



King's College Hospital
NHS Foundation Trust

Sustainable Healthcare for All - a Green Plan for King's Summary for 2021/22



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Executive summary

Reaching the UK's ambitions under the Paris Climate Change Agreement could see over 5,700 lives saved every year from improved air quality, 38,000 lives saved every year from a more physically active population and over 100,000 lives saved every year from healthier diets. Parliament announced a climate change emergency in 2019 and with the NHS representing more than 5% of the UK's total carbon footprint, NHS England have recently released a report setting out the ambitious targets of net zero for its NHS Carbon Footprint and its NHS Carbon Footprint Plus by 2040 and 2045 respectively.

As the country collectively pushes towards a carbon neutral economy, the Trust is working to reduce its carbon emissions, waste and pollution. By reducing our impact on the environment, we can expect to see significant improvements in our healthcare services as well as the health of the population. The NHS has an effect on every individual in this country, and therefore the NHS needs to be part of the solution, not part of the problem. The Trust will review its activities to ensure that our healthcare services are provided in a sustainable manner.

Sustainability is defined as meeting our own needs today without compromising the ability of future generations to meet their needs. This is not restricted to the use of natural resources -social and economic resources are also important. As we move towards sustainable operations, not only will we prevent the devastating effects of climate change but will also reap the social and economic rewards that can be reinvested to further our sustainability agenda.

This summary document provides an overview of our carbon footprint broken down by activity, as well as an executive summary of our Green Plan actions and priorities for 2021/22.

Please see our full Green Plan for more information.

Lorcan Woods

Chief Financial Officer & Executive sponsor

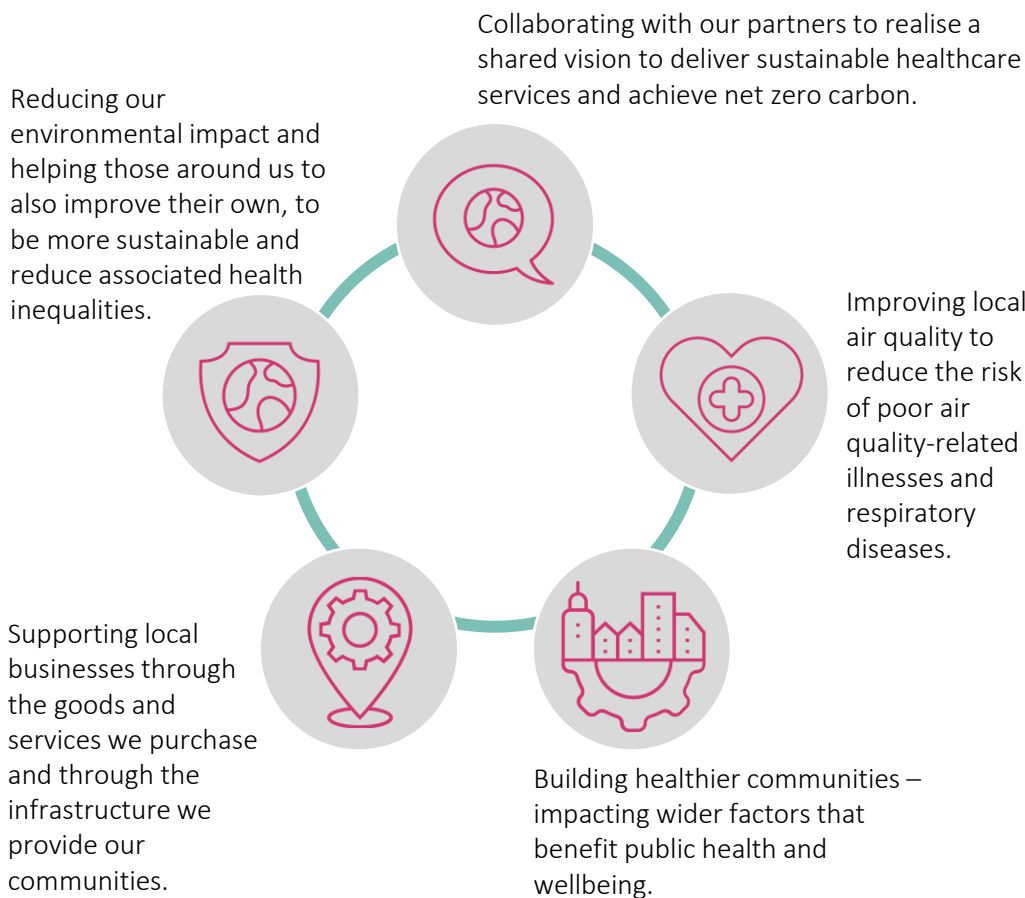
"In line with King's new strategy, and our BOLD vision for the future, the Board and I are wholly committed to deliver Sustainable Healthcare for All via this Green Plan for King's. We need to take a holistic approach to sustainability, examining and reducing every aspect of our environmental footprint. I give my personal commitment to lead this huge effort and would ask each and every person and organisation connected to us to bring all the energy and commitment they can to bear. Where there is a will, there is a way."



