

# Sustainability Action Plan

2021—2026



Monash  
Health

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## Acknowledgement of country

Monash Health respectfully acknowledges the peoples of the Kulin Nation, the Traditional Custodians and owners of the lands where our healthcare facilities are located and programs operate. We recognise the ongoing spiritual link Aboriginal People have to their lands, culture and lore; and acknowledge that their connections build healthier families and communities. We pay respect to the Elders of the Kulin Nation; past, present and emerging, and we extend that respect to our Aboriginal and Torres Strait Islander employees, our consumers and our stakeholders.

## Acknowledgements

Monash Health also wishes to acknowledge Nation Partners for leading the stakeholder workshops and providing background reports that supported the development of this plan.

# Introduction

Sustainable health care facilities are those that improve, maintain or restore health, while minimising negative impacts on the environment and leveraging opportunities to restore and or improve it.

Monash Health is committed to achieving excellence in the area of sustainability, through the commitment of our strategic principle, “To manage our resources wisely and sustainably to provide value for our community.”

This commitment was formalised in the *Monash Health Sustainability Strategy 2022-2025*, which was developed to set consistent direction and guidance for environmental planning and decision making at Monash Health.

The strategy acknowledges the important role of Monash Health in supporting the Victorian Government Department of Health (DoH) to embed sustainability within the broader Victorian public health system.

The strategy also recognises the sustainability challenges faced by a large health service such as Monash Health, including the significant energy requirements, complex and large waste streams and high travel-related carbon emissions due to the large service area.

This *Sustainability Action Plan 2021–2026* has been developed to clearly define how Monash Health will align with the Victorian Government targets, reduce its environmental footprint and deliver positive sustainability outcomes throughout its operations. These plans set out the actions that will be implemented, monitored and reported on over the next five years to ensure Monash Health remains on track to achieve its sustainability goals. The plan will be reviewed annually to ensure it aligns with any changes relevant to the State Government’s environmental commitments and as Monash Health’s sustainability journey matures.

# Monash Health's Sustainability Framework

The Monash Health *Strategic Plan 2023*, *Sustainability Strategy 2022–2025*, and this *Sustainability Action Plan 2021–2026* comprise the organisation's Sustainability Framework (Figure 1).

Figure 1: Monash Health's Sustainability Framework



Monash Health's *Sustainability Strategy 2022–2025* outlines the focus areas for achieving the organisation's sustainability goals.

