

Green Plan 2025 - 2028

Gateshead Health Foundation Trust



FOR
ENVIRONMENTAL
BEST PRACTICE

Foreword

Gateshead Health NHS Foundation Trust recognises the enormity of climate change and its impact upon the health of local communities. We see it daily with the increasing number of patients through our doors and this will only continue, unless we take action to address climate change.

It is recognised that climate change is one of the biggest threats to human health and one factor of this is air pollution. Although it might not be visible, the impact cost of air pollutants on the NHS and social care system between 2017 and 2025 is estimated to be £1.6 billion. Approximately 3.5% of all road traffic in England is related to the NHS activity (6.7 billion road miles), therefore reviewing how and where patients access health and care services has led to the development of services that can be more easily accessed via public transport and active transport – e.g. the Community Diagnostic Centre at Metrocentre – to reduce emissions from both staff and patient travel.

Since the publication of our first Green Plan in 2021 we have achieved success as we strive to reach our net zero targets, through the roll out of air source

heat pumps and solar panels, increasing the use of electric vehicles and improving our green spaces. However this is just the beginning of a journey, and we understand there is far more we must do and consider with every decision made.

As much as we can do as an organisation, it will take the engagement of everyone to achieve net zero targets so please get involved and think about what changes you can make personally or as part of your role. Change often feels daunting but remember every small change will make a difference and this is not just for the benefit of our patients but for our families, friends, and our community. Realising our net zero ambitions would not be possible without the help and support of every single one of you.



Trudie Davies
Group Chief Executive



Sean Fenwick
Interim Group Chief Executive

Introduction

About Us

Gateshead Health provides a range of acute, community, and older peoples' mental health services to our local community and beyond, serving around 450,000 people annually. We also provide a range of specialist services including bowel screening for a population of around 7 million people and specialist gynecological cancer treatments from the Scottish borders through to Cumbria & Whitby.

Gateshead Health Foundation Trust and QE Facilities (The Group) employ around 5,500 staff across several sites located within Gateshead and across the UK. QE Facilities Transport Department operates and supports NHS facilities in Coventry, Leeds, and Scotland. This geographical spread creates some unique challenges for the Group in terms of management of its environmental impact.

The North East is home to over two and half million people; over a third of which live in the 20% most deprived areas of England (North East Combined Authority 2024). The North East also has the lowest life expectancy in England (Office

for National Statistics, 2024), a figure that has fallen in recent years.

Gateshead specifically, is ranked 47th most deprived out of 317 local authorities in England. Within Gateshead there are twenty-one areas that fall within the 10% most deprived areas in England, equating to almost 32,700 people or 16% of the population.

The unique geography of the area poses challenges, with low lying areas at risk of flooding at Team Valley to areas rising to a height of 525 feet on Sheriff Hill where the Queen Elizabeth Hospital is situated. This makes our community vulnerable to the impact of climate change on health outcomes, particularly extreme heat and cold weather events and the impact of air pollution. Health prevention and net zero are intrinsically linked, therefore this must be a priority objective.

