

The Robert Jones and Agnes Hunt Orthopaedic Hospital



NHS Foundation Trust

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Green Plan 2021-2024

The Robert Jones *and*
Agnes Hunt Orthopaedic
Hospital



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Welcome 2021

Without question, the negative impact of **human activity is being felt on our planet.**



The Robert Jones and Agnes Hunt Orthopaedic Hospital NHS Foundation Trust has already reached significant milestones in taking responsibility for its activities and reducing its impact on the environment. In the summer of 2020, we completed our £1.2m energy savings scheme, aiming to remove carbon by 809 CO₂e tonnes each year from the installation of solar panels (pictured left) to many of our buildings, LED lights, insulation and the modification of our central steam boilers.

In October 2020, NHS England published 'Delivering a Net-Zero National Health Service', a report that details the scale of the environmental problems faced by the NHS and the country. This report sets ambitious targets requiring all NHS Organisations to become **Net zero by 2040** for the NHS Carbon Footprint and by 2045 for the NHS Carbon Footprint Plus. This document is a milestone for NHS Organisations in that they now have key targets to achieve by the 2030s and 2040s.

The NHS aims to provide health and high-quality care for all, now and for future generations. This requires a resilient NHS, currently responding to the health emergency that COVID-19 brings, protecting patients, our staff and the public. The NHS also needs to respond to the health emergency that climate change brings, which will need to be embedded into everything we do now and in the future.

As an organisation we must therefore consider the resilience of the services we provide. By this, we mean sustainable development of such services, ensuring that both our growth and our activities do not have an adverse impact on the environment, and we protect against the adversities from the environment so that we can maintain our provision of world class patient care.

Introduction

The Robert Jones and Agnes Hunt Orthopaedic Hospital NHS Foundation Trust (RJAH) is a **leading orthopaedic centre of excellence.**

A specialist hospital with a reputation for innovation, the Trust provides a comprehensive range of musculoskeletal (bone, joint and tissue) surgical, medical and rehabilitation services; locally, regionally and nationally.

RJAH is committed to embedding sustainability across the organisation as part of its ongoing aspiration to deliver world class patient care. We want our services to remain fit for purpose both now and in the future. The Trust recognises that if it does not address sustainability as an issue, it is contributing to climate change which is believed to have a detrimental effect on health and wellbeing.

The advent of Covid-19 has meant that as an organisation we had to adapt our plans to provide care to our patients and assist the wider care system under the most challenging conditions. Our staff rose to the challenge and clearly demonstrated that substantial adaptation is possible.

This Green Plan was written in response to both Covid-19 as an example of adversity as a result of human activity, and NHS England and Government guidelines. We anticipate bolder and more specific targets to come; for example, it is forecast that the Paris Climate Change Agreement targets may be improved upon at the forthcoming UN Climate Change Conference of the Parties (COP26) in Glasgow later this year.

By delivering this Green Plan, we expect to achieve significant CO₂ and financial savings between 2021 and 2024, creating a better environment for staff and visitors, and above all, deliver world class patient care.



we expect to achieve significant CO₂ and financial savings



Scope

This plan covers the entire organisation's activities, from the **world class development** and maintenance of our buildings, to the **world class care** we deliver to patients daily.

We are significantly influenced by NHS England's guidance and targets, so the plan aims to outline a strategy to care for our patients, care for our staff and care for our finances in a sustainable way, in line with recognised guidance.

