

Program Fundamentals Assessment



Why are we asking you to complete this survey?

Think of this survey as a new patient intake form you complete at your provider office.

The road to a successful sustainability program starts with a sound baseline survey, which will help us to understand the current state of your program. We will use this information to tailor our recommendations for you and focus the efforts we'll be working on together to maximize your program's 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 collaborate with other stakeholders as needed.

Thank you for taking the time to gather and share this information with us.

1) Who completed this assessment?

First Name: _____

Last Name: _____

Title: _____

Company Name: _____

Email Address: _____

2) Are you completing this assessment for a single facility or for a health system with multiple facilities?

- Single Facility
- Health System with multiple facilities

3) If you are completing this assessment for a health system, please let us know which facilities you are including in your response.

4) Which of the following are the most important drivers for your facility/system's sustainability efforts? (From the list below, please identify the THREE most important drivers)* *required*

- Sustainability aligns with our moral compass and mission
- Sustainability is helping us improve our patient experience and care (including quality and satisfaction) because sustainability and health are interdependent
- Sustainability is helping us manage operational risks (e.g. emergency preparedness, climate resilience planning)
- Sustainability is a talent management strategy that helps us address recruitment, employee/staff engagement, and retention
- Sustainability is helping us manage our budget and reduce costs
- Sustainability is helping us manage reputational risks (e.g. regional or national "peer pressure"), customer/patient demand
- Sustainability is helping us manage our investors' interests
- Sustainability is helping us meet regulatory requirements (e.g. The Joint Commission or local legislation)

5) Is there any additional information that would help us understand the most important drivers for your facility/system's sustainability efforts?

GOVERNANCE STRUCTURES

6) Please indicate which of the following governance structures your facility/system has in place: (select one)* *required*

- No governance structures are in place
- Grassroots green teams and/or sustainability champions
- Informal sustainability council or committee
- Formal high-level sustainability council with charter and key decision-makers, reporting to executive leadership
- A well-developed hierarchy of nested governance structures that implement the sustainability plan set by the sustainability council (e.g. topical working groups, task forces, and on-the-ground implementation teams)
- I don't know

7) Is there any additional information that would help us understand the governance structures your facility/system has in place?

STAKEHOLDER ENGAGEMENT

8) Which of the following statements best describes the current state of your engagement with key stakeholders? (select one)* *required*

- We have not started the process to identify and engage key stakeholders yet or have done so informally.
- We have done a formal stakeholder mapping exercise to identify key decision-makers and champions, and are in the process of engaging with them.
- Key decision-makers and champions are actively engaged in our sustainability program.
- Key decision-makers and champions have ownership over and investment in the strategy and execution of our sustainability program.
- Key decision-makers and champions drive innovation that transforms the culture and operations of the facility/system.
- I don't know.

9) Is there any additional information that would help us understand the current state of your engagement with key stakeholders?

10) Please indicate which of the stakeholders below are actively engaged in your facility/system's sustainability work. (select as many as apply)

- Process or quality improvement / transformation
- Community benefit or population health
- Infection prevention & control
- Support services (facilities, environmental services, groundskeeping, parking & transportation, etc.)
- Direct-care professionals (clinicians)
- Marketing & communications
- Human resources (wellness, talent management, etc.)
- Finance (budget, accounting, etc.)
- Risk management
- Supply chain / procurement
- Other (write in): _____

ORGANIZATIONAL COMMITMENT

11) Which of the following statements best describes your facility/system's commitment to sustainability? (select one) * *required*

- None of the below.
- We have a draft sustainability and/or ESG commitment statement that still needs to be endorsed by the executive sponsor and leadership more broadly.
- Sustainability and/or ESG is not embedded into the strategic plan, but we have a commitment statement that has been endorsed by the executive sponsor and leadership more broadly.
- Sustainability and/or ESG is a component of our facility/system's strategic plan and the organization has made a formal climate commitment.
- The Board employs a sustainability and/or ESG lens to drive innovation in its long-term strategy.
- I don't know.

12) Is there any additional information that would help us understand your facility/system's commitment to sustainability?

13) Does the facility/system have a sustainability budget or dedicated program funding?

- Yes
- No

14) Has your organization made a public climate commitment?

- Yes (please list below)
- No

15) Please share or describe your organization's public climate commitment(s).

