

Environmental Sustainability Strategy

2022 – 2025



Hospitality | Compassion | Respect | Justice | Excellence



ST JOHN OF GOD
Health Care

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1. Message from the Group Chief Executive Officer – Dr Shane Kelly

St John of God Health Care

We are a not-for-profit organisation and our care offers hospitality, hope and healing in our hospital, home nursing, disability and outreach services in three Australian states and New Zealand.

St John of God Health Care (SJGHC) was established more than 30 years ago by the Sisters of St John of God, who had been providing health care and community services since the late 19th Century in Australia and beyond.

St John of God Health Care is a not-for-profit private health care group and a ministry of the Catholic Church.

The organisation employs more than 14,000 caregivers and operates 24 facilities including more than 3,400 hospital beds.

We provide holistic care in line with our Vision to be recognised for care that provides healing, hope and a greater sense of dignity, especially to those most in need.

We have an absolute and ongoing commitment to deliver safe, high quality services, and this is provided in partnerships with key stakeholders in the communities where we serve.

We have set ourselves the strategic intent “To be the best performing health care organisation in Australia by 2025” and that requires of us to be environmentally sustainable so the health and well-being of our communities is improved.

Why environmental sustainability is important

As a Catholic health care provider, St John of God Health Care has an enduring responsibility to demonstrate strong resources stewardship, including in relation to environmental resources and our impact on the environment.

In delivering services, the health care sector and hospitals in particular have measurable impacts on the environment. Hospital facilities use substantial amounts of energy and water, and also generate significant volumes of waste. Hospitals are also responsible for the procurement of goods and services that contribute to these impacts. Based on government data, the health care sector is directly responsible for approximately seven per cent of Australia’s total carbon footprint.

Source: <https://www.thelancet.com/journals/lanplh/article/PIIS2542-51961730180-8/fulltext>

We also recognise the clear link between environmental health and people’s health (Figure 4). The effects of climate change have clear consequences for health care. Recently the Australian Medical Association (AMA) has formally recognised climate change as a health emergency and has called on the Federal Government to take specific and urgent steps to address it. The AMA Federal Council declared that climate change is real and will have the earliest and most severe health consequences on vulnerable populations around the world, including in Australia and the Pacific region.

Source: <https://ama.com.au/ausmed/climate-change-health-emergency>

Our responsibility as a health care leader includes addressing environmental and climate change impacts. Australia's 2030 climate change target and Paris Agreement commitments are to reduce emissions to 26–28 per cent of 2005 levels by 2030. Source: <https://www.industry.gov.au/strategies-for-the-future/australias-climate-change-strategies/international-climate-change-commitments>.

This document demonstrates the strong commitment from Trustees, Board and caregivers, and is a call to action. It outlines our environmental sustainability strategy and roadmap to achieve our objectives.

2. Introduction

i. Background and context

This document outlines *St John of God Health Care Environmental Sustainability Strategy 2022-2025* and the roadmap towards achieving its objectives across four key strategy areas. Quantitative and qualitative data will be used to monitor progress and will be supported by a governance framework enabling implementation of initiatives, continuous review and evaluation against the four key strategy areas.

Human health is deeply connected to the health of the earth so it is vitally important that the health care sector play its part in contributing to a healthier and more sustainable planet.

As a ministry of the Catholic Church, St John of God Health Care is committed to strong environmental stewardship. In 2015 Pope Francis released an encyclical called *Laudato Si'* ("Praise Be"). In this encyclical Pope Francis stresses that:

- *Each community can take from the bounty of the earth whatever it needs for subsistence, but it also has the duty to protect the earth and to ensure its fruitfulness for coming generations.* (s.67)
- *Climate change is a global problem with serious implications, environmental, social, economic, political, and for the distribution of goods; it represents one of the principal challenges facing humanity in our day.* (s.25)

Source: Encyclical Letter *Laudato Si'* of the Holy Father Pope Francis on *Care for Our Common Home*, http://www.vatican.va/content/francesco/en/encyclicals/documents/papa-francesco_20150524_enciclica-laudato-si.html



“Human health is deeply connected to the health of the earth so it is vitally important that the health care sector play its part in contributing to a healthier planet.”

The messages and commitment from the Catholic Church over previous generations have been consistent when it comes to looking after the earth. In 1971 Pope Paul VI said:

- *Man is suddenly becoming aware that by an ill-considered exploitation of nature he risks destroying it and thus creating an environment for tomorrow which may well be intolerable.(s.21)*

Source: *Octogesima Adveniens* Apostolic Letter of Pope Paul VI, http://www.vatican.va/content/paul-vi/en/apost_letters/documents/hf_p-vi_apl_19710514_octogesima-adveniens.html

These imperatives are reflected in many of our own St John of God Health Care documents including in *Our Vision*, which states as part of Excellence in Governance and Management that ‘environmental responsibilities are taken seriously’:

Care of the environment is also reinforced as a key focus within our Corporate Citizenship model, expressly identified as ‘environmental stewardship’.

- *We exercise care and good stewardship in our use of the Earth’s resources and protection of the environment. We will achieve:*
 - *environmental leadership*
 - *legal compliance*
 - *risk management*
 - *waste and energy use minimisation*
 - *benchmarking and sharing best practice.*

Source: Corporate Citizenship: <https://www.sjog.org.au/about-us/governance-and-stewardship/corporate-citizenship>

This *Strategy* considers the latest environmental findings that specifically relate to the health care sector in Australia and has been developed in consultation with caregivers and key stakeholders.

