

2023 VIZIENT CONNECTIONS SUMMIT

TOGETHER
we will soar

SEPT. 18–21, 2023
WYNN, LAS VEGAS

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OhioHealth

Sustainability: Beyond the Board Goal

Johnni Beckel, MA, Senior Vice President and Chief Administrative Officer
OhioHealth, Columbus, Ohio

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Learning Objectives

- Describe how to utilize sustainability leadership to gain efficiency, connect with associates, and support your community.
- Explain how sustainability can help organizations drive change, create engagement opportunities and tackle some of healthcare's challenges.

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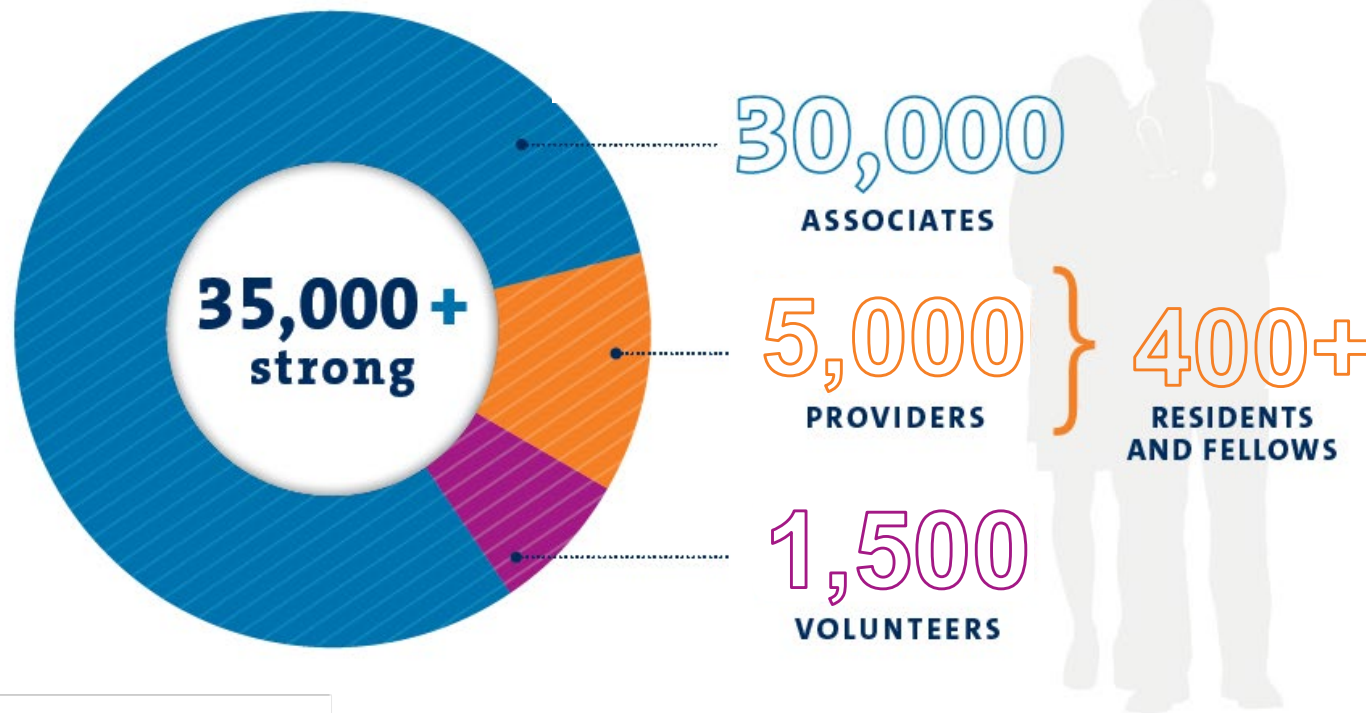
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OhioHealth

West Ohio Conference of United Methodist Church



We are a faith-based, not-for-profit healthcare system.



