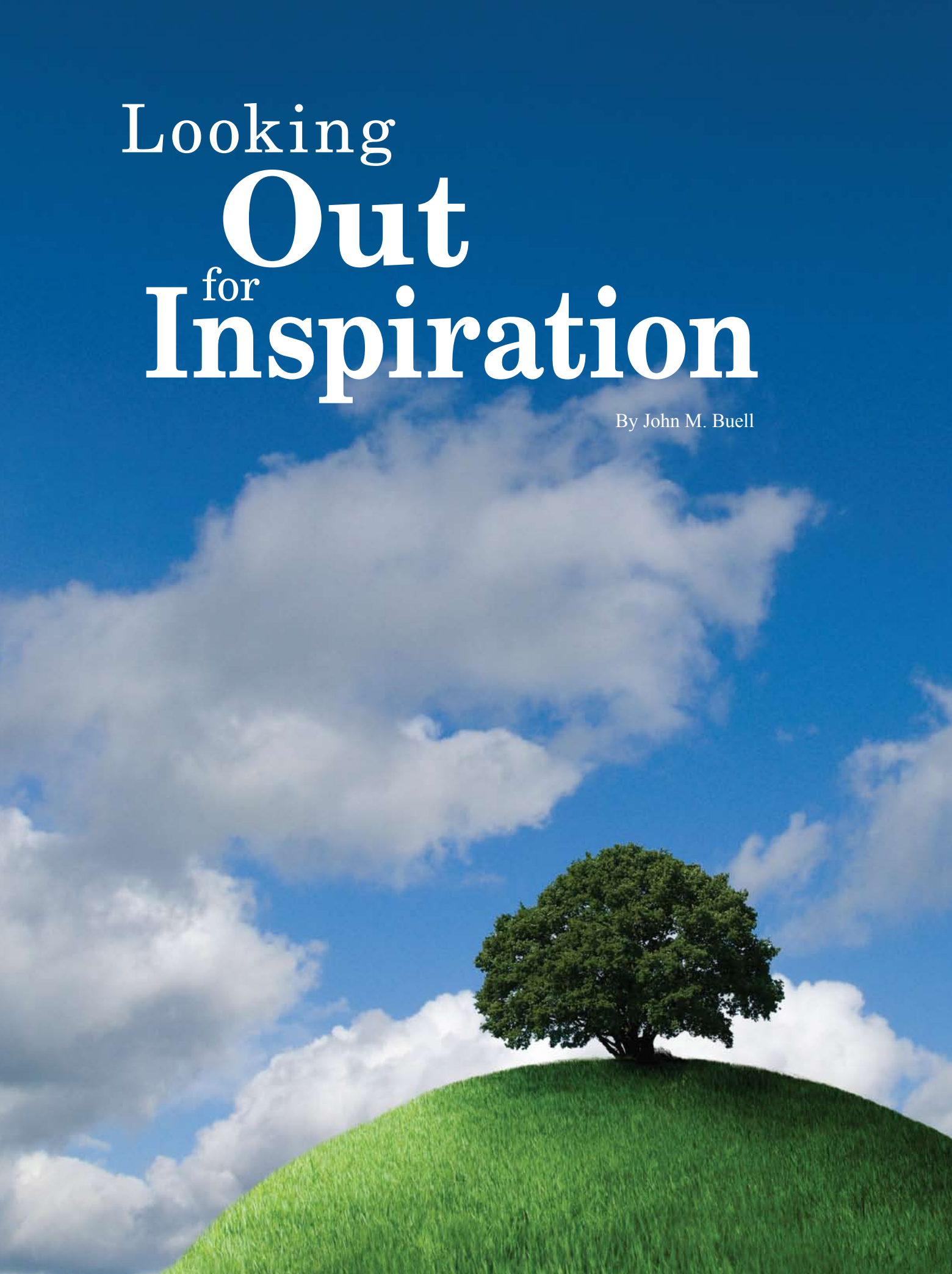


Looking Out for Inspiration

By John M. Buell



What healthcare can learn about green from other industries

Healthcare executives are uniquely placed to foster healing of the planet along with their primary mission of healing people. And when it comes to the planet, healthcare leaders can learn a lot by looking beyond their field and tapping the experience of organizations in other industries that have launched successful sustainability efforts.

