

Sustainability Highlights

Fiscal Year 2019



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A Message from Sister Mary Ellen Leciejewski

VP of Environmental Stewardship
CommonSpirit Health

Change is a powerful force, renewing and remaking. It can bring with it immense opportunity for collaboration and growth, but can also raise feelings of confusion and anxiety. The past year spent coming together as CommonSpirit Health has been filled with possibility and progress—including the area of sustainability. Simultaneously, there have been many questions and feelings of not knowing what is coming next. It can seem like confronting a once-clear path that is suddenly obscured by fog.

The heartening news: Our leaders have risen to the new challenges and opportunities before them, engaging in the shared critical work of living into our new health care system together. As a result and to our enormous benefit, fresh perspectives are shining a light on both established and innovative approaches to achieving our environmental, social, and economic/governance (ESG) objectives.

Dignity Health and Catholic Health Initiatives (CHI) are both solidly set on the road to sustainability. During FY 2019, we each experienced successes and challenges in promoting the health of our common home.

In this report, it is a pleasure to share with you more about the organic growth of our ongoing work in sustainability. We are continually learning from each other and pressing forward to ensure we remain firmly grounded in the realization that the health of people, community, and planet are interconnected—and that the well-being of future generations depends on the actions that each of us takes today. As we further integrate Dignity Health and CHI into CommonSpirit Health, we will continue to develop short and long term goals and strategies that will help shape our combined ministry as a catalyst for transformative change.

I have heard it said that spirituality is an exquisite awareness of our connection to everything on our planet. So in essence, sustainability—at its core—is a spiritual issue. And through that lens we will see the fog of change lift, we will seek out a new horizon, and we will watch as glimmers of light illuminate our next steps.

Who we are

Two legacies of caring. One ministry of change.

CommonSpirit Health is committed to building healthier communities, advocating for those persons who are poor and vulnerable, and innovating how and where healing can happen—both in our hospitals and in our communities.

The result of years of planning, CommonSpirit was created by the alignment of Catholic Health Initiatives and Dignity Health as a single ministry in early 2019.

Our commitment to serve the common good is delivered through the dedicated work of thousands of physicians, advanced practice clinicians, nurses, and staff. Clinical excellence is delivered across a system of hospitals and other care centers covering 21 states and through \$4 billion annually in charity care, community benefits, and government program services.

Our calling is in our name.

The CommonSpirit name was inspired by scripture: “Now to each one the manifestation of the Spirit is given for the common good” (1 Corinthians 12:7 NIV). Those words motivate and guide us every day. They celebrate the healing gift of compassion that God gives to us all, and they remind us of our calling to serve the common good.

“Now to each
one the manifestation
of the Spirit is given
for the common good.”

1 Corinthians 12:7 NIV

Focus areas

The following areas represent the spectrum of opportunities and bodies of work that intersect with CommonSpirit's vision to increase and improve environmental sustainability in our system and within the greater health care sector.

“The impulse to address climate change, to protect people, and to seek justice also reflects the beauty of community, the gift of health, and the majesty of the natural world.”

Journal of American Medical Association
April 2018



Climate Resilience

The most pressing global health threat of our time is climate change. It not only has severe and detrimental impacts on human health and the natural world that sustains life, but also threatens the delivery and sustainability of health care. Energy production and use account for two thirds of the world's greenhouse gas (GHG) emissions. The health care industry is among the major energy consumers in any given region. U.S. health care buildings constitute the second most energy-intensive U.S. building sector (consuming energy at an average of twice the intensity of commercial office buildings). These buildings operate continuously, 365 days per year, with multiple back-up and redundant mechanical and electrical systems, and they only increase in energy intensity as medical diagnostic equipment with large heat loads continue to enter the marketplace. CommonSpirit Health is committed to reducing the impacts of climate change, and operating our buildings in a way that promotes the health of our patients, employees, and communities.



