



Leading communities to a healthier future

2014 Milestone Report



A PRACTICE GREENHEALTH PROGRAM

www.HealthierHospitals.org

2014 Milestone Report

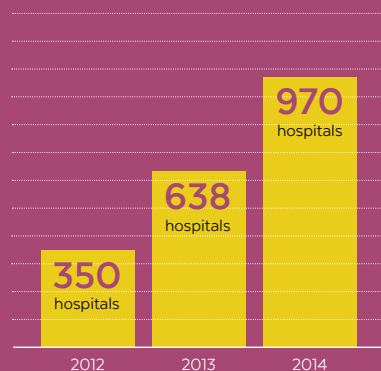
Spring 2015 brings us to the culmination of the three-year Healthier Hospitals Initiative (HHI). Launched in 2012, the three-year Initiative was successfully modeled after the Institute for Healthcare Improvement's "100,000 Lives Campaign," using data to drive positive change. Thanks to 12 sponsoring health systems, the Initiative has been available free to any hospital that commits to take on one (or more) of six proven strategies or "Challenge" areas to improve their sustainability performance.

The Milestone Report and hospital case studies illustrate the progress that any hospital can realize, regardless of size or location. In HHI's third year, 2014 marked the submission of more than 900 sets of data, tracking progress in six "Challenge" areas: Engaged Leadership, Healthier Food, Leaner Energy, Less Waste, Safer Chemicals and Smarter Purchasing. A data summary and analysis for each Challenge and its assigned goals are featured throughout the report, each one pointing to an accompanying case study in an addendum of success. The data was also used to bring hospitals and businesses together around two key market transformation focus areas: *less meat, better meat* and *healthy interiors*. These two market transformation initiatives demonstrate the progress that hospitals and businesses can make with the articulation of a common vision for how it could be—a world where antibiotics are still able to fight infection and a health care sector that promotes healthy, local, sustainable foods as key to health and prevention of chronic disease. And a world where hospital interiors are truly healing environments, free of chemicals of concern.

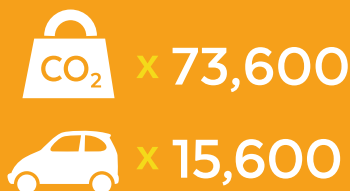
For more details, including definitions of data measures and more information on how to implement the HHI challenges, visit www.HealthierHospitals.org.

A picture is worth a thousand words. Here are some visuals to highlight HHI, as it transitions into a free program at Practice Greenhealth. We look forward to continuing this important work.

Increased data from hospitals.



Energy: Using ENERGY STAR reported values, the hospitals reduced their energy use by an aggregate 2.5%, eliminating 73,600 metric tons in greenhouse gas emissions, the equivalent of removing 15,600 vehicles from U.S. roads annually.

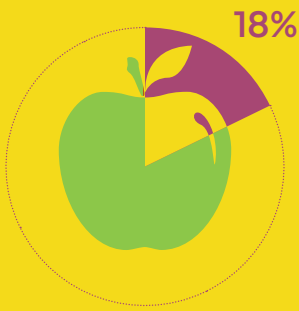


Recycling: Since 2010, 457 hospitals achieved an aggregate recycling rate of 24%, diverting 445,722.369 tons of materials from area landfills.

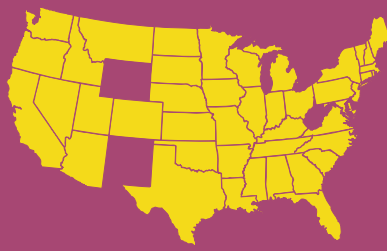


45,000
garbage trucks weight equivalent

Local/Sustainable: 146 hospitals spent 18% of their food budget on local and sustainable foods.



Leadership: 46 out of 50 states have data represented in the 2014 Milestone Report.



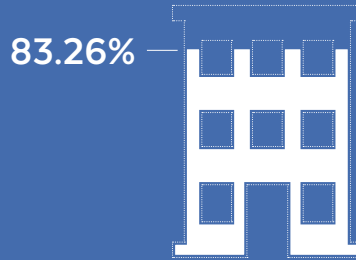
RMW: 391 hospitals reduced their regulated medical waste to 7.73% of total, with 98,814.53 tons of RMW and 1,277,839.17 tons of total waste.



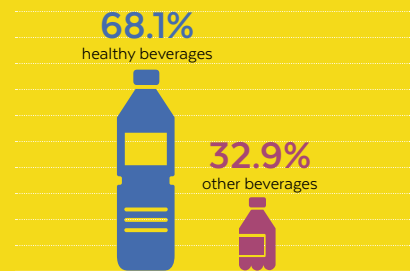
EPEAT: Since 2010, 101 hospitals have reported spending \$435,806,604 on EPEAT Registered Devices.



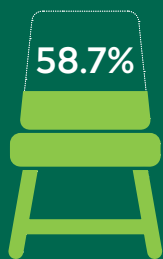
Construction and Demolition Diversion: Of HHI enrollees, since 2010 83.26% of construction and demolition debris was diverted for recycling.



Beverages: HHI enrollees spent 68.1% of their beverage budget on healthy beverages. \$65,321,725 out of \$95,938,672 were directed to healthier beverage options.



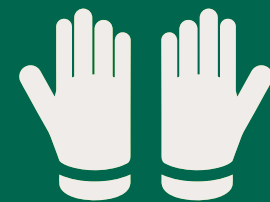
Healthy Interiors: HHI enrollees spent more than \$12 million on compound-free furnishings out of \$21,257,027 spent on all furnishings. That is an aggregate spend of 58.7% out of 21 hospitals.



Balanced Menus: Since 2010, 161 hospitals purchased 21,250,121 lbs. of beef, pork and chicken—yielding 329,820.6 tons of carbon dioxide equivalents.



DEHP/PVC: 172 hospitals indicated they had transitioned to at least one DEHP/PVC-free product line in 2014.



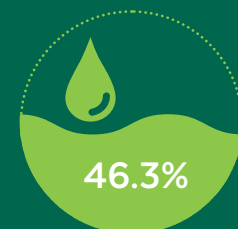
Reprocessed SUDs: 379 hospitals have reported spending \$174,479,925 on reprocessed single-use devices since 2010.



Surgical Kits: In 2014 the median dollars saved per reformulated kit was \$1,028.



Green Cleaning: 161 hospitals spent \$6,745,284 on Ecologo or Green Seal certified cleaning agents that do not contain chemicals of concern, out of \$14,565,279 total spend—an aggregate of 46.3%.



Leading Communities to a Healthier Future

Time, experience, wisdom, creativity, perseverance—a willingness to be the first. These words describe the contributions the sponsoring health systems offer to the Healthier Hospitals Initiative (HHI). Each has their unique approach to healthier environments—from the first to make a public announcement to phase out flame retardants from furniture, to those who sat down with food services contract management and distribution companies to tackle challenges around healthy food and phasing out the nontherapeutic use of antibiotics in meat. These are envelope-pushing, early-adopting change makers, who individually and collectively understand the importance of environmental innovation, resilience, data and information-sharing. They are HHI's sponsoring health systems.

The HHI sponsoring health systems first came together in 2011 to communicate their successes, craft the HHI challenge details, share their data, help spread the message of sustainability as a quality imperative and to use that data to drive change. This work has helped others get started in their sustainability journey. Thank you to the HHI sponsoring health systems for providing leadership to HHI. Without them, HHI would not have existed, and we are grateful for their support.



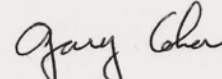
Janet Howard
Director
Healthier Hospitals Initiative



Paul Bogart
Chief Program Officer
Health Care Without Harm



Jeffrey Brown
Executive Director
Practice Greenhealth



Gary Cohen
President and Co-founder
Health Care Without Harm

“The whole is greater than the sum of its parts.”

ARISTOTLE

CHALLENGE AREAS



ANALYSIS METHODOLOGY

Raw data tables were used to produce the numerical summaries. The statistical package R version 3.02 and Excel® 2007/2010 were used to produce this report. HHI staff validated data and performed diagnostic plots and tables to identify outlier values. Nevertheless, ultimately the responsibility for accurate numbers rests with the participating hospitals.

SPONSORING HEALTH SYSTEMS





Engaged Leadership

While most sustainability activities start at a grassroots level, the Engaged Leadership Challenge can help create a firm foundation for long-term programming. Health care has a long way to go to become environmentally sustainable. Without engaged leadership, programs will be limited to departmental successes, driven by passionate individuals—but limited in scope.

The challenge is a checklist of indicators. Level 1 is accomplishing at least three indicators from the menu of action items; Level 2 is achieving six indicators; and Level 3 requires 10 indicators.

Engagement Trends

The third year of HHI showed an exponential jump in the number of facilities reporting their leadership indicators from 178 in 2013 to 272 in 2014. In 2014, 129 hospitals committed to achieving three of the prescribed leadership indicators (Level 1); 26 committed to six indicators (Level 2); and 117 committed to implementing 10 leadership indicators (Level 3).

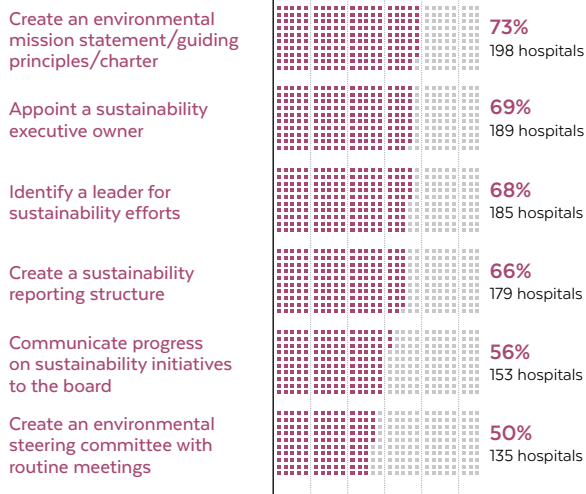
A gap is noted at Level 2 with just 26 hospitals. While many hospitals are just beginning their journey toward more environmentally healthy processes, there needs to be a concerted effort to help those that are just getting started on the next level of engagement.

Analysis of Indicators

In looking at which of the leadership activities were most widespread and established, a picture is painted illustrating the structural and organizational tactics that help leaders get started. The following leadership indicators were the most selected out of the 25 activities.

Most Selected Leadership Indicators

n = 270 hospitals

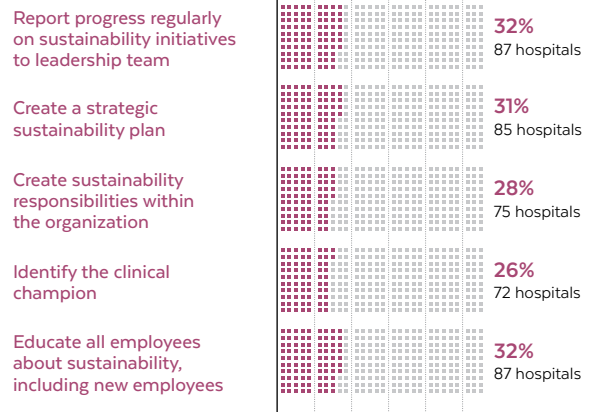


Many facilities have begun to set up the communication structures necessary to conduct a well-functioning sustainability program. By appointing an executive owner for sustainability initiatives, health care organizations are expressing that they see a shift to more sustainable operations as a leadership imperative. An unexpected outcome of the data analysis has been the identification of a continuum in which the reporting hospitals can be placed. At the beginning of this continuum are the hospitals that are creating the structures of communication and responsibility necessary for beginning a sustainability program.

While the measures listed above are crucial first steps, the next steps are intended to use the structures established to allocate responsibilities and maintain communication while reporting progress to upper-level management. This also includes spreading sustainability throughout different departments and establishing it as a clinical priority as well. Limited resources and competing agendas continue to challenge hospitals moving toward the next level of engagement. Internships, integrating environmental indicators into performance reviews and educating leaders are critical steps for achieving the next level of engagement and optimizing measurable outcomes.

Selected Leadership Indicators

n = 270 hospitals



Data has demonstrated that 50 to 73 percent of hospitals in the data set have developed the communications structure for a sustainability plan. Twenty-six to 32 percent of hospitals have begun to fill out their organization with sustainability roles and reporting responsibilities. The leadership activities selected least frequently are activities that indicate a facility has conducted a cohesive assessment, set measurable goals and can track progress on specific improvement activities using the HHI measures.

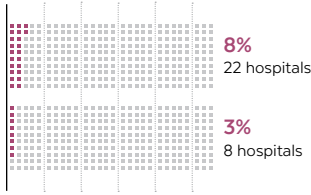
The lowest represented leadership indicators involve data and data collection. This may be an indication of the time it takes to identify the data source and strategic business partners, as well as understand process flow, roles and responsibilities.

While only three percent of hospitals indicated they have conducted a sustainability baseline, developing a baseline was integrated into each of the six HHI Challenge areas. While HHI provides a framework, a full baseline assessment is a key activity for leadership because it both identifies wins and opportunities for a cohesive environmental improvement strategy. For health systems, it identifies best practices and offers an opportunity to take site successes and spread those successes across the system.

