

A faint, light gray background graphic of a hand holding a heart, with the hand's fingers curved around the heart shape.

# *We're for* Human, **Kind.**

Environmental  
Sustainability  
Strategy

**2022-25**



A group of diverse people, including a man with a beard, a bald man, and a woman with short blonde hair, are laughing together outdoors at sunset. The man in the center has his arm around the woman's shoulder. They are all smiling and laughing heartily. The background is a soft-focus outdoor setting with trees and a fence, illuminated by the warm light of the setting sun.

*We're  
for*  
**Human,  
Kind.**

It's our ambition to become a leader in the development of sustainable healthcare practices for the betterment of our patients, staff and community.



# Our Purpose

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

**We have a dual role: caring for more than 700,000 locals who live in inner-southern Melbourne and providing health services for Victorians experiencing the most acute and complex conditions through our statewide services.**

Our three hospital campuses – The Alfred, Caulfield Hospital and Sandringham Hospital – as well as numerous community-based sites and clinics, provide lifesaving treatments, specialist medical, mental health and wellbeing and rehabilitation services through to accessible local healthcare.

We provide the most comprehensive range of adult specialist medical and surgical services in Victoria, providing more than 100,000 inpatient episodes of care, and more than 266,000 outpatient appointments in 2020-21. Across our sites we employ over 10,000 staff, who are key to our sustainability efforts.

# CEO Message

It's vitally important  
that we all play our part:  
*it's for human kind.*

**Climate change is the current global health challenge of our time.**

The increase in extreme weather events the world over demonstrates the inextricable link between the health of the environment and the health of people. We know our Alfred Health community want to take real action and make a real difference and I know that we can.

It was through the involvement of staff, patients, and community that we created Alfred Health's 2022-25 Environmental Sustainability Strategy.

It is the right strategy for today. It builds on our efforts over the past decade to reduce our environmental impact, and create a culture of environmental citizenship. Addressing global climate change, takes local action.

Our focus is to be a leader in sustainable healthcare practices, so we stop contributing to the problem and start contributing to the solution. This practical philosophy underpins this strategy, and I encourage people to get involved in helping making our goals a reality.

# *Global, National &* **State Context**



Acting sustainably ensures we meet the needs of the present without compromising the ability of future generations to meet their own needs.

Sustainability encompasses the interdependent domains of environmental, social and economic sustainability. Incorporating this threefold approach to sustainability, The United Nations Sustainable Development Goals, agree a global approach to peace and prosperity for people and the planet. These goals are wide-ranging and include climate action, good health and wellbeing, responsible consumption and planetary health highlighting the interconnected nature of sustainability approaches.

Long term records show that Victoria's climate has changed, warming by 1.2 degrees since 1910. Victoria is also experiencing decreased average annual rainfall, an increase in extreme heat events and an increase in high-risk fire weather and length of bushfire season. Changes to our climate are expected to continue. Even if emissions are globally at net zero by 2050, the climate will continue to warm for further decades.

---

#### **Both mitigation and adaptation approaches are central to addressing climate change**

- Mitigation; addressing the root cause and minimizing our carbon footprint
  - Adaptation; addressing the effect of climate change and increasing resilience
- 

Mitigation targets have been pledged by both the Federal and State governments, committing to Net Zero by 2050. The Victorian Government has enshrined this commitment in legislation through the Climate Change Act 2017. The state government commitment to climate change is reflected in the Department of Health's (DH) Environmental Sustainability Strategy and Climate Adaptation Plan, which guide the adaptation and mitigation response across the Victorian public health system.



# Environmental Sustainability in Healthcare

Climate change has been declared the greatest threat to global health in the 21st century. It threatens the most fundamental determinants of health; safe air and water, secure shelter and food supply.



Climate change is a health crisis and will result in both direct and indirect impacts on the health sector. Direct impacts on the health sector include the increased risk of bushfires, drought, floods, and heatwaves resulting in cases of hypothermia, heat stress, respiratory issues, injury and trauma presenting for care. Indirect effects include increases in infectious diseases (vector borne, zoonotic, and food and water borne diseases), secondary effects from reduced activity as a result of poor outdoor conditions (smoke, temperature etc.), and exacerbation of chronic diseases. These impacts will be more pronounced for those who are most vulnerable in the community, and are expected to drive an increased demand for health services both in the community and acute settings.

