HSE Sustainable Mobility Framework

A framework to promote travel initiatives to avoid unnecessary service user and staff journeys, support and encourage active travel, low carbon or public transport alternatives.

HSE Climate and Sustainability Programme

An Overview of the United Nations Sustainable Development Goals

Executive Summary

Climate change presents a fundamental threat to human health. It affects the physical environment as well as all aspects of both natural and human systems; including social and economic conditions and the functioning of health systems. As climatic conditions change, more frequent and intensifying weather and climate events are observed, including storms, extreme heat, floods, droughts and wildfires. These weather and climate hazards affect health both directly and indirectly, increasing the risk of deaths, non-communicable diseases, the emergence and spread of infectious diseases, and health emergencies.

The Health Service Executive (HSE) is committed to reforming and improving the delivery of care to help reduce greenhouse gas (GHG) emissions and is aligned with the Sláintecare Reform Programme, which prioritises digital healthcare, promotes social prescribing and facilitates service users care closer to home. The impact of COVID-19 has led to a large increase in the use of digital services, not just for provision of healthcare services, but also enabling people to work from home as far as is reasonably possible.

The HSE's Climate Action Strategy 2023-2050 sets out the HSE's commitment to achieve net-zero emissions no later than 2050, delivering healthcare that is environmentally and socially sustainable. To support the delivery of the strategy, seven framework documents are being published to reflect each of the areas of focus.

Within this framework, the first section outlines the context, scope, best practice examples of sustainable mobility and an overview of the current state of sustainable mobility within the HSE. The approach, outlined in Section 2, identifies the key building blocks to deliver the objective of mobility outlined in the HSE Climate Action Strategy. The third and fourth section focuses on implementation and enablers of the framework from a national to local lens.

It is intended that this document will be a live document which will be updated and expanded as required to reflect emerging best practices and mandated requirements outlined in the Climate Action Public Sector Mandate which is updated annually.

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1. Introduction

The climate crisis is a health crisis. The link between climate change and various health challenges, including respiratory illnesses, water-borne diseases, vector-borne diseases, malnutrition, non-communicable diseases, mental health, injury and mortality from climate hazards and extreme weather events will put significant additional pressure on healthcare facilities and have a lasting effect on our health systems. At the same time, current models of care and service delivery can make a significant contribution to damaging the environment.

The global healthcare sector is responsible for approximately 4.4% of global emissions. If it was a country, the global health sector would be the fifth biggest emitter on earth and unless the carbon footprint of healthcare sector is cut, its emissions could triple between now and 2050, with the unintended consequence of a drastic impact on people's health.[1] The Irish health service is a high emitter of GHG when compared with similar health systems and it is estimated that it contributes between 5%-8% of Ireland's GHG emissions.

There has been an acceleration of global efforts to 'reverse the tide' on environmental damage, particularly since the signing of the Paris Agreement[2] in 2015. The EU Green Deal provides a package of policy initiatives launched by the Commission in 2019 to set the path to a green transition with the ultimate goal of reaching climate neutrality by 2050. At national level, the Government's Climate Action Plan provides a roadmap for halving Ireland's emissions by 2030 and reaching net zero by 2050, as committed to in the Climate Action and Low Carbon Development Act 2021[3].

As a result, the HSE has drafted its Climate Action Strategy 2023 – 2050 which sets out the HSE's commitment to achieve net-zero emissions no later than 2050, delivering healthcare which is environmentally and socially sustainable. The strategy outlines how the HSE will contribute to putting Ireland on a more sustainable path by cutting emissions, creating a healthier, cleaner, and greener society, and helping to protect and prepare the population for the health consequences of climate change and biodiversity loss. It comprises six priority areas, ten strategic objectives and two enabling functions, summarised in table 1.

The purpose of ***the Framework Documents,*** which are being developed for each objective, is to translate the HSE's vision for a net-zero health service that is environmentally and socially sustainable into a practical programme for delivery of the relevant strategic objective.

This document provides a Strategic Framework for delivery for Mobility for the HSE, including a supporting implementation plan and key milestones. It addresses Strategic Objective 4 to promote travel initiatives to avoid unnecessary service user and staff journeys. Where journeys are required, support and encourage active travel, low carbon or public transport alternatives.

1 Health Policy Partnership, The nexus between climate change and healthcare, 2022.

2 The Paris Agreement is the first legally binding international Treaty on climate change, adopted by 196 parties at the UN Climate Change Conference of the (COP21) in Paris in 2015. Its overarching goal is to hold *"the increase in the global average temperature to well below 2˚c above pre-industrial levels and to pursue efforts to limit temperature increase to 1.5˚c above pre-industrial levels."* The signing of the Paris Agreement was the trigger for governments around the globe to develop and enhance the strategies and policies needed to reduce global warming.

3 Chapter 10 of the Climate Action Plan and the related Climate Action Mandates and Public Sector Climate Action Strategy are focused on the responsibility of the public sector to lead by example by fast-tracking the changes that are needed.

Table 1: Overview of HSE Climate Action Priority Areas and corresponding Strategic Objectives.

		Strategic Objectives
A.	**Sustainable Buildings and the green environment**	**SO1** Achieve a 50% reduction in energy usage, and a 51% reduction in energy-related GHG emissions by 2030 and a net-zero emission target by 2050 (at latest) under the requirement set out for public sector bodies in the Climate Action Plan 2021.
		SO2 Develop a HSE Green Space Framework and supporting implementation plan to optimise the use of green space for the promotion of the health and wellbeing of service users, staff and the local communities.
B.	**Transport and Mobility**	**SO3** Develop a HSE Transport Framework and supporting implementation plan to eliminate, reduce and substitute transport emission sources associated with delivering and accessing healthcare.
		SO4 Develop a mobility framework and implementation plan to promote travel initiatives to avoid unnecessary service user and staff journeys. Where journeys are required, support and encourage active travel, low carbon or public transport alternatives.
C.	**Sustainable Procurement**	**SO5** Develop procured goods and services waste reduction framework and supporting implementation plan to reduce waste and related emissions, strengthen supply chain resilience and support the transition towards a circular economy.
		SO6 Develop a baseline for all HSE supply chain emissions and work in consultation with key supply chain product partners to include sustainability criteria in all tender procurement processes and establish a credible decarbonisation trajectory (no later than 2025).
D.	**Greener Models of Healthcare**	**SO7** Develop a framework for greener models of healthcare delivery and supporting implementation plan to reduce the environmental impact of the delivery of models of care, pharmaceutical products / services used while continuing to prioritise service user safety, prevention and population health.
E.	**Water and Waste Management**	**SO8** Develop a HSE Waste Management Framework and supporting Implementation plan to minimise food waste generation, increase recycling and reduce the amount of clinical waste generated.
		SO9 Develop a data driven water consumption framework and implementation plan to report and manage water consumption and conservation measures to reduce wastage.
F.	**Adaptation and Resilience**	**SO10** Ongoing implementation of the measures set out in the Department of Health Adaptation plan 2019 -24 and all subsequent plans.
	Enabling Function	**Description**
1	**Measurement and Assurance**	The Measurement and Assurance Work stream will coordinate the collection, collation and calculation of the relevant sustainability data across the ten work programmes, including climate (Scope 1, 2 and 3 emissions), water usage, waste disposal and relevant biodiversity data. Identification of metrics and key performance indicators, target setting and tracking implementation of the Strategy will be enabled. The methodologies used will be in line with international standards.
2	**Collaboration, Communication, Awareness and Training**	In recognition of the need to inspire and upskill the workforce to embrace sustainability and adapt dynamically, the HSE recognises the need to educate and upskill a large workforce to act as climate activists and to equip staff with the knowledge to promote an overall culture of sustainability awareness.