Least Selected Leadership Indicators

n = 270 hospitals

Defines measurable sustainability objectives



Conducts a sustainability baseline assessment

While HHI provides proven interventions, Practice Greenhealth offers customized support for those that need it with the use of the Eco-Checklist and the Environmental Excellence Awards for a thorough baseline assessment. This process provides both recognition and customized gap analyses to help hospitals and systems continuously improve upon their full spectrum of environmental performance.

The Engaged Leadership Challenge is qualitative. Lessons learned from the Challenge include the need for clear definition and a validation of leadership measures to confidently inform the trends and opportunities.

Leaders have the opportunity to create a culture of possibility and to use their leadership for positive change. With staffing constraints, leadership has the potential to embed the responsibilities into diverse teams and educate each staff member on their role in reducing environmental impact. The long-term vision is a day where green teams are no longer needed, and sustainability is integrated into every strategic conversation, purchase and process-improvement activity.



HHI's Engaged Leadership Challenge was used to elevate Bronson Methodist Hospital's established hospital sustainability program to the next level. Tracking positive outcomes such as cost savings, increased staff engagement and improved safety made the case for a full-time sustainability lead.

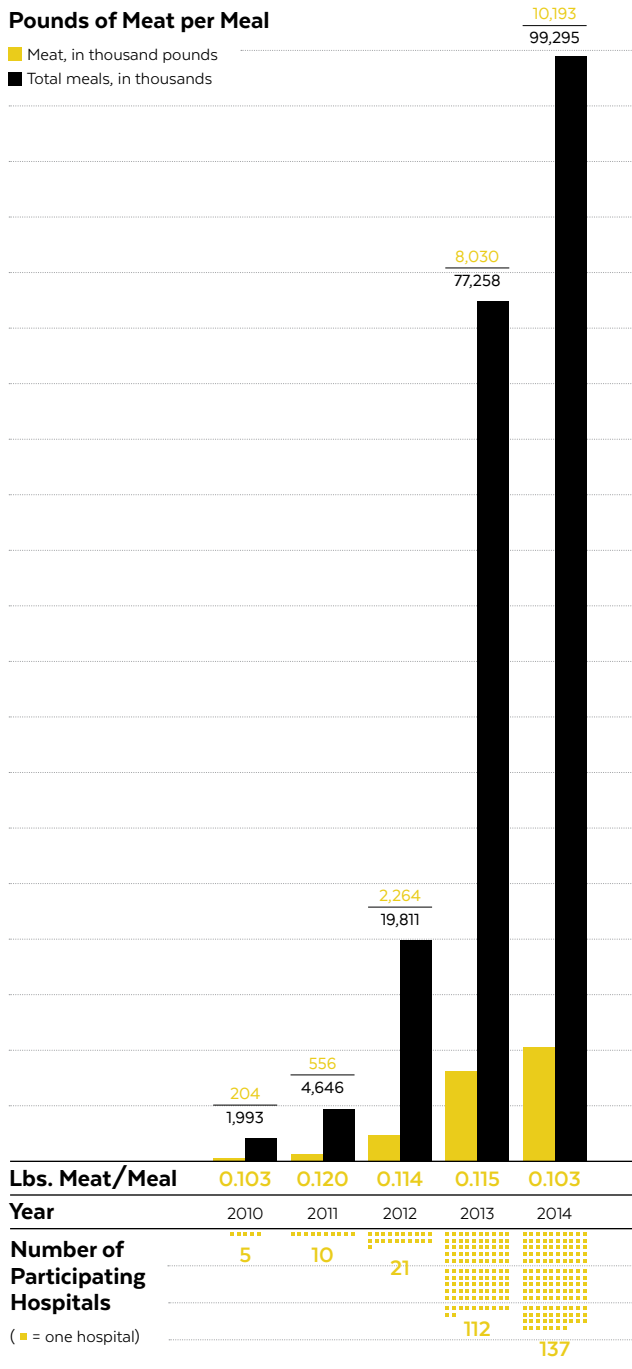


Healthier Food

The current industrial food system in the U.S. has significant impacts on human health, climate change, air and water pollution, and the viability of future agricultural production. The United States spends billions of dollars annually to treat diet-related, chronic diseases—\$147 billion to treat obesity alone—another \$116 billion to treat diabetes, and hundreds of billions to treat cardiovascular disease and cancer. The goals of the Healthier Food Challenge provide strategies in the health care sector to counter these trends, purchase more sustainable foods and offer healthier meals and beverages to patients, employees, visitors and the communities they serve.

Balanced Menus—*Less Meat, Better Meat*

Meat and dairy production account for 18 percent of the world’s greenhouse gas emissions. Eighty percent of the antibiotics used in the U.S. are given routinely in low doses to animals to both promote growth and prevent infections, compensating for overcrowded, unsanitary and unhealthy living conditions in factory farms known as concentrated animal feeding operations (CAFOs). According to the Centers for Disease Control and Prevention, antibiotic resistance costs the U.S. \$20 billion a year in direct health care expenses and \$35 billion a year in lost productivity.



The balanced menu goal of the Healthier Food Challenge is a two-tiered strategy to reduce meat and poultry procurement overall and invest in more sustainable options, including but not limited to meat and poultry raised without the routine use of antibiotics. The goal is to reduce the pounds of meat per meal by 20 percent within three years of baseline. One hundred sixty-one different hospitals reported data on the balanced menu goal over the course of the initiative.

The results of the Challenge show an increase in reporting since 2012 from 21 hospitals reporting an aggregate of 2,264,719 lbs. to 137 hospitals reporting an aggregate of 10,193,695 lbs. in 2014. Also, there was an aggregate decrease in the pounds of meat per meal from an average of 0.115 lbs. per meal in 2013 down to 0.103 lbs. per meal in 2014.

Overall, 23 hospitals have met the goal of decreasing their meat purchasing by 20 percent. Fifty-four hospitals have decreased their lbs. of meat per meal in 2014, compared to the first year in their series.

Moving forward, Practice Greenhealth will track which sustainable meats hospitals are purchasing with a focus on those raised without the routine use of antibiotics. By working together, hospitals can transform the marketplace by bringing transparency to the supply chain and increasing the availability of sustainable, healthier meats.

Healthy Beverages

The healthy beverages goal of the Healthier Food Challenge is an opportunity for hospitals to initiate strategies to combat obesity and reposition themselves as leaders in prevention-based care. The production, consumption and waste associated with sugar-sweetened and bottled beverages have numerous negative environmental consequences that are often overlooked. Meanwhile, tap water has been proven to be just as safe, or safer, than its bottled version in the U.S. The goal is to increase the purchase of healthy beverages over baseline year by at least 20 percent annually or achieve a level of 80 percent or better purchase of healthy beverages. One hundred sixty-four hospitals reported on this measure.

In 2014 there was an aggregate of 57.2 percent healthy beverages purchased or \$20,552,949 out of \$35,927,705. While many hospitals are phasing out soda and diet options as well, many are using product placement or pricing strategies, expanding availability of 100 percent fruit juice options and promoting access to tap water to increase their healthy beverage purchases. From 2013 to 2014, 48 hospitals increased their healthy beverage purchases.

Since May 2004, Dayton Children’s Hospital in Ohio has been 100 percent sugar-sweetened-beverage free in the cafeteria and vending machines.

Local/Sustainable

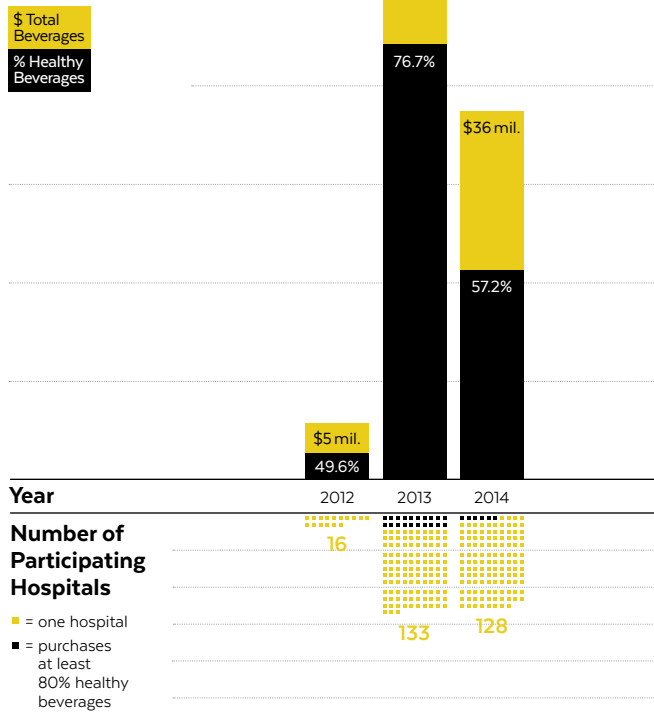
By prioritizing local and sustainably-grown foods, hospitals can help build a healthier food system; support local/regional economies; improve the health of their patients, staff, and visitors; and invest in the well-being of communities and the environment for generations to come. The local/sustainable goal of the Healthier Food Challenge aims to achieve increases in local (within a 250-mile radius) and sustainable food purchases by 20 percent annually over baseline year or to achieve purchases of at least 15 percent local and sustainable food purchases.

Data shared by participating hospitals has steadily risen since 2010. One hundred fifteen hospitals spent \$35,805,740 on local and sustainable food in 2014, and 64 percent (74 hospitals) purchased at least 15 percent local and sustainable food.

Between 2013 and 2014, 32.5 percent of hospitals reporting data in both years increased their percentage of spend on local and sustainable food by 20 percent. This data is showing the corollary relationship between the desire to purchase more local and sustainable foods and the expanded availability of local and sustainable foods. Moving forward, Practice Greenhealth hopes to see innovative solutions emerge to address some of the barriers to procuring more local, sustainable foods such as production and aggregation, and labeling and availability through current supply channels.

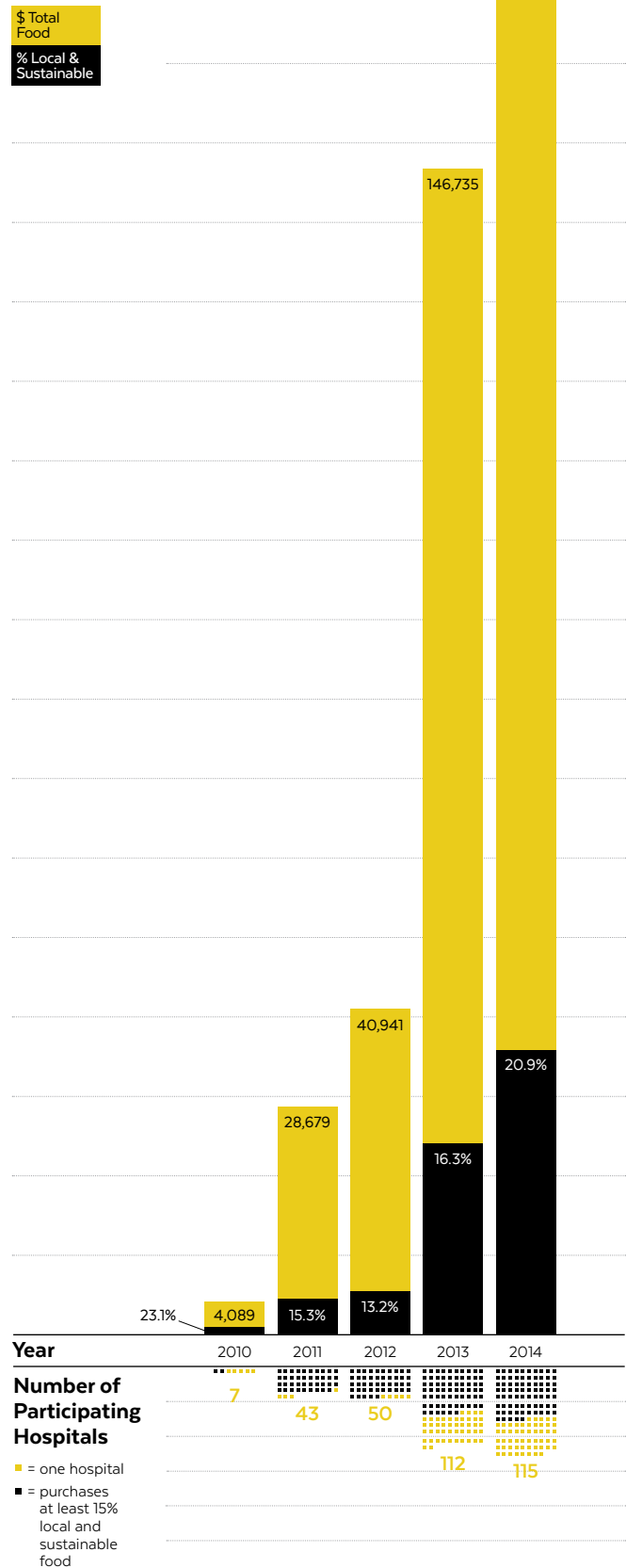
Money spent on beverages

in millions



Money spent on food

in thousands



Healthier, Sustainable Food Systems through Market Transformation

While the HHI sponsoring health systems were well on their way to achieving the goals of the Healthier Food Challenge, they convened a meeting in September 2013 to share their successes and highlight three primary obstacles: issues around local and sustainable food definitions, transparency and availability, and tracking and reporting. These challenges could prevent the more than 446 other hospitals, which had made commitments to the Challenge, from improving their hospital food environments and advancing the development of a sustainable food system.

