

---

Sustainability and Employee Engagement

# A Winning Strategy

September 2015

Brought to you by: Practice Greenhealth Member Engagement Team

---



## **Member Engagement Team**

**Janet Howard**

Director of Member Engagement

**Hermine Levey Weston, RN, MBA**

Member Engagement Manager

**Cecilia DeLoach Lynn**

Director of Sector Performance and Recognition

**Christopher Bodkin**

Data Coordinator, Sector Performance and Recognition

**Stephanie Buckler, Esq**

Outreach and Engagement Specialist

**John Ebers, LEED AP, CEM & CEA**

Member Engagement Manager

**Lauren Kleinman, MA, MENR**

Outreach and Engagement Specialist

**Kaeleigh Sheehan**

Member Engagement Manager, Greening the OR Initiative

**Julie Moyle, MSN, RN**

Outreach and Engagement Specialist

**Sherry MacDonald**

Director of Marketing and Communications

**Kevin Conway**

Website & Marketing Communications Manager

# Contents

Welcome	ii
Why Employee Engagement?	1
Sustainability as an Employee Engagement Strategy	2
Stakeholder Engagement	3
Practice Greenhealth Member Employee Engagemet Strategies	3
Case Studies	7
Conclusion	7
Reading List	7
Sustainability and Employee Engagement Resource List	8

# Welcome

September 2015



Health care organizations are looking for ways to increase staff knowledge and participation in their sustainability initiatives. The value of increased engagement goes beyond increased recycling rates and energy conservation efforts. Employees who lend their talents and time to activities contributing to the social good often feel greater commitment to, and connection with, their organizations and their work. This employee commitment is heightened when their organization embraces sustainability in its mission, core values, and decision-making framework.

This document offers evidence of the value of staff engagement in sustainability – case studies demonstrating how Practice Greenhealth members are weaving organizational commitment and the passion of team members to make the organization's fabric even stronger, employee's dedication even deeper, and advancements in sustainability even more impactful and achievable.

With the September 2015 release of this document, Practice Greenhealth offers a webinar with employee engagement expert Bob Willard, a sharing call with Stericycle's Chief Culture Officer, Paul Spiegelman, and an accompanying PowerPoint presentation and other resources to facilitate engagement at your organization. These archived educational offerings will round out our resources on engaging workers to support members in taking engagement to the next level.

We welcome your feedback and would love to hear about your experiences in enriching the employee and patient experiences, and how you're leading your communities to a healthier future through organization-wide environmental stewardship.

A handwritten signature in black ink that reads "Gary Cohen". The signature is fluid and cursive.

Gary Cohen  
President and Founder  
Practice Greenhealth and Health Care Without Harm

## Why Employee Engagement?

---

There is no shortage of passionate, creative and driven people working in the health care sector today. Many are more than willing to go the extra mile in the name of quality care and mission. However, passion can be dampened due to lack of acknowledgment from leadership, reporting, protocol, tasks, steps and limited time and dollars. And with the constant changes underfoot, it's critical for leadership to provide support and communication with staff to keep them up to speed so they can succeed in an ever-changing landscape. It's important to engage workers at every level.

According to Eric Parmenter, vice president of employer solutions at Evolent Health, "With health care reform, employees of hospitals and health systems are experiencing a tsunami of change in their industry, and by extension their career. These changes, which require all health care providers to do more with less and achieve higher quality, are adding stress to an already stressed out population of workers. Patient satisfaction and quality clinical outcomes are directly correlated to employee engagement. One of the key drivers of employee engagement is the perception by employees that senior leadership (the C-suite) cares about their well-being."

According to Kevin Kruse, author of "Employee Engagement for Everyone: 4 Keys to Happiness and Fulfillment at Work," employee engagement is the emotional commitment the employee has to the organization and its goals. This emotional commitment means engaged employees actually care about their work and their company. They don't work just for a paycheck, or just for the next promotion,

but work on behalf of the organization's goals. This engagement pays off with improved staff retention, profitability and worker satisfaction.<sup>1</sup> The satisfied worker relates to a satisfied customer—the ultimate measure of success.

An engaged worker is one who exceeds expectations. According to a 2010 Towers Watson Global Workforce study, only about half of the 20,000 health care survey respondents expressed a generally favorable view of their organization's leadership. Here's what the data showed employees are seeking from leadership: that leadership is trustworthy and that they care about the well-being of others.<sup>2</sup> Across all sectors, Gallup reported in 2014 that 63 percent of American workers are not engaged in their work and estimate the cost lies between \$450 and \$550 billion each year due to lost productivity.<sup>3</sup>

A 2014 survey from NSI Nursing Solutions, Inc. found the following results in the health care sector:

- The 2014 turnover rate for the health care industry was 16.5 percent.
- The average cost of turnover for a bedside registered nurse (RN) ranges from \$44,380 to \$63,400.
- Hospitals lose an average of \$4.21 million to \$6.02 million when a bedside RN leaves.

A 2015 study by Health eCareers found that

---

One of the key drivers of employee engagement is the perception by employees that senior leadership (the C-suite) cares about their well-being.

---

1 Kevin Kruse, 2012, *Employee Engagement for Everyone: 4 Keys to Happiness and Fulfillment at Work*. Accessed July 22, 2015.