1.1 Context

The health sector's role is primarily to improve the health and social care of the population, but it also has a part to play in advocating sustainable transport — public transport, walking and cycling — which makes more efficient use of road space and which, along with low and zero-emission vehicles, produce lower emissions of carbon dioxide (CO2) and other air pollutants such as small particles that cause respiratory disease. Healthcare generates a significant travel demand to community services, emergency services, and hospitals. Greater use of sustainable modes also has the benefit of increasing daily activity levels, this can be described as 'active travel' and a further example of the double health benefits of sustainable approaches to delivering care.

The HSE is also committed to supporting the 17 UN Sustainable Development Goals (SDGs) to promote prosperity while protecting the planet. Although the HSE contributes to most SDGs in one form or another, as they directly relate to health or contribute to health indirectly, health has a central place in SDG Goal 3: Ensure healthy lives and promoting wellbeing for all ages. The relevant UN SDGs to this framework are:

Figure 1. An Overview of Sustainable Development Goals relevant to Mobility

Goal 3:
Good health and wellbeing

Goal 11:
Sustainable cities and communities

Goal 13:
Climate action

Considering the pressing need for change, the transport sector has been mandated to reduce emissions by 50% by 2030. This reduction is to be achieved through transition to zero or low emission vehicles, increased use of public transport and promotion of active travel. The aim of the mobility work programme is:

- Facilitating the transition to low carbon transport.
- Avoiding unnecessary trips through telehealth any other means.
- Promotion of active transport.

Below is a listing of non-exhaustive relevant policies (EU, National and Local) to provide further context:

- **The New EU Urban Mobility Framework:** The New EU Urban Mobility Framework seeks to achieve the transition to safe, accessible, inclusive, resilient, and zero-emission urban mobility.
- **National Investment Framework for Transport in Ireland (NIFTI):** NIFTI is the Department of Transport's high-level strategic framework to support the consideration and prioritisation of future investment in land transport.
- **Healthy Ireland Framework 2019-2025:** The Healthy Ireland Framework 2019-2025 is a roadmap for building a healthier Ireland.
- **National Cycle Network Plan:** The National Cycle Network outlined in this plan represents a step-change in active travel infrastructure in Ireland.
- **National Sustainable Mobility Policy:** The National Sustainable Mobility Policy includes 91 actions supporting behavioural change through a wide range of interventions.
- **National Planning Framework (NPF):** The Governments high level strategic plan for shaping future growth and development. The integration of land use and transport planning and the promotion of sustainable transport are seen as critical to its delivery.
- **Government Road Safety Strategy (RSS) 2021 – 2030:** RSS provides an integrated strategy for managing safety on the road network up to 2030.
- **Greater Dublin Area Transport Strategy:** The Greater Dublin Area Transport Strategy sets out how transport will be developed in in the period 2022-2042.

1.1.1 Climate Action Plan and Public Sector Climate Action Mandate Requirements

The most recent yearly update to Ireland's Climate Action Plan (CAP) stipulates the necessary measures and actions to meet carbon budgets and sectoral emissions ceilings. This plan outlines a strategic approach for reducing Ireland's emissions by half by 2030 and achieving net zero by 2050, as pledged in the Climate Action and Low Carbon Development (Amendment) Act 2021.

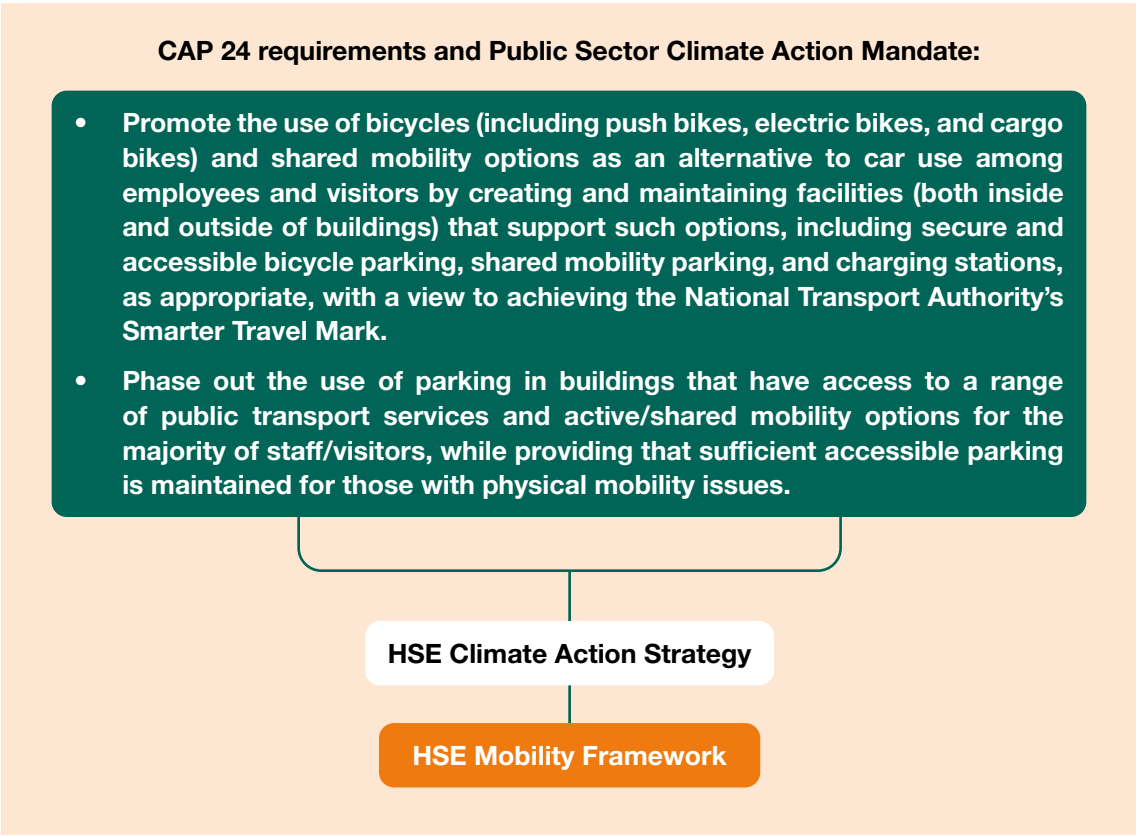
The Public Sector Climate Action Mandate applies to all bodies covered by decarbonisation targets. The mandate highlights the main climate action objectives for public bodies and it will be reviewed annually. Progress on the implementation of the mandate will be tracked through the Sustainable Energy Authority of Ireland (SEAI) monitoring and reporting (M&R) system using a 'comply or explain' approach. Each public sector body's Climate and sustainability champion has responsibility for reporting annually on the mandate. Target delivery measures are categorised into four key areas:

- Targets.
- People.
- Ways of working.
- Buildings and vehicles.

Each category includes a range of subtopics that cover various aspects, such as energy consumption, senior leadership roles, staff education via training and awareness programs, certifications compliance, green procurement activities, waste management, and construction and transportation sector.

With regards to mobility, two key objectives are shown below.

Figure 2: An Overview of the CAP 24 Requirements, Public Sector Climate Action Mandate and HSE Climate Action Strategy



In line with yearly updates to CAP, the framework will in turn be a live document which will be updated and expanded as required to reflect emerging CAP responsibilities in the future, industry best practices and emerging climate related responsibilities.

1.1.2 HSE Climate Action Strategy 2023 – 2050 and HSE Mobility framework

With the publication of the HSE Climate Action Strategy in 2023, a commitment was made to support the transition by promoting active travel and reduce the need to travel where appropriate by promoting digital interactions.

1.2 Structure of the Mobility Work Programme Group

To accelerate the delivery of the mobility objective, a mobility working group was established in July 2023. The purpose of the group was to collaboratively address mobility challenges within the HSE and guide the development of strategies and guidance to ensure the transition towards active travel.

