



Independent Healthcare
Providers Network

IHPN Net Zero Group



2 December 2024

Agenda

- Introductions and update since the last meeting - Danielle Henry, IHPN
- Centre for Sustainable Healthcare (CSH) – presentation on CSH’s clinical work programme and their NHS Forest and greenspace work
 - Rachel Stancliffe, CEO of CSH
 - Elizabeth Rees, Green Space for Health Programme Director
- Sharing best practice session:
 - Rupesh Bagdai, Professional Services Director and Kay Hooper, Quality Team Manager, Primary Eyecare Services
 - Martin Alley, Supply Chain and Procurement Director Partnerships Director, Spire Healthcare
 - Paulo Sergio Andrade, Head of Public Affairs and Engagement, 18 week support
- Archetypes – Josh Edwards, IHPN
- What’s coming next – Net Zero Workshop 5th February

IHPN update on what we have done recently

- Group met last in June 2024
- IHPN's voluntary industry wide net zero commitment to be net zero for scopes 1 and 2 by 2035, and for scope 3 by 2045 – majority of members now signed up
- Alongside the Association of British Insurers (ABI), IHPN launched a new data dashboard which will be used by healthcare providers to showcase their work to achieve net zero
- IHPN now sit on the Association of Anaesthetists, Sustainability Committee and presented on work to date last week
- [Blog](#) published to coincide with COP29
- Don't forget – recordings and slide packs alongside other resources can be found on [our website](#) – a resource library for IHPN members



Independent Healthcare
Providers Network

Centre for Sustainable Healthcare (CSH)

Presentation on CSH's clinical
work programme and their NHS
Forest and greenspace work

- Rachel Stancliffe, CEO of CSH
- Elizabeth Rees, Green Space for
Health Programme Director





Sustainable Healthcare

Rachel Stancliffe, CEO



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HEALTHCARE
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The **Centre for Sustainable Healthcare**

We are a registered charity, based in Oxford and working nationally and internationally to support the healthcare sector to lead and model climate action.



Over 16 years experience



Experimental, evidence-based approach to change



Collaborate with individuals and organisations to reshape and create a more sustainable healthcare system



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Since 2008 the **Centre for Sustainable Healthcare** has engaged healthcare professionals, patients and the wider community to understand the **connections between health and environment** and reduce healthcare's resource footprint.



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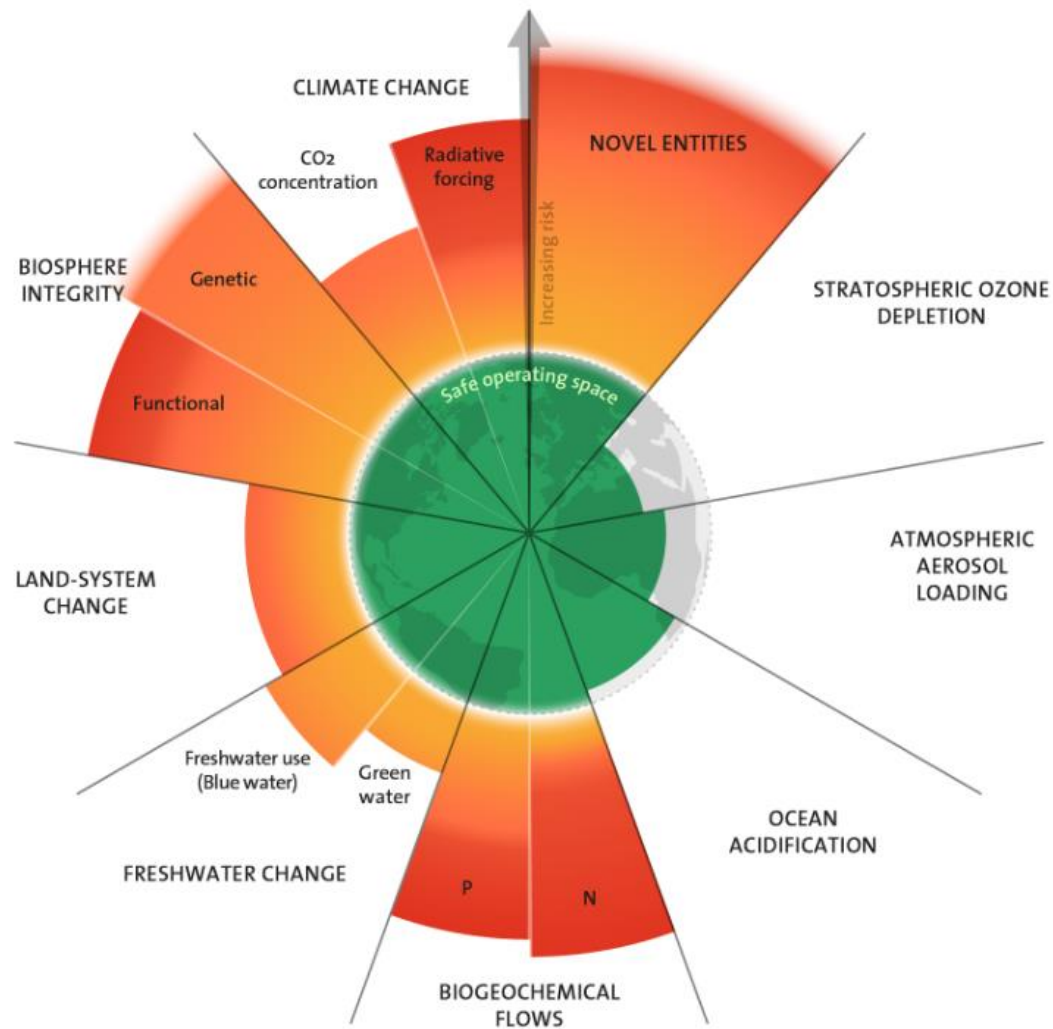
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Planetary Boundaries

A safe operating space for humanity



▶ 6 out of 9 boundaries already crossed:

- ▶ climate change
- ▶ biosphere integrity
- ▶ land-system change
- ▶ freshwater use
- ▶ biogeochemical cycles (phosphorus and nitrogen)
- ▶ Novel entities

Earth beyond six of nine planetary boundaries,

Richardson et al. 13 Sep 2023 <https://www.science.org/doi/10.1126/sciadv.adh2458>

The 2020s are the most important decade humanity has ever faced.

In the next 6 years we will choose our future

Every fraction of a degree matters

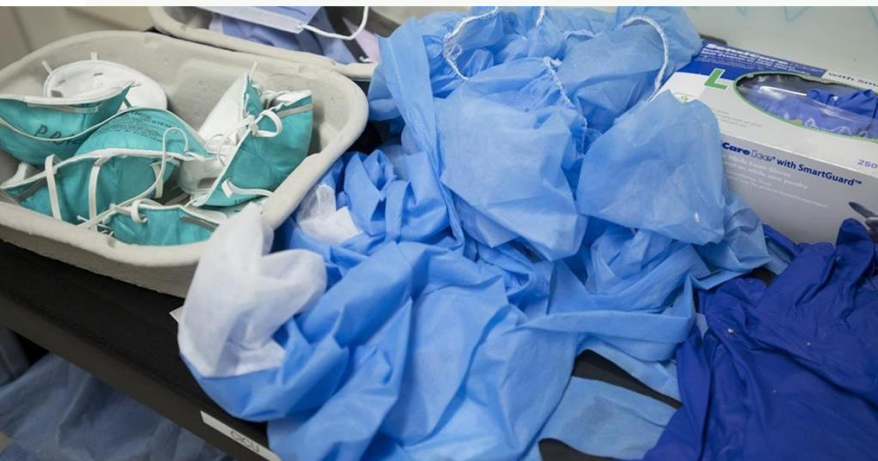
Every Month Matters

Every Choice Matters





London flooding: Whipps Cross Hospital evacuates 100 patients and all surgery axed after storm



Health services are vulnerable...



