

A background image showing a field of wind turbines under a clear blue sky. The turbines are white and have three blades each. The field is a mix of green and yellow, suggesting a grassy area. The sky is a solid light blue.

# **Living Our Mission at the Intersection of Healthcare & Sustainability**

**Jeff Thompson, MD**  
*Chief Executive Officer*

# About us...



- Integrated Delivery System
  - Approximately 6,500 Total Employees
  - 795 providers employed / 505 medical staff
  - 59 clinic locations
  - 325-bed Tertiary Medical Center
  - 3 Regional Hospitals
- Western Campus of the University of Wisconsin Medical School
- Residency, Fellowship and Medical Education Programs
- Many internal organizations including EMS air and ground ambulance service, nursing homes, hospice, etc.
- Physician-led organization
- Strong Administrative/Medical partnership



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# GUNDERSEN HEALTH SYSTEM. STRATEGIC PLAN 2012-2016

**Our Purpose is to bring health and well-being to our patients and communities.**

**Mission:** We will distinguish ourselves through excellence in patient care, education, research and improved health in the communities we serve.

**Vision:** We will be a Health System of excellence, nationally recognized for improving the health and well-being of our patients, families, and their communities.

**Commitment:** We will deliver high quality care because lives depend on it, service as though the patient were a loved one, and relentless improvement because our future depends on it.

**Values:** **Integrity** – Perform with honesty, responsibility and transparency.

**Excellence** – Measure and achieve excellence in all aspects of delivering healthcare.

**Respect** – Treat patients, families, and coworkers with dignity.

**Innovation** – Embrace change and contribute new ideas.

**Compassion** – Provide compassionate care to patients and families.

## Superior Quality and Safety

Demonstrate superior Quality & Safety through the eyes of the patients & caregivers

- Achieve quality outcomes that are best in class
- Deliver a care experience for patients and their families that is safe and reliable throughout our system
- Have no preventable deaths, infections, pain, suffering, waiting, or waste
- Engage patients, families, and employers in their own care to improve outcomes and health
- Be the preferred community-based academic health center for healthcare education in the Upper Midwest

## Outstanding Patient Experience

Create an outstanding Experience for patients and families

- Innovate to achieve service and patient-centered experience outcomes that are best in class
- Partner with patients and families to design and deliver their ideal care experience
- Ensure that all patients get the care they need.
- Develop the information technology that will meet the individual needs of all patients
- Be the best regionally and nationally on environmental stewardship and sustainability

## Great Place

Create a Culture that embraces a passion for caring and a spirit of improvement

## Affordability

Make our care more Affordable to our patients, employers, and community

## Growth

Achieve Growth that supports our mission and other key strategies

- Distinguish ourselves through exceptional patient access across the system
- Better use existing resources to handle increased patient volume
- Partner to optimize services and care delivery
- Expand our presence and capabilities through non-traditional delivery channels
- Pursue affiliations and partnerships that expand our geographical reach and provide scale, diversity, financial stability and/or market strength

Be the best regionally  
and nationally on  
environmental  
stewardship  
and sustainability

