Our Healthier South East London

Integrated Care System

South East London ICS Decarbonising general practice

Your guide to a net-zero action plan for non-clinical emissions



Introduction

To achieve net-zero carbon emissions means decarbonising both clinical and non-clinical carbon. This guide covers non-clinical carbon for general practice.

Warning – do not read from cover to cover!

The guide is designed to be picked up; read the section you want to act on and put in place one key action today. Then find another action tomorrow...

- Over time, the number of actions taken will build.
- Make the actions part of a bigger practice wide strategy - they can be ticked off cumulatively.

You are in **great** company. Other GP practices are:

- becoming carbon literate;
- having their carbon footprint measures;
- already greening their estates;
- increasingly designing green action plans for their own practice;
- signing up to become active practices or already designing active travel plans.

We can do this!



Contents





Going net-zero

Let's join the healthcare net-zero movement and decarbonise primary care



Along with the UK government and other businesses and organisations, the NHS in the UK has been proactive in implementing sustainability in healthcare by setting targets and developing the 'Delivering a Net Zero NHS' published in Oct 2020.

The NHS has committed to decarbonising by 2040, however, to prevent the worst impacts of the climate crisis, we should be aiming to decarbonise as rapidly as achievable - by 2025 if possible - and not delay starting to take action.

The carbon footprint of the health service is notoriously large – the NHS produces 5.4% of the UK's greenhouse gas emissions. The NHS is also responsible for 3.5% of all road travel in England, producing significant air pollution.

This means all aspects of the NHS are required to take action and this guide is designed to make it easy for you to start taking action on your non-clinical carbon impacts with the target of reducing your impacts by 2040.



The NHS contributes to 5.4% of the UK's carbon emissions and primary care contributes about 23% of the NHS total



What could a net-zero practice in 2030 look like?

Imagine your practice with low or no energy bills, fewer asthma patients, healthy staff members who cycle to work daily.

This may sound like a big ask for your organisation, but practices around the country are already taking steps by:

- Reducing their energy use
- Having travel initiatives for staff and patients alike
- Setting up 'green teams' to encourage and inspire behaviour change
- Working with suppliers to look for low carbon and environmentally responsible options

This guide will support you on your journey to make a net-zero practice by 2030 less of a dream and more of a reality.



125,000 lives

could be saved each year by 2040 by meeting the minimum climate emissions, according to a study by the Lancet*.

*Source: The public health implications of the Paris Agreement: a modelling study, The Lancet, February 2021, <u>www.thelancet.com/journals/lanplh/article/PIIS2542-5196(20)30249-7/fulltext#seccestitle10</u>



Non-clinical emission hotspots from primary care



Getting started doesn't necessarily mean tackling the biggest areas. It's a combination of addressing the biggest areas and the easy-wins.

The easy wins also motivate your team and build momentum.

In primary care:

- 40% of the emission footprint is due to non-clinical carbon from the running of the practice including energy use, transport of staff and patients, business services and procurement.
- 60% is due to pharmaceuticals and chemicals and gases from inhalers. Decarbonising clinical care will be covered in a separate guide.

The hotspots in primary care for non-clinical carbon emissions depend on the practice list size, location, building type and services provided.

The major emission hotspots will include:

- Energy use for both gas and electricity
- Travel for both patients and staff*
- Business services covering accountancy, IT, waste services etc.
- Procurement covering medical and non-medical equipment and consumables

Other areas – such as water, food and drink and recycling are responsible for smaller proportions of emissions but can be included in your practice plans.

*pre Covid19

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Five benefits of climate action for practices



Taking action has lots of additional co-benefits. If you need to develop a business case for your organisation, these are some aspects to focus on:





Developing a business case

Making an **ethical** case for sustainable business practices is easy. For the good of our species and our planet, we all need to come together to reduce our environmental impact, because the ramifications of failing to do so are dire.

Making a **financial** case for sustainable business practices is easy. There are many financial benefits for a practice in the long term from taking action to reduce our resource or energy use. Energy savings are recurring so worth a huge amount over the years to come.

Building a **business** case isn't a one-and-done endeavour, but rather a living and breathing process in which we should position ourselves to be nimble and proactive.

Through regular dialogue with staff and patient, a practice with a sustainability agenda is better positioned to anticipate and react to economic, social, environmental, and regulatory changes as they arise.

Managing risks therefore requires making investment decisions today for longer-term benefits of our patients, staff and the practice.

Sustainable practices as those that:

- at minimum do no harm to people or the planet and
- creates better outcomes for patients by focusing on improving environmental, social and governance performance of the practice.

Write a simple narrative to demonstrate how providing more environmentally sustainable healthcare benefits the practice.

2.

Estimate quantifiable savings and benefits. Identify a process to regularly capture these savings.



4

Intangible benefits – record but don't quantify – yet! Include reputation, staff morale and motivation, productivity, future proofing.



How to bring your stakeholders on your netzero journey



Get to know what your team cares about and look at where sustainability comes into it. It could be small things like a recycling bin or tea bags to big things like procurement and medication.



Set up a green team or green community with representatives from across the practice.



Discuss the findings of your carbon footprint audit with the green team or your whole team.



Develop your existing green action plan or create a net-zero action plan with targets for each impact area. For inspiration use this guide and the resources within it.



Engage your supply chain – and patients – in setting targets, asking for their input, and creating a sense that 'we are in it together'.



Meet regularly to feedback on progress and troubleshoot challenges.

Celebrate and acknowledge incremental improvements throughout the year. Human brains need short-term rewards to keep motivated for long-term goals.

Engaging your team

Green communities rather than green champions

Change comes when people across the organisation are taking action and feel empowered and motivated. It means collaborating with engaged members from each department to identify ways to reduce your footprint and improve your processes. This does not mean everyone has to become environmentalists overnight.

Start with engaged people from a range of departments and as momentum increases and change happens, others will adopt the new social norms.

People are more likely to act if they feel part of the process and they know there is commitment at a senior level. In the 2020 Edelman Trust survey 73% of workers expected CEOs to take action. And likewise, senior leadership are more likely to act if they know it will improve staff retention and commitment to their organisation. A study from <u>Unily</u> on the 'Future of the Sustainable Workplace' report showed that:

Engaging your patients

While the pandemic was the centre of conversations in 2020-2021, the climate emergency remains a vital issue that more and more people want to act on.

