



**Annual Report  
FY 2006 (July 2005 – June 2006)**

**January 28, 2007**

***Our Mission:***

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



**OHSU GreenTeam ~  
Moving Forward**

## Executive Summary

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In 2006 the GreenTeam accomplished many of its annual goals set in 2005. A few accomplishments include:

- Winning the prestigious Partner For Change national award for green practices,
- Sponsoring two sustainable-themed events,
- Adding 80 new members,
- Gaining an Executive champion
- Hosting local sustainable presenters in our monthly meetings.



In 2007, we will continue to reach for higher and more challenging goals to move the GreenTeam forward.

FY 2006 was a tumultuous year for society. Record-breaking spikes of consumer gas and oil prices hit pocketbooks for millions. The areas devastated by Hurricane Katrina are still recovering. The total environmental damage caused by natural disasters such as earthquakes, hurricanes and tsunamis may not be evident for a number of years. It takes a fire to rise from the ashes, and the events of 2006 caused many consumers and businesses to take greater interest in finding the sustainable balance between economic, environmental, and social needs.

Amid the global chaos, the GreenTeam accomplished:

- Strategic planning and written goals for each TaskTeam:
  - Administration (Co-chairs Jamie Schaub, and Skai Dancey),
  - Recycling (Kathy Croft, Denise Ingram, Wendy Hultengren, and Connie-Marie Sanders),
  - Styrofoam (Jamie Schaub and Nancy Oberschmidt),
  - Communication (Rob Andrews),
  - Clean Diesel (Skai Dancey and Donald Ludwig) and Alternative Transportation.
- Winning the prestigious Partner For Change award from Hospitals for a Healthy Environment,
- Improving measurements of water, energy and recycling performance, and comparing usage over a 5 year period,
- Establishing effective communication methods to celebrate OHSU's enthusiasm for environmental sustainability,
- Joining The Natural Step Network at the founding member level,
- Securing an Executive Sponsor for the GreenTeam to be our liaison with OHSU Administration.

This year our goals are:

- To begin an energy-savings awareness campaign on campus.
- To sponsor sustainable awareness events on campus.
- To donate used medical supplies and equipment to hospitals in need.
- To increase GreenTeam membership.
- To increase recycling participation, water and energy reduction.

- To renew contract with World Village Network, and Nike shoe recycling program.
- To Spotlight TaskTeams and their efforts.
- To apply for grants, awards and other various programs to advance OHSU's reputation as a sustainable, forward-thinking organization,
- To continue to collect and analyze electric, water, gas, and recycling data to further explore how OHSU can reduce, reuse and save money.

We've had an exciting time within the past twelve months, and our members feel empowered. One major factor in our success is that OHSU administration has been a vital key player, ensuring the forward progression of the GreenTeam.

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



## BackStory

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The GreenTeam was formed in 2004, in response to the desires of OHSU employees and the realization that continuing business as usual would result in significant increases in operating costs. Sustainability strives for a balance between Social, Environmental and Economic (SEE) needs. Pursuing sustainability benefits threefold: It allows for improving the environment while improving quality of life and the bottom line in the corporate world.

Participation is voluntary, and varies widely; from 'interested parties' who receive electronic meeting notes and submit ideas and suggestions via the web site, to 'active members' who attend the monthly meetings and may participate in focused TaskTeams, event planning, grant/project research, and/or local outreach.

The underlying acceptance of risk (while planning for it as well) 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 on the West Hills skyline and how we blaze the path for the future direction of the GreenTeam leaves a clear and navigable trail for others to pursue.

## Sustainability Makes \$ense for OHSU

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### What is Sustainability?

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 replenishment cycle 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 through measuring sustainable improvement. Sustainability is measured by studying variables known as 'system losses' that can show progress over time. 'System losses include, but are not limited to: recycling amounts, water and energy consumption, chemical use, total emissions. By offsetting waste disposal costs, or reducing utility bills, these actions directly improve OHSU's bottom line.