---

**To help mitigate climate change, health care organisations must reduce their emissions. The emissions impact of health care can be divided into three categories:**

- **Scope 1 emissions:** Those which are directly under the control of the organisation e.g. transport, anesthetic gases
  - **Scope 2 emissions:** emissions produced remotely e.g. Electricity,
  - **Scope 3 emissions:** embedded in goods and services e.g. medications, ICT.
- 

Energy is estimated to account for 20% of the public health systems impact, with travel and waste 11% and 10% respectively. Procurement and the supply chain represent the largest impact, at an estimated 57%.

The roadmap for healthcare to reach net zero continues to develop. Scope 1 and 2 emissions are simpler to measure and address as they are largely within the control the health service. Scope 3 emissions associated with the supply chain present greater challenges on the path to an environmentally sustainable health care system as they are not directly controllable, and are unable to be accurately captured without complex modelling.

The effects of **climate change**, such as extreme weather events and air pollution, can have a negative effect on our health.

As a **healthcare system**, we can help mitigate and adapt to climate change through practical measures such as energy and water conservation, and recycling.

By taking these steps, we contribute positively to our environment, and the **health** of our community.

## Health effects of climate change

- Extreme weather events, such as flood and drought
- Air pollution
- Infectious diseases
- Food insecurity
- Poor Mental health

## Building climate resilience

### Mitigation measures

- Sustainable transport
- Waste reduction, management, and recycling
- Renewable energy

### Mutual measures

- Climate smart infrastructure
- Energy and Water conservation
- Education and awareness
- Preserving the natural environment including sustainable food policies

### Adaptive measures

- Emergency and disaster management
- Business continuity
- Infrastructure upgrades

## Health co-benefits

- Improvement in health and life expectancy
- Reduced respiratory and cardiovascular illnesses
- Fewer medical consultations and hospitalisations
- Reduced use of medication
- Fewer deaths



Gily  
Environmental Sustainability Officer

---

*"Through innovation and leadership, we're empowering our staff to make sustainability a priority, and build a culture of environmental citizenship. "*

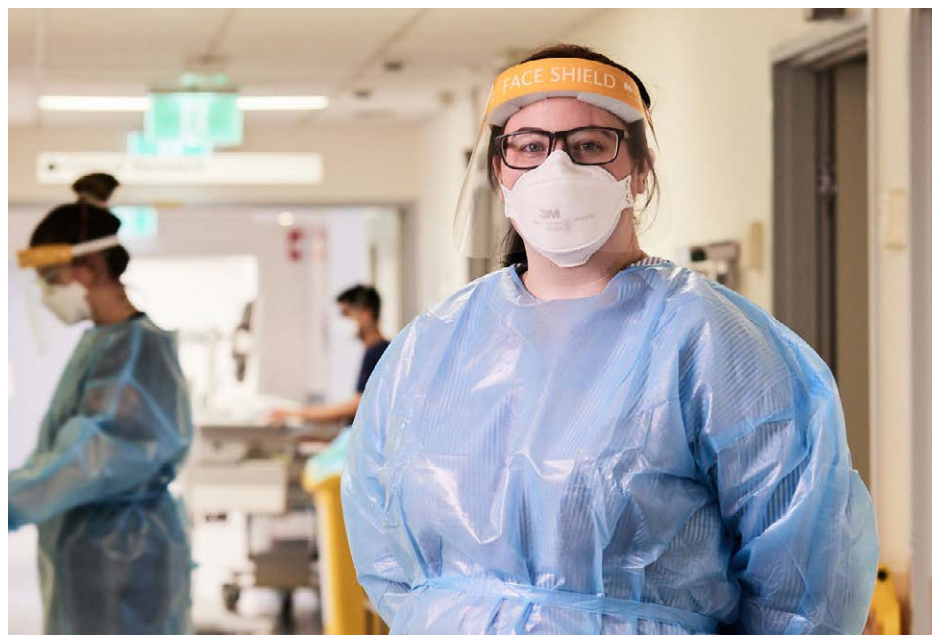
*for*  
**Human,  
Kind.**





# Environmental Sustainability at Alfred Health

This strategy sets out our approach to tackling one crisis – climate change; through two interrelated responses, adaptation and mitigation.



