



Annual Report 2005

October 1, 2005

Our Mission:

The GreenTeam promotes environmental sustainability and enhancement at OHSU through education, awareness, and action.



Dawn from the summit of Mt. Hood symbolizes a new beginning for OHSU's sustainable future.



Executive Summary

Today's swiftly rising costs of power, gas and water make an irrefutable business case for saving natural resources and managing waste properly. Implementing sustainable practices is not only the healthy thing for OHSU to do, but is economically profitable as well. The GreenTeam was formed in June of 2004 to provide a vehicle for OHSU to drive to a more sustainable future.



Last year, the GreenTeam:

- Drafted a charter and mission statement,
- Received Administration endorsement,
- Organized an Earth Day celebration,
- Created TaskTeams to focus efforts,
- Applied for grants and awards,
- Supported volunteer ivy eradication events, and
- Hosted educational seminars and workshops for our members.

This year, we plan to:

- Step up to the next level with strategic planning and written goals for each of seven TaskTeams,
- Continue efforts in seeking grant and incentive funding,
- Improve measurements of water, energy and recycling performance, and
- Establish communication methods to celebrate OHSU's enthusiasm for environmental sustainability.

We've come a long way in the past twelve months, and continue to gain momentum. At these early stages, little adjustments in course can make huge differences in where we arrive in the future. Communication with OHSU administration is vital to ensure that the GreenTeam is heading the direction the University wants to go.

In summary, our first GreenTeam annual report showcases our achievements, obstacles, community awareness activities, and objectives and most importantly how we reach out within the OHSU community to *'promote environmental sustainability and enhancement through education, awareness, and action.'*



Background & Status

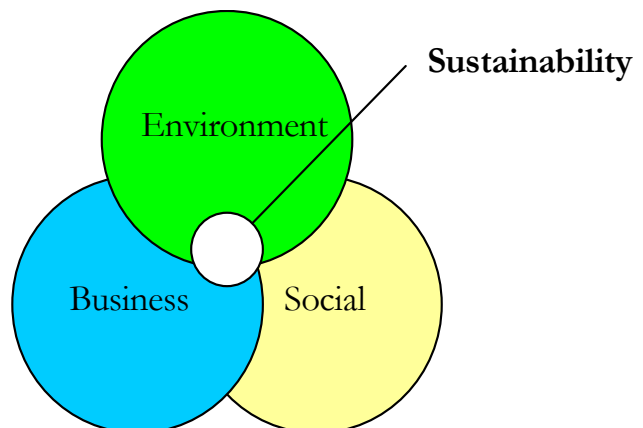
In June 2004, the GreenTeam was formed in response to a suggestion from concerned OHSU employees. Since the initial gathering, the team has steadily grown to consist of sixty (and counting) individual members representing the following departments and schools:

Academic Administration, Center for Research Occupational and Environmental Toxicology (CROET), Central Purchasing, Core Labs, Corporate Express, Environmental Health & Radiation Safety (EH&RS), Environmental Services, Facilities Management & Construction, Food Services, Hospital & Clinics (7C, C&V ICU, Hem-Onc, Mol/Micro & Immunology, Pathology, Perioperative Services, PICU, Plastic Surgery, Surgical Services), Human Resources, Information Technologies Group, Logistics, OHSU News & Publications, School of Dentistry, School of Medicine, and School of Nursing.

Most GreenTeam meetings and many TaskTeams also include representatives from our community partners: [BrightWorks NW](#), [Corporate Express](#), [Oregon Department of Environmental Quality](#), [Healthcare Without Harm](#), and [The Oregon Natural Step Network](#). (Electronic versions of this report have dynamic links to partner websites.)

Member participation is completely voluntary, and varies widely from 'interested parties' who receive the meeting notes and e-mail discussions to 'active members' who attend the monthly meetings and participate in focused TaskTeams.

