

Sustainability Action Plan

2021—2026



Table of contents

Introduction	4
Our ongoing commitment	4
Monash Health’s Sustainability Framework	5
Action plans	7
Buildings and infrastructure	7
Energy efficiency and emissions	8
Organisational culture	9
Procurement	11
Transport and travel	13
Waste management	14



Acknowledgement of country

Monash Health respectfully acknowledges the Bunurong and Wurundjeri Woi-wurrung peoples, the Traditional Custodians and owners of the lands where our 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. Monash Health pays respect to the Elders of the Wurundjeri Woi-wurrung and Bunurong peoples; past, present and future. We extend our respect to our Aboriginal and Torres Strait Islander employees, consumers and 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 healthcare improves, maintains or restores health while minimising negative impacts on the environment and leveraging opportunities to restore and improve it.

Monash Health is committed to achieving excellence in the area of environmental sustainability, through the commitment of our strategic principle, “We 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 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. This plan sets 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 our 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.

Our ongoing commitment: annual review and updates

By revisiting our goals and targets, we ensure our actions remain relevant and impactful.

We recognise that sustainability is not a static goal but a dynamic, ever-evolving process that requires continuous improvement and adaptation.

As Monash Health’s sustainability journey matures, we gain valuable insights and experiences that inform the need for adjustments and improvements.

The annual review process will allow us to reflect on our objectives, targets, and actions based on experience, data and feedback; creating a more efficient, impactful, and holistic approach to sustainability at Monash Health.

Our commitment to annual reviews ensures that our Sustainability Action Plan remains a living document, one that adapts and grows alongside changes in our sustainability priorities and State Government targets.

It’s our pledge to transparency and accountability, and our dedication to delivering on our sustainability promises while adapting to the dynamic environment in which we operate.

Monash Health's Sustainability Framework

Figure 1: Monash Health's Sustainability Framework



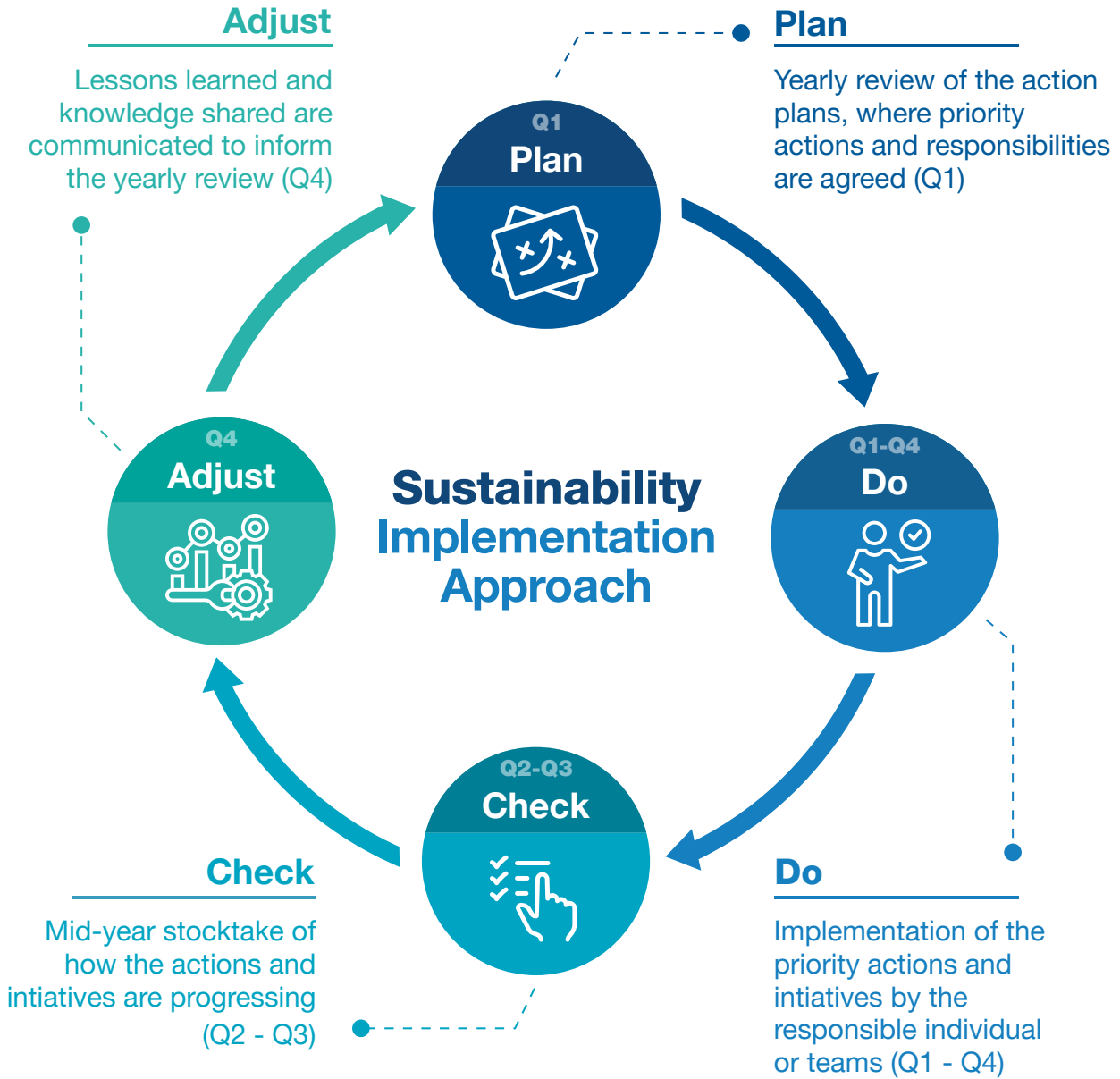
Monash Health's [Sustainability Strategy 2022-2025](#) outlines the focus areas for improving environmental sustainability, relative to our health care service. Monash Health have worked across the organisation to understand and document sustainability initiatives to know where we're at with sustainability. Of importance here, is the work led by our Engineering department to deliver on the Victorian Government's Emissions Reduction Pledge Program.

