

Name of Board/Committee

Item 3.1 Anchor Institute

Subject: Green Plan Update

Date of Meeting: 9th April 2024

Presented by: Jonathan Develing, Director of Strategic Partnerships

Purpose of Report: To Note

BAF Reference	Impact on BAF
BAF 9	Failure to be recognized as an Anchor Institution , demonstrating social value, sustainable green strategy and contribution to population health may increase costs in the longer term and disappoint public, staff and regulatory expectations

Level of assurance (please tick one) <i>To be used when the content of the report provides evidence of assurance</i>					
<input type="checkbox"/>	Acceptable assurance Controls are suitably designed, with evidence of them being consistently applied and effective in practice	<input type="checkbox"/>	Partial assurance Controls are still maturing – evidence shows that further action is required to improve their effectiveness	<input type="checkbox"/>	Low assurance Evidence indicates poor effectiveness of controls

1. Executive Summary

This report provides an update on progress against elements of the Trust approach to be being an anchor institution. These elements consist of

- Prevention Pledge / Social Value
- Health Inequalities
- Net zero (Green Plan)

2. Background

The Trust has applied for the C&M Anchor Institution Charter and has established a working group to support a Trust-wide approach in developing an action plan and accompanying evidence base aligned to the Anchor Charter.

Progress against the plan will be provided to the Board of Directors, Executive Directors. The Strategic Partnership team have developed an internal tracker to aid the monitoring of progress, recording impact of initiatives aimed at improving local social value and identifying those pillars that require further work.

In summary the range of activities that the Trust has embarked on in support include

- Awarded Social Value Kite Mark in 2022 and more recently awarded with Social Value Bronze Health Award in March 2024
- Signed up for Anchor Institution Charter 2022
- Social Value Portal involvement
- Introduction of Smoking Cessation Service in 2022
- Physical Activity promoted and delivered at LHCH.
- LHCH leadership role in delivering the C&M CVD Prevention Programme
- HWB agenda incorporated into Live Well Work Well events.
- LHCH have developed a robust Green Plan and link with colleagues across C&M to support its delivery (Support from C&M Sustainability board around Net Zero and Green Plan)
- Attend the Altogether fairer & Healthier Liverpool Meeting every quarter.
- Collaborative working with Craig Hamilton and Gavin Flatt (Liverpool City Council) around Economies of Healthier Lives. Supporting our Healthier Families project with their healthier home's advice
- Collaborative working with Sharon Blaney at Liverpool City Region Combined Authority
- Working collaboratively with Danny Woodworth NHS Games and part of the NHS Games Steering Group.

In respect of partnerships the prevention pledge is nurturing new relationships with Place, working with primary care and the third sector.

- Member of the ICT/Team 100 – Liverpool Place
- Leadership role for C&M CVD Prevention Group
- LHCH Healthy Families Heart and Lung Project (working with 10 schools across the 9 places in 2024, partnership with PCN's and local sports club)
- Partnership working for pathway improvements with Pharma.
- CVD Prevention Programme working with Primary Care
- Educating GPs with referrals to Familial Hypercholesteremia Service

3. Prevention Pledge / Social Value

Adopting the prevention pledge within the Trust supports the delivery of several key strategic objectives, most notably 'improving our population health' through a vehicle of prevention work, in which a Population Health Management, an approach underpinned by the national health inequality framework, CORE20PLUS5.

The approach is best demonstrated through the CVD Prevention Programme, led by LHCH at both a local and system level across C&M.

Examples of prevention initiatives led by LHCH include:

- Outreach events and partnership working
- LHCH Healthy Families Heart and Lung Project
- Extension of the Targeted Lung Health Check programme to include CVD prevention Service.

Examples of CM led prevention initiatives include:

- Blood Pressure @ Home, Blood Pressure Quality Improvement and Atrial fibrillation quality improvement.
- Blood Pressure Kiosks

- Happy Hearts Website and Social Media Campaign
- C&M Familial Hypercholesterolemia service and CVD Prevention Service

LHCH is committed to not only improving population health but also looks to improve the socio-economic value of the local population. This commitment was recognised in March 2022 when the Trust was awarded the Social Value Kite Mark from C&M Health Care Partnership and more recently, we have been awarded with the Social Value Bronze Health Award in March 2024, further supporting the ambition of becoming an Anchor Institute.

