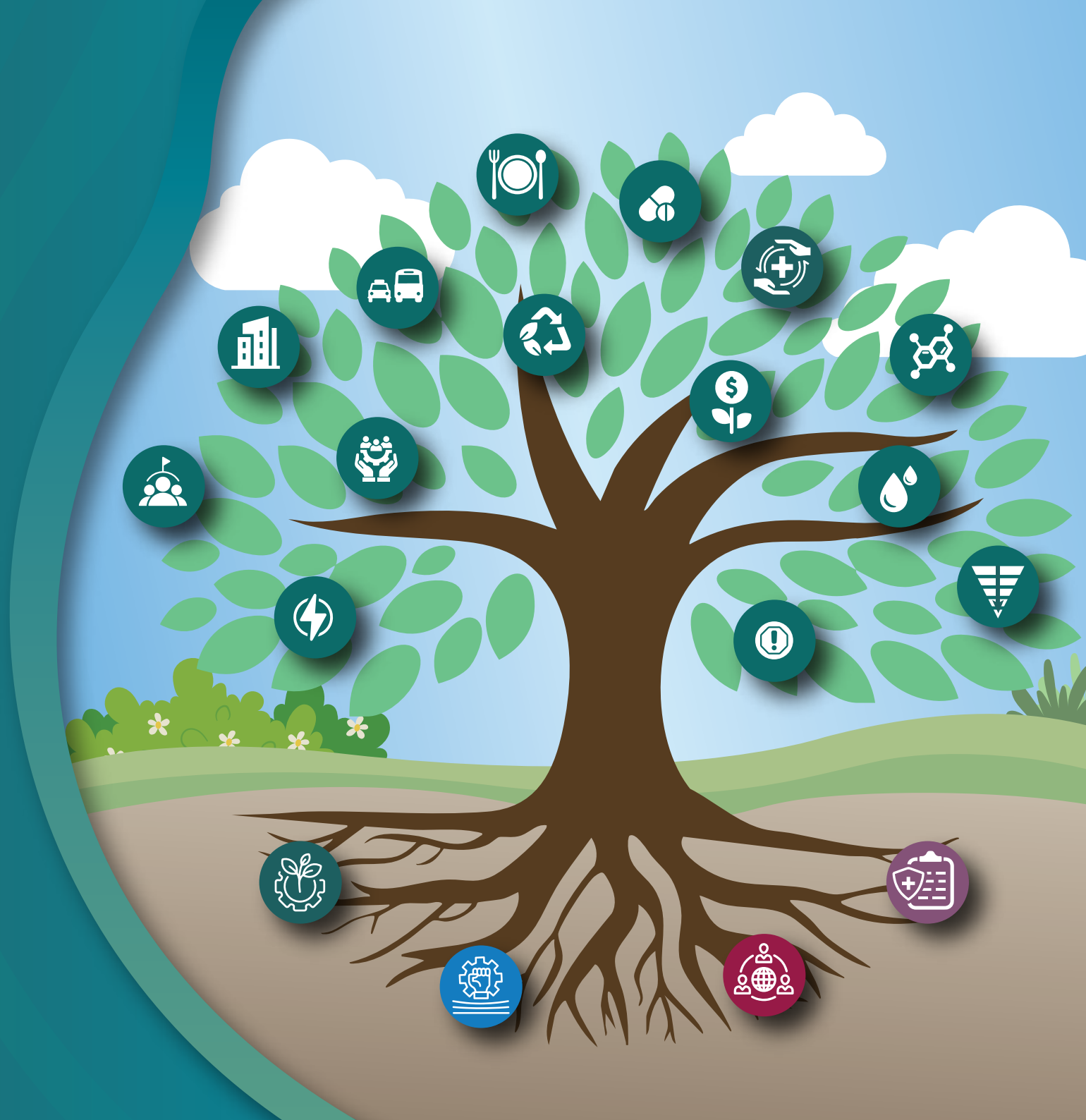


NT HEALTH SUSTAINABILITY ROAD MAP

2025 - 2027





Purpose

The Sustainability Road Map guides the implementation of the priority actions set out in the [NT Health Sustainability and Climate Adaptation Strategy 2024 – 2030](#). These deliverables need to be completed by 2027 to make sure NT Health is on track to achieve Goal 1: *To radically reimagine and transform health service delivery to achieve value based and low carbon care.*

The Road Map supports the urgent transformation of healthcare across NT Health so we can protect and improve the health of Territorians now and into the future.

It supports NT Health staff to:

- Align, prioritise and coordinate sustainability efforts across the agency and regional borders.
- Integrate environmental sustainability into all parts of NT Health, including decision-making, policies and processes and reporting.
- Embed sustainability and innovation into everyday practice to reduce our impact on the planet.

The Road Map was developed through significant consultation with NT Health staff. This included:

- A series of 15 open consultation sessions, with more than 200 staff during June and July 2024.
- A follow up survey of participating staff.
- Targeted presentations and committee meeting briefs.
- Targeted consultations with proposed primary drivers of action to validate scope and deliverables.
- One-on-one executive consultation to validate appropriate accountability and deliverables for applicable focus areas.

The Australian Commission on Safety and Quality in Health Care has developed the Environmental Sustainability and Climate Resilience Healthcare Module. This new module will become mandatory in Australia in the future. Deliverables in the Road Map will contribute to achieving the requirements in this Module.



Climate change targets

The Sustainability Road Map will assist NT Health meet its target to achieve net zero carbon emissions by 2050.

