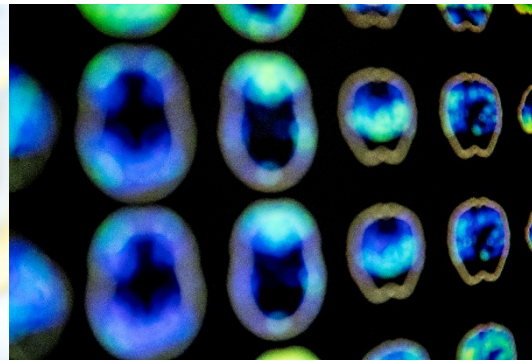


Environmental Sustainability Strategy

2017 - 2020



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1. Message from the Chief Executive

It is the responsibility of all Victorians whether private individuals, government or organisation, to ensure that Victoria remains a sustainable state for future generations. Victorian Government departments and agencies have a key role in this, through integrating environmental concerns into planning, operations and policy decisions.

Austin Health, under the auspices of the Department of Health, is an important component of this. The Department of Health has embedded sustainability principles in its activities and through the broader Victorian public health system. As part of this, Austin Health has adopted environmental sustainability processes across all planning levels.

This plan has been prepared in accordance with the requirements under the Department of Health's 2017-2018 Policy and Funding Guidelines.

Sue Shilbury

Chief Executive Officer

2. About Austin Health

Austin Health is the major provider of tertiary health services and health professional education and research in the northeast of Melbourne. Austin Health comprises the Austin Hospital, Heidelberg Repatriation Hospital and the Royal Talbot Rehabilitation Centre; it operates 980 beds across acute, sub-acute and mental health with an annual operating budget of more than \$700 million.

Austin Health is an internationally recognised leader in clinical teaching and training, affiliated with eight universities. In addition, it is the largest Victorian provider of training for specialist physicians and surgeons.

Austin Health is renowned for its specialist work in cancer, liver transplantation, spinal cord injuries, neurology, endocrinology, mental health and rehabilitation including a number of state-wide services.

Austin LifeSciences brings together internationally-renowned research institutes and over 800 Austin Health researchers, with a focus on cancer, diabetes, respiratory disease, liver disease, heart disease, stroke, epilepsy and psychiatry. External research funding to Austin Health is over \$20 million per annum.

The **Austin Hospital** features:

- Over 560 acute beds.
- A 20 bed Intensive Care Unit.
- A 42 cubicle adult emergency department containing a specialist six-bed unit for children.
- A purpose-built, 26-bed high-tech spinal unit to serve all of Victoria and Tasmania.
- An expanded mental health precinct with 55 adult, child and adolescent mental health beds.
- A unique teaching, training and research precinct including a teaching space and laboratory on each level of the Austin Hospital Tower.

The **Olivia Newton-John Cancer & Wellness Centre** opened in July 2013. It is a comprehensive cancer centre which treats cancer and carries out research and clinical trials.

The **Heidelberg Repatriation Hospital** has a proud history of caring for veterans and war widows. Originally built in 1941, the hospital became part of Austin Health in 1995.

Today the Heidelberg Repatriation Hospital continues to treat veterans and war widows and the wider community with day surgery, palliative care, mental health services, aged care, and a range of outpatient services. With the opening of four additional operating theatres at the Heidelberg Repatriation Hospital in 2013, it now fills a substantial elective surgery role.

The **Royal Talbot Rehabilitation Centre** is a specialist provider of intensive rehabilitation programs, providing a comprehensive and coordinated range of medical, nursing, therapy and support services to people with a wide range of disabilities. Areas of specialty include acquired brain injury rehabilitation, amputee rehabilitation, neurological rehabilitation, spinal cord injury rehabilitation, orthopaedic rehabilitation and orthotic and prosthetic services.

Our Vision: Changing healthcare for the better through world class research, education and exceptional patient care.

Our Values guide our behaviour.

- Integrity - we exercise honesty, candour and sincerity.
- Accountability - we are transparent, responsible and answerable.
- Respect - we treat others with dignity, consideration, equality and value.
- Excellence - we continually strive for excellence.



3. Our Commitment to Sustainability

Austin Health's commitment to sustainability is long standing. Austin Health recognises the link between human health and the environment, including climate change. Extreme weather events that occur as a result of our changing climate, such as heatwaves, see our patient admission rates rise, placing increased pressure on the health services that Austin Health delivers.

As a large consumer of electricity and natural gas and a considerable generator of waste, Austin Health has a key role to play in helping to reduce our impact on the environment by using resources efficiently, reducing the amount of waste generated, maximising recycling opportunities and minimising the amount of waste going to landfill.

4. Our Environmental Sustainability Achievements 2013 – 2017

The 2013-2017 **Strategy** assisted in improvements in Austin Health sustainability performance. Table 1 outlines some of the key achievements during this period.

