

Green Plan

2022 - 2025





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Foreword

Gateshead Health NHS Foundation Trust has made significant progress in reducing our emissions from our own activities in recent years. Investment in technologies such as bio diesel CHP's (combined heat and power) providing heat and electricity at zero carbon reducing emissions by around 800 tonnes whilst also generating an income from Renewable Obligation Certificates (ROC) sales.



The Trust recognises the enormity of climate change and the issues it presents to the health of everyone including our local community, the wider North East region and beyond; in particular the key issue of air quality which is linked to respiratory diseases, heart disease and cancer.

As one of the largest employers in the area, we create a significant carbon footprint and contribution to air pollution, with the NHS as a whole responsible for around 5% of England's carbon footprint and 6.7bn road miles from patients and visitors. We must take conscious action on how we impact air quality, from staff, patients and suppliers and our impact on climate change.

This Green Plan will set out the short term pathways to meet the longer term targets of 'net zero' by 2040 and 2045 and incorporate the priority areas and actions from the Delivering 'Net Zero' NHS report and the regional ICS Green Plan as it is vital that we work collectively as a region to deliver change.

Whilst we've had some achievements there is still so much more needed to be undertaken together and as individuals, as it is everyone's responsibility to take action and reduce the negative impact upon the planet and the subsequent health impacts. It may seem a daunting task but for every small change made, a difference can be achieved and will benefit the lives of many.



1.0 Introduction

Gateshead Health NHS Foundation Trust provides a range of hospital and community services across the Gateshead region, from our leading facilities, including our primary site the Queen Elizabeth Hospital (QEH), and other sites Blaydon Urgent Care Centre and Bensham Hospital. The primary focus is providing a full range of excellent general hospital services for in patients, outpatients and day cases to our local community with key specialist areas from maternity, gynaecology and palliative care. Alongside these hospital services the Trust provides South of Tyne pathology and breast screening services and we are the North Eastern hub for the National Bowel Cancer and AAA Screening Programmes, covering around a population of seven million people.

The Trust and QE Facilities Ltd; who provide the Trust estates and facilities services employ as a group around 4,500 staff and deliver services to over 450,000 people annually. These services delivered each year have a significant environmental impact and carbon footprint; from the buildings, equipment, pharmaceuticals, waste and travel as just a few examples.

1.1 Sustainability at Gateshead

The Trust and QE Facilities (Group) have made great progression in reducing their carbon emissions over the years and been recognised as a result, recently winning an International Green Apple Award for Environmental Best Practice. This follows on from other local and national recognition including the Lord Carter Innovation Award – Highly Commended in 2019 for delivering carbon reductions.

This Green Plan will establish our high level vision and objectives moving forward and the necessary actions to achieve these, developing and building upon the previous Sustainable Development Management Plan (SDMP) and incorporating new guidance and national targets.

However to be able to set out this vision the Group must first understand and review the local issues climate change currently poses to our community and Group operations. As an area Gateshead's key distinguishing feature is its topography, the land rises 230 feet from Gateshead Quays to the town centre and continues rising to a height of 525 feet at the Queen Elizabeth Hospital. This is in contrast to the flat and low lying Team Valley location on the western edges of town, with the risk of flooding in areas from the River Tyne, River Derwent and River Team. There is even a risk from surface water flooding affecting hilly areas of the region as well. This geographical location and topography poses several risks from the impacts of climate change, which may affect ability to run services and treat patients effectively.



Along with incidents of flooding already impacting the region as a result of climate change, the other issue having an effect is poor air quality. Both these issues are exacerbated by the level of deprivation in the region with around 16% of residents living within the most deprived 10% of Lower Layer Super Output Areas (LSOA's) in England.

The North East may have strong acute health services and increases in life expectancy over recent years, partly as a result of a significant reduction in smoking greater than elsewhere in the UK. However the poor health outcomes and health inequalities in the region are still much greater, with the regions spend on health and care is mainly spent on tackling the consequences of ill health through hospital and specialised care with very little spent on prevention.

As a health care provider facing increasing pressure and demand each year, we must play a vital role in how we can prevent ill health in the local community and our employees. Through reducing carbon emissions by reviewing how we provide healthcare and models of care communities will be supported to have healthier and more active lifestyles, access to nature, cleaner air and access to new job opportunities, which in turn should help reduce the local health inequalities we currently experience whilst improving health and well being.

1.2 Sustainability at a National Level

The UK is committed to becoming carbon neutral by 2050 as part of the Climate Change Act 2008; however climate scientists agree that we have less than a decade to change our trajectory in order to stay within the safe limit of 1.5C defined in the United Nations Paris Agreement. Therefore it is key the UK and the NHS which contributes 4% of the nation's emissions and a workforce of over 1.3 million steps up and takes significant action sooner rather than later.

The Sustainable Development Unit was originally set up to aid the NHS to take action in reducing its carbon emissions, then in January of 2020 Sir Simon Stevens CEO of NHS England announced the "For the Greener NHS" Campaign. This campaign led to the publication of 'Delivering a Net Zero National Health Service' report in October 2020 and subsequent set up of the Greener NHS Team. The report expands on previous targets set under the Climate Change Act 2008 to cover the full scope of emissions and utilises the Greenhouse Gas Protocol (GHGP) scopes to cover a wider set of emissions with the addition of patient and visitor travel and medicines used within the home.

These scopes and emissions can be visualised in the NHS Carbon Footprint and Carbon Footprint Plus in Figure 1 and a percentage breakdown in terms of emissions in Figure 2.

