

Inspected and rated

Outstanding 



The Newcastle upon Tyne Hospitals
NHS Foundation Trust

Sustainable Healthcare in Newcastle (SHINE) Report 2017-18



ROYAL
VICTORIA
INFIRMARY



Shine

Sustainable Healthcare in Newcastle



Contents

1. Introduction.....	3
2. Overall Performance Update	6
2.1 Sustainable Development Assessment Tool (SDAT)	6
2.2 Carbon Footprint.....	8
2.3 Staff Sustainability Survey.....	9
3. Key Action Areas.....	10
3.1 Energy	10
3.2 Water	14
3.3 Waste.....	17
3.4 Buildings & Land	20
3.5 Journeys	22
3.6 Purchasing	26
3.7 Adaptation.....	28
3.8 Models of Care	30
3.9 People	34
4. Summary.....	38

1. Introduction

The Newcastle upon Tyne Hospitals NHS Foundation Trust's vision for sustainability is to deliver healthcare at its very best, within available environmental and social resources, protecting and improving health now and for future generations.

Our Board approved Sustainable Healthcare Strategy for 2016-20 sets out three Sustainable Development Goals.

Goal 1: A healthier environment

Goal 2: Communities and services are ready and resilient for changing times and climates

Goal 3: Every opportunity contributes to healthy lives, healthy communities and healthy environments.

Included within the strategy is the Trust's Sustainable Development Management Plan – an action plan setting out how the key aims of the strategy will be achieved.

The Trust's first Annual Sustainability Report was published for 2016/17 demonstrating the progress of the Trust towards those key aims. This year's report will aim to do the same, providing an update on our overall performance, using key performance data and historical trends, followed by detailed progress reports for each of our SDMP key action areas.

We hope to highlight where we have successfully reduced our impact on the environment, saved money and improved patient and staff wellbeing, whilst facing ever tighter financial constraints and seeing increasing patient numbers through our doors.

Among the achievements in 2017/18 the Trust won the Sustainable Hospital Award at the Health Business Award 2017, which recognised the efforts made throughout the Trust to improve efficiency, reduce costs and improve environmental and social impact.

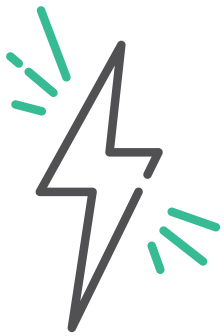
We've also continued to use our Shine logo and brand in all communications this year, and hope to see an improvement in the levels of staff awareness of sustainability, and the work of the sustainability team, when we conduct the annual staff survey in summer 2018.

In 2017/18 the Trust won the Sustainable Hospital Award at the Health Business Award 2017, which recognised the efforts made throughout the Trust to improve efficiency, reduce costs and improve environmental and social impact





How we plan to deliver sustainable healthcare at its very best, with a personal touch



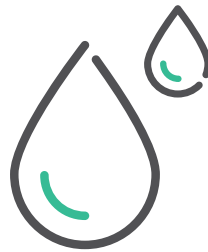
Energy

Using energy more efficiently and transitioning to lower carbon energy sources



Waste

Moving up the waste hierarchy: dispose of less, reuse and recycle more



Water

Eliminating wasteful use of this precious resource



Buildings & Land

Providing healthy and biodiverse spaces for patient and staff wellbeing



Journeys

Encouraging active and sustainable travel for all



Purchasing

Working with our supply chain to deliver ethical and sustainable procurement



Care

Developing low carbon care pathways and adapting our services with climate change in mind



People

Inspiring, empowering and motivating our people to embrace sustainable healthcare

2. Overall Performance Update

2.1 Sustainable Development Assessment Tool (SDAT)

The Sustainable Development Assessment Tool (previously the Good Corporate Citizen (GCC) Assessment Tool) is a self-assessment tool developed by the Sustainable Development Unit to help healthcare organisations understand their sustainable development work, measure progress and help to plan for the future. There are four cross cutting themes 'Governance & Policy', 'Core Responsibilities', 'Procurement & Supply Chain' and 'Working with Staff, Patients & Communities'.

The SDAT is an evolution from the GCC tool and the changes mean that the old GCC scores are not comparable to the new SDAT score – therefore the SDAT score is treated as a new baseline. Where we've previously reported on our GCC progress, we will now be reporting on our SDAT scores.

The tool assesses our performance in 10 modules and generates an overall percentage score as well as a score for each module. The SDU encourages all users of the tool to include both scores within their annual report.

The SDAT is an evolution from the GCC tool and the changes mean that the old GCC scores are not comparable to the new SDAT score.

GOOD CORPORATE CITIZEN (GCC)

We first completed the GCC tool in 2012, repeating it every 2 years until 2016. Then with the development and approval of our Sustainable Healthcare Strategy we committed to completing this every year.

Good Corporate Citizen (GCC) Assessment Performance

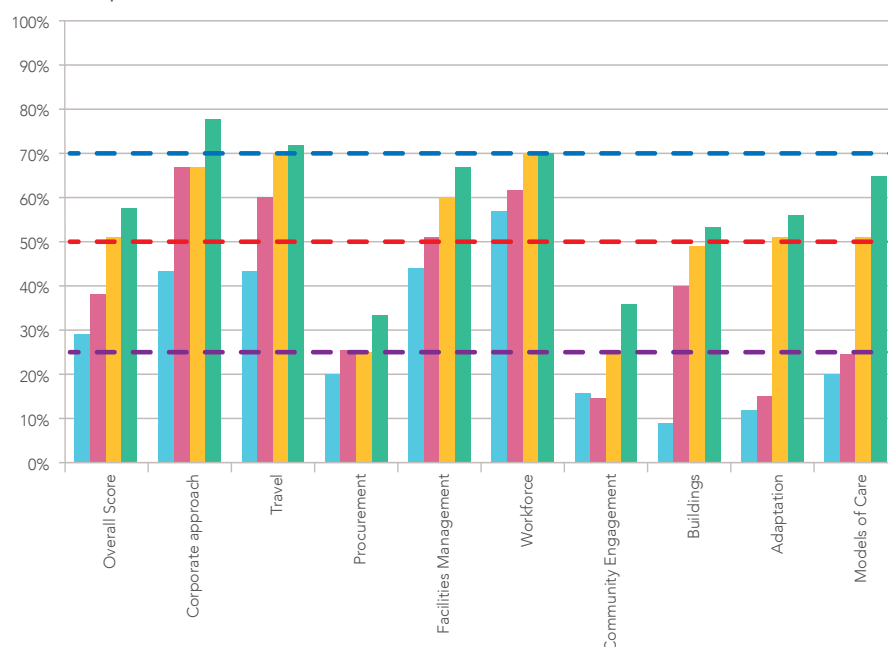


Figure 1

We reported our final GCC scores in last year's report (see figure 1 above) and have moved to SDAT following national guidance. You can see our baseline SDAT scores overleaf (figure 2).

