



Independent Healthcare  
Providers Network

# IHPN Net Zero Group

5 June 2024



# Agenda

- Introductions and update since the last meeting
- Presentation by BUPA on becoming a net zero hospital  
Anna Russell, Corporate Responsibility & Sustainability Director, Bupa Global & UK and Bupa Foundation Director
- Update on the work IHPN has been progressing with the Association of British Insurers (ABI) and the private medical insurers  
Summary of work to date including reviewing the draft dashboard
- Sharing best practice session:
  - Victoria Hadley at Nuffield Health, Head of Social Impact and Sustainability
  - Laura Purdue at InHealth, Sustainability Manager
- Sustainability in Eyecare
- Discussion on IHPNs net zero planned work programme for the next 12 months  
Archetypes and supply chains

# IHPN update on what we have done recently

- First IHPN Net Zero conference held in September 23
  - over 60 attendees
  - great array of speakers
  - sharing of best practice
  - pivot to focus on scope 3 (supply chain)
- A session with Dr Hugh Montgomery, Professor of Intensive Care Medicine at UCL and a founding member of the UK Climate and Health Council in February 24
- Modern slavery – update by Alex Hammond, NHSE Head of Sustainability in March 24
- Session for members with Dr Kenneth Barker, Chair of Environment and Sustainability Committee at the Association of Anaesthetists around reduction in use of Nitrous Oxide in April 24

# IHPN update on what we have done recently

- On going work with the ABI and the private medial insurers around their net zero asks of providers – update later in the meeting
- Work with Moorfields around sustainability eye services – update later in the meeting
- Worked with IHPN members who had not signed up to the net zero commitment
  - mainly new members that have joined in the past 12 months
  - also, some providers who had previously not felt able to
  - additional 11 providers have now signed up to the commitment
  - we will refresh this activity in 6 months' time

Reminder - recordings and slide packs alongside other resources can be found on [our website](#) – a resource library for IHPN members.



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## BUPA - a net zero hospital

Anna Russell, Corporate Responsibility &  
Sustainability Director, Bupa Global & UK  
and Bupa Foundation Director



# Transforming Healthcare for a Greener Tomorrow

Designing environmental sustainability into the healthcare system to accelerate progress towards net zero



Reaching Net Zero:  
Designing sustainability  
into the healthcare system



**IDManchester**



The University of Manchester

**Tyndall**°Centre  
for Climate Change Research



# Transforming Healthcare for a Greener Tomorrow

## The partnership

- Bupa and ID Manchester: five-year partnership focused on health and wellbeing
- Innovative, future-proof solutions to local and global sustainability challenges.

**Project 1:** designing environmental sustainability into the healthcare system to accelerate progress towards net zero

- The report outlines a roadmap for how healthcare organisations can transition to a low-carbon service without compromising patient care.
- The report shares:
  - Actions taken in other sectors
  - Insights from healthcare sustainability leaders
  - Case studies demonstrating best practices.



## Do no harm

**Our planet is in trouble. Without a co-ordinated and concerted global effort to reduce emissions, the climate will become increasingly hostile to the life and ecosystems it has sustained for millions of years.**

The healthcare sector has always aimed to do no harm. With the accelerating climate crisis, this now means doing no harm to our environment. Simply put, we cannot have healthy people without a healthy planet. Across our sector, there is a clear appetite for change and to reach net zero.

Words and intent must be turned into positive action now. This will require collaboration between healthcare organisations, involving every stakeholder, from management to patients.

By taking the necessary steps to transform healthcare today, we can believe in the possibility of a greener tomorrow.

This scorecard has 57 questions covering five core areas:

Estates

1

Clinical practice

2

Travel and transport

3

Supply chain

4

Governance and staff

5

The first four areas are sources of emissions set out in rank order of where organisations are likely to have the most influence. Governance and staff is an overarching theme applicable to all areas.