Represents Fiscal Year 2022 Data

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We Have Been Recognized for Our Success

4 OHIOHEALTH HOSPITALS RECEIVED

A SAFETY SCORE OF
BY LEAPFROG IN 2022

A

NATIONALLY RANKED



100

BEST COMPANIES TO WORK FOR™

BY FORTUNE MAGAZINE

15

OF THE LAST 16 YEARS

2020, 2021, 2022 & 2023
TOP HOSPITALS & HEALTH SYSTEMS FOR DIVERSITY

BY DIVERSITY INC



5.4b

IN OPERATING REVENUE

In FY22

FINANCIAL STRENGTH RATINGS

AA+ BY STANDARD & POOR'S

Aa2 BY MOODY'S

AA+ BY FITCH

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18 Hospitals and Over 200 Care Sites Across Ohio

■ OhioHealth Service Area

● Member, Managed, & JV Hospitals

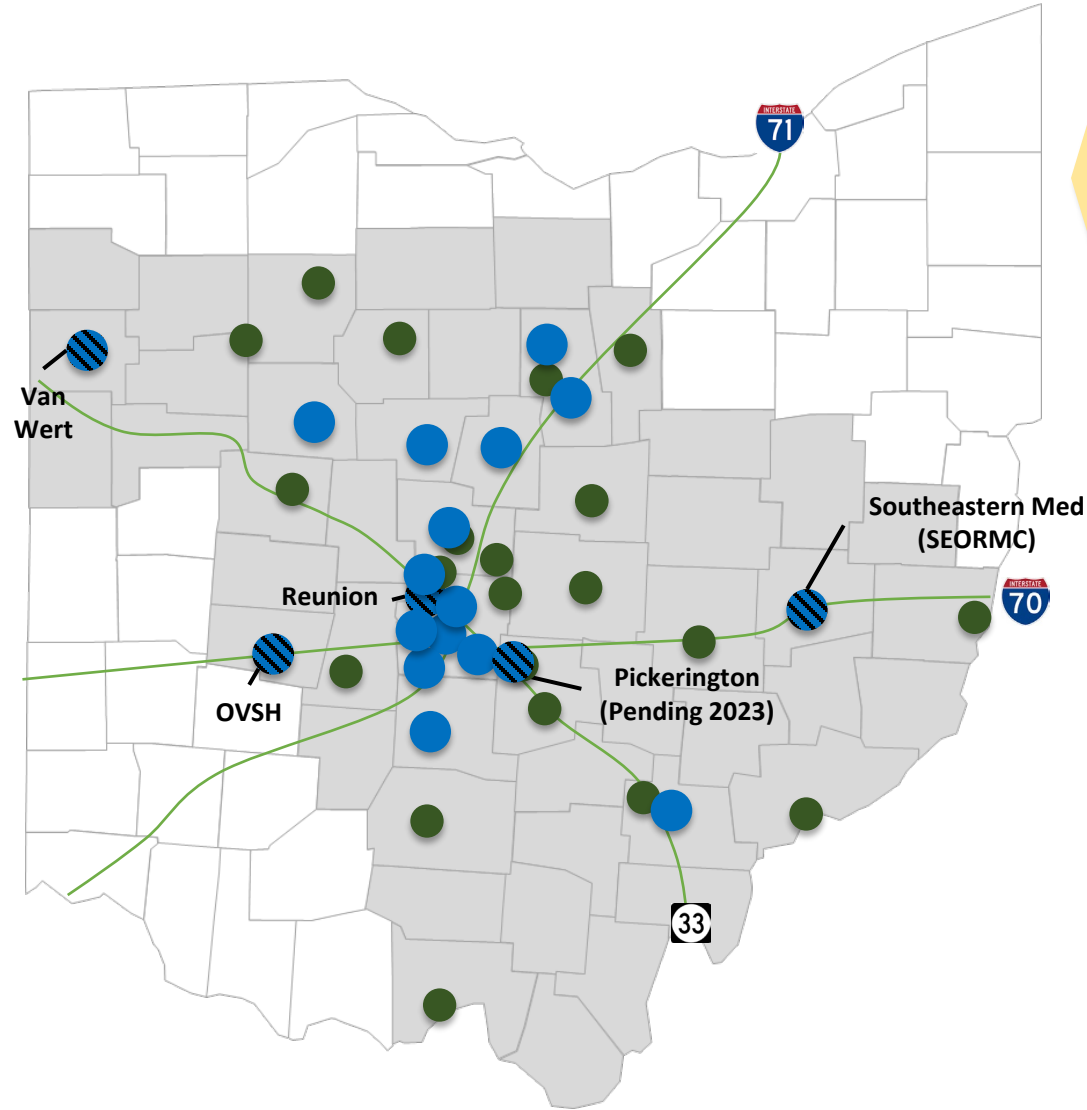
▨ 2021+ Additions

● Additional Program Deployment

➤ Service Line Outreach/Support

➤ OhioHealth Stroke Network

➤ Supply Chain Management



• Collectively, our 50-county service area includes ~4M people

Why OhioHealth Set Sustainability Goals

*“Climate Change is the greatest **health** threat of the twenty-first century, and also the greatest opportunity to address social determinates of health”*

-The Lancet

SUSTAINABILITY

HAS A DIRECT

IMPACT

on **human health**

AND it directly connects to our value of

STEWARDSHIP.

