



NHS netzero



**Lancashire and
South Cumbria**
Health and Care Partnership

Net Zero

End of Year Report



Redmoor Health
Your digital health partner

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Executive Summary

Net Zero – End of Year Executive Summary

NHS Lancashire and South Cumbria Integrated Care Board (LSC ICB) have delivered this programme in partnership with Redmoor Health to enable general practice to work towards delivering a greener healthcare. The programme was structured to establish a level of understanding around the awareness in general practice for the Net Zero agenda. The programme was, in the main, to start to raise awareness and develop several ways to educate and mentor general practice staff. Although there were many outputs from the programme, the following provide a high-level overview.

- **Initial Awareness Baseline Questionnaire**

Sent to practices with 64 responses received (49 from Practice Managers, 4 from GPs, 1 from an Administrator and 10 other)

- **Practice Insight Visits**

Three practices – One single-handed practice, one medium sized with 3 sites and one large practice with 5 sites, each had a 30-minute introductory call followed by a full day visit to the main site of each practice. A significant basal questionnaire was developed with sustainability specialists and general practice experiences professionals to navigate as much of the daily events and practice with a sustainability lens. This questionnaire is also a helpful tool for practices to work through their current position and areas they can focus on in their journey to Net Zero.

- **‘An Introduction to Net Zero in General Practice’ series of five webinars**

Hosted by sustainability expert GP, Dr Matt Sawyer, with different highlight topics for each session (Energy use in practice, Transport – staff and patients, emissions from goods and services, clinical footprint and creating a practice plan). These sessions, although lower than hoped for attendance, were thoroughly enjoyed by the attendees. They are easy to take in, hard hitting and general practice contextual.

- **Creation of beta Net Zero Journey Planner module – Starting the journey to Net Zero**

A practice self-assessment module, broken down into four sections (Energy, Travel, Goods & Services, Medicines) and allows staff to build a practice action plan for the short, medium and longer term. This was built from a hearts and minds perspective with learning and behaviour change at its centre. It is about the attainable wins in day-to-day practice which can be achieved from a slight change of routine or pivot.

- **Green Champions**

A green champion training programme was designed and built out. Six green champions were created, taking part in a course split into two sessions, and producing action plans to implement change. The champions feedback showed they all felt their confidence in the role had increased after the first session. Some of the changed made after the training has been impactful as far as changing all new inhalers to power based, real wins.

- **Video Group Clinics**

As part of a successful application into the Healthier Futures Fund, we adapted Redmoor’s experience of training in this subject for this programme. The aim with this was to support the overall reduction in travel from a staff and patient perspective – one to many model. Currently trained 4 practices to deliver Video Group Clinics (VGCs). The final training session is being delivered early May, practices then have until the end of May to share their carbon saving through this new mode of service delivery.

- **Resources**

Suppliers Questions, <https://www.redmoorhealth.co.uk/nhs-net-zero/>, Sustainability and net zero resources.

01

Introduction

Section 1 – Introduction

The Vision for Primary Care

The Lancashire & South Cumbria Sustainability Transformation Partnership Delivery Plan states that primary care needs to transform in order to provide a service that is sustainable, efficient, effective and attractive to work in.

Therefore, NHS Lancashire and South Cumbria Integrated Care Board (LSC ICB) have delivered this programme in partnership with Redmoor Health to enable general practice to work towards delivering a greener healthcare.

The Local Issue

One of the key environmental challenges we've identified in general practice is a lack of awareness and understanding, on how to decarbonise practice from the ground, and where to start. The sector is not optimising available digital technology and implementing quick win green solutions to deliver immediate benefits.

On top of the challenge of lack of awareness and understanding, there is also a local issue in Lancashire and South Cumbria. The patch has more than 250 general practices and an above average rural population. The travel of both staff and patients is one of the biggest environmental contributors, resulting in around 110,000 tonnes of CO₂ annually.

The National Issue

Nationally, 60% of the carbon emissions of primary care arise from our clinical work, primary care is responsible for a significant proportion of the NHS' carbon footprint as it's where most of the prescribing happens. The majority of general practices carbon footprint comes from prescribing because of the amount of medicine wastage. 40% of the carbon footprint comes from non-clinical sources. The largest non-clinical carbon is from energy use and energy wastage.

In October 2020, the NHS became the world's first health service to commit to reaching carbon net zero by 2040. Adopting a greener outlook on primary care has huge benefits for patient health, through increasing active travel and improvement in air quality. It also helps to reduce health inequalities and reduce costs through reducing prescribing/procurement costs and reduced energy use.

Redmoor Health have been a digital provider for Lancashire and South Cumbria ICS GPs for many years, because of this Redmoor are able to meaningfully support the practices with their journey to net zero due to their existing relationship with the practices and understanding of the patch. Through this programme, Redmoor have been able to support staff and patients to understand their impact on emissions, discover ways of integrating decarbonisation seamless, and identify innovative solutions.

02

Initial Awareness
Baseline
Questionnaire
(MS Forms)

Section 2 – Initial Awareness Baseline Questionnaire (MS Forms)

Purpose

In order to develop appropriate and adoptable resources along the course of this programme to support general practice staff to go green, our first point of call was to scope and baseline general practice staff awareness of sustainability and low carbon alternatives across Lancashire and South Cumbria.

Staff awareness of the Greener NHS ambitions and action towards transitioning to a greener practice is key to reducing local health inequalities associated with climate-related health issues such as Asthma in our local area.

As such we launched the below survey from September – November 2022 to local general practice staff within the Lancashire and South Cumbria ICB footprint in hopes of generating tools which maximise adoption and embedding of the sustainable agenda.

Highlights

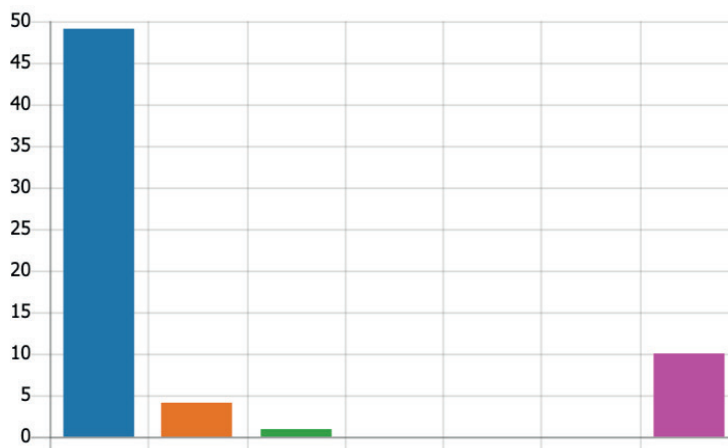
- ✗ Lack of awareness in terminology and how sustainability translates into general practice
- ✓ Strong awareness among general practice staff (particularly practice managers) who understand the link between patient health and climate change
- ✗ Lack of confidence in practice population knowledge of climate change
- ✗ Minimal coverage of practices who have identified a member of staff who champions the sustainability initiatives in their practice.
- ✓ Optimisation of digital processes among general practice
- ✗ Responses show a lack of action in encouraging active travel among patients and practice staff
- ✗ Results show minimal movement on the consideration of the sustainability of suppliers and materials
- ✗ Practice premises owned by NHS Property Services make changes to the estate particularly challenging

Methodology and Cohort

Overall, the survey reached 64 general practice staff in Lancashire and South Cumbria over the course of September – November 2022. Practice Managers accounted for the majority of respondents.

Role of respondents:

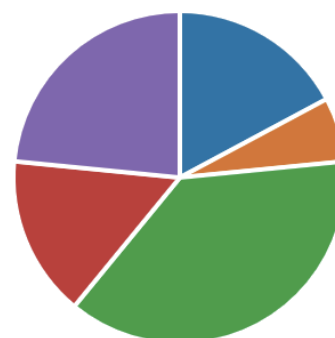
● Practice Manager	49
● General Practitioner	4
● Administrator	1
● Practice Nurse	0
● IT staff	0
● Healthcare Assistant (HCA)	0
● Other	10



Location of respondents:

We intended to collect a representative sample of responses across the breadth of Lancashire and South Cumbria ICB. Central Lancashire represented the greatest proportion of our findings and West Lancashire the smallest, although this proportionate to the population within this region.

● Fylde Coast	11
● West Lancashire	4
● Central Lancashire	24
● Morecambe Bay	10
● Pennine Lancashire	15

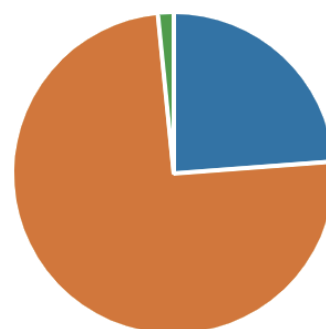


Findings

Green Champions:

When questioned if there was a recognisable member of staff within their organisation who oversaw sustainable initiatives, the majority of responses stated that there was no member of staff who championed the green agenda in their practice.

