

NHS FORTH VALLEY

Sustainability Strategy 2019 - 2024



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1. Foreword

“Healthcare delivery needs to be financially and environmentally sustainable – so that we can meet the needs of patients today, whilst ensuring we have a service that is fit for purpose and meets the needs of people tomorrow and beyond.” (Reference: NHS Sustainable Development Unit – Route Map for Sustainable Health).

The focus historically of the NHS was on eradicating disease - in more recent times the focus has shifted to treatment of long term chronic illnesses and conditions. Today the NHS is also coping with rising patient demands and expectations and the shifting demographic structure of the population.

Compounding these pressures are the rising costs of treatments, medicines and other resources, public finances that are under significant pressure, and the ‘unknowns’ associated with leaving the European Union.

The scale of the challenges currently facing the NHS cannot be underestimated.

In addition, amongst the greatest global threats we face are: climate change; environmental pollution; over-use and irresponsible disposal of plastics and; biodiversity dropping below safe levels for the support and wellbeing of human societies.

A significant amount of work has been done in many areas by the Board to improve environmental sustainability. In May 2018 Forth Valley Royal Hospital (FVRH) was audited against the National Award for Environmental Excellence and was awarded a Gold Standard – the first hospital to achieve this. FVRH and Larbert Woods have also been accredited with the Building with Nature Full/Excellent Award. This represents an exemplar in design, delivery and maintenance of high quality green infrastructure that benefits people and wildlife.

Nevertheless, in a time when we are expected to do more for less, it is important to continue to challenge the way healthcare is delivered and make decisions that ensure buildings and operations are ‘future-proofed’. To be environmentally sustainable moving forward, the Board must continue to use resources sustainably, reduce environmental impacts and evolve to be more resilient.

However, it is important to recognise that sustainability is not limited to the environmental and financial aspects alone; if we are to deliver truly sustainable healthcare it is important to focus also on the social aspect of sustainability.

“The NHS has not only significant potential to make a contribution to reducing climate change, but has a clear role in reducing healthcare demand by changing behaviour in favour of wellness.” (Reference: NHS Sustainable Development Unit – Route Map for Sustainable Health).

This Sustainability Strategy and Action Plan set out how the key elements of sustainability can come together to actively support and enable efficient and effective healthcare delivery. It should be viewed as a positive shift in direction that offers tangible benefits and clear opportunities, rather than being another layer of bureaucracy.

We would like to thank everyone for the work already in progress to drive change in these challenging times. People underpin sustainable healthcare – we need the help of staff, partners and people in the community to ensure this agenda delivers positive and beneficial outcomes for all.

Signed by: Chief Executive and/or Director of Facilities & Infrastructure

2. Policy Statements

NHS Forth Valley Environmental Management Policy Statement - Appendix 1

NHS Forth Valley Energy Management Policy Statement - Appendix 2

3. Background

It is the Scottish Government's view (backed by science) that Scotland is already feeling the effects of a changing climate, and more serious impacts are being felt across the world, particularly in more vulnerable communities. In 2009 the Scottish Government (SG) passed the most ambitious climate change legislation in the world. The Public Sector, including the NHS, is required to make a positive contribution to delivering the challenging targets in the Climate Change (Scotland) Act 2009. Part 4, Section 44 of the Act places duties on public bodies relating to climate change which require them to: contribute to carbon emissions reduction targets; play their part in climate change adaptation; and to act sustainably.

The Scottish Government's drive to address climate change is clearly evident. Their aim is for the country to reduce greenhouse gas emissions through more efficient buildings and transportation, decarbonising electricity and heat supplies and deploying low carbon and renewable energy options (where cost effective and appropriate).

Scottish Ministers designated energy efficiency as a national infrastructure priority in 2015. The SG is committed to working alongside its public sector partners to establish a baseline of energy efficiency of public sector buildings, and thereafter to work collaboratively to support a continuing role for the public sector in the vanguard of energy efficiency. This low carbon pathway will be underpinned by forthcoming mandatory energy performance standards for all buildings in Scotland. The aim is to enable all public sector buildings to achieve the relevant benchmark (where technically feasible and cost effective).

The SG expects Scotland's public bodies to lead by example in combating climate change, and make a valuable contribution towards: achieving emissions reduction targets; influencing and enabling positive behaviour change; driving change and; acting as an exemplar of climate action and low carbon innovation.

