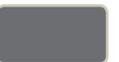


Environmental Sustainability Strategy 2017-21

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





Our vision to 'engage, educate and empower staff to create an environmentally sustainable workplace'

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.

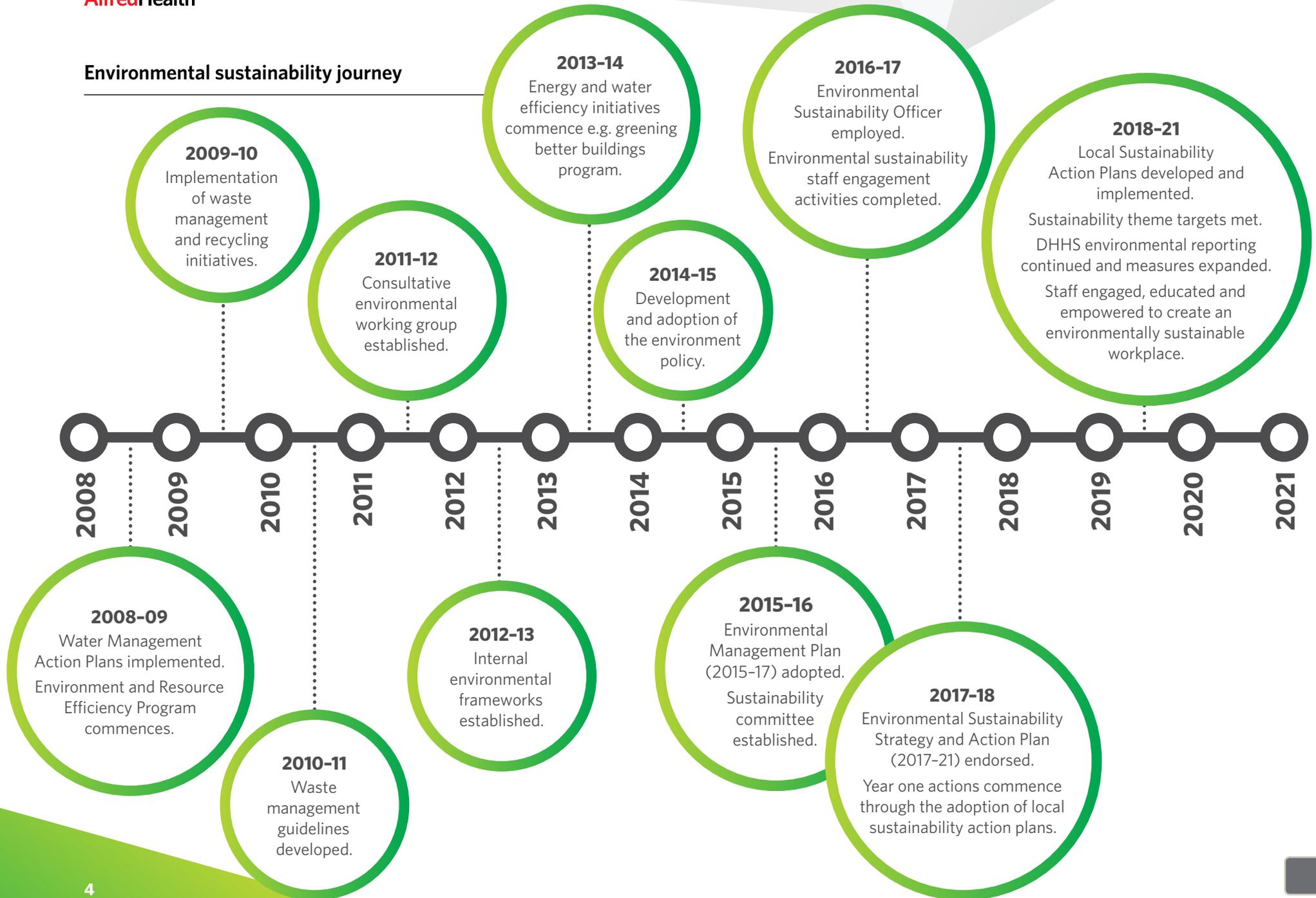
I look forward to your ongoing support and cooperation to make this strategy a success.

A handwritten signature in black ink that reads "Andrew Way". The signature is written in a cursive, slightly slanted style.

Prof Andrew Way
Chief Executive
Alfred Health



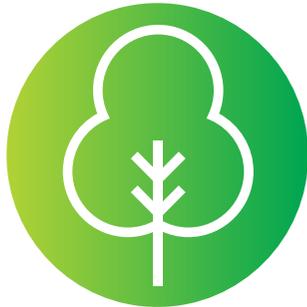
Environmental sustainability journey



Environmentally sustainable workplace vision

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

We will achieve this vision through 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



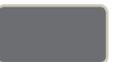
Water efficiency



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



Environmentally sustainable workplace vision



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

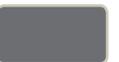
Specialist Nurse, Intensive Care Unit

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



Action plan in summary

The Action Plan provides the detailed actions, indicators, key performance measures, timelines and budget required to achieve the objectives. The below table is a summary of the detailed actions across the eight sustainability themes.

Build, transform and achieve by 2021		
1.	 <p>Healthy habitats and environments To build: Leadership, partnerships and resilience</p>	<ul style="list-style-type: none"> ▪ 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
2.	 <p>Environmental citizenship To build: Leadership and partnerships</p>	<ul style="list-style-type: none"> ▪ Build a strong 'environmental citizenship' among staff, on-site contractors, suppliers and stakeholders through their involvement in: <ul style="list-style-type: none"> – increasing waste diversions – decreasing water consumption – increasing use of renewable energy – increasing energy efficiency.
3.	 <p>Sustainable buildings To build: Leadership and resilience</p>	<ul style="list-style-type: none"> ▪ 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: <ul style="list-style-type: none"> – indoor air quality – transport – energy – water – waste – materials – biodiversity, land use and ecology – emissions (GHG)
4.	 <p>Green procurement To build: Leadership and partnerships</p>	<ul style="list-style-type: none"> ▪ Incorporate green procurement in 50 per cent of Alfred Health's products and services as part of any tendering processes.



Build, transform and achieve by 2021

5.	 <p>Sustainable travel and transport To build: Leadership and partnerships</p>	<ul style="list-style-type: none"> ▪ 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)
6.	 <p>Water efficiency To build: Leadership</p>	<ul style="list-style-type: none"> ▪ 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.
7.	 <p>Waste management and recycling To build: Leadership and partnerships</p>	<ul style="list-style-type: none"> ▪ Increase waste diversion from landfill by 15 per cent, from 2013-14 baseline data.
8.	 <p>Energy efficiency and emissions To build: Leadership, partnerships and resilience</p>	<ul style="list-style-type: none"> ▪ 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%): <ul style="list-style-type: none"> – 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: <ul style="list-style-type: none"> – 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: <ul style="list-style-type: none"> – 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.



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