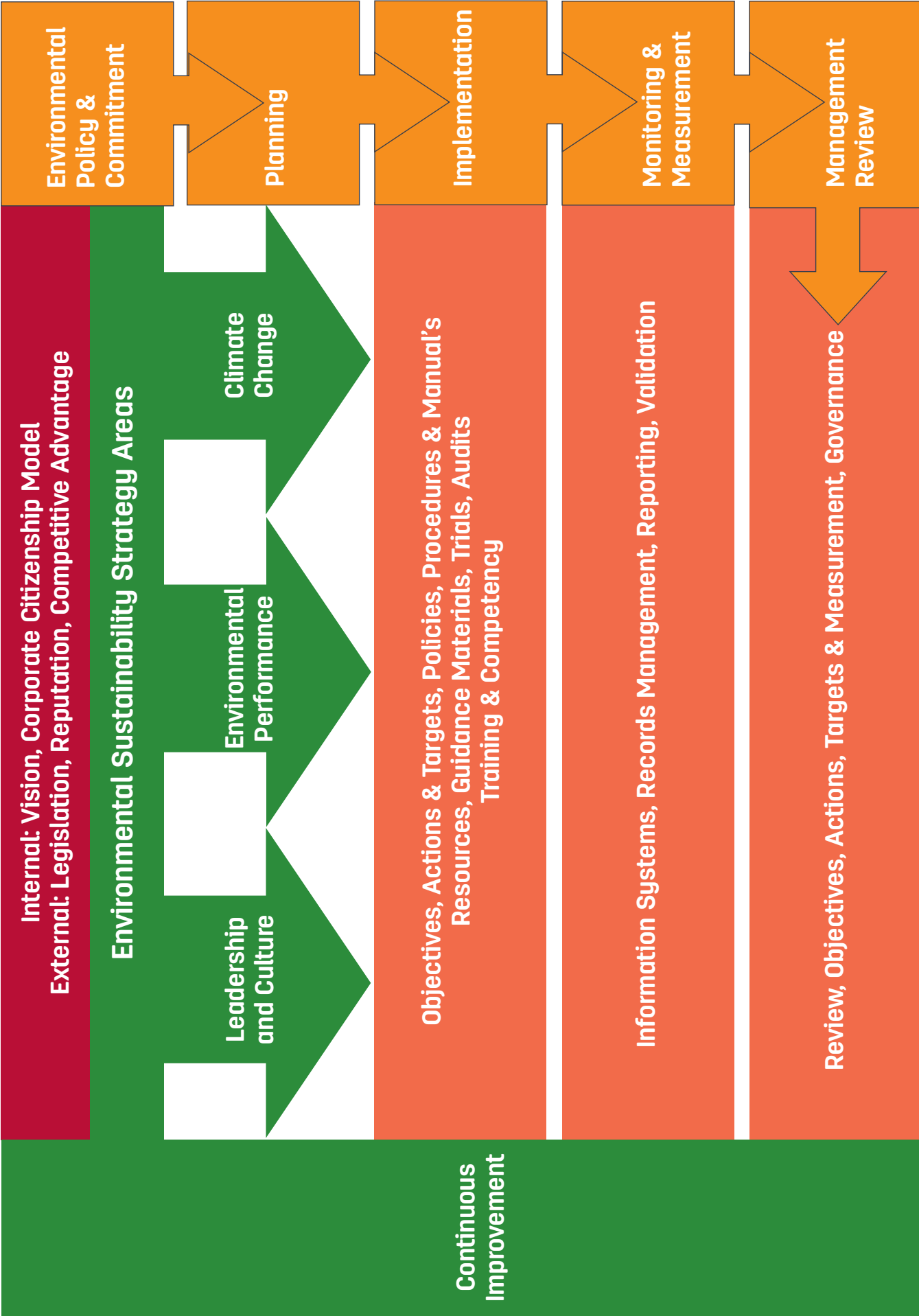
ii. Environmental Management Model

Our Environmental Management Model (the Model) identifies the core elements required (Figure 1.) to achieve our objectives. The Model provides the organisation with an integrated whole of organisation approach to managing our environmental impact and to ultimately achieve our identified objectives. It helps to identify which elements can be common across the organisation for consistency, but allows for each part of our organisation to tailor the content to meet their local needs.

A similar Model initially established the framework for the *Group Environmental Sustainability Strategy 2011- 2015*. This Model has been reviewed and amended for the *2022-2025 Strategy* to ensure that we target the relevant strategy areas that require strengthening and/or where the biggest impact can be made to achieve our objectives.

A key part of this model is the requirement to monitor progress and continuously review objectives, update actions and reconfirm targets at regular intervals. Having the ability to accurately monitor progress against our goals and having the flexibility to revisit and amend objectives, actions and targets where necessary and in line with progress will drive our objective of continuous improvement.

Figure 1. The Environment Management Model



iii. Environmental performance

As one of Australia’s largest Catholic health care providers with more than 15,000 caregivers, 24 facilities, 3,400 hospital beds, disability services and social outreach programs the organisation has a significant environmental footprint.

The environmental performance KPIs used at St John of God Health Care for energy and water consumption and waste generation across the organisation are currently measured on a per bed day and per square metre basis. Table 1 provides the environmental performance for the 2019-20 financial year.

