



# 2013 Milestone Report




*Leading Communities to a Healthier Future*

The Healthier Hospitals Initiative (HHI) is about the power of data to drive positive change in health care. The 2013 Milestone Report highlights the data from 638 hospitals that have submitted data during the calendar year 2013. This second year of reporting boasts a hefty data set, now that enrollees have found their stride and many new enrollees have joined the community. While the number of data sets has increased dramatically since last year’s report, much of the data is baseline and will not document progress until the 2014 Milestone Report. Many of these hospitals provided data over two years or more, especially for energy and waste measures. Multiple years are required for measures that track changes from baseline.

HHI’s data is captured in three different ways. One hundred ninety-three hospitals provided energy data, through EPA’s ENERGY STAR Portfolio Manager. Four hundred sixty-three hospitals provided data on one or more of the waste, purchasing, chemicals and food challenge measures which are captured through the Institute for Health Care Improvement’s extranet site. The engaged leadership measures are captured on the HHI website.

Not captured in this report is the use of aggregate data in the convening of conversations with hospital purchasers and food service leads around healthier meat procurement—a focus on reduced meat procurement and investment in meat without the use of nontherapeutic antibiotics. The conversation was continued at a follow-up meeting at the 2014 CleanMed Conference in Cleveland and will continue through 2014. A similar strategy of capturing data, hospitals and appropriate businesses will take on the safer chemical’s healthy interiors measures of moving away from HHI-identified chemicals of concern from furniture, fabrics and finishes.

With HHI, hospitals and businesses come together, as a sector, and show the world that together, they can lead communities to a healthier future.

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

**ANALYSIS METHODOLOGY:**

*Raw data tables were used to produce the numerical summaries. The statistical package R version 3.02 and Excel® 2007/2010 was used to produce this report. HHI staff worked to validate data values especially for measures they entered into the extranet and we made diagnostic plots and tables to identify unusual values. Nevertheless, ultimately the responsibility for useful numbers rests with the participating hospitals*

## Sponsoring Health Systems



\*Includes former Vanguard hospitals



# HHI Thanks the Following Enrollees for Providing Data

Advocate - BroMenn Medical Center  
 Advocate - Christ Medical Center  
 Advocate - Conell Medical Center  
 Advocate - Eureka Hospital  
 Advocate - Good Samaritan Hospital  
 Advocate - Good Shepherd Hospital  
 Advocate - Lutheran General Hospital  
 Advocate - Lutheran General Hospital  
 Advocate - Sherman Hospital  
 Advocate - South Suburban Hospital  
 Advocate - Trinity Hospital  
 Ascension Health - Borgess Lee Memorial Hospital  
 Ascension Health - Borgess Medical Center  
 Ascension Health - Ministry St. Joseph's Hospital  
 Ascension Health - Saint Agnes Hospital  
 Baptist Health South Florida - Baptist Hospital of Miami  
 Baptist Health South Florida - Doctors Hospital  
 Baptist Health South Florida - Homestead Hospital  
 Baptist Health South Florida - Mariner Hospital  
 Baptist Health South Florida - South Miami Hospital  
 Baptist Health South Florida - West Kendall Baptist Hospital  
 Beaumont Health System \*  
 Beaumont Hospital - Grosse Pointe  
 Beaumont Hospital - Royal Oak  
 Beaumont Hospital - Troy  
 Beth Israel Deaconess Medical Center  
 Bon Secours - Community Hospital  
 Bon Secours - Good Samaritan Hospital of Suffern  
 Bon Secours - Richmond Health Richmond Community Hospital  
 Bon Secours - Baltimore Health System 1  
 Bon Secours - Mary Immaculate Hospital  
 Bon Secours - Maryview Medical Center  
 Bon Secours - Memorial Regional Medical Center  
 Bon Secours - Our Lady of Bellefonte Hospital  
 Bon Secours - St. Anthony Community Hospital  
 Bon Secours - St. Francis Eastside  
 Bon Secours - St. Francis Health System  
 Bon Secours - St. Francis Medical Center  
 Bon Secours - St. Mary's Medical Center  
 Bon Secours System \*  
 Brattleboro Memorial Hospital  
 Bronson Methodist Hospital  
 Broward Health - Coral Springs  
 Broward Health - Imperial Point  
 Broward Health - Medical Center  
 Broward Health - North  
 Broward Health - Weston  
 Chesapeake Regional Medical Center  
 CHI - Flaget Memorial Hospital  
 CHI - Good Samaritan Health System  
 CHI - Jewish Hospital - Louisville  
 CHI - Jewish Hospital - Shelbyville  
 CHI - Lake Wood Health Center  
 CHI - Memorial Hospital  
 CHI - Memorial North Park  
 CHI - Mercy Hospital - Devils Lake  
 CHI - Mercy Medical Center  
 CHI - Mercy Medical Center - Des Moines  
 CHI - Mercy Medical Center - Roseburg  
 CHI - Mercy Medical Center - Williston  
 CHI - Our Lady of Peace  
 CHI - Saint Francis Medical Center  
 CHI - St. Anthony Hospital - Gig Harbor  
 CHI - St. Anthony Hospital - Gig Harbor  
 CHI - St. Anthony Medical Center  
 CHI - St. Clare Hospital  
 CHI - St. Clare's Health System  
 CHI - St. Clare's Hospital - Boonton  
 CHI - St. Clare's Hospital - Dover  
 CHI - St. Elizabeth Health Systems  
 CHI - St. Elizabeth Hospital - Enurcaw  
 CHI - St. Francis Hospital - Federal Way  
 CHI - St. Gabriel's Hospital  
 CHI - St. Joseph - London  
 CHI - St. Joseph Area Health Svcs  
 CHI - St. Joseph Berea Hospital  
 CHI - St. Joseph Hospital - Dickinson  
 CHI - St. Joseph Hospital East - Lexington  
 CHI - St. Joseph Medical Center - Reading  
 CHI - St. Joseph Medical Center - Tacoma  
 CHI - St. Mary & Elizabeth Hospital  
 CHI - St. Vincent Infirmary  
 CHI - St. Vincent North Sherwood  
 CHI - TriHealth - Bethesda North Hospital  
 Cleveland Clinic - Ashtabula County Medical Center  
 Cleveland Clinic - Cleveland Clinic Florida - Weston  
 Cleveland Clinic - Cleveland Clinic Main Campus  
 Cleveland Clinic - Euclid Hospital  
 Cleveland Clinic - Fairview Hospital  
 Cleveland Clinic - Hillcrest Hospital  
 Cleveland Clinic - Lakewood Hospital  
 Cleveland Clinic - Lutheran Hospital  
 Cleveland Clinic - Maymount Hospital  
 Cleveland Clinic - Medina Hospital  
 Copley Hospital  
 Covenant Health - St. Joseph Healthcare - Bangor  
 Covenant Health - St. Joseph Hospital  
 Covenant Health - St. Joseph Hospital - Bangor  
 Covenant Health - St. Joseph Hospital - Nashua  
 Covenant Health - St. Mary's Regional Medical Center  
 CT Mental Health Center  
 Dartmouth-Hitchcock Medical Center  
 Department of Veterans Affairs - Portland VA Medical Center  
 Dignity Health \*  
 Edward Hospital  
 Fairview Health Services - Ridges Hospital  
 Fairview Health Services - Southdale Hospital  
 Fairview Health Services - University of Minnesota Medical Center - Fairview aE - East Bank  
 Fairview Health Services - University of Minnesota Medical Center - Fairview aE - West Bank  
 Fairview Health Services \*  
 Fletcher Allen Health Care  
 Geisinger Medical Center