2 Max Caldwell, 2011, *Employee Engagement and the Transformation of the Health Care Industry*, <http://www.towerswatson.com/en-US/Services/your-business-issues/managing-transformation-in-the-hospital-industry>. Accessed July 22, 2015

3 Gallup, 2014, <http://www.gallup.com/poll/181289/majority-employees-not-engaged-despite-gains-2014.aspx>. Accessed July 22, 2015.



nearly one-third of U.S. health care recruiters rank employee turnover as their greatest staffing concern and say hiring the best health care employees is only half the battle—once you have them, you need to keep them.<sup>4</sup>

Employers have to care for employees before the employees can care for their own leadership. Paul Spiegelman, author of “The Patient Comes Second” argues “If employees are treated in a way that enhances their empowerment and personal growth, then it follows that people will be more productive, work harder and be happier because they are engaged and motivated.” The “Circle Of Growth™” as Paul describes it in his book, starts with team members and a focus on creating a collaborative and trusting work environment. That engagement should lead to customer/patient loyalty, and in turn drive financial results. Then the cycle simply repeats itself. According to Paul Spiegelman, measuring employee satisfaction and engagement is one of the leading indicators of the health of a company. Higher scores relate to higher patient satisfaction and better financial performance.<sup>5</sup>

Spiegelman frames it quite simply—every employee, at any level in the company, wants three things from their job besides money. They can be remembered using the acronym PAL:

**Purpose** – Every employee wants to know the overall purpose for the company (how it makes the world a better place) and how their work connects to that purpose.

**Appreciation** – Every employee wants to feel

recognized and valued for the work they do.

**Learning** – Every employee wants to feel like there is an opportunity to learn and grow.

Increasingly, prospective employees are seeking job opportunities in organizations that reflect and align with their own values in regard to environmental stewardship. According to a survey by Net Impact, 80 percent of millennials (born after 1980) want their job to make a difference. In fact, all other things being equal, they would take a 15 percent pay cut to find an employer that cared about its impacts.<sup>6</sup> Forty-five percent would take a pay cut to work for an organization that had a social or environmental impact. The year 2015 marks the first time the millennial generation will outnumber their older colleagues in the U.S. workforce. Generation X-ers and millennials are not driven by financial rewards alone. They look for inspiration and creativity. Employees want to be on the winning team.

## Sustainability as an Employee Engagement Strategy

Across various economic sectors, early adopters of sustainability are reaping the benefits in terms of profitability, increased revenue, employee and customer satisfaction, recruitment and retention, and company reputation.

A 2014 survey by the American Lung Association found that 80 percent of Americans (read employees, patients and community members) support measures to reduce air pollution.<sup>7</sup> Hospitals not

4 Health eCareers, <http://news.healthcareers.com/2015/02/2015-recruiting-trends-survey>. Accessed July 22, 2015.

5 Paul Spiegelman, conversation on April 15, 2015, <http://paulspiegelman.com>.

6 2011, Net Impact <https://netimpact.org/research-and-publications/talent-report-what-workers-want-in-2012>. Accessed July 22, 2015.

7 American Lung Association survey, 2012, <http://www.lung.org/about-us/our-impact/top-stories/new-poll-epa-air-pollution.html?refer=https://www.google.com>.

Hospitals not addressing their environmental impact create a growing dissonance and alienation between a general public that supports environmental stewardship and organizations whose daily operational practices contribute to environmental degradation.

addressing their environmental impact create a growing dissonance and alienation between a general public that supports environmental stewardship and organizations whose daily operational practices contribute to environmental degradation.

Health systems are starting to connect wellness and prevention programs with reduced health care costs by incentivizing staff to engage in healthier activities like healthier foods, increased exercise and stress reduction. With health care workers less healthy than the general population and a 10 percent higher health care cost than compared to the general population,<sup>8</sup> there is a deep need to heal the healer and create healthy, respectful, healing environments to properly nourish staff so they are in a position to care for others.

## Stakeholder Engagement

Having an “AHA!” moment and taking steps to improve environmental performance is not enough. If the staff doesn’t know about the details, they can’t be engaged. Increasingly, hospitals and health systems are recognizing the need for a more formalized engagement and communication strategy to best connect with the various stakeholders from clinicians to front-line staff, department leaders and the community. The various stakeholders require varying types of communication from face-to-face discussions through town meetings and public presentations to electronic bulletin boards, intranet sites, events, emails and hospital newsletters. Dr. Jeffrey Thompson, president and CEO of **Gundersen Health**

**System** puts it this way: “There are only a few activities a health system can do that will not only improve the health of community members and save money, but also engage staff and inspire their communities.”

## Practice Greenhealth Member Employee Engagement Strategies

The Practice Greenhealth member engagement team interviewed Practice Greenhealth members to understand their varying strategies for engaging workers around health care sustainability (see case studies for details). Within the most successful programs, a number of common themes emerge:

**Get them as they come in the door** – New employee orientation and annual refresher training helps create the culture and expectation for all staff to be part of programming that leads to a healthier organization—whether in supply chain, engineering, a clinician or patient transporter, there is a role to play in creating healthier environments. Some hospitals like **Inova Health System** in Virginia have a sustainability handbook that is given to all new employees. **Cleveland Clinic** kicked off its Eco Caregiver program, where all staff is trained on Cleveland Clinic’s energy conservation goals and how they can help the hospital achieve its goals—and how it positively impacts their families, as well.

**Departmental champion programs** – Whether identified as an ambassador or a champion, these are individuals that volunteer to have training and a designation as a departmental contact to help increase communication around sustainability programming and to act as a conduit between the sustainability

---

“There are only a few activities a health system can do that will not only improve the health of community members and save money, but also engage staff and inspire their communities.”

