Leadership

Introduction

Across the application, there are several questions that seek to understand the impact of the COVID-19 pandemic on hospital operations over the past year.

Environmental stewardship requires **planning, infrastructure, engagement and accountability**. Please give us an understanding of how the facility's executive team is engaged in this work, how the work is being organized, and how the organization is communicating its commitment to sustainability with others in the health care community.

Infrastructure for Environmental Stewardship

1.* How has the facility's sustainability work been impacted by the COVID-19 pandemic over the past year?

- ○ Increased focus on sustainability
- ○ Reduced capacity for/focus on sustainability
- ○ Sustainability work on hold for at least 3 months
- ○ Sustainability work on hold for at least 6 months
- ○ Sustainability work on hold until further notice
- ○ Sustainability program eliminated
- ○ Unaffected
- ◉ Other

1.a* Please describe other changes to sustainability work due to COVID-19 pandemic:

2.* What additional kinds of support does the facility need from Practice Greenhealth as a result of the pandemic?

3.* Has any member of the executive leadership team **actively implemented or led** strategies to improve environmental performance or address sustainability considerations in the past year?

- ◉ Yes
- ○ No

3.a* Please share name, title and specific details of the strategies led by the executive leader in the past year:

3.b* Please attach documentation to support executive leadership team narrative.

4.* Has the facility appointed or hired someone to **lead sustainability efforts** at the facility level?

- ◉ Yes
- ○ No

Do NOT include health system-level sustainability roles in this question. See Question 6.

4.a* Please indicate whether the facility-level role is:

- ○ Full-time- Facility Specific
- ○ Part time - Facility Specific
- ○ Other duties within existing job assignment

Contact Information for Sustainability Leader

4.b*

Name of sustainability leader:

4.c*
Title of sustainability leader:

4.d*
Email of sustainability leader:

4.e*
Phone of sustainability leader:

5.* Is the facility part of a health system that has hired or appointed a sustainability leader to provide support to its affiliates?

- (●) Yes
- ( ) No

5.a* Please indicate whether the system-level role is:

- ( ) Full time - System Level
- ( ) Part time - System Level
- ( ) Other

5.b* Please indicate the name of the system-level sustainability leader:

6.* Please describe the sustainability committee, green team, or workgroup structure **used to help manage the sustainability process**--including any overarching councils and connectivity/reporting to other strategic committee groups (community benefit, population health, The **Joint Commission**, etc.)

7.* Please attach visual representation of committee structure if available.

8.* Has the facility identified a **clinical champion(s)** to lead efforts on clinical engagement and/or education?

- (●) Yes
- ( ) No

Contact Information for Clinical Champion

8.a*
Name of Champion:

8.b*
Title of Champion:

8.c*
Email of Champion:

8.d* Please indicate which activities clinical champions participate in at your organization:

- [ ] Participates in sustainability committee
- [ ] Participates in health professional sustainability team
- [ ] Participates in HCWH's Physician Sustainability Network
- [ ] Participates in Nurses Climate Challenge
- [ ] Leverage clinical research/practice to support sustainability goal-setting

- [ ] Educates staff
- [ ] Educates patients
- [ ] Conducts research
- [ ] Writes articles/blogs
- [ ] Professional presentations
- [x] Other

8.d.a* Please describe other ways in which health professionals are engaging in the sustainability work at your organization:

9.* Has the facility established an organizational **Environmental Commitment Statement** for integrating environmental sustainability that is approved by top leadership?

- (●) Yes
- ( ) No

See a **sample environmental commitment statement**.

9.a* Please attach a copy of Environmental Commitment Statement:

If the organization's environmental commitment statement was updated, please ensure an **updated copy** is attached.

10.* Has the facility conducted a **materiality assessment** to inform sustainability priorities?

- (●) Yes
- ( ) No

Learn **more** about materiality assessments.

10.a* Describe outcome of **materiality assessment**:

10.b* Please provide any supporting documentation.

11.* Has the facility established a **team charter** for the sustainability or green team?

- (●) Yes
- ( ) No

An organizational sustainability committee/team charter outlines components such as the structure, vision, roles and responsibilities, and funding basics for the sustainability program. See a **sample team charter**.

11.a* Please attach a copy of the team charter:

12.* Has the facility developed a minimum of three sustainability **SMART goals**?

- (●) Yes
- ( ) No

Learn more about setting **SMART goals**.

12.a* Are any of the sustainability goals publicly available?