You don't need to turn everyone 'green'. You can **communicate the family, community and individual benefits of low-carbon lifestyles** to your patients and work with local stakeholders to transform the infrastructure to make those choices easier for people. **65%** of new staff are more likely to work for a company with a strong environmental record

64% would definitely or possibly turn down a job from a company with a bad environmental track record

63% want to learn more green skills to become more valuable in the workplace

57% of employees said they need more info. on their company's environmental goals

46% said they need more training on environmental goals

48%

of people are more concerned about the planet's health as a consequence of the pandemic*

80%

are willing to make lifestyle changes to stop climate change as big as those they've made for coronavirus**

<u>*Kearney study, April 2020</u> **<u>Futerra Sustainable Lifestyle Survey</u>, May 2020

Tips to engage your team

We are the champions

Who are the people in your workplace who are passionate about seeing plastics eliminated? These are the champions. They can help engage work colleagues - the message is far more powerful when it comes from a teammate.

Give them a support in their role - they could be responsible for making that initial list, regular updates to staff, and generally inspiring others to take the small steps needed.

Start small

All the small actions add up to make a big difference, so make a note of these Decarbonising can also have financial benefits although there may be some initial steps you can help staff to get involved in.

Be transparent with your staff about the environmental impact of the products or service they're offered/using, the majority will seek the most sustainable options available (making your decisions even easier!).

Communication is key

The more people involved, the greater the impact. Make sure that staff know what's happening, why it's happening and what you're going to do to make it easy for them to join in.

Take pictures of staff travelling to work, or switching off equipment or recycling before and after, have posters around staff and communal areas with reminders of hints and tips on what they **can** do. You do not have to win over all the hearts and minds within your organisation to care about the environment.

You can still engage people with environmental issues without talking about the environment!

Talk about the health benefits of an initiative or the financial savings.

Emphasise the benefits of a decarbonised practice

initial investment required. Often savings in one area can be used to fund other areas.

Furthermore, there are a wealth of wellbeing and job satisfaction benefits leading to a happier and healthier workforce.

Lack of staff engagement?

Why is your team reluctant to participate? E.g., concerns over extra work, disillusion with green initiatives, not sure how they can get involved...

How can you ensure they have the right support, training and capacity?

Ask the staff!



Energy

Your energy footprint

Energy is used for space and water heating and electrical equipment, lighting etc. Energy often has a high financial and carbon emissions cost for a practice.

Do you want to save money, energy or carbon? You can do all three simultaneously!

£260 = 233 kg CO₂e* = 1MWh electricity**

Reductions in use can be achieved through behaviour change and technological advances.

A recent survey of GPs revealed the majority were *more* interested in reducing their carbon emissions than reducing their expenditure.



Energy use contributes to around 25% of the non-clinical carbon emissions from primary care.

In 2020, primary care emitted 250,000 tonnes of greenhouse gases through energy use.

*2020 data ** MWh = megawatt hour of electricity = 1,000 kilowatt hours

Why address your energy footprint?

- 1. It offers huge financial opportunities up to 25% savings on energy bills in the first 1-2 years.
- 2. Energy often has the highest non-clinical emissions footprint
- 3. It is the easiest way to have a big impact on carbon emissions
- 4. Reporting of energy use and greenhouse gases emissions is **mandatory** for companies with more than 250 employee. More information is available <u>here</u>.

How to.. Do an energy audit?

- 1. Record the floor space of the practice
- 2. Use the bills to identify total use/expenditure
- 3. Identify equipment for heating and cooling (air conditioning, room heaters, fridges etc)
- 4. Measure the energy use of the equipment
- 5. Identify air leaks around doors, windows
- 6. Measure loft insulation
- 7. Identify type of windows (double glazed, single glazed)
- 8. Check lighting and other appliances.

Plug-in energy monitors can help understand the energy use of diffident pieces of equipment. Measure heating and cooling equipment first.

Find monitoring tools here.

Energy hierarchy triangle

The Energy Hierarchy triangle is a classification of energy options with the most sustainable at the top.

Following the hierarchy approach helps to reduce the environmental impact of the energy use of the practice.

Leaner – The top priority under the Energy Hierarchy is energy conservation or the prevention of unnecessary use of energy. The cheapest unit of energy is the unit of energy you don't use.

Keener – The second priority is to ensure the energy that is **used is consumed efficiently**.

Greener – Thirdly, **BUY Green**. The energy that is used is from a renewable energy source. This describes naturally occurring, theoretically inexhaustible sources of energy e.g., 'elemental energy' from the sun, wind, wave, tide or rain (hydropower).

Cleaner – Fourthly, low impact energy production such as nuclear or fossil fuel with carbon capture and storage (not available at scale currently).

Meaner – Finally, energy production using unsustainable sources, such as unabated burning of fossil fuels.



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Top actions you can take

1. Understand your current energy use better:

- Carry out an energy audit.
- Install a smart meter for better monitoring.

2. Make a plan and incorporate the energy hierarchy:

- Making every kWh count: Investing in no-regrets energy saving measures
- Preparing buildings for electricity-led heating: Upgrading building fabric
- Switching to non-fossil fuel heating: Investing in innovative new energy sources
- Increasing on-site renewables: Investing in on-site generation.

How much does our practice spend?

An annual electricity bill of \pounds 6,000 is equal to emissions of **over 5 tonnes** of CO₂e each year.

Four step approach to decarbonise the NHS estate

Step 1 Make every kWh count	 Carbon and energy management LED lighting Building Management Systems Space heating Ventilation Building service distribution systems Air conditioning and cooling Digitalisation Small appliances. 	
Step 2 Prepare buildings for electricity-led heating	 Improve building fabric Check EPC rating Doors, windows, insulation. 	
Step 3 Switch to non-fossil fuel heating	 Heat pumps Hydrogen boilers Electrical hot water. 	
Step 4 Increase onsite renewables	• PV installation.	

Step 1: Energy saving

Reduce energy use through behaviour change

General Practice Energy Management Floorplan

This energy management floorplan can be used as a guide for ensuring that all rooms/areas have the correct energy saving options available. Sites can apply this as practically as possible, noting different estates types may allow for different solutions.

Treatment and phlebotomy rooms

· Ensure computers and printers/peripherals are switched off every night eliminating standby settings

Non-clinical areas

kettle.

Consider highest energy

needing to replace

Ask staff to only boil as

· Use 'on-demand' water

efficiency rated appliances

much water is needed in a

heaters instead of kettles.

within your budget when

- Set all PC monitors to go to sleep after 5 or 10 minutes of inactivity a third of a PC's energy is used by the monitor.
- Use thermostats on radiators to control room temperatures.

