Annual Sustainability Report

2019-2020

Contents

Introduction

1.1. Sustainable Healthcare in 2019/20

It has been a year of increased momentum and engagement in the sustainability agenda, against a backdrop of growing activism and increase in extreme global weather events. Demand is growing for more rapid and lasting change in the way that we consume and behave as global citizens. Awareness of the links between climate change, air quality and health inequalities are becoming more widely understood.
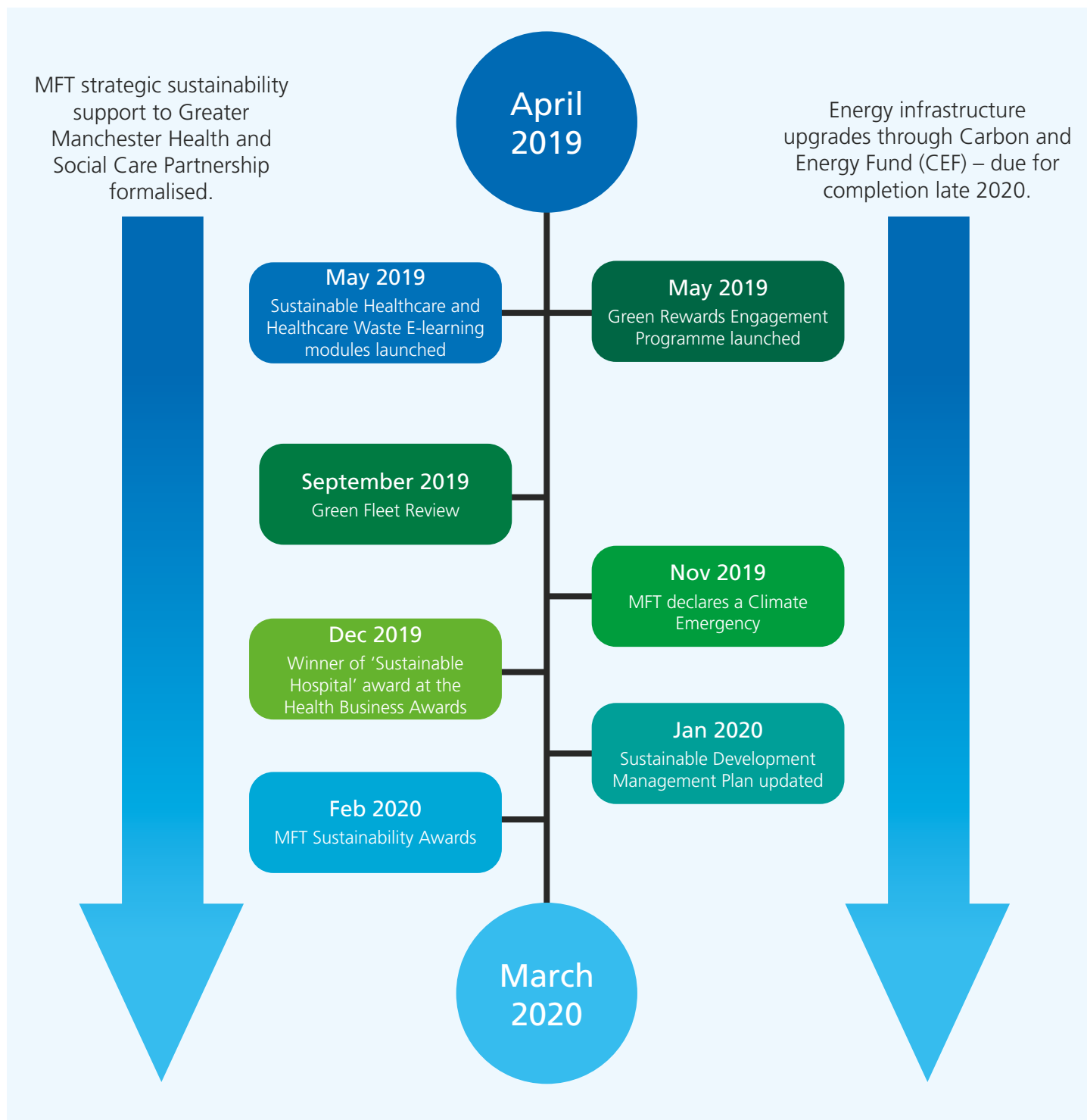
In January 2020, the 'For a Greener NHS' programme was launched by Sir Simon Stevens NHS Chief Executive, aiming to bring together the community of staff, patients and the community to help define the path to a zero-carbon healthcare system and draw together the contributory work under a single umbrella. Following a call for evidence which ran from January to March 2020, an evidence-based report is due for publication later in 2020.

We have continued to work collaboratively with national and regional partners, achieving various successes which will be outlined in this report. In November 2019, the Trust Board publicly declared a climate emergency, committing to fast tracking the delivery of our sustainability strategy, and aligning targets with the Greater Manchester Combined Authority. In January 2020 we updated our SDMP, taking account of various changes to statutory policy that had occurred since we first published back in 2018, whilst still being mindful of further changes on the horizon.

Throughout the year, we have achieved many positive changes as a result of the continued implementation of our SDMP. As 2019/20 ended, the COVID-19 pandemic had taken hold, and changed everything. This public health crisis gave us a glimpse into what a future world of dealing with climate impacts could look like, and has changed perceptions and priorities for many people. Embedding sustainability into the COVID-19 recovery plan is crucial to achieving the step-change in reducing carbon emissions that is required.