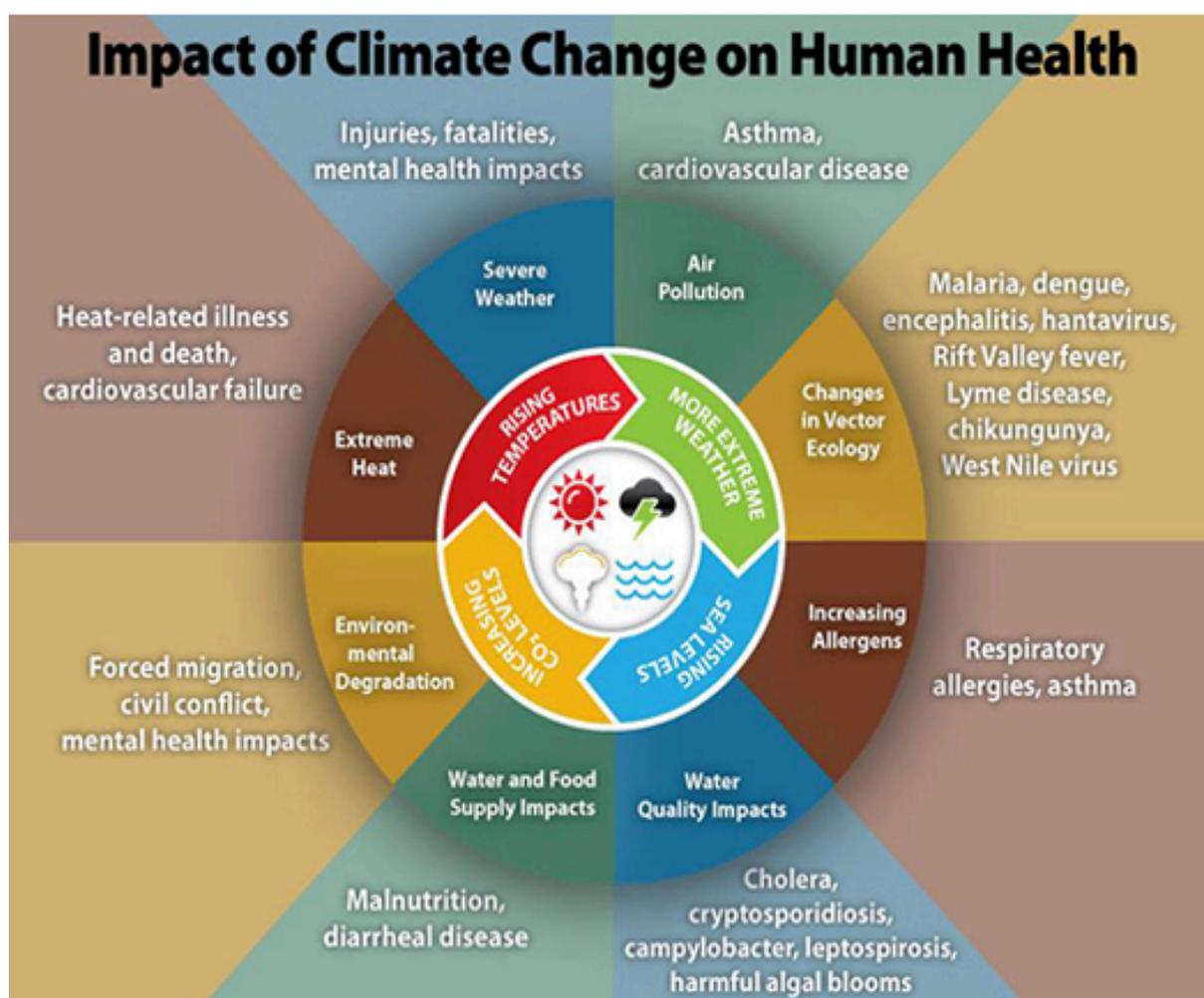


Why do we need a Green Plan?

In 2024 the global average temperature exceeded 1.5°C above pre-industrial levels for the first time, the original threshold set by the Paris Climate Agreement. Every fraction of a degree of global warming can bring more frequent and intense extreme weather, which can have a detrimental impact on health outcomes.

The Climate Crisis is a health emergency with climate change known

to be one of the biggest threat to human health and well-being: from the spread of disease, impact on respiratory and cardiovascular issues, to mental health impacts and malnutrition. With the NHS responsible for 5% of the UK's carbon emissions, it is key that as part of the NHS Gateshead Health takes action to reduce emissions and the subsequent impact on community health.

