



GREEN TEAM COMPETITION

CENTRE FOR SUSTAINABLE HEALTHCARE



2023-24 Impact Report
Northampton General Hospital
NHS Trust

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BACKGROUND

In September 2023, Northampton General Hospital (NGH) NHS Trust commenced a [Green Team Competition](#) in partnership with [The Centre for Sustainable Healthcare \(CSH\)](#). The Green Team Competition is a clinical leadership & engagement programme for NHS organisations wishing to improve the sustainability of their service.

CSH has worked directly with six clinical teams across NGH to add sustainable value within their service via mentoring in the use of [Sustainability in Quality Improvement \(SusQI\)](#) methodology. SusQI is an approach to improving healthcare in a holistic way, by assessing quality & value through the lens of the sustainable value equation (Figure 1). The 6 teams were encouraged to consider each element of sustainable value to identify high impact improvement ideas then plan, implement & measure the impact of their projects.

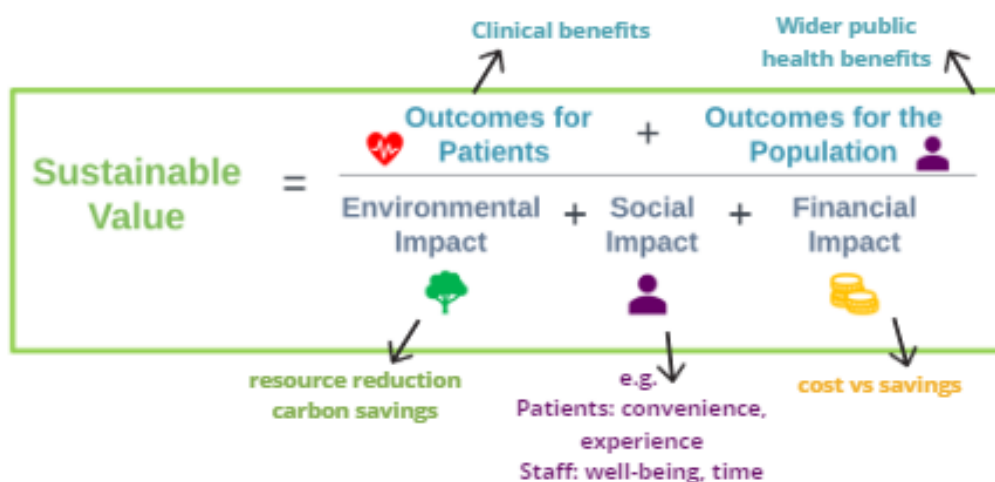


Figure 1. Sustainable Value Equation Source: Centre for Sustainable Healthcare

At the March 7th Showcase and Awards Ceremony, the teams presented their projects, including the anticipated savings & opportunities to scale and spread, to an audience from the Trust and the judging panel.



For a breakdown of savings & impact across the sustainable value equation, please see [Appendix 1](#).

COMPETITION ENTRIES - INDIVIDUAL PROJECT CASE STUDY REPORTS

Please click the links below which will take you to the project summary and report in the [CSH Sustainable Healthcare Resource Library](#).

- [Hand Therapy Pre-operative Appointment for Plastic Hand Trauma Patients](#), *Hand Therapy*
- [Have Confidence with Continence](#), *Falls prevention, Infection prevention and Control and Tissue Viability (FIT) Shared Decision Making Council*
- [Bowel preparation for colonoscopy](#), *Endoscopy*
- [Staff education on appropriate medicines waste segregation and use of patient's own medicines during hospital stay and on discharge](#), *Renal Specialist Pharmacy*
- [A paradigm change: from disposable to reusable instruments usage in the Ophthalmology Department](#), *Ophthalmology*
- [Reducing travel for blood tests used for Radiotherapy Planning](#), *Radiotherapy*

