



Green UHD Plan

2021-2026
Sustainable Development Strategy
2022 Revised Edition

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Our button links will allow you to navigate through the GUHD Plan quickly and easily.





Our Green UHD plan

Welcome to our Sustainable Development Strategy, which we call our Green UHD plan. As one of the largest organisations in our area, University Hospitals Dorset (UHD) has the ability and the duty to help build healthy lives, healthy communities and a healthy environment.

By having this sustainability and carbon reduction strategy at the heart of what we do, we can drive long-term success and real change. We have made significant progress in many areas, but we need to do much more. This Green UHD plan will guide the

design and implementation of our future services at UHD as they are developed, in line with the Dorset Clinical Services Review and local and national policies.

This Green Plan will act as a strong foundation to ensure that we embed this ambition into every aspect of our activity, in tangible and measurable ways.

Welcome!

Green **UHD** Plan

Try using our progress bar you to navigate to important parts of the GUHD Plan quickly and easily.





Our Vision:

**To provide excellent
healthcare to our patients
and wider community and be
a great place to work, now
and for future generations.**





Our Mission

As UHD, our mission is “to provide excellent healthcare to our patients and wider community and be a great place to work, now and for future generations.” This Green Plan will act as a strong foundation to ensure that we embed this ambition into every aspect of our activity, in tangible and measurable ways.

The World Health Organisation (WHO) have stated that ‘the climate crisis is the single biggest health threat facing humanity’. We recognise the increasing and urgent need to take action and that this involves all aspects of our organisation. We need to ensure that our day to day activities meet the needs of current and future generations. To achieve this we must think and act with whole systems in focus, ensuring progress towards healthy communities and respecting the natural systems upon which they depend.

The NHS 2020 report: Delivering a ‘Net Zero’ National Healthcare Service, sets out the intention to become the first net zero national health service in

the world. UHD was one of the first Trusts to publish a Green Plan and align with the 2040 carbon target.

Climate and ecological break-down are direct drivers for pandemics and other global threats. Covid-19 has demonstrated how damaging some of these threats can be but it has also shown that we can make change at scale and at pace when we focus and work together.

This plan sets the framework for what we are going to change and shows how staff can become actively involved in changing the way that we deliver our services.

We are setting ourselves ambitious targets that will need to be turned into effective action by our dedicated staff. To accelerate delivery of these ambitious long-term sustainability goals, the Board will oversee a clear, dynamic action plan that looks to manage the risks of our commitments, shows tangible progress, and provides assurance for all our stakeholders.

The size of this challenge necessitates setting top-down targets which, by their nature, do not yet all have detailed plans. Nevertheless, the Board will drive sustainability by setting a clear direction for our new Trust, as well as championing and driving cultural change across the organisation. We all agree that this is not a single issue that can be dealt with by a single department; neither can it be addressed by “one-off” actions.

Everyone has a part to play in this work, and it is only by working together, using our Values of “Caring,” “One Team” and “Always Improving” that we will succeed.

Please join us in supporting our plan, helping deliver the improvements required to deliver high quality, sustainable healthcare for our patients now, and for future generations.



Siobhan Harrington

Siobhan Harrington
Chief Executive Officer





“

Climate emergency *is a* health emergency

“Unabated it will disrupt care and affect patients and the public at every stage of our lives. With poor environmental health contributing to major diseases, including cardiac problems, asthma and cancer, our efforts must be accelerated.”

Sir Simon Stevens, NHS Chief Executive

In office 1st April 2014 to 31st July 2021





Overview of Structure

Our Vision

To provide excellent healthcare to our patients and wider community and be a great place to work, now and for future generations.

Our Green Objectives



Healthy Lives



Healthy Community



Healthy Environment

Cornerstone Targets



Net Core Carbon Footprint:
Reduced 80% by 2030
(against 1990 baseline)
Net Zero Carbon by 2040
Carbon Footprint PLUS:
Net Zero Carbon by 2045



Clean Air Hospital "Excellent"
by 2026
Use of resources: single use plastic,
water, waste and energy targets



Sustainability Goal score -
100% by 2030
Staff empowered and leading
the changes

Areas of Activity
supported by the Corporate Approach

1

Asset Management
and Utilities

2

Sustainable Use
of Resources

3

Carbon/
Greenhouse Gases

4

Capital
Projects

5

Climate Change
Adaptation

6

Greenspace
and Biodiversity

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Sustainable
Care Models

8

Travel and
Logistics

9

Our
People

Sustainability actions, processes
and projects tracked by NHS
sustainability
assessment
tool and UN
Sustainable
Development
Goals.





Our Objectives

Healthy Lives

Improving the health and wellbeing of our patients, our staff and our local community. This includes working with our partners to contribute towards better green healthcare approaches, pro-actively improving health and wellbeing of the local population, preventing ill health and health inequalities.

Healthy Community

Being a positive “Anchor Institution” by supporting the local community, society and economy through responsible employment, procurement and partnerships. Also ensuring that our Trust, partners and suppliers are ready and resilient for changing times and climates.

A Healthier Environment

Managing and reducing our negative environmental impacts and enhancing our natural capital.

These three objectives are interdependent, and it should be noted that a healthy environment forms the foundation for healthy lives and a healthy community which is why our vision is mindful of our wider and intergenerational responsibilities.





Our Objectives

In October 2020 the NHS adopted a plan to become the world's first net zero carbon National Health Service.

University Hospitals Dorset is one of the largest organisations in Dorset. Our hospital Trust has a significant economic, social and environmental impact. We spend over £600m per annum much of which goes directly or indirectly to local businesses, we employ over 9,000 local people.

As a result of our activity, we consume resources, generate substantial waste materials and are responsible for significant carbon emissions. In addition to these elements the travel and transport to deliver the materials we need and to move staff, patients and visitors impacts on local air quality.

In line with the NHS Long Term Plan and as an “anchor Institution” in Dorset we are committed to embedding sustainability across our own organisation and with partners, leading by example in our sector and improving the health and wellbeing of the communities we serve. We will collaborate with our healthcare partners and key stakeholders to ensure that our work is aligned to deliver a shared set of goals. Everyone has a part to play in delivering this plan and by working together, we will achieve more and deliver truly sustainable healthcare.





