Leading communities to a healthier future

2014 Milestone Report

Healthier Hospitals

www.HealthierHospitals.org

2014 Milestone Report

Spring 2015 brings us to the culmination of the three-year Healthier Hospitals Initiative (HHI). Launched in 2012, the three-year Initiative was successfully modeled after the Institute for Healthcare Improvement's "100,000 Lives Campaign," using data to drive positive change. Thanks to 12 sponsoring health systems, the Initiative has been available free to any hospital that commits to take on one (or more) of six proven strategies or "Challenge" areas to improve their sustainability performance.

The Milestone Report and hospital case studies illustrate the progress that any hospital can realize, regardless of size or location. In HHI's third year, 2014 marked the submission of more than 900 sets of data, tracking progress in six "Challenge" areas: Engaged Leadership, Healthier Food, Leaner Energy, Less Waste, Safer Chemicals and Smarter Purchasing. A data summary and analysis for each Challenge and its assigned goals are featured throughout the report, each one pointing to an accompanying case study in an addendum of success. The data was also used to bring hospitals and businesses together around two key market transformation focus areas: *less meat, better meat* and *healthy interiors.* These two market transformation initiatives demonstrate the progress that hospitals and businesses can make with the articulation of a common vision for how it could be— a world where antibiotics are still able to fight infection and a health care sector that promotes healthy, local, sustainable foods as key to health and prevention of chronic disease. And a world where hospital interiors are truly healing environments, free of chemicals of concern.

For more details, including definitions of data measures and more information on how to implement the HHI challenges, visit www.HealthierHospitals.org.

A picture is worth a thousand words. Here are some visuals to highlight HHI, as it transitions into a free program at Practice Greenhealth. We look forward to continuing this important work.

Increased data from hospitals.

970 hospitals

638 hospitals

350 hospitals

2012　2013　2014
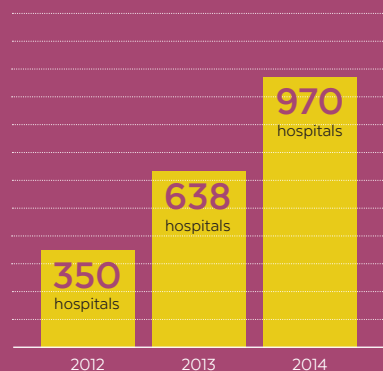
Energy: Using ENERGY STAR reported values, HHI enrollees reduced their energy use by an aggregate 2.5%, eliminating 73,600 metric tons in greenhouse gas emissions, the equivalent of removing 15,600 vehicles from U.S. roads annually.
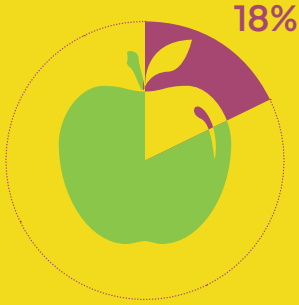
CO_2 x 73,600

x 15,600
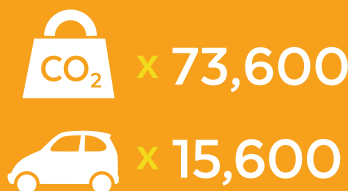
Recycling: Since 2010, 457 hospitals achieved an aggregate recycling rate of 24%, diverting 445,722.37 tons of materials from area landfills.
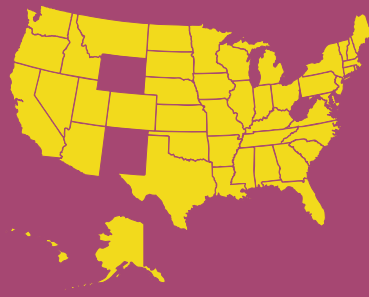
45,000
garbage trucks weight equivalent

Local/Sustainable: 146 hospitals spent 18% of their food budget on local and sustainable foods.

18%

**Leadership:** 47 out of 50 states have data represented in the 2014 Milestone Report.

**RMW:** 391 hospitals reduced their regulated medical waste to 7.73% of total.

**EPEAT:** Since 2010, 101 hospitals have reported spending $435,806,604 on EPEAT Registered Devices.

$435 million

Construction and Demolition Diversion: Since 2010, HHI enrollees diverted or recycled 83.26% of construction and demolition debris.

83.26%
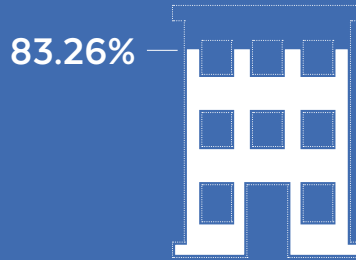
Beverages: HHI enrollees spent 68.1% of their beverage budget on healthy beverages. $65,321,725 out of $95,938,672 were directed to healthier beverage options.

68.1%
healthy beverages

32.9%
other beverages
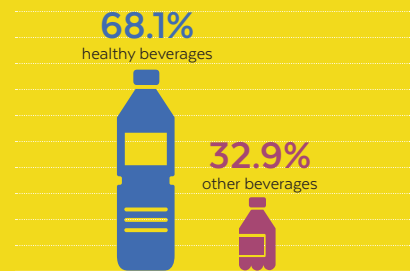
Healthy Interiors: HHI enrollees spent more than $12 million on compound-free furnishings out of $21 million spent on all furnishings (58.7% of total furniture spend).

58.7%
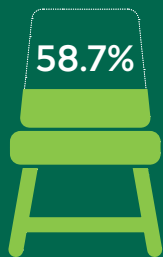
Balanced Menus: In only one year 38 hospitals had an aggregate meat reduction of 1,359,009.61 lbs. That equates to 21,093 Metric tons of Carbon Dioxide avoided, which is equivalent to:

12,157
cows

7,548
pigs

1,388
chickens
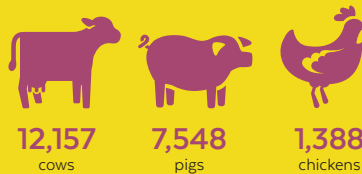
DEHP/PVC: 172 hospitals indicated they had transitioned to at least one DEHP/PVC-free product line in 2014.
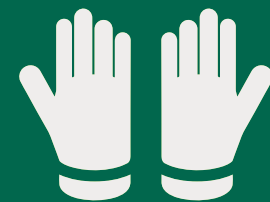
Reprocessed SUDs: Since 2010, 379 hospitals have reported spending $174,479,925 on reprocessed single-use devices.

Surgical Kits: In 2014 the median dollars saved per reformulated kit was $1,028.

Green Cleaning: 161 hospitals spent $6,745,284 on Ecologo or Green Seal certified cleaning agents that do not contain chemicals of concern (46.3% of total cleaning agent spend)

46.3%

Leading Communities to a Healthier Future

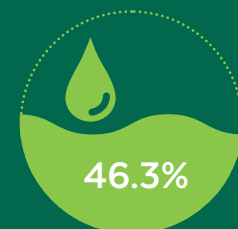Time, experience, wisdom, creativity, perseverance—a willingness to be the first. These words describe the contributions the sponsoring health systems offer to the Healthier Hospitals Initiative (HHI). Each has their unique approach to healthier environments—from the first to make a public announcement to phase out flame retardants from furniture, to those who sat down with food services contract management and distribution companies to tackle challenges around healthy food and phasing out the nontherapeutic use of antibiotics in meat. These are envelope-pushing, early-adopting change makers, who individually and collectively understand the importance of environmental innovation, resilience, data and information-sharing. They are HHI's sponsoring health systems.

The HHI sponsoring health systems first came together in 2011 to communicate their successes, craft the HHI challenge details, share their data, help spread the message of sustainability as a quality imperative and to use that data to drive change. This work has helped others get started in their sustainability journey. Thank you to the HHI sponsoring health systems for providing leadership to HHI. Without them, HHI would not have existed, and we are grateful for their support.
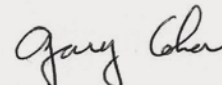
Janet Howard
Director
Healthier Hospitals Initiative

Paul Bogart
Chief Program Officer
Health Care Without Harm

Jeffrey Brown
Executive Director
Practice Greenhealth

Gary Cohen
President and Co-founder
Health Care Without Harm

"The whole is greater than the sum of its parts."
ARISTOTLE

CHALLENGE AREAS

Engaged Leadership · Healthier Food · Leaner Energy · Less Waste · Safer Chemicals · Smarter Purchasing

ANALYSIS METHODOLOGY
Raw data tables were used to produce the numerical summaries. The statistical package R version 3.02 and Excel® 2007/2010 were used to produce this report. HHI staff validated data and performed diagnostic plots and tables to identify outlier values. Nevertheless, ultimately the responsibility for accurate numbers rests with the participating hospitals.

SPONSORING HEALTH SYSTEMS

Advocate Health Care · BON SECOURS HEALTH SYSTEM · CATHOLIC HEALTH INITIATIVES® A spirit of innovation, a legacy of care.

Dignity Health · Envision® GUNDERSEN HEALTH SYSTEM · HCA Hospital Corporation of America®

INOVA Join the future of health. · KAISER PERMANENTE® · MedStar Health

PARTNERS HEALTHCARE · STANFORD HOSPITAL & CLINICS Stanford University Medical Center · tenet HEALTH

THE CENTER FOR HEALTH DESIGN® · Health Care Without Harm · PRACTICE Greenhealth

Engaged Leadership

While most sustainability activities start at a grassroots level, the Engaged Leadership Challenge can help create a firm foundation for long-term programming. Health care has a long way to go to become environmentally sustainable. Without engaged leadership, programs will be limited to departmental successes, driven by passionate individuals—but limited in scope.

The challenge is a checklist of indicators. Level 1 is accomplishing at least three indicators from the menu of action items; Level 2 is achieving six indicators; and Level 3 requires 10 indicators.

Engagement Trends

The third year of HHI showed an exponential jump in the number of facilities reporting their leadership indicators from 178 in 2013 to 272 in 2014. In 2014, 129 hospitals committed to achieving three of the prescribed leadership indicators (Level 1); 26 committed to six indicators (Level 2); and 117 committed to implementing 10 leadership indicators (Level 3).
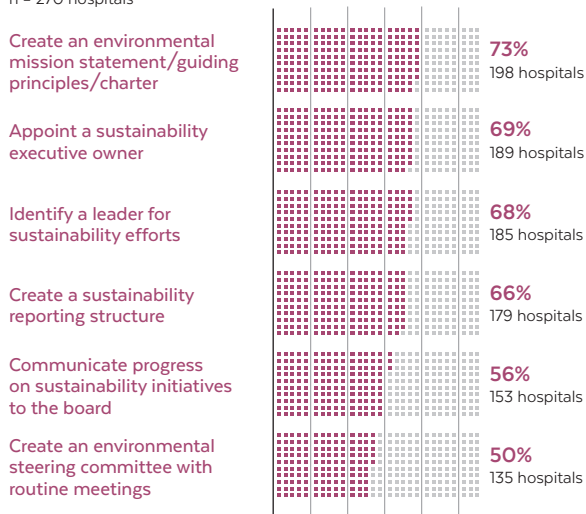
A gap is noted at Level 2 with just 26 hospitals. While many hospitals are just beginning their journey toward more environmentally healthy processes, there needs to be a concerted effort to help those that are just getting started on the next level of engagement.

Analysis of Indicators

In looking at which of the leadership activities were most widespread and established, a picture is painted illustrating the structural and organizational tactics that help leaders get started. The following leadership indicators were the most selected out of the 25 activities.

Most selected leadership indicators

n = 270 hospitals

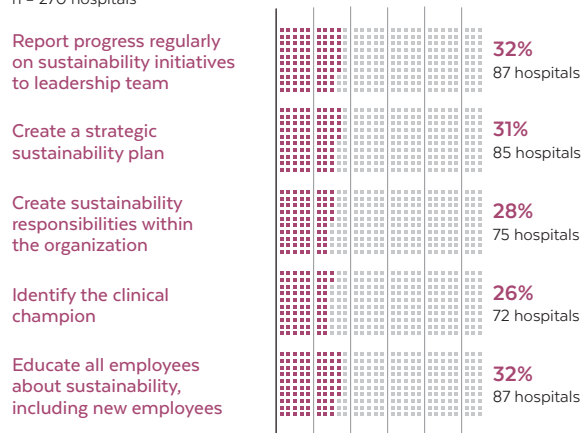| Indicator	%	Hospitals
Create an environmental mission statement/guiding principles/charter	73%	198 hospitals
Appoint a sustainability executive owner	69%	189 hospitals
Identify a leader for sustainability efforts	68%	185 hospitals
Create a sustainability reporting structure	66%	179 hospitals
Communicate progress on sustainability initiatives to the board	56%	153 hospitals
Create an environmental steering committee with routine meetings	50%	135 hospitals

Many facilities have begun to set up the communication structures necessary to conduct a well-functioning sustainability program. By appointing an executive owner for sustainability initiatives, health care organizations are expressing that they see a shift to more sustainable operations as a leadership imperative. An unexpected outcome of the data analysis has been the identification of a continuum in which the reporting hospitals can be placed. At the beginning of this continuum are the hospitals that are creating the structures of communication and responsibility necessary for beginning a sustainability program.

While the measures listed above are crucial first steps, the next steps are intended to use the structures established to allocate responsibilities and maintain communication while reporting progress to upper–level management. This also includes spreading sustainability throughout different departments and establishing it as a clinical priority as well. Limited resources and competing agendas continue to challenge hospitals moving toward the next level of engagement. Data internships, integrating environmental indicators into performance reviews and educating leaders are critical steps for achieving the next level of engagement and optimizing measurable outcomes.

