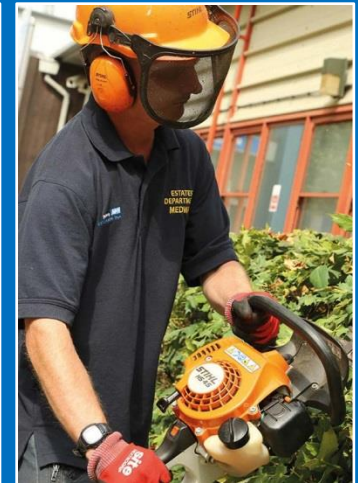


MEDWAY NHS FOUNDATION TRUST

Green Plan

2021 to 2026



Contents

	Page Number
About us	03
Foreword	03
Executive Summary	04
Introduction	05
Drivers for change	06
Our vision	07
Our current performance	08
Key success measures by 2026	13
Targets	14
Our sustainable action plan	15
Communications and engagement	31
Governance	32
Reporting	32
Risk	33
Finance	33
Glossary and references	34

About us

Medway NHS Foundation Trust attained Foundation status in 2008. The single-site hospital, Medway Maritime Hospital in Gillingham, serves a population of more than 424,000 across Medway and Swale. It is Kent's largest and busiest hospital site, dealing with around 400,000 patients annually.

We have a 24-strong Council of Governors and more than 10,000 public members. The Trust employs around 4,400 staff, making us one of Medway's largest employers.

The hospital is made up of two clinical divisions – Unplanned and Integrated Care and Planned Care – supported by corporate functions. We offer a wide range of specialist and general hospital services. The hospital site is home to the Macmillan Cancer Care unit and the West Kent Centre for Urology and a state-of-the-art obstetrics theatre suite.

Medway NHS Foundation Trust was in special measures from 2013 to 2017, and with tremendous effort and dedication to improving, it was rated overall as 'Requires Improvement' by the Care Quality Commission (CQC) in March 2017 and again in 2020.

Alongside our current strategies for the future, this Green Plan, formerly Sustainable Development Management Plan (SDMP), aims to improve our organisational performance by generating financial savings and environmental and social benefits.

For additional information, please visit <https://www.medway.nhs.uk/>

Foreword

I and the wider leadership team are in full support of this **Green Plan**. We appreciate that implementing the plan will be a challenge, but the Trust is committed to delivering sustainable healthcare. The Trust has already made changes towards a sustainable future and will continue to embed sustainability into everyday practices.

As a large organisation, our environmental impact needs to be addressed to improve the efficiency and resilience of the services we offer. We encourage everyone involved with Medway NHS Foundation Trust to get involved in embedding sustainability across our organisation and wider community.



Gary Lupton
Executive Director of Estates
and Facilities



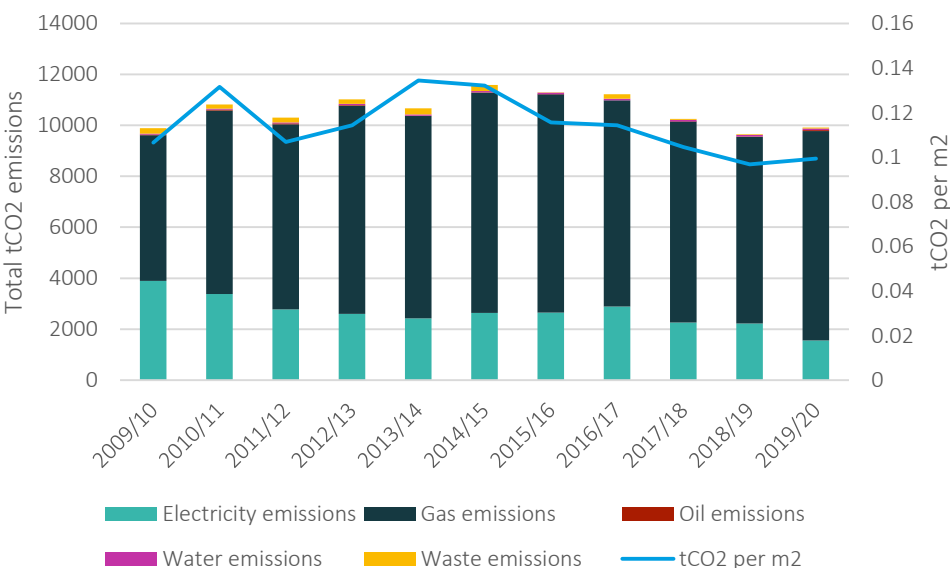
Executive summary

This Green Plan provides an organisation-wide strategy that outlines the Trust's plan of action for 2021-2026, in line with our vision and objectives.

Sustainability at Medway NHS Foundation Trust is driven by financial, environmental, social and legislative factors, including the Greener NHS Programme's net zero carbon by 2040 target set in 2020.

Medway NHS Foundation Trust has made progress in reducing emissions from Scope 1 and 2 emissions. Since 2014/15, our carbon emissions have reduced year on year (see figure below). In 2019/20, the Trust's total carbon footprint from scope 1, 2 and 3 emissions (including travel and procurement) was 88,673 tCO₂.

This plan outlines how we will continue to reduce our emissions and improve our monitoring and reporting of emissions from travel and procurement.



The action plan provides actions to be taken relating to each module of the Sustainable Development Assessment Tool (SDAT).

In order to assist the delivery of this plan, timescales and responsibilities have been specified for each action. Areas of priority have also been provided, which has been influenced by stakeholders' feedback to guide future decision making at the Trust.

The Green Plan introduces a Sustainability Steering Group (SSG) and Green Champions network to the Trust. These responsible bodies will drive sustainable changes and behaviours at MFT and will ensure progress is being made.

The main risks associated with this plan have been outlined, and the Trust will undertake measures to identify and manage all risks related to sustainable development and climate change.

In order to retain and increase engagement with sustainability at the Trust, a Sustainability Communications Plan has been developed alongside this Green Plan; outlining key audiences, communication networks and activities specific to Medway NHS Foundation Trust.

Introduction

As the largest and busiest hospital site in Kent, Medway NHS Foundation Trust (MFT) consumes a significant quantity of resources and consequently has a large carbon footprint; contributing to climate change and its associated impacts on a local and global scale.

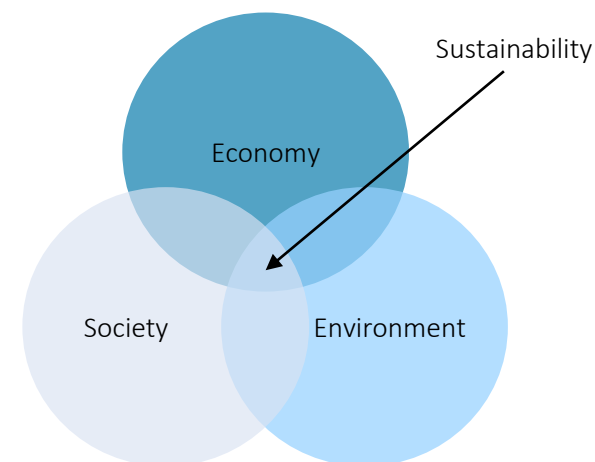
Medway NHS Foundation Trust aspires to make substantial improvements to the sustainability of its operations. We recognise the impact we have on the environment and our responsibility to integrate sustainability within our core business.

This Green Plan provides an organisation-wide strategy that outlines the Trust's plan of action for 2021-2026, in line with our vision and objectives.

This plan aims to deliver more sustainable healthcare; improving the quality of care while enhancing our resilience, sustainability and wellbeing in preparation for future pressures and challenges.



Sustainable development involves the Trust adopting a holistic view of all its activities, considering the three spheres of sustainability; environmental, economic and social implications. To achieve sustainability, we must balance these three elements to ensure we meet the needs of the present without compromising the ability of future generations to meet their needs.



