



Dorset County Hospital  
NHS Foundation Trust



# Green Plan

2022/23 - 2024/25

Outstanding care for people in  
ways which matter to them

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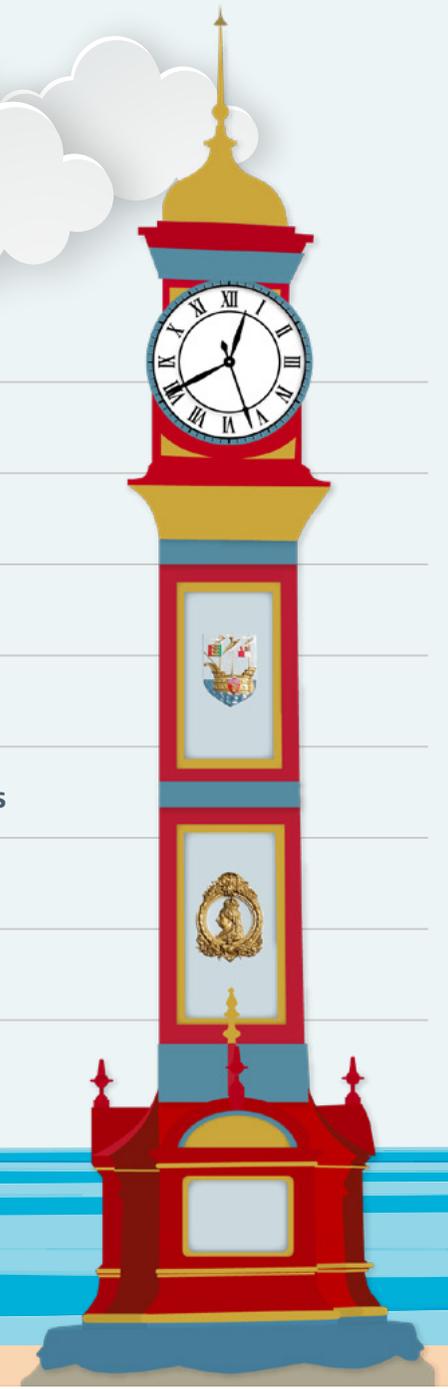
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# Introduction

**We are a relatively small hospital in the west of Dorset with under 400 beds serving a large geographical area comprising 250,000 people. Our 3,500 staff provide high quality acute and specialist services. We provide a range of district general services including urgent and emergency care, planned and specialist care, maternity and paediatric services, care for long-term conditions, frailty and end of life care.**

We are an anchor institution and so have the opportunity to make a meaningful impact on the economic, social and environmental wellbeing of the local population, and have a key role to play in the movement towards net zero carbon.

Our local population is predominantly rural. It increases dramatically during the summer months as tourists flock to visit the Jurassic coastline. Whilst most people in the west of Dorset report having good or very good health, the number of residents aged 65 or over is above the national average. Across Dorset this number is expected to grow by 50% in the next 25 years, meaning pressure on services will increase.

We serve 11 areas which are within the top 20% most deprived nationally for multiple deprivation<sup>1</sup>. Barriers to housing and essential services are significant in the west of Dorset reflecting rurality and distance from services. This all presents a key challenge to health and

wellbeing with levels of obesity and other lifestyle related conditions higher amongst those living in deprivation<sup>1</sup>.

Over the years we have made great strides in sustainability, mainly through investing in our mechanical and electrical equipment, and implementing more sustainable models of care.

The next three years will see even more change at the hospital. A multi-storey car park is being built which will deliver a biodiversity net gain of at least 10%. This will free up space for a new Emergency Department, Intensive Care Unit and Integrated Care Unit. These will be built to the Net Zero Carbon Hospital Standard.





# Our Vision

**O**ur mission is to offer outstanding care for people in ways which matter to them. We understand the broader environmental context of zero carbon and know that reduced emissions equals reduced admissions. Working within the Integrated Care System, we will be at the heart of improving the wellbeing of our communities, and will be in a strong position to achieve the NHS's net zero carbon targets<sup>2</sup>.