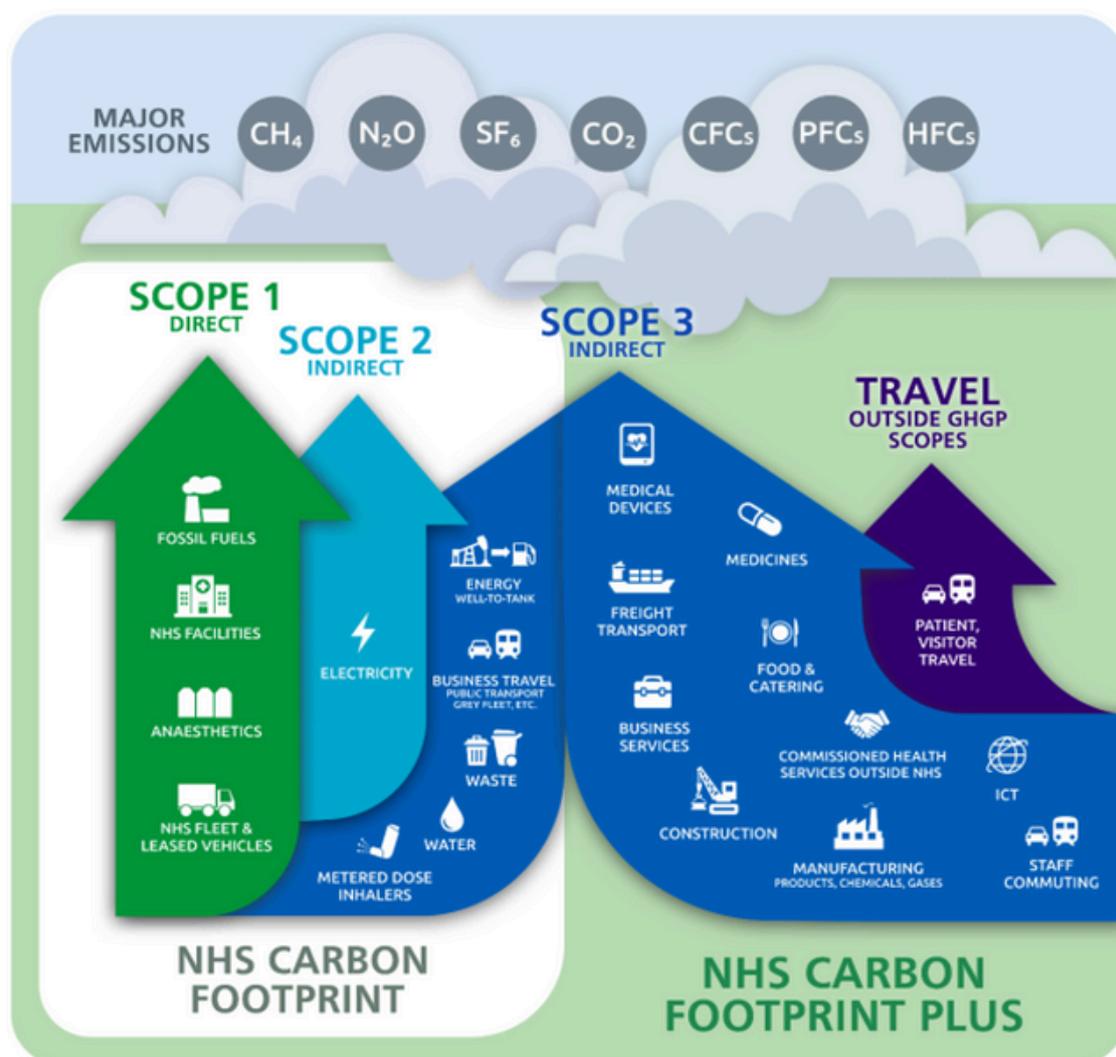


Why do we need a Green Plan?

Not only is there a duty to improve the health outcomes of our communities through reducing emissions, but there is also a legal obligation to meet net zero.

The Health and Social Care Act 2022 made the requirement for the NHS to achieve net zero for the emissions it directly controls by 2040 (NHS Carbon Footprint) and 2045 for the emissions it influences (NHS Carbon Footprint Plus).

Climate Change Act 2008	Health and Care Act 2022
Paris Agreement 2015	The Environment Act 2021
Statutory Guidance – Delivering a Net Zero NHS	CQC - Well Led



What will the Green Plan achieve?

The Green Plan sets out key targets and actions to reduce our emissions in line with the NHS targets of net zero by 2040 for the NHS Carbon Footprint and 2045 for the NHS Carbon Footprint Plus.

As a healthcare provider and one of the largest employers in Gateshead, we are ideally placed to lead by example and drive wider change through the supply chain. There is also a moral duty - as humans and as healthcare providers - to 'do no harm' i.e. to minimise our impact on the environment and reduce emissions, to improve the health of our patients and reduce unnecessary pressure on our services.

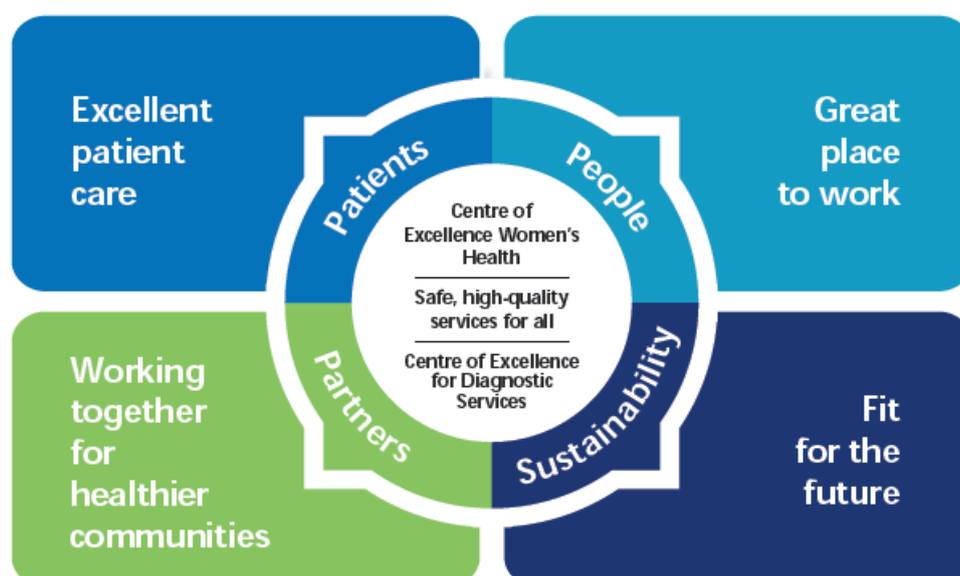
Our vision

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

Here at Gateshead underneath our vision (graphic below) we have four key priorities, one of which is:

“Fit for Future”

The aim has its own objectives including; effective and efficient use of our resources and providing our services in an environmentally sustainable way. Both of these have clear links to the vision and aim of the Green Plan and sustainable healthcare for the future.



Objectives

By 2028	<ul style="list-style-type: none"> • Reduce emissions from building energy by 20%. • Reduce total waste volumes by 5%. • Reduce emissions from grey fleet (business travel) by 20%. • Reduce emissions from NOX by 15%.
By 2032	<ul style="list-style-type: none"> • 47% reduction in the NHS Carbon Footprint from the 2019/20 baseline.
By 2037	<ul style="list-style-type: none"> • 73% reduction in the NHS Carbon Footprint plus from the 2019/20 baseline.
By 2040	<ul style="list-style-type: none"> • Net Zero for the emissions we control.
By 2045	<ul style="list-style-type: none"> • Net Zero for all emissions.

Our aims:

- An engaged workforce who embed environmental sustainability measures in their everyday actions.
- Improve local air quality through reducing and eliminating (where possible) emissions from vehicles.
- Meet the net zero targets as set out in the NHS Carbon Footprint plan by 2040, and the NHS Carbon Footprint Plus plan by 2045.
- Ensure that our activities and care benefit the local community.



Our Current Carbon Footprint

In order to understand how to achieve net zero, there first needs to be an understanding of the Group’s current carbon emissions and where actions need to be taken to reduce these.

