GREEN TEAM COMPETITION

CENTRE FOR SUSTAINABLE HEALTHCARE

2026 IMPACT REPORT

Hampshire Hospitals NHS Foundation Trust

NHS
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NHS Foundation Trust

CENTRE for SUSTAINABLE HEALTHCARE
inspire • empower • transform

Sustainability at Hampshire Hospitals
Better outcomes. Lower costs. Greener care.

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BACKGROUND

In May 2026, Hampshire Hospitals NHS Foundation Trust (HHFT) commenced a Green Team Competition in partnership with The Centre for Sustainable Healthcare (CSH). The Green Team Competition is a clinical leadership and engagement programme for NHS organisations wishing to improve the sustainability of their service.

CSH has worked directly with seven teams across HHFT 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 and value through the lens of the sustainable value equation (Figure 1). The seven teams were encouraged to consider each element of sustainable value to identify high impact improvement ideas then plan, implement and measure the impact of their projects.

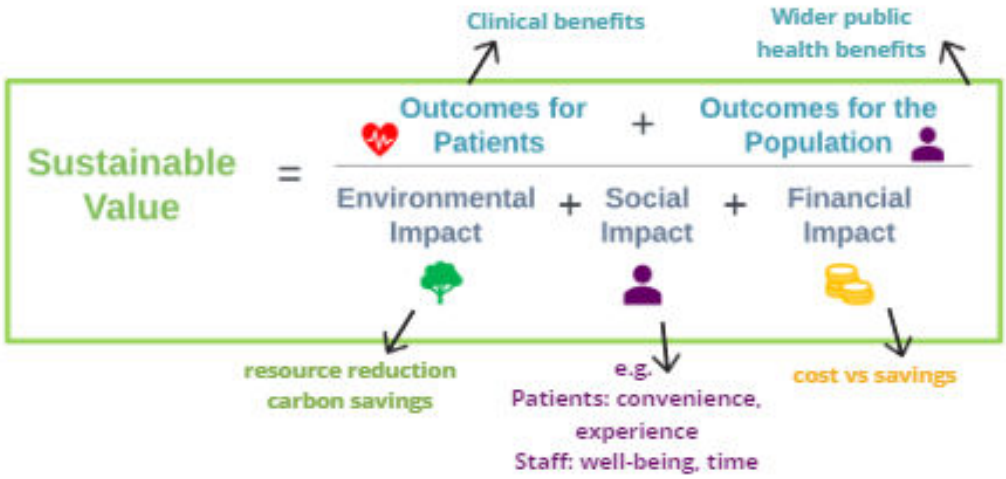
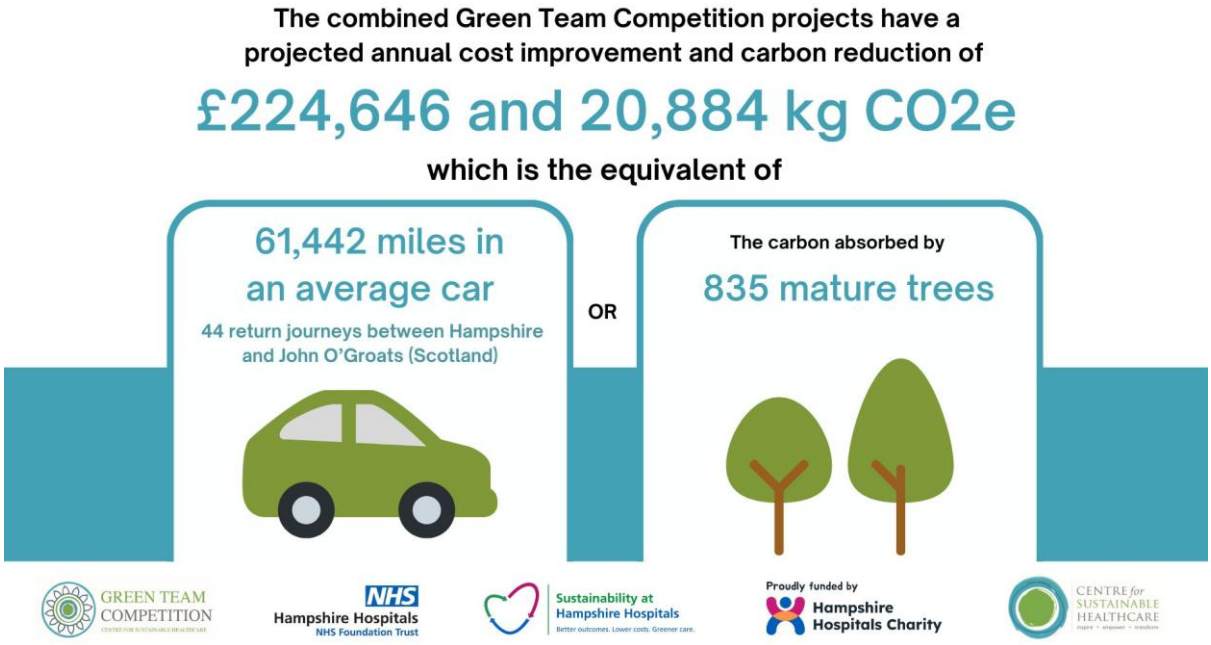


Figure 1. Sustainable Value Equation Source: Centre for Sustainable Healthcare

At the October 12th Showcase and Awards Event, the teams presented their projects, including the anticipated savings and opportunities to scale and spread, to an audience from the Trust and the judging panel.