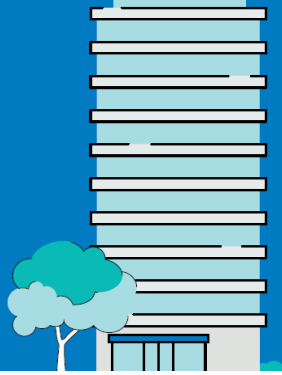
The survey shows current progress by giving a RAG rating across each area. At the same time, the scorecard informs providers of current best practice and reveals areas of strength and areas requiring improvement.

## Scorecard

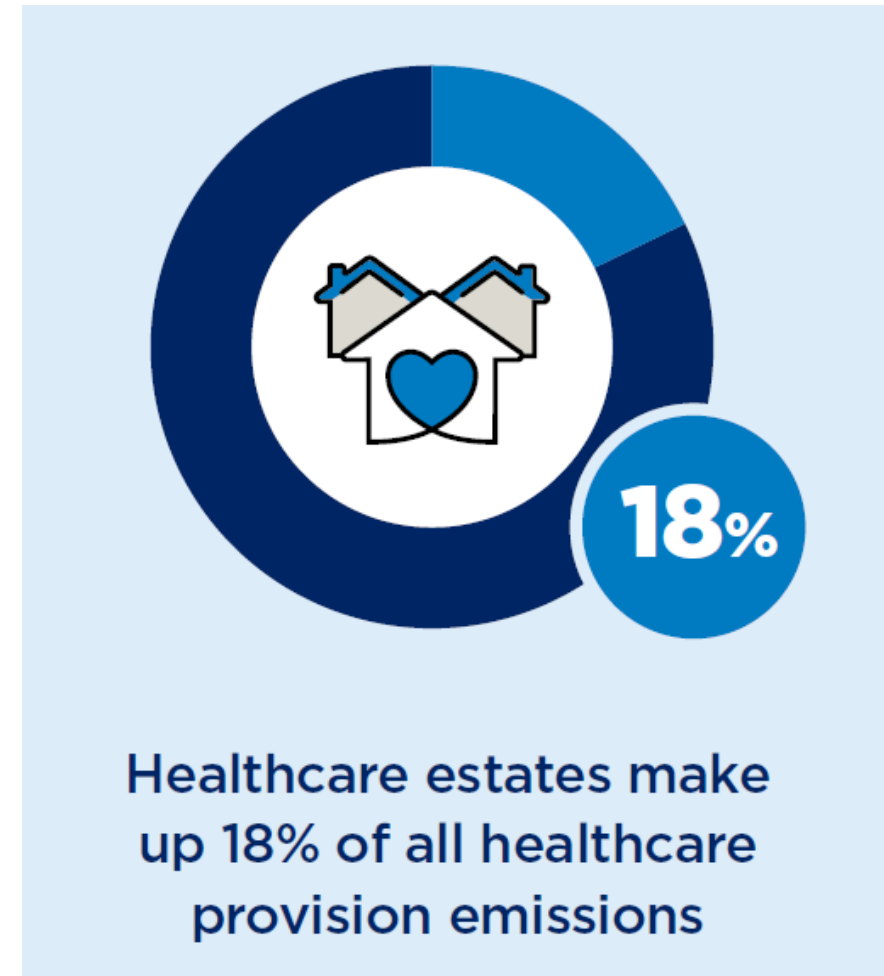
- Self-assessment tool, based on best practice examples gathered from organisations across the healthcare and other sectors.
- Identify and prioritise ways to reduce environmental footprint.
- Benchmark operations vs best practice examples
- Focus on near-term actions to reduce scopes 1&2 emission and areas in scope 3 where influence is higher