1.2 2019/20 Sustainability Highlights

MFT strategic sustainability support to Greater Manchester Health and Social Care Partnership formalised.

Energy infrastructure upgrades through Carbon and Energy Fund (CEF) – due for completion late 2020.

April 2019

May 2019
Sustainable Healthcare and Healthcare Waste E-learning modules launched

May 2019
Green Rewards Engagement Programme launched

September 2019
Green Fleet Review

Nov 2019
MFT declares a Climate Emergency

Dec 2019
Winner of 'Sustainable Hospital' award at the Health Business Awards

Jan 2020
Sustainable Development Management Plan updated

Feb 2020
MFT Sustainability Awards

March 2020

2019/20 Progress

2.1 Goal One – Carbon Targets

To reduce our core carbon emissions by 33% by 2023/24 against the 2017/18 baseline, working within our carbon budget for the period of this plan, and influence reductions in carbon emissions from our supply chain and community.

To meet our 2023/24 target, the annual carbon budget for 2019/20 was 70,080 tonnes of CO_2e. Actual emissions for the year were 71,248 tonnes CO_2e[1]. Although we've exceeded our budget by 1.7%, carbon reductions have been achieved with 3% fewer emissions than the previous year. This is a result of the decreasing carbon contribution of electricity consumption, from reduced demand across the Trust as well as the decarbonisation of the grid.

The reduction in core carbon emissions in 2019/20 is the equivalent carbon impact of 1,060 heart bypass operations.

The higher than anticipated emissions in 2019/20 have been as a result of the colder weather experienced in relation to 2018/19, in conjunction with the installation of two Combined Heat and Power systems which whilst reducing electricity consumption and improving air quality, have increased use of gas.

The impact of our emissions in 2019/20 removes 1,168 tonnes of CO_2e from the remaining 3 years of the 5 year carbon budget.

Core Carbon Emissions Trajectory

1. Note carbon budget and annual emissions updated from Annual Trust report to reflect the inclusion of business air travel within carbon budget and minor data quality improvements to core emissions.

2.1 Goal One – Carbon Targets

Our total carbon footprint encompasses emissions from outside our direct control such as staff commuting, patient travel and supply chain. Indirect emissions have increased this year, largely due to increased expenditure on construction to improve and upgrade buildings across the Trust. As is the case for most healthcare organisations, our supply chain continues to form the largest element of our overall carbon footprint, however we will continue to seek opportunities to engage with suppliers on this issue.

Our Carbon Footprint Journey
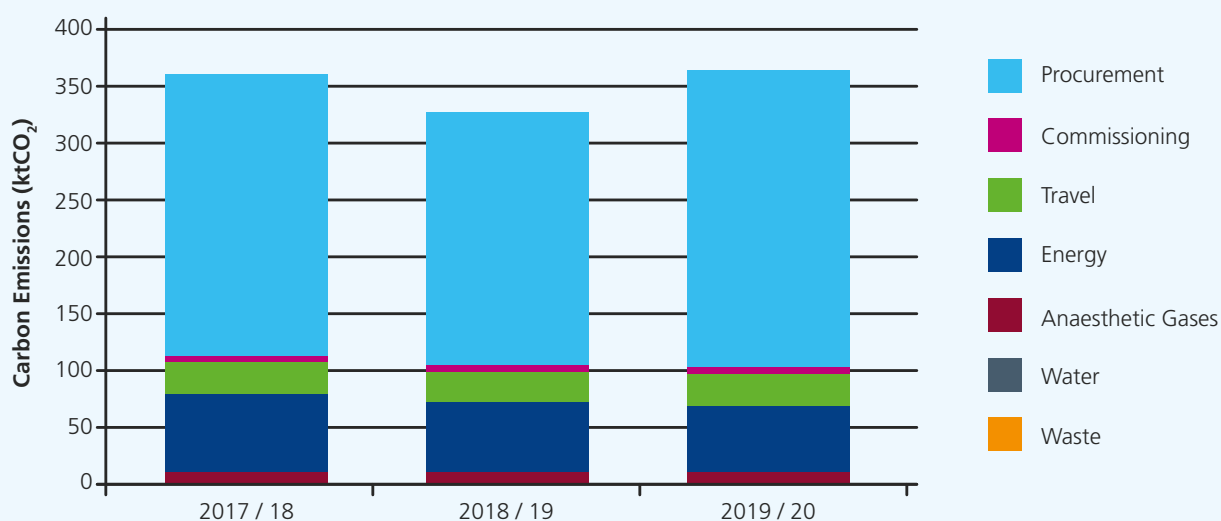
N.B. The carbon contribution from waste is 0.1% of the total footprint and as such is negligible on the graph above.

Core emissions: Those aspects of our carbon footprint in which we have direct control including greenhouse gases generated from energy consumption, waste, business travel and anaesthetic gases.

CO_2e: Carbon dioxide equivalent is used as the standard unit of measure and encompasses the global warming potential of all greenhouse gases emitted.

2.2 Goal Two – Qualitative Sustainability Performance (Sustainable Development Assessment Tool)

To achieve an overall score of at least 70% in the Sustainable Development Assessment Tool within the lifetime of this strategy.

