



#4

Healthy Futures

Are you a good corporate citizen?

'All organisations providing healthcare stand to benefit from behaving as good corporate citizens. It offers the opportunity to promote health, tackle health inequalities, save money and contribute to a healthy environment.'

Sir Nigel Crisp, Chief Executive, NHS

Good Corporate Citizenship describes how NHS organisations can embrace sustainable development and tackle health inequalities through day-to-day activities: how they employ staff, design and construct buildings, purchase goods and services and manage their resources.

It makes good business sense. NHS organisations can benefit from **financial savings, a healthier local population, faster patient recovery rates and improved staff morale**. And our communities, economy and environment will benefit from having the country's largest employer and biggest spender fully committed to strengthening links with communities, improving its employment practices and developing in ways that support sustainable development.

This publication is the fourth in a series that explores how the NHS can contribute to sustainable development. It introduces the **newly launched Good Corporate Citizenship Self Assessment Model**, which helps organisations providing healthcare to promote social cohesion, strong local economies and a healthy environment.

Access the model and resources at www.corporatecitizen.nhs.uk.

www.sd-commission.org.uk



Sustainable
Development Commission

Why good corporate citizenship?

Good corporate citizenship can help NHS

organisations promote health and sustainable development. It is one of five new priorities for the next ten years, identified in the *Choosing Health* white paper by Sir Nigel Crisp, NHS Chief Executive. The UK Sustainable Development Strategy, *Securing the Future*, to which all Government departments are

committed, points the way to the Government and wider public sector taking an active role in sustainable procurement and sets out this Good Corporate Citizenship Self Assessment Model as good practice.

Many NHS organisations are in the lead, actively challenging traditional ways of operating in favour of whole life costing, contributing to regeneration and addressing the challenges of environmental degradation and climate change. Acting as a good corporate citizen will help to create a virtuous circle – because actions that benefit the local community, economy and environment will also tend to improve public health, reducing demand for services and improving the NHS's capacity to be a health enhancing organisation with a viable future.



Source: *Claiming the Health Dividend: Unlocking the benefits of NHS spending*, King's Fund, 2002

'Good corporate citizenship, corporate social responsibility, sustainable development: I don't care what you call it, just as long as you do it!'

Jonathon Porritt, Chairman, Sustainable Development Commission

University Hospitals Coventry and Warwickshire NHS Trust is setting up a Regeneration Maximiser Team to co-ordinate and communicate their good corporate citizenship initiatives. These include a Career and Employment Coaching Project, Patient Information Resource Centre and a Young People's Council.

'This model helps to define and deliver good corporate citizenship for the NHS. By promoting partnerships we will meet and exceed the expectations of local people.'

David Roberts, Chief Executive, University Hospitals Coventry and Warwickshire NHS Trust

What's in it for my organisation?

The NHS has more to gain than most from embracing good corporate citizenship and operating in more sustainable ways. As the country's biggest employer, it has faced difficulties in recent years recruiting and retaining staff in many occupations, which has increased pressures on the service. Yet studies show that hospitals that provide a healthy working environment, with good employment practices, where staff are encouraged to develop their skills and where childcare is provided and flexible working arrangements are

available, find it easier to recruit and retain staff and suffer less absenteeism through staff sickness.

There are also opportunities for the NHS to make significant savings through sustainable procurement – for example, by cutting down on energy, water and waste bills. Energy costs in particular have soared in recent times and this has hit NHS organisations hard. The NHS has many old and poorly insulated buildings that require high levels of energy to maintain heating, cooling and lighting to acceptable standards. It also has an

enormous buildings and refurbishment programme, offering opportunities for improvement. Better insulation, technology to manage energy use and better planning can help to cut energy bills substantially. This will save the NHS money and reduce environmental damage.

Above all, there are **real opportunities to address health inequalities**. For example, the growing problem of obesity, which disproportionately affects people in disadvantaged



communities, is one symptom of a car dependent society where physical activity has reduced alarmingly in the last 20 years. This is expected to lead to rising levels of chronic disease that will put an enormous burden on the NHS. The NHS can lead the way by encouraging a more active and less car dependent culture amongst its staff, patients and visitors by finding ways to make public transport and active travel a more practical and convenient option.

Are you a good corporate citizen?