4. Health Inequalities

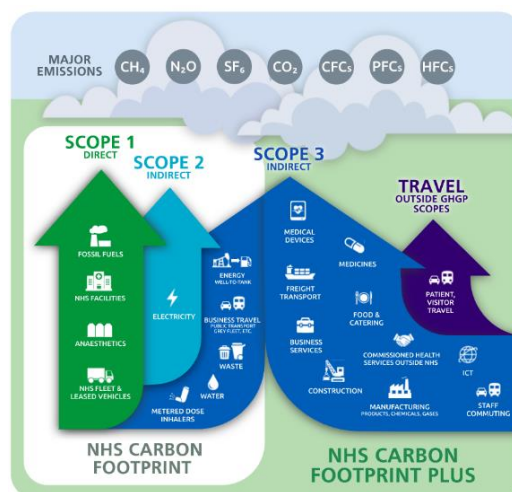
Health Inequalities is a fundamental element of the Trust approach to being an Anchor Institution. An update to Board was provided in February and a workshop with Board members held at the last Board development day.

5. Green Plan Update

The NHS has pledged to deliver Net Zero Carbon emissions we control directly by 2040, and zero emissions across the entire scope of our emissions by 2045.

For clarity these are described as:

- Scope 1: Direct emissions from owned or directly controlled sources on site.
- Scope 2: Indirect emissions from the generation of purchased energy, mostly electricity
- Scope 3: All other indirect emissions that occur in producing and transporting goods and services, including the full supply chain



In order to monitor progress against scope a national data collection has been developed through NHS England. Adopting this approach indicates the following.

Secondary and Tertiary Care Estates (Utility, Gas and Electric)

Renewable energy source.

To date the Trust has not purchased 100% of its electricity from renewable sources. However, the Trust is engaged with the Integrated Care Board through a Sustainability group who are currently looking at Cheshire and Merseyside wide procurement of energy.

However, the Trust does always seek to explore new ways of reducing demand on utilities and at the end of January 2024, the trust was successful in securing £124,000 via a grant to replace lighting across the estate. As part of this replacement, all fluorescent fittings will be replaced with LED by the end of March 2024.

An astounding 1,143 fluorescent light fittings will be replaced during this projects timespan which will not only reduce energy consumption and carbon emissions but will also improve the visual aesthetic of the hospital.

Volatile Aesthetic Gases

The Trust has made significant progress and is complaint against this target with 0% of Desflurane being used.

Primary Care Dry Inhalers

Whilst a Primary Care target the Trust does dispense a small amount inhaler and has made a switch to dry inhalers.

Nitrous Oxide and Oxygen

Nitrous oxide is a significant contributor to total anaesthetic and medical gas emissions. A large proportion of piped nitrous might be wasted due to cylinders expiring on manifolds without being used. Within LHCH we have now removed the supply of nitrous oxide in all clinical areas where it is not used.

Net Zero Supplier Performance

This indicator has been introduced to ensure that the supply chain in providing services to the NHS are also contributing toward net zero. Industries such as digital, estates, food and nutrition, medical equipment and consumables, pharma, transport and distribution are all now part of a procurement specification that demands suppliers to demonstrate their commitment to the alignment of the NHS Net Zero targets.

Fleet Vehicles / Cars and Transport

Many NHS Organisations, especially Acute and community Trusts, have a considerable number of fleet vehicles used to transport products, services between sites. Hence, this measure has been introduced to consider the percentage of fleet vehicles meeting the %LEV standard. LHCH is fully compliant with measure.

The Trust runs a staff lease salary sacrifice scheme in partnership with NHS Fleet solutions which promote the use electric vehicles.

The Trust also promotes.

- Cycle to work (currently exploring new cycle storage with partners on the Broadgreen site)
- Discounted public transport with Arriva buses.
- Staff travel surveys within the last 12 months.

Food and Nutrition

The supply chain (sustainable palm oil) and the food waste in hospitals is significant and this measure seeks to promote the introduction of

- Digital meal ordering to reduce waste.
- Food waste systems
- Healthier and lower carbon menus

- The regularity of meal menu changes
- Plant based menu option.

