Developing Health Network

Going Green at Community Health Centers

Date: June 29, 2012
Host: GE Foundation

Presenter: Michael Ellis, Principal, GreenOrder
Forum Introduction
Developing Health™ Program

Goal:
Improve ACCESS to primary care in targeted underserved communities across the US through direct health center support and system capacity building.

How it works:
1. Health centers are invited to partner through formal selection process.
2. GE Foundation grants fund programs to drive ACCESS to primary care.
3. Local GE employees and retirees offer skill-based volunteer support.

$50MM multi-year commitment launched in 2009
Focus on underserved populations across US
Developing Health™ US Program

Goal: Improve ACCESS to primary care in targeted underserved communities across the US through direct health center support and system capacity building.

A growing network of health center partners...

85 health centers across 24 cities

More than 159 leaders driving 61,000 volunteer hours.

80%+ FQHC’s... all with low-income clients

GE launch
2009
2010
2011
2012

GE City
Non GE City
GE’s Developing Health™ Program

Leadership Network for health centers
Sponsored by GE Foundation

What is it?
A forum for Developing Health partner health centers to share ideas, challenges and best practices, facilitated by GE Foundation.

What is the goal?
Enable discussion across health centers to share ideas and challenges, and accelerate learning and best practice adoption.

Possible topics of interest
- Operating practices
- Technology innovations
- Supply chain management
- Staffing challenges
- Patient compliance
- Chronic disease treatment

GE Foundation grants
Skill-based volunteering
Leadership network
GE’s Developing Health Network

Agenda:

- The value of environmental sustainability in healthcare
- Best practices and metrics
- How to implement a greening initiative
- Findings from pilot program
- Discussion - Q&A
Webinar Details

• The webinar will last for 90 minutes and will consist of a presentation and Q&A

• The WebEx session is in presentation mode only
  • Please dial into the teleconference to listen to the presentation

• You can submit your questions at any time during the presentation using the Q&A window
  • If your chat panel does not work, please email your questions to developing.health@ge.com
  • Questions asked will be anonymous
  • Any questions not addressed during the session will be answered after the webinar
  • The event is being recorded and published on the GE Foundation website for future reference

• WebEx Technical Support – 1-866-569-3239 Option 1 or 1-916-861-3152 Option 4

• Please complete feedback survey at the end of this session...your feedback is important to us!
Michael Ellis is a Principal at GreenOrder, a strategy and management consulting group that helps companies gain competitive advantage through environmental innovation. He has expertise in strategy, green marketing, and change management.

Michael leads GreenOrder’s work with General Electric, where the firm has been the principal strategic advisor on the creation, implementation, and ongoing development of ecomagination. He has presented at numerous conferences on topics including green marketing and associated regulation, electric vehicles, and developing sustainability strategies.

Previously, while at the consulting firm Katzenbach Partners, Michael led client projects in culture change, process improvement, cost-cutting, and new initiative development. He also created the firm’s clean tech practice area and led firm marketing efforts.

While at Harvard Business School, Michael consulted to clean tech startups on matters including business model development, greenhouse gas monitoring and management, the evolution of the biofuels market in the US, clean tech regulation and financing, and public-private partnerships.

Michael graduated from Yale College summa cum laude with a BA in Cognitive Science and from Harvard Business School with an MBA, where he was a Baker Scholar.
Going Green at Community Health Centers

Webinar for GE Developing Health Network

June 29, 2012
What do we mean by “Going Green” at Community Health Centers?

Enhancing your community service mission by taking responsibility for and reducing the unintended environmental impacts of your organization’s medical operations.
Why “Go Green”?

Community health centers face unique circumstances...

- Mission- and community-oriented operations
- Cost-constrained budgets
- Underprivileged populations
- Non-profit and Federally Qualified Health Center qualifications

...and will ask:

- What’s in it for us?
- What’s in it for the populations we serve?
Goals of this Webinar

Learning Objectives

• Present the value of environmental sustainability in healthcare
• Provide actionable best practices and metrics
• Discuss how to implement a greening initiative

Desired Outcomes

• Reduce operating costs and engage employees
• Enhance patient care
• Improve community well-being and relationships
• Mitigate environmental impacts
Learning Objectives

The Value of Environmental Sustainability in Healthcare

Best Practices and Metrics

Implementation
Environmental sustainability relates to all aspects of the community health center mission.

Vision Statement Excerpt
“...the provider of choice for all residents ... recognized as a leader in the community health field that engages in cooperative alliances with other agencies dedicated to the total well-being of the people in the community.”

- Southwest Community Health Center, Bridgeport, CT
Improved facility performance for higher quality care

Every dollar saved on the facility through sustainable practices is another dollar available for patient care.

Clinic priorities:
- Quality of care
- Speed of care
- Comfort
- Breadth and depth of services
- Data security
A more holistic approach to community engagement

The environment can be a focal point for community engagement, outreach, and education.

Clinic priorities:
- Access to care
- Access to healthy food and active lifestyle opportunities
- Health education
- Safety
- Employment
Creating a healthy environment for healthy bodies

Stewardship of an environment that promotes human health is a form of preventative care.

Clinic priorities:
- Health-promoting environment
- Resource efficiency
- Food/water safety
- Disease prevention
- Climate change mitigation
The healthcare industry is resource-intensive

- High energy intensity
- Potable water consumption
- Direct emissions of high-GWP gases
- Hazardous, regulated waste stream

Example: Energy

- US hospitals use 73 trillion kWh of electricity annually, accounting for 4% of all energy use in the country.
- Annual energy costs for healthcare organizations are $8.8B.
- According to the EPA, hospital energy use contributes $600M per year to health care costs via health impacts from upstream emissions.

Sources: DOE, EPA, NREL
Polling Question #1

Which of these statements is most aligned with your mission?

A. Every dollar saved on the facility through sustainable practices is another dollar available for patient care.

B. The environment is a focal point for community engagement, outreach, and education.

C. Stewardship of an environment that promotes human health is a form of preventative care.

D. A combination of the above
Learning Objectives

The Value of Environmental Sustainability in Healthcare

Best Practices and Metrics

Implementation
Sustainability opportunities at community health clinics span several dimensions

Operational Dimensions

- Energy
- Water
- Waste
- Transportation
- Procurement
- Behavior
- Partnerships

Southwest Community Health Center, Bridgeport, CT
## Importance

Healthcare facilities represent the second most energy-intensive type of commercial building.

## Metrics

- **Electric:** kWh/yr, $/yr;
- **Gas:** MMBTU/yr, $/yr

## Unique Healthcare Challenges

- Temperature sensitivity of patients, equipment, and bio-materials
- Training medical staff on use of energy-efficiency features

## Best Practices

<table>
<thead>
<tr>
<th>Best Practices</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Switch out T12 for T8 lighting; switch incandescents to CFLs</td>
<td>T8: 17-48% annual savings; CFLs: up to 70% savings</td>
</tr>
<tr>
<td>Use Energy Star-qualified electronics</td>
<td>Up to 70% energy savings</td>
</tr>
<tr>
<td>Install a programmable thermostat</td>
<td>20% reduction in heating and cooling</td>
</tr>
<tr>
<td>Use efficient medical and diagnostic equipment</td>
<td>25-50% savings on electricity use</td>
</tr>
<tr>
<td>Install efficient servers or switch to cloud storage</td>
<td>Reduced electricity and cooling demand</td>
</tr>
</tbody>
</table>

[Insert additional ideas]

Sources: greenyour.com, oregon.gov, gehealthcare.com
Use this checklist to choose the new initiatives most relevant to you, as well as those already underway.

The value of each best practice will depend on the unique characteristics of your healthcare center.

Based on your unique circumstances, add other ideas to your list of best practices.

<table>
<thead>
<tr>
<th>Best Practices</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Install a cool/white roof</td>
<td>15% savings on AC costs</td>
</tr>
<tr>
<td>Recommission HVAC regularly</td>
<td>Maintenance of maximum existing building efficiency</td>
</tr>
<tr>
<td>Reduce water heater temperature</td>
<td>Reduced electricity and/or gas consumption</td>
</tr>
<tr>
<td>Insulate water heaters</td>
<td>Prevented energy leaks</td>
</tr>
<tr>
<td>Weatherize roofs, windows, doors</td>
<td>Reduced energy leaks and improved comfort</td>
</tr>
<tr>
<td>Install on-site renewables (e.g., solar, micro-wind)</td>
<td>Emission-free energy; opportunity to sell to grid</td>
</tr>
</tbody>
</table>

