

**Annex A** Summary of key short-term actions outlined in the HSE Climate Action Strategy (2022-2050).

The HSE Climate Strategy includes six priority areas of focus with 10 corresponding interconnected Strategic Objectives. These Strategic Objectives are linked to the overall 2050 ambition of the Irish Government and, where possible, to the relevant UN Sustainable Development Goals. The six priority areas of focus are as follows:

- Sustainable Buildings and the Green Environment (many elements which have been captured by and outlined in the HSE's Infrastructure Decarbonisation Roadmap)
- Transport and Mobility
- Sustainable Procurement
- Greener Models of Health Care
- Water and Waste Management
- Adaptation and Resilience

A summary of the short-term actions to deliver on the 10 Strategic Objectives and the two enabling work programmes is provided below:

SO = Strategic Objective

<b>Key Action</b>	<b>SO1: Sustainable Buildings</b>
1	Complete the large-scale deep energy and carbon retrofit pilot pathfinder programme design stage 1
2	Produce a National Strategic Assessment Report (SAR) outlining the proposed approach to large-scale energy retrofits across all healthcare sites, informed by learnings from the pathfinder sites [REDACTED]
3	Continue the work of Energy Bureau, Energy management Teams and supported shallow retrofit energy works at Significant Energy Users (SEU's)
4	Deliver four national energy-efficient design training programmes for relevant stakeholders during 2023. Two programmes will be delivered by Q2 and the remaining two programmes delivered by Q4.
<b>Key Action</b>	<b>SO2: Green Environment</b>
1	Identify what best practice looks like for restoring natural habitats, increasing biodiversity value, and halting biodiversity loss through desk research, peer benchmarking, and expert consultation.
2	Conduct a series of pilot works across selected sites with the aim of developing a set of guidance notes (the guidance notes will include a how to guide with a cost estimator and include lessons learnt from the pilot sites to be communicated to all Services).
3	Incorporate greenspaces and biodiversity considerations into all new HSE build designs.
<b>Key Action</b>	<b>SO3: Greening the HSE Transport Fleet</b>
1	Identify what best practice looks like for decarbonising emergency fleets through desk research, peer benchmarking, and engaging with the NHS.

	2	Work with NAS fleet managers to create a baseline of NAS fleet including fleet profile, age of vehicles, distance travelled, and results of pilot hybrid projects
	3	Forecast potential low-carbon fleet procurement in line with the delivery of service, considering the current fleet inventory and replacement cycles.
	4	Develop transport framework and implementation plan with high-level costings – to address issues with existing estate, inefficiencies in NAS fleet and to ensure appropriate consideration of associated infrastructure requirements
<b>Key Action</b>	<b>SO4: Patient and Staff Mobility</b>	
	1	Identify what best practice looks like for encouraging active travel and low-carbon modes of transport through desk research, peer benchmarking, and engaging with the NHS.
	2	Complete a baseline survey to capture all relevant data relating to travel of staff, patients, and visitors.
	3	Work with Capital Estates and the key individual(s)/team(s) relating to SO2 to consolidate all data on mobility initiatives currently underway.
	4	Develop a sustainable mobility framework maximising opportunities to reduce patient and staff miles with high-level costings (inclusive of ehealth, walking, cycling, public transport, electric transport, considerations)
<b>Key Action</b>	<b>SO5: Green Procurement</b>	
	1	Identify what best practice looks like for green procurement, including ESG weighting and measurement methodology in tender processes through desk research, peer benchmarking, and engaging with the NHS.
	2	Identify key waste streams in HSE supply chain by engaging with top 10 suppliers.
	3	Complete a questionnaire of all HSE suppliers to gather information on supplier ESG practices, analysing the findings in a central database.
	4	Review and update HSE Procurement Framework so as to phase integrating ESG framework into all new tenders.
<b>Key Action</b>	<b>SO6: Scope 3 Emissions Decarbonisation</b>	
	1	Identify what best practice looks in relation to Scope 3 calculations and baselining through desk research, peer benchmarking, and engaging with the NHS.
	2	Develop a supplier ESG survey for suppliers and identify KPIs, metrics to be tracked.
	3	Collate results of the supplier survey and consolidate data (expenditure, relative emissions by supply type) to calculate a complete view of scope 3 emissions from suppliers and identify high impact/emitting suppliers across HSE supply chain.
	4	Develop measurement framework using appropriate proxies to assess supply chain emissions and work with Suppliers to further reduce emissions
<b>Key Action</b>	<b>SO7: Greener Models of Healthcare</b>	
	1	Identify what best practice looks like in optimising the sustainable procurement, use, and disposal of medical and clinical products as well as green initiatives in theatres, primary care, preventative care, and antibiotic prescribing, through desk research, peer benchmarking, and engaging with the NHS.
	2	Develop a green initiatives repository across the Irish healthcare system to include name of initiative, owner, objective/targets, status (e.g., in progress), and lessons learned.
	3	Identify largest areas of opportunity within HSE and address these through national/regional programmes e.g. A Green theatre Programme - investigate 90-95% leakage rate of anaesthetic gases across the HSE pipelines, report and publish findings, and develop a mitigation strategy.

