Inspected and rated
Outstanding ☆
CareQuality Commission

NHS
The Newcastle upon Tyne Hospitals
NHS Foundation Trust

Climate Emergency Strategy
2020-2025

Shine
Sustainable Healthcare in Newcastle

Contents

Foreword

There is a global Climate Emergency and I want everyone at Newcastle Hospitals to be part of the solution.

Newcastle Hospitals is proud to be one of the exemplar organisations across the NHS on sustainability, and to be the first healthcare organisation in the world to declare a climate emergency. Last year, when we committed to being Net Zero by 2040 we were clear that we did not have a 45 point action plan ready to go, but instead we were being brave, leading on the issues that are important, and becoming part of the solution.

Most people will associate climate change with rising global temperatures and an increase in the frequency of extreme weather events, like flooding, drought and forest fires. As healthcare professionals we may also associate fossil fuel pollution with increases in respiratory and heart diseases and the extreme heatwaves that have increasingly been seen to cause excess deaths in the UK. But it may be less well known that air pollution is the number one environmental risk to human health in the UK and that the air quality in our cities regularly breaches World Health Organisation safe limits – linked to around 40,000 premature deaths a year in the UK and a cost to the economy, and by extension the NHS, of over £20 billion each year.

These impacts increase the strain on our healthcare system. It is clear that mitigating climate breakdown and pollution, focusing on the causes and prevention, will reap immediate health and wellbeing benefits for our communities.

With the NHS representing more than 5% of the UK's total carbon footprint, around 27 million tonnes of carbon each year, we have to recognise that we are a significant part of the problem. But we are also a significant part of the solution and that's why it is so important that healthcare systems and organisations adopt a leadership position. This is why we recognised the climate emergency and committed to act now, and why many other organisations and systems are following suit.

At Newcastle Hospitals we have made great progress with some of the best recycling rates in the NHS – 43% of our non-clinical waste; continued reductions in our carbon emissions – 5% in the last year despite increased activity; and halving the environmental damage caused by our use of volatile anaesthetic gases.

Most importantly for me, huge numbers of our people are engaged, care about this agenda, and are proactively taking action – shown most clearly by our 300 green champions. It really is a part of our nature and what drives us to flourish.

Our progress has also been recognised nationally. As well as being a member of the NHS Net Zero Expert Panel, I am also leading a group discussion with other system leaders about what we can do to go further, faster, and share best practice from what our organisations and systems are doing.

There is more we can do, however, and this Climate Emergency Strategy sets out how we plan to go to the next level. It is a vitally important call to action and guide for our next steps. I would encourage all of you to read it and think about what you can do as an individual, within your teams, and with your family and friends to contribute.

Whilst the scope and scale of the challenge may be daunting, our early progress across Newcastle Hospitals and our history of excellence and innovation tells me that it is possible. I would love to hear your views on our Climate Emergency Strategy, and your ideas for what more we can do in our teams. Delivering Sustainable Health in Newcastle (Shine), and our Net Zero carbon ambitions, will not be possible without the help, support and action of every single one of you.

Dame Jackie Daniel
Chief Executive

With the NHS representing more than 5% of the UK's total carbon footprint, around 27 million tonnes of carbon each year, we have to recognise that we are a significant part of the problem. But we are also a significant part of the solution and that's why it is so important that healthcare systems and organisations adopt a leadership position.

Introduction

Newcastle pioneering a collaborative response to the climate crisis

When Newcastle Hospitals declared a climate emergency in June 2019 Newcastle upon Tyne became the first city in the world to have all three anchor institutions (local authority, university and healthcare provider) publicly commit to fast-track carbon reduction, in line with the science, and collaborate in efforts towards this common goal.

As one of the birthplaces of the industrial revolution, with our mining heritage and George Stephenson's coal-fired steam railways, we are conscious of both the benefits and problems that our fossil-fuelled economy has brought. In collectively acknowledging the health emergency that is the climate emergency we want to be the birthplace of the green revolution and become part of the solution.

The climate emergency threatens our number one priority: the health of our population, and the science tells us we need to act now

Climate change is the greatest threat to health of the 21st Century. Humans have already caused significant climate change, the impacts of which are being felt around the world. The Lancet Countdown Report 2019 highlighted that *"every child born today will be profoundly affected by climate change, with populations around the world increasingly facing extremes of weather, food and water insecurity, changing patterns of infectious disease, and a less certain future. Without accelerated intervention, this new era will come to define the health of people at every stage of their lives."* Global temperatures have increased by a little more than 1°C from pre-industrial levels. Climate scientists agree that we have less than a decade to change our warming trajectory in order to stay within the safe limit of 1.5°C defined in the United Nations Paris Agreement. This agreement also established equity principles on the basis that those who are the least responsible for emitting carbon into the atmosphere, people in the global south, are those worst affected by climate breakdown. The equity principle, also known as global climate justice, requires developed countries to decarbonise at a faster rate to afford developing countries the ability to improve their standards of living.

The principle of carbon budgets

A global carbon budget is the limit on how much carbon dioxide the world can emit cumulatively over a set period of time, while still having a likely chance of limiting global mean temperature to a specified level.

The Tyndall Centre for Climate Change Research champions a pragmatic allocation of carbon budgets between countries, based on the principles of science and equity that are aligned with the commitments in the United Nations Paris Agreement.

In order to set carbon budgets at the sub-national level the Tyndall Centre have provided UK local authority areas with recommendations that translate the "well below 2°C and pursuing 1.5°C" global temperature target in the Paris Agreement,

informed by the latest science on climate change and defined by science based carbon budget setting. A carbon budget has been calculated by the Tyndall Centre for the city of Newcastle upon Tyne.

In what we believe to be an NHS first, we have taken the Tyndall Centre methodology and taken it down to an organisational level for Newcastle Hospitals. This shows that to stay within our carbon budget we need to reduce our building energy carbon emissions by 12.8% year-on-year.
This is illustrated in Figure 1 and highlights the need for early action. As outlined in our 'Energy' section we plan to collaborate with other anchor institutions in Newcastle to prioritise energy decarbonisation investment programmes of sufficient speed and scale to keep our carbon emissions within these budgets, and we will regularly report our performance against this.

At the heart of our carbon targets is a core goal to reduce carbon emissions from energy use at a rate of at least 12.8% per year, as recommended by the Tyndall Centre for Climate Research.

