



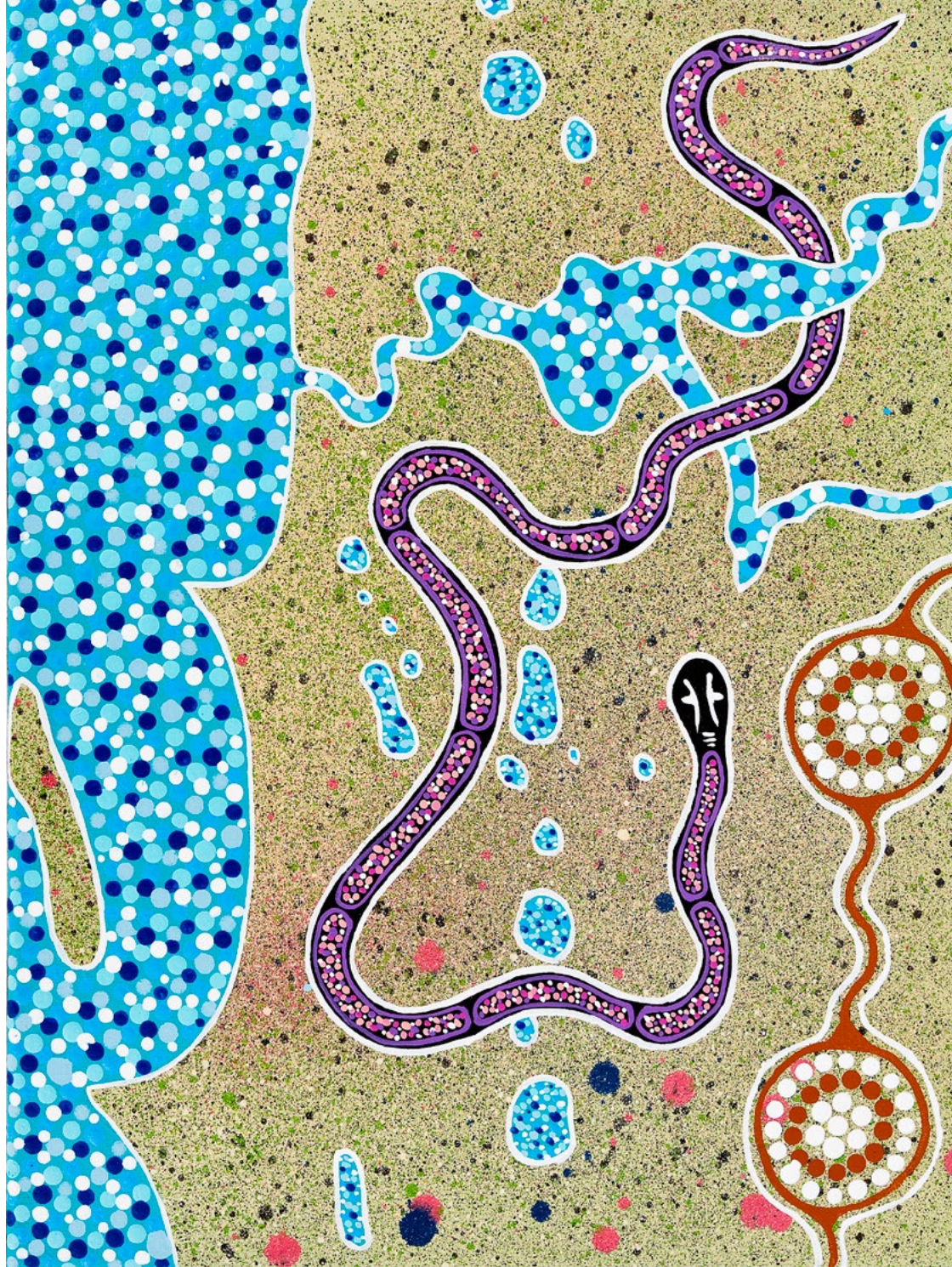
Government of Western Australia
South Metropolitan Health Service

Environmental Sustainability Strategy

2023

2026





Acknowledgement of Country

South Metropolitan Health Service respectfully acknowledges the past and present traditional owners of this land on which we operate, the Noongar people.

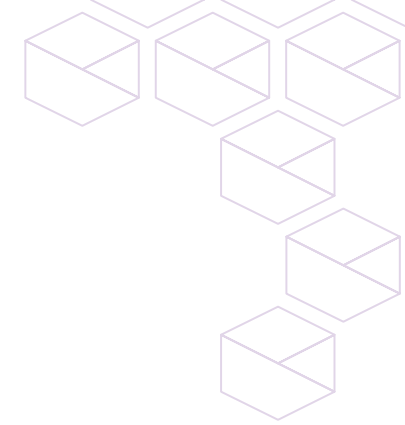
We also acknowledge that the Aboriginal population in the South Metropolitan Health Service is diverse and includes Aboriginal people from many communities across Australia.

We also acknowledge the contributions of Aboriginal and non-Aboriginal Australians to the health and wellbeing of all people in this country we all live on and share together.

Nidja Waugal Wirrin

– The rainbow serpent spirit.

Artist: Lenard Thorne



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The World Health Organization has declared climate change to be the greatest threat to human health in the 21st century. The direct impacts on physical and mental health as a result of extreme weather events and rising temperatures are already being seen around the world.



Message from the Board Chair and Chief Executive

As an organisation whose purpose is to provide health care, it is our responsibility to reduce our emissions for the health and wellbeing of our community. It is also our responsibility to use resources wisely for the health of the planet.

The South Metropolitan Health Service (SMHS) has achieved many firsts in its commitment to reduce the environmental impact of delivering health care.

In 2019, SMHS became the first Western Australia (WA) health service provider to join Global Green and Healthy Hospitals (GGHH) and was the first public health service in WA to appoint a dedicated Sustainability Officer to support and facilitate sustainability initiatives across the organisation.

SMHS was also the first healthcare organisation in WA to sign the Health Care Climate Challenge and Pledge, GGHH initiative of to mobilise hospitals and health systems globally to take a leadership role in addressing climate change.

We also identified environmental sustainability as one of our organisation's key strategic priorities.

The purpose of the SMHS Environmental Sustainability Strategy 2023–2026 is to develop pathways to achieve our net zero ambitions by 2040, or earlier. The strategy sets out carbon reduction initiatives already underway and our plans for the next three years.

The plan is intended to stimulate ideas from staff, provide the support and tools to assist with implementing those ideas, and develop a strong culture of sustainable health care delivery across all facilities and services.

