

# CAMBRIDGESHIRE COMMUNITY SERVICES NHS TRUST

## Green Plan 2022 - 2025



## Foreword

At Cambridgeshire Community Services NHS Trust we recognise the impact the NHS has on the environment. As the biggest employer in the country the NHS is responsible for an estimated 4-5% of the country's carbon footprint, and as an 'Anchor organisation' the NHS can play a key role in preventing the negative impacts on health and the environment.

We are a provider of health services across Luton, Norfolk, Suffolk, Cambridgeshire, Bedfordshire and Milton Keynes which means we have a significant environmental footprint. The Trust has an obligation to ensure we make our services as sustainable as possible whilst still providing a high quality of care to local residents. The Trust's vision therefore is a commitment to continue provide community and clinic based healthcare that embeds sustainability and innovation and ensuring our clinical activities and the estate we operate from are as efficient, sustainable and resilient as they can be.

We are extremely proud of the sustainability work carried out to date by our staff, including the removal of the use of single use cups, recycling points at all of bases and introduction of electric charging points at our main sites. To support the need for patients to travel less we have extensively used testing kits sent directly to patients' homes, increased the functionality of our digital platforms and shared premises with Councils to deliver very local clinic delivery.

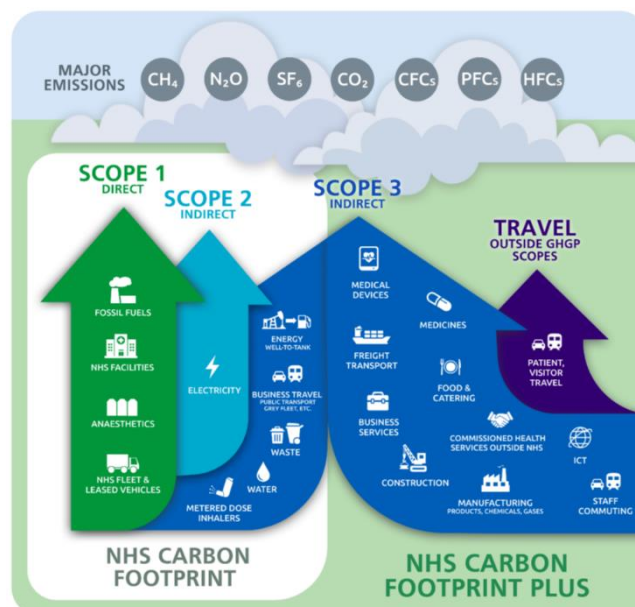
This plan will set the challenges for the next three years to ensure the Trust plays a key role in contributing to the NHS meeting its net zero targets of an 80% reduction in the emissions under direct control (NHS Carbon Footprint) by 2028-2032, and net zero by 2040, and an 80% reduction in our entire emissions profile (NHS Carbon Footprint Plus) by 2036-2039, and net zero by 2045.



Matthew Winn  
 Chief Executive



Mary Elford  
 Chair



## 1. Introduction

Quality is at the heart of all we do and we are proud to provide high quality services that enable people to live healthier lives and receive care closer to home. The Trust employs over 4800 staff delivering an extensive portfolio of community and clinic-based services, across a wide geographical area as shown below.



The services we provide include:

- A range of children's services to children, young people and families in Cambridgeshire and Norfolk
- Integrated Contraception and Sexual Health Services in Bedfordshire, Cambridgeshire, Milton Keynes, Norfolk, Peterborough and Suffolk
- Dental services in Cambridgeshire, Peterborough, Norfolk and Suffolk
- Musculoskeletal services and pelvic health physiotherapy services in Cambridgeshire and Peterborough
- Children and Adults' community health services for the residents of Luton
- Bedfordshire Community Health services for the residents of Bedfordshire
- COVID vaccination centres across Cambridgeshire & Peterborough and Norfolk & Waveney

We believe that community based health services are fundamental to the success of an NHS and care system, that gives people more choice and control over how they access and receive support to manage their own health. The challenge for Trust is that it provides its services across more than 150 locations, owned by the NHS, private landlords, Councils and NHS Property management companies and we provide services that cover a population of around 3.3 million.

