WEST LANCASHIRE CLINICAL COMMISSIONING GROUP

GOOD CORPORATE CITIZENSHIP & SUSTAINABILITY 2017-18
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</tbody>
</table>
## Table of Contents

- Introduction .................................................................................................................. 3
- NHS West Lancashire Clinical Commissioning Group’s Vision for Good Corporate Citizenship & Sustainability .................................................................................................................. 3
- 1. Energy & Carbon Management .............................................................................. 3
- 2. Procurement and food .............................................................................................. 6
- 3. Low carbon travel, transport and access ................................................................. 7
- 4. Water ......................................................................................................................... 8
- 5. Waste ......................................................................................................................... 8
- 6. The Estate (Use of and Designing of the Built Environment) .................................. 9
- 7. Corporate Citizenship (Organisational and Workforce Development) .................. 10
- 9. Governance / Commissioning and Procurement (particularly around Sustainability and buying 'Green') .................................................................................................................... 12
- 10. Finance .................................................................................................................... 14
- Our Good Corporate Citizenship & Sustainability Plan - 2017-18 .................................. 14
Introduction

NHS West Lancashire Clinical Commissioning Group (WLCCG) faces many challenges as leaders for commissioning health, as well as our obligation to Corporate Citizenship. This strategy intention document has been produced as a direct response to the NHS Strategy Saving Carbon – Improving Health, 2009 and the Sustainable Development Strategy for the Health, Public Health and Social Care System launched in January 2014.

Our local strategy demonstrates the importance of this issue to WLCCG and the commitment of our organisation and staff to ensure that we act now to reduce carbon emissions and promote Good Corporate Citizenship in our actions and behaviour as a Corporate body and Commissioner.

Climate change can affect our health and wellbeing; recent events such as severe weather conditions have demonstrated major impacts in delivery and accessibility of key services. Tackling climate change offers WLCCG opportunities to improve our population’s health and wellbeing through good commissioning and save resources through better management of our facilities.

As with any Clinical Commissioning Group across the Country, we are facing challenges. Challenges that mean we need to think differently and work more efficiently. NHS England’s Five Year Forward View sets out the need for change – the direction of which we follow. Supporting this locally, we have our local vision for joined up care Building for the Future and our wider County-wide Strategy in the form of the Sustainability and Transformation Plans (STP). We believe our commitment to sustainability must be honoured while we follow these plans, and not something we address in isolation.

NHS West Lancashire Clinical Commissioning Group ’s Vision for Good Corporate Citizenship & Sustainability

This strategy intention sets out our organisational vision and will aim to work towards becoming a ‘low carbon organisation’.

Steve Barnett, Chief Executive of the NHS Confederation, says:

“By including a carbon reduction strategy into corporate governance plans and encouraging partnership organisations to follow suit, NHS boards can play an important and necessary role in helping the health service reduce its carbon footprint as well as its costs.”
What does the term ‘Good Corporate Citizenship’ mean?

Good Corporate Citizenship is a term that resonates well in the NHS. It describes how NHS organisations can embrace sustainable development through their Corporate activities.

What is Sustainable Development?

Sustainable development is development that meets the needs of the present, without compromising the ability of future generations to meet their own needs. In essence, this means using our social, environmental and financial resources wisely.

NHS organisations are asked to review their carbon management at board level, produce a sustainable development management plan and sign up to the Good Corporate Citizenship Assessment Model, as set out in the 10 areas below:

1. Energy and carbon management
2. Procurement and food
3. Low carbon travel, transport and access
4. Water
5. Waste
6. The Estate (Use of and Designing of the Built Environment)
7. Corporate Citizenship (Organisational and Workforce Development)
8. Working with Partners to Reduce Environmental Impact – Community Engagement and Public Health
9. Governance/Commissioning and Procurement (particularly around Sustainability and buying ‘Green’)
10. Finance
The diagram below represents WLCCG’s continued efforts and commitment towards Good Citizenship & Sustainability Development. In the coming months and years, we intend to explore further opportunities to widen our focus on the key areas addressed in the assessment model.

