

UPMC

# Sustainable Business Compact: UPMC

---

**7/2/2014**

Sustainable Pittsburgh's Sustainable Business Compacts provides a template of the fundamental issues, topics, and criteria found in many widely accepted sustainability reports. It provides a framework for incorporating sustainability into an organization. Because this leverages continuous improvement, the next round of participation will build on this first round.

**About UPMC**

A world-renowned health care provider and insurer, Pittsburgh-based [UPMC](#) is inventing new models of accountable, cost-effective, patient-centered care. It provides more than \$887 million a year in benefits to its communities, including more care to the region’s most vulnerable citizens than any other health care institution. The largest nongovernmental employer in Pennsylvania, UPMC integrates more than 62,000 employees, 21 hospitals, 400 doctors’ offices and outpatient sites, a nearly 2.3-million-member health insurance division, and international and commercial operations. Affiliated with the [University of Pittsburgh Schools of the Health Sciences](#), UPMC ranks No. 10 in the prestigious *U.S. News & World Report* annual Honor Roll of America’s Best Hospitals — and No. 1 in Pennsylvania. For more information, go to [UPMC.com](#).

Links to:

[UPMC’s 2013 Community Benefit Report](#)

[UPMC Fast Facts](#)

Table of Contents

**SECTION** (*CTRL+click on hyperlink to access section*)

**Level submitted**

- A. Diversity, Equity, and Inclusion
  - a. Challenger
  - b. Engaged
  - c. Transformative
  
- B. Energy Efficiency & Conservation
  - a. Challenger
  - b. Engaged
  - c. Transformative
  
- C. Sustainable Material Management (*EPP*)
  - a. Challenger
  - b. Engaged
  - c. Transformative
  
- D. Smart Growth Sustainable Communities and Green Buildings
  - a. Challenger
  - b. Engaged
  - c. Transformative
  
- E. Workforce Development
  - a. Challenger
  - b. Engaged
  - c. Transformative
  
- F. Economic Prosperity
  - a. Challenger
  - b. Engaged
  - c. Transformative
  
- G. Water Quality & Stewardship
  - a. Challenger
  - b. Engaged
  - c. Transformative
  
- H. Transportation
  - a. Challenger
  - b. Engaged
  - c. Transformative

I. Citizen Civic Engagement

- a. Challenger
- b. Engaged
- c. Transformative

J. Health & Wellness

- a. Challenger
- b. Engaged
- c. Transformative

K. Air Quality Improvements

- a. Challenger
- b. Engaged
- c. Transformative

L. Governance and Management

- a. Challenger
- b. Engaged
- c. Transformative

List of Contributing Content Editors

Name, Title (listed alphabetically by last name)

- Susan Beadling, Senior Sourcing Agent, UPMC Supply Chain
- Maris Bondi, Senior Manager, Marketing Operations, Charitable Giving, UPMC Health Plan
- Eric Cartwright, Vice President, UPMC Corporate Real Estate, UPMC Corporate Services Division
- Candi Castleberry Singleton, Chief Diversity Officer, UPMC Corporate Services Division
- Don Charley, Assistant Vice President, Parking & Security, UPMC Presbyterian Shadyside
- Drew Chidester, Senior Director, UPMC Energy & Environmental Engineering Initiatives
- John Galley\*, Vice President, Human Resources Shared Services, UPMC Corporate Services Division
- Lori Gruber, Vice President, Special Projects, UPMC Corporate Services Division
- Scott Lammie\*, Chief Financial Officer, UPMC Health Plan
- Susan Manko\*, Director Media Relations, UPMC Corporate Services Division
- Tim Nedley, Senior Director, Materials, Management, UPMC Supply Chain
- Allison Robinson\*, Director, UPMC Environmental Initiatives, UPMC Presbyterian Shadyside
- Douglas Schlauch, Director of Architecture, UPMC Corporate Real Estate, UPMC Corporate Services Division
- Craig Stambaugh, Vice President, Talent Acquisition, UPMC Corporate Services Division
- Jim Szilagy, Chief Supply Chain Officer, UPMC Corporate Services Division
- Shannon Williams, Program Director, Workforce Development, Human Resources, UPMC Corporate Services Division
  
- Indicates primary editor

**SECTION A: Diversity, Equity & Inclusion**

**a. Challenger (Baseline)**

**1. The business has a written policy prohibiting discrimination and valuing diversity**

**YES**

UPMC Statement of Equal Employment Opportunity Policy:

It is the policy of UPMC to provide equal employment opportunity (EEO) according to job qualifications without discrimination on the basis of race, color, religion, ancestry, national origin, age, sex, genetics, sexual orientation, or marital, familial, or disability status or status as a covered veteran or any other legally protected group status. UPMC is committed to affirmative action (AA) and to taking positive steps to eliminate barriers that may exist in EEO and in employment practices. Areas of focus include, but are not limited to: recruiting, promotion, demotion, transfer, layoff, termination, rates of pay or other forms of compensation, training, and education.

Staff members and others working for UPMC at all levels are expected to implement and abide by the UPMC policy of nondiscrimination in services and employment opportunity. All staff members are expected to make every reasonable effort to carry out their responsibilities to assure that equal employment opportunity is available to all. It is further expected that all staff members will demonstrate sensitivity to and respect for a culturally diverse workforce and demonstrate commitment to UPMC's equal opportunity and AA objectives.

The chief human resource (HR) officer of UPMC and the senior Human Resources administrator of each UPMC business unit have the ultimate responsibility to establish the spirit of the AA Plan. The HR departments, in conjunction with the HR Compliance office, are responsible for the detailed implementation, reporting, and review of the specific recommendations expressed in the AA Plan. The HR administrators are assigned the overall responsibility for effective administration of this policy throughout UPMC.

UPMC will not retaliate against any person because he or she reports an unlawful practice under state or federal law. Nor will UPMC retaliate against any individual who has filed charges, testified, assisted or participated in any manner in an investigation, proceeding, hearing, or lawsuit against the organization according to state and federal laws.

## **Sustainable Business Compact 2014: UPMC**

The importance of fulfilling this policy cannot be overemphasized. Any violation of this policy by a staff member of UPMC may result in corrective action, including, when appropriate, discharge.

UPMC is an equal-opportunity employer. Policy prohibits discrimination or harassment on the basis of race, color, religion, ancestry, national origin, age, gender, genetics, sexual orientation, or marital, familial, or disability status or status as a covered veteran or any other legally protected status. Further, UPMC will continue to support and promote equal employment opportunity, human dignity, and racial, ethnic, and cultural diversity. This policy applies to admissions, employment, and access to and treatment in UPMC programs and activities. This commitment is made by UPMC in accordance with federal, state, and/or local laws and regulations.

**2. The business has commitment/support from leadership to create a diverse and inclusive workplace**

**YES**

Leaders and staff work collaboratively to develop inclusion initiatives appropriate for each hospital, facility and division.

Executive leadership from every hospital and division annually updates the UPMC Board of Directors' Inclusion and Diversity Committee on their progress in integrating inclusion, dignity and respect, and cultural competence.

UPMC's Executive Partnership Council, consisting of executive leaders from each of UPMC's hospitals and facilities provides feedback on inclusion strategies and initiatives, gives updates on how hospitals and facilities are integrating inclusion into daily activities, and partners with other councils and committees to promote inclusion strategies and initiatives throughout the UPMC system.



**3. The business has a policy that enforces a respectful and inclusive workplace environment and a process for ensuring that this policy is enacted**

**YES**

See answer to statement 1 - UPMC Statement of Equal Employment Opportunity Policy.

#### **4. The business provides professional development for all employees, with development and advancement opportunities open to everyone in the organization**

##### **YES**

UPMC believes in the importance of empowering employees to grow in their careers. One program that has been designed for entry level employees is the Health Care Initiatives Program (HCIP). Introduced in 2001 at UPMC Presbyterian, HCIP provides financial support to qualified UPMC employees to further their education with the goal of advancing their careers within the allied health field. HCIP is tailored to assist employees in meeting their educational and professional needs primarily through financial support. While continuing to work at UPMC, participants attend classes part time in the fields of nursing, radiology technician, respiratory therapist, pharmacy technician or health information management. Employees in this program are given four years to complete their degrees. Once they graduate, they begin to look for opportunities in their intended field of study. This program is a vital part of UPMC's pipeline recruitment strategy.

All full-time and part-time employees are encouraged to participate in the UPMC tuition reimbursement program. This is a benefit that is available to employees within 30 days of employment. Employees who participate in this program can receive up to \$5000/year to attend classes at local colleges and universities. This benefit can be used multiple times and can assist an employee in furthering their education during their employment at UPMC.

The annual succession plan for key senior leaders is an important way to ensure transparency in operations and business continuity. Additionally, the plan identifies emerging and rising leaders and focuses efforts to cultivate this talent to assume more challenging roles into the future.

The Talent Management Review is an annual process for reviewing the performance and potential of leaders within each business unit who report directly to a member of the senior leadership team. This process ensures annual and ongoing dialogue among senior leaders to critically analyze talent pipelines; identify rising talent; drive development opportunities for this talent; and provide a foundation for succession planning.

All managers have access to tools, resources and a leadership curriculum through UPMC's management program, iLead – Inspiring Leaders through Education, Association and Development. iLead provides continuous development throughout a manager's career at UPMC by offering various management and leadership development courses. Examples include

## **Sustainable Business Compact 2014: UPMC**

courses in effective performance management, effective delegation, conflict management and interviewing techniques.

The capstone leadership program at UPMC is the Leadership Development Intensive (LDI). The LDI provides accelerated, executive-level learning and development for UPMC's top performing, high-potential, director-level leaders. The goal of the program is to enhance the leaders' effectiveness in their current roles and prepare them for role expansion and potential advancement. UPMC partners with the University of Pittsburgh's Center for Executive Education in the Katz Graduate School of Business to coordinate all aspects of the program. The LDI is central to the overall talent management strategy of UPMC and supports the overall mission and vision of UPMC.

In summary, these processes, programs, and resources demonstrate UPMC's continued commitment to identifying, growing, and sustaining the best talent to maintain overall organizational success – now and into the future.

**5. The business has an action plan that encourages conducting business with minority and/or women-owned businesses**

**YES**

UPMC's Supplier Diversity Program, which began in 1989, is designed to provide minority, woman-owned, and disadvantaged businesses (MWDBE) equal access to procurement opportunities. The program ensures that certified MWDBEs are provided the maximum opportunity to participate as partners and suppliers of goods and services to UPMC.

Supplier diversity is an integral part of the UPMC Supply Chain Management (SCM) strategy. UPMC actively recruits MWDBEs to participate in the Supplier Diversity Program. UPMC seeks to enter into first- and second- tier business relationships with MWDBE suppliers who provide quality, cost-competitive products and services to UPMC. A primary focus of the program is to grow the capacity of MWDBE suppliers. The program's Minority Business Development Initiative provides education, training, mentoring, and networking opportunities to MWDBE members.

**MWDBE Corporate Policy Statement**

*It is the policy of the UPMC Supplier Diversity Program to ensure that certified Minority, Women-owned, Disadvantaged, and Disability-owned Business Enterprises (MWD/DOBE) are provided the maximum opportunity to participate as partners and suppliers of goods and services. UPMC is committed to supplier diversity as an integral part of its overall Supply Chain Management strategy.*

*The organization recognizes that these diverse firms enhance its supply chain and increase its competitive advantage in the marketplace. Our goal as an organization is not only to be "best in class," but to create a supplier diversity Program that is recognized as "World Class" among nationally and internationally renowned health systems and the larger business community.*

*All personnel associated with UPMC's Supply Chain Management activities are made aware of this policy. These employees are expected to commit themselves to its implementation through integration into purchasing and distribution strategies, procedures, and good-faith efforts..*

**6. The business has a written plan and goal statement for incorporating diversity, equity and inclusion**

**YES**

Treating all individuals with dignity and respect is one of the five values at the foundation of UPMC's mission and vision.

To guide UPMC's inclusion strategies and initiatives, it focuses on four areas, referred to as the 4C Strategy:

**Customers** – We are focused on ensuring that our patients have access to quality, culturally competent health care and information that encourages healthy lifestyles.

**Community** – We are partnering with educational and community organizations as well as suppliers to promote health careers, educational programs, and entrepreneurship in the communities where we live and work.

**Culture** – We are focused on creating an inclusive workplace that encourages collaboration, fosters employee engagement, and promotes healthy living.

**Company** – We are focused on recruiting, developing, and retaining our most important asset — a diverse workforce.

In 2008, UPMC launched the Dignity & Respect Campaign, founded on 30 tips that remind us to be mindful of how we treat others. UPMC has used it to promote a culture of inclusion by encouraging behavioral and organizational change. It began with road shows to promote the initiative, an employee pledge, and focus groups. Employee feedback resulted in 30 Tips of Dignity & Respect, which today serve as the foundation for the external regional and national campaigns and Dignity & Respect Solutions.

The UPMC Center for Engagement and Inclusion leads efforts to transition accountability for inclusion from human resources to each business division. With support from the UPMC Board Diversity Committee, UPMC leaders, and UPMC partnership councils, we are all working to ensure inclusion becomes a part of what we do every day.

As a global integrated health system, UPMC understands that it requires continuous learning to deliver culturally competent care. By providing online tools and resources, the Center for

## **Sustainable Business Compact 2014: UPMC**

Engagement and Inclusion is helping employees develop skills and knowledge to collaborate effectively and address the diverse needs of employees, patients, and families of all ages.

**7. The company has a commitment to participating in a wide range of community events that reflect diverse participation.**

**YES**

### **Community Health Needs Assessment**

UPMC has conducted a Community Health Needs Assessment (CHNA) for each of its Pennsylvania-licensed hospitals in compliance with IRS 501(r) guidelines. Each CHNA incorporates input from community stakeholders and public health experts, and identifies action and implementation plans to improve community health.

To conduct the CHNA, UPMC employed a comprehensive, structured approach facilitated by experts from the University of Pittsburgh Graduate School of Public Health to:

- Obtain community input
- Identify and rank community health needs
- Develop implementation strategies

Each UPMC hospital is deeply involved in its respective community, and provides many established programs and services to support community health. The CHNA process provided an opportunity to formally engage with public health experts and community stakeholders to discuss community health priorities.

At each licensed UPMC hospital, community input was obtained through a Community Advisory Council or Committee that included community stakeholders. In total, nearly 300 community representatives participated in the CHNA process.

Click on the links below to view the CHNA report and related programs for each licensed UPMC hospital.

- [UPMC Bedford Memorial](#) (PDF)
- [Children's Hospital of Pittsburgh of UPMC](#) (PDF)
- [UPMC East](#) (PDF)
- [UPMC Hamot](#) (PDF)
- [UPMC Horizon](#) (PDF)
- [Kane Community Hospital](#) (PDF)
- [Magee-Womens Hospital of UPMC](#) (PDF)
- [UPMC McKeesport](#) (PDF)
- [UPMC Mercy](#) (PDF)
- [UPMC Northwest](#) (PDF)
- [UPMC Passavant](#) (PDF)
- [UPMC Presbyterian Shadyside](#) (PDF)
- [UPMC St. Margaret](#) (PDF)

**Healthy Community Healthy You and the Health Technology Program**

The UPMC Health Plan, our hospitals and facilities, employee councils, and volunteers all aim to improve the health of our community. We leverage UPMC resources to promote healthy lifestyles and health awareness through health technology, health learning series, health fairs, health screenings, volunteerism, and other shared services in hopes of helping the community take greater control of their health. As technology in health care becomes more prevalent, we want to proactively familiarize the community with and offer demonstrations of digital apps and health solutions so that they are more comfortable in using technology to manage their health care now and in the future.

**Next Steps K-12 Programs**

The Next Steps Program at UPMC provides students with the opportunity to realize their potential for success in the health care field. The goals of the program are to increase the number of students across Western Pennsylvania who are interested in and prepared for health care careers prior to high-school graduation. It also encourages middle and high-school students to enter the health care industry. Students explore the world of health care by participating in field trips, hospital and facility tours, job shadowing opportunities, and career exploration days, along with mentoring and networking with UPMC practitioners. Next Steps also partners with schools and organizations that promote academic achievement in reading, writing, and science, technology, engineering, and math (STEM) programs.

**365 (HILL DISTRICT, PITTSBURGH, & ERIE)**

365 is a community initiative to encourage our neighbors to participate in available health services and programs throughout the year so that they can live their best life possible. Healthy communities do more than just exercise and eat right; they focus on all five areas of health:

- Physical & Nutritional
- Mental & Emotional
- Spiritual
- Environmental
- Financial

Each of the focus communities has a 365 Partnership Council, who collaborates on monthly community events, leverages internal resources, and promotes 365 events. (See sample calendar)



## **CTSI**

The monthly health education series is a partnership of the New Pittsburgh Courier, Community PARTners (a core service of the University of Pittsburgh's Clinical and Translational Science Institute—CTSI), the Urban League of Greater Pittsburgh and the UPMC Center for Engagement and Inclusion. The series educates readers about key health issues and informs them about research opportunities and community resources to support each health topic. All articles can be accessed online at the New Pittsburgh Courier web site. Upcoming topics include: Stress & Health, Healthy Habits in Children, Domestic Violence, Nutrition/Food Security, LGBT Health, Environmental Health, Hearing, and Diabetes.

## **D&R Greater Pittsburgh**

The Dignity & Respect Campaign is designed to join individuals, community leaders, community organizations, educational institutions, businesses, and corporations in the belief that everyone deserves dignity and respect. After its 2009 launch, the Greater Pittsburgh Council was established and includes partners, sponsor organizations, and volunteers from the 10-county Pittsburgh region, who, in addition to funding the campaign, have dedicated their time to ensuring its success. With a shared commitment to building welcoming workplaces and communities, the campaign formed a partnership with Vibrant Pittsburgh in 2012. This collaboration expanded the Campaign's efforts to include Vibrant Pittsburgh's 32 County locations, promote the sharing of best practices, and facilitate strategic alliances across Pennsylvania. The program efforts include:

- Lend A Hand- Council donates needed items to organizations in their respective counties.
- Take A Healthy Step- STEP Pittsburgh, events designed for the participants to take a Million Steps together, as well as an annual Line Dancing Event in the streets of Pittsburgh.
- Build Cultural Awareness- Events designed to promote awareness of other cultures, faiths, and backgrounds.
- Sweat the Small Stuff- Events designed to promote Welcoming Environment: Say Hello and Say Thank You initiatives.
- D&R Champions- Each month we recognize a community D&R Champion and celebrate them at our annual D&R Breakfast of Champions.

Learn more: <http://dignityandrespect.org/greaterpittsburgh/>

## **ORGANIZATIONS**

## Sustainable Business Compact 2014: UPMC

The Center for Engagement and Inclusion partners with a variety of organizations and educational institutions to promote cultural awareness, health education, workforce development, and community events, including:

### **Delta Foundation of Pittsburgh**

Providing opportunities and a high quality of life for the Lesbian, Gay, Bisexual, Transgender (LGBT) communities in Western Pennsylvania ([www.deltafoundation.us](http://www.deltafoundation.us)).

### **Latin American Cultural Union**

Ensuring the healthy development, growth, and stability of Latin American cultural traditions in Southwestern Pennsylvania ([www.lacunet.org](http://www.lacunet.org)).

### **Latino Family Center**

Providing parents with support resources, opportunities, and experiences that enable them to become self-sufficient and nurturing parents ([www.aiu3.net/Level3.aspx?id=1066](http://www.aiu3.net/Level3.aspx?id=1066)).