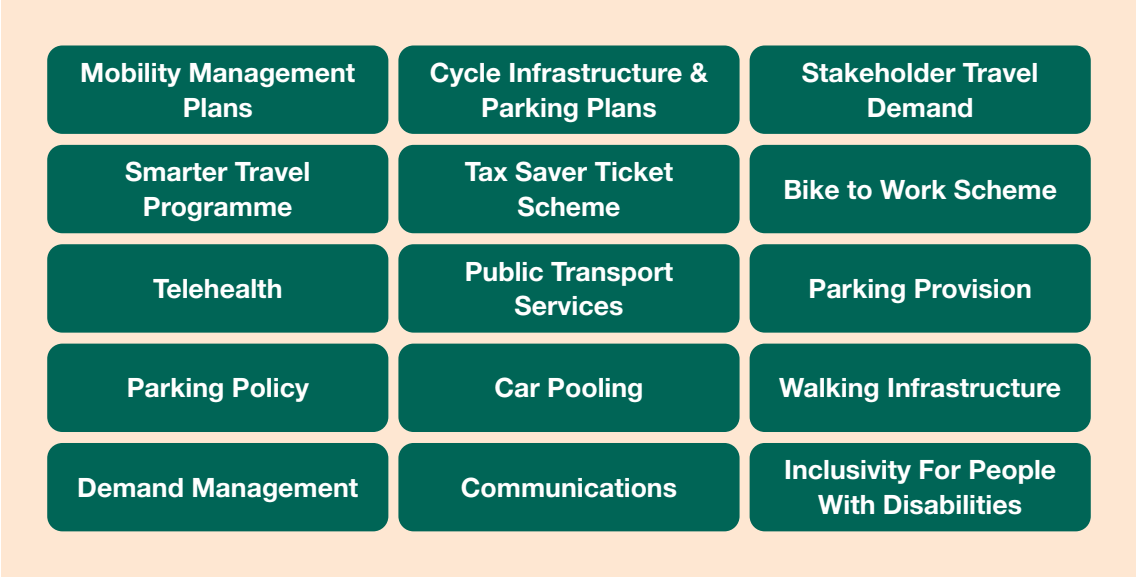
The terms of reference and working group membership list is included in Appendix 1.

1.2.1 Scope

A summary of sustainable mobility initiatives in-scope in the current phase of the framework are shown in the figure below. It is intended that the scope in future iterations of the framework will expand and develop accordingly.

The in-scope activities for the programme are shown below:

Figure 3. In-Scope Activities



These initiatives are explored in more detail later in the document.

While some additional activities are important for transport management in the HSE, they are not covered here by this programme. These out-of-scope activities and reasoning behind their exclusion are listed below.

Table 2. A List of Initiatives Out-of-Scope in the Current Phase

Initiative	Description	Reasoning behind exclusion
Provision of safe 24/7 public transport to hospitals	The provision of safe 24/7 public transport to hospitals ensures continuous access to healthcare facilities for service users and medical staff, regardless of the time of day or night.	This initiative falls outside the HSE remit, but the HSE endeavours to work and collaborate with government colleagues to inform policy direction.
Public transport infrastructure	Public transport infrastructure for health involves designing transportation systems that cater specifically to the needs of healthcare access, ensuring convenient and reliable transportation options for service users, staff, and visitors.	This initiative falls outside the HSE remit, but the HSE endeavours to work and collaborate with government colleagues to inform policy direction.
Spatial planning	Spatial planning for sustainable transport encompasses the strategic organisation of land use and transportation infrastructure to optimise mobility, accessibility, and sustainability within a geographic area.	This initiative falls outside the HSE remit but the HSE endeavours to work and collaborate with government colleagues to inform policy direction.
Ultra low emission zone	Ultra Low Emission Zones (ULEZ) are designated areas within cities where only vehicles meeting stringent emissions standards are allowed to enter, aiming to reduce air pollution and improve air quality.	This initiative falls outside the HSE remit.

1.3 Best Practice

Summary of sustainable best practice initiatives from the case study locations and their associated co-benefits are contained in the table below.

1.3.1 International Best Practice

Table 3. Best Practice Measures Undertaken Across the Health Services in the UK and New Zealand

Best Practice Location	Best practice measures undertaken/in progress	Co-benefits		
		Climate	People	Health
NHS England	Pilot schemes to provide **electric bikes** to service users and staff with the support of digital platforms.	✓	✓	✓
	Improve cycling infrastructure to incentivise cycling such as: improved cycle paths, increased bike storage and providing shower facilities at hospital sites.	✓	✓	✓
	Incentivise bike pooling by providing bikes which are well maintained and safe to ride, and safety equipment for employees to use.	✓	✓	✓
	Provide a bike repair service at workplace. NHS sites offer a Dr Bike service, where the NHS organisations pay for a mechanic to do minor repairs on staff's bikes on site or refer them to locations for specialist repairs.	✓	✓	
	Incentivise staff carpooling via car park priority permits.	✓	✓	
	Create a green travel plan for all NHS trusts as part of annual planning and reporting to include targeted interventions that encourage staff and service users to reduce vehicle use. For example, Manchester University NHS Foundation Trust's sustainable travel plan provided personal travel advice for staff and updated travel information, over 200 additional cycle parking spaces, two cycle hubs for staff (including storage, lockers, and showers) and a bicycle users' group.	✓	✓	
	Avoidance of unnecessary travel through improved preventative medicine and promoting digital care platforms.	✓	✓	✓
	Encourage people to walk more by **providing maps** of audited routes e.g. around GP surgeries for service users who would benefit from being more physically active and to hospitals from public transport interchanges.	✓	✓	✓

Best Practice Location	Best practice measures undertaken/in progress	Co-benefits		
		Climate	People	Health
NHS Scotland	Reduce service users need to travel through a service user-centred **digital health** care delivery approach including: • 'NHS Near Me', which allows service users to attend pre-arranged appointments with their clinicians via video call rather than in-person. • Exploring options for the better integration of care to reduce the number of separate appointments and journeys.	✓	✓	✓
	Ensuring that existing and new NHS facilities (including pop-up clinics and screening sites etc.) prioritise for active travellers including safe and inclusive **storage facilities** for bikes and other mobility aids.	✓	✓	
	Increase the number of journeys made by public, community, and shared transport by: • Working closely with local authorities and transport providers to identify where public transport links to NHS sites need to be improved. • Integrate accessibility by public transport as a fundamental consideration in decision-making in the development of new NHS facilities.	✓	✓	
NHS Wales	**Facilitate flexible / smart working** by actively supporting the Welsh Government's target for 30% of the Welsh workforce to work remotely by: • Developing approach to remote working technology. • Work with HR to agree working from home policies and procedures.	✓	✓	
	Incentivise staff cycling by installing secure compartmentalised bike storage at each site greater than 1,000m^2 allowing adequate provision for e-bike charging.	✓	✓	✓
	Update business travel policies to implement a travel hierarchy that encourages and incentivises sustainable travel and reduces the use of high emission vehicles.	✓		
New Zealand	**Promote video conferencing, remote working, tele-health, and clinical e-consultation** and remove barriers to use such as: • WIFI availability and quality. • Devise access. • Software usability.	✓	✓	
	Incentivise staff cycling by providing facilities on site for secure bike storage and shower/changing rooms.	✓	✓	✓
	Analyse options for internal and external business and/or **private ride sharing.**	✓	✓	
	Roll out **communication and awareness** campaigns to promote active transport.	✓	✓	

1.3.2 National Best Practice

1.3.2.1 National Transport Authority and Smarter Travel Mark

The Smarter Travel Mark programme is an initiative aimed at promoting sustainable and active modes of transportation across Ireland through a behavioural change programme.

As part of the Smarter Travel Mark programme, there is a strong emphasis on promoting and encouraging sustainable and active commuting to and from the workplace. Smarter Travel is working with a range of large partner organisations, in both the public and private sector, to develop and implement workplace travel plans. To date, approximately 22 HSE sites have signed up to partner with the Smarter Travel programme. The National Transport Authority note that to become a partner and avail of programme resources free of charge, organisations sign a charter showing their commitment to workplace travel planning by and partake in:

- Surveying employees on their commuting habits.
- Encouraging employees to use more sustainable transport.
- Developing and implementing an action plan of sustainable travel initiatives.
- Supporting personnel to implement the action plan.
- Dedicating financial and non-financial resources to supporting initiatives.
- Monitoring the performance of the action plan.

