



Feidhmeannacht na Seirbhíse Sláinte
Health Service Executive



Sustainability Strategy for Health

2017 ► 2019

Building a Better Health Service

CARE COMPASSION TRUST LEARNING

The paper used for this report is Cocoon Silk, a coated recycled paper manufactured using a totally chlorine free process and certified as FSC® 100% recycled.

This report was printed on an iGen4 Xerox digital printer:

97% of components are recyclable or re-manufacturable.

More than 80%, by weight, of the waste generated by the iGen4 can be returned, reused, or recycled.

iGen4 adheres to EU RoHS-compliant restrictions on the use of hazardous substances.

Dry inks are non-toxic and have closed containers with a transfer efficiency rate of near to 100%.

No generation or use of alcohols, chlorinated solvents, acids, or flammable materials.

Published by: National Health Sustainability Office
HSE Estates
Bridge House
Cherry Orchard Hospital
Ballyfermot
Dublin 10
D10Y821

Telephone: 076 695 5538

Email: nhso@hse.ie

Web: www.hse.ie/sustainability

CONTENTS

FOREWORD	3
INTRODUCTION AND SUMMARY	5
Introduction	5
Sustainable Development Policy	6
What is a Sustainable Healthcare System	6
Mission	8
Governance	9
National Health Sustainability Office	9
KEY ACTIONS	10
Communications and Engagement	12
Energy Efficiency	13
Water Conservation	14
Waste Prevention	15
Sustainable Transport	16
Green Procurement	17
Designing the Built Environment	18
Appendix 1 – Relevant Policy Statements	19
Appendix 2 – Determinants of Health	20
Appendix 3 – Staff Sustainability Awareness and Education Project	21
Appendix 4 – Progress to 2020 target	23
CONTACT US	24
References	25



FOREWORD

JANE CAROLAN, NATIONAL DIRECTOR HBS AND

STEPHANIE O'KEEFFE, NATIONAL DIRECTOR HEALTH

& WELLBEING DIVISION

Providing high quality care to patients is a core value of the HSE and we recognise that in providing this care, we can have an impact on the environment. There is a strong correlation between environmental pollution and disease, and environmental quality with population health. Health has become a more central concern in development, both as a contributor to, and an indicator of, sustainable development. The goals of sustainable development cannot be achieved when there is a high prevalence of debilitating illnesses, and in turn population health cannot be maintained without ecologically sustainable development. While health is a value in its own right, it is also key to productivity. Effective management of the resources we use to deliver our healthcare service, through programmes that incorporate the entire health and care system, will deliver these benefits.

The Sustainability Strategy for Health is the first step on the pathway to achieving a more sustainable health system. It sets out the Health Services strategic plan to deliver on our commitment to become a leading sustainable organisation delivering low carbon quality sustainable healthcare, with the purpose of preserving natural resources, reducing carbon emissions, mitigating the effects of climate change and safeguarding high quality patient care.

This Strategy embraces the entire health sector in our approach to sustainability. By reducing our environmental impact through improved services and educational programmes, we allow our clients and staff to live and acknowledge the importance of a healthier environment. The National Health Sustainability Office (NHSO) has a key role in delivering the Key Actions in this strategy and implementing programmes to ensure better resource management leading to a healthier environment, the mitigation of climate change, lower costs and improved public health. In order to deliver on the Strategy we must work in partnership, not only within and across our own organisation but we must pool resources and work with other public bodies and the national programmes that are in place reflect this approach.



INTRODUCTION AND SUMMARY

The HSE Directorate established the National Health Sustainability Office (NHSO) to develop and implement national sustainability strategies within the Health Service. The NHSO is now part of the Estates Function which sits in the Health Business Services (HBS) Division of the HSE and works closely with the Health and Wellbeing Division (HWB). This Strategy builds upon the achievements the Office has delivered to date and it is the first formal strategy for the Health Service. It is in line with Government policy and in conjunction with the strategies developed by other relevant public sector bodies.



SUSTAINABLE DEVELOPMENT POLICY

“Human beings are at the center of concerns for sustainable development. They are entitled to a healthy and productive life in harmony with nature” - Rio Declaration – Principle 1.