### **NAACP**

Ensuring the political, educational, social, and economic equality of rights of all persons, and to eliminating race-based discrimination ([www.naacp.org](http://www.naacp.org)).

### **PERSAD**

Improving the well-being of the lesbian, gay, bisexual, transgender, queer/questioning (LGBTQ) and the HIV/AIDS communities in western Pennsylvania through outreach, prevention, counseling, advocacy, and training services. ([www.persadcenter.org](http://www.persadcenter.org)).

### **Regional churches and faith communities**

Institutions engaging, serving and reaching the heartbeat of Pittsburgh communities.

### **Silk Screen Film Festival**

Celebrating Asian and Asian-American history and providing cross-cultural arts and education to the Pittsburgh area ([www.silkscreenfestival.org](http://www.silkscreenfestival.org)).

### **Urban League of Pittsburgh**

## Sustainable Business Compact 2014: UPMC

Providing education, health advocacy, housing, early childhood and youth development, hunger services, employment, career training, counseling, and economic empowerment through local communities ([www.ulpqh.org](http://www.ulpqh.org)).

### **Women and Girls Foundation**

Empowering girls and women, and promoting awareness of issues that affect them ([www.wgfpa.org](http://www.wgfpa.org)).

## b. Engaged (Leader)

### 1. The business has an established committee/group promoting diversity, equity and inclusion

YES

The UPMC Center for Engagement and Inclusion brings together and collaborates with a number of councils and committees. These groups are instrumental to our success at UPMC and in the communities we serve.

**Table 1. UPMC Councils and Committees**

<b>Council Name</b>	<b>Participants</b>	<b>Roles</b>
<b>Employee Partnership Council</b>	Staff members from each of UPMC's hospitals and facilities; appointed by leadership and human resources.	Champions inclusion initiatives within each UPMC hospital and facility. Gathers and reports employee feedback on inclusion initiatives and strategies. Shares best practices in inclusion from each member's hospital or facility.
<b>Executive Partnership Council</b>	Executive leaders from each of UPMC's hospitals and facilities.	Provides feedback on inclusion strategies and initiatives. Gives updates on how hospitals and facilities are integrating inclusion into daily activities. Partners with other councils and committees to promote inclusion strategies and initiatives throughout the UPMC system.
<b>Minority Business Development Council</b>	Minority, women-owned, and/or disadvantaged businesses (MWDBEs) that are part of the <a href="#">UPMC Supplier Diversity Program</a> .	Provides MWDBEs opportunities to grow through access to: Training Education Mentoring Networking

## Sustainable Business Compact 2014: UPMC

<b>Nurse Partnership Council</b>	UPMC nursing representatives from across the system who focus on improving UPMC nursing programs.	Partners with the Center for Engagement and Inclusion to integrate inclusion strategies and initiatives. Assists in coordinating participation in community service. Supports the UPMC Nurse Mentorship Program.
<b>Physician Inclusion Council at UPMC/University of Pittsburgh</b>	UPMC physicians, faculty, and staff of the <a href="#">University of Pittsburgh Schools of the Health Sciences</a> and Office of Graduate Education; Members of <a href="#">Gateway Medical Society</a> .	Promotes inclusion through: Recruitment practices Retention and mentoring programs Community outreach

**Table 2. Community Councils and Committees**

<b>Council Name</b>	<b>Participants</b>	<b>Roles</b>
<b>Board Inclusion and Diversity Committee</b>	<a href="#">Members of the UPMC Board</a> and the greater Pittsburgh community.	Drives accountability within UPMC regarding diversity and inclusion. Provides oversight of UPMC leadership and the Center for Engagement and Inclusion on strategies and initiatives. Gives quarterly feedback on UPMC progress in these areas.
<b>Community and Patient Relations Council</b>	Community organizations throughout UPMC's service areas and UPMC community and patient relations staff members.	Discusses the patient care needs of communities in UPMC's service areas. Offers feedback on how UPMC can be more inclusive of those needs.
<b>Dignity &amp; Respect Greater Pittsburgh Council</b>	Educational institutions, corporations, and community organizations from across western Pennsylvania.	Partners with UPMC to: Develop Dignity & Respect initiatives. Deploy activities, particularly during Dignity & Respect Month in October, and throughout the year.
<b>Disabilities Resource Center (DRC) Advisory</b>	UPMC departments, University of Pittsburgh faculty and staff,	Discusses the patient care needs of individuals and communities with disabilities.

## Sustainable Business Compact 2014: UPMC

<b>Council</b>	and community organizations and advocates.	Reviews strategies and actions of the DRC for improving care and offers suggestions. Provides resources to the DRC and UPMC as a whole.
<b>The Partnership Council</b>	Educational institutions and community organizations from across western Pennsylvania	Promotes health care careers within the UPMC system. Promotes workforce readiness and general health literacy throughout UPMC's broader service area. Integrates inclusion strategies and initiatives into recruitment, training, and education efforts.

## **2. The business offers mentoring and/or diversity training program to all employees.**

### **YES**

Dignity & Respect and cultural competency training are given to employees through annual, mandatory training modules, as well as, in-person facilitated workshops throughout the system.

As part of a regional diversity and inclusion initiative, the [7 Pillars](#) represent behaviors that help organizations create an environment of dignity, respect, and engagement for their employees, customers, and the communities they serve. The pillars are:

1. Be a champion
2. Manage your behavior
3. Build cultural awareness
4. Find common ground
5. Enable teamwork and collaboration
6. Create an inclusive workplace
7. Demonstrate community leadership

In addition to the 7 Pillars, we also provide cultural competency training for employees through annual, mandatory training modules, as well as, in-person facilitated workshops throughout the system.

### **3. The business has identified and implemented benchmarks/metrics related to diversity, inclusion and equity goals.**

#### **YES**

The mission of the UPMC Center for Engagement and Inclusion is to ensure that inclusion is integrated into the day-to-day activities and processes at all UPMC hospitals, facilities, and divisions. To guide our inclusion strategies and initiatives, we focus on four general areas – we call them the 4C's. They are Customer, Community, Culture and Company.

To integrate the 4C strategy throughout UPMC, leaders and staff work collaboratively to develop inclusion initiatives appropriate for each hospital, facility and division. Currently, each division's goals are measured by the following metrics:

- Creating an inclusive workplace
  - Metric - improve percent for:
    - D&R index
    - Employee engagement index
- Recruiting, developing, and retaining a diverse workforce
  - Metric - improve percent for:
    - People of color at executive and manager levels
      - Retention of people of color at all levels
      - Women at executive levels
      - Employees with disabilities
- Ensuring culturally competent care, member and residential services
  - Metric - improve percent for:
    - UPMC provides culturally competent care and services
    - Patient satisfaction scores (HCAPS, Press Ganey)
- Serving the underserved and disadvantaged; making a difference in the diverse communities we serve

The leaders of every hospital and division annually update the UPMC Board Inclusion and Diversity Committee on their progress in integrating inclusion, dignity and respect, and cultural competence.



**4. The business has established an inclusive marketing plan, which includes an inclusive community outreach plan and inclusive marketing materials.**

**YES**

UPMC's approach to marketing & communications with its prospects, members and employer groups is built on the foundation of UPMC's mission to ensure that inclusion is at the core of how we communicate every day.

Through our branding guidelines and brand management, UPMC embraces the cultural differences of our community – whether its through images, words or community health events. We have been a leader in health literacy in making changes necessary to ensure that all our of marketing pieces (traditional and digital) are understandable to all, regardless of reading and comprehension levels. This is not an effort to “dumb down” our communications. It is quite the opposite. Following health literacy principles requires the effort and intelligence to understand who our readers are and to deliver clear information that will enable them to act. The payoff is a healthier membership, better informed health professionals and employers, and a better understanding of our programs.

UPMC is committed to recruiting a diverse workforce and in order achieve this goal. The organization participates in and has developed several programs and outreach efforts to attract qualified individuals in an inclusive manner. UPMC connects with diverse candidates by partnering with educational, community, and supplier organizations to promote health care careers at all levels and economic development. The organization engages in activities to train, coach, recruit, and retain a talented work force for not only UPMC but the entire western PA area. Activities include presentations on health care careers and educational opportunities, performing mock interviews, attending job fairs, hosting informational sessions to teach job seekers how to search and apply on-line for UPMC positions, coordinating externships and work experience opportunities, and serving as a point of contact between recruiters and community partners.

With organizations such as Urban League Young Professionals, the Association of Latino Professionals in Finance and Accounting, and National Black MBA Association, UPMC hosts, participates in, and sponsors regular networking events to connect candidates with recruiters and hiring managers. Additionally, UPMC's national recruitment outreach includes attending diverse conferences, such as the National Black Nurses Association conference and Multicultural Forum to attract candidates from outside the Pittsburgh region to the enterprise. Supplemental to recruiter participation at national events, UPMC launched the Talent Scout Program, which leverages employees to act as recruiters during conferences they participate in and share those connections with the Talent Acquisition team. Candidates identified by UPMC

## Sustainable Business Compact 2014: UPMC

Talent Scouts are connected with informational interviews and ongoing networking opportunities with the goal of placement. UPMC joined Vibrant Pittsburgh as a founding-member employer, in an effort to attract, retain, and elevate a diverse Pittsburgh workforce. Vibrant Pittsburgh employers promote Pittsburgh regionally, nationally and internationally as a diverse and inclusive region of opportunities. Finally, the organization is committed to ensuring diverse candidate slates for executive openings and ensures that at least one person of color is interviewed for these positions.

For example, health literacy is not just the ability to read and understand. It is also about the use of images and multimedia. We have structured our multimedia approach to include more user-friendly videos oriented to a low reading level and to use clear graphics & images in our print collateral, advertising and social media outlets to illustrate intended behavior, which helps viewers with messaging. We test these approaches through focus groups, interviews with those who work with members and marketing test matrices. UPMC Health Plan, for example, has a membership footprint in central Pennsylvania, which has one of the highest concentrations of Hispanics in the state. As such, its membership for that region skews more towards Hispanic and African American. Our approach to marketing is to utilize images that reflect the community through our advertisements. We have secured media placement in Hispanic-speaking publications such as La Voz and El Palo, and we do bi-lingual direct marketing pieces.

Our community initiatives are focused on childhood obesity, women's health and participation in community health fairs. We sponsor Healthy Armstrong and Healthy Erie. Healthy Armstrong, for example, was established in 2005 with the partnership of parents, teachers and community leaders. The goal of the coalition is to focus on improving the health and well-being of all youths and families in Armstrong county. While it focused primarily on childhood obesity, it serves as a resource for all community members to ensure that an ideal setting to engage children and modify behavior is established.

UPMC Health Plan takes its mobile health van on the road to conduct simple prevention activities such as biometric screenings for those who might not be able to make it to a doctor or physician office. Our mobile vans serve as vital resources to the community and demonstrate UPMC's commitment to the communities it serves.

**5. The business has a strong, written employee recruitment plan, which includes a comprehensive outreach strategy to attract diverse talent.**

**YES**

**Talent Scout (Identifying diverse external talent)**

In partnership with the Talent Acquisition Team, key business leaders, and the Center, UPMC launched Talent Scout. The program engages UPMC Leadership and our top-talent to source external diverse talent during their professional interactions. Talent Scouts are provided with the training, tools, and marketing materials to engage with potential passive candidates at national conferences, fundraisers, award banquets, local networking events, and within professional associations. After identifying talent and determining that the individuals are interested in UPMC, the Talent Scouts then share the candidate information with the Talent Acquisition team for follow-up and tracking. Identified candidates are invited to interview for current vacancies and participate in the UPMC Leadership Exchange.

**UPMC Leadership Exchange (Building relationships with diverse talent)**

The UPMC Leadership Exchange encourages UPMC leaders to develop relationships with **diverse** internal and **external high-potential talent**. Potential candidates, identified during the Talent Management Review process or through Talent Scout [with a confirmed interest in UPMC], are offered opportunities to interact with UPMC leaders for networking purposes. The exchange also offers UPMC leaders an opportunity to assess skills and competencies for positions within their divisions. The program exposes talented people to UPMC leaders through both formal and informal activities, sponsorships, conferences, one-on-one meetings, lunch, or dinner.

**Inclusive Candidate Exploration (ICE) (Introducing diverse talent to hiring managers)**

In order to expose UPMC hiring managers to qualified diverse candidates for key roles, we've launched ICE. The Talent Acquisition Team will develop inclusive candidate slates for all management openings that are available for external recruitment. All positions in the management pay bands qualify for ICE. The hiring team will interview at least one person of color for these roles. There is no hiring requirement, rather a commitment to consider a diverse candidate slate.

**Career Development Series**

UPMC values the variety of skill sets and experience that applicants can bring to UPMC. In order to better help applicants connect with us, the Career Development Series is designed to provide hands-on assistance navigating and understanding the application process, and insight on maximizing your job search at UPMC.

### **Project SEARCH**

Project SEARCH at UPMC is a collaborative effort that:

- Offers work experience to young adults with disabilities in their last year of high school.
- Provides students in western Pennsylvania an innovative unpaid student internship/work skills training opportunity, upon completion of all high school course work.
- Builds essential job-specific and employability skills needed to gain and maintain meaningful employment, lead productive lives, and become integrated in an adult work environment.

### **POWRR**

The Partnership on Workforce Readiness and Retention (POWRR) Program helps those with barriers to employment secure career opportunities with UPMC. With the help of over 30 community partners, participants gain the tools they need to successfully build their careers. Through three fundamental workshops, the POWRR Program teaches resume structure, interviewing skills, and the application process.

### **Student Intern Opportunities**

While UPMC is already recognized for its outstanding clinical opportunities for medical students, we also have non-clinical internships and entry-level jobs for college students and recent graduates. In an effort to support a diverse student pipeline, we have developed strategic relationships with diverse student campus organizations, sororities, fraternities, and HBCUs. Student opportunities include:

- Finance Management Rotation Program
- Information Services Division Rotation Program
- Summer Associates Program
- Summer Student Nurse Internship
- Summer Residency Internship
- Administrative Fellowship Program
- UPMC Pharmacy Internship Program
- Children's Hospital of Pittsburgh of UPMC Student Research Training Program
- Patient and Family-Centered Care (PFCC) Internship Program

### **Military Talent Network**

As part of a system-wide, concentrated effort to recruit and provide veterans with employment opportunities, UPMC has partnered with a number of military friendly organizations to bridge the gap between employees and candidates, educate staff about veterans' unique skills and provide meaningful employment opportunities.

## Sustainable Business Compact 2014: UPMC

UPMC is working with [100,000 Jobs Mission](#), a coalition of 54 employers across the country that have set out to hire 100,000 veterans by 2020; [Hero Health Hire](#), or H3, a team of health care industry entities that hire wounded veterans; [Wounded Warrior Project](#), a national organization that provides programs and services to meet the needs of injured service members; and [Employer Support of the Guard and Reserve](#), an organization of the Department of Defense which promotes a culture of employer support for National Guard and Reserve service.

**6. The business has a strong, written employee retention plan, which is linked closely with the recruitment plan and includes a strategy to retain diverse talent.**

**YES**

In addition to the Learning & Development programs and development plans available to all employees, UPMC offers the following programs targeted at our diverse workforce:

**Stay Interviews (Retaining and developing diverse talent)**

Structured ‘Stay Interviews’ can help reduce employee turnover rates, especially for high-performing employees. UPMC conducts Stay Interviews with employees to discuss what energizes and de-energizes employees in their current roles, as well as better understand their career goals and support needed to achieve them. The Center for Engagement and Inclusion encourages HR leadership to conduct Stay Interviews with members of our Employee Resource Groups at least once a year and engage them in the UPMC Leadership Exchange.

**Employee Resource Groups- ERGs (Attracting, retaining, and developing diverse talent)**

The voice of our employee base is critical to UPMC’s overall mission. For that reason, employee resource groups (ERGs) focus on contributing to the business strategies and objectives that help drive change in the diverse communities we serve. ERGs support the employee experience by offering networking and development opportunities, supporting the recruitment of diverse talent, and promoting social responsibility through employee volunteerism. Our relationship with Vibrant Pittsburgh has proven to be a great connection for employees new to the region. It also offers community engagement opportunities for our resource groups.

**Our ERGs include:**

- PICUP (Physician Inclusion Council at UPMC/PITT)
- AALN (African American Leadership Network)
- PRIDE Health (Promoting, Research, Inclusion, Diversity, Education in the Health Sciences)
- Minority Residents and Fellows Group

**UPMC Leadership Exchange (Building relationships with diverse talent)**

The UPMC Leadership Exchange encourages UPMC leaders to develop relationships with **diverse internal** and external high-potential talent. Potential candidates, identified during the Talent Management Review process or through Talent Scout [with a confirmed interest in UPMC], are offered opportunities to interact with UPMC leaders for networking purposes. The exchange also offers UPMC leaders an opportunity to assess skills and competencies for positions within their divisions. The program exposes talent to UPMC leaders through both

## **Sustainable Business Compact 2014: UPMC**

formal and informal activities, sponsorships, conferences, one-on-one meetings, lunch, or dinner.

### c. Transformative (Champion)

**1. The business works closely with human resources to provide comprehensive, inclusive benefits packages to encourage diversity and equity, such as leave benefits, domestic partner benefits, dependent care benefits, and flexible work hours**

**YES**

With a vast and diverse workforce of more than 62,000 employees, UPMC understands that the lifestyles and family situations of its staff can differ greatly. As part of its commitment to maintain a competitive and diverse workforce, UPMC offers a variety of benefits, including family and medical leave, same-sex and opposite-sex domestic-partner benefits, and flexible work hours.

UPMC's reward packages are designed to provide personal financial security, health, and wellness to employees and their families.

- Savings and pension plans
- Flexible paid time off
- Short- and long-term disability protection
- Employer-provided life insurance with the ability to purchase additional coverage for you and your dependents
- Tuition assistance for you and your dependents
- Voluntary programs, perks, and discounts

UPMC benefits include:

- Medical insurance, including prescription and vision coverage
- Dental coverage
- Flexible spending accounts
- Disability coverage
- Basic life and accidental death and dismemberment (AD&D) insurance
- Supplemental life insurance for employee
- Supplemental AD&D insurance for employee
- Supplemental life insurance for employee's spouse and children
- Cash-balance plan
- Savings plan
- Paid time off (PTO) and holiday pay



## Sustainable Business Compact 2014: UPMC

- Tuition assistance for employees, their spouses or domestic partners, and eligible dependents
- Adoption assistance

## **2. The business promotes diversity, strives for equitable successes, and supports inclusion in the region's economy**

### **YES**

The UPMC Center for Engagement and Inclusion created the 7 Pillars, a framework through which cultural transformation is facilitated. While the training was created originally at UPMC, it helps many regional and national organizations create an environment of dignity, respect, and engagement for their employees, customers, and the communities they serve. The purpose of the modules is to introduce each of the 7 Pillars of Dignity & Respect, as well as explain why, when, and how the behaviors can be used to drive culture change in your organization, as well highlight actions employees can take to model the 7 Pillars.

The 7 Pillar modules are a part of the Dignity and Respect (D&R) toolkit, which offers resources to help improve employee engagement and create a workplace where all employees feel respected. The resources help UPMC, as well as other organizations, build individual, team, and organizational behaviors and create an understanding of the importance of cultural awareness in the employee and customer experience.

