Rapid Decision Support

A product of the Contextualized Health Research Synthesis Program
Newfoundland & Labrador Centre for Applied Health Research

> Disclaimer:
>
> *This Rapid Decision Support report was published on September 10, 2024. This report includes references and links to information that capture the status of available information at the date of publication. Readers are cautioned that this information may change/ become out of date after publication.*
>
> *We further caution readers that researchers at the Newfoundland & Labrador Centre for Applied Health Research are not experts on the subject topic and are relaying work produced by others. This report has been produced quickly and it is not exhaustive, nor have any included studies been critically appraised.*

Environmental Sustainability in Healthcare Systems: A Jurisdictional Scan

Search focus: For this *Rapid Decision Support*, CHRSP researchers sought to identify examples of strategic plans, action plans, policies or frameworks on environmental sustainability at the national or regional health authority level in Canada and in other select international jurisdictions (i.e., UK, Australia, New Zealand). In the case that a jurisdiction did not have an environmental sustainability framework, we included the most relevant documents (strategies, plans, actions, policies) that were available.

What we found: We found numerous resources (frameworks, plans, or strategic documents) related to environmental sustainability of healthcare systems. Depending on the jurisdiction, we found that various terms have been used to describe approaches towards environmental sustainability (e.g., environmental sustainability, planetary health, green plan, net zero). The jurisdictions we looked at are at various stages of development with their environmental sustainability plans and approaches.

We categorize resources (frameworks, strategic documents, plans and related resources) alphabetically by jurisdiction in two sections:

- Section 1: Canadian Jurisdictions (by province), and
- Section 2: Selected International Jurisdictions.

Under the reference for each resource, we include key quotes. In some cases, we note additional relevant resources at the end of an entry.

Rapid Decision Support
for the Newfoundland & Labrador Health System
Newfoundland and Labrador Centre for Applied Health Research
September 10, 2024 | page 1

Section 1: Canadian Jurisdictions (by province)

Alberta

Alberta Health Services

Alberta Health Services. **Green 'n Healthy Rockyview General Hospital Webpage** (LINK)

- **Description**: "The Green 'n Healthy initiative at Rockyview General Hospital (RGH) is aimed at educating and encouraging frontline healthcare workers to reduce our environmental impact and carbon footprint, and to increase our environmental sustainability. The group managing Green 'n Healthy focuses on a range of activities including:
  - Optimizing the Recycling Program, Reducing and Eliminating Waste, Reducing Energy Use, Reducing Water Use, Awareness and Education on Linen Use, Reducing Waste from Food Services, Staff Engagement and Education on Waste Reduction, Implementing Energy Reduction Focused Policies and Directives, Shifting the Organizational Culture Towards Energy Efficiency"
- **Green Hospital Scorecard**:
  - "Rockyview General Hospital is the first AHS site to participate in the Green Hospital Scorecard (GHS)."
  - "The GHS measures standards within ten categories: RGH GHS Introduction, Anesthetic Gas, Climate Change, Corporate Leadership, Planning & Management, Energy, Energy Behaviour, Food, Pollution Prevention, Transportation, Waste, Water"
  - Green Hospital Scorecard RGH 2022 (LINK)
- **Sections available on**: Composting, Stryker Sustainability Solutions, Accel Prevention Wipes, Waste Reduction Week, Earth Day

Alberta Health Services. **Environmental Sustainability Policy**. 2020. (LINK)

- Environmental Sustainability Policy
- **Objectives**:
  - "To direct the creation of an Alberta Health Services (AHS) action plan to identify ways to minimize AHS consumption of energy, water, solid/organic/hazardous waste products, and reduce greenhouse gas (GHG) emissions and associated operating costs throughout AHS.
  - To establish expectations for the reduction of GHG emissions, and identify associated projects that will result in cost saving and/or increased efficiencies, throughout AHS."
- **Applicability**: "Compliance with this document is required by all Alberta Health Services employees, members of the medical and midwifery staffs, Students, Volunteers, and other persons acting on behalf of Alberta Health Services (including contracted service providers as necessary)"
- **Elements**: Greenhouse Gas Management and Reduction, Other Sustainability Initiatives

Rapid Decision Support
for the Newfoundland & Labrador Health System
Newfoundland and Labrador Centre for Applied Health Research
September 10, 2024 | page 2

O'Brien Institute for Public Health Centre for Health Policy. **Building climate-resilient and sustainable healthcare: A plan of action for Alberta Health**. University of Calgary. 2022. ([LINK](#))

- Report, Plan of action for Alberta Health
- **Recommendations**: "The Alberta Government and Albertans must work across sectors to "re-imagine a society where health and wellbeing are prioritized, and incentives are aligned to promote fiscal and environmental stewardship." Policy decisions need to be made through an Environment, Social and Governance lens to align with the United Nations Sustainable Development Goals (SDGs). Mitigating the healthcare system carbon footprint requires all aspects of the economy to support vulnerable Albertans."
- **Key Action points**:
  - **Acknowledge urgency of the crisis, set goals, invest in people, decarbonize healthcare**

British Columbia

Health Authorities

Fraser Health Authority

Fraser Health. **Fraser Health Planetary Health Strategy 2023-2028.** 2023. ([LINK](#))

- Report, Planetary Health Strategy
- **Context**: "Under the guidance of the Planetary Health Steering Committee our strategic planning process engaged leaders, staff, medical staff, experts in planetary health, Indigenous Elders and patient partners in developing a shared vision, mission, and strategic priorities that reflect where Fraser Health needs to focus as a leader in social and environmental responsibility. This strategic plan captures efforts already underway within Fraser Health and identifies new areas for action that will advance planetary health."
- **Description**: "This first strategic plan for planetary health is a living document with iterative goals that we will continue to shape and grow as we take this journey, face challenges and identify new opportunities."
- **Our Strategic Priorities**: (each priority has goals and areas for action)
  - 1. Reduce the impact of our services on the planet
  - 2. Create a climate resilient health system
  - 3. Live our anchor mission by reinforcing the connection between planetary health and healthy communities
  - 4. Cultivate a culture and system of environmental sustainability
- "…planetary health is the health of human civilization and the state of the natural systems on which it depends"
- **Change Drivers**: Partnerships, Research, Measurement, Evaluation, Technology, Leadership
- **Related Resources**
  - Fraser Health. **Our Planetary Health strategy, webpage.** 2024. ([LINK](#))

Rapid Decision Support
for the Newfoundland & Labrador Health System
Newfoundland and Labrador Centre for Applied Health Research
September 10, 2024 | page 3

- o Fraser Health. **Adaptation: preparing for current and future climate changes, webpage.** 2024. ([LINK](#))
- o Fraser Health**. Energy and environmental sustainability, webpage. 2024.** ([LINK](#))
- o Vancouver Coastal Health and Fraser Health. **Climate Change and Health Vulnerability and Capacity Assessment**. 2022. ([LINK](#))
- o GreenCare. **2022 Environmental Performance Accountability Report Fraser Health.** 2022**.** ([LINK](#))

Vancouver Coastal Health and Fraser Health. **Climate change and health adaptation framework**. April 2022. ([LINK](#))
- Report, Climate change and health adaptation framework
- **Context**: "To advance health-focused climate change adaptation in the region, Vancouver Coastal Health, Fraser Health, Health Emergency Management BC, and VCH/FH Facilities Management partnered on a three-year Health Canada-funded project (HealthADAPT). This project included a climate change and health vulnerability and capacity assessment, as well as the creation of a climate change and health adaptation framework."
- **Description**: "The framework outlines the project partners' roles in climate change and health adaptation and presents recommendations that correspond to the risks identified in the vulnerability and capacity assessment as well as during engagement with our many collaborators and advisors. This framework is meant to communicate health authority priorities to internal and external audiences, and to enable action planning at the program level within and between each of the four partner organizations."
- **Guiding principles**: Engagement, Equity, Collaboration, Impact, Transparency, Low carbon resilience
- **Recommendations are organized across six pillars**: Emergency preparedness and response; Risk assessment, epidemiology, and research; Communications; Leadership and advocacy; Health equity; Facilities

Island Health
Island Health. **2023 Climate Change Accountability Report**. 2023. ([LINK](#))
- Climate Change Accountability Report
- **Description:**
  - o "This Climate Change Accountability Report (CCAR) is Island Health's fourteenth annual report on our previous year's greenhouse gas (GHG) emissions. The CCAR details the steps Island Health has taken to achieve carbon neutrality and summarizes the organization's GHG emissions reduction efforts. Since our first iteration of carbon reporting in 2010, much has changed, including governments, executives, emissions targets, and even the Health Authority's name. Island Health's commitment to reduce GHG emissions and to adapt to the changing climate too has changed; it has become

Rapid Decision Support
for the Newfoundland & Labrador Health System
Newfoundland and Labrador Centre for Applied Health Research
September 10, 2024 | page 4

more emboldened and engrained within our operations and is a prominent component of our Strategic Framework and Organizational Goals."

- o "This Climate Change Accountability Report for the period January 1, 2023, to December 31, 2023, summarizes Island Health's greenhouse gas (GHG) emissions profile, the total offsets to reach net-zero emissions, the actions taken in 2023 to reduce our GHG emissions, and plans to further reduce emissions in 2024 and beyond"

- **Includes sections on**: Strategies to reduce emissions, Out-of-Scope Emissions, Climate Change Adaptation and resilience, **Sustainability initiatives**
- **Related Resources**:
  - o Island Health. **Environmental Sustainability webpage**. 2024. (LINK)
  - o Island Health. **Climate Change Accountability Report**. 2022. (LINK)
  - o RDH Building Science Inc. **NRCH Climate Change Vulnerability Assessment Report**. 2018. (LINK)
  - o Energy & Environmental Sustainability (EES) and Integral Group. **Climate Resilience Guidelines for BC Health Facility Planning & Design Version 1.1**. 2020. Health Authorities and BC Housing (LINK)
  - o Island Health. **Climate Change Extreme Event Screening Tool for Projects Excel File** (LINK)

Vancouver Coastal Health

Vancouver Coastal Health**. Environmental sustainability webpage.** 2024. (LINK)
- Webpage
- **Environmental sustainability is everyone's story:** "our goal is to ensure everyone can access health services and enjoy good health for generations to come"
- **How we are working towards environmental sustainability:** "**The Energy and Environmental Sustainability team (EES)** works closely with a range of departments across VCH to improve health while reducing health care's environmental impact. Together, our purpose is to inspire and empower all we work with, to collaboratively enable systemic transformation, so that we can restore and regenerate the interdependent health of people, place and planet—now and for future generations."
- **Where we are focusing our efforts:** Climate change, energy and carbon, leadership and innovation, food, materials, transportation, water
- **Our Greencare network:** "Founded by EES, GreenCare is a network that unites efforts within the B.C. health care community to transform our health care system toward environmentally sustainable and resilient care for healthy people, places and the planet."

