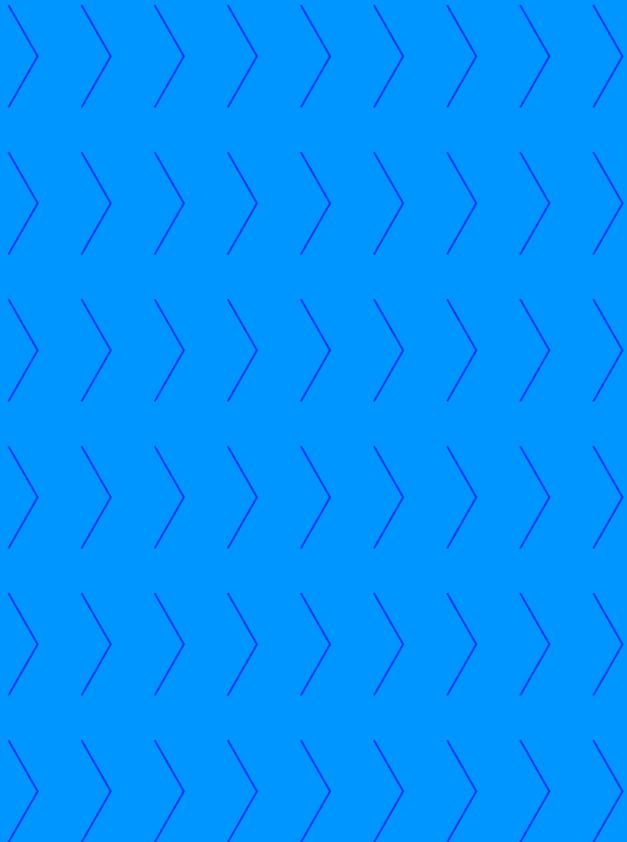


Environmental, Social and Governance Report

2022-23



The Royal
Melbourne
Hospital

The Royal Melbourne Hospital Environmental, Social and Governance Report 2022-23

This report is part of our suite of reporting for the 2023 financial year (1 July 2022 – 30 June 2023).

More information about our performance is available in the Royal Melbourne Hospital 2022-23 annual report, which is published on our website (thermh.org.au).

Other strategies and documents available on our website include our Strategic Plan: Towards 2025; our Diversity, Equity and Inclusion Action Plan 2021-26; our inaugural Reconciliation Action Plan 2020-21; and our Disability Action Plan 2023-2026.



The Royal Melbourne Hospital acknowledges the Kulin Nations as the Traditional Custodians of the land on which our services are located. We are committed to improving the health and wellbeing of First Nations peoples.

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Linda Bardo
Nicholls AO
Board Chair



Professor
Shelley Dolan
Chief Executive

Message from the Chair and Chief Executive

As Victoria's first public hospital and one of the largest hospitals in Australia, the Royal Melbourne Hospital (RMH) is driven by our purpose of advancing health for everyone, every day and our promise to the community to always be there when it matters most.

As we celebrate our 175th anniversary in 2023, we can reflect not only on the achievements of the organisation over that time, but also how we want to seize new opportunities to deliver on that promise now and into the future.

Our responsibility as a public healthcare provider goes beyond treating illnesses. It involves acknowledging that we play a vital role in promoting overall wellbeing in our community. Hospital operations must be considered through the lens of sustainability and good governance. Most importantly, is that people are at the heart of everything we do, from our staff, volunteers and consumer and lived experience advisors, to our patients and consumers, and the diverse community we support.

These interwoven commitments enhance healthcare delivery. They also demonstrate to our stakeholders – including staff, philanthropic donors, suppliers, and our many colleagues across the healthcare community – that we are committed to being a great place to work and receive care while helping shape a more sustainable and inclusive future for our community.

Our Environmental, Social and Governance (ESG) Statement brings together our key achievements in these areas, as well as our future commitment to drive positive change to the health outcomes of our community. This is our second ESG statement, and we are proud of the strides we are making in these spaces, led by our staff and consumer advisors.

These include changes to provide improved person-centred and culturally safe care, and finding new ways to make the operations of the RMH more sustainable. We are also working together with other organisations across the health sector to ensure our patients get the care they need, when and where they need it.

We know there is much work ahead to fulfil our ESG commitments and we look forward to continuing this ongoing journey.

About the Royal Melbourne Hospital

The RMH began in 1848 as Victoria's first public hospital. And while we only had 10 beds to our name, we had the community of Melbourne behind us, and we were ready to provide the best possible care for those in need.

Since those early years, we've moved forward with purpose. Always at the forefront, leading the way on improving the quality of life for all.

Today, the RMH is one of the largest health providers in the state, providing a comprehensive range of specialist medical, surgical, and mental health services, as well as rehabilitation, aged care, outpatient and community programs. Our care extends from the Parkville hospital campus through Royal Park, and mental health and community health services across the inner west and western suburbs of Melbourne.

We are a designated state-wide provider for services including trauma, and we lead centres of excellence for tertiary services in several key specialties including neurosciences, nephrology, oncology, cardiology and virtual health.

We are surrounded by a precinct of brilliant thinkers, and we're constantly collaborating to set new benchmarks in health excellence – benchmarks that impact across the globe. This includes the world-renowned Peter Doherty Institute for Infection and Immunity, our joint venture with the University of Melbourne. And while the work we're doing takes us in inspiring new directions, we lead with kindness that defines a better standard of care.

Our people of more than 10,000 strong embody who we are and what we stand for. Our reputation for caring for all Melburnians is as essential to who we are as any scientific breakthrough we make. We're here when it matters most, and we'll continue to be the first to speak out to ensure we are advancing health for everyone, every day.

OUR PURPOSE

Advancing health,
for everyone, every day

OUR COMMUNITY PROMISE

Always there when it
matters most

OUR STRATEGIC GOALS



Be a great place to work and
a great place to receive care



Grow our home-first approach



Realise the potential of the
Melbourne Biomedical Precinct



Become a digital health service



Strive for sustainability



Build for the future

OUR VALUES

People
First



Lead with
Kindness



Excellence
Together



Our environmental, social and governance statement

We commit to making business decisions that will lead to social and environmental positive change, and stronger governance arrangements that are to the betterment of our people, community and stakeholders.

As a government funded organisation, we seek to deliver upon a set of priorities agreed to by the RMH Board and the Minister for Health. Each year, this is reported in our Statement of Priorities in the annual report. For more information about our Statement of Priorities visit the [Department of Health Victoria website](#).

Our ESG Statement looks at a unique set of priorities. It outlines what we believe intrinsically makes the RMH a great place to work and a great place to receive care and we have also identified areas where we can, and must, do better. This ESG Report outlines our achievements and challenges and our future goals.