Proceeds from the Dignity and Respect Campaign, support D&R initiatives in local communities and schools to build inclusive neighborhoods and stop/prevent bullying.

### **3. The business has received regional recognition for its efforts relating to diversity, equity, and inclusion in the regional economy**

**YES**

#### 2014

- In 2014, the UPMC Director of Supplier Relations (Toni Silva) received the Federation of American Hospitals “FAH” Corris Boyd Leadership and Diversity Award. The FAH established this award to honor the late Corris Boyd, whose vision of building a better way to live and work through leadership, and diversity was embodied in the many accomplishments for which he is known. The Corris Boyd Leadership and Diversity Award honors an individual or company that has made an outstanding contribution in fostering leadership and workplace diversity in the healthcare industry.

#### 2013

- UPMC was recognized by the Multicultural Forum on Workplace Diversity as the recipient of the 2013 Winds of Change award, which honors an organization that has raised awareness and demonstrated continued support of workplace diversity.
- For the third year in a row, UPMC has won the Disability Matters Workforce Award. This is a national award given to companies who support the recruitment and hiring of individuals with disabilities. UPMC received the award at the Disability Matters annual conference in April 2013.
- UPMC received a 2013 Goodwill Power of Work Award, which honors employers and organizations for their efforts in support of workforce development. UPMC sponsors many programs to help people with barriers to employment, including the Partnership on Workforce Readiness and Retention Program, which is a unique collaboration between UPMC and over 30 community partners, and UPMC Project SEARCH, a high school transition program for students with disabilities that combines education and work experience to prepare participants for competitive employment.
- UPMC received the MedAssets Supplier Diversity Excellence Award. The Supplier Diversity Excellence Award recognizes a healthcare provider who demonstrates organizational commitment to support the entry, growth and sustained successes of diverse suppliers in the healthcare industry through an established diverse supplier program. This provider is recognized for its leadership, policies and procedures in support of diversity, and for measurable achievements that increase market share with diverse suppliers.

#### 2012

## Sustainable Business Compact 2014: UPMC

- UPMC was selected by Springboard Consulting, LLC as an honoree among competing businesses for the company's Disability Matters—Workforce award, which is given in consideration of a company's programs and initiatives that touch on recruiting, training, reasonable accommodations, and the Americans with Disabilities Act. UPMC was honored for workforce development programs and the ways in which it assists individuals facing barriers to obtain work at UPMC. Corporate initiatives such as the Partnership on Workforce Readiness and Retention and Project SEARCH enable UPMC to work with various community partners and individuals with disabilities to assist them in preparing for job opportunities at UPMC. These initiatives also serve as recruitment pipelines and help decrease employee turnover.
- UPMC received a Goodwill Power of Work Award, which honors employers and organizations for their efforts in support of workforce development. UPMC sponsors many programs to help people with barriers to employment, including the Partnership on Workforce Readiness and Retention Program, which is a unique collaboration between UPMC and over 30 community partners, and UPMC Project SEARCH, a high school transition program for students with disabilities that combines education and work experience to prepare participants for competitive employment.
- UPMC received the Western Pennsylvania Minority Supplier Development Council (WPMSDC) Corporation of the Year Award. Previously named "MBEIC Corporation of the Year," the WPMSDC's top award recognizes and honors the corporation that has given significant opportunities to local Minority Businesses and Entrepreneurs (MBEs) in the western Pennsylvania region. This award was named to honor the first executive director of the WPMSDC, Mr. John H. Adams. Award criteria: Showcases initiative, sustained commitment, impact and innovation to the cause and mission of the WPMSDC.

### 2011

- Diane P. Holder, executive vice president of UPMC, president of the UPMC Insurance Services Division and president and CEO of the UPMC Health Plan, is one of 33 CEOs to earn a Leadership in Action award presented by *Diversity Journal* magazine. The annual award by the publication recognizes business leaders who support and participate in their organization's diversity and inclusion activities.
- UPMC received the MedAssets Supplier Diversity Excellence Award. The Supplier Diversity Excellence Award recognizes a healthcare provider that demonstrates organizational commitment to support the entry, growth and sustained successes of diverse-suppliers in the healthcare industry through an established diverse supplier program. This provider is recognized for its leadership, policies and procedures in support of diversity, and for measurable achievements that increase market share with diverse suppliers.

### 2010

## Sustainable Business Compact 2014: UPMC

- UPMC has received the top honor from the *Profiles in Diversity Journal*, winning an Innovations in Diversity Award. The award recognizes organizations, corporations and institutions that have developed innovative solutions with measurable outcomes in workforce diversity and inclusion. UPMC placed number one out of 10 award winners nationwide for its Dignity and Respect campaign. UPMC's Dignity and Respect Campaign joins individuals, community leaders, community organizations, educational institutions, businesses and corporations under the common notion that everyone deserves dignity and respect. The UPMC Center for Engagement and Inclusion introduced the dignity and respect campaign to UPMC employees in November 2008, asking employees to sign a pledge demonstrating their commitment to treating others the way they want to be treated and providing their opinions on behaviors that represent dignity and respect in the workplace.
- Junior Achievement 2010 Leadership Circle Award – The Leadership Circle Awards are given annually to a local organization for their combined contributions of volunteer and financial support to Junior Achievement throughout the year.
- The UPMC Director of Supplier Relations (Toni Silva) was named by the *Pittsburgh Business Times* as one of the top 25 Women in Business.

### 2009

- Career Communications Group Congress of Diversity Award (CODY) – For executive leadership including innovation, creativity, courage, and leadership in addressing diversity and inclusion, and representation of diverse groups in the workforce, management and boards of directors; distinction and success of supplier diversity and vendor programs; support of diverse media, civic, community and professional organizations.
- Community College of Allegheny County (CCAC) Legend of Leadership Award – For lifetime achievement of individual or organizations that have been instrumental in the growth and development of the community.
- World Diversity Leadership Council Global Diversity Innovation Award – For UPMC's D&R Initiative and the designation of October 2009 as Dignity and Respect month in Pittsburgh.
- CORO Center for Civic Leadership Diversity Award – For a corporation or non-profit demonstrating superior achievements in creating inclusive work places, and who also utilizes diversity to drive productivity and performance.
- The UPMC Director of Supplier Relations (Toni Silva) received the Western PA Minority Supplier Development Council's (WPMSDC) Corporate Advocate of the Year Award. This award recognizes and honors the corporate representative that has

## Sustainable Business Compact 2014: UPMC

promoted the mission of the WPMSDC through supplier relations and to increase corporate membership of the WPMSDC. Award criteria: Displays an aggressive leadership role by building relationships with minority businesses; actively takes the value of supplier diversity to corporate heads, and develops initiatives to expand minority-owned businesses.

### 2008

- UPMC received the Western Pennsylvania Minority Supplier Development Council (WPMSDC) Corporation of the Year Award. The WPMSDC's top award recognizes and honors the corporation that has given significant opportunities to local MBEs in the Western Pennsylvania region. This award was named to honor the first executive director of the WPMSDC, Mr. John H. Adams. Award criteria: Showcases initiative, sustained commitment, impact and innovation to the cause and mission of the WPMSDC.
- UPMC Director of Supplier Relations (Toni Silva) was recognized among the New Pittsburgh Courier's 2008 Women of Excellence in Business.

### 2007

- UPMC Director of Supplier Relations (Toni Silva) received the Minority Business Opportunity Committee "Supplier Diversity Champion Award."

### 2006

- UPMC received the Western Pennsylvania Minority Supplier Development Council (WPMSDC) Corporation of the Year Award. The WPMSDC's top award recognizes and honors the corporation that has given significant opportunities to local MBEs in the western Pennsylvania region. This award was named to honor the first executive director of the WPMSDC, Mr. John H. Adams. Award criteria: Showcases initiative, sustained commitment, impact and innovation to the cause and mission of the WPMSDC.

#### 4. The business has achieved gender and racial diversity (at least) in both management and its entire workforce.

Yes

See example of annual 4C Scorecard.

### UPMC Center for ENGAGEMENT AND INCLUSION UPMC SCORECARD

To integrate the Inclusion Strategy throughout UPMC, the Center for Engagement and Inclusion works collaboratively with leaders and staff across all divisions. This page shows the established goals and metrics that reflects our progress.

GOALS AND METRICS	FY12 BASELINE 06-30-12	FY13 06-30-13	FY14 06-30-14	FY15	FY16	FY17	LEGEND
<b>GOAL 1</b> <b>Employee Experience: Create an inclusive workplace.</b>							<b>GOAL 1:</b> <b>D&amp;R Index:</b> Represents the questions in the biannual MyVoice Survey related to the UPMC values, specific to dignity and respect. <i>*D&amp;R Index was the only Values Index in FY12</i> <b>Inclusion Index:</b> Represents the biannual MyVoice Survey, related to UPMC's commitment to recruiting, developing and retaining a diverse workforce. <b>Employee Engagement Index:</b> Represents the questions in the biannual MyVoice Survey, related to an employee's level of engagement at work. <b>GOAL 2:</b> <b>Executives/Managers:</b> Number of people of color/women divided by the total number of executives or managers at UPMC. <b>Workforce:</b> Number of people of color/women divided by the total workforce at UPMC. <b>Hires:</b> Number of hires (people of color/women) divided by the total number of hires at UPMC. <b>Promotions:</b> Number of promotions (people of color/women) divided by the total number of promotions at UPMC. <b>Terms:</b> Number of terminations (people of color/women) divided by the total number of terminations (voluntary and involuntary) at UPMC. <b>GOAL 3:</b> <b>Survey Results:</b> Refers to the percentage of employees that agree with the question: "UPMC provides culturally competent care and services" in the culture of safety or division specific surveys. <b>Module:</b> Refers to the percentage of employees that have completed the 7 Pillars of Dignity & Respect Training Module used in UPMC's Annual Mandatory Training. <b>GOAL 4:</b> <b>Supplier Diversity:</b> Refers to the dollars spent on a goal of \$100M with MWDDBE (Minority, Women-owned, and disadvantaged Business Enterprises). <b>Community Benefits:</b> Refers to the dollars spent on community benefits (charity care, community health programs, donations, research and education). <b>Community Health Needs Assessment:</b> Refers to the significant health needs identified for individual communities through community stakeholder input to address the requirements described in IRS 501(c)(3) guidelines. <b>Healthy Community Healthy You:</b> Refers to the number of programs that the Division/BU participates in or hosts in diverse communities. <b>Workforce Development:</b> Refers to the number of Workforce Development programs utilized at each Division/BU. <b>Lend A Hand:</b> Refers to the number of programs that the Division/BU participates in or hosts in diverse communities. <i>*D&amp;R Index was the only Values Index in FY12</i> <i>**Includes executives, senior level managers, and above</i>
<b>D&amp;R Index*</b> 74% 77%							
<b>Inclusion Index</b> 67% 64%							
<b>Employee Engagement Index</b> 76% 77%							
<b>GOAL 2</b> <b>Employee Experience: Recruit, develop, and retain a diverse workforce.</b>							
<b>Executives** (People of color)</b> 4.92% 5.98% 7.11%							
<b>Executives (Women)</b> 41.54% 43.19% 40.45%							
<b>Managers/Supervisors (People of color)</b> 5.11% 5.19% 5.39%							
<b>Managers/Supervisors (Women)</b> 69.94% 69.25% 68.83%							
<b>Workforce (People of color)</b> 14.48% 14.68% 14.93%							
<b>Workforce (Women)</b> 73.95% 73.82% 73.55%							
<b>Hires (People of color)</b> 21.20% 21.99% 22.57%							
<b>Hires (Women)</b> 71.63% 72.90% 70.6%							
<b>Promotions (People of color)</b> 15.03% 14.96% 16.06%							
<b>Promotions (Women)</b> 75.11% 75.28% 72.67%							
<b>Terms (People of color)</b> 20.50% 20.47% 20.80%							
<b>Terms (Women)</b> 74.83% 75.55% 74.69%							
<b>GOAL 3</b> <b>Customer, Patient and Member Experience: Ensure culturally competent care, member, and residential services.</b>							
<b>UPMC provides culturally competent care and services survey question</b> 81% Available 08-30-14							
<b>Cultural Awareness Module Completion</b> 90% 85.92% 96.7%							
<b>GOAL 4</b> <b>Community Experience: Serve the underserved and disadvantaged while making a difference in the diverse communities we serve.</b>							
<b>Supplier Diversity Relationships</b> \$100m \$107m \$101m							
<b>Community Benefits</b> \$622m \$887m Available 09-30-14							
<b>Community Health Needs Assessment</b> (See Division/BU Executive Summaries)							
<b>Healthy Community Healthy You</b> (See Division/BU Executive Summaries)							
<b>Workforce Development Programs</b> (See Division/BU Executive Summaries)							
<b>Lend A Hand Programs</b> (See Division/BU Executive Summaries)							

Figure 1. Annual 4C Scorecard assessing diversity and inclusion of UPMC Health Plan workforce

**SECTION B: Energy Efficiency and Conservation**

**a. Challenger (Baseline)**

**1. The business reviews and tracks its monthly energy usage**

**YES**

UPMC is one of the largest building occupants in western Pennsylvania with more than 20 million square feet where the vast majority of this footprint (well over 80 percent) is monitored and managed with an expressed intent to further optimize energy performance via a systemic replacement and upgrade plan covering all UPMC real estate holdings under UPMC's control. UPMC is in substantial compliance with best practices for building performance and maintenance. We adopt and employ sound practices and routinely monitor performance to enhance our efficiency levels. We also can highlight our industry best practice facilities at Children's, UPMC East, US Steel Tower, and others.

Monthly energy usage is tracked for all UPMC owned properties:

- UPMC has 16 million square feet of owned property and 3.9 million square feet in leased property. This does not include UPMC Altoona.
- The majority of space is in southwestern Pennsylvania area.

Energy usage cannot be tracked for leased properties because utilities are incorporated into monthly billing for lease agreements.



**2. The business maintain accessible energy utility records of its past energy usage and uses them to compare its energy performance over time**

**YES**

All UPMC owned properties are entered into USEPA's Energy Star<sup>®</sup> a utility-performance monitoring tool.

Over 12.5 million square feet are currently entered into Energy Star.

### **3. The business has a plan for conserving energy**

**YES**

A unified draft plan exists to address both direct energy (utilities) and indirect energy (batteries).

#### 4. The business trains its employees to conserve energy, e.g. turning off lights and equipment when it is not being used

YES

As much as possible and appropriate, automation-sensored switches are used to reduce the need for this.

However, where such switches do not exist or cannot be used, signage (usually stickers), and promotional campaigns exist to assure compliant behavior.

At this time, energy management is NOT a section of annual operations performances BUT is a section in the annual sustainability benchmark report and is addressed as part new employee orientation.

An Infonet web page exists:

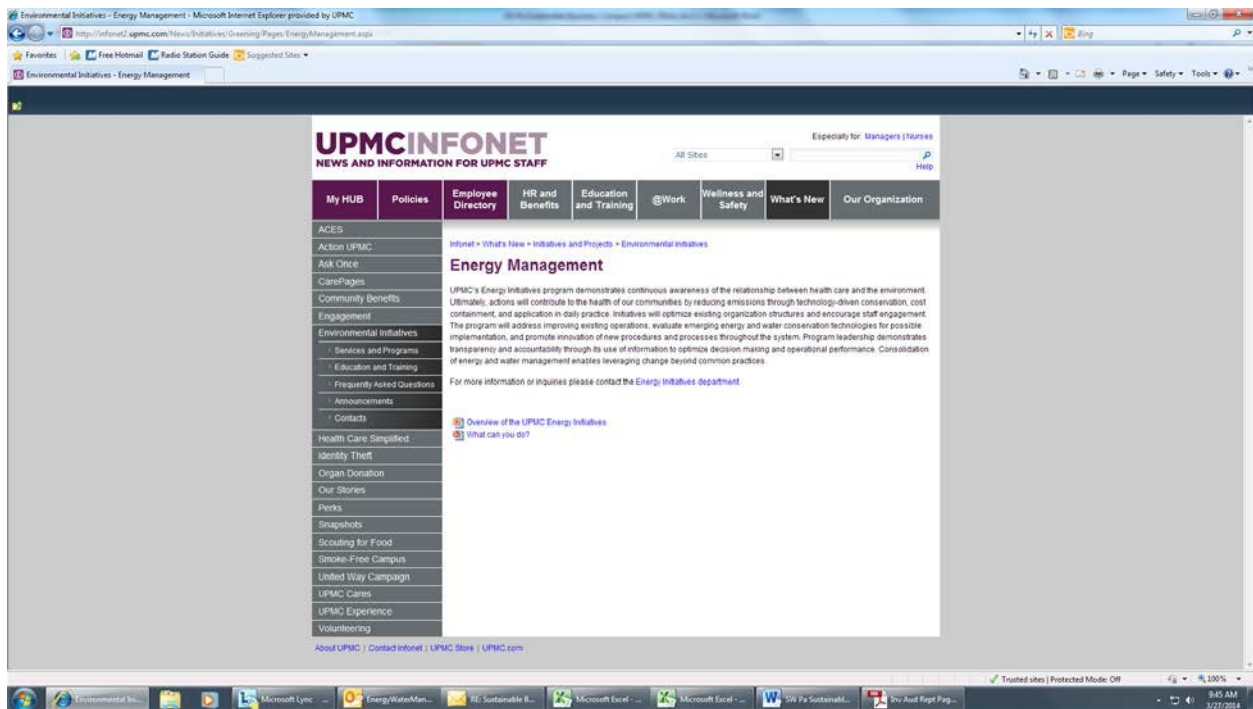


Figure 2. Energy Management Infonet webpage

## 5. The business has distributed energy savings tips to its employees for use at work and at home

YES

Fundamental and context-specific energy management tips are integrated into the Sustainability Chapter of the new employee orientation handbook.

A seasonal promotion occurs during the summer, when the probability of energy outages is higher.

In collaboration with Duquesne Light, energy-saving kits that contained compact fluorescents bulbs, plug-in energy meters, and energy-efficient extension cords and cards with energy-saving actions were distributed to UPMC employees who signed up using their utility bills.

Through UPMC WorkPartners, resources and tips are available on a continuous basis.