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

"It has been fantastic to see the creativity, energy, and commitment of our Green Teams. In a challenging environment, these teams have shown what can be achieved when people are empowered to think differently and turn great ideas into meaningful change. Every project has been innovative, patient-centred and focused on delivering greater value, with real potential to be sustained and scaled. I am incredibly proud of what all seven teams have achieved and the contribution they are making to more sustainable, high-quality healthcare at Hampshire Hospitals."

Sue Harriman, Chief Executive, HHFT

"The Green Team Competition demonstrates what can be achieved when we empower colleagues to rethink how we deliver services and put sustainability at the heart of improvement. The creativity, commitment and collaboration shown by our teams is helping us to build more sustainable services across Hampshire Hospitals, while also improving patient care, supporting our staff and making better use of NHS resources. These projects show that sustainability is not simply about reducing our environmental impact. It is about delivering better, more efficient and resilient healthcare. I am incredibly proud of what our Green Teams have achieved and the contribution they are making to delivering our Green Plan and the NHS's wider net zero ambitions."

Adam Tewkesbury, Head of Sustainability, Hampshire Hospitals NHS Foundation Trust

The HHFT Green Team Competition 2026 participants, Sustainability team and Judging panel.

COMPETITION ENTRIES

Please click the links below which will take you to the project summary and report hosted in the CSH Sustainable Healthcare Resource Library. The resource library is hosted in the CSH Sustainable Healthcare Networks, which bring together patients, clinicians, researchers, educators, students, and managers interested in Sustainable Healthcare. They provide a platform for sharing resources, knowledge, and ideas and for connecting with like-minded individuals from around the world.

1. Switching from intravenous to oral medicines, reducing enteral feed waste and improving waste segregation, Critical Care, Basingstoke

2. Reducing the impact of Electronic Investigator Site Files, Research and Development Department

3. Reducing ECG Electrode Waste in a medical assessment unit, McGill Ward Medical Assessment Unit

4. Reusable gowns and hats, and a bespoke electrophysiology procedure pack, Heart Centre Cath labs Team

5. From plastic bottles to dissolvable sachets of cleaning product, Domestic cleaning services team

6. Reducing the carbon footprint in endoscopy using optical diagnosis in bowel cancer screening, Endoscopy team

7. Reducing the environmental impact of tourniquet use in outpatient phlebotomy, Phlebotomy team

WINNERS: Critical Care, Basingstoke

Congratulations to the WINNING team members, Sophie Daniels (Deputy Sister ICU) and Sustainability Lead in Critical Care, Sonia Thapa (Staff nurse ICU), Sowmya Sajish (Staff nurse ICU), Luxmi (Staff nurse ICU), Sija Paul (Staff Nurse ICU), Asha Cyriac (Staff Nurse ICU), Rubina (Staff Nurse ICU), Fred (Staff nurse ICU) and Lucy O'Beirne Clinical Educator.

The judging panel praised the team for building engagement and enthusiasm among staff through simple, visible improvements such as recycling initiatives, creating the foundation for successfully implementing medication administration interventions with direct clinical benefits. Through strong collaboration, effective use of quality improvement methods, and a focus on practical solutions, the team demonstrated how small changes can collectively deliver significant value for patients, staff, the organisation and the environment.

From left to right: Mark Hainy (Head of Charity), Victoria Taylor (Critical Care Matron), Sophie Daniels (Deputy Sister ICU, Sustainability lead in Critical Care) and Miranda Chubb (Sustainability Officer)

"We appreciated the support offered from Miranda (HHFT), Debs and Matt (CSH) to plan, implement and measure our project. It was incredibly eye-opening to see the scale of impact across clinical, environmental, social and financial areas"

Sophie Daniels (Deputy Sister ICU) Sustainability lead in Critical Care, HHFT.

NEXT STEPS

The team projects have demonstrated how a sustainable value approach can support improvements in clinical outcomes, patient and staff experience, environmental impact, and resource use. As teams continue to develop their work, there is an opportunity to build on these early successes by embedding changes into routine practice and, where appropriate, extending proven approaches to other services and settings.

Realising the full potential of these projects will require ongoing collaboration between frontline teams, service leaders, and organisational leadership. By supporting the adoption and spread of initiatives that have demonstrated value, senior leaders can help ensure that benefits are sustained and shared more widely across the organisation. The Sustainability and Improvement Teams at HHFT can support this process through implementation support, sharing learning, raising awareness of successful interventions, and helping teams identify opportunities for wider implementation.