While it's true that 'being green' is currently chic, OHSU's real reason for pushing sustainability is in response to the desires of OHSU employees and the realization that continuing business as usual will result in significant increases in operating costs. Thinking sustainably does require a paradigm shift, but OHSU is not intimidated by departure from outdated ideas and practices. The outmoded environmental movement of the 1970's was destined for failure because it required that the environment be held above social and economic needs. Ultimately, the greater mass of people was unwilling to sacrifice their way of life or business for such an esoteric cause. The new sustainable movement strives



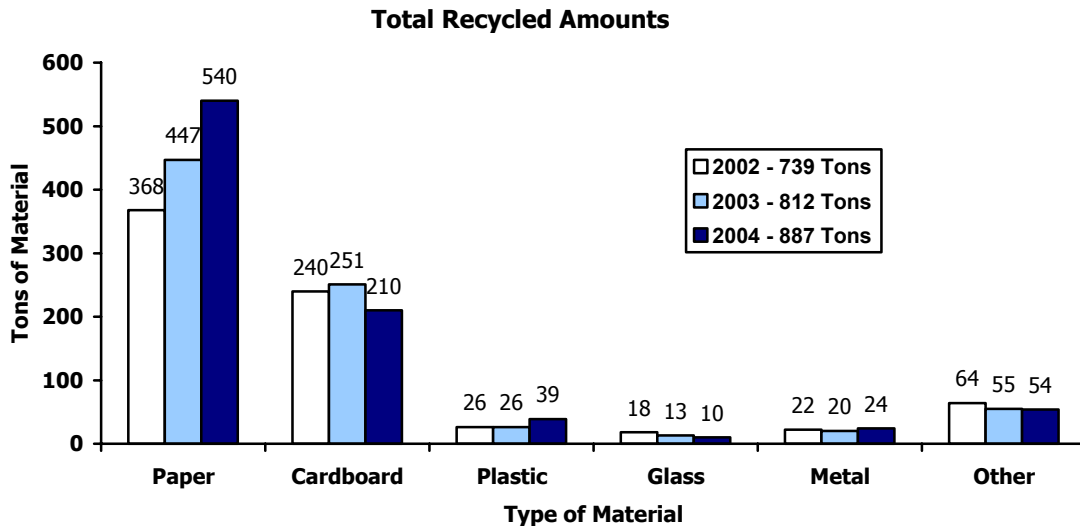
for a balance between Environmental, Economic and Social needs. Walking this balance allows for improving the environment while improving quality of life and the bottom line of business.

The underlying acceptance of risk is essential to upholding our reputation as a cutting-edge leader locally, nationally and throughout the world. OHSU is considered a beacon of hope and healing. How we lay the path for the future direction of the GreenTeam leaves a clear trail for others to pursue.

Status

The first step to sustainability is to understand that the world is a closed loop system. When material is taken from one place, used up, and then put somewhere else, we are taking the value out of that material until the ecosystem can replace it. This usually takes a very long time. Society is a great distance from being sustainable, but the only way to reach such a lofty goal is one step at a time.

Some 'system losses' such as recycling amounts, water and energy consumption are easily benchmarked to show progress toward sustainability. As shown on the graph below, recycling is up from 812 tons in 2003 to 887 tons in 2004. That's an improvement of 10%. Similarly, in 2003 OHSU recycled 15 miles of fluorescent light tubes in 2003, and 17.3 miles of tubes in 2004. If those 887 tons of material were sent to the landfill, disposal costs would have been \$63,000.