## For the carbon emissions we directly control:

- Ambition for an 80% reduction (compared with a 1990 baseline) by 2028 to 2032.
- Net Zero Carbon by 2040 for the NHS Carbon Footprint.

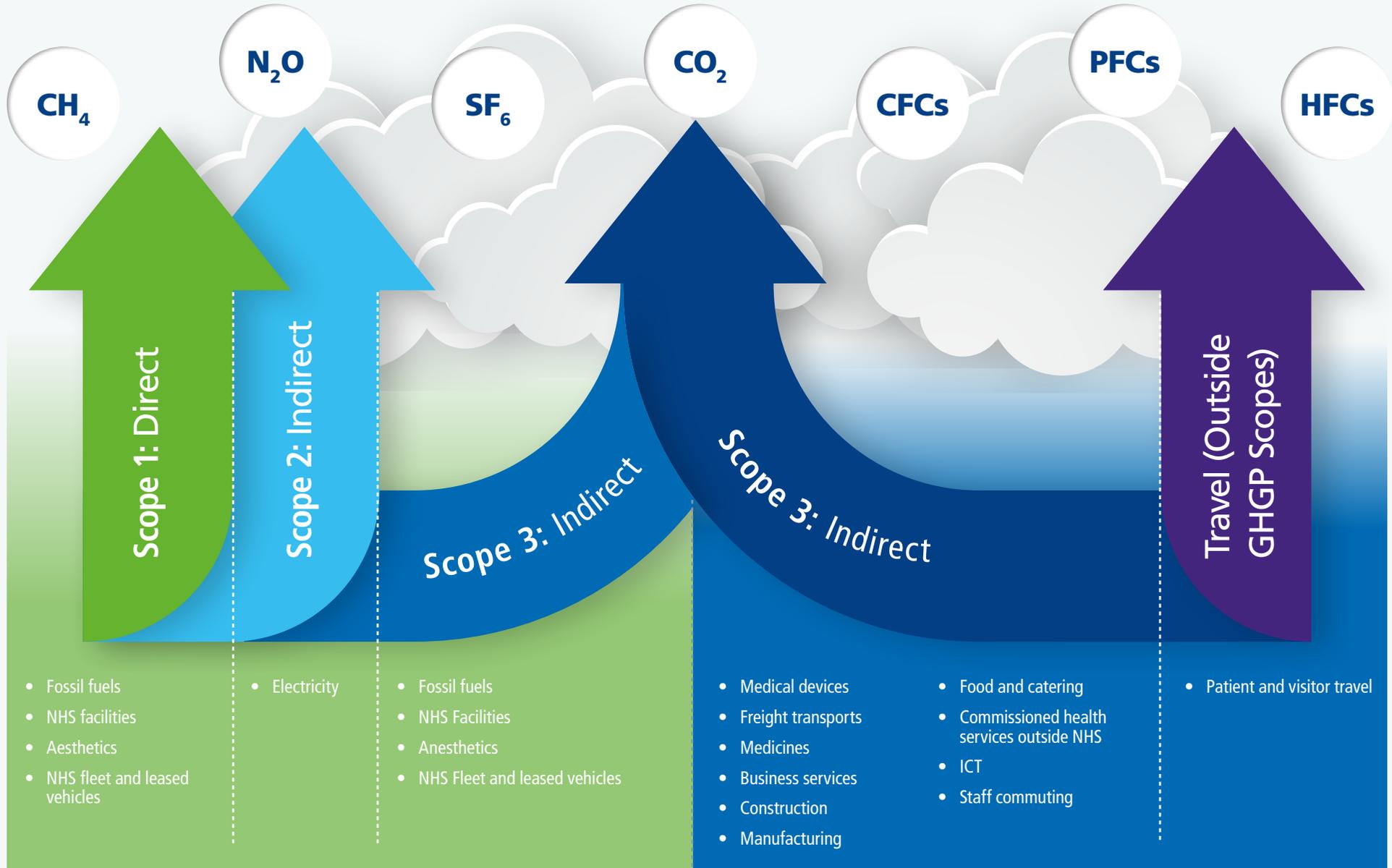
## For the carbon emissions we indirectly control:

- Ambition for an 80% reduction (compared with a 1990 baseline) by 2036 to 2039.
- Net Zero Carbon by 2045 for the NHS Carbon Footprint Plus.





