### Executive Summary

The Trust’s successful programme of Sustainable Development and Social Value has received national recognition during 2015. Earlier this year, the Trust was highly commended in five categories at the NHS Sustainability Awards.

The Trust was also selected as a finalist in the prestigious annual HSJ Awards in the *Improving Environmental and Social Sustainability* category.

The following short video presentation summarises the part that sustainability and social value plays throughout the organisation and why SaTH is recognised as a leading organisation delivering sustainability in healthcare.

The full application which describes the breadth and extent of the Trust’s programme of Sustainable Development is shown in Appendix A (Executive Summary) and Appendix B (full application paper).

The Trust also won the category of *Employer of the Year* for its work in promoting health lifestyles, awarded by Energize in November 2015.

### Strategic Priorities

- Quality and Safety
- Healthcare Standards
- People and Innovation
- Community and Partnership
- Financial Strength

### Operational Objectives

Continue to develop environmental and social sustainability through the Good Corporate Citizen programme.

### Board Assurance Framework (BAF) Risks

- ☑ If we do not deliver **safe care** then patients may suffer avoidable harm and poor clinical outcomes and experience
- ☐ If we do not implement our **falls** prevention strategy then patients may suffer serious injury
- ☐ Risk to **sustainability** of clinical services due to potential shortages of key clinical staff
- ☐ If we do not achieve safe and efficient **patient flow** and improve our processes and capacity and demand planning then we will fail the national quality and performance standards
- ☑ If we do not have a clear **clinical service vision** then we may not deliver the best services to patients
- ☑ If we do not get good levels of **staff engagement** to get a culture of continuous improvement then staff morale and patient outcomes may not improve
If we are unable to resolve our (historic) shortfall in **liquidity** and the structural imbalance in the Trust's **Income & Expenditure** position then we will not be able to fulfil our financial duties and address the modernisation of our ageing estate and equipment.

<table>
<thead>
<tr>
<th>Care Quality Commission (CQC) Domains</th>
<th>Safe</th>
<th>Effective</th>
<th>Caring</th>
<th>Responsive</th>
<th>Well led</th>
</tr>
</thead>
</table>

**Recommendation**

**RECEIVE** and **NOTE** the video presentation representing the Trust’s focus on sustainability and social value.
1. Introduction

Our Trust-wide programme of sustainable development and added social value has received national recognition in recent years. This is a direct result of the Trust’s ongoing commitment to the ‘Good Corporate Citizen’ programme which has been a feature of our aspiration to be an ‘excellent’ organisation by 2020. The Trust Board approved a Sustainable Development Management Plan in 2014 and progress in working towards this goal is monitored quarterly at the Sustainable Development Committee – a tier 3 committee reporting to HEC.

The self belief generated from being nationally recognised for our achievements in consecutive annual NHS Sustainability Awards led to an application for a prestigious HSJ Award. We were delighted to receive notification that the Trust was finalists in the Improving Environmental and Social Sustainability category. In April, the Trust were runners-up in five categories:

- Procurement
- Energy
- Waste Management
- Catering
- Volunteering

The Trust also won Energize’s Employer of the Year Award for its work in encouraging a healthy and active lifestyle for staff.

2. HSJ presentation

Our presentation to the HSJ judging panel included a short video presentation which covered the following headings:

Ownership ‘across the board’
- Commitment from Trust Board to front line – annual Board progress update
- Sustainability Champions
- Our staff
- Volunteers
- Foundation Trust Members
- Local businesses
- Our community

Not ‘one size fits all’
- Lots of different approaches
- ‘Pick n Mix’ – eg volunteers, cycling group, champions
- Our approach to procurement and catering
- Partnerships – LAs/private sector/charities
- Small steps – big impact
- Using volunteer’s ideas to help patients

‘Seeing is believing’
- Getting the message out – headline events
- Healing environments with sculptures and sensory stimulation
- 2 trees at 2 o’clock
- Active travel – staff and patients
- ‘Traditional’ hard measurables
- National SDU Awards – highly commended 2014 & 2015
- Energize ‘Employer of the Year’
2014 saw the Shrewsbury and Telford Hospital NHS Trust positively embracing the challenge of changing our ways of working to ensure that we deliver Healthcare with a kind touch and a small footprint across all our areas of business. This guiding principle was adopted following dozens of responses from staff when we launched our new Sustainable Development Management Plan (SDMP) in February 2014.

We have adopted a top down and bottom up approach to sustainability within the organisation and have also reached out to partners to deliver a system wide approach to encouraging and embedding best practice in environmental, social and financial sustainability.

The Board has shown support through adoption of the SDMP, Volunteer Strategy, Sustainable Procurement Strategy and Green Travel Plan; this has percolated throughout the organisation with over 80 staff members signing up as ‘Sustainability Champions’. We publish a regular sustainability newsletter along with ‘Green Pages’ on our intranet are used to diffuse information across the Trust. We have set up dedicated email and phone contacts to facilitate a dynamic two-way communication network. The sustainability agenda is also represented at the Trust’s annual Leadership Conference. We have a well established and fully representative Sustainability Committee to promote sustainability throughout the organisation and local health economy, monitoring measurable outcomes included in the SDMP action plan and reporting progress to the Board.

The Board has shown significant support through sponsoring a five year sustainability capital programme, which has enabled projects to improve our lighting and energy efficiency, waste management and water efficiency. The return on investment for the initial schemes has been less than 18 months – a demonstration of real commitment given the degree of financial challenge we currently experience.

We have long recognised that neither the Committee nor the Board can affect change in isolation; there has to be ownership and engagement from across the organisation. Currently, our porters are helping implement and embed an equipment recycling scheme which will make unwanted equipment available to other departments and reduce disposal costs. This has involved new ways of working and has been positively received by staff; network partners have also expressed an interest in expanding the scheme further to include local schools etc in the future. For the first time, this year our annual business planning cycle included discussions on sustainability; many areas have now set themselves challenging targets related to energy, transport and paper reduction which will be measured and reported through the business planning monitoring process.