What is the local/sustainable food goal of the Healthier Food Challenge?

The goal requires participating hospitals to increase the percentage of local and/or sustainable food purchases by 20 percent annually over baseline year or achieve local and/or sustainable food purchases of 15 percent of total food dollar purchases, within three years (measure=dollars).

As the founding sponsoring health systems, these leaders and advocates felt an obligation to work through these challenges by sitting down with their food suppliers, group purchasing organizations (GPOs) and food service management companies. The meeting in Washington, D.C. in February 2014 confirmed that food production, processing, sales and distribution are complex systems. Together with their suppliers, participants in the meeting agreed there were pathways to achieving the healthy beverage and balanced menus (meat reduction) goals

over time; however, the previously identified barriers lend little or no progress on the local/sustainable food goal. With the help of HCWH's Healthy Food in Health Care (HFHC) program and hospital leaders like University of Vermont Medical Center (formerly Fletcher Allen Healthcare) and University of San Francisco Medical Center who have led the country in sourcing local and sustainable foods, attendees arrived at the conclusion to focus on one product category—meat and poultry—and to address one of the leading public health issues today, the overuse of antibiotics in raising food animals. Such routine, non-therapeutic use is unnecessary and contributes significantly to the rise in resistant bacterial infections in humans.

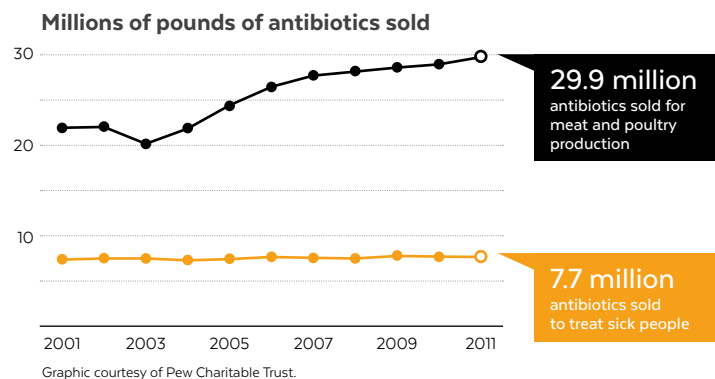
Meeting again at CleanMed in June and virtually in October 2014, the founding sponsoring health systems shared progress and best practices from working with their vendors.

Notable progress to date includes:

- Advocate Health Care, the largest health system in Illinois, recognizes the mounting evidence linking non-therapeutic antibiotics in animal production to antibiotic-resistant infections in people. Advocate is working with ARAMARK and US Foods to source and calculate the cost of transitioning to meat and poultry raised without the routine use of antibiotics. To date, US Foods identified antibiotic-free meat options available for nearly 30 percent of the total meat purchased per year by Advocate. The annual cost to convert to the antibiotic-free meat options

According to government estimates, up to 80 percent of all the antibiotics consumed each year are routinely given to poultry, beef cattle and swine in their feed, not to treat diagnosed disease, but to promote faster growth and to prevent disease outbreaks that are inevitable under confined, often unhygienic conditions where most U.S. animals are raised. Many such antibiotics are identical or very similar to human medicines.

Sources: IMS Health Inc. (human sales data); Animal Health Institute survey of its members, 2001-07; U.S. Food and Drug Administration, 2009-11 (animal sales data).



available is projected to cost 20 percent more than current meat costs but is viewed as the right thing to do in order for Advocate to provide the best health outcomes for its patients. The costs are also offset by the reduced amount of meat purchased.

- Partners HealthCare, an 11-hospital health system located in New England, worked through their GPO, Novation, to identify credible criteria for meat and poultry raised without the routine use of sub-therapeutic antibiotics and availability of these products through their contract. Several of their hospitals have made purchases and Partners continues to work with University of Vermont Medical Center (formerly Fletcher Allen Healthcare, a leader in local and sustainable food procurement) to locate regional options.
- Kaiser Permanente released the sustainable food scorecard and accompanying materials with support from HCWH for use during development of food-related contracts, and to gather information from potential vendors regarding distribution and corporate practices related to sustainable food. This tool can help hospital food services identify vendors that can support sustainable purchasing goals as part of the broader request for proposal (RFP) process.
- Inova Health System, located in Northern Virginia, is working with their vendor partners to increase transparency in the food procurement process. Healthful and sustainable foods are cornerstone elements in building healthy communities. Understanding what they are purchasing, where it is coming from and associated impacts allows Inova to make more responsible choices. Inova leverages the opportunities to drive change through the influence of their market demand. Inova has more than doubled their spend on local and sustainable foods since 2012, spending over \$200,000 on local produce alone. Inova is able to create a meaningful impact by streamlining processes and working with partners to improve data tracking. Through this effort of data-driven decision making, Inova is helping to support products that benefit the local economy and are aligned with their sustainability values.
- Resolute Health, of Tenet Healthcare, has a mission to provide antibiotic-free meat, and local, organic, and seasonal food on a regular basis. They began by educating their patients, employees and visitors using the theme on food day: “reforming factory farms to protect the environment and farm animals.” The hospital’s Leaf Café serves chicken raised without antibiotics with a seasonal vegetable blend. Resolute Health also serves grass-fed, locally-raised beef from Koch Ranches in the hospital Leaf Café and on the daily patient room service menu.
- The University of California, San Francisco Medical Center (UCSF) played a crucial role in crafting and supporting the adoption of the UCSF Academic Senate’s resolution to stop buying meat raised with non-therapeutic antibiotics on their medical campus. This change in buying practices

Participating Health Systems

*HHI Sponsoring Systems

Advocate Health Care*

Ascension Health

Catholic Health Initiatives*

Dignity Health*

Gunderson Health System*

Inova Health System*

Kaiser Permanente*

Lee Memorial Health System

Partners HealthCare*

Tenet Healthcare*

University Hospitals Health System

University of California San Francisco Medical Center

University of Vermont Medical Center (formerly Fletcher Allen Health Care)

ThedaCare

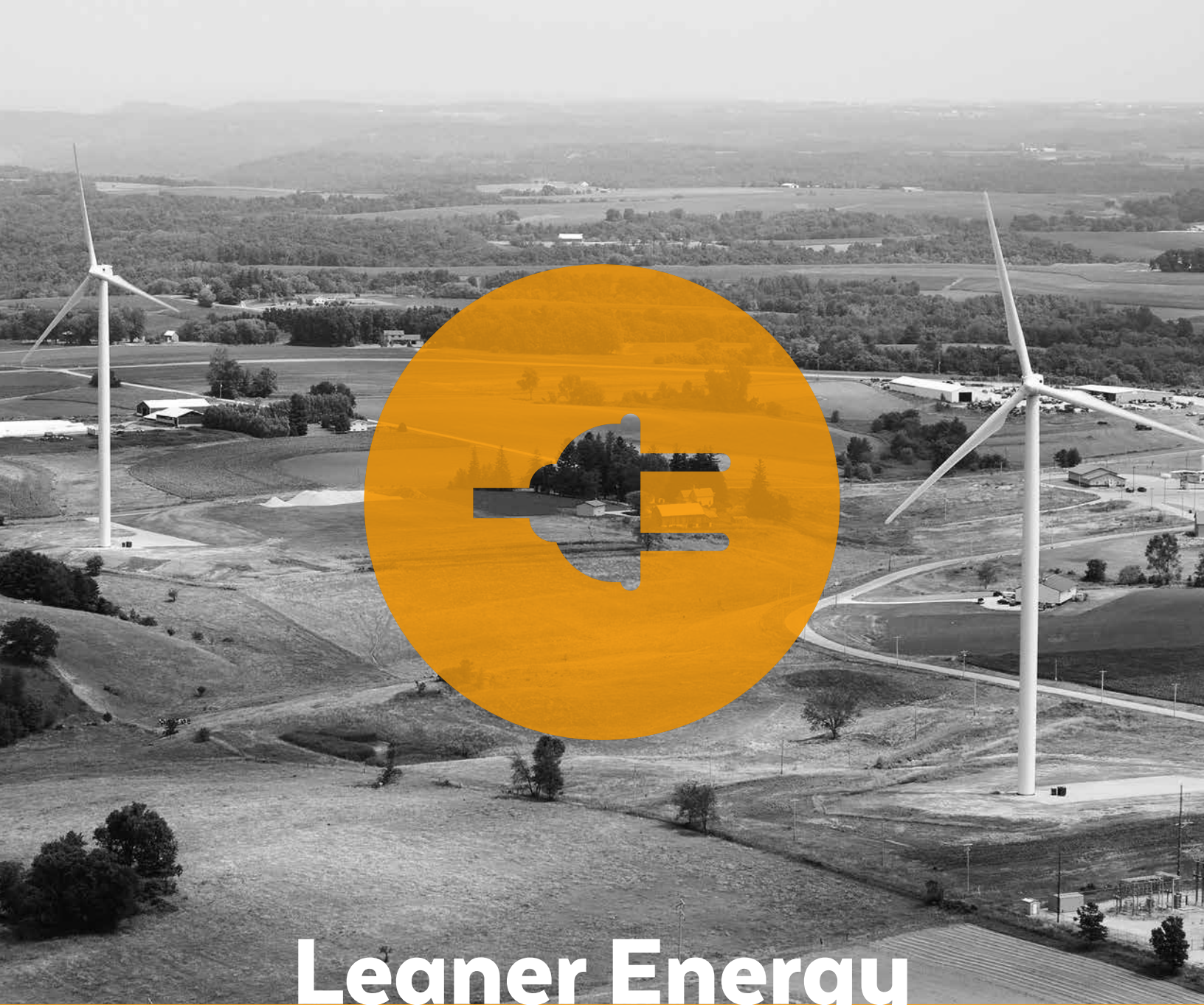
“We’re moving the marketplace by making aggregate asks to vendors and distributors.”

has spread to other California hospitals. Close work with the University of California, Los Angeles Medical Center and several hospitals in the San Diego area has resulted in collaboration on the procurement of meat and poultry raised without insidious antibiotic use through a common distributor, US Foods. Working together, the hospitals are benefiting from faster action taken by their vendor to change their offerings while also helping society avoid a potentially catastrophic decline in antibiotic efficacy.

Looking forward

As the health systems recognize their leadership and role in moving the marketplace, they will convene again to review progress made and the major challenges still remaining for other participating health systems. The HCWH HFHC Program is creating educational resources and tracking tools to sustain the effort and document progress; furthermore, two regional projects in California and New England will work to support place-based efforts among the participating health systems and other institutional partners. The hospitals and their partners recognize change doesn’t take place overnight, and starting with the purchase of meat and poultry raised without routine use of antibiotics is a good step in the right direction. The long-term vision still remains to serve the healthiest sustainable foods to patients, employees and communities while creating a supply chain system that is conducive to food producers meeting the robust and verifiable label claims recognized by the healthy food in health care campaign.

For more information, contact Hillary Bisnett, National Procurement Director, HCWH HFHC Program, hbisnett@hcwh.org.



Leaner Energy

From powering life-saving equipment to ensuring the comfort of patients and staff, twenty-four hours a day, seven days a week, energy is paramount to quality health care. However, with hospitals and health systems—the second most energy-intensive building sector in the U.S.—emitting eight percent of the nation’s greenhouse gas emissions, it is imperative that hospitals cut emissions through improved operations and equipment maintenance efficiency. There is a need to track both efficiency, as measured by energy used per unit of service or size of hospital, and aggregate use.

HHI's Leaner Energy Challenge resulted in reduced energy use equivalent to avoiding 73,600 metric tons of CO₂e in greenhouse gas emissions. These avoided emissions are equivalent to removing 15,600 vehicles from U.S. roads annually.

Each vehicle = 1,000 cars



Hackensack University Medical Center embarked on a two-phase energy conservation project. The annual utility cost savings, when the full project is completed, is estimated to total \$1.06 million. The annual energy savings is estimated to total 4,218,984 kWh and 217,693 therms.

