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| NHS 24 BOARD MEETING | | 31 AUGUST 2023 ITEM NO 9.4 FOR ASSURANCE | |
| CLIMATE EMERGENCY AND SUSTAINABILITY PROGRAMME | | | |
| Executive Sponsor: | Dr Laura Ryan, Medical Director | | |
| Lead Officer/Authors: | Caroline Shanley, Programme Manager | | |
| Action Required | <ul style="list-style-type: none"> • The Board is asked to acknowledge and take assurance from the Climate emergency and Sustainability Programme update. • Progress against the measurable outputs identified by each directorate in the action plan will be available for the next Board. | | |
| Key Points for the Board to consider | <ul style="list-style-type: none"> • Responding to the climate emergency is one of the Scottish Government's highest priorities. • CESP activities are part of the annual review for all health boards. • The alignment to national strategies is significant. | | |
| Governance process | <ul style="list-style-type: none"> • The governance process in place aligns with the national governance and was set out in a previous submission to EMT and aligns with the national Climate Emergency and Sustainability Programme. | | |
| Strategic alignment and link to overarching NHS Scotland priorities and strategies | <ul style="list-style-type: none"> • NHS Scotland Climate Emergency and Sustainability Strategy: 2022-2026. • The Scottish Government (SG) Care and Wellbeing Portfolio and Public health priorities for Scotland are overall strategic reform policies and delivery framework within Health and Social Care. • Chief Medical Officer – Realistic medicine annual report: 2022 • NHS 24 Public Health Framework and Realistic Medicine Action Plans • NHS 24 Workforce Strategy • NHS 24 Organisational Strategy • NHS 24 CESP Strategy and Action Plan • NHS 24 Finance Strategy | | |
| Key Risks | Risk management is aligned with the standing corporate governance process. | | |
| Financial Implications | A key objective of this programme in NHS 24 is the identification and delivery of financial efficiency. | | |
| Equality and Diversity | NHS 24 takes account of requirements in relation to equality and diversity in relation to Sustainability Development and | | |

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| | environmental matters. The initial EQIA screening has taken place and a follow up review is planned in 3 months. |
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1. RECOMMENDATION

- 1.1 The Board is asked to take assurance from the following update paper from the Climate Emergency and Sustainability programme.

2. TIMING

- 2.1 The NHS 24 Climate Emergency and Sustainability Programme update is reported formally to the Board quarterly, as per the national governance requirements. The Programme updates and associated action plan is presented for assurance to the Planning and Performance Committee prior to the Board update.

3. BACKGROUND

- 3.1 As part of the Programme of work to ensure that NHS 24 complies with targets set out in the [NHS Scotland climate emergency and sustainability strategy 2022-2026](#) the organisation must start to embed sustainability within our core values, and must report on the actions that it is taking.
- 3.2. The climate and ecological emergency has been described as the biggest global health threat of the 21st century but taking timely action also provides an opportunity to contribute to the improvement of population health, in line with SGs [Care and Wellbeing Portfolio Board](#) programme priorities; the [Public Health Priorities for Scotland](#), including on healthy and safe places and communities and sustainable and inclusive economies as well as the principles of Realistic Medicine.
- 3.3 Health care emissions contribute to the climate crisis, however there are strategic and operational structures that NHS 24 can put in place to deliver more environmentally sustainable services while also improving population health in the short, medium, and long term. NHS 24 also has a key role to play in supporting its workforce to consider wider environmentally sustainable behaviours, including in areas such as transport and access to nature, as well as supporting staff to promote these behaviours to our service users i.e. signposting to [existing SG public facing content on sustainable travel, home energy and diet behaviours](#), Communications have recently promoted healthy eating which is an influencer of cardiac disease ,therefore a contribution or proactive and preventative care as well as digital support of wellbeing across the population of which have health co-benefits.
- 3.4 In May 2023 the NHS 24 Board approved the Climate Emergency and Sustainability Strategy and action plan. There are five main areas aligned with associated delivery actions and targets to achieve our overall net-zero ambitions.

- Buildings and Land
- Travel
- Goods and Services
- Care and Realistic Medicine
- Communities



3.5 Buildings and Land

Energy and waste management groups have been established and meet quarterly, they are reviewing our sites energy use and waste and working on plans how to reduce energy use and waste. Each site has SME's who form membership of the groups and will be responsible for identifying targets and monitoring and reporting on targets. Recycling stations are now in place across our sites and education is ongoing to ensure the recycling bins are being used, waste will also be measured to monitor effectiveness.