Our support to the Good Citizenship & Sustainability & Development ethos

1. Energy and carbon management:

WLCCG is ensuring we use energy more efficiently in a cost effective way to reduce carbon dioxide emissions. We demonstrate a commitment to sustainability nationally by participating in national sustainability campaigns (e.g. NHS Sustainability Day, Energy Saving Week, Green Office Week etc) and encourage our staff to be involved. Our ‘Green Office Week’ will be launched this year (15th May – 19th May) encourage WLCCG staff make small changes in their working habits that will positively impact our environment. The initiative will raise awareness of key green issues reinforcing the importance of working in a more sustainable way that can also improve productivity. Improving the energy efficiency in the workplace can also reduce energy bills and impact on carbon reduction.

We encourage staff to implement simple, practical, step-by-step changes that will help to make workplaces and behaviours more environmentally-friendly. Some WLCCG staff, particularly our Medicines Management Team, walk to Ormskirk practices (for regular
morning or afternoon sessions or for practice meetings) from our Head Office where and when possible, thereby reducing carbon footprint, traffic and deriving positive benefits of physical activity/exercise.

Staff are prompted to turn off all devices and lights when not needed, hibernate PCs & laptops when they are away from their desks, switch off equipment overnight, etc. very office room has a reminder to turn the lights off when are the last one to leave the office.

2. Procurement and food

The NHS is the largest single purchaser of food in the country, spending £500 million a year on meals for patients, staff and visitors. More sustainable procurement means healthier, more nutritious food, and often supports the rural community. The right procurement choices can reduce harmful environmental impacts – by producing less waste, minimizing the need to transport goods, reducing carbon emissions and their pollution. Local sourcing of food and supplies can bring both environmental and health benefits.

WLCCG has commissioned Community Services which primarily deliver quality services co-designed by the West Lancashire communities and service users. Our agenda mirrors the 7 Key principles of Social Value which seeks to reduce inequalities and improve outcomes which matter to local people.

The Community Services will focus on the opportunities for developing sustainable models of care, improving sustainability performance across providers, and supports the commissioning of services to maximise wider social value.

The Community Services is aimed at delivering services efficiently and effectively by

- saving money through energy efficiency, waste reduction and careful resource planning.
- Engaging with staff and the community, and leading by example and delivering tangible benefits to the citizens and communities of Lancashire

Our ambitious collaborative Well Skelmersdale project, which supports the legislative Social Value Act (2012), will bring together a wide range of network of people across Lancashire & West Lancashire who will contribute towards sustainable development and build the much needed infrastructure, develop community based assets, etc. The project will aim to address inequities in access to services for different groups of our population including moving relevant services such as pulmonary rehabilitation, oxygen and respiratory clinics into the community and providing home support for the housebound.

We are developing asset based approaches and co-producing solutions that includes collaboration with the voluntary, faith and community sector.
WLCCG Business Innovation Group and Staff Forum are contributing to The Protein Challenge 2040. The Protein Challenge 2040 is a cutting-edge global collaboration for sustainable nutrition, convened by Forum for the Future (An independent non-profit working globally with business, government and other organisations to solve complex sustainability challenges), and bringing together leaders across the protein system to innovate and drive consumption of protein on a more sustainable path.

WLCCG is raising awareness amongst staff around Plant Based Proteins and introducing them in their diets.

Some WLCCG staff have altered their diets and are eating more vegetarian food. Recent studies published in the Proceedings of the National Academy of Sciences in the United States last year concluded that eating less meat could reduce global mortality by 6-10% and cut greenhouse gas emissions by 30-70%.

“The food system is responsible for more than a quarter of all greenhouse gas emissions, of which up to 80% are associated with livestock production,” say the authors, who were led by Oxford researcher Marco Springmann.