Our goals for the 2022-23 ESG Statement were to:

GOAL	KEY ACHIEVEMENTS
<p>1] Work closely with health service employees and stakeholders in advancing the organisation's commitment to improved environmental sustainability.</p>	<ul style="list-style-type: none"> • We have continued to progress our environmental agenda in line with our environmental strategy. • The RMH's inaugural Sustainability Awards were held in 2022-23, led by staff passionate about programs to improve environmentally friendly processes and reduce waste. There were 14 entries from a range of clinical and non-clinical individuals and teams. • In early 2023, the RMH installed 32 electric vehicle chargers with the help of a Department of Treasury and Finance grant, and leased 19 electric vehicles through Vic Fleet.
<p>2] Lead in organisational equity, diversity and inclusion and mobilise expertise in support of positive transformation.</p>	<ul style="list-style-type: none"> • The RMH's Rights and Responsibilities procedure has been extensively revised by a working group involving consumers, carers, lived experience and general staff members. The procedure affirms the rights of family members and carers to be recognised, respected and supported as partners in care, and also to take part in the ongoing care of the patient or consumer, where suitable. A video about this subject is on play on screens across the RMH Parkville campus. • We have progressed steadily against our Diversity, Equity and Inclusion (DEI) Action Plan. Of the 27 actions within the plan, three are complete and all but three are in progress. The action plan runs through to 2026.
<p>3] Amplify the use of data to improve the care and wellbeing of our community, especially our most vulnerable.</p>	<ul style="list-style-type: none"> • The RMH developed and funded the Digital Coordination Centre (DCC), to better coordinate inpatient flow. The DCC opened in September 2023. • Our Hospital Admission Risk Program's 'HARP 100' project worked closely with the top 100 patients most likely to re-present at hospital, supporting them with at-home care, GP visits and specialist appointments that aligned with their care goals to help them stay safely at home and out of hospital.

<p>4] Increase our capacity to deliver inclusive services, including for First Nations peoples, our LGBTIQ+ community, our culturally and linguistically diverse community and people with a disability.</p>	<ul style="list-style-type: none"> • The RMH officially opened a dedicated First Nations Health Unit space in March 2023. The space is located at the front entrance of the Parkville campus, and this visibility has helped increase staff cultural awareness and address patient needs, with 439 referrals over the past financial year. • Revised the Memorandum of Understanding established with the Wurundjeri Woi Wurrung Cultural Heritage Aboriginal Corporation in collaboration with the RMH Aboriginal Elder in Residence pending final approval and sign-off. The memorandum of understanding was established to ensure cultural needs are continuously in place and the RMH is engaging with traditional owners. • Aboriginal cultural training is mandated for all staff upon employment, as well as targeted training for “asking the question” to frontline staff who are involved in patient and consumer admission. • Concentrated effort is paying off in relation to building our First Nations employment opportunities for Medical Intern and Nursing Graduates through university engagement. The RMH has five medical interns in 2023 and two nursing graduates who identify as First Nations peoples. • New features were introduced to the Parkville electronic medical record (EMR) system and patient portal app Health Hub to help improve care for people from the LGBTIQ+ community and people with disability. These new features allow patients to record their sexual orientation, chosen name, gender identity and pronouns, meaning their identity is accurately reflected in the system and helping support safe and inclusive care. The disability identifier, meanwhile, includes a three-part questionnaire - co-designed by consumers, Disability Liaison Officers, an expert advisory group and disability working groups across the precinct. This questionnaire allows people with disability to tell us about their needs. • Staff from the RMH were recognised for the COVID-19 vaccination messages in language campaign at the 2022 Victorian Public Healthcare Awards when it was awarded the Excellence in culturally diverse health award.
<p>5] Continue to enhance our cybersecurity resilience to better protect our people, patients and consumers while working, providing and receiving care.</p>	<ul style="list-style-type: none"> • The RMH Cyber Security Basics training made mandatory for all staff, with approximately 93 per cent completion as at 30 June 2023. • Multi-factor authentication was rolled out across all RMH Office 365 accounts, helping to boost cybersecurity for those working remotely.
<p>6] Expand our digital healthcare program of work, building our capacity to deliver care remotely to our patients and in partnership with rural and regional health services.</p>	<ul style="list-style-type: none"> • A new cardiac re-admission prevention program is supporting discharged patients on a 12-week program with a mix of telehealth appointments, group online education sessions and at-home visits. Patients without access to digital technologies are provided with the tools they need to reduce the barriers to digital healthcare. • A new feature in the patient portal app Health Hub – called Care Companion - allows some of the RMH’s patients to use online questionnaires and education tasks to help manage certain conditions at home. Care teams can remotely monitor their patient’s health and, where required, escalate concerns.
<p>7] Work with HealthShare Victoria to ensure our supply chain is supported by socially responsible services.</p>	<ul style="list-style-type: none"> • The RMH works with HealthShare Victoria through the Modern Slavery Act Community of Practice, where suppliers are risk-assessed, projects to improve socially responsible services are identified, and sub-working groups formed to implement these initiatives. • Whilst this is in its infancy, there are more than 50 initiatives with more than 100 RMH staff involved in discussions to improve socially responsible outcomes.

Our goals for 2023-24

Culturally safe and equitable health system (ESG Focus: Social)

- **GOAL:**
Foster an inclusive and respectful health system culture by implementing initiatives that prioritise the health and wellbeing of diverse populations, especially in regional and rural Victoria.

Workforce wellbeing and diversity (ESG Focus: Social)

- **GOAL:**
Enhance the health workforce's experience and diversity by implementing programs that support professional development, leadership, and flexibility, ensuring that our workforce is representative of our community.

Climate action in healthcare (ESG Focus: Governance and Environmental)

- **GOAL:**
Develop and implement strategies that will contribute to committed emissions reductions targets, reduce wasteful practices, and enhance energy efficiency, aligning with global climate action goals and help the health system adapt to the impacts of climate change.

Championing health literacy and preventative health (ESG Focus: Social)

- **GOAL:**
Improve health literacy and promote preventative health initiatives in collaboration with primary health groups. Enhance access to high-quality health information, empowering individuals to make informed decisions about their care and wellbeing.

Community collaboration and integrated care (ESG Focus: Social and Governance)

- **GOAL:**
Strengthen collaboration with partner organisations, community health, Aboriginal Community Controlled Health Organisations (ACCHOs), and other stakeholders to build an integrated health system, improving patient experiences and outcomes through connected digital health information and seamless care pathways.

Mental Health Transformation (ESG Focus: Governance)

- **GOAL:**
Goal: Drive a comprehensive transformation in the mental health system by implementing the recommendations of the Royal Commission into Victoria's Mental Health System, prioritising cultural change, lived-experience leadership, and investing in suicide prevention and mental health promotion.

These goals align with our key priorities for the 2023-24 financial year.

Environmental, social and governance working group

Our ESG Statement has been developed in consultation with key internal stakeholders across the organisation and overseen by the ESG Working Group.