GP and nurse consulting rooms

- Close doors and window where possible
- Avoid electric heater as they can affect thermostats
- Reducing your PC monitor brightness from 100% to 70% can save up to 20% of the energy the monitor uses.

• Open blinds for natural light.

Shared space/corridors

- Turn the thermostat down 1°C saves 8% in heating costs
- Lights on timers e.g., automatically off overnight
- When replacing equipment choose the highest energy efficiency ratings available.

Outside/Roof space

- · Check and upgrade insulation where needed
- Annual maintenance of boilers and electrical items
- · Look to improve thermal efficiency of doors and windows
- Prevent heat loss in the winter Close windows and doors, improve draft exclusion.



Case study

One practice asked their clinicians to switch off at the wall as part of their '*Electricity Responsibility Plan*'. The depowering of the rooms decreased the practice electricity consumption by 30%.

Step 2: Energy efficiency

Reduce energy use through by increasing energy efficiency. E.g., improved fabric efficiency, upgrades to lighting and cooling equipment, controls and metering. Leaner - Energy saving Short-term investments in technology: • Examine the current insulation – is it sufficient? The National Insulation Association can help. • Is the thermal efficiency of windows enough? Do they feel cold? Are they double glazed? **Keener - Energy efficiency** Heating – are there thermostats to control individual room temperatures? There is evidence that multizone control can drive higher savings. · Can you use an 'On demand' water heaters instead of kettles for hot water? Greener -· Water softening: Build-up of limescale in a central heating system due to hard water can reduce Renewables the efficiency of heating systems. Practices can include measures for water softening. **Electricity use** Cleaner - Low emission Lighting Movement sensors, occupancy-controlled lighting, automatic light sensors Lights on timers e.g., automatically off overnight Meaner - Change to LED bulbs Conventional **Computers & printers** • Put computers, printers and chargers on powerbanks can be turned off remotely or on a timer every night. Best buy reviews are here, here and here

Equipment

- · When replacing equipment choose the highest energy efficiency ratings available
- Low energy AAA rated electrical equipment e.g., refrigerators.

Step 3: Renewables and low emissions

Switch to a green tariff

Only those that are increasing the amount of green energy provision should be invested in. The others are not actually changing the energy-mix on the grid.

To help reduce the amount of carbon used in the UK, you need to look more closely at your choice of tariff. The only truly carbon reducing tariffs are those that buy renewable energy and the REGOs (renewable energy certificates called Renewable Energy Guarantees of Origin) directly from the companies that generate it. **Greener is not necessarily more expensive**, most suppliers now absorb the costs of REGOs*.

According to information from Ofgem and research by Which? and the Energy Saving Trust, the greenest tariffs are available from Good Energy, Green Energy UK and Ecotricity.



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*Energy prices are due to rise significantly from 2022 and beyond. Good deals are likely to be hard to find and the number of energy companies reduced.



Going further: Self generation and heat management

Self generation

Solar panels can be a cost-effective way of converting the natural power of sunshine into electricity or heat. Solar PV generates electricity on site which can be used by the practice, stored for later use or sold back to the grid. Solar Thermal uses sunlight to heat water and offset heating costs. Many UK solar energy manufacturers, suppliers and installers are members of the <u>Solar Trade</u> Association (STA).

Useful information on selling electricity to the grid is available at:

- www.goodenergy.co.uk/business/generation
- www.ecotricity.co.uk/your-green-energy/solar-power-export

Heat management

Pre-heating: Where the practice is sufficiently well insulated, it is possible to preheat ahead of peak times. This enables access to cheaper tariffs which reflect the reduced costs associated with producing power off-peak and reducing requirements for network reinforcement to manage peak loads.

Smarter heating management and use: A 3-6% reduction in heat demand can be achieved through more informed and smarter management of heating the practice.

Smart meters and real time displays have been found to result in energy savings of around 3%, driven by associated actions such as turning the thermostat down or reducing the amount of time the heating is on.

Case study – Urban practice

Panels installed on a practice generated 1.3 MWh in 2020. The practice pay the owner for what it uses and any excess is sold back to the grid.

The practice knows where its electricity is generated, and the carbon emissions are zero.

Case study – Urban practice

Unit prices increased in the period studied by between 5% and 10%. Despite those increased unit prices, the practice were able to reduce their energy bill in real terms by $\pounds 2,500$ ex Vat in the like for like period.

How?

Decrease energy consumption by reducing thermal loss using intelligent building management system. This refines the timings of the heating system to come on based on actual and predicted outside temperatures to reduce overheating the building when isn't being used.



NHS Property services

NHS Property services are responsible for 3,000 properties including some GP premises and health centres.

They state "NHS Property Services will align with the ambitions of the wider NHS, aiming to become net zero carbon by 2050".

Their environmental sustainability strategy covers

- Carbon,
- Waste,
- Fuel,
- Water
- Environmental management.

Their pledges to reduce their carbon emissions are here.

Their webinar on designing and implementing a strategy to achieve the Net Zero goal is <u>here</u>.

Their contact is via www.property.nhs.uk.

OUR PLEDGE

To reduce our carbon emissions

Why is this important?

The Climate Change Act 2008 (2050 Target Amendment) Order 2019 commits the UK government to reduce carbon emissions by at least 100% by 2050, effectively establishing a net zero carbon emissions position by that date.



The health and care system in England is responsible for approximately 5% of the country's carbon footprint and therefore in January 2020, the NHS launched it's 'For a Greener NHS' campaign to accelerate efforts to tackle climate change with a series of co-ordinated measures to reduce its carbon output.

What have we done in the past 12 months

We have launched a series of initiatives as we commit to making our sites more environmentally friendly:

In April 2020, we signed two new energy contracts. By moving to 100% renewable electricity, we will offset 37,000 tonnes of CO2 per year without any increase in costs to either the NHS or our tenants. With the implementation of a new procurement strategy, as part of the new contracts, we will be able to deliver some of the best prices in the market, while managing risk and maintaining budget certainty.

We have kicked off a three year programme to proactively install LED lighting in, initially, 40 properties which represents an investment of £1.65m. LED lighting can produce electricity savings up to 75% or more compared to traditional forms, are more adaptable and produce a clearer, orisper light to work under. Over this three year programme we anticipate the cost savings to be in the region of £1.5 - £2m, which is money that can be reinvested in other parts of the NHS, and reducing our carbon footprint by about 2,000 tonnes of CO2.

