Your Healthcare CIC

2026 Green Plan Refresh

Version 0.8

1. Introduction

The Your Healthcare Green Plan was launched in 2022. The plan was developed to contribute to the wider NHS goal of achieving Net Zero by 2040 and to support our neighbouring NHS providers to deliver change locally across Southwest London.

Our 2022-25 plan can be found here Publications and Policies | Your Healthcare and includes an action plan that linked to the completed facet improvement works.

We are now at the point of updating our plan and a key reflection has been that the initial plan centred largely on estate and facilities related areas, and whilst we have made great progress on these, we recognise that moving forward our approach needs to be much wider, encompassing all of our activities and more closely aligned to our organisational values.

This refresh document builds on our previous plan to set out our new vision and strategy for reducing our carbon emissions and continue our commitment to becoming a net zero organisation by 2040.

Over the course of this year, through engagement with our service teams and Green Matters group we will refine the initiatives summarised in this document into a new 3-year plan (i.e. 2026-2029).

2. Progress

Since launching our plan in 2022, we have made significant progress. The summary below highlights some of our key achievements

- ✓ *Completed a full decarbonisation study and action plan for HFH.*
- ✓ *Reduced the number of printers on sites and paper printing activities.*
- ✓ *Upgraded aged water heaters to low water energy efficient point of use type.*
- ✓ *Installed new water efficient taps.*
- ✓ *Worked with our patients to reduce deliveries and pick ups*
- ✓ *Consolidated medicines within HFH to a single store reducing medicine stock requirements.*
- ✓ *Consolidated medicines within HFH to a single store reducing medicine cooling requirements across the building.*
- ✓ *Installed insulation on all plant room pipework.*
- ✓ *Serviced pool bikes to improve use and uptake*
- ✓ *We have reduced the number of PC's on site from 279 to 70 to reduce energy use*
- ✓ *Partnered with suppliers to ensure that deliveries are Zero Emissions*
- ✓ *Created wellbeing spaces incorporating plant biodiversity within HFH.*
- ✓ *Installed electric charger infrastructure at HFH to enable ZEV fleet vehicles and for future expansion.*
- ✓ *Moved to a 100% renewable energy provider.*
- ✓ *Travel surveyed staff to better understand staff travel and develop initiatives to improve this.*
- ✓ *Implemented actions to remove single use plastics.*
- ✓ *Replaced tea boilers with more energy efficient types during lifecycle replacement*
- ✓ *Supported plans to introduce plant-based food options at Cedars.*
- ✓ *Completed EPC surveys to understand current building energy ratings*
- ✓ *We recycle patient community equipment through our service provider*
- ✓ *Introduced new waste collection streams.*
- ✓ *Moved our courier service to a Zero Emissions Vehicle (ZEV) provision.*
- ✓ *Reduced temperatures and optimised heating periods to reduce heat consumption.*
- ✓ *Introduced ZEV options on salary sacrifice schemes.*
- ✓ *Improved facilities for video conferencing and virtual meetings reducing travel impact and printing requirements.*
- ✓ *Replaced circulating pumps with energy efficient types.*
- ✓ *Initiated energy efficient lighting upgrades, starting with external of the building.*
- ✓ *Implemented a room booking system enable staff to use space more efficient.*
- ✓ *Reviewed our DNA data with a view to promote and advertise the negative impact of missed appointments*
- ✓ *We have shortened the time devices go to sleep to reduce energy use*
- ✓ *Introduced food waste collection throughout HFH.*

As a CIC we are not included in the NHS Estates and Facilities Management (EFM) reporting therefore our baseline data was not available as part of the wider SWL review, therefore our 2021/22 baseline was established through estimations against comparative SWL providers and energy data, and from Carbon advisors resulting in an initial baseline of 1.3kC02e (scope 1 & 2 emissions) and 6.4kC02e (scope 3 & 4 emissions).

Activities against the current plan equate to a 6% reduction since baseline. As part of this refresh, we are working with carbon consultants to build our data model, the incremental progress we have made and plan our trajectory to net zero.

As a large part of our estate is leased property, we will work with landlords to incorporate their data into our model.

3. Guiding Principles.

For this refresh, we have identified 6 guiding principles that will help shape our new approach, these are summarised with the rationale below.

1. Understand our data.

We need to truly understand our carbon data and implement methods to record this accurately so that we can better inform our decisions and target real and sustainable reductions.

2. Reduce all forms of waste.

We must target and reduce all forms of waste, not just environmental waste. This includes paper, heat, light, consumables, supplies, inefficient practices and missed appointments – it all adds up.

3. Decarbonise all we can.

We need to reduce our reliance on ALL fossil fuels not only in our buildings but through our travel and activities as well. This is only going to be achieved by incorporating greener alternatives into both our infrastructure and operational activities.

4. Reduce the impact of our travel.

Travel is a major part of our daily activity as a community healthcare provider and an important key to reducing our emissions. We will develop and support greener alternatives of travel that do not impact patient care or our ability to work together as an organisation.

5. Maintain a greener supply chain.

The items we purchase and the way in which our suppliers operate contribute to our emissions. This will only reduce if we understand their impact and make conscious changes to the way in which we procure and contract with suppliers. Our suppliers need to be in this together with us.

6. *Communication well.*

The road to net zero will require significant mindset and behavioural change, not just across our staff, but also patients, suppliers, tenants, and our local SWL partners.

For us to be effective, we will need to adopt an approach of simple communication, create training and learning opportunities and share knowledge along with way in a simple and clear ways.

4. Refreshed Plan.

Our refreshed plan continues our existing progress within the NHS key areas of focus.