Kylie Bishop | Board Member

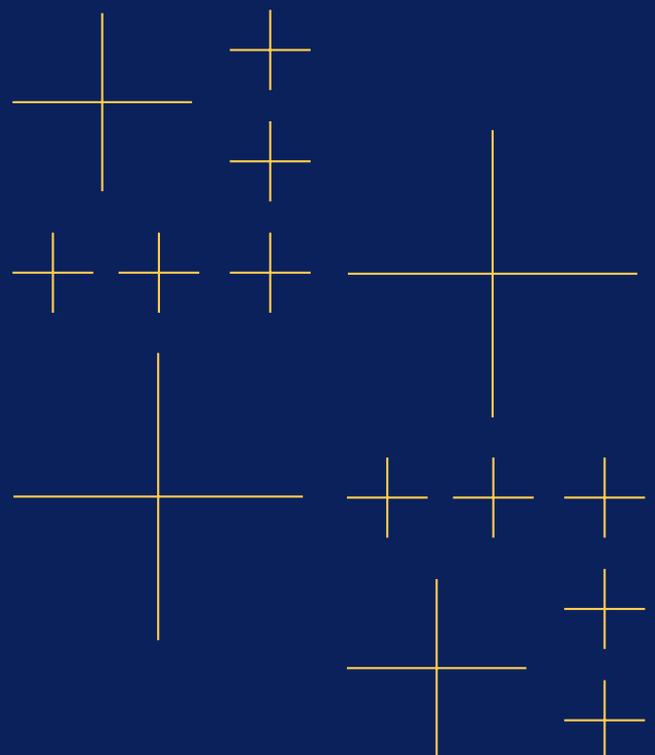
Pippa Connolly | Board Member and Chair of the Finance Board sub-committee

Professor Shelley Dolan | Chief Executive

Emma Skinner | Board Member

Melea Tarabay | Director Strategic Communication and Media

Paul Urquhart | Chief Corporate Officer



Our environmental responsibility

One of the strategic goals of the RMH is to strive for sustainability. The environmental impact of healthcare is substantial, as hospitals necessitate significant energy and resources to provide safe, timely, and efficient care. In Australia, the healthcare sector contributes 7 per cent to the country's CO2 emissions.

The RMH is committed to limiting environmental impacts as much as possible, with our people driving important change. Focus areas include efforts to maximise recycling and minimise waste sent to landfill. The Environmental Sustainability Strategy 2020-25 was endorsed by the RMH Executive Committee and the RMH Board in October 2019, and the strategic targets in this strategy focus on organisational leadership, emission reductions, waste minimisation and paper use reductions.

The Department of Health Victoria also requires health services to report publicly on their environmental performance in accordance with the department's environmental reporting guidelines.

A detailed environmental report can be found in the *RMH's Annual Report 2022-23*, which is available on the RMH website (thermh.org.au). Factors including, but not limited to, the resumption of pre-pandemic levels of surgery, a revised co-generation contract, and changes to the amount of air travel have contributed to fluctuations year to year across various metrics. While a number of recycling areas such as cardboard and paper have been increasing year on year, some changes to our ability to recycle co-mingled product due to supplier restrictions has offset these improvements. Overall in the past 12-month period, our greenhouse gas emissions decreased by 6.4 per cent.

Every small change that shifts operations away from the use of fossil fuels, or reduces waste, can have a significant impact in a large organisation such as the RMH. The installation of LED globes at the RMH Royal Park campus across the past two financial years resulted in a reduction of 300 tCO₂-e – or a 1 per cent reduction in total greenhouse gas emissions. In early 2023, the RMH installed 32 electric vehicle chargers and leased

19 electric vehicles; and plans are underway to increase the electric vehicle fleet as leases for petrol vehicles expire, with plans for at least nine additional electric vehicles to be leased in 2023-24. Our petrol road vehicle fleet generated almost 340 tonnes CO₂-e in 2022-23.

Some of the waste generation patterns of recent years have been a consequence of the pandemic. This included increased personal protective equipment (PPE) requirements to keep staff and patients safe from COVID-19, as well as other infectious diseases. As we came to better understand COVID-19 infection behaviours, there was a reduction in full PPE usage that also resulted in a reduction of clinical waste between 2021-22 to 2022-23.

Our people have also found other ways to reduce their environmental footprint. The total units of waste per patient treated decreased 13 per cent between 2021-22 to 2022-23. This may be attributable to the consciousness of staff about single-use items, which many departments replaced with reusable items. Examples include replacement of disposable plastic anaesthetic trays with reusable trays and replacing 250,000 disposable face shields with 1600 reusable safety glasses.

At the end of 2022-23 the RMH was just a few weeks away from commissioning our newest site at Elizabeth St, which is to be home to more than 800 staff from both clinical and non-clinical teams. This campus was fitted out within PDG's 635 Elizabeth St building – this building has been designed to the principles of five-star green and NABERS (National Australian Built Environment Rating System) ratings. The building includes features such as significant bike parking, energy-efficient systems with time schedules for lighting, heating, cooling, and water heaters to reduce our energy footprint.

Greenhouse gas emissions

Indicator	2020-21	2021-22	2022-23
Total Scope 1 greenhouse gas emissions (Tonnes CO₂-e)¹	1,835.15	20,268.85	22,262.26
Type of gas			
Carbon dioxide	1,722.62	20,159.37	22,141.90
Methane	2.69	38.53	42.41
Nitrous oxide	3.15	13.63	14.96
Medical gas - other	106.68	57.33	63.01
Activity source			
Stationary fuel	1,342.79	19,806.40	21,800.70
Vehicle fleet	384.99	404.78	397.75
Medical gases	107.37	57.67	63.81
Total Scope 2 greenhouse gas emissions (Tonnes CO₂-e)	40,961.65	26,117.23	20,914.59
Co-generation electricity ¹	12,492.79	3,666.40	-
Electricity	19,861.58	20,078.18	20,914.59
Steam ¹	8,607.28	2,372.65	-
Total Scope 3 greenhouse gas emissions from commercial air travel and waste disposal (Tonnes CO₂-e)	2,294.00	2,502.87	2,592.27
Commercial air travel	13.57	158.09	353.82
Waste emissions	2,280.43	2,344.78	2,238.45
Total greenhouse gas emissions (Tonnes CO₂-e)	45,090.80	48,888.95	45,769.12

¹ Variation in emissions between 2021-22 and 2022-23 occurred due to a revised co-generation contract in October 2021. Steam is considered a by-product of co-generation; consequently emissions from steam are not reported in 2022-23 scope 2 emissions as the emissions from this by-product are captured in scope 1 stationary fuel emissions.