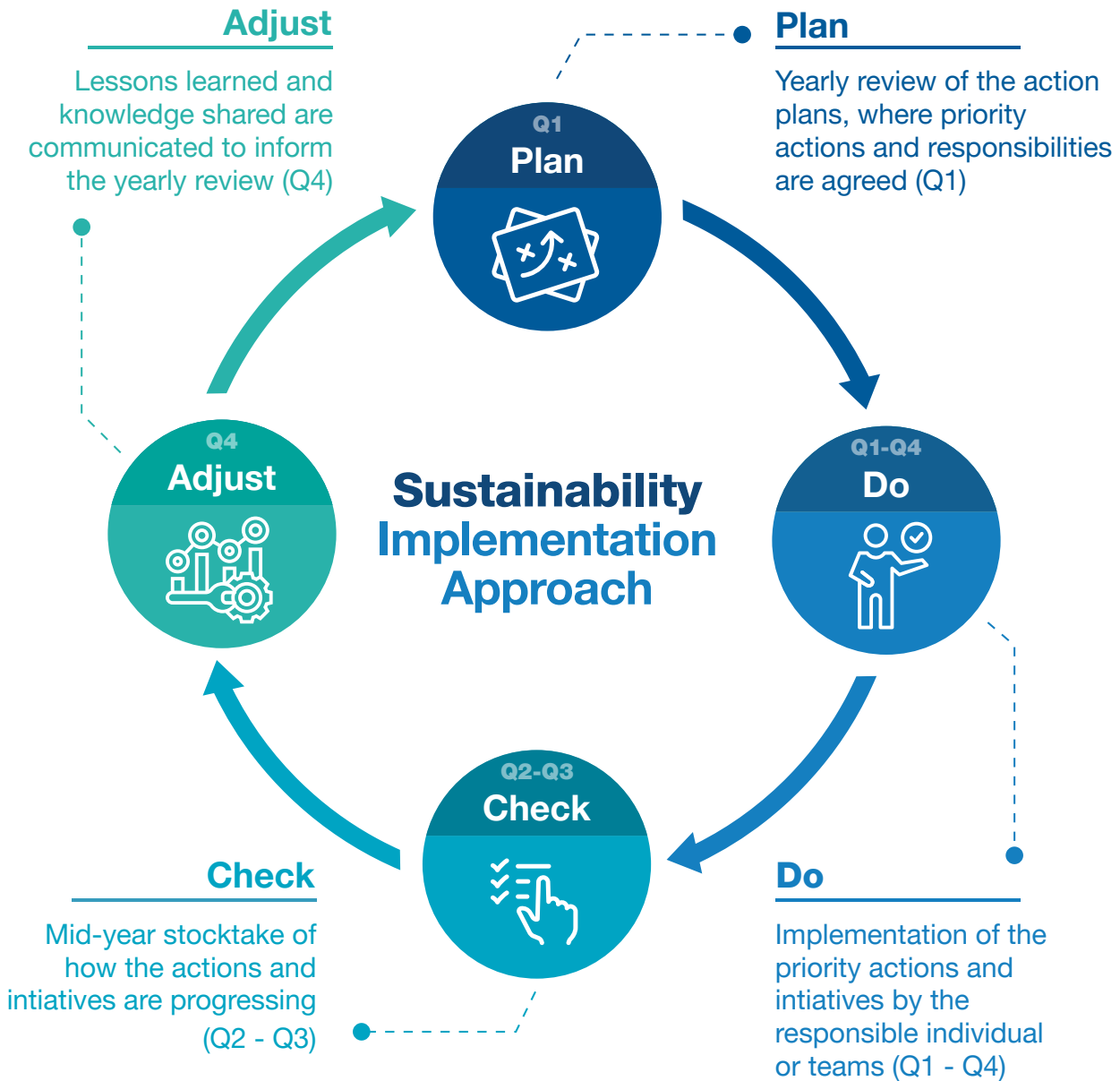
Monash Health has worked across the organisation to understand and document sustainability initiatives. Of importance here is the work led by our Engineering department to deliver on the Victorian Government's Emissions Reduction Pledge Program.

This *Sustainability Action Plan 2021–2026* aims to clearly define the outcomes, objectives and actions that will improve Monash Health's sustainability performance under the six priority action areas. It also formalises the reporting requirements to ensure meaningful progress across the five-year timeframe.

# Implementation approach

Monash Health will implement this *Sustainability Action Plan 2021–2026* in line with the ‘**Plan – Do – Check – Adjust**’ cycle of continual improvement. This approach is illustrated in Figure 2.

Figure 2: Sustainability Implementation Approach



# Action plans

The actions within the following plans have been developed according to best-practice Victorian Government Department of Health (DoH) guidance, specifically the Department's Environmental Management Plan actions template.

Monash Health has adopted the maturity indicators provided by the Department of Health (DoH) to illustrate the progressiveness of the actions and initiatives and relative ease of implementation.

## DoH's Maturity Indicator Legend

<b>Maturity level</b>	<b>Maturity descriptor</b>
1	Action is assisting in developing awareness of environmental issues and the scale of the environmental impact. These actions are generally no, or low cost, and have minimal impact to business practices.
2	Action is integrating environmental practices into business-as-usual processes. These actions are generally no, or low cost, or deliver quick tangible benefits. They often require a change in business practice.
3	Action is integrating environmental practices into business-as-usual processes. These actions generally have a cost and deliver tangible and non-tangible benefits but over a longer timeframe.
4	Action is leading practice and constantly being improved to drive organisational objectives.





# Waste management

## Context

The Australian economy has primarily been based on a linear system of ‘take, make and dispose’.

Environmental, economic and geopolitical issues mean traditional patterns of resource use are no longer sustainable, and reincorporating materials back into the productive economy is crucial.

Given Monash Health’s large and complex waste streams, its scale of operations and rigorous infection prevention measures, managing waste sustainably and maximising opportunities to re-use and recycle will significantly reduce our organisation’s environmental footprint.

## Goal

Sustained waste reduction while maximising opportunities to re-use and recycle.

## Targets

- General waste going to landfill reduced by 10% overall, relative to the 2019 baseline.
- Reduce food waste entering landfill across all major facilities, with a target of 25% diversion to organic waste composting.

#	Action	Maturity Indicator	Timeframe	Responsibility	KPI
<b>Objective: Maintain existing and implement new waste reduction, recycling and re-use programs across all sites</b>					
WM1	Review and update the clinical and related waste procedures for Monash Health, ensuring they reflect best practice and the principles of the waste management hierarchy: <ul style="list-style-type: none"> <li>• Pharmacy – medication and cytotoxic waste streams</li> <li>• Support Services – all other waste streams.</li> </ul>	1	Q4 2022-2023	Director, Pharmacy  Director, Support Services	Procedures finalised and submitted for approval
WM2	Conduct a waste audit of all streams with the major waste contract. Utilise the findings from the waste audit to develop a comprehensive plan to address identified opportunities for minimising waste across all streams.	1	Q2 2024-2025	Director, Support Services	Review completed
WM3	Develop an action plan to reduce food waste entering landfill across all major facilities, with a target of 25% diversion to organic waste processing/composting.	2	Q1 2024-2025	Director, Support Services	Action plan developed
WM4	Conduct an audit of all recycling programs at each major site. Continue to explore innovations and explore materials that are sent to landfill to determine feasibility.	2	Q4 2022-2023	Director, Support Services	Review completed



# Procurement

## Context

As Victoria's largest public health service, Monash Health procures a substantial and broad range of goods and services. Monash Health can use this buying power in a way that maximises environmental, social and economic outcomes for the organisation, while influencing suppliers and the supply chain to provide safer, more sustainable products made under fair working conditions. Outcome: Minimise the consumption of resources, while prioritising regenerative products and supply chains.

## Goal

Prioritise sustainable products and equipment, while positively influencing suppliers to do the same.

## Target

- Product packaging waste (total) reduced by 30% from 2019 baseline.

#	Action	Maturity Indicator	Timeframe	Responsibility	KPI
<b>Objective: Prioritise sustainable alternatives over standard goods, products and equipment, where possible</b>					
GP1	Develop and implement a plan for the February 2023 ban in Victoria on the sale or supply of single-use straws, cutlery, plates, drink-stirrers, expanded polystyrene food and drink containers, and cotton bud sticks in Victoria.	1	Q1 2022-2023	Director, Procurement	Review of current usage completed
		1	Q2 2022-2023	Director, Procurement	Develop a plan to transition to reusable products
		1	Q3 2022-2023	Director, Procurement	Elimination of all items as per February 2023 Victorian ban
GP2	Develop a list of sustainable criteria to apply when selecting products, e.g. reusable, energy efficiency, higher levels of recycled content, zero plastic, organic produce, minimal travel etc.	1	Q1 2022-2023	Director, Procurement	Procurement criteria developed
		2	Q4 of each year in the plan	Director, Procurement	Annual report on the number of suppliers engaged with sustainability policies/procedures
GP3	Develop and implement training specifically for procurement employees to build sustainability capacity and build awareness of updated processes.	2	Q1 2023-2024	Director, Procurement	Training developed
		3	Q4 2023-2024	Director, Procurement	Training completed and incorporated into Procurement induction program for all new employees
GP4	Implement a circular economy asset management system as per the Department of Treasury and Finance Asset Management Accountability Framework.	2	Q2 2024-2025	Director, Procurement	Circular economy network identified and asset register developed
<b>Objective: Reduce packaging</b>					
GP5	Review supplier agreements to determine opportunities for bulk buying, the potential for product packaging to be minimised and opportunities to return packaging.	2	Q1 2023-2024	Director, Procurement	Changes made through the supplier agreements (i.e. waste reduced)
<b>Objective: Engage with suppliers to raise awareness of sustainability and promote the benefits of a circular economy</b>					
GP6	Develop and communicate a Supplier Roadmap to suppliers for achieving our social and environmental outcomes via supply chains.	2	Q4 2024-2025	Director, Procurement	Key champion suppliers identified and action plan developed





## Procurement (continued)

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**Objective: Sustainability is integrated into procurement processes as part of the Monash Health Social Procurement Strategy**