Gifford Medical Center  
 Grace Cottage Hospital  
 Greater Baltimore Medical Center  
 Gunderson Lutheran Health System  
 Haskiencs/UMC  
 HCA - Alaska Regional Hospital  
 HCA - Allen County Hospital  
 HCA - Aventura Hospital and Medical Center  
 HCA - Bayshore Medical Center  
 HCA - Bilake Medical Center  
 HCA - Branford Regional Hospital  
 HCA - Brigham City Community Hospital  
 HCA - Capital Regional Medical Center  
 HCA - Cartersville Medical Center  
 HCA - Centerpoint Medical Center  
 HCA - Central Florida Regional Hospital  
 HCA - CJM Medical Center Chippenham  
 HCA - CJM Medical Center Johnston-Willis  
 HCA - Clear Lake Regional Medical Center  
 HCA - Coliseum Medical Center  
 HCA - Coliseum Northside Hospital  
 HCA - Coletton Medical Center  
 HCA - Columbia Hospital  
 HCA - Corroie Regional Medical Center  
 HCA - Corpus Christi Medical Center - Bay Area  
 HCA - Corpus Christi Medical Center - Doctors Regional  
 HCA - Corpus Christi Medical Center - Northwest  
 HCA - Corpus Christi Medical Center - The Heart Hospital  
 HCA - Dauterive Hospital  
 HCA - Del Sol Medical Center  
 HCA - Denton Regional Medical Center  
 HCA - Doctors Hospital of Augusta  
 HCA - Doctors Hospital of Sarasota  
 HCA - Dominion Hospital  
 HCA - East Houston Medical Center  
 HCA - Eastern Idaho Regional Medical Center  
 HCA - Eastside Medical Center  
 HCA - Edward White Hospital  
 HCA - Englewood Community Hospital Inc.  
 HCA - Fairview Park Hospital  
 HCA - Fawcett Memorial Hospital  
 HCA - Flower Mound Emergency Center  
 HCA - Fort Walton Beach Medical Center  
 HCA - Frankfurt Regional Medical Center  
 HCA - Garden Park Medical Center  
 HCA - Good Samaritan Hospital  
 HCA - Grand Strand Regional Medical Center  
 HCA - Green Oaks Hospital  
 HCA - Greenview Regional Hospital  
 HCA - Gulf Coast Medical Center  
 HCA - Hendersonville Medical Center  
 HCA - Herrico Doctors Hospital - Forest  
 HCA - Herrico Doctors Hospital - Parham  
 HCA - Herrico Doctors Hospital - Retreat  
 HCA - Horizon Medical Center  
 HCA - JFK Medical Center  
 HCA - John Randolph Medical Center  
 HCA - Kendall Regional Medical Center  
 HCA - Kingwood Medical Center  
 HCA - Lafayette Regional Health Center  
 HCA - Lake City Medical Center  
 HCA - Lakeview Hospital  
 HCA - Lakeview Regional Medical Center  
 HCA - Largo Medical Center  
 HCA - Largo Medical Center - Indian Rocks  
 HCA - Las Colinas Medical Center  
 HCA - Las Palmas  
 HCA - Last Palms Rehabilitation Hospital  
 HCA - Lawnwood Regional Medical Center  
 HCA - Lee's Summit Medical Center  
 HCA - Lewis Gale Hospital - Alleghany  
 HCA - Lewis Gale Hospital - Fontana Medical Center  
 HCA - Lewis Gale Hospital - Pulaski  
 HCA - Lewis Gale Medical Center  
 HCA - Los Robles Hospital and Medical Center  
 HCA - Mainland Medical Center  
 HCA - Medical Center of Arlington  
 HCA - Medical Center of Aurora  
 HCA - Medical Center of Aurora - North Campus  
 HCA - Medical Center of Lewisville  
 HCA - Medical Center of McKinney  
 HCA - Medical Center of Plano  
 HCA - Medical Center of Trinity  
 HCA - Medical Center of Trinity - West Pasco Campus  
 HCA - Medical City Dallas Hospital  
 HCA - Memorial Hospital of Jacksonville  
 HCA - Menorah Medical Center  
 HCA - Methodist Ambulatory Surgical Hospital NW  
 HCA - Methodist Hospital  
 HCA - Methodist Specialty and Transplant Hospital  
 HCA - Methodist Stone Oak Hospital  
 HCA - Metropolitan Methodist Hospital  
 HCA - Mountain View Hospital - Las Vegas  
 HCA - Mountain View Hospital - Payton  
 HCA - North Florida Regional Medical Center  
 HCA - North Hills Hospital  
 HCA - North Suburban Medical Center  
 HCA - Northeast Methodist Hospital  
 HCA - Northside Hospital & Tampa Bay Heart Institute  
 HCA - Oak Hill Hospital  
 HCA - Ocala Regional Medical Center  
 HCA - Ogden Regional Medical Center  
 HCA - Orange Park Medical Center  
 HCA - Osceola Regional Medical Center  
 HCA - OU Medical Center - Edmond  
 HCA - OU Medical Center - Everett Tower  
 HCA - OU Medical Center - Presbyterian Tower  
 HCA - Overland Park Regional Medical Center  
 HCA - Palms West Hospital  
 HCA - Parkland Medical Center  
 HCA - Parkridge East Hospital  
 HCA - Parkridge Medical Center  
 HCA - Parkridge Valley Hospital  
 HCA - Plantation General Hospital  
 HCA - Plaza Medical Center Fort Worth

