



The Sydney
children's
Hospitals Network
care, advocacy, research, education

SUSTAINABILITY PLAN

2017 – 2022

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CHIEF EXECUTIVE

The Sydney Children's Hospitals Network is committed to helping children live their healthiest lives.

Our role as a leader in children's health extends beyond caring for children in the present, to children in generations to come. We want to ensure that the world they grow up in is one where they can enjoy good health and wellbeing.

There is no doubt climate change will have an adverse effect on children's health. The World Health Organisation identifies climate change as our biggest looming health challenge. Between 2030 and 2050, it estimates that it will cause 250,000 deaths per year around the world.

Climate change will directly affect the health and wellbeing of children, altering all the social and environmental determinants of children's health—clean air, safe drinking water and food. Triggers for asthma and other respiratory infections are likely to increase and some infectious diseases may be more of a problem.

Children bear the greatest burden of these threats to good health. As the nation's largest single provider of paediatric health services, the Network has an obligation to reduce its impact on the environment and pave the way for emerging sustainable healthcare practices.

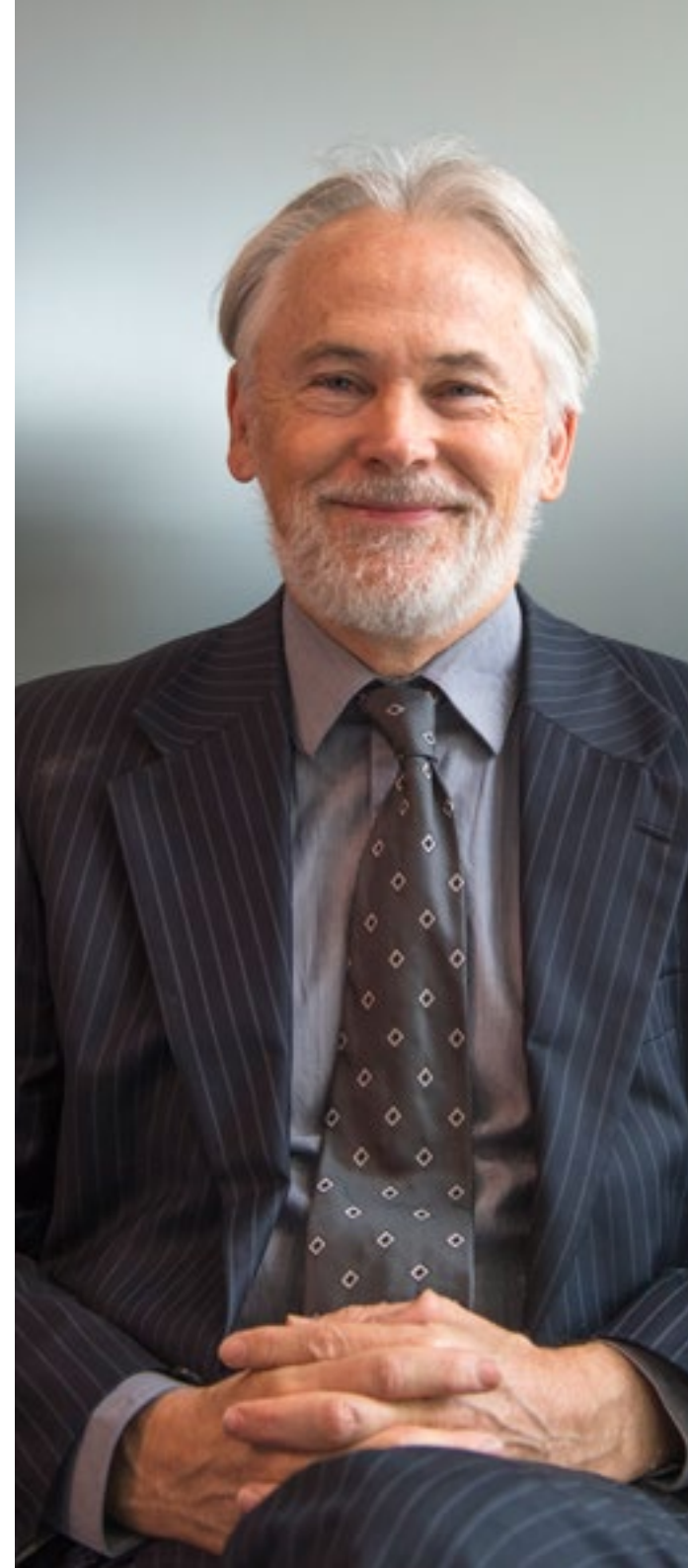
The health sector consumes vast amounts of energy and water, and generates significant volumes of waste. We are presented with an opportunity to lead the way and embrace new ways of using and conserving resources, managing our waste and changing the way we travel. We can review the models of care we practice to reduce duplication and waste through ineffective care. Not only will this benefit the environment, but will deliver positive financial outcomes by making more of what we have and freeing up resources to continue to refine our care for patients and their families at world standards.