2 Our role

King's as an anchor institution

As an anchor institution - a longstanding local organisation with the opportunity and means to positively impact and uplift our community - we will use our impact and influence to positively contribute to our local area through:

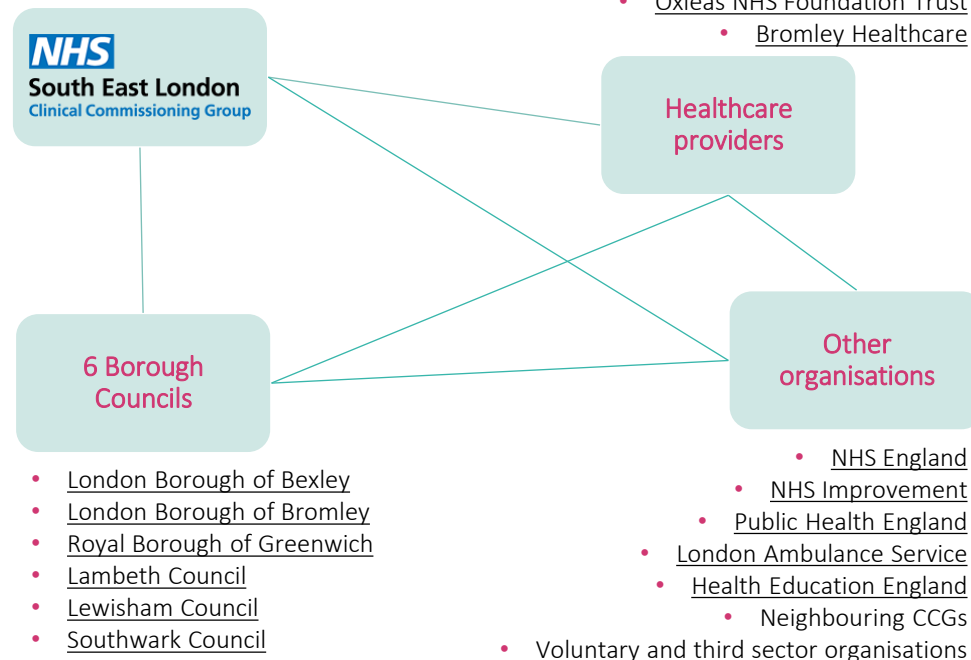


Working as an Integrated Care System

Our Healthier South East London (OHSEL), the south east London integrated care system (ICS), brings together local health and care organisations and local councils to design care and improve population health, through shared leadership and collective action. Together, we aim to address the issue of climate change through adopting a joined-up approach to sustainable development.

Our Healthier South East London Integrated Care System

- [King's College Hospital NHS Foundation Trust](#)
- [Guy's and St Thomas' NHS Foundation Trust](#)
- [Lewisham and Greenwich NHS Trust](#)
- [Dartford and Gravesham NHS Trust](#)
- [South London and Maudsley NHS Foundation Trust](#)
- [Oxleas NHS Foundation Trust](#)
- [Bromley Healthcare](#)



3 A Greener NHS

The Trust's emissions can be categorised into two main groups: NHS Carbon Footprint and NHS Carbon Footprint Plus (Figure 1).

The NHS Carbon Footprint is the main focus of this report, action plan and work of the Sustainability Steering Group, as it contains activities that are in the Trust's control. This contains both direct emissions, which are those that we create ourselves, as well as indirect emissions which result from products or services we purchase.