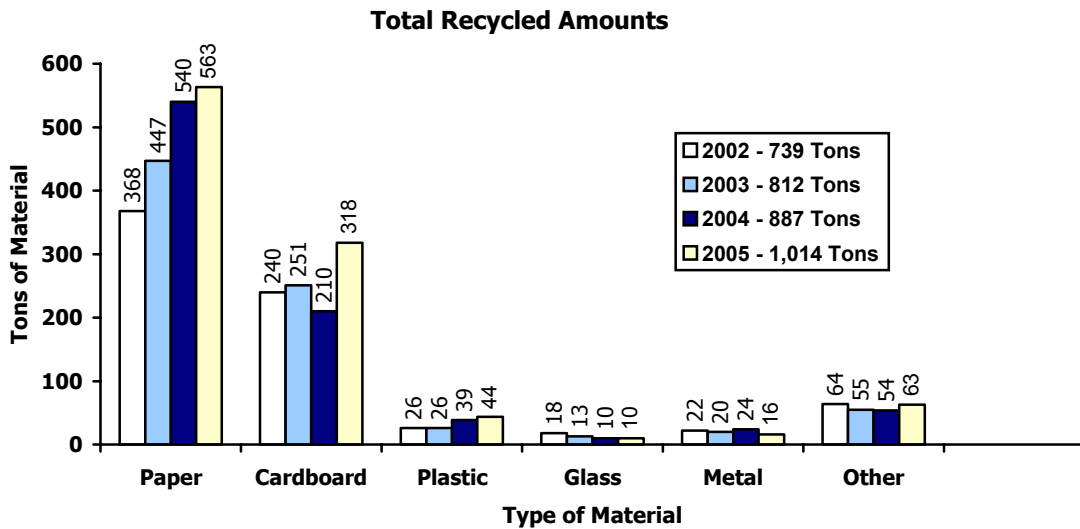
Thinking sustainably is not hard to do. There are many opportunities to make sustainable choices every day. A few easy examples are: purchasing local and/or organic food, turning off computers and monitors when done for the day, participating in recycling programs

at home and at work, driving an automobile that fits your lifestyle, using alternative transportation for your commute, and by turning off the lights in a conference room when un-occupied (this small action may lead to turning off the lights and/or television in an unoccupied room at home). Part of GreenTeam’s mission is educating its members about opportunities of sustainable services available at work and in the community.

**Measuring Sustainability**

**Recycling**

OHSU has been recycling for many years, but only measuring it since 2002. The graph below shows the constant improvement in annual recycling. OHSU recycling is up from 877 tons in 2004 to 1,014 tons in 2005! The disposal costs that were offset by this recycling equal a savings of \$72,000.



In addition to recycling, the recycling center also salvages office supplies that are discarded. Binders, folders, paper, clips and writing utensils are provided free. Last year, \$8,223.09 worth of office supplies were given out. Imagine how much the university could save if everyone participated! This is perfect example of what the GreenTeam wants to accomplish: Increased recycling participation!

**Water**

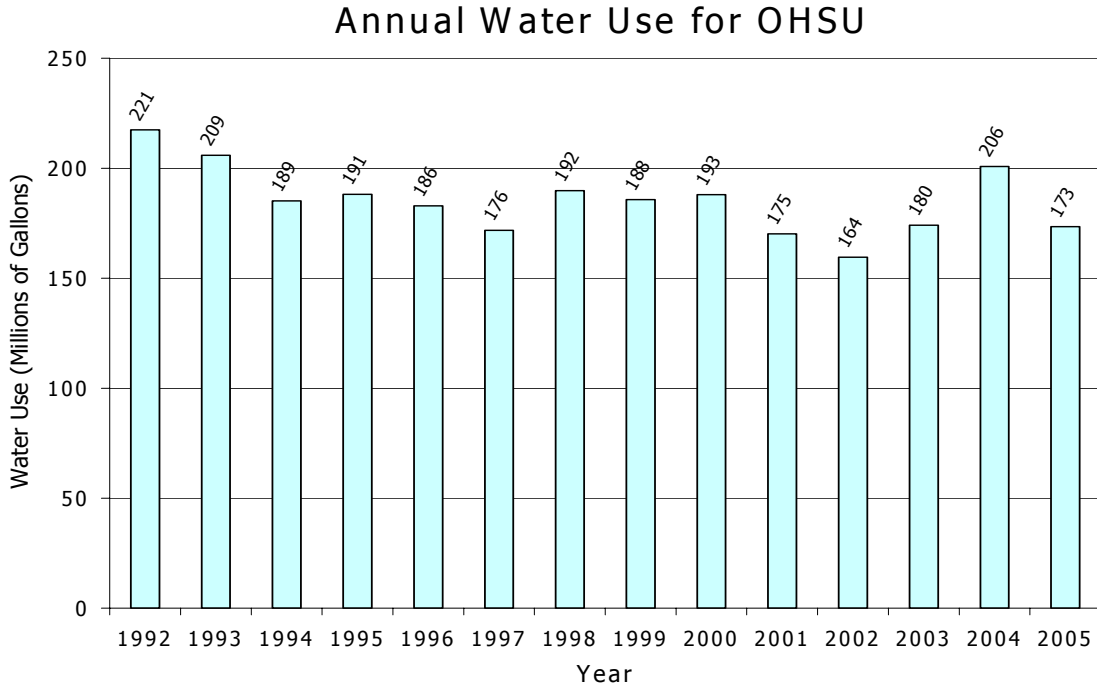
One of the most tangible natural resources is water. OHSU has many strategies for reducing our water consumption: planting native and drought-resistant landscaping, using state of the art irrigation controllers, proper maintenance of piping systems, and replacement of inefficient equipment cooling systems that rely on dumping city water down the drain.



