



# Green UHD Plan

**2021-2026**

Sustainable Development Strategy

2023 Revised Edition

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Workforce and leadership

Digital transformation

Estates and facilities - utilities

Supply chain procurement

Sustainable models of care

Travel and transportation

Estates and facilities - waste

Medicines

Estates and facilities - capital projects

Food and nutrition

Climate adaptation

Greenspace and biodiversity



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





# Our Green UHD plan

**W**elcome 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 requirements of the Dorset Integrated Care System.

This Green Plan acts as our organisational strategy to ensure that we embed

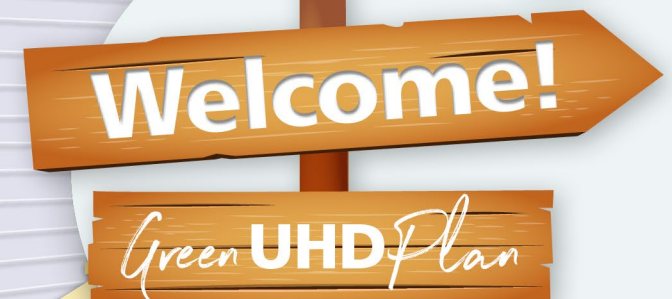
this ambition into every aspect of our activity, in tangible and measurable ways.

It is only by working together, using our Values of "Caring," "One Team" and "Always Improving" that we will succeed, we all have a role to play, so please do read our Green Plan and get involved.



*Siobhan Harrington*

Siobhan Harrington  
Chief Executive Officer



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.**







# Advancing the Vision

**T**he World Health Organisation (WHO) have stated that 'the climate crisis is the single biggest health threat facing humanity'. The NHS recognises that our services must adapt to a changing climate and also ensure that our work respects and supports the natural world upon which we all depend.

That is why, at UHD, our vision is: "to provide excellent healthcare to our patients and wider community and be a great place to work, now and for future generations."

Sometimes we need to set 'Moon-shot' ambitions to stimulate innovation and change. By setting the 2040 "Core" and 2045 "Footprint Plus" carbon targets, the NHS has done just that; signalling to markets and to our workforce what we are aiming for so that everyone can pull together to meet a common goal.

In 2021, UHD was one of the first NHS Trusts to publish a Green Plan aligning with the NHS dual 2040 and 2045 carbon targets. Since then, UHD has delivered an estates de-carbonisation strategy setting out how we can reduce our building energy related carbon emissions. The Trust has also made a significant investment to secure an upgrade to Royal Bournemouth Hospital's electrical feed

connection from the national grid. This will support the trust carbon reduction plans and new electrical vehicle charging infrastructure; important for charging trust owned vehicles and those of our staff, patients and visitors.

This 2023 revision of our Green Plan embraces new national guidance such as for the trust to only buy or lease zero carbon or ultra-low emission vehicles. As ever, we continue to go much further than legal or NHS requirements. For example, we have aligned the staff salary deduction car leasing scheme so that we are encouraging our staff to transition to electric and ultra-low emissions vehicles also. The Trust has also eradicated the use of Desflurane, the most potent green-house gas used in anaesthetic procedures, well ahead of national targets.

We continue to work closely in partnership with NHS Trusts in Dorset and have together introduced a platform for staff to compete on a range of sustainability and well-being activities, earning points and prizes for the highest scorers. We have also created a car sharing scheme so that NHS staff across Dorset can commute together, reducing congestion and emissions.

Our partnership with Bournemouth University has also been productive. For example, we have helped inject sustainability learning into a new Dorset Leadership Course for the next generation of NHS leaders. Academics at BU have also been helping plan sustainability improvements for UHD staff travel by applying advance systems modelling techniques.

Of course, we have been invested heavily in ensuring that our new buildings such as the Poole Theatre Block, the Dorset Pathology Hub and the Beach Building at the Royal Bournemouth Hospital site, all meet high standards of building design and energy efficiency.

We have set ourselves ambitious targets that need to continue to be turned into effective action by our dedicated team, ensuring UHD delivers our vision for current and future generations.