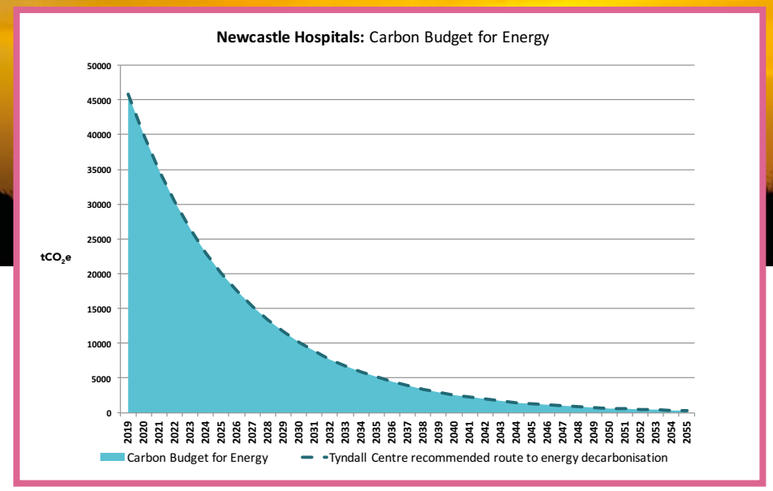


Figure 1 – Newcastle Hospitals: Carbon Budget for Energy

The approach taken by The Newcastle Hospitals NHS Foundation Trust is a valid interpretation of translating the Tyndall Centre Carbon budget for Newcastle down to an organisational level. Tyndall Carbon Budgets present recommended climate change commitments for UK local authority areas that are aligned with the commitments in the United Nations Paris Agreement, informed by the latest science on climate based carbon budget setting. The carbon budgets translate the 'well below 2°C and pursuing 1.5°C' global temperature target and equity principles in the United Nations Paris Agreement to sub-national areas within the UK

Dr Christopher Jones BA, MA, PhD – Knowledge Exchange Fellow, University of Manchester and Tyndall Manchester

In order to thrive we must meet the needs of our communities within the means of our planet

At Newcastle Hospitals we have adopted Kate Raworth's 'doughnut' model for our Sustainable Healthcare in Newcastle (Shine) work. This modern take on sustainable economics recognises that there is no well-distributed wealth without social and environmental health. Represented in the image in Figure 2, this model shows that for our communities to thrive we must not break through the ecological ceiling that is our planetary boundaries nor can we allow people to fall through our social foundations of health and wellbeing. We aim to map these principles to an organisational level at Newcastle Hospitals to ensure we help our communities thrive within the means of our planet.

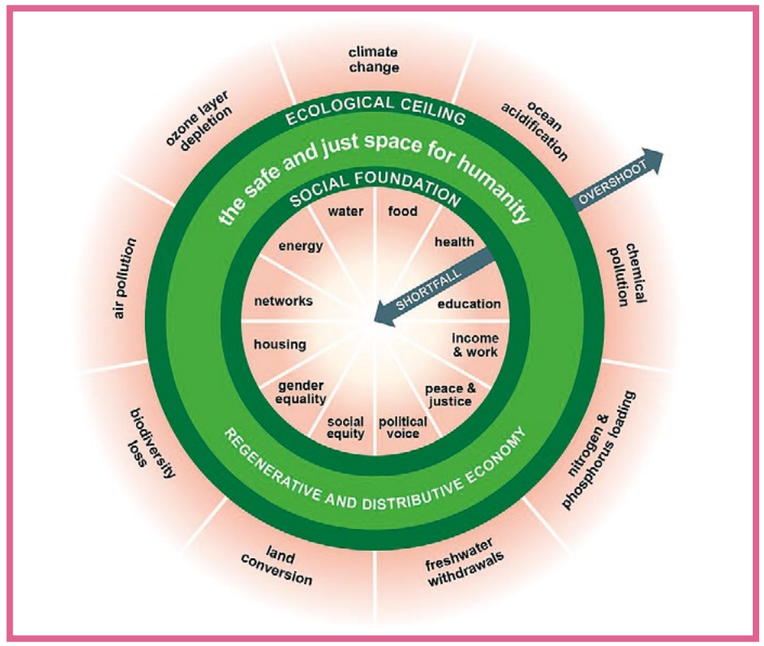
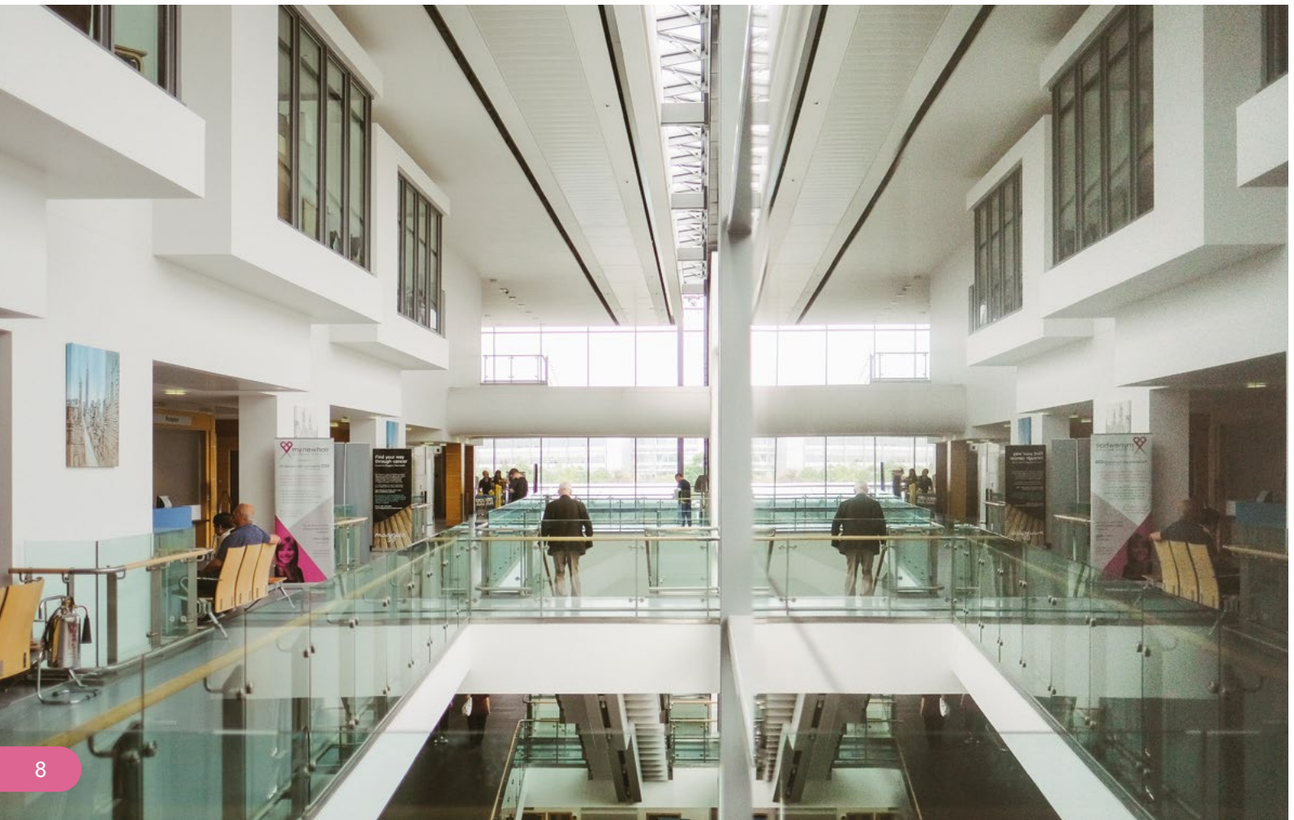
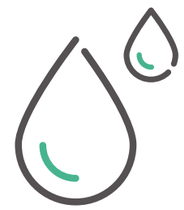


