About us...

- Integrated Delivery System
  - Approximately 6,500 Total Employees
  - 790 providers employed / 498 medical staff
  - 59 clinic locations
  - 325-bed Tertiary Medical Center
  - 3 Critical Access Hospitals
- Western Campus of the University of Wisconsin Medical School
- Residency and Medical Education Programs
- Many affiliate organizations including EMS air and ground ambulance service, rural hospitals, nursing homes, hospice, etc.
- Physician-led organization
- Strong Administrative/Medical partnership
National Recognition

**System-Wide Recognition**
- Healthgrades Distinguished Hospital Award-Clinical Excellence™ 7 years in a row (2008-2014)
  - Places Gundersen Lutheran in the top 5% of hospitals in the nation
- Healthgrades America's 50 Best Hospitals™ (2014)
  - Places Gundersen among the top 1 percent of hospitals nationwide
- Healthgrades Outstanding Patient Experience Award™
  - Places Gundersen Lutheran among the top 5% of hospitals in the nation
- Advisory Board National ‘Excellence in Engagement’ award
  - Top 25% of healthcare organization
- Top 100 Hospitals Five Year Performance Improvement Leader – Thomson Reuters
- Top 100 Hospital – Thomson Reuters
- Top 100 Integrated Healthcare Network – Verispan
- National Research Corporation 2012 Path to Excellence Award for Top Performing Organization for Rate a Doctor

**Service-Line Recognition**
- Healthgrades 2014 Excellence Awards™ for Cardiac Care, Coronary Intervention, Orthopaedic Surgery, Spine Surgery, Pulmonary Care, General Surgery, Gastrointestinal (GI) Care, Critical Care
- Healthgrades 2014 America’s 100 Best for Specialty Care in Cardiac Care, Coronary Intervention, Critical Care, GI Care, Orthopaedic Surgery
- Healthgrades 5-star ratings in 18 categories.
- Top 100 Cardiac Care – Thomson Reuters
- National Heart Care Specialty Center designation by BCBS
- Norma J. Vinger Center for Breast Care – First Breast Center of Excellence by the National Quality Measures for Breast Centers™ Program.
- Bariatric Center of Excellence Designation by American Society for Bariatric Surgery
## Healthgrades

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<tr>
<th>Condition</th>
<th>Gundersen Health System</th>
<th>USF Medical Center</th>
<th>Mayo Clinic - Saint Mary's Hospital</th>
<th>Mayo Clinic Health System - Franciscan La Crosse</th>
<th>Luther Hospital - Mayo Health System</th>
<th>Sacred Heart Hospital</th>
<th>Aspirus Wausau Hospital</th>
<th>University of Wisconsin Hospitals and Clinics</th>
<th>Saint Mary's Hospital, Madison, WI</th>
<th>Meriter Hospital</th>
<th>Aurora Saint Luke's Medical Center</th>
<th>Mercy Des Moines IA</th>
<th>University of Iowa</th>
<th>Allen Hospital, Waco</th>
<th>Park Nicollet Methodist Hospital</th>
<th>Fairview Southdale Hospital</th>
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Our Purpose is to bring health and well-being to our patients and communities.

Mission: We will distinguish ourselves through excellence in patient care, education, research and improved health in the communities we serve.

Vision: We will be a Health System of excellence, nationally recognized for improving the health and well-being of our patients, families, and their communities.

Commitment: We will deliver high quality care because lives depend on it, service as though the patient were a loved one, and relentless improvement because our future depends on it.

Values: Integrity – Perform with honesty, respect, and transparency.
Excellence – Measure and achieve excellent outcomes.
Respect – Treat patients, families, and caregivers with respect.
Innovation – Embrace change and seek new methods.
Compassion – Provide compassionate care.

Be the best regionally and nationally on environmental stewardship and sustainability.
Our sustainability program is not a one-off project...

It is part of our work to improve the health, well being and fabric of our communities.
Why Health Care Providers Should Care

• Pollutants from the burning of fossil fuels and waste disposed:
  – Cancer, liver disease, kidney disease, reproductive issues
  – Cardiovascular deaths and stroke

• According to the Department of Energy, hospitals are 2.5 times more energy intensive than other commercial buildings
  – This is inconsistent with our mission...we are responsible for contributing to disease through our wasteful consumption.