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GP7	Review and update the Monash Health Social Procurement Strategy to incorporate sustainability principles.	2	Q3 2022-2023	Director, Procurement	Review of Social Procurement Strategy completed
GP8	Develop a process with Procurement and Infection Prevention for trialling reusable clinical products with circular economy basis. End to end management.	1	Q4 2023-2024	Director, Procurement  Director, Infection Prevention and Epidemiology	Workshops delivered  Process outlined for trialling new products, based on agreed principles

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## Buildings and infrastructure

### Context

Rapid population growth, an ageing population and an increase in chronic illness are all expected to contribute to significant growth in Monash Health's services within the next five years and beyond.

Monash Health will embed best-practice sustainability standards for its new, existing, and redevelopment projects as we adapt, evolve, and expand our buildings and infrastructure to meet this demand. The organisation will also explore and implement water reduction and harvesting initiatives, improve local biodiversity and deliver efficient and climate-resilient infrastructure.

### Goal

Deliver best-practice sustainability standards to all new, existing and redevelopment capital works with a focus on building climate-resilient infrastructure.

### Targets

- All new capital works to be powered by renewable energy.
- All new capital projects to source recycled water for all non-potable uses.
- Reduce potable water consumption by 10%, relative to the 2019 baseline.

#	Action	Maturity Indicator	Timeframe	Responsibility	KPI
<b>Objective: Capital works are in line with sustainability guidelines</b>					
SB1	Develop sustainability guidelines for capital works, based on the Victorian Health Building Authority's Guidelines for sustainability in capital works, including: <ul style="list-style-type: none"> <li>• Monash Health's priorities for the use of 2.5% sustainable design allowance</li> <li>• The introduction of sustainability considerations at an early stage of the design process</li> <li>• A list of project sustainability targets for use of recycled content and other sustainable materials</li> <li>• Building specifications to prioritise sustainable outcomes.</li> </ul>	1	Q4 2024-2025	Director, Capital and Infrastructure	Guidelines developed
<b>Objective: Explore and implement water reduction and water harvesting initiatives across all facilities</b>					
SB2	Undertake a review of all existing water reduction and harvesting initiatives across Monash Health facilities to capture activities and acknowledge success stories.	2	Q2 2023-2024	Director, Engineering	Review undertaken
SB3	Use review findings (SB2) to identify further opportunities for water reduction and re-use.	2	Q4 2023-2024	Director, Engineering	Action plan developed
SB4	Develop an investment plan for the ongoing delivery of water-efficient initiatives.	2	Q4 2024-2025	Director, Engineering	Investment plan developed
<b>Objective: Improve local biodiversity, reduce flood risk, and improve storm water quality in local waterways</b>					
SB5	Develop a sustainable landscape plan for the Clayton site that incorporates: <ul style="list-style-type: none"> <li>• Capture and re-use of storm water to reduce irrigation needs and minimise impacts to waterways;</li> <li>• Where new green spaces can be developed for employees and consumers;</li> <li>• Drought-tolerant and indigenous vegetation;</li> <li>• Local biodiversity values;</li> <li>• Interpretive signage (where applicable);</li> <li>• Minimisation of herbicide, fertiliser and pesticides use;</li> <li>• Ongoing budget allocation for capital and operational spend; and</li> <li>• Maintenance requirements.</li> </ul> The plan should also include revegetation guidelines that protect vegetation.	2	Q4 2024-2025	Director, Capital and Infrastructure	Plan developed
SB6	Implement the measures identified in the development of the sustainable landscape plan (SB5).	1	Q4 2025-2026	Director, Engineering Director, Capital and Infrastructure	Action plan developed and started



# Energy efficiency and emissions

## Context

Monash Health is committed to aligning and supporting the Victorian Government's roadmap to net-zero emissions and a climate-resilient Victoria by 2050.

Energy use in Australia continues to rise, with the majority derived from non-renewable fossil fuel sources, which release Greenhouse Gas emissions (GHG) when burned. Increasing greenhouse gas emissions are the key cause of climate change, which is already having observable and adverse effects in Australia and around the world.

By improving and optimising energy efficiency and transitioning to clean, renewable energy sources, Monash Health will help address this global issue while continuing to meet the needs of our community.