- NuTH 2012
- NuTH 2014
- NuTH 2016
- NuTH 2017
- National Target (2015)
- National Target (2020)
- NuTH Target (2020)

Having completed the new SDAT tool for the first time this year, our overall baseline SDAT score is 41% and the breakdown of scores across the 10 modules is shown in figure 2 to the right:

Baseline Sustainable Development Assessment Tool Scores 2018

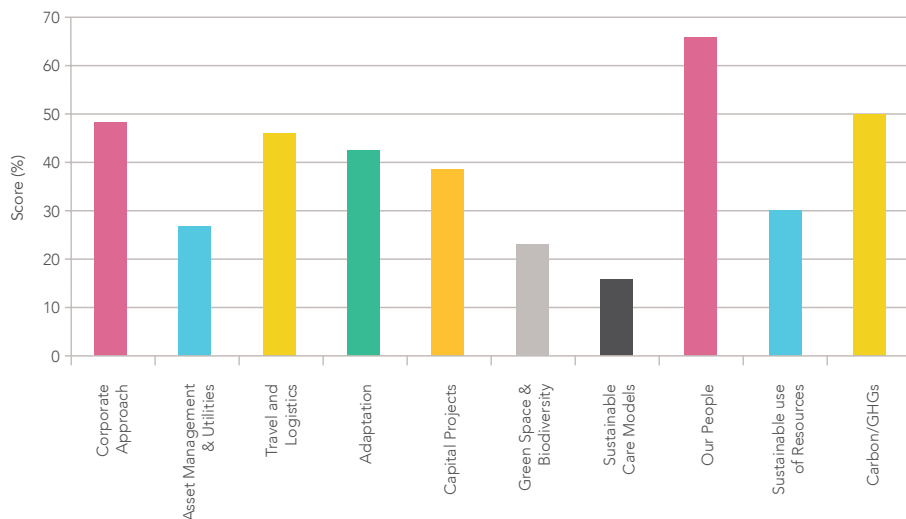


Figure 2

UN SUSTAINABLE DEVELOPMENT GOALS

The SDAT tool also shows how the Trust is supporting progress against the UN Sustainable Development Goals – 17 sustainable development goals which aim to end poverty, protect the planet, and bring prosperity to all by 2030.

The goals are shown in figure 3 and the relevant goals will be highlighted throughout this report.

SUSTAINABLE DEVELOPMENT GOALS



Figure 3

2.2 Carbon Footprint

The carbon footprint graph (figure 4) shows the carbon emissions associated with our Building Energy use, Water use, Waste, Travel and Procurement (supply chain) emissions.

The data shows a very slight decrease in carbon emissions this year, with building energy and procurement being the areas where this has been achieved.

The graph also shows the 2020 target, which is a 28% reduction in emissions from a 2013 baseline year.

The decrease in overall emissions is positive, as is the levelling off of emissions from other sources. However it is important to remember the 2020 target is an absolute target, meaning the reduction will need to be achieved even as patient numbers continue to rise.

Trust Absolute Carbon Emissions (showing 2020 target)

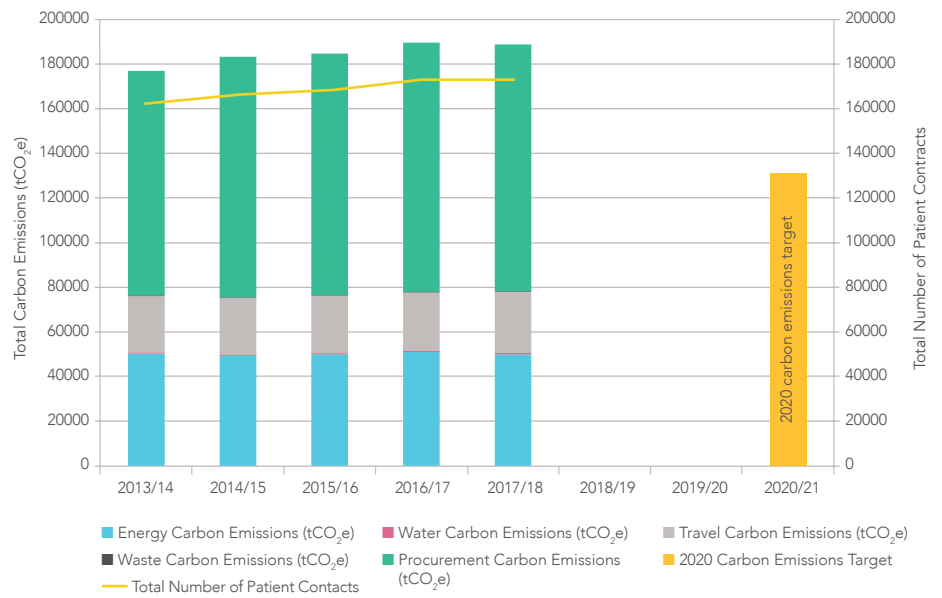


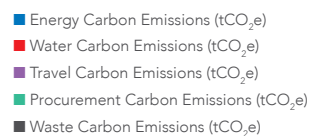
Figure 4

The breakdown of the Trust's total emissions for 2017-18 (figure 5) clearly shows that emissions from water consumption and waste make up a very small proportion of the total, followed by travel, building energy use, and carbon emissions associated with the supplies and products we purchase making up the largest proportion.

Trust Absolute Carbon Emissions (2017/18)



Figure 5



2.3 Staff Sustainability Survey

Since 2014 the Trust has produced an annual staff sustainability survey to gather feedback from staff on their understanding of sustainability aims and objectives at Newcastle Hospitals. In the most recent survey over 84% of staff agree that it is 'very important' for the Trust to work in a more sustainable way (figure 6).

The survey also showed that staff believe the Trust should make sustainability a part of the way we work in the future, and that the Trust should act in a more sustainable way, even where this would cost a small amount.

Since 2016 awareness amongst staff on the sustainability work of the Trust has increased from 47% of staff to 53%. The survey was taken before the launch of the Shine NUTH sustainability brand. It is hoped that when the survey is carried out in summer 2018, we'll see an increase in staff awareness of our sustainable healthcare strategy and how they can help deliver outstanding healthcare services for generations to come.

In the most recent survey over 84% of staff agree that it is 'very important' for the Trust to work in a more sustainable way.

How important do you think it is for our Trust to work in a more sustainable way?

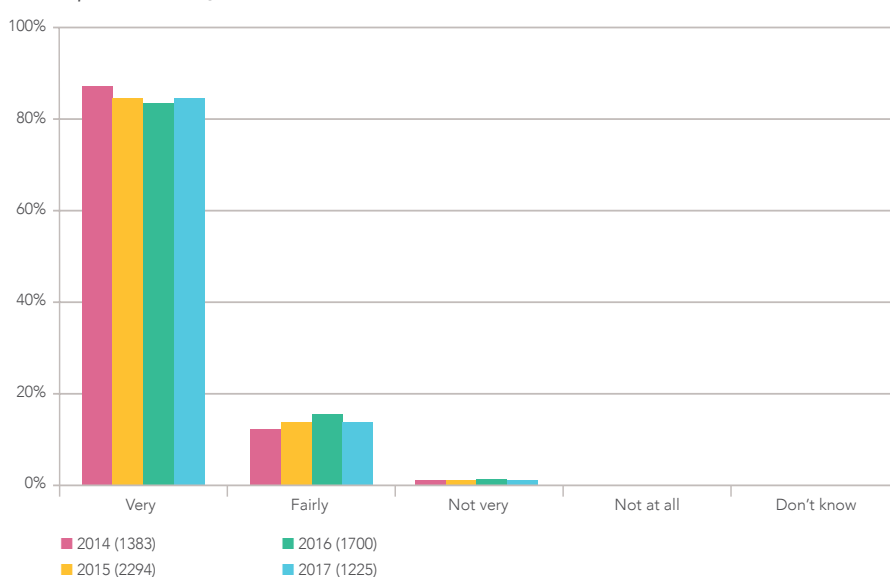


Figure 6

This year's survey was also used as an opportunity to ask for ideas on how the Trust can deliver a more sustainable healthcare service in future years – some common themes were identified from the answers; the Trust should take advantage of advances made in IT and technology to reduce travel time, increase e-health opportunities, reduce paper reliance and utilise smart systems for appointments; bringing care closer to patients' homes and reducing the need for travel; and implementing more preventative programmes - improving the health of our local population so that healthcare services aren't needed as much for preventable illnesses.



The Sustainability Team incorporated this feedback in to revisions to our plans for 2018 onwards.

