



Yeovil District Hospital
NHS Foundation Trust



Somerset
NHS Foundation Trust



GREEN

Plan 2022-2025

HEALTHIER PLANET
HEALTHIER PEOPLE

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Foreword by Peter Lewis

As healthcare professionals we can adapt and change quickly when the situation requires us to deal with new challenges. This has never been more obvious than during the pandemic, that forced us to change the way that we work, moving to remote appointments, but also increasing the amount of waste that we produce.

The changes that we need to make to deal with the climate emergency do not have to happen as quickly, but we cannot delay. Climate science shows us that the climate is changing faster than ever before. The United Nations says we could have just 11 years left to limit a climate change catastrophe.

Actions to reduce our trusts' carbon footprint have already begun. We have reduced our energy consumption through the installation of LED lighting to many of our buildings. Recycling has increased across the trusts and reusable sharps bins have saved more than 100tonnes of CO2 since their introduction in 2020.

We recognise that individuals will want to take action themselves.

Through staff engagement we will enable colleagues to exercise their passion for the wellbeing of the planet, as well as the wellbeing of those using our services.

The Green Plan aims to tackle not only the climate emergency, but also strives to reduce our reliance on single use plastics, improve biodiversity on our sites to mitigate the ecological emergency and seek to improve our resilience as an organisation to climate related weather events such as heat waves.

We are developing links with local authorities to enable a joined up approach to sustainability in Somerset, in recognition of the importance that our organisation plays in the social, economic and environmental issues that are present in Somerset.

We will be publishing our progress in annual reports to show the headway that we are making against the baseline carbon footprint that will be developed during 2022/23.

The Green Plan will be championed on the board by the Director of Corporate Services and also has a Non-Executive Director champion.

Actions to be taken delivering this Green Plan will be led by a Sustainability Steering Group, with members from clinical and non-clinical departments, formed to collaboratively drive forward sustainability improvements and achieve our objectives.



Peter Lewis, Chief Executive
Somerset NHS Foundation Trust and
Yeovil District Hospital NHS Foundation Trust

Summary

To support the co-ordination of carbon reduction efforts across the NHS and the translation of the national strategy to Integrated Care System (ICS) and trust level, the NHS Standard Contract 2021/22 set out the requirement for all NHS trusts to develop a Green Plan. This sets out approaches to reduce carbon emissions in line with UK government legislation to achieve net zero carbon by 2050.

For the NHS Carbon footprint, the target is to achieve net zero carbon by 2040 (Scope 1 and 2 emissions) and to include the NHS Carbon Footprint plus (Scope 3 emissions) by 2045. (See page 10)

In 2020, the NHS published 'Delivering a 'Net Zero' National Health Service (Oct 2020)' to provide a clear plan with credible milestones to tackle climate change by reducing our carbon emissions to net zero.

The report 'Delivering a 'Net Zero' National Health Service (Oct 2020)' reflects as follows:

Meeting this commitment will only be achievable if every part of the NHS – more than 1.3 million of us – are working together.

Whether it is a physiotherapist keeping their patients active with sustainable mobility aids, a mental health nurse providing high quality care

via telemedicine or a hospital chef sourcing their ingredients from the local community, we all have a role in delivering a net zero NHS, providing health and high quality care for all, now and for future generations.

Our sustainability vision

Our Green Plan sets out high level objectives for Somerset NHS Foundation Trust and Yeovil District Hospital NHS Foundation Trust (which will be taken forward into our planned merger) to achieve in order to reach the net zero carbon target. However, the sustainable interventions that will achieve these objectives, and the ultimate goal, have much wider potential benefits such as enabling improved wellbeing for colleagues and patients, improved diets and reduced costs of delivering our services and for those people accessing our services.

Governance

The Green Plan has been approved by the trust Board for publication and an annual report will be provided to the board each year to demonstrate progress.



Strategic aims

A green whole organisation approach;

Raise the profile and understanding of sustainability within the trusts.

Net zero carbon buildings;

Achieve net zero carbon for all energy use in buildings in the trusts.

Reducing waste generated by our services;

Reduce waste and implement the principles of the circular economy within the trusts and our supply chain.

Reducing emissions from travel;

Reduce our impact on local air quality through travel and transport.

