



Hennepin County **Medical Center**
Hennepin Health Foundation

sustainability

combining long term
profitability with ethical
behavior, social justice,
and environmental care



Hennepin County Medical Center
BASELINE SUSTAINABILITY REPORT
2012 SUMMARY



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Message from the CEO



As Hennepin County Medical Center connects to our community we need to understand our impact on the community. That is why we started a

sustainability reporting process a year ago and today can share one of the first public safety-net hospital sustainability reports in the United States using Global Reporting Initiative (GRI) guidelines.

Sustainability in GRI terms refers to global social responsibility, human rights, and environmental goals. Organizations disclose financial information through audited financial reports and federal tax reporting. GRI reporting extends this transparency to include the environmental and social impact of an organization. The sustainability reporting process creates awareness about the importance of sustainable measures and goals within HCMC. Sustainable measures complement our goals of providing the highest quality care and service that is centered around our patients and families and delivered in the most efficient and cost effective way possible.

Many of the sustainable initiatives that we introduced over the past several years are now showing results. For example, we adopted

Lean as a tool for continuous process improvement, which has helped us reduce waste and standardize the process of providing care. We are a leader in waste management and reduction through 100 percent composting of organic wastes, reuse of internal resources, use of energy efficient equipment, and donation of e-waste to organizations that either reuse or recycle in an environmentally friendly way.

This first sustainability report using the available data for 2012 will create the baseline for our future reports. The reporting process has made us more committed, accountable, and transparent and has given us the opportunity to measure our continuous improvement toward being a truly sustainable healthcare organization.

I want to recognize the internal leaders and champions who supported the efforts of the sustainability team, the Hennepin County Environmental Services Department for its support of our sustainable measures with three Lead by Example grants, and leaders of the Twin Cities corporate community for continuously motivating and guiding our sustainability team on this journey.

Jon L. Pryor, MD, MBA
Chief Executive Officer

Mission

We partner with our community, our patients and their families to ensure access to outstanding care for everyone, while improving health and wellness through teaching, patient and community education, and research.

Values

Patient & Family Centered
Excellence
Teamwork
Respect
Integrity
Compassion

2012 Fast Facts

- 462 Beds
- 2,373 Births
- 15,586 Surgeries
- 3,268 Hyperbaric Chamber Treatments
- 100,066 Emergency Services Visits
- 10,946 Acute Psychiatric Services Visits
- 70,296 Poison Center Contacts
- 496,416 Clinic Visits

About this Report

As the largest safety-net hospital and the first Level I Adult and Pediatric Trauma Center in Minnesota, Hennepin County Medical Center (HCMC) is committed to social and environmental programs that benefit patients, employees, and the broader community. HCMC started the sustainability reporting process to affirm its mission of providing access to quality care for all; improving the environment for its staff, patients, and families; and reducing overall healthcare costs.

Sustainability has many definitions but is defined by the United Nations as “a decent standard of living for everyone today without compromising the needs of future generations.”

According to the Global Reporting Initiative (GRI), “A sustainable global economy should combine long term profitability with ethical behavior, social justice, and environmental care. This means that when companies and organizations consider sustainability – and integrate it into how they operate – they must consider four key areas of their performance and impacts: economic, environmental, social and governance.”

Sustainability reporting is the practice of measuring, disclosing, and being accountable to external and internal stakeholders for organizational performance against specific environmental, social, and governance goals and metrics. This report will create a baseline for future reports and set internal goals to reduce waste, carbon footprints, water use, and energy consumption; serve locally grown food and vegetables; “green” the supply chain, operating room, and other hospital departments; and increase employee engagement and education on economic and environmental stewardship. The reporting process is helping HCMC to integrate and embed sustainability into its organizational strategy and its standard operating practices. A sustainability report will be created biennially to tell the story of HCMC’s sustainable development, using organizational benchmarks for future improvement and successes to give them the recognition they deserve.

During this first reporting process, the sustainability team conducted individual interviews and focused group meetings with many external and internal stakeholders and discussed the importance

of creating the report for HCMC. The team used the GRI Guidelines and selected indicators from the guidelines suitable for a healthcare organization and for which there exist measurable data. The team also used the Practice Green Health Checklist, which provided a detailed list of all areas that are essential for reporting on a healthcare organization. The selected GRI indicators were then finalized in consultation with the department heads.

This report is based on the data for the time period January 1, 2012 to December 31, 2012.



In the first year of reporting, Hennepin County Medical Center focused on the following areas:

Economic and Environmental

HCMC promotes the best use of the resources needed to function as a health system and promote environmentally sound practices.

Employee Engagement and Medical Education

HCMC is one of the largest employers in downtown Minneapolis. It is also one of the premier medical education and training institutions in the state of Minnesota.



HCMC is dedicated to employee self-improvement and offers a variety of free educational opportunities to staff members.

Community Health and Engagement

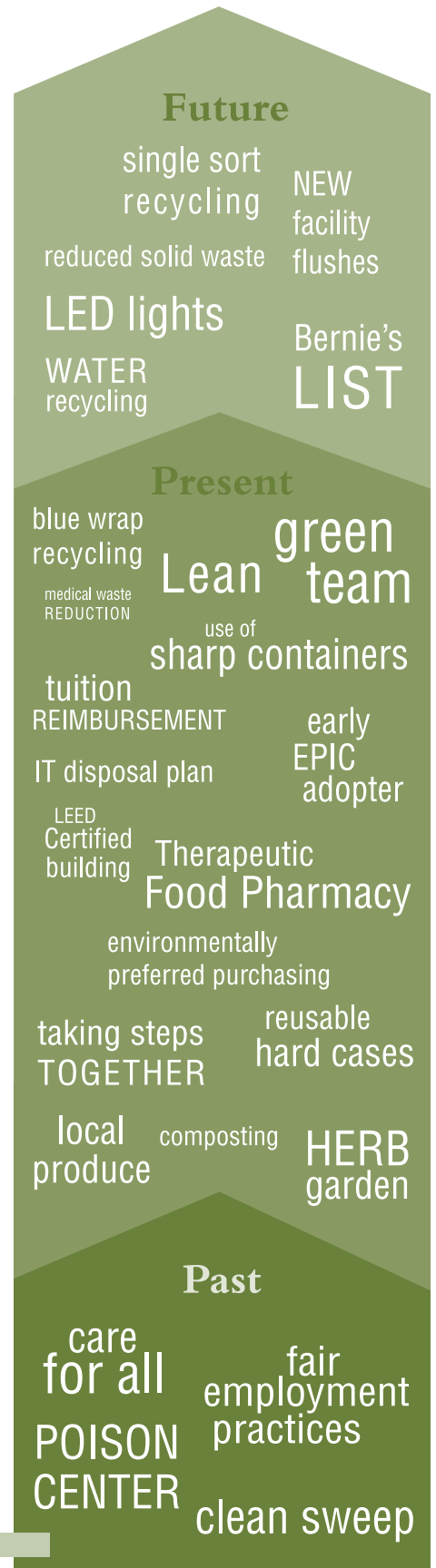
HCMC is committed to partnering with the community to reduce healthcare disparities and improve access to services. By engaging the community, HCMC is able to improve the patient and family experience throughout the hospital and clinic system.

Governance

Integrity and ethics are the foundation upon which HCMC conducts its daily work and makes decisions.



Evolution of sustainable practices at HCMC.





About the Global Reporting Initiative

The Global Reporting Initiative (GRI) is a non-profit organization started in 1999 that offers a standardized sustainability reporting framework and is associated with the United Nations. GRI guidelines are used by over 4,000 organizations worldwide to report on their progress annually. The guidelines require reporting organizations to include a set of indicators that directly reflect

the organization's sustainability position. Indicator categories include: economic, environmental, labor, human rights, product responsibility, and society. (See GRI index sheet, pages 27-29.) GRI's mission "is to make sustainability reporting standard practice; one which helps to promote and manage change towards a sustainable global economy." In addition, as a

health system, HCMC has included concepts and measures provided by Practice Green Health.

