Scottish (Managed) Sustainable Health Network

Work-plan 2017-2020 - Discussion Summary

Introduction

The Scottish (Managed) Sustainable Health Network (SMaSH) Steering Group met on 30 January 2017 to discuss the work-plan for 2017-2020. This included reviewing the logic models that have shaped the network's work over the past four years.

Background

SMaSH was formed in 2012 to bring together professionals with an interest in health/healthcare and sustainability. The networks aims are to provide:

- A forum for sharing information between individuals and organisations across Scotland;
- Opportunities to encourage and coordinate good/innovative practice; and
- Opportunities to highlight the role the NHS has to play in sustainable energy and resource use, reductions in environmental vulnerability, and realising the potential for health co-benefits.

Around the time of its formation, logic models were developed which helped establish the state of sustainable health and healthcare in Scotland at that time. The logic models have helped guide and inform SMaSH's work over the last four years and projects have centred round the long-term outcomes of:

- Reduction in carbon output
- Reduction in fossil fuel use
- Sustainability of the societal systems that maintain health.

These projects include:

- Development of a carbon calculator (in association with NSS)
- Understanding and working towards reductions in Scope 3 emissions relating to health and healthcare.
- The similarities and differences between Health Behaviour Change and Sustainability Behaviour Change: A Systematic literature review.
- Greenhouse Gas Emissions and Energy Use in Scotland's Health Sector: Current Data Review
- What is the sustainability of models of care for older people?
- Checklist for sustainable models of care.

The network has also created Public Health Briefings and hosted a number of networking and educational events.

Assessment

The group acknowledged that while the logic models had been helpful in shaping the health and sustainability landscape in Scotland when few groups were considering this issue, developments in the NHS, particularly in relation to environmental sustainability, has provided the stimulus for SMaSH to re-align its focus.

Since the network was formed there has been important progress in making the NHS more sustainable in Scotland. One of the main drivers behind this has been the statutory climate reporting duties placed on public bodies by Scottish Government. As a result significant reductions in carbon emissions have been achieved on NHS estates particularly through energy efficiencies from heating and power. Additionally, the new Scottish Government Climate Change Plan is likely to require further reductions in all emissions from the NHS estates. While the work to meet these ambitious targets are likely to be led by NSS, Sustainability Managers and Facilities, these will not be achievable without significant contributions from NHS departments, employees and service users.

The Steering Group identified the following as the **future core remit/work themes** for SMaSH over the next 3 years:

- Gap analysis suggests that there is an ongoing need for expertise around health and sustainability in Scotland, rather than the sustainability of NHS estates/healthcare facilities. This includes the health impacts of unsustainable practice e.g. the health impacts of climate change, and the health co-benefits or dis-benefits of sustainable development and adapting to the impacts of unsustainable practice. The group recognised that this aligns with international progress. In Paris in 2015, the Conference of Parties (COP 21) recognised climate change as a health issue due to the many impacts now and in the future. It also acknowledged the many co-benefits to human wellbeing and resilience in mitigation and adapting to climate change (para 109).[1] Additionally, the Lancet has significantly increased its interest in health and climate change over recent years.
- The Steering Group agreed to frame SMaSH's future work around key public health domains/activities.
- The group considered that flexibility in the work it undertakes should be retained to allow SMaSH's projects to remain current in this rapidly developing area.

The SMaSH Steering Group identified the following **key areas** for work for the coming 3 years:

- The Group recognised that NHS Public Health colleagues had a strong advocacy role to play in embedding sustainability in to health and healthcare, particularly as public health colleagues often provide a useful link between non clinical NHS colleagues and clinical colleagues, as well as to members of health boards. As a result of the partnerships SMaSH has created with other NHS and public sector colleagues, the group identified that SMaSH should also facilitate networking.
- The Steering Group acknowledged the results of the recent Training Needs Assessment of the Scottish Public Health Workforce which indicates that while there is an interest in prioritising sustainability and health in Public Health in Scotland, the workforce does not feel well equipped to deliver work relating to this topic. Therefore workforce development and building local capacity was also considered an important area.
- The group reflected on the important contributions SMaSH had made in terms of research and collating, interpreting and dissemination evidence. These types of projects utilise core public health skills and the group considered that these two areas continue to be a key focus of SMaSH's work.
- The group identified that the amount of important work it is able to undertake is limited by capacity of the network.

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[1] Adoption of the Paris Agreement (2015): Enhanced Action Before 2020, para 109

- The group recognised the need to establish SMaSH's longer-term position in relation to the national Public Health agency in Scotland.

Recommendations

- Logic models created in 2012 remain of interest but now historic interest. New work-plan should be established to guide SMaSH's work.

- SMaSH's work-plan for 2017-2020 should focus on the relationship between health and sustainability and pay particular attention to key Public Health domains/activities.

- The key areas recommended for the work-plan surround:
    - **Advocacy & Communication**
    - **Workforce Development, Leadership & Local Capacity**
    - **Networking & Building SMaSH's Capacity**
    - **Research**
    - **Evidence review, interpretation and dissemination.**
    - **Longer term national positioning of the network.**

- Monitoring and Review - An annual report should be produced by the registrar co-chair at the end of their term and should provide details of how the objectives outlined in the work-plan are being achieved.

Next Steps

- Consult Steering Group on proposed work-plan (Appendix 2).
- Seek volunteers from steering group members to lead key areas of the work-plan.
- Steering group member(s) to develop action plan as to how key area will be progressed and evaluated (Example Appendix 4, Ideas for content Appendix 3).
- Finalised work-plan to be shared with partners e.g. NSS Sustainability Steering Group, Scottish DPH Group.
- Commentary for old logic models to go on website to explain previous purpose, what they achieved etc.

Dr Emily Stevenson (ST3 Public Health)
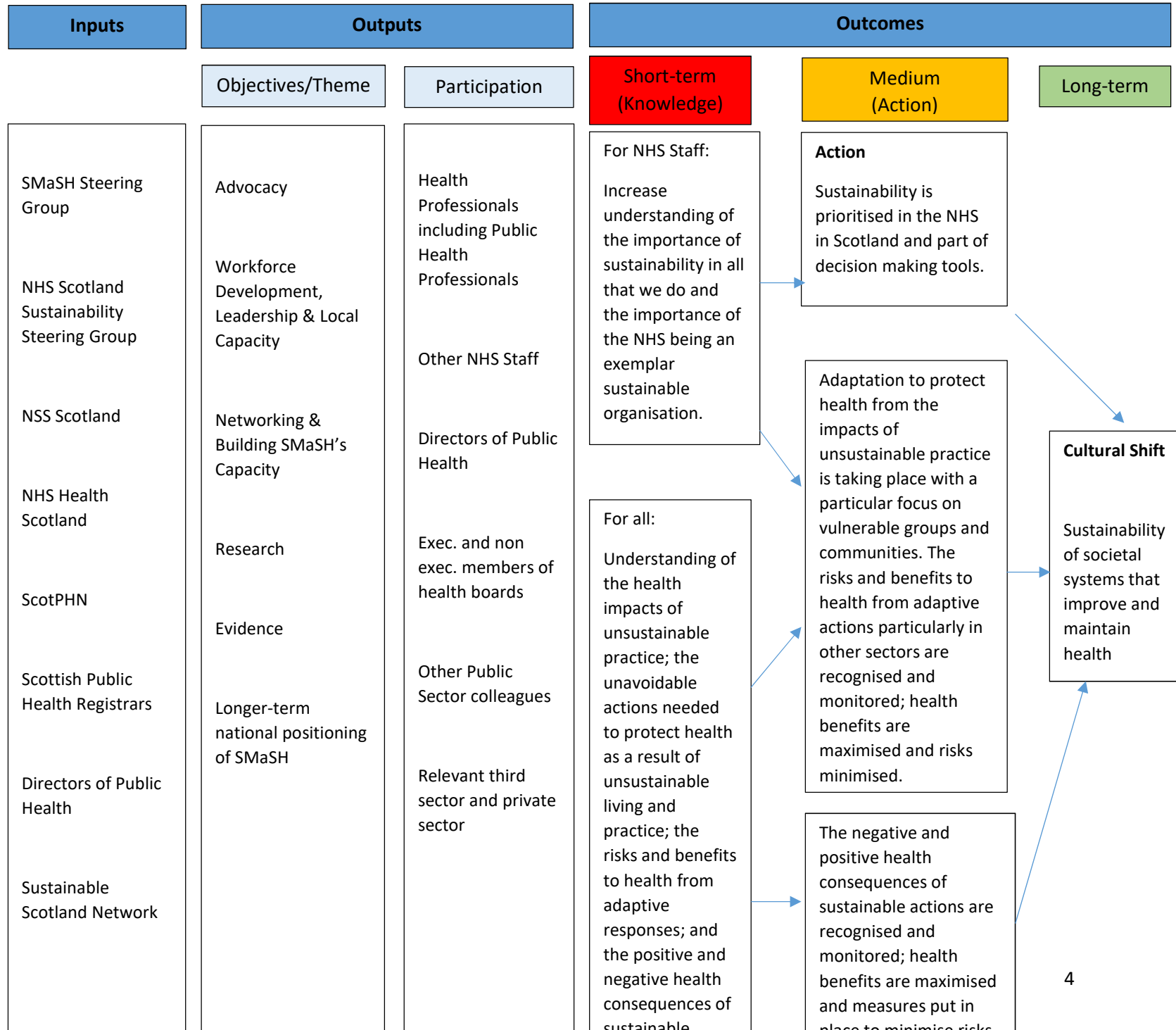**Co-Chair SMaSH**

