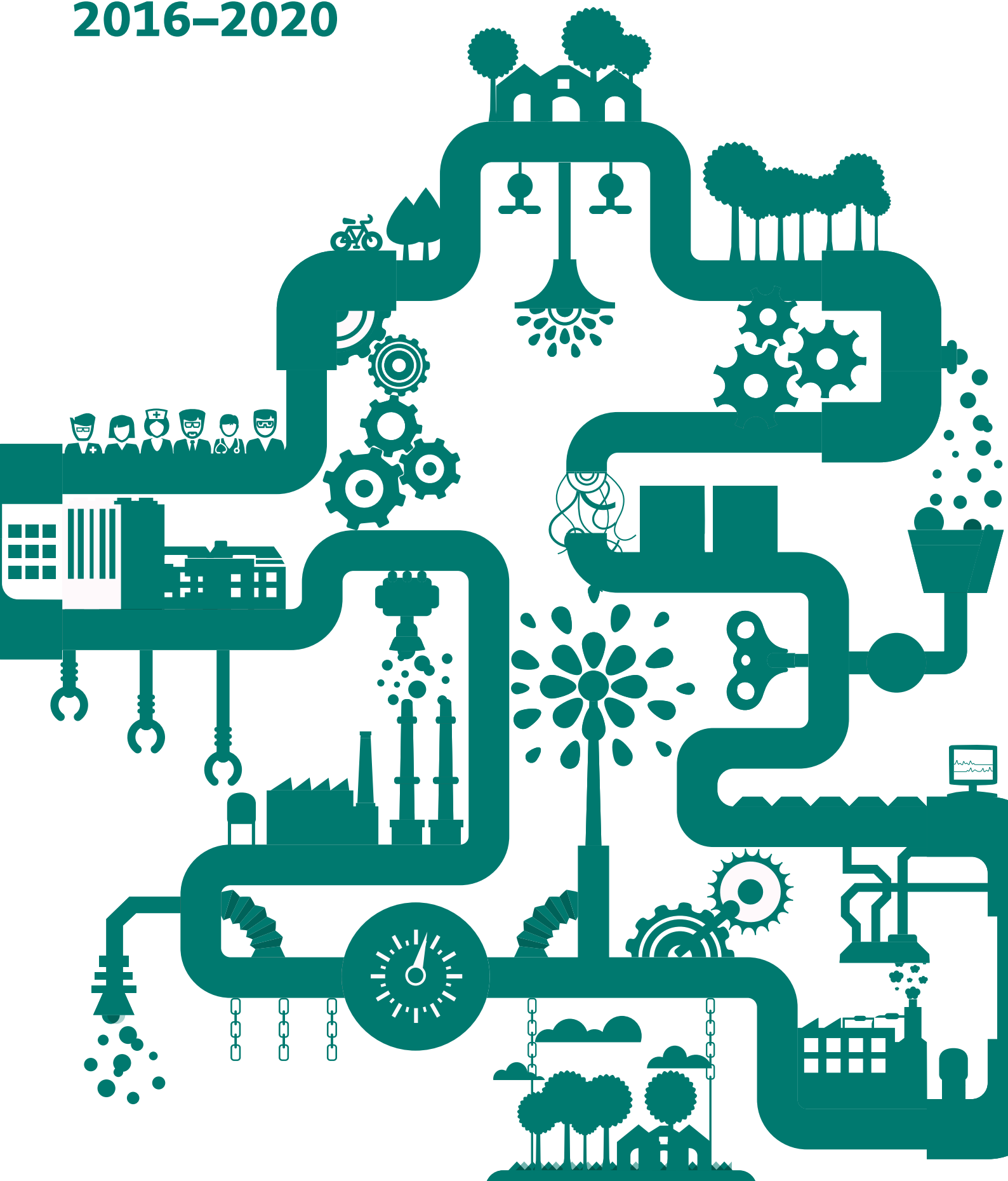


ACT Health Sustainability Strategy 2016–2020



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Introduction

ACT Health's foundation Sustainability Strategy (2010-2015) was developed so that the health system could create a vision for responsible resource management with a long term view of where ACT Health wanted to position itself as an organisation in 30 years time. The delivery of strategies against the vision via the Sustainability Strategy was the first step towards achieving the vision aligned with the existing mechanisms of program and service delivery. The foundation Sustainability Strategy also aligned with the ACT Canberra Plan and the ACT Climate Change strategy: "Weathering the Change".