Major emissions



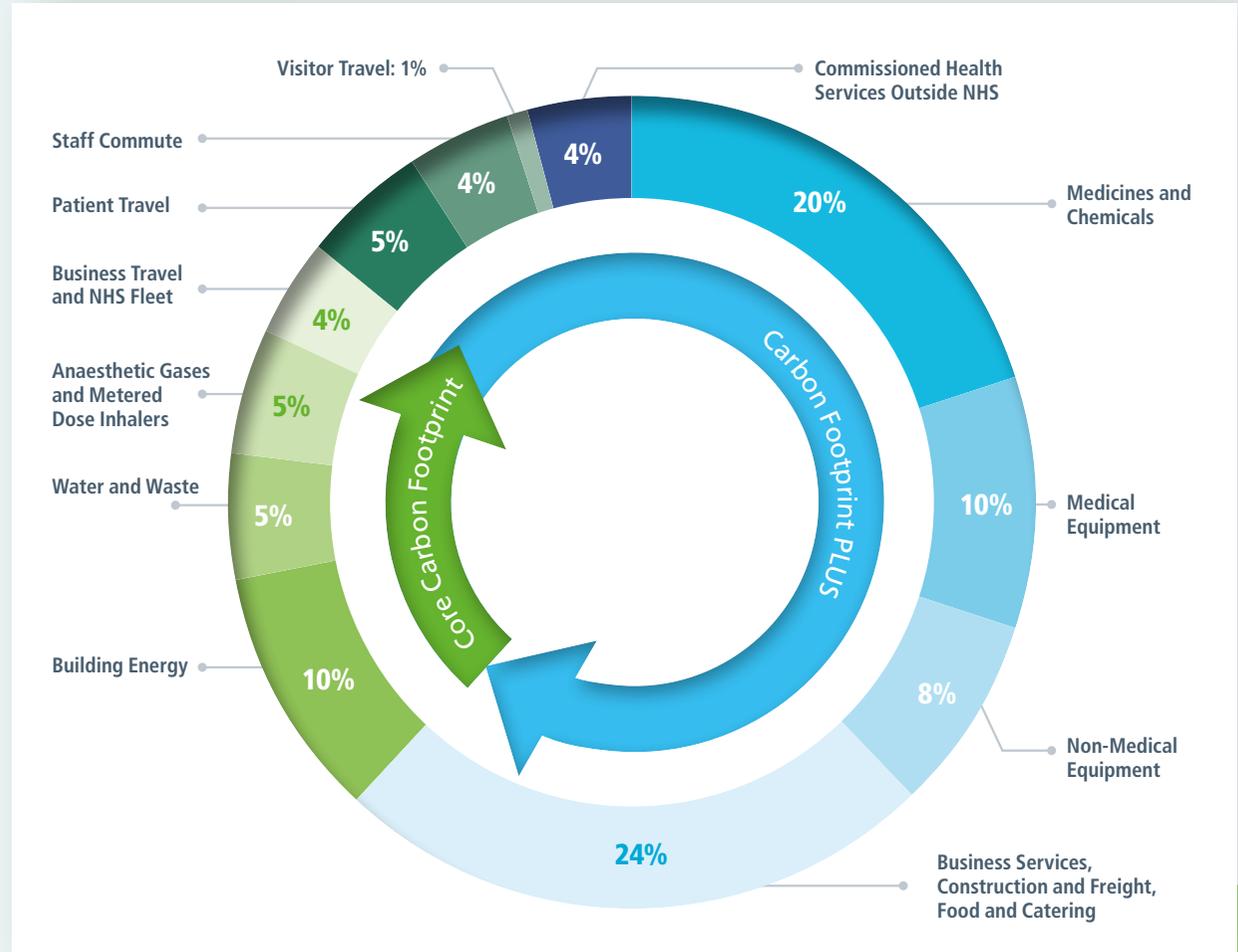
NHS Carbon Footprint

NHS Carbon Footprint PLUS



# Focus Areas

The NHS Carbon Footprint Plus is broken down in the diagram. We have used this breakdown to define our areas of focus in the Green Plan. For each area, we aim to find solutions that both save carbon and, as far as possible, money.





# Focus Areas

**1** | Workforce and System Leadership

**2** | Sustainable Models and Care

**3** | Digital Transformation

**4** | Travel and Transport

**5** | Estates and Facilities

**6** | Your Future Hospital Project

**7** | Medicines

**8** | Supply Chain and Procurement

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These are the different areas of focus we have used to define our Green Plan.





# Workforce and System Leadership

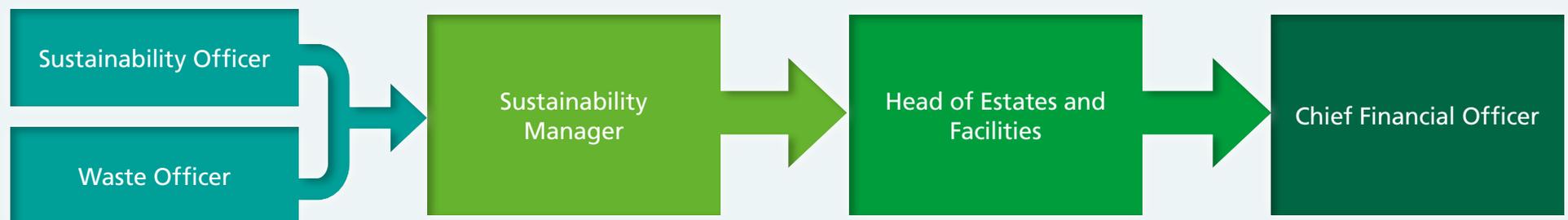
**N**et Zero Carbon is a priority and, accordingly, it is lead at Board level by our Chief Financial Officer. We have a Sustainability and Travel Group whose members represent departments across the hospital.

To ensure the Green Plan is delivered, we have appointed a Sustainability Manager who is supported by a Sustainability Officer and a Waste Officer.

The organisation chart below shows the chain of command for the **Sustainability Working Group**.

## Targets

- SWG members to receive training on carbon literacy by June 2022.
- Sub-groups for each focus area of the Green Plan, led by members of SWG. Created by March 2022.
- Introduction to our Green Plan for new staff in place by March 2023.
- Encourage our staff to live more sustainable lives by launching pledge platforms to compliment specific communication campaigns (for example, the Green Travel Plan) by March 2025.
- Identification of key colleagues to receive sustainability training focussed on their area of expertise (for example, Senior Estates Officers training on net zero refurbishment) by March 2023.





# Sustainable Models of Care

**E** mbedding net zero principles across all clinical services is critical. Greater provision of care closer to home reduces carbon emissions and improves patient experience.

Collaborating within the Integrated Care System has allowed us to deliver the Home First service<sup>3</sup>, which enables patients to recover at home or a more local setting (e.g. care home or community hospital), reducing hospital stays. We also offer the Acute Hospitals at Home<sup>4</sup> service which enables patients who are medically stable and safely able to receive their required treatment and rehabilitation in the comfort of their own home. We will continue offering these innovative services and look for opportunities to share learning and expand it.

## Targets

- Investigate ways to expand our innovative services providing care closer to home by March 2025.
- Explore clinically equivalent lower-carbon interventions and trial a minimum of three by March 2025.





