



Wrightington, Wigan and
Leigh Teaching Hospitals
NHS Foundation Trust



Green Plan

2022-2025

HEALTHIER PLANET

HEALTHIER PEOPLE

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Statement from Mark Jones

Wrightington, Wigan and Leigh Teaching Hospitals NHS Foundation Trust (WWL) recognises the impact that our operations have on our environment and ultimately our patients. Climate change, pollution and environmental degradation are major contributors to the significant health challenges of the 21st century. Thanks to our staff, partners and suppliers we are already well on our way to addressing these issues and this Green Plan represents a renewed drive to reduce the impact that our operations have on the people of Wigan Borough and beyond.

As an anchor institution and one of the largest organisations in the borough operating across four major sites and 20 community sites, our environmental footprint is significant and it is vital that we lead the way in taking action to cut carbon emissions, responding to climate change and ensuring we provide a resilient service.



As we make sustainability business as usual across our organisations, we will endeavour to work closer with our partners across the borough not only to achieve our own targets, but those of our stakeholders both at a local and national level.

Delivery of this Green Plan over the next three years will require involvement from all of our colleagues and I am confident that we can build on the great work already being done across the Trust.

Mark Jones

WWL Chair



Statement from Silas Nicholls

Sustainability is a critical driver of the future direction of WWL. The way in which we work is driving significant changes in our environment that are accelerating us towards a future where the NHS will come under increasing demand. That is why we are reviewing the work we have done in the past and looking at how we can deliver our services in an even more sustainable way. The work we do now will pay dividends for future generations.

We have committed to the NHS targets of achieving Net Zero carbon emissions and are actively engaging our workforce to ensure everyone is aware of the part that they have to play in this. We have upgraded our heating and power infrastructure across all of our hospital sites to minimise our emissions and we are now mapping out our route to Net Zero and calculating our carbon footprint to include all of our emissions in order to ensure that we deliver change with real, measurable impact.

This Green Plan focuses on the key things that we will achieve over the next three years. This three-year phase is vital in helping us to



understand what our priorities should be and will act as the baseline for the next 23 years. We will be constantly reviewing our Green Plan to ensure that we are keeping abreast of technology and policy changes and achieving our aims and objectives in the most sensible and efficient way possible.

You are playing a vital role in helping drive change within our organisation. Positive changes are taking place all around us and your actions, from being more energy efficient, reducing travel and reducing waste among many other things are making a genuine difference. I encourage you to keep up your efforts and continue our drive to make WWL more sustainable.

Silas Nicholls
WWL Chief Executive Officer



Statement from Alison Balson

It is my pleasure to share WWL's Green Plan and to be our Trust Board lead for #GreenerWWL. We've made so much progress in the last few years, much of which will have gone unnoticed to most people, but now is the time for a step change as we take even more positive actions on our journey to Net Zero.

Many people will think that the work is, and should be, done by a small number of experts within the Trust. Here's the difference at WWL. Yes, lots of work will be done by experts, but everyone at WWL, whether as a patient or employee can and must play their part. By working together and making changes, whether big or small, we all have a responsibility to reduce our carbon footprint for the benefit of current and future generations.

So how are we going to achieve our Greener WWL ambitions?

- Our Greener WWL Ambassadors will work within teams to take forward changes, generate ideas and build understanding of what we're doing and why.
- Our estates teams will continue with their work to improve energy efficiency and the physical environment.

- Our clinicians will develop new ways of working that meet patient needs and helps us to reduce our carbon footprint.
- Our finance teams will procure more environmentally friendly products and safe alternatives that reduce our reliance on single use items. They will also work with our suppliers to ensure Net Zero is prioritised throughout the supply chain.
- Our fantastic WWL people will adapt to new ways of working and will do everyday things to help on our Greener WWL journey.
- Our patients will be able to access services in different ways, through virtual healthcare and care closer to home, so that carbon emissions associated with unnecessary travel are reduced.

I hope you will join with us and do what you can to help us on our journey to a Greener WWL.

Alison Balson

WWL Director of Workforce

Introduction

Wrightington, Wigan and Leigh Teaching Hospitals NHS Foundation Trust (the Trust) have the goal of becoming a Net Zero healthcare provider in the UK. We will achieve this through strategic planning that not only reduces our emissions but does so with minimum impact on the environment. This Green Plan outlines the Trust's high-level vision and strategic objectives and provides actions that will allow the goal to be achieved.

The Green Plan acts as the central document for the Trust's agenda for sustainability. Over time the plan will be amended and added to allowing the Trust to adapt with current legislation, adopt emerging technologies and provide high-quality healthcare that contributes towards reducing our impacts on the climate and environment.

Why do we need a Green Plan?

The NHS Standard Contract mandates that all healthcare services are required to have a Green Plan in place. This Green Plan evidences the Trust's commitment to local public health outcomes, to delivering the NHS Long Term Plan commitments and to achieving Net Zero carbon emissions by 2045 at the latest.

The Trust has a responsibility to provide high quality healthcare whilst minimising negative impacts on the environment. A Green Plan is a mechanism for the Trust to take a coordinated, strategic and action-orientated approach to sustainability. Green Plans form a key part of sustainable healthcare delivery to ensure services remain fit for purpose today and for the future.