Sustainability Venn Diagram

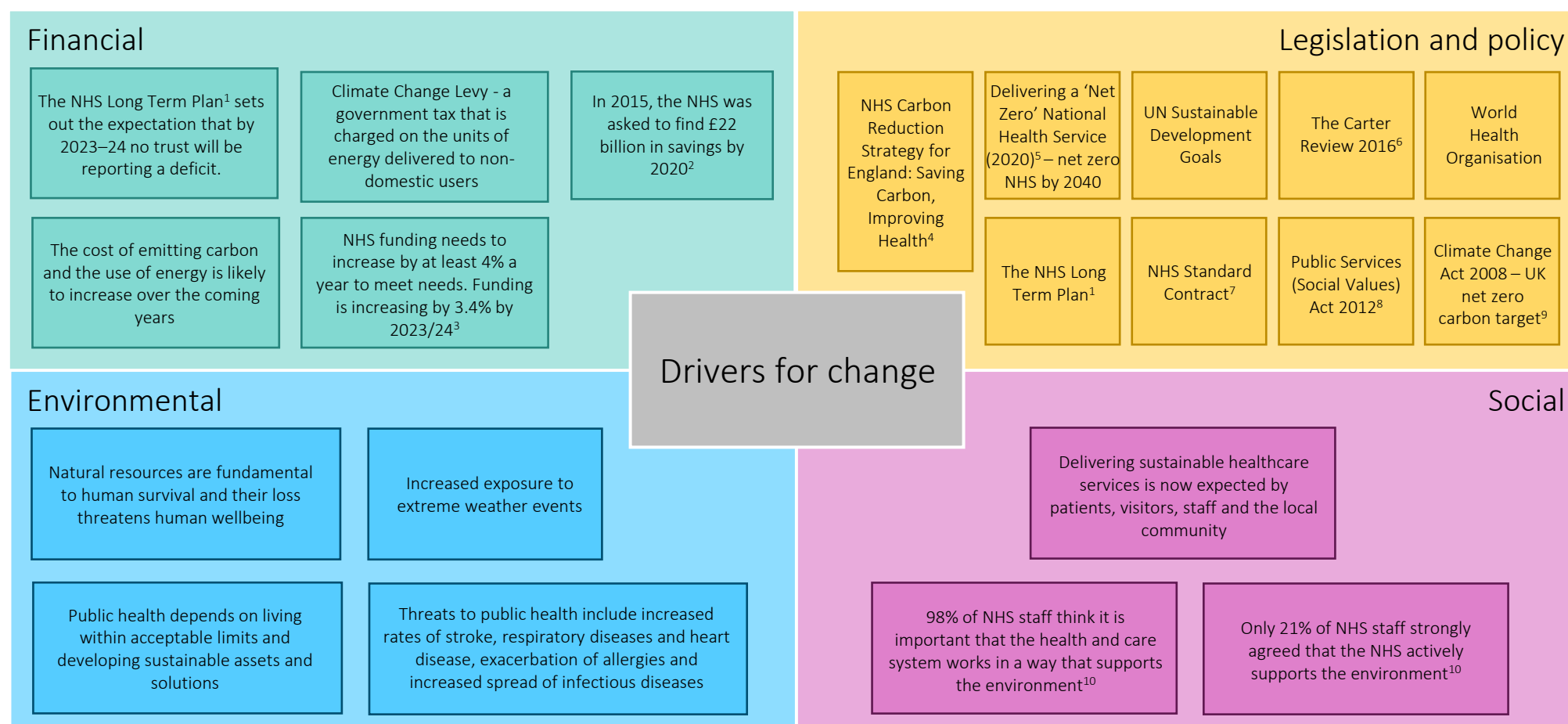
Seeking financial savings through improved efficiency measures will help the Trust create financial sustainability as well as improve health both now, and in the future.

Delivering sustainable healthcare will improve services to the community and reduce the Trust's environmental impact. It will require collective action from staff, patients and visitors.

Incorporating sustainability into the Trust's approach will help us make more informed, sustainable decisions to benefit the future as well as the present.

Drivers for change

A sustainable health and care system is achieved by delivering high quality care and improved public health without exhausting natural resources or causing severe ecological damage. The diagram below outlines the different factors driving sustainability within the NHS.



1. [The NHS Long Term Plan](#) ; 2. [Department of Health's settlement at the Spending Review 2015](#); 3. [PM speech on the NHS: 18 June 2018](#); 4. [NHS Carbon Reduction Strategy for England: Saving Carbon, Improving Health](#)

5. [Delivering a 'Net Zero' National Health Service Report 2020](#); 6. [Productivity in NHS hospitals, 2015](#); 7. [NHS Standard Contract](#); 8. [Public Services \(Social Value\) Act 2012](#); 9. [UK becomes first major economy to pass net zero emissions law](#); 10. [NHS Sustainable Development Unit Survey](#)

Our vision

This Green Plan aims to address the Sustainable Development Unit's (SDU) vision for a sustainable health and care system by reducing carbon emissions, protecting natural resources, preparing communities for extreme weather events and promoting healthy lifestyles and environments.

The Trust strives to deliver brilliant care outcomes through brilliant people and be a leading partner within an integrated system of health and social care, providing a patient experience without boundaries.

As an organisation we have demonstrated that we can be better, and now- **our vision is to be the best!**

B OLD	We are inspiring and ambitious
E VERY PERSON COUNTS	We are respectful and supportive
S HARING AND OPEN	We are open and speak up
T OGETHER	We are inclusive and responsible



The Trust's overall objective is to continually improve our service through our strategic objectives:

1. High quality care

We will make the delivery of consistent, high quality care a priority for all staff.

2. Integrated health care

We will work collaboratively with our system partners to ensure our population receive the best health and social care in the most appropriate place.

3. Innovation

We will lead the way in the use of innovative and digitally enabled technology solutions to support the delivery of brilliant care.

4. Financial stability

We will deliver financial stability and create value in all we do.

5. Our people

We will enable our people to be brilliant and achieve brilliant outcomes.

Incorporating sustainability into Trust operations will help us achieve our strategic objectives though efficiently using our resources to deliver long term financial, environmental and social sustainability.

Our current performance

In 2019/20 we emitted **88,673 tonnes of CO₂e**, equivalent to the carbon impact equivalent to the carbon impact of over **10,000 homes' energy use for one year**.

Electricity

1,408 tCO₂



Natural gas

8,211 tCO₂



Oil

37 tCO₂



Water usage

66 tCO₂



Waste emissions

Reduced by 84%
since 2009/10



Transport emissions

Reduced 43% since 2016/17
99 tCO₂



Procurement

78,818 tCO₂



Total carbon emissions

88,673 tCO₂



Electricity

64% less carbon emissions since 2009/10

Our annual electricity usage is enough to
power over **1,700** homes



Waste

84% less carbon emissions from waste
since 2009/10

0% waste to landfill



15% recycled



Procurement

30% CO₂ emissions from construction

32% medical instruments

11% business services

Procurement is the largest contributor for
carbon emissions at the Trust.

Our current performance

Carbon emissions are categorised into 3 scopes; scope 1 emissions (direct from owned resources), scope 2 emissions (indirect, through the generation of purchased energy), scope 3 emissions (indirect, within the value chain).

In 2019/20, the Trust's total carbon footprint from scope 1, 2 and 3 emissions (including procurement and travel) was 88,673 tCO₂.

The Trust has made some progress towards reducing its carbon emissions from each of these scopes. However, business-as-usual is no longer an option. We acknowledge that more needs to be done if we are to deliver net zero carbon by 2040 and sustainable healthcare.



