

Green
+ Healthy
Frome

LEARNING INSIGHT #7
CULTURE CHANGE IN
PRIMARY CARE
MAY 2026

Green Connectors



Green and Healthy Frome is a partnership made up of the following



Funded by:

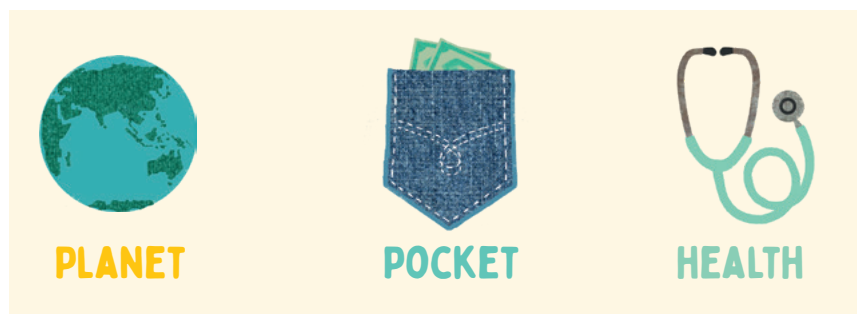


WHAT IS GREEN AND HEALTHY FROME?

Green and Healthy Frome¹ (GHF) is a partnership of Frome Medical Practice², Frome Town Council³ and Edventure Frome⁴ (a community, learning and social enterprise hub). GHF was funded by the Lottery's Climate Action Fund⁵. After a two year development phase (April 2021 to March 2023), we achieved a three year full award (April 2023 to March 2026) to upscale our programme.

Our mission is to engage our community to make changes which are good for the planet by highlighting climate, health and/or cost of living benefits. We do this by:

- Modelling and embedding sustainable practices into existing systems and structures, both at community and organisational levels
- Promoting community engagement and network building by working with community groups, individuals, and other organisations to enable action on climate and to amplify our impact
- Providing free resources to individuals, families and households, enabling them to make choices which are good for their health and good for the planet, often saving money too
- Using storytelling to promote behaviour and culture change within and beyond Frome
- Using evaluation to share our insights, learning and impact



GHF's core message is that 'people's health and the health of the planet are firmly linked - if we improve one, we'll also improve the other - enabling everyone to share in a better future'.

You can explore Green and Healthy Frome⁶ to find out more about what we did, what we learned and what happened next in Frome.

¹<https://greenhealthyfrome.org/>

²<https://www.fromemedicalpractice.co.uk/>

³<https://www.frometowncouncil.gov.uk/>

⁴<https://edventurefrome.org/>

⁵<https://www.tnlcommunityfund.org.uk/funding/funding-programmes/climate-action-fund-our-shared-future>

⁶<https://greenhealthyfrome.org/>

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WHO IS THIS FOR?

This Learning Insight will be useful to:

- Primary Care Practices and Primary Care Networks, including organisations with Primary Care contracts
- Integrated Care Boards
- NHS Neighbourhood Health provision
- Social Prescribing teams and other teams that interact with Primary Care settings
- Organisations and individuals interested in the climate x health nexus

WHAT IS 'GREEN CONNECTORS'?

Green Connectors began as a project to support individuals in the community to learn about the support available to make a difference to the wellbeing of both people and planet and to take positive steps in their own lives and communities. The model was based on Frome's existing Community Connector approach⁷ - supporting engaged individuals to share and promote resources and activities with friends, family and neighbours and drawing on the power of 'word of mouth'. This way of working was chosen for its proven potential to build trust through existing relationships and to support sustained behaviour change rather than one-off engagement.

After three years of building community-led climate action in Frome through Green Connector workshops and activity, we noticed a drop off in uptake. At the same time there was an uptick in interest within healthcare staff, presenting an opportunity to grow the Green Connector movement in a different way. Within the expanding NHS and healthcare sustainability space, Green Connectors translated nationally recognised information about sustainability in healthcare into tangible, relatable examples specific to Primary Care settings.

Responsibility for system change in health settings often sits with larger structures (such as NHS England, ICBs and via NICE guidance and CQC frameworks) - frequently cited as a barrier to change in our conversations. However, culture change was already beginning to emerge locally in Frome and we could see that a ground level, local approach was key to embedding and sustaining change.

At Frome Medical Practice (FMP), strong and established leadership values are the foundation to the commitment to sustainability, alongside opportunities for targeted activities leveraged through the wider Green and Healthy Frome (GHF) programme. GHF funding enabled the Practice to recruit a Community Sustainability Lead, and their role helped to build an inclusive and shared recognition of the benefits of sustainability actions for patient health, for Practice staff and for the wider community. Through a gradual bottom-up shift in norms (culture change), alongside the top-down accountability of robust policies and reporting (system change), incremental change became self-reinforcing, nudging towards demonstrable and measurable impact across Practice staff attitude and behaviours, both individually and collectively.