Patient Experience

At the center of the ministry is our commitment to our patients. They are the reason that we exist and there is no greater responsibility than taking care of every human life that we are privileged to serve. Human connection supports healing and improves the well-being of our patients. When we are responsive and receptive to patient needs, they feel safe, heard, and understood. This means that every interaction, with every person during their health encounter, has a direct impact on their opinion of their total care. Moreover, a positive experience fosters stronger human connection, builds trust, and enables patients to feel empowered on their care journey. Our commitment to sustainability is integral to

our connection with our patients. Demonstrating our commitment to the greater good through environmentally responsible practices exemplifies our care and commitment to all whom we serve.

Community Health



Community health is both rooted in our mission and an increasingly vital component of our services to improve and maintain health and to address health equity. We work with population health and care coordination in caring for patients, and also engage in new approaches with community partners on prevention and to address health-related social needs. Additionally, environmental quality and climate change both have community health impacts, and thus we view sustainability and community health as related spheres of work in mission and in advocacy. We pursue community health improvement with a strategic portfolio of interventions across a continuum, from addressing community social, environmental, and economic conditions, to prevention and health education, to direct services delivered by Dignity Health and partner agencies. These initiatives respond to priorities in the hospitals' community health needs assessments, conducted with community stakeholder input and they directly impact the ways in which we interact with our natural environment.

Supply Chain



Healing is at the heart of what we do at CommonSpirit Health. A core component of the healing process includes products and services that help to make the process as fast and safe as possible. We seek to use the most efficient and cost-effective materials and supplies available that will keep our patients and communities healthy. By paying close attention to our purchases on the front end, we can pay less attention to the impacts of those materials once they are released to the environment and people are exposed to them. Materials stewardship is the driving force behind our participation in the Chemical Footprint Project, which measures corporate progress toward safer chemicals as well as our collaboration with Greenhealth Exchange, which aims to accelerate the development and adoption of new and more environmentally-friendly products. CommonSpirit Health will continue to integrate sustainability into our procurement strategies and to explore opportunities for further growth and innovation because we recognize the impact all of these initiatives have on environment and climate.



Innovation

CommonSpirit Health's ability to innovate and leverage technology supports our transformational goals and mission. Our innovation practice and our commitment to collaborate/partner with others allows our health system to efficiently test and scale solutions –processes, technologies, services, or a combination of the three—that support our strategic growth and performance targets. Evaluating potential strategic partners on their ability to improve health care delivery and access, as well as on their mission and values alignment, is critical to successful collaborations. We have created an initial set of “Company Values” criteria to use in these evaluations. Example metrics include diversity of the company's

leadership and workforce, job creation, charitable contributions, and community investments. By including these metrics in our partnership evaluation and performance reports, CommonSpirit Health can influence and support partnerships with companies who are mission aligned and invested in improving the communities we serve.

Human Trafficking Response Program and United Against Violence



In the last five months of FY 19, two promising programs from the predecessor systems that formed CommonSpirit were aligned to form a comprehensive model for addressing and preventing violence. Dignity's Human Trafficking Response Program and CHI's United Against Violence initiative brought together a trauma-informed model of patient care that responds compassionately to those who have been victimized by violence, while simultaneously implementing a comprehensive model for preventing violence using broad education and awareness, public policy approaches, shareholder advocacy and community-based violence prevention programs. The new program—Violence and Human Trafficking Prevention and Response—holistically addresses violence, protecting those at risk, returning health and wholeness to survivors, and breaking subsequent cycles of violence. From the perspective of environmental sustainability, this new program seeks to heal the wounds of a climate crisis that often exposes vulnerable populations to violence. Whether as a result of forced migration or because of stress and strain that impacts social and economic structures, the changing climate can invite violence. In addition to the responsibility to mitigate the climate crisis, programs like this acknowledge damage already done and seek to restore healing and peace.



FY2019 Sustainability Highlights

Dignity Health and Catholic Health Initiatives are both firmly set on the road to sustainability. During FY 2019, we each experienced successes and challenges in promoting the health of our communities and of our common home. Highlights include:

Climate Resilience

- Upgraded 20 acute care facilities with additional energy efficient LED lighting with expected savings in excess of 33,000 MWhs and over \$7 million dollars annually;
- Implemented Retro-Commissioning programs that identify low/no-cost opportunities that can generate increased savings, lower utility usage and provide training and on-going support to in-house technicians and staff;
- Upgraded and replaced aging HVAC equipment with higher efficiency systems. Through the savings gained, better ROI's can be realized and used to help offset costs typically found with capital intensive expenditures.