Green anaesthesia and other medicine;

Reduce CO² emissions associated with anaesthetic gases, inhalers and other medicines.

Working with our supply chain;

Work with our supply chain to reduce single use plastics and identify suitable items for re-use or re-manufacturing.

Sustainable catering and diets;

Reduce overall food waste and ensure the provision of healthier, locally sourced, minimally processed foods and seasonal menus.

Transformation to digital healthcare;

Embed net zero principles across all clinical services especially through digital transformation.

Adaptation to the impacts of climate change;

Mitigate the effects of climate change and severe weather conditions.

Achieving these aims will require the active engagement of Executive Directors and colleagues from all areas and at all levels of both organisations.



Action plan 2022/23

In the first 12 months of the Green Plan, it is anticipated that the trusts will undertake a travel survey across the organisations. This will aim to understand the travel associated with our work and of our patients and visitors to all of our sites, including the acute hospitals, community hospitals, mental health services and primary care services that we deliver.

An Energy Strategy will be developed for the acute sites of Musgrove Park Hospital and Yeovil District Hospital to demonstrate how we can achieve net zero carbon for energy use in our buildings.

For our other sites, energy strategy principles will be developed to set a trajectory for decarbonisation, aligned to planned replacement of systems or planned refurbishment of buildings. The decarbonisation of our buildings will be programmed into the carbon footprinting calculations to provide a timeline to decarbonisation of our Scope 1 and 2 emissions.

A series of engagement events will be undertaken across the trusts to recruit colleagues as 'Sustainability Facilitators'. Training will be developed to provide our colleagues with the necessary skills to help the Green Plan to be implemented.

Sustainability Facilitators will be enablers and points of contact to alert the Sustainability team to actions that could be taken to improve sustainability within the trusts. Directors and the senior management teams will be provided with training to aid their decision making to reflect the ambitions of the Green Plan.



Introduction

This Green Plan brings together the sustainability objectives of Somerset NHS Foundation Trust and Yeovil District Hospital NHS Foundation Trust.

The two trusts are going through a process to become a single organisation to provide healthcare services across most of Somerset.

The combined trust will provide acute, community and mental health services across the whole of Somerset and acute hospital services in the north, west, south and centre of the county and beyond.

Almost 50% of the population live in areas defined as rural and almost 1 in 4 residents of the county are over the age of 65.

There are over 11,000 colleagues working in the two trusts who deliver or support our patient services. From therapists to nurses, doctors, researchers, scientists, porters, cleaners, catering, accountants, those who teach the next generation of clinicians and the receptionists who welcome our patients.



The services that are provided to a population of approximately 560,000 people are:

- Services delivered in homes such as Somerset's Rapid Response service that cares for patients to support them during a period of crisis and avoided over 1,000 patients going to hospital in its first year
- A range of services from 13 community hospital including outpatient and diagnostic services, 190 inpatient beds and seven Minor Injuries Units.
- A range of specialist mental health services
- Specialist healthcare for adults with learning disabilities
- Community dental health services, including services in Dorset
- Regional, specialist and hospital services from Musgrove Park and Yeovil District Hospital
- Future plans for diagnostic centres in the communities
- GP practices across Somerset (15 in Somerset and 1 in Devon) through Symphony Healthcare Service

Health impacts of climate change

At the COP26 climate change conference, in Glasgow 2021, the World Health Organisation (WHO) presented a report on healthcare and climate change, linking climate change and the healthcare agenda. It showed that improving sustainability through climate change mitigation, adaptation and reversing biodiversity loss has benefits for people's health in many ways.

The health impacts of climate change and the causes of climate change include:

- increased heat wave events leading to more heat related admissions to hospitals
- burning of fossil fuels (and wood) is linked to poor air quality leading to increases in respiratory illness and other health conditions.
- extreme weather events, that climate change will make more common could impact people's mental health.

Outcomes from COP26 such as electrification of transport in the UK through the end of the sale of combustion engine vehicles by 2030 will also have significant health benefits.

This should be partnered with a transition to active travel to encourage people to walk or cycle.