The Trust's responsibilities lie beyond its estate boundaries. In Wigan Borough, life expectancy for both men and women is lower than the England average. 40% of working-age adults are at a high risk of unplanned hospital admission and often have complex dependencies on public services. 100,000 residents of the borough are living in the most deprived quintile. This all contributes to unprecedented demand on the Trust and a need to provide a sustainable solution to the challenges faced across the Trust, Wigan Borough and Greater Manchester.

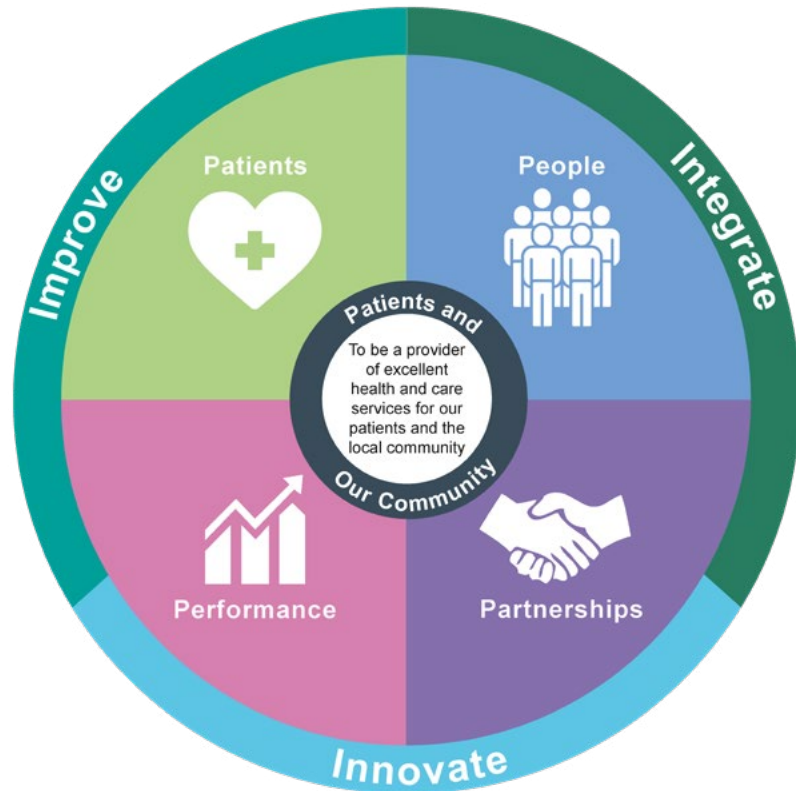
Morbidity and mortality causes are now chronic and preventable long-term conditions, which are exacerbated by poverty, stress, air quality and dietary and lifestyle factors. The population is ageing, and by supporting people to live well for longer, and addressing health and social inequalities present in our local communities, we can help to reverse this trend and improve health outcomes.

Business-as-usual is simply not an option any longer. We are facing an increasingly complex series of interconnected challenges. Patient numbers will continue to increase, and without a plan, our carbon footprint will not reduce in line with legal obligations, we will not hit local and national targets and more importantly, preventable deaths and long-term conditions will continue to manifest.

We've developed our Green Plan to respond to a rapidly changing world. Collective action delivered by multi-stakeholder partnerships is essential if we are to deliver sustainable healthcare. Sustainable healthcare will reduce avoidable deaths, help our budgets stretch further, contribute towards the green ambitions of Greater Manchester, and reduce pressure on health services.

Alignment of the Green Plan with Our Strategy 2030

The NHS Standard Contract mandates that all healthcare services are required to have a Green Plan in place. This Green Plan evidences the Trust's commitment to local public health outcomes, to delivering the NHS Long Term Plan commitments and to achieving Net Zero carbon emissions by 2045 at the latest.



The four Ps – **Patients, People, Performance** and **Partnerships** encapsulate the areas on which we want to focus our development and improvement as a Trust. Our Green Plan ambitions are fully aligned to this:

Trust Strategic Ambitions

Patients

To be widely recognised for delivering safe, personalised and compassionate care, leading to excellent outcomes and patient experience

People

To create an inclusive and people centred experience at work that enables our WWL family to flourish

Performance

To consistently deliver efficient, effective and equitable patient care

Partnership

To improve the lives of our community, working with our partners across Wigan Borough and Greater Manchester

Our Sustainability Ambitions

To improve the health and wellbeing of our patients and population through reducing our environmental impact

To support and develop a culture of sustainability within our WWL family

To deliver a year-on-year decrease in our emissions to atmosphere and impact on the environment

To increase partnership working across all sectors, aligning our sustainability journey to the needs of our patients and community

4WARD
THINKING

WORKING
TOGETHER

ACCOUNTABLE

RESPECTFUL

DEMONSTRATE
COMPASSION

Where have we come from?

WWL has always been at the forefront of innovation in relation to its estate and infrastructure sustainability. From pioneering new methods of heat recovery on our Combined Heat and Power units (CHP) to being the first Trust in Europe to utilise the Internet of Things* within its light fixtures, our commitment to sustainability is apparent. The Trust observed a need to provide an increased focus on the sustainability agenda and to expand the agenda into all areas of its operations and beyond. In September 2020, WWL employed an Environmental and Sustainability Manager to lead the Trust's approach to Net Zero and sustainability in general and appointed its Net Zero Board level lead.