Our staff, patients and the wider SMHS community are key to our success, and we encourage everyone to **Think Act Change**: to think about ways to be more sustainable, to take action to bring ideas to life, and to change behaviours or processes to promote environmental sustainability.

There is no one person, action or activity which will deliver our net zero goal – environmental sustainability is everybody's business as we strive to create a better future for this and future generations.

Being an environmentally sustainable organisation is an integral part of us delivering on our vision of **excellent health care, every time**.

Paul Forden
Chief Executive

Adjunct Associate
Professor Robyn Collins
Board Chair

Introduction

SMHS delivers hospital and community-based public health care services to nearly a quarter of WA's population.

We provide a wide range of services through our network of five hospitals and community services.

Sustainability in healthcare

At SMHS, we recognise the urgent need to take action to reduce the impact of climate change on this and future generations. As the delivery of healthcare is a significant contributor of carbon – approximately 8 per cent of WA's total emissions– we appreciate the positive impact we can have through the prioritisation of sustainability in the delivery of care.

Our vision: **excellent health care, every time.**

Objective

This Environmental Sustainability Strategy and road map have been created to provide a response to climate change for the health service. The strategy covers the issues we have identified as key to achieving net zero and becoming a more environmentally sustainable organisation.

The strategy will address both climate mitigation and adaptation. Mitigation includes efforts to reduce the greenhouse gas emissions from our facilities and supply chain. Adaptation focuses on actions to reduce the risks from climate impacts, so we are resilient to and prepared to respond to future uncertainties.

Purpose

This strategy is, at a minimum, a response to the WA State Government's Climate Policy and associated commitments. Additionally, it sets out SMHS' aspirations and expectations for integration of sustainability across our services.

In summary, the aims are to:

- provide a consistent sustainability approach
- ensure alignment with the SMHS Environmental Sustainability Framework
- drive performance beyond statutory compliance
- ensure assets and services are fit for purpose in the future.



The approach

Consultation

Staff survey

A staff survey was conducted in 2021 to understand workplace awareness and opinions on the topic of environmental sustainability and climate change.

Stakeholder workshops

A series of consultation workshops were held in 2022 with internal stakeholders, including staff from all professions and senior leaders of the organisation, helped identify sustainability challenges, opportunities, and proposed actions.

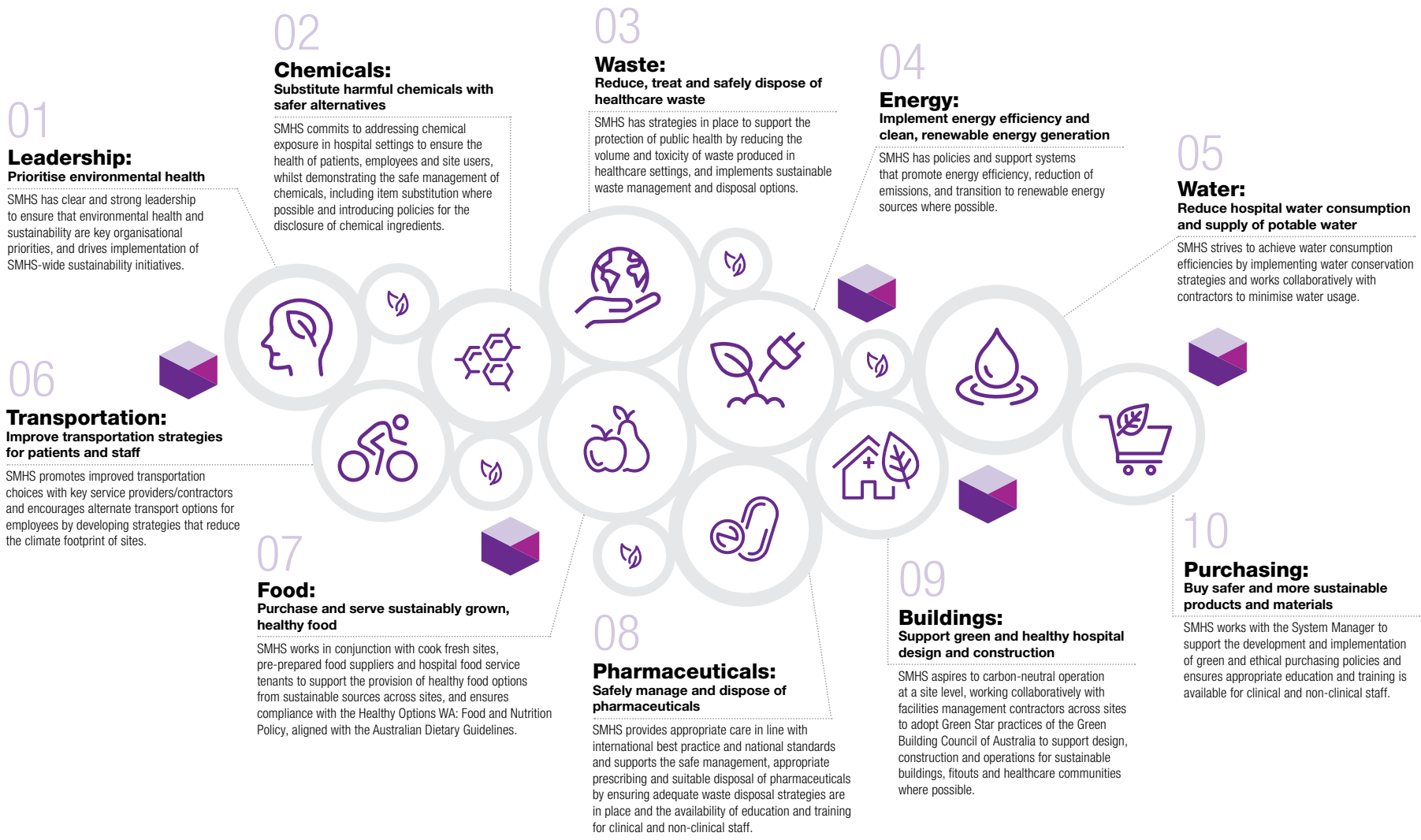




Environmental sustainability is everybody's business as we strive to create a better future for this and future generations.