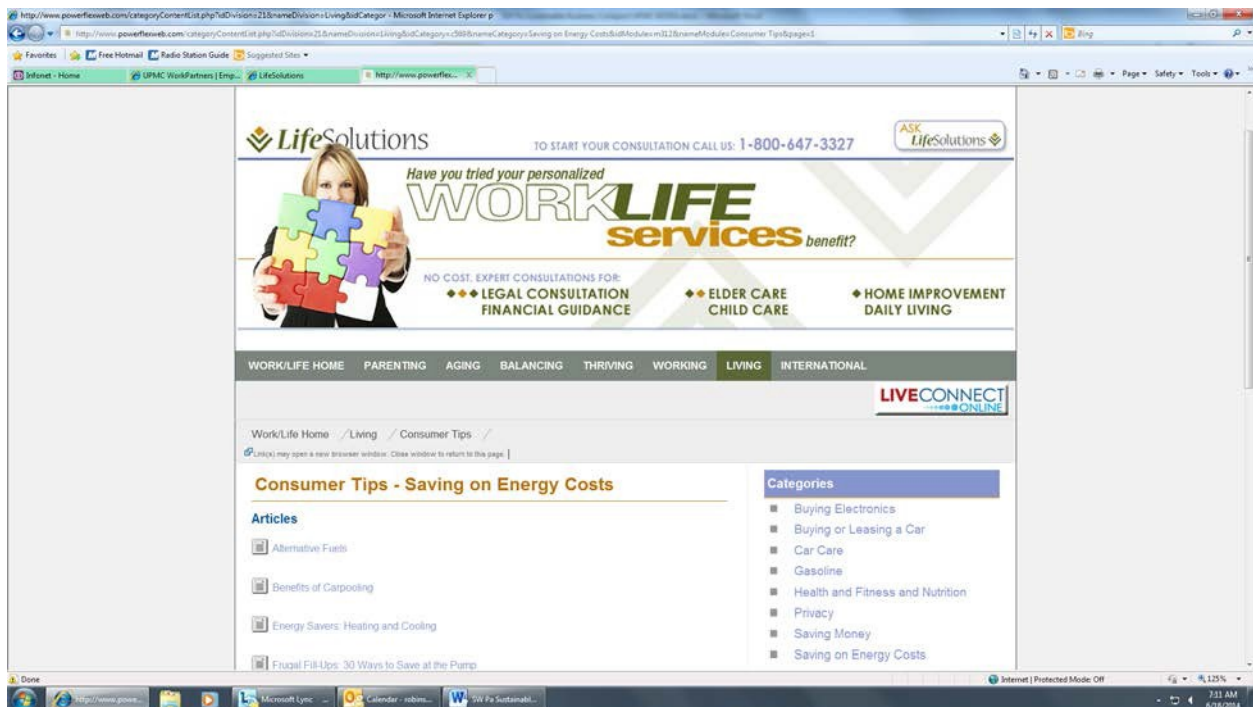


Figure 3. UPMC WorkPartners Life Solutions Energy Tips webpage

## 6. The business has conducted a third party or an inhouse energy audit of its major SWPA buildings and facilities

YES

Both third party audits and in-house energy audits are conducted as part of a formal commissioning process and technology upgrade process.

Attached is a sample of energy audit for the Magee garage lighting project:

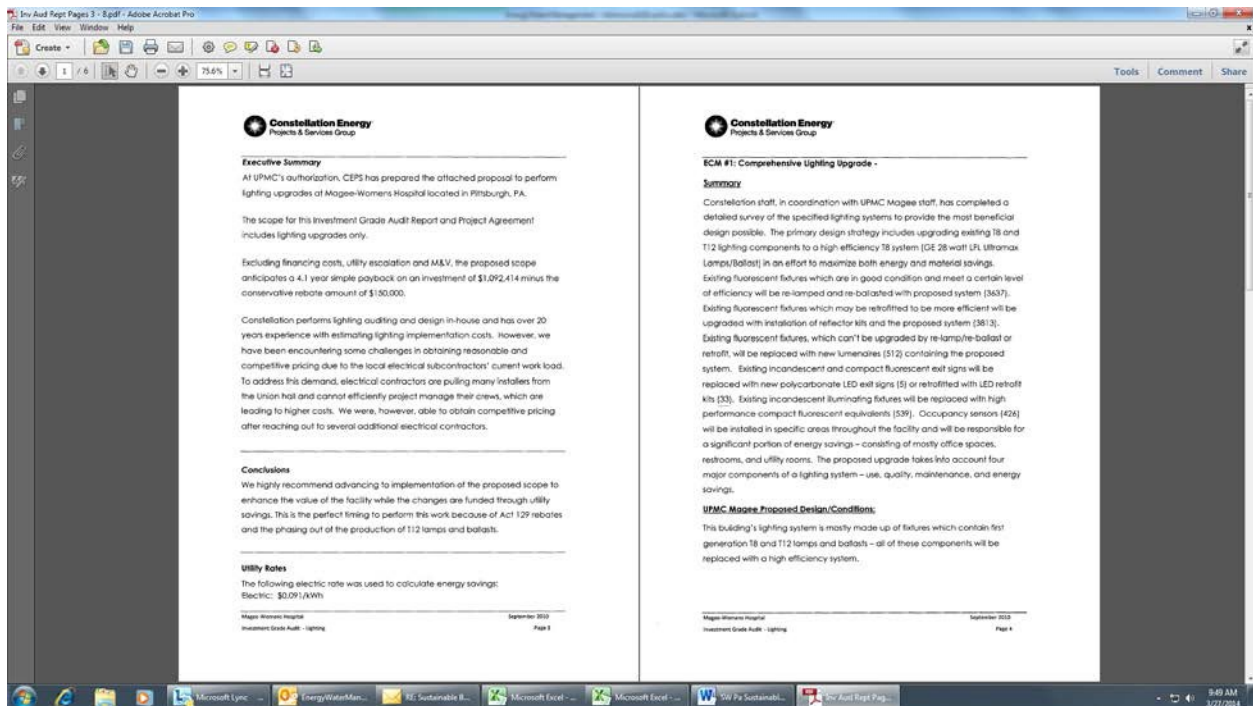


Figure 4. Example of an energy audit conducted by a third party

**b. Engaged (Leader)**

**1. The business has implemented recommendations from completed energy audits**

**YES**

Verification of recommendations is incorporated as part of a continuous commissioning process.

Photo below showing completion of the Magee garage project:



Figure 5. Demonstration of implementing energy audit recommendation

**2. The business uses Portfolio Manager or other standard method for benchmarking energy performance of its buildings**

**YES**

Benchmarking goes back as early as 2006.

Participating in the US DOE's Better Building Challenge, which requires usage of Energy Star Portfolio to track impact of initiatives and validate performance.

UPMC received recognition from US Department of Energy for continuous sharing of information and participation in leveraging energy management in the healthcare sector. (See recognition letter below).

Sustainable Business Compact 2014: UPMC



The Secretary of Energy  
Washington, DC 20585

*to: Greg P*

May 7, 2014

Mr. Jeffrey Romoff  
President and Chief Executive Officer  
University of Pittsburgh Medical Center (UPMC)  
3459 Fifth Avenue  
Pittsburgh, Pennsylvania 15213

Dear Mr. Romoff:

Thank you for your leadership, as we celebrate the progress being made in the second year of the Better Buildings Challenge. You are making an important contribution to showing we can meet President Obama's goal of cutting energy waste in our Nation's buildings by 20 percent over the next 10 years.

Your Better Buildings progress throughout your organization and your willingness to share your successes, strategies, and solutions with others is highly commendable. You are leading by example and showing many others – commercial building owners, manufacturers, state and local governments, and educational institutions – how to replicate your success and break down barriers to energy efficiency.

I look forward to your ongoing leadership and our continued partnership in the Better Buildings Challenge. Through your innovation and commitment to transparency, we are delivering new solutions to the marketplace and helping American businesses and organizations accelerate energy and cost savings, reduce pollution, and create jobs.

Sincerely,

A handwritten signature in black ink, appearing to read "Ernest J. Moniz".

Ernest J. Moniz

cc: Drew Chidester



Figure 6. Recognition Letter from US Department of Energy (May 2014)



**3. The business budgets funds for investing in needed upgrades in equipment or facilities for energy efficiency**

**YES**

Since 2006, an annual \$5 million green fund is used specifically to support system-wide utility efficiency initiatives.

**4. The business includes energy efficiency and conservation reporting and discussions as part of regular staff meetings**

**YES**

Energy efficiency is discussed at multiple facility operation's meetings and circumstantially at clinical and administrative operation's meeting relative to behavioral based impacts.

**5. The business maintains records on its major energy using equipment, including its age, condition, and nameplate data**

**YES**

Maintenance service and performance records are maintained for asset-scale equipment that have expected performance lifetimes of 10yrs or more.

**6. The business has achieved an energy star rating in its portfolio of buildings and facilities in SWPA**

**NO**

Facilities entered in UPMC's Energy Star Portfolio are continually evaluated for eligibility.

## **7. The business purchases renewable energy certificates (RECs) or contracts for emissions-free energy for at least 50 percent of its electricity**

### **Not a standard practice**

UPMC has committed to buying green power as part of the Environmental Protection Agency's Green Power Partnership. The plan includes wind energy and will keep investment dollars and generation in the state. The initiative will buy more than 1.2 billion kilowatt-hours of green energy each year, which is equivalent to the annual electricity needs of 120,000 average American homes.

Renewable Energy Certificates (RECs) are purchased incidentally relative to achieving LEED certification for but are usually not renewed.

- In 2014, UPMC's data centers have earned two separate designations for sustainability and environmental friendliness, including the U.S. Environmental Protection Agency's (EPA's) Green Partner Leadership Club awarded to only 300 businesses and not-for-profit organizations.
- In fact, UPMC was among just three entrants in the EPA's health care category to receive the Leadership Club status - the highest awarded – for its 100-percent usage of green power amid annual consumption of 1 million to 10 million kilowatt hours (kWh). Only seven hospitals or health-care systems met the criteria to merit placement on the EPA's Green Power Partnership list, where the recognized 1,500 business and not-for-profit partners bought enough green power collectively to eliminate carbon-dioxide emissions from electricity use equal to 3 million American homes on average.
- By consolidating computer systems, incorporating progressive cooling methods and using green energy, UPMC has reduced its data-center electrical costs by \$250,000 over the past two years.
- In 2013, Business units in US Steel Tower have committed to offsetting their energy by at least 50% using wind power.
- In 2009, we offset 10% of all UPMC energy through renewable energy certificates.



Figure 7. PA wind energy farm, source of alternative energy offset for ISD Facilities

**8. The business has a policy to purchase Energy Star® rated equipment when an available option**

**YES**

Though a standing policy requiring purchasing of Energy Star equipment when available does not exist, UPMC has a long-standing practice of utilizing products that use energy efficiently to include widespread purchasing and deployment of Energy Star rated products and we are presently exploring options to specifically mention the Energy Star Rating in our policy. Energy Star commercial appliances are targeted for food service equipment such as high-volume ice machines, small-scale utility refrigerators, fryers, dishwashers, etc.

**9. The business has calculated its carbon footprint, including at least scope 1 and scope 2 emissions**

**YES**

A greenhouse gas (GHG) emissions report is produced each summer that covers annual differential analysis and trending. Below is the current analysis comparison of 2011-2012, and 2012-2013 for facilities in Allegheny County only. A blank cell under the column for assessing compliance with the [City of Pittsburgh's Climate Action Plan](#) indicates that the facility is not located within the City of Pittsburgh spatial limits.



Sustainable Business Compact 2014: UPMC

Table 3. Greenhouse Gas Analysis UPMC Facilities in Allegheny County 2011-2013

Property Name	Years Compared	Property Floor Area (Building(s)) (ft <sup>2</sup> ) Change	CUMULATIVE Indirect GHG Emissions (MtCO <sub>2</sub> e) Change	CUMULATIVE Direct GHG Emissions (MtCO <sub>2</sub> e) Change	CUMULATIVE Total GHG Emissions (MtCO <sub>2</sub> e) Change	CUMULATIVE Avoided Emissions - Onsite and Offsite Green Power (MtCO <sub>2</sub> e) Change	Net Emissions (MtCO <sub>2</sub> e) Change	CoPgh Threshold benchmark: 20% reduction in MtCO <sub>2</sub> e by 2023 from 2008 baseline (UPMC from 2010-2011FY baseline)	USEPA threshold benchmark: <25,000 MtCO <sub>2</sub> e/yr
Shadyside Hospital	2011-2013	0	-2114.7	-14603.9	-16718.6	0	-16718.6	1.31	-16718.6
Presbyterian Hospital	2011-2013	0	196.2	0	196.2	0	196.2	4.64	196.2
McKeesport Hospital	2011-2013	50331	-1041.3	302	-739.3	0	-739.3	6.55	-739.3
Passavant Hospital	2011-2013	0	-859.7	167.5	-692.2	0	-692.2		-692.2
South Side Hospital	2011-2013	0	-242.8	186.1	-56.7	0	-56.7	-0.23	-56.7
St. Margaret Hospital	2011-2013	0	-812.7	1051.6	238.9	0	238.9	-10.85	238.9
Magee Hospital	2011-2013	7114	-170.8	1220.7	1049.9	0	1049.9	-2.69	1049.9
Quantum Building	2011-2013	0	-634.9	44.6	-590.3	0	-590.3	-1.12	-590.3
Seneca Manor	2011-2013	0	82.7	1169.7	1252.4	0	1252.4		1252.4
Cumberland Crossing	2011-2013	0	43.6	14.6	58.2	0	58.2	-5.62	58.2
Seneca Place	2011-2013	0	30.3	1440.9	1471.2	0	1471.2		1471.2
Canterbury Place	2011-2013	0	121.6	-30.7	90.9	0	90.9	11.86	90.9
UPMC Childrens	2011-2013	0	-538.3	5523.3	4985	0	4985	5.79	4985
Madison	2011-2013	#VALUE!	44.4	27	71.4	0	71.4	-5.10	71.4
Forbes Tower	2011-2013	0	-26.9	-1.9	-28.8	0	-28.8	6.32	-28.8
Bellefield Towers	2011-2013	0	116.8	95.4	212.2	0	212.2	-2.21	212.2
Monroeville Surgery Center	2011-2013	0	-10.3	21.8	11.5	0	11.5		11.5
South Hills Surgery Center	2011-2013	0	-244.3	4.4	-239.9	0	-239.9		-239.9
St. Margaret Surgery Center	2011-2013	0	-75.2	24.7	-50.5	0	-50.5		-50.5
Heritage Place	2011-2013	0	54.8	68.7	123.5	0	123.5	-3.16	123.5
Cranberry Place	2011-2013	0	78.4	45	123.4	0	123.4		123.4
Lighthouse Pointe	2011-2013	0	211	48.4	259.4	0	259.4	-7.51	259.4
Seneca Hills	2011-2013	0	312.9	15.8	328.7	0	328.7		328.7
Mercy	2011-2013	0	-2374.6	-389.2	-2763.8	0	-2763.8	4.27	-2763.8

### **c. Transformative (Champion level)**

#### **1. The business takes actions to promote energy conservation along its supply chain**

**YES**

UPMC Supply Chain leads initiatives in an effort to reduce UPMC's overall energy consumption profile through the following efforts:

- Vetting Energy Star rated equipment such a closed-loop icemakers, fryers, and steam baths.
- Initiation of a battery management initiative within Biotronics (Clinical Engineering).

Though UPMC does not ask specifically for energy conservation information as part of the vetting process, vendors are asked if they have an environmental sustainability report and asked that they share the report.

## 2. The business has installed renewable energy equipment

**YES**

Solar photovoltaics arrays were installed on Hillman Cancer Center in 2006.

Another solar photovoltaic array installation is being planned for UPMC Shadyside.



Figure 8. Solar panel array on top of Hillman Cancer Center (HCC)



Figure 9. Integrated circuit switch showing energy production of Hillman Cancer Center solar panel array

**3. The business purchases carbon offsets for transportation and other carbon emissions for at least 50 percent of its non-electricity-based carbon emissions**

**NO**

**4. The business supports the adoption of energy efficiency practices and the promotion of resource conservation as a regional priority**

**YES**

UPMC actively participates in the regional E2P2 Roundtable.

- Made presentations on alternative energy purchasing strategies and Act 129
- Will be making presentation on energy efficient controls and strategies in September 2014

UPMC participating in the Green Building Alliance Pittsburgh's Oakland [2030 District](#) competition.

UPMC is participating in the US Department of Energy's [Better Building Challenge](#).

**5. The business participates actively in the Pittsburgh Green Workplace Challenge**

**NO**

Though UPMC participated in the 2011-2012 implementation, continuous annual participation would be challenging and at times, cost-prohibitive for related initiatives.

## 6. The business has received regional recognition for its energy efficiency and conservation practices

YES

For its energy initiatives, UPMC has been recognized by:

- [Ohio River Watershed](#) (2011): 2010 Energy Conservation Award was issued jointly by the Port of Pittsburgh Ohio River Watershed Steering Committee and the Pennsylvania Department of Environmental Protection. This early award made note of Shadyside Hospital's installation of a solar voltaic array at the Hillman Cancer Center.
- [PA Hospital and Health Systems Association](#) (2012): 2012 Hospital & Healthsystem Association of Pennsylvania Achievement Award (HAP) recognized UPMC (1 of only 13 awards issued in the state) for "Excellence and Innovation in Health Care...by improving quality, satisfaction, efficiency and innovation...through Energy Conservation." Through the establishment of Energy and Environmental Engineering Department dedicated to the continuing reduction in water, natural gas and electric energy requirements, UPMC reduced operating cost and coincident power plant (gas utility and water treatment) emissions thus contributing to community health.
- [Pennsylvania Governor's Environmental Excellence](#) (2013) 2013 Pennsylvania Governors Environmental Excellence Award resulted from the attention UPMC received via the high profile recognition from HAP, but that just initiated justification. UPMC's leadership in the Federal Department of Energy's Hospital Energy (reduction) Alliance, and local leadership via Act 129 participation, [PJM](#) demand response, recycling, parking garage accommodation for electric vehicles, fleet conversion tests of natural gas-fueled vans and other similar activates "sealed the deal."



**SECTION C: Sustainable Material Management**

**a. Challenger (Baseline)**

- 1. The business tracks how much it spends on the disposal and recycling of its waste materials.**

**YES**

Through monthly itemized reporting furnished by its third-party waste manager, UPMC has detailed insight into the volumes and costs of all waste streams within its purview. Incorporation of the tracking system, provides quick and efficient identification of the types of waste generated by an individual business unit, and the methods of disposal used for each type of waste. This process has simplified the collection of data for various internal and external required/requested reports, and has developed a database that can track historical information for comparison and implementation or future reduction measures. Compilation of this information has enabled UPMC to streamline the identification of waste streams and standardize the tracking method across numerous facilities.

Part of tracking waste is to assure compliance with both general and industry-specific local, state, and federal waste regulations. IF a noncompliance is cited in relation to a UPMC facility, we proactively work with the citing regulatory agency to identify, understand and mitigate the issue to re-establish compliant operations as soon as possible.

**2. The business encourages its employees to participate in waste reduction and recycling activities both at home and at work.**

At work **YES**, we have interactive games to teach employees about the complex waste management processes, waste compliance monitoring, leverage waste diversion at every opportunity, track waste diversion compliance. Currently, 16 waste streams are tracked some for regulatory compliance.

In contrast, we find that having employees coming from a widespread tristate area, there are many non-urban communities that do not have the capacity to support municipal based recycling programs. We encourage that they recycle where possible and feasible. When asked, we do support people in these situations by providing local resources and references.

**3. The business has a written waste reduction, re-use, recycling policy for its facilities**

**YES**

It is the policy of UPMC to manage waste in a consistent manner that is reasonably safe for patients, staff, visitors, the community, and the environment, and to comply with applicable regulatory requirements. Written, internally-published procedures delineate the requirements and responsibilities for an effective waste management program.

Procedures address the following waste streams: Confidential Document Destruction (CDD); Construction Waste (CDW); Electronic Waste (EWS); Hazardous Waste (HAZ); Chemotherapeutic; Municipal Waste (MSW); Regulated Medical Waste (RMW); Radiological Waste (RAD); Recycled Waste (RCY).

**b. ENGAGED (Leader)**

**1. The business has conducted a waste audit of its waste stream and knows its current waste generation rates**

**YES**

An annual waste data audit is conducted for the larger business units.

An occasional on-site audit is conducted as part of problem resolution or for start-up assessment.

