Organizing For Sustainability
Case Studies of How Organizational and Management Structures Support Health Care Sustainability Success

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The Sustainability Challenge in Healthcare

- A myriad of activities
- and enterprises

- Hospitals
- Clinics
- Ambulatory Care Centers
- Offices

- Pharmaceuticals
- Food service
- Waste management
- Energy management
- Facilities management
- Patient care
- Community benefit

Sustainability
How are sustainability efforts and initiatives organized?

• Leadership
  – Who and organizational role

• Coordination and Integration
  – How is sustainability work managed? Led? Allocated?
  – Processes for knowledge acquisition and sharing

• Performance measurement
  – How are metrics developed, and used to drive performance?
Method

• Case study

• Eight hospitals
  – Data: interviews, archival and records review
  – All private, not-for-profit
  – Range from single facility with ~300 beds to More than 10,000 beds in more than 40 facilities
  – five teaching hospitals
  – Product variety
Findings: Leadership

• Executive level champion
• Individual or team to coordinate and integrate activities
  – Qualities
    • Communication skills
    • Process analysis and management capabilities
    • Stay abreast of rapidly evolving knowledge base

*Clinical background not a prerequisite, but background shapes trajectory of sustainability initiative.*
Findings: Coordination and Integration

• Sustainability Values reflected in Corporate Vision or Mission

• Cross-functional teams
  – Coordinate activities
  – Diffuse knowledge

• Functional teams
  – Drive continuous improvement
  – Accumulate specialized knowledge
Findings: Performance Measurement

• Energy and waste management metrics dominate
• Primary focus on cost savings
• Challenge is assessing intangibles
Findings: Performance Measurement cont’d

• Balanced Scorecard
  – Links strategy, operational and individual goals
  – Financial and Non-financial!
  – Maintains focus on strategic goals
  – Builds accountability and motivates behavior throughout organization

Sustainability initiatives must be reflected in strategic goals

Personal Goals and Objectives
Future Research

• Descriptive $\Rightarrow$ Prescriptive Models
  – Larger sample size

• Sustainability maturity model
  – Sustainability as a journey

• Explore link between quality management and sustainability management
  – Process capability core

• Tactics for intra-organizational diffusion