As well as having an extended and robust internal network of sustainability champions and communication, we have also recognised and addressed the wider community implications. We have strong working relationships with our local authorities and have jointly appointed a Travel and Transport Co-ordinator to improve our performance in this area with key agreed outcomes and measures. We regularly update our 9,500 members (as an aspirant FT) on sustainability developments and invite ideas and contributions. We have seen an increase from 27 to over 400 public volunteers and we have developed a number of roles, from general ward help to dementia buddies, feeding buddies and befrienders, through to more ad-hoc opportunities such as gardening, painting and other refurbishment projects (eg the creation of a mural in the Children’s Ward at the Princess Royal Hospital in Telford). We now have a SaTH Volunteer Facebook page which enables instant and interactive communication with our community (https://www.facebook.com/pages/SATHVolunteers/261078124086604?ref-ts&ref=br_tf). We have an established Young Volunteers programme which has seen 91% of participants go on to study for a healthcare related degree, and over 100 modern apprentices (from only 8 a couple of years ago). Another recent initiative is releasing our own back office staff to clinical areas. After the appropriate training, staff can greater understand and support front line clinical staff and provide an extra resource
to patients on our wards, particularly those with dementia, as all our volunteers attend Dementia Friends awareness as part of induction. We have also resourced clinical areas with resources to help create reminiscence areas on both sites; this has greatly improved the experience of those patients living with dementia.

We have provided a number of opportunities for community volunteers to work on both our hospital sites to create beautiful and healing garden environments for patients, staff and visitors. This has involved working with private sectors partners who have donated time, money and equipment to help us achieve this, and we are now developing a programme of ‘Make A Difference’ days for more local businesses to come forward to help with this type of project.

We have recognised that procurement plays a critical role in delivering the sustainability agenda, and have two senior procurement managers in our steering committee, who have introduced a sustainability-weighted pre-qualifying questionnaire and undertake annual sustainability reviews of our top 20 suppliers and establishing close links to local business to support opportunities for SMEs to bid for NHS contracts. Recently, for example, a small local dairy was selected to supply our milk in preference to a national supplier, even though this was, on the face of it, more expensive. This reflects our sustainable procurement strategy where whole life costs of products are taken into account and the ‘triple bottom line’.

In addition to this culture changing approach we are also focusing on some of the hard targets such as energy and water efficiency. For example, all of our new builds incorporate BREEAM excellent standards.

The Trust has not focused on just one single project and thrown all our efforts into it, rather we have recognised that we need to rely on the enthusiasm and commitment of our 80 champions, our 5000 staff and our 500,000+ local population to achieve the strategic and cultural shift to make sustainability truly sustainable, to deliver *Healthcare with a kind touch and a small footprint.*
Appendix B - Introduction

Sustainability has become increasingly important as the impact of peoples’ lifestyles and business choices are changing the world in which we live. In order to fulfil our responsibilities for the role we play, Shrewsbury and Telford Hospital NHS Trust has the following sustainability mission statement and guiding principle:

“Healthcare with a kind touch and a small footprint.”

We acknowledge and embrace our ethical duty to contribute towards the ambitious targets set to reduce the carbon footprint of the NHS, public health and social care system. It is our aim to meet this target by reducing our carbon emissions by 10% by 2015/16, using 2007/8 as the baseline year. We believe that by linking our aspirations into a centralised programme, that we can achieve nationally mandated sustainability targets through ensuring that our organisation is environmentally, financially and socially sustainable.

The Trust has been building the foundations of its Sustainable Development Plan/Carbon Management Strategy and has been a member of the national ‘Good Corporate Citizen’ (GCC) public sector initiative since 2007, regularly reporting progress against our sustainability goals to the Board through a well-established programme of waste, energy and water management. The purpose of the Strategy was to emphasise that reducing carbon emissions and preparing for extreme weather events can be achieved whilst protecting natural resources and strengthening social systems, which in turn can provide significant short-term and priceless long term benefits for our health, communities and services. By working collectively with our patients and local communities we are committed to improving our environment, the experience of our patients and delivering better outcomes for our patients and local communities by reflecting the principles of sustainable development, listening and acting upon the suggestions of our staff and adopting best practice from other organisations. The engagement with our local communities and staff is essential and our strapline for this work is Think Globally, Act Locally.

Progress over the past year

In 2014 Julia Clarke, Director of Corporate Governance, led the development our Sustainable Development Management Plan (SDMP), incorporating locally derived objectives together with those from the GCC framework. This was further to local engagement and consultation and aligned with our organisational values and strategic priorities for the next five years. An extensive campaign of raising awareness amongst both our own staff and our 9,000+ strong aspirant FT members was launched on NHS Sustainability Day on 27 March 2014. By this time, we had already established a formal Sustainable Development Committee, chaired by Julia and counting a Board Non-executive Director and a Public Representative as laypersons, together with representation from across the organisation, within its membership. We believe this equips the Committee with the strength of leadership and visible management support needed to deliver our agenda.

SDU Making you a Good Corporate Citizen: SaTH self assessment 2015

The chart (left) shows the most recent self assessment against the nine measures within the SDU Good Corporate Citizen programme (blue bars), benchmarked against 104 other acute providers nationally (red bars). Overall, the Trust scored 62%, an increase of 4% compared to the previous assessment in 2013. The position will be validated through independent audit.

The Trust has participated in NHS Sustainability Day for the last two years, holding events at both our hospitals, promoting the work we have done around sustainability and asking members of staff and public to make pledges for things that they can do individually or with their team, and commit to becoming a sustainability champion. We again participated in NHS Forest’s “2@2” campaign, a feature of NHS Sustainability Day nationally, that involves planting 2 trees at 2 o’clock within our grounds.
Our commitment to tree planting has consequently led to the Trust featuring as a ‘site of the month’ on the NHS Forest website.