Waste generation by type

Type	2020-21	2021-22	2022-23
Total units of waste disposed (kg) ⁽¹⁾	2,662,281.09	2,746,727.89	2,560,768.39
Offsite treatment (clinical waste incinerated, sharps and treated)	555,916.23 <i>(20.88 per cent of total)</i>	569,736.59 <i>(20.74 per cent of total)</i>	434,924.31 <i>(16.98 per cent of total)</i>
Landfill - general waste ⁽²⁾	1,204,302.30 <i>(45.24 per cent of total)</i>	1,238,446.40 <i>(45.09 per cent of total)</i>	1,294,019.40 <i>(50.53 per cent of total)</i>
Recycling/recovery (disposal)	902,062.56	938,544.90	831,824.68
Recycling rate (%)	33.88	34.17	32.48
Total waste disposed per patient treated (kg)	4.21	4.45	3.85
Total units of waste disposed normalised by floor area (kg/M ²)	16.46	17.23	15.91

1. The RMH facilities include a mixture of office and non-office-based activity. As such, it is not practicable to separate waste usage into office and non-office-based activity.

2. This does not include municipal waste collected in council collections from some of our smaller sites.



The inaugural environmental sustainability competition and Choose Wisely



The RMH’s inaugural sustainability competition ran across 2022-23. Staff were encouraged to enter projects both big and small, especially projects with scalability or projects that would result in a cost or carbon-footprint reduction.

Organisers received 14 entries from across clinical and non-clinical individuals and teams.

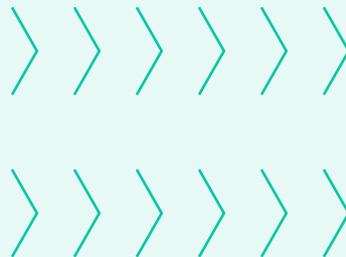
Among the winners was a project from the Emergency Department which reduced unnecessary arterial blood gas (ABG) and coagulation tests by 37 per cent and 22 per cent respectively, saving 74kg of CO2 per month without compromising patient care, safety and outcomes.

In another of the competition’s projects, the environmental impact of switching from in-person to telehealth appointments were also explored. It was estimated that patients using telehealth rather than in-person appointments saved 103,434 N95 masks – equivalent to 1.1 tonnes of clinical waste.

The RMH Sustainability Clinical Lead and Thoracic Surgeon Dr Ben Dunne said the competition’s organisers were “delighted” at the quality of entries received.

“The competition highlighted the extent of the impact that clinical and non-clinical staff can have on the environmental footprint of the care we deliver, and also how frontline initiatives will be an essential part of advancing healthcare in an environmentally sustainable way.”

“It also helped demonstrate to staff that the organisation recognised and rewarded those engaged in this work and that it is an important part of how we deliver care.”



Pictured:
In early 2023, the RMH installed 32 electric vehicle chargers.



What goes in the yellow bin?

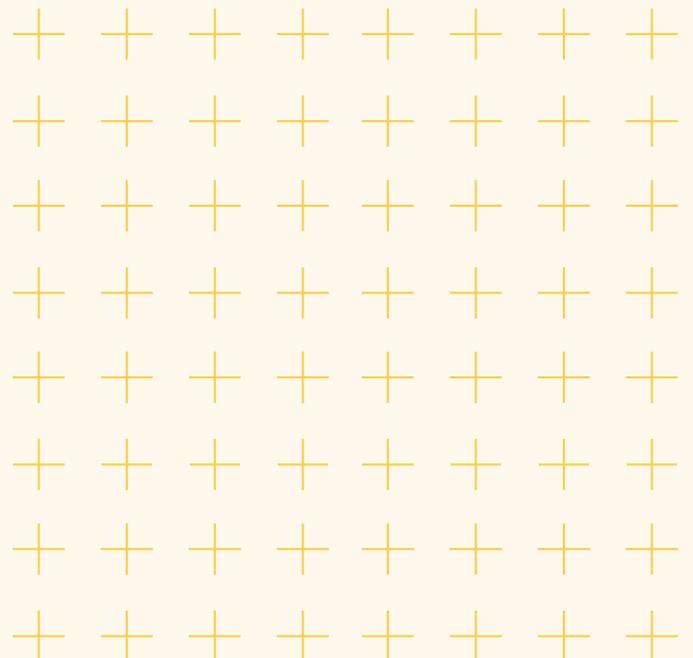


In the year 2021-22, the RMH generated 1.3 tonnes of clinical waste every day. This category of waste is not only more environmental damaging to treat, but it is also four times more expensive to dispose of than general waste.

In 2023, the RMH staff ran a campaign spearheaded by Green Champions including surgeons, research assistants and nurses, to help educate staff on the correct use of the clinical waste bins – what should go in them, and what should be placed in other bins available.

At the RMH clinical waste increased between 2020-21 to 2021-22 by 2 per cent. Between 2021-22 to 2022-23 this waste stream decreased 24 per cent.

Reduction in full PPE usage with a greater understanding of COVID-19 infection behaviours has resulted in a reduction of clinical waste between 2021-22 to 2022-23. However, partial reduction in waste contribution in 2022-23 may also be attributable to an education and awareness campaign in the proper use of clinical waste bins.



Pictured: Associate Nurse Unit Manager Dol with one of the clinical bins on a ward.

Our social responsibility

The RMH, as a public hospital, is a microcosm of the community we care for. Both our staff and our community come from diverse backgrounds, and their identities reflect a range of countries and cultures, sexualities and genders, religions, socio-economic backgrounds, and education.

Being inclusive, diverse and accessible ensures these unique needs are addressed, resulting in better patient outcomes. Furthermore, by actively engaging with individuals and communities, we can understand the specific needs of our patients and consumers better. This not only improves service quality but also fosters a sense of community, where the hospital is viewed as a partner in health, not simply a service provider.

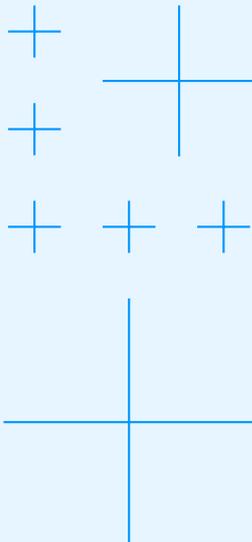
In 2022-23 the RMH opened a dedicated space for our First Nations Health Unit, supporting our team to provide culturally safe care to our patients who are Aboriginal and/or Torres Strait Islander peoples. Our LGBTIQ+ and Disability Patient Liaison teams in Allied Health also led important work to add features to the Parkville Electronic Medical Record (EMR) to support person-centred, inclusive care for those patients.

The LGBTIQ+ team have also helped raise awareness and educate staff through promotion and activities, particularly on days of recognition throughout the year. In August staff at all levels of the organisation, including hospital leaders, donned purple for Wear It Purple Day to show support for rainbow young people. The RMH also had a stall at the Midsumma Festival in 2023, while staff and allies marched in the Pride March.

Sometimes the best place for our patients to be is not in the hospital at all. Our 'HARP 100' project worked closely with the top 100 patients most likely to re-present at hospital, supporting them with at-home care, GP visits and specialist appointments that aligned with their care goals to help them stay safely at home and out of hospital. Telehealth also helped Cardiology develop a new digital rehabilitation program to support heart failure patients post-discharge, to reduce the chance of readmission.

