

Trust Board Paper T

To:	Trust Board
From:	Andrew Seddon - Director of Finance and Business Services
Date:	30 May 2013
CQC regulation:	10 and 16

Title:	UHL Sustainability Plan - Progress report and sustainability outcomes for consideration by the Trust Board
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Author/Responsible Director:

Andrew Chatten - Managing Director (LLR FMC)

Andrew Seddon - Director of Finance and Business Services

Purpose of the report:

To advise the Trust Board of progress on main project deliverables in developing and implementing an effective Sustainability Plan for the Trust.

The report is provided to the Board for:

Decision		Discussion	X
Assurance		Endorsement	X

Summary/Key Points:

The need for a corporate sustainability programme is embodied in recent legislation and also forms part of UHL's responsibilities as a good "corporate citizen". At our request, Interserve has now completed the initial first phase of stakeholder works and from this has created a series of potential sustainability outcomes for the Trust Board to consider as the basis for a holistic sustainability strategy.

The purpose of the attached document is therefore to set out an initial set of proposed sustainability outcomes to be considered by the Trust Board as a workable set of overall guiding principles to drive sustainability thinking, doing and desired behaviours. The objectives would be quantified and measurable.

Should the proposed outcomes be agreed by UHL, Interserve intend to present to the Executive Team (date to be agreed) the background and intent of the sustainability outcomes which complete Phase 1 of the project. Proposals and resources needed for Phase 2 of the project will then be submitted for consideration.

Recommendations:

I recommend that the Trust Board adopts this framework and the proposed outcomes as holistic guiding principles for sustainability led behaviours and actions.

Previously considered at another corporate UHL Committee?

Previous report to Trust Board on 28 March 2013

Board Assurance Framework:	Performance KPIs year to date: N/A
Resource implications (e.g. Financial, HR): Phase 2 scoping and project resources to be identified	
Assurance implications: N/A	
Patient and Public Involvement (PPI) implications: Involvement will continue as the plan is developed	
Stakeholder Engagement implications: Stakeholder engagement will continue as the plan is developed	
Equality Impact: The plan will be sufficient to the principles of “due regard”	
Information exempt from disclosure: N/A	
Requirement for further review? Further report to the Trust Board following further consideration by the Executive Team	

Andrew Seddon
Director of Finance & Business Services

Andrew Chatten
Managing Director – LLR FMC

21 May 2013



INTERSERVE FM-UHL SUSTAINABILITY PLAN-OUTCOMES PAPER

22 May 2013

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University of Hospitals of Leicester NHS Trust Sustainability Plan Vision and Outcomes

Introduction

Sustainability is defined as “development that meets the needs of the present without compromising the ability of future generations to meet their own needs”ⁱ. The NHS Sustainable Development Unit (SDU) further defines this as finding ways to improve human health and wellbeing without degrading the earth’s resources. By incorporating sustainability into decision making criteria and processes of the Trust it will not only save money, but will create a better quality healthcare service with productivity and efficiency at its heart.

To date the Trust has a variety of strategies which address some of the issues of sustainability but has not developed an aligned and focused sustainability strategy. Following review of internal strategies, interviews with stakeholders and analysis of the responsibilities and opportunities of the Trust, Interserve propose five sustainability objectives for the Trust which we believe will ensure the Trust “meets the healthcare needs of the present without compromising the ability of future generations to meet their own healthcare needs”. This paper sets out the first stage of the UHL sustainability strategy and we seek your approval to continue its development.

Context

As one of the biggest and busiest NHS trusts in the country, UHL has an overriding aim to deliver high quality, safe, compassionate and affordable care. The Trust has a responsibility to ensure they can deliver care; sustainably, that means meeting the needs of today without comprising the needs of tomorrow.

Apart from legal obligations, such as Climate Change Act 2008ⁱⁱ and the Public Services (Social Value) Act 2012ⁱⁱⁱ, the SDU asks all NHS organisations to sign up to and produce a Board approved Sustainable Development Management Plan. The SDU is currently developing a revised sustainability strategy which is at consultation stage. This strategy aligns with this SDU consultation paper has been designed to support the ‘Caring at its Best’ strategy under the value ‘*We focus on what matters most: we use money and resources responsibly*’. Consideration was given to the concept of the sustainability strategy encompassing all UHL strategies, including Caring at its Best, but this was decided against due to the recent launch of a number of the strategies and likely confusion caused.

Approach

During March, April and May 2013 we conducted 7 interviews of senior and middle management, 4 workshops with 14 NHS Trust members and reviewed 11 strategic documents to understand the Trust’s challenges, its strengths and its sustainability performance to date. In addition we conducted a gap analysis of the Trust’s internal strategies against best practice examples to establish where there might be gaps in compliance and have drawn on our own direct experiences from the learning of Interserve’s 6 facet survey for the Trust.^{iv}

From this analysis we propose a vision of sustainability for UHL which is delivered through outcomes. These we believe are the most important for UHL and leverage the benefits which a sustainability strategy can bring for the Trust. These outcomes are considered to be guiding principles, designed to influence thinking, doing and behavioural actions with sustainability in mind.

We recommend using a ‘Five Capitals Model of Sustainability’^v (natural capital, human capital, social capital, manufactured/ buildings capital and financial capital) with the aim of helping UHL to deliver Caring at its at Best without degrading any of its capitals and eventually enhancing them. How the strategy fits with the model is shown in a diagram in References.

