Leadership's Role in Sustainability Initiatives
Case Study by Spectrum Health

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Practice Greenhealth
Josh Miller, Sustainability Coordinator
Spectrum Health
Learning Objectives

• Engage leadership and help them recognize their critical role in environmental improvement strategies and need for sustainability strategy.
• Provide step by step guidance for take home value to support action back at the facility level.
• Understand the value of sustainability engagement - fiscally, for risk management, safety, mission, community benefit, regulatory compliance, engagement, quality and overall patient experience.
• Explain a case study of a facility (Spectrum Health) that has successfully created the structure, metrics, and language and leadership engagement around sustainability.
Spectrum Health Background

Hospital Group, Medical Group, Priority Health

- 16,000 staff
- 1,500 physicians
- FY 09 $2.7 Billion revenue
<table>
<thead>
<tr>
<th>Year</th>
<th>Initiatives</th>
</tr>
</thead>
</table>
| 2010 | ◊System Energy Management Team  
◊System Metrics and Reporting  
◊Energy Center Renovations  
◊Pharmaceutical Waste Management Program  
◊System Green Teams  
◊SHRHN Infrastructure Development  
◊Sustainability Scorecards |
| 2009 | ◊Single Stream Recycle Program  
◊Energy Management Team  
◊Creating Sustainability Culture Event  
◊Spectrum Health Regional Hospital Network CEO presentation  
◊Lemmen-Holton Cancer Pavilion Received LEED Gold Certification  
◊Food Waste Composting  
◊Waste Management Policy |
| 2008 | ◊Reusable Sharps Program  
◊Fluorescent Lighting Retrofits  
◊Spectrum Health Regional Hospital Network Sustainability Committee |
| 2007 | ◊Hiring of Sustainability Coordinator  
◊Waste Stream Baseline  
◊Alternative Transportation  
◊Joined Practice Greenhealth  
◊Plastic, Metal, Glass Recycling |
| 2006 | ◊Energy and Water Baseline  
◊Cardboard and Paper Recycling  
◊Integrated Pest Management  
◊Medical Device Reprocessing  
◊Green Cleaning Program |
First, Do No Harm

Patient Health

Worker Health

Community Health

Leadership’s Role

1. Understand the Issue
2. Support in Writing
3. Join collaborative community
4. Infrastructure & Synergies
   - Sustainability Lead
   - Identify Roles
   - Committee Structure
5. Baseline Assessment & Goal Setting
6. Program Development and Implementation
7. Tracking & Reporting
8. Communications Plan
9. Education & Culture
10. Recognition & Review
1. Learn the Facts

The health care sector is:

- Often the largest water user in the community
- The second largest consumer of energy
- Generating over 33 pounds of total waste per staff bed per day or 5.9 million tons annually.
- Often unknowingly, purchasing products, furniture and finishings that contain toxic materials, having serious implications on patient, worker and environmental health
- Representing $16 billion and more than 100 million square feet of construction per year
- 16% of the GDP and expected to grow to 20% by 2015.

WHO says that Climate Change will be THE defining issue of the 21st Century and health care is positioned for education, mitigation, & adaptation around impacts of global climate change.
2. Formal Commitment

- Environmental Mission
- Charter
- Core Values

Get it in writing.

Environmental Statement

The Spectrum Health Regional Hospital Network is aware of the connection between the environment and human health. Our mission—improve the health status of our communities—includes a commitment to sustainability efforts. Sustainability refers to meeting present needs without compromising the ability of future generations to meet their own needs.

The focus of our sustainability commitment is to improve human health, enhance the natural environment and practice fiscal responsibility. To advance our mission and vision, and to support human, financial and environmental health, the Spectrum Health Regional Hospital Network will:

1. Assess the human and environmental effect of products and services. We will use those results to select healthy and safe products, prevent toxicity and waste, extend the life of products and minimize the use of hazardous materials, where possible.
2. Support and encourage waste prevention, reuse, recycling and other waste-reducing strategies.
3. Support and encourage the use of alternative transportation.
4. Provide food that is healthy for people and the environment.
5. Give information to our staff, patients and the community about the environmental goals we have set and the results we have achieved.
6. Show leadership through education and community engagement. Educate and empower staff to promote workplace and community responsibility.
7. Improve operational energy and water efficiency, promote cost-effective sustainable energy sources, and evaluate and reduce greenhouse gas and other harmful emissions into the air, water and earth.
8. Meet or exceed all environmental laws, standards and regulations.
10. Actively participate with expert organizations (e.g., Practice Greenhealth, West Michigan Sustainable Business Council and the Michigan Department of Environmental Quality) to continuously improve our knowledge and methods of the best sustainable business practices.
11. Set annual goals and develop action plans to continuously improve the quality and measurable outcomes of our environmental programs. Develop an annual Corporate Social Responsibility Report that describes and explains our commitment to environmental sustainability.