Vancouver Coastal Health. **Climate Change and Health webpage.** 2024. (LINK)
- Webpage
- **Includes sections on**: Mitigation (reducing our greenhouse gas emissions), Adaptation (preparing for current and future challenges)

Rapid Decision Support
for the Newfoundland & Labrador Health System
Newfoundland and Labrador Centre for Applied Health Research
September 10, 2024 | page 5

Newfoundland & Labrador Centre for
APPLIED
HEALTH
RESEARCH
www.nlcahr.mun.ca

- **Healthy Environments and Climate Change team**: "focus …is on improving health outcomes linked to physical and environmental factors such as climate change, noise and air pollution, community design and more, through research, policy input and review, and education"
- "**Who we work with**: Regional, municipal and non-governmental partners on plans, projects, and policy proposals, incorporating lenses of environmental determinants of health and equity."
- **Contact:** VCH Healthy Environments and Climate Change team - healthy.environments@vch.ca
- **Related resources:**
    - Vancouver Coastal Health and Fraser Health. **Climate Change and Health Vulnerability and Capacity Assessment**. 2022. (LINK)

Vancouver Coastal Health**. Integrating sustainability in health care webpage, 2024. (**LINK)
- Webpage
- **Integrating sustainability in health care**: "To address these intersections and impacts [of climate change on human health and care delivery], VCH became the first health care organization in B.C. to integrate Planetary Health into its strategic plan and is committed to embedding planetary health principles into all that we do; from managing our facilities and the supplies we use, to delivering care."
    - "We are bringing together multiple stakeholders and teams who are making real, meaningful changes to support healthy communities and a healthy planet."
    - "This critical work is led **by VCH's Strategy and Innovation Office and the Planetary Health Collaborative composed of staff and medical staff in Sustainable Clinical Services, Public Health and Energy and Environmental Sustainability**."
    - "The **Sustainable Clinical Services team** ensures we deliver high-quality, low-carbon care, making clinical decisions and improving processes to limit our environmental impacts. "
    - "The **Public Health team** works with our local governments and community partners to support climate change mitigation, emergency planning and response, air and water quality monitoring and more."
    - "The **Energy and Environmental Sustainability team** works to reduce energy consumption, water, waste and emission all across VCH sites and supports the development of sustainable and climate-resilient facilities like the Richmond Hospital redevelopment."
    - **Related webpages**:
        - Healthy environments and climate change (LINK)
        - Creating an environmentally sustainable and climate resilient VCH (LINK)
        - Finding solutions for health care's environmental impact (LINK)

Vancouver Coastal Health. **2022 Climate Change Accountability Report**. 2022. (LINK)
- Climate Change Accountability Report

Rapid Decision Support
for the Newfoundland & Labrador Health System
Newfoundland and Labrador Centre for Applied Health Research
September 10, 2024 | page 6

- **Description**: "This Climate Change Accountability Report for the period January 1, 2022 to December 31, 2022 summarizes our emissions profile, the total offsets to reach net-zero emissions, the actions we have taken in 2022 to reduce our greenhouse gas emissions and our plans to continue reducing emissions in 2023 and beyond."
- **Context**: "VCH has expanded our strategic framework to include four new Pillars: Indigenous Cultural Safety, Anti-Racism, Equity, Diversity and Inclusion and **Planetary Health**"
- "Based on the results and extensive engagement, the four partner organizations drafted a Climate Change & Health Adaptation Framework that outlines current actions and new priorities."
- "The strategic framework at Vancouver Coastal Health has expanded to include a pillar on **planetary health** – Inspiring people to create, restore, steward and conserve healthy ecosystems"
- "The **Energy and Environmental Sustainability framework** reflects recent events in the context of B.C. and the health authority."
- **Related Resources**:
  - Vancouver Coastal Health and Fraser Health. **Climate change and health adaptation framework**. April 2022. ([LINK](#)) (**Note**: full entry listed in Fraser Health above)
  - Vancouver Coastal Health. **Lower Mainland Facilities Management**. **Moving Towards Climate Resilient Health Facilities for Vancouver Coastal Health.** October 2018. ([LINK](#))
  - VCH Chief Medical Health Officer. 2023. **Report of the VCH Chief Medical Health Officer: Protecting Population Health in a Climate Emergency**. ([LINK](#))

Vancouver Coastal Health, Providence Health Care, and the Provincial Health Services Authority. **Environmental sustainability policy.** 2017. ([LINK](#))
- Environmental sustainability policy
- **Purpose:** "This policy provides the framework within which supporting protocols and procedures may be developed**."**
- **Scope: "**This is a joint policy between Providence Health Care (PHC), Provincial Health Services Authority (PHSA) and Vancouver Coastal Health (VCH) and applies to all employees, physicians, volunteers, students, contractors and all others who carry out business for these Health Organizations**."**
- **Includes sections on: Policy** (Environmental leadership, Sustainable Operations, Sustainable Facilities, Sustainable Partnerships), **Responsibilities** (Executive Leadership, Facilities Management, Employees), **Compliance**, **Supporting Documents** (Related Policies, Guidelines/Procedures/Forms), **Definitions** ("Environmental Sustainability" is defined as improving the quality of human life while living within the carrying capacity of supporting ecosystems (Brundtland Report, 1987). Within the context of the healthcare system, environmental sustainability means incorporating ecological, social and economic criteria into decision-making processes), **References**

Rapid Decision Support
for the Newfoundland & Labrador Health System
Newfoundland and Labrador Centre for Applied Health Research
September 10, 2024 | page 7

- **Where we are focusing our efforts: Includes sections on** Climate Change, Energy and carbon, Leadership and innovation, Food, Materials, Transportation, Water
- **Also see Green Care Network entry:** "a network that unites efforts within the B.C. health care community to transform our health care system toward environmentally sustainable and resilient care for healthy people, places and the planet."
- **Related documents:**
    - Greencare. **GreenCare 2022 Environmental Performance Accountability Report: Environmental sustainability is everyone's story**. Vancouver Coastal Health. 2022. ([LINK](#))
    - PHSA. **Environmental Sustainability Webpage** ([LINK](#))

Indigenous Resources

Government of BC. **Indigenous Communities Adapt webpage**. 2024. ([LINK](#))
- Webpage
- **Page includes:**
    - **Tools and data**: Indigenous Climate Hub ([LINK](#)), Climate Change Adaptation Planning Toolkit For Indigenous Communities - Center for Indigenous Environmental Resources ([LINK](#)), Retooling for Climate Change (Adaptation tools and resources) ([LINK](#)), Plan to Adapt Tool ([LINK](#)), BC Community Climate Funding Guide for Indigenous communities & local governments ([LINK](#))
    - **Reports**: Food Security Report, Climate Emergency Survey Findings, BCAFN Climate Emergency
    - **Resources**: Educational and public awareness materials for staying safe during extreme weather events
    - **Indigenous advisory groups**: B.C. Indigenous Climate Adaptation Working Group ([LINK](#)), First Nations Leadership Council ([LINK](#))
- **Related Resources**:
    - Tsleil-Waututh Nation. **Understanding Our Community's Climate Change Vulnerabilities**. **Community Climate Change Resilience Planning - Phase 1 Summary**. 2019. ([LINK](#))
    - Kanaka Bar Indian Band. **Climate Change Vulnerability Assessment**. ([LINK](#))
    - First Nations Leadership Council (FNLC). **BC First Nations Climate Strategy and Action Plan**. 2022. ([LINK](#))

BC Organizations

GreenCare

GreenCare. **GreenCare Website**. ([LINK](#))
- Website
- **What Is GreenCare**? "GreenCare is a network that unites efforts across the B.C. health-care community to advance our health-care system toward environmentally sustainable and resilient

Rapid Decision Support
for the Newfoundland & Labrador Health System
Newfoundland and Labrador Centre for Applied Health Research
September 10, 2024 | page 8

care for the health of people, place and planet…Founded by the Energy and Environmental Sustainability team, GreenCare efforts include work undertaken by the team, by health-care and medical staff, and all together, in collaboration and partnership."

- **Site includes the following webpages**:
  - **Our Work** (LINK): "activities are centred on the goal of restoring and regenerating the interdependent health of people, place and planet — now and for future generation in the areas of -Climate Change, Energy and Carbon, Food, Leadership and innovation, Materials, Transportation, Water"
  - **Our Progress** (LINK): Includes Climate Change Accountability Reports - "annual report through which all provincial public sector organizations (PSOs) publicly disclose details related to their achievement of carbon neutrality"
    - GreenCare. **2022 Environmental Performance Accountability Report Provincial Health Services Authority**. 2022. (LINK)
    - GreenCare. **2022 Environmental Performance Accountability Report Providence Health Care**. 2022 (LINK)
    - GreenCare. **2022 Environmental Performance Accountability Report Fraser Health.** 2022. (LINK)
    - GreenCare. **2022 Environmental Performance Accountability Report Vancouver Coastal Health**. 2022. (LINK)
  - **Sustainability Resources** (LINK): Filter by topic e.g.,
    - GreenCare. **Low Carbon Resilience and Environmental Sustainability Guidelines for Health Care New Construction**. 2023. (LINK)
    - GreenCare. **Green Workplaces Opportunities Guide**. 2021. Toolkit (LINK)
    - Hospital News. **Environmentally responsible healthcare**. 2016. (LINK)
- **Contact**: info@bcgreencare.ca

Ontario
Greater Hamilton Health Network
Greater Hamilton Health Network. **Environmental sustainability in the GHHN Research Findings & Report**. June 2022. (LINK)

- Report
- **The Greater Hamilton Health Network (GHHN)**: "is one of the first Ontario Health Teams to be established in the province, with the purpose of transforming healthcare in partnership with patients, families, care partners, primary care, local organizations, and the community."
- **Description**:
  - "This GHHN report is based on a research project which surveyed our healthcare partners about their past and present environmental endeavors and explored their perception and intentions for future environmental work. This is the first effort, to our knowledge, of any Ontario Health Team (OHT) to understand the environmental

Rapid Decision Support
for the Newfoundland & Labrador Health System
Newfoundland and Labrador Centre for Applied Health Research
September 10, 2024 | page 9

perceptions, endeavors, and needs of its partners and to make recommendations regarding improving environmental sustainability within an OHT.