The Sustainable Development Assessment Tool (SDAT) provides a helpful sustainability score against 10 key sustainability categories which are comparable over time as well as to similar organisations. Our 2020 assessment generated an overall score of 62%, an improvement of 8% from the previous year, with significant improvements in the areas of Sustainable Care Models, Asset Management and Utilities and Our People.
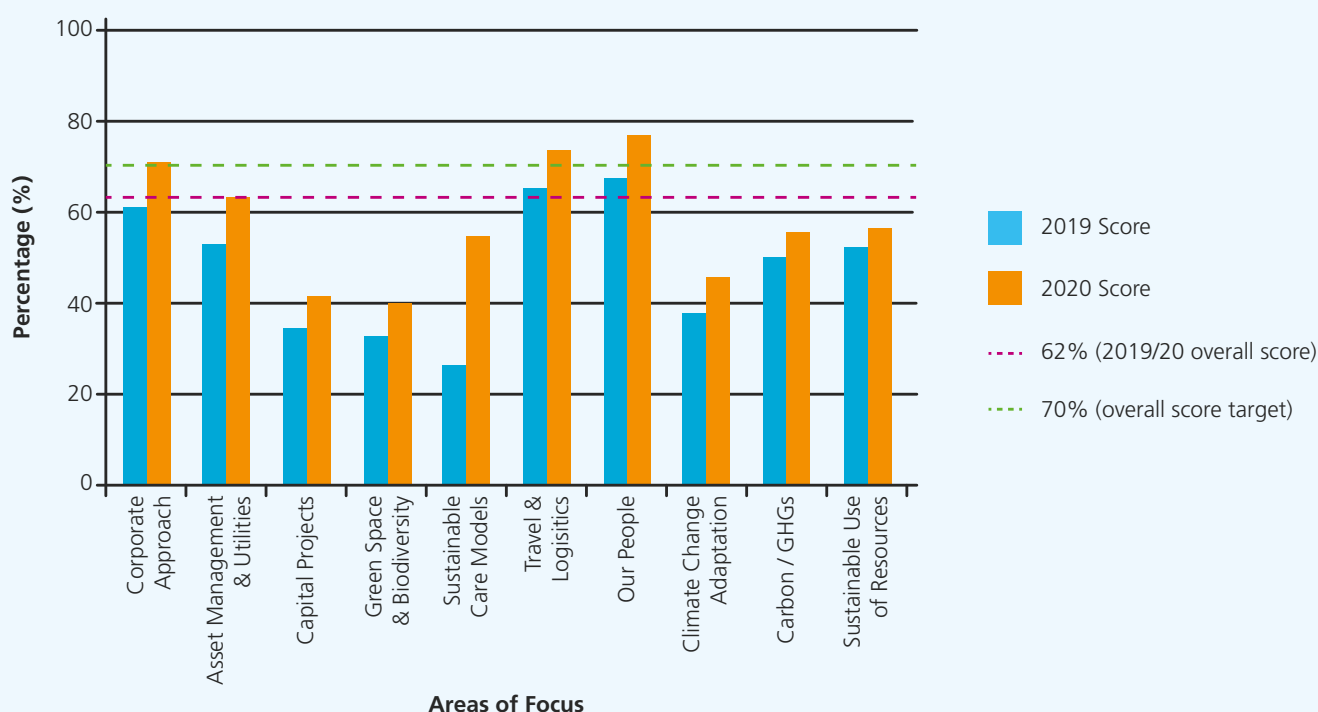
Key changes:

Sustainable Models of Care ↑ 28%

- Established Sustainable Anaesthesia Working Group.
- Improved engagement with clinicians to identify local good practice, including the appointment of a Clinical Sustainability Lead.

Asset Management and Utilities ↑ 10%

- Board level commitment for 100% renewable Energy Tariff to be implemented in April 2020.
- Significant infrastructure upgrades at Wythenshawe Hospital and Withington Community Hospital.

Our People ↑10%

- Introduction of two new sustainability E-learning modules.
- Introduction of Green Rewards programme stimulating behaviour change at home and in the workplace.

2.3 Goal Three – Embedding the UN Sustainable Development Goals

To embed the UN Sustainable Development Goals (SDGs) across all of our sustainability activities, including all related strategies, plans and policies.

The SDGs help us to consider universal themes to address social, environmental and economic sustainability. We currently identify where we are contributing to these through our annual SDAT assessment, however further progress continues in each area of work to embed these through a more bespoke approach.

According to the 2019/20 SDAT score, we are contributing to 30% more of the goals than we were during the previous financial year.

2018/19

1 NO POVERTY	2 ZERO HUNGER	5 GENDER EQUALITY
6 CLEAN WATER AND SANITATION	7 AFFORDABLE AND CLEAN ENERGY	8 DECENT WORK AND ECONOMIC GROWTH
9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	11 SUSTAINABLE CITIES AND COMMUNITIES	12 RESPONSIBLE CONSUMPTION AND PRODUCTION
13 CLIMATE ACTION	16 PEACE, JUSTICE AND STRONG INSTITUTIONS	

2019/20

1 NO POVERTY	2 ZERO HUNGER	3 GOOD HEALTH AND WELL-BEING
4 QUALITY EDUCATION	5 GENDER EQUALITY	6 CLEAN WATER AND SANITATION
7 AFFORDABLE AND CLEAN ENERGY	8 DECENT WORK AND ECONOMIC GROWTH	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE
10 REDUCED INEQUALITIES	11 SUSTAINABLE CITIES AND COMMUNITIES	12 RESPONSIBLE CONSUMPTION AND PRODUCTION
13 CLIMATE ACTION	16 PEACE, JUSTICE AND STRONG INSTITUTIONS	17 PARTNERSHIPS FOR THE GOALS

Areas of Focus

SDAT Score: 71% (up 9%)

3.1 Corporate Approach

The national sustainability landscape changed significantly this year with a surge in public demand for a more urgent response to the climate crisis. Our organisational governance has enabled decisive action to declare a climate emergency, acknowledging our contribution to climate change and the essential action now needed.

