

Greening UH for a healthy community.

UH Office of Sustainability - 2016 Strategic Plan Narrative

In 2016, the University Hospitals Office of Sustainability will continue to build upon its strong foundation of existing priorities while also seeking out new collaborative system opportunities that align cost savings, human wellness, public health and environmental stewardship. Emphasis in 2016 will be placed on programs that support energy efficiency, sustainable food provision, healthier transportation, and sourcing of products free of chemicals of concern, among other important initiatives.

Energy Management

Goal: Decrease energy use intensity, and thereby greenhouse gas emissions, at all major UH locations through energy conservation measures in order to realize significant energy cost savings

Objective 1: Enhance internal systemwide energy management strategy

- Inform hiring process for energy specialist through Sodexo to support development of comprehensive energy management plan for system
- Establish systemwide energy use intensity (EUI) reduction goal for 2020, with incremental checkpoints leading up to it, in collaboration with facilities department
- Tie incremental checkpoints to defined energy conservation projects identified by facilities and in collaboration with energy manager

Objective 2: Expand UH facilities tracking of energy use within EPA ENERGY STAR Portfolio Manager

- Validate data within Portfolio Manager existing profiles
- Complete unfinished profiles at major ambulatory locations
- Engage site managers to access their facilities' portfolio manager profiles and track defined projects

Objective 3: Implement ongoing energy efficiency projects

- Continue LED lighting retrofits at all sites
- Launch computer power management software for computer energy use reduction during off-peak hours

Healthy Food

Goal: Increase the provision of healthy, sustainably sourced foods to our patients and employees in order to support human and environmental wellness and economic community development

Objective 1: Continue to increase local sourcing of produce, meat, and value added goods

- Co-host anchor local food roundtable in February 2016 to understand the current landscape for larger institutions in buying local food (from the perspective of growers, distributors, and buyers), and to discuss what current practices or policies need to shift to increase the opportunities
- Increase local food sourcing by 5%, which is consistent with the Healthier Hospitals Initiative (HHI) Healthier Food Challenge

Objective 2: Source more antibiotic free meat and eggs

- Incorporate at least one additional antibiotic-free meat/poultry item into retail and/or patient menus
- Maintain antibiotic free meat purchases at greater than 20% of total systemwide meat purchases, consistent with HHI Healthier Food Challenge goal
- Gain an understanding of our egg purchases as well as the availability of antibiotic-free eggs industry wide

Objective 3: Expand tap water provision to "untapped" areas in community hospitals and UH Case Medical Center

- Assist medical center nutrition services departments in swapping bottled water for pitched water in catering, citing UH Case Medical Center and UH Ahuja Medical Center as successful examples
- Quantify savings associated with transition at each location

Objective 4: Feature more sustainable seafood options and celebrate progress already made

- Provide educational materials on the Marine Stewardship Council Certified sustainable seafood provided in retail and patient menus, emphasizing health benefits of fish
- Produce reports on our MSC certified sustainable seafood options for Nutrition Committee, Wellness, and UH leadership

Transportation strategy

Goal: Leverage existing internal and external resources and partnerships to have a positive net impact on the effects of transportation produced through the daily business of the organization, including employee commuting, fleet composition and patient and visitor access.

Objective 1: Establish an understanding of various transportation modes related to business of healthcare

- Establish baseline for transportation emissions related to employee commute modes and fleet operations
- Evaluate fleet needs and potential opportunities through DOE Clean Cities program

Objective 2: Identify 1-2 opportunities to affect baseline

- Work with existing local, regional, national transportation networks and released studies from experts to evaluate metrics (NOACA, CleanMed) to track positive impact
- Analyze current programs (RTA Commuter Advantage, NOACA carpooling portal, Bike Challenge) and identify opportunities for promotion and expansion, as they inform the baseline and have a positive impact

Objective 3: Promote key high-visibility and impactful transportation initiatives, emphasizing Year of Sustainable Transportation (2016), and ultimately contributing to other objectives and overall goal

- Promote existing multi-modal transportation options for system events and employee recruiting
- Participate in community bike share through sponsorship and employee engagement

Environmentally Preferable Purchasing (including Safer Chemicals)

Goal: Collaborate with supply chain, facilities, construction services, environmental services and other internal stakeholders to embed environmentally preferable purchasing habits and best practices into purchasing processes.

Objective 1: Reach Safer Chemicals goals indicated in Healthier Hospitals 2.0

- Green Cleaning: 90% GreenSeal or EcoLogo certified products in 5 areas
- Healthy Interiors: 30% of qualifying furniture, furnishings and medical furnishings do not contain 5 classes of chemicals of concern (achieved for 4 classes---new class may affect this outcome for 2016)
- DEHP/PVC: eliminate these from 2 product lines, system-wide (achieved --addition of hospitals may have affected this outcome for 2015)

Objective 2: Build upon success and recognized leadership in this area to contribute to overall transformation of national marketplace and availability of products that do not contain chemicals of concern

- Communicate Healthier Hospitals commitments to additional, smaller vendors, to continue to achieve higher %
- Determine new goals and targets with stakeholders as those listed above are met
- Assist in expansion of triclosan-free handsoap trial
- Expand Safer Chemicals best practices in Healthy Interiors into other indoor and building materials
- Continue education for supply chain, construction services, facilities through regular communication and meetings

Objective 3: Improve tracking and goal setting around SUD reprocessing and reusable device opportunities

- Complete mutually agreed upon tracking process protocol in Q1 for use in 2016
- Set annual time for contract review with VAC Manager to plan for potential opportunities that are currently limited
- Work with national exemplars in this area to demonstrate successes and how they were achieved
- Address internal barriers to these opportunities through relationship building

Objective 4: Embed environmentally preferable purchasing best practices into operations

- Participate in VAC process through addition of environmental attributes in Product Request Forms
- Sustainability metrics as Key Performance Indicators as appropriate through the HRM 2nd and 3rd waves for surgical DRG groups (to be announced)

Waste Management

Goal: As UH total waste (tonnage and rates) has been consistently higher than the national benchmark, there is a great opportunity to save costs and reduce environmental impact by decreasing total waste and contamination of waste streams.

