



University Hospitals Sussex
NHS Foundation Trust

Patient First, Planet First:

our green plan

In partnership with



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Foreword

As executive lead for Environmental Sustainability, I am proud to introduce our Patient First Planet First Green Plan, charting how University Hospitals Sussex NHS Foundation Trust will support the NHS to become the world's first net zero health service.

The effects of climate change are very real and being felt more and more in everyone's daily lives. Around the world and including here in Sussex, weather extremes are becoming the norm; from heatwaves to flooding, the news is full of stories of the devastating impact of our climate heating beyond what is healthy for both our planet and people.

At UH Sussex, we are committed to supporting this ambition and delivering the targets set out in the For A Greener NHS national programme - our staff have told us it matters to them and it is the right thing to do for our patients and the communities we serve. This Board approved Green Plan provides a comprehensive and structured framework for the Trust to achieve this.

Delivering on this ambition will be a significant challenge and the Trust Board for UH Sussex has a key role in driving and supporting action to reduce carbon levels across the NHS and its supply chain. However, it can be difficult to know where to start with such a vital and all-encompassing task. To achieve this, we will need to think creatively, solve many problems, change our behaviours and ultimately the way we deliver care. We will use our Patient First approach to continuous improvement to focus effort on where we can make the greatest impact to improve the health of both people and our planet. To this end, our Patient First Planet First Green Plan sets out our action plan over the next 5 years and identifies opportunities for us to take forward to substantially reduce our carbon footprint.

In recent years, we have taken some significant steps on our journey towards Net Zero Carbon, many of which we are pleased to share in this document. But we know there is much more to do. We are part of a single health and care system across Sussex so we are working in partnership with accredited climate change advisors Care Without Carbon to act in step with our healthcare partners on this critical agenda.

Together we will deliver a greener NHS in Sussex that cares for our planet and enables us to secure a better, healthier life for generations to come.



Karen Geoghegan
Chief Financial Officer and executive lead
for Environmental Sustainability



Introduction

Welcome to the University Hospitals Sussex Patient First, Planet First Green Plan 2021.

In October 2020, the NHS committed to deliver the world's first Net Zero Carbon health service, responding to climate change and improving health now and for future generations.

As a Trust, our core focus is patients first and foremost. And as such, we are committed to meeting the ambitious Net Zero Carbon NHS targets, and where possible, exceeding them.

Patient First is our approach to transforming hospital services for the better. It is a process of continuous improvement enabling frontline staff to identify opportunities for positive, sustainable change and the skills to make it happen. It follows that we utilise our Patient First approach to tackle the challenges of climate change, transforming our services to adapt to our changing environment.

Our Patient First, Planet First Green Plan sets out our commitments and targeted interventions aimed at ensuring that the high quality of care we are providing today is available tomorrow.

We have developed this Patient First, Planet First Green Plan based around the Care Without Carbon (CWC) framework for sustainable healthcare, developed at Sussex Community NHS Foundation Trust and since adopted by other Trusts in the region. By working in parallel with others across our ICS system and beyond, we aim to enhance our impact, share our learning with others and support our own process of continuous improvement in line with our Patient First approach to long-term transformation.

Our vision

Living within our means, providing high quality services through optimising the use of resources.

Our aims

- ▲ Reducing environmental impact: delivering care that is Net Zero Carbon, minimising our impact on the environment and respecting natural resources.
- ▲ Improving wellbeing: supporting the health and wellbeing of our patients, staff and communities.
- ▲ Investing in the future: making best value from our financial and other resources through forward thinking, sustainable decision making.



Our key environmental targets

- ▲ Net Zero Carbon for our direct emissions (NHS Carbon Footprint) by 2040.
- ▲ Net Zero Carbon for our indirect emissions (NHS Carbon Footprint Plus) by 2045.

Our first interim target

57% reduction in our direct carbon emissions by 2025 from a 2009/2010 baseline.

Chapter 1

Why a Green Plan is important



The Case for Sustainable Healthcare

The links between climate and health are clear. According to The Lancet, climate change is the biggest global health threat of the 21st Century – but tackling it presents the greatest opportunity to improve health that we will see in our lifetimes. We understand that tackling this supports the health of everyone; our staff, our patients and our communities.

Climate change and health

Climate change and health are inextricably linked. The International Panel on Climate Change (IPCC) Sixth Assessment Report 2021 reported that human activity is changing the Earth's climate in unprecedented ways, with some of the changes now inevitable and irreversible. Limiting global warming requires reaching at least net zero CO₂ along with strong reductions in other greenhouse gas emissions.

In Sussex we are expected to see an increase in deaths and illness related to heat, air pollution and diet, damage to essential infrastructure and disruption to supply chains and services provision - all as a result of climate change¹.

At the same time, the way we are currently delivering healthcare is in itself contributing to ill health. Within the public sector, the NHS is the largest emitter of CO₂, making up 4% of the UK's carbon footprint. And with 9.5 billion miles of all road travel in England associated with NHS business, plus huge amount of waste produced, our environmental impacts go far and wide.

Delivering better care

Health and sustainability go hand in hand. By delivering care in a more sustainable way, and supporting our staff, patients, carers and communities to live more sustainable lifestyles, we are enabling better health outcomes in our community, putting patients first and foremost.

Empowering our staff to make more sustainable, healthier choices will improve their wellbeing both at work in their personal lives.

According to the 2020 NHSEI climate change strategy, 'Delivering a Net Zero NHS', limiting climate change in line with global goals could improve the health of our populations in a wide range of areas, for example:

- ▲ saving 5,700 lives per year from improved air quality;
- ▲ saving 38,000 lives per year from a more physically active population;
- ▲ saving over 100,000 lives per year from healthier diets;
- ▲ avoiding 1/3 of new asthma cases.

¹ Adaptation to Climate Change for Health and Social Care Organisations, Sustainable Development Unit (now For a Greener NHS)

Meeting our resourcing challenges

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

1. An environmental challenge – the NHS is the largest public sector emitter of CO₂ in the UK.
2. A wellbeing challenge – finding new ways of delivering care that reduces demand and empowers patients as well as looking after the health and wellbeing of our 1.5 million NHS and social care staff.
3. A financial challenge – with demand on our services and aging estate providing significant funding challenges.

These challenges translate into our aims, forming the backbone of the Care Without Carbon framework. This Green Plan aims to meet each of these three challenges together, identifying actions that will benefit the environment and wellbeing as well as making financial sense over the short and long term. Figure 1 demonstrates the link between these interrelated and complex challenges, through the Care Without Carbon virtuous circle.

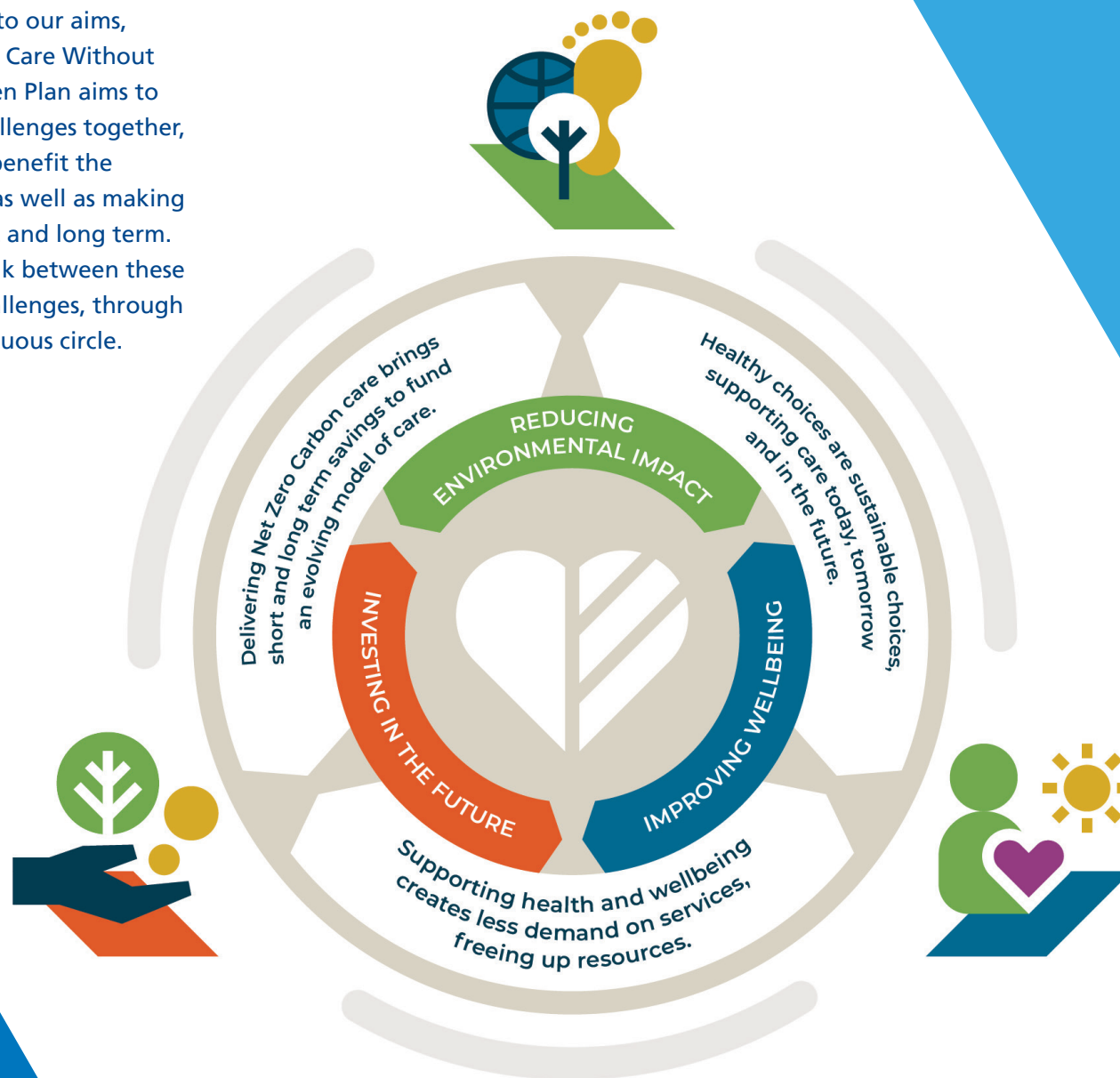


Figure 1: Care Without Carbon creates a virtuous circle of sustainable healthcare.

The key drivers for this Green Plan

Climate emergency = health emergency: Former NHS England CEO Simon Stevens described the climate emergency as a 'health emergency' and reiterated the need for the NHS to be the change it wants to see. We firmly believe that tackling climate change ensures we are supporting the health of our staff, our patients and our community.

Delivering a Net Zero Carbon National Health Service (2020): If health services around the world were a country, they would be the fifth largest emitter of CO₂. The NHS therefore has the potential to make a significant contribution to tackling climate change in the UK. Launched in Autumn 2020, the new NHSEI climate change strategy sets out clear targets for NHS trusts to become Net Zero Carbon, and identifies specific areas of work to achieve this. More recent NHSEI communications have set a requirement for all Trusts to have a Board approved Green Plan in place by January 2022.

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

Commissioning: A Green Plan may be asked for by Commissioners as evidence of approach to Social Value.

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

There is a strong financial business case for taking action to become more sustainable: by reducing consumption of resources such as energy, water, fuel and other materials, reusing and recycling more, NHS organisations can realise significant savings. These can then be reinvested into the frontline care, redeveloping our estate and improving working conditions.

The NHS must help to adapt to the negative impacts of climate change on health: we have been feeling the effects of climate change in the UK for some time now, with increasing temperatures, an increase in the magnitude and frequency of extreme weather events (i.e. heatwaves and flooding), as well as a deterioration in air quality. These changes in the climate impact the way in which we deliver care – from reducing access to our premises for both service users and staff, to altering the health needs of our communities.



Chapter 2

How we have developed this Green Plan



Our approach: Patient First, Planet First

University Hospitals Sussex was formed on 1st April 2021 creating a new NHS Foundation Trust for our region merging Western Sussex Hospitals (WSHT) and Brighton and Sussex University Hospitals (BSUH). A single trust provides a new certainty for patients, staff and the hospitals, paving the way for service improvements that deliver the ambitions of the NHS long Term Plan and Sussex Integrated Care System (ICS).

At UHSussex, Patient First is our long-term approach to transforming hospital services for the better. It is our guiding philosophy, approach to continuous improvement and the way in which we develop and deploy our strategic priorities from board to ward and to every team and department working in our Trust.

Sustainability is one of our key Patient First strategic themes, each of which have an associated overarching ambition known as True North goals. Our sustainability True North is to live within our means providing high quality services through optimising the use of resources.

As part of delivering our True North, the Trust has committed to delivering environmental sustainability as a strategic initiative, as part of our Patient First Triangle (see Figure 2). This is one of the 5 important strategic initiatives recognised as a must do, can't fail, commitment essential in delivering the Trust's overall strategic objectives.

The climate emergency is a health emergency and so it follows that we utilise our Patient First approach and the continuous improvement skills and tools familiar to our staff to empower and enable them to tackle the challenges of climate change, transforming our services to adapt to our changing environment: Patient First Planet First. Recognising environmental sustainability as an SI means this will be at heart of our decision making processes and help us invest for the future.

Consequently, our 20,000 staff and hundreds of hospital volunteers are key to the successful delivery of our Green Plan. Sustainability and the environment will increasingly become a key consideration in our UHSussex People Policy and Strategy and core theme of our corporate Communications and Engagement strategy.

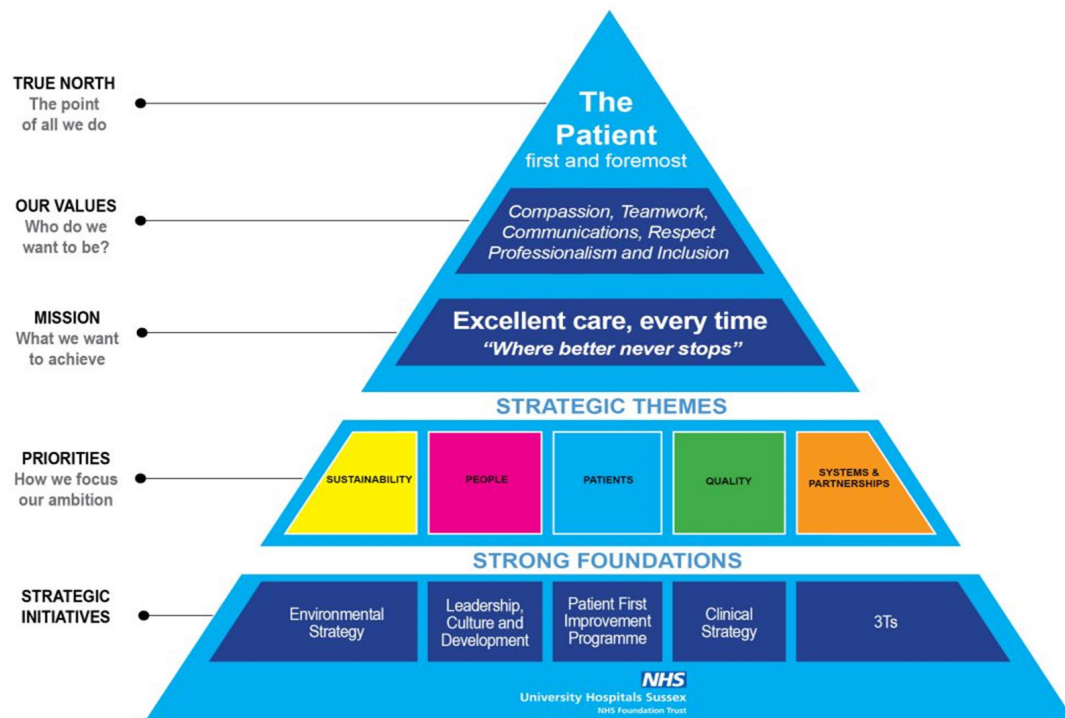


Figure 2: our Patient First Triangle.