Whilst the primary purpose of the NHS is delivering healthcare, there is an expectation at the same time to manage and reduce environmental impacts and improve efficiency. Climate change may seem relatively insignificant to some in comparison with other issues affecting the healthcare service. However, it cannot be denied that many of the impacts of climate change are linked to health, will be felt locally and will affect delivery of NHS services – further increasing pressure on the Board's ability to successfully deliver healthcare services and outcomes.

The changing climate could have significant implications for the health and wellbeing of the UK population. Extreme weather events e.g. hot/cold/dry/wet/storms/flooding etc. and

other changes in weather patterns and climate will test transport, communications, fuel, and energy networks, which will negatively affect delivery of health and social care services. The weather extremes experienced in 2018 – cold and hot - bring into sharp relief some of the potential impacts associated with climate change that could become the new 'normal'.

New diseases and pests and the knock-on implications for food production etc. and the movement and migration of people for various reasons - including rising sea levels and food and water scarcity - will significantly affect front-line patient care, and increase pressure on already stretched NHS budgets.

The health and social care system will play a crucial role in addressing the health impacts associated with climate change. The Board must seriously consider the business continuity risks associated with climate change in order to fully address the climate-related challenges that will affect service delivery in future - responding to both projected and current impacts of climate change.

A shift towards a low carbon, climate change mitigation/adaptation mind-set is the key to a sustainable future. And, when considered in parallel with the current economic challenges facing all public sector organisations, this means there is now a greater emphasis than ever before on thinking more creatively about all aspects of property and asset management.

Beyond climate change, this Board must continue to develop a more sustainable approach to healthcare; whereby environmental costs are considered to be as important as financial costs - and the contribution clinical activity and decisions have on environmental impacts is recognised and addressed.

Plastic use and disposal and biodiversity loss are also key issues and, whilst the link between healthcare delivery and reducing the associated impacts may not seem immediately obvious, the NHS does have a role to play.

In terms of plastics, as an organisation NHS Forth Valley has a significant supply chain that can be influenced to work with us to reduce the Board's plastic footprint, and awareness of staff and service users can be raised to reduce usage and promote responsible disposal.

Biodiversity loss is a global issue, but steps can be taken at a local level to address impacts. This board has a duty to support local action by protecting and encouraging biodiversity on existing greenspace on the estate. Nature, biodiversity and greenspace play a key role in healthy living and illness recovery, and spending time in/with nature has been shown to be beneficial for a range of medical conditions.

Environmental sustainability must be considered and integrated into existing healthcare delivery arrangements as part of a 'whole system approach'.

Sustainability outcomes need to become part of and underpin delivery of existing and future health and well-being outcomes – taking the opportunity to align local social, economic and environmental benefits to ensure a cohesive approach to current and future planning.

In terms of sustainability in its widest sense i.e. incorporating social and economic and environmental aspects, in 2015 Scotland became one of the first countries in the world to adopt the United Nations Sustainable Development Goals. In doing so the First Minister pledged that Scotland would lead the way to deliver a more equal, more just world.

This bold step has filtered down to NHS Board level through the new Sustainability Assessment Tool (SAT) that was commissioned in 2018 by NHSNSS/Health Facilities Scotland. Each board's sustainability performance is now assessed using the SAT, with scores calculated against a range of criteria across 16 Key Performance Indicators that are aligned directly with the UN Sustainable Development Goals (and hence Scotland's National Performance Framework). More details regarding the implications of the SAT outcomes follow in Section 5.

The relationship that exists between environmental and financial sustainability is clear; both agendas are seeking to refocus on resource efficiency, deliver value for money services and prevent avoidable waste. Utility costs in particular are becoming increasingly more expensive and 'future-proofing' sites - where possible/appropriate and financially viable - is an opportunity to mitigate these impacts.

NHS Forth Valley needs to develop its 'spend to save' culture to establish and then maintain a pathway towards a low carbon future. Forward planning by this board with climate change mitigation/adaptation in mind will help build in preparedness and resilience to the predicted impacts of climate change, save costs in the short, medium and long term and support delivery of positive health outcomes.

A significant amount of work has been done in many areas by this Board to address sustainability: NHS Forth Valley is committed to protecting and improving the environment for staff and the community we serve.

With a presence across a wide geographical area and as a large employer with significant purchasing power, NHS Forth Valley is well placed to lead by example in terms of the sustainability agenda – in its widest sense - and in combating climate change. This Board aims to make a valuable contribution towards: achieving emissions reduction targets; influencing and enabling positive behaviour change; driving change and; acting sustainably.

