Case Study: NewYork-Presbyterian Hospital & Sustainability

The issue:

The growing concern with climate change and energy management has highlighted the need for hospitals and other health care organizations to become more active in sustaining the environment.

Our reality:

New York-Presbyterian Hospital (NYP) faces immense energy and environmental management challenges on a daily basis: a portfolio exceeding six million square feet of energy-intensive health care facilities spread over four campuses, mostly in a dense urban environment.

Our response:

In response NYP has taken action and begun to successfully shift its organizational culture towards sustainability, raising awareness around the importance of using and disposing of our resources in a more responsible way.

Our mission:

The result is NYPgreen, a cohesive program that brings all the hospital's sustainability achievements and goals together under one very clear mission: to create the healthiest, safest healing environment for the patients, staff and community of NewYork-Presbyterian Hospital.
Enterprise Magnitude

- The Largest Not-for-Profit, Non-Sectarian Hospital in the Country
  - Approximately 2,400 Beds
  - Approximately 18,000 Employees

- One of the Largest Single Energy Consumers in New York City
  - 6.4 Million Square Feet over Four Hospital Campuses
  - Total Utility Purchases Exceeding $60 Million
2008-2010 Evolution

- **2004:** *NYP* recognized Energy Star Partner of the Year. *NYP* has since received four more awards, the only hospital in the nation to achieve this.

- **Late 2008 / Early 2009:** *NYPgreen* Sustainability Council convenes.

- **September 2009:** *Green Champion* program launched (200+ to date)

- **October 2009:** *Sustainability Executive Committee* convenes.

- **December 2009:** Green Captains lead *Campus Green Teams*.

- **Q1 / Q2 2010:** *NYPgreen Workspace Program.*
Aligning with Our Values: NYP Environmental Mission Statement

- **Respect** - We *respect the limited resources available* and resolve to be stewards of these resources.

- **Teamwork** – Working together to *build a sustainable hospital*.

- **Excellence** – To be a *leader in health care sustainable practices*.

- **Empathy** - Listen and respond to each other, understanding the difficult changes required, as we *achieve a sustainable environment*.

- **Innovation** – Develop and implement *creative ideas* and cutting edge solutions to *reduce our environmental footprint*.

- **Responsibility** - *Honoring our past, ensuring our future* through sustainable practices.
Energy and Sustainability Link

- Sustainability Council
  - Corporate Mission
    - “Building an Enduring Success” = Sustaining the Enterprise
- “Greening” of NYPH
- Community Outreach and Educational Programs/Events
- Achievable Programs: Recycling/ Composting
- Tie-in to Health and Wellness
- Earth Awareness Day
- Un-Power Hour
- Internal Green Champion Certification
- International Healthcare Symposium on Energy and Sustainability in October 2010
NYPgreen Executive Committee of the SUSTAINABILITY COUNCIL

NYPgreen Sustainability Council

Co-Chairs: Vice President of Support Services & Vice President of Corporate Engineering

Sustainability Officer

- Meets monthly
- Promotes transparency
- Cross-campus and multi-disciplinary representation

Communications
Facilities, Real Estate & Energy
Food & Nutrition
Fundraising & Development
Procurement
Transportation
Waste Management and Reduction
Wellness / Blood Drive Program

NewYork-Presbyterian
The University Hospital of Columbia and Cornell
Sustainability at NYP: Current Status

- Energy and Facilities
  - Energy Management
  - Co-generation Plant
  - Facility infrastructure upgrades
  - Green Construction
  - Interiors Guidelines

- Behavioral, Operational
  - Mixed recycling program + composing program
  - OR waste minimization
  - Green Cleaning
  - Hybrid Vehicles, Carpooling program, Bike Racks
  - “Green” procurement program
  - Earth Awareness Event Series (near Earth Day in April)
  - Un-power Hours” for energy conservation awareness
  - Farmer’s Market
  - New practices: Photocopier Duplex, Computer Monitor Shut-down, Toner Recycling
  - Green Champions program → shift local behavior via NYPgreen Workspace program
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 NY Presbyterian 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.

NewYork-Presbyterian 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.
A Green Champion is →

• Point person to educate and drive sustainability in local department

• Passionate about conservation, ‘going green'

• Part of a campus “Green Team”

Where? staff meetings, in-service colleagues, boost awareness
Staff engagement is key!