The purpose of the [Sustainability Action Plan 2021-2026](#) is to clearly define the outcomes, objectives and actions that will enable the improvement of Monash Health's environmental performance under the six focus areas. It also formalises the reporting requirements to ensure meaningful progress is made 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





Buildings and infrastructure

Why it is important

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

Targets

- All new major capital works (>\$300K) projects to be powered by renewable energy by 2025.
- Monash Health is certified carbon neutral by 2030 for total scope 1 & 2 emission sources, relative to the 2021 FY baseline.
- Monash Health has reduced total water consumption by 10%, (normalised per unit of floor area), relative to the 2021 FY baseline

#	Action	Responsibility	Timeframe	KPI
Objective O.BI.01: Capital works are in line with sustainability guidelines				
A.BI.01	Develop a procedure for capital works projects to achieve sustainability outcomes, as set in the Sustainability Strategy.	Director, Capital and Infrastructure	2023-24 Q4	High-level, long-term cost benefit analysis conducted on design aspects. Criteria developed and tested. Final specifications endorsed by the Sustainability Committee.
Objective O.BI.02: Explore and implement water reduction and water harvesting initiatives across all facilities				
A.BI.02	Develop and implement a plan to reduce total water consumption, increase use of harvesting and reuse of water. Monitor and evaluate initiatives to report and communicate findings, relative to the water reduction target.	Director, Capital and Infrastructure	2024-25 Q3	Review of existing water reduction/harvesting initiatives completed. Gap analysis to identify water harvesting/reuse opportunities completed. Business cases developed for priority water efficiency projects.
Objective O.BI.03: Improve local biodiversity, reducing flood risk, and improve storm water quality in local waterways				
A.BI.03	Design and implement a sustainable landscape plan at Clayton that meets the sustainability objectives for O.BI.03	Director, Capital and Infrastructure	2024-25 Q4	Criteria to monitor and evaluate sustainability objectives developed. Sustainable landscape plan developed. Endorsed by the Sustainability Committee for delivery.



Energy efficiency and emissions

Why it is important

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

- Total scope 1 & 2 emissions to be reduced by 28%, relative to the 2021FY baseline.
- Monash Health is certified carbon neutral by 2030 for total scope 1 & 2 emission sources, relative to the 2021FY baseline.