Throughout five years of the GHF funded project, the Practice team learned about how culture change, rooted in community and partnerships, could shape the way that sustainability is understood and embedded in primary care.



⁷<https://healthconnections.mendip.org/lets-connect/training/community-connectors/>

WHY FOCUS ON CULTURE CHANGE IN PRIMARY CARE?

The NHS is responsible for around 4% of the United Kingdom's carbon emissions and Primary Care is responsible for almost 25% of all NHS emissions, most of which come from medicines and prescriptions.

Alongside this, the climate crisis is causing an increase in extreme weather events, air pollution, increased inequalities and higher levels of chronic illness - feeding back into an over-stretched healthcare system.

Frome Medical Practice (FMP) is a large, influential single site Practice serving a population of over 29,000 in Somerset, UK. Known nationally for its pioneering work in community health and social prescribing, FMP is also a forward-thinking leader in embedding sustainable, patient-centred care. Opposite are some key moments in the long history of Frome Medical Practice's sustainability achievements.

Sustainable healthcare is grounded in the principles of patient-centred care and prevention, supporting better outcomes for people while often aligning with lower-carbon approaches. Alongside patient care, there are important opportunities to reduce carbon through changes to infrastructure and day-to-day operations (see Frome Medical Practice's Sustainability page⁸). Crucially, lasting progress relies on recognising that system change and culture change go hand-in-hand. While policies and organisational structures can create the conditions for change, it is the shared values, relationships and everyday actions of people and communities that bring sustainability to life. Culture is shaped through what people see, experience and talk about together, and it is this collective shift that helps new ways of working to take root and grow. This Learning Insight therefore focuses on culture change, exploring how community-led shifts in thinking and behaviour can both influence and be strengthened by wider system change.



FROME MEDICAL PRACTICE'S SUSTAINABILITY ACHIEVEMENTS

2025

Platinum Award - General Practitioners Green Impact for Health Toolkit

2024

Winner - General Practice Awards, Sustainability in Practice

Winner - Practice Managers Association, Sustainability in General Practice Award

Winner - Primary Care Pharmacy Association Awards, Greener Award

2023

Platinum Award - General Practitioners Green Impact for Health Toolkit

2022

Winner - NHS Forest Award

Winner - Point of Light Award for Leadership, Dr Helen Kingston

Winner - South West General Practice Nursing Awards, General Practice Nurse Leader Award, Jo Trickett

2017 -19

Gold Plus Award - Royal College of General Practitioners (RCGP) Green Impact Awards

⁸<https://www.fromemedicalpractice.co.uk/sustainability>

ANTICIPATED IMPACTS



CLIMATE

- Carbon reductions and lower carbon healthcare
- Increased knowledge and understanding of role of sustainability in healthcare
- Recognition of climate change driving health inequalities and chronic disease



HEALTH

- More patients access sustainable healthcare options including lifestyle and social support
- Improved wellbeing for healthcare staff



COMMUNITY

- The role of sustainability in healthcare is better understood by patient and professional communities
- Movement building occurs within patient communities, Primary Care and wider healthcare



FINANCIAL

- Cost savings to NHS, Somerset ICB and FMP
- Individual savings for patients eg. healthcare costs and energy costs
- Savings for staff e.g. through energy saving in the home or changing bank or energy providers
- Clinicians promoting cost saving options (role as trusted messengers)



WHAT WAS ON OFFER

The Green Connectors programme, led by the Community Sustainability Lead, offered a combination of education, engagement and experiential learning. A wide range of communication approaches were used to support culture change across the practice, alongside opportunities to share learning beyond the organisation and connect with the wider community. Some of our tried-and-tested approaches were:

TRAINING AND EDUCATION

- Optional lunchtime education sessions on sustainability in healthcare (facilitated by different voices from across teams eg. Optimising Medication with the Medicines Management team, Healthy Eating with Somerset Public Health, Fuel Poverty with the Centre for Sustainable Energy). Keeping the topics engaging and topical for staff was successful, whereas topics that did not relate to staff day to day were not well attended (such as waste water talk).
- Carbon Literacy⁹ training including introductory sessions for all 150 staff (clinical and non-clinical) with five members of staff progressing to full Carbon Literacy accreditation status
- Sustainability covered in interviews, new staff induction and appraisals
- Ongoing learning through guides on specific clinical and non-clinical sustainability projects embedded into Clinical Governance and Quality Improvement processes and aligning with QOF (The Quality and Outcomes Framework) and CQC (Care Quality Commission) frameworks

