

## Sustainability strategy 2016-2020 and update

***Guy's and St Thomas' will run efficiently, use resources wisely, foster healthy living and embed long-term thinking to provide patients with the best possible care.***

### 1.0 Introduction

- 1.1 The multi-award winning sustainability programme at Guy's and St Thomas' is a well-established driver of efficiency, reducing waste and enhancing quality, and is a clear leader in the NHS.
- 1.2 Sustainability through 2020 must further become a driver for innovative service provision, and must challenge business as usual ways of working. This strategy seeks to embed flexibility, consider long-term implications of decision making, forward thinking design and enable technology to help change the way the Trust delivers services.
- 1.3 It will aim to lead the healthcare sector over the next four years, and we will work with others to encourage a wider consistency in delivering sustainable healthcare.
- 1.4 To date, our sustainability programme:
  - 1.4.1 Saves the Trust over £3m each year in energy, water and waste costs<sup>1</sup>;
  - 1.4.2 Has reduced carbon emissions by over 15% since 2007, exceeding carbon reduction targets of 10% by 2015;
  - 1.4.3 Is currently delivering one of the largest energy efficiency projects in the NHS, which will save the Trust a minimum of £1.5m per annum from February 2018 and reduce the Trust's carbon emissions by a further 10%;
  - 1.4.4 Is recognised as a local and national leader in sustainability, having won and/or been nominated for 12 sustainability related awards over the past two years;
  - 1.4.5 Supports an active group of Local Environment Representatives across Trust services, and continues to embed sustainability into the daily operations of the Trust.
- 1.5 Our strategy, originally developed in 2010, and updated in 2013, sets out an ambitious programme for the Trust to deliver significant cost savings while delivering environmental and social benefit.

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<sup>1</sup> These savings are based on documented cost reductions delivered through resource saving investments, including the installation of combined heat and power, the Trust's water efficiency programme, and reduced waste costs.

## 2.0 Our strategic direction

- 2.1 This strategy aims to launch the Guy's and St Thomas' Sustainability programme into a new age of engagement, delivery and leadership.
- 2.2 It supports and enables the Trust's ambition to transform its services and ways of working to reflect changing demands on clinical services, care closer to home and more flexible ways of working by challenging business as usual behaviours and providing Trust directorates with bespoke support.
- 2.3 It focuses on the Trust's key drivers for change – improving the way we work every day, keeping costs low and delivering best quality outcomes, and builds upon excellent programmes of work in progress at the Trust, such as the *Fit for the Future Programme, Space utilisation, and Faster IT (FIT)*.

## 3.0 Moving the strategy forward

- 3.1 This strategy proposes that each Trust directorate appoints a lead responsible for delivering a financial savings target of at least £10k per annum associated with energy, water, waste and resource saving.
  - 3.1.1 The sustainability team will provide each directorate a tailored heat map to show what directorates are paying for key items and services.
  - 3.1.2 Each lead will be supported by the Trust's sustainability team, who will track and report savings delivered.
- 3.2 As part of the Trust's efforts to improve benefits realisation, every strategic business case presented to the Trust board will be required to report on the long-term implications, as well as the environmental and social impacts of the proposal.

## 4.0 Context of this document

- 4.1 This strategic plan responds to calls for efficiencies set out in Lord Carter of Coles' independent report on *Operational productivity and performance in English NHS acute hospitals* and Simon Stephen's *5 year Forward View* for the NHS (see section 6 below).
- 4.2 This strategy outlines the aims and ambitions of the Trust in the area of environmental sustainability, and how these can contribute to the Trust's social and financial aims throughout 2016-2020. It builds upon preceding Trust-wide sustainability strategies from 2010 and 2013. It does not replace these documents, but provides an update on progress and sets out future ambitions.