Cornerstone Targets

- 🎯 **Net Core Carbon Footprint:**
 - Reduced 80% by 2030 (against 1990 baseline)
 - Net Zero Carbon by 2040

Carbon Footprint PLUS:
Net Zero Carbon by 2045

- 🎯 **Clean Air Hospital "Excellent" by 2026**

- 🎯 **Sustainability Assessment score of 100% by 2030**

- 🎯 **Staff empowered and leading the changes**

- 🎯 **Reduce Use of Resources:**
 - Reduce single use plastics
 - Zero waste to landfill
 - 100% renewable energy from April 2022





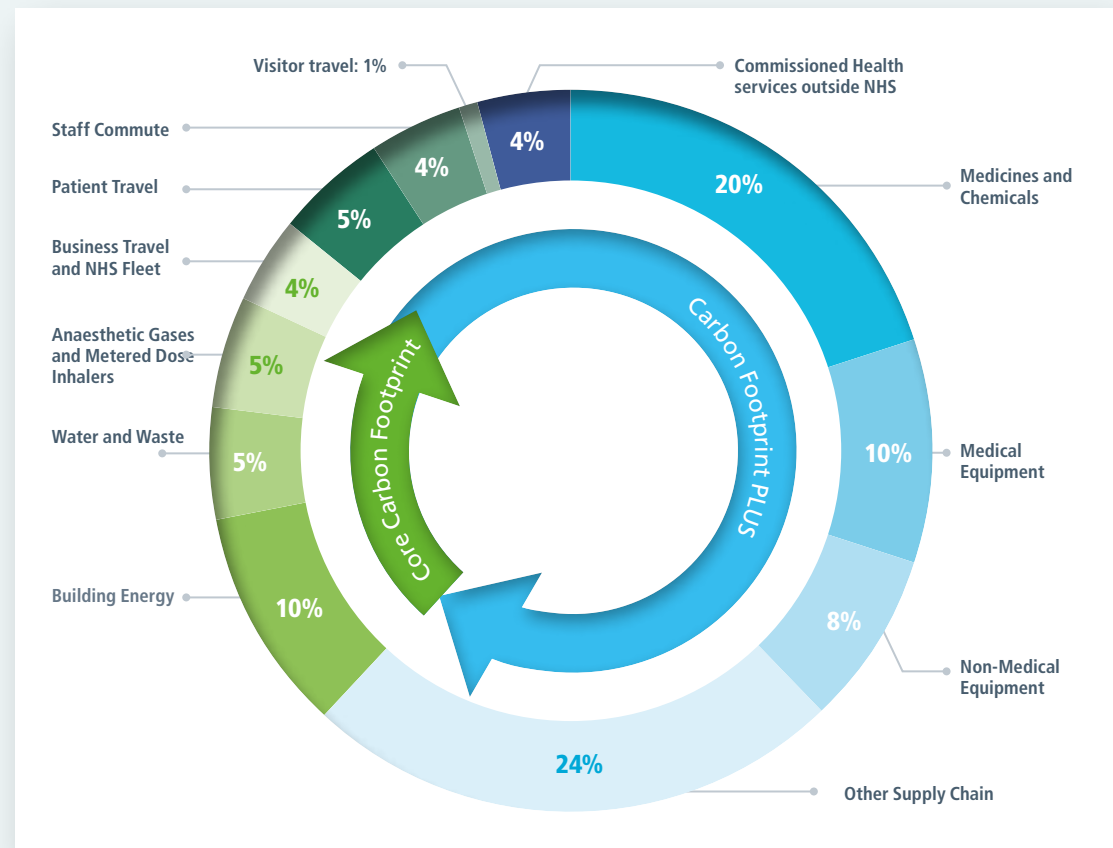
Target 1: Carbon reduction

The diagram shows the elements that make up the NHS carbon emissions – the carbon “footprint”. “NHS Core Carbon Footprint” (shown by the green arrow) includes carbon emissions that are directly produced through the use of building energy, water, waste processes, anaesthetics and inhalers and business travel. “The NHS Footprint PLUS” (shown by the blue arrow) includes the other emissions associated with products and services that we purchase.”

In line with the NHS commitment to become the world’s first Net Zero Carbon National Health Service, UHD is committed to the following carbon targets:

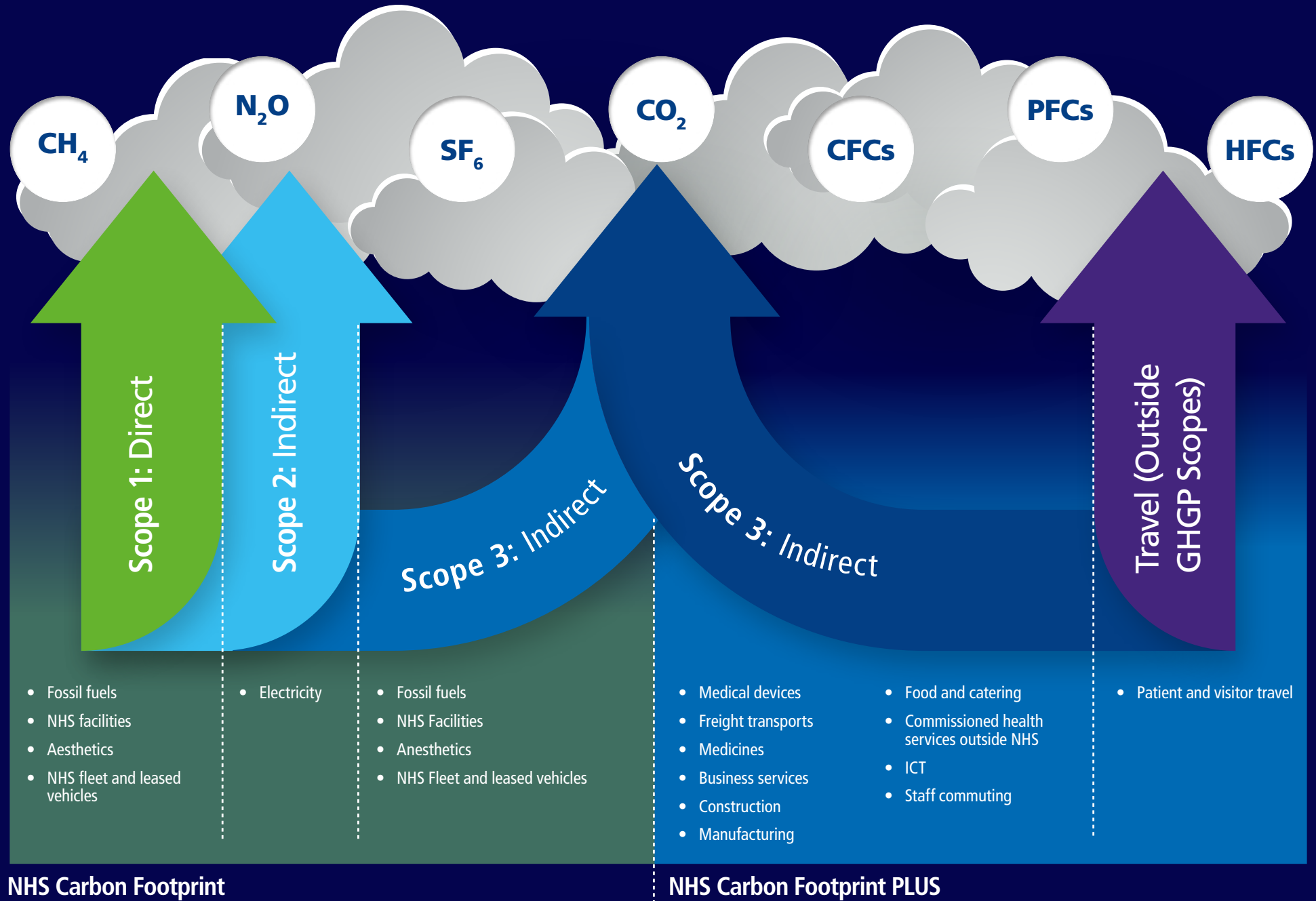
-  **Core Carbon Footprint:**
 - Reduced 80% by 2030 (against 1990 baseline)
 - Net Zero Carbon by 2040

