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Message from the Acting Chief Executive Officer



At St Vincent's, our Mission requires that we pursue excellence in everything we do.

As we look to the future of our organisation with the release of enVision 2025, our new strategic plan, it is important that we '**strive for something greater**' in our environmental performance.

We have a duty to provide an environmentally sustainable health care service and we are working to improve our performance by encouraging environmentally aware practice, investing in energy efficient infrastructure and setting targets for improved sustainability.

I am proud of the success we have achieved since the implementation of our inaugural Environmental Sustainability Strategy 2011-2014, demonstrating how our commitment to being responsible stewards of the environment continues to gain momentum.

This document outlines our Environmental Sustainability Strategy 2015-2018, highlighting the opportunities for improved environmental performance. This strategy pursues new and innovative ways to minimize our impact on the environment as we invite staff to embrace excellence in environmental sustainability.

A handwritten signature in black ink that reads "Angela Nolan". The signature is fluid and cursive.

Angela Nolan
Acting Chief Executive Officer

Introduction

Environmental stewardship is an integral part of our Mission. It is clear that changes in the environment can have positive or negative impacts on health and social wellbeing. There is a clear imperative for St Vincent's as a health care provider to ensure that the provision of that health care is offered in an environmentally responsible and safe manner.

The Environmental Sustainability Strategy 2015-18 outlined builds upon previous efforts to drive an increased level of environmental sustainability across the health service.

This strategy outlines SVHM's achievements to date, provides actions/ objectives around 5 key focus areas, baseline data to monitor improvement. The strategy also proposes a monitoring and review schedule which aims to ensure that they environmental performance indicators are continually being measured and evaluated.

Through an integrated internal and external communication plan, we will inform our community and staff about our key objectives. This will include public reporting on our website highlights of our achievements each year.

This strategy highlights how we will strive for environmental best practice and continuous improvement as we seek to minimize our ecological foot print.

Our Environment

As a major healthcare provider SVHM activities extend across tertiary healthcare, research and education. SVHM has a vital role to play in the health of our community which is inextricably linked to climate change and the environment.

Like many large health care organizations our activities generate a significant amount of emissions into the environment

St. Vincent's consists of St. Vincent's Hospital Melbourne, which is located in Fitzroy.

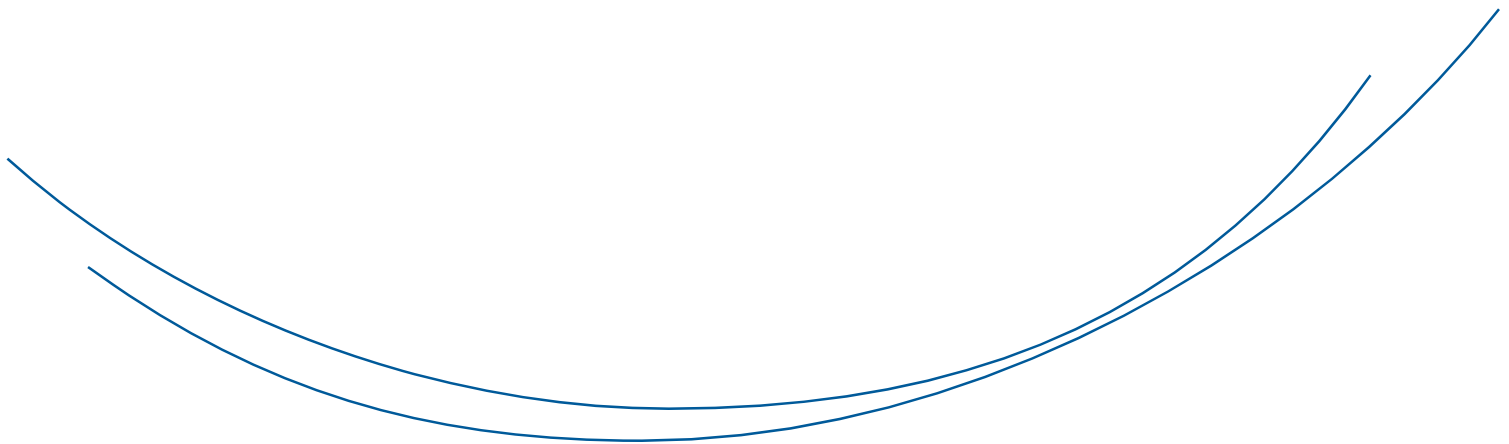
St Vincent's also incorporates St. Georges Hospital, Caritas Christi Hospice and Prague House as well as three residential campuses. There are also a number of smaller correctional, mental health, pathology collection centres and general practitioner facilities within Victoria.