The emissions under NHS Carbon Footprint Plus are all indirect emissions, which are more difficult to quantify and not in our direct control however we can make informed choices around what products and services we purchase.

King's net zero carbon targets are set out below. Net zero refers to achieving a balance between the amount of greenhouse gas emissions produced and the amount removed from the atmosphere. Net zero is important as it's the best way we can tackle climate change by reducing global warming.

NHS Carbon Footprint

- 44% carbon reduction by 2026 against a 2019/20 baseline – This reflects our target to the end of this Green Plan
- 80% carbon reduction by 2032
- 100% carbon reduction by 2040

NHS Carbon Footprint Plus

- 40% carbon reduction by 2030
- 80% carbon reduction by 2039
- 100% carbon reduction by 2045

NHS Requirements

The Greener NHS¹, NHS Standard Contract² Long Term Plan³, and Operational Planning and Contracting Guidance⁴ for the NHS set out the following deliverables for environmental sustainability in the NHS:

- Reduce carbon, waste and water
- Improve air quality
- Reduce the use of avoidable single-use plastics

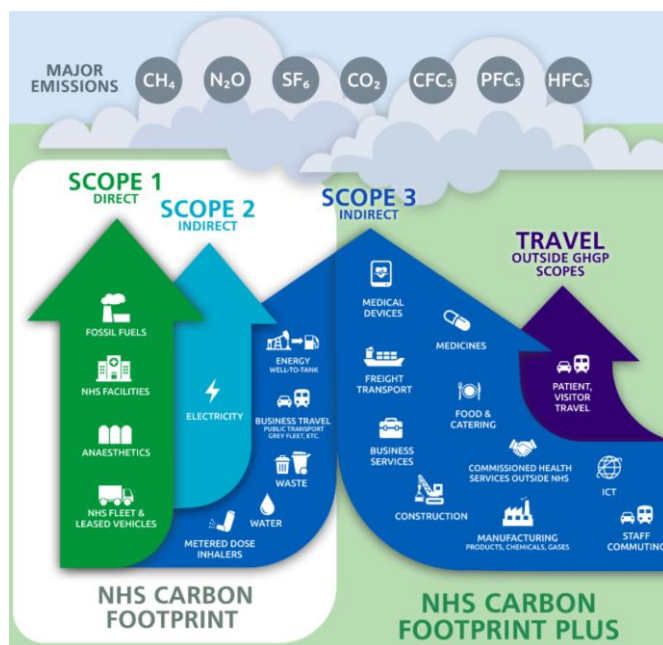


Figure 1: GHGP scopes in the context of the NHS

1. NHS England *For a greener NHS*; 2. NHS England. *2019/20 NHS Standard Contract*, 2020; 3. NHS England. *The NHS Long Term Plan*, 2019; 4. NHS England *NHS Operational Planning and Contracting Guidance 2020/21*

Progress to date...

