



# Sustainability Strategy

2021 - 2026

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## Who we are

Royal Papworth Hospital NHS Foundation Trust is the UK's leading heart and lung hospital, treating around 50,000 patients each year. The Trust is currently rated 'outstanding' by the Care Quality Commission (CQC), from an inspection carried out in 2019. It became the first hospital Trust in the country to receive the top rating of 'outstanding' in each of the five main domains that the CQC assesses.

Founded as a tuberculosis colony in 1918, Royal Papworth Hospital has established an international reputation for excellence in research and innovation. Since carrying out the UK's first successful heart transplant in 1979, the hospital now performs more heart, heart-lung and lung transplants each year than any other UK centre.

In addition to transplantation, Royal Papworth Hospital has the UK's largest Respiratory Support and Sleep Centre (RSSC) and is one of five UK centres providing Extra Corporeal Membrane Oxygenation (ECMO) to patients experiencing severe respiratory failure. It is also the only centre in the UK for a number of specialist services including Pulmonary Endarterectomy and Balloon Pulmonary Angioplasty (BPA).

Royal Papworth Hospital is a member of Cambridge University Health Partners (CUHP), a partnership between one of the world's leading universities and three NHS Foundation Trusts. CUHP delivers world-class excellence in healthcare, research, clinical education and improves the health of people across Cambridgeshire and the wider regions.

In 2017, the hospital was granted Royal status by Her Majesty the Queen in recognition of its commitment to excellence in cardiothoracic care.

Royal Papworth moved to a state-of-the-art building on the Cambridge Biomedical Campus in May 2019, which was officially opened by Her Majesty the Queen in July 2019.

## Message from the Chairman

In 2018 we recognised the 100-year anniversary of this organisation. We are somewhere that has deep roots and a rich history. As such, we have demonstrated the very definition of sustainability: having the quality of being able to continue over a period of time.

However, our own sustainability has not been achieved by looking back at our history but instead by drawing upon it as our inspiration to innovate and to constantly move forward.

Nowhere better has that been illustrated than by our major move to our new hospital and the almost immediate need to respond to a global health pandemic. We have striven, led and innovated during this crisis in a way of which we should truly be proud.

And yet, there is another crisis looming which also cannot be ignored; that borne of the need to meet the needs of the present without compromising the ability of future generations to meet their own needs. We face a climate emergency which is a health emergency and a threat to the desire for a sustainable world.

There are actions that we can take to alleviate this situation. Some will be simple, others more complex. Some will be actions we can take individually, some together as part of this organisation and some only achievable at national and international levels. However, perhaps the most important action for us all is to embed sustainable approaches into all our thoughts, plans and actions.

I hope that this strategy will help us all in achieving that aim.



**Professor John Wallwork**  
Chairman

## Foreword by the Chief Executive

The NHS aims to provide health and high quality care for all, now and for future generations. However, we have recently seen how the burden of coronavirus has been worsened by wider, deep-seated social, economic and health concerns. The right response is not to avoid or defer action on such matters but to instead confront them head on.

One of the most significant concerns is the climate emergency, which is also a health emergency. Unabated it will disrupt care and affect patients and the public at every stage of our lives, with poor environmental health contributing to major diseases, including cardiac problems, asthma and cancer.

It is for this reason that the NHS as a whole has committed to tackling climate change by reducing carbon emissions so as to become the world's first 'net zero' national health service.

Such a commitment is underpinned by the Sustainable Development Goals established by the United Nations as a universal call to action to end poverty, protect the planet and improve the lives and prospects of everyone, everywhere.



These goals were adopted by all UN member states in 2015, with a 15-year plan for their achievement.

Whilst these are global goals, agreed at national levels, they are very much recognisable as inherent to our own vision of **bringing tomorrow's treatments to today's patients**. Indeed, it will not be possible to achieve our vision without also recognising that what we do today can impact upon all our tomorrows.

That is why I feel confident that we shall rise to the challenge of achieving sustainable development and particularly of responding to and adapting to climate change, because overcoming difficulty and applying our ingenuity to the seemingly impossible is where this organisation is at its best.

The Greener NHS National Programme places the NHS at the leading-edge of carbon emissions reduction and we will play our full part in delivery of that programme.

And, as with all our endeavours, we shall approach this challenge with **compassion**, with **excellence** at the forefront of our minds and in **collaboration** with our community.