#	Action	Responsibility	Timeframe	KPI
Objective O.EE.01: Reduce energy consumption relative to patient demand across the organisation				
A.EE.01	Develop and implement a plan to reduce energy consumption, relative to patient demand, across the organisation. This includes: <ol style="list-style-type: none"> 1. Undertake gap analysis review of all existing energy reduction and energy efficiency initiatives (including the LED replacement program) to assess effectiveness and value 2. Investigate funding opportunities for feasible energy efficiency saving projects. 3. Deliver net neutral business cases for priority projects. 4. Monitor, evaluate and report on change. 	Director, Engineering Services	2024-25 Q1	Gap analysis complete. Funding opportunities identified. Short term plan developed for priority energy efficiency projects. Project based reporting metrics developed. Priority projects handed over.
Objective O.EE.02: Prioritise electricity from renewable sources				
A.EE.02	Embed the environmental sustainability strategy goals for Buildings and Infrastructure, into the Monash Health Capital Framework. This applies for projects >\$300K.	Director, Capital and Infrastructure	2023-24 Q3	Sustainability is embedded in the MH Capital Framework.
Objective O.EE.03: Work towards net-zero emissions				
A.EE.03	Develop a 5-year 'Emissions Reduction Plan' with annual emissions reduction targets. Assess baseline of fossil fuel sources and where Monash Health can prioritise the most sustainable outcomes.	Director, Engineering Services	2023-24 Q4	Scope defined for the Emissions Reduction Plan. Feasibility studies completed. Plan finalised and endorsed by the Sustainability Committee. Priority projects handed over to Operations for implementation. Annual reporting on Emissions Reduction Plan progress.



Organisational culture

Why it is important

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 environmental sustainability.

#	Action	Responsibility	Timeframe	KPI
Objective O.OC.01: Communicate and celebrate sustainability stories and successes across the organisation				
A.OC.01	Develop an annual environmental sustainability communication plan to prioritise engagement activities for key internal and external stakeholders. The plan is to focus on priorities for the Sustainability program over the forward 12 months as well as summary of communications and engagement activities from the previous 12 months.	General Manager, Communications and Engagement	2024-25 Q3; 2025-26 Q3	Communications and Engagement Plan developed and endorsed by the Sustainability Committee.
A.OC.02	Develop an annual public environmental sustainability report to outline progress against the Sustainability Strategy.	General Manager, Communications and Engagement	2024-25 Q2; 2025-26 Q2	Public environmental sustainability report published on the Monash Health website
Objective O.OC.02: Embed sustainability into day to day operations				
A.OC.03	Develop a Monash Health Environmental Sustainability Policy in line with Victorian Government guidelines.	General Manager, Strategy, Transformation and Projects	2023-24 Q2	Policy developed and approved by the Policy and Strategy Committee. Policy uploaded onto PROMPT.
Objective O.OC.03: Demonstrate leadership and foster collaboration on environmental sustainability matters both internally and externally				
A.OC.04	Establish a governance committee to oversee the delivery of Monash Health's Sustainability Action Plan and associated initiatives and actions.	General Manager, Strategy, Transformation and Projects	2024-25 Q1; 2025-26 Q1	Committee members confirmed. Terms of Reference and annual progress report approved by the Policy and Strategy Committee.
A.OC.05	Define the role of sustainability champions and green teams in delivering objectives of the Sustainability Strategy.	General Manager, Strategy, Transformation and Projects	2023-24 Q2;	Assess current state for sustainability champions and green teams. Develop governance, tools and resources for green teams to actively engage and organise.
A.OC.06	Establish collaborative partnerships with key external networks to assist with sustainability initiatives.	General Manager, Strategy, Transformation and Projects	2024-25 Q3	Initiatives delivered with external partners and/ or collaborators. Value assessment complete.



