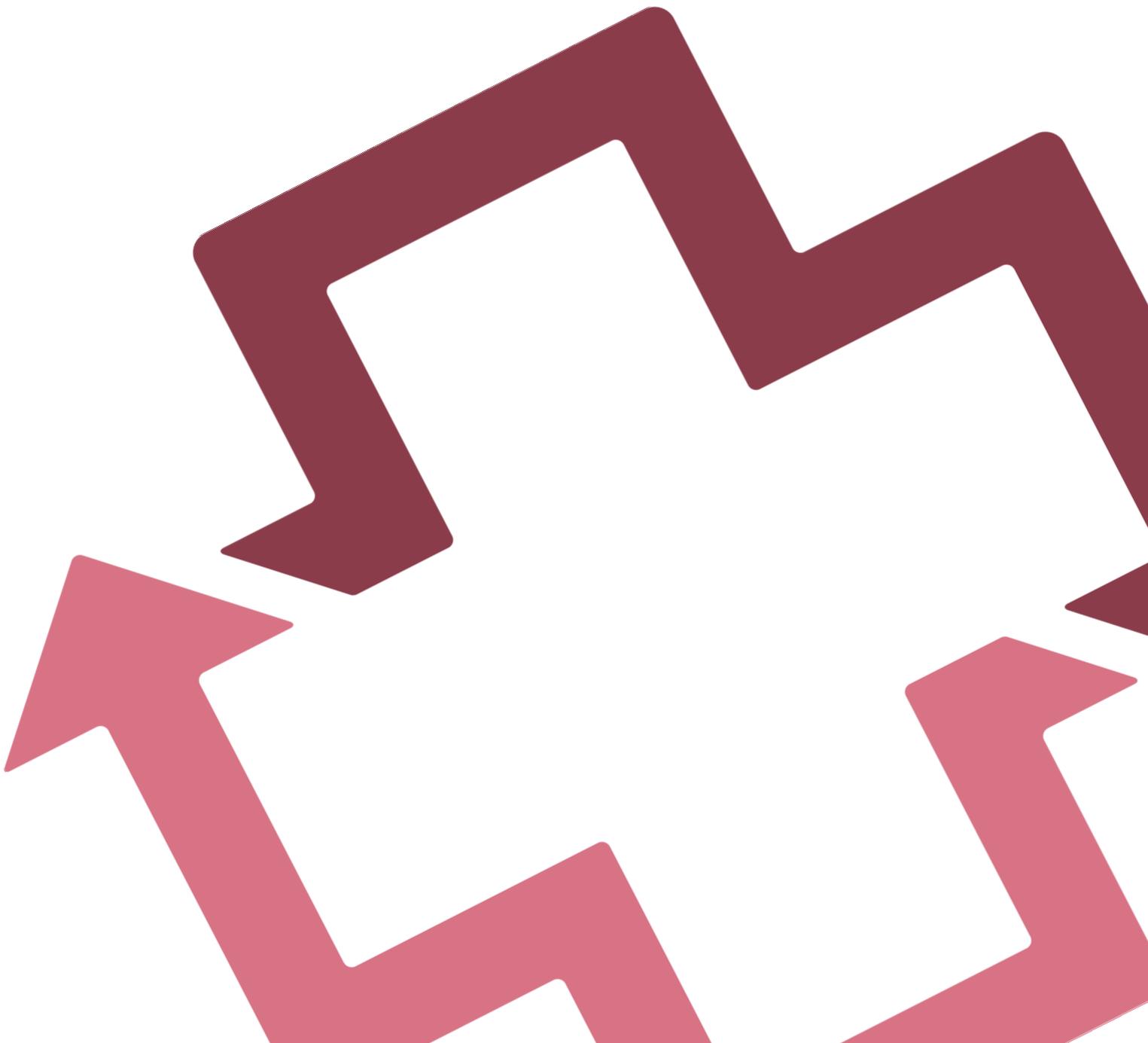


Case study marketplace – top tips

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Success is a challenge – active travel

Will Blair, Strategic Travel Management Officer, The Christie NHS Foundation Trust

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In 2014 the trust developed and instigated an ambitious Green Travel Plan with firm actions and deadlines. The aim of the Green Travel Plan is to have 60 per cent of staff using sustainable travel by 2030. As 50 per cent of staff members were identified as living with five miles of the site active travel had potential for an increased modal share. The trust's incentives for supporting active travel were considerably enhanced to support an increase.

Top tips

Cycling

- Staff survey to identify barriers to cycling.
- Site audit of cycling facilities with an independent advisor, for example Transport for Greater Manchester active travel team.
- Bicycle user group and mailing list.
- Weekly walk around of facilities.
- Cycle to work scheme.
- Partnership with local cycle store.

Walking

- Weekly lunch time walks. A high frequency means if staff members miss one walk they only have to wait one week.
- Variety of walks to appeal to different groups, for example history walks, nature walks, brisk walks.
- Focus on the social element and keep it informal.
- A group of walk leaders to take ownership of the group.

Calibrate, calibrate, calibrate!

Damian Oatway, Energy Manager, Manchester University NHS Foundation Trust

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Turning down the central heating at home by 1°C could save ten per cent of your household heating bills! But a similar relation can be applied to a hospital environment.

We can't just arbitrarily turn the heating down by 1°C, but there are numerous factors that can influence the efficiency of the system.

From plant rooms to clinics, any building management system (BMS) will monitor numerous factors relating to the internal environment – but when was the last time the sensors controlling the BMS were calibrated?

The main air handling units (AHUs) supplying air to areas will likely have pressure, humidity, temperature and flow rate sensors on the input air. This air is then treated (heated up/humidified/slowed down) to meet the requirements of the areas they are serving. The settings are then measured by sensors on the air supplied to ensure it meets the requirements. The rooms/labs may also have temperature/humidity sensors which sends feedback to the AHUs/BMS.