In order to achieve this, we plan to:

	Decarbonising our building and infrastructure - Significantly reduce our reliance on fossil fuels for energy for heat, power and transport		Resilience to climate change - Improve our resilience from the effects of climate change for both our communities and physical infrastructure
	Journeys and Transport - Encouraging green travel to minimise the impact on environment and health		Wellbeing - Responsibly care for the wellbeing of our workforce; for example our commitment to the cycle to work scheme.
	Food and Waste - Making our supply chain both ethical and resource efficient, whilst significantly reducing our use of products and materials that persist in nature, such as single use plastics.		Medicines - Reducing the amount of polluting medicines such as anaesthetic gases, and where this is not possible, capturing and destroying such gases so that they do not contribute to global warming
	A Culture of Aspiring to Deliver World Class Patient Care - Adapting our services to meet the needs of our patients and communities to provide care that is world-renowned.		Procurement - Ensuring that the products and services we procure as a business are done so in a sustainable way, managing stock and waste responsibly and reducing indirect carbon emissions

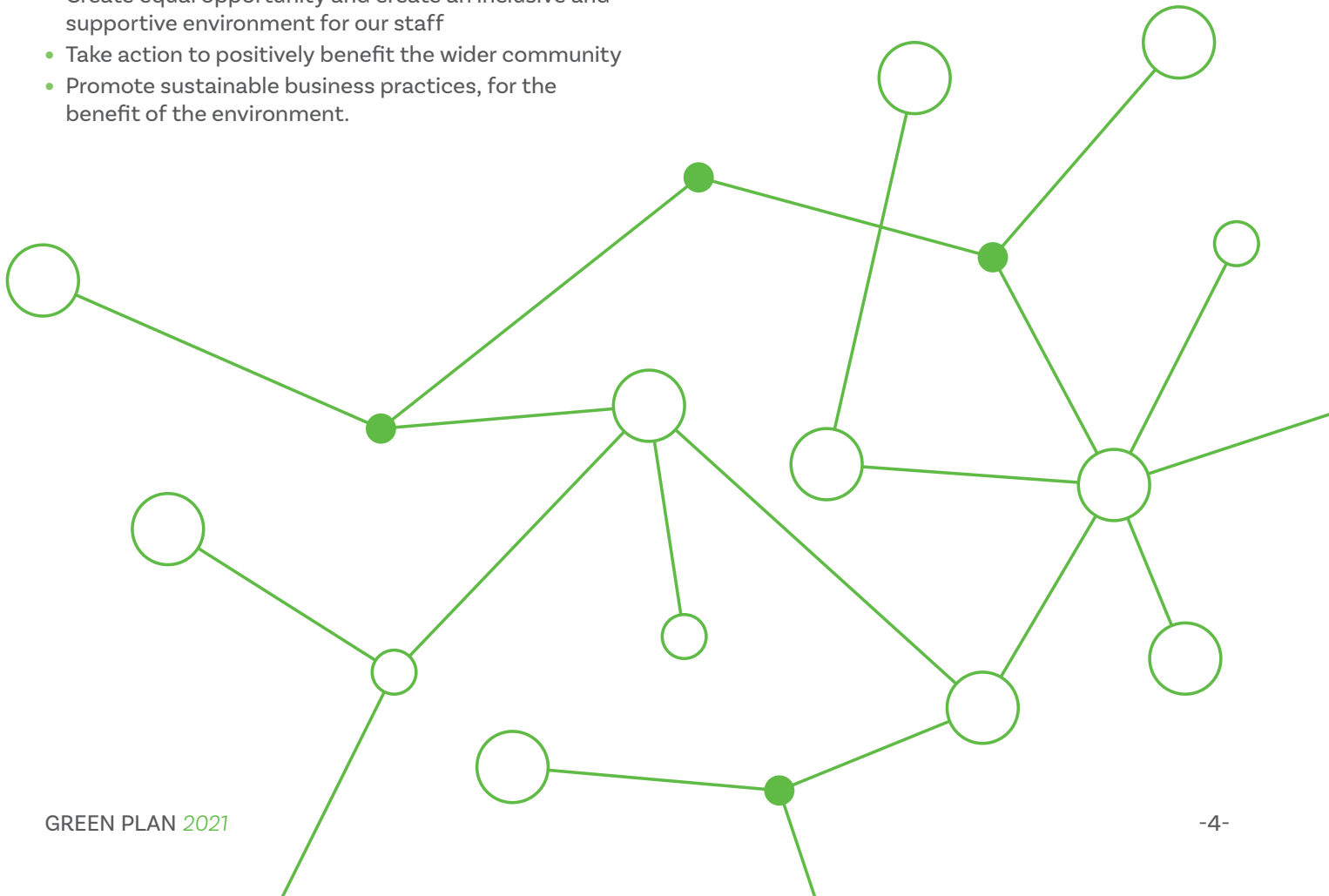


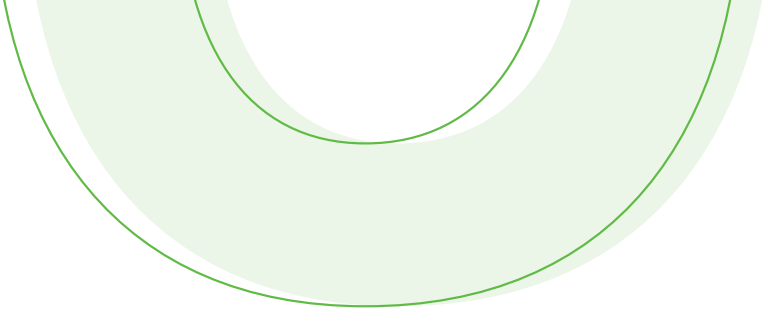
Our Corporate Responsibility

We have a responsibility to ensure the way our organisation operates reflects the needs of our patients, our staff, our communities and the environment.

Our commitment to our Corporate Social Responsibility and Sustainable Development is underpinned by this Plan, and wherever possible, we will go beyond our statutory obligations to:

- Operate as a socially responsible employer
- Create equal opportunity and create an inclusive and supportive environment for our staff
- Take action to positively benefit the wider community
- Promote sustainable business practices, for the benefit of the environment.





Rationale *for* Net Zero, Rationale *for* a Green Plan

Why do we need to **develop sustainably**, and why do we need to reach net zero?

There is a credible business case for sustainable development. The earth’s resources are finite, and so are becoming more costly to source or produce. Human activity has led to increased carbon in the atmosphere, proliferating global warming and encouraging acidification of our seas. Moreover, there are certain commitments required under the NHS Long Term Plan, the 2020 NHS Operational Planning and Contracting Guidance and the NHS Standards Contract. In order for us to World Class Patient Care, we should be leading on our journey to Net Zero.

