



# briefing

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## Healthy and Sustainable

### The NHS as a good corporate citizen

This briefing is jointly produced by the Sustainable Development Commission, the Department of Health and the NHS Confederation. It celebrates the success of NHS organisations that aspire to be good corporate citizens, have seized the opportunity to use the NHS Good Corporate Citizenship Assessment Model and make a difference to their local community, economy and environment.

#### Key points

- Sustainable development helps improve population health.
- Considering the local community, environment and economy in everyday decisions – as a good corporate citizen – also makes good business sense.
- The NHS Good Corporate Citizenship Assessment Model can help your organisation become more sustainable.
- 167 NHS organisations are already using the Model. Read more about them in this briefing.

[www.corporatecitizen.nhs.uk](http://www.corporatecitizen.nhs.uk)

#### Foreword

The Government's *Choosing health* white paper said that the NHS, as the biggest business in England, spending £90 billion by 2008 and a major contributor to regional economies, can and must make a significant contribution to the health and sustainability of the communities it serves.

As we have become more aware of the public health challenge of climate change, behaving in a sustainable way has become increasingly important.

We are committed to providing a self-assessment model to help NHS organisations assess progress towards becoming good corporate citizens, to contribute to sustainable development and public health through the way they manage their corporate business. The NHS Good Corporate Citizenship Assessment Model, developed by the Sustainable Development Commission, was launched in February 2006.

I am very pleased to see how well the Model has been received and not just by the NHS. There is significant

progress, with 167 NHS bodies registered to use the Model. It has also captured the attention of other sectors, with 153 non-NHS bodies registered.

There is, however, still a long way to go before we see the NHS making a significant contribution to sustainable development. I encourage all NHS bodies to behave as good corporate citizens, using the Model to drive change in corporate behaviour and take a leading role.

My challenge to the NHS is to become a good corporate citizen – a healthy and sustainable business contributing to healthy lives and a healthy, sustainable planet.



*Caroline Flint*

**Caroline Flint**  
Minister of State for Public Health



## What is sustainable development?

Sustainable development is common sense and also makes good business sense. It is a framework that aims to enable all people, throughout the world, to satisfy their basic needs and enjoy a better quality of life without compromising the quality of life of future generations. It requires the following principles to be taken into account:

- living within environmental limits
- ensuring a strong, healthy and just society
- achieving a sustainable economy
- promoting good governance
- using sound science responsibly.



**Good corporate citizenship is simply about NHS organisations making a contribution to sustainable development, health improvement and tackling health inequalities, through their day-to-day business activities. It is how corporate behaviour can aid population health, social cohesion, strong local economies and a healthy environment. The NHS is in a prime position to take the lead for others to follow.**

*“The NHS operates as the biggest business in England and will be spending £90 billion by 2008. As the country’s largest employer, and with a total spend on food, goods and services which represents some 10 per cent of regional economies, NHS organisations can and must make a significant contribution to the health and sustainability of the communities they serve.”*

*Choosing health*  
Department of Health, 2004

### The policy context

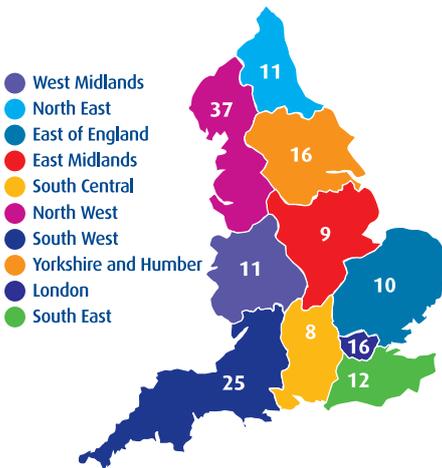
The Department of Health is committed to sustainable development within its own business and in the NHS. The UK sustainable development strategy (*Securing the future*) and the *Choosing health* white paper outline this commitment. The revised NHS principles encourage all organisations providing care to NHS patients to take sustainable development into account. Sustainable development is now part of a mainstream framework for NHS activity.