We are undertaking energy audits at our top 50 energy consuming sites and produce concise reports detailing findings and recommendations. These reports will be used to gather and consolidate

Energy options

There are many options which can be considered when looking to reduce heat use or heat losses. This list covers the majority of topics which a practice can consider and research in more detail. The installations costs are a guide only and each practice will need to assess the impact and costs for themselves.

Proposed measure	Description	Potential level of impact	Implementation cost	Running cost*	Ease of installation	
Heating, cooling, ventilation (HVAC)						
Heating	Air Source Heat Pump (with 100% renewable electricity supplier)	High	> £1,000	=	Difficult	1
	Ground Source Heat Pump	High	> £1,000	=	Difficult	
	Heating - electric heating (with 100% renewable electricity supplier)	Medium	£100 to £1,000	- = +	Easy	1
	Connect to existing district heating	High	> £1,000	- =	Difficult	
	Heating – thermostatic radiator valves or zone control valves	High	> £100	-	Easy	
	Heating - discrete controls	High	> £100	-	Easy	
Cooling	Cooling - plant replacement/upgrade	Medium	£100 to £1,000 - > £1,000	- =	Difficult	
	Replacement of air conditioning with evaporative cooling	Low	£100 to £1,000	- =	Difficult	
Ventilation	Fans – air handling unit	Low	£100 to £1,000	-	Easy	1
	Fans - high efficiency	Low	> £100	-	Difficult	
	Ultrasonic Humidifiers	Low	Less than £100	-	Easy	
	Ventilation - distribution	Low	£100 to £1,000 - > £1,000	-	Easy	
Buildings and building fabric	Cavity wall insulation	High	> £1,000	-	Difficult	
	Double glazing with metal or plastic frames	High	> £1,000	-	Difficult	
	Dry wall lining	Medium	> £1,000	-	Difficult	
	Loft insulation	High	£100 to £1,000	-	Easy	_
	Floor Insulation	Medium	£100 to £1,000 - > £1,000	-	Difficult	
	Roof insulation	High	£100 to £1,000	-	Easy	
	Secondary glazing	Medium	< £100 - £100 to £1,000	-	Easy	
	Draught proofing	Medium	< £100	-	Easy	
	Automatic/revolving doors	Medium	£100 to £1,000	100 A	Easy	
	Radiator reflective foil (external walls)	Low	< £100	-	Easy	
	Pipework insulation both external and internal	Low	< £100	-	Easy	
	Building management systems	High	£100 to £1,000 - > £1,000		Easy	
Lighting and Lighting controls	LED - new fitting	Medium	< £100 - £100 to £1,000	-	Easy	
	Lighting - discrete controls or centralised control system	Medium	< £100 - £100 to £1,000	-	Easy	1
Renewable energy	Solar PV	High	> £1,000	-	Difficult	
	Solar Thermal	High	> £1,000	-	Difficult	
Computers & IT solutions	CRT to LED monitors	Low	< £100 - £100 to £1,000	-	Easy	
	Energy Efficient Server Replacement	Low	< £100 - £100 to £1,000	-	Difficult	
	LED monitors instead of LCD (cost difference)	Low	< £100 - £100 to £1,000	-	Easy	*Running cost:
	Network PC power management	Low	< £100 - £100 to £1,000	-	Easy	+ More than current option
Hot water	Flow restrictors	Low	< £100	-	Easy	= Cost neutral
	Hot Water - Efficient taps	Low	< £100 - £100 to £1,000	-	Easy	 Less than current options
	Hot Water - Point of use heaters	Medium	< £100 - £100 to £1,000	- =	Easy	

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Travel

Addressing your travel footprint

Travel carries not only a high carbon cost, but a high health, social and environmental cost.

Petrol and diesel cars generate various pollutants contributing to asthma and respiratory disease, heart attacks and strokes and poor brain development and educational achievements in the young and dementia in the old.

The lack of physical activity due to cars contributes to diabetes and heart disease.

<u>Mike Berners-Lee</u> (*the* leading carbon footprint guru) in his book 'There is no planet B', calculated that for each mile travelled by a diesel vehicle across a town or city, it costs 12 minutes of life from the community. **Each 5-mile trip** to the GPs, or the school run, or the supermarket 'costs' the surrounding community **one hour of life**.



Why address your travel footprint?

1. Big non-clinical impact

2. Health benefits for the individual and surrounding community

3. Transport emissions contribute towards the 40,000 deaths in the UK from poor air quality each year.



Overcoming barriers

Patient travel accounts for around 25% of the primary care carbon footprint. A study into patient travel found that the majority (61%) was conducted by car or taxi because of 'convenience', 'time saving', and 'no alternative' for accessing the surgery.

What is your practice current travel usage?

Knowing the current travel footprint - and identifying those who generate most emissions - can help put plans in place to reduce this.

How to monitor and measure - staff

- 1. Survey staff on their:
 - a. Monthly or weekly working patterns
 - b. Distance travelled
 - c. Mode of transport
 - (Downloadable form here)
- 2. Work out their annual mileage by multiplying their weekly or monthly journeys by how many weeks/months they work.

How to monitor and measure - patients

- 1. Less accurate –calculate average journey length for patients and multiple by number of appointments per day, week or year
- 2. To get better data on patients travel choices poll people arriving in person on the check-in process asking how they travelled.

Influencing low-carbon travel and reducing staff travel for work and patient visits will vary depending on your location.

Changing behaviour through 'modelling'

Staff are important positive role models for each other and patients.

Positive images are seeing staff arriving on foot or by bike, staff signing up and promoting local activities e.g., park-runs.

The practice can demonstrate its commitment by signing up to the <u>"Active practice" charter</u> and improving active travel infrastructure.

Improving behaviour

One in four people say they would be **more active** if it was recommended by a GP or nurse.*

Influencing low-carbon travel and reducing staff travel for work and patient visits will vary depending on your location.

*Source: Health Survey for England 2008: CVD and risk factors adults, obesity and risk factors children

Can high quality healthcare be delivered without patients (or staff) having to travel at all?

The most effective way to change travel behaviour has been demonstrated by the pandemic - default telephone appointments and assessments.

Targets to offer telephone appointments as the default post-pandemic, although obviously not at the expense of patient health. NHSE provide updated guidance – for example. An implementation toolkit is available <u>here</u> and guiding principles <u>here</u>. These guides are likely to be continually updated.