In 2014-15 St Vincent's Hospital (Melbourne) employs approximately 3918 full time staff across our service St Vincent's (Melbourne) operates 781 beds across Acute, Sub-Acute, Mental Health Correctional Health and Palliative Care units.





In 2014-15 St Vincent's Hospital (Melbourne) treated 54,187 acute inpatients, 6880 elective surgery admissions took place there were 42,537 people presenting for treatment in our emergency department.

St Vincent's has direct impacts upon the environment that result from the implementation of our core business areas such as:

- Production of greenhouse gases through the consumption of energy (lighting, heating, cooling, transport).
- Consumption of non-renewable resources such as water (personal cleaning, washing, professional cleaning).
- The production and disposal of waste which contributes to landfill (general office waste, clinical waste, food waste).



Our Sustainability Achievements 2011-2015

Leadership	
	<ul style="list-style-type: none"> • Commenced Public Reporting of Environmental Sustainability Performance published on SVHM Internet site • Environmental Sustainability Committee expanded membership to the Environmental Sustainability Committee with continued bi monthly meeting driving environmental initiatives, and reviewing data • Commenced establishment of green teams across the larger waste generator units
Electricity	
	<ul style="list-style-type: none"> • LED lighting program introduced in 2012 with 1000 Florescent globes replaced with LED globes reducing energy consumption without loss of performance • Installation of variable speed drives on electric motors to reduce energy consumption • Installation of carbon monoxide detection in the St Vincent's basement car park to control exhaust output has reduced energy consumption by 85% • The chillers in the Medical Centre building replaced expecting energy savings with better coefficient of performance than the previous equipment • Chiller upgrade in the Clinical Sciences building expected to run more efficiently • Installation of LCD TV's in patient care areas has become a successful achievement for reduction in electricity costs
Water	
	<ul style="list-style-type: none"> • Garden sprinkler system at Caritas Christi has been connected to rain water tanks • Dual flush toilet cisterns installed to all renovated sites, and progressive rollout program commenced across older buildings • Low water flow aerators have been installed in taps and showers throughout the buildings as a water reduction initiative in conjunction with City West Water • 55 Victoria Pde water cooled chiller was replaced with a more efficient air cooler chiller, reducing water consumption • Environmental Services have commenced the rollout of a microfiber cleaning system reducing the consumption of portable water and chemicals
Waste	
	<ul style="list-style-type: none"> • Implemented a single waste provider contract creating cost savings, expansion of recycling systems, and standardisation of waste data reporting • Purchased a fully commingle compactor, reducing recycling costs, increasing recycling streams whilst reducing carbon emissions from transport impacts • Introduced use of biodegradable waste bags across all sites • Introduced multiple new recycling streams including polystyrene, shrink wrap, pallets including over 25.4 tonnes of metal • Implemented a PVC recycling program • Introduced a new color coded bin system supported by new posters and stickers for all bins. • Introduced waste cards to enable staff to identify waste streams • Expanded waste audit program to include 2 audits per month • Negotiated with supplier – Baxter to take back all their own packaging boxes saving up to 10 tonnes of waste per annum • Implemented external recycling bins across campus • Negotiated with Café Service Provider Zouki to implement recycling coffee cups, packaging
Procurement and Transport	



- Expanded bicycle parking facilities across the campus (free undercover parking)
- Included consideration of Environmental Impacts in Capital Purchase review system and procurement systems
- Purchased additional hybrid vehicles – increasing the fleet of hybrid vehicles from 2 to 10
- Completed a review of GPS usage to identify opportunities to reduce the number of pool cars