- (●) Yes
- ( ) No

12.a.a* Please describe any **publicly available** sustainability goals or provide a URL:

If these goals are the same as those described on the Goals page for current year goals, please indicate. But they must be publicly available to qualify.

13.* Has the facility created a **strategic sustainability plan** that aligns with other organizational priorities or embeds sustainability objectives or goals within the overall strategic plan?

- (●) Yes
- ( ) No

Please Note: A **strategic sustainability plan** is not the same as a commitment statement. It must include measurable goals, a set of actionable strategies, and a timeline for delivery. See **sample strategic sustainability plan**.

13.a* Please attach a copy of the organization's **strategic sustainability plan**:

Human Resources

14.* Has the facility added sustainability measures into **performance objectives/evaluations** for leadership staff?

- ○ Yes
- ○ No

15.* Has the facility added language to any **job descriptions** on the organization's commitment to the environment and the role that each employee plays?

- ○ Yes
- ○ No

16.* Has the facility included an overview of organizational sustainability goals in **New Employee Orientation**?

- ○ Yes
- ○ No

17.* Did the facility include questions about sustainability/environmental stewardship program in its **employee engagement/satisfaction survey** in the past year?

- ○ Yes
- ○ No

18.* Does your organization employ or host interns, students, or residents related to sustainability?

- ◉ Yes
- ○ No

18.a* Please describe intern, student, or resident initiatives over the past year:

Finance and Reporting

19.* Has the facility formulated a **sustainability program budget**?

- ○ Yes
- ◉ No

19.a* Please describe if the facility funds sustainability work through **other departmental budgets**:

20.* Has the facility developed a **Green Revolving Fund**?

- ◉ Yes
- ○ No

A **green revolving fund** (GRF) is an internal investment vehicle that provides financing to parties within an organization for implementing energy efficiency, **renewable energy**, and other sustainability projects that generate cost savings. These savings are tracked and used to replenish the fund for the next round of green investments, thus establishing a sustainable funding cycle while cutting operating costs and reducing environmental impact. To qualify as a GRF, the fund **must support energy efficiency projects--at a minimum**. For more information on GRFs, see **Green Revolving Funds: A Guide to Implementation & Management**.

20.a* Please describe **Green Revolving Fund**:

21.* Has the facility implemented annual sustainability reporting to the **Board of Directors/Trustees**?

- ◉ Yes
- ○ No

21.a* Please describe annual sustainability reporting to Board of Trustees in the past year:

22.* Does the facility report sustainability initiatives within its **Community Benefit Report** to the IRS (for non-profit organizations) through IRS Form 990, **Schedule H**?

- (●) Yes
- ( ) No
- ( ) Not Applicable

22.a* Please attach **community benefit report**(s) here or provide URL below:

23.* Does the facility issue any reports that specifically include sustainability programming?

- (●) Yes
- ( ) No

23.a* Please indicate any report(s) issued that specifically include sustainability programming (select all that apply):

- [ ] Sustainability report
- [ ] Sustainability report using GRI framework
- [ ] Annual report
- [ ] Community benefit report
- [ ] Other report

23.b* Please provide URLs for reports here:

23.c* Please indicate what page/section of the report(s) sustainability initiatives can be found on:

Communication

24.* Provide an example from the past year of how the organization is **framing environmental stewardship in alignment with other priorities** such as wellness, cost-reduction, quality improvement and population health:

25.* Has the facility developed a **formal communication/branding plan** with the Marketing/Communications team to convey the organization's sustainability initiatives?

- (●) Yes
- ( ) No

25.a Please attach formal communication/branding plan if available:

26.* Please indicate all methods used to communicate sustainability efforts:

- [ ] Internal webpage for staff
- [ ] Public webpage
- [ ] E-learning modules
- [ ] Newsletter
- [ ] Poster campaign
- [ ] Social media
- [ ] Electronic bulletin
- [ ] Townhall meeting
- [ ] Screen savers
- [ ] Internal recognition
- [ ] Advertising
- [ ] Blog
- [x] Other

26.a* Please describe other efforts to communicate sustainability efforts:

27.* Please attach examples of communications regarding sustainability efforts:

28.* Or share URL of communications regarding sustainability efforts:

29.* How is the organization **engaging staff** in its sustainability work?

30.* Did the facility feature a sustainability topic connecting health and the environment in at least one **Grand Rounds event** in the past year?