About Practice Green Health

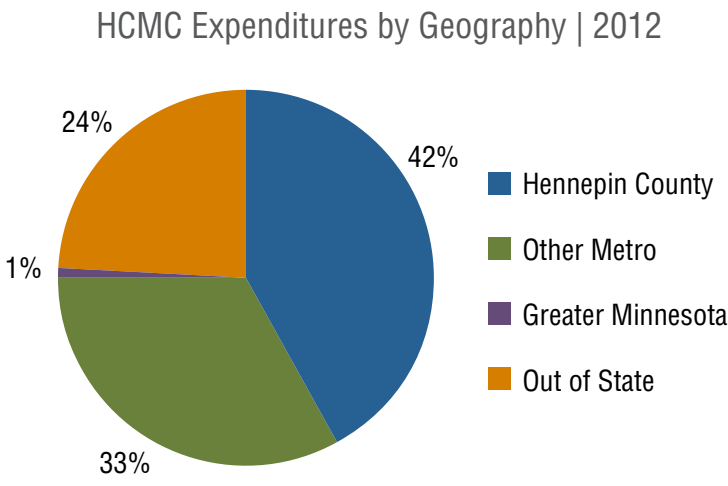
Practice Green Health (PGH) is a non-profit organization that works specifically with healthcare providers to promote environmental sustainability in their operations. GRI indicators provide a broad framework for reporting for all corporations and industries, but PGH provides resources specific to healthcare.

HCMC is committed to continuously improving and adding social and environmental programs that enhance quality of life for the people it serves.

Economic and Environmental

As one of the largest employers in the state, HCMC employed 6,803 employees in 2012. The healthcare system spent \$619.6 million to provide patient care. The majority of spending, \$394.5 million, went to employees as wages. The University of Minnesota Extension Office of Economic Vitality economists estimated that in Minnesota, HCMC’s full economic impact was \$936.6 million. HCMC’s sizable direct and indirect economic impact to Minnesota means that HCMC is not only vital to the health of Minnesota’s communities, but also necessary to Minnesota’s economic vitality. Full details are available in the [Economic Impact Study Report for HCMC for 2012](#).

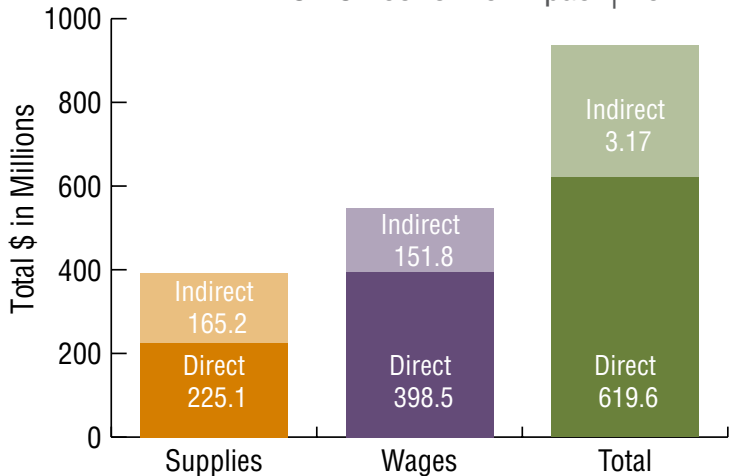
According to the 2012 Economic Impact Report prepared by the University of Minnesota, the indirect impact of HCMC added 3,652 jobs to the state of Minnesota labor force. Of the \$619.6 million total expenditures by HCMC in 2012, approximately 75% were



Source: Economic Impact Study of HCMC

Figure 2

HCMC Economic Impact | 2012



Source: Economic Impact Study of HCMC

Figure 1

spent in the 11-county Twin Cities Metropolitan area. Purchasing within the state provides local jobs, increased tax revenues, and reduced shipping costs – reducing HCMC’s carbon footprint. Healthcare supplies can be highly specialized; however, HCMC actively seeks local solutions.

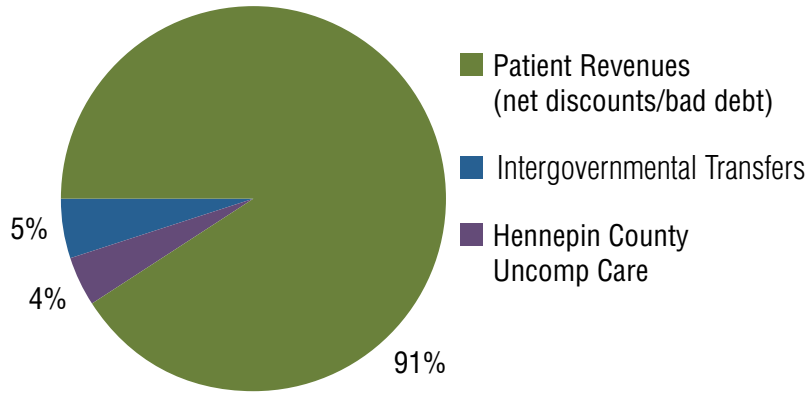
HCMC Supply Chain formed several key partnerships in 2012. Supply Chain partnered with the Central Corridor Funders Collaborative – healthcare and university organizations committed to spending dollars with local businesses along the corridor adversely affected by construction

of the second Twin Cities light rail line along University Avenue. HCMC Supply Chain joined with Allina Health Supply Chain to increase combined buying power through consolidation, provide the right amount of materials with minimal packaging, and reduce shipping waste. HCMC also purchased items through Novation, a group purchasing organization (GPO). When purchasing through the GPO, HCMC has used the environmentally preferable purchasing (EPP) guidelines. These guidelines, and other strategies by HCMC Supply Chain Management, led to a savings of \$2.86 million in 2012.

HCMC is a subsidiary of Hennepin County, Minnesota, and a 501(c)(3) public non-profit corporation. The purpose of HCMC is to engage in the organization and delivery of healthcare and related services to the general public, including patients in poverty defined by state

and federal laws and determined by the Hennepin County Board of Commissioners. As a public safety-net healthcare system, HCMC receives government payments available to other systems. These payments are an attempt to bridge the gap for uncompensated care. Figure 3 shows patient revenues, net bad debt, and discounts. Intergovernmental transfers and Hennepin County contributions amount to 9%, or \$60.5 million. Medicare, Medicaid, and commercial payments are included in the remaining 91%, or \$619.2 million.

HCMC Patient Revenue | 2012



Source: HCMC Data

Figure 3

Whittier Clinic is Leadership in Energy and Environmental Design (LEED) Building



HCMC demonstrated its commitment to serve the local community by building its first new construction clinic in the Whittier neighborhood. HCMC's Whittier Clinic has received a Leadership in Energy and Environmental Design (LEED) Silver Certification for sustainable building. LEED is a nationally accepted standardized ranking system to evaluate the design, construction, operation, and maintenance of green architecture. Whittier Clinic was constructed in 2011 with these building standards in mind, starting with site selection process that included ensuring access to public transit routes and bike routes. The clinic is strategically located near several main Metro Transit bus lines

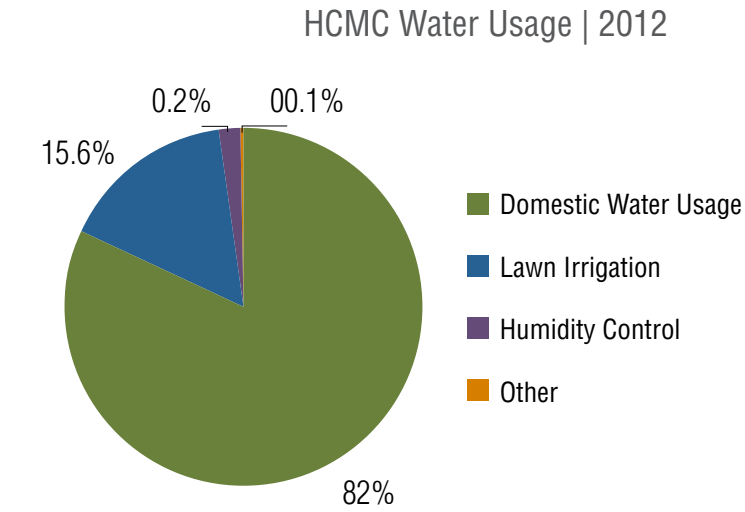
and a block away from the Greenway bike path, a main corridor for cyclists. Landscaping was designed to reduce irrigation needs and incorporate native flora. Water efficiency was addressed by storm water systems and low-flow plumbing fixtures. Locally sourced materials with high recycled content and products made from rapidly renewable materials, such as linoleum and wood certified by the Forest Stewardship Council, ensured green materials were utilized. In addition, a transport consolidation effort during construction minimized the number of vehicles and trips made by construction vehicles to reduce the carbon emissions and energy typically used in construction work.