Our Environmental Sustainability – Key Focus Areas

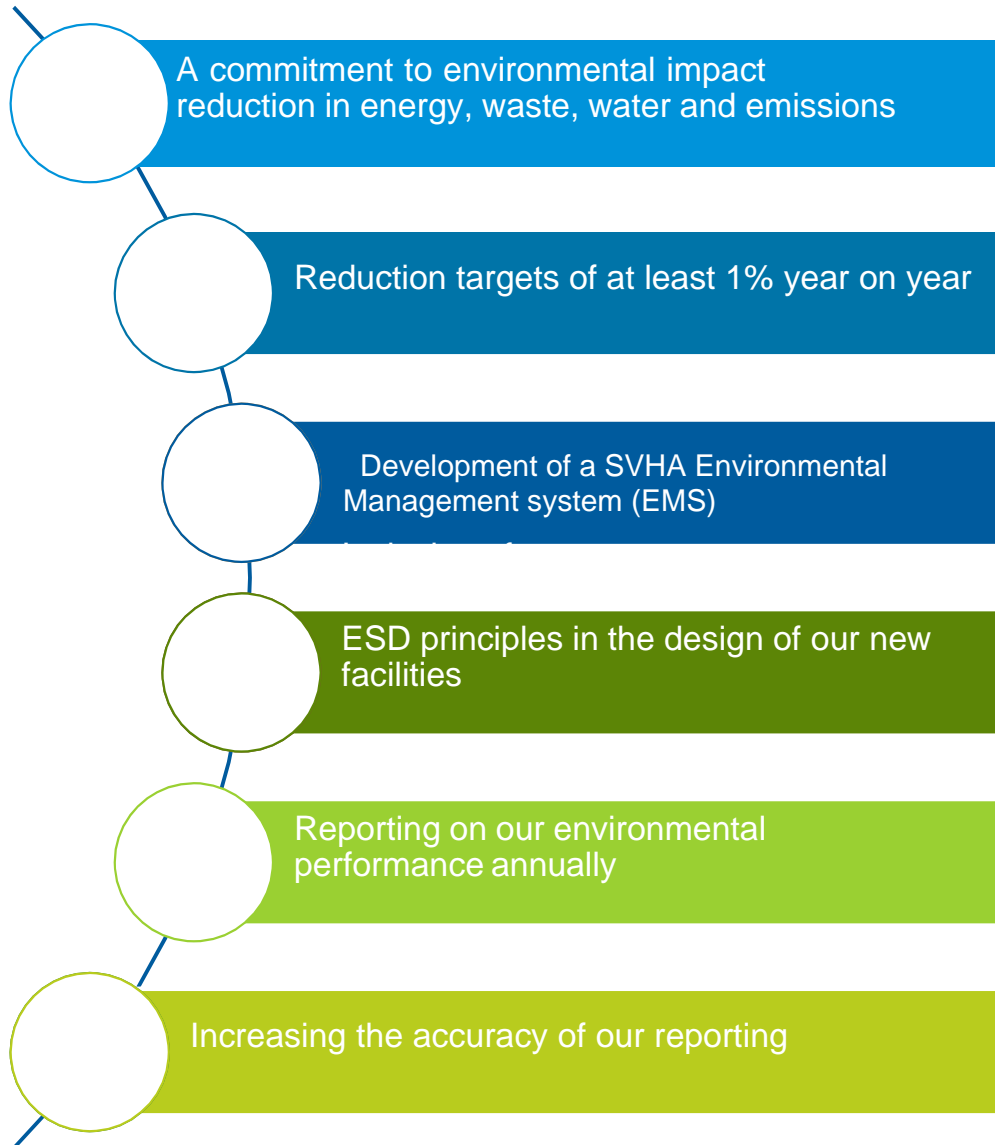
The 2015-2018 Environmental Sustainability Plan focuses around five priority areas as outlined below:

Environmental Sustainability Leadership	<p><i>Improve ES Leadership and culture across SVHM campus</i></p> <ul style="list-style-type: none"> • Evidenced by an increase in participation in SVHM Sustainability programs, hits to the intranet site and survey feedback
Energy and Green House Emissions	<p><i>Reduce Energy consumption by >1 % P.A</i></p> <ul style="list-style-type: none"> • Develop a better understanding of energy usage to increase efficiencies and reduce consumption • Ensure all new facilities and equipment are designed with consideration of energy efficiency
Water	<p><i>Reduce water consumption by >1 % P.A</i></p> <ul style="list-style-type: none"> • Develop a better understanding of water usage to increase efficiencies and reduce consumption • Ensure equipment and/or new facilities are designed with consideration of water efficiency • Look at opportunities for the installation of additional rainwater tanks • Benchmark Performance to identify areas of opportunity
Waste	<p><i>Reduce the volume of general & clinical waste by >1% P.A</i></p> <ul style="list-style-type: none"> • Evidenced by an increased participation in waste avoidance and recycling programs to improve overall waste diversion from landfill >34% by 2018 • Increase visual waste segregation compliance audits to improve segregation accuracy
Procurement	<p><i>To ensure environmental responsiveness is integral to the procurement process.</i></p> <ul style="list-style-type: none"> • Improve our procurement choices by considering the full life cycle of a product from manufacturing to disposal • Work in partnership with key suppliers to increase the number of SVHM suppliers who practice Environmental Sustainability
Transport and Travel	<p><i>Reduce the greenhouse gas emissions associated with transport and fleet vehicles.</i></p> <ul style="list-style-type: none"> • Reduce the number of fleet vehicles by 3%

Our Environmental Policy

The SVHM Environmental Guidelines reviewed in 2015 support the SVHA Environmental policy endorsed by the SVHA Board in August 2012. The policy brings together the various policy platforms that existed under each of the regions into one policy. The policy provides the organisation with a clear statement as to our objectives, targets and requirements in managing the environment. The policy will be reviewed in 2015 to ensure alignment with future business objectives.