3. Key Action Areas

3.1 Energy

PERFORMANCE

SUSTAINABLE DEVELOPMENT ASSESSMENT TOOL

The Trust achieved a baseline score of 26% on the SDAT theme of Asset Management & Utilities, and 50% on the theme of Carbon/Greenhouse Gases, showing that we are working towards the following UN Sustainable Development Goals:



Carbon emissions from building energy use have remained largely constant over the last five years, with 2017/18 emissions just 0.5% lower than the 2013/14 baseline year.

The energy use that makes up the overall carbon emissions varied slightly in 2017/18 (see Table 1). Less natural gas was used to generate onsite electricity at the RVI Energy Centre due to engine downtime. This meant less excess electricity was exported from our Combined Heat & Power (CHP) engines to grid and more electricity was imported from the grid. Fortunately, the carbon intensity of grid electricity reduced by almost 15% between 2016/17 and 2017/18 so this helped offset the carbon impact of our loss of recovered heat from the engines and an increased demand for space heating (2017/18 being a colder year than previous).

Since October 2016, the Trust has purchased grid electricity from renewable sources for all supplies other than the grid top-up required to our Energy Centres. As 2017/18 is the first full year under this procurement contract, imported 'green' electricity has increased by 150%.

Carbon Emissions from Building Energy Use

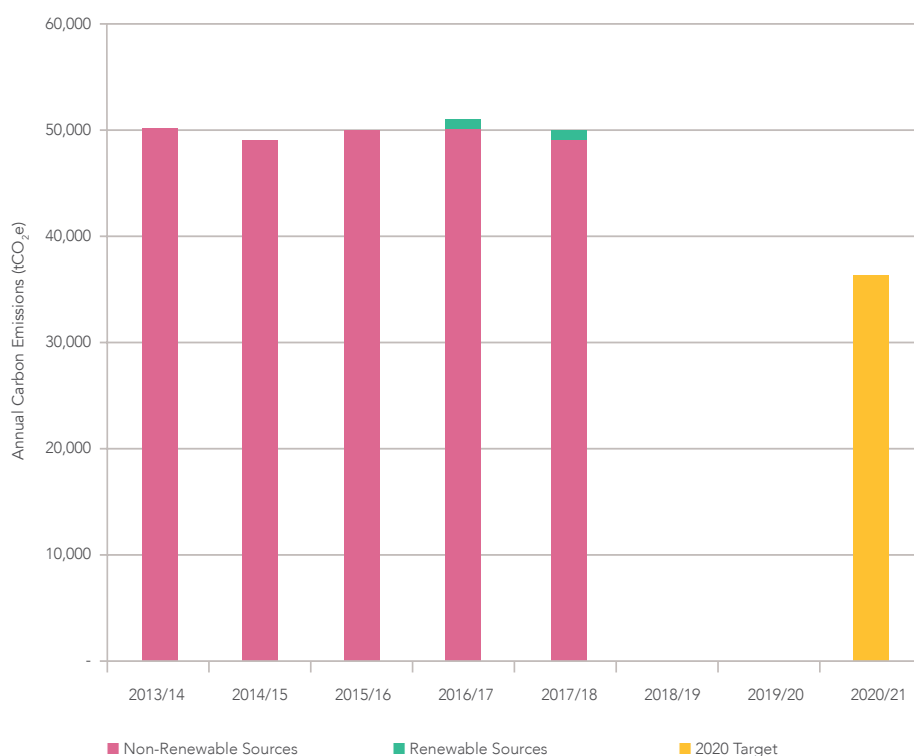


Figure 7



Year	Imported Natural Gas (kWh)	Imported Oil (kWh)	Imported 'Brown' Electricity (kWh)	Imported 'Green' Electricity (kWh)	Exported Electricity (kWh)	Overall Carbon Emissions (tCO ₂ e)
2013/14	256,661,771	560,443	14,690,626		8,072,236	50,335
2014/15	269,476,845	734,716	10,181,446		11,913,094	49,188
2015/16	263,081,262	1,041,271	12,135,292		9,559,200	49,996
2016/17	279,013,869	1,420,945	7,967,821	1,651,882	11,196,312	51,060
2017/18	263,204,645	801,388	12,015,477	4,091,269	6,265,123	50,067

Table 1: Annual Energy Use in Buildings and associated carbon emissions

ACTIONS AND ACHIEVEMENTS

The beginning of 2017/18 welcomed a refreshed energy policy which set out the Trust's commitment to embed energy management best practice throughout the organisation to minimise energy consumption, reduce associated energy costs, and meet the carbon reduction target.

As energy is a significant cost to the Trust, financial sustainability has been a key focus for 2017/18. Actions have included the consultation on and adoption of a new energy procurement strategy which caps future prices, reducing the risk to the Trust; an audit of historic invoices and VAT to identify overcharges, and; changes to energy centre operations to maximise income from electricity exported to the national grid.

Opportunities to reduce energy use have been identified via a series of site audits, including lighting, IT, building services and potential for solar photovoltaic panels. A new Building Management System (BMS) working group has also been established with the aim of reducing energy use and improving internal conditions by optimising controls for heating, ventilation and cooling systems throughout Trust buildings.

Opportunities to reduce energy use have been identified via a series of site audits, including lighting, IT, building services and potential for solar photovoltaic panels.





PLANS FOR THE FUTURE

The delayed RVI energy centre CHP engine upgrade will take place this summer. The original engines will be replaced with new, more efficient engines that will use less natural gas to produce the same amount of electricity. These engines generate 90% of the electricity used at the RVI and are responsible for a quarter of total Trust carbon emissions from building energy use. This increased efficiency will therefore lead to reductions in associated carbon emissions.

Other plans include improving energy metering and data collection to help identify energy saving opportunities, supported by ongoing energy audits. Following on from the interest in energy saving by Green Impact teams during 2017/18, staff energy training will be delivered to Green Champions, Green Impact teams and key staff within Estates and Facilities.

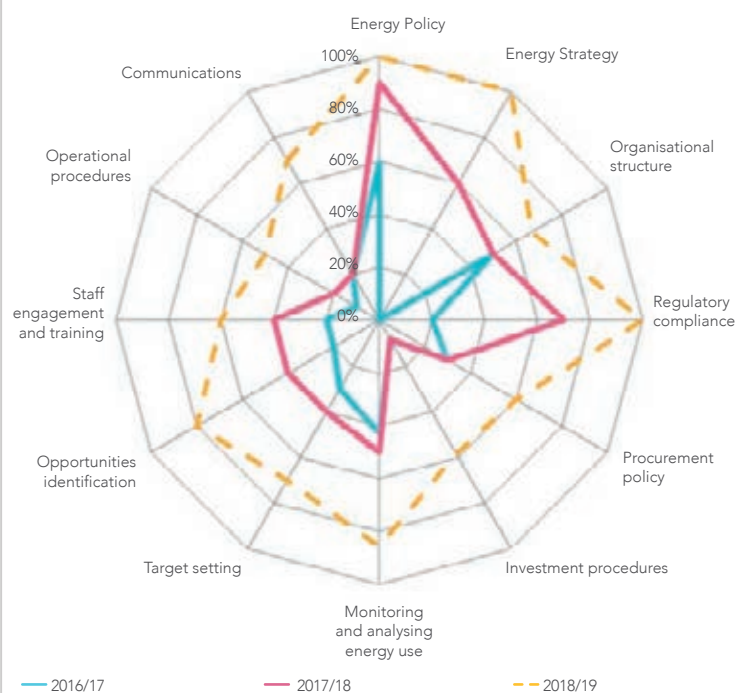


CASE STUDY: Embedding Energy Management Best Practice

The Energy Management Group has adopted the Carbon Trust's Energy Management Assessment tool to guide and track progress towards embedding energy management best practice throughout the Trust. The tool, used by many large organisations, sets out performance criteria in twelve key aspects of energy management: Energy Policy; Energy Strategy; Organisational Structure; Regulatory Compliance; Procurement Policy; Investment Procedures; Monitoring and Analysing Energy Use; Target Setting; Opportunities Identification; Staff Engagement and Training; Operational Procedures, and Communications.

