

CARE WITHOUT CARBON

Delivering Sustainable Healthcare
Progress Report 2016



FOREWORD



Sue Sjuve,
Chair of the Board,
Sussex Community NHS
Foundation Trust

Welcome to the first annual update report for our sustainable healthcare strategy, *Care Without Carbon*.

Now in its second year, the strategy directly addresses one of Sussex Community NHS Foundation Trust's core strategic objectives, to be a strong sustainable business, grounded in our communities and led by excellent staff.

We face big challenges in the NHS. Three stand out:

- 01 Between now and 2020 the NHS faces a £30 billion funding gap, with increasing demands on services and more pressure on resources;
- 02 We have a huge carbon footprint (the largest public sector emitter of CO₂ in the UK), and a target to reduce that by 34% by 2020; and
- 03 As the largest employer in Europe with 1.3 million staff the *Lord Carter Review* highlights workforce productivity as a key opportunity.

I'm proud that our Trust continues to strive to meet these challenges, finding new and creative ways of working, shaped by our *Care Without Carbon* strategy.

A more sustainable model of care is about doing this in a coordinated and systematic way. Our strategy focuses on actions that simultaneously support and reinforce financial sustainability, carbon management and health and wellbeing (both of our staff and our patients). A stronger, greener healthcare system means better outcomes for our patients.

Our Trust's vision is to provide *excellent care in the heart of the community* - patient care is key and must be at the core of our all our decisions. CWC ensures we're able to do that not just today, but in years to come.

As this report shows, our journey continues and we are pioneering new and innovative ways of delivering sustainable care to our patients. Thanks to the collective efforts of every team across the Trust, it will happen. We are making sure we rise to the challenge of creating a better working life and a greener NHS. As we hope to show in this report, we're making excellent progress.

THE TRUST IN NUMBERS

Excellent care at the heart of the community

We are an NHS community services provider. We deliver care to over 1.1 million people across 1,000 square miles in Sussex.

As with all NHS Trusts, in delivering our services we have an impact on the environment – and on our people. Here's what that looks like in practice.



Our environmental impact

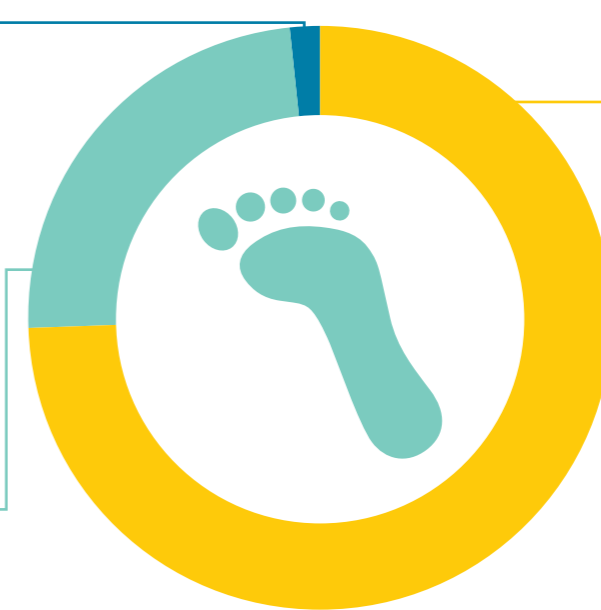
Total figures for 2015/2016

Emissions from our waste:
92 tCO₂e

(1.5% of our measured carbon footprint), with 685 tonnes waste generated across our Trust sites – that's the equivalent of 4 jumbo jets in weight.

Emissions from our travel and transport:
1,526 tCO₂e

(24.0% of our measured carbon footprint), with 5.66 million miles travelled in the year.



Emissions from our buildings:
4,725 tCO₂e

(74.5% of our measured carbon footprint). This is made up from using 29.6 GWh of electricity and gas, and 37,407 m³ of water.



RISING TO THE CHALLENGE

Why Care Without Carbon?

Care Without Carbon is our strategy for sustainable healthcare at Sussex Community NHS Foundation Trust (SCFT). We call it Care Without Carbon because that's what it aims to deliver.

The strategy sets out a clear commitment to reducing carbon emissions from our care services, with a long-term aspiration to become a carbon neutral healthcare provider.

Sustainability makes good business sense for the NHS. By finding ways to reduce carbon and support staff wellbeing we can secure financial savings, enhance productivity and most importantly deliver better quality care for our patients – now and for the future.

HOW DO WE CARE WITHOUT CARBON?

Care Without Carbon is:

HOLISTIC

We work holistically to build sustainability into everything we do. Our seven steps to sustainable healthcare reflect this, ensuring that every corner of the organisation contributes to our progress towards a better working life and a greener NHS. This approach means all areas of healthcare – clinical and non clinical – see the benefits of doing things differently.

INTEGRATED

The seven step model provides a framework to assess all Trust activities, policies and processes, ensuring sustainable healthcare becomes a principle that is woven into the operational fabric of the Trust.

INCLUSIVE

Involving the people that matter to the Trust, in particular staff and patients, in the development of *Care Without Carbon* is fundamental to our approach. Through simple, practical, innovative steps we're changing the way we work for good. Our goal is to make sustainable healthcare the norm and a core part of the way we deliver care.

HOW DO WE MEASURE SUCCESS?

Each of our seven steps defines a key success measure for 2020. Our progress against these measures is summarised in our new Sustainability Scorecard.

SEVEN STEPS TO SUSTAINABLE HEALTHCARE

It pays to be sustainable



PROCUREMENT

Creating an ethical and resource efficient supply chain



BUILDINGS

Providing the workspace for low carbon care delivery with wellbeing in mind



FUTURE

Supporting a strong local health economy to serve our community now and in the future



JOURNEYS

Maximising the health benefits of our travel while minimising the environmental impacts



WELLBEING

Creating a better working life for our people



CULTURE








Informing, empowering and motivating people to achieve sustainable healthcare



PIONEERING

Leading the way in the NHS for sustainable healthcare policy and practice






Key:
  Getting started
  Making progress towards target
  On track to meet 2020 target
 2020 target met

SUSTAINABILITY SCORECARD

Our results for 2015/2016



 <p>SAVING MONEY</p> <hr/> <p>£3.09M cumulative savings From delivering sustainable healthcare</p> <hr/> <p>£877K invested in sustainable healthcare since 2010</p>	 <p>REDUCING OUR CARBON FOOTPRINT</p> <hr/> <p>1,607 tonnes CO₂e saved per annum against our 2010 baseline</p> <p>This represents a 20% reduction in our absolute carbon footprint</p>	 <p>IMPROVING WORKPLACE WELLBEING</p> <hr/> <p>4.35/10 score for wellbeing in the workplace* -6.5% below national average</p> <hr/> <p>12% improvement in wellbeing for staff that have participated in Dare to Care campaign**</p>
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* See Wellbeing section for further information on our wellbeing metric calculation.

** See Culture section for further information on our *Dare to Care* campaign.

	BUILDINGS	34% reduction in CO ₂ e from our buildings	
	JOURNEYS	34% reduction in all measurable travel CO ₂ e	
	PROCUREMENT	34% reduction in CO ₂ e from procurement and waste	
	WELLBEING	Maintaining staff wellbeing above the national average	
	CULTURE	Engage with 100% staff across the Trust on sustainability with measureable benefits	
	FUTURE	Reduce the carbon footprint of our Foundation Trust membership by 10%	
	PIONEERING	Recognised as a leading NHS service provider for sustainable development policy and practice	



Energy used to heat and power our estate is the largest part of our carbon footprint.



Energy costs are high for the Trust, and likely to increase and become more volatile in future.



A high quality work environment supports staff health and wellbeing, which in turn can enhance the quality of patient care.



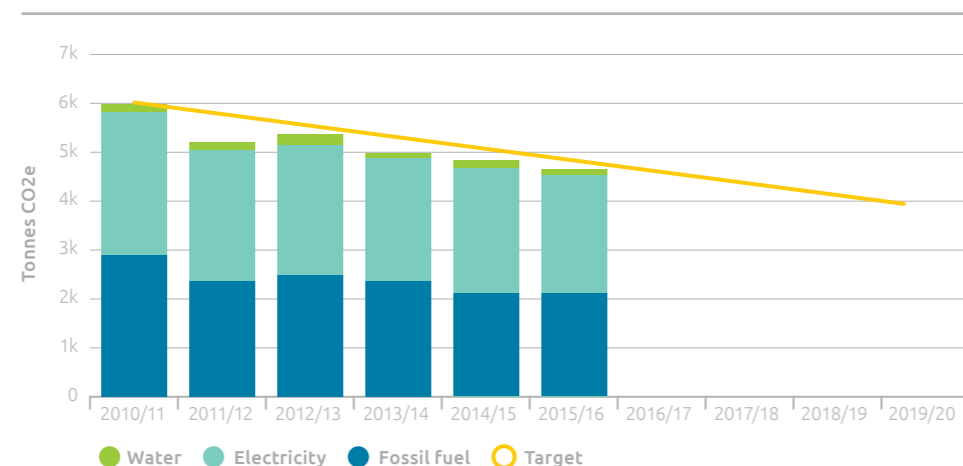
BUILDINGS

Providing the workspace for low carbon care delivery with wellbeing in mind.

PERFORMANCE AGAINST 2020 KEY SUCCESS MEASURE

- Our water and energy use has gone down, reducing our environmental impact across all our sites.
- A 20.6% reduction in our buildings carbon footprint to date means we are on our way to meeting our 2020 target of 34%.

Building emissions reduction



PROGRESS TO DATE – KEY ACTIONS AND ACHIEVEMENTS

We have reduced carbon, cut costs and delivered a better working environment by reflecting the objectives of *Care Without Carbon* in our Estates Strategy.

We have invested in energy efficient lighting and intelligent lighting controls, boiler replacements, building fabric improvements and renewable energy installations. The result is a 28% improvement in energy efficiency (kgCO₂e/m²) and a 55% improvement in water efficiency (m³/m²) across the buildings that we own.

We can now accurately measure and report on the environmental performance of our estate as a result of the Trust-wide energy, water and carbon management system we have developed. This means we can properly manage what we use and reduce consumption to meet our targets.

Practical guidelines are in place setting minimum environmental performance standards for new capital development projects and new leases to deliver sustainable development across our estate.



Stephen Partlett, Facilities Supervisor, Horsham Hospital

Case study:

BUILDING A HEALTHIER SUSSEX

We are proactively working to improve the quality of the working environment across our estate and providing opportunities wherever possible to promote flexible ways of working.

We've called our Estates Strategy *Building a Healthier Sussex* because that is what we want to achieve. A stronger NHS, with the best possible patient care is at the heart of all we do.

One way we hope to do this is with the 'hub and spoke' approach to accommodation for community services and administration. 'Hubs' provide the core care services with the 'spokes' providing services specific to that community. This offers the opportunity to place multidisciplinary teams together, such as Integrated Primary Care Teams (Brighton and Hove) and Proactive Care (West Sussex).

The benefits clearly support *Care Without Carbon*. We're

making the most of our premises, reducing our impact on the environment and cutting costs. By replacing older, less efficient buildings with more modern, better equipped ones, our staff and patients also benefit. And we're looking at locations that minimise travel, and make our services more accessible for all.

Where we don't own the property we set minimum energy performance standards for any new leases. This means we are running our estate as efficiently as possible.

Most importantly, we are creating a better working life by making sure our people work in buildings designed for sustainable healthcare.

OUR NEXT 12 MONTHS

Our refreshed Estates Strategy will define how we will meet the aims of our local Sustainability & Transformation Plan, specifically how it will support the development of Communities of Practice and place-based care models focused on population health, prevention and self-care.

We will develop a new Energy & Carbon Management plan for 2016/17 to complement our refreshed Estates Strategy. It will define how we meet our 2020 targets.

NHS Property Services Ltd owns and manages a large proportion of our sites, and we will work with them collaboratively to deliver our targets. Collaboration is key. Together we'll agree investment priorities and support staff on our sites, including those from other Trusts, to use energy and water wisely.

Trust lead
Nigel Burchett
(Strategic Director of Estates & Facilities)

“ Our staff, patients and visitors experience our working environments daily. I want to be sure we're providing the right settings for our services, in the right places, so our vision of excellent care in the heart of the community is a reality. ”



Oil, petrol and diesel release greenhouse gases, which contribute to climate change. Vehicle emissions also contribute to air pollution, a huge public health risk.



Fuel is expensive. Cutting fuel use saves money. And in the future fossil fuel will only get more expensive as it gets harder to come by.



Active travel can improve mental and physical health and wellbeing. Plus fewer cars on the road reduces air pollution creating a healthier, cleaner place to live and work.



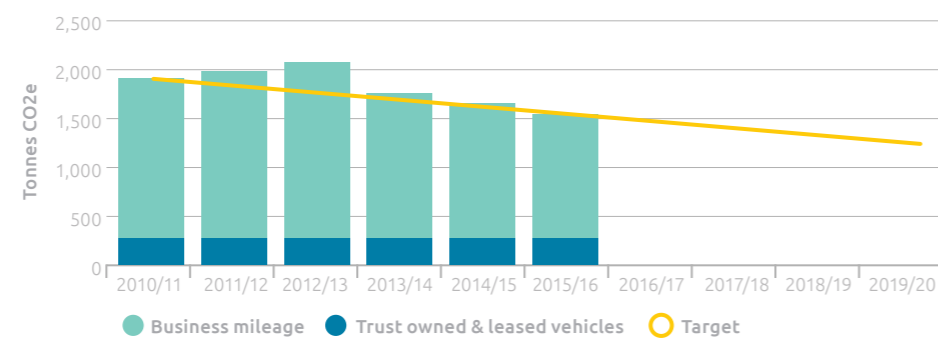
JOURNEYS

Maximising the health benefits of our travel and transport activity while minimising the environmental impacts.