*Dr. Jeffrey Thompson,  
president and CEO of  
Gundersen Health System*

---

8 Thompson Reuters, 2011, <http://www.reuters.com/article/2011/09/12/us-workers-outspend-idUSTRE78B45020110912>.

leadership rollout and the departmental activities. These programs help increase communication, participation and create a fluid mechanism for feedback, new ideas and challenges. Some hospitals ask champions to help recruit other champions. **Ridgeview Medical Center's** Environmental Protection Agent (EPA) program started off through messaging around energy conservation tips like shutting off lights and powering off computers, and its success led to the EPA's identifying opportunities and providing feedback.

**Departmental checklists** – Several hospitals have modeled a departmental checklist after Harvard University's Green Office Program as a way to empower departmental action. From setting copiers to double-sided printing to requesting additional recycling bins or motion-detection lighting, the checklist helps to address small, yet very important, departmental activities that are critical to achieving hospital goals.

**Certification programs** – The next level of engagement is a certification program where staff is further educated and empowered to take on a specific project. **University Hospitals Health System's** leadership council selects a winning project proposal for pilot and rollout while others identify simultaneous projects. While a certification program requires labor and curriculum development and oversight, the payoff includes staff engagement through staff development—learning—and this is very valuable opportunity for long-term contentment in the workplace. Measurable outcomes can be identified through waste reduction, energy and water conservation and other key activities identified by participants. The certification lends itself to innovation and creativity. The program

supports the often-harried sustainability lead by creating true champions within the organization that are empowered to act on their knowledge and carry through on specific activities.

Hospitals like Gundersen Health have successfully empowered department heads including supply chain, food and nutrition and clinical engagement in this regard and it makes the entire program and depth that much more powerful. At **Hackensack UMC**, the certification was done in conjunction with human resources' learning and performance program so that participation positively impacts job performance review and annual recognition through leadership.

**Awards and recognition** – Many hospitals are looking for opportunities to celebrate workers that have tackled sustainability initiatives. Some are combining sustainability recognition with other existing awards programs like wellness or innovation, while others have their programs stand alone. Regardless of the structure, an awards program may include photographs, newsletter write-ups or a celebratory luncheon with key leadership. The recognition is an opportunity to highlight staff and tell stories around commitment, health and creativity. These stories can be very moving and further engage others to get involved.

**Information-sharing** – From software platforms to booths at fairs or poster campaigns, hospitals are looking for ways to share information and strategy. Large organizations see the value for sharing best practices and further recruitment in sustainability programming. Suggestion boxes, emails and blogs are other ways to share information with (and receive back from) staff. **Beaumont Health**

---

Large organizations see the value for sharing best practices and further recruitment in sustainability programming.



**System** uses a blog to explain why they embark on strategies from eliminating chemicals of concern from furniture or reducing the purchase of sugar-sweetened beverages from cafeterias and patient meals. The blog has been an effective means of both education and answering questions or concerns. As Harvard University States, “It’s not enough to buy local apples – we have to explain why we buy local apples.” Cleveland Clinic developed a series of pieces for their electronic bulletin board as a means of continuously messaging around sustainability initiatives and ways to get involved.

### **Green employee benefits (GEBs) program**

– Providing incentives and programming to employees to improve the health of their homes, families and friends is a way to extend the “culture of caring” beyond the walls of the organization. Green employee benefits can facilitate behavior changes with results that employees can see and which also measurably benefit the environment. They have the potential to accelerate meaningful environmental impacts and bring sustainability values deeper into the fabric of an organization. The services can help retain and attract employees, as well as benefit their health and financial well-being. For example, a pilot program with some Practice Greenhealth members provides employees the opportunity to buy or lease solar systems for their homes at a substantially lower rate than the national average. A pre-approved solar provider will provide bulk-purchasing rates for employees. The hospital will convene sessions to provide information about the program for employees, instruct them on how they can sign up, and

track their participation and energy savings.

**Make it fun** – Less engaged workers are having less fun—laughter and fun are important facets in employee engagement. Chef-cook-offs, salsa-making contests, farmers markets, field trips to local farms, electronic recycling days and park clean-ups are ways to increase education, engage and have fun in the process. Hospitals are making videos to both explain why certain activities help achieve environmental goals and help staff understand why these programs are part of their commitment to people. Energy conservation can be communicated as a cost-saving opportunity; however, to more effectively connect with staff, an understanding of energy practices and impact on issues such as asthma and mortality help others understand what’s in it for them and how their participation has a higher purpose and impact that goes beyond cost savings.

**Measuring success** - While many of these activities are used throughout health care and other business types, do they impact employee engagement, profits and retention rates? With staffing challenges and full plates, many looking to engagement strategies seek assuredness that they are worth the effort and seek measurable outcomes to demonstrate value. How does an organization measure success with employee engagement? Early adopters look to employee satisfaction surveys and hits on web pages and numbers participating in events like cooking classes and health fairs. Profitability, attrition rates and productivity are measures that facilities seek and are in the early phases.

---

Laughter and fun are important facets in employee engagement.

This table can help point towards some case studies that have been compiled to further share the details of the strategies listed previously.

