



North East Essex  
Clinical Commissioning Group



# Sustainable Development Management Plan

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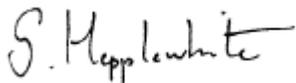
# Introduction

All public service organisations are facing challenging times. Demand on services is increasing at a time when the global economy is in a downturn. We need to work smarter and achieve more with fewer resources.

But even if money were plentiful, we still need to be careful about how we use the planet's resources. We have a responsibility to future generations to make sure that we leave enough for them.

North East Essex CCG is committed to planning and buying health services on a sustainable basis and this plan sets out how we will do that.

This plan is a public document and we welcome your comments on what we are doing and your suggestions on how we can improve our performance on sustainability. Please contact us at [nee-pct.ccgenueries@nhs.net](mailto:nee-pct.ccgenueries@nhs.net) or by writing to us at the address below



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# What is Sustainability and Commissioning for Sustainable Development?

**Sustainability** is about meeting the needs of today without compromising the needs of tomorrow<sup>1</sup>. It is about using resources wisely to make sure that resources will still be available in the years to come.

Commissioning is the planning and buying of services (in our case, health services). **Commissioning for sustainable development** means:-

- planning services which are efficient and effective
- buying services which provide highest quality at best value and which have least impact on the environment
- avoiding duplication and waste
- stopping services which don't meet these criteria

Sustainability is not just about using financial resources carefully. It is also about making sure that we make the most of existing social and community resources (eg community buildings, local groups) and ensuring that we don't have an adverse impact on the local environment.

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<sup>1</sup> Brundtland Commission (online) [A/RES/42/187 - Report of the World Commission on Environment and Development - UN Documents: Gathering a body of global agreements](#)

# Why is Sustainability Important?

## **Being sustainable will help us meet the challenges facing the NHS:-**

- There is an increasing number of older people with multiple health problems
- The cost of new medical technology is rising
- People have higher expectations around clinical outcomes and user experience
- We are working within financial restraints
- We need to use diminishing resources wisely
- The climate is changing, bringing more extreme weather which has an impact on health
- We have a legal duty to cut carbon emissions under the 2008 Climate Change Act

**Being sustainable will help us to make the most of our existing resources – money, supplies, buildings and energy - without compromising the needs of future generations.**

# What can we do about it?

## As a Clinical Commissioning Group we can:-

- Work with other organisations and the public in North East Essex so that we have a joined up approach
- Reduce carbon by:-
  - Planning and buying services which are sustainable
  - Making sure we don't waste energy or supplies
  - Implementing a green travel plan
- Make sure that our Board members and staff are aware of the importance of sustainability
- Make sure that we adapt to the changing environmental, social and financial climate (“adaptation”)
- Make sure we have plans in place to deal with adverse events such as flooding and power failures (“resilience”)
- Share good practice with other organisations and assess our performance on sustainability

# What are we doing about it?

## **Working with other organisations and the public in North East Essex (Models of care & community engagement)**

We are working closely with the Essex Health and Wellbeing Board<sup>2</sup> and Essex County Council to commission (plan and buy) integrated health and social care services. This will avoid duplication and save money which can be put back into front line services. We will support people to care for themselves and help them to get the most out of existing community services. Care will be provided in the home and local community wherever possible, with the emphasis on prevention. Further information can be found in the North East Essex Integrated Plan, available on the CCG website.

The North East Essex Health Forum is a public member organisation which ensures that the views of local people are taken into account by the CCG. The Forum has members who sit on the CCG Board and main sub-committees. It has locality groups in Harwich, Clacton and Colchester. Further details including how to join the Forum are available on the CCG website.

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<sup>2</sup> a forum for leaders from the health and care system in Essex to work together to improve the health and wellbeing of residents.

## Reducing carbon:-

- **Buying services that are sustainable (Procurement)**

When we buy services, we evaluate bids from potential providers using a standard set of criteria which includes sustainability.