PERFORMANCE AGAINST 2020 KEY SUCCESS MEASURE

- Since we started our work on journeys we have reduced our travel carbon footprint by 18.8% and we're on track to meet our 2020 target of 34%.
- Currently we measure and report on CO₂ from Trust vehicles, lease cars and grey fleet (staff using their own cars).
- From 2017 we aim to include carbon from staff commuting and patient travel too.

Travel emissions reduction



PROGRESS TO DATE – KEY ACTIONS AND ACHIEVEMENTS

Reducing unnecessary travel and solo car journeys is the focus of our Business Travel Plan.

Within this plan, we introduced the popular Travel Bureau. It supports staff in making fewer, cleaner, shorter journeys that cut carbon and save money.

We've reduced our grey fleet mileage to 4.2 million miles per annum, a reduction of 17%.

In 2015/16 we achieved our lowest carbon emissions to date across our vehicle fleet: an average of 113.6 g/km CO₂. This is a 25% reduction on our base year. Despite the fact that our fleet includes many commercial vehicles we are 27% lower than the average vehicle emissions in the UK.



Havens District Nursing Team, Peacehaven

Case study:

A ONE-STOP-SHOP FOR TRAVEL

OUR NEXT 12 MONTHS

Our goal is to reduce avoidable travel to its lowest level possible, and at the same time build take up of active, low-carbon travel alternatives for essential journeys.

During 2016/2017 we will be refreshing and relaunching our Business Travel Plan as part of a broader and more ambitious Travel Transformation Programme, which we're calling Travel Light.

This will see an expansion of our low emission pool car scheme and introduction of a range of new technology-based alternatives to travel.

Our unique Travel Bureau opened in 2013 to provide a *one-stop-shop* for staff to discuss their personal and departmental travel needs.

Through the Travel Bureau, we introduced a fleet of low-emission (hybrid and electric) pool cars, run alongside our lease car scheme. In addition, the Travel Bureau offers information and a booking service for public transport (along with interest free season ticket loans) across Sussex.

Carbon-free travel

To support our Cycle To Work scheme the Travel Bureau provides maps of cycle paths for staff, to help with safe route planning. In 2014 the Trust began a two-year pilot of using an electric bicycle for business journeys within one of our Children's Speech and Language Therapy teams. So far they've

travelled 2,800 kms on the bike and it's still going strong.

We actively promote national and local travel campaigns such as *Walk to Work Week* and *Love To Ride*. It is a great way to motivate staff to make that first step to greener travel.

The Trust has recently introduced an annual travel survey to offer staff the opportunity to feedback on areas where sustainable transport options could be improved; this has led to the implementation of new showers and cycle storage at several premises.

Trust lead
Nigel Burchett
(Strategic Director of Estates & Facilities)

“ Our Trust spans 1,000 square miles. Delivering care in homes and across our sites will always involve travel. Nevertheless, we can minimise unnecessary travel and encourage active, low carbon alternatives. This will cut emissions, support health and wellbeing and save money too. It's a win-win-win. ”



Procurement accounts for over 60% of the NHS's carbon footprint.



By managing demand and taking a more critical, whole-life view of purchasing decisions it is possible to reduce waste and deliver cost savings.



A responsible procurement policy can have a wider impact, improving the lives of those at the far end of the supply chain.



PROCUREMENT

Creating an ethical and resource efficient supply chain.

PERFORMANCE AGAINST 2020 KEY SUCCESS MEASURE

- **Not currently measured.** In order to reduce emissions occurring in our supply chain we first need to develop an effective method of measuring them.
- We're developing partnerships with our major suppliers to do this collaboratively and based on our carbon hotspots.
- This will deliver a more meaningful carbon footprint for procurement than any of the existing methods available. **We will begin to report on procurement emissions in 2017.**

PROGRESS TO DATE – KEY ACTIONS AND ACHIEVEMENTS

We have placed ethical and environmental thinking at the forefront of our Procurement Policy. This means we consider not just the impact of what we are buying, but also consider how we dispose of things at the end of their use.