16) Does your facility/system incorporate sustainability in your community health needs assessment or community benefits reporting?

- Yes
- No

17) For which of the following areas has the facility/system integrated sustainability criteria into policies and/or purchasing decisions? (select as many as apply)

- Building materials
- Computers, IT equipment
- Fleet
- Food
- Office supplies
- Personal care (sanitizers, soaps, etc.)
- Medical products
- Pharmaceuticals
- Other (write in): _____

GOAL SETTING & STRATEGY

18) Which of the following statements best describes the current state of the facility/system's sustainability goal setting? (select one)* *required*

- The organization has no sustainability goals.
- Individual leaders have sustainability goals, but there is no organization-wide coordination of sustainability goals.
- A high-level council has data-driven SMART sustainability goals, but these are yet to be approved and endorsed by senior leadership.
- The organization has defined SMART goals in a sustainability strategic plan or policy, developed by a high-level sustainability council and approved by senior leadership.
- The organization has defined SMART sustainability goals that are embedded in an overall strategic plan, aligned with organizational priorities, roll up to an organizational climate commitment, and are driven by senior leadership with accountability and oversight.
- I don't know.

19) Is there any additional information that would help us understand the current state of your facility/system's sustainability goal setting?

20) Has the facility/system conducted a review to understand and document its past and current state of sustainability initiatives?

- Yes
- No

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21) Has the facility/system identified which sustainability aspects are most relevant for the organization to prioritize?

- Yes
- No

22) Does the facility/system have a formal sustainability strategic plan or equivalent, approved by leadership?

- Yes
- No

23) Does the facility/system have a regular process of setting and assessing targets and/or SMART goals and associated KPIs for sustainability?

- Yes
- No

24) Does the facility/system have a climate mitigation strategy?

- Yes
- No

25) Does the facility/system have a climate resilience/adaptation plan?

- Yes
- No

DATA GOVERNANCE

26) Has the facility/system established a baseline in any of these areas? (select as many as apply)

- Energy
- Waste
- Water
- Scope 1 & 2 greenhouse gas emissions
- Scope 3 greenhouse gas emissions

27) Which of the following statements best describes the current state of the organization's sustainability data? (select one)* *required*

- We have not yet gathered sustainability-related data and have not developed a data collection process. We submit required data for regulatory compliance.
- We have baselined a few impact areas, such as waste, energy, and/or water. We are working on building out processes for collecting, storing, tracking, and analyzing data at regular intervals.
- We have gathered baseline data across all significant sustainability impact areas, as well as Scope 1 and Scope 2 of our GHG emissions inventory. We voluntarily submit data for external recognition and use data to identify performance gaps and set goals.
- We have a streamlined and efficient process for recurring data collection and analysis. We use data to report on progress against our goals at regular intervals. We have completed Scope 3 of our GHG emissions inventory (or made significant progress).
- Sustainability data is a core driver of our program's vision and strategy. We report data against goals at regular intervals through internal and external communications. Environmental, fiscal, social, and health impacts of sustainability initiatives are measured and communicated. Our complete GHG emissions inventory is measured at regular intervals and informs progress toward climate commitments.
- I don't know.

28) Is there any additional information that would help us understand the current state of your organization's sustainability data?

BOARD INVOLVEMENT

29) Which of the following statements best describe your board's awareness of and involvement in sustainability work? (select one)* *required*

- Board is resistant to or has no awareness of sustainability work.
- Board is passively aware of sustainability work.
- Board is aware of sustainability work, with a limited oversight role.
- Board provides oversight of sustainability work. For example, there is an ongoing/regular reporting process with the board.
- Sustainability is incorporated into board's strategic direction-setting.
- I don't know.

30) Is there any additional information that would help us understand your board's awareness of and involvement in sustainability work?

EXECUTIVE LEADERSHIP

31) Which of the following statements best describes executive leadership's role in the oversight of sustainability? (select one) * *required*

- Executive leadership is resistant to or has no awareness of sustainability work.
- There is an executive sponsor of the sustainability work who provides little to no oversight.
- There is an executive sponsor of sustainability work who is available and supportive of the sustainability program.
- There is an executive sponsor for sustainability who is actively engaged with sustainability work and provides institutional support.
- There is an executive sponsor for sustainability who is very active, driving strategy and ensuring successful execution on sustainability initiatives.
- I don't know.