Environmental inroads have been made in the hospitality, finance and education industries, which share similar operations to healthcare and offer a wealth of inspiration for healthcare organizations pursuing green efforts. Hotels, like healthcare organizations, operate round the clock, maintain beds for many guests, employ housekeeping staff and provide food service. And financial and educational institutions have multiple locations. Healthcare executives are rightly interested in discovering how environmentally positive improvements in these areas and others may apply to the healthcare setting.

This “cross-border” sharing of ideas and inspiration was the focus of “Healthcare Going ‘Green’: The

Business of Environmental Sustainability.” The program, held in Orlando, Fla., in December, was presented by the American College of Healthcare Executives (ACHE) and funded in part by ACHE’s philanthropic initiative, the Fund for Innovation in Healthcare Leadership. (See “Fund for Innovation in Healthcare Leadership,” page 26.) Executives gathered to hear from their colleagues and representatives of Marriott, JPMorgan Chase and the State University System of Florida. Clark Reed, director, Healthcare Facilities Division of Energy Star, U.S. Environmental Protection Agency, Washington, D.C., was the keynote speaker and moderated the event.

Each nonhealthcare organization provided insight on how it is reducing its water and energy consumption, two key areas of interest for healthcare leaders. Representatives from three hospitals also presented. (See sidebar on page 23.)

Sustainability in Hospitality

Of the industries represented, hotels most closely mirror hospitals in their

round-the-clock operations and demands: “We have lots of beds and you have lots beds,” said presenter Leslie Wright, director of sales and marketing with Marriott. Wright, who works for one of Marriott’s hotels in

its global operations and measuring its environmental impact. What it learned was an eye opener for the hotel chain: Its carbon footprint was 3 million metric tons, or 69.5 pounds per available room per night.

“When they get in the comfort of their guest room and are lying in bed, the last thing they want to do is get up and throw their recyclable away in the bin in the bathroom,” she said. “We are trying to manage that piece of it because it’s a huge expense to put two recycle bins in each room.”

Though some recycling efforts are more difficult for guests to follow than others, said Wright, it is smart business long term and good for the planet. “Ninety-five percent of our guests expect us to undertake green initiatives,” she said. “Sustainability is a competitive advantage.”

The other piece of Marriott’s recycling program is to ensure housekeeping staff separate recyclable trash from nonrecyclable garbage. “Getting their buy-in didn’t happen overnight,” said Wright. But after attending training sessions, Marriott’s housekeeping vendor eventually understood the importance of recycling and its role in it.

The Spirit to Preserve program also examined Marriott’s \$10 billion a year supply chain to work with its top vendors to have them supply more price-neutral, green products. The initiative includes:

- Replacing 24 million plastic key-cards with cards that contain 50 percent recycled material. This will save 66 tons of plastic from entering landfills.

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—Leslie Wright, director of sales and marketing, Marriott

Minneapolis, participates in Marriott’s Green Council for the Central Region, which develops and communicates its “green” message to all Marriott clients and hotels nationwide.

Marriott’s sustainability efforts are built on a long track record of social responsibility and energy conservation dating back 30 years. In 2008 it launched a new initiative, Spirit to Preserve, aimed at reducing its 3,000 hotels’ environmental impact and saving money.

Spirit to Preserve differs from traditional hotel environmental initiatives in that it takes into account guests who use its hotels, in addition to focusing on housekeeping, engineering and operations, according to Wright.

“We wanted to get a sales perspective on how to make this work operationally and how we can keep the best interests of the customer in mind,” she said.