Table 1. St John of God Health Care Environmental Performance 2019-20

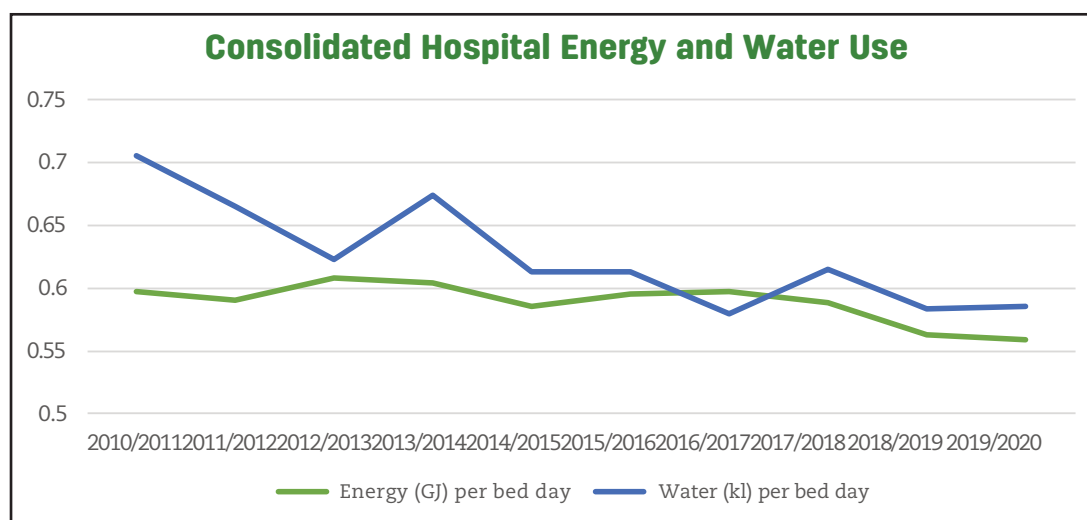
Measure	Energy Consumption (GJ)	CO ² Produced (T)	Water consumption (kL)	Waste to landfill (T)
Total	544,574	74,705	573,391	>3000
Per bed day*	0.585	0.081	0.604	TBD
Per square* meter	1.522	0.211	1.570	TBD

*Hospital facility conversion

Over the last 10 years we have seen consistent reductions in our utilities utilisation as outlined in Figure 2 below and in Table 2:

- 5.5 per cent reduction in energy (GJ) consumption per bed day from 2010-11/2019-20
- 18.5 per cent reduction in water (kl) consumption per bed day from 2010-11/2019-20

Figure 2. Environmental Performance 2010-2020



iv. Environmental sustainability achievements 2010-2020

There has been significant Environmental Sustainability achievements for the organisation over the previous 10 years (Table 2). The achievements have been mainly driven by initiatives and activities associated from the inaugural *Group Environmental Sustainability Strategy 2011- 2015*. In many cases these activities and initiatives have become embedded throughout St John of God Health Care and are now seen as business as usual.

Table 2. Environmental sustainability achievements 2010-2020

Strategy Areas	Achievements
1. Foster an environmentally aware workplace culture	<ul style="list-style-type: none"> ● Formation Sessions <ul style="list-style-type: none"> – Environmental Sustainability Presentations regularly delivered to internal stakeholders ● Workplace Promotions <ul style="list-style-type: none"> – Calendar of external environmental events promoted to caregivers ● Establishment of Environmental Committees and representation from all parts of the organisation ● Raising awareness <ul style="list-style-type: none"> – Ongoing communications through EnviroNews, screensavers, posters and Cora content
2. Strengthen management in Environmental Target Areas	<ul style="list-style-type: none"> ● Utilities Management <ul style="list-style-type: none"> – Level two energy audits for hospitals completed – Utilities Management Action Plan developed for four hospitals / services – Organisation wide LED Lighting Upgrade resulted in: <ul style="list-style-type: none"> • 39,666 light fittings replaced with efficient LEDs • Electricity reduced by 3,500,077 kWh p/a • CO₂ Emission reductions of 3,371 tonnes p/a – Solar PV system installed at Geelong Hospital in 2019 resulted: <ul style="list-style-type: none"> • 96.1 kW system with 310 panels produces approximately 126,979 kWh p/a reducing CO₂ emissions by 136 tonnes. Total cost was \$116,430. ● Fleet Review <ul style="list-style-type: none"> – St John of God Health Care Green Vehicle Guide developed ● Waste Management and Recycling <ul style="list-style-type: none"> – Participating in the PVC Recycling in hospitals program – Reviewed recycling practices across the organisation and shared learnings ● Construction and Renovation <ul style="list-style-type: none"> – Introduced the Green Star Rating system ● In 2011 St John of God Health Care started to report energy and CO₂ emissions under the National Greenhouse and Energy Reporting (NGER) scheme, established by the <i>National Greenhouse and Energy Reporting Act 2007</i> (NGER Act). Compliance obligations also met regarding the National Pollutant Inventory reporting. ● Supply chain management <ul style="list-style-type: none"> – Modified the reference to environmentally preferred purchasing in the “requesting, purchasing and contracting for goods and services manual”
3. Ensure appropriate resourcing	<ul style="list-style-type: none"> ● <i>Environmental Funding Program</i> <ul style="list-style-type: none"> – Environmental Funding approved for \$3.7m from 2012-2018 dedicated to the Energy Efficient Lighting Replacement Project
4. Improve measuring, monitoring and evaluation of environmental performance	<ul style="list-style-type: none"> ● Enhance current Information Systems <ul style="list-style-type: none"> – Quarterly Divisional Energy and Water KPI reports implemented as BAU – Waste data being captured in Envizi ● Support a Continuous Improvement approach <ul style="list-style-type: none"> – Shared database established in Compass of resources / materials

3. The St John of God Health Care Environmental Sustainability Strategy (ESS) 2022-2025

St John of God Health Care has continued to improve environmental performance through targeted resourcing and funding commitments driven by the *Group Environmental Sustainability Strategy 2011-2015*. The *2011-2015 Strategy* and the Environmental Management Model (the Model) have worked towards embedding environmental sustainability practices within the organisation as it strives to achieve its environmental objectives.

The development of the *Environmental Sustainability Strategy 2022-2025* uses the previous strategy as a platform to build upon. This *Strategy* identifies four core strategic areas that address St John of God Health Care environmental objectives and elements within the Model that require strengthening or implementation where the biggest impact can be made.