3. Low carbon travel, transport and access

Travel policies of the NHS influence the behaviour of millions of people every day – not only the 1.3 million people who work for the NHS, but the great numbers of patients, visitors and suppliers who flow in and out of the system. Good Corporate Citizenship means discouraging unnecessary journeys for freight as well as people, and encouraging active, sustainable travel such as walking and cycling. This also contributes to the reduction of accidents, noise, pollution, congestion and carbon emissions, and promotes good health.

Our Patient and Public Group – ‘My View’ also encourages the use of an e-bulletin rather than postal circulation to reduce both costs and paper use for the organisation. Over time, we have moved to exclusively to an e-bulletin system (unless special circumstances apply). Furthermore, My View is a virtual group which means we remove the need to travel in order to remain engaged in our plans and decisions.

We make use of new technologies (e.g. Digital Health, Skype for Business Office 365) and innovations to minimise travel in the delivery of services, improve business delivery as well as staff’s work life balance. Skype for Business allows staff to conduct virtual meetings enabling attendees to dial in from various locations/offices. It also offers Instant Messaging functionality which enables staff to communicate with their business colleagues/partners, etc., regardless of their location, in real time this also eliminates email traffic.

WLCCG implemented Florence (Flo) Digital Health solution in West Lancashire’s Heart Failure Service. The solution provides a useful tool to improve the Health and Wellbeing of people living with long term conditions as they are able to self-manage their conditions more effectively. Since the implementation it has reduced travel, unnecessary clinical and
patient contact and has freed capacity within the system for appropriate appointments and referrals and above all patients feel more confident about co-managing their condition.

The successful delivery of Flo backed with positive patient experience feedback, signifies WLCCG has designed a patient centred approach which is more sustainable and one that produces savings for our healthcare system.

Some of our Senior Management and Clinical staff are setting a leading example by moving from carbon fuel cars to electric and Hybrid cars. Hybrid cars not only conserves fuel but also produce less carbon emissions.

4. Water

Water is one of life’s essentials, yet in the UK every day millions of litres of water disappear down the drain unnecessarily. There is less water available per person in some parts of the country than in the Sudan and new pressures caused by climate change and population growth are likely to stretch water resources even further. But cutting the amount of water we lose this way is easy to do, and it doesn’t mean settling for lower standards of living.

Where possible we refer to the legislative guidelines to explore opportunities at what we can do to reduce water wastage. Where possible we explore opportunities to improve water efficiency and engage staff in using water more efficiently. We ensure faults & leaks are prompt reported to NHS Property Services who manage the facilities of WLCCG office.

5. Waste

WLCCG office produce small volumes of general waste (i.e. paper and kitchen). We have facilities available to recycle waste via a recycling system (paper, plastic, metal, glass etc). These are provided through WLCCG’s facilities service contract.

Since the implementation of Office 365, we have minimised printing by utilising Cloud based applications to circulate agenda & minutes for meetings. We have also encouraged staff to change their printer settings to black and white & duplex printing. All our staff have been provided with laptops to encourage Agile working. This approach allows staff to access agendas and meeting papers electronically, which has significantly reduced the requirement to print documents.

WLCCG promotes a paperless environment. Our Cloud based Project Management Toolkit, enables staff to manage their projects electronically. The application also has a functionality to send organise meetings, circulate agendas and minutes.

WLCCG launched a new Waste Campaign in October 2016 to tackle the issue of medicines waste. We are aiming to address the growing issue of medicines waste, which is fast becoming a major concern for the NHS nationally, as it spends an estimated £300 million
annually on medicines that are not needed, with that figure equating to £600,000 a year in West Lancashire, alone.

Our Medicines Waste Campaign will uniquely look to address some very real medicines safety issues. It will aim to reduce the amount of people taking medicine they no longer need, whilst at the same time addressing the dangers that people storing unused medicines at home poses if they get into the wrong hands.