The impacts of climate change on our sites and the population of Somerset is likely to include the following:

- Our buildings have the potential to be sources of heat stress during heat waves, possibly increasing the length of stay of patients and impacting the wellbeing of colleagues.
- Flooding or the potential of flooding and its impact on people's homes, livelihoods, and communities, will cause anxiety and stress. These events may also put additional pressure on our ability to grow food locally, an important part of the economy in our area.
- Burning of fossil fuels in buildings and vehicles leads to poor air quality. Our sites should provide a haven of good air quality to allow people to get better in an environment that helps their wellbeing. This has a co-benefit for the wellbeing of colleagues, linked to increases in green spaces and access to biodiversity at our sites.

Many of the same actions that reduce greenhouse gas emissions also improve air quality, and support synergies with many of the UN Sustainable Development Goals (SDGs).

Some measures, such as facilitating walking and cycling, improve health through increased physical activity, resulting in reductions in respiratory diseases, cardiovascular diseases, some cancers, diabetes and obesity. Another example is the promotion of urban green spaces, which facilitate climate mitigation and adaptation while also offering health co-benefits, such as reduced exposure to air pollution, local cooling effects, stress relief, and increased recreational space for social interaction and physical activity.



Research has shown that climate action aligned with Paris Agreement targets would save millions of lives due to improvements in air quality, diet and physical activity, among other benefits.

A shift to more nutritious plant-based diets in line with WHO recommendations, as a third example, could reduce global emissions significantly, ensuring a more resilient food system.