The Trust again set an operational objective for sustainability in 2014/15 of continuing “to develop environmental and social sustainability through Good Corporate Citizen progress”. Through the Corporate Governance function, the Trust Board made a commitment to ensure regular engagement with our staff and actively invite suggestions for future developments; for example, for the first time a sustainability-based question was included in our annual staff survey to provide us with insight into staff attitudes and key areas to focus our efforts on in the future. The question was:

**We now recycle 99% of all our domestic waste offsite. Of the steps listed below, which would you be most likely to take up in the workplace?**

- Reduce my paper usage
- Reduce my electricity use (e.g. switch off lights and computers when not needed)
- Reduce my business travel
- Cycle / walk more
- Select sustainable food options in the hospital restaurants
- Actively participate in / champion our sustainability schemes
- Participate in quarterly ‘Weekend Volunteering’ even to help our community (e.g. landscape our grounds)
- Any other suggestions

The key themes from the staff survey responses have been incorporated into our action planning for 2015/16. During 2014 we recruited over 80 staff members as **Sustainability Champions** to spearhead local awareness, generate ideas, and help with planning and development. Further to this, we have developed and introduced our own set of **Sustainability Leadership Competencies** (appendix A); our priorities for leading sustainably, linked to the KSF framework and Trust values. Also during the year and for the first time, sustainability has been included as a key component within the business planning round at Care Group level, a particular milestone in light of the previous focus, which was almost exclusively on service quality and financial impact. In another staff engagement initiative, several hundred staff members took part in our recent waste ‘wordsearch’ competition, sponsored by our waste partner Veolia, and the winner received a Kindle Fire. The competition prompted further discussion and suggestions from staff around sustainability.

The Chairman of the Trust set out his progressive vision for ‘**the healthiest half million**’ in 2014 – highlighting the ambition for our two acute hospitals to be at the centre of the community, spearheading the ‘prevention’ agenda and influencing local people to take steps in the promotion for physical and emotional wellbeing. This ‘agency’ approach has now been enshrined in our corporate objectives for 2015/16.

**Investment**

Another key commitment is the inclusion of **invest-to-save** projects linked to sustainability within the Trust’s capital planning process, which is enthusiastically supported by the Trust’s Finance Director.

We have moved to LED lighting for our car parks and restaurant areas which offers energy efficiency and attractive ROI, extended lifecycle and disposal benefits. We have installed movement sensors for lighting in low use areas such as stairwells around our estate (appendix C). We have also invested in centralised automatic power-down software for PC workstations. A more progressive approach to reduce waste disposal and purchasing costs is demonstrated in our recent investment in Warp-It, a web-based system which offers the opportunity for staff to find, give away, or loan office furniture, equipment and other unused resources through a waste action re-use portal, making the most of Trust assets. The plan is to use this for internal redistribution of unwanted resources but then, once embedded, to offer out more widely to other local public sector partners such as local schools and colleges.

**Community Engagement**

Community engagement is a core element of the Trust’s sustainability agenda. The Trust believes that’s its important that the community are actively engaged and are provided with a range of opportunities to get involved. A public member is a representative on the Trust’s Sustainability Committee.

The Trust has a rolling programme of health lectures on a number of varied and interesting topics which hopes to educate and provide information the range of services that are provided by the organisation. Recent health lectures have included:

- **Murder? Its in the bones**, Professor Malcolm – an expert pathologist at the Trust regularly working with the coroner.
- **Whistleblowing in the NHS**, Dr Wilmshurst – an eminent cardiologist at the Trust described by the BMJ as “British medicine’s champion whistleblower”
Volunteer Strategy

As an aspirant Foundation Trust we have over 9300 public members who we communicate with through our regular members’ newsletter ‘A Healthier Future’, our periodic sustainability newsletter ‘Think Globally, Act Locally’ and other news bulletins (appendix D). We have publicised initiatives and information around sustainability in this newsletter as well as ways in which the public can get involved with projects (e.g. volunteering in our gardening/outdoor projects). In an effort to reduce the amount of printed newsletters we produce, we have communicated our commitment to plant a tree for every 20 members that move to electronic-only (emailed) newsletters.

Led by the Head Gardener at the Royal Shrewsbury Hospital, over the past 18 months a ‘hidden’ area of green space has been developed and established into a Wildlife Garden. The garden contains an abundance of trees and shrubs and has been developed further with the support of a local nursery that has donated twelve native trees last year and has committed to donate further trees each year. A pathway has been created to establish a route through the garden so that visitors and staff can enjoy this area and promote physical and emotional wellbeing. Signage has been erected to show the routes available whilst trying to minimise potential habitat destruction by visitors, with seating provided. We worked with the “Praise Bee” Charity to introduce the Red Mason bees into this area; a declining native solitary non-stinging species which is a good pollinator. Our Trust is the first NHS organisation to get involved with this project and this year we have introduced another two nests at both hospital sites, and the project has now received national support from DEFRA. Volunteers from the local community have been invited to get involved with this project and help maintain the Wildlife Garden through the ‘Make A Difference’ volunteering days.

The grounds of Princess Royal Hospital have also been a hive of activity of late, with the launch of a community garden project. Formed by the natural design of the hospital building, two outside courtyard areas between wards had become overgrown and unusable spaces. As part of NHS Sustainability Day last year we won the opportunity to have a free professional landscape design for these two courtyards. Developing the ideas from these initial designs we set to create two new courtyard areas based on the themes of ‘Memory Garden’ and a ‘Garden of Reflection’. These themes were specifically created to provide a therapeutic environment for patients living with dementia and those within stroke rehabilitation, although all staff and patients are welcome to use these areas. The courtyard has been designed to incorporate features that particularly appeal to elderly patients. Making use of traditional plant varieties, one half of the courtyard incorporates plenty of seating, bird tables and a bird bath. In contrast, the other section of the courtyard creates the impression of native woodland and is the backdrop to a stunning bronze sculpture of two leaping roe deer, which have been kindly donated by the Friends of PRH. Initially when designs were drawn up for this courtyard it was estimated that the work and labour costs would total approximately £30,000. However, due to the support of local businesses, charities and volunteers, we have been able to create this courtyard at virtually no financial cost to the Trust. We have held several ‘Make A Difference’ days in which our staff, the public and corporate volunteers (from local businesses) have donated their time to support this project. There will be a formal opening of the second Courtyard, The Garden of Reflection which has also been created with support from volunteers with a water feature, a skyscape and raised beds for therapeutic opportunities for patients as part of their Occupational Therapy. Simple gardening tasks are being carried out by patients in both gardens, supported by our OT team and relatives and visitors have commented on the positive impact it has for the patients and for them to see their loved on in a normal, non-clinical environment, helping in the courtyards.