1.3.2.2 National Transport Authority – Cycle Design Manual

The National Cycle Manual, published by the National Transport Authority in 2011, has guided the design of cycle infrastructure in Ireland over the last decade and helped set the foundations for normalising cycling as a regular mode of transport in Ireland.

Design standards change over time to take account of emerging best practice and changing user needs. The changes required can be influenced by many factors, including changes to the volume and diversity of people cycling and by the use of different types of cycles such as e-bikes, cargo bikes, tricycles etc. Increasing the number of people cycling as a regular mode of transport is embedded in national policy, including in the National Planning Framework, National Sustainable Mobility Policy and the Climate Action Plan.

The new manual draws on the experience of delivering cycling infrastructure across Ireland over the last decade, as well as learning from international best practice, and has been guided by the need to deliver safe cycle facilities for people of all ages and abilities.

1.4 Current State Assessment

Several activities were undertaken to understand the current state of mobility within the HSE.

1.4.1 Transport and Mobility Infrastructure Questionnaire

To understand the current context around transport and mobility Infrastructure across HSE Community Health Organisations (CHO)[4], a comprehensive survey was conducted between December 2023 and February 2024. The aim of the survey was to understand the availability of active travel options across the CHOs.

The survey was completed by 130 participants from different Primary Care Centres[5] across the HSE CHOs.

The survey found that:

- In the majority of CHO locations, there are no secure staff specific sheds (77.7%) nor bike hubs/secure bike parking facilities (89.2%) on location.
- In the majority CHO locations, there are no bike rental depots within 100 meters of the health centre (87%).
- In the majority CHO locations, the number of bike parking spaces are limited in portpotion to the number of staff (90%).
- In the majority CHO locations, there are no bike lanes on the main road leading to the health centre entrance (69%).
- In the majority of CHO locations, public transport is accessible within 100m of the health centre (73%).

Noteworthy, is that when participants of the survey were asked to provide further details of current sustainable transport/mobility initiatives that are underway:

- The majority of respondents were not aware of any new initiatives (46%).
- 25% of respondents were aware of bus and train related initiatives. e.g., local authority having plans to introduce a bus service as a park and ride facility in the town.
- 21% of respondents indicated they are aware of other initiatives, including bike maintenance class, and walk to work scheme.

There is benefit to repeat the survey as part of the continuing activities of the Climate and Sustainability Programme to deepen and understand more the need of sustainable transport and mobility infrastructure across the HSE.

1.4.2 Current Usage of Telehealth

The HSE Telehealth Roadmap 2024 – 2027 adopts the World Health Organisation (WHO) definition of telehealth as the “delivery of health care services, where service users and providers are separated by distance using ICT for the exchange of information for the diagnosis and treatment of diseases and injuries, research and evaluation, and for the continuing education of health professionals” (WHO, 2016). Telehealth is used to deliver virtual care for service users in Ireland via:

1. Remote Consultations and Care.
2. Remote Health Monitoring.
3. Online Supports and Therapies.

4 At the time of the survey, the Regional Health Areas (RHAs) were not implemented.
5 Note: The survey has not been distributed to hospitals yet.

Remote Consultations and Care encompasses clinical consultations and appointments conducted remotely by healthcare providers using web-based video call, audio solution(s), or telephones as part of business-as-usual operations, where clinically appropriate. It is estimated that in excess of 2.2 million remote video and phone consultations have taken place across the health service in the period from March 2020 to July 2024. An evaluation undertaken on the use of video enabled care consultation during the initial period of the COVID-19 pandemic (2021) found that the majority of patents using these telehealth services (82%) would have travelled 32km or more in one-way trips to attend in-person appointments. Further, the evaluation also demonstrated high service user's satisfaction with 95% of service users/clients reporting that they were likely to recommend a virtual consultation to a friend or colleague.

Remote Health Monitoring harnesses digital technologies (including apps, wearables and other medical devices) to allow service users monitoring outside of conventional clinical settings, such as in the home or in a remote area. This approach facilitates care of service users by allowing clinicians to track longitudinal vital signs, physical symptoms, chronic conditions, service user's feedback etc., from the service users' own day-to-day environment as opposed to a snapshot in the clinical setting, enabling a view of trends and patterns and a more proactive approach to healthcare provision. Remote health monitoring solutions are increasingly being used across the health service. Two notable examples include:

1. The establishment in June 2024 of virtual wards, defined as a safe and efficient alternative to HSE bedded care that is enabled by technology, to support service users who would otherwise be in hospital to receive the acute care, monitoring, and treatment they need in their own home.
2. The development of remote health monitoring and virtual rehabilitation projects to support the care of chronic conditions including the 'HSE Telehealth Seedlings Programme' established in 2023 encompassing 19 projects across 12 sites nationally supporting respiratory, cardiac, stroke, oncology, and renal service users, and the CARE community virtual ward initiative supporting service users with Chronic Obstructive Pulmonary Disease (COPD) based in Letterkenny Co. Donegal established in 2022.

Online supports and therapies encompasses internet and messaging-based solutions and resources which offer peer and healthcare provider support, and self or healthcare provider-led therapies. Taking digital mental health services and supports as an example of the HSE's extensive network of operations in this space:

1. Since April 2021, HSE Digital Guided Cognitive Behavioural Therapy (CBT) programmes (with SilverCloud by Amwell) have been available via referral from GPs, Primary Care Psychology, National Counselling Service and Jigsaw Youth Mental Health. In the time since (up to May 2024), the service has seen over 19,000 accounts activated. According to a milestone report based on the first 10,000 users of the service (August 2023), 49% of those using the service with moderate to severe range depression and 59% of those in the same ranges for anxiety showed reliable improvement following completion of the programmes. Current referral rates are approximately 1,000 per month with GPs accounting for 90% of all referrals.
2. The HSE works with spunout.ie to provide engaging online mental health content and signposting. In 2023, spunout information website resources were accessed by 700,000 young people in Ireland with a further 5.6 million views on Instagram, YouTube and TikTok. The HSE also funds spunout's 24/7 free and anonymous active listening mental health text support service 'Text About It'. Between September 2019 and July 2024, the text service has hosted 6.6 million text messages across 208,853 conversations between trained volunteers and texters, and supported 2,598 emergency service interventions with texters experiencing crisis.

1.4.3 Bike Infrastructure: St James's Hospital

St James's Hospital aspires to be a cycle friendly campus and promoter and facilitator of cycling as a means of commuting. A mobility management plan is being implemented with the objective of developing a sustainable transport strategy for the campus. The plan is designed to foster sustainable commuting practices, cycling foremost amongst them.

Some 16% of staff now cycle to work on a regular basis, more than five times the national average and double the average for Dublin. To achieve this, St James's implemented numerous measures including:

- Bike Library: Gives staff the opportunity to select either an electric cargo bike, electric long tail or standard ebike, which they can loan for periods of up to 3 months. This will allow them to experience using these bikes before having to decide to buy one if interested.
- Cycle Hubs: Significant increase in bike parking capacity to accommodate the demand. New and secure cycle parking or Cycle Hubs conveniently located around the Campus.
- Monthly Cycle Clinic: Free service and repairs for staff.
- Changing, shower, lockers and drying rooms' facilities.
- Proactive promotion of Bike to Work Scheme: 3000 plus bikes have been purchased by staff since the inception of the scheme.
- Pool ebike scheme for work related travel.
- Enhanced access of the campus for pedestrians and cyclists.
- Active and on-going engagement with external stakeholders to address cycling infrastructure.

The continued promotion of active travel and delivery of improved cycling infrastructure serves to support the aims and objectives of our sustainable transport strategy for the campus and provides a template for others healthcare facilities to adopt and, or, adapt.