Of the total carbon emitted by the NHS:

- Estates & Facilities account for 15%
- Travel accounts for 14%
- Medicines account for 25%

The remaining contributory factors include medical and non-medical equipment (18%), food and catering (6%), other procurement (18%) and commissioned healthcare services outside the NHS (4%).

A significant amount of waste persists in nature, so we need to avoid products that produce this waste where we can. Often, waste produces carbon (or the

processing during manufacture) and therefore we need to avoid waste holistically. Plastics and waste management is a critical challenge alongside our carbon emission reduction.

Human activity is clearly influencing extreme weather events, so there are ethical implications to taking our responsibilities as both individuals and as an organisation seriously. We need to determine what our carbon footprint is in order to reduce it, and we need to build resilience to adverse weather events into our systems, service and infrastructure to ensure we continue to provide the very best level of care to our patients.

Understanding and guidance on what sustainability means should give more focus to delivering measurable changes and will enable us to nurture a culture of ethical and sustainable citizenship.

Having a dedicated Sustainability Lead is a necessity to co-ordinate the journey to Net Zero and validate our aspirations to truly deliver world class patient care.





Decarbonising *our building and* infrastructure

Our **£1.2m investment in energy efficiencies** in 2020 has made some headway into reducing our demand on the national grid, with 440,000 kWh being generated per year by photovoltaic (PV) solar panels. That's compared to 3,380,000 kWh we imported from the national grid 2020-2021.

As we move to completely renewable resources to generate our energy for the site, we must act responsibly and consume fossil fuels with maximum efficiency. Because of the specialist decontamination systems, specialist ventilation systems and on-site catering services and the heating and domestic hot water systems that we deliver at the hospital, our legacy systems employ steam raising boilers which deliver superheated steam energy to equipment to ensure patient safety. We've been able to reduce our gas consumption by over 1.8 mWh per year; a significant reduction.