As an organisation, ACT Health continues to face increasing environmental challenges and increased stakeholder pressure for a robust position on sustainability. ACT Health is required to achieve certain targets, meet numerous regulatory and policy measures such as the:

- ACT Climate Change Strategy 2007–2025;
- Building Code of Australia (BCA);
- ACT Greenhouse Gas Emissions targets; and
- Various incentive schemes, including the need to attract and retain a talented workforce.

ACT Health acknowledges that 'Business as usual' will not enable ACT Health to thrive, thus there is an urgent need to become more proactive in addressing these challenges for the benefit of staff and the community.

Part of this proactive process has been to review and renew the foundation Strategy and to deliver an effective renewed Sustainability Strategy 2016-2020. This has been done via a commissioned consultation process which has engaged a full cross-section of stakeholders in ACT Health and across ACT Government.



Engagement activity to renew the strategy

Stakeholder engagement across ACT Health included rounds of focus group workshops via an external consultant with the Executive Council, executive directors, senior managers, supervisory staff, medical staff, nursing staff, administration staff, ancillary staff, suppliers and client representatives. The consultancy occurred over a period of 8 months and was conducted by an independent facilitator working with the Senior Manager, Sustainability at ACT Health.



Main themes emerging from the renewal process

The engagement process undertaken to renew the Sustainability Strategy resulted in the emergence of a number of themes as follows:

Vision affirmed

The original vision was strongly affirmed as being relevant and highly aspirational.

Original strategy a great start

The Sustainability Strategy 2010–2015 was acknowledged as being a strong basis upon which to build a sustainable health system.

Staff commitment and capacity

Staff are highly committed to building a sustainable health system and their capacities should be more fully utilised to facilitate such a sustainable system.

A Resource Management Plan is the key guide to emission reductions

The targets for emission reductions are articulated clearly in the Resource Management Plan and are the practical guide to building a sustainable health system.

Sustainable procurement process is essential to building a sustainable health system

The way in which we procure and use goods and services needs to be managed according to sustainability principles.

Engagement of stakeholders

The engagement of health stakeholders is important for gaining deeper insights, educating people, practical implementation of the strategy and the implementation of good governance.

World's excellent practice needs to be used as a benchmark

A Sustainability Roadmap needs to be used as a checklist for tracking progress against internationally accepted attributes of sustainable enterprises.

Scope

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

- Minimising risk and cost through an integrated, proactive and well informed decision making process.
- Future-proofing for success in this dynamically changing environment.
- Developing actions directed at ensuring sustainable provisions of service for the future and ultimately a fully sustainable health service.

Sustainability is an important factor in all planning for future health services and with addressing sustainability comes an opportunity for active and inclusive leadership. ACT Health has drawn on international, national and local knowledge to develop this renewed strategy. It has also drawn on the reflections, insights and ideas of a significant cross-section of the stakeholders within ACT Health.



Vision

“ACT Health staff are well informed about emissions reductions and changing targets which are reported against international benchmarks.”

The foundation vision evolved from stakeholder input in 2010 and was affirmed in the renewal process of 2015. This vision provides a roadmap for a collaborative, sustainable future by encapsulating a total picture of where ACT Health now wants to be in 25 years time and takes into account all elements contributing to a sustainable and dynamic future.