- o The survey was completed by 19 individuals from 16 different GHHN partners. It demonstrated that healthcare professionals and organizations within the GHHN have enthusiasm for and interest in environmental sustainability. It has also confirmed, however, that there are barriers to progress. We recommend consideration of the following practices both to improve environmental sustainability of partners and practitioners and to help overcome these barriers."
- See S.W.O.T Analysis p. 12-15
- **Recommendations are made in the following categorie**s: Auditing, Data & Reporting, Collaboration, Knowledge & Capacity Expansion
- **Related resources**:
  - o Greater Hamilton Health Network. **Priorities webpage** (scroll to see Environmental Sustainability in Healthcare). ([LINK](#))
  - o Greater Hamilton Health Network. **Sustainability Leadership Program Updates webpage**. ([LINK](#))
  - o Hamilton Health Sciences. **Environmental Performance Webpage**. ([LINK](#))

SickKids Hospital

SickKids. **Environmental Sustainability Strategy 2022-2025**. 2022. ([LINK](#))

- Environmental Sustainability Strategy
- **Aim**: "A Greener SickKids. Healthier Children. A Better World"
- **Mission**: "To drive environmental sustainability throughout the organization by leveraging a common goal and engaging all stakeholders to build a culture that contributes to "healthier children" and a "better world" through our unwavering commitment to environmental sustainability"
- **Approach considers**:
  - o "Reducing waste, energy use, water use, and greenhouse gas emissions, as well as partnership with vendors toward investment in green-friendly infrastructure"
  - o "Helping staff, patients, families, and our community to rethink how they interact with the environment and how we deliver care."
  - o "Playing an active role in community efforts, generating research highlighting the impacts of climate change on child health, and advocating for action with provincial and federal governments."
  - o "Preparing for current and future storms, floods and extreme temperature events that may create emergencies increasing pressures on health resource"
- See Environmental Sustainability Strategy Map 2022-2025 p. 9
- **Governance**: The strategic plan will be supported by a governance structure consisting of an environmental sustainability office, committees and working groups to ensure we hold ourselves accountable to deliver our environmental sustainability objectives

Newfoundland & Labrador Centre for
APPLIED
HEALTH
RESEARCH
www.nlcahr.mun.ca

Rapid Decision Support
for the Newfoundland & Labrador Health System
Newfoundland and Labrador Centre for Applied Health Research
September 10, 2024 | page 10

- **Implementation**: "The initiatives required for the implementation of the key objectives relating to the"
- **Reporting**: "The progress against our commitments and goals outlined in the action plans will be assessed, measured, and reported on an annual basis."
- strategic directions will be detailed in specific action plans over the life of the strategy.
- **Related Resources:**
  - SickKids. **Environmental Sustainability webpage**. ([LINK](#))
  - SickKids. **Energy Conservation and Demand Management Plan 2020 – 2024**. 2019. ([LINK](#))

Provincial organizations
- Collaborative Centre for Climate, Health & Sustainable Care. **Main Webpage**. ([LINK](#))
- PEACH Health Ontario [Partnerships for Environmental Action by Clinicians and Communities for Hospitals / Health care facilities]. **Main Webpage**. ([LINK](#))

Section 2: Selected International Jurisdictions

Australia

New South Wales, Australia

NSW Ministry of Health

NSW Ministry of Health. **New South Wales Health Future Health: Guiding the next decade of care in NSW 2022-2032**. NSW Ministry of Health. 2022. ([LINK](#))
- Report
- Six Strategic Outcomes:
  - Patients and carers have positive experiences and outcomes that matter
  - Safe care is delivered across all settings
  - People are healthy and well
  - Our staff are engaged and well supported
  - Research and innovation, and digital advances inform service delivery
  - The health system is managed sustainably
- **Includes sections on:** Engagement in developing the plan; Future Health: The Strategic Framework; Strategic outcomes; Strategy into Action (**see section 6 on 'The health system is managed sustainably' p.51**); Strategy into Action
- **Related resources:**
  - New South Wales Health. **Sustainability initiatives in NSW Webpage**. 2022. ([LINK](#))
    - Contact NSW Health's Sustainability team via email MOH-sustainability@health.nsw.gov.au.
  - NSW Government. **Health Infrastructure Sustainability Strategy**. ([LINK](#))

Rapid Decision Support
for the Newfoundland & Labrador Health System
Newfoundland and Labrador Centre for Applied Health Research
September 10, 2024 | page 11

Local Health Districts

Nepean Blue Mountains, Local Health District

Nepean Blue Mountains, Local Health District. **Sustainability Plan 2024 – 2028**. 2024. NSW Government. ([LINK](#))

- Sustainability plan
- **Context**: "provide health services across the region through our five hospital at Nepean, Katoomba, Springwood, Hawkebsury and Lithgow, nine Community Health Centres, oral health and mental health services, and aged care through Portland Tabulam Health Centre"
- **Includes sections on**: Our carbon footprint, Waste, Sustainability highlights, Future directions. Sustainability Plan Snapshot, Governance,
- **Sustainability Plan Snapshot**:
    - **Our Sustainability Committee** has identified 6 key focus areas relating to our key priorities: Climate Resilience, Working Towards Net Zero, and Committing to Resource Efficiency
    - **Includes targets and initiatives for**: Climate Risk and Adaptation, Caring for Country, Sustainable Facilities, Sustainable Clinical Care, Green Travel, Waste and Circular Economy
- **Related Resources**:
    - Global Green and Healthy Hospitals. **Establishing Structures to Enable Climate Resilient Healthcare at Nepean Blue Mountains Local Health District (NBMLHD).** ([LINK](#))

South Eastern Sydney, Local Health District

South Eastern Sydney, Local Health District. **SESLHD Environmental Sustainability Plan 2023-25**. NSW Government. 2023 ([LINK](#))

- Environmental Sustainability Plan
- **3 Foundational areas**: Sustainable Clinical Services, Resource Efficiency, Resilient Facilities
- **7 focus areas**: Create sustainable clinical pathways, Embed environmental sustainability into operations, Resource efficient utilities, Resource efficient waste, Transport and fleet, facility refurbishment, New builds
    - Each area includes foundational initiatives
- **Contact:** SESLHD-Sustainability@health.nsw.gov.au
- **Related Resources**
    - South Eastern Sydney, Local Health District. **Environmental Sustainability Plan Webpage**. 2024. ([LINK](#))

South Western Sydney, Local Health District

South Western Sydney, Local Health District. **Environmental Sustainability Framework to 2028**. NSW Government. ([LINK](#))

- Environmental Sustainability Framework

Rapid Decision Support
for the Newfoundland & Labrador Health System
Newfoundland and Labrador Centre for Applied Health Research
September 10, 2024 | page 12

- **Description**: "sets out the key priorities for the District in pursuing environmental sustainability across the organization. The Framework builds on the successes of previous sustainability action plans and seeks to elevate and enhance our District's commitment to environmental sustainability

- **Environmental sustainability defined**: "Environmental sustainability is the practice of continuous action to minimize the environmental impact of the health system on the community and make positive changes to protect the environment. The practice of environmental sustainability focuses on:
    - Caring for and improving our environment
    - Ensuring efficiencies, effectiveness, productivity, resiliency and lowering costs
    - Increasing knowledge and capacity-building practices, and
    - More sustainable models of care."

- **Environmental sustainability as a health priority**: "identified as a priority for our District as we recognize the impact healthcare has on the environment and the influence the environment has on our health and health service delivery. In pursuing environmental sustainability, SWSLHD will comply with its legal and ethical obligations; seek to minimize pollution and successfully meet targets for carbon emissions, energy, waste, and, resource use and create sustainable procurement practices."

- **Planning for environmental sustainability**
    - Environmental sustainability plans need to consider:
        - the impact of infrastructure, supply lines, and higher electricity costs
        - compliance with climate change legislation and governance
        - increased financial and strategic risks for unplanned or unanticipated climate change events
        - anticipated health impacts on our community, including cardiovascular and respiratory disease, infectious diseases (water, food, and vectors), allergies, injuries and mental health.
    - The Framework provides consistent direction for our efforts as we seek to achieve environmental sustainability across the District. Cost of service provision is a critical driver in future healthcare and environmental sustainability strategies will allow us to meet the rising costs of energy, water and waste management. In addition, environmental sustainability strategies produce resource efficiencies through changes in procurement practices and decision-making."

- **Framework principles**:
    - Care of Country, Strengthen and enhance safe, high-quality care, Satisfy community and staff expectations, Meet legislative requirements, Improve outcomes through optimal use of resources and system capabilities, Resilient, future-focused initiatives and practice, Progress sustainability through partnerships and collaboration

Rapid Decision Support
for the Newfoundland & Labrador Health System
Newfoundland and Labrador Centre for Applied Health Research
September 10, 2024 | page 13

- **Six priorities and key actions** to guide implementation of environmental sustainability approaches and development of operational plans:
    o Utilities, assets, capital works and infrastructure
    o Greener travel
    o Sustainable procurement
    o Waste reduction and recycling
    o People, engagement and clinical care
    o Sustainable leadership, governance and planning
- **Governance, implementation and monitoring**
    o "Implementation of the SWSLHD Environmental Sustainability Framework to 2028 is a shared responsibility across SWSLHD, led by the SWSLHD Sustainability Committee. Over the five years of the Framework, detailed implementation planning will be developed annually, identifying activities for inclusion in directorate, facility and service operational plans. The SWSLHD Sustainability Committee will be supported in local implementation by Facility and Service Sustainability Committees."
    o "As implementation progresses, the SWSLHD Sustainability Committee will monitor outcomes against performance measures, targets and timeframes. The Committee will report on these on a biannual basis."
- **Related Resources**
    o South Western Sydney, Local Health District. **SWSLHD Strategic Plan 2022 – 2027 Framework**. NSW Government. ([LINK](#))

Western NSW Local Health District
Western NSW, Local Health District. **Environmental Sustainability Strategy. 2023-2027**. Planning and Service Development WNSLH. 2023. ([LINK](#))
- Environmental Sustainability Strategy
- **Context**: "In 2022 Western NSW Local Health District (the District) undertook a carbon foot printing exercise, calculating a total footprint of at least 138.3 kt CO_2 per year, a value equivalent to the yearly emissions of 30,000 passenger vehicles. Whilst health facilities consume significant energy resources, the healthcare supply chain contributes to over 75 per cent of WNSWLHD's emissions. This includes producing, transporting, using and disposing of goods and services, such as pharmaceuticals, food, medical devices, hospital equipment, and instruments."
- **Description**: "outlines a **roadmap towards best practices in environmental sustainability in health service delivery over the next five years**. It defines commitments, targets and activities across six key priority areas: Clinical Care, Products and Services, Waste, Resources, Infrastructure and Transport and details supporting enablers."
    o **"The Strategy has been drafted based on key local, state and national policy directions, passionate feedback from staff and community champions through a survey and best practice evidence on health care and climate change"**

Rapid Decision Support
for the Newfoundland & Labrador Health System
Newfoundland and Labrador Centre for Applied Health Research
September 10, 2024 | page 14