This declaration frames our corporate approach, strengthening our ability to engage wider audiences through our policies, strategies and procedures to make collective organisational change.

Aim: To ensure that sustainability is embedded within organisational strategy and processes, and that we deliver, monitor and report on progress supported by a nominated board level sustainability lead.

What took place over the past 12 months:

- The Trust Chairman Kathy Cowell OBE announced the Climate Emergency Declaration to staff and the public through an online press release.

- Sustainable Development Management Plan refreshed to incorporate updated, more ambitious carbon targets for the duration of the plan.

- Provided sustainability leadership capacity to the Greater Manchester Health and Social Care Partnership, to support and work collaboratively with others through regional networks.

- Membership of the Sustainability Steering Group has continued to develop, with representation from a wider cross section of work areas.

What will we achieve in the next 12 months?

- Continue to provide strategic support to the Greater Manchester Health and Social Care Partnership and collaborate on shared programmes with our regional partners.

- Continue to expand the proactive membership of the Sustainability Steering Group to enable cross organisational leadership and embed sustainability opportunities across new working areas.

- Plan for the integration of North Manchester General Hospital into the MFT Group, ensuring that the sustainability service is embedded.

New for 2020/21:

- Creation of a new Climate Strategy Group to provide senior strategic oversight and governance in response to the Climate Emergency declaration.

SDAT Score: 77% (up 10%)

3.2 Our People

Staff engagement has remained central to our approach to sustainability, and in 2019/20 we expanded our programmes further by offering a new initiative for staff to consider their personal impacts at home as well as in the workplace.

This year has marked a greater integration of health and wellbeing into our engagement activities, and we will continue to reflect and seek feedback on our on our approach to ensure this is accessible for all staff groups.

Aim: To support staff to integrate sustainability at work and home and empower them to make sustainable choices in their everyday lives.

What took place over the past 12 months:

- Developed two new e-learning modules for staff: Healthcare Waste Management and Sustainable Healthcare, launched in May 2019, with over 9,000 completions combined over the course of the year.

- We launched Green Rewards, an engagement programme to encourage and motivate individual sustainability action. Over the course of 2019/20 946 staff signed up to the initiative collectively completing 6,684 unique actions.

- Expanded the mailing list to our monthly staff sustainability newsletter, with 1,485 staff members now being kept up to date with sustainability, projects, updates and learning and development opportunities.

- For teams and departments, we ran our 6th cycle of Green Impact:
  – A total of 50 teams participated and over 525 actions were completed
  – Saved an estimated £47,253 and 213 tonnes of CO_2e. This brings the estimated total saving of Green Impact to over £315,000 over the past 6 years.

Case Study:

Dental Hospital staff have been engaged in Green Impact since its launch in 2013. It was identified that there were some knowledge gaps with regards to how the sustainability agenda linked to individual job roles and responsibilities. To help address this a proactive approach was taken to encourage all staff groups to complete the Sustainable Healthcare e-learning module. By the end of the financial year, 94 staff and students within the Dental Hospital had completed the module, supporting their personal development and equipping them with a greater appreciation of sustainable healthcare and how they can personally contribute to the solutions.

SDAT Score: 77% (up 10%)

3.2 Our People

What will we achieve in the next 12 months?

- Launch the 7th cycle of Green Impact in September 2020, with particular emphasis on innovative departmental projects utilising local specialist knowledge, as well as expanding the programme to North Manchester General Hospital.

- Evaluate the first year of Green Rewards to develop and tailor the programme to achieve improved engagement for the second year.

- Develop a sustainability engagement strategy and action plan to develop our current engagement channels including newsletter, social media and campaigns.

New for 2020/21:

- Develop a virtual staff sustainability community of practice to provide greater opportunity for networking, learning and collaboration among those voluntarily leading sustainability programmes within their departments and wards.

SDAT Score: 42% (up 7%)

3.3 Capital Projects

With planning activities well underway for the two major campus redevelopment projects, and the ongoing construction programme across MFT, we must embed net zero carbon principles into both new build and refurbishment projects to ensure these facilities are futureproofed. This is required by the NHS Operational Planning and Contracting Guidance and we are working closely with partners from across the system to define what this means for healthcare facilities.

Aim: To reduce the environmental impact of building works during design, refurbishment, construction, operation and decommissioning stages.

What took place over the past 12 months:

- Drafted a Sustainability Impact Assessment (SIA) utilising best practice examples from a cross sector of organisations.

- Appointed a representative from the Trust's Capital Projects Team to the Sustainability Steering Group to increase collaboration and sharing of knowledge.

What will we achieve in the next 12 months?

- Develop a net zero-carbon framework for the two hospital campus redevelopment projects.

- Progress the concept and delivery mechanism for a zero-carbon hospital for Trafford General Hospital.

- Work with regional partners to finalise and pilot the SIA.

SDAT Score: 64% (up 10%)

3.4 Asset Management & Utilities

With a large and energy intensive Estate, utility consumption must be effectively managed to minimise wastage and reduce the associated carbon emissions. As well as being cost effective, energy efficient buildings provide a better environment for staff, patients and visitors. It is also important that energy is purchased at a competitive rate, opportunities for improvement are systematically identified and innovation is prioritised.

