



## Maryland Green Registry MEMBER

The Maryland Green Registry promotes and recognizes sustainable practices at organizations of all types and sizes. Members agree to share at least five environmental practices and one measurable result while striving to continually improve their environmental performance.

# Bon Secours Health System, Inc.

1505 Marriottsville Road  
Marriottsville, MD 21045

410-442-3152

8990 Old Annapolis Road  
Columbia, MD 21045

443-367-3848

[www.bonsecours.com](http://www.bonsecours.com)

Health System

Member since April 9, 2014

## Management and Leadership



### Environmental Policy Statement

*Policy: It is the policy of the Bon Secours Health System, Inc. (BSHSI) to actively seek new and better ways to meet environmental challenges, reduce energy use and eliminate toxic agents, and minimize waste and pollution through conservation, recycling, reduction and reuse procurement programs.*

*Vision: Embracing our responsibility to nurture God's creation for all generations and our commitment to improve population health in the communities we serve, by 2015, Bon Secours Health System will reduce its carbon footprint, practice conservation of its natural resources, foster a culture of sustainability, and advance cost-savings opportunities through a portfolio of green initiatives and shared leadership integrated in a framework of sustainable margins.*

*Guiding Principles: Bon Secours shall use the following principles to guide internal practices and Healthy Community Initiatives Adherence to these principles will ensure consistent, measurable progress in the System's efforts to respect and protect Earth for all peoples and future generations. Reduce system's "carbon footprint" through recycling and waste stream management, reduction of use of toxic chemicals, reduction of energy use, and movement toward the use of sustainable products and resources, and to develop within the Bon Secours Health System a culture of sustainability and awareness of the far reaching impact of decisions and actions.*



Policy  
SYS.ENV.ECO.MIS.00



## **Environmental Team**

*A BSHSI-wide Green Team with representation from each local system and areas of expertise related to Greening is responsible for: a) Establishing and maintaining the System-wide 3 year Ecological Stewardship Action Plan (Currently FY13-FY15); b) Monitoring progress toward the goals of the System Ecological Stewardship Action Plan; c) Overseeing implementation of the Ecology Stewardship policy; d) Oversight of all Local System Green Teams; and e) In conjunction with local system green teams, educate employees on environmental issues and seek opportunities to partner with others in the community in support of ecological projects and advocacy initiatives.*

*In addition, Each Bon Secours site has a green team to manage its greening activities. The site teams host assessments, input and implementation at their local site. The green teams develop the goals, the targets and submit them to the Executive Council for approval. The chair of each site's Green Team participates in a System Wide Green Team which is accountable to the CEO and Executive Council. The System Wide Green Team takes on the visioning, guiding principles and the development of the plan. The system Green Team is chaired through a governance and mission lead, with the VP, ERP/Supply Chain Operations in the key role of translating mission to specific operational activities.*



## **Annual Environmental Goals**

### **2013 Goals & Achievements:**

*Goal 1: Expand BSHSI Ecology Visibility Internally and Externally. Bon Secours operates under a 3 year plan that follows the BSHSI Strategic Quality Plan (FY13-15). Executive Committee and Leadership reaffirmed their ecological stewardship commitment and engagement in April 2013 and requested a proposal with ROI for development of a Green Revolving Fund. In FY2013, health system representation took a more active role in corporate engagement on the topics of food nutrition and water conservation. Nutrition dialogues were conducted with General Mills, Campbell's Soup, Coca-Cola, and Wal-Mart. In addition, the health system assisted in sponsorship of the ICCR Water Conference for corporate and NGO leaders and continues to dialogue with Southern Company, an electric power and utility company, on water use and recycling in power generation. The central focus of advocacy activities in FY2013 was supporting and safeguarding the Affordable Care Act, supporting comprehensive immigration reform, and increasing awareness of environmental justice and greening initiatives. Strategic engagement and cross program outreach within the Mission Department have also been made to integrate Stakeholder Advocacy, Healthy Community Initiative, Global Ministries and Ecological Stewardship with broader health care reform priorities.*