For example, will services be based in the community, with good public transport links? Does the service offer a “one stop shop” model, so that people don’t have to attend lots of different appointments for different things?

Smarter working can improve patient experience, clinical effectiveness and reduce carbon and waste.

We then monitor the performance of providers via contracts. The NHS standard contract [requires providers to report performance against their carbon reduction management plans and provide a summary in their annual report.](#)

- **Making sure we don’t waste energy or supplies (Facilities management)**

The CCG is a tenant in a modern building with regulated heating and lighting. Paper and printer ink are our biggest consumables and printer usage is monitored. Staff are aware of the need to switch computers off and not leave on standby overnight.

- **Implementing a green travel plan**

The CCG has a green travel plan and is a member of the Colchester Travel Plan Club. Staff are encouraged to walk, cycle or use public transport and can buy discounted bus tickets via the Travel Plan Club. Cycle racks are available, as are shower and changing facilities. CCG staff can only park at the Primary Care Centre if they are part of the car sharing scheme. Wherever possible, teleconferences and videoconferencing are used to minimise travel to meetings.

When commissioning future patient transport services, the CCG will ensure that journeys are as efficient and well-planned as possible in order to minimise wastage.

## Raising awareness of Board members and staff (Workforce)

The NHS Sustainable Development Unit gave a presentation on sustainability to Board members and staff in July 2012 and we will refresh this training at regular intervals. The staff handbook contains information and advice about sustainability and the responsibilities of staff. Sustainability forms part of the staff appraisal process. Work plans include a focus on assessing whether new schemes meet sustainability criteria.

## Adaptation

Adaptation is about making sure that we adapt to the changing environmental, social and financial climate:-

**Environmental:** The UK can expect to see more extreme weather, including heat waves, cold spells and floods. This will have an impact on health. For example, heat waves may lead to increased attendances at walk in centres; people who become homeless due to flooding can suffer mental health problems. The health system needs to be prepared for different patterns and volumes of demand.

Climate change could also have a negative impact on the delivery of health care. For example, heavy snow or flooding could disrupt the supply of medical equipment or drugs or the ability of emergency services to respond to 999 calls.

The CCG promotes generic prescribing (ie the use of non-brand name drugs) which means that we are not dependent on just one supplier. Generic prescribing also has the benefit of being cheaper.

**Social:** We have an increasingly older population in North East Essex. From 2013 – 2023, there is likely to be around a 20% increase in the number of people aged 65 and over. Those aged 75 and over are expected to increase by approximately 40%, in line with increasing life expectancies. This will have a major impact on the demand for health and social care services.

The CCG is working with Essex County Council to commission integrated health and social care services for frail older people. The focus will be on the needs of the individual, with joined up services delivered in the home or community. People will be supported to care for themselves where appropriate, using existing community support groups. The aim is to help people keep their independence for as long as possible.

**Financial:** The NHS budget is not rising in line with increasing costs. This means that the CCG has to do more with less. Working with Essex County Council will allow us to streamline our commissioning and buying processes and to release savings back into front line care.

Instead of having lots of different contracts with different providers based on activity, we will commission “bundles of care” based on outcomes. Providers will be expected to work together to deliver care which is joined up, high quality and value for money.

The CCG will work with the local authorities and other partners on an adaption plan as it makes sense to take a joint approach with this

## **Resilience**

The Civil Contingencies Act 2004 requires all NHS organisations to prepare for adverse events/ incidents.

All seven CCGs in Essex have agreed to pool resources to create a small team to manage emergency preparedness, resilience and response on their behalf. The team will ensure that CCGs and providers of health care have plans in place to deal with emergencies and to ensure that normal service delivery (“business continuity”) is maintained. The team will also work with other agencies such as the emergency services and local authorities to develop and test multi-agency response plans.

Internally, the CCG will be using a succession planning tool as part of the Business Continuity and Organisational Development plans.