*Stuart Lane*

Sustainability and  
Carbon Manager UHD





“

# 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

Carbon  
& GHGs

2

Social  
Value

3

Workforce  
& Leadership

4

Digital  
Transformation

5

Estates &  
Facilities

6

Supply Chain &  
Procurement

7

Sustainable  
Models of Care

8

Travel &  
Transportation

9

Medicines

10

Food &  
Nutrition

11

Climate  
Adaptation

12

Greenspace &  
Biodiversity

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





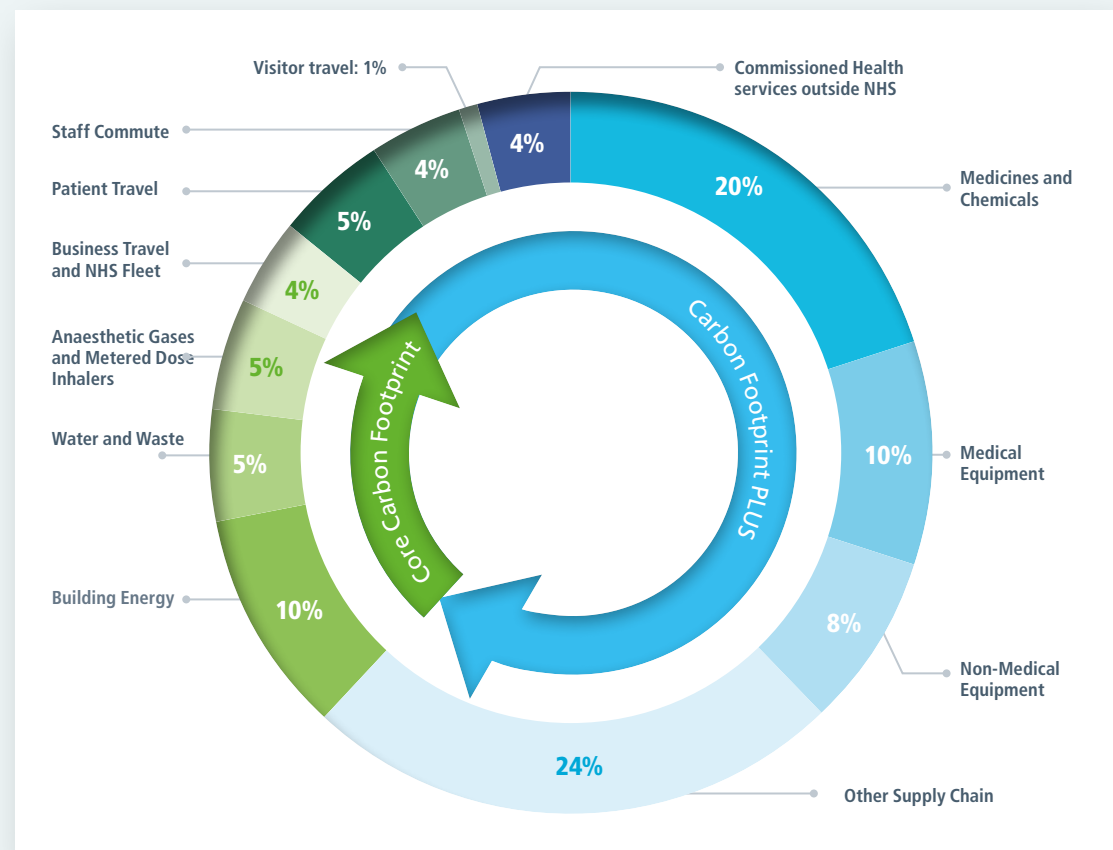
# Target 1: Carbon reduction

**T**he 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:

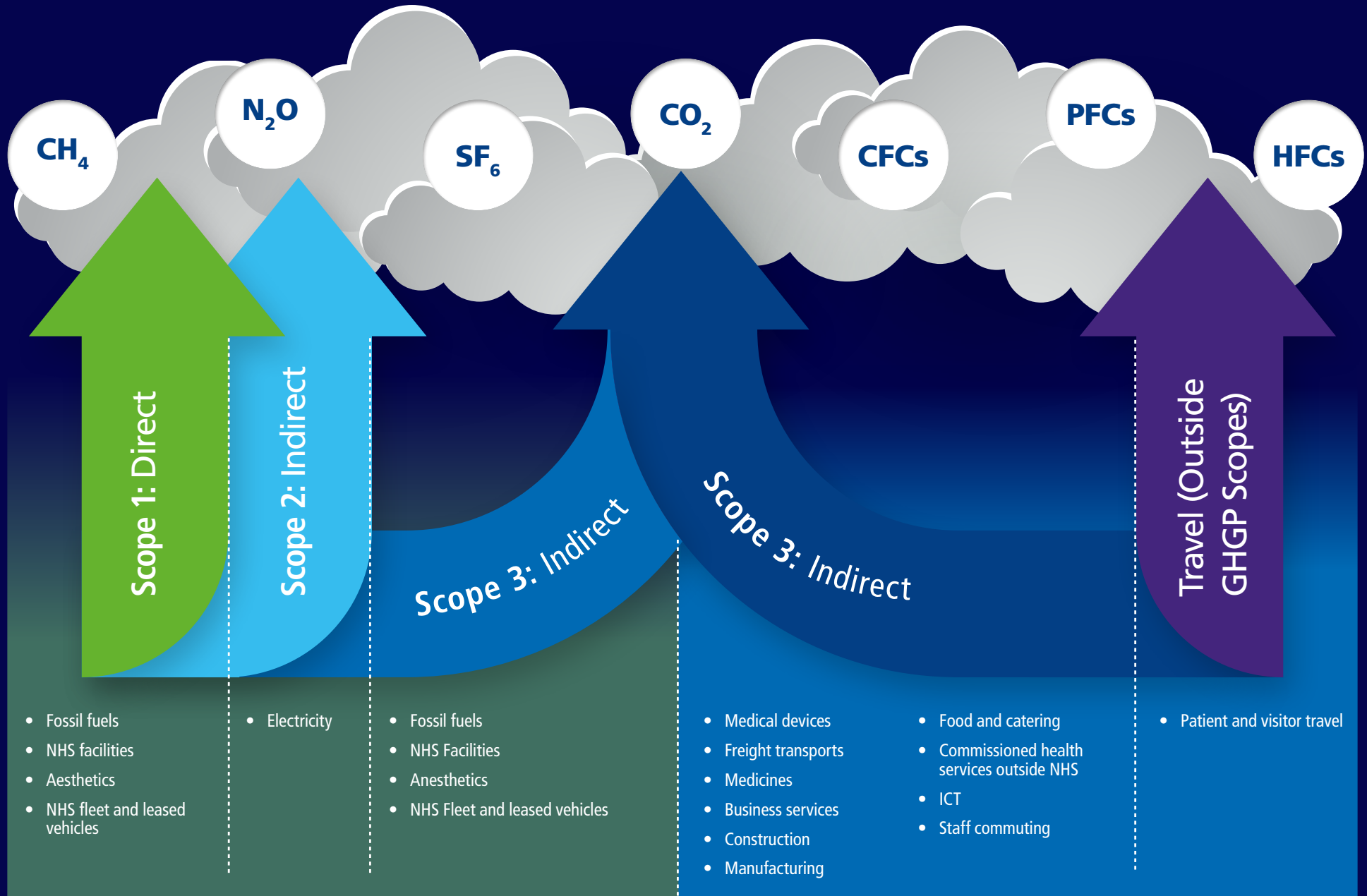
-  **Core Carbon Footprint:**
  - Reduced 80% by 2030 (against 1990 baseline)
  - Net Zero Carbon by 2040