In LHCH we contract with a third-party waste management company who provide a pickup service from site and in so doing provide assurances on disposal. This also applies to all forms of waste.

Whilst the Trust is assured of waste disposal and can measure the net zero benefit when provided by the supplier, this does little in promoting a waste culture and we would have an ambition to explore new ways of collecting waste at source so as to promote recycling within the Trust at all levels.

Conclusion

The Trust continues to have a proactive approach to all aspects of being an Anchor Institution.

Recommendations

The Board is asked to note the update against each element of the Anchor Institution Framework. Appendices / action plan measures are included for reference purposes.

ECONOMIC

Pledge & SMART Action Plan

We pledge to improve population health through a means of primary and secondary prevention measures, to reduce the incidence of cardiovascular disease (CVD) within the local population.

Pledge	Specific	Measurable	Achievable	Realistic	Time Bound
We pledge to improve population health through a means of primary and secondary prevention measures, to reduce the incidence of cardiovascular disease (CVD) within the local population	We will host a LHCH Healthy Families Heart Project across 8 primary schools in Liverpool. This project focuses on primary and secondary prevention in local primary schools, it includes educational lessons delivered to KS2 children and on-site bus to deliver opportunistic diagnostic sessions to teachers/parents/carers. For example, BP testing, cholesterol, and manual pulse.	<ol style="list-style-type: none">1. Feedback from children and teachers2. Number of attendees recorded3. Number of 'high BP' recorded and referral to GP4. Number of 'High Pulse' recorded and referral to GP5. Number of high Cholesterol checks	Yes – <ol style="list-style-type: none">1. Partnership working with Heart Research UK, LHCH and Liverpool Head Teachers Association and Liverpool Network Alliance2. LHCH Strategic Partnership team in place to deliver diagnostic sessions3. Primary schools identified to pilot project4. Date agreed for 'go live'	Yes – A pilot was completed in 2022 and 1 school already completed in June 2023. There is great engagement with an appetite to deliver across all partners to improve local population health taking a targeted approach to delivery i.e., targeting schools in the most deprived areas of Cheshire & Merseyside.	Q4 2023/24 and continuation of project in 2024/25

EDUCATION & SKILLS

Pledge & SMART Action Plan

We pledge to develop more meaningful and accessible learning opportunities for our staff, volunteers and wider community through improved education and work experience placement offers.

Pledge	Specific	Measurable	Achievable	Realistic	Time Bound
We pledge to develop more meaningful and accessible learning opportunities for our staff, volunteers and wider community through improved education and work experience placement offers.	<p>We will develop cardiothoracic education which not only benefits our patients and staff but across the wider healthcare community.</p> <ul style="list-style-type: none">• Prevention of CVD• Heart Failure• Advanced Cardiology• Safe from Harm• Virtual respiratory ward <p>We will provide a programme of work experience placements and 'Access to Medicine' for local schools ensuring fair access to underrepresented groups.</p>	<ol style="list-style-type: none">6. Number of attendees7. Feedback from students8. Number of work experience placements9. Equality & diversity monitoring of work experience placements	<ol style="list-style-type: none">5. Partnership working with Edge Hill University to develop Prevention of CVD & Heart Failure modules is underway6. We have an established network of links with local schools	<p>Two modules are already offered with interest from registered healthcare professional across the region.</p> <p>We have an established work experience programme in place</p>	<p>Sep 2024</p> <p>March 2024</p>

EMPLOYMENT & VOLUNTEERING

Pledge & SMART Action Plan

We pledge to further develop the diverse recruitment process in order to ensure people across Liverpool have equal opportunities at becoming employed at LHCH.

