

Engaged Leadership



How to Guide

This guide is designed to provide a step-by-step approach to implementing the HH Challenge and submitting qualitative data.

How to use this guide

The Healthier Hospitals (HH) How-to Guides provide a step-by-step approach to achieving and measuring the benefit of six specific areas of environmental intervention. The challenges have been carefully selected for their positive impact on human health and the environment, as well as to drive increased demand for healthier products in the marketplace. HH How-to Guides provide simple steps, resources and sample language to help facilities meet the six challenges and lead communities to a healthier future.



Engaged Leadership: Engage leadership in a formal commitment to continuous environmental quality improvement.



Healthier Food: Offer healthier food for staff, patients and visitors, positively impacting human health and the environment. Less meat, better meat and local and sustainable food are within reach.



Leaner Energy: Partner with ENERGY STAR for health care and reduce greenhouse gas emissions through decreased energy use. Case studies, sample RFP for developing a strategic energy master plan and other resources shine a light on energy conservation success.



Less Waste: Gather baseline waste data and reduce regulated medical waste (RMW), increase recycling and recycle construction and demolition debris to take control of materials and wastes.



Safer Chemicals: Improve health of employees, patients and communities by choosing safer chemicals in materials and products. Transition to greener cleaners, eliminate mercury, reduce DEHP and PVC in medical devices and reduce toxicity of furniture and finishings.



Smarter Purchasing: Follow step by step guidance to green the supply chain by taking on surgical kit reformulation, single use device reprocessing in certain categories, and purchasing greener electronics using the EPEAT certification.

Healthier Hospitals

Twelve of the largest, most influential U.S. health systems, comprising over 500 hospitals with more than \$20 billion in purchasing power, worked with Health Care Without Harm (HCWH), the Center for Health Design and Practice Greenhealth to create the Healthier Hospitals Initiative as a guide for hospitals to build upon the Centers for Medicare and Medicaid Services (CMS) Triple Aim—better health, better care and lower costs, and institute frameworks and implementation tools that can be used by every health care facility in the nation.

Due to the momentum and success of the Initiative, Healthier Hospitals will continue to use data to engage around proven environmental strategies and lead communities to a healthier future as a program of Practice Greenhealth.

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Introduction

Actively engaged leadership is essential in achieving success in implementing sustainability in an organization. Organizations that achieve long-term, measurable results have the active and effective support of their medical, management and board leadership. Some organizations begin at the top by explicitly including sustainability objectives in their overall strategic plans. Others start with an individual project that captures the imagination, energy and commitment of the overall enterprise.

Ah-ha Moment

Healthcare leaders often describe their moment of personal discovery as when they realize that sustainability can be a culture transformation tool to achieve organizational excellence. It's the moment they realize that "going green" is more than a blue bin by the copy machine, more than carrying a reusable shopping bag or driving a Prius. The moment of discovery, the "Ah ha" moment truly pulls it all together — the realization that sustainability is wellness, prevention, mission, safety, health and fiscal responsibility. They are one tool in the toolbox for population health and quality care. This discovery moment can impact construction, procurement, patient experience, food services, community benefit, staff engagement and retention — just about every facet of healthcare leadership priorities. Senior level engagement is vital to the success of every organization's sustainability agenda. Engaged leadership is the platform upon which every sustainability project rests. Leaders empower others within the organization to invest the necessary time, energy, resources and focus necessary to execute a successful sustainability program. And once leadership gets it — then the fun begins.

Why Engaged Leadership Goals of Healthier Hospitals?

Sitting down with leadership and "making the case" for a formal sustainability program is a team effort. The team has two roles to play. A larger group can come together to document successes and build the case. A subset of this team will make the formal presentation to leadership and request support. It's important to get it right — not to rush the sit down with leadership. That's what the Healthier Hospitals Engaged Leadership Challenge is all about — providing step by step guidance on making the case and laying the framework for success. Follow this guide with the goal of creating a firm foundation at your organization or system. Of course there is no such thing as one size fits all — every organization is unique — but this guidance can help you get there.

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Engaged Leadership Challenge

The Engaged Leadership Challenge is intended for those organizations that are looking to implement a formal sustainability plan and seek commitment from senior leadership. If an organization already has a formal program skip level 1 and start with level 2.

Level 1 Making the Case for a Formal Environmental Stewardship Program

Level 1 of the Engaged Leadership Challenge is designed to support a formal request to leadership for their support in an organizational commitment to continuous environmental quality improvement. Each action items should be done in the order it is listed.