It will also align NT Health efforts to reach water usage targets set by the [Water Demand Management Strategy 2024 – 2028](#) which sets out policy measures including:

- 20% reduction in water use by participating agencies by 2027/28.
- Embedding water efficiency into government procurement practices.
- Accelerating the rollout of smart water metres across priority government sites.

PERFORMANCE FRAMEWORK

This supports multi facet views such as supporting:

- Analytics in sustainability and emissions to support decision making
- Recording and Reporting
- Monitoring / Tracking
- Supporting science based targets and measures of success

Measuring, monitoring and reporting on each of the deliverables and associated performance outcomes will be done through a Sustainability Reporting Framework and available through:

- Annual public emission reporting via the NT Health Annual Report (commencing in 2025).
- Introduction of climate related financial disclosure reporting
- Supporting health operational reporting
- The [NT Health Sustainability intranet page](#)

In order to embed sustainability into decision making across NT Health, sustainability goals, reporting, delegations, accountability and actions will be integrated into existing governance structures, including clinical governance.



Focus Areas

The Sustainability Road Map has 14 focus areas that can be used to achieve the priority actions outlined in Goal 1: *To radically reimagine and transform health service delivery to achieve value based and low carbon care.*

The focus areas were chosen based on the 10 priority action areas of the Global Green and Healthy Hospitals agenda, as well as the critical areas of workforce, clinical care, finance and risk. The focus areas are:



LEADERSHIP



FINANCE



WATER



PROCUREMENT



CHEMICALS



WORKFORCE



WASTE



FOOD



MEDICINES



RISK



CLINICAL CARE



ENERGY



TRANSPORT



INFRASTRUCTURE



Road Map Deliverables

The *Sustainability Road Map* includes 51 deliverables that were developed based on key areas of need and priority action across NT Health. The aim is for each of the deliverables to be achieved by 2027.

Each deliverable has a business agreed action owner and executive sponsor who is responsible for implementation. The deliverables have a broad scope to allow each sustainability action to be co-designed and achieved in alignment with healthcare service delivery priorities.



How NT Health staff can use this Road Map

You are **already working** on something that could contribute to one or more of the Road Map deliverables.

You see a focus area or deliverable that aligns with your work and are **ready to look** at current practice through a sustainability lens.

You want to be involved in sustainability action but **not sure where to start.**

 **NT Health staff can visit the Sustainability Intranet Page** 

 **sustainability.health@nt.gov.au**

HOW THE NT HEALTH SUSTAINABILITY TEAM WILL SUPPORT THIS ROAD MAP

The Sustainability Team will coordinate the integration of the deliverables into existing strategic priorities and operational plans. The team will also work closely with key leads to support the successful implementation of the deliverables within the three-year period.

Further support by the team includes:

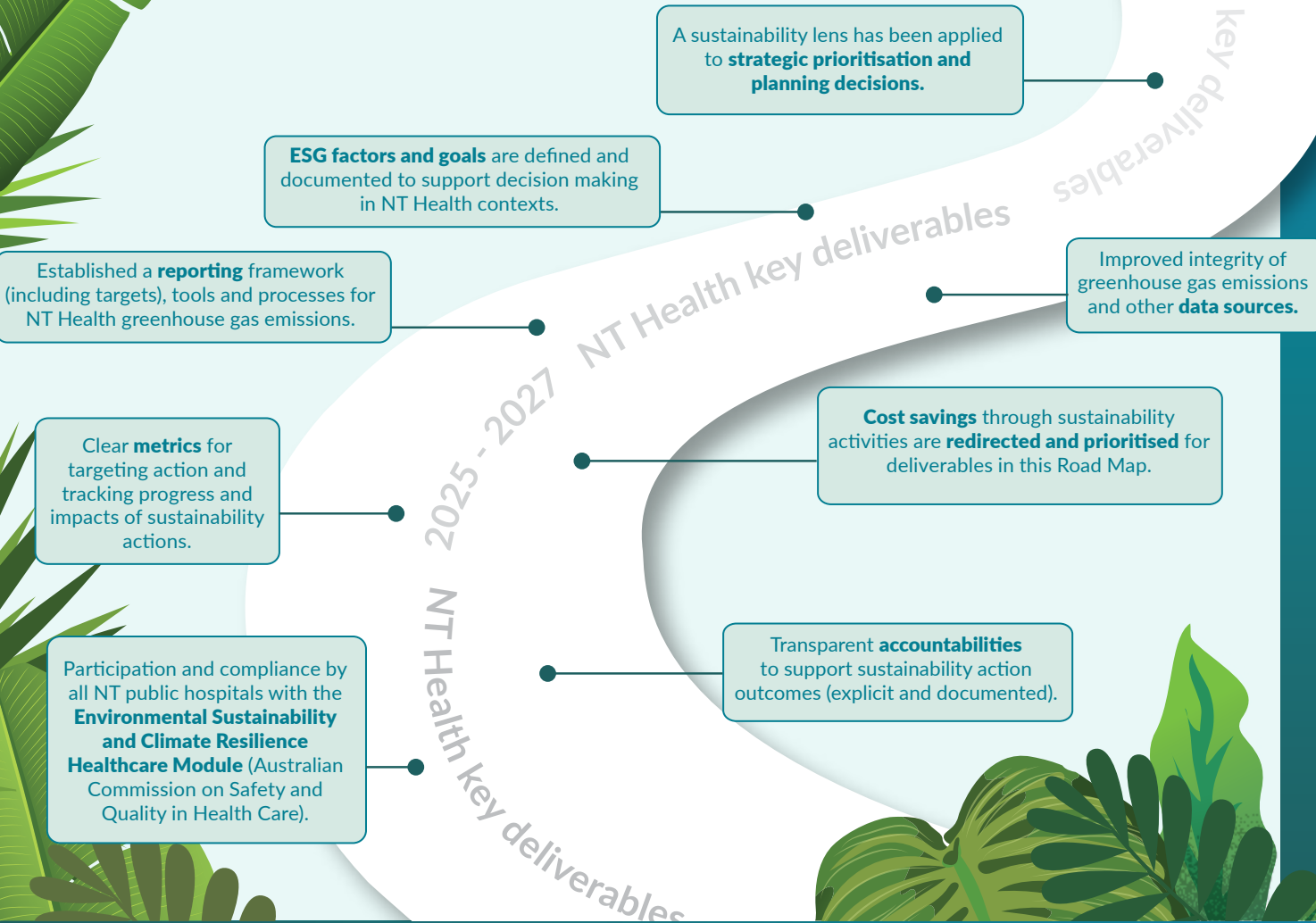
- Facilitating workshops to assist staff integrate sustainability factors into existing operational activities such as business planning, procurement processes, policy or reporting changes and quality improvement initiatives.
- Guiding the implementation of evidence-based sustainability actions and opportunities aligned with operational priorities to achieve benefits for patients and the workforce while enhancing financial value, cultural security, population health outcomes and the environment.
- Coaching leaders with relevant sustainability evidence and advice as required.