# Digital Transformation

**D**igital technology allows us to deliver some care remotely. We currently use video consultation software to conduct virtual consultations<sup>5</sup> and will support our healthcare professionals to sustain and grow this approach.

We already use digital systems to reduce the use of paper records, printing and postage. We will continue to harness existing digital technology and systems to streamline our service delivery and supporting functions.

## 🎯 Targets

- At least 25% of outpatient activity will be delivered remotely by March 2022.
- Review paper use to identify where digital systems can help further reductions to be made by March 2023.





# Travel and Transport

**W**e serve a predominantly rural area so emissions from staff, patients and visitors are significant. We have already taken action on the emissions we directly control by buying exclusively ULEV vehicles.

We offer cycle parking, lockers and showers to encourage staff to choose active transport, and only offer car parking permits to those who live more than two miles away. We want to go further, and will find new ways to incentivise more staff, patients and visitors to choose active or public transport.

We also recognise our potential to influence public transport in the area (especially working as the Integrated Care System) and will act on this.

## Targets

- Develop Green Travel plan to support active travel and public transport for staff, patients and visitors by June 2021 (in time for opening of multi-storey car park).
- Engage with Dorset Council's Bus Service Improvement Plan by March 2022.





# Estates and Facilities

**E**missions resulting from its buildings, water and waste account for a massive 63% of the emissions the NHS directly controls. In recent years we have upgraded our energy infrastructure and building management systems, including a CHP system and significant LED lighting replacements.

Together these improvements have reduced the associated carbon emissions by more than 25%. We will use the four step approach outlined in the 'Estates Net Zero Carbon Delivery Plan' to determine how we can decarbonise our site further.

We also need to reduce the amount of waste we produce. In 2020-21 we produced 840 tonnes. Of course some of this is unavoidable, but there are still huge improvements to be made. We plan to expand our rehoming scheme which already diverts 3.6 tonnes from landfill a year, and saves us £20,000. We are signed up to the NHS Single-Use Plastics Reduction Campaign Pledge and will continue to explore ways to reduce the amount of single-use plastics used. Of course there will always be unavoidable plastics. We have trialled the use of more sustainable face masks and have trialled re-usable sharps bins, and will continue to experiment with recyclable alternatives.

## Targets

- Develop decarbonisation action plan for the estate by October 2022. Complete one or more actions by March 2025.
- Ensure 75% of old equipment is re-homed by March 2023.
- Trial two single-use plastic reduction projects (one in a clinical environment and one non-clinical by March 2024).
- Trial one PPE-recycling service by March 2023.





# Your Future Hospital



In 2020 we were allocated £62.5 million of Government funding to build a new Emergency Department and Intensive Care Unit. This will be built to the Net Zero Carbon Hospital Standard.

## Targets

- Design new hospital to fulfill Net Zero Carbon Hospital Standard by March 2023 (in line with planning application for New Hospital).





# Medicines

**T**he prescribing and use of medicines makes up 25% of the NHS's overall carbon footprint. Anaesthetic gases and metered dose inhalers account for 21% of the emissions the NHS directly controls so we must focus our action here.

We plan to trial a nitrous oxide consumption and destruction technology and are investigating the use of equipment to reduce volatile anaesthetic agents.

## Targets

- Develop clinically appropriate prescribing of lower carbon inhalers by March 2023.
- Reduce use of desflurane in surgery to less than 10% of its total volatile anaesthetic gas use, by volume by March 2023.





# Supply Chain and Procurement

**W**e spend more than £40 million a year on supplies which gives us tremendous opportunity to reduce our impact on the environment through the products we select and to influence our customers and suppliers to improve their sustainability. When you consider that 66% of the overall NHS carbon footprint is made up of the medicines, equipment and services we buy, it's imperative we act on this opportunity.