● Yes	15
● No	47
● Unsure	1



This result was echoed by several respondents who wished for “some help on where to start” and requested “an achievable plan”

This data highlighted to our wider programme team that if this movement to a greener general practice is to be actioned and delivered at scale, then there must be a member of staff or a community of allies within general practice who can champion this work and drive change from the grassroots. This insight led us to later develop a green champion programme for general practice employees across Lancashire and South Cumbria. The aim for this sub-programme was to engage general practice staff with the wider sustainability agenda and foster a community which shares best practice. The programme, which is further discussed in Section 8, stresses the importance of putting in place measurable and achievable action plans to enable organisations kick-start or scale up their sustainable journey.

Should a member of staff wish to get involved with championing sustainability within their practice we suggest that a first point of call would be to engage with existing organisational or systems-level programmes and initiatives that are delivering sustainability, such as CSH Networks for clinical specialities or the Greener NHS Community and their member space on FutureNHS.

Awareness of the Environmental Determinants of Health:

Over 85% of survey respondents believed they had a firm grasp of how climate change effects their patients’ health, though conversely, the respondents felt that their patients did not have a good understanding of the impacts of climate change.

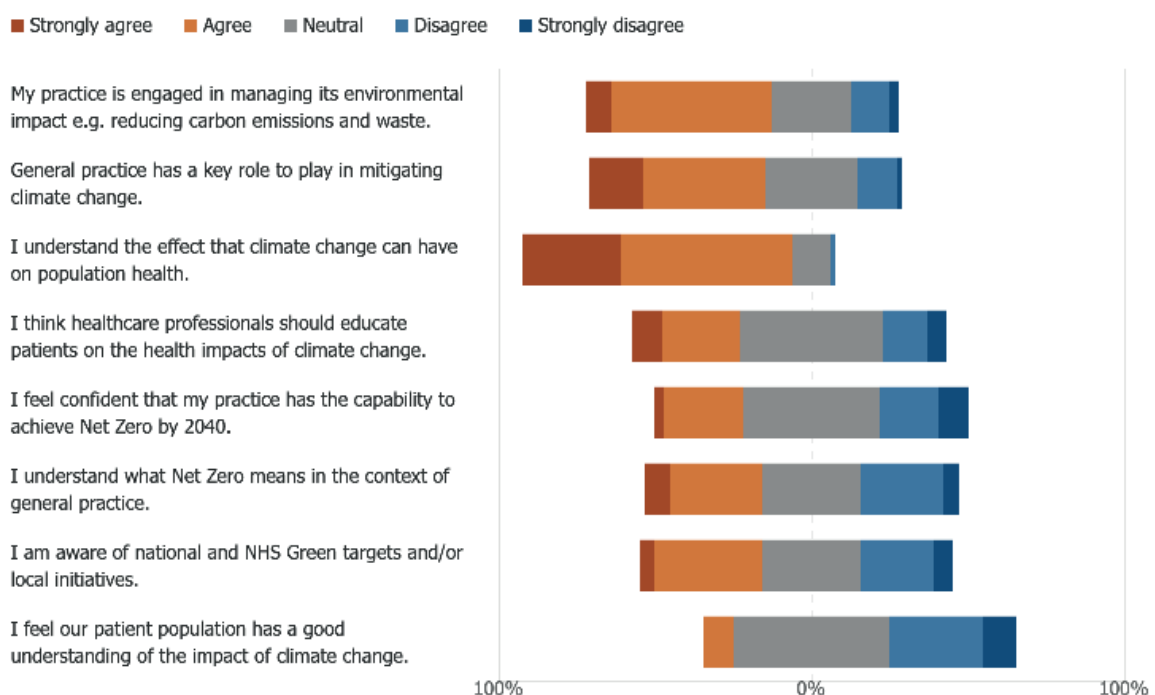
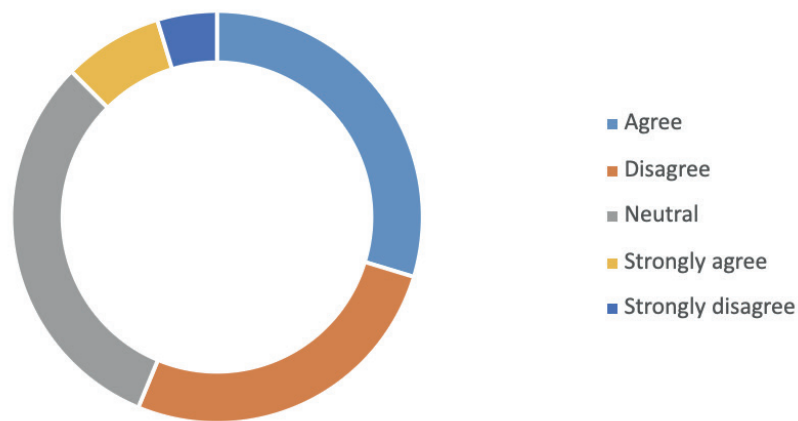
This insight led us to work patient behaviour change into our wider programme assets, providing various pathways to join up the care delivered by the practice and advise and prescribe low carbon care pathways/medicines to patients.

Understanding of Terminology and Context:

Additionally, an area for further exploration in future resources was developing the understanding of how sustainability fits into the framework of general practice. According to the findings, more than one-third of respondents were unsure what Net Zero meant in the context of general practice. This outcome inspired our team to collaborate with industry experts to create a series of introductory webinars that addressed this topic while highlighting topic areas to promote action and inspire change among staff members.

A further exploration of these webinars and the spotlight areas can be found in Section 6.

Understanding of what Net Zero means in the context of general practice

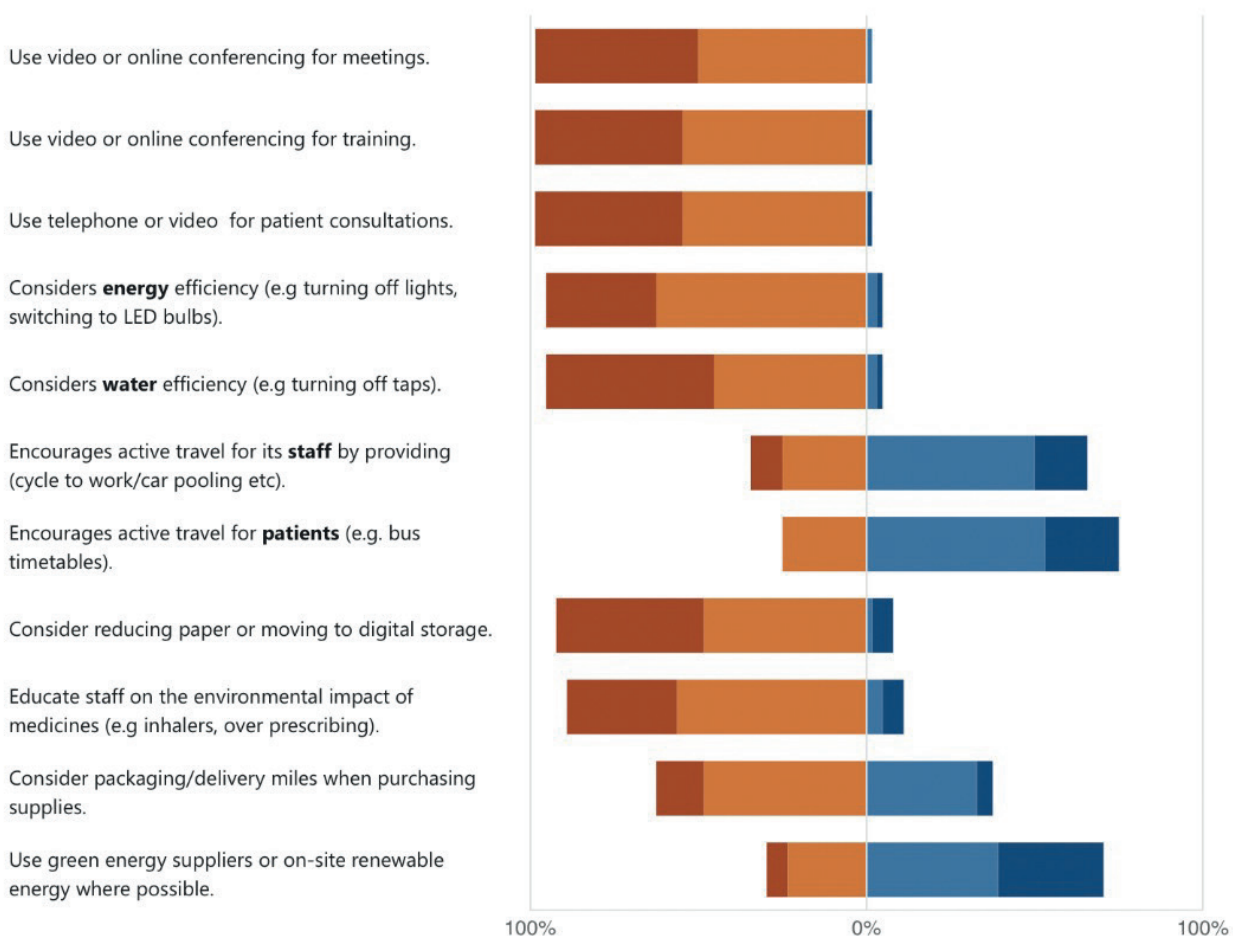


Engagement with the sustainable agenda:

Responses indicate that 2/3 of general practice staff which responded to this survey felt as though they were engaged with the sustainable agenda and were currently managing its organisational environmental impact. Though we are conscious that engagement is subject to the size of the practice, their ability to enact initiatives or measures and the response from patients. Despite this, over 1/3 of respondents were unsure of practices capability to achieve Net Zero by the Greener NHS's target of 2040 (for direct emissions – Scope 1&2)

Decarbonisation action:

■ Always/In place ■ Sometimes ■ Never/Not considering ■ Considering



Digital:

Practice staff were particularly confident >90% in their frequency and ability to use digital (telephone, video and online conferencing and patient consultations) which in turn reduces the need for patient and staff travel as this can be performed remotely.