Goal 1

Health system decarbonisation and environmental sustainability

LEADERSHIP



The aim:

Prioritise human and planetary health equally in decision making and actions



Who's accountable?

- Chief Executive, NT Health



Driver of action:

- Sustainability Team

What does this mean for NT Health?

We need NT Health leaders at all levels to:

- Understand the scale and urgency of sustainability action required
- Confidently inspire, drive and support sustainability actions across NT health for whole of system benefits
- Be able to support setting of ambitious goals and targets for sustainability action
- Model sustainability action in everyday behaviours and decisions

Note: NT Health will align priority actions with National Health and Climate Strategy priority actions where applicable to **leverage national collaborative effort and investment**.



Goal 1

Health system decarbonisation and environmental sustainability

WORKFORCE



Regular delivery of effective **climate and healthcare sustainability literacy education** (including Value Based Health Care) supported by resources available on the NT Health intranet.

An effective **sustainability action pathway** to support collaboration, innovation and problem solving.

Raised **profile** of NT Health sustainability actions locally, nationally and internationally to support attraction and retention of staff.

Access to innovation, systems thinking and quality improvement **tools** and applied skills development opportunities to accelerate action.



The aim:

Build workforce climate literacy and capability to innovate and adapt



Who's accountable?

- Chief Executive NT Health



Driver of action:

- Deputy Chief Executive Enabling Services

What does this mean for NT Health?

We need to equip staff with the knowledge and understanding of the operational and environmental impacts of healthcare, as well as the skills, tools and opportunities to reduce those impacts.

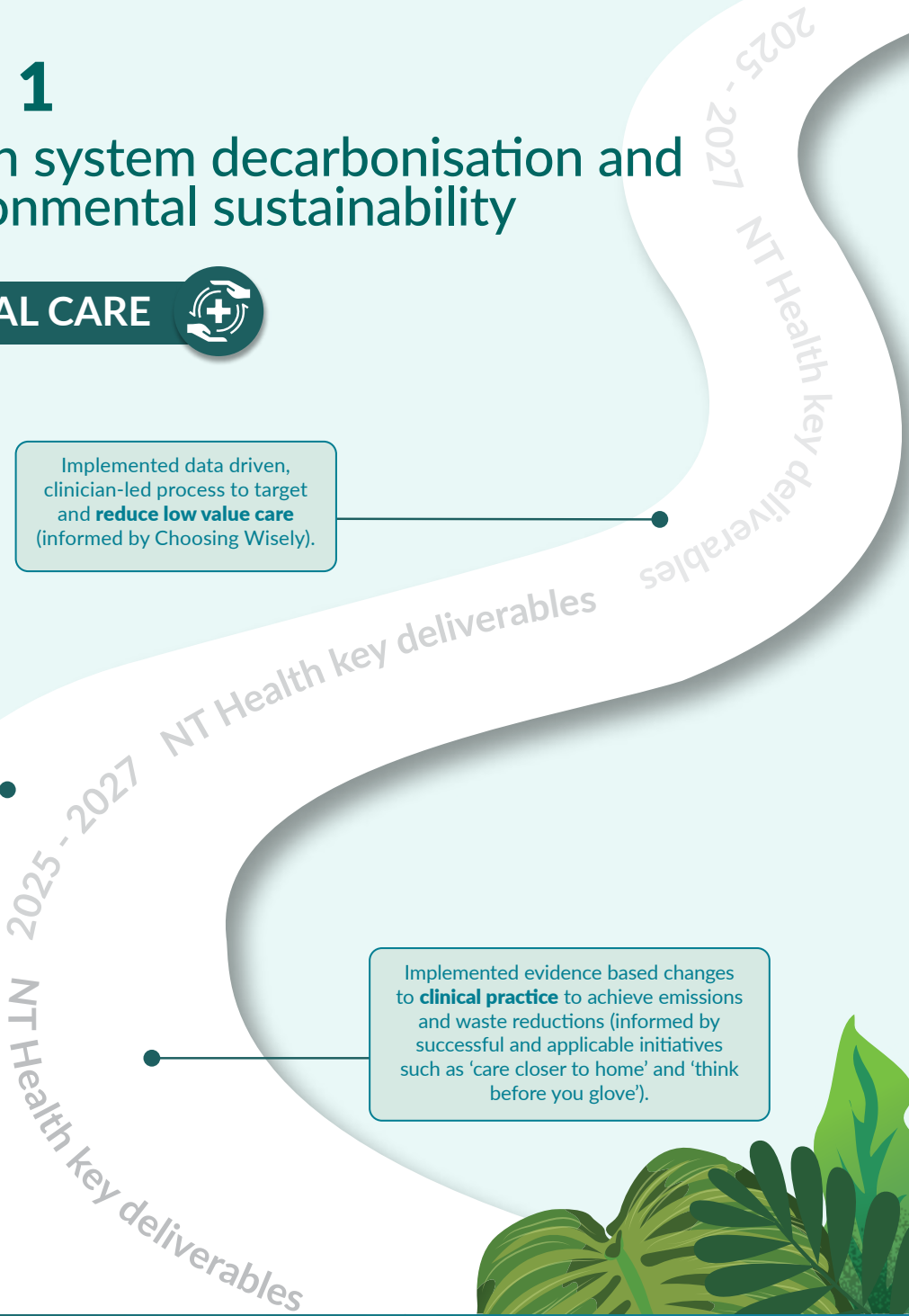
We need to equip, enable and empower staff to innovate and adapt work practices effectively and rapidly.