The Spectrum Health Regional Hospital Network is committed to these efforts and hopes to become a model for other health care networks.

<table>
<thead>
<tr>
<th>Regional Hospital Network Board Member</th>
<th>Title</th>
<th>Date</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Regional Hospital Network Executive Director</th>
<th>Title</th>
<th>Date</th>
</tr>
</thead>
</table>
SHRHN Sustainability Council

• Supply Chain Council
  • Initial discussions around sustainability
  • Miscellaneous projects
  • Difficulty gaining support/buy-in

• Board Presentation
  • Business Case for Environmental Sustainability
  • Environmental Commitment Statement
  • 5 Year Action Plan
  • Sustainability Metrics

• Sustainability Strategy
  • Signed Environmental Commitment Statement (88%)
  • Site Visit (82%)
  • PGH Eco-Checklist for Operations (82%)
  • Recommendations Binder (77%)
  • Green Team Formed (82%)
  • Sustainability Action Plan (41%)
System Sustainability Program
External Stakeholders

Sustainability Program
Oversight of Green Teams, metrics, program development, staff engagement, network, public face, reporting/monitoring/benchmarking.

Regulatory Agencies
Michigan Department of Environmental Quality
Environmental Protection Agency
Establishing partnerships to ensure compliance with current and future environmental regulatory requirements.

Resource Organizations
West Michigan Environmental Action Council
West Michigan Sustainable Business Forum
Health Care Without Harm
Practice Greenhealth
U.S. Green Building Council
Benchmarking, best practice sharing, information gathering, etc.

GPO’s
Novation
VHA
Instrumental in providing strategic direction, focus and advocacy for Novation’s Environmental Preferred Purchasing (EPP) program as well as corporate citizenship and sustainability.

Key Vendor Relationships
General Electric
Grainger
Key Green Solutions
Stericycle
Leveraging vendor resources, support, & expertise to provide sustainable value.
Sustainability Structure

- Sustainability Lead
- Reporting
- Budget
- Written Plan
- Job Description
4. Identify Synergies

- Municipality
- Leadership Team
- Board of Directors
- Community Benefit
- Internal teams - Facilities, EH&S, Engineering
- Patient Experience
- Sustainability community
- Grants
- Clinicians, Students, research

Green Team
Environmental Stewardship: A Cultural Shift

- Leadership
- Coordination
- Communication
- Education
- Accountability
Sustainability IS community......

“Kaiser Permanente’s mission is to improve the health of our members and communities we serve. We can’t do that without helping to address environmental contributors to disease. We work on safer chemicals, climate action and sustainable food in order to prevent cancer, new infectious diseases, diabetes and other conditions linked to pollution.” Kathy Gerwig, VP, Environmental Stewardship Officer
Worker Engagement
Accountability Counts.

- Big kahuna: 1 FTE
- Small piece of the pie: 25-50%
- Multiple hat syndrome: 125%
- Dream team.
Defining Roles & Responsibilities

- Saving Green by Being “Green” - Joe Fifer, CFO
- Healthy Food = Healthy Communities - Dr. Richard Rasmussen, Medical Director
- Integration into the hospitals strategic plan - Shawn Ulreich, CNO, VP Patient Care Svcs
- Design Schedule Budget
the sustainability continuum
Where does “core” sustainability work live??

**Joint Commission**

- Leadership Standards
- Environment of Care Standards
  - Utility Management
  - Hazardous Materials and Wastes
  - Safety
- Emergency Management
- Life Safety Code Standards
- Human Resource Standards
- Medication Management Standards – **NEW!**
System Sustainability Program
Green Team Organizational Chart

Employees
All employees are encouraged to participate with the Sustainability Program

Sustainability Program
Oversight of Green Teams, metrics, program development, staff engagement, network, public face, reporting/monitoring/benchmarking.

System Green Team
Quarterly meetings to benchmark, share best practices, program development, staff engagement and implement change.

External Organizations

Butterworth & Blodgett Hospital Green Team
Continuing Care Green Team
Zeeland Hospital Green Team
Medical Group Green Team
Priority Health Green Team
Reed City Hospital Green Team
United and Kelsey Hospital Green Team
Gerber Memorial Green Team

OR Subcommittee
Facilities Management Subcommittee
HDVCH Subcommittee
Physician Subcommittee

Hospital Group, Medical Group and Priority Health Green Teams
Represent a cross-functional group of employees who voluntarily come together to educate, inspire and empower employees around sustainability. They identify and implement site specific solutions to help their hospital operate in a more environmentally sustainable fashion. Green Team chairs report regularly to the System Green Team and track/share data with the system. Green Team members typically include:
- Nursing
- Facilities
- Environmental Services
- Communications
- Supply Chain
- Passionate Employees
- Safety
- Nutrition Services

System Green Team Subcommittees
Represent specific areas of increased sustainability focus. Subcommittee chairs report regularly to the System Green Team.
Energy Summit

• Two summit’s per year
• Rotate meeting location
• Case Studies
• Vendor Presentations
• Facility Tours
• Energy Planning/Brainstorming
• Next Steps
System Sustainability Program
Organizational Chart

**President, United Hospital**
Provides guidance, support & leadership for overall program development, accountability & overcoming barriers.

