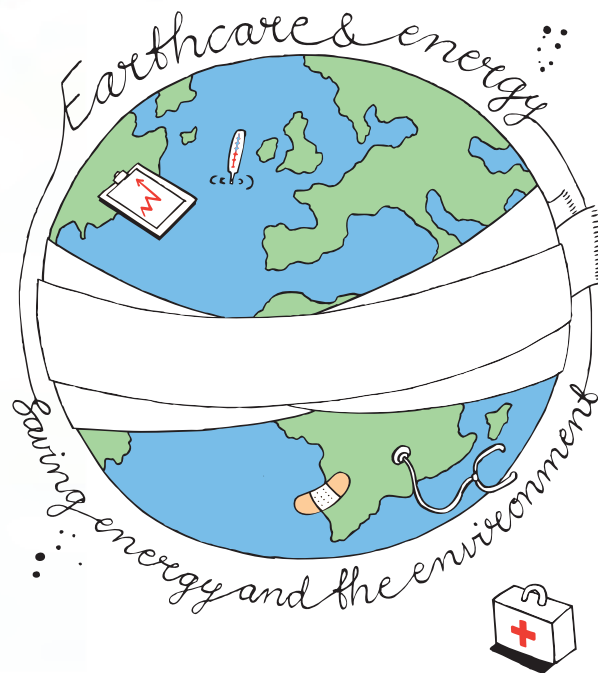


# Saving Carbon, Saving Lives



A strategy for a sustainable future  
for Guy's and St Thomas' NHS Foundation Trust



*"Climate change is one of the greatest threats to our health and well-being. It's likely to have significant impact for health in London. Guy's and St Thomas', as the largest employer in South London, has a key role to play in reducing carbon emissions and supporting London to adapt to climate change."*

A sustainable future for Guy's and St Thomas' and the wider NHS community will be one that embraces collaboration and innovation and identifies means of driving the highest quality clinical care through environmental improvements.

We are taking action to reduce our impact on the environment – Guy's and St Thomas' has installed the largest combined heat and power capacity in the NHS, immediately reducing our carbon footprint by nearly 20%, and was a founding member of the first phase of the [Carbon Trust's Carbon Management Programme for the NHS](#). We have invested in 'spend to save' initiatives, such as efficient boilers and lighting, and we are proud signatories to the Good Corporate Citizenship Assessment Model.

Changes to our climate will clearly have a significant impact on health – leading doctors and scientists agree that one of the greatest threats to health in the 21st century will be climate change. As the largest healthcare provider in the south of London, we embrace our responsibility to lead the way in the NHS and in London to tackle the climate change challenge head on.

**Steve McGuire**

Executive Director, Capital Estates Facilities & IT

## How was this strategy developed?

This document came into being through the contributions of the Guy's and St Thomas' community. Over a five month period at the end of 2009 and into the early parts of 2010, a number of events were held to gather ideas and input to develop our sustainability strategy.

A Sustainability Strategy Working Group, comprised of key clinical, non clinical and external stakeholders was established to lead the strategic development, and ensure that all areas of the Trust community were represented in the final strategic document. This working group formally met on two occasions, and also communicated extensively via email.



Forums were held to capture input from staff, patients, visitors and the community. These included Local Environment Representative (LER) meetings, the Autumn Fair, the Housekeeping Open Day, as well as road shows at both Guy's and St Thomas'. Stakeholders were asked to contribute their ideas on how the Trust could:

- **Minimise its impact on the environment**
- **Support staff and patients to participate in environmental improvement**

Nearly 500 ideas were generated from patients, staff, Local Environment Representatives, the Sustainability Working Group and the community. These informed the development of the strategy.

The engagement campaign, which included a formal feedback process on the draft strategy, helped to ensure all stakeholders were aware of the strategy development and generated constructive feedback.

The final strategy document, signed off by the Working Group, was approved by the Trust Board in March 2010. Since its approval, the strategy document and the engagement leading to its development has been commended as a best practice example by the NHS Sustainable Development Unit.





