme. For this reason the website was designed to be external from the start, and there is an option for anyone, not just staff to make a pledge to reduce their impact on the environment. In addition we are seeing an increase in followers on social media, in particular Twitter which saw a 65% increase over the past 12 months.

For us the ultimate message is that #selfcare is #sustainablehealthcare and our ambition is to reach everyone and see this reach translate into actions that improve health in mind and body – which aligns with our clinical sustainability principles of 'self-care' and 'prevention'.

Our partnerships with the wider community and nationally continue to develop, such as the work with Living Streets on the Walking Works initiative. We also sit on the active travel panel set up by Brighton & Hove City Council.

As we prepare to develop our new strategy expanding on this work will be important.



**To find out more about us, contact:**

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**Visit our websites:**

[carewithoutcarbon.org](http://carewithoutcarbon.org) | [sussexcommunity.nhs.uk](http://sussexcommunity.nhs.uk)

**Follow us on Twitter:**

[@carewithoutCO2](https://twitter.com/carewithoutCO2)