

NHS Salford CCG

**Sustainability Strategy
and
Sustainable Development
Management Plan
(SDMP)**

March 2015

V1.0

Table of Contents

1. Foreword
2. Executive Summary
3. Introduction and Background - What is Sustainability?
4. What is a Sustainable Development Management Plan?
5. Why is Sustainability Important?
6. National Context
7. Local Context
8. Principles and Opportunities
 - ✓ Module 1 - Leadership, Engagement & Development
 - ✓ Module 2 – Healthy, Sustainable and Resilient Communities
 - ✓ Module 3 – Sustainable Clinical Care Models
 - ✓ Module 4 - Carbon Hotspots
 - ✓ Module 5 - Commissioning & Procurement
 - ✓ Module 6 – Innovation, research and technology for a sustainable health and care system
 - ✓ Module 7 – An Integrated Approach to Metrics
 - ✓ Module 8 – Creating Social Value
9. Adaptation
10. Our Commitments - Action Plan
11. Conclusion
12. Appendix A – Action Plan

1. Foreword

As Europe's biggest employer, the NHS has a real opportunity to work as an exemplar, equipping employees to have a far reaching positive impact, not only on the NHS supply chain but more importantly perhaps, on the community it serves.

NHS Salford Clinical Commissioning Group (CCG) is committed to improving the health and wellbeing of the people who live and work in Salford, now and in the future. The CCG is the custodian of £350m of public funds. Whilst striving to ensure that every pound is utilised in the best possible way to achieve health outcomes, we also recognise the need to ensure that decisions made in the delivery of each of our Strategic Priorities as outlined in our Five Year Strategic Commissioning Plan 2014/15 to 2018/19, add value to the city and environment which we serve.

This plan sets out how we will work over the next twelve months to progress the sustainability agenda. We acknowledge that we are at the start of a journey, however we are equally excited to strive in making a positive impact to such an important issue.

This plan is a public document and we welcome your comments on what we are doing and your suggestions on how we can improve our performance on sustainability. Please contact the Head of Performance and Planning at salccg.involve@nhs.net or by writing to us at the address below:

Salford CCG
St James's House Pendleton Way Salford M6 5FW.
Phone: 0161 212 4800

Alan Campbell
Chief Accountable Officer and Governing Body Lead for Sustainability

2. Executive Summary

The urgent need for organisations to reduce carbon emissions and embed sustainability within their operations is particularly important in the NHS given its significant contribution to the country's overall emissions. As well as reinforcing the link between sustainability and public health a clear focus on sustainable development will enable NHS Salford CCG to capture a range of financial and non-financial benefits as well as the benefit of a reduced carbon footprint.

Doing things differently and delivering sustainable development requires a whole system approach. NHS Salford CCG is committed to the principles of sustainable development and will progressively seek to integrate these principles into its daily operations. Furthermore, NHS Salford CCG will seek to positively and actively influence its providers, suppliers, contractors and stakeholders in supporting its aims to achieve a sustainable future. To respond to this challenge, the CCG has produced this Sustainable Development Management Plan (SDMP) which will be reviewed and updated on an annual basis as part of the CCG's business planning process. The SDMP will outline which themes are the focus for the forthcoming year.

3. Introduction and Background - What is Sustainability?

Sustainability is about meeting the needs of today without compromising the needs of tomorrow. It is about using resources wisely to make sure that resources will still be available in the years to come. Sustainable development is also about balancing social, economic, and environmental considerations. It is not just a question of using financial resources carefully but moreover about ensuring that we maximise the use of existing social and community resources and ensuring that we do not have a negative impact upon the local environment. Sustainability has been recognised at a national level as an integral part of delivering high quality healthcare efficiently. As a commissioning organisation, NHS Salford CCG has a responsibility to commission for sustainable development. This translates into several key actions as detailed below:

- ✓ Planning services which are efficient and effective;
- ✓ Buying services which provide the highest quality at best value and which have least impact upon the environment;
- ✓ Avoiding duplication and waste; and
- ✓ Ceasing services which no longer meet the aforementioned criteria.

4. What is a Sustainable Development Management Plan?

An SDMP is a current Governing Body approved document that assists organisations to clarify its objectives on sustainable development and set out a plan of action. It is further expected that progress updates take place within a 12 month period to review its content and evaluate action. NHS Salford CCG acknowledges that this plan represents the start of this journey by way of formal documentation to the Governing Body, however is confident that significant activity takes place within the operational duties of CCG officers.