Baseline performance was assessed at the end of 2016/17 and annual improvement targets have been set with the overall aim of scoring 100% in all areas by the end of 2020/21. Good progress has been made during the last year increasing the overall score by 21 points, moving from 26% in 2016/17 to 43% 2016/17. This is shown in **Figure 8**, along with our ambitious improvement target for 2018/19.

Figure 8



3.2 Water

SUSTAINABLE DEVELOPMENT ASSESSMENT TOOL

The Trust achieved a baseline score of 26% on the SDAT theme of Asset Management & Utilities, and 50% on the theme of Carbon/Greenhouse Gases, showing that we are working towards the following UN Sustainable Development Goals:

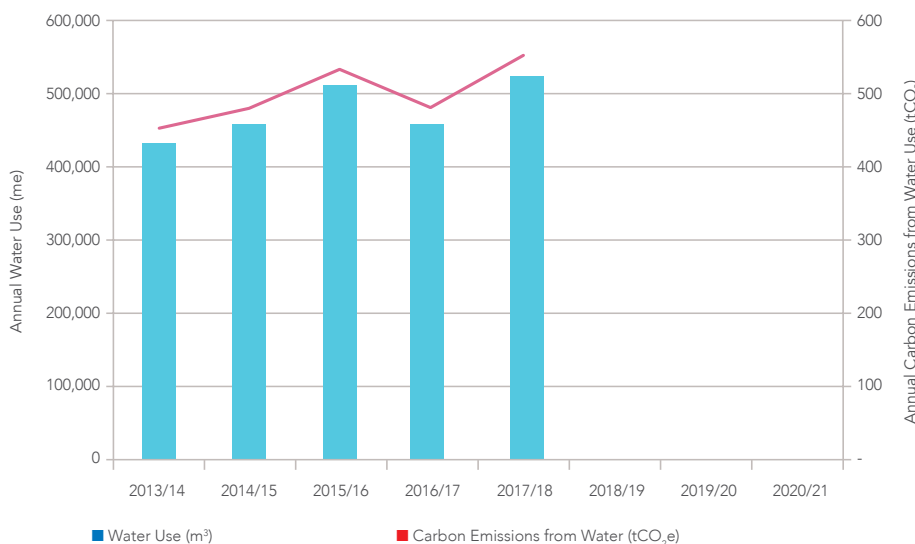


Old water distribution pipework has resulted in a number of leaks and we've invested in the renewal of our ring main at our Freeman Hospital site to significantly reduce this.

Table 2: Annual Water Use and Associated Carbon Emissions

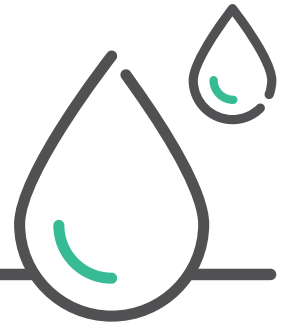
Year	Water Use (m3)	Carbon Emissions from Water (tCO ₂ e)
2013/14	431,693	454
2014/15	457,611	481
2015/16	509,960	537
2016/17	458,037	482
2017/18	523,620	551

Annual Water Use & Associated Carbon Emissions



Following a drop in 2016/17, water use in 2017/18 has increased to the highest level since the baseline year. Due to reliability issues with some water meters it is difficult to interpret the cause of these fluctuations but there is a general upward trend of 5% per year. Old water distribution pipework has resulted in a number of leaks and we've invested in the renewal of our ring main at our Freeman Hospital site to significantly reduce this.

Figure 9



A Trust-wide water metering survey has been completed, identifying opportunities to improve metering and data collection.

ACTIONS AND ACHIEVEMENTS

A Trust-wide water metering survey has been completed, identifying opportunities to improve metering and data collection. Recently two main meters have been replaced at the RVI, which together measure around 35% of total Trust water use and will improve the accuracy of future data available to track consumption.

Following a trial at the Dental Hospital in 2016/17, changes have been made to water quality management procedures to help reduce water use. Previously, all hot and cold water outlets (such as taps and showers) were opened for 3 minutes each day to prevent the build-up of harmful bacteria in the water. In 2017/18 the standard was reduced to 1 minute twice a week. The impact of this change cannot be verified from direct water metering at present but minimising water consumption whilst proactively managing water quality to reduce the risk of infection to patients, staff and visitors continues to be an important focus for the Trust.

PLANS FOR THE FUTURE

Due to currently limited availability of water usage data, a focus on improving metering and data collection opportunities identified in the recent audit will be our priority for the coming year. Water quality outlet flushing procedures will continue to be assessed for water saving opportunities. Staff engagement around water efficiency and how to report leaks will continue to be promoted via our Green Impact initiative and general sustainability communications.





3.3 Waste

PERFORMANCE

SUSTAINABLE DEVELOPMENT ASSESSMENT TOOL

The Trust achieved a baseline score of 31% on the SDAT theme of Sustainable Use of Resources, showing that we are working towards the following UN Sustainable Development Goals:



Trust Waste Segregation & Performance from 2013

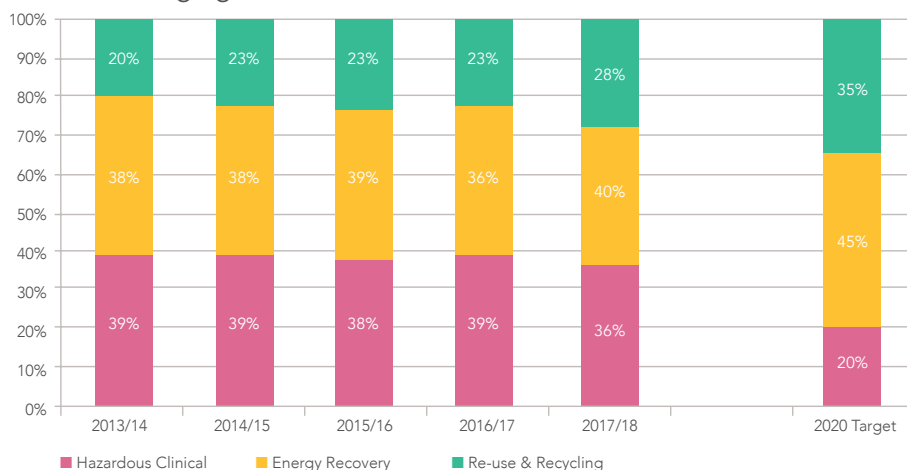


Figure 10

Figure 10 shows the segregation of all waste, both clinical and non-clinical, since 2013/14 along with our 2020 target. Our recycling rate for non-clinical waste was 48.6% in the last year, achieved against challenging circumstances within the waste industry. A change to quality criteria for waste imports imposed by China has placed a great deal of

pressure on nations, including the UK, who have been heavily reliant on exporting their segregated recycling to China. This, in turn, has put pressure on waste producers to further reduce contamination in recycling and improve segregation (resulting in more segregated recycling being rejected and sent for energy recovery).

Our recycling rate for non-clinical waste was 48.6% in the last year, achieved against challenging circumstances within the waste industry.

ACTIONS AND ACHIEVEMENTS

Targeted awareness training, the ongoing rollout of the non-infectious waste (known as 'tiger-bags' given their stripy appearance) and our continuing increase in recycling opportunities across the Trust have helped maintain a focus on waste segregation in all areas.

The non-infectious (tiger-bag) healthcare waste stream has been carefully rolled out in the last 12 months, in close liaison with colleagues in Infection Prevention & Control. From a very low starting point in 2017, now more than 50 wards and departments are segregating non-infectious waste and 26% of hospital healthcare waste was classified as non-infectious in March 2018.