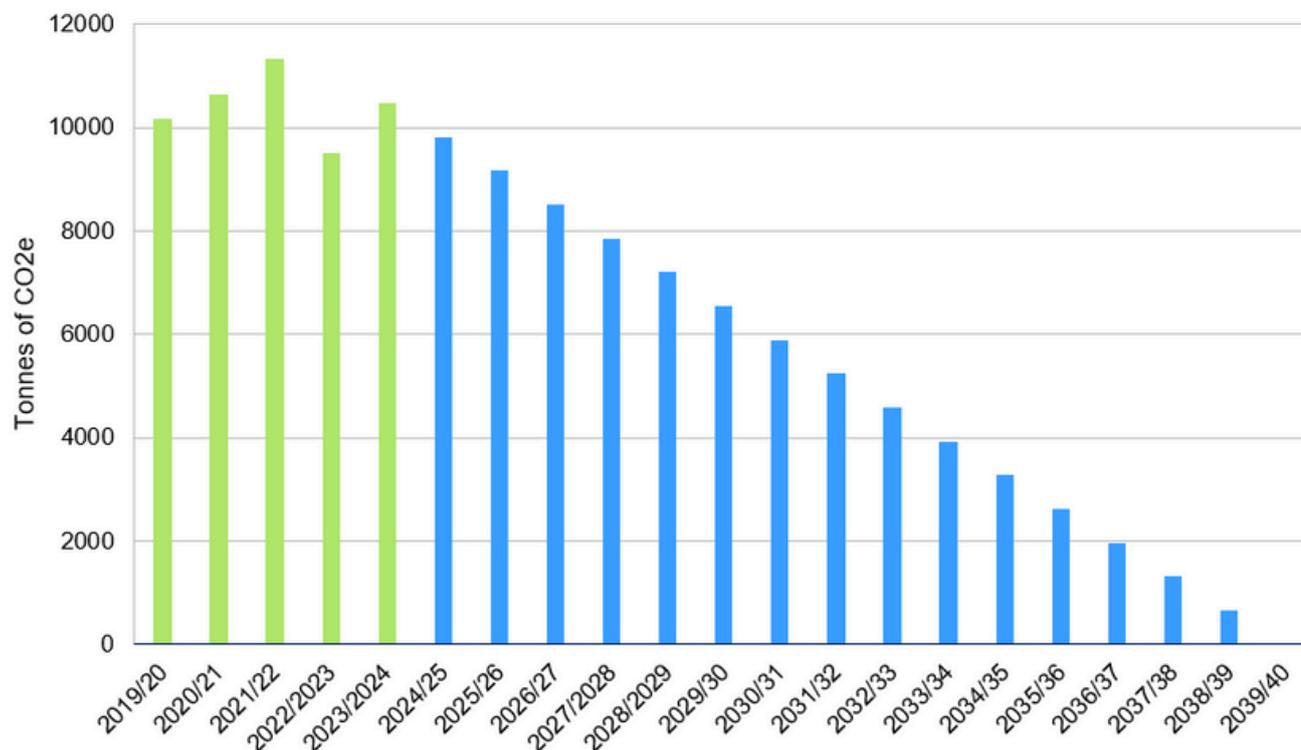
Utilising internal data and conversion figures set by the UK Government we have calculated some aspects of our Carbon Footprint which are illustrated in the table below:



Category	Sub Category	Total tCO2e					% Change from 2019/20
		2019/20	2020/21	2021/22	2022/23	2023/24	
GHNFT Carbon Footprint	Scope 1						
	Building Energy – Fossil Fuels	5565	5398	5695	4809	5564	0.02
	Volatile Anaesthetics & NOx	905	1032	813	657	674	-25
	Group Fleet	76	849	1168	619	160	110
	Scope 2						
	Building Energy – Purchased Electricity	3130	2892	3307	3028	3583	14
	Scope 3						
	Water	134	116	46	39	45	-66
	Waste	211	239	215	168	142	-33
	Business Travel	145	110	85	199	308	113
TOTAL		10166	10636	11329	9518	10476	3

Please note – this report was written prior to data becoming available for 24/25.

GHNFT Carbon Footprint Net Zero Trajectory



The data suggests that despite some progress in previous years, there was a 9% increase in carbon emissions between 2022/23 to 2023/24, and a 3% increase from the 2019/20 baseline.

Since 2019/20 carbon emissions have only decreased for water, waste and Nitrous Oxide across the Group, whereas all other areas have seen increases, particularly from our fleet vehicles, and business mileage undertaken by our staff.

It should be noted that some of the data is based on estimates and therefore does not provide a true reflection of vehicle usage. In addition, the data excludes our supply chain, and therefore some carbon emissions that are not within our control e.g. in the manufacture of certain medicines and materials, are not reflected. This means that the overall carbon footprint of the Trust is likely to be greater than the data suggests.

Taking this into consideration and looking ahead at the carbon footprint trajectory for future years, significant reductions in carbon emissions are required if the Trust is to meet its legal requirement of net zero carbon emissions by 2040 and 2045.

Key Successes

Despite the clear challenge to continue to reduce carbon emissions, the Trust has already made some progress on the journey to net zero.