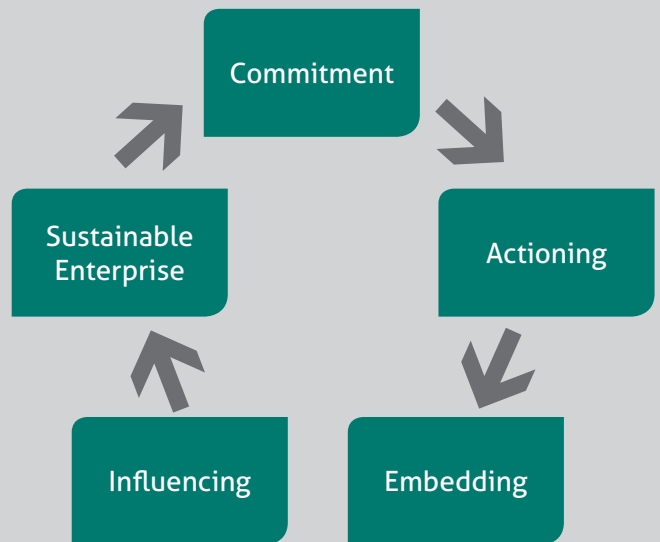
Aim of the strategy

To meet the challenge of the impact of climate change on the ACT, this Sustainability Strategy will provide a guide for collaborative action between ACT Health and all stakeholders, clients and staff, including other government departments. This will ensure business and clinical services are linked with the Strategy and incorporate actions and achievements to deliver a sustainable health system.

The strategy is underpinned by the Sustainability Roadmap, which is a guide to action, focussing on the processes of:

- Committing – policy and resources
- Actioning – practical action in the workplace
- Embedding – ensuring systematic implementation
- Influencing – facilitating change with others in our sphere of influence
- Sustainable Enterprise – operating in a fully sustainable, carbon positive way

Diagram 1



Sustainability Roadmap

This Roadmap has been value-added by ACT Health, for ACT Health, from a model which is based on worldwide benchmarking of excellent practice.

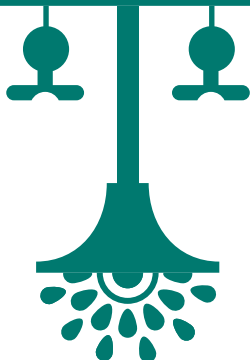
The progression from 'Commitment' to be a sustainable health service to actually being a 'Sustainable Enterprise' is identified and focuses on engagement practices, sustainability foot-printing, innovation and systematic methods of accelerating that progression.

The Sustainability Strategy 2016–2020 embraces the Roadmap as a checklist for deciding what actions to take and actively tracking progress toward the aims and objectives that have been established.

Diagram 2

Engagement	<ul style="list-style-type: none"> • Set the sustainable agenda • Engage staff • Stakeholder leadership • Engage customers • Sustainability leadership 	Innovation	<ul style="list-style-type: none"> • Encouraging innovation • Learning and plan for long term innovation • Collaboration • Innovative design • Capturing future innovations
Footprint	<ul style="list-style-type: none"> • Measure our sustainable footprint • Implement eco-efficiency improvements • Create sustainable supply chain • Set new industry benchmarks • Contribute to environment 	Systems	<ul style="list-style-type: none"> • Measure for accountability • Build systems for ongoing management • Integrate sustainable systems • Report sustainability performance • Reflect and continuously improve

Note: A full Roadmap Planning document is available at the back of this strategy (Attachment A).



Objectives

The objectives of this renewed Sustainability Strategy is to realise the vision by:

- meeting all of the priorities for emission reductions of the Resource Management Plan.
- achieving 85% of the benchmarks established and agreed via the Roadmap, by 2020.

Focus Areas

ACT Health will realise its sustainability vision by aligning the following six key Focus Areas of current activity with the vision. This alignment will be supported by effective communication and highly inclusive engagement.

- Resource Management Plan
- Buildings and Infrastructure
- The Digital Health Environment
- Workforce
- Partnerships and External Service Delivery
- Procurement.

The Focus Areas identify where the major sustainability impacts are, whether they are being measured, and whether current activities can be leveraged to yield sustainability outcomes.

Engagement Process



An appreciative approach to the consultation to renew the Strategy was used and the assumptions underpinning this approach include:

- ACT Health is already doing very good things as part of its sustainability strategy;
- ACT Health will have more confidence to journey towards a renewed and sustainable future when the best of its past achievements are acknowledged;
- When past achievements have been acknowledged people actively leading the organisation, and the staff, will be prepared to take on heightened challenges to build the organisation. They will want to improve themselves and the way things are done;
- It is important to value differences within the organisation;
- The way we go about conversing and questioning ourselves and our networks will influence our attitude to taking on new learning and new ways of being sustainable; and,
- The process as outlined in the model below will best facilitate the desired outcomes.