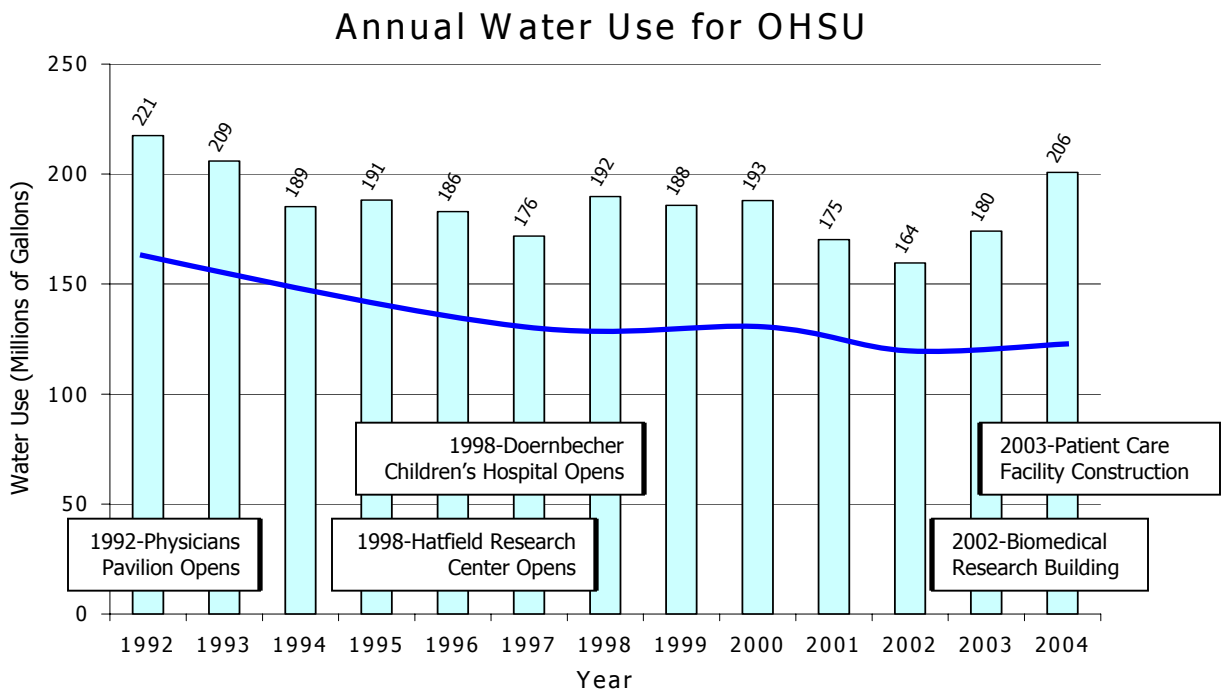


Similarly, energy is metered by electrical and natural gas meters. Last year, OHSU spent more than \$10 million to purchase power and natural gas. A comprehensive and strategic energy management program could easily reduce

that consumption by 10%, with projected paybacks of less than 2 years on most projects.

In September of 2004, during a routine light bulb replacement project we upgraded the lighting in the Casey Eye Institute to improve efficiency. This reduced consumption by 5,000 kW-h per month and saved the tenants \$3,500 per year. Providence Health Systems has had great success with energy management and recently budgeted \$60 million over the next five years for a strategic energy management program.

Water is perhaps the most tangible utility. Many people will leave the lights on in their office, but it's rare for someone to leave the bathroom with the faucet running. The graph below shows the real campus consumption over the past ten years. Superimposed on the graph is an approximation of the construction activities going on each year. The bold blue line is representative of the water consumption per square foot of building space. The relationship between construction and water use is hard to predict, but it is exciting that OHSU has been able to reduce water consumption even during periods of rapid growth.



There are many other measurements of sustainability: Acres of impervious area, tons of greenhouse emissions, fuel consumption, gallons of harmful cleaning chemicals used, tons of hazardous waste, lumens of light pollution, and countless others. These three examples are just a sample of ways that using environmental resources wisely translate directly to an operational cost savings.



FY2004 Accomplishments



OHSU President Peter Kohler, MD, shows his support and endorsement of the GreenTeam.

The past twelve months, July 2004 through June 2005, have been very exciting for the sustainable future of OHSU. We have risen from a band of scattered responsible parties to a chartered team with common goals. Although we started the year with no specific goals, the following accomplishments have been achieved:

Mission Statement: As a start-up team with no clear direction or funding, our first priority was strategic planning. We created the following mission statement: *"The GreenTeam promotes environmental sustainability and enhancement at OHSU through education, awareness, and action."* This mission statement defines our broad purpose, and recognizes that as an ad-hoc team, our path to success is by educating the

people that are in positions to act and set in motion the momentum of our goals.

Member Education: Clearly stated in our mission statement is the need for education. Primarily, the target of this education is the OHSU employee; however, roots are established by educating the GreenTeam members. Three of the GreenTeam meetings last year were training sessions on: The Natural Step Network, energy efficient laboratory fume hoods, and strategic planning. By equipping the GreenTeam members, we become more effective leaders in OHSU's vital new path.

Administration Buy-in: OHSU President Kohler has given the GreenTeam the 'green' light to pursue our mission, goals and objectives to continue the momentum of OHSU as a sustainable entity.

TaskTeam Creation: To maximize production from the team members, the GreenTeam was organized into smaller TaskTeams. Each TaskTeam has a sustainable focus that is meaningful to those members. By focusing on a meaningful topic, members are encouraged to realize their enthusiasm in an area that they are knowledgeable about, without spending too much time in general meetings. Ghandi's philosophy, "Be the change you want to see in the world," is the motivation underlying the TaskTeam arrangement. In 2004, seven TaskTeams were formed to focus on:

Administrative – Monthly general meetings, chartering, reporting to OHSU administration, general team support.