1. Fill out the following worksheets: **Making the Case** and **Champions** to identify team, leverage points and framing.
2. Fill out the **Sharing Success** Worksheet to document current wins.
3. Schedule a **Planning call** with Practice Greenhealth
4. Create a **powerpoint proposal** and **present to leadership**

Level 2 Strengthening Engagement

Level 2 of the Engaged Leadership Challenge is designed to strengthen engagement. This is demonstrated by implementing 3 of the 5 Strengthening Engagement activities:

- Appoint a Sustainability Executive Owner
- Identify a lead on **Sustainability** or Develop a **Sustainability Internship Program**
- Appoint a Sustainability clinical champion
- Commit to a minimum of two additional **HH challenges** (Healthier Food, Leaner Energy, Less Waste, Safer Chemicals, Smarter Purchasing)
- Present to a minimum of three of the following committees/groups and identify areas of alignment and potential additional champions.
 - Quality/Performance Excellence
 - Food and Nutrition Services
 - Nursing Management Meeting
 - Infection Prevention
 - Human Resources/Wellness/Staff Engagement
 - Safety/Joint Commission Environment of Care
 - Community Benefit
 - Senior Leadership
 - Clinical Leadership Team or Group

HH Data Collection

The Engaged Leadership Challenge requires qualitative data submission through emailing progress to engagedleadership@practicegreenhealth.org. Refer to the Resources Section for the Engaged Leadership Measures Overview document.

Making the Case for a Formal Environmental Stewardship Program

Welcome Champion!

This guide can be used by anyone that is trying to engage leadership around a formal commitment to healthier environments. Whether a green team chair, passionate departmental staffer or intern, use this guidance to help you get there. Practice Greenhealth is here to help you — Good luck!

1. Get Educated - Explore key websites like [Practice Greenhealth](#), [Health Care Without Harm](#), [Healthier Hospitals](#) and [Greenhealth magazine](#).

2. Enroll in the [Healthier Hospital's Engaged Leadership Challenge](#). Upon enrollment, create a login to this **free** program and access tools and resources. The goal of Level One Engaged Leadership Challenge is to build the case for leadership. If leadership is already engaged, review the goals to see if any offer value to the organization. If not, skip to Level Two.

3. Gather Information - The [Making the Case](#) and [Champion Worksheets](#) are designed to explore leverage points; identify successes, build internal champions and make the case. The goal is to move sustainability beyond passionate individuals and departments to a formal strategy that is integrated into the new construction, renovations and operations of the organization.

4. Download the [Making the Case](#) and [Champions WorkSheets](#) and get started. The Making the Case and Champions Worksheets can be filled out simultaneously. As internal champions are identified to join the team, they may help fill out the Making the Case Worksheet.



Don't be limited by the worksheets. Use them to help get started but give adequate time for brainstorming, strategy, and sharing ideas. While there may be an urge to set up a meeting with leadership right away, take the time to build the case carefully and effectively.

5. Build Relationships - The [Champions worksheet](#) offers a framework for relationship-building and information-gathering. Avoid politically-wrought committees and emails at first. Make one on one appointments with individuals so that information can be gathered in an informal way and obstacles can be shared privately. Take the necessary time to sit down and listen to individuals who have a story to tell. Key departments may approach the work from a cost

or regulatory perspective — this is good! Gather stories, regardless of WHY they were tackled and focus on the activities and the measurable outcomes. Demonstrating cost savings, regulatory compliance, safety and other measures are often what get leadership engaged — that's okay! Many sustainability programs get leadership attention through cost savings — a very important thing to remember. Focus on cost savings to get the attention of leadership.

6. Identify Success - As a result of both the [Making the Case WorkSheet](#) and the [Champion Worksheet](#), the components of the story will start to take shape. Capture the successes and document them in the [Sharing Success Worksheet](#). When reviewing the story and the associated data, identify cost savings, regulatory and worker

engagement strategies wherever possible. Cost savings is the most effective strategy for getting leadership's attention. Explore what the next step in each success could look like — furthering the reach? a next step? What potential remains untapped for each of these successes? How can they be framed as opportunities?

7. Plan - Once the champions are identified, leverage points revealed and successes captured, convene a meeting with those identified (and interested/available) from the champion worksheet to continue brainstorming, share ideas and identify the core team to present to leadership. Before going forward, consider other key committees or individuals that should be

consulted or informed before moving forward. Are there any individuals or committees that might feel left out or discouraged if they weren't brought to the table before going to leadership? Assign roles and responsibilities for developing the powerpoint and prioritizing those successes that have cost savings and other powerful data to demonstrate value.

