Engage, educate and empower staff to create an environmentally sustainable workplace
Our purpose

To improve the lives of our patients and their families, our communities and humanity.

Setting the scene

The Environmental Sustainability Strategy (2017–21) and supporting Action Plan set consistent direction and guidance for environmental planning and decision-making at Alfred Health. This strategy helps deliver on the seventh goal of Alfred Health’s 2016–20 Strategic Plan to “manage our resources and environment sustainably”.

The strategy supports resource prioritisation and management decisions that will minimise environmental impacts and deliver balanced economic, social and environmental benefits to our community.

Fundamental to this is engaging, educating and empowering our staff.

“I’d love to see some really big environmental sustainability changes at Alfred Health. The wonderful thing is that, at last, it is on the table!”

Nurse
Message from the Chief Executive

I am delighted to release Alfred Health’s first Environmental Sustainability Strategy (2017–21). It recognises that environmental sustainability is integral to responsible and sound management and has identified eight key themes that address concerns most material to our role as a leading health service.

Fundamental to its success is engaging and empowering staff at all levels, which is why this strategy focuses on providing tools, skills and expertise to staff so they can bring about meaningful environmental change in their local work areas.

I know that this is a subject that interests and motivates many of our staff, who have already kickstarted initiatives to improve the sustainability of their individual wards or units.

This five-year strategy and its supporting action plan will build on this interest through a structured and well thought through framework. We will continue to work with our stakeholders to define and develop our actions over time, to reduce the impact our operations have on the environment.

I look forward to your ongoing support and cooperation to make this strategy a success.

Prof Andrew Way
Chief Executive
Alfred Health
Environmental sustainability journey

- **2009-10**: Implementation of waste management and recycling initiatives.
- **2010**: Waste management guidelines developed.
- **2010-11**: Consultative environmental working group established.
- **2011-12**: Internal environmental frameworks established.
- **2012-13**: Environment and Resource Efficiency Program commences.
- **2013-14**: Energy and water efficiency initiatives commence e.g., greening better buildings program.
- **2014-15**: Development and adoption of the environment policy.
- **2016-17**: Environmental Sustainability Officer employed. Environmental sustainability staff engagement activities completed.
- **2018-21**: Local Sustainability Action Plans developed and implemented. Sustainability theme targets met. DHHS environmental reporting continued and measures expanded. Staff engaged, educated and empowered to create an environmentally sustainable workplace.
- **2017-18**: Environmental Sustainability Strategy and Action Plan (2017-21) endorsed. Year one actions commence through the adoption of local sustainability action plans.
Environmentally sustainable workplace vision

Engage, educate and empower staff to create an environmentally sustainable workplace

We will achieve this vision though building leadership, partnerships and resilience across the following eight sustainability themes:

- Healthy habitats and environments
- Environmental citizenship
- Sustainable buildings
- Green procurement
- Sustainable travel and transport
- Water efficiency
- Waste management and recycling
- Energy efficiency and emissions
Acting on the issue

Engage, educate and empower

Local Sustainability Action Plans (LSAPs) will drive this strategy.

These localised plans will adapt and evolve and will be key in engaging, educating and empowering staff where they work. They also provide staff members with an interest in environmental issues to become involved in our environmental sustainability efforts and help improve outcomes.

Over the next five years the aim is for these plans to become embedded in how we work: to form the ‘new’ business as usual at Alfred Health.

“Let’s educate and empower the Alfred Health workforce to make sustainable choices. Be bold – let’s innovate and transition to a sustainable future!”

Administration Officer
Environmental Sustainability Committee

This committee provides governance and guidance by:

• annually reviewing LSAPs for progress against set objectives identifying issues, risks and priorities
• overseeing budget to support environmental sustainability strategies
• ensuring the organisation delivers against its environmental reporting compliances.