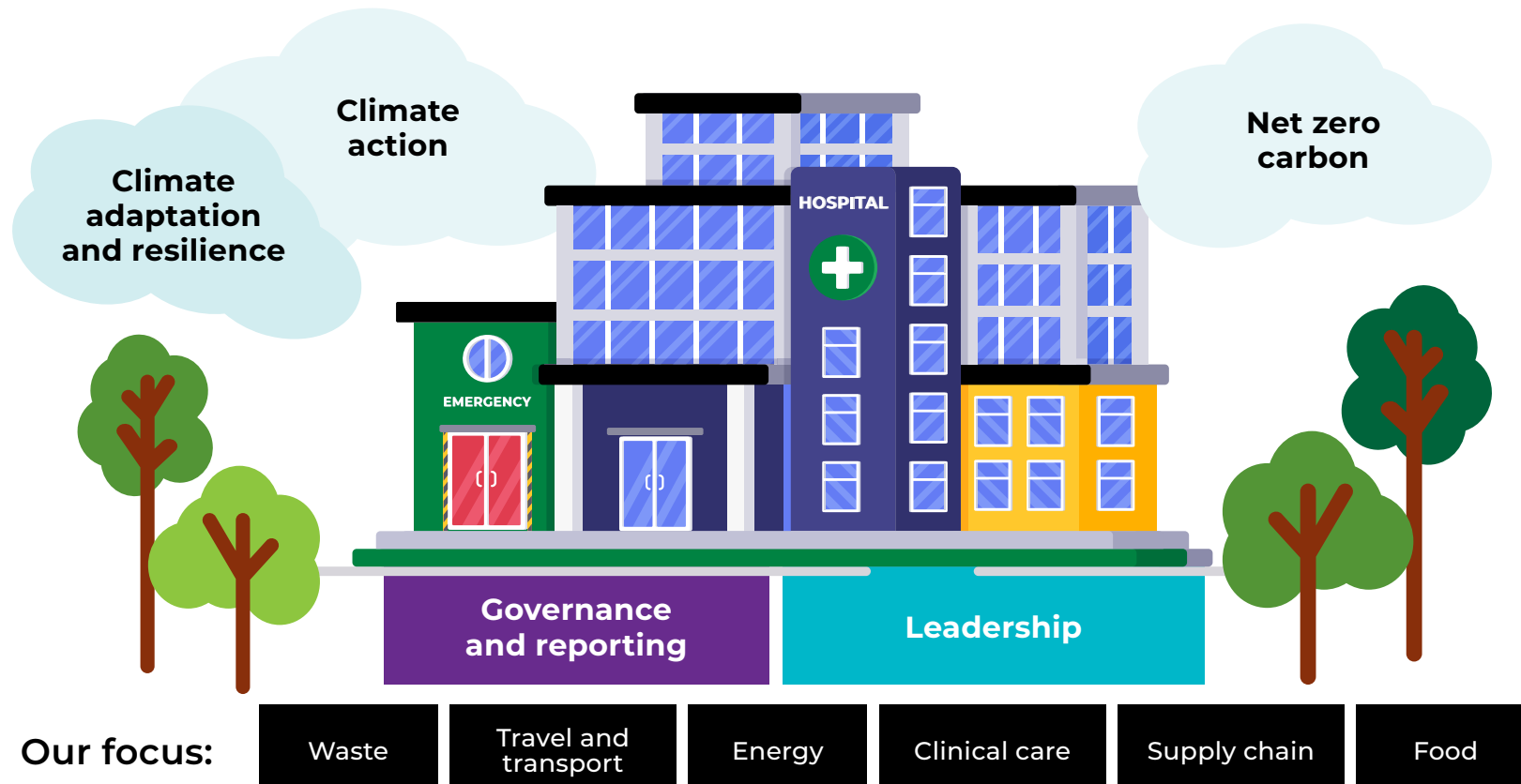
Our framework

This strategy is informed by the SMHS Environmental Sustainability Framework and aligns with SMHS' strategic priorities and recommendation 5 of the WA Sustainable Health Review.

Strategy overview

Climate action and reducing the impact our organisation has on the environment are the overall objectives of the SMHS Environmental Sustainability Strategy, underpinned by net zero carbon targets and climate adaptation and resilience. There are six key focus areas, supported by robust governance and leadership.



Roadmap to net zero*

A plan has been made to achieve net zero by 2040, which is ahead of the WA State Government target of 2050 but in line with the target of reducing emissions by 80 per cent by 2030.