**Vice President, Facilities**
Provides guidance, support & leadership for sustainable operational and design & construction opportunities.

**Chief Financial Officer**
Provides guidance, support & leadership for sustainability expenses and capital requests.

**Chief Nursing Officer**
Provides guidance, support & leadership for nursing related sustainability initiatives.

**Manager, Plant Operations**
Provides guidance, support & leadership for sustainability program.

**Sustainability Coordinator**
Develops, leads and manages a comprehensive sustainability program. Identifies proposals and projects that improve human health, enhance the natural environment and reduce hospital operating costs. Evaluates, recommends and engages internal and external stakeholders for green operational opportunities. Provides leadership to the System Green Teams.

**Intern(s)**
Assist with daily operations, waste data collection, educational events, relevant sustainability project(s) and other duties as assigned.

**Hospital Committee Involvement**
- Safety Committee
- General Products Value Analysis Team
- Shared Central Leadership Executive Committee

Integrate sustainability criteria where applicable, provide sustainability updates and determine achievable action items.

**Color Key**
- GREEN: Direct Reporting
- TAN: Indirect Reporting/Relationships
- BLUE: Leadership Relationships
- PURPLE: Committee Relationships

**System Green Team**
- Butterworth & Blodgett Hospital
- Continuing Care Gerber Memorial
- Medical Group
- Priority Health
- Reed City Hospital
- United and Kelsey Hospital
- Zeeand Hospital
- Subcommittees

Assist with creating, evaluating and implementing sustainability programs.

**Subject Matter Experts**
- Perioperative Supervisor/Educator Coordinator, Energy Management Manager, Plant Operations Project Manager, Nursing Manager, Supply Chain

Empowering department “champions” to realign thinking to green.
<table>
<thead>
<tr>
<th>2009 PFC winners</th>
<th>2010 PFC winners</th>
<th>2010 ELC winners</th>
<th>Reported that they:</th>
</tr>
</thead>
<tbody>
<tr>
<td>78%</td>
<td>81%</td>
<td>92%</td>
<td>Have an <strong>environmental commitment statement</strong></td>
</tr>
<tr>
<td>72%</td>
<td>69%</td>
<td>71%</td>
<td>Have a <strong>written plan</strong> for environmental management of the facility</td>
</tr>
<tr>
<td>97%</td>
<td>96%</td>
<td>96%</td>
<td>Have a “<strong>Green Team”!</strong></td>
</tr>
<tr>
<td>33%</td>
<td>54%</td>
<td>75%</td>
<td>Have a <strong>designated sustainability officer</strong></td>
</tr>
<tr>
<td>45%</td>
<td>38%</td>
<td>38%</td>
<td>Have someone on staff who is <strong>responsible for sustainability within their job description</strong> (but not by title)</td>
</tr>
<tr>
<td>52%</td>
<td>52%</td>
<td>46%</td>
<td>Track their environmental improvement initiatives in the <strong>Joint Commission</strong> structure</td>
</tr>
<tr>
<td>82%</td>
<td>78%</td>
<td>75%</td>
<td>Provide <strong>new employee orientation</strong> on environmental initiatives</td>
</tr>
<tr>
<td>82%</td>
<td>60%</td>
<td>83%</td>
<td>Provide <strong>annual training</strong> on environmental initiatives</td>
</tr>
<tr>
<td>95%</td>
<td>90%</td>
<td>96%</td>
<td>Are <strong>clinicians</strong> involved in your environmental programs? <strong>Nurses</strong>? <strong>Physicians</strong>?</td>
</tr>
<tr>
<td>78%</td>
<td>86%</td>
<td>92%</td>
<td>--</td>
</tr>
</tbody>
</table>
5. Assessments & Goal Setting – Eco Checklist Tool

Practice Greenhealth Eco-Checklist™ for Operations

How Green is your Healthcare Organization?

Healthcare ranks among the largest users of energy, highest producers of waste and is a major consumer of paper, water, food, and other resources, resulting in an industry with a huge environmental footprint. In an effort to reduce the impact on the environment, healthcare organizations are asking for information on best practices, guidance in establishing green practices, and ways to measure success. This Eco-Checklist has been designed to provide a quick snapshot of where an organization sits on the green spectrum and highlights the range of environmental programs being implemented in healthcare. Whether your organization is just beginning its sustainability journey or is looking for ways to assess and measure progress, this tool was designed for you.

