

2020–2025

Western Health Sustainability Plan



Western Health

Contents

Sustainability Plan 2020–2025 summary	04
Introduction and roadmap	06
01. Our reality: removing the blindfold	08
1.1 Current path towards net zero emissions by 2050	09
1.2 The status of sustainability	10
02. Western Health Sustainability Plan	12
Objective 1: embed sustainability as a core aspect of our business	15
Objective 2: create a clear path to achieve net zero emissions by 2050	18
Objective 3: incorporate climate change action as part of our corporate responsibility	20
Objective 4: continuous discovery and innovation	22
03. Where to next	24

Sustainability Plan 2020–2025 summary

Objective 1.

Embed sustainability as a core aspect of our business.

**Focus area 1.1
Sustainability system**

**Deliverable 1.1.1
Sustainability task group**
Gaps addressed: **ALL**

**Deliverable 1.1.2
Operational performance analysis tool**
Gaps addressed: **B D F G**

**Deliverable 1.1.3
Project/contract option analysis tool**
Gaps addressed: **B C D F G**

**Deliverable 1.1.4
Sustainable financial framework review**
Gaps addressed: **A B D G**

**Deliverable 1.1.5
Master degree internship program**
Gaps addressed: **A B D**

**Focus area 1.2
Training and education**

**Deliverable 1.2.1
e-Learning tool**
Gaps addressed: **A E**

**Deliverable 1.2.2
Sustainability bites**
Gaps addressed: **ALL**

**Deliverable 1.2.3
The Eco-Vision**
Gaps addressed: **ALL**

**Deliverable 1.2.4
Sustainability options analysis tool training**
Gaps addressed: **A B C D F G**

**Deliverable 1.2.5
Staff inductions**
Gaps addressed: **A E C**

Objective 2.

Create a clear path to achieve net zero emissions by 2050.

**Focus area 2.1
Detailed operational performance analysis**

**Deliverable 2.1.1
Detailed analysis and forecast within Western Health**
Gaps addressed: **B D E H**

**Focus area 2.2
Supply chain emission assessment**

**Deliverable 2.2.1
Supply chain preliminary emissions report**
Gaps addressed: **B D F H**

**Focus area 2.3
Develop and implement a net zero emissions plan**

**Deliverable 2.3.1
net zero emissions implementation plan**
Gaps addressed: **ALL**

Objective 3.

Incorporate climate change action as part of our corporate responsibility.

**Focus area 3.1
Sustainability roadmaps for all directorates**

**Deliverable 3.1.1
Directorate implementation pathway**
Gaps addressed: **ALL**

**Focus area 3.2
Staff and community consultation**

**Deliverable 3.2.1
Staff and community sustainability surveying**
Gaps addressed: **A B D F H**

Objective 4.

Create a clear path to achieve net zero emissions by 2050.

Focus area 4.1
Measured and trackable performance improvement

Deliverable 4.1.1
Monitoring and reporting system

Gaps addressed: **B D E F G**

Focus area 4.2
Integrated reporting system

Deliverable 4.2.1
2020–2025 Integrated performance reporting

Gaps addressed: **ALL**

Focus area 4.3
Innovation, sustainability and climate change research

Deliverable 4.3.1
Sustainability research division section

Gaps addressed: **ALL**

Deliverable 4.3.2
Sustainability and climate change research publication

Gaps addressed: **ALL**

Deliverable 4.3.3
Implementation of innovative management

Gaps addressed: **A C D G**

Gaps

- A Understanding sustainability:** stakeholders commonly mentioned the need to have a better understanding of sustainability and how it can be implemented within everyday activities at work.
- B Carbon Emissions:** Western Health currently has no framework to enable decision making or planning to achieve the target of net zero emissions by 2050. Furthermore, Western Health currently does not have a strategy to ensure the portfolio's growth is designed to meet the above mentioned target.
- C Ownership and shared responsibility:** many stakeholders understand the responsibility of making the health service more sustainable to sit with the Sustainability Team rather than within each directorate, department and staff member. This approach fosters the perception that sustainability is something to comply with and it limits opportunities to operate more efficiently.
- D Data:** there's a gap in the quality (operational/ planning/finance) performance data to drive informed sustainability decision making. The existing data management system provides limited reporting and lacks automation. Furthermore, the lack of an integrated data capturing system limits opportunities for data sharing and obtaining more effective results.
- E Recycling:** Western Health recycling management heavily relies on staff doing the right thing but there is currently limited training or up-skilling available for improvement. This is evidenced by the high level of cross contamination across all waste streams particularly in recycling.
- F Asset management:** currently, there is an absence of a comprehensive Asset Information Management System (AIMS) to provide the required data and resources to make data-driven lifecycle maintenance and operational decisions. Understanding Western Health's asset portfolio through data capturing and asset condition assessments is necessary in order to reliably plan and support informed decision making.
- G Investment decisions:** currently decision making at Western Health is mostly based on financial and clinical performance. Sustainability (design/ operations/performance) and climate change are not thoroughly integrated as part of project analysis, risk management, financial assessments, decision making, long-term planning or business strategy. It is incumbent to the success of the Sustainability Plan that decision making frameworks embed both the latest financial best practice and integrate sustainability/climate change considerations into the analysis in order to truly understand the future operational cost of our activities.