I trust that you join me in looking forward to our journey together to a more sustainable future.



**Stephen Posey**  
**Chief Executive Officer**

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## Introduction

This Sustainability Strategy sets out our vision, strategy and core focus for delivering sustainable healthcare to the communities that we serve. It is a five-year plan that will be underpinned by the delivery plans and targets within our Green Plan.

Our aim is to participate in a sustainable health and care system which delivers high quality healthcare within available social, economic and environmental resources. We see it as our responsibility to help the creation of a world that is not polluted or depleted of resources for future generations.

### Enable the positives:

By valuing our physical and social environment we can restore our natural environment and strengthen our social assets, while enhancing our independence and wellbeing at both a personal and community level. By doing so we improve the quality of care, build strong communities and generate conditions where life is valued in ways that current generations can be proud to pass on.

### Reduce the negatives:

By radically reducing the harmful impact of how we currently live we can stop wasting finite resources and reduce the burdens of preventable physical and mental ill health, social inequalities and risks from a changing climate.

## The need for this strategy

All NHS organisations are required to have a Board approved strategy document which outlines the organisation's aims, objectives and delivery plans for sustainable development. This document represents the overarching aims of our strategy in this regard and has been developed by engagement with staff, service users and our wider stakeholder community.

There are many drivers for change which provide legal and policy context for our desire to improve sustainability. However, the following are the three key driving forces behind our sustainability strategy:

1. The national commitment to tackle climate change by reducing carbon emissions, with the aim to be the world's first 'net zero' national health service
2. The Sustainable Development Goals (SDGs) established by the United Nations (UN) as a universal call to action to end poverty, protect the planet and improve the lives and prospects of everyone, everywhere as part of the 2030 Agenda for Sustainable Development

3. The overwhelming desire of this organisation to continue in existence for a long period of time, which can only be achieved by operating in ways that are fair and equitable and which do not use resources that cannot be replaced and which do not cause damage to the environment.

## Our vision for sustainability

Our overarching vision as an organisation is ***to bring tomorrow's treatments to today's patients.***

We will deliver this vision by focussing on six strategic aims:

<b>Deliver clinical excellence</b>	We will build on our world-leading outcomes, investing effort and resources in developing and implementing innovative services and models of care, growing expertise and extending the frontiers of clinical practice
<b>Grow pathways with partners</b>	We will seek to develop services with partners and patients in local, regional, national and international networks so that our specialist expertise can be accessed easily and where we can best add value to the patient's treatment
<b>Offer a positive staff experience</b>	We will seek to offer the best staff experience in the NHS, enabling staff to fulfil their potential by providing a working environment where they can feel valued for what they bring to the Trust, achieve a work-life balance and feel engaged in their work
<b>Share and educate</b>	We will establish a Royal Papworth School, enabling us to grow and develop not only our own staff but also share our expertise and learning for the benefit of national and international networks as well as our local stakeholders
<b>Research and innovate</b>	We will continue to develop the Trust as a centre for research and development, fully nurturing our expertise and creativity in a structured way for the benefit of patients
<b>Achieve sustainability</b>	We will establish a sustainable operational and financial position to ensure that we are making the most of Royal Papworth Hospital and applying all our resources in the most effective and efficient manner

Our overall vision for sustainability is embedded into the delivery of our strategic aims:

### The Trust's Vision for Sustainability is:

*To provide on-going healthcare with the innovation and determination necessary to ensure best outcomes for our patients of today whilst protecting the health and the resources of our patients of tomorrow*



## Our key areas of focus for sustainable development

The following are our key areas of focus for future sustainable development:

<b>Maximising our assets</b>	To maximise the efficient and effective use of our existing assets
<b>Minimising use of resources</b>	To minimise our use of natural resources and our production of waste
<b>Achieving net zero carbon emissions</b>	To achieve net zero emissions for our Carbon Footprint Plus
<b>Caring sustainably</b>	To provide clinical services that achieve the best net use of resources
<b>Building responsibly</b>	To undertake new build or refurbishment projects only when necessary and only in accordance with sustainable construction practices
<b>Minimising journeys</b>	To minimise the travel and transportation logistics associated with all of our activities
<b>Developing green spaces</b>	To integrate and enhance biodiverse green spaces within our working environments
<b>Helping our community</b>	To support our staff and the communities in which we operate to have fair and equitable opportunities to contribute to sustainable development
<b>Adapting to climate change</b>	To ensure we have identified and implemented approaches that will allow us to adapt to the future impacts of climate change

## Implementing our Sustainability Strategy

The implementation of our Sustainability Strategy will take place via a sequence of Green Plans. The first such plan will be established for the 3-year period 2022 to 2025 and will be created in accordance with guidance from the Greener NHS National Programme.