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





Major emissions



NHS Carbon Footprint

NHS Carbon Footprint PLUS





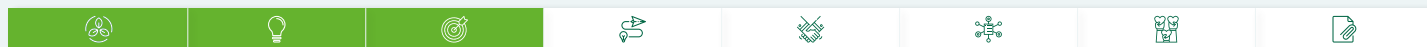
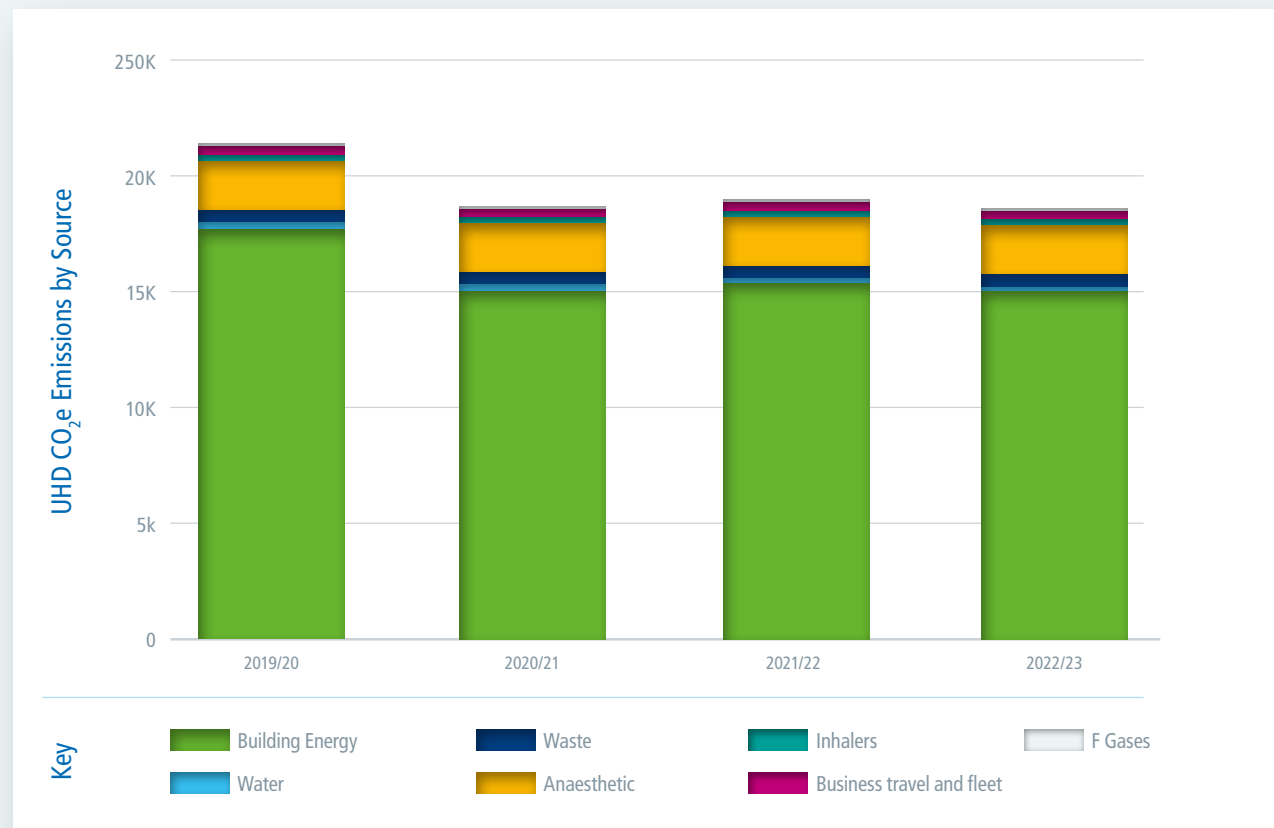


# Progress so far: Core Carbon Emissions

**W**e strive to keep improving our understanding and assessment of trust carbon emissions.

We have improved accuracy of data capture and prudently now include the carbon emissions relating to heated water supplied to the Royal Bournemouth Hospital. Revised calculations for 2019/20 add 4,200 tonnes to previously reported figures. This increase is now back-cast through to 2009/2010 - our baseline year providing a baseline of 30,500 tonnes CO<sub>2</sub>e Core emissions.

Between 2019/20 and 2022/23, the Trust has reduced core emissions to approximately 17,900 tonnes, an average reduction of just over 1000 tonnes per year. Note 2020 – 2022 emissions were lower due to Covid than would have been expected.

