

Dorset NHS



Consolidated Green Plan

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Introduction

Dorset

The county of Dorset is situated on the South-West coast of England and is 2,653 sq. km in area.

The county is predominately rural, with the exception of Bournemouth and Poole which total more than half of the Dorset population.

Due to its warmer climate Dorset is a renowned tourist destination, with our tourists wanting to visit our blue flag beaches and famous Jurassic coastline, thus dramatically increasing the county's population during the summer months.

Our Population

We currently have 810,00 patient registered with a GP in Dorset. People in Dorset generally live healthier and longer lives than the average for England, but this does vary on where people live.

We have a higher population of older people with long-term health conditions, which results in increased demand for health and care services.

We have unacceptable variation in the life expectancy of different groups, including those with mental health problems. We need to improve the health and wellbeing of our current and future population.

We have some of the most affluent areas within the country, also some of the most deprived. In comparison both men and women from the deprived areas have a lower life expectancy of 11 years.

Our Dorset Integrated Care System

Dorset Integrated Care System includes Bournemouth, Christchurch and Poole Council, Dorset Council and Public Health Dorset and the NHS partners comprise of 5 partner organisations and the primary care network who work together as anchor institutions to address our health, wellbeing, quality and financial challenges. Whilst SWASFT covers the whole south west region, it sits as part of Dorset ICS for commissioning and sustainability services. **Dorset NHS Partners are:**

- Dorset Clinical Commissioning Group (CCG) to become NHS Dorset integrated Care Board (ICB) as of 1st July 2022
- Primary Care Network
- Dorset County Hospital NHS Foundation Trust
- Dorset HealthCare University NHS Foundation Trust
- South Western Ambulance Service NHS Foundation Trust
- University Hospitals Dorset NHS Foundation Trust

Purpose



Each of the Dorset NHS Trusts has a separate Sustainable Development Strategy or “Green Plan”.

This documents consolidates the separate Green Plans, capturing the good work being undertaken by Dorset NHS partners and frames our sustainability plans for the future.

As a partnership, we recognise our responsibilities to current and future generations and we are committed to the good that we can achieve within our communities, relating to environmental, economic and social value factors - the “three pillars” of sustainability.

Through it’s operations, the NHS currently has adverse impacts upon the environment including significant greenhouse gas emissions and air pollution emissions. The NHS is candid in it’s assessment that these impact directly and adversely effect health and wellbeing of current and future generations.

That is why the NHS has pledged to be Net Zero carbon by 2040 for the emissions we control and by 2045 for the emissions we can influence.

The NHS is also committed to air pollution reduction measures, tackling single use plastic, addressing health inequalities, adding social value, and adapting for climate change.

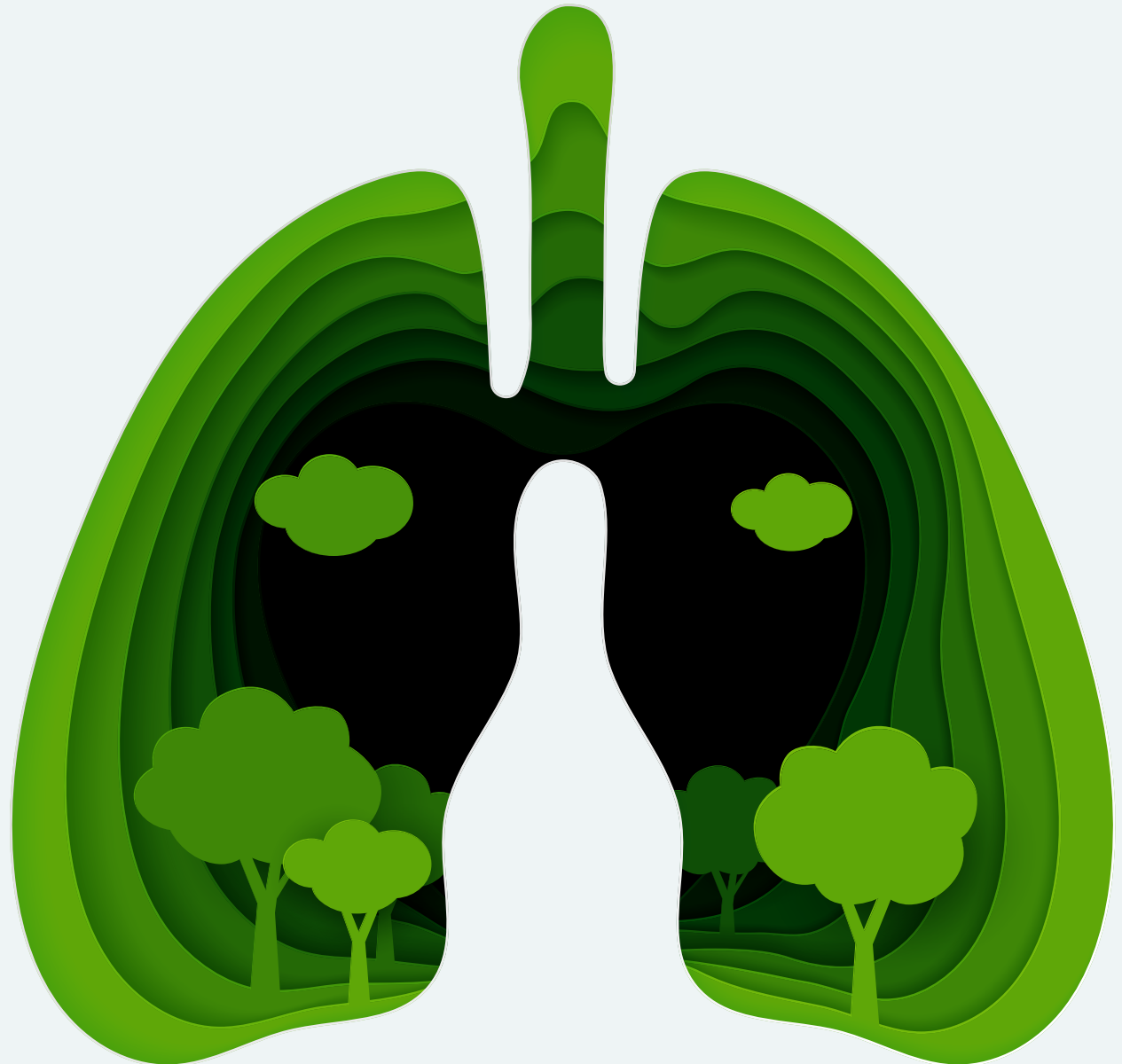
Through our Green Plans, Dorset NHS Partners will continue to work with NHS England to reduce our negative impacts on the environment, and deliver against our obligation to have a positive effect on the communities we serve; building health and resilience within Dorset and beyond.