Our combined heating and power plant, equipment that we use that concurrently generates thermal and electrical energy has reduced the load on our heating system and therefore has increased our efficiencies when using fossil fuels. We now plan to explore methods of removing our reliance on fossil fuels to produce steam, heating and electricity.

In order to make significant headway into moving to net zero, we will:

- Determine the organisation's carbon footprint within the envelope of scopes 1,2 and 3 by 2022-23
- Explore other, greener, alternatives that could remove our demand on the national grid
- Consult on replacing our fossil fuel boilers with an alternative green energy source by 2032
- Increase our PV solar panel grid to further reduce our demand on the national grid
- Develop a metering plan to better inform our investments through the Estates' Strategy
- Commit to buy only green electricity from the national grid.

440,000 kWh



Journeys and Transport

Transport and travel accounts for around **14% of the NHS carbon footprint.**

The hospital is in a rural location in north Shropshire and therefore, we must look at maintaining public transport links, reducing patient journeys where possible and electrifying our vehicle fleet.

We plan to:

- Conduct staff surveys to engage with colleagues and measure data on commuting
- Change our fleet vehicles to EVs by 2024-2025
- Build on our relationships with local transport and authorities, improving transport links where possible
- Where there is no risk to patients, move consultations to online
- Work with our transport service providers to share their plans for removing combustion engine vehicles from their fleets
- Develop a strategy to Install EV charging points in line with government recommendation and rollout of wider, national programs
- Explore ways of incentivising car sharing (such as business travel rates) or use of public transport (such as season ticket subsidies)
- Incentivise ULEV car ownership
- Ensure close collaboration with our design and project teams, clinicians and Estates to ensure impact of travel is considered when developing new premises
- Develop a modernised Green Travel Plan.



Develop a strategy to Install EV charging points



Resilience *to* climate change

Events as a direct result of climate change are diverse and increasing in frequency.

The organisation manages emerging risk through the Trust Risk Register at department level and consideration is also given at the Emergency Preparedness, Resilience and Response (EPRR) Forum.

To ensure we maintain business continuity and adapt to both direct and indirect extreme weather events we will:

- Design and construct new buildings in accordance with relevant guidance and legislation, for example; RIBA, BREEAM and the department of health document 'Resilience planning for NHS facilities (HBN 00-07)'
- Maintain and develop existing buildings and building services to provide resilience against adverse events and incidents as a result of climate change
- Provide relevant incident training to our workforce
- Maintain and bolster our contingency plans for emergencies, incidents and change in climate.



Food and Waste

We have already signed up to the single use plastic pledge

We will:

- Explore ways in which we can avoid waste (such as re-use of unwanted furniture and office equipment)
- Divert 100% of our domestic, offensive and clinical waste from landfill
- Roll-out electronic patient ordering to avoid waste by 2022-23
- Improve our data collection on plate waste in the organisation by 2022-2023
- Plan our food waste minimisation through a formal strategy by 2023
- Expand our menus to include a wider range of plant based options by 2022-2023
- Reduce our meat-based menu options by 2025
- Replace outgoing/retired catering equipment with green-energy alternatives by 2025-2026.

The management of healthcare waste is an essential part of ensuring that healthcare activities do not pose a risk or potential risk of infection and are securely managed. UK wide legislation provides the Trust with a framework for best practice, which not only ensures, as a waste producer that the organisation meets legislative requirements but identifies and promotes opportunities to improve waste minimisation and reduce the associated environmental and carbon impacts of managing waste.