Engaging with our staff on sustainability

We know that our staff at UHSussex see sustainability as a priority area for action.

During October 2020 we conducted a staff and community survey on the upcoming merger proposal. Under the heading of sustainability all groups highlighted “Environmental Responsibility” as a high priority.

As such, and in line with our Patient First methodology, we have engaged extensively with staff across the trust in the development of this Green Plan. This has been through a combination of 1-1 stakeholder meetings, workshops at sustainability/green groups and discussion within existing groups such as Environmental Sustainability Steering Group (ESSG).

We have had positive feedback throughout, with some specifics coming through:

- ▲ **People:** need to weave sustainability into all UHSussex core training offers as well as highlighting our credentials as a ‘green employer’ as part of our recruitment process.
- ▲ **Clinical:** wide range of ground breaking projects and research in progress; champions emerging across the trust; importance of partnership working, e.g. Brighton & Sussex Medical School and our community/ICS colleagues.
- ▲ **IT:** wide range of joint working opportunities identified, including integrating sustainability benefits into IT projects/change programmes.
- ▲ **Agile working:** many discussions around the positive impact of agile working on staff, patients and the environment; highlighted the need for environmental considerations to be part of the conversation on Trust strategic direction in this area.

- ▲ **Waste:** importance of at-source recycling in engaging with staff, patients and visitors; opportunity for reuse projects identified across a range of areas including clinical, IT and other items.
- ▲ **Estates:** identified need to undertake a decarbonisation of heat assessment across the entire estate to add the next level of detail to our Net Zero Roadmap; 3Ts offers clear potential for supporting the Green Plan targets, particularly in the later phases; need to consider rationalisation of the estate as a key measure for decarbonisation as part of the wider measures.
- ▲ **Travel:** existing Green Travel Plan and long running Trust-wide travel survey provides an excellent basis for work; key opportunities to support air pollution reduction locally.
- ▲ **Improvement:** importance of integrating sustainability into strategic initiatives and corporate projects.



Partnering with Care Without Carbon

We have developed this Patient First Planet First Green Plan in partnership with Care Without Carbon (CWC) and based upon their framework for sustainable healthcare, developed at Sussex Community NHS Foundation Trust.

The CWC framework establishes three principles for sustainable healthcare:

- 1. Healthier lives:** Making use of every opportunity to help people to be well, to minimise preventable ill-health, health inequalities and unnecessary treatment, and to support independence and wellbeing.
- 2. Streamlined processes and pathways:** Minimising waste and duplication within the Trust and wider health system to ensure delivery of safe and effective care.
- 3. Respecting resources:** Where resources are required, prioritising use of treatments, products, technologies, processes and pathways with lower carbon, environmental and health impacts.

These principles are based on those developed by the Centre for Sustainable Healthcare, and are working to: optimise our level of activity through reducing the need for care and making our processes as efficient as possible; and reduce the carbon intensity of the care we do need to provide.

In order to deliver against our three sustainable healthcare principles and ensure we have an integrated and holistic approach to our sustainable healthcare programme, we have developed action plans under our 10 work streams based on the Care Without Carbon framework. These action plans set out our commitments in each area, a detailed set of actions and a key success measure through which we will monitor our progress. Actions are identified for the three year timeframe of this Green Plan, with targets to 2025 to reflect our Net Zero commitments. We will use our Patient First methodology for change and improvement to guide how we deliver on this Green Plan.

Our approach is set out in Figure 3.



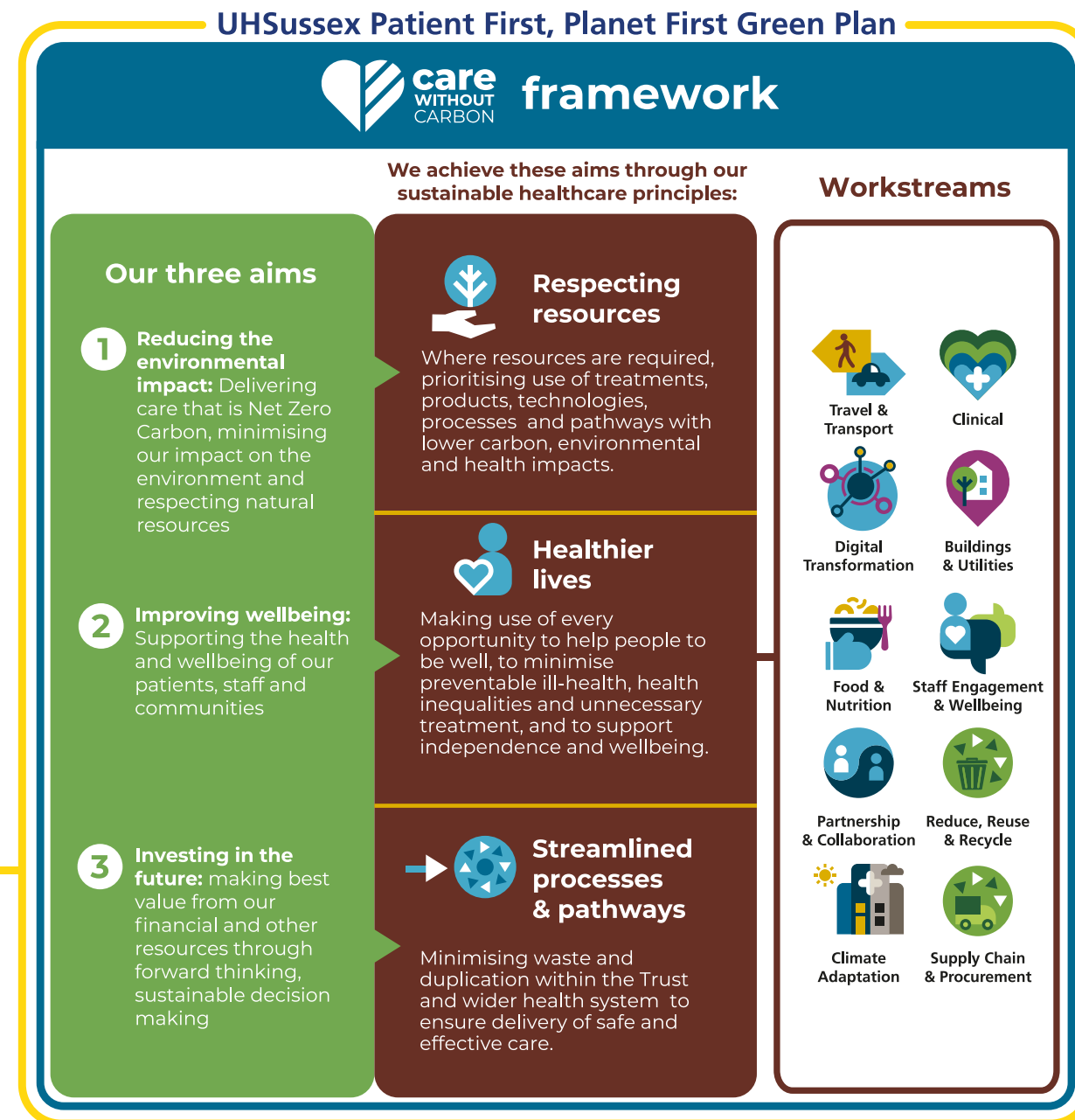
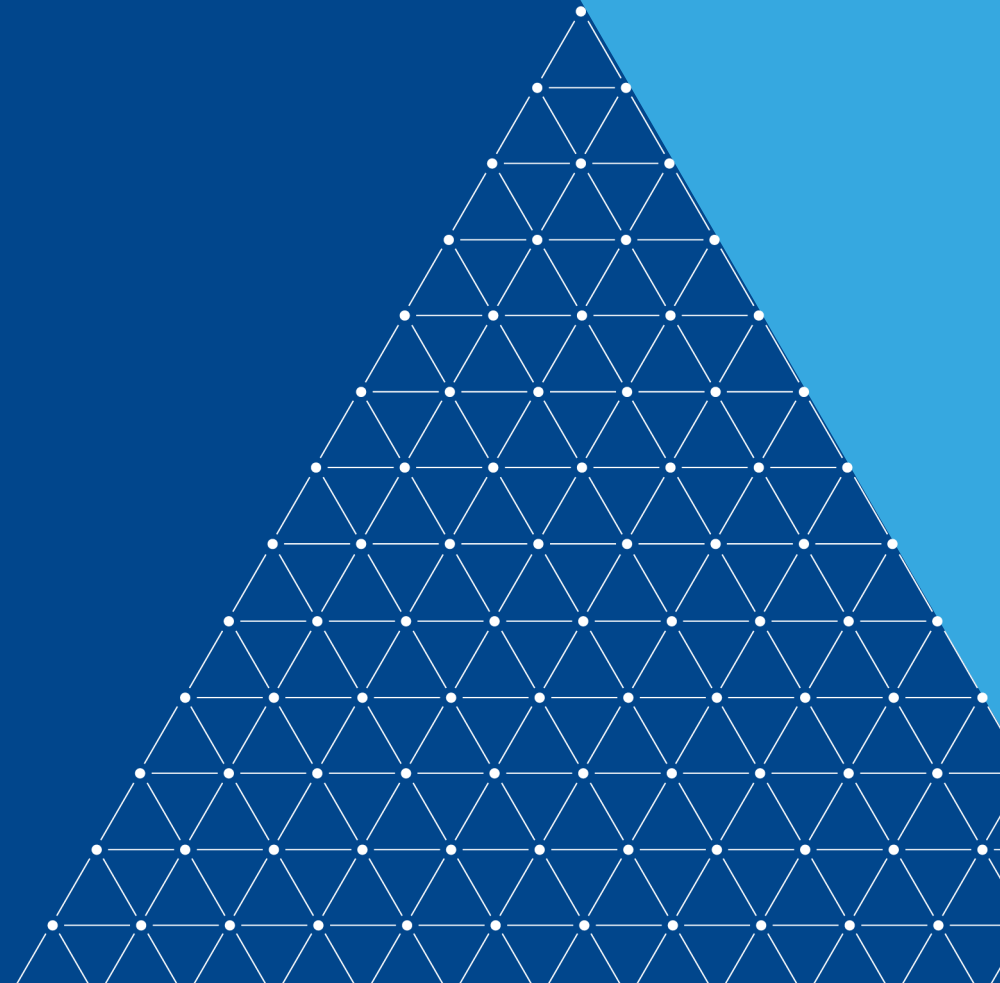


Figure 3: our Patient First, Planet First approach to sustainability

Chapter 3

What we have achieved so far



Our environmental impact

UHSussex employs nearly 20,000 people across seven main sites in Sussex, and has an operating budget of more than £1.2 billion.

We run seven hospitals in Chichester, Worthing, Shoreham, Haywards Health and Brighton and Hove, as well as numerous community and satellite services. We deliver all district general acute services for Brighton and Hove, West and Mid Sussex and parts of East Sussex. In addition, we provide specialised and tertiary services across Sussex and parts of the South East, including neuroscience, arterial vascular surgery, neonatology, specialised paediatric, cardiac, cancer, renal, infectious diseases and HIV medicine services.

Our carbon footprint

In delivering our services we consume a significant amount of energy and water and produce a large volume of waste. Our staff travel between sites and in some cases across a substantial area to deliver services. And we purchase a wide range of equipment and services.

All of these activities generate CO₂ (carbon dioxide) emissions and can be collectively summarised as the Trust's carbon footprint (measured in tonnes CO₂e²). We have aligned our carbon footprint methodology with new NHSEI guidance (see Figure 4). As such, in this section we provide information relating to the following:

- ▲ **NHS Carbon Footprint, accounting for our direct emissions.** This includes data for building energy, water, waste, anaesthetic gases and inhalers, and business travel and fleet.
- ▲ **NHS Carbon Footprint Plus, accounting for the much wider, indirect impact of our Trust, but which we have influence over.** This includes the impact of medicines, medical equipment, supply chain and patient travel. For the first time this year we have data for our supply chain impact, measured using P4CR methodology; this is shown in the section on Net Zero (Figure 6).

Data reflects the carbon footprint of UHSussex using a base year of 2009/10. For dates prior to the merger (April 2021), data for the two previous trusts (BSUH and WSHFT) have been combined.

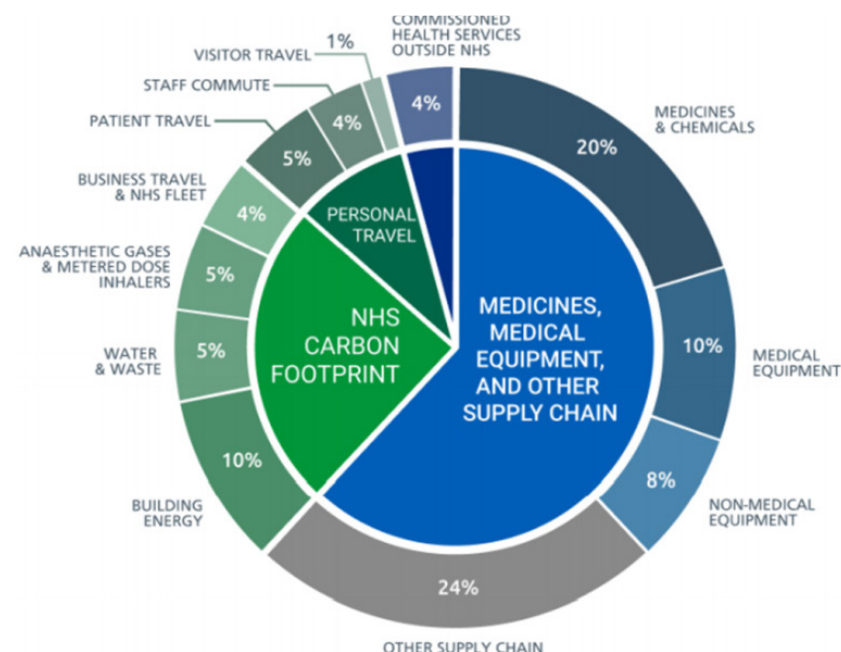


Figure 4: NHS Carbon Footprint Plus from Delivering a 'Net Zero' National Health Service (2020) illustrates the breakdown of footprint for the entire NHS. The carbon footprint associated with delivering patient care specifically at UHSussex is illustrated in Figures 5 to 6 on the following pages.

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² CO₂e refers to six greenhouse gases including carbon dioxide and methane. The NHS measures its carbon footprint in CO₂e in line with national and international conventions including the Greenhouse Gas Protocol. This allows for all six gases to be measured on a like for like basis, which is important as some gases have a greater warming effect than CO₂.

UHSussex NHS Carbon Footprint

Our target: net zero by 2040

Our absolute NHS Carbon Footprint is made up of our five areas of direct impact:

- ▲ Building energy (electricity and gas use)
- ▲ Water
- ▲ Waste
- ▲ Medical gases (anaesthetic gases and metered dose inhalers)
- ▲ Travel (business travel and NHS fleet)

Data reflects the carbon footprint of UHSussex using a base year of 2009/10. For dates prior to the merger (April 2021), data for the two previous trusts (BSUH and WSHFT) have been combined.

In 2009/10 our NHS Carbon Footprint was over 57,000 tonnes and has since reduced by 37% to just under 36,000 tonnes.