The EU adopted its first Sustainable Development Strategy in 2001 with revisions in 2006 and 2009. The strategy provides the overarching policy framework for all EU policies and strategies.

The Irish Government’s commitments on sustainable development arise from national policy objectives, legislative requirements and from EU and UN inter-governmental processes. In 2008 the Department of Communications, Energy and Natural Resources (DCENR), now DCCAE, published a revised strategy, *Our Sustainable Future*, a Framework for Sustainable Development for Ireland. This document sets the overarching national policy framework for sustainable development and the NHSO is part of the High Level Implementation Group. Current relevant policies are outlined in appendix 1.

WHAT IS A SUSTAINABLE HEALTHCARE SYSTEM

Sustainable development is a process of economic, environmental and social change aimed at promoting the wellbeing of the population now and in the future.ⁱ Health is central to the elements of sustainable development, because health is a beneficiary of and a contributor to development.ⁱⁱ The concept of sustainable development embraces environmental, social and economic dimensions and aspires to health enhancing communities, societies and environments. Health is determined by a range of environmental, social and economic influences and the health of people, places, and the planet are interdependent. The causes and manifestations of unsustainable development and poor health are interrelated and frequently pose further interconnected challenges.^{iii iv}

The goals of sustainable development cannot be achieved when there is a high prevalence of debilitating illnesses, and population health cannot be maintained without ecologically sustainable development. Health has become a more central concern in development, both as a contributor to, and an indicator of, sustainable development. While health is a value in its own right, it is also key to productivity. Many of the key determinants of health and disease — as well as the solutions — lie outside the direct control of the health sector, in sectors concerned with environment, water and sanitation, agriculture, education, employment, urban and rural livelihoods, trade, tourism, energy and housing. Addressing the underlying determinants of health is key to ensuring sustainable development and sustained health improvements in the long term.



Figure 1: Sustainable Healthcare System

In order to establish a sustainable health system in Ireland, the health service is committed to action on a number of key integrated priorities:^v

1. Conduct operations in a sustainable manner.
2. Incorporate sustainability principals into the planning and implementation of all health service activities including the National Service Plan and Operational Plans for each Division, Community Healthcare Organisation and Hospital Group.
3. Build capacity to meet sustainability goals and targets.
4. Work with external stakeholders to promote sustainable development.
5. Undertake research and promote innovation.

A sustainable health service plays an important role in maximising the health service's contribution to a healthier population through:

1. Improved population health and reduction in health inequalities through tackling the wider determinants of health (see appendix 2), in line with Healthy Ireland 2013. ^{vi}
2. Increase in disease prevention and reduction in chronic disease, air and noise pollution, provision of sustainable and healthy food and increase in physical activity. ^{vii}
3. Development of healthier work places. ^{viii}
4. Reduction in carbon emissions. ^{ix}
5. Mitigation of Climate change impacts. ^{x xi}
6. Improved ecosystem health and sustainability.

In order to achieve these high level goals the NHSO has developed a number of Key Actions and a comprehensive Implementation Plan. A HSE wide sustainability steering group will be established to govern the implementation of the Key Actions and the NHSO will report to this group on the progress of the Implementation Plan.



MISSION

The Health Service is committed to:

- Becoming a leading sustainable organisation delivering low carbon quality sustainable healthcare into the future, with the purpose of preserving natural resources, reducing carbon emissions, mitigating the effects of climate change and safeguarding high quality patient care.
- Promoting sustainability models that endorse staff and client health and wellbeing.
- Putting the necessary structures and resources in place for effective and efficient energy, waste and water management and to continual improvement of energy efficiency, waste prevention and water conservation, along with advancing sustainable healthcare and living.
- Ensure compliance with legislation and national energy, waste and water efficiency targets and obligations
- Developing management systems and measures to support a sustainable health service.
- Ensuring the development of sustainable facilities and buildings in both design and operation.
- Promoting sustainability in the procurement process.
- Minimising the environmental impact of staff, patient and visitor travel.
- Developing and building staff, patient and public awareness of sustainability issues.
- Integrating sustainability priorities into Health Service policies, planning, budgeting and reporting processes.
- Developing the Health Service as a corporate social citizen and public sector leader in sustainable development.