# Why Health Care Providers Should Care

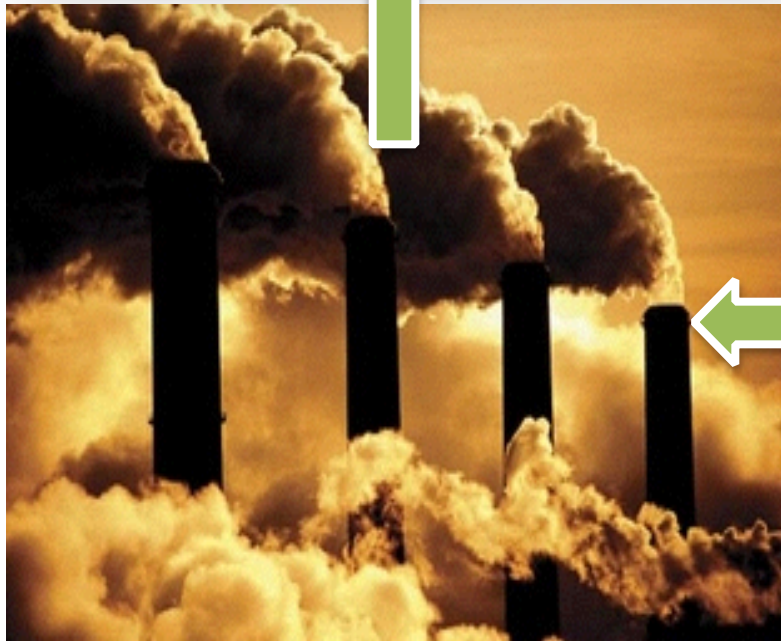


- Pollutants from the burning of fossil fuels and waste disposed:
  - Cancer, liver disease, kidney disease, reproductive issues
  - Cardiovascular deaths and stroke<sup>1</sup>
- According to the Department of Energy, hospitals are 2.5 times more energy intensive than other commercial buildings<sup>2</sup>
  - This is inconsistent with our mission...we are responsible for contributing to disease through our wasteful consumption.
- Energy costs will eventually escalate, making it more difficult to provide affordable care
- Reducing waste results in an improved bottom line

<sup>1</sup>Source: American Heart Association Scientific Statement: DALLAS, May 10, 2010

<sup>2</sup>Source: <http://www.energy.gov/news2009/7363.htm>





# Our Journey



Why we embarked on this journey has many parts. We believe:

- It will decrease pollution
- It will save the organization money
- It will boost our local economy, instead of coal from Wyoming (for electricity) and natural gas from Texas (for heat) - what we do spend is on local sources
- It helps define us as an organization, a strong corporate citizen

# Inspiration



- No “cost” for depleting natural resources
- There is no “away”
- People make money being environmentally sound

# “Face the Brutal Facts”



## 2008: GHS

- 105 million pounds CO<sub>2</sub>
- 476,000 pounds particulate matter
- 2 pounds mercury
- 100's of thousands spent on waste disposal



# Notable Sustainability Accomplishments



- Elimination of food service Styrofoam in health system
- Implemented Comprehensive Waste Management Program
- Solid waste stream recycling rate above 43% for last 5 years
- Reduced cafeteria pre-consumer food waste by more than **75%**
  - Keeps approximately **17 tons** of food from going to landfill each year
  - Implemented donation program with Salvation Army for leftover food totaling more than **9,000** meals in 2013
- Founding Member of Fifth Season Cooperative, which coordinates the distribution of local foods to institutional markets



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# Sustainability (non-energy)

## Accomplishments 2013



- **Recycle/Reuse Savings** **\$95,000**
- **Remanufactured Device Savings** **\$415,000**
  - Surgical SUDs, O2 sensors, Toner Cartridges