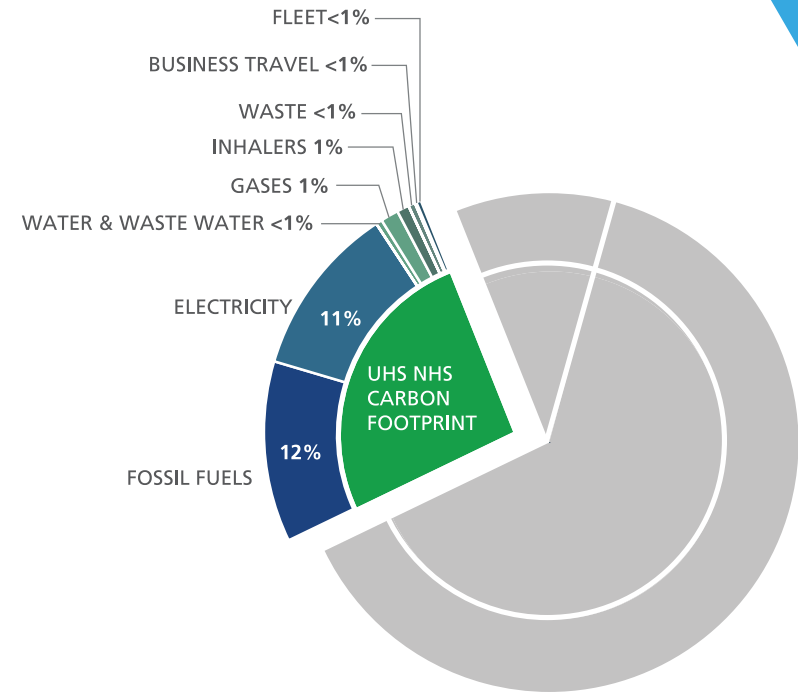


Figure 5: UHSussex NHS Carbon Footprint 2020-21 in the context of our NHS Carbon Footprint Plus (see Figure 8)

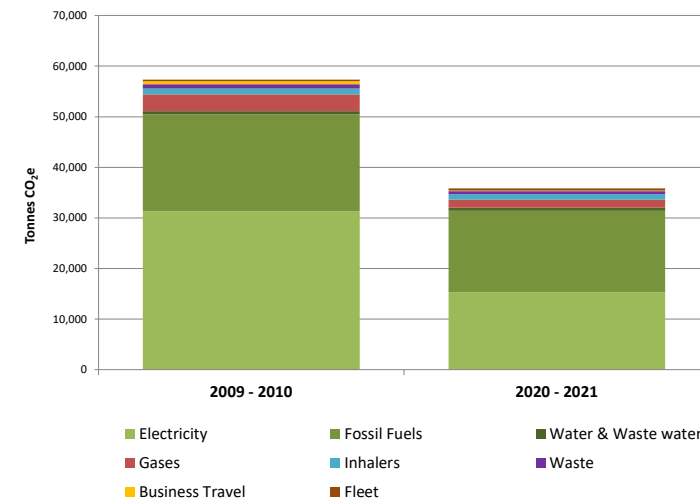


Figure 6: UHSussex NHS Carbon Footprint since base year

Top contributors to our carbon footprint



Figure 7: Breakdown of UHSussex NHS Carbon Footprint areas of impact. Our progress since our baseline (2009/2010)

Building energy

The energy used to power our buildings – primarily electricity and gas – is the main contributor to our NHS Carbon Footprint. Over the last 10 years we have made significant investment to improve energy efficiency within our estate. For example to LED lighting replacements, boiler and building management system (BMS) upgrades and building fabric improvements such as roof replacement and windows. The year on year decarbonisation of the electricity grid has also played a significant part in our emissions reductions and from April 2021 we have been purchasing 100% REGO assured renewable electricity.

Medical gases

Medical gases are a significant contributor to our carbon footprint at 6%. Over the past 3 years we have been working hard to reduce the most harmful anaesthetic gas, Desflurane, and in doing so have significantly reduced our footprint in this area. Over the last 2 years (19/20 and 20/21) our use of Desflurane has reduced to 6% of all gases, down from 25%.

Travel

Travel is another component of our footprint. In 2018/2019 our staff travelled over 1.8 million miles moving between our sites and carrying out UHSussex business. In 2018/2019 we introduced our inter-site minibus and park and ride service to enable staff to travel between Worthing, Shoreham and Chichester without their cars. This increased our direct carbon footprint but had a net benefit through reducing our indirect travel footprint.

Waste

We produced 4,525 tonnes of waste in 2020/21 including clinical waste, general waste and recycling. Waste disposal produces greenhouse gases, which have been included in our carbon footprint below. In our baseline year a large proportion of our waste was being sent to landfill, since then we have amended our waste contracts so that waste is processed at a materials recovery facility and nearby energy recovery facilities. This change provided a 27% decrease in our associated emissions.

UHSussex NHS Carbon Footprint Plus

Our target: net zero by 2045

In line with NHSEI methodology, we also illustrate here our NHS Carbon Footprint Plus (see Figure 8 below). In addition to our direct impacts, this also includes more indirect areas of impact, but which we have influence over as a Trust, specifically:

- ▲ Medicines, medical equipment and other supply chain impacts
- ▲ Personal travel
- ▲ Commissioned health services outside NHS

Medicines, medical equipment and other supply chain

The largest portion of our carbon footprint, 64%, is associated with the carbon footprint of our supply chain – the goods and services we purchase, use and dispose of.

In line with NHSEI methodology, this includes medicines, medical equipment, non-medical equipment, commissioned health services outside of the NHS and other supply chain.

Personal travel impacts

Personal travel is made up of staff commuting to work, patient and visitor travel. This area makes up approximately 10% of our carbon footprint. The reason these emissions are classified as indirect is that the Trust has no control over how staff, patients and visitors travel to and from the hospital and which modes of travel they choose.

For the purposes of illustration, we have included here estimated figures based on NHSEI information for an average NHS Trust and we will work to define a methodology for measurement over the coming years.

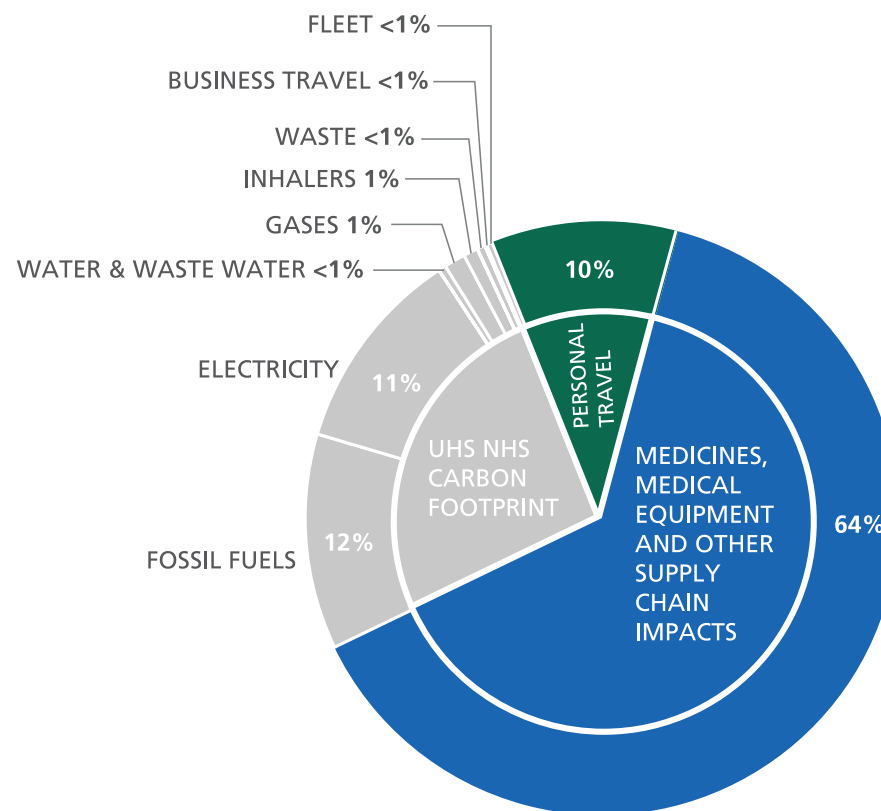
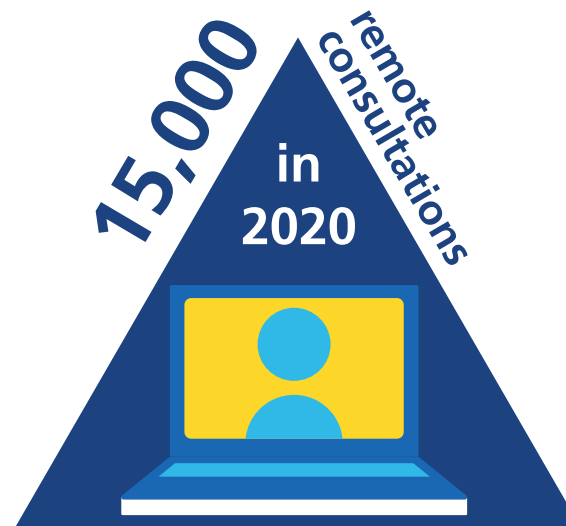
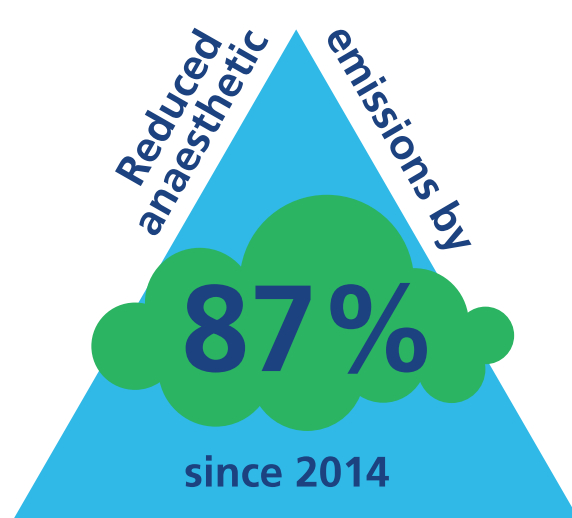
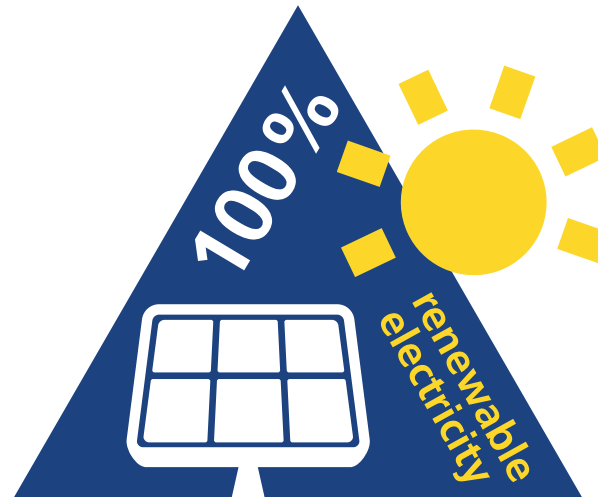


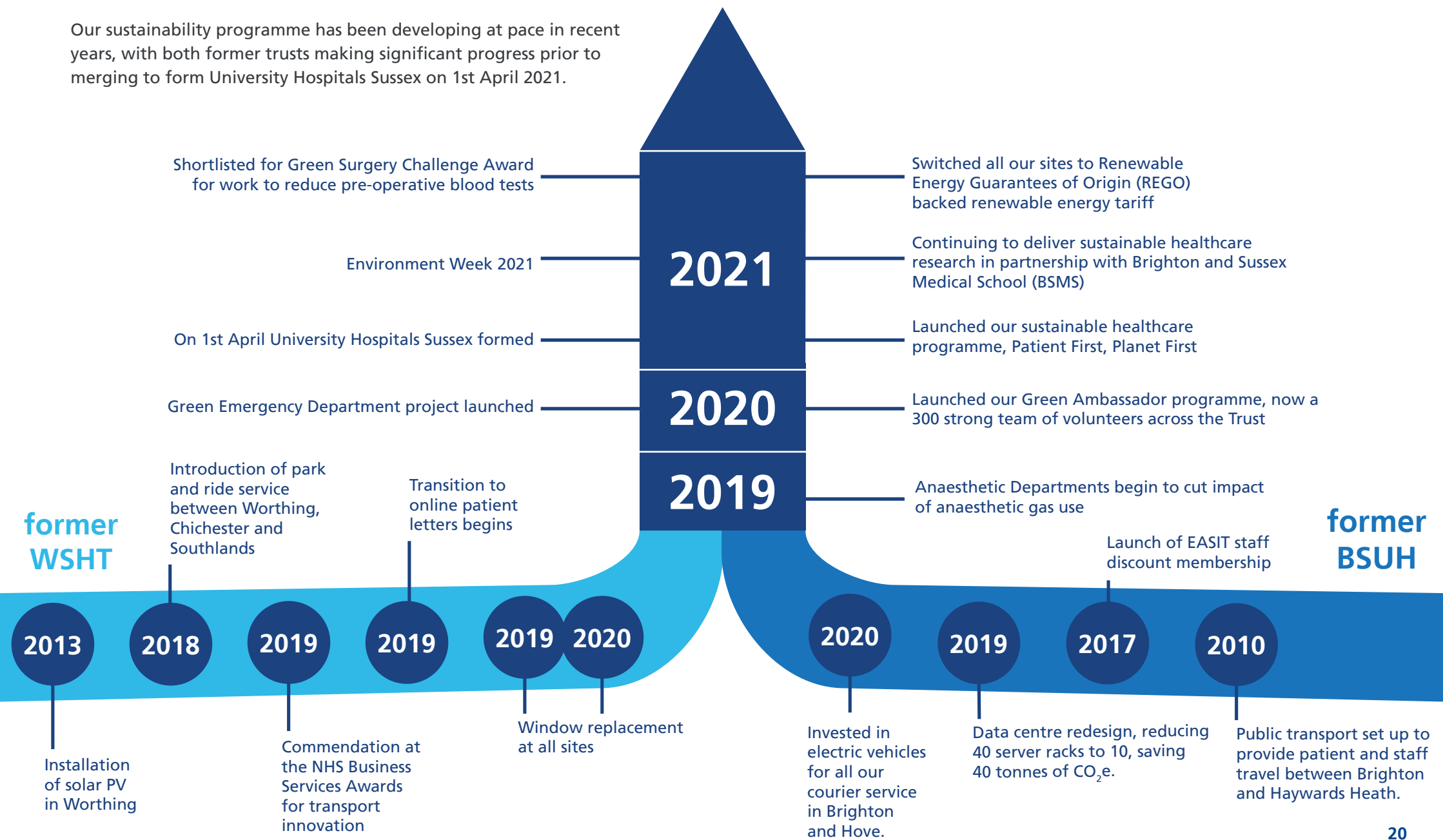
Figure 8: University Hospitals Sussex
NHS Carbon Footprint Plus 2020/21

The story so far: we are building on progress



We are on course to Net Zero

Our sustainability programme has been developing at pace in recent years, with both former trusts making significant progress prior to merging to form University Hospitals Sussex on 1st April 2021.



We have learnt a lot already



Green Ambassadors

In 2020 we set up our Green Ambassadors programme, a staff network for those that are passionate about sustainability and want to champion improvements in their teams. Our 300+ strong team of Ambassadors cover every division and dozens of different departments.

Green Ambassadors work stream lead, said: “UHSussex is full of compassionate and hardworking people who care about the health of the population and our planet. I am really looking forward to the many ideas suggested by Green Ambassadors coming to fruition – either by working individually with them on their own sustainability quality improvement projects, or feeding suggestions through to the relevant work streams.”

Our ambassadors have begun forming sub workstreams within their departments aimed at reducing environmental impact from the ground up. For example Green Admin, Green Pharmacy and Green ED. Each group sets out clear objectives and aims relevant to their day to day practices and take on projects looking at paper reduction, behavioural change for utility management and awareness campaigns in wider sustainability issues.