Environmental Stewardship

Environmental preservation for healthcare organizations is essential because healthcare systems use a tremendous amount of energy and produce more waste compared to many other service industries. HCMC has made improvements in environmentally sustainable practices in many areas, but still has room for expansion and improvement. Through various initiatives, HCMC has worked hard to mitigate and reduce its use of energy and materials in order to gradually reduce its impact on the environment. Hennepin County Medical Center’s almost 150 year history includes several mergers, resulting in a downtown campus comprised of multiple historic healthcare facilities. The age and repeated remodeling of the buildings makes it difficult to track and attribute individual project energy savings. Therefore, HCMC frequently relies on metrics provided by vendors of environmentally friendly products.

Water Use

In 2012, 36.9 million gallons of water were used for buildings system-wide. Of this total, 30.3 million gallons of water were used for industrial purposes and waste. Water is sourced from the Mississippi River and brought to a local treatment plant nearby in



Source: HCMC Data

Figure 4

Minneapolis. This process is part of the largest water distribution system in the Midwest, with approximately 1,000 miles of pipe in the Minneapolis system. At Upper St. Anthony Falls, the northern most lock and dam, the average flow rate of the river is 12,000 cubic feet per second or 89,869 gallons per second. The HCMC Facilities team is constantly working to reduce the amount of waste water by adapting new technology and educating staff and patients about appropriate water usage. The Facilities team replaces old water fixtures with low-flow fixtures and faucets, because the old items need frequent repairs.

Energy Use

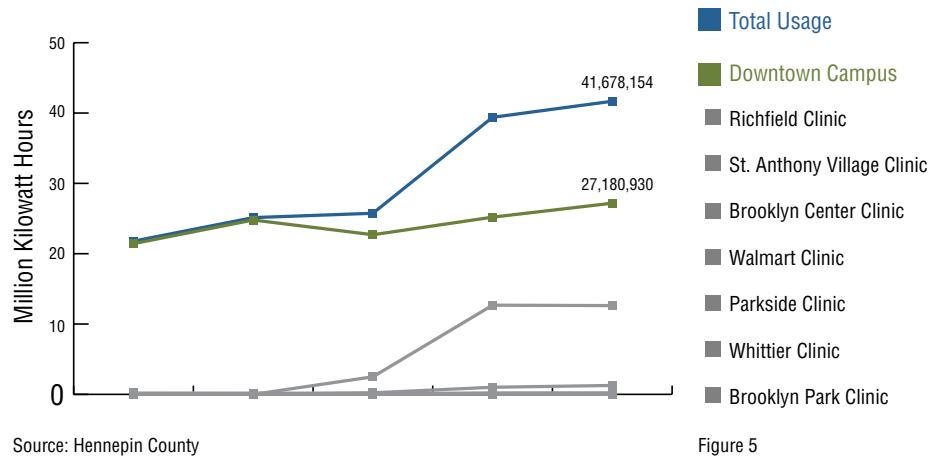
Despite the fact that several HCMC buildings date to the 1970s, HCMC received Xcel Energy’s gold/silver star in 2012. In addition, HCMC received \$58,000 in energy

conservation and efficiency rebates from Xcel Energy and CenterPoint Energy. In 2012, HCMC and its clinics consumed nearly 41.7 million kilowatt hours of electricity. While this represents an increase over previous years, HCMC has also expanded its ambulatory care services over the past five years by opening additional community clinics in neighborhoods throughout Hennepin County. HCMC implements energy saving techniques, such as high efficiency bulbs, but these energy savings are hard to measure as additional electronic medical care delivery products are deployed in the healthcare environment. HCMC works in collaboration with energy providers to design and implement energy efficiency plans and participates as an energy star partner in regular energy audits. HCMC is replacing regular exit lights with LED bulbs and adding occupancy sensors to switch off lights in unoccupied rooms.

Food Use

HCMC’s Food and Nutrition Services have been at the forefront of providing healthful foods and sustainable practices in healthcare. HCMC was one of the first public hospitals in the United States to sign the Healthcare Without Harm “Healthy Food Pledge” in 2009. This pledge commits HCMC to healthful food for patients, staff, visitors, and the general public, and to supporting food systems that are ecologically sound, economically viable, and socially responsible. It also extends to the purchase of local fruits, vegetable, and other products. These efforts results in cost savings through reduction in transportation, promotion of local farmers and businesses, and reduction of the carbon footprint.

HCMC Electricity Usage | 2012

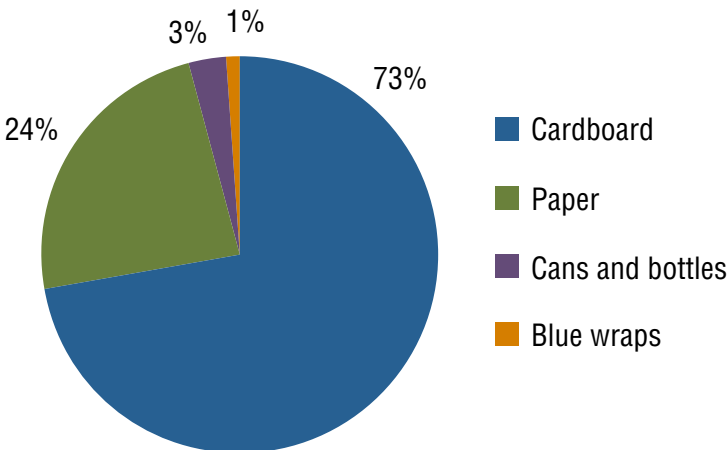


To keep patients and staff healthy, HCMC was one of the first hospitals in the United States to completely eliminate manufactured trans-fats from its Food and Nutrition Services. In the cafeteria, HCMC reduced the availability of sugar sweetened beverages (SSBs) by

20% and replaced them with locally bottled water at discounted prices. These same SSBs were completely eliminated from the HCMC catering menu.

HCMC has maintained several small rooftop organic herb gardens, which provide herbs used in the cafeteria kitchen. HCMC collaborates with a community supported agriculture (CSA) farm, local and organic, which provides fresh food shares for employees.

HCMC Recycling | 2012



Waste Management

HCMC seeks to reduce the volume of materials used in day-to-day operations through innovative initiatives in all departments. Waste reduction is a priority because is both environmentally friendly and cost effective; increased recycling reduces solid waste removal costs. Currently, recycling

bins are available beside waste bins throughout the system, and plans are in place for future implementation of single sort recycling. In 2012, HCMC recycled approximately eight tons of cans and bottles, 61 tons of paper, 185 tons of cardboard, and one ton of blue wraps (recycled through Minnesota Waste Wise Foundation). Recycling is a cooperative effort with Hennepin County. Hennepin County has collaborated with Project for Pride in Living (PPL) on recycling collection. According to its mission statement “PPL works with lower-income individuals and families to achieve greater self-sufficiency through housing, employment training, support services, and education.” PPL staff and volunteers work to remove recyclables from central collection points at Hennepin County building locations, transport these to recycling centers, and collect all profits.

Food

Food and Nutrition Services started composting in late 2010. HCMC is the only hospital in the Twin Cities with a 100% composting rate. It also adopted a better disposal plan for all organic and paper waste from the cafeteria. In 2012, Food and Nutrition Services started reducing use of Styrofoam trays in the cafeteria and as a result, reduced costs by \$17,000.

Medical

Handling infectious and regulated medical wastes removal has always been a priority at HCMC, which has adopted initiatives that are safe for patients and staff and easy on the environment. As a result, total volume of regulated medical waste in 2012 was only 7.5% of total waste at HCMC, consistent with the healthcare industry standard in the United States (7% based on the study conducted by Practice Green Health on 200 hospitals with sustainable practices). Several operating room practices have been introduced to reduce waste. To reduce blue wrap use at HCMC, reusable hard cases are being purchased in phases (to date 50% of the operating room kits are bought in hard cases), and some of the uncontaminated blue wraps were recycled at a nominal charge.