STAFF ENGAGEMENT AND EXPERIENTIAL LEARNING

- Staff-led, hands-on experiential activities (e.g. mending, growing, composting) - we learnt that having these as drop in meant a range of staff joined in
- Seasonal nature connection activities to strengthen wellbeing and personal connection to sustainability
- Staff wellbeing initiatives that modelled sustainable behaviours such as Nature Connection sessions in the Staff Wellbeing Gardens, Active Travel breakfasts for staff who travel to work on foot, bike or public transport and E-bike try out sessions linked to GHF's Cycle Together provision
- Informal and creative engagement moments to encourage participation and cross-team ideas sharing by bringing sustainability activities into all staff training days and hosting activities in the Medical Practice reception area - visibly focussing on Climate and Food/ Active Travel/ Energy in the home. We invited experts and external speakers to share pathways and case studies that demonstrated the link between health inequalities, climate and finance.
- Reinforcement of shared values through inclusion of sustainability in decision-making and team discussions.



⁹<https://carbonliteracy.com/>



COMMUNICATION, STORYTELLING AND SHARING

- Weekly staff bulletin with sustainability articles including internal updates and relevant external sustainability content
- Sharing of real-life staff and patient stories to demonstrate relevance and build motivation
- Development of accessible and relatable language connecting health and climate
- Patient-facing communications highlighting local opportunities and health co-benefits
- Use of local media (e.g. newspaper, podcast) to share messages more widely and connect with the community
- Alignment with national campaigns and seasonal messaging to strengthen relevance and consistency such as [Heat or Cold health alerts](#) published by Met Office and UKHSA to reinforce energy efficiency in the home, health focus in the COP30 ([30th Conference of Parties](#)) and sharing new findings such as the [Lancet Countdown](#) or [Food and Farming Countryside Commission](#) report on [The False Economy of Big Food](#), World Health Organisation outputs and updates in NICE (National Institute for Health and Care Excellence) guidance with staff.
- Opportunities to share learning externally and contribute to wider conversations on sustainable healthcare (posters and conferences) such as national events (e.g. [SHARE Conference](#)), regional structures (e.g. University of the West of England nursing student workshops) and local organisations (e.g. Careers Days at the local college)
- Sharing learning in day-to-day practice through cascading case studies and quality improvement project findings to the relevant teams and by presenting learning and findings in team meetings
- Making space to celebrate the cross-team successes in staff information emails, local press and social media



TEN STEPS TO SUSTAINABLE CULTURE CHANGE IN A PRIMARY CARE SETTING

Based on our experience and learning, below are the ten steps which we believe are key to enabling and embedding successful culture change in a healthcare setting, with a specific focus on Primary Care.

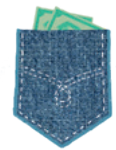
1. USE THE TRIPLE BOTTOM LINE¹⁰

To maximise engagement, culture change in healthcare settings can be guided by the Triple Bottom Line:



PLANET

environmental sustainability



POCKET

financial viability



HEALTH

improved health outcomes for patients and staff

Each step in this guide supports one or more of these dimensions, helping Practices make decisions that are good for the environment, cost-effective and beneficial to wellbeing. To understand more about this approach, you can explore the SusQI frameworks from the Centre for Sustainable Healthcare¹¹ or review the NHS England Greener AHP Hub¹² for practical strategies on reducing environmental impact while maintaining patient care quality.

2. START WITH SHARED VISION AND VALUES

? WHY IT MATTERS: A shared vision gives meaning to change and guides focus and prioritisation

📄 MAIN CHALLENGE: Vision statements often feel abstract or disconnected from daily work

💡 RECOMMENDATION: Co-create a vision with staff across teams that reflects the triple bottom line and highlights the shared benefits to patient care

ACTIONS:

- ✓ Involve staff and patients in shaping an ambitious vision
- ✓ Display the vision so it is visible to all staff and refer to it in decision-making



GREEN & HEALTHY PODCAST

TUNE IN TO INSPIRING COMMUNITY LEADERS, HEALTH PROFESSIONALS AND LOCAL EXPERTS SHARING COMPELLING STORIES, FRESH INSIGHTS AND PRACTICAL TIPS ON LIVING A HEALTHIER, GREENER LIFE.