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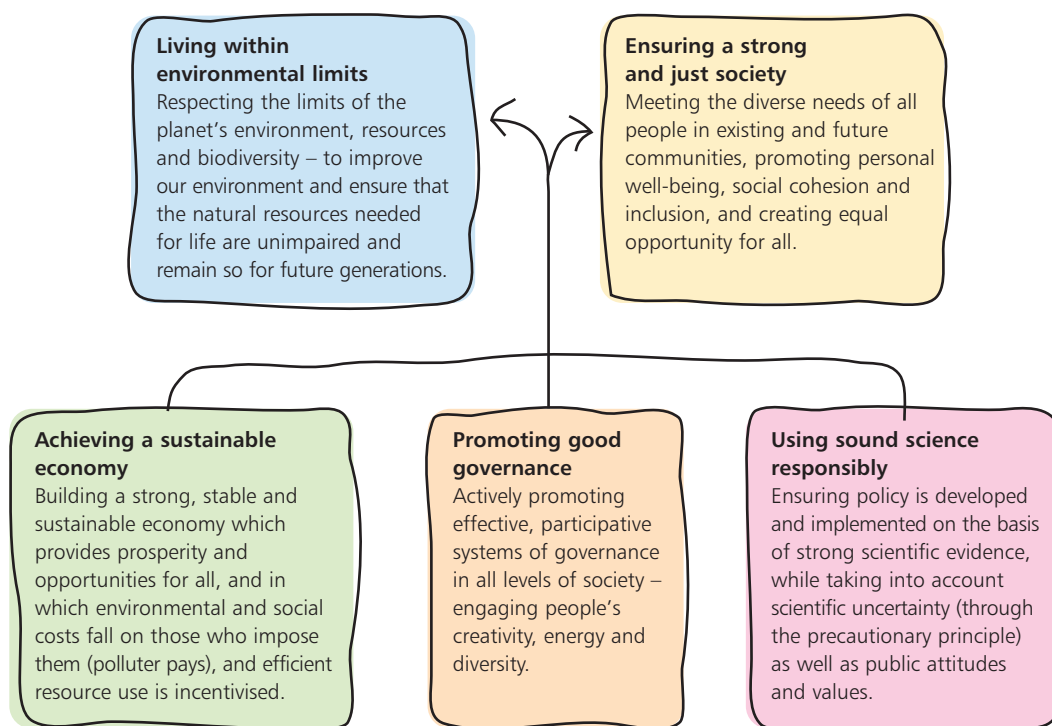
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# What is sustainability?

The UK Government defined sustainability in “[Securing the Future](#)” 2005. The Department of Health and the NHS Sustainable Development Unit have adopted this definition, which states that the five guiding principles of sustainability are:

- Living within environmental limits
- Ensuring a strong, healthy and just society
- Achieving a sustainable economy
- Promoting good governance
- Using sound science responsibly

Guy’s and St Thomas’ is committed to this vision of sustainability for the NHS.



*Sustainability Principles, Securing Our Future, 2005*

# Executive summary

## Introduction

It is increasingly well recognised that climate change poses a formidable challenge to healthcare services – more extreme weather patterns, the spread of infectious disease, and threats to infrastructure from flooding and other natural disasters are likely to grow as global warming continues to affect the climate.

This strategy outlines the Trust's commitment to sustainability, and will shape future planning and service delivery. It was guided by the [NHS Sustainable Development Unit's Carbon Reduction Strategy for England, Saving Carbon, Improving Health](#), and is intended to work in collaboration with the aims set out in that document in 2009 and [updated in 2010](#). It was approved by the Trust Board in March 2010.

## The national context

The UK Government has committed to take action now. [The Climate Change Act](#) sets binding targets to cut carbon emissions.

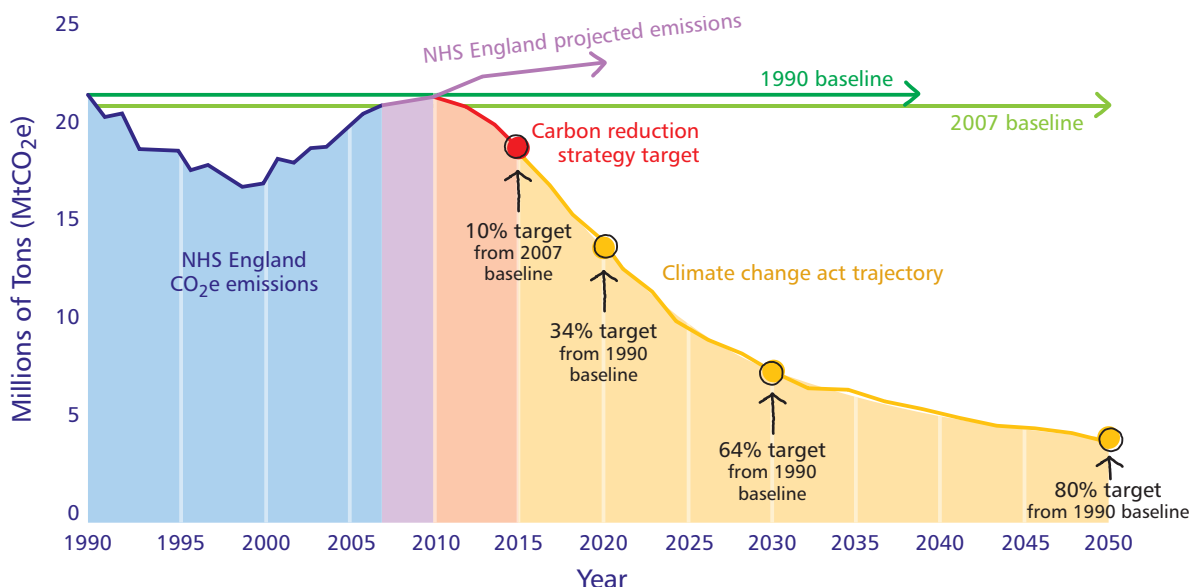
As the largest public sector contributor to carbon emissions, the NHS has committed to achieve the following carbon reduction targets:



Guy's and St Thomas' has met and exceeded the 2015 target in 2010 as a result of investment in Trust buildings and the installation of combined heat and power (CHP) engines on both sites. The Trust aims to meet and exceed future targets and share best practice with other NHS Trusts.

The table below illustrates the carbon footprint of the NHS in England since 1990 and the significant trend change that will be necessary to meet the UK government and NHS carbon reduction targets.

*NHS England CO<sub>2</sub>e emissions from 1990 to 2020 with Climate Change Act targets*



Source: [Update: NHS Carbon Reduction Strategy, January 2010](#)

## London's commitment

The Mayor of London has pledged to set the capital on course to cut its carbon footprint by 60% by 2025.

NHS Trusts in London have established the London NHS Carbon Reduction Leads Network (CRLN), which serves to support Trusts to reduce carbon emissions associated with energy, transportation and procurement.

As part of this commitment, London NHS Trusts will:

- Assess the environmental impact of all capital investments
- Establish a board-approved environmental strategy that monitors, manages and reduces carbon
- Designate carbon reduction leads at board and officer level

*"In lean economic times, there are real financial savings to be made for businesses by becoming more energy efficient, helping them to remain competitive. This can often be done in really simple and cheap ways, and it is our job in City Hall to rally, support and publicly recognise organisations that want to do so."*

Boris Johnson



## Guy's and St Thomas' commitment

As a leading healthcare provider working to ensure the well-being of patients and the community, Guy's and St Thomas' recognises it has a vital responsibility to minimise impact on the environment, prepare for changes in climate, ensure efficient resource use and maximise funds for patient care.

As a Platinum Award and "Trailblazer" Award winner of the Mayor of London's Green500 scheme and long-time leader in reducing carbon emissions, Guy's and St Thomas' is pleased to have the strong commitment of the UK and local government, the NHS and other healthcare organisations addressing this crucial issue.





## Corporate social responsibility and the environment

This strategy addresses the Trust's commitment to the environment, and builds on its strengths as an established leader in the field of carbon savings by driving innovation and embedding sustainability.

This strategy will support the Trust's commitment to corporate social responsibility (CSR) and [Good Corporate Citizenship](#).

*"Creating a sustainable future is entirely compatible with action to reduce health inequalities: sustainable local communities, active transport, sustainable food production, and zero-carbon houses will have health benefits across society."*

[Marmot Review of Health Inequalities in England Post-2010](#)

## King's Health Partners

The Trust's sustainability strategy aims to support the King's Health Partners' values and guiding principles, set out in its ["Strategic Framework 2010–2014"](#). In particular, the strategy will embody the King's Health Partners' commitment to:

- **Work in partnership** – ensuring the partner institutions collaborate for collective benefit, as well as share knowledge with local, national and international partners
- **Deliver excellence** – through training and awareness as well as encouraging efficiency across the estate and the supply chain
- **Shape the future of healthcare** – drive innovation in sustainability and share knowledge for widespread excellence across the NHS
- **Be inclusive** – by encouraging students, staff, patients and visitors to engage with the sustainability agenda and play an active role in delivering sustainability

The King's Health Partners Joint Sustainability Steering Group will take a top level approach to sustainability and seek to tackle issues that can be best addressed by the partner organisations in collaboration.