REUSABLE SHARPS BINS

Annual CO₂e reduction 85 tonnes

Since 2019/20 the Trust's high temperature incineration (HTI) waste has reduced by 50 tonnes per annum, because of the introduction of reusable sharps bins which are re-used multiple times instead of being incinerated after a single use. Based on the volume of waste generated this is estimated to be a saving of around 15 tonnes of single use plastic per annum and an estimated cost saving of over £13,000 per annum.

SWITCH FROM SINGLE USE LAPAROSCOPIC INSTRUMENTS TO REUSABLE ALTERNATIVES

Annual CO₂e reduction 200kg

Theatres have switched to using reusable laparoscopic instrument trays which has reduced the consumption of single use instruments from an average of 12 items per procedure to six. Based on the number of procedures undertaken over 12 months, it is estimated that this saves around 390kg of waste that would have been generated from single-use instruments and packaging.

SWITCH FROM SINGLE USE PLASTIC BOWLS TO METAL REUSABLE BOWLS

Annual CO₂e reduction 924kg

Theatres made the switch from using single use plastic bowls to reusable metal bowls, saving the cost of continuous purchase and disposal costs of offensive or clinical waste. Emissions are reduced thanks to reduced deliveries and no additional cleaning as the process is included within routine theatre cleans.





Air source heat pumps at Queen Elizabeth Hospital



Solar Panels at Queen Elizabeth Hospital



Cargo Bikes at QE Facilities Transport Hub

No Mow May sign at Queen Elizabeth Hospital



Our Green Plan

The Plan focuses around the areas which address the Group vision and objectives as well as key areas highlighted from emission data.

The 10 key focus areas are :

1. Workforce System & Leadership

2. Sustainable Models of Care

3. Digital Transformation

4. Travel & Transport

5. Estates & Facilities

6. Waste & Circular Economy

7. Medicines

8. Supply Chain & Procurement

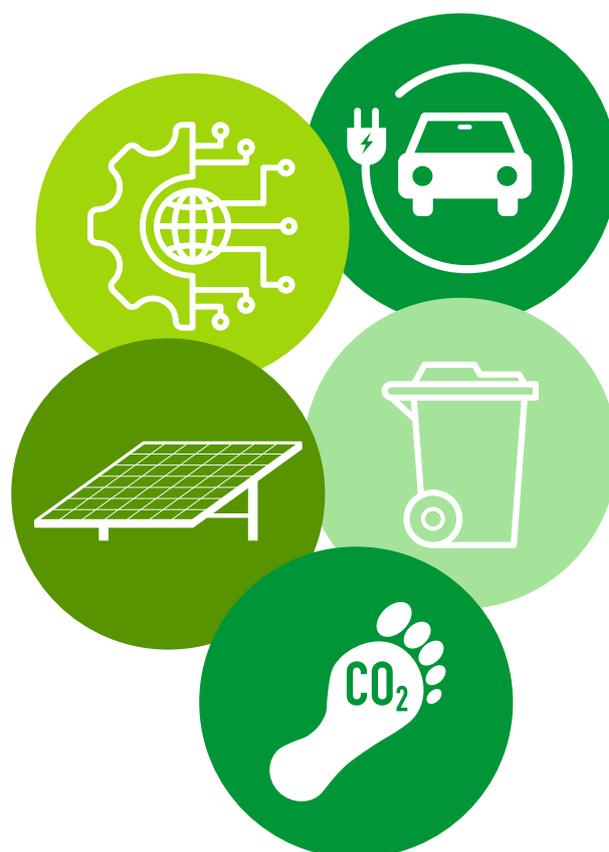
9. Food & Nutrition

10. Adaptation & Greening the Estate

Each focus area details achievements that have been made so far and key actions to further reduce emissions, as well as targets and key performance indicators to measure progress against for the duration of the Green Plan.

Many actions are within the Group's control; however, it should be noted that larger schemes may require external funding.

The Green Plan will be refreshed every 12 months, and six-month interim reports will be produced to indicate progress against targets.



Governance

Monitoring and tracking the targets and key performance indicators as set out in the Green Plan is key to ensure the Group remains on track to reach net zero.

The current internal governance structure to monitor and oversee the delivery of the Green Plan is illustrated, with the current staffing structure as:

Trust Board Level: *Carmen Howey – Executive Board Lead for Sustainability, Gateshead Health NHS Foundation Trust*

Supported by: *Genna Bulley – Head of SHEQ and Sarah Medhurst – Sustainability, Waste & PAM Manager, QE Facilities*



Externally the Group is a key member of the Northeast North Cumbria Provider Collaborative (NENC ICB) and works in partnership with other regional Trusts on to deliver the ICB Green Plan.



Focus Areas

1) Workforce, System & Leadership

Achievements

- In 2022 all Trust Board and QE Facilities Leadership team achieved Carbon Literacy accreditation.
- Over 2,200 (40%) staff have completed 'Building a Net Zero NHS' training.
- In 2020 the Group won an International Green Apple Environmental Award.
- In 2022 the QE Facilities Procurement and Estates teams both achieved Carbon Literacy accreditation.

Next Steps

- Assess workforce capacity and skill requirements for delivering the Green Plan: Promote specialist sustainability training, and develop apprenticeships and fellowships in clinical areas, estates, and procurement teams.
- Increase the percentage of staff completing Building a Net Zero NHS training.
- Promote Carbon Literacy for Healthcare eLearning Pathway to staff.

