

GOVERNANCE OF THE ECOLOGICAL TRANSITION IN HEALTHCARE



Hôpitaux
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Genève

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What is the governance of the ecological transition in care?

The governance of the ecological transition in healthcare (ETC) is the organisational structure in charge of steering and coordinating strategy in this area

The governance of the ecological transition in healthcare (ETC) at HUG aims to develop and steer the implementation of the ETC strategy, ensuring its consistency with the institution's sustainability strategy. It is essential to ensure effective collaboration and collective decision-making with a view to a sustainable and eco-responsible transformation of medical care practices.

It is based on a set of projects, approaches and processes identified by the business departments (care department, medical department and sustainability department). It involves the establishment of decision-making structures, the identification and involvement of leaders who will guide the community towards the achievement of its common objectives. It also includes the definition of rules and standards for member participation, arbitration management and communication within the community.

Prioritisation of the action plan is established according to measurable criteria guaranteeing adequacy with the HUG sustainability strategy objectives.

It is a permanent organisation made up of a set of decision-making bodies.

Each instance:

- ▶ is representative of the stakeholders within its scope
- ▶ pilots the actions placed under its responsibility
- ▶ has the necessary authority, as well as the means and skills to make its decisions independently within the scope entrusted to it
- ▶ ensures communication both internally and externally by respecting the institutional communication plan on the theme of sustainability
- ▶ submits matters for arbitration to a higher body if necessary.

Governance of the ecological transition in healthcare: organisation

The governance is based on an organisation that supports the strategy of ecological transition in healthcare (ETC). This organisation is broken down into the following levels: strategic, tactical and operational.

Strategic level

The sustainability commission develops the sustainability strategy for all HUGs. The institution's sustainability strategy is adopted by the management committee and validated by the board of directors.

The ETC steering committee develops the strategy for ecological transition in healthcare and validates the resulting action plans.

The steering committee is coordinated by the care department and collaborates with the head of ecological transition in healthcare (HETC), the medical department and the head of the sustainability division.

The sustainability commission acts as a support body for the strategic steering committee for ETC.

Tactical level

The conduct of the policy defined by the ETC steering committee is entrusted to the person responsible for the ecological transition in healthcare (HETC) who legitimately speaks on their behalf.

The HETC reports to the ETC steering committee.

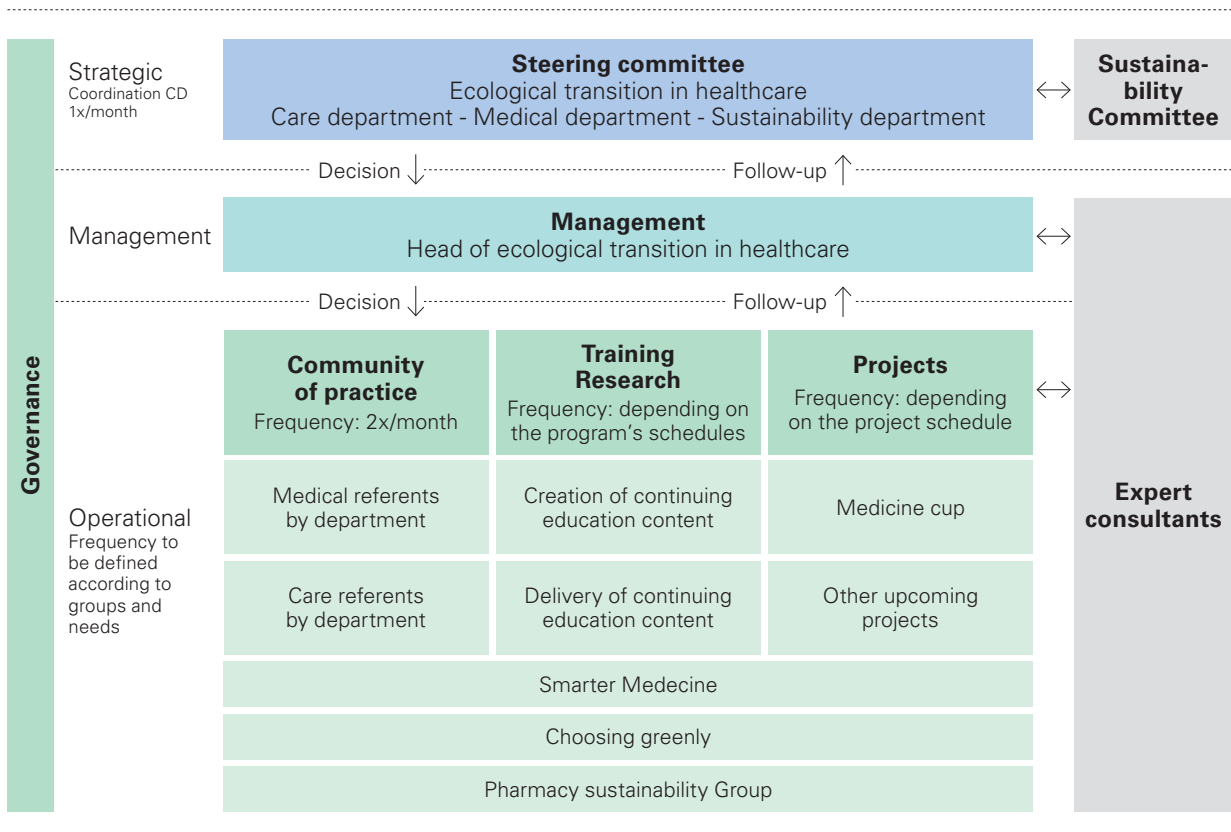
As such, they arbitrate and monitor the deployment of the ETC component action plans. The HETC coordinates all the approaches, initiatives and projects carried out and related to ETC.