*Goal 2: Conduct Evaluation Process and Build Upon Previous Levels of Excellence. Engagement of a 3rd party to assist with the review and development of the Green Revolving Fund proposal was completed. Finalization of the proposal will occur in FY14. BSHSI Waste Management exceeded FY targets in reduction of regulated medical waste by 5.35% and increase in recycling to 36% of all waste. BSHSI Energy Management exceeded targets with 4% utilization reduction and reducing energy levels below target despite record high summer temperatures. Review of the existing Waste Management and Energy Management models and their vendor partner agreements was initiated in FY13 and the determination that additional due diligence will be required in FY14 to further refine and enhance the existing model to support our future sustainable vision.*

*Goal 3: Advance Cost Savings Opportunities, especially relating to Energy. BSHSI's Energy Management Council, a focused subcommittee of the BSHSI Green Team, held its Summit in August 2013 to refine and define next steps in their FY13-15 Energy Stewardship Plan and ensure it supports the BSHSI Ecological Stewardship FY13-15 Plan. Key Action Items for FY14 and FY15 were identified and initiated.*

*Goal 4: Foster a Culture of Sustainability. BSHSI's Intranet platform is SharePoint. Extensive work and refinement has been completed to create an effective and efficient model to centrally obtain system-wide information to support facility PGH Award Application Process. In addition, this intranet has developed into a model to support engagement, best practice sharing, and Team Management. Following our Organogram, a master BSHSI Greening Initiative site was created with sub sites for each local system green team and the subcommittee for Energy Management Council. This has made a one stop shopping for any staff member engaged in our Ecological Stewardship Program. Lastly, to reinvigorate and ensure sustainability, green team membership has been enhanced to ensure inclusion across all major departments and including our integrated vendor partners. Final identification of key members will occur in FY14.*

*Goal 5: Identify Greening Efforts that Directly Link to Improvements in Population Health. Discussion and Agreement received with Community Benefit leadership to partner in commitment to improve population health through ecological stewardship. The need for a Community Benefit liaison to the BSHSI Green Team system-wide committee was identified with appointment to occur in FY14. In FY2013, communities developed three farmers' markets, four community gardens, three walking trails, and several programs to engage and to develop teenage youth, as well as after school programs. Three communities are supported by Bon Secours' mobile health resources. Each of the communities has actively engaged city government and local groups to direct resources and support community transformation.*

#### **2014 Goals:**

*Goal 1: Expand BSHSI Ecology Visibility Internally and Externally - includes but not limited to:*

- a) External Forums and National Conferences*
- b) Corporate Advocacy and Community Benefit Alignment and Engagement*
- c) Continue participation in programs such as HHI, PGH Awards Program*
- d) Increase EMT and Board Engagement to include the proposal of a Green Revolving Fund*
- e) ReEnergize Green Engagement and Efforts*

*Goal 2: Conduct Evaluation Process and Build Upon Previous Levels of Excellence - includes but not limited to:*

- a) Review Level 1 Energy Audits and assess need for ASHRE certified audits*
- b) ReEvaluate BSHSI Waste Program and determine optimal business model and next steps for performance improvements*
- c) Initiate BSHSI Water Conservation Model discussion and planning*
- d) Vendor Partner Evaluations and determine future performance optimal business model*
- e) Evaluate existing Reporting internally and externally and identify BSHSI's future optimal reporting model*
- f) Maintain Recycling rate of total waste of at least 30%; and maintain a 7.5% RMW across the System, and identify next steps in waste and recycling efforts.*
- g) Adopt as a System-wide Green Team/Stewardship initiative for the optimization of Reprocessing of Single Use Devices (SUD) to both increase the savings related to SUD item purchases and increase recycling/ landfill diversion for these items.*

*Goal 3: Advance Cost Savings Opportunities, especially relating to Energy - includes but not limited to:*

- a) Engage Finance in model*
- b) Continue to use KPIs and analytics to track, monitor and inform enterprise progress with energy management.*
- c) Energize staff engagement with a campaign to drive behavior change at work and in the community.*

- d) Research possible incentives at the state and or local level as well as local universities and position Energy for grant seeking opportunities.
- e) Collaborate and align with Construction Services and Energy Using equipment purchases
- f) Develop rationale and business model for Energy Reinvestment Fund or Green Revolving Fund.

Goal 4: Foster a Culture of Sustainability - includes but not limited to:

- a) Continue to refine centralized coordination of system-wide data and response for PGH award submission and sustainability reporting through SharePoint.
- b) Initiate Employee Engagement Model to maximize Healthstream, and new hire orientations.
- c) Renew Corporate Green Team membership and seek engagement from Clinical, Finance and Food.
  - d) Increase Best Practice Sharing for Ecological Stewardship internally and externally: peer group networking, intranet, and meetings.