Other options used during the response to Covid 19 includes video ward rounds of care homes, remote monitoring of patients' health in <u>virtual Covid wards</u>, using e-consultation tools such as AccuRx or similar.

Companies such as <u>BT</u> are working to reduce the carbon footprint of providing a telephone and WiFi network.

Reduce the need for travel by examining alternative business models for delivering high quality healthcare



Could the practice have a no-travel or active travel target for every staff member?

Understanding what no-travel or active travel can look like for each staff member and creating a bespoke plan, will have benefits for their health and wellbeing as well as their carbon footprint.

Active travel

Staff can be encouraged to decrease their individual (and therefore the practice's collective) carbon footprint with some simple common-sense schemes:

Walking to work would have the lowest carbon footprint and should be the first port of call for staff and patients.

Cycling to work schemes reduce carbon emissions, and also lessens the need for a car park. Provide secure bike storage and have shower facilities available to make this a good option for your staff. And an onsite bicycle puncture repair kit and pump helps too!

Priming active travel

For in-person appointments, patients can be primed with active travel information as part of their text booking reminder including:

- Cycle routes
- Walking routes to the surgery
- Bus timetables and location of bus stops including walking time.

Do you or your staff want to learn to cycle or gain confidence?

Bikeability scheme through local councils may offer 1:1 lessons (<u>bikeability.org.uk/</u>) or courses via Let's Ride at <u>www.letsride.co.uk/beachampion</u> to help champion the cycling cause



Cycle to work scheme

Government backed salary sacrifice scheme makes buying a bike for work tax free for employees. More details <u>here</u> or <u>here</u>.

Communal travel

Where cycling is not an option, encourage public transport. For example, offer a loan for yearly travel passes at zero interest, or facilitate flexible working patterns to accommodate for public transport timings.

Easy-wins include identifying opportunities to incentivise low-carbon travel:

- Subsidising or loaning staff money for monthly or annual bus/travel passes
- Publicise the bus routes and bus timetables on the practice website
- Signpost the path from the surgery to the nearest bus stop
- Default advice on the bottom of surgery letter to use the bus.

Communal travel targets

Could the practice have a communal travel target for patients?

Understanding what public travel can look like for each staff member and creating a bespoke plan, will have benefits for their health and wellbeing as well as their carbon footprint.





Personalised staff travel plans can be very powerful to help staff make changes to their commute.

Shared transport

There are many options to increase the number of staff using shared vehicles.

For example:

- Shared vehicles by practice staff (see Case study below)
- Staff car sharing can be incentivised by review shift start times for staff who are geographically close
- Creating personalised staff travel plans.

Case study

One practice realised that 4 members of staff all lived close together but travelled in separate cars.

On asking, it was due to the start and finish times of their work being different. When synchronised, they shared cars meaning less fuel costs for them and better staff morale and camaraderie.





Watch this 7-min video on travel footprints for practices <u>here</u>.

Car use

Single occupancy vehicles creates several problems:

- Space used on the road (The UK has around 250,000 miles of paved road!)
- Air pollution from exhaust fumes
- Air pollution from tyre and brake dust.

Where cars are used and can't be shared, reducing air pollution from exhausts can be achieved with electric vehicles.

Practices can help overcome barriers for staff and patients to 'go electric':

• Install practice electric charge points for cars.

For larger organisation, deliverables for sustainable development include:

- signing up for a free Green Fleet Review
- cutting business mileages and NHS fleet air pollutant emissions by 20% by 2023/24. In 2020/21 organisations should:
 - consider reducing air pollution from fleet vehicles
 - ensure that any car leasing schemes restricts the availability of highemission vehicles
 - ending business travel reimbursement for any domestic flights within England, Wales and Scotland.



Install electric charge points for cars for staff and patients in the car park.

Changing behaviour

Modelling behaviour

Staff are important positive role models for each other and patients.

Positive images are seeing staff arriving on foot or by bike, staff signing up and promoting local activities e.g., park-runs.

The practice can demonstrate its commitment by signing up to the <u>"Active practice" charter</u> and improving active travel infrastructure.

Improving behaviour

One in four people say they would be **more active** if it was recommended by a GP or nurse.*

Influencing low-carbon travel and reducing staff travel for work and patient visits will vary depending on your location.



Case study

Wish Surgery in Brighton examined their modes of travel for staff and patients with the aim of reducing the environmental impacts of travel.

Actions included:

- Encouraging active modes of travel by producing, publicising and distributing 'Walking maps' and 'Cycle maps' showing locations of cycle parking
- Providing information on cycle training and cycle to work schemes
- · Promotions on the benefits of walking and cycling
- Public transport was encouraged through maps with walking route to bus stops and season ticket loans for staff.

More information here.

Example of activities to promote active travel

Proposed measure	Description	Potential level of impact	Implementation cost	Patients	Staff
Staff Cycle Parking	Provision of long term secure and covered cycle parking and shower facilities	High	Medium	X	\checkmark
Patient Cycle Parking	Provision of short term cycle parking conveniently located and accessible with the potential to secure bikes using self provided locks	High	Medium	~	×
Cycle to work scheme	Providing staff with a loan to purchase bicycles at a discounted cost	High	Medium	×	\checkmark
Public Transport Route Maps and Timetables	Making timetables and route maps for buses and trains available on the surgeries website and by providing relevant links	High	Low	\checkmark	\checkmark
Public Transport Season Loans	Travel loans to be offered to interested staff while raising staff awareness of the financial benefits that can be achieved using public transport	High	Medium	×	\checkmark
Walking and Public Transport Map	Distribution of tailored maps in order to increase local knowledge of the area and encouraging walking and public transport usage while reducing the perceived need to drive.	Medium	Low	~	~
Promotion of Walking as a Healthy Way to Travel	Raise awareness of the health benefits associated with regular walking and encouraging its uptake	Medium	Low	~	~
Cycle Maps	Increase local knowledge of the area encouraging cycling while reducing the perceived need to drive.	Medium	Low	~	\checkmark
Promotion of Cycling as a Healthy Way to Travel	Raise awareness of the health benefits associated with regular cycling and encouraging its uptake	Medium	Low	\checkmark	~
Promotion of Public Transport Benefits	Promotion of benefits that can be gained by public transport use	Medium	Low		
Taxi Services	Promotion of taxi services for patients when travelling to and from the surgery	Medium	Low	~	X
Cycle Training	Promotion of cycle training courses through the practice website	Low	Low	\checkmark	\checkmark
Car Sharing Scheme	Promotion of car sharing for staff making similar journeys and who are looking to cut the financial cost or environmental impact of car use	Low	Low	×	~
Accessibility to the Rail network	Promotion of routes between the surgery and nearby railway stations	Variable by location	Low	~	1

Source: Wish Park Surgery, https://wishpark.gpsurgery.net/wp-content/uploads/sites/331/2015/12/160222_Travel-Plan_Final.pdf

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Business services

Addressing your business services footprint

Business services cover all the professional services we use such as telephony, computers and IT, accountancy and finance and payroll and insurance and many others.