...and healthcare is part of the problem



Clinical care drives carbon

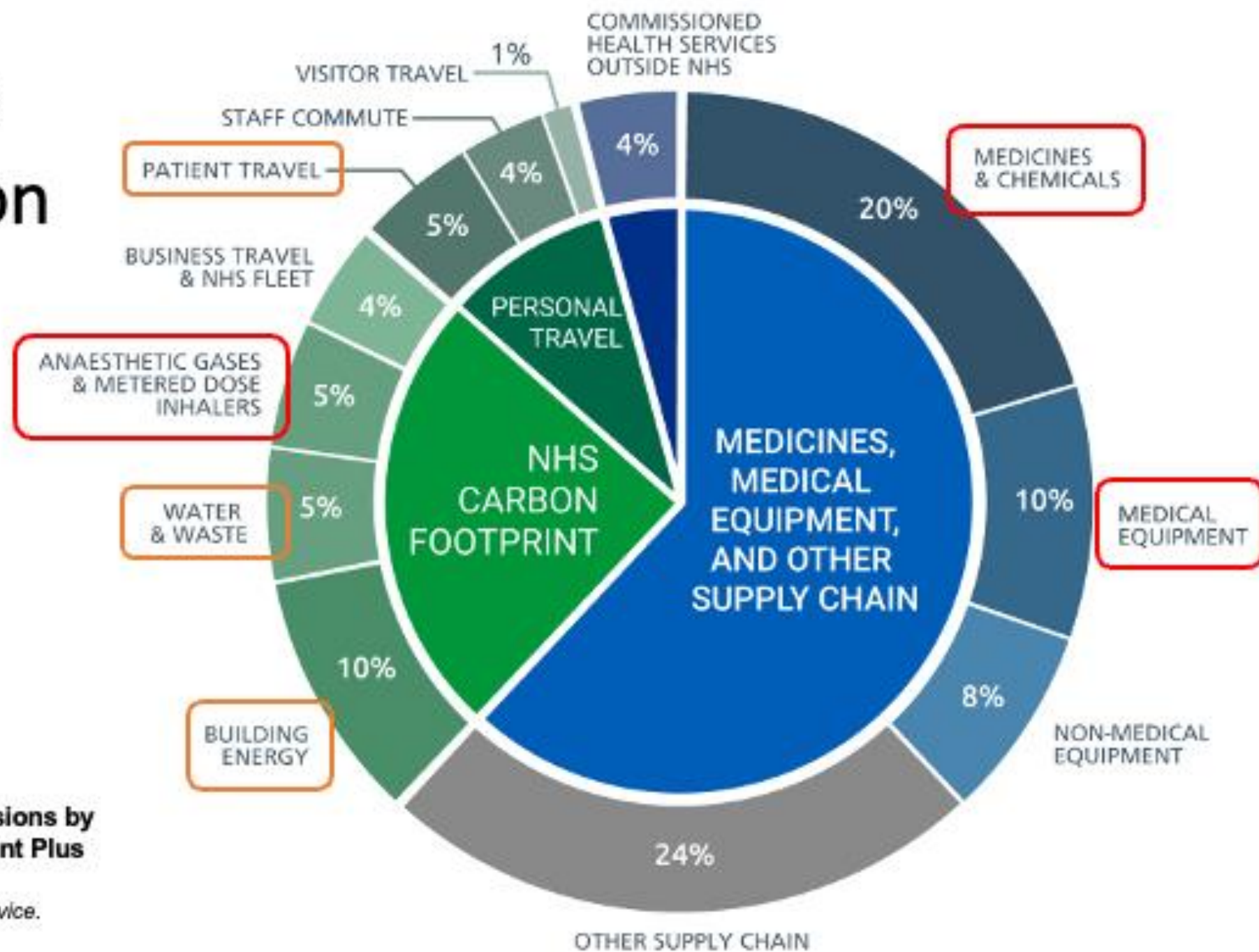
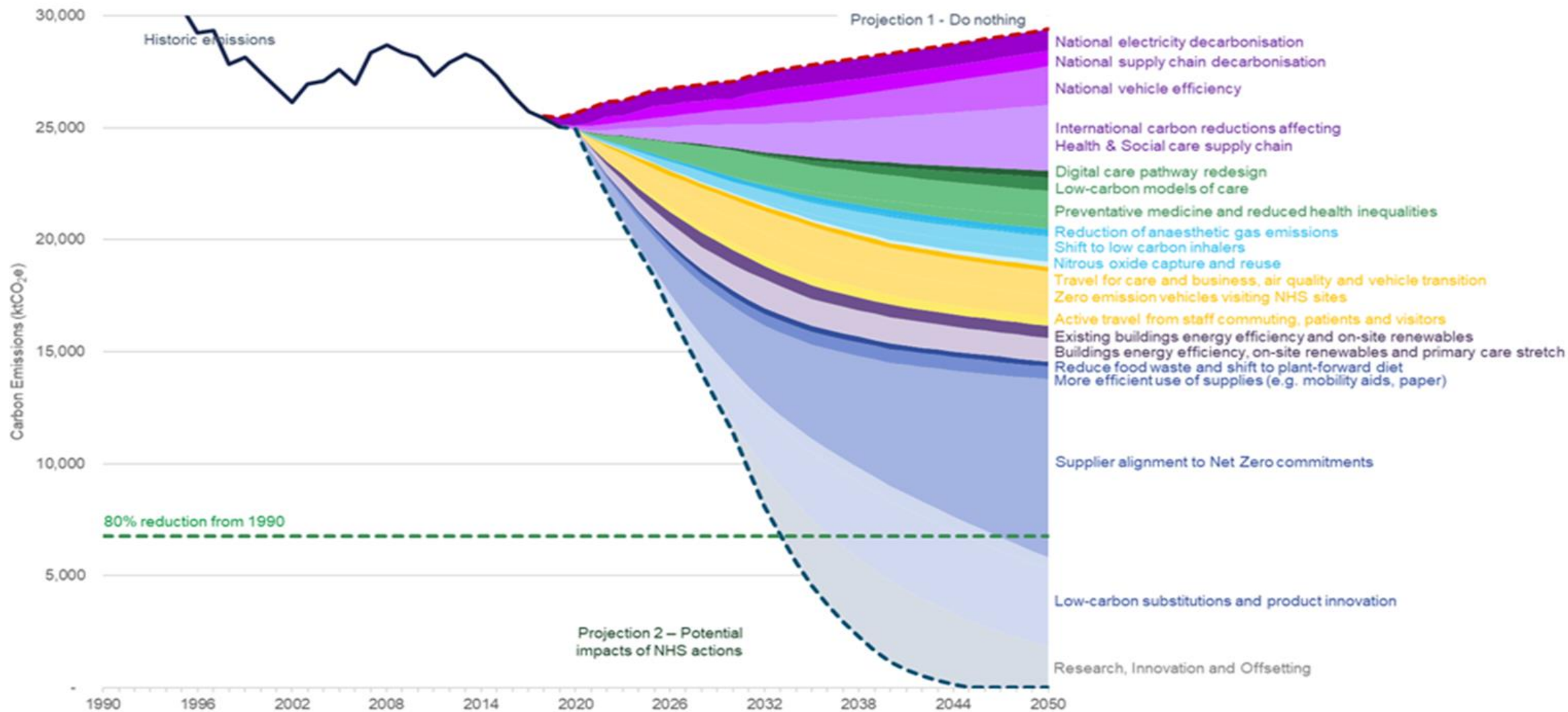


Figure 2: Sources of carbon emissions by proportion of NHS Carbon Footprint Plus

*Delivering a 'Net Zero' National Health Service.
NHS England & Improvement (Oct 2020)*

Wedges - how will Net Zero be achieved?



