

# West Yorkshire Health Care Partnership Climate Change Menu of Actions 2022-2038

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## Introduction

This menu of actions is designed to be used in conjunction with the West Yorkshire Integrated Care Partnership climate change strategy. It highlights some of the actions that individuals and organisations could take in order to reduce the environmental impact of health and social care, and to prepare the system to deal with the extreme weather events which are going to become more frequent and more severe in the future. It is not intended as an exhaustive list or a mandate, more a starting point because each person and each organisation in the system is starting from a different point and has different priorities and opportunities. It is intended as an illustration of how much work needs to be done and how urgent the situation is. The strategy, the menu of actions, and plans that derive from it, should be reviewed regularly, with planned revision every two years to reflect system achievements and dynamic challenges in sustainability and the climate emergency.

## What can I do?

A starting place for all staff/volunteers to see how they can be involved and how sustainability is the responsibility of all.

As a citizen:

- Eat a diet that is plant based and seasonal
- Ensure that your energy supplier is providing 100% renewable electricity
- Switch to an ethical bank that has divested from fossil fuels
- Avoid flying; take a maximum of one return flight every 5 years
- Take moderate, outdoor exercise for 30 minutes 3 times a week
- Reduce plastic use aiming for zero by 2030
- Walk or cycle journeys less than 2 miles
- Use public transport in preference to a car
- Lobby politicians to do more to reduce the impacts of climate change
- Talk about sustainability to your family and friends

...and as a patient/service user:

- Ask your caregiver if different treatments have different environmental impacts
- Make a will, advance directive, and powers of attorney in order to reduce unrequired intervention

...and as non-clinical staff:

- Ensure that windows/heating/water are used appropriately
- Use resources such as stationery as sparingly and as efficiently as possible
- Embrace the transition to digital

...and as middle management:

- Introduce sustainability in all PDR/annual review/appraisals
- Assess the environmental impact of procurement decisions

- When designing pathways, minimise travel/repeat appointments

. . .and as clinical staff/carers:

- Inform your patients about the environmental impact of their treatment
- Ensure good waste segregation
- Lobby your organisation to do more to reduce its environmental impact
- Prioritise oral over intravenous medication

. . .and as a senior leader:

- Consider sustainability in every board meeting agenda item
- Ensure that your organisation is no longer buying virgin paper
- Ensure that your organisation only buys electricity from renewable sources
- Ensure your organisation has an adaptation plan so that it can function during the disruption ahead
- Ensure funds/pensions are invested sustainably
- Phase out payment for air travel/short car journeys in your organisation
- Establish quarterly updates on progress towards net zero
- Fund sustainability teams to help ensure that everyone is playing their part
- Talk about sustainability frequently in order to normalise the conversation
- Lobby other leaders and politicians to ensure that climate change is in the forefront of their minds
- Put yourself forward as a Board Level Net Zero Lead

## What could my organisation do?

Dimension	2022-2024	2025-2027	2028-2030	2031-2035	2036-2038
Leadership	<p>Governance and leadership to deliver the Climate Change Strategy are developed and functioning</p> <p>The ICP has an agreed climate and sustainability action plan, evaluation and monitoring plan, and funding approach</p> <p>Sustainability is embedded in every board paper, strategy, and decision.</p> <p>We start decommissioning on grounds of impact to the environment</p> <p>We implement the ICP 'doughnut' as a decision-making tool</p> <p>Sustainability is incorporated into every impact assessment tool</p>	<p>Each organisation understands its own contribution (through e.g., carbon foot printing) and has a plan to reduce it by 50% by 2030 and zero by 2038.</p> <p>First annual interim evaluation report informs refinement of timeline and future action</p> <p>First biennial climate and sustainability strategy refresh</p> <p>More decisions are made with our communities</p> <p>We identify and implement ways of influencing upward and outward on climate and sustainability</p> <p>We develop models of inclusive, shared leadership among and within Places</p>	<p>Sustainability (social, environmental, and financial) is the prime discriminator when commissioning</p> <p>Carbon emissions are reduced by 50% across the partnership (per benchmarked figures)</p> <p>We regularly influence regional and national policy to support our ambitions</p> <p>We foster transformational leadership, including making difficult decisions about the last unsustainable practices.</p> <p>People most affected by climate change have key leadership roles on this agenda</p> <p>We act as leading national influencers on climate and sustainability policy</p>	<p>Decisions are made collaboratively with stakeholders including our populations by default</p>	<p>Life-of-strategy summative evaluation report informs next round of strategy and action planning</p> <p>We act as credible international influencers on climate and sustainability policy</p>

