

The ECOS Project Eight High Priority Strategies
The University of Vermont Medical Center Comments 2015

1. Improve and strengthen the economic systems of our region to increase opportunities for Vermont employers and employees. Two seem relevant:
 - “Workforce Education and Skills Development. Promote public/private partnerships for education that connect the skills development programs of our institutions of higher education, vocational programs, and technical schools with the direct needs of the Vermont workforce.”
 - Employee Training. During 2015 we
 - Provided a Knowledge Fair open to all employees. Employees could learn about different departments in the organization, as well as programs and services outside the organization. They could also learn about educational opportunities by meeting with representatives from the 13 different colleges and universities we partner with to provide tuition discounts and other support. Over 600 staff attended.
 - Used simulation to prepare nurses for clinical practice, train nursing students to communicate with physicians and to improve patient safety. We trained 60 new residents and 16 new nurses using simulation to familiarize them with situations, policies and procedures they are likely to encounter in their first year here including falls, chest pain, sepsis and delirium.
 - Offered Nursing Grand Rounds at least monthly which are open to all staff and students and collaborated with UVM CME to co provide programs to both nurses and physicians.
 - “Working Lands. Support value-added foods, farms and forest products through the work of Farm to Plate by the Sustainable Jobs Fund (VSJF) and the Working Lands Enterprise Board.” UVM Medical Center’s Nutrition Services is actively engaged directly in many facets of the Farm to Plate initiative. We purchase from over 70 local farm and good producers, spending over \$1.8 million annually on Vermont products. In 2015 we invested in an on-farm greenhouse in exchange for greens throughout the winter season.
2. Strive for 80% of new development in areas planned for growth ... While the primary goal doesn’t seem relevant, some sub-strategies do seem relevant:
 - Energy. “reduce energy consumption.”
 - Reductions. In 2015 we reduced our annual electricity consumption by 1.2 million kWh, or the equivalent of removing approximately 250 average Burlington homes from the grid. We also reduced our steam energy consumption by over 7.8 billion BRU, which when converted to electricity equates to over 2.2 million kWh. These improvement were done through the repair and replacement of bad steam traps.
 - New Construction. We have completed several projects and renovations which have either earned LEED certification or are expected to receive LEED certification. Each of these projects were designed and constructed to meet The University of Vermont Medical

Center's sustainability goals. We project that overall energy and water consumption for each of these projects will be 20% less than in comparable facilities using standard design and construction methods.

- Clinical Research Center: Received LEED Gold Certification
- Mother-Baby Unit: Gold: Pending LEED Gold Certification
- Hinesburg Family Practice: Received LEED Certification
- Shelburne Road: Pending LEED Certification
- Garden Atrium: Pending LEED Certification

Additionally, we have proposed a new inpatient bed replacement project that will host 128 single bed patient rooms in a newly constructed 180,000 SF building. Our Sustainability Council was convened early in our planning process to establish sustainability goals for this project. The Council recommended that the UVM Medical Center should seek LEED certification for the inpatient bed building with a goal of achieving LEED silver level certification. Energy conservation targets for the Project include a 30 percent reduction in water consumption and a 25 percent reduction in energy use.

- Principles. Our master facility plan requires that we strive for LEED certification that recognizes performance in five key areas of human and environmental health: sustainable site development, water savings, energy efficiency, materials selection and indoor environmental quality.
- Awards and Recognition.
 - We were recognized by Practice Greenhealth (<https://practicegreenhealth.org>) for being in the top 25 hospitals for Environmental Excellence and we received 6 Circles of Excellence awards in the following areas:
 - Leadership
 - Waste Reduction
 - Chemical Reduction
 - Greening the OR
 - Sustainable Food Services
 - Green Building
 - We were named by Becker's Hospital Review (www.beckershospitalreview.com) for being one of the top 50 greenest hospitals in the country.
- Other Recycling. The University of Vermont Medical Center is one of only a handful of hospitals in the U.S. that have implemented a successful "Blue Wrap" recycling program. This effort began in mid-2011. Blue wrap (plastic spunbond polypropylene) is a specialty plastic, essentially a plastic fabric, which cannot be co-mingled with other recyclables in our "all in one" recycling program. 11 areas/departments currently collect blue wrap at UVMHC, including Peri-Op, diagnostic ultrasound, radiology, interventional radiology, CT, NICU, CSR, catheterization lab, and OB/GYN Women's. Since the program began, we have recycled 32 Tons of blue wrap.

This reduction is equivalent to powering about 34 homes per year, or saving 11,000 gallons of gasoline. The total volume would fill approximately 131 ski gondolas. We will expand our program in 2016 to include other areas on the Main Campus, Fanny Allen and satellites that generate blue wrap. The ultimate goal is to expand this program across the network, and we hope that other hospitals in Vermont will recognize the opportunity and follow suit. The leg-work with Casella has been completed for them.