# 1 Greener buildings



- Annual energy metering at all sites reported to a central team
- **Smart metering** and usage monitoring at all sites
- **Sub-division metering** within buildings
- Energy display feedback to staff/teams
- **Building Energy Management** systems used
- **Zonal HVAC** management and optimisation
- **LEDs** for all lighting where technically feasible
- Occupancy and ambient **lighting control automation**
- Schedule to **replace fossil fuel appliances** and plant
- **Electrification** of catering equipment
- Electrification of space and water heating
- **Water metering** and usage reduction measures
- **Low temperature laundry** and electrification of process
- **Green electricity** tariff
- Power purchase agreement (**PPA**) for renewable generation
- Onsite **renewable generation** (eg solar, wind)



Healthcare estates make up 18% of all healthcare provision emissions

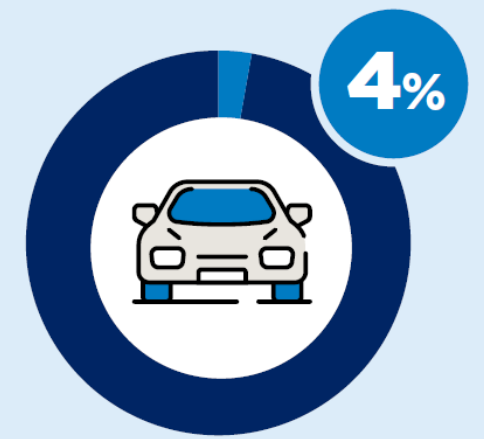
## 2 Sustainable Clinical Practice



- Supporting staff to undertake CPD **training** on sustainability
- Support for clinicians to do low carbon care **research** and development placements
- Process to review low carbon potential of **clinical practices** and prioritise services to address
- Engaging relevant professional bodies and consultants on changes to clinical practice
- Targets and reporting for progress on sustainable clinical practice review
- **Rapid testing and diagnostics** to reduce number of patient visits
- **Desflurane** use phased out
- Anaesthetists consulted to reduce use of general anaesthetics and joined GHASP
- **Green Theatre Checklist** standards applied
- N2O storage and distribution reviewed and leakage reduction acted upon (e.g. move to bottles)
- Anaesthetic gas capture and recycling implemented
- **Entonox cracking systems** used for N2O
- Standard pressurised metered dose **inhalers** phased out for low/non HFC alternatives

## 3 Greener travel

- Assessment of accessibility to facilities by **walking, cycling, and public transport** and a strategy to enable and encourage easier access by these modes
- Fleet vehicles replaced with with **EV/biofuel/H2** alternatives where possible
- Freight logistics reviewed to **reduce empty backload trips**
- **Cycle to work** scheme and secure sheltered bicycle storage provided
- Changing, washing, drying facilities provided for cyclists
- Policy to **prohibit business flights** where there is a suitable train alternative
- **Flexible work** patterns to enable staff travel without a car
- **Subsidised public transport** passes
- Onsite **EV charging** for staff, patients, and visitors
- **Digitisation** - Patient visits to facilities reduced by digital/online options



Transport is estimated to make up 4% of its overall emissions footprint

# 4

## Supply Chain Focus

- **Sustainability criteria** part of procurement decision making and tendering
- Procurement environmental performance standards aligned with sector best practice
- Increasing supplier requirements to provide **life cycle environmental performance data**
- **Single use items audited** and reusable alternatives identified
- **Reusable options prioritised** in procurement where available
- **Align with NHS 20:20:60 waste segregation strategy** for clinical waste sent to incineration, alternative treatment, and offensive
- Strategy to **reallocate or trade items** about to expire to prevent waste
- **Plant-based meals** the default or widely available option in staff, patient, and visitor catering

# 5

# Engagement and advocacy

## Scorecard Measuring Progress

Key to accelerating the healthcare sector's low carbon transition is supporting organisations to achieve and then work to improve best practice across all relevant metrics.

A self-assessment scorecard has been developed to help turn the roadmap actions in this report into actions organisations can take themselves. It also allows healthcare providers to measure themselves against carbon reduction best practice.



