Organizing For Sustainability

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

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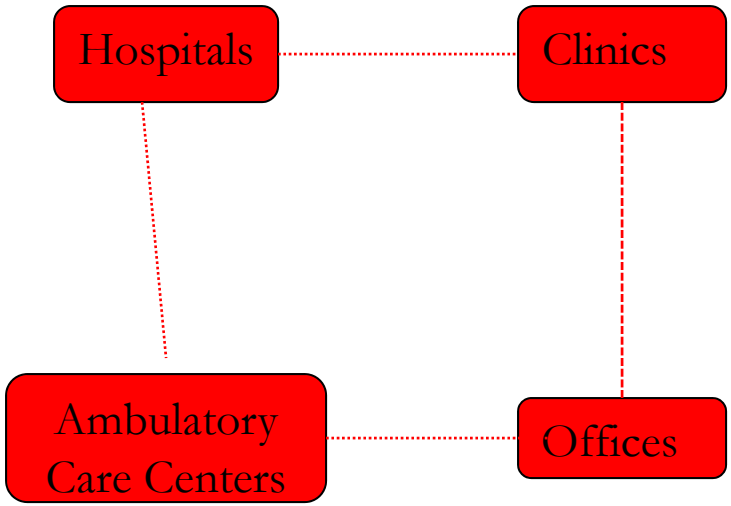
The Sustainability Challenge in Healthcare

- A myriad of activities
- and enterprises



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

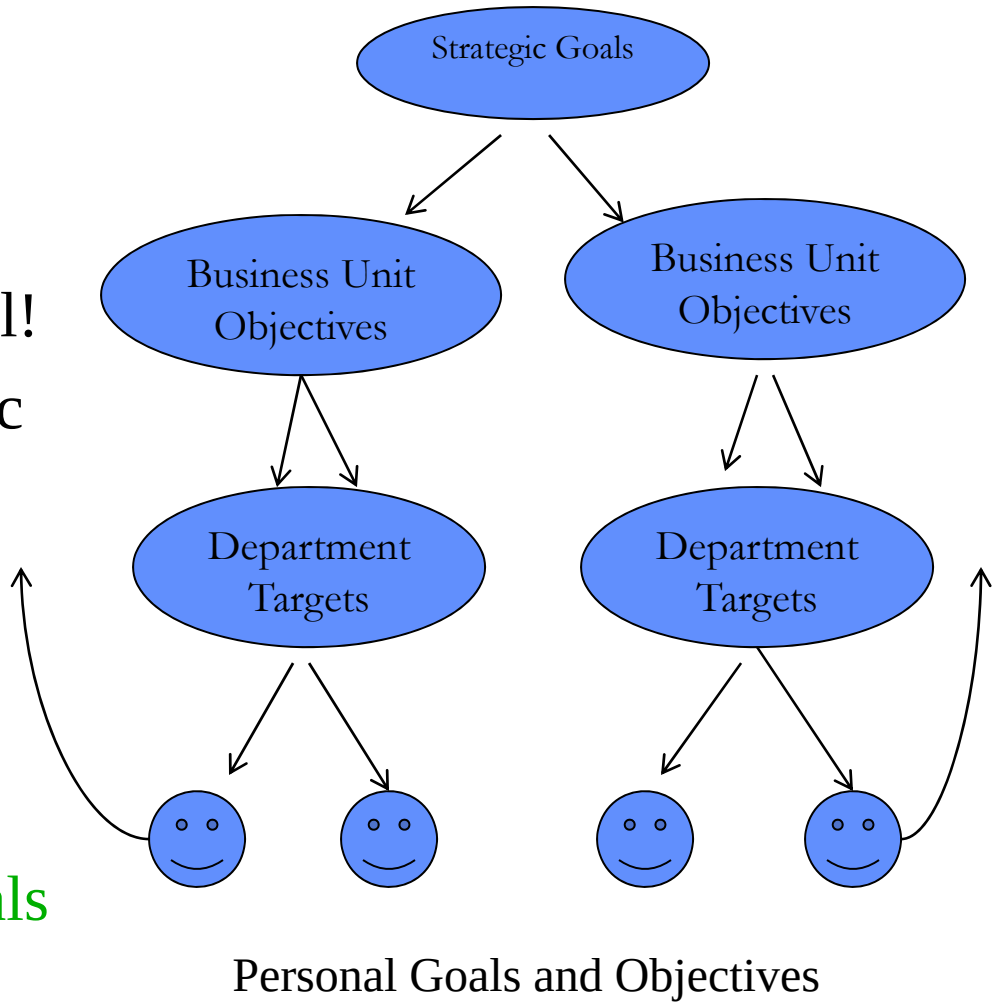
Findings: Performance Measurement

- 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



Future Research

- Descriptive → 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