The table below summarises the proposed plans under each area that will be developed through the Green Matters group into targeted plans with measurable milestones.

Area	Proposed Plans
1. Workforce & leadership	• Define Sustainability leadership roles. • Create 'Green Champions' within the Green Matters Steering Group to drive the plan forward. • Raise awareness on climate change with targeted days and events (e.g. Sustainability week, big tidy/recycle, green travel day). • Expand training with net zero topics to empower staff so they can identify areas of improvement in their practices and help reduce emissions. • Develop the behaviours that will enable us to create a net zero culture. • Support the SWL ICB targets for sustainability training.
2. Sustainable models of care	• Embed sustainability into service lines and business plans. • Enhance our virtual patient appointments approach so that where appropriate, it not only increases access to services and reduces impact on estate, but also supports a reduced travel, time, and eases difficulty in accessing services often faced by patients. • Explore options to increase recycling in clinic care including packaging, clinical curtains, uniforms and equipment. • Take further action to track and reduce use of PPE, ensuring the gloves and other PPE is used only in accordance with IPC requirements. • Continue to take action to implement the national clinical waste strategy, ensuring correct segregation and handling of clinical waste so that the proportion handled as offensive waste increases and use of energy-intensive high temperature incineration is reduced.

	• Reduce paper and postage by moving all areas towards digital correspondence and electronic health resources for patients and families, including, letters, appointments, reports, information packs and forms. • Adopt the SWL sustainability checklists to service design to support Greener by Design aims.
3. Digital transformation	• Review and implement desktop energy saving measures. • Review and implement comms room energy saving measures. • Explore carbon neutral hosting options. • Further reduce printing and paper use, embed digital documentation only practices. • Review options to decarbonise the IT backup generator provision. • Develop digital sign-in books for office buildings to reduce paper usage and improve rate of staff signing in and out. • Implement digital reception for clinics where possible, with the ability to check-in digitally for appointments. • Raise awareness of the more efficient use of equipment to help staff take better care of devices, return them for reuse and use them in an environmentally friendly way (e.g. switching off when not in use). • Support the wider SWL digital strategy.
4. Travel and transport	• Reduce emissions from business travel. • Replace pool car and IT vans with Zero Emissions alternatives. • Adopt ZEV policy across salary sacrifices schemes. • Expect only ZEV travel from contracted services. • Influence ZEV travel on all supplier and partner arrangements. • Implement 'No engine idling' signage within the park and building perimeter to reduce emissions. • Enhance our cycling facilities (bike storage, lockers, showers/changing facilities). • Introduce e-cycle use. • Develop a communications strategy that focuses on the public health elements of sustainable travel. • Continue to develop our agile working practices and use of technology to ensure that patient and staff needs are met whilst reducing travel where possible. • Support the SWL ICB initiative of having a sustainable travel plan by December 2026.
5. Estates and facilities	• Implement action plans developed as part of the decarbonisation feasibility to fully decarbonise Hollyfield House. • Explore options to install onsite renewable energy. • Replace outstanding lighting to LED with energy efficiency measures. • Further reduce environmental and clinical waste. • Remove non-clinical single use plastics, reduce packaging waste.

	• Work with our landlords to ensure the net zero approach is shared across leased sites. • Set sustainability KPIs for all new facilities contracts. • Develop a communications strategy that focuses on culture change around saving energy. • Analyse information from our room booking and occupancy system to better understand and optimise our use of Hollyfield House. • Ensure all lifecycle plant/equipment replacement is completed with energy efficient alternatives.
6. Medicines	• Reduce packaging waste. • Make energy resources associated with medicines management efficient (e.g. refrigeration, AC, cooling). • Analyse wastage in the supply, delivery and disposal of medicines. • Eliminate expiry date waste.
7. Supply chain and procurement	• Adopt smarter procurement practices (e.g. order based on data on use and quantities only). • Limit procurement catalogues to exclude items that impact our carbon footprint. • Purchase only 100% recycled paper and adopt similar principles for other items such (e.g. tissues, paper towels). • Include social value and carbon reduction support on applicable procurement activities. • Eliminate expiry date waste.
8. Adaptation	• Conduct climate change risk assessments on all owned sites. • Implement contingency plans where required (e.g. flood, fire, energy issue such as overheating). • Continue to develop our green spaces at Hollyfield House to support plant biodiversity and staff and patient wellbeing. • Explore the introduction of additional plants, greenery and nature in clinics and offices to improve air quality and wellbeing.

5. Progressing our plan and activities.

The activities listed section 4 are underway and are continuing from our 2022-25 plan, in this new phase, we want to use our experiences of the previous plan to really embed net zero into our clinical activities and culture.

The table below sets out the next steps to shaping the activities in section 4 into our 2026 – 2029 plan.

1. Deep dive with our teams Meet with teams individually to review the areas of focus and proposed plans. Identify leads and ownership within teams, define what is achievable (within current constraints time, budget, scope), set individual/ group plans, prioritise and timeline activities.	Feb - Aug 2026
2. Decarbonisation planning Update our existing decarbonisation plan in-line with our estate strategy, investment planning, condition and lifecycle maintenance. Develop our data model and forecast our trajectory to net zero.	Mar – Aug 2026
3. Publish the 2026-2029 Plan Share findings across our organisation, where initiatives can span across teams or similar services collaborate efforts to enable us to achieve greater impact. Consolidate the findings from the team reviews and group into individual plans defining the milestones, reporting and outcomes. Finalise the plan, embed into team goals and objectives Review and update progress through the Green Matters Group and related committees.	Aug – Sept 2026