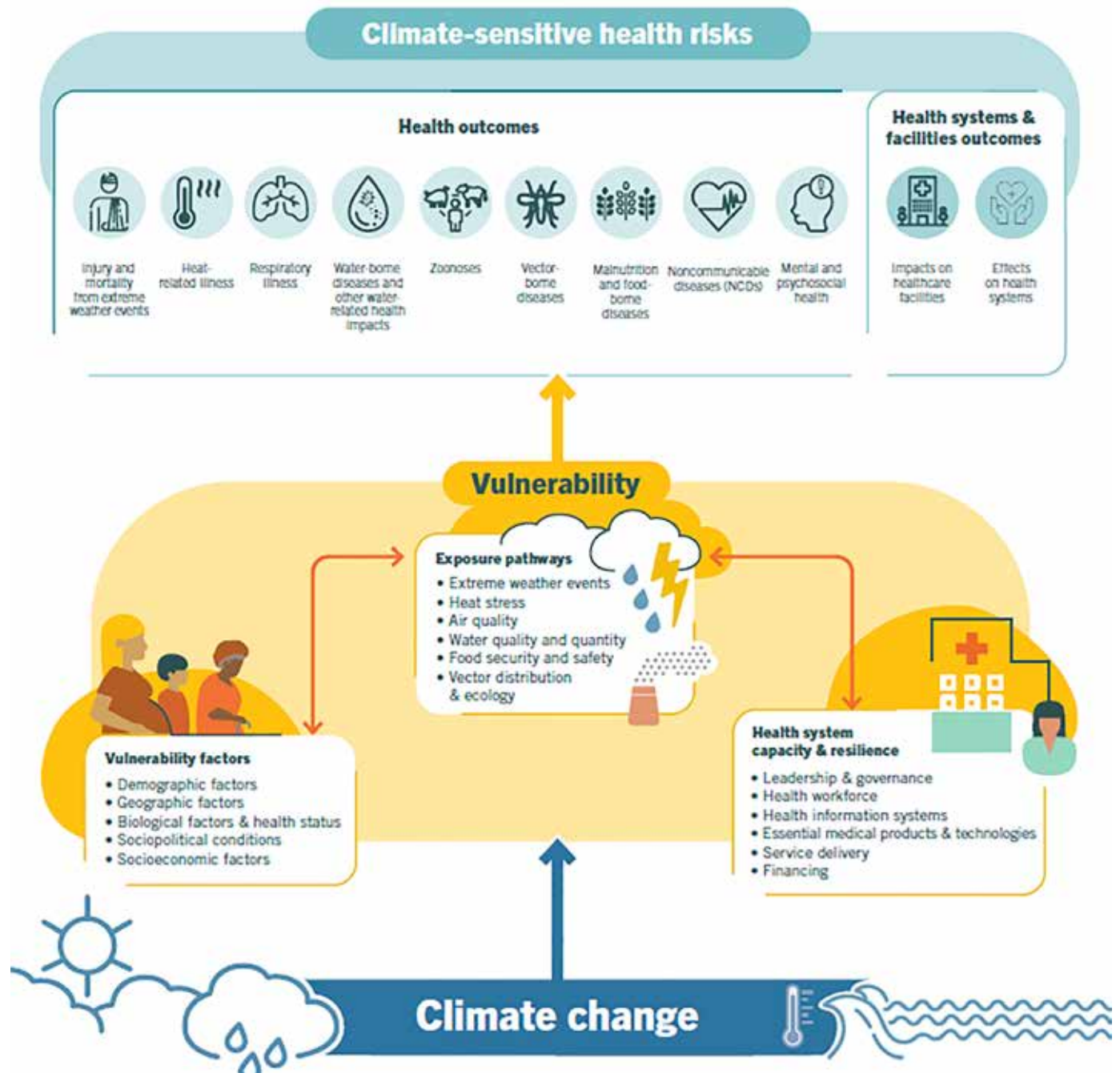


Figure 1: WHO COP26 Special report, the health argument for climate action (2021)

Carbon footprint

The report 'Delivering a 'Net Zero' NHS' (2020) published by NHS England and Improvement (NHSE and I), included a calculation of the carbon emissions of the NHS associated with the Scope 1 and 2 (NHS carbon footprint) and Scope 3 (NHS carbon footprint plus).

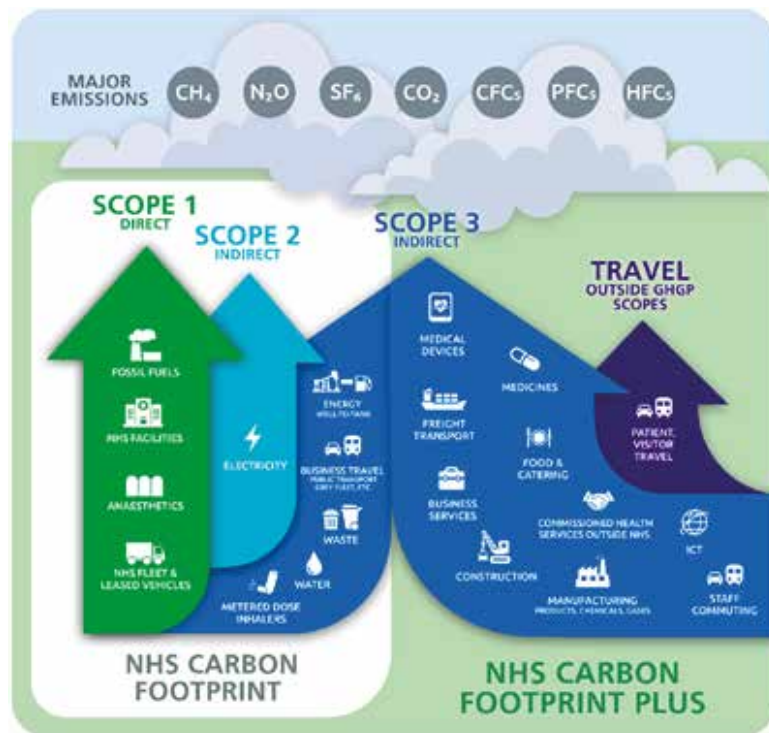


Figure 2: Greenhouse Gas emissions scopes in the context of the NHS, Delivering a 'Net Zero'