Dimension	2022-2024	2025-2027	2028-2030	2031-2035	2036-2038
Networks and connections	We establish networks e.g., communities of practice to support key areas of this work	<p>We have active networks to support learning and action in all areas of this work across the ICP</p> <p>We establish a citizen's jury to guide climate and sustainability work</p> <p>We hold an annual ICP summit on climate and sustainability progress</p>	Our ICP climate and sustainability networks enable and collaborate with community networks by default	We support resilient and dense local networks to withstand climate displacement	
Water, Food/local procurement	<p>Organisations introduce plant-based diet at least one day a week</p> <p>Organisations benchmark food and water waste and develop zero food and water waste plans</p>	<p>Food and catering, etc. are 80% plant-based and animal-free</p> <p>Obesogenic advertising is no longer tolerated in West Yorkshire</p> <p>Food waste is reduced 50% from baseline</p> <p>Water waste is reduced 50% from baseline</p> <p>New buildings have grey water capture/recycling</p>	<p>Food we buy and serve is in line with the EAT-Lancet's Planetary Health Diet<sup>1</sup>.</p> <p>We achieve food waste zero.</p> <p>All food and 80% of equipment are sourced from within the UK</p> <p>We achieve water waste zero</p> <p>All buildings (retro)fitted with grey water capture/recycling</p>	<p>We have an evidence-based tool to ensure food is sourced to get the best balance of low harm and as local as possible</p> <p>Food poverty is eliminated in West Yorkshire</p>	<p>All our people can access sustainable, healthy, affordable diets and clean water</p> <p>Our settings have a week's worth of water-independence capability</p>

<sup>1</sup> [https://eatforum.org/content/uploads/2019/01/EAT-Lancet\\_Commission\\_Summary\\_Report.pdf](https://eatforum.org/content/uploads/2019/01/EAT-Lancet_Commission_Summary_Report.pdf)

Dimension	2022-2024	2025-2027	2028-2030	2031-2035	2036-2038
Air quality	We implement a robust plan to reduce our known air pollution emissions	<p>We understand exactly how/where we emit <b>all</b> of our air pollution</p> <p>We have robust air quality improvement plans in line with WHO air quality guidelines for indoor and outdoor air</p>	<p>Air quality public health indicators in our Places improve 50% against 2022 baseline</p> <p>Our settings and Places meet indoor and outdoor WHO air quality targets</p>	We beat WHO air quality targets	
Natural capital/biodiversity	Natural capital investment is understood to be a core intervention for public good	We scale up funding greenspace projects in areas of high social deprivation	<p>Funding for natural capital/greenspace/biodiversity projects account for 1% of ICP spend</p> <p>Green and blue spaces are linked into active travel routes</p>	Biodiversity and greenspace are increasing across all our sites from a 2022 baseline	Biodiversity and green and blue spaces reach levels that evidence shows are necessary to protect human health
Travel/transport/NHS supply chain/logistics	<p>WYCA and Local Authorities continue to invest further in active travel infrastructure and community engagement initiatives to support active travel behaviour change</p> <p>Organisations move away from internal combustion engines in their fleets</p> <p>Fleets begin to incorporate pedal power, including e-cargo bikes</p>	<p>Parking permits are not issued to people who live less than 3 miles from their place of work except in cases of disability/accessibility</p> <p>No new internal combustion engines in fleets</p> <p>Subsidised public transport for all, with expanded coverage across our Places</p>	<p>Parking permits cost 10% of your salary except in cases of disability/accessibility</p> <p>First and last mile logistics are almost completely achieved by e-cargo bikes</p> <p>Car journeys reduce to 30% of their 2022 baseline</p> <p>Suppliers are willing and active partners in ensuring environmental impact is minimised</p>	<p>Road traffic has reduced by 60% from a 2022 baseline. Car ownership is rare</p> <p>100% of our travel and transport is electric and/or pedal powered – no more legacy internal combustion engines</p>	100% of our supply chain/logistics are electric and/or pedal powered