Appendix 1: SMaSH driver diagram

Inputs	Outputs		Outcomes		
	Objectives/Theme	Participation	**Short-term (Knowledge)**	**Medium (Action)**	**Long-term**

Public Health & Sustainability

Foundations for SMaSH's workplan for 2017-2020

Themes

Core Public Health Activities:

Health Protection

Health Improvement

Health & Social Service Quality

Public Health Intelligence

Assessing the evidence of effectiveness of health and healthcare interventions programmes and strategies

Policy & Strategy Development and Implementation

Surveillance and assessment of the population's health and wellbeing.

Strategic leadership & collaborative working for health

Inputs:
SMaSH Steering Group

NHS Scotland Sustainability Steering Group

NSS Scotland

NHS Health Scotland

ScotPHN

Scottish Public Health Registrars

Directors of Public Health

Sustainable Scotland Network

Objectives/Theme:
Advocacy

Workforce Development, Leadership & Local Capacity

Networking & Building SMaSH's Capacity

Research

Evidence

Longer-term national positioning of SMaSH

Participation:
Health Professionals including Public Health Professionals

Other NHS Staff

Directors of Public Health

Exec. and non exec. members of health boards

Other Public Sector colleagues

Relevant third sector and private sector

Short-term (Knowledge):

For NHS Staff:

Increase understanding of the importance of sustainability in all that we do and the importance of the NHS being an exemplar sustainable organisation.

For all:

Understanding of the health impacts of unsustainable practice; the unavoidable actions needed to protect health as a result of unsustainable living and practice; the risks and benefits to health from adaptive responses; and the positive and negative health consequences of sustainable development.

Medium (Action):

Action

Sustainability is prioritised in the NHS in Scotland and part of decision making tools.

Adaptation to protect health from the impacts of unsustainable practice is taking place with a particular focus on vulnerable groups and communities. The risks and benefits to health from adaptive actions particularly in other sectors are recognised and monitored; health benefits are maximised and risks minimised.

The negative and positive health consequences of sustainable actions are recognised and monitored; health benefits are maximised and measures put in place to minimise risks to health.

Long-term:

Cultural Shift

Sustainability of societal systems that improve and maintain health

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Appendix 2: SMaSH Work-plan 2017-2020