2023

Measure SMHS's Carbon Footprint Scope 1, 2 and 3

2024

Create a reduction strategy and implementation plan

2028

Aim to reduce 50% GHG emissions

2030

Achieve 80% reduction for scopes 1 and 2 by 2030

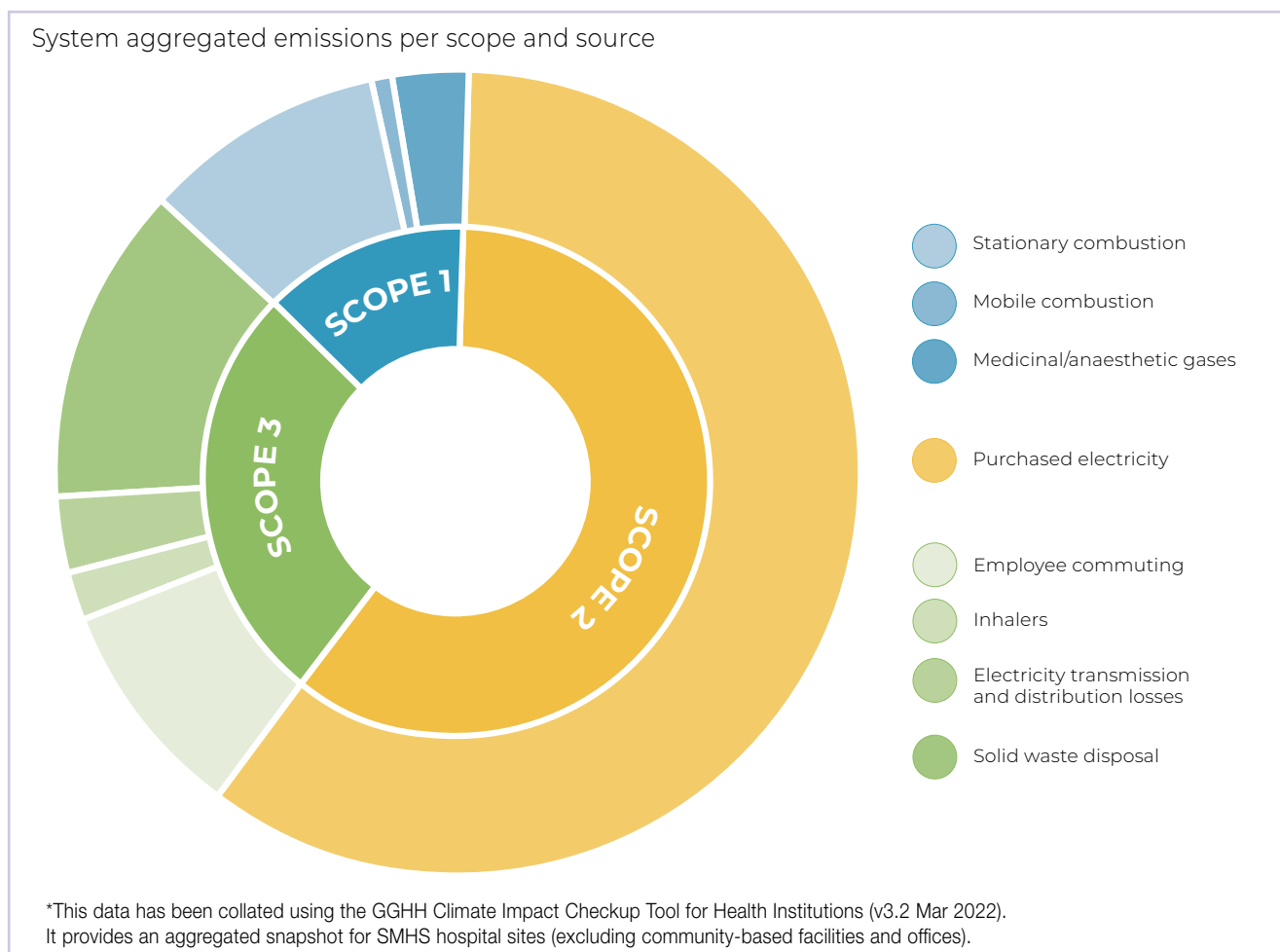
2040

Reach net zero by 2040

*Net zero is defined as the balance between the greenhouse gases produced and removed from the atmosphere. It can be achieved by cutting emissions to as close to zero as possible and re-absorbing any remaining emissions by natural or technological means. Net zero is important for stopping global warming and promoting human health.

Climate action

The current SMHS carbon footprint

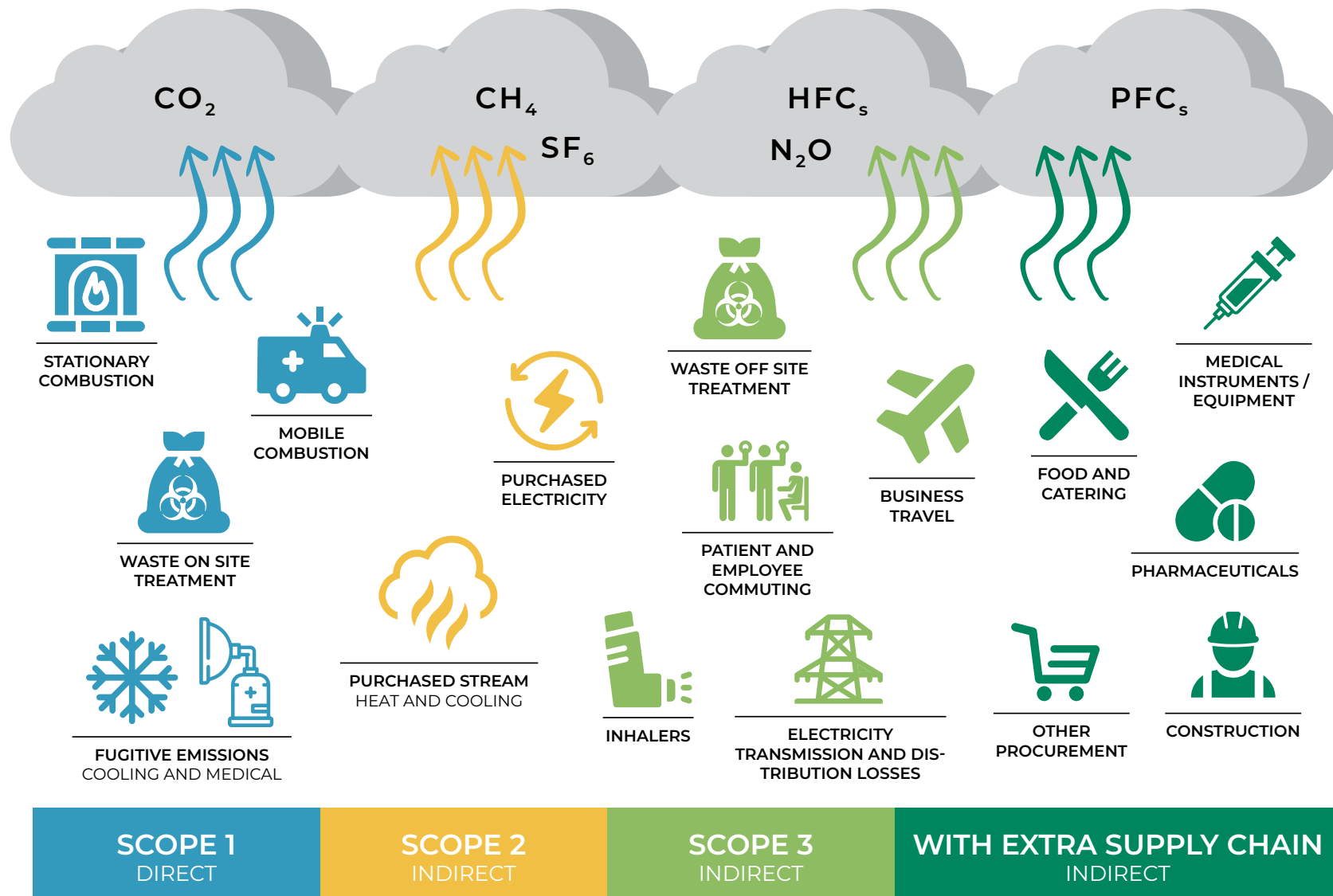


Data from 2020–2021 has been used to establish a baseline for comparison.

The reported carbon footprint currently includes emissions from **Scope 1** (direct), **Scope 2** (indirect from electricity) and limited **Scope 3** (other indirect) sources.

A number of assumptions have also been applied to the Scope 3 data, especially in relation to staff and patient travel and does not include supply chain data. Work is required to expand to more comprehensive Scope 3 measurement.

Figure 1. This graphic demonstrates the Greenhouse Gas Protocol Scopes 1, 2 and 3 emissions based on the Greenhouse Gas Protocol.



