



Organisation	Central Manchester NHS Foundation Trust
Category	Behaviour Change
Please detail your project below	<p>In the last 18 months our Trust has aimed for a rapid change and improvement in our sustainability performance; a change that would not be possible without the backing and help of people in every division across the organisation.</p> <p>To deliver this change required smart engagement of our staff, so we brought in an award-winning ethical communications agency to help build our campaign in conjunction with staff. Creative Concern worked with us to create a multi-channel campaign to link the goals of sustainable development, financial efficiency and improving patient care.</p> <p>This included developing sustainability branding (Green Heart and ‘Little things, big difference’ strapline), email footer, staff lanyard badges, ‘switch me off’ and ‘leave me on’ stickers, several poster campaigns, events and a video.</p> <p>Recognising that environmental awareness doesn’t always translate into actual action, we worked with the NUS to roll out the ‘Green Impact’ programme (an accreditation scheme with challenges for individuals to improve the efficiency and sustainability of their workplaces). This programme involves recruiting staff teams to deliver simple and manageable tasks contained within an online workbook and work to bronze, silver or gold levels of certification. At the end of each programme cycle, a team and staff and local students carries out audits, with awards presented at a high profile ceremony. We are currently in our second year of Green Impact with over 40 staff teams engaged from across the organisation.</p> <p>Highlights of our behaviour change programme include:</p> <ul style="list-style-type: none"> • Regular slots for the sustainability team at management meetings • Divisional directors publicly supporting their staff to take part in Green Impact • The Chairman of our Trust hosting this year’s campaign launch • A professional video produced and sent to all staff, published externally and promoted with partners (download available at vimeo.com/107928058) • Sticker, poster, badge and lanyard materials produced for the campaign • Poster and email campaign putting cash savings from staff behaviour change into ‘real terms’ e.g. numbers of bags of blood, nurses salaries, diagnostic tests etc. • Short rolling video shown on all screens throughout the Trust every 10 minutes every day (download available at vimeo.com/112179823) • Regular informal walk-rounds for staff to feedback ideas and support Green Impact teams • A monthly email newsletter • A prize draw for teams taking part in this year’s campaign • An active network of ‘Green Champions’ delivering their own projects and improvements <p>In late 2013, 73% of staff reported in our annual survey results that they were aware of the sustainable development work of the Trust, with the remaining 27% being entirely unaware.</p>



In our 2014 survey this has now increased to 89% of staff aware or very aware of sustainability.

The end result has been 40 teams of staff covering departments employing more than 2,000 staff recruited to take part in our Green Impact programme this year; making this the largest Green Impact programme in any NHS Trust in the country.

Many of these teams have gone far beyond the scope of the Green Impact challenge, running their own mini-projects to green up their workplace. A few highlights include:

- An electric van for deliveries proposed and implemented by a Green Impact Team Leader in logistics
- A 50% paper waste reduction by one pharmacy team simply by using one slip instead of separate picking and packing slips
- Several energy intensive deep-freezers permanently switched off by our microbiology team after rationalising their use

Estimates from the NUS calculated that our first year savings totaled at least £65,000, with even greater savings projected for this year's campaign.

How has your project improved sustainable development within your organisation or community setting?

- £65,000 saved in the first year
- More than 1,500 actions taken by staff to improve the sustainability of their workplace
- More than 2,000 staff involved
- 16% increase in staff awareness of sustainability in one year

What role does sustainable development play within patient and staff services within your organisation?

Sustainable development is rapidly rising up the agenda in patient and staff services. The Trust has an established Green Champions staff engagement programme and has representatives on board from every area of the organisation including the PFI partners. The group meets every other month to review performance and share ideas between departments.

We currently have 40 staff teams engaged in our Green Impact sustainability behaviour change programme, so far taking more than 1000 actions collectively to improve the efficiency and environmental impact of their workplace.

A recent sustainability survey of our staff generated 810 responses, nearly 500 suggestions, and showed that 89% of staff are aware or very aware of the Trust's sustainability programme. 98% of respondents said that it is important for the Trust to be environmentally sustainable.

Regular events and awareness raising sessions are held in public atrium areas across the hospitals to give patients a chance to discuss what we are doing to make their hospital greener. We have worked with a communications agency to develop a strong campaign linking sustainability to the agenda of patient care. This includes regular features shown on the hospital TVs and a wide array of campaign materials.



At the senior level, sustainability performance is reported regularly to our board of public governors, and for the last two years our Board Chairman has publicly launched our annual green campaign.

Our overall campaign uses both grassroots participation and clear leadership from the top to drive the agendas of improving environmental performance, financial efficiency and better patient care, firmly embedding sustainable development into the collective consciousness and culture of our organisation.

The recent and current Board Chairman have taken on the role of Board Sustainability Lead and this has been key in raising the profile at Senior level and providing credibility to the sustainability agenda across the organisation.

In the last 18 months, with the commitment and backing of the Trust senior management, an Energy & Sustainability team was created with the aim of bringing the Trust to the forefront of sustainability within the NHS. Leading change from the top whilst encouraging grassroots participation has enabled the Trust to quickly achieve impressive results.

Who has led the way on sustainable development within your organisation?

The Trust runs a Green Champions staff engagement programme and has representatives on board from across the organisation including the PFI partners and Senior Nurse representatives. The group meets every other month to review performance and share ideas between departments.

Hundreds of projects, large and small, have been delivered by staff at all levels within the organisation, with the end result being more than just an incremental improvement, but a genuine shift in the way we run our operations.

First Image	http://nhssustainabilityawards.co.uk/wp-content/uploads/formidable/bchange-1.png
Second Image	http://nhssustainabilityawards.co.uk/wp-content/uploads/formidable/bchange-2.png
Third Image	http://nhssustainabilityawards.co.uk/wp-content/uploads/formidable/bchange-3.png
Fourth Image	http://nhssustainabilityawards.co.uk/wp-content/uploads/formidable/bchange-4.png