Organization	Staff Orientation	Champion Program	Certification Program	Awards Program	Other Program	Measuring Success
Advocate Health	●	●	●	●		
Beaumont Health System	●	●				Number of champions
Cleveland Clinic	●				Eco Caregiver (Energy)	Energy performance, the number of trained staff
Hackensack University Hospital	●	●	●			Track outcomes of projects identified through certification
Inova Health	●	●			Inova Wellness Program	The number of green ambassadors
Johnson & Johnson		●			Care, Act, Do Sharing Six Word Sustainability Story Earthwards®	Bi annual staff survey and staff check-in
Metro Hospital	●					Looking to connect to employee satisfaction
Ridgeview Medical Center	●	●			Energy tips for home employee appreciation week – introduction to work place electrical vehicle charging Employee performance evaluations	Measuring energy reduction Surveying employees
Stericycle	●				Management training – collaboration, transparency	Productivity, satisfaction, profit
University Hospitals Health System	●	Under development	●	●		
UC San Francisco	●	●	●	●	Poster campaign featuring leadership and sustainability Advancing Health Worldwide campaign	Piggy back on existing surveys, such as transportation Website hits
Virginia Mason					Integration into quality improvement system	

## Case Studies

---

Practice Greenhealth members are actively creating strategies to increase staff engagement around and with sustainability programming. Facilities share success, learn from each other and try out new ideas. There is no one answer, or one solution and what works well at one facility may not work for another. Thank you to the following Practice Greenhealth health care members and businesses for sharing their employee engagement strategies for healthier environments:

- 🔗 [Advocate Health](#)
- 🔗 [Beaumont Health System](#)
- 🔗 [Cleveland Clinic](#)
- 🔗 [Hackensack UMC](#)
- 🔗 [Inova Health](#)
- 🔗 [Johnson & Johnson](#)
- 🔗 [Metro Hospital](#)
- 🔗 [Ridgeview Medical Center](#)
- 🔗 [Stericycle](#)
- 🔗 [UC San Francisco Medical Center](#)
- 🔗 [University Hospitals Health System](#)
- 🔗 [Virginia Mason](#)

## Conclusion

---

Whether just getting started in sustainability programming or leading the way, there is value in staff engagement and sustainability programming. Increased educational efforts, ongoing communication, recognition and

staff development help motivate workers and increase their commitment to the goals of the organization. The pay-off is there but it takes effort. Empowering workers, celebrating success and clear leadership support are all key drivers in the next generation of workers and expectations for the future of health care—and all businesses.

## Reading List

---

***Firms of Endearment – How world Class companies Profit from Passion and Purpose*** – Rajendra Sisodia and Jagdish Sheth, David Wolfe.

***Charismatic Leadership in Organizations*** – Jay Conger, Rabindra Nath Kanungo – “Motivate subordinates to a higher level of performance.” Take an individual or a team from one state of being to another.

***Good to Great*** – Jim Collins.

***Transforming Leadership*** – James MacGregor Burns.

***The Patient Comes Second*** – Paul Spiegelman.

***Employee Engagement for Everyone: 4 Keys to Happiness and Fulfillment at Work*** – Kevin Kruse.

***42 Rules for Engaging Members through Gamification*** - Shelly Alcorn & Willis Turner.

***Bob Willard*** – Sustainability Advantage, engagement writer, speaker, expert - <http://sustainabilityadvantage.com>.

## Sustainability and Employee Engagement Resource List

---

1. Delisio, E. March 4, 2015. Employee engagement briefing: People, planet, profits – Making employees part of the bottom line. Available at: <http://www.ethicalcorp.com/business-strategy/employee-engagement-briefing-people-planet-profits-making-employees-part-bottom>. Accessed 3/16/15.

“Executives discovered that employee engagement and sustainability projects brought other benefits: they save money and generate revenue; employees like them; they create positive impressions of the company; and they help with morale, retention and recruitment. Sustainability programs took shape and took hold, and by all measures of the triple bottom line – financial, social and environmental – they are paying off for firms that invest in them.”

2. Streeter, A. Mar 3, 2015 Employee engagement briefing: Generation Y – Why Millennials matter. Millennial workers are shifting the way companies view and use employee engagement. Available at: <http://www.ethicalcorp.com/business-strategy/employee-engagement-briefing-generation-y-why-millennials-matter>. Accessed 3/16/15.

“The year 2015 is set to be a milestone in the labor market. For the first time, the Millennial generation, people born between 1980 and 2000, will outnumber their older colleagues in the US workforce. This demographic shift is changing multiple aspects of the world of work as companies grapple with how to recruit, engage and retain these young professionals.

Across the globe, most Millennials prefer to use digital technologies to be more untethered than ever and want to work for organizations that foster innovation, develop their skills, and make a positive contribution to society.”

3. Delisio, E. Mar 9, 2015. Employee engagement briefing: Shop-floor sustainability. Available at: <http://www.ethicalcorp.com/business-strategy/employee-engagement-briefing-shop-floor-sustainability>.

“Companies that engage their employees fully in sustainability efforts see the greatest impact, including on profitability.” Steps to employee engagement: commitment to incorporate responsibility into core of business strategy.

Social framing / sustainability continuum: “As corporations moved from being more environmentally friendly, through green to sustainable, they have done more to include employees in their efforts. With sustainability evolving to include public service, more companies have started to encourage their employees to volunteer in their own communities or around the world.”

4. Baker, M. Nov 8, 2012. Embedding sustainability: Make managers leaders. Available at: <http://www.ethicalcorp.com/business-strategy/embedding-sustainability-make-managers-leaders>.