**Climate
emergency
is a health
emergency**

“That is why the NHS became the worlds first health service to commit to reaching net zero carbon. Air pollution alone contributes to 1 in 20 deaths in the UK. Reducing emissions would support the reduction of cases of Asthma, Cancer, and heart disease.”

Dr Nick Watts – Chief Sustainability Officer NHS
31 October 2021 (In-post October 2020 to present)





Our Mission:

To offer excellent health care for our patients and the wider community in ways which matter to the people we serve, and to do so in a manner that respects the needs of this generation and future generations.

The size of this challenge will require all NHS organisations to acknowledge and take ownership of this mission, working together with partners and the community across Dorset's Integrated Care System. Our ambition is to agree a clear and sustainable direction for Dorset.

Local Priorities and Challenges

Overview

Alongside, and in line with the NHS commitment to become the worlds first NET Zero Carbon National Health service, in Dorset NHS Organisations are committed to the following carbon targets:

Priorities

- Shift to 100% renewable energy for all electricity supplies
- Align with Greener NHS Estates Delivery Plan
- Apply a minimum 10% social value weighting to all contracts
- Switch to 100% recycled paper
- Address single use plastics
- Share learning on driving sustainable procurement
- To reduce the use of desflurane
- To prescribe lower carbon inhalers
- To increase virtual outpatients and primary care appointments
- Develop plans to support active travel
- To embed carbon reduction principles in the way all care is delivered

Challenges

- Achieving the NHS Carbon footprint PLUS on plan
- Collaboration as one Integrated Care System
- Championing and driving culture changes across the system
- Ensuring local ownership to deliver on agreed actions
- Reducing the emissions caused by staff and patients



Key Achievements

In Dorset, NHS Organisations are already striving to reach the targets set out in the 'Delivering a Net Zero National Health Service' paper in October 2020 and are proud of the achievements that we have made so far. These achievements will ensure that we will become Net Zero Carbon by 2040 and a Net Zero Carbon Plus by 2045.

- 🌿 Nominated sustainability lead for the Integrated Care System
- 🌿 Nominated sustainability leadership for each NHS organisation
- 🌿 Cycle parking, lockers and showers to encourage active transport
- 🌿 Significant progress in replacing all lighting to Light-Emitting Diode (LED)
- 🌿 New builds being built to the Net Zero Carbon Hospital Standard
- 🌿 Catering services provide seasonable menus high in fruit and vegetables and low in processed foods
- 🌿 Local gardening clubs to manage our green space
- 🌿 Digital transformation across Dorset to reduce the need for paper records, printing and postage
- 🌿 The reduction of Patients conveyed to Hospital by using 'Hear and Treat' [SWASFT]