This Sustainability Strategy and the associated Action Plan set out NHS Forth Valley's sustainability vision for the next five years.

4. Strategic Context

The Scottish Government's 'Policy for Property and Asset Management in NHS Scotland' (CEL 35 (2010)) requires all NHS bodies to have a Property and Asset Management Strategy (PAMS).

The PAMS is in place to ensure that the Board's assets can respond to continuing organisational and service challenges by ensuring that they are fit for purpose, positively support service delivery and contribute to enhancing the service user's experience.

The 'sustainability' agenda underpins outcomes within the PAMS. Aligning the PAMS with energy/environmental and sustainability policies/strategies is vital to address the

challenges faced by the Board. For example the energy efficiency/carbon reduction aspect of sustainability can help:

- Address maintenance and backlog maintenance issues
- Improve the quality of the environment for patients and staff
- Contribute towards mitigating NHS business continuity issues and operational constraints imposed by budget cuts; and
- Develop an affordable and strategic energy/carbon reduction programme, based on the energy hierarchy, in order that savings can be maximised in line with current expectations and to ensure best value for NHS/Public money.

The Scottish Government’s ‘Policy on Sustainable Development for NHS Scotland’ (CEL 2 (2012)) recognises that the way NHS Boards manage their own assets and resources is vital to support sustainability of healthcare operations.

CEL2 (2012) requires each NHS Scotland body to produce a Sustainable Development Action Plan (Sustainability Action Plan) which sets out the organisation’s contribution to the SGs wider sustainable development aims and objectives, and also reinforces the SGs view that the built estate is a priority in the drive to reduce energy use and costs and tackle climate change.

This Sustainability Strategy & Action Plan and the associated Policy Statements fulfil CEL 2 (2012) requirements and apply to all activities undertaken by or on behalf of the Board.

5. Methodology

There is a national commitment to align sustainability at Board level with 17 global goals set by the United Nations. The 17 Sustainable Development Goals (SDGs) provide a broad framework based around the three dimensions of sustainability (social, environmental and economic) to deliver 169 targets that address global poverty and injustice.

In 2018/19 NHSNSS/Health Facilities Scotland (HFS) commissioned an independent assessment of each Board’s sustainability performance using the Sustainability Assessment Tool (SAT) that is aligned directly with the SDGs (and hence Scotland’s National Performance Framework). Scores have been calculated against a range of criteria across 16 Key Performance Indicators (KPIs) that are set out in Table 1 below:

Table 1 – Sustainability KPIs

- Governance & Policy		
- Capital Projects	- Awareness	- Environmental Management
- Active Travel	- Welfare	- Procurement & Supply Chain
- Transport	- Ethical Issues	- Waste
- Greenspace	- Communities	- Adaptation
- Nature & Biodiversity	- Sustainable Care	- Greenhouse Gases

The overall scores for all NHS bodies assessed are presented in Table 2 below:

Table 2 – SAT overall scores*

Ayrshire & Arran	Silver	66%
Shetland	Bronze	58%
Lothian	Bronze	58%
Education Scotland	Bronze	53%
Highland	Bronze	53%
Forth Valley	Bronze	53%
Orkney	Bronze	50%
Fife	Bronze	49%
Tayside	Bronze	49%
Dumfries & Galloway	Bronze	49%
SAS	Bronze	49%
NSS	Bronze	48%
NHS 24	Bronze	47%
Greater Glasgow & Clyde	Bronze	46%
Grampian	Bronze	46%
NWTC	Bronze	45%
The State Hospital	Bronze	44%
Health Improvement Scotland	Bronze	42%
Western Isles	Bronze	41%
Lanarkshire	Bronze	40%
Borders		35%
Health Scotland		33%