Last year, we commissioned BrightWorks NorthWest, a local sustainability consultant, to do an audit of the water consumption in the Basic Science and Vollum Buildings. Their

report included a financial analysis, and some of the projects had a simple payback of less than two years.

The graph below shows our water consumption for the past 14 years. The two peaks correspond to major construction periods – Doernbecher Children’s Hospital and the Hatfield Research Center between 1998 and 2000, and construction of the Biomedical Research Building and Peter O. Kohler Pavilion in 2004. Despite the addition of nearly two million square feet of building space, we’ve continued a positive trend in water consumption.



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## Energy

Electricity is still relatively taken for granted, yet it’s very simple to conserve. Turning lights off after you leave a room, buying EnergyStar appliances, making sure your windows are closed, or making use of the power-saver feature on your computer.

OHSU’s energy management program is still in its infancy, but this hasn’t kept us from tackling some low-hanging fruit of energy conservation. New campus cooling systems make use of high efficiency chillers, we’ve installed a network-based computer power management system, and we’ve replaced the lighting in the Casey Eye Institute with higher efficiency bulbs and ballasts.

In 2004, OHSU used 93.9 million kilowatt-hours of power. In 2005, we used 88.7 million kw-hr. (In 2006, we used 107.7 kw-hr.) Again, this was during a period of intense construction, and OHSU power was used for all construction activities associated with the Biomedical Research Building, Peter O. Kohler Pavilion, and the upper terminus of the Portland Aerial Tram. As we build our database of power consumption, we will be able to analyze trends and actively reduce our use.

## FY 2006 Accomplishments



The GreenTeam continues to be involved in exciting activities advancing the sustainable future of OHSU. The following goals have been achieved:

### **Awards**

March 16, 2006 was a very exciting day for the GreenTeam, we just learned that OHSU had won the Hospitals for a Healthy Environment (H2E) Partners for Change award. This prestigious award acknowledges a hospital's commitment to environmental improvements. H2E is a national, non-profit organization that focuses on changing the culture of the healthcare industry by setting sustainable standards to improve the environment while maintaining quality patient care. OHSU triumphed over 200 hospitals nation-wide. In April, three GreenTeam members attended the CleanMed conference in Seattle to accept the award and give a presentation of the Biomedical Research Building's LEED program to an audience of 350 people from across the country. OHSU has become an example of successful sustainable building.

### **Member Education/Monthly Meetings**

The action item that is 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. After soliciting input from the GreenTeam members as to what they want to learn, we provided exciting and educational sustainably themed monthly meetings. For example:

- sustainable building tours of the Peter O. Kohler Pavilion and the Biomedical Research Building highlighting sustainable features and the on-going LEED point requirements,
- an information session from The Natural Step (sustainability networking organization)
- a salmon-safe presentation discussing effective stormwater management to protect our rivers,
- a meeting dedicated to green custodial cleaning products used on campus,
- an update on the EPA/DEQ clean-diesel zone project,
- strategic roundtable sessions, and more.

### **Executive Buy-in**

We had some big hitters attend our meetings during 2005. A couple of highlights: Steve Stadum was a guest to show his support and introduce The Natural Step. We also had the opportunity to present OHSU President Dr. Peter Kohler with OHSU's Partners for Change award.

Another supportive member of Administration is Rick Betzinger, VP of Human Resources, who has signed on to be our Executive Champion, acting as a liaison to OHSU Executives.