The four core strategic areas are:

1. Leadership and Culture



Provide leadership that promotes an environmentally aware culture.

2. Environmental Performance



Improve performance against environmental target areas.

3. Climate Change



Identify climate change impacts to health services and assets.

4. Continuous Improvement



Demonstrate continuous improvement through measuring, monitoring, reporting and evaluation of environmental performance.

i. Strategic Area 1. Leadership and Culture

Objective: Provide leadership that promotes an environmentally aware culture



St John of God Health Care recognises that the key to embedding a successful environmental sustainability culture is to proactively engage our caregivers by demonstrating leadership and improving the awareness of the connection between Church teachings, living ecosystems and the environment. This will involve providing caregivers with information on Christian understandings around ecology, how this is interpreted in the approach to environmental management at St John of God Health Care, encouragement to take action, and increasing their understanding of the importance of reducing our environmental impact both in the workplace and the broader community. It is important to note that caregivers are already very motivated when it comes to care for the environment.

Environmental sustainability is the responsibility of each and every caregiver and we need to engage with them in improving the organisation’s environmental performance. We need caregivers to remain active and willing participants in reducing energy use, recycling initiatives, water conservation, travel smart campaigns and sustainable purchasing decisions. To assist with this, awareness initiatives will be implemented to increase caregiver knowledge about their environmental impact and responsibilities. This is a significant piece of ongoing work and has already been successfully implemented at several sites where Environmental Committees are in place and there is a high level of engagement. To achieve continuous improvement and the stated objective the following activities need to take place:

1. Leadership and Culture			Objective: Provide leadership that promotes an environmentally aware culture
Strategic area	Action	Task	Target / Measure
1.1 Raising Awareness – across hospitals and other services	1.1.1 Formation sessions 1.1.2 Induction program 1.1.3 Awareness program	1.1.1 Deliver formation sessions with Mission support 1.1.2 Develop and implement an induction and essential training program for caregivers 1.1.3 Deliver scheduled activities (presentations, workshops meetings)	1.1.1 Formation sessions delivered annually for each Hospital / Service 1.1.2 Induction plan is part of caregiver on-boarding 1.1.3 List delivered activities (presentations, workshops, meetings)
1.2 Workplace promotions	1.2.1 Event sponsorship 1.2.2 Communications	1.2.1 Identify and deliver environmental sustainability advocacy activities and events 1.2.2 Develop communications plan and content for internal and external use (annual report, intranet, hospital specific collateral)	1.2.1 Two ES events held annually and quarterly publications released 1.2.2 Annual report and intranet presence increased
1.3 Environmental committees	1.3.1 Group Environmental Management Network (GEMN) 1.3.2 Hospital environmental committees	1.3.1 Review and strengthen the Group Environmental Management Network 1.3.2 Ensure active Environmental Committees are in place for all hospitals and services	1.3.1 Ensure a dedicated caregiver is represented from each hospital / service and participation rates for meetings are above 75 per cent 1.3.2 Environmental Committees are in place for all sites that link into the GEMN representative
1.4 Environmental training	1.4.1 Targeted training	1.4.1 Develop environmental training material for targeted areas that improve environmental stewardship	1.4.1 Targeted training is delivered to identified caregivers

ii. Strategic Area 2. Environmental Performance

Objective: Improve performance against environmental target areas



St John of God Health Care has identified seven key environmental performance areas that will be focused on during the next five years to minimise the environmental impact of our activities.

In 2019 St John of God Health Care consumed 544,574 GJ of energy, emitted 74,705 t CO₂, used 573,391 kL of water and disposed of approximately 3,000 tonnes of general and clinical waste. Significant capital works and refurbishment activities continue to take place annually and the organisation has a fleet of approximately 200 vehicles. Ensuring St John of God Health Care minimises its pollution and continues to comply with environmental legislation will be monitored closely. 2019 has been chosen as the baseline year for measuring progress against targets in the *ESS* for two key reasons. Firstly, the 2019 calendar year was the last pre-pandemic operational year where occupancy and activity levels at St John of God Health Care facilities were not impacted by lockdowns and public health orders. 2019 also marked the first full year of operation of the expanded Berwick Hospital, there were no expansion developments occurring and we had completed our efficient lighting upgrade project.

Improving the organisation's waste management performance through KPI reporting, and the reduction of waste to landfill through avoidance, reuse and recycling initiatives will be a focus. Energy efficiency, renewable energy, water conservation and sustainable procurement initiatives will also be progressed. Working across the seven key areas outlined below will continue to improve environmental performance and is at the core of achieving our organisation's environmental objectives.

2. Environmental Performance			Objective: Improve performance against environmental target areas
Strategic area	Action	Task	Target / Measure
2.1 Energy and greenhouse gas emissions	2.1.1 Energy Efficiency (EE) 2.1.2 Renewable energy 2.1.3 Emission reduction targets 2.1.4 Compliance	2.1.1 Undertake an analysis of targeted EE opportunities through level 2 energy audits 2.1.2 Rooftop solar PV implemented organisation-wide where feasible 2.1.3 Develop strategy to achieve emissions reduction targets 2.1.4 Complete legislated reporting obligations - The National Greenhouse and Energy Reporting (NGER) scheme and National Pollutant Inventory (NPI)	2.1.1 EE opportunities identified and business cases developed for consideration. 2.1.2 Rooftop Solar PV opportunities identified and business cases developed for consideration and implementation. 2.1.3 Emission reduction target endorsed by Board, GCEO and stakeholders of: 1) A minimum of 50 per cent reduction of greenhouse gas emissions (per sqm and bed day) by 2030 using 2019/20 as a baseline 2) Net zero greenhouse gas emissions by 2050 2.1.4 Reporting obligations are submitted and compliance is met in designated time frame. New or amended legislation is identified and communicated