NATURE | FOOD | MOVEMENT | MEDICINES | WOMEN | TRANSPORT | COMMUNITY



[GREENHEALTHYFROME.ORG/LISTEN/](https://greenhealthyfrome.org/listen/)



¹⁰Mortimer F, Isherwood J, Wilkinson A, Vaux E. (2018) **Sustainability in quality improvement: redefining value.** *Future Healthcare Journal.* Vol.5(2):88-93

¹¹<https://sustainablehealthcare.org.uk/>

¹²<https://www.england.nhs.uk/ahp/greener-ahp-hub/understanding-environmental-sustainability/building-on-what-we-already-do/>

CASE STUDY

For more than 10 years, Frome Medical Practice (FMP) addressed a core societal challenge: the growing connection between loneliness, social isolation and poor health, which then drives up hospital admissions and costs. The Frome Model¹³ laid the groundwork for the next challenge, the risks associated with the environmental crisis, with recognition that a healthy planet and healthy people are intrinsically linked.

FMP had already declared a climate emergency and integrated sustainability values when Lottery funding was awarded for Green and Healthy Frome (GHF) in 2021. At FMP, GHF funding focused on developing work programmes called Green Connectors (broadly culture change) and Choosing Wisely (broadly deprescribing/system change).

Both these strands aimed to proactively support patients to make choices that are better for their health and the environment, such as switching to low-carbon asthma inhalers or promoting exercise such as active travel as an alternative to medication where appropriate.

FMP actively championed sustainability through staff wellbeing activities such as an on-site composting programme, the staff wellbeing garden and electric bike try outs. 85% of staff felt more connected to colleagues after participating in wellbeing activities. 72% of staff felt that the initiatives positively impacted the quality of care they gave. Building on previous foundational values of care, community and staff wellbeing, FMP created five core values that underpin and guide all Practice work - Kindness, Learning, Collaboration, Sustainability and Responsibility.



¹³<https://www.theguardian.com/commentisfree/2018/feb/21/town-cure-illness-community-frome-somerset-isolation>

3. LEAD BY EXAMPLE

? WHY IT MATTERS: Leaders set clear direction and demonstrate what is valued by the practice through actions and behaviour

🏠 MAIN CHALLENGE: Leaders may support change in principle but not demonstrate it in practice

💡 RECOMMENDATION: Encourage leaders to visibly champion and model behaviours that support and show commitment to sustainability, cost-effectiveness and wellbeing

ACTIONS:

- ✔ Share examples and stories of leaders (locally or nationally) modelling change, for example - Frome Medical Practice and the GHF partnership e.g. providing exclusively plant-based catering for meetings and events because eating more plant-based food is good for our health and better for the climate
- ✔ Encourage leadership to be the voice for change and publish positive stories and quotes that demonstrate leadership support

CASE STUDY

At FMP, we have embedded sustainability into our core culture by ensuring that our leadership team leads by example. Our approach focuses on making environmental stewardship a visible, day-to-day priority through consistent communication. This begins at the management level, where our Practice Manager uses a weekly bulletin to share sustainability updates, ensuring that progress and goals are cascaded to every member of the team.



To support this, we have integrated sustainability into the very structure of how the Practice is run. It is now a standing agenda item in all Partner meetings, and we have made Carbon Literacy awareness modules part of our mandatory online training for all staff. By formalising this commitment, we ensure that every team member has a foundational understanding of how healthcare impacts the environment. We have also updated our Quality Improvement (QI) assessment framework so that every new project is evaluated for sustainability from the outset.

Leadership culture demonstrates a commitment to staff wellbeing and morale, so that the team feels empowered to deliver care that is as safe for the environment as it is for the patient. This has been done through recognition of staff achievements, incentives for all staff, celebrations throughout the year and listening and responding to concerns or queries from staff. Our experience has shown that when leaders treat climate literacy as a fundamental professional standard, it naturally becomes an inseparable part of high-quality primary care.

Staff feedback on having a sustainability team based in FMP: "The sustainability team are so supportive of project work at FMP and have helped me understand far more about the impact I can make in my day-to-day role. "

4. BRING PEOPLE IN

? WHY IT MATTERS: Staff are more committed when they feel heard, involved and invested in

🔒 MAIN CHALLENGE: Staff may feel change is imposed or irrelevant to their role

💡 RECOMMENDATION: Empower staff to be part of the conversation, lead initiatives that align with the triple bottom line and make space for all to be heard

ACTIONS:

- ✓ Facilitate visioning and idea workshops with opportunities for listening and discussion
- ✓ Support staff-led projects or suggestions with time and resources

CASE STUDY

With medicines accounting for around 80% of Primary Care's carbon footprint, National Lottery funding for GHF created greater capacity and resource to focus on reducing FMP's carbon footprint. Inspired by Dorset's 'Only Order What You Need'¹⁴ campaign, and building on the successful 'Show Me Your Meds Please'¹⁵ project in South Somerset, an opportunity emerged to change the processes for repeat prescriptions at FMP. The 'Only Order What You Need' project demonstrates how sustainability work can be held outside of a formal 'sustainability team', passing trust and space over to different teams and the opportunity to create and develop projects specific to their work. At Frome Medical Practice, this project was held mainly by the Medicines Management team.