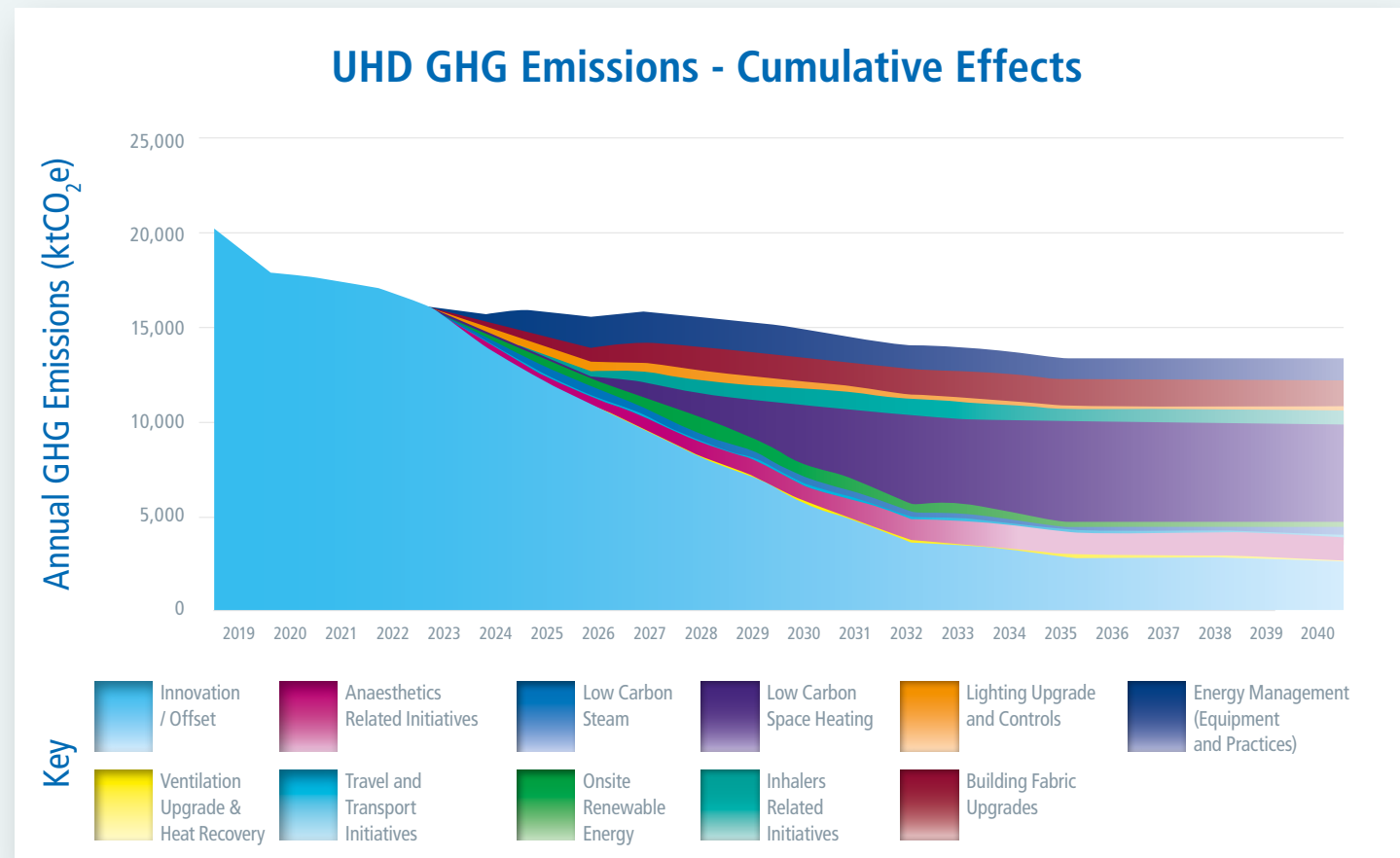
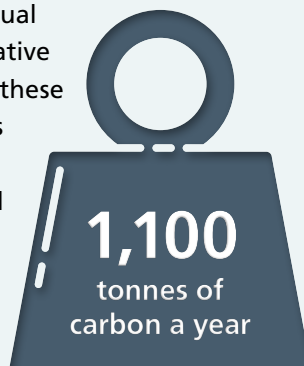




# The Challenge Ahead: Core Carbon Emissions

**T**o reach our core net zero carbon target by 2040, we must continue to reduce our core carbon emissions by approximately **1100 tonnes of carbon a year**.

The 'waterfall' diagram shows how the trust can decarbonise through various measures that have been identified within the trust decarbonisation strategy. The individual and cumulative impacts of these measures is laid out on a projected timeline.