-  **Carbon Footprint PLUS:**
 - Net Zero Carbon by 2045





Major emissions

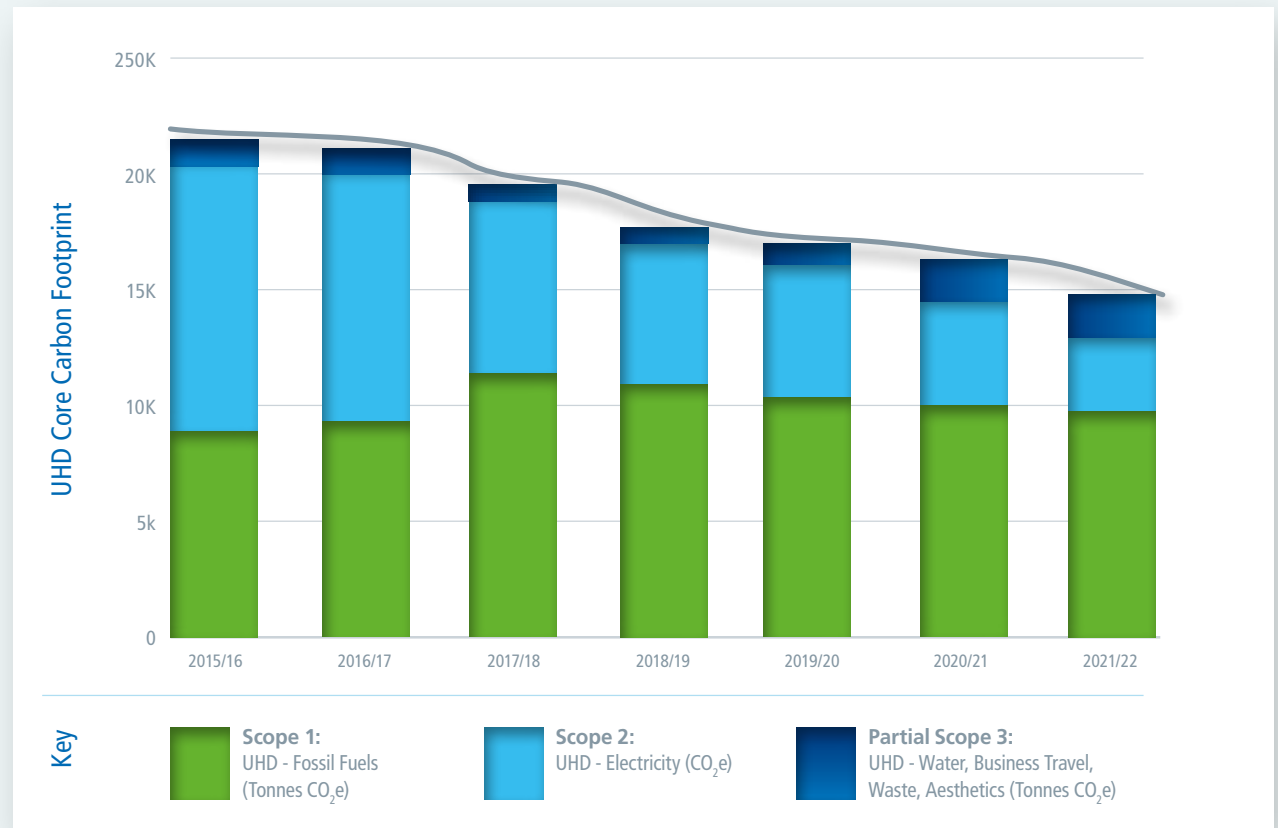
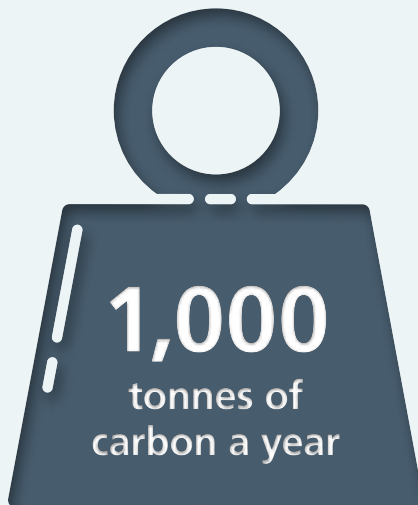




Progress so far: Core Carbon Emissions

Our Core Carbon Footprint has reduced approximately 24% since 2012/13 to approximately 16,900 tonnes in 2019/20.

To reach our Core Net Zero Carbon target by 2040, we must reduce our Trust carbon emissions by approximately **1000 tonnes of carbon a year**.