Goal 1

Health system decarbonisation and environmental sustainability

CLINICAL CARE



Implemented data driven, clinician-led process to target and **reduce low value care** (informed by Choosing Wisely).

Patient journeys, informed by patient voices, have become central to the design or redesign of models of care to achieve **value based healthcare**.

Implemented evidence based changes to **clinical practice** to achieve emissions and waste reductions (informed by successful and applicable initiatives such as 'care closer to home' and 'think before you glove').



The aim:

Apply a value based health care approach, reduce low value care and positively engage our patients.



Who's accountable?

- Deputy Chief Executive NT Regional Health Service



Driver of action:

- General Manager NT Wide Services (supported by Professional and Clinical Leads)

What does this mean for NT Health?

We need to:

- Reduce low value care from a patient's journey
- Create models of care and patient pathways which optimise care closer to home options
- Change default settings in health practice protocols so the low waste option is the default
- Support active patient participation in their health and healthcare



Goal 1

Health system decarbonisation and environmental sustainability

FINANCE



Have key elements of **Climate Related Financial Disclosures (CRFD)** in place for when implementation of CRFD is mandated for all government agencies.

Ensure **return on investment** assessments are conducted and monitored for strategic sustainability initiatives.

2025 - 2027 NT Health key deliverables



The aim:

Establish visibility of the financial costs of climate impacts and the financial benefits of environmental sustainability



Who's accountable?

- Deputy Chief Executive, Enabling Services



Driver of action:

- Chief Financial Officer

What does this mean for NT Health?

We need to prepare for mandatory implementation of the Climate Related Financial Disclosures.

We need to establish clear line of sight between environmental sustainability action in healthcare and financial benefits to NT Health.



Goal 1

Health system decarbonisation and environmental sustainability

WASTE



Published and integrated prevention priorities, principles, default settings and strategies into all focus areas across this Sustainability Road Map.

Applied the **National Australian Built Environment Rating System (NABERS)** to waste measures.

Implemented equipment **repair and reuse** processes and practices (in line with resource circularity principles and supported by an approved NT Health policy).

Redesigned and documented end to end **waste management pathways** and responsibilities for NT Health waste streams.

Established **reporting** framework (including targets), tools and processes for NT Health waste.



The aim:

Prevent and reduce healthcare system waste



Who's accountable?

- Deputy Chief Executive NT Regional Health Services



Driver of action:

- Directors Non-Clinical Operations

What does this mean for NT Health?

We need to reduce waste through advanced planning and decision making that focus on needs and resource optimisation, with solutions prioritised at the upper parts of the zero waste hierarchy rather than management of waste after disposal.



Goal 1

Health system decarbonisation and environmental sustainability

ENERGY



Prepared draft **energy transition roadmap** that outlines the changeover of all health facilities to renewable energy (including contemporary business energy providers' arrangements).

Implemented a program of **scheduled energy audits** for all NT Health facilities.

Applied the **National Australian Built Environment Rating System (NABERS)** to energy measures.

Implemented **remediation plans** based on recommendations from energy audits (supporting ongoing energy efficiency to operational business).



The aim:

Manage energy efficiently and transition to clean, renewable energy generation



Who's accountable?

- Deputy Chief Executive Enabling Services



Driver of action:

- Director Infrastructure and Facilities

What does this mean for NT Health?

We need to:

- Use energy as efficiently as possible
- Transition to clean, renewable energy sources
- Match energy demand times to renewable energy supply times as much as possible
- Design new facilities to be net zero emissions ready