Diagram 3



Priorities

Emission reduction priorities

The accompanying Resource Management Plan (**Attachment B**) identifies the priorities for lower greenhouse gas emissions as being at or less than 20% of the total emissions of the ACT Government. More specifically, this priority target will be met by:

- Reducing greenhouse gas emissions
- Reducing energy use
- Reducing transport fuels
- Reducing water use
- Reducing waste.

Workplace priorities

The emission reduction priorities identified above will be achieved when specific action is taken at the workplace sites. These actions will take place in the six Focus Areas as outlined below.

Actions to implement priorities

The first phase of implementation of the Sustainability Strategy, from 2010–2015, consisted of:

- Assessment of seven Focus Areas against all elements of the sustainability vision;
- Alignment of the Focus Areas with the ACT Health sustainability vision;
- Development and completion of an Action Plan to progress short, medium and long term actions; and
- Outcome Phase.

The implementation of the Sustainability Strategy 2016-2020 will consist of key activities for ACT Health, within the following six key Focus Areas (with specific suggested projects identified):



Resource Management Plan

- Manage resources sustainably
- Consider sustainable transport policy and options
- Design and implement a sustainable management system, in particular, emissions tracking and reporting
- Increase recycling



Buildings and Infrastructure

- Consideration of sustainable building elements when refurbishing old buildings or constructing new buildings
- Models of Care into the future to be assessed against sustainability to deliver the most efficient outcomes
- Secure sustainable energy supply
- Governance structures to consider sustainability
- Utilisation of sustainability assessment tools for building and infrastructure
- Provide appropriate resources to implement the renewed strategy



The Digital Health Environment

- Integrate with Workforce to enable options for “getting the job done”
- Provide live data to assist with sustainable decision making
- Providing video conferencing to reduce trips
- Introduce Telemedicine to provide efficient services



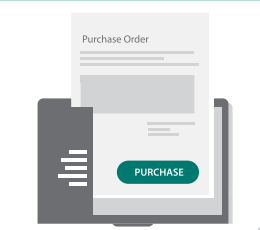
Our people

- Create a truly great place to work
- Engage staff in sustainability education to embed sustainability into business as usual decision making
- Engage and develop staff as sustainability leaders and facilitators of practical action in the workplace
- Incentivising the achievement of sustainability objectives
- Establish workplace teams which focus on implementation of the Strategy and creating a flexible workforce
- Support workforce role redesign and collaboration on action to meet immediate workforce shortages
- Build and sustain an adaptive, learning, innovation and change-enabling organisation



Partnerships and External Service Delivery for climate change adaptation

- Identify and liaise with other agencies to create whole-of-government partnerships such as with ACTSmart programs
- Include sustainable clauses and requirements in contracts with external service providers eg cleaning contractors, food suppliers, waste management etc
- Align programs to best facilitate climate change adaptation
- Form effective partnerships with key stakeholders
- Assess, capture and communicate public health risks and benefits from sustainability-related issues (eg greenhouse gas emissions, climate change impacts on environment or different models of community to work etc)



Procurement

- Inclusion of sustainability into procurement activities
- Incorporate sustainability consideration into, request for tender development process, during the tender selection process and engage with suppliers on sustainable issues
- Consideration of Whole-of-Life cycle costs
- Selection of goods and services based on triple bottom line impacts



These six Key focus areas can be cross-matched with the signposts which populate the Sustainability Roadmap.

Leaders of the Focus Areas will establish and maintain alignment with the sustainability vision across the six Focus Areas and will use the Sustainability Roadmap as a checklist for ensuring compliance with an internationally accepted framework. 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 actions within each Focus Area.

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.

Key staff from across the organisation will serve as an advisory body to help integrate sustainability into all of the Focus Areas and business plans across the divisions of ACT Health. These key staff will effectively form the ACT Health Green Team which will provide a link between business unit projects and the Executive of ACT Health, and also advise when any elements of the strategy need revision. This will 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 Renewed Sustainability Strategy 2016-2020 will lead a plan of action that will capture strategies and align timescale with the ACT Health Resource Management Plan 2016-2020. The Roadmap Planner can be updated regarding progress and outcomes.