- National and international action
- New models of care and preventative medicine
- Anaesthetics and inhalers

- Travel and Transport
- Estates and Facilities
- Medicines, NHS Purchasing, and Supply Chain

The Centre for Sustainable Healthcare

Our work is guided by the [principles of sustainable clinical practice](#)

1. PREVENTION

Promoting health and preventing disease by tackling the causes of illnesses and inequalities

3. LEAN SERVICE DELIVERY

Streamlining care systems to minimise wasteful activities



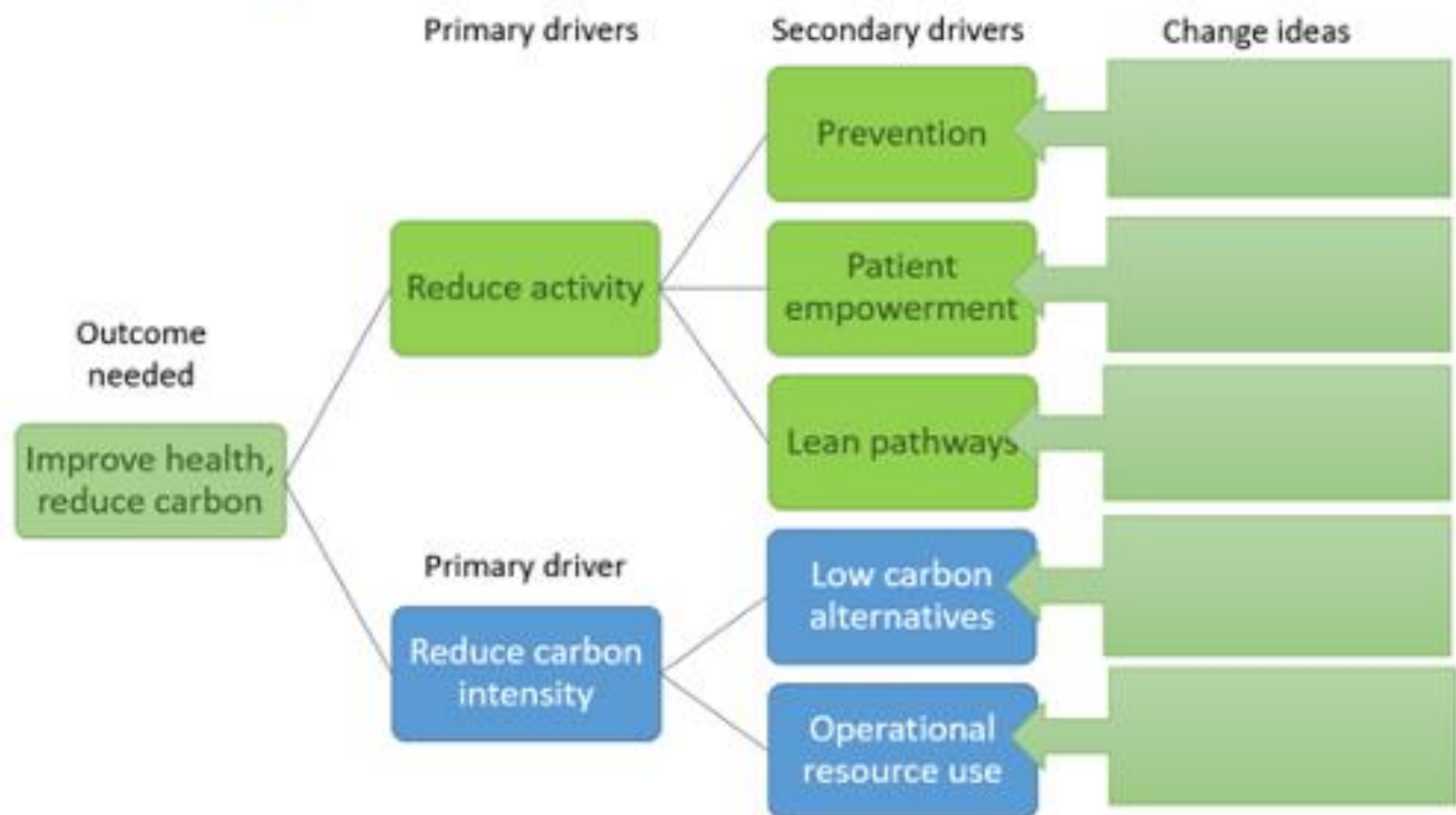
2. PATIENT SELF-CARE

Empowering patients to take a greater role in managing their own health and healthcare

4. LOW CARBON ALTERNATIVES

Prioritising treatments and technologies with a lower environmental impact

The principles of sustainable clinical practice as drivers for change



Transforming Care Pathways

- Analyse hotspots
- Work with organisations and departments to identify priority areas for focus –
 - Use the principles of sustainable healthcare
 - Include Choosing Wisely recommendations for low value care
- Propose options/models for transformation of specific clinical areas



Carbon Footprinting

The first step in making your department, clinical pathway or service more sustainable

A carbon footprint analysis of:



Organisation



**Clinical pathway
or service**



**Healthcare
product**



Provides insight where change will have the highest carbon reduction impact



Maintains high quality care



Contact: ingeborg.steinbach@sustainablehealthcare.org.uk



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Carbon Footprinting resources and support



Carbon Footprinting Case studies, Tools & Resources



Consulting & Bespoke Carbon Literacy Workshop



Carbon Footprinting for Healthcare Courses



Carbon Footprinting for Healthcare Network

SCAN ME



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Sustainability in Quality Improvement

Sustainability in Quality Improvement (SusQI) is an approach to improving healthcare in a holistic way, by assessing quality and value through the lens of a “triple bottom line”.

To determine its “sustainable value”, the health outcomes of a service are measured against its:

- ✓ Environmental
- ✓ Social
- ✓ Economic costs and impacts



Sustainable
value

=



Outcomes for patients and populations



Environmental + social + financial impacts
(the 'triple bottom line')



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Sustainability in Quality Improvement

[SusQI embeds the](#) CSH principles of sustainable clinical practice:



✓ Prevention



✓ Patient empowerment and self-care

✓ Lean clinical pathways



✓ Low-carbon alternatives



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Competitions



GREEN WARD
COMPETITION

CENTRE FOR SUSTAINABLE HEALTHCARE



Royal Cornwall Hospitals 
NHS Trust

Dartford and Gravesham 
NHS Trust

Ashford and St. Peter's Hospitals 
NHS Foundation Trust

University Hospital Southampton 
NHS Foundation Trust


Whittington Health
NHS Trust

University College
London Hospitals 
NHS Foundation Trust



Green Teams Competition

2023 impact

6 competitions run. Average annual saving **per organisation 60.9 Tonnes** and **£235K**

+ efficiency gains, boosting staff morale and improving experience for patients.

Excellent for staff engagement

Case studies produced and shared nationally

Awards and recognition for staff and Trust nationally and internationally



Collaboration

- **With each other**

- Networks

- Best practice

- Joint projects

- Shared resources

- **With other parts of the NHS**

- Across the organisations (ICS, HINs etc)

- Supply chain

- National bodies such as Greener NHS

- **With external partners**

- Evaluation and research

- Case studies

- Advice and training





The **Community**

An inclusive community of healthcare professionals, patients, researchers, students and more.

SCAN ME



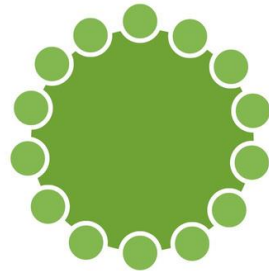
31+ specialty and discipline specific networks



**Carbon
Footprinting
for Healthcare**



**Mental Health
Sustainability
Network**



**Allied Health
Professions
Sustainability
Network**



**Green Space
for Health**



**Primary Care
Sustainability
Network**



**Nursing
Sustainability
Network**



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Our Courses

Offer a mix of core concepts and case studies, followed by live online workshops with expert advice on applying theory to practice in your setting.

SCAN ME



Introduction to Sustainable Healthcare



Sustainable Mental Healthcare



Sustainable Primary Care



Sustainable Kidney Care



Sustainable Respiratory Care



Sustainable Dentistry



Public Health Leadership for Sustainability



Green Space and Health



Sustainable Anaesthetics



Sustainable Procurement



Sustainable Child Health



Carbon Footprinting for Healthcare



Sustainability in Quality Improvement



Teaching Sustainability in Quality Improvement

*For organisations we also offer [block booking discounts](#), [commissioned courses](#) and [board-level workshops](#)



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Net Zero Leadership Training for Boards

- Apply leadership skills to sustainability challenges
- Communicate climate and health messages to staff and external stakeholders
- Refine or operationalise your Green Plan and measure improvement using triple bottom line QI methods
- Identify the workforce development needs of your area

“

"It was an opportunity to gain viewpoints from across the organisation, to share good practice/ideas and also to receive expert guidance from the facilitators on how we as an organisation can make a contribution in tackling this huge challenge."

”



Green Space for Health



Liz Rees

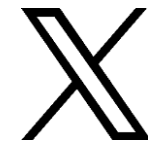
Green Space for Health Programme Director
elizabeth.rees@sustainablehealthcare.org.uk



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nhsforest.org



@nhsforest

NHS Forest

Led by CSH's Green Space for Health team

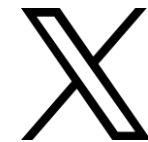
- Over 133,000 trees planted and more than 400 healthcare sites registered since 2009
- Up to a further 20,000 trees to be planted before March 2025 thanks to funding from DEFRA and the Forestry Commission



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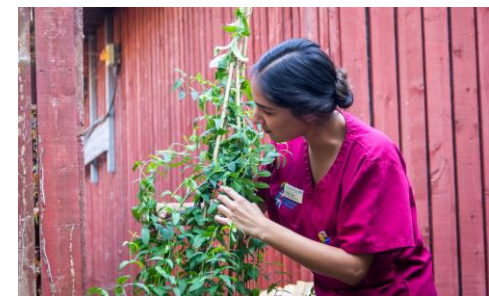


[@nhsforest](https://twitter.com/nhsforest)

NHS Forest

It's more than just trees

- Nature Recovery Rangers
- Training and webinars
- Research and policy work
- Mapping and ecological advice
- Tree Equity Score
- Conference and awards
- Volunteer matching service
- Meadow creation, vegetable growing, nature trails, therapeutic gardens, orchards...



Why are trees and greenspace so important?

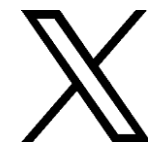
- A neglected health resource
- Mitigation of health inequalities
- Crucial benefits for prevention and therapeutic care
- Provide huge savings in treatment costs



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Space to Breathe



SPACE TO BREATHE
Valuing green space at NHS sites for staff wellbeing

Research by the Centre for Sustainable Healthcare shows that gardens and greenery at hospital sites have an important role to play in supporting staff wellbeing. This briefing shares findings from our year-long study at three NHS sites. Each has taken steps to encourage their staff to relax and recharge in green space.

Staff stress has long been a critical issue in the NHS, where in 2019 more than four in 10 staff reported feeling unwell as a result of work-related stress in the last 12 months¹. These problems are likely to be greatly exacerbated by the COVID-19 pandemic, making staff wellbeing a more urgent priority than ever. Our research shows that there is a strong appetite among health staff to take time outdoors – either for breaks or in the course of work – and points to a range of wellbeing benefits.

The study found:

- At each of the sites a large majority of staff (83-89%) said they would like to spend more time in gardens and green spaces at their site than they currently do. Benefits described included feeling relaxed and calm, refreshed and re-emerged and positive effects on mental and physical wellbeing. A stable proportion of staff (44-52%) said attractive green spaces were important to them in considering where to work – suggesting that this affects recruitment and retention.
- Staff who said they regularly spent time in their site's green spaces during the working day reported significantly higher levels of wellbeing. The more ways in which staff said they spent time in green space at work, the higher was their reported wellbeing.
- The most common way in which staff spent time in green space at work was taking a walk at the site during a break. This points to strong potential for encouraging informal walking, alone or with others, an initiative that had already proved successful at one of the sites in the study.
- While relatively few staff at each site had engaged in organised recreational activities at work, such as cycling or gardening, those who had had slightly higher wellbeing scores than those who had not.
- Staff who had face-to-face contact with patients spent less time in green space than those who did not. However, contact with patients was also found to predict wellbeing. This suggests that staff spending time with patients in green space enjoy a dual wellbeing benefit.

Our study was carried out in collaboration with the University of Essex and with support from the Health Foundation, an independent charity committed to bringing about better health and healthcare for people in the UK.

The research, conducted before the pandemic, explored staff experience of time in green space at work, including both benefits and barriers. This briefing summarises our findings and recommendations. The full report can be found on our website: www.sustainablehealthcare.org.uk

© NHS England (2020) NHS Staff Survey 2019 National Faculty Briefing

SPACE TO BREATHE
Valuing green space at NHS sites for staff wellbeing



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NHS Forest
Green space for health

Ecosystem services and other benefits



Trees can act as a barrier between people & polluted air.

Why will you plant yours?

Why will you plant yours?

Trees can create secluded spaces for NHS staff to sit, socialise or stroll

Trees planted beside hospital buildings can reduce indoor temperatures

Why will you plant yours?



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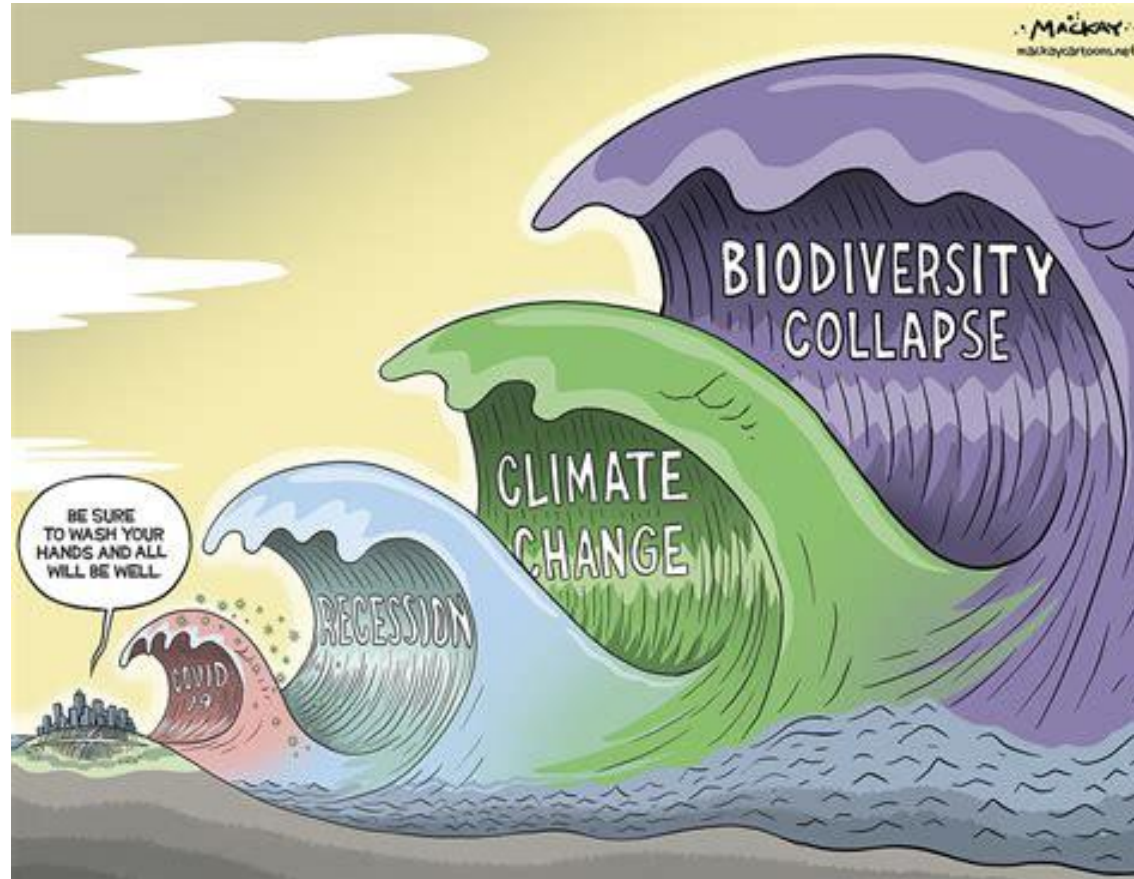


