



## Case Study

Behaviour Change and  
Staff Engagement

Central Manchester University  
Hospitals NHS Foundation Trust

### Green Impact at Central Manchester University Hospitals NHS Foundation Trust

With an ever increasing focus on sustainability and reducing costs within the healthcare sector, a Trust wide staff engagement and behaviour change programme had potential to generate significant cost and environmental efficiencies with a relatively low outlay, compared to a programme solely focused on changing technology.

Inspired by the successful Green Impact model used by the Trust's two neighbouring universities, Central Manchester Foundation Trust (CMFT) identified the NUS Green Impact programme as a structured model to support this aim. It's a tried and tested methodology that can be adapted to suit organisations' objectives, current working practices and working culture, working on the principle of continual improvement. Originally run for students' unions and their partner institutions, Green Impact is now running in many off-campus organisations including those in healthcare, local government, the charities and heritage sectors and business.

#### What was the issue being addressed?

As part of the Trust's commitment to sustainability, staff behaviours we identified as an area where culture change was required. Spend on energy alone is around 12 million per year, and we estimated that at least 30% of this spend (3.6M) was within the control of staff. Simple actions like switching off, reducing paper, disposing of waste appropriately

had the potential to generate huge cost savings.

Behavioural change can be challenging, especially in the working culture of the NHS where people are committed to their roles in patient care, and are working in time and resource demanding circumstances.

We wanted to raise the profile of the Trust's sustainability work, and we needed something that would give a rapid result.



## What action was taken to overcome the issue?

Green Impact is based around a six step methodology:

1. A workbook of criteria for teams of staff was developed, along with a communications plan.
2. Continual recruitment took place via the green champions network, supported by the staff benefit day and chairman.
3. Teams implemented the criteria at their own pace with a range of support mechanisms.
4. 6 months later team results were analysed by IEMA-approved auditors.
5. An awards ceremony was held, hosted by the Trust chairman.
6. A feedback process was then undertaken with each team, as well as a whole Trust impact report.

The Trust is now planning its second year of the programme, due to be launched in early October 2014.

## What was the impact?

The programme at CMFT this year has been the most successful NHS Green Impact to date.

- 69 teams made up of 1,824 staff took part.
- 14 teams are working towards accreditation.
- Following end of programme feedback surveys, 96% of participants cite the programme as being good or

excellent, and 84% of staff agreed that Green Impact has encouraged [them] to engage in the sustainability agenda in future.

- 13 staff and local students undertook IEMA approved training to become auditors for the programme.
- Identified cost savings of £65,000 and 385 tonnes of carbon savings.
- The Trust has been shortlisted for a Health Service Journal Value in Healthcare Award for successes through the programme, and also been awarded a Green Apple Award.
- Staff feel the programme has been good for team building and networking across the trust, and improving staff morale.
- Some of the activities to come out of the programme are also helping make the hospital environment more enjoyable, e.g. the wildflower patch, the displays in rehab etc.

*'The Trust's participation in the Green Impact programme has enabled us to engage staff in sustainable behaviour change in a large and complex Acute Trust environment. The process breaks down sustainable behaviours into manageable and bite size tasks that staff have readily and enthusiastically taken on board, alongside their day to day tasks.'*

Claire Igoe, Sustainability & Energy Manager



## Lessons learned/success factors

The success of our first year has been down to a number of factors:

- The support of the Trust's senior management to show organisational commitment to this agenda;
- The flexibility of the programme allowing us to adapt it to our own priorities;
- The parallel launch of our 'green heart' branding, allowing us to provide teams with tangible resources (posters, stickers etc.) they could use in their area;
- The way the programme breaks down a complex issue such as sustainability into manageable chunks.

In terms of barriers and challenges, a number of factors are being looked at for improvement in year two:

- Team retention – ensuring that people know what they're signing up to have the right level of information and support.
- Communication with teams – there are still opportunities to improve and ensure that staff at our satellite and community sites, as well as those who don't work conventional hours, feel included in the scheme.
- The period between year one and two has perhaps been too long, resulting in lost momentum. Next year we will work to collate feedback and plan prior to the second year's completion.

*'Green Impact is not about a transient change, but a long term transformation of attitude and behaviour'*

Aatar Hashmi, Biochemistry Labs



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