£11.5 million new Emergency Department building



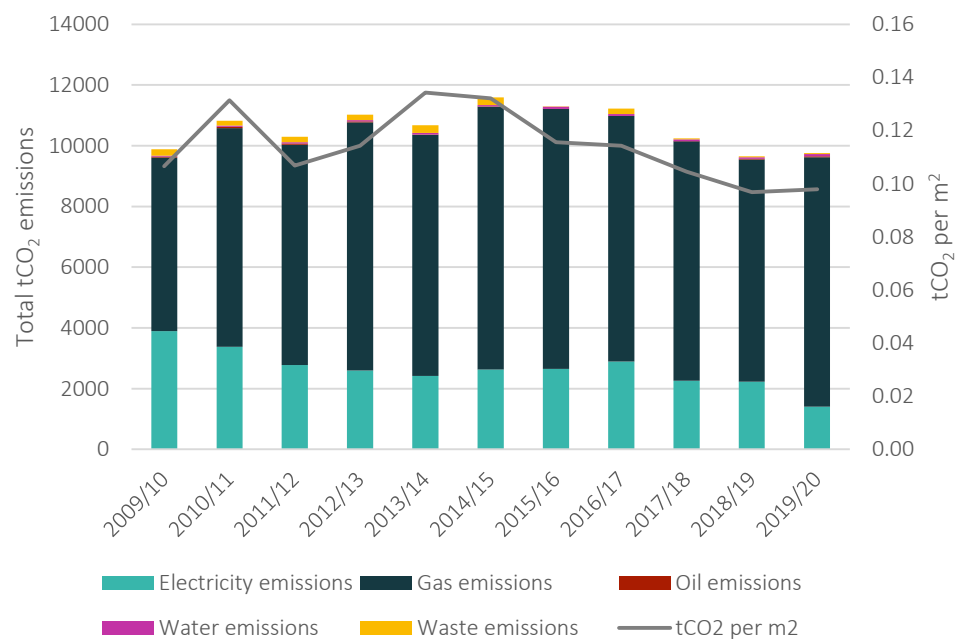
Refurbished CHP increasing its efficiency by 15%



Zero waste to landfill



LED lighting upgrades across our estate



Scope 1 and 2 CO₂e emissions from 2009 to 2020

MFT's recent achievements

Since 2014/15,
total CO₂e

17%↓

Since 2009/10,
CO₂e /WTE Employee

27%↓

Since 2009/10
CO₂e /m²

6%↓

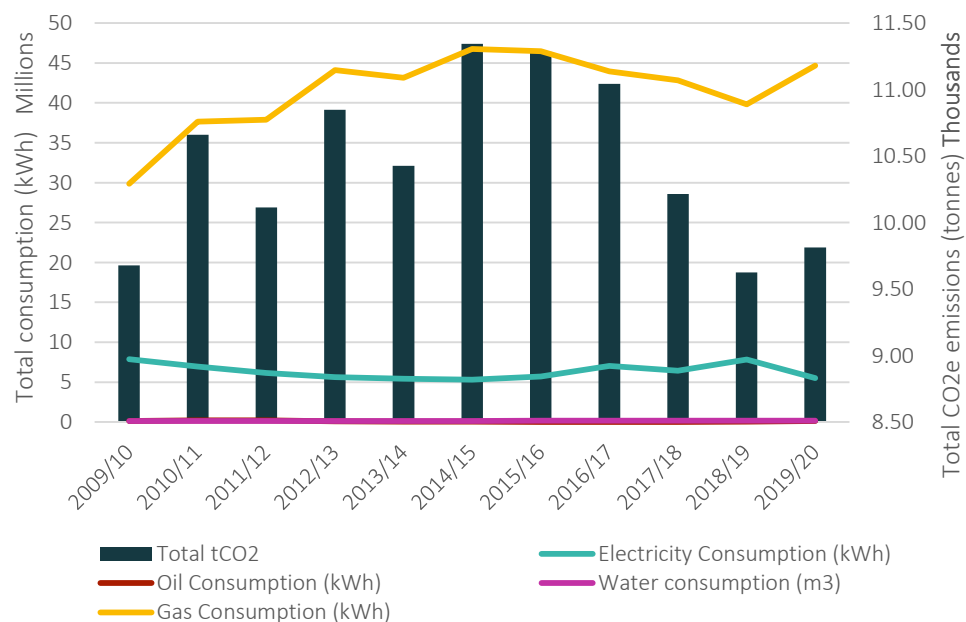
Analysis of Scope 1 and 2 CO₂e emissions from 2009 to 2020

Our current performance

Utilities

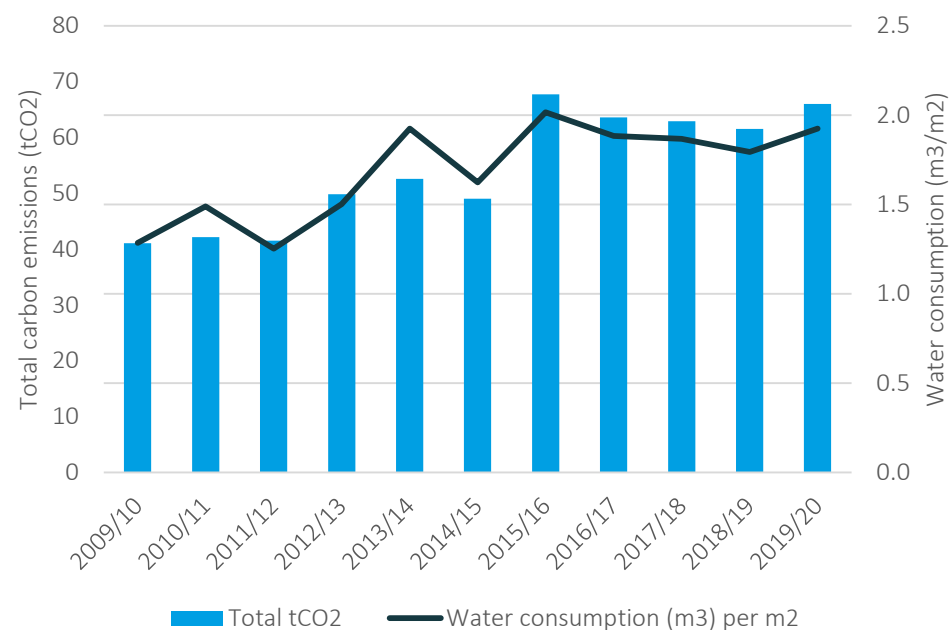
Emissions from utilities include electricity, gas, oil and water. As seen in the figure below, oil consumption is insignificant compared to that of gas and electricity. Since our baseline year of 2009/10, emissions from utilities have returned to a similar level of carbon emissions, largely due to the decarbonisation of the National Grid.

Despite significant reductions since our peak in 2014/15, the Trust will continue to drive the conservation of energy and water to use our resources sustainably.



The breakdown of carbon emissions from utilities from 2009/10 to 2019/20; indicating gas, electricity and oil consumption.

Water consumption per m² has shown a general increase over the period of 2009/10 to 2019/20. Owing to on-site laundry services, Medway NHS Foundation Trust's water consumption is comparatively higher than many Acute NHS Trusts. Going forward, the Trust will encourage water saving behaviours, for example through engagement activities and water-saving campaigns.

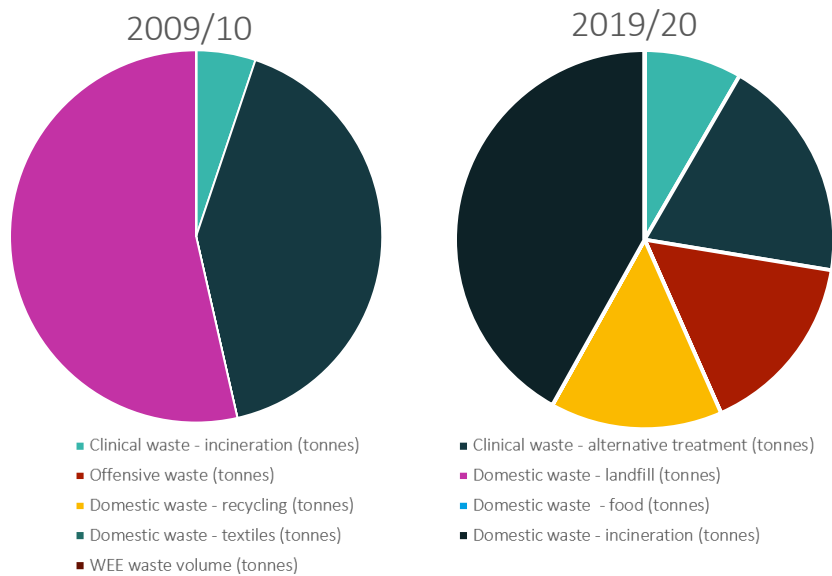


Water consumption and subsequent carbon emissions from 2009/10 to 2019/20.

Our current performance

Waste

Medway has worked hard, alongside South East NHS Total Waste Management Consortium to achieve zero waste to landfill. The Trust continues to ensure waste is disposed of in the most appropriate and sustainable manner and has reduce the number of domestic waste collections. This has reduced carbon emissions and costs from transporting waste.