Central to this is the **NHS Good Corporate Citizenship Assessment Model**. This web-based tool ([www.corporatecitizen.nhs.uk](http://www.corporatecitizen.nhs.uk)) is designed to help NHS organisations assess and improve their contribution to sustainable development. It is based around six areas: transport; procurement; facilities management; employment and skills; community engagement; and new buildings. For each area it contains self-assessment criteria, resources, case studies and communications materials to provide a complete self-help package.

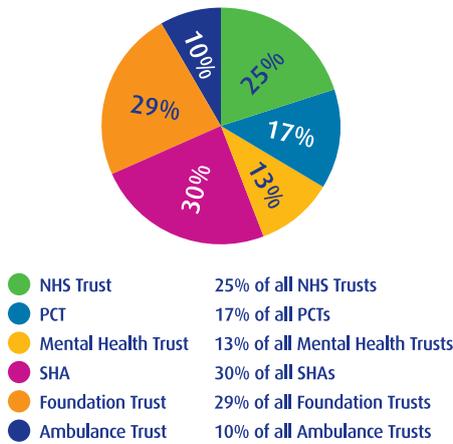
## Making it real

In February 2006 the NHS Good Corporate Citizenship Assessment Model was launched by the Sustainable Development Commission and Department of Health to help NHS organisations make a major contribution to sustainable development and health improvement. Since then, over 21,000 people have visited the website and 167 NHS organisations have registered to take the online test and improve their performance. A further 153 organisations have used the Model, mainly from local authorities, universities and private companies.

**Figure 1: Number of NHS organisations registered on the NHS Good Corporate Citizenship Assessment Model by region**



**Figure 2: Number of NHS organisations registered on the NHS Good Corporate Citizenship Assessment Model by organisation type**



The following case studies illustrate how the NHS Good Corporate Citizenship Assessment Model ('the Model') is being used, and the journeys that different NHS organisations have taken to become good corporate citizens.

### Newham University Hospital NHS Trust

The Gateway Surgical Centre is the 2006 *Health Service Journal* Good Corporate Citizenship Award winner. It is an innovative and cost-effective facility that delivers responsive and quality clinical outcomes while incorporating sustainable features. Using sustainable building design and working in partnership with local organisations, the centre has

reduced its energy and water needs while simultaneously creating a therapeutic feeling in the building and a 98 per cent patient satisfaction rate.

### Rochdale Primary Care Trust

In July 2004 the trust recognised its role as a good corporate citizen as a moral obligation within the local community. When the NHS Good Corporate Citizenship Assessment Model was launched, the board assigned each Model question to a functional lead who reports back every six months on their progress and score. This Model-based management plan has integrated sustainable development principles into plans for ten new health centres and has introduced community input schemes to improve the quality of health services.

### Peterborough and Stamford Hospitals NHS Foundation Trust

The trust looked to the Model to ensure its activities created as much local benefit as possible. The Model has helped the trust win a sustainable communities award for its travel options policy which promotes public transport and cycle routes by means of published information, secure bike lockers, a free shuttle service and bus passes subsidised by car parking revenues. This is the first step as the trust looks through every assessment area for improvement ideas.

## Pilots' progress

As part of the development process, five NHS organisations agreed to pilot the NHS Good Corporate Citizenship Assessment Model. Here are some of their experiences since they first used the Model.

**Nottingham City PCT** has secured a £20,000 grant from Nottingham City Council to implement measures from its travel plan, and a community café has been launched as a social enterprise within a local improvement finance trust site in Clifton.

### Calderdale and Huddersfield NHS Trust

is making progress in all six areas of the Model, for example implementing an employability scheme as a regional pilot and working with the Carbon Trust to reduce its carbon footprint.