Selected leadership indicators

n = 270 hospitals

Indicator	%	Hospitals
Report progress regularly on sustainability initiatives to leadership team	32%	87 hospitals
Create a strategic sustainability plan	31%	85 hospitals
Create sustainability responsibilities within the organization	28%	75 hospitals
Identify the clinical champion	26%	72 hospitals
Educate all employees about sustainability, including new employees	32%	87 hospitals

Data has demonstrated that 50 to 73 percent of hospitals in the data set have developed the communications structure for a sustainability plan. Twenty-six to 32 percent of hospitals have begun to fill out their organization with sustainability roles and reporting responsibilities. The leadership activities selected least frequently are activities that indicate a facility has conducted a cohesive assessment, set measurable goals and can track progress on specific improvement activities using the HHI measures.

The lowest represented leadership indicators involve data and data collection. This may be an indication of the time it takes to identify the data source and strategic business partners, as well as understand process flow, roles and responsibilities.

While only three percent of hospitals indicated they have conducted a sustainability baseline, developing a baseline was integrated into each of the six HHI Challenge areas. While HHI provides a framework, a full baseline assessment is a key activity for leadership because it both identifies wins and opportunities for a cohesive environmental improvement strategy. For health systems, it identifies best practices and offers an opportunity to take site successes and spread those successes across the system.

Least selected leadership indicators

n = 270 hospitals

Defines measurable
sustainability objectives

8%
22 hospitals
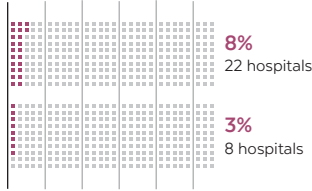
Conducts a sustainability
baseline assessment

3%
8 hospitals

While HHI provides proven interventions, Practice Greenhealth offers customized support for those that need it with the use of the Eco-Checklist and the Environmental Excellence Awards for a thorough baseline assessment. This process provides both recognition and customized gap analyses to help hospitals and systems continuously improve upon their full spectrum of environmental performance.

The Engaged Leadership Challenge is qualitative. Lessons learned from the Challenge include the need for clear definition and a validation of leadership measures to confidently inform the trends and opportunities.

Leaders have the opportunity to create a culture of possibility and to use their leadership for positive change. With staffing constraints, leadership has the potential to embed the responsibilities into diverse teams and educate each staff member on their role in reducing environmental impact. The long-term vision is a day where green teams are no longer needed, and sustainability is integrated into every strategic conversation, purchase and process-improvement activity.

HHI's Engaged Leadership Challenge was used to elevate Bronson Methodist Hospital's established hospital sustainability program to the next level. Tracking positive outcomes such as cost savings, increased staff engagement and improved safety made the case for a full-time sustainability lead.
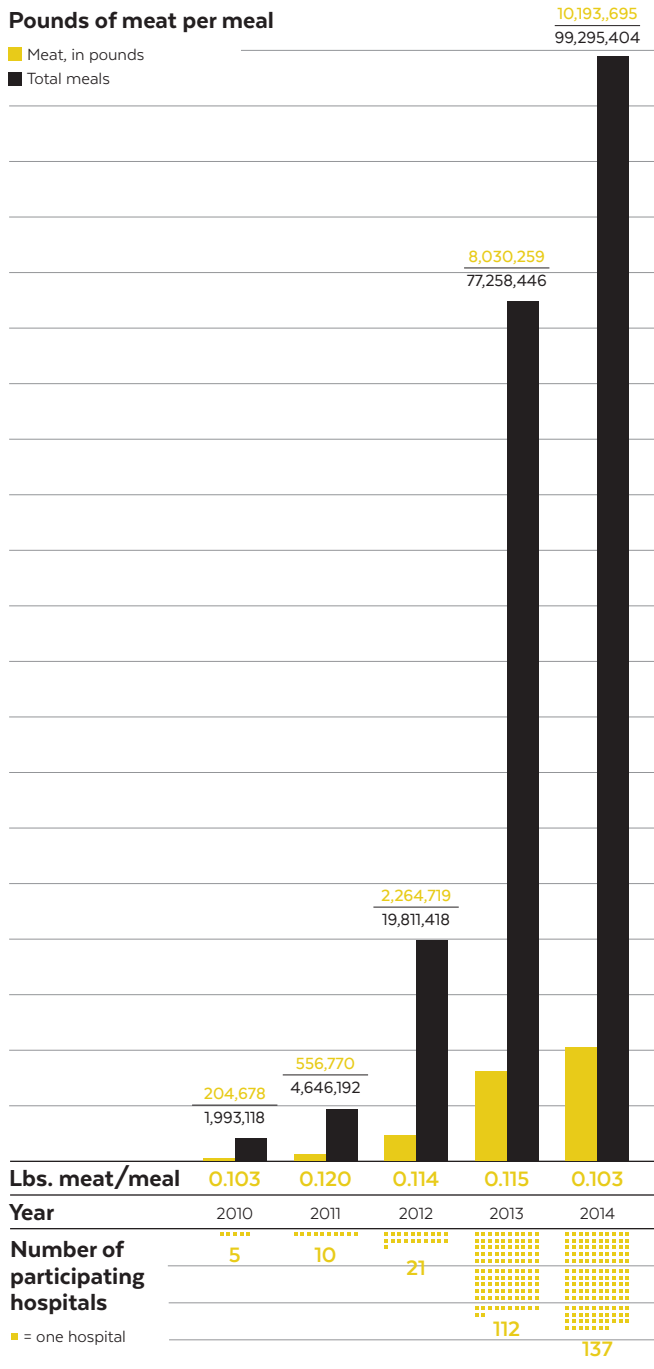
Healthier Food

The current industrial food system in the U.S. has significant impacts on human health, climate change, air and water pollution, and the viability of future agricultural production. The United States spends billions of dollars annually to treat diet-related, chronic diseases—$147 billion to treat obesity alone—another $116 billion to treat diabetes, and hundreds of billions to treat cardiovascular disease and cancer. The goals of the Healthier Food Challenge provide strategies in the health care sector to counter these trends, purchase more sustainable foods and offer healthier meals and beverages to patients, employees, visitors and the communities.

Balanced Menus–*Less Meat, Better Meat*

Meat and dairy production account for 18 percent of the world's greenhouse gas emissions. Eighty percent of the antibiotics used in the U.S. are given routinely in low doses to animals to both promote growth and prevent infections, compensating for overcrowded, unsanitary and unhealthy living conditions in factory farms known as concentrated animal feeding operations (CAFOs). According to the Centers for Disease Control and Prevention, antibiotic resistance costs the U.S. $20 billion a year in direct health care expenses and $35 billion a year in lost productivity.

Pounds of meat per meal

- Meat, in pounds
- Total meals

Lbs. meat/meal	0.103	0.120	0.114	0.115	0.103
Year	2010	2011	2012	2013	2014
Number of participating hospitals	5	10	21	112	137

- = one hospital

Meat (in pounds) / Total meals values shown:
- 2010: 204,678 / 1,993,118
- 2011: 556,770 / 4,646,192
- 2012: 2,264,719 / 19,811,418
- 2013: 8,030,259 / 77,258,446
- 2014: 10,193,695 / 99,295,404

The balanced menus goal of the Healthier Food Challenge is a two-tiered strategy to reduce meat and poultry procurement overall and invest in more sustainable options, including but not limited to meat and poultry raised without the routine use of antibiotics. The goal is to reduce the pounds of meat per meal by 20 percent within three years of baseline. One hundred sixty-one different hospitals reported data on the balanced menus goal over the course of the initiative.

The results of the Challenge show an increase in reporting since 2012 from 21 hospitals reporting an aggregate of 2,264,719 lbs. to 137 hospitals reporting an aggregate of 10,193,695 lbs. in 2014. Also, there was an aggregate decrease in the pounds of meat per meal from an average of 0.115 lbs. per meal in 2013 down to 0.103 lbs. per meal in 2014.

Overall, 23 hospitals have met the goal of decreasing their meat purchasing by 20 percent. Fifty-four hospitals have decreased their lbs. of meat per meal in 2014, compared to the first year in their series.

Moving forward, Practice Greenhealth will track which sustainable meats hospitals are purchasing with a focus on those raised without the routine use of antibiotics. By working together, hospitals can transform the marketplace by bringing transparency to the supply chain and increasing the availability of sustainable, healthier meats.

Healthy Beverages

The healthy beverages goal of the Healthier Food Challenge is an opportunity for hospitals to initiate strategies to combat obesity and reposition themselves as leaders in prevention-based care. The production, consumption and waste associated with sugar-sweetened and bottled beverages have numerous negative environmental consequences that are often overlooked. Meanwhile, tap water has been proven to be just as safe, or safer, than its bottled version in the U.S. The goal is to increase the purchase of healthy beverages over baseline year by at least 20 percent annually or achieve a level of 80 percent or better purchase of healthy beverages. One hundred sixty-four hospitals reported on this measure.

In 2014 there was an aggregate of 57.2 percent healthy beverages purchased or $20,552,949 out of $35,927,705. While many hospitals are phasing out soda and diet options as well, many are using product placement or pricing strategies, expanding availability of 100 percent fruit juice options and promoting access to tap water to increase their healthy beverage purchases. From 2013 to 2014, 48 hospitals increased their healthy beverage purchases.

Since May 2004, Dayton Children's Hospital in Ohio has been 100 percent sugar-sweetened-beverage free in the cafeteria and vending machines.
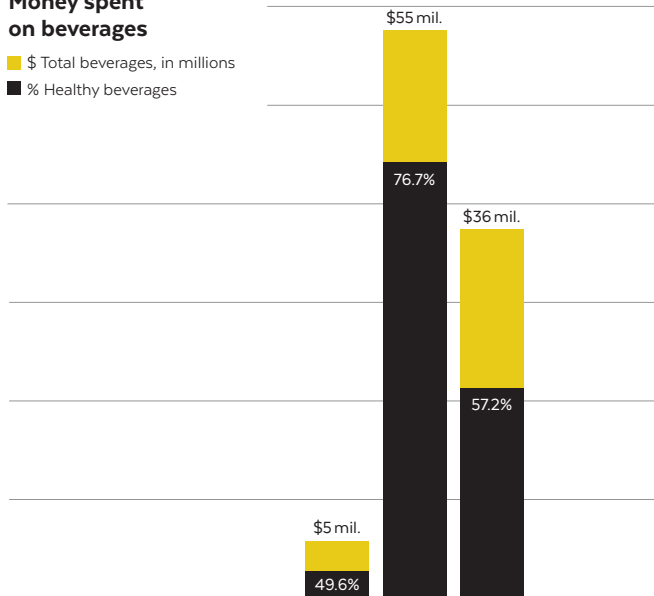
Local/Sustainable

By prioritizing local and sustainably-grown foods, hospitals can help build a healthier food system; support local/regional economies; improve the health of their patients, staff, and visitors; and invest in the well-being of communities and the environment for generations to come. The local/sustainable goal of the Healthier Food Challenge aims to achieve increases in local (within a 250-mile radius) and sustainable food purchases by 20 percent annually over baseline year or to achieve purchases of at least 15 percent local and sustainable food purchases.

Data shared by participating hospitals has steadily risen since 2010. One hundred fifteen hospitals spent $35,805,740 on local and sustainable food in 2014, and 64 percent (74 hospitals) purchased at least 15 percent local and sustainable food.

