Program Fundamentals Assessment

What is this?
This introductory survey measures key conditions (indicators) and understanding of sustainability tenets before our relationship begins and is the instrument we will use to prioritize our service and guidance. Think of it as a new patient intake form you complete at your doctor's office.

The road to a successful sustainability program is paved with a sound baseline survey, which is an integral part of effective data collection, analysis, and strategic planning. This assessment is a part of that work and helps focus on the sustainability program and efforts we'll be working on together. While it might seem obvious that baseline information is necessary to understand the cause and/or effect of any program or policy implementation, baseline surveys are often skipped, hindering the effectiveness of program execution.

Why are these measurements important?
The steps that go into creating an effective program fundamentals assessment require some legwork. The information you provide helps Practice Greenhealth guide and position your work to maximize long term success.

Who should complete the survey?
Some partners have a designated sustainability lead or champion. Other partners may have a committee or team. Regardless of how your organization is staffing this role, please contribute and/or collect the information from other stakeholders as needed.

1) Who completed this assessment?
First Name: _____

Last Name: _____

Title: _____

Company Name: _____

Email Address: _____

Infrastructure for sustainability

2) Does the facility/system have any of the following? (Check all that apply)

[ ] A sustainability commitment or statement approved by senior leadership

[ ] A green team, sustainability council, or other formal or informal committee for sustainability or environmental governance with a charter, policy, and/or clear roles and responsibilities

[ ] A set of current sustainability targets and/or SMART goals

[ ] A set of current sustainability KPIs

[ ] An ongoing/regular process of assessing and setting targets and/or SMART goals and associated KPIs

[ ] An executive sponsor

[ ] A sustainability budget or dedicated program funding

[ ] An ongoing/regular reporting and accountability process with executive leadership

[ ] An ongoing/regular reporting process with board of directors

3) Is a commitment to sustainability or ESG (environmental-social-governance) included in the organization's strategic plan?

( ) Yes

( ) No

4) Which statement best describes the hospital or health system's sustainability management structure?

( ) Transforming: Board of directors and/or executive team has set long-term strategy and priorities for sustainability, it has been written into job descriptions, an effective governance structure is in place, and goal or targets have been established and shared with stakeholders

( ) Integrated: Several staff at various levels of management and within functional areas are solely responsible for sustainability leadership, strategy and data collection and management

( ) Strategic: One or more staff (director, manager or coordinator) have been hired to manage initiatives and data collection and management with the support of a senior leader

( ) Engaged: A voluntary green team or council exists to monitor ad-hoc sustainability initiatives and engage staff

( ) Elementary: one or more employees independently champion sustainability

5) Please describe a few examples of how sustainability has created value for the organization.

_____

_____

_____

_____

The next questions are designed to help us understand if sustainability is supported by other departments within your organization.

6) How does the hospital or health system engage employees on key sustainability issues? (Check all that apply)

[ ] Communications or another department is responsible for internal communications about the sustainability opportunities and achievements of the hospital or health system

[ ] Human resources or another department is responsible for including sustainability as part of its employee education and training (e.g. orientation, regular in-service department training, etc.)

[ ] Human resources or another department is responsible for including sustainability as part of its employee engagement program

[ ] Human resources, administration, or another department gathers employee input on sustainability issues that are important to them to inform the hospital or health systems sustainability goals and priorities

[ ] Staff is offered opportunities to learn about sustainability and celebrate the achievements of the hospital or health system learning throughout the year, but this is solely or predominantly coordinated or delivered by sustainability role or siloed within the department itself

[ ] Employee education and communications are solely or predominantly coordinated and delivered by sustainability role or siloed within the department itself

7) In which ways does the hospital or health system communicate sustainability activities to external audiences? (Check all that apply)

[ ] Publishes a sustainability section on organizational website

[ ] Sustainability is included in hospital or health system communications channels (social media)

[ ] Sustainability is included in community benefit report

[ ] Sustainability is included in hospital or health system annual reports

[ ] Publishes sustainability, corporate social responsibility (CSR) report or follows another standardized reporting structure like Global Reporting Initiative (GRI), UN Global Compact, etc...

Key sustainability roles

**NOTE: We will not proactively contact these stakeholders. This exercise is designed to identify all stakeholders that are critical to our collective work. All stakeholders are eligible for access to all Practice Greenhealth resources (guides, cohort groups, etc.) and may register on the Practice Greenhealth website using your partner access code.