In 2008 Marriott began the process of understanding and reducing its total carbon footprint by reviewing

To ensure it measured its carbon footprint correctly, Marriott certified the results with an independent third party, energy management consulting firm ICF International, Fairfax, Va. It then recorded the results with the Carbon Disclosure Project (CDP), an independent nonprofit organization that holds a database of corporate climate change information. CDP is a leader in carbon disclosure methodology and process, providing primary climate change data to the global market place.

Comfortable that its carbon footprint measurements were accurate, Marriott identified areas for reduction. It also kept in mind its guests’ impact on the environment and how they could play a part to reduce it. At Marriott’s Minneapolis hotel, for example, small but significant environmental sustainability steps were taken. They included placing recycle bins in the lobby and two in each of the more than 290 rooms. Guests use the bins in the lobby, but it’s been a harder push to get them to use the bins in their room, according to Wright.

Opportunity to Learn, Share Ideas

"Healthcare Going 'Green': The Business of Environmental Sustainability" provided attendees with an occasion to debate and challenge healthcare's old ways of doing things.

Most hospitals don't undertake "green" initiatives because of competing priorities, said George Hayes, FACHE, president and CEO, Medical Center of the Rockies, Loveland, Colo., which recently built a green hospital and is undergoing LEED certification.

Hayes, who presented at the session, said hospitals and health systems are capital intensive and find it difficult to see the return on investment (ROI) and benefit to patient care of purchasing a new heating and cooling system instead of an MRI. Both have competing priorities but both also have patient relevance.

Ken Haber, vice president, Support Services, NewYork-Presbyterian Hospital, New York, N.Y., agreed. Haber, who also presented at the session, said healthcare executives need a mentality of sustainability in everything they do and to not view going green as a project that competes with capital equipment for funds.

"You shouldn't be making decisions unless you are considering the impact on what you are about today and the future—then you get away from that competing priority situation," he said.

Presenter George Mikitarian Jr., FACHE, president and CEO of Parrish Medical Center, Titusville, Fla. (its Port St. John facility is Florida's first silver LEED-certified outpatient facility), said sustainability is a worldwide issue, not

just one for healthcare. Eventually, hospitals will have to address their sustainability plan.

"For whatever reason you want to adopt the philosophy of going green, you are going to be forced into it in one way, shape or form," he said. "And when we get to that point, it (green) will move up the priority list."

Many attendees said the session demonstrated the value of implementing sustainability programs in their own organizations.

John A. Fischer Jr., FACHE, senior vice president, Hospital Operations, Phoebe Putney Memorial Hospital, Albany, Ga., attended the session with the goal of gathering green ideas for a new hospice center and hospital under construction and came away so impressed that he convinced his organization to pursue LEED certification.

"I was charged up when I returned to work," says Fischer, who was interviewed for this article, adding that the hospital is now working toward becoming LEED certified. "That decision was made from the conference."

Fischer considers himself green savvy. He majored in ecology in the early 1970s. "This (new green) movement to me has revived itself, picking up where we left off in the '70s," he says. "I've always been a part of that. It has been revived by realizing that the world is getting warmer and energy costs are increasing. Healthcare is always looking at how it can continue to keep expenses in line so it can put dollars to patient care, and sustainability efforts can help."



Parrish Medical Center's new outpatient facility used a variety of recycled material for its floors, walls, ceilings, etc.

Photos courtesy of Parrish Medical Center



- Purchasing pillows made with 100 percent recycled plastic. More than 100,000 pillows annually are purchased.
- Using coreless toilet paper in guest rooms. By the end of 2009, 500 hotels will offer coreless toilet paper. This is estimated to save roughly 120 trees, 3 million gallons of water used in the manufacturing process and 21 tons of packaging waste annually.
- Using oxo-biodegradable plastic laundry bags that disintegrate in two to five years.
- Donating food waste to pig farms.