## **5.0 What we've delivered since 2013**

- 5.1 The Trust is an NHS leader in environmental sustainability, and our work to date and projects in progress reflect this standing.
- 5.2 In 2013, Guy's and St Thomas' set out to achieve five key objectives, which at their core, addressed utility consumption and cost savings. To date, these actions have avoided annual fixed costs of over £3m.
- 5.3 These commitments, and the Trust's progress against delivery, are detailed in section 5.4 below:

#### 5.4 Delivery against strategy commitments 2013 – 2016

2013 Commitment	Status	Measured progress	Comments
Implement sustainability strategy for capital development	Implemented	<ul style="list-style-type: none"> <li>Strategy approved 2013</li> </ul>	Sustainability integrated into project management process, training on-going
Comprehensive water saving programme	Programme in its 3 <sup>rd</sup> year	<ul style="list-style-type: none"> <li>Reduced 34% per patient contact from 2007/8 (2014/15)</li> <li>£110k cost avoidance to date</li> </ul>	Leak detection and tariff review. Winner of NHS Sustainability Day Award 2015, Shortlisted for edie Award 2015 and 2016
Maximise value of waste through 'waste to energy' technology	Project adjusted to incorporate waste to energy for all GSTT waste.	<ul style="list-style-type: none"> <li>100% of domestic waste processed via waste to energy</li> </ul>	Waste transported by barge, cutting 3,000 lorry trips annually. Waste costs reduced from £1.1m 2012/13 to £900k 2014-15.
Invest in energy efficiency to reach or exceed 34% reduction target by 2020	CHP installed, £12m energy performance contract (EPC) approved and underway	<ul style="list-style-type: none"> <li>CHP and plant investments avoid £2.6m in energy costs annually</li> </ul> <p>Savings p/a (EPC):</p> <ul style="list-style-type: none"> <li>£1.5m guaranteed</li> <li>8,000 tonnes of CO<sub>2</sub></li> <li>11% CO<sub>2</sub></li> </ul> <p><b>Progress to date</b> (excl EPC):</p> <ul style="list-style-type: none"> <li>Energy/patient contact down 42% against baseline</li> <li>Gross CO<sub>2</sub> reduced 15%</li> </ul>	<p>Energy performance contract in progress, full benefit to be realised from February 2018.</p> <p>Savings based on baseline year of 2007/08</p>
Establish governance committee to oversee strategy implementation	Implemented, meets bi-annually	<ul style="list-style-type: none"> <li>Reports to Corporate Management committee (CMC) annually at a minimum.</li> </ul>	Chaired by Sir Hugh Taylor, Trust Chairman, comprised of Trust leaders including board members
Achieved annual savings of £3m+			Delivered through CHP, add. energy saving investments, Water programme, Waste savings

## 6.0 The next phase 2016 – 2020

- 6.1 Guy's and St Thomas' has achieved significant success in addressing utility consumption, and will continue to implement these strategic, large-scale savings programmes; however the next phase of this strategy will focus on a personal and tangible approach that all staff, patients and visitors can contribute towards and take ownership of.
- 6.2 [Lord Carter's 2016 review of NHS efficiency opportunities](#) found that, across the NHS, £5bn could be saved through simple efficiencies. The review identified six key areas of high spend and significant potential for additional efficiencies in the NHS. These are:
- Workforce (£2bn savings identified)
  - Hospital pharmacy and medicines optimisation (£800m savings identified)
  - Estates management (£1bn savings identified)
  - Procurement (£700m savings identified)
  - Back office and administration (£200m savings identified)
  - Diagnostics (£700m savings identified)
- 6.3 The Trust has made significant progress to achieve savings through capital investment. It has invested in combined heat and power at both acute sites, has replaced aging and inefficient plant, and has a significant investment programme underway to install energy efficient technology across the Trust, which will save a minimum of £1.5m per annum from February 2018. This project includes lighting replacements, which will improve the environment in clinical and non-clinical spaces, and bring lighting levels up to current standards for clinical areas.
- 6.4 Importantly, Carter's report encourages trusts to engage staff to deliver the identified efficiencies. Guy's and St Thomas' is already leading the NHS with regard to Lord Carter's recommendation to invest directly in energy efficiency, but there is potential to realise further benefits by including staff from across the organisation to seek out and implement service improvements and resource efficiencies.
- 6.5 To begin this process of engagement, each Trust directorate appoints a lead responsible for delivering a financial savings target of at least £10k per annum associated with energy, water, waste and resource saving.

Across the 19 clinical directorates, as well as Clinical Operations, Essentia, Workforce and Finance, this would achieve £230k in additional savings for the Trust per annum.

To achieve these savings, the sustainability team will provide each directorate with a tailored heat map to show what directorates are paying for key items and services.

Each lead will be supported by the Trust's sustainability team to share knowledge across the directorates, and directorate leads will report savings via the fixed cost challenge.