Divert 100% of our domestic, offensive and clinical waste from landfill

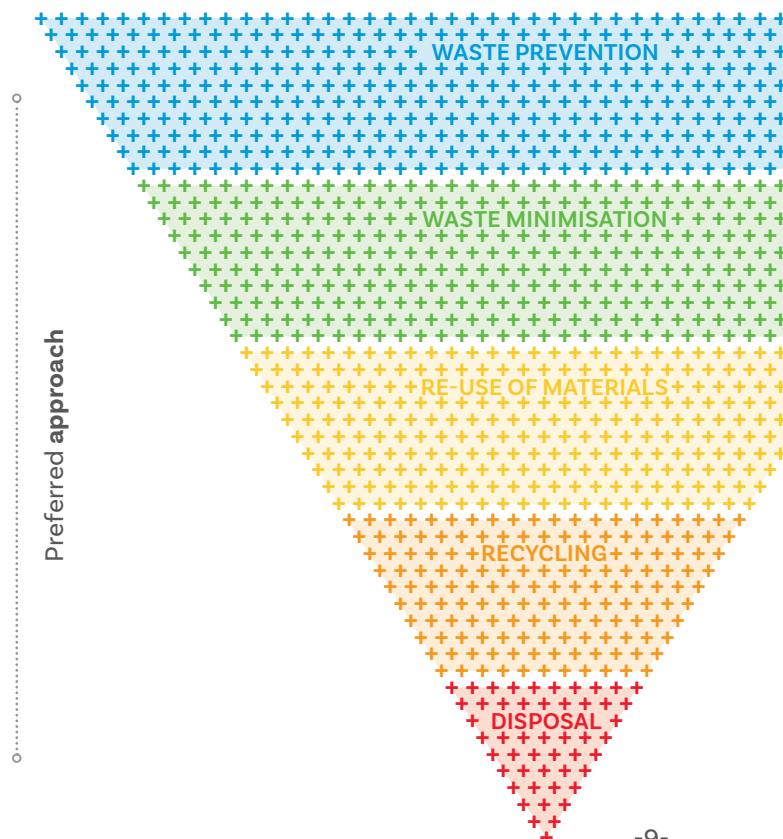


Our agenda focuses on applying controls identified in the waste hierarchy, across all waste streams – including clinical, domestic and food.

As a Trust identified as ‘Exemplar’ for its catering services, the organisation is committed to translating the recommendations identified in 2020’s NHS Food Review into practice.

This includes recognising our role as an anchor institution to promote a sustainable food culture, working with partners to enhance social value and environmental outcomes, and developing long term strategies to embed these changes into our operating model.

waste hierarchy diagram





Wellbeing

Wellbeing for our patients, staff and visitors is **paramount to our success in delivering world class patient care.**

Combating climate change early will have a positive outcome on burden of disease, thus improving lives and saving the NHS funding. Improving health and wellbeing through fitness and mental health support will also create an environment of prosperity and further reduce the burden on NHS services.

The wellbeing of our staff is critical to providing a consistently high level of care to our patients, so it's important that we continue to monitor staff wellbeing through 'Wellbeing Conversations', a supportive discussion to help staff process challenges they face both at work and outside of work, signpost to mental health support and ensure that a healthy work-life balance is maintained.

The Captain Sir Tom Moore Path of Positivity was built in 2021 and provides a safe area for patients and staff to exercise and find headspace when required. We also provide incentivised access to cycling equipment for our staff through the cycle to work scheme, and partner with mental health services to support our colleagues through crisis.

We will:

Introduce a flexible and agile working policy for all staff to reduce CO₂ emission from travelling to and from the hospital. This will also have a positive effect of rebalancing work and home life needs, with the results being a more productive and healthier (mentally and physically) NHS workforce.



The Captain Sir Tom Moore Path of Positivity was built in 2021





A Culture – Aspiring to Deliver World Class Patient Care

Our Hospital is **world-renowned** for the expertise and history of care we deliver to our patients.



The hospital's history is steeped in adapting to the needs of our patients and the needs of the NHS.