HCA - Polk Medical Center  
 HCA - Portsmouth Regional Hospital  
 HCA - Presbyterians/St. Luke's Medical Center  
 HCA - Rapides Regional Medical Center  
 HCA - Reajerson Hospital  
 HCA - Reardon Regional Medical Center  
 HCA - Regional Medical Center Bayonet Point  
 HCA - Regional Medical Center of San Jose  
 HCA - Research Belton Hospital  
 HCA - Research Medical Center  
 HCA - Research Psychiatric Center  
 HCA - Reston Hospital Center  
 HCA - Rio Grande Regional Hospital  
 HCA - Riverside Community Hospital  
 HCA - Rose Medical Center  
 HCA - Sky Ridge Medical Center  
 HCA - Skyline Medical Center - Madison  
 HCA - Skyline Medical Center - Nashville  
 HCA - South Bay Hospital  
 HCA - Southern Hills Medical Center  
 HCA - Spalding Rehabilitation Hospital  
 HCA - Specialty Hospital Jacksonville  
 HCA - Sportsylvania Regional Medical Center  
 HCA - St. David's Georgetown Hospital  
 HCA - St. David's Medical Center  
 HCA - St. David's North Austin Medical Center  
 HCA - St. David's Round Rock Medical Center  
 HCA - St. David's South Austin Medical Center  
 HCA - St. Lucie Medical Center  
 HCA - St. Mark's Hospital  
 HCA - St. Petersburg General Hospital  
 HCA - Sumnerville Medical Center  
 HCA - Summit Medical Center  
 HCA - Sunrise Hospital and Medical Center  
 HCA - Swedish Medical Center  
 HCA - Terre Haute Regional  
 HCA - Texas Orthopedic Hospital  
 HCA - The Regional Medical Center of Acadiana  
 HCA - Timpanogas Regional Hospital  
 HCA - Trident Regional Medical Center  
 HCA - Tristar Centennial Medical Center - Ashland City  
 HCA - Tristar Centennial Medical Center - Nashville  
 HCA - Tristar Crest Medical Center  
 HCA - Tulane - Lakeside Hospital  
 HCA - Tulane Medical Center  
 HCA - Twin Cities Hospital  
 HCA - University Hospital/Medical Center  
 HCA - Valley Regional Medical Center  
 HCA - Wesley Medical Center  
 HCA - West Florida Hospital  
 HCA - West Hills Hospital/Medical Center  
 HCA - West Houston Medical Center  
 HCA - West Marion Community Hospital  
 HCA - West Valley Medical Center  
 HCA - Westside Regional Medical Center  
 HCA - Woman's Hospital of Texas  
 HCA - Women's & Children's Hospital  
 HealthPartners - Hudson Hospital & Clinics  
 HealthPartners - Regions Hospital  
 Henry Mayo Newhall Memorial Hospital  
 Hoag Health Centers  
 Hoag Hospital - Irvine  
 Hoag Hospital - Newport Beach  
 Inova - Alexandria Hospital  
 Inova - Fair Oaks Hospital  
 Inova - Fairfax Hospital  
 Inova - Loudoun Hospital  
 Inova - Mount Vernon Hospital  
 John T. Mather Memorial Hospital  
 Johns Hopkins - Johns Hopkins Hospital  
 Kaiser Permanente - Antioch Medical Center  
 Kaiser Permanente - Baldwin Park Medical Center  
 Kaiser Permanente - Downey Medical Center  
 Kaiser Permanente - Fontana Medical Center  
 Kaiser Permanente - Fremont Medical Center  
 Kaiser Permanente - Fresno Medical Center  
 Kaiser Permanente - Hayward Medical Center  
 Kaiser Permanente - Los Angeles Medical Center  
 Kaiser Permanente - Manteca Medical Center  
 Kaiser Permanente - Meridian Medical Center  
 Kaiser Permanente - Modesto Medical Center  
 Kaiser Permanente - Moreno Valley Medical Center  
 Kaiser Permanente - Oakland Medical Center  
 Kaiser Permanente - Ontario Medical Center  
 Kaiser Permanente - Orange County - Anaheim Medical Center  
 Kaiser Permanente - Orange County - Irvine Medical Center  
 Kaiser Permanente - Orange County-Anaheim Medical Center  
 Kaiser Permanente - Orange County-Irvine Medical Center  
 Kaiser Permanente - Panorama City Medical Center  
 Kaiser Permanente - Redwood City Medical Center  
 Kaiser Permanente - Richmond Medical Center  
 Kaiser Permanente - Riverside Medical Center  
 Kaiser Permanente - Roseville Medical Center  
 Kaiser Permanente - Sacramento Medical Center  
 Kaiser Permanente - San Diego Medical Center/Kaiser Foundation Hospital  
 Kaiser Permanente - San Francisco Medical Center  
 Kaiser Permanente - San Jose Medical Center  
 Kaiser Permanente - San Rafael Medical Center  
 Kaiser Permanente - Santa Clara Medical Center  
 Kaiser Permanente - Santa Rosa Medical Center  
 Kaiser Permanente - South Bay Medical Center  
 Kaiser Permanente - South Sacramento Medical Center  
 Kaiser Permanente - South San Francisco Medical Center  
 Kaiser Permanente - Sunnyside Medical Center  
 Kaiser Permanente - Vacaville Medical Center  
 Kaiser Permanente - Walnut Creek Medical Center  
 Kaiser Permanente - West Los Angeles Medical Center  
 Kaiser Permanente - Woodland Hills Medical Center  
 Kaiser Permanente South San Francisco Medical Center  
 Kenmore Mercy Hospital  
 Lehigh Valley Health Network - 17th Street  
 Lehigh Valley Health Network - Cedar Crest

Lehigh Valley Health Network - Muhlenberg  
 LifeBridge Health - Levindale Hebrew Geriatric Center and Hospital  
 LifeBridge Health - Northwest Hospital  
 LifeBridge Health - Sinai Hospital  
 Littleton Adventist Hospital  
 Madigan Army Medical Center  
 Magee-Womens Hospital of UPMC  
 Martha Jefferson Hospital  
 Massachusetts Eye and Ear  
 Mayo Clinic Hospital - Phoenix  
 McLaren - Northern Michigan  
 Medical Center of the Rockies  
 MedStar - DePaul Medical Center  
 MedStar - Franklin Square Hospital Center  
 MedStar - Georgetown University Hospital  
 MedStar - Good Samaritan Hospital  
 MedStar - Harbor Hospital  
 MedStar - Montgomery General Hospital  
 MedStar - Montgomery Medical Center  
 MedStar - Union Memorial Hospital  
 Memorial Medical Center  
 Memorial Sloan Kettering Cancer Center  
 Meriter  
 Methodist Hospital of Southern California  
 Metro Health Hospital  
 Monadnock Community Hospital  
 Mount Carmel - East Hospital  
 Mt. Acute Hospital  
 New York Presbyterian - Columbia  
 New York Presbyterian - The Allen  
 New York Presbyterian - Weill Cornell  
 North Country Hospital  
 Northeastern Vermont Regional Hospital  
 NorthShore University HealthSystem - Evanston Hospital  
 NorthShore University HealthSystem - Glenbrook Hospital  
 NorthShore University HealthSystem - Highland Park Hospital  
 NorthShore University HealthSystem - Skokie Hospital  
 Northwestern Medical Center  
 Orlando Health - Arnold Palmer Hospital For Children  
 Orlando Health - Dr. P. Phillips Hospital  
 Orlando Health - Lucerne Pavilion  
 Orlando Health - Orlando Regional Medical Center  
 Orlando Health - South Seminole Medical Center  
 Orlando Health - Winnie Palmer Hospital For Women and Babies  
 Overlake Medical Center  
 Palomar Health - Downtown Campus  
 Palomar Health - Palomar Medical Center  
 Palomar Health - Pomerado Hospital  
 Parkland Health & Hospital Systems - Dallas County Community Hospital  
 Partners HealthCare - Brigham & Women's Faulkner Hospital  
 Partners HealthCare - Brigham and Women's Hospital  
 Partners HealthCare - Cooley Dickinson Hospital  
 Partners HealthCare - Martha's Vineyard Hospital  
 Partners HealthCare - Massachusetts General Hospital  
 Partners HealthCare - McLean Hospital  
 Partners HealthCare - Nantucket Cottage Hospital  
 Partners HealthCare - Newton-Wellesley Hospital  
 Partners HealthCare - North Shore Medical Center  
 Partners HealthCare - Spaulding Hospital - Cambridge  
 Partners HealthCare - Spaulding Hospital - North Shore  
 Partners HealthCare - Spaulding Rehabilitation Hospital - Boston  
 Partners HealthCare - Spaulding Rehabilitation Hospital - Cape Cod  
 Partners HealthCare  
 Porter Medical Center  
 Poudre Valley Hospital  
 Providence - Alaska Medical Center  
 Providence - Centralia Hospital  
 Providence - Colby Campus  
 Providence - Holy Cross Medical Center  
 Providence - Holy Family Hospital  
 Providence - Hood River Memorial Hospital  
 Providence - Kodiak Island Medical Center  
 Providence - Little Company of Mary Hospital  
 Providence - Medford Medical Center  
 Providence - Medford Medical Center Campus  
 Providence - Milwaukie Hospital  
 Providence - Mt. Carmel Hospital-Main Building  
 Providence - Pacific Pavilion  
 Providence - Portland Medical Center  
 Providence - Providence Center  
 Providence - Providence Newberg Medical Center  
 Providence - Providence Tarzana Medical Center  
 Providence - Providence Valdez Medical Center  
 Providence - Sacred Heart Medical Center  
 Providence - San Pedro Hospital  
 Providence - Seaside Hospital & Clinic  
 Providence - Seward Medical Center  
 Providence - St. Joseph Medical Center - MT  
 Providence - St. Joseph Medical Center CA  
 Providence - St. Joseph Medical Center MT  
 Providence - St. Joseph's Hospital  
 Providence - St. Mary Medical Center Campus  
 Providence - St. Patrick Hospital  
 Providence - St. Vincent Hospital  
 Providence - St. Vincent Medical Center  
 Providence - Willamette Falls Medical Center  
 Riverview Medical Center  
 Ronald Reagan UCLA Medical Center  
 Rutland Regional Medical Center  
 Schneck Medical Center  
 Seattle Children's Hospital  
 Kaiser Permanente - Vallejo Medical Center  
 Sime Valley Hospital  
 Sonoma Valley Hospital  
 Southwestern Vermont Medical Center  
 Sparrow - Sparrow Hospital  
 Sparrow - Specialty Hospital  
 Spectrum Health - Blodgett Hospital  
 Spectrum Health - Butterworth Hospital