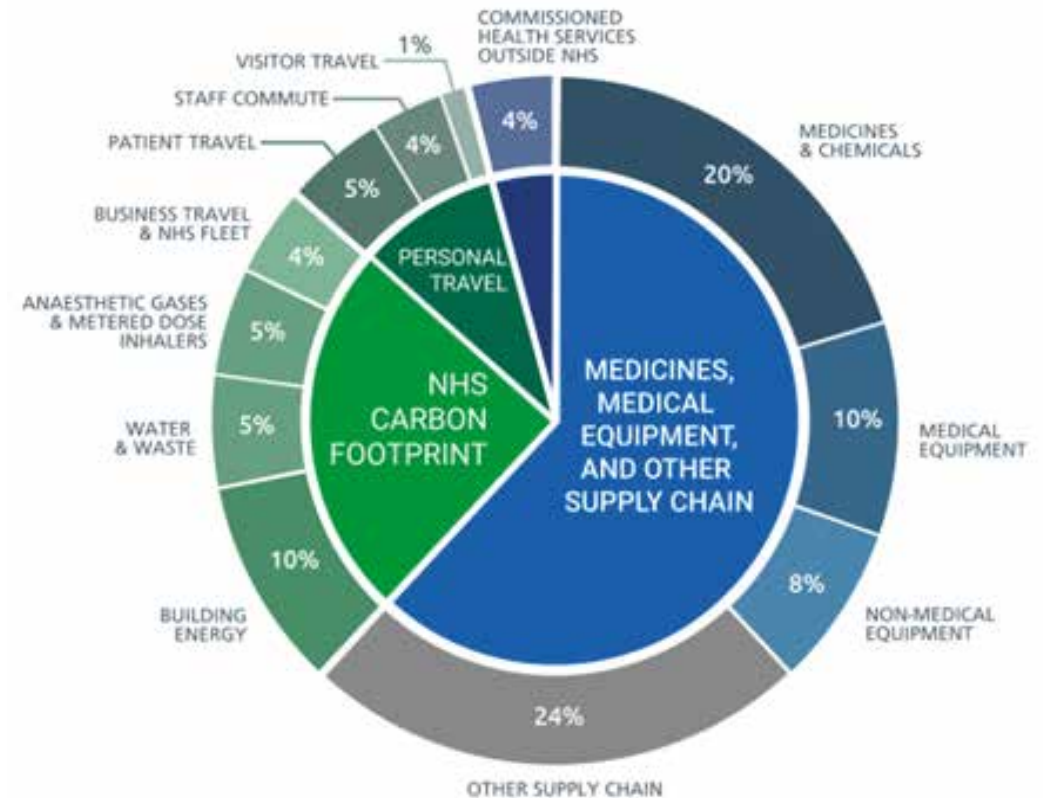


Figure 3: Sources of carbon emissions by proportion of NHS Carbon Footprint plus, Delivering a 'Net Zero' NHS (2020)

Our vision

To allow the people of Somerset to live well for longer, we must take action to minimise our impact on the local and global environment.

Our Green Plan will provide buildings that utilise zero carbon energy. Our services will minimise the use of resources and we will improve ecology and biodiversity on our sites to provide a haven of well-being for our patients, colleagues and visitors.

Our colleagues will be the driving force of changes in our clinical practice to improve sustainability.