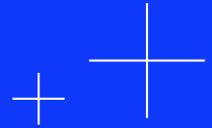
The work and care of the teams at the RMH for patients' loved ones, as well as the patient themselves, has a ripple effect across the country. In 2022, 92 recipients received an organ donation thanks to the generosity of an RMH donor and their family. The RMH is very proud to be the top donation centre in the country.

Some efforts have already been made to improve consistency in remuneration for senior medical leaders. A working group is seeking to undertake a more detailed audit, which will provide a more nuanced understanding of the gender pay gap across RMH. This will go beyond the requirements of the Commission, but should better reflect our large and complex organisation. The audit and progress report will be submitted to the Commission in February 2024. The results of this next audit will allow RMH to monitor progress against our goals and identify areas requiring further attention.





Opening of a dedicated space for First Nations peoples



The RMH officially opened its First Nations Health Unit space in March 2023. This space will provide improved access to care and support for our First Nations patients, while also offering a safe and culturally appropriate space while at hospital.

This space is located at the front entrance of the campus, and the visibility of the space has helped increase staff cultural awareness and address patient needs. There were 439 referrals over the past financial year.

The unit, staffed by First Nations healthcare workers, is also helping to increase education and awareness of culturally safe care among staff.

More than 5500 staff completed the First Nations Cultural Awareness training this financial year.

This has been supported with a range of engagement and awareness-raising activities to build skills and knowledge. This has supported achievements such as the development of a Mob Meal Plan and culturally sensitive palliative care practices.

A new “Asking the question” training package was also released.

As a result, 97 per cent of the RMH patients across 2022-23 were asked the question ‘Are you of Aboriginal and/or Torres Strait Islander origin?’. In addition, First Nations Health Liaison Officers spent 850 hours with the 439 patients referred to the service in the past year.

A new First Nations Employment plan is in development, which will help support a more culturally safe workplace.

Pictured:

The First Nations Health Unit space opened at the RMH Parkville in March 2023.



Improving inclusive care via Electronic Medical Record



The introduction of the Electronic Medical Record across the Parkville Precinct in 2020 has not only changed record-keeping for clinical staff. It has given staff more ways to ensure our care is inclusive and culturally safe.

Across 2022-23, new features were introduced to the Parkville EMR system and patient portal app Health Hub to help improve care for people from the LGBTQIA+ community and people with disabilities.

These new features allow patients to record their sexual orientation, chosen name, gender identity and pronouns, meaning their identity is accurately reflected in the system and helping support safe and inclusive care.

The disability identification tool, meanwhile, was created after a key barrier to providing care was pinpointed by the organisation's liaison officers - it was not easy to find patients at RMH who identify as having disability. This is a group of people known to experience poorer health outcomes when there is delay to identification.

This may contribute to worsening health, adverse events, prolonged hospital stays and a decrease quality of life.

The disability identifier includes a three-part questionnaire - co-designed by consumers, Disability Liaison Officers, an expert advisory group and disability working groups across the precinct - which allows people with disabilities to tell our people about their needs. This is the first comprehensive disability identification questionnaire developed in Australia.

"Being able to identify people with disability is really important to ensure we provide the best patient care to all of our patients who come to the RMH," said Disability Liaison Officer Louise Mogg.

"With this tool, we're able to see exactly what their needs may be. That way we can ensure that any barriers they may face in accessing our healthcare can be addressed really quickly and effortlessly."



Pictured:
Disability Liaison Officers, Louise (left) and Jenni.



Wellbeing in focus for team built through COVID-19



A team that was put in place during the pandemic to support staff wellbeing has become a permanent fixture at the RMH.

During the COVID-19 pandemic, the RMH established our Workforce Wellbeing team to support our people as we navigated the challenges posed by COVID-19, including constant changes and adjustments to how we lived and worked.

The feedback from having an internal service was so positive, that there is now a permanent multidisciplinary team in place. The team members are mental health-qualified and experienced.

Among the many roles it fills across the organisation, the Workforce Wellbeing team manages supports and services such as the Peer Support team and Family Violence Contact Officers; supports staff and teams after critical incidents; runs group and individual sessions, and; provides training and education.

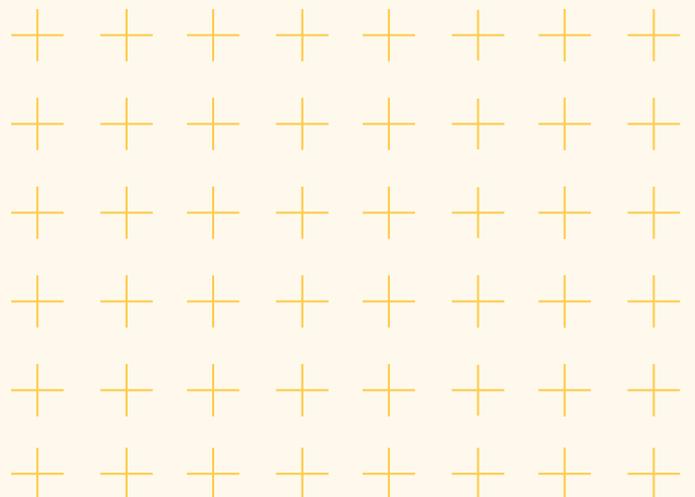
Workforce Wellbeing Manager Michelle Spinks said it was important frontline workers had support for what they see in their day-to-day lives.

“Healthcare can be a really emotionally impactful profession where we may see patients and their loved ones on the worst days of their lives,” she said.

“We are here to support, educate and nurture our staff through those experiences, and also to help them with any of the daily pressures they might be dealing with.”

Among its services, the team provides a confidential staff support line to facilitate access to resources, internal or external services, or a brief intervention.

For those wishing to speak to someone outside the organisation, the RMH also has an Employee Assistance Program, provided by an external agency, which is available to staff 24/7.



Our governance

Health services are governed by a series of policies, procedures and legislative standards to ensure the safety, health and wellbeing of patients, consumers and staff is protected.

The RMH's leading role in public health was recognised in October when the organisation was named the Premier's Large Health Service of the Year at the Victorian Public Health Awards. This award recognised the outstanding efforts of our staff and volunteers to deliver great care and always be there when it matters most.

It was another milestone year for our mental health services, with more of our services disaggregated as part of a larger system reform. The first stage of the redevelopment of our John Cade building was opened in August 2023. This was a major milestone of a project which will add 22 acute mental health beds at our Parkville Campus by March 2024.

The RMH is also proud to be the lead agency in the West Metro Health Services Partnership, which is delivering better health outcomes and a more connected health system. Through initiatives related to the Planned Surgery Recovery and Reform Program, including partnerships with private hospital providers to perform planned surgery for public patients, the RMH has reduced the overall waiting list by 506 and reduced the clearance time for category 2 patients by 3.6 months compared to May 2022. It has also reduced the clearance time for category 3 patients by 6.9 months compared to May 2022.