Staff and Patient Travel:

Although when it came to staff and patient travel to the practice responses show a lack of action. This proves an area for further exploration and support. Further to this, we have begun running Video Group Clinic training in this region, this programme looks at measuring saved carbon emissions from remote video consultations for patients with long-term health conditions. Please see Section 11 for further information.

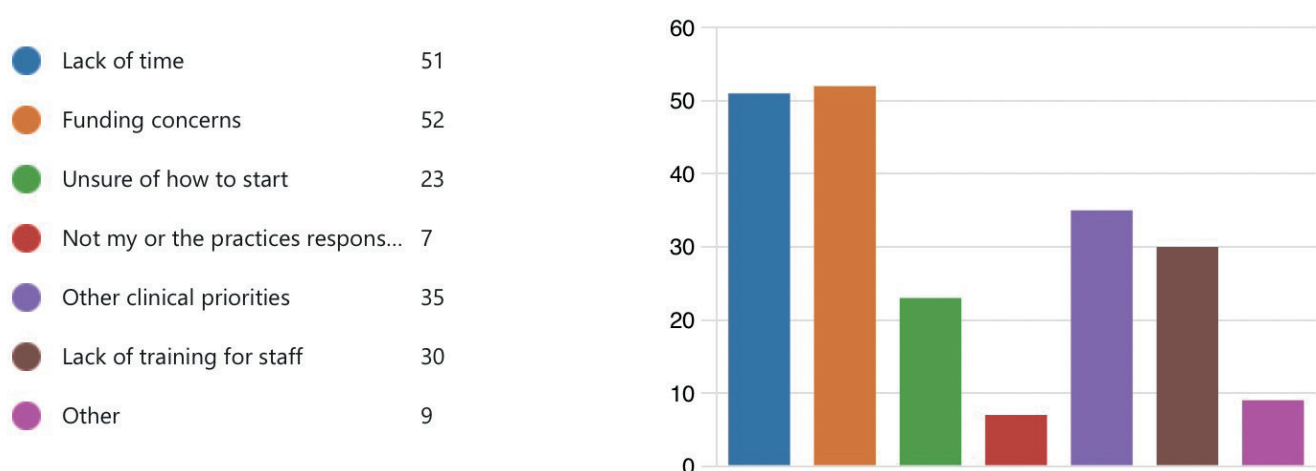
Supply Chain:

Responses also revealed slow action among general practice to consider the green ratings and sustainability of their suppliers. Of course, this is depicted largely by cost and availability of resources, but this is an area we have actioned to support practice managers. Please see Section 12 for our supplier questions list, which supports staff with procuring more green alternatives.

Barriers to sustainability in general practice :

One of our key aims of this survey was to identify some of the key roadblocks which practice staff consider to be hindering their organisations transition to a more sustainable practice. The key barriers have been identified below:

- Time
- Funding
- Balancing clinical priorities
- Lack of training
- Lack of knowledge of how to start this transition



Further comments:

When we opened the floor to further comments at the end of the survey, it was revealed that 28% of respondents felt as though they needed additional funding to support with this sustainable agenda and to meet national targets. Some respondents noted how efforts have been made to become more energy efficient extra funding to pay for schemes including solar panels and implementing electric car charging ports would be of great benefit as this is not affordable at practice level and doesn't come under NHS Premises Funding Directive.

Other respondents noted that making changes to the organisations estate, including energy efficiency and any recycling schemes, was a particular issue whilst being an NHS property service. Several respondents stressed how the practice has influence only within its own controls including resources such a paper.

There was a strong consensus that liaising with NHS Property Services who control many of the premises, would be advantageous. As such, the adoption of a common framework across all these sites and policies and procedures to be completed centrally was a common thread of this survey.

Finally, several comments were made with respect to making green targets integral to GP work, not an additional target and prioritising education of staff and patients.

03

Net Zero Awareness
Communications
Material

Section 3 – Net Zero Awareness Communications Material

Following the results of our initial baseline awareness questionnaire, our Redmoor Net Zero team worked in collaboration with our internal creative team to develop a series of sustainability assets and campaigns which were shared with a large number of general practice colleagues across the ICB.

These assets included:

- Launching the **'Save lives, save the planet, make the NHS green'** article to announce the ICB collaboration with Redmoor. This detailed the scope of the programme, alongside the aims and desired outputs that sit within the national targets of the Greener NHS. Additionally, it detailed the purpose and reason behind this programme and the importance of embedding sustainability into general practice with comments from local practice managers excitement to get started on their decarbonisation journey. The full article can be found in the Appendix 13 or can be viewed here.
- **A Net Zero Advent Calendar** – a series of assets which focused on individual behaviour change and spotlighted useful tips and guidance on how practice staff can move towards a greener more sustainable holiday period. This series of assets were posted in succession and included information on using recycled materials for gift wrapping or reducing single use plastics, reducing food waste and repurposing and disposing of Christmas trees. This calendar was intended to spark interest in the sustainable agenda among staff and inspire low effort changes within the household. The calendar was shared among 226 recipients and 156 colleagues opened and viewed the content. Examples of these tips can be seen below:



Recommendations

- Frequent cascading of sustainability resources and local funding schemes through the ICB sustainability lead and green champions would be advantageous to ensure continued behaviour change and actionable. Practice Managers or Green Champions can utilise the raindrop resource (see Appendix 13) that has been developed and share resources or best practice with their colleagues to drive this transition.
- Having information sent from an identifiable person within the ICB or their local area will help to drive these messages.
- Keep messages light and frequent to ensure maximum engagement.
- Avoid overly scientific or negative messages, instead framed messages with positive, action-oriented language.

04

Practice
Sustainability
Profiling Framework

Section 4 – Practice Sustainability Profiling Framework

In response to the results from the initial baseline questionnaire, Redmoor have collaborated with industry specialists and certified B-Corp in sustainability, Anthesis Group, to develop a set of questions to profile a practice on their journey towards decarbonisation. The aim being to understand the level of consumption, action on sustainability and internal drive for sustainability within a surgery. For ease of use the framework has been split into 10 subsections, each detailing the different levels of change which can drive sustainability in practice.

The framework is positioned at general practice staff, and is aimed at providing staff with a starting point to understand:

- Their practices carbon footprint
- Their extended influence in their local area
- Their current consumption rates and efficiency measures
- Organisational/governance buy in

The profiling framework can be either be used as a standalone resource to baseline the practices current position or to be updated and developed upon as the practice transitions to a low carbon model. We created it to kick start practice staff with their decarbonisation journey and to action either small or large changes to reach Net Zero. The framework is intended to be practical, adoptable and integrated into everyday behaviour and delivery.

The L&SC ICB Questionnaire has been developed in partnership with general practice staff from the grassroots. One of the first steps on the journey to developing this resource was to launch a new survey to all local NHS staff to discover their action and awareness of sustainability so we can understand how practices can make changes towards carbon reductions.

Contextual questions

A	Details of Practice Contact / Name / Position:
B	Practice address (Main Site)
C	Number of sites (If more than one site, complete details for each site)
D	Population Demographics
E	Does the practice have a dedicated facilities manager?
F	Current baseline of knowledge/ action?
G	Has the practice used carbon footprint software, and produced a carbon footprint for the practice?
H	Link to PCN DES contract / Investment and Impact Fund (IIF) /QOF points and indicators?
I	Is the practice actively engaged in managing its environmental impact e.g., reducing carbon emissions and waste?
J	Does the practice have a member of staff who takes ownership of green initiatives?
K	Does the practice have budget set aside for 'green' initiatives already?
L	Has already invested in green initiatives on site. If so, which initiatives?