14% carbon reduction since 2014/15



Net Zero Carbon Footprint by 2040

Net Zero Carbon Footprint Plus by 2045

Estates Masterplan
Integrating green design

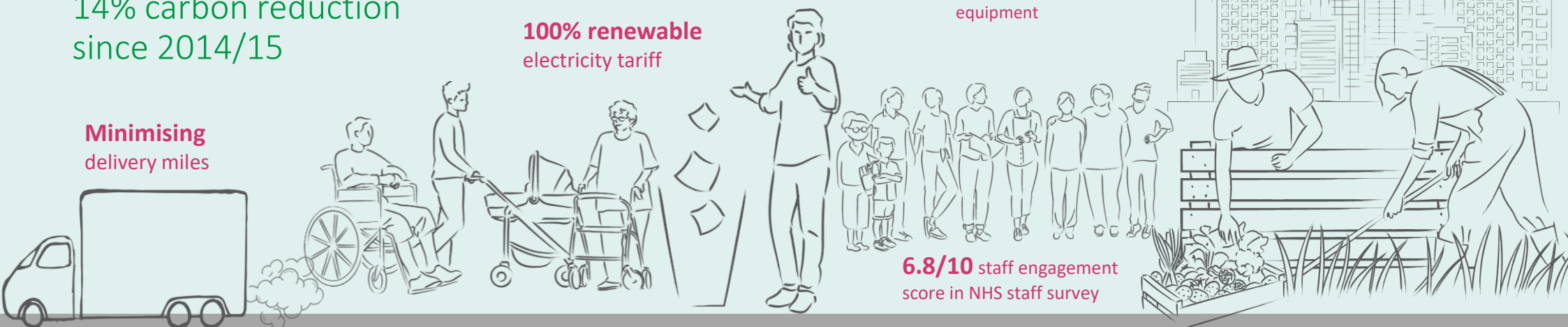
Switch to paperless

- Electronic prescribing
- Purchase-to-pay IT equipment

100% renewable electricity tariff

6.8/10 staff engagement score in NHS staff survey

Minimising delivery miles



Green Travel

- Travel Plan
- Dr Bike Cycle Mechanic Sessions – 290 bikes serviced in 2020/21

Delivering Sustainable Healthcare

- Recovery Programmes
- Telephone assessments
- Virtual clinics
- Emergency care improvement programmes

Staff and Community Programmes

- BAME, King's Able and LGBTQ+ networks
- The Healthier King's programme
- Younger Lives Programme
- Feel Good Fund
- #NotATarget Campaign
- Hebe Foundation

Lambeth GP Food Co-op

Community-led greenspaces for people to socialise, learn and grow food together.

Saving water

- Water loggers
- Leak detection survey
- Water efficiency audits



Energy efficiency improvements

- LED lighting roll out
- Solar PV



Research and Innovation (R&I) 5 Year Strategy



200+ Green Champions



energy kWh savings of 15% since 2014/15



5 Our carbon footprint

Calculation approach - Tonnes of CO₂ equivalent

Greenhouse gases (GHGs) trap solar heat in our atmosphere which have caused global temperatures to rise, leading to disastrous effects on our health, environment and economy. As we aim to lessen our environmental impact, accurate measurement of GHG emissions is essential to monitor our progress.

Carbon Emissions Breakdown

The emissions we have the most control over, NHS Carbon Footprint, account for 16% of the Trust's total carbon emissions. The largest contributors to the Trust's NHS Carbon Footprint are electricity, fuels (primarily natural gas) and medical gases as shown in Figures 2 and 3.

From 2014/15 to 2019/20 there has been a reduction of 14% in carbon emissions equivalent to a NHS Carbon Footprint of 34,722 tonnes CO₂ and NHS Carbon Footprint Plus of 189,117 tonnes CO₂ in 2019/20.