Between 2013 and 2014, 32.5 percent of hospitals reporting data in both years increased their percentage of spend on local and sustainable food by 20 percent. This data is showing the corollary relationship between the desire to purchase more local and sustainable foods and the expanded availability of local and sustainable foods. Moving forward, Practice Greenhealth hopes to see innovative solutions emerge to address some of the barriers to procuring more local, sustainable foods such as production and aggregation, and labeling and availability through current supply channels.
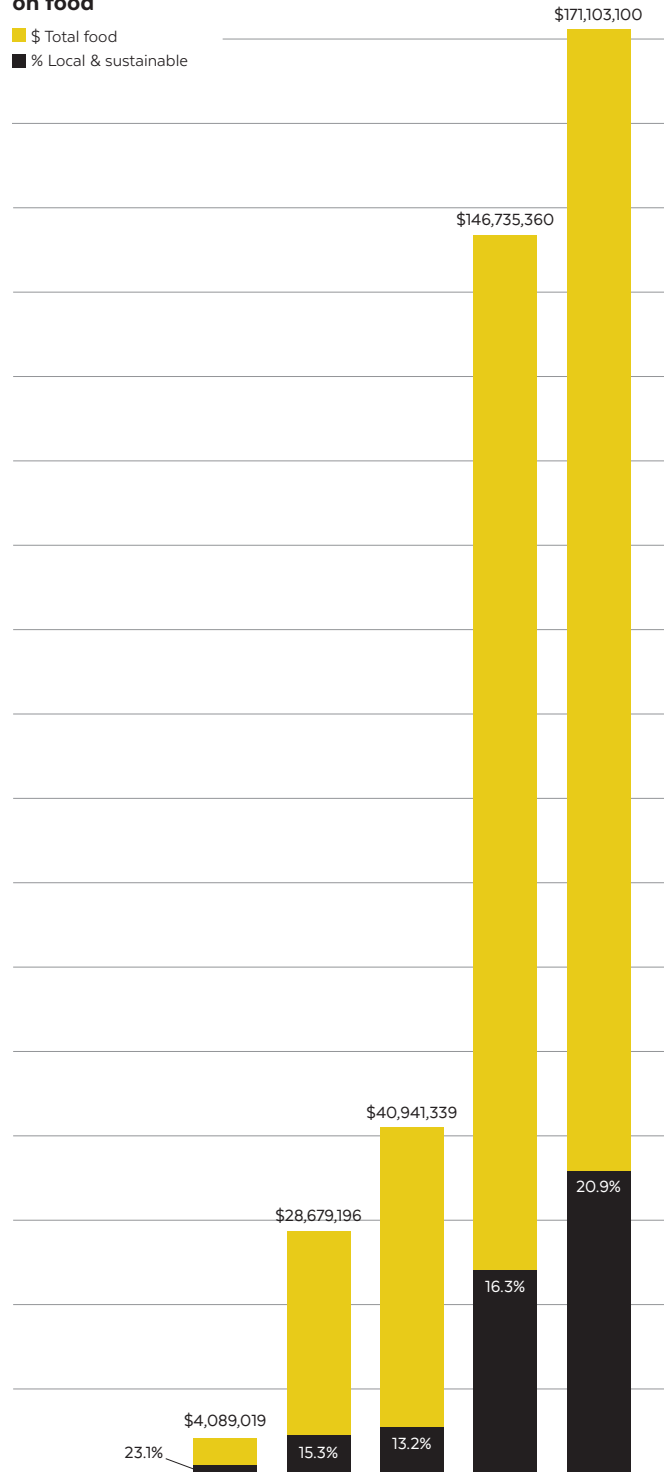
Money spent on beverages

- $ Total beverages, in millions
- % Healthy beverages

Year	2012	2013	2014
Number of participating hospitals	16	133	128

- = one hospital
- = purchases at least 80% healthy beverages

Money spent on food

- $ Total food
- % Local & sustainable

Year	2010	2011	2012	2013	2014
Number of participating hospitals	7	43	50	112	115

- = one hospital
- = purchases at least 15% local and sustainable food

Healthier, Sustainable Food Systems through Market Transformation

While the HHI sponsoring health systems were well on their way to achieving the goals of the Healthier Food Challenge, they convened a meeting in September 2013 to share their successes and highlight three primary obstacles: issues around local and sustainable food definitions, transparency and availability, and tracking and reporting. These challenges could prevent the more than 446 other hospitals, which had made commitments to the Challenge, from improving their hospital food environments and advancing the development of a sustainable food system.

What is the local/sustainable food goal of the Healthier Food Challenge?

The goal requires participating hospitals to increase the percentage of local and/or sustainable food purchases by 20 percent annually over baseline year or achieve local and/or sustainable food purchases of 15 percent of total food dollar purchases, within three years (measure=dollars).

As the founding sponsoring health systems, these leaders and advocates felt an obligation to work through these challenges by sitting down with their food suppliers, group purchasing organizations (GPOs) and food service management companies. The meeting in Washington, D.C. in February 2014 confirmed that food production, processing, sales and distribution are complex systems. Together with their suppliers, participants in the meeting agreed there were pathways to achieving the healthy beverage and balanced menus (meat reduction) goals

over time; however, the previously identified barriers lend little or no progress on the local/sustainable food goal. With the help of HCWH's Healthy Food in Health Care (HFHC) program and hospital leaders like University of Vermont Medical Center (formerly Fletcher Allen Healthcare) and University of San Francisco Medical Center who have led the country in sourcing local and sustainable foods, attendees arrived at the conclusion to focus on one product category—meat and poultry—and to address one of the leading public health issues today, the overuse of antibiotics in raising food animals. Such routine, non-therapeutic use is unnecessary and contributes significantly to the rise in resistant bacterial infections in humans.
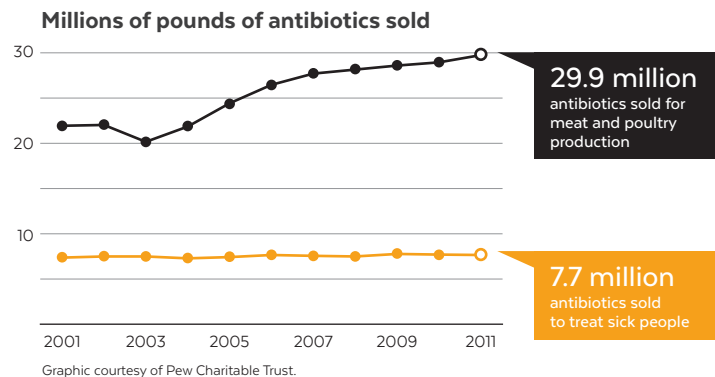
Meeting again at CleanMed in June and virtually in October 2014, the founding sponsoring health systems shared progress and best practices from working with their vendors.

Notable progress to date includes:

- Advocate Health Care, the largest health system in Illinois, recognizes the mounting evidence linking non-therapeutic antibiotics in animal production to antibiotic-resistant infections in people. Advocate is working with ARAMARK and US Foods to source and calculate the cost of transitioning to meat and poultry raised without the routine use of antibiotics. To date, US Foods identified antibiotic-free meat options available for nearly 30 percent of the total meat purchased per year by Advocate. The annual cost to convert to the antibiotic-free meat options

According to government estimates, up to 80 percent of all the antibiotics consumed each year are routinely given to poultry, beef cattle and swine in their feed, not to treat diagnosed disease, but to promote faster growth and to prevent disease outbreaks that are inevitable under confined, often unhygienic conditions where most U.S. animals are raised. Many such antibiotics are identical or very similar to human medicines.

Sources: IMS Health Inc. (human sales data); Animal Health Institute survey of its members, 2001-07; U.S. Food and Drug Administration, 2009–11 (animal sales data).

Millions of pounds of antibiotics sold

29.9 million
antibiotics sold for meat and poultry production

7.7 million
antibiotics sold to treat sick people

Graphic courtesy of Pew Charitable Trust.

available is projected to cost 20 percent more than current meat costs but is viewed as the right thing to do in order for Advocate to provide the best health outcomes for its patients. The costs are also offset by the reduced amount of meat purchased.

- Partners HealthCare, an 11-hospital health system located in New England, worked through their GPO, Novation, to identify credible criteria for meat and poultry raised without the routine use of sub-therapeutic antibiotics and availability of these products through their contract. Several of their hospitals have made purchases and Partners continues to work with University of Vermont Medical Center (formerly Fletcher Allen Healthcare, a leader in local and sustainable food procurement) to locate regional options.

- Kaiser Permanente released the sustainable food scorecard and accompanying materials with support from HCWH for use during development of food-related contracts, and to gather information from potential vendors regarding distribution and corporate practices related to sustainable food. This tool can help hospital food services identify vendors that can support sustainable purchasing goals as part of the broader request for proposal (RFP) process.

- Inova Health System, located in Northern Virginia, is working with their vendor partners to increase transparency in the food procurement process. Healthful and sustainable foods are cornerstone elements in building healthy communities. Understanding what they are purchasing, where it is coming from and associated impacts allows Inova to make more responsible choices. Inova leverages the opportunities to drive change through the influence of their market demand. Inova has more than doubled their spend on local and sustainable foods since 2012, spending over $200,000 on local produce alone. Inova is able to create a meaningful impact by streamlining processes and working with partners to improve data tracking. Through this effort of data-driven decision making, Inova is helping to support products that benefit the local economy and are aligned with their sustainability values.

- Resolute Health, of Tenet Healthcare, has a mission to provide antibiotic-free meat, and local, organic, and seasonal food on a regular basis. They began by educating their patients, employees and visitors using the theme on food day: "reforming factory farms to protect the environment and farm animals." The hospital's Leaf Café serves chicken raised without antibiotics with a seasonal vegetable blend. Resolute Health also serves grass-fed, locally-raised beef from Koch Ranches in the hospital Leaf Café and on the daily patient room service menu.

- The University of California, San Francisco Medical Center (UCSF) played a crucial role in crafting and supporting the adoption of the UCSF Academic Senate's resolution to stop buying meat raised with non-therapeutic antibiotics on their medical campus. This change in buying practices

Participating Health Systems
*HHI Sponsoring Systems

| |
|---|
| Advocate Health Care* |
| Ascension Health |
| Catholic Health Initiatives* |
| Dignity Health* |
| Gunderson Health System* |
| Inova Health System* |
| Kaiser Permanente* |
| Lee Memorial Health System |
| Partners HealthCare* |
| Tenet Healthcare* |
| University Hospitals Health System |
| University of California San Francisco Medical Center |
| University of Vermont Medical Center (formerly Fletcher Allen Health Care) |
| ThedaCare |

"We're moving the marketplace by making aggregate asks to vendors and distributors."

has spread to other California hospitals. Close work with the University of California, Los Angeles Medical Center and several hospitals in the San Diego area has resulted in collaboration on the procurement of meat and poultry raised without insidious antibiotic use through a common distributor, US Foods. Working together, the hospitals are benefiting from faster action taken by their vendor to change their offerings while also helping society avoid a potentially catastrophic decline in antibiotic efficacy.

Looking forward

As the health systems recognize their leadership and role in moving the marketplace, they will convene again to review progress made and the major challenges still remaining for other participating health systems. The HCWH HFHC Program is creating educational resources and tracking tools to sustain the effort and document progress; furthermore, two regional projects in California and New England will work to support place-based efforts among the participating health systems and other institutional partners. The hospitals and their partners recognize change doesn't take place overnight, and starting with the purchase of meat and poultry raised without routine use of antibiotics is a good step in the right direction. The long-term vision still remains to serve the healthiest sustainable foods to patients, employees and communities while creating a supply chain system that is conducive to food producers meeting the robust and verifiable label claims recognized by the healthy food in health care campaign.

For more information, contact Hillary Bisnett, National Procurement Director, HCWH HFHC Program, hbisnett@hcwh.org.
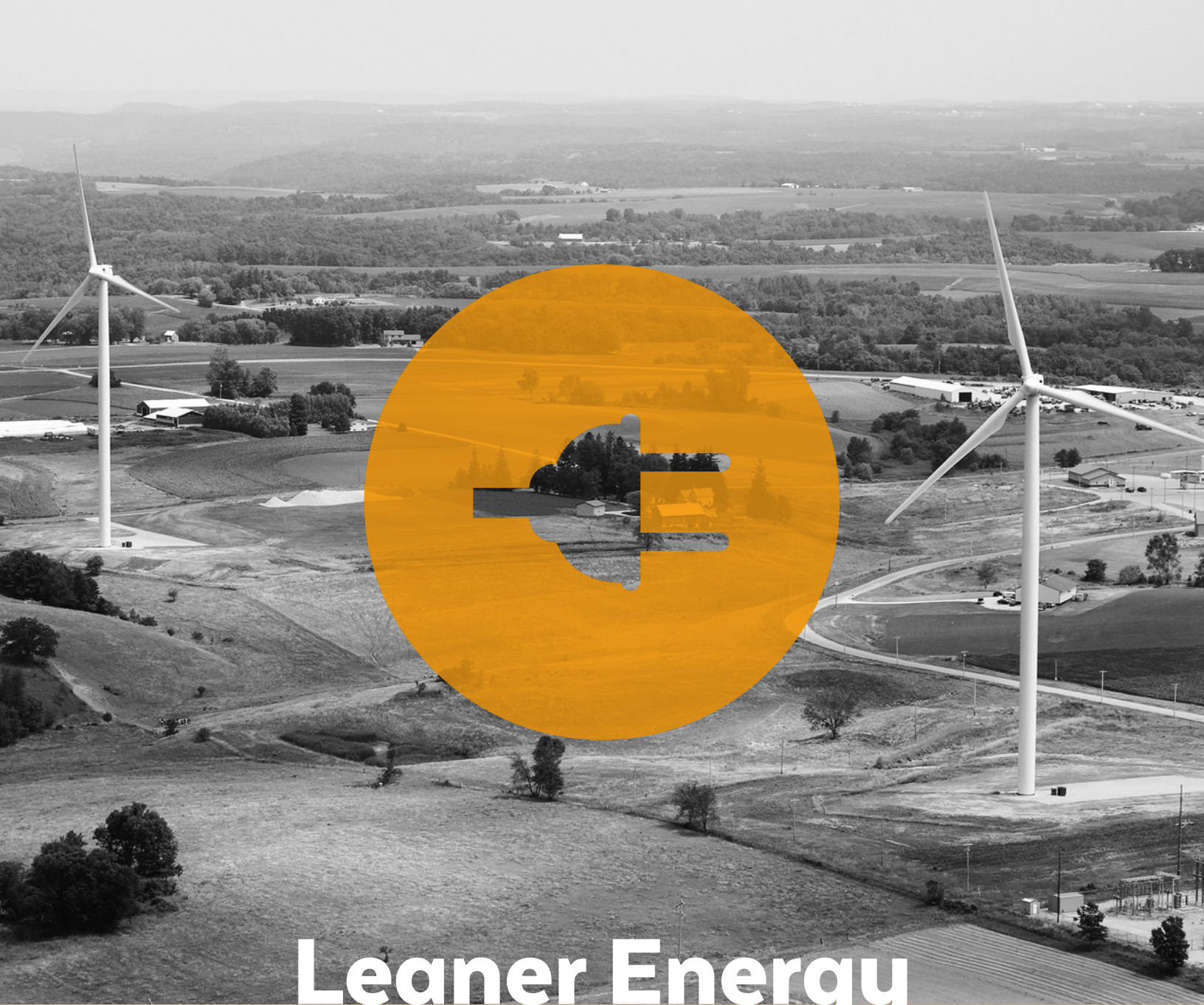
Leaner Energy

From powering life-saving equipment to ensuring the comfort of patients and staff, twenty-four hours a day, seven days a week, energy is paramount to quality health care. However, with hospitals and health systems—the second most energy-intensive building sector in the U.S.—emitting eight percent of the nation's greenhouse gas emissions, it is imperative that hospitals cut emissions through improved operations and equipment maintenance efficiency. There is a need to track both efficiency, as measured by energy used per unit of service or size of hospital, and aggregate use.