At the beginning of GHF funded work - there was one Green Health Connector giving presentations and providing education sessions and activity around Sustainability. By the final year of the funded project, the medicines management team were delivering all staff education sessions on the health and planetary 'wins' of improving prescribing methods. This evolution generated further ripple effects through to other teams and enabled the Medicines team to develop their own language and approach around the sustainability agenda.



¹⁴<https://nhsdorset.nhs.uk/health/medicines/waste/>

¹⁵<https://www.rcp.ac.uk/policy-and-campaigns/policy-documents/show-me-your-meds-please/>

5. TELL THE STORY

? **WHY IT MATTERS:** Stories make change relatable and memorable, helping staff connect sustainability to their everyday roles. While patient outcomes are the priority, stories that highlight increased staff understanding, confidence and wellbeing are equally powerful. Changes such as infrastructure, gardens and daily behaviours sit outside direct patient care, but still shape a healthier, more sustainable workplace.

📌 **MAIN CHALLENGE:** Communication can be seen to prioritise sustainability over healthcare

💡 **RECOMMENDATION:** Use local and real stories to connect emotionally and relatably with staff

ACTIONS:

- ✓ Share real stories of change from within the Practice and celebrate both success and overcoming challenges
- ✓ Use varied formats: posters, newsletters, videos, podcasts and informal activity

CASE STUDY

One clinician at Frome Medical Practice shared this personal story influenced by increased awareness through workplace initiatives of environmental sustainability - ***"The climate crisis is unequivocally aligned to the healthcare crisis. The work done here at FMP has encouraged staff and patients to consider our Habits for Health¹⁶ [programme] and make better lifestyle choices. At home I am eating more wholefoods and less processed foods. I feel that I am making a better choice for our environment as well as having more energy which ensures I am mentally and physically more fulfilled."***

By ensuring that the weekly staff bulletin always included a piece on sustainability, regular and current 'news' validated the importance of this work. The same approach was taken with patient facing communications, sharing the wins of sustainable and better patient care and highlighting FMP's achievements in this field.

To truly link climate and health wins, FMP published a monthly advert in the local newspaper (opposite). This was presented in a simple and relatable format with clear calls to action and links to local and tangible opportunities.

Newspaper ads were complemented by a monthly podcast on the same theme, broadcast on the local radio station and made available on other platforms including GHF's website¹⁷.

One member of admin staff commented that listening to this podcast gave her an insight into how her work connects improving patient care with climate action and an insight into how other teams were working.

Over the five years of the lottery funded GHF programme, language and framing became an important and key tool for effective communications. By recognising that improved health outcomes also resulted in reduced impact on the environment, talking directly to 'climate' gains was not always necessary or desirable. We found that demonstrating positive patient outcomes often gained stronger buy-in in our healthcare setting. This mirrors current guidance from Climate Outreach¹⁸.

By aligning with national campaigns and events, the message around particular themes was amplified. For example, when Heat or Cold Health Alerts were shared with staff, FMP also shared information on local support for home improvements via Frome Town Council's Healthy Homes¹⁹ Programme to promote signposting and sharing with patients.

¹⁶<https://www.fromemedicalpractice.co.uk/habitsforhealth>

¹⁷<https://greenhealthyfrome.org/listen/>

¹⁸<https://climateoutreach.org/connect/talk-climate/>

¹⁹<https://www.frometowncouncil.gov.uk/our-community/our-sustainability-work/green-and-healthy-frome/healthy-homes/>

6. ALIGN THE SYSTEMS

? WHY IT MATTERS: Culture change must be supported by structural change

📁 MAIN CHALLENGE: Established systems may reinforce old behaviours

💡 RECOMMENDATION: Align policies and workflows with sustainability, cost-efficiency, and wellbeing

ACTIONS:

- ✓ Embed sustainability and wellbeing into HR processes including job adverts, role descriptions, interview processes and appraisals
- ✓ Align procurement, scheduling, policies and reporting with sustainability values and behaviours

Follow [this link](#) to the Sustainability page²⁰ at FMP for further insights into aligning policies with practice values.