Figure1: GHGP scopes in the context of the NHS

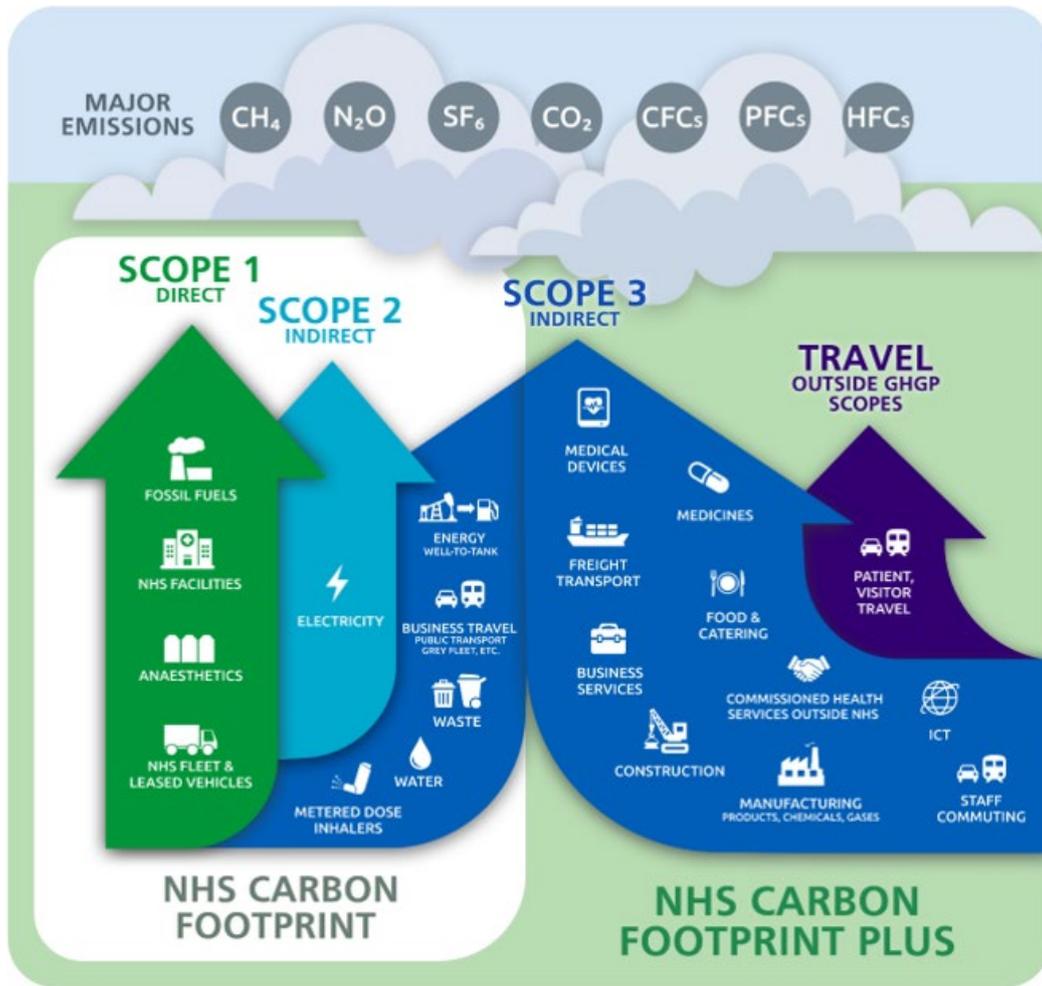
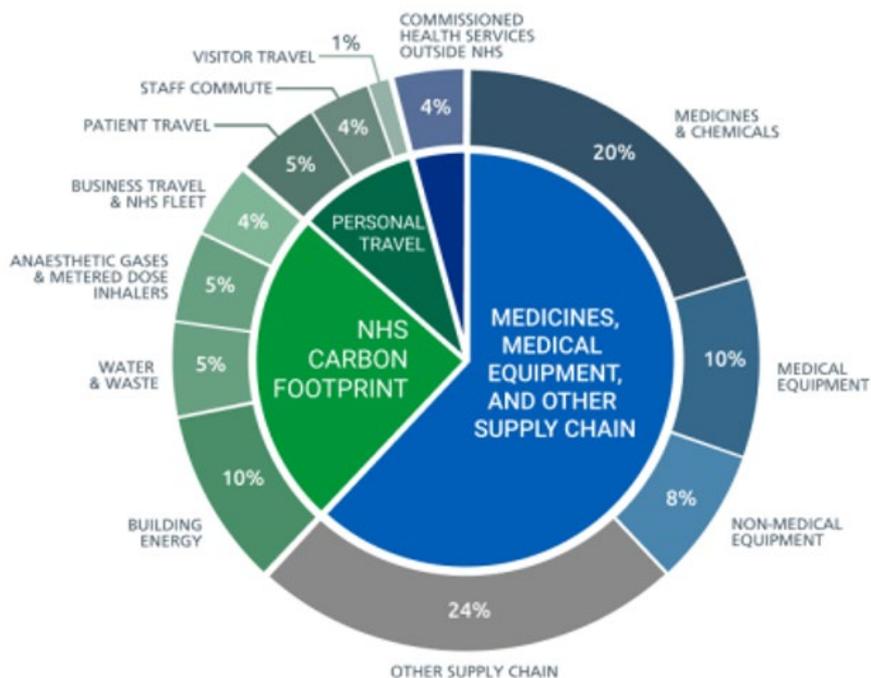


Figure2: Sources of carbon emissions by proportion of NHS carbon Footprint Plus



The two separations seen above in the NHS Carbon Footprint and Carbon Footprint Plus form the basis of the two net zero targets that the NHS has set out to achieve:

- **Net zero by 2040 for the NHS Carbon Footprint, with an ambition for an 80% reduction (compared with a 1990 baseline) by 2028 to 2032.**
- Net zero by 2045 for the NHS Carbon Footprint Plus, with an ambition for an 80% reduction (compared with a 1990 baseline) by 2036 to 2039.

These are the targets as a Group (Trust & QE Facilities) we vision to achieve through developing our Green Plan, however it is appreciated that accelerated intervention is required and where possible we will try and beat these targets to help ensure that global carbon budgets aren't breached and help be part be a part of England's Greenest Region in our Integrated Care System (ICS).

Considerable progress has already been made in reducing the NHS Carbon Footprint as a whole and can be seen in table 1 below:

Table 1: NHS emissions from 1990 to 2020

Carbon footprint scope	1990	2010	2015	2019	2020 (est)
Climate Change Act - carbon budget target		25%	31%		37%
NHS Carbon Footprint (MTCO ₂ e)	16.2	8.7	7.4	6.1	6.1
NHS Carbon Footprint as a % reduction on 1990		46%	54%	63%	62%
NHS Carbon Footprint Plus (MTCO ₂ e)	33.8	28.1	27.3	25.0	24.9
NHS Carbon Footprint Plus as a % reduction on 1990		17%	19%	26%	26%



2.0 Organisational Vision

The Trust recognises that carbon reduction and sustainable development is a key critical factor in how our organisation operates going forward to ensure we provide a healthcare system that delivers first class care both now and in the future and preventing the potential health impacts of climate change through ensuring we adapt and resilient going forward.

The Groups vision and objectives are underpinned by the four sustainable healthcare principles as set out by the Centre for Sustainable Healthcare:

- Prevention: Improving public health by tackling the underlying causes of disease;
- Patient empowerment and self-care: educating the public and patients and giving patients a greater role in their own health;
- Lean Systems: being more efficient in healthcare delivery;
- Low carbon alternatives: e.g. low carbon medicines.

These visions are in effect incorporated within the Trusts ICORE values as seen below:



Our vision is to be leader in sustainable healthcare within the NHS, to the benefit of our local community.