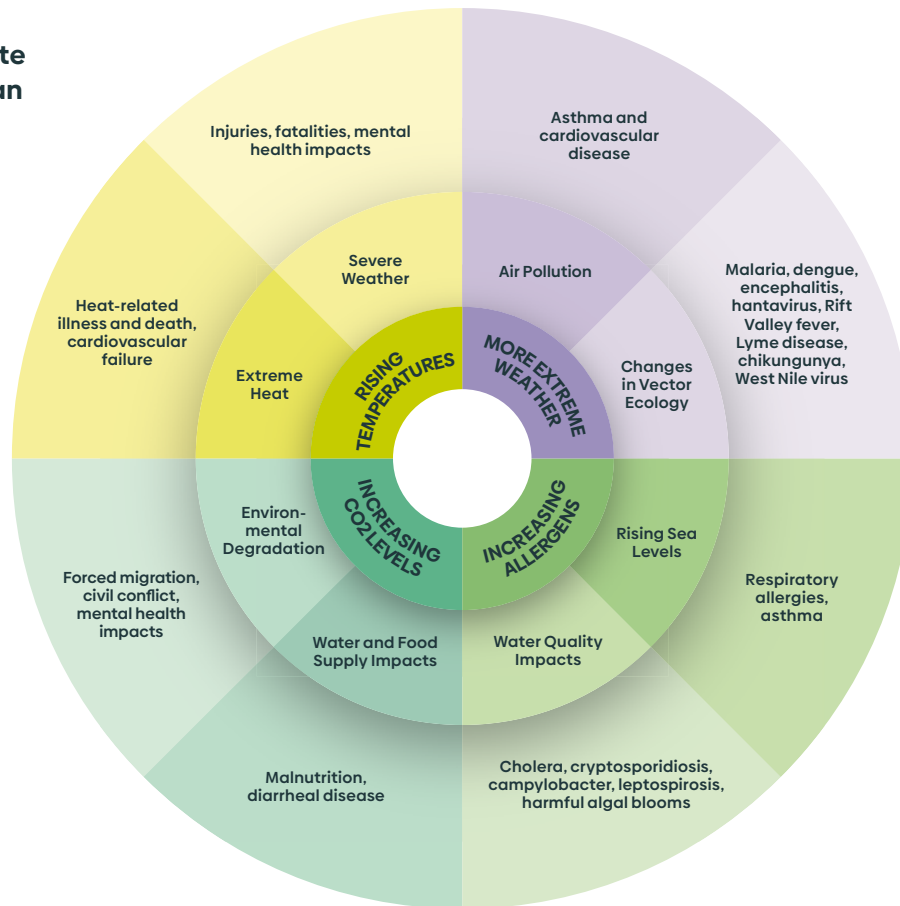
Introduction and roadmap

When launching Western Health’s first Environmental Management roadmap in 2015, the opening lines were:

“Climate change, as The Lancet Commission put it in 2009, is “the biggest public health threat of the 21st Century.” Since then, the climate crisis has only worsened, and the science has become increasingly irrefutable, heightening the urgency for action.”

Figure 1. Impact of climate change or human health

Impact of climate change or human health



Nearly six years later, the impact of climate change on our society is far greater and the supporting science is even more evident. By 2016-2017, Victorian public health services generated approximately 0.81 megatonnes of greenhouse gas emissions from stationary energy. This is approximately 10 times the carbon footprint from the stationary energy used by all Victorian Government offices. These numbers continue to increase, yet very few actions have been taken within the health sector to generate a systematic change to influence these outcomes.

The evidence continues to accrue and by 2019 - during the Climate Action Summit - Secretary-General for the United Nations António Guterres stated: "Climate change is the defining issue of our time - and we are at a defining moment...**We need more concrete plans, more ambition from more countries and more businesses. We need all financial institutions, public and private, to choose, once and for all, the green economy.**"

The World Health Organisation now also recognises climate change as a health issue and it most likely represents "the highest-impact global risk to society as a whole and presents a clear and present danger to health security". Some of the effects of climate change on human health have been collated by the U.S. Department of Health and Human Services Science and are further referred to in **figure 1**.

Western Health has had a long-held vision of being socially responsible and has been an advocate for sustainability for years. This approach has earned the organisation credibility and respect from other organisations across the sector. This leadership can be evidenced in Western Health's Strategic Direction (2021 - 2023), where sustainability has been established as one of the four guiding principles in the design of initiatives within the organisation. Furthermore, Strategic Direction 5 "We discover and learn" explicitly highlights the need for innovative and long-term sustainable practices to ensure accessible care for future generations.

In alignment with the Strategic Direction, Western Health must now prioritise the development of a concrete plan for how the organisation will provide a response to climate change and the Victorian Government's target of net zero emissions by 2050.

This document presents a comprehensive plan based on data analysis of the organisation's past and current operational performance. It also includes trends and projections, and summarises over 100 hours of stakeholder engagement carried out by the Chief Sustainability Officer. This work has been key to identifying gaps, needs, opportunities, areas of improvement and collates our staff vision of a sustainable future. Through this process, we have provided a feasible delivery pathway that embeds sustainability as a core aspect of our operations and achieves the target of net zero emissions by 2050 - however, the work and investment must begin now.

Our reality:
removing the
blindfold

01.

1.1 Current path towards net zero emissions by 2050

In order to establish a plan to achieve the target of net zero emissions by 2050, it is necessary to first understand Western Health’s current emissions performance. A preliminary analysis was carried out with the aim of gaining a data-based understanding.

Figure 2 below, provides a deeper analysis into Western Health’s emissions performance. The graph presents a comparative analysis of the carbon emissions over the past five years and performance projections until 2050. The net zero emissions trend line (green) depicts the theoretical lineal performance required by Western Health, if it is to comply with the target. The emissions profile trend line (purple) represents a projection of Western Health’s performance based on a 4.1 per cent average reduction in CO2 emissions per financial year and includes expected emissions from portfolio expansion until 2027. The emissions profile trend line is also based on expected operational expansions over the next six years (including funded and unfunded building expansions). It does not include future developments to occur beyond 2027.

It is important to clarify that this analysis is only preliminary and has been developed to provide insight. Further research, analysis and data capturing must be undertaken to understand the total carbon footprint of Western Health operations. The emission projections for the growth of the portfolio are based on preliminary estimates as most projects are in the early design stage and data is not available. Additionally, the analysis only considers scope 1 and 2 emissions. The current analysis is not representative of the overall emissions as Western Health does not report on supply chain emissions (scope 3).

- **Scope 1:** all direct emissions from the organisation’s activities or under Western Health’s control i.e. fuel combustion on site such as gas boilers, fleet vehicles and refrigerant emissions.
- **Scope 2:** indirect emissions from electricity purchased and used by the organisation.

Based on the data analysis, Western Health’s current program of sustainability interventions would be insufficient to achieve the target of net zero emissions by 2050. In fact - due to portfolio size increase - it is likely Western Health’s emissions will increase by approximately 25 per cent over the next six years (scope 1 and 2).