In September 2021 we published our Sustainable Procurement Policy. It sets out what we mean by sustainable procurement and stipulates a minimum 5% weighting towards sustainability in the award criteria. It also supports our Social Value Pledge to maximise local investment and increase local employment which in turn will reduce the associated carbon emissions.

## Targets

- We will investigate the cost of buying 100% renewable electricity by March 2022.
- Increase the minimum requirement from 5% to 10% weighting towards sustainability in award criteria by March 2025.
- Adopt the Government's 'Taking Account of Carbon Reduction Plans' (PPN 06/21). This requires all suppliers with new contracts for goods, services, and/or works with an anticipated contract value above £5 million per annum, to publish a carbon reduction plan for their direct emissions by April 2023. Expand this requirement for all new contracts, irrespective of value by April 2024.





# Food and Nutrition

**O**ur Catering Department provides meals for every patient on the wards across the hospital. Damers Restaurant provides meals and snacks for staff, patients and visitors. We strive to make healthy eating easy. We provide seasonal menus high in fruits and vegetables, and low in heavily processed foods. All meals are prepared by our trained chefs on the day from fresh ingredients.

These healthy eating initiatives also help to reduce the amount of carbon emissions associated with our food. We go further by sourcing locally and aim to buy more organic produce.

## Targets

- Achieve the Soil Association’s Food for Life Bronze Award by March 2022.
- Establish a food waste baseline and develop action plan to reduce it by March 2022.





# Adaptation

**H**ere in Dorset we are already experiencing the effects of climate change on our weather, such as more frequent heavy rainfall events and prolonged heat waves. There is also a risk of snowstorms. These severe weather events are likely to increase in number as global temperatures continue to rise. Our Business Continuity Plans prepare for and mitigate the disruption (increased patient numbers, difficulties in staff getting to work, disruption to supplies).

In addition to this, we recognise the value our immediate green spaces hold, both in terms of mitigating some of the impacts of severe weather (e.g. flash flooding and overheating), and the wellbeing benefits they can bring. We have a Garden Club comprising a team of volunteers who manage our grounds in ways to promote biodiversity and intend to take a strategic look at our green spaces to identify where more action could be taken and identify partnerships to help us deliver this.

## Targets

- Ensure our Business Continuity Plans include ways to mitigate the effects of flooding, heatwaves and snowstorms on our infrastructure, patients and staff by March 2025.
- Develop an action plan to improve our green spaces for the health and wellbeing of staff, patients and visitors by March 2025.





# Tracking and Reporting Progress

**O**ur progress against the Green Plan will be reviewed every two months by the Sustainability Working Group. It will be reported formally to the Board on an annual basis. Progress will be tracked in an excel spreadsheet using a traffic light system. The Green Plan is a live document and if we identify ways to increase the ambition we will.

By December 2022 Greener NHS will have developed a carbon footprint specific to our Trust. Once available we will incorporate this into our reporting so we can chart our progress towards the net zero carbon targets and revise our focus areas if required.





# Communication

**S**upport from our staff, patients and visitors is crucial to the successful delivery of this Green Plan. For each focus area, we will co-create an action plan with the relevant teams. We will promote the Green Plan throughout the hospital and beyond using our internal and external communication channels.

We will communicate our progress via the same channels on a quarterly basis. Particular items will require bespoke Communication Strategies, for example, the development of the Green Travel Plan.





# Supporting Documents

**Your Future Hospital: Dorset County Hospital Foundation Trust Strategy 2025**

**Social Value Pledge**

**Sustainable Procurement Policy**

**Climate Change Adaptation Plan 2021-2026**

**Footnotes:**

**<sup>1</sup>Dorset Council:** Dorset statistics and census information - Dorset Council

**<sup>2</sup>Delivering a 'Net Zero' National Health Service**

**<sup>3</sup>Home First** – helping you recover at home

**<sup>4</sup>Dorset County Hospital:** Acute Hospital at Home

**<sup>5</sup>Attend Anywhere**