[Insert additional ideas]
## Water

### Importance
Healthcare clinics, especially those with dental services, use water-intensive procedures.

### Metrics
Gallons/yr, cubic feet/yr, $/yr

<table>
<thead>
<tr>
<th>Best Practices</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Install low-flow fixtures</td>
<td>60%+ reduction in toilet water use; 50% reduction in faucet water use with aerators</td>
</tr>
<tr>
<td>Use efficient medical and sterilization equipment</td>
<td>Reduced water consumption and filtration demand</td>
</tr>
<tr>
<td>Use weather-based irrigation systems and/or drip irrigation</td>
<td>Irrigation water waste reduced by 50%; irrigation water usage reduced up to 60%</td>
</tr>
<tr>
<td>Install a gray-water system</td>
<td>Reduced water consumption and filtration demand</td>
</tr>
<tr>
<td>Implement storm run-off management</td>
<td>Reduced irrigation costs; mitigated downstream environmental impacts</td>
</tr>
</tbody>
</table>

### Unique Healthcare Challenges
- Filtration/purity needs for medical applications

Sources: greenyour.com, GreenOrder analysis
Waste

Importance
Waste is a major cost center and compliance concern for community clinics.

| Metrics | Lbs and/or % landfilled, recycled, and collected for hazardous waste; $/yr |

<table>
<thead>
<tr>
<th>✔ Best Practices</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Switch to Electronic Medical Records (EMR)</td>
<td>50% reduction in paper use</td>
</tr>
<tr>
<td>Implement recycling program (e.g., glass, paper, plastic, electronics)</td>
<td>Buyback value in some geographies; reduced environmental impact in future mfg. process</td>
</tr>
<tr>
<td>Utilize reusable medical supplies where possible</td>
<td>Reduced hazardous waste disposal costs</td>
</tr>
<tr>
<td>Divert construction &amp; demolition materials from landfills</td>
<td>Reduced future upstream impacts</td>
</tr>
<tr>
<td>Start a printer toner exchange program</td>
<td>Reduced toner costs and waste</td>
</tr>
</tbody>
</table>

Unique Healthcare Challenges
- Regulated hazardous/medical waste
- Difficulty of assessing life-cycle impacts of single-use vs. reusable devices (e.g., sterilization needs)

Sources: GreenOrder analysis
Transportation

Importance

While patients in some areas already make good use of public transportation, clinics have an opportunity to upgrade fleets and change employee habits.

<table>
<thead>
<tr>
<th>Verified</th>
<th>Best Practices</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Take a “portfolio” approach to patient care</td>
<td>Consolidated patient visits leading to reduced travel</td>
</tr>
<tr>
<td></td>
<td>Convert vehicle fleet to alternative fuels</td>
<td>$300/PHEV annual savings</td>
</tr>
<tr>
<td></td>
<td>Facilitate carpooling for employees</td>
<td>Reduced parking costs; Reduced local emissions</td>
</tr>
<tr>
<td></td>
<td>Improve parking efficiency and availability</td>
<td>Reduced emissions from idling</td>
</tr>
<tr>
<td></td>
<td>Provide van/shuttle service for patients</td>
<td>Reduced local emissions; improved access</td>
</tr>
<tr>
<td></td>
<td>Promote public transportation use</td>
<td>Avoided transportation costs; improved access</td>
</tr>
<tr>
<td></td>
<td>Provide bicycle storage and showers</td>
<td>Improved access and employee health</td>
</tr>
</tbody>
</table>

Unique Healthcare Challenges

- Required proximity to public transportation
- Specialized vehicle needs (e.g., Americans with Disabilities Act (ADA) access)

Metrics

CO2/yr; fuel $/year

Sources: GreenOrder analysis
## Importance

Purchase of environmentally preferable products can reduce environmental, health, and social impacts throughout the lifecycle.

<table>
<thead>
<tr>
<th>Best Practices</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Implement an environmental purchasing policy</td>
<td>Quicker decision-making; opportunity for group purchasing power</td>
</tr>
<tr>
<td>Purchase Energy Star-qualified electronics</td>
<td>Up to 70% energy savings on E* products</td>
</tr>
<tr>
<td>Purchase recycled-content paper</td>
<td>Reduced upstream environmental impacts</td>
</tr>
<tr>
<td>Use low-VOC paints, carpet adhesives, etc.</td>
<td>Reduced human health and environmental impacts</td>
</tr>
<tr>
<td>Purchase renewable energy and/or CO2 offsets</td>
<td>Reduced/mitigated upstream emissions</td>
</tr>
<tr>
<td>Purchase supplies, catering, etc. in bulk</td>
<td>Reduced packaging and waste</td>
</tr>
</tbody>
</table>