Practice staffing and patient questions

A	Patient population
B	Average sq mile radius of patient registered population
C	Number of GPs
D	Number of Staff
E	Number of Appointments (per month)
F	Number of GP surgeries (if a group)

Estates and Facilities

These details may help to assess the energy efficiency of the premises and to prioritise the implementation of carbon reduction initiatives.

Newer buildings are typically more energy-efficient than older ones due to having more effective insulation and heat-conserving fittings in line with modern building regulations. Older buildings may be retrofitted with upgraded insulations and fittings like double or triple glazed windows which improve their energy efficiency and lower their GHG emissions.

An appreciation has been made that NHS Property Services estate ownership can limit the capability to implement low carbon solutions.

A	What is the total number of rooms occupied by practice
B	What is the total floor area of practice (square metres - m2)
C	Is the building owned by the practice?
D	Is the building leased by the practice?
E	What is the length of the remaining lease (years/months)?
F	How old is the building? (years)
G	Has your premises been fitted with double or triple-glazed windows?
H	Has the premises had any new extension added?
I	Has the building/premises had any refurbishments including insulation upgrades?
J	When was the most recent such refurbishment?
K	Does the practice use porter cabins? If so, what is the floor area (square metres - m2) and percentage of the practice.

Equipment

The details that are provided in this section will be useful in assessing the energy and carbon efficiency of the current practice premises and identifying areas that may be targeted for improvement.

A	What type(s) of lighting is installed? (Incandescent/ halogen/ fluorescent/Compact fluorescent/LED) Gradual change to LED and small energy efficient
B	Is the lighting fitted with occupancy sensor controls?
C	Does your practice have air conditioning equipment installed?
D	Do you operate sterilisation equipment on site?
E	How many freezer and fridge units are in operation on the premises?
F	How many printers do you have in your practice?
G	What type of heating do you have installed? (oil/gas/electrical/air-source)
H	Does your practice use hot water dispensers and electric kettles?
I	Have you had any solar water heating or PV panels installed?
J	Does the practice have a water refill station that patients and staff can use to refill a drink bottle?
K	Do all toilets have dual flush to limit water use and are they labelled to use appropriately?
L	Does the practice use hand dryers (instead of paper towels)
M	Does the practice recycle all of its used printer and/or toner cartridges?

Energy Consumption

Direct GHG emissions from the combustion of fuel in equipment owned or leased by the practice can be calculated using the data in this section. Such direct emissions are classified as Scope 1 emission under the GHG Protocol Standard.

Indirect emissions from the generation of electricity or heating purchased by the practice are classified as Scope 2 emissions and can also be estimated with the data in this section.

(This data may be utilised as inputs for a carbon/GHG calculator)

A	List all energy types used - electricity, natural gas, heating oil
B	Does the practice purchase its electricity directly from a utility provider?
C	Name of the electricity utility provider:
D	How many kWh did the practice consume in the latest financial year?

Energy Consumption CONT.

E	Is electricity purchased via a green tariff?
F	Name of the natural gas provider
G	Units of natural gas consumed over the latest financial year invoicing (kWh)
H	Does the practice purchase any heating oil?
I	Please provide number of units from the latest financial year invoicing (litres) N/A
J	Does the practice purchase any fuel for use in vehicles it owns or leases?
K	If yes, list the type of fuel and quantity purchased in the latest financial year.
L	Does the practice have smart metering for its energy usage?
M	Do the practice have monthly meter readings?
N	Are sockets easily accessible to switch devices off (instead of on standby)?
O	Is your business banking provider a Green Bank?
P	Does the practice offer home visits?
Q	How often does the practice undertake an EPC?
R	When was last EPC report conducted?
S	What was the reported EPC rating?
T	Has the practice already installed a renewable energy source onsite (in the form of solar, wind, ground or air source heat and micro-Combined Heat and Power (CHP).
U	Has the practice done a heat loss energy assessment?

Travel and Transport

Patient and staff travel contribute significantly to the overall GHG footprint of General Practices. GHG emissions generated from travel are classified as Scope 3 under the GHGP.

A	Has the practice carried out a staff commuting survey?
B	If answered 'no' to question a, collect details of individual staff travel, to include home postcode, mode of travel (walking, cycling, driving, bus, train) car type if driving (small, medium, large) and power source (petrol, diesel, hybrid, full electric).

Practices can then use this tool provided by the Department for Energy Security and Net Zero and Department for Business, Energy & Industrial Strategy to calculate their practices carbon footprint associated with travel.

[Government - Greenhouse gas reporting conversion factors 2022](#)

Section 4 – Practice Sustainability Profiling Framework CONT.

Travel and Transport CONT.

C	How many patient visits does the practice receive on average? (daily/monthly/annually – as available) as in patients coming to the practice
D	What is the average distance travelled by patients (if known)
E	Does the practice provide bike storage and/or electric charging points for cars?
F	When managing referrals, are you conscious of location nearest to patient or where transport services are available?
G	Is social prescribing and other wellbeing tools embedded into patients care, who would benefit from a non-medical model to reduce prescribed medication?
H	How much is physical exercise a component part of a patient's treatment, encouraging walking/cycling to appointments?
I	Does the practice actively manage optimisation of appointment time – i.e. managing more than one health matter in a single consultation?
J	Does the practice actively encourage patients to use digital aids to access their health care records, repeat prescribing and virtual/online consultations?

Supplies and Procurement

Indirect GHG emission from purchased supplies and services typically make up the biggest share of a general practices' GHG emissions (Scope 3 emissions), so it is essential to measure these emissions so that the emissions 'hotspot' sources may be effectively targeted with reduction initiatives.

A	Do the practice prioritise low carbon products when purchasing consumables for the practice?
B	When purchasing supplies, is the practice considering packaging and how it can be minimised?
C	Is the practice aware of any carbon labelling that may be available on products that you purchase? And what they mean?
D	Do the clinical team prescribe lower carbon options like Dry Powder Inhalers (DPI) in place of Metered Dose Inhalers (MDI) where appropriate?
E	Do the practice provide facilities for your patients to dispose of their used inhalers for proper disposal and recycling?
F	Are you familiar with the NICE Inhaler patient decision aid?
G	Have you got records for all expenditure on supplies and consumables the latest financial year?
H	Please provide spend (£) for all purchased consumables, equipment and services such as printing, waste disposal, cleaning and telephone.
I	Does the practice carefully buy equipment that can save energy and maintenance costs over its lifetime use?
J	Does the practice take proactive action to ensure that internal and external doors and windows are kept closed when the air conditioning or heating is on?

Operations

Practices’ business operations influence most of their GHG-emitting activities. Incremental changes made to operational processes and actions throughout all areas of operations can result in a significant reduction in GHG emissions and fast track a practice journey to decarbonisation.

A	Does your practice actively recycle inhalers?
B	Does your practice collect blister packs and recycle these in local pharmacies such as Superdrug?
C	Does your practice provide the relevant information to patients on this?
D	Does your practice use recycled paper?
E	Do you use double-sided as a default setting for printing & photocopying to reduce paper use?
F	Has the practice recycled all of its Lloyd George records?
G	Does your practice upcycle or repair old furniture?
H	Does your practice sort recycling into paper/plastic/food/normal waste/clinical waste?
I	Does your practice actively use video consultations? (what % of consultations)
J	Does your practice actively use telephone consultations? (what % of consultations)
K	To what extent does the practice support remote monitoring?
L	Does the practice recycle its batteries?
M	Does the practice recycle its printer toners?

Governance

Establishing relevant policies and governance networks contributes to driving change across all areas of practice operations and embedding low carbon working cultures.

A	Has your practice signed up to Green Impact for Health Toolkit? (see: https://www.greenerpractice.co.uk/news-item/green-impact-for-healthcare-toolkit-gifh/)
B	Do you direct your patients to the NICE Patient Decision Aid for inhaler use
C	Do you have a carbon literacy staff education programme in place?
D	Do you have a carbon reduction/ sustainability plan for the practice?
E	Does the practice have a Sustainability team or Champion?
F	Does the practice embed the ‘3 Rs’ into practice culture – Reduce, Reuse, Recycle
G	Do you have a dedicated budget for undertaking carbon audits and sustainability initiatives?
H	Is sustainability part of your Practice strategy?

Section 4 – Practice Sustainability Profiling Framework CONT.

Governance CONT.

I	Do you have a deprescribing policy in place?
J	Does your practice operate a cycle to work scheme?
K	Does your practice have a car-pooling scheme for staff?
L	Any other policies or procedures in place to support practice decarbonisation e.g. lights off policy, use of aircon, dishwasher only on if full, printing policy, care share, align staff rota to support staff to start/finish the same time and/or use public transport?
M	Has the practice reviewed the impact of using the recommendations from the [http://www.choosingwisely.co.uk Choosing Wisely campaign] and implementing [http://www.choosingwisely.co.uk/resources/shared-decision-making-resources/ shared decision making] to avoid unnecessary tests and procedures.

