
Guy's and St Thomas' NHS Foundation Trust -

Overview of the Project

In 2016, Guy's and St Thomas' NHS Foundation Trust decided to increase efforts to empower and engage staff across the Trust to take sustainable and cost-saving actions. This was informed largely by the fact that between 20% and 60% of utilities consumption is due to behaviour, staff are able to have a direct impact on their own resource use, and in a Trust with 15,000 staff, incremental changes can have a large impact.

Approved by the Trust Board and launched in April 2016, SAVE ("Sustainable Actions delivering Valuable Efficiencies") is a way for staff to have a positive impact and make the Trust more enjoyable while using resources more wisely, raising awareness of sustainability and protecting the environment.

SAVE delivers at least £150,000 in energy, water, waste and procurement savings through staff engagement annually.

The project involves regular collaboration with over 30 SAVE ambassadors across all directorates, whose mission is to:

- Act as liaisons in each department;
- Lead actions and engage their colleagues

The Sustainability Team supports SAVE ambassadors by:

- Providing utilities consumption data analysis per directorate;
- Designing engagement campaigns;
- Supporting the deployment of sustainability actions;
- Calculating savings and;
- Producing case studies to create a resource library available for all employees through the intranet.

There have been more than 50 projects/campaigns since its inception including:

- Reducing the use of plastic in sterilisation services, theatres and catering;
- Installing a suction system in operating theatres to clean fluid to a standard whereby it is safe and responsible to dispose of through the wastewater stream;
- Engaging with cleaners to switch off lights and equipment after end of the day cleaning;
- Standardising paints across the Trust to reduce waste, make the work of painters

-
- easier and more effective, and achieve procurement savings;
 - Identifying areas where multi-functional device (MFD) printers can be installed to increase printing in black and white and double sided;
 - Creating print-out codes for staff to improve patient data protection and reduce unnecessary printing;
 - Increasing waste recycling through waste audits, training and regular feedback on progress;
 - Installing timers for water coolers.

Once a year, the Sustainability Team carries out a Trust wide survey to find out:

- How engaged staff members are with the project;
- Which barriers are preventing them from being more environmental friendly and;
- Which actions/campaigns would be more feasible to implement.

Based on the last survey, a monthly communications campaign has recently been developed to cover different environmental aspects at the Trust such as:

- Reducing plastic usage
- Improving waste segregation or;
- Raising awareness of a low carbon emission diet.

SAVE is regularly communicated to staff in team meetings, the Trust's staff intranet, social media, in weekly corporate inductions and the sustainability team's monthly newsletter, which is sent out to all Trust employees (over 15,000 staff members). In October 2017, SAVE was presented in the Sustainability Day London Roadshow where we shared our experience and knowledge with other Trust organisations.

Economic, Health and Carbon Impact of the project

We anticipate £160,000 savings by the end of this FY 2017/18. This represents 2% of the Trust's total energy expenditure. It has been forecasted that SAVE will achieve £250,000 savings in FY 2018/19 and over £500,000 by the end of FY 2025.

SAVE has helped save over 10 tonnes of CO₂e annually corresponding to more than 3 return flights from London to Johannesburg. In the coming years, SAVE will help to save over 15 tonnes of CO₂e annually.

SAVE efforts have been proportional to our communications campaigns. When the project was launched there were about 4,000 staff members who received the monthly Green Room newsletter but since adding 4,000 new subscribers, we have been able to engage with more staff members.

Staff involved with SAVE have fed back that they are motivated and encouraged by successes in their department and are excited about finding more efficiencies. Through the regular reporting of benefits achieved, staff are also recognised for their actions across the Trust. In 2017 NHS Sustainability Awards, Valandis Kostas, SAVE ambassador for Clinical Imaging and Medical Physics directorate, was highly commended for his leadership work with SAVE in his department. As a member of the British Institute of Radiology (BIR) Education committee and Special Interest Group (SIG) for Radiography, he delivered a presentation on SAVE to inspire professional colleagues on how sustainability could be embedded in radiology services.

Staff now feel more knowledgeable about sustainability and have taken ownership on the Trust's environmental impact through changes in their behaviour including:

- Ensuring that lights and equipment are switched off at the end of the day;
- Understanding waste segregation and encouraging new team members to recycle;
- Being less dependent on plastic by bringing their own reusable cutlery, using a refillable coffee cup and drinking bottle or reporting any wastage of plastic use;
- Whistleblowing any wastage of resources or anti-environmental practice to the Sustainability team. In the last year, the number of employees reporting concerns have increased by 200%. Obviously, having an open and confidential channel of communication has encouraged employees to speak up.

Patients benefit from this project through improvements in data protection, a more thought-through and tailored service, motivated and engaged staff and all financial savings are reinvested back into patient care.