An SDMP sets out:

- ✓ The organisation's vision for sustainability;
- ✓ An Action Plan for delivering the organisation's sustainability objectives;
- ✓ The metrics that will be used to monitor and review the progress of the plan; and
- ✓ The governance and accountability arrangements for ensuring the plan is delivered.

The document is important because it is the most efficient way of meeting a number of requirements. In the first instance, the number of public sector organisations with an SDMP

is an indicator in the Health Protection domain of the Public Health Outcomes Framework (PHOF). Furthermore, there is a requirement in the NHS Standard Contract (Service Conditions – SC15 Service Environment and Equipment) that requires all providers to take reasonable steps to minimise their adverse impact upon the environment and further demonstrate their progress on climate change adaption, mitigation and sustainable development, including performance against carbon reduction management plans, and must provide a summary of that progress in their annual report. Finally, having an SDMP supports the achievement of the measures of success outlined in “Sustainable, Resilient, Healthy People and Places - A Sustainable Development Strategy for the NHS, Public Health and Social Care system¹”.

Having in place an SDMP for NHS Salford CCG will allow the organisation to meet the minimum requirements of sustainable development and will enhance the organisation’s good reputation for sustainability. It will save money through increased efficiency and resilience and will improve the environment in which the functions of the organisation are delivered, be it service users or staff.

NHS Salford CCG’s Five Year Strategic Commissioning Plan (2014/15 – 2018/19), and the Salford health economy’s Health and Wellbeing Strategy (HWBS) strive to protect and improve the health and wellbeing of its residents. The development of an SDMP will support this vision being delivered. Furthermore, the development of an SDMP clearly articulates the alignment of sustainable development with the strategic programmes prioritised by the CCG.

5. Why is Sustainability Important?

NHS Salford CCG recognises that being sustainable will assist the organisation in meeting the current challenges faced by the NHS. We understand that we are required to treat an increasing number of older people with multiple health problems and furthermore, patients and their families have greater expectations around clinical outcomes and user experience. The cost of new medical technology is rising. We are working within strict financial restraints and acknowledge the need to use diminishing resources efficiently and effectively, whilst demonstrating maximum value for money. The climate is changing, bringing with it more extreme weather and conditions that impact negatively upon health. Finally, we have a legal duty to cut carbon emissions under the 2008 Climate Change Act. Being sustainable will assist us to make the most of our existing resources, money, supplies, buildings, energy and most importantly community assets, without compromise to the needs of future generations.

6. National Context

The Government is committed to addressing both the causes and consequences of climate change. As the largest Public Sector emitter of carbon emissions, the NHS has a duty to respond. NHS organisations are required to contribute to meeting the national target of a 10% cut in NHS wide carbon emissions by 2015, with a 34% cut in overall national carbon footprint by 2020, the latter enshrined in the Climate Change Act 2008. Public Health England and NHS England have developed a joint strategy, “Sustainable, Resilient, Healthy People and Places - A Sustainable Development Strategy for the NHS, Public Health and Social Care system” as noted above to describe the principles and opportunities that can be taken to enable a more sustainable health and care system. Furthermore, the NHS Carbon Reduction Strategy for England (2009) requires NHS organisations to develop an SDMP, identifying a clear strategy for tackling these significant challenges. The strategy reinforces six key reasons for action:

- ✓ Legally binding Government framework and associated national targets;
- ✓ The strength of overwhelming scientific evidence to act immediately with regards to climate change;

¹ Public Health England & NHS England, January 2014, Sustainable, Resilient, Health People & Places

- ✓ The health benefits for patients, population and the entire NHS;
- ✓ Cost reduction and energy resilience;
- ✓ The willingness and commitment of NHS organisations to act now; and
- ✓ The need for the NHS to be a leading public sector exemplar.

This SDMP sets out NHS Salford CCG's realistic goals and targets, with the associated action plan detailing our specific focus over the forthcoming twelve month time period.

7. Local Context

NHS Salford CCG recognises that good maintenance and care of the environment contributes significantly to the long-term health of individuals, their social wellbeing and their economic prosperity. The CCG is committed to promoting environmental sustainability and to continually improve the quality of its services and environmental performance.