ACKNOWLEDGEMENTS

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

Thank you to Miranda Chubb, Sustainability Officer for her support to the Green Teams and in organising the showcase event, to Krithea Baker, Sustainability Project Delivery Officer, for her support to the teams, and to Adam Tewkesbury, Head of Sustainability, for partnering with us for a fourth Green Team Competition at HHFT.

Thank you to Mark Hainy (Head of Charity) and their team at Hampshire Hospitals Charity for funding the competition.

Thank you to Matt Sawyer, Senior Sustainability Analyst, CSH, for his careful and highly skilled work in carbon footprinting.

Thank you to the Hampshire Hospitals Chefs for the wonderful plant-based catering on the day.

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

- Sue Harriman, Chief Executive, HHFT
- Amy Kerr, Lead Nurse Theatres, Transitional Care and Pre-assessment, HHFT
- Shirlene Oh, Chief Strategy and Population Health Officer, HHFT
- Mark Hainy, Head of Charity, HHFT
- Rachel McLean, Acting Transformation Director, CSH

POTENTIAL ANNUAL IMPACT

The following table provides details on the **annual** impact to the Hampshire Hospitals NHS Foundation Trust from the 2026 Green Team Competition.

Project	Scale of change	Financial Outcomes	Environmental ($kgCO_2e$) Outcomes	Social Outcomes	Clinical Outcomes
1.Critical Care Basingstoke Hospital	18-bed intensive care unit Modelled projections and outcomes	**121,947 to 165,095(*) (Median 143,521)**	**3,900**	• 2,478 hours nursing time freed per year providing additional capacity for activities such as mouth care, personal care, rehabilitation and time spent with patients.	• Potential to reduce infection rates (not quantifiable) • Increase in time spent with patients due to reduction in double checking required for NG medications and disposal of waste.
2. Research and Development	Research and Development unit Modelled outcomes	**32,073 (increasing in year 2)**	**2,056**	• Staff reported high levels of support for environmental sustainability and digital archiving. • Digital archiving is expected to reduce administrative burden, improve accessibility of documentation and support more flexible approaches to monitoring and inspection readiness.	• Improved efficiency: eISF provides easier document access and better oversight, reducing administrative time and supporting research delivery and patient-facing activities. • Faster study processes with more efficient monitoring and quicker query resolution, helping reduce delays in study delivery.
3. McGill Acute Medical Unit (AMU) Winchester	31-bed Medical Assessment Unit Based on change and 33% reduction.	**372**	**89**	• Reduced unnecessary storage retrieval and waste. • Staff engagement increased awareness of sustainable resource use, with positive feedback and greater ownership of the Trust's sustainability goals.	• No adverse impacts were identified. Improved ECG electrode storage supports reliable monitoring and helps maintain safe, effective patient care.
4.Cardiology Cardiac Cath Lab	Projections from trials, based on use of 4980 gowns and hats, and 222 packs per year.	**7,835**	**5,125**	• 100% staff found reusable gowns clinically acceptable. • Positive feedback and discussion around reusable products supported staff morale and encouraged sustainable practice.	• No adverse patient outcomes are anticipated, including in relation to surgical site infections, following the introduction of reusable gowns, reusable hats and streamlined EP procedure packs.

(* depends on proportion of uptake of different aspects of the project)

Project	Scale of change	Financial Outcomes	Environmental ($kgCO_2e$) Outcomes	Social Outcomes	Clinical Outcomes
5. Facilities Domestic Services	Domestic Services trialled on 3 sites. Roll out planned. Projected outcomes based on full implementation	**8,915**	**3,377**	• The project engaged domestic staff in sustainability and supported waste reduction without disrupting existing routines. • Staff showed strong support for further environmental improvements.	• Cleaning performance remains unchanged, supporting infection prevention and patient safety
6. Endoscopy	One site in the trust. Rolled out, avoiding processing of 708 tests per year.	**23,909**	**603**	• A time saving of 439.6 hours (55 working days based on an 8-hour working day), freeing up time for other work and allowing other results to be obtained more quickly.	• Standard levels of care maintained, and no adverse outcomes reported since • Potential for reduced histopathology workload to support faster results for other patients.
7. Phlebotomy	Outpatient departments which perform 178,000 tests per year (>60% total tourniquets use in Trust). Trial undertaken, not yet rolled out. Results modelled on 80% switch.	**8,020**	**5,734**	• Patients found reusable tourniquets more comfortable than single use • Some staff concerned over patient comfort and effectiveness of tourniquet. • Staff report reusable tourniquet are easy to use, easy to clean and adaptable for different sized limbs.	• Patients reported positive experiences with reusable tourniquets, with 91% willing to use them again.
Total savings		**£224,646**	**20,884 $kgCO_2e$**		