- 6.6 This strategy proposes additionally that, to embed long-term thinking and delivery of sustained value and benefits realisation, every strategic business case presented to the Trust board will be required to report on the long-term implications, as well as the environmental and social impacts of the proposal.

### Case Study – The Dental Institute

Staff in the Dental Institute at Guy's looked critically at the products they use to deliver services, and made significant cost savings by making small changes within their department.

The department switched from single use gallipots to reusable ones, reducing waste and procurement costs, and also purchased more appropriate (and cheaper) exam kits for all consultant clinics. These changes have saved the department £42k annually, and have built team morale, pride and improved adherence to departmental processes.

**Saved £42k  
each year**

**Empowered  
the team**

**Freed staff  
to spend  
more time  
with patients**

### 7.0 Key strategic objectives

- 7.1 This strategy aims to deliver and demonstrate value for the Trust and its community, as well as deliver environmental benefit and reduce carbon dioxide emissions in line with targets set by the UK Climate Change Act.
- 7.2 It will contribute to the Trust's objectives, and be further integrated into key initiatives, such as *Fit for the Future*, the *Fixed Cost Challenge* and *Faster IT (FIT)*. It will integrate community services to ensure that the programme considers all areas of the Trust's impact, and all areas of opportunity to engage staff and deliver savings.
- 7.3 The Trust's sustainability programme contributes considerably to the wider Trust community, and will continue this support through measures such as local procurement, improved local air quality, fuel poverty alleviation and local employment.

## 8.0 Utility savings targets

- 8.1 The Trust has set both short and long-term utility savings targets, as well as a target for overall waste recycled.
- 8.2 Guy's and St Thomas' current position and utility reduction targets against a 2007/08 baseline are:

Financial year	Water	Recycling rate	Carbon reduction (CO <sub>2</sub> e)	Note
<b>2015/16 (current position)</b>	-12%	58%	-15%	CO <sub>2</sub> e exceeded 10% UK Climate Change Act Target
<b>2016/17</b>	-15%	65%	-18%	
<b>2017/18</b>	-18%	70%	-25%	Aligned with energy performance contract (EPC)
<b>2020/21</b>	-20%	75%	-34%	CO <sub>2</sub> e is UK Climate Change Act Target
<b>2050/51</b>	-30%	100%	-80%	CO <sub>2</sub> e is UK Climate Change Act Target

Utility figures above include consumption from the Guy's and St Thomas' acute sites, and do not include tenanted areas. They have not been normalised for increased patient activity or extended hours of operation.

Figures will be adapted to include community sites in 2016.

## 9.0 Savings identified in this plan

- 9.1 This strategy sets a direction to achieve and potentially exceed carbon emissions targets for the NHS, and will ensure the Trust achieves a 34% carbon dioxide emissions equivalent (CO<sub>2</sub>e) reduction based on a 2007/8 baseline.
- 9.2 It outlines a plan to achieve £2.22m (£720k previously unidentified) annual savings starting in 2017, plus wider indirect savings. This is comprised of £230k from directorate led savings, £90k from water efficiency and billing

adjustments, £400k from electricity saving associated with reducing hardware and driving efficiency through *Faster IT*, and £1.5m from the energy performance contract, currently underway. This is in addition to the over £3m the programme already contributes annually (see section 5.4).

- 9.3 Additional savings will be driven from other resource efficiency projects, detailed below.



9.4 Key areas of strategic focus will be:

Opportunity	Key actions	Key partners	Benefits	How it will be measured
<b>Costed opportunities</b>				
<ul style="list-style-type: none"> <li>Directorate focused engagement to deliver savings through simple actions</li> </ul>	See table 10.3 for examples	Directorate leads, department heads, all staff	<b>£230k</b>	Directorate reporting, Smart metering (EPC project 2016/17)
<ul style="list-style-type: none"> <li>Reducing waste</li> </ul>	Avoid consumable waste, online furniture reuse platform	Directorate leads, waste team, Infection control, Trust procurement, clinicians	<b>Part of directorate savings above</b> Legal, carbon reduction	Weigh bridge feedback, consumable spend
<ul style="list-style-type: none"> <li>Saving energy</li> </ul>	Faster IT (FIT) programme, delivery of Energy performance contract (EPC)	FIT delivery team, British Gas, Local environment reps (LERs)	<b>£1.9m</b> £400k* from FIT and £1.5m from EPC, 18% carbon reduction (6% from FIT, 12% from EPC)	Smart metering (EPC project 2016/17), EPC measure & verify (M&V) programme
<ul style="list-style-type: none"> <li>Water billing improvements and avoidance of wastage</li> </ul>	Housekeeping/kitchen staff training	ADSM, plumbers, LERs, Thames Water	<b>£90k</b>	ADSM (water partner) reporting, meters
<b>TOTAL SAVINGS</b>			<b>£2.22m</b>	