Membership includes the following areas:

Executive Director, Strategy and Planning (chair)
Executive Director, Nursing Services (co-chair)
Director, Corporate Social Responsibility
Environmental Sustainability Officer
Director, Capital and Infrastructure
Director, Engineering Services
Manager, Capital Projects
Chief Technology Officer
Manager, Non-clinical Support Services
Director, Supply Chain
Director, Public Affairs and Communications
Director of Nursing, Sandringham Hospital
Director of Nursing, Caulfield Hospital

Invitees to the committee include:

Nurse Consultant, Infection Prevention
Specialist Nurse, Intensive Care Unit
Head of Facilities and Property Operations, Burnet Institute

Alfred Health’s recently created Environmental Sustainability Officer role will drive the broader strategy and assist local teams to develop their own LSAP.

“Environmental Sustainability needs to be embedded in our daily work, and having a strategy in place with clear actions and measures will work towards this exciting organisational goal.”

Specialist
### Build, transform and achieve by 2021

| 1. | **Healthy habitats and environments** | - Increase staff and patient participation in healthy habitats and environments by supporting activities and on-site community garden initiatives and enjoyment of outdoor space.  
- Increase the amount of outdoor space available to staff and patients e.g. roof terrace  
   **To build:** Leadership, partnerships and resilience |
| 2. | **Environmental citizenship** | - Build a strong ‘environmental citizenship’ among staff, on-site contractors, suppliers and stakeholders through their involvement in:  
  - increasing waste diversions  
  - decreasing water consumption  
  - increasing use of renewable energy  
  - increasing energy efficiency.  
   **To build:** Leadership and partnerships |
| 3. | **Sustainable buildings** | - Implement National Australian Built Environment Rating System (NABERS) requirements into new and retrofit building developments.  
- Improve environmental standards for new buildings and renovations through a rigorous planning approval process.  
- Include Ecological Sustainable Design (ESD principles) in 90 per cent of capital works projects through:  
  - indoor air quality  
  - transport  
  - energy  
  - water  
  - waste  
  - materials  
  - biodiversity, land use and ecology  
  - emissions (GHG)  
   **To build:** Leadership and resilience |
| 4. | **Green procurement** | - Incorporate green procurement in 50 per cent of Alfred Health’s products and services as part of any tendering processes.  
   **To build:** Leadership and partnerships |
### Build, transform and achieve by 2021

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<th><strong>Sustainable travel and transport</strong></th>
<th><strong>To build:</strong> Leadership and partnerships</th>
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| 5. | • Reduce greenhouse gas emissions from Alfred Health’s fleet by 10 per cent, from 2013–14 baseline data.  
    • Increase the use of active transport and low carbon modes of transport (target to be set after first survey) | |

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<th><strong>Water efficiency</strong></th>
<th><strong>To build:</strong> Leadership</th>
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| 6. | • Decrease potable water consumption by 10 per cent, from 2013–14 baseline data.  
    • Increase water efficiency in buildings and operations by 15 per cent, from 2013–14 baseline data. | |

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<td>7.</td>
<td>• Increase waste diversion from landfill by 15 per cent, from 2013–14 baseline data.</td>
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| 8. | • Support the Victorian Government’s four pillars for emissions reduction (net zero greenhouse gas emissions and renewable energy generation targets 2020 = 25% and 2025 40%):  
    − increase energy efficiency and productivity  
    − move to a clean electricity supply  
    − electrify our economy and switch to clean fuels  
    − reduce non-energy emissions and increase carbon storage  
    • Deliver Alfred Health’s energy and emission targets including:  
    − reduce greenhouse gas emissions from buildings by 5 per cent, from 2013-14 baseline data.  
    − increase the amount of energy sourced from renewable energy from operations (target to be established after first project)  
    − reduce overall greenhouse gas emissions by 10 per cent, from 2013-14 baseline data.  
    • Improve Alfred Health’s preparedness for and mitigation of risks from climate change, including:  
    − drought and heatwaves  
    − coastal impacts including storm surges and sea-level rises and coastal erosion  
    − disruptions to supply of essential services (electricity, gas, fuel, water, food)  
    − heat related asset failure (e.g. HVAC systems)  
    − deterioration of buildings and other built surfaces  
    − heat-related stress and mortality (particularly among valuable populations).  
    • Increase preparedness of community for climate change impacts. | |