**The Alfred Health Environmental Sustainability Strategy 2017-21 has been a key component of the organisation's approach to environmental sustainability over the past five years.**

The conclusion of this strategy, recent climate related events, and the required transition of the health systems response to COVID-19, creates the opportunity to reset the approach to Environmental Sustainability at Alfred Health.

The Environmental Sustainability Strategy 2022-2025 sets the direction for environmental sustainability across the organisation.

It outlines our commitment to work towards a net zero health system in line with government commitments, and details our contribution towards system goals. It also supports the delivery of the seventh goal of Alfred Health's 2021-23 Strategic Plan to "manage our resources and environment sustainably".

This strategy sets out our approach to tackling one crisis – climate change, through two interrelated responses, adaptation and mitigation. Our unique position as a tertiary academic centre, part of a leading research alliance with strong academic partnerships, presents Alfred Health with an opportunity to lead the development of sustainable health care approaches. Alfred Health is well placed to leverage our partners expertise in planetary health to ensure that we are at the

forefront of sustainable approaches and continually advancing the role that we can play in minimising and responding to climate change.

The COVID-19 pandemic has seen a shift in many of our work practices, and a key first step in the delivery of this strategy, will be to reset our approach to Environmental Sustainability across the organisation. This will include consideration of our approach to waste management, our approach to single use versus disposable items, and how we manage our procurement and facilities; balancing the need to deliver safe, high quality patient care, while optimising our sustainability.

We recognise that the health of the environment is intrinsically linked to human health, with the impacts of climate change increasingly described as a leading threat to public health. As one of Australia's leading healthcare services, we acknowledge our corporate social responsibility. We have a responsibility to care for our patients and community today, and to ensure that we continue to do so in the future through sustainable practices. Alfred Health is committed to minimising the environmental impact of our operations and demonstrating leadership in how we adapt to meet the challenges climate change poses.

## **This plan incorporates:**

- Our hospitals, community facilities, corporate offices, carer and aged care services
- Support services
- Education, research and service partners (incl retail) on Alfred Health sites
- Facilities management and capital works
- Procurement and supply chain
- Staff engagement and communications