## Sharing good practice

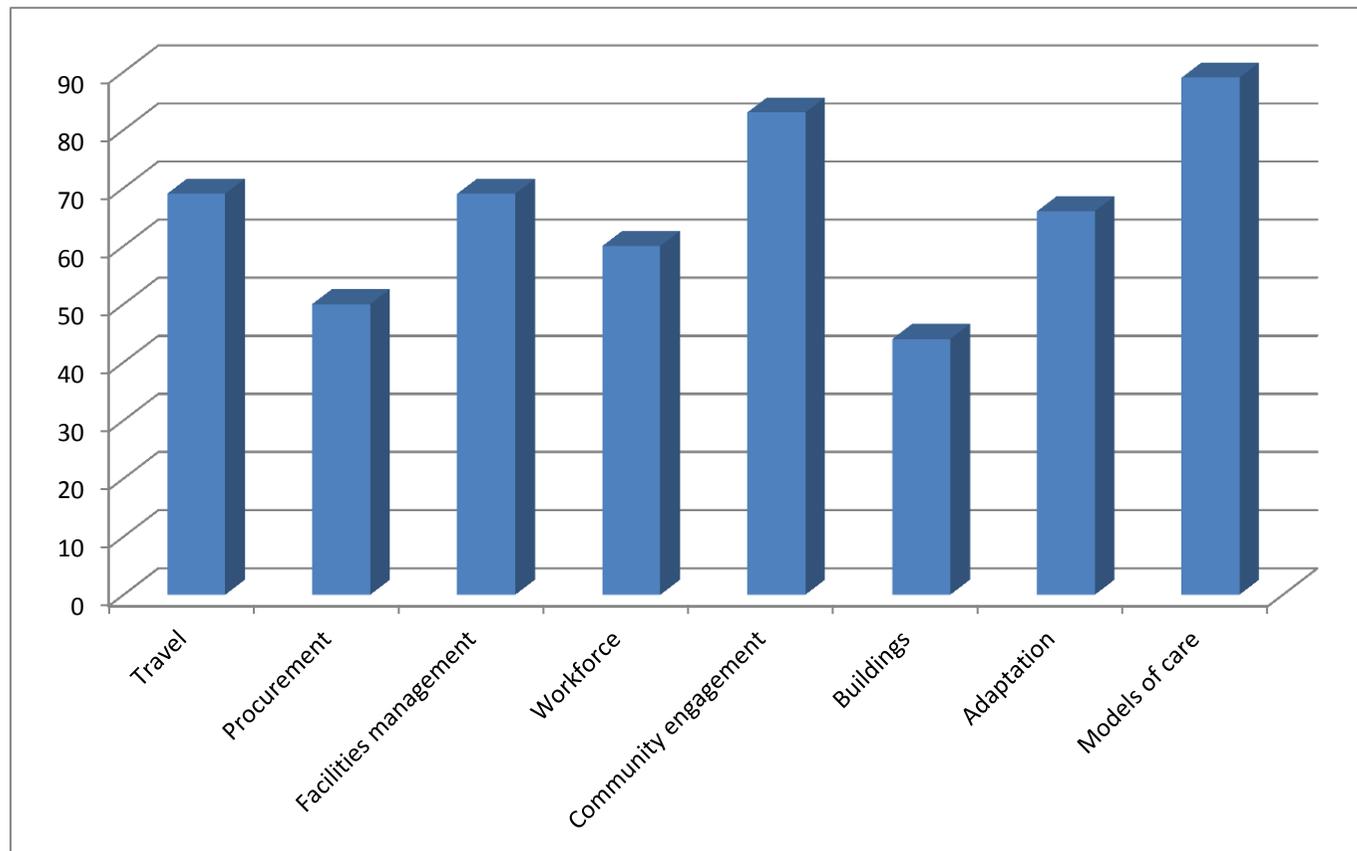
The CCG is a member of the regional NHS sustainability network. The network is currently going through some changes but the CCG will continue to play an active role.