7. BUILD CAPACITY FOR CHANGE (KNOWLEDGE AND SKILLS)

? WHY IT MATTERS: Staff need the tools and confidence to make and sustain changes

📁 MAIN CHALLENGE: Staff may lack knowledge or motivation on how to contribute and will be managing workload and other demands

💡 RECOMMENDATION: Provide training that builds capacity for sustainable, inclusive, and efficient practice and work in partnership with local authorities, community and third sector organisations

ACTIONS:

- ✓ Incorporate mandatory training and optional workshops on sustainability, an inclusive approach that will boost CPD
- ✓ Make space for ideas and feedback coming from staff to support skill development

CUT OUT AND KEEP

FROME MEDICAL PRACTICE
SUPPORTING YOUR HEALTH

AT THE PRACTICE

BETTER THROUGH NATURE
Our patients are invited to join a wellbeing programme for people with anxiety, stress or burnout, held near Frome Medical Practice.

Connect to nature
Improve your mental health
Support your physical health
5 week programme
June start dates

Register your interest and find out more, email
betternaturec@icloud.com

IN THE COMMUNITY

NATURE CONNECTION
Connecting with nature boosts our mood, promotes relaxation and wellbeing, improves health and physical fitness and contributes to overall wellbeing. There are many opportunities for nature connection in Frome.

Health walks
Gardening sessions
Conservation groups
Community gardening
Nature craft & play

Find out more about all these and more
betternaturec@icloud.com

"Connecting with nature can significantly reduce symptoms of anxiety and depression and foster a sense of calm and wellbeing. Nurturing our relationship with nature can be a valuable way to support our mental health and complement traditional medical treatments." Dr Tim Rigg, Frome Medical Practice

MONTHLY INFORMATION FROM YOUR LOCAL GP PRACTICE TO SUPPORT YOUR HEALTH, WELLBEING, ENVIRONMENT AND COMMUNITY

²⁰<https://www.fromemedicalpractice.co.uk/sustainability>

CASE STUDY: GREEN AND HEALTHY FROME (GHF) INTERFACES/PARTNERSHIPS

Hosting pop-ups, stories and exchanges generated through the wider GHF programme provided practical touchpoints that helped to embed culture change within FMP.

These interfaces—such as LOOP:Frome²¹ (composting service), Everyone Needs Pockets²² (ENP) textile reuse network, Frome Food Network²³ (FFN), Frome Seed Library²⁴ and Better Nature²⁵ - created opportunities for partnership working and brought local knowledge and fresh perspectives directly into the clinical environment.

LOOP:Frome composting sessions gave staff hands-on experience and the confidence to start composting on site and at home. ENP sparked conversations about repair and reuse, leading staff to create a mending kit for the staff room and begin a monthly lunchtime craft group.

By hosting ENP in the practice, FMP also helped ENP members to think differently about materials and how they link to healthcare practices and settings.

The Seed Library encouraged small everyday connections with nature through growing and sharing seeds and Frome Food Network brought useful knowledge about local food, healthier eating and wider campaigns. Learning happened through doing and sharing, with a visible presence of community groups at FMP helping to embed sustainability actions.



²¹<https://www.loopfrome.org/>

²²<https://everyoneneeds pockets.org/>

²³<https://www.fromefoodnetwork.co.uk/>

²⁴<https://www.fromeseedlibrary.org/>

²⁵<https://www.betternature.org.uk/>

8. TRACK WHAT MATTERS

? **WHY IT MATTERS:** Tracking progress helps influence direction and celebrate success

🔍 **MAIN CHALLENGE:** Measuring benefits and gathering qualitative data is challenging as there are no 'off the shelf' methodologies

💡 **RECOMMENDATION:** Use quantitative metrics that reflect environmental, financial and health outcomes, alongside qualitative stories that are tangible and relatable to individuals

ACTIONS:

- ✓ Define impact metrics at the very start of a project - ensure they are relevant and useful and clearly linked to patient care co-benefits (this can be based on SusQI framework)
- ✓ Review progress regularly and course correct according to findings

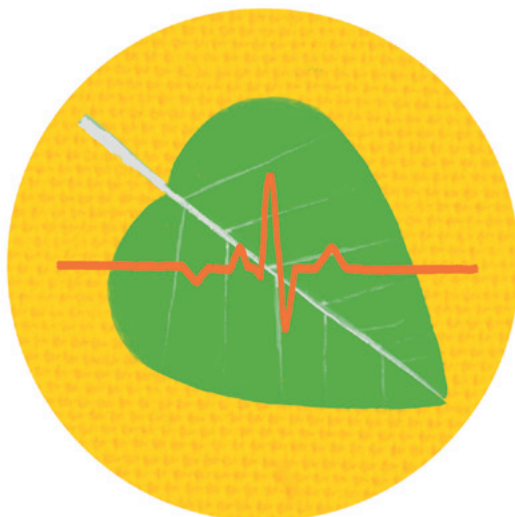
Evaluation of the GHF funded Green Connectors and Choosing Wisely programmes was planned as an iterative learning process, combining quantitative data with qualitative insights. A full time evaluation role for GHF work programmes at FMP enabled real-time review and iteration, and helped the shift away from rigid planning toward responsive, evidence-based decision-making.