Although the Victorian Government has set ambitious targets to reduce the state’s greenhouse gas emission including the supply of 100 per cent renewable electricity for public buildings and hospitals by 2025, this would still be insufficient to offset Western Health’s overall emissions. This solution would only target scope 2 emissions from purchased and used electricity but not from natural gas which is 14 per cent of emissions financial year 2019-2020 and expected to grow with addition of New Footscray Hospital). Additionally, the majority of the remaining emissions are far more complex to assess, as they correspond to activities within the supply chain (scope 3). For instance, emissions related to procurement, transportation, distribution and waste disposal of goods require a thorough assessment of suppliers and Western Health currently does not report such emissions. Therefore, if we are committed to achieve net zero emissions across scopes 1,2 and 3, this will require a monumental effort to improve performance and reconsider future strategies.

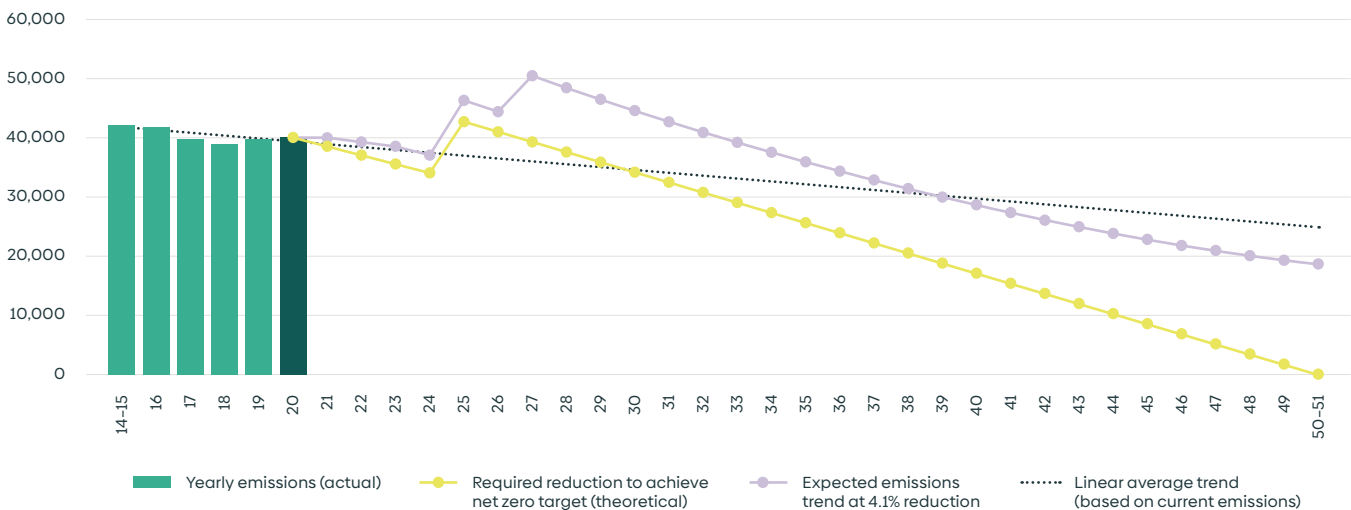


Figure 2. Carbon emissions performance and 2050 projection

1.2 The status of sustainability

For many years Western Health has held a leadership position in regard to sustainability implementation within the health sector. Our drive and desire to innovate has catapulted us to that position. Executive leadership has been supportive and strived to implement sustainable practices wherever possible with the clear view that it is our corporate responsibility. This leadership approach requires adapting and responding to changes in an effective manner. It also means relying on scientific data, expertise and self-reviewing to assess areas of improvement.

With the aim to grasp a deeper understanding of the overall status of Western Health operations and performance, the Chief Sustainability Officer has established an ongoing data gathering process. A thorough process of engagement has taken place with both internal and external stakeholders. This investigation has served to further understand stakeholders' perception, needs and identify opportunities. As part of this process, a gap analysis was carried out to objectively review the organisation and understand key issues that need to be addressed in the Sustainability Plan. A summary of the existing issues is provided below:

- A Understanding sustainability:** stakeholders commonly mentioned the need to have a better understanding of sustainability and how it can be implemented within everyday activities at work.
- B Carbon Emissions:** Western Health currently has no framework to enable decision making or planning to achieve the target of net zero emissions by 2050. Furthermore, Western Health currently does not have a strategy to ensure the portfolio's growth is designed to meet the above mentioned target.
- C Ownership and shared responsibility:** many stakeholders understand the responsibility of making the health service more sustainable to sit with the Sustainability Team rather than within each directorate, department and staff member. This approach fosters the perception that sustainability is something to comply with and it limits opportunities to operate more efficiently.
- D Data:** there's a gap in the quality (operational/ planning/finance) performance data to drive informed sustainability decision making. The existing data management system provides limited reporting and lacks automation. Furthermore, the lack of an integrated data capturing system limits opportunities for data sharing and obtaining more effective results.
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- G Investment decisions:** currently decision making at Western Health is mostly based on financial and clinical performance. Sustainability (design/ operations/performance) and climate change are not thoroughly integrated as part of project analysis, risk management, financial assessments, decision making, long-term planning or business strategy. It is incumbent to the success of the Sustainability Plan that decision making frameworks embed both the latest financial best practice and integrate sustainability/climate change considerations into the analysis in order to truly understand the future operational cost of our activities.

As a part of organisational evaluation, a strengths, weaknesses, opportunities, threats (SWOT) analysis was carried out. See in **figure 3** below.

Interestingly, COVID-19 was identified as both a threat and opportunity within the analysis.

The pandemic response was a clear display of the organisation's ability to operate more efficiently. This was particularly evident across the logistics team; a cross-functional working group put together to deliver Western Health's COVID-19 response. This experience highlighted an opportunity to improve operational delivery, reduce response times and improve efficiency. This level of efficiency in operations is required to ensure the organisation is able to effectively adapt to the current realities, particularly around climate change adaptation.

To progress the organisation towards a sustainable future, Western Health will need to understand the financial implications and transformation required for delivery of the Strategic Directions (2021- 2023), with sustainability as a core design principle.

Figure 3. SWOT analysis.



Western Health Sustainability Plan

02.

This plan is the result of a year-long process of liaising, planning, research and project delivery with the aim to set Western Health in a leadership position in Australia. It is designed with the notion of being a flexible project that understands the evolving nature of the reality we live, particularly around sustainability and climate change.