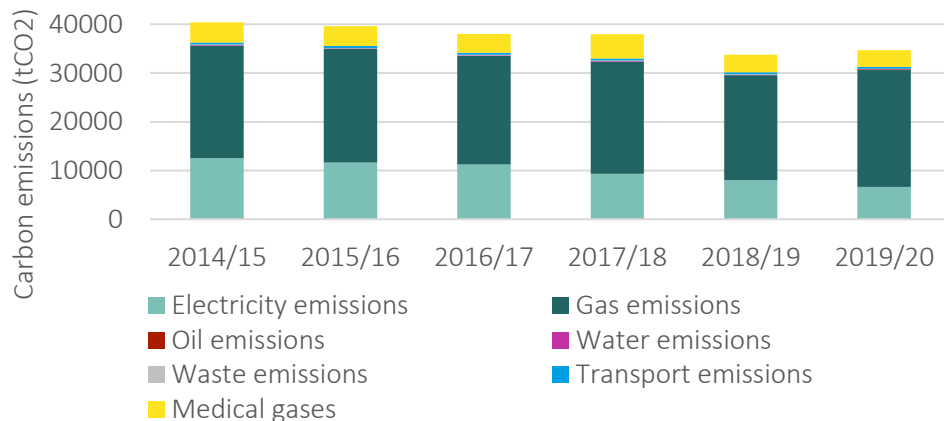


Figure 2: King's NHS Carbon Footprint since 2014/15

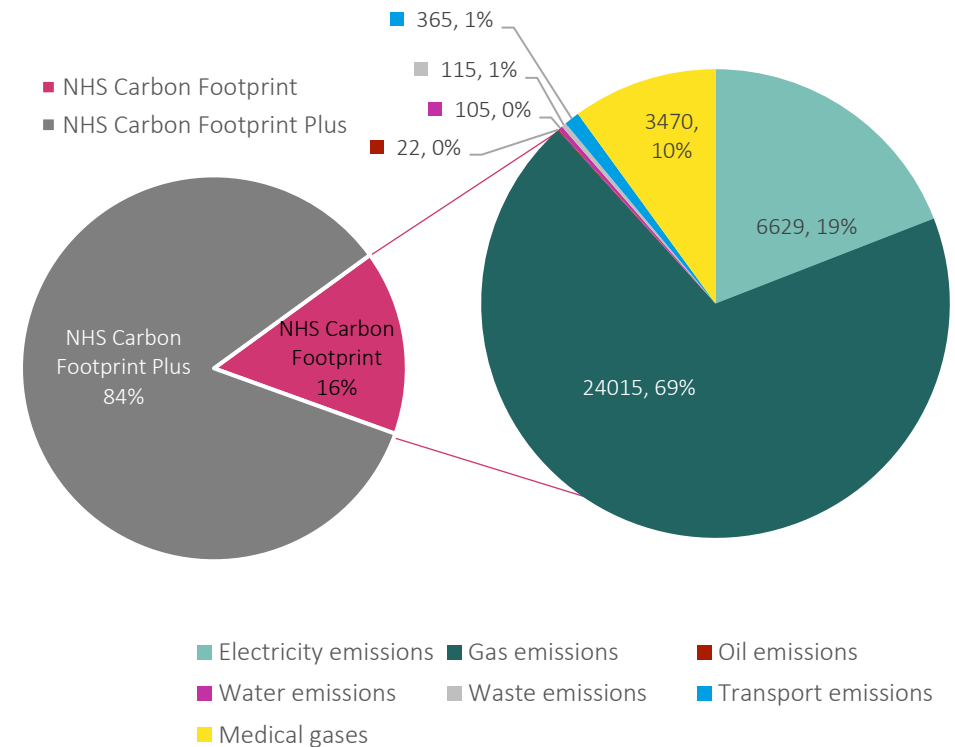


Figure 3: Carbon emissions breakdown for the Trust in 2019/20

5 Our carbon footprint

The Trust has a long-term target to become carbon neutral by 2040 across specific activities that fall under NHS Carbon Footprint.

To make progress towards the long-term target, the key target for the five-year period of this Green Plan is to reduce total NHS Carbon Footprint emissions by 44% by 2025/26 vs a 2019/20 baseline. A 2019/20 baseline has been adopted due to improved accuracy of data compared to previous years.

The target glidepath is shown below:

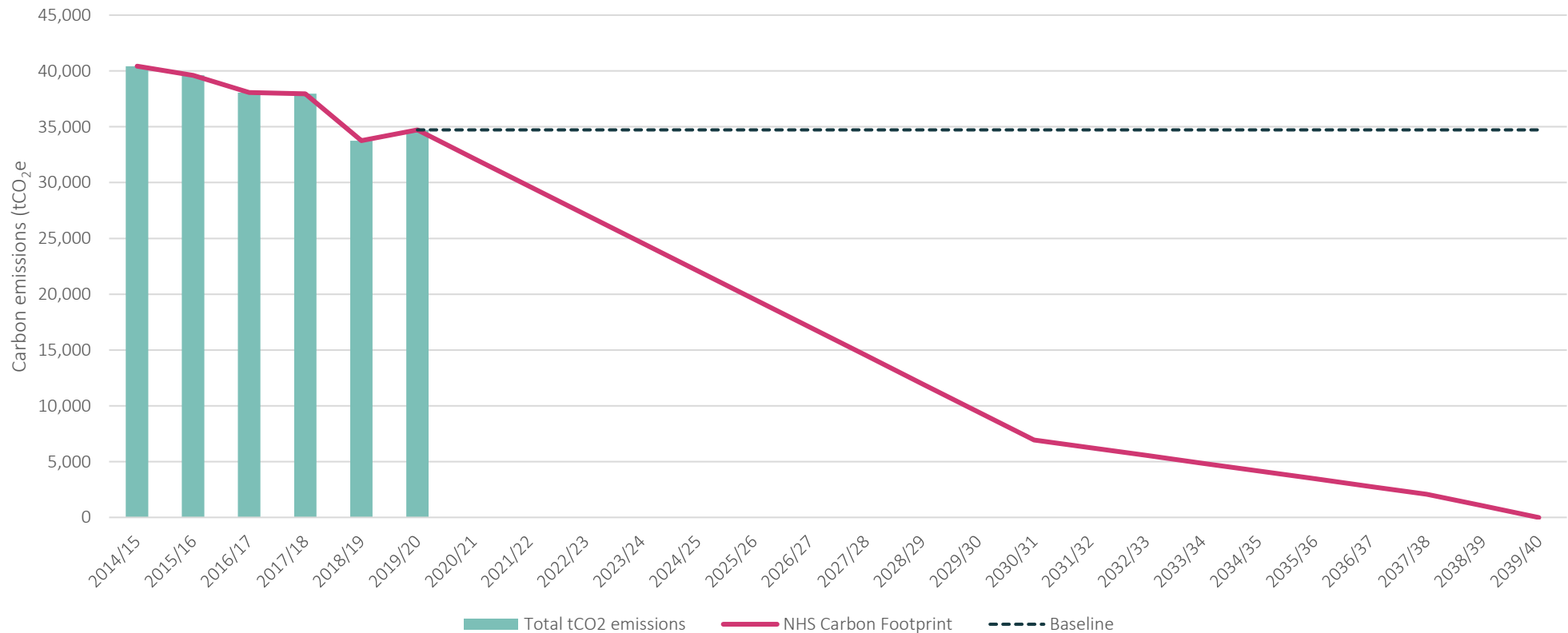


Figure 4: King's NHS Carbon Footprint since 2014/15 and targets for each year of the plan against the baseline year of 2019/20

6 Sustainability priorities

Staff feedback

In March 2021, King's ran a Trust-wide sustainability survey and a series of workshops to gather staff priorities, ideas and feedback. The following actions have been highlighted as areas of priority for 2021-2026.

Top 3 actions for priority

- Increased engagement, training and awareness surrounding sustainability at the Trust
- Sustainable waste management
- Sustainable and low/zero carbon buildings

How can King's help staff be more sustainable?

- Highlight more sustainable options on site (e.g. food options, locations of drinking fountains etc.) – 64%
- Include sustainability in job descriptions and PDR objectives – 46%
- Understand how this can fit into my role – 38%
- Provide a network to share ideas and collaborate with others – 35%
- Share news stories and best practice examples with me – 31%

Priorities for 2021/22

To focus our efforts, each year we will pinpoint our areas for priority. For 2021/22 we have selected 5 priorities as follows:

1

Engage with staff, expanding our Green Champions network and enabling our community to be more sustainable.

2

Collaborate with our strategic partners, stakeholders and supply chain to drive carbon reduction and deliver sustainability improvements.

3

Integrate sustainability across our services and activities, embedding our objectives into planning, processes and communications.

4

Explore carbon reduction opportunities across our estate, with a focus on low/zero carbon heating.

5

Reduce single use plastics and adopt repair, reuse and recycling schemes to minimise waste.

7 Areas of focus

The following section outlines the Trust's approach towards embedding sustainability and net zero carbon within the services and activities across the Trust.

Our areas of focus are aligned with the Greener NHS Sustainable Development Assessment Tool (SDAT), which are linked to the UN Sustainable Development Goals (SDGs).

For each key area, the plan highlights:

1. Where we are now
2. Where we want to get to
3. How we will get there

The following action plan incorporates both our NHS Carbon Footprint and NHS Carbon Footprint Plus, in line with our net zero carbon targets.



1. **Corporate approach** – embed the sustainability and net zero carbon agenda within everything we do.



2. **Asset management and utilities** – continue to improve the efficiency of our practices and utilities by adopting green technologies and improving staff awareness.



3. **Travel and logistics** – encourage low-carbon, active travel and virtual alternatives to reduce our carbon and air quality impact.



4. **Adaptation** – embed climate change awareness across the Trust and prepare for extreme weather events and climate change threats.



5. **Capital projects** – facilitate net zero carbon progress through new builds and refurbishments.



6. **Greenspace and biodiversity** – protect and improve greenspace across our sites.



7. **Sustainable care models** – implement green care pathways to reduce the environmental impact of the care we provide to our community.



8. **Our people** – embed climate awareness and enable our staff, patients and community to live more sustainable lifestyles.



9. **Sustainable use of resources** – adopt innovative solutions to reduce waste and move towards a circular economy approach to the goods we purchase.



