



**ACT**  
Government  
Health

# ***ACT HEALTH SUSTAINABILITY STRATEGY 2010–2015***



# Introduction

ACT Health has developed a strategic Sustainability Strategy to ensure alignment with the ACT Canberra Plan and the ACT Climate Change strategy: “Weathering the change”.

As an organisation ACT Health is facing increasing environmental challenges, some of which have yet to be experienced. These challenges include increased stakeholder pressure for a robust position on sustainability. The organisation is required to achieve certain targets, meet numerous regulatory and policy measures such as the ACT Climate Change Strategy 2007 – 2025, the Building Code of Australia (BCA), ACT Greenhouse Gas Emissions target of 60% of 2000 levels by 2050 and various incentive schemes, including the need to attract and retain talent; and to identify information gaps in some areas and ‘information overload’ in others. ACT Health acknowledges that the challenges and conditions arising as a result of climate change have not been experienced before. Business as usual will not enable the organisation to thrive, thus there is an urgent need to become more proactive in addressing these challenges for the benefit of staff and stakeholders. ACT Health has developed an effective, world class, health service wide Sustainability Strategy.

## Scope

ACT Health is looking to streamline and embed sustainability with the purpose of:

- 🌿 minimising risk and cost from reactionary, fragmented decisions*
- 🌿 future-proofing for success in this dynamically changing environment*
- 🌿 developing actions directed at ensuring sustainable provisions of services for the future.*

Sustainability is an important factor in all planning for future health services and with addressing sustainability comes an opportunity for active and action focused leadership. ACT Health has drawn on international, national and local knowledge to develop this strategy.

## Vision

The vision developed by ACT Health has evolved from an accumulation of workshop and stakeholder input. This vision provides a roadmap for a collaborative sustainable future by encapsulating a total picture of where ACT Health wants to be in 30 years time and takes into account all elements contributing to a sustainable and dynamic future.

ACT Health will realise its sustainability vision by aligning the following seven key Focus Areas of current activity with the overall purpose and specific intended outcome of the vision. This alignment will be supported by effective communication.

- 🌿 *Models of care*
- 🌿 *Buildings and Infrastructure*
- 🌿 *The Digital Health Environment*
- 🌿 *Transport*
- 🌿 *Regulatory Environment*
- 🌿 *Workforce*
- 🌿 *Partnerships and External Service Delivery*

The strategy identifies where the major sustainability impacts are, whether they are being measured, and whether current projects can be leveraged to yield sustainability outcomes.



# ACT Health Sustainability Vision

The ACT Health Sustainability Vision has been expressed through five overarching elements in the diagram below:

## Collaborative Leadership

Leadership that serves and empowers individuals and communities.

- Shared ownership of the ACT Health priorities
- Ethical, equitable, accountable and appropriate decision-making
- Inclusive governance and co-production
- Responsive leadership
- Proactive, long-term focus reflected in daily activities

## Healthy Ecosystems

A natural environment that generously provides resources, amenity and enjoyment for the present and future generations.

- Abundant native flora and fauna
- Fresh, clean air
- Clean, healthy water
- Healthy land



## Wellness

A culture of wellbeing apparent in the social, physical and policy spheres.

- Health literacy
- Physically, emotionally and mentally healthy people
- Societal and identity safety
- Abundance of enjoyable environments

## Resilience

Ability to comfortably endure change and prosper in the face of an uncertain future.

- Adaptable to climate changes
- Ethical and competitive edge for caring for community
- Diverse in culture and perspectives
- Connected, without overload, to information, amenity, opportunity and support
- 'Change ready', innovative and capable

## Resource Security

A guaranteed supply of goods critical to the function and longevity of ACT Health.

- Secure supply of operational energy
- Secure water supply
- Secure and sufficient supply of nutritious food
- Secure provision of necessary healthcare supplies
- Sufficient continual source of labour

## Aim

To meet the challenges of the impact climate change will have on the ACT, ACT Health's Sustainability Strategy will provide a roadmap for collaborative action between ACT Health and all stakeholders, clients and staff, including other government departments to ensure business and clinical services (including planning for the future) are linked with the strategy and incorporate actions and achievements to deliver the objective of a sustainable health system for the future.

The strategy aims to:

- activate the benefits of sustainability*
- optimise lifecycle costs*
- deliver a platform for stakeholders engagement*
- develop replicable capacity within the department for tackling future strategic challenges*
- be incorporated into the ACT Health corporate plan and align with ACT Government plans*
- leverage off the existing seven organisational focus areas for ongoing development of actions*
- provide direction to achieving the ACT Health sustainability vision*

## Objective

Work towards collaborative leadership, healthy ecosystems, wellness, resilience, and environmental security for staff, clients and the broader community.