We are fully meeting the requirements of the *2012 Social Values Act* with this approach. As part of this we also create a Sustainable Procurement Action Plan each year.

We continue to work with our larger suppliers on a range of practical environmental initiatives and are supporting our staff to make more sustainable purchasing decisions.

We maintain a recycling rate in excess of 60%. We're also ahead of requirements to improve segregation of healthcare waste, having boosted our non-hazardous healthcare waste to 54% by weight.



Ottobock at Sussex Rehabilitation Centre

Case study:

COLLABORATING FOR CHANGE

We helped our prosthetics supplier to save money on their energy bills and get on their bikes!

Ottobock is one of the Trust's key supply chain partners, providing Prosthetic and Orthotic services out of the Sussex Rehabilitation Centre in Brighton. Ottobock and SCFT have developed a successful partnership approach to setting and delivering environmental objectives at the Brighton General Hospital site. Initiatives have included:

- Increasing the waste recycling rate to over 50% at the rehabilitation centre and introducing gypsum waste (plaster casts) segregation and recycling.
- Cooperating with the Trust's Estates team to develop energy saving initiatives, including installing an energy monitoring equipment, switching ovens off earlier and investigating the possibility of using more efficient infrared

ovens. Electricity consumption has so far dropped by 5%.

- Reducing the company's carbon footprint further through the changeover of its company fleet to low-emission vehicles and increasing the number of staff using its cycle to work scheme.

"As a supplier CWC has without doubt encouraged Ottobock and companies like us to become more sustainable, particularly with regard to energy and waste management here on site. Because we work with a number of other organisations that are very similar across the UK and Ireland that gives us terrific scope in spreading that good practice more widely our operations."

Lisa Hale,
Ottobock Business Systems Manager.

Trust lead
Alaina Brown
(Head of Procurement)

“ We want to deliver best value for our patients, both now and in the future. So procuring more sustainably makes sense. Working collaboratively with our suppliers we can minimise our impact on the environment – and improve the lives of the people involved in our supply chain. ”



CULTURE

Informing, empowering and motivating people to achieve sustainable healthcare.

Individual actions can collectively make a big difference in terms of reducing our environmental footprint.



Engaged staff are more productive in the workplace.



Sustainable lifestyles are healthy lifestyles and staff are empowered to do things differently for a better working life.



PERFORMANCE AGAINST 2020 KEY SUCCESS MEASURE

Since launching the *Dare to Care* campaign 18 months ago we have:

- Signed up 17% of our staff to actively participate in the campaign
- Delivered additional cost savings of £14,634
- Saved a further 438 tonnes CO₂e
- Improved the wellbeing of staff taking part in the campaign by 12%

PROGRESS TO DATE – KEY ACTIONS AND ACHIEVEMENTS

In 2015 we launched *Dare to Care*. This award winning campaign moves away from a 'don't' mentality and focuses instead on a more fun 'do' approach. Staff sign up to dares – easy pledges that reinforce incremental behaviour change towards sustainability. Their stories reach all levels of the organisation from the boardroom to the frontline.

In the first 18 months nearly 800 people from across the Trust have signed up to over 3,000 dares, benefiting wellbeing, the wider environment and our bottom line.

Dare has also been taken up by other NHS organisations, expanding the potential for change.

There have so far been 15,000 visitors to the *Dare* website. This is spreading the message about sustainable healthcare out into our communities.



Case study:

A BIG CHALLENGE

How do you reach nearly 5,000 people scattered across 60 plus sites? This was our challenge at SCFT.

We went out and talked to staff to find the best solution. Our innovative *Dare to Care* campaign is the result.

The website carewithoutcarbon.org is the hub of the campaign. It gives staff access 24/7 from any location – perfect for healthcare shift patterns. Other Trusts, and our patients in the wider community can access it too.

We promote the website with posters, featuring real staff from across the Trust; peer to peer influence really makes a difference. Combined with attendance at staff events this makes sure we reach those people who may not get to a computer so often. A regular newsletter also goes out via email.

Staff share their stories, via blog posts and tweets. This gives staff ownership of both problem and solution and they help us to grow the campaign.

"I have completely changed the way I work over the last 6 months and no longer drive my car to work. I catch the train and walk from the station, it is much more enjoyable than driving-no parking issues and I get all of the health benefits. If I need a car I use a fleet car, it's easy to arrange and always a friendly service. Without *Dare to Care* I probably would not have done this, so thank you!"