Making the shift to a sustainability culture, chief sustainability officers should include a goal of making “corporate citizenship a natural part of leadership”. Three keys to success:

- 1 - Assess board member and CEO fit re: corporate citizenship.
- 2 - Educate middle managers; move those showing initiative into leadership track.
- 3 - Don't stress re: where sustainability fits in organizational structure.

Recommended steps:

- Get the current leadership to see corporate responsibility/sustainability more strategically.
- Get the buy-in of current leadership re: organizational leadership development
- Tie green team objectives to organizational outcomes

5. Nursing Solutions, Inc. 2013 National Healthcare & RN Retention Report. Available at: <http://www.nsinursingsolutions.com/Files/assets/library/retention-institute/NationalHealthcareRNRetentionReport2015.pdf>

Survey of 145 health care facilities across US. Key findings: National average turnover rate of 14.7% for hospital workers, 13.1% for RNs in 2013. Cost of RN turnover: \$36-48K per RN; avg. hosp. annual cost: \$3.74M-4.98M. Each % change in turnover = \$331,800.

6. Dale Carnegie Training White Paper. 2012. What Drives Employee Engagement and Why it matters. Nationwide survey of 1500 employees. Available at: [https://www.dalecarnegie.com/assets/1/7/driveengagement\\_101612\\_wp.pdf](https://www.dalecarnegie.com/assets/1/7/driveengagement_101612_wp.pdf)

Highlights: employees who are engaged significantly outperform work groups that are not engaged. Three key drivers: 1. Relationship with immediate supervisor (caring manager increases engagement); Belief in senior leadership (open to input, moving in right direction; openly communicate re: organizational status); pride in working for company. Other key drivers: employees are treated with respect, personal values are reflected, and leadership cares about how employees feel. Recruiting costs run 1.5x annual salary. Among the 1,500 employees, only 29% are fully engaged and 26% are disengaged. Almost half (45%) are partially engaged.

7. Caldwell, M. Perspectives: 2011. Employee Engagement and the Transformation of the Health Care Industry. Towers Watson. From Forces of Change Program, Harvard University School of Public Health. Available at: <http://www.towerswatson.com/en-US/Insights/IC-Types/Ad-hoc-Point-of-View/Perspectives/2011/Employee-Engagement-and-the-Transformation-of-the-Health-Care-Industry>

The study included more than 20,000 full-time workers in midsize and large organizations, including hospitals and health care related organizations. Findings include:

Top 5 factors (perhaps recession influenced) in health care workers seeking a job are, in order, competitive pay, vacation and their paid time off, career advancement opportunities, competitive health care benefits and a convenient work location. Only modest differences among the different generations were noted.

The number one driver of engagement is the quality of an organization's senior leadership (consistency of decision-making processes with organizational values and senior leaders' encouragement of employees to give their best at work).

The document also cited a 2010 Towers Watson study of 10 global companies where employee research included measures of performance support and engagement. Researchers found the highest levels of net profit margin in those companies that had both high engagement and high-performance support.

The authors conclude that a highly engaged, high-performing workforce will be required to navigate and



thrive in the midst of health care reform. Achieving a highly engaged workforce depends on 3 critical factors:

1. Leaders who don't manage change, but lead it.
  2. The role of the managers/front line supervisors (this was also identified as a critical factor in a study on successful implementation of a patient safety program)
  3. Development opportunity (the ability to develop and deploy new skills; i.e. sustainability certification programs)
8. Towers Watson. 2010. Case Study: A Large Hospital Network Links Employee Engagement with Patient Satisfaction to Maximize Competitive Strength. Available at: <http://www.towerswatson.com/en-US/Insights/IC-Types/Case-Studies/2010/Case-Study-A-Large-Hospital-Network-Links-Employee-Engagement-with-Patient-Satisfaction-to-Maximiz>

Findings: Employees' views of empowerment, career development opportunities and teamwork influenced engagement. Further, employee engagement was a key predictor of patient satisfaction, leading to an increased likelihood that patients would recommend the network's hospitals to others.

9. Health Care Without Harm. 2014. Thedacare Sustainability Assessment. Available at: <https://practicegreenhealth.org/topics/energy-water-and-climate/climate>.

A survey of 500 employees from one health system re: attitudes toward sustainability and measurement of their personal carbon footprint. Key points:

**The health system's role in environmental stewardship is important to employees.** 90% of survey respondents said that working at an environmentally responsible employer is important to them.

**The health system's employees want to help their communities be more sustainable.** 76% of survey respondents are interested in taking actions to improve community sustainability.

**Employees don't know enough about their health system's sustainability efforts.** Over half of the respondents said they were not familiar with their organizational sustainability efforts.

**Addressing sustainability may be best served through economic and social justice framing.**

Employees overall care more about the economy and poverty than climate change, so sustainability goals and initiatives should address the benefits of such actions on economic and poverty issues (e.g., local job creation, economic growth, and lower utility costs).

**Employee households have slightly higher emissions than the average state household.** Per household greenhouse gas emissions averaged 27.3 tons of CO<sub>2</sub> equivalent (tCO<sub>2</sub>e). This is 12% higher than the average state household (24.5 tCO<sub>2</sub>e).

**The higher emissions average is driven by higher than average emissions from electricity usage, personal vehicle travel, and food consumption.** These represent significant near term opportunities for the health system and employees to create goals and initiatives to reduce the impact of these activities.