Patient Experience

- Increased the overall hospital ranking in the HCAHPS (Hospital Consumer Assessment of Healthcare Providers and Systems) survey by 19% and the willingness to recommend ranking 17% over baseline performance (FY 2016);
- Nearly doubled performance in HCAHPS Communication with Nursing Composite;
- Implemented a culture-defining education program—Hospitality in Healthcare—involving more than 11,000 front line, non-clinical support staff and 150 leaders across 34 hospitals;
- Highlighted our approach and results at two National Conferences, including the Annual Press-Ganey Leadership Forum, with other high performing health systems.

Patient Quality

- Achieved a 53% improvement across ten separate service lines impacting more than 56,000 patients;
- Saved 540 lives by reducing the Sepsis Mortality Rate by 25%;
- Decreased unnecessary blood transfusions, substantially reducing risks of infections and other complications by 17%, impacting more than 1000 patients and saving \$386,000 a year;
- Improved the consistent and reliable use of evidence-based practices in our most critically ill patients through a bundle of care that includes reducing reliance on a ventilator, decreasing the use of sedation, increasing patient mobility and managing blood sugar levels.

Community Health

- Advanced our focus on addressing the social determinants of health in conjunction with other Dignity Health and CHI departments and functional areas, with a wide range of community partners inside and outside of health care, and by using and adapting all tools within our program portfolio;

- Awarded 105 grants for a total of \$5.1 million. Forty-three percent of funded projects addressed the needs of homeless and housing-insecure populations and 37 percent served those with mental health or substance use disorder needs;
- Approved 13 loans for a total of \$23.9 million in FY 2019, leveraging \$178.2 million in funding and supporting the development of 193 affordable housing units;
- Committed millions of dollars in grant funding to advance efforts within CHI communities to address issues that impact the social determinants of health in order to reduce risk factors and build resilience that promotes health and wellbeing in individuals, families and communities;
- Established the CommonSpirit Health Inter-Agency Council on Homelessness.

Innovation

- Led the diligence and selection process for acquiring a technology platform that enables staff to refer patients to community based organizations for services such as housing, food and mental health. The continuing health of this population increases their ability to make choices that are beneficial to our planet's long-term survival;
- Deployed transportation program with Lyft in multiple markets, enabling patients, with no resources or ability to leave the hospital/emergency department upon discharge, to receive a ride home.

Supply Chain

- Planted 2,062 trees to date; on track to plant an additional 1,887 at the end of CY19 as part of the newly expanded "Products for the Planet" program through Stryker Sustainability Solutions;
- Converted more than 4 1/2 tons of waste from petroleum-based plastic to organic "upcycled" matter since inception of the 'Small Change, Big Impact' plastic waste reduction initiative;
- Enhanced sterilization wrap recycling program by developing a contractual, standardized process to maintain a safe and successful program to reduce OR waste;
- Developed a clothing formulary with environmentally friendly choices to support CA SB1152 and reduce landfill waste;
- Moved to a single IT asset disposition e-waste vendor (ER2) to handle the disposal of decommissioned and retired IT equipment from all CommonSpirit Health locations, saving more than 100,000 gal of water and reducing greenhouse gas emissions by more than 900,000 pounds to date;
- Redesigned the patient menu to be plant-based and in alignment with predetermined quality standards; offered antibiotic free meats and meals that are mostly prepared from natural, whole foods and based on vegan core ingredients;
- Contracted with a software company (Key Green Solutions) to provide detailed sustainability measurement and dashboards for energy, water, waste, food, and chemicals for all CommonSpirit Health facilities and large buildings;
- Worked to integrate human trafficking prevention practices and procedures within our own organization, and across the health care sectors' supply chain, and within our investment portfolio by engaging other corporate sectors in the prevention of forced labor and sex exploitation.