2.1 Objectives

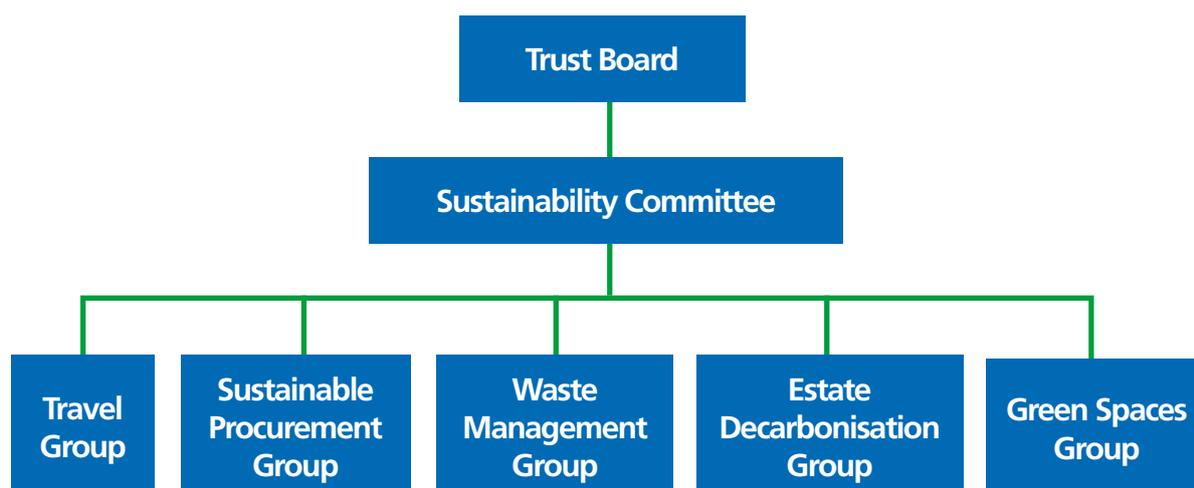
Our objectives support this vision and will require the support of everyone within the Trust and QE Facilities Ltd along with patients, visitors and suppliers with change occurring at pace to ensure the net zero targets are met.

1. An educated and engaged workforce who embed sustainability in their everyday actions.
2. Improve local air quality through reducing and eliminating (where possible) emissions from vehicles.
3. Achieve net zero of our NHS Carbon Footprint by 2040 and NHS Carbon Footprint Plus by 2045.
4. Ensure that our activities and care benefit the wider local community.

It is felt that these key priorities in particular the second point will help improve the local air quality and the subsequent health implications that affect the local community. Meanwhile the education, social prescribing and circular economy would further benefit the organisation and have potential financial benefits too, as well as aiding and benefiting the local community and economy.

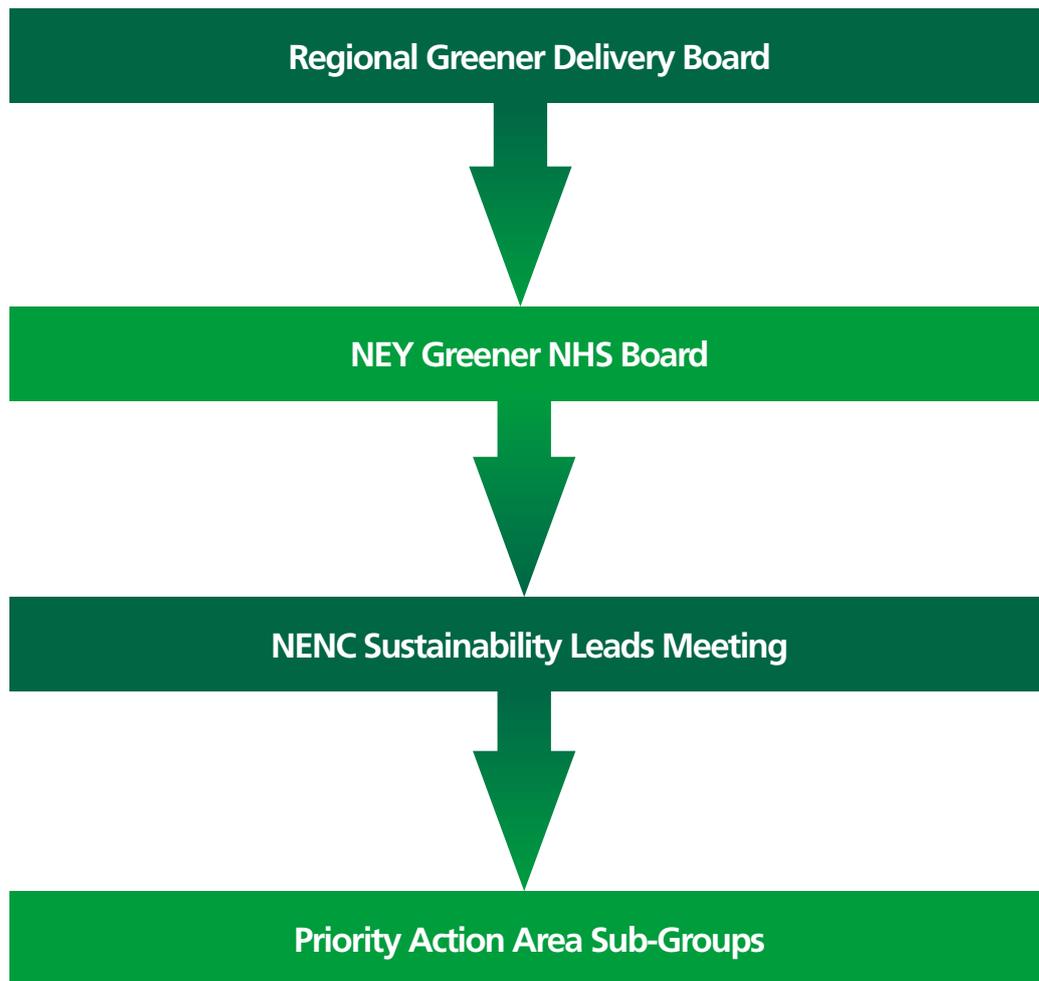
2.2 Governance Structure

The working arrangement and governance structure has been reviewed to ensure that progress against the Green Plan is progressed, monitored and reported on. The structure detailed below has been adopted to make progress against the objectives and areas of focus, although this structure is open to change and adaption as work progresses and the plan develops in the future.