Andrea Richardson,
Specialist Practitioner-
Occupational Health

Trust lead
Sarah Thomas
(Head of Organisational
Development)

“ To continue to grow and evolve as an organisation, we need our people to grow and evolve with us - at the end of the day, change happens because people make it happen. *Dare* helps us achieve this - we empower people to create change, and everyone, especially our patients, benefits. ”



WELLBEING

Creating a better working life for our people.

Healthy choices are green choices. Whether it's choosing to walk instead of taking the car, or eating vegetables instead of meat as a lower carbon choice, our environment is benefitting as well as our health.



Increasing the productivity of our workforce helps improve Trust cost efficiency. And action on wellbeing delivers CQUIN funding of over £1.4million to the Trust.



Creating a workplace that supports and values people, both in their professional capacity and in their personal health and wellbeing.



PERFORMANCE AGAINST 2020 KEY SUCCESS MEASURE

- **New metric:** This year we worked with the New Economics Foundation (NEF) to develop a new metric for measuring staff wellbeing across the Trust. Our wellbeing metric follows NEF's National Accounts of Wellbeing methodology.
- Using this metric, staff wellbeing scored an overall level of 4.35 (on a scale of 1 to 10). This compares to a national average of 5, meaning our Trust workforce is 6.5% below the national average (the average covers all workplaces and isn't specific to the NHS). Our 2020 objective is for staff to be scoring above the national average.
- Those that took part in the Dare to Care campaign reported a 7% increase in physical activity, an 11% reduction in stress, a 15% improvement in concentration and focus and a 16% increase in team bonding.

PROGRESS TO DATE – KEY ACTIONS AND ACHIEVEMENTS

We are actively engaging staff across the Trust in healthier, greener behaviours through the *Dare* campaign. Includes delivering our first *Dare* roadshow at six key sites.

Support for staff wellbeing is available across the Trust and covers a comprehensive range of areas including domestic violence, stress and active travel as well as more traditional areas like occupational health and flu vaccinations.

We are working with the New Economics Foundation to develop an innovative wellbeing metric to measure the health and wellbeing of our staff.

We promote financial inclusion through salary sacrifice schemes and by paying salaries based on the Living Wage Foundation guidance. This is in line with best practice and better than the 2015 national minimum wage legislation.

SugarSmart and healthy vending options are available for staff and visitors across the Trust.



Susie Vernon, Head of Environment, based at Brighton General Hospital

Case study:

BEST FOOT FORWARD

We gave staff 12 weeks to take a virtual walk – covering hundreds of miles – and they did it!

In February 2016 we set a challenge - team up with colleagues and walk your way to wellness this year.

Teams and individuals from across the Trust chose one of three virtual routes to walk over 12 weeks:

- South Downs Way
- Lands End to John O'Groats
- Entire UK Coast

Together, we notched up over 36,000 miles – an impressive total! The feedback we had from step up walkers was fantastic, from weight loss to team bonding it seems the challenge has really made a positive difference for people.

"The challenge motivated us all to do more walking both at lunchtime and out of work and we have all managed to continue with the walking."

Sharon Scaife, Project Support Officer

"We had fun doing it and it has motivated us to continue keeping active. In fact, we have set ourselves a new challenge via our Facebook page to walk the equivalent of the length of Brazil before the end of the Rio Olympics!"

Susan Latter, EPP Coordinator

It has been so popular we're running it for a second round for those that missed out the first time...

OUR NEXT 12 MONTHS

Bespoke staff support packages are in progress based on identified needs at each Trust location and for different age groups.

We aim to improve the wellbeing score for staff across the Trust, using our newly developed metric to above the national average of 5.

Toolkits for staff to manage stress at work more proactively are in development.

A new *Dare Challenge* will launch – Sugar Smart – to promote healthier eating at the Trust.

We'll work with other NHS Trusts and partners across Sussex to deliver a second roadshow to raise the profile of our wellbeing support and encourage active participation.

Trust lead
Caroline Haynes
(Director of HR and OD)

"It's really important that sustainable thinking is embedded in all that we do, right from the beginning. For us that means our people - care begins with those that deliver it. This is why we have a duty to support the wellbeing of our staff. In taking care of ourselves, we can offer better care to others."



Supporting our community to reduce its own impact on the environment and adapt to climate change.



Reducing financial burden on local NHS Trusts through cutting avoidable admissions and sound planning for climate events such as overheating or floods.



Supporting our staff, patients and community to live healthier, active lifestyles, preventing illness and supporting wider wellbeing.



+

FUTURE

Supporting a strong local health economy that serves our community now and in the future.