## Sustainability aims

### Guy's and St Thomas' NHS Foundation Trust will:

- Recognise our responsibility to mitigate and prepare for impacts of climate change
- Promote the health and well-being of staff, patients and visitors through behaviour change
- Promote environmental stewardship and the responsible use of resources to minimise costs and maximise funds available for patient care
- Work collaboratively within the NHS and the wider community to promote sustainability
- Embed environmentally sustainable practices and understanding of sustainability within the Trust
- Develop a process to measure and report progress on performance

*"There is absolutely a link between sustainability and the quality of services the NHS delivers. Sustainability helps address core quality issues, such as care closer to home, better use of information communications technology (ICT), reducing reliance on pharmaceuticals and doing the core business of the NHS more efficiently."*


David Pencheon, Director, **NHS Sustainable Development Unit**

## What do we need to do?

- **Manage our resource use**
  - make energy and carbon savings
  - minimise waste
  - conserve water
  - use information technology and telephony efficiently
- **Design our buildings sustainably**
- **Promote low carbon transportation and active travel**
- **Buy sustainable products and services**







The following sections provide further information about the Trust's commitment, the key actions it will take to achieve that commitment, and how success will be measured.



# Manage our resource use

## Energy and carbon savings

Reducing carbon dioxide and other green house gas emissions.

### Our commitment:

- Minimise resource use through efficient and innovative technology and upgrading of the Trust's estate
- Monitor, measure and report on energy use to improve understanding of consumption and promote efficiency
- Ensure compliance with environmental legislation, such as the [Carbon Reduction Commitment Energy Efficiency Scheme](#)

### How we'll achieve it:

- Install energy monitors on high consumption equipment
- Install motion sensors for lighting across Trust
- Invest in energy saving refurbishment projects

### How we'll measure it:

- Overall carbon emissions for the Trust (based on direct emissions)
- Sub-metering in key areas
- Energy consumed per member of staff per year
- Measurement of transportation and supply chain emissions



# Manage our resource use

## Minimise waste

Promoting appropriate use of materials and sorting of waste.

### Our commitment:

- Reduce the materials we use
- Promote re-use of materials
- Promote proper waste disposal
- Empower staff to take action

### How we'll achieve it:

- Improve awareness about responsible use of resources
- Recycle food waste
- Increase recycling facilities in public areas and toilets
- Find innovative ways to re-use waste materials

### How we'll measure it:

- Per cent of overall waste recycled
- Regular auditing of all waste streams
- Measure electronic waste sent for recycling

*"As Europe's largest employer, the NHS has a big opportunity to have 'exemplar employees' who are likely to have far reaching impacts, not only on the NHS supply chain, but also on communities throughout the UK."*

England's Regional  
Development Agencies





# Manage our resource use

## Water conservation

Promoting efficient use and innovative solutions for conservation.

### Our commitment:

- Minimise resource use through efficient technology and upgrade of Trust estate
- Monitor, measure and report on water use to improve understanding of consumption and promote efficiency

### How we'll achieve it:

- Water saving devices installed as standard in refurbishments and new builds
- Collection of rainwater to be used on grounds

### How we'll measure it:

- Water used per member of staff per year
- Water used per square meter per year

# Manage our resource use

## Information technology and telephony

Improving the efficiency and reliability of information technology.

### Our commitment:

- Provide technical solutions and support to reduce energy and material use
- Prioritise IT&T solutions that save resources and promote efficiency of use
- Recognise the role of IT&T in enabling sustainability

### How we'll achieve it:

- Centralised "shut down" of idle PCs after specified time of inactivity
- Development of energy efficient data centres
- Increased use of IT&T solutions to reduce materials such as paper and printer toner

### How we'll measure it:

- Sub metering of data centres, communications rooms and other high energy use areas
- Monitoring of energy consumed per member of staff per year





# Design our buildings sustainably

Ensure our buildings, new and old, reflect our sustainability aims.

## Our commitment:

- Integrate processes to ensure sustainability is prioritised when planning estate work
- Develop innovative sustainable design standards for refurbishments and new buildings

## How we'll achieve it:

- Project managers to complete sustainability evaluation for all major projects
- Investment in resource saving refurbishments through RE-FIT building efficiency programme

## How we'll measure it:

- Sustainability Impact Assessments
- **BREEAM (Building Research Establishment Environmental Assessment Method)** rating for new buildings and large refurbishments



- ✓ Improved insulation
- ✓ Better protection from the sun
- ✓ Upgraded boilers and lighting

# Promote low carbon transportation and active travel

Encourage active and sustainable travel for patients and staff.

