

**EXECUTIVE SUMMARY**  
**REPORT TO THE COUNCIL OF GOVERNORS**

**HELD – 29 JANUARY 2013**

|                              |  |
|------------------------------|--|
| <b>Subject:</b>              | Sustainable Development Programme Annual Report                        |
| <b>Supporting Directors:</b> | Sir Andrew Cash-CEO and Kirsten Major- Director of Strategy & Planning |
| <b>Author:</b>               | Phil Brennan - Estates Director  |
| <b>Status<sup>1</sup></b>    | N  |

### PURPOSE OF THE REPORT

- To provide a progress report on the key achievements over the past 12 months.

### KEY POINTS

- The post of the sustainable development project manager will be reviewed during 2013.
- The Trust is on trajectory to achieve the 2015 NHS carbon reduction target given current performance trends continue.
- To meet carbon reduction targets post 2015 will require a step change in service provision. If the Trust intends to achieve these targets strategic planning will need to be established in 2013 to meet these targets.

### IMPLICATIONS<sup>2</sup>

| AIM OF THE STHFT CORPORATE STRATEGY 2012-2017 |  | TICK AS APPROPRIATE |
|---|--|---------------------|
| 1   | Deliver the Best Clinical Outcomes                 | ✓                   |
| 2   | Provide Patient Centred Services                   | ✓                   |
| 3   | Employ Caring and Cared for Staff                  | ✓                   |
| 4   | Spend Public Money Wisely                          | ✓                   |
| 5   | Deliver Excellent Research, Education & Innovation | ✓                   |

### RECOMMENDATIONS

- Council of Governors is asked to note the contents of the report and progress made over the last year, particularly in light of discussions at the last Council of Governors.

### APPROVAL PROCESS

| Meeting                          | Date        | Approved Y/N |
|----------------------------------|-------------|--------------|
| TEG                              | 23 Jan 2013 | Y            |
| Council of Governors             | 29 Jan 2013 |              |
| Health Care Governance Committee |             |              |

<sup>1</sup> Status: A = Approval  
A\* = Approval & Requiring Board Approval  
D = Debate  
N = Note

<sup>2</sup> Against the five aims of the STHFT Corporate Strategy 2012-2017

# Sheffield Teaching Hospitals NHS Foundation Trust

## COUNCIL OF GOVERNORS JANUARY 2013

### ANNUAL REPORT - SUSTAINABLE DEVELOPMENT PROGRAMME

#### 1. INTRODUCTION

The previous report was presented to the Healthcare Governance Committee at the meeting held in January 2012. This paper provides a summary of the progress that has taken place over the last year.

#### 2. PROGRESS REPORT

##### 2.1 Sustainable Development Project Manager (SDPM)

The SDPM went on maternity leave in November 2011 and resigned in November 2012. Whilst the role of the SDPM has been covered during this time, it has been done so by an interim manager, on a part-time basis. This has impacted upon progress and the profile of the sustainability agenda across the Trust.

A funded post at AFC 8A still exists. It is prudent to take this opportunity to review if it remains a full-time position and whether its current location (the Estates Directorate) is the most appropriate place for it to sit.

The function and job description will be reviewed with the Director of Strategy and Planning in respect of reporting responsibilities and improving outcomes and alignment with the objectives of the Corporate Strategy, The Sustainable Development Action Plan approved by the Trust Board of Directors in November 2011 and the Planning Framework going forward.

Although there has been a reduction in project support and profile during 2012, there has still been progress, the following lists the most notable achievements in 2012.

##### 2.2 Sustainable Development Action Plan

The Sustainable Development Action Plan approved by the Board of Directors in November December 2011 identifies the areas where work is needed and the Directors who have responsibility for achieving these actions.

All 33 directorates were required to produce one "development" case that identified carbon savings and other good corporate citizenship related benefits. There is one initiative that is outstanding which is scheduled to be completed by December 2013. The remaining cases have all been successfully completed. Sustainable development is being incorporated into the Trusts business planning function. Sustainable development objectives were included within planning guidance issued to all directorates used to conduct 2013/14 and beyond business plans.

*The Sheffield Teaching Hospitals NHS Foundation Trust has made good progress towards achieving its sustainability targets. It is still ahead of other neighbouring Foundations Trusts, in the progress it has made and the systems it has established (SYNDAS 2012).*

The measures outlined in the action plan are still relevant and are still being progressed to enable the Trust to become a good corporate citizen.

Provided the Trust retains progress on the action plan, the Trust should achieve the 2015 carbon reduction target. Achieving targets post 2015 will require a step change and measures need to be established in 2013 and thereafter to achieve post 2015 targets.

### **2.3 Be Green**

The “Be Green” initiative has been used extensively to publicise sustainability development. The Trust provides induction training to all new starters on the initiatives that are currently underway and those planned for future introduction.

The Trust is helping the community and its patients as well as its members of staff to lead a more sustainable life by carrying out one off promotional events like the “Climate Week” and a “Sustainability Day of Action”. In addition the Trust provides training and updates through its “Be Green” representatives who cascade information throughout the Trust.

The Chief Executive Officer is fully committed to the sustainability initiative and the principles of sustainable developments which are being embedded within the Trust via the ‘Be Green’ programme.