Governance

The outcomes and actions underpinning the Renewed Sustainability Strategy 2016–2020 will be achieved by alignment of all business areas with the outcomes stipulated in the vision, the Resource Management Plan, the Sustainability Strategy Matrix and the Sustainability Roadmap, all supported by effective communication and innovation.

Executive Directors Council (EDC) will lead the 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 continuing the development and implementation of actions against each Focus Area within the Sustainability Roadmap.

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 Renewed Sustainability Strategy to ensure that all stakeholders, including all levels of staff, 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.

Reporting Mechanism

ACT Health will monitor and report against the Sustainability Strategy 2016-2020 in conjunction with the ACT Health Resource Management Plan reporting requirements.

Stakeholders

The development of the overarching ACT Health Sustainability Strategy has been successfully completed through a process of engagement with a wide 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.

Conclusion

Embedding sustainability into the culture of ACT Health has already commenced and will be strengthened 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 strategy can be graphically communicated through the ACT Health Vision diagram, Sustainability Strategy Matrix and the Sustainability Roadmap.

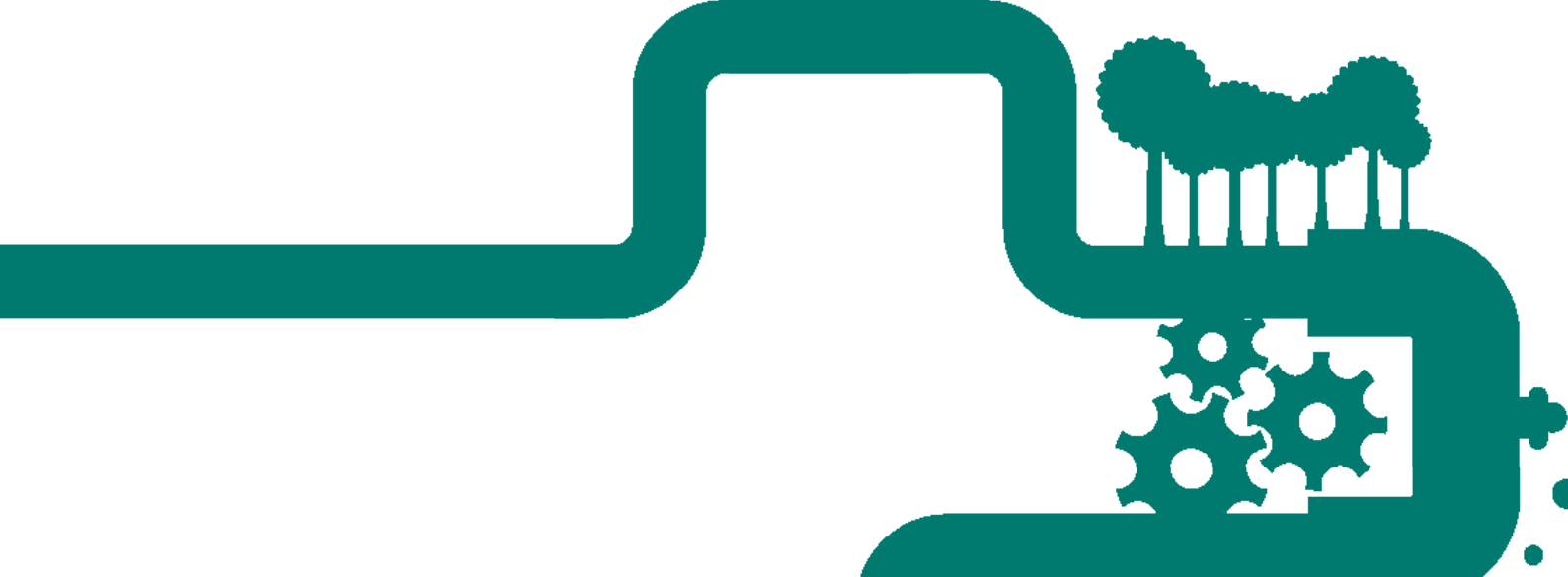
Attachment A:

ACT Health Sustainability Roadmap

This Roadmap effectively signposts the attributes necessary to building a sustainable organisation. It is underpinned by a generic model which has been developed over a number of years by government environmental agencies and based on worldwide benchmarking of excellent practice. The renewal process at ACT Health has provided specific detail, or signposts, which describe what the Renewed Sustainability Strategy 2016-20 is aspiring to achieve. The progression from 'Commitment' to 'Sustainable Enterprise' is identified and focusses on engagement practices, sustainability footprinting, innovation and systematic methods as ways of accelerating that progression.

