



Government of Western Australia  
East Metropolitan Health Service

# Environmental, Social and Governance Statement

## About

The EMHS is an extensive hospital and health network that strives to maintain and improve the health and wellbeing of approximately 749,000 Western Australian within its catchment area, which covers 3,647 square kilometres. It also serves residents of regional Western Australia (WA) requiring more complex care.

Members of the network collaborate to provide tertiary, secondary and specialist healthcare services. This includes emergency and critical care, state major trauma, elective and emergency surgery, general medical, mental health, inpatient and outpatient services, aged care, palliative care, rehabilitation, women's, children's and neonates' services, and primary disease prevention. EMHS includes one tertiary hospital, two general hospitals, and two specialist hospitals, which provide comprehensive health care for eastern and south-eastern metropolitan populations in WA. As one of Australia's largest hospitals, Royal Perth Hospital provides tertiary services for WA Country Health Services.

## EMHS Strategic Plan

In 2021, EMHS released the EMHS Strategic Plan 2021-25, which sets out the future direction and aspirations for the health service. The Plan aligns with the WA Health goal for the delivery of safe, quality, financially sustainable and accountable healthcare for all Western Australians and the whole-of-government goal of strong communities, safe communities and supported families.



## Our Commitment to Sustainability

EMHS is dedicated to contributing to the sustainability of our communities. We have the responsibility to minimise our environmental impact, focusing on supporting healthy people and providing care to the communities we operate in, and being accountable to the stakeholders we serve.

As part of the public health system, we will play a key role in supporting measures to build a more adaptive, resilient, and environmentally friendly future.

Through every aspect of our care business, sustainability is a value that guides our operations across three pillars of Environment, Social and Governance (ESG).

## Strong Communities, Safe Communities and Supported Families

**Our vision – Healthy People, Amazing Care. *Koorda moort, moorditj kwabadak***

**Our values – Kindness, Excellence, Respect, Integrity, Collaboration, Accountability**

### Environment

Striving to reduce environmental impact and provide sustainable health care.

Environmental focus areas:

#### Climate Change

#### Waste Reduction

#### Sustainable Infrastructure

- Energy efficiency
- Water efficiency

### Social

Focus on supporting healthy people and providing amazing care to our staff, patients, consumers and community.

Social focus areas are:

#### Supporting Our People and the Community

- Diversity, Inclusion and Equity
- Multiculturalism
- Indigenous Support
- Our Partnerships

#### Health and Safety

- Healthy and Safe Workplace
- Mental Health and Wellbeing

### Governance

We do the right thing and are accountable to the stakeholders that we serve.

Governance focus areas are:

#### Accountability

- Board Effectiveness
- Financial Management
- Risk Management
- Emergency Preparedness
- Supply Chain and Procurement

#### Preparedness in a digital world

- Cybersecurity and Data Privacy
- Digital Transformation

#### Future Focus

- Research and Innovation

# Environment

**EMHS prioritises the environment and is striving to reduce its environmental impact while promoting sustainable healthcare practices.**

EMHS prioritise resource efficiency to minimise its environmental impact. Sustainable infrastructure and renewable energy are also key priorities to reduce its carbon footprint and address climate change. The EMHS Environmental Sustainability Framework 2022-2026 defines goals and prioritises initiatives for the short and medium term, such as energy efficiency and waste management.

## Climate Change

The health sector is on the front line when it comes to protecting people from the adverse effects of climate change. To continue delivering essential services during climate-related shocks and stressors, such as extreme weather events, the health system must prepare not just for the expected increase in health service demand but also to understand and address community and system vulnerability and adaptive capacities.

To address its own contribution to Climate Change, EMHS is also committed to the Western Australia Government targets, and will work towards **Net Zero Emissions by 2030**.

## Transportation Strategies

With the implementation of Telehealth and Health In Virtual Environment (HIVE) programs, patient road transport activity has reduced in recent years. As part of EMHS' efforts to reduce air pollution emissions resulting from healthcare facilities, EMHS encourages patients and staff to use bicycles, public transport, carpooling options and end-of-trip facilities.

The reduction has contributed to less carbon emitted, while promoting public health strategies.

## Waste Reduction and Recycling

As part of its commitment to minimise its environmental impact, EMHS is reducing, treating and safely disposing of healthcare waste. EMHS has strategies in place to segregate the various categories of waste to support the reduction in waste to landfill and carbon footprint, reduce the volume and toxicity of waste (including storage, segregation, composting, transportation and treatment). EMHS also provides accessible information on waste management and segregation to educate and inform its employees.