All of our grounds projects have been a community effort to improve the external environment for our patients, visitors and staff. Our achievements have been recognised nationally at the NHS Sustainability Awards 2015, where the Trust was ‘Highly Commended’ in the Public Health Award category.

Volunteering

The Trust has a large and vibrant community of over 400 Trust volunteers who provide support to a number of different services within the Trust, complemented by around 450 volunteers with a range of charitable organisations within the hospital (such as The League of Friends, Royal Voluntary Service, and Red Cross). Providing training opportunities for our volunteers is an important aspect of supporting individuals before and during their placement. The volunteer team has developed and delivered a number of different volunteer training packages including a mealtime buddy training DVD. This DVD has now been used by other NHS Trust organisations and has also been introduced as a core element of our Healthcare Assistants’ induction. The development of volunteering within the organisation is underpinned by the Trust’s five year Volunteer Strategy and action plan which the Trust Board approved last year.

Another Volunteer initiative this year has involved our chemotherapy volunteers supporting patients new to chemotherapy treatment. The Volunteers, who have all previously had chemotherapy themselves, have created a DVD with essential information for new patients which covers all the things that they wished they had known when they were first referred. It’s watched in the relaxing non-clinical environment of our counselling centre – the Hamar Centre, with its own building and...
gardens, with tea and cake and support; followed by a 1:1 session with their chemotherapy nurse. The patients can also take the DVD home to watch with family if they wish to help understand what to expect.

Training opportunities for volunteers is an area in which we have significantly developed over the past year. In addition to their mandatory training, all volunteers working in patient areas attend a half day training session which covers topics such as dementia awareness, communication, manual handling, sight impairment awareness etc. All existing (and potential) Trust volunteers are invited to attend Dementia Friends information sessions as part of the Alzheimer Society’s national movement to create 1 million Dementia Friends; since October 2014, we have provided these information sessions for nearly 200 people. We recently launched a staff volunteer scheme after a successful pilot project was completed with staff from corporate areas. Our staff volunteers are also given training to support their volunteer role and are better equipped to support the Trust in clinical areas at time of high service demand. There is also good evidence to show that volunteering also has a positive impact of the health and well-being of those who volunteer. Our Young Volunteer Scheme (which offers a 6 month placement to individuals aged 16 and 17 years old, with an interest in a career within health) continues to be a popular and successful. This past year has seen an increase of young people entering the scheme from 66 to 92. We are delighted that 91% of participants from last year’s scheme have confirmed that they will be starting a health related university degree this year.

We have developed informal volunteering and ‘Making a Difference’ days, providing the public and local businesses the opportunity to participate in “one-off” volunteering days. This enables our community to get more involved with the Trust without the formality of an on-going volunteering commitment. SaTH is one of 42 Trusts selected by the Department of Health to pilot a new, secure online volunteer management database. We are currently working with the developer (DePoel Community) to develop this database, and we will soon start a pilot project for specific volunteer roles.

**Procurement**

Last year our procurement department developed a ‘Carbon Questionnaire’, (including questions on ethical procurement) which was issued to our top 20 suppliers to complete. The questionnaire assessed suppliers’ attitudes to sustainable targets and we monitored their responses. We plan to repeat the questionnaire every year to encourage suppliers to be more proactive around sustainability. This demonstrates our intention to move towards triple bottom line accounting and we hope to bring our buying power to bear influence on suppliers as this document is also included in the prequalification questionnaire for new tenders. Ensuring that we purchase from responsible and sustainable suppliers is an important issue for us and we’ve focused our efforts through the development and approval by the Board of a Trust-wide Sustainable Procurement Strategy. This provides for sustainability criteria to now be considered explicitly in all procurement decisions and with the increasing consideration of life-cycle costs has enabled a wider approach to purchasing.

With this in mind, the Trust has also been proactive in developing a more coordinated approach together with the local authority and large purchasers involved in procurement and business support activity, through a local COGS initiative. This is to ensure opportunities are created to tender for business among local small-to-medium business enterprises across the county. This has included an opportunity for small businesses to meet with the Trust and Local Authority who are the two largest employers in the county. We also use contract finder which enables smaller businesses to compete for NHS business. Our approach has been recognised nationally at the NHS Sustainability Awards 2015, with the Trust ‘Highly Commended’ in the Procurement category.

**Energy**

Climate change brings new challenges to our business both in direct effects to the healthcare estates, but also to patient health. Examples of recent years include the effects of heat waves, extreme temperatures and prolonged periods of cold, floods, droughts etc. Our board approved plans address the potential need to adapt the delivery the organisation’s activities and infrastructure to climate change and adverse weather events, as well as other contingency plans.

Since the 2007/08 baseline year, the NHS has undergone a significant restructuring process and one which is still ongoing. To provide some organisational context, it needs to be borne in mind that our estate and workforce have both grown since the baseline year; the table below illustrates this. Our floor area has increased by 14% and the workforce has grown by 25%. Both of these factors impact upon energy and water usage and also upon waste production. We are also experiencing greater demand for our services and this too, increasing resource usage.