Western Health is aiming to provide the organisation with a forward-thinking approach and best practices to support its vision: "Together, we deliver the healthcare of the future".

The plan has been designed in alignment with the Strategic Direction (Figure 4) and with the aim to provide solutions to existing issues. Therefore, the proposed deliverables have been aligned to the identified gaps in section 1.2. It has also been envisioned to be flexible and independent. This allows for objectives to be planned and delivered without a specific order, reducing co-dependency.

Figure 4. Western Health sustainability model canvas





Figure 5. Sustainability Plan Objectives



Figure 6. Sustainability Plan Focus Areas

To provide a clear direction for the organisation, four objectives were established, as shown in **figure 5**.

Objectives 1 and 2 are focused on operations, upskilling and maturing the organisation to achieve excellence.

Objective 3 supports the organisational and cultural transformation required. This approach provides a pathway of accountability for all areas to implement the required change. Thus, the organisation sends a clear message and demonstrates that sustainability is a deliverable for each directorate, department and staff member.

Objective 4 provides the organisation with the determination to break boundaries and explore solutions, create engagement and represent the ongoing practice of delivering best care.

Year 1 of this plan is a set-up year. This addresses the current gap of quality data and resources required for project of this scale. Quality data is needed to make informed decisions and set targets.

It is important to clarify that year one of this plan has been envisioned as a set-up year. This is based on the current gap of quality data and resources required to coordinate a project of this scale. Data needs to be adequately captured and analysed in order to make informed decisions and set targets.

Figure 6 displays the areas of focus aligned to each objective to execute the Sustainability Plan.

Objective 1: embed sustainability as a core aspect of our business

To deliver the Strategic Direction 2021-23, the primary objective was clearly defined: to embed sustainability as a core aspect of our business.

This objective sets up Western Health with a path to create and deliver innovative sustainable practices.

An engineering and data-based approach will use the latest technology and tools to support the delivery.

Figure 7 presents areas of focus and deliverables to achieve objective 1.

A holistic approach integrates sustainability into daily practice and decision-making. The organisation’s size and complexity impacts its ability to deliver outcomes. Thus, we will form a multi-disciplinary Sustainability Task Group to design, plan and oversee implementation of the plan. To meet stakeholder expectations, upskilling and training will be a key deliverable to ensure Western Health’s staff are able to understand sustainability from concepts to processes, from design to implementation.

Figure 8 outlines the deliverables aligned with objective 1.

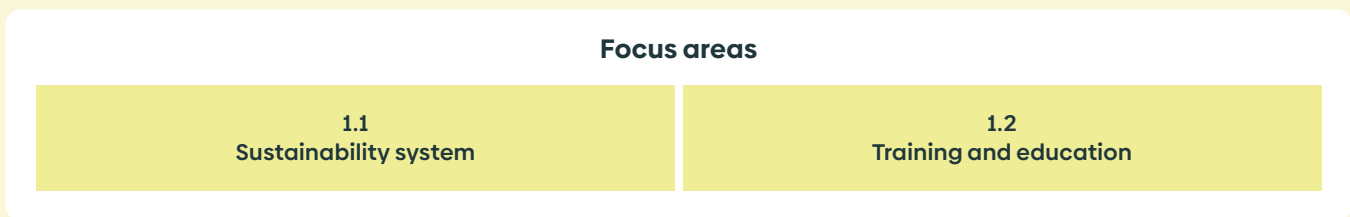


Figure 7. Objective 1 - focus areas



Figure 8. Objective 1 - deliverables

1.1 Sustainability system

The Sustainability system will facilitate setting up the principles of an ongoing organisational transformation at Western Health. Western Health aims to apply best practices beyond the health sector, tailoring them to meet our needs. Such scale of change will challenge leadership custodians to foster innovation and move away from business as usual. It requires rethinking the way we deliver best care, how we plan and monitor our finances, how we make decisions, how we engage suppliers, how we manage and report. It mobilises a rethinking of the way we design, specify, deliver and monitor our projects to become a sustainable health service.

1.1.1 Implementation of a Sustainability Task Group

The monumental effort required to deal with COVID-19, propelled Western Health to implement a highly adaptable logistics team. The success of this team confirmed Western Health's ability to operate in a highly efficient manner. The delivery of this plan will demand a similar approach and, critically depends on the establishment of the Sustainability Task Group working together to transform a magnitude of business operations. This multi-disciplinary group will be formed of experts in their respective areas of operations. The aim is to understand the existing links between the different directorates and how these influence performance as sustainability implementation progresses.

The focus of this group would be:

- Thoroughly understand and define the scope, KPI's, resources and financial implications required to deliver the plan and a net zero emissions approach across Western Health.
- Identify areas of improvement and resource efficiency.
- Make decisions regarding financial resources allocation and project delivery to attain best outcomes in alignment with the organisation's net zero emissions plan.
- Engage with stakeholders to gain support and design delivery across the organisation.
- Identify relevant data to be captured and analysed from all areas of operations - creating a link between performance and emissions.
- Report to executives on the progress and status of the plan.
- Liaise with external stakeholders and suppliers to influence sustainable outcomes within their operational areas to go above and beyond business as usual.
- Design and implement a holistic climate change adaptation plan and net zero emissions strategies based on best practices, organisation's needs and realities.

Gaps addressed: **ALL**

1.1.2 Operational performance analysis tool

For Western Health to become a sustainable health service, it is necessary to understand and analyse its performance. During the past year, Western Health's Chief Sustainability Officer has developed a tool to capture and analyse data. This generates an operational data centre to monitor, assess, model and report on sustainability, operational and financial performance whilst tracking our ability to reach net zero emissions. As identified in the gap analysis (section 1), Western Health's data capturing requires further improvement. It is expected that the work undertaken will support the setup of the data capturing requirements to improve the current tool.

Note: This tool is limited to post consumption/usage to carry out analysis beyond the limited capabilities of the existing Data Management System.

Gaps addressed: **B D F G**

1.1.3 Project/contract option analysis tool

The preliminary version of an option analysis tool has been designed to facilitate stakeholder decision-making through a framework that ties down sustainability and implementation. By embedding best practice into decision-making criteria, this framework will inform internal and external stakeholders on Western Health's vision to transform sustainability into business as usual. Every opportunity and every project is designed to contribute into healthy lives and healthy environments for our community.

