UCSF Advisory Committee on Sustainability

Brian Newman, Co-chair, Campus
Sheila Antrum, Co-chair, Health

6/9/2021
Agenda

New Business

- Change Management – Joe Guglielmo - 10-15 min
- UACS Focus for 21-22 - Gail - 10 min

Standing Agenda items

- Breakout Sessions – developing Strategy for each sub-committee – Gail - 35 min
- Reconvene and share highlights – Sub-committee notetakers 5 min ea - 20 min
- Plus / Delta - Gail – 5 min

Last Words – Brian and Sheila – 5 min
Freezer Project:  A Case in Change Management

B. Joseph Guglielmo, Pharm.D.
Dean UCSF School of Pharmacy
1. Clearly articulate the vision for change

“To be effective, a change vision must create a sense of urgency. The best leaders do this by anchoring the need for change in concrete internal or external realities - this is why great leaders often leverage externally driven disruptions to initiate change efforts.”

5-year net benefits of ~$2.3MM

Energy/CO2 Savings

<table>
<thead>
<tr>
<th>Risk Reduction</th>
<th>Value</th>
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<tbody>
<tr>
<td>cost of a catastrophic failure/freezer</td>
<td>$750,000</td>
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<td>Probability of catastrophic failure before program replaced freezers</td>
<td>1.00%</td>
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<tr>
<td>Probability of catastrophic failure after program replace freezers</td>
<td>0.10%</td>
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<tr>
<td>$ annual value of incremental improvement</td>
<td>$6,750.00</td>
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<td>Probability of catastrophic failure before program monitored freezers</td>
<td>0.50%</td>
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<td>$ annual value of incremental improvement</td>
<td>$3,375.00</td>
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2. Involve the right people: limited vs. broad involvement

“Effective change strategies commission formal and informal power holders at different times during the change process”

“Formal power holders derive their power from their roles within the organization, whether or not they have broad influence. They are best leveraged as formal sponsors and high-level drivers of change, who work with informal power holders to set expectations for the change to occur.”

3. Communicate the right information at the right time

“When the change vision is first announced, employees will have specific questions like, "What is the end goal of this change?" and, "How will it affect me?" These are known as the distributive aspects of change. They should be the focus of the initial change communications.”

“As the change process moves into the implementation stage, employees will become increasingly interested in the procedural aspects of change. They will have questions like, "What steps are being taken to implement this change?" and, "Is there anything I should/can do to help?" Specific change management plans and employees' roles in the process should be communicated at this stage.”

4. Always account for resistance to change

- Some may feel *psychological ownership* of the object of change, especially if it has been in place for a long time.

- Some may resist the *content* of the change if they have strong differing opinions about what is being introduced.

- Some may resist the way the change is being introduced (e.g., communications surrounding the change).

*Odilov and Musser. Proven Change Management Principles: How to Effectively Initiate It. Gallup July 2020*
5. Celebrate short-term wins without declaring premature victory

“Organizational change is hard, and each milestone win (big or small) needs to be celebrated. This creates a positive atmosphere for the organization and can have positive implications for the overall change strategy.”

6. Effectively anchor the change to the organization.

“To successfully anchor the change, it is important to evaluate whether change efforts have been successful. Holistic change strategies include formal or informal change evaluation processes in the change management plan.”

7. Always plan for change to be "the only constant."

“Organizational change efforts are not always linear. What happens in one part of the organization often requires modification in other areas.

The most effective change strategies iteratively identify additional needs for change throughout the entire change process.”

Questions?
Sub-Committee Goal Reminders

- Complete projects by end of FY 21-22
- Focus on high level influence/change management for leadership to consider sustainability in policies, practices, and accountability
- Includes implementation and follow-up to ensure accountability
- Metrics?
Breakout Sub-Committees
Sub-Committees Report Back

- Health
- Buildings & Operations
- Academics
- Communication

Goal to start implementing strategic plan by Q122 UACS mtg
## Approved FY21-22 CNI Projects

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<th>Climate Action Planning</th>
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<th>Energy Services</th>
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Health Sub-Committee

Current- UCOP Benchmarks - to be reported bimonthly

- Food – GHG from sustainable food
- Waste - # solid waste/APD
- Energy – EUI
- Reprocessing - #SUD/OR procedure
- %RMW