3.6 ICT reviewed legacy IT equipment in Norseman comms room following the Connect 1C implementation and were able to switch off a significant amount of kit that was no longer required. ICT are now in the process of planning to completely remove the redundant technology kit, and this will make the building more efficient and may also allow the temporary A/C units to be removed, therefore reducing emissions and energy cost. Savings will be reviewed and quantified and presented in a future update in conjunction with the S&V group.

3.7 A full building survey was carried out at Norseman House by subject matter experts to identify any recommended areas of improvement. These have been articulated in a written report. The information in the report needs to be reviewed in line with the Estates strategy and the recommendations prioritised. The Estates team are also replacing existing lighting at Norseman with energy efficient LED lights and the benefits are threefold, not only will this be financial, but it will be a reduction in energy use and CO2 emissions.

3.8 Travel

A representative from NHS 24 has been attending the national sustainability transport group with other health boards and one of the aims of the group was to have each board review their business travel policy. The policy has now been reviewed by SDG and amended and will be going to the area partnership forum and staff governance committee for approval. New business travel targets have also been set by SDG.

3.9 NHS 24 in conjunction with Travel know how Scotland are developing a sustainable travel plan and the outcome of this will return to committee for assurance when finalised.

3.10 Goods and Services

Digital display screens are now operational across all centres- with one screen to each floor. These have been placed in a location where lots of our staff can view them and feature a variety of operational content and submissions from staff to reduce the need for paper and printing costs.

3.11 ICT reviewed the printing that the organisation was being charged for and have gained a further credit following a review of usage (reduced) over the last 2 years. The supplier has been asked if they can supply the co2 emissions this would equate to.

3.12 As will be reported in item 5.7 of the agenda (S&V paper) other goods and services being reviewed as part of sustainability and value are collections of confidential waste, mobile phones, outgoing mail, staff refreshments and paid for subscriptions.

3.13 Procurement partners SAS have agreed to add a section into our procurement documentation. This will ensure sustainability is considered in procurement exercises. This will be from now on and includes all procurement, it covers everything from Estates, Technology and any other goods and services we buy.

3.14 Care

A collaborative study with NHS 24 and NHS Tayside to evaluate the “green” benefits of Flow Navigation Centres and National Redesign of Urgent Care Pathway has taken place and this will be reported in depth in item 5.9 of the agenda.

3.15 Communities

The SRO for the CESP programme has a presentation slot/elevator pitch at the NHS Scotland Climate Emergency and Sustainability Programme Sustainable Care Workstream Event on 4th September at the Golden Jubilee to talk about the need to recognise and record the full range of value-based healthcare service transformation across Scotland and how that contributes to a net zero society. NHS 24 can help meet NHS Scotland net zero targets, reduce its overall carbon footprint, and mitigate environmental impact on communities throughout our value-based service resilience and operations, collaborating with other public service partners and NHS Boards. This will

promote the NHS 24 approach to the national CESP programme, realistic medicine, and value-based health care as per our corporate strategy

3.16 Governance

Development of the climate change risk assessment (CCRA) is 95% complete and work will now begin on the adaptation plan. The adaptation plan will look at cost and effort of making any required adaptations and this will be reported to Scottish Government. Scottish Government have yet to agree if there will be a central pot for climate change adaptations or if this will be funded from the boards allocated budget. The adaptation planning is a joint piece of work with the Head of Risk and Resilience, Head of Estates and Facilities, Head of Security and will require input from other areas of the business at a later stage. The information is submitted to NHS Assure annually or as and when the plan is updated if this is within the year as part of the external reporting and governance.

3.17 Internal Governance

The sustainability Development group (SDG) are meeting monthly to drive the sustainability agenda for NHS 24. Now that the NHS 24 Strategy and action plan has been signed off by the Board, each of the workstreams will have an agenda item to formally report against progress.

3.18 The Programme team continue to attend various regular national sustainability groups alongside other health boards and Scottish government representatives; these have been instrumental in making contacts and sharing/gathering information.