During 2020 and 2021 a fact gathering exercise was completed to ascertain where the Trust was in relation to its current committee structures, strategy and procedures, carbon footprint, resource consumption, skills and knowledge, and engagement. During this process the following gaps were identified:

Governance structure

There have been several incarnations of sustainability committees over the years, going back to the early 2000s. However, these have ultimately struggled with resourcing and budgetary issues and the pandemic stopped progress, with resources directed to the frontline. It was therefore deemed that new governance structure and working groups needed to be formed to bring the Trust in line with new guidance and the renewed focus on Net Zero.

Strategy and procedures

There has been a shift in focus within the NHS around Environmental and Sustainability Strategy. To meet the new targets set down by the NHS, WWL has identified the need to develop the following

- A Net Zero Strategy.
- A Green Plan.
- A Green Travel Plan.
- An Environmental Management Strategy.
- An Adaptation Plan.

Carbon footprint

The carbon footprint of the NHS is one that is notoriously hard to calculate at a site level. Whilst Scope 1 and Scope 2 footprint is relatively simple to calculate as good quality data is readily available from our utilities' providers, Scope 3 has previously been deemed too hard to calculate (see Figure 1 – page 11). Therefore, the Trust identified a need to calculate its whole carbon footprint to set a baseline. The baseline will form the starting point from which targets will be set and progress will be monitored.

Resource consumption

Resource consumption within the NHS has grown exponentially as services provided and patient numbers have increased. There has also been a gradual shift away from reusable items towards disposable and single use items. This is now placing unprecedented strain on support services and is having a detrimental effect on our environment, and ultimately the number of patients we treat. A review of resource consumption was therefore identified as vital to achieving our targets.

**The Internet of things (IoT) describes physical objects (or groups of such objects) with sensors, processing ability, software, and other technologies that connect and exchange data with other devices and systems over the Internet or other communications networks.*

Skills and knowledge

A review of the training available to staff in relation to sustainability and the environment has shown there are large gaps in knowledge around the sustainability agenda, with specialist knowledge being held in too few hands, a problem endemic within the sustainability sector of the NHS as a whole. Availability of sustainability related training for all staff was identified as being a priority to achievement of targets.

Engagement

Previous attempts at engagement on the sustainability agenda have resulted in positive changes to our estate and behaviours. However, there is now an opportunity to capitalise on the enthusiasm surrounding the sustainability agenda. Focus needs to be provided on utilising new forms of engagement that are available and sharing resources between other engagement groups that have complimentary aims such as staff health and wellbeing.