***Overall Scoring Values**

Bronze: 40% - 64%

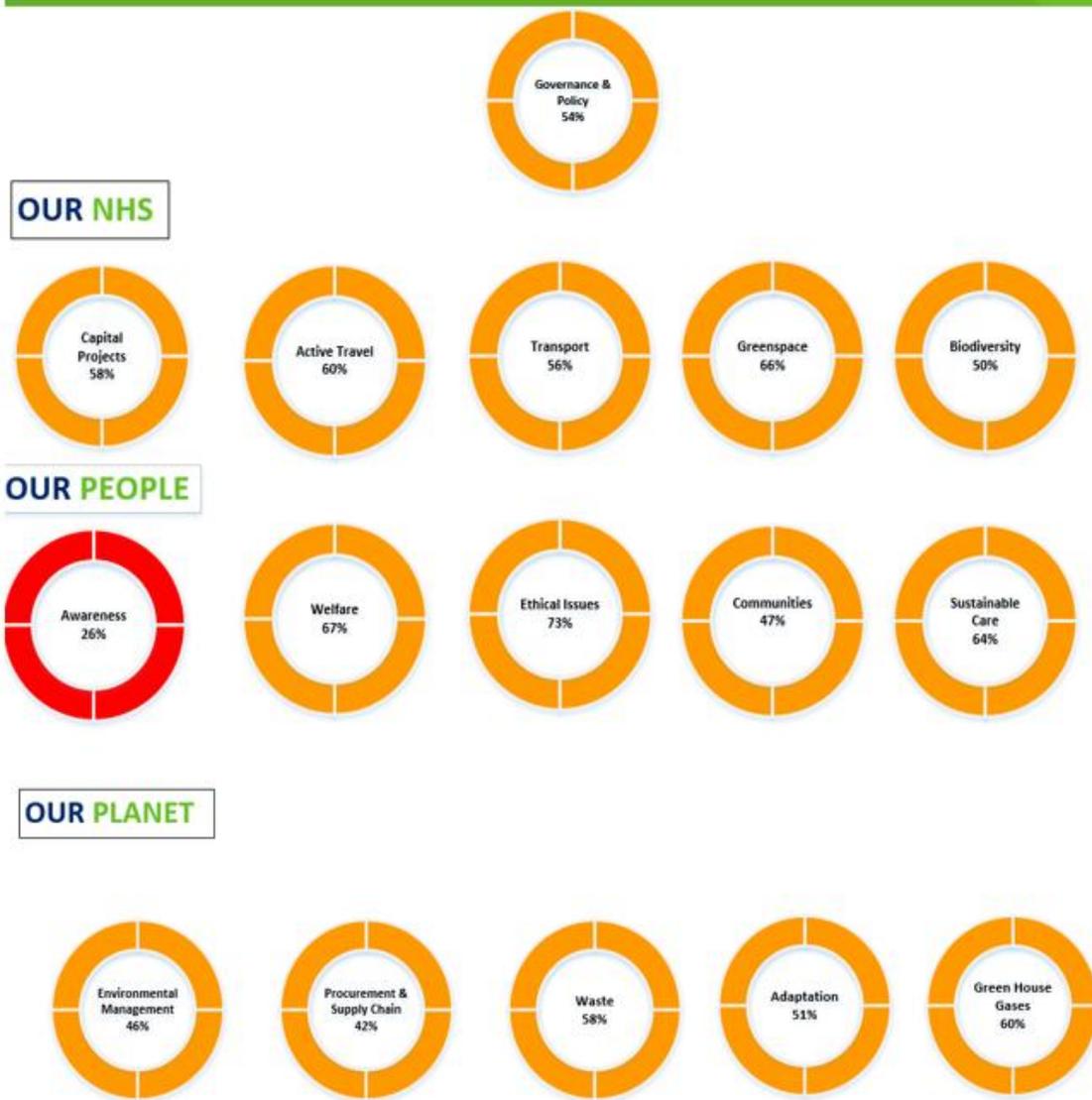
Silver: 65% - 79%

Gold: 80%-89%

Platinum: 90%-100%

Following the initial SAT assessment in April 2018, follow-up review/re-evaluation meetings took place in January 2019. The NHS Forth Valley review/re-evaluation resulted in an improved overall score – initially 43% increased to 53%. Final scores for all Scottish NHS Health Boards were locked down by Health facilities Scotland in March 2019.

Members of the Board’s Sustainability Working Group participated in and contributed evidence towards the initial sustainability assessment and the subsequent review/re-evaluation meeting. The Board’s final score against each Sustainability KPI assessed is shown below:



In certain areas the Board scored well and in others there is work to do to improve performance. NHS Forth Valley will use the SAT moving forward to measure, monitor and demonstrate progress in terms of sustainability.

6. Sustainability Strategy

The sustainability assessment provides a clear focus on gaps that have been identified by the SAT and that need addressed, with a view to shifting NHS Forth Valley onto a low carbon trajectory that will underpin a more sustainable approach to healthcare delivery.