Organisational Change

Gaining buy in from your staff can be one of the biggest challenges when it comes to behaviour change and transforming to a greener practice. Consider the below questions as prompts to get you thinking about your awareness and current action when it comes to sustainability in the workplace and when engaging your patients.

A	What do you anticipate the main barriers making NetZero doable for General Practice to be?
B	What are the key drivers and enablers to Net Zero change in your opinion/ experience?
C	Which incentives would make it more attractive to staff or patients?
D	Which new models of care should/ could be considered?
E	Does the practice promote energy-awareness using stickers, posters or other prompts in place in most offices and communal facilities encouraging users to switch off lights and/or equipment when not needed?
F	Is the practice engaging, educating, and empowering patients to take individual action on the climate crisis for the benefit of their health?
G	Are you already sharing information digitally with other providers within the ICB?
H	What are the key focus areas to decarbonise GP processes as a quick win according to you?
I	What key benefits can you see as a result of your Net Zero actions for public health, employee retention, financial savings, wellbeing and patient satisfaction-
J	Is sustainability embedded into the practice's business plan?
K	Have you identified a Net Zero champion to help you transform the practice?
L	Has the practice considered practice-based environmental behaviour change e.g. Meat free days or non-plastic bottle use only?

Recommendations

- Continue to review and enhance practice questionnaire and turn into a self assessment toolkit to further align with practices green transition
- Practices to use the above tool as a reference point to look at their action on sustainability as they transition to a greener practice
- It can also be used to illustrate to practice partners or ICB leads progress made areas and highlight any areas of weakness needed for support
- Recommended to RAG rate questions to address stagnant areas
- Share best practice with other surgeries in the local area as to not reinvent the wheel and share resources

05

Practice Insights
Visits – On Site
Learning

Section 5 – Practice Insight Visits – On Site Learning

Additionally, our Net Zero team conducted on site visits to GP surgeries within the L&SC footprint so we could locally validate the survey results in general practice to ensure balance between data collection and providing inspiration for change. It was also crucial to understand current Net Zero behaviour in a sample of different sizes, locations and demographics. The visits looked at several areas including a deep dive into barriers, enablers, staff and patient barriers, quick wins and how Redmoor Health and the L&SC ICB could help with this green transition.

Staff across 3 sites, multiple functions and departments were engaged in the co-production of these practice profiles over the course of September – October 2022. Staff were also encouraged to complete a staff travel audit to drive sustainable or low carbon transportation to the surgery.

The core objectives of the visits comprised of:

- Locally validate the practice sustainability profiling framework (see above) for its usability in general practice to ensure balance between data collection and providing inspiration for change
- Understand current sustainability action and awareness in a sample of practices of different size, location, and demographic
- Gathering sufficient context and data to inform the next steps of the programme
- Identifying quick wins for each practice as an incentive for participants

This report will contribute to the development of the Lancashire and South Cumbria ICS General Practice Green Plan and hopefully initiate some success stories that can be used later in the General Practice Net Zero programme as proof of concept.

Participating General Practices

To identify suitable practices to participate in the pilot study, Redmoor Health selected a combination of 3 sized practices and 3 locations representative of the general practices across Lancashire and South Cumbria ICB.

Practice Name	Number of sites	Patient population (persons)	Location
Beechwood Surgery	Single-handed practice	2,500	Thornton-Cleveleys, (Fylde Coast)
Tarleton Group Practice	Practice with 3 sites	9,911	Tarleton (West Lancashire)
Bay Medical Group	Practice with 5 sites	54,000	(Morecambe Bay)

Methodology:

1. An initial 30 min introductory call was scheduled with each Practice Manager to discuss the aim of the visit and request preliminary data, such as energy consumption.
2. A staff travel survey (<https://forms.office.com/r/6ywNLe3AMQ>) was issued via email prior to the visit and requested to circulate amongst the staff.
3. The visits took place on the main site of each practice and visits to the satellite sites were offered for Bay Medical, but were not possible due to staff availability. The questionnaire was completed with the practice manager (joined by the Practice’s Net Zero champion where applicable). Awareness was established and some initial resources shared. Areas of good practice were identified whilst jointly exploring further opportunities for immediate, practical and workable key levers to target the practice’s future carbon footprint reduction. Follow-up emails and 30-minute teams meeting discussed with agreed actions, information requests and bespoke ‘quick wins action list’ for consideration.

1. Findings

1.1 Barriers to Change

Common themes:	
1	Change capacity and capability
2	Ownership of building (NHSPS), IT (UHMB) and waste management (Council)
3	Fixed price contracts with providers
4	Resources (Funding, staff time, space..)
5	Conflicting agendas (Infection control, Fire regs, CCG)
6.	Lack of easy accessible intelligence (business cases) for Net Zero change initiatives
7.	Resistance to change from staff and patients
8.	Time to investigate new incentives or managing a cost analysis

BEECHWOOD SURGERY

- Limited capacity to do more than one change at a time because they are a small practice.
- Patient perception about inhalers that ‘powder doesn’t go down the lungs as well’ – however, there is no evidence to support that.
- Staff need to take recycling at home if the practice would like to take recycling more serious as the council currently only collects 1 mixed commercial bin which has a fixed price and does not incentivise achieving a reduction in waste
- Infection control policies
- Funding limited in a small practice
- Resistance to big change overall by staff and patients
- Physical space limited for new initiatives (ie inhalers and blister packs recycling points)

TARLETON GROUP PRACTICE

- Building is owned and managed by NHS property services which makes it harder to implement changes
- Harder to understand the practice’s energy use, because cleaning, paper towels, energy use etc are all part of the contract
- Harder to regulate the temperature in the building. The thermostat is set for the year (and 7am–7pm) and if the practice is too hot, the practice manager needs to call NHSP to send somebody out to amend the set schedule
- Fire regulations may reduce the options around ventilation of the practice
- Infection control i.e.. Disposable curtains and couch roles are mandatory
- Cost is the main one. Practices are already under significant financial strain and eco-friendly products could come at a higher cost
- CQC/ Safety compliance i.e. recycling bins in the practice could be a tripping hazard, or the practice may not be able to store cartridges, old batteries, inhalers and blister packs from patient’s homes on site
- Patient perception i.e. whilst the practice encourages the use of telephone consultation, the patients typically still prefer a face-to-face appointment
- Time – the staff are incredibly busy with catching up on Covid-19 delayed activity
- Space in the practice for new recycling initiatives

BAY MEDICAL GROUP

- There is nobody who wouldn't want to save the environment but when it comes to paying, the enthusiasm wanes.
- IT is not under our control (we have IT services from UHMB – University Hospitals of Morecambe Bay FT). If we start using printer cartridge refills, they may not support us anymore.
- Funding - received a quote for LED replacement and was 60k across the 3 sites
- We pay a fixed quarterly service charge to NHSPS but we have no visibility on our energy usage or breakdown. But we are not going to rock the boat now. Hopefully the fixed price will go in our favour with the prices rising.
- Infection control asked us to get rid of sterilisation on site so we don't think they will not allow it back if we want to do it for Net Zero.
- We looked for a wall mounted plumbed water boiler but was costly. Definitely compared to the £20 kettle we use and can replace easily when broken or at the end of its life. We also don't have the time to do a cost analysis to compare both options. Quicker to just buy a cheap kettle.
- There is no recycling of batteries for commercial premises. So we have to keep them under the desk and then somebody takes them to the supermarket to recycle.
- Assumption that green energy providers and green products are generally more expensive.
- Cost of MDI inhaler vs DPI inhalers
- People don't like printing paper that is not white. However, less of a concern in the practice Bay Medical Group as printing is only minimal.
- Can't start a cycle to work scheme in the winter
- It's hard to promote a green scheme to the staff if it only shows cost.

1.2 Enablers for Change

Common themes:	
1	Rising energy prices for all
2	Funding
3	Complimentary agendas (CCG and Council)
4	Resources (Funding, intelligence, support..)
5	External help to implement Net Zero ideas
6.	NHSPS Green Plan

BEECHWOOD SURGERY

- General drive for cost-effectiveness in each practice
- Starting with manageable behavioural change, for example: encourage staff to take things home to recycle such as cans, only print on double-sided paper, recycle paper in shredding bins instead of domestic bins, closing doors, switching lights off.
- Funding to accelerate the implementation of planned initiatives for Beechwood surgery: replace boiler earlier and accelerate the LED lighting replacement programme, get water heater for the kitchen, hand dryers etc
- The fact that staff are already thinking about their own energy bills means they are more cognitive about it at work
- Well-being component of the CCG contract

1.3 Areas of good practice:

BEECHWOOD SURGERY

LED lighting replacement programme

Fully double-glazed

Recycled printing paper

As part of the well-being component of the CCG contract, the practice achieves 250,000 steps per week by staff

QR codes to record weekly fire register and fridge temperatures electronically

Centralised policies with electronic acknowledgement by staff

Free battery recycling scheme (www.recycle-more.co.uk/batteries)

TARLETON GROUP PRACTICE

Interested colleagues

Utility price rises

Current refurb being done is a catalyst for looking at the remainder of the building i.e., roll out of LED lighting and dual toilet flushes

BAY MEDICAL GROUP

Energy cap doesn't apply to commercial buildings so our bills will keep rising for the 3 GP sites we pay bills for (less of a worry for the 2 NHSPS owned sites but not sure as it is managed by them for a fixed price)

The mindset of the staff has visibly changed once the prices for energy started going up as people started to think how this price increase impacts them at home as well as personally

The Eden project coming to Morecambe Bay which hopefully will raise awareness locally

The council is looking to support local businesses in their sustainability agenda

1.4 Incentives for Change

Common themes:	
1	Money
2	Recognition
3	Accreditation
4	Food
5	Publicity

BEECHWOOD SURGERY

- Recognition! Include in our 'Staff shout out' wall and the positivity board (currently used to advertise patient and colleague complements in the meeting room)
- Maybe a treat (as in lunch or cake) based on the savings made
- Monetary would do it for everyone
- Positivity

TARLETON GROUP PRACTICE

- Accreditation: it would be nice to show a reward/ accreditation for our green initiatives that we could display in the waiting area. We have an affluent demographic and it is anticipated that patients would value the information and how our practice contributes to Net Zero overall.