8) Who plays or will play a role in the success of integrating sustainability into the culture of the organization and business practices? *We recommend the following key roles. Please list name, title, and email for each.*

	Name	Title	Email
Executive sponsor (the executive leader(s) accountable for the success of the program).	_____	_____	_____
Clinical champion (influencer(s) who can make the case for public health and clinician buy-in).	_____	_____	_____
Sustainability lead (who is responsible for managing the program)?	_____	_____	_____

9) Other important decision maker(s) from departments or functional areas (who can add sustainability as a strategic priority to department or operational priorities).

_____

_____

_____

_____

10) Which additional internal stakeholder(s) have you connected with or engaged in the sustainability program?

_____

_____

_____

_____

Operations

Sustainable procurement
11) Is sustainable procurement prioritized by policy and allocation of resources?
( ) Yes

( ) No

12) If yes, please share some examples of successful sustainable procurement initiatives?

_____

_____

_____

_____

13) Has the facility/system taken any of the following steps related to sustainable procurement? (Check all that apply)
[ ] Mapped internal stakeholders who are already involved in sustainability and sustainable procurement

[ ] Trained supply chain staff on sustainable procurement and/or total cost of ownership

[ ] Standard operating procedures in place that identify how and when to consider sustainability in various procurement processes

[ ] Developed a process to review upcoming contracts or renewals for sustainability aspects

[ ] Set annual or multi-year sustainable procurement targets and/or goals

[ ] Engaged suppliers, GPO and/or service providers on sustainability or built environment aspects (e.g., waste, water, energy, chemicals of concern, carbon) into RFPs or contract requirements

[ ] Has identified sources for sustainability criteria for health care goods and services

[ ] Has developed or utilizes tools to support and track sustainable procurement

14) Does your supply chain or procurement staff need more training or resources on sustainability procurement?
( ) Yes

( ) No

( ) Tell us more: _____

Impact areas

15) Has the facility/system established a baseline for energy?
( ) Yes

( ) No

16) Has the facility/system established a baseline for waste, including costs by waste stream?
( ) Yes

( ) No

17) Has the facility/system established a baseline for water?
( ) Yes

( ) No

18) Does the facility/system have a climate strategy?
( ) Yes

( ) No

Leadership & advocacy

19) What recent (external, non-Practice Greenhealth) awards/ recognition has the hospital or health system received (all awards, including but not limited to sustainability awards)?
_____

_____

_____

_____

20) What role does the hospital or health system play in environmental health advocacy, including but not limited to climate, clean energy, sustainable food, procurement, and/or safer chemicals? (Check all that apply by placing an 'x' in the left column")

[ ] No role in advocacy efforts at this time

[ ] Not yet, but we would like to

[ ] Work through other organizations (e.g., American Hospital Association (AHA))

[ ] Educate staff and/or members of the public on the issues

[ ] Educate decision/policymakers (e.g., State or Federal administration officials, state legislators, Members of Congress)

[ ] Actively support/oppose relevant policies and/or legislation

[ ] Lead a peer group in the community/market/distract/state

Human resources
21) Is sustainability referenced in your employee recruitment process for all employees?
( ) Yes

( ) No

22) Have sustainability metrics been incorporated into performance objectives and reviews for any role other than the sustainability lead?
( ) Yes

( ) No

23) Does your hospital/health system provides green employee benefits options (socially responsible investing, solar, bike-share, CSAs, etc.) through its benefits package? If yes, please list them below or provide a link.

_____

_____

_____

_____

Population health

24) Please share if your hospital/health system prioritizes building partnerships with community stakeholders and community-based organizations to address social and environmental determinants of health?

_____

_____

_____

_____

25) Please share if your representatives of the green/sustainability team participate in the community health needs assessment process?

_____

_____

_____

_____

Community & peers

We are looking for companies, organizations, or employers in your community that have prioritized sustainability and/or corporate responsibility. As a member of your community/market, it is important to know who your peers and allies are for potential collaboration opportunities.

26) In your community/market/region, are there other companies, organizations, or employers that have made sustainability and environmental stewardship a priority? If yes, please list the names.

_____

_____

_____

_____

27) Who do you consider a peer hospital/health system?

_____

_____

_____

_____

28) Who are your hospital/health system's competitor(s)? Please list and explain why.

