

# The Green Plan

## Executive Summary



**HEALTHIER PLANET**  
**HEALTHIER PEOPLE**

# Contents

Foreword	3
What is the Green Plan	4
Why is sustainability important	5
NHS carbon targets	6
What is our carbon impact	7
What have we achieved so far	8
How do we plan to get to net zero	9
Timeline of activities	10
Key action areas	12
Staff engagement	15

# Foreword

As the executive lead for sustainability, I am delighted to introduce our Green Plan, which details how Leeds Teaching Hospitals NHS Trust will support the NHS to become the world's first net zero health service.

The Trust's vision is to be the best for specialist and integrated care, and improve the health of our patients through the provision of high quality care.

We recognise that if we are to provide the best possible care to our patients and improve their quality of life, we need to significantly reduce our impact on the environment. In 2019 Leeds City Council declared a climate emergency; since then, organisations and individuals across Leeds have come together to work towards a collective goal of making Leeds a zero carbon, nature friendly and socially just place to live, under the name Climate Action Leeds.

Our Green Plan identifies a framework of interventions that are needed to help us become one of the greenest NHS hospital Trusts in the UK and, as an anchor institution, play a vital role in reducing carbon emissions across Leeds.

With the NHS contributing 5% of all UK carbon emissions, we must recognise that we are a significant part of the problem and that we can also be a significant part of the solution.

Reaching net zero is a key agenda at present, and the Trust has incorporated sustainability measures into the day-to-day running of our hospitals for several years. We know that to reach our target of becoming net zero by 2040 we will have to make some tough decisions and introduce radical changes. The key to our success will be our people and ensuring everyone understands the important role they can play both individually and within their CSUs.

I am committed to embedding sustainability across our organisation, supported by Libby Sutherland, the Head of Sustainability, and the wider team so that we can deliver a greener NHS and create a healthier environment for patients, staff and the communities we serve.

**Craige Richardson**  
Director of Estates and Facilities

**Libby Sutherland**  
Head of Sustainability

**Matthew Quinton**  
Waste Compliance Manager

**Andrew Shepherd**  
Energy Manager





# What is the Green Plan?

Leeds Teaching Hospitals NHS Trust (LTHT) aspires to become one of the greenest NHS Trusts in the UK by continuing to embed sustainable practices throughout our organisation. The Executive Summary is a short overview of the latest edition of the Trust's Green Plan. Which sets out our strategy, renews our sustainability targets and objectives, and establishes the vision for sustainability within the Trust over the next three years.

It builds upon the previous edition of the Trust's Green Plan and the Sustainable Development Management Plan and aligns with the NHS national priorities established within the Delivering a Net Zero Carbon National Health Service report.

## The key elements are:

- To ensure the Trust aligns with the wider NHS ambition to be the first healthcare system in the world to reach net zero carbon emissions
- Prioritise interventions that will enable the Trust to continue improving patient care whilst delivering carbon reductions and improving sustainability performance
- Support increasing efficiency throughout the organisation.

# Why is sustainability important?

Climate change poses a significant threat to the environment, and we are already seeing the impact of this, with increases in heatwaves, droughts, storms and floods. These changes will also lead to increased health problems, such as heat related mortality, the spread of infectious diseases and an impact on mental health, which will all put added pressure on hospital services.

NHS England CEO Amanda Pritchard recently stated that “climate change is a health emergency”, and with the NHS contributing 4-5% of total UK carbon emissions, ambitious targets have been set to reach net zero by 2040.

As one of the largest teaching hospital trusts in the UK, we have a significant environmental impact. However, we also have the opportunity to be a leader and drive change by leading by example and continuing to integrate sustainability throughout our organisation.

The concept of sustainability is not new for the Trust; we have been working hard to reduce our environmental impact, reduce waste and drive improvements in quality, but we know we need to do more.

To deliver truly sustainable healthcare, we need to achieve environmental, social and economic sustainability, which link strongly to the Leeds Way Values.

By recognising that climate change is a health emergency, we aim to be **accountable** for our environmental impact.

We will create social value through sustainable, **fair** and **patient centred** decisions and take a holistic approach to sustainable and resilient models of care.

We have taken a **collaborative** approach to improve sustainability within our organisation and the region. We will continue to engage with staff, our partner organisations and supply chain to **empower** people to deliver sustainable change.