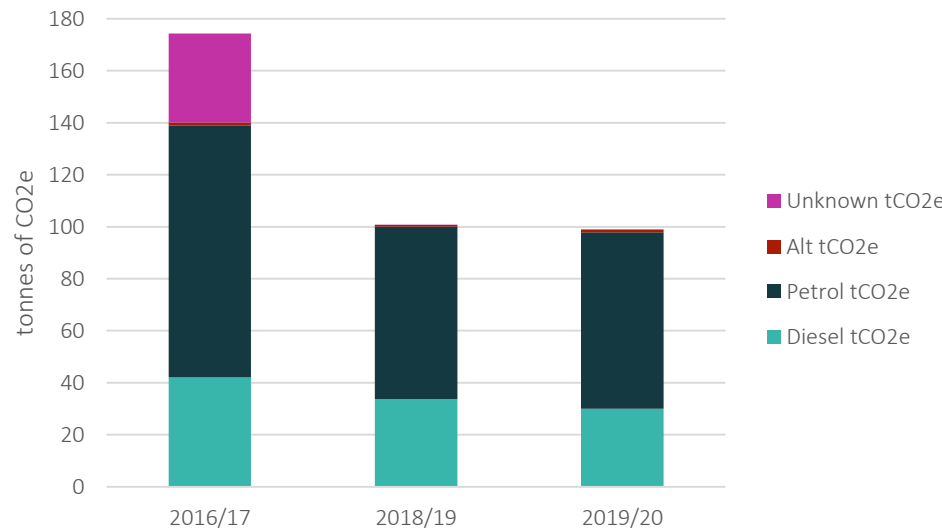
The breakdown of waste streams in the baseline year (2009/10) and in 2019/20.

The above charts indicate the breakdown of waste streams used in the baseline year (2009/10) and 2019/20. Carbon emissions from waste have significantly reduced from 211 tCO₂e in 2009/10 to 33 tCO₂e in 2019/20. Moving forwards, Medway will continue to reduce our impact of waste on the environment through increased recycling rates and re-use schemes.

Travel

Medway NHS Foundation Trust’s staff business travel data is available from 2016/17. Since 2016/17, the Trust’s carbon emissions from business travel have reduced by 43%, from 174.3 tCO₂e to 98.9 tCO₂e in 2019/20.

The breakdown of business travel emissions is shown below.



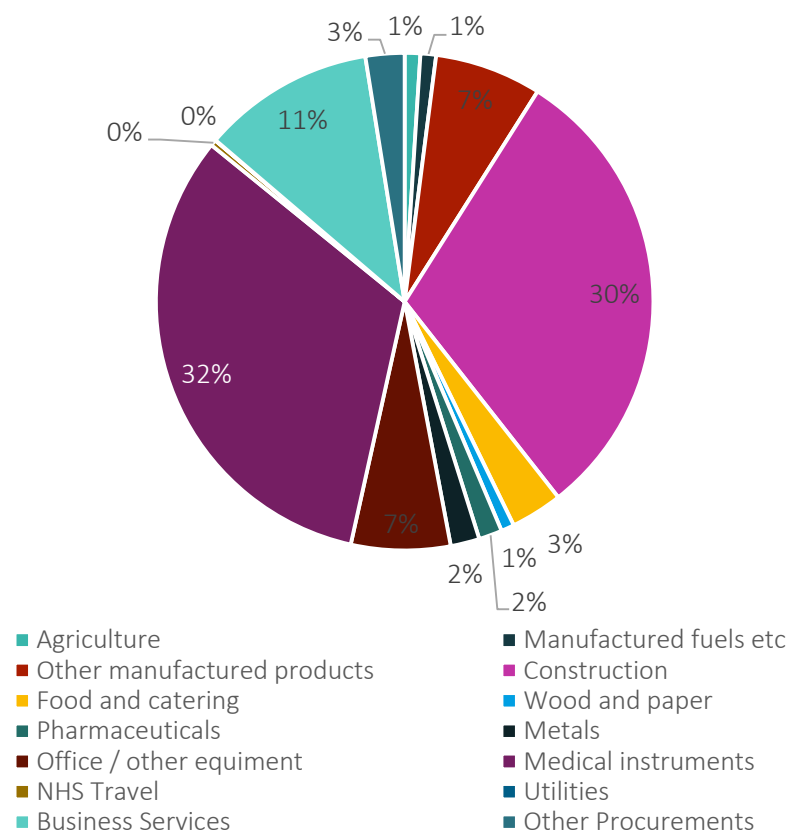
The breakdown of carbon emissions from staff business travel in 2016/17, 2018/19 and 2019/20

The Trust will continue to encourage more sustainable travel by installing electric vehicle charging points and providing sustainable travel incentives such as bus concessions, season ticket loans, and cycle to work, walk to work and car share schemes.

Our current performance

Procurement

Using the Procuring for Carbon Reduction (P4CR) tool, the Trust has calculated an estimate of carbon emissions from its procurement activities.



The Trust's total carbon emissions from procurement in 2019/20 are estimated at 78,818 tCO₂e. The largest contributors of emissions from procurement include medical instruments and equipment (32%), construction and construction materials (30%) and business services (11%).

As the most significant source of carbon emissions for the Trust, Medway NHS Foundation Trust will focus on driving carbon reduction interventions of the key contributors indicated above as well as considering greenhouse emissions associated with the goods and services we supply and purchase.

The estimated breakdown of carbon emissions (tCO₂e) from procurement in 2019/20

Key success measures to be implemented by 2026

The Trust has outlined these 5 key overarching actions required to achieve our targets set out in this plan. These developments will enable long term progress for sustainability at the Trust.

The Trust will review and update these 5 key actions in 2026 in order to set measurable objectives to progress towards our carbon reduction target of net zero by 2040.



Develop and implement net zero programmes



Implement an **Energy Performance Programme** to deliver guaranteed energy, carbon and cost savings



Develop and implement a **Green Travel Plan**



Employee **engagement**: Sustainability Champions within each directorate



Develop and implement a **Sustainable Procurement Plan**

Targets to be achieved by 2026

Increase staff engagement
to a score of
7/10 by 2026
(NHS Staff Survey)

Sustainable travel plan
reduce business
mileage by **15%**

Increase our overall SDAT
score to **>50%**

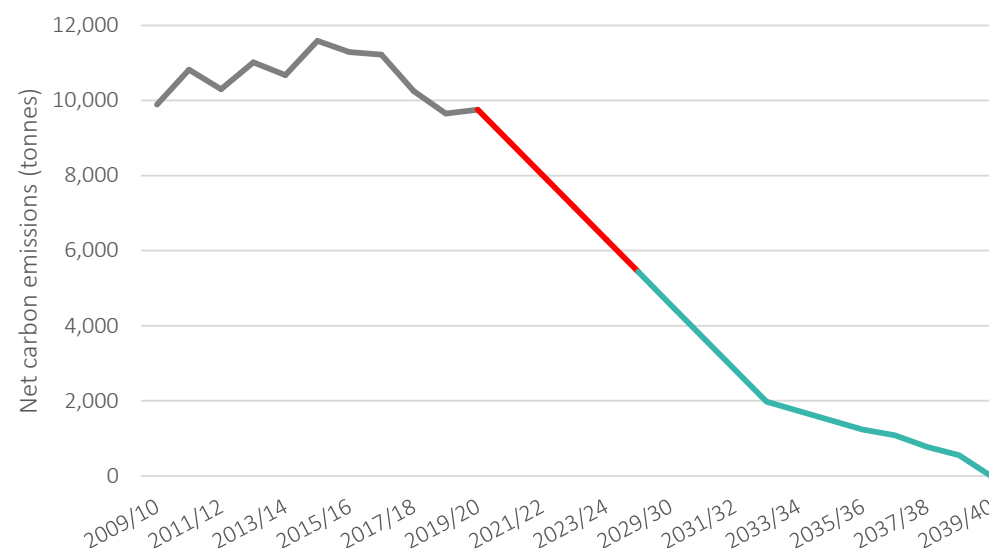
CQC score of
‘Outstanding’ across
our services*

Improve **air quality** with
annual air quality audit
measuring well below the
PM2.5 concentration
threshold

Increase recycling rates
to at least **30%**

Continue to achieve
electricity consumption
under **70 kWh/m²**⁽¹¹⁾

Reduce water
consumption by **14%**
to 1.66m³ per m²



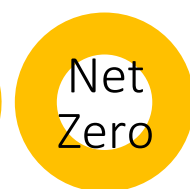
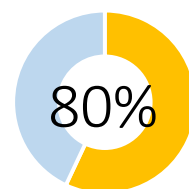
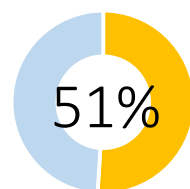
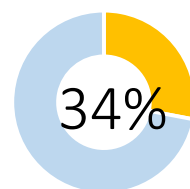
2021

2026

2032

2040

2045



The Trust's carbon reduction targets using a baseline of 2009/10, in line with UK Climate Change Act and Greener NHS targets.