***\*Total***

**\$510,000**

***Recycle/Reuse Rate***

***737 tons = 43%***

– ***Construction Recycling/Reuse Rate***

***17,000 tons = 91%***

***\*only monetary value measurement...does not measure overall benefit to the health of our community***

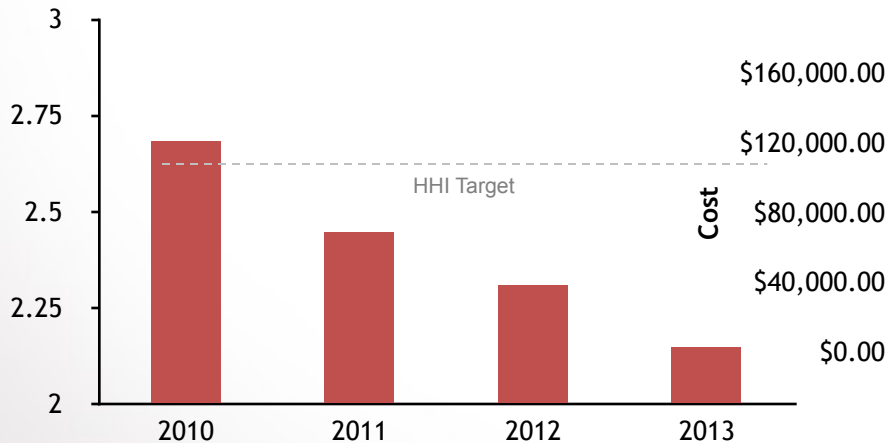
# Comprehensive Waste

## “Small Waste Generator”

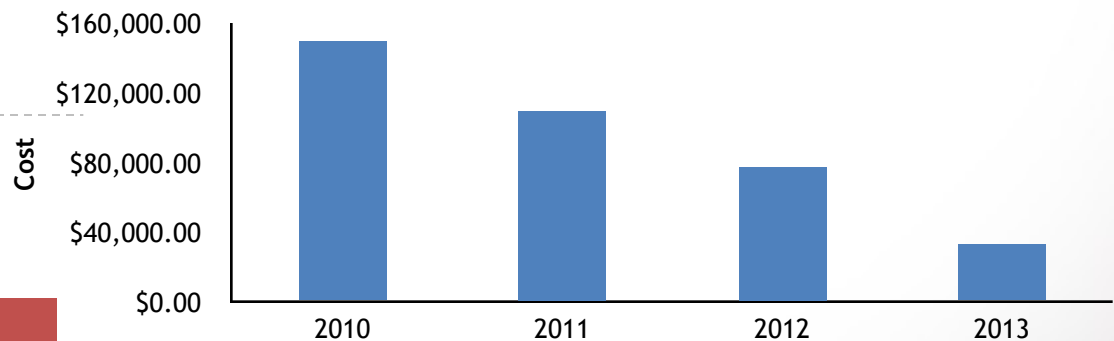


- Since 2010 we have 20% less Biohazardous waste per patient visit (5.9% of total waste stream).
- Since 2010 there has been a reduction of over 13,000 lbs. of pharmaceutical waste generated per year (59% decrease). A savings of \$100,000 a year in disposal