Source: Health Care Without Harm.



Adaptation and mitigation

Building resilience to our changing climate by identifying climate change risks for our organisation, our patients, and our communities

Focus	Target	Pathway	Reports and policies
Net zero carbon	<ol style="list-style-type: none"> 1. Achieve 80 per cent reduction for scopes 1 and 2 by 2030. 2. Reach net zero by 2040. 	<ul style="list-style-type: none"> • Develop a carbon inventory of Scope 1, 2, and 3 emissions by 2023. • Create a carbon reduction strategy and implementation plan by 2024. • Overall, aim for 50% Green house gas (GHG) emissions reduction by 2028. 	<p>WA Climate Policy</p> <p>WA Climate Health Inquiry</p> <p>WA Health Strategic Framework (<i>in development</i>)</p>
Climate adaptation and resilience	<ol style="list-style-type: none"> 3. Ensure SMHS has taken action on climate adaptation and resilience by 2025. 	<ul style="list-style-type: none"> • Complete climate change risk assessment by 2024. • Create a climate adaptation and resilience strategy by 2025. • Ensure all SMHS departments include climate change risk assessments in financial decisions by 2025. 	<p>Department of Water and Environmental Regulation (DWER) Climate Risk Assessment Tool</p>





Leadership

Embed sustainability considerations in all levels of decision-making, and empower and engage our staff to ‘Think, Act, Change’ to progress us towards net zero.

Focus	Target	Pathway	Achieved
Decision making	<ol style="list-style-type: none"> 1. Embed sustainability considerations in all decision-making processes by 2024. 2. Include sustainability governance structures to include sustainability considerations in the care we deliver by 2025. 	<ul style="list-style-type: none"> • Set sustainability criteria for decision-making by 2024. • By 2025, at least one member of SMHS to have a background and/or expertise in sustainability or Environmental, Social and Governance (ESG). • Incorporate sustainability criteria in the recruitment process (JDFs) by 2024. 	<ul style="list-style-type: none"> • Joined GGHH in 2019. • Participation in Climate and Health Alliance (CAHA) Climate Healthcare Challenge. • Added environmental sustainability as an organisational strategic priority. • SMHS Environmental Sustainability Steering Committee (ESSC) established 2019. • Appointed Sustainability Officer 2020.
Training	<ol style="list-style-type: none"> 3. At least 80 per cent of SMHS staff to take a course on sustainability by 2027. 4. At least 50 per cent of SMHS staff to be Green Ambassadors 2026. 5. Sustainability and climate health to be included in SMHS Care to Lead program by 2023/2024. 	<ul style="list-style-type: none"> • Promote SMHS e-learning module to all staff and monitor course completion rates. • Support staff to undertake external educational opportunities to increase and build climate health understanding and capacity within SMHS. • Encourage SMHS leaders undergo sustainability training by 2024 (new and existing leaders). 	<ul style="list-style-type: none"> • Developed e-learning module to educate and inform staff on environmental issues and climate health • Established SMHS Green Ambassadors network to engage staff and local leaders.
Communication	<ol style="list-style-type: none"> 6. Develop and implement a sustainability communication strategy/plan by 2023. 	<ul style="list-style-type: none"> • Dedicate resources required to drive awareness and action by 2024. 	<ul style="list-style-type: none"> • Regular sustainability updates in e-news bulletins and intranets. • Information on TV screens at sites.



More than 50% of FSH State Rehabilitation spinal unit staff are SMHS Green Ambassadors, becoming part of the movement to reduce our impact on the environment.



The SMHS Green Ambassador program enables our staff to be local environmental sustainability leaders and champions for change.



Clinical care

Integrate sustainable healthcare principles in the delivery of clinical care, and support our clinicians to make lower carbon, more sustainable choices when delivering care day-to-day.

Focus	Target	Pathway	Achieved
<p>Monitoring and measuring governance</p>	<p>1. Incorporate sustainability into measures of workforce capacity, service delivery and safety through the establishment of sustainability measurement, monitoring, and reporting criteria and mechanisms in services and department corporate and clinical governance systems by 2024.</p>	<ul style="list-style-type: none"> • SMHS Director of Clinical Services to lead a working group to establish sustainability criteria for corporate and clinical governance. • Commit to dedicated clinical full time equivalent within service streams to explore, drive, and support sustainable clinical care. • Identify synergistic activities in services and departments that align with Whole of Health agenda and sustainability (e.g., digital health, preventative health, consumer engagement, Close the Gap). 	<ul style="list-style-type: none"> • Eliminated of the use of desflurane across SMHS, with no desflurane ordered through pharmacy since 2020.





Clinical care

Focus	Target	Pathway	Achieved
<p>Monitoring and measuring governance</p>	<p>2. Dedicate resources to review existing models of care and develop new models of care and clinical pathways that are environmentally and socially sustainable/responsible while maintaining high-quality health care by 2026.</p>	<p>Understand and explore synergistic actions that:</p> <ul style="list-style-type: none"> • reduce variation in clinical care and promote 'high value healthcare' while disincentivise low value or harmful care. • reduce wastage, optimise usage, consider lower impact alternatives. • promote, innovate, and research lower carbon and lower waste interventions and changes to medical practices and consumable usage. • continue to promote and adopt digital healthcare, and partner with organisations, general practitioners, and community health to explore and innovate solutions to provision of care closer to home. • use established QI processes to develop consideration of sustainability in service improvement cycles. 	<ul style="list-style-type: none"> • More than 30 per cent of all outpatient appointments now conducted via digital health channels. • Adopted and actively promote Choosing Wisely.





Clinical care

Focus	Target	Pathway	Achieved
<p>Monitoring and measuring governance</p>	<p>3. Promote and enhance a culture of innovation, research, and continuous improvement in environmental sustainability in clinical care.</p>	<ul style="list-style-type: none"> • Integrate sustainable healthcare principles into Quality Improvement (QI). • Integrate sustainability principles, innovation, and behavioural change management processes across the clinical workforce and management, including through policies and procedures. • Partner with universities, industry and research bodies or organisations such as the Health Environment and Lives (HEAL) network to seek solutions to sustainability issues. • Direct sustainability ideas and initiatives to the SMHS Kaartdijin Innovation Centre for support and development. • Target funding and research grants to increase research and innovation in sustainability in healthcare. 	<ul style="list-style-type: none"> • Establishment of FSFHG Medical and Nursing leads. • Established Green Teams across services, departments and wards. • Developed Green Team toolkit. • Developed clinical and office audit tools.