Figure 2 – Doughnut Model from Doughnut Economics, Kate Raworth



Sustainable Healthcare in Newcastle (Shine)

Energy
Minimise energy use and replace fossil fuels with zero carbon energy sources



Water
Minimise water use

Waste
Dispose of less, reuse and recycle more

Buildings & Land
Provide healthy, sustainable and biodiverse spaces

Journeys
Embed active, clean, low carbon travel

Procurement
Work with our supply chain to decarbonise

Care
Develop low carbon care pathways adapted to our changing climate

People
Inspire, inform and empower our people to deliver sustainable healthcare

Shine
Sustainable Healthcare in Newcastle

Our Journey So Far

We are very proud that Newcastle Hospitals has a long history of healthcare sustainability leadership. We have highlighted some of our key achievements in the infographic below.

2004
First in Europe to introduce reusable sharps boxes across our hospitals

2011
Zero waste to landfill and recycling introduced onto wards

2012
First Sustainability Strategy launched

2013
BREEAM Excellent achieved for Benfield Park Healthcare & Diagnostic Centre

2015
Food for Life Silver Award for our staff and visitor catering at Freeman Hospital

2016
Implemented PVC mask recycling in theatres

2016
Started to purchase 100% renewable electricity from national grid

2018
Launched Green Impact

2018
Host UK's first Sustainable Anaesthesia Fellow, Dr Cathy Lawson

2019
Introduced Meat Free Mondays

2019
Signed the NHS Plastic Pledge

2019
Reached over 300 Green Champions across the Trust

2019
First healthcare organisation in the world to declare a climate emergency

2019
Introduced a zero emission e-bike courier service

2020
Banned plastic straws and stirrers

2020
Installed an additional 10 electric vehicle charging points

2020
Climate Emergency Action Fund for staff launched

2020
Shine Rewards behaviour change programme launched

2020
Advanced programme for Sustainability Ambassadors launched

Developing Our Strategy

We've taken the time, since declaring a climate emergency in June 2019, to develop a strategy that is both ambitious and achievable. In doing so we have consulted with staff, patient representatives and our partners across the city, region, nationally and internationally. Our 2019 staff sustainability survey asked what we should prioritise in this strategy – an overwhelming response listed (in order of preference): waste & recycling; single-use plastics; energy & carbon; air quality & travel; and models of care. All of which have been incorporated into this strategy.

Our collaborative work with other anchor institutions in Newcastle, via the Net Zero Taskforce, has informed both the recently launched 'Net Zero Newcastle 2030 Action Plan' and our own strategy. As members of the NHS Net Zero Expert Panel and Health Care Without Harm Europe we have helped steer national and international commitments for climate emergency action, as well as ensuring our own strategy helps others in our sector to chart a course for truly sustainable healthcare services.

Our 2019 annual staff sustainability survey findings showed that over 70% of staff wanted the Trust to act more sustainably even where this would cost more money

Performance

Carbon Footprint

In the recently published Delivering a 'Net Zero' NHS report, NHS England and NHS Improvement set out a more comprehensive methodology for defining the NHS carbon footprint. This goes beyond the requirements of the Climate Change Act and accounts for both the emissions that the NHS has control over (defined as the 'NHS Carbon Footprint') as well as the emissions that the NHS has influence over (combined together this is defined as the 'NHS Carbon Footprint Plus'). This is illustrated in Figure 3.

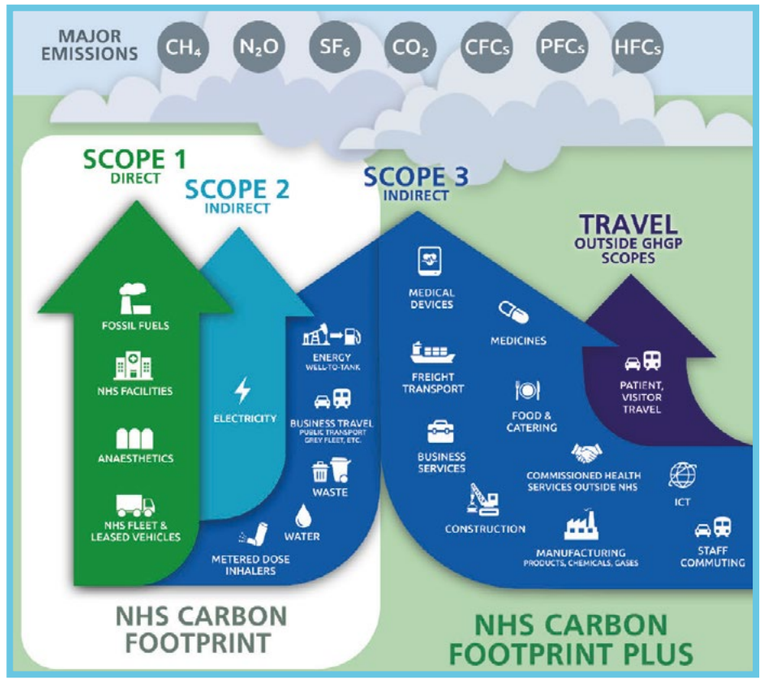


Figure 3 – Greenhouse gas protocol scopes in the context of the NHS, from 'Delivering a Net Zero NHS' report, NHS England and NHS Improvement

Using these definitions we have produced a detailed breakdown of our own organisational carbon footprint incorporating 'Newcastle Hospitals Carbon Footprint' and 'Newcastle Hospitals Carbon Footprint Plus' for our most recent reporting year, 2019/20.