## Goal

Improve and optimise energy efficiency to reduce emissions.

## Targets

- Overall emissions reduction by 28-33% below 2015 baseline.
- Monash Health is certified carbon neutral by 2030.

#	Action	Maturity Indicator	Timeframe	Responsibility	KPI
<b>Objective: Reduce energy consumption relative to patient demand across the organisation</b>					
EE1	Undertake gap analysis review of all existing energy reduction and energy efficiency initiatives to assess effectiveness in Monash Health's major facilities.	1	Q4 2023-2024	Director, Engineering	Review completed and action plan developed
EE2	Complete feasibility study on gaps identified in EE1 and complete a business case accordingly.	1	Q2 2024-2025	Director, Engineering	Feasibility study completed and priorities determined
		2	Ongoing	Director, Engineering	Submit business case for approval as per agreed priorities
EE3	Investigate funding opportunities for feasible energy efficiency saving projects.	3	Q4 for each year in the plan	Director, Engineering	Annual funding assessment completed
EE4	Continue LED replacement program across agreed Monash Health facilities.	3	Q4 2025-2026	Director, Engineering	Program implemented as per agreed action plan
<b>Objective: Prioritise electricity from renewable sources</b>					
EE5	Develop a 5-year 'Emissions Reduction Plan' with emissions reduction targets. Assess baseline of fossil fuel sources and where Monash Health can prioritise conversion to renewables.	3	Q4 2023-2024 and annual reporting on progress thereafter	Director, Engineering	5-year plan developed and annual reporting against progress completed
EE6	Assess the suitability of all new Monash Health facilities to prioritise renewable energy sources and other sustainable measures.	3	Ongoing	Director, Capital and Infrastructure	All new facilities prioritise renewable energy sources
<b>Objective: Work towards net-zero emissions</b>					
EE7	Work with Monash Health's Business Intelligence Unit to develop a dashboard to increase employee, consumer and visitor engagement with energy emissions data (electricity, gas, water and waste).	1	Q1 2024-2025	Director, Business Intelligence	BI report developed and trialed at 1 site
		2	Q1 2025-2026	Director, Business Intelligence	Report rolled out to all Tier 1 and Tier 2 facilities
EE8	Capture and review data on refrigerants and medical gases with a Global Warming Potential.	3	Q4 2022-2023	Director, Procurement – Medical Gases Director, Pharmacy – Anaesthetic gases Director, Engineering – Refrigerants	Data reported and reviewed annually



# Transport and travel

## Context

Transport is a major source of greenhouse gas emissions across the world, and the health sector is a transportation-intensive industry.

Monash Health can help address this issue by exploring opportunities to reduce the need to travel, transitioning fleet vehicles towards more sustainable technologies (such as hybrid and electric vehicles), allowing flexible remote working practices, and promoting more sustainable modes of transport like cycling and walking.

## Goal

Promote and transition to sustainable modes of transport while minimising the impact associated with travel for our employees, patients and visitors.

## Target

- 25% of fleet cars are zero emission vehicles.

#	Action	Maturity Indicator	Timeframe	Responsibility	KPI
<b>Objective: Reconfigure and optimise the use of fleet vehicles</b>					
ST1	Review the current configuration of the Monash Health vehicle fleet, and develop and implement a plan to:	3	Q4 2022-2023	Director, Procurement	Plan developed
	<ul style="list-style-type: none"> <li>• Optimise the number of vehicles required to meet the organisation's current and future needs</li> <li>• Continue to increase the number of sustainable fleet cars over a five-year period (low to no emissions)</li> <li>• Review feasibility of installing vehicle charging stations that are supplied from renewable energy.</li> </ul>	3	Q4 of each year in the plan	Director, Procurement	Annual reporting on sustainable fleet initiatives
<b>Objective: Promote and invest in the use of sustainable transport options and travel</b>					
ST2	Complete a feasibility study to transition to a user pays for employee parking at the relevant Monash Health sites.	2	Q3 2022-2023	Director, Support Services	Feasibility study completed
		2	Q4 2022-2023	Director, Support Services	Business case submitted
ST3	Develop a Sustainable Travel Plan for employee, consumer and visitor travel.	3	Q3 2024-2025	Director, Capital and Infrastructure	Plan developed
		1	Q4 2025-2026	Director, Health, Safety and Wellbeing	Actions completed as per agreed action plan
<b>Objective: Encourage flexible remote working practices, including virtual meetings and working from home, where applicable</b>					
ST4	Implement the Monash Health Working Remotely project.	3	Q1 2023-2024	Director, Capital and Infrastructure	Project implemented



# Organisational culture

## Context

Integral to the success of any sustainability plan is the top-down establishment of a strong sustainability culture, focused on shared objectives and accountability.