Goal 5: Identify Greening Efforts that Directly Link to Improvements in Population Health - includes but not limited to:

- a) Air Quality: Develop the rationale showing the co-relation between greening the OR and atmospheric contamination. Research industry examples for establishing metric and clinical engagement.
- b) Water Conservation: Discuss water conservation best practices and develop water conservation pilot project to be rolled-out system-wide post 2015.
- c) Community Gardens and Healthy Eating including evaluation of community access to fresh fruits and vegetables
- d) Initiate research of linkage and impact of health care waste and toxic waste/materials exposure to specific population health indices; from this research develop measurement tools with which to report on BSHSI positive impact on improving community health through greening efforts.
- e) Align greening efforts with Community Benefit where appropriate: possible goals are 1) Bring together engaged clinicians, green team and community benefit team to assess, plan and address environmental health issues in coordination with community benefit activities; 2) Identify vulnerable community and develop strategies to address environmental causes; 3) Seek external partnerships (NGOS, Academia, churches) in the community to address root causes of health issues; or 4) Develop joint green/community vision and partnership.

#### **Measurement and Leadership Commitment:**

*Bon Secours has a number of measurement systems to track our progress and ensure that we are meeting the goals of our system-wide Energy Management, Waste Management, and EPP Programs. The Waste and Energy Programs are outsourced to a 3rd party vendor to assist with key aspects such as metrics and benchmarking. For Energy, Bon Secours uses Energy Star. Monthly facility specific and system summary reports are provided by KLG Jones and shared with ecological teams and posted to board dashboard. For Waste, Stericycle provides monthly detailed metrics that are distributed with the energy summary report noted previously. Stryker provided detailed reprocessing reports that are shared with Waste vendor for inclusion in monthly Waste reports. Similarly, other vendor waste related reports such as Auxilio toner reports and Iron Mountain document destruction recycling are shared with Stericycle. The EPP Program is monitored by our GPO, Premier, who provides an annual report as well as reports on request.*

*Bon Secours also participates in HHI for benchmarking for Leadership, Waste, and Energy. We recently signed up for Healthier Foods and that too will benchmark through HHI.*

*The Executive Council has a sustainability dashboard for programmatic “at a glance” oversight, integration of incentive plans and performance review. Executives and senior level executives are evaluated based on their performance and this extends to environmental stewardship. With the stewardship goals and measures of success included in senior level leadership review, the initiatives stay front and center and carry as much weight as other programmatic areas. Incentives are cascaded through the management structure to ensure engagement at all levels and to reward success. Additionally, a separate Energy Management Council was developed, due to the high level of activity around energy conservation and procurement.*



### **Environmentally Preferable Purchasing**

*In FY 13, BSHSI increased purchases of products through Environmentally Preferable Purchasing (EPP) Contracts by 9.8%, from \$35,607,016 total EPP Purchases in FY 12 to \$39,104,075 Total EPP Purchases in FY 13. The EPP purchases were from a large array of product contract categories (205) and manufacturers (382).*

*BSHSI has signed the Practice Green Health pledge to incorporate the Standardized Environmental Questions for Medical Products into major target product sourcing and contracting efforts for Premier GPO and non-GPO Contracts. BSHSI will be benchmarking its current EPP spend by product category and selecting one or two areas of focus for specific inclusion of EPP performance criteria in contracts and EPP Purchase growth in FY 14.*

*BSHSI is an active participant in the Premier EPP Contracting program and is incorporating additional EPP criteria into its product and service selection efforts. Contracting responsibility has been consolidated into a System-level team that applies the concepts of the attached EEP Policy into the contracting and purchasing functions. EPP purchasing activity is documented for all eligible Premier contract categories as a percent of total purchases.*

*Of the approximately 1038 contracts that BSHSI utilizes 750, more than 72%, are GPO agreements whose model incorporates the Standardized Environmental Questions for Medical Products in every agreement process.*



*In 2009, Bon Secours Health System and all of its Hospitals signed on to the Healthy Food Pledge. The Healthy Food Effort was up to each individual facility to implement per their capabilities. In FY13 Bon Secours progressed to a system program and entered into a system-wide outsourced food services model with Morrisons effective September 1, 2012. Healthy Food Strategy was a key component in this agreement and is built into the DNA of Morrisons.*