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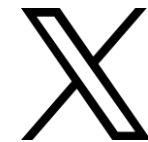
A net zero, nature-positive healthcare system



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Tree equity

Trees help tackle health inequalities



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UK



Find address or place

LSOA ID E01033268
Population: 2,674
Sheffield, England

71

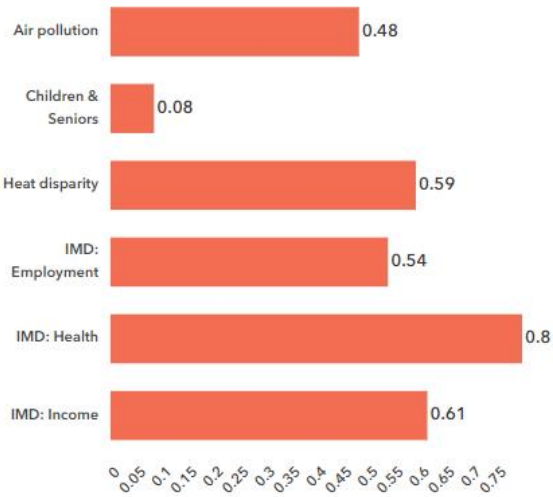
Tree Equity Score

Current canopy: 12%
Canopy goal: 30%
Canopy gap: 18%

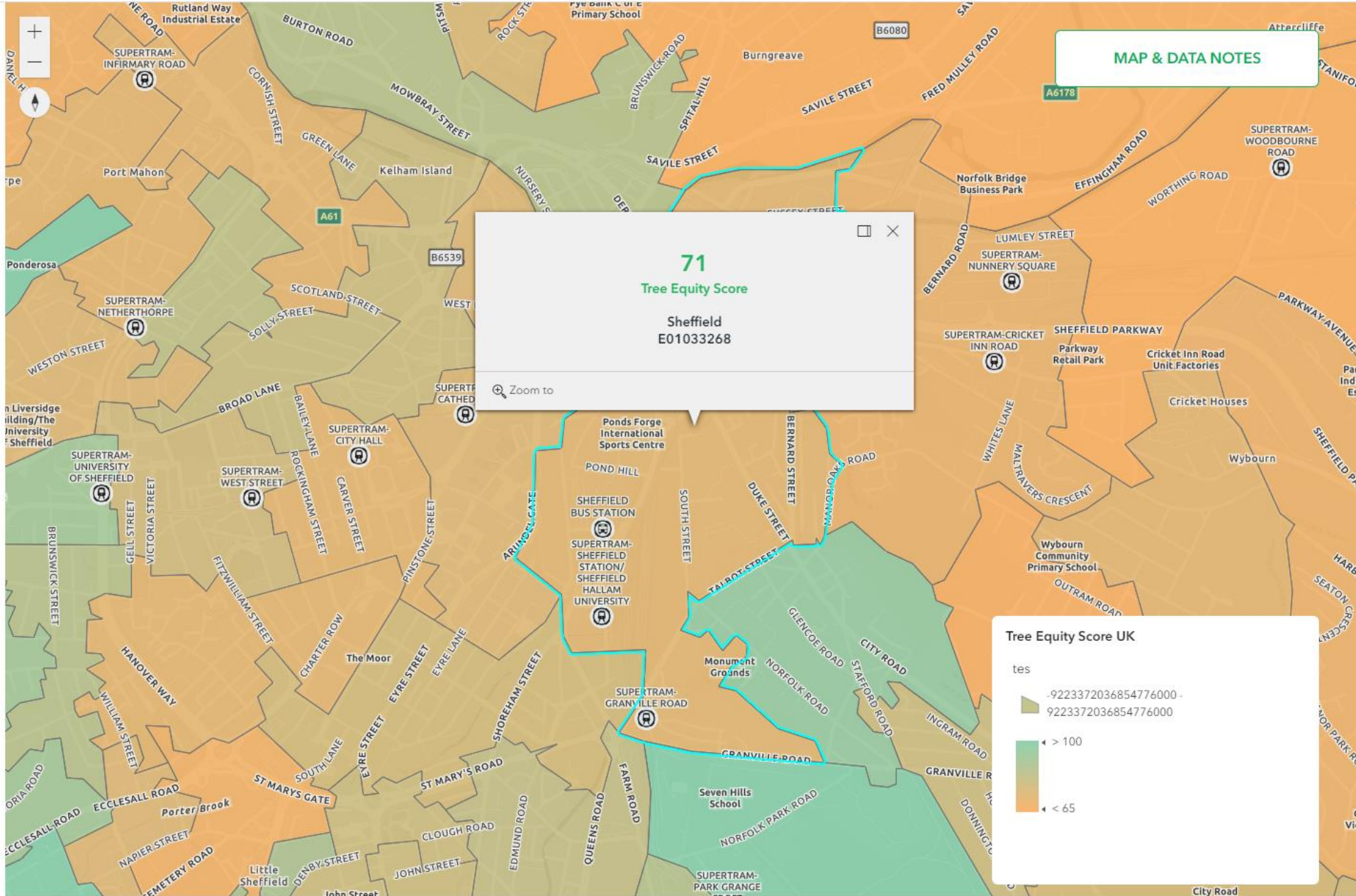
Index Values

Raw Values

Score Indicators



Layers >



Evidence and resource database



The screenshot shows a web browser window with the URL `nhsforest.org/evidence/?_evidence_category=landscape-design`. The page features a 'Filter by' sidebar on the left with the following options:

- Filter by** (Clear all filters)
- Landscape design** (Selected)
- Year**: Any (Dropdown menu)
- Theme**:
 - Landscape design (17)
 - Mental health (7)
 - Inequality and access (4)
 - Physical health (4)
 - Trees and woodland (4)
 - See 4 more
- Content type**:
 - Academic publication (6)
 - Tools and learning resources (6)
 - Government report (3)

The main content area displays two search results:

- Local Green Space: a tool for people and nature's wellbeing**
CPRE, 2022
The Local Green Space (LGS) designation, as set out in the National Planning Policy Framework, is the main planning policy tool available to local people to protect the green spaces they value most. The government has stated that in order to meet "the need for open space and sport and recreation facilities, [...] communities can designate LGS to protect important green areas from development."
Tags: Tools and learning resources, Biodiversity, Inequality and access, Landscape design
- Greening out the grey: The value of green infrastructure for people and places**



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Training and networks

Foundation Courses

- Introduction to Sustainable Healthcare
- Sustainable Primary Care
- Sustainable Mental Healthcare
- Sustainable Dentistry
- Sustainable Respiratory Care
- Sustainable Anaesthetics
- Sustainable Kidney Care
- Sustainable Child Health
- Public Health Leadership for Sustainability
- **Green Space and Health**
- Sustainable Procurement

Technical Courses

- Carbon Footprinting for Healthcare
Sustainability in Quality Improvement (requires QI knowledge)
- Teaching Sustainable Quality Improvement

**Next Green Space
and Health course
– 28th January
2025**



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Volunteer Matching service

Online service to bring
sites and volunteers
together

- Sites can register on the NHS Forest website
- Volunteers can sign up to receive notifications from sites
- The site remains in charge



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Our tree planting offer

2024-25

1 Wide range of bundles

2 Woodland creation


3 Tiny Forests

4 Fruit trees



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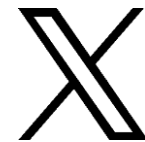
“The best time to plant a tree was 30 years ago. The second-best time is now.”