The overarching targets for each of our key areas of focus to be addressed within the Green Plans are summarised as:

Key area of focus in our Sustainability Strategy		Strategic Targets for the Key Areas of Focus	UN SDGs contributed to
Focus	Aim		
<b>Maximising our assets</b>	To maximise the efficient and effective use of our existing assets	<ul style="list-style-type: none"> <li>The hospital to be operating at, or capable of operating at, full capacity</li> <li>The HLRI has been made operational and is being fully utilised by the relevant Trust functions</li> <li>Office accommodation has been rationalised to reflect opening of the HLRI and increased remote working</li> <li>Staff residential accommodation capacity has been sized to meet demand.</li> </ul>	6. <i>Clean Water and Sanitation</i> 7. <i>Affordable and Clean Energy</i> 8. <i>Decent Work and Economic Growth</i> 11. <i>Sustainable Cities and Communities</i> 12. <i>Responsible Consumption and Production</i> 13. <i>Climate Action</i> 17. <i>Partnerships for the Goals</i>
<b>Minimising use of resources</b>	To minimise our use of natural resources and our production of waste	<ul style="list-style-type: none"> <li>Waste streams are fully separated</li> <li>Cross-contamination reduction targets for the clinical waste stream have been set and progressed</li> <li>Commitment made by the Trust and its service providers to cease use of single-use plastics unless they are clinically essential</li> <li>Target established and progressed for food waste.</li> </ul>	2. <i>Zero Hunger</i> 3. <i>Good Health and Well-Being</i> 7. <i>Affordable and Clean Energy</i> 11. <i>Sustainable Cities and Communities</i> 16. <i>Peace, Justice and Strong Institutions</i> 17. <i>Partnerships for the Goals</i>
<b>Achieving net zero carbon emissions</b>	To achieve net zero emissions for our Carbon Footprint Plus	<ul style="list-style-type: none"> <li>Trust's carbon footprint plus mapped</li> <li>Demonstrable progress made towards the net zero targets of the Greener NHS National Programme.</li> </ul>	3. <i>Good Health and Well-Being</i> 7. <i>Affordable and Clean Energy</i> 8. <i>Decent Work and Economic Growth</i> 11. <i>Sustainable Cities and Communities</i> 12. <i>Responsible Consumption and Production</i> 13. <i>Climate Action</i> 15. <i>Life on Land</i> 16. <i>Peace, Justice and Strong Institutions</i> 17. <i>Partnerships for the Goals</i>
<b>Caring sustainably</b>	To provide clinical services	<ul style="list-style-type: none"> <li>All care pathways reviewed to ensure</li> </ul>	2. <i>Zero Hunger</i>