The main facets of the policy include:



Our Current Environmental Footprint

As a major health care providers SVHM have a significant environmental footprint. The following is an indication of our levels of impact across energy, waste and water for the whole organization on a per patient bed day level.

The data below represents our performance to date and provides the baseline (2014-2015) from which the performance of the 2015-2018 Environmental Sustainability plan data will be measured each financial year.

Energy Consumption

Total energy consumption by energy type (GJ)	2011-12	2012-13	2013-14	2014-15	Target
Electricity (GJ)	106,330	104,962	107,579	108,616	>1%
Natural Gas (GJ)	33,421	32,972	32,828	32,595	>1%
Steam (GJ)	142,683	138,557	131,277	100,276	>1%
Total	282,433	276,491	271,684	241,487	>1%
Normalised energy consumption	2011-12	2012-13	2013-14	2014-15	Target
Energy Usage m2	1.88	1.83	1.77	1.57	>1%
Energy Usage OBD	1.13	1.11	1.10	0.98	>1%
Energy Usage Separation	5.79	5.41	5.05	4.46	>1%

Carbon Emissions

Total carbon emissions	2011-12	2012-13	2013-14	2014-15	Target
Scope 1	36,637	36,115	36,724	Due Sept.	>1%
Total	36,637	36,115	36,724	Due Sept.	>1%
Normalised carbon emissions	2011-12	2012-13	2013-14	2014-15	Target
Carbon CO2e/m2	244	239	241	Due Sept	>1%
Carbon CO2e/OBD	147	145	179	Due Sept	>1%
Carbon CO2e/Separation	750	706	605	Due Sept	>1%

Water Consumption

Total water consumption by type (kL)	2011-12	2012-13	2013-14	2014-15	Target
Water consumption	176,918	174,418	192,008	184,242	
Total	176,918	174,418	191,948	184,242	>1%
Normalised water consumption	2011-12	2012-13	2013-14	2014-15	%
Water Usage Kl/m2	1.18	1.23	1.23	1.40	>1%
Water Usage Kl/OBD	0.71	0.70	0.92	0.75	>1%
Water Usage Kl/Separation	3.62	3.41	3.10	3.40	>1%

Waste Generation

Total waste generation by type (Tonnes)	2011-12	2012-13	2013-14	2014-15	Target
Recycling (tonnage)	424	411	351	351	>1%
Clinical Waste (tonnage)	258	260	259	253	>1%
General Waste (tonnage)	771	828	758	772	>1%
Total	1,453	1,499	1,368	1,377	
Normalised waste generation	2011-12	2012-13	2013-14	2014-15	Target
% of Waste generated recycled	35	33	31	31	
Total Combined Waste	1453	1499	1368	1377	
Waste/OBD (kg)	5.82	6.02	5.55	5.59	

Factors influencing environmental impacts

	2011-12	2012-13	2013-14	2014-15
Floor area (m2)	150,228	151,101	153,153	153,153
Separations	48,820	51,142	53,800	54,187
OBD-Inpatients	218,151	217,030	214,534	216,401
OBD-Aged Care	31,522	31,919	31,852	29,938