The RMH has also developed new models of care that help patients return home sooner after surgery, with the support of the RMH@Home team. These new ways of providing care have dual benefits: patients can recover at home safely, while hospital beds become available for new patients.

There were other changes that are helping more patients access hospital care when they need it. This included in 2022-23 the opening of the redeveloped Transit Lounge – the final stop for some inpatients on their way home – and the introduction of a centralised team of patient flow coordinators. These coordinators help pull together the pieces needed for routine discharge plans and address any barriers that might be preventing patients from going home. These staff complemented the work of existing, ward-based discharge coordinators, and the Flying Squad, which supports the discharge of patients with complex needs.

There have been other digital tools updated or added to support the work of our people, including the redevelopment of our website (thermh.org.au), which has met AAA compliance – the gold standard level of accessibility for websites – and the introduction of a new document management system, Prompt. There is also a cyber-aware culture across our staff to keep our data and patient information secure, including cyber-security training for all staff, which 10,000 staff have completed at the end of the financial year.

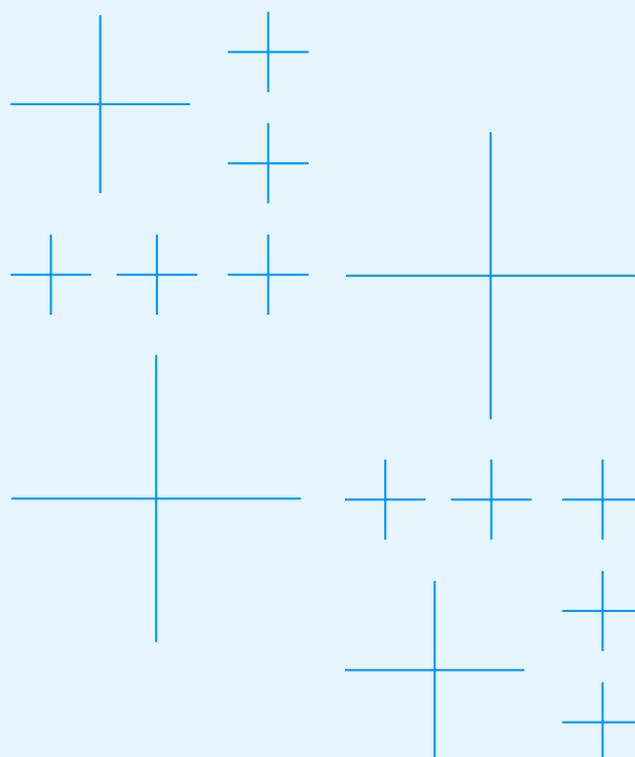
Providing great care works when our people are supported to find better ways to provide care. It is also important that staff feel safe at work. The RMH Sexual Safety Nurse Consultant, appointed in May 2022 and unique to the RMH within Victoria, has been instrumental in building awareness of sexual harassment in the hospital. This role has contributed to a 20 per cent increase in satisfaction in the handling of sexual harassment complaints between the People Matter Surveys of 2021 and 2022.

As a result of our diversity, equity and inclusion efforts, the results of these surveys showed decrease between these two surveys in reports of workplace bullying, sexual harassment and discrimination towards First Nations staff, and a decrease in sexual harassment and discrimination of non-binary staff, which may be attributed to our diversity, equity and inclusion efforts.

The RMH continues to pursue its Social Procurement Framework. In the 2022-23 financial year the organisation prioritised the social and sustainable objectives of environmentally sustainable business practices; implementation of the climate change policy objectives; and sustainable Victorian social enterprises and First Nations business sectors.

To support those first two objectives, the RMH has commenced a project in partnership with Arjo to introduce a chemical-free, environmentally sustainable solution for reprocessing of non-critical, non-invasive medical devices. The project is expected to redirect around 2.4 tonnes of medical devices from going to the landfill towards reprocessing and reuse per annum.

The RMH has further embedded requirements to submit tender bids and proposals that address social and environmental sustainability factors, including specific hiring practices, carbon emissions and modern slavery reporting requirements. These factors are also explicitly addressed and considered as part of the RMH Board decision-making process when awarding contracts to vendors. These steps recognise that as a large healthcare organisation, our business choices can amplify the positive impact we can have in developing a supply chain that is both sustainable and socially conscious.





Improving flexibility to our nursing workforce



A new project designed to bring flexible work options to nurses through rostering arrangements has started at the Royal Melbourne Hospital.

This is a joint initiative between the Department of Health, Safer Care Victoria, the Australian Nursing and Midwifery Foundation and hospitals. The RMH project manager Nicole Pope said the initiative was aimed at challenging the assumptions of the way nursing shifts are rostered.

The project will explore needs for work arrangements, shift allocation, night duty rostering and ongoing professional development, which all impact how nursing is rostered.

It's a challenge Nicole understands well, having worked in a roster manager role previously.

"We're aiming to come up with guidelines to support Nurse Unit Managers and roster managers to create a consistent approach as to how rosters are created," Nicole said.

"Really, this project is looking at how we can think differently to support nurses in the workforce."

The project is currently consulting with nurses from wards AC4, 2B/CCU, 7SW and 9E, including NUMs and roster managers. This consultation is key to the project.

"We've done some surveying already and we're getting a better understanding of what impacts rostering and what people want. The next step is focus groups, and then co-design workshops."

Chief Nursing Officer Kethly Fallon said the project was an exciting one for RMH nurses.

"The challenges of the past few years have also created opportunities to improve workforce experiences," Kethly said.

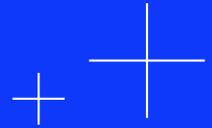
"By reviewing our nurses rostering needs, we can make sure we're creating the best environment for our people and strengthening our important nursing workforce."

Pictured:

This rostering project is looking at another way to support nurses in the workforce.



A Prompt arrival for RMH policies and procedures



The Royal Melbourne Hospital's new policy document system Prompt launched in February 2023 across the organisation.

The new system, developed by Barwon Health and used by many other health services, replaces iPolicy and is used by RMH staff to access policies, procedures and guidelines for both clinical and non-clinical work.

Chief Quality Officer Samantha Plumb says Prompt has “streamlined the management of our policy, procedure and guideline documents”.

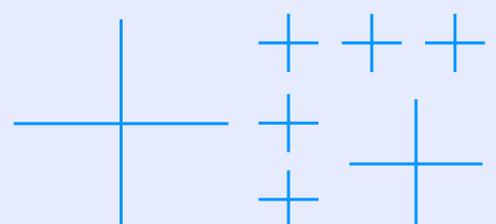
“Prompt will provide notifications when documents are due to be updated to ensure they are always up to date and easily accessible by staff.”

The new system is also used by the RMH Policy team and department administrators to ensure documents are reviewed and updated according to schedule and risk rating.

“That is incredibly important to ensure we support the provision of safe, timely, effective and person-centred care, and will also help with our preparations for our accreditation later this year,” Sam says.