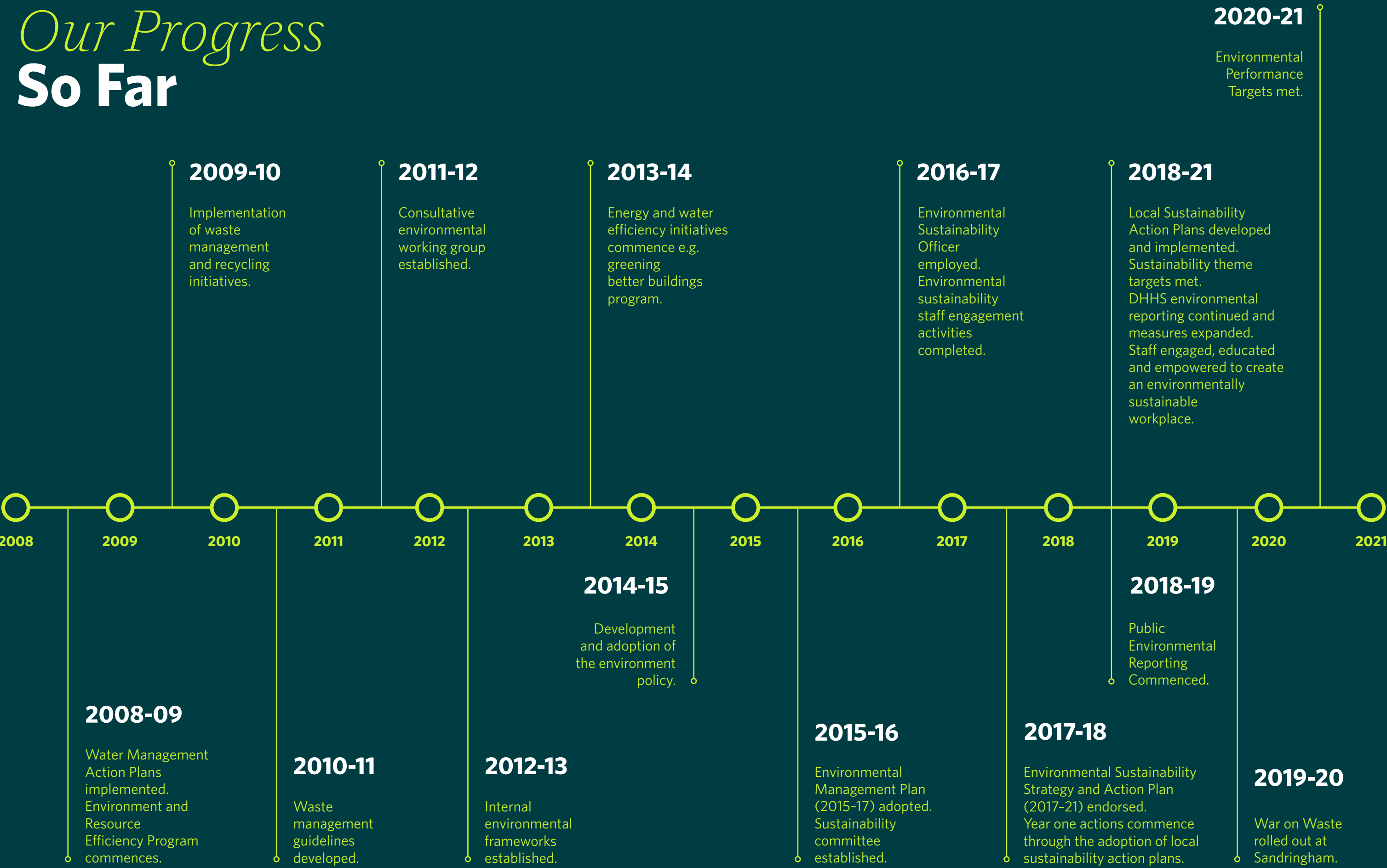
## **Linked work programs:**

Acknowledging the need to consider mitigation and adaptation, and the connection between environmental and social sustainability, three key programs of work link with the Environmental Sustainability Strategy:

- Critical infrastructure resilience
- Emergency Management Committee
- Social procurement



# Our Progress So Far



# Our Performance

Sandringham Hospital Operating Suites  
Registered Nurse Lucy is delighted Alfred Health  
supports the Little Blue Towels project, where  
single-use towels used by theatre staff are  
laundered and recycled for a range of new uses.

Proceeds go to The OTIS Foundation, which  
provides no cost retreat accommodation to  
people living with breast cancer.