Cutting our paper use through digitisation

We have worked hard over the last two years to cut paper use across the Trust. Key to this has been moving patient letters and clinical information to our patient portal 'My Health and Care Record', which ensures patients have up to date information on their care at their fingertips, while at the same time vastly reducing the amount of letters printed and posted to patients.

Since implementation some 70,000 letters have been viewed digitally avoiding postage and saving the cost of paper, envelopes and CO₂e emissions associated with postage and delivery.

An average of 77% of registered patients now view their letters electronically, over the coming months we now have a focus to move all patient letters and information from paper to digital.

Other projects across the Trust including replacing paper ordering of pathology and radiology request forms, moving to digital observation forms and the launch of Badger Babies, working with our partners trusts locally to transition maternity notes online through our new Badgernet system.





Delivering care remotely

Over the last 18 months, we have significantly increased our ability to deliver care remotely, ensuring patients are able to receive the care they need in the face of travel and movement restrictions, reducing the need to travel to appointments and supporting an improvement in efficiency of services.

Over the last 12 months, with the support from our digital and clinical teams, 15,000 appointments have been delivered remotely with associated CO₂e and £ savings from reduced travel and transport as well as a cutting the time for patients and Consultant associated with care delivery.

One specific example is within our stroke clinics. Since the first wave of the pandemic, stroke outpatient clinics at Royal Sussex were moved to telephone rather than face-to-face. Analysis showed a saving of over 35kg of CO₂e for each clinic (around 6 patients), which is the equivalent of driving from Brighton to Bristol.

Key to our work in this area has been to ensure remote consultation can be safely and effectively delivered to patients. A recent trial of remote consultation by the Ear Nose and Throat department for patients referred with recurrent tonsillitis found that doctors were happy care could be delivered effectively via telephone consultation. Patients using this service were consulted and found to be highly satisfied, with many saving time they would have had to take off work to attend an appointment, as well as financial costs of transport. In this case, the average carbon saved for each appointment was 5kg of CO₂e.

Greener Travel: bus travel between sites

With thousands of staff working at multiple sites across Sussex, driving down car journeys between our hospitals was crucial to our Green Travel work.

To start tackling this, we introduced a free bus service for patients and staff travelling for work between key hospital sites. Our transport lead said: “We were pleased we were able to provide a service that met our green targets and benefited staff and patients. Prior to Covid, the number of people using the service was really positive. Once we get back to some sort of normal then I hope the numbers come back up and we can look to expand our greener travel options further.”

In its first year of operation, this took around 2,000 car journeys off the road, saving nearly 60 tonnes of CO₂e.





Switching single-use to reusables: surgical instrument sets in A&E

Traditionally, suturing in accident and emergency departments uses single use surgical instruments, which are known to have a high carbon footprint.

In two of our hospitals alone (In two of our hospitals alone we use PRH and RSCH) we use nearly 3000 single-use suture kits every year.

We are trialling reusable surgical instruments for use in A&E, which can be sterilised on-site, and are better quality instruments, with less than 10% of the carbon footprint.

Tackling medical gases and inhalers

A study by clinicians at UHSussex found that if patients on one respiratory ward changed the inhaler they were using their collective carbon footprint could reduce by about 90% in one year - the equivalent of driving around the world three times.

One of our medicine chief registrars worked on the project alongside a Respiratory Consultant at UHSussex, and said: "Over a year we measured the volume of inhalers prescribed to 169 patients on discharge from Pyecombe respiratory ward at the Princess Royal Hospital in Hayward's Heath.

"We found 63% were MDIs; if these were switched to DPIs, the carbon footprint of inhaler use in this group of patients could be reduced from nearly 24,000kg of CO₂e to less than 3,000kg over a year. That is about a 90% reduction, which vividly demonstrates how small changes really can make a huge difference."

The team's findings have been presented to a respiratory governance meeting, as well as to the national Sustainable Healthcare Academic Research Enterprise (SHARE) conference. The respiratory team has also presented their findings to other NHS trusts.

An inhaler working group is being set up and a medicine clinical fellow appointed to work on reducing MDI prescribing across UHSussex.



Capital Development and Our Estate

In 2021 we have updated our Capital Investment Business Case templates to include an environmental impact assessment. We are now looking to roll this out for all our investment decisions across other areas of the Trust.

In Brighton our new 3Ts redevelopment will provide state-of-the-art accommodation for more than 40 wards and departments. It will improve patient experience across all these services and provide a care environment that enables the best possible healthcare for all. The improvements will benefit patients, staff, visitors and healthcare students. The new facilities will make it easier to deliver care at the bedsides of patients and will help fulfil the trust's teaching role as a university hospital. The outpatient facilities will be spacious and modern with innovations that maximise patients' privacy and dignity. Overall the redevelopment will support the trust's roles as a district general hospital, specialist tertiary centre, teaching hub and major trauma centre. The development will replace aging buildings with modern ones designed to BREEAM (Building Research Establishment Environmental Assessment Method) 'Excellent' rating and stages 2 and 3 will incorporate Net Zero technology. The replacement of energy inefficient buildings dating back to the 1840s still in active use, for both clinical and non-clinical care at the Royal Sussex County Hospital site.

The 3Ts programme contributes to delivering our Green Plan:

- ▲ **Utilising modern design, insulation and building materials, which will minimise energy wastage.**
- ▲ **The retained estate will receive heating and hot water from the new efficient heating systems installed for the 3T's Hospital, this action will also reduce the carbon contribution from the retained RSCH Estate.**



- ▲ The building has been designed and constructed to BREEAM Excellent standard following new sustainable methods of construction, this will provide a reduced carbon contribution per patient bedded when compared to the retained RSCH estate.
- ▲ The medical equipment within 3Ts will be new and inherently more efficient than existing that they are replacing providing a benefit from advances in technology and manufacturing techniques reducing the footprint of patient services.

The 3Ts is a significant development and during development the carbon footprint of the Trust will increase. This will be mitigated utilising new, emerging and well established technologies in the development and across the Trust's existing estate. The development of our estates masterplan will enable the estates portfolio to be rationalised and support the exit from outlying sites with older buildings.





Patient Catering

Celebrity chef Prue Leith and Former Health Secretary Matt Hancock MP opened a new patient catering service at St Richard's Hospital in Chichester in January 2020. The event marked the conclusion of a £3 million investment to improve food and drink for patients and reduce food miles.

Every day, nearly 2,000 meals are provided for lunch and supper to inpatients at Worthing Hospital and in Chichester. Following a review of the service, the trust invested £3million in a new state of the art kitchen at St Richard's to provide cook-freeze meals for both hospitals.

A new menu was developed by the Trust's catering, dietetic, nursing and therapies teams to provide patients with more nourishing options including more plant based ones. Patients now make their selection from a choice of 27 mains and 25 snacks. Selections are made a couple of hours before each meal time on an iPad, which has reduced the paper work to zero.

The project has not only improved the food provision for patients and staff, but also reduced food waste from 40% to 10%, reducing our carbon footprint and saving money at the same time.

Upgrading our St Richard's Laundry

Following a recent review of laundry services, a full upgrade is underway for St Richard's Laundry. This £5 million investment in new equipment is designed to deliver a local, in house laundry service to all our sites. This upgrade – due to be completed in 2022 – will provide multiple benefits:

- ▲ Minimising electricity and gas use through upgrade to new, highly efficient equipment.
- ▲ Cutting water use through technology to recycle and reuse water for initial wash of soiled items.
- ▲ Reducing our chemical and detergent usage with up to date chemical management system with both the new equipment supplier and our chemical supplier.
- ▲ Reducing or eliminating the use of plastic packaging through the use washable reusable canvas or water soluble laundry bags across the trust.



Chapter 4

What will we do next?



Achieving Net Zero

We are proud of the work we have achieved so far through our sustainability programme at UHSussex, as well as the leading work done at all sites prior to forming UHSussex in April 2021.

We are committed to matching the targets set out by NHSEI – and where we can, delivering on them sooner.

This means reaching Net Zero Carbon for our direct emissions (NHS Carbon Footprint) by 2040 and our indirect emissions (NHS Carbon Footprint Plus) by 2045 at the latest.

Our first interim target is a reduction in our carbon footprint of 57% by 2025 from a 2009/2010 baseline. This is required of all NHS organisations as part of the trajectory to Net Zero by 2040.

Our ten action plans have been developed deliver against these Net Zero targets, alongside some of our wider sustainability goals, which aren't reflected in the Net Zero target.

Figure 9 sets out our target trajectory towards Net Zero Carbon for our direct footprint (target line) against a Do Nothing scenario, which models where we would be no interventions at all. The reduction seen in the Do Nothing scenario is primarily down to the impact of the greening of grid electricity, which is projected to reach Net Zero in the 2030s.

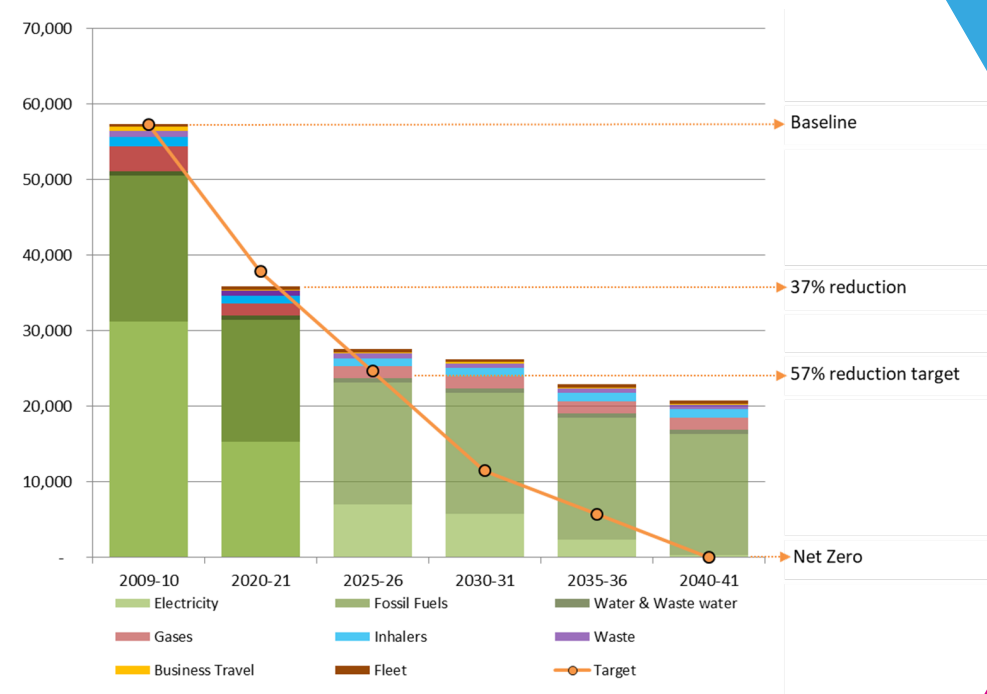


Figure 9: Our trajectory to Net Zero

Our interim target: 57% reduction by 2025

Our interim target is to deliver a 57% reduction from our 2009/10 baseline in our NHS Carbon Footprint by 2025.

We have identified below the projects and actions that will enable us to meet our 2025 target, and the work stream that will be responsible for delivering this.

These projects combined will reduce our emissions by 11,500 tonnes of CO₂e from 2020/2021. To deliver this will require us to focus on reducing consumption of resources as a priority. Where we cannot reduce then we should reuse if we are able, otherwise seek to recycle. Most importantly it will require us to rethink how we work.

A key priority between now and March 2022 will be to develop business cases and identify internal or external funding routes to deliver these projects.



Buildings and Utilities

- ▲ Worthing Heat Network & heat decarbonisation of SRH Accommodation
- ▲ Solar PV installations
- ▲ Laundry upgrade (water and utility demand reduction)
- ▲ Grid decarbonisation
- ▲ BMS & control improvements
- ▲ Building fabric improvements

Carbon reduction: 10,500 tonnes CO₂e



Reduce, Reuse, Recycle

- ▲ Improved segregation compliance
- ▲ Reduction in clinical waste generated
- ▲ Reduction in domestic waste generated
- ▲ Repair and refurbishment
- ▲ Reduction in food waste

Carbon reduction: 115 tonnes CO₂e



Clinical

- ▲ Switch MDI prescribing to DPI
- ▲ Eliminate use of desflurane
- ▲ Reduction in NOX usage and leakage

Carbon reduction: 856 tonnes CO₂e



Travel and Transport

- ▲ Reduce business travel by 10%

Carbon reduction: 14 tonnes CO₂e

Net Zero Carbon Roadmap to 2045

As illustrated in Figure 9, there is a significant gap between our footprint under a 'do nothing' scenario and our Net Zero Carbon target.

Over the coming 12 months we will develop a detailed roadmap to achieve Net Zero, prioritising areas with the biggest influence. For our direct impact those areas are:

- ▲ **Fossil fuels, which make up the largest proportion of our NHS Carbon Footprint. Decarbonisation of heat across the Trust will be the key measure required to meet Net Zero for our fossil fuels.**
- ▲ **Nitrous Oxide and Inhalers. Potential of savings up 400 tonnes CO₂e**
- ▲ **Fleet vehicles. Moving to be fully electric by 2030 delivers savings of up to 300 tonnes CO₂e**

The Net Zero Carbon Roadmap will also address our indirect footprint (NHS Carbon Footprint Plus). This will build on the carbon footprint analysis of our supply chain using P4CR methodology, establishing priority carbon hotspots and actions to reduce single use items. Key to this aspect of our Roadmap will be the development of our metrics to understand the impact of staff commuting and patient travel in particular.



How we will deliver: our action plans

Our action plans are developed around ten work streams, designed to ensure we continue to have an integrated and holistic approach to our sustainable healthcare programme.

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

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



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



Clinical: developing and enabling lower carbon, more sustainable models of care and reducing the impacts of medicines.



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



Reduce, Reuse Recycle: delivering against the waste hierarchy.



Staff Wellbeing and Engagement: empowering and engaging our people to embrace change and help us achieve net zero.



Supply Chain and Procurement: respecting our health and natural resources by creating an ethical and circular supply chain.



Digital Transformation: providing digital support and innovation to enable the decarbonisation of our clinical and non-clinical services.



Food, Catering and Nutrition: providing a sustainable catering service for our staff, patients and visitors that supports the health of our population, our environment and our supply chains.



Climate Adaption: building resilience to our changing climate and adapting our services to mitigate risk.



Collaboration and Partnership: enhancing our impact by working with others.