Patient-centred



Fair



Collaborative



Accountable



Empowered

# NHS carbon targets

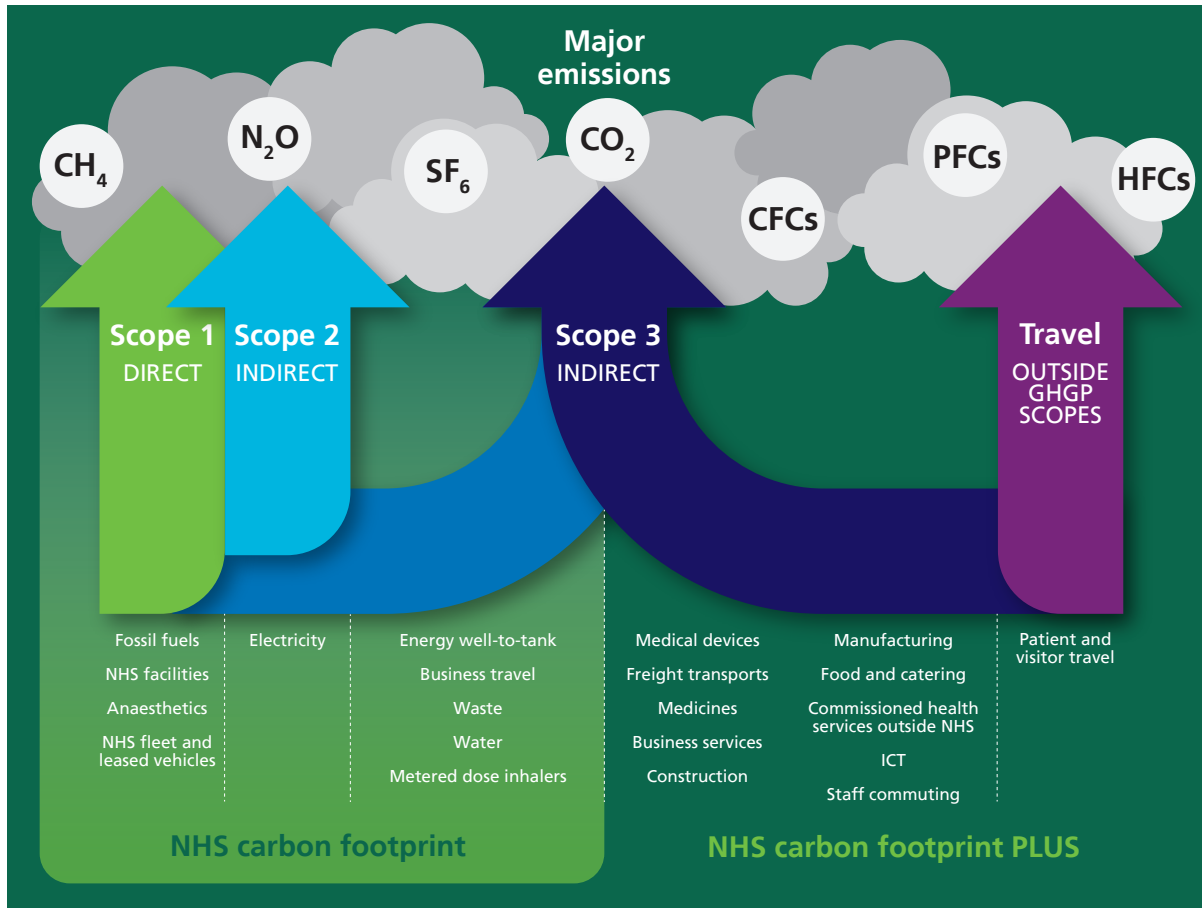


Figure 1 - The NHS carbon footprint and carbon footprint plus

## To meet its aim of being the world's first net zero national health service, the NHS has set two targets:

- For the emissions the NHS control directly (the NHS Carbon Footprint), they will reach net zero by 2040
- For the emissions they can influence (the NHS Carbon Footprint Plus), they will reach net zero by 2045

To support this, the NHS launched the "For a Greener NHS" campaign to assist NHS Trusts in reducing their environmental impact and improving health. We fully support the campaign and have adopted these targets in the Green Plan, which is accompanied by a Sustainable Action Plan, which will act as a framework to guide the implementation of carbon reduction and sustainability actions across the Trust.

# What is our carbon impact?

Since 2013/14 (our baseline year), we have achieved a 33% reduction in our direct carbon footprint; we have also seen considerable improvements in the carbon emissions generated per patient.