## **Our commitment:**

- Develop processes to promote sustainable transportation
- Promote health and well-being through improved information about and opportunities to participate in active and sustainable travel

## **How we'll achieve it:**

- Develop a sustainable transport plan for both hospital sites
- Improve the efficiency of Trust vehicles
- Commit to the London NHS Cycling Strategy

## **How we'll measure it:**

- Track the number of staff using active travel options, such as cycling
- Staff and patient questionnaires
- Measure Trust vehicle miles fuelled by alternative sources
- Reduce total miles driven by Trust vehicles and patient transportation





# Buy sustainable products and services

Address sustainability in what we buy and the supply chain.

## Our commitment:

- Consider whole life cycle costs of goods purchased, including origin, materials, efficiency, and end of life
- Encourage suppliers to reduce transportation, packaging and improve the sustainability of their products (focus on pharmacy, medical and surgical spend)

## How we'll achieve it:

- Increase awareness of sustainability issues for Trust staff and key suppliers
- Further consolidate freight delivery to reduce transport emissions in the supply chain
- Increase services and food sourced from local suppliers
- Co-operate with supply chain to encourage low carbon production of materials

## How we'll measure it:

- Sustainability Impact Assessments
- Tracking the transportation supply chain
- Per cent of procurement spend from the local community
- [Good Corporate Citizenship Model](#)
- Measure the number of purchases delivered by consolidated freight transportation

*"There are opportunities across the supply chain, from product design and manufacture, through to management, recovery and re-use of materials. In all of these areas, economic and environmental benefits go together. These are opportunities which support a healthy natural environment and the sustainable use of resources."*

DEFRA, March 2010



# Monitoring and measuring sustainability

Successful delivery of the sustainability strategy depends on effective measurement of its progress, as well as ongoing monitoring, feedback and reporting.

Key actions and progress on key performance indicators are presented to the Board through the corporate social responsibility social accounting model, and include energy and water used per member of staff, number of staff signed on to the cycle to work scheme, and value of goods and services procured from the local area.

Other key areas of measurement include:

- The CRC Energy Efficiency Scheme (CRC)
- European Union Energy Trading Scheme (EU ETS)
- Estates Return Information Collection (ERIC) data
- BREEAM for Healthcare Assessment Model
- Mayor of London's Green Procurement Code
- Good Corporate Citizenship Model




Awarded for real carbon reduction



a  Hospital

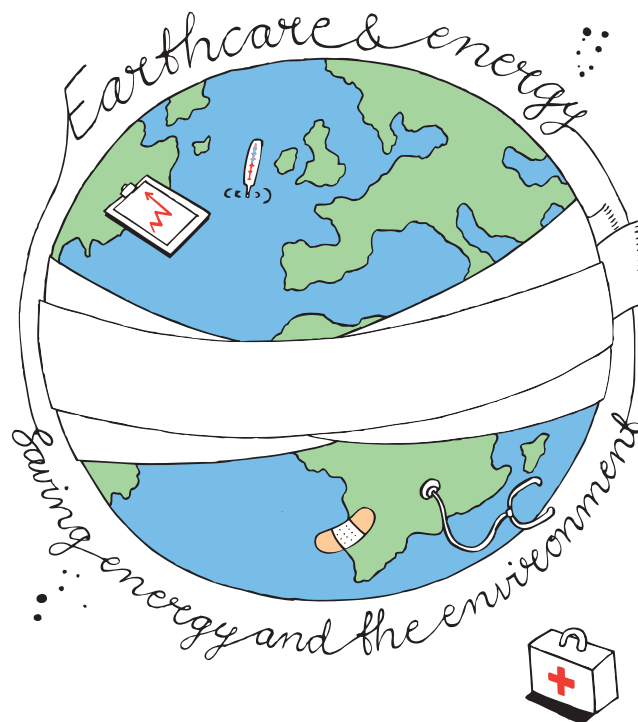






*"The NHS is an extremely important, if not the most influential partner in achieving Public Sector carbon emissions reductions."*

Department of Energy and Climate Change  
(DECC)



*"Climate change is the biggest global health threat of the 21st century."*

Leading scientists and clinicians in *The Lancet*, May 2009

Please contact the Sustainability Manager on:

Email: [environment@gstt.nhs.uk](mailto:environment@gstt.nhs.uk) or

Tel: 020 7188 5375

[www.guysandstthomas.nhs.uk](http://www.guysandstthomas.nhs.uk)



Awarded for real carbon reduction

Guy's and St Thomas' **NHS**  
NHS Foundation Trust