Holding ourselves to account: governance

Our governance structure for delivery of this Green Plan is as follows:

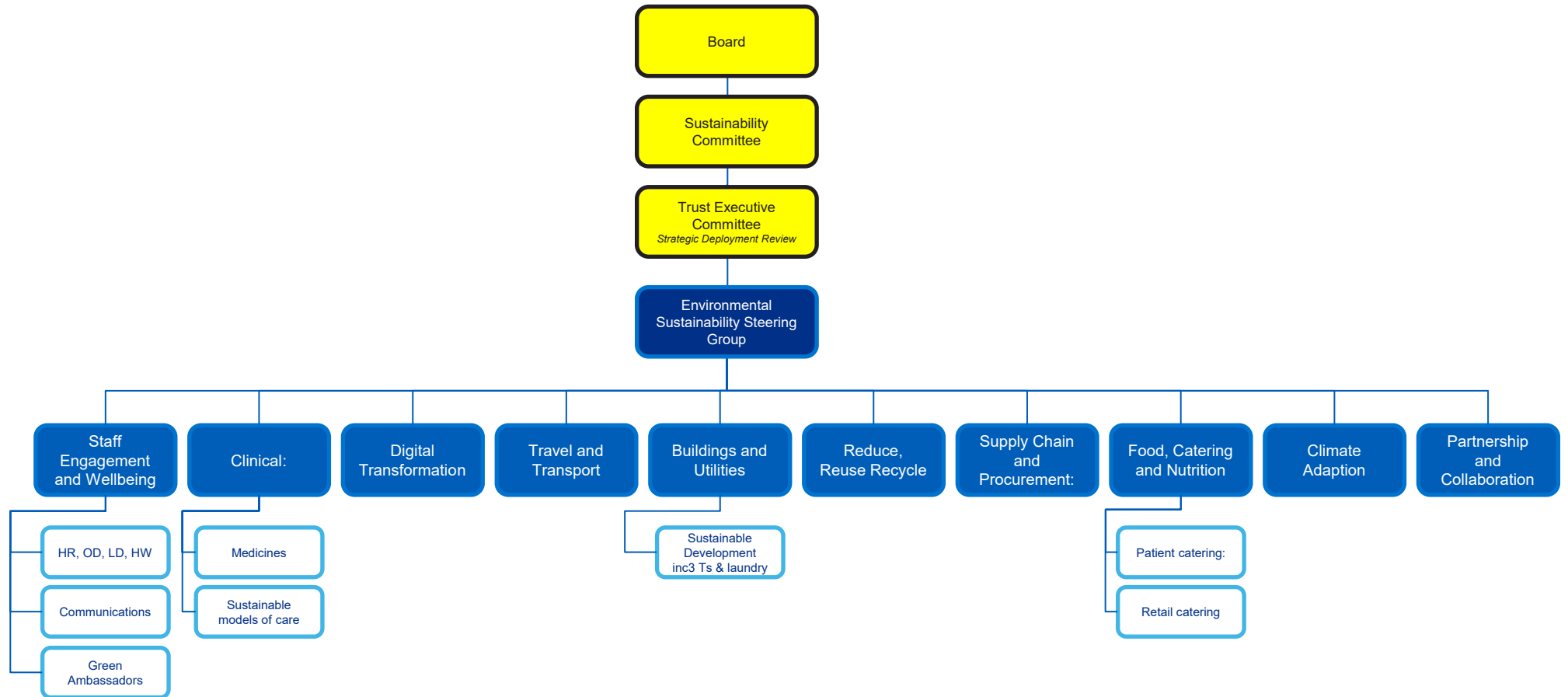


Figure 11: Governance for delivery of our Green Plan

Holding ourselves to account

Our Board lead for Environmental Sustainability and delivery of the green plan is the, Chief Financial Officer. Our Director Facilities and Estates is the Senior Responsible Officer.

Workstream leads are senior officers across the Trust with subject matter expertise who have developed the action plans within our green plan and are responsible for their delivery. Our Energy and Sustainability Manager provides expertise and support to work stream leads.

The Trust's Programme Management Office provides expert support to ensure our green plan is on track and the Trusts Kaizen team can support local teams to use improvement techniques to structure and ensure delivery of the programme.

We have introduced a Clinical Lead for sustainability with protected time and resource to carry out this important role. This role will be supported by coordinators and dedicated project leads for medical gases, inhalers and mobility aids.

The Sustainability Committee is a sub-committee of the Board which oversees the delivery of the Environmental Sustainability strategic initiative.

Our Governors will work with the Board to ensure the trust builds sustainability into all aspects of our services. They can do this by supporting us to deliver our Green Plan and engaging with our staff and local population.

Measurement and reporting

Over the next 12 months of this programme, our Action Plans will be refined to include the development of specific metrics in line with the commitments we have made.

To ensure we are delivering against the commitments made we will:

- ▲ Provide monthly performance reports to the Environmental Sustainability Steering Group (ESSG) including updates from each of our work streams.
- ▲ Provide a formal report every quarter to the Sustainability Committee of the Board to update on delivery of the Patient First Planet First Green Plan.
- ▲ Publish a detailed Annual Sustainability Report approved by the Board, alongside the Trust Annual Report, and ensure this is publically accessible through our website alongside this strategy.
- ▲ Seek third party validation of our carbon footprint each year, publishing the results on our website and using the outputs to inform our decision making.
- ▲ Meet the national and regional reporting requirements from NHSEI and For a Greener NHS as they develop.

Chapter 5

Our detailed action plans





Taking Action: **Buildings and Utilities**

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

Key success measure to 2025: 57% reduction in all measurable buildings CO₂e.



Our approach

Our healthcare buildings are the largest contributor to our direct carbon emissions as a Trust. The impact of our utilities has fallen over the last three years, primarily due to the reduction in carbon intensity of grid electricity.

The challenge now is to drastically reduce the carbon impact of our estate by:

- ▲ reducing energy consumption;
- ▲ installing low-carbon technologies to reduce reliance on fossil fuels; and
- ▲ implementing on-site renewables.

Our commitments

- ▲ We will reduce energy and water consumption across our estate and cut our carbon emissions in line with Net Zero targets.
- ▲ We will ensure our places provide comfortable and sustainable environments for staff, patients and the local community, supporting health and wellbeing.
- ▲ We will improve our green spaces so they are more biodiverse, better able to support patient and staff wellbeing and support our low carbon care delivery ambitions.



Taking Action: Buildings and Utilities

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Net Zero Carbon strategy development

- ▲ Develop a detailed Net Zero Carbon (NZC) Roadmap identifying how we will meet our Net Zero commitments in all areas of our NHS Carbon Footprint and NHS Carbon Footprint Plus. In relation to our buildings, this should focus on reducing utility demand, improving efficiency and switching to renewable technologies. The Roadmap should also include Heat Decarbonisation Plans for each site looking at short, medium and long term interventions to 2040 and a timeframe for replacement of assets. Use a strategic lens to evaluate electricity capacity on our sites, factoring in planned vehicle charging infrastructure and other projects with a significant electricity focus.
- ▲ Develop business cases for opportunities identified within our Net Zero Carbon Roadmap in readiness for funding opportunities both internally and externally.

Estates

- ▲ Ensure Net Zero Carbon principles and technologies are incorporated into all new developments, refurbishments and our capital plan aiming to upgrade and invest in infrastructure using latest and emerging technologies ensuring efficient operations and the best environment for our patients and staff. This should include meeting any required standards e.g. the NHS NZC standard upon its publication.

- ▲ Continue to deliver against our planned programme of work, in particular quick wins to support our NZC target. This includes:
 - Move all general lighting to LED by 2025.
 - Utilise our 6 Facet survey to priorities areas for upgrade and improvement works.
 - Improve the thermal efficiency of our existing estate through measures such as the refreshment of insulation and draught proofing.
 - Continue with our window replacement programme improving the building fabric of our estate.
 - Install TRVs on radiators where they are not already to improve local level control.
 - Continue our BMS optimisation and upgrade programme across the estate.
- ▲ Deliver and measure the carbon impact of our laundry upgrade project, providing a much improved service across all of our sites, and improving energy and water efficiency.
- ▲ Upgrade our estate in line with the recommendations of our Green Travel plan including cycle storage, green travel changing facilities, lockers, helmet lockers.



Taking Action: **Buildings and Utilities**

- ▲ Develop an estates rationalisation plan in parallel with 3Ts and the regeneration of the Barry Building site to ensure we are utilising our estate efficiently and in line with the Carter report requirements for non-clinical estate, and divest from excess estate as appropriate. This rationalising of the RSCH Estate will result in a strong carbon reduction per m2 of occupied space.
- ▲ Develop supply level management plans for gas and electricity. Including scheduled control setting reviews, maintenance and out of hours survey to ensure control measure align to occupancy and zonal requirements.
- ▲ Explore potential for increasing our on-site renewable generation this will include a review alongside planned roof upgrade works as well as new standalone installations.
- ▲ Continue to purchase 100% renewable (REGO backed) electricity and explore the opportunity for procuring RGGO gas.

3Ts

- ▲ Undertake a review of stage 2 and 3 3Ts to ensure they are in line with our long term Net Zero ambitions;
 - Integrating Net Zero Carbon technologies where possible.
 - Deliver against our commitment to the principle of reuse and recycle at source where possible.
 - Continue to pursue digitalisation in stage 2 and 3 with opportunities such as smart AI in addition to IOT building management systems.
 - Identify possible locations for photovoltaics renewables.

Wellbeing

- ▲ Ensure that changes to our estate produces an on-going improvement in working environment for staff and is facilitating staff to live healthier, more sustainable lives while at work. This includes ensuring provision of adequate facilities for break and rest periods, facilities for such as staff to change their travel plans to lower carbon options (e.g. cycling, walking etc.) and providing local rest areas and green spaces for staff and patients to enjoy.

Biodiversity

- ▲ Work with local partners to develop a Biodiversity Action Plan aiming to preserve and enhance the green spaces within our estate and beyond, ensuring they provide adequate, usable space for staff and patients. This should consider opportunities for tree planting at each of our sites, linking in with potential funding sources e.g. NHS Forests.

Communication, measurement and reporting

- ▲ Communicating consumption to staff and board educating and empowering all building users to highlight the environmental impact of our buildings and the services provided within them. Measure and report against progress against delivery of this action plan in line with Green Plan governance requirements.



Taking Action: **Buildings and Utilities**

Working within the ICS

- ▲ Continue to engage and explore local opportunities with our partners for district heating systems including the ongoing proposal with Worthing and Adur Council for Worthing Heat Network.
- ▲ Through the Estates Programme Board and its constituent place based groups, work with partners across the ICS membership to develop shared objectives, target and strategy on the route towards Net Zero Carbon.
- ▲ Share utility consumption and emission data at an ICS level to develop regional benchmarks specific to healthcare buildings.
- ▲ Identify system level Places projects that could benefit from economies of scale and pooled resources.
- ▲ Ensure NZC is a fundamental component of the new Trust and ICS Estates Strategies.

Patients and wider community

- ▲ Work with our ICS partners to develop an understanding of the opportunities for offsetting and insetting projects within our local area, with a focus on projects that can directly support delivery of care within our communities.





Taking Action: Clinical

Developing and enabling lower carbon, more sustainable models of care and reducing the impact of medicines.

Key success measure: Clinical projects delivering positive, measurable sustainability benefits within all of our services.



Our approach

80% of our carbon footprint is driven by clinical decisions. Reaching Net Zero Carbon by 2040 will require a big shift in how we deliver care which cannot be achieved without input from clinicians, nurse and allied health professionals. Enabling clinical teams to develop and enable lower carbon, more sustainable models of care is therefore essential. We'll achieve this using Care Without Carbon's sustainable healthcare principles:

1. **Healthier lives:** Making use of every opportunity to help people be well, to minimise preventable ill-health, to reduce unnecessary treatment and to support independence and wellbeing.
2. **Streamlined processes and pathways:** Minimising waste and duplication within the Trust and wider health system to ensure delivery of safe and effective care.
3. **Respecting Resources:** Where resources are required, prioritising use of treatments, products, technologies, processes and pathways with lower carbon, environmental and health impacts.

These have been adapted from the principles developed by Centre for Sustainable Healthcare.

Our commitments

- ▲ We will support clinical projects led by clinical champions delivering positive, measurable sustainability benefits within all of our services by 2025.
- ▲ We will integrate our sustainable healthcare principles at a strategic level across the Trust and our wider ICS partners.
- ▲ We will support our clinicians, nurse and allied health professionals to deliver against these principles by making lower carbon, more sustainable choices when delivering care day-to-day.



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Prioritising clinical interventions

- ▲ Undertake a carbon footprint analysis of clinical activity across the trust to understand our impact at a divisional/ departmental/service level. Use this information to identify our top five areas of focus for our clinical work stream.
- ▲ Define a methodology for incorporating sustainable healthcare principles into the clinical model of care.
- ▲ Develop and deliver against action plans for our top five areas of focus using this methodology.
- ▲ Undertake an analysis of clinical sustainability interventions currently in place across the Trust and develop a programme to ensure we are sharing learning and taking a consistent approach at all sites.
- ▲ Support the delivery of this work stream by putting in place coordinator posts and providing dedicated time to individuals to deliver projects in line with workstream priorities.
- ▲ Identify appropriate governance mechanisms to support deeper integration with clinical services e.g. Clinical Fellows for sustainability with an identified governance route for delivery, ensuring there are adequate resources to deliver this workstream.

Supply chain

- ▲ Provide operational expertise to our colleagues in procurement to support the prioritisation and delivery of supply chain projects. Support will be focussed on areas of highest carbon impact, as identified using the Patient First data driven approach.

- ▲ Develop a circular economy hierarchy for clinical practice to enable practical decision making to be made at point of purchase of new equipment.

Tackling single use plastic and supporting reuse

- ▲ Without compromising our commitments to staff and patient safety or infection prevention and control, work with clinical colleagues to explore alternatives to single use PPE, target the use of reusables where available and appropriate and work with partners to develop more sustainable alternatives where these do not currently exist.
- ▲ Work with Infection Control to undertake a trial of reusable face masks and as appropriate, consider delivering a glove use campaign such as Great Ormond Street's 'Gloves off' campaign.
- ▲ Supported by existing and emerging evidence, continue to identify suitable opportunities to move from single-use to reusable equipment. Develop and deliver a programme to facilitate this including investing in services to facilitate reuse, such as sterile services department and laundry services.
- ▲ Collaborate with our colleagues in facilities and procurement to establish a mobility aid working group to develop a clear programme for robustly managing a returns scheme across the trust.

Medical gases

- ▲ Continue to measure and report on the carbon footprint of our medical gases each year, using this information to prioritise our work in this area and measure our progress.
- ▲ Continue our work on cutting the carbon impact of inhalers by:
 - Reducing the proportion of inhalers dispensed that are MDIs and set targets for this.



Taking Action: Clinical

- Developing our Inhalers Working Group to coordinate action with our community partners.
- ▲ Continue our work in the anaesthetics department to:
 - Establish a Medical Gas Working Group with the support of our colleagues in pharmacy and estates with the aim of minimising the impact and managing the use of medical gases consistently across the Trust.
 - Further reduce the use of Desflurane in surgery, aiming to eradicate use in the Trust by 2025.
 - Develop a strategy and delivery plan to improve management of Nitrous Oxide use across the Trust. This should focus on identifying and eliminating leaks and wastage, targeting overall reduction and considering opportunities for gas capture and reuse.
 - Investigate the wider environmental impacts of the anaesthetic department and when appropriate develop programmes of work which would reduce this. For example masks and equipment used and switching from IV to oral paracetamol.

Digital transformation

- ▲ We will work with clinical and digital transformation teams to understand the opportunities for digitisation of care in terms of carbon reduction and delivery of our sustainable healthcare principles ensuring we achieve the NHS E/I target of 25% of outpatient appointments to be conducted by digital means by 2024/5. This should include prioritisation of key areas of focus, with a programme developed to deliver against this including implementation of sustainability focussed measurement and reporting.

Communication, measurement and reporting

- ▲ Communicate achievements and measures introduced by clinical teams across the Trust and ensure roll out of successful ones across services.
- ▲ Develop and deliver targeted training to key clinical personnel with the aim of empowering and equipping all to include sustainable healthcare principles in their day to day.
- ▲ Measure and report against progress against delivery of this action plan in line with Green Plan governance requirements.

Working within the ICS

- ▲ We will work with colleagues in Brighton and Sussex Medical School who have already integrated teaching on sustainability into the curriculum for local medical students.
- ▲ Work with community colleagues to understand our highest areas of impact as a system and identify opportunities to reduce these.
- ▲ We will explore how we can best share our learning with others within our ICS and beyond and develop a programme to deliver on this. This should include a focus on clinical sustainability interventions in the community setting, considering the opportunity for joint discussion and educational events.
- ▲ Provide input and support into the development and delivery of ICS projects to reduce the impact of medical gases and pharmaceuticals across the ICS and wider region. This should include working with primary care colleagues within our ICS to understand and reduce the carbon impact of the inhalers we dispense.



Taking Action: **Clinical**

- ▲ Explore the opportunity for an ICS-wide project to share facilities for reprocessing/reuse of medical devices and metal instruments.
- ▲ Continue to support the digital transformation of clinical services at a system level, including the use of telemedicine where clinically appropriate and possible.