Our Sustainability Plan demonstrates the Network's commitment to reducing our impact on the environment and delivering world-class sustainable healthcare. The Plan has been developed in context with state government legislation, policies and strategies and references a range of national and international government agencies' sustainability resource materials.

No matter how small the actions, we can all make a difference for the benefit of children everywhere.

I encourage everyone to participate in this very exciting project.

Dr Michael Brydon OAM
Chief Executive



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EXECUTIVE SUMMARY

The Sustainability Plan outlines our major impacts as a healthcare provider, what measures we have taken so far to address those impacts, an overview of our environmental performance to date and where we want to be in five years' time.

There are six action areas the Network has identified as priorities — waste reduction, energy and water efficiency and reductions, sustainable transport, communication, the use of open space and sustainable procurement.

The Plan sets out the goals and targets for each of the action areas and proposes how we intend to achieve those targets and the indicators that will measure our progress along the way.

The Plan will be promoted to staff, available on the intranet, circulated amongst senior management and referred to in relevant internal documents, with progress on action areas reported back to staff and the Network Board.

INTRODUCTION

1.1 PURPOSE OF THE SUSTAINABILITY PLAN

The purpose of this Plan is to provide a roadmap to achieving our goal of becoming a leader in sustainable healthcare.

The Plan aims to ensure a more uniform and consistent approach to monitoring and reporting on our environmental performance and initiatives which will assist in better managing our resources and operations.

We want all staff to have access to the Plan, be aware of the Network's environmental commitment and goals, and be empowered to contribute.

Our Plan is also available as a resource for other healthcare providers and we welcome the exchange of shared learning.



1.2 BACKGROUND

Sydney Children's Hospitals Network is the largest network of hospitals and paediatric services for children in Australia.

It incorporates The Children's Hospital at Westmead, Sydney Children's Hospital, Randwick, Newborn and Paediatric Emergency Transport Service (NETS), the Pregnancy and Newborn Services Network (PSN) and the Children's Court Clinic (CCC). Each year our services manage:

- 51,000 inpatient admissions
- 92,000 Emergency Department presentations
- Over one million outpatient service visits

We employ 6,646 staff. Approximately a third are based at our Randwick site and two thirds based at our Westmead site.

Although there have been departments within the Network championing sustainability for several years, until now there has not been a whole of hospitals/ Network drive towards sustainable healthcare.

Our first step is to uncover the breadth and scale of our environmental footprint. We know that typical of the health sector, the impact of our operations on the environment is substantial.

We use significant amounts of energy to keep our hospitals plugged in 24/7 to meet the demands of essential medical equipment, heating and cooling of our

buildings, lighting and ICT equipment. Similarly our water use is high, with water intensive processes such as dialysis and sterilisation, and the demand for chilled water for air conditioning, linen, cleaning, catering services and hand washing.

We generate complex and high volume waste streams, a number of which require energy and chemical intensive waste treatments such as incineration and autoclaving.

Travel, by patients, staff and visitors, is a crucial part of the way the Network delivers its services – and as a consequence, our travel related carbon emissions are considerable. Our services extend to home visits and remote rural areas which require travel by road and air for our staff and our families.

We are a high volume consumer of products including pharmaceuticals, medical equipment and supplies and surgical instruments, a proportion of which are single-use items.

We use anaesthetic gases, a number of which have been identified as potent greenhouse gases.

Other high impact areas extend to our catering, linen and cleaning services, all of which require significant amounts of energy and water.