GOVERNANCE

In order to implement this strategy the existing NHSO governance structures will need to be reviewed, including the membership and terms of reference of the NHSO Steering Group. The HSE, through the NHSO, must work in partnership, not only within and across our own organisation, but also with other public bodies in order to implement the key actions of this strategy.

The purpose of this Steering Group will be to:

- Advise on the direction and implementation of the Sustainability Strategy for Health;
- Monitor progress and ensure adherence to the Strategy, with particular regard to the Key Actions outlined in the Strategy;
- Consider and recommend options for the evolution and continuation of the Sustainability Strategy for Health;
- Ensure HSE cross sectoral working and implementation;
- Enable the consideration and implementation of a broad approach to Sustainability;
- Receive regular reports from the NHSO National Lead;
- Lease with external partners such as DOH, DCCAE, Universities and industry;
- Seek specialist advice where appropriate.

It is proposed to revise the current membership of the NHSO Steering Group to provide leadership and direction that is in line with the new structures of the HSE, with representation from the following: Hospital Groups, Community Health Organisations, HSE Divisions and also to retain the external membership from partners such as SEAI, EPA and DCCAE.

NATIONAL HEALTH SUSTAINABILITY OFFICE

The HSE Directorate established the NHSO to develop and implement national sustainability strategies for the health service. The key highlights since the establishment of the office in 2013 include;

- The National Geographic Database project. This surveyed 2,443 health locations to assist with the HSE's energy reporting requirements under SI 246 of 2014.
- The introduction of Staff Sustainability Awareness Programmes in energy efficiency, waste reduction and water conservation in partnership with the Office of Public Works and the Environmental Protection Agency as detailed in Appendix 3.
- A national procurement programme for Energy Suppliers in partnership with Office of Government Procurement and HBS Procurement. Each of the four main energy types are now each on one National Contract with a single supplier for each type which allows for better monitoring and reporting of the health services energy use.
- One national and two regional Sustainability Seminars held to date.
- Developed a strategic contractual agreement through a Memorandum of Understanding with the UK's National Health Service (NHS), through the Countess of Chester Hospital NHS Foundation Trust, to assist in delivering Energy Performance Contracting to the Irish Health Service.



KEY ACTIONS

In order to establish a sustainable health system in Ireland, the health service is committed to action on a number of key integrated priorities as outlined earlier in the Strategy. In order to achieve these high level goals **33 Key Actions** under **Seven Pillars** have been identified. An Implementation Plan which creates a pathway for the implementation of these actions has also been developed.



COMMUNICATIONS & ENGAGEMENT

1. Review the governance structures of the NHSO.
2. Develop and build staff, patient, client and public awareness of sustainability issues.
3. Foster participation and engagement of staff at all levels of the organisation in creating cultural and organisational change towards sustainable systems.
4. Develop national programmes and resources to engage, educate and train stakeholders in sustainability in the health service.
5. Develop a communications strategy focused on knowledge, commitment, collaboration and action for all health service staff.
6. Develop close working relationships with other government, EU, third level institutes and private agencies.



ENERGY EFFICIENCY

7. Fulfil an exemplary role with regard to energy efficiency.
8. Meet the National Energy Efficiency Action Plan (NEEAP) and the National Renewable Energy Action Plan (NREAP) targets and obligations.
9. Meet the National Public Sector target of 33% energy efficiency savings target by 2020 as outlined in appendix 4.
10. Avail of energy performance contracting (EPC), including energy services companies (ESCOs), where appropriate.
11. Introduce sustainability audits, action plans and monitoring of healthcare facilities, services and departments.
12. Monitor, measure and report on the HSE's annual energy use to improve understanding of consumption and promote efficiency.
13. Promote awareness of applicable energy efficiency legislation and continually improve our environmental stewardship.
14. Develop National Energy Supply Contracts.
15. Develop strategies to combat the health implications of energy poverty.



WATER CONSERVATION

16. Minimise water consumption in healthcare facilities.
17. Develop Irish healthcare benchmarking and standards.
18. Develop best practise case studies of Irish healthcare facilities.
19. Monitor, measure and report on water use to improve understanding of consumption and promote efficiency in healthcare facilities.
20. Promote awareness of applicable water management legislation and continually improve our environmental stewardship.