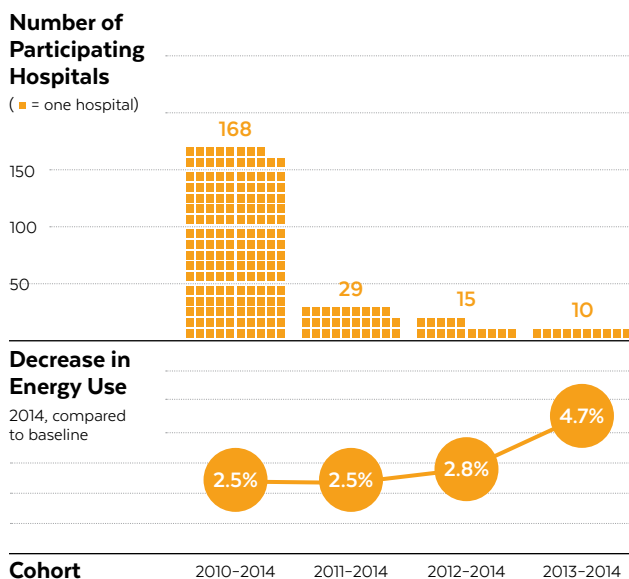
In viewing the number and length of time that facilities have been benchmarking with ENERGY STAR Portfolio Manager—an energy tracking and benchmarking tool provided by the U.S. Environmental Protection Agency (EPA), juxtaposed with the percent decrease in weather normalized site energy use index (which expresses energy per square foot per year, adjusting for monthly outside air temperatures), it is clear that there is a learning curve when it comes to data quality and reporting regiments. Across the cohorts, the first year in the series tends to have data quality issues, which most likely stem from undefined meters in the first years that are added. This will show an artificial increase in energy consumption. As hospitals become more familiar with tracking their energy they improve upon the identification of meters in their campus.

In the 2013 Milestone Report, 193 hospitals were utilizing ENERGY STAR's Portfolio Manager, and data from 160 hospitals were included in the report. In 2014, 361 hospitals were enrolled in the Leaner Energy Challenge, and 222 hospitals' data made it into the Milestone Report. HHI is celebrating a 38.75 percent increase in the number of hospitals reporting energy data for the Leaner Energy Challenge. The improved (stronger) data set more clearly demonstrates the progress being made on energy reduction in hospitals enrolled in this challenge.

- The 222 hospitals that submitted data saw an aggregate reduction of 2.5 percent since 2010.
- One hundred thirty-two (59%) hospitals reduced energy use relative to the baseline year.
- Ninety-one hospitals (41%) show at least Level 1 achievement, a three percent reduction in energy use from their baseline year.
- According to ENERGY STAR's Portfolio Manager, HHI's Leaner Energy Challenge resulted in reduced energy use equivalent to avoiding 73,600 metric tons of CO₂e in greenhouse gas emissions. These avoided emissions are equivalent to removing 15,600 vehicles from U.S. roads annually.

Two hundred twenty-two hospitals submitted energy data, representing 18.1 percent of the 1,226 hospitals enrolled in HHI at the beginning of 2015. While the successes of benchmarking and analyzing such a significant health care data set can be celebrated, it is just the beginning. Benchmarking is the first step. The more hospitals that submit data, the better the entire picture. If all 1,226 HHI facilities were benchmarking energy use with ENERGY STAR as a partner, the data set could serve as a sector-wide baseline, informing additional insights—by region, fuel type, patient days, function and more. This acute look at energy in health care could lead to more detailed analysis, as well as present options for increased efficiency moving forward.

Energy conservation requires a complementary focus on renewable energy sources. Cost savings from energy conservation can be used to invest in renewable resources. The data can be scrutinized to identify gaps in the market and be incorporated into strategies, planning to increase access to MRFs. Data can be the conduit for real change, as hospitals both seek affordable renewable energy sources and energy conservation strategies.





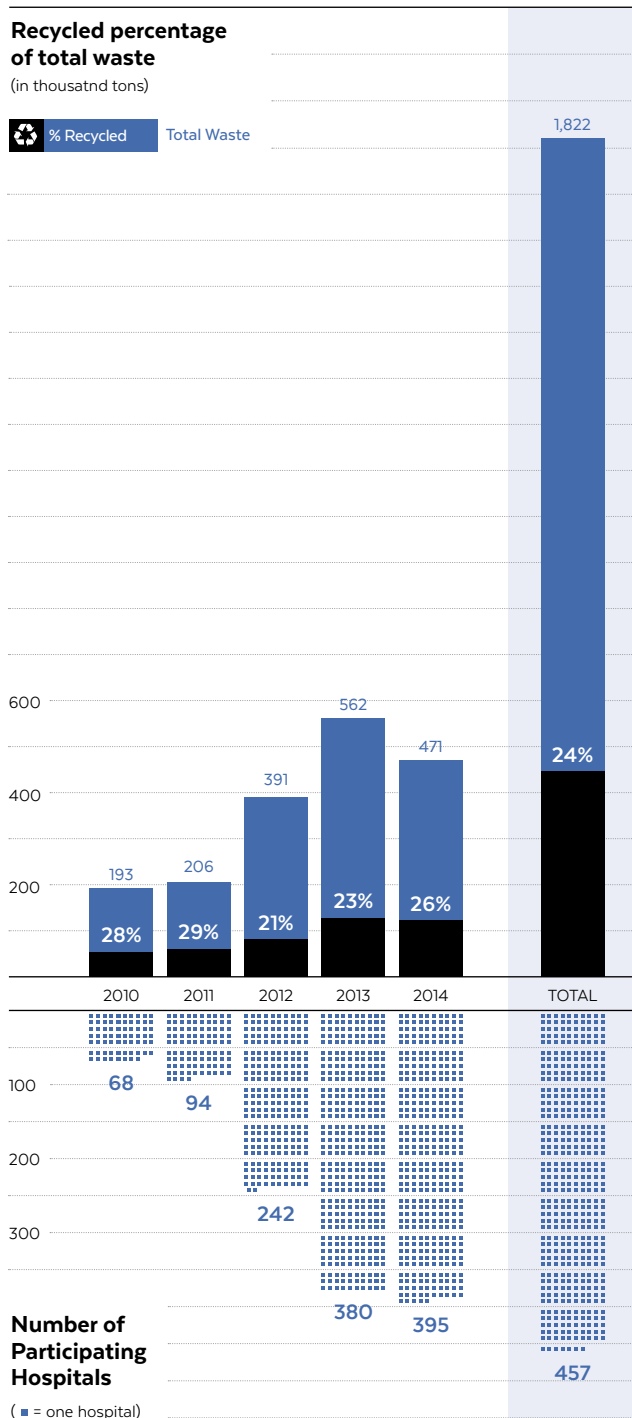
Less Waste

According to Practice Greenhealth's 2014 Sustainability Benchmark Report, the health care sector creates the staggering amount of 28.4 lbs. of total waste per staffed bed per day (the sum of biohazardous, solid, recyclables and hazardous waste). One of HHI's most popular challenges, the HHI Less Waste Challenge, sets the goal of 15 percent recycling as a component of total waste—easily achievable with corrugated cardboard and single-stream recycling. Improving segregation of RMW to 10 percent or three lbs. per adjusted patient day is important to health care facilities for its cost-saving opportunity. The Less Waste Challenge is rounded out with a focus on recycling and diversion of construction and demolition debris from significant (more than 1,000 square foot) construction projects, recognizing that landfills' biggest contributor is construction debris.

Waste Recycling

The first Less Waste Challenge goal aims to recycle 15 percent or more of total waste. Four hundred fifty-seven different hospitals provided data from 2010-2014 with an average recycling rate of 24.4 percent.

In aggregate, the 395 reporting hospitals in 2014 recycled 122,000 tons of waste, and 68.4 percent (270 of 395) of them have met or surpassed the 15 percent goal with an average recycling rate of 26.3 percent.



Regulated Medical Waste

Due to a finite number of treatment facilities, including incinerators, RMW requires significant transportation and treatment costs. Because RMW is at least five times more expensive than solid waste management, improved segregation offers both cost savings and improved environmental performance. The second Less Waste Challenge goal is to attain a RMW percentage of less than 10 percent of total waste. Over the past four years, 391 different hospitals provided HHI with data. In 2014, 217 of 298 hospitals (72.8 percent) reported RMW as less than 10 percent of total waste, averaging 8.6 percent RMW.

Regulated Medical Waste per Adjusted Patient Day

An alternative goal of the Less Waste Challenge is to reduce RMW to three lbs. or less per adjusted patient days (APD). Fifty-five hospitals provided HHI with data over the four-year period. In 2014, 16 of 18 (88.9 percent) hospitals providing data met the goal of no more than three lbs. RMW per APD.

Construction and Demolition Diversion

The third goal of the Less Waste Challenge is to divert or recycle 80 percent or more of construction and demolition waste. Seventy-two hospitals provided HHI with data. Since 2010, an average of 76.9 percent of construction and demolition debris has been recycled.

An analysis of the data by geographic region shows areas of low recycling rates and higher RMW rates. This finding may indicate a lack of access to material recovery facilities. One of the obstacles to having the entire country recycling at a higher rate is geography. By looking at the geographic representation of the data, there are regions of the country that have lower recycling rates and higher RMW rates. A portion of this imbalance can be attributed to varying cultures in health care facilities, but the location of the material recovery facilities (MRF), where recyclables are prepared for market, can also be a factor. Hospitals situated far from MRFs may experience higher transport costs and difficulty identifying partners, making recycling more difficult. The increase in recycling rates demonstrates a growing demand among hospitals for these services, and that data sets can be helpful in regional market changes and increased access to MFR services.

Hudson Hospital and Clinics, Hudson, Wisconsin, achieved a 40.22 recycling rate, far surpassing the HHI goal of 15 percent.

The 233-bed St. Mary's Regional Medical Center, Lewiston, Maine, reduced their regulated medical waste (RMW) from 10 to seven percent, lowering waste removal fees by \$2,000 per year.



Safer Chemicals

Certain chemicals that are used in everyday products such as furnishings, cleaners and medical devices have the potential to expose both patients and staff at health care facilities to harmful chemicals. These products can also have health and environmental consequences during their manufacture and disposal. From endocrine-disrupting chemicals in the form of flame retardants or DEHP, to chemicals that can cause respiratory problems for environmental services employees, it is crucial that hospitals transition to products that align with healing environments and healthy communities. By prioritizing and tracking this information, HHI is helping accelerate a switch to safer products and highlight trends and product lines that meet the goals of the Safer Chemicals Challenge.

PVC-/DEHP-Free Devices

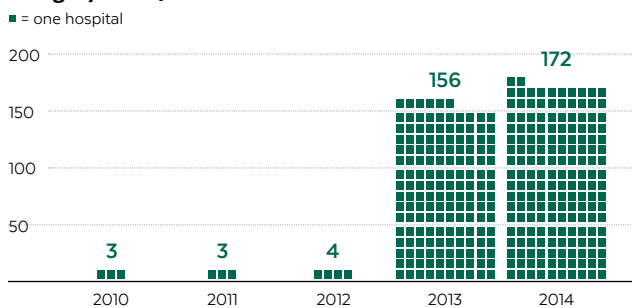
The first goal of the Safer Chemicals Challenge is to eliminate PVC and DEHP from one or more of seven defined product lines as listed below:

- Breast pumps
- Enteral nutrition products
- Parenteral infusion devices and sets
- General urological (irrigation/urology sets and solutions, urinary catheters)
- Exam gloves
- Umbilical vessel catheters
- Vascular catheters

Sixty-four different hospitals reported information on this goal over the three-year Initiative.

A large increase was observed in the data set between 2012 and 2013, which may be an indication of the time it takes to review and identify new contracts and to pilot alternatives. In 2014, 172 hospitals reported making at least one product line DEHP- and PVC-free. The dramatic increase in participation sends a strong message to the marketplace about health care's interest in the elimination of PVC and DEHP from medical devices, products and materials.

Hospitals with at least one product category PVC-/DEHP-free



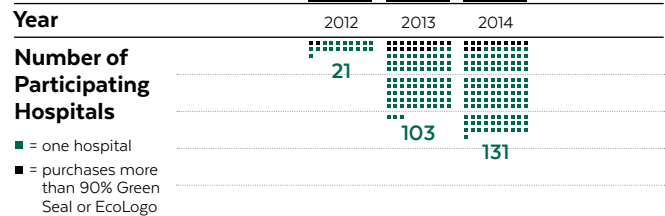
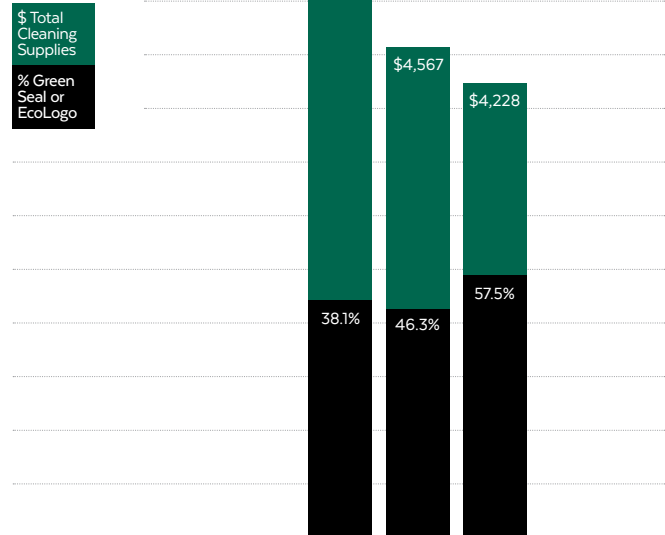
Beaumont Health System felt that a clinical champion was key to the success of their elimination of medical devices that contained Di(2-ethylhexyl)phthalate (DEHP) and Polyvinyl chloride (PVC).