Each signpost needs to be populated with specific activities for implementation and crossmatched with the overall vision and work implemented within the Focus Areas.

Commitment	Actioning	Embedding	Influencing	Sustainable Enterprise
Engagement Set the sustainability agenda	Engagement Engage staff	Engagement Stakeholder leadership	Engagement Engage customers	Engagement Sustainability leadership
<ul style="list-style-type: none"> Gain renewed executive commitment 	<ul style="list-style-type: none"> Create staff awareness of our commitment to sustainability 	<ul style="list-style-type: none"> Promote our sustainability vision to major stakeholders 	<ul style="list-style-type: none"> Promote our sustainability commitment externally 	<ul style="list-style-type: none"> Take a leadership role in the sustainability of the ACT community
<ul style="list-style-type: none"> Develop a renewed sustainability vision statement and set a strategic direction 	<ul style="list-style-type: none"> Encourage and reward staff involvement 	<ul style="list-style-type: none"> Engage suppliers and work in partnership to improve performance 	<ul style="list-style-type: none"> Identify and engage new and emerging markets 	<ul style="list-style-type: none"> Create partnerships to improve our community and environment
<ul style="list-style-type: none"> People take a lead role in driving sustainability 	<ul style="list-style-type: none"> Create skilled teams that look for opportunities for improvement 	<ul style="list-style-type: none"> Invest in and develop staff skills 	<ul style="list-style-type: none"> Show others in our value chain how to improve their own sustainability performance 	<ul style="list-style-type: none"> Inspire others in government and the health sector nationally to take action
<ul style="list-style-type: none"> Communicate the benefits and engage staff 	<ul style="list-style-type: none"> Celebrate achievements 	<ul style="list-style-type: none"> Adopt credible eco-labelling for our products and services 		<ul style="list-style-type: none"> Create the future of health services
Footprint Measure our sustainability footprint	Footprint Implement eco-efficiency improvements	Footprint Create sustainable supply chains	Footprint Set new industry benchmarks	Footprint Contribute to environment
<ul style="list-style-type: none"> Identify waste, water, energy and material inputs to measure, as per the RMP 	<ul style="list-style-type: none"> Prioritise opportunities according to SMART (simple, measurable, achievable, relevant, time bound) objectives 	<ul style="list-style-type: none"> Take responsibility for the environmental impacts in outsourced operations and our supply chain 	<ul style="list-style-type: none"> Reduce the whole of life impacts our services have on communities and the environment 	<ul style="list-style-type: none"> Ensure that our activities contribute in a net positive way to enhancing communities and the environment
<ul style="list-style-type: none"> Identify and apply tools and processes to measure these material flows and overall carbon emissions 	<ul style="list-style-type: none"> Implement short payback efficiency measures 	<ul style="list-style-type: none"> Implement supply chain performance benchmarking. 	<ul style="list-style-type: none"> Identify use of by-products or waste, close resource loops and use industrial ecology opportunities 	
<ul style="list-style-type: none"> Measure the overall sustainability of the workplace and business 	<ul style="list-style-type: none"> Identify and reduce hazardous substances from processes and operations 	<ul style="list-style-type: none"> Identify and reduce toxic and hazardous substances in our supply chain 	<ul style="list-style-type: none"> Insist on minimum environmental impact across the business 	
<ul style="list-style-type: none"> Identify opportunities for improvement 	<ul style="list-style-type: none"> Incorporate sustainability requirements into our procurement policies 	<ul style="list-style-type: none"> Reduce adverse impacts resulting from procurement and distribution activities 	<ul style="list-style-type: none"> Eliminate toxic and hazardous substances from our products and supply chain 	