Therefore, our challenges, as a community health provider in delivering on our sustainability plans centre on:

1. Ensuring our main healthcare facilities in community hospital health campuses are efficient and adaptable to provide a broad range of services and meet the needs of partner NHS providers to deliver care closer to people's own home

2. Ensuring that as our staff travel to provide essential care in peoples own home that mileage is undertaken with minimal impact of the environment
3. As we develop new models of care and support for adults and children in partnership with other NHS organisations, we ensure reducing our carbon footprint is a central objective in how care is delivered differently in the future.

Taking into consideration our specific responsibilities under the classifications of the NHS Carbon Footprint and Carbon Footprint Plus areas, our green plan sets out 7 key initiatives and where these initiatives contribute to the national classification areas:

<i>Trust wide initiatives</i>		<i>NHS Carbon footprint</i>	<i>NHS Carbon footprint plus</i>
	1 Supporting our workforce to innovate	✗	✗
	2 Implementing new models of care		✗
	3 Digital transformation		✗
	4 Staff travel	✗	✗
	5 Estates and transport links to our community hubs	✗	✗
	6 Medicines		✗
	7 Supply chain and procurement		✗

## 2. Areas of focus



### Initiative 1: Supporting our workforce to innovate

We know that without the innovation, energy and ideas generated from our staff we will not be able to implement anything in our Green Plan. It is our staff that are coping with immediate difficulties, challenges or worries about climate change and they need organisational support to take actions now that will have a positive impact on the future.

During 2022/23 the Director of Finance and Resources acting as the Board level net zero lead, will establish a CCS “Net Zero Champions” network to support and encourage all staff to innovate, establish team initiatives and contribute to the Trust wide approach and actions we have agreed.

The champions will also support climate change awareness and the take up of the Delivering a Net Zero NHS “e-Learning for Healthcare” module at a team level. The Champions will be representing their clinical services to support the development initiatives and activities, that will include awareness sessions for staff to develop insight and understanding of how sustainability is considered in the redesign of services and models of care in their locality. The Champions will facilitate the engagement and input from clinical and non clinical staff through local workshops and group working and input into a regular Trust wide newsletter to promote and update on the projects and initiatives to supporting climate awareness and improvement.

We will ensure our teams and staff contribute in the Integrated Care Systems where they work, to support the delivery of the ICS plans, including supporting local groups and stakeholders in promotional and activity based events.

The Trust will work within its various systems with an agreed approach to engaging and developing our workforce and system partners in defining and delivering carbon reduction initiatives and the broader sustainability goals where appropriate. This could cover the operation of sustainability committees and working groups; engagement from our Research team, development of online sustainability training and pledge platforms for staff; and investment in specific staff to support sustainability goals.

#### Trust deliverables:

<b>Supporting our workforce to innovate</b>  	<ul style="list-style-type: none"> <li>• Net Zero network established</li> </ul>	August 2022
	<ul style="list-style-type: none"> <li>• Staff champions in place in each team</li> </ul>	October 2022
	<ul style="list-style-type: none"> <li>• Website / communications area</li> </ul>	October 2022
	<ul style="list-style-type: none"> <li>• Pipeline of staff ideas and projects</li> </ul>	Annually



## Initiative 2: Implementing new models of care

The Trust has embedded sustainability improvements to support our delivery of care, including easier access to our services in providing care at home. This has included the provision of sexual health testing kits directly to patients homes accessed via a dedicated website, and resulting in a reduction for the need for the service user to travel to our clinics, and:

- digital clinical triage and exercise classes in Musculo Skeletal services;
- digital remote monitoring of people with heart failure, reducing the need for them to go to outpatient departments

As we become integrated more fully with other health and social care provider organisations, there will be increasingly more opportunities to re-design our joint services and have an opportunity to reduce our carbon footprint. This will include:

- Providing more specialist services in local clinics that previously were only provided from acute hospital sites.
- Providing service to users in their own homes, to replace the care they have traditionally had to be admitted to hospital to access. This will include hospital at home services for children and adults; Intra venous therapy as standard home care practice; Chemotherapy and dialysis care at home options.