Partners, supporters involved in the Project

The Board of Directors gave its full support to this project as part of the 2016-2020 Sustainability Strategy, and has agreed a minimum annual savings target of £150,000.

Clinical and Corporate Directors supported SAVE by identifying and nominating SAVE ambassadors to make sure there was clear ownership and leadership of the project in each directorate since its inception. The new SAVE strategy has included engaging with Clinical Directors in a more proactive way and they have agreed to help raise the profile of SAVE by including it in team meetings and internal channels of communications, and following up more closely with SAVE ambassadors.

Sustainability Governance Committee. Chaired by Trust Chairman, Sir Hugh Taylor, this group oversees the implementation of the Trust's sustainability strategy, which includes SAVE. It reports progress to the Trust board and enables embedding of SAVE.

Fit for the Future (FFF) team. Led by the Trust's Director of Improvement, Hannah Coffey, the FFF team is responsible for the Trust's wider savings targets and hosts SAVE to give it credibility across the Trust and facilitate engagement with General Managers. In 2017, the Trust Sustainability Officer completed the FFF Development programme, which is intended to provide participants with a range of skills in leading Fast Effective Projects. The methodology learnt during the programme was applied to SAVE and gave it a more structure framework, which has allowed to raise its profile and make it more successful.

SAVE ambassadors are in charge of:

- Acting as liaisons between the Sustainability Team and directorates;
- Creating action plans and supporting departmental engagement actions;
- Communicating SAVE to co-workers and gathering ideas;
- Driving engagement campaigns in their directorates;
- Deploying and delegating actions;
- Sharing ideas across the Trust and the wider NHS.

The sustainability team provides the following support:

- Bespoke on-site opportunity identification and follow-up audits;
- Promotional and engagement materials;
- Infrastructure and technical improvements;
- Assessment tools;
- Progress reports;
- Measurement and verification support.
- Energy manager provides energy data necessary to calculate savings.

The waste team provides waste audits, extra recycling bins, signage and awareness training sessions to improve segregation in those directorates with low recycling rates. The team also tags, weighs and records each directorate's waste outputs, and provides granulated quarterly data to the Sustainability team.

The workforce team supports SAVE and ensures that all staff have the responsibility to identify, communicate and address areas of inefficiency and wastage in their individual job descriptions. SAVE is also communicated to new staff at corporate inductions on a weekly basis.

All staff members are part of this project, very welcome to join it at any time and encouraged to give ideas of actions and deploy them. New staff members can sign up

for SAVE at weekly inductions and as an average, every week about 10 people sign up for SAVE in inductions.

Future plans for the project

As part of our Sustainability Strategy 2016-2020, the Sustainability team will continue to grow and embed SAVE into the culture of working at the Trust with the ambition that sustainable behaviours and thinking becomes the organisational norm.

Now that the project has been running for nearly two years, the Sustainability team has developed a new SAVE strategy to raise its profile, engage more actively with staff members and create more materials to make staff members more knowledgeable on sustainability and make it more successful. This new strategy has been developed based on a staff survey we conducted in summer 2017, external consultancy and experiences and learning gained during these two years.

The new SAVE strategy will run until 2025 and by the end of FY2025 every staff member should be conscious of his job's impact on sustainability. We aim to reduce 30% of consumption utilities through behavioural change by 2025, equivalent to an £3M savings annually. The main points of this new strategy are as follows:

- Raise the profile of the project. Engagement with senior managerial level who can help put SAVE at the top of the agenda, communicate it to staff members and support SAVE ambassadors
- Communications campaign. Communications is key to make SAVE successful. For the last two years, we have been constantly engaging with Trust employees but moving forward, we plan to create specific target campaigns, for example: reducing plastic at the Trust, to make people more knowledgeable and aware of their actions.
- Replication of projects. We will replicate projects that have been successful in one department to other departments. Before SAVE, departments did not exchange this kind of information but now the Sustainability team is acting as a liaison and enabling the exchange of ideas.
- Empowerment of employees with sustainability. In last staff survey, we found out that many staff members did not take action because they did not feel knowledgeable about sustainability. Since then, we have developed a new section about SAVE in the intranet where we have uploaded case studies, tools and other useful materials. We also plan to deliver a sustainability training course in spring 2018.
- Recognition of efforts. For the first time, this year the Trust Chairman will give certificates to SAVE ambassadors to recognise their work with SAVE in a ceremony

during the NHS Sustainability Day.

By 2025, we aim that all employees are engaged with sustainability and replicate their sustainability behaviour outside the organisation as well. Our aim is to create a sustainability culture across the Trust and we are on track to achieve our aspirations.

Contact: Teresa Agudo, Sustainability Officer