# Priorities

- 🌱 *Improve service delivery through investment in appropriate physical and technological infrastructure*
- 🌱 *Identify collaborative actions to reduce our ecological footprint with a particular focus on energy consumption and transport*
- 🌱 *Invest in research that promotes evidence-based practice and innovation*
- 🌱 *Support workforce role redesign and collaborate on action to meet immediate health workforce shortages*
- 🌱 *Build and sustain an adaptive, learning, innovative and change—enabling organisation*
- 🌱 *Prepare and implement organisational changes for new Local Hospital Networks (LHNs)*
- 🌱 *Provide a safe and healthy working environment for all employees*
- 🌱 *Provide appropriate stewardship over public funds*
- 🌱 *Provide timely and quality advice to the Minister and Government*
- 🌱 *Form effective partnerships with key stakeholders*

Actions will be determined following an alignment process of the seven key focus areas against the vision to produce short, medium and long term actions for the organisation. The ACT Health Sustainability Strategy Matrix (Appendix 1) will be populated with the actions and aligned with the overarching strategies of the ACT Government Action Plan 2.

Key staff from across the organisation will serve as an advisory body in the integration of sustainability into all of the above focus areas and business plans across the divisions of ACT Health.

This advisory body will also provide a link between grassroot projects and the Executive of ACT Health, and also advise when any elements of the strategy need revision, to ensure that the strategy maintains relevance to staff and stakeholders at all times.

The objectives and priorities of the Sustainability Strategy are also integrated into the ACT Health Corporate Plan and, as such, Divisions will develop actions to progress the strategy as part of their annual Business Plans.



Ongoing review would involve assessment against and alignment with the four ACT Health Values of:

*Care Excellence Collaboration Integrity*

## Timescale

The Sustainability Strategy will consist of short, medium and long-term actions. All actions will be captured in the Sustainability Strategy Matrix (Appendix 1) which will be updated regarding progress and outcomes.

## The development/governance process

The outcomes and actions underpinning the Sustainability Strategy will be achieved by methodological alignment of all business areas with the outcomes stipulated in the vision and supported by effective communication and innovation.

Executive Directors Council (EDC) will lead the development and implementation of the strategy by identifying champions for each Focus Area across ACT Health. The identified frontline champions and executive leaders will jointly take carriage of commencing the development and implementation of actions against each Focus Area through 'backcasting'; leaders of each Focus Area will establish and maintain alignment with the sustainability vision.

Sustainability will be embedded as a key objective in the Corporate Plan and other relevant ACT Health planning processes to ensure that all stakeholders and staff at all levels have a positive focus on the sustainability of ACT Health for the future, in line with the vision.

It is the aim of the Sustainability Strategy to ensure that all stakeholders, including all levels of staff, can be engaged and active in ensuring ACT Health's sustainability for the future.

Identified actions will be decanted from each Focus Area into the ACT Health Business Plan, and all divisional business plans will identify how to support the key sustainability actions identified at the higher levels.

## Stakeholders

The development of the overarching ACT Health Sustainability Strategy has been successfully completed through a process of engagement with a range of stakeholders. The vision articulates the value proposition of ACT Health to staff, stakeholders and community to reflect the values and aspirations of ACT Health including staff, Health Care consumers and other government agencies.

# Implementation

The first phase of implementation of the Sustainability Strategy consists of:

- (i) Assessment of seven Focus Areas against all elements of the sustainability vision; and
- (ii) Alignment of the Focus Areas with the ACT Health sustainability vision.

Key activities for ACT Health, within the seven focus areas, are listed with specific suggested projects.



## **Models of care: how consumers receive healthcare**

- *Capital Asset Development Plan (CADP)*
- *Healthy and low – impact food options*
- *Models of Care into the future*



## **Buildings and infrastructure: how the built environment is designed and operated**

- *CADP*
- *Establish a standard for sustainability assessment of buildings and infrastructure (e.g. Green Star)*
- *Securing energy supply*



## **The Digital Health Environment: how ICT will be utilised within ACT Health**

- *Integrated with Workforce to enable options for 'getting a job done', including working remotely and during non-standard hours*
- *Provide live data on available transport options, including schedules*

#### 4. **Transport:** *how goods, services and people are delivered where required*

- *The Digital Health Environment Project: ICT can offer alternative to physical travel*
- *The Smart Travel Committee: expanding scope*
- *Provide a full range of transport and remote work options to, from and between ACT Health sites*
- *Manage carpooling programs*

#### 5. **Regulatory Environment:** *how internal and external rules affect ACT Health*

- *The Waste Management plan*
- *Environmental Management Systems and Plans*
- *Food as a major contributor to ACT Health's environmental and social impact*
- *Include vulnerability assessment as part of the ACT Climate Change Policy*