- o "The first months and years of the Strategy will be about setting up the supporting structures to drive the success and change in the Strategy and identify carbon hotspots. There will be a focus on the rapid reduction of emissions from energy use and transport and the process of building and scaling success stories to address the healthcare supply chain, including changes in practice and new and innovative models of care."
- **Goals**: Keeping people healthy, High value, low carbon health care, Minimize health service emissions, Climate resilient health service
- **Net Zero Targets**: 50% reduction in emissions by 2030, 70% reduction by 2035, Net zero carbon emissions by 2050*, Compared to 2020/2021 levels
- **Includes sections on**: Why a healthy environment for healthier rural people?; Our environmental performance – Resources, Transport and Waste; Strategic Drivers; Sustainability in action; Western NSW LHD Environmental Sustainability Strategy: Plan on a page; Priorities; How we will implement the Strategy; Enablers (**has subsection on Aboriginal Environment Stewardship and Governance**, **Measurement and Evaluation**); Health Promotion and Disease Prevention; Interrelated Plans, **Initiatives and Committees within WNSWLHD**
- **Related Resources**:
  - o Western NSW, Local Health District. **Strategic Plan, healthier rural people and thriving communities**. 2020. ([LINK](#))

Queensland
Hospital and Health Services
Metro North Health

Metro North Health. **Sustainability Strategy 2021-2026**. Queensland Government. 2021. ([LINK](#))
- Sustainability Strategy
- **Context:** "As the largest health service in Australia, we are dedicated to reducing our environmental footprint, promoting public and environmental health, and ensuring our service is resilient to climate change."
- **Five strategic elements:** Green Monitoring, Green Partnerships, Green Facilities, Green Initiatives, **Green Workforce**
- **Focus areas:** Waste, Water, Transport, Energy, Food, Procurement
- **Targets:** "Metro North actions will reflect Queensland Health's Climate Change Adaptation Planning Guidance and progressively align with Queensland Government targets of:
  - o 50 per cent renewable energy by 2030
  - o An interim emissions reduction target of at least 30 percent below 2005 levels by 2030
  - o Zero net emissions by 2050
- Contact: greenmetronorth@health.qld.gov.au
- "Our next step will be to prepare organization-wide waste and energy implementation plans."
- Related Resources:
  - o Metro North Health. **Sustainable Design Guidelines**. 2023. ([LINK](#))

Rapid Decision Support
for the Newfoundland & Labrador Health System
Newfoundland and Labrador Centre for Applied Health Research
September 10, 2024 | page 15

- o Metro North Health. **Sustainability Implementation Plan: Energy**. 2024. ([LINK](#))
- o Metro North Health. **Sustainability Implementation Plan: Transport**. 2024. ([LINK](#))
- o Metro North Health. **Sustainability Implementation Plan: Waste**. 2024. ([LINK](#))
- o Metro North Health. **Greener and more environmentally sustainable healthcare webpage**. ([LINK](#))

Sunshine Coast Hospital and Health Service

Sunshine Coast Hospital and Health Service. **Environmental Sustainability Strategy 2021-2024**. ([LINK](#))

- Environmental Sustainability Strategy
- **Commitment**: "To protect the environment in which we live work and play by empowering every employee and visitor to our workplaces to engage in practices that safeguard our community and planet."
- **What we are doing**: "Building a culture of waste avoidance, efficiency and innovation choosing wisely in care delivery, setting carbon and waste targets, measuring, monitoring and reporting on our environmental performance, preparing for climate change impacts, broadening our champions network, working with our partners."
- "Through our membership of the Global Green and Healthy Hospitals network we have pledged to take action and do our part to:
    - o reduce our environmental footprint
    - o strengthen our resilience; and lead the way to a low carbon future."
- Contact: environmentalsustainability@health.qld.gov.au
- Related Resources:
    - o Sunshine Coast Hospital and Health Service. **Environmental sustainability webpage**. 2022. ([LINK](#))
    - o Global Green and Health Hospitals. **Facilitating Environmentally Sustainable and Climate Resilient Healthcare - a collaborative project.** ([LINK](#))
    - o Sunshine Coast Hospital and Health Service. **Environmental Sustainability Workplace Checklist 2022**. Queensland Government. 2022. ([LINK](#))
    - o Sunshine Coast Hospital and Health Service. **Strategic Plan 2022-2026**. Queensland Government. ([LINK](#))

Victoria

Alfred Health

Alfred Health. **Environmental Sustainability Strategy 2022-25**. 2022. ([LINK](#))

- Environmental Sustainability Strategy
- **Context**: "To help mitigate climate change, heath care organizations must reduce their emissions. The emissions impact of health care can be divided into three categories:
    - o **Scope 1 emissions**: Those which are directly under the control of the organization e.g. transport, anesthetic gases
    - o **Scope 2 emissions**: emissions produced remotely e.g. Electricity,

Rapid Decision Support
for the Newfoundland & Labrador Health System
Newfoundland and Labrador Centre for Applied Health Research
September 10, 2024 | page 16

- o **Scope 3 emissions**: embedded in goods and services e.g. medications, ICT."
- **Alfred Health Environmental Sustainability Strategy**:
  - o "This strategy sets out our approach to tackling one crisis – climate change; through two interrelated responses, adaptation and mitigation."
  - o "…outlines our commitment to work towards a net zero health system in line with government commitments, and details our contribution towards system goals. It also supports the delivery of the seventh goal of Alfred Health's \2021-23 Strategic Plan to "manage our resources and environment sustainably"
  - o "…sets out our approach to tackling one crisis – climate change, through two interrelated responses, adaptation and mitigation."
- **This plan incorporates**:
  - o Our hospitals, community facilities, corporate offices, carer and aged care services
  - o Support services
  - o Education, research and service partners (incl retail) on Alfred Health sites
  - o Facilities management and capital works
  - o Procurement and supply chain
  - o Staff engagement and communication
- **Linked Work programs**:
  - o "Acknowledging the need to consider mitigation and adaptation, and the connection between environmental and social sustainability, three key programs of work link with the Environmental Sustainability Strategy:
    - ▪ Critical infrastructure resilience
    - ▪ Emergency Management Committee
    - ▪ Social procurement"
- **Includes sections on**: Progress so far, Our performance, **Development of our strategy**, Environmental Sustainability vision, **Objectives and key initiatives**, What success looks like, Our green evolution, Enablers, Governance
- Contact: enviro@alfred.org.au
- **Related Resources**:
  - o Alfred Health. **Alfred Health Strategic Plan 2024-2030**. 2024. (LINK)
  - o Alfred Health. **Environmental Sustainability Report 2019-20.** (LINK)
  - o Alfred Health. **Environmental Sustainability Report 2018-19**. 2018. (LINK)
  - o Alfred Health. **Environmental Sustainability Strategy 2017-21**. 2017. (LINK)

Kooweerup Regional Health Service

Southern Gippsland Coast Partnership. **Sub-Regional Environmental Sustainability Framework**. Kooweerup Regional Health Service & Gippsland Southern Health Service. 2024. (LINK)

- Environmental Sustainability Framework
- **Southern Gippsland Coast Partnership**: includes Bass Coast Health, Gippsland Southern Health Service, South Gippsland Hospital and Kooweerup Regional Health Service….is a mechanism for

Rapid Decision Support
for the Newfoundland & Labrador Health System
Newfoundland and Labrador Centre for Applied Health Research
September 10, 2024 | page 17

collaboration in the sub-region and seeks to improve access to services and health outcomes. The work undertaken by the SGCP includes local priorities important to the communities of the partnership health services"

- **Framework description**:
  - "...outlines our commitment to aspire to be healthy and resilient health services"
  - "...shows how we will achieve our vision through agreed focus areas, which will guide the health services across the SGCP Sub-Region to take fundamental steps in creating better health outcomes for everyone. The principles are adopted from the National Health and Climate Strategy (2023) and our ambitious targets of Net Zero by 2045 are in line with the Victorian State Government."
  - "...will allow each health service to achieve outcomes through suggested actions that are relevant to their own service while at the same time pledging an equal commitment to address our changing climate."
- **The Framework consists of 4 Key Focus Areas**:
  - Sustainable Infrastructure and Procurement,
  - Waste and Recovery,
  - Sustainable Governance and
  - People
- **The Pillars**: "Leadership and Innovation, Messaging and Awareness and Monitoring and Evaluation"
- **Vision**: "Vision To create resilient and sustainable health services within the South Gippsland Coast Sub-Region through partnership, leadership and innovation"
- **Principles (Adopted from the National Health and Climate Strategy, 2023)**: "Health equity and the right to health, First Nations' leadership, Population health and prevention, Evidence-informed policy making"
- **Targets**: "...commit to 45-50% below 2005 levels by 2030 and net zero by 2045 in line with the Victorian Government targets"
- **Includes sections on**: Achievements, Strategic Drivers, Governance and Structure, Pillars, Environmental Sustainability Framework on a Page (p. 19), Key Focus Areas, Environmental Sustainability Framework Roadmap
- **Related Resources**:
  - Kooweerup Regional Health Service. **Environment and Sustainable Development Policy Statement**. 2020. (LINK)

Monash Health
- Monash Health is Victoria's largest public health service.

Monash Health. **Sustainability Strategy 2022-2025**. 2022 (LINK)
- Sustainability Strategy

Rapid Decision Support
for the Newfoundland & Labrador Health System
Newfoundland and Labrador Centre for Applied Health Research
September 10, 2024 | page 18

- **Description**: The Sustainability Strategy 2022-2025 and its supporting action plan set consistent direction and guidance for environmental planning and decision-making at Monash Health.
- **Monash Health has identified six strategic goals for sustainability (goals and objectives are outlined for each are)**:
  - Waste management
  - Procurement
  - Buildings and infrastructure
  - Energy efficiency and emissions
  - Transport and travel
  - Organizational culture

Western Australia

South Metropolitan Health Service

South Metropolitan Health Service. **Environmental Sustainability Strategy 2023-2026**. Government of Western Australia. 2023.([LINK](#))
- Environmental Sustainability Strategy
- **Context**:
  - "In 2019, SMHS became the first Western Australia (WA) health service provider to join **Global Green and Healthy Hospitals (GGHH)** and was the first public health service in WA to appoint a dedicated **Sustainability Officer** to support and facilitate sustainability initiatives across the organization."
  - "the first healthcare organization in WA to sign the Health Care Climate Challenge and Pledge, GGHH initiative of to mobilize hospitals and health systems globally to take a leadership role in addressing climate change."
  - "identified environmental sustainability as one of our organization's key strategic priorities"
- **Objective SMHS Environmental Sustainability Strategy**: "to develop pathways to achieve our net zero ambitions by 2040, or earlier. The strategy sets out carbon reduction initiatives already underway and our plans for the next three years…. The strategy will address both climate mitigation and adaptation. Mitigation includes efforts to reduce the greenhouse gas emissions from our facilities and supply chain. Adaptation focuses on actions to reduce the risks from climate impacts, so we are resilient to and prepared to respond to future uncertainties."
- **Aims**: "provide a consistent sustainability approach • ensure alignment with the SMHS Environmental Sustainability Framework • drive performance beyond statutory compliance • ensure assets and services are fit for purpose in the future."
- **The approach**: Consultation – staff survey and stakeholder workshops
- **See Framework (p. 8)**: Includes 10 areas - Leadership, Chemicals, Waste, Energy, Water, Transportation, Food, Pharmaceuticals, Buildings, Purchasing