*as outlined in our [Quality Strategy \(2019-2022\)](#)

11. [Health Technical Memorandum 07-02: EnCO2de 2015 – making energy work in healthcare](#)

Our sustainable action plan

Areas of focus

This section outlines the Trust's plan of action against each of the key areas of the [Sustainable Development Assessment Tool](#) (SDAT)² from the Sustainable Development Unit (SDU). Progress towards the delivery of this strategy has been presented throughout this section indicating the aim, current progress, actions and monitoring for each key area. Through providing measurable, ambitious, achievable targets, this plan sets a clear path that we need to follow in order to reach our targets.

Corporate Approach
Asset Management and Utilities
Travel and Logistics
Adaptation
Capital Projects
Greenspace and Biodiversity
Sustainable Care Models
Our People
Sustainable Use of Resources
Carbon and Greenhouse Gases

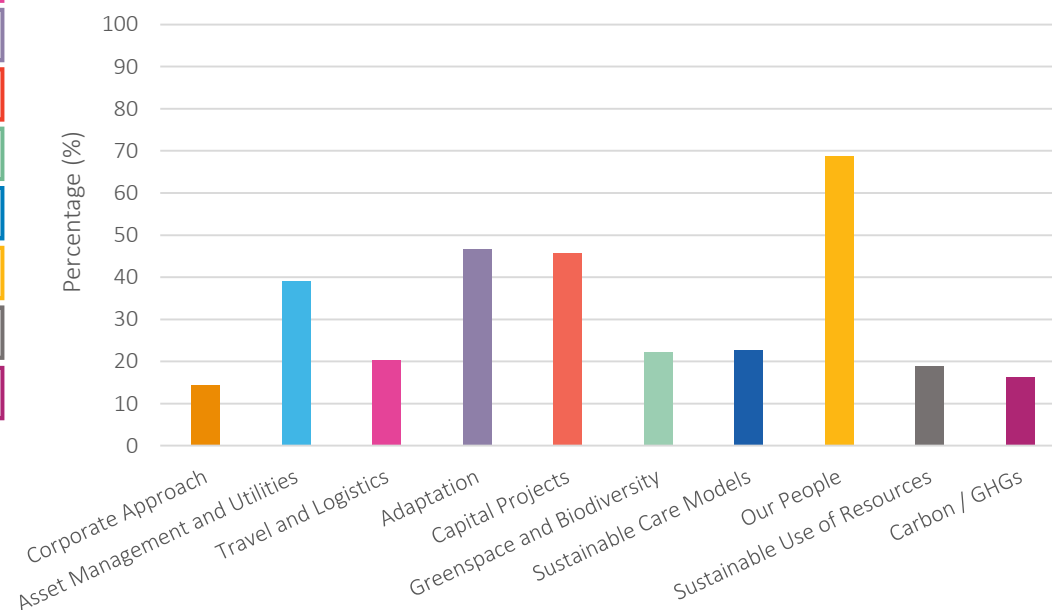
Sustainable Development Goals (SDGs)

As part of the NHS, we need to identify how we can help meet the United Nations Sustainable Development Goals (2015-2030).

Throughout the action plan, we have aligned the 10 SDAT modules with the 17 SDGs (2015-2030).



In our latest SDAT assessment, the Trust achieved an overall score of 30%. Our progress within each SDAT module is shown below.



Our sustainable action plan

Understanding what matters to us

Sustainability Survey 2020

In order to understand our community's understanding and priorities for this strategy we undertook a sustainability survey. 187 people participated in the survey, including staff, patients and the public.

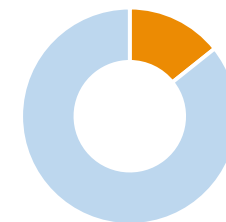
The results indicate that 64% of staff believe highlighting more sustainable options on site would encourage more sustainable behaviours. Alongside this, the other top responses for support staff were: help to understand how this can fit into my role (23%) and provide training (23%).

The results from our sustainability survey indicate that the key priorities for staff cover waste, resources, procurement and air pollution. The survey highlighted the top 3 barriers for staff to live more sustainable lifestyles strongly include a lack of understanding and support surrounding sustainability.

6.34 was the average score given on how important sustainability is in the decisions made by the Trust. Additional feedback from survey respondents has been input into a word cloud to the right. The word cloud indicates that some of the main concerns and priorities of respondents surround waste management, procurement and travel.



Corporate approach



It is essential that senior representatives, staff and stakeholders are committed to delivering our Green Plan by aligning our policies, procedures and processes to reflect our sustainability vision.

Aim: Embed sustainability within organisational values and behaviours and be accountable for the progression of this strategy, with support from the Trust Board.

Sustainability is currently considered in procurement (environmental and social impact) as well as suppliers' impact. Sustainability is included within tenders and the Terms and Conditions of our contracts with suppliers.

Priorities for the Trust

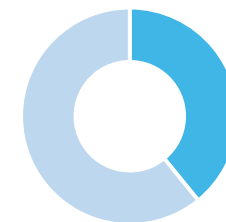
1. Develop environmental policy
2. Embed sustainability within Trust values
3. Establish a Sustainability Steering Group and Green Champions network

Measuring progress

- Assess sustainability using SDAT in line with targets
- Undertake annual staff awareness surveys
- Include a thorough progress report of the Green Plan in the annual report

Action	Timescale
Expand colleague engagement with sustainability and environmental issues through a green champions network	Annually
Undertake a materiality assessment to understand stakeholder priorities and deliverability of actions	2021/22
Recognise and reward staff for sustainable behaviours and actions	Annually
Review sustainability and net zero progress and benchmark our performance against other acute NHS Trusts	Annually
Undertake an annual sustainability awareness survey for staff and patients	2022/23
Revise our business case templates and assessment tools to ensure that sustainability is embedded into business decisions	2021/22
Work collaboratively and share best practice in annual meetings with Kent County Council, Medway Council and Kent and Medway STP in order to achieve targets	Annually
Support the government's commitment that £1 in every £3 be spent on small businesses by 2020	Annually

Asset management and utilities



Medway Maritime Hospital consumes significant energy and resources every year, which represents a large revenue cost to the Trust. The Trust will continue to adopt initiatives focused on improving our efficiency to reduce utility use and costs, as well as facilitate future decarbonisation of the Trust Estate.

Aim: Undertake energy reduction schemes to reduce the consumption, cost and environmental impact of our utilities.

The Trust has undertaken a range of energy efficiency measures around the Trust site; including heat-loss survey, LED lighting upgrades, a sub-metering pilot and CHP refurbishment.

Priorities for the Trust

1. Energy saving campaign
2. Develop and implement a Heat Decarbonisation Plan
3. Install sub-metering across the site



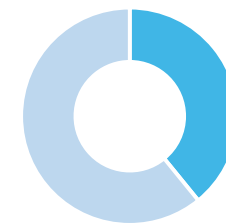
Action	Timescale
Purchase a 100% renewable energy tariff	2021
Develop a Heat Decarbonisation Plan	2021/22
Create a plan for implementation of LED lighting across 100% of your estate	2022/23
Identify potential locations where sub-metering would encourage energy reduction and install where appropriate	2021/22
Run an energy and resource saving campaign, developing guidance for temperature control	Annually
Undertake an Energy Performance Contract (EPC) to increase the efficiency of our estate	2026
Integrate whole life costing into the procurement of goods and services	Ongoing
Develop and implement energy and water efficiency strategies	2022/23

Measuring progress

- Report ERIC annually
- Calculate annually the percentage of energy from renewable sources
- Calculate the energy, carbon and cost savings from LED lighting projects

Asset management and utilities

Case studies



1. LED Lighting Project

7,398 lights have been replaced in 2020

Annual savings projected:

576 tonnes of carbon

2,255,150 kWh of electricity



2. Heat-loss survey

Including windows, building, pipework and plant insulation continues to improve energy efficiency and reduce energy consumption at the Trust.