This framework integrates sustainability criteria into contracts, projects, procurement, finance, and capital works. It is understood that some of the forward-thinking concepts proposed go beyond current business as usual. To support the implementation of the framework, training shall provide upskilling to our stakeholders and facilitate interpretation. Further stakeholder input and consultation is also required to ensure the framework is fit for purpose and designed with end users in mind.

Gaps addressed: **B C D F G**

1.1.4 Sustainable financial framework review

Innovation and investment in the rapidly growing sustainability industry is driving change at a very fast pace. Government entities will need to review their response to provide appropriate funding to support the delivery of the Victorian Government net zero emissions target. This deliverable is a review of Western Health's business case processes to assess how sustainability currently influences decision making and project outcomes. The organisational complexities, financial realities and research involved, will require review of directorates cross-functionality to ensure we achieve the best possible outcome. Through this review, Western Health will improve its current financial approach to include sustainability as a key aspect for decision making as required to support the delivery of the Strategic Directions (2021-2023).

Gaps addressed: **A B D G**

1.1.5 Implementation of an internship program

Western Health engages engineering masters degree students from the University of Melbourne on an ongoing basis. The objective of this deliverable is to recruit the best and brightest engineers through an internship program to support the implementation of best practice in the sustainability environment. This program serves as a research hub for innovative sustainable practices whilst mentoring and preparing game changing professionals for the future. We are entering our fourth internship intake, and thus far, it has been a resounding success.

Gaps addressed: **A B D**

1.2 Training and communication

The ongoing sustainability training and communications program is key to Western Health's success to implement the plan. Projects are under development to ensure adequate and up to date information and training is provided to staff.

1.2.1 e-Learning tool project

This ongoing project has been designed to tailor waste management education modules to all staff in pertinent areas of operations. An engagement process has been carried out to guarantee the tool is designed with an end-user approach that is fit for purpose. This includes a consultation team of nurses, doctors, health support services and a design team, with the aim to identify and address gaps in the current waste management system and avoid cross contamination. An automated system was created for staff to report on cross contamination. This allows the team to identify and record areas that require education and dispatching an email with a training link to support behavioural change.

Gaps addressed: **A E**

1.2.2 Sustainability bites

This project has the objective of providing fit for purpose sustainability training for all Western Health staff. This includes delivering short training videos (bites) on the intranet to discuss: the plan, applied sustainability, climate change, net zero emissions and research. Given the complexity of the topic and volume of information, it is key to produce engaging content to keep stakeholders up to date on Western Health's sustainability pathway.

As part of this deliverable, Western Health will partner with universities to develop the first modules. Designed to embed concepts of Planetary Health, this project serves a dual strategic purpose. First, educating students and Western Health staff on applied sustainability and second, preparing students to join the workforce with the perspective that sustainability is business as usual and drive change.

Gaps addressed: **ALL**

Objective 2: create a clear path to achieve net zero emissions by 2050

To achieve net zero emissions by 2050, emissions must become a priority in everything we do, and frameworks should be established in all areas to capture data in this regard. This means, understanding sources and impacts, key areas of influence and delivery strategies.

Objective 2 has been established to gain a staged understanding of the organisation’s performance regarding its carbon footprint (**figure 9**). **Figure 10** outlines the proposed deliverables aligned with achieving this objective.

As the analysis becomes more complex and data becomes available (operations, asset management, procurement, finance, portfolio’s growth, supply chain), the organisation will need to be flexible and adaptable to update those frameworks.

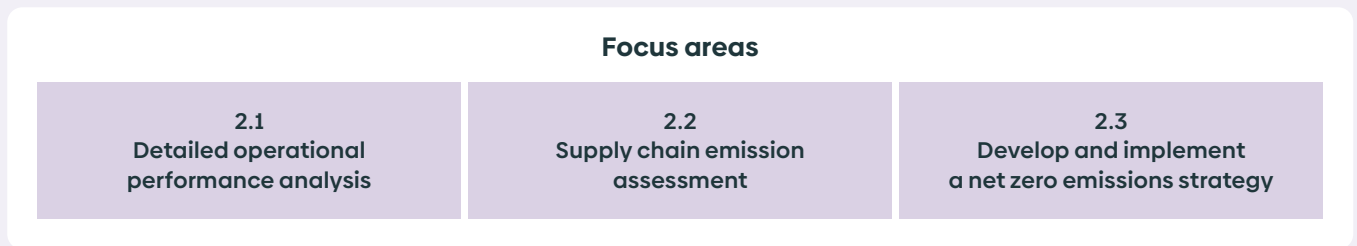


Figure 9. Objective 2 - focus areas

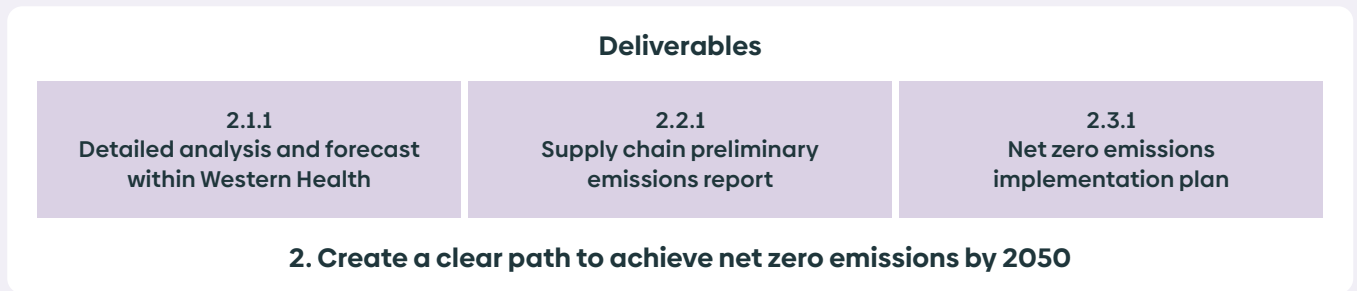


Figure 10. Objective 2 - deliverables

2.1 Detailed operational performance analysis

The Victorian Government has set an initiative to source 100 per cent renewable electricity for public buildings and hospitals by 2025. However, this initiative is insufficient to offset Western Health's overall emissions. Since electricity represents about 86 per cent of Western Health's reported emissions, capitalising on opportunities to reduce electricity consumption will play a key factor. The organisation will need to mature in understanding the importance of asset management, condition assessments, operations and asset replacement. The analysis will implement modelling and options analysis that envision capital investment requirements and the asset replacement needed to achieve the objective. The plan shall focus on replacing gas-powered assets and forecasting offsetting strategies (where applicable). The required analysis will be a key deliverable and decision making for long term planning shall be sought through the Sustainability Task Group.