Newfoundland & Labrador Centre for
APPLIED
HEALTH
RESEARCH
www.nlcahr.mun.ca

Rapid Decision Support
for the Newfoundland & Labrador Health System
Newfoundland and Labrador Centre for Applied Health Research
September 10, 2024 | page 19

- **Includes sections on**: Strategy overview, Climate action, Adaptation and mitigation, Leadership, Clinical Care, Energy, Supply chain and procurement, Travel and transport, Food, Waste, Governance and reporting, Appendix
- **Related Resources**:
  - South Metropolitan Health Service. **Environmental sustainability webpage.** 2023. ([LINK](#))

South Metropolitan Health Service. **SMHS Environmental Sustainability Framework: thinking globally, acting locally Implementation Framework**. Government of Western Australia. 2019. ([LINK](#))
- Environmental Sustainability Framework, Implementation Framework
- **Highlights 10 areas**:
  - **Leadership**: Prioritize environmental health
  - **Chemicals**: Substitute harmful chemicals with safer alternatives
  - **Waste**: Reduce, treat and safely dispose of healthcare waste
  - **Energy**: Implement energy efficiency and clean, renewable energy generation
  - **Water**: Reduce hospital water consumption and supply of potable water
  - **Transportation**: Improve transportation strategies for patients and staff
  - **Food**: Purchase and serve sustainably grown, healthy food
  - **Pharmaceuticals**: Safely manage and dispose of pharmaceuticals
  - **Buildings**: Support green and healthy hospital design and construction
  - **Purchasing**: Buy safer and more sustainable products and materials
- Includes sustainability goals and implementation criteria for each area

New Zealand
Te Whatu Ora ([LINK](#))
- "Te Whatu Ora is the primary publicly funded healthcare system of New Zealand. It was established by the New Zealand Government to replace the country's 20 district health boards on 1 July 2022"

Te Whatu Ora. **Sustainability Report: Quarter Two – Financial Year 1 July 2023 – 30 June 2024**. New Zealand Government. 2024. ([LINK](#))
- Sustainability report
- **Description**: "This report displays information on Health New Zealand Te Whatu Ora's significant greenhouse gas emission sources and provides comment on progress of the sustainability work programme."
- **Includes sections on**: National Overview, Northern Regional overview, Te Manawa Taki Regional overview, Central Regional overview, Te Waipounami Regional overview
- Key objectives and progress are listed for each region as well as focus areas, risks and barriers and solutions and mitigations

Rapid Decision Support
for the Newfoundland & Labrador Health System
Newfoundland and Labrador Centre for Applied Health Research
September 10, 2024 | page 20

- Graphs are available that display data for various categories such as: waste volume, waste type, staff air travel, climate risk & adaptation, focus next quarter, medical gases, fleet fuels, electricity, coal
- Related Resources:
  - Te Whatu Ora. **Sustainable & resilient webpage**. 2024. ([LINK](#))
  - Te Whatu Ora. **Sustainability Report: Quarter 1, FY 23/24**. 2023. ([LINK](#))
  - Te Whatu Ora – Health New Zealand. **Sustainability and the Health Sector: A guide to getting started. Wellington: Te Whatu Ora**. Health New Zealand. 2023. ([LINK](#))
  - Te Whatu Ora. **Greenhouse Gas Inventory Report**. Health New Zealand. 2023. ([LINK](#))
  - Keating. **DHB Successes in Environmental Sustainability A report to Community and Public Health Canterbury District Health Board**. 2017. ([LINK](#))
  - OraTaiao, NZ Climate & Health Council**. Our Work webpage**, ([LINK](#))

UK

England

NHS England

NHS England. **Delivering a 'Net Zero' National Health Service**. Updated 2022. ([LINK](#))

- Report
- **Description**: "This report provides a detailed account of the NHS' modelling and analytics underpinning the latest NHS carbon footprint, trajectories to net zero and the interventions required to achieve that ambition. It lays out the direction, scale and pace of change. It describes an iterative and adaptive approach, which will periodically review progress and aims to increase the level of ambition over time."
- **Aim**: "To support the embedding of sustainability and this net zero trajectory into the delivery of the NHS' national programmes, a **net zero framework will be developed** to help consider and evaluate carbon reductions associated with new models of care. This is currently being tested with NHS@Home and community diagnostic hubs and will soon be expanded to other parts of the system."
- **Includes sections on**: A net zero NHS, Direct interventions to de-carbonize the NHS, Direct interventions to de-carbonize the NHS, Delivering a net zero NHS, Next steps – an iterative and adaptive process
- **Contact**: greener.nhs@nhs.net
- **Related Resources**:
  - NHS England. **Greener NHS main webpage**. 2020. ([LINK](#))
    - "The Greener NHS programme will work with our staff, hospitals and our partners. We will build on the great work being done by trusts across the country, sharing ideas on how to reduce the impact on public health and the environment, save money and reach net carbon zero."
  - NHS England. **Greener NHS Organizations webpage** ([LINK)](#)

Rapid Decision Support
for the Newfoundland & Labrador Health System
Newfoundland and Labrador Centre for Applied Health Research
September 10, 2024 | page 21

- o NHS England. **Net Zero travel and transport strategy**. 2023. ([LINK](#))
- o NHS England. **NHS Net Zero Building Standard**. Updated March 2024. ([LINK](#))
- o NHS England. **Carbon reduction plan and net zero commitment requirements for the procurement of NHS goods, services and works**. Updated October 2023. ([LINK](#))

NHS England. **How to produce a Green Plan: A three-year strategy towards net zero**. 2021. ([LINK](#))
- Guidance
- **Aim**: "This guidance explains how NHS organizations should construct their Green Plans, and the areas and initiatives that the plans should cover."
- **Includes sections on**: Developing a trust or ICS Green Plan, The structure of a Green Plan, The foundations of a Green Plan, Green Plan governance, Tracking and reporting progress, Supporting resources, Key messages and conclusion
- **Developing a trust or ICS Green Plan**
  - o "Every trust and every ICS is expected to have a Green Plan approved by that organization's board or governing body. For trusts, these should be finalized and submitted to ICSs by 14 January 2022. Each ICS is then asked to develop a consolidated system-wide Green Plan by 31 March 2022, to be peer reviewed regionally and subsequently published."
- **Suggested each organization should consider the following when developing a Green Plan**:
  - o "review progress since the organization's last Green Plan (or equivalent), to determine what facets have worked well and which need renewed focus or a different approach"
  - o "take into account the national targets (and interim 80% carbon reduction goals) for the NHS carbon footprint and carbon footprint plus, as well as learning from trusts which are already aiming to exceed these ambitions"
  - o "engage widely with internal stakeholders and key partner organizations to inform sustainability priorities and identify areas for productive collaboration"
  - o "develop and refine SMART (specific, measurable, achievable, relevant and time-bound) actions focused on early efforts to directly reduce carbon emissions"
  - o "develop systems and processes to measure and report on progress against plans and commitments, annually"

Integrated Care Systems
- Integrated Care Systems are "local partnerships that bring health and care organizations together to develop shared plans and joined-up services. They are formed by NHS organizations and upper-tier local councils in that area and also include the voluntary sector, social care providers and other partners with a role in improving local health and wellbeing."

Cambridgeshire & Peterborough Integrated Care System
Cambridgeshire & Peterborough Integrated Care System. **ICS Green Plan 2022-2025**. 2022. ([LINK](#))
- Green plan

Rapid Decision Support
for the Newfoundland & Labrador Health System
Newfoundland and Labrador Centre for Applied Health Research
September 10, 2024 | page 22

- **Context**: "NHS England and Improvement (NHSE&I) has made it mandatory for all Trusts and Integrated Care Systems (ICSs) to produce a board-approved Green Plan which establishes a sustainability strategy for the next three years."
- **Description**: "This Green Plan is the response of Cambridgeshire & Peterborough Integrated Care System (ICS) to this call, establishing a system-level strategy for sustainability. Firstly, it presents the ICS's system level carbon footprint data and outlines the System's commitment to sustainability. It then summarizes the ICS Trusts' carbon hotspots and the sustainability strategies employed to address them. It also describes how we are building an integrated approach with local authorities, the Cambridgeshire & Peterborough Combined Authority (CPCA) and wider partners across C&P."
- **Aim**: "The aim of this Green Plan is to set out the strategy for sustainability at the Cambridgeshire & Peterborough ICS for the next three years. It summarizes and builds on the individual Trust green plans, whilst focusing on system level priorities and actions for local adaptation and implementation. As an ICS, we will be looking to build on the work undertaken at Trust level and establish wider connections and partnerships, including primary care, local authorities, the Voluntary, Community and Social Enterprise sector (VCSE) and suppliers."
  - "A separate Sustainable Action Plan to be delivered at the ICS level will be developed to support the implementation of specific interventions and help monitor the ICS's sustainability progress. This process has commenced and been informed by workshops and discussions with senior leaders and colleagues from across the ICS in Jan/Feb 2022 and will be further developed and refined through wider engagement with stakeholders in 22/23."
- **Five strategic aims**: Equity, Opportunity, People, Quality
- **Includes sections on:** Policy Drivers and targets for healthcare organizations, **ICS sustainability Landscape** (includes information on each of the 5 Trusts in this integrated system), Our strategic sustainability objectives, Governance, oversight resources and involvement
- **Green plans of the individual trusts:**
  - Cambridgeshire & Peterborough NHS Trust Foundation. **Green Plan.** May 2022. ([LINK](#))
  - Cambridgeshire Community Services NHS Trust. **Green Plan 2022 – 2025**. 2022. ([LINK](#))
  - North West Anglia NHS Foundation Trust (NWAFT). **Green Plan 2022**. 2022. ([LINK](#))
  - Royal Papworth Hospital NHS Foundation Trust. **Green Plan 2022 – 2024.** 2022. ([LINK](#))

Greater Manchester Integrated Care Partnership

Greater Manchester Integrated Care Partnership. **The NHS Greater Manchester Green Plan 2022– 2025**. 2022. ([LINK](#))
- Green Plan
- **Context**: "NHS Greater Manchester (NHS GM) is the Integrated Care Board for Greater Manchester, and is responsible for making decisions about health services across Greater Manchester and in the ten boroughs and cities. The creation of NHS Greater Manchester, and our new statutory Greater Manchester Integrated Care Partnership, on 1st July 2022 gives

Rapid Decision Support
for the Newfoundland & Labrador Health System
Newfoundland and Labrador Centre for Applied Health Research
September 10, 2024 | page 23

health and care partners the opportunity to accelerate the journey to improve our population's health and wellbeing we have been on for the last five years, and so play our part in delivering our city region's vision. The Green Plan 2022–2025 is overseen by NHS Greater Manchester."