The measures we have taken so far to address our impacts include;

At Sydney Children's Hospital, Randwick, we have:

- Installed energy efficient LED lighting in five wards. These use up to 70 per cent less energy
- Upgraded two lifts due for replacement with energy efficient alternatives that are estimated to use 30 per cent less energy
- Contracted a plant and equipment audit as part of a hospital campus-wide project to identify energy hotspots as a precursor to the master planning
- Installed a new compressor which is estimated to save \$85,000 per year in electricity costs
- Begun a recycling trial on our wards to collect used PVC medical products for recycling into useful products
- Completed a Hospital floor upgrade in all main corridors (1500m²) using marmoleum, a natural biobased linoleum, which has less environmental impact compared to synthetic alternatives.

At The Children's Hospital at Westmead, we have:

- Installed energy efficient LED lighting in 10 wards, including 550 patient lamps
- Upgraded six lifts due for replacement with energy efficient models that use approximately 30 per cent less energy
- Installed variable speed drives in our cooling towers to deliver energy and water efficiencies
- Upgraded bike parking facilities with the installation of a new secure bike cage that accommodates up to 40 bikes

- Implemented a recycling program in our operating suites which recovers plastic items such as kidney bowls for recycling and reduces clinical waste disposal costs
- Rolled out Lean 5S campus-wide to help reduce waste on wards and redistribute unused items and equipment to other areas of the Hospital.
- Installed Follow Me Printing across the hospital to reduce copy paper waste.

The catalyst for the Network's commitment to become a sustainable healthcare provider came from a group of young clinicians who wanted to see their hospital lead the way in practicing and promoting environmentally sustainable healthcare. In October 2016 the Chief Executive invited all staff to participate in a one-day forum to generate ideas on how the Network could be more environmentally responsible. A group of more than 30 staff identified specific areas of focus and proposed actions for follow up. The goals and actions of this Plan are based on the content generated from the forum.

As the Network's 2017-2022 Strategic Plan states, our purpose is "Helping children and young people live their healthiest lives". This speaks not only to the children we see every day, but also those we want to support without ever seeing. Delivering on our Sustainable Hospitals project is one important way we can truly meet our purpose.



1.3 BASELINE ENVIRONMENTAL PERFORMANCE

Opposite is a summary of the total data collected (and currently available) for both Sydney Children's Hospital, Randwick and The Children's Hospital at Westmead in 2015/16, and will be used as our baseline for environmental performance reporting going forward.

Normalised data (level of activity expressed as number of bed days and floor area as metres squared) has also been included to provide a meaningful indicator for environmental performance.



ENERGY CONSUMPTION

TOTAL ENERGY CONSUMPTION BY ENERGY TYPE (GJ)	2015/16
Electricity	100,099
Natural gas and LPG	50,961
Other energy types (e.g. steam, diesel)	Data unavailable
Total (gigajoules)	151,060
NORMALISED ENERGY CONSUMPTION	2015/16
Energy per unit of floor space (GJ/m ²)	1.1959
Energy per unit of activity (GJ/activity)	0.993

*Regarding Sydney Children's Hospital, Randwick's data component – due to unavailability of separate meter data, Sydney Children's Hospital, Randwick's electricity, gas and water figures are not actual figures but are included with Prince of Wales Hospital's (POW) consumption data, a 17.6 percent allocation statistic has been applied, consistent with billing allocation.

WATER CONSUMPTION

TOTAL WATER CONSUMPTION BY TYPE (KL)	2015/16
Potable water	211,179
Re used / recycled water	0
Total	211,179

WASTE GENERATION

TOTAL WASTE GENERATION BY TYPE (TONNES)

	2015/16
Clinical waste	153.8
General waste	903.7
Recycled waste	251.2
Total	1307.8

*Regarding Sydney Children's Hospital, Randwick's data component – due to a shared waste contract with POW, Sydney Children's Hospital, Randwick's waste figures are not actual figures but are included with POW waste data, a 12 per cent allocation statistic has been applied, consistent with billing allocation. General waste includes trade waste.

NORMALISED WASTE GENERATION

	2015/16
Waste per activity (kg/activity)	8.6kg

WASTE RECYCLING

	2015/16
Waste recycling rate (percentage)	19%

PAPER USE

	2015/16
No. of reams	26,083
No. of reams per FTE equivalent	4.03
Percentage of paper purchased with 100% recycled content	0

TRAVEL

	2015/16
Total kilometres flown (domestic flights)	Data unavailable
Total kilometres flown (international flights)	
Total kilometres driven (vehicle fleet)	1,005,506



E-WASTE RECYCLING

	2015/16
Mobile phones (kilograms)	31.49
Toner cartridges (kilograms)	930.58
Computers/monitors	Data unavailable

1.4 GUIDING PRINCIPLES

Ethical leadership and sustainable action is a guiding principle in the Network's 2017-2022 Strategic Plan. This Plan recognises that leadership and support from the top is required to enable its successful implementation.