HCMC partners with waste management organizations that are ethical in managing medical wastes. HCMC worked with Veolia Environmental Services (VES) to manage its hazardous waste disposal and management. VES reuses medical waste by converting it into energy and is committed to not diverting any waste or waste by product to interstitial locations or landfills. In 2012, Veolia collected 132,105 pounds of hazardous waste for HCMC.

Construction

HCMC is expanding its neighborhood clinics while being conscious of construction debris that ends up in landfills. To minimize the impact of new construction on the environment, HCMC’s Facilities Department works with construction contractors to reduce debris that would end up in landfills. In newer construction, HCMC promotes use of recycled materials (e.g. Whittier Clinic, constructed in 2010).

Chemicals and Sharps

HCMC initiated a pilot study in 2004-05 using eco-friendly green cleaners in the entire medical space to have a clean environment and reduce workplace injuries related to chemicals. HCMC’s Department of Environmental Services has used green cleaners continuously since 2005. Environmental Health and Employee Safety has taken other steps to provide a safe and healthy environment to patients and staff at HCMC. Examples include:

- Reduced Ethylene Oxide (ETO) gas emissions in 2012, with the goal of being ETO gas free in 2013;
- Routine recycling of Xylene (cleaning agent in laboratory) and recycled materials transported off-site;

- Low use of mercury at HCMC facilities and proper disposal if used in medical processes;
- Precise inventory of medications, proper disposal of unused or expired medicine, ensuring that no medicine is washed down drains or sent to landfills;
- HCMC pharmacist participation in community events to educate about medication disposal;
- Use of reusable sharp containers reducing sharps waste by 35% in 2012;
- Minimal latex environment to reduce risk of allergic reactions for patients and staff; open forums held to elicit staff input on alternatives to latex; goal for 2013 is to be 99% latex free



Technology and Equipment

HCMC uses Materials Processing (MPC-Risk Mitigation for Off-Network Electronic Equipment), a sustainable corporation, for its electronics recycling and IT asset disposition. In 2012, HCMC disposed of 10,500 pounds of IT equipment, all of which went to resale or reuse. No items ended up in landfills.



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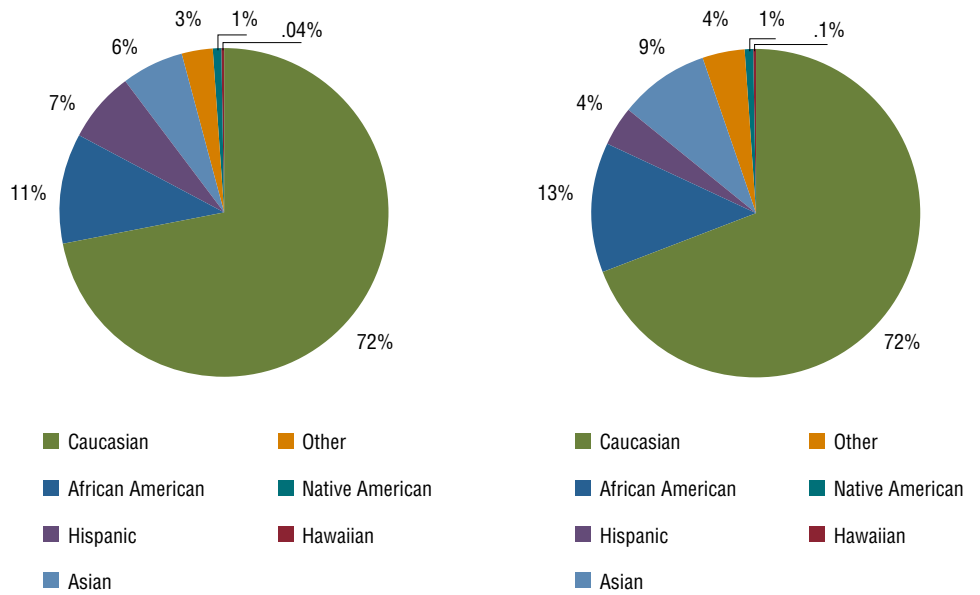
Employee Engagement

HCMC directly employed 6,803 individuals in 2012. The majority of HCMC's employees are in permanent full-time positions. Additionally, HCMC does employ part-time and casual workers and provides benefits to all its part-time (20+hours/week) employees. The geographical map (see Figure 8) describes the concentration of its employees in the metro area.

Healthcare has been a female-dominated industry for many years. The gender split for HCMC is typical for healthcare employers; female caregivers make up 70% of the permanent workforce. Hennepin County is one of the most diverse counties in Minnesota. HCMC believes that the staff and caregivers should represent the patients and families served, and that each employee should feel comfortable regardless of race, ethnicity, gender, or sexual preference. HCMC staff represents many cultures and speaks over 50 languages.

While females represent more than 70% of HCMC employees, they are not proportionally represented in executive leadership positions. There is a continuous effort to hire and retain more women and representatives from minority groups at the managerial and leadership levels.

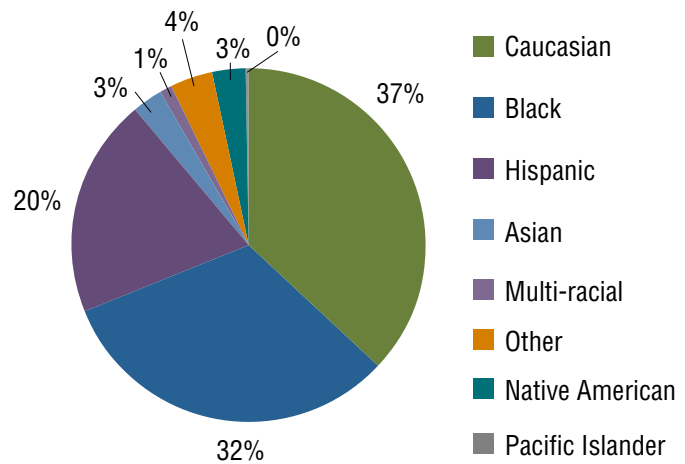
HCMC Staff Composition | 2012



Source: HCMC

Figure 7

HCMC Patient Demographics | 2012



Source: HCMC

Figure 8

As shown in the two pie charts, HCMC employee race and ethnicity identification is similar to the demographics of Hennepin County (see figure 9).

However, the demographics of patients at HCMC is much more diverse (see figure 10). HCMC is an equal opportunity employer and strives to recruit more care providers who represent the characteristics of its patients.

Employee Benefits

All HCMC employees working 20+ hours per week are offered healthcare and benefits. HCMC offers paid time off or sick leave credit to cover wellness-related items and services such as health club membership, exercise equipment, and weight loss and smoking cessation programs. HCMC encourages bike commuting through on-site bike corrals, participation in Nice Ride bike sharing, and Zap Twin Cities.

Other for health and wellness programs include:

- A comprehensive employee-focused wellness program called HealthQuest “designed to provide access to health management information, products, and services to assist employees in managing their own health.” HealthQuest

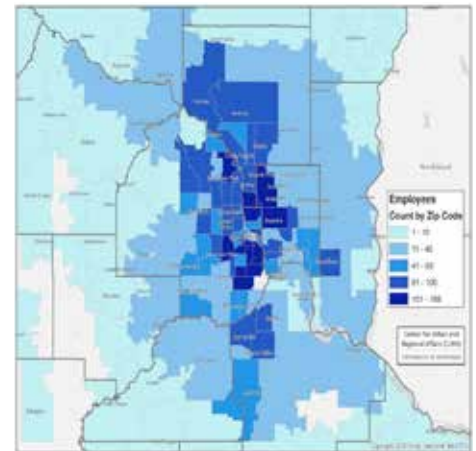
coordinates educational sessions for staff, including a healthy eating program, on-site weight watchers program, and fitness classes during work hours such as zumba, yoga, and Nordic walking, as well as stress management classes. HealthQuest promotes walking by identifying and labeling walking paths throughout the HCMC campus.

- Free immunizations and health screening for all employees by a dedicated Employee Health and Wellness Department. This department addresses Occupational Safety and Health Administration (OSHA) reportable events for employees and conducts latex sensitivity screenings.
- Two on-site fitness centers for all staff.