2.1.1 Detailed analysis and forecast within Western Health

A detailed emissions performance analysis and implementation plan for the portfolio was established as a deliverable in 2.1.1 to determine the time frame to deliver an emissions offsetting program for scope 1 and 2.

Gaps addressed: **B D E H**

2.2 Supply chain emission assessment

A response to climate change to achieve net zero emissions by 2050 goes beyond understanding the emissions generated by Western Health's portfolio. Our response must consider all activities overarching our operations, including suppliers and sources we do not control. Achieving this is complicated, requires liaison, building partnerships and establishing frameworks that clearly informs our suppliers of our business approach and requirements.

It also requires suppliers to have the capability and willingness to evaluate and report on their emissions performance. Our ability to adapt the way we do business whilst fostering change up and downstream of our supply chain, will determine the outcome.

2.2.1 Supply chain preliminary emissions analysis and report

As we identify the complexities of sustainable operations, clarity will be provided on the interconnection and cross-functionality within the organisation to enable the delivery of the proposed outcomes. Thorough investigative research will detail the extent of Western Health's supply chain emissions. This research will be labour- intensive and time consuming. Western Health will work in partnership with suppliers, Universities and external agencies to successfully deliver this investigate project. A report on Scope 3 emissions has been established as a deliverable in 2.2.1 to provide understanding of the scale of the project.

Gaps addressed: **B D E H**

2.3 Developing and implementing a net zero emissions plan across Western Health

To complement the above, the organisation will be required to identify the most suitable projects and potentially reassess strategic partnerships in order to achieve the target.

A detailed plan containing financial, asset management, procurement and operational decision-making frameworks needs to be designed and implemented. These frameworks will provide clarity to stakeholders on how Western Health will make decisions during contract awarding and project implementation. Although it is necessary to understand that certain realities within the health sector will limit implementation, it will serve to inform suppliers of Western Health's business practices. As these progressive frameworks become our business as usual, the transition should permeate into contractors. Designing a plan that works closely with suppliers and adapts to their unique business realities will serve to maintain engagement and cooperation.

2.3.1 Net zero emissions Implementation Plan

As a deliverable of this focus area, it is expected that an implementation plan and frameworks are designed and delivered to create a path to achieve net zero emissions by 2050 from all emission sources including scope 3 (2.3.1).

Gaps addressed: **ALL**

Objective 3: incorporate climate change action as part of our corporate responsibility

Through stakeholder engagement, Western Health has identified that one of the most important areas for further development is climate change action as an integral component of delivering a sustainable service throughout the organisation. As shown in **figure 11**, Western Health will be able to provide a clear response to our staff, patients and community on how we envision the delivery of the health care of the future.

Figure 12 outlines the proposed deliverables aligned with achieving objective 3.

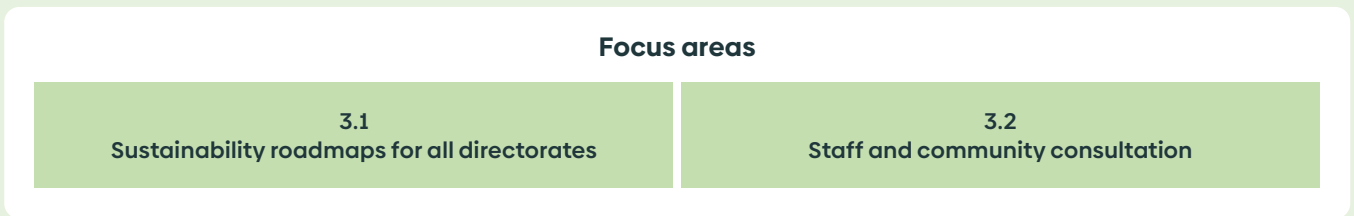


Figure 11. Objective 3 - focus areas

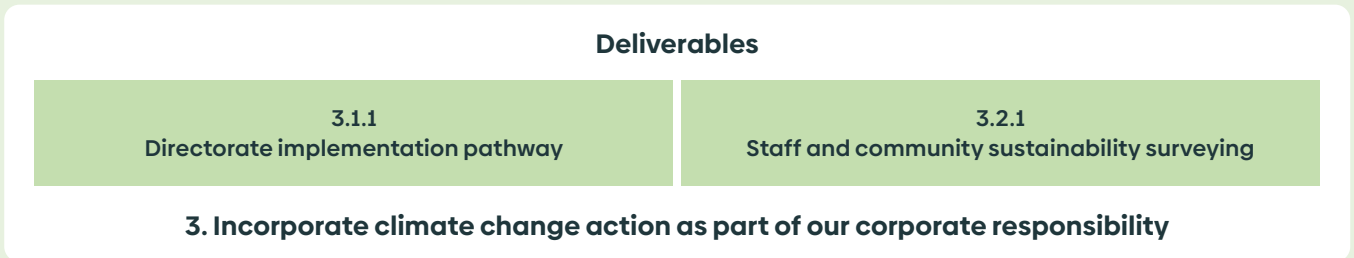


Figure 12. Objective 3 - deliverables

3.1 Sustainability roadmaps for all directorates

Western Health acknowledges that delivering this plan will reveal several complexities. Implementing organisational change that aims to drive innovative approaches will certainly present challenges, particularly when delivering a scope of this scale. With that in mind, the Sustainability Plan has been designed considering best practice frameworks for sustainability implementation. By understanding and analysing other's successful stories and lessons learned, we are aiming to tailor areas of focus to meet our needs.