8. Prepare the Presentation - The Healthier Hospitals [Powerpoint Plan Template](#) offers verbiage and guidance in the notes section highlighted in yellow. Use the template to add mission, background, other drivers and framing information identified through the Making the Case Worksheet and add slides to highlight success. The Sharing Success worksheet can be finalized to share as a handout at the meeting, but the presentation should highlight a subset of the successes. When sharing success, focus on a balance of measurable outcomes (financial

when possible) and spirit. To win the hearts and minds of leadership balance hard data and the personal touch. When considering whom should make the presentation, consider speaking style and communication skills. The presenter should be an excellent communicator, able to connect with an audience and embody the passion, spirit and business acumen for the audience. A tag-team may be a good strategy - that is - sharing the presentation among key team members. Look at your team and consider — who would pack the most powerful and effective punch?

9. Feedback from Practice Greenhealth - The next step in the strategy is to reach out to Practice Greenhealth at engagedleadership@practicegreenhealth.org and request a 30 minute strategy session. Come to the call with the presentation in hand. Practice Greenhealth staff can offer constructive feedback, suggestions and offer benchmarks for the sector when sharing

successes. The benchmark sharing (a Practice Greenhealth membership benefit) is key in helping leadership recognize where sector leaders are performing in a given area and help demonstrate future opportunity and the momentum that is already underway. Highlighting success in other organizations, especially key competitors, may add value and impact of the presentation.

10. Final Preparation and Preparedness – Take any notes from Practice Greenhealth and finalize powerpoint, sharing success documentation, flesh out future opportunities and practice before considering next steps. Consider which of the team members is best suited to request the formal sit down with the President/CEO and leadership team. Connect directly first, to lay the

groundwork so there are no surprises. Perhaps a sit down with the key leader in a very small group is the first step and then with leadership support, present to the larger leadership team. The team will strategize about the savviest approach for the organization. The tone should be one of excitement, positivity and empowerment. Celebrate and Innovate! Good luck!

11. Pause and Reflect – After the meeting or presentation, reconvene the group to share the outcome and next steps. Let Practice Greenhealth know how it went at engagedleadership@practicegreenhealth.org. Take some time to contemplate the experience

alone or with the preparation team and discuss lessons learned from the experience. If the team didn't quite get what they desired, they can use Level 2 of the Engaged Leadership Challenge to further demonstrate value. A step at a time.

Making the Case for a Formal Environmental Stewardship Program

Level 1 of the Engaged Leadership Challenge is designed to support a formal request to leadership for their support in an organizational commitment to continuous environmental quality improvement. Each action items should be done in the order it is listed.

Action	Measure	Materials	Impact
Fill out the following worksheets: Making the Case and Champions to identify team, leverage points and framing.	Fill out the two worksheets and email to engagedleadership@practicegreenhealth.org	Making the Case Worksheet Champions Worksheet Recorded “ Making the Case to Leadership - HH Engaged Leadership Challenge ” Sharing Call	Guides Preparation and Planning for Making the Case effectively
Fill out the Sharing Success Worksheet to document current wins.	Fill out the Sharing Success Worksheet and email to engagedleadership@practicegreenhealth.org	Sharing Success worksheet	Engage leadership in supporting an organizational commitment to environmental stewardship
Planning call with Practice Greenhealth	Reach out to engagedleadership@practicegreenhealth.org to request call to review strategy and presentation review and guidance.	Phone Call with Practice Greenhealth Staffer	
Create a powerpoint proposal and present to leadership	Fill out powerpoint proposal template and email to engagedleadership@practicegreenhealth.org	Powerpoint proposal template	

LEVEL 2

Strengthening Engagement

1. Review Challenge goals: Level two requires the identification and accomplishment of three to five of its goals. Review the challenge goals with appropriate committee and key stakeholders and set goals for the coming year. The executive owner is one of the first tasks and if your team made it

through Level 1, this has likely been accomplished. Formalize this by reviewing the Executive Owner Checklist and make this official. The executive owner and identifying a lead or starting up an internship will be key in shepherding the qualitative tasks in Level 2 of the challenge.

2. Update HH web page - Login to the Healthier Hospitals Program (www.healthierhospitals.org)

and identify that the team is taking on Level 2.

3. Take on one goal at a time. The table below shares resources for each goal. As each task is accomplished, email to [engagedleadership@](mailto:engagedleadership@practicegreenhealth.org)

[practicegreenhealth.org](mailto:engagedleadership@practicegreenhealth.org). When tasks are accomplished ensure that they are communicated and not just a document in a manual.

4. Report - Identify opportunities to capture the data and stories that emerge from the additional HH measures. Strategize how to keep leadership engaged in ongoing activities — look for opportunities to present, write articles or blogs, apply for a Practice Greenhealth award

or garner regional recognition to continue to make the case, where needed. If the facility had an intern, ensure the value is tracked to make the case for a full-time position to enhance the value and speed of sustainability programming.