At OhioHealth sustainability is not peripheral: our patients deserve it and our associates expect it

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Governance Structure for Board Level Goals

Board of Directors set expectation for sustainability goal adoption

Monitor initiative performance and serve as champions.

Vision and serve as decision authority; responsible for review, approval and prioritization of sustainability opportunities.

Facilitate **coordination across the system**; support prioritization, staging and implementation efforts within the overall workstreams.

Responsibility and **accountability** for successful **synchronization, communication, and execution** of all initiatives.



In 2023
Steering Committee replaced by dedicated sustainability leader and team

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Set 3-Year Board Goals for Impact

We have made meaningful progress in Sustainability
By setting board-level goals in 5 focus areas



**SMART
ENERGY**



**RESPONSIBLE
PURCHASING**



**HEALTHY
BUILDINGS**



**LESS
WASTE**



**GREEN
TRANSPORTATION**

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Smart Energy

FY23 GOAL:

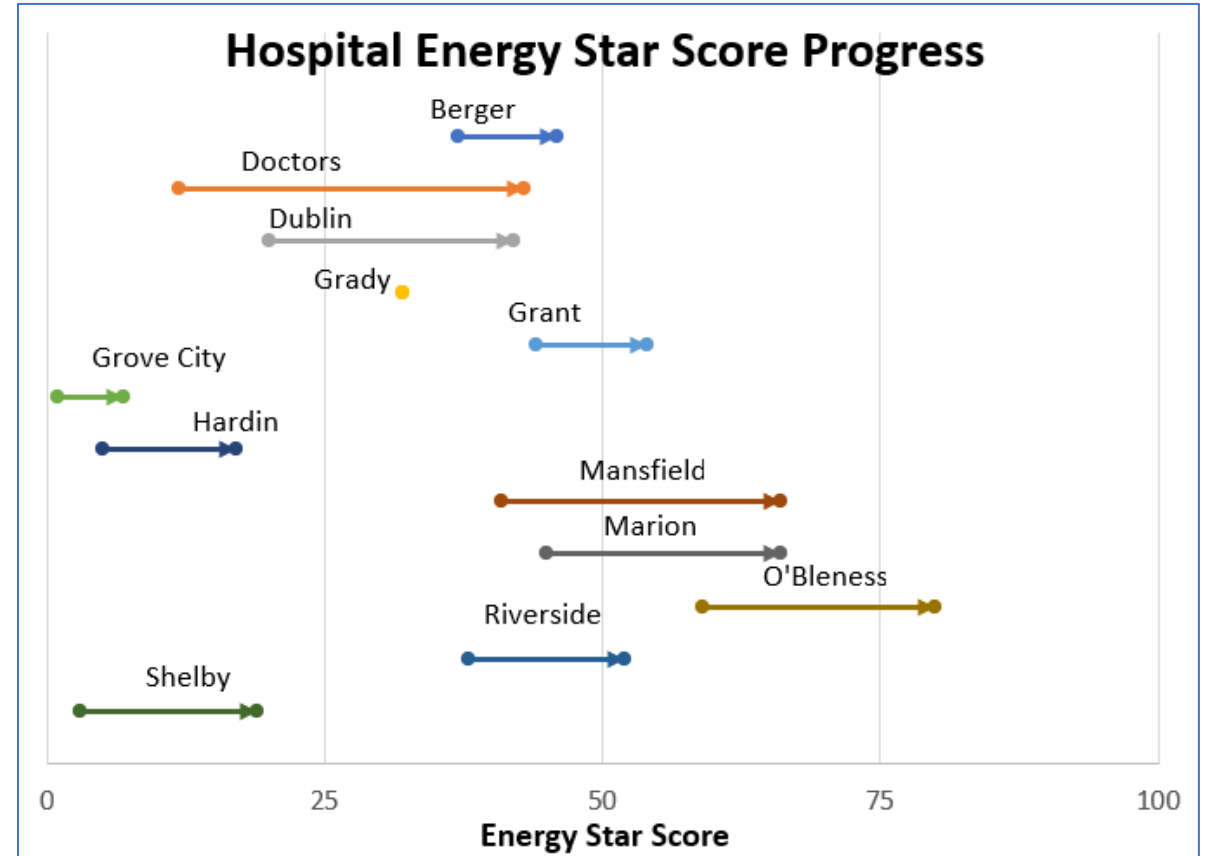
Reduce average energy consumed per square foot (EUI – Energy Use Intensity)