*‘Be Green’ programme - there has been a 7% increase in staff engagement resulting in 44% of Trust staff being motivated and aware of the work being carried out relating to sustainability. This increase has been attributed to the success of the “Be Green” initiatives (SYNDAS 2012).*

### **2.4 Carbon Modelling Project**

The Trust is linked with Sheffield University’s School of Health and Related Research (SchARR) to investigate various ways to reduce NHS carbon emissions by modelling the relationship between financial, carbons, healthcare and operational considerations linked to the patient-pathway. The Centre for Energy, Environment and Sustainability (CEES) is to be a leading world class centre of excellence in multi-disciplinary research, development and deployment of innovative ways to advance the understanding of energy, environment and sustainability for a low carbon future.

### **2.5 Cystic Fibrosis-Initiatives Driven by Frank Edenborough**

An electric car was obtained via a donation and solar PV panels were installed on the roof of the CF unit to charge the car. The objective is to provide sustainable healthcare in making visits to patients, reducing the need for patients and potentially cars to visit the hospital, making patients life easier, reducing the need for extra space / procurement at the hospital etc (care in the community). The initiative will be reviewed after a year and the findings will be published in due course.

### **2.6 New Laboratory Building at the Northern General Hospital**

The building was opened in 2012 and achieved BREEAM Excellence ‘A’ rated standard for best practice in sustainable building design, construction and operation. It has solar PV panels, a Green roof, Bicycle parking and a range of measures used represent a broad range of categories and criteria from energy to ecology. They include aspects related to energy and water use, the internal environment (health and well-being), pollution, transport, materials, waste, ecology and management processes.

### **2.7 Electric Vehicle**

A 17 seat electric circulation bus has been provided by the League of Friends and is now operating around the Northern General Hospital site.

## 2.8 Energy and Carbon Reduction Schemes

The Trust continues to show good progress with energy and carbon reduction, the following lists some of the projects completed in 2012 which contribute toward this. The following only serves to provide an indicative outline of the projects undertaken.

- **Replacement of five (in total) power transformers at the RHH and NGH sites:** Replacement was necessary due to the age of the existing equipment and because of an increasing trend of failures. This also provided an ideal opportunity for energy savings and as such the transformers have been replaced with high efficiency equipment and with the ability for voltage reduction. Savings of between 6-10% have been achieved in doing this.
- **NGH food Central Processing Unit:** In 2012 the unit has undergone upgrading and refurbishment. This provided an opportunity to review energy consumption and as a result a heat recovery system has been installed which recovers heat from refrigeration equipment and uses this to heat incoming water for pot washing and also space heating. The existing steam system has been replaced by high efficiency gas condensing boilers. This will enable the removal of the steam and condensate pipes which run parallel to Barnsley Drive. Disconnection of these pipes has reduced standing heat losses and also maintenance. An option appraisal is being undertaken for a solar PV panel installation on the roof of the unit.
- **Conversion of lighting systems to high efficient/low energy LED light fittings:** The following areas were converted during 2012: Brearley, Nurses Home, Huntsman & Firth Corridor, M&SRC, Vickers Front Hall, Histopathology and Jessop Wing. These schemes improve lighting levels, reduce maintenance and heat gains while reducing energy consumption by typically 85%.
- **Conversion of steam infrastructure to low temperature hot water:** The Trust is actively pursuing an energy strategy to replace the existing steam systems (used for providing space heating and water heating) with a low temperature hot water system. The benefits are: reduced boiler house stack losses and steam distribution losses, reduced backlog and maintenance, modernised infrastructure, improved hygiene to domestic hot water systems.; which provides opportunities to use low carbon technologies and hence maximises strategic opportunity and energy resilience, whilst reducing energy cost and carbon emissions and meets some of the Trust's sustainability agenda objectives. In 2012/13, Brearley, Hadfield, Day Surgery Unit and Osborne heating systems were converted to low temperature hot water. Subject to approval and funding it is anticipated that the full conversion of the NGH will be completed in 2-3 years.

**The Trust has invested around £2M on such projects during 2012/13.**

## 2.9 Energy Position Carbon Profiles

The Trust has achieved notable reductions in energy consumption and hence associated carbon emissions to atmosphere during the period January to December 2012 when compared with the same period last year.

Electricity: The Trust reduced electricity consumption by 4%, over 2.2GWh, which is equivalent to a typical month's consumption at the Central Campus.

Gas: The Trust reduced gas consumption by 1.6%, typically a week's consumption at the Northern Campus,

Both reductions are impressive considering the weather in 2012. Analysis of Degree Day data shows that 2012 was 18% colder than 2011 and 20% colder than the 20 year average.

CO<sub>2</sub>: Based on the above figures the Trust reduced associated carbon emissions by 3.1% when compared to 2011, the equivalent CO<sub>2</sub> emissions of 385 return flights from London to Sydney or enough gas to fill 1,500 hot air balloons.

Water: The Trust reduced its water consumption by 15% during 2012, comparable with the water required to fill 25 Olympic sized swimming pools.

The reductions in consumption are attributed to the efforts of all Trust staff and every contribution helps to achieve such targets which has an impact on the local environment and reduces costs.

### **3. CONCLUSIONS**

Whilst the profile of sustainability has been reduced due to the lack of a full time project manager, positive progress has still been made in 2012.

The focus going forward will need to be in creating a step change in sustainable development and, in particular, in the design of low carbon patient pathways able to meet the NHS Carbon Reductions Targets post 2015 (NHS SDU 2009).

### **4. REFERENCES**

The NHS Sustainable Development Unit (2009). NHS Carbon Reduction Strategy For England.

SYNDAS (2012). 2012/13 Sustainability Review.