10. Effective Database Management. I'm engaged as I want to be. Available at: <http://effectivedatabase.com/resources/engaged-as-i-want-to-be/>. A reminder that the less engaged individuals are sometimes so by choice, and time/resources are better spent on the more engaged.

11. Harris, D. 2014. Return on investment of a LEED platinum hospital: the influence of health care facility environments on health care employees and organizational effectiveness. *Journal of Hospital Administration*. Vol 3, No 6. Available at: <http://www.sciedu.ca/journal/index.php/jha/article/view/5161>

Highlights: A study examining the relationship between a green building and effect on employee engagement. Results from the survey indicated that perceptions of the built environment positively influenced employee engagement and health and well-being up to 14%. Turnover and injury reductions were statistically significant and resulted in substantial cost differences; \$2.17M cost reduction and annual cost avoidance of \$2.24M when compared to the two newer hospitals that were not Leadership in Energy and Environmental Design (LEED) certified.

12. Happell, B., & Dwyer, T., & Reid-Searl, K., & Burke, K. J., & Caperchione, C. M., & Gaskin, C. J. 2013. Nurses And Stress: Recognizing Causes And Seeking Solutions. *Journal of Nursing Management*, Volume 31, Pages 638–647. Available at: <http://www.ncbi.nlm.nih.gov/pubmed/23700980>

The study identified the following sources of stress: high workloads, unavailability of doctors, unsupportive management, human resource issues, interpersonal issues, patients' relatives, shift work, car parking, handover procedures, no common area for nurses, not progressing at work, and patient mental health.

The study identified the following ways to reduce stress: workload modification, non-ward-based initiatives, changing shift hours, forwarding suggestions for change, music, special events, organizational development, ensuring nurses get breaks, massage therapists, acknowledgement from management, and leadership within wards.

13. Michael J. Berens. April 01, 2015. 5 ways to improve employee engagement. Multi Brief: Exclusive. Available at: <http://exclusive.multibriefs.com/content/5-ways-to-improve-employee-engagement/business-management-services-risk-management>.

A summary of the importance of physical space in fostering collaboration. Five key strategies for enhancing employee engagement through physical spaces and environment:

1. Position employees who need to share information in close proximity to one another.
2. Allow flexible seating arrangements.
3. Provide a variety of collaborative spaces.
4. Offer spaces for casual conversations and socializing.
5. Protect privacy. Being able to work without distractions and interruptions,

“Informal tools, such as office layouts, group lunches and chats by the coffee machine, are the management tools of tomorrow as the informal relationship that they enable becomes more and more meaningful than hierarchical formal procedures.” Employees need to interact and bond with one another to feel more engaged in their companies.

14. Johnson and Johnson and Harris Poll. 2014. A survey on the importance of sustainability issues among global health care professionals. Available at: <http://www.jnj.com/caring/citizenship-sustainability/strategic-framework/advancing-sustainability-in-health-care>.

Key Findings: Health care professionals (n=300) agree that sustainability initiatives: protect staff (78%), make business sense (69%), important when choosing a hospital (60%), and improve health outcomes

(55%). Hospitals expect the integration of sustainability into product purchasing to increase by more than 50% by 2016. Key Barriers: cost of implementation (80%), affordability of green products (79%), availability of green products (69%); lack of Environmental Purchasing Policy (22%).

15. Strandberg, C. April 2015. Sustainability Leadership Competencies. Available at: <http://corostrandberg.com/wp-content/uploads/2015/04/sustainability-competencies-2015.pdf>

Author asserts forward-thinking companies would be wise to consider including sustainability competencies in their leadership profiles.

Based on a literature review, the author identified five sustainability competencies – three skills and two knowledge areas – which include:

1. Systems thinking
2. External collaboration
3. Social innovation
4. Sustainability literacy
5. Active values

The author concludes with business benefits of incorporating sustainability measures in leadership competencies include:

- Better ability to anticipate and manage risks
- Increased innovation and opportunity identification
- Early access to new markets with sustainable products and services
- Enhanced problem solving and more effective decision-making
- Greater ability to respond to changing economic conditions
- Improved employee attraction, retention and engagement.

16. Developing the Global Leader of Tomorrow. Available at: <http://www.unprme.org/resource-docs/developingthegloballeadertomorrowreport.pdf>.

A global study of 197 CEOs and organizational leaders identifies three distinct clusters of knowledge and skills required by senior leaders –context, complexity and connectedness. The research also showed a clear gap between importance placed on these skills, and development/implementation within their organizations.

17. The Evolution of the Chief Sustainability Officer. Fall, 2014. Available at: <http://weinrebgroup.com/wp-content/uploads/2014/10/CSO-Back-Story-II.pdf>.

A survey of 26 Chief Sustainability Officers (CSO) identifies five trends and success factors in integrating sustainability at the chief executive leadership level.

1. Collective Benefit for stakeholders and shareholders.
2. Innovation in developing sustainable practices and products.
3. Stakeholder Signaling a commitment to sustainability across multiple groups of stakeholders and shareholders.