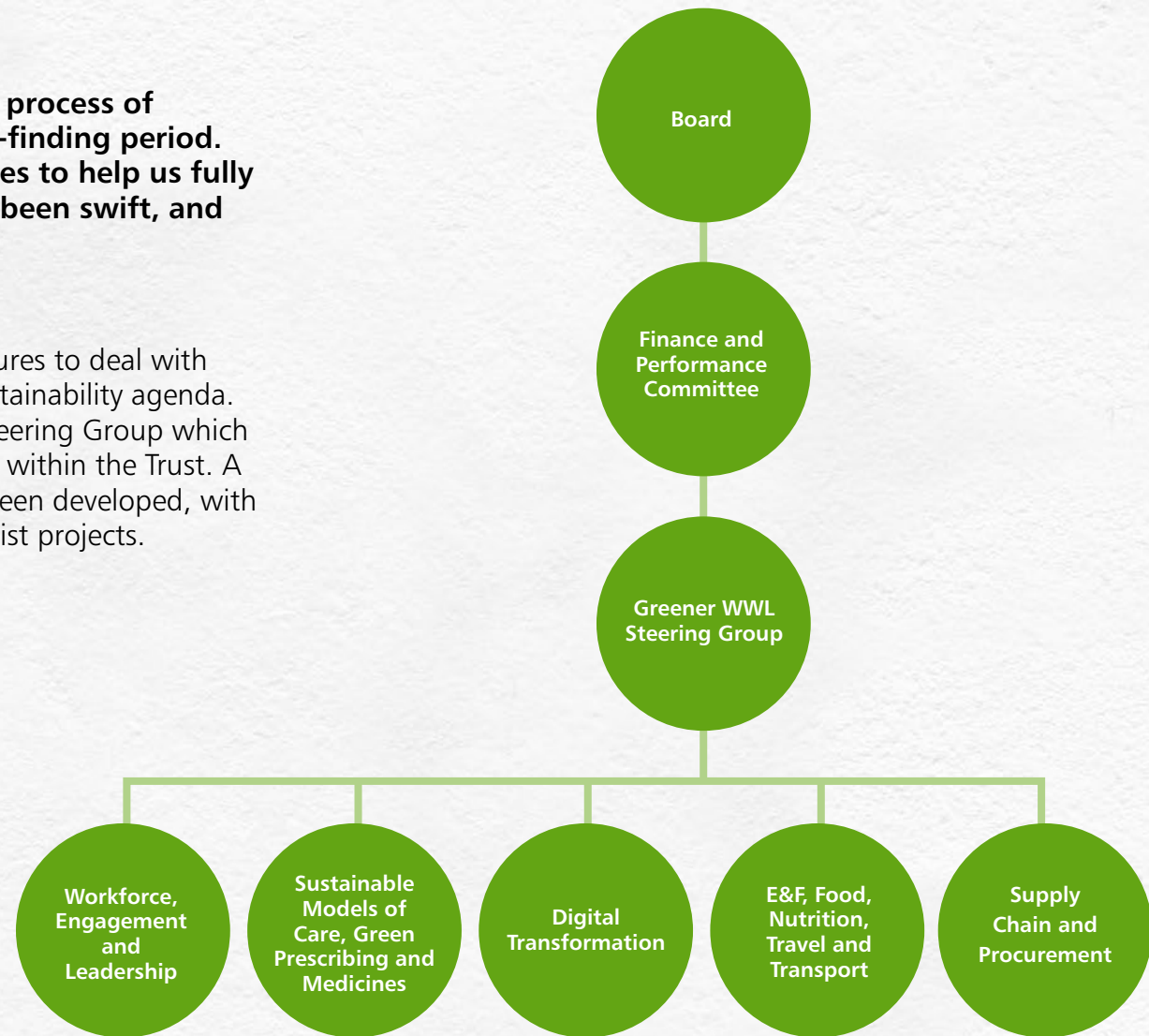


Where are we now?

Over the past year the Trust has begun the process of addressing the issues raised during its fact-finding period. We are still setting up many of the processes to help us fully achieve our targets however, progress has been swift, and the following has occurred.

Governance structures

The Trust has developed new Governance structures to deal with the various different workstreams within the sustainability agenda. This began with setting up the Greener WWL Steering Group which oversees all of the sustainability related progress within the Trust. A number of different working groups have also been developed, with various different sub-groups carrying out specialist projects.



Strategy and procedures

The Trust has put some aspects of its Net Zero Strategy out to tender. Much of the advancements that are required around our estate and infrastructure are specialist in nature or are still within their infancy. Therefore, appointing a specialist to help us set out our roadmap to Net Zero was deemed necessary. We expect to receive a completed strategy in Autumn 2022. This will also incorporate a review of travel and transport to help inform our Green Travel Plan.

WWL has engaged with the Energy Saving Trust to help develop a review of our fleet. This along with the travel and transport review as part of our Net Zero Strategy will help us to develop our Green Travel Plan. We hope to have this implemented by 2023.

Carbon footprint

The Trust has appointed a consultant to help us calculate our carbon footprint. In order to align ourselves with national strategies, the Trust will be one of the first in the NHS to calculate their NHS Carbon Footprint Plus (see Figure 1). The Trust has received preliminary reports and is working to ensure that the data is valid. Once validated our Green Plan will be updated to show our current carbon footprint.