Employee Collective Bargaining

HCMC has employees who are represented by unions. The organization holds 10 union contracts, each serving a distinct employee group, with staff devoted specifically to working with employees and unions. Collective bargaining agreements define formal grievance mechanisms. Although each union contract has specific provisions, HCMC employees generally have

HCMC Staff In 11 County Region



Source: Economic Impact Study of HCMC

Figure 9

mechanisms to escalate grievances. When an employee is involved in such a procedure, HCMC continues to provide him/her compensation, even during times that he/she needs to meet with a union representative. However, given the nature of the work done by HCMC employees and its classification as a public safety-net health system, HCMC employees are considered essential employees under Minnesota Public Employment Relations Act, which implies that they cannot decide to strike or lockout. In 2012, no major disputes with collective bargaining units were encountered by the organization, and no notable non-compliance fines or incidents were reported.

Employee Safety

HCMC gives utmost importance to the safety and health of its employees, patients, and visitors. Its environmental health and safety policy complies with all local, state, and federal environmental standards and regulations. The Employee Occupational Health and Wellness Department ensures HCMC's environment is a safe place for staff to work and that employees start their positions with the appropriate health services, vaccination, and knowledge to maintain HCMC's safety. All employees, students, and volunteers receive safety training and information about their specific work units before providing care and services, including a mandatory new employee orientation for all staff regardless of job class. Further training on safety procedures is offered on-site during various points of employment, including training offered to certain specialty staff members who have certification requirements, and all employees must complete annual required training.

HCMC fully complies with OSHA regulations. Its Environmental Health and Safety Committee (EHSC) includes employee representatives who meet monthly for status updates. EHSC sets annual goals to reduce employee injury due to falls and hazardous materials and prevent infection.

Infection control policies are available on the intranet for employees to access, along with education about infection control programs, safety manuals, and a list of infectious wastes, hazardous chemicals, and corresponding safety protocols. Given the nature of HCMC's work, employees are provided with the necessary safety materials (such as face masks or hard hats) to ensure their safety during work activities. Employees are encouraged to report all on-the-job injuries. EHSC meets on a regular basis to review performance indicators and assess current safety policies, equipment, procedures, and training in order to create a better place to work and heal.

Continuing Employee Education

HCMC is dedicated to employee self-improvement and offers a variety of free educational opportunities to staff members. In 2012, HCMC offered 23,597 hours of educational experiences to 3,553 employees through Organization Development and Learning. Topics included leadership development, improving personal effectiveness, and quality and safety. Additionally, HCMC offers tuition reimbursement for employees who enroll in eligible courses. In 2012, HCMC reimbursed approximately 330 employees a total of \$760,543. HCMC also gives assistance to students (nursing, radiology, and

physical therapists) to help offset their student loans. In 2012, HCMC gave over \$39,000 to staff to help with student loan repayment.

Under the Emerging Leader Program, selected HCMC employees are given the opportunity to enhance their leadership skills. The program employs an array of educational tools such as small group activities and classroom-style lectures to promote and teach employees about effective leadership.



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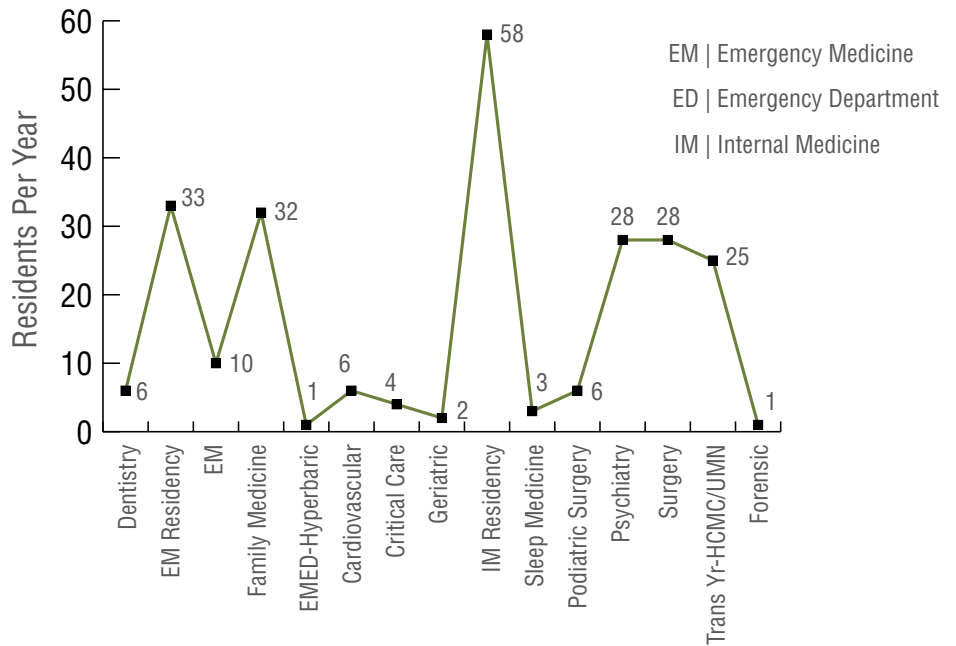
Medical Education

Physician Education

HCMC serves as a major teaching hospital for resident physicians, medical students, nurses, and other members of the healthcare team; collaborates with other hospitals and educational institutions to fulfill its education responsibilities; and ensures that all of its graduate medical education programs meet the requirements of the Accreditation Council for Graduate Medical Education (ACGME) and internal departmental residency review committees. Graduate medical education (GME) staff facilitates the hospital GME Committee and provides overall administration of the GME program.

HCMC offers free-standing residency programs and fellowships that provide resident physicians with clinical experience serving a broad mix of patients from diverse cultural and socio-economic backgrounds. These patients are drawn primarily from a population area of one million which includes the city of Minneapolis. HCMC's Primary Care Residency Program at Whittier Clinic in South Minneapolis was one of just 100 residency programs in the nation to receive federal stimulus money to expand the program to train residents in primary care and address the shortfall of primary care providers in the United States. It is estimated that more than half of physicians in

HCMC Sponsored Residents/Fellows | 2011-2012



Source: HCMC

Figure 10

Minnesota have received training at HCMC at some point in their career.

Student training at HCMC:

- 243 MD residents/fellows in 2012
- Over 1,000 nursing students per year provided with 39,556 clinical training hours
- Approximately 70 nurse practitioners and advanced practice providers trained per year
- 11 pharmacy residents trained per year
- 8 ophthalmic technicians/technologists trained per year



- 8 medical laboratory scientists and 4-6 phlebotomy technicians trained per year

The Evidence-Based Practice (EBP) Committee implemented the Nurse Scholar Program for HCMC nurses in 2012. The program provides an opportunity for practicing nurses to become involved in the process

of evidence discovery to improve nursing practice and clinical outcomes for patients. The purpose of the program is to influence decision making at a hospital-wide level, challenge current nursing practices, and prepare participants as mentors to other staff.

HCMC emphasizes training the future healthcare workforce within the context of community health needs. Providing access to HCMC facilities and expertise ensures that the newest generation of medical experts are trained and prepared to excel in their field:

- In cooperation with Metropolitan State University, the Dental Therapist Program provides advanced training opportunities in pediatric and general dentistry and oral surgery.
- Radiology students from a variety of educational institutions receive clinical training at HCMC.
- A pool of highly trained phlebotomists is created for Minnesota communities through the phlebotomy technician program. Coursework ranges from medical terminology and quality assurance, to legal concerns and safety and infection control. In 2012, HCMC trained five phlebotomists with a 100% graduation rate.

- In partnership with the University of Minnesota, HCMC participates in 26 programs and operates nine graduate medical educator-accredited programs.

Continuing Medical Education

HCMC is the largest continuing medical education (CME) provider accredited by the Minnesota Medical Association. Community physicians and other practitioners from across Minnesota come to HCMC for CME and to keep their skills and knowledge sharp. In 2012, HCMC offered 82 CME activities constituting 568 hours of instruction, which awarded 12,000 CME points to physicians and other healthcare professionals.

Emergency Medicine Education

As a leader in emergency and trauma care, HCMC provides services to ensure that all patients, regardless of their location in Minnesota, receive state-of-the-art trauma care. HCMC trains hundreds of police, sheriff, and fire department first responders, ambulance and air-link crews, and emergency department health personnel statewide. HCMC's emergency medicine education staff works with 4,200 students and conducts over 59,000 student hours of instruction annually, including a full-time paramedic education

partnership with Ridgewater College campuses in Willmar and Hutchinson, Minn. HCMC's Emergency Department maintains a free online database of teaching materials, including instructional videos, lectures, critical care



conference presentations, medical blogs, and educational links, all utilized by practitioners around the world.

