

Integrated Operations & Education

Required

IO Prerequisite 1

Integrated Operations & Maintenance Process

Intent

Demonstrate a cross discipline approach in Operations and Maintenance decision-making and implementation to ensure safe, healthful, environmentally sensitive methods and materials.

Health Issues

Acute and long-term health care facilities operate on a continuous, 24-hour, 7-day basis. Consequently, many operations and maintenance tasks are performed with staff and patients in occupancy. As a result, it is challenging, if not impossible, to isolate building occupants from associated environmental burdens. Building operations, construction operations and maintenance procedures must be evaluated relative to health impacts on patients, who are often immuno-compromised or otherwise vulnerable to environmental issues, and on staff, who may also be vulnerable and whose responsibility to provide critical care should not be impeded by a compromised indoor environment. The Joint Commission recognizes the occupational health issues for staff working in the organization's facilities.

Credit Goals

- Develop and implement a functional cross discipline process for decision-making regarding safe, healthful and environmentally sensitive operations and maintenance and encourage continuous improvement.
- Define key organizational stakeholders and involve them in ongoing cross discipline decision-making process(es) for operations and maintenance.
- Create a Health Mission Statement that establishes the values and goals for operations and maintenance procedures and protocols, encouraging continuous improvement.

IO Prerequisite 1 continued

Integrated Operations & Maintenance Process

Suggested Documentation

- Document and annually review achievement of integrated operations & maintenance process(es) in accordance with Credit Goals by showing commitment of Senior Leadership and through meeting minutes, records, or equivalent documentation over a minimum one year period.
- Create and annually update a responsibility matrix describing which key stakeholders should be consulted for each credit or initiative.
- Compile a Health Mission Statement for operations and maintenance procedures and protocols, encouraging continuous improvement.

Reference Standards

There is no reference standard for this credit.

Potential Technologies & Strategies

- **Credit Synergies:** *Coordinate implementation of this prerequisite with GGHC CM Prerequisite 2: Chemical Management Policy and Audit, GGHC WM Prerequisite 1: Waste Management Plan, GGHC ES Credit 1.1-1.2: Environmentally Preferable Cleaning: Policy Development, GGHC FS Credit 1: Sustainable Food Policy and Plan, GGHC EP Prerequisite 2: Electronic Assets Environmental Management Plan.*
- Review “How to Use this Tool” in the Introduction to the GGHC *Operations* section for additional guidance on how to incorporate new construction into an integrated operations program.
- Incorporate the health mission statement outlined in the Credit Goals into the organization's Statement of Environmental Principals. A health mission statement should include goals to safeguard the health of building occupants, the local community, and the global environment while creating a high performance healing environment for the building's patients, caregivers, and staff.
- Organize and schedule regular meetings of all related Facilities Operations groups to integrate functional processes into the daily operation of the facility that jointly consider environmental and health impacts of decisions and opportunities for continuous improvement.
- Consider Joint Commission compliance as a mechanism for implementing Integrated Operations.
- Include consideration of "triple bottom line" values – economic, environmental, and social – in the health mission statement.
- Educate team members on the business case and environmental case for going green.
- Introduce all team members to reference sites and state sponsored organizations.
- Clarify with the team how goals and credit achievement will be tracked and measured, and what data metrics will be used for the different types of credits: e.g. cost/SF, lbs or tons/bed, lbs or tons/discharge, etc. Coordinated tracking will help with consistency of measurement across credits and between new and older facilities.
- Integrate roles and responsibilities regarding the facility's environmental sustainability initiatives in every employee's job description.
- When possible, participate in design and product selection activities in order to guide decisions according to appropriate operational procedures and criteria.

IO Prerequisite 1 continued

Integrated Operations & Maintenance Process

- Use evidence-based teamwork training and assessment tools to establish robust cross discipline decision-making process(es) for operations and maintenance.
- Identify a liaison between the internal integrated operations decision-making body and design and construction project teams involved with facility design projects for new construction, additions and renovations to ensure alignment with facility priorities.

Resources

Beam, Richard, "Building Green One Step at a Time" GGHC/H2E Webinar,, May 4, 2007, <http://cms.h2e-online.org/teleconferences/calendar/details/357> .

Building Design + Construction, "Green Buildings & The Bottom Line," November 2006.

Guenther, Robin and Peter Morris, "Business Case for Sustainable Health Care Buildings," GGHC/H2E Webinar, February 2006, <http://cms.h2e-online.org/teleconferences/calendar/details/237> .

Joint Commission, <http://www.jointcommission.org>, <http://cms.h2e-online.org/ee/regsandstandards/jcaho/>

International Organization for Standardization (ISO), Management Standards, http://www.iso.org/iso/management_standards.htm

Morey JC, Simon R, Jay GD, et al. Error reduction and performance improvement in the emergency department through formal teamwork training: validation results of the MedTeams project. *Health Serv Res.* 2002; 37(6): 1553–1581.

An Ounce of Prevention: Waste Reduction Strategies for Health Care Facilities. Executive Editor: Yvonne J. Cernick; 1993. ISBN: 0-87258—673-5

Sehulster LM, et al. Guidelines for Environmental Infection Control in HealthCare Facilities, 2003. Recommendations from CDC and the Healthcare Infection Control Practices Advisory Committee (HICPAC). Chicago IL; American Society for Healthcare Engineering/American Hospital Association; 2004. <http://www.cdc.gov/ncidod/hip/enviro/guide.htm>

U.S. Environmental Protection Agency (EPA), Environmental Management Systems, <http://www.epa.gov/ems/>

Wheelan (2005) *Creating Effective Teams: A Guide for Members and Leaders*, 2nd. Ed. Thousand Oaks, CA: Sage.