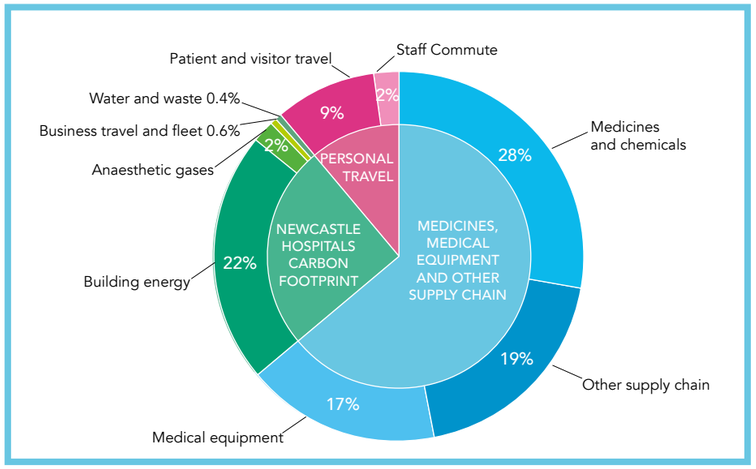


Figure 4 – Breakdown of 'Newcastle Hospitals Carbon Footprint'

Our 'Newcastle Hospitals Carbon Footprint', the emissions we have most control over, account for almost 25% of our total 'Newcastle Hospitals Carbon Footprint Plus'. A breakdown of our emissions categories can be found in Table 1.

Table 1 – Breakdown of Newcastle Hospitals Carbon Footprint 2019-20

Category	Sub-category	Total tCO_2e	Percentage of total
Newcastle Hospitals carbon footprint	Building energy	45,743	22%
	Anaesthetic gases	4,315	2%
	Business travel and fleet	923	0.6%
	Water and waste	590	0.4%
Medicines, medical equipment and other supply chain*	Medicines and chemicals	58,524	28%
	Other supply chain	38,572	19%
	Medical equipment	35,912	17%
Personal travel	Patient and visitor travel	19,026	9%
	Staff commute	3,689	2%
Total		207,294	

*Calculated using Sustainable Development Unit (SDU) carbon factors applied to the total spend in relevant e-class procurement codes.

Sustainable Development Assessment Tool (SDAT)

The NHS Sustainable Development Unit launched SDAT in 2017/18 as a self-assessment tool for healthcare organisations to better understand the full breadth of their sustainable development work, measure progress and help make plans for the future. We will use SDAT, in addition to our carbon footprint, as a key way of measuring and reporting on our sustainability performance. Our current SDAT progress can be seen in Figure 5 and we will report this each year in our annual Shine Reports. We have agreed a target of achieving an **overall score of at least 70% in SDAT by 2025.**

Sustainable Development Assessment Tool Scores

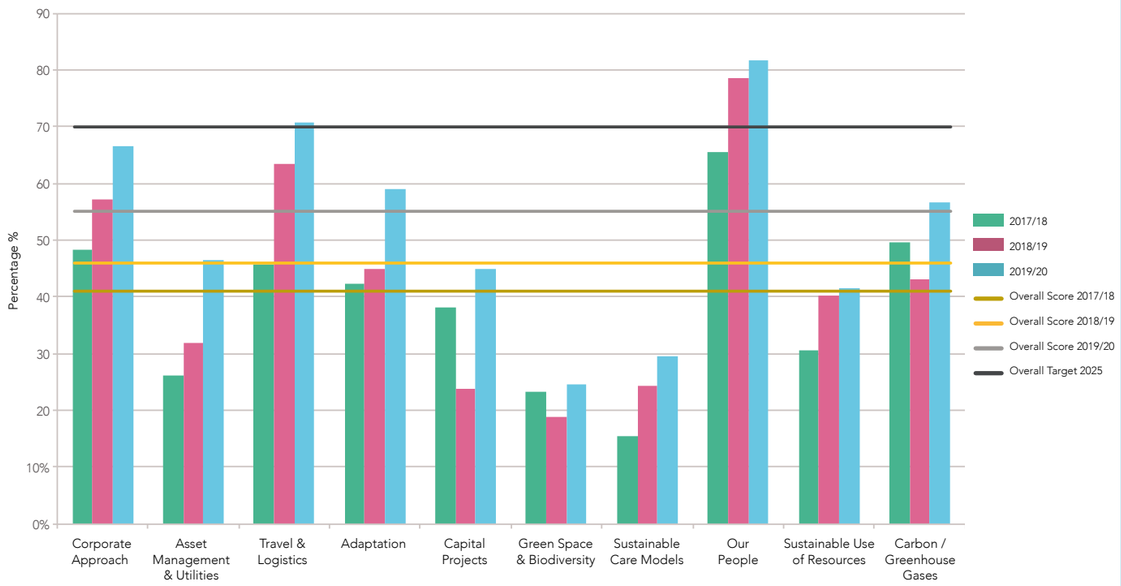


Figure 5 – Sustainable Development Assessment Tool scores from 2017 – 2020

What We Want To Achieve

Our Vision

To be a global leader in sustainable healthcare delivery through collaboration and innovation, helping our patients and communities to thrive within the means of our planet

Our Goals

To achieve our vision we have set three long-term goals:

1. Zero Carbon Care

- By 2030 the emissions we control will be net zero – our *'Newcastle Hospitals Carbon Footprint'*
- By 2040 the emissions we can influence will be net zero – our *'Newcastle Hospitals Carbon Footprint Plus'*

2. Clean Air

- By 2030 our operational transport activities generate no harmful air pollution
- By 2040 our healthcare facilities are accessed by only zero emission travel

3. Zero Waste

- By 2030 we will reuse and repair everything that can be reused and repaired
- By 2040 we will produce no waste. We will manage resources within the circular economy, with items surplus to requirements becoming a resource in another part of the system

Shine
Sustainable Healthcare in Newcastle

How We Plan To Achieve It

The following section of our strategy outlines what we want to achieve in each Shine priority area, during the life of this five year strategy, as well as how we aim to achieve it and how we will measure it.