But if any of these sensors are not accurate, you may be heating, cooling or humidifying to an unnecessary level.

We have numerous AHUs on main site which have been in place since the 1980s and there was the worry that these sensors were not giving correct info back to the BMS system to give us close control.

- How far out of calibration would you expect sensors to 'drift' after one, five or ten years?
- Is there any way to recalibrate sensors?
- If they can't be recalibrated, what is the lifespan after which you would anticipate swapping them out?

Top tips

- Accurate control of the BMS has a twofold benefit:
 - supplying the air at the specification required by the area,
 - saving energy by heating/cooling/humidifying to specific levels.
- How often are your room/AHU/BMS sensors checked?
- Take simple tests of instantaneous temperatures in rooms and compare against displayed BMS levels.
- Humidity sensors are most prone to 'drift' and can severely impact the local environment and energy efficiency.
- Find out the following:
 - How often are your room/AHU/BMS sensors checked?
 - How far out of calibration would you expect sensors to 'drift' after one, five or ten years?
 - Is there any way to recalibrate your sensors?
 - If they can't be recalibrated, what is the lifespan after which you would anticipate swapping them out?

A journey through sustainability behaviour change

Claire Igoe, Acting Head of Sustainability, and Georgia Taylor, Assistant Sustainability Officer, Manchester University Hospitals NHS Foundation Trust

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As a large, acute trust employing over 18,000 staff and treating over two million patients every year, we aim to lead the sustainability agenda both locally and at a

national level. At the start of our sustainability journey back in 2014, we clearly recognised that we could not achieve our carbon reduction targets through technology alone and that sustainability behaviour change needed to be an important element of our portfolio.

We estimated that 30 per cent of our energy spend is within the direct control of staff. Our current behaviour change programme includes the following elements.

- Green Impact – a programme run by the NUS which sets simple, fun and manageable challenges for staff to implement and evidence alongside their day to day work. Staff contributions are recognised at an annual awards ceremony.
- Active events programme throughout the year – includes monthly free breakfasts for cyclists, cycle maintenance, Clean Air Day, Sustainable Health and Care Campaign events in 2018, regular workshops for staff
- Communications – we produce a monthly sustainability newsletter, run regular themed campaigns on site, intranet information, active twitter account (@mftgreen).
- This year we are introducing the Operation TLC programme in two of our hospitals and plan to roll out trust wide following the pilot.

Top tips

- One approach does not fit all – wards will have different challenges to offices and labs. Ensure that your behaviour change portfolio includes a variety of programmes and tools.
- Aim for ownership at ward/department level – provide the structure, tools and resources needed but make sure that it is owned locally, this will help to maximise ‘spread’.
- Ensure senior management buy in – our Group Chairman is the board sustainability lead and has been a strong advocate of our behaviour change work.
- Use different methods of communication. Some people like a visit or phone call, others like email and some prefer to read information in their own time. But don’t just send emails- often five minutes of conversation can convert those in doubt (...and they are less likely to ignore you in person!).
- Keep trying – you might have to try more than once to make something happen. Sometimes it may just be a case of the timing being off, this doesn’t mean you can’t try again at another time.
- Make it fun – we include lots of elements within our programmes to make it fun for staff, for example, competitions or activities.
- Use case studies – where departments or individuals have made positive changes, share these more widely as this will help to inspire others.
- Identify and develop relationships with influencers – there will be people in key positions or with their own networks that you can leverage to reach more staff.

Ethical procurement and modern slavery

Ian Stenton, Head of Sustainability, Royal Liverpool and Broadgreen University Hospitals NHS Trust

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Royal Liverpool and Broadgreen Hospitals have produced modern slavery statements and action plans for the past two years. These set out how we work to ensure our supply chain addresses labour standards and have supported us to meet Level 1 of the ethical procurement for a health flexible framework. It has also been a key way to engage with a wide range of stakeholders on ethical procurement.

Top tips

- Make the business case for producing a modern slavery statement to senior management.
- Look at best practice guidance for which areas of spend to review.
- Work with procurement staff to understand the most appropriate way to raise the issue with supplier.
- Use clear examples, so that staff can understand the impact they may have.

Sustainable travel grants

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Applying for sustainable travel grants is a staged process. It is important to make sure you are prepared for applications to come out before they are announced; complete regular travel surveys, speak to staff on site and record any requests, know what you need.

The most recent government scheme was announced on 23 March 2018. The Department of Environment, Food and Rural Affairs' Clean Air Fund, £220 million to tackle road side emissions, part of a wider package to improve air quality.

[Merseytravel's employers network](#) and [Transport for Greater Manchester's business travel network](#) are both useful contacts for the North-West region.

Top tips

Application

- Know exactly what you want - do your research, speak to other trusts.
- Speak to all relevant internal stakeholders so you get the best fit for your trust.
- Discuss thoroughly with suppliers/contractors so the quote will include everything and there won't be any surprise costs.
- Know what the grant will and won't cover.
- Include photos, maps and plans.

- Include travel survey results, site survey results and any staff requests.
- Link to wider trust sustainability plans –travel plan.
- Get your application in early.

Pre-approval

- Book your contractor for provisional dates so they are ready to go when grant is approved.
- Make contractors aware of the deadlines well in advance.

Approval

- Share the good news!
- Advise internal stakeholders and staff of intended works.

Installation

- Work ahead of schedule to give yourself a buffer.
- Stay in touch with all stakeholders throughout the works - suppliers, contractors, estates, finance - to avoid any delays or surprises.

Post Installation

- Share the good news!