A cooperative approach and openness to new ways of working, at all levels, is needed across all areas of our operations.

We have looked to Australian and international organisations that demonstrate best practice in environmental sustainability to inform our plans and approach.

The goals and objectives of this Plan are aligned with recommendations made by the Ministry of Health (MoH). The NSW Health Resource Efficiency Strategy states MOH's commitment to a resource efficient health system to manage costs and reduce the impact on the environment. Energy, water and waste are among the MoH's targeted areas for action, and its recommended strategies have been referred to in the development of this Plan. In addition, the Plan's reporting requirements will ensure annual Government Resource Efficiency Policy (GREP) reporting obligations are met by the Network.

The Book of Proceedings, a document generated from the Network's staff sustainability forum is a record of the thoughts, ideas, solutions and actions staff, from all areas and professions of the Network put forward for consideration. The Book documents the starting point of our whole of hospitals/Network drive towards sustainability and influences the direction of this Plan.

The Plan addresses environmental impacts over which the Network has direct control, but also over those which the Network can influence as a consumer of products and services, and as an advocate for environmental health within the community.

1.5 SCOPE AND STRUCTURE

The Plan focuses on six key areas: waste management, energy and water conservation, transport, procurement, communication and open space. For each area, objectives and targets for environmental improvement have been set, with accompanying strategies to achieve the objectives.

The Plan addresses all relevant aspects of the Network's operations, activities and the delivery of services, covering the Network's two major sites – The Children's Hospital at Westmead and Sydney Children's Hospital, Randwick. They include but are not limited to:

- hospitals
- parent accommodation
- corporate offices and facilities
- support services (catering, domestic services, linen)
- education and research
- delivery of campaigns, programs and events
- community based health services
- facilities operations
- capital works
- redevelopment projects.



ACTION

OBJECTIVES AND TARGETS

Environmental targets have been set to improve environmental performance. In some areas, collection of baseline performance data is still a work in progress. Once data is available for these areas, targets will be set and/ or revised.

The metrics used to track our progress in implementing this Plan will be quantitative where environmental performance data is available. Management performance indicators relating to organisational procedures and practices as well as operational performance indicators have been identified.

Environmental performance measurement provides feedback on the effectiveness of actions taken to reduce the Network's environmental footprint, a means for reviewing objectives and targets and a structure for achieving continual improvement.

The tables in this section summarise the objectives, targets, strategies and performance indicators required to achieve our environmental sustainability aims and ambitions across six identified areas.



2.1 OBJECTIVE: TO REDUCE WASTE GENERATED, MAXIMISE RESOURCE RECOVERY AND OPPORTUNITIES TO REUSE

TARGET	STRATEGIES AND PROGRAMS	TIMEFRAME	INDICATORS	OWNER/S
Increase recycling rate by 20 per cent Reduce clinical waste by 30 per cent on 2015/16 volumes by 2021/22	Establish Network Waste Management committee (WMC) and working groups to initiate and champion recycling and waste reduction activities and seek to find solutions for additional waste streams	2017	Number of recycling programs and trials implemented. Internal quarterly waste reports and annual GREP report	Various departments
	Develop communications plan to increase staff and consumer participation in waste reduction initiatives	2017/18		WMC and Public Relations
	Schedule quarterly meetings with waste managers and waste contractors to monitor progress, provide feedback and generate solutions for continual improvement	2017/18	Promotional activities visible, training undertaken	Cleaning Services
	Adequate provision of recycling bins with effective signage distributed throughout all areas to ensure every department has access to appropriate recycling facilities	2017/18		Cleaning Services
	Promote correct use of yellow clinical waste bins to achieve effective segregation and reduce clinical waste volumes	2017/18	Waste reports and audit results	Operating Theatres, Cleaning Services
	Conduct annual waste audits in a range of hospital environments to monitor progress to ensure continual improvement	Ongoing	Waste audit report	Operating Theatres, Cleaning Services
	Implement pharmacy automation to avoid pharmaceutical waste	2019/2020		Pharmacy, Clinical Service Planning
	Establish and promote recycling collection points for batteries, mobile phones, DVDs, toner cartridges and other items	2017	Recycling collection points and data	WMC
	Incorporate in refurbishment/redevelopment design planning effective recycling hubs	Ongoing		Health Infrastructure, Clinical Service Planning and Redesign
Increase opportunities to reuse	Investigate and utilise supplier take back programs that include packaging, medical supplies and ICT equipment	Ongoing	Number of take back programs in operation	Various
	Initiate and promote reuse/redistribution opportunities and practices to include furniture and office supplies, ICT equipment, catering, linen, medical products and equipment	Ongoing	Number of reuse projects	Various
	Investigate reuse and sterilisation of surgical instruments as alternative to disposable single use items	Ongoing		WMC Working Group
	Investigate options to segregate food waste to allow for on or offsite composting	2020/21		Food Services, HealthShare
	Strive to implement best practice in strip-out processes during refurbishments to achieve better resource recovery outcomes	Ongoing	Waste diversion target rate included in contracts and internal processes	Health Infrastructure, Clinical Service Planning and Redesign