Green Seal or EcoLogo Certified Cleaning Products

The green cleaning goal is to purchase more than 90 percent Green Seal or EcoLogo certified products in four product categories—bathroom cleaners, general purpose cleaners, carpet cleaners and window cleaners—measured in dollars spent compared to total spend for these four areas. One hundred sixty-one different hospitals reported data on cleaning purchases over the three years with 131 in 2014.

Money spent on cleaning supplies

in thousands



Spectrum Health's Butterworth Hospital realized \$30,000 in green cleaning savings through reduction in product inventory and standardization.

This data requires some interpretation because of an atypical situation in 2012. A large system purchased a significant amount of green cleaners but only reported data for 2012. Although the total spend appears to go down from 2012 to 2013, this in large part reflects the drop-off in reporting by one system. Note that overall, participating systems increased dramatically from 2012 to 2014. From 2013 to 2014 the data shows an 11.2 percent increase in spend on certified cleaning chemicals compared to total spend. Many enrollees outsource environmental services management, which may have contributed to challenges in capturing the data required for this challenge. This, along with the fact that many systems

are interested in this challenge but did not participate, demonstrates a lot of opportunity for expanded engagement going forward.

Healthy Interiors

The healthy interiors goal of the Safer Chemicals Challenge is to purchase at least 25 percent (in dollars) of products in furnishings (such as chairs or exam tables) that eliminate the intentional use of halogenated flame retardants, formaldehyde, perfluorinated compounds and PVC.

Most health care facilities do not track whether or not their furnishings contain harmful chemicals. Creating the internal systems to track furniture purchases and to identify alternatives takes time for health care systems. New tools developed recently, including lists of furnishings meeting the criteria, have helped make it easier to accomplish this goal.

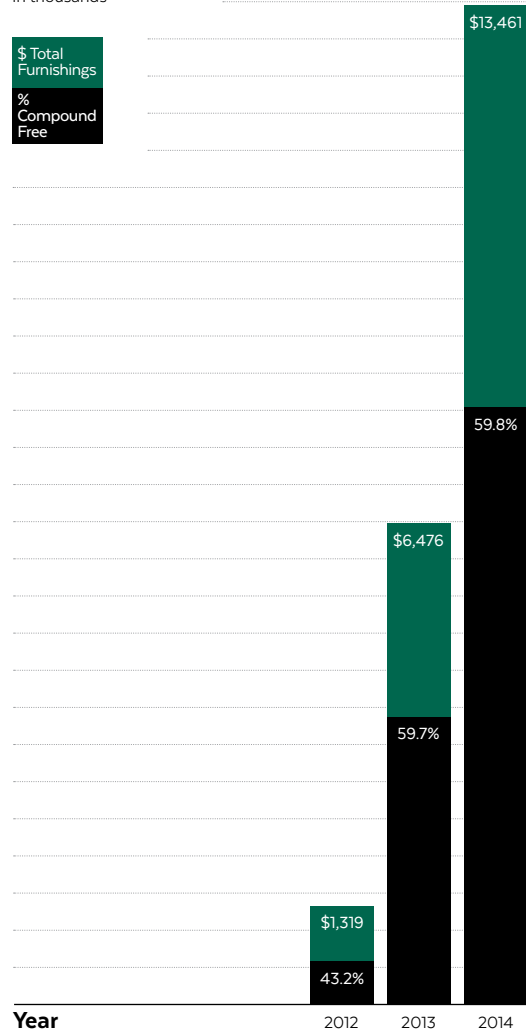
Although the numbers are small, there is a significant increase in the number of reporting hospitals as well as the dollars spent on cleaning agents that do not contain chemicals of concern. In 2014, 18 hospitals reported that an average of 59.8 percent of furnishings purchased that year were free of the targeted chemicals of concern, and 14 hospitals met the goal of purchasing more than 25 percent of healthy furnishings.

This goal has significant market movement implications. Increasingly, major purchasers are urging vendors to manufacture products that do not contain chemicals of concern, both to help them create healthy interiors and to protect communities and the environment. For example, flame retardants were added to furnishings when smoking was more common in public places and before the widespread use of sprinkler systems. Recent evidence suggests those flame retardants often do not perform as advertised, yet can expose people and the environment to hazardous chemicals. Consumer pressure on furniture manufacturers to remove flame retardants from their products has been critical in generating demand for compound-free furnishings. Large health systems are leading this market transformation with public announcements and corporate policies to reflect the purchase of compound-free furnishings only. The health care sector has added to this public pressure in the form of public announcements by large health systems declaring that they will no longer purchase furnishings with toxic flame retardants in them. And companies are responding by bringing more products to market that meet these demands.

Money spent on compound free furnishings

in thousands

\$ Total Furnishings
% Compound Free



Year



Number of Participating Hospitals

- = one hospital
- = purchases more than 25% healthy interiors compliant

University Hospitals Health System, Ohio, spent over \$760,000 on furnishings free of HHI-identified chemicals of concern, representing 71 percent of total spend from reporting vendors.

Healthy Interiors through Market Transformation

Chemicals linked to cancer, birth defects, asthma and a variety of other health problems are present in a wide range of products—from medical devices to furniture and textiles used in health care. Through the Safer Chemicals Challenge, HHI is working with hospitals to eliminate harmful chemicals in some commonly used products and to switch to safer alternatives.

The goal of the safer chemicals market transformation work is to leverage the increased demand for products without chemicals of concern to drive manufacturers to offer safer products in the marketplace.

Health Care is Moving the Market toward Healthy Interiors

The health care sector can be a powerful force in building a healthy and sustainable material economy that protects communities and ecosystems. Through purchasing power and persuasive voice, hospitals and health professionals across the country are influencing the types of products on the market and the content of those products. The size and reach of the sector influences the amount of information available to purchasers about products and their ingredients, and ultimately, the relative safety of products used every day.

The key to success is easier access to furnishings that meet the healthy interiors goal. As hospitals asked their vendors for furniture without the targeted chemicals of concern, suppliers slowly started to respond. After over a year of developing relationships with furniture manufacturers, HCWH and HHI wanted to accelerate the response and provide more resources to hospitals, including public lists of products that met the healthy interiors goal.

In September 2014, HCWH and HHI convened a meeting at Chicago's Merchandise Mart that brought together leading health systems in the U.S., including Advocate Health Care, Beaumont Health System, Dignity Health, Kaiser Permanente, Partners HealthCare and University Hospitals, as well as major furniture suppliers to health care, including Steelcase, Herman Miller, Haworth, Knoll, IOA, The HON Company and Staples. The meeting provided a forum in which health systems could express their purchasing preferences as a broader community and ask pointed questions about the elimination of the harmful chemicals targeted by the healthy interiors goal.

With health care providers' preferences clearly stated and several suppliers prepared to meet the demand, HCWH and HHI encouraged furniture manufacturers to develop lists of products meeting the healthy interiors goal. These lists make identifying and purchasing such products easier for health care purchasers. The response has been incredibly encouraging, as companies now approach HHI for assistance in developing their lists. The Safer Chemicals Challenge also reaches deeper into the supply chain, with suppliers to the furniture sector providing their own lists of products that meet the healthy interiors goal.

Companies Manufacturing Healthier Furnishings

As of March 1, 2015, the following companies have developed lists of products that meet the HHI healthy interiors goal: Allsteel, EnviroLeather by LDI, Gunlocke, Haworth, Herman Miller, The HON Company, IOA, KI, Knoll, Naturepedic, National Furniture, OFS Brands and Steelcase. To get the most up-to-date lists, visit www.HealthierHospitals.org/hhichallenges/furniturelist.

What is the Healthy Interiors Goal of the Safer Chemicals Challenge?

The goal requires participating hospitals to ensure that 25 percent of the annual volume of freestanding furniture and medical furnishings eliminate the intentional use of halogenated flame retardants, formaldehyde, perfluorinated compounds and polyvinyl chloride (PVC, also known as vinyl).

Reaching Beyond Health Care

In June 2014, at CleanMed in Cleveland, Ohio, Kaiser Permanente committed publicly to phasing out flame retardants from upholstered furniture systemwide. In September 2014, four large health systems followed suit with a similar announcement, including: Advocate Health Care, Beaumont Health System, Hackensack University Medical Center and University Hospitals, which represent 7,000 patient beds throughout Illinois, Michigan, New Jersey and Ohio. Combined with Kaiser Permanente, the five health systems spend nearly \$50 million a year on furniture for their facilities.

This commitment to go flame retardant-free in furniture goes beyond the HHI healthy interiors goal, driving the market away from additional problematic flame retardants. The five leadership health systems are joining a much broader movement away from hazardous flame retardants—a movement that has arisen in response to mounting evidence that these compounds pose hazards to humans and wildlife. While health care is joining a broader societal movement away from flame retardants, its engagement and the fact that health care professionals are opinion leaders in society, add significant momentum to this market shift. The actions of the health care sector are helping to accelerate a move toward a safer and more sustainable planet, one chair at a time.

Looking Ahead

In the coming year, the HHI Safer Chemicals Challenge will focus on medical furnishings, mattresses and textiles more broadly. A meeting at CleanMed 2015 in Portland, Oregon, with major medical furniture companies and some of HHI's leading health systems provides another opportunity to accelerate the transition away from the use of harmful chemicals in hospital furnishings.

Beyond furnishings, HHI is also in the early stages of engaging in market transformation work around the other Safer Chemicals Challenge goals, including green cleaners and DEHP- and PVC-free medical devices.

For more information contact rgibson@hcwh.org.



Flame Retardants Showing Up in Hospital Dust

In 2013, Zhuoyuan Chen and Dr. Heather Stapleton at Duke University analyzed dust samples from fifteen U.S. hospitals for the presence of flame retardants. The researchers found flame retardants in every sample, including two common flame retardant commercial mixtures at levels higher than those found in residential settings, and two organophosphate flame retardants at the same level as residential settings. Multiple researchers have found relatively high levels of flame retardants in the dust in buildings and residences. The Duke study was the first of its kind to analyze hospital dust.



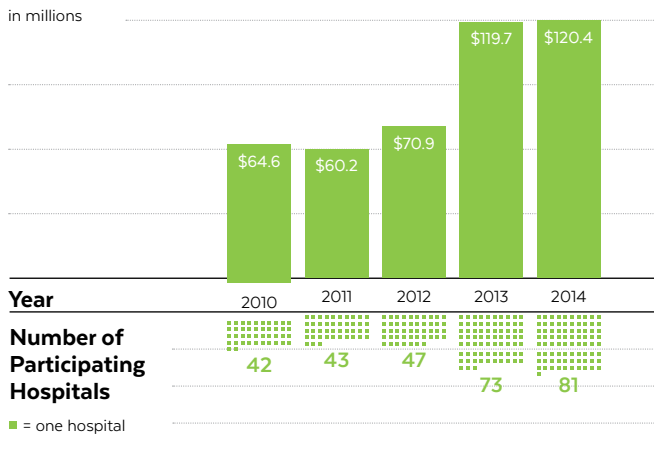
Smarter Purchasing

The Smarter Purchasing Challenge is intended to facilitate the implementation of win-win opportunities for cost savings and environmental improvement. HHI brings the power of data to the contracting table. All too often, environmental improvement and data needs are identified after contracts are signed. The Smarter Purchasing Challenge (and all of the HHI Challenge goals) provide specification language and data needs to support and inform key aspects of contracts with prospective business partners. The Smarter Purchasing Challenge goals help get enrollees started with EPP and incorporate criteria of health and sustainability in contract, service and equipment purchase decisions. Capturing environmentally preferable spend sends the message across the sector that hospitals have an interest in safer materials and environmentally responsible equipment, products and services.

Electronic Product Environmental Assessment Tool (EPEAT®)

Electronic equipment use is quickly growing, and with the continuous technology demands and growth comes enormous challenges related to energy use and disposal of outdated equipment which may contain heavy metals and hard-to-recycle components. Specifications for computers, televisions, printers and photocopiers with the use of EPEAT promote environmentally-preferred electronics purchases without increasing costs. The goal is to measure the total spend on EPEAT-registered products in health care. Current contracting processes can make it challenging to track spend by product, since purchasing may be spread across multiple departments.

Value of EPEAT-registered products



One hundred and one hospitals reported EPEAT spending, with the numbers steadily increasing since 2010. In 2014, 81 hospitals reported their annual spend on EPEAT-registered electronics. An additional \$120,415,193 was spent on EPEAT-registered electronics in 2014. HHI has been able to quantify \$435,803,604 in EPEAT spending since 2010.