This Climate Emergency Strategy sets out how we plan to go to the next level. It is a vitally important call to action and guide for our next steps

Dame Jackie Daniel

Energy

What do we want to achieve by 2025?

Reduce carbon emissions from energy use, in line with science-informed carbon budgets, to be on track for net zero by 2030:

- Use less energy
- Replace fossil fuels with low and zero carbon energy sources
- Investigate options to offset, or inset, our residual carbon emissions

How will we achieve it?

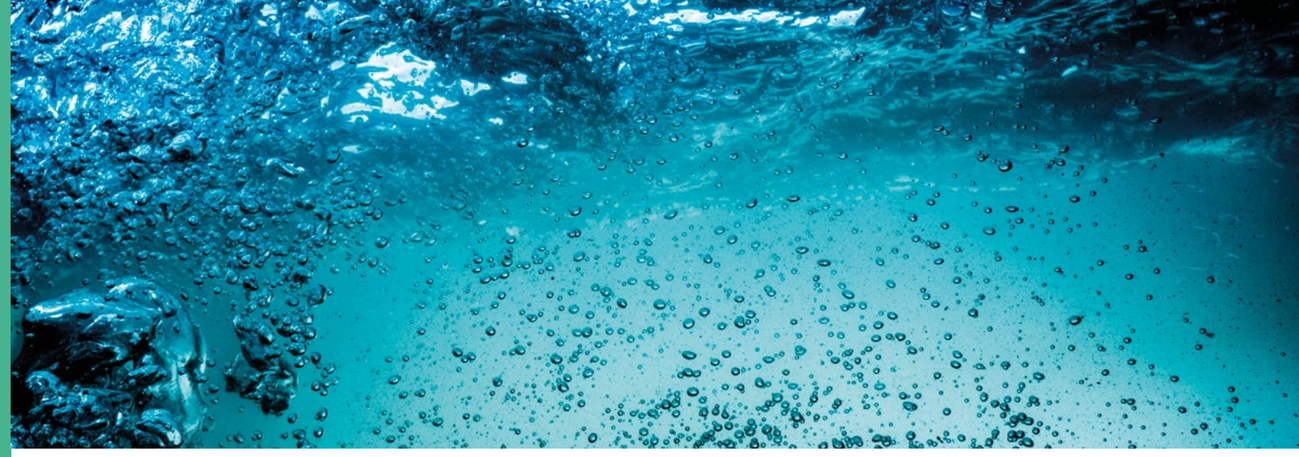
- Improve energy and carbon data availability, analysis and reporting
- Assess our buildings, and supporting infrastructure, for opportunities to increase energy efficiency
- Increase investment in energy decarbonisation projects, seeking funding from a variety of internal and external sources
- Strategically review how low and zero carbon energy sources can replace our existing fossil fuel energy infrastructure and start implementing priority phases of work
- Increase energy awareness and carbon literacy of our staff
- Collaborate with delivery partners and anchor institutions across the city to accelerate energy decarbonisation
- Develop and maintain supporting management systems, with strong governance, for ongoing energy decarbonisation
- Research and investigate innovative carbon offsetting, or insetting, options for our residual carbon emissions

How will we measure it?

- Total energy use (kWh)
- Energy use intensity (kWh per m^2, and kWh per patient contact)
- Carbon emissions from energy use (tCO_2e)
- Carbon emissions from energy use intensity ($KgCO_2e$ per m^2, and $KgCO_2e$ per patient contact)

Reduce carbon emissions from energy use, in line with science-informed carbon budgets, to be on track for net zero by 2030

Water



What do we want to achieve by 2025?

Minimise water use in our buildings:

- Eliminate wasted water
- Increase water efficiency

How will we achieve it?

- Improve water use data availability, analysis and reporting
- Assess our buildings and supporting infrastructure for opportunities to increase water efficiency
- Develop and implement a programme of water efficiency projects

How will we measure it?

- Total water consumption (m^3)
- Water use intensity (m^3 per m^2, and m^3 per patient contact)
- Carbon emissions from water use (tCO_2e)
- Carbon emissions from water use intensity ($KgCO_2e$ per m^2, and $KgCO_2e$ per patient contact)

Minimise water use in our buildings

Waste

What do we want to achieve by 2025?

Generate less waste; reuse and recycle more, and ensure unavoidable waste is disposed of in the most sustainable way:

- Reduce the amount of waste we create by working and purchasing in more resource-efficient ways
- Increase the number of items we reuse with a focus on reducing single-use plastics
- Repair or reuse more items that can be repaired or reused
- Increase the amount of waste that we reuse or recycle to 35% of consigned waste by volume

How will we achieve it?

- Deliver waste reduction projects focusing on single-use plastics, food and consumables with the aim of a 20% reduction in these waste categories
- Rollout a Trustwide furniture and equipment reuse system
- Develop the metrics required to report on existing cleaning, repairing, reusing and refurbishment systems
- Explore and implement further repair and reuse initiatives
- Expand our food waste recycling segregation across our hospital sites
- Investigate and implement innovative treatment solutions for our clinical and non-clinical waste

How will we measure it?

- Total waste disposal (tonnes)
- Waste disposal intensity (kg per patient contact)
- Volume of waste repaired and reused (tonnes)
- Percentage of waste reused and recycled (%)

Generate less waste; reuse and recycle more, and ensure unavoidable waste is disposed of in the most sustainable way

Buildings & Land

What do we want to achieve by 2025?

Provide healthy, sustainable and biodiverse spaces for patients, staff and visitors:

- Include opportunities for sustainability innovations in all new builds and refurbishments based on recognised standards
- Build climate adaptation and resilience into our management of existing estate as well as all new builds and refurbishments
- Expand our green space and enhance the biodiversity of our land

How will we achieve it?

- Achieve Passivhaus Standard and BREEAM Outstanding for the two new hospital buildings proposed for the RVI site
- Deliver sustainability training for our Capital Projects staff to enhance sustainability knowledge and carbon literacy
- Develop a sustainability policy and design criteria for new builds and refurbishments
- Produce a biodiversity action plan for our whole estate, maximising opportunities for green space creation and enhancing the biodiversity of existing green space
- Create an edible wellbeing garden at Freeman Hospital for staff and patients
- Collaborate with local experts to establish a biodiversity metric to track progress
- Include the need for climate change adaptation and resilience in planning our green spaces
- Support green social prescribing, Trust Green Gym and green space expansion via 'Nature Connect – Newcastle Hospitals'

How will we measure it?