- Publicly declared **board/executive commitment** to ambitious decarbonisation **targets** covering scopes 1, 2, and 3
- **Executive lead** for sustainability
- Carbon **reporting** and climate impact/risk disclosure
- Measurable climate change performance goals set as formal KPIs in **executive remuneration**
- **Improving sustainability performance** an acknowledged part of management roles
- **Online resources** for staff on how to reduce environmental impact at work
- Staff undertaking **sustainability training** courses
- Sustainability **champions** in place at all facilities
- **Forum** for sustainability and opportunities to **change practice**
- Regular engagement in **collaboration across the sector** to share ideas, data, and experience

# Cromwell Hospital scopes 1-2 emissions

- Net zero feasibility completed
- New AHUs: CO2 saving: 572 tCO2
- New BEMS network
- Optimisation and efficiency work



# CROMWELL HOSPITAL EXTENSION

- **Net Zero for Scope 1 & 2 Emissions**
- **Fully Powered Using Air Source Heat Pump & Solar PVT Technology**
- **REGO Backed Electricity Supply Contract**
- **Rated as BREEAM Excellent**





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Update on the work IHPN has  
been progressing with the  
Association of British Insurers  
(ABI) and the private medical  
insurers





# ABI/Insurers – supplier asks

- IHPN hosted a meeting in January 2024 and then again in May 2024 with representatives from the Association of British Insurers (ABI), the main private medical insurers and a small representative group of IHPN members.
- Aim was to come together to agree one set of supplier asks
  - there was broad consensus and substantial motivation to work together
  - agreement to develop a dashboard that would be used by insurers and populated by providers.

## **ABI/Insurers – supplier asks**

- It was also agreed that where possible we would match it to NHS England's supplier asks/reporting to avoid duplication of effort – received support from Alexandra Hammond, NHS England who attended the meeting in May.
- All of this ensures that there is one ask to minimise the effort on production of data allowing more effort to be put into actual carbon reduction activity.
- The dashboard is a first attempt to get something pragmatic up and running – we would expect over time as more data is available that it might change.

# ABI/Insurers – supplier asks

## Dashboard – draft suggestion

- Scope 1 and 2 emissions (including the timeframe measured over and scope e.g. global or just UK) reported annually
- Scope 3 emissions as above (if available)
- Long term net zero target date (if applicable)
- Implement strategy/publicise commitments to achieve target as soon as reasonably possible

Some discussion over an intensity measure – employees/patients – still needs to be worked through



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Sharing best practice  
session -  
Nuffield Health and  
InHealth



# InHealth



**Laura Purdue**  
**Sustainability Manager**

# Introduction to InHealth



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UK's largest specialist provider of diagnostic and healthcare solutions

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30 years as a trusted NHS provider

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4 million + patient tests, scans and treatments each year

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97% patient satisfaction

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Largest mobile fleet (over 100 units) in the UK

# Environment & Energy Management System **INHEALTH**



- ISO 14001:2015 and ISO 50001:2018 implemented and certified within 13 months
- First surveillance audit within 6 months – passed
- Risk & Opportunities Register
- Aspects & Impacts Register
- Executive Sponsorship
- Steering Group
- Embedding into existing processes