**30** *Local Green Teams*  
*in place.*



*Stationary energy*  
**↓ by 10%\***



*Paper purchased*  
**↓ by 40%\***



*Total greenhouse gas*  
*emissions* **↓ by 16%\***



**19%** *of waste is*  
*diverted to recycling.*



\* from baseline year 2013-14





Dr. Shoshana  
Endocrinologist  
Department of Endocrinology & Diabetes

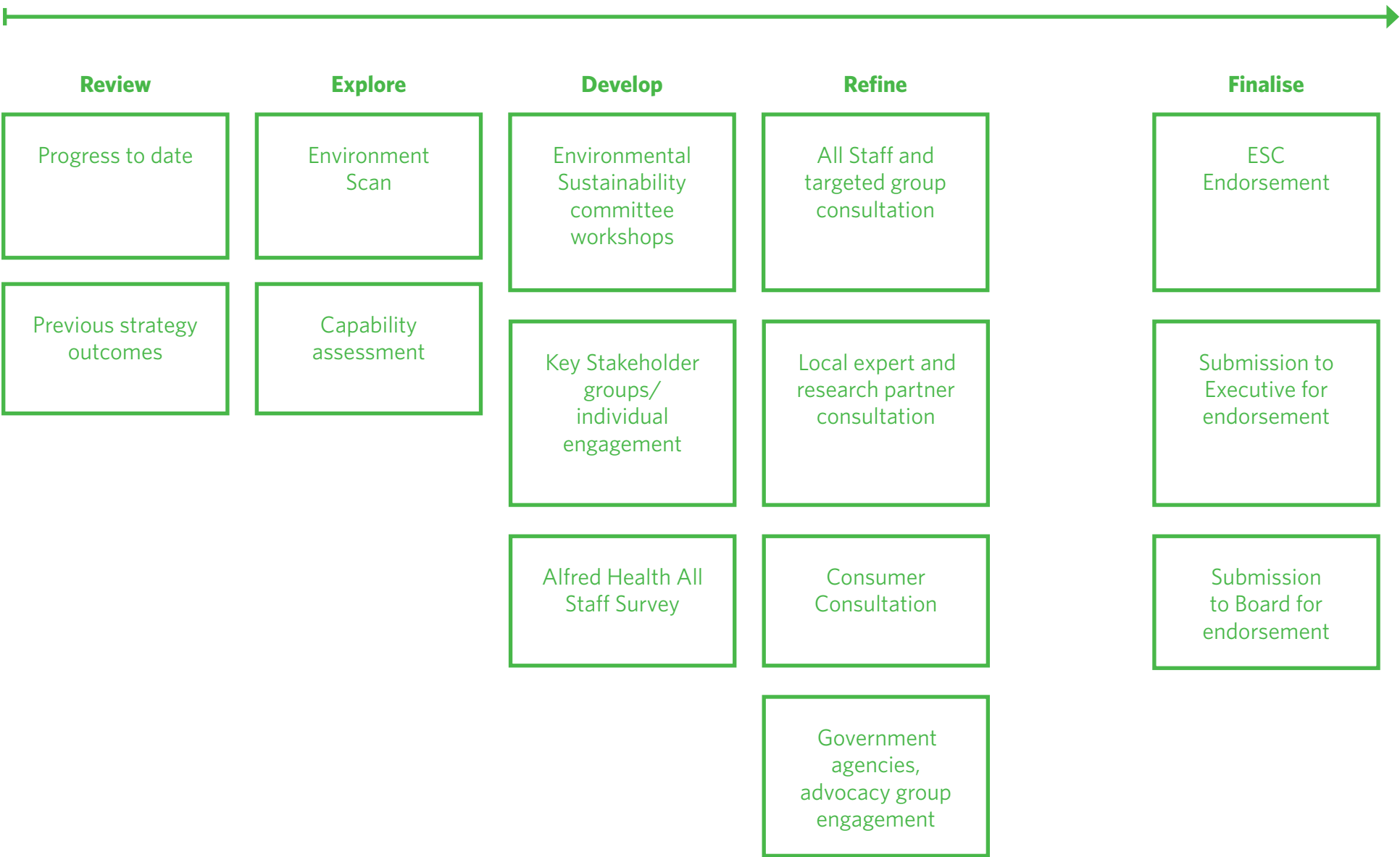
---

*"By prescribing reusable  
insulin pens, we're working  
together with our patients  
to reduce waste and create  
a better environment."*

*for*  
**Human,  
Kind.**

# Development of our strategy

We believe that the engagement and empowerment of staff, and local action remains a critical component of Alfred Health’s response to Environmental Sustainability, and this forms one of our key focus areas “Our People”.



**Over the past five years, Alfred Health’s approach to environmental sustainability has matured and our vision for sustainability has expanded.**

We have also simplified our focus areas/domains, recognising that a sustainable health system requires an integrated approach to our people, buildings and facilities, and our day-to-day activity. These three domains better describe the breadth of action underway, capture both mitigation and adaptation objectives, and to provide a focused framework that staff, patients and the community can easily identify with.

We believe that the engagement and empowerment of staff, and local action remains a critical component of Alfred Health’s response to Environmental Sustainability, and this forms one of our key focus areas “Our People”.

Our Environmental Sustainability Strategy 2022-2025 was developed over a period of five months. Extensive consultation informed the strategy, with input from the Environmental Sustainability Committee (ESC), key stakeholders, consumers and staff; with feedback sought via an online survey, and drop-in sessions across our three sites.



# Environmental Sustainability Vision

It's our ambition to become a leader in the development of sustainable healthcare practices for the betterment of our patients, staff and community.



With support of staff including Deputy Director of Engineering & Facilities Caulfield, Sandringham and Community sites Jim, the installation of solar power at Caulfield Hospital is helping minimise our environmental impact and reduce power costs.

We will achieve this vision by optimising our environmental performance and resilience, working across three key domains:



**1 Our People**  
Engage, educate and empower our staff and patients to enable them to make sustainable choices for themselves and the organisation.



**2 Our Buildings and Facilities**  
Optimising our physical facilities and built environment with a focus on efficiency, longevity and adaptability, and considers future climate risks.



**3 Our Day-to-Day Activity**  
Developing organisational systems and processes to support sustainable practices.

## Alignment of Department of Health Strategic Directions with Alfred Health focus areas





Ahmed

Deputy Director  
Engineering & Facility Services,  
for The Alfred

---

*"By utilising the latest building automation technology which enhanced our management of air handling, we have improved indoor air quality, and optimised energy usage."*

*for*  
**Human,  
Kind.**





# Objectives and key initiatives

## Our People



- Lead and grow the culture of environmental citizenship
- Leverage new technology and communications tools to enhance environmental awareness
- Empower staff to identify and drive local changes
- Continue to develop resources for clinical and non-clinical staff to support local action
- Establish mechanisms to support cross-organisational collaboration and sharing
- Increase staff and patient participation in green spaces
- Collaborate with service contractors and partners (including retail) to implement ES initiatives
- Enhance local teams capability to respond to climate events (e.g. extreme heat)
- Leverage our research partnerships to explore novel and innovative approaches and solutions for ES

Objectives

- Environmental Sustainability Hub on Alfred Health Connect expansion
- Green Team Forums
- Green Team Working Groups
- Global Green Hospitals membership
- Develop Planetary Health community of practice with Monash University and research partners - exploring opportunities to build culture and knowledge
- Engage with Green teams to inform policy/guideline updates

Key Initiatives

## Our Buildings & Facilities



- Optimise existing building infrastructure where feasible in collaboration with Government and DH
- Enhance utility metering and reporting to improve transparency and drive resource use efficiency
- Embed Environmental sustainability guidelines in capital project planning and delivery
- Utilise emerging technologies in digital health, transport and infrastructure to increase resource efficiency
- Improve waste segregation systems to minimise waste to landfill and enhance opportunities for staff to recycle
- Develop and improve outdoor green spaces to create healthy habitats that enhance patient and staff wellbeing
- Assess, modify and adapt infrastructure to increase climate resilience

Objectives

- Solar Panel installation
- LED lighting Installation
- RO water reclaim optimisation
- Building Automation System efficiency improvement
- Paula Fox Melanoma and Cancer Centre – energy efficient build and wellness garden
- Indigenous Garden at The Alfred development
- Energy technology for Sandringham Boiler Replacement pilot
- Roll out War on Waste at Caulfield

Key Initiatives

# Objectives and key initiatives<sup>(cont.)</sup>

## Our Day-to-Day Activity



- Transition away from single use plastic non-medical items to minimise waste to landfill
- Embed environmental sustainability into procurement and product selection practices
- Explore options to replace single use and environmentally harmful products/items with more sustainable options
- Promote and encourage staff, patients and visitors to choose environmentally sustainable transport options
- Implement enhanced local and organisational reporting to increase transparency and monitor performance
- Leverage digital health advances and flexible working to drive improved environmental performance
- Continue to plan for and prepare health service and public health responses to climate events
- Continue to work with key partners (DH, HSV) to improve sustainable procurement and waste practices

Objectives

- Electric vehicle fleet implementation
- Renewable energy contracts introduction (partnership with HSV)
- Financial Reporting Direction 24 E
- NABERS rating publication
- Single-use plastic ban
- Social procurement framework optimisation (environmental component)
- Food/Organics recycling
- Model Alfred Health's total carbon footprint and understand potential pathways to carbon neutral future