Planning and preparation for HCMC's new Interdisciplinary Simulation and Education Center (ISEC) took place during 2012. This \$3.5 million facility opened in January 2013 and shows HCMC's dedication to healthcare education. ISEC provides a guided, safe environment for healthcare professionals to practice real-life medical situations and procedures. Using its state-of-the-art simulation equipment, participants learn proper techniques, refine interpersonal skills, and build confidence in their abilities. As a multidisciplinary training center, HCMC staff experts

conduct educational programs for nurses, physicians, pre-hospital providers, and other allied health professionals from HCMC and from community groups from across the region. By revolutionizing medical education for providers, HCMC will ensure that all patients receive the best and safest care possible.

Beyond Traditional Training

HCMC is a clinical training site for graduate and undergraduate nutrition students from the University of Minnesota, North Dakota State University, and other institutions.

HCMC supervises graduate students in 10-to-15 week internships in the Speech-Language Pathology Department. The Department of Radiology also offers University of Minnesota graduate students one-time opportunities, during which students can observe the modified barium swallow study. This study allows radiologists to diagnose swallowing problems, using barium and x-rays.



HCMC's high school job shadow program offers hands-on and informational opportunities to 10th-through-12th graders interested in healthcare careers. HCMC operates a high school seat belt challenge, a four-week, multi-school, teen safe driving campaign to promote seat belt use and other safe-driving practices for new drivers.



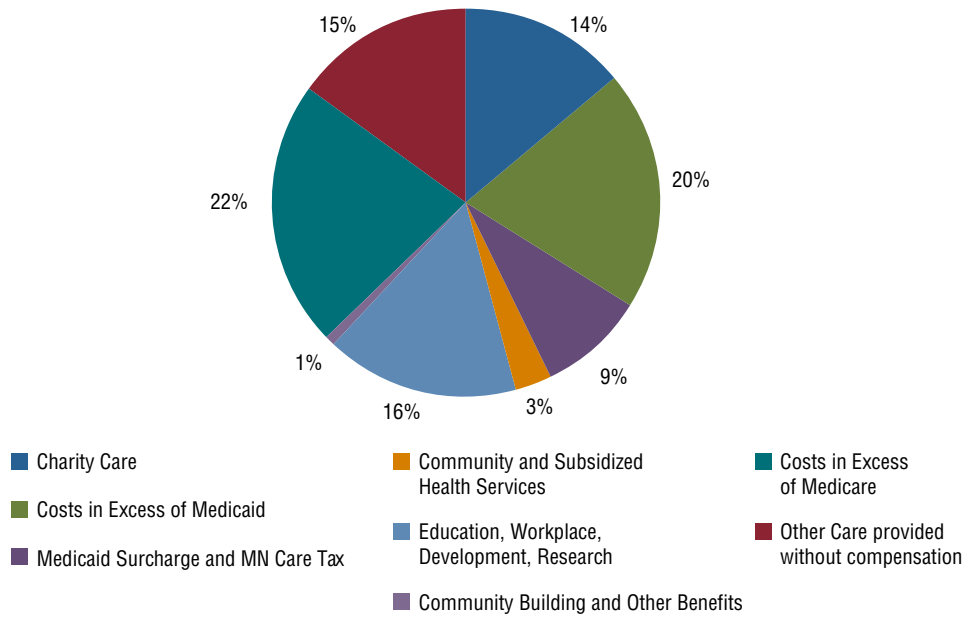
By revolutionizing medical education for providers, HCMC will ensure that all patients receive the best and safest care possible.

Community Health and Engagement

HCMC is a committed and important community actor. HCMC and its clinic network serve as resources for the training of healthcare providers statewide, as sources for innovative research and healthcare services, and as hubs for the region’s healthcare safety net. HCMC is also defined as an essential community provider by the Minnesota Department of Health.

HCMC offers vital services to the community offered by no other hospital in the state, and it often does so regardless of associated program costs. HCMC reports this via its annual community benefit reporting to the IRS, which documents charity care, bad debt expenses, and programs that benefit the community while making a low or negative profit. In 2012, HCMC contributed over \$183 million in community contributions, which included \$115 million in community benefit defined by the United States Internal Revenue Service as care provided at a higher rate than reimbursed by government assistant programs, charity care, and the cost of running community benefit programs at a low or negative margin.

HCMC Community Benefit | 2011-2012



Source: HCMC

Figure 11

Patient Community - A Commitment to Fundamental Care

Serving as the region’s safety-net hospital is central to HCMC’s mission.

America’s Essential Hospitals, a leading association and champion for hospitals and health systems dedicated to high-quality care for all, defines a safety net as “a hospital or health system that provides a significant level of care to low-income, uninsured, and vulnerable populations. It is distinguished by its commitment to provide access to care for people with limited or no access to healthcare due to their financial

or insurance status or health condition.” HCMC provides access to a full range of health services without regard to the patient’s ability to pay for these services. This is achieved through the use of a sliding-fee charge schedule and robust charity care policy. The capacity and willingness to provide comprehensive services to anyone in need sets HCMC apart from other providers. HCMC provides more care to vulnerable populations than any other hospital, up to 20% of care given statewide to Minnesotans on public programs.

Examples of community programs housed at HCMC include:

- **Emergency Preparedness:** HCMC coordinated the development of the Metropolitan Hospital Compact, bringing community hospitals together to coordinate disaster preparedness and response through the Metro Health and Medical Preparedness Coalition. HCMC provides administrative management of the Healthcare System Preparedness program. As the Regional Hospital Resource Center for the seven-county metro region (2.6 million people), HCMC coordinates approximately 30 hospitals and their affiliated clinics, long-term care facilities, and unaffiliated clinics.
- **Community Paramedic Program:** As one of the pilot sites for community paramedic education, HCMC and Hennepin Emergency Medical Services expand the skills learned by paramedics into the domain of preventive primary care.
- **Hennepin Regional Poison Control Center:** HCMC houses the Hennepin Regional Poison Center (HRPC), where nationally-certified specialists in poison information are available 24/7 to provide poison exposure information

and treatment guidance to community members and healthcare professionals. Services are provided for Minnesota, South Dakota, and North Dakota. Studies conservatively estimate that for every \$1 spent on Poison Center services, an estimated \$13 is saved in unnecessary healthcare costs and lost productivity. In 2012, the HRPC prevented over 30,000 unnecessary emergency department visits, with net savings to the Minnesota healthcare system of \$32 million.

- **Hyperbaric Oxygen Chamber:** HCMC was the first--and from 1964-2008 the only--facility in Minnesota to offer hyperbaric oxygen therapy. HCMC remains the only facility in the region that provides emergency hyperbaric oxygen treatments 24/7 for critical patients, in addition to ongoing therapy for scheduled patients. HCMC has a staff with unsurpassed qualifications and experience in hyperbaric medicine and the management of critically ill patients.

Patient Satisfaction

A healing and meaningful experience for patients and their families depends on the delivery of care and services that reflect

the Institute of Medicine's Six Aims—care that is safe, timely, effective, efficient, equitable, and patient-centered. Patient- and family-centered care (PFCC) means that HCMC staff members work together to ensure that everything is designed around the patient's needs and preferences, that patients and their families are part of the care team, and that the institution's leadership regularly and formally seeks input from patients on a range of programmatic and strategic issues.

Centered Around You is HCMC's "brand" for its patient experience, driving an institution-wide strategy to implement and sustain best practices. Activities include extensive training and education, employee recognition, public relations, patient/family and community engagement, operational improvement efforts, and data monitoring.

HCMC has gained national attention for its innovative approach to partnering with patients through its patient experience rally, a day-



long retreat for more than 500 staff and 60 patients and their family members hosted three times in 2012. The rallies provide an excellent opportunity for multidisciplinary teams to interact directly with patients and families, and to learn and discuss what makes for an ideal patient experience at HCMC.