Key area of focus in our Sustainability Strategy		Strategic Targets for the Key Areas of Focus	UN SDGs contributed to
Focus	Aim		
	that achieve the best net use of resources	<p>they maximise opportunities for sustainable development including the sustainable use of medicines and clinical devices</p> <ul style="list-style-type: none"> <li>Approval processes for introduction of new care pathways amended to ensure that they have considered sustainable development measures.</li> </ul>	<p>3. <i>Good Health and Well-Being</i> 5. <i>Gender Equality</i> 10. <i>Reduced Inequalities</i> 13. <i>Climate Action</i> 16. <i>Peace, Justice and Strong Institutions</i></p>
<b>Building responsibly</b>	To undertake new build or refurbishment projects only when necessary and only in accordance with sustainable construction practices	<ul style="list-style-type: none"> <li>Capital approval procedures altered to incorporate consideration of sustainable development as part of the investment decision making process</li> <li>Construction procurement processes altered to incorporate sustainable practices into the specification of works and the selection of suppliers</li> <li>Engagement processes established with other stakeholders to ensure holistic rather than siloed approaches to additions to the built environment.</li> </ul>	<p>4. <i>Quality Education</i> 6. <i>Clean Water and Sanitation</i> 7. <i>Affordable and Clean Energy</i> 8. <i>Decent Work and Economic Growth</i> 12. <i>Responsible Consumption and Production</i> 13. <i>Climate Action</i> 15. <i>Life on Land</i> 17. <i>Partnerships for the Goals</i></p>
<b>Minimising journeys</b>	To minimise the travel and transportation logistics associated with all of our activities	<ul style="list-style-type: none"> <li>Green Travel Plan updated to incorporate and action specific travel reduction targets</li> <li>All Trust and direct service provider transport activities operate via low or zero emission vehicles</li> <li>Procurement practices altered to enable a reduction of transportation distances for supplied goods.</li> </ul>	<p>3. <i>Good Health and Well-Being</i> 4. <i>Quality Education</i> 9. <i>Industry, Innovation and Infrastructure</i> 11. <i>Sustainable Cities and Communities</i> 12. <i>Responsible Consumption and Production</i> 13. <i>Climate Action</i> 17. <i>Partnerships for the Goals</i></p>
<b>Developing green spaces</b>	To integrate and enhance biodiverse green spaces within our working environments	<ul style="list-style-type: none"> <li>All external spaces made green, unless operational practicalities preclude it</li> <li>All green spaces on Trust owned or occupied land to be accessible to staff</li> </ul>	<p>1. <i>No Poverty</i> 2. <i>Zero Hunger</i> 11. <i>Sustainable Cities and Communities</i></p>

Key area of focus in our Sustainability Strategy		Strategic Targets for the Key Areas of Focus	UN SDGs contributed to
Focus	Aim		
		and the public.	<i>12. Responsible Consumption and Production</i> <i>14. Life Below Water</i> <i>15. Life on Land</i> <i>17. Partnerships for the Goals</i>
<b>Helping our community</b>	To support our staff and the communities in which we operate to have fair and equitable opportunities to contribute to sustainable development	<ul style="list-style-type: none"> <li>• Employment practices reviewed to ensure they are fair and equitable and support local employment</li> <li>• Procurement processes reviewed to ensure they allow a level playing field for all suppliers and encourage the support of local businesses</li> <li>• Policies in place to support and encourage the shared use of Trust resources with the local community.</li> </ul>	<i>2. Zero Hunger</i> <i>3. Good Health and Well-Being</i> <i>4. Quality Education</i> <i>5. Gender Equality</i> <i>8. Decent Work and Economic Growth</i> <i>12. Responsible Consumption and Production</i> <i>16. Peace, Justice and Strong Institutions</i> <i>17. Partnerships for the Goals</i>
<b>Adapting to climate change</b>	To ensure we have identified and implemented approaches that will allow us to adapt to the future impacts of climate change	<ul style="list-style-type: none"> <li>• Potential impact upon the Trust modelled for the likely range of climate change scenarios</li> <li>• Feasible changes to the built environment implemented so as to be ready to adapt to likely climate change scenarios</li> <li>• Capital and service investment approval processes altered to ensure adaptability to the future environment is incorporated into decision taking.</li> </ul>	<i>12. Responsible Consumption and Production</i> <i>13. Climate Action</i> <i>17. Partnerships for the Goals</i>

## Reporting and evaluating progress

This strategy covers a 5-year period but will be implemented via a sequence of underpinning Green Plans that shall operate for consecutive three-year periods.

Within each Green Plan period, there will also be an annual review to consider:

- the progress made and the ability to increase or accelerate agreed actions
- new initiatives generated by staff or partner organisations
- advancements in technology and other enablers
- the likely increase in ambition and breadth of national carbon emissions reduction initiatives and targets.

Progress against the Green Plan that will underpin this Sustainability Strategy will be reported annually to the Trust's Board of Directors. Progress will also be reported formally to the relevant regional Greener NHS team, in a format and frequency agreed with them.

Progress on sustainable development matters will be reported upon each year within the Trust's annual report.

## How to get involved

If you want to get more involved with our aims for sustainable development and specifically with the development and implementation of our Green Plan, or have any queries or suggestions regarding our journey to sustainability then please let us know at [papworth.sustainability@nhs.net](mailto:papworth.sustainability@nhs.net).

**Visit us:** [www.royalpapworth.nhs.uk](http://www.royalpapworth.nhs.uk)

**Support us:** [www.papworthhospitalcharity.org.uk](http://www.papworthhospitalcharity.org.uk)

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