Dimension	2022-2024	2025-2027	2028-2030	2031-2035	2036-2038
		<p>New pathways and models reduce need for travel/transport</p> <p>Suppliers must provide evidence of sustainable practices</p>			
Waste/ single use plastic/ reusable equipment/ infection prevention	<p>Waste streams are standardised across the ICP</p> <p>Zero waste is sent to landfill</p> <p>Research translation on reusable equipment begins/accelerates</p>	<p>Heat/energy from waste is introduced with exhaust scrubbing</p> <p>Waste reduces in volume due to reduced variation, 3D printing on site, and increased use of reusable equipment where possible</p>	<p>Biodegradable single use items become mainstream with biodigesters on site to create compost and heat</p> <p>Proportion of reusable versus disposable equipment increases 40% from 2022</p>	<p>Zero single use plastic items are purchased by health and social care</p> <p>Proportion of reusable versus disposable/ recyclable equipment increases 60% from 2022 baseline</p>	<p>All 'waste' is re-used in some way, most as raw material for new manufacture of products. Circularity is the norm</p>
Dentistry/ medicines	<p>Desflurane free by 2023</p> <p>Focus on deprescribing opioids and reducing polypharmacy is enhanced by systematic incentives</p>	<p>Nitrous oxide is no longer used without cracking technology</p> <p>Intravenous medicines are replaced by oral alternatives</p> <p>Deprescribing is widespread and normalised</p>	<p>Patients/service users refuse to accept polluting chemicals in their care and treatment</p> <p>Metered dose inhaler use is less than 10%</p>	<p>Pharmaceutical companies publish extensive information about the environmental impact of their products through their whole lifecycle, enabling us true transparency in all our supply chains</p>	<p>Medicines are grown in labs using plants and fungi rather than industrial chemistry</p>

Dimension	2022-2024	2025-2027	2028-2030	2031-2035	2036-2038
Adaptation/ risk/ resilience	Organisations have risk and resilience plans in place to help them to deal with climate disruption through reduced vulnerability and increased resilience	Large health and social care organisations are the first port of call as community anchors during extreme weather events (which are now happening at least once a year)  Inequalities in Places reduce, reducing vulnerability	Organisations can function in a self-sufficient manner for several days during the worst climate events  Health and wellbeing of Places are increasingly resilient through improved population health/prevention	Public buildings are used as "cool refuges" during summer and regularly house flood victims  Productivity lost through extreme events is minimised	Risk and resilience are much more dynamic than 2022 baseline  Change and uncertainty are the norm but can be weathered more comfortably
Heat decarbonisation/ energy management/ construction	No further purchasing of fossil fuel technologies (including vehicles or heating)	Retrofitting of insulation and heat pumps to all buildings	No further purchasing of fossil fuels  Traditional cement and other carbon-intensive materials no longer used in construction	Plan for atmospheric carbon removal agreed	Carbon removal to be deployed
Urban design/housing/ public spaces/planning	Planning laws change to ensure net biodiversity gain from all projects  Healthy Places is a core work strand of the ICB	All building is now net carbon zero throughout its full lifecycle	Retrofit of housing stock to ensure thermal stability in both warm and cold is now complete	Retrofit of public spaces to prioritise active travel and 20-minute communities is now complete  Buildings and spaces are climate positive (e.g., sequester carbon, eliminate water waste)	Everyone in West Yorkshire has a healthy, sustainable, safe home



Dimension	2022-2024	2025-2027	2028-2030	2031-2035	2036-2038
Social care/VCSE	Social care and the VCSE are welcomed as true partners with healthcare	Integration is now seamless with healthcare providing expertise/funding to allow retrofit and transition to zero carbon travel and a sustainable and continued shift of investments into prevention and decision making within communities with the VCSE sector at its heart	<p>Demand for social care falls as communities become closer knit and resilient</p> <p>Sustainable, resilient, innovative, and vibrant VCSE sector with longer term funding arrangements providing a holistic offer to our diverse communities going beyond green social prescribing to a community powered NHS approach</p>	<p>Public expectation of chronic care and end of life is dramatically different as resources are constrained but communities are more supportive</p> <p>Volunteering becomes the norm, helping Places increase climate resilience</p>	
Mental health/green social prescribing/communities	<p>Focus on building strong communities that are resilient and local</p> <p>Work with the VCSE sector in rolling out green social prescribing practices which are known to have huge return on investment</p>	<p>People are choosing to live and work in regions that have strong 20-minute communities</p> <p>Green social prescribing is the default therapy for increasing numbers of conditions</p> <p>We implement a trauma-informed model to address climate anxiety and grief</p> <p>Climate anxiety/grief, other mental health care, and Green Social Prescribing are linked to activate positive community climate action</p>	<p>20-minute communities are the norm, incorporating green and blue spaces</p> <p>Green/blue space access and quality are equitable regardless of e.g., deprivation</p>		Demand for mental healthcare starts to fall because people are leading lives which are more fulfilling