Key Initiatives

\*NABERS - National Australian Built Environment Rating System

Garth  
Fleet Manager

***"More than 40 electric cars are set to join our fleet at Caulfield Hospital."***





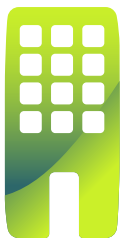
# What success looks like

## Our People



- Alfred Health is considered an employer of choice for its commitment to environmental responsibility
- Staff understand, and act on their role in providing sustainable health care
- Green teams expand, sharing experiences and developing communities of practice
- Mitigation and adaptation co-benefits are identified and supported
- Teams have the knowledge and skills to respond to events such as extreme heat in their local area

## Our Buildings and Facilities



- New building and facilities incorporate environmentally sustainable design principles
- End of life infrastructure is replaced with more sustainable and resilient plant and technology
- Waste segregation options are available in all areas, and consistently applied, supporting staff, patients and visitors to make environmentally conscious choices

## Our Day-to-Day Activity



- Tender processes consider, and respond to environmental sustainability criteria as part of the evaluation
- Reduce, Re-use and Recycle principles are consistently applied, minimising single use items where feasible and diverting to recycling streams when in use
- Opportunities to improve sustainability are identified, innovative solutions developed and rapidly implemented

# Targets

Over the next four years, our progress will be measured against targets in each of the domains.

Domain	Measure	4 year target change from baseline*
-	Scope 1 and 2 emissions	↓ 50%
-	Scope 3 emissions	↓ 10%***
Our people	Number of Green Teams	↑ 30%
Our people	Number of Local Sustainability Actions	↑ 50%
Our day-to-day activity	Fleet emissions (CO2)	↓ 25%
Our day-to-day activity	Stationary energy use per M2 of floor area**	↓ 15%
Our day-to-day activity	Waste diverted from landfill (Recycling, excluding paper) (kg)	↑ 15%
Our day-to-day activity	Paper purchased (reams)	↓ 15%
Our buildings and facilities	Water use (kL)	↓ 10%
Other Measures		
Our buildings and facilities	Major capital projects incorporate environmentally sustainable design principles	Target 100%
Our day-to-day activity	Tender processes consider environmental sustainability	Target - 100%
Our day-to-day activity	Recycling	Target - Implement 3-5 new recycling streams

\*Baseline - 2020/21 FY \*\* Alfred Health owned and operated buildings \*\*\* Based on current scope 3 emission reporting methodology

# *Our green* **evolution**

# 2022 -25

**Reset our sustainability practices, build culture of environmental citizenship and create communities of sustainable practice across the organisation.**

**Embed culture of environmental citizenship, grow and expand successful initiatives and optimise facility efficiency.**

**Innovate new approaches to sustainability and leverage technology to drive enhanced environmental performance; on the pathway to a carbon neutral future.**



Dr Steven  
Senior Staff  
Specialist Anaesthetist

---

***“We are working to reduce  
emissions from nitrous  
oxide supply leaks.”***







# Enablers

To support the achievement of our strategic objectives, and targets Alfred Health will:

- Establish working groups supporting the environmental sustainability committee to deliver on strategic goals
- Develop annual communication plans to support staff and communicate our progress
- Develop a reporting suite and commence the publication of NABERS ratings to improve transparency
- Develop annual action plans for each domain to track progress of priority initiatives

Report	Audience	Frequency
Sustainability Score Card	All staff	Every 6 months
Sustainability Dash Board	Environmental Sustainability Committee.	Ongoing
Internal Annual Reporting	Executive and Board	Annual
Public Annual Reporting	Public	Annual
EDMS	Government	Ongoing
NPI	Government	Annual
NGER	Government	Annual

\*Environmental Data Management System, National Pollutant Inventory, The National Greenhouse and Energy Reporting, National Australian Built Environment Rating System





Eddie

Capital Project Director,  
Paula Fox Melanoma & Cancer Centre  
Strategy & Planning

---

*"By making the new Paula Fox Melanoma and Cancer Centre an all-electric building, we're one step closer achieving a net zero emission target and a greener future for our upcoming generation."*