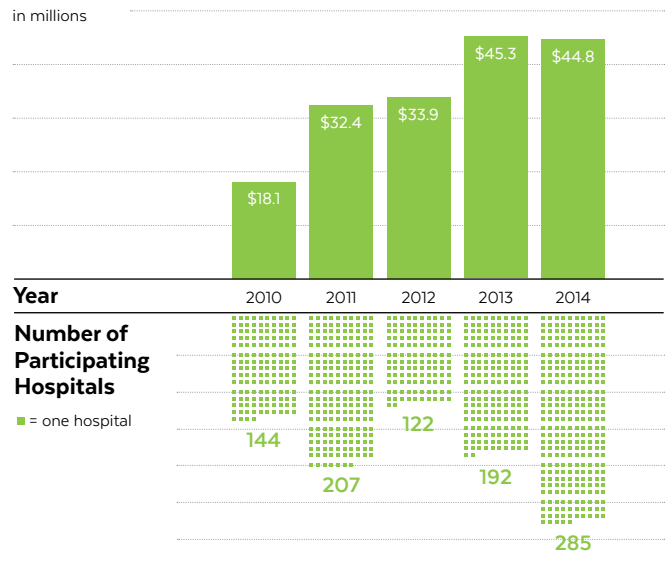
Tracking EPEAT spend is an important market transformation measure. The goals are to demonstrate the demand for environmentally-preferable electronics, influence other manufacturers to register their products with EPEAT, and educate the health care sector about opportunities for improving the environmental performance of the electronic equipment that is growing at such a rapid rate, while addressing deep challenges around energy, chemicals and waste.

Kaiser has a long-standing culture and commitment to Electronic Product Environmental Assessment Tool (EPEAT®). Today, the organization purchases 100 percent of desktops, monitors and laptops that meet EPEAT's gold requirements, and are moving towards the same for printers and photocopiers.

SUD Reprocessing

One of the goals of the Smarter Purchasing Challenge is to increase the purchases of reprocessed SUDs by at least 50 percent over baseline. While the collection of FDA-approved SUDs for reprocessing reduces waste tonnage and disposal costs, it is equally important for hospitals to purchase back the reprocessed devices to maintain the demand, closing the loop. The reprocessed device is roughly equal in cost.

SUD Reprocessing



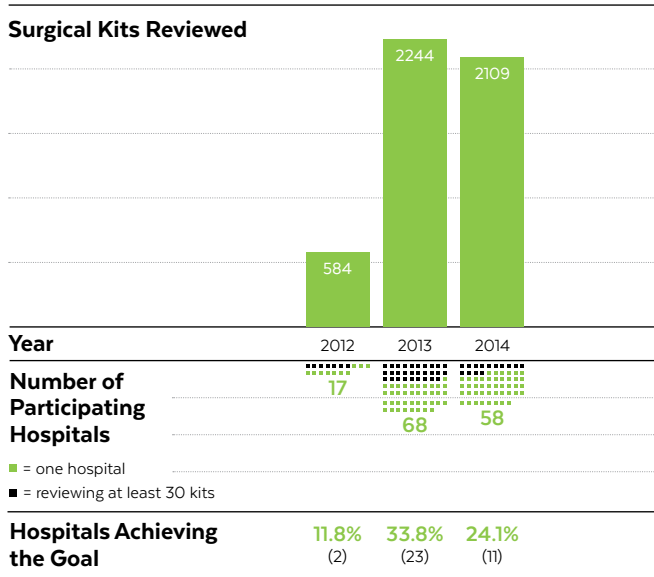
Since 2010, 379 hospitals saved more than \$174 million by purchasing reprocessed single-use devices. Hospitals generally buy back the reprocessed SUDs at 1/2 the original purchase price. Three hundred seventy-nine different hospitals reported data on SUD purchases since 2010. Of the 119 hospitals reporting data in 2014 that have a continuous purchasing series (2010-2014, 2011-2014, 2012-2014 or 2013-2014):

- Fifty (42 percent) increased purchases compared to the first year in the reporting series.
- Thirty-one (26 percent) reported increasing purchasing of reprocessed devices by more than 50 percent in 2014 relative to the first year in the reporting series.

HHI has been able to quantify \$174.4 million in reprocessed SUD expenditure since 2010. While it is fantastic that hospitals are spending such a large sum of money on reprocessed devices, there are numerous roadblocks to implementing an SUD purchasing program, ranging from physician buy-in to leadership support. Practice Greenhealth will continue to work with hospitals, tackling barriers around contracting limits, clinical engagement, and ongoing training and auditing needs.

Surgical Kit Reformulation–Kit Count

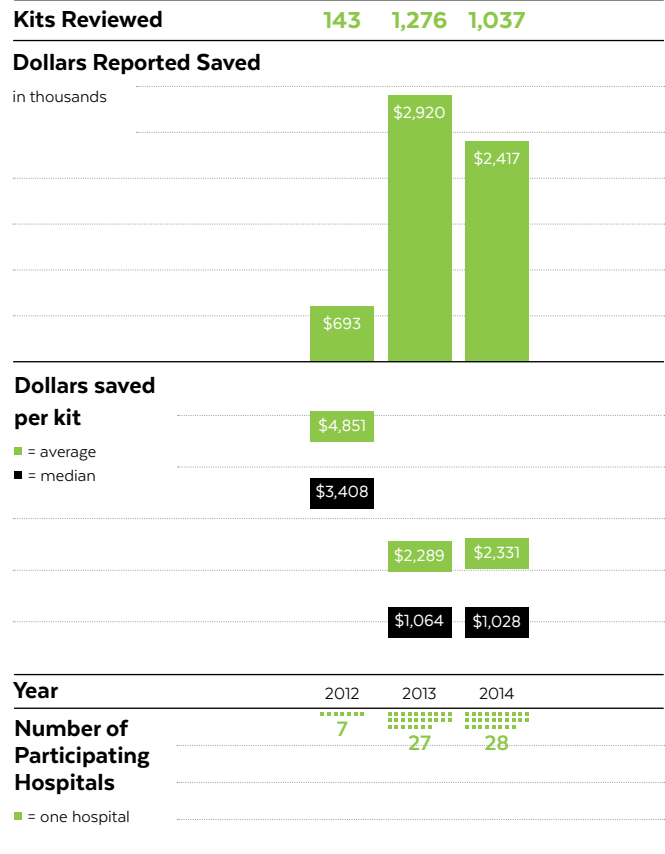
The final goal of the Smarter Purchasing Challenge is surgical kit reformulation, with a goal to review at least 30 custom surgical OR kits or 80 percent of OR kit types, whichever number of kits is greater. Through kit review, unnecessary components are eliminated, reducing costs and waste. Seventy-one hospitals reported on kits reviewed from 2012–2014.



Surgical Kit Reformulation–Dollars Saved

While reporting on cost savings was optional, 62 hospitals reported dollar information from 2012–2014. The total reported savings across the three years for the 62 hospitals is \$6.03 million, or an average of almost \$100,000 in savings per hospital. While the number of hospitals reporting on this challenge decreased slightly in 2014, OR kit reformulation is clearly a continued win-win for hospitals.

Combining hospitals that reported both kits and dollars saved, HHI estimates dollar savings per kit, with the median providing a more conservative estimate than the mean, as seen below.



Fort Lauderdale’s Broward Health’s surgical kit reformulation review project yielded an overall 30 percent savings on their \$3.4 million annual spend, plus an additional \$400,000 surgical single-pull stock keeping unit (SKU) spend which resulted in the elimination of 24,501 lbs. of custom surgical kit waste.

Virginia Mason of Seattle, Washington, reduced supply cost by \$3 million in three years by reprocessing single-use devices (SUDs). In 2014 they reprocessed or recycled over 18,850 lbs. of devices.

Thank you

Most health care sustainability initiatives begin with the passion of one or two individuals. HHI has offered an opportunity to connect individuals and their facilities with the power of the aggregate—strength in numbers. You are part of a movement in which hospitals are the anchor, leading their communities to a healthier future.

We'd like to express our appreciation to The Center for Health Design, Practice Greenhealth and Health Care Without Harm (HCWH) staff, Informing Ecological Design, LLC, Brink Communications and many others for their contributions to HHI and the Milestone Report. We also thank the HCWH Safer Chemicals Workgroup and the Healthy Food in Health Care Workgroup, who provided leadership on the Safer Chemicals and Healthier Food Challenges. Thank you for all that you do.

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Seema Wadhwa, (former) *Director of HHI*

Supporting Organizations

American Nurses Association
American Public Health Association
Amerinet
California Hospital Association
The Canadian Coalition for Green Health Care
Catholic Health Association
Colorado Nurses Association
Efficiency Vermont
Florida Hospital Association
Health Trust
Healthy Building Network
Hospital Association of Rhode Island
Illinois Hospital Association: The Institute for Innovations
The Institute for Healthcare Improvement
The Institute for Innovations in Care and Quality
Premier
Maryland Hospitals for a Healthy Environment
Massachusetts Association of Behavioral Health Systems
Massachusetts Hospital Association
The Michigan Center for Rural Health
Michigan Health and Hospital Association
New Hampshire Hospital Association
Ohio Hospital Association
Vermont Association of Hospitals and Health Systems
Wisconsin Hospital Association
Wyoming Pollution Prevention Program
Washington State Hospital Association

Enrollees who Provided Data

Advocate

BroMenn Medical Center
Christ Medical Center
Condell Medical Center
Eureka Hospital
Good Samaritan Hospital
Good Shepherd Hospital
Illinois Masonic Medical Center
Lutheran General Hospital
Sherman Hospital
South Suburban Hospital
Trinity Hospital

All Children's Hospital

Ann & Robert Lurie Children's Hospital of Chicago
Anne Arundel Medical Center
Aria Health
Bucks County
Frankford
Torresdale

Ascension Health

Alexian Brothers Behavioral Health Hospital
Alexian Brothers Medical Center
Alexian Rehabilitation Hospital - Long Term Care
Borgess Lee Memorial Hospital
Borgess Medical Center
Borgess Pipp Hospital
Carondelet St. Joseph Hospital
Carondelet St. Mary's Hospital
Columbia St. Mary's Hospital-Milwaukee
Columbia St. Mary's Hospital Ozaukee
Dell Children's Medical Center of Texas
Genesys Regional Medical Center
Holy Cross Hospital
Lourdes Hospital-Binghamton
Lourdes Medical Center-Pasco
Ministry Saint Joseph's Hospital
Mount St. Mary's Hospital and Health Center
Providence Health Center-Waco
Providence Hospital-Mobile
Providence Hospital-Washington
Providence Park Campus-Nov
Providence Southfield Campus
Sacred Heart Hospital
Sacred Heart Hospital on the Gulf Coast
Sacred Heart on the Emerald Coast
Sacred Heart Rehab Institute-Long Term Care
Saint Agnes Hospital
Saint Thomas Hickman Hospital
Saint Thomas Midtown Hospital
Saint Thomas Rutherford Hospital
Saint Thomas West Hospital
Seton Edgar B. Davis
Seton Highland Lakes
Seton Medical Center-Austin
Seton Medical Center-Hays
Seton Medical Center-Williamson
Seton Northwest Hospital
Seton Shoal Creek
Seton Southwest
Seton Specialty Hospital of Indianapolis
Seton Specialty Hospital of Lafayette
St. Alexius Medical Center
St. Elizabeth Hospital-Appleton
St. John Hospital & Medical Center
St. John Macomb Hospital
St. John River District Hospital
St. John's Health System-Anderson
St. Joseph Hospital-Kokomo
St. Joseph Hospital-Tawas City
St. Joseph Medical Center-Kansas City
St. Joseph Regional Medical Center-Lewiston
St. Luke's Hospital/St. Vincent's Medical Center Southside
St. Mary's Hospital
St. Mary's Medical Center-Blue Springs
St. Mary's Medical Center of Evansville
St. Mary's Medical Center of Saginaw
St. Mary's Standish Community Hospital
St. Mary's Warrick Hosp, Inc.
St. Vincent Carmel
St. Vincent Dunn
St. Vincent Frankfort
St. Vincent Heart Center of Indiana
St. Vincent Indianapolis Hospital
St. Vincent Jennings
St. Vincent Mercy Hospital
St. Vincent Randolph
St. Vincent Salem Hospital
St. Vincent Stress Center
St. Vincent Williamsport Hospital
St. Vincent Women's Hospital
St. Vincent's Birmingham Hospital
St. Vincent's Blount
St. Vincent's Clay
St. Vincent's East
St. Vincent's Medical Center-Bridgeport
St. Vincent's Medical Center Riverside
St. Vincent's St. Clair
Tucson Heart Hospital-Carondelet, LLC
University Medical Center Brackenridge

Aultman Hospital
Baptist Health South Florida
Baptist Hospital of Miami
Doctors Hospital
Homestead Hospital
Mariners Hospital
South Miami Hospital
West Kendall Baptist Hospital

Barnesville Hospital

Baystate
Baystate Medical Center
Franklin Medical Center
MaryLane Hospital

Beaumont Hospital

Grosse Pointe
Royal Oak
Troy

Belmont Community Hospital

Berger Health System
Berkshire Health Systems-Fairview Hospital
Berkshire Medical Center