At a local level, as evidenced by the detail contained in this SDMP, the CCG is committed to embedding sustainability into the behaviours of its staff, concentrating upon several key themes over the next twelve months.

Utilising only one building and employing a relatively small number of individuals, the CCG acknowledges that its own impact in this area is modest in comparison to the difference that can be made through commissioning services from our providers coupled with our influence with partners and stakeholders.

8. Principles and Opportunities

“Sustainable, Resilient, Healthy People and Places - A Sustainable Development Strategy for the NHS, Public Health and Social Care system” describes principles and opportunities that can be taken to enable a more sustainable health and care system. It purports a vision of reducing carbon emissions, minimising waste and pollution, making the best use of scarce resources, building resilience to a changing climate and nurturing community assets and strengths. The approach adopted is modular, allowing organisations to focus upon specific key areas. Eight modules have to date been developed and encompass the areas detailed below NHS Salford CCG will focus its efforts initially upon elements of Modules 1, 4, 5 and 8.

Module 1 - Leadership, Engagement and Development

Sustainability forms part of the culture that transforms health, public health and social care delivery towards more integrated and enabling services. Sustainable and resilient services will only emerge from a culture that understands and values environmental and social resources alongside financial. This requires strong leadership from within the CCG coupled with raising the awareness of staff and the profile of sustainability.

Module 2 – Healthy, Sustainable and Resilient Communities

Communities create the right conditions for improvements in physical health, mental health and general wellbeing by being connected, sustainable and resilient to changing times and climates. Local level partnerships can be strengthened so that they continue to help communities thrive. Connected communities will be better prepared for environmental and climatic changes including the impacts of severe weather events. This module focuses upon developing local frameworks and building the resilience to climate change and adverse events. NHS Salford CCG recognises the day to day pressures on many individuals and households within Salford, particularly in the current economic climate and will continue to work with partners to find appropriate ways to address the requirements of this module.

Module 3 – Sustainable Clinical Care Models

Quality services and systems include sustainability as a fundamental principle. This means minimising environmental impacts, enhancing health, and building resilience within individuals and their communities.

This module covers the transformation of care and sustainability as a factor underpinning high quality care. NHS Salford CCG will commission from providers enabling them to work differently to deliver more sustainable health and care. This will involve designing services with patients and users, a focus on prevention and health improvement and rewarding providers to enhance wellness and enable independence.

Module 4 - Carbon Hotspots

Targeted action in areas where the carbon footprint is high helps to reduce environmental impacts and mitigate the risk on unmanageable climate change. The Health and Social Care system carbon footprint has identified carbon hotspots that can be targeted towards the achievement of significant reductions. The emphasis of this module is on pharmaceuticals, medical gases and devices, energy, and travel and transport.

Module 5 - Commissioning and Procurement

Every pound spent enables positive health, social and environmental outcomes. The commissioning of services and the procurement of products are, as noted earlier in this paper, powerful levers to influence the delivery of sustainable services. NHS Salford CCG recognises that it can develop and use criteria to stimulate more ambitious and innovative approaches to delivering care that costs less, creates less environmental harm and reduces inequalities. Sustainable commissioning takes a whole system approach to improving health and wellbeing of the people it buys services for. The CCG understands that commissioning services in a way that utilises local assets, improves the local environment and empowers local people and communities can achieve wider benefits from the same investment.

We are committed to embracing sustainable commissioning for the benefit of staff and patients alike, recognising our position of significant purchasing power and prominence within our local community. By using the commissioning cycle we are determined to increase sustainability both in the short term and in the longer term also.

Equally, multiple opportunities to maximise social, economic and environmental harm can be secured via the significant procurement budget available to CCGs. NHS Salford CCG's Procurement Strategy, developed in collaboration with other CCGs across Greater Manchester considers whole lifecycle, environmental, social and ethical impact of procuring goods and services.

Module 6 – Innovation, research and technology for a sustainable health and care system

This module summarises the key research themes in implementing a more sustainable health and social care system. It identifies the opportunities and barriers to ensure that the necessary research is performed and implemented, and further summarises the progress possible through technology and innovation. NHS Salford CCG acknowledges that the challenges of caring for a changing population with limited resources and the importance of empowering patients and the public through technology has been highlighted in the plans for the future of the health system as documented in the NHS Five Year Forward View (October 2014).