Visual of St James's Cycle Hub

1.4.4. Mobility Management Planning: Mater Misericordiae University Hospital

At the Mater Hospital, prior to the commencement of the redevelopment of the campus there was in excess of 600 car parking spaces on the site that served staff, service users and visitors, in addition to a further 150 spaces for staff located off site.

As part of the redevelopment of the hospital, Dublin City Council required a mobility management plan for the hospital that addressed the traffic and parking impact and placed a ceiling figure on car spaces for the new development.

A mobility management plan is a package of measures aimed at enabling more sustainable travel choices, reducing car-reliance and reducing the demand for parking.

The hospital sought to address parking demand and car usage through travel behaviour change and planning and facilitating sustainable travel choices.

An innovative and pre-emptive approach to addressing site access, parking, congestion and car-dependency demonstrated its effectiveness at meeting pre planning obligations.

- The target as per the Mobility Management Plan was a 23% reduction in car usage. A 30% reduction was been achieved.
- There was a corresponding increase in alternative modes:
  - » Rail/Luas from 2% to 9%
  - » Bus from 12% to 25%
  - » Cycling from 3% to 10%
- Reduced parking capacity post redevelopment; 600 plus spaces to 440 spaces.
- Improved access to the hospital.
- Reduced congestion on the local road network.

1.4.5 Learnings from the Current State Assessment

Good practice has been identified across HSE as a whole. However, there are areas identified where significant room for improvement needs to be addressed. As mentioned previously, the purpose of the mobility group and framework is to collaboratively address mobility challenges within the HSE and guide the development of strategies and guidance to ensure the transition towards active travel, especially in the area of sustainable transport and mobility infrastructure.

2. Approach

This section outlines the terms on which the work programme operates – its design principles, structure, and methodology.

2.1. Design Principles

The work programme relies on a set of design principles to ensure consistency in its decision-making and remains aligned to the strategic objective of the work programme. The following design principles are applied:

Table 4. Mobility Design Principles

Principle:	Description:
Avoid, Shift, Improve	This principle suggests avoiding unnecessary travel whenever possible, shifting to more sustainable modes of transportation (such as walking, cycling, or public transit) when travel is necessary, and improving the efficiency and environmental impact of the transportation methods used.
Needs Based Parking Policy	Implementing parking policies in healthcare facilities that prioritise the needs of service users, visitors, and staff based on necessity rather than convenience, while also encouraging the use of sustainable transportation options.
Measurement	Collecting data and metrics to assess the effectiveness of sustainable mobility initiatives, track progress over time, and inform future decision-making.
Health Promotion	Encouraging active transportation modes like walking and cycling, which not only reduce carbon emissions but also promote physical activity and overall health benefits among healthcare staff, service users, and visitors.
Travel Hierarchy	Establishing a hierarchy of transportation modes that prioritises sustainable options such as walking, cycling, and public transit over single-occupancy vehicles.
Sustainable Transport Modes	Promoting the use of environmentally friendly transportation modes such as walking, cycling, public transport and electric vehicles to reduce greenhouse gas emissions and environmental impact.
Improve Disabled Access	Ensuring that healthcare facilities and transportation services are accessible to individuals with disabilities, including providing accessible parking, public transit options, and infrastructure modifications as needed.
Not Diminishing Access	Ensuring that efforts to promote sustainable mobility do not inadvertently restrict or diminish access to healthcare services for vulnerable populations, particularly those in rural or underserved areas.

2.2 Process towards Implementation

The mobility work programme aims to support, provide guidance and enable regions and services with information for embedding sustainability into future mobility initiatives across the HSE.

The focus is on:

1. Promoting travel alternatives.
2. Reducing unnecessary service user and staff trips.
3. Encouraging active and low-carbon travel.
4. Supporting public transport initiatives.

To achieve this objective, the Sustainable Mobility Work Programme focuses on four key areas:

1. Best practice.
2. Current state assessment.
3. Framework development.
4. Early mobilisation initiatives.

As demonstrated in the previous sections, best practice from the NHS was utilised to understand decarbonisation opportunities that could be explored by the HSE. This data was then used to guide discussions with the working group, as well as other stakeholders who participated in the programme, which led to several exercises aimed at understanding the current state of the mobility function across the HSE. Whilst data pertaining to the current state is limited at present, the HSE is working to close the gap in knowledge to allow for conscious delivery of sustainable mobility initiatives across HSE sites.

Building upon in-scope activities, a suite of key building blocks necessary to deliver the strategic objective of framework were identified. The building blocks are presented in the table below and are explored in more detail in the following section. HSE regions should integrate these initiatives into planning as part of regional green committee work plans.

Figure 4. Sustainable Mobility Building Blocks

2.2.1 Smarter Travel Mark

Smarter Travel Mark programme is a behaviour change programme working in hospitals to implement voluntary mobility management plan/travel plans that promote and encourage sustainable and active commuting. The aim is to facilitate more sustainable travel choices – resulting in better access, enhanced student and employee wellbeing, reduced costs, reduced carbon emissions, and more effective parking management.

Initiative Theme	Key Initiative	Staff	Service users
Smarter Travel Mark	Join and implement the NTA's **Smarter Travel programme** works with employers and employees to facilitate more sustainable travel choices.	✓	

2.2.2 Telehealth

Expansion of the use of telehealth by staff and service users is noted as a key feature within both Digital for Care – A Digital Health Framework for Ireland 2024 – 2030[6], published by the Department of Health, and the HSE Digital Health Strategic Implementation Roadmap[7], with particular emphasis placed on its role in facilitating the empowerment of service users as partners in health service delivery. Aligned with this, the vision of the HSE Telehealth Roadmap 2024-2027 is to seamlessly integrate telehealth into business-as-usual within the health service, providing high quality and safe healthcare, accessible to all.

The COVID-19 pandemic accelerated the adoption of telehealth in Ireland and demonstrated many of the advantages of telehealth for service users, staff, and organisationally. This included reduced travel requirements and the associated costs and time away from work, school, families and communities, and reduced associated greenhouse gas emissions. Further, international experience demonstrates the potential of telehealth to also improve accessibility to services, support early intervention and reduced hospital admissions, and empower service users in the management of their health and wellbeing.

Telehealth technologies can be used anywhere and across many disciplines, and may be particularly beneficial for hard to reach populations living in rural or remote areas with limited access to medical facilities, as well as for service users with mobility issues or chronic conditions that make travel challenging, and those at particular risk of health care setting acquired infections. By shifting towards virtual care delivery models, where clinically suitable and appropriate, healthcare systems can reduce emissions through less travel, reduce healthcare resource utilisation, reduce operational costs, and alleviate pressure on transportation infrastructure while accelerating the transition towards integrated care[8].

Initiative Theme	Key Initiative	Staff	Service users
Telehealth	**Remote Consultations and Care:** Utilise clinical consultations and appointments conducted remotely by healthcare providers using web-based video call, audio solution(s), or telephones as part of business-as-usual operations, where clinically appropriate.	✓	✓
	Remote Health Monitoring: Harness digital technologies to allow service user monitoring outside of conventional clinical settings, such as in the home or in a remote area. Facilitate care by allowing clinicians to track longitudinal vital signs, physical symptoms, chronic conditions, service user feedback etc., from the service users ' own day-to-day environment.	✓	✓
	Online Supports and Therapies: Expand the use of internet and messaging-based solutions and resources which offer peer and healthcare provider support, and self- or healthcare provider-led therapies. These initiatives may include secure text messaging, interactive mobile apps, web-based video calls (e.g. virtual exercise class) and social media.	✓	✓

6 Digital for Care – A Digital Health Framework for Ireland 2024 – 2030 (Dept. of Health)
7 HSE Digital Health Strategic Implementation Roadmap
8 Integrated Care (Chronic Disease) - HSE.ie

2.2.3 Active Travel

Active travel refers to any mode of travel that involves physical exertion, such as walking, cycling, or scooting, as opposed to passive forms like driving or using public transportation. It is grounded in the idea of incorporating physical activity into everyday routines.