High quality, safe care is the number one priority of patient experience efforts at HCMC. To complement clinical excellence, Centered Around You focuses the organization on behaviors, processes, and physical environments that support a healing experience that is meaningful to the patient, his/her family, and caregivers.

Examples of Centered Around You principles in action at HCMC include:

- Staff provides clean and dignified clothes to patients who have no resources to return home at discharge: victims of accidents, newborns, and people who are experiencing homelessness or who lack weather-suitable clothing all benefit. During 2012, HCMC's emergency clothing service helped more than 5,000 adult and young patients.
- Transfer of care communication is a nursing initiative, which includes change-of-shift report

at the bedside with the patient, the use of care boards to ensure good communication among team members and with the patient, and intentional hourly rounding by nursing staff to check patient comfort and pain.

- Restricted visiting hours have been eliminated in favor of a family presence policy that allows for the patient's primary support person, or care partner, to be present at all times based on the patient's preference.

Patient Experience

The Office of Patient Experience supports the delivery of PFCC through Welcome and Valet Services, the Inspire Arts Program, and a team of patient relations professionals who respond to patient and family concerns. This office also implements tools and services that give voice to patient and family input and ideas for improvement.

HCMC participates in the CAHPS survey program (Consumer Assessment of Healthcare Providers and Systems), a national standardized survey that collects information from patients. Surveys are designed and regulated by the Centers for Medicare and Medicaid Services. HCMC also works with a survey vendor to collect additional feedback from randomly selected patients, resulting in more than 15,000 responses and 100,000

comments each year. Results are compiled, reviewed, and distributed to hospital staff on a regular basis to inform opportunities for improvement. More than 20 patient/family partner councils, patient/family participation in several organizational committees, and patient compliments and complaints add to the reservoir of useful feedback.

At HCMC, patient experience comprises one of seven pillars of the organization's annual plan, metrics for which are tracked on system-wide dashboards and monitored by the executive leadership team, management, and board of directors.

Patient Education

HCMC seeks to put the most up-to-date medical information in the hands of community members before they ever step foot on campus. Healthy Matters, a weekly radio show on local CBS-affiliate WCCO, is hosted by HCMC's Dr. David Hilden, an internist at HCMC, and provides pertinent health information by discussing cases in an informative and humorous way. Nuestra Salud is a Spanish language show about personal health and health information for the Latino community in Minnesota, hosted by Dr. Veronica Svetaz from HCMC's East Lake Clinic. HCMC runs multiple safety programs to decrease the incidence of traumatic brain injuries in the community

though prevention education. Examples include car-seat safety clinics, Think First initiatives for decreasing children’s sports head injuries, among others.

HCMC’s Health Services Plan is required by state legislation annually, which states the plan will “draw from a population needs assessment, and will delineate the Corporation’s role in the Community, including education, research, and services to improve the health status of the community, including indigent populations.” Key community outreach goals in the 2012 Health Services Plan include:

- Holistic development of the community by understanding the social determinants of health;
- Reduction in health disparities and strengthening the health of the community through innovative healthcare programs in partnership with other community organizations;
- Improvement in the health of the community by thinking beyond healthcare;
- Ongoing support to improve the health of the community.

To further these goals, HCMC has strengthened some existing initiatives and introduced new programs and services to address specific health disparities, conditions, and populations. These community health initiatives, such as Taking Steps Together and Aqui Para Ti are partnerships between HCMC care providers and a diverse group of community organizations. It is vital to the mission of the organization to provide services that not only meet the healthcare needs of its population but also provide holistic care and support.

102 Inpatient Psych Beds

HCMC sees 3,000 discharges annually from inpatient psychiatry. The continuum of care includes intensive outpatient day treatment, partial hospitalization, group therapy, and one-to-one visits. Annually, 11,000 visits are made to HCMC’s 14-bed acute psychiatric services—a specialized emergency department alongside HCMC’s Level I Trauma Center.

Cancer Center



HCMC’s breast cancer nurse navigator has said that for her typical patient, “cancer is the least of her problems.” At HCMC, 42% of breast cancer patients are African American, 13% are Latino, and 80%-to-90% are low-income.

Many are the breadwinners and caregivers for more than one generation of dependent family members. HCMC delivers wrap-around services suited to its diverse patients, including the nurse navigator; interpreters; rapid access to social services and urgent needs funds; single-site delivery, patient-centered structure (MDH-sponsored screenings, mammography, radiation therapy, medical oncology clinic, infusion room, and surgical oncology all co-located); and cross-referrals with community partners. In addition to breast cancer, the most common cancers treated at HCMC are lung, prostate, colo-rectal, head and neck, and lymphoma.

Health Care Homes

In 2012, the health care home (HCH) model was established at HCMC. HCMC worked with the State of Minnesota to reinstate a certification process for community health workers (CHW). The HCH is a team approach to primary care in a collaborative manner that involves a fundamental partnership between primary care providers, families, and patients. The approach aims to improve health outcomes and quality of life for individuals with chronic or complex health conditions and varying psycho-social needs. The HCH team is leading the way in changing the care model at HCMC.

HCMC's community health workers remove barriers to healthcare, develop relationships and trust with the individual patients and communities they serve, and bring a certain energy and enthusiasm to HCMC clinics. They provide care coordination to patients with varying clinical complexity, psychosocial issues, and diverse backgrounds. As members of the communities they serve, the CHW team itself is diverse. Most CHWs speak two or more languages and have ethnic roots in nations from around the globe. CHWs at HCMC have immigrated to the U.S. from Somalia, Uruguay, Mexico, United States, Argentina, Ghana, Laos, Ecuador, and Panama.

Positive Care Center

This department is staffed by a multi-disciplinary team committed to providing quality, comprehensive health and psychosocial services to those living with HIV. The program provides education, serves as a community and family resource, and contributes extensively to the advancement of HIV-related knowledge. While the majority of HCMC patients are eligible for federally-provided Ryan White grant funds, grant funds cover less than 50% of patient medical services.

Hennepin Health

Hennepin Health is a plan that offers medical, behavioral health, and social services for Hennepin County residents ages 21 through 64 who are without children and are eligible for Medical Assistance (Medicaid). Hennepin Health is provided in partnership with NorthPoint Health and Wellness Center, the Hennepin County Human Services and Public Health Department, and Hennepin County Medical Center.

Summer Meals Program

HCMC is a site for the summer meals program through the United States Department of Agriculture. In 2012, 2,633 children received a nutritious and delicious lunch right in HCMC's cafeteria.

Food as Medicine

The Therapeutic Food Pharmacy addresses hunger and food insecurity among patients at HCMC, with a long-term vision of a hunger-free hospital and community where all families have the healthful food they need every day. In 2012, this program served 48,619 people in 15,451 households and distributed 422,900 pounds of food and 185,482 meals.

Aquí Para Tí (APT) / Here for You

HCMC East Lake Clinic's multidisciplinary team of bilingual, bicultural providers gives youth and their parents access to culturally appropriate resources and coaches youth to avoid risky behaviors, particularly risky sexual behavior. The program uses a confidential, family-centered approach, protecting patient privacy while encouraging family members to work together to support the healthy development of the child. APT has received national recognition for its success in reducing health disparities from the U.S. Agency for Healthcare Research and Quality's Healthcare Innovations Exchange program, the National Alliance to Advance Adolescent Health, and the National Multicultural Institute.

The Children's Literacy Program



Starting with the very youngest community members, HCMC connects children with books, because literacy experiences are critical to a child's healthy development. Language and vocabulary skills translate into school success, which ultimately leads to better health outcomes in the future. In 2012, care providers gave 30,795 books to a total to 17,672 young people.

Interpreter Services

This department provides interpreting services to patients by highly qualified staff in 21 languages, and contract staff in over 50 languages. HCMC has one of the largest interpreter programs in the country. Over 120,000 interpreter/patient service contacts were provided in 2012. HCMC provides these services to ensure that all patients understand their care plan and can participate in their healthcare decisions.

Volunteer Community



As a safety-net system, and as part of its role as a community educator, HCMC offers a broad range of experiences to fulfill personal goals for volunteering.

The Volunteer Services Hospital Program enlisted over 300 volunteers in 2012. There are positions in many different departments with opportunities behind the scenes, working with the public, working with patients, supporting staff, and assisting families. The calculated financial impact of these volunteers was \$715,000 in 2012.