For further information and to join the network: <https://nhsforest.org/>

My email: elizabeth.rees@sustainablehealthcare.org.uk



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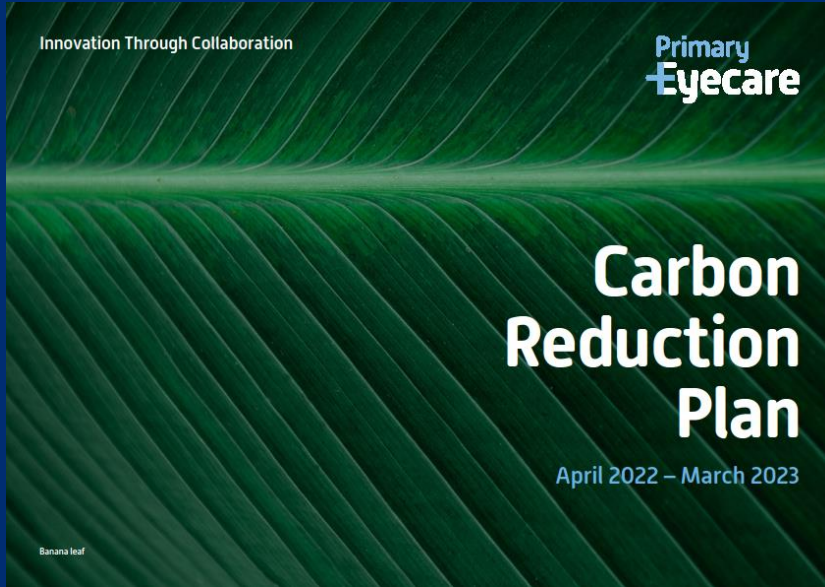


Independent Healthcare
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Sharing best practice session:

- Rupesh Bagdai, Professional Services Director and Kay Hooper, Quality Team Manager, Primary Eyecare Services
- Martin Alley, Supply Chain and Procurement Director Partnerships Director, Spire Healthcare
- Paulo Sergio Andrade, Head of Public Affairs and Engagement, 18 week support





Carbon Reduction Plan



Rupesh Bagdai - Professional Services Director

Kay Hooper - Quality Team Manager

Primary Eyecare Services

- **Not-for-profit organisation**
- **Deliver services through primary care optometry practices**
- **Work with multiples, small groups and independents**
- **Over 2500 practices providing our services**
- **Over 7000 clinicians delivering our services**
- **Virtual care – urgent eyecare services**
- **Supported over 720,000 patients in 23-24**
- **Post operative cataract check ups**



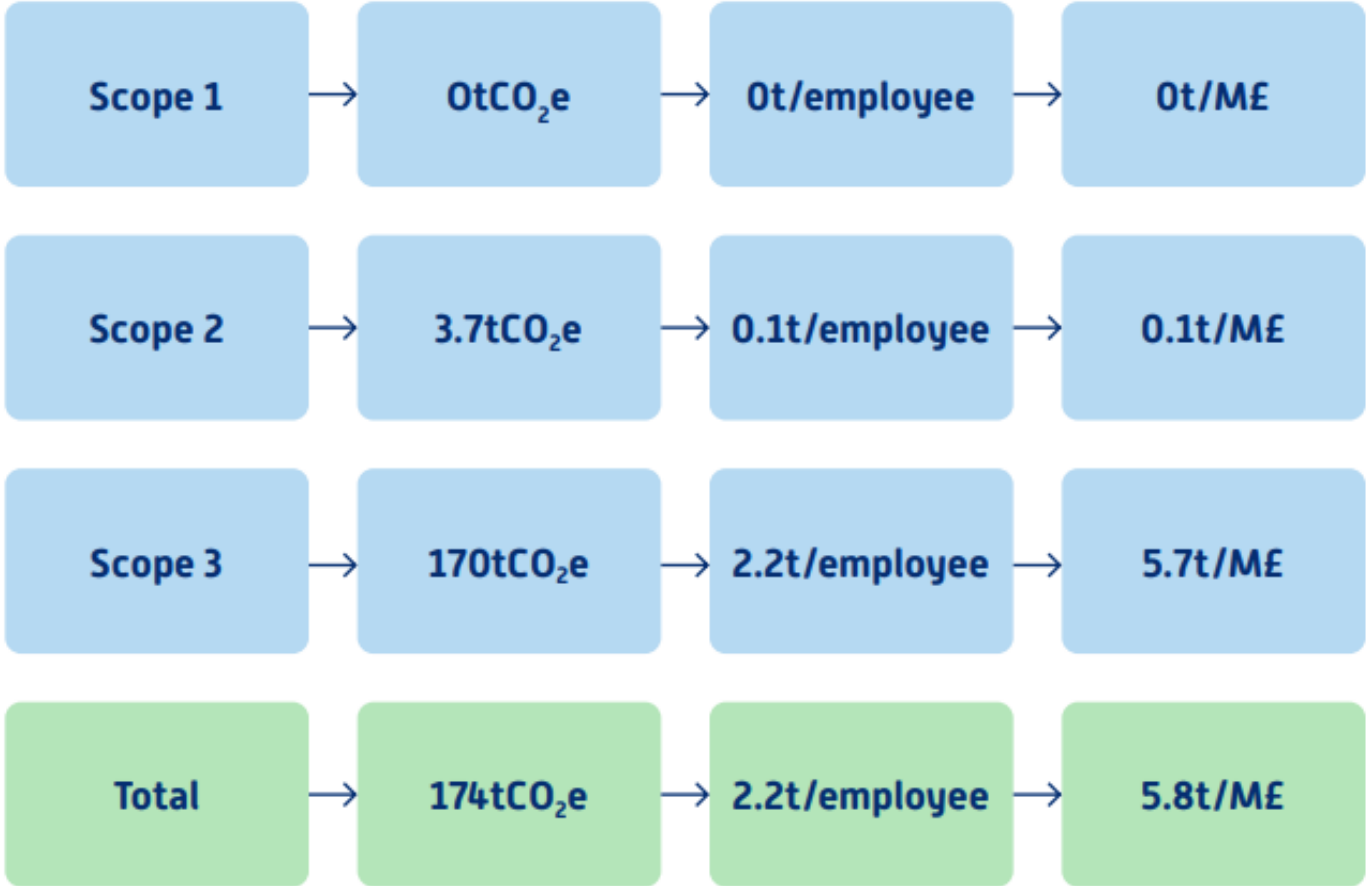
Net Zero – Our Approach

- Understanding our emissions / identified a platform to measure our emissions
- Launch
- Data Collection
- Employee Survey
- GHG report
- Climate Strategy
- Continuous Follow Up

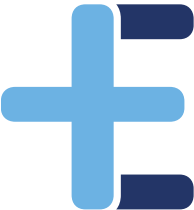


GHG Emission Assessment Results

GHG Emission Assessment Result



Tonnes (t) of carbon dioxide (CO₂) equivalent (e)



Challenges

1. Significant proportion of emissions within Scope 3
2. External providers
3. Staff working in external providers
4. Subcontractor optometry practices
5. Capture carbon savings



Opportunities

- **Identify partners**
- **Sector body organisations, ICB commissioners**
- **Pilots with GM Primary Care Board**
- **Shift to digital delivery where appropriate**
- **Training materials, Continuous Professional Development (CPD), resource library.**
- **Comparing patient travel through community service and comparing to traditional hospital-based model.**



Thank you
Any questions, comments or
feedback?

Primary
+ Eyecare



Spire Healthcare

IHPN Net Zero at Spire Healthcare

Martin Alley

Group Supply Chain and Procurement Director

2 December 2024



Looking after you.