Organisational culture (continued)

#	Action	Responsibility	Timeframe	KPI
Objective O.OC.04: Train and engage employees and consumers in sustainability				
A.OC.07	Sustainability considerations and associated objectives are included in the service planning process.	General Manager, Strategy, Transformation and Projects	2024-25 Q4	Sustainability objectives included in all updates for clinical service plans.
A.OC.08	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.	General Manager, Strategy, Transformation and Projects	2024-25 Q4	Identify engagement platforms for employees and consumers. Develop key questions to determine sustainability priorities and feedback from stakeholders. Establish a baseline for thematic data and track annually.
A.OC.09	Develop and incorporate sustainability training into Monash Health's induction program for new employees and contractors.	Director, Organisational Development and Learning	2023-24 Q4	Gap analysis complete to identify capacity requirements for training. Training developed and endorsed by the Sustainability Committee. Training made available via the induction program.
A.OC.10	Develop sustainability training as a LATTE resource.	Director, Organisational Development and Learning	2024-25 Q2	Gap analysis complete to identify capacity requirements for training. Training developed and endorsed by the Sustainability Committee. Training made available via LATTE.
Objective O.OC.05: Promote transparency by monitoring, evaluating and regularly reporting on sustainability performance				
A.OC.11	Annual Report to Monash Health Executive team and Board on Sustainability Action Plan progress, planned future actions and progress towards sustainability targets.	General Manager, Strategy, Transformation and Projects	2024-25 Q1; 2025-26 Q1	Environmental performance data to meet government environmental reporting requirements. Sustainability section of the Monash Health Annual Report developed and endorsed by the Sustainability Committee.
A.OC.12	Develop a data dashboard to increase employee, consumer and visitor engagement with environmental performance data.	Director, Business Intelligence	2024-25 Q4	API developed and delivered. Data visualisation and reports confirmed. Dashboard build complete, including testing phase. Dashboard is live and operational.
Objective O.OC.06: Pursue continual improvement in environmental sustainability performance				
A.OC.13	Establish a reference library for best practice sustainability initiatives and case studies to determine applicability to Monash Health.	General Manager, Strategy, Transformation and Projects	2024-25 Q2;	Reference library structure established. External review of case studies in healthcare completed. Template for internal case studies developed for Green Teams.



Procurement

Why it is important

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.

#	Action	Responsibility	Timeframe	KPI
Objective O.PS.01: Prioritise sustainable alternatives over standard goods, products and equipment, where possible				
A.PS.01	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.	Director, Procurement Services	2022-23 Q3	Review of current usage completed. Develop transition plan to reusable products. Monitor supply catalogue for compliance with ban. Report exemptions to the ban in the Annual Report.
A.PS.02	Develop and implement procurement sustainability training, including a resourcing plan, to build social and environmental sustainability capacity.	Director, Procurement Services	2023-24 Q4	Internal/external training options reviewed. Training developed and completed. Training included in procurement employee induction.
A.PS.03	Capture sustainability reporting from Monash Health's delivery of the circular economy asset management system as per the Department of Treasury and Finance Asset Management Accountability Framework.	Director, Engineering and Corporate Services	2024-25 Q2	Identify sustainability elements, aligned with the objective. Advise Sustainability Committee on delivery outcomes and outputs.
Objective O.PS.02: Reduce packaging				
A.PS.04	Incorporate requirements to avoid and minimise general waste from procurement operations through ordering and stock management.	Director, Procurement Services	2024-25 Q1	Baseline metrics to measure packaging waste developed. Waste avoidance/minimisation opportunities identified in stock management and procurement operations. Changes endorsed by the Sustainability Committee.
Objective O.PS.03: Sustainability is integrated into procurement processes as part of the Monash Health Social Procurement Strategy				
A.PS.05	Review and update the Monash Health Social Procurement Strategy to incorporate sustainability objectives, in line with the Victorian Government Social Procurement Framework.	Director, Procurement Services	2022-23 Q3	Strategy updates endorsed by the Sustainability Committee. Reporting aligned with the Victorian Government Social Procurement Framework.