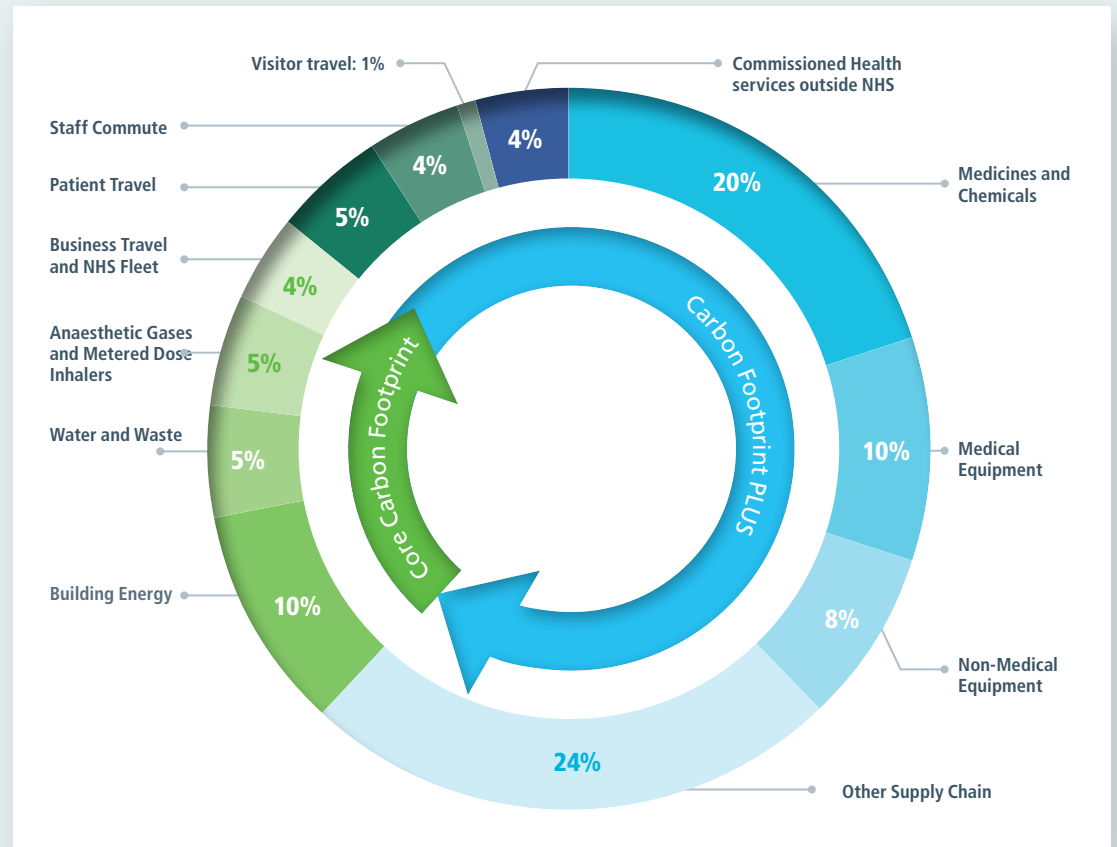
NHS Carbon Footprint Targets

The diagram shows the elements that make up the NHS carbon emissions – the carbon “footprint”. “NHS Core Carbon Footprint” (shown by the green arrow) includes carbon emissions that are directly produced through the use of building energy, water, waste processes, anaesthetics and inhalers and business travel. “The NHS Footprint PLUS” (shown by the blue arrow) includes the other emissions associated with products and services that we purchase.”

In line with the NHS commitment to become the world’s first Net Zero Carbon National Health Service, Dorset NHS partners are committed to the following carbon targets:

- 🎯 **Core Carbon Footprint:**
 - Reduced 80% by 2030 (against 1990 baseline)
 - Net Zero Carbon by 2040

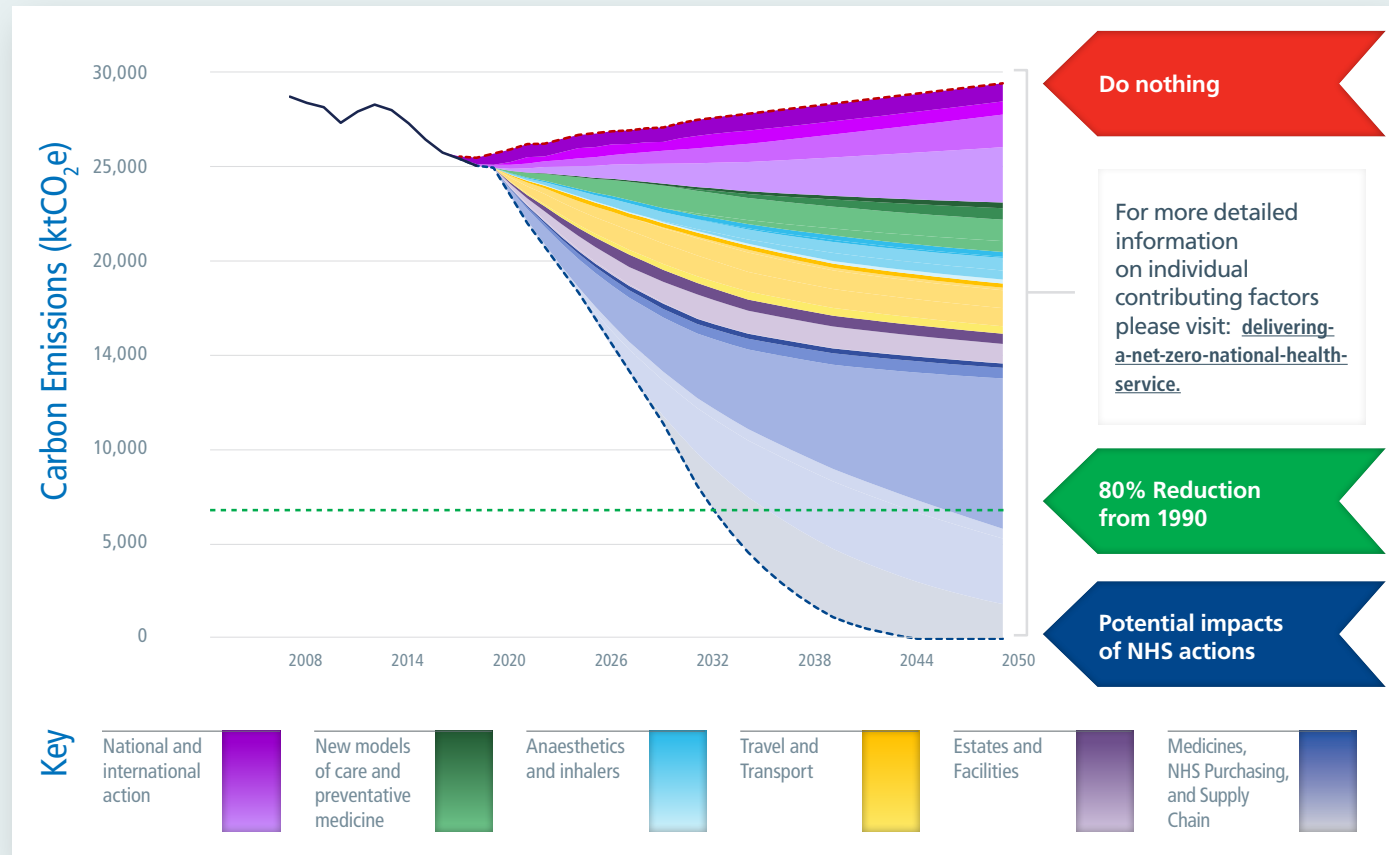
- 🎯 **Carbon Footprint PLUS:**
 - Net Zero Carbon by 2045