3. Switch to green energy in 2021/22



1,408 tCO₂e saved per year



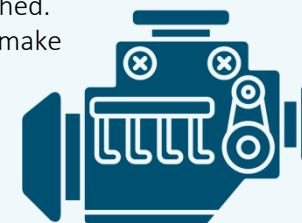
14% reduction in our carbon footprint

4. Refurbished CHP

During 2018/19, the Medway CHP was refurbished. The by-product heat is used to heat water and make our hospital more comfortable.

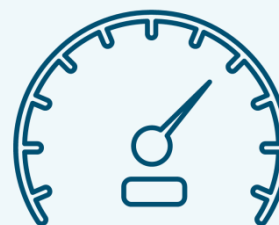
15% increase in efficiency, saving

716,000 kWh of electricity per year



5. Metering pilot programme

10.5% overall reduction in electricity, indicating potential annual savings of:

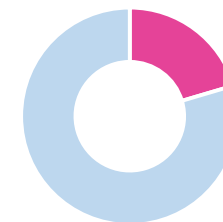


£73,000

640,000 kWh

225,000 kgCO₂e

Travel and logistics



Travel accounts for 18% of the NHS' carbon footprint. There is significant scope to reduce these emissions, improve the flow of people to and from the Trust site, and create health benefits to our employees and wider Trust community.

Aim: Deliver a robust travel plan to enable staff, patients and visitors to use more sustainable methods of travel and reduce the Trust's impact on carbon emissions and air quality, as well as deliver financial and health benefits.

- From 2016/17 to 2019/20, CO₂ emissions from business travel reduced by 43%
- The Trust are currently in the process of developing a Sustainable Travel Plan
- Cycle to Work Scheme offered to staff
- Parking permit only for staff outside a 1 mile exclusion zone and [free bus travel](#) is available for those within the exclusion zone – this has resulted in a reduction of 260 staff driving to work
- Commissioning a Traffic Management Survey to highlight opportunities for sustainability and improve transport for patients, visitors and staff

Priorities for the Trust

1. Provide and encourage the use of electric vehicles
2. Develop a Green Travel Plan
3. Provide additional active travel incentives

Measuring progress

- Annual travel survey for staff and public
- Measure and calculate our carbon emissions and expenses from travel, annually
- Measure and report on site air quality, annually
- Annual review of public transport available for Trust site
- Record the number of low emission vehicles used by the Trust, annually

Action	Timescale
Promote virtual meeting technologies to reduce the requirement for staff travel	Ongoing
Convert fleet and pool vehicles to electric vehicles	2026
All vehicles purchased/leased are low and ultra-low emission	2021/22
Explore the possibility of a shuttle bus service to connect Trust site with Gillingham train station and implement if feasible	2022/23
Collect data on staff and patient transport modes and mileage through a travel survey	2022/23/ Annually
Review Trust business travel policy to ensure sustainable transport where possible	2021/22
Collaborate with Medway Council to develop and implement a sustainable travel plan	2022/23
Install 2 electric vehicle charging points across the site	Annually

Adaptation



The future of our healthcare delivery will depend in part on the adaptive capacity of Trust infrastructure required to respond to predicted physical and health-related impacts of climate change, without hindering the continuity and quality of our services.

Aim: Take practical actions to manage risks from climate change impacts, particularly extreme weather events, in order to protect Trust services, the community and strengthen our resilience.

In October 2019, we carried out **emergency planning exercises** at Medway Maritime hospital in order to teach staff how prepare and manage a range of potential emergency situations.

Priorities for the Trust

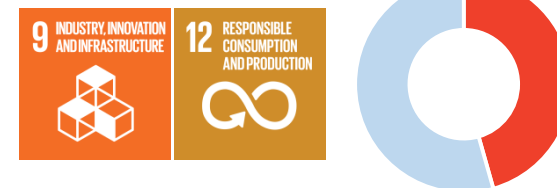
1. Develop Climate Change Adaptation Plan
2. Undertake Impact Assessment
3. Risk management and awareness

Measuring progress

- BREEAM scores of new and existing buildings
- Annual risk register
- Emergency preparedness drills, annually

Action	Timescale
Develop and implement a climate change adaptation plan including but not limited to heatwaves, cold weather and flood management	2023/24
Embed sustainability into the risk register	2021/22
Raise awareness of current and emerging climate impacts and risks through posters and articles; and take action to build our resilience	Annually
Undertake an impact assessment of adaptation decisions on patients and local communities	Annually
Maximise the quality and resilience of our greenspace to help mitigate the effects of climate change	Ongoing
Explore options for mitigation and adaptation technologies around the Trust site	Ongoing

Capital projects



Developing the Trust estate must consider the future needs and pressures faced by the organisation. By continually upgrading and embedding sustainability into existing and developing estate, the Trust will be able to simultaneously build resilience and improve operational efficiency.

Aim: Improve the environmental and social impact of Trust estates by encompassing sustainable concepts in the development and construction of buildings.

On 7th November 2019: MFT opened its **new £11.5 million Emergency Department** building. Sustainability is currently included within tenders and the Terms and Conditions of our contract with suppliers.

Priorities for the Trust

1. Building fabric upgrades
2. Introduce lessons learnt discussions after projects
3. Develop sustainable design objectives for all new builds and refurbishments

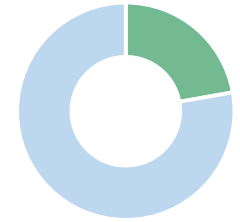
Measuring progress

- BREEAM score for all Trust buildings
- Monthly reporting of gas and electricity
- Annual reporting of ERIC
- Monitor heating, lighting, cooling and ventilation systems weekly

Action	Timescale
Comply with the zero carbon standard for buildings to be published in April 2021	April 2021 onwards
Provide procurement guidance to suppliers on the expected level of Environmental Management Systems for new capital projects	2021/22
Achieve a minimum of BREEAM Excellent for new builds and very good for refurbishments.	Ongoing
Apply the BSRIA Soft Landings ³ . Framework to capital projects	Ongoing
Consider all aspects of sustainability by accounting for the whole life costs of capital projects	Ongoing
Develop Sustainable Design Guidance to integrate sustainability within the design, specification and requirements of new builds and refurbishments	2022/23

12. [BSRIA Soft Landings](#)

Greenspace and biodiversity



Having access to greenspace is vital in for health promotion, illness prevention and illness recovery. MFT must protect and enhance the greenspace we have around the Trust site and encourage our community to reap its benefits.

Aim: Provide high quality greenspaces across our estate that encourages wildlife and biodiversity, benefits health and wellbeing and improves air quality on site.

The Butterfly Garden: dementia-friendly, therapeutic garden to provide a safe, peaceful space for individuals (including patients and staff) to reduce stress and anxiety whilst promoting wellness, strength and rehabilitation through the use of gardening and wellness activities.

Priorities for the Trust

1. Develop walking maps
2. Integrate greenspace within estate development
3. Undertake air quality audit

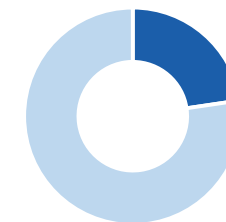


Action	Timescale
Undertake an air quality audit to establish a baseline	2021/22
Promote, establish and safeguard greenspace including grasslands, trees and green roofs within our estate	Ongoing
Undertake a feasibility study for urban greenspace within our estate, through the use of green roofs and wildflowers	Ongoing
Prioritise the redevelopment of brownfield sites when commencing new capital projects	Ongoing
Encourage the use of greenspace to staff and patients through walking maps and outdoor education and therapy sessions	2021/22
Plant 2 new trees every month	Monthly
Compost biodegradable and food waste	2022/23

Measuring progress

- Improved air quality, monitored via an annual audit
- Record the awareness and use of Trust greenspace through the annual survey

Sustainable Care Models



All our services aim to deliver the best quality of care within the resources available. Transforming healthcare using a whole systems approach to develop and deliver sustainable care models will enable the Trust to best prepare our services for future challenges and technological advancements.