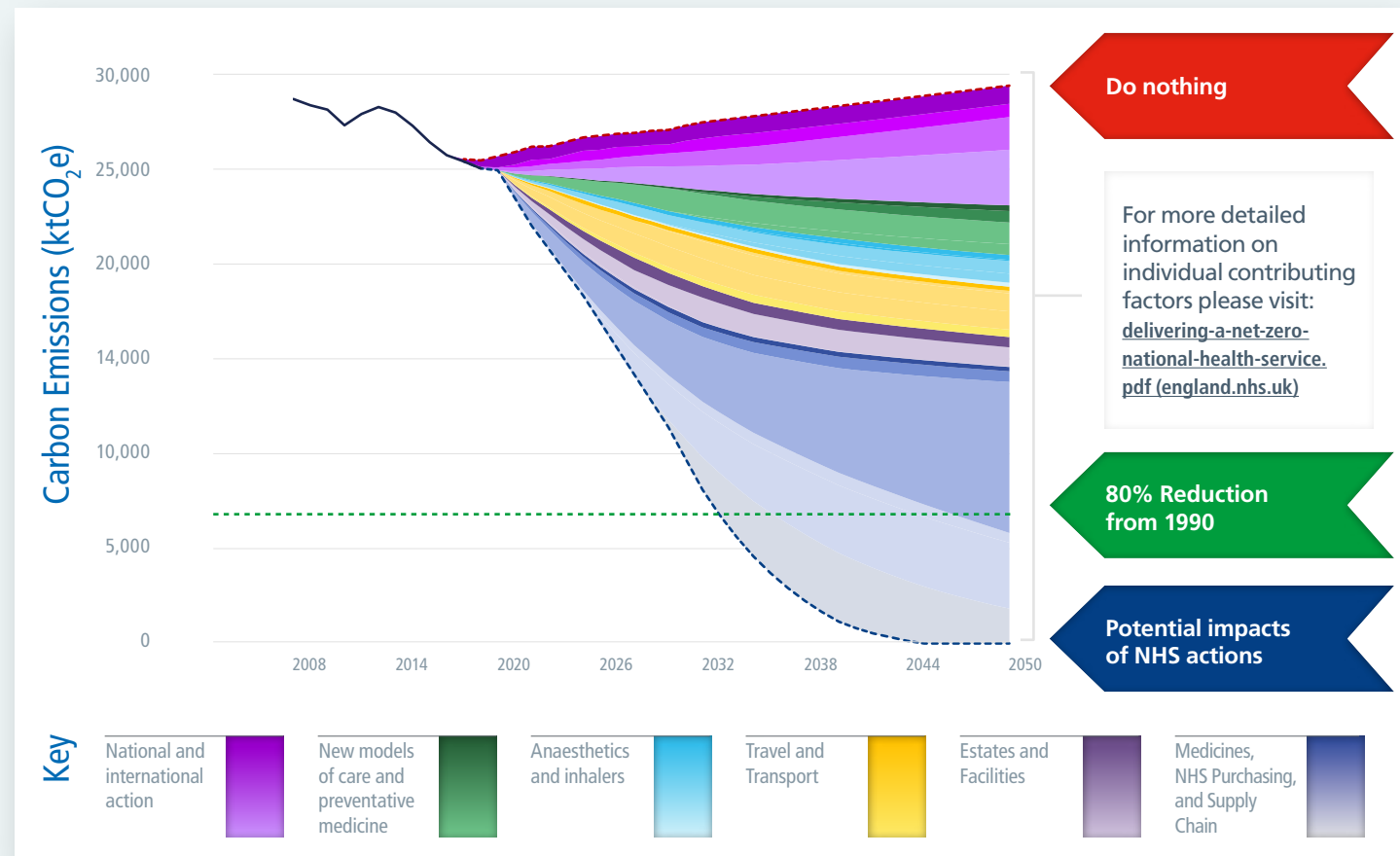




The Challenge Ahead: Core Carbon Emissions

The wider Carbon Footprint PLUS target entails a reduction of approximately 3,000 tonnes per year. This will require efforts by all staff and collaboration with the wider NHS organisation, our partners and our entire supply chain.

Measuring and managing the carbon footprint will involve the development and use of new tools and collaboration with regional and national teams.






Target 2: Staff Engagement


Our ability to deliver on this ambitious Green Plan will be dependent upon the all parts of the organisation pulling together as one team. Whilst the sustainability steering group and committee will have co-ordination and assurance roles, it will be the actions of our thousands of staff members that will make the plan real. The role of our leaders in role modelling will be crucial.


The Trust will be supporting staff by setting expectations in staff inductions, including sustainability within all staff contracts and

delivering Trust wide training. There will be additional support for specific roles such as our sustainability leaders and quality improvement team to enable them to help further embed sustainability as the business as usual approach for everything we do.

In addition the Trust will invest in sustainability programs to pull upon learning from outside of the organisation to inspire and offer new ways of working.

 2022 the Green Plan objectives are to be included as core Trust objectives and staff be will be appraised against these objectives.

 2022 all staff to have access to online sustainability training. 50% of staff to be trained by Dec 2022, and 90% by June 2023.

 2022 all sustainability leaders and QI staff to have undergone Sustainable Quality Improvement training.





Target 3: Clean air


As a healthcare provider dealing with the ill-effects of air pollution, UHD has a duty to play its part in reducing levels of harmful pollutants such as nitrogen oxides (NOx), carbon monoxide (CO) and particulate matter (PM) in our atmosphere. A majority of the UK's greenhouse gas emissions is now caused by road transport.

As one of the largest employers and healthcare providers in the Bournemouth Christchurch and Poole area, emissions caused by staff and patient transport will account for a significant proportion of air pollution in the local vicinity.

UHD recognises that road transport is not the only contributor to air pollution across its sites. UHD's

hospitals feature on-site incineration, generator exhaust, and some hazardous gases from clinical activity, all of which generate emissions to the atmosphere.

This green plan commits UHD to measuring the level of air pollutants in the atmosphere at The Royal Bournemouth Hospital, Christchurch Hospital and Poole Hospital sites on an annual basis and work with key strategic partners including Bournemouth University and BCP Council to achieve the mutual aims of reducing air pollution across the conurbation.

 **Achieving excellent rating on the Clean Air Hospital framework by 2026**





Target 4: Sustainability goals

The NHS has developed a sustainability assessment tool to track progress against approximately 300 sustainability measures which are mapped against the United Nation's 17 Sustainable Development Goals (2015-2030).

The Trust commits to making year on year improvements in score against the NHS Sustainability Assessment Tool and to achieve 100% rating by 2030.

The scope of work to achieve this target is extensive and will require considerable team efforts across our organisation in collaboration with partners and suppliers.





Sustainability Goals

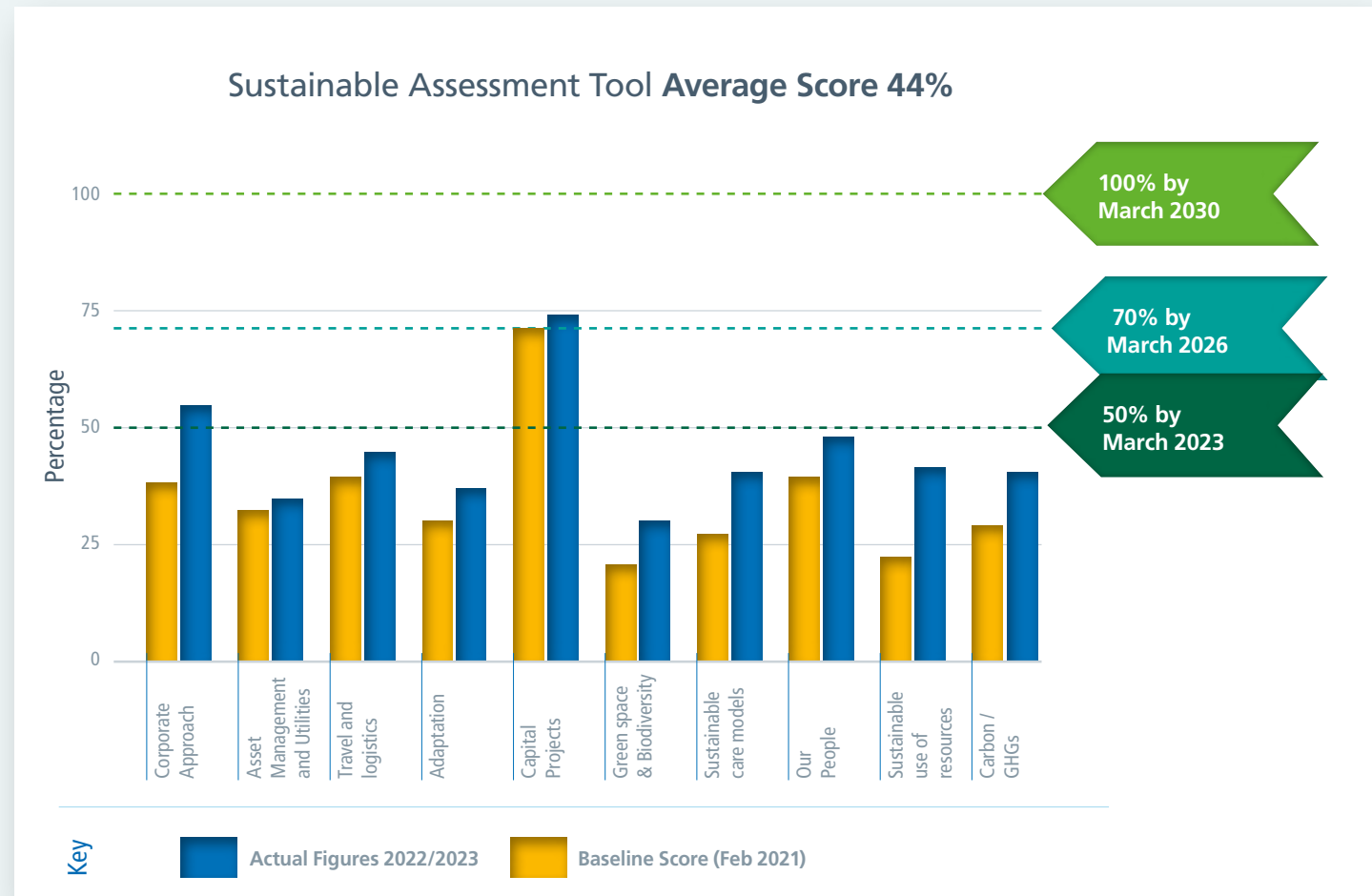
We will measure our progress on sustainable development through the use of the NHS Sustainability Assessment Tool.