### University Hospitals Coventry and Warwickshire NHS Trust

has continued to develop its good practice on employment, and has also achieved local procurement targets set by the Coventry and Warwickshire Health Regeneration Forum.

### Norfolk and Norwich University Hospital NHS Trust

has made significant progress on energy management, recycling and local procurement. As a result, they won a PFM Partners in Sustainability Award in 2006 for their environment strategy group work with Serco and Octagon.

### Barts and the London NHS Trust

found the Model a great starting point and has moved on considerably in many areas, creating a sustainable regeneration programme board and looking to create high-level sustainability indicators for the trust.



### Gloucestershire Hospitals NHS Foundation Trust

In July 2005 the trust established a corporate citizenship committee to put the organisation at the forefront of the NHS corporate citizenship agenda. Using the NHS Good Corporate Citizenship Assessment Model as a framework, service leads from all six priority areas of the Model are represented on the committee to encourage productive debate and policy development. In the 18 months since the committee was established, the trust has targeted transportation, waste reduction and recycling, food and community involvement.

### Derbyshire Mental Health Trust

The trust created a corporate citizenship steering group that meets regularly to embed sustainable development strategies across the trust. Using the Model in a workshop helped identify

some 'quick wins' in waste management and longer-term impacts through business and policy changes. "Best value is the heartbeat of this trust – not just in financial terms but including environmental and social value too," says Tracey Penberthy, Head of Workforce and Organisational Development.

### Greater Manchester Good Corporate Citizenship Group

In 2005 the joint chief executives group of the NHS organisations in Greater Manchester created the Corporate Citizenship Steering Group to promote corporate citizenship in every Greater Manchester NHS organisation. The Model has since been used to provide the baseline assessment of performance. The steering group also provides a support network and held a successful workshop in November 2006. This has led to further demand for information on corporate citizenship.

### West Midlands NHS as a Good Corporate Citizen Network

This network was set up in July 2006 with permanent members from 21 of the 25 NHS trusts in the region, as well as members from West Midlands Ambulance Trust, NHS West Midlands and two primary care trusts. The network runs workshops to facilitate action and share good practice, so far looking at waste and energy. A waste action sub-group has

been set up to take key issues forward in partnership with the Environment Agency and the National Industrial Symbiosis Programme.

### Basingstoke and North Hampshire NHS Foundation Trust

As the largest employer in Basingstoke, North Hampshire Hospital is taking its responsibility as a good corporate citizen seriously. The hospital has already taken steps to help people behave as responsibly at work as they do at home. Recycling bins are located across the hospital and the sandwich bar has stopped handing out bags unless requested, helping to divert waste from landfill. Although it is still early days, the board is keen to use the Model to help identify further short and long-term goals.

### Doncaster and South Humber Healthcare NHS Trust

The trust was already making good steps towards good corporate citizenship by using the NHS Environmental Assessment Tool (NEAT) and working towards ISO 14001. In addition, the Model has been used to help develop plans to regenerate an old Victorian walled garden on the site. The derelict garden will be returned to its former glory to provide a therapeutic environment for patients. The site will provide training and employment for ex-patients in gardening and work related to a proposed café.

## Lessons learned

Looking at the good practice which has already taken place, it is possible to identify some early wins and common features that have helped to achieve success when using the Model:

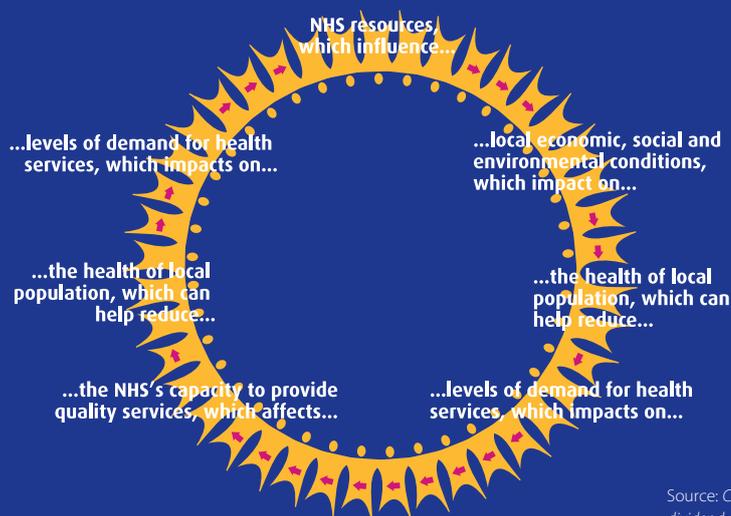
- Get a diverse group involved from the outset. Finding allies in all areas of the organisation (for example, facilities management, procurement) can help to ensure that actions are taken forward.
- Start small and prioritise – the breadth and potential of sustainable development can be daunting, so it can be helpful to start by focusing on one area (for example, transport, employment and skills) at a time.
- Maximise the impact of existing good practice by spreading it to all areas of the organisation.
- Take advantage of upcoming developments – it is easier to build sustainable development into a project if it is considered from the very beginning.
- Learn from others – look at the case studies in this briefing and on the Sustainable Development Commission website, and use the good corporate citizenship discussion network for support or to share your experiences.

## The future

It is important to acknowledge that the picture is not yet complete. While 20 per cent of NHS trusts have used the NHS Good Corporate Citizenship Assessment Model, this means that the majority have not. With increasing support and resources available, there are many opportunities for NHS organisations to take action to become good corporate citizens. This publication shows how it can be done and what significant progress has been made. With the NHS principles now encouraging sustainable development, attitudes are clearly changing, paving the way for a more sustainable NHS.

## Benefits for the NHS

Good corporate citizenship provides a framework for action that will deliver a range of benefits for the NHS, in addition to promoting health and well-being. These are outlined below.



Source: *Claiming the health dividend: unlocking the benefits of NHS spending*. King's Fund, 2002

### Patient outcomes

As good corporate citizens, NHS organisations can improve the patient experience, helping to speed up patient recovery rates, reduce expenditure on drugs and manage demand. For example, post-operative patients with views of nature from their windows can recover more quickly, require fewer painkillers and leave hospital earlier.

### Employee and patient satisfaction

Elements of good corporate citizenship such as recruiting local people, encouraging appropriate work-life balance, offering a pleasant work environment and promoting employees' health can improve staff retention, increase productivity and contribute to population health. Being an environmentally and socially responsible organisation may also help attract staff.

- Since 2005, **Barts and The London NHS Trust's** Actions for Community Employment Scheme has provided 300 jobs to local residents, increasing the skill base of the local population and contributing to the economic sustainability of the area.
- The majority of nurses say that working in a well-designed hospital improves staff morale and could help them to do their job better.

### Good governance

More generally, identifying and managing longer-term social and environmental changes and risks is part of good governance and is consistent with a future focus on sustainable development. NHS organisations can engage with local communities and stakeholders to ensure that they anticipate and adapt to changing needs and expectations.

### Improving health and tackling health inequalities

NHS organisations can improve population health and well-being by encouraging and supporting healthier, more sustainable lifestyles, and investing their resources in ways that benefit the local economy, community and environment, particularly in disadvantaged areas.

- **NHS North West** and Groundwork are helping more local suppliers win NHS contracts, and have helped safeguard over £1 million of local business.
- **Addenbrooke's Hospital** (Cambridge University Hospitals NHS Foundation Trust) has introduced a travel plan that has reduced car use by 13 per cent and increased bus use by 11 per cent. 25 per cent of staff cycle to work.



A CHP generator

### Financial and care gains

#### Eco-efficiency

Energy and water saving measures and good waste management can lower running costs and curtail the increasing cost of landfill tax.