Goal 1

Health system decarbonisation and environmental sustainability

WATER



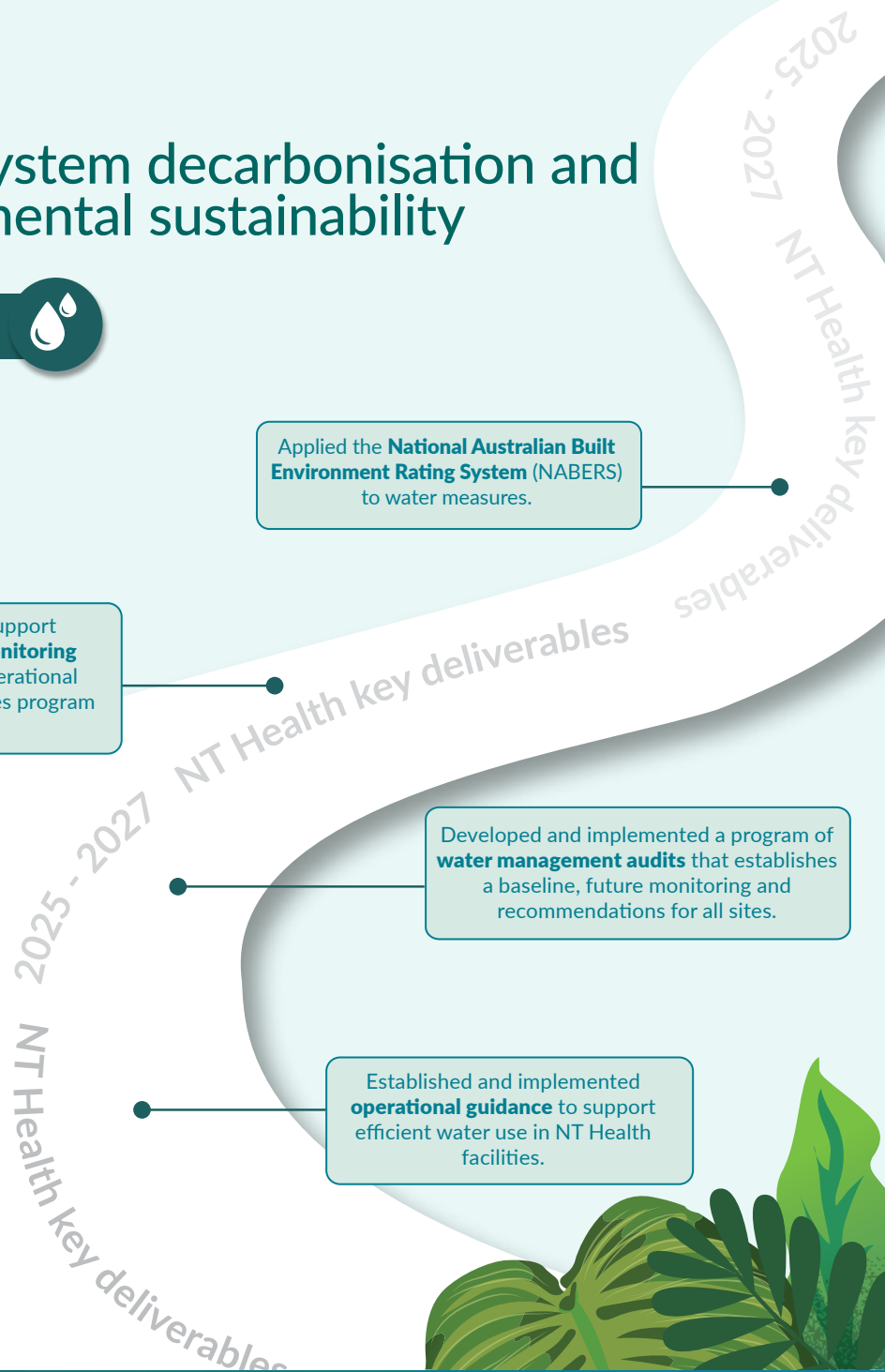
Applied the **National Australian Built Environment Rating System (NABERS)** to water measures.

Invested in solutions to support operational water usage **monitoring** (such as sub metering to operational areas, water restriction devices program replacement).

Invested in **alternate water use solutions** for priority sites (such as grey water recycling, rainwater use, "green dialysis").

Developed and implemented a program of **water management audits** that establishes a baseline, future monitoring and recommendations for all sites.

Established and implemented **operational guidance** to support efficient water use in NT Health facilities.



The aim:

Manage water effectively to reduce waste



Who's accountable?

- Deputy Chief Executive Enabling Services



Driver of action:

- Director Infrastructure and Facilities

What does this mean for NT Health?

We need to rebalance the use of water in healthcare and take up opportunities to recycle water and use rain water.



Goal 1

Health system decarbonisation and environmental sustainability

FOOD



Developed and integrated food sustainability principles into procurement policy and guidelines.

Developed and implemented interventions to prevent and reduce food waste and divert from landfill.

Implemented a patient centric food service model that reduces hospital food waste.

2025 - 2027 NT Health key deliverables



The aim:

Source, serve and manage sustainably grown, healthy food



Who's accountable?

- Deputy Chief Executive NT Regional Health Service



Driver of action:

- Directors Non-Clinical Operations

What does this mean for NT Health?

We need to:

- Minimise food waste
- Optimise local food supply
- Manage food waste effectively



Goal 1

Health system decarbonisation and environmental sustainability

TRANSPORT



Progressed emissions reduction reporting and implementation of the **NT Electric Vehicle Strategy and Implementation Plan 2021-2026**