## Environmental Restoration or Community Environmental Projects

*Bon Secours Healthy Community Initiatives have been ahead of the curve by helping build healthier communities through services that include access to nutritious food and education. In FY2013, Healthy Community Initiatives included three farmers' markets, four community gardens, three walking trails, three mobile health programs, and several programs to engage teenage youth. Every market/facility in Bon Secours, including corporate, has a community garden program.*



Report BSHSI  
Community Annual Re

## Waste



### Solid Waste Reduction and Reuse

*Bon Secours has moved to e-processes in a variety of areas which increases efficiency and reduces paper usage. We have replaced our payroll practice of mailing out payroll stubs to each employee's home as employees now access that online through Lawson EZ Access. This cut out paper, envelopes, stamps, and bank and mail carrier delivery. Additionally, we partnered with a travel agency for a system-wide model that allows for electronic processing of employee reimbursements eliminating the paper heavy process of manual submission.*

*In FY13, a number of activities have been initiated or gained momentum. Central Accounts Payable has initiated the capability for vendors to submit non-purchase order invoices electronically that can then be uploaded electronically; thus eliminating all paper and mail processes.*

*Bon Secours has had Stewardship teams across approximately 30 teams evaluating processes. A number of these reviews have turned up ecological wins. Our Auxilio Print Management Model has standardized our printing programs, increased our toner recycling compliance, and started reducing utilization and total equipment volumes. Our Document Management Model created a system-wide model for document storage and performed an intensive review to eliminate unnecessarily kept documents well past their expiration dates. This program resulted in the recycling of over 1.18M pounds or 588 tons of office grade paper. According to Iron Mountain, this equates to 4.12M gallons of water saved, 9995 trees saved, 2.41M kw hours of electricity saved, 1764 cubic yards of landfill reduction and 35276 pounds of air pollution prevented. The new model has strict guidelines for document storage and retention that is being actively monitored. With our new ConnectCare EMR Model, BSHSI anticipates a drastic drop in document retention related to the elimination of physical medical records. We will be working with IT to see if we can quantify our ecological numbers related to ConnectCare for FY14.*



## Recycling

*Our continuing operational focus on effective waste segregation and new recycling opportunities resulted in increases in diverted Municipal waste in almost all locations. Fourteen of sixteen facilities exceed 30% annual recycling rates, and three facilities exceeded 40% recycling rates. Expanded recycling was experienced in several waste and product categories, including Fluid Management, Food Composting, OR Blue Wrap, Construction/Demolition debris, external record storage and single-use device reprocessing. Total Recycling/CDD weight increased by 232 tons and a total of over 10 million pounds of BSHSI Hospital waste was diverted from community landfills.*

### *Key Points:*

- The FY13 BSHSI Waste Stream Goal of maintaining or exceeding the FY12 PGH award-winning levels of Regulated Medical Waste and Recycling Rates was achieved.*
- RMW as a % of total waste was reduced by 1.1% from the prior year to 5.35%.*
- Recycling as a % of total was increased 3.6% to 35.89%*
- Total Recycling and CCD Waste weight was increased over 463,000 lbs., or 4.8%, through expanded recycling efforts*
- Over 5,078 tons of waste were diverted from landfills in the communities served by BSHSI*



## Hazardous Waste/Toxic Use Reduction

*BSHSI continued the System-wide operation of a standardized Pharmaceutical Hazardous Waste disposal program in every acute hospital, and all hospitals used certified Green seal cleaning materials, micro fiber cleaning mops and reported hazardous waste treatment of Laboratory solvents. Over a two year period, BSHSI has reduced its regulated medical waste 1%, 1.73lb/patient day, and 0.34lb/adjusted discharge. At this time, there is no system policy, but each local market maintains their own Chemical and Pharmacy Waste Policies and Plans. Examples from one market have been attached below.*

*BSHSI has also implemented a System Mercury Elimination policy that requires all facilities to insure mercury is eliminated or reduced whenever feasible in all products and equipment utilized. The Local System Safety Committees and Green Teams audit and monitor compliance to this policy. BSHSI also participates in the Premier EPP contracting and purchasing program that verifies that products and equipment purchased are mercury-free.*