Key Area/Work stream	Broad Actions	Responsibility
OBJECTIVE 1: ADVOCACY & COMMUNICATION	• Promote the importance of sustainable/unsustainable development for health with NHS and non-NHS colleagues. • Stimulate action in areas of the NHS which to date have not been involved in the delivery of sustainable healthcare.	
OBJECTIVE 2: WORKFORCE DEVELOPMENT, LEADERSHIP & LOCAL CAPACITY	• Support and provide opportunities for NHS workforce professional development on sustainable health and healthcare. • Support the development of health leaders in environmental sustainability. • Strengthen local public health capacity around health and sustainability.	Emily Stevenson/ Registrar co-chair(s), ScotPHN admin support
OBJECTIVE 3: NETWORKING & BUILDING SMASH'S CAPACITY	• Bring together Public Health Professionals, other health professionals and other NHS colleagues from across Scotland for networking around sustainable development. • Facilitate partnerships between facilities/sustainability managers in NHS and health professionals/board members/non-health professionals at a national and local level. • Build SMaSH's capacity to be national leaders in health and sustainability and undertake work outlined in plan.	
OBJECTIVE 4: RESEARCH	• Identify and conduct/commission/support research relating to sustainable health and healthcare including the health impacts of unsustainable development, the health impacts of adapting to unsustainable practice and/or health consequences (negative and positive) of sustainable development.	Jessica Baker
OBJECTIVE 5: EVIDENCE	• Review, collate, interpret and disseminate evidence relating to sustainable health and healthcare. • Produce briefings where gaps are identified.	
OBJECTIVE 6: LONG-TERM NETWORK POSITIONING	• Work with stakeholders and steering group to establish SMaSH's ideal position in relation to the national Public Health Agency. • Put measures in place to ensure this position is recognised and achievable.	

Appendix 3: Examples provided by the Steering Group of potential projects/actions to support key areas of work-plan.

Key Area	Example
ADVOCACY & COMMUNICATION	- Marketing and communication strategies to raise awareness of the risk/benefits to health from sustainable and unsustainable development - Provide responses on behalf of SMaSH to relevant consultation and encourage members to respond to consultations - Behavioural change around staff transport/business travel - Develop communication strategy/core briefing/key facts for public health environmental leaders to use.
WORKFORCE DEVELOPMENT, LEADERSHIP & LOCAL CAPACITY	- Use previous scoping of CPD events and the results of the 2016 training needs assessment of the Scottish Public Health Workforce to inform the development of educational events for public health and NHS staff in Scotland. - Regular CPD events - Ad hoc educational events - Public Health Specialty Registrar training day(s)
NETWORKING & BUILDING SMASH'S CAPACITY	- Host fringe session at Scottish FPH conference - Establish placement/role specification of permanent Specialty Trainee co-chair of SMaSH - Clarify steering group members and corresponding members of SMaSH. - Recruit Specialty Trainees for role of chair and ordinary members. - Clarify relationship with FPH SIG
RESEARCH	- Quantification of the carbon consequence of NHS regionalisation - Quantification of the health impacts of Scope 3 emissions
EVIDENCE	- Scope 3 emissions. - Short briefing on international and national policy context relating to climate change and health. - Procurement - Build business cases templates for more sustainable options incl. financial benefit, patient benefit, staff benefit, statutory duty, environmental benefit. - Greenspace - Links to 'Realistic Medicine' - Benefits of healthcare disinvestment
LONG-TERM NATIONAL POSITIONING OF THE NETWORK	

Appendix 4: Example of individual action plan for a key area/work-stream

Key Area 3: Workforce Development, Leadership & Local Capacity

	Action	Responsibility	Timeline	Resources	Partners	Challenges	Communication	Progress and/or Evidence of accomplishment
WORKFORCE DEVELOPMENT & LEADERSHIP	Write and submit journal article on Training Needs Assessment and relate to Adult Learning Theory	Emily Stevenson	Submission by July 2017					Evidence of accomplishment would be if journal article accepted for publication
	Plan and deliver regular CPD events by T/C for public health workforce and other NHS colleagues	Emily Stevenson/ Jackie Hyland/ ScotPHN	May/June 2017 to launch, thereafter 8-10 weekly	Speakers Audio bridge or Webinar		Disseminating details of event	Via SMaSH/ScotPHN email distribution list Specialty Registrar Network ?others	Feedback after first 3 events. Feedback from speakers
	Plan and deliver environmental sustainability leadership masterclass for Directors of Public Health	Phil Mackie/Ann Conacher/ ScotPHN						Feedback from event
	Plan and deliver sustainability and health training day for Public Health Specialty Registrars	Emily Stevenson/Ann Conacher/Phil Mackie	Event planned for June 2017	- Venue - T/C and/or V/C - Speakers (?accommodation and travel)	- Co-Chairs Scottish Public Health Registrar Group - Scottish Training Programme Director - NES	Need date earlier enough to recruit next StR co-chair	Liaise with potential speakers 'Save the date' for registrars	Feedback from event
	Work with NSS to plan and deliver annual NHS Sustainable Health Conference	Ann Conacher	Event planned for September 2017					