Each service a practice uses has a carbon footprint from running their business. Part of their footprint forms part of our footprint. We can lower our footprint by influencing those around us and those whose services we use to start their own net-zero or decarbonisation journey.

We have financial influence over our suppliers and can use this to improve their environmental behaviour.

Rather than switching to a new more 'sustainable' supplier, giving existing suppliers a chance to improve will improve the supply chain.

You won't be the only one asking them to change, and the more that request, the better.

Top actions you can take

- Identify your expenditure and hotspots on services.
- Cancel services you no longer need.
- Identify and substitute for low-carbon alternatives and less environmentally harmful services for the services you use.
- Ask your suppliers about their plans to tackle their carbon emissions.
- Set them deadlines to improve by.

Essential business services

GP practices need to abide by certain minimum legal standards. These include providing services for patients which includes telephone access or well-trained staff with up-to-date mandatory training such as first aid, CPR or safeguarding.

The CQC require a number of policies which may involve additional or external business services e.g., infection control, health and safety, preparing a business continuity plan, equipment calibration and PAT testing, checking staff on the DBS register.

The premises need to be well maintained and hazard free – waste providers and fire safety is paramount.

Other services are highly desirable such as independent accountants analysing the books for tax payments.

These services can continue to be provided but questions asked about the impact they are having whether their own carbon emissions footprint.

"Every time you spend money, you're casting a vote for the kind of world you want,"

Anna Lappe

Why address your business services footprint?

Every service and purchase has a carbon footprint from travel, production, cleaning and waste impacts.

The message from the Greener NHS report is clear: suppliers **must** meet or exceed their commitment on net zero emissions.

Audit of business services

Use your invoice information to calculate the amount of spend in each of categories (see next page).

Having your carbon footprint calculated will help identify which services are the highest contributors to the practice's overall footprint.

See here for more details.

Calculating your impacts with spend-based data

There are many services used by practices. These tend to fall into one of the following categories.

Category	Examples	Our practice spend (£)
Financial	Accountancy, payroll, banking/bank charges	
Communication	Telephones, IT, websites, broadband, software licences	
Membership services	Defence unions, DBS checks, music performance	
Insurance and legal services	Building insurance, liability insurance, ICO (information commissioners office), CQC and medical levies/membership fees	
Servicing	Lifts, oxygen, fire alarms, medical equipment, boilers and heating equipment, sterilisation of equipment services	
Maintenance	Building fabric, facilities management, building service charges	
Waste	Confidential, shredding, recycling, clinical and non-clinical waste	
Recruitment costs	Advertising, screening, occupational health assessments	
Postage and carriage	Letter, parcels, Docman, scanning	
Water and sewerage		
Education and training		

Conduct an audit

Using the IT services approach as a template, the other business services can be audited and examined in a similar manner.

Calculate the total spend by category. This can give a rough carbon footprint although some business types have a higher average carbon footprint per \pounds spent than others.

You can use spend-based figures against your annual accounts and the categories your services and purchases fall under.

The practice accountant may have all this information already available.

Spend-based figures provide an average for different services. They have limitations – for example if services become cheaper but are an easy way to monitor, measure and demonstrate progress.

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Actions you can take

For the business services you use, can you

- use resources more efficiently?
- substitute for low-carbon alternatives?
- ensure that suppliers are decarbonising their own processes?
- request services have had their carbon footprint calculated?

Identify low carbon alternatives using the Carbon Trust, green directories and regional low carbon networks.

Influencing change

When engaging new suppliers for tenders and new contracts include questions about their sustainability and carbon reduction commitments. This can also be done with existing suppliers.

This can also be done with existing suppliers.

Start with your biggest providers first or the ones with the highest figures in your audit.

A letter can be sent to suppliers asking what they are doing regarding their carbon emissions footprint and the actions they are taking to reduce it.



Goods and procurement

Addressing your procurement footprint



"Procurement **holds the key** to the majority of impacts. It has a vital role to influence the supply chain, in your own operations and the distribution of your products and services" according to Hugh Jones, managing director of The Carbon Trust.

Procurement of goods in practice includes medical consumables (PPE to uniforms), office consumables (printing, paper, postage), medical equipment (BP machines to oximeters) and office equipment. Being aware of what we buy, how it is used and how it is disposed of is vital.

Practices are part of the global supply chains as these extend around the world. They are vulnerable to natural disasters and civil conflict. Climate change, water scarcity, and poor labour conditions in much of the world increase the risk to our ability to have the tools, equipment and staff to deliver great healthcare.

Procurement can make a real difference when cutting carbon emissions as carbon is associated with the assembly, packaging, transport, storage and handling of products and materials which account for a significant proportion of an organisations carbon footprint.

Top actions you can take

- Reduced the number of products used by extending their lifespan e.g., frequency of replacing practice uniforms.
- Identify less environmentally harmful services for the services contributing most to your footprint – e.g. request products which have their carbon footprint calculated.
- Think through the whole lifecycle of the services being provided and the equipment and products used.

The NHS aims to reduce emissions under its influence, including travel and suppliers, to net-zero by 2045. This also includes an 80% reduction in emissions by 2036.

The message from the Greener NHS report is clear: suppliers must meet or exceed their commitment on net zero emissions.

Medical procurement – equipment

Medical equipment

There are two reasons that medical equipment has a high carbon footprint. Firstly, it is the high carbon impacts associated with the materials and the production of them, and secondly it is end-of-life disposal options.

For example, the carbon impacts of producing equipment made from metals has a large carbon and ecological footprint from mining to melting and moulding. For instance, the carbon footprint of an aluminium Zimmer frame and wheelchair are 24 and 168 kg CO_2e respectively. Which is similar to a train journey to Amsterdam (28 kg) or a one-way flight to Rome, respectively.

For medical equipment, redundancy feels built in, and there is a newer model with more features coming soon. By extending the lifespan of our equipment, making them multi-use rather than single use, investing in repairing and maintaining, we can reduce the environmental and carbon impact from our equipment.