The intention was to embed evaluation from the outset of each sub-project, incorporating activity and impact metrics outlined in our bid to the National Lottery. During the planning phase of each sub-project, we prioritised process and outcome indicators that were realistically measurable or already being tracked through existing patient records or staff surveys. This approach ensured that data collection remained aligned with project goals while rationalising workload in a busy healthcare setting.

A key principle was to track only what matters. In healthcare, where information governance is critical, we carefully limited data collection to essential metrics. For example, in our inhaler sustainability initiative, we focused on total prescribing numbers, carbon impact and prescribing costs—high-impact indicators that directly demonstrated environmental and financial outcomes.

To support healthcare staff engagement, particularly among time-constrained clinical staff, we designed concise surveys and one hour long cross-team focus groups. Survey fatigue is a recognised barrier in healthcare, therefore keeping surveys short, focused and relevant significantly improved completion rates. Where appropriate, incentives were also used to increase participation.

A key learning from our final GHF project-wide evaluation²⁷ was the importance of establishing baseline data at project inception. Qualitative data at FMP relied on retrospective perception data, whereas future work would benefit from pre- and post-intervention comparisons to strengthen impact measurement.



²⁷<https://greenhealthyfrome.org/our-learning/>

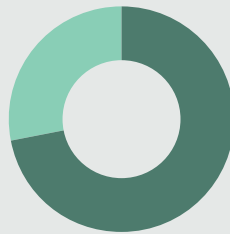
CASE STUDY: STAFF SURVEY AND QUALITATIVE EVALUATION

A whole staff survey and focus groups were implemented to understand perceptions, identify barriers and inform future sustainability engagement post-Lottery funding. The survey combined Likert-scale questions with open questions. There were 53 respondents of which 23 completed open-ended responses. The two focus groups consisted of representative personnel (1 GP, 2 clinical staff, 3 administrative staff) and included staff who had been employed at the Practice for different lengths of time.

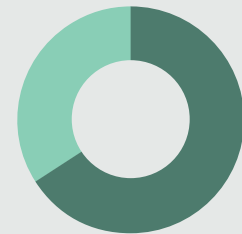
Findings demonstrated substantial positive cultural change over four years of Green Connectors within the five year project (2021 - 2026):



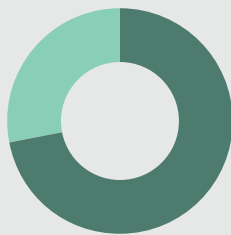
87%
increase in staff awareness of sustainability in primary care



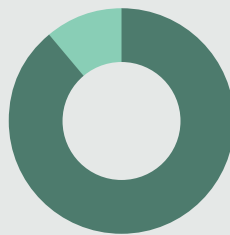
72%
increase in understanding of sustainability in day-to-day roles



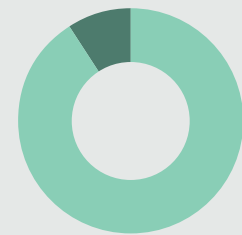
66%
increase in agreement that sustainability supports quality patient care



72%
agreed sustainable practices benefit staff and patient wellbeing



89%
believe sustainability should be a core component in healthcare²⁸



91%
reported increased awareness compared to four years prior or since joining FMP



Staff also identified a range of barriers to embedding sustainability in the workplace, and these are reflected in the 'challenges' outlined in this Insight.

See also Resources for Evaluation on the final page.