Measuring Environmental Awareness, Progress and Success

Achieving environmental sustainability or “green” in an organization is a long-term commitment, involving a culture shift that supports a new way of operating. Environmental sustainability is about taking responsibility for the byproducts of healing and doing everything possible to demonstrate a commitment to a healthy and healthy environment for patients, staff, the community and the planet. This Eco-Checklist is designed to help guide environmental initiatives by identifying programs to implement, suggesting potential goals and priorities, and tracking progress overtime. It can also be used to educate leadership and gain full support and resources for your environmental program by providing valuable information on the full landscape of healthcare sustainable operations.

Using This Checklist

The activities in the checklist are organized by program area and are not necessarily hierarchical. Our intention is to highlight the range of environmental programs being implemented in healthcare facilities. The activities in the Eco-Checklist are abbreviated for ease of use, and are focused on operational strategies for environmental improvement. This document does not specifically address environmental compliance strategies for design, construction and major renovations. Additional information and background on each initiative is available in greater detail in both Practice Greenhealth and the Green Guide for Health Care: A brief glossary of terms and acronyms used in the checklist is located in the appendix. Each organization will need to review the feasibility available resources, local state and federal regulations, and community-specific initiatives, as factors in selecting and prioritizing their programs. A key success factor will lie in the interest and availability of champions to lead each program. It is important to solicit input and gain commitment from key stakeholders and experts within the organization for an initiative, such as utilization of infection prevention & control, Safety, Risk Management and Clinical Practice committees to ensure appropriate input for decisions affecting clinical standards.

Additional Resources

Green Guide for Health Care – The Eco-Checklist was adapted from the Version 12 of the Green Guide for Health Care’s Operations Section, a self-certiﬁcation toolkit for greening healthcare operations. The program section titles and activities in the Eco-Checklist are similar to the Green Guide, although not identical. The Green Guide provides more comprehensive information on each program area and can be used as a reliable companion reference for additional information, including comprehensive health statements, measurement tools, technologies, and related regulations and reference standards. The Green Guide for Health Care can be found at www.greenhealth.org.

Practice Greenhealth – Additional information about the activities in the Eco Checklist, such as sample policies, case studies, tools, resources and webinars, are available from Practice Greenhealth and can be found at www.practicegreenhealth.org. The Green Guide credits are also referenced on different pages throughout the website. Practice Greenhealth is a learning community for facilities and organizations to share successes, strategies and practical solutions to healthcare environmental challenges.

© Practice Greenhealth, 2009. This document was developed with support from the Premier, Inc. Healthcare alliance. Learn more about Practice Greenhealth at www.practicegreenhealth.org. For more information, please email info@practicegreenhealth.org.
## Waste Management:

<table>
<thead>
<tr>
<th>Waste Management Category</th>
<th>In tons per year</th>
<th>Percent of Total Waste</th>
<th>Waste Management Category</th>
<th>Cost of Waste per pound</th>
<th>Cost of Waste Annually</th>
<th>Percent of Total Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Solid Waste</td>
<td>157</td>
<td>54%</td>
<td>Solid Waste</td>
<td>$0.06</td>
<td>$18,840</td>
<td>18%</td>
</tr>
<tr>
<td>Regulated Medical Waste</td>
<td>102</td>
<td>35%</td>
<td>Regulated Medical Waste</td>
<td>$0.24</td>
<td>$48,960</td>
<td>47%</td>
</tr>
<tr>
<td>Recycled Waste</td>
<td>23</td>
<td>8%</td>
<td>Recycled Waste</td>
<td>$0.02</td>
<td>$920</td>
<td>1%</td>
</tr>
<tr>
<td>Hazardous Waste</td>
<td>11</td>
<td>4%</td>
<td>Hazardous Waste</td>
<td>$1.57</td>
<td>$34,540</td>
<td>33%</td>
</tr>
<tr>
<td><strong>Total Waste</strong></td>
<td><strong>293</strong></td>
<td><strong>100%</strong></td>
<td><strong>Total Cost</strong></td>
<td><strong>$</strong></td>
<td><strong>$103,260</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

### Waste in tons per year:

- Solid Waste: 53%
- Regulated Medical Waste: 35%
- Recycled Waste: 8%
- Hazardous Waste: 4%

### Cost of Waste in $:

- Solid Waste: 18%
- Regulated Medical Waste: 47%
- Recycled Waste: 1%
- Hazardous Waste: 4%
Different Drivers for Goals

• Inefficiencies
• Regulatory concerns
• Worker safety concerns
• Cost-savings
• Low degree of technical knowledge required
• Short time to implementation
• Visibility
Environmental Goal Setting

Measurable

Accountable

Strategic

Find your pace.....this is not a sprint
Develop a Process

Qualitative Assessment
Quantitative Baseline
Look at Benchmarks
Determine Site-Specific Goals
Measure Progress
Recognize Success
### Finance