Aim: To embed energy and water efficient technologies and practices throughout our Estate and services to deliver year-on-year reductions in consumption.

What took place over the past 12 months:

- Completed the majority of works on the Carbon and Energy Fund (CEF) scheme which included the installation of a major combined heat and power (CHP) boiler at Wythenshawe Hospital, installation of over 10,000 LED light fittings, as well as a smaller CHP boiler at Withington Hospital.

- We have seen an increase in our energy consumption of 1.9% for the year 2019/20. Gas consumption increased by almost 5% due to the new CHP units as well as increased heating demand resulting from a colder year than 2018/19. Electricity consumption reduced by just under 2.5% as a result of the LED lighting upgrade programme as well as the avoided consumption displaced through the CHP units.

- Obtained board commitment for all future electricity contracts to be renewably sourced.

Case Study:

In collaboration with Centrica, MFT is currently investing £11 million in new energy infrastructure at Wythenshawe Hospital and Withington Community Hospital. Improvements include the establishment of a new energy centre at Wythenshawe Hospital which will house a 2MW combined heat and power (CHP) unit as well as 4 new high efficiency boilers, and 10,212 light fittings have been upgraded to LED. Withington hospital has also had a smaller CHP installed on site. Whilst the CHP units are both fired by gas, the associated infrastructure has been designed to be compatible with future zero carbon technology.

The project is anticipated to deliver 25% carbon reductions combined across the two sites, the equivalent of taking 780 cars off the road, as well as financial savings of at least 50%. The scheme was successful in winning the 'Sustainable Hospital' award at the Health Business Awards 2019. Savings will be verified following project completion and reported in 2020/21.

SDAT Score: 64% (up 10%)

3.4 Asset Management & Utilities

What will we achieve in the next 12 months?

- Completion of the CEF scheme, and verification of project savings.

- Continued investigation into an improved heat and power network for Oxford Road Campus in collaboration with external partners.

- Expansion of solar PV arrays to generate increased renewable energy for onsite consumption.

New for 2020/21:

- Certification from the 'Renewable Energy Guarantees of Origin' scheme (REGO), to assure that our green electricity tariff is generated from genuinely additional renewable sources.

- Improvements to meter reading capabilities to provide more accessible and reliable data on energy usage to identify opportunities and inefficiencies. This will be achieved through the completion of the automatic meter reading (AMR) project at Oxford Road Campus, upgrades to the Building Management System at Wythenshawe and Withington sites as well as the installation of remote monitoring systems.

SDAT Score: 56% (up 5%)

3.5 Carbon and GHGs

Carbon and Greenhouse Gases (GHGs) are emitted through the day to day operations of our buildings, delivery of healthcare services, and travel activities. Rapid and concerted efforts are now needed to shift to less carbon intensive approaches to meet our organisational, regional and national targets, and ultimately improve health outcomes for the local population.

Aim: To measure our carbon emissions, identify hotspots, and take targeted action to reduce emissions year-on-year.

What took place over the past 12 months:

- We have undertaken further work on our carbon trajectory to identify how we can meet net-zero commitments by 2038. This supported the development of a 5-year carbon budget, establishing which activities are within our control, and which sit with Government or supply chain.

- Updated the carbon budget in the SDMP, focussing on reducing core emissions within our direct control, whilst continuing to report on all aspects of our carbon footprint. Although we did not quite reach our annual target for 2019/20, a 3% reduction in core emissions gives us confidence we can stay within our budget over this period.

- As core emissions account for around 20% of our total carbon footprint, we cannot ignore our community and supply chain emissions. We identified in our SDMP refresh that we would look to influence these segments of the footprint. Unfortunately we saw a 17% increase in supply chain emissions and a 2% increase in community emissions resulting in an overall increase of 11.5% in our total carbon footprint.

- The Anaesthesia Department has raised the profile of the GHG impact of the gases used, driving a shift away from the most potent form of anaesthetic gas in use (desflurane) reducing consumption by 48% over the year, and saving over 1,000 tonnes CO_2e.

What will we achieve in the next 12 months?

- Introduction of a fully electric Trust fleet to reduce our transport emissions of more than 15 tonnes CO_2e.

- Continued refinement of our carbon pathway to inform our annual work programme and prioritise interventions.

- Improved carbon reporting through better data collection processes.

New for 2020/21:

- Engagement with Trust senior leaders through forums such as the Climate Strategy Group to help embed carbon considerations across the organisations activities.

SDAT Score: 41% (up 7%)

3.6 Green Space and Biodiversity

Quality green spaces provide significant benefits both to the natural environment as well as our physical and mental health. Maximising these spaces helps to mitigate against flooding, air pollution and carbon making this an important aspect of the SDMP as we increasingly experience the impacts of climate change.

We look to utilise our green spaces to greater effect and realise the many positive health outcomes for our patients, visitors, staff and the wider community.

Aim: To maximise the quality and benefits from our green spaces and reduce biodiversity loss by protecting and enhancing natural assets.

What took place over the past 12 months:

- The urban beekeeping project continued with hives located on the rooftops of the Trust headquarters, supporting a healthy bee community in the city with fewer pesticides and more diverse planting than commercial bee keeping.

- Unfortunately, sufficient funding was not secured for the MRI courtyard garden project, and this is no longer being progressed. However construction has begun on a new 'Reflection Garden' at Trafford General Hospital, and other schemes are in development.