The Trust will fully participate (and in some areas lead) in these models to contribute to the reduction in patient journey miles undertaken in each area every year.

We will continue to build on existing and emerging new care pathway improvements, streamlining and health promotion will be essential to future sustainable models of care, and key priority areas for review with the development of system Collaboratives emerging work programmes.

Each of our services, develop annual plan, which includes the service delivery they will undertake each year and from 2023/23 this will include analysis of the Net Zero contribution.

### Trust deliverables:

<b>Implementing new models of care</b>  	Optimise benefits of Rostering system	<ul style="list-style-type: none"> <li>• Use the information and outputs from the Rostering system to inform and understand further opportunities for optimal and efficient workforce modelling</li> </ul>	2022 - 2023
	Climate impact awareness	<ul style="list-style-type: none"> <li>• Incorporate climate impact awareness processes into service developments and improvement plans</li> </ul>	March 2023
	Service plans	<ul style="list-style-type: none"> <li>• Defining the new models of care each year and quantify the contribution to Net Zero targets</li> </ul>	February 2023

### Geographical specific deliverable:

Luton remote monitoring for people with heart failure and those living frailty	2022 - 2024
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### Initiative 3: Digital transformation

In response to the global pandemic the Trust introduced video consultation software at pace and our clinical services very quickly ensured that care and support provided to patients/service users when face to face support was limited to essential need only. This adaptability (for example), in September 2021, saw across the Trust there were 70,542 contacts and 39% of these were over the telephone and 7% over video.

This is one example of many where the implementation of digital solutions that do not adversely impact quality of care but have the benefit of reducing the need to patients to travel to our clinical facilities, and the direct alignments between the digital transformation agenda and a net zero NHS are clear.

Other areas include:


- Online Digital interaction and interactive website content to support parents
- Online web forms for referrals and consent
- Laboratory results fully electronic and linked to the clinical patient record, to avoid printing in clinical settings
- SMS (text messages) for appointment reminders and test results, avoiding letters being sent
- Electronic correspondence to patients and other healthcare professionals to replace sending letters in the post
- Introduction of iPads into Luton care homes enabling MDT support and meetings whilst protecting staff and care home residents.
- Implementation of Patient Video Consultation Platforms

The Trust will continue to invest in digital technology to ensure it can support the What Good Looks Like (WGLL) framework to further accelerate digital and data transformation and more specifically to promote further the use of telephony, video and on-line services for patients with the aim of further reducing the need for patient travel, ensuring quality of care is maintained at all times when implementing these service improvements.

The Trust will ensure it optimises the lifecycle of its device inventory, working with its new ICT provider to minimise the carbon impact of introducing new devices before the optimal device life has expired and increasing the useable period where possible.

During 2022/23 the Trust will embed a telephony platform that will allow an enhanced level of service delivery.

**Trust deliverables:**

<b>Digital transformation</b>  	Digital interactions	<ul style="list-style-type: none"> <li>Continue to increase the functionality and use of digital platforms across our service lines</li> </ul>	Ongoing
	Website developments	<ul style="list-style-type: none"> <li>Enhance our websites functionality capability on a phased basis from April 2023, to enable the reduction in the requirement for paper based information leaflets</li> <li>Introduction of auto translation across digital platforms</li> </ul>	April 2023 - March 2025  April 2022
	Telephony Platform	<ul style="list-style-type: none"> <li>Procurement of a Trust wide digital telephony platform to provide enhanced call management services and reduce face to face interactions</li> </ul>	October 2022
	Recycling of technology	<ul style="list-style-type: none"> <li>Continue to ensure technology upgrades fully incorporate the existing Trust's recycling agreements</li> </ul>	2023/24
	Device lifecycle management	<ul style="list-style-type: none"> <li>Ensure the Trust's Device inventory management processes maximise the full lifecycle of devices in use</li> </ul>	2023/24

**Geographical specific deliverable:**

Norfolk Integrated Front Door – consolidation of access to children's services, benefit to reduce travelling miles for citizens	2023 - 2024
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## Initiative 4: Staff travel

Since March 2020, not surprisingly, there has been a considerable reduction in business miles travelled by CCS employees, and mileage during 2021/22 is 50% of numbers of miles travelled pre COVID. This reduction has had an environmental benefit and the Trust is committed to maintaining and sustainable level of business mileage, recommending to staff only undertake essential travel required to carry out their duties and move the majority of meetings to a digital format.

