

# CASE STUDY



## CLEVELAND CLINIC ECOCAREGIVER

The rate at which Cleveland Clinic uses energy has financial costs, as well as human and environmental health impacts. Reducing the rate of energy used creates a cleaner environment, improves health, and delivers substantial cost savings over the short and long term.

Cleveland Clinic is in the midst of a transformation that is focused on providing the best value for patients and leading the industry in responsible health care practices. In pursuit of care affordability, over \$12M of energy waste was identified across the health system. As the facilities experts fine-tune and upgrade our buildings and operating systems, caregivers' workplace behaviors come into sharp focus to help reduce energy demand.

Energy is a shared resource, and caregiver choices and actions in the workplace directly influence energy demand reduction. To achieve and sustain a conservation mindset, Cleveland Clinic needs and expects each of its caregivers to work together every day.

The team could not hold caregivers accountable to energy conservation without first outlining the basic expectations for energy conservation in the workplace and offering guidance for workplace behaviors. In November 2014, the Office for a Healthy Environment launched *Energy Savings & You*, a mandatory online training on energy demand management. The purpose of this course is to orient all caregivers to their role in energy demand reduction at Cleveland Clinic.

### Cleveland Clinic

Cleveland Clinic is a nonprofit, multi-specialty academic medical center that integrates clinical and hospital care with research and education. More than 3,000 full-time salaried physicians and researchers and 11,000 nurses represent 120 medical specialties and subspecialties. The Cleveland Clinic health system includes a main campus, eight community hospitals, more than 75 northern Ohio outpatient locations, Cleveland Clinic Florida, the Lou Ruvo Center for Brain Health in Las Vegas, Cleveland Clinic Canada, and, scheduled to begin seeing patients in 2015, Cleveland Clinic Abu Dhabi. In 2013, there were 5.5 million outpatient visits throughout the Cleveland Clinic health system and 157,000 hospital admissions.

## Program Goal

The EcoCaregiver™ employee engagement program developed an education module on energy management, *Energy Savings & You*, designed to reduce costs and decrease emissions while providing the highest quality medical care.

During this course, Cleveland Clinic caregivers explore an energy demand reduction program designed to reduce costs and decrease emissions while providing the highest quality medical care.

Upon course completion, caregivers should be able to:

- Identify Cleveland Clinic’s commitment to energy conservation in the workplace.
- State Cleveland Clinic’s expectations for energy demand reduction in the workplace.
- Identify five energy conservation behaviors to employ at work.
- Describe our key public partnerships and commitments on energy demand

reduction through the EPA’s ENERGY STAR Program and the DOE’s Better Buildings Challenge.

- State Cleveland Clinic’s expectations for energy demand reduction during a crisis scenario.
- State the appropriate procedure to follow during a crisis scenario.
- Identify and initiate energy efficiency opportunities in the work environment.

Nine months post-launch, more than 47,000 caregivers have completed the annual training. This 15-minute module will be updated and reassigned annually for ALL 40,000+ caregivers, including staff. It reinforces an organizational expectation for an environment of energy conversation and emphasizes the importance of individual caregiver contribution to the energy demand reduction goals. In addition to the training, the team developed a robust communications campaign to prompt desired workplace behaviors.

In the first six months, more than 42,000 caregivers completed the *Energy Savings & You* online training course, whose purpose is to orient all caregivers to their role in energy demand reduction at Cleveland Clinic.



## Challenges

### Infrastructure vs. Behavior

Caregiver choices and actions in the workplace directly influence energy conservation. Cleveland Clinic's facilities experts could work with the building occupants or against them. The course was designed to formally outline our operating context and expectations for workplace behaviors for a variety of workgroups across the health system, including its facilities experts and its broad caregiver base.

Facilities experts play the largest role in saving energy. They know the buildings' systems, can uncover technological issues and see behaviors that work against reducing resources. They manage our building systems with sophisticated new technologies that improve comfort and reduce energy costs.

Caregivers make numerous decisions over the course of the day that can and will impact enterprise energy demand reduction program. They can also suggest opportunities for improvement.

As part of its energy demand reduction program, Cleveland Clinic will ensure that:

1. Job-related needs are met.
2. Caregivers can control resource use in the ways specified.
3. Legitimate needs for comfort, indoor air quality, and lighting are achieved.

4. New or adjusted behaviors become habits that make a difference as things change (new responsibilities, technologies, or caregivers).

In support of the energy demand reduction program, a series of energy-related service level agreements (SLAs) between operations and Cleveland Clinic's leadership will ensure adherence to set temperature ranges and lighting controls.

### Out of Sight, Out of Mind.

Sponsored by the chief operating officer, this 15-minute formal education program was designated as mandatory coursework, alongside topics such as safety, compliance, disease management, diversity and emergency preparedness. The course will be reassigned annually, underscoring leadership's commitment to responsible use of shared resources as the health system transforms its model of care. The team references the coursework in department presentations and a series of education and outreach events throughout the calendar year.

### Scale: You Don't Know What You Don't Know

It's difficult to know and manage every energy conservation opportunity in a 24 million square foot portfolio. By leveraging tools such as MyTwoCents, Cleveland Clinic's virtual suggestion box, caregivers can identify and suggest interventions for the facilities teams' review and implementation.

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### **What gets measured gets managed**

Quantifying the impact of behavior modification as an energy demand reduction strategy is a constant challenge.

- Additional mandatory coursework on waste reduction in the workplace is in an active design phase.

### **What's Next**

- Work is underway to develop the annual course refresher, implement unilateral SLAs between enterprise administration and operations.

#### **Measurable Outcomes**

- From the December 2010 baseline, the health system has seen to date on May 30, 2015 a 11.4 percent reduction in weather normalized source EUI for in-scope and reportable facilities.
- The continuous improvement and the office for a healthy environment departments launched a dedicated MyTwoCents energy category to align with the launch of the course. Six months post-launch, 29 caregiver ideas have been posted, reviewed and implemented or deferred, often citing the energy coursework as the entry point to the site.
- Cleveland Clinic's research indicates a positive relationship between employee engagement and sustainability. Caregiver engagement scores are on the rise. Doing the simple things that make sense, such as turning the lights off, dressing in layers and powering down at the end of a shift, and knowing that it matters and has an impact. By encouraging common-sense behaviors as common practice, we demystify "sustainable" behaviors, an often misunderstood body of work and engage caregivers in lasting, positive change.