WASTE PREVENTATION

21. Increase recycling; promote the re-use of materials, correct segregation, waste disposal and waste recovery in healthcare facilities.
22. Provide education to health service staff in relation to waste reduction including food waste and risk waste.
23. Update existing benchmarking and standards that have been developed through the joint EPA / NHSO Green Healthcare Programme.
24. Monitor, measure and report on waste in healthcare facilities to improve understanding of consumption and promote efficiency.
25. Promote awareness of applicable waste management legislation and continually improve our environmental stewardship.



SUSTAINABLE TRANSPORT

26. Develop processes to promote sustainable transport in the Health Service and minimise the environmental impact of health service staff, patient, client and visitor travel.
27. Promote health and wellbeing through improved opportunities for active and sustainable transport.



GREEN PROCUREMENT

28. Promote sustainability in procurement processes run by Health Business Services (HBS) Procurement and the Office of Government Procurement (OGP) to reduce waste, operating costs and the environmental footprint of the Health Service.
29. Focus procurement measures in the health service on resource efficiency (e.g. promoting locally sourced, seasonal and healthy food on menus).



DESIGNING THE BUILT ENVIRONMENT

- 30. Ensure the development of sustainable healthcare facilities and buildings in both design and operation.
- 31. Promote health & wellbeing in the location, specification, design, construction, leasing and refurbishment of all healthcare buildings.
- 32. Promote awareness of applicable green building legislation and continually improve our environmental stewardship.
- 33. Introduce sustainability audits, action plans and monitoring of healthcare facilities.

The background features a series of thin, wavy, light green lines that create a sense of movement and depth. These lines are set against a dark green background that is split diagonally from the bottom left to the top right. The word "APPENDICES" is centered in the middle of the image, written in a bold, orange, sans-serif font.

APPENDICES

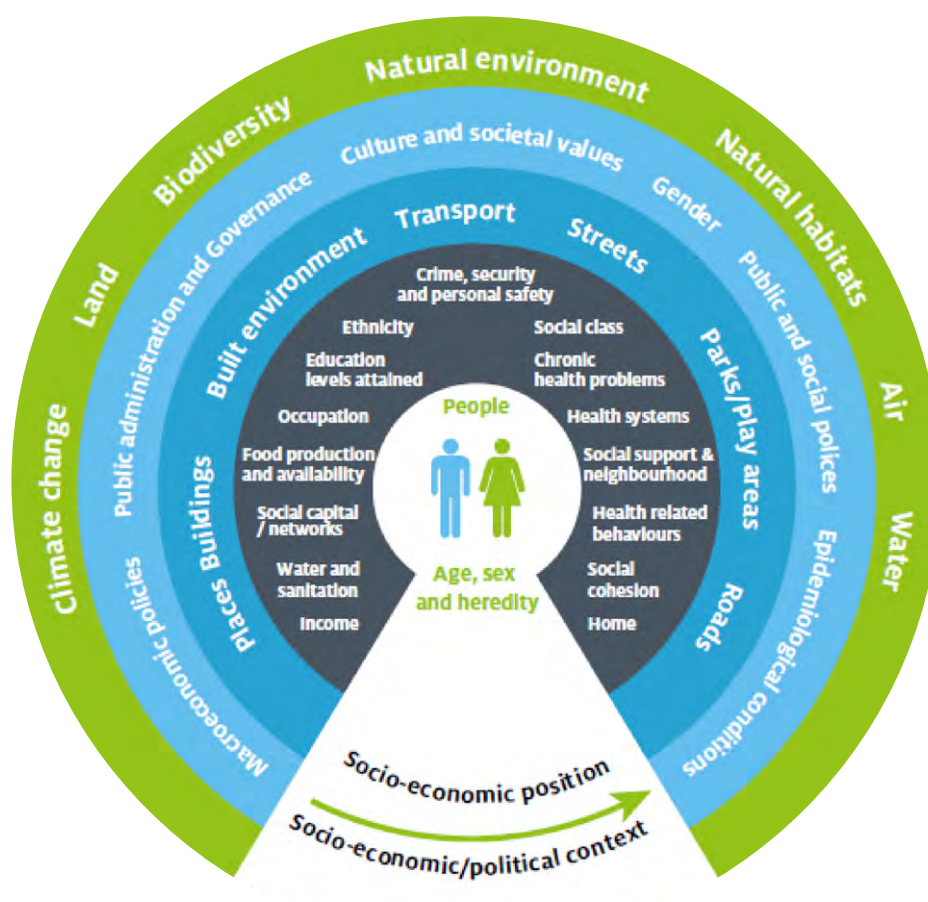
APPENDIX 1 – RELEVANT POLICY STATEMENTS

Current relevant policy statements include:

- Healthy Ireland Healthy Ireland – A Framework for Improved Health and Wellbeing 2013
- National Climate Change Strategy 2007 - 2012 ^{xii}
- Actions for Biodiversity 2011-2016: Ireland's National Biodiversity Plan ^{xiii}
- National Energy Efficiency Action Plan to 2020 ^{xiv}
- National Renewable Energy Action Plan ^{xv}
- National Spatial Strategy 2002-2020 ^{xvi} (including the 2010 NSS Update and Outlook)
- Government Policy on Architecture (2009 – 2015) ^{xvii}
- Energy White Paper (2007-2020) ^{xviii}
- National Action Plan for Social Inclusion (2007-2016) ^{xix}
- Green Tenders: An Action Plan on Green Public Procurement ^{xx}
- Smarter Travel: A Sustainable Transport Future ^{xxi}: A New Transport Policy for Ireland 2009-2020
- A resource opportunity Waste Management Policy in Ireland 2012 ^{xxii}
- Energy Efficiency Directive ^{xxiii}
- Public Sector Energy Efficiency Action Plan (forthcoming)

APPENDIX 2 – DETERMINANTS OF HEALTH

(adapted from Dalghren and Whitehead, 1991 and Grant and Barton, 2006)



APPENDIX 3 – STAFF SUSTAINABILITY AWARENESS AND EDUCATION PROJECT

Optimising Power at Work / Green Healthcare Training & Awareness Programme

The project is a staff education and engagement programme which is being run by the National Health Sustainability Office (NHSO) in partnership with the Environmental Protection Agency (EPA) and the Office of Public Works (OPW).

The project has two elements;

- In partnership with the EPA, the NHSO is running the Green Healthcare Training and Awareness programme. It involves on-site information sessions on healthcare risk waste reduction, maximising recycling, water conservation and food waste reduction
- In partnership with the OPW, the NHSO runs a staff energy awareness campaign called Optimising Power @ Work

Main aim of the Project

These education and engagement campaigns aim to change staff behaviour towards resource use and work improve resource efficiency in the Health Service.

Resource management is intrinsically linked to achieving a sustainable health service. Focusing on the environmental impacts of resource use will be a decisive factor in helping achieve sustainable development. The effective management of such resources is a key driver of economic growth and social development. Other benefits include improvements in health, poverty reduction, improvements in food and energy security, and a reduction in inequalities. The reduction in resource use will also have economic benefits for the Health Service by reducing costs. The energy awareness campaign will contribute to the Health Service achieving its 2020 target of 33% reduction in energy consumption.

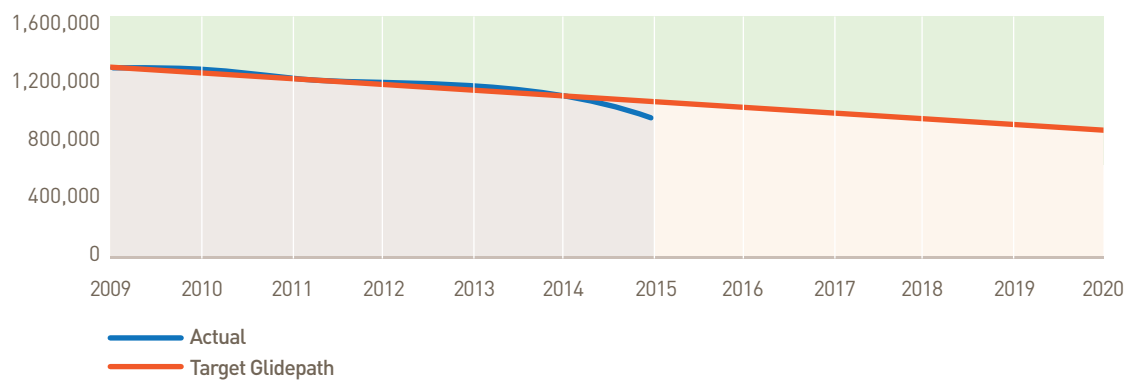


ROAD SHOWS

- 13 hospitals visited
- 320 staff trained
- 3 staff training games distributed
- 500 quiz entries and 36 home foodsaving prizes given
- 800+ interacted with staff via awareness raising