- **North Bristol Health Trust** has improved the quality and reliability of its patient transport service, reducing vehicle movements by 15 per cent and saving over £240,000 in the first six months.
- **Antrim Area Hospital's** wind turbine is set to save the trust £90,000 a year in energy costs.
- **Royal Cornwall Hospital** is taking simple steps, such as recycling cardboard, to reduce waste to landfill and has made initial savings of over £12,000 per annum.
- **North Glamorgan Hospital** has made energy savings of 10 per cent using combined heat and power generation technology.

If every organisation in the NHS saved 10 per cent of its energy costs, it could reduce the annual NHS energy bill by approximately £31.2 million.

## Ten ideas for action from the NHS Good Corporate Citizenship Assessment Model

1. Meet the NHS energy reduction and efficiency targets by taking advantage of the Department of Health energy efficiency fund.
2. Encourage waste separation and recycling to reduce waste going to landfill.
3. Build sustainable development into the procurement process. As a first step, encourage procurement of Office of Government Commerce 'quick win' products, where relevant.
4. Develop a travel plan to promote active travel and minimise car travel, by encouraging people to travel by bicycle, on foot or by public transport.
5. Focus relevant recruitment and skills development activity on specific local groups (for example, the long-term unemployed, people with mental health problems).
6. Work in partnership with local organisations and stakeholders through, for example, local strategic partnerships and local area agreements to deliver community-wide health outcomes.
7. Make sure that new building contracts contain sustainable development right from the start.
8. Elect a board-level non-executive director to lead on sustainable development.
9. Lead by example – communicate your sustainability achievements to patients, staff, visitors and the public.
10. Visit [www.corporatecitizen.nhs.uk](http://www.corporatecitizen.nhs.uk) for more information and to take the test.

### The NHS Confederation

The NHS Confederation is the independent membership body for the full range of organisations that make up the modern NHS.

We help our members improve health and patient care, by:

- influencing policy, implementation and the public debate
- supporting leaders through networking, sharing information and learning
- promoting excellence in employment.

Further reading:

*Taking the temperature: towards an NHS response to global warming*, NHS Confederation, June 2007

### The Sustainable Development Commission

The Sustainable Development Commission is the Government's independent watchdog on sustainable development. Through advocacy, advice and appraisal, we help put sustainable development at the core of Government policy.

The Healthy Futures Programme, funded by the Department of Health, helps the NHS and wider health sector explore how it can promote improved health and stronger, healthier and more sustainable communities.

[www.sd-commission.org.uk](http://www.sd-commission.org.uk)

## The wider public sector

Good corporate citizenship applies not only to the NHS but also to the wider public sector – for example, local authorities, schools and prisons. Collectively, the enormous resources of the public sector – £150 billion spent on goods and services per annum, 5.84 million employees, generator of 5.7 MtC carbon dioxide emissions – have the potential to make a significant contribution to population health and well-being by supporting strong local economies, communities and the environment. Opportunities include:

- joint director of public health appointments and commissioning between primary care trusts and local authorities to improve inter-agency working and delivery of health and well-being priorities. Local strategic partnerships, sustainable community strategies and local area agreements all provide vehicles for change.
- the Sustainable Development Commission and Department for Education and Skills have developed a Sustainable School Self-evaluation tool – s3 – that links sustainable development to the areas of school improvement measured by Ofsted. See: [www.teachernet.gov.uk/sustainableschools/support/support.cfm?id=54](http://www.teachernet.gov.uk/sustainableschools/support/support.cfm?id=54)

### Further information

For further information on the issues covered in this briefing, contact [larissa.lockwood@sd-commission.org.uk](mailto:larissa.lockwood@sd-commission.org.uk) or [maria.arnold@sd-commission.org.uk](mailto:maria.arnold@sd-commission.org.uk) and visit the NHS Good Corporate Citizenship Assessment Model at

[www.corporatecitizen.nhs.uk](http://www.corporatecitizen.nhs.uk)

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