**Goal:** Develop Spectrum Health System Energy Fund

<table>
<thead>
<tr>
<th>Measurement</th>
<th>Start</th>
<th>Due</th>
<th>Weight</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Survey, Audits and Fund Development</td>
<td>08/01/2010</td>
<td>05/31/2011</td>
<td>25.0%</td>
<td>On Target</td>
</tr>
</tbody>
</table>

**Milestones:**
- **Date**
  - **08/30/2010** Meet with Tom Theoret, Jon Flyte and Joe Fifer
  - **10/31/2010** Identify focus area and create baseline survey
  - **11/30/2010** Send baseline survey to all participants
  - **01/31/2011** Analyze survey results
  - **04/30/2011** Prepare/present business case for opportunities
  - **05/31/2011** Receive project approval and begin project implementation (pending budget approval)

**Goal:** Create a sustainability operating expense budget

<table>
<thead>
<tr>
<th>Measurement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Budget creation</td>
</tr>
</tbody>
</table>

**Milestones:**
- **Date**
  - **11/30/2010** Discuss concept with Tom Theoret and Jon Flyte
  - **12/31/2010** Research sustainability budgets from other leading health care systems
  - **01/31/2011** Share budget ideas and research finding with Tom Theoret, Jon Flyte and Joe Fifer

### Growth

**Goal:** Develop a sustainability internship program

<table>
<thead>
<tr>
<th>Measurement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Concept Document, Hiring Intern</td>
</tr>
</tbody>
</table>

**Milestones:**
- **Date**
  - **10/31/2010** Develop concept and supporting documents
  - **11/30/2010** Meet with Tom Theoret and Jon Flyte to discuss
  - **01/31/2011** Receive approval and hire first intern

**Goal:** Establish waste, energy and water baselines for all Spectrum Health Hospitals using sustainability software

<table>
<thead>
<tr>
<th>Measurement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Baselines &amp; On-going Documentation</td>
</tr>
</tbody>
</table>

**Milestones:**
- **Date**
  - **09/30/2010** Receive individual facility approval
  - **02/26/2011** Work with vendors to input sustainability data
  - **04/30/2011** Work with facility managers and interns to manually enter baseline data
  - **08/30/2011** Begin analyzing and benchmarking data to obtain value

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- Direct Senior Leadership Input
- All New Construction – LEED Certified
- Pharmaceutical Waste Management
- Ride The Rapid
- Vegetated Roof
- Single Stream Recycle Program
6. Development & Implementation

- Written Plan
- Visual Representation
- Prioritization – short, medium & long-term goal setting.
- Program Development
- Pilots
- Dashboard, Performance Tracking
Spectrum Health System Sustainability Program

The System Sustainability Program will:

1. Establish multidisciplinary Green Teams to help provide oversight of program development, reporting/monitoring/benchmarking, educating staff/community, etc.
2. Define metrics to validate and promote sustainability improvements.
3. Develop and implement sustainability programs that restore human and environmental health.
4. Engage staff to promote a culture of change focused on environmental sustainability.
5. Network to encourage partnerships with the community, regulatory agencies, resource organizations and other external organizations.
6. Partner with public media outlets to establish a dynamic and active public face.
Ecological Stewardship Incorporated into 3 Year

Bon Secours Health System Strategic Quality Plan (SQP)

Partner With Our Communities to Co-create a More Humane World, Improve Health, and Model Social Justice

Key Strategies
- Engage communities to identify needs and assets and build partnerships to improve health and quality of life for specific populations
- Demonstrate sustainable stewardship for healing the earth as a way to improve health and life quality
- Advocate on behalf of those we serve especially those who are poor and marginalized

Outcomes
- Measured improvement in health and quality of life for specific populations
- Active partnerships with Ministries of the Sisters of Bon Secours and other Catholic missions outside of the U.S.
- National recognition for system "Green" practices
- Recognized as a visible influence on shaping national health care reform

Become a Trusted Health Partner Providing Exceptional Life-long Value

Key Strategies
- Optimize BSHSI service portfolio; partner with other premier providers to develop a comprehensive health and care continuum for each patient
- Achieve financial and operational sustainability for the ministry
- Promote focused wellness initiatives for denied communities to achieve improved health and well-being and reduced cost over time (Triple Aim)

Outcomes
- Achieve growth of defined profitable service lines
- Operationalize The Navigator and continuum in all markets
- #1 trusted health partner in all markets (NRC)
- System financial targets met
  - System operating margin ≥ 3.5%
  - Capitalization ratio ≤ 65%
  - Days cash on hand ≥ 109
- Philanthropic and grant monies ≥ $100 million
- Achieve targeted ROIs on physician practices
- Demonstrated improvements for BSHSI Employees
- Active wellness initiatives for large employers, e.g., Michelin