APPENDIX 4 – PROGRESS TO 2020 TARGET



HSE Energy Performance: Progress to 2020 (excluding Section 38 / 39 agencies)
Information provided by Sustainable Energy Authority of Ireland

REFERENCES

- i Our Sustainable Future: A Framework for Sustainable Development for Ireland, Department of the Environment, Community and Local Government, 2012
- ii TST Issues Brief: Health and Sustainable Development, United Nations Technical Support Team (TST), 2013
- iii Orme, J. and M. Dorris, Integrating Health and Sustainability: The Higher Education Sector as a Timely Catalyst. Health Education Research (2010)
- iv M O'Dowd, A Review of Sustainability Approaches in Health Systems, NUIG, 2015
- v Towards a Sustainable Health Service, National Health Sustainability Office, HSE, 2013
- vi Healthy Ireland - a framework for improved health and wellbeing 2013 – 2025, Department of Health, 2013
- vii Healthy hospitals, healthy planet, healthy people: Addressing climate change in healthcare settings, World Health Organization and Health Care Without Harm, 2009
- viii Healthy hospitals, healthy planet, healthy people: Addressing climate change in healthcare settings, World Health Organization and Health Care Without Harm, 2009
- ix Sustaining a Healthy Future: Taking Action on Climate Change, UK Faculty of Public Health, 2008
- x Healthy hospitals, healthy planet, healthy people: Addressing climate change in healthcare settings, World Health Organization and Health Care Without Harm, 2009
- xi Addressing Climate Change in the Health Care Setting: Opportunities for Action, Health Care Without Harm and Practice Greenhealth, 2009
- xii National Climate Change Strategy 2007– 2012, Department of the Environment, Heritage and Local Government, 2007
- xiii Actions for Biodiversity 2011-2016: Ireland's National Biodiversity Plan, Department of Arts, Heritage and the Gaeltacht, 2011
- xiv National Energy Efficiency Action Plan to 2020 (NEEAP 3), Department of Communications, Energy and Natural Resources, 2014
- xv National Renewable Energy Action Plan, Submitted to the European Commission under Article 4 of Directive 2009/28/EC, Department of Communications, Energy and Natural Resources, 2010
- xvi National Spatial Strategy 2002-2020, Department of Environment and Local Government, 2002.
- xvii Government Policy on Architecture (2009 – 2015), Department of Environment, Heritage and Local Government, 2009
- xviii Energy White Paper (2007-2020); Delivering a Sustainable Energy Future for Ireland, Department of Communications Marine and Natural Resources, 2007
- xix National Action Plan for Social Inclusion (2007-2016), Department of Social and Family Affairs, 2007
- xx Green Tenders: An Action Plan on Green Public Procurement, Department of the Environment, Community and Local Government, 2012
- xxi Smarter Travel: A Sustainable Transport Future: A New Transport Policy for Ireland 2009-2020, Department of Transport, Tourism and Sport, 2009
- xxii A resource opportunity Waste Management Policy in Ireland 2012, Department of the Environment, Community and Local Government, 2012
- xxiii The Energy Efficiency Directive, Directive 2012/27/EU of The European Parliament And Of The Council

CONTACT US

Jim Murphy, National Lead

Helen Maher, Estate Manager Environmental Services

Cathryn Buckley, Office Coordinator

Oifig Náisiúnta Inbhuanaithe Sláinte

Eastáit FSS

Teach an Droichid

Ospidéal Ghort na Silíní

Baile Formaid

D10Y821

Tel: 076 695 5537

Email: NHSO@hse.ie

www.hse.ie/sustainability

National Health Sustainability Office

HSE Estates

Bridge House

Cherry Orchard Hospital

Ballyfermot

D10Y821



Feidhmeannacht na Seirbhíse Sláinte
Health Service Executive

Building a Better Health Service

CARE COMPASSION TRUST LEARNING