Table 1. Achievements 2013 – 2017

Focus area	Description of achievements
Workforce Engagement	<ul style="list-style-type: none"> Sustainability education was delivered across the organisation. Its inclusion at both Induction and in the suite of mandatory online modules has increased the reach of sustainability education across the organisation. A standardised waste education package was developed for delivery at in-services.
Waste	<ul style="list-style-type: none"> PVC recycling was implemented in key areas.
Energy and greenhouse gas emissions	<ul style="list-style-type: none"> Electricity use decreased by 1% against baseline. Natural gas decreased by 9% against baseline. Improvements in fleet utilisation and the securing of more fuel efficient vehicles. Lighting upgrades at the Heidelberg Repatriation Hospital, Royal Talbot Rehabilitation Centre and the ongoing replacement of fluorescent tubes with LEDs at the Austin Hospital. Installation of variable speed drives (VSDs) at the Heidelberg Repatriation Hospital. Winner of the 2016 Fleet Environment Awards: Recognising Excellence.
Water	<ul style="list-style-type: none"> The Yarra Valley Water 'Choose Tap' campaign was adopted across all campuses. Replacement of ageing water infrastructure at the Heidelberg Repatriation Hospital. Condenser pipe replacement at the Austin Hospital.
Other	<ul style="list-style-type: none"> Finalist of the 2015 Premiers' Sustainability Award: Health Category. To guide staff into healthy choices, a food traffic light system was instituted at all Austin Health food outlets, and all vending machines were branded with 'water branding' whilst soft drink branding was removed.

5. Our Current Environmental Performance

To improve on Austin Health's environmental performance, it's important to understand our environmental past trends in performance. This includes not only identifying quantitative details such as our greenhouse gas emissions, waste to landfill, and water consumption, but also understanding the key factors that drive performance such as increases in hospital activity, ambient air temperature that impacts heating and cooling requirements as well as investments in new technologies to reduce energy use such as LED lighting and variable speed drives (VSDs).

It is also likely that previously published Austin Health's waste data does not accurately reflect its actual practices. Issues in relation to Austin Health's waste have been identified and management controls put in place to prevent such issues from occurring.

Table 2 provides a summary of performance for the period 2012/13 to 2015/16. Additional information on past performance is also available in Austin Health Sustainability Reports.

Table 2 Summary of Performance

Austin Health general statistics	2012-13	2013-14	2014-15	2015-16
Occupied Bed Days (OBD)	352,077	352,829	363,516	372,032
Inpatient admissions	91,661	96,580	98,539	103,756
Outpatient attendances	176,426	176,869	186,096	190,756
Emergency attendances	71,391	77,428	79,323	82,047
Total m ²	261,324	269,834	269,834	271,979

Greenhouse gas emissions	2012-13	2013-14	2014-15	2015-16	Factors influencing results
Scope 1 (tCO ₂ e)	14,995	12,558	15,685	15,022	<ul style="list-style-type: none"> • Changes in activity such as increased admission rates. • Heating and cooling requirements. • Implementation of technologies i.e. LED lighting, variable speed drives (VSDs).
Scope 2 (tCO ₂ e)	52,870	54,048	55,059	48,440	
Total (tCO ₂ e)	67,865	66,606	70,745	63,463	
Total tCO ₂ e per building m ²	0.26	0.25	0.26	0.23	

Energy	2012-13	2013-14	2014-15	2015-16	Factors influencing results
Electricity (GJ)	161,298	164,892	167,978	159,987	<ul style="list-style-type: none"> • Changes in activity such as increased admission rates. • Implementation of technologies i.e. LED lighting, variable speed drives (VSDs). • Heating and cooling requirements. • Changes in fleet vehicle fuel types.
Electricity per m ² (GL)	0.62	0.61	0.62	0.59	
Natural Gas (GJ)	284,245	237,321	298,255	285,225	
Natural Gas per m ² (GL)	1.09	0.88	1.10	1.05	
Diesel (GJ)	232	436	633	579	

Water	2012-13	2013-14	2014-15	2015-16	Factors influencing results
Drinking water (kL)	241,862	246,443	281,572	240,934	<ul style="list-style-type: none"> • Increased admission rates. • Age and maintenance of infrastructure leading to breaks and leaks.
Water per m ² (kL)	0.93	0.91	1.04	0.89	
Recycled water (kL)	7,990	9,340	3,956	2,360	