Recycling and waste reduction is the focus for Fiona Stanley Fremantle Hospitals Group anaesthetic registrars. Operation Clean Up is an initiative to increase awareness of environmental sustainability in theatres.

Refurbishments at Fremantle Hospital have included energy efficient LED lighting, creating comfortable spaces for patients and staff.





Energy

Improve energy efficiency to reduce energy consumption and pursue renewable, green power.

Focus	Target	Pathway	Achieved
Renewable electricity	1. Maximise renewable electricity use by 2030.	<ul style="list-style-type: none"> Procure 50 per cent renewable power (through a PPA) by 2028. Undertake a feasibility study for solar power across all sites by 2025. Roll out solar power across all feasible sites by 2028. 	<ul style="list-style-type: none"> LED replacement programs ongoing as part of lighting upgrades across all sites. Upgrade of Fremantle Hospital (FH) air conditioners and plant delivering energy efficiency. Regulatory requirement reporting through National Greenhouse Energy Reporting scheme (NGERS).
Energy efficiency	2. Create an energy efficiency and consumption reduction strategy through National Australian Built Environment Rating System (NABERS) ratings for all sites to improve over rating over time by 2024.	<ul style="list-style-type: none"> Conduct to NABERS assessment at FSH as a pilot in 2023. Benchmark all feasible sites against NABERS assessment in 2023/24 and set targets for formal ratings and performance improvements. 	
Reduce reliance on fossil fuels	3. Create an educational campaign to educate staff on how to minimise the use of energy by 2024. 4. Develop a plan to phase out natural gas from owned building operations by 2040.	<ul style="list-style-type: none"> Undertake an energy audit (level 2) for all owned buildings by 2024. Work with building owners to undertake an energy audit on leased buildings (where possible) by 2025. Develop an electrification plan for all sites by 2025. 	





Supply chain and procurement

To significantly reduce the carbon footprint and environmental impact of our supply chain by embedding sustainability criteria in our procurement processes.

Focus	Target	Pathway	Achieved
<p>Policy</p>	<ol style="list-style-type: none"> 1. Develop a SMHS sustainable procurement policy by 2024. 2. Sustainability principles/criteria to be applied in all procurement in SMHS by 2024. 3. Vendors to meet specific criteria, such as Environmental, Social and Governance (ESG) *by 2026. 	<ul style="list-style-type: none"> • Review and understand how the supply chain looks and how suppliers handle resources/waste /circular economy by 2027–2030. • Implement Health Support Services guidelines for sustainable procurement. • Apply qualitative requirements that capture sustainability and measures the percentage of local manufacturing and supply to identify opportunities for improvement. • Successful contractors to be required to report on their stated sustainability plans and actions annually. • Increase the number of suppliers being local and sustainable (meeting sustainability criteria, such as organic food etc.) by 2025. • Work with Department of Finance on templates with criteria to ensure the supply chain is economically stable and sustainable. • Apply qualitative requirements that capture sustainability and measures percentage of local manufacturing and supply to identify opportunities for improvement. 	<ul style="list-style-type: none"> • WA Waste and Resources Avoidance Plan • Requesting current suppliers to show evidence of sustainability action or certification.

*ESG is the non-financial risks and opportunities inherent in an organisation's activities





Supply chain and procurement

Focus	Target	Pathway	Achieved
Suppliers	4. 80 per cent of suppliers/vendors to have a net zero strategy or are net zero by 2030.	<ul style="list-style-type: none"> Large suppliers and vendors to be audited to assess their net zero carbon commitments and pathway by 2027. 	
Circular economy	5. Develop a circularity strategy and set targets for circular purchase and procurement by 2027.	<ul style="list-style-type: none"> Investigate circular economy opportunities with appropriate suppliers, such as waste and/or energy. 	





Travel and transport

Minimise and decarbonise staff, patient and visitor travel associated with our delivery of care, while maximising the health benefits of active travel.

Focus	Target	Pathway	Achieved
Fleet	<ol style="list-style-type: none"> 25 per cent electric vehicle (EV) / zero carbon fleet by 2025. 100 per cent electric fleet by 2027. 	<ul style="list-style-type: none"> Develop a plan to procure all new fleet cars/vehicles as being EV from 2025. Identify how many EV charging stations will be required to support fleet charging, and consideration of providing EV chargers in staff and public car parks by 2024. 	<ul style="list-style-type: none"> SMHS fleet includes 9 EVs, with more on order, and 9 hybrid vehicles, and 15 on order. Four fleet EV charging stations are planned for Fiona Stanley Hospital (FSH) (one already installed) and FH (one already installed), and three at Rockingham General Hospital (RGH).
Staff travel	<ol style="list-style-type: none"> At least 30 per cent of staff travelling by public transport or using active travel by 2025. 	<ul style="list-style-type: none"> Conduct a baseline survey and implement 2-year survey to assess and monitor staff commuting by end 2023. Audit and upgrade of end of trip facilities at all sites (including lockers) by 2024. Fund a dedicated resource to drive and promote an active/smart travel program across by 2023. 	<ul style="list-style-type: none"> Developed FSH 'Your Move' resource with Department of Transport. Salary sacrifice for electric bike offered by salary packaging providers. Allowed SMART work arrangements for staff, where possible. End of trip facilities available at FSH and FH.





Travel and transport

Focus	Target	Pathway	Achieved
<p>Patient/visitor travel</p>	<p>4. Improve active and public transport options for patients by 2026.</p>	<ul style="list-style-type: none"> • Collaborate with the Public Transport Authority to improve public transport access to SMHS hospitals by 2023. • Active communication to patients around alternative commuting options and promote digital health options. • Improve way finding from public transport hubs to sites by 2024, including signage to illustrate how far to hospital site in metres/steps, and/or which buses will connect to take them to the site (signs and maps). 	<ul style="list-style-type: none"> • Discounted public transport available for FSH and FH staff with Corporate Smartrider.





Food

Reduce the carbon emissions from the food made or served in our organisation, while ensuring the provision of healthier, locally sourced, and seasonal menus low in heavily processed foods.