\*Excludes savings from PC switch off, as this is accounted for in the simple actions to deliver savings, detailed in section 10.3

## 9.5 Outline of additional savings opportunities

These opportunities will be pursued and developed as part of delivering the sustainability strategy through 2020. They will contribute to the agenda of service redesign and driving innovation and flexibility.

Opportunity	Key actions	Key partners	Benefits	How it will be measured
<b>Additional savings opportunities</b>				
<ul style="list-style-type: none"> <li>Reducing pharmaceutical waste</li> </ul>	Key prescribing changes (e.g. powder inhalers vs. CFC, exercise over drugs), consumables avoidance	Medicines management <i>FFF</i> working group, Sustainable Development Unit (SDU), Trust procurement	£££	Clinical pathway guidance (SDU), procurement spend
<ul style="list-style-type: none"> <li>Travel and healthy living</li> </ul>	Improve access to active travel for all, prescribed exercise, eliminate idling of vehicles on site	Greater London Authority, Transport for London, King's College London, local boroughs	Reduced NOx, PM2.5, sickness absence, fuel costs, personal health – staff and patients	Air quality testing on site, staff travel survey (annual), patient recovery times, staff sickness levels
<ul style="list-style-type: none"> <li>Supply chain efficiency, reducing inventory waste</li> </ul>	Reduce waste of consumable, focus on inventory management	Clinicians, Trust procurement, NHS Supply Chain, <i>FFF</i> workstream	£££, environment, cost of manufacture	Reduction in spend, improved clarity of volumes and costs
<ul style="list-style-type: none"> <li>Reduce number of outpatients attending acute sites</li> </ul>	Increase access to district nursing in community	Transformation team, Patient transport	Reduced patient transport, personal transport, space freed for other use	Number of outpatients, patient transport statistics
<ul style="list-style-type: none"> <li>Enable technology to reduce staff travel</li> </ul>	Improve access and take up of technology,	FIT, organisation leaders	Reduced intra-site transport, more	Skype for Business statistics, staff bus usage

	such as <i>Skype for Business</i>		flexible use of office space	
<ul style="list-style-type: none"> <li>Improved use of space</li> </ul>	Implement process for setting up and closing buildings/departments	Essentia, Capital Development team, Waste, Relocations, Space	Reduced utilities, asset recovery, reduced maintenance	Essentia Project Management Office reporting
<ul style="list-style-type: none"> <li>Innovative design and embedded flexibility in capital development programme</li> </ul>	Design in re-design flexibility, use innovative techniques, such as modular build, sustainable materials	Essentia Capital development team, BRE, construction teams	Longevity of built estate, reduced life-cycle cost	Accreditations, awards, contractual procurement.
<ul style="list-style-type: none"> <li>Community engagement</li> </ul>	Promote healthy living, clean air, local economy	Local schools, Lambeth and Southwark CCGs	Improved air quality, local recruiting	Local people employed by the Trust, air quality monitoring

## 10.0 Simple actions to deliver savings

- 10.1 The focus of this strategy is upon how simple actions everyone can do will deliver the Trust's financial, social and environmental objectives.
- 10.2 The table below shows examples of actions that can be taken across the Trust for significant cost savings. This list is not exhaustive, but aims to demonstrate the added value that targeted engagement can deliver.

### 10.3 Examples of simple actions and associated potential savings.

The sustainability team will work with directorates across the organisation to further develop this list.

Please note, some of these projects are incorporated into existing Trust initiatives, such as *Faster IT*. This illustrates the scale of savings possible if all staff take action at a local level, and serves to demonstrate some of the potential actions directorates may wish to pursue.