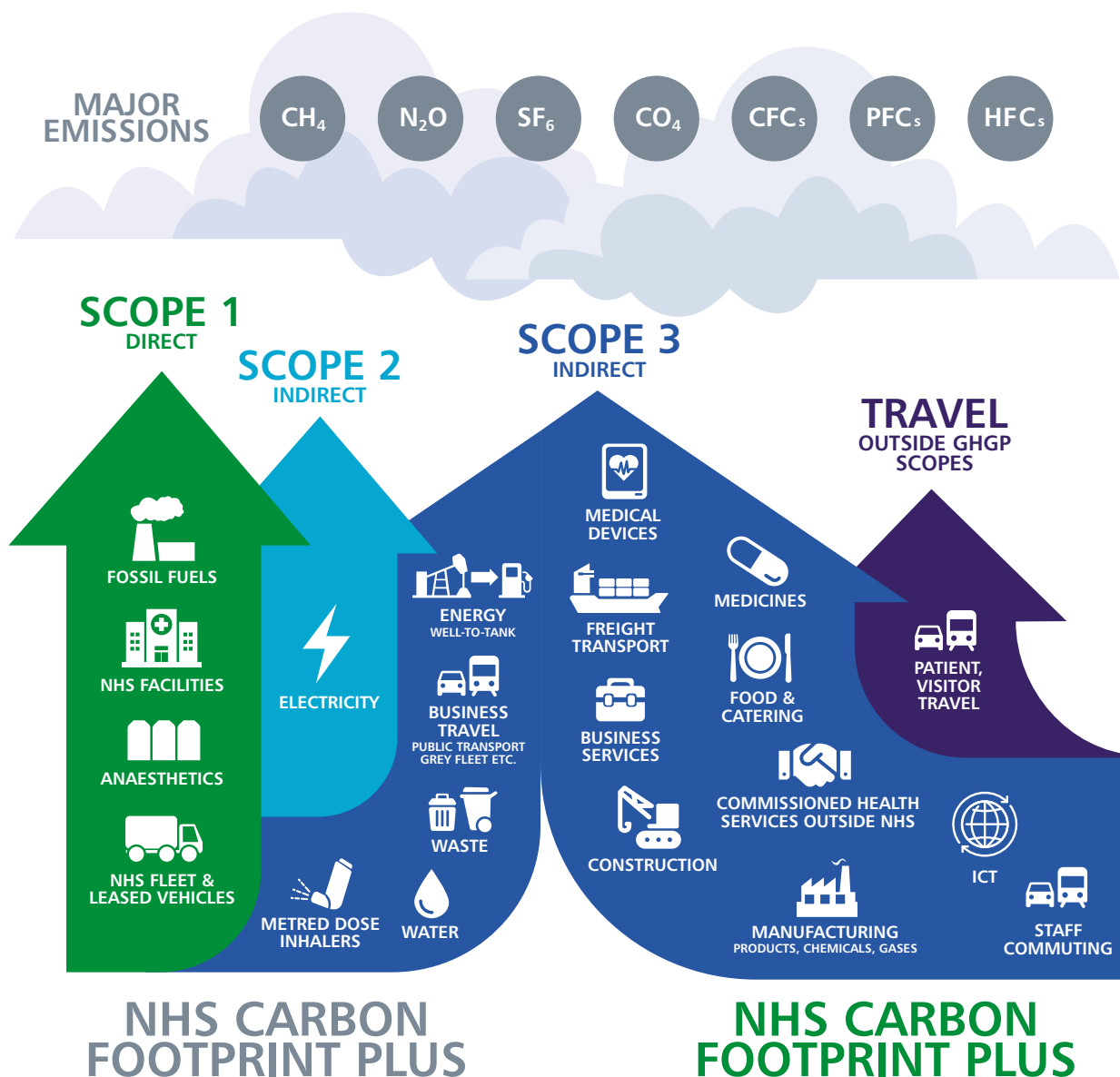


Figure 1 – NHS Carbon Footprint

Resource consumption

The Trust is reviewing its purchasing of single use products. Our Purchasing Team is working with relevant departments to identify areas where single use plastics and disposable items can stop being purchased or switched for reusable or more sustainable options. The Trust has begun to remove single use plastics from its restaurants and theatres and is working with its supply chains to source or develop products that better meet our needs.

Skills and knowledge

The Trust has identified relevant sustainability e-learning that will be available on the learning platform in 2022. The Trust is also engaged with several other learning providers to ascertain what is available to its staff in order to give them the training they need to fulfil their roles.

Engagement

The Trust has launched its Greener WWL campaign and is currently recruiting to its Greener WWL Ambassador roles. Our Communications Team are developing a strategy and a brand for our campaign to aid us in ensuring maximum engagement.

Achievements to date

- We now purchase Renewable Energy Guarantees of Origin (REGO) backed electricity, confirming that our electricity is generated from a renewable source such as wind.
- The Trust has installed CHP units across all of its hospital sites. The final CHP at the Royal Albert Edward Infirmary will be commissioned in March of 2022. It is expected that this unit will reduce our CO₂e emissions by approximately 1500 tonnes per annum.
- The lighting at the Royal Albert Edward Infirmary is currently being upgraded to LED. Whilst this will help us realise a significant saving in emissions and electricity consumption, the project team decided to take this further by also including connection to the Internet of Things via a range of sensors provided by our partner Enlightened. This means that lights will automatically brighten, dim, or switch off based on time of day, lighting levels and occupancy. On top of this the sensors can monitor temperature, space utilisation and track assets around the site. This will allow us to better manage utilities consumption in relation to lighting, cooling and heating and also significantly reduce the time spent trying to find items such as medical equipment, beds and wheelchairs.



Where are we going?

Key to delivering the Trust's strategic ambitions are the strategic priorities that have been identified through discussion with all our key stakeholders: Improve, Integrate and Innovate. These set out "how we are going to deliver" over the next decade and will be used to guide the decisions that we make.

Improve

By embedding an ethos of continuous improvement but not at the expense of our environment, we will pursue and secure ongoing improvements in the quality of care we provide, and in the experience that our patients and community have of our care. We recognise and embrace our role as a leader in improving the environment for our communities. We will take visible, definitive action to reduce our overall carbon footprint through virtual consultations; services closer to patients' homes and services wrapped around other health and social care provisions. We will also make meaningful improvements to our estate and infrastructure from converting our fleet to electric vehicles and adopting sustainability standards for our capital projects.

Integrate

We will place our patients at the centre of service redesign, recognising their expertise in their experience of care. We will learn from the experience of our patients to redesign our pathways to meet their needs and expectations. In practice, this will mean seamless single pathways instead of a series of interactions with health and care professionals in different parts of the system, in turn reducing the need to travel to a main hospital site, supporting a reduction in our overall carbon footprint.

Innovate

Innovation and technology are two of the key enablers to achieving our vision and delivering improvements in healthcare at a fast pace, sustainably. Progress is being made allowing patients to communicate with health professionals and have consultations via mobile devices reducing travel. Combined with the phasing out of any residual use of paper patient notes and recording all activity on the Hospital Information System (HIS), convenience is coming with environmental benefits. There are also some challenges that we face, such as decarbonising the heating of our acute site, that currently do not have solutions. However, we will work with our partners to embrace the challenge of solving these problems and will adopt solutions when available.

This Green Plan forms the starting point of our journey towards Net Zero and a more sustainable WWL. Green Plans typically state our targets for the next three years. However, we expect this Green Plan to be updated in late 2022 with more definite targets and a clearer vision of our baseline. However, there are still many things that we can work towards until this data is validated. The areas that we focus on will adapt over time as sustainability becomes embedded into our WWL culture, but for now these areas represent our best chance of achieving Net Zero and a more sustainable WWL.



Workforce and system leadership

Aims

- Ensure a Board member is responsible for Net Zero targets and the Green Plan.
- To embed sustainability into organisational strategy from the top down.
- To embed sustainability into everyday practice from the bottom up.