32) Is there any additional information that would help us understand your executive leadership's role in the oversight of sustainability?

EMPLOYEE ENGAGEMENT

34) Which of the following statements best describes how the facility/system engages employees on key sustainability issues? (select one)* *required*

- Sustainability efforts are largely ad-hoc, dispersed, and driven by grass-roots interest with little involvement of central hospital departments.
- There is nascent coordination to create channels for sustainability champions to connect and engage outside existing siloes.
- Staff is offered formal opportunities to learn about sustainability and celebrate the achievements of the hospital or health system.
- Formal staff engagement structures, such as eco-reps or eco-ambassadors, are available, funded, and coordinated by central departments. Interested staff can champion the work by becoming peer-to-peer educators and unit leaders for sustainability initiatives.
- Sustainability is integrated into organizational culture. All staff are aware of organization's sustainability goals and are actively engaged in delivering on a shared sustainability vision.
- I don't know.

35) Is there any additional information that would help us understand how your facility/system engages employees on key sustainability issues?

HR SUPPORT

36) In your facility/system, which of the following statements best describes how the human resources department supports sustainability initiatives and goals? (select one)* *required*

- Not at all; employee engagement is coordinated by a sustainability role/team working in a silo.
- HR supports some sustainability initiatives, e.g. green employee benefits options such as socially responsible investing, solar, bike-share, CSAs, etc.
- HR is responsible for including sustainability in new employee orientation materials. There is an HR representative on the sustainability committee or actively involved in implementation of a sustainability strategic plan.
- HR integrates sustainability internally across the organization. Sustainability is referenced and embedded in internal HR materials and programming, e.g. new employee orientation, employee education and training, job descriptions, KPIs.
- Sustainability is seen as a strategic value (or pillar) within HR, both internally and externally. Sustainability is referenced and embedded in internal and external HR

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materials and programming, e.g. recruitment campaigns, retention strategies, employee education and training, job descriptions.

I don't know.

37) Is there any additional information that would help us understand how the human resources department in your facility/system supports sustainability initiatives and goals?

COMMUNICATIONS

38) In which ways does the hospital or health system communicate sustainability activities to its audiences? (select one)* *required*

- Does not currently communicate sustainability activities to any audiences or communication is infrequent and ad-hoc.
- Sustainability messaging happens in a regular cadence using existing communication channels, for example inclusion in newsletters and visible signage/posters.
- The facility/system has an internal sustainability communication plan, which includes newsletters, social media, and facility website updates, supported by formal branding.
- Sustainability is communicated both internally and externally through formal organizational reports (e.g. annual report, others). The strategic sustainability communication plan encompasses both internal and external audiences.
- Sustainability communication includes community education, outreach, and/or leadership on resiliency planning. Strategic sustainability report or equivalent is published, endorsed, and celebrated by senior leadership (e.g. corporate social responsibility (CSR) report, Global Reporting Initiative (GRI), UN Global Compact, etc.)
- I don't know.

39) Is there any additional information that would help us understand how your hospital or health system communicates sustainability activities to its audiences?

ADDITIONAL QUESTIONS

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

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

42) Do you participate in any regional or community-based partnerships or alliances to collaborate on sustainability initiatives (either within or outside healthcare)? If yes, please share the names.

43) Please rank which elements of successful sustainability programs the facility/system is most interested in learning more about.

("1" reflects the most interest, "8" reflects the least interest)

- ESG, responsibility, and accountability
- Sustainability strategy and management
- Recruitment, talent acquisition, retention
- Employee engagement
- Sustainability marketing and communications
- Community engagement, community health needs assessment or community benefit reporting
- Engaging leadership and making the case for sustainability
- Sustainability performance measurement/benchmarking/metrics

44) Please rank which topical areas the facility/system is most interested in learning more about.

("1" reflects the most interest, "11" reflects the least interest)

- Buildings (built environment/green design and construction)
- Safer chemicals
- Energy
- Healthier, sustainable foods
- Sustainable procurement

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- Transportation
- Waste management
- Water
- Decarbonization
- Climate resiliency planning
- Greening the operating room

45) Please describe any additional training or resources (on any topic) that would be more helpful to you or your organization.

46) Please share anything else you'd like our team to know regarding your organization's sustainability programming

Thank You!

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