AWARDS



WINNERS: Hand Therapy

HIGHLY COMMENDED: FIT Shared Decision-Making Council

Special mention to: Endoscopy

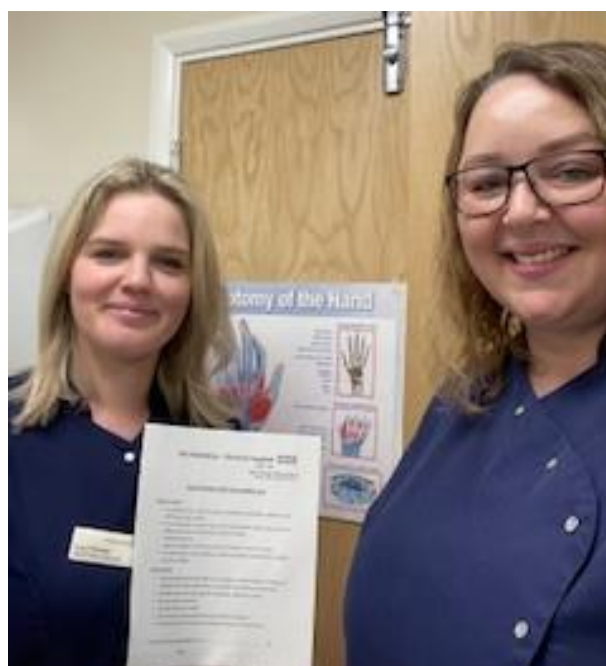
Congratulations to the WINNING team, the Hand Therapy team, led by Lucy Wimmer and Emma Baker. Their project was a simple pathway change that led to better patient outcomes while saving significant staff time across the MDT. The project is an excellent example of how better clinical care is more sustainable care.

“We learned a lot about sustainability while undertaking this project, small changes really can make a big impact. The competition was challenging but ultimately very rewarding and we received so much support and encouragement along the way”.

Emma Baker, Hand Therapy Team Lead

“This QI project widened my consideration to how process changes can not only benefit patient care but also have sustainable benefits. I was so surprised and pleased that such small changes could have a big impact. Protecting our environment is very important to me and I am keen to support the NHS on their carbon neutral pledge. I look forward to our next project!”

Lucy Wimmer, Hand Therapy Team Lead



“If you create opportunities where people can have simple ideas, the impact we can have on our patients is huge”.

Nerea Odongo, Director of Nursing

NEXT STEPS

We encourage participating teams to continue to embed and maintain the changes made during the competition timeframe, while continuing to work towards their longer term aims. The teams' projects provide excellent examples of how bringing sustainability and QI together can bring multiple benefits to the Trust.

The sustainability and comms team at NGH plan to share the project outcomes and learning widely through the Trust. Projects will also be shared at regional and national healthcare conferences. Promotion of the projects in these forums allows the hard work of NGH staff to reach more health professionals who may be inspired to make changes within their own practice.

ACKNOWLEDGEMENTS

CSH would like to thank the teams for all their enthusiasm, dedicated work & creativity in devising and completing their projects.

Thank you to Clare Topping, Head of Sustainability, for partnering with us for a second Green Team Competition at NGH. Clare's dedication to engaging clinical staff in environmental sustainability initiatives to improve patient care is inspiring and necessary for the NHS to achieve its net zero aims.

Thank you to Beata Wojcik, Quality Improvement and Excellence Coach, Corporate Division, NGH for her offer to share projects with relevant NHG coaches to support with sustaining projects, and working with Clare to consider how sustainability and QI can align more broadly at NGH.

Thank you to our judging panel for your time and keen interest in the projects.

- Nerea Odongo, Director of Nursing
- Paul Slater Clinical Director Anaesthesia
- Paul Shead Director of Estates and Facilities
- Palmer Winstanley Chief Executive Officer
- Hazel Walsh, Clinical Transformation Programme Manager, The Centre for Sustainable Healthcare

Thank you to Rosie Hillson, Sustainability Analyst, CSH, for her careful and highly skilled work in carbon footprinting. Rosie supported the teams in carrying out their own carbon footprinting and equipped teams with the knowledge and tools to carry out future calculations for projects in the future. Carbon calculations are essential to integrated project reporting and make plain the true cost and impacts of services to allow more responsible decisions to be made in healthcare organisations.

Appendix 1:

Potential annual savings summary 2-page table. For more detail on projects, please refer to the [individual project case study reports](#).