SVHM Sustainability Action Plan 2015-2018

	Strategies Measures/KPI's	Action/Activities	Person Responsible	By When	Progress	Measure of Success
Objective 1: Improve Sustainability Leadership & Culture across SVHM Campus						
LEADERSHIP	1.1 SVHM Environmental Sustainability Framework implemented.	<ul style="list-style-type: none"> Environmental Sustainability strategy and plan approved by CEO & Executive. 	ES Committee	June 2015		<ul style="list-style-type: none"> Strategy approved and available to staff
		<ul style="list-style-type: none"> Confirm Environmental Sustainability Budget and priority projects. 	ES Committee			<ul style="list-style-type: none"> No. of Sustainability projects funded.
		<ul style="list-style-type: none"> Develop strategies to obtain maximize external funding or shared cost structures to maximize sustainability project delivery 	ES Committee	Ongoing		<ul style="list-style-type: none"> No. of Sustainability projects funded.
		<ul style="list-style-type: none"> Ensure all legislated and public reporting is completed in line with established time frames 	ES Committee	Ongoing		<ul style="list-style-type: none"> Reporting time frames met
		<ul style="list-style-type: none"> Ensure timely and accurate collection and recording Environmental Sustainability data. Develop an ES scorecard to enable review of progress to targets 	EVS Manager	July 2015	Update targets annually June	<ul style="list-style-type: none"> Scorecard in place with - data collection accurate and timely
	1.2 Develop a <u>communication strategy</u> to enhance commitment to sustainability across the campus	<ul style="list-style-type: none"> Include articles in SVHM Font highlighting recent achievements activities 	Communications	Ongoing		<ul style="list-style-type: none"> Number of articles
		<ul style="list-style-type: none"> Presentation on Environmental Sustainability goals and achievements at hospital forum 	ESC Chairperson	Bi-annually		<ul style="list-style-type: none"> Enquiries to ES committee
		<ul style="list-style-type: none"> Sustainability intranet site continually updated to represent achievements, projects, events and news items 	EVS Manager	Ongoing		<ul style="list-style-type: none"> No of hits to site
		<ul style="list-style-type: none"> Create an awards system for the most effective environmental initiatives 	ES Committee	2016		<ul style="list-style-type: none"> Number of initiatives submitted in 12 months
	1.3 Conduct environmental awareness events.	<ul style="list-style-type: none"> Promote environmental achievements at internal and external events 	ES Committee	Ongoing		<ul style="list-style-type: none"> No of events/ no of staff attending
		<ul style="list-style-type: none"> Develop a Photo Essay on Environmental Sustainability at SVHM 	ES Committee /Communication	2016		<ul style="list-style-type: none"> Evidenced by Photo essay on Facebook
		<ul style="list-style-type: none"> Support a community awareness program eg "lights out" campaign or Clean Up Australia 	ES Committee	Ongoing		<ul style="list-style-type: none"> No of staff participating in the awareness campaign
	1.4 Expand the network of Green Leaders across the campus.	<ul style="list-style-type: none"> Expand the green leader program including training and quarterly meeting program. 	ES Committee	2015-18		<ul style="list-style-type: none"> No. of additional registered green leaders per annum

	Strategies Measures/KPI's	Action/Activities	Person Responsible	By When	Progress	Measure of Success
Objective 2: Reduce Greenhouse Gas Emissions						
GHG EMISSIONS	2.1 Determine the carbon footprint of SVHM	<ul style="list-style-type: none"> Following the purchase by SVHA of software to measure carbon emissions, establish local experts and monitor and report emissions 	FEM	2016		<ul style="list-style-type: none"> Baseline data report includes Green House Gas Emissions and reduction targets
Objective 3: Reduce Energy consumption by < 1% per annum						
ENERGY	3.1 Identify and implement energy reduction opportunities where funded	<ul style="list-style-type: none"> Continue LED replacement program across SVHM Investigate the feasibility of solar hot water on residential facilities to reduce electricity Investigate feasibility of PV Cells (Solar Panels) at Caritas Christi to reduce energy consumption Energy optimization plan for IPS Building funded by SVHA 	E&I	Ongoing		
	3.2 New or refurbished facilities are designed with energy efficiency options	<ul style="list-style-type: none"> Ensure design consultants provide energy efficient criteria to support all projects 	E&I	ongoing		
	3.3 Educate staff and contractors on reducing energy usage.	<ul style="list-style-type: none"> Continue lights out campaigns across SVHM. Awareness campaigns, articles in The Font & SVHM Intranet 	E&I	Ongoing		<ul style="list-style-type: none"> Relevant Staff involvement
	3.4 Ensure new equipment is energy efficient	<ul style="list-style-type: none"> Work with Procurement to endeavor to ensure energy efficient options are considered when purchasing/ replacing equipment. 	E&I	Ongoing		
Objective 4: Reduce Water consumption by < 1% per annum						
WATER	4.1 Understand the water usage patterns around the campus	<ul style="list-style-type: none"> Map water usage on a quarterly basis Monitor areas /departments of heavy usage and identify options to improve 	E&I Sustainable Committee			
	4.2 Review water capture and reuse systems	<ul style="list-style-type: none"> Investigate the feasibility of installing water tanks at SGH to water gardens Increase storm water capturing capacity by adding additional captures to further existing buildings 	E&I	2016		<ul style="list-style-type: none"> Funding available and water tanks installed.
	4.3 Reduce water usage in patient areas	<ul style="list-style-type: none"> Installation of dual flush toilets in patient areas (Stage 1) 	E&I	2018		<ul style="list-style-type: none"> Reduced water meter readings Replacement of approx. 20 toilet pans & cisterns