Action

Audit all the medical equipment bought over the previous 12 months.

Case study : Seal Medical Supplies Recycling medical equipment

Seal Medical Supplies are a retailer of medical equipment based in Nottingham. A team of field-based technicians carry out calibration, servicing and repairs to medical equipment across the UK in partnership with their sister company - Seal calibration Ltd.

In addition, they offer a medical equipment disposal service allowing medical establishments to **responsibly dispose of old or broken equipment**. Upon collecting your old medical equipment, a traceable waste transfer notice is provided for your records.

Once collected, the equipment will be assessed and working parts salvaged, recycled or refurbished. Items that can't be reused in any fashion are responsibly disposed of.

Send all those old stethoscopes, ECG machines, otoscopes or ophthalmoscope from your practices. <u>www.sealmedical.com</u> Tel: 0115 906 3000 Email: <u>sales@sealmedical.com</u>

Medical procurement – consumables

Medical consumables

There are many products which constitute 'medical consumables' – from PPE and masks to PV speculums, couch roll, venepuncture equipment, wound dressings and many more.

Many medical supply companies aim to produce single use disposable equipment for additional sales. However, reusable medical devices are available.

Any item that contacts intact skin but not mucous membranes – Intact skin acts as an effective barrier to most microorganisms – are considered **low risk** for causing infection and can be made reusable. They can be disinfected between use when required.

Action

Audit the medical equipment bought over the previous 12 months.

Optimise stock inventory to avoid products going out of date and being wasted.

Case studies

Carbon footprint of PPE

If, over a year, a practice used...

20 rolls of aprons (200 per roll) = 4000 apron @ 65g $CO_2e/apron = 260 \text{ kg}$ 16 boxes of disposable masks (50 per box) = 800 masks @ 20g CO_2e /mask = 16 kg 175 boxes of gloves (100 per box) = 17,500 gloves @ 26g CO_2e /glove = 455 kg Their total carbon would be **731 kg CO_2e** (about 3/4 tonne CO_2e) annually.

Source: https://journals.sagepub.com/doi/full/10.1177/01410768211001583

Revolution Zero

During the first year of the coronavirus pandemic, NHS alone has disposed of 1.4 billion masks. <u>Revolution-ZERO</u> masks and other PPE target both zero carbon and zero waste by having a fully circular cradle-to-cradle service offering.

Sterile services and equipment reuse

Some practices are discussing with the Sterile Services Dept in their local acute trust about using reusable equipment and having it sterilised after use rather than using single-use equipment.

More medical actions you can take

Avoiding unused items expiring

Have good stock management system.

Keep items that expire soon at the front of the cupboards to avoid items expiring before they are used.

Increasing reuse

Where possible purchase products that can be decontaminated and reused, rather than single use items.

Charge a deposit on items, local practices charges £20 for hiring BP machines.

Hold an amnesty day for returned items.

Wash, autoclave and reuse items such as ring pessaries, metal scissors.

Switching material choices

For items that are unavoidably single-use switching to a lower carbon alternative can be preferable.

Rather than you having to become a carbon footprint expert on different materials here are some high and low carbon examples:

High carbon footprints: Metals Cotton

Lower carbon footprints: Plastic Recycled paper Bamboo

Simple switches

If they can't be reused, switching from metal to plastics has a lower footprint or from virgin tissue roll to recycled or bamboo tissue.

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Office procurement – equipment

Office equipment

Office equipment covers personal electrical equipment (headsets, telephones, cables, webcams and microphones) to office electricals (fans, printers shredders, projectors) to furniture (desks, drawers, back rests, foot stools, standing desks) to new door locks and radiators.

Actions

- Audit the office equipment bought over the previous 12 months.
- Log stock inventory to know what resources and equipment are currently available in the practice.

<u>**Dell calculated each**</u> desk top computer emitted **720kg** CO₂e over an average lifespan of 4 years.

Case study : Warp-it

Warp-it helps businesses find, give away, or loan office furniture, equipment and other resources.

They help save money time and space.

- Reduce waste disposal and purchasing costs.
- No need to purchase new equipment and resources for your organisation.
- Find a new owner for your surplus kit in your organisation or beyond.

They are currently used nationwide by many healthcare and other organisations.

By 2021, they have saved 11,000,000 kg CO_2e and £25 million and diverted nearly 4 million kg of equipment from waste streams.

www.warp-it.co.uk 0800 0488755 General enquiries: info@warp-it.co.uk



Office consumables

This category includes stationary (paper, envelopes, pens, tape and appointment cards) to printer consumables (toners and printer cartridges) to staples and storage options (box files, poly pockets, filing trays) to books (training manuals, diaries, notebooks) to batteries to refuse sacks and cleaning products.

Action

Audit the office consumables bought over the previous 12 months.

Batteries have a footprint of 12.1kg CO_2e per kg of battery. A 4-pack of AA alkaline batteries weighs around 100g so their carbon footprint is 1.2kg CO_2e .

Recycling ink/toner cartridges saves nearly 9,600 kg of aluminium, 40 tons of plastic, and one million litres of oil for every 100,000 cartridges recycled.

More office-based actions you can take

Avoiding unused items expiring

- By having a good stock management system and keeping items that expire at the front of the cupboards it can avoiding items expiring before they are used.
- Buying in bulk will save money by making the most of bulk purchase offers, and can consolidate the number of deliveries made, reducing carbon emissions.

Reduce the impact of your purchases

- Keep things in use for as long as possible
- Buying items to last or on a lease where they are kept in circulation for longer
- Working with a IT provider that responsibly manages the end of life of waste electrical items; ideally by refurbishing an making available within the local community
- Request take-back schemes for packaging or ask for 'no packaging'

options

Create a recommended purchase list for the low-carbon options so staff can buy from this list rather than having to evaluate themselves.

Switching material choices

For items that are unavoidably single-use switching to a lower carbon alternative can be preferable. For example from virgin paper products to recycled.

Reduce

Printing

- Changing printing settings so people have to press the printer to print
- Double-sided printing as a default setting.

Cleaning products

Switch to brands that sell soluble sachets that are diluted with water in trigger bottles or mop buckets.

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Net-Zero Action Plan

What is a 'Net-Zero Action Plan'?

Introduction

A Net-Zero Action Plan can cover as many areas as the practice wishes. However, the major hotspots for non-clinical emissions for primary care to include in their plan are:

- Energy
- Travel for patients and staff
- Business services including IT and waste
- Procurement covering medical and office equipment and consumables.

