

CASE STUDY

MEDICAL AND HUMAN SERVICES

MATER



Solid sustainability principles are the same for all businesses. For Mater they're followed on a grand scale.

MAJOR OPERATION

With thousands of staff and a yearly turnover of half a billion dollars, Mater knew undertaking environmental sustainability initiatives would be a big job.

That's where Chris Hill, Director Environmental Sustainability, comes in. His role is especially challenging, given Mater's diverse operations, non-stop operating hours and vast facilities.

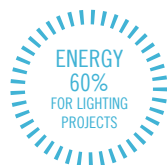
Chris has led a coordinated strategy to guide sustainability tactics and efforts – and, as a result, the hospital and its supporting organisation have made giant savings in water, power, waste and, equally important in operational terms, the bottom line.

The results are proof that sustainability efforts can work in organisations of any size.

GOOD PROGNOSIS

Although scaled up to cover millions of dollars, thousands of staff and huge tonnages of waste, the efforts at Mater are still extensions of the same principles that can work in any business of any size.

ANNUAL SAVING



MATER

A comprehensive, organisation-wide strategy is delivering huge savings across seven themes: energy, waste, staff engagement, transport, water and facilities design.

ECOBIZ OBJECTIVES

- Save resources as a response to community and patient expectations.
- Control costs.
- Since 2010, Mater has reduced its vehicle fleet from 168 to 125.

ACTION PLAN HIGHLIGHTS

- A coordinated approach to sustainability has delivered significant cost savings, organisation-wide.
- Significant power savings have resulted from strategies including energy-efficient lighting and renegotiated power contracts.

SAVINGS

- 500,000 plastic water bottles removed
- A waste minimisation strategy saw general waste reduce by 78 tonnes in one year.
- The organisation reduced and modernised its car fleet, and dropped fuel use per car by 22 per cent.
- Duplex printing has saved over 10.5 million pieces of paper.

PROJECT STATUS

- Mature yet evolving, Mater has made significant savings but there is always more to do and Mater has achieved some significant savings by putting into place ecoBiz practices.

COMPREHENSIVE TREATMENT

Mater's sustainability strategy has seven major themes. Each theme is holistic and involves staff education, infrastructure investment and procedural changes.

ENERGY

The Mater's new energy management plan came online in 2014 and, with a focus of evaluating timelines and cost/payback periods for capital upgrades, will shape the organisation's efforts for the future.

It is far from the only recent effort.

In 2014, Mater:

- invested \$220,000 for energy-efficient lighting. Projected payback is less than two years.
- renegotiated power contracts to deliver consumptions savings worth approximately \$2.8 million over three years
- implemented summer and winter air-conditioning policies.

These recent examples follow other large efforts, including a \$1.9 million chiller replacement program that has reduced energy use by 9 per cent in Mater Private Hospital Brisbane and two separate lighting investments (totalling nearly \$200,000) that have slashed energy use.

One cutting-edge effort has been using virtual desktop infrastructure to replace terminals. So far, more than 1700 have been installed – with a further 800 due.

In terms of policies and procedures:

- Green Design Guidelines are in place for all electrical and mechanical works on site.
- Air-conditioning scheduling continues to be monitored to ensure use only during core periods.
- A 'turn it off' staff education campaign was introduced.

Lastly, Mater also stays proactive on sustainability through a relationship with an external carbon management consultancy to measure and address its carbon footprint. Of the 34 recommendations the consultants have made, 28 have been implemented.

WASTE

Across all of its buildings, divisions and operations, Mater's waste management keywords are minimising and avoiding.

As an example of avoiding waste, Mater has agreements with several of its major suppliers to pre-emptively remove their waste. In future, the project will be rolled out to smaller suppliers.

As for the other keyword, minimising – Mater's per annum achievements are huge:

- Removal of 500,000 plastic water bottles
- a 78-tonne reduction in general waste from 2012 to 2013
- a 130-tonne reduction in clinical waste from 2010 to 2011
- a 116-tonne increase in recycling from 2010 to 2011.

Lastly, an ongoing food-service procedure that reduced food waste by 15 per cent received an innovation award in 2014.

STAFF

Facility and investment level efforts can only go so far. It takes people to really effect change. At Mater, that means thousands of individuals.

A fundamental tool is the 'sustainability pledge' under which staff commit to the overall environmental efforts. Still rolling out and now part of all corporate inductions, over 3000 staff have already pledged their support.

Staff have also purchased nearly 4000 keep cups to avoid wasting disposables. Meanwhile, involvement in National Recycling Week's Friday File Flings removed 5.6 tonnes of waste.

TRANSPORT

How people and resources get from A to B efficiently involves all of capital, staff and procedural measures.

For staff, a carpool database has been launched, while salary-packaged Go-cards are also available in certain circumstances and a Travel Access Guide provides information on alternative to car travel for staff

Mater is also keen to encourage those who prefer pedal power: there are 170 bike parking spots on campus and the organisation's Bicycle User Group has over 300 members.

A big change in transport from a capital perspective commenced in 2010 and Mater has reduced its vehicle fleet from 168 to 125. Through modernisation, 78 per cent of that fleet now has an emissions rating of less than 180 grams CO₂/km. Meanwhile, the average fuel use per car has dropped 22 per cent.

STATIONERY

Perhaps the most dramatic example of the effectiveness of a simple change both in environmental and cost terms, Mater's introduction of duplex printing has saved an astounding 10.5 million pieces of paper.

This saving has gone a long way toward an overall reduction of 34 per cent. At the same time, more than half of the organisation's spend on stationery is from the Green Stationery range.

WATER

Mater has been saving water in a concerted way since enacting its Water Efficiency Management Plan initiatives in 2005–2006. Since then, water use has declined more than 40 per cent.

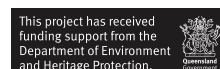
Further, the 24 water tanks now installed hold 315,000 litres of water for flushing toilets, cleaning bins and watering gardens.

FACILITIES

All new capital works must conform to mechanical and electrical guidelines. The construction of the new Mater Private Hospital Springfield includes a green design component that exceeds the current building code.

THE ECOBIZ TEAM IS ALWAYS
AVAILABLE TO HELP YOU.

PHONE 1300 731 988
EMAIL ecobiz@cciq.com.au
WEBSITE www.cciqecobiz.com.au



Chamber of Commerce & Industry Queensland
375 Wickham Tce, Spring Hill QLD 4000
www.cciq.com.au