The principles of ‘Sustainable Care’ and ‘Realistic Medicine’ are already being applied to very good effect by NHS Forth Valley and its healthcare delivery partners, and much work has been done to improve the quality and performance of the building stock.

However, in order for sustainability to be embedded within decision making processes, and be specific to local circumstances, the high level aims below need to be integrated by this Board within corporate planning processes:

- sustainability is considered in parallel with economic and healthcare considerations
- risks associated with climate change are considered and managed – protecting the board, its patients and the wider population
- medicines, drugs, clinical equipment and associated services are sourced from suppliers that have clearly demonstrated a commitment to reduce impacts on the environment through sustainable practices including management of their own carbon footprint
- compliance with current and forthcoming regulation and legislation is prioritised and environmental impacts minimised
- future-proofing the estate is prioritised i.e. forward planning with climate change mitigation and adaptation in mind and improving existing buildings to reduce costs and environmental impacts and to streamline healthcare delivery (aligned with forthcoming mandatory energy performance standards for all buildings)
- new buildings commissioned deliver spaces that are highly efficient, low carbon and fit for purpose (aligned with forthcoming mandatory energy performance standards for all buildings)
- staff, patient and visitor travel is considered a key part of the integrated health and social care agenda i.e. the right care, in the right place at the right time
- travel planning advice and support is offered at key sites to reduce congestion
- waste is reduced and efficient use of resources prioritised
- the health benefits associated with biodiversity and greenspace are explored and maximised

A sustainable – low-carbon – approach to healthcare delivery means the Board will:

- Be better at preventing illness
- Give greater responsibility to patients in managing their health
- Be leaner in service design and delivery, and
- Use low carbon technologies

The key to success in many areas listed above is improved (sustainability) communications. The Board needs to engage more effectively with staff and service users to support behaviour change and make it clearer for people to understand what practical steps they can take to support delivery of sustainability outcomes.

Discussions are already underway with the Board's Communications Department with a view to developing a bespoke campaign. NHS Forth Valley will adopt the 'Sustainability Action' national branding that has been developed for all Boards by Health Facilities Scotland.

An example of the 'Sustainability Action' logo/strap-line is below:



7. Sustainability Action Plan

The board's Sustainability Action Plan 2019 - 2020 (SAP) is attached as APPENDIX 3 – the SAP is an all-encompassing Action Plan addressing sustainability in its widest sense but with a particular focus on environmental matters.

The SAP provides a mechanism for addressing a range of issues and opportunities that comprise the wider sustainability agenda, and has been prepared with a view to getting the sustainability agenda back on track. It identifies the wide ranging issues and opportunities that need to be considered, prioritised and addressed in order that the profile of the sustainability agenda is raised, projects and campaigns etc. are supported at a senior level, and compliance with EU, UK and Scottish Government legislation and regulation is ensured.

8. Measuring, monitoring and reporting progress

Key outputs from the sustainability assessment process are: a baseline of sustainability from which to plan for improvement and; a Sustainability Action Plan (SAP).

Progress against the SAP will be measured every two years by independent assessors using the SAT (facilitated by HFS). Results will be fed back to Board Chief Executives at their Strategy Meeting.

Progress internally will be monitored and measured on an ongoing basis and reported annually to the Performance and Resources Committee in line with the Board's KPI reporting arrangements (following submission of the Board's annual mandatory Climate Change Report in December).

9. Appendices

Appendix 1 - NHS Forth Valley Environmental Management Policy Statement 2019 - 2020

Appendix 2 - NHS Forth Valley Energy Management Policy Statement 2019 - 2020

Appendix 3 - NHS Forth Valley Sustainability Action Plan 2019 - 2020

Document Development and Approval Checklist

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Specify the rationale for the development of the policy, procedure or guideline

Updating existing Board Policy/Strategy/Action Plan

Document developed in the NHS Forth Valley document template (Appendix 2) and developed in accordance with the Document Development and Approval Process (Appendix 3). The cover pages include the following:-

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Approval

Specify areas of document applicability

NHS Board Wide	<input checked="" type="checkbox"/>
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Community Services Directorate only	<input type="checkbox"/>
Mental Health only	<input type="checkbox"/>
Multiple directorate/ department/ practice	<input type="checkbox"/>
Individual directorate/ department/ practice	<input type="checkbox"/>
Other, please specify _____	

Name of Approval Group: Senior Leadership Team	Date Approved:	21 / 03 / 2019
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