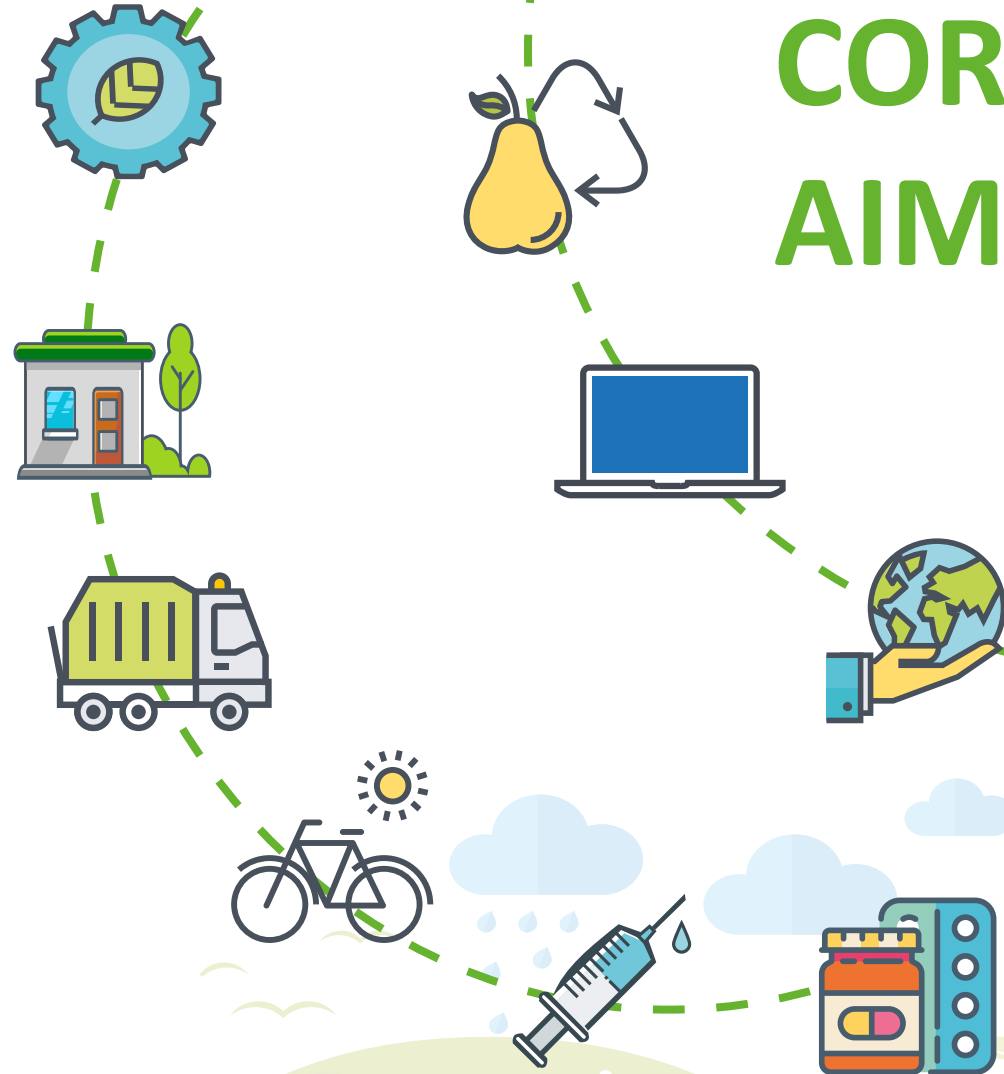
Colleague engagement activities will promote sustainable change with links to quality improvement processes and other change programmes across our services, to drive sustainable decision makings.

Objectives

Nine core aims have been set to drive us to our net zero carbon target. The aims have objectives to achieve for the three year duration of this Green Plan and actions that align with achieving these objectives.

A 12 month action plan will be developed for each year of delivery to progress against the objectives.

CORE AIMS



A green whole organisation approach

This section sets out our approach to engaging and developing the ability of colleagues at all levels to promote the sustainability objectives and deliver carbon reduction initiatives.

Aim: Raise the profile of sustainability within the trusts to facilitate improvement throughout all clinical and non-clinical areas at all levels.

Objectives:

- Increase awareness of sustainability at board level and identify an executive and non-executive director board level member with responsibility for net zero targets and the Green Plan
- Develop collaborative projects with other public and private sector organisations to work towards our common sustainability goals and to improve health outcomes for people in our communities
- Develop a network of sustainability facilitators at all levels of the organisation
- Develop the quality improvement process to include a sustainability appraisal of proposed changes to clinical pathways

Actions:

1. Board members to receive sustainability training to understand its impact on health and the need to improve sustainability
2. Present an annual report to the board on sustainability and a mid year update.
3. Develop Key Performance Indicators for sustainability.
4. Develop a carbon emissions footprint for the whole organisation to provide a baseline to monitor against.
5. Identify and engage with a network of Sustainability Facilitators at all levels of the trusts.
6. Develop an engagement plan setting out how we will engage and communicate with sustainability stakeholders at the trusts and beyond.
7. Assess the social value of our sustainability actions to create a baseline and monitor improvements.
8. Develop a sustainability assessment for new buildings being either constructed, leased or occupied to understand the benefits, constraints and opportunities that are offered by occupying buildings outside of our estate.
9. Assess the use of the Centre for Sustainable Healthcare model of Sustainable Quality Improvement
10. Embed sustainability into quality improvement and cost improvement programmes
11. Collaborate with Symphony Healthcare Services to engage with primary care.

Net zero carbon buildings

The NHS set a target for all trusts to purchase renewable electricity from April 2021.

Opportunities to decarbonise our existing buildings will be assessed in the development of energy strategies for each of our sites.

Aim: Achieve net zero carbon for all energy use in buildings in the trusts.