[Insert additional ideas]

## Metrics

% recycled material; $ spent on eco-label products

## Unique Healthcare Challenges

- Lack of alternatives to medical products
- Restricted budgets for price premiums on green products given patient care focus

Sources: greenyour.com, GreenOrder analysis
Activating TEAM members is a key source of savings and long-term success

**Transparency**
- Monthly progress reports shared with all team members
- Best practice handbook
- Goal tracker

**Engagement**
- Environmental champions
- Comment/suggestion box
- Green events and community outreach
- Weekly email tips

**Accountability**
- Team energy/water/waste budgets and inventory guidelines
- More direct link to energy costs in P&L
- Manager targets

**Motivation**
- Team savings competitions
- Manager savings bonus
Partnerships can facilitate and amplify environmental sustainability initiatives

- **Utilities**: Energy efficiency, demand response
- **Waste Haulers**: Recycling, hazardous waste disposal
- **Clinics & Hospitals**: Service coordination, volume purchasing
- **NGOs**: Healthcare access innovation, policy engagement assistance
- **Suppliers**: Procurement options
- **Policy Makers**: Regulatory support, funding
- **Community Leaders**: Community engagement and access
- **Thought Leaders**: Innovation, partnership
Example Partnerships

**Clinics & Hospitals**
- Engage peer clinics on best practices (like this webinar!)
- Engage partner hospitals to divert unnecessary ER visits to regular clinic check-ins

**Suppliers**
- Request that vendors provide product ingredient lists as well as environmentally preferable alternatives
- Incorporate environmental criteria into RFPs

**Policy Makers**
- Co-create food stamp and community assistance programs that focus on nutrition and healthy lifestyles
- Collaborate with housing and urban development agencies to improve access
# Energy Case Study: New York-Presbyterian Hospital

NYPH, one of the biggest energy users in New York City, pursued a comprehensive environmental action plan and saved millions of dollars through energy efficiency.

<table>
<thead>
<tr>
<th>Initiatives</th>
<th>Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>Retrofitted HVAC system and connected to a Automated Building Management System</td>
<td>Energy projects will save NYPH an estimated $1.77M annually, not including combined heat and power</td>
</tr>
<tr>
<td>Replaced 5,000 light fixtures</td>
<td>Recognized as Energy STAR Partner of the Year (2005-07) and other energy leadership awards</td>
</tr>
<tr>
<td>Bought 2,000 energy star computers</td>
<td>Received substantial grants to jumpstart initiatives (e.g., NYSERDA)</td>
</tr>
<tr>
<td>Educated staff on behavioral changes to reduce energy use</td>
<td></td>
</tr>
</tbody>
</table>
Energy Case Study: University of Pittsburgh Medical Center

UPMC identified, prioritized, and funded a pipeline of environmental activities across a network of hospitals representing over 50,000 employees.

<table>
<thead>
<tr>
<th>Initiatives</th>
<th>Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Piloted an energy management training program for hospitals</td>
<td>• Reduced total energy use by 3% from 2008 to 2011</td>
</tr>
<tr>
<td>• Established a Corporate Energy Department</td>
<td>• Expecting $500k annual savings (6.25M kWh) per year by cutting 50% of the energy used by PCs</td>
</tr>
<tr>
<td>• Created efficiency project pipeline and budget: 50 projects under evaluation, 10 under construction</td>
<td>• Saving ~$2M annually on one hospital’s gas bill as a result of a $2,000 annual boiler tune-up</td>
</tr>
<tr>
<td>• Regularly updating HVAC systems</td>
<td>• Member of the DOE Hospital Energy Alliance Steering Committee</td>
</tr>
<tr>
<td>• Using software to monitor 30,000 network PCs, setting them to a sleep mode at night</td>
<td></td>
</tr>
<tr>
<td>• Committed to environmentally friendly procurement policy</td>
<td></td>
</tr>
<tr>
<td>• Installed solar panels and geothermal power</td>
<td></td>
</tr>
<tr>
<td>• Improved sanitation processes to enable recycling and phase out polluting products</td>
<td></td>
</tr>
</tbody>
</table>

Sustained savings through modest infrastructure upgrades combined with employee training and engagement

Sources: The Pittsburg Tribune-Review, 2009; UPMC homepage
Standards for consideration

Accreditation schemes like LEED and ENERGY STAR offer healthcare-specific benchmarks and are a recognized symbol of environmental leadership.