For the aims and objectives to be achieved, it is important that all members of staff, governors and stakeholders are fully engaged in implementation and delivery of our Green Plan. It is also vital that policies, procedures, processes and business cases reflect this. Top-down awareness of sustainability issues will keep the Trust accountable for its contribution to air pollution, emissions, and overall impact on the environment. Integration of sustainability into everyday practice led from the bottom-up will ensure that targets are met.

Achieving Environmental Aims

- Develop ambitious divisional sustainability strategies.
- Maintain regular strategy updates, quarterly reporting to senior management and annual reports to the Board.
- Establish a sustainability lead for each division.
- Establish sustainability working groups covering at a minimum each of the areas of focus.
- Provide a training programme for sustainability leads and departmental champions.

- Provide a forum for staff, patients, and visitors to give feedback, recommendations on sustainability issues and pledges.

Improving Health and Wellbeing

- Support local organisations in delivering care in the community focused on proactive management.
- Focus on improving the environmental determinants of health such as food, active travel, green space, air quality and biodiversity.

Future Preparedness

- Implement a Sustainability Impact Assessment for business cases.
- Develop a sustainable procurement strategy.
- Provide relevant environmental information when purchasing.

Providing Social Value

- Contribute to key local environmental strategies.
- Learn from best practice and share amongst relevant sectors.
- Define our role as an anchor institution and contribute to solving local issues such as access to employment and overall population health.

Measurement

- Assess our progress in line with relevant targets.
- Carry out annual surveys to measure staff awareness of sustainability.
- Redevelop a comprehensive sustainability section for the annual report.

Sustainable models of care

Aims

- Deliver the best quality of care whilst directly addressing the environmental and social impact.
- Introduce a whole systems approach to the way that care is delivered.

Embedding Net Zero principals across all clinical services is critical. We must consider carbon reduction opportunities in the way we deliver care.

Delivering the best quality of care with restricted environmental, social, and economic resources is a challenge that the whole NHS faces, and one that has been exacerbated by the pandemic. The growing effects of climate change are going to increase occurrences of pandemic, overheating, flooding and other avoidable instances of disease and natural disaster.

Achieving Environmental Aims

- Identify carbon hotspots within the care environment.
- Develop action plans to recognise and mitigate their environmental impacts.
- Embrace new technologies and re-examine ways of working, whether old or new, to mitigate the environmental impacts of care.
- Identify new ways of preventing ill health and managing long-term health conditions.
- Ensure that service redesign is both patient and clinician led.

Improving Health and Wellbeing

- Collaborate with relevant stakeholders to realise a healing environment that reduces patient discomfort and complaints considering temperature, lighting, air quality and food choice.
- Identify the leading causes of staff sickness and address them through relevant measures.

Future Preparedness

- Develop ways of addressing clinical carbon hotspots such as inhalers and anaesthetic gases through internal sustainability working groups and external specialty forums.
- Reduce the number of hospital visits that can be treated closer to home by identifying solutions with partners and stakeholders, such as home dialysis.

Providing Social Value

- Support our vulnerable patients upon discharge by working with our partners to improve the home environment to help prevent readmissions.
- Support staff, patients and visitors in implementing shared responsibility for health as stated in the NHS Long Term Plan.

Measurement

- Utilise Patient Led Assessment of the Care Environment (PLACE) as an indicator of success.
- Regularly gather feedback on aspects of the care environment such as lighting and temperature and directly address issues promptly.
- Staff sickness rates.
- Number of emergency admissions.

Digital transformation

Aims

- To deliver at least 25% of outpatient activity remotely, resulting in direct and tangible carbon reductions.
- Utilise technology to help our staff communicate better and deliver the care our patients need quickly and easily.
- Utilise technology to enable diagnosis, monitoring and treatment at home and in the community.
- Harness existing digital technology and systems to streamline service delivery and supporting functions while improving the associated use of resources and reducing carbon emissions.
- Wherever possible, waste will be removed from the system, for example redundant services, duplicate files, legacy IT systems and hardware, promoting shared systems and services across WWL.

From websites and apps that make care and advice easy to access wherever our staff are, to connected computer systems that give staff the test results, history, and evidence they need to make the best decisions for patients, we must work smarter to provide better care than ever before.

For many of our patients a visit to our site is inconvenient, stressful, and sometimes unnecessary. Better understanding the necessity of a visit and developing ways of providing care within the home can reduce these issues and provide environmental benefits.

Achieving Environmental Aims

- Identify inefficient practices and develop novel ways of addressing them.
- Embrace new technologies and re-examine ways of working.
- Help our patients monitor their condition remotely to encourage connected, supported, and personalised care in their homes.

Improving Health and Wellbeing

- Work with stakeholders to identify opportunities to deliver care at home such as home-based spirometry.
- Develop 'virtual wards' where patient vital signs can be tracked in real-time remotely.

Future Preparedness

- Undertake research to understand how we can better deliver care within the home and what this would mean for our environmental aims.

Providing Social Value

- Support patients and staff in rolling out care within the home and ensure that it benefits patient diagnosis, monitoring, treatment, and recovery.
- Ensure that care at home doesn't exclude patients from receiving the best quality care.