- Do you discuss good corporate citizenship at Board meetings?
- Have you achieved Practice Plus level of the Improving Working Lives standard?
- Does your staff induction set out an expectation that energy is conserved, waste minimised, active travel promoted and recycling encouraged?
- Do you have carbon reduction targets?
- Do you report on good corporate citizenship /NEAT (NHS Environmental Assessment Tool) /sustainable development in your annual report?
- Are you contributing to your local economy? Employing local people? Using local businesses?

‘Creative thinking around the challenging car parking agenda is about working differently and giving staff the facilities to use healthier options for travel such as walking or cycling and implementation of flexible working systems to support the improving working lives agenda.’

Diane Wittingham, Chief Executive, Calderdale and Huddersfield NHS Trust

The model helped Nottingham City Primary Care Trust to identify their strength in procurement. Using it sparked discussion between stakeholders. As a result good corporate citizenship will be championed at Board level.

‘The model is useful because it’s far reaching and you can see where it fits in with the bigger picture e.g. LSPs as opposed to just a health silo.’

Phil Lovett, One City Partnership Nottingham

‘Being a good corporate citizen shows commitment to health improvement. If we can ensure that all NHS organisations become good corporate citizens we will make a real impact on reducing health inequalities and improving health.’

Caroline Flint MP, Minister for Public Health

REAL SAVINGS

- **Bedfordshire NHS Waste Consortium** – using total waste management – has saved in excess of £40,000 in the first year of the new contract
- **The North Glamorgan NHS Trust’s** PFI energy management scheme saves over £6,000 a month from imported electricity and £34,000 a year for the Climate Change Levy
- **East Kent Hospitals NHS Trust** employ a transport co-ordinator, who has helped save over £50,000 in taxis and courier services in one year
- **Calderdale and Huddersfield NHS Trust** is set to save about £300,000 over 3 years by purchasing printers sustainably.



Photo credit: BTCV

The model is organised around these six areas:

- Transport
- Procurement
- Facilities Management
- Employment and Skills
- Community Engagement
- New Buildings

www.corporatecitizen.nhs.uk

Take the test at: www.corporatecitizen.nhs.uk

This CD contains ideas, resources and examples to help you become a good corporate citizen. To take the test and find out how you are doing, register online at: www.corporatecitizen.nhs.uk. If your CD is missing contact Larissa on 0207 238 4984 or Larissa.lockwood@sd-commission.org.uk.

This publication and the good corporate citizenship assessment model have been developed by the Sustainable Development Commission with the support of the Department of Health and are aimed at an NHS audience.



Take the test at: www.corporatecitizen.nhs.uk

Calderdale and Huddersfield NHS Trust's well-attended and lively workshop confirmed their commitment to good corporate citizenship. A framework is now in place with lead directors and managers covering each area of the assessment model. Progress will be reported on alongside all other Trust performance indicators related to the Healthcare Commission Healthcheck.

'It's the area of my work that really energises me, and it sits well with our values; it's the 'want to do' rather than the 'have to do' bit of my work.'

Julie Hull, Director of Personnel and Development,
Calderdale and Huddersfield NHS Trust

'My vision is that every member of NHS staff becomes a health advocate and feels truly valued for their own contribution to the service and its improvement. Good corporate citizenship will help us to achieve this by breaking down barriers with our local communities, opening up job and training opportunities and ensuring that our procurement policies support local business.'

Professor Bob Fryer, National Director for Widening Participation in Learning

WHAT NEXT?

This web based self-assessment model will help you become a good corporate citizen. Access is free at:

www.corporatecitizen.nhs.uk. It is designed to help you and your organisation understand what good corporate citizenship means and why it is important, to assess your performance so far and plan for improvement. It is also designed to inspire, motivate and actively support you in taking this agenda forward in your organisation. It contains:

- Assessment criteria to measure your performance and track progress
- A wealth of resources to help you get going
- Real life examples of NHS organisations as good corporate citizens
- Case studies from NHS organisations who have already used the model
- A workshop programme to promote the model within your organisation
- Communications materials to inform local press about what you are doing to contribute locally

Have a go! Try it and find out how you can be a good corporate citizen.



The Sustainable Development Commission's *Healthy Futures* project, funded by the Department of Health, helps the NHS to maximise its contribution to the health of individuals, communities and the environment. For more information visit www.sd-commission.org.uk/health. If you are involved in sustainable development in the NHS, or want to be, please e-mail susannah.senior@sd-commission.org.uk or larissa.lockwood@sd-commission.org.uk and we can add your project to our website.

© January 2006

This publication is printed on 100% de-inked post consumer waste and is printed using vegetable based inks and a water based seal.
Design by positive2