BAY MEDICAL GROUP

- Being able to demonstrate locally that the practice is doing good in line with the upcoming project Eden soon

1.5 Quick Wins

With a view on the change management emphasis in the next phase of the General Practice Net Zero Programme, a bespoke 'quick wins action list' was collaboratively drafted with each site. All practices have shown interest to start implementing some of the recommendations ahead of the Redmoor

Health follow-up visit.

On the next page is an overview of the suggested actions for each practice, which in turn inform some of the content for the next phase.

BEECHWOOD SURGERY

- Unplug redundant fridge in the outside corner of the meeting room
- Paper cups for patients at water dispenser
- Hand dryer instead of hand towels
- Recycle toner and printer cartridges to supplier
- Recycle patient inhalers and blister packs
- Explore more options to increase the remote monitoring offering
- Email payslips instead of on paper
- ‘Switch lights off’ stickers
- Motion sensors for lights
- Dual toilet flushes
- Reduce the use of plugged-in air fresheners

TARLETON GROUP PRACTICE

- Liaise with NHS Property Services to
 - o Understand current utilities use
 - o Request
 - Fitting motion sensors for lighting
 - Fit smart devices to turn radiators down on warm days
 - Change remaining old lighting types in LED
 - Change remaining toilet flushes to dual flush
- Wildflower garden where there is currently grass
- Hand dryers (instead of paper towels)
- Retainer/releaser device on fire doors to improve natural ventilation in the building and reduced ventilators use
- Reinstate bike shed for patients
- Reinstate recycling inhalers
- Review the recycling of batteries from diagnostic devices (thermometer, Blood pressure meter, sats probe, otoscope)
- Establish cycle to work scheme and car-pooling policy
- Use recycled paper for printing and copying
- Consider reviewing remote monitoring offerings (Orca) to encourage uptake
- Fit educational TV screen in waiting room to engage, educate and empower patients and staff to take individual action

BAY MEDICAL GROUP

- Formally appoint a Sustainability Champion to raise awareness and collect ideas from staff via this dedicated role
- Contact council to request recycling bins for Westgate to recycle more effectively on site
- Review refillable ink idea (subject to UHMB consent)
- Review original business case for the LED replacement programme now that energy prices are higher, because there is a likelihood that savings can be realised over a shorter timeframe, increasing the overall return on investment or reduce payback time frame. In the meantime, continue to replace 1 bulb at a time.
- Consider proof of concept of one site going live on full LED and use those numbers to strengthen the business case for the other two
- Review EPC of all 3 GP practices to understand the suggested opportunities to improve
- Draft proof the wooden windows where possible
- Finish the boiler replacement at York Bridge
- Check kitchen fridges energy efficiency rating
- Encourage staff to switch off devices instead of letting them on standby
- Follow Heysham's good example of water heater use (instead of kettles)
- Provide water station for patients with paper cups and connected to the mains, so it reduces the use of plastic bottles, and no van is needed to deliver the big plastic barrels
- Consider hand dryer instead of paper towels for all the sites
- Install 4 more smart meters to be able to review energy consumption in more real time and therefore be more aware. Save time taking manual readings every month, improve accuracy and timeliness of meter submissions and the staff doesn't have to go outside in the cold in winter anymore to take readings
- Check if the front door can be put on a releaser/ disability access button instead of leaving the door open
- Consider a heat loss energy assessment seen the draft from the wooden window frames
- Put some stickers/ posters around the practices to remind patients and staff to switch lights and devices off
- Bike shed for West End
- Check whether current printing paper is recycled and if not, consider changing
- Trial recycle points for inhalers and blister packs
- Roll-out video consultation across all sites

1.6 What does support look like?

BEECHWOOD SURGERY

- Support from outside would be nice for smaller practices in particular
- Extra capacity to help implement some of the initiatives (bodies)
- List of preferred suppliers that centralises deals so we can enjoy group discounts
- Power points to help us explain Net Zero to staff, including some ideas
- Online resources to use for our Net Zero journey

TARLETON GROUP PRACTICE

- Share resources to support busy Practice Managers, for example:
- Websites like Green Impact for Health , NICE Patient Decision Aid , Medstopper and GP carbon calculator
- Posters to put on the wall to remind staff to switch off lights
- Policy templates ie cycle to work, light use, ...
- Information on 'cycle to work' schemes and car-pooling
- Training and information materials to share with staff
- Recommended Net Zero KPIs and milestones that the practice can measure itself against its baseline
- Poster templates to publish our improvements to patients, colleagues and ICB
- Electronic educational resources to run on a screen in the waiting room
- Draft patient communication
- List of locally sourced recommended supplier who are competitive ie recycled paper,
- Guidance on effective change management
- Brokering with NHS Property Services to improve visibility for practices about their utility use and discuss reinvestment of savings into NetZero initiatives

BAY MEDICAL GROUP

- Advice on grants or tax deductible ideas for solar panels, LED replacement programme etc.
- Talk to the council about whether or not they actually recycle the domestic bins and to see if the cost can be reduced if less waste is produced) as opposed to the fixed fee currently
- Free posters we can download to advice to turn the light off, switch devices off instead of leaving them on standby
- Advice on insurance implications of fitting solar panels on the roof if any
- Little business case on why an expensive water heater is cheaper than a £20 kettle in the long run, why hand dryer is better than paper towels etc. so we don't have to do the research
- Advice average cost to replace toilet flush into dual flush and recommended local plumbers
- Information about electric EV car chargers for staff and how to lock them down to the general public overnight
- Guidance on how to expose off inhalers and blister packs (without too much extra work) in case we collect them in the practice. Alternatively, create communication materials/ electronic screensaver to raise awareness with patients as to where they can dispose of them.
- Carbon literacy staff education programme – design/ modules and PowerPoints to go through in the meetings
- Give us an idea about the expected cost to do a 'proper' carbon audit
- Heat loss assessment template to check our buildings for draft etc.

1.7 Observations Highlight

BEECHWOOD SURGERY

- The receptionist receives scanned documents from outside sources electronically, but the GP then asks to print and subsequently shed as confidential waste. We have an air conditioning unit in each room in the building and the partner is very keen on them.

TARLETON GROUP PRACTICE

- 'We spend more on fans in the summer than on heating in the winter' and
- 'Need to ask NHS property services because they manage the building.'

BAY MEDICAL GROUP

- 'The 3 practices that we have control about, we know more about. The other 2 no so much.'

2 Recommendations

2.1 Content Materials

- Share free online resources with staff and local suppliers
 - [Green Impact for Health](#) is a free toolkit designed to support General Practices with their sustainability efforts.
 - [Nice's Patient Decision Aid](#) helps clinicians and patients to make more sustainable choices with inhaler selection and use.
 - Medstopper can help clinicians and patients reduce or stop medications, thereby lowering the associated carbon emission
 - [GP carbon calculator](#) is a free to use online carbon calculator.
 - <http://www.choosingwisely.co.uk> Choosing Wisely campaign and implementing resources
[<http://www.choosingwisely.co.uk/resources/shared-decisionmaking-resources/>shared decision making] to avoid unnecessary tests and procedures.
 - Free battery recycling via Request a Free Batteries Collection Box (recycle-more.co.uk)
- Use energy data from the practices to calculate the carbon footprint for each practice in order to establish its current baseline for future benchmarking of their performance. This information should also allow the ICB to benchmark and rank practices pro rata, identifying initial hot spots within the ICS in the future.
- Develop materials to support busy practice managers, for example:
 - Electronic awareness campaigns for staff and patients that can be run on the screens in the practice, ie all consulting rooms and in the waiting room
 - Policy templates i.e. Cycle to work policy (with local rewards ideas), car sharing, light policy, recycling policy...