### **TaskTeam Activities**

In order to maximize production of stated goals and action items, the GreenTeam is 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. In 2006, the six TaskTeams were focused on the following topics:

**Communication** – This TaskTeam is responsible for communicating to OHSU about what we do, what we are doing, and drawing in interested members. This team consists of Rob Andrews, Jamie Schaub, Jim Donnelly, and Connie-Marie Sanders. Some of the tools used are marketing, web site management, flyering on campus, 5 Minute Manager and OHSU Outlook.

**GreenTeam Events** – This TaskTeam is responsible for sponsoring events on and off campus. In 2006, the events were: Earth Day Celebration, collaborating with Ivy Pull projects with Friends of Terwilliger Parkway and Friends of Marquam Hill Nature Park, and the OHSU – Metro Household Hazardous Waste Recycling. Currently on the agenda are two new events: the Sustainable Living Day event and the Low-Car Diet fair in September. The goal for this TaskTeam is to have the GreenTeam participate in three to five sustainable-relating events on and off campus per year. The leader of this Task Team is Nathan Thomas with administrative support from Jamie Schaub and Nancy Oberschmidt (Co-chairs).

**Recycling** – Recycling is a major player in OHSU's sustainable future. It is a large priority for the GreenTeam to reach out to the OHSU community and announce that recycling is encouraged and available. This TaskTeam focuses on recycling in-services, tracking recycling and waste stream quantities, and expanding recycling capabilities. Referring to the recycling graph above, recycling is steadily increasing. The expanded services support this growth, which will help OHSU save money. Recycling, just do it. The champion of this TaskTeam is Kathy Croft, with administrative support from Wendy Hultengren and Connie-Marie Sanders.

**Styrofoam** – This TaskTeam was created because of the large amount of concerned emails received regarding the amount of Styrofoam on campus. One of the responsibilities of this TaskTeam is working with major stakeholders to educate and bring forth options of Styrofoam use and elimination. The targeted stakeholders are: Purchasing, Shipping and Receiving, ITG, schools, and Food &

Nutrition. Ultimately, the goal is a complete phase-out of styrofoam use on campus. The Food & Nutrition department has achieved this goal. The S.M.A.R.T Planning tool located at the end of this section is an example of how all TaskTeam’s are measuring their success. The champion of this TaskTeam is Nancy Oberschmidt, with administrative support from Jamie Schaub.

**Administrative** – This TaskTeam is four voluntarily elected participants: the two co-chairs, a secretary and a consultant. The co-chairs strategize the GreenTeam’s monthly agenda, implement suggestions made from the consultant, and continually work for the successful future of the GreenTeam. The secretary holds the purse strings and the consultant works behind the scenes by bringing to the GreenTeam opportunities to join organizations, appeals to OHSU Administration for support, and helps with the planning of the GreenTeam. Our consultant is considered our liaison with OHSU Administration. The members are Nancy Oberschmidt (2006 elected co-chair), Jamie Schaub (2006 elected co-chair, second term), Scott Jaqua (2006 elected Secretary) and Skai Dancey (2006 Consultant). The Administrative Team is responsible for reporting and giving presentations on GreenTeam activities.

**S.M.A.R.T. Planning: Measuring TaskTeam success**

Each TaskTeam is responsible for setting out its goals and objectives. The S.M.A.R.T. guideline is a very useful tool that TaskTeam members. Writing down the specifics, deciding what is measurable, attainable and realistic within a created timeline improves the momentum, enthusiasm and accomplishment.

Below is an example of an S.M.A.R.T. tool used by the Styrofoam TaskTeam.  
 Example 1; Styrofoam TaskTeam: Eliminate Styrofoam products in the cafeterias.

Specific (include mission statement)	Measurable	Attainable	Realistic	Timeline
Food & Nutrition dept. eliminate Styrofoam products from F&N cafeterias.	Yes. Elimination of Styrofoam is measurable by volume of Styrofoam and purchasing of Styrofoam and alternative products.	Yes. Goal is attainable via buy-in from dept. director, communication PR on campus and web site. Advertise in cafeterias.	Yes. As of now, purchasing and use of Styrofoam is down to 50%. Goal is to be 100% Styrofoam free.	*Phase out timeline. 1. switch to recycled paper coffee cups 2. switch to recycled plates and utensils Reach goal by 12/05 <b>*Goals reached 11/05!!</b>

**Earth Day** - May 19, 2006

Our second annual Earth Day event was received with enthusiasm and outstanding campus support. We gained 35 new members in this one day event. We had many

return customers from the previous year dropping in to purchase plants, catch up on our goals, and speak with new and returning Earth Day vendors. The event was supported by the following vendors; BrightWorks NW, Corporate Express, Flexcar, OHSU Recycling & Waste Management, OHSU Food and Nutrition and World Village Network. Our fair included a plant sale, which proved to be a big success. The plant sale raised approximately \$600 to be used for future educational events, event material costs and to use for future fundraisers.

