

NEW SDMP



NHS Vale of York CCG Sustainable Development Management Plan 2016 - 2020

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Sections

Vision

What is Sustainable Development?

NHS Vale of York CCG's Sustainable Development Objectives

Energy Usage and Carbon Reduction

Water Usage

Waste – Recycling and Reduction

Procurement

Travel

Clinical Environment

Built Environment

Finance

Workforce

Partnerships and Governance

Good Corporate Citizenship action plan

Introduction

The health sector has a major role to play in the creation and maintenance of sustainable, resilient, healthy people and places. At a time of increasing cost pressures, the need to ensure that local health systems remain strong becomes of paramount importance. Every individual has a role to play in this, with the current emphasis being on the role of self-care and individual responsibility in managing long-term conditions, with reviews of medication to reduce the level of un-needed prescriptions, with new models of care being introduced through GP practices and reconfiguration of community services. The role of the Clinical Commissioning Group is to be at the heart of such change, and to encourage partners and providers to join the journey towards a system that is low in waste and high in resilience.

The Carter Report highlighted the need to increase the efficiencies in the health ecosystem in order to ensure that there would be a sustainable system for the future. The plan that follows sets out the ways in which NHS Vale of York Clinical Commissioning Group (the “CCG”) can realise a higher level of efficiencies and ensure that the system achieves a greater degree of sustainability.

Vision

The NHS is facing challenging times, and aims to transform the health sector to be sustainable in every sense of the word, not just environmentally but also socially and financially. The initial target of a reduction in carbon emissions of 10% by 2015 has been achieved and exceeded, and now the health system is looking to a wider transformation based on long term principles of improvement and avoiding waste, rather than short term fixes with little contribution towards the long-term reduction in the use of finite resources.

NHS Vale of York CCG aims to provide the best health and wellbeing for everyone in its locality, as outlined in the CCG’s five-year plan “My Life, My Health, My Way”, and its mission is to:

- Commission excellent healthcare on behalf of and in partnership with everyone in our community.
- Involve the wider clinical community in the development and implementation of services.
- Enable individuals to make the best decisions concerning their own health and wellbeing.
- Build and maintain excellent partnerships between all agencies in Health and Social Care.

- Lead the local Health and Social Care system in adopting best practice from around the world.
- Ensure that all this is achieved within the available resources.

Making optimal use of resources is a key component of the CCG's plans for the future, commissioning services that promote the sustainability of the local health system.

What is Sustainable Development?

“Sustainability” can be defined as meeting the needs of today without compromising the needs of tomorrow.

“Commissioning for Sustainable Development” is the process by which commissioners improve both the sustainability of an organisation, and the way it provides services and interacts with people in the community. It is about striking the right balance between the three key areas of financial, social and environmental sustainability when making commissioning decisions.

Sustainable development in the UK forms the subject of legislation, in particular the acts noted below:

The **Climate Change Act 2008** is a long term legally binding framework to reduce carbon emissions, mitigate and adapt to climate change. Organisations are required to meet the following UK Climate Change Act Targets - reduction in CO₂e₂ by 2050 (1990 baseline):

- 34% by 2020
- 50% by 2025
- 80% by 2050.

In addition the NHS has a separate short-term NHS target of 10% reduction by 2015 based on a 2007 baseline.

The **Social Value (Public Services) Act 2012** includes a duty to consider social value ahead of procurement involving public services contracts (within the meaning of the Public Contracts Regulations 2006). This means CCGs must consider how they might use contracts to improve the economic, social and environmental wellbeing of their communities.

The **Civil Contingencies Act 2004** requires all NHS organisations to prepare for adverse events and incidents, to undertake risk assessments, and to ensure Carbon Reduction Delivery Plans are in place in accordance with emergency preparedness and civil contingency requirements.

NHS Vale of York’s Sustainable Development Objectives

The objectives in the previous Sustainable Management Plan remain current, though some of the original targets have been reached and will need updating to take into account the renewed ambitions for the CCG. See Appendix One for further details

Energy Usage and Carbon Reduction

The goal is to reduce energy usage wherever possible. However, the CCG is co-located in a building with high energy efficiency standards with limited scope for further reductions. For comparison purposes, the CCG’s energy use and associated costs for 2015-16 was as follows:

Energy Type	Units consumed (15-16)	Cost (15-16)
Electricity	179.963 kwh	£17,595
Gas	134755 units	£2726
Biomass	n/a	£2306.70

Consumption is calculated as a percentage of the overall building total, and any future reduction is likely to reflect the consumption/ behaviour of majority occupants plus climatic variations. Winter 2015-16 was a mild winter, and therefore costs would rise during prolonged cold spells.

Water Usage

The CCG is headquartered in an energy-efficient building which incorporates rainwater harvesting facilities to reduce water usage. For 2015-16 the CCG’s consumption of water was as follows:

Consumption volume: 1919.42m3 Cost: £1401

Again, CCG consumption is calculated as a percentage of the building total.

Waste – Recycling and Reduction

The CCG recycles paper waste, and the office building has facilities for recycling of plastics and metal cans.

See the section headed “Clinical Environment” below for details of waste reduction in prescriptions and pharmaceuticals.

Procurement

The CCG promotes sustainability in its procurement processes by means of standard contract clauses. It is accepted that for CCGs the bulk of their sustainability impact will be through the commissioning of services. The CCG will continue to work with its providers to ensure that sustainability considerations are taken into account.

Travel

The CCG is based in close proximity to rail and bus links, with cycle storage and showering facilities. In addition, it has access to meeting rooms with teleconferencing and audio-visual facilities to facilitate videoconferencing. Staff have remote working facilities, and are encouraged to reduce business mileage wherever possible.