HHI's Leaner Energy Challenge resulted in reduced energy use equivalent to avoiding 73,600 metric tons of CO_2e in greenhouse gas emissions. These avoided emissions are equivalent to removing 15,600 vehicles from U.S. roads annually.

Each vehicle = 1,000 cars

Hackensack University Medical Center embarked on a two-phase energy conservation project. The annual utility cost savings, when the full project is completed, is estimated to total $1.06 million. The annual energy savings is estimated to total 4,218,984 kWh and 217,693 therms.

In viewing the number and length of time that facilities have been benchmarking with ENERGY STAR Portfolio Manager— an energy tracking and benchmarking tool provided by the U.S. Environmental Protection Agency (EPA), juxtaposed with the percent decrease in weather normalized site energy use index (which expresses energy per square foot per year, adjusting for monthly outside air temperatures), it is clear that there is a learning curve when it comes to data quality and reporting regiments. Across the cohorts, the first year in the series tends to have data quality issues, which most likely stem from undefined meters in the first years that are added. This will show an artificial increase in energy consumption. As hospitals become more familiar with tracking their energy they improve upon the identification of meters in their campus.

In the 2013 Milestone Report, 193 hospitals were utilizing ENERGY STAR's Portfolio Manager, and data from 160 hospitals were included in the report. In 2014, 361 hospitals were enrolled in the Leaner Energy Challenge, and 222 hospitals' data made it into the Milestone Report. HHI is celebrating a 38.75 percent increase in the number of hospitals reporting energy data for the Leaner Energy Challenge. The improved (stronger) data set more clearly demonstrates the progress being made on energy reduction within the health care sector.

- The 222 hospitals that submitted data saw an aggregate reduction of 2.5 percent since 2010.
- One hundred thirty-two (59%) hospitals reduced energy use relative to the baseline year.
- Ninety-one hospitals (41%) show at least Level 1 achievement, a three percent reduction in energy use from their baseline year.
- According to ENERGY STAR's Portfolio Manager, HHI's Leaner Energy Challenge resulted in reduced energy use equivalent to avoiding 73,600 metric tons of CO_2e in greenhouse gas emissions. These avoided emissions are equivalent to removing 15,600 vehicles from U.S. roads annually.

Two hundred twenty-two hospitals submitted energy data, representing 18.1 percent of the 1,226 hospitals enrolled in HHI at the beginning of 2015. While the successes of benchmarking and analyzing such a significant health care data set can be celebrated, it is just the beginning. Benchmarking is the first step. The more hospitals that submit data, the better the entire picture. If all 1,226 HHI facilities were benchmarking energy use with ENERGY STAR as a partner, the data set could serve as a sector-wide baseline, informing additional insights—by region, fuel type, patient days, function and more. This acute look at energy in health care could lead to more detailed analysis, as well as present options for increased efficiency moving forward.

Energy conservation requires a complementary focus on renewable energy sources. Cost savings from energy conservation can be used to invest in renewable resources. The data can be scrutinized to identify gaps in the market and be incorporated into strategies, planning to increase access to MRFs. Data can be the conduit for real change, as hospitals both seek affordable renewable energy sources and energy conservation strategies.

Number of participating hospitals

■ = one hospital

| Cohort	2010–2014	2011–2014	2012–2014	2013–2014
Number of participating hospitals	168	29	15	10
Decrease in energy use (2014, compared to baseline)	2.5%	2.5%	2.8%	4.7%
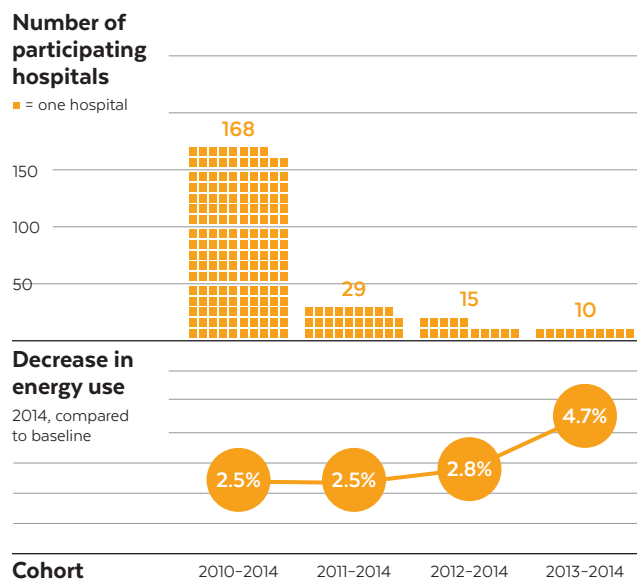
Less Waste

According to Practice Greenhealth's 2014 Sustainability Benchmark Report, the health care sector creates the staggering amount of 28.4 lbs. of total waste per staffed bed per day (the sum of biohazardous, solid, recyclables and hazardous waste). One of HHI's most popular challenges, the HHI Less Waste Challenge, sets the goal of 15 percent recycling as a component of total waste—easily achievable with corrugated cardboard and single-stream recycling. Improving segregation of RMW to 10 percent or three lbs. per adjusted patient day is important to health care facilities for its cost-saving opportunity. The Less Waste Challenge is rounded out with a focus on recycling and diversion of construction and demolition debris from significant (more than 1,000 square foot) construction projects, recognizing that landfills' biggest contributor is construction debris.

Waste Recycling

The first Less Waste Challenge goal aims to recycle 15 percent or more of total waste. Four hundred fifty-seven different hospitals provided data from 2010-2014 with an average recycling rate of 24.4 percent.

In aggregate, the 395 reporting hospitals in 2014 recycled 122,000 tons of waste, and 68.4 percent (270 of 395) of them have met or surpassed the 15 percent goal with an average recycling rate of 26.3 percent.
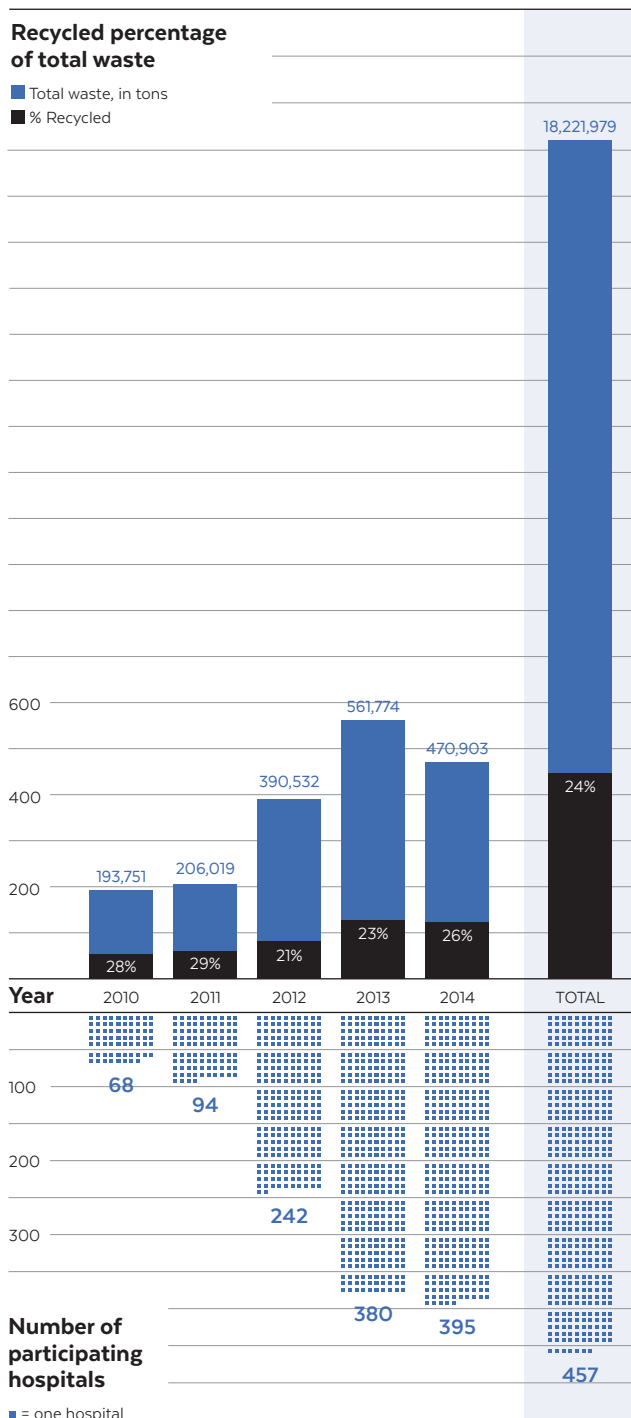
Regulated Medical Waste

Due to a finite number of treatment facilities, including incinerators, RMW requires significant transportation and treatment costs. Because RMW is at least five times more expensive than solid waste management, improved segregation offers both cost savings and improved environmental performance. The second Less Waste Challenge goal is to attain a RMW percentage of less than 10 percent of total waste. Over the past four years, 391 different hospitals provided HHI with data. In 2014, 217 of 298 hospitals (72.8 percent) reported RMW as less than 10 percent of total waste, averaging 8.6 percent RMW.

Regulated Medical Waste per Adjusted Patient Day

An alternative goal of the Less Waste Challenge is to reduce RMW to three lbs. or less per adjusted patient days (APD). Fifty-five hospitals provided HHI with data over the four-year period. In 2014, 16 of 18 (88.9 percent) hospitals providing data met the goal of no more than three lbs. RMW per APD.

Construction and Demolition Diversion

The third goal of the Less Waste Challenge is to divert or recycle 80 percent or more of construction and demolition waste. Seventy-two hospitals provided HHI with data. Since 2010, an average of 76.9 percent of construction and demolition debris has been recycled.

An analysis of the data by geographic region shows areas of low recycling rates and higher RMW rates. This finding may indicate a lack of access to material recovery facilities. One of the obstacles to having the entire country recycling at a higher rate is geography. By looking at the geographic representation of the data, there are regions of the country that have lower recycling rates and higher RMW rates. A portion of this imbalance can be attributed to varying cultures in health care facilities, but the location of the material recovery facilities (MRF), where recyclables are prepared for market, can also be a factor. Hospitals situated far from MRFs may experience higher transport costs and difficulty identifying partners, making recycling more difficult. The increase in recycling rates demonstrates a growing demand among hospitals for these services, and that data sets can be helpful in regional market changes and increased access to MFR services.

Recycled percentage of total waste

- ■ Total waste, in tons
- ■ % Recycled

Year	2010	2011	2012	2013	2014	TOTAL
Total waste, in tons	193,751	206,019	390,532	561,774	470,903	18,221,979
% Recycled	28%	29%	21%	23%	26%	24%

Number of participating hospitals

■ = one hospital

2010	2011	2012	2013	2014	TOTAL
68	94	242	380	395	457

Hudson Hospital and Clinics, Hudson, Wisconsin, achieved a 40.22 recycling rate, far surpassing the HHI goal of 15 percent.

The 233-bed St. Mary's Regional Medical Center, Lewiston, Maine, reduced their regulated medical waste (RMW) from 10 to seven percent, lowering waste removal fees by $2,000 per year.

Safer Chemicals

Certain chemicals that are used in everyday products such as furnishings, cleaners and medical devices have the potential to expose both patients and staff at health care facilities to harmful chemicals. These products can also have health and environmental consequences during their manufacture and disposal. From endocrine-disrupting chemicals in the form of flame retardants or DEHP, to chemicals that can cause respiratory problems for environmental services employees, it is crucial that hospitals transition to products that align with healing environments and healthy communities. By prioritizing and tracking this information, HHI is helping accelerate a switch to safer products and highlight trends and product lines that meet the goals of the Safer Chemicals Challenge.

PVC-/DEHP-Free Devices

The first goal of the Safer Chemicals Challenge is to eliminate PVC and DEHP from one or more of seven defined product lines as listed below:

- Breast pumps
- Enteral nutrition products
- Parenteral infusion devices and sets
- General urological (irrigation/urology sets and solutions, urinary catheters)
- Exam gloves
- Umbilical vessel catheters
- Vascular catheters

A large increase was observed in the data set between 2012 and 2013, which may be an indication of the time it takes to review and identify new contracts and to pilot alternatives. In 2014, 172 hospitals reported making at least one product line DEHP- and PVC-free. The dramatic increase in participation sends a strong message to the marketplace about health care's interest in the elimination of PVC and DEHP from medical devices, products and materials.