Communication – Marketing, website management, OHSU Outlook and mass e-mails.

GreenTeam Events – Organization of the Earth Day event, Hosting of Ivy Pull projects on the campus and neighboring Terwilliger Parkway, and other OHSU sustainability events.

Recycling – Recycling education in-services, tracking recycling and waste stream quantities, expanding recycling capabilities.

Styrofoam – Educates ITG, purchasing, loading docks and cafeterias to promote Styrofoam recycling with the ultimate goal of complete phase-out of styrofoam use on campus.

Energy Consumption – Educates all on campus of the environmental and economical benefits of turning off lights, computers, monitors, and appliances when not in use.

Clean Diesel/Biodiesel Implementation – OHSU would be the first contender for the nationwide pilot in a partnership with DEQ. Still in the process of set-up.

Grant/Award Application: During the past year, the GreenTeam applied for a Solid Waste Grant from DEQ, a Business for an Environmentally Sustainable Tomorrow (BEST) Award from Portland’s Office of Sustainable Development (OSD), and applied for a Green Investment Fund Grant from the City of Portland. We have already started work on applications for next year to become a BlueWorks partner with OSD and to seek a Partner For Change (PFC) Award from HealthCare Without Harm.

Environmental sustainability is a growing field with many excited participants, and competition for grant funding and recognition awards is strong. As a start-up group, OHSU’s GreenTeam went after awards in very general categories, but learned that successful applicants are those with very specific projects. Even by applying, we showed that OHSU is shifting philosophies to become known in the sustainable world.

OHSU was recognized by Portland’s Bureau of Environments Services for Environmental Excellence in the Industrial Pretreatment category.

Food Pulper: During the recent remodel of the OHS 3rd floor cafeteria, a ‘pulper’ was installed. Similar to a garbage disposal, but larger, the pulper processes food and food-soiled paper into large chunks. The pulp is then

transported to Cedar Grove Composting, Inc. where it is composted and sold to larger Portland-area nurseries as a soil amendment.

Earth Day/Official GreenTeam Rollout: April 23, 2005 was our first Earth Day as a team and it was received with enthusiasm and great support. To celebrate and raise awareness, we hosted an Earth Day celebration in the atrium and courtyard of the Hatfield Research Center. The event was supported by the following vendors: BrightWorks NW, Corporate Express, Energy Trust of Oregon, NW Earth Institute, OHSU Recycling & Waste Management, OHSU Bike Commuter Group, and Oregon Center for Healthcare without Harm. Our fair included a plant sale, which raised funds to be used for future educational events, material costs and to cover costs for future fundraisers. We also sponsored a rubber-soled shoe drive. People donated their rubber-soled shoes to Nike who recycles the soles for use in school track surfaces and other functions.

Ivy Eradication: Our neighbors and community partners are interested in eradicating invasive English ivy. English ivy is a non-native plant that crowds out native vegetation and climbs trees to strangle and eventually kill forests. Removing it is a huge, manually intensive task. We have capitalized on the mitigation efforts of the BRB and PCF construction projects, and added to those successes with three 'No Ivy' Parties. These parties have gathered on Saturday mornings to pull ivy from the ground and rescue trees from this clinging killer.

Formal Charter: In January, we ratified our team charter (attached). This charter is based on the four system conditions described by The Natural Step Network and conveys our organization and guiding principles.

Water Audit: BrightWorks NW, a local sustainability consultant, worked with OHSU Facilities Management & Construction to perform a comprehensive audit of water used in the Basic Science/CROET buildings. This report described water saving measures that could reduce building water usage by up to 80%, with project paybacks as little as 8 months.

Annual Report: This first annual report communicates the performance of the GreenTeam for the past year, and our plan for the future. This report is intended to be the main formal communication to OHSU administration, and serves as an internal measure of performance.