PERFORMANCE AGAINST 2020 KEY SUCCESS MEASURE

- New key success measure: we've developed our thinking on the 'future' step since we launched *Care Without Carbon*. And we're excited to reveal a new measure for success to reflect this.
- Our new target is to support our Foundation Trust (FT) members to reduce their personal carbon footprint by an average of 10%, or 1 tonne, each by 2020. A steep challenge, but with over 5,000 members, this will result in around 5,000 tonnes of carbon cut – roughly equivalent to our total projected carbon footprint in 2020 (excluding supply chain emissions).

PROGRESS TO DATE – KEY ACTIONS AND ACHIEVEMENTS

We worked closely with the public health team to build sustainability principles into *Healthy Chat* (Making Every Contact Count) training.

We have engaged with Proactive Care teams on the best ways to integrate sustainability principles into clinical procedures.

We have started to explore the interests and views of our patient community with respect to *Care Without Carbon*. A small survey of 121 people in Brighton & Hove showed:

- 74% agreed that "it is important that the healthcare you receive has a low environmental impact."
- 73% said they would like to do more to reduce their environmental impact.
- When asked whether we should prioritise reducing our own impact, that of our suppliers, or that of our patients, 45% said it was most important to support patients to reduce their impact.
- 79% agreed they would find it useful to receive advice on how to lead healthier and more environmentally friendly lifestyles.



Gary Toyne, Managing Partner & Emily Manthorpe, Medical Research Lead, Brighton Health & Wellbeing Centre

Case study:

BEING SUSTAINABLE IS HEALTHY BEING HEALTHY IS SUSTAINABLE

One Trust can make a difference, but many Trusts can really create healthcare for the future – for staff, patients and the wider community.

Over the last two years, we've been working in partnership with Brighton and Hove CCG and GP practices to strengthen our approach to sustainability in the local community.

Geraldine Hoban, former CEO of Brighton and Hove CCG and currently CEO at Mid-Sussex CCG explains "with the *Social Values Act* in 2012, and the importance of sustainability in the NHS rising up the agenda, we needed to find a way of driving positive change across the health system and holding our providers to account.

"In 2014 we partnered with the *Care Without Carbon* team to develop our Sustainable Commissioning Plan. With their help we appointed a CCG sustainability lead for primary care, Dr Rachel Cottam. Rachel then worked jointly with the

team to develop a number of projects including city-wide inhaler recycling, feasibility of a city cycle hire scheme and a bespoke carbon footprinting tool for GPs."

In December 2015, the Brighton and Hove CCG and GP practices joined SCFT in the *Dare to Care* campaign. So far, nearly 800 staff signed up to 3,500 dares across the two organisations, with over 50% of the CCG signed up in the first month.

As CCG darer, Cat Goodman, says "I do think the NHS as a whole could be more sustainable. If each Trust could just change how it does things a little bit, overall it would add up to benefit the whole NHS, our communities, and therefore our patients."

OUR NEXT 12 MONTHS

Integrate sustainability principles into our work on preventative care by working with our clinical teams and *Communities of Practice* leads. We will begin to engage with our FT membership community on sustainability and support their efforts to reduce their individual carbon footprint.

Assess the impact of climate change on SCFT services, patients and buildings over the next 5-10 years.

We'll continue our search for creative ways to contribute positively to the sustainability of our community through local partnerships.

Trust lead
Siobhan Melia
(Deputy Chief Executive and Director of Partnerships and Commercial Development)

"As a 21st century care provider we need to find ways to adapt. We're taking a proactive approach that reflects our sustainability goals through – a more preventative model of care."



PIONEERING

Leading the way in the NHS for sustainable healthcare policy and practice.

Cutting carbon beyond 'quick wins' requires creativity. We'll work with staff, stakeholders and colleagues in the wider NHS to find hidden opportunities to cut carbon.



We'll find new ways of working by encouraging innovation across the Trust. Innovation brings efficiency which in turn creates savings.



Climate change is a public health risk – in tackling it we're creating a healthier place for everyone.



PERFORMANCE AGAINST 2020 KEY SUCCESS MEASURE

- Our aim is to be recognised as the leading NHS service provider for sustainable development policy and practice.
- Peers and sector specialists recognise our innovative approach to sustainable healthcare. We were the first NHS Trust to win at the Finance for the Future Awards.
- *Care Without Carbon* strategy recognised by the NHS Sustainable Development Unit and PwC's Building Public Trust Awards as a leader in sustainability reporting in the NHS.
- Winner of a number of sustainable healthcare awards over the last two years including HSJ Value in Healthcare.