NHS Carbon Reduction Pathways

Achieving Net Zero Carbon emissions will require efforts by all staff and collaboration with our partners and our entire supply chain.

Measuring and managing the carbon footprint involves the development and application of new tools and processes. These are being developed to form a cohesive approach for NHS Trusts, ICS Partners, Regions and National system.



Biodiversity and Green Space

Overview

Our NHS Organisations in Dorset are committed to protecting our natural environment and reducing the risk of pollution. As part of the Green Plan strategy we all strive to enhance our green spaces and make them areas that protect plant and animal species and provide pleasant outside spaces for our people to enjoy.

This approach, will help support and improve the physical and mental wellbeing of staff, patients and the wider community through access to green space, biodiversity and interactions with nature. Furthermore, help to mitigate climate change and biodiversity loss.

Currently Doing

- Involving volunteers to manage our green spaces
- Consider the environmental impact when embarking on maintenance contracts
- Ensure chemicals are stored correctly
- Each NHS organisation has a Board Level Lead

Planning To Do

- To incorporate green space within new builds and refurbishments
- To start local friendly green space competitions
- To re-purpose unused areas, such as roof space and walls to create wild flower and bee friendly zones
- To install beehives

Case Study

Biodiversity and Green Space

Wellbeing Garden

'Wellbeing garden' space for Blandford Ambulance Station.

A paramedic based at Blandford and her husband, have created a 'wellbeing garden' space for the staff at Blandford Ambulance station.

The staff have enjoyed some much needed downtime within the garden. This is also used by colleagues who do not have their own garden and come and use it on their time off to relax.

This has proved a great success.

Workforce and System Leadership

Overview

Our ability to deliver on the green plan will be dependant upon all NHS Organisations working together as one team. The nominated leaders will play a crucial part to the success of this by delivering against our strategy, including regular monitoring and reporting, development of detailed action plans and liaison with system partners.

Currently Doing

- Each NHS Organisation has a recognisable sustainability lead
- Connections are being established with wider groups within each NHS organisation
- Enlisting Green Champions
- Communication and engagement with staff

Planning To Do

- Sustainability in all staff induction programmes
- Sustainability as part of all staff objectives
- Sustainability training for all staff
- Deep Dive sustainability training for sustainability leadership team and ambassadors
- Launch an NHS staff engagement and change programme – see case study below
- To embed the sustainability programme as 'business as usual'
- Develop Sustainable Quality Improvement (SUSQI) training and resources for application throughout the Dorset Partnership

Case Study

Workforce and System Leadership

EcoEarn Platform

Dorset NHS Partners have commissioned a staff engagement platform to help promote net zero carbon reduction activities and other sustainability and wellbeing behaviours.

It is a digital platform easily accessible through a bespoke app and website - simple to use for all people at various job roles across the NHS.

Each NHS organisation is set up as a team adding 'friendly competition' through the leader boards. EcoEarn also incentivises participants with individual rewards in the form of vouchers for ethical products and services.

Participants will receive bespoke communications including weekly reminders, monthly newsletters, and quarterly campaigns.

EcoEarn has the facility to track the environmental difference made and can provide individual, team, Trust wide and Dorset wide impact data.

The system is also being integrated with other initiatives so that users will earn rewards for using a Lift-sharing application and for taking physical exercise and logging it with Strava.

Sustainable models of Care

Overview

Embedding net zero principles across all clinical services is critical. All NHS Organisations must aim to deliver the best quality of care while being mindful of its social, environmental and financial impact and take a whole system approach to the way it is delivered. Greater provision of care closer to home reduces carbon emissions, traffic congestion, air quality and can improve patient experience.

Currently Doing

- Dorset Health Village opened in the Dolphin Centre Pool to bring diagnostic services closer to the community
- 'Hear and Treat and See and Treat'[SWAST]
- Triage locations [SWAST]
- Acute hospital at home service
- Health And Nature Dorset – HAND - see case study

Planning To Do

- Introduce further diagnostic services to Health Villages to provide 'one stop shops' within the community
- Getting It Right First Time and Model Hospital action plans being rolled across the Dorset system to improve efficiencies.
- Review the environmental impact on how we deliver patient services
- Introduction of Sustainability Ambassador roles for Trust clinical Directorates to help mainstream sustainability practices
- Use of sustainable Personal Protective Equipment (PPE)

Case Study

Sustainable models of Care

Health and Nature in Dorset (HAND)

How can we maximise collaboration to increase the use of Dorset's natural environment to deliver health and wellbeing benefits?