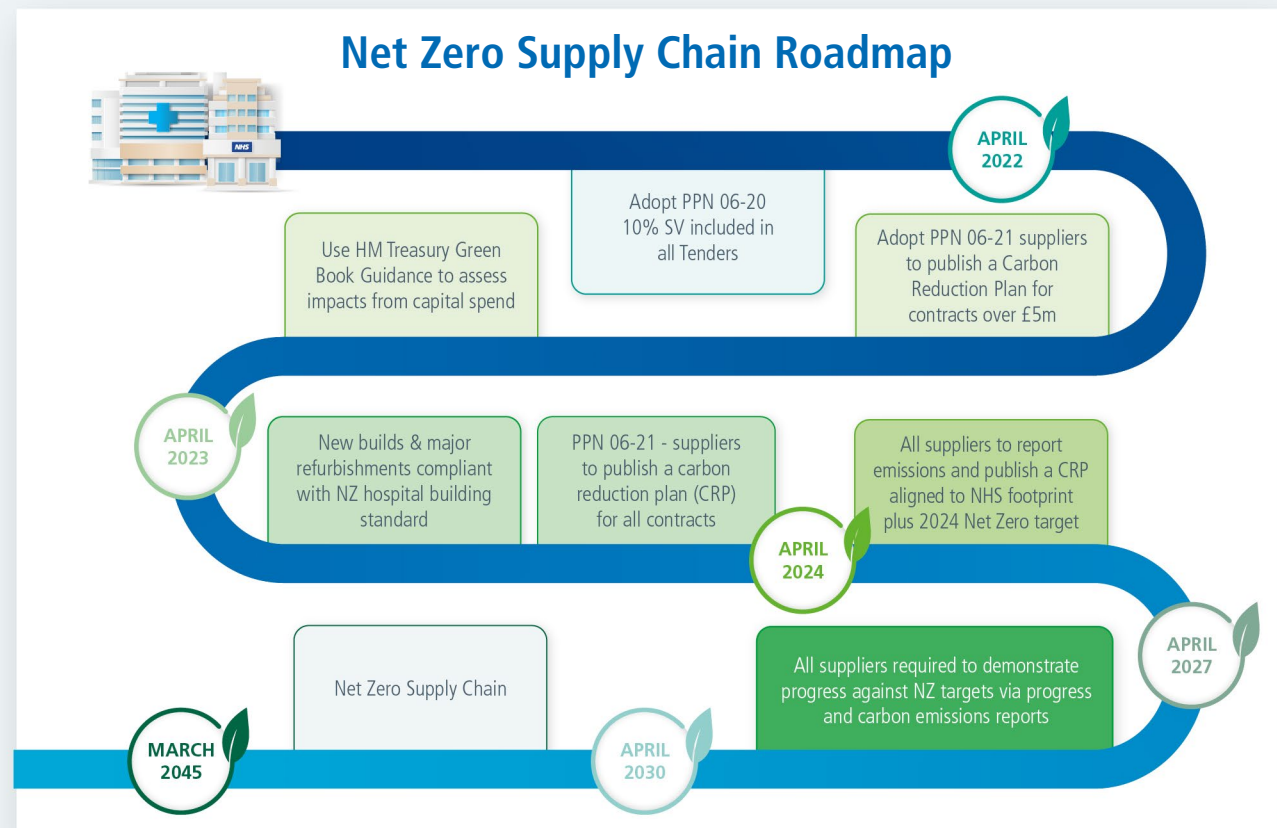


# The Challenge Ahead: Carbon Footprint Plus Emissions

**A**ssessing and decarbonising NHS supply chain emissions is a complex undertaking. The NHS is working step by step to both reduce emissions and the robustness of emission measurement and reporting.

During 2022/23, the central Greener NHS team carried out a nation-wide carbon footprinting assessment of NHS 2019/20 footprint plus emissions. This assessment provided disaggregated emissions down to trust level, providing UHD with the most comprehensive data to date for the trust footprint plus emissions.

UHD's Footprint Plus was 104,000 tonnes CO<sub>2</sub>e for 2019/20. In collaboration with NHS-E and our suppliers, the trust must reduce this total by an average of 4200 tonnes each year to reach net zero by 2045.






# Target 2: Staff Engagement


**O**ur 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.

 The Green Plan objectives are to be maintained as core Trust objectives and staff be will be appraised against these objectives.

 2024 all staff to have access to online sustainability training. 50% of staff to be trained by Dec 2022, and 90% by June 2023.

 2024 all sustainability leaders and QI staff to have undergone Sustainable Quality Improvement training.