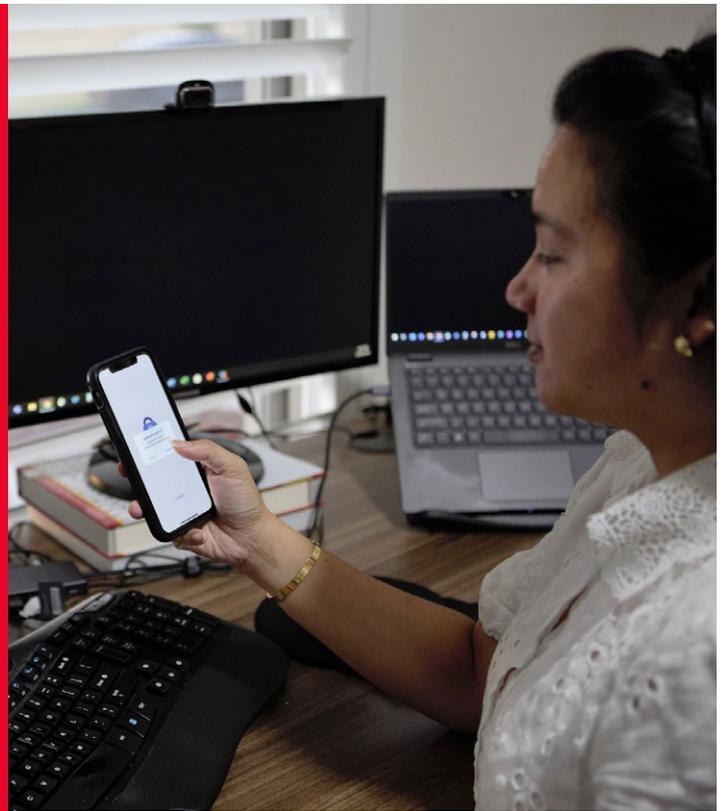
“The transition to the new system was seamless and we are seeing the benefits of Prompt, especially with the ability to review documents from other health services, reducing the need to develop documents from scratch.”

Pictured:
Members of the Prompt Project team celebrate the launch.





Double the protection, double the security – how multi-factor authentication is strengthening our cybersafe practices



Scammers are always on the lookout for new ways of stealing our confidential and valuable information.

This includes remote access scams, which are currently on the rise - targeting people who are working from home.

Chief Information Officer George Cozaris said that scammers often pretend to be from an IT support company, tricking victims into installing remote access programs on their devices.

“You might receive a phone call or an email, with a scammer saying that ‘your internet speed is running slow’ or that that ‘your internet has been hacked’ and requires urgent attention to resolve,” George said.

“They then might offer you assistance and request to log on to your device – giving them an open door to access your computer and data.”

“We ask our staff to ignore and delete these suspicious messages and report them to our IT department – we would never ask you to install any remote access programs.”

Multi-factor authentication (MFA) is a security measure that requires two or more proofs of identity, and has recently been rolled out across all RMH Office 365 accounts, helping to boost cybersecurity for those working remotely.

Director of Digital Architecture and Emergency Management Denis Clare said: “While usernames and passwords are important, they can be vulnerable to attacks and stolen by third parties.

“So by having an additional layer of security – such as receiving an SMS code or using the Microsoft Authenticator app when you’re logging in outside the RMH network – we can make sure that we’re well-protected against these threats.”



Pictured: Multi-factor authentication helps boost cybersecurity.

Modern Slavery Statement

MELBOURNE HEALTH – ABN 73 802 706 972
trading as the Royal Melbourne Hospital
Financial Year 2022 – 2023

Modern Slavery Statement for FY22/23

This Modern Slavery Statement (Statement) is made pursuant to the Commonwealth Modern Slavery Act 2018 (the Act) by Melbourne Health ABN 73 802 706 972 operating as the Royal Melbourne Hospital (RMH). The RMH is a health service registered under the Health Services Act 1988 (Victoria) and does not own or control any other entities. This statement relates to the financial year period from 1st July 2022 to 30th June 2023. Annual reports can be accessed via this link: www.thermh.org.au/about/reports-policies/annual-reports

In making this Statement, the RMH recognises that modern slavery practices are major violations of human rights and serious crimes, where coercion, threats, or deception are used to exploit victims and undermine or deprive them of their freedom and must be stamped out in all its various forms. The RMH commits to its ongoing responsibility to use its best endeavors to identify and act against modern slavery risks to maintain a responsible and transparent supply chain.

The Royal Melbourne Hospital

The RMH is one of the largest health providers in Australia, providing a comprehensive range of specialist medical, surgical, and mental health services, as well as rehabilitation, aged care, specialist clinics and community programs.

Our care extends from the RMH Parkville at Grattan St across to the RMH Royal Park, the RMH Elizabeth St and in the community. We are a designated state-wide provider for services including trauma, and we lead centers of excellence for tertiary services in several key specialties including neurosciences, nephrology, cardiology, and virtual health.

For further information about the history, operations, and services of the Royal Melbourne Hospital visit www.thermh.org.au

Overview

Modern slavery practices are major violations of human rights and serious crimes, where coercion, threats, or deception are used to exploit victims and undermine or deprive them of their freedom. Modern slavery practices include trafficking in persons, slavery, slavery-like practices (including forced labour and forced marriage) and the worst forms of child labour (including using children for prostitution or in hazardous work).

Modern slavery can occur in any country. The Global Slavery Index estimates there are currently 50 million victims of modern slavery worldwide, 10 million more than in 2018 when the Index started. In the private economy there are 17.4 million victims exploited.

Most of these victims are in the Asia-Pacific region, where the supply chains of a significant number of Australian-based businesses have operations. Modern slavery can occur in any sector or industry, and at any point in a supply chain, with a recent study showing a total of 159 goods from 78 countries being linked to modern slavery.

Structure, operations, and supply chain

The RMH was created, and incorporated as a Metropolitan Health Service pursuant to the Health Services (Governance) Act 2000 and an associated Order by the Governor in Council dated 28 June 2000.

To provide care, the RMH relies on suppliers of various specialised goods and services; from personal protective equipment to state of the art medical equipment. The RMH, as a public health service in Victoria, is mandated to purchase a large portion of its goods and services through collective purchasing agreements established by HealthShare Victoria (HSV).

This means that the RMH and other public health services in Victoria are heavily dependent on the processes and policies HSV has established to identify and manage modern slavery risks in its supply chains. See the attached link for further information on HSV's role in identifying and managing modern slavery risks across its collective agreements: <https://healthsharevic.org.au/hsv-purchasing-policies/modern-slavery>

Modern slavery risks in the health care sector

Exploited workers are present in a wide range of sectors and at any stage of a supply chain. Most forced labour occurs in the lowest tiers of a supply chain, such as in the extraction of raw materials and the production of goods.

Within the health care sector, this is represented by industries such as garment production, surgical instruments, and electronic health care equipment. At the local operational level, service industries such as cleaning, security and catering represent a high-risk of workforce exploitation due to the predominance of low-skilled and migrant labour which are characteristic of these sectors.