Example of trending waste audit follows:

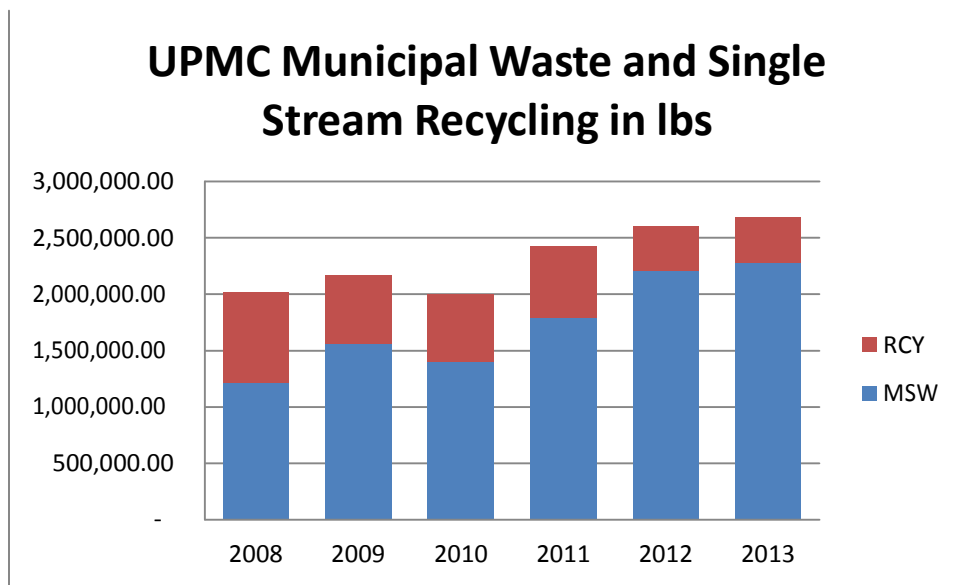


Figure 10. Trending system-level waste diversion analysis (does not include all diverted waste streams, only single-stream recycling)

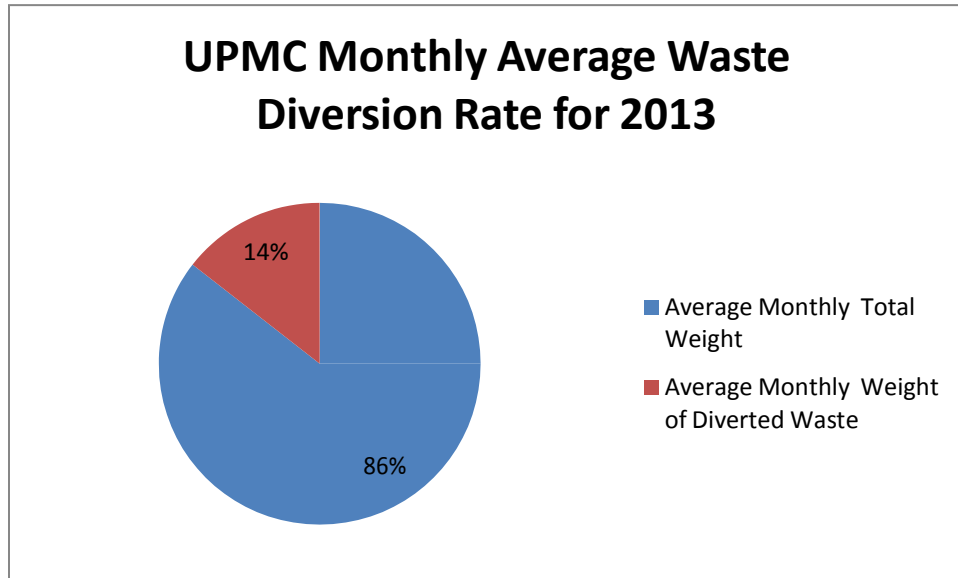


Figure 11. 2013 annual percentage rate of waste diversion analysis of single stream recycling only

## 2. The business pursues waste reduction strategies built upon a waste audit

### YES

UPMC currently has 16 separate waste types of which 12 are regulated by federal and state regulations, and 10 are eligible for possible diversion services.

Heavy recent focus is on maintaining compliance and reduction of packing-material associated waste.

A few upstream material management initiatives are in place to reduce excess material acquisition contributing unnecessarily to waste volumes.

The current list of regional material-diversion non-profits receiving donated materials that are not part of reverse distribution include:

- Global Links/Brother's Brother (residual medical equipment, supplies, scrubs)
- Greater Pittsburgh Women's Shelter (personal cell phones)
- Goodwill (personal goods as part of Earth day collection events)
- UPMC Horizon's Medical Equipment Recycling Program(MERP)/ Three Rivers Center for Independent Living (TRCIL) (durable medical assistive medical devices)
- Lion's Club (eyeglasses)
- Pittsburgh Hearing and Deaf Services (hearing aids)
- The Education Partnership (office materials and equipment)
- Construction Junction (building materials)
- Various non-profits (office/ breakroom furniture)

EXAMPLE: Waste diversion: cardboard and pallets

- Allegheny Recycled Products buys our broken pallets and repairs them for resale. If we didn't sell these they would be discarded into the trash.
- Waste Management recycles all of our corrugated boxes. These, too, would be discarded into a landfill if they were not recycled.

EXAMPLE of upstream waste reduction: surgical instrument kits

- Purchase surgical instruments in bulk rather than in pre-assembled kits.
- Using internal on- demand system, communicate with warehouse what kits need to be made with specific instruments and delivered to the hospital surgery.
  - Reduces excess shipping and packaging of pre-made surgical kits.
  - Reduces excess volume of instruments not needed for surgeries that would be donated to Global Links.

## Sustainable Business Compact 2014: UPMC

EXAMPLE: Sharps containers used in high volume, exist to deter puncture-exposure risk associated with disposal

- Containers made of a hard-to-recycle, durable, puncture-resistant plastic that were sealed such that the container could not be reopened and were due to be destroyed.
- Primary materials were plastic, trace metals associated with needles, and glass.
- Competing manufacturers developed two innovative processes:
  - First is similar to materials recycling to recycle whole container, extract the plastic and reuse the plastic by melting, molding and restamping a new container of the same (but slightly less quality) container (*we went with this vendor*)
  - Second is reopening and emptying the containers sending containers through an industrial wash cycle and returning the containers for re-use.

**3. The business has performed one or more life cycle assessments of products and services and taken actions to improve the environmental footprint of those products and services**

**YES**

Recognizing that the connection between human health and a healthy environment are inseparable, UPMC has collaborated with a market leader for sharps devices in an innovative sharps device recycling program. The Bectin Dickinson (BD) ecoFinity program converts the sharps waste stream into a resource stream, creating a source of raw material for use in products such as the sharps containers and diverting up to 70% of this material from the landfill.

Taking a lifecycle approach, this end-of-use program strives to dramatically reduce the environmental impact of the sharps products and complements other sustainability programs addressing areas such as product design/materials, packaging, energy consumption and supply chain. The suppliers' manufacturing facilities utilize 100% renewable energy.

Since participation in the program, UPMC has diverted over 3 million pounds of sharps waste from the landfill. Purchasing the program products has enabled greenhouse gas emission avoidance of 301.01 metric tons, or the equivalent savings of 700 barrels of oil.

UPMC Moving and Storage is a service line created in-house in early 2010 that coordinates the storage, delivery or donation of recycled furniture and equipment. In addition, UPMC developed an online ordering system to support and promote the UPMC Moving and Storage program that enables staff to request their move, acquire any recycled furniture and donate any surplus furniture all from the comfort of their office.



## Sustainable Business Compact 2014: UPMC

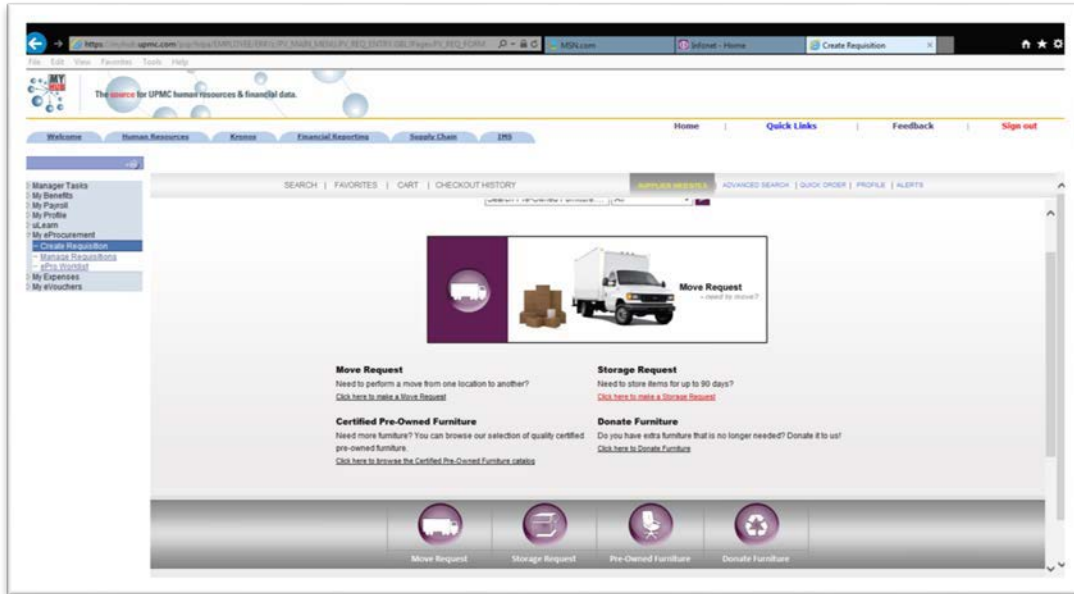


Figure 12. UPMC Moving and Storage Online Ordering System



Figure 13. Furniture that has been recovered for internal redistribution

**4. The business has an environmentally preferable purchasing policy for its facilities and operations to reduce waste**

**YES**

UPMC is committed systemwide to an environmentally preferred purchasing process. UPMC will demonstrate this commitment within its operations by incorporating feasible, “green” alternative products and services that conserve resources and minimize waste.

In accordance with UPMC policies and the Value Analysis Program, Supply Chain Management (SCM) supports the choice to purchase environmentally responsible materials, products and services that:

- Do not compromise patient care and safety.
- Are the most appropriate product or service of significant value as determined through a cost-benefit analysis conducted by a Value Analysis Team representing the interest of stakeholders across the health care system.

When an economically equivalent alternative exists, a cost-benefit analysis is conducted that considers environmental, social, and operational impact and financial cost. This multifaceted cost benefit analysis is used to inform purchasing decision makers.

All UPMC departments and stakeholders are expected to promote the development and use of environmentally friendly products and services through the following activities:

- Reviewing specifications for products and services to ensure that whenever possible and economical, they are amended to provide the option for the use or purchase of green products and services.
- Promoting the purchasing of products from suppliers that have and share UPMC’s concerns about environmental sustainability and about the health of current and future generations.
- Working with the UPMC systemwide Green Team to identify new environmentally friendly products, services and process improvements/changes in industry standards that may impact the environment.
- Utilizing Life Cycle Analysis (LCA) to arrive at an informed sourcing decision when purchasing from suppliers that provide environmentally friendly products and services.
- Educating UPMC personnel delegated with purchasing authority on UPMC’s Environmentally Preferred Purchasing Policy (EPPP), processes and operating procedures.
- Making suppliers aware of UPMC’s Environmentally Preferred Purchasing Policy (EPPP).

## Sustainable Business Compact 2014: UPMC

Products new to UPMC's operations are vetted through a combined, focused subgroup composed of representatives from the Environmental Health & Safety Integration Team, Environmental Support Services Value Analysis Team, Facility Management Value Analysis Team, and Clinical/Infection Control Value Analysis Team.

Products are tested through pilot studies, and related project reports shared with each participating Value Analysis Team. Products that receive a majority approval by the focus subgroup are offered as a resource to the UPMC system.

UPMC has worked closely with their Office Supply Business Partner (Staples) to institute a \$50 minimum order amount with the following NET effect on the environment. Since the minimum order change on May 1, 2013, Staples has been able to reduce deliveries to UPMC locations. The below information reflects how Staples and UPMC have impacted the environmental footprint by making this change:

Table 6. Staples assessment of UPMC's environmental impact associated with office products.

Impact	Amount	Units
Total Volume	101,631.70	(lbs)
Total Post-Consumer Recycled Content	43,964.51	(lbs)
Average Post-Consumer Recycled Content	43.26	(%)
Greenhouse gas emissions reduced (CO2) equivalents	48,822.59	(lbs)
Equivalent number of average US cars not driven per year	4.74	(cars)
Water saved	224,109.08	(gallons)
Trees saved	373.70	(trees)
Wood Resources saved	152,556.84	(lbs)
Total energy (BTUs) saved	373,698,317.62	(BTUs)
Energy equivalent to oil saved	2,669.27	(gallons)
Equivalent number of average US homes heated per year	9.66	(homes)
Energy equivalent to electricity saved	106,406.13	(kwh)
Equivalent number of average US homes powered per year	9.38	(homes)

5. The business trains its employees in its waste reductions, reuse and recycling policies/operations.

YES

Multiple training contexts and applications exist. Proper waste management is part of new employee orientation and departmental orientation. Under the Environmental Initiatives Section in the employee handbook, waste management is addressed in its own section. Interactive waste management tools have been created to encourage greater compliance. There is a static waste diversion management resource page on the Infonet.

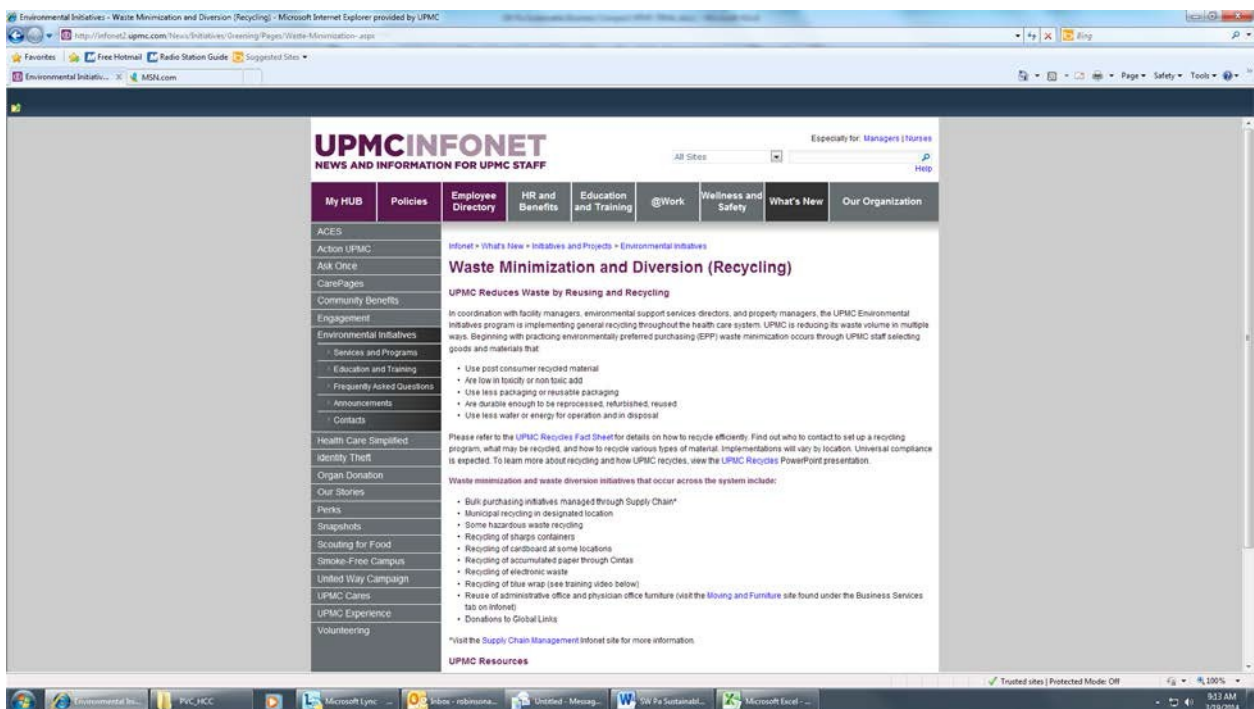


Figure 14. UPMC Infonet resource webpage on Waste Diversion

**6. The business buys recycled products through its supply chain.**

**YES**

Through our bulk product distributors (Grainger/ Staples/ etc), products with recycled content are offered as an option to be purchased. All those authorized to make purchases have the option to buy these products. Many do because they can with little effort needed.

## 7. The business diverts organic waste for productive use.

**YES**

Unserved, cooked foods are frozen and distributed to food pantries within 24hrs. Any remaining food goes into municipal waste. This process is associated more with catered events than with daily service lines for both inpatients and cafeterias. A food waste reduction initiatives using standardized menus and just in time ordering/serving has seen significant reduction in waste volume.

Oils and greases are recovered for biodiesel blending and animal food additives. All hospitals actively participate in this initiative. Multiple vendors have provided recovery services (Filtafry, GTech's ReFuel Pgh, and Darling Industries).

The Allegheny County Health Department (ACHD) has strong reservations about food leftovers from patient areas. They do not want it donated for composting anywhere.

Relative to composting landscape, urban UPMC facilities currently do not have a viable location to do any serious composting. Mowers equipped with a mulching kit, which do not generate any clippings, are used. All large quantities of plant material, such as brush and tree trimmings, are taken to AgRecycle in Point Breeze. Very little plant material is put into the construction dumpster.

**8. The business recycles its e-waste through a Basel Action Network e-Stewards recycler or other certified waste handler.**

**YES.**

[e-Loop](#) is BAN, R2, and ISO 14001 certified. See hyperlink to [certifications](#).

**c. TRANSFORMATIVE (Champion)**

**1. The business reduces waste along its supply chain.**

**YES.**

Waste minimization and waste diversion initiatives that occur across the UPMC system include:

- Bulk purchasing initiatives managed through Supply Chain
- Municipal recycling in designated location
- Hazardous waste recycling, where feasible
- Recycling of sharps containers
- Recycling of cardboard
- Recycling of accumulated paper
- Recycling of electronic waste
- Recycling of used sterile blue wrap
- Reuse of administrative office and physician office furniture
- Donations to Global Links for usable medical supplies
- Remarketing of clinical equipment



**2. The business supports, promotes, and participates in the implementation of regional waste reduction, re-use, and recycling policies, programs and efforts.**

**YES**

UPMC reduces its waste volume in multiple ways. Beginning with practicing environmentally preferred purchasing (EPP), waste minimization occurs through UPMC staff selecting goods and materials that:

- Use post-consumer recycled material
- Are low in toxicity or nontoxic additives
- Use less packaging or reusable packaging
- Are durable enough to be reprocessed, refurbished, reused
- Use less water or energy for operation and in disposal

UPMC supports, promotes, and participates in regional waste reduction initiatives. Since 2008, UPMC has cosponsored the Pennsylvania Resource Councils [Southwestern PA Household Hazardous Waste](#) community collection events. Since 2010, UPMC hospital facilities have participated in the DEA's [National Drug Take Back Day](#), by hosting onsite collection points for unwanted medications for public and employees. These events currently occur twice a year (Spring and Fall). UPMC Presbyterian Shadyside participates in Zero Waste Pittsburgh's [ZIP Certification for Bbusinesses](#) program since 2012. They earned and maintained gold level certification for both campuses. As a community service, hospitals intake sharps (syringes with needles) used for injectable medications. Outpatients can pickup sharps containers if they know that they will have more than one syringe for ongoing medication regimen, and they can return contained sharps to the Emergency Departments at no cost.