Contents

1. Background
2. Carbon reduction plan and status
3. Carbon Champions overview
4. Solar PV and BMS controls
5. Future focus

Spire Healthcare today

Britain's largest independent healthcare company by turnover, operating across England, Wales and Scotland

What we do:

- Primary care: nationwide network of independent GPs
- Occupational health and employee assistance programmes
- Diagnostics
- Treatment and surgery: from orthopaedics to cancer and complex care
- Physiotherapy, recovery and rehabilitation
- NHS talking therapies and corporate and private mental health

38

Hospitals

50+

Clinics,
consulting
rooms and
medical
centres

1m+

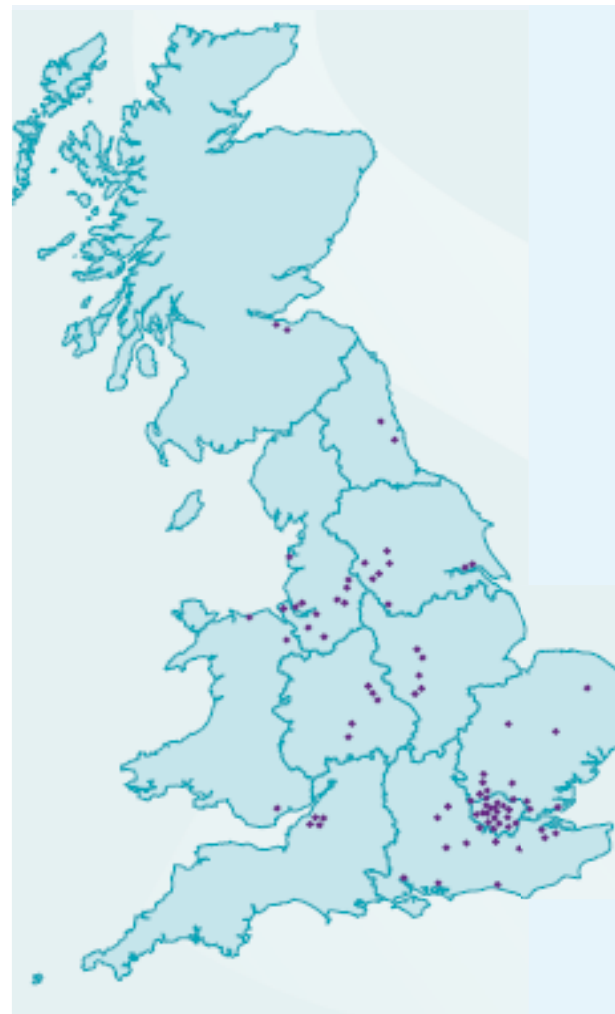
People
cared for
in 2023

16.8K

Colleagues

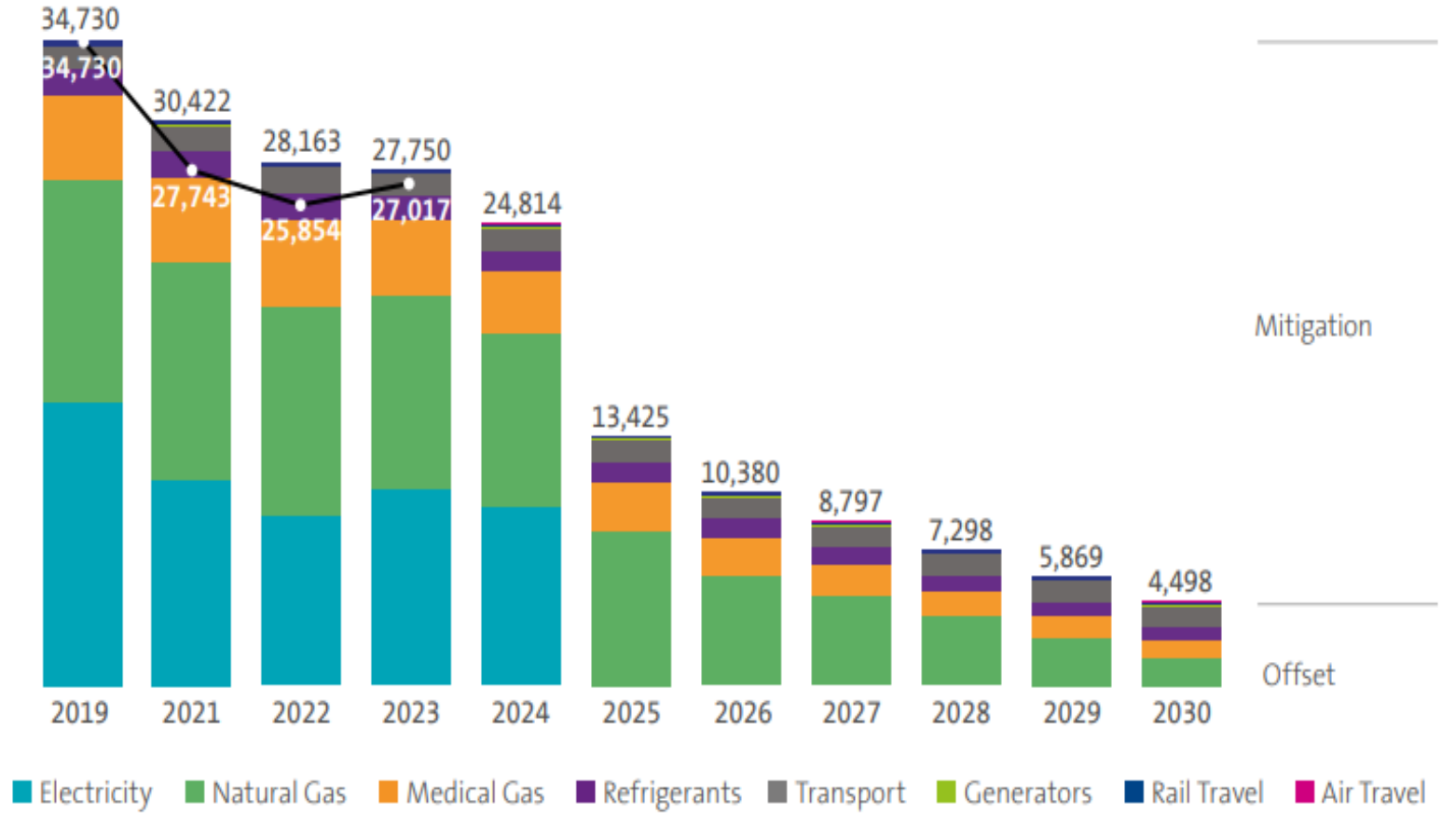
8,650

Consultants



Net Zero 2030

Spire Healthcare net zero carbon emissions (tCO₂e) plan



Our target is to be net zero for scope 1 and 2 by 2030

We remain on track to achieve target

We have seen our carbon intensity reduce from 35.1 tCO₂e per £m revenue to 20.7 (2019 vs 2023)

Key initiatives:

- Establishment of Carbon Champions network
- LED lighting roll out / Desflurane to Sevoflurane / removal of piped nitrous oxide from all hospitals
- Investment in efficient plant and insulation
- Waste management

Carbon Champions

Who

- Each hospital typically has two locally nominated members of staff, with a genuine interest in sustainability, including typically an engineering manager
- This community meet and network regularly facilitated by central team

Why

- Carbon Champions play an integral role in delivering Spire's 2030 net zero commitment, supporting hospital directors in their responsibilities for carbon management, including delivery of operational savings and initiatives in line with their carbon action plans

How

- Develop and deliver local carbon action plans. Be the local ambassador for net zero.
- Central funds are allocated to support the action plan initiatives, such as:
 - Window replacements, replacement of aging inefficient fans and pumps, installation/upgrade of thermal insulation and lagging.
- Some local initiatives have been rolled out across the business, such as:
 - monthly standby generator testing duration reduced, halving emissions

Solar PV and BMS roll out – Key focus in 2024



Wirral – Roof mount



Manchester



Wirral - Ground mount to redundant heliport



Fylde Coast



Hull

- Estate wide solar PV installs
 - Target is to have a scheme installed at each hospital by year end
 - Collectively will generate 4.8m KWH / yr
 - Key learnings:
 - Planning permission can take longer than expected with requests for additional studies (Glint and Glare, Bat, Environmental)
 - Reductions in scheme sizes can arise from detailed structural assessment
 - May encounter need for partial or full power down to enable system connection
- Modern BMS controls being rolled out across the estate in 2024
- Collective impact of solar and BMS will be c15% to 20% reduction in power demand

Future focus

- Degasification of estate
- Consideration of further fleet electrification
- Adoption of renewable electricity
- Continued focus on Carbon Champions and waste management
- Refined measurement of Scope 3 emissions and strategy development



18WS x IHPN Net-Zero Group

Dec 2024

18WEEKSUPPORT.COM

18 Week[®]
Support



The leading expert in insourcing



Over 80+ NHS Trusts

Through our partnership with over 80 NHS trusts across the country, we have spent a decade successfully lowering waiting lists across RTT, diagnostics and cancer pathways.