Hospitals with at least one product category PVC-/DEHP-free

■ = one hospital
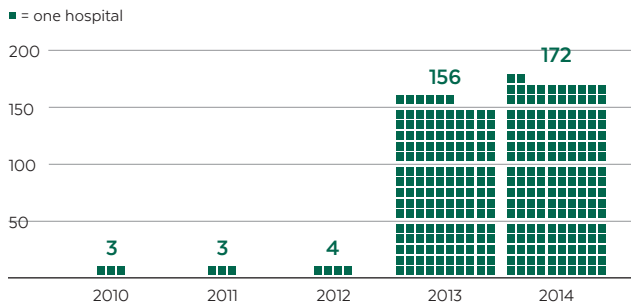
Beaumont Health System felt that a clinical champion was key to the success of their elimination of medical devices that contained Di(2-ethylhexyl)phthalate (DEHP) and Polyvinyl chloride (PVC).

Green Seal or EcoLogo Certified Cleaning Products

The green cleaning goal is to purchase more than 90 percent Green Seal or EcoLogo certified products in four product categories—bathroom cleaners, general purpose cleaners, carpet cleaners and window cleaners—measured in dollars spent compared to total spend for these four areas. One hundred sixty-one different hospitals reported data on cleaning purchases over the three years with 131 in 2014.

Money spent on cleaning supplies

■ $ Total cleaning supplies
■ % Green Seal or EcoLogo

Number of participating hospitals

■ = one hospital
■ = purchases more than 90% Green Seal or EcoLogo
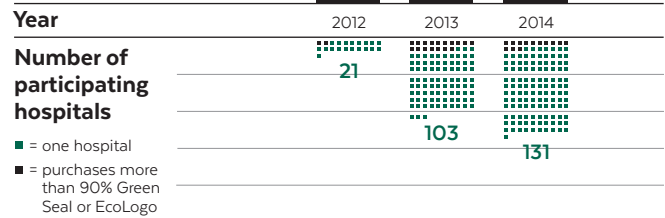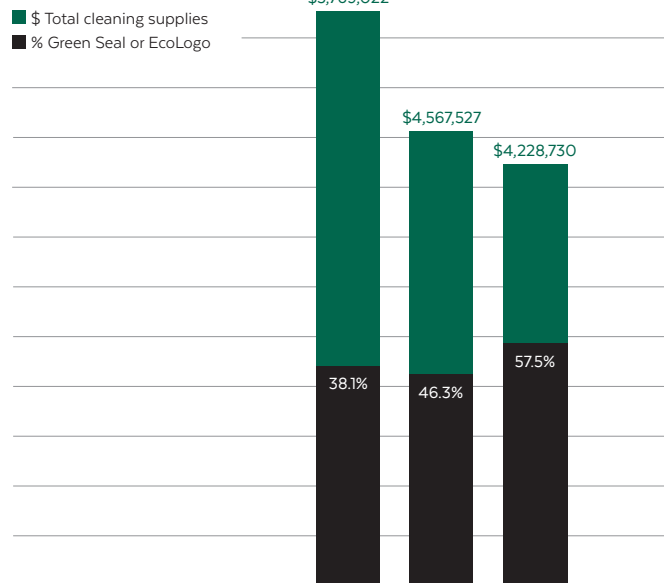
Spectrum Health's Butterworth Hospital realized $30,000 in green cleaning savings through reduction in product inventory and standardization.

This data requires some interpretation because of an atypical situation in 2012. A large system purchased a significant amount of green cleaners but only reported data for 2012. Although the total spend appears to go down from 2012 to 2013, this in large part reflects the drop-off in reporting by one system. Note that overall, participating systems increased dramatically from 2012 to 2014. From 2013 to 2014 the data shows an 11.2 percent increase in spend on certified cleaning chemicals compared to total spend. Many enrollees outsource environmental services management, which may have contributed to challenges in capturing the data required for this challenge. This, along with the fact that many systems

are interested in this challenge but did not participate, demonstrates a lot of opportunity for expanded engagement going forward.
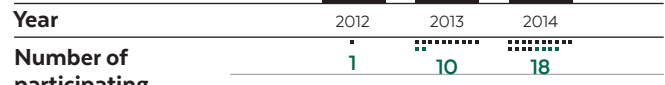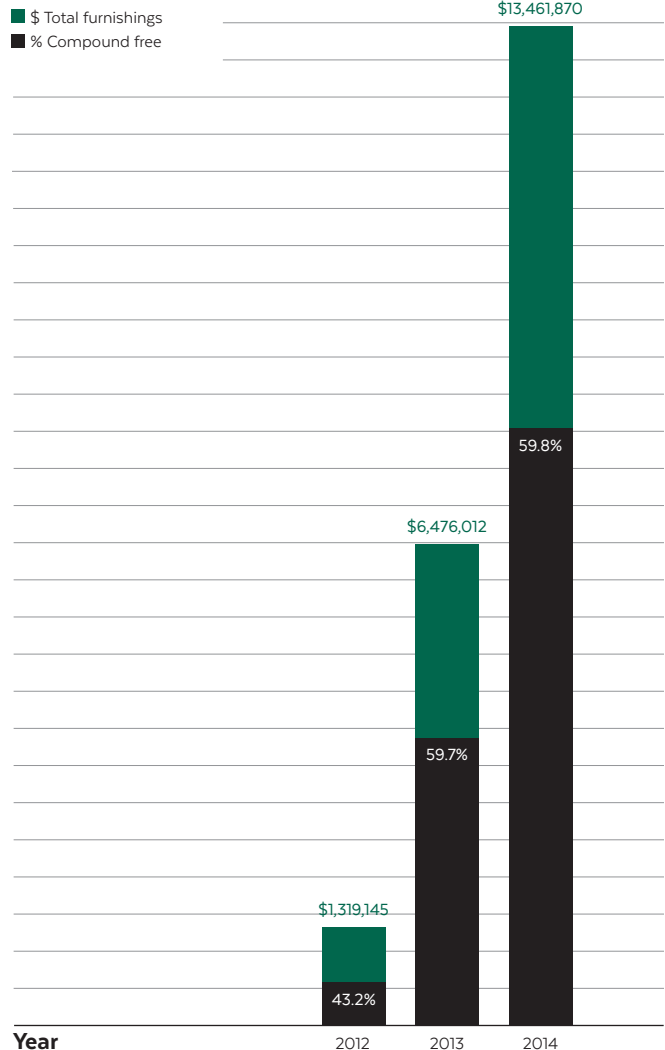
Healthy Interiors

The healthy interiors goal of the Safer Chemicals Challenge is to purchase at least 25 percent (in dollars) of products in furnishings (such as chairs or exam tables) that eliminate the intentional use of halogenated flame retardants, formaldehyde, perfluorinated compounds and PVC.

Most health care facilities do not track whether or not their furnishings contain harmful chemicals. Creating the internal systems to track furniture purchases and to identify alternatives takes time for health care systems. New tools developed recently, including lists of furnishings meeting the criteria, have helped make it easier to accomplish this goal.

Although the numbers are small, there is a significant increase in the number of reporting hospitals as well as the dollars spent on cleaning agents that do not contain chemicals of concern. In 2014, 18 hospitals reported that an average of 59.8 percent of furnishings purchased that year were free of the targeted chemicals of concern, and 14 hospitals met the goal of purchasing more than 25 percent of healthy furnishings.

This goal has significant market movement implications. Increasingly, major purchasers are urging vendors to manufacture products that do not contain chemicals of concern, both to help them create healthy interiors and to protect communities and the environment. For example, flame retardants were added to furnishings when smoking was more common in public places and before the widespread use of sprinkler systems. Recent evidence suggests those flame retardants often do not perform as advertised, yet can expose people and the environment to hazardous chemicals. Consumer pressure on furniture manufacturers to remove flame retardants from their products has been critical in generating demand for compound-free furnishings. Large health systems are leading this market transformation with public announcements and corporate policies to reflect the purchase of compound-free furnishings only. The health care sector has added to this public pressure in the form of public announcements by large health systems declaring that they will no longer purchase furnishings with toxic flame retardants in them. And companies are responding by bringing more products to market that meet these demands.

Money spent on compound free furnishings

■ $ Total furnishings
■ % Compound free

$13,461,870

59.8%

$6,476,012

59.7%

$1,319,145

43.2%

Year	2012	2013	2014
Number of participating hospitals	1	10	18

■ = one hospital
■ = purchases more than 25% healthy interiors compliant

University Hospitals Health System, Ohio, spent over $760,000 on furnishings free of HHI-identified chemicals of concern, representing 71 percent of total spend from reporting vendors.

Healthy Interiors through Market Transformation

Chemicals linked to cancer, birth defects, asthma and a variety of other health problems are present in a wide range of products—from medical devices to furniture and textiles used in health care. Through the Safer Chemicals Challenge, HHI is working with hospitals to eliminate harmful chemicals in some commonly used products and to switch to safer alternatives.

The goal of the safer chemicals market transformation work is to leverage the increased demand for products without chemicals of concern to drive manufacturers to offer safer products in the marketplace.

Health Care is Moving the Market toward Healthy Interiors

The health care sector can be a powerful force in building a healthy and sustainable material economy that protects communities and ecosystems. Through purchasing power and persuasive voice, hospitals and health professionals across the country are influencing the types of products on the market and the content of those products. The size and reach of the sector influences the amount of information available to purchasers about products and their ingredients, and ultimately, the relative safety of products used every day.

The key to success is easier access to furnishings that meet the healthy interiors goal. As hospitals asked their vendors for furniture without the targeted chemicals of concern, suppliers slowly started to respond. After over a year of developing relationships with furniture manufacturers, HCWH and HHI wanted to accelerate the response and provide more resources to hospitals, including public lists of products that met the healthy interiors goal.

In September 2014, HCWH and HHI convened a meeting at Chicago's Merchandise Mart that brought together leading health systems in the U.S., including Advocate Health Care, Beaumont Health System, Dignity Health, Kaiser Permanente, Partners HealthCare and University Hospitals, as well as major furniture suppliers to health care, including Steelcase, Herman Miller, Haworth, Knoll, IOA, The HON Company and Staples. The meeting provided a forum in which health systems could express their purchasing preferences as a broader community and ask pointed questions about the elimination of the harmful chemicals targeted by the healthy interiors goal.

With health care providers' preferences clearly stated and several suppliers prepared to meet the demand, HCWH and HHI encouraged furniture manufacturers to develop lists of products meeting the healthy interiors goal. These lists make identifying and purchasing such products easier for health care purchasers. The response has been incredibly encouraging, as companies now approach HHI for assistance in developing their lists. The Safer Chemicals Challenge also reaches deeper into the supply chain, with suppliers to the furniture sector providing their own lists of products that meet the healthy interiors goal.

Companies Manufacturing Healthier Furnishings

As of March 1, 2015, the following companies have developed lists of products that meet the HHI healthy interiors goal: Allsteel, EnviroLeather by LDI, Gunlocke, Haworth, Herman Miller, The HON Company, IOA, KI, Knoll, Naturepedic, National Furniture, OFS Brands and Steelcase. To get the most up-to-date lists, visit www.HealthierHospitals.org/hhichallenges/furniturelist.

What is the Healthy Interiors Goal of the Safer Chemicals Challenge?

The goal requires participating hospitals to ensure that 25 percent of the annual volume of freestanding furniture and medical furnishings eliminate the intentional use of halogenated flame retardants, formaldehyde, perfluorinated compounds and polyvinyl chloride (PVC, also known as vinyl).

Reaching Beyond Health Care

In June 2014, at CleanMed in Cleveland, Ohio, Kaiser Permanente committed publicly to phasing out flame retardants from upholstered furniture systemwide. In September 2014, four large health systems followed suit with a similar announcement, including: Advocate Health Care, Beaumont Health System, Hackensack University Medical Center and University Hospitals, which represent 7,000 patient beds throughout Illinois, Michigan, New Jersey and Ohio. Combined with Kaiser Permanente, the five health systems spend nearly $50 million a year on furniture for their facilities.

This commitment to go flame retardant-free in furniture goes beyond the HHI healthy interiors goal, driving the market away from additional problematic flame retardants. The five leadership health systems are joining a much broader movement away from hazardous flame retardants—a movement that has arisen in response to mounting evidence that these compounds pose hazards to humans and wildlife. While health care is joining a broader societal movement away from flame retardants, its engagement and the fact that health care professionals are opinion leaders in society, add significant momentum to this market shift. The actions of the health care sector are helping to accelerate a move toward a safer and more sustainable planet, one chair at a time.

Looking Ahead

In the coming year, the HHI Safer Chemicals Challenge will focus on medical furnishings, mattresses and textiles more broadly. A meeting at CleanMed 2015 in Portland, Oregon, with major medical furniture companies and some of HHI's leading health systems provides another opportunity to accelerate the transition away from the use of harmful chemicals in hospital furnishings.

Beyond furnishings, HHI is also in the early stages of engaging in market transformation work around the other Safer Chemicals Challenge goals, including green cleaners and DEHP- and PVC-free medical devices.

For more information contact rgibson@hcwh.org.