Special Topic: **Advocacy**

Advocacy is an explicit component of our mission and has been a significant expression of the health care ministry's call to serve the poor, vulnerable, and disenfranchised. CommonSpirit Health recognizes that public policy activities have a direct correlation to the viability of its healing mission and the organization's ability to provide critical health services, helping to improve the overall quality of life in the communities we serve. U.S. health care is in a precarious place. Attempts to repeal the Affordable Care Act (ACA) further threaten the health of our communities, calling us to immediate action to protect the coverage gained by more than 20 million people, safeguard the Medicaid and Medicare programs that serve our most vulnerable brothers and sisters, and lead on key policies that allow us to reach into communities to strategically advance health equity and address social and environmental determinants of health.

As we work to build the health care system of the future, we are mindful to protect the ecosystem both inside and outside our hospital walls. Stewardship of Earth is integral to our healing mission. We know that the health care voice is vital to addressing the most pressing public health issue of our time: climate change.

We are the voice that connects the dots between disease, such as asthma, and air quality; between super pollutants and the warming of Earth; between people's access to insurance coverage and health care's ability to provide high-quality, patient centered-care to those impacted by extreme weather events; between the cost to the entire global community if nothing is done and the lives protected when we act boldly. In partnering with others, we are supported, and challenged, and we are better able to raise our collective voice for the common good. To address these issues, we:

- Remained steadfast in support of the Paris Climate Agreement and "We're Still In" campaign;
- Presented at the opening plenary of the Global Health and Climate Forum, with CEO Lloyd Dean speaking at this international health event that took place during the Global Climate Action Summit hosted by then-California Governor Jerry Brown;
- Received the 2020 Challenge Gold Award for climate advocacy leadership from Global Green and Healthy Hospitals (GGHH);
- Successfully advocated for the passage of California Senate Bill 100, the 100% Clean Energy Act, which accelerates and ultimately increases the state's Renewables Portfolio Standard;
- Mobilized hundreds of thousands of Californians to make a pledge to protect and promote clean air as a leading sponsor and participant of California Clean Air Day;
- Submitted regulatory comment letter on U.S. Affordable Clean Energy Standards;
- Advanced meaningful actions with corporations engaging with companies in which we own stock encouraging them to participate in social and environmental solutions on concerning issues.

Special Topic: Human Trafficking

Supply Chain Initiatives

In recognizing our influence within our own supply chain, as well as within the greater health care sector, we have partnered with Practice Greenhealth to develop best practices in supply chain management that can prevent intentional or unintentional complicity with forced labor. This commitment reinforces our responsibility to reduce our environmental impacts, understanding that harmful changes to the natural environment contribute to vulnerable populations' exposure to victimization through forced labor. Here are a few things we are doing to address this issue:

- In addition to presenting on this topic to a national audience at the CleanMed 2019 conference, we also are working to amass a greater group of health sector stakeholders to collaborate on the development of best practices that align with international standards to prevent human trafficking in the supply chain.
- Both CHI and Dignity Health have language in supply chain contracts around human trafficking regarding our expectations for supplier vendors around policies and procedures to prevent the use of forced labor.

Responding to Vulnerable Populations

With climate change already forcing the migration of vulnerable populations and recognizing that without significant mitigation these populations will increase in number and in the severity of their situations, CommonSpirit commits to doing all it can to mitigate climate change as well as to serve populations that are deeply impacted. Migrating populations are among the most vulnerable to human trafficking as well as to many other forms of violence. Here are a few of the things we are doing to serve these vulnerable populations:





Strengthening Victim Response Program

- We implemented response procedures across the Dignity Health (DH) footprint and trained hundreds of health professionals and health systems across the country;
- We have an online Human Trafficking 101 module, available in many forms, including online, self-study and in-person (DH); a trauma-informed tool to assist providers in intervention and response called the PEARR Tool—Provide privacy, Educate, Ask, Respect and Respond (DH);
- We offer an online clinical course to provide detailed information for a health provider encountering a suspected or identified victim of human trafficking, “Addressing Human Trafficking in the Health Care Setting.” (CHI);
- We have created a Medical Safe Haven for victims of human trafficking—a model that is affiliated with a family practice residency program which provides trauma-informed, victim-centered care to identified victims/survivors of human trafficking. The clinic is well connected with local agencies and provides ongoing referrals to community resources (DH);
- We provided a brief for the United Nations University on healthcare’s role in addressing human trafficking (DH);
- We supported two community-based violence prevention programs addressing human trafficking as well as numerous other programs focusing on additional areas of violence, often serving immigrant and migrant populations who have been impacted by environmental issues that can exacerbate violence (CHI).