To address this issue, with effect from Tuesday 1 November 2016, General Practitioner (GP) practices across the region, no longer accept repeat prescriptions from third parties ordering on behalf of a patient or carer. Instead, patients and carers will now be required to order these prescriptions for themselves (apart from in exceptional circumstances).

To ensure residents of West Lancashire are supported and engaged, GP practices have written to all those affected in early October, explaining fully what is happening, when and why, and clearly explaining how they can now order their medication moving forward. In addition, GP practice staff are trained to support any patients or carers that have any difficulties.

To assist those people affected with this new process, WLCCG is encouraging all patients to use the FREE ‘Patient Access’ website and smartphone app. Patient Access is available to anyone registered with a GP, is easy to use and in addition to managing and ordering repeat prescriptions, it will enable users to make GP appointments and view their medical records online or on their smartphone.

We have revolutionised the process of ordering prescriptions and are moving away from third parties ordering repeat prescriptions on behalf of patients, as there is a risk that medicines are being ordered that are no longer required.

With this campaign, we are engaging and empowering patients, to give them the confidence to take control of how they take and order their medicines and to only order what they need.

At its core, ultimately it is about everyone in West Lancashire working together, carers, patients, residents, GPs and pharmacists so that collectively we can help to tackle this issue of medicines waste.

6. The Estate (Use of and Designing of the Built Environment)

Sustainable facilities management is about minimising impacts on the environment and supporting the local community and economy. Investing in energy efficiency and water saving measures, such as good insulation, movement sensor control lighting and low-flush
toilets, will result in considerably lower running costs. Waste reduction through minimised packaging, recycling and reuse of products will reduce waste to landfill and curtail the increasing costs of landfill tax.

WLCCG in conjunction with NHS Property Services has undertaken a strategic review of their estates and infrastructure and has identified an Estates Delivery Plan for the next five years. The plan encompasses all GP and community premises. Reviews of current building conditions have been completed and sustainability has been a key element of the review. Our building programme has suitability as the key driver and all our buildings new and existing will meet all sustainability as good corporate citizenship targets. The attainment of these targets will be a critical element in the brief for a new scheme.

The NHS has recently undergone a building renaissance with over £12 billion being invested in new hospitals and primary care facilities in addition to refurbishment, which offers a huge opportunity for good corporate citizenship. A sustainable building is designed to reduce waste, energy and resource use; saving money, reducing negative environmental impacts and benefiting health.

Our site as a whole and the management bodies who are responsible for the buildings on the site for example Southport & Ormskirk NHS Trust, NHS Property Services, etc., are Smoke-free.

We encourage active travel and our office base at Hilldale provides staff and visitors secure cycle parking. Our staff also have access to showers and lockers.

7. Corporate Citizenship (Organisational and Workforce Development)

Good Corporate Citizenship is a mechanism through which organisations can deliver sustainable development aims and goals. It means that the NHS – through its activities as an employer; purchaser; commissioner of building work; user of energy, waste and transport; and provider of healthcare services – should positively:

- Enhance the health and wellbeing of staff, patients, visitors and suppliers.
- Improve the wellbeing of local communities, the economy and the environment through building relationships and minimising negative impacts.
- Consider the wider impacts of purchasing decisions.

To demonstrate our commitment and continue raising awareness around sustainability we are launching are Good Corporate Citizenship & Sustainability 2017-18 corporate document on the National NHS Sustainability Day - 23 March 2017.

Our Induction Programme, includes signposting new starters to the Good Corporate Citizenship & Sustainability and briefing them around WLCCG’s role championing sustainability and our commitment towards influencing health, economic, environment and social positively through our actions and tangible contribution.
Through our updates on electronic ‘News Feeds’ we engage staff and keep them informed on various sustainability initiatives (i.e. Green Office Week etc.) and educate staff on lifestyle changes, etc., to support our National commitment. We encourage staff to be a part of the sustainability journey and designing and implementing initiatives through our staff forum. Using this approach, WLCCG staff are able to make a valuable contribution to the organisation and are recognised for their efforts.