Our baseline assessment for the newly formed Trust was conducted in February 2021 and produced an average score of 34%. Through this plan we commit to increase this score to achieve or exceed the following targets for each area of action:

50% by March 2023

70% by March 2026

100% by March 2030





Target 5 : Use of resources

- 🎯 Zero Waste to landfill from 2021
- 🎯 Grid sourced power 100% renewable from April 2022
- 🎯 Reduce single use plastics and adopt the NHS Plastic Pledge
- 🎯 Implement a Sustainability Impact Assessment for all business cases over £250k by April 2022





Key Areas for Action: Green Plan

Meeting our targets will require sustained effort across the organisation and with partners, over multiple years. To reflect this and to organise our activities, we have created 10 “Areas of Action” Each of the areas has an appointed sustainability lead that will report on progress to the Sustainability Steering Group.

One group has oversight (Corporate) and the others fall into 3 groups (colour coded). There is detailed plan for each area action and progressed will be monitored using action trackers and key performance indicators including the NHS Sustainability Assessment Tool score.

The next part of the Green Plan dedicates a page to each area of action and describes what we want to achieve, how we wish to achieve it and how we will measure this. This is the most fluid part of the Green Plan and will require frequent updates to reflect new and better metrics, operational priorities and environmental factors.

Corporate Approach

Asset Management and Utilities

Sustainable Use of Resources

Carbon/GHGs

Capital Projects

Climate Change Adaption

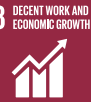
Greenspace and Biodiversity

Sustainable Care Models

Travel and Logistics

Our People





I UHD's Corporate Approach

What do we want to achieve?

Ensure sustainability is embedded within organisational decision making:

- Deliver, monitor and report on sustainability progress.
- Senior staff, stakeholders and governors are engaged in, and accountable for, delivering our Green Plan.
- Strategies, policies, procedures, business cases and processes always have a meaningful sustainability impact assessment section.

How can we achieve it?

- Maintain an ambitious and up to date Green Plan which incorporates the current NHS targets.
- Report performance quarterly to senior management and annually to the Board.
- Support NHS Supply Chain and Regional Procurement initiatives to develop and deliver sustainable procurement.
- Play an active role as an Anchor Institution in Dorset, creating opportunities for local communities to become more sustainable.
- Incorporate the Green Plan into the Trust annual objectives.

How will we measure it?

- NHS Sustainability Assessment Tool score in line with target of 70% by 2026.
- Percentage of policies and business cases including a sustainability impact assessment.
- Clear, measurable targets in annual care group and corporate Operating Plans, and in senior leaders objectives.
- Carry out annual sustainability surveys to measure staff awareness levels.
- Include a comprehensive sustainability section in the Trust Annual Report and Annual Plan.





Asset Management and Utilities

What do we want to achieve?

Derive 100% of our energy from renewable sources, embed energy and water efficient technologies and practices throughout our Estate and services and deliver year-on-year reductions in consumption:

- Accurately measure utilities and reduce consumption to make sure we're getting the best value for money and minimising environmental impact.
- Embed more efficient practices, new technologies and improve staff awareness to improve utility efficiency across everyday activities and as part of longer-term plans.
- Inform and educate staff, patients and visitors about how their actions affect energy and water consumption.
- Strategies, policies, procedures, business cases and processes always have a meaningful sustainability impact assessment section.

How can we achieve it?

- Improved systems for effective monitoring of energy and water consumption and leakages.
- Deliver a programme of targeted energy and water efficiency schemes to manage and drive down use.
- Work collaboratively with community partners to maximise the use of built assets and grounds. To ensure the Wessex Fields development is net zero.
- Assess lifecycle costs of energy and water usage when purchasing new equipment and use this as a criteria in decision-making.
- Develop a Trust wide decarbonisation plan demonstrating timelines to achieve Net Zero Carbon and a business case for the required solutions to deliver the carbon savings taking account of carbon tax scenarios.

How will we measure it?

- Annual ERIC return and model hospital metrics
- Monitor utility consumption and cost at a suitably granular level e.g. building, department, service or device.
- Percentage of energy from renewable sources.
- Amount of on-site renewable energy generation.
- Monitor energy saved through efficiency measures to ensure that performance is in line with the agreed plan.





I Sustainable Use of Resources

What do we want to achieve?

- Meet legal responsibilities for waste and procurement.
- Pro-actively support sustainable models such as the circular economy approach.

Direct sustainable use of resources:

- Minimise unnecessary procurement and resource use.
- Re-use of materials where appropriate.
- Widespread correct application of Trust sustainable waste policies and procedures.

Indirect sustainable use of resources:

- A sustainable procurement culture and processes that shift consumption to sustainable products and services and considers broad criteria including materials, workforce, manufacturing processes and transport.

How can we achieve it?

- Replace single use products with reusable alternatives where there is a viable, more sustainable option e.g. re-usable sharps bins.
- Promote a culture of reuse and refurbishment of items.
- Regularly audit waste and follow up on issues identified.
- Develop and implement e-learning modules for waste and sustainability.
- Work with organisations innovating new sustainable approaches.
- Include sustainability criteria in procurement, tender evaluations, framework design and selection, product selection, in line with PPN 06/20.
- Use accreditation programs to support our procurement strategy e.g. Soil Association Food Standards.
- Adopt the NHS plastics pledge.
- Work with NHS, partners and suppliers to better understand supply chain scope 3 emissions.
- Embed a Sustainable Quality Improvement approach.

How will we measure it?

- Track the Carbon impact from waste and supply chain initiatives.
- Procurement carbon footprint.
- Volume and ratios of waste streams.
- Quantity of packaging and single use plastics reduced or removed from services.
- Progress with Waste Management Plan.
- Number of suppliers engaged with sustainability targets.





I Carbon and Greenhouse Gases

What do we want to achieve?

- Measure our carbon emissions, identify hotspots and take targeted action to reduce emissions year-on-year in line with our Net Zero Carbon targets.
- **Core Carbon Footprint target** - Net Zero Carbon by 2040, and 80% reduction by 2030 (equates to reduction of approx. 1,000 tonnes CO₂ per annum).
- **Carbon Footprint PLUS target** - Net Zero Carbon by 2045 and 80% reduction by 2040 against 1990 baseline (equates to reduction of approx. 3,000 tonnes CO₂ per annum).

How can we achieve it?