2020 Goals and Beyond

Energy and Water

- Reduce energy consumption by 25% as measured in kBtu's/square foot by 2030.
- Increase the use of renewable energy by 20% by 2030.
- Reduce Greenhouse Gas Emissions by 40% by 2030.
- Reduce water consumption 25% by 2030.
- Design and construct new acute care building to be 15% below code required energy efficiency.

Patient Experience and Quality

- Achieve a 5.5% improvement in blood pressure management for those with hypertension. Achieving this will decrease the risk of significant events such as heart attacks and strokes for more than 11,700 patients.
- Achieve a 15% improvement in the use of evidence-based practices for sepsis. This will result in a reduced risk of mortality for approximately 4,100 patients a year.
- Achieve a 13% reduction in harm from hospital acquired infections, specifically *Clostridium difficile*. Achieving this will reduce harm to approximately 100 patients each year. From a sustainability perspective this means that hospitals can improve the environment of their facility and their community, as well as direct more resources to patient care—benefits that will help CommonSpirit Health thrive now and in the future.

Community Health and Advocacy

- **Connected Community Network (CCN):** Implement the network in three counties in Central California (Kern, San Joaquin, Merced), partnering with more than 20 funding partners and engaging dozens of community-based organizations.
- **Grant Programs:** Continue funding programs that are strategically aligned with local significant health needs, and that test new and transformative models of health improvement, while measuring performance in relation to grantees' plans.
- **Community Investment Program:** Planning to fully integrate the program across CommonSpirit Health, and continue to look for opportunities to invest in low-income communities across the entire CommonSpirit Health footprint.
- **Homeless Health Initiative:** Identify, partner with and fund homeless health projects that:
 1. address housing insecurities and homeless prevention for individuals and families who are at-risk of experiencing homelessness; and
 2. develop and strengthen collaborative efforts with local community partners to improve coordination of care and access to community resources for populations experiencing homelessness who are being discharged from our hospitals.

- **Violence and Human Trafficking Prevention and Response Program:** Implement the newly aligned model in at least four to six pilot locations to begin to evaluate the impacts of both preventing and responding to violence using a trauma-informed approach.

Innovation

- Initiate the Mental Health accountability group focused on supporting the needs of our vulnerable populations. Deploy novel mental health services or technologies. The percentage of our population experiencing mental health issues has risen considerably, especially among the youth. Building more convenient and patient-centric ways to receive help is critical in itself. From a sustainability perspective people's mental health will have consequences for their ability to manage the changes necessary for a more sustainable environment.
- Develop a recommendation for redesigning strategy for kidney care/ESRD. Understand our organization's aptitude and desire to deploy a novel patient-centric service that enables patients to know their care options and delay the onset of kidney failure. What this means from a sustainability perspective is the social impact of patients receiving dialysis in the comfort of their home instead of traveling to a clinic three times a week for their lifetime.

Supply Chain

- Increase reprocessing collections by 5% cumulative for all categories;
- Increase vendor participation in the Chemical Footprint Project survey;
- Standardize products in the Food and Nutrition Department to remove those with GMOs, high fructose syrup, artificial colors, hormones, etc., and replace with high quality natural ingredients that avoid hormones and pesticides;
- Implement the sterilization wrap recycling program across the entire system;
- Add two new products to the "Small Change, Big Impact" program for increased reduction of single-use plastics in the OR;
- Standardize the use of ultrasound gel to a product that is paraben and propylene glycol-free, as well as use packaging that is more sustainable for the environment;
- Advance internal training around the supply chain and forced labor, seeking education systemwide for relevant stakeholders and with our vendors.

Sustainability Highlights

Fiscal Year 2019

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