OHSU Sustainability Quick Facts:

OHSU has: recycled over 230 tons of paper in the first 6 months of 2005!
 reduced its domestic water consumption by 27%
 committed to an imperviousness surface reduction policy to help control stormwater run-off
an Integrated Pesticide Management program to reduce pesticide use
 transportation management programs to encourage alternative transportation
 LEED certification for new construction



FY2005 Objectives

Scrambling around doing good deeds wherever needed would be an easy approach to making OHSU more sustainable, but we feel that the best approach is to 'go slow, to get there fast.' The only way to really prove the business case for sustainability is by tracking performance and finding hard data that correlates to financial impact. As said earlier, some people feel good about saving the environment, but everyone feels good about improving OHSU's success as a business.

To support the GreenTeam's mission, this year we plan to achieve the objectives below. Note that these goals are only the ones that have been detailed so far – this list will grow with the completion of the Strategic Planning goal. Unless otherwise stated, the deadline for each of these goals is June 30, 2006.

Administrative Goals

Strategic Planning: The most important task in making a real difference in the way we do business is to plan our path forward and work together to make large steps in focused efforts. The biggest goal on the docket for this year is to create concrete achievable goals for every one of the TaskTeams. The deadline for this task is at the end of the October general meeting.

Natural Step Membership: As mentioned previously, environmental sustainability is a relatively new field with many players. One key to success is to connect with other companies to learn from their actions, and share our successes with them. One key local and worldwide partner is The Natural Step Network, which is the foundation of our charter principles. During the year, we will become an active Founding Member in the Natural Step Network of Oregon.

Senior Level Champion: As we grow and communicate with the OHSU populace, it is imperative that we have an active voice at the Vice President level or above. During the year, we will get commitment for active participation from a Senior Level Champion.

Recognition: We will apply for Portland's Green Investment Fund grant, a Business for an Environmentally Sustainable Tomorrow award, and HealthCare Without Harm's Partner For Change recognition this year.

GreenTeam Events Team Goals

Earth Day: We will follow-up on last year's Earth Day event by raising awareness again on Earth Day 2006.

Recycling Goals

Increase Recycling: Through education and increased services, we will strive to increase OHSU's total recycling weight by 5%. The report comparing this year to last will be completed by February 28, 2006.

Increase Awareness: We will provide twelve in-service educational visits per month, create a new brochure by October 28th, create three informational displays (including one display for inclusion in New Employee Orientation), and post information to the O-Zone this year.

Office Supply Enhancement: OHSU Recycling saves office supplies that are thrown in the recycling bins. These supplies include binders, binder clips and paperclips, pens, and others. This year we will enhance this service by organizing the materials for others to easily find what they need, and by communicating the existence of this service through the increased awareness goal.

Recycling Containers: This year we will replace all existing recycling barrels with closed, wheeled containers throughout the Marquam Hill Campus.

Energy Consumption Goals

Energy Savings: By January 31, 2006, we will identify three projects that will reduce total energy consumption in selected buildings by at least 5%, identify no-cost sources for funding, and submit the necessary paperwork to acquire that funding.

Energy Reporting: During the year, we will calculate EnergyStar ratings for three buildings. The EnergyStar program is a nationwide benchmarking program administered by the EPA that rates building performance based on actual energy consumed.

Clean Diesel/Biodiesel Implementation Goals

'Diesel Free Zone' Project Viability: Work with local DEQ and OHSU Facilities Management, Logistics, Environmental Health, Research, and Administration to determine the viability of a clean diesel project for the Marquam Hill Campus. This determination will be made by December 15, 2005.



Conclusion

To conclude, the GreenTeam has had an exciting year learning what sustainable practices are already in place at OHSU, coming together and forming an official team with a mission statement, learning about sustainability, getting buy-in from OHSU administration, and forming teams to do focused strategic planning and execution. The upcoming year promises to be harder, but just as exciting, as we strive to make measurable movements towards sustainability.

The Natural Step teaches an A, B, C, D approach to sustainable planning. This first year leaves us at the end of the 'Awareness' phase, poised on the brink of 'Baseline Mapping', creation of a 'Clear Vision', and ready for 'Direct Action'. Our goals for this upcoming year support the 'Baseline Mapping' phase by developing detailed status indicators and exploring OHSU's operational impact to the environment.



Protecting our water and natural resources is vital to the health of our future.

True sustainability may only be a destination on the horizon, but by keeping a true course and paddling, we'll get there. If we don't correct our course now, we'll just be that far behind when we do realize that in the end, there is no other option. Fortunately, rising business costs, coupled with falling technology costs make saving the environment profitable - if it's done with a plan.