4. Access and collaboration across organizational pillars
  5. A Team Sport - careful orchestration and engagement of multiple teams throughout the organization.
18. Deloitte. 2015. Human Capital Trends Report. Available at: <http://www2.deloitte.com/content/dam/Deloitte/ca/Documents/human-capital/ca-en-hc-trends-2015-aoda.pdf>
- A survey of more than 3,300 business and HR leaders from 106 countries. Culture and Engagement was identified as the top human capital trend globally (8 in 10 respondents cited organizational culture and engagement as the most critical issue in their organization.) 76% of respondents felt they were failing to provide leadership programs that meet the needs of millennials. 71% of respondents frequently monitor employee engagement.
19. Sustainability Illustrated. Business Case for Sustainability. Video available at: <https://www.youtube.com/watch?v=KIW8-WW0k3g&feature=youtu.be>
- A 4 minute video with graphics which illustrates the business cases for sustainability. Based on the work of Bob Willard. Reviews sustainability language, numbers in business and reviews stewardship of 5 capitals: finance; manufacturing related to economy; human and social capital related to equity; and natural capital related to the environment.
20. Davies, John. September, 2014. Sustainability and Employee Engagement. The State of The Art. GreenBiz. Available at: <http://info.greenbiz.com/rs/greenbizgroup/images/sustainability-employee-engagement.pdf>
- GreenBiz Group Employee Engagement survey conducted in March 2014: 87% of respondents from large companies said environmental and social issues were more connected than they were five years earlier, and 94% said these issues would become even more connected in the future. Seventy-three percent also responded that their company was educating employees company-wide about corporate sustainability goals.
- Aligning and reframing the language of sustainability with organizational priorities: understanding how (others) use certain terms broke down the barriers that had prevented (individuals) from working together effectively. The multi-year employee engagement survey conducted by Greenbiz found the following trends:
- “Sustainability” remains the established phrase to describe a company’s environmental sustainability initiatives.
  - Social and environmental activities converge.
  - Larger companies are slower to “arrive”.
  - Organizations with “advanced” programs are focused on operationalizing their initiatives.
  - Education methods focus on personal interaction.
  - The biggest hurdles cited by beginners are the key factors for an advanced program’s success.
- Key education strategies included on-line training modules and human interaction as most effective education methods, along with communication campaigns via multiple media. The 3 barriers of sustainability include education/communication; budget/resources and executive commitment. The 3 critical success factors include education/communication, executive commitment, and having a strategy

with goals.

21. Gallup. 2013. State of the Global Workplace. Employee Engagement Insights for Business Leaders Worldwide. Available at: <http://www.gallup.com/services/178517/state-global-workplace.aspx>

A global study of 25 million employees in 142 countries. Key findings:

- Only 13 percent of workers rated themselves as engaged.
- When ratios of 9.3 engaged workers :: 1 disengaged worker, organizations experienced a 147% increase in earnings per share.
- Work units in the top 25% of sample have significantly higher productivity, profitability, and customer ratings, less turnover and absenteeism, and fewer safety incidents than those in the bottom 25%.
- Hiring and developing great managers and building up and leveraging the strengths of every employee are the two keys to doubling employee engagement.

22. Pew Research Center. 2010. Millennials. A Portrait of Generation Next: Confident, Connected, Open to Change. Available at: <http://www.pewsocialtrends.org/files/2010/10/millennials-confident-connected-open-to-change.pdf>

A detailed report on the values, attitudes, behaviors and demographic characteristics of the Millennial generation (n=2020).

23. Net Impact. 2012. Talent Report: What Workers Want in 2012. Available at: <https://netimpact.org/sites/default/files/documents/what-workers-want-2012.pdf>.

A 2012 multi-generational survey (n=1726) by Net Impact and Rutgers University identified that nearly 7 in 10 students and millineals desire “having a job where I can make an impact on causes or issues that are important to me.”

24. Net Impact. Environmental Employee Engagement (EEE) Roadmap: How to Build a Streamlined Program That Quickly Delivers Business and Environmental Results. Available at: <https://netimpact.org/sites/default/files/documents/eeeroadmapfinal.pdf>

A step by step guide on building a streamlined EEE program that quickly delivers quantifiable business and environmental results. The approach is founded upon best practices from business strategy, change management, and large-scale program management techniques, and draws heavily on engagement research and case studies.

25. Culture Amp. 2015. People Analytics from New Tech companies. The 2015 New Tech Benchmark Report. Available at: <http://hello.cultureamp.com/new-tech-benchmark-2015>.

A survey of 60,000 employees across New Tech companies (disruptive, internet-based companies established in the last 10 years). A reflection of a younger workforce and characteristics of companies succeeding at employee engagement.

- Key Drivers of Engagement at New Tech companies:
- Company seen as a great place to develop



- Open and honest two-way communication
- Confidence in the leaders to effectively direct resources (funding, people and effort) towards company goals
- Leaders that demonstrate people are important to the company's success

Commitment to quality, great customer service, and making a positive difference were also characteristics of highly performing companies. Other characteristics include:

- Workers recommending their employer as a great place to work
- Having access to things (devices, equipment etc.) needed to their job well
- Having access to learning and development needed to do their job well
- Information needed to do job effectively being readily available
- A manager who genuinely cares about their wellbeing
- Employees encouraged to be innovative even when some initiatives may not succeed

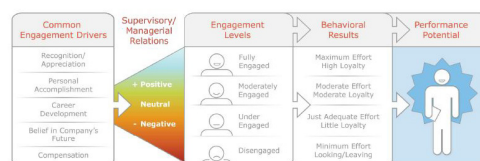
Recommendations include:

- Robust and creative employee development program
- Leaders who are visible and share information
- Transparent communication about decisions and resource management

26. Modern Survey. 2013. The State of Engagement Report Fall 2013. Available at: <http://www.modernsurvey.com/mailers/fall-2013-engagement>.