- Train and develop the Group Board and Group Leadership teams on 'Sustainability Leadership for Greener Health' and 'Care and Carbon Literacy' accreditation.
- Re-establish a Green Champions network across the Group.
- Develop Group branding for sustainability and provide regular communication updates on progress against reduction in emissions.
- Continue to work with the Great North Healthcare Alliance and North East North Cumbria Provider Collaborative on joint projects and sharing best practice.



Focus Areas

2) Sustainable Models of Care

Achievements

- Several clinical areas have formed sustainability groups to focus on tackling issues within their department and make change.
- Changes in some medications used in the Emergency Department has led to several benefits including a reduction in carbon emissions due to reduced nursing hours, reduced patient stays in the department, and improved pain relief for patients.

Next Steps

- Identify a clinical lead with oversight of net zero clinical transformation with formal links to board level leadership and governance.
- Focus on reducing emissions and improving quality of care in Emergency Department and Critical Care.
- Establish working groups in a key clinical areas to explore how to reduce emissions.
- Include 'Sustainable Quality Improvement' training to clinical workforce training programmes.

- Consider net zero principles in all service change, reconfiguration programmes, and pathway redesign exercises. Where possible adopt social prescribing, green social prescribing, and physical initiatives.
- Develop a Sustainability Impact Assessment to evaluate the potential impact a proposed project or policy might have on climate and the environment.



Focus Areas

3) Digital Transformation

Achievements

- Consolidation of print services to reduce desktop printing.
- Explore reducing the need for paper written clinical records and transferring to digital.
- Implementation of the Patient Engagement Portal (PEP), for patient letters to be sent electronically.

Next Steps

- Implementation of hybrid mail, for the efficient printing and mailing of patient letters. For example, the implementation of the 'Curis' project to create and store digital clinical correspondence following outpatient appointments.
- Aim of ensuring end-user devices are replaced within a five-year lifecycle, and support from technology suppliers to ensure new devices are energy efficient.
- Virtualisation of our IT servers to reduce the need for additional server and storage hardware.

- Implementation of remote monitoring products which allow for patient care to be monitored from home and reduces the need for hospital visits.
- Establish a baseline for the measurement of the ICT carbon footprint according to the guidelines.
- Deploy "power down" software designed to automatically turn off unnecessary computer hardware when idle, leading to energy and cost savings.
- Prioritise the hosting of data in energy-efficient low carbon local or cloud-based data centres.



Focus Areas

4) Travel & Transport

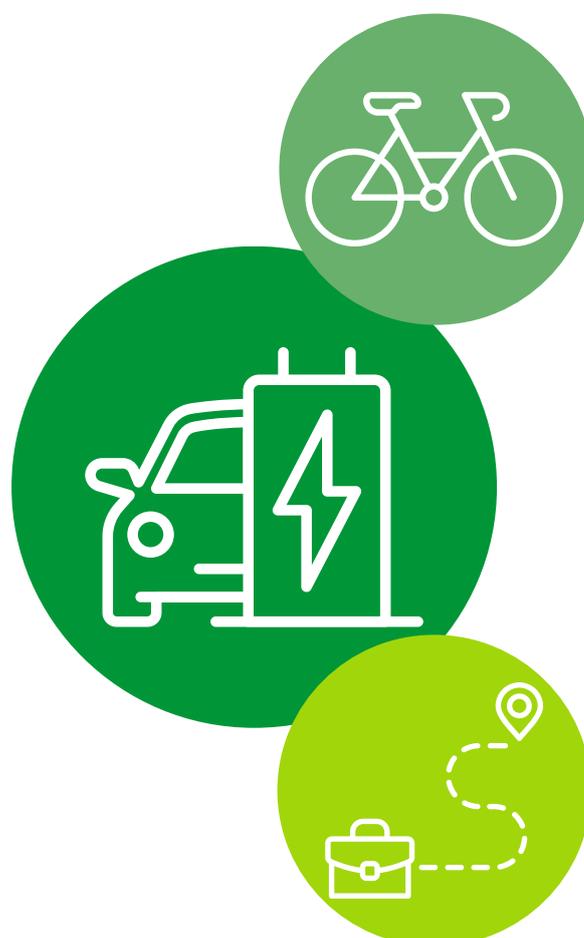
Achievements

- 15 electric vehicles across the QE Transport fleet
- 27% of staff use sustainable modes of transport to travel to work - an increase of 9% since 2023.
- 12 electric vehicle charging bays have been installed at the QE Hospital for staff.
- Green Travel Plan has in place since 2001.
- Cycle to work Scheme including an allowance for electric bikes.
- Additional secure cycle storage facilities have been installed across the Trust estate which has increased storage capacity by approximately 50% since 2022.

Next Steps

- Increase fleet charging and only procure zero emission vehicles (leased or owned) from 2027.
- Support North East Ambulance Service (NEAS) with their transition to electric ambulances.

- Review and update the Sustainable Green Travel Plan in line with the net zero travel and transport strategy.
- Promote and encourage sustainable travel options for staff.
- Review QEF Transport services to maximise sustainability of services provided to the Group and beyond to minimise emissions.
- Promote 'No Idling' on all Trust sites for all vehicles.
- Reduce emissions from grey fleet mileage.