- New builds and refurbishments assessed against relevant standards such as Passivhaus, EnerPHit, BREEAM or WELL
- SDAT score for 'Capital Projects'
- SDAT score for 'Green Space & Biodiversity'
- Establish a metric to track our progress towards our aim of enhancing the biodiversity of our buildings and land

Provide healthy, sustainable and biodiverse spaces for patients, staff and visitors

Journeys

What do we want to achieve by 2025?

Embed active, clean and low carbon travel to improve air quality and reduce carbon emissions from journeys:

- Reduce air pollution and carbon emissions from our owned and commissioned transport operations
- Use our influence to help fast-track the decarbonisation of transport in our supply chain
- Increase the proportion of people accessing our sites by active and sustainable travel methods
- Provide more care closer to, or at, home

How will we achieve it?

- Become a Clear Air Hospital – rated Excellent on the Clean Air Hospital Framework by 2025
- Continue to expand our fleet of electric vehicles and bicycles whilst increasing access to electric charging points
- Work with our business and staff lease car provider to ensure only low and zero emission vehicles are available for our staff
- Work with our civic partners to reduce the impact of vehicular traffic on our air quality, promoting active travel and the use of public transport to achieve this
- Seek to establish an off-site consolidation centre, coupled with zero emission deliveries, to reduce the need for fossil-fuelled vehicle deliveries to our sites
- Increase access to the Trust's cycle-to-work scheme and discounted public transport passes
- Improve facilities to encourage more staff to actively travel to work
- Provide information to patients and visitors on active and sustainable travel options available to those accessing our sites
- Continue to lead on the digital healthcare transition through our Digital Exemplar Strategy, positively transforming our delivery of care

How will we measure it?

- Clean Air Hospital framework score
- SDAT Score for 'Travel & Logistics'
- Health Outcomes of Travel Tool
- Carbon emissions from transport (tCO_2e)
- Annual staff travel survey
- Annual patient and visitor travel survey
- Air quality on and adjacent to our hospital sites
- Number of secure on-site cycle parking spaces vs vehicle parking spaces
- Number of staff using the cycle to work scheme
- Number of staff accessing discounted public transport passes scheme
- Hours of virtual internal meetings undertaken
- Number of remote (telephone or video) patient consultations delivered – and the resulting patient travel avoided (miles)

Embed active, clean and low carbon travel to improve air quality and reduce carbon emissions from journeys

Procurement

What do we want to achieve by 2025?

Embed sustainability and support for climate emergency action in to all purchasing decisions, working towards a net zero carbon supply chain:

- Consume less
- Embed carbon reduction into our procurement processes
- Establish positive relationships with key suppliers
- Engage in research and innovation in order to reduce impact across whole value chain
- Improve confidence in our supply chain carbon data
- Invest more in our local supply chain
- Increase the amount of sustainable, local, healthy food available to staff, patients and visitors

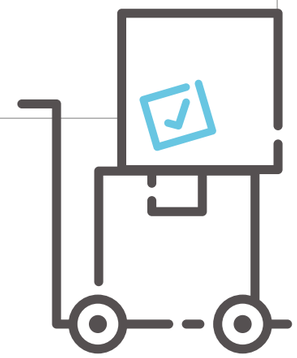
How will we achieve it?

- Proactively engage with suppliers to support their transition to decarbonised services
- Standardise sustainability criteria for suppliers
- Introduce a requirement within contracts for key suppliers to commit to take action on the climate emergency
- Increase carbon literacy and sustainable procurement awareness in our Procurement Team
- Collaborate and engage with industry, research centres of excellence and other key partners to develop solutions for low carbon services
- Collaborate with external experts to improve the accuracy of our supply chain carbon emissions data and focus action on carbon hotspots
- Achieve a Silver Food for Life Award for our in-house catering services

How will we measure it?

- Carbon emissions from procurement (tCO_2e)
- Carbon emission intensity from procurement (tCO_2e per GBP£ spent)
- Spend on consumables (GBP£ per patient contact)
- SDAT score for cross cutting theme 'Procurement & Supply Chain'
- Soil Association Food for Life Award assessment

Embed sustainability and support for climate emergency action in to all purchasing decisions, working towards a net zero carbon supply chain



Care

What do we want to achieve by 2025?

Low carbon care pathways adapted to our changing climate:

- Engage in research and innovation in order to lower carbon across our care pathways
- Lead on the systematic reduction of anaesthetic gas environmental impact across all care pathways
- Collaborate to reduce the carbon footprint of respiratory care through a detailed review of inhaler prescription and use
- Empower our clinicians to improve the sustainability of their models of care
- Resilient care services that are adaptive to our changing climate

How will we achieve it?

- Collaborate and engage with industry, research centres of excellence and other key partners to lower the carbon of our care pathways
- Trial use of innovative technologies to capture and destroy environmentally damaging anaesthetic gases
- Bring together expertise externally and internally to understand and reduce the impact of inhalers on our carbon footprint
- Embed sustainability (SusQI) within our Improvement Faculty processes
- Develop and implement training, tools and resources to enable clinicians to improve the sustainability of their models of care
- Work with service leads and Business Continuity colleagues to ensure our patients continue to receive outstanding care in the face of a changing climate
- Ensure business development and investment decisions undertake a formal Sustainability Impact Appraisal (SIA)

How will we measure it?

- Carbon emissions from anaesthetic gases (tCO_2e)
- Carbon emissions from inhaler prescribing (tCO_2e)
- Percentage of Quality Improvement projects with positive sustainability impacts (%)
- SDAT score for 'Sustainable Care Models'
- SDAT score for 'Adaptation'

Low carbon care pathways adapted to our changing climate

People

What do we want to achieve by 2025?

Inspire, inform and empower our people to deliver sustainable healthcare:

- Embed Shine and climate emergency action into the culture of our organisation, demonstrated in staff behaviours
- Upskill our workforce and ensure capacity to address the climate emergency
- Empower our people to make the most sustainable choice
- Extend our reach to influence action amongst our wider stakeholders, including patients

How will we achieve it?

- Include climate emergency and Shine references in job descriptions, recruitment adverts and professional leadership behaviours
- Review Trust policies for their sustainability impact and compatibility with the climate emergency
- Carry out a programme of Climate Emergency engagement and communications
- Deliver sustainability training to all new starters at induction
- Deliver an advanced training programme for Sustainability Ambassadors
- Launch a Shine Rewards scheme to encourage sustainable staff behaviours
- Launch a Climate Emergency Action Fund to help kick start staff sustainability projects
- Engage with local, regional and national networks to learn, share and extend climate emergency action beyond our boundaries

How will we measure it?