### **Ivy Eradication**

Focus on increasing campus participation and forge positive relationships with OHSU neighborhoods. This year, OHSU participated in

### **Annual Report**

Our second 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.

### **Cell phone & PDA Recycling Program**

With the addition to World Village Network in January 2006, this on-site program recycles cell phones, cell phone components, and PDA's. Since its introduction to OHSU, we have recycled a combined total of 190 units. From this number, 105 have been resold and 85 recycled using EPA electronic recycling guidelines.

The total donation to date to Doernbecher Children's Foundation equals is \$284.67.

## FY 2007 Objectives & Goals

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The only way to really prove the business case for sustainability is by tracking performance and finding data that correlates to financial improvement. Some people feel good about saving the environment, but everyone feels good about improving OHSU's success as a positive, forward-thinking leader in business.

To support the GreenTeam's mission this year we plan to achieve the objectives below, keeping in mind that new goals & objectives are on the horizon. Unless otherwise stated, the deadline for each of these goals is June 30, 2007.

### Administrative Goals

**Strategic Planning:** The GreenTeam has decided on a general election in July of each year to nominate 2 new co-chairs, and a secretary. It was felt that electing two people once a year to co-chair will help the GreenTeam stay enthused and open to new ideas. As two new co-chair members are folded into the mix, the previous co-chairs play the consultative, behind the scenes role. The responsibilities of the previous co-chairs are; suggesting monthly topics, seeking out local organizations that can help OHSU achieve sustainable goals, strategic planning, drumming up Administration support and helping with other needs requested by the new co-chairs.

Other Strategic Planning goals:

- Develop successful marketing strategies
- Increase number of active TaskTeams
- Provide on-going opportunities for GreenTeam members of involvement with community groups and establish a updated monthly event calendar on the GreenTeam web site that broadcasts local events, talks and other sustainable topics
- Compose the annual report
- Apply for grants, funding and award recognition

### GreenTeam Events Goals

**Earth Day:** We will continue the tradition of hosting an Earth Day fundraising event to raise public awareness, gain enthusiasm and earn some operating money to fund other GreenTeam activities.

**Sustainable Living Day:** On October 20th, 2006, the OHSU GreenTeam will host its first Sustainable Living Day event at the HRC Atrium. The Sustainable Living fair will be comprised of local non-profits, OHSU departments, and an informational brochure table. Our mission is to showcase efforts of sustainable practices at OHSU, in the community, and what you can do at home. Included in this event will be a sustainable tour of the Biomedical Research Building. This tour, and the permanent self-guided walking tour will gain LEED credit points for the building.

**OHSU Metro Household Hazardous Waste Event:** Host, broadcast and participate in this annual event located in south campus.

### **Recycling Goals**

- Increase departmental recycling
- Increase recycling awareness
- Encourage office supply recycling
- As always, increase recycling numbers, lower costs of energy and use of our natural resources

### **Energy Consumption Goals**

**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. The GreenTeam's goal is to enroll one hundred participants in this program.

**Implement LEED-EB/EMS Management:** By consulting with LEED-EB/EMS consultants, we will begin scoring existing buildings on the LEED rating scale. The School of Nursing building will be the first to be reviewed.

### **Clean Diesel/Biodiesel Implementation Goals**

**'Diesel Free Zone' Project:** OHSU has partnered with other local hospitals in an attempt to win \$250,000 in grant money from the EPA and DEQ for research into the feasibility and resulting air quality improvements associated with purchasing ultra-low sulfur diesel (ULSD) and retrofitting machinery with exhaust treatment.

## Conclusion

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To conclude, the GreenTeam has had an exciting year gaining and maintaining momentum. Some highlights include learning about the variety of sustainability groups in the region, winning the prestigious Partners for Change award and establishing our executive-level sponsor.

As the GreenTeam begins to materialize in the consciousness of the OHSU community, the bar is rising to meet this great occasion and responsibility with humility, flexibility and passion to make sustainability work for everyone.