Operational level

- ▶ The activity groups report to the person in charge of the ecological transition in healthcare (HETC), and implement, within their scope of action, the orientation and processes allowing implementation of the strategy defined by the strategic management of the ETC. If necessary, they rely on the skills and opinions of expert consultants.
- ▶ The expert consultants provide cross-functional support to the various ETC instances by way of advice and expertise on a range

of subjects (quality of care, equipment, care materials, engineering, support management professions, etc.).

- ▶ General coordination of the ecological transition in healthcare is led by the HETC of the HUG. The HETC is in charge of leading the deployment of the strategy defined by the strategic steering committee of the ETC and in the guidelines defined by the sustainability policy of the HUG.



Governance of the ecological transition in healthcare, strategically, tactically and operationally

The ETC strategic steering committee

Responsibility

Strategic

Scope

Institutional, covers all areas or questions relating to the HUG's ETC

Tasks

- ▶ Manages the ETC strategy in the institution.
- ▶ Ensures alignment between the institutional sustainability strategy and the ETC strategy.

Activities

- ▶ Develops and evolves ETC strategy.
- ▶ Monitors the implementation of the action plan in connection with ETC.
- ▶ Sets and manages the ETC annual objectives.
- ▶ Validates the deployment plan proposed by the HETC.
- ▶ Prioritises actions and carries out arbitrations if necessary.
- ▶ Leads thematic discussions related to the ETC strategy.
- ▶ Defines the communication plan for the ETC strategy and ensures the dissemination of the information necessary for its implementation.
- ▶ Validates the proposals for the appointment of the heads of the various project groups submitted by the HETC.
- ▶ The committee or one of its members is represented in the steering committee of the institution's ETC-related projects.
- ▶ Manages the budget allocated to ETC.

Frequency

Monthly or more often as needed

Composition

Coordination – Management of care
Miguel Ferreira

Medical management
Sandrine Hertzschuch

Head of sustainability department
Sophie Meisser

Head of the ecological transition
in healthcare
Isabelle da Ernestho Crespin

Head of the ecological transition in healthcare (HETC)

Responsibility

Tactical

Scope

Cross-sectional according to the HUG's ETC

Tasks

- ▶ Leads and coordinates the institutional deployment of the ETC strategy action plan, set by the ETC strategic steering committee.
- ▶ Promotes sustainable and environmentally friendly practices in healthcare.
- ▶ Sensitizes healthcare professionals to the environmental issues and impacts related to their field.
- ▶ Supports research on sustainable healthcare practices
- ▶ Guarantees training courses for medical and nursing professionals relating to ETC.

Activities

- ▶ Communicates the progress of the ETC strategy action plan to the ETC strategic steering committee.
- ▶ Monitors the key steering indicators of the ETC strategy and submits them for validation to the steering committee.
- ▶ Elaborates and proposes the communication plan in line with the strategy of the ETC.
- ▶ Submits proposals for the appointment of project group managers to the steering committee for validation.
- ▶ Coordinates the 'ETC community of practice' group of activities.
- ▶ Validates the continuing education program offered by the 'Research and training' activity group and participates in its delivery as an expert.
- ▶ Manages cross-functional and institutional ETC projects within the departments and carried out by the 'projects' activity group.

- ▶ Guarantees the updating of the professional repository in the event of changes in practices or medical-caregiver protocols related to ETC.
- ▶ Submits arbitration requests to the steering committee if necessary.
- ▶ Reports annually on the achievement of the strategy objectives and its action plan to the steering committee.

Frequency

N/A

Composition

Head of the ecological transition
in healthcare
Isabelle da Ernestho Crespim

Activity groups

Responsibility

Operational

Scope

Area of business expertise: unit, service, department...

Tasks

- ▶ Leads the ETC action plan relating to their scope of action (medico-nursing practices, professional reference, projects, research work, training program, etc.).