Marriott also wants to reduce its water and energy consumption. It expects to lower water use 25 percent by 2017, using methods such as low-flow faucets and showerheads. Also, Marriott plans to incorporate solar technology at a handful of its hotels.

Another green program initiated throughout all of Marriott's hotels is Green Council, which is a group of volunteers in each department who want to take the Spirit to Preserve initiative even further by brainstorming ways to become even more environmentally sustainable.

A challenge, however, with green initiatives is funding them, as some programs are cost prohibitive, said Wright.

Another challenge is sustaining these kinds of programs, "considering the majority of our energy and water usage is by people who don't work for Marriott but are our customers," she said. "But sustainability goals can be met if they are realistic and employees' input is sought from the beginning."

Financial Sector

With many facilities that use a great deal of energy—and require ample resources to maintain—financial institutions are another good source for healthcare executives to tap into for sustainability ideas, said presenter Boschidar Ganev, environmental resources manager for JPMorgan Chase, New York.

Ganev's responsibilities entail quantifying and reporting the company's direct impact on the environment, coordinating projects to shrink the firm's environmental footprint and working on employee and business environmental engagement.

JPMorgan Chase created a blueprint of its environmental impact in the areas of energy use and greenhouse gas (GHG) emissions, paper, carbon offsets for air travel and waste management and recycling. Ganev said the blueprint is general enough that it can be applied to other industries, including healthcare. To get the most out of the blueprint, healthcare leaders should identify one or two elements to focus on the most, he said. JPMorgan, for example, spends the majority of its

time and money reducing energy and GHG emissions and paper usage.

Energy Consumption and Greenhouse Gas Emissions

JPMorgan Chase's No. 1 direct environmental impact concern is the amount of energy it uses and its greenhouse gas emissions. These areas also are a major concern for many hospitals and healthcare systems. To understand and manage the amount of energy consumed and the GHG associated with its 5,000 facilities—including some 14,000 ATMs—JPMorgan Chase established a greenhouse gas inventory. What it discovered was 90 percent of its GHG emissions were the result of electricity usage, with its data centers as a significant contributor.

Upon understanding its energy use and GHG emissions, JPMorgan began an energy reduction initiative in 2007 at key facilities. One of the largest projects is the renovation of its 50-story world headquarters in New York. Work at the 1950s-era skyscraper will be done 10 floors at a time.

"The interesting thing about this renovation is—as opposed to a new building where you can design from scratch—it's like changing a tire on a moving car," said Ganev. "But it is being undertaken with minimal disruptions to employees and customers."

Renovating within an existing building means JPMorgan has to stay within the confines of its existing building, which



leads to different choices in its planning, design and installation. It is not changing the roof, façade or windows, but it is changing each floor from the floor to the ceilings on the inside.

Energy efficiency in general office spaces includes efficient lighting, increased flow of natural light and motion sensor-controlled lights. In addition, heating and cooling, energy efficiency, plumbing and plumbing fixtures, wiring and safety features throughout the 1.3 million square foot building will be incorporated. Building materials and office furnishings meet improved air quality standards. Sustainable materials such as recycled content sheetrock and other materials and reclaimed and FSC-

certified wood are used for the walls and furniture of the new offices.

With these changes and others, the firm hopes to reduce its energy consumption by about 20 to 30 percent and ultimately save on energy bills. In addition, Ganev says JPMorgan expects the building to use 50 percent less water, aided in part by a rain water-collection system.

Paper Usage

JPMorgan's No. 2 environmental concern is the amount of paper it uses. This also is an area where healthcare organizations can look to reduce their environmental impact, said Ganev. JPMorgan's paper use is significant, and it has taken several steps to reduce it. JPMorgan tracks and measures its

paper consumption and allocates paper use by the organization's six lines of business, which operate independently and have different volumes of paper use. This approach provides accountability and helps streamline how the organization overall is able to measure paper use.