10. **Carbon emissions and greenhouse gases** – identify and target our carbon hotspots to reduce our carbon footprint and achieve our carbon reduction targets.

7 Areas of focus

Actions for 2021/22

Corporate approach

- Recruit a Sustainability Manager and a Recycling and Waste Manager in 2021/22
- Implement process for upkeep and regular review of Green Plan and associated requirements
- Include sustainability KPIs in Annual Report
- Complete SDAT tool to understand baseline
- Expand Green Champions network for sharing ideas and initiatives
- Engage with King's Health Partners in a local sustainability forum
- Introduce sustainability within PDR, job descriptions, staff induction and training



Asset management and utilities

- Implement LED lighting across Trust, replacing with LED during routine maintenance activities
- Energy optimisation and water saving awareness campaigns:
 - Develop energy awareness e-learning programme
 - Provide information and saving advice and run water saving campaigns
- Complete carbon neutral roadmap and identify energy reduction projects
- Adopt Green IT measures and decarbonise the digital use from the Trust through data centre efficiency and renewably-charged servers



Travel and logistics

- Identify sources of emissions and develop emissions tracking plan
- Develop policy for Business Travel and NHS Fleet vehicles
- Develop and implement a Trust-wide Fleet Electrification Programme 2021 – 2026, ensuring all vehicles purchased/leased are low and ultra-low emission in 2021/22 and meet the NHS Long Term Plan commitment for 90% of the NHS fleet to use low, ultra-low and zero-emission vehicles by 2028
- Expand provision of active travel facilities across our sites (showers, lockers, cycle storage etc)
- Encourage sustainable travel through communications e.g. walking maps, incentives and competitions, green car lease scheme etc.
- Continue to provide flexible working options and efficient use of IT we can reduce the need for our staff to travel between sites, although some travel is clearly essential for clinicians
- Employ accurate measuring techniques in the near future to set a baseline against which our progress can be monitored
- Run campaigns and educational training to educate staff and patients on sustainable transport
- Establish strong partnerships with local councils and TFL to increase uptake in active travel



7 Areas of focus

Actions for 2021/22

Climate adaptation

- Establish climate change adaption working group
- Develop a Climate Change Risk Assessment (CCRA) and Climate Change Adaptation Plan to highlight risks to continuity and resilience of services, which will be reviewed annually or after an event or near miss



Sustainable care models

- Establish improvement hubs and green pathway forums to develop and pilot sustainable care models
- Introduce IT system changes to reduce administrative burden on staff
- Enhance our offering of social prescribing and lifestyle medicines as alternatives
- Embed prevention and out-of-hospital care models within the development of all green care models
- Calculate the environmental footprint of our care models



Capital projects

- Clearly define organisational responsibility for sustainable capital and refurbishment projects
- Define a clear set of sustainability aims and objectives that can be scaled and applied to all capital projects and major refurbishments
- Aim to achieve a BREEAM Healthcare rating of excellent for new buildings and a very good rating for refurbished buildings
- Develop and implement Sustainable Design Guidance to comply with the zero carbon standard for buildings to be published in 2021



Our people

- Provide the opportunity for staff to undertake carbon literacy or other sustainability training
- Continue to provide incentives for staff to behave more sustainably and be active to improve health and wellbeing
- Introduce sustainability within staff objectives, where possible
- Develop a Sustainability Communications Plan and continue to share information with staff, patients and the wider community on Green Plan progress and sustainability initiatives at King's



Greenspace and biodiversity

- Communicate greenspace and biodiversity access and opportunities to staff and patients via maps and diagrams
- Explore onsite food cultivation and local sustainable food sourcing options to provide for our canteens and patient meals
- Identify opportunities for local partnerships with nature organisations to improve biodiversity on hospital sites



7 Areas of focus

Actions for 2021/22

Sustainable use of resources

- Reducing reliance on office paper by 50%, with a switch to 100% recycled content paper for all office-based functions by 2022
- Investigate innovations to minimise waste such as reverse vending machines and polypropylene recycling technologies
- Poster and digital campaign to reduce food wastage and promote sustainable buying behaviours
- Trust pledge to eliminate single-use plastic by 2025 by signing up to the NHS Plastic Pledge and collaborating with supply chain
- Collaborate with contractors to understand end point of all waste streams
- Communicate waste management policy across the Trust