Commitment	Actioning	Embedding	Influencing	Sustainable Enterprise
Innovation Encourage innovation	Innovation Learn and plan for long term innovation	Innovation Collaborate to innovate	Innovation Innovative design	Innovation Identify future innovations
<ul style="list-style-type: none"> • Research what innovation is taking place in the health sector and other sectors • Identify how our business innovates and take stock internally • Motivate staff to contribute ideas • Prioritise innovations according to costs and benefits 	<ul style="list-style-type: none"> • Encourage ideas from inside and outside the business to understand how innovation can be applied • Scope out longer term investments in innovative technologies • Provide clear incentives for people to try innovative practice 	<ul style="list-style-type: none"> • Problem solve with suppliers • Work with others to create sustainable products and services • Develop a framework for collaborative innovation 	<ul style="list-style-type: none"> • Invest in research for major changes to products and services • Look for inspiration in cutting edge ideas • Extend the durability of our materials and services • Design the environmental impacts out of materials and services 	<ul style="list-style-type: none"> • Ensure that innovations enhance our future sustainability position • Seek simplicity in design and implementation • Promote and participate in open source innovation and knowledge • Identify market trends and plan and develop services for the future
Systems Measure for accountability	Systems Build systems for ongoing management	Systems Integrate sustainability systems	Systems Report sustainability performance	Systems Reflect and continuously improve
<ul style="list-style-type: none"> • Include environmental accountabilities and responsibilities in role descriptions • Identify and ensure compliance with environmental obligations and Resource Management Plan requirements • Develop systems to measure and capture required data • Assign a budget and resources 	<ul style="list-style-type: none"> • Identify appropriate environmental management and industry benchmarking systems • Develop a system for performance measurement and rewards • Develop systems to reinvest cost savings in initiatives that deliver further improvements • Incorporate sustainability into decision-making processes 	<ul style="list-style-type: none"> • Implement appropriate environmental management and industry benchmarking systems • Implement life cycle assessments for products or services • Extend footprint to account for product life cycles • Align accounting, procurement and production systems with sustainability goals 	<ul style="list-style-type: none"> • Implement sustainability and/or corporate social responsibility reporting • Ensure reporting includes the measurement of product impact, lifecycle impact, patient impact and business impact • Seek external validation for our sustainability reporting 	<ul style="list-style-type: none"> • Set ambitious targets and goals across all components of sustainability • Keep our focus on the future of health in the ACT and continual improvement as our journey continues

Review and planning document

Destination 1 : Commitment: A leadership decision is made to reduce ACT Health' environmental impact by committing to sustainability.

Commitment	Current and previous activity	Future activity	By whom	By when					
				2016	2017	2018	2019	2020	
Engagement Set the sustainability agenda Gain renewed executive commitment									
Develop a renewed sustainability vision statement and set a strategic direction									
People take a lead role in driving sustainability									
Communicate the benefits and engage staff									
Footprint Measure your environmental footprint Identify waste, water, energy and material inputs to measure, as per the RMP									
Identify and apply tools and processes to measure these material flows and overall carbon emissions									
Measure the overall sustainability of the workplace and business									
Identify opportunities for improvement									

Commitment	Current and previous activity	Future activity	By whom	By when				
				2016	2017	2018	2019	2020
Innovation Encourage innovation								
Research what innovation is taking place in the health sector and other sectors								
Identify how our business innovates and take stock internally								
Motivate staff to contribute ideas								
Prioritise innovations according to costs and benefits								
Systems Measure for accountability				2016	2017	2018	2019	2020
Include environmental accountabilities and responsibilities in role descriptions								
Identify and ensure compliance with environmental obligations and Resource Management Plan requirements								
Develop systems to measure and capture required data								
Assign a budget and resources								

Destination 2. Actioning: Employees are engaged. Efficiency is improved resulting in reduced costs and environmental impact.

Actioning	Future activity	By whom	By when					
			2016	2017	2018	2019	2020	
Engagement Engage staff								
Create staff awareness of our commitment to sustainability								
Encourage and reward staff involvement								
Create skilled teams that look for opportunities for improvement								
Celebrate achievements								
Footprint Implement eco-efficiency improvements								
Prioritise opportunities according to SMART (simple, measurable, achievable, relevant, time bound) objectives								
Implement short payback efficiency measures								
Identify and reduce hazardous substances from processes and operations								
Incorporate sustainability requirements into our procurement policies								

Actioning	Future activity	By whom	By when
Innovation Learn and plan for long term innovation			
Encourage ideas from inside and outside the business to understand how innovation can be applied			
Scope out longer term investments in innovative technologies			
Provide clear incentives for people to try innovative practice			
Systems Build systems for ongoing management			
Identify appropriate environmental management and industry benchmarking systems			
Develop a system for performance measurement and rewards			
Develop systems to reinvest cost savings in initiatives that deliver further improvements			
Incorporate sustainability into decision-making processes			

Destination 3. Embedding: Sustainable approaches and continuous improvement are business as usual, part of our culture and extended to our supply chain. External benchmarks drive performance.