<b>Key Action</b>	<b>SO8: Waste Management</b>
<b>1</b>	Identify what best practice looks like for waste management through engaging with the NHS, HCWH, and suppliers.
<b>2</b>	Use a survey and engage with third party waste collectors to baseline the level of waste segregation, the quantity of waste collected, recycled, incineration, and landfilled.
<b>3</b>	Draft, review and finalise an updated set of Standard Operating Procedures for Clinical, Recyclable, and Food Waste and integrate with help of Green Teams.
<b>4</b>	Develop a series of training programmes tailored to clinical staff to communicate the updated operating procedures e.g., Waste segregation, reducing the use of single-use items.
<b>Key Action</b>	<b>SO9: Water Management</b>
<b>1</b>	Identify what best practice looks like for water management through reviewing existing HSE policies and procedures and engaging with the NHS.
<b>2</b>	Baseline water consumption data and identify Significant Water Consumers (SWCs) by collating data from metered sites and using estimates to calculate usage for non-metered sites.
<b>3</b>	Draft, review, and finalise an updated set of costed Standard Operating Procedures for water management and conservation as well as a sub-metering strategy which would allow for internal benchmarking.
<b>4</b>	Integrate water conservation measures throughout HSE facilities with the aid of Green Teams and set up training for updated operating procedures.
<b>Key Action</b>	<b>SO10: Adaptation and Resilience</b>
<b>1</b>	List and consolidate all works complete to-date as part of the Adaptation plan and prioritise and agree short-, medium-, and longer-term actions required to implement the Department of Health (DoH) Sectoral Adaptation Plan.
<b>2</b>	Map and identify lessons learnt from past severe weather events to reduce any future adverse impacts to the delivery of care by designing, seeking approval and distributing questionnaires to healthcare facilities asking where improvements can be made.
<b>3</b>	Create an actionable plan to complete the tasks outlined in the DoH Sectoral Adaptation plan. Commence implementation of the plan.
<b>4</b>	Finalise the development of a new public health heat wave plan.
<b>Key Action</b>	<b>Enabler: Measurement and Assurance</b>
<b>1</b>	Identify best practice data capture methods in line with national and international standards, and through engaging with the NHS.
<b>2</b>	Investigate and identify all relevant measurement KPIs and measurement processes/methods, and risk management procedures currently in operation across the HSE.

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3	Work with relevant EMT members/NDs to develop and roll-out a measurement and assurance plan which provides oversight and guidance of data capture of HSE carbon footprint (Scope 1, 2, and 3), identifies metrics and KPIs for corporate reporting, and sets out new operating and risk management procedures to best monitor the Strategy in a timely manner.
4	Regularly monitor the success of the Implementation Plan, refining targets, reviewing best practice, reviewing lessons learned and publishing updates as required.
<b>Key Action</b>	<b>Enabler: Communications awareness and training</b>
1	Establish arrangements to allow the identification and delivery of training requirements for staff associated with the climate agenda
2	Establish arrangements to allow the effective communication, awareness raising, and involvement in the HSE's climate agenda to include all relevant internal and external stakeholders inclusive of an internal staff campaign