Module 7 – An Integrated Approach to Metrics

The purpose of this module is to consider how data currently collected across different parts of the system can be used to highlight and inform progress on sustainable development. It will further focus upon progress over time. The importance of accurately measuring care

interventions has again been highlighted in recent NHS planning guidance – the NHS Five Year Forward View – Planning for 2015/16 (December 2014).

Module 8 – Creating Social Value

Actively designing and delivering social value is a core part of the transformation needed across public sector organisations and as such, this concept is now enshrined in legislation through the Public Services (Social Value) Act 2012. The act places a clear expectation on public services to demonstrate how their work makes a difference and delivers greater social value. It further emphasizes the importance of considering social value in advance of commencing any commissioning and procurement processes. Such considerations should help inform and shape the purpose of the products needed, and perhaps more importantly, the design of the services required.

NHS Salford CCG actively supports the community, charity, voluntary and not for profit sector in Salford recognising the huge impact it has in supporting the health and wellbeing of the people of Salford.

During 2013 and 2014 the CCG invested in voluntary services, through an innovation programme managed by the Health and Wellbeing Board, in a wide range of health associated projects through a grant based approach. The CCG is an active partner in Salford's Social Value Programme, which has been nationally recognised. Work in this area has been undertaken in partnership across the public and third sector within the city. Salford's Integrated Care Programme has, as one of its three main workstreams, a focus on community assets and works closely with the voluntary and community sector to implement actions which support older people.

9. Adaptation

Adaptation is concerned with ensuring that we adapt to the changing environmental, social and financial climate. With regards to environmental factors, the United Kingdom can expect to see more extreme weather, including heat waves, cold spells and floods. This will consequently impact upon health and the health system therefore needs to be prepared for different patterns and volumes of demand. Climate change could also have an adverse effect upon the delivery of healthcare itself e.g. via a disruption to the supply of medical equipment or drugs or the ability of emergency services to respond to 999 calls.

With regard to the social climate NHS Salford CCG is acutely aware of its responsibilities to serve an increasingly older population with multiple and sometimes complex needs. It is acknowledged that this will have a major impact upon the demand for health and social care, and to that end, the CCG is working alongside partner organisations to commission integrated health and social care services for the frail and elderly element of our population. The focus of this work will be on addressing the needs of the individual with seamless services delivered in the home or in the community. Individuals will be supported to care for themselves where appropriate, using existing community support groups. The aim of NHS Salford CCG and its partner organisations is to facilitate people to keep their independence for as long as possible. More generally, and recognising the financial context within the public sector, the CCG is committed to supporting self-care and personalised care wherever appropriate, and has a number of workstreams focusing on these areas.

Finally, in financial terms, the NHS budget is not rising in line with its ever increasing costs. In essence, it is having to do more with less whilst commissioning and delivering high levels of good quality healthcare. Working efficiently and effectively alongside our partners will allow NHS Salford CCG to streamline our commissioning and procurement processes and to release savings back into frontline care.

10. Our Commitments - Action Plan

Appendix A highlights our Action Plan for the forthcoming twelve month period. We intend to ensure that the CCG is not only operating in accordance with all relevant environmental legislation but also embedding sustainability throughout all of our operations.

11. Conclusions

NHS Salford CCG recognises that there is much that we can do internally, as well as both as a membership organisation with our practices and as a partner organisation working collaboratively alongside other public sector bodies across our geographical footprint.

In developing our SDMP, we have considered relevant Government, Department of Health, and NHS policies and guidance and have structured the plan around four of the key themes contained within the prescribed modules identified earlier in this SDMP. In delivering the actions set out in these four areas, we will strive to learn from the experience of others and will further, share our own best practices. We will utilise the support on offer from organisations such as the Carbon Trust and the NHS Sustainable Development Unit to ensure that we successfully deliver on all elements contained within the plan.

NHS Salford CCG's SDMP will be embraced by all staff, clinicians and leaders within the organisation and will be reviewed annually by the CCG Governing Body and bi annually by the Executive Management Team. Routine monitoring of delivery against the associated action plan will be in line with the monitoring of all projects across the CCG. Inevitably, the annual sustainability focus will change in light of new or amended guidance or legislation over time.

To conclude, we will ensure that our Governing Body, members and staff are aware of the importance of sustainability and further ensure that we adapt to the changing environmental, social, and financial climate ("adaption").