Beth Israel Deaconess Hospital-Plymouth
Beth Israel Deaconess Medical Center
Beverly Hospital-Beverly

Blanchard Valley
Bluffton Hospital
Bon Secours Health System

Boston Medical Center
Boulder Community Foothills Hospital
Boulder Community Hospital

Battleboro Memorial Hospital
Bronson Battle Creek
Bronson Methodist Hospital

Broward Health
Coral Springs
Imperial Point
Medical Center
North

Cape Cod Healthcare
Cape Cod Hospital
Falmouth Hospital

Carilion Clinic-Roanoke Memorial Hospital
Carle Hoopston Regional Health Center
Carolinas Healthcare System

Carolinas Medical Center-Charlotte
Carolinas Medical Center-Lincoln
Carolinas Medical Center-Mercy
Carolinas Medical Center-Northeast
Carolinas Medical Center-Pineville
Carolinas Medical Center-Union
Carolinas Medical Center-University

Carson City Hospital
Central Vermont Medical Center
Charlevoix Area Hospital

CHE/Trinity -Mercy Health Saint Mary's Hospital
Chesapeake Regional Medical Center
Catholic Health Initiatives

Cleveland Clinic
Ashtabula County Medical Center
Cleveland Clinic Florida-Weston
Cleveland Clinic Main Campus
Euclid Hospital
Fairview Hospital
Hillcrest Hospital
Lakewood Hospital
Lutheran Hospital
Marymount Hospital
Medina Hospital
South Pointe Hospital

Community First Medical Center
Community Medical Centers
Clovis Community Medical Center
Community Regional Medical Center
Fresno Heart & Surgical Hospital

Copley Hospital
Cottage Hospital
Covenant Health

St. Joseph Hospital-Bangor
St. Joseph Hospital-Nashua
St. Mary's Regional Medical Center
St. Joseph Hospital

CT Mental Health Center
Dana-Farber Cancer Institute
Dartmouth-Hitchcock Medical Center

Dayton Children's Hospital
Department of Veterans Affairs-Portland VA Medical Center
DePaul Medical Center

Dignity
Arroyo Grande Community Hospital
Bakersfield Memorial Hospital
California Hospital Medical Center
Chandler Regional Hospital
Community Hospital of San Bernardino
Dominican Hospital
French Hospital
Glendale Memorial Hospital and Health Center
Marian Medical Center
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Mercy General Hospital
Mercy Gilbert Medical Center
Mercy Hospital of Folsom
Mercy Medical Center Merced-Community Campus
Mercy Medical Center Merced-Dominican Campus
Mercy Medical Center Mt. Shasta
Mercy Medical Center Redding
Mercy San Juan Medical Center
Methodist Hospital of Sacramento
Northridge Hospital Medical Center
Saint Francis Memorial Hospital
Sequoia Hospital
Sierra Nevada Memorial Hospital
St. Bernardine Medical Center
St. Elizabeth Community Hospital
St. John's Hospitals
St. John's Pleasant Valley Hospital

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Saint Francis Memorial Hospital
Sequoia Hospital
Sierra Nevada Memorial Hospital
St. Bernardine Medical Center
St. Elizabeth Community Hospital
St. John's Hospitals
St. John's Pleasant Valley Hospital

Dignity
Arroyo Grande Community Hospital
Bakersfield Memorial Hospital
California Hospital Medical Center
Chandler Regional Hospital
Community Hospital of San Bernardino
Dominican Hospital
French Hospital
Glendale Memorial Hospital and Health Center
Marian Medical Center
Mark Twain St. Joseph's Hospital
Mercy General Hospital
Mercy Gilbert Medical Center
Mercy Hospital of Folsom
Mercy Medical Center Merced-Community Campus
Mercy Medical Center Merced-Dominican Campus
Mercy Medical Center Mt. Shasta
Mercy Medical Center Redding
Mercy San Juan Medical Center
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Mercy Medical Center Merced-Dominican Campus
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Mercy Medical Center Redding
Mercy San Juan Medical Center
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Sequoia Hospital
Sierra Nevada Memorial Hospital
St. Bernardine Medical Center
St. Elizabeth Community Hospital
St. John's Hospitals
St. John's Pleasant Valley Hospital

St. John's Regional Medical Center
 St. Joseph's Hospital and Medical Center-Phoenix
 St. Joseph's Medical Center and Behavioral Health
 St. Mary Medical Center-Long Beach
 St. Mary's Medical Center-San Francisco
 St. Rose Dominican Hospital-San Martin
 St. Rose Dominican Hospital-Siena
 St. Rose Dominican Hospitals-Rose de Lima
 Woodland Healthcare
Doctors Hospital of Nelsonville
Dublin Methodist Hospital
East Ohio Regional Hospital
Edward Hospital
Einstein Medical Center Montgomery
Emory University Hospital
Emory University Hospital Midtown
Evergreen Healthcare
Fairfield Medical Center
Fairfield Memorial Hospital
Fairview Health Services
 University of Minnesota Medical Center,
 Fairview-East Bank
 University of Minnesota Medical Center,
 Fairview-West Bank
Fairview Ridges Hospital
Fairview Southdale Hospital
Fayette County Memorial Hospital
Franklin Hospital
Fraser Health
 Burnaby Hospital
 Chilliwack General Hospital (including CHC)
 Delta Hospital
 Eagle Ridge Hospital
 Fraser Canyon Hospital
 Langley Memorial Hospital
 Mission Memorial Hospital
 Peace Arch Hospital
 Ridge Meadows Hospital
 Royal Columbian Hospital
 Surrey Memorial Hospital
Geisinger Medical Center
Gifford Medical Center
Good Samaritan Hospital
Grace Cottage Hospital
Grady Memorial Hospital
Graham Hospital
Grant Medical Center
Grays Harbor Community Hospital
Greater Baltimore Medical Center
Greenfield Medical Center
Greenville Regional Hospital
Gundersen Lutheran Medical Center
H. Lee Moffitt Cancer Center and Research Institute
HackensackUMC
Harrison Community Hospital
HCA
 Alaska Regional Hospital
 Allen County Hospital
 Aventura Hospital and Medical Center
 Bayshore Medical Center
 Blake Medical Center
 Brandon Regional Hospital
 Brigham City Community Hospital
 Capital Regional Medical Center
 Cartersville Medical Center
 Centerpoint Medical Center
 Central Florida Regional Hospital
 CJW Medical Center Chippenham
 CJW Medical Center Johnston-Willis
 Clear Lake Regional Medical Center
 Coliseum Center for Behavioral Health
 Coliseum Medical Center
 Coliseum Northside Hospital
 Colleton Medical Center
 Columbia Hospital
 Conroe Regional Medical Center
 Corpus Christi Medical Center-Bay Area
 Corpus Christi Medical Center-Doctors Regional
 Corpus Christi Medical Center-Northwest
 Corpus Christi Medical Center-The Heart Hospital
 Dauterive Hospital
 Del Sol Medical Center
 Denton Regional Medical Center
 Doctors Hospital of Augusta
 Doctors Hospital of Sarasota
 Dominion Hospital
 East Houston Medical Center
 Eastern Idaho Regional Medical Center
 Eastside Medical Center
 Edward White Hospital
 Englewood Community Hospital Inc
 Fairview Park Hospital
 Fawcett Memorial Hospital
 Flower Mound Emergency Center
 Fort Walton Beach Medical Center
 Frankfurt Regional Medical Center
 Garden Park Medical Center
 Good Samaritan Hospital
 Grand Strand Regional Medical Center
 Green Oaks Hospital
 Greenville Regional Hospital
 Gulf Coast Medical Center
 Hendersonville Medical Center
 Henrico Doctors Hospital-Forest
 Henrico Doctors Hospital-Parham
 Henrico Doctors Hospital-Retreat
 Horizon Medical Center
 JFK Medical Center
 John Randolph Medical Center
 Kendall Regional Medical Center

Kingwood Medical Center
 Lafayette Regional Health Center
 Lake City Medical Center
 Lakeview Hospital
 Lakeview Regional Medical Center
 Largo Medical Center
 Largo Medical Center-Indian Rocks
 Las Colinas Medical Center
 Las Palmas
 Las Palmas Rehabilitation Hospital (LTC)
 Lawwood Regional Medical Center
 Lee's Summit Medical Center
 Lewis Gale Hospital-Alleghany
 Lewis Gale Hospital-Montgomery
 Lewis Gale Hospital-Pulaski
 Lewis Gale Medical Center
 Los Robles Hospital and Medical Center
 Mainland Medical Center
 Medical Center of Arlington
 Medical Center of Aurora
 Medical Center of Aurora-North Campus
 Medical Center of Lewisville
 Medical Center of McKinney
 Medical Center of Plano
 Medical Center of Trinity
 Medical Center Trinity-West Pasco
 Medical City Dallas Hospital
 Memorial Hospital of Jacksonville
 Menorah Medical Center
 Methodist Ambulatory Surgical Hospital NW
 Methodist Hospital
 Methodist Specialty and Transplant Hospital
 Methodist Stone Oak Hospital
 Metropolitan Methodist Hospital
 Mountain View Hospital
 MountainView Hospital-Las Vegas
 North Florida Regional Medical Center
 North Hills Hospital
 North Suburban Medical Center
 Northeast Methodist Hospital
 Northside Hospital & Tampa Bay Heart Institute
 Northwest Medical Center
 Oak Hill Hospital
 Ocala Regional Medical Center
 Ogden Regional Medical Center
 Orange Park Medical Center
 Osceola Regional Medical Center
 OU Medical Center-Edmond
 OU Medical Center-Everett Tower
 OU Medical Center-Presbyterian Tower
 Overland Park Regional Medical Center
 Palms West Hospital
 Parkland Medical Center
 Parkridge East Hospital
 Parkridge Medical Center
 Parkridge Valley Hospital
 Plantation General Hospital
 Plaza Medical Center Fort Worth
 Portsmouth Regional Hospital
 Polk Medical Center
 Presbyterian/St. Luke's Medical Center
 Rapides Regional Medical Center
 Raulerson Hospital
 Redmond Regional Medical Center
 Regional Medical Center Bayonet Point
 Regional Medical Center of San Jose
 Research Belton Hospital
 Research Medical Center
 Research Psychiatric Center
 Reston Hospital Center
 Rio Grande Regional Hospital
 Riverside Community Hospital
 Rose Medical Center
 Sky Ridge Medical Center
 Skyline Madison
 Skyline Medical Center-Nashville
 South Bay Hospital
 Southern Hills Hospital and Medical Center
 Southern Hills Medical Center
 Spalding Rehabilitation Hospital
 Specialty Hospital Jacksonville
 Spotsylvania Regional Medical Center
 St. David's Georgetown Hospital
 St. David's Medical Center
 St. David's North Austin Medical Center
 St. David's Round Rock Medical Center
 St. David's South Austin Medical Center
 St. Lucie Medical Center
 St. Mark's Hospital
 St. Petersburg General Hospital
 Summerville Medical Center
 Summit Medical Center
 Sunrise Hospital and Medical Center
 Swedish Medical Center
 Terre Haute Regional
 Texas Orthopedic Hospital
 The Regional Medical Center of Acadiana
 Timpanogos Regional Hospital
 Trident Regional Medical Center
 Tristar Centennial Medical Center
 Tristar Centennial Medical Center-Nashville
 TriStar StoneCrest Medical Center
 Tulane-Lakeside Hospital
 Tulane Medical Center
 Twin Cities Hospital
 University Hospital/Medical Center
 Valley Regional Medical Center
 Wesley Medical Center
 West Florida Hospital
 West Hills Hospital/Medical Center