Aim: Embed sustainability into our processes, systems and services with transparent measurement to track progress, ensuring the services are safe, effective and person-centred.

Priorities for the Trust

1. Virtual Clinics
2. Electronic Patient Records
3. Care Closer to Home

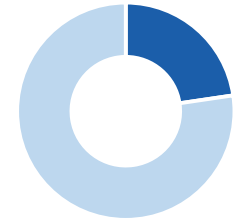
Measuring progress

- Annual patient feedback and scores
- Annual staff sickness rates
- Record patients' length of stay and number of patients being treated at home (SMART initiative)
- Annual review of our Quality Strategy

Action	Timescale
Work closely with our Clinical Commissioning Group colleagues and across the STP to identify and deliver joint sustainable initiatives	Ongoing
Maintain relationships with experts who support the delivery of quality improvement and cultural change through regular communications and monthly meetings	Ongoing
Develop and implement a sustainable anaesthesia programme	2022/23
Provide training to staff on how we can embed sustainable practice into our care models	Annually
Establish a sustainable workforce through a focussed and targeted recruitment plan	Ongoing
Involve and engage with patients in the redesign of services through open discussion sessions	Ongoing

Sustainable Care Models

Case studies



SMART initiative: Streamlining all patients to avoid admissions and reduce length of inpatient stay with 35 new patients a week to be treated at home rather than a hospital bed.

MASCOE: a whole system improvement collaborative with the Clinical Commissioning Group (CCG) and Medway Council to deliver new models of care.

Continuous Improvement Training: aims to deliver training to 1,000 of our staff over the next 24 months, empowering them to make improvements within the Trust.

Daily Improvement Huddles: adopting a 'ground up' approach to empower staff to bring continuous improvement into daily business as usual.

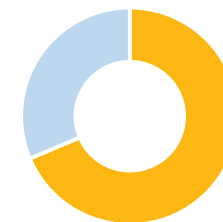
Improvement Specialists: train and qualify a number of staff in advanced improvement techniques in order to support and coach our internally trained improvement practitioners.

Local Quality Improvement Projects: measurable and structured local improvement projects.

The Same Day Emergency Care (SDEC) centre: opened July 2019 to rapidly assess, diagnose and treat patients without admitting them to a ward.



Our people



Numerous actions stated in the Green Plan rely on engagement from a variety of audiences from around the Trust. Engaging staff is key in driving change across the organisation and encouraging the adoption of sustainable practices to deliver this strategy.

Aim: Encourage sustainable behaviours at work, home and across our supply chain by empowering individuals to make sustainable choices every day.

Priorities for the Trust

1. Sustainable behavioural campaign
2. Host sustainability forums and discussion panels to gather feedback and ideas
3. Include sustainability in staff job descriptions, inductions and training

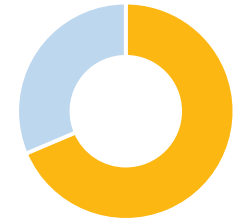
Measuring progress

- Staff satisfaction and engagement annual survey
- Response rate of staff surveys
- Participation rates in sustainability engagement opportunities/events
- Ongoing feedback from Green Champions

Action	Timescale
Develop and implement a sustainability communications strategy	2020/21 / Ongoing
Promote and run at least 6 meetings per year to provide opportunities for colleague discussions and feedback on sustainability initiatives	Annually
Staff awards to encourage and recognise sustainable staff behaviours	Annually
Introduce sustainability into corporate staff induction and job descriptions	2021/22
Provide flexible policies and roles to provide staff with flexible careers and a better work/life balance	2021/22
Conduct an annual staff survey to gain an understanding of staff satisfaction	Annually
Continue to hire apprenticeships, undertake research, offer coaching and mentoring across all levels	Ongoing
Promote health and wellbeing through staff and patient comfort, access to greenspace and sharing best-practice	Ongoing

Our people

Case studies



The Trust undertakes a range of engagement activities for staff, patients, visitors and the wider community. Currently, the Trust has around 188 apprenticeships and 400 volunteers who provide invaluable support together with the League of Friends, Hospital Radio and the Voluntary Services Department.

The Trust connects with its staff through a number of channels including a Facebook group and the @MFT staff app, enabling staff to access Trust news, policies and book onto shifts through their mobile devices. This has proven successful, with more than 25 per cent of staff registered and more than 1,500 downloads.

Staff engagement and recognition is also achieved the Best of People Awards, which celebrate and showcase staff success and contribution.

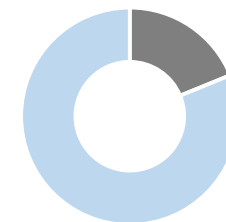


In order to communicate with the public and our stakeholders, Medway NHS Foundation Trust holds engagement sessions and presentations across Medway and Swale, enabling residents to share ideas and feedback with the Trust. Alongside this, News@Medway provides a platform for raising awareness of Trust developments on a quarterly basis.

The Trust understands the importance of research and innovation and works in collaboration with academia, particularly local universities such as the University of Kent, University of Greenwich, and Canterbury Christ Church University.



Sustainable use of resources



Evaluating and improving the efficiency of our resources (including finance, staff, estates and facilities, technology and procurement) can improve the quality of care we provide to our patients, deliver greater value for money, and minimise our impact on the environment.

Aim: Tackle resource and waste management to deliver significant cost and carbon savings.

Priorities for the Trust

1. Single-use plastic reduction campaign
2. Repair and reuse schemes
3. Recycling awareness campaign

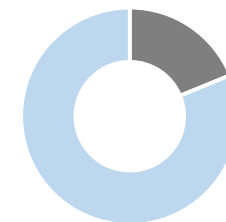
Measuring progress

- Use the Procurement for Carbon Reduction Tool (P4CR) to calculate an estimate for procurement emissions
- Monitoring and reporting waste streams and volumes, annually
- Track food miles
- Record the number of suppliers including sustainability as a key priority

Action	Timescale
Develop and implement digitisation initiatives to reduce paper use	2021/22
Identify areas of common wastage and eradicate through a behavioural change programme	2022/23
Identify and progress opportunities for repair and reuse, such as furniture re-use schemes and donations	Ongoing
Work with our suppliers to reduce waste in the supply chain, especially packaging	Ongoing
Develop and implement a plastic reduction campaign	Annually
Continue to drive sustainability in catering through open discussion groups and the green champions network	Ongoing
Introduce a weekly separate food waste collection	2021/22
Switch to 100% recycled content paper for all office-based functions	2021/22

Sustainable use of resources

Case studies



Within catering, a push for sustainability has resulted in:



538 items of plastic packaging being removed from the department; this equates to a saving of **£13,345 and 12 tonnes CO₂e**



Introduced **recycling** bins in the restaurant



Replacing single-use plastic cups and lids with **reusable coffee cups** has generated savings of **1.5 tonnes of waste and 33 kg of CO₂e**



Around the Trust site, we provide **water filling stations** to reduce plastic waste

Amazon lockers are available for patients, staff and visitors to reduce deliveries and the resulting carbon emissions



Materials management: using a medical consumables stock replenishment system supported by an electronic bar coding/PDA system. This is linked directly to the local NHS Supply Chain warehouse facility; minimising logistical costs by rationalising orders, deliveries and consolidated invoicing

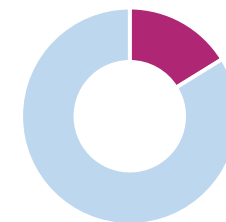


All of our paper is now from a **recycled source**; producing less waste, energy and subsequent carbon emissions than manufacturing non-recycled paper



To reduce water consumption and costs, the Trust **monitors water leakage** and there are active water use reduction measures installed in public areas such as controlled cistern flow, self-closing and touchless basin taps

Carbon and greenhouse gases



In April 2019, Medway Council declared a [climate change emergency](#). Working collaboratively, we are committed to addressing our emissions in order to work towards our carbon emissions targets, legislation and sector requirements.