Area	Simple action	Who can do this?	What would it save?
<b>Printing and office supplies</b>	Avoid unnecessary printing	Everyone	£88k <sup>2</sup>
	Ensure printer settings are double sided and black and white	Office managers or team secretaries	£6k <sup>3</sup>
	No personal printers	Everyone	£5k
<b>Water reduction</b>	Report any leaks or dripping taps	Everyone	£12k (1.4%) <sup>4</sup>
	Never leave the tap running unnecessarily	Everyone	£12k (1.4%) <sup>5</sup>
<b>Energy saving</b>	Turn off your PC and monitor when you go home	Everyone	£180k <sup>6</sup>
	Water coolers on timers, temperature increased by at least 3C°	Everyone	£3k
	Ensure water boilers are on timers	Everyone	£3k
	Make sure MFDs auto-off after one minute and on timers	IT	£10k

<sup>2</sup> Estimates based on actual print savings at the Trust delivered from use of multi-functional devices (MFDs)

<sup>3</sup> As above

<sup>4</sup> Health Technical Memorandum 07-04 – Section 6.26

[https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/147948/HTM\\_07-04\\_Final.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/147948/HTM_07-04_Final.pdf)

<sup>5</sup> Health Technical Memorandum 07-04 – Section 6.16

[https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/147948/HTM\\_07-04\\_Final.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/147948/HTM_07-04_Final.pdf)

<sup>6</sup> Based on actual Trust data during historical project to include PC power management policies

	Turn off lights when not needed, use natural light, when appropriate	Everyone	£100k (1% total electricity)
	Eliminate electric space heaters in areas with other heat source	Everyone	£15k <sup>7</sup>
<b>Waste minimisation</b>	Avoid unnecessary waste	Everyone	£168k (15%) in waste costs, additional savings in procurement
	Ensure circular economy principles are employed, for example through furniture reuse and medical imaging equipment remanufacture	Everyone	£100k <sup>8</sup>
	Ensure waste always goes in the correct bin	Everyone	£56k (5%)
<b>Transport</b>	Ensure all Trust transport staff don't idle	Drivers, fleet supervisors, security, loading bay staff	£20k <sup>9</sup>
		<b>Costed simple savings</b>	<b>£778k</b>

10.4 These simple measures show what is possible if everyone took them up as part of their daily working lives; however, the savings against these measures are estimated conservatively to reflect the inconsistencies of human behaviour within a busy working environment. Every effort must be made to support staff patients and visitors, where appropriate, to make sustainable and resource efficient choices as a matter of course.

<sup>7</sup> Based on 300 electric heaters (800w) in use for 18 weeks/year - <http://www.sust-it.net/heating-energy-calculator.php?fu=8&cu=uk>

<sup>8</sup> Based on existing project at the Trust to reuse furniture across departments

<sup>9</sup> King's College London, *Air Quality Study at Guy's Hospital*, 2016.

## **11.0 Engaging the Trust community**

- 11.1 Energy and water are used by all, and waste is generated in nearly every activity undertaken at the Trust. It is for this reason that a crucial part of the solution to save these resources must be led at a local level.
- 11.2 To deliver upon potential savings, a campaign of accelerated engagement has been developed. Directorates across the Trust will be supported by the sustainability team to establish simple and achievable action plans that deliver material benefits and enable better working within departments.
- 11.3 Directorates will appoint leads to deliver a programme of savings, which will be generated and supported by the sustainability team. "Heat maps" detailing spend and performance, where available on key areas for improvement, for example use of office supplies, waste sorting and energy consumption (data to be available early 2017) will be issued to help identify key areas for savings.
- 11.4 Savings will be tracked, and where possible, feedback on progress will be reported back to directorates in order to demonstrate value, refine plans and ensure staff are recognised for their efforts.
- 11.5 For teams that have significant potential for impact, such as housekeeping, engineering and catering, the sustainability team will provide bespoke training and on-going support to deliver against plans.
- 11.6 Targeted campaigns will be run on a quarterly basis to promote key positive behaviours that deliver savings at scale. This will be done in cooperation with Trust and Essentia communications teams, as well as key departments, such as procurement and the *Fit for the Future* teams.

## **12.0 Community stewardship**

- 12.1 Guy's and St Thomas' has long been committed to enabling patients, staff and the wider community to lead healthy, prosperous and sustainable lifestyles. Relationships with community partners, such as schools, youth centres, care homes and Job Centres has fostered strong relationships, and delivers tangible, sustainable benefits to the communities served by Guy's and St Thomas'.
- 12.2 In addition to Trust recruitment policies, initiatives such as the Essentia Academy and other Workforce led programmes support the local community into work, as well as encourage and enable staff to develop skills and gain qualifications in order to excel professionally.