- SDAT score for 'Our People'
- Percentage of leaders completing sustainability training (%)
- Percentage of staff completing sustainability training (%)
- Percentage of staff aware of Shine through the Annual Staff Sustainability Survey (%)
- Number of projects funded through the Climate Emergency Action Fund
- Number of Green Champions
- Number of sustainability projects completed by staff
- Number of followers on Twitter

Inspire, inform and empower our people to deliver sustainable healthcare

Governance and Reporting

A clear governance structure for accountability and reporting on progress towards this strategy is vital.

Our CEO **Dame Jackie Daniel** is committed to climate emergency action and is aided at Board level by our Executive lead for sustainability, **Dr Vicky McFarlane Reid** (Executive Director for Enterprise and Business Development). Vicky chairs our Sustainable Healthcare Committee (SHC), which reports into Trust Board via the People Committee (see Figure 6). The SHC is a well-attended, multi-disciplinary committee with senior representatives from: nursing; medical; estates; procurement; finance; human resources; pharmacy; IT; business continuity and a patient representative. **James Dixon**, Head of Sustainability, is our strategic lead for sustainability. James heads up our Sustainability Team who have manoeuvred the Trust into a position of healthcare sustainability leadership and were the driving force behind our climate emergency declaration.

Our Executive Oversight Group for Climate Emergency Action was established following our declaration and meets monthly to complement the existing governance structure and provide strategic direction and swift decision making for our Shine priorities.

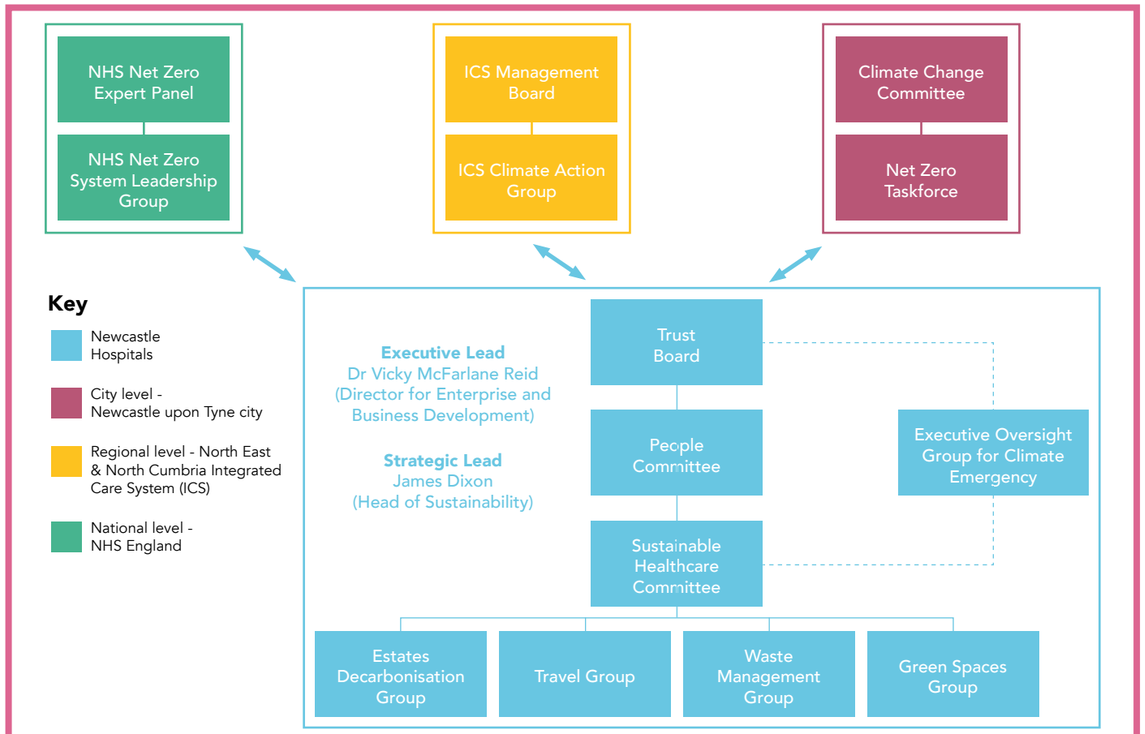


Figure 6: Sustainability governance and management structure

Reporting Progress

We will report progress towards the commitments in this strategy in our comprehensive annual Shine (Sustainable Healthcare in Newcastle) Reports, with a summary reference in our Trust Annual Report. These are available publicly on our Trust internet site.

How You Can Help Us Meet The Challenge

In order to achieve the vision and goals set out in this strategy, our people will need to be inspired, empowered and motivated to take action. To ensure this license to act is embedded into our culture our recently launched People Strategy includes a key commitment to empower staff to contribute to the climate emergency challenge at a personal, organisational and community levels.

Tackling the climate emergency challenge can seem overwhelming at times. To help people find their own ways of contributing we have devised a number of support tools ranging from quick and simple actions, to delivering innovative projects. Each of these tools, shown in Figure 7, will help us get one step closer to achieving our vision. All of the tools and information described can be accessed from the Sustainability pages of the Trust intranet, or can be requested from the Sustainability Team at **nuth.environment@nhs.net**.