Procurement (continued)

#	Action	Responsibility	Timeframe	KPI
A.PS.06	Develop procurement tools and templates to incorporate the environmentally sustainable objectives from the Monash Health Social Procurement Strategy into the market phase, contract management and tender evaluation processes.	Director, Procurement Services	2024-25 Q2	Tools and templates embedded in procurement operations. Sustainable outcomes defined, informed by Monash Health spend profile to measure impact. All updates endorsed by the Sustainability Committee.
A.PS.07	Embed sustainability objectives from the Social Procurement Strategy to procurement governance processes for assessing and trialling new products and services.	Director, Procurement Services	2024-25 Q1	Procurement governance processes identified to assess new clinical products. Sustainability criteria included within procurement governance.
Objective O.PS.04: Engage with suppliers to raise awareness of sustainability and promote the benefits of a circular economy				
A.PS.08	Develop and communicate a Supplier Roadmap requesting suppliers to report and track against sustainability KPI's aligned with the Social Procurement Strategy.	Director, Procurement Services	2025-26 Q1	Sustainability KPI's endorsed by the Sustainability Committee. Suppliers benchmarked by spend to determine impact. Key suppliers identified and reporting process established.



Transport and travel

Why it is important

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

Targets

- 25% of Fleet vehicles are zero emission vehicles by 2026 FY.

#	Action	Responsibility	Timeframe	KPI
Objective O.TT.01: Reconfigure and optimize the use of fleet vehicles				
A.TT.01	Review the current configuration of the Monash Health vehicle fleet, and develop and implement a plan to: <ul style="list-style-type: none"> • Optimise the number of vehicles required to meet the organisation's current and future needs; • Continue to increase the number of sustainable fleet cars and chargers over a five-year period (low to no emissions) that meets a target of 25% of fleet cars are zero emission vehicles (ZEV); • Review feasibility of installing vehicle charging stations that are supplied from renewable energy. 	Director, Engineering and Corporate Services	2022-23 Q4	Fleet vehicle optimisation assessment completed. Assessment of ZEV charging infrastructure required to meet growth completed. Recommendations approved by Project Review Committee.
Objective O.TT.02: Promote and invest in the use of sustainable transport options and travel				
A.TT.02	Develop a Sustainable Travel Plan for employee, consumer and visitor travel, implementing the Hospital Travel Guide for Victorian Health Services. Identify priorities for future investment to deliver sustainable transport outcomes.	Director, Capital and Infrastructure	2025-26 Q4	Stakeholder engagement complete to identify travel issues. Sustainable Travel Plan developed and endorsed by the Sustainability Committee. Projects handed over for implementation.
Objective O.TT.03: Encourage flexible remote working practices, including virtual meetings and working from home where applicable				
A.TT.03	Design and monitor sustainable outcomes, as part of the Monash Health Working Remotely project.	Director, Capital and Infrastructure	2023-24 Q4	Develop sustainability criteria relevant for the Working Remotely project. Criteria endorsed by the Sustainability Committee.



Waste management

Why it is important

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% PPT as a minimum, relative to the 2021 FY baseline.
- All seven (7) Monash Health main kitchen sites and the Central Production Kitchen have food waste recycling services in operation, by 2024FY.

#	Action	Responsibility	Timeframe	KPI
Objective O.WM.01: Maintain existing, and implement new waste reduction, recycling and re-use programs across all sites				
A.WM.01	Review and update Monash Health waste policies and procedures to ensure it reflects best practice waste management principles.	Director, Support Services	2022-23 Q4	Governance documents approved and uploaded into PROMPT.
A.WM.02	Engage an auditor to conduct a waste audit program for all primary waste streams (General Waste, Clinical Waste, Co-mingled recycling). The waste audit is to be a representation of Monash Health operations for all clinical and non-clinical areas.	Director, Support Services	2023-24 Q1	Waste audit program completed. Recommendations from waste audit program communicated to relevant stakeholders.
A.WM.03	Develop a plan for waste minimisation projects as recommended from the waste audits for primary waste streams.	Director, Support Services	2024-25 Q2	Plan approved for Support Services to implement.
A.WM.04	Develop a plan for food waste recycling at all seven (7) main hospital kitchens and the Central Production Kitchen.	Director, Support Services	2024-25 Q3	Plan endorsed by the Sustainability Committee for Support Services to implement.
A.WM.05	Develop and implement governance for all specialised recycling schemes, including their funding mechanisms.	Director, Support Services	2024-25 Q3	Complete current state analysis. Specialised recycling governance endorsed by the Sustainability Committee. Resources developed/available for employees.



Corporate Office

246 Clayton Road, Clayton

T: 03 9594 6666

E: info@monashhealth.org

www.monashhealth.org

ABN 82 142 080 338