## Target 3: Clean air


**A**s 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

**T**he 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

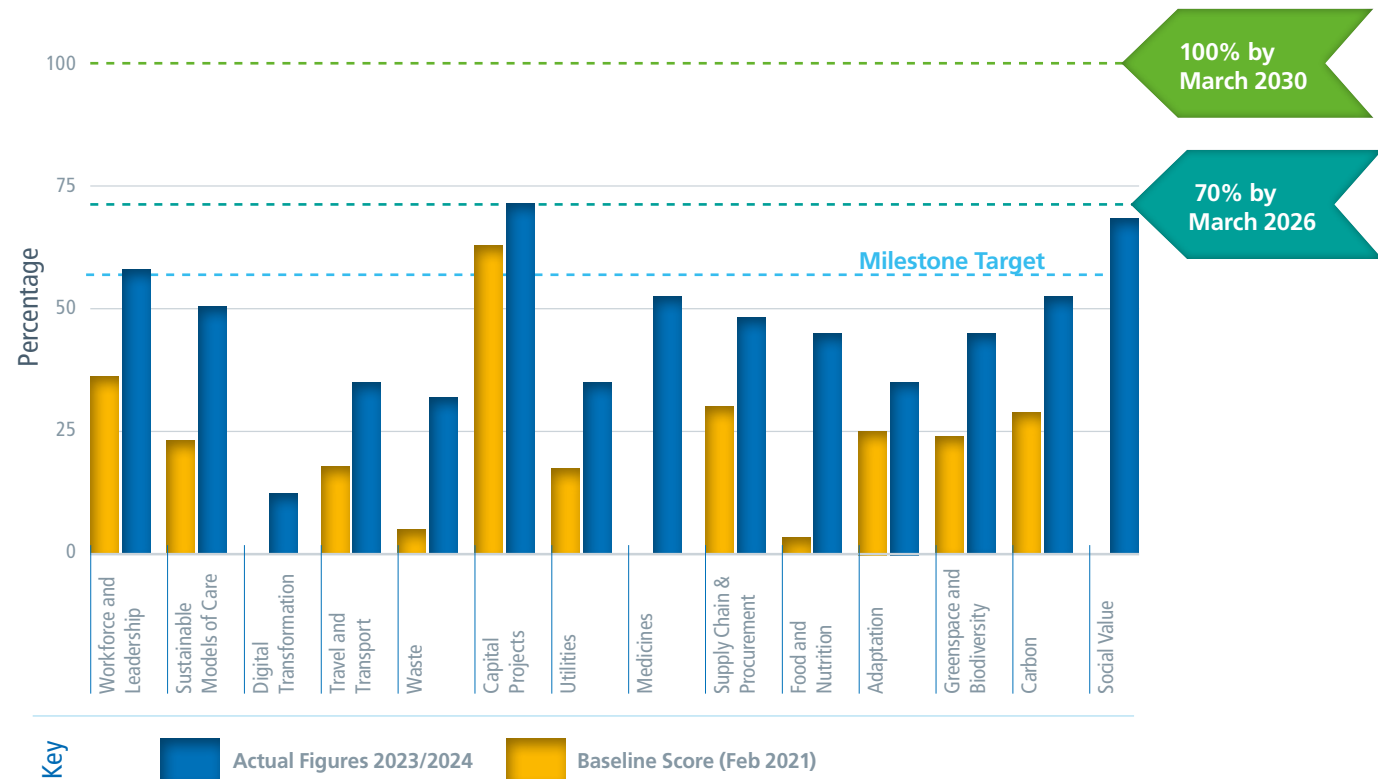
**W**e will measure our progress on sustainable development through the use of a revised version of the NHS Sustainability Assessment Tool - SDAT2.

Our baseline assessment for the trust was conducted in February 2021 and produced an average score of 34%. By March 2023, the average score hit 53%, (exceeding target set under SDAT1).

We have since added over 160 requirements and new distinct area of activity to the SDAT model and renamed it SDAT2. These changes necessitates a new baseline.

We go into 2023/24 with an SDAT2 baseline of 43% average across activity streams and will continue to aim for circa 10% improvement each year towards our 2026 and 2030 targets.

## Sustainable Assessment Tool Average Score 43%





# Target 5 : Use of resources

🎯 Maintain Zero Waste to landfill

🎯 Maintain 100% zero carbon grid sourced power

🎯 Reduce single use plastics and other waste in line with the NHS Clinical Waste Strategy 2023 and NHS Standard Contract

🎯 Implement a Sustainability Impact Assessment for all business cases over £250k during 2024







# Key Areas for Action: Green Plan

**M**eeting our targets requires sustained effort across the organisation and with partners, over multiple years. To reflect this and to organise our activities, we have created 12 “Areas of Action”. The Estates and Facilities action area has been further subdivided into Utilities, Waste and Capital Projects giving 14 sub Areas of Activity. Each of the 14 sub areas has an appointed sustainability lead that will report on progress to the Finance Performance Committee quarterly through the Sustainability Steering Group.

The Carbon and Social Value activity areas provide a way to collate and report on the cross threading activity mainly being actioned across other areas of activity. Progress is monitored using SMART targets captured within SDAT2. These will be reviewed and revised regularly.

The next part of the Green Plan dedicates a page to each area of activity and describes what we want to achieve, how we wish to achieve it and how we will measure this.

Carbon and GHGs

Social Value

Workforce and Leadership

Estates and Facilities - Utilities

Digital Transformation

Supply Chain and Procurement

Sustainable Models of Care

Estates and Facilities - Waste

Travel and Transportation

Medicines

Estates and Facilities - Capital Projects

Climate Adaptation

Food and Nutrition

Greenspace and Biodiversity





# 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 CO<sub>2</sub> per annum).
- **Carbon Footprint PLUS target** - Net Zero Carbon by 2045 and 80% reduction by 2040 against 1990 baseline (equates to reduction of approx. 4,000 tonnes CO<sub>2</sub> per annum).

## How can we achieve it?

- Board level commitment to the Green Plan strategy with Trust wide contribution to the identified priority activities.
- Develop Carbon reduction plan with RIBA stage 3 including design and costings and deliverability to enable prioritisation decisions.
- Calculate and report core carbon emissions, targeting hotspots and horizon scanning opportunities.
- Develop methodologies to measure Scope 3 emissions and improve methodology for calculations of Carbon Footprint PLUS.
- 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 for carbon measurement and reduction.

## How will we measure it?

- Drivers of core carbon footprint to be monitored via embedded processes as per ERIC and the Trust annual report.
- Scope 3 emissions to be monitored via spend based analysis.
- Track metrics that help identify factors that influence carbon emissions e.g. CO<sub>2</sub> per patient CO<sub>2</sub> per m<sup>2</sup> Gross Internal Area
- Track the consumption of anaesthetic gases and refrigerant gases.
- Enhance carbon analysis with national tools and factors supported by third party consultancy where appropriate.
- Carbon Reduction Plan ready for review by April 2024.