9. CELEBRATE THE WINS

? WHY IT MATTERS: Acknowledging progress spotlights good work and reinforces desired behaviours

📁 MAIN CHALLENGE: Gathering examples and forming them into compelling stories takes time

💡 RECOMMENDATION: Advise staff to journal or gather evidence throughout the project using the triple bottom line as the foundation and take advantage of national wins and campaigns

ACTIONS:

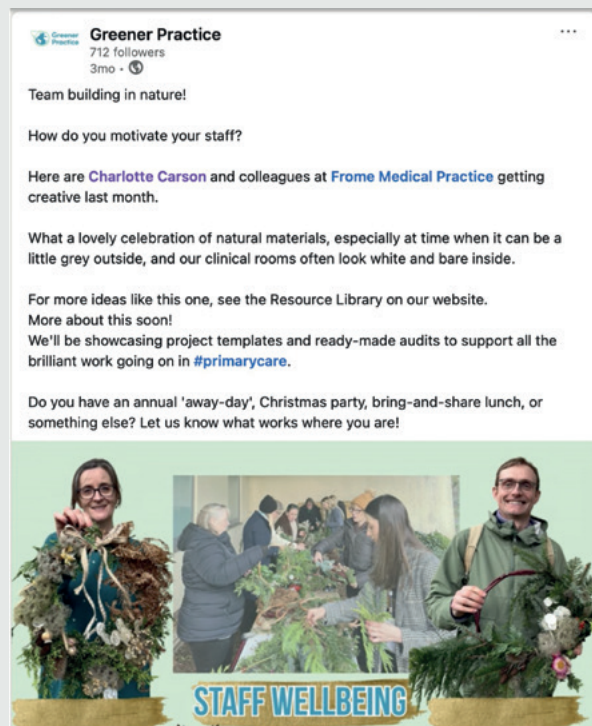
- ✓ Celebrate milestones and individual contributions
- ✓ Share success stories (local and national) in team meetings and via public channels



CASE STUDY

Frome Medical Practice Wellbeing Garden was part funded and built post-Covid as a recognition of the importance of nature connection and outdoor space for staff wellbeing. Staff were responsible as individuals or teams to look after a raised bed and the space was used (mainly in the summer months!) for lunchtime and non-confidential team meetings.

By successfully applying for NHS Forest funding, local Horticultural Competitions and hosting Nature Connection events, staff contribution to the space was recognised and celebrated. By linking to national schemes (e.g. NHS Forest) staff felt part of a larger national movement.



²⁸These findings aligned with existing research on value perception and behaviour change such as the [YouGov 2021 NHS staff survey](#) finding that 87% of NHS staff supported the *NHS Net Zero ambition*.

10. CREATE A CULTURE OF BELONGING

? **WHY IT MATTERS:** Inclusion fosters trust, creativity and equity

🏠 **MAIN CHALLENGE:** Unconscious bias or lack of representation can undermine change

💡 **RECOMMENDATION:** Promote inclusive practices and ensure diverse voices are represented

ACTIONS:

- ✓ Provide training on inclusive communication for staff, giving patients the opportunity and space to have a voice in their healthcare journey rather than a one-way transaction between healthcare professionals and patients
- ✓ Ensure diverse representation in decision-making and communications



CASE STUDY

Recognising that healthcare staff do not have dedicated time for sustainability work, FMP wove these opportunities into existing structures such as staff education sessions, team gatherings, and interview and induction processes. This approach enabled wider participation and ensured that sustainability was not seen as an additional task, but as part of everyday practice and culture.



Creating a culture of belonging at Frome Medical Practice has been supported through shared experiences that bring teams together and creating space for diverse voices. This included a visioning workshop about aspirations for 2030 inspired by Rob Hopkins²⁹ book 'From What Is to What If: Unleashing the Power of Imagination to Create the Future We Want' (2019), alongside external learning such as a visit to the Centre for Alternative Technology³⁰.

These activities created space for staff to contribute ideas, share perspectives and feel part of a collective movement. By focusing on imagination and possibility, rather than barriers alone, staff were encouraged to think beyond immediate constraints and consider a longer-term vision for healthcare. As highlighted by Rob Hopkins, "imagination is central to empathy, to creating better lives, to envisioning and then enacting a positive future." Through this process, staff were able to focus on what they wanted healthcare to look like by 2030, strengthening both inclusion and shared purpose.

²⁹<https://www.robhopkins.net/>

³⁰<https://cat.org.uk/>

RESOURCES FOR EVALUATION

- Publication *Perceptions of values over time and why they matter*
- A survey of attitudes behaviours and barriers to environmental sustainability among healthcare staff at an NHS trust
- Climate Change Committee – *Progress in adapting to climate change: 2025 report to Parliament* (Health and Well-being section)



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Jenna Herman illustrator jennadoodles.co.uk

Nick Moyle Learning Insight Design inkcapdesign.co.uk

You can find our final Project Evaluation, further Learning Insights and Toolkits in Green and Healthy Frome's [learning resources](#)³¹

Green and Healthy Frome is a partnership made up of the following



Funded by:



³¹<http://www.greenhealthyfrome.org/our-learnings>