- **Description**: "To achieve net zero for the whole of the NHS, each NHS Trust and Integrated Care System were tasked with publishing a Green Plan. Ours reflects collaborative priorities from Trust Plans, encompasses priorities for the rest of the healthcare system and sets out a three-year approach to meet both national NHS targets and those set out by the GMCA in the 5-Year Environment Plan"
- **Vision**: "to improve the health and wellbeing of all residents of Greater Manchester whilst minimizing environmental impacts through the delivery of sustainable healthcare and increasing focus on public health. We will build resilience across the system to deal with the impacts of climate change and promote health equity."
- **Goals**:
  - "To achieve a net zero NHS GM Carbon Footprint by 2038"
  - "To achieve a net zero NHS GM Carbon Footprint Plus by 2045"
- "This Green Plan builds on our interim Sustainable Development Management Plan and outlines the priority themes and actions to 2025. Everything on our planet is interconnected so we will use a suite of metrics and performance indicators to capture and report progress, and not focus only on carbon."
- **See Green Plan at a glance (page 15)**
- **Focus areas:** Workforce, networks and system leadership; Sustainable models of care; Digital transformation; Travel, transport and air quality; Estates and facilities; Medicines; Supply chain and procurement; Food and nutrition; Climate change adaptation; Green space and biodiversity; Social value and anchors
- **Includes sections on Delivery and Governance**
- **Related Resources:**
  - Greater Manchester Integrated Care Partnership. **Green Plan webpage**. 2024. ([LINK](#))

NHS Bath and North East Somerset, Swindon and Wiltshire

NHS Bath and North East Somerset, Swindon and Wiltshire Partnership. **Green Plan 2022- 25**. ([LINK](#))
- Green Plan
- **Context**: "Bath and North East Somerset, Swindon and Wiltshire (BSW) Together is an integrated care system (ICS) made up of NHS and local authority organizations working \together to deliver Health and Care services for the BSW population. Our ICS brings together 88 GP practices, three acute hospital trusts, three community health providers, two mental health trusts, an ambulance trust, three local authorities and voluntary sector organizations."
  - "We serve a population of 940,000 people across a varied geographical area that includes the densely populated town of Swindon to the north, Salisbury plain to the south, and Bath and the rolling Mendip Hills to the west."

Rapid Decision Support
for the Newfoundland & Labrador Health System
Newfoundland and Labrador Centre for Applied Health Research
September 10, 2024 | page 24

- **Description**: "In this document we set out how we will begin to reduce the environmental and carbon impact of our health and care estate, services and wider activities over the next 3 years, with a view to achieving net zero by 2040. This plan reflects our discussions as a system on where we are now and where we would like to be, and provides the basis for working collaboratively on our net zero ambitions and maximizing our collective progress and impact on our communities going forward."
- **Summary Areas of Targets by theme**: Sustainable care models, Workforce and system leadership, Estates and facilities, Travel and transport, Supply chain and procurement, Food and Nutrition, Medicine, Digital transformation, Adaptation
- **Purpose of the document**:
  - "…outlines our approach to delivering sustainability across the priorities set out in delivering a Net Zero National Health Service and accompanying Green Plan guidance. This includes considerations on estates, travel and transport, use of resources, workforce and future care models across the ICS health and care system."
  - "…reflects our discussions as a system on where we are now and where we would like to be, and provides the basis for working collaboratively on net zero and maximizing our collective impact on our communities. In this document we set out how we will begin to reduce the environmental and carbon impact of our healthcare estate, services and wider activities over the next 3 years, with a view to achieving net zero by 2040 for the emissions we directly control."
  - "The set of actions outlined within each chapter of this document are by no means an exhaustive list of what will need to be delivered in order to achieve this ambition."
- **Scope of the document**: "Every NHS Trust and ICS in England has been required to produce a board approved Green Plan by 31st March 2022."
- **See section 2**: **Our Green Plan**
  - Our vision, Our ICS targets, Our carbon footprint, Key areas of focus, Our sustainable model of care, Workforce and system leadership, Delivering our green plan
- **Related resources**:
  - NHS Bath and North East Somerset, Swindon and Wiltshire Partnership. **Green Plan 2022/23 – 2024/25**. 2022. ([LINK](#))
  - Great Western Hospitals. **Green Plan 2021-2024**. 2021. ([LINK](#))
  - Royal United Hospitals Bath NHS Foundation Trust. **Sustainable Development Management Plan 2020-2025**. 2020. ([LINK](#))

South East London Integrated Care System

South East London Integrated Care System. **South East London Green Plan 2022-2025: Our plan for a sustainable integrated care system.** 2022. ([LINK](#))
- Green Plan

Rapid Decision Support
for the Newfoundland & Labrador Health System
Newfoundland and Labrador Centre for Applied Health Research
September 10, 2024 | page 25

Newfoundland & Labrador Centre for
APPLIED HEALTH RESEARCH
www.nlcahr.mun.ca

- **Context**: "South East London Integrated Care System (SEL ICS) is a partnership of all the organizations involved in planning and providing health and care to the population of 1.9 million. **SEL ICS includes**: South East London Clinical Commissioning Group (CCG)/Integrated Care Board (ICB), **Six local authorities**: Bexley, Bromley, Greenwich, Lambeth, Lewisham, and Southwark, **Five NHS Trusts**: Guy's and St Thomas's NHS Foundation Trust (GSTT), King's College Hospital NHS Foundation Trust (KCH), Lewisham and Greenwich NHS Trust (LGT), Oxleas NHS Foundation Trust (Oxleas), and South London and Maudsley NHS Foundation Trust (SLaM)d, **1 community interest company**, Bromley Healthcare, **212 general practices, Our academic health science partner,** King's Health Partners, Local voluntary and community organizations (VCSE)
- **Plan Description**: "serves as an overarching system-wide sustainability strategy that encompasses and aligns with the Green Plans of the five NHS Trusts and the ICS's Primary Care Green Plan… addresses 11 areas of focus to reduce ICS greenhouse gas emissions while improving care quality and adding social value wherever possible. See below to download individual chapters."
- **Plan Development**: "developed in collaboration with health providers and commissioners in the South East London Integrated Care System (SEL ICS), with support from the Centre for Sustainable Healthcare (CSH) to set out SEL ICS's commitment to sustainability"
- **Focus Areas**: "11 Areas of Focus (see Figure 1) that need to be addressed to improve the sustainability of health and care in South East London (SEL) and to contribute to the mitigation of climate change. The Areas of Focus are aligned to the main drivers of change (see Appendix 1) and the carbon hotspots across SEL ICS and the NHS at a national level: Workforce and System Leadership, Air Quality, Travel and Transport, Estates and Facilities, Sustainable Models of Care, Digital Transformation, Medicines, Supply Chain and Procurement, Food and Nutrition, Adaptation, Green/Blue Space and Biodiversity
  - "For each Area of Focus, the green plan describes the context, examples of what has been achieved to date, and our future commitments, aims, and actions, while highlighting the priorities for the first year. Actions representing the Foundations of a Green Plan as set out in NHS England's Green Plan Guidance1 are marked with an asterix."
- **Related Resources**:
  - South East London Integrated Care System. **Our Green Plan webpage**. 2024. ([LINK])
  - NHS Trust Green Plans of other SEL NHS organizations:
    - Lewisham and Greenwich NHS Trust. **Sustainability and our Green Plan webpage.** 2024. ([LINK])
    - South London and Maudsley NHS Foundation Trust (SLaM). **Green Plan 2022-2027**. 2022. ([LINK])

Rapid Decision Support
for the Newfoundland & Labrador Health System
Newfoundland and Labrador Centre for Applied Health Research
September 10, 2024 | page 26

NHS Trust

- NHS Trust is an organizational unit within the National Health Services of England and Wales, generally serving either a geographical area or a specialized function (such as an ambulance service).
- Every NHS Trust has been asked to draw up a new 'Green Plan' that will put them onto a rapid de-carbonization trajectory in line with meeting Net Zero targets.
- Below we provide plans and approaches from the Shelford NHS Trusts (a collaboration between ten of the largest teaching and research NHS hospital trusts in England).

Shelford Group NHS Trusts

Cambridge University Hospitals NHS Foundation Trust

Cambridge University Hospitals NHS Foundation Trust. **Our Action 50 Green Plan Phase 1 2022-2024 Executive Overview**. 2024. ([LINK](#))

- Description: "This new Phase 1 Action 50 Green Plan lays out how we will deliver the first phase of a ten-year programme. It has five guiding principles:
    - 1. provide all staff with a practical understanding of their environmental impacts and how to reduce them.
    - 2. always work out whether Trust policy or process changes will increase or reduce its carbon footprint.
    - 3. take sufficient deliberate actions to meet our carbon emission targets by design.
    - 4. recognize that ill-health prevention for all is the best way to lower a hospital's carbon emissions.
    - 5. use our long-term embedded position in the community to extend the influence of our environmental actions."
- This Phase 1 of our Green Plan (Action 50) aims to deliver:
    - "…comprehensive engagement across the organization; a 10% demonstrable reduction in carbon emissions by design by the end of 2024; the springboard to cut emissions by 50% by 2032"
- **Includes section on:** Why we need a Green Plan, Our Objectives 2022-24, The Scale of the Challenge, Our progress so far, Our vision for Change, Our Approach, Our Action 50, Governance and reporting, Next Steps
- **Related Resources**:
    - Cambridge University Hospitals NHS Foundation Trust. **Our Action 50 Green Plan webpage**. 2024. ([LINK](#))
    - Cambridge University Hospitals NHS Foundation Trust. **Why we need a green plan webpage**. 2024. ([LINK](#))
    - Cambridge University Hospitals NHS Foundation Trust. **Climate emergency - our response webpage**. 2024. ([LINK](#))

Rapid Decision Support
for the Newfoundland & Labrador Health System
Newfoundland and Labrador Centre for Applied Health Research
September 10, 2024 | page 27

Imperial College Healthcare

Imperial College Healthcare. **Green Plan webpage**. (LINK)

- Green plan webpage
- **Context**: "As one of the largest NHS trusts serving some of the poorest communities in London, we recognize the important role we have to play in helping to reduce emissions and improve sustainability overall."
- **Green Plan**: "sets out a framework for how the Trust will reduce the impact of climate change and pollution on health, reduce reliance on unsustainable services and medicines and embrace 'green' learning and innovation. The Plan is underpinned by 12 green goals for the organization including achieving cleaner air, a reduction in energy use and smarter travel…. Is our commitment to reduce our impact on the environment and to deliver sustainable healthcare, helping to secure better health, for life for generations to come. We will work with patients, staff, local communities and partners to put our organization on a path to a cleaner, greener, healthier and more equitable future."
- **Can click through 12 goals on the webpage**: Cleaner air, Reduced energy usage, Smarter travel, Better waste management, Reduced plastics, Sustainable medicines, Sustainable Catering, Greener facilities, Sustainable Research. Redeveloped hospitals