Embedding	Current and previous activity	Future activity	By whom					By when												
								2016	2017	2018	2019	2020								
Engagement Stakeholder leadership																				
Promote our sustainability vision to major stakeholders																				
Engage suppliers and work in partnership to improve performance																				
Invest in and develop staff skills																				
Adopt credible eco-labelling for our products and services																				
Footprint Create sustainable supply chains																				
Take responsibility for the environmental impacts in outsourced operations and our supply chain																				
Implement supply chain performance benchmarking.																				
Identify and reduce toxic and hazardous substances in our supply chain																				
Reduce adverse impacts resulting from procurement and distribution activities																				
Incorporate sustainability requirements into procurement policies																				
Innovation Collaborate to innovate																				

Embedding	Current and previous activity	Future activity	By whom	By when				
				2016	2017	2018	2019	2020
Problem solve with suppliers								
Work with others to create sustainable products and services								
Develop a framework for collaborative innovation								
Systems Integrate sustainability systems								
Implement appropriate environmental management and industry benchmarking systems								
Implement life cycle assessments for products or services								
Extend footprint to account for product life cycles								
Align accounting, procurement and production systems with sustainability goals								
Implement appropriate environmental management and industry benchmarking systems								

Destination 4. Influencing: ACT Health products and services have external environmental accreditation. The environmental impacts of our products and services are minimised over their lifecycle. Triple Bottom Line reporting is used.

Influencing	Current and previous activity	Future activity	By whom		By when					
					2016	2017	2018	2019	2020	
Engagement Engage customers										
Promote our sustainability commitment externally										
Identify and engage new and emerging markets										
Show others in our value chain how to improve their own sustainability performance										
Footprint Set new industry benchmarks					2016	2017	2018	2019	2020	
Reduce the whole of life impacts our services have on communities and the environment										
Identify use of by-products or waste, close resource loops and use industrial ecology opportunities										
Insist on minimum environmental impact across the business										
Eliminate toxic and hazardous substances from our products and supply chain										
Innovation Innovative design					2016	2017	2018	2019	2020	

Influencing	Current and previous activity	Future activity	By whom	By when				
				2016	2017	2018	2019	2020
Invest in research for major changes to products and services								
Look for inspiration in cutting edge ideas								
Extend the durability of our materials and services								
Design the environmental impacts out of materials and services								
Systems								
Report sustainability performance								
Implement sustainability and/or corporate social responsibility reporting								
Ensure reporting includes the measurement of product impact, lifecycle impact, patient impact and business impact								
Seek external validation for our sustainability reporting								

Destination 5. Sustainable Enterprise: ACT Health is restorative: creating net benefit to stakeholders, community and environment. ACT Health is a leader in sustainability and inspires others. We create the future.

Sustainable Enterprise	Future activity	By whom	By when	2016	2017	2018	2019	2020
Engagement Sustainability leadership								
Take a leadership role in the sustainability of the ACT community								
Create partnerships to improve our community and environment								
Inspire others in government and the health sector nationally to take action								
Footprint Contribute to environment				2016	2017	2018	2019	2020
Ensure that our activities contribute in a net positive way to enhancing communities and the environment								
Innovation Identify future innovations				2016	2017	2018	2019	2020
Ensure that innovations enhance our future sustainability position								
Seek simplicity in design and implementation								
Promote and participate in open source innovation and knowledge								
Identify market trends and plan and develop services for the future								

Sustainable Enterprise Systems	Future activity	By whom	By when					
				2016	2017	2018	2019	2020
Reflect and continuously improve								
Set ambitious targets and goals across all components of sustainability								
Keep our focus on the future of health in the ACT and continual improvement as our journey continues								