Biohazardous waste generated  
COSTS  
per Patient Visit



Pharmaceutical Waste Disposal Costs



# Hazardous Pharmaceutical Waste Reduction



## Before



# 14:1

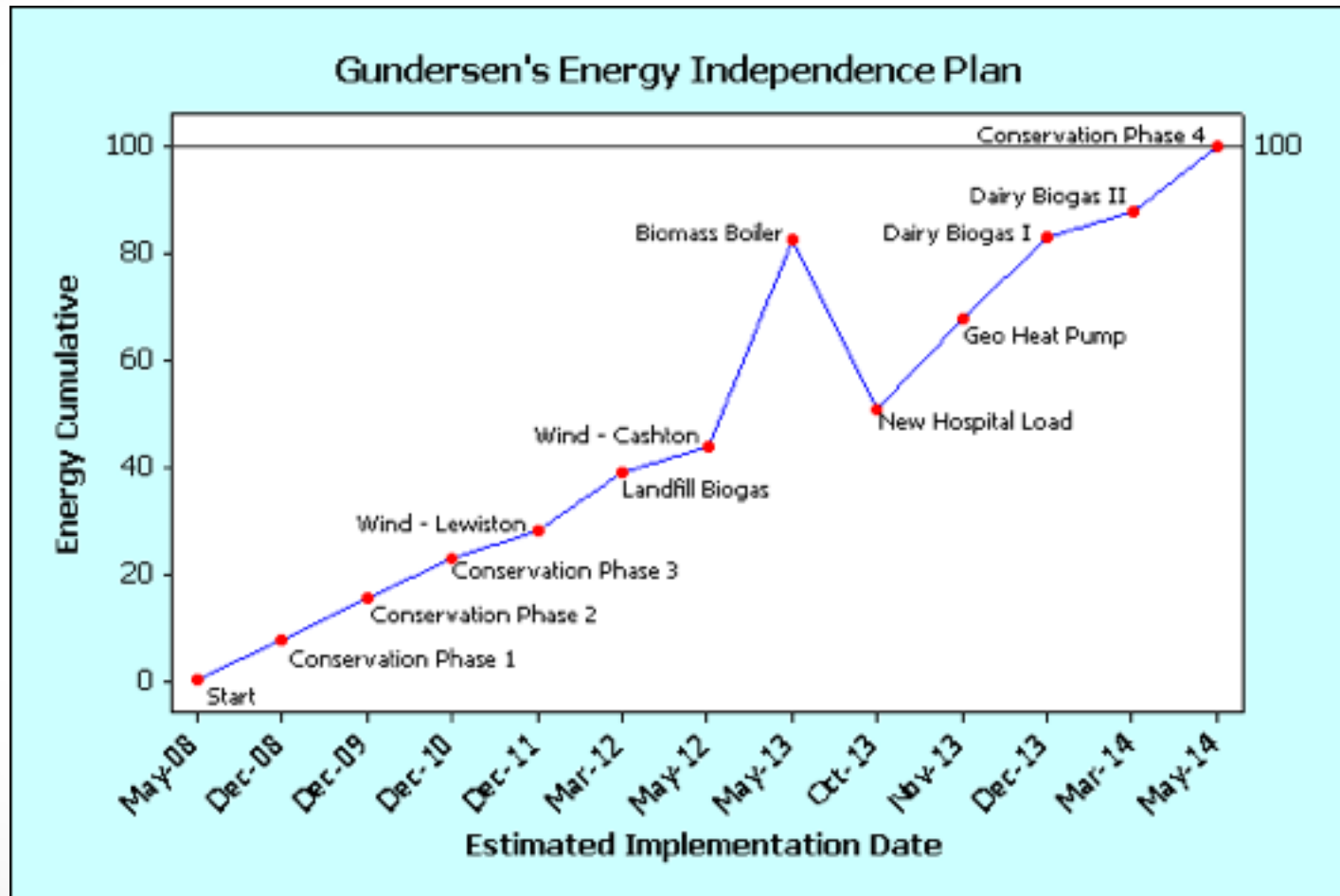


## After

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# 1<sup>st</sup> U.S. Health System with all of our 5 Hospitals Heat, Power & Cooling offset by our own Local Renewable Energy



We will improve health & lower cost

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# Why would a strong board allow this plan?



- Best use of portion of savings
- Good ROI (7.7 years)
- Safer than stock or bond market (remember 2008?)
- Local investment (great PR)
- Timing (grants, partners)
- Early successes (conservation projects)

# Where is the Payoff



## Education / Opportunity

- Solar Hot Water Project (Daycare)
- Brewery Biogas
- Solar PV Panels

## Financial Successes

- Conservation
- +/- Wind Farms
- Landfill Biogas
- Biomass Boiler
- Geothermal Field
- Dairy Biogas

# Energy Conservation



- Energy Conservation should be our first fuel
- \$2M Investment, \$1.3M Savings/Year
- Lowering our Fixed Operating Cost is ESSENTIAL to our long term financial health
- Improve health, lower costs



# Onalaska Campus Landfill Gas Project



- Partnered with La Crosse County Solid Waste Department
- Project offsets 100% of Onalaska campus energy needs ~11% of total goal
- Started production in March 2012
- **The first known, Energy Independent Healthcare Campus in the U.S.**