2.2 OBJECTIVE: REDUCE ENERGY AND WATER CONSUMPTION AND CONTINUALLY IMPROVE ENERGY AND WATER EFFICIENCY OF OPERATIONS

TARGET	STRATEGIES AND PROGRAMS	TIMEFRAME	INDICATORS	OWNER/S
Reduce energy consumption. Set per cent reduction target (kj/m ²) in 2017/18	Plan and schedule staff education and energy and water awareness raising campaigns and events	2017/18		Sustainability Project Officer, Public Relations
	Identify, implement and document energy efficiency projects such as lighting upgrades, air conditioning/chiller upgrades/adjustments, system and equipment upgrades, and efficiency opportunities in building operations	2017/18	Number of projects undertaken	Maintenance and Engineering
	Develop capacity for improved energy data measurement and collection and establish regular monitoring of energy use against targets	Ongoing	Quarterly energy consumption reports, annual GREP report	Maintenance and Engineering, Sustainability Project Officer
	Install power management capabilities on computer fleet to ensure computers are automatically switched to sleep/hibernation/shut down mode when not in use	2019/20	Per cent of fleet with power management function enabled	IT Services
	Ensure all new electrical appliances and equipment meet or exceed the market average star rating as outlined by the Government Resource Efficiency Policy	Ongoing	Inclusion in procurement guidelines	Procurement
	Ensure new infrastructure and refurbishment planning accommodates for a high level of resource efficiency	Ongoing	Number of sustainable design principles incorporated in planning	Health Infrastructure, Clinical Planning and Redesign
Explore and evaluate renewable energy opportunities	Investigate partnership opportunities within hospital precincts and complete one renewable energy installation per year if an internal rate of return of 12 per cent or higher can be achieved	2017/18	GREP report	Maintenance and Engineering, Sustainability Project Officer
	Investigate sources of funding for energy and water efficiency projects	2017/18	Number of proposals submitted and projects in development	Maintenance and Engineering, Sustainability Project Officer
Reduce water consumption by 10 per cent from 2015/16 to 2021/22	Implement a preventative maintenance program (check all and periodically replace any leaking fixtures, rewashing toilets in high-use areas, check and fix quarter turn taps)	2017/18	Maintenance schedule	Maintenance and Engineering
	<ul style="list-style-type: none"> Conduct an audit to check performance of flow restrictors Install wireless water metering for detection of leakage/wastage Reduce water flow in showers from 15L/min to 8L/min Investigate reusing steriliser discharge in cooling towers and reuse of reverse osmosis concentrate water for irrigation 	2017/18	Audit results and water consumption data, number of initiatives implemented	Maintenance and Engineering
	Educate staff to be proactive in reporting faults to maintenance	2017/18	Intranet content and signage	Sustainability Project Officer, Public Relations
	All new water-using appliances to be at least the average WELS star rating	Ongoing	GREP report	Health Infrastructure, Engineering, Clinical Planning and Redesign
	Investigate and where possible, implement rainwater harvesting	2018/19	Number of rainwater harvesting tanks installed	Maintenance and Engineering