On 10 March 2017, WLCCG invited Norwex – a Norwegian company that provide sustainable, chemical free products for a healthy home. Norwex produce several vegan products and aim to reduce chemicals and plastics which harm the environment and health. WLCCG staff in their lunch hour, were given an opportunity to join a demonstration conducted by a representative from Norwex.

Our Chief Officer implemented ‘The Innovation Hour Initiative’ in July 2016, which aligns with WLCCG’s organisational values, supports and encourages staff to develop and progress in their careers at the same time drive business improvement / enhance service delivery. Staff are also encouraged to get involved with various projects and programmes to gain experience and contribute to organisational goals. Through this initiative, WLCCG have implemented changes designed by staff to enhance and automate service delivery.

We also ensure we report on sustainability performance and achievement on our Annual report.

WLCCG endeavours to lead by example of diversity and inclusion practices to reduce inequalities in health, employment, etc. WLCCG recently offered a work placement to allow the individual a broad insight to practices within the organisation and our healthcare system. We received excellent feedback from the individual who said her experience with WLCCG was invaluable and enjoyed her time thoroughly working with specialists and clinicians.

WLCCG introduced an enhanced elearning system – Learning Management System (LMS) for staff to completely their mandatory training. LMS replaced the elearning portal that had accessibility and usability issues. Since the implementation of LMS in November 2016, our compliancy statistics have improved significantly. LMS can be easily accessed & navigated through. The application allows the user to complete their elearning modules on their mobile device such as Smart-phone, iPad, Tablet, etc.

We conduct staff surveys and report back on our findings. Recently, we conducted a Health & Wellbeing at work survey which conducted and arranged by Public Health Lancashire in August 2016. With results from surveys and through Human Resources & staff consultation, WLCCG has made amendments to their Flexible Working Guidance corporate document.
8. Working with Partners to Reduce Environmental Impact – Community Engagement and Public Health

Climate change cannot be mitigated by a single organisational response. It is highly dependent on collaborative working with other organisations within the same sector as well as across other settings. Climate change has impacts for geographical and populations which require a commitment to partnership working, particularly around emergency planning, as set out under the Civic Contingency Act 2004. This collaboration will require all public sector bodies to work collaboratively to reduce the risks to people, public health and public services associated with climate change and extreme weather events. It is imperative that the public sector is working to improve their own performance as an example of best practice in order to demonstrate leadership in key areas such as food, active travel and energy efficiency.

Climate change could have a negative impact on health and our healthcare systems. We have a robust Business Continuity Plan to respond effectively, minimising/mitigating risks in emergency situations to ensure business continuity.

With regards to the social climate WLCCG is acutely aware of its responsibilities to serve their population with multiple and sometimes complex needs. It is acknowledged that this will have a major impact upon the demand for health and social care.

WLCCG is working alongside partner organisations to deliver quality health. WLCCG and Lancashire resilience partners, such as NHS England and Public Health ensure that adequately tested emergency plans are in place to protect the health of WLCCG population ranging from relatively minor disease outbreaks to full-scale Public Health emergencies.

WLCCG is also working collaboratively with the Midlands and Lancashire Commissioning Support Unit (MLCSU) to expand the Escalation Management System (EMS) to include a range of escalation data from all providers. This is an on-line system which alerts all stakeholders of pressures within the Health and Care system including Accident & Emergency (A&E), Community Services and Social Care. WLCCG will be working with MLCSU to ensure more services feed into the alert system to give a wider overview.

9. Governance / Commissioning and Procurement (particularly around Sustainability and buying ‘Green’)

The NHS demand for food, goods and services makes up around 10% of some UK regional economies. Procurement is an area where the NHS can flex its financial muscle both to boost the local economy and to curb the carbon emissions created by transporting supplies over long distances.

Sustainable Procurement means purchasing goods and services in a way that maximises positive benefits and minimises negative impacts on society, the economy and the environment through the full life-cycle of the product.
The NHS spends around £11 billion a year. It contributes enormously to local economies and has the significant market power needed to drive innovation. The NHS contributes up to 10% of regional GDP, and in more deprived areas an NHS Trust can have an even greater economic impact.