<table>
<thead>
<tr>
<th>Context info</th>
<th>2007/08</th>
<th>2012/13</th>
<th>2013/14</th>
<th>2014/15</th>
</tr>
</thead>
<tbody>
<tr>
<td>Floor Space (m²)</td>
<td>105,426</td>
<td>110,291</td>
<td>110,786</td>
<td>120,174</td>
</tr>
<tr>
<td>Number of Staff</td>
<td>3791</td>
<td>4521</td>
<td>4572</td>
<td>4741</td>
</tr>
</tbody>
</table>
In 2009, the Carbon Reduction Strategy outlined an ambition to reduce the absolute carbon footprint of the NHS by 10% (from a 2007 baseline) by 2015. In relation to our estates and facilities services, we are working towards this ambition as follows:

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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Gas Use (kWh)</td>
<td>53,097,000</td>
<td>67,255,326</td>
<td>66,958,293</td>
<td>61,793,258</td>
</tr>
<tr>
<td>tCO₂e</td>
<td>10850</td>
<td>13744</td>
<td>14205</td>
<td>12964</td>
</tr>
<tr>
<td>Electricity Use (kWh)</td>
<td>17,055,237</td>
<td>19,114,573</td>
<td>19,198,043</td>
<td>20,346,831</td>
</tr>
<tr>
<td>tCO₂e</td>
<td>6270</td>
<td>4883</td>
<td>4431</td>
<td>6969</td>
</tr>
<tr>
<td>Total Energy CO₂e</td>
<td>17,917</td>
<td>18,627</td>
<td>18,636</td>
<td>20,109</td>
</tr>
<tr>
<td>Total Energy Spend</td>
<td>£4,654,594</td>
<td>£2,936,330</td>
<td>£3,096,422</td>
<td>£3,369,061</td>
</tr>
</tbody>
</table>

Energy efficiency initiatives have reduced our total buildings-related energy usage by 4% from last year. Given that our estate has grown by 9%, this is a very pleasing result and reflects the efforts that are being put into controlling our energy use, for example adjustments and monitoring of energy management systems and infrastructure improvements. At the design stage, we ensured that the new Women and Children’s Centre at Telford which opened in September 2014 incorporated very high levels of insulation, which contributes to the relative reduction in energy usage; a contributory factor to the building being awarded with BREEAM accreditation.

We have invested in two on-site electricity generating plants which enable us to generate some of our own electricity at a lower carbon-intensity than grid-supplied electric and we utilise the ‘waste’ heat from this process to heat our buildings and provide hot water. Our efforts to reduce our relative energy usage in challenging circumstances have been recognised nationally at the NHS Sustainability Awards 2015, with the Trust being ‘Highly Commended’ in the Energy category.

**Food**

Over the past year the Trust has focused on ensuring that the food we supply to our patients and in our restaurant and café areas are from regional and sustainable suppliers. We have also worked to ensure that we dispose of our food waste responsibly.

We source all eggs, bread, milk, sandwiches, bottled water and cakes for our hospital cafes and restaurants from local suppliers. Not only does this approach to food suppliers support local businesses in the region but also keeps our ‘food miles’ down. In the case of milk, we no longer use a national supplier, and now support our local dairy production – a move which slightly increased our direct costs, but was agreed in line with our triple bottom line accounting aspiration which is articulated in our Sustainability Charter (appendix B). In addition to complying with newly introduced food regulations around sustainable fishing, we now only use certified “pole and line” caught tuna in our canteens for conservation reasons – something felt passionately by our catering manager who won the Chairman’s Award for his commitment. Our café and restaurant outlets not only stock Fairtrade coffee and tea products, but cakes and confections, bottled water, fresh dairy produce, eggs and bread, and ready made sandwiches are all locally sourced; a feat recognised nationally at the NHS Sustainability Awards in 2015. Furthermore, our pricing policy promotes healthier options for snacks and beverages and we continue work with providers of low fat products (such as Quorn) to help us provide a healthy range of eating options for patients, staff and visitors. This includes providing cookery demonstrations for members of the public and staff on-site. We have also designed signage for our restaurant and café areas giving information about our approach to sustainable supplies (appendix C)

**Waste**

There have been significant changes to the way in which our waste is processed, during the past year. We already segregate cardboard, garden waste, metals and glass baby-milk bottles for recycling, and we publicise this to our staff (appendix C). Our other domestic waste is co-mingled and is sent to a material recovery facility where any other recyclables are removed. The residue comprises mainly contaminated paper, which is used as refuse-derived fuel which goes to produce electricity at an energy-from-waste facility. The increase in overall tonnage of waste produced during 2014/15 resulted from the considerable relocation that took place of the new Women and Children's Centre. Overall, our waste-to-landfill has, very pleasingly, been reduced from a peak of 248 tonnes to just over 8 tonnes per year and the carbon footprint of waste disposal has also dropped from a peak in 2007/08 of 269 tonnes to only 37 tonnes (tCO₂e)
The disposal of food waste has also been addressed at both our hospital sites. At our Princess Royal Hospital we have recently installed food waste digesters and these have replaced the old system where by large amounts of hot water were used to flush macerated food waste down the sewers. The majority of food waste is water which can be safely returned to the water treatment plants, meaning the water is not lost to landfill or incineration. An additional benefit of the new food waste digesters is that they no longer get blockages in our drains caused by congealed fat. At the Royal Shrewsbury Hospital our food waste is collected and sent to a local anaerobic digestion plant which produces gas that is then used to heat and produce electricity for the local university campus.