2. Environmental Performance			Objective: Improve performance against environmental target areas
Strategic Area	Action	Task	Target / Measure
2.2 Waste management and recycling	2.2.1 Waste minimisation 2.2.2 Recycling and resource recovery 2.2.3 Waste reduction targets	2.2.1 Hospital and service waste action plans to be developed. Conduct waste audits and assessments 2.2.2 Review all recycling and resource recovery programs. Engage with waste contractors and industry to optimise 2.2.3 Develop an organisation-wide waste minimisation strategy that outlines a roadmap to achieve waste reduction targets with links to procurement, emerging technology, behaviour change, contractors	2.2.1 Hospital and division waste action plans to be completed, implemented with reduction of waste to landfill and cost savings 2.2.2 Prepare recommendations for Hospitals to incorporate improvement opportunities 2.2.3 Reduction in waste to landfill volume with the target level of reduction aligned with National and industry standards to be approved by the GCEO and endorsed by the Board and reviewed at a minimum every three years
2.3 Water conservation	2.3.1 Water efficiency 2.3.2 Water harvesting 2.3.3 Water reduction targets	2.3.1 Undertake an analysis of feasible water efficiency opportunities 2.3.2 Undertake an analysis of feasible water harvesting opportunities 2.3.3 Develop an organisation-wide water efficiency management plan that links to National Australian Built Environment Rating System (NABERS) ratings, procurement, emerging technology and behaviour change	2.3.1 Water efficiency opportunities identified business case developed for consideration 2.3.2 Water harvesting opportunities identified business case developed for consideration 2.3.3 Reduction in water consumption with the target aligned to National and industry standards approved by the GCEO and endorsed by the Board and reviewed every two years
2.4 Capital works and refurbishments	2.4.1 Ecologically Sustainable Development (ESD) guidelines 2.4.2 Rating tools	2.4.1 Develop ESD Guidelines relevant to the Health Care setting for refurbishments and capital works 2.4.2 Implement the use of Green Star and/or NABERS ratings to improve environmental performance where feasible	2.4.1 ESD Guidelines are completed and being utilised for capital works and refurbishments. A number of sustainable design principles incorporated in planning 2.4.2 Develop recommendations to be approved by the GCEO and endorsed by the Board to incorporate building rating levels (Green Star, NABERS, WELL Building Standard) into facility redevelopments or new developments

2. Environmental Performance			Objective: Improve performance against environmental target areas
Strategic area	Action	Task	Target / Measure
2.5 Sustainable procurement and supply chain	2.5.1 Sustainable procurement guidelines 2.5.2 Paper use 2.5.3 Supply chain 2.5.4 compliance	2.5.1 Develop Sustainable Procurement Guidelines 2.5.2 Develop a paper reduction plan that links to paperless technology and ethical sourcing 2.5.3 Identify the spend categories that have the largest environmental, social, and economic risks 2.5.4 Complete legislated reporting obligation for the Modern Slavery Act 2018	2.5.1 Sustainable Procurement Guidelines has been complete and being utilised 2.5.2 Responsible paper consumption recommendations have been developed that includes a reduction and recycled content target endorsed by the Board, GCEO and stakeholders 2.5.3 Management to approve a sustainable purchasing policy that incorporates a sustainability weighting aligned to Group environmental standards in the evaluation phase for high risk /large spend categories. The policy will also drive the development of the broader sustainable procurement guidelines 2.5.4 Reporting obligations are submitted and compliance is met in designated time frame
2.6 Transport and travel	2.6.1 Fleet analysis 2.6.2 Travel smart	2.6.1 Review current fleet data in line with the Green Vehicle Guide and develop a roadmap to a low emission vehicle fleet 2.6.2 Review and update site specific travel smart information	2.6.1 Roadmap and recommendations completed with targets endorsed by the Board GCEO and stakeholders 2.6.2 Travel smart information updated for each site
2.7 Hazardous substances and pollution	2.7.1. Hazardous substances 2.7.2 compliance	2.7.1 Undertake review of where hazardous substances can be replaced by environmental friendly alternative where feasible 2.7.2 Comply with National and State based Environmental Protection Agencies in relation to environmental incidents	2.7.1 Hazardous substances are replaced by environmental friendly alternatives where patient and caregiver safety is not compromised 2.7.2 Reportable incidents are identified and reported as required

iii. Strategic Area 3. Climate Change

Objective: Identify climate change impacts to health services and assets



St John of God Health Care recognises that our operational activities generate a significant amount of emissions that enter the atmosphere and which adversely contribute to climate change. We also understand that climate change not only impacts the environment but also the health and wellbeing of people, representing a global challenge.

St John of God Health Care understands that we have a responsibility to reduce our impact on the environment and manage the risks associated with climate change. This includes the physical risks due to the impacts of climate change and the transition risks as our society moves towards a low carbon economy.

3. Climate Change			Objective: Identify climate change impacts to health services and assets
Strategic Area	Action	Task	Target / Measure
3.1 Climate Change adaptation planning	3.1.1 Risk assessments and adaptation Planning	3.1.1 Understand and identify risks and obligations that considers climate change in decision making	3.1.1 Climate change risks and obligations are identified and embedded into decision making

iv. Strategic Area 4. Continuous Improvement

Objective: Demonstrate continuous improvement through measuring, monitoring, reporting and evaluation of environmental performance



St John of God Health Care is committed to improving environmental performance through the development of quality monitoring, measurement and evaluation systems. The approach outlined below will strengthen our understanding in relation to our performance, and enhance our capability to target actions to minimise our environmental impacts and achieve industry best practice.