We will:

- Continue to be guided by our CCG on sustainable development
- Grow our culture to motivate and empower our people to deliver sustainable healthcare at a world class level
- Develop a culture of collaboration with our ICS and wider healthcare network to provide sustainable solutions for both for the Trust and local, regional and national organisations

We celebrate the amazing work our colleagues do daily, and have monthly 'health hero' awards and an annual Celebration of Achievement Awards where we come together to nominate and celebrate the successes shared over the year. We challenge poor practice and actively encourage colleagues to talk in confidence to nominated 'Freedom to Speak Up' guardians.





Medicines

Our current clinical practices do not include the most pollutant of anaesthetic gases, desflurane, but **we aim to seek alternatives to the current gases**

Pharmaceuticals are the second highest contributing factor towards the NHS carbon footprint. Here at RJAH we will aim to work with our Multidisciplinary teams and Integrated Care System to explore the following areas where we can make an impact and reduce environmental damage from pharmaceuticals.

- Alternative approved methods of anaesthetics that avoid utilising harmful gases
- Seek methods of engineering solutions where use of harmful gases cannot be avoided
- Work with the local system to ensure prescribing in environmentally friendly in the following ways:
 - **Labelling** – Where multiple options are available, ensure guidance is available on the possible impact on the environment the prescribing of a drug will have so that prescribers are educated and can use alternatives if appropriate. Explore and encourage future IT systems have this incorporated.
 - **Inhalers** – help reduce the impact of metered dose inhalers where clinically appropriate. A 50% cut in the carbon footprint of inhalers would save an amount approximate to 4% of the total carbon saving needed for the NHS to meet its 2030 carbon reduction target. Incorrect disposal of inhalers also has a negative environmental impact.
- **Plastic bags** – Look to replace current plastic medicine bags with more environmentally friendly recyclable alternatives.
- **Overprescribing waste** – Pharmaceutical wastage is a financial burden on the NHS and has a negative environmental impact. Discouraging stockpiling and regularly reviewing prescriptions can help to reduce waste and benefit patients by potentially reducing the number of medicines they take.
- **Explore greener medicines deliveries** – work with local pharmaceutical delivery partners to develop environmentally friendly deliveries.
- **Look outside spread the message** – Pharmacists are respected healthcare professionals, and can use their scientific and clinical skills to communicate evidence on climate science and sustainability outside of the health service. Encouragement to communicate widely through being active on social media, sharing information and encouraging others to engage with a conversation about the NHS 'net zero' change and how the health service can be more sustainable.
- Taking opportunities to speak externally to young people on how pharmacists can reduce the environmental impact of medicines.



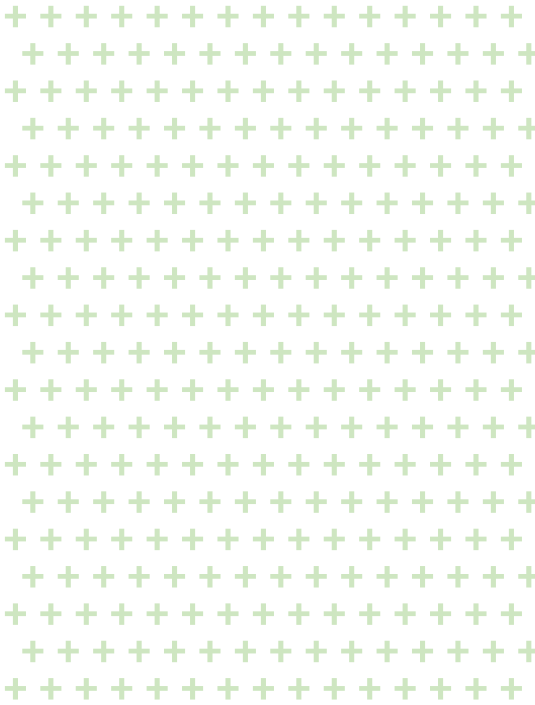
Procurement

NHS procurement services contribute to some of the other facets mentioned previously, but the remainder of ‘other’ procurement, for example physical items such as PPE, or contracted services such as out-sourced consultancy, **contributes around 18% of NHS emissions.**

There are opportunities to reduce consumption of goods and therefore avoid waste - and where we do procure, we should do so in such a way that minimises the impact socially and environmentally.