Spectrum Health - Gerber Memorial Hospital  
 Spectrum Health - Reed City Hospital  
 Spectrum Health - United Hospital  
 Springfield Hospital  
 Tenet - Atlanta Medical Center  
 Tenet - Atlanta Medical Center - South Campus  
 Tenet - Brookwood Medical Center  
 Tenet - Centennial Medical Center  
 Tenet - Central Carolina Hospital  
 Tenet - Children's Hospital of Michigan  
 Tenet - Coastal Carolina Hospital  
 Tenet - Coral Gables Hospital  
 Tenet - Cypress Fairbanks Medical Center  
 Tenet - Delray Medical Center  
 Tenet - Des Peres Hospital  
 Tenet - Desert Regional Medical Center  
 Tenet - Detroit Receiving Hospital & University Health Center  
 Tenet - DMC - Huron Valley Sinai Hospital  
 Tenet - DMC - Sinai - Grace Hospital  
 Tenet - DMC Surgery Hospital  
 Tenet - Doctors Hospital at White Rock Lake  
 Tenet - Doctors Hospital of Manteca  
 Tenet - Doctors Medical Center of Modesto  
 Tenet - East Cooper Medical Center  
 Tenet - Florida Medical Center  
 Tenet - Fountain Valley Regional Medical Center  
 Tenet - Framingham Union Hospital  
 Tenet - Frye Regional Medical Center  
 Tenet - Good Samaritan Medical Center  
 Tenet - Hahnemann University Hospital  
 Tenet - Harper University Hospital/Hutzel Women's Hospital  
 Tenet - Hialeah Hospital  
 Tenet - Hilton Head Hospital  
 Tenet - Houston NW Medical Center  
 Tenet - JFK Memorial Hospital  
 Tenet - Lake Pointe Medical Center  
 Tenet - Lakewood Regional Medical Center  
 Tenet - Leonard Morse Hospital  
 Tenet - Los Alamitos Medical Center  
 Tenet - Nacogdoches Medical Center  
 Tenet - North Fulton Regional Center  
 Tenet - North Shore Medical Center - FMC Campus  
 Tenet - North Shore Medical Center - Miami  
 Tenet - Palm Beach Gardens Medical Center  
 Tenet - Palmetto General Hospital  
 Tenet - Park Plaza Hospital  
 Tenet - Piedmont Medical Center  
 Tenet - Placencia-Linda Hospital  
 Tenet - Plaza Specialty Hospital  
 Tenet - Providence Memorial Hospital  
 Tenet - Rehabilitation Institute of Michigan  
 Tenet - Saint Vincent Hospital at Worcester Medical Center  
 Tenet - San Ramon Regional Medical Center  
 Tenet - Sierra Medical Center  
 Tenet - Sierra Providence East Medical Center  
 Tenet - Sierra Vista Regional Medical Center  
 Tenet - Spaulding Regional Medical Center  
 Tenet - St. Christopher's Hospital for Children  
 Tenet - St. Francis Hospital  
 Tenet - St. Francis Hospital - Bartlett  
 Tenet - St. Louis University Hospital  
 Tenet - St. Mary's Medical Center  
 Tenet - Sylvan Grove Hospital  
 Tenet - Twin Cities Community Hospital  
 Tenet - West Boca Medical Center  
 The Ottawa Hospital - Civic Campus  
 The Ottawa Hospital - General Campus  
 The Ottawa Hospital - Riverside Campus  
 ThedaCare - Appleton Medical Center  
 ThedaCare - New London Family Medical Center  
 ThedaCare - Riverside Medical Center  
 ThedaCare - Shawano Medical Center  
 ThedaCare - Theda Clark Medical Center  
 UCLA Medical Center - Santa Monica  
 UCSF Medical Center  
 Providence - Ahuja Medical Center  
 Providence - Bedford Medical Center  
 Providence - Case Medical Center  
 Providence - Case Medical Center  
 Providence - Little Company of Mary Hospital  
 Providence - Medford Medical Center  
 Providence - Medford Medical Center Campus  
 Providence - Milwaukie Hospital  
 Providence - Mt. Carmel Hospital-Main Building  
 Providence - Pacific Pavilion  
 Providence - Portland Medical Center  
 Providence - Providence Center  
 Providence - Providence Newberg Medical Center  
 Providence - Providence Tarzana Medical Center  
 Providence - Providence Valdez Medical Center  
 Providence - Sacred Heart Medical Center  
 Providence - San Pedro Hospital  
 Providence - Seaside Hospital & Clinic  
 Providence - Seward Medical Center  
 Providence - St. Joseph Medical Center - MT  
 Providence - St. Joseph Medical Center CA  
 Providence - St. Joseph Medical Center MT  
 Providence - St. Joseph's Hospital  
 Providence - St. Mary Medical Center Campus  
 Providence - St. Patrick Hospital  
 Providence - St. Vincent Hospital  
 Providence - St. Vincent Medical Center  
 Providence - Willamette Falls Medical Center  
 Riverview Medical Center  
 Ronald Reagan UCLA Medical Center  
 Rutland Regional Medical Center  
 Schneck Medical Center  
 Seattle Children's Hospital  
 Kaiser Permanente - Vallejo Medical Center  
 Sime Valley Hospital  
 Sonoma Valley Hospital  
 Southwestern Vermont Medical Center  
 Sparrow - Sparrow Hospital  
 Sparrow - Specialty Hospital  
 Spectrum Health - Blodgett Hospital  
 Spectrum Health - Butterworth Hospital



# Engaged Leadership

Health care organizations rely on the support of senior leadership to ensure that sustainability and its impact on human health remains a strategic priority. The furthest-reaching environmental sustainability programs start with the development of an organizational strategy, resulting in a long-term commitment to healthier environments for staff, patients, the community and the global environment. Engaged leadership creates a culture of possibilities. Sustainability is aligned with quality performance and seen as a valuable program worthy of investing time and resources. And most importantly, it demonstrates a return on investment through quality improvement, population health and cost savings.