This collaborative is encouraging people within Dorset to engage in the open green space to help with their health and wellbeing.

Over the last couple of years, we have been working together with the design council 'Ideas to Action' to find new ways to overcome inequalities in physical activity.

The Health and Nature in Dorset (HAND) project which was launched in May 2021 is a collaboration to embed nature-based wellbeing into the health system and to promote the benefits and opportunities engagement in the environment has in supporting and improving health and wellbeing.

The aim is to increase the access to, use of and connection with the natural environment to support and enhance physical and wellbeing in Dorset.

Digital Transformation

Overview

The direct alignments between the digital transformation agenda and a net zero NHS are clear.

Digital technology allows us to deliver appropriate care remotely using video technology to conduct virtual consultations and this concept will allow healthcare professionals to sustain and grow this approach.

Currently Doing

- Use of virtual clinic such as Attend Anywhere, Telecare, BP@home
- Electronic care records to reduce the need for paper and improve patient care
- Remote monitoring of Long condition management such as covid at home, pulse oximetry
- Use of Microsoft Teams, reducing the need for travelling
- Use of Text messaging to communicate to patients and to assist with lowering DNA rates

Planning to Do

- 25% of all outpatient activity to be completed remotely
- Fully implement Patient Initiated Follow Ups (PIFU)
- Virtual wards
- Badger net, digital records within our maternity services
- Patient Portal, so Patients can check and change their upcoming appointments
- Embrace new and existing digital technologies to provide more sustainable Patient pathways for primary and secondary care

Case Study

Digital Transformation

University Hospitals Dorset IT

UHD started an IT replacement project to ensure the Trust was current and compliant with security standards.

A large volume of IT needed to be updated and functional but obsolete equipment was earmarked for Waste Electrical and Electronic Equipment (WEEE) waste disposal. The sustainability manager investigated a more sustainable approach and a stakeholder group was mounted to consider options proposed.

The group found a supplier to refurbish and resell retired equipment, ensuring that data protection requirements were met. The group also had Trust policies amended to ensure that functional peripheral equipment such as keyboards and mice were retained and not replaced.

Approximately 2/3 of the retired equipment was suitable for resale. During the first year of the project, 40 tonnes of equipment was handled and between rebates and avoided waste costs, the Trust saved £75,000.

This case study was presented at the South West Greener NHS COP26 road-show.

Staff were pleased to have found a sustainable solution and save money. The IT team has nominated a sustainability lead and are supporting further sustainability efforts.

Travel and Transport

Overview

Dorset is a predominately rural county which means that staff, patient and visitors often have to travel further, causing relatively high emissions.

To tackle this, we aim to clear the barriers to sustainable travel options and promote the benefits.

Currently Doing

- Secure cycle storage including some of the Primary care sites
- Restrict car-parking permits by location
- Discounted Salary sacrifice schemes for bicycles
- Provide showers and changing facilities
- Installed electricity charging points for Zero Emission Vehicles

Planning to Do

- Enable staff to participate in Park and Ride schemes
- Enable staff to participate in a lift share programme
- Commission trust wide travel plans for staff and service users
- Purchase only Ultra Low Emissions Vehicles (ULEV) or Zero Emission fleet for vehicles under 3.5t
- Facilitate flexible working and working from home policies
- Install more electricity charging points for Zero Emission Vehicles

Case Study

Travel and Transport

Dorset Lift Share

Dorset NHS Partners and SWAST are setting up a "LIFTSHARE" service for staff. Any NHS employee in the catchment will be able to access the scheme; register the journeys they wish to make and find other staff members that would like to share the journey.

Staff will have the choice to travel only with members of their own site or anyone in the wider NHS community.

The service will be really easy to use and shared journeys can be acknowledged just by touching smart phones together.

Better still, we will be recognising staff that use the service by awarding them green credits and rewards.

This service will help staff save money, reduce congestion, and reduce green-house gas emissions and other pollutants, helping to improve air quality.

Air quality is a significant driver of health issues and under our Green Plan, we recognise our responsibility to address this for the benefit of our staff and the wider community.

Estates and Facilities

Overview

Emissions resulting from its buildings, water and waste account for 63% of the emissions the NHS directly controls.

Our aim is to embed sustainability and efficiency, using smart design and emerging technologies across our improvement works including refurbishments and new building works.

Currently Doing

- Use Building Research Establishment Environmental Assessment Method (BREEAM) 'Excellent' in all major capital projects underway
- Use Building Research Establishment Environmental Assessment Method (BREEAM) 'very good' or higher in all refurbishments
- A few GP practices signed up to renewable energy

Planning to Do

- Applying NHS Net Zero Carbon Building standards for all New Hospital Programme and other future major capital projects
- Expansion of Showers and facilities available for staff who cycle to work
- Cycle storage being installed in some GP practices
- Change to Light-Emitting Diode (LED) lighting
- Pilot project for selection of GP surgeries to embark on energy surveys

Case Study

Estates and Facilities

Light Emitting Diode (LED) Project

Dorset Healthcare and South Western Ambulance Service Trust both obtained funding from NHS Improvement for switching to Light Emitting Diode (LED) light-bulbs. Dorset Healthcare were able to change the lighting at 10 of our large Trust sites and South Western Ambulance trust were able to fit out 11 Dorset ambulance stations. This plan will save money and reduce our carbon emissions.