## Recycling initiatives

In 2017, Armadale Hospital introduced new recycling bins for PVC and polypropylene plastics to improve its environmental practices.

Today, the theatre corridor accommodates 11 streams of recycling and includes bins for aluminium canisters, for inhalational anaesthetics, single-use metal instruments, plastic syringes, diathermy pens and towels. Syringes that would otherwise have gone to the landfill are now sorted, sterilized, pelletized, and used for garden irrigation systems. Armadale Kalamunda Group now embraces recycling with areas beyond Hospital's theatre, and Kalamunda Hospital incorporating recycling practices.

The Royal Perth Hospital (RPH) Theatre Department established a "green group" in 2021 to improve its recycling practices. They are now recycling various products used in theatres and raising awareness about two volatile agents commonly administered to patients to induce sleep.

# Environment



## Sustainable Infrastructure

EMHS support environmentally sustainable facilities, infrastructure and operations and aspires to reduce its carbon footprint across its services.

EMHS made substantial investment in the improvement and development of its infrastructure in the last few years. Green Star building practices are adopted in the design, construction, and operation of new and existing facilities. Additionally, as per government policies and initiatives, every capital investment request must incorporate an Environmental Sustainability Design (ESD) allowance.

A few of the latest projects:

- March 2022 - New Intensive Care unit at Royal Perth Hospital opened.
- May 2022 - RPH's new \$10 million heliport is opened, allowing access to care for critically ill and injured patients across Western Australia.
- July 2022 - A major redevelopment of Kalamunda Hospital with WA's first public sector Day Hospice.

## Energy Efficiency

EMHS is dedicated to promoting sustainable energy practices through energy efficiency and clean, renewable energy generation. This includes implementing measures such as solar panels and LED lighting replacements to minimize energy consumption in existing buildings.

EMHS also aims to purchase or source clean, renewable energy sources for its buildings, as well as potential participation in carbon offset programs. By prioritizing energy efficiency and renewable energy sources, EMHS strives to reduce emissions and contribute to a greener, more sustainable future.

## Water Efficiency

EMHS is actively working towards reducing water consumption in health facilities through various water efficiency measures. Long-term maintenance programs have been implemented to maximize water consumption efficiencies.

In addition, EMHS is collaborating with staff and contractors to raise awareness and educate them on minimizing water usage.

When it comes to new buildings and retrofits, EMHS is committed to incorporating, where funded, water efficiency designs, water recycling, re-use of grey water and harvesting, as well as using water-efficient appliances and fittings. By prioritizing water efficiency, EMHS aims to reduce water consumption and contribute to sustainable water management practices.

## Eco kidney dishes

As part of the Global Green Hospital Initiative, RPH has been transitioning from plastic kidney dishes to 100 per cent recyclable products since 2022. In addition, Bentley Hospital is implementing the new dishes and Armadale Hospital is also undertaking a trial. This can potentially reduce RPH's carbon emissions by 54,750 kg per year.

# Social

**It is EMHS' commitment to maintain healthy people, promote good health and wellbeing, and provide amazing care to our staff and patients.**

EMHS strives to promote and facilitate diversity, inclusion and equity, support multiculturalism and cultural safety and provide support to the indigenous community. EMHS values partnerships and collaborative efforts to achieve better social outcomes. In addition, EMHS places a high priority on workplace health and safety, including initiatives to promote mental health and wellbeing, in order to create a safe and healthy environment for everyone.

## Supporting Our People and Our Community

We significantly impact the lives of people in our communities with the care we provide. Our Service Delivery Principles support high-performing systems and teams, cultural diversity, consumer-centred care, intellectual curiosity, valuing our staff, active partnerships, and "doing the right thing."

EMHS has a significant number of Indigenous People within its catchment area, and strong foundations are needed to upkeep the continuous high standards of healthcare. In 2021, EMHS officially launched the Aboriginal Health and Wellbeing Framework and Action Plan, 2022-24: Journey to Better Health.

EMHS is dedicated to support the community in which we operate and we are **committed to the national goal of health equality for Aboriginal and Torres Strait Islander People by 2030.**

## Diversity, Inclusion and Equity

Indigenous staff members contribute significantly to the performance of EMHS, and the organization recognises the importance of ensuring that more Aboriginal people deliver healthcare services to the Aboriginal community. Our commitment to strengthening the Indigenous workforce includes key initiatives to increase and support Aboriginal staff, developing traineeships, cadetships, and graduate employment opportunities.

At the end of 2022, the first Gender Diversity Service (GDS) in Western Australia for transitioning adults was launched by EMHS. The multi-disciplinary service provides initial assessment and gender affirming therapies for individuals over the age of 18 years and provides much needed help to an extremely vulnerable patient group.

We at EMHS are proud to be a part of the **Rainbow Tick Accreditation Program**, a nationally recognised standard for promoting inclusivity and diversity. Our goal is to achieve this accreditation across all EMHS areas and continually improve our efforts on LGBTQ inclusivity and safety in the workplace.



Other current initiatives at EMHS:

- Equity, diversity and Inclusion (EDI) eLearning
- Diversity and Inclusion Committee
- Values in Action (award program for staff recognition)
- Leadership and Management Program (LAMP)
- Peak Performance Program
- Aboriginal Leadership Program
- Above and Below the Line behaviours program

# Social

## Multiculturalism

EMHS catchment area is a culturally and linguistically diverse community, with more than a third of people born overseas.

EMHS recently created the Multicultural Health Advisory Group, aimed at building stronger ties with the community. In addition to advocating for multicultural communities' health, the group will also play a key role in improving the experiences of multicultural patients, consumers and caregivers.

## Indigenous Support

Our own Aboriginal Community Health Team (AHT) is a collaborative approach with other departments across EMHS to improve health outcomes for our Aboriginal patients. The Aboriginal community is consulted when planning, implementing and evaluating initiatives.

In July 2022, AHT partnered with the Heart Foundation to develop a range of resources to educate the Aboriginal Community about heart health.

EMHS provides an extensive range of services, supporting Aboriginal people to achieve their health goals:

- Aboriginal Acute Care Coordination (AACC)
- Moorditj Djena (Strong Feet)
- Moorditj Wirrin Koolankas (Strong Spirit Kids)
- Aboriginal Volunteer Program Woo-lar
- Aboriginal Family Garden at RPH

## Partnerships

Strong partnerships are crucial for EMHS operations for all ESG areas. Collective efforts prove that creating opportunities to engage in positive, collaborative partnerships generates multiple benefits at a macro and micro level.

Through reliable access to quality telehealth care, we work with our partners, including the WA Country Health Service (State Telehealth Service), clinicians from other HSPs, and primary health care providers.



## Moorditj Djena - Strong Feet

Moorditj Djena outreach program is a culturally secure educational service for Aboriginal people focused on identifying, preventing, and managing foot complications. Indigenous clients requiring long-term support managing their chronic conditions, such as diabetes, peripheral arterial disease, and peripheral neuropathy, can receive clinical and educational services across the metropolitan area.

## Health and Safety

A top priority at EMHS is providing our community with safe, high-quality healthcare, with safety and quality indicators closely monitored by hospital site executives, area executives and the hospital board.

## Healthy and Safe Workplace

The EMHS is committed to the implementation of strategies supporting the health and wellbeing of the EMHS workforce through the successful implementation of a number of initiatives, including strategies to address aggression and violence towards our staff, a reward and recognition framework, managers induction program and above and below the line values workshops.

## Mental Health and Wellbeing

Mental health is one of the most critical issues to be addressed to meet sustainability objectives and improve health and wellbeing outcomes. As mental health services demand increases and complexity grows, EMHS is focused on assessing and building the system's capacity to meet the demand.

EMHS has recently established:

- EMHS Mental Health Leads group
- New Mental Health Unit at RPH
- Mental Health Transitional Care Unit

In 2019, EMHS launched a ground-breaking journey to develop purpose-built spaces and services to meet the specific needs of those living with dementia, which is the first dementia-friendly health service in Australia.

## Community and Population Health Services

A key focus for EMHS is supporting people who live, work and play in our catchment area to avoid the development of preventable chronic diseases, so that they can live healthier lives for longer. This includes delivering programs and projects that focus on preventing and

*"Being a dementia-friendly health service means we are better able to support people living with dementia access and contribute to their health care experience in a more positive and collaborative way and ensure better outcomes."*

- Elizabeth MacLeod, former EMHS CE

minimising harm from alcohol use, reducing tobacco and e-cigarette use, increasing physical activity and improving access to and consumption of nutritious food and drink. EMHS supports the national goal to halt the rise of obesity by 2024, by endorsing the Obesity Prevention Strategy 2020-25 and to reduce harmful use of alcohol by 10% by 2024.

In 2022, the EMHS Community and Population Health team:

- Led the development and implementation of Smoke-Free EMHS project, focusing on providing the best possible care for patients who smoke, through timely provision of Nicotine Replacement Therapy.
- Led the development of the first Youth Alcohol Action Plan for the communities of the City of Belmont, Town of Victoria Park and City of South Perth, in consultation with more than 100 young people and over 50 service providers.