2.3 OBJECTIVE: MINIMISE THE ENVIRONMENTAL IMPACT ASSOCIATED WITH STAFF, VISITOR AND PATIENT TRAVEL



TARGET	STRATEGIES AND PROGRAMS	TIMEFRAME	INDICATORS	OWNER/S
Reduce single driver car trips made by staff. Set target in 2017/18	Promote sustainable transport options to staff, families and visitors	Ongoing	Number and visibility of promotions, intranet content, events, level of participation, reduced demand for car parking	Sustainability Project Officer, Public Relations
	Provide and promote end of trip facilities (secure and sheltered bike parking, showers, change rooms, lockers) to increase cycling trips to/from the hospital.	2017/18	Number and quality of facilities, facility use collected through swipe card data	Sustainability Project Officer, Public Relations, Corporate Services
	Ensure building redevelopments incorporate within the design phase the provision of dedicated cycle storage facilities	2017/18	Bike storage facilities included in design plans	Health Infrastructure, Clinical Service Planning
	Establish and develop bike user groups for both campuses to build cycling community	2016/17	Bike User Groups numbers and related events	Sustainability Project Officer, Bike User Groups
	Develop strategic partnerships with local and state government bodies and transport planning authorities to influence the provision of improved public transport services, walking, cycling paths and routes	2017/18	Delivery of services, cycling and walking paths	Sustainability Project Officer, Public Relations, Bike User Groups
	Explore car sharing arrangements and incentives such as highly prominent multi occupancy car parking spaces. Consider future implications of autonomous car use in planning.	2019/2020	Car-sharing systems in operation	Sustainability Project Officer, Health Infrastructure, Corporate Services
Reduce the necessity to travel	Review models of care to consider most appropriate service location to minimise travel and facilitate access, including use of mobile technology (e.g. Skype) and telemedicine	2018/19	Driving km's avoided through use of telehealth, reduced fleet vehicle km's	Integrated care
	Further promote and increase the use of videoconferencing and teleconferencing to a wider range of staff and consumers	2017/18	Number of departments with access to videoconference facilities	IT Services, various departments
	Plan conferences and meetings for staff and Network partners to be held in places and at times that strongly favour public transport and active transport options	Ongoing	Flight and car travel data	Executive Support
	Explore teleworking opportunities, flexible start/finish times and split shift arrangements to reduce the need to travel at peak travel times	2018/19	Increase in no. of staff teleworking	Workforce
	Investigate option of extended clinic opening hours (for example 6pm appointments) to help address personal/school leave, parking and traffic issues	2018/19	Adjusted clinic hours	Outpatient Services

2.4 OBJECTIVE: CREATE AND FOSTER A CULTURE OF ENVIRONMENTAL AWARENESS AND PARTICIPATION

TARGET	STRATEGIES AND PROGRAMS	TIMEFRAME	INDICATORS	OWNER/S
Develop an environmental communications and education plan	Share success stories, provide environmental performance updates, promote and encourage staff and families to participate in sustainability initiatives	2017/18	Frequency of communications, level of feedback received	Sustainability Project Officer, Sustainable Hospitals Group, Public Relations
	Plan and schedule education and awareness raising campaigns and events	2017/18		Sustainability Project Officer, Sustainable Hospitals Group, Public Relations
	Sustainability information included in staff orientation	2017/18		Education
	Sustainability section on the Network intranet with “how to” guides, news updates and related resources	2016/17		Sustainability Project Officer
Develop the Network Sustainable Hospitals task force to engage staff, support and implement initiatives	Develop the Sustainable Hospitals Group membership to include representatives and champions of various departments and professions within the Network	2017/18	Number of staff and departments/professions represented and activities undertaken	Sustainability Project Officer, Sustainable Hospitals Group
	Devise a rewards/recognition scheme for Green Champions within the Network to maintain engagement and encourage innovation	2017/18		Sustainability Project Officer, Sustainable Hospitals Group
	Submit regular briefs to the Executive to gain support for and promotion of proposed initiatives at an executive level	2017/18		Sustainability Project Officer, Sustainable Hospitals Group
	Collaborate with neighboring institutions (universities, councils, hospitals) to unlock ideas and maximise our collective talent to create a more environmentally sustainable precinct	2017/18		Sustainability Project Officer, Sustainable Hospitals Group, Public Relations