#### 6. **Workforce:** *how people are engaged, supported and utilised within ACT Health*

- *Awareness program on critical information (in conjunction with the communications program)*
- *Integrate with the DHE Project to enable options for 'getting a job done', including working remotely and during non-standard hours*
- *Create a 'truly great place to work', to build on the recent culture survey*

#### 7. **Partnerships and External service delivery:** *how programs and partnerships are leveraged to deliver public health benefits*

- *Partnerships with universities in identifying health risks from sustainability-related influences*
- *Awareness program for the general public: 'It is about developing the population as much as doing everything for them'*
- *Identify and liaise with other agencies to create whole-of-government partnerships*
- *Align programs to best facilitate climate change adaptation*
- *Assess, capture and communicate public health risks and benefits from sustainability-related issues (e.g. greenhouse gas emissions, climate change or different modes of commuting to work).*

Assessment of Focus Areas against the sustainability vision will identify how they can become vehicles for improving ACT Health's overall sustainability. Steps will involve identifying existing initiatives across government and industry. Connecting with and amplifying the impact of these initiatives would minimise redundancy and enable ACT Health to get to its vision faster with fewer resources.

Through 'backcasting', leaders of the Focus Areas will establish and maintain alignment with the sustainability vision across the seven Focus Areas. Alignment begins with assessing each Focus Area against the sustainability vision to understand its impact and to determine which indicator would enable ongoing evaluation. It will then involve devising short, medium and long-term actions within each Focus Area that will put ACT Health on track to achieving its vision. Once it is clear how Focus Areas currently measure up against the sustainability vision, the second part of the initiative will see alignment of Focus Areas with the vision:

-  *Assessment of internal and external obstacles and springboards to alignment*
-  *Articulation of what success would look like, e.g. how one would know that alignment has been completed*
-  *Identification of the most powerful leverage points where to invest effort*
-  *Establishment of the first set of targets for improvement*
-  *Empowerment of relevant stakeholders to carry out the alignment task(s)*
-  *Removal of obstacles*
-  *Reconciliation of contradictions; e.g. where currently progress is made in the opposite direction than suggested by the vision*
-  *Incremental improvement upon the current condition*
-  *Regular review and report on progress*
-  *Rewards for achievement where they are due*

Through further alignment with the ACT Health corporate plan sustainability objective, ACT Health can better understand its impact and determine the most appropriate indicator to enable ongoing evaluation. The ACT Health Sustainability Strategy Matrix (Appendix 1) will be used to ensure all information is collated and retained.

# ACT Health Sustainability Strategy Matrix – Appendix 1

FOCUS AREAS							
Vision Elements	Models of care	Buildings & Infrastructure	The Digital Health Environment Project	Transport	Regulatory Environment	Workforce	Partnerships & External Service Delivery
<b>Wellness: A culture of wellbeing apparent in the social, physical &amp; policy sphere</b>							
Health literacy							
Physically, emotionally & mentally healthy people							
Societal & identity safety							
Abundance of enjoyable environments							
<b>Resilience: Ability to comfortably endure change &amp; prosper in the face of an uncertain future</b>							
Adaptable to climate changes							
Ethical & competitive edge for caring for community							
Diverse in culture and perspectives							
Connected, without overload, to information, amenity, opportunity and support							
Change ready, innovative and capable							
<b>Collaborative Leadership: Leadership that serves &amp; empowers individuals &amp; communities</b>							
Shared ownership of the ACT Health priorities							
Ethical, equitable, accountable & appropriate decision - making							
Inclusive governance & co-production							
Responsive leadership							
Proactive, long - term focus in daily activities							
<b>Healthy Ecosystems: A natural environment providing resources, amenity &amp; enjoyment for the present &amp; future generations</b>							
Abundant native flora & fauna							
Fresh, clean air							
Clean, healthy water							
Healthy land							
<b>Resource Security: A guaranteed supply of goods critical to the function &amp; longevity of ACT Health</b>							
Secure supply of operational energy							
Secure water supply							
Secure & sufficient supply of nutritious food							
Secure provisions of necessary healthcare supplies							
Sufficient continual source of labour							

ACT Health will realise its Sustainability Vision by aligning its Focus Areas with the overall purpose and specific intended outcomes of the Vision. This alignment will be supported by effective communication and innovation.

# Conclusion

Embedding sustainability into the culture of ACT Health will be achieved by alignment of all business and clinical areas within ACT Health with the outcomes stipulated in the vision, and supported by effective communication and unlocking innovation. The entire strategy can be graphically communicated through the ACT Health Sustainability Strategy Matrix.

## Acknowledgements

This policy has been developed in collaboration with Thinc.

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