## TRENDS AT A GLANCE

The Engaged Leadership Challenge has experienced significant growth in its second year, expanding from 143 to 178 facilities since the 2012 Milestone Report. Ninety hospitals committed to achieving three of the prescribed leadership activities (Level 1), 16 hospitals committed to implement six activities (Level 2), and 72 hospitals committed to implement 10 or more Engaged Leadership activities (Level 3).

Whereas in the first year of the Engaged Leadership Challenge, hospitals established such baseline goals as “create a sustainability mission statement,” the highest-ranked indicator in 2013 among 97 percent of enrollees was to “create a strategic sustainability plan.” This indicates a strong motivation among enrollees to take more advanced steps towards building robust sustainability programs.

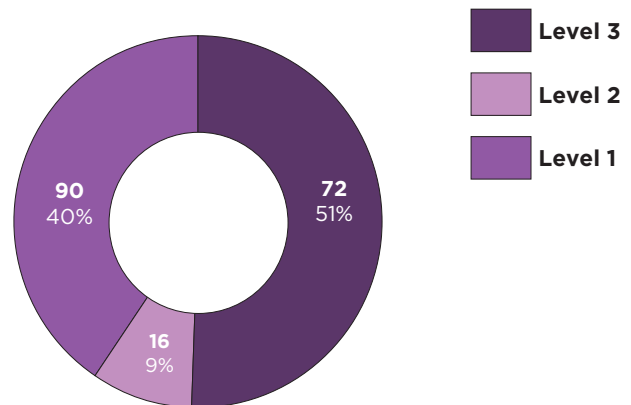
## Engaged Leadership Enrollees

All three levels of engagement saw an increase in enrollment in 2013. There was a 26 percent increase of facilities enrolled in Level 1, from 68 hospitals in 2012 to 90 in 2013. This increase can be attributed to a trend in which larger health care systems—seeing the leadership imperative in having all facilities engaged in sustainability efforts—have initiated system-wide enrollment.

There was a 50 percent increase in the number of participants involved in Level 2. This is likely because many of these hospitals are in their second year of participating in the Engaged Leadership Challenge, and have already laid the foundation for a formalized structure for sustainability within their respective facilities.

The increase of participants in Level 3 showed the least amount of growth in enrollment: from 66 hospitals in 2012 to 72 in 2013, there was only an eight percent jump in participation. This

is to be expected, as the Level 3 demographic is largely characterized by those hospitals with well-developed sustainability frameworks. These facilities have already capitalized on a wide array of leadership activities, which explains the relatively lean increase in participation from the previous year.





“Rank and title are not the only effective strategies involved in engaged leadership. Leadership must exist at all levels of the organization. It must be lived, shared and spoken...Leadership must be everywhere and be built on a foundation of service mentality.”

—LAURA KRAUSA, MANAGER, ADVOCACY, CATHOLIC HEALTH INITIATIVES (CHI)

## Analysis by the Numbers

Among the several Engaged Leadership indicators, below are those considered especially relevant when identifying successes and opportunities in the Engaged Leadership Challenge:

- Create a strategic sustainability plan: 97 percent
- Build in sustainability measures as an organizational priority: 94 percent
- Formulate a sustainability program budget: 80 percent

There are significant opportunities for improvement among the Engaged Leadership indicators with the fewest enrollees. For instance, “Identifying a clinical champion” has only been indicated by 34 facilities (19 percent). This can be attributed to the difficulties associated with finding clinical champions as hospitals

undergo the process of creating green teams and engaging staff members across the facility’s departments. However, we predict that the amount of clinical champions will increase parallel with the amount of green teams formed.

Another indicator that presents an opportunity for improvement is “Provide a feedback mechanism for sustainability initiatives” (21 percent). The Healthier Hospitals Initiative can assist hospitals in being able to quantify progress according to sustainability initiatives, and provide tools to be able to report that progress to upper level management, staff, patients and the community.

By standardizing sustainability metrics, HHI has allowed hospitals to place themselves on a continuum and set realistic goals.





# Healthier Food

The Healthier Food Challenge recognizes that the U.S. spends billions of dollars treating diet-related, chronic diseases. Hospitals and their business partners are demonstrating their commitment to health by tracking their increased access to healthier, locally sourced, sustainable foods and healthier beverages. The Balanced Menu measure supports responsible meat procurement, through a combination of less meat combined with healthier meat—raised without the use of nontherapeutic antibiotics. Additionally, meat and dairy production are serious contributors to global climate change. Farmers markets, chef cook-offs, educational campaigns and meatless Mondays are a few of the successful strategies that hospitals are using to educate staff, patients and their communities around food and health.

## Balanced Menus

Year	# of Hospitals	Pounds of Meat	Meals	Pounds Meat/Meal
2010	5	204,678	1,993,118	0.103
2011	10	556,770	4,646,192	0.120
2012	21	2,264,719	19,811,418	0.114
2013	101	8,030,259	69,285,592	0.116

The Balanced Menu measure strives to reduce the pounds of meat per meal by 20 percent within three years of baseline. One hundred five hospitals reported data on the Balanced Menu measure; most (82) reported in 2013 only.

As seen in the first graph (above), the total pounds of meat per meal in 2011 is up from 2010, and the number increases again from 2012 to 2013—despite overall improvements in meat reduction. This is because this first graph indicates the

combined performance of all hospitals, without any distinction between the “early adopters” of the Balanced Menu measure—who have shared data for several years—and those facilities who just started submitting data in the past year.

In order to get a complete picture of the data, we must look at this data in the context of a second graph (below), which isolates the 19 hospitals reporting on meat and meals in 2013 with an earlier baseline year.

Year Series	Number of Hospitals	Number decreasing lbs meat/meal 2013 versus first year in series	Number (%) decreasing by 20% lbs meat/meal, 2013 versus first year in series
2010-2013	4	2 (50%)	1 (25%)
2011-2013	4	3 (75%)	1 (25%)
2012-2013	11	8 (72%)	1 (9%)
Total	19	13 (68.4%)	3 (15.7%)

## Healthy Beverages

Year	# of Hospitals	\$ Healthy Beverages	\$ Total Beverages	% Healthy Beverages	(%) hospitals meeting 80% purchase goal
2012	16	\$2,291,000	\$4,684,000	48.9%	0(0%)
2013	130	\$41,610,000	\$54,220,000	76.7%	20(15.4%)

Our Healthy Beverage measure gives participating facilities the opportunity to increase purchases of healthy beverages over the baseline year by at least 20 percent, or achieve at least an 80 percent purchase of healthy beverages relative to the facility's entire beverage budget, in dollars spent.

As indicated by the first graph (above), based on 130 hospitals reporting data in 2013, 20 (16 percent) report purchasing more than 80 percent healthy

beverages out of the beverage budget. Out of total beverage purchases of \$54.2 million, \$41.6 million (77 percent) were reported as healthy.