Active travel aligns with broader sustainability goals by reducing reliance on fossil fuels and mitigating the environmental impacts and air pollution associated with motorised transportation.

Initiatives pertaining to active travel can include provision of adequate facilities that encourage cycling as a mode of transportation by offering secure and convenient places to park bikes.

Initiative Theme	Key Initiative	Staff	Service users
Active Travel	**Cycle parking** - Provide additional cycle parking and/or expand existing facilities.	✓	✓
	Walking and cycling infrastructure - Leverage support for improvements in walking and cycling infrastructure to healthcare facilities.	✓	✓
	Administration and proactive promotion of the **bike to work scheme.**	✓	
	Ebike scheme - Provide a fleet of ebikes for use by staff in the course of the working day or try commuting by bike with a view to cycling on a regular basis.	✓	
	Provide shower, changing, lockers and drying room **facilities** to address hygiene concerns and encourage active commuting.	✓	
	Provide periodic free **bike repair** service for staff.	✓	
	Bike library - Allow staff to borrow electric bikes, mostly cargo bikes or "longtails" for up to three months at a time as an alternative to car journeys.	✓	
	Enhance **access** of sites and buildings to facilitate the movement of people by walking or cycling.	✓	✓
	Promote Bike share schemes such as Dublin Bikes, Moby and Bleeper available on and near healthcare facilities.	✓	✓
	Advocate for increased use of the **Bike to Work Scheme,** for the purchase of new bicycles and safety equipment.	✓	

2.2.4 Public Transport

Public transport systems are designed to provide efficient, affordable, and accessible transportation options for individuals traveling within cities or between different regions.

Using public transport promotes sustainable mobility in several ways.

1. It reduces the number of vehicles on the road, leading to decreased traffic congestion and lower carbon emissions.
2. Public transport vehicles can accommodate a larger number of passengers compared to private cars, making more efficient use of road space, and reducing the overall environmental impact of transportation.
3. Promoting the use of public transport encourages a modal shift away from private car usage, which is often associated with higher energy consumption, pollution, and congestion. Through initiatives such as awareness campaigns, improved infrastructure, and incentives for public transport users, governments, government departments and authorities such as transportation authorities can encourage more people to choose public transportation options for their daily commutes and other travel needs.

4. Government ticket schemes such as tax saver scheme, subsidies, discounts, or free passes for public transport users, play a crucial role in making public transportation more affordable and attractive. These schemes can help service users and staff access transportation services, reduce financial barriers to public transport use, and incentivise staff and service users to switch to more sustainable modes of transportation.

Initiative Theme	Key Initiative	Staff	Service users
Public Transport	Leverage **support for improvements** in public transport services to healthcare facilities.	✓	✓
	Administration and proactive promotion of government's **TaxSaver Ticket** Scheme.	✓	
	Provide Public transport information to inform staff, service users and visitors of public transport options.	✓	✓
	Collaborate with **Local Authorities or City Councils** through their transportation strategies to ensure healthcare settings are well connected and serviced frequently.	✓	✓

2.2.5 Demand Management

Demand management involves strategies to optimise transportation systems by influencing travel behaviour and reducing congestion. This includes initiatives like congestion pricing, carpooling incentives, and promoting alternative modes of transportation. By discouraging peak-time travel, encouraging shared mobility options, and promoting active transportation, demand management reduces traffic congestion, air pollution, and carbon emissions. Demand management promotes sustainability by improving transportation efficiency, enhancing accessibility, and mitigating environmental impacts associated with car-centric mobility patterns.

Initiative Theme	Key Initiative	Staff	Service users
Demand Management	Implement **Mobility Management Plans** to reduce reliance on the car as the primary means of commuting, promote and facilitate the use of sustainable modes, reduce the demand for parking and facilitate developments.	✓	✓
	Implement **initiatives, policies, programmes, and incentives** to increase the uptake of sustainable transport options.	✓	✓
	Introduce **staff parking charges** to reduce the demand for parking and encourage modal shift.	✓	
	Develop a needs based **staff parking policy** to reflect the aims and objectives of reduced car usage.	✓	
	Rollout of **Telehealth**, remote care etc., to reduce the necessity to travel to healthcare facilities.	✓	✓
	Provide **remote working from home** arrangements where appropriate.	✓	
	Online training and conferences to reduce the necessity to travel.	✓	✓
	Co-location of health services and facilities.		✓

2.2.6 Mobility Management

Mobility management is responsible for coordinating and optimising transportation options within an organisation. They assess accessible transportation needs, develop strategies to improve mobility, and promote sustainable transportation choices such as public transit, carpooling, biking, and walking. Mobility managers collaborate with stakeholders, including government agencies, employers, and transportation providers, to implement initiatives like ride-sharing programs, shuttle services, and infrastructure improvements. A mobility manager may also educate members of staff, as well as service users about transportation options. Additionally, the responsibilities may extend to facilitation of access to transportation services, and advocacy for policies that enhance mobility, reduce congestion, and mitigate environmental impacts.

Initiative Theme	Key Initiative	Staff	Service users
Mobility Management	Appoint a **Mobility Manager** to oversee the implement of the mobility strategy, assist healthcare facilities and coordinate delivery of the nationwide initiatives.	✓	✓

2.2.7 Methods for Shared Travel and Electrification

Sustainable travel refers to modes of transportation and travel practices that minimise negative environmental, social, and economic impacts, while meeting the needs of individuals and communities. It encompasses a range of strategies aimed at reducing carbon emissions, alleviating congestion, promoting equity and efficiency, and enhancing overall quality of life.

Carpooling, a form of shared transportation where multiple passengers travel together in a single vehicle, is a key component of sustainable travel. By reducing the number of cars on the road and encouraging the efficient use of existing infrastructure, carpooling helps decrease traffic congestion, lower fuel consumption, and mitigate air pollution.

Mobility hubs are integrated transportation modes that facilitate seamless connections between different modes of transportation, such as buses, trains, bicycles, and walking. These hubs serve as centralised points where service users, staff and visitors can easily transfer between modes, access information, and utilise various mobility services. Mobility hubs promote sustainable travel by encouraging the use of public transit, active transportation, and shared mobility options, reducing reliance on single-occupancy vehicles and promoting more efficient and sustainable travel patterns.

Finally, charging stations for electric vehicles (EVs) play a crucial role in supporting sustainable travel by facilitating the adoption of electric transportation. As the demand for EVs continues to grow, the availability of charging infrastructure becomes increasingly important in enabling long-distance travel and addressing range anxiety among EV drivers. By expanding the network of charging stations and providing convenient access to charging facilities, the HSE can incentivise the transition to electric transportation, reduce greenhouse gas emissions, and promote cleaner air quality.

Initiative Theme	Key Initiative	Staff	Service users
Methods for shared travel and electrification	**Carpooling** scheme and guaranteed parking onsite for drivers who carpool.	✓	
	Promote shuttle services from major public transport hubs and **Park and Ride** facilities.	✓	✓
	Develop Mobility Hubs — Designated location with a range of different shared mobility options available.	✓	✓
	Provide Charging infrastructure to facilitate Electric Vehicles.	✓	✓

2.2.8 Information and Data

Information and data play a crucial role in advancing sustainable mobility by informing decision-making, optimizing transportation systems, and empowering service user and staff to make more sustainable travel choices. There is a requirement to ensure information and data are available in accessible ways for individuals with additional communication needs. Data on mobility patterns can provide valuable insights for policymakers, decision makers, and transportation authorities to design and implement effective strategies and interventions. This includes improving public transit routes, optimising traffic flow, and identifying areas for infrastructure improvements.