5. Document accomplishments with Healthier Hospitals and track completion of goals. Congratulations! Your organization is furthering

the long-term commitment to healthier environments. Have feedback? Let us know at engagedleadership@practicegreenhealth.org.

Implement three of the five strengthening engagement activities:

Action	Examples or Guidance
Appoint a Sustainability executive owner	Executive Owner CheckList
Identify a lead on Sustainability or Develop a Sustainability Internship Program	Job Description - Sustainability Internship Toolkit
Appoint a Sustainability clinical champion	Clinical Champion Checklist
Commit to a minimum of two additional HH challenges (Healthier Food, Leaner Energy, Less Waste, Safer Chemicals, Smarter Purchasing)	Healthier Hospitals Website
Present to a minimum of three of the following committees/groups and identify areas of alignment and potential additional champions. <ul style="list-style-type: none"> • Quality/Performance Excellence • Food and Nutrition Services • Clinical Leadership Team or Group • Human Resources/Wellness/Staff Engagement • Safety/Joint Commission Environment of Care • Nursing Management Meeting • Senior Leadership • Community Benefit • Infection Prevention 	

Next Steps

Healthier Hospitals is a free program of Practice Greenhealth. Consider joining Practice Greenhealth for more Engaged Leadership challenge goals that maximize the return of environmental sustainability programming,

share best practices, achieve further support and participate in Practice Greenhealth’s Environmental Excellence Awards and much more. Learn more about Practice Greenhealth at www.practicegreenhealth.org or [contact us](#) for more information.

Additional Resources

Easy to use templates, sample language, check lists and others tools will facilitate program implementation.

Level One

Champion Worksheet

The worksheet is used to identify key champions and capture successes from one-on-one conversations. Interviews and conversations will reveal pockets of success throughout the organization.

healthierhospitals.org/hhi-challenges/resource-library/champion-worksheet

Making the Case Worksheet

This sheet helps identify leverage points and synergies with leadership to demonstrate that sustainability helps the organization achieve other strategic priorities. Fill out the worksheet and use it for proposal preparation.

healthierhospitals.org/hhi-challenges/resource-library/making-the-case-worksheet

Sharing Success Worksheet

Based on the information gathered from conversations, fill out the Sharing Success Worksheet. While successes can be garnered for the formal presentation in powerpoint form, the team may decide to use this document as a handout for the leadership meeting. It is intended to document key measurable outcomes (and the story) associated with sustainability activities. The goal is to win the hearts and minds of leadership.

healthierhospitals.org/hhi-challenges/resource-library/sharing-success-worksheet

PowerPoint Template

The powerpoint template creates a framework for the presentation to leadership. There are notes and suggestions throughout. Modify it for the team's use.

healthierhospitals.org/hhi-challenges/resource-library/powerpoint-template

HH Success Slides

As the team presents to leadership — it may desire some additional slides, demonstrating success across the sector. Grab any number of these slides from 16 sites that have successfully achieved and measured outcomes from taking on HH goals. Full case studies are available on the [Healthier Hospitals' Website](http://HealthierHospitals.org).

healthierhospitals.org/hhi-challenges/resource-library/hh-success-slide

Pope's Encyclical slide

For Faith Based organization, this slide is helpful for framing.

healthierhospitals.org/hhi-challenges/resource-library/popese-encyclical-slide

Level Two

Executive Owner Checklist

Integrating sustainability activities into the fabric of an organization requires engaging leadership. Identifying an Executive Owner is key to success. This checklist helps identify the right person and clarifies their role.

healthierhospitals.org/hhi-challenges/resource-library/executive-owner-checklist

Clinical Champion Checklist

Identifying a Clinical Champion helps connect sustainability to public health, wellness, prevention and quality care. A Clinical Champion can connect key clinical committees, programs and population health.

healthierhospitals.org/hhi-challenges/resource-library/clinical-champion-checklist

Sustainability Intern Get Started Guide

Most Health Care Sustainability Coordinators started out as interns. Use this guidance document to develop a sustainability internship at your organization. Interns can be instrumental in making the case to leadership successfully through focusing in on one area and demonstrating value.

healthierhospitals.org/hhi-challenges/resource-library/sustainability-intern-get-started-guide

Overall Resources

Engaged Leadership Measures Overview

This is an overview of the required measures along with a PowerPoint guide to submitting the respective data on each level of the Engaged Leadership Challenge.

healthierhospitals.org/hhi-challenges/resource-library/engaged-leadership-measures-overview