2.5 OBJECTIVE: ADOPT ENVIRONMENTALLY RESPONSIBLE PROCUREMENT PRACTICES

TARGET	STRATEGIES AND PROGRAMS	TIMEFRAME	INDICATORS	OWNER/S
Integrate environmental, social and ethical criteria into the decision-making process of goods and services procurement	Work in partnership with suppliers, for example HealthShare NSW to include resource management/minimisation and healthy supply chain standards as requirements in the decision-making process	Ongoing	Relevant procurement procedure and guidelines are updated and implemented	Working groups, Clinical Product Coordinator, Sustainability Project Officer
	Increase the proportion of copy paper purchased to be 100 percent recycled post-consumer waste and/or NCOS certified	2018/19	Paper purchasing reports	Sustainability Project Officer, IT Services
	Select low environmental impact materials and products for refurbishments and redevelopments	2017/18		Health Infrastructure, Maintenance, Clinical Service Planning and Redesign
	Include environmental impacts and benefits section in business case templates, such as whole-of-life costs of equipment and services	2017/18	Business cases updated with environmental impact/benefit statement	Finance and Corporate Services
	Examine usage and wastage of pharmaceuticals	2018/19		Pharmacy
	Investigate alternative models of care which may be less drug intensive	2018/19		
Promote alternatives to single use items	Reduce use of disposable items and increase reusable items where appropriate in clinical and non-clinical areas.	2018/19	Reduction in proportion of disposable items purchased	Refer to 2.1 Waste Strategies and Programs
	Avoid the routine purchasing of bottled water unless clinically required. Investigate installation of water refill stations and bubblers throughout the hospitals	2017/18	Visible and accessible alternatives to bottled water	Public Relations, Engineering, Various

2.6 OBJECTIVE: UTILISE AND ENHANCE OPEN SPACES FOR THE BENEFIT OF THE NETWORK COMMUNITY AND NATURAL ENVIRONMENT

TARGET	STRATEGIES AND PROGRAMS	TIMEFRAME	INDICATORS	OWNER/S
Develop events calendar to make use of open spaces	Explore hosting events such as seasonal produce markets, gardening workshops, health and wellbeing-themed workshops and sessions for patients, families and staff	2017/18	Number of events	Sustainable Hospitals Group, Sustainability Project Officer, Public Relations
Better utilise open spaces	Identify spaces with potential for opening up to the hospital community to create green, healthy spaces such as community gardens, vertical gardens, child life and music therapy, meditation and quiet spaces	2019/20	Number of projects, spaces opened up and visibly increased use of these spaces	Sustainable Hospitals Group, Sustainability Project Officer, Clinical Service Planning

MONITOR AND REVIEW

The Plan's success will be measured through progress updates that will be scheduled bi-annually and will engage the Plan's key stakeholders.

Annual progress reports will be provided to the Network Board.

The Network will report on its environmental performance and initiatives in the Network Annual Review and annual GREP (Government Resource Efficiency Policy) report.

Regular review and amendments of the Action Plan (2.1 – 2.6) will be made as necessary, including revised targets and timeframes.

REFERENCES

Sustainable Development Management Plan (SDMP) Guidance for Health and Social Care Organisations, January 2017, <http://www.sduhealth.org.uk/delivery/plan.aspx>

NSW Government Resource Efficiency Plan 2016-2023, <http://www.environment.nsw.gov.au/resources/government/140567NSWGREP.pdf>

NSW Health Resource Efficiency Strategy 2016 -2023, <http://www.health.nsw.gov.au/assets/Publications/resource-efficiency-strategy.pdf>

The Department of Health and Human Services VIC, Sustainability Unit, Environmental Management Plan template for Victorian public health services, <https://www2.health.vic.gov.au/hospitals-and-health-services/planning-infrastructure/sustainability/planning-reporting>

Global Green and Healthy Hospitals Network, <http://www.greenhospitals.net/>

St Vincent's Health Australia, <https://svha.org.au/home/about-us/caring-for-the-environment>

UNSW Environmental Management Plan 2016 – 2018, http://sustainability.unsw.edu.au/sites/all/files/news_file_attachments/UNSW_EMP_2016-18.pdf

Western Health 2013-2014 Sustainability Report, <http://www.westernhealth.org.au/AboutUs/CorporatePublications/Documents/Western%20Health%202013-14%20Sustainability%20Report.pdf>

Sydney Local Health District Sustainability Plan 2013 – 2018, http://www.slhd.nsw.gov.au/pdfs/SLHD_SusPlan.pdf