UHL Trust Sustainability Vision and Objectives-proposed

Sustainability for UHL Trust means:

“Meeting the healthcare needs of the present without compromising the ability of future generations to meet their own healthcare needs.”

Delivered through the following outcomes- which are considered to be guiding principles, designed to influence thinking, doing and behavioural actions with sustainability in mind.

- **Adaptive and Inspiring Environments**

Change is a constant for the Trust, be that clinical needs, client expectations or climatic conditions. The Trust patently ought not to contribute to the health issues through the way it operates in its own communities or others. The Trust has a unique opportunity to deliver architecturally inspirational, adaptable and resilient developments which, using innovation and brave decisions, have an overall net positive environmental impact, contribute to wellbeing for all and symbolic^{vi} of the Trust’s sustainability vision.

- **Harnessing our Diversity**

By celebrating and harnessing the multicultural nature of Leicester the UHL Trust has a unique opportunity to reach out and engage each community to improve education and health matters whilst providing tailored services to specific community groups. A multicultural workforce, bi-lingual communication and volunteers from all community groups will give UHL a welcoming, inclusive, sense of place.

- **Creative Skills for Wellbeing**

Through the power of the creative mind the Trust will become a welcoming, wellbeing enhancing environment through the use of the Arts and renowned for its cutting edge research. The Trust has a powerful heritage of utilising creative arts and will rekindle this legacy through a scientifically focused arts programme, with the core aim of improving wellbeing. The Trust will continue to lead cutting edge research at the Biomedical Research Units and become renowned for it through its innovative dissemination of its findings to its local communities and throughout the scientific community.

- **Positive Influencing and Engagement**

The image and perception of the Trust is as important to the long term sustainability of the Trust as tangible outcomes. Through a long term engagement plan of stakeholders such as GPs, local communities, staff and volunteers coupled with strategic marketing messaging, the Trust will be known as a centre of excellence, will become a destination employer and experience a high GP referral rate.

- **Better Continuing Care for All**

A top performing UHL Trust is vital for the care of the local community. Through good governance, horizon scanning, and efficient and effective systems the Trust will be financially sustainable to provide continuing care. Through innovative patient focused care and exploring new models of sustainable care, high quality, safe, compassionate and affordable care will continue to be delivered.

In Conclusion

We propose a sustainability vision of “Meeting the healthcare needs of the present without compromising the ability of future generations to meet their own healthcare needs.” to be delivered through five outcomes which are guiding principles designed to influence thinking, doing and behaviour. To recap, these are 1.

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Adaptive and Inspiring Environments; 2.Harnessing our Diversity; 3. Creative Skills for Wellbeing; 4. Positive Influencing and Engagement; 5. Better Continuing Care for All.

This strategy aligns with 'Caring at its Best' and supports the SDU current proposal for sustainability within the NHS 2014-2020.

The strategy focuses on the Five Capitals Model of Sustainability, natural capital, human capital, social capital, manufactured/ buildings capital and financial capital, allowing UHL to deliver Caring at its at Best without degrading any of its capitals and eventually enhancing them. This model will provide the scorecard to support the measurement of progress on an annual basis.

This paper sets out the first stage of the UHL Trust sustainability strategy. On confirmation the sustainability outcomes are satisfactory, we will scope out Phase 2 of the strategy development which will include we will provide a project plan and budget requirements, for your approval. Phase 2 would based on the development of goals, targets and milestones for the Trust under the sustainability plan linked to the outcomes, whilst engaging with identified stakeholders during the development process-this process alone for the scale of the Trust could be 6-12 months.

References and Footnotes

ⁱ In 1978: Gro Bruntland (then PM of Norway) headed up WBCSD where the term “sustainable development” was defined as development that meets the needs of the present without compromising the ability of future generations to meet their own needs.

ⁱⁱ The Climate Change Act 2008 set long term legally binding framework to reduce carbon emissions, mitigate and adapt to climate change. Shorter term NHS target of 10% by 2015 (2007 baseline)

ⁱⁱⁱ The Public Services (Social Value) Act 2012, requires all commissioners of public services to consider taking into account economic, social and environmental value, not just price, when buying goods and services.

^{iv} Overall findings from the gap analysis are as follows:

1. Whilst the Trust has progressed with the management of carbon and energy, we would recommend that more robust measures are undertaken;
2. Further development of the supply chain with respect to sustainability measures is considered and implemented;
3. That the Trust consider ways of de-coupling transport services and the overall carbon footprint of the business unit;
4. More engagement of staff, patients and the wider community are considered and developed with the overall aim of improving the sustainability aspects of the Trust as perceived by all stakeholders;
5. That the Trust demonstrates leadership behaviour with respect to sustainability aspects and impacts including mitigation and adaptation not only in relation to climate change issues but also on the wider considerations of sustainability.

^v The Five Capitals Model – A Framework for Sustainability, Forum for the Future.

This diagram shows how the sustainability sits with the capitals model and the “Caring at it’s Best” strategy



^{vi} We have deliberately included objectives which could manifest themselves as symbolic projects which demonstrate the Trust commitment to sustainability. It is our experience that to have a truly successful strategy it has to have symbolic initiatives which staff and communities can be actively engage with physical or visually that will create momentum for other element of the strategy which are less tangible for staff.