One of the most compelling paper-reduction areas to consider is with the customer, said Ganev.

JPMorgan, for example, provides customers with the choice to conduct paperless transactions. "This reduces our carbon footprint because it does away with paper account statements, which not only eliminates the paper, but also postage and the associated fuel consumption used to deliver the statements."

Fund for Innovation in Healthcare Leadership

"Healthcare Going 'Green': The Business of Environmental Sustainability" was funded in part by the American College of Healthcare Executives' (ACHE) philanthropic initiative, the Fund for Innovation in Healthcare Leadership.

It was the Fund's second educational program in 2008. In November a program on ethics, titled "Rising to the Ethical Challenges of Healthcare Leadership," was held. (Please see page 54 for a write-up on the ethics program.)

The Fund was established in 2006 to bring innovation to the forefront of healthcare leadership. In its commitment to developing future leaders, the Fund provided scholarships for affiliates to attend ACHE's multisession Senior Executive and Executive programs.

In 2008, almost 400 generous donors contributed more than \$300,000 in cash and pledges. This support enabled the Fund to strengthen the field of healthcare leadership by providing innovative opportunities on important trends and issues.

For information on the Fund, including ways to contribute, please visit ache.org/innovation, or contact Laura Wilkinson, assistant director, Development, at (312) 424-9305.

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In addition, customers can electronically deposit paper checks at ATMs without filling out a deposit packet. ATM technology scans the check and amount and enters it into the account.

says Robin Guenther, principal architect with Perkins & Will, Orlando, Fla., who is a national leader in the conversation linking public health, regenerative design and sustainability and was interviewed for this article.

buildings—buildings that heal or repair some of the damage that has been done,” she says.

Presenting at the Orlando session, R.E. LeMon, PhD, vice chancellor, Board of Governors, State University System of Florida, said healthcare organizations should look for ways to collaborate with others—higher-learning institutions in particular—because government funding for sustainability programs may be easier to obtain.

“Our medical schools and research endeavors are eager to collaborate with hospitals and other entities,” said LeMon. “Public and private organizations coming together is a winning combination because when you go to the federal government it is a stronger case for obtaining grant funding. And the State University System of Florida (which consists of 11 universities and colleges and 3,600 facilities on 31,000 acres with 300,000 students) has had luck with that.”

Another approach that the education field can use to ensure sustainability is to adopt an accountability paradigm that bases state funding on school performance, said LeMon.

“In that way we can show we are more productive, efficient and a better bargain for the state,” he said. “By doing this are we able to become sustainable.”

John M. Buell is a writer with Healthcare Executive.

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—Robin Guenther, principal architect, Perkins & Will

Beyond reducing paper consumption with its customers, JPMorgan is consolidating its printers and using machines that have double-sided printing set up by default.

“These are real cost-saving measures,” said Ganey.

Education and Hospitals

There are surprising similarities between healthcare’s sustainability issues and those of education institutions. In developing LEED (Leadership in Energy and Environmental Design) guidelines for healthcare that apply to acute-care settings, the U.S. Environmental Protection Agency’s development committee found parallels between hospitals and school buildings. Similarities were found in how each approached indoor air quality issues, acoustics and “healthier materials” in the pursuit of building an environment that supports human health,

Likewise, strategies that apply to university campus planning have direct relevance to acute-care hospitals. The unique needs of acute-care hospital buildings—24/7 operation, a high level of regulatory oversight, long-life buildings with emergency and redundant systems—make them the second most energy intensive building type after food service, according to the Department of Energy Commercial Buildings Energy Consumption Survey data.

“As the broader green building movement begins to move from buildings that ‘do less harm’ to ‘living buildings’ that ‘do no harm’—carbon-neutral, toxic-free, zero-waste and water-balanced—the healthcare industry finds itself increasingly drawn into the dialogue through its mission,” says Guenther.

“On the horizon the green building movement is defining regenerative