The Trust does not own or manage a fleet of vehicles, however there are 160 members of staff who use lease cars as part of delivering their roles. The Trust will work with the Lease Car supplier to promote and increase of ultra-low emissions vehicles (ULEVs) or zero emissions vehicles (ZEVs), with the aim of all lease vehicles to be ZEVs by 2028, ahead of the Government's target of 2030 for all new vehicle sales. Currently there are 11 staff using ULEV's and also 11 staff using ZEV's, and over the next 3 years we will be working collaboratively with our lease car provider to promote the benefits of electric vehicles and increasing the range on offer including adding in a salary sacrifice option for staff wanting to source a new ULEV or ZEV vehicle. We will increase the number of charging points across our estates footprint, where we own or lease the building.

In addition to the benefit from reduced mileage with increased numbers of staff working from home, the Trust will:

- Increasing levels of active travel and public transport by promoting the public transports routes to its main clinic sites and bases
- Promoting the benefits of car sharing where this is practicable
- Use of Scheduling of staffing rotas across all community delivered services to reduce business mileage
- Hybrid ways of working to reduce building footprint and mileage
- Maximising efficiencies in the transport of goods and services by working collaboratively with provider colleagues with common delivery routes. This is expanding on the existing arrangements within Cambridgeshire with PPE deliveries and expanding these arrangements to the majority of supply chain goods.
- Increase awareness of the environmental benefits of anti-idling, especially with delivery vehicles.

### Trust deliverables:

<b>Staff travel</b> 	Scheduling software for staff in all home visiting services	<ul style="list-style-type: none"> <li>• introduce rostering and scheduling software to optimise routes and visits taken to reduce mileage for staff</li> </ul>	March 2023
	Use of ULEV and ZEV lease cars	<ul style="list-style-type: none"> <li>• Increase to 40% (currently 7%)</li> </ul>	March 2024
		<ul style="list-style-type: none"> <li>• Incentivising all new lease cars offered are ZEV</li> </ul>	March 2024
		<ul style="list-style-type: none"> <li>• Installation of vehicle electric charging points at main Trust sites</li> </ul>	March 2024
	Cycle to Work	<ul style="list-style-type: none"> <li>• Increase in staff using the Trust Cycle to Work scheme</li> </ul>	Sept 2022



## Initiative 5: Estates and transport links to our community hubs

The management of estates and facilities services have a critical role in achieving the NHS' overall net zero carbon ambitions. This ensures a clear focus on eliminating emissions from our estates and facilities operations. Success in reducing the emissions of the NHS estate will lay the foundation for carbon reductions across the NHS and lead the way on net zero through decarbonising the estate.

Action has already been taken by the Trust to reduce the levels of carbon use include delivering estate rationalisation and reduce our estate footprint. Our various site redevelopments have included:

- the replacement our lighting to LED
- upgrades to our heating and ventilation systems
- improvements to efficiency and fabric of our buildings and ensuring our estates are fully digitally integrated.

By making every kWh and m3 count and working towards 100% clean renewable energy supply to the buildings, we are reducing carbon use and energy bills whilst releasing funds to reinvest back into direct healthcare delivery.

The Trusts delivers its services from sites directly within its control and leased as tenants. Before the Trust takes on a lease to occupy it requires the owner to demonstrate the building meets the regulatory framework set within the Minimum Energy Efficiency Standards framework which was extended in 2018 to include non-domestic buildings, and the requirement for a minimum rated Energy Performance Certificate to be in place and from April 2023, this requirement takes effect for all existing lease renewals.

The current data on energy usage and CO2 emissions for our major sites are shown below.