Focus Areas

5) Estates & Facilities

Achievements

- Awarded £1.6m from the Public Sector Decarbonisation Fund for the installation of solar panels and air source heat pumps at QE Hospital site.
- 74% use of energy-efficient LED lighting across the Trust estate.
- Trust water emissions have reduced by 66% from 2019/20.
- Windows have been replaced in areas of the QE Hospital site to minimise heat loss from inadequate glazing.
- Heat Decarbonisation Plans are in place for all sites across the Trust estate.

Next Steps

- Achieve 100% LED lighting coverage across the Trust estate.
- Implement the measures outlined in the heat decarbonisation plans, along with complementary energy efficiency and renewable energy initiatives. In addition, prepare funding applications for submission through the Public Sector Decarbonisation Scheme (PSDS) for larger schemes.

- Phase out all existing fossil fuel primary heating by 2032 and oil fuel heating by 2028.
- Ensure all applicable new building and major refurbishment projects are compliant with the NHS net zero building standard and utilise key principles where possible for smaller refurbishments.
- Explore the potential of a district heat network with the Local Authority and PSDS funding opportunities.



Focus Areas

6) Waste & the Circular Economy

Achievements

- Emissions from waste have reduced by 33% since 2019/20 and have reduced year on year.
- Since 2019/20 household waste generated by the Group has reduced by 405 tonnes and recycling has increased by 215 tonnes (16% increase).
- Since 2019/20 high temperature incineration waste has reduced by 50 tonnes primarily because of the introduction of reusable sharps bins and new technology in the processing of sharps waste.
- Alternative treatment waste has also reduced by 49 tonnes in the same period.

Next Steps

- Increase offensive waste to 60% or higher.
- Increase volume of waste recycled.
- Reduce overall volume of waste.
- Increase reuse and repurposing of equipment.

Waste Totals for 2024/25



- High Temperature Incineration
- Alternative Treatment
- Offensive Waste
- Household
- Recycling



Focus Areas

7) Medicines

Achievements

- Eliminated the use of desflurane across the Trust and reduced emissions from volatile anaesthetic gases by 81% from 2019/20.
- Reduced total emissions from Nitrous oxide (piped and cylinder) by over 14% from 2019/20.
- Reduced emissions from inhalers through increased prescription of dry powder inhalers. In addition, multiple inhaler collection points have been installed to promote proper disposal.
- New robot in pharmacy to reduce drugs wastage and improve return and reuse of drugs from wards.
- Less than 0.1% of medication expired last year prior to use as stock is managed effectively with KPIs in place
- Promoting insulin pen recycling schemes at community pharmacies to patients as part of the dispensing process.

Next Steps

- Reduce waste from nitrous oxide utilising the Nitrous Oxide Waste Mitigation Toolkit.

- Decommission nitrous oxide manifolds.
- Partnership working with NEAS to deliver in-patient drugs to site.
- Medicines assistant post to reduce unnecessary supply of medication via active reuse of medication for discharge where possible.
- Where possible support patients to choose the most appropriate inhalers in alignment with clinical guidelines, performing inhaler technique checks and promoting the appropriate disposal of inhalers with recycling facilities to be available on Trust premises.



Focus Areas

8) Supply Chain & Procurement

Achievements

- Theatres switched from single use plastic bowls to metal reusable bowls has saved around 924kg in waste from theatres and reduced emissions from deliveries.
- Through switching to using the reusable laparoscopic instrument tray it was found that the consumption of single use items has been reduced from an average of 12 items per procedure to six. Through this reduction it is estimated that 240kg of instrument and packaging is saved per annum.
- Laparoscopic procedures previously used single use instruments disposed of after each use, however since the introduction of the RENU system, single use instruments are no longer be required. Over 12 months the estimated waste saved is 390kgs based on the number of procedures.
- In every relevant tender a net zero and social value with a weighting of 10% is included, in line with PPN 06/21.

Next Steps

- Annually measure emissions from purchases (scope 3), highlight key areas, and set reduction targets.
- Explore other options to reduce single use items e.g., reusable curtains, couch roll & reusable tourniquets.
- Ensure NHS net zero supplier roadmap requirements are embedded into all relevant procurements.
- Train all finance and procurement staff in the application and development of social value criteria, as per PPN 06/20 and PPN 02/25.



Focus Areas

9) Food & Nutrition

Achievements

- Food waste is collected, measured and sent for anaerobic digestion locally which generates electricity. In addition, 'dewatering' system is used on site to reduce the volume of food waste that is sent, which reduces the emissions from the number of collections required.
- Regular reviews of staff menu to increase the use of seasonal produce.
- Improved access to vegetarian and vegan options.
- Refill water stations available for free access to water in public areas.

Next Steps

- Install electronic patient ordering system to reduce food wastage from over-ordering of patient meals.
- Set targets to reduce food waste from patient meals and review the crockery used to serve meals i.e. reduce single use plastic where possible.
- Expand water refill stations to Emergency Care Centre.

- Review menus to explore healthier and lower carbon options by supporting the provision of seasonal menus with low use of heavily processed foods.
- Promote the NHS England Low Carbon Menu Bank.



Focus Areas

10) Adaptation & Greening the Estate

Achievements

- Full review and updated Group adverse weather plan.
- Over 60 trees have been planted across the QEH site
- Habitat Surveys have been completed at QEH, Bensham and Spire House.
- Courtyard development to improve patient access to green spaces as part of recovery.
- Community staff garden developing skills and providing a therapeutic outlet for staff.
- Garden of Hope – staff garden area of reflection.
- Annually participate in ‘No Mow May’ to promote re-wilding, bio-diversity, and bee colonies.
- Several wildflower gardens have been created across the QEH site.