<table>
<thead>
<tr>
<th>Waste</th>
<th>2007/08</th>
<th>2012/13</th>
<th>2013/14</th>
<th>2014/15</th>
</tr>
</thead>
<tbody>
<tr>
<td>Recycling (tonnes)</td>
<td>15</td>
<td>307</td>
<td>329</td>
<td>76</td>
</tr>
<tr>
<td>tCO2e</td>
<td>0.32</td>
<td>6.45</td>
<td>6.91</td>
<td>1.60</td>
</tr>
<tr>
<td>Compost (tonnes)</td>
<td>0</td>
<td>31</td>
<td>75</td>
<td>12</td>
</tr>
<tr>
<td>tCO2e</td>
<td>0.19</td>
<td>0.45</td>
<td>0.07</td>
<td></td>
</tr>
<tr>
<td>High Temp recovery (tonnes)</td>
<td>0</td>
<td>0</td>
<td>268</td>
<td>1024</td>
</tr>
<tr>
<td>tCO2e</td>
<td>0</td>
<td>0</td>
<td>5.63</td>
<td>21.5</td>
</tr>
<tr>
<td>High Temp disposal (tonnes)</td>
<td>295</td>
<td>265</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>tCO2e</td>
<td>64.9</td>
<td>58.3</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Non-burn disposal (tonnes)</td>
<td>619</td>
<td>490</td>
<td>518</td>
<td>547</td>
</tr>
<tr>
<td>tCO2e</td>
<td>13.00</td>
<td>10.29</td>
<td>10.88</td>
<td>11.49</td>
</tr>
<tr>
<td>Landfill (tonnes)</td>
<td>782</td>
<td>190</td>
<td>248</td>
<td>8.49</td>
</tr>
<tr>
<td>tCO2e</td>
<td>191.13</td>
<td>46.44</td>
<td>60.62</td>
<td>2.08</td>
</tr>
<tr>
<td>Total Waste (tonnes)</td>
<td>1711</td>
<td>1283</td>
<td>1438</td>
<td>1667.49</td>
</tr>
<tr>
<td>% Recycled / Re-used</td>
<td>1%</td>
<td>24%</td>
<td>23%</td>
<td>5%</td>
</tr>
<tr>
<td>Total Waste tCO2e</td>
<td>269.35</td>
<td>121.66</td>
<td>84.48</td>
<td>36.73</td>
</tr>
</tbody>
</table>

**Water**

Between 2013 and 2015, construction work for the new Women and Children's Centre at the Princess Royal Hospital in Telford resulted in an increase in our water usage. The underlying consumption prior to the work, was however, very stable and this is an indication that despite there being more staff and more activity on our sites, water usage is becoming increasingly efficient, together with modernisation of bathroom and other sanitary facilities contributing to this efficiency.

Over the past year we have adopted innovative ways of reducing our water usage, particularly unnecessary water usage through a focus on the early identification and rapid repair of leakages. The Trust now monitors our water consumption online and this is used to populate an in house utility monitoring system which alerts estate staff to any changes in consumption patterns. Monitoring our water usage in different areas and departments can also alert us to any potential water leakages.

At our new Women’s and Children’s Unit we have installed an automatic water shut-off when the rooms are not in use, this reduces the risk of flooding and unnecessary water usage. Also at the Princess Royal Hospital, we have recently installed food waste digesters, replacing the old system where by large amounts of hot water were used to flush away macerated food waste. As the majority of food waste is water, the new waste digesters allow the majority of food waste to be safely returned to the water treatment plants, meaning the water is not lost to landfill or incineration. An additional benefit of the new food waste digesters is that we no longer get blockages in our drains caused by the accumulation of congealed fat.
### Table

<table>
<thead>
<tr>
<th>Water</th>
<th>2007/08</th>
<th>2012/13</th>
<th>2013/14</th>
<th>2014/15</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mains m³</td>
<td>194,164</td>
<td>193,754</td>
<td>213,724</td>
<td>199,634</td>
</tr>
<tr>
<td>tCO₂e</td>
<td>177</td>
<td>176</td>
<td>195</td>
<td>182</td>
</tr>
<tr>
<td>Water &amp; Sewage Spend</td>
<td>£352,283</td>
<td>£316,432</td>
<td>£417,003</td>
<td>£404,022</td>
</tr>
</tbody>
</table>

Appreciation of water as a finite resource and our effort in improving water efficiency has been recognised nationally at the NHS Sustainability Awards 2015, where the Trust was ‘Highly Commended’ in the water category.

### Travel and transport

In partnership with our two local authorities, we have jointly appointed a Sustainable Travel Co-ordinator and made significant progress in influencing our staff to become more engaged with sustainable travel, particularly cycling, through a number of initiatives:

- "Dr Bike" – a local service agent regularly supplying free and regular on-site servicing of cycles to staff, sponsored by Local Sustainable Transport Fund (LSTF) programme. The Police also deliver a free security marking service.
- Subscription to the Shropshire, Telford and Wrekin ‘Workplace Challenge’; a county-wide community created by the Sports Partnership Network, promoting sport, physical activity and health improvements across the UK’s workplaces.
- Establishment of SaTH Cycle User Group; information circulated from SPOKES, NHS Cycling Network. Staff are regularly informed through a Sustainable Travel Stall set up on-site promoting events and ride routes.
- The Board have approved a Green Travel Plan to reduce our environmental impact and plan to introduce a pay-as-you-use parking scheme for staff to encourage greater non-car usage.

We incentivised several hundred staff to participate in a recent Travel Survey by offering donated LED bike lights, saddle covers and rail travel vouchers. The responses prompted us to raise grant funding for secure covered cycle shelters at both sites, improve signage, facilities and communications. We lobbied for Cycle Hubs at local train stations to encourage alternatives to staff travelling by car to work. We identified that Shropshire is one of the few English counties whose local authority has not invested in a network of public-use electric car charge points. In our bid to gain grant funding for the installation of charge points on our two main sites, we are also exploring the feasibility of investing in a small fleet of electric pool cars, and the potential for electric bikes.

The Trust subscribes to the tax-efficient cycle2work employee benefit scheme; where employees can acquire a new bike (on condition it is used for work journeys), and we further demonstrated our commitment to local retailers by inviting many on site to promote their cycles and give staff an opportunity to review their commuting options. In order to further encourage staff to take up cycling, we undertook major refurbishment work at PRH to improve the shower and changing rooms as part of our Sustainable Transport initiative. These areas also have movement sensors to turn off lighting when not in use.