A staff cycle loan scheme is currently in place, although it is believed that HMRC are currently looking at such schemes and may restrict their usage in future.

Clinical Environment

The CCG has introduced a major publicity campaign during September 2016 to reduce the amount of prescription medication that is no longer required, as well as informing the public of medications that can be routinely obtained over the counter, and therefore do not require a prescription. The campaign headed "It's Your NHS – Use It Wisely", asks patients to review their medication with their GP to understand whether it is still required. In addition, the campaign draws attention to common items such as paracetamol which can be obtained without recourse to a GP.

The CCG uses "Lean" methodology to assess ways of working in order to reduce waste in the clinical environment, and co-ordinates improvement work with its providers.

Built Environment

The CCG is co-located with City of York Council, in energy-efficient premises with rainwater-harvesting, heat exchangers and up-to-date insulation and energy management systems in place. Recycling facilities are on every floor, with secure covered cycle parking and showers to encourage cycle usage.

The CCG's main providers are also aiming to increase their energy efficiency. For example, York THFT has reduced its energy consumption after the construction of a combined heat and power plant, cutting energy costs by £848,000 per year.

Case study <https://www.vitalenergi.co.uk/casestudies/york-hospital-chp/>

Adaptation to Climate Change

The CCG is working with its partners to ensure resilience and emergency planning measures are in place, regularly updated and checked, and that longer term measures are included in planning activity. The city of York is situated on a flood plain, and has made headlines for its winter floods. One aspect of climate change is the potential for a shift to wetter winters, and therefore flood planning at a city-wide level is increasingly important. Across the wider CCG footprint, the importance of transport infrastructure came to the fore with the collapse of the bridge at Tadcaster last winter, and the CCG's emergency planning proved effective, with arrangements for alternative GP surgery venues made within a short period of time.

The CCG will continue to ensure that any changes to its estate take into account the need for resilience and the flexibility to adapt to future changes.

Finance

At a national level, the Five Year Forward View makes it clear that the future of health services depends on making the best possible use of increasingly scarce resources. The benefits of reductions in, for example, energy usage or wastage of prescription medications are such that cash savings can be released both in-year and over the longer term.

Achieving lasting benefits is likely to involve increasingly close partnership working, with more integrated models of care to maximise use of resources. The STP (Sustainable Transformation Plan) process

Workforce

A key series of measures in the Good Corporate Citizen self-assessment are based on the experience of the workforce, acknowledging that staff are an essential resource and that the workplace itself is an influencing factor on the sustainability of an organisation. The CCG intends to implement the processes described in the Healthy Workplace Charter, and supports the principles of the Mindful Employer charter (which supports good mental health in the workplace).

A number of measures are already in place, included a Staff Engagement Group, an annual staff survey to understand staff concerns, and regular joint workshops with senior management and staff.

The CCG's offices are situated close to York's railway station and bus interchange, with cycle parking facilities and showers for those wishing to cycle. The modern office premises have teleconferencing facilities and remote access to IT systems, to encourage the use of virtual meetings and reduce the need for travel.

Partnerships and Governance

Many of the CCG's partners are engaged in major sustainability initiatives. York Teaching Hospital Foundation Trust has invested in a combined heat and power plant to reduce its CO2 emissions and energy bills. The local authority, City of York Council, is engaged in a One Planet York programme (on the basis that the average European uses resources as if there were three planet Earths, reminding people that resources are finite and there is only one planet), and the CCG is co-located with the local authority and other public sector partners. The York Health and Wellbeing Board supports the One Planet principles.

The CCG works in partnership with the public sector across its footprint for emergency planning and resilience operations, and with its providers and suppliers to ensure that services are provided in line with current best practice.

Sustainability issues are reported to the Governing Body on an annual basis as part of the Annual Report each year. All new policies and business cases for the CCG must include a sustainability impact assessment (SIA). The Sustainable Development Management Plan is currently updated every three years and is agreed by the CCG's Governing Body.

Action Plan from GCC Assessment

The Good Corporate Citizen assessment is an online tool that enables organisations to assess their levels of sustainability practice across a number of key domains. The baseline assessment for the CCG has identified the need for some initial actions in order to reach the standards currently expected, which largely involve the development of more detailed plans as outlined below:

	Action	Date for completion
1	Develop a CCG Travel Plan for staff travel	June 2017
2	Carry out annual staff travel survey	June 2017
3	Develop healthy workplace plan	March 2017
4	Develop ethical procurement policy	June 2017
5	Deliver training on sustainable procurement	June 2017
6	Develop a climate adaptation plan	March 2017
7	Deliver training on sustainability as it relates to CCGs to Governing Body members	March 2017
8	Quantify financial benefits using the carbon cost curve model	March 2017

The development of the activities outlined above will lead to further action plans, which will be published as part of the annual sustainability report submitted to Governing Body.

For achievements against previous strategy actions, see Appendix One. A small number of actions will need to continue into the current plan, which covers regular annual savings targets.

References:

The Sustainable Development Unit (SDU) <http://www.sduhealth.org.uk/>

NHS England/ Public Health England joint publication, "Securing health returns: Realising the financial value of sustainable development" (June 2016):

<http://www.sduhealth.org.uk/policy-strategy/engagement-resources/financial-value-of-sustainable-development.aspx>

One Planet Living <http://www.bioregional.com/oneplanetliving/>

CCG campaign on medicines waste: <http://www.valeofyorkccg.nhs.uk/latest-news/post/local-nhs-launches-major-initiative-to-save-p1million-on-medicine-waste>

Carter Report 2016 (Operational Productivity and Performance in English NHS acute hospitals) <https://www.gov.uk/government/publications/productivity-in-nhs-hospitals>