Initiative Theme	Key Initiative	Staff	Service users
Information and data	Use **self-service kiosks** and Wi-Fi login to elicit information on commuting behaviour i.e. how did you travel here?	✓	✓
	Administer a **staff travel survey** to establish base line data and monitor progress against targets in Mobility Management Plans	✓	

2.2.9 Communications

Communication strategies play a crucial role in promoting sustainable mobility by raising awareness, fostering behaviour change, facilitating informed decision-making among staff and service users and to be accessible for all potential users. Effective communication campaigns can educate staff and service users about the environmental, social, and economic benefits of sustainable transportation options such as public transit, walking, cycling, and carpooling. By highlighting the advantages of these alternatives, communication initiatives can encourage service users and staff to reconsider their travel habits and embrace more eco-friendly modes of transportation.

Initiative Theme	Key Initiative	Staff	Service users
Communications	**Communication strategy** to inform staff, service users and visitors of commuting options to healthcare facilities.	✓	✓
	Develop an online **Commuter Centre or mobility hub** on the intranet outlining all staff options and information, linking to appropriate external websites.	✓	
	Highlight the climate **benefits of alternative modes** of transport (not just health benefits) and that the health service is seeking to address climate action. Elicit staff buy in and participation.	✓	✓
	Seek to address car usage from the outset. **New staff informed** of alternatives to car usage when commuting, bike scheme, TaxSaver ticket scheme etc.	✓	

3. Implementation

In order to satisfy the objectives laid out in the HSE Climate Action Strategy and the mandated requirements as laid out in the Governments Climate Action Plan, the Sustainability Mobility Working Group has recommended the below:

3.1. National Implementation Plan

Climate and Sustainability Programme				
Initiative Theme	**Action**	**Owner**	**Support**	**Timeline**
Smarter Travel Programme	Continue to **collaborate** and work with NTA on progressing cycling infrastructure for the HSE inclusive of promotion of Smarter travel programme.	Climate and Sustainability Programme	National Transport Authority & Smarter Travel Programme	Ongoing
Information and data	Investigate a **baseline of staff and service user's kilometres travelled** delivering and accessing healthcare along with all travel initiatives currently underway at a local and national level.	Climate and Sustainability Programme	HSE Regional Green Committees	Ongoing
	Report and comply with all Public Sector Climate Action Mandate obligations as required by Sustainable Energy Authority Ireland.	Climate and Sustainability Programme	HSE Regional Green Committees	Ongoing
	Continue to work with stakeholders to **evolve and develop the HSE sustainable mobility framework** and implementation plan to promote, support and implement travel initiatives in conjunction with the Public Sector Climate Action Mandate.	Climate and Sustainability Programme	HSE Regional Green Committees	Ongoing
	Mobilise feedback from service users groups, wider community, Public Body representatives, and others.	Climate and Sustainability Programme	HSE Regional Green Committees	Ongoing
	Continue to manage a staff travel survey to establish base line data and monitor progress against targets/metrics.	Climate and Sustainability Programme	HSE Regional Green Committees	Ongoing

Climate and Sustainability Programme				
Initiative Theme	**Action**	**Owner**	**Support**	**Timeline**
Communications	**Continue to cascade internal communication strategies** and campaigns to inform staff, service users and visitors of commuting options to healthcare facilities.	Climate and Sustainability Programme	HSE Communications	Ongoing

3.2. Regional Implementation Plan

The Climate Action and Sustainability Programme will provide support where possible across the below initiatives and actions.

Regional Green Committee				
Initiative Theme	**Action**	**Owner**	**Support**	**Timeline**
Smarter Travel Programme	**Identify sites** within the region to begin the process of gaining Smarter Travel Mark accreditation.	Regional Executive Officer	HSE Regional Green Committees, Smarter Travel Programme	Ongoing
Telehealth	Co-ordinate a regional **site/service analysis** to gain an understanding of requirements to enable the roll out of actions listed under the HSE Telehealth Roadmap 2024-2027.	Regional Executive Officer	HSE Regional Green Committees	Ongoing
Active Travel	Develop a **regional active travel action plan** with in consultation with the Climate and Sustainability Programme. The policy should include, but not limited to: • Bike to work scheme. • Ebike Scheme. • Bike Shelters. • Bike Library. • Bike Share Schemes. • Cycle parking. • Car-pooling schemes.	Regional Executive Officer	HSE Regional Green Committees	2025

Regional Green Committee				
Initiative Theme	**Action**	**Owner**	**Support**	**Timeline**
Active Travel	Co-ordinate a regional site/service **analysis of site walking and cycling infrastructure.** Once completed, leverage support for improvements in walking and cycling infrastructure within the site.	Regional Executive Officer	HSE Regional Green Committees	Ongoing
	Co-ordinate the provision of shower, changing, lockers and drying room **facilities** to address hygiene concerns and encourage active commuting.	Regional Executive Officer	HSE Regional Green Committees	Ongoing
Public Transport	Develop a **regional public transport action plan** in consultation with the Climate and Sustainability Programme. The policy should include, but not limited to: • TaxSaver Ticket Scheme. • Engagement with Local Authorities or City Councils through their transportation strategies.	Regional Executive Officer	HSE Regional Green Committees	2025
Mobility Management	Explore resources to appoint a **mobility manager** to oversee the implementation of the regional active travel mobility policy, assist healthcare facilities in developing more sustainable infrastructures and coordinate delivery of the nationwide initiatives.	Regional Executive Officer	HSE Regional Green Committees	Ongoing
Methods for shared travel and electrification	Liaise and collaborate with HSE Capital and Estates on installation of **EV charging infrastructure** across the region.	Regional Executive Officer	HSE Regional Green Committees	Ongoing
	Explore **shuttle service** possibilities across the region and perform a site analysis of public transport hubs and Park and Ride facilities within the region.	Regional Executive Officer	HSE Regional Green Committees	Ongoing

Regional Green Committee				
Initiative Theme	**Action**	**Owner**	**Support**	**Timeline**
Information and data	Collaborate with the Climate and Sustainability Programme on **reporting requirements** as mandated by the SEAI and CAP requirements.	Regional Executive Officer	HSE Regional Green Committees	Ongoing
	Explore self-service kiosks and Wi-Fi login to elicit **information on commuting behaviour** for all stakeholders of the region.	Regional Executive Officer	HSE Regional Green Committees	Ongoing
	Staff travel survey to establish base line data and monitor progress.	Regional Executive Officer	HSE Regional Green Committees	Ongoing
Communications	Work with Climate and Sustainability Programme to develop a **regional communications plan** on public transport information to inform staff, service users and visitors of public transport options.	Regional Executive Officer	HSE Regional Green Committees, HSE Communications	Ongoing

3.3. Local Implementation Plan

Local Green Teams				
Initiative Theme	**Action**	**Owner ***	**Support**	**Timeline**
Telehealth	**Identify opportunities to conduct clinical consultations and appointments remotely** by healthcare providers using web-based video call, audio solutions, or telephones as part of business-as-usual operations, where clinically appropriate and collaborate with Regional Green Committee to embed Telehealth into clinics across the region.	Facility/ Service Manager	HSE Local Green Team	2025
	Identify a lead to explore digital technologies to allow service user monitoring outside of conventional clinical settings, such as in the home or in a remote area.	Facility/ Service Manager	HSE Local Green Team	2025

Local Green Teams				
Initiative Theme	**Action**	**Owner ***	**Support**	**Timeline**
Telehealth	Identify a lead to **expand the use of internet and messaging-based solutions** and resources which offer peer and healthcare provider support, and self- or healthcare provider-led therapies.	Facility/ Service Manager	HSE Local Green Team	2025
Active Travel	**Promote Active Travel** across localised HSE sites.	Facility/ Service Manager	HSE Local Green Team	Ongoing
	Collaborate and liaise with Regional Green Committee on various campaigns to promote active travel.	Facility/ Service Manager	HSE Local Green Team	Ongoing
Public Transport	Promote **TaxSaver Ticket Scheme** across HSE sites.	Facility/ Service Manager	HSE Local Green Team	Ongoing
	Collaborate with and develop a **regional public transport action plan** with Regional Green Committee.	Facility/ Service Manager	HSE Local Green Team	Ongoing
Methods for shared travel and electrification	Liaise and collaborate with Regional Green Committee and HSE Capital and Estates on installation of **EV charging infrastructure** across the region.	Facility/ Service Manager	HSE Local Green Team	Ongoing
	Explore shuttle service possibilities across localised HSE sites and perform a site analysis of public **transport hubs and Park and Ride** facilities within the region.	Facility/ Service Manager	HSE Local Green Team	Ongoing
Smarter Travel Programme	Begin the process of gaining **Smarter Travel accreditation.**	Facility/ Service Manager	HSE Local Green Team	Ongoing
Communications	Collaborate with a regional **communications plan** on public transport information to inform staff, service users and visitors of public transport options.	Facility/ Service Manager	HSE Regional Green Committees, HSE Communications	2025

* Assign owner based on relevant expertise and responsibilities within facility/service.