• Energy costs will eventually escalate, making it more difficult to provide affordable care

• Reducing waste results in an improved bottom line

1Source: American Heart Association Scientific Statement: DALLAS, May 10, 2010
“Face the Brutal Facts”

2008

• 105 million pounds CO$_2$
• 450,000 pounds pollutants
• 2 pounds mercury
Shifts Need To Be Considered

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<th>NOW</th>
<th>NHS</th>
<th>&amp;</th>
<th>Wider health and care system</th>
<th>2020</th>
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<tr>
<td>NOW</td>
<td>Carbon reduction</td>
<td>&amp;</td>
<td>Broader than carbon reduction</td>
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<td>NOW</td>
<td>Doing things better</td>
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<td>2020</td>
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<tr>
<td>NOW</td>
<td>Starting new things</td>
<td>&amp;</td>
<td>Stopping old things</td>
<td>2020</td>
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<tr>
<td>NOW</td>
<td>Measuring process &amp; activity</td>
<td>&amp;</td>
<td>Measuring outcomes</td>
<td>2020</td>
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<td>NOW</td>
<td>Sustainability as a problem</td>
<td>&amp;</td>
<td>Sustainability as a solution</td>
<td>2020</td>
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<td>NOW</td>
<td>Sustainability done in isolation</td>
<td>&amp;</td>
<td>Seen as part of an integrated system</td>
<td>2020</td>
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Who will take the lead?

- Federal Government?
- State Government?
- City or County?
- Business Community?
- Sierra Club?
<table>
<thead>
<tr>
<th>Gundersen’s Multiple Objectives</th>
<th>Healthier Hospital Initiatives</th>
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<tbody>
<tr>
<td>• Reduce the Cost of Delivering Healthcare</td>
<td>• Engaged Leadership</td>
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<td>• Decrease Emissions Harmful to Health</td>
<td>• Healthier Food</td>
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<td>• Decrease Emissions Harmful to Environment</td>
<td>• Leaner Energy</td>
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<tr>
<td>• Use Renewable Resources</td>
<td>• Less Waste</td>
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<td>• Provide Benefit to Regional Economy</td>
<td>• Safer Chemicals</td>
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<td>• Improve Patient Experience</td>
<td>• Smarter Purchasing</td>
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<td>• Lead the Community</td>
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</table>
Notable Sustainability Accomplishments

• Elimination of all food service “Styrofoam” in health system
• Implemented Comprehensive Waste Management Program
• Solid waste stream recycling rate above **35%** for last 5 years
• Reduced cafeteria pre-consumer food waste by more than **70%**
  – Keeps approximately **17 tons** of food from going to landfill each year
  – Implemented donation program with Salvation Army for leftover food totaling more than **9,000** meals in 2013
• Founding Member of Fifth Season Cooperative, which coordinates the distribution of local foods to institutional markets
Sustainability (non-energy)
Accomplishments 2013

- Recycle/Reuse Savings $95,000
- Remanufactured Device Savings $415,000
  - Surgical SUDs, O2 sensors, Toner Cartridges

*Total $510,000

Recycle/Reuse Rate 737 tons = 43%
- Construction Recycling/Reuse Rate 17,000 tons = 91%

* only monetary value measurement...does not measure overall benefit to the health of our community
Since 2010 we have 20% less Biohazardous waste per patient visit (5.9% of total waste stream).

*The Healthier Hospital Initiative target is less than 3.0 lbs. per adjusted patient day, or less than 10% of total waste generated.

Since 2010 there has been a reduction of over 13,000 lbs. of pharmaceutical waste generated per year (59% decrease). A savings of $100,000 a year in disposal costs.
Goods and Services Carbon Footprint - Carbon Hotspots

Primary care – pharmaceuticals including GP prescriptions

Acute - building energy use (gas and electricity)

Acute – medical instruments and equipment

Primary care and acute – business services

1st U.S. Health System Heated, Powered & Cooled by Local Renewable Energy

We will improve health & lower cost
Why would a strong board allow this plan?

- Best use of portion of savings
- Good ROI (7.7 years)
- Safer than stock or bond market (remember 2008?)
- Local investment (great PR)
- Timing (grants, partners)
- Early successes (conservation projects)
Energy Conservation

• Energy Conservation should be our first fuel
• $2M Investment, $1.3M Savings/Year
• Lowering our Fixed Operating Cost is ESSENTIAL to our long term financial health
• Improve health, lower costs
Conservation Project Status

Annual savings of $1.25M
Facility Space vs. Fossil Fuel Energy Consumption

- Fossil Fuel Energy Use (kBtu)
- Facility Square Feet
Onalaska Campus Landfill Gas Project

- Partnered with La Crosse County Solid Waste Department
- Project offsets 100% of Onalaska campus energy needs ~11% of total goal
- Started production in March 2012
- The first known, Energy Independent Healthcare Campus in the U.S.
Biomass Boiler Project
Renewable, Locally Sourced, Wood Chip Fuel

- 38% of energy independence goal (~150,000 MMBtu and 2,500,000 kWh)
- Will produce the majority of heat / steam used by the health system
- On-site electricity production with back pressure steam turbine
- Targeted production for February 2013
We are the problem…but we can change

<table>
<thead>
<tr>
<th></th>
<th>2008</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>CO2 (tons)</td>
<td>48,400</td>
<td>20,305</td>
</tr>
<tr>
<td>Mercury (lbs)</td>
<td>2.06</td>
<td>0.98</td>
</tr>
<tr>
<td>Particulate Matter (tons)*</td>
<td>216.8</td>
<td>26.2</td>
</tr>
</tbody>
</table>

2008...
- Electrical power from coal from Wyoming
- Heat from natural gas from Texas

2013...