# Facilities Replacement



New Behavioral Health Building  
65 kBtu/sqft/yr

Previous Behavioral Health Building  
200 kBtu/sqft/yr

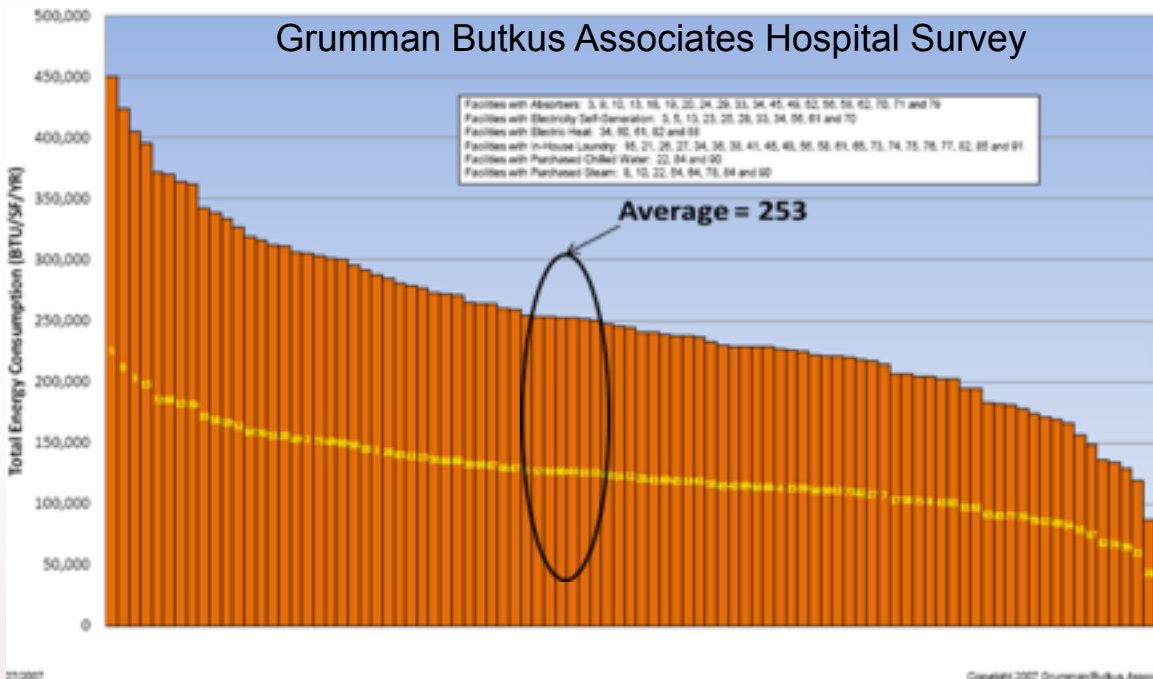


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# New Hospital Sustainable Design



Grumman Butkus Associates Hospital Survey



433,000 Square Feet

Annual Energy Usage:

**115 kbtu/sqft**

Estimated Annual

Savings:

**\$660K at current energy rates**

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# Biomass Boiler Project

Renewable, Locally Sourced, Wood Chip Fuel



- 38% of energy independence goal (~150,000 MMBtu and 2,500,000 kWh)
- Will produce the majority of heat / steam used by the health system
- On-site electricity production with back pressure steam turbines
- Scheduled for completion in February 2013



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# We are the problem...but we can change



	2008	2014
<i>CO<sub>2</sub> (pounds)</i>	<i>106,480,00</i>	<i>35,858,000</i>
<i>Mercury (pounds)</i>	<i>2.12</i>	<i>1.08</i>
<i>Particulate Matter*</i>	<i>435,270</i>	<i>191,878</i>

2008...

- Electrical power from coal from Wyoming
- Heat from natural gas from Texas

2014...

- Locally sourced renewables

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<sup>1</sup>Particulate conversion rate calculated from US EPA AP-42.

<sup>2</sup> *\*Air pollution from electricity-generating large combustion plants* (pdf), Copenhagen: European Environment Agency (EEA), 2008, [ISBN 978-92-9167-355-1](#)

# Beyond the Health & Money



- Staff Pride
  - For being environmentally sound
  - For innovating ahead of the norm
  - For not settling for mediocrity

# Mild Excitement Huge Excitement



Gundersen earns top  
marks in care report



PETER THOMSON/LA CROSSE TRIBUNE



## Green power is on

Renewable energy system at City Brewery  
begins generating electricity from methane

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# Sustainability Program Impact



- Local Energy Purchase: Wind, Wood, Geothermal, Dairy Biogas and Landfill Gas
- Food: 70% Waste Reduction, Help start 5<sup>th</sup> Season Food Co-op (local bulk buying)
- Education: Grade Schools, University, Technical Schools, World Wide Visitors
- Cost Savings: Total will be \$3-4M/year
- Inspiration To: Community Partners, Families, Employees, Applicants, Competitors





We did not set out to be the greenest health system.

We set out to make the air better for our patients to breathe, control our rising energy costs and help our local economy.

We believe we have made substantial progress on all three.

# The Choice...



- To Lead
- To Instigate
- To Participate
- To Vegetate

# What will you say to the next generation?



Eloise Delaney Thompson

A photograph of a wind farm with several white wind turbines against a clear blue sky. The turbines are situated in a field of tall, golden-brown grass. One turbine is prominently featured in the foreground on the left, while others are visible in the distance to the right.

**Jeff Thompson, MD**  
***Chief Executive Officer***  
**Gundersen Health System**

**[www.gundersenhealth.org](http://www.gundersenhealth.org)**

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