Both projects commenced in late 2019 and were completed by March 2020. The spend deadline and project delivery target set by NHS Improvement was met ahead of schedule.

All the old light fittings were locally recycled and waste transfer notes audited to ensure compliance.

In January 2021, Dorset Healthcare provided Capital funding leading us to once again working with Energy Saving Lighting (ESL) and completing the third phase of Light Emitting Diode (LED) light-bulb replacement scheme and implemented at our remaining larger 12 sites.

Safe working protocols were written by the Trust's Health and Safety Team to enable the work to be undertaken. Our Estates Team were very supportive, working in collaboration with Energy Saving Lighting (ESL) despite the ongoing challenges presented by the global pandemic. The working partnership created, ensured that the staff and patient safety was paramount and was embedded within all actions to deliver the project.

Case Study

Estates and Facilities

Solar Photovoltaics (PV) Project

During 2019 Dorset Healthcare sought to install Solar photovoltaics (PV) panels at 3 of their hospital sites Alderney, Blandford and Bridport.

Dorset Community Energy (DCE) is contracted to install Solar PV on public buildings including schools and libraries as a company, with shareholders. These shareholders purchase shares to collectively fund the specific project. The shareholders will receive a dividend and their initial deposit will be remunerated over several years. This scheme is managed by local people installing Solar PV within their local area.

Through a Power Purchase Agreement (PPA) with the non-profit making organisation, Dorset Community Energy (DCE) the Trust would purchase the solar energy it generated from its sites via Dorset Community Energy (DCE) and use it on the sites where it the energy was produced.

Due to the Covid 19 pandemic this project was delayed. In October 2020 the first phase of Solar PV was installed at the Bridport Hospital site followed by Alderney Hospital during February 2021 and then the completion of the scheme was in Blandford Hospital during May 2021.

Dorset Healthcare had to ensure that the emergency generators would be compatible during and on completion of the Solar PV installation, working in collaboration with the trust, Dorset Community Energy (DCE) and Generator maintenance team a proposal was agreed by all.

This project should provide 250MWh and 120tCO₂e of carbon savings per annum.

Medicines

Overview

The prescribing and use of medicines makes up 25% of the NHS's overall carbon footprint. Anaesthetic gases and meter dosed inhaler account for 21% of the emissions the NHS directly control.

Our aim as NHS Organisations is to optimise our use of pharmaceuticals, consider lower carbon alternatives, reduce waste and responsibly capture or dispose of all medicine waste.

Currently Doing

- Reviewed the volume and use of controlled and other drugs
- Centralised collection process for out of date medicines

Planning To Do

- To trial nitrous oxide destruction technology
- Investigate the use of equipment to capture volatile agents
- When treatment pathways are reviewed, ensure that promotion of health and non-pharmacological treatments, including social prescribing, are considered as well as or before medicines
- Incorporate a sustainability assessment into the Dorset Formulary application form
- Educate patients and staff on medicines overuse and waste
- Promote high quality structured medication reviews in primary care networks to promote sustainable prescribing

Case Study

Medicines

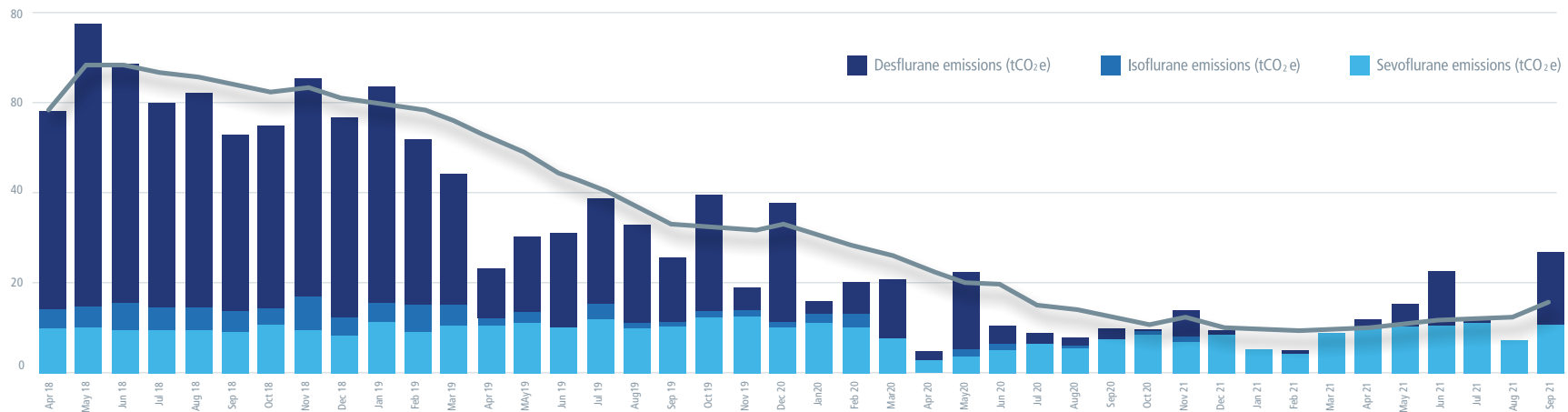
Dorset NHS Pharmacy Environmental Awareness

Dorset NHS pharmacy teams recognise the health implications of the climate and ecological crisis, and the need to urgently decarbonise our societal systems, including that of healthcare provision.