Monash Health will embed sustainability into all aspects of its strategic and operational approach, including decision-making processes, allocating key roles and responsibilities, communication, education, monitoring and reporting, and partnerships.

## Goal

Engage, educate and empower our employees and community to create a culture of sustainability.

## Target

- Employee advisory group, 'Sustainability Champions' have contributed to sustainability initiatives.

#	Action	Maturity Indicator	Timeframe	Responsibility	KPI
<b>Objective: Communicate and celebrate sustainability stories and successes across the organisation</b>					
EC1	Develop an annual sustainability communications plan to engage key internal and external stakeholders.	1	Q4 for each year of the plan for the following year	Director, Communication and Engagement	Annual plan developed and delivered as agreed
EC2	Promote sustainability initiatives and outcomes internally and externally, as outlined in the communications plan.	1	Ongoing	Director, Communication and Engagement	Quarterly internal communications promoting sustainability activities and outcomes
		1	Q4 for each year of the plan	Director, Communication and Engagement	Complete annual sustainability report
<b>Objective: Promote and invest in the use of sustainable transport options and travel</b>					
EC3	Develop a Monash Health Sustainability Policy in line with Victorian Government guidelines.	2	Q1 2024-2025	General Manager, Strategy, Transformation and Projects	Policy developed
<b>Objective: Demonstrate leadership and foster collaboration on sustainability matters both internally and externally</b>					
EC4	Establish a governance committee to oversee Monash Health's Sustainability Action Plan and associated initiatives and projects.	3	Q2 2021-2022	Executive Director, Office of the Chief Executive	Committee and terms of reference established
		3	Q4 of each year in the plan	Executive Director, Office of the Chief Executive	Annual reporting on achievements
EC5	Re-engage the 'Sustainability Champions' Group and define their role.	2	Q2 2023-2024	General Manager, Strategy, Transformation and Projects	Role of Sustainability Champions established
					Regular forums held with Sustainability Champions



## Organisational culture (continued)

EC6	Build connections with key external networks to assist with sustainability initiatives and projects.	2	Ongoing	General Manager, Strategy, Transformation and Projects	Networks established
<b>Objective: Train and engage Monash Health employees and consumers in sustainability</b>					
EC7	Clinical and professional employees are actively engaged in sustainability and practice in their clinical program practices.	1	Q2 2024-2025	Director, Clinical Operations	Feedback from users
EC8	Engage with Monash Health employees and consumers to determine what is important to them in relation to sustainability, as well as feedback on our approach to sustainability.	1	Q1 2024-2025	Director, Patient Experience and Consumer Engagement	Consumer feedback sought on priority areas
		2	Q4 2024-2025	Director, Communication and Engagement	Employee feedback sought on priority areas
EC9	Incorporate sustainability into Monash Health's induction program for new employees and contractors.	1	Q4 2023-2024	Director, Learning and Development	Induction program includes sustainability
EC10	Review existing sustainability resources on LATTE to ensure alignment with Monash Health's Sustainability Framework.	1	Q2 2022-2023	Director, Learning and Development	Review completed and training updated
<b>Objective: Promote transparency by monitoring, evaluating and regularly reporting on sustainability performance</b>					
EC11	Annual report to the executive team and board, including progress against KPIs, future areas of focus for the following year, and progress of emissions reduction targets.	1	End of Q1 for the previous year	General Manager, Strategy, Transformation and Projects	Progress against agreed action plan and targets reported at least annually
<b>Objective: Pursue continual improvement in sustainability performance</b>					
EC12	Review best practice sustainability initiatives and case studies to determine applicability for Monash Health.	2	Ongoing	General Manager, Strategy, Transformation and Projects	Case studies reviewed and reported to governance committee at each meeting



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