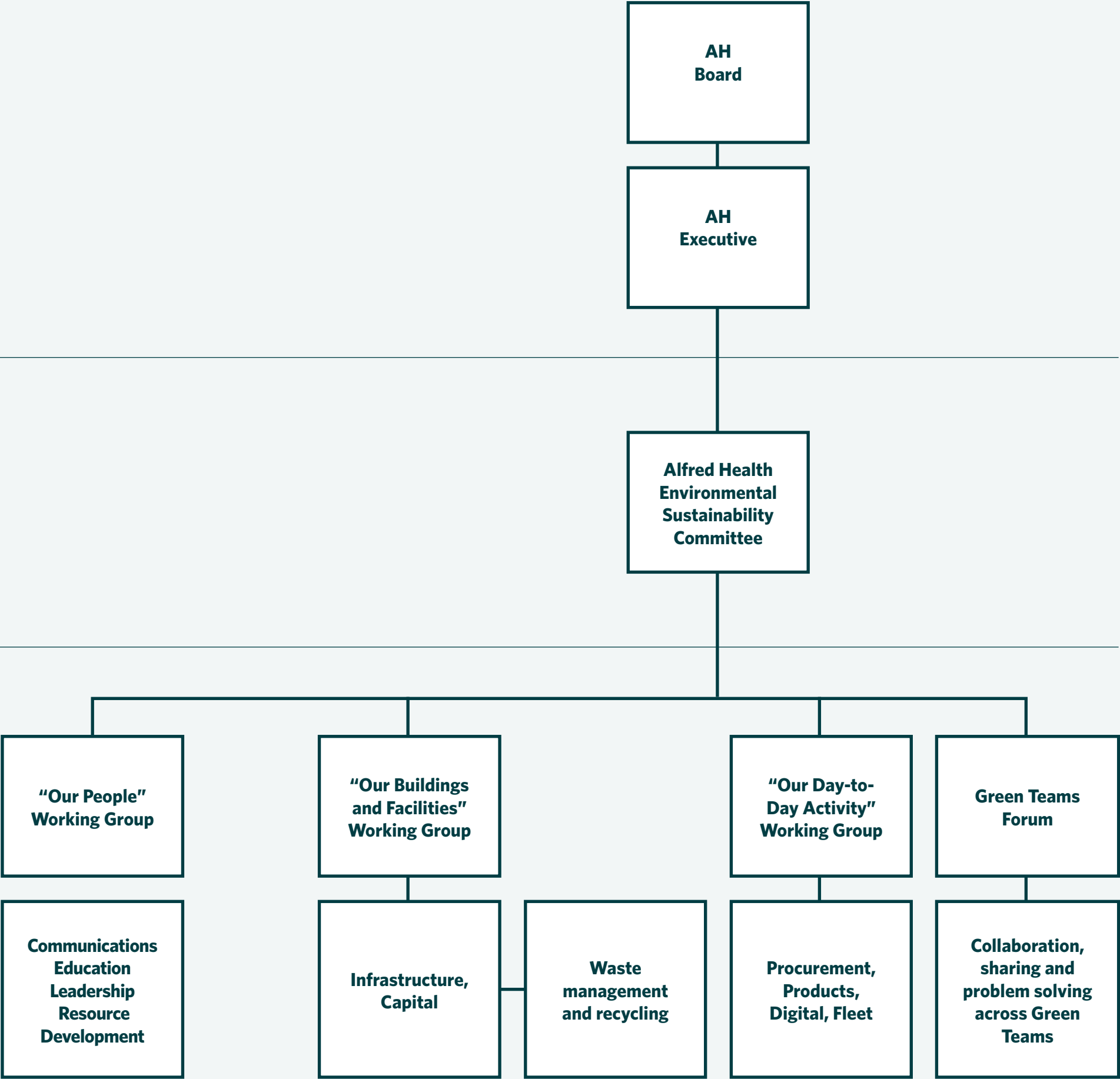
*for*  
**Human,  
Kind.**

# Governance

*Responsibility: Strategy, direction setting, accountability, reporting, financials, legislative compliance*

*Responsibility: Development of work plans for priority areas, Implementation, idea generation, education*

Scope







*We're  
for  
Human,  
Kind.*



55 Commercial Road  
Melbourne Victoria 3004  
T +61 3 9076 2000  
F +61 3 9076 2222

**For further information**  
**[enviro@alfred.org.au](mailto:enviro@alfred.org.au)**



**AlfredHealth**