Network connections and partnerships have been established with local bicycle user groups and other stakeholder organisations (such as Network Rail) to encourage those who feel trepidation in taking a bike on the road or may not have ridden for some years. This approach has enabled locally identified issues around storage and security but also infrastructure issues such as inadequate cycle ways and lack of directional signage to our hospital sites from railway station to be addressed; for instance, PRH is now featured on a new walking poster map of the area at Wellington railway station.

### National recognition

The Trust has been recognised at the national NHS Sustainability Awards in both 2014 and 2015, latterly being the only Trust to be shortlisted in an unprecedented five categories:

- 2014 Highly Commended: Community Award
- 2015 Highly Commended: Public Health Award
  - Highly Commended: Energy Management Award
  - Highly Commended: Water Management Award
  - Highly Commended: Food Award
  - Highly Commended: Procurement Award
### Appendix A: Sustainability Leadership Competencies

<table>
<thead>
<tr>
<th>Trust Value</th>
<th>How can I demonstrate I am engaged in Leading Sustainably?</th>
<th>How often do I do this?</th>
<th>This is simple to do because...</th>
<th>Relevant KSF Dimension</th>
<th>NHS Healthcare Leadership Model</th>
<th>NHS Healthcare Leadership Competence Level</th>
<th>NHS Healthcare Leadership Competence Statement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Proud to Care</td>
<td>I understand and explain the Trust’s approach to sustainability and environmental practices to all new staff as part of their local induction, including heating, waste, recycling, transport, water use etc.</td>
<td>rarely / sometimes / regularly / always</td>
<td>...there’s lots of information on the Trust’s Green pages on the Intranet and you can use the Trust Local Induction form (which you already use for all new employees) as a prompt to mention it to new staff. Use the ‘5 to Survive’ resources to help you.</td>
<td>Core 2 – Personal &amp; People Devt Level 2</td>
<td>Develop own skills and knowledge and provide information to others to help their development</td>
<td>Inspiring Shared Purpose</td>
<td>Essential</td>
</tr>
<tr>
<td>Make it Happen</td>
<td>I lead by example, switching off lights, reducing paper usage, ordering goods responsibly, reducing waste, modelling good environmental practice etc</td>
<td>rarely / sometimes / regularly / always</td>
<td>...you don't have to talk to anyone about this, you can just get on and do it yourself - you probably do many of these already.</td>
<td>Core 5 – Quality Level 2</td>
<td>Maintain quality in own work and encourage others to do so.</td>
<td>Evaluating Information</td>
<td>Essential</td>
</tr>
<tr>
<td>Make it Happen &amp; Together We Achieve</td>
<td>I talk about sustainability at team meetings, ask for ideas and contributions, and support staff members who want to make a difference by engaging in good sustainable practices</td>
<td>rarely / sometimes / regularly / always</td>
<td>...once you get staff talking about this at a team meeting, you'll find that some of them want to give you practical help make this a higher priority in your department/ward. Just be supportive and give them help as they need it. Use the ‘5 to Survive’ resources to start some conversations.</td>
<td>Core 2 – Personal &amp; People Devt Level 2</td>
<td>Develop own skills and knowledge and provide information to others to help their development</td>
<td>Inspiring Shared Purpose</td>
<td>Essential</td>
</tr>
<tr>
<td>Proud to Care &amp; Together We Achieve</td>
<td>I display posters for staff, patients and visitors to read about how well we are performing in working sustainably.</td>
<td>rarely / sometimes / regularly / always</td>
<td>...you can download some posters and the ‘5 to Survive’ leaflets from the Sustainability Learning Resources pages to display - in black and white of course!!</td>
<td>Core 1 – Communication Level 2</td>
<td>Communicate with a range of people on a range of matters</td>
<td>Sharing the Vision</td>
<td>Essential</td>
</tr>
</tbody>
</table>
Think Globally, Act Locally: Our Sustainable Development Charter On A Page

The SaTH Sustainability Charter shows a commitment by the Trust to place the principles of social, environmental and economic sustainability at the foundation of the decisions we make. It is about taking the right choices and doing the right things.

Our Vision
How we can build a Sustainable Future for the Trust

- To be an organisation that values and supports sustainable development, and recognises the important contribution it makes to our community
- Move towards “triple-bottom line” accounting as a standard corporate practice and develop an Action Framework based on:
  - Social, Economic and Environmental factors
  - Spheres of Control and influence
  - Short, Medium and Long Term Time Frames

Our Objectives
Building on the foundations of our Sustainable Development Management Plan

- We value and protect our natural environment through stewardship of our estate, enhancement of natural areas and biodiversity
- We lead the way in sustainable design, “green” buildings and “green” infrastructure
- We provide transportation solutions, with a focus on the efficient movement of people and goods, not just vehicles
- We incorporate and encourage sustainable energy sources, and strive for carbon neutrality and minimal net impact from waste
- We are an organisation that fosters local employment opportunities and favours “green” businesses including a sustainable agricultural base and local food security
- In addition to a range of excellent health services, SaTH has a network of recreational and cultural opportunities that promote active living and enhance physical and emotional wellbeing
- We embrace our cultural diversity and promote tolerance, linking directly with our organisational values

Our Outcomes
How we will know we are being successful

- Develop and monitor indicators clearly related to our vision and objectives which are:
  - measurable and easily understood
  - comprised of data that is readily available and will remain available over time
  - able to measure current performance against past performance; and
  - achievable within a reasonable time frame with available resources
- To achieve national recognition for our success in sustainability initiatives

Sustainable Development
Healthcare with a kind touch and a small footprint

Proud To Care
Make It Happen
We Value Respect
Together We Achieve
Appendix C: information sign examples

The lights only come **on** when you come **in**!

This area is fitted with a movement sensor, so the lights only come on when needed; helping us save electricity!
Did you know?