4. Support for implementation and Next steps

The HSE Climate and Sustainability Programme, along with HSE Capital and Estates Sustainable Infrastructure Office, will continue to support and enable regional green teams, regional climate and sustainability leads and local green teams in whatever way required to ensure that together real tangible progress on this critical issue is made and the HSE continues on our path to sustainability as a whole. This will include guidelines, training, tools and templates to assist with implementation of the Climate Action Strategy.

Moreover, in the immediate term, each region should focus on the below implementation enablers to build and sustain momentum.

Implementation Enabler 1

Governance: Mobility Sub Committee

- As part of your regional green committee establish a mobility sub-committee as per Regional Climate Action Implementation Structures guidance issued by the Climate and Sustainability Programme.
- Members of the committee should include, but not limited to:
  - » Representation from clinical staff
  - » Capital and Estates staff
  - » Health and wellbeing staff
  - » Health Promotion staff
  - » Ward staff
  - » Fleet management staff
  - » Procurement staff
- As per regional implementation plan mentioned, regional green teams should develop a regional active travel and public transport action plan.

Implementation Enabler 2

Measurement and Assurance

- The Climate Action and Sustainability Programme will:
  - » Guide measurement plan initially to focus on 2030 target as minimum targets and all other CAP 24 requirements. The programme will assist regions with guidance and materials on this shortly.
  - » Develop a suite of KPIs for regional reporting.

Implementation Enabler 3

Communications and Training

- The Climate Action and Sustainability Programme will be supporting regions and services with:
  - » Ongoing communications materials to support action, enable shared learning and awareness in this space.
  - » Various training opportunities such as health sector specific training provided via HSELanD and other e-learning platforms, Senior Leadership Sustainability training and Green Team training.
  - » See below a tile developed as part of an internal staff campaign providing staff simple actions that they can take.

Appendix 1: Terms of Reference

Sustainable Mobility Work Programme

Introduction

The Chief Strategy Officer, on behalf of the Executive Management Team (EMT), has initiated the implementation of the Climate Action Strategy for the HSE (the "Strategy"). The overarching objective of the Strategy is to support the delivery of key HSE strategic goals as they relate to Climate Action. The programme of work to implement the Strategy (the "Programme") will be a multi-year, sustained Programme 2023-2050 (with yearly reviews and updates) that requires appropriate investment in terms of time and resources.

This will involve setting up a number of Work Programmes, including the Sustainable Mobility Work Programme. The work of each Work Programme will be to drive implementation of the Strategy by setting a baseline, developing implementation plans, filling key data gaps, identify principles for implementation and resource requirements, map risks associated with delivery and provide mitigations. Implementation of the Strategy will be an ongoing process.

Scope

The scope of the Work Programme Team is to provide direction to the activities related to sustainable mobility which are required to develop and implement the Climate Action and Sustainability Strategy (2023-2050). These include actions relating to Strategic Objective 4, Sustainable Mobility:

> **SO 4:** Develop a mobility framework and implementation plan to promote travel initiatives plan to promote travel initiatives to avoid unnecessary service user and staff journeys. Where journeys are required, support and encourage active travel, low carbon, or public transport alternatives.

- Identify what best practice looks like for encouraging active travel and low-carbon modes of transport through desk research [Key Action 1].
- Complete a baseline survey to capture all relevant data relating to travel of staff, service users, and visitors [Key Action 2].
- Work with Capital and Estates and the key individuals(s)/team(s) relating to Green Environments (SO2) to consolidate all data on mobility initiatives currently underway and identify challenges and opportunities [Key Action 3].
- Develop a sustainable mobility framework maximising opportunities to reduce service user and staff miles with high-level costings (inclusive of eHealth, walking, cycling, public transport, and electric transport considerations) [Key Action 4].

Purpose

The purpose of the Sustainable Mobility Work Programme team is:

- To provide oversight and guidance on elements relating to sustainable mobility required for the development and delivery of the HSE Climate Action Strategy (2023-2050).
- To ensure the related requirements laid out by the Climate Action Steering Group are met.
- To remain within agreed scope and remit of work.
- To manage the resolution of risks and issues relating to sustainable mobility elements in the development of Climate Action Strategy (2023-2050) to mitigate delays.
- To liaise and work closely with the other Work Programmes and ensure findings are not in conflict.
  - » With respect to the promotion of active travel and the avoidance of unnecessary journeys, to liaise with the following Work Programmes: 1 Sustainable Buildings; Green Environment; 7 Greener Models of Health Care.
- To ensure appropriate reporting with related governance structures are in place as needed.
- To ensure that appropriate stakeholder engagement (including external stakeholders) is incorporated.
- To ensure on-going alignment of projects and works with HSE and National Policy and Strategy.

Work Programme Team Members

Name	Role	Title
Philip Crowley	Chair	HSE National Director Wellbeing, Equality, Climate and Global Health
Niall Walsh	Project Manager	HSE Climate and Sustainability Programme
Kevin Sheridan	Team member	HSE Capital and Estates
Trish Markham	Team member	HSE Emergency Management
Colin O'Hehir	Team member	Department of Health, Climate Change SDGs & Physical Activity
John Martin	Team member	Department of Transport, Climate Engagement and Governance Division
Conor Kennedy	Team member	HSE Telehealth Programme
Sarah McCormack	Team member	HSE Healthy Ireland
John Fitzmaurice	Team member	HSE Integrated Healthcare Area Manager
Barry McKenna	Team member	St. James's Hospital, Facilities Management Division
Caroline Farrell	Team member	HSE Dublin South and Wicklow
Dr Sean Owens	Team member	GP, Irish Doctors for the Environment
Ronan Dillon	Team member	Childrens Health Ireland
Ger Fahy	Team Member	HSE Health and Wellbeing
Samuel Awe	Team member	Regional Sustainability Officer, Dublin & Midlands
David Byrne	Team member	CHI (Substituting Sarah Scanlon)
Caroline Farrell	Team member	Disability Group Representative
Ger Fahy	Team Member	Senior Health Promotion and Improvement Officer
Samuel Awe	Team member	Regional Sustainability Officer, Dublin & Midlands

Membership will be reviewed regularly, and new members may be requested to join as required. Other individuals may be invited by the Chair to attend meetings as needed.

Membership substitutions are only permitted in cases of short-term absences (for example annual leave or illness). In cases of longer-term absences, adjustment of steering group membership will be required, with the transfer of role(s) formally recorded.

Members should:

- Understand the goals, objectives and desired outcomes of the programme of work.
- Raise matters of concern as they arise.
- Have a good working understanding of the legislation and statutory demands its implications for staff, service users and the public.
- Attend and participate in Working Programme meetings as required.
- Support open discussion and respectful debate at all Work Programme meetings.

Meetings

The Working Group will meet once every two to three months.

Decisions, Approvals and Escalations

A quorum of the Work Programme Team is required for decision-making purposes and to ensure meetings are valid and decisions are binding. A meeting quorum will be 6 attendees.