Main Clinical Sites		Annual Totals	
		Energy (kWh)	CO2 emissions (kg)
Brookfields Hospital, Cambridge	Health Campus	420,316	98,106
Princess of Wales Hospital, Ely	Health Campus	3,052,001	610,692
North Cambs Hospital, Wisbech	Health Campus	1,407,118	282,419
Doddington Hospital, Doddington	Health Campus	1,718,780	332,011
Luton Treatment Centre, Luton	Community Clinics	39,214	9,153
Oaktree Centre, Huntingdon	Primary and Community Clinics	1,135,391	228,839

The Trust's will continue with significant estate refurbishments during the lifetime of the Green Plan. We have submitted an expression of interest to join the New Hospital Programme to re-develop the Princess of Wales Hospital in Ely (as shown in the image bellow), and at the forefront of this is a focus on a sustainable building that maximises the range of clinics and the way they operate, allowing flexibility to change with the clinics of the future. Offering a one-stop approach where beneficial and digital delivery, with clinicians using the community hub as a venue from which to provide virtual consultations and, GPs and patients being able to get advice from specialist based elsewhere, providing co-ordinated care closer to the community. Enhanced thermal performance, increased airtightness and good natural daylighting will result in a significant reduction in energy losses and demand. Renewable technologies including photovoltaic panels, solar thermal and heat pumps have

been proposed with the aim of achieving Net Zero Carbon. This project will begin during the period of this plan and will play a key role in the Trust delivering its “Green” agenda. As part of this and other site developments we will work closely with Local Authorities to ensure the sites are accessible to public transport routes and accommodate space on our site.



**Trust deliverables:**

<p>Estates and transport links to our community hubs</p>	Switch to renewable energy	<ul style="list-style-type: none"> <li>100% renewable electricity contracts for estate in Trust direct control</li> </ul>	April 2022
	Use of fossil fuels	<ul style="list-style-type: none"> <li>Develop a long term fossil fuel reduction strategy for the estate under Trust direct control</li> </ul>	March 2023
	Increase recycling on Trust property	<ul style="list-style-type: none"> <li>Develop a waste reduction and recycling plan to include:               <ul style="list-style-type: none"> <li>Review of recycling contracts, targets and staff information</li> <li>Recycling of furniture</li> </ul> </li> </ul>	March 2023
	Construction	<ul style="list-style-type: none"> <li>Use local traders where possible</li> <li>Build to BREEAM (Building Research Establishment Environmental Assessment Method) excellent standard where applicable and possible.</li> <li>Replace boilers in our buildings with more energy efficient types</li> <li>LED and motion sensor solutions at all CCS owned and long leased buildings</li> </ul>	April 2023 onwards

	Lease arrangements	<ul style="list-style-type: none"> <li>Work with all landlords to improve Minimum Energy Efficiency Standards in each leased premises</li> </ul>	April 2025
	Reduce single use plastics	<ul style="list-style-type: none"> <li>Develop a strategy for single use plastics eradication in line with the NHS Plastic Pledge (e.g. plastic cups, bottles and cutlery)</li> </ul>	Dec 2023

**Geographical specific deliverables:**

Reduce numbers of premises used in Bedfordshire for children services	2022-2024
Redevelopment of Princess of Wales Hospital, Ely	2023 - 2025
Feasibility of Brookfields Hospital development opportunity to reduce footprint, Cambridge	2022
Development of North Cambs Hospital, Wisbech	2023-2025



## Initiative 6: Medicines

The trust is not a high user of medicines and the NHS focus on the carriers of inhalers and anaesthetic gases is not relevant to us. However we will work with stakeholder colleagues and the citizens we care for to ensure as a collective group we support the increased use of sustainable products used in the medicine industry and through patient choice.

Through our supply chain networks we will also monitor the use and waste level relating to other medical products, including but not limited to wound management, and support our staff with understanding and awareness of the benefits of waste reduction.

### Trust Deliverables:

Trust wide medication review – use of bandages in wound care products (reducing waste); drug optimisation in prescribing	2022 - 2023
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## Initiative 7: Supply Chain and procurement

The NHS Supply Chain accounts for approximately 62% of total carbon emissions and is a clear priority area for focus for our Green Plan. We will benefit from the launch of the Sustainable Supplier Framework requiring NHS tenders to include a minimum 10% net zero and social value weighting by April 2022.

In subsequent years all suppliers to the NHS will be required to publicly report emissions and a carbon reduction plan aligned to the NHS net zero target.