**3. The business has received regional recognition for its waste reduction, re-use, and recycling practices.**

**YES.**

We have been recognized by ACHD as an [Enviro Star](#) awardee in 2009, 2010, and 2013 for our waste diversion commitment.

Presbyterian Shadyside earned Gold Level Zero Waste Pittsburgh [ZIP Certification](#) in 2012 and 2014.

**SECTION D: Smart Growth, Sustainable Communities, and Green Buildings**

**a. Challenger (Baseline)**

- 1. The business avoids placing new production sites near environmentally sensitive or protected areas and/or uses precautionary principle, highest level of safeguarded operational techniques for operating near such environments**

**YES**

UPMC has historically redeveloped primarily in urban locations and as a result, our construction projects have not generally impacted existing parklands, wetlands, or conservation areas.

When acquiring land, UPMC commissions Phase 1 and where appropriate, Phase 2 environmental studies to identify hazardous materials that could impact our projects or adjacent properties and deal with them appropriately by remediation and/or containment. UPMC has developed a number of projects on contaminated brownfield sites, including the South Side Sports Complex and the current Luna Garage project. In each case, proper precautionary measures have been taken to avoid contaminating adjacent sites, construction workers, and eventual occupants.

**2. The business practices and/or contributes to historic preservation programs in the region**

**YES**

In response to community sentiment, UPMC has committed to restoring the Ford Motor Building in Bloomfield, despite the fact that demolition of the building would have allowed for the construction of a more efficient new facility. UPMC has spent \$3 million repointing brick, restoring damaged terra cotta, and replacing windows in preparation for a proposed project to rededicate the building as a research laboratory. We also commissioned a photographic mural now displayed in the street-level windows outlining the history of the automotive industry in Pittsburgh.

UPMC abandoned plans to demolish the Paramount Building on the UPMC Mercy campus and instead sold the building to a developer interested in restoring it.

**3. The business has chosen to occupy existing space rather than new construction for a majority of its facilities**

**YES**

Leasing existing space avoids building new. UPMC leases about 3.5 million square feet of space. UPMC has consolidated its corporate offices and much of its health plan into leased space in the US Steel Tower (USST) rather than build new; currently, UPMC occupies about 900,000 rentable square feet of space, fueling a healthy real estate economy in the uptown section of the city.

UPMC renovated the vacated former Rangos research lab building in Oakland to accommodate a clinical laboratory and pathology, consolidating laboratory functions formerly scattered across the Oakland campus into one centralized facility, and thereby eliminating the need to build a new facility.

The majority of UPMC's 21 hospitals have been in existence for decades and has been kept current over the years by continuous renovation and/or additions to existing buildings rather than by building new. Only three of our facilities have been constructed as new buildings in the last ten years; in these cases, the option for new construction was chosen only where no appropriate existing facility was available (East), or where an existing facility was seriously deficient and not feasible to renovate (Northwest, Children's). Over the years, UPMC has preferred to acquire and invest in significant renovations to existing hospitals, including Shadyside, St. Margaret, Mercy, Magee-Womens, and Hamot.

**3. The business chooses green building design solutions, such as green roofs, sustainable landscapes, and storm water management strategies for the modernization or renovation of facilities**

**YES**

The first official green roof was installed at UPMC Shadyside over the Radiation Oncology lab. The Green Roof is located at ground-level of the main driveway just outside of the administrative office suite.

Efforts continue to maintain sustainable landscaping border around the Hillman Cancer Center. This was the initial implementation of sustainable landscaping at UPMC. UPMC has constructed green roofs at its Cumberland Woods independent senior living facility and at Magee-Womens Hospital.

UPMC has incorporated sustainable landscape concepts into its facilities at Children's Hospital and UPMC East.

The UPMC East hospital project was developed with particular attention to controlling storm water runoff in an area (Monroeville) where runoff to adjacent townships had been a serious problem. Runoff was reduced by 40% (double the municipal requirement), and included handling significant runoff from adjacent sites not owned by UPMC.

Several UPMC hospital campuses (Presbyterian, Mercy, Shadyside, Montefiore, East, and Passavant McCandless) have "healing gardens," which incorporate sustainable landscape management:

- Magee-Womens Hospital of UPMC has an advanced healing garden initiative in collaboration with Phipps Conservatory and Carlow University:
  - They have three teaching/ healing gardens:
    - Sensory (unique plants that stimulate the senses)
    - Dietary (fruit and vegetable used for new parent expo cooking)
    - Calming (pond, visual/ fragrant plants)
  - All have educational panels incorporated explaining the impact of the garden

Both UPMC Presbyterian-Shadyside and UPMC Passavant McCandless have earned Pennsylvania Horticulture Community Greening awards for community green space initiatives:

- PUH: installation of the Crossroads Park in North Oakland (2012)
- Passavant: co-sponsor of a median strip seasonal display in McCandless (2009)

#### 4. The business has adopted LEED-based guidelines for new building standards.

##### YES

UPMC implemented the region's first construction policy that promotes emission standards aligned with USGBC's Clean Construction requirements associated with all LEED NC certifications:

- The standard was reviewed by the Allegheny County Health Department's Air Quality Division.
- It has also been shared with other organizations in the region, which eventually developed their own construction emissions standard (PNC).

UPMC designs many of its facilities to LEED standards even when projects are deemed unsuitable for LEED, particularly with respect to energy efficiency.

UPMC commissions all of its construction projects and has created standard specifications and procedures that exceed LEED requirement for enhanced commissioning.

UPMC has obtained formal LEED certification for the following projects:

- Children's Rangos Research - LEED NC 2.1 silver obtained
- Children's Hospital - LEED NC 2.1 certified obtained
- UPMC Passavant Pavilion - LEED NC 2.2 certified obtained
- UPMC East-LEED 2.2 NC – registered - silver achieved
- Magee Inpatient Addition - LEED 2009 CI-silver achieved
- 450 Melwood-LEED CI 2.0 certified
- USS Phase 1 (floors 62, 22, 56, 57, 58)-LEED CI 2.0 silver obtained
- USS Phase 2 (floors 59, 60)-LEED CI 2.0 silver obtained
- USS Phase 3 (floors 21, 23, 24)-LEED CI 2009-silver obtained
- USS Phase 4a-(floor 8)-LEED CI 2009-silver obtained
- USS Phase 4b-(floors 9 and 25)-LEED CI 2009-silver obtained
- USS Phase 5-(floors 12 and 55)-LEED CI 2009-silver obtained
- USS Phase 6-(floors 5 and 14)-LEED CI 2009-gold obtained

UPMC has registered the following projects for LEED certification:

- Children's South medical office building project in South Fayette Township
- Center for Innovative Science
- USS Phases 7 and 8 (floors 7, 11, 31, 40, 41, 12)
- BRBC (research lab in Carini Italy) - LEED Italia certification is being pursued, silver is anticipated

## **Sustainable Business Compact 2014: UPMC**

In addition to hospitals and administrative facilities, the facility management of UPMC Physician Services Division has established a standard construction project management process that aligns with LEED-based guidelines and designs performance features. This template is now applied to all new and scheduled renovations of physician-office locations that are owned or operated by the Physician Services Division. The significance is the number of these locations in communities across western Pennsylvania.



**b. Engaged**

- 1. The business has constructed or resides in a SWPA LEED-certified building, space, or neighborhood**

**YES**

References previous responses above for list of LEED-certified facilities.

**2. The business has rehabilitated an existing space or structure using LEED EB guidelines or equivalent**

**YES**

When we decided to lease the 450 Melwood building, the property owner had abandoned his original plan to LEED certify the facility due to expense and trouble of going through the LEED submittal process. As the tenant, we decided to pick up the LEED certification process as LEED CI. We have since purchased the building, which is occupied by IT offices.

UPMC has been in the process of leasing and fitting out floors in the USST since 2006 and leases more than 900,000 square feet of space on 23 floors. All floors have received LEED certification; the originally certified floors received silver level certification, but our latest two floors achieved gold. The USST is occupied by UPMC's corporate offices, including the executive suite, legal, HR, finance, and Health Plan functions.

**3. The business has transformed and occupies a formerly blighted or abandoned property**

**YES**

[ReSolve](#) is a behavioral health outreach clinic facility in Homewood Brushton, which is as a classified Keystone Zone economically distressed community in Allegheny County. The facility was previously a grocery store in the 1970's through late 1980's and then, became a beer distributor for about a decade before the property was vacant. Ag-ReCycle maintains a local compost station in the space behind the facility.

[Matilda H. Theiss](#) is a community health clinic and daycare center in Oak Hill. The Hill District is a historically economically distressed community in Allegheny County. A majority of the residents live at or below the poverty income level. Oak Hill, a section of the Hill District located adjacent to Oakland, is a hybrid community revitalization project. As part of that project, the community wanted a community health clinic to better serve its residents. UPMC obtained a license to install a federally qualified community health clinic in an existing facility. As the physicians monitored trending disease diaspora and community health needs, it was determined that a daycare center was also needed.

#### **4. The business occupies a historic or civically significant space**

**YES**

The USST is an iconic building on the Pittsburgh skyline and is currently the tallest building in the city, and the fourth tallest building in Pennsylvania. It is a well-known landmark visible from many vantage points outside of the city. The building was completed in 1970, and contains about 2.3 million square feet of space. The design celebrates the use of steel, including the use of the then new Cor-ten steel product. The USST was the first building to incorporate water-filled structural columns in lieu of traditional fire proofing.

**5. The business examines the neighborhood walk score, transportation score, and the housing and transit affordability index in its decisions about where to locate its facilities**

**YES**

As part of siting high activity facilities containing outpatient clinical/research services and or high-occupancy facilities such as data centers/ call centers, UPMC examines multiple neighborhood characteristics such as walkability, transportation patterns and volumes, existence of surrounding support businesses, and close proximity housing availability for employees.

Examples include:

- An important factor in choosing to relocate UPMC corporate headquarters to USST was the proximity to the subway and public transportation.
- UPMC has commissioned transportation studies for all of its hospital master plans and major site development projects.

**6. The business uses traditional neighborhood development (TND) plans and contextually sensitive design for its facility construction and location**

**YES**

As required for locating for new and existing development in regional communities (City of Pittsburgh, Cranberry Township, etc.). In relating our projects to community standards and project context, we seek land use approvals by working with municipal authorities and community groups.

In the City Pittsburgh, this process starts with the development of an Institutional Master Plan (IMP). The IMP has sections where the salient features of the planning area of the project are described, environmental protection needs are defined (flood plains, steep slopes, storm water management, etc.); open space and pedestrian circulation are planned, and urban design guidelines are established (setbacks, building heights, predominant exterior materials, etc.). These provisions are developed in conjunction with City Planning staff and vetted in multiple community meetings. As a result of this planning, some design features include bicycle provisions, landscaping, open green areas, provision of specific exterior materials and design features, and provision of retail rental space (e.g., Iroquois and Medical Arts in Oakland).

Pittsburgh also has a Contextual Design Committee, which reviews designs for specific projects identified in the master plan for aesthetic impact and compliance with the relevant design guidelines. UPMC reviews its significant construction projects with the [Pittsburgh Contextual Design Advisory](#) committee and responds to their comments. Recent examples include the following planned and under construction projects:

- Luna garage (Shadyside/ Bloomfield)
- Mercy central plant and garage (Uptown Pittsburgh)
- Center for Innovative Science

For example, UPMC Corporate Real Estate worked with the community, City Planning, and Contextual Design Committee, and adhered to the constraints of the Baum-Centre overlay district for renovating the Ford Building in East Liberty. The approaches included the following:

- We retained a considerable amount of open window space at ground-level required by the overlay district to keep the building appearance open rather than self-contained.

## Sustainable Business Compact 2014: UPMC

- At the request of the community, we lowered the building height to the addition along Centre Avenue to reduce the visual impact, so it was one story lower than the adjacent existing Ford Building.
- We provided space for retail at the corner of Melwood and Centre, which the City Planning staff considered a prominent feature, visible from a distance down Melwood due to the street configuration.
- We added a landscaped entrance plaza, since existing underground utilities prohibited planting extensive street trees.
- We moved the loading dock completely inside of the building so that it will not be in view of to the public. The entrance to the dock is equipped with an overhead door, to be closed except when scheduled deliveries occur.
- We provided a parking structure below street-level to avoid surface parking.
- We provided extensive bicycle provisions in the garage and showers in the building.
- We agreed to change the material facing the penthouse from metal panel to clay tile to better coordinate visually with the other materials.

Other municipalities have similar land use approval processes, which vary in their restrictions. UPMC has submitted master plans by this process for all of its hospital facilities within the City limits.

**7. The business is active in regional planning activities**

**YES**

Corporate representatives participate in/on the Allegheny Conference, Southwestern Planning Commission, and regional transportation committee, etc.

Additionally, UPMC leadership participates in numerous community development planning forums where UPMC has property that it owns.



## 8. The business promotes biodiversity on its grounds and facilities as is applicable

YES

As part of its commitment to practicing sustainable landscaping at owned properties, incorporates biodiversity of plants that indirectly fosters biodiversity of insects and animals.

EXAMPLE: Grounds management at Oakland hospital campuses

- Grounds management went through sustainable landscape training offered through Phipps:
  - Implement some practices across seasonal urban campus management
  - Erosion-reduced snow-ice removal
  - Organic mulch composition used in early season
  - Source seasonal zone-rated shrubbery and trees
  - Demonstration assignment was a second- floor roof garden at Magee hospital

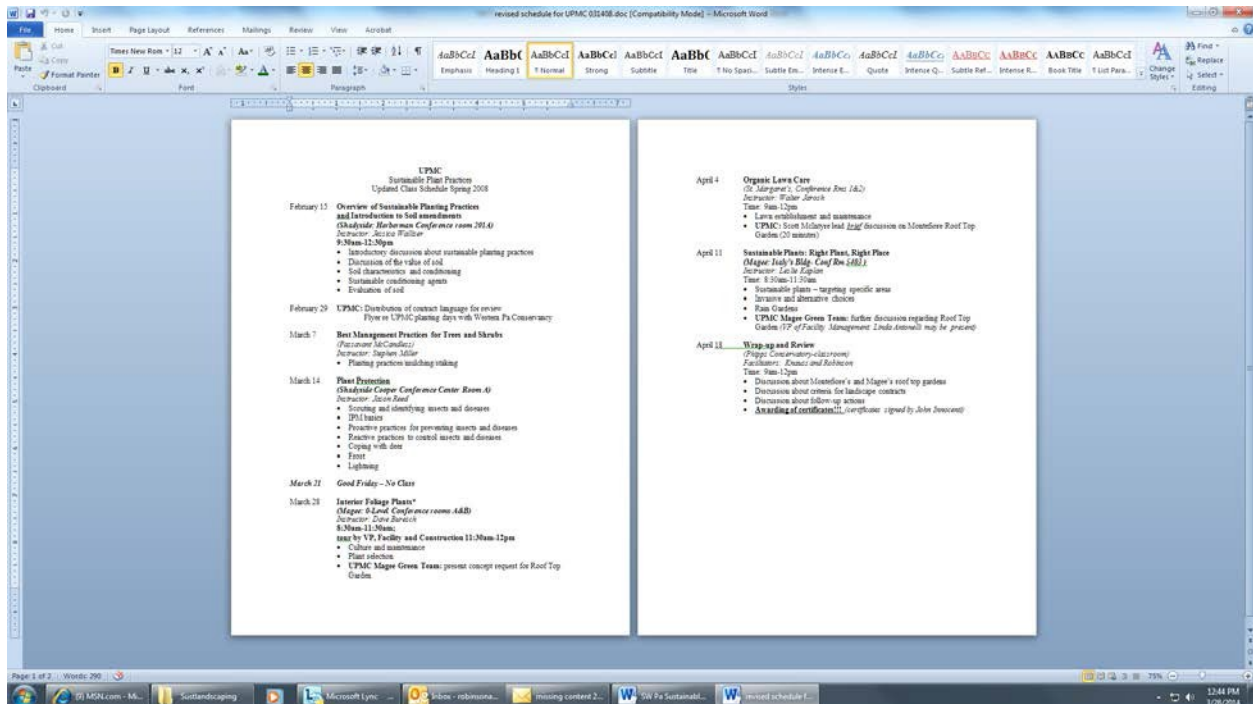


Figure 15. Curriculum schedule of Phipp's sustainable landscape training for UPMC grounds management staff

EXAMPLE: Magee's sensory garden

## Sustainable Business Compact 2014: UPMC

- Collaboration between Phipps and Magee to develop a learning sensory garden
  - Source growth zone-rated plants that have distinct characteristics to raise awareness about senses.

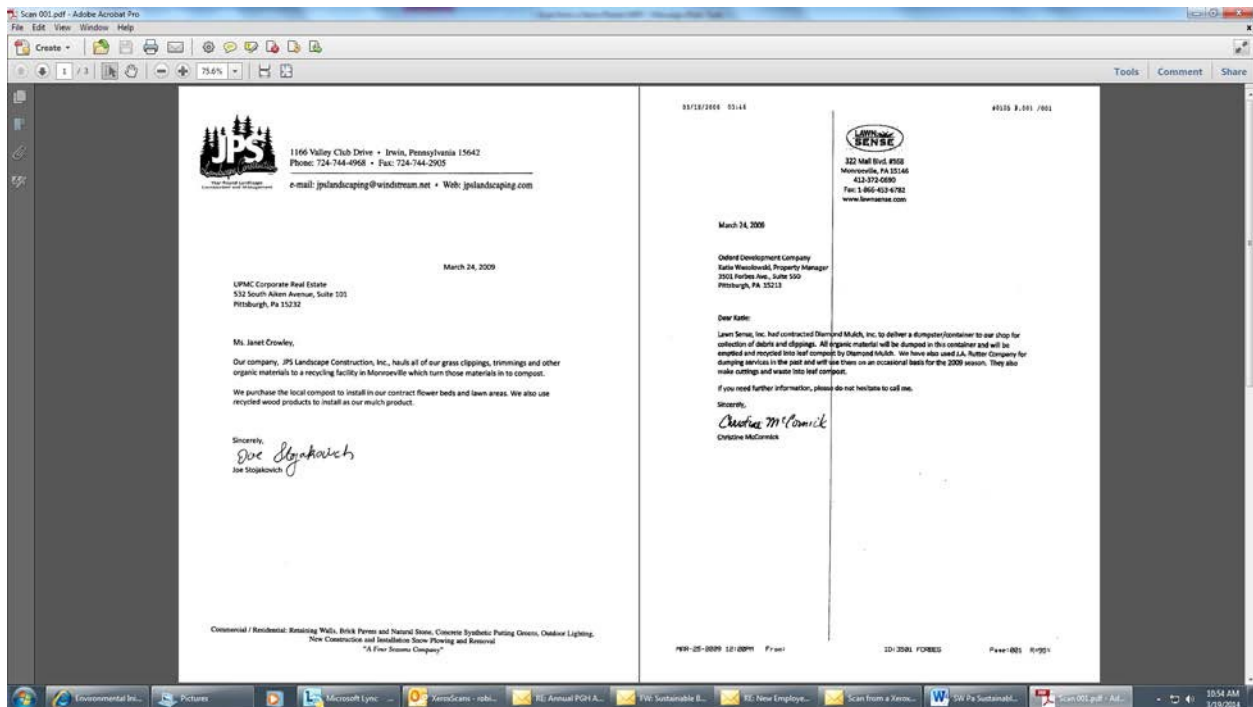
EXAMPLE: Fish ponds and butterfly garden at UPMC Passavant

- Maintain a fish pond near marsh area on campus property
- Community-based collaboration with local boy scout troops
- Built a multi-use garden of which one section was reserved as a butterfly garden

EXAMPLE: Preserving and moving bee swarms

- Conscious of the bee colony collapse and its impact on food security, avoid destructive management processes.
  - In May 2009, bee swarm at Senior Living Center Administrative facility (formerly located in Harmarville), contacted professional beekeeper to remove swarm to a more advantageous location.
  - Bee swarm on utility facility in the Seneca St surface lot (Oakland) during early September 2011, contacted professional beekeeper to remove the swarm to a more advantageous location.