We acknowledge the environmental impact of medicines production, use and disposal but also our capacity to bring about substantive change in the delivery of pharmacy systems.

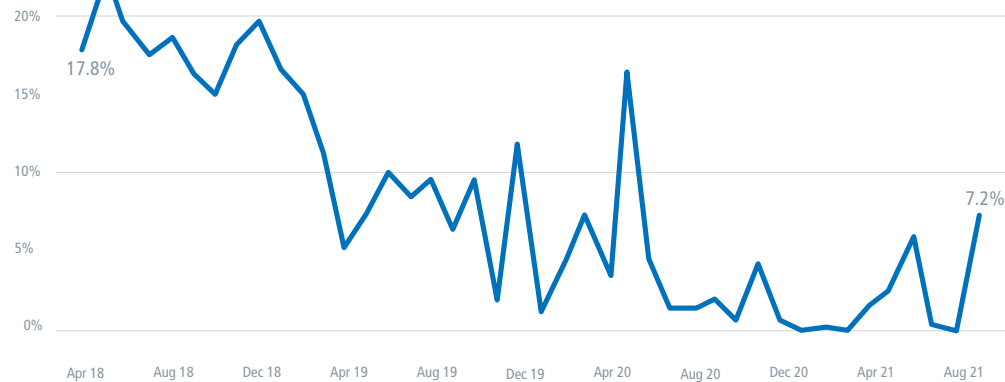
There are some direct pharmacy actions already underway such as selection of the most environmentally sustainable inhaled anaesthetics (specifically a move away from the most environmentally harmful option, desflurane) and utilisation of dry-powder respiratory inhalers over those using hydrofluorocarbon gases (metered-dose devices). Work is underway to address this where safe to do so without impacting patient care and is being directed by specialist clinical leads. The inhaler review programme is a required element in the updated Direct Enhanced Service (DES) for primary care networks.

Carbon equivalent emissions resulting from volatile anaesthetic gas use (Dorset ICS)



Data from the Greener NHS Dashboard on the Carbon equivalent emissions arising from volatile anaesthetics (Desflurane, Isoflurane, Sevoflurane) use and progress towards the commitment to cut Desflurane use to less than 5%. Accessed 21 Nov 2021.

Desflurane use as a percentage of all volatile anaesthetics (Dorset ICS)



Supply Chain and Procurement

Overview

The NHS supply chain accounts for 62% of the total carbon emissions and is a clear priority for any Green plan.

Our aim as NHS Organisations is to positively influence the sustainability performance of our suppliers and the sustainability of our goods, food consumables and services that we purchase.

Currently Doing

- Ensuring the Governments procurement standards on environmental and socioeconomic standards policies are followed
- Moved to 100% FSC approved recycled paper
- Minimised the number of hazardous substances used and have clear controls in place
- Where appropriate repairing rather than replace medical devices
- Applying a minimum of 10% weighting to social value in contract awards

Planning to Do

- Provide appropriate sustainability training to all procurement staff
- To develop policies and procedures that promote sustainability
- Reduce single use plastics and adopt the NHS plastic pledge
- Sign up to 'warp-it' reuse network

Case Study

Supply Chain and Procurement

UHD - Recycled Paper

The University Hospital Dorset sustainability group proposed that they purchased 100% recycled paper for printing and copying.

Trials in a couple of areas had shown no quality or equipment compatibility issues.

The group proposed a blanket policy with no exceptions for the use of such paper.

The product trialled was 100% recycled, 80g paper which is Forrest Stewardship Council (FSC), European Union (EU) Ecolabel and Blue angel certified. On conclusion the brightness of the paper was not compromised, and they felt that this product actively promoted environmental benefits. Not only was the product helping achieve the NHS Net Zero plan, but there was also a financial benefit saving the trust approximately £7000 per year.

DCH - Reusable Gowns

PPE shortages during the pandemic highlighted an unsustainable demand on single-use items.

Dorset County Hospital's Clinical, Housekeeping and Procurement Teams sought ways to increase our resilience by working with NHS E&I and our laundry supplier, Salisbury Linen Services, to introduce reusable gowns to the Trust.

In contrast to single-use gowns, our reusable gowns can be used and washed 100 times before being disposed. This has created huge carbon savings.

Thanks to using reusable gowns we diverted 36,200 single-use gowns entering the waste stream in 2021. But not only that, we're saving money and we're enjoying a better and more consistent level of quality. The reusable gowns are a great example of how putting the environment first can increase resilience, save money, and improve quality.

Food and Nutrition

Overview

Our catering departments provides meals for all our in-patients and staff across Dorset. We provide seasonal menus high in fruit and vegetables and low in heavily processed foods. All meals are prepared by our trained chefs on the day from fresh ingredients.

Currently Doing

- Procuring ethically sourced foods
- Using seasonal fruit and vegetables
- Using The Soil Associations accreditation
 - Food for life

Planning to Do

- To reduce single use plastics and adopt the NHS plastic pledge
- Hospitality to use sustainable disposable products
- Procure locally produced foods
- Procure organic foods where possible

Case Study

Food and Nutrition

Food for Life

Dorset County Hospital and University Hospital Dorset participate in the Soil Association's Food for Life scheme. The scheme aims to encourage and reward caterers who:

- Serve fresh food
- Source environmentally sustainable and ethical food
- Make healthy eating easy, and
- Champion local food producers

University Hospital Dorset have achieved Food for Life Silver whilst Dorset County Hospital has achieved Bronze. Both Trusts ensure there are vegan and vegetarian options on the daily menus. Menus are seasonal and are reviewed by dietitians. Night staff have access to freshly made, hot food. The Soil Association also offer the Green Kitchen Standard accreditation scheme which we will explore to help sustainably manage our catering energy, water and waste.