Focus	Target	Pathway	Achieved
Patients	1. Reduce patient tray food waste to no more than 25 per cent by 2026.	<ul style="list-style-type: none"> • Implement meals on demand room service for patients at FSH. • Review meal ordering system at RGH. 	<ul style="list-style-type: none"> • Implementation of bedside meal ordering at FH reducing tray waste. • 'My Choice' a la carte menu at FSH has significantly reduced kitchen production waste from 12kg to under 1kg per day.
Suppliers	2. Source 100 per cent locally produced food by 2026.	<ul style="list-style-type: none"> • Develop policy for sustainable, locally produced food by 2025. • Review current catering/pre-prepared food contracts to identify opportunities to source locally produced food and ingredients. • Work with patient catering, food service dietitians and suppliers to design menus that promote locally sourced and sustainable food choices, including meat-free options. 	<ul style="list-style-type: none"> • Sustainability criteria are applied to pre-prepared food contracts including responsible manufacturing processes, socially responsible practices that have a lower impact on the environment such as packaging, waste reduction initiatives including recycling, water and energy efficiencies, and any internal actions or programs.





The introduction of My Menu at FH enhanced the patient experience and helped reduce food waste from patient meals.



RGH Ladies Auxiliary are doing their part to help the environment, replacing plastic with paper products at Elanora's Café.

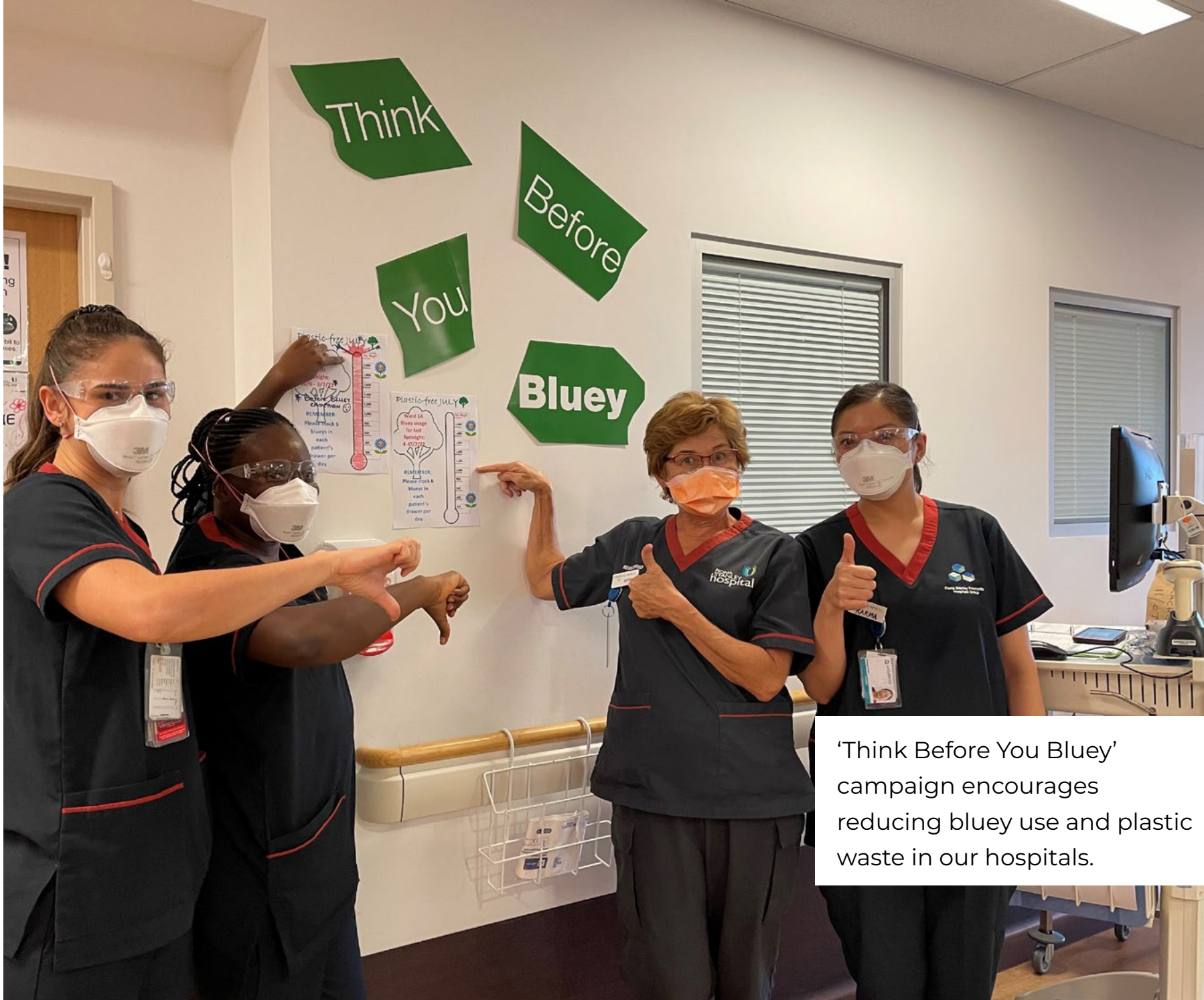


Waste

Respecting resources and avoid unnecessary procurement by empowering and educating staff to reduce waste and improve waste segregation.