WLCCG’s vision for West Lancashire is clear –

*To secure the best possible care and health outcomes and to empower our population to be in control of their health*

WLCCG believes that this vision and its underpinning ambitions have complete alignment to the principles outlined in the Social Value Act (2012). It is of the view that Social Value presents a useful framework which will aid WLCCG in achieving its commitments. For example, this can be seen in the following ways –

- WLCCG is committed to using its commissioning responsibilities to reduce inequalities demonstrated through the gap in life expectancy which in West Lancashire is 8.7 years for men and 6.3 years for women. This commitment is translated through work already underway via the Well Skelmersdale programme and the projects contained within, such as Social Prescribing. This programme has equality and wellbeing at its heart, which has complete alignment with the ethos of social value.

- WLCCG seeks to be innovative in its commissioning approaches and is looking to commission in new ways to maximise outcomes. A recent example of this is the re-commissioning of Adult Community Services. Considering what the local population informed the CCG was important to them, WLCCG developed an outcomes framework which will form the basis of how the new contract will be overseen. This aligns to one of the seven principles of Social Value; involve stakeholders and is consistent with WLCCG’s approach of ensuring the patient’s voice is at the heart of service design and improvement.

WLCCG looks to focus on the opportunities for developing sustainable models of care, demonstrated by the recent re-procurement outlined above, improving sustainability performance across providers, and supports the commissioning of services to maximise wider social value.

On an operational level, our procurement activities are also automated by utilising Cloud based applications such as Contract Finder and eBravo. This is a more sustainable way of procuring services and products, because it’s automated, efficient and paperless. In addition to reducing carbon footprint and environmental waste, sustainable eprocurement, WLCCG recognises it has also multiple long-term benefits. These include an improved efficiency, centralised governance, public image, competitive advantage via innovation, and potential economic benefits through improved efficiencies and savings.
WLCCG ensure we align ourselves with the Social Value Act (2012) and consider economic, social and environmental wellbeing aspects in procurement of services contracts. Our social value ambition is to get the most value for money from the services we commission and deliver, whilst ensuring quality.

10. Finance

WLCCG remains committed to ensuring that it makes full and effective use of the financial and non-financial resources available to it and that it achieves value for money in delivering its overall duties and objectives.

Our organisation continues to review and implement its key strategies, including its longer term estates strategy and it strives to ensure that the “invest to save” and efficiency initiatives approved within the overall strategic and financial plans contribute wherever possible to sustainability and carbon reduction programmes. Part of the WLCCG’s financial strategy is to invest in local communities to help them sustain optimum Health & Wellbeing.

WLCCG is continuously improving provider/supplier/stakeholder relationships, which we believe is significant for developing successful partnerships and enhancing effective finance management. We ensure our agreements include mutually beneficial operational and transactional changes and efficiencies through our various innovative & quality driven programmes and projects e.g. Commissioning for Quality and Innovation (CQUIN), Quality, Innovation, Productivity and Prevention (QIPP), etc.

Where we can we have adopted win-win models that reap patient focused, mutual (provider/commissioner) benefits whilst exploring a range of opportunities to strengthen innovative incentives and value-add schemes. We ensure the implementation of new technologies are woven into all our projects, to allow our providers and suppliers to deliver efficient, quality services to our population.

Our Good Corporate Citizenship & Sustainability Plan 2017-18

- Continue to raise awareness, promote and champion Good Corporate Citizenship & Sustainability
- Review existing guidance continuously and identify schemes/initiatives to use our estates and assets
- Work with existing and new providers to empower communities, co-design services applying asset based approaches
- Utilise ‘Innovation Hour’ to redesign current business processes and approaches and implement enhanced and efficient business delivery ideas
- Continue to explore opportunities in Digital Health and Tele Healthcare

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