

Measurable Elements of GHI.01.00

1. © Hospital leaders include environmental sustainability and low-carbon and resilient care on their board agenda to discuss at least once a year, with reporting of progress, declaration of resources allocated, and assessment of the implementation of the strategies. Minutes reflect actions taken and any follow-up on those actions.
2. © Progress on environmental strategies is included in the organization's annual report for wider public visibility and accountability to the community and other stakeholders.
3. Hospital leaders appoint or designate, and annually evaluate the performance of, a person in the lead role who reports to the board (for example, Chief Sustainability Officer) to ensure that environmental strategies are part of the organization's priorities and are effectively implemented in tracking and governance processes. (*See also* GLD.06.00, ME 1)
4. The person appointed or designated as having the lead role is responsible for the following:
 - Defining the hospital's sustainability plan, strategies, and goals, in consultation with relevant stakeholders
 - Overseeing the implementation of processes related to environmental sustainability
 - Reporting to the hospital's leaders and board to present the progress made and take action on resulting discussion points
 - Producing reports and communications pieces for relevant stakeholders

Employee Engagement and Empowerment

Standard GHI.02.00

Hospital leaders establish mechanisms to raise awareness and to engage and train employees on climate change and health across the organization.

Intent of GHI.02.00

Employees have a role to play in the transition to low-carbon, resilient, and sustainable health care. In order to support their staff in implementing new or different practices and regulations, hospital leaders must provide the knowledge and tools to facilitate ownership and make staff agents of change.

Two key mechanisms can be used for engaging organization staff on climate change initiatives:

- A favorable and engaging organizational culture: An *organization culture* represents the “mindsets, beliefs and values that members of the organization share in common, and which shape the behaviours [and] practices . . . of the organization” (Prajogo and McDermott, 2005). Good leadership and focus on the customer (patient) are essential components to engage employees and rally them toward a common objective. Therefore, hospital leaders should emphasize that the strategy toward environmentally sustainable health care is a collective effort and that it can contribute to improved health outcomes and patient experience. This can be achieved through relevant and regular communications from hospital leaders to the staff, and mechanisms to allow the staff to share ideas and actively contribute to the sustainability strategy. The hospital setting being a complex and unpredictable environment, flexibility and a focus on relationships are key competencies to maintain a fruitful organizational culture.
- Training and education are key to providing the knowledge, tools, competencies, and guidance to the employees. Some content will be the same for all staff, such as basic knowledge about climate and health, and how this is included in hospital objectives. Those training courses should include content related to the hospital's setting, including the local or regional climate impacts and related health outcomes, potential environmental scenarios for the hospital, and vulnerabilities identified in the hospital's patient population. Some training courses may be more targeted to focus on specific roles and practices to adjust or implement, as in the following examples:

- o Clinical staff will learn about alternatives to products generating a lot of waste (for example, nonsurgical gloves) or to anesthetic gases with high carbon emission intensity (for example, desflurane).
- o Department managers will learn specific leadership competencies to support them and their teams to reduce waste and include sustainable behaviors in their daily practice.
- o Cleaning employees will learn about the health and environmental impact of chemicals used in cleaning products and about the efficacy of alternatives.

“Green training” and engagement can have other beneficial outcomes for the organization, including the following:

- Providing a sense of challenge, which motivates employees to engage
- Greater satisfaction in jobs, when supported by the employer
- Satisfying professional experience for employees
- Responding to younger professionals’ need to know their organization is positively engaged in these issues and help with workforce retention

Therefore, they can boost company morale, lower turnover rates, and increase the organization’s overall performance and quality of service.

Measurable Elements of GHI.02.00

1. All medical and nonmedical staff across the hospital undergo specific yearly training sessions, aimed at providing basic knowledge about climate change, its impact on human health, and good practices they can implement for environmentally sustainable and resilient health care.
2. Hospital leaders communicate to employees about environmental sustainability and the organization’s low-carbon and resilient care goals and activities.
3. A process is implemented for collecting staff ideas, which are reviewed by the lead person for sustainability to identify potential new initiatives and priorities.
4. © A module on climate change, environmental sustainability, and low-carbon and resilient care is included in new employee orientation/onboarding. (See also SQE.01.06, ME 1)

Use of Environmental Resources, Green Operations, and Processes

Standard GHI.03.00

Hospital leaders develop and start to implement a plan to measure and reduce the use of materials and environmental resources, including energy, water, and emissions.

Intent of GHI.03.00

Hospitals must work across all emission scopes to address decarbonization and increased resilience and environmental sustainability. It is also essential to consider the use of natural resources as well as of materials. To this end, one of the primary tasks of the designated lead person for environmental sustainability should be to define a plan. This can be achieved through the following steps:

- Establishing and understanding the baseline for the scope of assessment and action
- Defining and prioritizing short- and long-term interventions
- Developing a plan for action and improvement
- Measuring, tracking, evaluating, and reporting the improvements toward the defined targets

For any hospital, the origins of carbon dioxide emissions, or greenhouse gas (GHG) emissions, can be classified into three scopes: