



**Rochester and Elmore District
Health Service**

Environmental Sustainability Plan

2026-2029

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1. Our commitment

Rochester and Elmore District Health Service (REDHS) is committed to reducing the environmental impact we make during our operations and increase our resilience to the impact of climate change.

We aim to do this by prioritising a number of environmental sustainability and emergency preparedness initiatives as outlined in this plan.

I encourage all staff, contractors, business partners and volunteers to support the strategy.

Mary Manescu

Chief Executive Officer

Rochester and Elmore District Health Service

2. Background

2.1. Introduction

An integral part of embedding sustainability is the adoption of appropriate environmental management planning processes, such as this Environmental Sustainability Plan.

REDHS recognises that climate change is a significant threat to public health, our broader health and human services system and the social determinants of health and well being.

2.2. About Rochester and Elmore District Health Service

Rochester and Elmore District Health Service (REDHS) is a small rural health service. REDHS is located in the township of Rochester some 180 km north of Melbourne, supporting a mixture of rural and semi-rural communities on the northern Campaspe River, between Bendigo and the Murray River port of Echuca. The Rochester and surrounding communities have a population of approximately 8,500 people. Employing over 200 staff, REDHS is the largest employer in the town. REDHS provides a range of services including urgent care, acute, residential aged care and primary health services and supports a co-located medical clinic.

2.3. Scope of the Environmental Sustainability Plan

This plan focuses on measures with low cost and high return on investment whilst also including some exploratory work and gradual implementation of more environmentally friendly infrastructure.

This plan also considers relevant aspects of REDHS operation , including delivery of services:

- Bed based services (Acute and residential aged care areas)
- Maintenance of corporate facilities overall
- Provision of support services (e.g. linen, supply, catering, cleaning services)Capacity to provide functions/events including social support and other programs
- Community based (including in home care and outreach) health services
- Capital works projects

2.4. Progress

Progress against the Environmental Sustainability Plan will be monitored and reported through existing REDHS governance structures. This will include:

- Tracking of key performance indicators (KPIs) and sustainability metrics
- Regular updates to relevant committees including Corporate Governance
- Annual review of priorities and emerging opportunities in alignment with infrastructure renewal, capital works programs, ensuring a practical and financially responsible approach.

3. Leadership, Governance and Reporting

3.1. Key Strategic Goals

- This plan outlines our goals in relation to environmental sustainability and resilience. Building on the existing and previous actions, the plan will be reviewed annually to ensure alignment with changing business objectives. Key strategic goals for this plan include:Reduction targets of at least 2% year by year in energy, waste, water and emissions
- Enhanced reporting on our environmental performance
- Ensuring that REDHS actively participates with other local environmental initiatives

3.2. Governance

Progress against the Environmental Sustainability Plan will be monitored and reported through REDHS governance and reporting frameworks.

Environmental sustainability at REDHS will be managed through existing organisational governance structures, under the oversight of Corporate Services and delivered in collaboration with Facilities Management and other relevant departments.

Sustainability initiatives, risks and performance will be reported through the Corporate Governance Committee, ensuring appropriate oversight and alignment with organisational priorities.

This approach enables sustainability to be integrated into day-to-day operations, capital works planning and asset management activities, while supporting continuous improvement and the identification of practical, site-based opportunities.

3.3. Reporting

The Environmental Data Management System (EDMS) system generates a range of reports for energy, water, carbon and waste that can be used to report performance at the organisation level.

REDHS utilises the EDMS suite to monitor actual performance against targets.

4. Environmental Sustainability Policy

Click [here](#) for a link to the REDHS Environment and Sustainability policy

5. Baseline Environmental Performance and Targets

Due to the 2022 flood event and subsequent hospital refurbishment, environmental data for the years immediately following the event does not provide a reliable baseline for measuring environmental performance. As a result, the 2020–2021 environmental performance data remains the most relevant baseline for measuring future improvements under this plan.

Table 1:

GREENHOUSE GAS EMISSIONS	2020-21	YTD 25-26	Target
Total greenhouse gas emissions (tonnes CO ₂ e)			
Scope 1	148	45	<2%
Scope 2	626	361	<2%
Total	774	406	<2%
Normalised greenhouse gas emissions			
Emissions per unit of floor space (kgCO ₂ e/m ²)	115.52	406	<2%
Emissions per unit of Separations (kgCO ₂ e/Separations)	2,716	2,030	<2%
Emissions per unit of bed-day (LOS+Aged Care OBD) (kgCO ₂ e/OBD)	35.31	29.00	<2%
STATIONARY ENERGY			
Total stationary energy purchased by energy type (GJ)			
Electricity	2,299	5,749	<2%
Natural Gas	2,879	0	<2%
Total	5,175	5,749	<2%

Normalised stationary energy consumption			
Energy per unit of floor space (GJ/m2)	0.77	0.88	<2%
Energy per unit of Separations (GJ/Separations)	18.16	28.75	<2%
Energy per unit of bed-day (LOS+Aged Care OBD) (GJ/OBD)	0.24	0.41	<2%
EMBEDDED GENERATION			
Total embedded stationary energy generated by energy type (GJ)			
Solar Power	525	400	<2%
Total	525	400	<2%
Normalised embedded generation			
Embedded generation per unit of floor space (GJ/m2)	0.08	0.04	<2%
Embedded generation per unit of Separations (GJ/Separations)	1.84		<2%
Embedded generation per unit of bed-day (LOS+Aged Care OBD) (GJ/OBD)	0.02	0.02	<2%
WATER			
Total water consumption by type (kL)			
Class A Recycled Water	N/A	N/A	N/A
Potable Water	14,651	996	<2%
Reclaimed Water	N/A	N/A	N/A
Total	14,651	996	<2%
Normalised water consumption (Potable+Class A)			
Water per unit of floor space (kL/m2)	2.19		<2%
Water per unit of Separations (kL/Separations)	51.41		<2%
Water per unit of bed-day (LOS+Aged Care OBD) (kL/OBD)	0.67		<2%
WASTE AND RECYCLING			
Waste			
Total waste generated (kg clinical waste+kg general waste+kg recycling waste)	95,231		<2%
Total waste to landfill generated (kg clinical waste+kg general waste)	80,084		<2%
Recycling rate % (kg recycling / (kg general waste+kg recycling))	16.01		<2%
PAPER			
Paper			
Total reams of paper	N/A		<2%
Reams of paper per FTE	5.18		<2%
Rate recycled paper % (0% - 49%)	97.10		<2%
Rate recycled paper % (50% - 74%)	0.50		<2%
Rate recycled paper % (75% - 100%)	2.40		<2%

6. REDHS Environmental Sustainability Action Plan

Management and communications	Responsibility (who is responsible for the action)	Timing (when will the timing be implemented)	Status (what the status of the action is)	Funding (what the action will cost)	Payback (how quickly the action will payback investment)	Outcome/results
Maintain environmental reporting systems (EDMS) and dashboards	Director of Corporate Services	Ongoing				Improved data visibility and reporting
Embed environmental sustainability into business planning and decision-making	Chief Executive Officer	Ongoing				Sustainability integrated into governance
Actively promote environmental sustainability initiatives and performance	Director of Corporate Services					Annual Report,/staff updates and community advisory
Ensure that REDHS is connected and integrated with local and regional environmental groups and collectives with a focus on networking and resource sharing	REDHS Executive	Ongoing				Network of relevant stakeholders developed and included in REDHS Stakeholder Engagement Plan
Energy						
Monitor energy usage and promote energy minimisation strategies	Committee	Ongoing	In progress	NA	NA	Continuous reduction in energy consumption
Transition to LED lighting where appropriate (consistent with Australian Standards).	Director of Corporate Services	Gradual transition	Ongoing		3-5 years	Reduced energy use and maintenance
Manage and optimise replacement of ageing air conditioning assets to improve reliability and energy performance	Corporate Facilities Manager	2	2026-2027	Asset Replacement	Ongoing	Reduced emissions, improved efficiency and comfort
Investigate feasibility of HRV systems in Acacia & Grevillea	Corporate Facilities Manager	2026-2028		Capital	TBC	Potential efficiency improvements subject to feasibility
Implement education program to encourage staff to turn off lights including computers and monitors before going home	REDHS Executive	Ongoing				