CURRENT STATE:

As of July, we have realized a 15% EUI reduction two years ahead of target

ACCOMPLISHMENTS:

- Energy Champions at each hospital
- 100% of lighting to LEDs, safer / brighter spaces
- \$2.4 M cost savings FY23 (all energy)
- CFSI (Critical Facility System Infrastructure)
- Goal: Energy Star 75 on future builds



Key: Lines indicate 2021-2024 performance improvement

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Board Goal Performance Management

Sustainability – Smart Energy

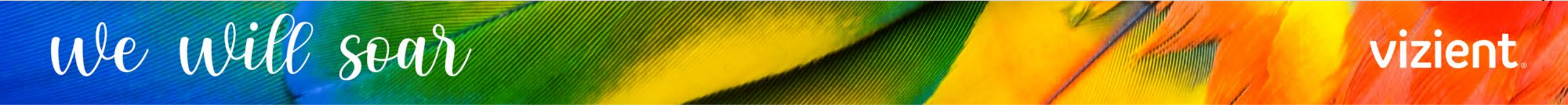


Smart Energy Goal Example:

OhioHealth
Established Specific, Measurable, Relevant, and Time-Based Goals AND Tracked Goals

Project Category	Status	Projects/Key Milestones	Baseline Completion Date	Actual Completion Date	
Energy: Reduce energy consumption per square foot by 10% Align on and deploy a system level energy consumption goal for energy use per square foot ("energy intensity"), establish the implementation plans including cost estimates. (Lead: Albertson)					
		Energy intensity goal determined and deployed; less than 2% reduction off the 2018 baseline.	Energy intensity goal determined and deployed; less than a 3% reduction off the 2018 baseline.	Energy intensity reduced by more than (or equal to) 3%, but less than 6% compared to the 2018 baseline.	Energy intensity reduced by more than (or equal to) 6%, but less than 10% compared to the 2018 baseline.
				Energy intensity reduced by 10% or greater off the 2018 baseline.	
System LED Lighting	Green	<ul style="list-style-type: none"> LED lighting plan developed (funded by CFSI). Implementation for 20,000+ fixtures ● Contract with 3rd parties / suppliers to supply and install lighting ● Lighting installation complete across the system (work is in progress) ● 	<ul style="list-style-type: none"> 8/31/21 FY22 Q2 FY23 Q4 	<ul style="list-style-type: none"> 10/21/21 11/10/21 	
Unoccupied Settings	Yellow	<ul style="list-style-type: none"> Property Management - (M&O inventory of PM locations) ● Grant Hospital Unoccupied settings ● RMH OR – Compliance issues remedied, moving forward with setback work ● 	<ul style="list-style-type: none"> Eval in progress 6/30/23 FY22 Q4 		
Hospital Tuning/Controls	Green	<ul style="list-style-type: none"> RMH boiler sensors – O2 sensors installed, tuning done on boilers #1-4 ● Mansfield SAT resets -(Current issues with vendor availability) ● Hardin optimize boilers - On schedule ● DMH – Assessing next step projects ● Doctors Resolve VFD issues and Chilled water optimization ● Marion Unoccupied Settings ● 	<ul style="list-style-type: none"> Reevaluating 3/31/23 3/31/23 6/30/23 3/31/23 3/31/23 	<ul style="list-style-type: none"> 3/31/23 4/30/23 3/31/23 	
Portfolio integration into CASS	Green	<ul style="list-style-type: none"> OhioHealth Real Estate portfolio continues to evolve in conjunction with Smart energy project implementation. As data for acquisitions becomes available in CASS (utility management), our over-all portfolio efficiency ratio has improved which lowers our EUI. ● 	<ul style="list-style-type: none"> Ongoing 		
Risks		Mitigation Strategies		Accomplishments	
<ul style="list-style-type: none"> Real Estate portfolio evolution (Hospital acquisitions) represent an unknown change to EUI. Property management energy strategy still leaves several significant opportunities to implement. 		<ul style="list-style-type: none"> Teams to reengage with GoSustainable to determine roadblocks and create achievable completion timelines for those projects. Property management supervisor and associates to take direct control of energy projects. M&O are currently creating inventory of controls systems to evaluate options. 		<ul style="list-style-type: none"> FY2025 project plan for completion under revision. Takes into account current status and remaining opportunities to revise key milestones above.. 	