Waste	2012-13	2013-14	2014-15	2015-16	Factors influencing results
General waste (tonnes)	1,445	1,604	1,590	1,715	Note: It is likely that previously published Austin Health's waste data does not accurately reflect its actual practices, in particular in relation to recycling and general waste. Clinical waste results are largely influenced by increased admission rates.
General waste per occupied bed day (kg)	4.10	4.55	4.37	4.61	
Clinical waste (tonnes)	274	287	293	295	
Clinical waste per occupied bed day (kg)	0.78	0.81	0.81	0.79	
Recycling (tonnes)	394	422	385	348	
Recycling per occupied bed day (kg)	1.12	1.19	1.06	0.94	
Total waste (tonnes)	2,113	2,312	2,268	2,358	
Total waste per occupied bed day (kg)	6.00	6.55	6.24	6.34	

6. Strategy Scope

The Strategy addresses all relevant aspects under the operational control of Austin Health including all sites, agency activities, tenancy agreements and the delivery of services, including but not limited to:

- Austin Hospital - 145 Studley Road, Heidelberg.
- Olivia Newton-John Cancer and Wellness Centre – 145 Studley Road Heidelberg.
- Bioresource Centre - 145 Studley Road, Heidelberg.
- Heidelberg Repatriation Hospital (HRH) - 300 Waterdale Road, Heidelberg West.
- Central Production Unit - 300 Waterdale Road, Heidelberg West.
- Royal Talbot Rehabilitation Centre (RTRC) - 1 Yarra Boulevard, Kew.
- North Eastern Metropolitan Integrated Cancer Service - 11 Martin St, Heidelberg.
- North East Community Mental Health Service - 77 Hawdon Street, Heidelberg.
- North East Kidney Service - 80-84 Plenty Road, Preston.
- Epping Dialysis Unit - 130 Cooper Street, Epping.

7. Policy, Planning and Legislative Context

This Strategy has been developed within a context that includes international, national, and state-level policies, plans and legislation. Table 3 outlines the relevant policies.

Table 3. The policy, planning and legislative context

Policy	Key issues
Victorian Statewide Waste and Resource Recovery Infrastructure Plan (2015)	<p>The Plan provides a long-term vision and roadmap to guide future planning for waste and resource recovery infrastructure in Victoria. The aim is to:</p> <ul style="list-style-type: none"> • Effectively manage waste. • Reflect the principles of environmental justice to ensure that impacts on the community, environment and public health are not disproportionately felt across communities. • Support a viable resource recovery industry. • Reduce the amount of valuable materials going to landfill.
Victorian Waste Education Strategy	<p>This strategy is a major element in the delivery of the state-wide Waste and Resource Recovery Infrastructure Plan. It provides a consistent and coordinated approach to waste and resource recovery education. In particular, the SV and CSIRO Research Report looking at business perception of waste management as an essential service.</p>
Victoria's Climate Change Adaptation Plan 2017-2020	<p>This policy lays out the plan of action until 2020 to help Victorians act on the opportunities and meet the challenges of Climate Change.</p> <p>The Adaptation Plan will:</p> <ul style="list-style-type: none"> • Build a detailed understanding of Victoria's exposure to climate change risks and impacts. • Catalyse partnerships for integrated and effective responses to climate change. • Tackle immediate priorities to reduce climate change risks.
Victoria's Emissions Reduction Target – Net	<p>The Victorian State Government has committed to legislating a long-term target of net zero greenhouse emissions for Victoria</p>

Zero by 2050	by 2050. This target has been set to ensure Victoria's greenhouse gas emissions are reduced as far as possible. Individual government departments and agencies are expected to pledge towards this goal.
Victoria's Renewable Energy Roadmap	<p>This roadmap sets out the Victorian State Government's plan to attract renewable energy investment and jobs in Australia. In particular the roadmap identifies priority areas:</p> <ul style="list-style-type: none"> • Transforming Victoria's generation stock towards renewable energy. • Encouraging household and community renewable generation. • Expanding the Government's role in facilitating the uptake of renewable energy.
Water for Victoria – Water Plan Strategy	<p>This is a four year Plan to invest in the water sector and water conservation in Victoria. It has nine themes:</p> <ul style="list-style-type: none"> • Climate Change. • Waterway and catchment health. • Water for agriculture. • Resilient and liveable cities and towns. • Recognising and managing for Aboriginal values. • Recognising recreational values. • Water entitlements and planning. • Realising the potential of Victoria's water grid and water markets. • Jobs, economy and innovation.

8. Our Environmental Sustainability Strategy – Key Focus Areas

The 2017-2020 Environmental Sustainability Strategy focuses on the six priority areas as outlined below:



Workforce engagement



Waste generation



Energy consumption and greenhouse gas emissions



Water consumption



Procurement



Environmental compliance

9. Our Environmental Policy

As a large employer and leading provider of health services, education and research in north-east Melbourne, Austin Health is committed to environmental improvement and minimising our impacts on the environment. We do this through using resources more efficiently, as well as identifying and implementing improved practices.