	Strategies Measures/KPI's	Action/Activities	Person Responsible	By When	Progress	Measure of Success
Objective 5: Reduce waste by further <1% per annum increase % of waste recycled by < 1% per annum						
WASTE	5.1 Monitor and track waste volumes to identify major generators and waste reduction opportunities	<ul style="list-style-type: none"> Explore the feasibility of purchasing a waste weighing and tracking systems. Develop cost benefit submission for executive approval 	EVS Manager	Dec 2016	Pending approval from Capital Committee	<ul style="list-style-type: none"> More extensive waste segregation analysis.
		<ul style="list-style-type: none"> Target waste reduction programs for top 3 waste generators. <ul style="list-style-type: none"> -Theatre -Pathology -research facilities 	EVS Team Theatre Man Pathology Man	Dec 2015 Feb 2016 Jun 2016		<ul style="list-style-type: none"> Increased waste diversion Reduction in hazardous chemicals
	5.2 Review opportunities to reduce waste & costs and improve diversion rates	<ul style="list-style-type: none"> Undertake waste stream benchmarking against similar waste generators at other hospitals. (eg theatre to theatre) to identify opportunities to reduce waste or improve practice 	EVS Manager	ongoing	SVHM part of Green Round Table- (Metro Hospitals)	<ul style="list-style-type: none"> Waste diversion targets and rates increased.
		<ul style="list-style-type: none"> Investigate the feasibility if implementing water bottle refill stations to reduce (avoid) the large volume of plastic water bottles to be recycled, 	EVS Team	Jun2016		
		<ul style="list-style-type: none"> Investigate the financial feasibility of diverting organic waste. Pending review of current and new systems due to installed 2016 	Food Services Manager	Jun2016		
	5.3 Maximize recycling opportunities to improve diversion rates	<ul style="list-style-type: none"> Work with External Food sites (Zouki/ Red Engine) to implement table recycling and encourage and improvement in the utilization of recyclable products eg cups, knife, forks 	EVS Manager	March 2016		<ul style="list-style-type: none"> Recycling tonnage increase. Reduction in purchase of garbage bags
		<ul style="list-style-type: none"> Explore feasibility in food services of implementing commingle recycling from patient tray 	Food Services Man	March 2016		<ul style="list-style-type: none"> Increased recycling
		<ul style="list-style-type: none"> Complete education and installation of external public area commingle bins. 	EVS Manager	Sept 2015		<ul style="list-style-type: none"> Increase recycling No. bins installed
		<ul style="list-style-type: none"> Continue to develop opportunities to reuse furniture and equipment. 	EVS team	ongoing		<ul style="list-style-type: none"> Internal Furniture reuse program available on intranet site
	5.4 Monitor legislative compliance	<ul style="list-style-type: none"> Conduct audits to monitor compliance to waste management legislation/standards and identify diversion opportunities and costs savings 	EVS Manager EVS Manager	Ongoing 2016		<ul style="list-style-type: none"> Clinical waste audit annually Visual waste audit program 2x monthly
		<ul style="list-style-type: none"> Extend waste audit program to Caritas Christi and St. Georges 				

	Strategies Measures/KPI's	Action/Activities	Person Responsible	By When	Progress	Measure of Success
Objective 6: Increase expenditure on green products by < 1%P.A & reduce packaging waste >1% P.A						
PROCUREMENT	6.1 Develop and promote environmental considerations into procurement decisions for goods and services.	<ul style="list-style-type: none"> Review current effectiveness of the SVHA procurement policy to support consideration of sustainability principles 	Procurement & Logistics Manager	Dec 2016		<ul style="list-style-type: none"> Review product purchasing patterns for Environmental sustainability considerations
		<ul style="list-style-type: none"> Review the opportunity to form agreements with suppliers to include environmental sustainability clauses addressing: <ul style="list-style-type: none"> minimization of packaging recycled and recycling content green manufacturing processes Investigate the opportunity to remove items or change items in theatre packs to reduce waste and increase products that can be recycled Investigate the opportunity to increase % of spend on green purchasing 	Procurement & Logistics team	Ongoing		<ul style="list-style-type: none"> Increase in the number of supplier agreements that includes sustainability clauses.
		<ul style="list-style-type: none"> Investigate the opportunity to increase % of spend on green purchasing 	Procurement & Logistics			
	6.2 Reduce consumption	<ul style="list-style-type: none"> Target specific product groups, e.g. paper, gloves, garbage bags, and linen to promote "consumption reduction" by a change in usage practices. Establish baseline usage figures for the identified product groups. 	ES Committee Procurement & Logistics	Ongoing		<ul style="list-style-type: none"> Decreased usage of identified product groups.
Objective 7: Reduce our GHG emission associated with our Transport and Travel by < 1% P.A						
TRANSPORT & TRAVEL	7.1 Develop an understanding of the transport and travel environmental footprint of SVHM.	<ul style="list-style-type: none"> SVHM Fleet Management Contractor to provide monthly reports relating to petrol consumption, kilometres travelled CO2 emission levels of SVHM vehicle fleet. Develop baseline data on travel and transport. 	Procurement & Logistics Manager	Ongoing	Working with Fleet Management Contractor to establish baseline data	<ul style="list-style-type: none"> Baseline data established including monthly collation of data displayed on the 'Sustainability @STV' site.
	7.2 Establish reduction targets to reduce the environmental foot print of SVHM transport and travel choices.	<ul style="list-style-type: none"> Establish vehicle CO2 emission reduction targets. Investigate the feasibility of reducing the car fleet , through the removal of unused vehicles and the establishment of a car pool software to enable more efficient use of fleet Consider the purchase of additional hybrid vehicles when replacing fleet vehicles. Provide information to staff on fuel efficient driving. 	Procurement & Logistics Manager	June 2017		<ul style="list-style-type: none"> Reduced vehicle CO2 emission related to the procurement of fuel efficient vehicles. No. of hybrid vehicles purchased No. of fleet vehicles reduced