Manchester University NHS Foundation Trust

[Manchester University NHS Foundation Trust] Energy & Sustainability Team. **Code Green: Delivering Net Zero Carbon at MFT 2022-2025. Manchester University NHS Foundation Trust.** 2022. (LINK)

- Strategy
- **Context**: "Manchester University NHS Foundation Trust (MFT) is the main provider of hospital care to approximately 750,000 people in Manchester and Trafford and the single biggest provider of specialized services in North West England"
- **Description**: "Building upon the progress made through our previous Sustainable Development Management Plan (SDMP), this strategy sets out our long-term vision for sustainable healthcare, and the progress we will need to make during the next three years."
  - "Headline objectives, set out in this strategy, priorities activities for the greatest cumulative impact for the three-year lifespan of this strategy. These objectives will be underpinned by more detailed annual work plans and programmes developed and delivered by local teams."
  - "Our strategy defines what actions we will take as an individual organization and, in partnership with others, to not only reduce our own impacts, but significantly improve the lives of residents in Greater Manchester"
- "A fuller list of the legislative and wider policy drivers for change at a national and local level can be found in Appendix C."
- Related Resources:

Rapid Decision Support
for the Newfoundland & Labrador Health System
Newfoundland and Labrador Centre for Applied Health Research
September 10, 2024 | page 28

- o Manchester University NHS Foundation Trust. **Annual Sustainability Report 2022-2023**. 2023. (LINK)
- o Manchester University NHS Foundation Trust. **Annual Sustainability Report 2021-2022**. 2022. (LINK)

Newcastle upon Tyne Hospitals NHS Foundation Trust

Newcastle upon Tyne Hospitals NHS Foundation Trust. **Sustainable Healthcare webpage**. 2024. (LINK)

- **Context**: "In response to the climate emergency, we have created a civic partnership with Newcastle City Council and Newcastle University, making Newcastle upon Tyne the first UK city to have all three anchor institutions committed to a priority of achieving carbon neutrality by 2040, in order to improve the health, wealth and wellbeing of our local population"
- **Our vision**: "To be a global leader in sustainable healthcare delivery through collaboration and innovation and helping our patients and communities to thrive within the means of the planet."
- **Our goals:** Zero Carbon Care, Clean air, Zero Waste
- **See graph:** Towards Net Zero and carbon neutrality
- **If we work together, by 2040**:
  - o "We will have transitioned our buildings and facilities away from fossil fuels and towards careful use of the earth's precious and limited resources.
  - o In delivering our services, we will always champion re-use over single-use items, reducing waste.
  - o Our buildings will be surrounded by biodiverse green spaces, accessible to patients, visitors, staff and the local community. Nature will be allowed to thrive, patients' recovery will be enhanced, visitors will be able to take a moment for themselves, and staff will rest and replenish their energy reserves.
  - o We will completely replace the use of petrol and diesel vehicles for the delivery of our care, resulting in cleaner air and a healthier environment.
  - o All of our suppliers will have aligned their carbon reduction plans with ours."
- **Contact**: Email: nuth.environment@nhs.net
- **Related Resources:**
  - o Newcastle upon Tyne Hospitals NHS Foundation Trust. **Climate Emergency Strategy 2020-2025**. Sustainable Healthcare in Newcastle. 2020. (LINK)
  - o Newcastle upon Tyne Hospitals NHS Foundation Trust. **Sustainable suppliers webpage**. 2024. (LINK)
  - o Newcastle upon Tyne Hospitals NHS Foundation Trust. **News and progress webpage**. 2024. (LINK)
  - o Newcastle upon Tyne Hospitals NHS Foundation Trust. **Shine annual reports webpage**. 2024. (LINK)

Oxford University Hospitals NHS Foundation Trust. **Building a Greener OUH 2022-2027**. 2021. (LINK)

Newfoundland & Labrador Centre for
APPLIED
HEALTH
RESEARCH
www.nlcahr.mun.ca

Rapid Decision Support
for the Newfoundland & Labrador Health System
Newfoundland and Labrador Centre for Applied Health Research
September 10, 2024 | page 29

- **Context**: In 2020, we published 'Our Strategy Framework 2020-25', which set out a goal to reduce our environmental impact and influence sustainable practice in our local community. Building a Greener OUH takes forward this agenda, setting out the action we will take across key areas Travel and transport, procurement and supply chains, estates and facilities. medicines, digital transformation to reduce our carbon footprint and achieve a Greener OUH."
- **Description**: "This document outlines our intention to become 'net zero carb' by 2040"
- **Top three priority areas**: Reduction in single use items and unnecessary plastic packaging, recycling and waste disposal, travelling to work
- **Priority areas for action**: Travel and transport, procurement and supply chains, medicines, digital, estates and facilities
- **See Appendix 1 for**: Shelford Group Trust's Green Plans
- **Related Resources**:
  - Oxford University Hospitals NHS Foundation Trust. **Our Strategy Framework 2020-25'**. 2020. (LINK)
  - Oxford University Hospitals NHS Foundation Trust. **Sustainability webpage**. 2022. (LINK)

Sheffield Teaching Hospitals NHS Foundation Trust

Sheffield Teaching Hospitals NHS Foundation Trust. **Sustainability Plan 2022-2025**. 2022. (LINK)
- Sustainability Plan
- **Description**: "Our 2022-25 Sustainability Plan represents our commitment to build upon previous work undertaken by the Trust to reduce the environmental impact of our activities while supporting the NHS Long term plan's focus on sustainable healthcare delivery."
- **Includes sections on**: Organizational vision, Workforce & system leadership, Sustainable models of care, Digital transformation, Travel & transport, Estates & facilities, Medicines, Supply chain & procurement, Food & nutrition, Adaptation, Biodiversity, Moving forward, Summary of our main priorities
- Specific strategic priorities for Sustainability that are set out in our corporate strategy are:
  - "Drive our ambition for a greener NHS by developing a Sustainability Plan that contains a wide range of carbon reduction initiatives and broader sustainability goals
  - Ensure a deep engagement process across the organization and with our partners to embed net zero principles to streamline service delivery and supporting functions
  - Deliver social value through our patient and stakeholder contacts enhancing our role and impact on the community by thinking and working beyond the boundaries of the services we provide
  - Strengthen our relationship with schools to encourage children and young people to work in healthcare and support the best start in life through health promotion and prevention
  - Strengthen our work within neighborhoods, focus on reducing health inequalities within them and with the voluntary sector provide more holistic and patient centred care

Rapid Decision Support
for the Newfoundland & Labrador Health System
Newfoundland and Labrador Centre for Applied Health Research
September 10, 2024 | page 30

- Through collaboration and active leadership, play a more prominent role in the transformation of health and social care services locally and regionally and influence at a national level health policy and transformation"

University College London Hospitals NHS Foundation Trust

University College London Hospitals NHS Foundation Trust. **Critical Care For Our Climate UCLH's Net Zero Strategy**. 2023. ([LINK](#))
- Net Zero Strategy
- **Strategy description**: "This strategy is a blueprint which outlines our journey to net zero and the major challenges that we will have to overcome. It sets out the key actions that we must take across our hospitals, such as eliminating the use of natural gas and other fossil fuels across our estate and moving to low carbon clinical care models, if we are to reach net zero."
- **Vision**: "Actively protecting patients and the environment as we deliver the highest quality care"
- **Four priority areas**: Net Zero Clinical Activity, Net Zero Procurement & Supply Chain, Net Zero Estates, Facilities, Technology & Transport (EFTT), Net Zero Education and Engagement (NZEE)
- **Includes sections on**: UCLH'S emissions and targets, Our vision and strategic priorities, Our programme and key actions to achieve net zero, Challenges, Introduction: The worldwide scale of the challenge, The problems we could face, Climate change and the NHS, Our carbon footprint, Our success so far, Our net zero priorities, Net Zero Clinical Activity (CANZ), Net Zero Procurement & Supply Chain (PSC), Net Zero Estates, Facilities, Technology & Transport (EFTT), Net Zero Education & Engagement (NZEE), Additional Factors
- **Related resources**:
  - University College London Hospitals NHS Foundation Trust. **Sustainable healthcare at UCLH – Our Green Plan in action 2021/22.** 2021. ([LINK](#))
  - University College London Hospitals NHS Foundation Trust. **Green Plan 2020-2025**. 2020. ([LINK](#))
  - University College London Hospitals NHS Foundation Trust. **Climate and sustainability webpage.** ([LINK](#))
  - University College London Hospitals NHS Foundation Trust. **Towards net zero - clinical activity webpage.** ([LINK](#))
  - University College London Hospitals NHS Foundation Trust. **Towards net zero - procurement and supply chain webpage.** ([LINK](#))
  - University College London Hospitals NHS Foundation Trust. **Towards net zero - estates, facilities, technology and transport webpage**. ([LINK](#))
  - University College London Hospitals NHS Foundation Trust. **Towards net zero - education and engagement.** ([LINK](#))

Rapid Decision Support
for the Newfoundland & Labrador Health System
Newfoundland and Labrador Centre for Applied Health Research
September 10, 2024 | page 31

University Hospitals Birmingham NHS Foundation Trust. **Carbon Net Zero – "Our Green Plan 2021 - 2026"**. 2021. ([LINK](#))

- Green Plan
- **Context**: "'Our Green Plan' represents a journey of how the Birmingham and Solihull Mental Health Foundation Trust (BSMHFT) will move towards Carbon Net Zero."
- **Description**: "This document will embed Environmental and Sustainability principles further into our Business As Usual processes – aiming to create a Green currency and a new way of describing information, values or targets equivalent to that of financial."
- **This Green Plan has been written in two stages**: "**The First Stage** reflects on our journey so far and our reasons to embark on it, including the premise for our targets and many of the interventions needed for us to reach them. At this First Stage, the Plan deliberately avoids the setting of baseline and associated gap analysis due to Regional and National reports / instructions and data publications expected in summer 2022 that must be considered before finalizing such important information and metrics. **At the Second Stage** of this Plan, we expect further details and more in-depth targets in late 2022 / early 2023. Again, this will be subject to further Board approval."
- **"The Green Plan has nine Areas of Focus** that appraise the Trust's status and set actions to be achieved within the next three years : 1. Workforce and Systems Leadership 2. Sustainable Models of Care 3. Digital Transformation 4. Travel and Transport 5. Estates and Facilities 6. Medicines 7. Supply Chain and Procurement 8. Food and Nutrition 9. Adaptation"
- **Includes sections on:** Highlights/Progress to date, Organizational Vision, Areas of Focus, Conclusion
- **"This Green Plan is a living document and will be regularly reviewed for progress against the action plans. As such, actions and targets may be revised where necessary."**
- **Contact:** "Neil Hathaway / Neil Cross Director Of Operations / Corporate Property and Sustainability Manager (Summerhill Services Ltd.): neil.cross@nhs.net
- **Related resources:**
  - University Hospitals Birmingham NHS Foundation Trust. **Sustainability Strategy 2019-2024**. 2019. ([LINK](#))
  - University Hospitals Birmingham NHS Foundation Trust. **Sustainability webpage**. 2021. ([LINK](#))

Ireland

Health Executive Service Ireland

- The Health Service Executive (HES) is the publicly funded healthcare system in the Republic of Ireland, responsible for the provision of health and personal social services.
- The Health Service Executive is organized into 6 health regions. Each health region provides health and social care services for the people in that area.