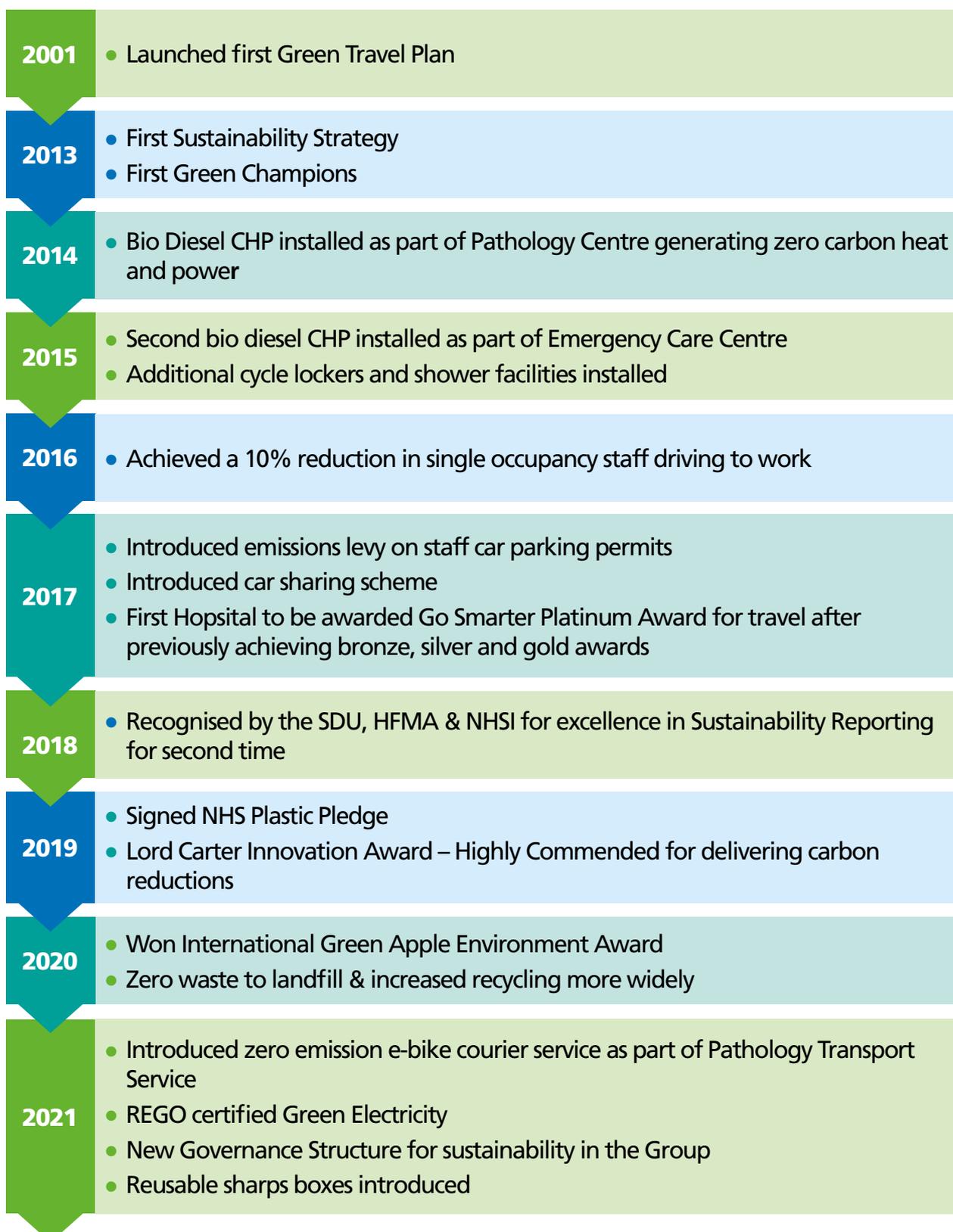
As well as the above internal structure the Trust will also play a key role in the ICS reporting structure with representation at the North East North Cumbria (NENC) Sustainability Leads meeting and at least two of the priority action area groups, as it is vital to work collectively with other Trusts as we're all on a journey to achieve a net zero sustainable healthcare system.

NENC Sustainability Governance Structure



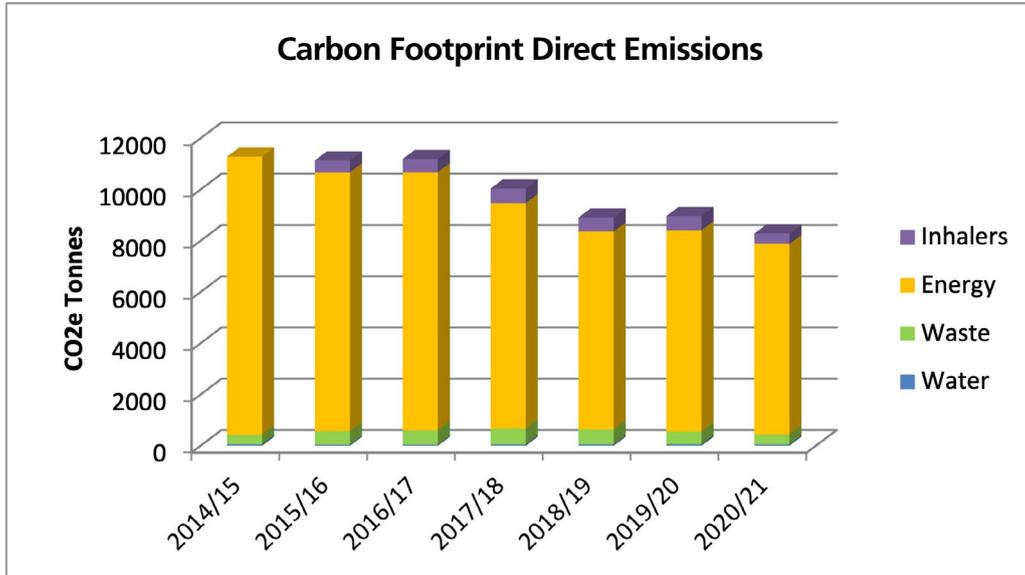
The Trust also reports data directly in at a national level through the Greener NHS, who monitors the entire NHS progress towards net zero.

3.0 Gateshead's Journey so Far



3.1 Current Data

This is our current data for some of the emissions we directly control energy, waste, water and inhalers from 2014/15 to 2020/21, the aim is to expand this data in future to cover fleet vehicles, business travel and anaesthetic gases.



* All calculations have used either the current government conversion factors or those detailed in ERIC (i.e. waste) and note that there is no data for inhalers in 2014/15.

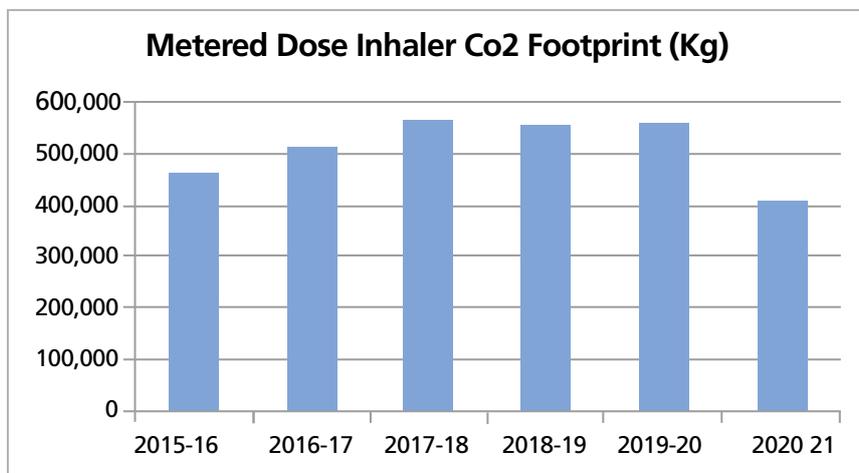
- 30% reduction in overall carbon emissions from 2014/15 to 2020/21 including a 31% reduction in energy emissions.