**Proposed benchmark for SCM**

Include sustainability into value analysis of contracts - % of contracts

- Consider Total Cost of Ownership (waste generation, energy consumption, single-use or reusable, etc).
- Consider PGH/KP EPP tools
- Use Hovermatt reprocessing as a process improvement template
Buildings & Operations Sub-Committee

Criteria: cost/value, environmental impact, ease of implementation given 2 year timeline, support any pre-existing projects, existing UCOP sustainability policies)

- Mandate reduction and replacement of freezers with Energy Star models
  - Reduce quantity and mandate Energy Star models to reduce carbon footprint of freezers
  - Use stronger language regarding Energy Star purchasing policy (from “encourage” to “mandate”)
  - Hits criteria for cost, impact, ease of implementation; already a School of Pharmacy pilot ongoing (if successful, we can roll it out and mandate it for the rest of campus)

- Support Green leases
  - Restarting LEED for operations and setting a target for Silver, Gold, Platinum certification
  - Focus on green leases moving forward
  - Cost, ease of implementation, already in progress

- Connect buildings to chilled water system and install heat recovery
  - Primarily focus on Mission Bay at first
  - High ROI and environmental impact
Bldgs & Operations Next Steps

- Focusing Freezer Rebate Pilot. How do we make sure we don’t stop after the pilot. Roll this pilot across campus for a ripple effect. How do all departments see the benefits, savings further adoption and who on this team can tell the story?

- Gail - think about influence and who on this committee can help influence to make these changes and incorporate it standard practice

- Interim Meeting scheduled for Friday 2/5/21 at 2pm
Academics Sub-Committee

Criteria: budget limitations, opportunities to leverage ongoing programs (UC Center for Climate Health & Equity), opportunities to engage supportive leadership and generate recommendations for them to implement projects

- **Climate Reset**
  - Developing materials and engaging higher-level strategy conversations about optimizing carbon-reduction as we transition out of the pandemic (e.g. telecommuting, business travel)

- **Multilevel communication strategy to reduce carbon**

- **Process to share environmental health and climate change patient education material in UCSF clinics**
  - Medical students have expressed interest in working on this
Academics Sub-Committee Next Steps

- Create a process to share environmental health and climate change patient education material available to UCSF Clinics using Box and #slack. Start internally with this committee. Longer term goal of making this information more available outward facing.

- Second priority is a Climate Reset which is a timely opportunity. Developing materials and engaging in higher level strategy conversations about optimizing carbon reduction as we transition out of the pandemic. Goal is to create something everyone can adopt.

- Sub-committee’s next steps would checking in and updating their Box Folder with resources.
Communications Sub-Committee

- Outreach and education to the greater SF community on UCSF’s commitment to carbon neutrality
  - Not only focus on economic benefits, but also conduct outreach on the environmental health benefits UCSF brings to communities

- Incorporate climate change and carbon neutrality goals into department- and UCSF-wide communications
  - Host a sustainability town hall using the Diversity and Outreach annual leadership meeting as a model. Holds chancellors and deans accountable by asking them to present their work on sustainability.

- Training and mobilizing advocacy work
  - Leveraging our research and other resources to influence policymakers and the public on environmental regulation
  - Engage the UCSF Community & Government Relations and the Health Care Climate Council
Communications Next Steps

- Top Priority - Outreach and education to the greater SF community on UCSF’s Committee on Carbon Neutrality. Start communicating some of the changes that are currently happening on social media and tie in with Covid-19 and use the Covid-19 hashtag since this is what is grabbing attention at the moment. More local messages.

- Second – Incorporate climate change and carbon neutrality goals into department and UCSF wide communications starting with smaller scale webinars to keep community engaged. Work towards a town hall.

- Third – Training and mobilizing advocacy work. Focus is currently on Covid-19 and the CPHP but after these topics are not as urgent, we will talk more about advocacy.

- Fourth – ask all committee and workgroup reps to complete the LivingGreen Certification as role models.
Next Steps for Sub-Committees

- Firm up strategy and determine action items and assignments
- Use Influence/Change management to gain traction
- Measure effectiveness of strategy

- Content experts are available to advise if questions