- The Green Rewards programme has supported 253 staff across the Trust to increase planting at home, take a lunchtime walk or outside break during their working week to facilitate a greater connection to nature and support their physical and mental health.

- Installation of an accessible allotment for patients within the OPAL house facility at Wythenshawe Hospital. Working in collaboration with Incredible Edible and Real Food Wythenshawe this green space will provide support for our patients transitioning out of the hospital setting.

Case Study:

Trafford General Hospital – Garden of Reflection

A new garden of reflection is currently in development at Trafford General Hospital to turn an unused courtyard into an improved outdoor space for peaceful reflection. The design has been specially developed with patient needs at its core encompassing:

- Accessible pathways for all
- Innovative lighting design to provide interest out of season
- Removable planters to bring green space indoors
- A dementia friendly planting scheme with limited colour palette
- Medicinal planting

Works on the garden paused in March 2020 and will resume during 2020/21.

SDAT Score: 40.58% (up 7.25%)

3.6 Green Space and Biodiversity

What will we achieve in the next 12 months?

- Continuation of the urban beekeeping project.

- Continue to develop the Trust's Green Space Strategy to give structure and guidance for maximising the sustainability and health benefits from the natural environment across our hospital sites.

- Continue our collaboration with local food growing charities Incredible Edible and Real Food Wythenshawe to relaunch on-site allotments at Wythenshawe Hospital, to improve the skills and knowledge of staff on how to eat more sustainably.

- Develop a volunteer proposition to enable corporate sponsors to support the maintenance and development of Trust green space.

New for 2020/21:

- Join the 'NHS Forests' programme to become part of a national healthcare network developing our green space to improve health and wellbeing outcomes for staff and patients, encouraging greater social cohesion between NHS sites and their surrounding communities, and maximising environmental benefits of our estate.

SDAT Score: 57% (up 4%)

3.7 Sustainable Use of Resources

Procurement continues to make up the largest proportion of our carbon footprint, so it is key that we build circular economy principles including waste prevention, reuse and recycling considerations into all our procurement practices and working culture.

Waste is one of the key aspects of sustainability staff encounter daily, therefore supporting them to be more informed and proactive in linking procurement and waste remains a key priority.

Aim: To take an innovative approach to driving out waste, delivering year on year reductions in cost and volumes.

What took place over the past 12 months:

- Launched a new healthcare waste management e-learning module with 8,577 staff completions in 2019/20 since the launch in May.

  Senior Pharmacy Lead "We completed the training and found it to be very relevant and hope to make mandatory for relevant staff, especially those who handle medicines to improve their underpinning knowledge"

- Recognised the benefits of working with regional and national partners to understand common opportunities in preventing single use plastic waste (e.g. surgical gloves).

- Listened to feedback from staff about our pilot 'model office' programme to promote good waste management practice. We now understand what worked well and where further improvements are needed, to successfully roll out better recycling practices across our Estate.

- Drafted our first Waste and Resources strategy which identified over 35 short, medium, and long term projects to be taken forward, as well as highlighting key national strategic considerations in the waste industry.

What will we achieve in the next 12 months?

- Work with procurement to ensure waste and resource considerations are taken into consideration from the outset as part of the Trusts buying practices.

- Increase the amount of furniture and other resources reused through the WarpIt programme, for example effectively manage requests to remove old, and buy new, furniture for our capital improvement projects.

- Increase signposting and engagement with staff to encourage them to bring reusable items (e.g. cups, bottles) instead of opting for single-use plastic consumables.

- Build on staff feedback, by working with suppliers and following industry developments to establish the most effective and economic way to roll out recycling across all sites.

- Develop a framework for staff to implement waste and resource projects locally.

SDAT Score: 55% (up 28%)

3.8 Sustainable Care Models

Delivering care has an environmental impact, whether that arises from the type of treatment given, the amount of resources used, waste generated or the travelling that is required by the patient or members of staff. Care models can be analysed to see where the major environmental impacts are, and whether any changes can be made to processes or practices to reduce them. For example, if a patient can travel once to a hospital, and be seen by several specialties on one day, this has a much lesser impact on air quality than undertaking multiple journeys, perhaps to different sites. Whilst in some cases, video appointments may be appropriate, it cannot be assumed that these are always a better option in terms of environmental impact, as there is a significant carbon footprint associated with this, especially if the video call is recorded and stored.

Aim: To deliver the best quality of care while being mindful of its social, environmental, and financial impact and take a whole systems approach to the way it is delivered.

What took place over the past 12 months:

- Established a sustainable anesthesia forum to reduce desflurane consumption (see section 3.5), making significant reductions to our Trust carbon footprint. Several anaesthetists have also taken on roles as departmental Sustainability Leads.

- Developed working relationship with Real Food Wythenshawe to initiate growing projects to provide healthy eating and cooking in the community opportunities (see section 3.6)

- Support provided to Theatres, Anaesthesia, Midwifery and Dentistry, and other clinical specialties to raise awareness of sustainable models of care and support clinical specialty groups.

- Appointed a knowledgeable and influential Clinical Sustainability Lead to support the profile and governance of this agenda across MFT.

What will we achieve in the next 12 months?

- Develop and roll out a job description for a departmental sustainability lead to facilitate further clinical sustainability projects across the Trust.

- Establish a process for mapping clinical care pathways and addressing environmental impacts, trialing this with a selection of departments.