We recycle 99% of our domestic waste
Appendix D: examples of newsletters and press releases
Think Globally, Act Locally

News about Sustainable Development from across the Trust

Winter 2014 Edition

Staff Volunteer Scheme

The Trust has more than 400 volunteers who provide support to a range of clinical and non-clinical services. We have now extended our volunteering scheme to give staff the chance to volunteer.

Volunteering can help staff to develop new skills and ‘give something back’. Evidence suggests such schemes can have a positive impact on staff health and wellbeing.

Over the past six months, staff from the Corporate Governance Directorate have been piloting this scheme. One of our first volunteers was Julia Clarke, Director of Corporate Governance (pictured below), who has been spending time on our wards with patients living with dementia, and being a mealtime buddy.

Our new volunteering opportunities for staff are:

- **Regular volunteer placement:** This is great for staff members who want to commit to a regular date and time to volunteer. Placements will be on specific wards or departments for a minimum of six months.
- **Ad-hoc volunteer placement:** This is suitable for staff members who can’t commit to a regular day or time and want a placement that fits around their workload. Wards or departments will let the Volunteer Office know what support they need at specific times, and volunteers will be contacted to ask if they can help.
- **Informal volunteering:** This is for staff members who can’t commit to a long-term volunteer placement but would like to take part in projects that are supervised and do not have patient contact. This includes gardening at our hospitals.

For some volunteering roles, staff will need to attend a training session prior to commencing with their placement. All training is provided by the Governance and Membership Team, and includes a Dementia Friends Information session.

**What are the benefits of the Staff Volunteer Scheme?**

- It supports life-long learning.
- It improves staff motivation and develops key skills such as communication and problem-solving.
- It increases an individual’s awareness and understanding of how other parts of the Trust work.
- It has a beneficial effect on personal and mental wellbeing.
- Helps staff to develop as individuals as well as boosting confidence and enthusiasm.
- Improves the experience of our patients.

**How do I apply?**

- Discuss the possibility of volunteering with your manager.
- All staff volunteers need to have DBS (Disclosure and Barring Service) and Occupational Health clearance. This will be facilitated through the Governance & Membership office.

To get involved or for more information, please contact the Governance and Membership Office on ext 1473 or email members@sath.nhs.uk

“I’ve found that volunteering has been personally very rewarding and after every session I have felt a great deal of satisfaction in knowing that I’ve made a difference to patients. Sitting with patients who are living with dementia helps me gain a greater understand of the challenges faced by patients, families and staff”

*Julia Clarke—Director of Corporate Governance*

**Proud To Care  🌊  Make It Happen  🌊  We Value Respect  🌊  Together We Achieve**
A Healthier Future
The public newsletter of The Shrewsbury and Telford Hospital NHS Trust
ISSUE 19 – May 2015

How does our garden grow?

Find out about the creation of our new Memory Garden (page 4)

Pictured in the Memory Garden are Professor Peter Latchford, Trust Chair; Fiona Sands, Gardener; Julia Clarke, Director of Corporate Governance; and Viv Marsh, Volunteer Patients Representative.

Inside your latest edition:

• TV star Monty Don celebrates our efforts to be green (page 3)
• Our “Caring” staff praised in national report (page 5)
• Meet one of the people transforming lives (page 6)
Media Release

Visionary volunteers help achieve cancer waiting times

Tuesday 19 May 2015

The launch of an information video created by volunteers at the Royal Shrewsbury Hospital (RSH) has helped cut 31-day cancer waiting times at the hospital.

Starring volunteers and staff from the Lingen Davies Centre's Chemotherapy Day Centre, the video provides essential information for patients about to begin their chemotherapy at the hospital. It also includes a tour of the Chemotherapy Day Centre and an overview of services offered by the Hamar Help and Support Centre, which provides counselling and advice for cancer patients and their families.

The video presentation replaces hour-long pre-assessment appointments with a Chemotherapy Nurse and has succeeded in releasing capacity within the Chemotherapy Day Centre.

The idea for the video was the brainchild of volunteer Roger Turner, who saw the potential to deliver chemotherapy information in a less clinical way. Patients are now able to meet in the relaxed setting of the Hamar Help and Support Centre, where they are greeted by volunteers and invited to watch the 30 minute video. This session is followed by a ten-minute one-to-one holistic needs assessment with a Chemotherapy nurse.

The video is part of a range of service developments to improve the patient experience and efficiency of Oncology services being piloted by the Chemotherapy Group Pre-assessment Programme. The group, which is made up of hospital staff, volunteers and the Patient Cancer Forum, has been the driving force behind initiatives which have contributed to the Trust achieving its 31-day cancer waiting times target for 15 consecutive months.

Volunteer Roger Turner, who produced the video, said: “The support for the project around the hospital has been amazing. The key element was the brilliance of the volunteers and staff, who were very natural on camera.”

At an event last week to mark the launch of the video, Julia Clarke, Director of Corporate Governance at The Shrewsbury and Telford Hospital NHS Trust which runs the hospital, said: “Everyone who has been involved in this project should be very proud. Our patients will greatly benefit from the clear and calm way that information is presented in this video.”

The video is thought to be the first of its kind nationally to be produced by hospital volunteers. The video will also be available on DVD for patients to loan.

ENDS

Notes for Editors:

- The Shrewsbury and Telford Hospital NHS Trust is the main provider of acute hospital care for almost 500,000 people from Shropshire, Telford & Wrekin and mid Wales. Patients come to us from Telford, Shrewsbury, Ludlow, Oswestry, Bridgnorth, Whitchurch, Newtown and Welshpool in Powys.

- The Trust continues to work with its partners in health and social care in Shropshire, Telford & Wrekin and mid Wales to develop patient-focused services that meet the needs of our communities.

For more information contact Deborah Prewitt, Communications and Engagement Officer at The Shrewsbury and Telford Hospital NHS Trust, on 01743 492274.