3. Improve the safety, water quality and habitat of our rivers, streams, wetlands and lakes in each watershed. No new initiatives in 2015.
4. Increase investment and decrease subdivision of working lands and significant habitats and support local food systems. See our comments on the first priority.
5. Increase opportunity for every person in our community to achieve optimal health and personal safety.
 - Emergency Preparedness:
 - Ebola. In response to worldwide concerns associated with the spread of the Ebola virus, we established an Ebola Preparedness Committee. The committee worked collaboratively with the Vermont Department of Health to establish policies, procedures, and protocols consistent with DCD guidance to receive and care for an Ebola virus patient as well as to protect our patients, staff, and community. We were designated as an Ebola Assessment Hospital and successfully completed a CHC Ebola Readiness Assessment Team visit in October, 2015.
 - Seasonal Influenza. From December 2014 to March 2015 the incidence of seasonal influenza caused statewide concerns about hospital bed availability, staffing, and resources. We formed Nursing Huddles, which met daily to review/ discuss bed availability, boarder patients in the Emergency Department, ICU bed availability, and staff issues. In addition, we worked closely with the Vermont Department of Health and provided regularly bed availability data as a result of the VDH Health Alert Network's inquiries about bed availability at Vermont hospitals.
 - Over the past year, the University of Vermont Medical Center discharged 54 patients for a total of 500 nights to the Harbor Place shelter in Shelburne.
 - UVM's Medical Center's Community Benefit Fund invests over \$750,000 annually in community-based and internal programs that improve community health and focus on one of five priority areas: Access to Food and Nutrition, Dental Health, Mental Health, Removing Barriers to Care and Senior Issues.
 - In an effort to improve food access and health we offered a 12 week local farm share to 100 patients at Colchester, Milton and South Burlington Family Practices. Shares were delivered weekly to these sites where, at pick up, a full curriculum of recipes and nutrition information was available. Participants were also offered two holiday baskets in November.
 - The UVM Medical Center supported two programs that include transportation for their support services: The VNA's Adult Day program and Howard Center's Street Outreach. Without transportation, program participants would not have access to these helpful services.

- The UVM Medical Center supports the Community Health Center of Burlington's (CHCB) Sliding-Fee Scale program of which many of the center's patients are enrolled in; 70% of CHCB's patients are either eligible for the Sliding-Fee Scale, enrolled in Medicaid, or in the homelessness program. Based on tracking basic health status measures, CHCB has been able to improve health outcomes for all its patients, including those who utilize the Sliding-Fee Scale. Further reducing a barrier to care, CHCB provides interpreter services during 17% of all patient visits.
 - The UVM Medical Center supports Vermont Works for Women's FRESH Food program, which among other things has provided culinary skills and job readiness training to 20 women and 7 youth. 83% of women who completed the training program were employed within 6 months of graduation and positions paying \$10-\$13/hour.
 - Health Assistance Program. HAP offers access to a wide range of community services and resources for clients in need; focusing primarily on assisting the uninsured and underinsured pay for medical services and helping them enroll in the State sponsored insurance plans.
 - 2016 outpatients assisted (7% increase)
 - 2859 Affordable Medication vouchers issued for over \$238,000 from our UVM Medical Center pharmacies to our patients so they were able to obtain their needed prescription medications
 - \$54,000 (80% increase) to help 654 (155% increase) patients with preventive and urgent dental care
 - Issued 130 vouchers for free eyeglasses (only decrease; 25%)
 - UVM Medical Center-employed Community Health Team health coaches served a total of 87 people working on quitting smoking in 2015. They and other Team clinicians worked with nearly 4,000 patients in patient centered medical homes, supporting them in working on achieving improved health status.
 - With funding from Medicaid, our Vermont Blueprint for Health's Service Area (Chittenden County) efforts as part of the Medication Assisted Therapy program helped 466 suboxone patients (14% increase).
 - Community Benefit "by the numbers." While the University of Vermont Medical Center is Vermont's only academic medical center, serving in this role for patients from across the state and the upper northeast corner of New York, at our heart is our role as Chittenden County's only community hospital. Some numbers may be interesting in this regard. For fiscal year 2014 (ended 9/30/14) our unreimbursed costs (not charges) were:
 - Charity care: \$6.3 million
 - Community programs and direct grants: \$4.8 million
 - Subsidized health services (psychiatry and others): \$44.2 million
 - Medicaid shortfall: \$93.7 million
6. Equip our residents with the education and skills they need to thrive. See employee training in relation to the first priority.
7. Develop financing and governance systems to make the most efficient use of taxpayer dollars and reduce costs.
8. Ensure that the projects and actions in all ECOS strategies assess equity impacts, and that the design and development of programs are inclusive of all and engage under-represented populations.
- In 2015 we ranked in the top 20 overall among our peers in the University HealthSystem Consortium's Quality and Accountability Study. We were again recognized as a "Leader in

LGBT Healthcare Equity” in the Healthcare Equality Index of 2015, an annual survey conducted by the Human Rights Campaign Foundation.

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