PROGRESS TO DATE – KEY ACTIONS AND ACHIEVEMENTS

We deliver against the targets set out in *Care Without Carbon*, year on year, with results published in our Annual Report, on the Trust's website and on our new CWC website carewithoutcarbon.org.

Our carbon footprint is externally verified each year. We launched our award-winning staff engagement programme, *Dare to Care*, to support delivery of this sustainable healthcare strategy. From this we developed metrics to identify the impact including on the staff wellbeing.

We are supporting other NHS Trusts to develop and implement their own sustainability strategies and initiatives and growing the *Dare* campaign to embrace NHS organisations outside of SCFT.

We're working with Brighton and Hove CCG to support more sustainable commissioning in the area.

Our team openly share information on our sustainability initiatives with providers and commissioners through conferences, seminars and other forms of communication.

We have won a number of national awards for sustainable healthcare.



SCFT Board

Case study:

A FIRST FOR THE NHS

Putting sustainability at the heart of financial operations for benefits beyond the financial...

We're always looking for ways to validate our work and benchmark progress both within the sector and externally. Awards can be an important part of this mix and in 2015 we were thrilled to win the Public Sector & Third Sector category at the Finance for the Future awards.

The awards celebrate organisations that put sustainability at the heart of their financial operations, and highlight the particular role of finance teams in delivering sustainable business goals across commercial, public and not-for-profit sectors.

The achievement celebrates *Care Without Carbon* as an innovative approach to delivering healthcare in ways

that support patients, staff and the environment we all share.

Being externally judged against other public and third sector organisations helps us know that we're going in the right direction. We hope it also provides some inspiration for other Trusts and organisations looking to do more on sustainability – or indeed to prove that sustainability is good for business.

"If the rest of the NHS can learn from the work you and your team have done, we will truly be transitioning to a more sustainable system."

Dr Caroline Jessel,
Lead for Sustainability and Health,
South Region

OUR NEXT 12 MONTHS

We'll continue to share our work on sustainable healthcare to support practical implementation at other NHS Trusts.

We'll extend our reach outside of the Trust to the wider community including our Foundation Trust membership and our patients

We want to work with others on developing a sector wide standard against which we could measure our progress towards sustainability, and benchmark more explicitly against other NHS Trusts.

Trust lead
Richard Quirk
(Medical Director)

"An NHS that's fit for the future needs long-term thinking. That's what *Care Without Carbon* brings us, and that's why we're bringing together our approach to health and sustainability. It's a natural fit that offers us real opportunities to lead the way in the NHS. When it comes down to it, a sustainable lifestyle is a healthy lifestyle – and a sustainable organisation is a healthy organisation."

LOOKING TO THE FUTURE

We are passionate about *Care Without Carbon*.

Our work so far shows that we are making a real, positive difference, not just in reducing our carbon footprint, but in the wellbeing of our staff too. Our ambition is to see this change made possible across the entire NHS. We've calculated what that might look like if we scaled up our behaviour change campaign across the health and social care sector in the UK...

 **900,000**
tonnes CO₂e saved

 **£27M**
cash savings

 Measurably improve the wellbeing of
1.5m people
across the UK

“ When you're spending taxpayers' money you want to know you're doing it well. Sustainable healthcare is about doing just that. It means I know that as a Trust we are making the right choices today, in order to be there for our patients tomorrow. ”

Overall Trust lead
Ed Rothery
(Acting Director of Finance,
Estates and Facilities)



WHY WE CHOOSE TO CARE WITHOUT CARBON

Looking forward to a bright and healthy future

The simplest ideas are always the best and at the heart of CWC is a very simple idea: that a healthy lifestyle is a sustainable lifestyle and vice versa. The same principle applies to organisations too – in this case the NHS. In order to be a healthy, sustainable and resilient business, able to serve our communities for years to come, we must manage our resources effectively.

Our approach to sustainable healthcare pinpoints three critical resources to focus on – our financial assets, our natural environment and, most importantly of all, our staff.

CWC is about recognising, nurturing and developing each of these in a positive and integrated way. This idea drives our work.

Looking ahead, we are committed as ever to pushing boundaries. We will find new and innovative solutions; playing a leading role in a sector-wide movement of NHS organisations that are working together to find new ways of delivering social value in healthcare.

Our CWC programme still has four years to run to 2020. There are many challenges ahead. Perhaps the most significant and exciting will be our work to engage our local communities in initiatives that simultaneously improve health outcomes and reduce carbon emissions, as part of an ambitious strategy to become the first carbon neutral healthcare provider in the country.

Care Without Carbon team



The Care Without Carbon Team, SCFT



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