2.2 Supportive Engagement

- Follow up with participants on progress of quick wins
- Provide Practice specific carbon emissions calculations where data are available, so the Practice Manager has a benchmark to measure its improvements
- Understand Net Zero plan for NHSPS (NHS Property Services) and help broker the conversation with practices to get a view of their energy use and the impact of the savings made by the practice
- Blackpool and UHMB IT (printer replacement intention and toner management)
- Local Council to discuss recycling of mixed domestic waste and incentive to reduce waste volume

Section 5 – Practice Insight Visits – On Site Learning CONT.

- Negotiate with local suppliers in the Lancs and South Cumbria area for green supplies to encourage the use of green supplies (i.e.. recycled toilet and printing paper), reduce transport carbon footprint and improve pricing, This may even include subcontracting arrangements with larger local NHS partners.
- Negotiate preferred trades partners for LED replacement advice, Heating loss reviews, energy audits.

2.3 Communication

- Use quick wins list in section 1.4 to circulate 'Tip of the week' with email subject ' Did you know that...?'

Here are some potential examples:

Your practice can recycle batteries with free pickup: Request a Free Batteries Collection Box (recycle-more.co.uk)

Most practices operate an old non-energy efficient fridge in the staff kitchen. Time to check that fridge! o Inhalers and Blister packs can be recycled at the practice to drive greener behaviour with patients.

Hand dryers are better for the planet than hand towels?

Some practices still print out documents that have been scanned and are electronically available. Talk to your staff about the need to reduce printing

You can check with the local Council to understand what is happening with the waste after being removed from the practice.

Toilet tissue dispensers and recycled toilet paper are more eco-friendly than rolls of toilet paper by limiting its use and changing to sustainable toilet paper (again, include some supportive evidence/ rational)

Wider Recommendations

- Practices involved in these practice profiles could be used to pilot the MVP module and provide feedback on usability and level of detail for practice staff

06

'An Introduction to
Net Zero in General
Practice' Series of 5
Webinars

Section 6 – ‘An Introduction to Net Zero in General Practice’ Series of Five Webinars

Design and Delivery

We engaged with Dr Matthew Sawyer, GP and Director of SEE Sustainability, to support our work.

He supported the programme by hosting a series of five webinars. The webinars were designed and delivered by Dr Sawyer, as a subject matter expert and made available to all primary care staff in L&SC ICB.

These ran monthly from Oct 2022 – Feb 2023, each on a different area of work and with a ‘spotlight’ topic as follows:

1. An Introduction to Net Zero in General Practice 1

What is environmental sustainability, what are impacts on the environment (globally and locally).

Spotlight – energy use in practice.

2. An Introduction to Net Zero in General Practice 2

What is a carbon footprint, what are greenhouse gases, what is net zero – the Greener NHS ambition and how this affects primary care.

Spotlight – transport – staff and patients.

3. An Introduction to Net Zero in General Practice 3

Impact on health from climate change – globally, nationally and locally.

Spotlight – emissions from goods and services.

4. An Introduction to Net Zero in General Practice 4

Calculating your carbon footprint for your practice – clinical and non-clinical.

Spotlight – clinical footprint.

5. An Introduction to Net Zero in General Practice 5

Behaviour changes in the workplace – importance of a green team.

Spotlight – creating a practice plan and how to implement.

All sessions were recorded and shared with attendees along with any links to resources that had been mentioned during the webinar.

Outcome

The attendance figures for the webinars were lower than expected, despite regular promotion of registration details to practice contacts.

The recordings are being hosted on the dedicated webpage for later date viewing.

A feedback form has recently been sent out to anyone who attended one or more of the webinars, along with links to the recordings of the full series.

Feedback form: [Post Net Zero Webinar Feedback Form](#)

Feedback from attendees

"So much useful info"

"I have loads of ideas to now implement into practice"

Highlight of the session "the detailed facts and information"

Recommendation

Holding the webinars after enrolling Green Champions may have helped increase attendance, as the Green Champions would be ideally placed to encourage other general practice colleagues to join.

07

MVP Module –
Starting the Journey
to Net Zero

Section 7 – Beta Module – Starting the Journey to Net Zero

Scope

We collaborated with Dr Sawyer in the creation of a practice self-assessment module for staff to work through. Dr Sawyer continued to support us in the learning, design and development of this piece of work.

From earlier learning in the programme, coupled with the results of the baseline awareness questionnaire, the practice profile questionnaire and visits, it was apparent that awareness and adoption were low. It was discussed and agreed that a hearts and mind approach in order to effect behaviour change was the approach needed initially. A 'quick wins' approach felt more achievable to staff, rather than a very technical and in-depth assessment which may result in practices switching off when the national position and policy/contract drivers weighed heavy on their focus.

With that in mind, a simpler and more easily achievable actions were agreed in the initial module.

Design and Delivery

The module is broken down into an introductory section (including how to calculate a carbon footprint, and basics around the creation of a green team within practice, to encourage behaviour change across the team), followed by four sections.

Section 1: Energy

This section covers electricity use, including IT equipment and lighting, and also buildings – heating/cooling and optimising natural solutions.

Section 2: Travel

This section covers staff travel and also patient travel, with guidance included around cycle to work schemes, car sharing, EV charging and promotion of the benefits of walking and cycling.

Section 3: Goods and Services

This section covers both medical resources and office resources, with advice focussing on 'Reduce, Reuse, Recycle', the options of reusable supplies and how goods can be repaired or loaned. Waste is covered in this section also, including how to complete a waste audit.

Section 4: Medicines

This section covers general information regarding medicine optimisation and deprescribing where appropriate and also the impact of inhaler use and prescribing of low carbon inhalers. There is advice given around correct disposal of medicines, packaging and inhalers.

The assessment can be worked through at a pace suited to the practice, each module is independent and a practice can opt to add actions to the practice plan provided at the end, giving themselves short, medium and longer term goals to work towards.



Beta Sustainability module

Recommendation:

The logical next steps would be to continue to develop content for modules which would be stepped change in the Net Zero journey, in the form of a Net Zero Journey Planner. As the sector learning grows, coupled with a more scientific ability to accurately and easily calculate carbon emissions in general practice grows, the modules can start to focus in on the scopes. This will then generate a Net Zero maturity index for the ICS, supporting the ICB in its evidence base for where General Practice requires focussed support.

08

Green
Champions

Section 8 – Green Champions

Programme scope

The programme scope included a pilot of creating sustainability 'leads' and 'champions' in a practice. Across Lancashire and South Cumbria primary care there have been many successful champion programmes in digital and health & wellbeing. The 'champion' role is able to take an idea forward and make changes to improve the organisations processes.

Programme delivery

Redmoor have designed and delivered a green champions cohort of 6 individuals. The design of the course drew upon Redmoor's extensive experience of creating digital champions in the cohort model, over the last several years.

Redmoor has used the best practice training model of Action Learning Sets (ALS) to deliver the course. An ALS is a group of people within a workplace that meet with the specific intention of solving workplace problems. The main aim is to set of realistic actions that will help to solve or understand the issues at hand. Using action learning sets, it creates community of practice for the champions.

The course was split into 2 sessions, the 1st session was 2 hours and highlighted the art of the possible for practices in terms of moving towards sustainability and why sustainability is so important for general practice.

The session covered:

- **Climate change and the NHS net zero targets**
- **Motivating your team and getting the message across**
- **Best practice examples for patients and practices**

The champions then had 1 month to implement two changes towards a greener practice. In this time champions were also provided with a Baseline Action and Awareness Questionnaire that helped them to identify what they should implement. It helped them to recognise what elements towards sustainability they might already be doing within their organisation, so they don't duplicate work and can understand the gaps. Champions were also provided with a template Action Plan, and action tracker table. Once they have identified the two changes they'd like to take forward, the action plan helps them to set out how they are going to make the changes, what steps they need to implement, which helps keep them accountable, but also to share the workload with colleagues. Champions were also added to a WhatsApp group where they can offer peer support and share their progress.

After the 1-month period green champions joined a 1.5 hours 2nd session, which gave them the chance to feedback on what they've implemented, actions and also get support from Redmoor if they have any issues.

Section 8 - Green Champions CONT.

The table below highlights what the 6 champions scored their confidence in the role from 1 (really unconfident) to 10 (extremely confident), before and after the session.



In the second session champions shared that they have implemented the following changes in their organisations:

The recycling of inhalers

- Some champions have set up spaces within the practice waiting rooms for patients to return their used inhalers
- One champion is working alongside the medicines management team to look at switching inhalers, they are also making patients aware of their carbon footprint and the effect inhalers have. They are also working with pharmacies to encourage them to make patients aware to return their inhalers when picking up a new one
- Another champion's practice is now prescribing dry inhalers first before other inhalers, and making patients aware of the footprint

Motivating and engaging colleagues

- Noticeboard on Net Zero created to engage both staff and patients
- WhatsApp groups created so colleagues can share ideas
- Labels added to switches, reminding staff to switch things off when not in use. An end of day checklist has also been created for reception staff to follow
- Bin audits have also been conducted, and labels added to help colleagues recycle correctly

Section 8 – Green Champions CONT.