Adaptation

Overview

In Dorset we are already experiencing the effect of climate change and are experiencing periods of heavy rain and prolonged heat waves. There is also a risk of snowstorms and have in recent years experienced the issues caused by extreme low temperatures. These severe weather events are likely to increase as global temperatures continue to rise.

Currently Doing

- Policies for keeping drugs at correct temperature during extreme temperatures to avoid wastage
- Working together as a system to ensure Business Continuity plans are in place for extreme weather and reviewed regularly

Planning to Do

- Put in place long term adaptation plans by 2025 including stress testing business continuity plans for regional shocks
- Identify Risks
- Support Collaboration
- Action Plans to Mitigate Risk on all ICS function

Case Study

Adaptation

Weather Incidents

There has been an increase in severe weather incidents in recent years which is believed to be related to global warming.

Dorset was specifically affected in 2013/14 from a series of high impact storms, which lead to regional flooding, also during 2018 with Storm Emma, causing freezing ice and very low temperatures.

Incidents such as these provide an increased risk to the delivery of health and care services in Dorset.

- Utilities outages
- Staffing challenges
- Exacerbating underlying health condition, and an increase in strokes during heat-waves
- Increased likelihood of multiple casualty incidents

Next Steps

As NHS organisations in Dorset we are committed to meeting our shared mission and deliver on the NHS pledge to be net zero by 2040.

As part of the Dorset's Integrated Care System, we want to extend our discussions, our commitment and our actions across Dorset's partners. We want to involve and engage our communities and the local economy to co-produce a plan which we all own and share.

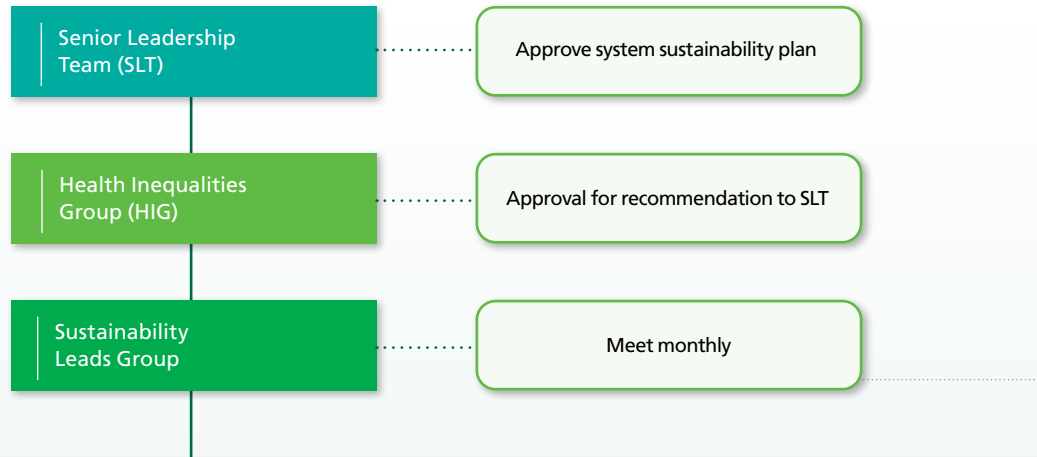
As NHS organisations, we recognise our responsibilities to current and future generations and we are committed to the good that we can achieve within our communities, relating to environmental, economic and social value factors - the "three pillars" of sustainability.

We know that by working in partnership we can achieve more, we can involve more people and have a greater impact on the community we serve.

We will start our commitment to work across the Dorset Integrated Care System now.



Health Governance



Dorset County Hospital NHS Foundation Trust	South Western Ambulance Service NHS Foundation Trust	Dorset Clinical Commissioning Group	University Hospital Dorset NHS Foundation Trust	Dorset HealthCare University NHS Foundation Trust
Senior responsible Officer	Senior responsible Officer	Senior responsible Officer	Senior responsible Officer	Senior responsible Officer
Sustainability Lead	Sustainability Lead	Sustainability Lead	Sustainability Lead	Sustainability Lead
Individual Trusts governance structure	Individual Trusts governance structure	Organisation governance structure	Individual Trusts governance structure	Individual Trusts governance structure



Sustainability Leads

Executive Lead for
Sustainability

Nick Johnson



Dorset
Clinical Commissioning Group

Eleanor Parson



University Hospitals Dorset
NHS Foundation Trust

Stuart Lane



Dorset County Hospital
NHS Foundation Trust

Isabel Bourne



Dorset HealthCare
University
NHS Foundation Trust

Patrick McDermott



South Western
Ambulance Service
NHS Foundation Trust



Emily Bullock

NHS Dorset Consolidated Green Plan

**Dorset Clinical Commissioning Group (CCG) to become
NHS Dorset integrated Care Board (ICB) as of 1st July 2022**

University Hospitals Dorset NHS Foundation Trust

Dorset County Hospital NHS Foundation Trust

Dorset HealthCare University NHS Foundation Trust

South Western Ambulance Service NHS Foundation Trust