A move away from the default classification of soft healthcare waste as infectious, and therefore 'hazardous', towards a situation where most soft healthcare waste is considered as safe for energy recovery without pre-treatment is envisaged. This will aid legal compliance, generate cost savings and significantly reduce our impact on the environment.

Our continued use of the Warp-It surplus furniture and equipment portal has achieved some very good results this year, with over £180,000 of efficiencies realised through savings on avoided procurement, waste disposal, administration time, transport and logistics.

In September the Sustainability Team carried out a week long 'Waste Awareness Week', taking messages to staff around the hospital on five themes; tiger bags; correct disposal of coffee cups; recycling of plastic & paper instrument packaging; the cost of waste; and segregation of glass and crockery before disposal. This resulted in an improvement in segregation of waste, and a reduction in the contamination of recyclables with coffee.



PARTNERSHIP WORKING

In August Jason Mitchell, Trust Waste Manager, delivered a presentation to the Newcastle Resources Partnership, feeding in to the development of the 'No Time to Waste' Newcastle Waste Commission, final report.

The report outlines the strategy for Newcastle upon Tyne to become a leader on waste and Jason provided valuable input in to the discussions, demonstrating how the waste hierarchy can be applied to a large and complex healthcare organisation.

The Trust is cited within the report for our achievements in waste hierarchy application.



PLANS FOR THE FUTURE

We will continue the roll-out of non-infectious healthcare waste segregation, to further improve compliance, generate savings and reduce environmental impact.

Our Warp-It utilisation will further improve through wider engagement. Currently any member of staff can contact an internal e-mail address to request furniture and equipment being held in storage, we plan to roll-out access to the web portal so everyone can check availability before making such requests.

Last, but by no means least, we plan to further increase the recycling of food waste from areas of the hospitals not currently included, including the Freeman Hospital catering department and our franchise partner outlet areas. This will move waste up the Waste Hierarchy (see case study) whilst contributing to further financial savings.

CASE STUDY: Food Waste Recycling (Royal Victoria Infirmary)

In May 2017 the RVI catering department began diverting packaged food waste from the general waste (black-bag) waste stream. Prior to this, packaged food (ready meals, juices and yoghurts etc.) returned uneaten from inpatient areas, was disposed into black bags and then compacted and sent off site for energy recovery. For cross-contamination and food hygiene reasons this food is unable to be reused on site.

A local company specialising in the management of food waste now provides a service to the Trust whereby packaged food waste is collected into household-sized wheelie bins and is taken away to a specialist facility. The facility treats the food waste by extracting it from its packaging then pasteurising and digesting it to produce a highly calorific bio-methane gas, suitable for the national grid, along with a PAS 110 certified fertiliser that can be spread to land. The entire facility has been described by one of its managers as a highly technical, tightly regulated, mechanical cow!

The impact on the Trust's waste management has been very positive. Since May 2017 over 150 tonnes of food waste has been diverted from disposal and sent for composting/recycling. This has reduced our costs of disposal for this waste stream by 10%, whilst increasing our recycling rate for the Trust by 5%.

We have plans to further expand food waste recycling across the Trust. We will also analyse our food waste to identify why this is generated in the first place in order to reduce the volume that needs disposal. That would be the ultimate application of Waste Hierarchy principles – reduce, reuse, recycle.





3.4 Buildings & Land

PERFORMANCE

SUSTAINABLE DEVELOPMENT ASSESSMENT TOOL

The Trust achieved a baseline score of 23% on the SDAT theme of 'Green Space and Biodiversity' and a score of 38% on 'Capital Projects', showing that we are working towards the following UN Sustainable Development Goals:



ACTIONS AND ACHIEVEMENTS

Our board approved Sustainable Healthcare Strategy includes an objective for 'exemplar sustainable healthcare building design and healthy, green, biodiverse external spaces'. This year the grounds maintenance contract was re-tendered and the Sustainability Team worked closely with Procurement and Estates colleagues to embed sustainability clauses to enhance the biodiversity of our green spaces. The new contract includes clauses such as: no glyphosate, peat-free fertiliser, pollinator friendly species planting and UK species default preference. We will work closely with our partner, Countrywide, over the next few years to enrich the green space at Newcastle Hospitals for patients, staff, visitors and our local wildlife.

We promote both the physical and mental health benefits of green space to our staff through our Better Health at Work campaign, including the promotion of staff running groups and weekly staff lunchtime walks.

James, our Head of Sustainability and Compliance, has worked closely with senior Estates colleagues to embed sustainability commitments into our new Estates Strategy. Currently in its final draft stages, the strategy will be presented to Board for approval this summer and includes a number of commitments including sustainable design for new builds and refurbishments and a focus on climate change adaptation and resilience.



PLANS FOR THE FUTURE

Following the start of the new grounds maintenance contract the Sustainability Team have taken the RVI Biodiversity Management Plan recommendations to Countrywide to draw up plans to improve the large green space at our boundary to Lovers Lane. There is an opportunity to remove non-native species, introduce a native hedge layer and reduce grass cutting frequency to re-wild this city centre area. Over the next year we will be looking at funding options and developing this plan to help offer a wildlife corridor - helping to link the two major city centre green spaces of Leazes Park and Exhibition Park.



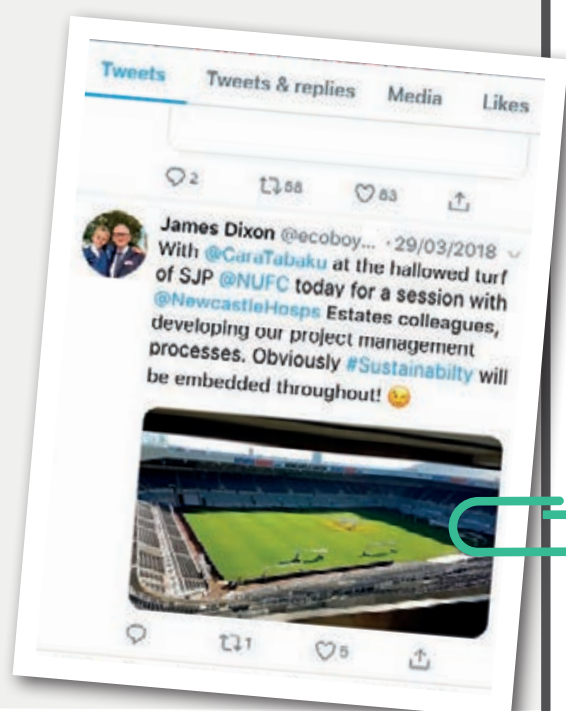
CASE STUDY: Embedding Sustainability into our Healthcare Estate Strategy

2017-18 has been a great year for embedding sustainability into plans for investing in our healthcare buildings and land.

Against a backdrop of increasing demand for NHS land rationalisation and efficient usage (national reports from Sir Robert Naylor and Lord Carter of Coles) we have taken steps to produce a new Estates Strategy for the Trust and improve our Estates capital projects procedures.

A number of workshops and consultation sessions have taken place throughout the year, allowing the Sustainability Team to ensure our board approved Sustainable Healthcare Strategy commitments for sustainable buildings and land are embedded into the strategy and procedures.

One of these away day sessions took place at the hallowed turf of Newcastle United (pictured) just a stone throw away from our RVI site. Both James Dixon (Head of Sustainability & Compliance) and Cara Tabaku (Energy Manager) attended the session, with James tweeting:



3.5 Journeys

PERFORMANCE

SUSTAINABLE DEVELOPMENT ASSESSMENT TOOL

The Trust achieved a baseline score of 46% on the SDAT theme of Travel & Logistics, showing that we are working towards the following UN Sustainable Development Goals:



The carbon emissions from transport make up a large part of our Trust total carbon emissions, with the largest portion attributed to patient and visitor travel (calculated using average carbon emission factors provided by the SDU). There has been a general upwards trend in the emissions from transport over the last six years, especially from patient and visitor travel, as patient numbers continue to rise.