- Engage with academia to establish various student projects to support this area of work.
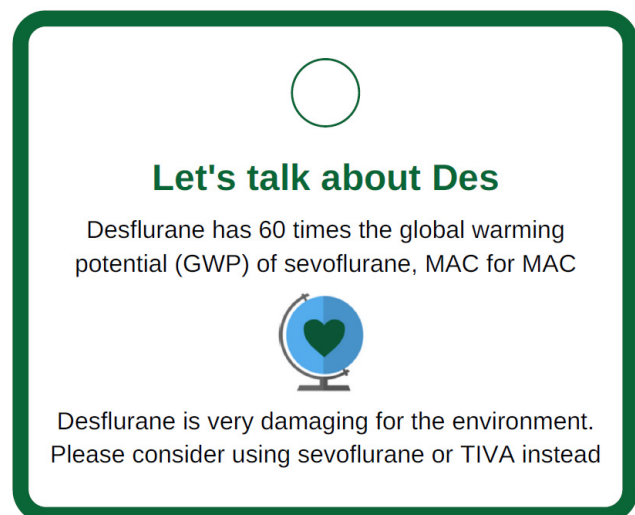
3.8 Sustainable Care Models

Case Study:

Ditch the Des

Anaesthetic gases account for around 3% of the Trust's carbon footprint, which represents a significant impact that we cannot discount as 'too difficult' to address. Measures can be explored to reduce the environmental impact without compromising patient safety.

Let's talk about Des

Desflurane has 60 times the global warming potential (GWP) of sevoflurane, MAC for MAC

Desflurane is very damaging for the environment. Please consider using sevoflurane or TIVA instead

Awareness labels to remind staff of the impact at point of use of anaesthetic gases.

Throughout 2019/20 the Trust has expanded its sustainable anaesthesia forum. A series of training and awareness raising sessions have been delivered to colleagues by anaesthetists. Gases in use with high global warming potential (GWP) are desflurane, sevoflurane and isoflurane as well as nitrous oxide and entonox. Out of all these gases desflurane has the highest GWP. The awareness sessions encouraged anaesthetists to assess where desflurane was truly essential and encouraged the use of an alternative gas with a lower GWP wherever possible.

Desflurane use reduced by 48% during 2019/20 which removed over 1,000 tCO_2e from the Trust's carbon footprint. This is the equivalent of the annual energy usage of 121 houses.

SDAT Score: 46% (up 8%)

3.9 Climate Change Adaptation

Climate Change impacts exacerbate health inequalities. Those on low incomes, with pre-existing health conditions and living in poor quality housing will suffer the greatest. It is crucial that MFT ensures that its Estate and services are resilient to the effects of a warming climate, and increased prevalence of extreme weather events. With the existing Estate undergoing an ongoing programme of development and refurbishment, and two major campus redevelopment projects in progress, there is a huge opportunity for us to lead on this agenda and ensure continuity of service in an increasingly threatened climate.

Aim: To ensure that our whole organisation is prepared to deal with the effects of climate change, particularly extreme weather events, and continue to invest in adaptation and mitigation measures.

What took place over the past 12 months:

- Started to collaborate with our Integrated Care System (ICS) partners and discussed approaches with regional stakeholders.

What will we achieve in the next 12 months?

- Review and update the Climate Change Adaptation Plan (CCAP) in line with changing climate predictions, local climate change strategies and national healthcare guidance.

- Add a climate change risk to the Trust's Risk Register.

- Integrate climate change adaptation measures into future development across the Trust.

- Investigate the potential for sustainable urban drainage measures.

SDAT Score: 74% (up 8%)

3.10 Travel and Logistics

With multiple hospital sites across Manchester and Trafford, the transport of people, goods and services has a significant impact on the environment. As well as having a high carbon impact, travel activities are associated with a range of air pollutants such as nitrous oxide and particulates.

We are reducing the impact of these activities by aiming to make sustainable travel the preferred choice. This will lead to cost savings, health benefits and environmental improvements.

Aim: To encourage sustainable and active travel wherever possible and reduce carbon and air quality impacts of our organisation and supply chain.

What took place over the past 12 months:

- Launched an extension to the existing staff and patient shuttle bus service now encompassing a new route between Oxford Road campus and Wythenshawe Hospital. During the year the shuttle bus service has facilitated approximately 75,000 more sustainable journeys.

- Conducted a Green Fleet review with the Energy Saving Trust where savings of £300,000 were identified. This review will support the business case to make the change to an all-electric fleet.

- Ran a "Bikes for Business scheme" in collaboration with Transport for Greater Manchester. This pilot scheme enabled 40 staff to hire a range of hybrid, electric or folding bike for 14 days free of charge. 5 people went on to purchase their own bikes after the scheme had ended.

- Ran an event in partnership with Octopus Electric Vehicles to showcase electric vehicles to staff.

- Conducted indoor and outdoor air pollution monitoring at key locations across Oxford Road Campus in collaboration with Manchester Metropolitan University.

What will we achieve in the next 12 months?

- Launch a new Healthy Travel Strategy which supports the Trust's zero carbon ambitions.

- Start to set out a comprehensive Travel Plan for each hospital site to support staff in making a more sustainable travel choice.

- Initiate a programme of improvement works to expand cycle parking facilities across the Trust.

- Engage staff with a programme of sustainable travel events across all sites.

- Determine future plans for the Shuttle Bus services.