Often the garment industries operate in locations where laws protecting human rights do not exist, are weak or are not enforced, leading to exploited workers with minimal avenue for redress.

The sourcing of raw materials used in the production of surgical instruments and electronic goods and the significant use of labour hire companies in the production of pharmaceuticals contributes to exposing the medical goods sector to high risk.

This is exacerbated by other risk factors including high risk geographies from which these goods are sourced, the vulnerable populations used to produce the goods, and the arrangements under which these vulnerable populations are accessed, contributes to significant risk of human rights abuses. Australia continues to be reliant on these imports from global supply chains for the supply of these essential goods to health services.

In Australia, extended life expectancy and an ageing population is expected to grow demand for health care goods and services in the years ahead, further increasing the risk of modern slavery within complex global supply chains.

Key actions taken to assess and address risks

Over the FY2022/23 reporting period, the RMH has taken the following actions to identify and address modern slavery risks in its supply chain:

- **Modern slavery risk assessment**

Supplier risk assessments were undertaken by way of a questionnaire provided to all identified suppliers. The methodology applied this year is consistent with the previous period, providing an opportunity for highlighting shifts in the identification, assessment and addressing of modern slavery risk by suppliers.

The questionnaire included 26 central questions, with further questions posed in cases where the initial responses provided by the supplier gave an opportunity for further specific insights to be gathered or gleaned from their understanding and approach to modern slavery.

- **Focus on continuous improvement**

An additional section was included in this year's risk assessment focusing on continuous improvement, which goes to the heart of the regulatory approach to modern slavery.

Where a supplier provided a response which could be improved upon from a risk rating perspective, the Continuous Improvement Plan (CIP's) section at the end of the risk assessment provided further 'prompts' for the supplier to consider. These were aimed at fostering ongoing enhancements by the supplier in their approach to modern slavery risk.

These prompts for improvement provide an additional insight into the level of engagement suppliers have with modern slavery risk and were not weighted for purposes of the overall supplier risk rating.

People and training

As part of our ongoing training and development we have participated in a series of monthly community of learning sessions and conducted training across the RMH procurement team to highlight the importance of identifying and addressing modern slavery risks in our supply chain.

Tools and policies

We have developed a modern slavery framework and policy which includes a statement on combatting modern slavery in supply chains and an environmental, social and governance (ESG) risk assessment tool, which incorporates assessment of modern slavery risks.

Remedy

Remedial action plans and processes set out how the organisation responds to allegations of modern slavery within its own operations and supply chain.

Out of 187 suppliers this year, 54% suppliers have remedy/action plans to respond to allegations of modern slavery. This is a positive outcome given the increasing regulatory responsibilities expected on suppliers.

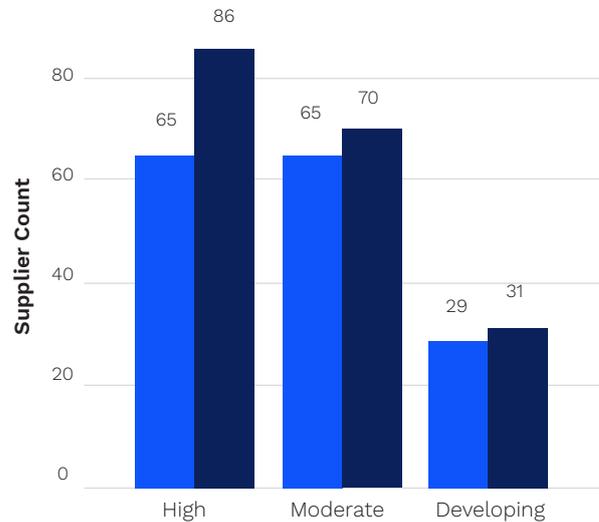
Supplier due diligence

Included modern slavery questions in our market engagement documentation as part of due diligence and to gain a greater understanding of our supply chains and obtained ongoing commitment from Suppliers to the Victorian Government; Supplier Code of Conduct, which requires suppliers to proactively identify, address and report on modern slavery risks in their business operations and supply chains (www.buyingfor.vic.gov.au/supplier-code-conduct).

Effectiveness of our actions

Visibility over supply chain

Financial Year
● FY22 ● FY23



As noted above, we have taken several steps to build upon our modern slavery framework. This includes our ongoing work to train and educate staff on modern slavery risks, developing tools and policies, conducting supplier risk assessments as well as ensuring our contracts and tendering processes incorporate modern slavery compliance requirements.

The RMH identified 242 suppliers for the risk assessment survey for FY22-23, and received a 78% response rate on questionnaires, an increase on 2021/22.

An increase in response rate has also resulted in an increased risk rating across suppliers which is representative of an increased awareness of obligations under the Modern Slavery Act.

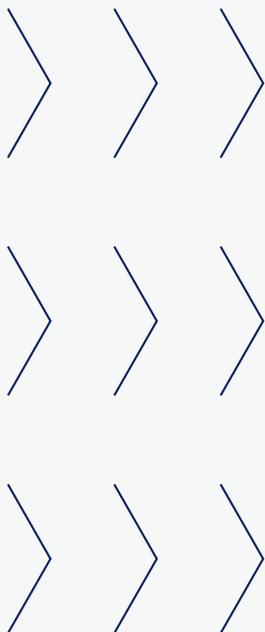
Out of the 187 respondents, 152 suppliers have policies in place regarding modern slavery. Compared with last year, an additional 26 suppliers have introduced a modern slavery policy within their organisation, representing an increase of 21% over the previous period.

Monitoring compliance with a policy shows that the supplier is committed to improving their position and risk rating and supports an effective means to reduce risk.

Compared with the previous period, suppliers with a system in place to monitor compliance increased reflecting an improved governance by suppliers as regards the effectiveness of their policies.

Compared to last year, 21 more suppliers state they have mapped their supply chain to a high level, representing an increase of 32% over the previous year.

Increased visibility over one's supply chain means incidences of modern slavery risk are more likely to be uncovered in the lower tiers of the supply chains, where evidence shows risk of modern slavery to be the greatest.



Next steps and closing statement

The implementation of the modern slavery framework is an iterative process. Over the next 12 months, the RMH will embed the modern slavery framework further by:

- Increasing modern slavery assessments beyond our collective purchasing agreements.
- Continue to collaborate with HSV and our high-risk suppliers, to explore options that create longer-term solutions to reduce the modern slavery risks in their supply chain by holding online engagement sessions.
- Implementation of Mandatory Minimum Standards.

We continue to build on our modern slavery framework by acknowledging that modern slavery risks exist in our supply chain, identifying those risks wherever possible and taking meaningful steps to address them.

This Statement was approved by the Board of Melbourne Health on Wednesday 20 December 2023.

Linda Bardo Nicholls AO
Chair

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**Advancing health
for everyone, every day**



**The Royal
Melbourne
Hospital**