Activities

- ▶ Operationalises the objectives defined by the ETC strategy in the area specific to the project group.
- ▶ Monitors specific activities within their scope.
- ▶ Develops key indicators for the group-specific business area. Communicates the progress status of the actions within their field of activity to the HETC regularly.
- ▶ Escalates arbitration requests to the HETC.

Composition

According to activity group

Activity groups: community of practice

Responsibility

Operational

Scope

Medical departments

Tasks

- ▶ Guarantees compliance with sustainable medical care practices that respect the environment.
- ▶ Monitors actions carried out by the ETC referents within medical departments (see glossary).

Activities

- ▶ Shares knowledge, successes and challenges encountered in daily practice related to ecological transition in healthcare.
- ▶ Constructs the key indicators for managing changes in medical and nursing practices of ecological strategy in healthcare. Ensures interdepartmental communication. Leads the rollout of the ETC action plan within the medical and nursing departments.
- ▶ Communicates a progress report on the action plan to the HETC in their field of activity.
- ▶ Guarantees that the sectors impacted by changes in practices are integrated prior to validation of decisions.
- ▶ Updates the business repository in the event of changes in practices or protocols relating to the ETC.
- ▶ Submits arbitration requests to the HETC if necessary.
- ▶ Reports annually on the achievement of the strategy objectives and its action plan to the steering committee via the HETC intermediary.

Frequency

According to each domain's calendar

Composition

Head of the ecological transition in healthcare

Medical ETC referents by department

Care ETC referents by department

The training and research activity groups

Responsibility

Operational

Scope

Postgraduate and continuing education program for healthcare professionals in the field of ETC

Tasks

- ▶ Leads the ETC action plan relating to their scope of action

Activities

- ▶ Develops and carries out a ETC postgraduate continuing education program for HUG healthcare professionals.
- ▶ Guarantees the maintenance of the ETC knowledge among HUG healthcare professionals.
- ▶ Conducts or participates in research in the field of eco-responsible care.
- ▶ Ensures the communication of information relating to changes in the ETC to the community of practice.
- ▶ Regularly communicates the progress status of the actions within their field of activity to the HETC.
- ▶ Escalates arbitration requests to the HETC.

Frequency

According to each domain's calendar

Composition

Training program manager and team

Research program manager and team

Project activity groups

Responsibility

Operational

Scope

Departmental and/or cross-functional projects related to the ETC

Tasks

- ▶ Operationalises the ETC objectives via the projects for which they have obtained project mandates.

Project leader activities

- ▶ Carries out projects within their scope.
- ▶ Validates the start-up mandate with the HETC in order to harmonize institutional initiatives.
- ▶ Measures the adherence of the project to the institutional ETC strategy.
- ▶ Guarantees the representation of the ETC steering committee within any institutional project.
- ▶ Communicates the project status to the HETC, according to the expected schedule.

Frequency

According to the project objectives schedule

Composition

Project team

Expert consultants as required

Expert consultants

Responsibility

Cross-functional

Scope

Area of business expertise

Tasks

- ▶ Support the strategic, tactical, and operational levels through their expertise.

Activities

- ▶ Act as project advisers at the request of the sustainability commission, the strategic committee or the HETC.

Frequency

On demand / for specific topics

Composition

According to domain Prevention and control of infection department, quality and safety department, biomedical engineering, logistics team, equipment...

Charter of commitments

for governance members

Responsibilities of coordinators within their scope

- ▶ Guarantee decision-making aligned with HUG's ETC strategy.
- ▶ Oversee the agenda, support and statement of information, decisions and actions
- ▶ Lead the session.
- ▶ Send documents relating to the meetings held, the actions carried out and their results to the HETC.

Responsibilities of governance members

- ▶ Dispose of decision-making authority on the domain they represent.
- ▶ Guarantee visibility on all ecological transition projects in healthcare in their area via proactive communication both upstream and downstream.
- ▶ Ensure projects are complete and up-to-date.
- ▶ Participate in decision-making based on tangible and measurable criteria.
- ▶ Promote collaboration between the institution's medical and non-medical departments.

Glossary

Departmental business referent for ecological transition in healthcare

This is a HUG contracted caregiver (doctor or an other healthcare professional) who has been appointed by their hierarchy as a referent in their field. They have a proven appetite and/or knowledge of ecological transition. As part of their mandate, they are partially seconded to carry out their mission as a referent for ecological transition in healthcare. Their role is essentially to collect practical needs, identify areas for improvement and propose corrective measures. They guarantee the flow of information in real time and ensure transparent communication of the evolution of institutional orientations. They are an integral part of the community of practice as a representative of their department.

Head of the ecological transition in healthcare (HETC)

Employee positioned in the care department and functionally attached to the medical department and the sustainability division.

They are the referent of the ETC strategy at HUG and guarantee its implementation and management. They are responsible for supporting changes in practice relating to the ETC with medical and nursing professionals. They promote the education and training of healthcare professionals at HUG. They coordinate the flow of information from or to internal and external ETC partners.