- One champion has removed one of the two photocopiers in the practice in order to help reduce the use of paper and energy
- Recyclable cups purchased for the water fountain and colleagues now using glass cups rather than plastic

Recycling

- Boxes set up to promote the recycling of inhalers, blister packs, bras and batteries
- A couple of champions are engaging with the patient participation groups
- Another is looking to install a hot water point to reduce energy wasted on boiling kettles

Feedback from champions found that:

- 100% thought the level of detail covered on the programme was “about right”
- They found the resources “fantastic and very easy to understand and utilise. Totally relevant to primary care” and “really informative”.

Feedback quotes

“I think the local WhatsApp group is a really good format to share ideas”

“I liked that it was a small sized group; it made it feel less intense! When there are very large groups it's easy for voices to get lost but I felt like everyone chatted quite easily and it made for a great space to share ideas and update in our progress.”

“Being able to share ideas and discussing things I hadn't thought about.”

“It's been a really interesting and useful project to be a part of. It was great to find out that we're on the right track' with what we had been doing previously, and a huge help to hear the other ways in which we can make a difference being highlighted too. Redmoor have been really supportive and encouraging throughout, so thank-you”

Recommendations

Given the feedback from champions has been so positive, a recommendation would be to pilot some more green champion cohorts. In order to support general practices journeys to a greener NHS, creating a network of champions across the patch will make a positive impact.

Redmoor also received some helpful recommendation from champions on how to improve any future cohorts such as:

- Adding a third session so champions could have a final check-in with Redmoor
- Giving longer in between sessions due to time constraints

Given the great feedback about the group size, Redmoor would keep the cohorts to 10 people or less.

09

General Practice Green Action Plan

Section 9 – General Practice Green Action Plan

To follow

10

User Experiences

Section 10 – User experiences



Net Zero: Case Study
Clare Mulhall
–
Practice Manager
Beechwood Surgery

Clare Mulhall at Beechwood Surgery, 22nd March 2023.

Old Bank Medical Centre 155 Victoria Road East, Thornton Cleveleys FY5 5HH

11

Video Group Clinics
(Healthier Futures
Funding Award)

Section 11 – Video Group Clinics

Separately to this programme, Redmoor Health have been commissioned through Healthier Futures funding to deliver training to support practices to run Video Group Clinics (VGCs). VGCs bring together a group of people with a similar condition to consult with their clinician as a group. The group benefits from the support and experiences of their peers, as well as receiving more time with their clinician than in a 1:1 setting. This programme enables the reduction of travel emissions for both patients and staff (if staff were to deliver flexibly from home).

Benefits of VGCs to practice and patients

- Reduction in GHG emissions – reduces emissions from travelling to the surgery or home visits.
- Significant clinician time savings – Clinicians report that clinical reviews in VGCs take around 5 minutes per patient compared to 15–25 minutes when delivered one to one. Clinicians usually review 6–8 patients in 30 minutes, representing a 60–80% time efficiency gain.
 - An example of clinical time saved through VGCs is shared by a practice in Barking:
“Before we started VGCs, we spent an hour each week with every patient, which amounted to 10 hours per week, so using VGCs saved 7 hours of patient contact time per week”.
- Significant cost savings – An average GP appointment costs the NHS £30 for a 15-minute appointment (NHSE&I, 2019). VGCs enable 6–8 patients to be seen in 60 minutes.
- Personalised and improved care delivery – VGCs support shared decision making and provide a fertile an environment for peer support.
- QOF – (e.g., diabetes, asthma, cancer care reviews) – since they systematise and align with QOF tick boxes, VGCs have been shown to increase QOF compliance
- Workforce development and retention: particularly amongst general practice nurses and support leadership development
- Facilitate flexible and home working
- Improve staff wellbeing – reducing repetition and lone working

Redmoor Health has been delivering Video Group Clinics (VGC) training nationally for years. They have focused digital technology in support of sustainability, efficiencies and optimising digital health care, as a small pilot, we are targeting rural practices with hard-to-reach patients. The measure of success would come from comparing the baseline miles travelled attending clinics against joining a remote VGC, to calculate the emissions saved.

Currently, Redmoor Health have recruited 5 of 5 practices, and are delivering 2 hour training sessions for them to attend. Prior to attending the training practices also join Redmoor Health in a co-design session. The session helps them to choose a patient group to focus on, as well as supporting them in identifying patients and their invite process. During the session, Redmoor Health also present a travel emissions template, which takes conversion data from Department for Energy Security and Net Zero and Department for Business, Energy & Industrial Strategy GHG Emissions database which is later shared with the practices to support practices in calculating their staff and patient travel distances. The template gives them a simple guide

Section 11 – Video Group Clinics CONT.

to the information needed from patients and staff, including travel distance, travel vehicle and size of vehicle. Aggregate emissions for each practice and their patient cohort are then to be calculated by our Net Zero team at Redmoor Health based on this GHG criteria outlined above.

The programme is to be delivered within 12 weeks of receipt of the funding, the programme is currently in the training phase, with most practices having completed or due to complete their training in April. Redmoor Health will be calculating the carbon emissions towards the end of May once practices have delivered their first VGC.

12

Recommendations, Advice and Statements

Section 12 – Recommendations, Advice and Statements

Section	Recommendation/Advice/Statement
Supplier Questionnaire	It was originally planned to create a list of suppliers who were sustainable, and working towards net zero targets, with the idea that general practice could aim to obtain goods and services from these suppliers. From working with Dr Matt Sawyer and discussions with other net zero teams around the country it was decided a better option was to create a list of Suppliers Questions that could be asked of them.
Net Zero maturity index	It was intended that the programme would baseline some general practice level of maturity in their approach to sustainability. Having spent some time working with Anthesis and Dr Matt Sawyer, became apparent that this was step too far at this point. The ability to accurately calculate coupled with the deep dive findings around general practice's current position in the Net Zero agenda, it was felt that the priority should be around awareness, hearts and minds, and behaviour change. The recommendation would be, when available and meaningful, apply the relevant assessments and calculations two general practise in order to baseline actual Co2 emissions.
Section 2 – Initial Awareness Baseline Questionnaire (MS Forms)	<p>Rerun this questionnaire to understand if the level of awareness and/or action in general practice has improved since the first launch.</p> <p>Cascade this survey to a larger cohort, with a greater spread across multiple roles within practice to determine whether knowledge and awareness varies across roles, and thus can be driven top up or bottom down.</p>
Section 4 – Practice Sustainability Profiling Framework	Refine and build this out into a general practice self-assessment. This would allow ease of use, a basal position and ability for the ICB to understand the position and development from periodic reassessments.

Section	Recommendation/Advice/Statement
<p>Section 6 – ‘An Introduction to Net Zero in General Practice’ Series of Five Webinars</p>	<p>Given the low level of awareness and uptake of action from the sustainability agenda, continue with a fascinating, punchy and educational awareness campaign.</p> <p>Continue via webinars from subject matter experts and champions within the general practice fraternity – clinical and non-clinical. Develop this for patient facing awareness too. Raising awareness of how improving carbon emissions to improve air quality – as an example, has a direct effect on health benefits.</p>
<p>Section 7 – MVP Module – Starting the Journey to Net Zero</p>	<p>To continue to develop modules as part of a Net Zero Journey Planner.</p> <p>From the learning and adoption of the Digital Journey Planner design, structure and take up at practice level, coupled with the sponsoring at NHS England level, kitemarks an evaluated approach to the sustainability agenda. These modules would build up the learning and maturation within the sector in support of the ICB Green Plan.</p> <p>This would be a logical, efficient and effective way of producing a solution once which can be spread to all.</p>
<p>Section 8 – Green Champions</p>	<p>Given the response and action from the Green Champion training, there is a very strong validation of further training to generate sustainability ambassadors in the sector. This is seen as a role done from a genuine enthusiasm and passion for the agenda as opposed to a responsible/accountable role – at least for the foreseeable future.</p>
<p>Section 11 – Video Group Clinics</p>	<p>Continue to support the training and development in General Practice to aid the adoption and embedding of video group clinics for a widening group of conditions and requirements.</p>

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Appendix

Section 13 – Appendix

- Throughout the course of the programme, we have gathered resources and compiled a library of useful links:

https://raindrop.io/Redmoor_Health/sustainability-and-net-zero-29586893

- Redmoor Health have created a web page to hold all the various resources, recordings of webinars and details of the Green Champion Programme:

<https://www.redmoorhealth.co.uk/nhs-net-zero/>

- ‘Save lives, save the planet, make the NHS green’ awareness article <https://www.redmoorhealth.co.uk/redmoor-support-lancashire-and-south-cumbria-gps-on-their-green-journey/>


NHS netzer



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