- Board level commitment to the Green Plan strategy with Trust wide contribution to the identified priority activities.
- Improve metering, measurement and monitoring systems including updating BMS systems and adopting a Trust wide Energy / Carbon Management System.
- Calculate and report core carbon emissions, targeting hotspots and horizon scanning opportunities.
- Identify / develop and apply methodologies to measure Scope 3 emissions and improve methodology for calculations of Carbon Footprint PLUS footprint.
- Engage with staff, suppliers and partners such as BCP Council and BU to reduce our carbon footprint.
- Work with our Dorset system partners and contribute to the system- wide strategies consultations and initiatives to improve carbon measurement and monitoring processes.

How will we measure it?

- Core carbon footprint metrics captured for ERIC and the Trust annual report.
- Carbon Dashboard of relevant KPIs e.g., staff and patient travel, supply chain carbon indicators.
- Track metrics that help identify factors that influence carbon emissions e.g. CO₂ per patient metrics, CO₂ per m² Gross Internal Area
- Track the consumption of anaesthetic gases and inhalers.
- Enhance carbon analysis with national tools and factors supported by third party consultancy where appropriate.





I Capital Projects

What do we want to achieve?

2021 to 2026 sees a major phase of building projects for UHD and we want to reduce the environmental impact of these building works during the design, refurbishment, construction, operation and decommissioning stages.

- Embed sustainability and efficiency using smart design and emerging technologies across our improvement works, including refurbishment and new build.
- Take a whole life cycle approach to projects by scrutinising sustainability in design, construction, commissioning, operation and decommissioning, helping to future-proof our organisation.

How can we achieve it?

- Include Sustainability Impact Assessments as a decision factor in all capital business cases.
- Develop sustainability guidelines for all capital projects, including major refurbishments, driving resource efficiency through the estates strategy and standard specification.
- Establish a process for the reuse of suitable furniture and equipment.
- Work with consultants and contractors to take a whole life costing approach to new building design and refurbishment to minimise in-use energy and water consumption.
- Give weighting to social value outcomes through procurement processes, including the support of local suppliers and SMEs.

How will we measure it?

- Energy and water consumption, both design and in-use performance (including soft landings).
- Achieve a rating of BREEAM " Very Good" or higher for major capital projects that are underway and refurbishment projects.
- Apply the NHS Net Zero Carbon Building standard for future major estates projects.





SUSTAINABLE
DEVELOPMENT
GOALS



Climate Change Adaptation

What do we want to achieve?

Ensure our whole organisation is prepared to deal with the effects of climate change, particularly extreme weather events such as heat waves and flooding, and continues to invest in adaptation and mitigation measures:

- Assess the impacts of climate change and adapt to mitigate the negative effects of past and future climate-altering actions.
- Reduce the impact on public health from climate change.
- Ensure our infrastructure, services, procurement, local communities and colleagues are prepared for the impacts of climate change.

How can we achieve it?

- Nominate an adaptation lead and incorporate adaptation into our sustainability governance structure, corporate risk register and reporting processes.
- Work with Dorset system partners and other stakeholders to deliver and update our Climate Change Adaptation Plan (CCAP).
- Update our Trust climate change adaption risk assessment.
- Ensure that our emergency plans for extreme weather, consider support for vulnerable communities during any extreme weather events.

How will we measure it?

- BREEAM Building Standard or other sustainable buildings methodology scores.
- Monitor and report the progress of our Climate Change Adaptation Plan.
- The overall risk rating in our climate change risk assessment.
- Testing of emergency planning policies.





I Greenspace and Biodiversity

What do we want to achieve?

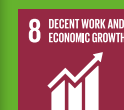
- Maintain and improve our green spaces and biodiversity on-site.
- Help improve the physical and mental wellbeing of staff, patients and the wider community through access to green space, biodiversity and interactions with nature.
- Help to mitigate climate change and biodiversity loss through our biodiversity strategy.

How can we achieve it?

- Develop a biodiversity and greenspace strategy that encompass the challenges and opportunities across our Estate.
- Produce a biodiversity and greenspace action plan that details actions and those responsible for maintaining our green spaces.
- Ensure tight integration of biodiversity and greenspace plan with capital projects policy to underpin the approach for major new works and refurbishments.
- Repurpose unused areas, such as roof space and walls with a focus on improving green space for biodiversity including wildflower areas and installing beehives.
- Work with staff, local community organisations and strategic partners to enable increased access to green space and nature both on-site and traveling to and from site.

How will we measure it?

- NHS Sustainability Assessment Tool score for Greenspace and biodiversity section.
- Green Flag certification.
- Habitat and biodiversity site surveys.
- Progress against delivery of biodiversity and greenspace action plan.
- Assessment of staff and patient use of and interaction with greenspace via staff surveys.





I Sustainable Care Models

What do we want to achieve?

- Deliver the best quality of care while being mindful of its social, environmental and financial impact and take a whole systems approach to the way it is delivered:
- Improve the environmental sustainability of care pathways, and better integrate healthcare services to improve efficiency.
- Embrace new and existing digital technologies to reduce the environmental impact of care, prevent ill health and manage long-term health conditions.
- Work with partners and stakeholders to identify and deliver solutions that reduce the number of hospital visits, such as the provision of treatment closer to home.

How can we achieve it?

- Identify carbon hotspots such as medical equipment and pharmaceuticals and ensure that action plans identify and mitigate environmental impacts.
- Reduce carbon emissions associated with areas of high impact such as pharmaceuticals and anaesthetic gases by educating staff and encouraging lower impact alternatives.
- Work with partner organisations to support vulnerable patients upon discharge such as improving home energy efficiency.
- Pilot the redesign of selected care pathways to drive out any unnecessary stages or low value adding activities.
- Increase digital and other options for outpatient and other stages of care.
- Reduce and recycle medical devices (inhalers).

How will we measure it?

- Ratio of face to face appointments to overall patient activity including NHS 111 calls.
- Feedback relating to the care environment (e.g. temperature, light, services using PLACE surveys).
- Recognition and awards for quality improvements in sustainable care.
- Reduction in hospital admissions and delayed discharges.
- Number or % of medical devices reduced or recycled.





I Travel and Logistics

What do we want to achieve?

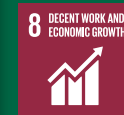
- Minimise the environmental and health impacts associated with the movement of goods and people through Trust activity.
- Increase use of sustainable and active modes of travel that deliver environmental and health benefits.
- Decarbonising the travel and transport relating to our operational activity.
- Where appropriate, provide care close to or without leaving home.
- Prepare for and implement the opportunities from planned major service changes.

How can we achieve it?

- Facilitate active and sustainable travel options for staff, patients and visitors.
- Work with our strategic partners to reducing congestion and improving air quality.
- Increase take-up of the Trust's cycle-scheme, car sharing and discounted bus fares.
- Facilitate virtual and telephone patients consultations in line with sustainable care pathways.
- Facilitate flexible working / working from home.
- Consider of travel options and impacts when planning changes to our services.
- Develop our electric vehicle and electric bicycle fleet.
- Become a Clean Air Hospital.

How will we measure it?

- Ratio of cycle storage and changing facilities to staff number.
- Monitor number of staff using bus passes.
- Annual staff travel survey.
- Become a Gold standard "Cycle Friendly employer".
- Ratio of electric vehicles charging points to staff number.
- Reporting of CO₂ from business and staff travel.
- Use the Clean Air Hospital framework tool and monitor air quality internally and external to our buildings.





I Our People

What do we want to achieve?