3.19 NHS Assure have confirmed that NSAT submissions will now be done bi-annually. All directorates have already identified an NSAT lead, and engagement will take place on how to support leads in providing evidence and answering queries. We are on track to increase our NSAT score with the many initiatives and targets that the programme has already implemented as this provides strong evidence in our commitment to become a net zero health board.

3.20 The intranet pages are operational with CESP information and links to useful resources and new content is being prepared for upload.

3.21 The SDG have been working with the Quality and evaluation team to produce what started off as a logic model and has developed into a sustainability outcome map, this is a summary report for the evaluation of NHS 24 sustainability programme. Please see appendix 1.

3.22 Education

NHS Assure are developing an e-learning module for all NHS Scotland Boards that will be mandatory, however the timescales of this are still unknown, therefore in the meantime the workforce directorate are working on the development of an interactive presentation that will be added to the CESP intranet pages to support staff education.

3.23 **Efficiency**

Many of the projects and tasks mentioned in the update will have a positive financial impact, as well as reducing carbon emissions and savings will be reported via the Savings and Value group report.

4. ENGAGEMENT

4.1 There has been engagement with various teams and directorates across the organisation through various forms of communication methods such as the monthly sustainability Development group, focus groups during strategy development and intranet pages, energy, and waste management groups.

5. FINANCIAL IMPLICATIONS

5.1 There are no financial implications to be reported at this time.

APPENDIX 1



Summary report for the evaluation of NHS 24 sustainability programme

If you would like to discuss any aspect of this report contact ej24@nhs24.scot.nhs.uk

Aim

To become a service which is both environmentally and socially sustainable... that improves the opportunities, life chances, health and wellbeing... contributes to a more cohesive, resilient, and net-zero society in a just way that contributes to population wellbeing and a reduction in health inequalities. NHS Scotland aims to collectively contribute to UN's Sustainable Development Goals and become a net-zero greenhouse gas emissions health service by 2040. Make assets & activities resilient to the impacts of a changing climate, provide environmentally sustainable healthcare. Design out waste and pollution and contribute to restoring biodiversity

What is an outcome map?

An outcome map is a visual representation used to outline the intended outcomes or results of a project, programme, or initiative. It provides a clear and logical depiction of the causal relationships between various activities, outputs, and ultimate outcomes. The purpose of an outcome map is to help stakeholders understand how specific actions and interventions lead to desired results and impacts. The outcome map is a similar tool to a logic model.

NHS 24 OFFICIAL

Outcome Map Theory of change to meet the aims of NHS 24s Climate Change and Sustainability programme