- It should be noted that this data is very limited to four areas (17.5% of the NHS Carbon Footprint Plus or 72.5% of NHS Carbon Footprint). The overall carbon footprint of the Group is likely to be significantly higher and reductions in these areas may be offset by other areas not included i.e. the significant increase in QEF fleet operations through its transport department. This will be included in future plans to review.



- The other scope of emissions which the Group does not directly control listed under the NHS Carbon Footprint Plus are much harder to calculate due to the complexity in tracking through the supply chain and is an area of focus going forward in future reports.

The graph below highlights the amazing work undertaken within pharmacy to reduce the carbon impact of inhalers with 150.5 tonne CO₂e reduction (150,000kg CO₂e) in one year from 2019/20 to 2020/21 through the increased prescription of dry powder inhalers.



3.2 Highlights to Date

- **800 tonnes of CO₂e saved per annum through the use of Bio Diesel CHP's.**
- **Awarded £1.6m from the Public Sector Decarbonisation Fund.**
- **1.5 tonnes of single use metal instruments were recycled instead of incinerated in 2021 saving 335kg in CO₂e.**
- **Introduction of reusable sharps bins in 2021 will help save a projected 16 tonnes of single use plastics being produced and incinerated over 12 months saving an estimated 93.12 tonnes of CO₂e.**
- **In the last 3 years the organisation has recycled over 330 tonnes of waste saving 108 tonnes of CO₂e.**
- **In 2020 the organisation won an International Green Apple Award for Environmental Best Practice.**
- **30% reduction in direct carbon emissions from energy, waste and water.**
- **24% staff using active and sustainable modes of transport as their main mode of transport to work whilst another 10% car share.**
- **18% of patients and visitors uses active and sustainable modes of transport to access the Queen Elizabeth Hospital.**
- **QE Facilities have set up a local mask manufacturing site to make FFP3 masks bringing more jobs to the local area and providing a resilient more sustainable supply chain.**
- **27% reduction in carbon emissions from metered dose inhalers from 2019/20 to 2020/21.**

4.0 Areas of Focus

This plan will focus around the areas which address the Trusts vision and local issues the Group and community are facing alongside specific NHS targets.

The 10 key areas of focus are:

- ▶ 1. Workforce System & Leadership
- ▶ 2. Sustainable Models of Care
- ▶ 3. Digital Transformation
- ▶ 4. Travel & Transport
- ▶ 5. Estates & Facilities
- ▶ 6. Medicines
- ▶ 7. Supply Chain & Procurement
- ▶ 8. Food & Nutrition
- ▶ 9. Adaptation

Each area will set out specific objectives for that particular area alongside measurable targets that will be monitored on a six monthly basis to track progress against the Trust vision and targets to report back to the board via the governance structure. Each area will also take into account the UN Sustainable Development Goals.

UN Sustainable Development Goals



4.1 Workforce System & Leadership

A strong leadership and engaged workforce are key to achieving progress on climate change and reducing emissions within the Trust as it becomes a key responsibility of all staff at all level within the organisation to act upon. Professional bodies and staff are advocating for a stronger health response to climate change, however we must provide the tools and education to be able to achieve this and realise there may be a financial cost to the Group to achieve the vision and targets.

Objectives:

- An educated and informed workforce on sustainability and carbon reduction.
- Empowered network of Green Champions.
- Upskilled and empowered board members, who understand their role in sustainability and carbon reduction, who lead by example and engage with staff on the issue.
- Engagement and partnership working with the ICS, Local Authorities and other organisations to help in achieving our vision.

Targets:

1. By March 2023 70% of staff will have completed the ESR course 'Building a Net Zero NHS' and it will be included as mandatory induction for all new starters.
2. By March 2023 100% of board members will be trained on sustainability and how it needs to be considered at all levels within their divisions.
3. By 2024 every department or ward will have at least one green ambassador.
4. By 2025 there will be a budget for sustainable initiatives in the organisation in which departments can apply for individual schemes that are deemed to aid the objectives and vision.
5. By 2024 sustainability and the Green Plan's visions and objectives will be included and considered in all business plans.

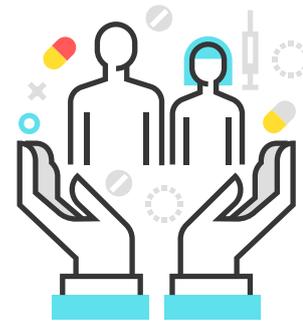
Current Position:

- Nominated sustainability board lead
- ICS representation at Management Board and Sustainability Group
- Governance Structure in place to monitor and track progress against the Green Plan.

Actions:

1. 'Building a Net Zero NHS' to become mandatory to enable and encourage staff to complete it.
2. Promote, engage and educate Green Ambassadors.
3. Ensure all board members attend an appropriate sustainability training course.
4. Embed the Green Plan into the Trust, making it accessible to all and provide regular updates to staff on progress with specific branding.
5. Include sustainability and carbon reduction into job descriptions and staff appraisals.
6. Improve all carbon data availability, analysis and reporting across all scopes.
7. Regular board updates on progress against the targets set out in the Green Plan's Areas of Focus.

4.2 Sustainable Care Models



At the heart of the Trusts ICORE vision and values is 'caring for you' ensuring excellent, clean, safe, personal and patient focused care. It is vital going forward that the care undertaken is sustainable in both provision of treatment and prevention, ensuring that every contact counts.

Objectives:

- Develop sustainable patient care pathways that also embed prevention to help address the wider detriments of health.
- Utilise position within the community to aid education on the impacts of climate change on health and how to get involved.
- Utilise technology and community sites to deliver care closer to home.

Targets:

1. By 2025 link sustainability in the review and development of patient pathways and begin to quantify benefits.
2. By 2025 all clinicians will receive carbon literacy training.
3. By 2023 a Sustainable Care Sub Group to be set up as part of the governance structure.
4. Undertake 25% of outpatient activity remotely.

Current Position:

- Outpatient appointments have been undertaken remotely during the COVID-19 pandemic.
- Pathways reviewed to improve patient flow across the site i.e. ECC development and use of technologies such as Nervecentre.

Actions:

By 2024 the Trust will:

1. Increase use of remote outpatient activity reducing the need for patients to travel.
2. Educate clinical staff on carbon literacy.
3. Begin to utilise 'Make Every Contact Counts' to highlight the impact climate change may be having upon health.
4. Begin review of pathways takes into account sustainability and potentially quantify the wider benefits i.e. financial and social or calculate the carbon impact of specific models of care.
5. Invite clinicians, pharmacists, IT to a Sustainable Care Group to focus on sustainable care pathways and this will include medicines, anaesthetic gases, inhalers, and use of digital technology.