Pledge	Specific	Measurable	Achievable	Realistic	Time Bound
We pledge to further develop the diverse recruitment process in order to ensure people across Liverpool have equal opportunities at becoming employed at LHCH.	<p>We will support all Widening Participation programmes across LHCH which will allow the participants opportunities in employment.</p> <p>The Recruitment Team will attend career fairs and work closely with Liverpool City Region to ensure job adverts are promoted across the City.</p>	<ol style="list-style-type: none">1. Attendance at Career Fairs2. Number of Widening Participation Programmes3. Number of Jobs advertised across Liverpool City Region4. Diversity in our Recruitment	<p>Yes</p> <ol style="list-style-type: none">1. Working with Learning and Development Widening Participation Lead.2. Attending Career and Job Fairs3. Reporting on protected characteristics of new starters	<p>Yes – LHCH already has a strong Widening Participation programme supporting people in gaining job experience. Further development of the programmes will create more opportunities.</p> <p>Working with Liverpool City Region will help job adverts to be promoted across the City to ensure all groups have access to the job opportunities.</p>	2024/2025

ENVIROMENTAL

Pledge & SMART Action Plan

We pledge to reduce our carbon footprint in line with NHS net zero goals and become more sustainable, by completing initiatives across the Trust.

Pledge	Specific	Measurable	Achievable	Realistic	Time Bound
We pledge to reduce our carbon footprint in line with NHS net zero goals and become more sustainable, by completing initiatives across the Trust.	<ul style="list-style-type: none">➤ We are planting over 200 trees in February 24 to reduce both noise and air pollution on the LHCH site and to increase biodiversity.➤ We will start a trial of 4 units end of January 24 of Coolnomix (Coolnomix is an intelligent thermostat that attaches to an air conditioning unit and makes it much more efficient (typically up to 30% in recent trials) as well as letting you know the savings it makes in CO2 emissions and pounds sterling).➤ We continue to hold green champion meetings with staff members who have an interest in sustainability and being 'green', this is an opportunity for staff to come up with initiatives across the Trust to become greener.	<p>10. Trees delivered by NHS Forest first week of February, Strategy Team & Estates Team to plant with Nature Ranger at LUHFT, who will provide advice on biodiversity and how to measure.</p> <p>11. Start trial of 4 units, AH in conversations with Coolnomix. Coolnomix will provide full findings/data following the trail for LHCH to use towards carbon footprint measure. 4 areas will be:</p> <ul style="list-style-type: none">➤ Cath Lab 6 Power room➤ Comms/Server room plant room 6➤ Plant room B ups room➤ Plant room B comms room <p>12. Green Champion meetings held every 3 months by Nicola Blair,</p>	Yes, LHCH has already established initiatives since 2020 which are now business as usual and saved 1,073,217 kg CO2e from being released into the atmosphere, the plans for 2024 onwards are to enhance on the work we have already done.	Yes, we have multiple departments and staff members with this goal on their radar and are keen to make a difference. LHCH had a scope 1 & 2 carbon emission report completed end of 2022 which gives information on what LHCH need to focus on.	End of 2024 (but continuous goals to achieve net zero)

	<ul style="list-style-type: none"> ➤ Active Travel initiative with other Trusts, ran by Stewart Walsh to promote active travel following travel survey in 2023. ➤ BUPA grant approved for LHCH and LUHFT to plant crocus bulbs across the site to increase biodiversity and enhance the green space at the Trust. ➤ Staff induction includes NHS Net Zero information, but very brief, plan for 2024 is to include further information with more detail and information to local inductions around sustainability in the Trust. 	<p>Programme Manager in Strategic Partnerships.</p> <p>13. All updates on active travel provided via Spond app, Trusts sign up to the app and comms are circulated.</p> <p>14. Planting to start with Nature Ranger at LUHFT in April 24</p> <p>15. How many staff inductions/ local inductions are held in 2024 once the information has been changed, how many staff sign up to green champion meetings and how many initiatives get submitted via new LHCH staff intranet</p>			
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HEALTH & WELLBEING

Pledge & SMART Action Plan

We pledge to enhance the employee experience with a focus on wellbeing.

Pledge	Specific	Measurable	Achievable	Realistic	Time Bound
We pledge to enhance the employee experience with a focus on wellbeing.	<ul style="list-style-type: none">• Improve employee value proposition (EVP) by becoming an employer of choice that provides a positive work experience.• Provide leaders with the necessary training and resources to develop their skills and confidence to support the staff wellbeing proactively.• Embed our 'Be Civil, Be Kind' ethos in to all our people practices, design and deliver 'it's not ok' campaign to raise awareness and promote staff safety.• Prioritise staff support and wellbeing initiatives to enable the workforce to adapt and flex in response to operational demands by providing healthy work environments.	<ul style="list-style-type: none">• Introduce and adapt workforce policies to enhance employee experience• Improve exit interview feedback on the two questions; 'I would recommend LHCH as a place to work' and 'I would consider returning in the future'• Improve staff survey results• Triangulate freedom to speak up (FTSU) concerns to improve process and experience.• Increase informal resolution as supported by civility charter.• Reduce number of formal grievances relating to bullying and harassment.	Yes – <ul style="list-style-type: none">• Policies are being reviewed to enhance employee experience.• Staff survey is currently out now so response rate is being closely monitored with a drive to increase it.• Triangulation meetings have been set up with FTSU.• Informal resolutions have been increasing while formal cases decreasing.• Staff survey results will be reviewed when released early 2024.• Exit interview data has been increasingly positive.• HWB meetings are regularly in place to collaborate for events.• Staff network groups are being established.	Yes - Culture and Wellbeing Strategy is in place to support.	2022-2025

	<ul style="list-style-type: none"> • Improve access to wellbeing events to ensure inclusivity. • Improve business Intelligence (BI) data by collaborating with occupational health service providers and triangulating with the employee and line manager to best support wellbeing. 	<ul style="list-style-type: none"> • Improve staff survey results. • Increase attendance to wellbeing events for all staff groups. • Provide resilience and coping mechanisms training and evaluate impact. • Reduce work related absence. • Improve 'Live Well, Work Well' metrics. • Digitalise absence management processes to capture insights 	<ul style="list-style-type: none"> • Work related absences are low. • Staff survey action plans are in place for all divisions with progression monitored. • Absence management processes are becoming more digital to capture insights. • Data is shared at HWB meetings. 		
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INNOVATION

Pledge & SMART Action Plan

We pledge to improve our environmental sustainability, patient satisfaction, and patient safety by incorporating electronic and remote systems and monitoring processes where possible.

Pledge	Specific	Measurable	Achievable	Realistic	Time Bound
We pledge to improving our environmental sustainability, patient satisfaction, and patient safety by incorporating electronic and remote systems and monitoring processes.	<p>Roll out electronic consent (eConsent) for procedures across the Trust Divisions. eConsent was implemented in December 2022 for Surgery Division, with improved document completion, good patient satisfaction, and reduction in consent related incidents.</p> <p>Extract the salient results from our research study “Telehealth in Cardiac Surgery – TiCS” to create an action plan for remote/telehealth monitoring of patients. TiCS aims to find out if regular and remote monitoring at home helps to improve quality of life and/or can prevent any worsening of patients’ conditions. The study will inform the action plan and how best to roll-out remote monitoring of patients on a larger scale</p>	<p>16. eConsent: YES</p> <p>a. Divisional implementation of eConsent</p> <p>b. Document completion</p> <p>c. Patient satisfaction as measured by CQUIN data for shared decision making.</p> <p>17. TiCS: YES</p> <p>a. Results of Quality of Life (QoL) analysis and patient feedback</p> <p>b. Action plan for roll-out across divisions</p>	<p>1. eConsent: YES</p> <p>a. Already implemented in Surgery Division</p> <p>b. In Surgery Division, issues with document completion seen when using paper consent forms, is no longer a concern following eConsent</p> <p>c. CQUIN being carried forward into 2023-24; the SDMQ9 questionnaire has been amended to ask if eConsent was used</p> <p>2. TiCS: YES</p> <p>3. Recruitment due to end December 2023 and follow-up window ends in February 2024. Salient QoL results and feedback can be extracted by Q4 2023/34</p>	<p>Yes – eConsent has already been successfully implemented in Surgery Division with positive results.</p> <p>Yes – TiCS is a high recruiting study and will have patient reported outcomes that we can use to inform best practice.</p>	<p>Q4 2023/24 and continuation of project in 2024/25</p>

			4. Action plan can be co-created with Divisional Leads by Q22024/25		
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LEADERSHIP

Pledge & SMART Action Plan

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