Objectives:

- To purchase 100% renewable energy, with supply contracts changing as soon as possible
- Develop an energy strategy for all sites within 12 months, to show potential transition to zero carbon generation of heating and hot water, identify opportunities for plant replacement and set a trajectory to net zero carbon for the buildings on our sites.
- Integrate sustainability assessment and decision making in all estates and facilities functions
- Reduce water use, especially from wastage

Actions:

1. Liaise with estates capital projects to identify opportunities for sustainability improvements as part of back log maintenance programme.
2. Develop a sustainability assessment for new buildings that will be leased or built by us.
3. Install automatic meter reading on water meters to monitor usage and for identification of leaks



Reducing waste generated by our services

Waste generation is an increasing issue in our organisation. Items of single use equipment and disposable items in our clinical pathways and non-clinical routes, challenge us to reduce the resources that we use and therefore, the waste that we generate.

Aim: Reduce the quantity of waste generated by applying the waste hierarchy.

Objectives:

- Reduce the volume of waste generated in clinical and non-clinical areas
- Identify re-use opportunities in clinical and non-clinical areas
- Increase recycling rates on all of our sites
- Explore opportunities for food waste recycling segregation and collection across all sites

Actions:

1. Engage with clinical and non-clinical areas to identify opportunities for re-use.
2. Research technologies that can help us divert waste from landfill and incineration, towards recycling.
3. Assess the benefit of introducing food waste recycling where it is not currently in place on a site.



Reducing emissions from travel

The rural nature of the communities that we serve means that our colleagues, patients, visitors and deliveries have to travel greater distances to get to our sites and the availability of public transport is limited. The impact of these miles on carbon emissions and air quality is significant.

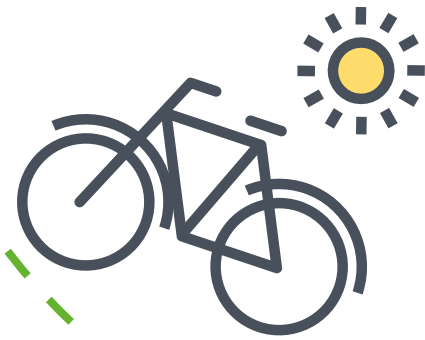
Aim: Reduce our impact on local air quality as a result of travel and transport by our colleagues, patients, visitors and supply chain.

Objectives:

- Ensure that, for new purchases and lease arrangements, the trusts solely purchase and lease cars that are ultra-low emissions vehicles (ULEVs) or zero emissions vehicles (ZEVs)
- Develop a green travel plan to support active travel and public transport for colleagues, patients and visitors
- Appoint a cycle to work lead
- Reduce the use of private cars coming on to our sites
- Encourage travel by cycling and walking (active travel) – both CO² reductions and health benefits
- Identify emissions and road miles of our supply chain

Actions:

1. Undertake travel survey across all of our sites over the next 24 months.
2. Starting with the acute hospital sites in the next 12 months.
3. Courier service to trial electric vehicles.
4. Develop an engagement programme on air quality to launch on Clean Air Day 2022.
5. Produce a job specification for a cycle to work lead.
6. Engage with local authorities to improve alternatives to private car use for our sites



Green anaesthesia and other medicine

There are key opportunities to reduce the carbon emissions related to the prescribing and use of medicines and medical products. The actions we must take include medicines optimisation and reducing waste, responsible capture or disposal of waste medicines, and considering lower carbon alternative medicines.

Aim: Reduce CO₂ emissions associated with anaesthetic gases, inhalers and other medicines.

Objectives:

- To reduce use of Desflurane in surgery to less than 10% by volume, of the total volatile anaesthetic gas use
- Reduce waste of Nitrous and Entonox on our sites and by our supply chain.
- Reduce prescription of pressurised metered dose inhalers

Actions:

1. Undertake a review of the medical gases manifolds to identify areas of wastage and produce a plan for improvements
2. Work with anaesthetist colleagues to identify how to reduce the harmful greenhouse gas, Desflurane, use to zero as soon as possible.
3. Engage with medical gas supplier to reduce the venting of nitrous into the atmosphere.
4. Work with respiratory consultants to increase prescription of alternatives to metered dose inhalers.