Flame Retardants Showing Up in Hospital Dust

In 2013, Zhuoyuan Chen and Dr. Heather Stapleton at Duke University analyzed dust samples from fifteen U.S. hospitals for the presence of flame retardants. The researchers found flame retardants in every sample, including two common flame retardant commercial mixtures at levels higher than those found in residential settings, and two organophosphate flame retardants at the same level as residential settings. Multiple researchers have found relatively high levels of flame retardants in the dust in buildings and residences. The Duke study was the first of its kind to analyze hospital dust.
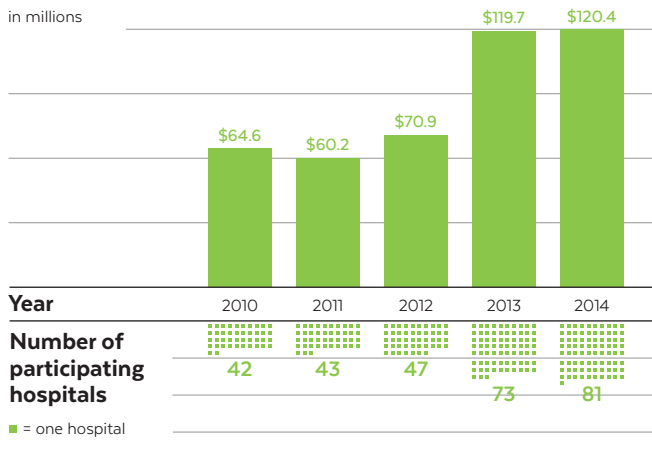
Smarter Purchasing

The Smarter Purchasing Challenge is intended to facilitate the implementation of win-win opportunities for cost savings and environmental improvement. HHI brings the power of data to the contracting table. All too often, environmental improvement and data needs are identified after contracts are signed. The Smarter Purchasing Challenge (and all of the HHI Challenge goals) provide specification language and data needs to support and inform key aspects of contracts with prospective business partners. The Smarter Purchasing Challenge goals help get enrollees started with EPP and incorporate criteria of health and sustainability in contract, service and equipment purchase decisions. Capturing environmentally preferable spend sends the message across the sector that hospitals have an interest in safer materials and environmentally responsible equipment, products and services.

Electronic Product Environmental Assessment Tool (EPEAT®)

Electronic equipment use is quickly growing, and with the continuous technology demands and growth comes enormous challenges related to energy use and disposal of outdated equipment which may contain heavy metals and hard-to-recycle components. Specifications for computers, televisions, printers and photocopiers with the use of EPEAT promote environmentally-preferred electronics purchases without increasing costs. The goal is to measure the total spend on EPEAT-registered products in health care. Current contracting processes can make it challenging to track spend by product, since purchasing may be spread across multiple departments.

Value of EPEAT-registered products

in millions

	$64.6	$60.2	$70.9	$119.7	$120.4
Year	2010	2011	2012	2013	2014
Number of participating hospitals	42	43	47	73	81

■ = one hospital

One hundred and one hospitals reported EPEAT spending, with the numbers steadily increasing since 2010. In 2014, 81 hospitals reported their annual spend on EPEAT-registered electronics. An additional $120,415,193 was spent on EPEAT-registered electronics in 2014. HHI has been able to quantify $435,803,604 in EPEAT spending since 2010.

Tracking EPEAT spend is an important market transformation measure. The goals are to demonstrate the demand for environmentally-preferable electronics, influence other manufacturers to register their products with EPEAT, and educate the health care sector about opportunities for improving the environmental performance of the electronic equipment that is growing at such a rapid rate, while addressing deep challenges around energy, chemicals and waste.

> Kaiser has a long-standing culture and commitment to Electronic Product Environmental Assessment Tool (EPEAT®). Today, the organization purchases 100 percent of desktops, monitors and laptops that meet EPEAT's gold requirements, and are moving towards the same for printers and photocopiers.

SUD Reprocessing

One of the goals of the Smarter Purchasing Challenge is to increase the purchases of reprocessed SUDs by at least 50 percent over baseline. While the collection of FDA-approved SUDs for reprocessing reduces waste tonnage and disposal costs, it is equally important for hospitals to purchase back the reprocessed devices to maintain the demand, closing the loop. The reprocessed device is roughly equal in cost.

SUD reprocessing

in millions

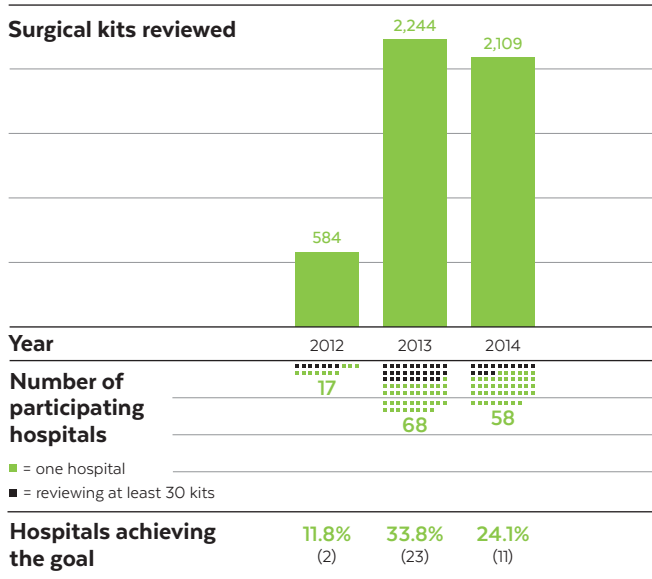|	$18.1	$32.4	$33.9	$45.3	$44.8
Year	2010	2011	2012	2013	2014
Number of participating hospitals	144	207	122	192	285
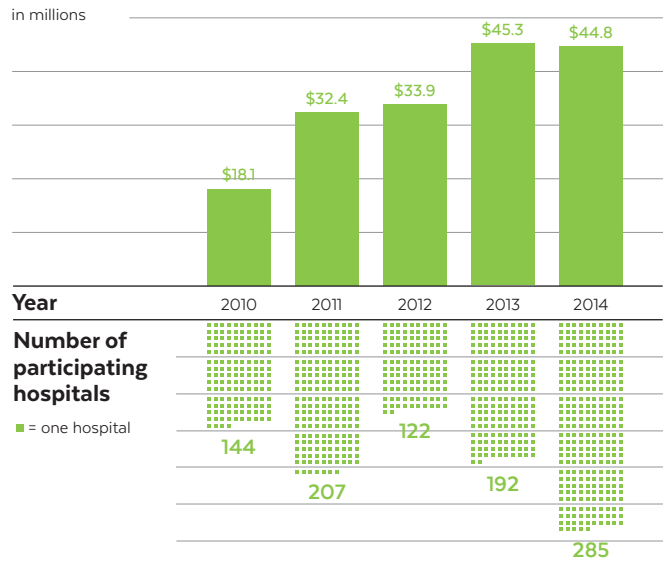
■ = one hospital

Since 2010, 379 hospitals saved more than $174 million by purchasing reprocessed single-use devices. Hospitals generally buy back the reprocessed SUDs at 1/2 the original purchase price. Three hundred seventy-nine different hospitals reported data on SUD purchases since 2010. Of the 119 hospitals reporting data in 2014 that have a continuous purchasing series (2010-2014, 2011-2014, 2012-2014 or 2013-2014):

- Fifty (42 percent) increased purchases compared to the first year in the reporting series.
- Thirty-one (26 percent) reported increasing purchasing of reprocessed devices by more than 50 percent in 2014 relative to the first year in the reporting series.

HHI has been able to quantify $174.4 million in reprocessed SUD expenditure since 2010. While it is fantastic that hospitals are spending such a large sum of money on reprocessed devices, there are numerous roadblocks to implementing an SUD purchasing program, ranging from physician buy-in to leadership support. Practice Greenhealth will continue to work with hospitals, tackling barriers around contracting limits, clinical engagement, and ongoing training and auditing needs.

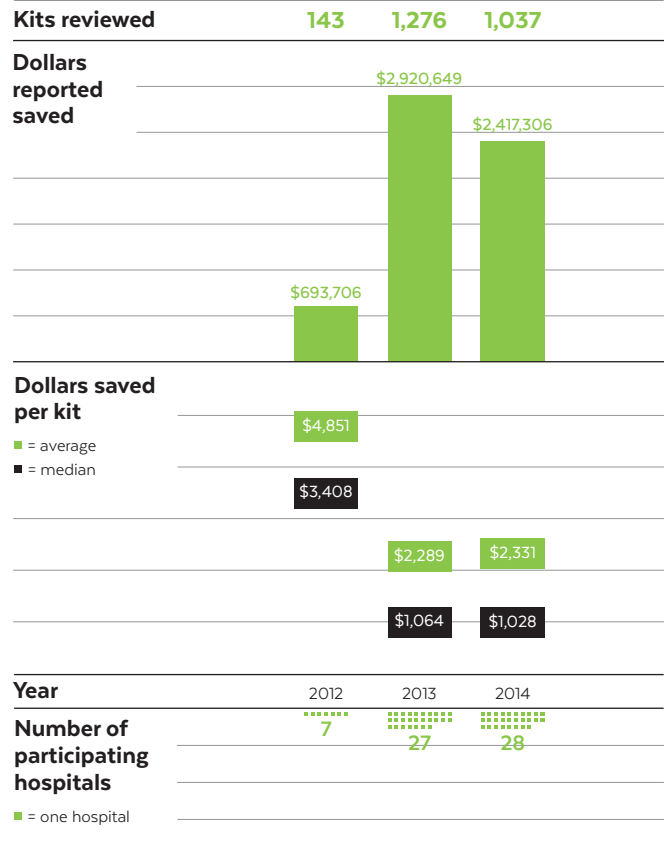## Surgical Kit Reformulation–Kit Count

The final goal of the Smarter Purchasing Challenge is surgical kit reformulation, with a goal to review at least 30 custom surgical OR kits or 80 percent of OR kit types, whichever number of kits is greater. Through kit review, unnecessary components are eliminated, reducing costs and waste. Seventy-one hospitals reported on kits reviewed from 2012–2014.

Surgical kits reviewed			
	584	2,244	2,109
Year	2012	2013	2014
Number of participating hospitals	17	68	58

■ = one hospital
■ = reviewing at least 30 kits

Hospitals achieving the goal	11.8% (2)	33.8% (23)	24.1% (11)

Surgical Kit Reformulation–Dollars Saved

While reporting on cost savings was optional, 62 hospitals reported dollar information from 2012-2104. The total reported savings across the three years for the 62 hospitals is $6.03 million, or an average of almost $100,000 in savings per hospital. While the number of hospitals reporting on this challenge decreased slightly in 2014, OR kit reformulation is clearly a continued win-win for hospitals.

Combining hospitals that reported both kits and dollars saved, HHI estimates dollar savings per kit, with the median providing a more conservative estimate than the mean, as seen below.

Kits reviewed	143	1,276	1,037
Dollars reported saved	$693,706	$2,920,649	$2,417,306

Dollars saved per kit			
	$4,851	$2,289	$2,331
	$3,408	$1,064	$1,028

■ = average
■ = median

Year	2012	2013	2014
Number of participating hospitals	7	27	28

■ = one hospital

Fort Lauderdale's Broward Health's surgical kit reformulation review project yielded an overall 30 percent savings on their $3.4 million annual spend, plus an additional $400,000 surgical single-pull stock keeping unit (SKU) spend which resulted in the elimination of 24,501 lbs. of custom surgical kit waste.

Virginia Mason of Seattle, Washington, reduced supply cost by $3 million in three years by reprocessing single-use devices (SUDs). In 2014 they reprocessed or recycled over 18,850 lbs. of devices.

Thank you

Most health care sustainability initiatives begin with the passion of one or two individuals. HHI has offered an opportunity to connect individuals and their facilities with the power of the aggregate—strength in numbers. You are part of a movement in which hospitals are the anchor, leading their communities to a healthier future.

We'd like to express our appreciation to The Center for Health Design, Practice Greenhealth and Health Care Without Harm (HCWH) staff, Informing Ecological Design, LLC, Brink Communications and many others for their contributions to HHI and the Milestone Report. We also thank the HCWH Safer Chemicals Workgroup and the Healthy Food in Health Care Workgroup, who provided leadership on the Safer Chemicals and Healthier Food Challenges. Thank you for all that you do.