Facilities Replacement

New Behavioral Health Building
70 kBtu/sqft/yr

Previous Behavioral Health Building
200 kBtu/sqft/yr
New Hospital Sustainable Design

Grumman Butkus Associates Hospital Survey

- Facilities with Absorbers: 5, 10, 13, 19, 20, 24, 26, 29, 34, 47, 49, 62, 68, 70, 71 and 79
- Facilities with Electricity Self-Generation: 5, 9, 12, 23, 25, 26, 33, 34, 44, 49, 54 and 70
- Facilities with Electric Heat: 34, 60, 61, 62 and 83
- Facilities with In-House Laundry: 19, 21, 27, 29, 34, 38, 41, 45, 46, 56, 61, 65, 73, 74, 75, 76, 77, 82, 85 and 91
- Facilities with Purchased Chilled Water: 22, 84 and 90
- Facilities with Purchased Steam: 9, 10, 22, 24, 70, 74 and 60

Average = 253

Total Energy Consumption (BTU/SPYR)

- Annual Energy Usage: 115 kbtu/sqft
- Estimated Annual Savings: $660K at current energy rates

433,000 Square Feet

Annual Energy Usage:

115 kbtu/sqft

Estimated Annual Savings:

$660K at current energy rates
New Hospital Estimates

2014 Projection = 140 kBtu/sqft/yr
Mild Excitement

Gundersen earns top marks in care report

Huge Excitement

Green power is on
Renewable energy system at City Brewery begins generating electricity from methane
Beyond the Health & Money

• Staff Pride
  – For being environmentally sound
  – For innovating ahead of the norm
  – For not settling for mediocrity
Environmental Recognition

- White House Champion of Change – Dr. Jeff Thompson
- Practice Greenhealth’s Environmental Leadership Circle
- EPA’s Landfill Methane Outreach Program Project of the Year
- RENEW Wisconsin Generator of the Year
- The WI Sustainable Business Council’s Green Master Designee
- Mississippi Valley Conservancy Green Corporation of the Year
- La Crosse Chamber of Commerce Regional Progress Award
- WHO Meeting “Greening Health Systems” – Bonn, Germany
Sustainability Program Impact

• Local Energy Purchase: Wind, Wood, Geothermal, Dairy and Landfill Gas
• Food: 70% Waste Reduction, Help start 5\textsuperscript{th} Season Food Co-op (local bulk buying)
• Education: Grade Schools, University, Technical Schools, World Wide Visitors
• Cost Savings: Total will be $3-4M/year
• Inspiration To: Community Partners, Families, Employees, Applicants, Competitors
The Choice...

• To Lead
• To Instigate
• To Participate
• To Vegetate
What will you say to the next generation?

Eloise Delaney Thompson
Suggestions to be recognized as one of the best...
Market very hard and lie about results is not my suggestion
Suggestions to become nationally recognized as a leader...

• Commit to the national scene
  – Become an HHI sponsor
  – Dominate CleanMed
  – Publish with partners
  – Use the web
Suggestions to become nationally recognized as a leader...

• Over promise and over deliver on all the usual activity
  – Recycling, reuse, conservation, energy use, food waste
  – Translate it into the language of the day; sometimes cost savings, FTE’s, climate change, health (eg. particulate, Hg, drugs in water)
Suggestions to become nationally recognized as a leader...

• Set goals higher and measure more clearly beyond the “usual”
  – Eg. Develop carbon footprint by department, not just energy (equipment and drugs have a huge impact)
  – Then start working with manufacturing
  – Then move upstream to manage waste downstream
Suggestions to become nationally recognized as a leader...

• Arouse your staff
  – Small and big things can connect with others in healthcare
  – All departments believe, feel, talk about this
  – Recruits come here because of this
  – Your staff proudly talk about it when they are at meetings, conferences and grocery store
Suggestions to become nationally recognized as a leader...

• Prove you can engage your community beyond your walls
  – Schools, Business, Government
  – Convince them, prove to them as partners you will improve the health and well-being of the community
Suggestions to become nationally recognized as a leader...

• Commit to the national scene
• Over promise and over deliver on all the usual activity
• Set goals higher and measure more clearly beyond the “usual”
• Arouse your staff
• Prove you can engage your community beyond your walls