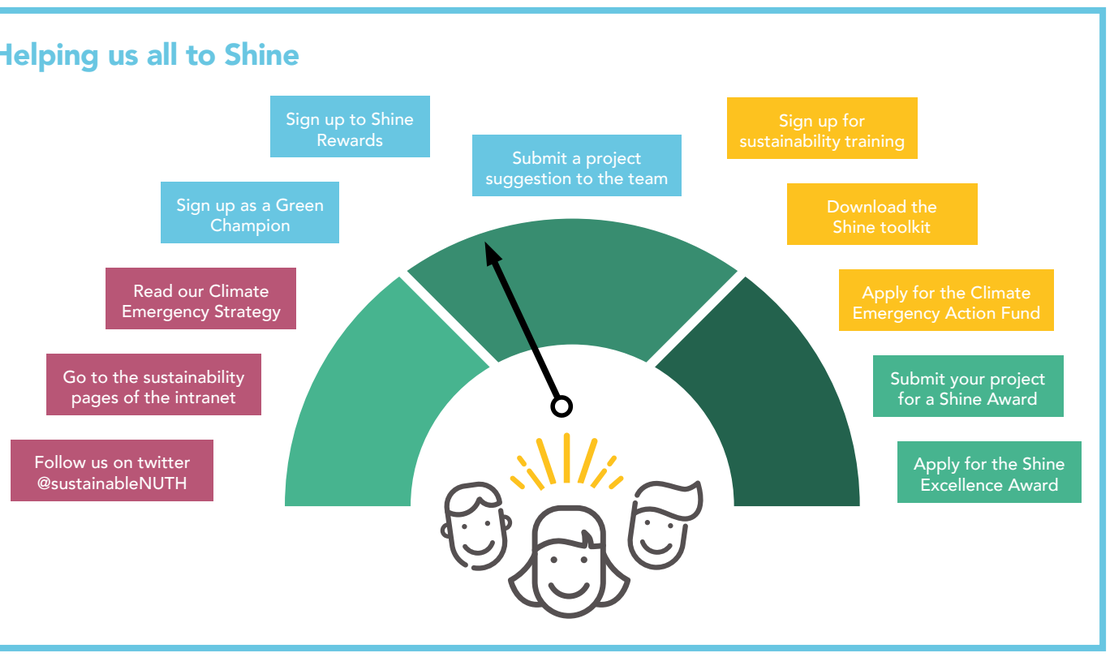


Figure 7: Tools and sources of information available for staff to deliver Sustainable Healthcare in Newcastle (Shine)

Our recently launched People Strategy includes a key commitment to empower staff to contribute to the climate emergency challenge

Green Champions

There are already over 300 enthusiastic Green Champions across the Trust and are always looking for more. Staff who join the group get added to a network chat group, receive regular emails and newsletters, can attend Green Champions meetings, and are encouraged to take action in specific areas with our 'challenge the champions' initiative.

Shine Rewards

We want to make being more sustainable both fun and rewarding. **Shine Rewards** is a staff benefits programme which rewards staff for saving energy, reducing waste, travelling sustainably and taking part in other sustainable actions. It is accessed through a bespoke website and app exclusively for Newcastle Hospitals, and there are monthly prizes and team charity donations available.

Project suggestions

Staff suggestions are always welcome. To help, we have devised a **project suggestion form** where staff can outline an area of concern or potential improvement and these will be assessed by the Sustainability Team for feasibility.

Training

A range of sustainability **training** options are available to staff, from bitesize Green Champion sessions, through to more in-depth training for our leaders and sustainability ambassadors.

Shine Toolkit

Staff who wish to take forward their own sustainability project can use our Shine toolkit to guide them in their choice of area and access resources to help implement their changes.

Climate Emergency Action Fund

Sometimes sustainability projects require a small amount of funding to get them off the ground. Applications to our Climate Emergency Action Fund are welcome from any member of staff with a sustainability idea that they would like to try in their area of work.

Shine Award

If a project is shown to have made an impact on one of the key areas of sustainability it can be submitted for a **Shine Award** and added to our bank of Shine case studies.

Shine Excellence Award

A special annual award for a team, or individual member of staff, who have demonstrated excellence in the delivery of sustainable healthcare services at Newcastle Hospitals.

Definitions

Acronyms

BREEAM	Building Research Establishment Environmental Assessment Method
CFCs	Chlorofluorocarbons
CH_4	Methane
CO_2	Carbon dioxide
EnerPHit	Quality-approved Energy Retrofit with Passivhaus components
FH	Freeman Hospital
GHGP	Greenhouse Gas Protocol
GBP£	Great British Pound
HFCs	Hydroflurocarbons
HSJ	Health Services Journal
ICS	Integrated Care System
N_20	Nitrous Oxide (a greenhouse gas that is 265-298 times the global warming potential of carbon dioxide)
PFCs	Perfluorinated compounds
RVI	Royal Victoria Infirmary
SDAT	Sustainable Development Assessment Tool
SF_6	Sulphur hexafluoride (a potent greenhouse gas that is 23,900 times the global warming potential of carbon dioxide)
SHC	Sustainable Healthcare Committee
SusQI	Sustainable Quality Improvement

Glossary

Carbon budget	The cumulative amount of carbon dioxide emissions permitted over a period of time to keep within a certain temperature threshold
Carbon emissions	The amount of carbon released into the atmosphere
Carbon neutrality	Having a balance between the amount of carbon emitted and the amount of carbon absorbed from the atmosphere
Climate emergency	There is no one internationally accepted definition of a 'climate emergency'; The term is used to explain the urgent action needed to stop irreversible climate change
e-bike	A bike that can be powered by electricity as well as propelled by pedals
Ecosia	Ecosia is a search engine that donates 80% or more of its profits to non-profit organizations that focus on reforestation

Glossary (continued)

Fossil fuels	A non-renewable fuel such as coal or gas, formed in the geological past from the remains of living organisms
Green Champions	Our network of staff passionate about sustainability
Green Gym	A collaboration between Newcastle Hospitals and local conservation groups which gives staff and their families an opportunity to part in a wide-range of outdoor activities including beach cleans and tree planting
Green Impact	A staff sustainability engagement scheme run by SOS-UK
Inset/ insetting	The process of compensating for carbon dioxide emissions by investing in the development of an emission reduction project within the parameter of an organisations supply chain
Meat Free Mondays	An international campaign that encourages people not to eat meat on Mondays to improve their health and the health of the planet
Methane	A greenhouse gas that is 28-36 times the global warming potential of carbon dioxide
Net zero/ Net zero carbon	Having a balance between the amount of carbon emitted and the amount of carbon absorbed from the atmosphere
Offset/ offsetting	The process of compensating for carbon dioxide emissions arising from industrial or other human activity, by participating in schemes designed to make equivalent reductions of carbon dioxide in the atmosphere
Passivhaus	A voluntary standard for energy efficiency in a building, which reduces the building's carbon footprint in use; it results in ultra-low energy buildings that require little energy for space heating or cooling
Shine Rewards	A staff benefit scheme that rewards Newcastle Hospitals staff for logging sustainable actions on a dedicated website and/or app
Zero carbon energy sources	Sources of energy which do not result in carbon being released to the atmosphere; this can include: hydrogen and synthetic non-carbon fuels (ammonia), battery power derived from zero-carbon electricity based on solar, wind, hydro or nuclear power
WELL	A performance based system that measures, certifies and monitors the features of the built environment that impact human health and wellbeing


Surely we have a responsibility to leave for future generations a planet that is healthy and habitable by all species
Sir David Attenborough