Illustrated in the graph below, based on 16 hospitals reporting at least two years of data ending in 2013, 13 (68 percent) increased purchases of healthy beverages as percent of total. Three (16 percent) increased percent purchases of healthy beverages by more than 20 percent.

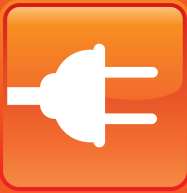
Year Series	# of Hospitals	# increasing healthy beverage purchases 2013 versus first year in series	# (%) increasing 20% purchases healthy beverages, 2013 versus first year in series
2011-2013	1	1 (100%)	0 (0%)
2012-2013	15	12 (80%)	2(13%)
Total	16	13 (68.4%)	2 (12.5%)

## Local and Sustainable Procurement

Year	# of Hospitals	\$ Local/Sustainable	Total \$	% Local/Sustainable
2010	6	745,695	3,352,087	22.2%
2011	40	4,080,831	26,611,761	15.3%
2012	48	5,195,529	39,670,077	13.1%
2013	110	23,720,104	145,335,510	16.3%

In the Local and Sustainable Procurement measure, the goal is to achieve increases in local and sustainable food purchases by 20 percent annually over baseline year OR to achieve purchases of at least 15 percent local and sustainable food purchases.

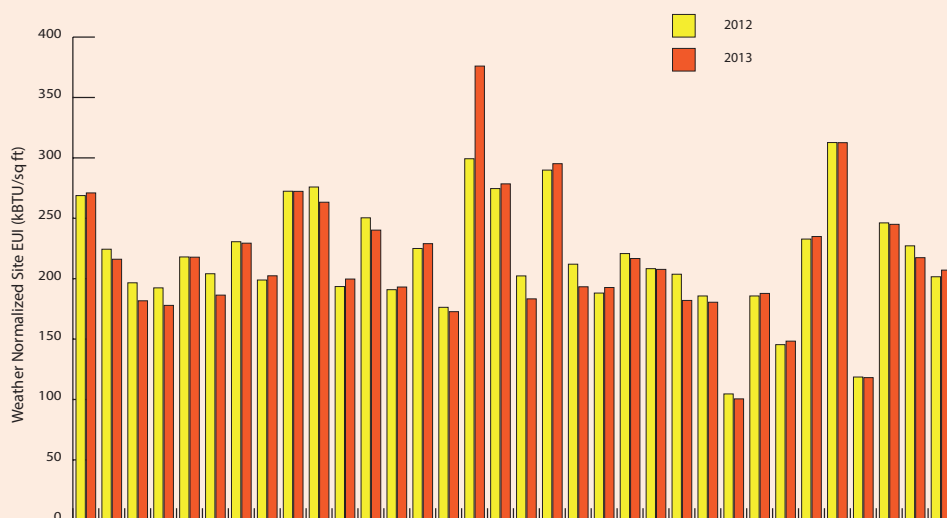
Based on 110 hospitals reporting data in 2013, 64 (58 percent) reported more than 15 percent of food budget is local and sustainable food. In aggregate, \$23.7 million of \$145.3 million food purchases were local/sustainable—16.3 percent.



# Leaner Energy

According to the U.S. Energy Information Administration (EIA), hospitals and health care facilities account for more than eight percent of the nation's annual energy consumption and generate nearly eight percent of the country's carbon dioxide emissions—a significant amount for one industry. As the second most energy-intensive building sector in the U.S., health care has a responsibility to use less energy and obtain it from renewable resources. By reducing the amount of emissions they release, hospitals and health care facilities lower the risk of respiratory illness, and benefit from significant cost savings, demonstrating that hospitals can do the right thing and reduce costs. HHI has identified key ways for hospitals to reduce their energy consumption and obtain it from cleaner sources.

Bar Graph of Weather Normalized Site EUI (kBTU/sq ft)



This graph shows the Weather Normalized Site EUI (kBTU/sq ft) for 34 hospitals with data in 2012 and 2013. As shown from the graph, 21 of 34 hospitals showed a decrease in WN EUI from 2012 to 2013.

Overall, there was an improvement in the energy data reported from 2012 to 2013, evidenced by a slight shift in distribution. Among the 21 hospitals that reduced their energy consumption, one hospital reduced its energy consumption at a Level 3 rate (more than 10 percent but less than 40 percent). The remaining hospitals, then, have accomplished Level 1 or Level 2 rates of energy conservation, leaving significant opportunity for improvement in the next year of the campaign.

The modest improvement in energy conservation efforts can be largely attributed to an especially cold winter, coupled with the fact that these hospitals have been reporting data for two years. Our evidence suggests that the longer a hospital has been involved in Leaner Energy efforts, the greater their overall energy consumption decreased. As such, with another year's worth of opportunity to become acclimated to energy conservation, we predict that these hospitals will have significant improvements in energy data for 2014.



## ENERGY STAR

One hundred ninety-three hospitals were identified by HHI as participating in the HHI campaign and shared in ENERGY STAR Portfolio Manager. One hundred sixty hospitals had data in at least two years, to allow comparison of 2013 to a baseline year. There is a modest improvement in energy efficiency overall. About half of the enrolled hospitals show no improvement over time and so represent an

opportunity in the next year of the campaign.

The energy goal has multiple levels, to reduce energy use from baseline year by three percent, five percent or 10 percent. If a hospital is already at an ENERGY STAR score of 75 or above, the goal is to maintain that score. Overall, there is a two percent decrease in energy use, comparing 2013 to baseline year, with energy use defined as weather-normalized energy utilization index (“WN EUI”).

Cohort	Number of Hospitals	Change in Energy use, 2013 compared to baseline
2010-2013	108	1.9% decrease
2011-2013	18	4.7% decrease
2012-2013	34	0.79% increase

In the above graph, we defined three cohorts of hospitals to allow us to see differences among groups of hospitals based on the length of energy series in Portfolio Manager. We allocated 160 hospitals to one of the three cohorts:

- 2010-2013 cohort (N=108): hospitals with data before the nominal baseline period of the campaign (year ending 2011) and data in 2013. These hospitals may be early adopters or hospitals that have already worked to reduce energy.
- 2011-2013 cohort (N=18): hospitals with data starting in the baseline year ending 2011 and data in 2013.

- 2012-2013 cohort (N=34): hospitals with data starting in the baseline year ending 2012 and data in 2013.

Among the hospitals that joined ENERGY STAR in 2013, there was a 0.79 percent increase in energy consumption. We note that increase is driven by one large hospital that reports an increase in energy use of almost 30 percent, which is more likely to be a data error than actual increase. Setting this hospital aside, the 2012-2013 cohort shows an aggregate decrease of 1.5 percent.

## Hospitals with two years reporting data—baseline year 2010

Year	N	WN kBTU*	Sq FT	WN EUI	GHG (MT)	GHG lbs/sq ft
baseline	160	2.55E+10	101,348,000	251.3	2,276,300	49.41
2013	160	2.54E+10	103,250,000	246.2	2,267,900	48.32

WN: Weather Normalized N: Number EUI: Energy Use Intensity GH (MI): Greenhouse Gas, Metric Tons

\*Percent change in energy measured by WN EUI:  $100 \times (251.3 - 246.2)/251.3 = 2.05\%$  reduction.