Create an Extraordinary Individual Experience of Care

Key Strategies
- Improve quality and safety through clinical transformation
- Align with premier practitioners and develop our clinical workforce to achieve high patient/resident satisfaction
- Integrate care processes centered on the wholistic needs of those we serve
- Optimize

Outcomes
- Full optimization of Rapid Response System
- Zero preventable deaths
- CMS perfect bundled care
- Full system-wide adoption of evidence-based order sets and structured care plans
- 100% multi-disciplinary mortality review
- Top decile patient/resident satisfaction results
- Top decile physicians place to practice medicine
- Top decile nursing engagement
- Patient perception of coordination of care

Liberate the Potential of Our People to Serve

Key Strategies
- Attract, retain, and develop an exceptional workforce and build a culture of inclusiveness and integrity that values diversity
- Enhance ministry leadership competency through formation and development with emphasis on deepening organizational spirituality
- Redesign talent management processes to focus on strategic workforce planning

Outcomes
- Top decile world class employee engagement
- Achieve and maintain voluntary turnover ≤ 10%
- Annual report and evaluation by Bon Secours Ministries
- Internal candidates identified for critical leadership positions
Energy Management
Capital Improvement Process

SEED MONEY

Self Sustaining Energy Recovery Fund
Provide funding for energy improvement projects that advance performance, lower costs and conserve natural resources.

Savings

Hospital Group, Medical Group and Priority Health Energy Projects
All energy improvement projects shall be separated into two categories: Blue & Green projects. Blue Projects shall be short term energy efficiency and fossil fuel reducing projects which provide cost savings back to the energy recovery fund.
Green Projects shall be carbon reducing and renewable energy promoting ventures, including long term energy efficiency projects. Green projects shall also promote the energy recovery fund and Spectrum Health’s sustainability initiatives.
# Sustainability Project Database

## Projects: Spectrum Health System

<table>
<thead>
<tr>
<th>Facility</th>
<th>Project Name</th>
<th>Description</th>
<th>Status</th>
<th>Capital Time</th>
<th>Impact</th>
</tr>
</thead>
<tbody>
<tr>
<td>Blodgett Hospital</td>
<td>Blodgett Air Handler replacements</td>
<td>Replace existing air handling units</td>
<td>started</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Blodgett Hospital</td>
<td>Electrical Infrastructure</td>
<td>Replace electrical infrastructure, including new generator, new substations, transformers, TVSS, monitoring, etc.</td>
<td>started</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Blodgett Hospital</td>
<td>Energy Star Rating</td>
<td>Obtain Energy Star rating of at minimum, 75</td>
<td>started</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Blodgett Hospital</td>
<td>Heat Island Reduction - Non Roof</td>
<td>For credit SS 7.1, option 2 50% parking spaces under cover.</td>
<td>completed</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Blodgett Hospital</td>
<td>IEQ Reduced Particulates</td>
<td>To satisfy credit IEQ 1.4 minimum merv rating of 13 or greater.</td>
<td>completed</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Blodgett Hospital</td>
<td>LEED Certified Design &amp;</td>
<td>New Addition to Blodgett is seeking NC certification.</td>
<td>completed</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
7. Tracking & Reporting

- Can’t manage what you don’t measure
- Where’s the starting line?
- Take credit for current successes!
### Scorecard: FY 2011 Sustainability Goals/Smart Objectives SH System

#### Location Legend:
- **Priority**
- **Blodgett**
- **Gerber**
- **Kelsey**
- **Medical Center**
- **Medical Group**
- **Out Care**
- **Reed City**
- **Fuller**
- **Kalamazoo**
- **United**

#### Category: Community Engagement
- **Sustainability Website**
  - Goal: Launch Website
  - Start: 1/01/10
- **Published Articles**
  - Goal: Publish 2 Articles
  - Start: 6/01/10
- **Annual Report**
  - Goal: Sustainability Integration
  - Start: 7/01/10
- **PGH Environmental Excellence Award**
  - Goal: Obtain System for Change Award
  - Start: 7/01/10

#### Category: Staff Engagement
- **Electronics Recycle**
  - Goal: Hold Event
  - Start: 6/01/10
- **Creating Sustainability Culture**
  - Goal: Hold Event
  - Start: 12/01/10

#### Category: Sustainability Metrics
- **Enhance Sustainability Goals**
  - Goal: Support & Facilitate Reorganization
  - Start: 7/01/10
- **KGS Tool**
  - Goal: Adopt Tool
  - Start: 7/01/10
- **EPA Energy Star**
  - Goal: Determine Rating
  - Start: 8/02/10