Wheelan S, Krasick C. The emergence, transmission and acceptance of themes in a temporary organization. *Group and Organization Management* 1993; 18: 237–260.

1 point

IO Credit 1

Education: **Staff, Patient & Community Environmental Sustainability Education**

Intent

Create and enhance awareness among staff, patients, visitors, service providers, vendors and the community of environmental sustainability and its human health benefits.

Health Issues

Through improved training and knowledge of environmental initiatives, staff and patients will be better equipped to recognize the value of environmental initiatives and their connection to health. Health care is uniquely positioned to educate the community about the health benefits associated with toxic chemical avoidance, carbon and ecological footprint reduction, and other environmental practices. To fulfill its mission to provide health and community stewardship, the connection between the environment and human health should be made evident in all facets of the health care organization, including policy development, program implementation and patient care practices.

Credit Goals

- Upon hire and, at a minimum, annually, educate all staff (including, but not limited to, physicians, nurses, interns, nursing and allied health students, board members, etc.) on their roles and responsibilities regarding the facility's environmental sustainability initiatives (as defined by IO Prerequisite 1) and the connection to human health and environmental stewardship. Train staff to report relevant activities using the responsibility matrix outlined in Suggested Documentation under IO Prerequisite 1: Integrated Operations & Maintenance Process.

Note: In many cases, education on environmental sustainability initiatives and the connection to human health and the environment can be integrated into existing training programs.

- Annually present a formal written report on progress in environmental programs and connection to human health and the environment to the facility's Board of Directors and other senior level leadership.

AND

Establish a staff education program or programs incorporating at least one of the following criteria:

- Educate staff on environmental programs and impact on human health and the environment through regular reports in the staff newsletter (minimum 4 per year) or a minimum of two dedicated staff newsletters annually.
- Develop and periodically update (minimum twice a year) an environmental poster campaign on facility environmental programs and their connection to human health and the environment targeted to staff within the facility.
- Annually recognize staff participation and leadership in environmental programs.

AND

IO Credit 1 continued

Education: **Staff, Patient & Community Environmental Sustainability Education**

Establish a communications program or programs to educate patients, visitors, and the surrounding community incorporating at least one of the following criteria:

- Develop and implement an active education program targeted to patients, visitors, and the public on facility environmental initiatives, outcomes, and the initiatives' connection to human health and the environment.
- Include reporting on the facility's progress in environmental programs, including associated health benefits to the surrounding community, in the annual report.

Suggested Documentation

- Document and annually review the facility's internal education programs and external communication programs in accordance with Credit Goals.

Reference Standards

There is no reference standard for this credit.

Potential Technologies & Strategies

- **Credit Synergies:** *Coordinate implementation of this credit with GGHC IO Prerequisite 1: Integrated Operations & Maintenance Process, GGHC FS Credit 2: Sustainable Food Education and Promotion, and other GGHC credits incorporating staff education into the Credit Goals.*
- Identify environmental policies and programs currently in place that align with the Credit Goals.
- Educate patients on facility environmental initiatives and their impact on human health and the environment through communication channels such as brochures, patient menus, television monitors, posters and the facility's website.
- Integrate roles and responsibilities regarding the facility's environmental sustainability initiatives in every employee's job description.
- Encourage staff participation and leadership in environmental programs through public recognition programs such as: celebratory community events, an internal awards program, poster campaigns, recognition on the facility's website, etc.
- An example of publicly-targeted education programs is information about medical waste incinerators as a major source of mercury in the environment and how a facility's efforts to eliminate mercury directly impact patient and community health and safety. Another example is to educate patients and families in the OB-GYN department on the connection between health care practices and mercury in fish, encouraging patients to avoid certain fish, and highlighting the health care organization's program to virtually eliminate mercury use in the facility. See below for sample resources.
- Provide new parents in the labor and delivery department with "healthy baby kits" addressing environmental health topics such as avoiding chemicals of concern as identified in GGHC EPP Credit 2, such as, but not limited to, Bisphenol-a, mercury, and polyvinyl chloride (PVC) products. See below for sample resources.

IO Credit 1 continued

Education: **Staff, Patient & Community Environmental Sustainability Education**

Resources

Health Care Without Harm, “A Nurse’s Role in Assessing and Addressing the Health Risks to Mothers and Babies from Environmental Exposures,” <http://www.noharm.org/us/H3MBE>

Health Care Without Harm, “Green Birthdays” report,
<http://www.noharm.org/details.cfm?type=document&id=493>

Sample educational presentation, newsletter template and other resources are available in the Practice Greenhealth (formerly Hospitals for a Healthy Environment or H2E) “Partner Toolbox” at <http://www.practicegreenhealth.org>:

- Sample facility new employee orientation training presentation and handouts
- Sample facility educational information
- Sample facility educational poster
- Sample facility environmental newsletter
- Sample facility patient education campaign
- Sample environmental communication plan
- Sample Public Health educational information for physician practice
- Sample Food Services Educational Information
- Sample environmental responsibility language for job descriptions

U.S. Environmental Protection Agency (EPA) National Listing of Fish Advisories, “What you need to know about mercury in fish and shellfish,” <http://www.epa.gov/waterscience/fish/advice/index.html>

U.S. Environmental Protection Agency (EPA) Resource Conservation and Recovery Act (RCRA) Training Modules, <http://www.epa.gov/epaoswer/hotline/rmods.htm> (Note: required of staff responsible for RCRA program)

U.S. Occupational Safety and Health Administration (OSHA), <http://www.osha.gov/dcsp/ote/index.html>