4.3 Digital Transformation

The use of digital in healthcare is continually growing and enhancing the range and ability of treatment and organisational operations. It often is more sustainable, however it should be noted that even digital options have a carbon footprint that is continually growing and needs to be accounted for.



Objectives:

- Digitally enabled care models and channels, with care closer to home.
- Utilise technology systems to eliminate use of paper and printing, and where possible postage as well.
- Improve patient pathways through the use of technology.
- Optimise space utilisation and reduce energy demand through technology.

Targets:

1. Reduce paper consumption by 5% each year.
2. Increase the use of digital out-patients appointments each year.

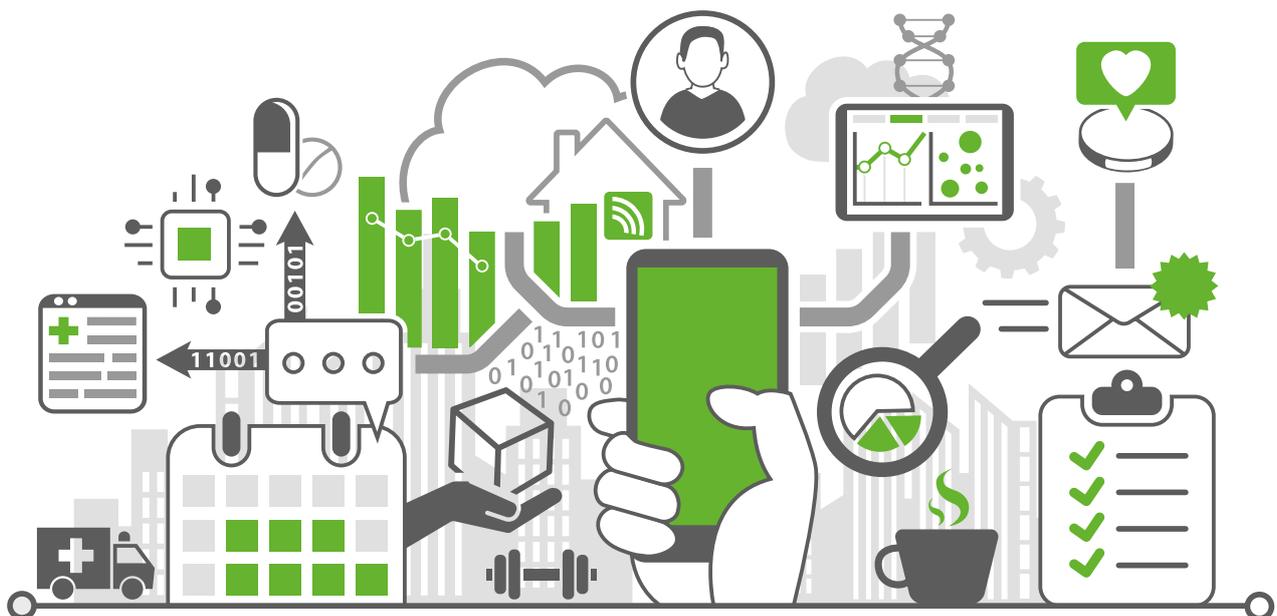
Current Position:

- Utilising Microsoft teams to host meetings.
- Utilising technology for digital appointments
- Medicines optimisation system reduced rate of drugs prescribed and subsequent wastage.
- Digital remote monitoring to communicate with patients reducing paper and missed appointments.
- GDE projects to digitise patient records linking to nerve centre and care flow assessments.
- Patient portals in areas such as maternity to eliminating paper for a digital file.
- Great North Care Record – regional tool eliminating use of taxis to move records between Trusts.
- Telemetry system and devices to monitor patients across the hospital, reaching all areas across ECC, Medicine and Surgery.
- Nervecentre Systems – mobile system used to capture e-observations, escalate deteriorating patients and has the ability to capture assessments and documentation at the patient's bedside. It includes tools including sepsis screening improving patient outcomes and may lead to a reduced stay.
- Testing cutting-edge Artificial Intelligence (AI) technology – which could potentially transform breast cancer detection, improve patient experience and free up valuable time for staff.



Actions:

1. Encourage and promote the continued use of Teams meeting, allowing staff to work flexibly and encourage no cameras for internal meetings to reduce the emissions generated from video (estimated to range between 150 to 1000g of CO2 for every 60 minutes).
2. Upgrade the Building Management System to help improve control and enhance the ability to monitor energy demand and improve efficiency.
3. Utilise systems to monitor occupation of spaces to improve space utilisation and energy efficiency maximising the use of the estate to its full potential.
4. Use digital options to deliver outpatients appointments.
5. Support staff in the option to work from home where possible and provide the necessary technology, whether this is full time or flexibly as it allows reduction in travel and occupancy on site.
6. Great North Care Record – expand and implement patient app which will include digital letters.
7. Roll out mobile devices to clinicians to see records at hand.
8. Continue to digitise patient records in areas such as out patients and A&E.



4.4 Travel & Transport

At the heart of improving air quality lies travel and transportation, it accounts for 9.5 billion miles and 3.5% of all road travel in England or 14% of the systems total emissions. The NHS Long Term Plan states the NHS must cut business mileage and fleet air pollution by 20% by 2023/24, despite having a successful green travel plan for a number of years the Trust must take further action to significantly reduce air pollution as it is a key issue in the local area.

Objectives:

- Reduce the emissions we directly control through business travel and fleet vehicles.
- Provide access to and promote means of active travel to staff, patients and visitors.
- Regularly monitor how staff, patients and visitors travel to the site.
- Educate on the impacts of air quality upon health.

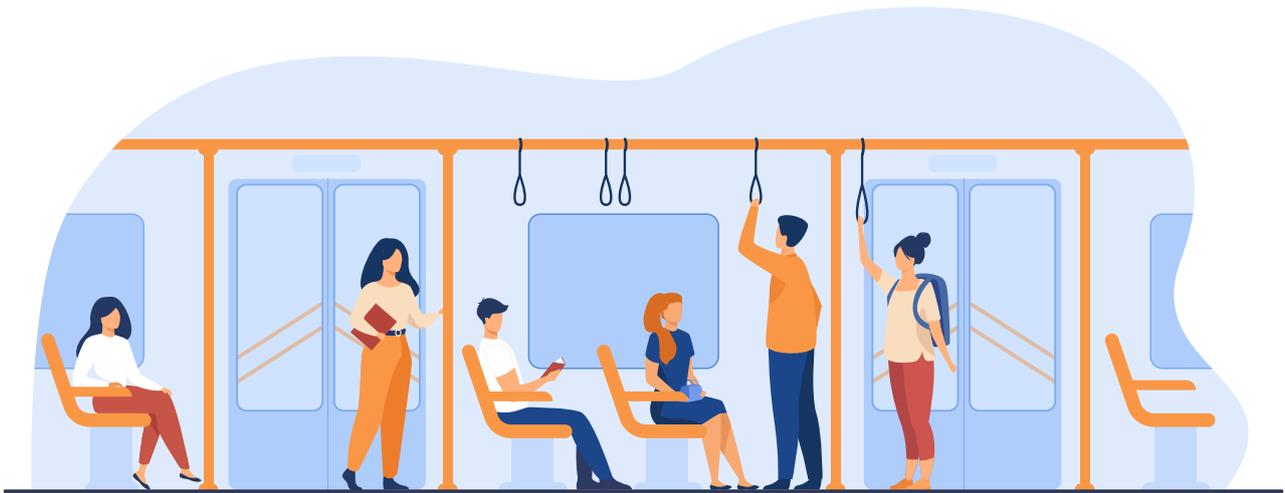
Targets:

1. By 2025 90% of fleet vehicles will be ultra-low or zero emission vehicles.
2. By 2025 10% of parking spaces will have access to charging infrastructure
3. By 2025 55% of staff surveyed will travel to work by car.
4. By 2025 all staff who drive as part of their job will receive fuel efficient driver training to reduce their emissions.
5. By 2025 all clinical staff will be aware and have access to information about the impact of air quality on health and where necessary provide advice to vulnerable groups who are particularly affected.

Current Position:

- Green Travel Plan since 2001, last updated in 2021.
- Two cycle to work schemes of which one has a much higher cap to allow the purchase of electric bikes and over 50 cycle spaces available for staff and visitors alongside numerous staff shower facilities.
- Discounted public transport passes available for staff and car sharing incentives.
- Information available to staff and visitors about alternatives means of travel.
- Electric car charging points available for staff use.
- Extensive use of digital technology to reduce the need for travel for meetings (staff) or appointments (patients).





Actions:

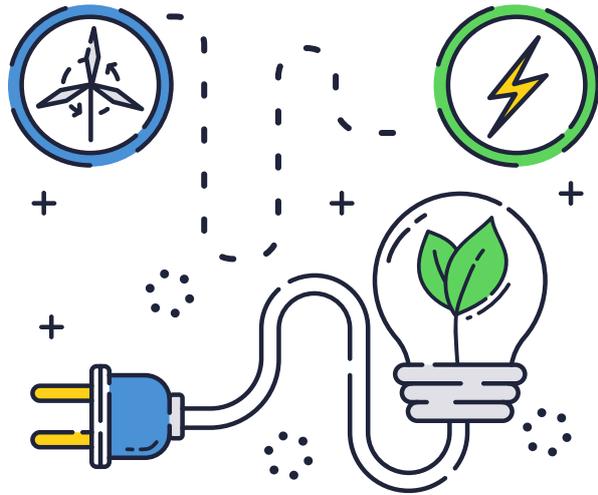
1. Implement a business travel policy that strongly encourages sustainable travel options with the use of flights banned unless approved by a director.
2. Review car parking permits to ensure only those required park on site and encourage staff to use sustainable alternative means.
3. Increase and improve cycle facilities for staff and visitors at all sites.
4. Move all fleet vehicles to electric and where this is not possible utilise Ultra Low Emission Vehicles (ULEV's) and provide training to drivers on fuel efficient driving.
5. Review deliveries to try and consolidate where possible and encourage suppliers to deliver by electric vehicles.



6. Undertake annual travel surveys to monitor the change in staff and patient/visitor travel.
7. Work with the ICS, Local Authorities and local businesses to reduce local air pollution and the provision of better access to low carbon or active travel.

4.5 Estates & Facilities

The estate and its facilities are at the heart of every NHS Trust and contribute to a large sector of the NHS Carbon Footprint, whether it be energy, waste or water all of which have a target to be Net Zero by 2040, although by 2030 the Trust is to achieve net zero carbon status for energy emissions. The area and scope may be large within this area, but there is plenty of reason to be hopeful with all the achievements made so far and the planned work over the next few years.



Objectives:

- Reduce energy and water consumption.
- Improve and optimise space utilisation.
- Build sustainable capital projects applying whole life costing in design and construction.
- Optimise the use of green spaces on site and improve biodiversity within them.
- Work with contractors and suppliers to reduce their emissions in line with our targets.
- Replace fossil fuels with low and zero carbon energy sources.

Targets:

1. Reduce waste tonnage by at least 5% every year and increase recycling by 5% every year till 2025.
2. Improve the biodiversity and green spaces on all sites measured through ecologist surveys.
3. Improve the energy efficiency of existing buildings measured through reduction in energy consumption.
4. All capital projects to be built in line with Net Zero Hospital Standard and/or BREEAM standards or Passivhaus Standard.

Current Position:

- 100% REGO certified electricity contract.
- 2 Bio-diesel CHP's generating zero carbon heat and power.
- LED lighting installed across the Trust.
- Zero waste to landfill and reduced consumption in single use plastics.
- Awarded £1.6m as part of the public sector decarbonisation fund.

Actions:

1. Install air source heat pumps, solar panels and BMS upgrades as part of public sector decarbonisation fund and track and report upon progress.
2. Remove food waste from domestic waste stream and process for recycling either on or off site.
3. Improve the current reuse scheme, record and monitor savings to report back.
4. Undertake bio diversity surveys of all green spaces on Trust sites to understand current position and produce a biodiversity action plan.
5. Undertake site wide survey of building infrastructure to understand our current position and develop an action plan going forward to improve energy efficiency and reduce energy demand.
6. Educate staff on waste segregation and energy efficiency within their role.
7. Develop a standard for all capital and build projects that is in line with the Net Zero Hospital Standard and/or BREEAM or Passivhaus standards; ensuring the inclusion of sustainability aims and outcomes throughout the process from design brief, tender, build, furnishing and final use.
8. Review the space across the estate and plan how it can be optimised to improve efficiency and reduce energy demand.



4.6 Medicines

Medicines play a key role in treating patients and can help prevent further aid when used correctly, however they also account for 25% of NHS emissions. Anaesthetic gases account for 2% and inhalers account for 3% of these emissions, therefore it is vital the Trust looks at these areas.



Objectives:

- Eliminate the use of desflurane within the Trust.
- Reduce nitrous oxide waste and prevent atmospheric release.
- Explore the utilisation of social prescribing to reduce the use of medication.
- Review the process of prescribing and point of use to reduce wastage where possible.
- Increase the number of dry powder inhalers (DPI's) that are prescribed.

Targets:

1. By 2023 eliminate the use of desflurane completely within the Trust.
2. By 2025 reduce the carbon impact of inhalers by 45% based on 2019/20 baseline.
3. Implement inhaler recycling scheme.
4. Implement means of capturing nitrous oxide waste.

Current Position:

- Very low user of desflurane less than the 10% overall volume target set in the Memorandum of Understanding regional targets.
- Best profile in the region with 78% pressurised inhalers vs 22% dry powder inhalers for 2020-21.
- The Medicines Optimization System includes an electronic prescribing and medicines administration system (EPMA) and automated drugs cabinets (Omniceil) have both steadily reduced the rate of omitted doses of critical medicines.

Actions:

1. Install a device such as a Mobile Destruction Unit in areas like Maternity for Entonox capture and breakdown of residual gas.
2. Educate staff on the options for inhaler prescription and the benefits of DPI's to increase usage.
3. Work with primary care to look at recycling schemes for inhalers.
4. Educate and explore the use of social prescribing as an alternative means to medicine, utilising the learnings from trials.

4.7 Supply Chain & Procurement

Supply chain and procurement accounts for approximately 62% of total carbon emissions in the NHS, therefore it is vital that the buying power we have as an organisation and as a collective NHS must be used to its full potential to make change.

All clinicians and departments must begin rationalising their decisions of safe clinical use against the sustainability impact and look to reduce single use and wastage in their purchasing decisions and/or influence.

Estates & Facilities also need to review their purchasing in line with environmental impacts choosing to reduce waste or reuse and optimise usage overall whether this be catering or a new build project. Reductions in use will also be paired with improvements to the disposal and recycling of plastic material that remains in operation.



Objectives:

- Reduce single use plastics purchased.
- Prioritise reuse of equipment and stock across the organisation.
- Work with and challenge suppliers to reduce their emissions.
- Ensure sustainability and net zero is included in all tenders.



Targets:

1. Adopt PPN 06/01 so that all contracts above £5m will require suppliers to publish a carbon reduction plan for their direct emissions by April 2023.
2. Ensure that by April 2024 all Group suppliers report their emissions and publish a carbon reduction plan aligned to the NHS net zero target for their direct emissions irrespective of contract value.
3. Reduce procurement of single use plastics and eliminate single use items when there is a viable reusable alternative.
4. Utilise Sustainability Impact Assessments in all business cases.



Current Position:

- Sustainable Procurement group set up to review data and impact of purchases and work on procuring suitable alternatives.
- NHS Supply Chain working in the towers to reduce emissions of products available on catalogue in line with NHS targets.
- Basic reuse system in place to be improved to increase utilisation and record and monitor savings.
- Walking aid refurbishment scheme in place.
- Recycled paper used across the organisation.
- Signed NHS Plastics pledge and lowest spend on single use plastics in catering across the region in 2020/21.
- Switched from single use plastic sharps bins to reusable saving 16 tonnes of single use plastic per annum.



Actions:

1. Implement a Sustainable procurement policy and procedures that includes the reduction of purchasing through utilising a reuse and or refurbishment system of equipment and stock to eliminate potential waste (this maybe via a regional hub) and the use of whole life cycle costing.
2. Measure our scope 3 emissions to begin tracking annual progress.
3. Train and educate procurement team in carbon literacy within their role.
4. Implement sustainability impact assessments into all business cases.
5. Educate staff on the impact of their purchases on emissions and environmental impact and improve sharing of items across the organisation.
6. Work with clinicians and infection control to look for suitable alternative products when found to have a large impact on emissions or products that could be used more effectively to reduce wastage.



4.8 Food & Nutrition



Food and nutrition is key to the development and health of everyone and is an integral part of our lives, in particular a patient's care plan. Eating well reduces the risk of developing cancer, heart diseases, diabetes and stroke, whatever your weight and eating well when you're in hospital is especially important to effectively support your care. However a nutritious meal is no benefit if it goes in the bin, with the annual reported cost of food waste for the NHS being £230 million, 39% of the total food budget; and with food and catering services producing 6% of total emissions or 1543kt CO2e each year it is vital action is taken to reduce the environmental impact and cost.

Objectives:

- To reduce food waste throughout the production and service of both patient and staff meals
- Utilise local, seasonal and sustainably grown food in catering.
- Educate staff and patients on the benefits of a low carbon diet.



Targets:

1. Reduce food waste by 20% by 2025.
2. Increase the use of locally grown food within catering.
3. Improve access to free drinking water for everyone.
4. Achieve accreditation such as the Soil Association 'Food for Life served here' award.



Current Position:

- Increased access to vegan food options.
- Sustainability representation on the Nutritional Steering Group.
- Improving out of hour's access to staff for healthy food.
- Improving education on nutrition with staff and access to digital weight management system for staff and residents within Gateshead.
- Well-fed project underway to audit areas and use data to help shorten length of stay for patients moving forward through improved nutrition.



Actions:

1. Increase locally sourced food through regular seasonal menus.
2. Install refill hydration stations across the Trust in high traffic areas.
3. Investigate the potential to donate to foodbanks or shelters at end of service/ near expiry or best before across all catering and service outlets.
4. Work with suppliers to ensure they have sustainable production and transportation practices in line with NHS Targets.
5. Implement means of collecting food waste from all catering outlets and services in the Group and look at either specific collections or on site processing.
6. Improve education to staff, patient and visitors on the health and environmental benefits of a health low carbon diet.
7. Increase organic and fair trade food options available.
8. Identify means of reducing plate wastage for patients.

4.9 Adaptation



The green plan sets out and details our objectives and targets to reach net zero and reduce our emissions and environmental impact, we still need to be prepared and plan for and to mitigate the risks and effects of climate change and severe weather that may impact upon our business and functions.

Objectives:

- Incorporate climate change into the Group's business continuity, emergency planning and risk assessment procedures.
- Ensure the Group has the necessary business continuity plans in place that account for the impacts of climate change and severe weather.
- Design and adapt the operation of the estate to cater for the potential effects of climate change.

Targets:

1. Undertake a climate change risk assessment of all group sites to be included on risk register.
2. Develop an adaptation plan.
3. Every estates project is to include impacts of climate change into the design or planning process.

Current Position:

- Adverse weather plan in place and has been utilised several times during heat waves for example.
- Winter Team in operation to ensure the sites are safe and accessible to staff and patients during cold months.
- Transport Department has been utilised to help people access site in bad weather.
- Reduced reliance on national grid with use of 2 bio diesel CHP's and upcoming installation of air source heat pumps and solar panels.
- QE Facilities own and operate a warehouse that can store supplies close to Trust sites.
- QE Facilities operate a FFP3 mask manufacturing production site, ensuring resilience in supply chain.

Actions:

1. Undertake a climate change risk assessment for each site and add the risks to the Group Risk Register to ensure it is highlighted and reviewed annually.
2. Write and develop an adaptation plan and present to the board for approval.
3. Assess what measures are needed to be included into the design of estates projects for impacts such as heatwaves and cold weather and incorporate into Estate Strategy and procedures.
4. Develop and update protocols aligned to national heat wave plans, cold weather plans and flood plans and specific climate change risk assessment.
5. Assess the financial implications of climate change to the organisation and the cost of doing nothing to help prevent it and communicate to the board, as being sustainable will cost money and this needs to be recognised.



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