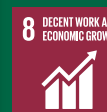
- Support staff to improve sustainability at work and home and empower them to make sustainable choices and improve their own health and wellbeing.
- Staff engaged and enabled to adopt sustainable practices and to take ownership within their own areas of influence.
- All staff clear in their roles in delivering this strategy.
- Sustainability leadership in our communities; staff empowered to make sustainable choices at work, home, across our supply chain and beyond.

How can we achieve it?

- Deliver programmes to raise sustainability awareness and provide staff with opportunities to contribute, including virtual learning and training.
- Offer and encourage staff participation in health and wellbeing initiatives.
- Include Green Plan in the Trust Objectives and ensure staff appraisals capture the need to deliver against these objectives to promote sustainable practices.
- Expand participation in staff sustainability programmes and awards, develop ways to encourage sustainable behaviours, celebrate and reward staff.
- Working with partners to make a difference in our communities and improve people's lives through shared actions.
- Offer staff incentives and encouragement to make sustainable choices on transport and vehicle type, diet and active lifestyles.

How will we measure it?

- Senior leaders having a sustainability action within their annual objectives.
- Number of staff that have completed sustainability e-learning module.
- Assessment of health and wellbeing through measures like NHS staff survey, sickness absence and staff turnover
- Number of staff participating in sustainability initiatives.
- Number of environmentally-focused staff benefits offered and taken up.
- Number of apprentices, work placements and volunteers employed.





Shout it from the cliff top: Communicating our strategy





Communicating and embedding the Strategy

To help drive change across the whole organisation, we will take a considered, structured and engaging approach to disseminating the strategy and embedding our approach to sustainability.

A communication plan for the strategy will be developed that shows what we are doing both within and outside of the organisation, highlight key priorities and show excellence in sustainable development leading others to join us in making improvements. We will employ some key themes:

- **Collaboration:** leading on more joined-up-thinking as well as creating stronger links with the communities we serve.
- **Development:** showcasing sustainability initiatives for staff as well as opportunities to work outside the parameters of core roles.
- **Progress:** highlighting visible progress in delivering sustainability across the 10 areas of action.

Use of media

- Dedicated sustainability portal on both the UHD website and staff intranet.
- Regular articles in UHD staff bulletin and other corporate publications.
- Share positive progress on sustainability matters with our staff, our partners and the wider community.
- Promote progress against our Green Plan and wider sustainability matters across UHD's social media platforms and EcoEarn.

Engagement campaigns

- Embedding sustainability in decision making from individual actions to major projects e.g. EcoEarn, e-learning, induction, local champions.
- Reinforce engagement in the Green Plan through involvement in local and national sustainability campaigns and encourage staff to get involved e.g. NHS Sustainability Day.
- Make best use of corporate open days and community events.

Awards and rewards

- Apply for national sustainability awards.
- Run annual sustainability awards to recognise the most environmentally and socially sustainable team/department e.g. Sus QI Awards and EcoEarn.
- Recognise and celebrate progress against the targets in this plan.





Governance and reporting

Clear leadership is vital to ensure we successfully deliver the commitments in this strategy. Our sustainable development policy sets out governance arrangements.

As this strategy is broad and encompasses a wide range of work areas, there are other detailed documents that underpin our approach. Some of these have already been developed, such as the UHD Green Travel Plan, and some will be developed or revised in the future, such as a Greenspace and Biodiversity Strategy, Waste Management Plan, Climate Change Adaptation Plan, Estates Strategy, Estates Standard Specification and the sustainability section of the Care Group Operating Plans.

Clear reporting is required to monitor progress and ensure delivery is on track:

NHS Sustainable Assessment Tool: This will measure our qualitative progress on sustainability for the previous year, inform plans for the coming year, and will enable comparative performance against similar Trusts.

Clean Air Hospital framework: This will measure our qualitative progress on air quality for the previous year, inform plans for the coming year, and will enable comparative performance against similar Trusts.

Trust Sustainability report: This reports progress against the Green Plan and provides highlights of the main activities delivered throughout the year.

ERIC (Estates Return Information Collection): A mandatory data collection for all NHS Trusts required by the Department of Health.

Progress reports: Internal progress reports are produced for the quarterly Sustainability Committee which feeds up from monthly Sustainability Steering Group meetings and sub group meetings for the 10 Activity Areas, each of which will track progress against their individual action plans and report on a suite of key performance indicators. The detailed action plan with SMART objectives will continue to be developed through 2022/23. There will be a resource plan included within this demonstrating where staff time, finance and other resources are required together with savings and actions planned and achieved.

Related Internal Policies: Our Green Plan is to be supported by various related policies and guidance documents including the: Green Travel Plan, Waste Management Policy, Biodiversity and Greenspace Policy, Sustainable Procurement Policy, Climate Change and Adaptation Plan, Sustainable Construction Policy, Equality and Diversity Policy.





Join us on our journey

What can you do to help?

Visit the GreenUHD pages

Share your ideas in the GreenUHD online forum

Get advice and support email:
greenuhd@uhd.nhs.uk

Join the Dorset NHS EcoEarn Community

You can contribute within your own role every day.
No matter what your role is at the Trust or as a partner
there will be something for you!





Annex A:

Live links to Drivers: Legislative, Economic, Technological, Political, Environmental, Social, NHS Long term plan, UN goals

Economics of
Climate Change -
Stern Review 2006

Government
Buying Standards

Health Equity in
England: Marmot
Review 10 Years On

NHS Standard
Contract 2020/21

EU Directive on Public
Procurement

HPS Health Effects of
Climate Change 2012

Health Co -
benefits Evidence

National Adaptation
Programme (2018-
2023)

Defra Economics of
Climate Resilience
Report 2013

Principle 6 -
NHS Constitution

HM Treasury
Sustainability
Reporting Framework
2020/2021

Civil Contingencies
Act (2004)

Public Health
Outcome Framework

Inter-governmental
Panel on Climate
Change AR5
2013/2014

Climate Change Risk
Assessment 2017 Defra
Economics of Climate
Resilience Report 2013

Health Sector Report
on Adaptation 2015

Climate Change
Act 2008

PHE Cycling and
Walking for Individual
and Population Health
Benefits

WHO Europe -
Social Determinants
and the Health Divide

Public Service
(Social Value)
Act 2012

Delivering a 'Net
Zero' Health Service

Sustainable
Development Unit
Ipsos MORI Surveys

NHS Marginal
Abatement
Cost Curves

Health 2020 WHO

MET UK Climate
Projections (UKCP)

The Living Planet
Report 2020

National Policy and
Planning Framework

UN Emissions Gap
Report 2022

Lancet Countdown
Report 2022



Click the box
to explore
each link





Annex B:

What the UN Sustainable Development Goals mean to University Hospitals Dorset

1/4 ↓

Goals

Contributions



No Poverty

End Poverty in all its forms everywhere.

We helped to set-up Poole Africa Link in 2009 and continue to be actively involved with the charity. Our staff helped to train doctors, nurses and midwives in both Sudan and Uganda. The Trust also provides a range of retired equipment for the charity. The Trust helps to promote awareness about Healthy Homes Dorset – for free energy advice and home insulation. We will seek to embed this fuel poverty project within the hospital discharge processes to refer suitable patients for home energy efficiency measures. This should help with patient recovery, reduce re-admissions, and provides environmental benefits. The Trust has also helped to marry up the priority services register to the Healthy Homes Dorset scheme so that some of the most vulnerable in our community are given priority support if power is lost in their homes.