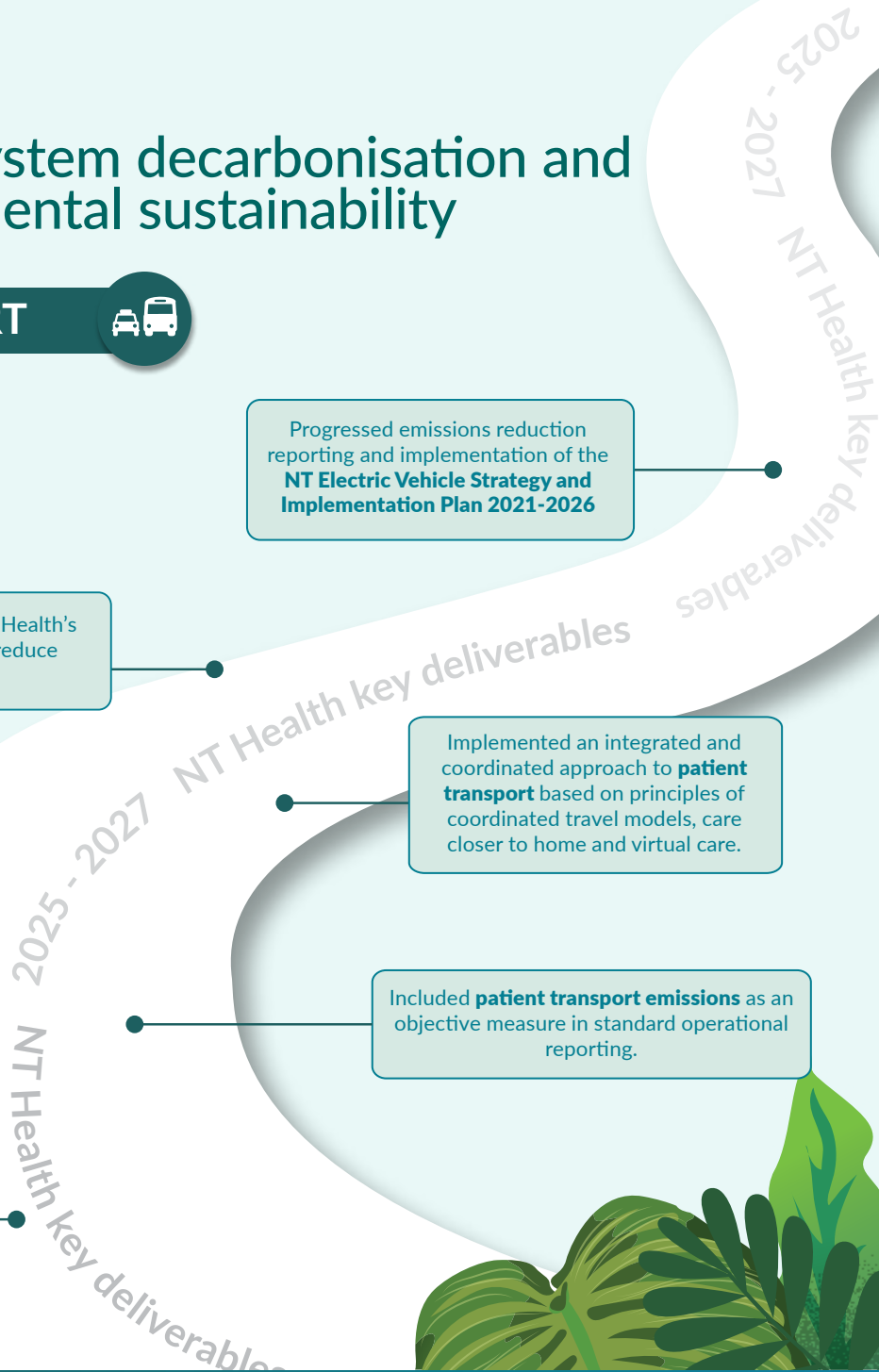
Transport of goods within NT Health's supply chain is managed to reduce emissions

Implemented an integrated and coordinated approach to **staff travel** which contributes to reducing emissions.

Low carbon **travel options for staff and clients** are supported and enabled (this includes cycling, walking, etc).

Implemented an integrated and coordinated approach to **patient transport** based on principles of coordinated travel models, care closer to home and virtual care.

Included **patient transport emissions** as an objective measure in standard operational reporting.



The aim:

Improve transportation strategies for patients, staff and goods to help reduce emissions



Who's accountable?

- Deputy Chief Executive, NT Regional Health Service



Driver of action:

- General Manager NT Wide Services

What does this mean for NT Health?

We need to design patient pathways and healthcare operations which support:

- Care closer to home
- Low or zero emissions transport options

We need to support ways of working which enable effective healthcare delivery and operations without excessive staff travel.

We need to move to improve stock control processes to support shorter pathways (between receipt, distribution, use and end of life).



Goal 1

Health system decarbonisation and environmental sustainability

PROCUREMENT



ESG principles are incorporated into procurement planning, policies, practices and contractor performance monitoring.

Environmental sustainability **assessment criteria** have been defined to support informed decision making.

2025 - 2027 NT Health key deliverables



The aim:

Use procurement design and decision to achieve ESG objectives (including scope 3 emissions reductions) throughout NT Health's supply chain



Who's accountable?

- Deputy Chief Executive Enabling Services



Driver of action:

- Chief Procurement Officer

What does this mean for NT Health?