Monitoring, review and continuous improvement

The effectiveness of the plan will be monitored by tracking the following through an Environmental Sustainability Scorecard.

Monitoring schedule

What	How	How often	Records	Who
Energy use	Retailer invoices	Monthly	Reports from invoices	Facilities & Infrastructure
Water use	Retailer invoices	Monthly	Reports from invoices	Facilities & Infrastructure
Gas consumption	Retailer invoices	Monthly/Bi Monthly	Reports from invoices	Facilities & Infrastructure
Fuel use	Monthly bills	Monthly	Spreadsheet	Fleet Coordinator
Green purchasing	Recorded through purchase order forms	Monthly	Spreadsheet showing % of total purchase	Procurement
General Waste	Contractor data	6 Monthly	Spreadsheet showing weighed waste & recycling	Environmental Services
Clinical waste	Contractor data	Monthly	Invoice/report from contractor	Environmental Services
Recycling	Contractor data	Monthly	Invoice/report from contractor	Environmental Services
Commuter styles	Travel survey	Annually in April	Travel survey reports	Environment Coordinator

Review and Progress Reporting

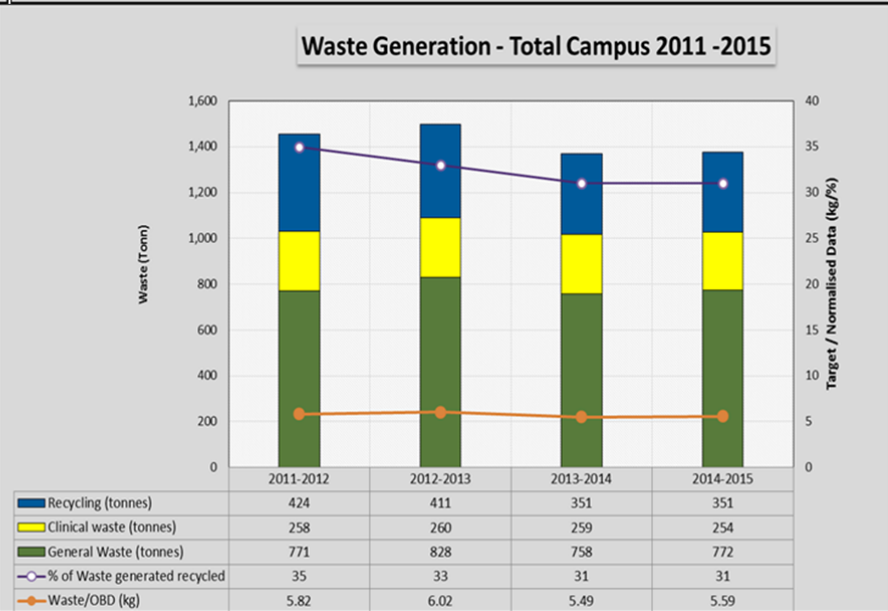
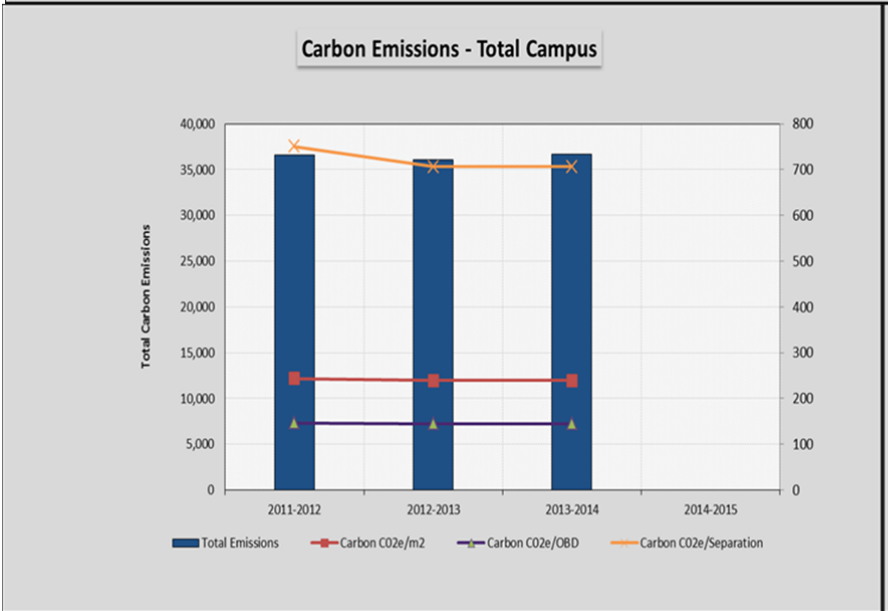
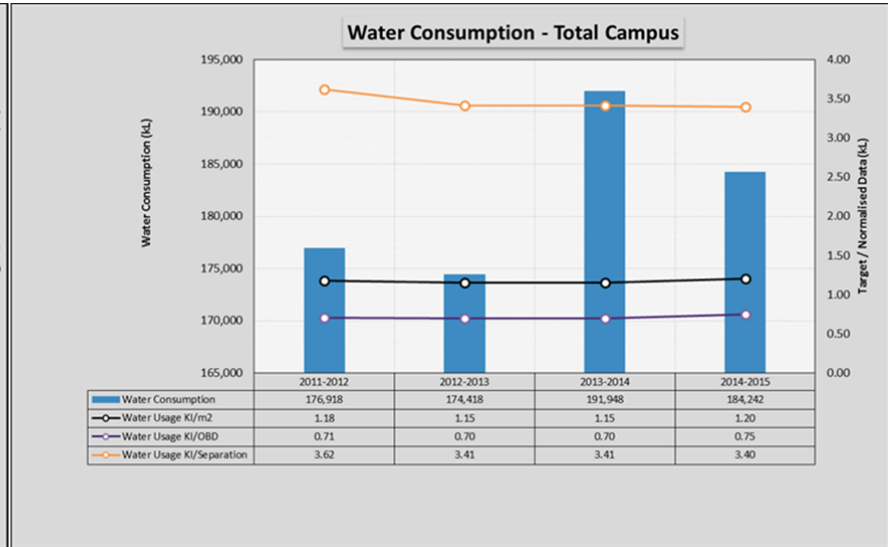
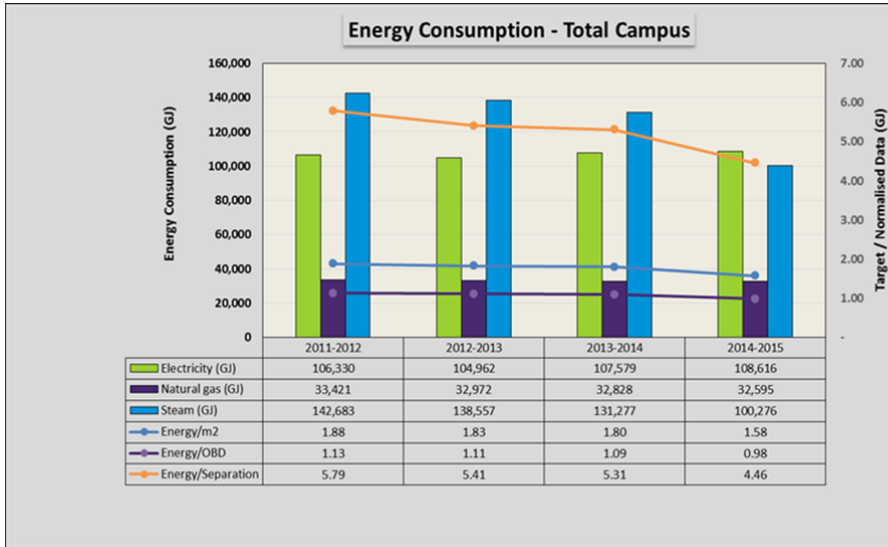
- The progress of the Environmental Sustainability Strategy will be reviewed by the Environmental Sustainability Committee bi-monthly. An environmental progress report will be included in quarterly management meetings.
- Strategy to be reviewed annually. Performance progress and key achievements to be reported publicly through annual report on the SVHM website
- The Environmental Sustainability Plan is reviewed annually.

The Future

This Environmental Sustainability Strategy demonstrates SVHM's organizational wide commitment to reducing the adverse environmental impacts associated with the day to day operations and activities.



Sustainability Report – Total Campus



Sustainability Report – Total Campus

Data received from SVHM fleet data.