Working with our supply chain

The supply of goods to the NHS is responsible for the greatest proportion of carbon emissions. We will explore how we will reduce the use of clinical and non-clinical single-use plastic items and increase re-use or re-manufacturing of equipment.

Aim: Work with our supply chain to reduce single use plastics and identify suitable items for re-use or re-processing.

Objectives:

- Engage with top 10% of suppliers (by expenditure) to identify how we can reduce carbon emissions associated with the products we purchase
- Increase use of re-manufactured equipment and medical devices
- Increase repair of medical and non-medical products for re-use in the trusts

Actions:

1. Identify suppliers to work with to reduce carbon emissions from the resources we use.
2. Engage with suppliers that have a re-use or refurbishment programme for medical equipment to reduce single use items.
3. Engage with our quality improvement team to build in sustainability as part of the process of delivering local quality improvement projects.



Sustainable catering and diets

Food helps our patient and colleague wellbeing. We will work to reduce overall food waste and ensure the provision of healthier, locally sourced and seasonal menus. We will increase the choice available of meat and dairy free meals to reduce carbon emissions associated with our food provision.

Aim: Reduce overall food waste and ensure the provision of healthier, locally sourced, minimally processed foods and seasonal menus.

Objectives:

- Reduce food waste through improved choice and flexibility
- Reduce food miles of the food provided by the trusts on our sites

Actions:

1. Measure the quantity of food waste generated on our sites.
2. Put in place food waste recycling on all sites.
3. Engage with dieticians to increase meat and dairy free alternatives offered in our menus.
4. Digitise patient food ordering where this isn't already in place
5. Increase food sourced from local suppliers



Transformation to digital healthcare

Embedding net zero principles across all clinical services is critical, with this section considering carbon reduction opportunities in the way care is delivered. We will seek to focus on ways to harness existing digital technology and systems to streamline service delivery and supporting functions while improving the associated use of resources and reducing carbon emissions.

Aim: Embed net zero principles across all clinical services.

Objectives:

Adopt new ways of working, through the use of effective and highly interconnected digital health care technologies to:

- Benefit patient experience, outcomes and wellbeing
- Provide care in the most appropriate setting, utilising virtual communication and monitoring
- Reduce travel emissions for colleagues and patients
- Reduce use of paper and consumables
- Reduce physical footprint

Actions:

1. Increase collaboration through connected, multidisciplinary, digital records, available everywhere.
2. Increase personal ownership and access to health and care records.
3. Increase access to digital-first options for colleagues and patients.
4. Transform the digital estate, including the use of cloud technologies and energy efficient solutions.
5. Transform service delivery with automation.



Adaptation to the impact of climate change

Climate change will result in changes to weather patterns, this is already being seen in the extreme weather events that are occurring more frequently. As a result of these changes we must mitigate the risks or effects of climate change and severe weather conditions on our services and sites.

Aim: Develop our sites to be resilient to the effects of climate change.

Objectives:

- Assess the impact of extreme weather events on our buildings and services and how we can mitigate for the effects of climate change through adaptation

Actions:

1. Produce a climate change adaptation plan.
2. Engage with local authority climate change teams to collaborate on adaptation.



Governance

The Green Plan has been approved by the Board of the trusts. An annual and six month report will be provided to the board to demonstrate progress.

The Green Plan will be championed on the trust board by the director of corporate services and will also have a non-executive director champion.

A Sustainability Steering Group will be formed to drive forward sustainability improvements across the organisation. Members will be selected from clinical and non-clinical senior colleagues and promote collaborative working with all departments and external organisations. This group will allow collaborative planning, priority setting and decision making on the plans to deliver sustainability improvements.

As part of the Somerset ICS there will also be reporting and monitoring of the delivery of the trust green plan, whilst the ICS also sets out its own actions in an ICS Green Plan.

At a national level, progress towards the NHS's net zero carbon emission targets is reported twice a year to the NHS public boards.

The regional teams will hold ICSs to account on delivery of the latter's Green Plans, and ICSs will be tasked with holding organisations within their system to account.

Monitoring and reporting

We will monitor against the carbon baseline on all scopes.

Annually this will be bench marked via ERIC (Estates Return Information Collection). Alongside this annual return, a quarterly return to Greener NHS is required.





NHS