Carbon emissions and greenhouse gases

NHS Carbon Footprint

- Sign up to the Clean Air Hospitals Framework
- Develop a system to make carbon emissions visible in key identified high carbon activities where patient and staff choice is available to encourage behaviour change
- Incorporate headline carbon reporting in Trust Annual Report

NHS Carbon Footprint Plus

- Identify and work with strategic suppliers to reduce overall carbon impacts
- Suppliers must continue to comply with NHS requirements aimed at driving carbon reduction



8 What you can do to help

Roles and responsibilities

Strong leadership and support from decision makers will be required to embed sustainability across the organisation. Sustainable organisations are better positioned to anticipate and react to economic, social, environmental, and regulatory changes as they arise.

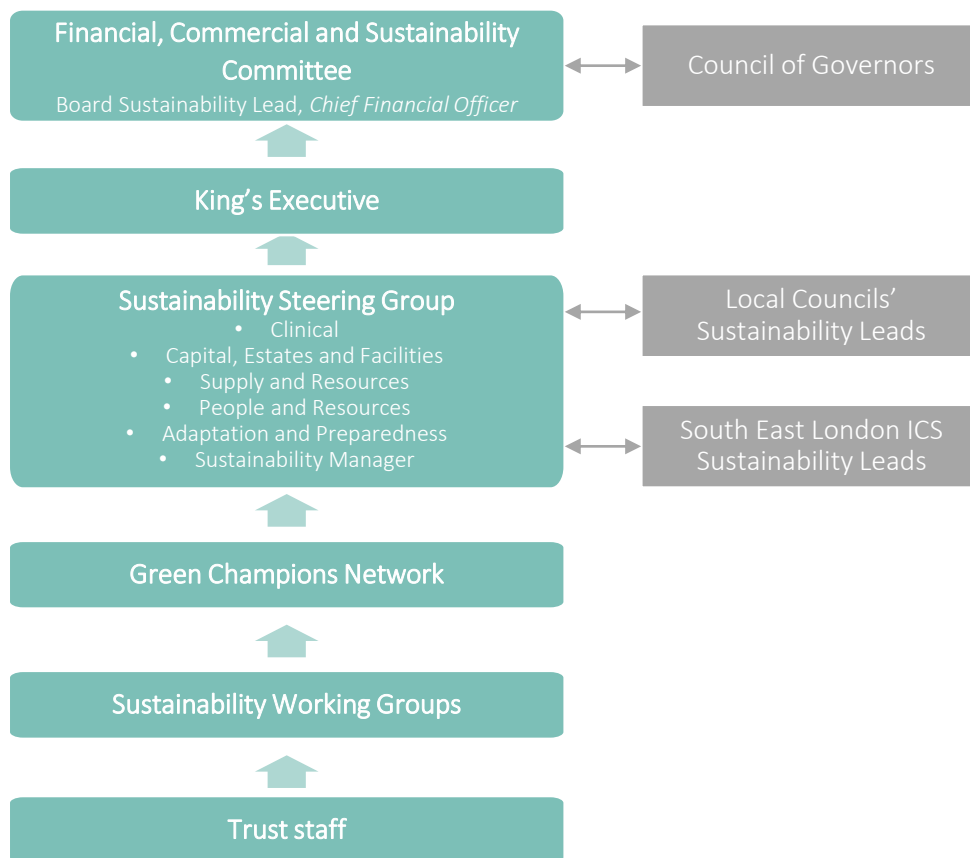


Figure 5: King's governance structure for delivering the Green Plan

What you can do to help

Everyone's contribution is required in order to meet our goals set out in this Green Plan, however it is important that our staff are empowered to be able to take action. A number of tools will be developed to support our staff and encourage simple actions that collectively can make a big difference. Other channels will exist for everyone to directly contribute to projects that directly impacts the Trust's environmental performance. These channels have been summarised below:



Green Champions – staff take part in a network chat group that actively updates with the latest news on sustainability as well as hold meetings to discuss the next actions



Project suggestions – staff are encouraged to suggest any projects that will directly impact our environmental performance



Training – sustainability training is available for everyone to develop a greater understanding of sustainability within the NHS

kch-tr.greenchampions@nhs.net

Get in touch to become a Green Champion for King's.