*Local System Green teams monitor specific facility-level progress on action plans. BSHSI purchased \$3,245,351 in Mercury-free products in 2013; representing over 2443 products across 46 UNSPSC commodity descriptions and 252 EPP contracts (see attached BSHSI EPP Spend Summary)*



## Energy



## Energy Efficiency

*In FY 2013 the BSHSI Energy Management Program continued progress from the planning and preparation stage completed in FY 11 to an action stage with the goal of directly improving the energy efficiency of building operation and reducing the cost of utility contract purchases. BSHSI continued to track progress toward improved energy efficiency in energy consumption as measured through BSHSI participation in the US DOE Energy Star Manager program for Healthcare Facilities, and Energy cost progress was measured through the actual payments to energy utilities and contracting pricing levels. Key Highlights include:*

- *BSHSI Site weighted average Energy Utilization Index (EUI) FY 13 of 234.2 kBtu/s.f/yr was favorable 0.5% to target and 4.1% lower than the FY 11 Baseline. The target was based on a 4% reduction to the FY11 Baseline Site EUI as the first stage of the BSHSI Energy Management program.*
- *Total annual Greenhouse Gas emissions from BSHSI facilities energy utilization have been reduced by 2.6% or 3,144 metric tons of CO2 from the FY 11 baseline.*
- *The measure of Energy Utilization used for reporting was changed from Weather Normalized EUI (W-EUI) to Site Energy Utilization Index (S-EUI) following major revisions in the Energy Start Portfolio that impacted the ability to compare energy performance to prior periods. W-EUI remains effective for external, long-term benchmarking of performance to other organizations, but less effective than “direct from the meter” measures (Site EUI) for tracking internal BSHSI facility year over year energy consumption changes.*
- *Level 1 Energy Audits completed in the prior year led to the approval of energy conservation projects at BS Baltimore*
- *A fuel oil boiler replacement project to dual gas/electricity was approved for the BS New York Schevier Nursing center that has a projected 3 year payback and will save \$300,000 in annual energy expense.*
- *A new three year Energy Management Action Plan was completed in FY 2013*
- *A project plan was initiated with the William & Mary MBA Field Consultancy program to develop a Green Revolving Fund.*



## Water



## Water Conservation

*The Sisters of Bon Secours updated their Advocacy Resolutions and directed Bon Secours Health System to develop and implement action plans that implement their concern. THE ENVIRONMENT:WATER is listed as a concern and states: Water is a sacred gift that connects all life and access to clean water is a basic human right. We affirm that freshwater is a shared legacy, a public trust and a collective responsibility. Therefore, the value of the earth's freshwater to the common good takes priority over any possible commercial value. We commit ourselves to actively work to promote policies and practices that protect freshwater as a sustainable, renewable resource and*



*to ensure universal access to sufficient, affordable, safe water for all people, especially the most vulnerable.*

*Bon Secours Health System is in its infancy with its water conservation efforts. To comply with the Sister's direction in FY13, System efforts have been initiated by Community Benefits, and will be expanded upon in FY14 jointly with BSHSI Green Team. In FY2013, health system representation took a more active role in corporate engagement on the topic of water conservation. The health system assisted in sponsorship of the ICCR Water Conference for corporate and NGO leaders and continues to dialogue with Southern Company, an electric power and utility company, on water use and recycling in power generation.*

## Other



### *Memberships:*

*Maryland Hospitals for a Healthy Environment (Maryland H2E)*

*HHI – Healthier Hospitals Initiative*

*Practice Greenhealth*

*ICCR - Interfaith Center on Corporate Responsibility*

*Energy Star*

*CHA – Catholic Health Association*

*Premier - BSHSI GPO (group purchasing organization)*

*The Billion Dollar Green Challenge*

### *Awards:*

*Bon Secours Health System, headquartered in Marriottsville, MD as well as Bon Secours Baltimore Health System were awarded the 2013 Practice Greenhealth System for Change Award. This environmental excellence award is bestowed upon health systems which have proven success in improving environmental performance and demonstrated dedication to a higher standard of sustainability.*

*In addition to the System for Change Award, all Bon Secours facilities received awards, including: eight Partner for Change with Distinction awards; six Partner for Change awards; one DEHP Free award, and two Environmental Leadership awards.*



*Help build a greener, more sustainable Maryland through voluntary practices that reduce environmental impacts and save money.*

*Learn more at [www.green.maryland.gov/registry](http://www.green.maryland.gov/registry)*