# INHEALTH SERVICES ARE DELIVERED ACROSS HUNDREDS OF LOCATIONS



**MRI**

Hospitals | Community | Mobiles



**CT**

Hospitals | Community | Mobiles



**DIABETIC EYE  
SCREENING PROGRAMME**

Community



**ENDOSCOPY**

Community | Mobiles



**MAMMOGRAPHY**

Community | Mobiles



**CARDIAC**

Hospitals | Mobiles

**150+  
static  
locations**

**800+  
locations**

**3,500+  
staff**

**100+  
mobile  
units**

**CHILD HEALTH  
INFORMATION SERVICES**

Community



**PET-CT**

Hospitals | Mobiles



**ULTRASOUND**

Community



**ABDOMINAL AORTIC  
ANEURYSM**

Community



**ECHO**

Community



**ENT/AUDIOLOGY**

Community





# Identifying our Challenges



## Mobility

Car fleet or business miles  
Business travel  
Mobile unit transport



## Electricity

Mains electricity  
Generators  
Scanners



## Behaviour

Culture  
Reactivity  
Education

# Changing Culture



Annual Staff Survey



E-Learning added to Inspire, our learning platform



Quarterly Newsletter



Monthly Executive report



Presentations & Discussions



Feedback & Suggestions

Any Questions?



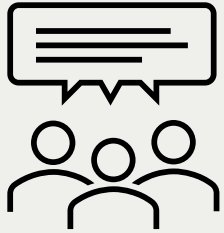
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# Sustainability in Eyecare

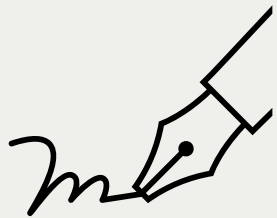
shared statement



# Sustainability in eyecare - context



In January 24, IHPN attended a Greener NHS roundtable in conjunction with Moorfields on making eye care more sustainable



NHSE drafted a joint statement on Net Zero Eyecare, which is aligned with the IHPN voluntary industry-wide commitment



In a subsequent follow up meeting, a number of actions and next steps were established but these were ambiguous and a danger of duplication with the broader work of the NHSE team

The proposal was for an announcement to be published in the Eye, Optometry Today, the BMJ or the HSJ – it didn't happen.

# Shared Statement

## Target one:

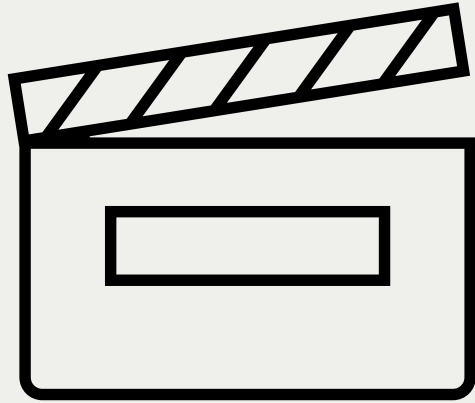
“To meet, or exceed the commitments set out in the NHS England 2020 Delivering a ‘Net Zero’ National Health Service report”

- To be net zero by 2040 for directly controlled emissions
- To be net zero by 2045 for emissions that the NHS influences

## Target two:

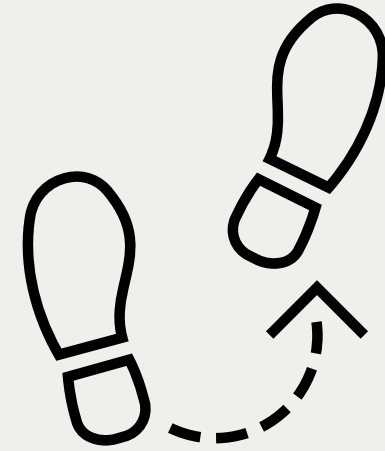
“To meet, or exceed, ambitions for circularity in eyecare”

- Support NHS to achieve a 50% reduction in the carbon emissions produced from waste management by 2025/26
- And an 80% reduction by 2028-32



## **Their actions are:**

- provide a rough estimate of timeframes for internal organisational sign off processes
- ensure that any material made publicly available is accessible to people with sight loss



## **Our Next Steps:**

- Clear up the ambiguity/duplication concern
- Then engage with IHPN providers who deliver eyecare services in terms of their asks

# Next steps

Discussion on IHPNs net zero planned work programme for the next 12 months

- Archetypes – hospital, community, ophthalmology, diagnostics etc
- Understand the key challenges by archetype
- Understand key supply chains by archetype
- Survey coming soon to get this work kicked off
- Will drive our work for the next period