Objective 1: Verify data from major vendors is consistently and accurately reported to 3rd party data solutions provider (late 2015 data reporting affected by cancellation of contracted waste coordinator in Q3)

Objective 2: Bring all medical centers and large MOBs into the following Healthier Hospitals benchmarks for Total Waste:

- 15% Recycling Rate
- <10% Regulated Medical Waste

Objective 3: For medical centers achieving HH baseline goals listed in Objective 2, use PGH National Benchmarking tools to help facility level sustainability committees set appropriate goals related to the following:

- Decrease in total waste (tonnage)
- Decrease in solid waste %
- Increase in recycling %
- Decreased contamination between waste streams, especially RMW, Hazardous and Pharmaceutical waste

Objective 4: Host, co-create and promote education and employee engagement on all previous objectives and overall goal

- Waste “101” educational segment in LMS
- Waste stream audits and process review in partnership with Waste Coordinator
- Greening Labs program

Objective 5: Re-fresh Construction & Demolition Waste reporting process to capture recycling rates in C&D

- Communicate with Construction Services on best process to fit vendor interactions
- Track recycling and diversion major renovation and construction projects in Key Green
- Compare each major project against HH goal (80% recycling or diversion rate)

Employee Engagement

Goal: Collaborate with internal (UH) and external stakeholders at various levels to engage employees in impactful and measurable sustainability related initiatives at UH and in the community.

Objective 1: Continue Collaborations and partnerships with other UH system departments and green teams

- Green teams and sustainability committees – support Earth Day Celebrations at each medical center (12) and the MSC and CSC, at least (2 Ambulatory sites)
- Nutrition services – National Food Day menus + Eat Real Food Photo Contest

Objective 2: Identify new location for and perform next management-level sustainability certification training program

- Complete sustainability training at UH Ahuja Medical Center (1st session completed January 2016, follow up in March and April); UH Geauga and UH Ahuja have undergone training
- Potentially collaborate with DOE to conduct program at new location, likely UH Richmond

Objective 3: Establish new and meaningful partnerships in strategic areas, internally

- Human Resources Organizational Development and Learning – employee orientation redesign
- ACO – HealthyUH Program: 1-2 employee engagement opportunities in each quarter
 - Recycle your old Virgin Pulse pedometers (Jan-March) 0 points
 - Spring Cleaning – Avoiding Hazardous Chemicals in your Home (March-May) 25 points, tentative
 - National Bike Challenge – active minutes available + 50 points, tentative
- Facilities Management – Energy: coordinate Energy Challenge with goal of engaging 1,000 employees

Objective 3: Continue collaborations with local and regional partners to connect employees to community sustainability initiatives

- City of Cleveland Sustainable Cleveland 2019 – September Summit, Celebration year events
- GUC EIMC – Buy Local, Live Local, Hire Local sub-committees to explore employee “ambassadors”

Objective 4: Pursue meaningful partnerships in strategic areas, externally

- Slow Roll Cleveland – Monthly UH wellness rides, celebrating Year of Sustainable Transportation

Office coordination, sustainability infrastructure and data management

Goal: Ensure the Office of Sustainability is a continually innovative, highly impactful force for positive change in the UH organization

Objective 1: Maintain a highly motivated and positive office atmosphere through regular communication, professional development and other opportunities

- Hold weekly check-ins with core staff to determine immediate, short-term and long-term priorities
- Increase staff participation in regional and national education as speakers and writers
- Have annual strategic planning session, bi-annual if possible

Objective 2: Keep a highly supportive and effective top-down and bottom-up system of support for this work

- Host bi-monthly Sustainability Council meetings with appropriate stakeholders
- Establish routine and coordinated points and times of contact with facility-based sustainability committees
- Offer training and education on sustainability program, initiatives and embedding sustainability in everyday work

Objective 3: Maintain dynamic sustainability dashboard through 3rd party through gradual improvements based on feedback from all of the above

Advocacy and sustainable primary care delivery

Goal: Garner support for sustainable healthcare operations among clinical leaders at UH, and support policy advocacy for sustainability in professional associations and non-profit clinical groups

Objective 1: Embed sustainability in primary pediatrics model of care through collaboration with Medical Director of Community Integration, UH Rainbow Babies and Children's Hospital, Dr. Aparna Bole, with a focus on preventive care & community-centered wraparound services

Objective 2: Engage in technical education and policy advocacy via Health Care Without Harm (HCWH) and American Academy of Pediatrics (AAP), and other professional associations and non-profit organizations working in relevant clinical and public health areas

Objective 3: Participate in HRM 2nd wave – Pediatric Asthma