Ongoing series of surveys every 6 months to 1000 employees re: how they feel about the relationship they have with their employer. The respondents are full-time employees, 18 years of age or older, and work for organizations with more than 100 employees. The study asks 83 questions on the topics of employee engagement, organizational capabilities, and organizational direction, and includes breakdowns by economic sector, age and gender.

### Our Model



Exceptional leaders (both senior leaders and direct managers) know how to leverage the drivers of engagement and normally have highly engaged employees. Those highly engaged employees provide maximum effort on the job and reach their performance potential. Poor leaders often have under engaged or disengaged employees who leave their performance potential untapped.

Findings:

Despite popular misconceptions about the difficulty of engaging Generation Y, engagement levels between the generations are not that different.

Full engagement levels are, however, significantly different among various industries. Business Services,

Education, and Retail Trade are well below the U.S. Workforce average. Financial Services and Heavy Manufacturing are a cut above the rest, followed by the Health Care sector.

Drivers of Engagement:

1. I Can Grow and Develop
2. Confidence in Future of Organization
3. Personal Accomplishment from Work
4. Values Guide Behavior
5. Paid Fairly for Work
6. Senior Management has Sincere Interest in Employee Well-being

27. Strandberg, C. May, 2009. The Role of Human Resources Management in Corporate Social Responsibility: Issue Brief and Roadmap. Available at: [http://corostrandberg.com/wp-content/uploads/files/CSR\\_and\\_HR\\_Management1.pdf](http://corostrandberg.com/wp-content/uploads/files/CSR_and_HR_Management1.pdf)

This white paper asserts the strategic role of Human Resources Management in embedding Corporate Social Responsibility (CSR) into organizational culture and daily operations via 10 specific strategies. The paper provides a business case, includes sample employee engagement survey questions, compensation models, change management strategies, communication best practices and administrative vehicles (job descriptions, purchasing policies, recruitment/retention strategies) and sustainability performance metrics.

28. Strandberg, C. May, 2009. Corporate Social Responsibility and Human Resources Management Checklist. Available at: <http://www.corostrandberg.com/pdfs/CSR-HR%20Checklist.pdf>

A 10-step checklist of actions that HR personnel can take to help integrate sustainability into corporate culture and employee behaviors/expectations.

29. Weinreb, E. November 9, 2011. A CSR Checklist that Works for Every HR Department. Greenbiz. Available at: <http://www.greenbiz.com/blog/2011/11/09/csr-checklist-works-every-hr-department>

An update to Strandberg's CSR Checklist which includes sustainability competencies (see #14), values-based codes of conduct, and celebrating individuals and sustainability achievements.

30. Towers Watson. 2014 Global Workforce Study. Available at: <http://www.towerswatson.com/en-US/Insights/IC-Types/Survey-Research-Results/2014/08/the-2014-global-workforce-study>

An international survey of 32,000 workers re: attitudes and concerns on emerging trends in the workplace. In addition to recruitment drivers (base pay, job security), top retention drivers were identified by employees (across all age groups) and include :

1. Base pay/Salary
2. Career advancement opportunities Career advancement opportunities
3. Trust/Confidence in senior leadership
4. Job security
5. Length of commute

6. Relationship with supervisor/manager
7. Manage/Limit work-related stress

The survey found leadership is a driver of not only sustainable engagement overall, but also all the components of sustainable engagement. Drivers of effective leadership and management include the ability to inspire others, and consistency between words and actions.

#### Key Takeaways:

- Base salary, opportunities for career advancement and job security are fundamental to attracting and retaining all employees.
- Given that employees cite paid vacation time as a key attraction driver and length of commute as a key retention driver, employers should seek to provide their workforce with competitive work/life balance programs.
- It is critical for employers to prioritize the development of senior leaders whom employees can trust to lead them to success in order to motivate workers to remain with their organization. They can start by developing a leadership model that incorporates performance components aligned with their strategic priorities, values and culture.
- To improve manager effectiveness, companies should focus on the competencies that employees value in their managers: being consistent in words and actions, helping remove obstacles, and differentiating between high and low performers.
- Employers looking to increase engagement levels can start by offering employees a consumer-like experience.

31. Risa Lavizzo-Mourey. July 28, 2015. The Business Case for a Healthier Community. Available at: <https://www.linkedin.com/pulse/business-case-healthier-community-risa-lavizzo-mourey>

Author provides a review of literature which looks at the relationship between community health and worker health, and concludes that businesses that care about the health and productivity of their workforce must address the health needs of the communities around them.

32. Vitality Institute. July, 2015. Beyond the Four Walls: Why Community is Critical to Workforce Health. Available at: <http://thevitalityinstitute.org/projects/community-health>.

Researchers analyzed health data such as obesity, smoking rates, and cardiovascular disease from more than 3,100 U.S. counties and compared these associations to workforce health data from across 21 major industries. The report includes guidelines to implement effective cross-sector partnerships and overcome common barriers faced by employers and community groups, and recommends 3 strategies for effective community health engagement:

- Strategic philanthropy – giving to the community via financial donations and non-cash contributions such as time, expertise, and resources
- Corporate social responsibility – promoting positive social and environmental change, even if there is not an immediate financial benefit to the company
- Creating shared value – business policies and practices that enhance the competitiveness of a company while advancing economic and social conditions in the surrounding communities, such as extending wellness strategies beyond the four walls of the workplace.



*Copyright 2015 Practice Greenhealth*