We are Clinically-Led

Our highly experienced clinical leadership team is responsible for all aspects of our service including clinical excellence, patient safety, governance and innovation.



Delivering Productivity

We bring innovative approaches, delivering maximum productivity to NHS hospitals. And by tariff-sharing with Trusts, we offer fair value to the NHS.

Our Results

For almost a decade, the NHS has partnered with 18 Week Support to reduce waiting times. We're incredibly proud of the work we do and would love to share some of our case studies with you.

10

YEARS OF EXPERIENCE

99.9%

PATIENT SATISFACTION RATE

123,678

PATIENTS SEEN LAST YEAR

80+

NHS TRUST

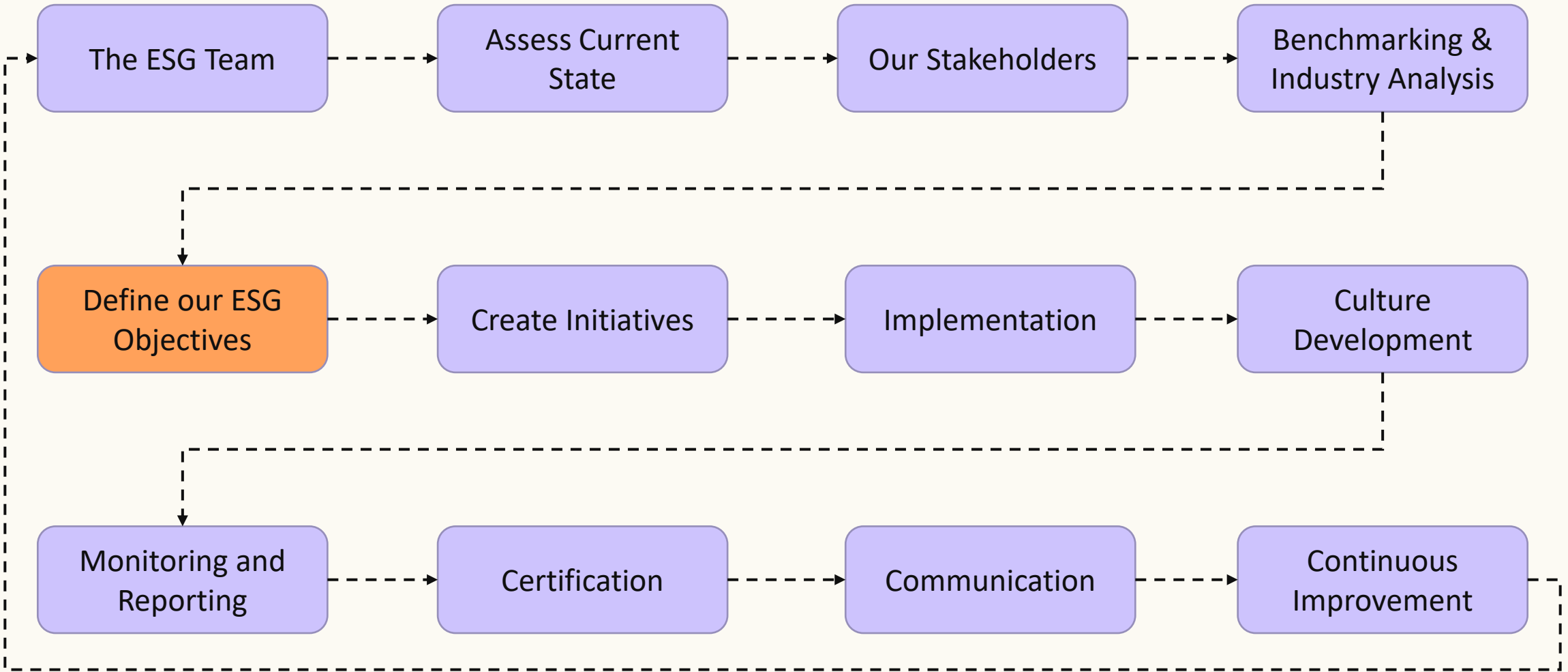
15

SPECIALTIES

100k+

PROCEDURES ANNUALLY

An Ongoing Journey



Successes

- Green executive steering group.
- Green 18 sustainability champions
- Carbon Reduction Plan (CRP), Streamlined Energy & Carbon Report (SECR), & Global Reporting Initiative (GRI).
- Modern Slavery Assessment Tool.
- Policy Review & Revision.
- Carbon Reduction Initiatives.
- Streamlined Tender Processes.

Challenges

- Set off on not quite the right direction (GRI) & working with external consultants
- Energy Savings Opportunities Scheme (ESOS).
- Expanding training outside of dedicated FTEs.
- Understanding what 'good' looks like for the NHS Working with limited resources.
- Tender questions not always relevant to contract or service provider.
- Expanding offering beyond 'Fighting Climate Change'.
- Social Value will be 20% of Procurement

18

Week

®

Support

The leading NHS
insourcing expert.



Independent Healthcare
Providers Network

Archetypes – Josh Edwards,
IHPN



Aim and objectives

- We're looking to deepen our understanding of the separate challenges experienced by different parts of the sector.
- Beyond our current general approach to reducing carbon emissions, we would like to work with members to develop a number of different 'archetypes' – allowing us to tailor support to different parts of the sector through greater understanding of their discrete challenges, and those of their supply chains.
- To help shape this work, we've asked members to answer a short questionnaire to identify common themes across sub-sectors, open out discussion around supply chains and identify potential ways in which we can help to support.

Structure – what we asked

1. Please pick up to two (2) sectors that most reflect the majority of your work (Acute/Primary/Community/Diagnostic/Ophthalmology/Other)
2. If other please specify:
3. What are the top three challenges you're trying to overcome in moving towards net zero? (Free text)
4. What support do you need to help take those steps? (Free text)
5. What are the top three issues in your supply chain when moving to net zero? (Free text)

What we've heard

- Challenges around organisational buy-in, making it 'real' to workforce and securing behaviour change
- Information gathering
- Estates ownership – members often lease property, hard to implement changes such as EV chargers
- Infrastructure for community staff
- Importance of economies of scale
- Waste
- Desire to :
 - Understand best practice , both nationally and locally
 - See government develop decarbonisation schemes, grants and subsidies
 - Keep up-to-date with NHS requirements
 - Collaborate with others

What we've heard – supply chain issues

- Risks around modern slavery
- Need confidence in assessing suppliers/help identifying suppliers who can provide sustainable products
- Assurance from sub-contractors
- Codes of conduct around supplier engagement
- Lack of resource to determine

Next steps

- Workshop discussion on 5th February
- Welcome further input – do let me know via email

Coming soon

- In person workshop in London on Wednesday 5th February, 9:30am – 12:30pm
- Supported by Howden Insurance
- Keynote speakers alongside the chance to share best practice
- Hope it will be a highly practical session
- Link to [register](#)