Patients and wider community

- ▲ Consider opportunities to educate and inform our patients on the choices they can make to improve health and wellbeing beyond their time in our care.
- ▲ Work with NHS colleagues to deliver public events for our local community to promote healthier lives – e.g. food, exercise, noise.





Taking Action: Travel and Transport

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

Key success measure to 2025: 57% reduction in all measurable travel CO₂e.



Our approach

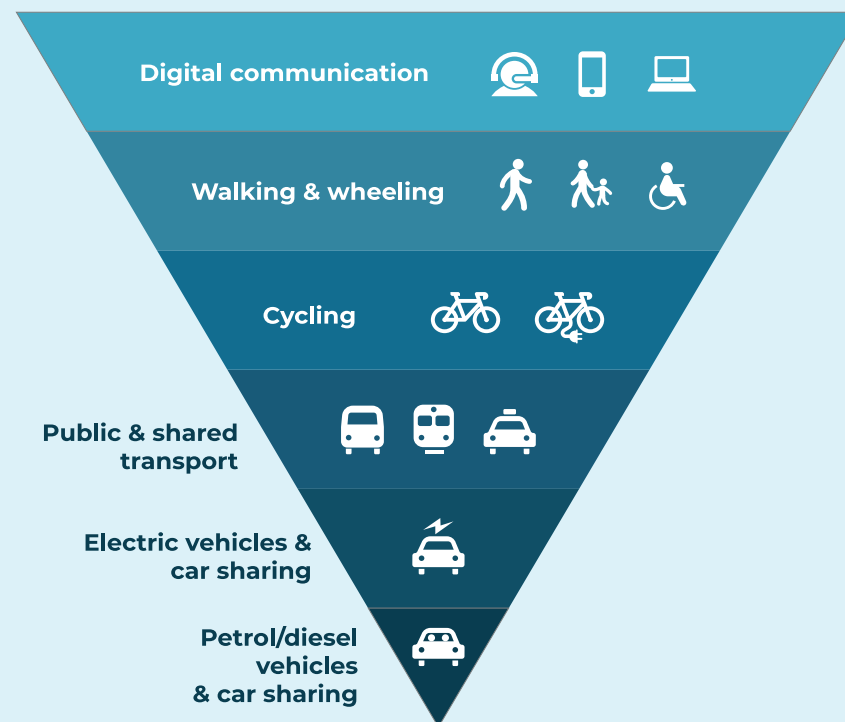
In delivering care to our patients, our staff travel thousands of miles every year between our sites, with fleet vehicles delivering additional services. This all contributes to the Trust's carbon footprint, creates air pollution, and contributes to traffic congestion and impacts directly on staff and patient wellbeing.

Through our travel workstream we aim to:

- ▲ Eliminate non-essential travel.
- ▲ Minimise essential journeys.
- ▲ Ensure that all remaining travel uses the most resource-effective methods and follows the travel mode hierarchy.

Collaboration with partners across the Trust – digital and clinical in particular – as well as local partners outside of the Trust will be key to this.

Travel Mode Hierarchy





Taking Action: Travel and Transport

Our commitments

- ▲ We will work with our clinical and digital teams to minimise and decarbonise staff, patient and visitor travel associated with our delivery of care, while maximising the health benefits of travel.
- ▲ We will fully electrify our vehicle fleet to reduce air pollution locally and minimise our negative impact on health.

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Net Zero Carbon travel

- ▲ Undertake a review of our NHS Carbon Footprint data for travel to ensure we have accurate understanding of our impact in this area and embed this data into ongoing environmental and carbon reporting process allowing for monitoring impacts of actions.
- ▲ Use our travel survey and data from NHSEI to understand our more indirect travel impacts within our NHS Carbon Footprint Plus – staff commuting, patient and visitor travel.
- ▲ Use this analysis to understand the mileage reduction required to meet our 2025 carbon reduction target for travel and develop a strategy to meet this using the opportunities identified in our Green Travel Plan.

Green Travel Plan

- ▲ Deliver against actions set out in Our Umbrella Travel Plan to ensure alignment of sustainable transport measures across the Trust following the merger. This includes actions in eight different areas:
 - Demand management (parking permit eligibility and management).

- Walking (site audits to identify opportunities).
- Cycling (site audits, alignment and expansion of cycle provisions across sites including showers, lockers and “rest stops” for them to catch their breath before starting their work day).
- Public transport (season tickets, linking bus routes to key public transport interchanges).
- Car sharing (link to permit scheme, potential for allocated parking bays, emergency lift home scheme, car share scheme).
- Electric vehicles (develop EV strategy, installation of charging points).
- Marketing and Communications (engaging staff around green travel).
- Monitoring (set up measurement and monitoring programme including travel survey).
- ▲ Ratify our Full Umbrella Travel Plan, with a focus on delivering against our Net Zero Carbon commitments, supporting active travel and public transport for staff, patients and visitors and cutting air pollution locally.
- ▲ Deliver against Travel Plan targets to 2029.
 - Reduce by 5% the number of staff travelling by car.
 - Increase by 5% the number of staff travelling to site by public transport.
 - Reduce by 5% the number of staff travelling alone by car to the site.
 - Increase by 3% the number of staff who car share.
 - Increase by 5% the number of staff who cycle to the site.



Taking Action: Travel and Transport

Trust fleet and lease cars

- ▲ Extend learnings from decarbonising our courier services in the East to the whole trust.
- ▲ Maximise efficiencies in the transport of goods and services by combining deliveries where possible and, through procurement encouraging our suppliers and contractors to decarbonise their fleets.
- ▲ Extend our Green Driving Programme in developed in the East trust wide and consider expanding to provide training to trust staff travelling for work. Introduce regular reporting and monitoring of green driving for trust fleet staff using our tracking technology.
- ▲ Develop an electric vehicle strategy for our fleet and staff lease cars. This should aim to move all of our fleet vehicles to ultra-low emissions vehicles (ULEVs) or zero emissions vehicles (ZEVs) by 2030 at the latest, with a focus on new purchases and new lease arrangements in the first instance. As part of this, engage with relevant stakeholders across the trust to set a target date for all staff lease cars to move over to ULEVs or ZEVs.

Communications, measurement and reporting

- ▲ Continue to develop our engagement programme around travel, aiming to transition Trust culture towards green travel. This should include the extension and further promotion of our Transport Bureau service, and roadshows to support staff in making sustainable transport choices for their commute.

- ▲ Continue to deliver our successful staff travel survey each year – use the results to monitor progress against the Green Travel Plan, evaluate the opportunity to extend the survey to patients.
- ▲ Measure and report against progress against delivery of this action plan in line with Green Plan governance requirements.

Working within the ICS

- ▲ Work with ICS partners to identify opportunities for joint working e.g. vehicle charging infrastructure.
- ▲ Work with public sector partners to promote and improve active and public transport to and from our sites including ongoing engagement with BHCC Sustainability Chair.
- ▲ Support roll out of ICS engagement campaign 'Travel Smarter September ' focussing on air pollution.
- ▲ Continuation of ongoing Green travel stakeholder meetings, including with Chichester college, Worthing Council, Rolls Royce Chichester and Portsmouth Hospital university Trust.

Patients and wider community

- ▲ Ensure all patients and visitors have access to information on cycling and walking options and review provision for secure visitor cycle facilities.



Taking Action: **Reduce, Reuse and Recycle**

Delivering against the waste hierarchy: reduce, reuse, recycle.

Key success measure to 2025: Reduce our total waste year-on-year and reduce waste sent to energy recovery by 50% by 2025.



Our approach

Waste has a significant impact on the environment both in terms of its carbon footprint as well as wider impacts on the environment and biodiversity.

The waste hierarchy, reduce, reuse, recycle will be used to drive the effective management of waste at UHSussex, reducing the overall amount of waste produced and ensure that it is disposed of by the most sustainable method.

Our commitments

- ▲ We will reduce our total waste year-on-year and increase recycling, with a reduction of waste sent to energy recovery by 2025.
- ▲ We will drive up reuse including equipment and pharmaceuticals.
- ▲ We will continuously improve and deliver best practice waste management across all of our sites, improving waste segregation year on year.

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Reduce

- ▲ Work with our Food, Nutrition and Catering workstream to develop a set of objectives and targets to further reduce the environmental impact of our food and catering service, with a focus on minimising waste, and eliminating single use consumables. This action will further compliment the significant environmental benefits achieved through the new central production unit constructed in St Richards Hospital at Chichester.



Taking Action: **Reduce, Reuse and Recycle**

Reuse

- ▲ Extend our furniture repair and restore initiative to all sites and explore further options for an internal and external equipment exchange / swap shop.
- ▲ Coordinate with the Green clinical team and Product Review Group to support the switch to reusables.
- ▲ Support the clinical workstream and sterile services department to increase the use of reusable surgical instruments.
- ▲ Undertake a review of IT asset disposal to identify potential areas for improvement e.g. through reuse schemes, and to ensure disposal is zero waste to landfill.

Recycling

- ▲ Develop a programme to change our recycling model from supplier delivered to recycle at source, aiming to increase our recycling levels and the reduce amount of waste sent to energy recovery. This will include:
 - Standardising recycling provision and labelling of waste allocation bins across all of our sites.
 - Delivering an awareness raising campaign to improve segregation rates.
 - Challenging waste suppliers on best practice models and logistical set up of our sites to best accommodate this.
 - Working with Green Ambassadors to promote recycling in all areas.
- ▲ Expand the bailing and recycling of cardboard across the organisation.

Best practice waste management

- ▲ Continue with regular reviews of our waste management policy, procedures, practices and reporting, identifying opportunities for improvement to support our waste reduction targets.

Supply chain and procurement

- ▲ Work with the Supply Chain and Procurement workstream to ensure process forces consideration of the whole life footprint and waste impact of purchasing decisions and identify opportunities for reuse across the supply chain.

Communication, measurement and reporting

- ▲ Work with HR to embed our well established waste training to all members of the Trust, via mandatory training with a requirement to undertake every 12 months.
- ▲ Working with communications to develop an engagement strategy that will support our alignment with the waste hierarchy – reduce, reuse, recycle – as well as influence appropriate segregation.
- ▲ Further develop our reporting on waste to communicate to all stakeholders the amount, type and environmental impact of waste we generate at each of our sites.
- ▲ Measure and report progress against delivery of this action plan in line with Green Plan governance requirements.

Working within the ICS

- ▲ Identify other joint working opportunities within our ICS, for example a centralised reuse programme.

Patients and wider community

- ▲ Review the opportunity for re-use scheme such as WARP-it, in particular in areas where we have local partners.



Taking Action: Staff Engagement and Wellbeing

Empowering and engaging our people to embrace change and help us achieve net zero.

Key success measure to 2025: Our staff know how to actively engage with our programme and understand why it is important.



Our approach

Delivering against our sustainable healthcare ambitions will require the active participation of all staff, wherever we deliver our services. Sustainability must become our business as usual – not an add on for already pressured staff, but part of our way of life. The staff engagement and wellbeing workstream will support this by taking the following approach:

- ▲ Explaining the links between health and climate, celebrating our successes, sharing our UHSussex green ambitions and involving others.
- ▲ Developing an engagement programme to help weave sustainability into the fabric of UHSussex culture and operations; and to support our Patient First Planet First green plan ambitions. This will involve staff through: people policy and strategy; engagement activity and corporate communications; and enabling deeper engagement through our Green Ambassadors programme.
- ▲ Raising awareness and engaging our patient and wider community with sustainable thinking and actions.

Our commitments

- ▲ We will integrate sustainability and the environment in our UHSussex People Policy and Strategy.
- ▲ We will craft a compelling narrative in support of our Patient First Planet First Green Plan, promoting sustainability both at work and at home.
- ▲ We will partner with other NHS organisations to develop the narrative on sustainable healthcare, enhance our impact and create opportunities for people to share ideas.
- ▲ We will provide focused strategic and specialist support to other workstreams to help them deliver their objectives.



Taking Action: Staff Engagement and Wellbeing

UHSussex

HR and Wellbeing processes and practice

- ▲ Integrate sustainability and the environment into our UHSussex People Policy and Strategy, with a focus on areas/actions that impact our Net Zero ambitions. Key areas of focus will be remote working and the development of our employee value proposition to highlight our credentials as a green employer.
- ▲ Evaluate our wellbeing programme to ensure this is aligned with our Green Plan and vice versa. Together identify a programme of work to support delivery focussing on further enhancing staff physical and mental health by facilitating sustainable activities and green initiatives.
- ▲ Raise awareness of our credentials as a green employer integrating information on our environmental sustainability programme into our recruitment material as well as at staff induction.
- ▲ Undertake a review of our job design and performance measurement processes to understand how best to raise awareness environmental sustainability, identify how this is relevant to staff in their roles day-to-day, and where appropriate set sustainability objectives for staff.
- ▲ Introduce environmental sustainability and carbon literacy training as mandatory for all staff. This should provide staff with an understanding of our impacts and equip them with tools to support delivery of this Green Plan.

Communications and engagement

- ▲ Promote achievements of Patient First Planet First Green Plan to our stakeholders, including media, public and partners through press releases and social media, to grow the UHSussex green brand and develop a broader coalition of support for sustainability in Sussex.

- ▲ Develop a communications and engagement programme, in partnership with others, and using Patient First principles to: engage staff on sustainability; embed our sustainable healthcare principles across the organisation; and support delivery of our carbon reduction targets. This will combine insight on how best to engage staff at UHSussex on sustainability with our carbon footprint analysis to prioritise and focus our engagement initiatives to those areas that will provide the largest reductions to our carbon footprint, as well as the greatest increases to staff engagement levels, wellbeing and patient experience.
- ▲ Use our corporate communications and engagement service to promote the Green Plan to all staff, celebrate our progress to net zero, and provide focused specialist support to workstreams to help them deliver their objectives.

Green Ambassadors

- ▲ Further develop our 300 strong Green Ambassador programme, aiming to have representation across all divisions. This will include regular messaging and workshops to Green Ambassadors to develop a workforce of sustainable citizens championing and leading sustainable improvements both at work and in the community.
- ▲ Create Green Ambassador working groups, developing on the success of the established Green Pharmacy, Emergency Department and Admin groups. These groups will be set up based on targeting our areas of high impact and will be supported by our Patient First programme to develop and deliver against action plans as efficiently as possible.



Taking Action: Staff Engagement and Wellbeing

Measurement and reporting

- ▲ Measure and report against progress against delivery of this action plan in line with Green Plan governance requirements.
- ▲ Share regular content in support of the green plan and in accordance with agreed communications and engagement objectives.

Working within the ICS

- ▲ Work with ICS colleagues to develop an engagement approach to support the Sussex Health and Care Partnership Green Plan.
- ▲ Attend meetings and establish networks to create a narrative on sustainability within the ICS.
- ▲ Measure and report against progress against delivery of this action plan in line with Green Plan governance requirements.

Patients and wider community

- ▲ Consider opportunities for embedding sustainability within existing patient and community engagement.
- ▲ Utilise our role as an 'anchor organisation' to promote and role model sustainable practices that also benefit public health.
- ▲ Share regular content on social media in support of sustainability and national campaigns that help reduce our carbon footprint.
- ▲ Attend events to promote the narrative around sustainable healthcare.





Taking Action: Supply Chain and Procurement

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

Key success measure to 2025: SMART target developed and in use to understand progress against this work stream.



Our approach

60% of our emissions are associated with the goods and services we use. We need to adopt a different approach to how we use our resources and the people that produce and distribute our products – moving towards a more circular economy and aiming to minimise resource use, reuse wherever possible and switch to greener alternatives.

At a Trust level this means we need to:

- ▲ Take a joined up approach to purchasing, use and disposal of products;
- ▲ Integrate lifecycle thinking and sustainability criteria into our procurement decisions;
- ▲ Recover and regenerate products and their end of life.