Dimension	2022-2024	2025-2027	2028-2030	2031-2035	2036-2038
Our teams	<p>All organisations have a sustainability training package for staff and volunteers, and all complete mandated sustainability training e.g., Building a Net Zero NHS</p> <p>More staff and volunteers are encouraged to become climate and sustainability champions</p>	<p>Role descriptions empower staff to make climate and sustainability their business in ways relevant to their work</p>	<p>All role descriptions incorporate an element of climate and sustainability competency</p> <p>We influence professional bodies to develop their training to incorporate climate and sustainability competencies</p>		
Publications/ communication	<p>We engage all stakeholders including our communities on this Strategy and Menu of Actions</p>	<p>Environmental impact is communicated internally and externally at regular intervals (quarterly)</p> <p>Sustainability metrics are standardised across West Yorkshire and nationally to allow direct comparison</p>	<p>Standardised, comparable annual reports are published in the public domain</p>	<p>Sustainability training and consideration are given the same weight as finance is in 2022</p>	
Technology/ digitisation/ data management	<p>Electronic patient notes become the norm</p> <p>Digital design prioritises sustainability and adaptability</p>	<p>3D printing of equipment is the norm</p> <p>All Places close their digital divides to enable equitable digital-by-default</p>	<p>Data centres and hardware are now demonstrably net carbon zero</p>	<p>Data allows us to see the remaining areas of environmental impact and prioritise changes</p>	

Dimension	2022-2024	2025-2027	2028-2030	2031-2035	2036-2038
Finance/ professional services	<p>Environmental sustainability is considered in every capital decision</p> <p>Organisations develop sustainable procurement/spending policies and procedures</p> <p>We accelerate divestment from climate harm (e.g., banks, suppliers)</p>	<p>Sustainability is the prime consideration when deciding how to allocate resource</p> <p>80% of contracts and investments comply with sustainable procurement strategy and policy</p>	<p>West Yorkshire is an established hub for green med-tech and local and national financial disparities are diminishing</p> <p>100% of expenditure and investment comply with sustainable procurement strategy and policy</p>	<p>All our financial activity is climate positive</p>	<p>We influence for a just transition so every job in West Yorkshire is a good, green job</p> <p>West Yorkshire has a wellbeing economy</p>

## Incorporating sustainability in impact assessment tools

Different organisations have different impact assessment tools and different priorities when it comes to mitigating impact. It is therefore not possible for the climate team to mandate a single impact assessment tool. On the website are a couple of sustainability impact assessments to demonstrate different approaches ([Climate change :: West Yorkshire Health & Care Partnership](#)). These should not be stand-alone documents but embedded in the rest of the decision-making process.

## Published plans

Climate Change Plans that are already published are available from organisations or on the climate team's website ([Climate change :: West Yorkshire Health & Care Partnership](#)). As examples, summaries of the pharmacy and medicines optimisation plan, primary care plan and ICP green plan are also included on the website with their action points mapped to the Menu of Actions.

Again, this is not intended to be definitive but to give a flavour of the work and ambition which is already happening in West Yorkshire.

## Conclusion

In such a large, complex system as health and social care in West Yorkshire, it is not possible to capture all the nuance of what needs to be done to move us towards sustainability. This action menu is therefore not an exhaustive list but, if we do everything here, we'll be much closer to where we need to be than we are at the time of writing. With regular updates and planned strategy revision every two years, we can refine and enhance our ambitions and achievements in sustainability over the life of the strategy.

Draft for discussion