The data shows that the earlier a hospital committed to submitting baseline data in energy consumption, the greater their overall energy consumption decreased. This can be attributed to the fact that it takes time to assess which parts of a given facility are operating efficiently, and to identify the greatest opportunities for improvement. This is expressed by seeing that hospitals which a baseline from 2010 have seen a 2.05 percent site EUI reduction.

Based on 160 hospitals reporting at least two years of energy use ending in 2013 to compare to

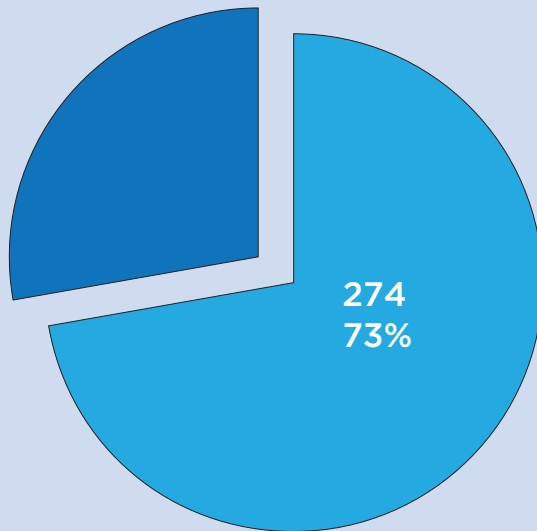
a nominal baseline year, there was an aggregate two percent decrease in energy use. Fifty-six (35 percent) hospitals show at least Level 1 achievement, which is a three percent reduction in energy use versus nominal baseline year. Overall, there was a 51,000 metric ton decrease in greenhouse gas emissions, per ENERGY STAR calculations. To contextualize these impressive accomplishments, this is the emissions equivalent to removing 10,000 vehicles from U.S. roads annually.



# Less Waste

While caring for patients, hospitals generate an average of 30.9 pounds of waste per staffed bed per day. Hospitals dispose of materials composed of plastics, hazardous materials, paper, food, needles, packaging, and electronics every day, creating environmental and health impacts on patients, staff and global communities. Taking advantage of and measuring high-impact opportunities such as implementing a comprehensive waste management program, regulated medical waste (RMW) reduction strategies, and diverting construction and demolition debris offers opportunities to minimize financial, environmental and safety impacts, while demonstrating a commitment to healthier communities.

## Percent Recycling Based on 2013 Aggregate Data



In 2013 alone, 274 hospitals (73 percent) recycled at rates greater than the target level of 15 percent. That's an aggregate recycling rate of 22.6 percent, with a total of 124,000 tons recycled.

### Recycling

Facilities engaged in HHI's Recycling measure commit to recycling 15 percent or more of total waste. Three hundred eighty-five hospitals provided HHI with data through the IHI Extranet. In aggregate, the 374 hospitals recycled 124,000 tons of waste, a rate of 22.6 percent. There are opportunities especially in the cohort of hospitals reporting two years of data in 2012 and 2013 to improve recycling

rates, as less than half of this cohort is at or above the goal of 15 percent recycling.

While the sector aggregate is above our goal of 15 percent recycling rate, there is still a lot of work to be done. By utilizing integrated waste streams and other waste tracking and recycling methods, hospitals can continue to significantly improve their recycling rates in years to come.

## Regulated Medical Waste

Year	Tons RMW	Tons Waste	Percent RMW
2010	3996	36,750	10.9%
2011	3630	36,820	9.9%
2012	3265	35,350	9.2%
2013	2138	20,890	10.2%

In committing to regulated medical waste reduction, participating facilities aim to keep regulated medical waste to no more than 10 percent of total waste. Three hundred eighteen hospitals provided HHI with data through the IHI extranet. Two hundred thirty-seven hospitals out of 318 hospitals (74 percent) had RMW less than the target upper limit of 10 percent of total waste.

The data for RMW as a percentage of total waste presents significant opportunity for growth. In order to accurately analyze the data, we divided hospitals into cohorts, based on their reporting records. This was done to distinguish hospitals with a longer history of recycling from hospitals with possibly less experience. We might expect the hospitals with a longer series

to have lower levels of RMW as a percent of total waste; this does not appear to be the case.

Regulated medical waste data is experiencing a period of fluctuation. However, there is a significant money proposition for hospitals who commit to reducing their amounts of RMW. We expect that time and an increase of facilities participating in RMW reduction will provide context for the creation of new and better solutions. Working with third-party waste haulers, and exploring internal changes such as onsite steam sterilization front end costs, can pose significant cost saving opportunities for health care facilities in the long run. Thus, these results should improve significantly in the coming years.

## Construction and Demolition (C&D) Recycling

Year	# of Hospitals	Tons C&D diverted	Tons C&D Waste	Percent Recycle
2010	6	1,769	3,078	57.5%
2011	15	10,770	12,000	89.8%
2012	50	33,060	38,380	86.1%
2013	39	29,200	35,380	82.5%

In the construction and demolition recycling directive, the goal is to divert or recycle 80 percent or more of construction and demolition waste. Sixty-seven hospitals provided HHI with data through the IHI extranet.

In 2013, 15 of 39 hospitals reported recycling more than the construction and demolition goal of 80 percent. In aggregate in 2013, 39 hospitals diverted 29,200 tons out of 35,400 tons of construction and demolition waste, an overall recycling rate of 82.5 percent.

Since 2012 we have seen a minimal decrease in the C&D percentage. This is because a greater number of facilities reported data in the second year of the campaign. As we get a more complete picture of how the sector is dealing with diverting construction debris, we can continue to identify opportunities for improvement both for health care facilities, and their construction partners.



# Safer Chemicals

Chemicals of concern found in medical devices, cleaning products, health care fabric, furniture and finishes have been linked to individual and public health issues such as cancer, birth defects, asthma and other health problems. HHI is working with hospitals to take precautions to reduce the exposure of patients to known reproductive and developmental toxicants, and switch to safer alternatives. The potential impact from healthy interiors presents an enormous opportunity for furnishings free of noted chemicals of concern and a move to safer materials. Hospitals taking on this challenge lead the way by moving the marketplace towards safer materials, eliminating harmful chemicals from the health care setting and minimizing their impact.

## PVC/DEHP-Free Devices

Year	\$ Spent on PVC/DEHP Free Devices	\$ Total Product Spend	Percent PVC/DEHP Free Devices	# of Hospitals
2010	\$543,704	\$571,656	95.1%	1
2011	\$20,130,320	\$21,161,871	95.1%	35
2012	\$42,452,822	\$76,246,696	55.7%	37
2013	\$62,840,560	\$72,053,090	87.2%	43

In PVC/DEHP reduction, the goal is to eliminate PVC/DEHP from one or more of seven defined product lines. Hospitals are purchasing medical products without PVC/DEHP at an exponentially increasing rate. Sixty-one hospitals reported making at least one product line PVC/DEHP free in 2013,

which is an increase of 60 from 2012. Additionally, a total of 43 hospitals reported spending \$62,840,560 on PVC/DEHP free products in 2013. This large dollar amount will show producers that the health care sector is making a concerted effort to buy less harmful, chemical-free medical devices.