| What We Do | Who With | How They Feel | What They Learn and Gain | What They Do Differently | What Difference Does This Make |
|--|------------------------------|---|---|--|---|
| Develop and deliver a communications and engagement plan to raise awareness of staff responsibilities | Staff | Informed, Engaged | The values of NHS 24 in relation to how it cares about sustainability; awareness that this is a corporate priority; Increased understanding of climate emergency and sustainability | Embrace sustainable practices | Heightened awareness and active participation in sustainable initiatives; Staff want to continue to work with NHS 24; Staff are attracted to work in NHS 24 |
| Adopt a digitalfirst approach with internal and external communications activity e.g. use of digital wall boards | Staff, External stakeholders | Efficient, Environmentally-conscious | Enhanced digital communication skills and practices | Use digital channels for communication | Reduced paper waste and environmental impact of printing |
| Better estates utilisation through sharing of sites | Staff, Estates team | Collaborative, Resourceful | Optimised site utilisation and sharing strategies | Coordinate and share facilities more efficiently | Maximised use of resources and reduced environmental footprint |
| Review overnight use of sites | Staff | Efficient, Informed | Identified areas for improved overnight resource management | Optimise site usage during non-peak hours | Reduced energy consumption and costs during off-peak periods |
| Energy Efficiency Lighting | Estates team | Environmentally-conscious, Cost-conscious | Knowledge of energy-efficient lighting technologies and benefits | Adopt energy-efficient lighting solutions | Decreased energy consumption and lower environmental impact |
| Improve Recycling | Staff | Environmentally-conscious | Enhanced recycling practices and waste segregation techniques | Actively participate in recycling initiatives | Reduced waste sent to landfills and increased recycling rates |
| Ensure all procurement includes sustainability consideration | Staff; SAS | Environmentally-conscious | Understanding of sustainable procurement practices and criteria | Integration of sustainability criteria in procurement processes; Prioritise environmentally-friendly suppliers | Promote eco-friendly procurement practices and support sustainable businesses; Support sustainable practices and eco-friendly products in the supply chain |
| Remote Urgent Care consultations | Staff | Convenient, Accessible | Proficiency in remote consultation methods and technology | Offer remote consultations where appropriate | Improved accessibility and reduced travel-related emissions |
| Electronic remote prescribing | Staff prescribers, Patients | Efficient, Digital-savvy, Relieved | Skills in electronic remote prescribing and digital prescriptions; knowledgeable about digital prescribing | Use digital prescriptions where possible; avoid a car journey | Streamlined prescription process and reduced paper-based prescriptions/ wasted devices; Supporting health and wellbeing by reducing patient travel by car |
| Medicines information NHS inform | Staff, Patients | Informed, Knowledgeable | Access to reliable medicines information via NHS inform; know when to recycle or reuse relevant products | Use NHS inform for medicines information; recycle or reuse relevant products | Enhanced patient care and informed decision-making regarding medications; less waste |
| Reduce business travel across the directorate by 10% of preCovid levels | Staff | Environmentally-conscious | Adoption of virtual meeting tools; Think twice about using car to travel to meetings | Opt for virtual meetings and reduce travel | Lower carbon emissions and reduced travel expenses |
| Implement Once for Scotland Agile Policy in NHS 24 when approved. | Staff | Agile, Adaptive | Familiarity with the Agile Policy and its implementation | Adopt Agile approach in operations | Increased efficiency and responsiveness in delivering services |
| Identify training which informs all staff how they can contribute to sustainability | Staff | Informed, Empowered | Knowledge of individual roles in promoting sustainability | Implement sustainable practices in daily tasks | Collective efforts towards sustainability and increased environmental responsibility |
| Reduce the number of emails received and stored by staff | Staff | Organised, Efficient | Effective email management techniques and reducing clutter | Implement email management strategies | Improved productivity and reduced digital clutter |
| Dashboard developed to host measurable data | Project team | Data-driven, Analytical | Proficiency in using the data dashboard for measuring progress | Use data dashboard for monitoring progress | Enhanced data-driven decision-making and transparency in performance tracking |
| Norseman comms room decommissioning | Estates team | Streamlined, Resourceful | Decommissioning process and resource utilisation knowledge | Efficiently decommission technical equipment | Reduced energy consumption and repurposed resources |
| Implementation of Wake-on LAN | ICT | Energy-efficient, Tech-savvy | Knowledge of Wake-on LAN technology and its application | Use Wake-on LAN for energy efficiency | Reduced energy usage and cost savings through better IT management |

Context of the work

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| <p>Drivers of change</p> <ul style="list-style-type: none"> UN Sustainable Development goals from the 2015 Paris agreement NHSS Climate Change Emergency & Sustainability Strategy 2022 -26 NHS24 Strategy 2022-26 Net zero route map Climate Change (Emissions Reductions Targets) (Scotland) Act 2019 Scotland's National Performance Framework Sustainable Procurement Duty, outlined in the Procurement Reform (Scotland) Act 2014 Policy for NHS Scotland on the Global Climate Emergency and Sustainable Development DL (2021) 38 The Scottish Government (SG) Care and Wellbeing Portfolio and Public Health priorities for Scotland are overall strategic reform policies and delivery framework within Health and Social Care. Chief Medical Officer – Realistic medicine annual report: 2022 Sustainable Design and Construction (SDaC) Guide SHTN 02-01 2020-21 Programme for Government to decarbonise public sector fleet NHS Scotland Sustainable Construction Guide NHS Scotland Environmental Management & Waste Data Platform NHS Scotland Waste Management Action Plan NHS 24 Public Health Framework and Realistic Medicine Action Plans NHS 24 Workforce Strategy NHS Scotland annual climate emergency report Public duties act report Climate change risk and adaptation plan Biodiversity report |
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| <p>Risks / assumptions</p> | <ul style="list-style-type: none"> Scottish Government funding Core funding (NHS 24) SPRA Process Anchor institution |
| <p>External Factors</p> | <ul style="list-style-type: none"> Communities Scottish Government Public Suppliers Landlords 3rd party suppliers |
| <p>Monitoring and Evaluation</p> | <ul style="list-style-type: none"> Provide routine reporting relating to CESP Strategy and action plan to National & local governance groups |