3.10 Travel and Logistics

Case Study:

Air pollution is a health issue, it causes 36,000 deaths and over 20,000 respiratory and cardiovascular hospital admissions each year in the UK. To understand and improve the situation at MFT, we completed the Clean Air Hospital Framework Assessment. This tool was developed by Global Action Plan and Great Ormond Street Hospital. The framework sets out short and long-term plans to tackle air quality for the benefits of patients, staff and the surrounding community. The assessment covers travel, procurement and supply chain, building design and construction, energy generation, local air quality, communication and training, hospital outreach and leadership. Although we scored 16% this shows we are at the start of our journey and over the next year we will be working through our action plan to improve our score.

Vision of a sustainable hospital from the Clean Air Hospital Framework.

New for 2020/21:

- Change the Estates fleet from diesel to electric, reducing carbon emissions and improving air quality.

Tracking Progress

4.1 KPI Dashboard

		2016/17	2017/18	2018/19	2019/20	Trend (vs.2018/19)
Carbon	Core footprint / tCO$_2$e	85,848	81,077	73,451	71,248	**DOWN**
	Community footprint / tCO$_2$e	27,659	27,496	26,330	26,937	**UP**
	Supply chain footprint footprint / tCO$_2$e	157,900	252,495	228,594	268,084	**UP**
	Scope 1 / tCO$_2$	35,756	37,293	37,226	39,074	**UP**
	Scope 2 / tCO$_2$	35,240	29,564	24,066	21,198	**DOWN**
	Scope 3 / tCO$_2$	200,410	294,211	267,082	305,997	**UP**
	Total / tCO$_2$	271,406	361,068	328,375	366,269	**UP**
Utilities	Electricity / kWh	85,522,611	84,092,708	85,018,408	82,936,082	**DOWN**
	Gas / kWh	138,439,513	147,313,215	142,232,066	149,147,939	**UP**
	Water / m^3	634,448	620,335	627,097	622,979	**DOWN**
Renewables	Onsite electricity from renewables / kWh	–	70,905	80,477	99,799	**UP**
Waste	Recycling / tonnes	1,590	1,889	1,960	1,171	**DOWN**
	Recovery / tonnes	2,505	2,648	2,599	4,598	**UP**
	Landfill / tonnes	1,289	1,350	1,250	265	**DOWN**
	Incineration / tonnes	772	745	705	791	**UP**

Carbon

- Construction expenditure has risen from 13% of total expenditure in 2018/19 to 25% in 2019/20, leading to increased scope 3 emissions and overall total carbon footprint.

Waste

- Offensive waste streams have been diverted from landfill to energy recovery from waste.

- Improvements in data quality have led to the reclassification of some collections causing a reduction in overall recycling rates recorded as well as increased energy recovery from waste.

Utilities

- Electricity demand reduced due to energy efficiency measures implemented

- Gas consumption increased due to the installation of the two CHP plants, combined with colder weather conditions experienced shown by 5.4% more heated degree days experienced in 2019/20 than the previous year. .

4.2 Challenges and Risks

The context of the wider organisation and sector generates a series of challenges and risks for us to consider when planning the implementation of the SDMP.

We have identified five key risks for 2020/21 where we must work creatively and collaboratively to overcome:

Finance

- Financing for sustainability continues to be challenging with budget constraints and current payback models limiting the long-term investment needed to make system changes to the way we conduct sustainable healthcare.

Capital Projects and Works

- Ongoing developments to the Estate such as the flagship helipad project will impact our operational sustainability capacity as secure cycling facilities are temporarily closed to complete works, and as such put greater demand on remaining facilities.

COVID-19 Recovery

- Whilst COVID-19 may provide some sustainability opportunities, the immediate recovery generates challenges in terms of increased procurement and waste as a result of PPE requirements, as well as the capacity for staff to engage in the agenda following an exceptionally challenging period.

Urgency

- Decision making in the short and medium term needs to align with our zero carbon aims in order to meet this long term goal, if not our carbon budget will be used up before we reach 2038. Ensuring the urgency of climate change is fully understood by senior leaders dealing with competing demands and timescales is a key challenge.

Growing Estate and Data Gathering

- North Manchester General Hospital becomes part of MFT in 2020/21, as such a process of mapping and integrating sustainability measures and data collection will begin. A new baseline and targets will be required.

Conclusion

It's been a significant year for Manchester Foundation Trust (MFT). In addition to the many existing sustainability initiatives and projects taking place, the declaration of the Climate Emergency marks a step change in how we talk about and respond to environmental sustainability.

New conversations are being explored to enable more creative collaborations to take place across the organisation to meet the ambitions of the SDMP, and with the development of the new Climate Strategy Group in 2020 these will provide focus and clarity to the challenge of meeting our on-going carbon budgets.

The disruption caused by COVID-19 towards the end of the financial year will undoubtedly continue to impact the organisation. Whilst this will significantly impact planned activities for 2020/21, the momentum and scale of the agenda is only growing, keeping sustainability relevant throughout the recovery phase.

Approaching the mid-way point of the SDMP, we are making positive progress towards our three major goals as we continue to develop the sustainability knowledge and leadership within the organisation. However, with the scale of change needed across the sector, we cannot simply work alone. Through the support provided to the Greater Manchester Health and Social Care Partnership, we aim to bring others along with us, and work collaboratively to embed sustainability within healthcare and improve patient care.

Contact Details

If you have any questions, or would like to find out more about the work that we are doing please contact us via email: ECOteam@mft.nhs.uk

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