Zero Hunger

End hunger, achieve food security and improve nutrition and promote sustainable agriculture.

We take the nutritional value, environmental and ethical standards of the food we serve very seriously. During 2021 all of our hospitals are set to be certified Silver - Food for Life by the Soil Association. The Trust also only serves sustainably sourced fish and is accredited under Sustainable Fish Cities. The Trust's Nutrition and Dietetics team provide a wealth of healthy eating guidance to aid general understanding and to ensure that we best meet the nutritional needs of our patients.



Good Health and Well-being

Ensure healthy lives and promote well-being for all ages.

Maintaining and improving the health and wellbeing of colleagues is of paramount importance and central to our Trust values. Our Workplace Wellbeing Team coordinates numerous initiatives, including psychological support. We encourage staff to use active modes of travel to work and support them with initiatives such as free bike maintenance services.



Quality Education

Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.

As a University Hospital Trust we support innovation and education. Central to our vision is to be a great place to work and learning and development help the Trust underpin this. We provide professional support to apprentices and medical students as well as providing a range of clinical, leadership and management training. Our strong focus on staff development covers areas such as mentorships, apprenticeships, quality improvement projects and essential staff training.





Annex B:

What the UN Sustainable Development Goals mean to University Hospitals Dorset

2/4 ↓

Goals

Contributions



Gender Equality

Achieve gender equality and empower all women and girls.

The Trust publishes reports each year to provide information on performance against its equality objectives, statutes and national standards. This includes a gender pay gap report, workforce equality reports and action plans. We have an equality, diversity and inclusion group (EDIG) who have approved a new 3 year diversity and inclusion strategy which was ratified by the Board in March 2021. A programme plan is in place to monitor the progress of five priorities that have been identified within the strategy by EDIG.



Clean Water and Sanitation

Ensure availability and sustainable management of water and sanitation for all.

The Trust, in partnership with ADSM, supports the Water Aid scheme which has helped transform lives in rural Mozambique by bringing fresh water to over 49 thousand people. The Trust has a Water Safety Policy and Plan, managed by a Water Quality Group. Collectively, they manage and control the risk of water-borne pathogens within the Trust. Monitoring is in place for temperature and turnover of all tanks and hot water vessels. A programme is in place to replace oversized pipework and improve our usage.



Affordable and Clean Energy

Ensure access to affordable, reliable sustainable energy for all.

The Trust has implemented a portfolio of sustainable energy projects. Royal Bournemouth Hospital generates approximately 22% of its energy requirements on-site through Solar PV installations and the heat generated as a by-product from clinical waste incineration. Poole Hospital generates approximately half of its electrical energy requirements with an on-site combined heat and power plant and is also set to install a large roof top solar PV array. Major lighting replacement projects have now installed LED lighting in large areas of the Trust. Our grid supplied energy is soon to become 100% REGO certified renewable.



Decent Work and Economic Growth

Promote sustained, inclusive economic growth, full productive employment and decent work for all.

The Trust contributes to routes to employment and improved work opportunities by providing apprenticeships and work placements and will be expanding opportunities for students for Bournemouth University students in particular to compliment their studies with opportunities for project work, dissertations and placements with the Trust. The Trust is a Disability Confident employer and all employees wages meet or exceed the Living Wage. We support small and medium sized suppliers through our procurement processes.





Annex B:

What the UN Sustainable Development Goals mean to University Hospitals Dorset

3/4 ↓

Goals

Contributions



Industry, Innovation and Infrastructure

Build resilient infrastructure, promote inclusive and sustainable industrialisation and foster innovation.

The Trust is embarking on several large capital projects. All new buildings will meet BREEAM Excellent and all major refurbishments will meet BREEAM Very Good. Innovation is supported at the Trust by our Transformation Team and their Quality Improvement programmes. Poole Hospital has installed a dispensing robot to eliminate patient medication errors. The trust has also opened a state of the art linear accelerator for radiotherapy in the Robert White Centre. Our care pathways are being transformed by digitalisation projects which is bringing benefits to our patients, our operations and reducing negative environmental impacts from our services.



Reduced Inequalities

Reduce inequality within and among countries.

The Trust has an Equality, Diversity and Human Rights Policy and is committed to developing and enhancing a diverse and inclusive culture. Equality, Diversity and Human Rights training is included in staff training. We are proud to have a diverse community and support active BAME, LGBT Q+ and Pro ability networks.



Sustainable Cities and Communities

Make cities and human settlements inclusive, safe, resilient and sustainable.

The Trust has a Board-approved Sustainable Development Strategy and we are developing a revised Sustainable Procurement Policy plus Sustainability Impact Assessment process for large projects.



Responsible Consumption and Production

Achieve gender equality and empower women
Promote peaceful and inclusive societies, access to justice and build effective, accountable and inclusive institutions.

The Trust has demonstrated strong governance with transparent reporting on organisational performance. We have a team of Freedom to Speak Up Guardians who provide confidential support for any concerns about patient or staff wellbeing.





Annex B:

What the UN Sustainable Development Goals mean to University Hospitals Dorset

4/4

Goals

Contributions



Climate Action

Ensure sustainable consumption and production patterns.

We are working to embed sustainability within our supply chain by considering the sustainability of our suppliers and the products and services that we purchase including evaluations of carbon and whole life cycle costs where viable. We will seek to work in partnership with the wider NHS network and local partners to meet this challenge.



Life Below Water

Conserve and sustainably use the oceans, seas and marine resources for sustainable development.

The Trust recognises the risk to water courses from irresponsible handling of materials and works hard to embed tight controls to ensure that no pharmaceuticals or other unsuitable chemicals enter the waste water system. The Trust is committed to reducing unnecessary consumption of single use plastics.



Life on Land

Protect, restore and promote sustainable use of terrestrial ecosystems, reverse degradation and halt biodiversity loss.

The Trust is committed to improving biodiversity on our sites and ensuring that our staff, patients and visitors are able to receive valuable contributions to their health and wellbeing from contact with nature. We have protected and restored areas of greenspace and we commit to doing the work required to maintain a Green Flag status for our Bournemouth site.



Peace, Justice and Strong Institutions

Strengthen the means of implementation and revitalise the Global Partnership for Sustainable Development.

We are working in partnership with Our Dorset Integrated Care System, Bournemouth University, BCP Council, the Dorset LEP and other local healthcare providers. Our work with other anchor institutions is to ensure we are active corporate citizens in sustainable development.



Partnerships for the Goals

Take urgent action to combat climate change and its impacts.

Our climate change mitigation efforts have resulted in Trust carbon footprint reductions exceeding the NHS target of a 34% reduction over 1990 levels by 2020. We will now double down on efforts in order to meet the New NHS targets of Core Carbon Footprint – Net Zero by 2040 and Carbon Footprint PLUS by 2045. The Trust will capture climate change on the Trust risk register and track progress on adaptation measures through its Climate Change Adaptation Action Plan.



Green UHD Plan



University Hospitals Dorset
NHS Foundation Trust

2021-2026
Sustainable Development Strategy