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Supporting Organizations

American Nurses Association
American Public Health Association
Amerinet
California Hospital Association
The Canadian Coalition for Green Health Care
Catholic Health Association
Colorado Nurses Association
Efficiency Vermont
Florida Hospital Association
Health Trust
Healthy Building Network
Hospital Association of Rhode Island
Illinois Hospital Association: The Institute for Innovations
The Institute for Healthcare Improvement
The Institute for Innovations in Care and Quality
Premier
Maryland Hospitals for a Healthy Environment
Massachusetts Association of Behavioral Health Systems
Massachusetts Hospital Association
The Michigan Center for Rural Health
Michigan Health and Hospital Association
New Hampshire Hospital Association
Ohio Hospital Association
Vermont Association of Hospitals and Health Systems
Wisconsin Hospital Association
Wyoming Pollution Prevention Program
Washington State Hospital Association

Enrollees who Provided Data

Advocate
BroMenn Medical Center
Christ Medical Center
Condell Medical Center
Eureka Hospital
Good Samaritan Hospital
Good Shepherd Hospital
Illinois Masonic Medical Center
Lutheran General Hospital
Sherman Hospital
South Suburban Hospital
Trinity Hospital
All Children's Hospital
Ann & Robert Lurie Children's Hospital of Chicago
Anne Arundel Medical Center
Aria Health
Bucks County
Frankford
Torresdale
Ascension Health
Alexian Brothers Behavioral Health Hospital
Alexian Brothers Medical Center
Alexian Rehabilitation Hospital – Long Term Care
Borgess Lee Memorial Hospital
Borgess Medical Center
Borgess Pipp Hospital
Carondelet St. Joseph Hospital
Carondelet St. Mary's Hospital
Columbia St. Mary's Hospital–Milwaukee
Columbia St. Mary's Hospital Ozaukee
Dell Children's Medical Center of Texas
Genesys Regional Medical Center
Holy Cross Hospital
Lourdes Hospital–Binghamton
Lourdes Medical Center–Pasco
Ministry Saint Joseph's Hospital
Mount St. Mary's Hospital and Health Center
Providence Health Center–Waco
Providence Hospital–Mobile
Providence Hospital–Washington
Providence Park Campus–Novi
Providence Southfield Campus
Sacred Heart Hospital
Sacred Heart Hospital on the Gulf Coast
Sacred Heart on the Emerald Coast
Sacred Heart Rehab Institute–Long Term Care
Saint Agnes Hospital
Saint Thomas Hickman Hospital
Saint Thomas Midtown Hospital
Saint Thomas Rutherford Hospital
Saint Thomas West Hospital
Seton Edgar B. Davis
Seton Highland Lakes
Seton Medical Center–Austin
Seton Medical Center–Hays
Seton Medical Center–Williamson
Seton Northwest Hospital
Seton Shoal Creek
Seton Southwest
Seton Specialty Hospital of Indianapolis
Seton Specialty Hospital of Lafayette
St. Alexius Medical Center
St. Elizabeth Hospital–Appleton
St. John Hospital & Medical Center
St. John Macomb Hospital
St. John River District Hospital
St. John's Health System–Anderson
St. Joseph Hospital–Kokomo
St. Joseph Hospital–Tawas City
St. Joseph Medical Center–Kansas City
St. Joseph Regional Medical Center–Lewiston
St. Luke's Hospital/St. Vincent's Medical Center Southside
St. Mary's Hospital
St. Mary's Medical Center–Blue Springs
St. Mary's Medical Center of Evansville
St. Mary's Medical Center of Saginaw
St. Mary's Standish Community Hospital
St. Mary's Warrick Hosp, Inc.
St. Vincent Carmel
St. Vincent Dunn
St. Vincent Frankfort
St. Vincent Heart Center of Indiana
St. Vincent Indianapolis Hospital
St. Vincent Jennings
St. Vincent Mercy Hospital
St. Vincent Randolph
St. Vincent Salem Hospital
St. Vincent Stress Center
St. Vincent Williamsport Hospital
St. Vincent Women's Hospital
St. Vincent's Birmingham Hospital
St. Vincent's Blount
St. Vincent's Clay
St. Vincent's East
St. Vincent's Medical Center–Bridgeport
St. Vincent's Medical Center Riverside
St. Vincent's St. Clair
Tucson Heart Hospital–Carondelet, LLC
University Medical Center Brackenridge
Aultman Hospital
Baptist Health South Florida
Baptist Hospital of Miami
Doctors Hospital
Homestead Hospital
Mariners Hospital
South Miami Hospital
West Kendall Baptist Hospital

Barnesville Hospital
Baystate
Baystate Medical Center
Franklin Medical Center
MaryLane Hospital
Beaumont Hospital
Grosse Pointe
Royal Oak
Troy
Belmont Community Hospital
Berger Health System
Berkshire Health Systems–Fairview Hospital
Berkshire Medical Center
Beth Israel Deaconess Hospital–Plymouth
Beth Israel Deaconess Medical Center
Beverly Hospital–Beverly
Blanchard Valley
Bluffton Hospital
Bon Secours Health System
Boston Medical Center
Boulder Community Foothills Hospital
Boulder Community Hospital
Brattleboro Memorial Hospital
Bronson Battle Creek
Bronson Methodist Hospital
Broward Health
Coral Springs
Imperial Point
Medical Center
North
Cape Cod Healthcare
Cape Cod Hospital
Falmouth Hospital
Carilion Clinic–Roanoke Memorial Hospital
Carle Hoopeston Regional Health Center
Carolinas Healthcare System
Carolinas Medical Center–Charlotte
Carolinas Medical Center–Lincoln
Carolinas Medical Center–Mercy
Carolinas Medical Center–Northeast
Carolinas Medical Center–Pineville
Carolinas Medical Center–Union
Carolinas Medical Center–University
Carson City Hospital
Central Vermont Medical Center
Charlevoix Area Hospital
CHE/Trinity –Mercy Health Saint Mary's Hospital
Chesapeake Regional Medical Center
Catholic Health Initiatives
Cleveland Clinic
Ashtabula County Medical Center
Cleveland Clinic Florida–Weston
Cleveland Clinic Main Campus
Euclid Hospital
Fairview Hospital
Hillcrest Hospital
Lakewood Hospital
Lutheran Hospital
Marymount Hospital
Medina Hospital
South Pointe Hospital
Community First Medical Center
Community Medical Centers
Clovis Community Medical Center
Community Regional Medical Center
Fresno Heart & Surgical Hospital
Copley Hospital
Cottage Hospital
Covenant Health
St. Joseph Hospital–Bangor
St. Joseph Hospital–Nashua
St. Mary's Regional Medical Center
St. Joseph Hospital
CT Mental Health Center
Dana-Farber Cancer Institute
Dartmouth-Hitchcock Medical Center
Dayton Children's Hospital
Department of Veterans Affairs–Portland VA Medical Center
DePaul Medical Center
Dignity
Arroyo Grande Community Hospital
Bakersfield Memorial Hospital
California Hospital Medical Center
Chandler Regional Hospital
Community Hospital of San Bernadino
Dominican Hospital
French Hospital
Glendale Memorial Hospital and Health Center
Marian Medical Center
Mark Twain St. Joseph's Hospital
Mercy General Hospital
Mercy Gilbert Medical Center
Mercy Hospital of Folsom
Mercy Medical Center Merced–Community Campus
Mercy Medical Center Merced–Dominican Campus
Mercy Medical Center Mt. Shasta
Mercy Medical Center Redding
Mercy San Juan Medical Center
Methodist Hospital of Sacramento
Northridge Hospital Medical Center
Saint Francis Memorial Hospital
Sequoia Hospital
Sierra Nevada Memorial Hospital
St. Bernardine Medical Center
St. Elizabeth Community Hospital
St. John's Hospitals
St. John's Pleasant Valley Hospital

St. John's Regional Medical Center
St. Joseph's Hospital and Medical Center–Phoenix
St. Joseph's Medical Center and Behavioral Health
St. Mary Medical Center–Long Beach
St. Mary's Medical Center–San Francisco
St. Rose Dominican Hospital–San Martin
St. Rose Dominican Hospital–Siena
St. Rose Dominican Hospitals–Rose de Lima
Woodland Healthcare
Doctors Hospital of Nelsonville
Dublin Methodist Hospital
East Ohio Regional Hospital
Edward Hospital
Einstein Medical Center Montgomery
Emory University Hospital
Emory University Hospital Midtown
Evergreen Healthcare
Fairfield Medical Center
Fairfield Memorial Hospital
Fairview Health Services
University of Minnesota Medical Center,
    Fairview–East Bank
University of Minnesota Medical Center,
    Fairview–West Bank
Fairview Ridges Hospital
Fairview Southdale Hospital
Fayette County Memorial Hospital
Franklin Hospital
Fraser Health
Burnaby Hospital
Chilliwack General Hospital (including CHC)
Delta Hospital
Eagle Ridge Hospital
Fraser Canyon Hospital
Langley Memorial Hospital
Mission Memorial Hospital
Peace Arch Hospital
Ridge Meadows Hospital
Royal Columbian Hospital
Surrey Memorial Hospital
Geisinger Medical Center
Gifford Medical Center
Good Samaritan Hospital
Grace Cottage Hospital
Grady Memorial Hospital
Graham Hospital
Grant Medical Center
Grays Harbor Community Hospital
Greater Baltimore Medical Center
Greenfield Medical Center
Greenville Regional Hospital
Gundersen Lutheran Medical Center
H. Lee Moffitt Cancer Center and Research Institute
HackensackUMC
Harrison Community Hospital
HCA
Alaska Regional Hospital
Allen County Hospital
Aventura Hospital and Medical Center
Bayshore Medical Center
Blake Medical Center
Brandon Regional Hospital
Brigham City Community Hospital
Capital Regional Medical Center
Cartersville Medical Center
Centerpoint Medical Center
Central Florida Regional Hospital
CJW Medical Center Chippenham
CJW Medical Center Johnston-Willis
Clear Lake Regional Medical Center
Coliseum Center for Behavioral Health
Coliseum Medical Center
Coliseum Northside Hospital
Colleton Medical Center
Columbia Hospital
Conroe Regional Medical Center
Corpus Christi Medical Center–Bay Area
Corpus Christi Medical Center–Doctors Regional
Corpus Christi Medical Center–Northwest
Corpus Christi Medical Center–The Heart Hospital
Dauterive Hospital
Del Sol Medical Center
Denton Regional Medical Center
Doctors Hospital of Augusta
Doctors Hospital of Sarasota
Dominion Hospital
East Houston Medical Center
Eastern Idaho Regional Medical Center
Eastside Medical Center
Edward White Hospital
Englewood Community Hospital Inc
Fairview Park Hospital
Fawcett Memorial Hospital
Flower Mound Emergency Center
Fort Walton Beach Medical Center
Frankfort Regional Medical Center
Garden Park Medical Center
Good Samaritan Hospital
Grand Strand Regional Medical Center
Green Oaks Hospital
Greenview Regional Hospital
Gulf Coast Medical Center
Hendersonville Medical Center
Henrico Doctors Hospital–Forest
Henrico Doctors Hospital–Parham
Henrico Doctors Hospital–Retreat
Horizon Medical Center
JFK Medical Center
John Randolph Medical Center
Kendall Regional Medical Center

Kingwood Medical Center
Lafayette Regional Health Center
Lake City Medical Center
Lakeview Hospital
Lakeview Regional Medical Center
Largo Medical Center
Largo Medical Center–Indian Rocks
Las Colinas Medical Center
Las Palmas
Las Palmas Rehabilitation Hospital (LTC)
Lawnwood Regional Medical Center
Lee's Summit Medical Center
Lewis Gale Hospital–Alleghany
Lewis Gale Hospital–Montgomery
Lewis Gale Hospital–Pulaski
Lewis Gale Medical Center
Los Robles Hospital and Medical Center
Mainland Medical Center
Medical Center of Arlington
Medical Center of Aurora
Medical Center of Aurora–North Campus
Medical Center of Lewisville
Medical Center of McKinney
Medical Center of Plano
Medical Center of Trinity
Medical Center Trinity–West Pasco
Medical City Dallas Hospital
Memorial Hospital of Jacksonville
Menorah Medical Center
Methodist Ambulatory Surgical Hospital NW
Methodist Hospital
Methodist Specialty and Transplant Hospital
Methodist Stone Oak Hospital
Metropolitan Methodist Hospital
Mountain View Hospital
MountainView Hospital–Las Vegas
North Florida Regional Medical Center
North Hills Hospital
North Suburban Medical Center
Northeast Methodist Hospital
Northside Hospital & Tampa Bay Heart Institute
Northwest Medical Center
Oak Hill Hospital
Ocala Regional Medical Center
Ogden Regional Medical Center
Orange Park Medical Center
Osceola Regional Medical Center
OU Medical Center–Edmond
OU Medical Center–Everett Tower
OU Medical Center–Presbyterian Tower
Overland Park Regional Medical Center
Palms West Hospital
Parkland Medical Center
Parkridge East Hospital
Parkridge Medical Center
Parkridge Valley Hospital
Plantation General Hospital
Plaza Medical Center Fort Worth
Polk Medical Center
Portsmouth Regional Hospital
Presbyterian/St Luke's Medical Center
Rapides Regional Medical Center
Raulerson Hospital
Redmond Regional Medical Center
Regional Medical Center Bayonet Point
Regional Medical Center of San Jose
Research Belton Hospital
Research Medical Center
Research Psychiatric Center
Reston Hospital Center
Rio Grande Regional Hospital
Riverside Community Hospital
Rose Medical Center
Sky Ridge Medical Center
Skyline Madison
Skyline Medical Center–Nashville
South Bay Hospital
Southern Hills Hospital and Medical Center
Southern Hills Medical Center
Spalding Rehabilitation Hospital
Specialty Hospital Jacksonville
Spotsylvania Regional Medical Center
St. David's Georgetown Hospital
St. David's Medical Center
St. David's North Austin Medical Center
St. David's Round Rock Medical Center
St. David's South Austin Medical Center
St. Lucie Medical Center
St. Mark's Hospital
St. Petersburg General Hospital
Summerville Medical Center
Summit Medical Center
Sunrise Hospital and Medical Center
Swedish Medical Center
Terre Haute Regional
Texas Orthopedic Hospital
The Regional Medical Center of Acadiana
Timpanogos Regional Hospital
Trident Regional Medical Center
Tristar Centennial Medical Center
Tristar Centennial Medical Center–Nashville
TriStar StoneCrest Medical Center
Tulane–Lakeside Hospital
Tulane Medical Center
Twin Cities Hospital
University Hospital/Medical Center
Valley Regional Medical Center
Wesley Medical Center
West Florida Hospital
West Hills Hospital/Medical Center