The Emergency Department Patient Experience & Enrichment Program (EDPEER) is a progressive approach to improve the relationship between caregivers and patients. The EDPEER Program allows individuals to use their skills, experience, and training on a voluntary basis to assist the HCMC Emergency Department in a variety of assignments and projects of importance to patients. In the face of growing demands for service, the assistance of EDPEER volunteers is vital to the patient experience.

Governance

HCMC's Compliance Team comprises the chief compliance officer and 15 members, who have the legal, regulatory, and investigative expertise to support HCMC's commitment to mission, vision, and values. Every employee and those who interact with HCMC have a responsibility to know what is expected of them. The Compliance Team ensures compliance with laws and organizational policies. All employees have an obligation to report any actual or suspected wrong-doings to their supervisor or manager, the Department of Human Resources, or the compliance officer. All employees commit to observing the law and applying the HCMC code of conduct to their everyday decisions. The Hennepin Healthcare System board of directors describes HCMC's commitment to integrity in the code of conduct:

“Integrity and ethics are the foundation upon which we do our daily work and make our decisions. As employees, business associates, or service providers we are obligated to act in an honest and ethical manner.”

HCMC is governed by the 14-member board of directors to Hennepin Healthcare System, Inc. The board is responsible for oversight of HCMC operating

activities. The Hennepin County Board of Commissioners retains certain ownership and governing rights and obligations, including oversight of the safety-net mission, approval of board members, and review of the annual operating budget, health services plan, and capital budget. Of the 14-member board, six directors are female (42%) and two are people from communities of color. At least one member is always a Hennepin County Commissioner.

On January 1, 2012, Hennepin Faculty Associates (HFA), a multi-specialty physician group practicing primarily at HCMC, became fully integrated with HCMC in an effort to align the organization strategically and operationally. HCMC has been recognized as tax-exempt pursuant to Section (501)(c)(3) of the Internal Revenue Code. In July 2012, HCMC experienced a change in leadership, when its CEO resigned, and the board chair assumed the position of interim CEO.

Hennepin Healthcare System, Inc. retains control over two subsidiaries, Minneapolis Medical Research Foundation (MMRF) and Hennepin Health Foundation (HHF).

Part of an academic environment that emphasizes patient care, research, and teaching, MMRF oversees medical research conducted at HCMC. It is the third

largest medical research non-profit in Minnesota and ranks in the top 10% nationally of all institutions receiving research grants from the National Institutes of Health. In 2012, MMRF research and education activities were supported by \$34.7 million in revenue as grants from National Institute of Health and other grant makers. MMRF researchers are experts in their fields and are critical to HCMC's efforts in improving the health of the community.

HHF, a 501(c)(3) non-profit organization, operates as a connecting link between the community and HCMC. Through innovative programs that promote philanthropy, HHF focuses its efforts on patient comfort and community health, education and training for healthcare professionals, and medical research.

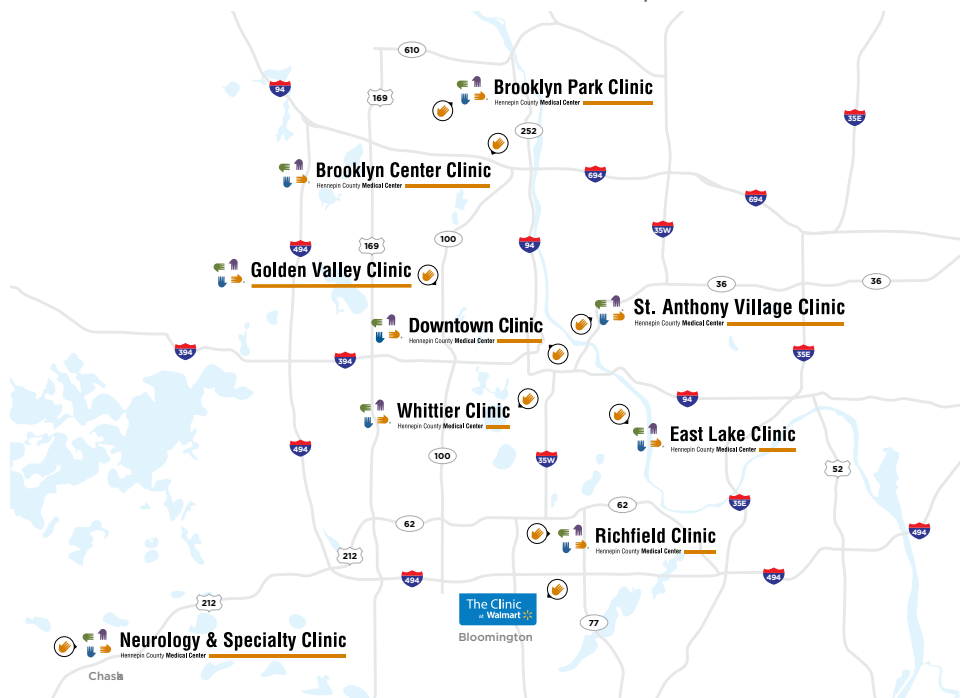
Awards Received during the Reporting Period

HCMC has received many awards and recognition for its excellence in providing high quality care to its patients and their families and improving the health of the community. Some are listed here:

- Recognized by the Minnesota Hospital Association with the 2012 Best Minnesota Hospital Workplace Award;
- Richfield Clinic voted “Best Clinic” in 2012 by readers of Richfield’s Sun Current newspaper;
- Brooklyn Park Clinic has lowest Cesarean section rate in Minnesota according to 2012 Health Care Quality Report by MN Community Measurement; HCMC system cited as among state’s top performers with C-section rates of 20 percent or less;
- Awarded silver medal of honor for organ donation excellence for the fifth time by the Department of Health and Human Services at 2012 National Learning Congress

- Reached highest level of electronic medical record implementation (Stage 7) as tracked by HIMSS Analytics in 2012; first Twin Cities hospital and third Minnesota hospital to achieve this level;
- Enhanced discharge transitions of care team, part of HCMC Pharmacy Services, one of eight programs recognized for improving patient outcomes and reducing hospital readmissions by the Medication Management in Care Transitions Project of the American Society of Health-Systems Pharmacists;
- Selected as a leading practice site for 340B drug pricing program, providing applied examples of leading 340B management and clinical practices to other institutions across the country;
- Security Department ranked 18th out of 80 hospital security departments in Security Magazine’s 2012 Security 500 Rankings;
- Faces of Inspiration campaign sharing patient and staff stories honored for excellence in healthcare communications in the Minnesota Health Strategy and Communications Network’s 2012 Beacon Awards.

HCMC Neighborhood Clinics | 2014



Internal Stakeholders

Internal stakeholders that provided information about their activities to facilitate development of this report include:

Analytics Center of Excellence, Environmental, Health, and Employee Safety; Employee Occupational Health and Wellness; Environmental Services; Facilities; Finance Department; Food and Nutrition Services; Hennepin Health Foundation; Human Resources; Patient Experience Services; Pharmacy; Supply Chain Management; Office of Medical Director; Organizational Development and Learning; Operating Room; Volunteer Services, and key clinical areas.

Supporters & Contributors

External stakeholders include Hennepin County's Department of Environmental Services, which came forward to support this initiative with a Lead By Example grant. The Director of Sustainability at the City of Minneapolis provided the moral support and guidance to initiate the process within a hospital system, encouraging HCMC to embrace the sustainability process along with Lean initiatives as key to creating a sustainable healthcare organization. Other organizations that supported HCMC in developing its first report include Target and Best Buy. They have seen the benefits of the sustainability reporting process in their organizations, because it helps them demonstrate transparency and accountability to their stakeholders. All these corporations and the City of Minneapolis create sustainability reports using GRI guidelines and have sustainability teams that work closely with their internal departments to implement sustainable practices.



Hennepin Health Foundation invites the community to be a part of the mission of Hennepin County Medical Center by making an impact with philanthropy.

The sustainability team that initiated and completed the first reporting process at HCMC comprised the following members:

Suzanne M. Begin (Team Sponsor):
President of HHF and Vice President of Philanthropy at HCMC

Zuzanne Fenner (Facilitator):
Finance Manager for HHF and Grants at HCMC

Sneha Saxena (Team Leader):
Development and Project Specialist at HHF (GRI certified)

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