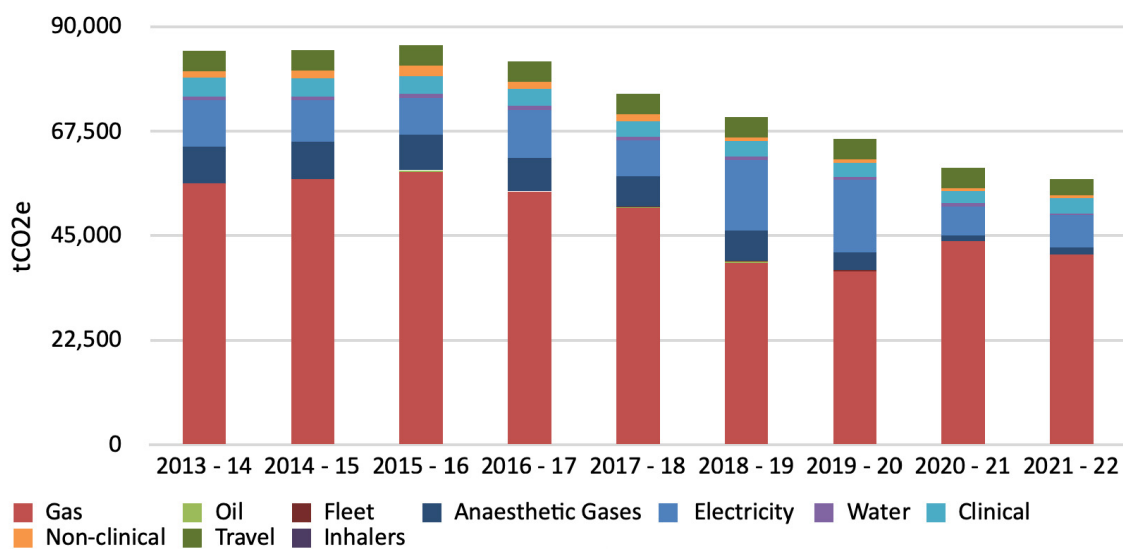


Figure 2 - LTH carbon footprint

In 2021/22 we treated 1,321,593 patients (an increase of 23% since 2013/14) however, we reduced the CO2e per patient by 45% to only 43 kgCO2e.

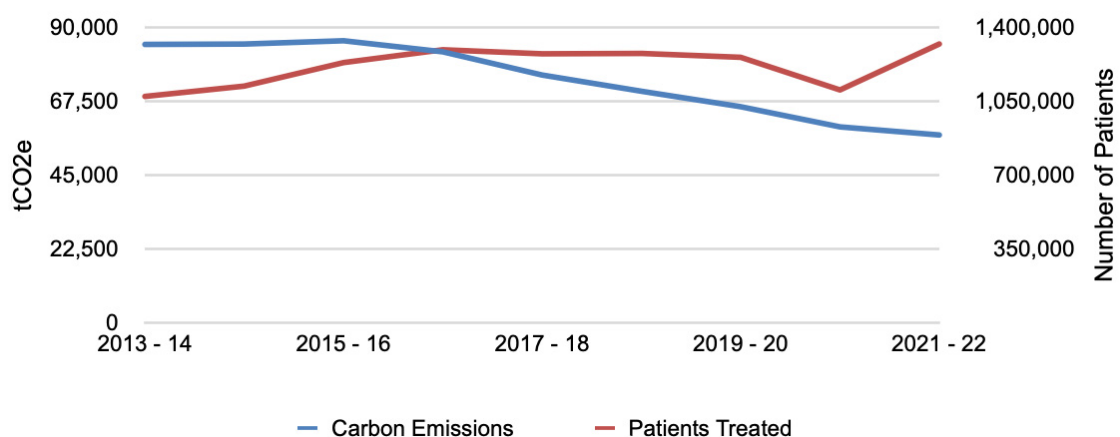






















Figure 3 - Carbon footprint emissions vs number of patients treated

# What have we achieved so far?

 <p><b>Improved biodiversity</b> across the estate by maintaining grass and wildflower areas and <b>planting over 1,100 trees</b></p> 	 <p><b>Won the Green Surgery Challenge</b> for sustainable practice in laparoscopic appendectomy</p> 	 <p><b>Introduced Attend Anywhere software</b> so patients can attend appointments remotely</p> 	 <p>Moved to a <b>digital online patient record system</b></p> 
 <p><b>Reduced the carbon emissions</b> of anaesthetic gas</p>	 <p>Became the <b>first Carbon Literate NHS Teaching Hospital Trust</b></p>	 <p><b>Invested £20 million</b> in energy saving projects</p>	 <p><b>Refurbished</b> the combined heat and power (CHP) units</p>
<p>Signed the <b>NHS plastic reduction pledge</b></p> 	<p><b>Convert all general waste into energy</b> and no waste is sent to landfill</p> 	<p>Used sophisticated leak detection software to <b>reduce downtime and costs</b></p> 	<p>Significantly <b>reduced processed and red meat options</b></p> 
<p><b>Upgraded shuttle buses</b> to low and ultra low emission</p> 	<p><b>Launched the GRASP rewards campaign</b>, with 550 staff signed up to the scheme</p> 	<p><b>Consolidated deliveries</b> to the Trust to a centralised site</p> 	<p><b>Competed in the annual Green Ward competition</b> to develop sustainable innovation in clinical areas</p> 