_____

_____

_____

_____

Learn & grow

Education and training play an important role in the successful development of your program and the achievement of your goals. Practice Greenhealth offers a multitude of tools, resources, and experiential learning opportunities essential to your success.

29) Please rank what information the facility/system is most interested in learning more about. *Rank from most interested to least interested by dragging the word tile to the right.*

_____Sustainability strategy and management (policies, commitment statements, structure, goal setting, reporting, and opportunity identification)

_____Governance (ESG, responsibility, and accountability)

_____Recruitment, Talent Acquisition, Retention, and Employee Engagement

_____Sustainability/ESG marketing and communications

_____Materiality assessment

_____Sustainable procurement

_____Waste management

_____Energy

_____Climate

_____Transportation

_____Greening the operating room

_____Safer chemicals

_____Healthier, sustainable foods

_____Community health needs assessment or community benefit reporting

_____Water

_____Built environment/green design and construction

_____Sustainability performance measurement/benchmarking/metrics

Leadership and accountability

As sustainability programs mature and in order for success to be realized, executive leadership and board of directors often strategically embed the work within organizational priorities and/or a social responsibility framework. Help us understand the primary motives or drivers of sustainability.

30) How does your hospital or health system define sustainability? (Check all that apply)
[ ] Environment (for example, greenhouse gas emissions, energy efficiency, waste management, green-product development, and water conservation)

[ ] Social issues (for instance, working conditions, labor standards, diversity, equity, and inclusion, and community health)

[ ] Governance issues (such as complying with regulations, maintaining ethical practices, and meeting accepted industry standards)

31) In which areas does your hospital or health system have active sustainability work? (Check all that apply)
[ ] Environment (for example, greenhouse gas emissions, energy efficiency, waste management, green-product development, and water conservation)

[ ] Social issues (for instance, working conditions, labor standards, diversity, equity, and inclusion, and community health)

[ ] Governance issues (such as complying with regulations, maintaining ethical practices, and meeting accepted industry standards)

32) Which statement(s) best describe the value sustainability brings to your hospital or health system's business practices? (Check all that apply)
[ ] Sustainability is an ethical issue and aligns with our moral compass and mission

[ ] Sustainability and health/well-being are interdependent

[ ] Sustainability is helping to achieve the "Triple Aim" of improving the patient experience of care (including quality and satisfaction), improving the health of populations and reducing the per capita cost of health care

[ ] Sustainability is helping to manage operational and reputational risks

[ ] Sustainability and/or corporate responsibility is a talent management strategy and addresses employee/ staff satisfaction

[ ] Opportunities to integrate sustainability in business practices are yet to be identified

33) Which business processes at your hospital or health system currently incorporate sustainability? (Check all that apply)
[ ] Mission, vision, values, and culture

[ ] Strategic planning

[ ] Internal communications

[ ] Employee engagement

[ ] Emergency preparedness

[ ] HR/ Employee benefits

[ ] Investments

[ ] Governance

[ ] External communications and marketing

[ ] Operations

[ ] Patient care and experience

[ ] Supply chain management

[ ] Budgeting process

[ ] Population health programming (i.e. community benefit investment)

[ ] New design, construction, and renovation

34) Which departments within the facility/system manage or are responsible for general stakeholder engagement? (Check all that apply)
[ ] Marketing

[ ] Communications

[ ] Public relations

[ ] Community health and outreach

[ ] Other: _____

35) Has the organization defined its core stakeholders and conducted a [materiality] assessment to determine which sustainability/ESG aspects are most material and relevant for the organization to focus on? (Check all that apply)

[ ] Yes

[ ] Yes, but only a portion of stakeholders have been assessed

[ ] No

[ ] I would like more information on this

36) How active a role does the board play in the oversight of sustainability?

( ) Very Active   ( ) Active   ( ) Somewhat active   ( ) Hands off

 ( ) Resistant or hesitant   ( ) No role

37) How active a role does executive leadership play in the oversight of sustainability?

( ) Very Active ( ) Active   ( ) Somewhat active   ( ) Hands off

( ) Resistant or hesitant   ( ) No Role

38) Does your executive leadership or board need more training or resources on ESG (environmental, social, governance)?

( ) Yes

( ) No

39) Please describe any training or resources that would be more helpful to you or your organization?

_____

_____

_____

_____

Thank You!

Thank you for completing the baseline assessment. Your responses are very important to us and will help guide how we support you in the coming months.