West Houston Medical Center
 West Marion Community Hospital
 West Valley Medical Center
 Westside Regional Medical Center
 Woman's Hospital of Texas
 Women's & Children's Hospital
HealthPartners
 Hudson Hospital and Clinics
 Regions Hospital
Henry Ford Health System-Henry Ford Hospital
Henry Ford Macomb Hospital
Henry Ford West Bloomfield Hospital
Henry Ford Wyandotte Hospital
Henry Mayo Newhall Memorial Hospital
Highland District Hospital
Hoag Health Centers
Hoag Hospital
 Irvine
 Newport Beach
Hospital for Joint Diseases
HSHS Sacred Heart Hospital
Hurley Medical Center
Indiana University Health West
Inova
 Alexandria Hospital
 Fair Oaks Hospital
 Fairfax Hospital
 Loudoun Hospital
 Mount Vernon Hospital
Jefferson Healthcare
John T. Mather Memorial Hospital
Johns Hopkins
 Bayview
 Johns Hopkins Hospital
Kaiser Permanente
 Antioch Medical Center
 Baldwin Park Medical Center
 Downey Medical Center
 Fontana Medical Center
 Fremont Medical Center
 Fresno Medical Center
 Hayward Medical Center
 Los Angeles Medical Center
 Manteca Medical Center
 Moanalua Medical Center
 Modesto Medical Center
 Moreno Valley Medical Center
 Oakland Medical Center
 Ontario Medical Center
 Orange County-Anaheim Medical Center
 Orange County-Irvine Medical Center
 Panorama City Medical Center
 Redwood City Medical Center
 Richmond Medical Center
 Riverside Medical Center
 Roseville Medical Center
 Sacramento Medical Center
 San Diego Medical Center/
 Kaiser Foundation Hospital
 San Francisco Medical Center
 San Jose Medical Center
 San Rafael Medical Center
 Santa Clara Medical Center
 Santa Rosa Medical Center
 South Bay Medical Center
 South Sacramento Medical Center
 South San Francisco Medical Center
 Sunnyside Medical Center
 Vacaville Medical Center
 Vallejo Medical Center
 Walnut Creek Medical Center
 West Los Angeles Medical Center
 Woodland Hills Medical Center
Kenmore Mercy Hospital
Lehigh Valley Health Network
 17th Street
 Cedar Crest
 Muhlenberg
LifeBridge Health
 Levindale Hebrew Geriatric Center and Hospital
 Northwest Hospital
 Sinai Hospital
Lima Memorial Health System
Lowell General Hospital
Madigan Army Medical Center
Magee-Womens Hospital of UPMC
Magruder Hospital
Margaret Mary Community Hospital
Marion General Hospital
Martha Jefferson Hospital
Mary Immaculate Hospital
Maryview Medical Center
Mason General Hospital & Family of Clinics
Massachusetts Eye and Ear
Mayo Clinic Hospital-Phoenix
McLaren-Northern Michigan
MedCentral-Mansfield
MedStar
 Franklin Square Hospital Center
 Georgetown University Hospital
 Good Samaritan Hospital
 Harbor Hospital
 Montgomery Medical Center
 Union Memorial Hospital
Memorial Healthcare
Memorial Hospital
Memorial Hospital of Union County
Memorial Medical Center

Memorial Sloan Kettering Cancer Center
Mercer County Community Hospital
Mercy Medical Center-Canton
Mercy St. Charles Hospital
Mercy Tiffin Hospital
Mercy Willard Hospital
Meriter
Methodist Hospital of Southern California
Metro Health Hospital
Mills-Peninsula Health Services
Mission Hospital
Monadnock Community Hospital
Montefiore Medical Center
Morrow County Hospital
Mount Carmel
 East Hospital
 New Albany Surgical Hospital
 St. Ann's Hospital
 West Hospital
Mt. Ascunty Hospital
Munson Medical Center
Nationwide Children's Hospital
New England Baptist Hospital
New Milford Hospital
NewYork-Presbyterian
 Columbia
 Morgan Stanley Children's Hospital
 NewYork-Presbyterian Hospital
 The Allen
 Weill Cornell
 Westchester
North Country Hospital
North Shore-LIJ
 Forest Hills Hospital
 Franklin Hospital
 Glen Cove Hospital
 Huntington Hospital
 Lenox Hill Hospital
 Long Island Jewish Medical Center
 North Shore University Hospital
 Plainville Hospital
 Southside Hospital
 Staten Island University Hospital
 Steven and Alexandra Cohen Children's Medical
 Center of New York
 Syosset Hospital
Northeastern Vermont Regional Hospital
NorthShore University HealthSystem
 Evanston Hospital
 Glenbrook Hospital
 Highland Park Hospital
 Skokie Hospital
Northwestern Medical Center
O'Bleness Hospital
Ohio Health-Doctors Hospital
Olympic Medical Center
Oregon Health & Science University Healthcare
Orlando Health
 Arnold Palmer Hospital For Children
 Dr. P. Phillips Hospital
 Health Central
 Lucerne Pavilion
 Orlando Regional Medical Center
 South Lake Hospital
 South Seminole Hospital
 Winnie Palmer Hospital For Women and Babies
Otsego Memorial Hospital
Our Lady Bellefonte
Overlake Medical Center
Overlook Medical Center
Palomar Health
 Downtown Campus
 Palomar Medical Center
 Pomerado Hospital
Parkland Health & Hospital Systems-Dallas County
Community Hospital
Partners Healthcare
 Brigham & Women's Faulkner Hospital
 Brigham and Women's Hospital
 Cooley Dickinson Hospital
 Martha's Vineyard Hospital
 Massachusetts General Hospital
 McLean Hospital
 Nantucket Cottage Hospital
 Newton-Wellesley Hospital
 North Shore Medical Center
 Spaulding Hospital-Cambridge
 Spaulding Hospital-North Shore
 Spaulding Rehabilitation Hospital-Boston
 Spaulding Rehabilitation Hospital-Cape Cod
Porter Medical Center
Prentice
 Covenant Medical Center
 Holy Family Medical Center
 Mercy Medical Center
 Our Lady of the Resurrection Medical Center
 Resurrection Medical Center
 Saint Francis Hospital
 Saint Joseph Hospital-Chicago
 Saint Joseph Hospital-Elgin
 Saint Joseph Medical Center
 Saints Mary and Elizabeth Medical Center-
 Saint Elizabeth Campus
 Saints Mary and Elizabeth Medical Center-
 Saint Mary Campus
 St. Mary's Hospital
ProMedica Bay Park Hospital
ProMedica Flower Hospital

ProMedica St. Luke's Hospital
ProMedica Toledo Hospital
Providence
 Alaska Medical Center
 Centralia Hospital
 Colby Campus
 Holy Cross Medical Center
 Holy Family Hospital
 Hood River Memorial Hospital
 Kodiak Island Medical Center
 Little Company of Mary Hospital
 Medford Medical Center Campus
 Milwaukie Hospital
 Mount Carmel Hospital—Main Building
 Pacific Pavilion
 Portland Medical Center
 Providence Center
 Providence Newberg Medical Center
 Providence Tarzana Medical Center
 Providence Valdez Medical Center
 Sacred Heart Medical Center
 Saint Joseph Medical Center—MT
 San Pedro Hospital
 Seaside Hospital & Clinic
 Seward Medical Center
 St. Joseph Medical Center—CA
 St. Joseph's Hospital
 St. Mary Medical Center Campus
 St. Patrick Hospital
 St. Peter Hospital
 St. Vincent Medical Center
 Willamette Falls Medical Center
Providence Health Care
 Mount Saint Joseph Hospital
 St. Paul's Hospital
Provincial Health Services Authority
 Children's and Women's Hospital
 Sunnyhill Health Care Centre
 Vancouver Cancer Centre
Regina Medical Center
Regional West Medical Center
Ridgeview Medical Center
Riverside Methodist Hospital
Robinson Memorial Hospital
Ronald Reagan UCLA Medical Center
Rutland Regional Medical Center
Saint Joseph Mercy Ann Arbor
Saskatoon Health Region
 Royal University Hospital
 Saskatoon City Hospital
 St. Paul's Hospital
Schneck Medical Center
Seattle Children's Hospital
Shriners Hospitals for Children—Chicago
Simi Valley Hospital
Sonoma Valley Hospital
Southcoast Health System
 Charlton Memorial Hospital
 St. Luke's Hospital
 Tobey Hospital
Southeastern Ohio Regional Medical Center
Southern Ohio Medical Center
Southwestern Vermont Medical Center
Sparrow
 Sparrow Hospital
 Specialty Hospital
Spear Memorial Hospital
Spectrum Health
 Big Rapids Hospital
 Blodgett Hospital
 Butterworth Hospital
 Gerber Memorial Hospital
 Kelsey Hospital
 Ludington Hospital
 Reed City Hospital
 United Hospital
 Zeeland Hospital
Springfield Hospital
St. Elizabeth Boardman Health Center
St. Elizabeth Health Center
St. Francis Medical Center
St. Joseph Health Center
St. Rita's Medical Center
Sturdy Memorial Hospital
Summa Akron City Hospital
Summa Barberton Hospital
Summa St. Thomas Hospital
Summa Wadsworth—Rittman Hospital
Sutter Health
 Memorial Medical Center
 Mills—Peninsula Health Services
Tampa General Hospital
Tenet
 Arizona Heart Hospital
 Arrowhead Hospital
 Atlanta Medical Center
 Atlanta Medical Center—South Campus
 Baptist Medical Center
 Brookwood Medical Center
 Centennial Medical Center
 Central Carolina Hospital
 Children's Hospital of Michigan
 Coastal Carolina Hospital
 Coral Gables Hospital
 Cypress Fairbanks Medical Center
 Delray Medical Center
 Des Peres Hospital
 Desert Regional Medical Center

Detroit Receiving Hospital & University Health Center
 DMC—Huron Valley Sinai Hospital
 DMC—Sinai—Grace Hospital
 DMC Surgery Hospital
 Doctors Hospital at White Rock Lake
 Doctors Hospital of Manteca
 Doctors Medical Center of Modesto
 East Cooper Medical Center
 Florida Medical Center
 Fountain Valley Regional Medical Center
 Framingham Union Hospital
 Frye Regional Medical Center
 Good Samaritan Medical Center
 Hahnemann University Hospital
 Harper University Hospital/Hutzel Women's Hospital
 Hialeah Hospital
 Hilton Head Hospital
 Houston NW Medical Center
 JFK Memorial Hospital
 Lake Pointe Medical Center
 Lakewood Regional Medical Center
 Leonard Morse Hospital
 Los Alamitos Medical Center
 MacNeal Hospital
 Maryvale Hospital
 Mission Trail Baptist Hospital
 Nacogdoches Medical Center
 North Central Baptist Hospital
 North Fulton Regional Center
 North Shore Medical Center—FMC Campus
 North Shore Medical Center—Miami
 Northeast Baptist Hospital
 Palm Beach Gardens Medical Center
 Palmetto General Hospital
 Park Plaza Hospital
 Phoenix Baptist Hospital
 Piedmont Medical Center
 Placentia—Linda Hospital
 Plaza Specialty Hospital
 Providence Memorial Hospital
 Rehabilitation Institute of Michigan
 Resolute Health
 Saint Vincent Hospital at Worcester Medical Center
 San Ramon Regional Medical Center
 Sierra Medical Center
 Sierra Providence East Medical Center
 Sierra Vista Regional Medical Center
 Spalding Regional Medical Center
 St. Christopher's Hospital for Children
 St. Francis Hospital
 St. Francis Hospital—Bartlett
 St. Louis University Hospital
 St. Luke's Baptist Hospital
 St. Mary's Medical Center
 Sylvan Grove Hospital
 Twin Cities Community Hospital
 Valley Baptist Medical Center—Brownsville
 Valley Baptist Medical Center—Harlingen
 Weiss Memorial Hospital
 West Boca Medical Center
 West Suburban Medical Center
 West Valley Hospital
 Westlake Hospital
The Bellevue Hospital
The Children's Hospital of Philadelphia
The MetroHealth System
The Miriam Hospital
The Ohio State University Hospital East
The Ottawa Hospital
 Civic Campus
 General Campus
 Riverside Campus
The University of Chicago Medicine
The University of Vermont Medical Center
The University of Vermont Medical Center—
Fanny Allen
ThedaCare
 Appleton Medical Center
 New London Family Medical Center
 Riverside Medical Center
 Shawano Medical Center
 Theda Clark Medical Center
Trinity Hospital Twin City
Trinity Medical Center East
Trinity Medical Center West
UC Health—University of Cincinnati Medical Center
UCLA Medical Center—Santa Monica
UCSF Medical Center
UH
 Ahuja Medical Center
 Bedford Medical Center
 Case Medical Center
 Conneaut Medical Center
 Geauga Medical Center
 Geneva Medical Center
 Richmond Medical Center
 Parma Community General Hospital
Union Hospital of Cecil County
University Medical Center of Princeton at Plainsboro
University of Colorado Health—North
 Medical Center of the Rockies
 Poudre Valley Hospital
University of Maryland Medical Center
University of Michigan Hospitals and Health Centers
University of Washington Medical Center
UW Medicine
 Harborview Medical Center
 University of Washington Medical Center
Van Wert County Hospital

Vancouver Coastal Health
 GF Strong
 Lions Gate Hospital
 Powell River Hospital/Evergreen
 Richmond Hospital
 Squamish Hospital/Hilltop House
 St. Mary's Hospital
 UBC Hospital
 Vancouver General Hospital
 Whistler Health Care Centre
Vidant Bertie Hospital
Vidant Chowan Hospital
Virginia Mason Medical Center
War Memorial Hospital
Wayne HealthCare
Weeks Medical Center
Westfields Hospital
Wheaton Franciscan Healthcare
 All Saints—Spring Street Campus
 Covenant Medical Center
 Elmbrook Memorial Campus
 Franklin
 Mercy Hospital
 Midwest Orthopedic Specialty Hospital
 Midwest Spine & Orthopedic Hospital/
 Wisconsin Heart Hospital Campus
 Sartori Memorial Hospital
 St. Francis
 St. Joseph Campus
Whidbey General Hospital and Clinics
White River Junction VA Medical Center
Wilson Memorial Hospital
Winchester Hospital
Wooster Community Hospital
Wright Patterson AFB Medical Center
Wyandot Memorial Hospital
Yakima Valley Memorial Hospital
Yale—New Haven Hospital



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