**LEED for Healthcare**

- Sustainable Sites
- Water Efficiency
- Energy and Atmosphere
- Materials and Resources
- Indoor Environmental Quality
- Innovation in Design
- Regional Priority

**ENERGY STAR for Healthcare**

- Energy performance standards and implementation resources including:
  - Energy performance metrics and benchmarks
  - Financial analysis and business case development resources
  - ENERGY STAR product purchasing guides
  - Healthcare-specific case studies

Sources: USGBC, ENERGY STAR
Polling Question #2

Which areas represent the greatest opportunity for your clinic? (select top 3)

A. Energy
B. Water
C. Waste
D. Transportation
E. Procurement
F. Behavior
G. Partnerships
Learning Objectives

The Value of Environmental Sustainability in Healthcare

Best Practices and Metrics

Implementation
## Implementation starts with a few clear “Do’s and Don'ts”

<table>
<thead>
<tr>
<th>Do</th>
<th>Don't</th>
</tr>
</thead>
<tbody>
<tr>
<td>Prioritize a focused set of initiatives</td>
<td>Pursue a “laundry list” of opportunities</td>
</tr>
<tr>
<td>Develop and maintain project charters, designating project owners and teams</td>
<td>Assign tasks to reluctant volunteers or attempt to involve every member of your organization</td>
</tr>
<tr>
<td>Maintain and refine detailed project plans</td>
<td>Pursue ad hoc initiatives as time permits</td>
</tr>
<tr>
<td>Provide high-level summaries to environmental program leader</td>
<td>Attempt to summarize operational minutiae</td>
</tr>
</tbody>
</table>
Prioritize each initiative based on impact and ease of implementation

1. **Weigh the relative importance** of healthcare ecosystem dimensions: Facilities, Patients, Community, Environment
2. **Score the potential impact** of each proposed sustainability best practice across each ecosystem dimension
3. **Calculate the weighted score** for each initiative by applying the ecosystem weights
4. **Determine an implementation score** based on the unique circumstances at your healthcare center
5. **Prioritize initiatives** that score highly on both dimensions
1. Weigh elements of healthcare ecosystem based on your priorities

<table>
<thead>
<tr>
<th>Ecosystem Dimension</th>
<th>% Weight (100% total)</th>
<th>Rationale</th>
</tr>
</thead>
<tbody>
<tr>
<td>Facilities</td>
<td></td>
<td>• Assign weights (adding up to 100%) to each of the 4 dimensions based on your clinic’s unique priorities and circumstances.</td>
</tr>
<tr>
<td>Patients</td>
<td></td>
<td>• This weighting will then be consistently applied across each best practice to help score its potential impact.</td>
</tr>
<tr>
<td>Community</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Environment</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
2. & 3. Determine weighted impact scores of each best practice

Complete one of these evaluations for each relevant best practice.

<table>
<thead>
<tr>
<th>Ecosystem Dimension</th>
<th>Example Questions</th>
<th>Clinic Priority Weight</th>
<th>Score (1-3, Low-High)</th>
<th>Weighted Impact Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Facilities</td>
<td>To what extent will operating costs be reduced?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Patients</td>
<td>To what extent will quality of care and patient comfort be enhanced?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Community</td>
<td>To what extent will community health, access, and engagement be improved?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Environment</td>
<td>To what extent will upstream, local, and downstream resources be protected?</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

From prior page; standard for each initiative impact evaluation.

Overall Weighted Score: ______
4. Assess your ability to implement each initiative at your clinic

Complete one of these evaluations for each relevant best practice.

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Example Questions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cost Effectiveness</td>
<td>To what extend will implementation of the identified best practice be feasible within the constraints of available funding?</td>
</tr>
<tr>
<td>Degree of Control</td>
<td>Based on facility ownership, local laws, etc., to what extent do you have the freedom to pursue the required changes?</td>
</tr>
<tr>
<td>Internal Resource Readiness</td>
<td>To what extent is your staff prepared to make these changes? How human-resource intensive is the initiative? Are the required human resources available?</td>
</tr>
<tr>
<td>Availability of External Resources</td>
<td>To what extent can partners (e.g., utilities) be engaged to facilitate environmental initiatives? To what extent are financial incentives available at the fed/state/local levels?</td>
</tr>
</tbody>
</table>

Score (1-3, Low-High)

Overall Implementation Score: ______
5. Prioritize initiatives

Use logical groupings based on operational category, facility location, etc. to facilitate organization and implementation.