Total Carbon Emissions from Staff and Patient Travel

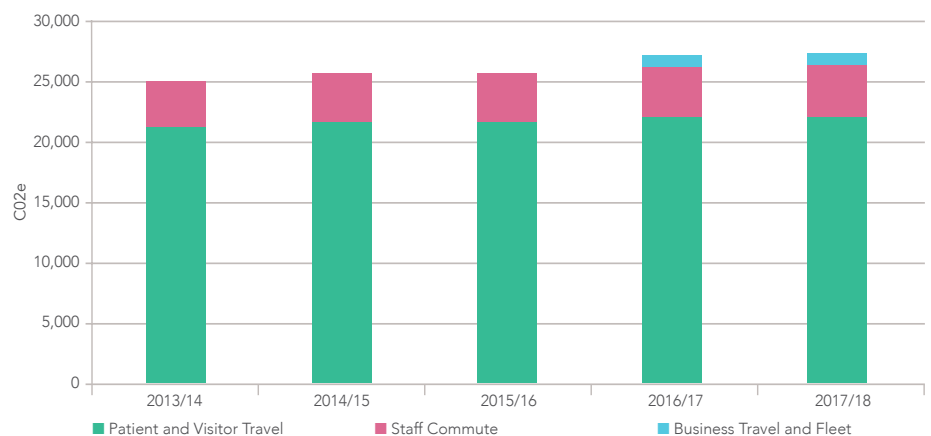


Figure 11

Since the baseline year there has been an 8% increase in emissions, with a 4% increase reported this year.

The Trust sees over 1.7 million patients each year and the carbon figure is generated using SDU averages (NHS average travel distance of 9.4 miles and 3.7 patient and visitor journeys per patient contact). Data provided from the North East Ambulance Service on non-urgent transport provided for patients is also included here.

Emissions coming from staff commute make up the second largest portion of the emissions generated from travel.

Initiatives, some of which are described overleaf, will be taking place over the coming year to improve the data we gather on patient, visitor and staff journeys, to give more accurate data.

This is the second year we have been able to include data on business travel and fleet emissions. Data is collected from actual figures on miles travelled for business reasons by air, rail and car. At the moment this makes up just 3.5% of the overall emissions, and has decreased by almost 4% since last year.



ACTIONS AND ACHIEVEMENTS

As staff travel makes up the second largest portion of travel related carbon emissions, the Trust has continued to provide a number of services to staff to encourage a modal shift away from individual car use, towards public transport and active travel options such as cycling and walking.

Restrictions are placed on car parking, and permits are allocated on a basis of need. Alternative personal travel plans are provided for staff, informing them of public transport and park & ride alternatives.

The Trust provides a Park & Ride facility, a bike to work scheme, cycle maps and secure cycle storage facilities for staff.

Staff are also able to access a public transport season ticket loan scheme, which enables them to take advantage of discounts available for an annual travel pass.



This year the Trust has combined three courier contracts in to one, with improved route planning to ensure journeys are not unnecessarily duplicated. Efficiency savings, both in cost and environmental impact, have been realised through utilisation of courier routes for transfer of goods, instead of individual taxi journeys. A reduction in taxi mileage has already been achieved since the implementation of the courier service and this is expected to improve further into 2018-19, saving money and improving local air quality.



PLANS FOR THE FUTURE

This year a patient and visitor travel survey will be undertaken, firstly to gain more accurate data on the modes of transport used when people are travelling to and from the Trust sites, and secondly to find out what would encourage people to take public transport, walk or cycle to the sites – with the hope of identifying opportunities for the Trust to improve information or facilities provided.

A full staff travel survey will also be carried out and the results of both will be used to inform the Trust Travel Plan for staff, patients and visitors.

The Trust currently operates a free shuttle bus service for staff travel between our three main sites, as well as having an arrangement in place with a local bus company to provide free staff travel on designated routes between our main sites and our offices at Regent Point. A new hopper and bus contract will be procured and implemented in early 2019, utilising more efficient, low emission vehicles with a larger capacity, reducing the number of journeys needed.

We also plan to consult on policy changes that will further limit the CO₂ cap on business lease vehicles from 120g/km to 110g/km, and a threshold of 10,000 miles for diesel vehicles (applications with mileage lower than 10,000 miles will only accept petrol, hybrid or electric vehicles).

CASE STUDY: Mobike

The bright orange cycle-hire scheme arrived in Newcastle in October, only the second city in the UK to receive them. Mobikes utilise smart GPS-enabled technology to allow users to unlock the bikes, go on their journey, then leave them anywhere within the city boundary by extending the kick stand and engaging the smart integrated rear-wheel lock. Users can register by downloading the Mobike app to their smartphone, then use the app to unlock a nearby Mobike. A 20 minute journey costs just 50p.

The scheme is accessible to anyone with a smartphone and is helping to encourage people from across the city to embrace more active travel methods. Though not officially endorsed by the Trust, awareness of the Mobike scheme has been raised by our network of Green Champions and Better Health at Work Champions, for staff to consider using outside of work.

Members of the Sustainability Team have been making good use of them at evenings and weekends and the scheme has proven so successful that Mobike further expanded the boundary of use to more parts of the city and increased the total number of bikes to 1,000 in February.





8

3.6 Purchasing

PERFORMANCE

SUSTAINABLE DEVELOPMENT ASSESSMENT TOOL

The SDAT does not have a set category for Purchasing or Procurement; instead it is embedded as a theme that runs across various modules including: 'Corporate Approach', 'Sustainable Use of Resources' and 'Carbon / GHGs'. From the criteria we identified as relevant for this section, we achieved a baseline score of 39%.

We are working towards the following UN Sustainable Development Goals:



ACTIONS AND ACHIEVEMENTS

Our Sustainable Procurement Policy ensures that goods and services are procured in a way that achieves value for money on a whole-life basis, not only generating benefits to the organisation but also to society and the economy, whilst minimising damage to the environment (achieving compliance with the Public Services (Social Value) Act 2012).

Our Procurement Request Form (PRF) process (detailed in our 2016/17 annual report) has continued and is now embedded into common practice. The Sustainability Team has been involved in a wide range of projects ranging from large scale air handling units to the homecare delivery of medicines.

As touched on in the journeys section (chapter 3.5), the Sustainability Team was instrumental in integrating CO₂ assessment into the tender evaluation, and specification, for the combined Trust courier service.

The Freeman Hospital's catering team have become one of the first organisations in the UK to receive the Green Kitchen Standard for sustainability. The certification was awarded to the catering department after an assessment of its ability to maintain good environmental management, including the consumables they purchase and how they manage waste in their operations. The certification requires caterers to engage with all sustainability issues that arise in food service, from policy implementation to the day-to-day management of the kitchen.



Our Sustainable Procurement Policy ensures that goods and services are procured in a way that achieves value for money on a whole-life basis, not only generating benefits to the organisation but also to society and the economy, whilst minimising damage to the environment.



The Trust considers the potential social impact and effect of its supply chain prior to the start of procurement. In 2017 the Trust Safeguarding Team has been providing training to the supplies and procurement teams on modern slavery. Leading on from this, Key Performance indicators are being developed to provide assurance to the Board, and public, that the Trust is compliant with the Modern Slavery and Human Trafficking Act 2015.



PLANS FOR THE FUTURE

Newcastle Hospitals is committed to look at disposable plastics used across the Trust. Following the BBC's award winning documentary, Blue Planet 2, and subsequent media coverage our Green Champions and wider staff networks have filled our environment@nuth.nhs.uk email inbox with emails about disposable plastic proliferation. This is clearly a priority amongst our staff and patients, so we have plans to remove disposable plastics from our catering outlets and to challenge a variety of disposable plastics used in clinical settings – seeking reusable or non-plastic alternatives.