4. Continuous Improvement			Objective: Demonstrate continuous improvement through measuring, monitoring, reporting and evaluation of environmental performance
Strategic Area	Action	Task	Target / Measure
4.1 Improvement of measurement / monitoring processes	4.1.1 Anomalies guide	4.1.1 Develop energy, water and waste anomalies guide for hospitals to utilise to understand variances in performance that complements quarterly KPI reporting	4.1.2 Energy, water and waste anomalies guide completed and implemented resulting in improved oversight of variances
4.2 Enhance current information systems	4.2.1 Environmental Data Management System 4.2.2 Smart building and Internet of Things (IOT)	4.2.1 Compile a report that reviews and recommends improvement opportunities relating to the environmental data management system 4.2.2 Investigate feasibility of existing and potential smart buildings and energy management IOT technology	4.2.1 Improvement opportunities are recommended and implemented where approved to ensure the environmental data management system is being fully utilised 4.2.2 Smart building and IOT technology implementation is resulting in cost and energy savings
4.3 Support continuous improvement approach	4.3.1 Environmental initiatives 4.3.2 Sustainability, technology and innovation	4.3.1 Establish a database of successful and unsuccessful environmental initiatives 4.3.2 Deliver emerging sustainability, technology and innovation reviews that have the potential to improve environmental performance	4.3.1 Database established, promoted and available for organisational use 4.3.2 Sustainability, technology and innovation reviews distributed on a quarterly basis

4. Continuous Improvement			Objective: Demonstrate continuous improvement through measuring, monitoring, reporting and evaluation of environmental performance
Strategic Area	Action	Task	Target / Measure
4.4 Develop waste reporting KPIs	4.4.1 Waste reporting	4.4.1 Develop waste KPI reporting parameters	4.4.1 Waste KPI reporting implemented

4. Governance framework

i. Implementation

This *Strategy* outlines the approach that St John of God Health Care will take to achieving the environmental objectives that are supported by our Corporate Citizenship model and is driven from the identification of our organisational objectives outlined earlier in this document.

Our approach will be provided in the *Environmental Sustainability Strategy 2022-2025* Implementation Plan (Table 3) and will include actions that prioritise addressing the key strategic areas over the lifespan of the *Strategy*.

Detailed implementation plans including timelines, responsibilities and resource requirements will be prepared and reviewed on an annual basis in line with priority, resourcing and budgetary considerations. Where significant funding is required for a particular initiative, the Implementation Plan will identify the timelines for development of that proposal, as well as the approvals required. These will be developed in time for incorporation into the relevant budgets. Investment into energy efficiency initiatives for our hospitals will be supported by business cases outlining capital costs, ROI, expected energy and emission reductions. Payback periods will be a factor of the particular initiative but will be included in the business case. Options for the purchase of renewable energy will be pursued in line with the *Strategy* for replacing expiring existing energy contracts. With the energy market subject to market forces, entering longer term renewable energy contracts may ultimately be a cost effective outcome when compared to the current short term volatility of the energy markets.

We will continue to pursue local, state and federal grant funding opportunities and partner where possible with innovative organisations in order to progressively improve our practices.

Through communication plans, we will inform and engage our key stakeholders and caregivers about our objectives and outline how we will work towards environmental sustainability best practice and continuous improvement as we reduce our environmental impacts.

ii. Reporting

The Environmental Sustainability Unit will coordinate reporting to internal stakeholders on the *Strategy* implementation progress, performance and initiatives. An Environmental Sustainability Steering Committee will be set up to provide governance oversight of the *ESS* and initiatives. Membership will consist of OpCom and Hospital Committee Members (HMC).

We will utilise opportunities to report on Environmental Sustainability progress, performance and initiatives such as Group Chief Executive Officer Board updates, St John of God Health Care's annual report and external and internal platforms.

iii. Resourcing

The Environmental Sustainability Unit comprises of 1.3 FTE (Environmental Sustainability Coordinator and Administration Officer – Facilities & Environment). The role of this Unit is to promote and coordinate the environmental sustainability stewardship within St John of God Health Care which involves the provision of high level leadership and advice including site-based consultation and support. Figure 2 highlights the linkages between organisational objectives, the Environmental Sustainability Unit and the wider organisation.