● On task, no delays/issues ● Watch list/At risk ● Behind schedule, specify corrective action





Responsible Purchasing

FY23 GOAL:

Establish and implement environmental preferable purchasing (EPP) standards

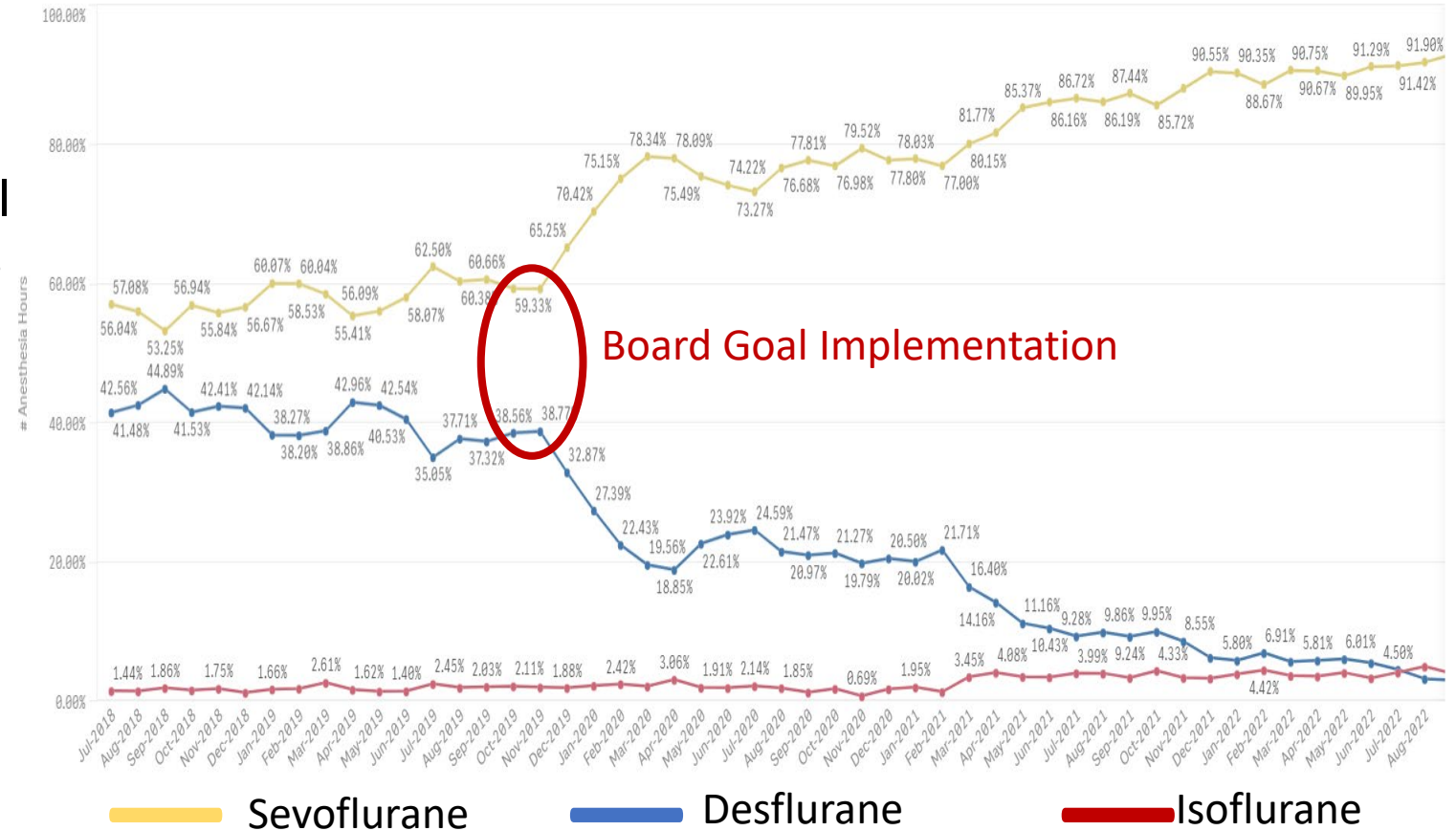
CURRENT STATE:

Implementing EPP policies

ACCOMPLISHMENTS:

- Implemented projects, such as switching to washable isolation gowns, reducing desflurane anesthetic gas

Anesthesia Gas Usage by Month



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Healthy Buildings

FY23 GOAL:

Design all building projects using Sustainable Standards and Guidelines

CURRENT STATE:

Sustainability implementation plans (based on Standards / Guidelines) required on all projects

ACCOMPLISHMENTS:

- Standards for new construction & renovations include energy efficient HVAC
- 70 EV stations though out central Ohio
- Demonstrates commitment to community, patient and caregiver health



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LESS
WASTE

Less Waste

FY23 GOAL:

Divert waste from landfills

CURRENT STATE:

Recycling has increased by 4% and diverted 240 tons of food waste

ACCOMPLISHMENTS:

- Controlling food waste reduces cost, remain at budget despite 18% inflation
- Upcycling Blue Wrap fosters associate engagement
- Of 1 million lbs of food waste a day ZERO from OhioHealth



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Green Transportation

FY23 GOAL:

Maximize efficiency in our fleet of vehicles

CURRENT STATE:

Centralized fleet and aligned policies

ACCOMPLISHMENTS:

- 70 charging stations
- Low/zero emission replacement vehicles
- MedSpeed routes moving to all EV improving air quality
- Zipline drone deliveries



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Sustainability Next Steps

- Sustainability implemented system-wide with focus and accountability
- Sustainability fully integrated into OhioHealth Standard Work
- Share our sustainability story to increase engagement with internal and external stakeholders



SUSTAINABILITY



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OhioHealth Pledges to Decarbonize

OhioHealth is signatory to the Department of Health and Human Services pledge to reduce greenhouse gas emissions in support of equitable, resilient communities

1. Reduce emissions by 50% by 2030
2. Designate an executive-level lead for reducing emissions
3. Develop and release a climate resilience plan by the end of 2023

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Lessons Learned

- A board-level goal moves the needle on environmental sustainability and a three-year goal window accelerated wins.
- Setting up a governance structure was a critical success factor.
- Leadership support and trust of functional implementation teams to make an impact was key to sustainability goal ownership across the organization.
- Implementation of sustainability goals requires consideration of key stakeholders.

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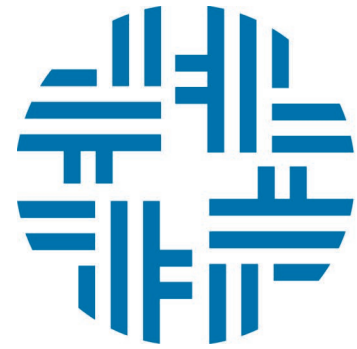
Key Takeaways

- We're far from done, but the established structures will continue to support meaningful advancements in environmental stewardship, operational performance, and community health while building a culture of excellence.
- Don't outsource the hard work of insight and creativity; trust internal experts to know their areas, leveraging sustainability to foster engagement and boost culture.
- Set teams up for success by celebrating wins AND learning from challenges.

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Questions?



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