Next Steps

- Continue to develop and improve green spaces and increase bio-diversity.
- Continue to participate in No Mow May and other national campaigns.

- Review and monitor the effectiveness of adverse weather plans and communicate to staff. Set out actions to prepare for severe weather events and improve climate resilience of sites and services, including digital services.



Key Metrics i.e., how we will measure & monitor progress

Focus Area	Benchmark Metrics	KPI's
Workforce, System & Leadership	Appoint board level lead for the Green Plan	Board Level Lead appointed, and ensure Annual sustainability updates are presented to the Trust Board.
	2019/20 NHS Carbon Footprint = 10,166 tonnes CO ₂ e 2023/24 NHS Carbon Footprint = 10,476 tonnes of CO ₂ e	Aim to reduce NHS carbon footprint by 7% year on year to meet net zero targets by 2040/45.
	Number of board level colleagues undertaken Carbon Literacy training	100% of Board members trained (one member at present)
	Green Champions – 8 currently in place.	Number of Green Champions increases year on year over the duration of the Green Plan.
Sustainable Models of Care	Identify a clinical lead with oversight of net zero clinical transformation.	Clinical lead appointed.
	Sustainable Quality Improvement Training for clinical staff	% of clinical staff completed training.

Key Metrics

Focus Area	Benchmark Metrics	KPI's
Sustainable Models of Care	Achieve a green accreditation such as RCEM Green ED	Accreditation achieved.
Digital	Establish a baseline for our carbon footprint from digital and IT services.	Emission baseline established and reported.
	Reduce paper consumption	Paper consumption reduced 3% year on year over the Green Plan.
Travel & Transport	3% of owned and leased fleet that is ultra-low emission vehicle (ULEV) or Zero-emission vehicle (ZEV)	Increase the percentage of ZEV vehicles in line with 2027 target.
	Modal share of staff commuting (staff survey results 2025) 63% Drive Alone including EV & Hybrid 13% Bus 8% Walk 3% Car Share 2% Metro 2% Bus & Metro 2% Cycle 4% Dropped Off	Reduce car single-occupancy commuting by 10%.
	Number of staff accessing sustainable travel incentives: 17 at present	Increase number of staff accessing sustainable travel incentives.

Key Metrics

Focus Area	Benchmark Metrics	KPI's
Estates & Facilities	Energy Consumption 39.13m KWh.in 2023/24	Reduce energy consumption by 7% year on year
	74% of Trust gross internal areas covered by LED lighting.	Increase trust gross internal area covered by LED lighting by 8% per annum.
	Water volume consumption 133,730 m ³ in 2023/24	Reduce water consumption year on year.
	Onsite renewable generation	Increase on site renewable generation year on year.
	Number of sub meters in use across the estate – 70 in 2023/24	Install and use sub-metering at 100% of sites.
Waste & Circular Economy	Clinical Waste Split (60:20:20) 2024/25 – Offensive – 49% Clinical – 48% High Temp. Incineration – 3%	Achieve 60:20:20 clinical waste split within a year (or better)
	% non healthcare waste recycled 24/25 Household waste (Energy from Waste) -71% Recycled Waste – 29%	Increase non healthcare waste recycling rate by 5% year on year over the Green Plan.

Key Metrics

Focus Area	Benchmark Metrics	KPI's
<p>Waste & Circular Economy</p>	<p>Total weight of waste 24/25 - 1321 tonnes</p>	<p>Reduce total waste generation each year.</p>
<p>Medicines</p>	<p>Volume and emissions of nitrous oxide and Entonox (gas and air) in 23/24.</p> <p>Nitrous Oxide – 183,600 Litres 89.8 tonnes CO₂e</p> <p>Entonox – 2,231,588 litres 554 tonnes CO₂e</p>	<p>Reduction in volume and emissions of both Nitrous oxide and Entonox</p>
<p>Supply Chain & Procurement</p>	<p>Number of trust suppliers signed up to NHS England's Evergreen Sustainable Supplier Assessment – 656.</p> <p>411 – CRP via Evergreen Assessment.</p> <p>245 Evergreen Level 1 plus aligned to CRP Requirements.</p> <p>Establish a baseline of Trust emissions inline with NHS Carbon Footprint plus.</p>	<p>Increase number of trust suppliers signed up to the NHS England Evergreen Sustainable Supplier Assessment</p> <p>Reduce emissions year on year from baseline.</p>

Key Metrics

Focus Area	Benchmark Metrics	KPI's
<p>Food & Nutrition</p>	<p>Install an electronic patient ordering system</p>	<p>Electronic ordering system installed and in use across QEH site.</p>
	<p>Establish a baseline of volume of food waste produced from catering department.</p>	<p>Reduce volume of food waste per annum.</p>
<p>Adaptation & Greening the Estate</p>	<p>Production of an Adaptation Plan</p>	<p>Adaptation Plan produced and board approved.</p>
	<p>Biodiversity metric score</p>	<p>Establish a biodiversity baseline score across all sites and review every three years with a view to increase score.</p>



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