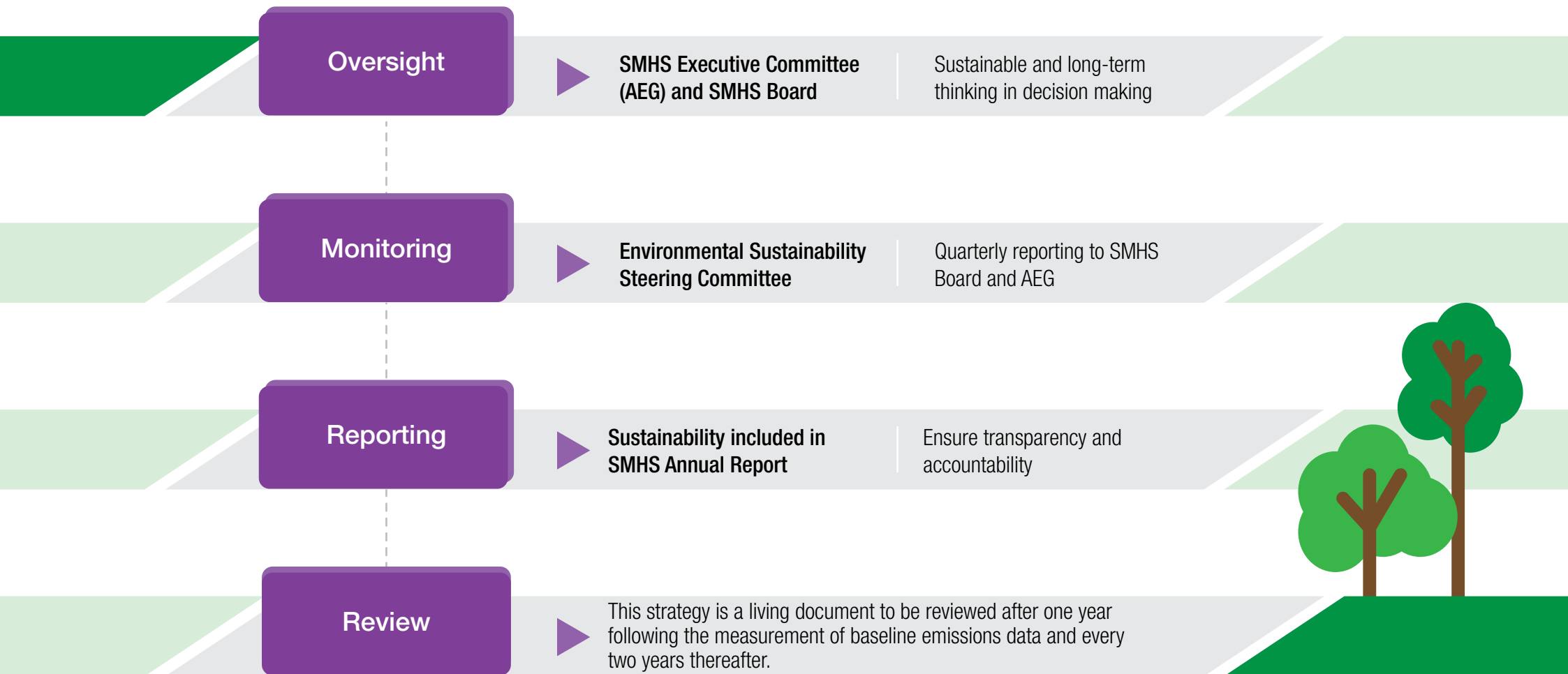
Focus	Target	Pathway	Achieved
Waste	<ol style="list-style-type: none"> 1. 75 per cent diversion from landfill by 2030 (or earlier). 2. 100 per cent of food waste diverted from landfill by 2025. 3. Partner with industry/researchers to develop solution to blister pack waste from medication packaging. 4. Waste audit to identify primary sources of waste and develop strategies to mitigate this waste source. 	<ul style="list-style-type: none"> • Work with suppliers to reduce packaging or take back packaging. • Introduce food and organic waste streams in public and staff areas by 2024. • Work with onsite food vendors to introduce food organics recycling in retail food areas. • Introduce a food rescue program for shelf-stable products at all sites by 2023. • Promote SMHS Marketplace to reuse, recycle and reallocate office and small items within SMHS. 	<ul style="list-style-type: none"> • Food organics composting implemented in patient catering at FSH, FH and RGH. • A range of recycling streams are available at all sites including specific clinical items such as PVC and syringes • Single use plastics eliminated in catering and kitchens in line with WA Plan for Plastics. • Plastic straws, pill cups, denture cups and lids replaced with sustainable alternatives. • Policy amended to allow for the donation of expired or near expiry consumables to wildlife / animal rescue services.





'Think Before You Bluey' campaign encourages reducing bluey use and plastic waste in our hospitals.

Governance and reporting



Appendix A

UN Sustainable Development Goals (SDGs)

The [United Nations \(UN\) Sustainable Development Goals \(SDGs\)](#) are a set of 17 goals with 169 targets adopted by the UN General Assembly in 2015, to guide global efforts towards sustainable development by 2030. The SDGs are designed to address the most pressing economic, social, and environmental challenges facing the world today and to ensure that no one is left behind in the journey towards sustainable development.

The 17 SDGs are interconnected and cover a wide range of issues, including ending poverty and hunger, promoting health and wellbeing, ensuring quality education and gender equality, reducing

inequality, building sustainable cities and communities, promoting clean energy, protecting biodiversity and ecosystems, and promoting peace, justice, and strong institutions. The SDGs also call for global partnerships and collaboration to achieve these goals.

The SDGs are meant to be implemented by governments, the private sector, civil society, and individuals at all levels, and progress towards achieving them is monitored and reported on regularly. By working towards the SDGs, countries and communities can promote sustainable development and ensure a better future for all.



Appendix B

Global Green Healthy Hospitals

[Global Green and Healthy Hospitals \(GGHH\)](#) is a network of hospitals, health systems, and health organisations worldwide that aim to reduce their environmental impact and promote sustainability in healthcare. GGHH provides a platform for sharing best practices, tools, and resources to help healthcare facilities become more energy-efficient, generate less waste, and lower their greenhouse gas emissions.

GGHH acknowledges that healthcare facilities have a significant impact on the environment, given their high energy consumption and waste generation. To address this issue, GGHH offers a framework for healthcare facilities, including 10 goals, to adopt sustainable practices and minimise their environmental footprint.



These practices include reducing energy consumption, minimising waste generation, reducing water usage, promoting sustainable food systems, and ensuring a safe and healthy environment for patients, staff, and visitors.

By embracing sustainable practices, healthcare facilities can reduce their environmental impact, enhance patient outcomes, and save costs. GGHH provides a platform for healthcare facilities to collaborate, exchange knowledge and expertise, and work together to create a healthier, more sustainable future.

-  **Leadership**
Prioritise environmental health and strategic imperative
-  **Chemicals**
Substitute harmful chemicals with safer alternatives
-  **Waste**
Reduce, treat, and safely dispose of healthcare waste
-  **Energy**
Implement energy efficiency and clean, renewable energy generation
-  **Water**
Reduce hospital water consumption and supply potable water
-  **Transportation**
Improve transportation strategies for patients and staff
-  **Food**
Purchase and serve sustainability grown, healthy food
-  **Pharmaceuticals**
Safely manage and dispose of pharmaceuticals
-  **Buildings**
Support green and healthy hospital design and construction
-  **Purchasing**
Buy safer and more sustainable products and materials

Appendix C

State, national and international context

[Australian Government's Climate Change Commitment](#)

[Western Australian Climate Policy](#)

[WA Sustainable Health Review](#)

[Climate Health WA Inquiry Final Report](#)

[WA Waste Avoidance and Resource Recovery Strategy 2030](#)

[WA State Electric Vehicle Strategy](#)

[Climate Resilient WA – Directions for Climate Adaptation Strategy](#)

[National Safety and Quality Health Service Standards](#)

[National Standards for Mental Health Services](#)



This document can be made available in alternative formats on request.

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