The CCG has signed up to membership of the NHS Sustainability Development Unit's Roadmap, a national forum for sharing good practice and for discussing new initiatives.

## Assessing our performance on sustainability

We used the Good Corporate Citizen online assessment tool in April 2013 to measure our performance and the results are shown below. Our overall score was 70%

We will repeat the assessment every 6 months to monitor our progress.



Please note that the section on buildings is geared towards large hospital trusts and not towards CCGs like us who are tenants in a building. However, the online assessment did not allow us to skip this section, nor did it allow us to answer "not applicable" more than a few times. Therefore we answered it to the best of our ability with the help of colleagues in NHS Property Services.

Appendix A

NEE CCG Sustainable Development Action Plan

Area	Objective	Actions	Lead person	Target date	Risks	Mitigation
Travel	Reduce car usage by staff	Continue to promote and implement green travel plan. Ensure existing and new staff are aware of their travel to work options including bus discounts. Monitor staff business mileage Use teleconferencing as much as possible Ensure commissioning plans take account of travel impact of new and existing services	AR AR AR All All	Ongoing Ongoing 6 monthly Ongoing Ongoing		Raise six monthly graphs showing total mileage and calculated CO2 emissions? Baseline travel and building emissions where possible and graph against targets
Procurement	Commission health services which are environmentally, socially and economically sustainable  Release funds to front line care.	Continue to assess business cases for new schemes against sustainability criteria  Procure services in line with Public Services (Social Value) Act  Streamline CCG and Essex County Council commissioning and procurement.	All  Kevin Edwards  SH	Ongoing  Ongoing  2015?	Procurement strategy selected is/becomes inappropriate impacting timescales.	Ensure that the procurement procedure identifies this risk and that any procurement holds a number of checkpoints to confirm the strategy.
Facilities management	Reduce paper and printer ink usage by X% in 2013/14?	Only print in colour where really needed Print double sided, Use IT in meetings where possible rather than printing off papers Advise staff on how to reduce their energy usage Monitor usage of printer and photocopier	All All All  SH  AR	Ongoing Ongoing Ongoing  Ongoing  Quarterly		
Workforce	Sustainability awareness to form part of induction training. All Board members and staff	Include sustainability awareness in:- <ul style="list-style-type: none"> <li>• Job descriptions</li> <li>• Induction programme</li> <li>• Staff handbook</li> <li>• Organisational Development Programme</li> </ul>	AR JL JL JL	Ongoing May 2013  Annually		

	to receive annual refresher training.	<ul style="list-style-type: none"> <li>Appraisal process</li> </ul>	All line managers	June 2013		
Community engagement	Get innovative ideas from public and wider audience	Work with NE Essex Health Forum to continue to expand public engagement	Business Managers, Chris Lane	Ongoing		
Buildings		When commissioning services, include assessment of the location and building - transport, energy, sustainability.	SH	Ongoing		
		Whenever CCG moves to new premises, assess location and building - transport, energy, sustainability	SH	As required		
Adaptation	Meet health needs of local population caused by the changing environmental, social and financial climate	<p>Work more closely with local authorities to ensure that in situations where people are displaced from their homes they have access to the right support including and counselling services.</p> <p>Develop a comprehensive adaptation plan – jointly with other stakeholders and signed off by Board. To include anticipated future workforce requirements</p> <p>Ensure impact assessments of the changing environmental, social and financial climate are included in the organisational risk register.</p> <p>Obtain external verification of our adaptation plan</p> <p>Include climate change scenarios in major planning scenarios.</p>	SH	Ongoing	<p>Risks from unemployment:- Increased stress related illness including CVD, alcohol &amp; substance abuse, physical abuse such as domestic violence; Mental Health issues such as Depression, anxiety; Dietary illnesses including malnutrition, diabetes. Old Age Risks such as hyperthermia (through lack of heating and warm food).</p>	<p>Work more closely with the County Council teams to ensure that in situations where people are displaced from their homes they have access to the right support and counselling services; for example; Mental Health services, School nurses, community nurses.</p> <p>That older people are supported by voluntary and professional bodies.</p> <p>Ensure engagement with local voluntary groups and assist in</p>
			SH	July 2013		
			SH	July 2013		
			SH	August 2013		
			SH	Sept 2013		

