



*Greater efficiency supports patient care.*

## Selecting the Right Sustainability KPIs

*All ECM content was independently developed and reviewed to be vendor, product and service provider neutral.*

### Description

Understanding how your health care facility operates and being able to report on your progress consistently is important when sharing your sustainability successes with leadership, staff and the public. Determine the most useful sustainability key performance indicators (KPIs) to document and deliver a holistic view of your facility's performance.

### Project Talking Points

- Determining the most significant indicators and metrics to meet leadership and stakeholders' performance expectations.
- Setting baselines, goals and strategies to manage sustainability issues around indicators.
- Developing processes to track trends and identify emerging issues.
- Determining which audiences you will be reporting metrics to and how they differ.
- Gathering a team to track indicators and implement sustainability initiatives.

### Benefits

- **Cost benefits:** Setting KPIs can help leadership identify cost savings. Choosing sustainability KPIs supports savings generated from managing energy usage, preventing operational irregularities, reducing resource consumption that can lead to waste and making informed procurement decisions.
- **Environmental benefits:** KPI reporting gives stakeholders clear insight into your facility's impact on the environment through energy and water usage, greenhouse gas (GHG) emissions, waste production and operations efficiency.
- **Social benefits:** Sustainability KPI reporting promotes transparency within your organization and communicates to staff and visitors that your facility is committed to running as efficiently and effectively as possible. Effective KPI reporting allows multiple departments to collaborate on improving your facility's sustainability. Operating sustainably offers benefits beyond cost savings. For example, heating/cooling



optimization or improved lighting create a more comfortable environment for visitors and staff.

### **Purchasing Considerations**

- A great place to start is tracking KPIs with basic spreadsheet software (e.g., Microsoft Excel). As the organization has more indicators to track, considerations should be made for third-party vendors and services to help track energy usage, waste and building operations.
- Consider potential fees if you choose to adopt a program like GRI, Energy Star, LEED, etc. to evaluate your operations and implement initiatives.

### **How-To**

1. Determine which department or team is going to own the sustainability KPI reporting efforts. Appropriate departments are generally environmental services, purchasing or facility management.
2. Develop relationships with leadership and stakeholders to determine strategic sustainability goals to achieve high performance. Goals should be specific, measurable, attainable, relevant and timely. Common sustainability goals that have corresponding KPIs are:
  - Reducing energy and water usage.
  - Utilizing renewable energy sources.
  - Reducing the use of excessive materials.
  - Reducing GHG emissions.
  - Integrating environmental policies into your facility's governance.
  - Adopting sustainable and conscious habits by staff and visitors.
  - Including employees in the development of sustainable goals.
  - Make investments in sustainable upgrades that can improve your facility's operations.
3. Determine the most relevant KPI to monitor and evaluate performance. Tracking leading and lagging indicators allows leadership to make informed decisions when setting goals and prioritizing facility upgrades.
4. Determine measures to calculate the chosen KPIs and the economic, environmental and social benefits that they will have in your organization.
5. Set a target measure to achieve in order to guarantee success for the organization, depending on its characteristics.
6. Report trends on your KPIs and share data with leadership and facility members.
  - Leadership reporting should be high level and evaluating how lagging indicators could influence future operations and decision-making.



- Facility members reporting should dig more into the data to evaluate where there were changes in operations and their causes.

## Resources

- Example of how to choose strategic goals, link them to a specific KPI, determine how they should be measured, and set a target to strive for.

Environmental			
Strategic Goal	KPI	Measurement	Target
Increase the use of renewable sources	Renewable sources rate	Renewable sources/other sources	
Reduce the use of excess resources	Efficiency resources use rate	Energy used per thousand product units (kWh/1000 product units), total consumption of water and other resources per thousand products (1/1000 product units)	
Reduce greenhouse gas emissions	Total direct or indirect emission of greenhouse gases by weight	CO2/1000 product units	
Reduce waste production	Waste reduction rate	% of waste generated per thousand product units	
Increase diversion rates	% of reusable/recycled material	Recycled material used/total material used	
Social			
Strategic Goal	KPI	Measurement	Target
Inclusion of organization members in developing sustainable goals	Integration rate	Questionnaire	
Relationship with leadership and stakeholders	Leadership and stakeholders' satisfaction rate	Questionnaire	
Economic			
Strategic Goal	KPI	Measurement	Target
Increase return of investment	ROI related to environmental investments	Cost analysis	
Increase revenue associated with sustainability initiatives	% addition revenue (income from recycling, sustainable innovations, savings in energy reduction)	Financial reporting	
Enhance technology investments	% of investments in environmental technology	Investments in environmental technology/total investments	
Verification of data quality and tracking	% of organization sites with environmental certification and data accuracy	Survey	

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- [Hospitals and Healthcare Initiative: Energy Efficiency Market Transformation Creates Lasting Impact](#) case study
  - Create energy efficiency messages and business cases that resonate with health care.
  - Link energy efficiency to an organization's core mission and values.
  - Engage health care executives and leveraging their support to access and engage operations staff.
  - Access and garner attention from senior leadership.
  - Review examples of hospitals that have set energy savings goals and how they influenced their efforts on building design, engagement with leadership and data accuracy.
- Practice Greenhealth, [Sustainability Benchmark Reports](#)
- [ASHE: Reducing Operational Costs through Energy Efficiency](#)
- [Guideline 14: Measurement of Energy and Demand Savings](#)
- BetterBricks: [Top Five Savings Opportunities](#)
- [U.S. Department of Energy, Energy Efficiency & Renewable Energy](#)
  - [Building Technologies Program Tools](#)

### **Regulations, Codes and Standards, and Policies**

- [Global Reporting Initiative \(GRI\) Standards for reporting](#)

### **Energy Conservation Measures Synergies**

- Waste Management and Recycling
- Sustainable Procurement
- Greenhouse Gas Emissions – Scope 1
- Greenhouse Gas Emissions – Scope 2
- Greenhouse Gas Emissions – Scope 3

### **ECM Descriptors**

#### **Energy**

##### Category List:

- Building Operations
- Controls

##### ECM Attributes:

- Goal setting
- Data analysis

##### Improvement Type:

- Cost Savings
- Improved Operations and Maintenance



Department:

- Facilities Management

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