Measurement

- Adapt PLACE to monitor and measure patient satisfaction with new models of care.
- Monitor the impacts on emissions and environmental quality determinants such as air quality.

Travel and transport

Aims

- Ensure that, for new purchases and lease arrangements, solely purchase and lease cars that are ultra-low emissions vehicles (ULEVs) or zero emissions vehicles (ZEVs).
- Develop a green travel plan to support active travel and public transport for staff, patients, and visitors.
- Maximise efficiencies in the transport of goods and services commissioned by the organisation, such as patient transport, courier services and deliveries.

Transporting goods and people to and from our sites has a significant impact on air quality, emissions, and health. Developing and delivering a Green Travel Plan and encouraging people to use more sustainable and active travel measures will reduce the impact of our travel and transport on the environment and health.

Achieving Environmental Aims

- Develop a new Green Travel Plan in conjunction with other local stakeholders to reduce travel by car and increase travel by public transport and active travel such as cycling.
- Switch Trust fleet over to Electric Vehicles (EV) and encourage take up of EVs where other travel measures are not feasible.
- Ensure staff have a digital means of communication to reduce business travel.
- Monitor air quality around our sites.
- Increase the number of EV charging points across the borough and on our sites and ensure consistency with charging options.

Improving Health and Wellbeing

- Improve the active travel infrastructure across our sites.
- Deliver active travel events and communicate on these with local transport services (Transport for Greater Manchester).

Future Preparedness

- Optimise logistics associated with our fleet and address ways to reduce travel between sites.
- Ensure new developments, refurbishments and relocation of workforce takes into account travel infrastructure and estate improvements.
- Stop all domestic flights taken by staff on Trust business.

Providing Social Value

- Ensure travel infrastructure takes into account and is accessible to the local community.
- Include travel and transport sustainability data is included in key contracts.

Measurement

- Staff travel survey.
- Annual carbon emissions from travel.
- Air quality.
- % of fleet that is EV.
- Health Outcomes Travel Tool.

Estates and facilities

Aims

- Reduce the greenhouse gas emissions arising from our buildings and infrastructure in operation.
- Reduce the environmental impact of building works during design, refurbishment, construction and decommissioning stages.
- To implement energy and water efficient technologies and deliver year on year reductions in consumption normalised for growth.

Refurbishing and developing the estate allows us to embed sustainability and efficiency across our improvement works.

This requires taking a whole life costing approach to projects by considering sustainability in design, construction, commissioning, operation and decommissioning, helping to future-proof ourselves.

Our activities are intensive, continual and expanding, with utilities representing a substantial environmental impact to the organisation. We must accurately measure, monitor and reduce consumption to ensure we are minimising our environmental impact.

Embedding more efficient practices, new technologies and improving staff awareness will help to improve utility efficiency across everyday activities and achieve our targets.

Achieving Environmental Aims

- Develop sustainability guidelines for all Capital Projects, driving efficiency through the Estates Strategy.
- Nominate sustainability leads for large scale projects and apply recognised methodologies where relevant.
- Train staff on building operation and how to report performance issues.
- Monitor utility consumption and reduce use where feasible.
- Inform and educate people on how their actions affect energy, water and resource consumption.

Improving Health and Wellbeing

- On Capital Projects prioritise natural light, greenspace, ventilation and active travel infrastructure.
- Prioritise response to issues such as overheating, competing infrastructure (HVAC) and leaks.

Future Preparedness

- Ensure that we work with our contractors to take a whole life approach to new buildings and refurbishment.
- Adopt the GMCA zero carbon buildings by 2028 for all new developments.

- Maximise on site renewable energy generation.
- Consider lifecycle impacts of energy and water when purchasing new equipment.
- Define minimum standards for sustainability and apply criteria to all leases.
- Identify inefficient buildings that we lease and request improvements or identify alternatives when they do not meet minimum standards.

Providing Social Value

- Weight social value criteria such as sourcing local materials when designing, building or refurbishing a space.
- Work with community partners to maximise use of assets and space.
- Monitor the air quality impacts of on-site combustion activities.

Measurement

- Energy and water consumption, including design and in-use.
- Sustainability standards.
- PAM data.
- ERIC data.
- Annual sustainability reports.

Medicines

Aims

- Reduce use of desflurane to less than 10% of its total volatile anaesthetic gas use, by volume.
- Develop plans for clinically appropriate prescribing of lower carbon inhalers.
- Examine responsible capture/reuse and disposal of waste gases and medicines.
- Review current regulations on unused medication reuse.
- Provide prescribers with information on the carbon footprint of the drugs they prescribe.

Pharmaceuticals are the second highest contributor to the carbon footprint of the NHS accounting for 20% of emissions. Metered dose inhalers use hydrofluoroalkanes as propellants, which are 1000-3000 times more potent than carbon dioxide as a greenhouse gas.

Anaesthetic gases such as desflurane can generate 15-20 times the life cycle emissions of other anaesthetics such as sevoflurane. Up to 98% of these gases are vented to atmosphere, are not captured and account for approximately 5% of the carbon footprint of an acute hospital site. Use of gases with the highest Global Warming Potential (GWP) and non-capture of waste anaesthetic gases has a significant impact on air quality, emissions and health. Developing sustainable anaesthetics guidance and delivering a green prescribing plan will reduce the impact of our medicines on the environment and health.