Recyclables		Timing (when will the timing be implemented)	Status (what the status of the action is)	Funding (what the action will cost)	Payback (how quickly the action will payback investment)	Outcome/results
Embed the Keep Cup Program in Café	Corporate Facilities Manager	Ongoing	In progress	NA	NA	Improved visibility of water consumption
Provide standardised, clearly labelled recycling bins in offices and staff areas	As above	Ongoing	Ongoing	Operational	Ongoing	Reduce water waste
Staged replacement of ageing hot water flow and return pipework (priority areas first)	As above	Planned	Capital	Medium term		
Waste						
Maintain EDMS (and associated data collection spreadsheet) reports	Director of Corporate Services	Ongoing	Ongoing	NA	NA	Improved waste data accuracy
Investigate options for reducing green waste from food services.	Catering Team Leader	2026–2027	Planned	Operational	Emerging	Reduced organic waste
Transport						
Transition fleet to electric vehicles where feasible	Director of Corporate Services	Ongoing	Planned	Operational	5-7 years	

Infrastructure and Capital Works

The following actions reflect ongoing operational initiatives and opportunities identified through infrastructure renewal, capital works programs and asset management activities.

	Responsibility	Timing	Status	Funding	Payback	Outcome / Results
Leverage infrastructure renewal and refurbishment works to improve building performance and operational efficiency where practicable	Corporate Facilities Manager	Ongoing	Ongoing	Capital	3–7 years	Improved asset performance and efficiency outcomes
Integrate sustainability considerations into all capital works planning	Executive/Corporate Facilities Manager	Ongoing	Ongoing	N/A	N/A	Long-term environmental improvements embedded in projects
Improve lifecycle performance through planned plant replacement programs	Corporate Facilities Manager	Ongoing	Ongoing	Capital	Long-term	Reduced maintenance and improved efficiency
Deliver flood mitigation levee to improve site resilience and reduce environmental and operational risk	Project Manager/Corporate Facilities Manager / Executive	2026–2027	In Progress	Capital	Long-term	Improved site resilience, protection of infrastructure, reduced environmental risk and continuity of service delivery

7. Communications Plan

Participate in initiatives and events that promote sustainable practices and report environmental KPI performance through the Annual Report and internal reporting mechanisms.

7.1 Objectives

- Clearly communicate REDHS' environmental direction and commitment
- Reinforce that environmental sustainability is the responsibility of all staff
- Support staff in understanding their role in contributing to environmental outcomes
- Promote and celebrate environmental achievements and improvements

7.2 Target Audience

- Staff
- Contractors
- Volunteers
- Community stakeholders

7.3 Key Messages

- Creating an environmentally sustainable workplace is everyone's responsibility
- Small everyday actions can contribute to meaningful long-term outcomes
- Reducing resource use can generate cost savings that can be redirected into patient care

7.4 Communication Activities

- Staff communications and updates
- Internal reporting and dashboards
- Annual Report
- Awareness campaigns and events
- Staff engagement activities

7.5 Evaluation

- Environmental performance outcomes (EDMS data)
- Progress against sustainability targets and KPIs
- Staff engagement and participation
- Feedback from stakeholders

7.6 Communication Schedule and Responsibility

Activity	Responsibility	Frequency	Channel	Outcome
Publish Environmental Sustainability Plan	Director of Corporate Services	At adoption and review		Public visibility
Report KPI performance	Director of Corporate Services	Annual	Annual Report	Transparency
Internal updates	Corporate Facilities Manage		Staff communications	Awareness
Promote initiatives	Corporate Facilities Manage	Ongoing	Campaigns events	/ Engagement
EDMS reporting	Director of Corporate Services		Internal dashboards	Monitoring

8. Conclusion

REDHS is committed to improving environmental sustainability through practical, achievable and structured initiatives across its operations and infrastructure.

References

- Asset Management Accountability Framework (AMAF), Victorian Government
- REDHS Strategic Plan
- Environmental Protection Act 2017 (Vic)
- Climate Change Act 2017 (Vic)