We need to move to strategic procurement frameworks and operational practices which:

- Factor in whole of product lifecycle
- Prioritise climate, environment, circularity and achievement of environmental, social and governance (ESG) goals
- Shorten supply chains



Goal 1

Health system decarbonisation and environmental sustainability

MEDICINES

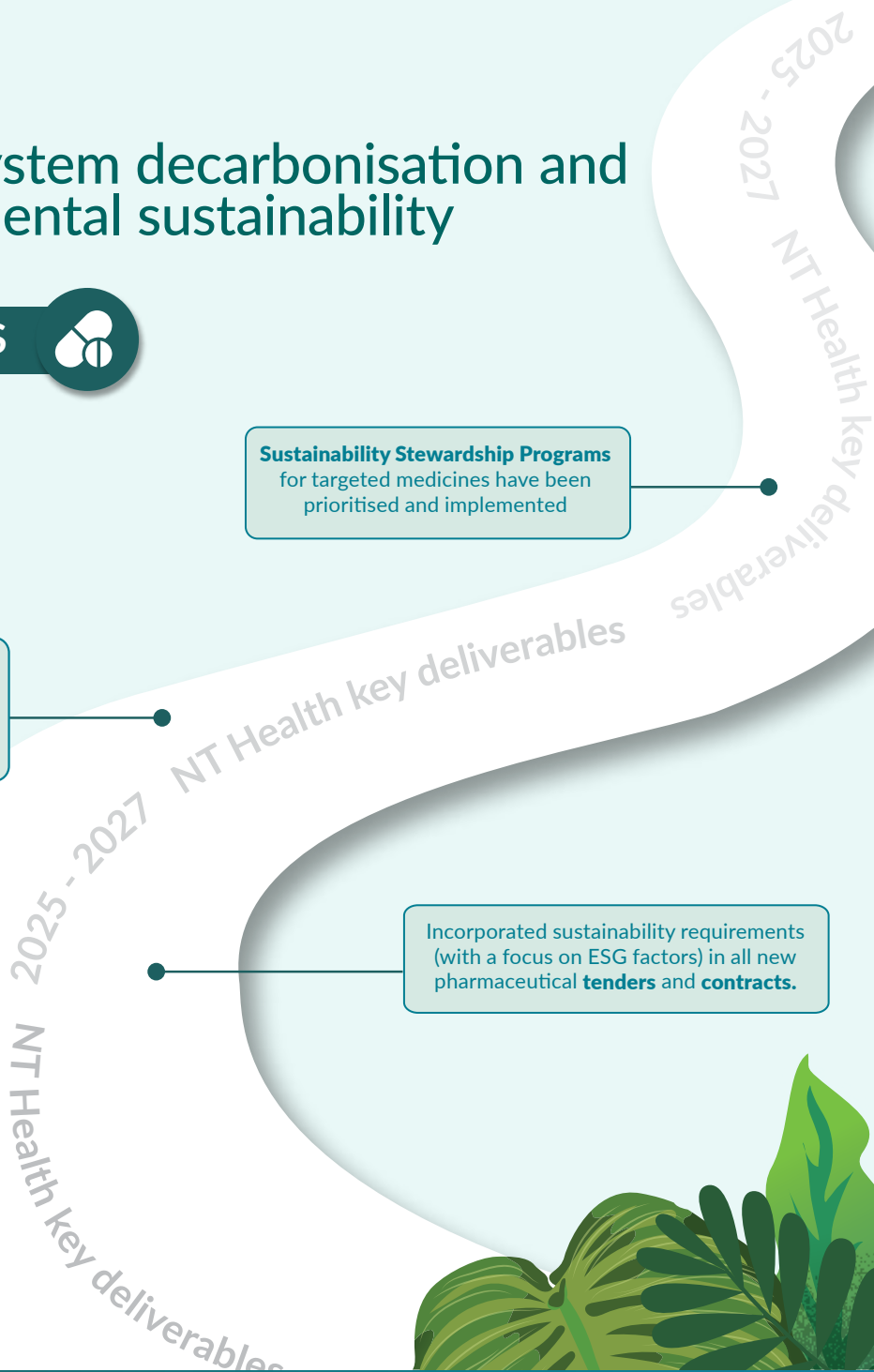


Sustainability Stewardship Programs for targeted medicines have been prioritised and implemented

Pharmaceutical waste is managed in accordance with best sustainability practice in addition to meeting accreditation standards and legislative requirements.

Implemented applicable recommendations and actions from the **National Health and Climate Strategy** (eg reduce harmful anaesthetic gases and switch from aerosol to dry power inhalers).

Incorporated sustainability requirements (with a focus on ESG factors) in all new pharmaceutical **tenders** and **contracts**.



The aim:

Optimise the use and safe management of medicines



Who's accountable?

- Deputy Chief Executive NT Regional Health Service



Driver of action:

- Executive Director Medicines Management

What does this mean for NT Health?

We need to apply quality use of medicines principles to default protocols and practices. This will reduce low value care, specifically in relation to prescribing, modes of medicine administration and safe disposal of unused medicines.



Goal 1

Health system decarbonisation and environmental sustainability

INFRASTRUCTURE



Sustainability and circularity criteria are embedded in decision making, design, procurement, construction and maintenance requirements of new, refurbished and remediated NT Health owned (and leased) buildings.

Environmental heat mitigation initiatives have been implemented in regularly used outdoor areas across NT Health owned properties.

2025 - 2027 NT Health key deliverables



The aim:

Optimise design, construction, use and repair options which reduce current and future damage to the planet and help connect patients and staff to nature



Who's accountable?

- Deputy Chief Executive Enabling Services



Driver of action:

- Director Infrastructure and Facilities

What does this mean for NT Health?

We need to:

- Reduce the embodied carbon associated with infrastructure
- Prioritise materials and design decisions which simultaneously protect the health of patients, staff and the planet into the future
- Shift towards biophilic design principles for the benefit of patients, staff and the planet



Goal 1

Health system decarbonisation and environmental sustainability

CHEMICALS



Developed NT Health-wide chemicals and materials **policy and protocols** to protect patients, staff and the environment

Identified **chemicals of concern** that have adverse human health and environmental impacts and developed action plans.

2025 - 2027 NT Health key deliverables



The aim:

Substitute harmful chemicals with environmentally safer alternatives



Who's accountable?