Suppliers will be able to self-certify to the Evergreen Framework to create a single centralised source of information recording how suppliers are aligning with the NHS net zero trajectory.


CCS will work with its procurement team to identify and remove from the catalogues products that are believed have a higher detrimental impact and replace with environmentally friendly alternatives, including but not limited to –

- Only purchase 100% recycled paper where appropriate, reducing overall paper usage.
- Although not high in volume, the Trust will work with its suppliers to address single use plastics across all of its service areas, including extending the life of single use plastic products and limiting the purchase of new to compostable/biodegradable alternatives.

We will continually review the Procurement Target Operating Model (PTOM) Sustainability Guidance released from the NHS England central sustainability team and incorporate best practice where applicable. Case studies will be released and shared via the PTMO portal, and consideration for implementing will be made where they are applicable and / or beneficial for CCS.

The Trust will be reliant on the NHS England commercial team to introduce binding Net Zero targets into the centrally procured/frameworks that the Trust utilises. The Trust will support the appointed ICS/ regional procurement leads to incorporate sustainability into the foundations for delivery as per the ICS Procurement Guidance.

**Trust deliverables:**

<p><b>Supply Chain and procurement</b></p> 	<ul style="list-style-type: none"> <li>• Increase use of recycled Paper to within the Trust</li> </ul>	<p>March 2022</p>
	<ul style="list-style-type: none"> <li>• Ensure local suppliers are included in tender opportunities where possible through advertising</li> <li>• Adopt PPN 06/20 so that all tenders include a minimum 10% net zero and social value weighting</li> </ul>	<p>Ongoing</p>
	<ul style="list-style-type: none"> <li>• Service by service review of stock control processes and waste control improvement opportunities</li> </ul>	<p>March 2024</p>

### 3. Implementation

#### Adaptation

Service Business Continuity plans are adapted to account for a range of events including those caused by extreme weather conditions as relevant to each service, and identified risks and mitigations are recorded on the Trusts Risk register and are the overall responsibility of the Trust Service Directors.

The Trust has identified geographical areas for increased likelihood on extreme flooding events and has in place a range of mitigating measures to address these with stakeholder support, for example the availability or temporary clinical accommodation in Peterborough, Kings Lynn and the Cambridgeshire Fens.

Throughout the recent pandemic we have adapted to new ways of working and have also enabled essential services to continue to be delivered using where clinically appropriate alternative forms of patient contact including remote virtual access or moving to care at home.

The Trust estates redevelopment plans include upgrading to energy efficient and effective ventilation, heating and cooling systems, and for occurrences of extreme heat, the Trust has access to a number of portable cooling systems for priority distribution as required.

#### Monitoring, reporting and governance arrangements

- In addition to the “Trust Deliverables” there will be a requirement to collate Trust wide data into a wider Integrated Care System monitoring returns. A set of indicators are currently being developed to measure progress against the ambitions set out in the NHS Net Zero report and these indicators will provide a mechanism to monitor progress from 2022. These will be updated and replaced as delivery accelerates, new interventions are identified, and better data become available.
- These metrics will continue to be tested with national, regional and system partners and wherever possible, making use of pre-existing indicators and data, to minimise the burden of collection and ensure consistency across NHS programmes.
- The Trust Executive team will have responsibility to ensure our Green Plan aspirations and targets are integrated into the relevant specialist areas of the Trust (e.g. Human Resources team and the Joint Consultative Negotiation Partnership). The lead executive will be the Director of Finance and Resources and will ensure appropriate reporting into the executive team and the Trusts Infrastructure committee.
- The Trust’s Infrastructure Committee will have oversight on behalf of the Board of performance against the Trust deliverables and the finalised data to be reported into the system.

#### Trust deliverables:

Trust reporting	<ul style="list-style-type: none"> <li>• Develop Trust wide baseline dataset across the 7 initiatives and tracking of national metrics to support reporting to Infrastructure Committee and Board</li> </ul>	Sept 2022
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**Document details:**

**Owner:** Director of Finance and Resources

**Board sign off:** 20<sup>th</sup> July 2022

**Review date:** 30<sup>th</sup> June 2024