EMHS promotes community health through a variety of initiatives:

- Promotion of healthy food and drinks within EMHS catchment area and improve access to free water.
- Aboriginal Youth Health Program
- Wellbeing Hub

## Medical Respite Centre (MRC)

As Australia's first medical respite care facility, the MRC provides temporary accommodation for people experiencing homelessness after hospital discharge. In addition to providing medically supported short-term accommodations, the MRC links individuals with community health, social and support services, housing, and accommodation, giving them the opportunity to rest and recover in a safe and therapeutic environment following hospital discharge.

*It's my home at the moment and that's how I feel when I come here. I've got my bed, my room, I can do my laundry, I can shower, come and go. Hospital wouldn't have felt that way; it just would have been clinical.*

-MRC Resident



# Governance

EMHS is dedicated to upholding the highest standards of governance practices and making ethical, strategic decisions that align with its vision and values.



## Accountability to our Stakeholders

### Financial Management

EMHS continues to develop and prioritise financial strategies that maximise revenue collection and limit expenditure and cost growth, supporting long-term and short-term financial sustainability. As a result of maintaining this approach, the Board has been able to achieve its operational objective of attaining a positive Operating Net Cost of Service position while simultaneously delivering high-quality healthcare services to its catchment areas and others in need.

### Board Responsibilities

As a board-governed statutory authority, EMHS is directly accountable to the public through the Minister for Health. EMHS works closely with the Director General (DG) of the Department of Health (DoH) (System Manager), who implements system-wide policies, plans and enters into service agreements with EMHS.

In addition to working closely with the DoH and the Mental Health Commission (MHC), EMHS works with many government and non-government agencies and other healthcare providers. Programs and services are provided as part of the partnerships to improve the health outcomes for the residents of the eastern metropolitan region of WA.

### Risk Management

Through its risk management approach, EMHS identifies, investigates, assesses and controls physical and psychological work health and safety issues. Risk management functions are defined clearly by EMHS' three lines of defence model (own and manage risks, oversee, provide independent assurance).

### Emergency Preparedness

The EMHS Board is committed to the development of plans to ensure that EMHS is well placed to respond to future emergency situations.

The recently implemented HIVE program has a positive impact on the organisational capability in case of another pandemic or disaster where EMHS has much greater ability to look after their patients in a remote setting.

### Supply Chain and Procurement

A significant focus of EMHS procurement is adopting sustainable procurement policies, strategies, and practices with government and suppliers to ensure that products and services are procured in compliance with current environmental regulations.

# Governance

Innovation and research are important at EMHS, and we promote intellectual curiosity as it can profoundly impact patient care.

## Preparedness in a digital world

As we enter the digital age, EMHS is presented with a unique opportunity to reinvent itself in the eyes of our community, our staff, and our partners. Health service delivery will be integrated across the continuum that is digitally enabled.

Technological innovation will not only bring about transformation, but will also bring new ways of working that will shape and arise from it.

## Cybersecurity and Data Privacy

Cybersecurity and data privacy have become board-level issues, and EMHS is strengthening its program for digital data governance, ensuring a safe and secure digital environment. Improvements to the risk management function include assessments of ICT risks, as well as cyber risks and implementing Cybersecurity Education Programs.

## Digital Transformation

Innovations in virtual healthcare enable harnessing and leveraging technology to deliver quality healthcare that is accessible and sustainable. With Telehealth (virtual care), healthcare can now be delivered closer to people's homes and workplaces than ever before. We envision Telehealth being used in everyday care across the state by 2029.

## Future Focus

### Research and Innovation

We believe research is fundamental to advancing health care and realizing our vision of healthy people, amazing care - *Koorda moort, moorditj kwabadak*. Successful innovation relies on meaningful collaborations. Our ability to solve some of the most complex health problems can be enhanced by collaborating with people and organizations with varied perspectives, experiences and expertise.



## Digital transformation and AI in rural areas – Co-HIVE

With the HIVE, healthcare professionals are able to monitor high-risk patients across multiple health sites from a central control point at RPH using cutting-edge technology and artificial intelligence. HIVE clinicians have access to immediate continuous patient physiological monitoring data, including respiratory and cardiac aspect, as well as clinical applications and medical imaging on a live dashboard.

Co-HIVE monitors and intervenes proactively in the physiological and mental health of community-based consumers suffering from depression, with the aim of speeding up and increasing their recovery rates.