We will:

- Publish in partnership with Shropshire Healthcare Procurement Service (SHPS) an updated sustainable procurement strategy by Q4 2021-2022
- Procure, where reasonable practicable, from locally sourced businesses who are part of the frameworks recognised by SHPS.
- Ensure that we are procuring products that are ethically sourced and avoid where possible, products that persist in the environment, such as single-use plastics.
- Accelerate a paper-light campaign with the goal of paperless by 2040, by increasing digital usage in all areas resulting in secure, instantaneous transactions across the hospital.



Taking Action

We now have an opportunity to intervene; if we do so now, it will be easier for us to implement these plans, will be less costly and may avoid interruption of business continuity; thereby **positively impacting patient care, improve conditions for our staff and care for our finances.**

The action plan below identifies the roles responsible for delivering each measurable goal:

Action	Lead
Building and Infrastructure Lead: Nick Huband, <i>Director of Estates & Facilities</i>	
Determine the organisation's carbon footprint within the envelope of scopes 1,2 and 3 by 2022-23	Estates Manager - Compliance & Sustainability
Explore other, greener, alternatives that could remove our demand on the national grid	Estates Manager - Compliance & Sustainability
Consult on replacing our fossil fuel boilers with an alternative green energy source by 2032	Estates Manager - Compliance & Sustainability
Increase our PV solar panel grid to further reduce our demand on the national grid	Estates Manager - Compliance & Sustainability
Develop a metering plan to better inform our investments through the Estates' Strategy	Estates Manager - Compliance & Sustainability
Commit to buy only green electricity from the national grid	Head of Estates & Facilities





Action	Lead
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Journeys & Transport

Lead: Nick Huband, *Director of Estates & Facilities*

Change our fleet vehicles to EVs by 2024-2025	Facilities Compliance Manager
Build on our relationships with local transport and improve transport links where possible	Estates Manager - Compliance & Sustainability
Where there is no risk to patients, move consultations to online	Medical Director
Work with our transport service providers to share their plans for removing combustion engine vehicles from their fleets	Head of Estates & Facilities
Develop a strategy to Install EV charging points in line with government recommendation and rollout of wider, national programs	Estates Manager - Capital
Explore ways of incentivising car sharing (such as business travel rates) or use of public transport (such as season ticket subsidies)	Estates Manager - Compliance & Sustainability
Ensure close collaboration with our design and project teams, clinicians and Estates to ensure impact of travel is considered when developing new premises	Estates Manager - Capital
Conduct staff surveys to engage with colleagues and measure data on commuting	Estates Manager - Compliance & Sustainability
Develop a modernised Green Travel Plan	Estates Manager - Compliance & Sustainability
Incentivise ULEV car ownership	Head of Estates & Facilities

Resilience to Climate Change

Lead: Nicki Bellinger, *Assistant Chief Nurse and Trust EPRR Lead*

Design and construct new buildings in accordance with relevant guidance and legislation, for example; RIBA, BREEAM and the department of health document 'Resilience planning for NHS facilities (HBN 00-07)'	Estates Manager - Capital
Maintain and develop existing buildings and building services to provide resilience against adverse events and incidents as a result of climate change	Head of Estates & Facilities
Provide relevant incident training for our workforce	EPRR Lead
Maintain and bolster our contingency plans for emergencies, incidents and change in climate	EPRR Lead





Action	Lead
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Food and Waste

Lead: Nick Huband, *Director of Estates & Facilities*

Divert 100% of our domestic, offensive and clinical waste from landfill	Facilities Compliance Manager
Improve our data collection on plate waste in the organisation by 2022-2023	Facilities Catering Manager
Explore ways in which we can avoid waste (such as re-use of unwanted furniture and office equipment)	Estates Manager - Compliance & Sustainability
Expand our menus to include a wider range of plant-based options by 2022-2023	Facilities Catering Manager
Reduce our meat-based menu options by 2025	Facilities Catering Manager
Plan our food waste minimisation through a formal strategy by 2023	Facilities Compliance Manager
Roll-out electronic patient ordering to avoid waste by 2022-23	Facilities Catering Manager
Replace outgoing/retired catering equipment with green-energy alternatives by 2025-2026	Facilities Catering Manager