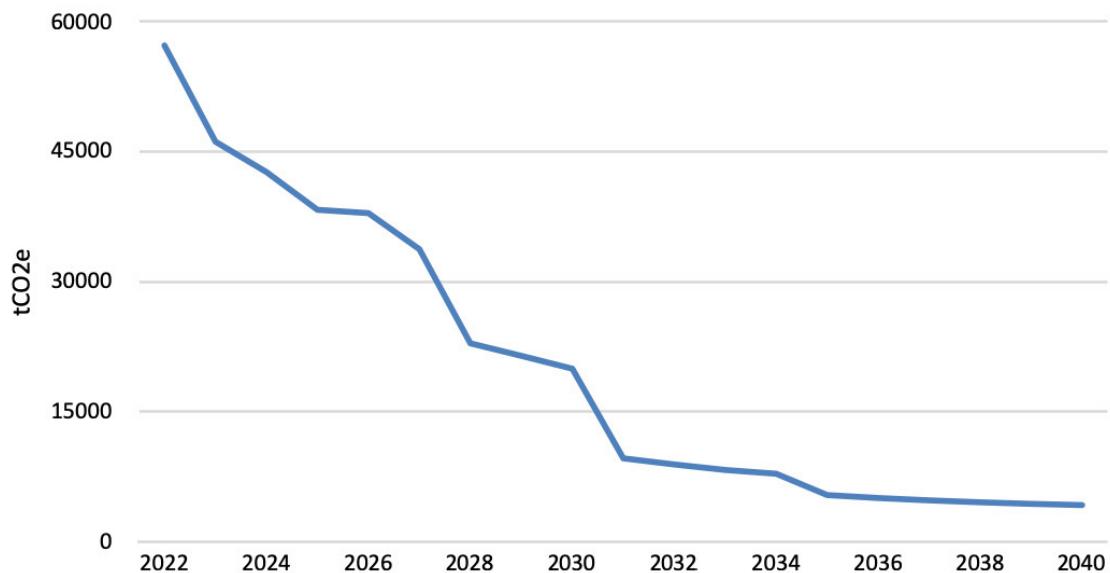
# How do we plan to get to carbon net zero?

We will embed sustainability in all key decisions that the Trust makes, which is crucial if we are to achieve our net zero targets.

The Trust's sustainability team sits within estates and facilities and has a dedicated Head of Sustainability and Energy and Waste Managers who will continue progressing the sustainability agenda and hold the Trust accountable for taking action.

Energy demands and the Trust estate are responsible for a significant proportion of our carbon footprint emissions. To address this, we have commissioned Mott MacDonald to produce an Estates Decarbonisation Strategy, which includes a roadmap of initiatives to increase the number of connections to the Leeds Pipes district heating network and improve the fabric of our buildings, including windows, fascias, roofs and wall insulation.

*The roadmap will allow the Trust to achieve the 2032 80% reduction target.*



*Figure 4 - Our carbon footprint emissions projection*

We estimate a 92% reduction in our direct carbon footprint emissions by 2040.



# Timeline of activities to reach net zero

## 2025 – 2032

Lighting, glazing and building fabric upgrades across the estate

Reduction in operational emissions of the Hospitals of the Future (HoTF) – aiming for BREEAM Excellent and Well Gold standards

Bringing online the new HoTF (2027)

Larger scale roll out of electrification of heat initiatives for SJUH, WGH, SEA and review and upgrade electrical infrastructure capacity

Upgrade and install glazing and building insulation for LGI

Rationalisation of estate buildings

Implementation of actions to reduce scope 3 emissions



2022

2025

## 2022 – 2025

The transition to Leeds Pipes district heat network for SJUH (2022)

All NHS procurements will include a minimum 10% net zero and social value weighting (2022)

Installation of air source heat pumps and PV at CAH and WGH (2022/23)

Inclusion of climate change in the Trust Risk Register (2022/23)

Implementation of a suite of actions covering; workforce, leadership and partnerships; sustainable care models; medicines, estates and facilities, digital transformation, travel and transport, food and nutrition, procurement and biodiversity