EXAMPLE: Required landscape service contract disclosure statements:



## Sustainable Business Compact 2014: UPMC

Figure 16. Sustainable landscape management declarations by contracted landscape management service providers.

9. The business has implemented a biodiversity or wildlife preservation program on their regional sites as is applicable

**NO – not practical for our organization**

**However,** UPMC does collaborate with and are among the largest corporate sponsors of the Pittsburgh Parks Conservancy, Western Pennsylvania Conservancy, Phipps Conservatory, the Pittsburgh Zoo, the National Aviary, and regional animal/wildlife rescue programs, which are community partners who engage in these types of preservation initiatives.

**10. The business has rehabilitated a [SWPA brownfield](#) and or located its facilities on a former SWPA brownfield**

**YES**

[UPMC Sports Performance Complex on the South Side](#) is located on part of the former Jones & Laughlin Steel Company. The project was developed on the site of the former J&L steel mill and includes three separate facilities: an indoor practice field for the Pittsburgh Steelers, a Sports Medicine (diagnostic and treatment) facility, and a training center shared by the Steelers and the University of Pittsburgh football teams.

UPMC Technology Group leases space located in Bakery Square, which was Nabisco's™ bulk food production plant.

**11. The business conserves the natural resources (habitats, water, minerals, trees, for example) on its properties, sites, and facilities**

**YES**

Tree replacement and street-tree projects at Luna and Mercy sites.

Preserved wetland extension at UPMC Passavant, tied into the fish pond.

Indirectly, through multiple sponsorship collaborations with [Pittsburgh Parks Conservancy](#), [Western Pennsylvania Conservancy](#), and the [Pennsylvania Department of Community and Economic Development's Neighborhood Assistance Program](#), which highlights community development.

**12. The business has created a conservation easement to protect its properties that provide habitat support and/or that contain significant natural areas**

**YES**

The following are examples of conservation easement associated with UPMC properties:

- French Creek, at UPMC Northwest property in Sugar Creek Borough, Venango County
- Seven Fields in Cranberry Township, Butler County
- UPMC East – rehabilitation of head waters for underground stream
- Lighthouse Pointe SLC – gave land in support of nearby trail
- Southside Sports Complex- – gave land in support of nearby trail

**13. The business offers an employer-assisted housing program to its employees**

**NO**

**However**, UPMC engages in funding and supporting multiple regional assistive housing initiatives and provides assistive resources for its employees; this is not practical for our organization.

See pages 79-80 for a list of some of these organizations.



### c. Transformative (Champion level)

#### 1. The business resides in a facility with a green roof

**YES**

**UPMC Shadyside** Radiation Oncology green roof (at ground level): The green roof at Shadyside Hospital is located at the main entrance to the hospital and covers the radiation oncology department located in the basement underneath. It is designed with earth forms adequate to sustain the growth of the grass lawn. A skylight has been provided to light the patient waiting area below.

**Cumberland Woods** SLC green roof over garage: The green roof at Cumberland Woods forms a courtyard around which independent senior living apartment buildings are arranged. The roof covers a parking facility and includes a combination of grass, small shrubs, and paved areas. The design improves the site both aesthetically and functionally, and also reduces exposure of paved areas subject to heat gain.



Figure 17. Green roof of the UPMC Shadyside Radiation Oncology

**2. The business supports the adoption of smart growth strategies for SWPA's sustainable development**

**YES**

UPMC actively participates as a member in the following organizations that have smart community growth and development initiatives: [Allegheny Conference](#), [Southwestern PA Commission \(SPC\)](#), [Building Owner's Management Association-Pittsburgh \(BOMA\)](#), [Green Building Alliance Pittsburgh](#), and [US Green Building Council](#).

Corporate representatives participate in regional, issue-oriented committees.

**3. The business promotes to the community a LEED-based approach to building design, responsible construction methods, and the renovation of existing structures**

**YES**

Doug Schlauch made a presentation at Green Building Alliance Pittsburgh's GreenSense 2008 regional green building conference:

- Title: UPMC Corporate Headquarters at US Steel: A Case Study of a LEED CI Tenant Fit-up.
- Subtitle: LEED renovations planned for floors to be occupied by UPMC Corporate Services Division.

Presentation pdf available upon request.

**4. The business has received regional recognition for its adoption and promotion of smart growth, sustainable community, and green building practices**

**YES**

Received recognition from regional professional organizations:

[AIA Pittsburgh](#)

- Honor Award 1998 - UPMC West
- Citation of Merit 1998 - UPMC South Hills

[Master Builders Association](#)

- Building Excellence 2013 Winner: Magee Womens Hospital 2<sup>nd</sup> Floor Addition for Best Project over \$7million
- Building Excellence 2013-Finalist: UPMC East for Best Project over \$25 million.
- Excellence in Craftsmanship 2013 Finalist - Mario Lemieux Center for Blood Cancers
- Building Excellence Award 2009: Children's Hospital Clinical Services Building for Best Project over \$10 million
- Building Excellence 2003 Finalist : Hillman Cancer Center for Best Project over \$25 million
- Building Excellence 2000 Finalist : UPMC Sports Performance for Best Project over \$5 million

[Engineering Society of Western Pennsylvania](#)

- Project of the Year - Commercial 2012: UPMC East
- Project of the Year 2004: UPMC Sports Performance

## 5. The business supports initiatives to ensure our region's residents have access to quality and affordable housing

YES

Examples include the following:

- Urban real estate agencies and property management organizations participate in the UPMC Perks program where they offer a qualifying reduction in initial costs. Most properties are located within the City of Pittsburgh.
- UPMC WorkPartners' LifeSolutions™ program offers guidance resources for home purchasing:
  - UPMC Health Plan supports the Façade Grant Program, an initiative of the Oakland Neighborhood Partnership Program (NPP). The Façade Grant Program is available to residential property owners in all four neighborhoods of Oakland – Central, North, South and West, with a limit of \$5,000 per grant.
  - Interim step-down housing assistance associated with behavioral health recovery services (Housing First!).
  - A pilot program, called Cultivating Health for Success, served 26 UPMC Health Plan members who were selected on the basis of their eligibility via enrollment in *UPMC for You's* Medicaid or Dual Eligible Special Needs Plan, their demonstrated need for housing and their history of inpatient hospital stays and/or emergency-room visits. Program participants receive support from the U.S. Department of Housing and Urban Development for stable housing within Allegheny County, and help in finding transportation assistance.
  - Additional housing support:
    - Assisted-living centers through Senior Living Communities
    - Independent living centers through Senior Living Communities
    - Personal-care homes through Senior Living Communities
    - Housing assistance program for returning military veteran's (HR)
    - Community-based resident-occupancy initiatives for housing stock
      - Donated 15 houses on Chesterfield Street to Oakland Planning and Development Corporation for rehabilitation
      - Housing for University of Pittsburgh graduate students

# Sustainable Business Compact 2014: UPMC

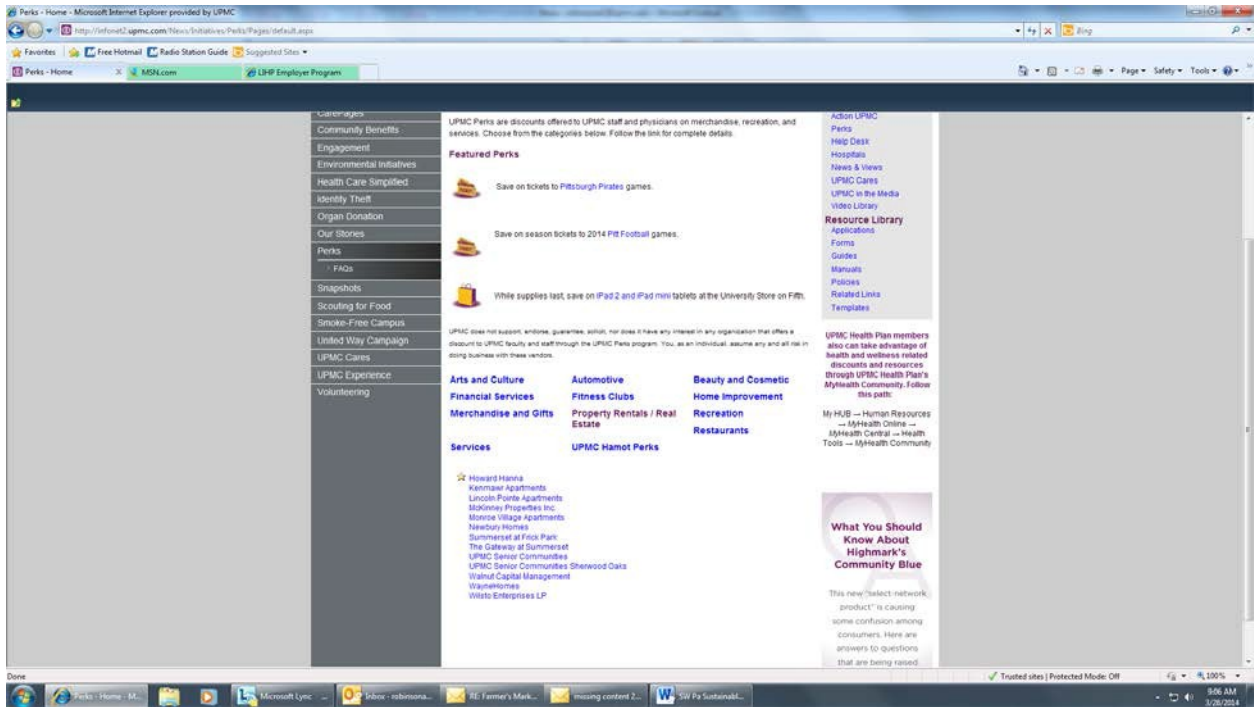


Figure 18. UPMC Infonet webpage showing real estate perks for employees

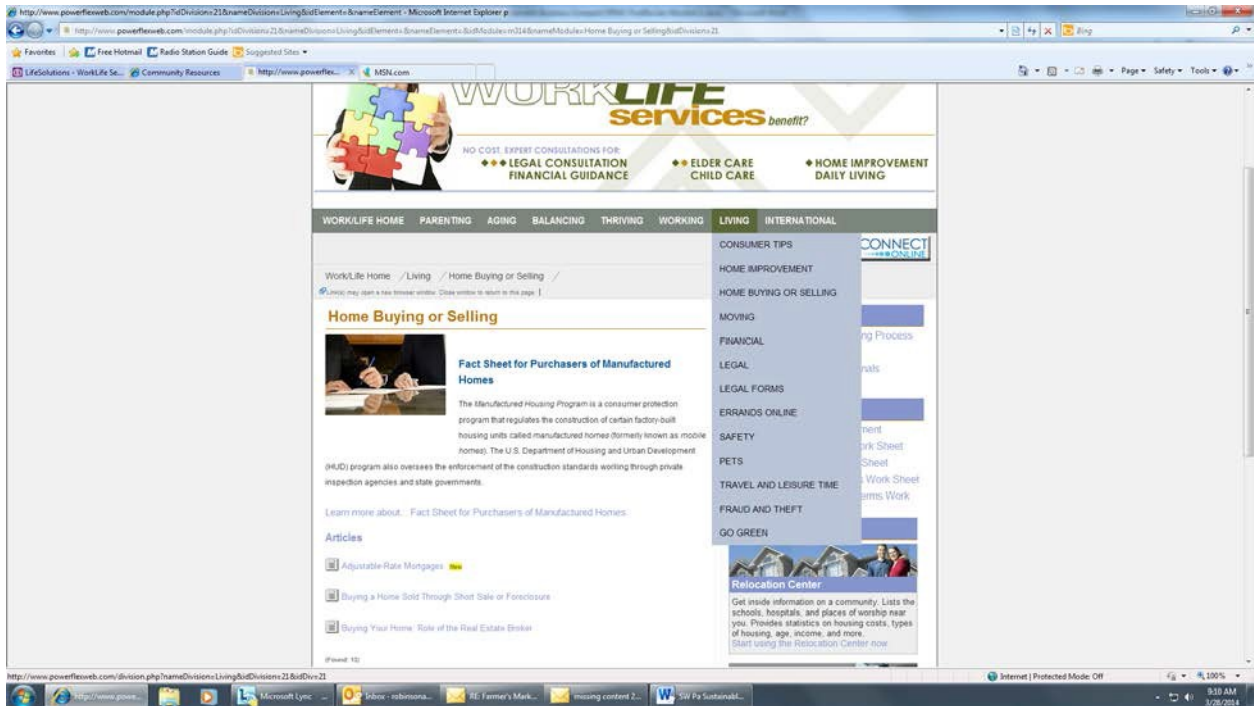


Figure 19. UPMC WorkPartner's Life Solutions real estate resource webpage

**6. The business has received regional recognition for its initiatives to ensure our region's residents have access to quality and affordable housing**

**YES**

In August 2013, HAP (Hospital and Healthsystem Association of Pennsylvania) recognized Western Psychiatric Institute and Clinic of UPMC (WPIC) for its submission, "[Housing First!: A Strategy to End Homelessness.](#)" This initiative provides more than 250 housing arrangements, primarily apartments located across Allegheny County, to homeless families and individuals who live with serious and persistent mental illness in the county. Through U.S. Housing and Urban Development (HUD) grants, federal leasing dollars are used as rental subsidies to provide homes and WPIC provides essential behavioral health support, assistance with navigating community services, and vocational support to maximize an individual's success in their new housing arrangement. Year after year, the program consistently exceeds HUD benchmarks in the areas of participants remaining in the program and ending the cycle of homelessness, engaging in mental health treatment and aligning resources for themselves to support their future.

## 7. The business has received regional recognition for its regional conservation activities

**YES**

Recognition of conservation-related activities occurred through the following:

- Informal recognition via newspaper articles/ blogs
- Childrens Hospital – continuously providing land for community block garden
- Magee’s for sensory learning gardens in collaboration with Phipps' conservatory
- Support of easement projects:
  - Bike Trails ( Aspinwall and Southside)
  - Land easement for protecting French Creek in Venango County
  - Four-Mile Run – green infrastructure projects in Oakland
- Pennsylvania Horticultural Society community greening award recognition of sustainable landscape projects at urban facilities.
  - UPMC Passavant 2010 (traffic-calming display in North Hills and community garden)
  - UPMC Presbyterian 2011 (community park renovation)



**SECTION E: Workforce Development**

**a. Challenger (Baseline)**

- 1. The business engages with programs that connect the region's employers with highly skilled students and educators.**

**YES**

UPMC participates in many programs in Pittsburgh that connect employers with students and educators. First is the Pittsburgh Promise, a scholarship program for high-school students who live in the city and attend the Pittsburgh Public School System. UPMC announced a \$100 million financial commitment to the Pittsburgh Promise in 2008. Not only does UPMC offer financial support for the Pittsburgh Promise, but we regularly network with scholarship recipients via events such as the annual career launch or interview-skills training. In addition, employees provide 1-1 mentoring and career advice to recipients throughout their college careers.

UPMC also partners with the Three Rivers Workforce Investment Board (TRWIB) Youth Policy Council. As a representative of this council, UPMC hosts high-school student interns each summer via the Work Ready Pittsburgh Program. Recognizing the importance of building a diverse pipeline, the TRWIB started the WorkReady Program as a means to provide major Pittsburgh corporations with eager and talented students. UPMC has repeatedly participated in this program and has benefited from the work of these talented students.

UPMC is actively involved in many educational advisory boards. This involvement allows UPMC professionals to offer guidance and opinions on the curriculum taught in high school vocational classes as well as post-secondary schools that specialize in health care careers. This involvement affords UPMC the ability to interact with both the students and teachers on an intimate basis, which in turn creates pipelines of highly qualified candidates for the system.

The UPMC Center for Engagement and Inclusion developed a number of career awareness programs to increase interest in health care careers among students across western Pennsylvania. To help prepare students for health care careers prior to graduation, we work with each UPMC hospital, facility, and division to create opportunities to explore the world of health care through: job shadow opportunities, healthcare career presentations and fairs, career fairs, mentoring, mock interviews and on-site work experiences.

Finally, UPMC engages in many programs with YouthWorks, which is a local non-profit organization that prepares youth in the greater Pittsburgh area for employment. UPMC

## **Sustainable Business Compact 2014: UPMC**

professionals address participants of YouthWorks programs regularly to educate them on careers in health care. Also, many YouthWorks students spend time at UPMC exploring career opportunities via individual job shadowing experiences.

## **2. The business engages in outreach to university students for future employment opportunities.**

### **YES**

Every year, UPMC's Campus Programs team visits local, regional, and national campuses to recruit students into the Summer Associates program, other internship programs, and entry-level leadership rotational programs. The Summer Associates program offers undergraduate college students an internship that combines real work experience with ample networking opportunities. The two rotational programs (in finance and technology) offer participants the ability to rotate through four distinct areas of the organization over a two-year period in an effort to gain an understanding of health care. Both programs are considered the premier way to secure entry level employment at UPMC.

Our Campus Programs team participates in a variety of activities when visiting a university such as classroom presentations, networking dinners, interviewing sessions, and job fairs.

UPMC also engages our Summer Associates to be Campus Ambassadors when they return to school each fall. These ambassadors participate in peer-to-peer campus recruitment activities on behalf of UPMC.

In an effort to engage freshman college students, UPMC offers Spring Training classes. These classes are facilitated by the UPMC Campus Programs team and UPMC employees who have been hired via the programs. During these sessions, facilitators review important career advice with the students. Topics covered include building personal brand, social networking, and the importance of being involved on campus. Again, this program was implemented for UPMC to create a pipeline of candidates for our Summer Associates program, which in turn becomes our pipeline for entry-level positions.

### 3. The business has a program for employee professional development, training and education

#### YES

UPMC believes in the importance of empowering employees to grow in their career. One program that has been designed for our entry level employees is the Healthcare Initiatives Program (HCIP). Introduced in 2001 at UPMC Presbyterian, HCIP provides financial support to qualified UPMC employees to further their education with the goal of advancing their careers within the allied health field. HCIP is tailored to assist employees in meeting their educational and professional needs primarily through financial support. While continuing to work at UPMC, participants attend classes part-time in the fields of nursing, radiology technician, respiratory therapist, pharmacy technician or health information management. Employees in this program are given four years to complete their degree. Once they graduate, they begin to look for opportunities in their intended field of study. This program is a vital part of UPMC's pipeline recruitment strategy.

All full-time and part-time employees are encouraged to participate in the UPMC tuition reimbursement program. This is a benefit that is available to employees within 30 days of employment. Employees who participate in this program can receive up to \$5,000/year to attend classes at local colleges and universities. This benefit can be used multiple times and can assist an employee in furthering their education during their employment at UPMC.