Achieving Environmental Aims

- Develop guidelines for prescribing medications with a lower GWP.
- Reduce desflurane use to 10% of its current use by volume.
- Establish a sustainability lead and training as a go to for any questions of prescribing of medication and use of anaesthetic gases.
- Explore feasibility of vapour capture technology in theatres.

Improving Health and Wellbeing

- Support local care organisations with a prescribing role in implementing guidelines on prescribing medication with a lower GWP.
- Establish a working group involving local stakeholders to review the environmental determinants of prescribing medication and whether it is clinically appropriate to switch to medications with a lower GWP.

Future Preparedness

- Begin to implement Trust standards for prescribing of medication.
- Review and implement standards for anaesthetic use.

Providing Social Value

- Learn from best practice and share with local stakeholders.

Measurement

- Measure emissions from current medication and anaesthetic gas use.
- Engage with suppliers on calculating the carbon footprint of different medications.
- Update annual reports with information relating to medication and anaesthetic gas use and develop targets for reduction.

Supply chain and procurement

Aims

- Reduce the use of single use products with a pledge to stop purchasing all single use products where a lower carbon, reusable option is feasible.
- Increase the use of items that can be reused or reprocessed, particularly in theatres.
- Agree on Trust-wide adoption of standard items with higher carbon alternatives removed as a purchasing option (such as virgin paper).
- Ensure as many items as possible are provided with relevant CO₂e emissions information at the point of purchase.
- Use our purchasing power to encourage our suppliers to move towards a circular economy model and to move towards only working with suppliers that can meet our requirements.

The Trust generates substantial amounts of waste every day that is environmentally damaging and requires complex resource intensive processes to enable it to be reused, recycled, recovered or disposed of. Most of our carbon footprint is generated by procurement activities and much of what we purchase is ultimately disposed of, often after a single use.

We must move away from a disposable culture by working with our staff and supply chain to ensure that we move towards a circular economy model.

Achieving Environmental Aims

- Replace single use products with lower carbon, reusable alternatives where feasible.
- Increase reprocessing of metal instruments.
- Expand device reuse and refurbishment where feasible.
- Switch to bio-based polymers.
- Increase proper segregation at source.

Improving Health and Wellbeing

- Provide greater focus on improving the environmental impacts of procurement that negatively impact health.

Future Preparedness

- Work with suppliers to procure products that minimise waste.
- Move away from a culture of disposal to a circular economy model.
- Provide specialist sustainability training for relevant roles.

Providing Social Value

- Promote a circular economy culture.
- Adopt life cycle approach to purchasing.
- Ensure a weighting of social value is considered when procuring.

Measurement

- NHS Carbon Footprint plus.
- Waste volumes.
- Number of suppliers that can meet NHS requirements.
- PAM data.

Food and nutrition

Aims

- Review locality of our food sources and look at the feasibility of moving away from restrictive frameworks.
- Review menus and ensure healthy, seasonal foods are an option.
- Promote a plant-based diet to patients, staff and visitors but ensure this is not mandatory.
- Review concessions and vending machines and their products across the site.

Carbon emissions are generated from the food we make, process and serve within the organisation. Reducing overall food waste and ensuring the provision of healthier, locally sourced and seasonal menus high in fruits and vegetables, and low in heavily processed foods will help us to reduce our emissions and ensure our patients, staff and visitors can make healthier choices.

Achieving Environmental Aims

- Review food waste initiatives and ensure disposal routes are the most sustainable option.
- Promote a low carbon, healthy diet to patients, staff and visitors.

Improving Health and Wellbeing

- Provide healthy, locally sourced, well balanced catering options that exceed national guidelines.
- Ensure concessions and vending machines across sites make it easier for people to make healthy choices.

Future Preparedness

- Use our purchasing power to work with local suppliers to source food and reduce food miles and waste.
- Review the feasibility of a circular approach to food with food produced locally and food waste being returned to local farms as a growing medium.

Providing Social Value

- Develop upon our sustainable catering policy and work with suppliers that can deliver Trust requirements.
- Promote a healthy, sustainable culture on site with a focus on food choices and active lifestyle.

Measurement

- Food miles.
- Carbon footprint.
- Food waste.
- Number of suppliers that meet requirements.



Adaptation

Changes in climate are one of the biggest challenges the Trust will face. We are seeing the impacts of this already through the increase in disease, flooding and heatwaves. This threatens to undo the advances made by the NHS in reducing preventable deaths and puts our services at risk of failure due to influxes of patients.

Climate change awareness needs to be embedded into Trust strategies and culture to ensure we are prepared for the inevitable impacts.

Achieving Environmental Aims

- Nominate an Adaptation Lead.
- Incorporate adaptation into our governance structure, risk register and reporting processes.
- Work with our regional partners on adaptation and continuity planning.

Improving Health and Wellbeing

- Increase greenspace and biodiversity across all of our sites to help mitigate the effects of climate change.

Future Preparedness

- Produce a Climate Change Adaptation Plan in line with Greater Manchester's Climate Change Strategy.
- Declare a climate emergency.
- Develop a Biodiversity Plan.



Providing Social Value

- Ensure that vulnerable communities are a key consideration of any adaptation strategies.

Measurement

- Monitoring and reporting on progress of any key strategies.



HEALTHIER PLANET
HEALTHIER PEOPLE