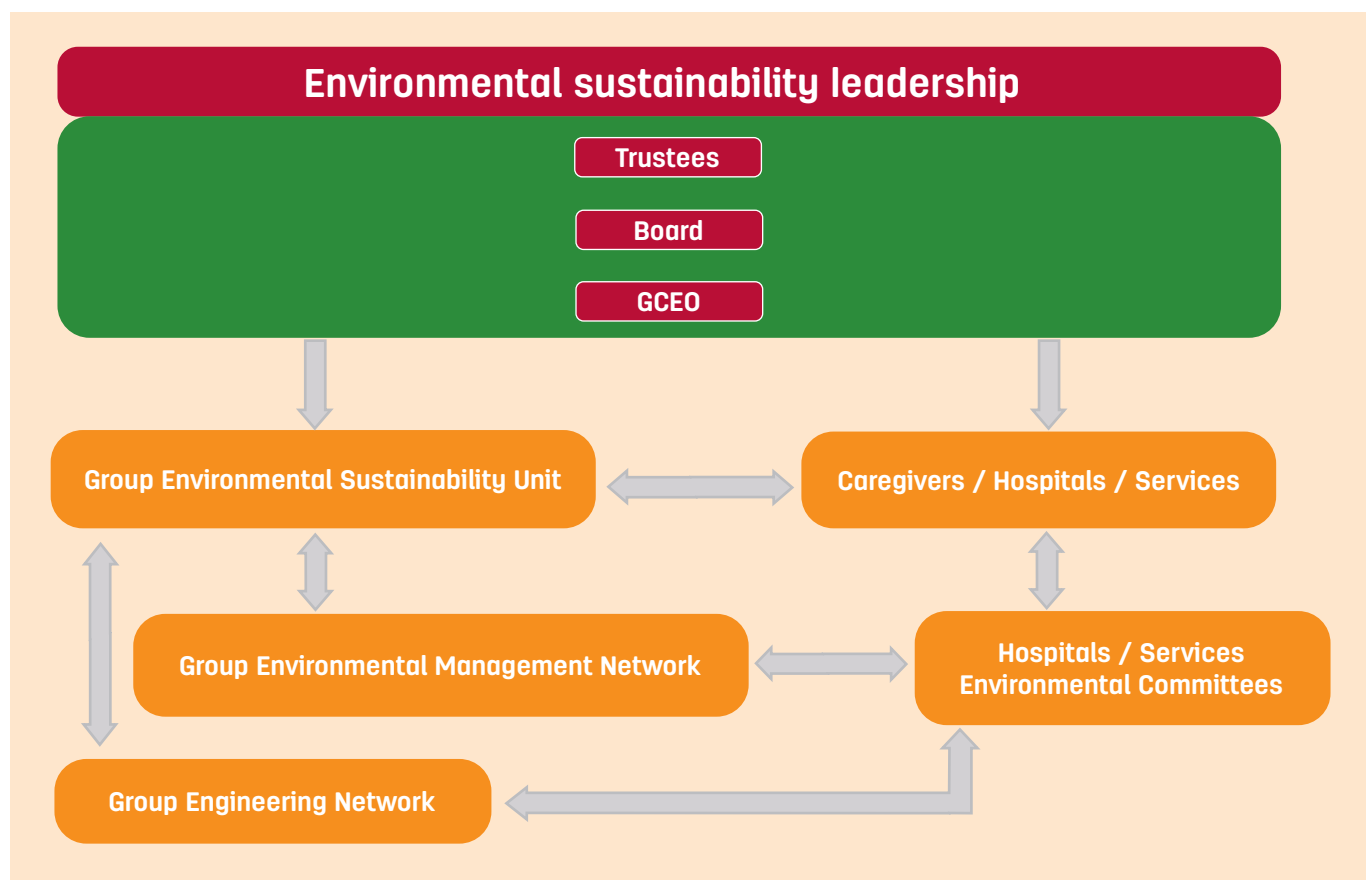
The Environmental Sustainability Unit will work collaboratively with caregivers, hospitals and other services, Environmental Committees, the Group Environmental Management Network, Facility Management, Hotel / Hospitality and Environmental Services and Hospital CEOs to coordinate a consistent organisation-wide approach to achieving its objectives.

The Environmental Sustainability Unit will establish working groups as required with representatives from across the organisation to guide implementation of the *Strategy*. Project specific working groups will be established as required.

Oversight of the *Strategy* implementation will primary be the responsibility of the Environmental Sustainability Unit and the Environmental Sustainability Steering Committee, however our top down support and endorsement and a whole of organisation approach will be crucial to success and an indicator of progress.

It is recognised that there is a clear link between financial, resourcing and policy support requirements year-on-year to achieve the *Strategy* objectives. Measuring benefits will include both quantitative and qualitative assessment.

Figure 3. Environmental sustainability organisational linkages



5. Appendix

Table 3. Strategy Implementation Plan – Indicative Timelines (TBC)