Before you start

What is already in place?

Look at the practice and identify good and great behaviour, ideas and systems that already exist.

Who needs to be involved?

Ultimately the aim is to involve all employees but at the start you need to decide who is best placed to lead the development of the practice plan.



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Healthcare straddles **all** the above areas. It is influenced by the environment and impacts upon it; it is part of society, and it impacts on the economy both directly and indirectly.

Monitoring and measuring your impacts

As with all actions on a green action plan, you will need to build in a monitoring and measuring process to calculate how well your actions are leading towards your goals. This can fit with your annual QoF cycle.

Monitoring your actions is vital to make sure you are on the right trajectory and are on target to reach net zero as soon as feasible.

There are audit and other analysis tools available for each section of energy use, staff and patient travel, waste production, procurement and spend on business services.

There are plenty of carbon calculators and tools to use, such as <u>SEE</u> <u>Sustainability</u>, <u>Compare Your Footprint</u> or <u>Smart Carbon</u> – who offer a simple and cost-effective way for you to measure the carbon footprint of your practice. There is no need for external consultants or additional specialist knowledge.

Implement your plan

Use the audit tools to identify carbon emissions for each aspect of non-clinical emissions

Set a reduction strategy based on your priorities using SMART planning

Complete the expandable guidance plan here.

See <u>Frome Case Study</u> as an example.

Visit SEE Sustainability for a downloadable action plan.

Target setting

You can use SMART planning to have Specific, Measurable, Achievable, Realistic and Timely goals so you know the aims to achieve and by when.

Develop your Net-Zero Action Plan

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		Aim/target						
Area	Current footprint		3 years time		6 years time		9 years time	
		% reduction	How	% reduction	How	% reduction	How	
Energy – electricity								
Energy – Gas								
Travel – staff								
Travel – patient								
Business services								
Procurement – Medical								
Procurement – Office								
Total								

Forms can be downloaded <u>here</u>.

Case study: Frome Medical Practice Plan to reduce their footprint

Frome Medical practice have had their carbon footprint calculated and have worked on reducing their emission hotspots. An extract is below.

Area	Action
Measure Patient travel Staff travel (via travel survey completed in March) Energy Procurement	To work to measure our current carbon footprint, collate all data Spring and submit for analysis. To evaluate our report in Summer and focus on any additional changes.
Staff travel	To look at plans to reduce carbon from travel to work through exploring alternatives, home working where appropriate. To measure NHS miles and reductions we can make through adoption of virtual meetings. Exploring electric bike and car options.
Patient travel	Promoting active transport. Encouraging less visits to the practice through telephone triage, video calls etc. Focusing on Chronic disease "one stop" clinics.
Procurement	Continued work to improve the knowledge of our supply chains and make improvements which reduce carbon.
Energy	To look at how we make the practice carbon neutral for energy. We currently have 100% renewable energy supplier and solar panels. The next step is look at alternatives with our landlord such as air source heat pumps.
Carbon literacy	To have a carbon literate workforce with 75% having completed training and working towards accreditation in this area so we maximise organisational impact and individual impact.

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Example of a low carbon general practice

What could a practice look like in the process of decarbonising their non-clinical emissions?							
		Aim/target					
Area	Current footprint (kg CO ₂ e)	3 years time		6 years time		9 years time	
		% reduction	How	% reduction	How	% reduction	How
Energy - Electricity	46,000 kg CO ₂ e	25% in use 100% green	Green team, behaviour change, energy audit. Change to 100% renewable.	50%	Install on site generation, more efficient equipment.	75%	Intelligent building management system for heating.
Energy – Gas	37,000 kg CO ₂ e	20% in use	Improved insulation, reduced losses.	80%	Replace with ASHP/GSHP.	100%	Gas free premises.
Travel – staff	46,000 kg CO ₂ e	25%	Incentivise those closest to walk or cycle.	50%	Actively encourage bike to work scheme, e-bikes, install facilities.	75%	Install EV charge point at surgery, encourage those who travel most to EV.
Travel – patient	24,000 kg CO ₂ e	20% in use	Promote walking scheme, actively push active travel.	80%	Look at practice boundary, install EV charge point for patients.	90%	Arrange with local bus service re requirements.
Business services	30,000 kg CO ₂ e	20% in service use 25% fall in carbon	Identify services which are no longer needed. Use lower carbon services in the biggest hotspots.	50% reduction in carbon	Actively identify further low carbon services; using only services with a decarbonisation plan in place.	At least 75% reduction in carbon	Use only carbon neutral suppliers for all new suppliers. Audit and press current suppliers to achieve carbon neutrality.
Medical procurement	24,000 kg CO ₂ e	25%	Audit and identify medical equipment and consumables. Manage stock better.	50%	Identify alternative clinical pathways to reduce single use.	75%	Identify reusable medical equipment; remove single use; 100% at end of life to refurb service.
Office procurement	20,000 kg CO ₂ e	20% in use	Paper free with digital as default for communication.	50%	Use recycled equipment as default via Warp-it etc.	100%	Remove all single use materials; only use suppliers with net zero policy.
Total	227,000 kg CO ₂ e						40,900 kg CO ₂ e – 82% reduction

How to use your influence

Anna Lappe is quoted as saying "Every time you spend money, you're casting a vote for the kind of world you want". We can use our practice purchasing power for our energy, business services and procurement.

In addition to the power of our choices, we also have the power of our voices, and this is another one that we underestimate.

- Use your voice ask your suppliers for better, demand change
- Seek our suppliers who have measured their footprint and who have put in place positive changes
- Tweet brands and retailers to let them know if you're not happy with something (and indeed if you're really happy with something!).

We already influence our patients through our work, but we can use our trusted voices to help reduce carbon emissions for our practice, our staff, our patients and their families and the wider community we work in.

Tell others if you declare a climate emergency as a practice. Help to declare is <u>here</u>.

Climate change is **'odd'** as a challenge as we are all the **villains** but also all are potentially the **heroes**. It's why it can be such a hard sell as it requires everyone to look inward as well as outward.



Summary

What can I do first?

- 1. Measure your emissions
- 2. Set a decarbonisation target to zero
- 3. Make an action plan and take action.

What could I prioritise?

- 1. Reduce energy use and decarbonise what is used
- 2. Make active travel default choice for staff and patients and decarbonise the rest
- 3. Reduce all procurement and use low carbon options for what is used.









The Carbon Literacy Project carbonliteracy.com

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