#### Category: Sustainable Operations
- **Hazardous Waste**
  - Goal: Conduct Assessments
  - Start: 7/01/10
- **Waste Land Disposal**
  - Goal: Ensure Containment
  - Start: 7/01/10
- **Refrigerant Management**
  - Goal: Regulatory Compliance
  - Start: 4/01/10
- **Universal Waste**
  - Goal: Implement Recycle Program
  - Start: 7/01/10
- **Single Stream Recycle Program**
  - Goal: Implement Program
  - Start: 3/01/10
- **Mercury**
  - Goal: Mercury-Free
  - Start: 9/01/10
- **Energy Management Plan**
  - Goal: Develop Plan
  - Start: 5/03/10
- **Medical Device Reprocessing**
  - Goal: Implement Program
  - Start: 7/01/10

#### Status Legend:
- **Not Participating**
- **Not Initiated**
- **Completed**
- **In Progress**
- **Not Applicable**
## Sustainability ROI

<table>
<thead>
<tr>
<th>Project</th>
<th>Budget</th>
<th>Annual Savings</th>
<th>Payback (yrs)</th>
</tr>
</thead>
<tbody>
<tr>
<td>SUD Reprocessing</td>
<td>$0</td>
<td>$408,639</td>
<td>N/A</td>
</tr>
<tr>
<td>Invoice Error</td>
<td>$0</td>
<td>$71,726</td>
<td>N/A</td>
</tr>
<tr>
<td>Re-Usable Sharps Program</td>
<td>$0</td>
<td>$99,638</td>
<td>N/A</td>
</tr>
<tr>
<td>LED Exit Light Replacement</td>
<td>$76,385</td>
<td>$7,922</td>
<td>12.05</td>
</tr>
<tr>
<td>T12 to T8 Re-Lamping</td>
<td>$208,000</td>
<td>$105,583</td>
<td>1.95</td>
</tr>
<tr>
<td>Composting</td>
<td>$500</td>
<td>$1,236</td>
<td>.4</td>
</tr>
<tr>
<td>Recycle Program</td>
<td>$60,000</td>
<td>$30,000</td>
<td>2</td>
</tr>
<tr>
<td><strong>Totals</strong></td>
<td><strong>$344,885</strong></td>
<td><strong>$724,744</strong></td>
<td><strong>.48</strong></td>
</tr>
</tbody>
</table>
Reporting

• Practice Greenhealth Environmental Excellence Awards - http://practicegreenhealth.org/awards/
• Global Reporting Initiative - http://www.globalreporting.org/Home
• Climate Registry - http://www.theclimateregistry.org/
• UN Global Compact - http://www.unglobalcompact.org/
• Catholic Health Care West Social Responsibility Report - http://www.chwhealth.org/Who_We_Are/Environment/index.htm
8. Communication Plan

• Internal
• Patients
• Community
• Beyond
Raise your Voice!

“The rising cost of healthcare dominates the national agenda. Gundersen Lutheran believes part of the answer lies in finding solutions to our rapidly rising energy costs. When we reduce energy and waste management costs, we save money for our patients and preserve the valuable resources of our community. At Gundersen Lutheran, our promise is to deliver exceptional care in an environmentally and economically sustainable system.”

- Tom Thompson, Gundersen Lutheran’s Sustainability Coordinator

- Envision – Energy Independence by 2014

- [http://www.gundluth.org/green/](http://www.gundluth.org/green/)
Marketing and Publicity Examples

In keeping with our commitment to create the best health care experience for our patients, Metro Health Hospital has taken numerous steps to provide a healthy environment for the community. In 2000, the hospital’s board of directors listed “Integrating Green Development Strategies” as one of its guiding principles. Thus began Metro’s journey to become a sustainable enterprise.

Taking health care to a greener place.

Metro Health’s commitment to sustainability goes beyond the innovative design features of our hospital at Metro Health Village. It’s evident in our day-to-day business practices and ongoing strategies to conserve our natural resources and promote a healthier environment.

It’s not always easy being green, but we believe it’s well worth the effort. From compostable kitchenware, water-savvy maps and “green” banking products to hospital-wide recycling and “Lean” programs, Metro Health is setting the environmental standard for hospitals and other organizations throughout the nation.
Sample Greening External Websites

- http://www.gundluth.org/green/
- http://www.spectrum-health.org/body_tabs.cfm?id=1897
- http://sustainability.ucsf.edu/
- www.clevelandclinic.org/sustainability
9. Education & Culture

- New Employee Orientation
- Annual Inservicing
- Floor Monitoring
- Learning Modules
- Tent Cards/Posters
PORTRAIT OF A HOUSEKEEPER

Meet Your Co-Worker
Gloria McIntosh
Her safety depends on you.

Hi, I’m Gloria McIntosh. I am originally from Jamaica and now live in Queens. I have four children and four grandchildren. I work on the bed team at Beth Israel, which means that I make up beds and prepare them for new patients. I have worked at Beth Israel for eight years. My husband, Rolando, works in Food Service.