We are continuing to take steps to improve the sustainability of the food we provide to patients, staff and visitors. Over the next year our Trust Catering manager is looking to achieve 'bronze' level in 'Food for Life Served Here' at the RVI to better align the food with that served at the Freeman Hospital.

3.7 Adaptation

PERFORMANCE

SUSTAINABLE DEVELOPMENT ASSESSMENT TOOL

The Trust achieved a baseline score of 42% on the SDAT theme of Adaptation, showing that we are working towards the following UN Sustainable Development Goals:



The Trust's Head of Business Continuity, Theresa Glennie, is a member of the Sustainable Healthcare Committee and was instrumental in gaining Board approval for our Climate Change Adaptation Plan. The plan outlines the predicted changes to the climate in the UK, and our region, the potential risks to healthcare and how the Trust plans to adapt to these changes.

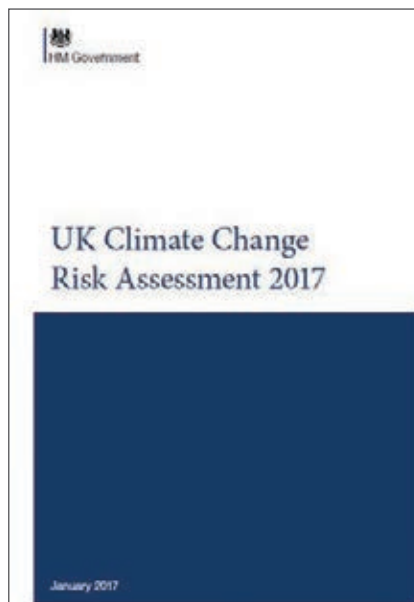
Climate Change, including the risks from extreme heat, cold and storm events, are included in the Trusts Emergency Preparedness, Resilience and Response (EPRR) Risk Register. The risk register entry signposts to some of our current control measures, including business continuity plans for key services, action cards for major incidents, heatwave plans and identifies areas of work to further reduce climate change risks (see plans for next year).

ACTIONS AND ACHIEVEMENTS

Climate Change adaptation and mitigation have been integrated as key sustainability requirements of our soon to be approved Estates Strategy and subsequent Capital Projects procedures (see Buildings and Land section for more detail).

Phase two of our Climate Change Adaptation Plan, our Trust Climate Change Risk Assessment, has been drafted and developed in consultation with key service leads throughout the year (see case study).

Climate Change, including the risks from extreme heat, cold and storm events, are included in the Trusts Emergency Preparedness, Resilience and Response (EPRR) Risk Register.





PLANS FOR NEXT YEAR

The Climate Change Risk Assessment will be finalised and submitted to Board for approval this year. This may result in a specific risk (or risks) being entered on to the Trust's Risk Register, and used to prioritise the development of actions and interventions to mitigate the risk that Climate Change poses to the Trust.

As mentioned in our Buildings and Land update, the new Estates Strategy and Capital Projects procedures will have sustainability embedded as a top level commitment for the Trust. As part of this commitment to sustainability, climate change mitigation and adaptation feature prominently in our plans for new builds, refurbishment and capital investment plans for the next ten years.

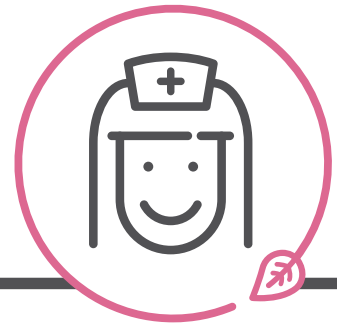
In the Sustainable Development Management Plan (SDMP) we have an aim to have Sustainability embedded into the Trust's service planning arrangements by 2020. We will engage with our Business Planning colleagues, regional STP leads and Clinical Commissioning Groups to deliver on this goal.

CASE STUDY: Newcastle Hospitals' Climate Change Risk Assessment

Building on gaining Board approval for our Climate Change Adaptation Plan last year, our Head of Business Continuity, Theresa Glennie, has worked with the Sustainable Healthcare Committee and other key service leads to develop the Trust's Climate Change Risk Assessment. This represents Phase 2 of the project, moving from high level acknowledgement of the risks of climate change to our healthcare services and towards agreeing specific actions to reduce each of the risks identified.

As part of the Estates Senior Team Away Day, Theresa led a workshop to identify the risks to our buildings, land and clinical support services and to agree what actions we could commit to in order to reduce these risks. This led to changes to the priority scores of some of our backlog maintenance projects, ten year Estates investment plan and even some new entries into the Trust risk register, including the inability for some of our chiller capacity to maintain comfort levels when ambient temperatures exceed 25°C.





3.8 Models of Care

PERFORMANCE

SUSTAINABLE DEVELOPMENT ASSESSMENT TOOL

The Trust achieved a baseline score of 15% on the SDAT for Sustainable Care Models, showing that we have a lot of work still to do in this area! This section shows that we are working towards the following UN Sustainable Development Goal:



We can demonstrate that we've made progress in making our Models of Care more sustainable when referring to our past GCC performance in this area (improving from 19% in 2012 to 65% in 2017). However, in establishing our new baseline with SDAT it is clear that we still have a lot of opportunity to improve.

ACTIONS AND ACHIEVEMENTS

We have continued to roll-out the principle of Making Every Contact Count (MECC) to improve the health of our community by informing and empowering patients to make healthy lifestyle choices. Our Trust Public Health Group leads on the coordination of these projects, in close collaboration with Public Health England and local authority Public Health colleagues.

This year we established two additional community dressing clinics in the city. These clinics are located closer to patient's homes and allow Community Nursing Staff to dress wounds and change dressings in a better working environment whilst reducing patient and staff travel time required for accessing this service. Over 18,000 sessions are available, with 15% of District Nurse patients being seen in the clinic for simple and complex treatments. The clinic accepts Choose and Book referrals – an NHS e referral service, and Community Matrons and District Nurses also make referrals via SystemOne.

There has also been an increase in the delivery of diabetes education groups in community venues, and the establishment of Newcastle Good Food working groups, encompassing actions around reducing food poverty and the Sugar Smart campaign.



SystemOne

SystemOne is a software solution providing clinicians and health professionals with a single shared Electronic Health Record, available in real time at the point of care.

The Sustainability Team have worked closely with the Trust Public Health Group to include wider sustainability considerations into the new Public Health Strategy, currently with the Board for approval. The final version of the draft strategy included a commitment to: improve resilience and develop sustainable assets, reduce risks and vulnerability in the community, and ensure safe, sustainable and resilient health services. Following this collaboration, James (Head of Sustainability and Compliance), is now a full member of the Trust Public Health Group attending on behalf of the Sustainable Healthcare Committee.



We have continued to roll-out the principle of Making Every Contact Count (MECC) to improve the health of our community by informing and empowering patients to make healthy lifestyle choices.

CASE STUDY: Reducing the Environmental Impact of Anaesthetic Gas Usage

Leading on from our work to improve theatre waste segregation and recycling (highlighted in our 2016-17 Sustainability Report) Dr Ian Baxter, Consultant Anaesthetist and SHC member, worked with colleagues to identify the environmental impact of anaesthetic gas use. An anonymised gas usage audit was undertaken in September, to establish a baseline. This was distributed to everyone in the department for information, along with the environmental impact of each gas type (some having much more of a global warming impact than others). Further audits were undertaken in December and then March. With this information dissemination and a change of CO₂ absorber, and with no negative impact to patient experience or outcome, a reduction of 7.8 tonnes of CO₂ e a week was achieved (400 tonnes of CO₂ e a year).

These results were presented at a Theatre audit day, alongside a presentation from James on climate change and healthcare, and has been submitted for publication. There are now plans to achieve further reductions through the publication of individualised breakdowns of volatile gas usage across the department as part of the ongoing project.