					Homelessness related illness such as respiratory illness, pneumonia. Socio-economic issues from increased birth-rates.	coordinating efforts to provide maximum efficiency of available resources.
Resilience	Be prepared for dealing with emergencies	Implement Essex CCGs Memorandum of Understanding on Emergency Preparedness, Resilience and Response Energy efficiency and flood protection should be part of the criteria for CCG accommodation and for the accommodation of all commissioned services	SH  All	Ongoing  Ongoing	Loss of national power to CCG premises.  Key personnel are not available for extended periods.  Loss of data and essential/key information	Local Uninterrupted Power Supply (UPS) in place. Alternative working arrangements (e.g. from home, ECC offices)  Implement succession planning protocols (may include ECC management/personnel and vice versa).  Back-up of all key information and documentation held in off-site facilities with easy access for appropriate personnel.
Models of care	Integrated commissioning to provide seamless health and social care.  People are supported to care	Work with Essex County Council colleagues to plan and buy joined up care, based on outcomes.  Support carers to enable people to stay in their own homes for as long as possible.  Buy services which are based on needs of	SG, SH, Heads  SG, SH, Heads  SG, SH,			

	for themselves.  Demonstrate a significant reduction in emergency admissions from primary and residential care settings.  Lead the way in supporting vulnerable people	the individual and which provide care in the home and community, using hospital care only where it improves the clinical outcome.,  Increase proportion of health care spend on prevention and early intervention compared with acute treatment  Work with Local Authority Public Health teams to identify and inform health promotion and disease prevention areas  Review number of non-elective admissions from care homes and devise programme of care home visits with Essex CC to raise awareness of ambulance usage and promote available community services and encourage improved relationships with GP practices  Review the use of Essex Care Line with Local Authority commissioners to establish whether this model or a similar model should be commissioned by the CCG or jointly with social care  Increase use of assistive technology in the home and care homes	Heads  SG, SH, Heads  SG, SH, Heads  SM  SM  SM	Ongoing  6 months  Ongoing development	Available staff resources  Available staff resources  Financial restraints	Prioritise visits and look to working jointly with Essex CC to share resources  Consider as part of the wider Assisted Technologies portfolio  Explore the potential for joint commissioning with other commissioners to gain better value for money from contracts due to greater economies of scale
Good practice	Share and implement best practice	Continue to be active member of regional network. Take active role in NHS SDU Routemap	JL JL	Ongoing Ongoing		
Assessing performance	Regularly monitor our performance on sustainability	Carry out Good Corporate Citizen assessment at 6 monthly intervals and report progress to CCG Board	JL/AR	6 monthly April & Oct		

## Resources and further reading

NHS Sustainable Development Unit (SDU)

“Commissioning for Sustainable development”

“Fit for the Future – scenarios for low-carbon healthcare 2013”

“Sustainability in the NHS: Health Check 2012”

“Sustainable Development Management Plan Guidance”

“Adaptation to Climate Change for Health and Social Care Organisations”

NHS SDU and Royal College of General Practitioners

“A Guide to Sustainable Development for Clinical Commissioning Groups”

Health Protection Agency

“Health Effects of Climate Change in the UK 2012”

NHS Midlands and East

“Sustainability and Transition Management Plan”

The King’s Fund

“Sustainable health and social care: connecting environmental and financial performance” by Chris Naylor and John Appleby 2012