Rapid Decision Support
for the Newfoundland & Labrador Health System
Newfoundland and Labrador Centre for Applied Health Research
September 10, 2024 | page 32

- The HSE Directorate established the National Health Sustainability Office (NHSO) to develop and implement national sustainability strategies within the Health Service.

HES. **HSE Climate Action Strategy 2023 – 2050**. 2023. (LINK)
- Climate Action Strategy
- **Description**: "The Health Service Executive (HSE) Climate Action Strategy 2023 – 2050 (the "Strategy") responds to and outlines a broader approach to the actions and targets set out in the Government's Climate Action Plan, and the Climate Action and Low Carbon Development Act (Amendment) 2021. The **Strategy is intended to provide readers with a clear Climate Action Roadmap** which outlines how the HSE intends to put Ireland on a more sustainable path, cut emissions, create a healthier, cleaner, and greener society, and help protect and prepare the population from the health consequences of climate change. To do this, the HSE will reduce Scope 1 and 2 emissions as per the Climate Action Plan 2021, while also reviewing and addressing Scope 3 emissions (including services, procurement, and others). Climate adaptation measures will also remain a focus, prioritizing disease prevention, health promotion and public health services."
- **Priority Areas of focus**: Sustainable Buildings and the Green Environment, Transport and Mobility, Sustainable Procurement, Greener Models of Healthcare, Water and Waste Management, Adaptation and Resilience.
- **Notes**: "Implementation of the Strategy will be on a phased approach over the medium- to long-term as the HSE delivers on the 2050 ambition. The HSE will regularly measure and report on key metrics and set targets to continually improve performance during implementation of the Strategy."
- **Strategy development**: "has been developed in a consultative manner with both internal and external HSE stakeholders of varying viewpoints, and by systematically reviewing and compiling existing published guidance on health and the environment. Six Workstreams with diverse membership, which linked directly to the overall Climate Action Steering Group, were established to inform the development of the Strategy. Input and insight were also sought from a HSE patient representative group who provided access to interested individuals to attend a workshop to share feedback on the overall Strategy"
  - "The Strategy will be reviewed annually and updated, when required, as additional guidance and policy information becomes available, carbon hotspots are identified, and when specific targets are made more granular and timebound."
- **Includes sections on**: Our Priority Areas of Focus, Strategy Implementation – Delivery Issues, Conclusion
- **See Appendix B – How the Strategy was developed (p. 44)**
- **See Appendix D section on Internal Policy Context - Table 15: HSE Policies and Strategies (p. 51) e.g.,**
  - **HSE Capital & Estates Infrastructure De-carbonization Roadmap** (LINK)

Newfoundland & Labrador Centre for
APPLIED HEALTH RESEARCH
www.nlcahr.mun.ca

Rapid Decision Support
for the Newfoundland & Labrador Health System
Newfoundland and Labrador Centre for Applied Health Research
September 10, 2024 | page 33

- HSE's Green Healthcare Programme ([LINK](#)): Resources for Hospitals
- **Contact:** climateandsustainability@hse.ie
- **Related Resources:**
  - HES. **Sustainability Strategy for Health 2017-2019**. 2017. ([LINK](#))
  - HES. **Sustainability Check List Green Meetings**. ([LINK](#))
  - HES. **Sustainability Check List Office**. ([LINK](#))
  - Department of Health. **Health Climate Change Sectoral Adaptation 2019-2024**. 2019. ([LINK](#))
  - Department of Health. **Health Climate Change Sectoral Adaptation Plan 2019-2024. Government of Ireland**. 2019. ([LINK](#))
  - Department of the Environment Climate and Communications. **Climate Action Plan**. Government of Ireland. 2022 (updated March 2024). ([LINK](#))

Scotland

NHS Scotland

- "Beginning in November 2022, each Health Board will be required to publish an annual report detailing its progress towards:
  - the goals and targets outlined in 'A Policy for NHS Scotland on the Climate Emergency and Sustainable Development'
  - the actions outlined in the '2022-2026 Climate Emergency and Sustainability Strategy'"

NHS Scotland. **NHS Scotland climate emergency sustainability strategy 2022-2026.** 2022. ([LINK](#))
- Climate emergency sustainability strategy
- **Description**: "This document sets out plans for NHS Scotland to reduce its greenhouse gas emissions and impact on the environment, adapt to climate change and to better contribute to the United Nation sustainable development goals. It has been developed by the Scottish Government and NHS Scotland Assure."
- **Aim**: "It sets out actions which will either begin in that period, be completed during it, or are already underway and will continue during that time. It also sets out aims and targets for the NHS which go beyond 2026. The actions in this strategy are directed at achieving the aims and targets set by the Scottish Government for NHS Scotland in DL (2021) 38: 'A Policy for NHS Scotland on the Climate Emergency and Sustainable Development'."
- **Priority Areas**: Sustainable Buildings & Land, Sustainable Travel, Sustainable Goods and Services, Sustainable Care, Sustainable Communities
- **Contact**: nss.sustainabilityscotland@nhs.scot
- **Related Resources:**
  - NHS Scotland. **Sustainability Action, Our Strategy webpage**. 2024. ([LINK](#))
  - Centre for Sustainable Healthcare. **NHS Scotland Sustainability Strategy Resources and Support Webpage**. ([LINK](#))

Rapid Decision Support
for the Newfoundland & Labrador Health System
Newfoundland and Labrador Centre for Applied Health Research
September 10, 2024 | page 34

- o Scottish Health Technical Note 02-00 Sustainable Development Strategy for NHS Scotland 2012. 2012. (LINK)

Health Boards

NHS Ayrshire & Arran

NHS Ayrshire & Arran. **Climate Change & Sustainability Strategy 2021 – 2032**. (LINK)

- **Strategy**
- **Description**: "This strategy document sets out our ambition and overall key indicators which will drive sustainable development across the organization and will create formal plans to achieve these goals. Our understanding of environmental sustainability is rapidly changing as we become aware of the negative impact of our current way of doing things and the urgency required to respond to the current opportunities. This document sets out what we want to achieve and how we will all work together in creating a new Caring for Ayrshire vision providing health care that causes no harm."
- **Our Ambition**: "To create a service which is environmentally, socially, and financially sustainable, balancing the 4 pillars across all the services we provide. We must become a service which improves the life opportunities, chances, and wellbeing of every citizen in our community, and fully commit to joined-up ways of working, creating resilience and striving beyond net- zero emissions, achieving our equitable share of global emissions"
- **Leadership:** "The board and senior staff will be responsible for embedding sustainability across the organization. The launch of this strategy and subsequent programmes of work, combined with the monitoring and reporting on progress will be crucial in transforming the way our organization delivers its services and care in the community. The organization must support the decision-making processes and priorities sustainable development in the way we operate services, restructuring our organization, and the way we procure our goods and services. **All governance decisions will ensure sustainable development is considered in terms of environmental protection, economic viability, and social equality. Sustainability will need to be integrated into our policies, corporate strategies, visions, and reporting processes**"
- **Framework for change**: "**The strategy is broken down into 4 main sections**. **Our People, Sustainable Care Models, Our NHS, and Our planet**. With 16 topics making up the body of the framework. This document provides us with clear objectives to achieve and will drive action plans to get these done. The strategy uses national and local objectives into one framework which will be the collective responsibility of everyone within the organization."
- **Includes sections on**: What is sustainable development?; What can we make a difference?; Policy Background; Management of Sustainability; Sharing of Ideas; Measuring Success; Reporting; 4 Pillars; Climate Change Deliverables; Appendix 1- Sustainability Action Plan; Appendix 2 – Contributions and Resources
- **Contact**: sustainability@aapct.scot.nhs.uk
- **Related Resources**:
  - o NHS Ayrshire & Arran. **Climate change webpage**. 2024. (LINK)

Rapid Decision Support
for the Newfoundland & Labrador Health System
Newfoundland and Labrador Centre for Applied Health Research
September 10, 2024 | page 35

Centre for Sustainable Healthcare

Centre for Sustainable Healthcare. **Green Plan and Sustainability Strategy webpage**. ([LINK](#))

- Webpage
- **About**: "a registered charity that develops knowledge and resources to support the NHS and other health systems to reach net zero carbon and wider sustainability… one of the world's foremost institutions for sustainable healthcare in research and practice."
- **Green Plan and Sustainability Strategy Support**: Our resources, tools, networks, and training programmes can help your organization to develop and implement sustainable healthcare strategies, measure their impact using 'triple bottom line' metrics, and collaborate with external partners across the wider integrated care system."
- **Includes sections on**: Developing a Green Plan in England, Developing a De-carbonization Action Plan in Wales, Developing a Sustainability Strategy in Scotland, International Support
- **International Support**: "Healthcare organizations outside of the United Kingdom looking to develop their sustainability plans can also benefit from our resources. **We provide a range of tools, guidance, and networks to support organizations in developing and implementing sustainable healthcare strategies. Contact us to discuss how we can support your organization**."
- **See other related webpages**:
  - **Resources for Implementing your NHS Green Plan** ([LINK](#))
    - **Includes:** Free e-learning Modules for Workforce Training, Short CPD Courses for Workforce Training, Board-Level Workshop in Leadership for Sustainable Healthcare, Green Team Competition, Sustainability in Quality Improvement, Sustainability Fellows and Scholars, Carbon Literacy and Foot printing, The [NHS Forest](#), Peer Networks, Embedding Green Plans
    - NHS England Green Plan Support Resources ([LINK](#))
    - NHS Scotland Sustainability Strategy Resources and Support ([LINK](#))
    - NHS Wales De-carbonization Action Plan Resources and Support ([LINK](#))
  - **Sustainability in Quality Improvement (SusQI)** ([LINK](#)): "the "sustainable value" of a service is determined by measuring the health outcomes against its environmental, social and economic costs and impacts (these are sometimes referred to as "the triple bottom line"). By considering outcomes for the whole population as well as for patients, sustainable value can be used to drive improvements to health equity"
  - **Courses** ([LINK](#))
  - **Resources** ([LINK](#))
- Contact: info@sustainablehealthcare.org.uk

Rapid Decision Support
for the Newfoundland & Labrador Health System
Newfoundland and Labrador Centre for Applied Health Research
September 10, 2024 | page 36