# I Social Value

## What do we want to achieve?

- Positively contribute to BCP and the wider area in ways that go beyond the direct delivery of healthcare. UHD seeks to invest into our local community, having a broad impact on the wider factors that influence health and wellbeing.

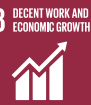
## How can we achieve it?

- Procuring goods and services in ways that support social benefit including local inclusive growth and reduced inequalities.
- Managing our land and buildings for social, environmental and economic benefit.
- Widening access for local people to quality work and training.
- Mitigating against and adapting to the impacts of climate change.
- Working with partners towards the commitments laid out under the Dorset Anchor Institutions Charter.
- Employ software systems to better capture and report on social value.

## How will we measure it?

- Monitor the application of 10% or greater weighting for social value in tenders
- Track the number of apprentices, work placements and volunteers employed.
- Employ the Evergreen system to monitor social value relating to supplier contracts.





# I UHD's Workforce and Leadership

## 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.
- Staff are supported and empowered to improve sustainability at work and home.
- Staff engaged and enabled to adopt sustainable practices and to take ownership within their own areas of influence.
- Responsible anchor institution showing sustainability leadership and a positive impact for our communities.

## How can we achieve it?

- Maintain an ambitious strategy – the UHD Green Plan underpinned with up to date activity plans with SMART targets and supporting policies as required.
- Report performance quarterly to the sustainability steering group and finance performance committee plus via the trust annual accounts.
- 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.
- Expand participation in staff sustainability programmes and awards, main-streaming a sustainability mind-set and recognising good practise.

## How will we measure it?

- NHS Sustainability Assessment Tool score in line with target of 70% by 2026.
- Number of policies and business cases including a sustainability impact assessment.
- Number of staff registered with EcoEarn staff sustainability platform.
- No of staff that have undertaken sustainability training including sustainability induction for new staff.
- Number of apprentices, work placements and volunteers employed.
- 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.







# I Digital Transformation

## What do we want to achieve?

- Digitally enabled care models that will improve efficiency and effectiveness of our operations.
- Digitally enabled care models that significantly reduce travel and journeys with care closer to home being delivered through remote consultations and monitoring
- Reduce the environmental impacts from IT related activity such as carbon emissions due to energy consumed by IT systems and services.

## How can we achieve it?

- Embrace new and existing digital technologies to reduce the environmental impact of care eg cloud first, automation and AI.
- Apply 'What Good Looks Like' for low carbon digital care, across the system – Louisa Way – Chief Information Nursing Office (CINO).
- Apply a 5 year hardware refresh plan, updating to new efficient equipment.
- Support front-line digitisation of clinical records, clinical and operational workflow and communications, aided by digital messaging and electronic health and care record systems.
- Support working from home.
- Ensure IT service providers minimise their environmental impact using procurement levers and contract management KPIs.

## How will we measure it?

- Carbon emissions from IT devices measured via dedicated software tools.
- Proportion of retired PC's and Laptops sent for resale & Recycling.
- Proportion of retired Hard disks and solid state drives recycled.
- Total number and proportion of virtual and remote consultations.
- Total number and proportion of staff homeworking.





# I Estate and Facilities - 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?

- Improve metering, measurement and monitoring systems including updating BMS systems and adopting a Trust wide Energy Management System.
- 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 including exploration of geothermal potential.
- 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 estates decarbonisation plan demonstrating timelines to achieve Net Zero Carbon and a business case for the required solutions to deliver the carbon savings.

## How will we measure it?

- Annual ERIC return and model hospital metrics.
- Monitor monthly 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 Supply Chain and Procurement

## What do we want to achieve?

- Meet national legal and regulatory requirements such as NHS Standard Contract and Net Zero Procurement Roadmap.
- Pro-actively support sustainable models such as the circular economy approach.
- Minimise unnecessary procurement and resource use.
- Re-use of materials and items where appropriate.
- A sustainable procurement culture and processes that shift consumption to sustainable products and services and considers broad criteria including materials, workforce, manufacturing processes, transport and social value.

## 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.
- Deliver / attend sustainability and social value training for procurement teams.
- Work with organisations innovating new sustainable approaches.
- Include sustainability criteria in procurement, tender evaluations, framework design and selection, and product selection, in line with PPN 06/20.
- 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.
- Develop scope 3 carbon foot-printing process.
- Assess the use of Evergreen system to support trust green plan objectives.

## How will we measure it?

- Track the positive carbon and other environmental impacts from procurement initiatives e.g. introduction of reusable materials.
- Tracking departmental level requisitions of single use 'hotspot' materials.
- % of contracts awarded to suppliers with a carbon reduction plan (CRP).
- Reporting by exception any procurements awarded without min 10% social value weighting.





# 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.
- 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 or within 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 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.
- Mainstream Sustainable Quality Improvement methodology through training.
- Facilitate virtual and telephone patients consultations in line with sustainable care pathways.

## How will we measure it?

- Feedback relating to the care environment (e.g. temperature, light, services using PLACE surveys).
- The number of sustainable quality improvement projects.
- Model Hospital metrics such as weight activity units to monitor impacts from interventions at procedure, department, site and trust level.
- Reduction in onsite outpatient follow ups.
- Number or % of medical devices reduced or recycled.