Lighting, glazing and building fabric upgrades across the estate

Achieve BREEAM excellent standard within HoTF maximising sustainability in areas such as energy efficiency, mitigating pollution waste segregation and recycling

Ensure waste is managed and disposed of at the highest level of the waste hierarchy

## Ongoing Actions

LED installation across the estate, replacing light fittings at end of life  
Continue to roll out glazing upgrades across the estate

Ventilation upgrades – install heat recovery and energy efficiency interventions

Integrating climate change adaptation into decision making

2032

2040

## 2032 – 2040

Major investment into energy centres and the installation of heat pumps

Continued electrification of the Trust's vehicle fleet





# Key action areas

Alongside the Green Plan we have a Sustainable Action Plan, which sets out interventions in the following target areas:

- Workforce, leadership and partnerships
- Sustainable care models
- Medicines
- Estates and facilities
- Digital transformation
- Travel and transport
- Food and nutrition
- Supply chain and procurement
- Biodiversity
- Climate change adaptation



## Workforce, leadership and partnership working:

- Support and engage staff to improve sustainability at work and home.
- Ensure sustainability is embedded within all decision making
- Work with partner organisations and the local community to achieve sustainability goals



## Sustainable care models:

- Be mindful of the environmental impact of the care we provide
- Promote walking for health, welfare support and remote consultations
- Work collaboratively to provide holistically sustainable care models, including providing care closer to home



### Medicines:

- Reduce the carbon impact of inhalers
- Undertake a review of nitrous oxide within the Trust to understand the full scope of its impact
- Review current procedures for prescribing medication
- Work with the Sustainable Pharmacy Network to encourage the recycling of medicine packaging



### Estates and facilities:

- Reduce the environmental impact of the estate and ensure it is fit for the future and provides high quality healthcare services and a healthy environment for patients, staff and visitors
- Embed energy efficient technologies
- Continue to reduce clinical and non clinical waste



### Digital transformation:

- Continue to support remote working for staff
- Embrace new technologies and provide accessible digital patient care
- Drive efficiency and minimise resource consumption from paper, printing and postage



### Travel and transport:

- Work with local organisations to improve public transport
- Reduce the number of vehicles commuting to our sites
- Increase the use of sustainable and active travel and improve the shower and cycle storage facilities across the Trust



### Food and nutrition:

- Install a digital ordering system to enable meals to be easily adapted to patients' needs and reduce over ordering
- Provide healthy food choices from sustainable sources
- Explore alternative disposal options for food and packaging waste



### Supply chain and procurement:

- We will set KPIs for our procurement carbon emissions and ensure staff are aware of sustainable procurement practices
- We will aim to streamline product lines across all areas to reduce waste



### Biodiversity:

- Establish KPIs for increasing biodiversity across each site over the next three years
- Assess the impact of our supply chain on global biodiversity and ecosystems



### Climate change adaptation:

- Develop a climate change adaptation plan
- Include the potential impacts of climate change in the Trust's Risk Register
- Develop a climate change risk assessment
- Educate staff on the adaptation plan and its connection to our Green Plan and major incident plan

# Staff engagement

To deliver on our ambitious Green Plan, we will need everyone across the Trust to play their part. Small changes can have a huge impact, which is why we need everyone to work together as a team to tackle climate change and reduce our environmental impact.

You can get involved by championing projects in your area, through annual campaigns such as the Green Ward and Green Surgery and becoming a GRASP Champion.

## GRASP Champions

Our GRASP (be Green, Recycle, be Aware, be Sustainable for our Patients) campaign was launched in 2015 and is being re-launched to recruit additional staff to be sustainability champions and help embed and share sustainable practices across the Trust. GRASP Champions help make LTHT a sustainable, environmentally friendly and healthier place for patients, staff and the wider community. They play an integral role in our fight against climate change, and their actions motivate, empower and instigate change.

Since the GRASP Campaign started, the champions have helped promote recycling, reduce single-use plastics and lower energy usage.

Staff can find out more about how to become a GRASP Champion by searching for "GRASP Champions" on the intranet or by emailing the Sustainability Team: [leedsth-tr.sustainability@nhs.net](mailto:leedsth-tr.sustainability@nhs.net).

## GRASP Rewards Programme

GRASP Rewards is an online tool that encourages staff to take positive environmental actions. Staff are awarded green points for any actions they log; each month, those who earn the most green points win a £20 voucher. Over 550 staff are now part of the programme, and collectively they have saved 55 tonnes of CO<sub>2</sub>e and logged 22,400 actions, from recycling, saving energy to active travel.



Staff can sign up to the GRASP Rewards scheme at:

<https://leedsth.greenrewards.co.uk/>