- 12.3 Additionally, the Trust works with NHS Supply Chain and the British Medical Association (BMA) to ensure the £300m of products supplied to the Trust are manufactured, packaged and transported to the highest standards of ethics, efficiency, and environmental integrity. Local procurement is also a key priority for the Trust, for example in the use of local contractors to deliver services or the provision of local food and produce.
- 12.4 The energy performance contract (EPC), currently underway at the acute sites, includes support for vulnerable patients and staff to improve insulation and provide boilers free of charge to those who qualify.
- 12.5 This plan aims to continue and build upon this work to support the communities served by the Trust. Opportunities to collaborate and deliver benefits to the community will be explored and prioritised, for example by supporting local schools to share knowledge, skills and high quality and useful redundant items, such as IT hardware and furniture.

### **13.0 Adapting to a changing climate**

- 13.1 As part of this strategy's commitment to considering the long-term implications of decision-making, the Trust's Strategic Development Plan, which includes the Guy's site redevelopment and the Royal Street development at St Thomas' will be designed to consider the changing climate of the UK, and will incorporate principles of reuse, resilience, flexibility and sustainable innovation.
- 13.2 The Trust has invested considerably in measures that will make our hospitals more resilient to the most likely risks from climate change in London, including heat waves and flooding. The refurbishment of Guy's Tower and the cladding of East Wing, completed in 2014 and 2015 respectively, both incorporate thermal insulation as well as solar shading to regulate the buildings' temperatures and minimise heat gain in summer months.
- 13.3 The Trust's recent investment in water efficiency also strengthens resilience. Through a thorough programme of leak detection and repair, installation of water saving technology and working with key water users within the Trust to eliminate wastage, the Trust has reduced its water consumption by over 20% since 2013. London is a water stressed region, and measures to reduce water usage by large users such as the Trust, reduces the risk of drought in the South West of England.
- 13.4 The Trust acknowledges that its sites are, like many other UK health buildings, vulnerable to climate related events, and will seek to continually improve resilience and work with strategic partners identify and minimise risk to infrastructure and services.



- 13.5 Future ambitions include the installation of green infrastructure on our sites, further understanding of vulnerable dependencies, such as travel infrastructure (London Underground, Rail, etc.), sustainable and flexible capital development and support for staff and patients vulnerable to fuel poverty.
- 13.6 The Trust will continue to work with strategic partners, such as the Greater London Authority (GLA) and the Boroughs of Lambeth and Southwark to improve resilience, and will work with these partners to support strategies such as the [Mayor of London's Climate Change Resilience Plan](#), as well as the [London Infrastructure Plan](#).

#### **14.0 Governance and reporting**

- 14.1 The Trust sustainability strategy is overseen by the Sustainability Governance Group, chaired by Sir Hugh Taylor. This group, comprised of Trust leaders from all areas of the organisation, has responsibility for delivering the strategic objectives, and demonstrating value. It meets twice annually.
- 14.2 Where possible, directorates will be supported by the sustainability team to report and demonstrate savings against action plans, and progress against this initiative will be reported to the Trust Management Executive (TME) on an annual basis.
- 14.3 As part of the EPC project, an engagement and behavioural change platform is being developed. This will supplement the established engagement programme of local environmental representatives (LERs) and on-going engagement programmes coordinated by the sustainability team.
- 14.4 Progress against this strategy will be reported to Essentia Directors on a quarterly basis and to the Trust Management Executive (TME) and Trust Corporate Management Committee (CMC) on an annual basis at a minimum.

#### **15.0 Conclusions**

- 15.1 This strategic plan sets out an ambitious course of leading action to embed flexibility, enable technology, drive efficiency and ensure high environmental and social standards at Guy's and St Thomas'
- 15.2 Through wide ranging engagement and by requiring the Trust to consider the long-term implications of strategic decisions, Guy's and St Thomas' will lead the NHS in delivery of sustainable healthcare.

***Guy's and St Thomas' will run efficiently, use resources wisely, foster healthy living and embed long-term thinking to provide patients with the best possible care.***