## Green Seal or EcoLogo Certified Products

# of Hospitals	Year	\$ On Green Seal or EcoLogo	\$ On Cleaning Supplies	Percent
21	2012	\$2,197,321	\$5,769,022	38.1%
102	2013	\$2,105,063	\$4,547,518	46.3%

In terms of green cleaning, HHI set forth the goal of purchasing more than 90 percent of Green Seal or EcoLogo certified products in four product categories. Forty-six percent of cleaning products that were purchased by 102 hospitals were GreenSeal or EcoLogo certified,

which presents a significant opportunity for improvement. As hospitals begin to report more about the cleaning chemicals they are purchasing, the market will shift to produce safer chemicals. By submitting data on this measure to HHI, hospitals are setting the demand for supply to meet.



“At Kaiser Permanente, we believe through our practices we can help promote the creation and adoption of safer chemicals and sustainable materials in a way that supports a healthy economy, healthy environment and healthy people.”

—KATHY GERWIG, VP, ENVIRONMENTAL STEWARDSHIP OFFICER, KAISER PERMANENTE

## Healthy Interiors

# of Hospitals	Year	\$ Compound-Free Furnishings	Total \$ on Furnishings	Percent
1	2012	\$569,603	\$1,319,145	43.2%
11	2013	\$688,654	\$3,273,012	21.0%

Facilities committing to healthy interiors agree to purchase at least 25 percent of products in specified categories (e.g. tables and mattresses) that eliminate the intentional use of halogenated flame retardants, formaldehyde, perfluorinated compounds and PVC.

The number of hospitals reporting about healthy interiors increased 1,000 percent from 2012 to 2013 (from one reporting facility to 11), which

demonstrates that hospitals are already asking more questions about what chemicals are in their furniture. This is because hospitals are demanding that free-standing furnishings do not contain toxic flame retardants or other unsafe chemicals. Educating our facilities' purchasing departments on prioritizing safer furnishings is therefore fundamental to ensuring the continued success in the area of healthy interiors.





# Smarter Purchasing

The health care industry spends billions of dollars each year on products and equipment for use in facilities designed to protect health. However, many products generate unnecessary waste, contain hazardous materials or use excessive energy, contributing to negative health and environmental impacts. Reprocessing single-use devices, for example, is a proven cost-saving measure and offers the chance to extend the life of a medical device while reducing costs. By selecting environmentally preferable products and services, the health care sector is actually generating demand for healthier and safer products. The availability of these products for the health care sector translates into growing adoption of smarter products in other markets, including consumer purchasing.

## Single-Use Device Reprocessing (SUD)

Year	# of Hospitals	\$ Single-Use Device Purchased
2010	144	18,104,601
2011	207	32,400,632
2012	122	33,923,345
2013	192	45,299,606

In the single-use device reprocessing measure, facilities commit to increasing purchases of reprocessed single-use devices by at least 50 percent over the baseline. Three hundred thirty-five hospitals reported data

on purchasing single-use devices in 2013.

Per the above table, in 2013, participating hospitals saved a total of \$45.3 million in purchase of reprocessed single-use devices.

Year Series	Number of Hospitals	Number (%) increasing SUD, 2013 versus first year in series	Number (%) increasing SUD purchases more than 50%, 2013 versus first year in series
2010-2013	6	4 (67%)	3 (33%)
2011-2013	58	47 (81%)	20 (34%)
2012-2013	41	40 (98%)	3 (7%)
Total	105	91 (86.7%)	26 (24.7%)

The second table (above) shows the data reports for the 105 hospitals with continuous purchasing series.

The data shows that there is a large increase in both the number of hospitals purchasing SUDs and

the amount of money that is being spent on them. This suggests that educational opportunities for OR technicians and doctors on SUD reprocessing have both fostered a better understanding of this opportunity, and bolstered the demand for these devices in the medical community.

## Electronic Product Environmental Assessment Tool (EPEAT®)

Year	\$ EPEAT	Hospitals
2010	59,754,742	39
2011	55,712,058	40
2012	67,361,759	45
2013	115,688,940	71

In this measure, the goal is to specify EPEAT in purchasing contracts and report EPEAT expenditures. Seventy-two hospitals reported EPEAT purchases in 2013.

We have seen a steady increase in EPEAT purchasing since 2010. Since then, 32 more facilities have submitted data for this challenge area, and

we have been able to quantify an increase of \$55,934,216 in EPEAT purchases. This increase in more sustainable electronics purchasing can be justified by hospitals' purchasing departments having a larger role to play in conversations around sustainability. In turn, this has added to the increased prevalence of more sustainable electronics options at more affordable costs.

## Surgical Kit Reformulation

Year	Number of Hospitals	Kits reviewed	Percent of hospitals reviewing at least 30 kits	Number (%) of hospitals achieving the goal
2012	15	562	46.7%	2 (13.3%)
2013	64	2205	45.3%	23 (35.9%)

For those hospitals committing to surgical kit reformulation, the goal is to review at least 30 custom surgical O.R. kits or 80 percent of O.R. kit types, whichever is greater. Seventy-two hospitals reported on kits reviewed in 2013. See graph above for complete listing of these results.

HHI also asked hospitals to report dollars saved by kit review. These results are outlined

below. Thirty-four hospitals reported dollar information, six for 2012 and 28 for 2013. Total savings across the two years is \$3,565,355. Combining hospitals that reported both kits and dollars saved, we can estimate dollar savings per kit, with the median providing a more conservative estimate than the mean.

Year	Number of Hospitals	# of Kits Reviewed	Dollars Reported Saved	Average Dollars Saved/Kit	Median Dollars Saved/Kit Reported
2012	6	126	\$647,706	\$5,140	\$3,762
2013	27	1242	\$2,899,561	\$2,334	\$1,144

Reformulating surgical kits is an easy money saving and sustainable solution. Hospitals can save money and make surgical kits more efficient by minimizing the presence of unused tools. In order to maximize a facility's full potential in surgical kit reformulation, clinician engagement is paramount. Often the notion of streamlining kits is initially met with speculation, as it can be seen as reducing

options or an unwanted change. This reinforces the need for educating clinicians on the cost savings benefit that can be realized through reformulating kits. We predict that an increasing ease of accessibility to educational opportunities will continue to bolster the number of hospitals reporting on surgical kit reformulation in years to come.

## HHI 2013 Milestone Report Conclusion

The Healthier Hospitals Initiative is made up of people—nurses, doctors, sustainability managers, food service directors, environmental service managers and facility directors. These passionate individuals work as a team to push for more. Why do they do it? Because they are in the business of health and their passion for healthier environments, efficiency and fiscal responsibility drive them for more. However, the work is hard and there is never enough time in the day, resources or finished “to-do” lists. We have learned the value of the aggregate—strength in numbers. The aggregate data has moved us beyond value at the individual facility to a unified voice in supply chain conversations. But when we talk about strength in numbers, we aren’t just referring to data. We are powerful when individuals come together to form teams, networks and campaigns to push for more. Thanks to your involvement, we are reshaping what quality health care looks like. We are messaging loud and clear that environmental stewardship is one tool in the quality health care toolbox. Thank you to every single one of you for the critical role YOU play in driving positive change. Whether in a hospital or a business—your passion is coming through loud and clear. **You are part of something big, and we appreciate your efforts.**

[www.healthierhospitals.org](http://www.healthierhospitals.org).



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