Aim: To achieve net zero carbon by 2040, eliminate poor air quality and deliver clean growth.

Through a range of measures, MFT has steadily reduced its emissions through improvements to the efficiency of our energy and resources.

Priorities for the Trust

1. Collaboration with existing partners and local organisations to reduce emissions
2. Anti-idling campaign
3. Car park management and improvement plan

Measuring progress

- Calculate and report our carbon footprint annually
- Publish progress towards our carbon reduction targets through internal and external communications networks
- Calculate and report our carbon footprint from anaesthetic gases

Action	Timescale
Develop and implement a heat decarbonisation plan	2021/22
Report carbon emissions in Trust's Annual Report	Annually
Promote and run an Annual Carbon Awareness Day	Annually
Review and improve current space utilisation	2022/23
Identify carbon hotspots using the Procuring for Carbon Reduction (P4CR) ¹³ tool, and create a procurement strategy to reduce emissions	Ongoing
Collaborate with the council to deliver Kent and Medway Energy and Low Emissions Strategy (ELES) and Kent Environment Strategy	Ongoing
Encourage drivers to switch off their engines when stationary through educational signs and security measures	2021/22

13. [Procuring for Carbon Reduction \(P4CR\) research, tools and guidance](#)

Communications and engagement

By creating an accessible, engaging and structured approach to sustainability communications, Medway NHS Foundation Trust will be able to progress towards our targets and promote sustainable development.

In the 2019/20 NHS Staff Survey staff engagement at the Trust was rated 6.6 out of 10, compared to the benchmarking group for acute Trusts at 7.4.

The Trust aims to develop and implement a Trust-wide Sustainability Communications Strategy which reflects our commitment to sustainability and informs the public, staff and partners.

Through this strategy, we aim to increase the staff survey response rate and overall staff engagement with sustainability.

Internal Communications



- Develop an annual calendar of sustainability promotion campaigns such as swap shop events, Clean Air Day and NHS Sustainability Day
- Sustainability discussions, for staff, patients and visitors seeking information and/or providing feedback
- Publish updates and success stories in News@Medway magazine, on social media and through the @MFT Staff app
- Develop green champions network
- Educational signs and posters developed and uploaded to Trust intranet
- Run interdepartmental competitions to reduce carbon emissions
- Staff awards to encourage and recognise sustainable staff behaviours

External Communications



- Educational signs and posters distributed around Trust sites and on the Trust website
- Work closely with local agencies, for example, universities, museums and other NHS Trusts to contribute to the delivery of area-wide carbon reduction strategies
- Introduce sustainability into the agenda at Governor meetings
- Run public Q&A sessions regarding sustainability
- Communicating the progress of the Green Plan via social media (Facebook and Twitter), the website and Hospital Radio
- Invite stakeholders to quarterly sustainability discussion groups

Green Champions



- Promote sustainability around the Trust and consider how they could improve energy and resource efficiency in their area
- Represent sustainability and gather feedback and ideas from staff and patients
- Attend and promote sustainability initiatives

Monitoring



- Feedback from staff perception annual survey
- Annual audit of internal communications
- Participation rates in sustainability engagement opportunities
- Social media activity analysis: followers, shares, likes, hashtag use

Governance

Effective leadership is built on a clear vision, strategy and the ability to communicate the organisational direction to other staff, patients and public. Allocating responsibility across the organisation will provide a solid foundation to execute this plan.

Board of Directors

Ensure senior level leadership and responsibility of this plan, ensuring it aligns with Trust values and policies, as well as the needs of relevant stakeholders. The Board oversees the progress and direction of this strategy through clear communication with the Sustainability Steering Group.

Sustainability Steering Group

The Sustainability Steering Group (SSG) comprises representatives from across the Trust, including:

- Sustainability and Business Performance Manager
- Health and Safety Manager
- Procurement and Finance
- Head of Estates and Facilities
- Head of Culture and Workforce Engagement
- Head of Resourcing
- Director of HR and OD
- Head of Workforce Intelligence
- Non-Executive Director
- Public member

This group will represent sustainability at the Trust; integrating sustainability into Trust practices, as well as monitoring and reporting on Green Plan progress quarterly.

Green champions

Involves representatives from all directorates of the Trust who will drive and communicate sustainability initiatives among staff and patients. The group will convene bi-monthly to share ideas and feedback. Quarterly, the group will report back to the SSG.

Reporting

Medway NHS Foundation Trust will report progress on the Green Plan, in line with reporting requirements, to review our performance against Trust and legislative targets.

Annually

Sustainability within the annual report

Highlight our progress, inform of upcoming plans and inform stakeholders of our commitment to sustainability.

Completion of SDAT

Measure the Trust's progress of sustainability compared to the previous year.

Estates Return Information Collection (ERIC)

The Department of Health require NHS Trusts to submit annually.

Quarterly

Progress reports

The SSG will submit updates and feedback to the Board and Governors, including monthly reports from the Trust's Green Champions.

Monthly

Data collection

Collation of utilities, waste data and other required data recorded for KPIs.

Green Champions

Will convene monthly to report any new ideas or feedback from staff and patients.

Risk

We have identified the potential risks relating to the delivery of this strategy and by creating a full risk register, can state the likelihood and impact of these risks and take actions to minimise them. Potential risks have been categorised below.



Funding and finance

This strategy relies on financial support. If funding isn't allocated, the Trust may be unable to invest in sustainability improvements.



Carbon reduction targets

Not achieving our carbon targets can result in financial penalties and negatively impact our reputation.



Legislation

Non-compliance with legislation will result in financial penalties and likely damage our reputation.



Climate change

Climate change threatens our estate, staff, patients, supply chain and services through extreme weather events, i.e. heatwaves and flooding.



Reputation and staff satisfaction

Failing to deliver this strategy may result in a loss of reputation, engagement and morale.



Disruption

Sustainability projects need to be carefully executed to minimise the effect on hospital services, patient wellbeing, buildings, greenspace and habitats.

Finance

Medway NHS Foundation Trust aims to reduce its financial deficit, break-even and achieve financial sustainability for health and social care across Medway and Swale.

Delivering longer term financial sustainability will enable MFT to become more resilient to rising utility, carbon and transport costs, as well as funding uncertainty.

Medway will identify external funding options, such as the recent Public Sector Decarbonisation Scheme, to finance carbon reduction initiatives. The Trust will continue to improve its overall economy, efficiency and effectiveness of its current use of resources. We will reinvest the savings generated from the actions outlined in this plan and seek to obtain grants and work with the local council to implement sustainability measures across the Trust.

Identifying costs associated with sustainability is challenging. This plan outlines sustainability initiatives with a range of costs and savings which can be allocated depending on the funding available to the Trust.

Nonetheless, effective management of procurement and utilities can help reduce costs and environmental impact, through changes in staff behaviours, without upfront cost.

References

1. [The NHS Long Term Plan](#)
2. [Department of Health's settlement at the Spending Review 2015;](#)
3. [PM speech on the NHS: 18 June 2018;](#)
4. [NHS Carbon Reduction Strategy for England: Saving Carbon, Improving Health](#)
5. [Productivity in NHS hospitals, 2015;](#)
6. [NHS Standard Contract;](#)
7. [Public Services \(Social Value\) Act 2012;](#)
8. [UK becomes first major economy to pass net zero emissions law;](#)
9. [NHS Sustainable Development Unit Survey](#)
10. [Sustainable Development Unit](#)
11. [Health Technical Memorandum 07-02: EnCO2de 2015 – making energy work in healthcare](#)
12. [BSRIA Soft Landings](#)
13. [Procuring for Carbon Reduction \(P4CR\) research, tools and guidance](#)

Glossary

CHP – Combined Heat and Power

CO₂ – Carbon Dioxide

CO₂e – Carbon Dioxide Equivalent

ERIC – Estates Returns Information Collection

LED – Lighting-emitting Diode

NHS – National Health Service

NIHR - National Institute for Health Research

SDAT – Sustainable Development Assessment Tool

SDMP – Sustainable Development Management Plan

SDMPSG – Sustainable Development Management Plan Steering Group

SDU – Sustainable Development Unit