- (●) Yes
- ( ) No

Grand Rounds are a method of continuing medical education and evaluation of inpatient care, consisting of presenting health issues and solutions to an audience consisting of doctors, residents, and medical students.

30.a* Title of Grand Rounds presentation featuring connection between health and environment:

30.b* Name and title of presenter at Grand Rounds featuring connection between health and environment:

31.* How is the organization **engaging patients** in its sustainability journey?

32.* Did the organization share environmental successes in a **media story** in the past year?

- (●) Yes
- ( ) No

32.a* Please provide example of a media story sharing environmental successes in past year in an attachment or URL :

Example must be attached to earn points for this question.

32.b* Please provide URL of media story sharing environmental successes in the past year:

33.* Did the facility **present publicly** on the organization's sustainability efforts in the past year?

- (●) Yes
- ( ) No

33.a* Please describe **public presentations** on sustainability in the past year:

34.* Did the facility provide **mentoring** to other health care facilities either within health system or externally in past year?

- (●) Yes
- ( ) No

34.a* Please describe **sustainability mentoring** to other health care facilities:

Community Connections

35.* Structural racism is an underlying driver of disparities in health and well-being in the United States. These disparities show up in vulnerability to climate disasters, impact of pandemics like COVID-19, and access to healthy places to live, work, and play.

Has your organization undertaken any **intentional work on racial equity** (internally or externally) in the past year?

- (●) Yes
- ( ) No

35.a* Please indicate which activities the facility has undertaken in the past year: (Please check all that apply.)

- [ ] Internal evaluation of racial equity
- [ ] Internal committee focused on racial equity
- [ ] Designated staff
- [ ] Internal programs (anti-racism curriculum and trainings with administrators, clinicians and staff)
- [ ] Issued statement internally or externally
- [ ] Action to identify and address inequities in patients' health outcomes based on race and other socio-demographic factors
- [ ] Intentional effort to partner with community organizations representing Black, Indigenous, and People of Color (BIPOC)
- [ ] Advocacy efforts
- [x] Other

35.a.a* Please describe other organizational efforts to address structural racism:

Healthy People 2030 defines social determinants of health as "the conditions in the environments where people are born, live, learn, work, play, worship, and age that affect a wide range of health, functioning, and quality-of-life outcomes and risks." As healthcare organizations expand their focus on the social determinants of health, strong partnerships with community are essential for listening to and understanding the most pressing needs of the community and bolstering the impact of the services that the hospital provides. These partnerships often become even more important in times of crisis.

36.* Is your facility building **partnerships with community stakeholders and community-based organizations** to address social and environmental determinants of health?

- (●) Yes
- ( ) No

Please describe the **three most important community partnerships** that help inform and develop your facility's commitment to addressing the social and environmental determinants of health.

Partner name	Type of organization	Shared goals of the partnership	Hospital's role in the partnership	Departments involved in the partnership
37.*	40.* Select an option...	43.*	46.*	49.*
38.*	41.* Select an option...	44.*	47.*	50.*
39.*	42.* Select an option...	45.*	48.*	51.*

52.* Has the sustainability team reviewed its organization's **community health needs assessment (CHNA)** to align sustainability priorities with external community needs?

- (●) Yes
- ( ) No

52.a* Please describe any sustainability projects informed by the organization's **community health needs assessment**:

53.* Does the facility **educate the community on environmental topics**?

- (●) Yes
- ( ) No

53.a* Please provide one example from the past year of educating the community on environmental topics:

54.* Has your facility partnered with the community to address **community needs brought on and/or exacerbated by the COVID-19 pandemic in the past year**?

- (●) Yes

○ No

54.a* Please describe the need(s) and how your facility **partnered with the community in the past year**:

55.* Does your facility need additional support in building and sustaining **meaningful community partnerships**?

◉ Yes
○ No

55.a* Please describe the type(s) of support needed to support community partnerships:

Other Leadership Program Successes

Please describe any other **innovative programs or successes in leadership** for environmental stewardship at your facility in the past year below. This is also the place to include other socially responsible programs that your program incorporates.

56.* Success 1:

57.* Please attach any additional documentation (optional) for Leadership Success 1:

58.* Success 2:

59.* Please attach any additional documentation (optional) for Leadership Success 2:

The content of all material available on awards.practicegreenhealth.org is copyrighted by Practice Greenhealth.
Reproduction in whole or in part without written permission is prohibited.

©2013-2021 Practice Greenhealth Environmental Excellence Awards