# I Travel and Transportation

## 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.
- Decarbonise the travel and transport relating to our operational activity.
- 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.
- Better capture of travel related data through systems and surveys.
- Increase take-up of the Trust's cycle to work scheme, car sharing scheme and discounted bus fares.
- Consider travel options and impacts when planning changes to our services.
- Develop our electric vehicle fleet.
- Become a Clean Air Hospital.
- Become an accredited "Cycle Friendly employer".

## How will we measure it?

- Staff and patient travel surveys to assist with travel data gathering for snapshots and trends.

Maintain a suite of key performance indicators, including:

- Reduction of single occupancy vehicle use by 2% per year and 10% by 2028
- Increase awareness of travel schemes by 10% from baseline and a minimum of 50% total awareness.
- Number of electric vehicles charging points per site.
- Air pollution monitors on each major site.
- Accurate recording of fleet mileage, fuel consumption and CO<sub>2</sub>e emissions
- Accurate recording staff business travel mileage fuel consumption and CO<sub>2</sub>e emissions.
- Ratio of cycle storage and changing facilities to staff number.







# I Estates and Facilities - Waste

## What do we want to achieve?

- Meet legal responsibilities for waste.
- Optimise waste processes against the waste hierarchy.
- Widespread correct application of Trust sustainable waste policies and procedures.
- Apply best practise and seek to innovate to reduce waste and reduce the impacts from waste including carbon emissions.

## How can we achieve it?

- Update the Trust Waste Management Strategy and Plan.
- 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.
- Drive out single use plastic waste where possible.
- Work with NHS, partners and suppliers to better understand and manage supply chain scope 3 emissions.

## How will we measure it?

- Volume of waste for each stream.
- Monitor and manage proportion of waste being recycled.
- Monitor and manage proportion of clinical waste being segregated to meet NHS Waste Strategy 20:20:60 target by 2025/26.
- Quantity of packaging and single use plastics reduced or removed from services.
- Track the Carbon impact from waste and supply chain initiatives.





# Sustainable Medicines

## What do we want to achieve?

- Sustainability lens applied to medicines use in line with national best practice & contractual requirements.
- Reduce use of single use plastics in medicines distribution.
- Ensure medicines are specifically considered within the wider climate change adaption plan.
- Reduction of environmental impact of medicines prescribed by UHD NHS Trust (carbon footprint and ecotoxicology).

## How can we achieve it?

- Appointment of Trust medicines sustainability lead.
- Annual action plan review for NHS Standard Contract, NHS-E updates and Dorset Green Plan.
- Replace use of single use plastic bags.
- Review Trust policy on medicines management during heat-waves & develop Trust policy on medicines most likely to aggravate heat-related illnesses.
- Support appropriate inclusion of non-pharmacological health interventions and medication cessation recommendations in Trust clinical guidelines.
- Inclusion of carbon-footprint and ecotoxicology risk assessments in formulary proposal form.
- Use Dorset Green Respiratory Care guidance to reduce the environmental impact of inhaler therapy.

- Cessation of Desflurane use by March 2024.
- Establish Nitrous Oxide waste minimisation programme and review of volatile anaesthetic gas emission reduction options.
- Educate staff/patients on sustainable medicines use and disposal.

## How will we measure it?

This will be monitored through a suite of medicines specific sustainability dashboard of Key Performance Indicators, to include:

- Monthly consumption of all anaesthetic gases by type.
- Quantity of salbutamol pressurised metered dose inhalers issued (by brand / CO<sub>2</sub>e profile)
- Nitrous oxide consumption per birth (home and within maternity unit).
- Monthly quantity of single use plastic bags purchased by pharmacy.





# I Estate and Facilities - Capital Projects

## What do we want to achieve?

The trust has a major phase of building projects through to 2027 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.
- Achieve NHS Net Zero Carbon Building standard for future major estates projects.





# I Food and Nutrition

## What do we want to achieve?

- Optimise the economic, social and environmental impacts that result from trust activities in relation to food and nutrition.
- Meet the sustainability and wider standards set out in the National Standards for Healthcare Food and Drink.

## How can we achieve it?

- Use respected accreditation systems to evaluate triple bottom line performance.
- Reduce food waste using industry best practice methods.
- Maintain prohibition of single use plastic cutlery, plates and cups.
- Replace other single use plastics items with suitable more sustainable alternatives.
- Review and adapt menus for lower carbon options.

## How will we measure it?

- Attain the Soil Association - Food for Life 'Silver' accreditation across UHD.
- Monitor against food waste reduction targets set using WRAP food waste reduction roadmap toolkit.
- Assess food and drink services against the GB food and catering services GBS standards – chapter 7 Going Green checklist.
- Report on procurement for catering to monitor single use plastics and high carbon ingredients.





# 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.
- Explore the concept and viability of introducing NHS Rangers in Dorset.
- 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 with a focus on improving green space.
- for biodiversity including wildflower areas supporting pollinators.
- 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.





# Shout it from the cliff top: Communicating our strategy





# Communicating and embedding the Strategy

**T**o 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

**C**lear 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 Annual Report Sustainability section:** 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 Finance and Performance Committee which feeds up from monthly Sustainability Steering Group meetings and sub group meetings for the 12 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. A resource plan will be maintained 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, Decarbonisation Strategy, 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](mailto: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 2022/23

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

Taking Account of Social Value PPN 06/20

Delivering a 'Net Zero' Health Service

Health and Care Act 2022

NHS Marginal Abatement Cost Curves

Health 2020 WHO

MET UK Climate Projections (UKCP)

The Living Planet Report 2022

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