West Houston Medical Center
West Marion Community Hospital
West Valley Medical Center
Westside Regional Medical Center
Woman's Hospital of Texas
Women's & Children's Hospital
HealthPartners
Hudson Hospital and Clinics
Regions Hospital
Henry Ford Health System–Henry Ford Hospital
Henry Ford Macomb Hospital
Henry Ford West Bloomfield Hospital
Henry Ford Wyandotte Hospital
Henry Mayo Newhall Memorial Hospital
Highland District Hospital
Hoag Health Centers
Hoag Hospital
Irvine
Newport Beach
Hospital for Joint Diseases
HSHS Sacred Heart Hospital
Hurley Medical Center
Indiana University Health West
Inova
Alexandria Hospital
Fair Oaks Hospital
Fairfax Hospital
Loudoun Hospital
Mount Vernon Hospital
Jefferson Healthcare
John T. Mather Memorial Hospital
Johns Hopkins
Bayview
Johns Hopkins Hospital
Kaiser Permanente
Antioch Medical Center
Baldwin Park Medical Center
Downey Medical Center
Fontana Medical Center
Fremont Medical Center
Fresno Medical Center
Hayward Medical Center
Los Angeles Medical Center
Manteca Medical Center
Moanalua Medical Center
Modesto Medical Center
Moreno Valley Medical Center
Oakland Medical Center
Ontario Medical Center
Orange County-Anaheim Medical Center
Orange County-Irvine Medical Center
Panorama City Medical Center
Redwood City Medical Center
Richmond Medical Center
Riverside Medical Center
Roseville Medical Center
Sacramento Medical Center
San Diego Medical Center/
    Kaiser Foundation Hospital
San Francisco Medical Center
San Jose Medical Center
San Rafael Medical Center
Santa Clara Medical Center
Santa Rosa Medical Center
South Bay Medical Center
South Sacramento Medical Center
South San Francisco Medical Center
Sunnyside Medical Center
Vacaville Medical Center
Vallejo Medical Center
Walnut Creek Medical Center
West Los Angeles Medical Center
Woodland Hills Medical Center
Kenmore Mercy Hospital
Lehigh Valley Health Network
17th Street
Cedar Crest
Muhlenberg
LifeBridge Health
Levindale Hebrew Geriatric Center and Hospital
Northwest Hospital
Sinai Hospital
Lima Memorial Health System
Lowell General Hospital
Madigan Army Medical Center
Magee-Womens Hospital of UPMC
Magruder Hospital
Margaret Mary Community Hospital
Marion General Hospital
Martha Jefferson Hospital
Mary Immaculate Hospital
Maryview Medical Center
Mason General Hospital & Family of Clinics
Massachusetts Eye and Ear
Mayo Clinic Hospital–Phoenix
McLaren–Northern Michigan
MedCentral–Mansfield
MedStar
Franklin Square Hospital Center
Georgetown University Hospital
Good Samaritan Hospital
Harbor Hospital
Montgomery Medical Center
Union Memorial Hospital
Memorial Healthcare
Memorial Hospital
Memorial Hospital of Union County
Memorial Medical Center

Memorial Sloan Kettering Cancer Center
Mercer County Community Hospital
Mercy Medical Center–Canton
Mercy St. Charles Hospital
Mercy Tiffin Hospital
Mercy Willard Hospital
Meriter
Methodist Hospital of Southern California
Metro Health Hospital
Mills-Peninsula Health Services
Mission Hospital
Monadnock Community Hospital
Montefiore Medical Center
Morrow County Hospital
Mount Carmel
East Hospital
New Albany Surgical Hospital
St. Ann's Hospital
West Hospital
Mt. Ascutney Hospital
Munson Medical Center
Nationwide Children's Hospital
New England Baptist Hospital
New Milford Hospital
NewYork–Presbyterian
Columbia
Morgan Stanley Children's Hospital
NewYork–Presbyterian Hospital
The Allen
Weill Cornell
Westchester
North Country Hospital
North Shore–LIJ
Forest Hills Hospital
Franklin Hospital
Glen Cove Hospital
Huntington Hospital
Lenox Hill Hospital
Long Island Jewish Medical Center
North Shore University Hospital
Plainview Hospital
Southside Hospital
Staten Island University Hospital
Steven and Alexandra Cohen Children's Medical
    Center of New York
Syosset Hospital
Northeastern Vermont Regional Hospital
NorthShore University HealthSystem
Evanston Hospital
Glenbrook Hospital
Highland Park Hospital
Skokie Hospital
Northwestern Medical Center
O'Bleness Hospital
Ohio Health–Doctors Hospital
Olympic Medical Center
Oregon Health & Science University Healthcare
Orlando Health
Arnold Palmer Hospital For Children
Dr. P. Phillips Hospital
Health Central
Lucerne Pavillion
Orlando Regional Medical Center
South Lake Hospital
South Seminole Hospital
Winnie Palmer Hospital For Women and Babies
Otsego Memorial Hospital
Our Lady Bellefonte
Overlake Medical Center
Overlook Medical Center
Palomar Health
Downtown Campus
Palomar Medical Center
Pomerado Hospital
**Parkland Health & Hospital Systems–Dallas County
    Community Hospital**
Partners Healthcare
Brigham & Women's Faulkner Hospital
Brigham and Women's Hospital
Cooley Dickinson Hospital
Martha's Vineyard Hospital
Massachusetts General Hospital
McLean Hospital
Nantucket Cottage Hospital
Newton-Wellesley Hospital
North Shore Medical Center
Spaulding Hospital–Cambridge
Spaulding Hospital–North Shore
Spaulding Rehabilitation Hospital–Boston
Spaulding Rehabilitation Hospital–Cape Cod
Porter Medical Center
Presence
Covenant Medical Center
Holy Family Medical Center
Mercy Medical Center
Our Lady of the Resurrection Medical Center
Resurrection Medical Center
Saint Francis Hospital
Saint Joseph Hospital–Chicago
Saint Joseph Hospital–Elgin
Saint Joseph Medical Center
Saints Mary and Elizabeth Medical Center–
    Saint Elizabeth Campus
Saints Mary and Elizabeth Medical Center–
    Saint Mary Campus
St. Mary's Hospital
ProMedica Bay Park Hospital
ProMedica Flower Hospital

ProMedica St. Luke's Hospital
ProMedica Toledo Hospital
Providence
Alaska Medical Center
Centralia Hospital
Colby Campus
Holy Cross Medical Center
Holy Family Hospital
Hood River Memorial Hospital
Kodiak Island Medical Center
Little Company of Mary Hospital
Medford Medical Center Campus
Milwaukie Hospital
Mount Carmel Hospital–Main Building
Pacific Pavilion
Portland Medical Center
Providence Center
Providence Newberg Medical Center
Providence Tarzana Medical Center
Providence Valdez Medical Center
Sacred Heart Medical Center
Saint Joseph Medical Center–MT
San Pedro Hospital
Seaside Hospital & Clinic
Seward Medical Center
St. Joseph Medical Center–CA
St. Joseph's Hospital
St. Mary Medical Center Campus
St. Patrick Hospital
St. Peter Hospital
St. Vincent Medical Center
Willamette Falls Medical Center
Providence Health Care
Mount Saint Joseph Hospital
St. Paul's Hospital
Provincial Health Services Authority
Children's and Women's Hospital
Sunnyhill Health Care Centre
Vancouver Cancer Centre
Regina Medical Center
Regional West Medical Center
Ridgeview Medical Center
Riverside Methodist Hospital
Robinson Memorial Hospital
Ronald Reagan UCLA Medical Center
Rutland Regional Medical Center
Saint Joseph Mercy Ann Arbor
Saskatoon Health Region
Royal University Hospital
Saskatoon City Hospital
St. Paul's Hospital
Schneck Medical Center
Seattle Children's Hospital
Shriners Hospitals for Children–Chicago
Simi Valley Hospital
Sonoma Valley Hospital
Southcoast Health System
Charlton Memorial Hospital
St. Luke's Hospital
Tobey Hospital
Southeastern Ohio Regional Medical Center
Southern Ohio Medical Center
Southwestern Vermont Medical Center
Sparrow
Sparrow Hospital
Specialty Hospital
Speare Memorial Hospital
Spectrum Health
Big Rapids Hospital
Blodgett Hospital
Butterworth Hospital
Gerber Memorial Hospital
Kelsey Hospital
Ludington Hospital
Reed City Hospital
United Hospital
Zeeland Hospital
Springfield Hospital
St. Elizabeth Boardman Health Center
St. Elizabeth Health Center
St. Francis Medical Center
St. Joseph Health Center
St. Rita's Medical Center
Sturdy Memorial Hospital
Summa Akron City Hospital
Summa Barberton Hospital
Summa St. Thomas Hospital
Summa Wadsworth-Rittman Hospital
Sutter Health
Memorial Medical Center
Mills-Peninsula Health Services
Tampa General Hospital
Tenet
Arizona Heart Hospital
Arrowhead Hospital
Atlanta Medical Center
Atlanta Medical Center–South Campus
Baptist Medical Center
Brookwood Medical Center
Centennial Medical Center
Central Carolina Hospital
Children's Hospital of Michigan
Coastal Carolina Hospital
Coral Gables Hospital
Cypress Fairbanks Medical Center
Delray Medical Center
Des Peres Hospital
Desert Regional Medical Center

Detroit Receiving Hospital & University Health Center
DMC–Huron Valley Sinai Hospital
DMC–Sinai–Grace Hospital
DMC Surgery Hospital
Doctors Hospital at White Rock Lake
Doctors Hospital of Manteca
Doctors Medical Center of Modesto
East Cooper Medical Center
Florida Medical Center
Fountain Valley Regional Medical Center
Framingham Union Hospital
Frye Regional Medical Center
Good Samaritan Medical Center
Hahnemann University Hospital
Harper University Hospital/Hutzel Women's Hospital
Hialeah Hospital
Hilton Head Hospital
Houston NW Medical Center
JFK Memorial Hospital
Lake Pointe Medical Center
Lakewood Regional Medical Center
Leonard Morse Hospital
Los Alamitos Medical Center
MacNeal Hospital
Maryvale Hospital
Mission Trail Baptist Hospital
Nacogdoches Medical Center
North Central Baptist Hospital
North Fulton Regional Center
North Shore Medical Center–FMC Campus
North Shore Medical Center–Miami
Northeast Baptist Hospital
Palm Beach Gardens Medical Center
Palmetto General Hospital
Park Plaza Hospital
Phoenix Baptist Hospital
Piedmont Medical Center
Placentia–Linda Hospital
Plaza Speciality Hospital
Providence Memorial Hospital
Rehabilitation Institute of Michigan
Resolute Health
Saint Vincent Hospital at Worcester Medical Center
San Ramon Regional Medical Center
Sierra Medical Center
Sierra Providence East Medical Center
Sierra Vista Regional Medical Center
Spalding Regional Medical Center
St. Christopher's Hospital for Children
St. Francis Hospital
St. Francis Hospital–Bartlett
St. Louis University Hospital
St. Luke's Baptist Hospital
St. Mary's Medical Center
Sylvan Grove Hospital
Twin Cities Community Hospital
Valley Baptist Medical Center–Brownsville
Valley Baptist Medical Center–Harlingen
Weiss Memorial Hospital
West Boca Medical Center
West Suburban Medical Center
West Valley Hospital
Westlake Hospital
The Bellevue Hospital
The Children's Hospital of Philadelphia
The MetroHealth System
The Miriam Hospital
The Ohio State University Hospital East
The Ottawa Hospital
Civic Campus
General Campus
Riverside Campus
The University of Chicago Medicine
The University of Vermont Medical Center
The University of Vermont Medical Center –
** Fanny Allen**
ThedaCare
Appleton Medical Center
New London Family Medical Center
Riverside Medical Center
Shawano Medical Center
Theda Clark Medical Center
Trinity Hospital Twin City
Trinity Medical Center East
Trinity Medical Center West
UC Health–University of Cincinnati Medical Center
UCLA Medical Center–Santa Monica
UCSF Medical Center
UH
Ahuja Medical Center
Bedford Medical Center
Case Medical Center
Conneaut Medical Center
Geauga Medical Center
Geneva Medical Center
Richmond Medical Center
Parma Community General Hospital
Union Hospital of Cecil County
University Medical Center of Princeton at Plainsboro
University of Colorado Health–North
Medical Center of the Rockies
Poudre Valley Hospital
University of Maryland Medical Center
University of Michigan Hospitals and Health Centers
University of Washington Medical Center
UW Medicine
Harborview Medical Center
University of Washington Medical Center
Van Wert County Hospital

Vancouver Coastal Health
GF Strong
Lions Gate Hospital
Powell River Hospital/Evergreen
Richmond Hospital
Squamish Hospital/Hilltop House
St. Mary's Hospital
UBC Hospital
Vancouver General Hospital
Whistler Health Care Centre
Vidant Bertie Hospital
Vidant Chowan Hospital
Virginia Mason Medical Center
War Memorial Hospital
Wayne HealthCare
Weeks Medical Center
Westfields Hospital
Wheaton Franciscan Healthcare
All Saints–Spring Street Campus
Covenant Medical Center
Elmbrook Memorial Campus
Franklin
Mercy Hospital
Midwest Orthopedic Specialty Hospital
Midwest Spine & Orthopedic Hospital/
  Wisconsin Heart Hospital Campus
Sartori Memorial Hospital
St. Francis
St. Joseph Campus
Whidbey General Hospital and Clinics
White River Junction VA Medical Center
Wilson Memorial Hospital
Winchester Hospital
Wooster Community Hospital
Wright Patterson AFB Medical Center
Wyandot Memorial Hospital
Yakima Valley Memorial Hospital
Yale-New Haven Hospital

Healthier Hospitals

A PRACTICE GREENHEALTH PROGRAM

PRACTICE Greenhealth™