Green Champions

Green Captains & Green Teams

Workspace Program

Sustainability Office

Executive / Sustainability Council
Workspace Program

• Adapted from Harvard University Green Office Program

• Objective: Four levels to green daily activities in your workspace. Each level includes action items below four key areas.

<table>
<thead>
<tr>
<th>Recycling</th>
<th>Energy Conservation</th>
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</thead>
<tbody>
<tr>
<td>▪ Non-confidential papers, water bottles, cans, printer toner cartridges</td>
<td>▪ Turn off lights, computer monitors and printers when not in use</td>
</tr>
<tr>
<td>Minimize Waste</td>
<td>Local Engagement</td>
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<tr>
<td>▪ Reusable coffee mugs, double-sided copies, “e-meetings”</td>
<td>▪ Active Green Champion that communicates regularly and builds local participation</td>
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Recycling at NYP

**YES:**
- Paper
- Plastic Bottles
- Cans
- Aluminum Trays, Aluminum Foil

**NO!!!**
- Coffee Cups
- Styrofoam Plates
- Yogurt Containers
- Food Clamshells
- Styrofoam Products
- Food Wrappers
- Napkins

When in doubt, throw it out.
Step 1: Collect blades at point of use

Step 2: Aggregate blades in central area in OR utility room
Laryngoscope Recycling in the OR

Step 3: Transport to Central Sterile and Clean

Step 4: Unload from tunnel washer.

Simply dump bag of blades onto tray and run tray through tunnel washer at shortest setting. When it is done, approx. 45 minutes later, dump into storage container.
Laryngoscope Recycling in the OR

Step 5: Stage in Central Sterile until full container

Step 6: Transport from Central Sterile to Recycle Compactor
WE COMPOST!

Composting is good for the Environment

Food Waste - Compost Only

NewYork-Presbyterian
The University Hospital of Columbia and Cornell
Composting: Recycling Food Waste

• Food waste hauled from NYC to New Milford, CT
• Helps creates high quality compost material
Local Energy Conservation

I reduce my carbon footprint by turning off my lights.
2010 Earth Awareness Events – Recap

- 4 campus events in April 2010
- 10+ vendor suppliers at each event
- Focus: energy conservation, recycling practices at NYP, wellness programs, blood donation, sustainable materials (office, home), healthy recipes and nutritional tips
- Education and outreach to 1000+ staff
- Direct recruitment of Green Champions (goal is 200+ more after active followup)
EARTH AWARENESS @ NYP

NewYork-Presbyterian Presents Earth Awareness Events

Drinks and Snacks

Drinks and Snacks

New York Presbyterian/Weill Cornell

New York Presbyterian/Columbia University

New York Presbyterian/Queens

New York Presbyterian/Weill Cornell

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New York Presbyterian/Weill Cornel
Sustainability at NYP: Looking Ahead

- Energy and Facilities
  - Energy Management
  - Co-generation Plant
  - Facility infrastructure upgrades
  - Green Construction
  - Interiors Guidelines

- Behavioral, Operational
  - Expand mixed recycling program + composting program → 20%+ Diversion
  - Consistently seek opportunities for waste minimization (OR, Labs, Pharmacy, etc)
  - Bike to Work days, plus shower-only gym membership for cyclists
  - Continue to hardwire sustainability practices into culture, introduce new “Leafs”
  - Expand “Green” procurement program
  - New policies, strengthen partnerships
  - Align program with developing regulatory requirements
Going Green
An Emerging Mission in Health Care

October 12, 2010

Join us for a one-day conference with nationally and internationally recognized sustainability experts hosted by NewYork-Presbyterian

Keynote speaker
Jeff Immelt

Jeff Immelt, CEO and Board Chairman of General Electric, will speak about the “green” cultural transformation of his organization and the lessons it holds for healthcare institutions.

“The growing concern with climate change and energy efficiency has highlighted the need for hospitals and other health care organizations to become more active in sustaining the environment. We have organized this conference to give leaders of health care institutions across the country the opportunity to hear from experts and share with one another the best thinking and practices around sustainability in health care.”

Herbert Pardes, MD
President and Chief Executive Officer of NewYork-Presbyterian Hospital

For complete details and to register click here

Conference fee $150

NewYork-Presbyterian
The University Hospital of Columbia and Cornell

In association with

NewYork-Presbyterian
The University Hospital of Columbia and Cornell

NYPgreen
AMAZING THINGS ARE HAPPENING HERE
Questions?