Potential annual savings The following table provides detail on the annual savings to the Trust from the 2023-4 Green Team Competition with projects embedded and maintained. Savings in black text are projected from changes & data collected during the 10-week competition. Savings in green text are based on planned or potential changes that require longer to implement. Data in purple text is based on assumptions, with additional time required to collect data.				
Team & Project	Financial Outcomes (£)	Environmental Outcomes (kgCO2e)	Social Outcomes	Clinical Outcomes
Endoscopy Changing to low volume bowel preparation	29,284 from product change 72,226 from reduced failed procedures	carbon footprint of product change NA 1,362 from reduced failed procedures	<ul style="list-style-type: none"> 64% staff agreed poor bowel prep is a frequent problem. 50% of staff believe switching to Plenvu will improve rates of adequate bowel prep. Staff comment <i>"If the prep works right then there would be less patients being rebooked and less waste"</i> 	<ul style="list-style-type: none"> Significant reduction in volume patients required to drink pre-endoscopy, reducing risk of feeling sick and not tolerating required volume Plenvu has met low volume, effectiveness, and convenience criteria on the Boston Bowel Preparation Scale (BBPS) scores, indicating it will be more comfortable and effective for patients.
Radiotherapy Reducing patient travel for blood testing	cost neutral	3,294	<ul style="list-style-type: none"> Streamlined patient journey and make blood tests more convenient. Patients may have small financial savings from reduced travel costs Radiotherapy staff will save approximately 27 hours per year from reduced blood taking, which can be redirected to higher value work. 	<ul style="list-style-type: none"> No negative impact on patient care and clinical outcomes
Hand therapy Implementing a pre-surgical hand therapy consultation, compared to previous pathway where patients were booked for hand therapy post-surgery.	88,829	22,651	<ul style="list-style-type: none"> 31.5 hours of hand therapy & 8.25 hours of consultant appointment time saved Improved pathway efficiency benefits clinical, non-clinical (admin) staff and patients. Reduced patient anxiety. Patient comment <i>"Everyone should be aware of environmental impact. Any effort to be sustainable is a good effort"</i> 	<ul style="list-style-type: none"> Reduction in the number of appointments required indicating faster return to baseline function. Reduction in delays to care (as patients better understood reasons for therapy and importance of earlier review).

<p>Pharmacy: Improving segregation of patients own & hospital-supplied medicines at ward level & encouraging patients to bring their own routine medicines to hospital</p>	19,680	3,435	<ul style="list-style-type: none"> 62% of ward & 89% pharmacy staff agreed medication waste is a huge problem. 100% of pharmacy staff felt duplication of dispensing a problem as patients can bring meds from home. 50% of ward staff used ward stock before patients own meds. 2 patients were surveyed. Both were concerned about the environmental impact of healthcare & stated they only require new medicines on discharge to reduce medicines waste. Addressing frustrations from dispensing staff at time taken in segregating returned medicines - saving 2 days of time across a year for one ward. 	<ul style="list-style-type: none"> Potential to reduce medicine omissions and dispense discharge medications more quickly
<p>Ophthalmology Replace single use sponge holders, forceps and scissors with reusable items & switch from single use to multidose eyedrop bottles</p>	18,412 from reusable 8,370 from multiuse eyedrops	1,065 from reusable items carbon footprint eyedrops change NA	New scissors will be easier for staff to use For patients, eye drops will be more comfortable if combined, as this reduces the drops administered for the patient.	No negative impact on patient care
<p>Falls, IPC & tissue viability Shared Decision Making Council Empower staff to</p> <ul style="list-style-type: none"> increase the number of patients mobilising to the toilet reduce the number of continence aids used reduce number of catheters inserted improve continence care and associated outcomes for patients 	12,579 from reduced catheterisation 3,484 from reduced continence product use	6,105 rom reduced catheterisation 2,260 from reduced continence product use	Improved staff knowledge and confidence in continence care prior Address staff concerns of environmental impact of care Improved patient dignity, comfort, confidence Improved experience for patients and families. Staff time savings (E.g. from less catheters inserted)	Reduced urosepsis related bloodstream infections caused by catheters (66% in Oct 2023 to 0% in Jan 2024) With further changes to continence products and mobilising to toilets, reduced risk in moisture associated skin damage, pressure ulcers, falls and deconditioning is anticipated.
<p>Total Savings</p>	£252,864	40,172 kgCO ₂ e		