3.1.1 Directorate implementation pathway

The framework used by the National Health Service (NHS) in England provided a solid foundation with over 300 sustainability statements aimed at the health sector. These statements have now been tailored to suit Western Health's realities and needs. The aim is to bring our organisation's agenda, performance and plan in alignment with the United Nation's Sustainable Development Goals. Although, the Sustainability Plan still requires further engagement and input from multiple stakeholders, a preliminary tool has been developed to provide directors with an implementation path based on the NHS framework.

This deliverable represents the bulk of the organisational transformation and will serve to guide and implement the required cultural change. Over 20 directors have been contacted to initiate conversations, gain support and capture relevant data for preliminary design.

The proposed directorate Roadmap implementation tool is envisioned to complement the existing local sustainability action plans (LSAPs) and a review process will take place as liaison is established with the directors.

By utilising this tool, we are aiming to:

- support the transition process and facilitate interpretation of directorate requirements
- narrow scope
- focus on deliverables based on priorities
- assign responsibilities and accountabilities
- establish, monitor and measure KPI's against the directorate requirements and linking them to the Sustainable Development Goal's
- create integrated reports for the organisation.

Gaps addressed: **ALL**

3.2 Staff and community consultation

Western Health values community consultation and staff surveying as a key aspect in delivering excellent health care services. This plan aims to capitalise on Western Health's expertise to further understand our staff and community needs. In essence, we will strive to capture their perceptions whilst identifying threats presented by climate change on our health service and community. Those factors should reflect our response and delivery to ensure we have a resilient plan to face the challenge ahead.

3.2.1 Staff and community sustainability surveying

This process is expected to be carried out every six months (or ad-hoc as needed) to design, assess and review our plan.

Gaps addressed: **A B D F H**

Objective 4: continuous discovery and innovation

Western Health is known for its commitment to sustainability. This plan embodies that leadership and by focusing on data driven performance, innovation and research. Western Health aims to solidify its position in the health sector whilst influencing other organisations do the same.

Figure 14 outlines the proposed deliverables aligned with achieving objective 4.



Figure 13. Objective 4 - focus areas

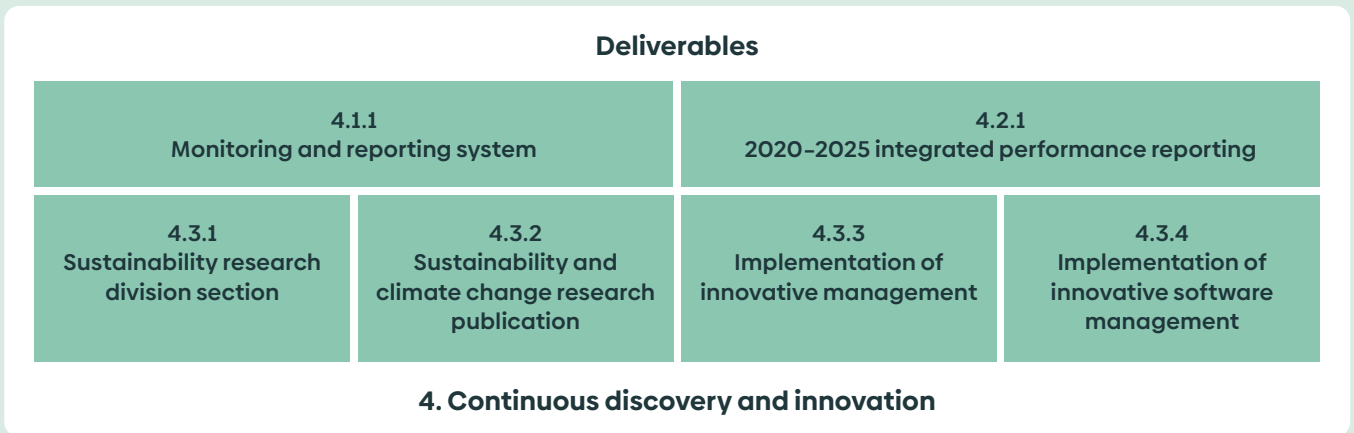


Figure 14. Objective 4 - deliverables

4.1 Measurable performance improvement

The design approach behind this plan is strongly focused on deliverables aimed at the implementation of data capture and analysis. However, organisational transformation also needs to be monitored and analysed. For this purpose, Western Health will also need to assess the successful implementation of each directorates roadmaps. By assessing performance analysis on operations and organisational transformation, Western Health will gain a wider understanding of the interrelation between variables for decision making purposes. Furthermore, this approach will allow the organisation

to gain flexibility and tailor strategies that suit priorities and align with the organisation’s strategic intent. This approach will ensure the right decision is made every time whilst aligning outcomes to specific performance indicators as desired.

4.1.1 Monitoring and reporting system

A unified monitoring and reporting system are envisioned as a deliverable in 4.1.1.

Gaps addressed: **B D E F G**

4.2 Integrated reporting

This plan provides an implementation path to deliver the health care of the future, based on international best practices. Achieving the ambitious objectives set up in this document will unequivocally provide Western Health with added value and further advance its position as a leader in the sector. In accordance with the International Integrated Reporting Council (IIRC) framework this reporting system to establish “a process founded on integrated thinking that results in a periodic report about value creation over time and related communications regarding aspects of value creation”. It conveys an organisation’s plan, governance and performance. The implementation of internationally recognised reporting standards provides the organisation with credibility to validate the proposed approach.

4.2.1 2020–2025 performance report publication

This deliverable provides the organisation the ability to report on the outcomes of the implemented programs. The objective is to outline and openly describe results, accomplishments and potentially implement this deliverable by 2025.

Gaps addressed: ALL

4.3. Innovation and research

In alignment with the Strategic Direction 2021 -2023 (Direction 5), Western Health is “committed to maintain our reputation as a resilient health service, cognisant of our environment and operating sustainably to ensure access to Best Care for our future generations”. This approach is focused on learning, researching and exploring how we can do things differently every day. The Sustainability Plan supports innovation and access to latest technologies to our staff. Going beyond the clinical care, the aim is to understand how other operational areas influence our performance and delivery of care.

4.3.1 Sustainability section within the research division

Western Health’s reputation within the medical industry is highly regarded as a leading force. This deliverable aims to capitalise and expand on those capabilities by promoting sustainability research beyond the medical sector. This will foster innovation within our health service by creating a research unit that focuses and supports our staff in delivering engineering, finance, operations, procurement, sustainability and climate change investigation. This approach encourages non-

medical staff to become renowned specialists in their fields, enhances our capabilities to drive change and reflects how we see the future delivery of care. Having a sustainability focused researching lead within the research division is a demonstration of leadership that aligns with Direction 5 of Western Health’s Strategic Directions.