Please help make Beth Israel a safe place for me to work. Remember how important cleanup is when caring for a patient. Don’t forget to put needles into sharps containers and appropriate material into a red bag. If you do not strictly follow these waste management guidelines, my health is put at risk.

PLEASE PUT WASTE IN THE RIGHT PLACE!

For questions regarding proper segregation of wastes, call the Waste Manager at (212) 420-2442.

Gloria and your co-workers thank you for your care and cooperation.
Why is Advocate Committed to Caring for the Environment?

Advocate has made a commitment to conservation and sustainability. This means delivering health care to meet the needs of the present without compromising the health needs of future generations.

Let’s look at some reasons Advocate values environmental stewardship by clicking on each of the layers or using the arrows in the upper right-hand corner.
New York Presbyterian connects at the departmental level

**GREEN CHAMPIONS: A SUCCESSFUL MODEL FOR STAFF ENGAGEMENT**

**WHO are the Green Champions?**
- Every department has a Green Champion to drive local efforts.
  - There is one Champion for each department and NewYork-Presbyterian has over 200 Champions.
  - Each campus has a Green Champion leader called a “Green Captain”

**WHO manages the Green Champion Program?**
- The NewYork-Presbyterian Sustainability Office oversees the program.
- Led by NewYork-Presbyterian Sustainability Officer
- Sustainability Office mentors and trains Green Captains.
- Develops Green Champions’ grassroots ideas.
- Facilitates information to the Executive Committee

**WHAT do Green Champions do?**
- Every department has a Green Team, led by a Green Champion.
  - Green Champions reinforce and advocate sustainable practices in their department.
  - Green Champions lead their team to create an NYPgrem workspace.
  - Green Champions use the “Leaf” Program adapted from Harvard University to measure progress.
  - Green Champions generate ideas, encourage participation and develop various programs (i.e. batteries, motion light sensors, toners, Styrofoam cup alternatives) to motivate team participation in “grassroots” ideas.

**HOW are they supported by administration?**
- Senior leaders serve on an Executive Committee (i.e. Nursing, H.R., Operations, Financial).
  - Support Green Champions through advocacy and funding projects.

NewYorkPresbyterian is a 2,000 bed hospital in New York City with over 18,000 employees on seven campuses. The Green Champion program was implemented September, 2009.
Patients - Magee Women’s Education

Creating Sustainability Culture Event

• Kick-off for System Sustainability Program
  • Sustainability Program Planning Event
• Green Team Members & Decision Makers
• Presentations
  • Leadership
  • Case Studies
  • Next Steps/Goals
Keynote Presentation
  • Gary Cohen
  • Community Engagement
Practice Greenhealth
Earth Day Activities

• Art contests
• Crafts
• Fashion
• Computer Collection
• Farmer’s markets
• Clean up Events
• Educational Events
• Fairs

www.practicegreenhealth.org/earthday
9. Recognition!

Announcing the first annual Continuum Environmental Quality Award Winner: The Engineering Department!

Who will win next year?

Contact the QI Department to find out how to enter: 212-844-8420
Lin Hill
Awards Director

Award #s

California mercury elimination campaign
Raised bar for PR
One-time Mercury Award

Award #s

2002 2003 2004 2005 2006 2007 2008 2009 2010 2011
Practice Greenhealth 2010
Sustainability Benchmark Report
A Practice Greenhealth Member Benefit

- 114 Award Applications and
- 24 Top Award Winners
- Benchmarks
- Activities
- Trends
- Emerging Activities
Assess/Review

• Were Goals Met?
• Are all initiatives documented? Policies?
• How does facility measure up to sector?
• Is structure effective? Staffing? Teams? Communication?
Success & Challenges In This Structure

**Success**
- Green Team Participation
- Staff Engagement
- Leadership Support
- Program Implementation
- Community Engagement
- Facilities
- Environmental Services
- Safety
- Operational Improvement

**Challenges**
- Program Funding
- Resources
- Leadership Action
- Leadership is not talking about it
- No formal goals, policy, KPI’s, etc.
Leadership’s Future Support

• Sustainability Budget
• Sustainability Internship Program
• Fleet Management
• Vegetated Roof
• Single Stream Recycle Program
• PC Power Management
• Energy Fund – into a general Sustainability Fund
Learn More....

- Practice Greenhealth bi monthly “getting started”  
- Health Care without Harm – www.noharm.org
- Environmental Health Sciences free email newsletter of news around sustainability and health  
  http://www.environmentalhealthnews.org/
- Health Care Design Magazine –  
  www.healthcaredesignmagazine.com
- Sign up for Practice Greenhealth’s List serve – both members and non at:  
  http://practicegreenhealth.org/tools/listserv/.
Josh Miller
Email – joshua.miller@spectrum-health.org
Phone - 616-391-5125
Janet Brown 413/253-0254
jbrown@practicegreenhealth.org
www.practicegreenhealth.org
www.gghc.org
www.cleanmed.org