Look for a focused set of initiatives that stand out based on potential impact and your ability to implement.
Create a charter for prioritized initiatives

For each activity, determine the current state and the end goal. Use metrics when possible, such as operating expenses related to this area.

Complete a charter like this for the prioritized best practices that you have chosen to pursue.

<table>
<thead>
<tr>
<th>Initiative</th>
<th>Current State</th>
<th>End Goal</th>
<th>Initiative Owner and Team Members</th>
</tr>
</thead>
<tbody>
<tr>
<td>Install low-flow fixtures</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Use efficient medical/diagnostic equipment</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Use Energy Star-qualified electronics</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Clear ownership of each initiative will facilitate accountability and implementation.
## Use detailed workplans

<table>
<thead>
<tr>
<th>Phase</th>
<th>Initiative 1</th>
<th>Initiative 2</th>
</tr>
</thead>
<tbody>
<tr>
<td>Activity 1</td>
<td>[On time]</td>
<td>[On time]</td>
</tr>
<tr>
<td>Activity 2</td>
<td>[On time]</td>
<td>[On time]</td>
</tr>
<tr>
<td>Activity 3</td>
<td>[On time]</td>
<td>[On time]</td>
</tr>
<tr>
<td>Activity 4</td>
<td>[At risk]</td>
<td>[At risk]</td>
</tr>
<tr>
<td>Activity 5</td>
<td>[On time]</td>
<td>[On time]</td>
</tr>
<tr>
<td>Activity 6</td>
<td>[On time]</td>
<td>[On time]</td>
</tr>
<tr>
<td>Activity 7</td>
<td>[On time]</td>
<td>[On time]</td>
</tr>
<tr>
<td>Activity 8</td>
<td>[On time]</td>
<td>[On time]</td>
</tr>
<tr>
<td>Activity 9</td>
<td>[On time]</td>
<td>[On time]</td>
</tr>
<tr>
<td>Activity 10</td>
<td>[On time]</td>
<td>[On time]</td>
</tr>
<tr>
<td>Activity 11</td>
<td>[On time]</td>
<td>[On time]</td>
</tr>
</tbody>
</table>

- **Set milestones to track and motivate progress.**
- **Create shaded areas to represent the range of anticipated activity dates.**
- **Use “traffic lights” to monitor progress against activities and milestones.**
### Report regularly using a dashboard

<table>
<thead>
<tr>
<th>Group 1</th>
<th>Progress and Benefits Realized To Date</th>
<th>Challenges</th>
<th>Next Steps</th>
</tr>
</thead>
<tbody>
<tr>
<td>Initiative 1</td>
<td>On time</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Initiative 2</td>
<td>On time</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Initiative 3</td>
<td>On time</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Initiative 4</td>
<td>On time</td>
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<tr>
<td>Initiative 5</td>
<td>On time</td>
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</tbody>
</table>

High-level updates provide a quick reference on the project status for weekly check-ins with the Overall Environmental Program Leader (e.g., COO).
Polling Question #3

Do you have a formal “going green” program at your sites?

A. Yes, underway
B. In the process of planning
C. Not yet
“Going Green” Pilot at SWCHC

SWCHC Overview
Southwest Community Health Center (SWCHC) is a non-profit, federally qualified health center providing medical, dental, and behavioral health services to the underinsured and uninsured in the greater Bridgeport, CT area.

Process

• Created list of many possible “going green” activities

• Engaged leadership and staff (e.g., nurse team leaders, Board)

• Had external dialogues (e.g., contractors, vendors)

• Prioritized and grouped activities based on impact and feasibility

Planned Initiatives

• Procure appropriate chemicals (clinical, internal & external maintenance)

• Conduct facility reviews/utility audits (water, lighting, HVAC)

• Improve waste management (increased recycling, less overall waste)

• Enhance employee and patient awareness (signage, newsletters, and community events)

• Solicit employee ideas and feedback regularly (e.g., comment box)
Closing Thoughts about “Going Green”

• Closely related to the core mission of community healthcare clinics
• Large universe of best practices to choose from
• Important to prioritize based on your unique circumstances
• Successful implementation relies on clear ownership and planning
Thank You!

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