Our commitments

- ▲ We will significantly reduce the carbon and environmental impact of our supply chain.
- ▲ We will work with our suppliers to improve the health and wellbeing of the people and communities supporting our supply chains.

UHSussex

Prioritising interventions

- ▲ Utilising our Patient First, Planet First data driven methodology, use our carbon hotspot analysis to understand the carbon impact of our supply chain and identify high impact products/suppliers/departments/services.
- ▲ Prioritise areas for action in year 1 based on this carbon hotspots analysis as well as operational expertise from our clinical colleagues and priorities identified by For a Greener NHS.



Taking Action: Supply Chain and Procurement

- ▲ Bring together expertise from procurement, sustainability, clinical teams, infection control and SSD to develop and deliver programmes of work for each priority area. These programmes should be based on delivering against our sustainability healthcare principles, following our hierarchy of: minimising resource use, reducing wherever possible and switching to greener alternatives.
- ▲ Draw on the support of our Green Ambassadors to deliver against this work programme, including working with individual teams to make change locally.
- ▲ Keep up to date with available methodologies for measuring our supply chain carbon footprint, looking at tools that provide a more accurate representation than Procuring for Carbon Reduction (P4CR). As and when available, use these to monitor impacts of work to cut environmental impact of items purchased.

Procurement policy

- ▲ Review our procurement policies to ensure sustainability is a key factor when developing procurement strategies and making procurement decisions. This should include ensuring our products, services and suppliers are supporting our transition to Net Zero and where appropriate exceeding public sector commitments to ensuring that social value criteria are part of supplier and product selection.

Reuse

- ▲ Based on the results of our carbon hotspot analysis, seek opportunities for repair of products, takeback and packaging return schemes, remanufactured products.
- ▲ Switching to greener alternatives.
- ▲ In partnership with the Reduce, Reuse, Recycle workstream we will collaborate with our suppliers to consider the whole life footprint and impact of products we purchase.

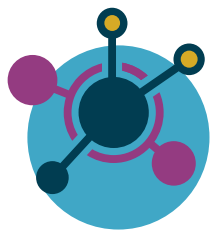
Working within the ICS

- ▲ Use our purchasing power as a group of providers within our ICS and region to work with NHS Supply Chain and key suppliers in support of our Net Zero ambitions.
- ▲ Working with colleagues in neighbouring trust to avoid duplication of effort, sharing lessons learnt and products identified to reduce our indirect footprint.

Patients and wider community

- ▲ Work with ICS partners to develop a sustainable supplier charter for SME suppliers.





Taking Action: **Digital Transformation**

Providing digital support and innovation to enable the decarbonisation of our clinical and non-clinical services.

Key success measure to 2025: SMART target developed and in use to understand progress against this work stream.



Our approach

Our approach is to harness existing digital technology and systems to streamline our service delivery and supporting functions while improving the associated use of resources and reducing carbon emissions. We shall do this by:

- ▲ Using digital technology to reduce unnecessary staff and patient travel.
- ▲ Undertaking a digital transformation of clinical services e.g. telemedicine.
- ▲ Reducing paper use across the Trust.
- ▲ We shall support the delivery of the above, whilst minimising the CO₂ impact of the equipment and IT infrastructure required to deliver change.

Our commitments

- ▲ We will embrace digital transformation to deliver reductions in carbon at the same time as improving care for our community.
- ▲ We will measure and maximise the environmental benefit of our projects, such as reduced travel (patient, staff, postal and supplier), reduced resource use and improved patient experience.

UHSussex

Digitisation of care

- ▲ Work with clinical teams to understand the opportunities for digitisation of care in terms of carbon reduction and delivery of our sustainable healthcare principles ensuring we achieve the NHS E/I target of 25% of outpatient appointments to be conducted by digital means by 2024/5. This should include prioritisation of key areas of focus, with a programme developed to deliver against this including implementation of sustainability focussed measurement and reporting to measure the benefit to patients, staff and the environment.



Taking Action: Digital Transformation

Agile working

- ▲ Ensure sustainability considerations are a key part of strategic discussions around agile working, ensuring we are able to meet our 2025 carbon targets for staff business travel.
- ▲ Continue to embed a programme of flexible working using digital consultations, MS Teams and home working to cut travel and make the best use of our estate.
- ▲ Review our own internal business operations to minimise the environmental impact. For example reducing non-essential travel for sales/account management meetings.

Digital projects

- ▲ Ensure all our digital projects incorporate our sustainable healthcare principles and include an environmental impact assessment to support the case for change.
- ▲ Develop and integrate carbon and environmental metrics into benefits analysis and realisation for digital projects, including travel focussed metrics and resource reduction.

IT equipment

- ▲ Review and update our device use policy including consideration of optimal timeframe for replacing devices from a sustainability perspective.
- ▲ Work with suppliers to ensure the equipment we use has as low as possible impact on the environment.
- ▲ Work with suppliers to reduce packaging associated with our equipment.
- ▲ Review the opportunity for reuse/reselling of IT equipment either internally or through local partnership schemes.

Communication, measurement and reporting

- ▲ Look back at positive steps already taken to highlight their contribution to reducing our environmental impacts (eg server room management).
- ▲ Measure and report against progress against delivery of this action plan in line with Green Plan governance requirements.

Working within the ICS

- ▲ Use our purchasing power as a group of providers within our ICS and region to work with NHS Supply Chain and key suppliers in support of our Net Zero ambitions.
- ▲ Continue to support the digital transformation of clinical services at a system level.

Patients and wider community

- ▲ Work with our colleagues in Communications and Equalities divisions to engage with patients and the community to measure the impact of digital transformation of care and provide support to embrace further.



Taking Action: Food and Nutrition

Providing a sustainable catering service for our staff, patients and visitors that supports the health of our population, our environment and our supply chains.

Key success measure to 2025: Reduce food waste on all sites to 10%.



Our approach

It is estimated that food and catering services in the NHS produce 1,543 ktCO₂e each year, equating to around 6% of total emissions. Healthier, locally sourced food can improve wellbeing while cutting emissions related to agriculture, transport, storage and waste across the supply chain and on NHS estate.

At UHSussex, we aim to deliver a high quality and sustainable food and catering provision across the Trust, reducing our environmental impact year on year to support our Net Zero objectives. In line with our sustainable healthcare principles, our approach to work in this area is to:

- ▲ Minimise resource use.
- ▲ Reuse wherever possible.
- ▲ Switch to greener alternatives such as plant-based foods or use of electronic ordering system.

Our commitments

- ▲ We will work with patients, staff and visitors to ensure sustainable, seasonal menus at all of our sites.
- ▲ We will work with our suppliers to improve the health and wellbeing of the people and communities supporting our supply chains.
- ▲ We will a low carbon service by electrifying our catering transport vehicles as soon as possible and cutting waste to 10%.



Taking Action: Food and Nutrition

- ▲ The Trust signed up to the NHS Plastics Pledge in 2019 and commits to:
 - No longer purchase single-use plastic stirrers and straws, except where a person has a specific need, in line with the government consultation.
 - No longer purchase single-use plastic cutlery, plates or single-use cups made of expanded polystyrene or oxo-degradable plastics.
 - Go beyond these commitments in reducing single-use plastic food containers and other plastic cups for beverages – including covers and lids.

UHSussex Prioritising our interventions

- ▲ Using data from our carbon hotspots analysis (see Supply Chain and Procurement action plan), measure the carbon footprint of our food, catering and nutrition offering. Use this to identify our priority areas for action and develop our programme to target those areas.

Our retail sites

- ▲ Work creatively with our staff, visitors and patients to explore different approaches to our restaurant areas that meet the needs of customers and reflect our commitment to sustainability and our role as a local anchor organisation. The Waves Restaurant in Royal Sussex County will be used as a pilot for this approach.

- ▲ Offer facilities on a pop-up basis to local businesses or to community kitchens and community food partnerships to support the development of a sustainable local food chain and reduce the carbon footprint of our retail facilities.
- ▲ Develop a sustainable catering solution for our new 3Ts hospital utilising learning and experience for the Waves restaurant pilot scheme.
- ▲ Work with retail partners to ensure local sourcing and production of healthy and sustainable menu choices, based on the learning from our carbon hotspots analysis.
- ▲ Explore the relationship between catering and “edible landscapes” and the opportunity to use our grounds to reduce food miles and food waste and improve biodiversity.
- ▲ Work with retail partners to reduce single use catering items such as cups and packaging.
- ▲ Ensure the Retail strategy includes commitments to deliver against our sustainable healthcare principles.

Our patient food offering

- ▲ Engage with staff, visitors and patients to understand their requirements and preferences including options for vegetarian, vegan and low carbon menus.
- ▲ Work with catering leads to secure local sourced contracts for patient food where possible.
- ▲ Extend our leading patient catering provision across all sites, eliminating kitchen waste and targeting an initial 10% reduction in on the floor waste.
- ▲ Work with our delivery partners to minimise waste, source more locally where possible, and reduce single use kitchen products
- ▲ Engage with patients at point of choice to highlight the benefits of a more sustainable choice for them and others.
- ▲ Implement an electronic ordering system across the Trust.



Taking Action: Food and Nutrition

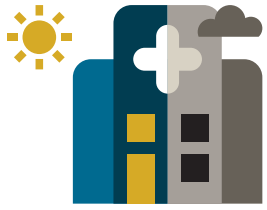
Communications, measurement and reporting

- ▲ Measure and report on the carbon footprint of our food and catering services and explore in consultation with clinical colleagues how to increase a more sustainable option, reducing reliance on high carbon foods such as beef and lamb, and improving the process for patient food waste ensuring that all our processes are sustainable.

Patients and wider community

- ▲ Build on the current promotion of healthy plant-based meals to patients whilst communicating environmental benefits.
- ▲ Through our role as an “anchor organisation” work with local food partnerships to support the development of sustainable food chains throughout our catchment area.





Taking Action: Climate Adaptation

Building resilience to our changing climate in Sussex.

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



Our approach

Climate change is already having a direct impact on the health and wellbeing of our staff and the population we serve, and this is only set to increase.

We must build resilience to our changing climate in Sussex – within our estate, our services and our supply chain – to ensure we adapt those impacts, as well as working to mitigate them.

Our commitments

- ▲ We will identify and map climate change risks for our organisation, our patients and our communities.
- ▲ We will form a multidisciplinary working group aimed at delivering actions to mitigate and adapt our estate and services against these risks.
- ▲ We will work with our ICS partners to develop an action plan to address climate adaptation in Sussex, together.

UHSussex

Climate impact assessment

- ▲ Use the information from a Climate Impact Assessment to assess our estate and clinical services for specific climate risks and current responsiveness to extreme conditions. Work with clinical and estates colleagues to develop a Climate Adaptation Plan and working group to help us adapt to those changes and ensure our buildings and services are fit for the future.
- ▲ Work with finance to develop a better understanding of the cost burden of climate change to the trust in terms of health and our estate.
- ▲ Ensure climate related risks are added to the corporate risk register as required.



Taking Action: Climate Adaptation

Adaptation

- ▲ Integrate climate change adaptation into the business continuity planning process.
- ▲ Ensure all our buildings (leased and owned) are fit for the future with appropriate adaptation measures such as solar shading, Sustainable Drainage Systems, etc, in line with the findings of the Climate Change Impact Assessment.

Communication, measurement and reporting

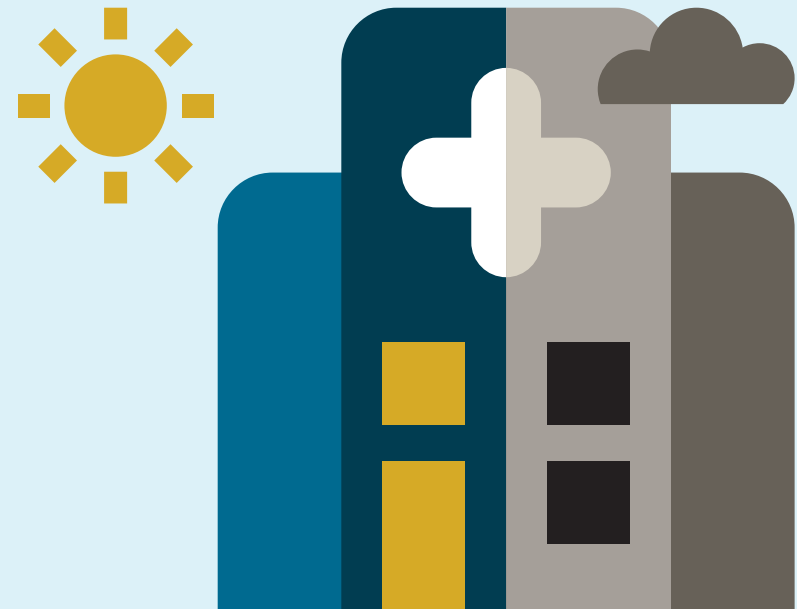
- ▲ Support delivery of our Climate Adaptation Plan by communicating to staff on what climate change adaptation is and how it relates to UHSussex.
- ▲ Work alongside our communications team to improve the access of climate adaption information for patients and staff providing tips individual adaption actions.
- ▲ Measure instances of heatwaves at the Trust and report these through the Greener NHS quarterly reporting.
- ▲ Measure and report against progress against delivery of this action plan in line with Green Plan governance requirements.

Working within the ICS

- ▲ Develop a Sussex-wide Climate Change Impact Assessment with partners in the ICS to understand the impact of climate change on our patients and services.

Patients and wider community

- ▲ Identify patient groups vulnerable to the impacts of climate change. Work with these groups to identify specific climate risks and define the actions that can be taken by the health system to support mitigation.
- ▲ Communicate with our patients and the wider community on climate change adaptation and the impacts on them including; climate related risks, changes to vector borne diseases and the action that Sussex Community and partners are taking to mitigate them.





Taking Action: Collaboration and Partnership

Enhancing our impact by working with others.

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



Our approach

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

Working with partners at a wider level is also key. Carbon emissions across the ICS are around 70,000 tonnes CO₂e. By working together to deliver Net Zero Carbon across Sussex, we can share learning and best practice, reduce duplication, make the best use of our resources and collectively deliver against Net Zero Carbon.

Our commitments

- ▲ We will ensure our sustainable healthcare aims and principles are integrated in decision-making processes across all areas of the Trust and at all levels.
- ▲ We will work in partnership with others within our ICS and beyond to decarbonise our local health economy through collaborative projects and approaches, maximising our opportunity to learn from others and share our learning.
- ▲ We will strengthen our partnership with Brighton and Sussex Medical School to support research and people development.

UHSussex Integrating into core business

- ▲ Undertake a review of SIs and key Trust programmes and projects to highlight initiatives already supporting this Green Plan and identify any additional areas of opportunity. This should include SIs, breakthrough objectives, efficiency programmes and other corporate projects.



Taking Action: **Collaboration and Partnership**

- ▲ Ensure sustainability principles are integrated into all business cases with impacts measured as part of benefits realisation.
- ▲ Work with Kaizen programme team to integrate sustainable healthcare principles into all our improvement projects.
- ▲ Ensure the new Green Plan strategy and Net Zero Carbon commitment is recognised and supported across other Trust strategies and programmes, including: clinical services and operational teams; digital; workforce; quality and safety; improvement and delivery; finance; procurement; estates; comms and engagement; and data and intelligence.

Resourcing

- ▲ Develop a resourcing plan with allocated resource to ensure delivery against this Green Plan. This should complement the recently allocated resource for the clinical work stream.

Measurement and reporting

- ▲ Report against our NHS Carbon Footprint in line with Green Plan governance requirements, and develop our methodology for reporting against our NHS Carbon Footprint Plus.
- ▲ Measure and report against progress against delivery of this action plan in line with Green Plan governance requirements.