This policy is designed to promote environmentally sustainable work place practices and operations within Austin Health. This can be achieved by adopting and implementing resource efficiency and waste minimisation strategies.




Austin Health is committed to:




- Ensuring compliance with all applicable environmental laws, regulations and standards.
- Identifying and managing environmental risks within our operations and applying best practice environmental principles.
- Reducing our waste generation and energy, water and natural resource consumption.
- Implementing and using our Environmental Sustainability Strategy to plan, document, measure and monitor environmental performance including setting, assessing and reviewing objectives and targets.
- Engaging with employees and other stakeholders to communicate this policy and key aspects of our Environmental Sustainability Strategy as well as making this policy available to the general public.
- Continually improving performance through training, management review, research and development and consultation with employees, contractors and key stakeholders.

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10. Objectives and Targets 2017 – 2020

The objectives and targets of the 2017-2020 Strategy have been set to promote environmentally sustainable work place practices and operations within Austin Health. This is achieved by adopting and implementing resource efficiency and waste minimisation strategies. Where applicable, targets will be aligned with growth factors such as occupied bed days or the size of the health service (i.e. m²).

Priority areas	Objective	Target
Workforce engagement 	Increase workforce engagement and participation in programs and initiatives to drive improved sustainability performance across Austin Health.	<ul style="list-style-type: none"> • 100% of new staff reached through induction. • Minimum 10% of staff engaged through training and in-services per annum.
Waste generation 	Reduce the generation of waste across all waste streams and maximise recycling opportunities.	<ul style="list-style-type: none"> • 10% reduction in total waste sent to landfill for the period 2017-2020 from 2015/16 levels.
Energy consumption and greenhouse gas emissions 	Decrease energy consumption and subsequent greenhouse gas emissions.	<ul style="list-style-type: none"> • 10% reduction in total emissions for the period 2017-2020 from 2015/16 levels.
Water consumption	Decrease water consumption.	<ul style="list-style-type: none"> • 5% reduction in water consumption for the period 2017-2020 from 2015/16 levels.

Priority areas	Objective	Target
		
Procurement 	Collaborate with suppliers to maximise extended producer responsibility including minimising and returning packaging.	<ul style="list-style-type: none"> • Diversion of one problematic waste stream from landfill per annum.
Environmental compliance 	Ensure compliance with environmental obligations.	<ul style="list-style-type: none"> • 100% compliance achieved each year.

11. Austin Health Sustainability Action Plan

Austin Health will develop yearly action plans for the key priority areas. Action plans will be developed in consultation with key areas and progress will be reviewed at regular intervals. The Action Plans aim to deliver tangible outcomes and respond to changing priorities and drivers over the life of the Strategy.

12. Monitoring, Review and Continuous Improvement

Energy, waste and water data is received via invoicing or in a specific report. This data is reviewed internally each month by Facility Maintenance and the Sustainability Unit. This information must be analysed and reported upon in order to continuously improve our services and performance, and to take advantage of any opportunities that may occur.

12.1 Monitoring

Priority area	How	Frequency	Responsibility
Workforce engagement	<ul style="list-style-type: none"> • Training records. • Feedback mechanisms. 	Quarterly	Sustainability
Waste generation	<ul style="list-style-type: none"> • Waste invoices and reports. 	Monthly	Sustainability
Energy consumption and greenhouse gas emissions	<ul style="list-style-type: none"> • Retailer invoices. • Building management system data. • Environmental Data Management System. 	Monthly	Sustainability/ Facilities Maintenance
Water consumption	<ul style="list-style-type: none"> • Retailer invoices. • Environmental Data Management System. 	Monthly	Sustainability/ Facilities Maintenance
Procurement	<ul style="list-style-type: none"> • Weight receipts from supplies. 	Quarterly	Sustainability / Supply
Environmental compliance	<ul style="list-style-type: none"> • Number of non-conformances. • Number of corrective actions outstanding. • Number of complaints. • Number of reports submitted e.g. NGERS and NPI. 	Monthly	Sustainability

12.2 Progress Reporting

The progress of the Sustainability Strategy will be reviewed annually by Austin Health's Sustainability Unit and key internal stakeholders. Progress in implementing the Sustainability Strategy will be reported annually to the Austin Health Board. Performance progress and key achievements will be reported publicly through the annual Sustainability Report in line with the Department of Health and Human Services Environmental Reporting Guidelines. Key elements of performance may also be captured in Austin Health's Annual Report.

12.3 Continuous Improvement

The Sustainability Unit will develop yearly action plans for the key priority areas. Action plans will be developed in consultation with key areas and progress will be reviewed at regular intervals. The Action Plans aim to deliver tangible outcomes and as well as respond to changing priorities and drivers over the life of the Strategy.