Wellbeing

Lead: Kerry Robinson, *Director of Performance, Improvement and Organisational Development*

Introduce a flexible and agile working policy for all staff to reduce CO ₂ emission from travelling to and from the hospital	Improvement and Organisational Development Manager
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Culture

Lead: Kerry Robinson, *Director of Performance, Improvement and Organisational Development*

Continue to be guided by our CCG on sustainable development	Estates Manager - Compliance & Sustainability
Grow our culture to motivate and empower our people to deliver sustainable healthcare at a world class level	Improvement and Organisational Development Manager
Develop a culture of collaboration with our ICS and wider healthcare network to provide sustainable solutions for both for the Trust and local, regional and national organisations	Estates Manager - Compliance & Sustainability



Action	Lead
Medicines	
Lead: Ruth Longfellow, Medical Director	
Explore alternative approved methods of anaesthetics that avoid utilising harmful gases	Nominated Anaesthetic Lead
Seek methods of engineering solutions where use of harmful gases cannot be avoided	Co-ordinating Authorised Person (Medical Gases)
Labelling - Where multiple options are available, ensure guidance is available on the possible impact on the environment the prescribing of a drug will have so that prescribers are educated and can use alternatives if appropriate.	Chief Pharmacist
Inhalers - help reduce the impact of metered dose inhalers where clinically appropriate.	Chief Pharmacist
Plastic bags - Look to replace current plastic medicine bags with more environmentally friendly recyclable alternatives.	Chief Pharmacist
Overprescribing waste - Discouraging stockpiling and regularly reviewing prescriptions can help to reduce waste and benefit patients by potentially reducing the number of medicines they take.	Chief Pharmacist
Explore greener medicines deliveries - work with local pharmaceutical delivery partners to develop environmentally friendly deliveries.	Chief Pharmacist
Look outside spread the message - Pharmacists are respected healthcare professionals, and can use their scientific and clinical skills to communicate evidence on climate science and sustainability outside of the health service.	Chief Pharmacist
Procurement	
Lead: Craig Macbeth, Chief Finance Officer	
Publish in partnership with Shropshire Healthcare Procurement Service (SHPS) an updated sustainable procurement strategy by Q4 2021-2022	Senior Procurement Manager
Procure, where reasonable practicable, from locally sourced businesses who are part of the frameworks recognised by SHPS.	Senior Procurement Manager
Ensure that we are procuring products that are ethically sourced and avoid where possible, products that persist in the environment, such as single-use plastics.	Senior Procurement Manager

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Acronyms

Acronym	Description
BREEAM	Building Research Establishment Environmental Assessment Method
CCG	Clinical Commissioning Group
COP26	UN Climate Change Conference of the Parties
CO ₂	Carbon Dioxide
CO ₂ e	Carbon dioxide equivalent (where CO ₂ is not emitted directly)
COVID-19	CoronaVirus Disease 19
EPRR	Emergency Preparedness, Resilience and Response (Forum)
EV	Electric Vehicle
HBN	Health Building Note
HTM	Health Technical Memorandum
ICS	Integrated Care System
kWh	Kilo Watt Hours
LEV	Low Emissions Vehicle
mWh	Mega Watt Hours
NHS	National Health Service
PV	PhotoVoltaic (solar panels)
Q4	Quarter 4
RIBA	Royal Institute of British Architects
RJAH	Robert Jones & Agnes Hunt Orthopaedic Hospital Foundation Trust
SHPS	Shropshire Healthcare Procurement Services
ULEV	Ultra Low Emissions Vehicle
UN	United Nations