- Executive Director, Office of the Chief Executive



Driver of action:

- Director, Work Health Safety and Wellbeing

What does this mean for NT Health?

We need to actively replace harmful chemical solutions with safe and sustainable alternatives.



Goal 1

Health system decarbonisation and environmental sustainability

RISK



The impacts of climate change to NT Health are recognised and actively mitigated through a risk management process.



The aim:

Establish transparency and awareness of climate change risks to healthcare service delivery



Who's accountable?

- Executive Director, Office of the Chief Executive



Driver of action:

- Director, Risk Audit & Integrity

What does this mean for NT Health?

We need to establish a clear line of sight between projected or potential risks of climate change to healthcare delivery and prioritise targeted sustainability actions to mitigate impacts.



Key terms

The list below reflects the meanings of the words in the context of this specific document.

Biophilic design - is an evidence-based design approach which incorporates elements of the natural world into built infrastructure in recognition that physical and mental wellbeing benefit from the quality of our interaction with the natural world.

Climate change - refers to long term shifts in temperatures and weather patterns. These can be natural, but since the 1800s human activities have been the main driver of climate change which has accelerated rapidly in the past century.

Climate literacy - refers to an understanding of the causes, harms, urgency and solutions related to the current climate change situation. Climate literacy is supported by systems-thinking which is the ability to understand complex interconnections among all components of a broader system, for example, the interdependency of human health on planetary health, the criticality of biodiversity to food and water, and so on.

Climate Related Financial Disclosure - public reporting of an organisation's exposure to climate risks and opportunities, as well as their actions to manage them including:

- governance - the governance processes, controls and procedures the organisation uses to monitor and manage climate-related risks and opportunities
- strategy - the approach the organisation uses to manage climate-related risks and opportunities
- financial effects - the impacts of climate-related risks and opportunities on the organisation's finances (including revenues and assets values) incorporating both current and anticipated future impact
- metrics and targets - the organisation's performance in relation to climate-related risks and opportunities, including progress towards any targets
- risk management - the processes the organisation uses to identify, assess, prioritise and monitor climate-related risks and opportunities
- emissions - Scope 1, 2 and 3 emissions

Clinical Governance - where leaders of a health service organisation have a responsibility to the community for continuous improvement of the safety and quality of their services, and ensure that they are patient-centred, safe and effective.



Key terms

Environment, Social Governance (ESG) - relates to an organisation's impact on: the environment (including Greenhouse Gas (GHG) emissions, toxic and hazardous waste, water use and climate change vulnerability); society (including social equity and human health and safety), and governance (which relates to trust based on ethical decision making, transparency and accountability).

Greenhouse gas (GHG) emissions - are natural and human made gases emitted into the earth's atmosphere, which let sunlight and heat come in to the atmosphere, but do not let the heat escape out of the atmosphere (called the Greenhouse Effect). These gases include carbon dioxide, nitrous oxide, methane and others.

Low carbon care - (or low carbon healthcare) is designed to minimise greenhouse gas emissions while offering health and environmental benefits.

Low value care - describes an intervention which evidence suggests has little or no benefit to the patient, the risk of harm exceeds benefit and the cost of the intervention is not proportional to the benefit.

Planetary health - refers to the interdependence of human health and the earth's natural systems. It is not possible to have healthy humans on an unhealthy planet. Planetary health aligns with traditional worldview values of Indigenous peoples (in Australia and around the world) that the health of individuals, the community and the planet are all interrelated and interdependent. Stewardship of resources and natural systems is a central principle to planetary health.

Resource circularity - aims to minimise the need to extract raw materials by circulating existing products and materials at their highest value for as long as possible. This includes reusing, repairing, refurbishing, remanufacturing and repurposing. This is based on the principle of stewardship and supported by a circular economy approach which aims to stop waste from being produced at all because waste from one product or service is an input for another.



Key terms

Scope 1, 2 and 3 emissions - Scope is related to the facility and its boundaries and operations, but also captures indirect, upstream and downstream emissions. Scope 1 emissions are direct greenhouse gas emissions coming from facilities and resources owned and controlled by the healthcare operator. Scope 2 emissions are indirect emissions such as electricity, gas and other utilities paid for by the healthcare facility. Scope 3 emissions are all other emissions upstream (i.e. emissions related to the supply chain) and downstream (i.e. emissions related to off-site waste management).

Stewardship - is the careful, ethical and responsible management of something. In the context of healthcare sustainability it relates to caring for the planetary health on which we depend by making ethical and responsible decisions around the design of services, and the purchase, use and eventual disposal of products needed for those services.

Sustainability - consists of fulfilling the needs of current generations without compromising the needs of future generations, while ensuring a balance between economic growth, environmental care and social well-being. In the context of the health system, this is where the health system can improve, maintain or restore human health, while minimising negative impacts on the environment and leveraging opportunities to restore and improve the environment to the benefit of the health and well-being of current and future generations.

System - includes the resources, policies, processes, and procedures that are organised, integrated, regulated, and administered to accomplish a stated goal.

Value-based care - is an evidence-based, person-centred approach to support health care decision making and system transformation, with the aim of continually striving to deliver care that improves health outcomes that matter to patients, experience of receiving care and experience of providing care.

Waste - is any substance (solid, liquid or gas) that is a discarded or surplus (whether the substance is of value or not). It can be categorised into multiple waste streams including: clinical, pharmaceutical, cytotoxic, chemical, radioactive, recyclables, organic, general and confidential waste.

**NT HEALTH
SUSTAINABILITY
ROAD MAP 2025-2027**