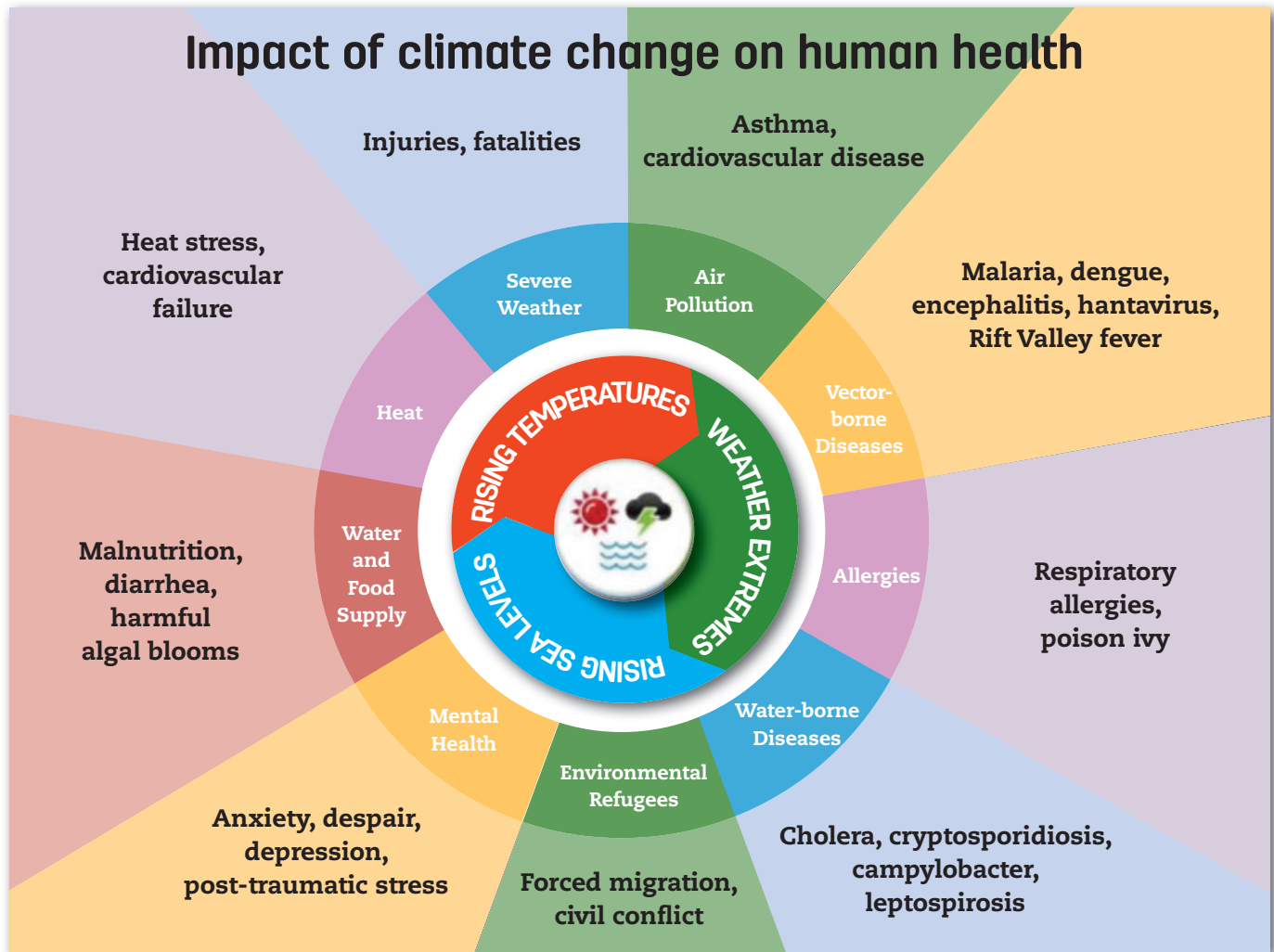
	2022/23	2023/24	2024/25	2025/26
 Strategic Area 1. Leadership and Culture				
1.1 Raising awareness – hospital/service	✓	✓	✓	✓
1.2 Workplace promotions – hospital/service	✓	✓	✓	✓
1.3 Environmental committees				
1.4 Environmental training	✓	✓		
 Strategic Area 2. Environmental Performance				
2.1 Energy and greenhouse gas emissions	✓	✓	✓	✓
2.2 Waste management and recycling	✓	✓	✓	✓
2.3 Water conservation	✓			
2.4 Capital works and refurbishments	✓			
2.5 Sustainable procurement and supply chain	✓			
2.6 Transport and travel				
2.7 Hazardous substances and pollution	✓			
 Strategic Area 3. Climate Change				
3.1 Climate change adaptation planning				
 Strategic Area 4. Continuous Improvement				
4.1 Improvement of measurement / monitoring processes				
4.2 Enhance current information systems			✓	
4.3 Support continuous improvement approach	✓	✓	✓	✓
4.4 Develop waste reporting KPIs				

Figure 4. Climate change and health



The impacts of climate change on human health. Source: US National Oceanic and Atmospheric Administration. June 2015.

Source: <https://sustainability.com/our-work/insights/on-our-radar-the-accelerating-health-impacts-of-climate-change/>



St John of God Bunbury Hospital

6. Glossary of terms

Carbon neutral: Carbon neutrality is achieved when the net greenhouse gas emissions associated with an activity are cancelled out or negated through emissions reduction and/or the purchase and cancellation of carbon offset units.

Climate change: A change in the state of the climate that can be identified (e.g. by statistical tests) by changes in the mean and/or variability of its properties, and that persists for an extended period of time, typically decades or longer.

Source: <https://www.climatechangeinaustralia.gov.au/en/support-and-guidance/glossary/>

Ecologically Sustainable Development (ESD): Using, conserving and enhancing the community's resources so ecological processes, on which life depends are maintained and the total quality of life, now and in the future, can be increased. ESD requires the effective integration of economic, environmental, social and equity considerations in decision-making processes. ESD aims to provide for the needs of present generations without compromising the ability of future generations to meet their own needs.

Greenhouse gas: Greenhouse gases are those gaseous constituents of the atmosphere, both natural and anthropogenic, which absorb and emit radiation at specific wavelengths within the spectrum of terrestrial radiation emitted by the Earth's surface, the atmosphere itself, and by clouds. Water vapour (H₂O), carbon dioxide (CO₂), nitrous oxide (N₂O), methane (CH₄) and ozone (O₃) are the primary greenhouse gases in the Earth's atmosphere.

Source: <https://www.climatechangeinaustralia.gov.au/en/support-and-guidance/glossary/>

Green star rating: Launched by the Green Building Council of Australia in 2003, Green Star is Australia's only national, voluntary rating system for buildings and communities. Whether you're a building owner, operator or occupant, creating a green community or looking to live more sustainably, Green Star offers a framework of best practice benchmarks for sustainability that you and the marketplace can trust.

Green Vehicle Guide: The Green Vehicle Guide helps you reduce your impact on the environment by providing information on the environmental performance of light vehicles sold in Australia.

Intergovernmental Panel on Climate Change: The Intergovernmental Panel on Climate Change (IPCC) is the United Nations body for assessing the science related to climate change.

Level 2 energy audits: An audit that provides a detailed assessment of your site's energy usage and a more comprehensive analysis of energy and cost savings. It is intended for sites that have some knowledge of energy efficiency and require a detailed assessment of opportunities to reduce their energy consumption.

NABERS: NABERS is a simple, reliable sustainability rating for the built environment and provides a rating from one to six stars for buildings efficiency across:

- Energy
- Water
- Waste
- Indoor environment

NABERS ratings helps building owners to understand their building's performance versus other similar buildings, providing a benchmark for progress.

National Greenhouse and Energy Reporting (NGER) scheme: The NGER scheme, established by the *National Greenhouse and Energy Reporting Act 2007* (NGER Act), is a single national framework for reporting and disseminating company information about greenhouse gas emissions, energy production, energy consumption and other information specified under NGER legislation.