Working within the ICS

- ▲ We will work with colleagues in BSMS to develop a charter for sustainability and integrate sustainability into the curriculum.
- ▲ Identify the key priority areas for working together within the ICS and SE region and develop projects in support of these areas.
- ▲ Deliver and develop joint programmes with our national and international partners e.g. For a Greener NHS, Plastics in Healthcare projects.
- ▲ Review best practice from other ICSs and actively share our learning by engaging on a local and national level with case studies, examples of best practice and other content of relevance.
- ▲ Support the Sussex Health and Care Partnership to develop an ambitious ICS Green Plan that shows leadership on sustainable healthcare and Net Zero in the SE region and beyond.
- ▲ Link with Local Authority partners to collaborate on Social Responsibility and climate change initiatives.
- ▲ Through the ICS programme board, continue to develop programmes to improve buildings and infrastructure. These improvements allow UHSussex and system partners to improve efficiency through modern methods of construction and rationalisation of estates.

Patients and wider community

- ▲ Continue to hold Green travel stakeholder meetings including with
 - Local colleges and universities.
 - Neighbouring business leads (for example Rolls Royce in Chichester and the Racecourse in Brighton).
 - Local and district councils.
 - Portsmouth Hospital University Trust.



Taking Action: **Collaboration and Partnership**

- ▲ Work with our ICS partners to understand how we can best engage with our patients on sustainability. Together, develop an understanding of how to use our influence within our patient community to effect change and ensure we are communicating as one voice across the region.
- ▲ Ongoing work as a member of the Smart Sustainability South; chaired by Crown Central Services the group has established to benchmark ideas and develop collaborative work in support of Net Zero strategies across the region.
- ▲ Close Sustainability partnering with local councils:
 - Brighton – close liaison with the Green Sustainability group in relation to reuse and recycle, green travel including cycles and EV charging strategy, wider project ideas in relation to net zero and sharing best practice.
 - Worthing – members of the Worthing Heat Network which is an exciting opportunity for the district. The project is aiming to deliver net zero heat derived from waste water heat to multiple sites in Worthing including our Hospital.
 - Chichester – The Trust has a close relationship for Green Travel and has also been working in partnership to identify joint opportunities for net zero.



What you can do to help

Everyone's contribution is required in order to meet our goals set out in this Green Plan. Patient First approach empowers our staff to take simple improvement actions locally that collectively can make a big difference. Other mechanisms exist for everyone to contribute to projects that directly impact our Trust's environmental sustainability;

Become a Green Ambassador – we have over 300 across the Trust and already from a wide range of departments and professional backgrounds. This is a staff network supporting local initiatives requiring behavioural change or raising awareness on environmental issues within this Trust. email uhsussex.green@nhs.net

Patient First Improvement System – making a contribution to our environmental strategic initiative through structured local improvement huddles identifying small changes which can make a difference to the carbon footprint in your area of work.

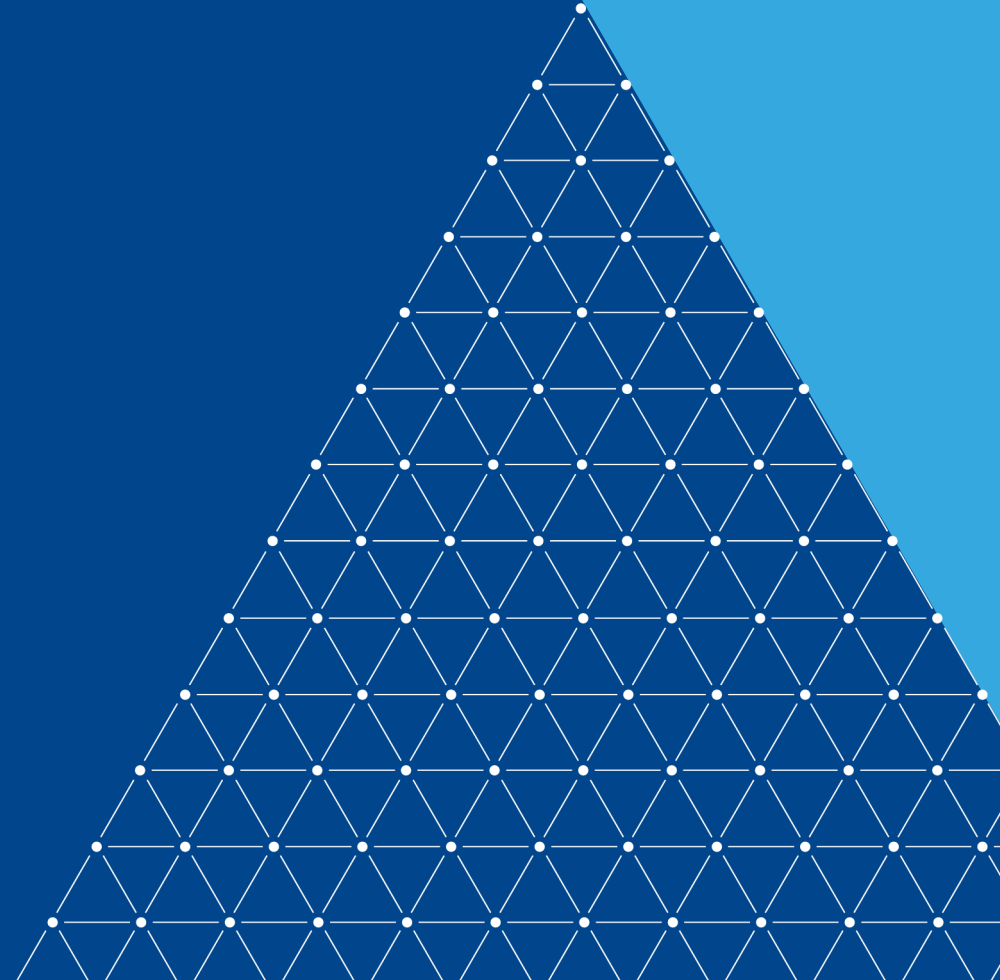
We are developing a programme for Sustainability training. This will be available for everyone to develop a greater understanding of sustainability within the NHS.

Ensure Environmental impact becomes a routine part of your local decision-making and clinical or business decisions.

Project suggestions – staff are encouraged to suggest any projects that will directly impact our environmental performance. Send your suggestions and queries to uhsussex.green@nhs.net These will be picked up by our green ambassadors or our workstream leads



Appendices



Appendix 1

Our carbon footprint reporting boundary

The recent NHSEI climate change strategy ‘Delivering a Net Zero National Health Service’ recently set out two clear targets for the NHS:

Net Zero by 2040 for the emissions we control directly (NHS Carbon Footprint)

▲ **Net Zero by 2045 for the emissions we can influence (NHS Carbon Footprint Plus).**

The NHS Carbon Footprint Plus includes all three of the Green House Gas Protocol scopes, as well as the emissions from patient and visitor travel to and from NHS services and medicines used within the home (see Figure A1).

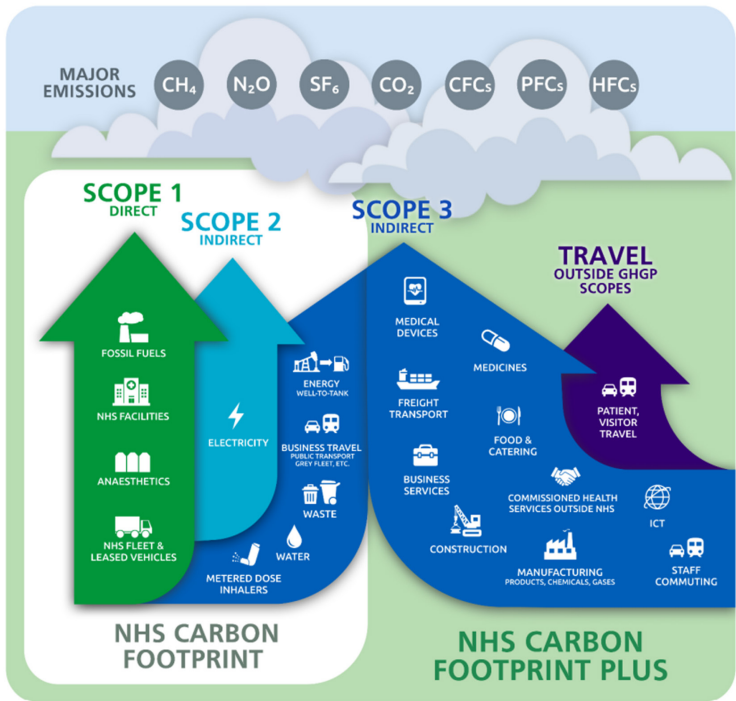


Figure 1A: Greenhouse Gas Protocol scopes in the context of the NHS

In this Green Plan, we have presented our carbon footprint to ensure we are in line with the new NHSEI requirements. As such we are reporting our:

1.NHS Carbon Footprint in full back to our baseline year 2009/10. The following data sources and assumptions have been made:

Activity	Data Source	Assumptions
Utilities	ERIC returns	The 3Ts development has been excluded from our direct emissions footprint
Waste	ERIC returns	-
Anaesthetic gases	Pharmacy DSUM report	Earliest year available 2014/15 used for baseline
Anaesthetic gases - NOX	NHSEI	Earliest year available 2018/19 used for baseline
Metered dose inhalers	Pharmacy DSUM report	Earliest year available 2014/15 used for baseline
Mileage and fleet	Finance claims and fleet fuel records	Earliest year available 2018/19 used for baseline

Our carbon footprint reporting boundary

The recent NHSEI climate change strategy 'Delivering a Net Zero National Health Service' recently set out two clear targets for the NHS:

- ▲ **Net Zero by 2040 for the emissions we control directly (NHS Carbon Footprint)**
- ▲ **Net Zero by 2045 for the emissions we can influence (NHS Carbon Footprint Plus).**

The NHS Carbon Footprint Plus includes all three of the Green House Gas Protocol scopes, as well as the emissions from patient and visitor travel to and from NHS services and medicines used within the home (see Figure A1).

2.NHS Carbon Footprint Plus using the following data:

- a.Supply chain data spend data 2018/19
- b.Assumption for personal travel based on the NHSEI %

In terms of reporting boundary, we report on emissions from the activities over which we have 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 carbon reporting with other national NHS reporting processes and standards, notably the annual Estates Return Information Collection (ERIC).

During Q4 2021/22 we will be creating a carbon reporting data management policy to include all emissions within our scope.

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).

Data is reported as UHSussex data. For years prior to the merger (April 2021), data from BSUH and WSHFT have been combined.

Appendix 2 – Activity data, emissions, targets and KPIs

a) NHS Carbon Footprint (all reported scope sources, tCO₂e) change since base year.

Carbon emissions (tCO ₂ e)		
Emission source	Baseline Year 2009 – 2010	2020 – 2021
Building Electricity	31,266	15,326
Building Fossil Fuels	19,218	16,101
Water and Sewerage	621	564
Waste	836	614
Anaesthetic gases	3,295	1,588
Metered Dose Inhalers	1,184	1,083
Business Travel	587	141
NHS Fleet	331	426
Total	57,338	35,842
Actual savings against baseline	-	-37%

Notes:

Where data for 2009-10 year available we have used the furthest back year available with confidence in accuracy

- ▲ Anaesthetic gases; 2014/15
- ▲ Metered does inhalers; 2014/15
- ▲ Nitrous Oxide: 2018/19
- ▲ Business miles and Fleet: 2018/19

b) UHSussex activity data for NHS Carbon Footprint since base year

Activity Data		
Emission source	Baseline Year 2009 – 2010	2020 – 2021
Purchased Electricity (kWh)	51,666,300	53,191,638
Gaseous Fossil Fuels (kWh)	92,054,140	75,138,014
Liquid Fossil Fuels (kWh)	1,276,428	1,535,874
Water (m3)	610,691	554,441
Sewerage (m3)	580,156	526,719
Waste (tonnes)	3,243	4,525
Anaesthetic Gases (litres)	1,183	386
Metered Dose Inhalers (no. units)	15,340	10,769
Business Mileage Claims (miles)	1,873,846	511,097
Fleet fuel usage (litres)	126,370	167,712

Notes:

NOX data not included in Anaesthetic gases as raw data not available. Data was provided from NHSEandI in total CO₂ for years 2018/19, 2019/20 and 2020/21

This year for the first time we have incorporated indirect carbon emissions into our carbon footprint, in line with NHSEI NHS Carbon Footprint Plus requirements. The sources of carbon emissions included within the NHS Carbon Footprint Plus are shown below in Figure A3.

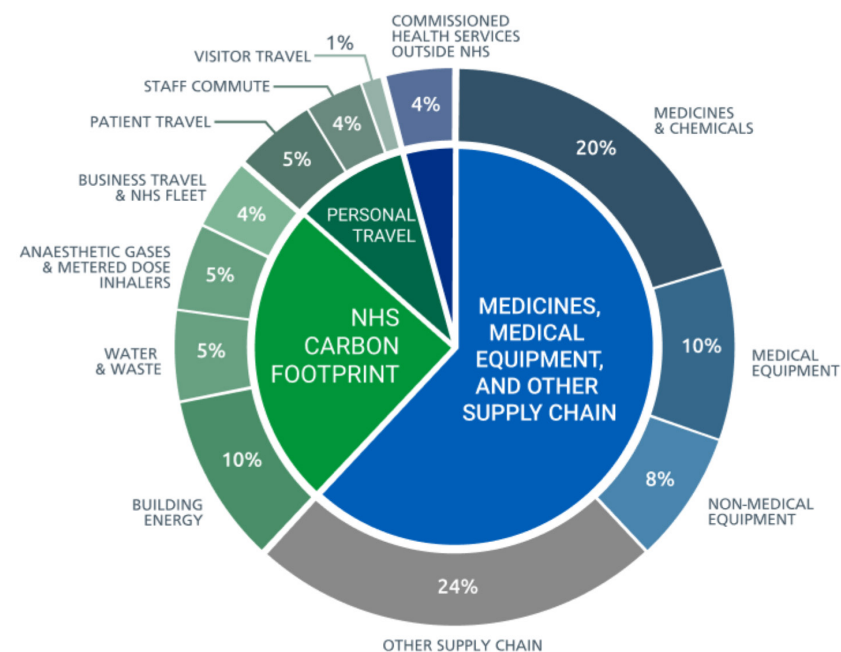


Figure A3: sources of carbon emissions by NHS Carbon Footprint Plus (from 'Delivering a Net Zero National Health Service')

Supply Chain and Commissioned Healthcare Services

For UHSussex, 'Supply Chain' covers all aspects of the NHS Carbon Footprint Plus within the 'Medicines, medical equipment and other supply chain' category.

Both Supply Chain and Commissioned Healthcare Services outside NHS were calculated using an environmentally extended input-output (EEIO) model historically used by the NHS Sustainable Development Unit (now For a Greener NHS).

Carbon factors covering the financial year 2018-2019 across 21 product and service categories were applied to the Trust's 2020-2021 financial data. These were expressed as kilograms of carbon dioxide equivalent per £ spend (kgCO₂e/£).

This methodology was chosen as it was the most up to date methodology available to us and has been used by For a Greener NHS. Updated tools and methodologies are required to improve reporting within this area.

Personal Travel

Data covering the Personal Travel aspect of the UHSussex NHS Carbon Footprint Plus (patient travel, staff commute, visitor travel) was not available for UHSussex.

Instead, an estimated figure has been included in order to give a clear representation of the scale of the challenge and the key areas of impact. Personal Travel emissions were estimated from 10% of our current reported carbon footprint; including all reported sections of NHS Carbon Footprint Plus (e.g. Supply Chain); and added to the total.

The 10% proportion was selected to align with NHS England estimates from the 'Delivering a Net Zero NHS' report.

We aim to more accurately report on this section as our reporting techniques in this area develop.

In partnership with



NHS
University Hospitals Sussex
NHS Foundation Trust