

SHEFFIELD TEACHING HOSPITALS NHS FOUNDATION TRUST

EXECUTIVE SUMMARY: REPORT TO THE TRUST EXECUTIVE GROUP

Subject:	Presentation to Governors on Sustainability 21 May 2014
Supporting Director:	Mr Neil Riley
Author:	Paul Wainwright, Public Governor Sheffield West

PURPOSE OF THE REPORT:

To provide Governors with a detailed update on where STH is regarding the attainment of statutory targets and how these are being achieved.

KEY POINTS:

- STH is on course to achieve carbon reduction targets for 2015 (10% over and above the baseline of 2007) but a step change is required to achieve the 2020 target of 34%.
- There is an enormous amount of exemplary work and progress occurring at STH but there is not a great deal being done to publicise that success, and thereby promote future gains.

COMMENTS/RECOMMENDATIONS:

Governors suggestions	Directorate Response	TEG Response
<p>1. Excellent work in developing STH efforts re all levels of waste reduction and recycling etc may be at risk of being negated by the rigid National Framework procurement structure. More sourcing of local produce would be advantageous to the local economy and make provenance more traceable. Collaborating with other local hospitals would benefit from economies of scale yet make 'local' a genuine assertion.</p> <p>2. Opportunities in assisting the development of better defined waste management programmes for primary and community care through the exemplar approach that STH is adopting should be embraced.</p> <p>3. The drive and passion of each presenter in promoting their aspect of reducing carbon emissions and thereby ensuring the ultimate efficiency of STH which is paramount in driving down costs and then enabling the best patient care was evident. The concern is that if the passion is not reinforced by the system then the success could fade upon the departure of the individuals. How is STH looking to encourage both succession and promotion of what is happening such that it becomes endemic within the organisation as a whole?</p> <p>4. A feature in GoodHealth would promote what the Trust is doing as an exemplar to the wider community and to STH staff.</p> <p>5. An annual presentation to review progress towards 2020 targets would be valuable.</p>	<p>1. Every effort is made to source locally albeit this can sometimes conflict with supply chain expectations/financial benefits. Decisions are therefore made based on value for money.</p> <p>2. An E learning package to assist Primary/Community Services compliance has been developed and we are trying to encouraging a "waste champion" in P&CS.</p> <p>3. Public Health England and NHS England have issued a new sustainable development strategy for the NHS, Public Health and Social Care systems which outlines a vision and goals to aim for by 2020. A summary of the strategy and how this translates into an action plan for the Trust will be presented to TEG.</p> <p>4. This can be done if the Communications Team can co-ordinate.</p> <p>5. This can be arranged.</p>	<p>Local sourcing presents a real challenge given the critical role of procurement in achieving cash releasing savings in the current austere financial environment.</p> <p>TEG is content with this approach</p> <p>TEG will look to the action plan to address the succession planning issue</p> <p>Comms team to consider</p> <p>TEG content with this</p>

PRESENTATION TO GOVERNORS ON SUSTAINABILITY
21st MAY 2014

Governors Present:

Andrew Manasse
Hetta Phipps
Shirley Smith
Craig Stevenson
Graham Thompson
Paul Wainwright
John Warner
Jeremy Wright (part)

Staff Present:

Emma Wilson
Ray Wright
Jakki Freeman
Claudia Westby
Phil Brennan
Peter Townsend
David Johnson

There were a series of five presentations given followed by questions / discussion. Each of the presentations were accompanied by slides or notes (available separately) therefore the notes below serve to capture only the key issues raised by each presentation.

Catering: Emma Wilson (Head of Catering)

- Covers inpatients, staff, visitors and hospitality.
- Audits are undertaken and presently report waste levels as low as 4% which is believed to be in line with recognised best practice.
- Much is being done at present but it is acknowledged that there is a good deal more that can be achieved particularly regarding local sourcing.
- If local is defined as the UK then 40% is sourced 'locally'
- The use of food bio digesters is at the forefront of their armament.
- Other future aspirations include refining the supply chain, more responsible purchasing, and developing what STH does as an opportunity to engage with the community.

Waste Management: Ray Wright (Waste Manager)

- A new contract has recently been let for the provision of waste services to STH.
- This has been done with the foresight to push suppliers to innovate and / or be industry exemplars in how they go about their business.
- Examples included the derivation of fuel derived from refuse.
- There were some strong headline statistics such as on site recycling is presently at 9% but only 7% of site waste was actually sent to landfill.
- Through procurement stipulation STH were forcing the supply chain towards 0% to landfill.
- Significant opportunities lay in the development of greater distinction of offensive / hygiene waste as distinct from clinical or hazardous waste. This is now being with the new waste company.
- STH can have a far greater influence by using its examples to have greater effect on the behaviour and knowledge of primary and social care treatment of waste.

Fleet Management: Jakki Freeman (Fleet & Finance Manager)

- The STH vehicle fleet is presently 188.
- Looking very closely at benchmarking against comparators to sensibly implement increasingly more stringent measures in reducing fleet emissions without alienating staff.

Sustainable Travel: Claudia Westby (Travel Plan Co-ordinator)

- Surveys etc are being carried out but only amongst staff.
- Great strides have been made by the very sensible approach and implementation of practical niceties to engage staff eg. the provision of showers and laundry facilities.
- Empirical data supported the anecdotal evidence of the success eg the reduction of single occupancy journeys at NGH and RHH by 53% and 27% respectively.
- Many opportunities have been taken to engage with outside agencies such as Sheffield City Council, SYPTE, University of Sheffield etc to gain greater momentum to some ideas and share costs and best practice.
- Despite the undoubted success there were many other ideas still to be explored including the improvement of on-site infrastructure, and real time transport information.

Estates: David Johnson (Energy Manager)

- There have been large infrastructure changes on the various sites but largely on NGH that have brought about huge reductions in the carbon footprint of the organisation albeit from a reasonably low starting point given the antiquated nature of much of the technology. Eg steam powered heating systems being replaced with low temperature hot water.
- Given limited resources improvements are constantly being brought about through the backlog maintenance programme.
- STH is said to fair well against other FTs however it would be useful to see the empirical information to support this claim.
- What has been done to date is highly commendable however a step change will be required to reach statutory carbon reduction targets of 2020. This will involve looking beyond the immediate environment of STH and look at patient pathways etc for a more integrated approach.

Questions and discussion followed around procurement and the restrictions imposed by the currently employed supply chain framework and how this made it very difficult for local SMEs to engage directly with STH.

The issue of procurement was raised as one of the single most important areas of focus in the reduction of unnecessary waste and an area where the greatest impact could be gained.

The journey of culture change is only at the beginning and the future changes will impact on the way of working and therefore will require a far greater integrated approach that will require a greater buy-in of clinicians and support staff alike.

Regarding more overtly obvious features of sustainability such as wind turbine and photovoltaic utilisation, the STH approach is to assess all measures on a project by project basis in terms of their pay back period and whole life cycle costing consideration.

The presentations were found to be of great interest to governors and the largest negative was that not a great deal appeared to be being done to publicise the great success. It was suggested that a feature in GoodHealth might be one way forward and that this style meeting should be repeated next year to hear of new progress made.

Paul Wainwright

Public Governor - Sheffield West