Gaps addressed: ALL

4.3.2 Sustainability and climate change research publication

In parallel to 4.3.3, this deliverable encourages and boosts the researching capabilities within Western Health. Research, publications and conferencing is an excellent way to foster upskilling within our staff whilst we excel in the delivery of innovation and best practice. It is necessary for our organisation to go above and beyond business as usual in order to become true leaders of the sector. We need to carry out and promote investigation that understands the links between our core activities and the consequences our operations have in the overall performance of environmental sustainability and climate change.

Gaps addressed: ALL

4.3.3 Implementation of innovative management methodologies

To achieve the proposed objectives, Western Health will be required to review its operational approach including the way we manage, deliver and track project progress. This is as an opportunity to use methodologies used by worldwide leaders, particularly in the software development industry.

A pilot is under trial within the sustainability team to use agile project management methodologies, in specifically SCRUM. SCRUM is a flexible approach to deliver projects more efficiently.

Gaps addressed: A C D G

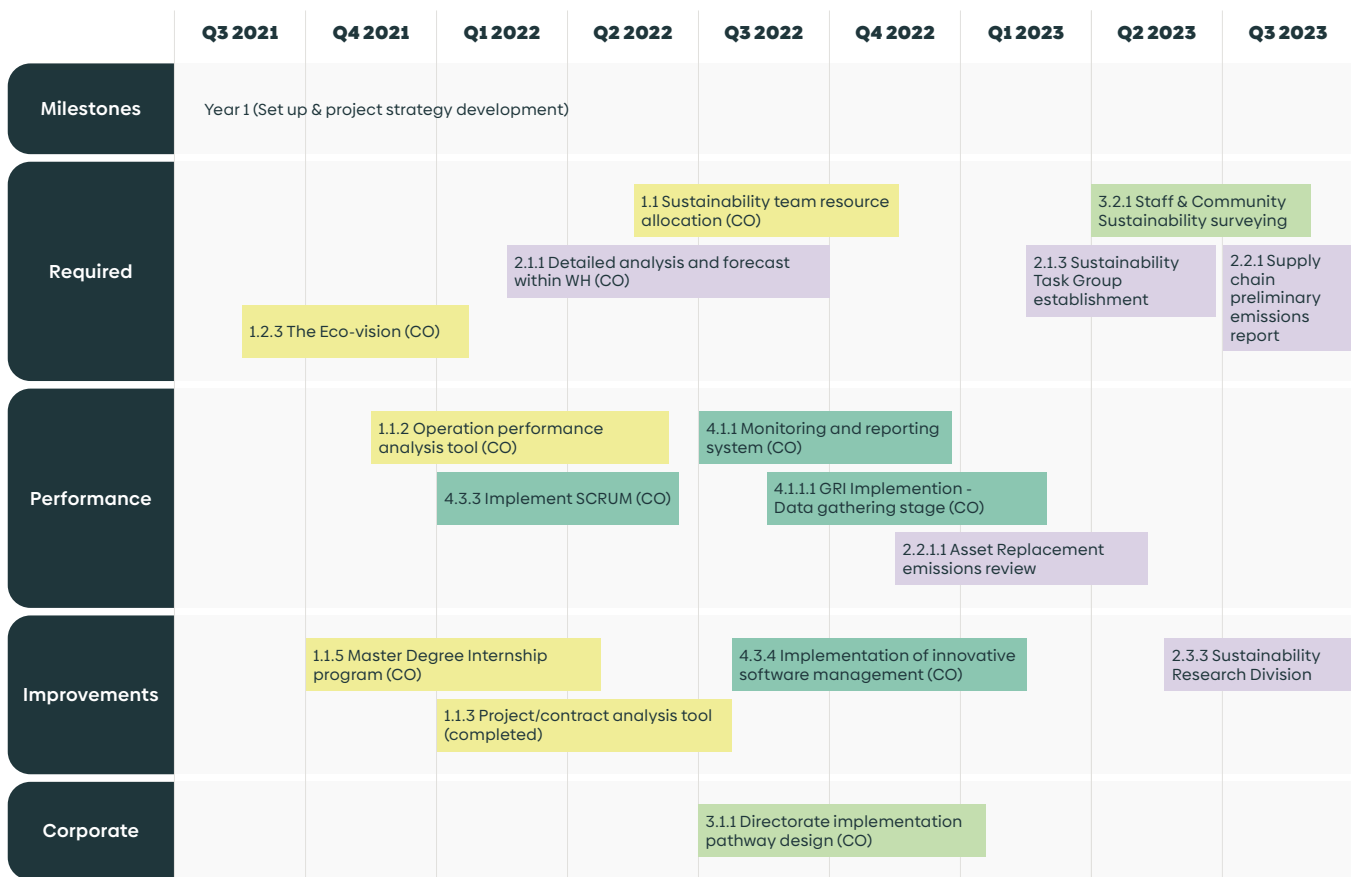
Where to
next

03.

The Sustainability team has focused on implementing the foundational blocks required to translate the Strategic Direction direction through the Sustainability Plan.

With the clear perspective and understanding of the scale of this project, Western Health executives have agreed to invest in additional resources for a three year fixed term to engage a team of engineers with research capabilities to deliver the plan.

Western Health is at a stage where an organisational transformation is required to enable the deliverables set in this document. Our next step is to setup The Sustainability Task Group (STG) to oversee and facilitate the integration of sustainability into our operations and corporate decision making. **Figure 15 below presents the program progress to date.**



Note:
CO = Commenced & ongoing
Deliverables that have not been commenced were excluded from this report

Figure 15. Proposed pathway of deliverables year one

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- O'shea, C (2015). Western Health: Environmental Management Roadmap 2015 – 2020. Internal Report. Unpublished
- Victoria State Government, Hospital and Health Services, Energy use in Victorian public healthcare services. Available at: <https://www2.health.vic.gov.au/hospitals-and-health-services/planning-infrastructure/sustainability/energy/energy-use>
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Western Health