PLANS FOR NEXT YEAR

This year will see a focus on working on ill health prevention projects with environmental and social co-benefits.

Following the principle of Making Every Contact Count (MECC), training and information is going to be developed next year to help Community Nursing Staff to identify when poor quality housing may be affecting a patient's health, and to know how to make a referral to an appropriate housing professional for advice and assistance with things like funded boiler replacement, insulation and draft exclusion.

The Trust will be working in partnership with colleagues from Newcastle City Council to develop the training session and to produce a postcard for patients letting them know how to access help and support. The scheme hopes to generate an improvement in population health, leading to fewer ill health admissions, a reduction in those living in fuel poverty and a reduction in carbon emissions through funded energy efficiency measures for local residents.

We plan to further reduce the environmental impact of care models that include anaesthesia, by seeking funding for a Sustainability Fellowship at the Trust. Dr Ian Baxter and James Dixon have collaborated on a submission to the Associate of Anaesthetists of Great Britain & Ireland (AAGBI) and the Centre for Sustainable Healthcare (CSH) that will hopefully result in a funded clinical internship with a focus on exploring opportunities for further sustainability improvements in this field.

CASE STUDY: Introduction of School-Based Diabetes Clinic

Living with diabetes during adolescence can be difficult, with peer pressure and risk taking resulting in it being a vulnerable time in the life of the patient. High DNA rates at diabetes clinics are a problem, and this can significantly negatively impact upon the health of the young person.

The Newcastle upon Tyne Hospitals NHS Foundation Trust have carried out a pilot programme to look at taking diabetes clinics to the patients themselves, working with school leaders to set up a safe and confidential space to see the patients during school time. Attending clinic in this way means that the young people can more easily express their real feelings about diabetes, and they can be more actively involved in the management of their condition. The team were finalists in the North East Bright Ideas in Health Awards - <http://www.newcastle-hospitals.org.uk/news/news-item-22999.aspx>





3.9 People

PERFORMANCE

SUSTAINABLE DEVELOPMENT ASSESSMENT TOOL

The Trust achieved a baseline score of 66% on the SDAT for 'Our People', showing that we are working towards the following UN Sustainable Development Goals:



ACTIONS AND ACHIEVEMENTS

Staff engagement in the sustainability agenda is an integral part of embedding a culture of sustainability at the Trust. Throughout the year we ran a number of sustainability awareness events including our first ever 'Waste Awareness Week' which was hugely successful.

The Trust launched Green Impact, a staff competition to complete sustainability actions in their areas. 15 teams from across the Trust, in clinical and non-clinical areas, have signed up and so far have completed 39 actions, all helping to achieve the aims and objectives of our Sustainable Healthcare Strategy.





The organisation has demonstrated a social value approach. Demonstrating 'social value' can contribute to a strong economy, more inclusive society and healthy population all sustaining each other.

The Trust has recently been awarded the Gold Award in the North East Better Health at Work Awards. These awards are unique to the North East and have been established to take positive action on health and wellbeing in the workplace. Newcastle Hospitals were commended by award assessors who said: "There is no doubt that the organisation has a 'big picture' approach to the contribution and impact they make/have to Newcastle as a whole community; physiologically, economically, socially and environmentally." The work of the Sustainable Healthcare Committee was included in the BHAWA submission: 'The organisation has demonstrated a social value approach. Demonstrating 'social value' can contribute to a strong economy, more inclusive society and healthy population all sustaining each other. This means considering how resources, buying power and business decisions can bring greater benefits to the North East and minimise negative impacts on the environment. This in turn can bring business benefits by being viewed as an employer of choice and socially responsible.'

The Sustainability Team had their annual stall at the staff festival last summer where staff had the opportunity to play waste quiz hoop-la and an energy version of 'Play Your Cards Right'. As the theme was 'circus' the team donned green curly wigs whilst they helped staff with their queries, handed out information and promoted the Green Champions network and Green Impact scheme.



Freeman Catering Department (covering Freeman Hospital and our Regent Point office building) went totally meat-free for one day to mark World Meat Free day 2017. This was supported by an information stand and a competition for staff to try out a meat-free meal once a week for the next month. The winning member of staff won a free meal for two at a local veggie restaurant.

We launched our own Twitter account this year, to further aid our means of engaging with staff, patients and visitors in Sustainability. You can follow us [@SustainableNUTH](https://twitter.com/SustainableNUTH) to hear about all the work we are doing to make Newcastle Hospitals more sustainable. Feel free to tweet us with your suggestions for improvement!



PLANS FOR THE FUTURE

In a joint venture between the Sustainability Team, Green Nephrology and Better Health at Work, Newcastle Hospitals have set up a Green Gym for staff. The NUTH Green Gym, in collaboration with local conservation groups, will be taking part in a wide-range of activities around the region including beach cleans, tree planting and wildlife surveys. Over the next couple of years the plan is to develop this network and provide opportunities for staff to support local communities and the environment, whilst improving physical and mental health and social cohesion.



The staff engagement programme Green Impact will see its first awards for the participating teams before we re-launch into its second year, with the aim of getting even more staff signed up and further actions achieved.

As part of the Great Exhibition of the North 2018 (www.getnorth2018.com) showcase, we are hosting a conference looking at the past, present & future of sustainability innovation in the north. The daylong conference will see sustainability leaders from both the public and private sector come together in June presenting and leading workshops on a wide range of sustainability topics including engagement, circular economy, guerrilla gardening and the impacts of air pollution on health.





This September the Trust will be having its second Waste Awareness Week to coincide with Recycle Week, organised by WRAP. This will give staff an opportunity to find out more about recycling and correct disposal, and get them to think about waste as a resource.



The Sustainability Team will continue to collaborate with our Better Health at Work colleagues to strive for 'Continuing Excellence' in the awards scheme, and all the staff sustainability benefits this will bring.

CASE STUDY: Green Impact

We ran Green Impact for the first year. Green Impact supports and encourages departments and colleges across the Trust in reducing their environmental impacts by completing an online workbook of sustainability actions.

Some of the great actions our teams completed include:

- Reducing the milk order for patients drinks, saving money and reducing waste
- Returning patient's disposable coffee cups to Costa for recycling
- Conducting energy surveys
- Saved money on their home energy bills after switching tariff – one of the actions in the Home Energy Challenge.
- Having a team wide 'green quiz' to engage staff and test their knowledge on a variety of sustainability topics
- Reducing disposable plastic by returning items for cleaning in their original packaging
- Reducing paper use by putting scrap paper into the printer
- Setting up sustainability noticeboards

Small actions can have great impacts. Green Impact allows us to capture (and encourage) sustainable behaviours going on across the Trust.



4. Our Team

Final Word

"We've enjoyed a really successful year, picking up a number of awards and achieving some key milestones in our sustainability projects. We were particularly thrilled to hear that last year's Sustainable Healthcare in Newcastle (SHINE) Report was awarded a certificate of excellence from the SDU, gaining the highest score of all NHS and CCG reports in their assessment. This year has seen application of our SHINE brand to all internal and external communications, and the creation of our Twitter account (@SustainableNUTH), helping to raise awareness of our strategy and the Trust's commitment to sustainable healthcare. I'm also proud of the fact that our Green Champion network, our engaged members of frontline staff, has further expanded this year – without this commitment we would not have achieved so much. The future is bright, the future is Green!"



James Dixon
Head of Sustainability and Compliance
James.dixon@nuth.nhs.uk
0191 282 1503



Photo: Clockwise from top left: Excellence in Sustainability Reporting Award (2016/17), NHS Sustainability Day Awards (Food Award, May 2017), Health Business Awards (Sustainable Hospital Award, December 2017), Green Kitchen Standard (April 2017).





Little
actions can
have great
impacts