The annual succession plan for key senior leaders is an important way to ensure transparency in operations and business continuity. Additionally, the plan identifies emerging and rising leaders and focuses efforts to cultivate this talent to assume more challenging roles into the future.

The Talent Management Review is an annual process for reviewing the performance and potential of leaders within each business unit who report directly to a member of the senior leadership team. This process ensures annual and ongoing dialogue among senior leaders to critically analyze talent pipelines; identify rising talent; drive development opportunities for this talent; and provide a foundation for succession planning.

All managers have access to tools, resources and a leadership curriculum through UPMC's management program, iLead – Inspiring Leaders through Education, Association and Development. iLead provides continuous development throughout a manager's career at UPMC by offering various management and leadership development courses. Examples include courses in effective performance management, effective delegation, conflict management and interviewing techniques.

## **Sustainable Business Compact 2014: UPMC**

The capstone leadership program at UPMC is the Leadership Development Intensive (LDI). The LDI provides accelerated, executive-level learning and development for UPMC's top performing, high-potential, director-level leaders. The goal of the program is to enhance the leaders' effectiveness in their current roles and prepare them for role expansion and potential advancement. UPMC partners with the University of Pittsburgh's Center for Executive Education in the Katz Graduate School of Business to coordinate all aspects of the program. The LDI is central to the overall talent management strategy of UPMC and supports the overall mission and vision of UPMC.

In summary, these processes, programs, and resources demonstrate UPMC's continued commitment to identifying, growing, and sustaining the best talent to maintain overall organizational success – now and into the future.

## **b. Engaged (Mid-level)**

### **1. The business sponsors workforce training for low-income and inner-city residents.**

#### **YES**

UPMC Workforce Development Initiatives are focused on assisting those with barriers to employment in securing career and advancement opportunities within UPMC.

The Partnership on Workforce Readiness and Retention (POWRR) Program is a unique collaboration between UPMC and over 30 community partners (such as Hill House Association, OPDC Joblinks, Mon Valley Initiative, and North Shore Community Alliance) who assist individuals with barriers to employment secure career opportunities at UPMC. The program consists of three workshops, which provide participants the skills that are required to successfully secure employment within UPMC, including writing resumes, interviewing skills, and understanding the entire application process. The POWRR initiative is open to all job seekers who are currently working with a registered UPMC community partner.

The POWRR program has provided employment opportunities to over 300 candidates to date and is helping applicants get hired faster and be more successful in their employment at UPMC.

In addition to POWRR, the UPMC Career Development Series is designed to give job seekers, including those who have barriers to employment, tips on how to go from a UPMC applicant to an employee. During the two-hour informational session, participants learn career search strategies and techniques, how to navigate the UPMC website, apply for UPMC jobs online, write a resume that gets noticed, and how to prepare for a successful interview. Attendees will have the opportunity to walk through the UPMC online application process, receive feedback on resume formatting, and gain insight on how to maximize the efforts of their job search from a UPMC Talent Acquisition employee. Sessions are held on-site at UPMC and at the downtown and Oakland branches of the Carnegie Library.

Finally, UPMC understands the importance of building relationships while gaining knowledge about the health care field. In order to support our candidates in their employment search, UPMC Health Plan hosts a community breakfast, Pathways to Work, which is specifically designed for community job seekers. This allows them the chance to explore areas of interest, network with hiring managers and recruiters, and receive information on current job openings.

## **Sustainable Business Compact 2014: UPMC**

In addition to the Pathways to Work networking events, UPMC Health Plan proactively hires someone from the community that is receiving cash assistance from the state's Temporary Assistance to Needy Families (TANF) to work at the front desk of the human resources (HR) department as a temporary employee. HR staff work with the employee to help him or her develop the job skills and discipline necessary to be an effective worker. HR staff also looks for UPMC system-wide positions that appear to be a good match for the employee.

Finally, UPMC Health Plan has a community partnership program committed to reaching out to job applicants eligible to participate in DPW's Contractor Partnership Program (CPP). Currently, UPMC Health Plan partners with over 100 community-based organizations such as training providers, employment and career development centers and human services organizations. UPMC Health Plan will identify positions within the Health Plan that are appropriate entry-level positions for CPP-eligible job applicants hired under this contract. Recruitment notices for all appropriate vacant entry-level positions are sent directly to community partner organizations.

## 2. The business creates green job opportunities.

### YES

As the number of patients UPMC treats increases, the need to expand or even build additional facilities has increased. UPMC has made a concentrated effort to ensure these buildings are LEED certified and green. Because of this expansion, UPMC has created the LEED AP Project Manager position. These project managers are responsible for managing the system-wide greening projects.

UPMC is also a sponsor of the Pittsburgh Gateway [Connelly Energy Innovation Center](#), a regional initiative promoting technology, process, and business development associated with a range of energy sources inclusive of alternative energy sources as a technical trade school.

In addition to having green jobs, UPMC also partners with several green organizations on various projects. These organizations are construction companies or architect firms that are assisting UPMC in creating green facilities. Because of this partnership, these companies are indirectly creating several green job opportunities for the employees who are hired to work on the UPMC projects



### **3. The business offers sustainability training programs to its workforce.**

**YES**

Each week, more than 100 staff members new to the organization attend a day-long orientation program called “Beginnings,” which trains them on various processes and procedures at UPMC. One of the trainings included is on UPMC’s Greening Initiatives. This training starts with a basic overview of greening initiatives and then progresses to how they apply in a hospital setting. Detail is given on UPMC’s recycling program, what it means to be green by design, and simple greening initiatives that can be practiced by employees every day. Additional time is spent on reviewing the system’s LEED facilities, including UPMC EAST, which is a hospital that was built by recycling 100% of the former building and was designed for energy reduction with larger windows. Finally, every employee leaves with an orientation handbook that includes 10 pages on UPMC’s sustainability efforts.

**4. The business offers flexible schedules, work from home programs, and other arrangements to employees to support work-life balance and employee professional development.**

**YES**

Many entities of UPMC offer flexible work schedules and work environments to their staff. Keeping in mind that we all come from a variety of backgrounds with varying responsibilities, by offering staff flexible schedules, not only does it keep employees engaged, but it also allows them to maintain a work-life balance.

In addition, several UPMC departments offer work from home options to employees. The Hospital Medical Coding department is designed for staff to work from home. Technology is in place for all employees (from entry-level to experienced) to have the ability to complete their jobs in their house at any time of the day.

UPMC Health Plan also has a large complement of their employee base working from home. Work-from-home employees are typically hired in the following areas; Claims Processing, Care Management and Customer Service.

*LifeSolutions* is a free benefit offered to all UPMC employees and members of their households. *LifeSolutions* answers employees' calls 24 hours a day, seven days a week. The program enables employees to address personal, relationship, job-related, and career needs in a private, confidential environment. The goal of the benefit is to help employees balance work, life, and wellness. All of *LifeSolutions WorkLife* services are designed to provide expert personalized consultations on financial, legal, elder care, child care, home improvement, and other daily living topics. Employees also have access to a *LifeSolutions* database full of over 100,000 resources.

**c. Transformative (Highest level)**

**1. The business supports regional efforts to increase participation in workforce opportunity trends, careers opportunities and the education of the present and future workforce.**

**YES**

UPMC is committed to educating the present and future workforce on careers in health care. The vice president of talent acquisition sits on the Board of the Three Rivers Workforce Investment Board (TRWIB), which is the governing entity for workforce trends in Pittsburgh. Because of this relationship we support and promote their programs throughout the system. Yearly, UPMC talent acquisition hosts high school interns from the Imagine program and educates them on the various career opportunities available here at UPMC.

UPMC also has a Center for Engagement and Inclusion, which manages several programs designed to create career awareness in an effort to increase interest in health care careers among students across western Pennsylvania. The Center also partners on programs that promote academic achievement in reading, writing, and science, technology, engineering, and math (STEM). To help prepare students for health care careers prior to graduation, the Center works closely with each UPMC hospital, facility, and division to create opportunities to explore the world of health care through:

- Job shadow opportunities
- Health care career presentations and fairs
- Career fairs
- Mentoring
- Mock interviews
- On-site work experiences

Working together with educational partners, the Center is building the health care workforce of tomorrow.

Each year UPMC Health Plan, on behalf of the entire UPMC health system, participates in the Neighborhood Assistance Programs (NAP) and Neighborhood Partnership Programs (NPP), coordinated through the PA Department of Community and Economic Development (DCED). NAP's are tax credit programs to encourage businesses to invest in projects which improve distressed areas, while the NPP's are long-term collaborations (five years or more) of business, government and community leaders to produce a comprehensive, asset-based and relationship-driven approach to community development. In FY14, UPMC provided support for 36 NAP programs and continued participation in five NPP programs. The majority of the NAP programs address, in some or full part, workforce development and community engagement/development. The

## Sustainable Business Compact 2014: UPMC

five NPP programs all have a component of job readiness, workforce development and job skills/training, particularly for low and underserved populations.

### **NAP supported organizations include (for FY14):**

Armstrong County Community Action Agency  
Auberle  
Beaver Area Heritage Foundation  
Bethlehem Haven  
Brashear Association  
Carnegie Library of Pittsburgh  
Catholic Charities Free Health Care Center  
Center of Life  
City of Asylum  
Duquesne University Small Business Development Center  
East End Cooperative Ministry  
Goodwill / YouthWorks  
Greater Pittsburgh Community Food Bank  
Hill House Association  
Homewood Children's Village  
Hosanna House  
Jewish & Family Children's Services  
Junior Achievement  
Kingsley Association  
Manchester Craftsmen's Guild  
Mattress Factory  
Multi-Cultural Community Resource Center  
Neighborhood Legal Services Association  
PA Women Work  
Pittsburgh Community Reinvestment Group / Hazelwood Initiative  
Pittsburgh Community Services, Inc.  
Pittsburgh Gateways Corporate Energy Innovation Center  
Pittsburgh Parks Conservancy (Cliffside Park)  
Polish Hill Civic Association  
Rebuilding Together Pittsburgh  
Redevelopment Authority of the County of Fayette  
Spanish American Civic Association for Equality  
St. Martin Center  
YMCA of Greater Erie

### **NPP supported organizations include (for FY14):**

Bayfront Eastside Taskforce  
Brashear Association  
Oakland Planning & Development Corporation

## Sustainable Business Compact 2014: UPMC

McKees Rocks Community Development Corporation  
Lawrenceville Corporation

Finally, UPMC has partnered with several local organizations that are focused on growing Pittsburgh.

- The Pittsburgh Regional Alliance markets the benefits of conducting business in southwestern Pennsylvania to companies all over the world that are growing, relocating or expanding. In addition, this organization also works to support the growth of existing regional employers.
- The Allegheny Conference on Community Development has a strategic focus to create a more competitive business climate and actively markets the Pittsburgh region for investment, job creation and talent.
- Vibrant Pittsburgh embraces inclusion by ensuring the region's growth by attracting, retaining and elevating diversity of talent, as well as promoting the region nationally and internationally as a diverse, welcoming region of opportunities.

- 2. The business has received regional recognition for its commitment to increase participation in workforce opportunity trends, career opportunities and the education of the present and future workforce.**

**YES**

UPMC has received many awards and recognition for its commitment to the recruitment and retention of its workforce. Those awards include:

- Goodwill Power of Work Award, 2010, 2012, 2013
- Springboard Consulting Disability Matters Workforce Award, 2012, 2013
- Office of Vocational Rehabilitation Business Partner Award 2013
- Employer Support of the Guard and Reserve Patriot Award, 2012, 2013
- Employer Support of the Guard and Reserve Above and Beyond Award, 2013

**SECTION F: Economic Prosperity**

**a. Challenger (Baseline level)**

**1. The business has strong, sustained economic performance**

**YES**

As evidenced in UPMC's [annual financial report](#).

UPMC is the region's largest corporate sponsor for community development, regional asset funding (e.g. parks, libraries, museums, zoos) and economic development initiatives (including many PA DCED sponsored collaborations).

UPMC also maintains a high level of economic commitment in all communities where it has a presence: Pittsburgh, McKeesport, Cranberry, Erie, Altoona, Bedford County, Mercer County, Armstrong County, Beaver County, etc.

## 2. The business pursues and documents long-term financial sustainability in addition to short-term quarterly performance

### YES

Financial planning occurs by developing, preparing, analyzing, and implementing the operational budget for UPMC. Guided by executive management, Financial Planning and Analysis (FP&A) personnel work closely with each business unit's financial leaders to accurately developed financial projections (budgets) to assist the operational leaders in their leadership of the business.

The annual business process begins in December each fiscal year with the development of the Five-Year Plan which becomes the basis for the annual budget. In mid-January, an FP&A liaison works with the CFOs of each division to project next year's financial results and presents these findings to executive management. Once reviewed and approved, FP&A helps the division's finance team implement the budgeting process.

A scalable, system-wide analysis tool with capabilities for budgeting, forecasting, and monthly reporting is used to coordinate budgets.

Monthly and quarterly fiscal performance analysis is conducted for all business units along with a comparison of an annual retrospective performance analysis.

Analysis is conducted to the departmental/program level within each business unit.

The fiscal performance analysis is reviewed and discussed at monthly operations and business unit meetings.

UPMC's consolidated financial results, annual budgets, five-year plans, investment results, and audits are reviewed and approved at quarterly Finance, Audit, Investment Committee meetings, and at monthly UPMC Board meetings. Subsidiary boards and committees also provide governance oversight over individual hospitals, business units, and regulated subsidiary enterprises.

UPMC is rated as financially stable relative to its investments and financial obligations.

- 2013 maintained Credit Ratings:
  - Moody's rating: Aa3
  - Fitch rating: AA-
  - Standard & Poor's rating: A+



## 15-Year Retrospective

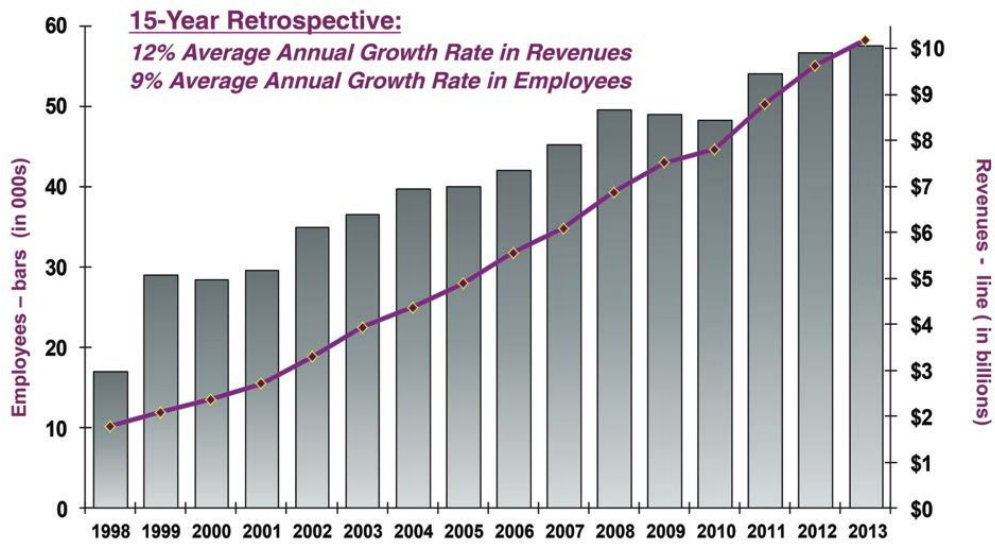


Figure 20. UPMC's 15-Year retrospective fiscal performance

Table 7. UPMC's 5-Year Community Benefit Performance

UPMC Community Benefits					
	FY2013	FY2012	FY2011	FY2010	FY2009
Charity care and unreimbursed amounts	\$268	\$238	\$206	\$218	\$195
Community health programs and	\$238	\$96	\$93	\$91	\$90
Support for research and education	\$381	\$288	\$266	\$254	\$258
<b>Total</b>	<b>\$887</b>	<b>\$622</b>	<b>\$565</b>	<b>\$563</b>	<b>\$543</b>

### 3. The business has met its regional tax obligation

**YES**

UPMC is registered as 501c3 tax exempt charitable organization that provides health care service, supports academic training and research.

Nearly half of UPMC-owned property is taxable. The other half is non-taxable, of which 97% are hospital campuses.

- In Fiscal Year 2013:
  - UPMC paid more than \$300 million in federal, state, and local taxes.
  - **UPMC's community contributions topped \$887 million** and represented more than 15 % of net patient revenue. Breakdown on community contributions:
    - Uncompensated care (at cost): \$268 million
      - Value of community service programs: \$238 million
    - Support for research and education: \$381 million
- UPMC maintained its \$100 million commitment to the [Pittsburgh Promise](#) to fund post-secondary education for Pittsburgh's high school graduates.

Additionally, as part of property development and maintenance, UPMC performed in-kind municipal services such as:

- Installing street lights along an adjoining street on the City of Pittsburgh's South Side
- For the past six years, UPMC grounds management staff coordinated with the Pittsburgh Parks & Recreation Department to plant trees and prepare parks for the outdoor season (April – November).
- Installing traffic signals and sidewalks on connecting roads in Cranberry Township.
- Installing a storm-water run-off basin on UPMC property to mitigate historical flooding at a high-volume intersection in Monroeville.
- If the opportunity exists, relocate to a distressed community to attract and increase business activity and possibly new residents (resulting in contribution to the tax base for a community) or relocate to a community experiencing a reduction in a tax base. For example:
  - Children's Hospital of Pittsburgh of UPMC's relocation to Lawrenceville attracted additional support businesses and services to the community.

## Sustainable Business Compact 2014: UPMC

- At a time when the building occupancy was at a historical low, indicating a possible adverse economic impact, UPMC Corporate Services and UPMC Health Plan relocated from Oakland and uptown to the U.S. Steel Tower in downtown Pittsburgh, bringing nearly 2,000 employees, resulting in increased employee parking demand, public transit riders, customers for downtown retail businesses and cultural district events. Additionally, the UPMC Global Care and UPMC Community Care divisions are relocating to the former Heinz 57 Center. This occupancy contributes to stabilizing and enhancing the tax base and the economy of downtown Pittsburgh, *which has a comparatively higher municipal tax rate due to location.*

## b. Engaged (Leader-level)

### 1. The business makes capital investments in its regional operations and facilities

**YES**

Capital investments are made in site development projects and sponsorship support of community and social health services.

- [Urban Innovation 21](#):
  - [Pittsburgh Wealth Building Initiative](#)
  - [Connelly Energy Innovation Center](#)
- Development of a service business planned for the [ALMONO site](#)
  - Signed on as committed client to anticipated commercial laundry service provider who has pledged to use “green” processes
- Regional, federally qualified health clinics
  - [Mathilda Theiss in Oak Hill](#)
- [Family Health Centers](#), actively promoting community health

## 2. The business invests in research and development activities in the region

**YES**

UPMC provided \$381 Million in 2013 to fund research and education.

UPMC supports the Pittsburgh Life Sciences Innovation Greenhouse Project.

UPMC founded/ cofounded biomedical businesses located in the region, including [Omnyx](#), [dbMotion](#), [e-Benefits](#), [Evolent Health](#) (based in Arlington, VA), [A-Lung](#), [D3](#) Incident reporting system, and [Askesis](#) among many other biomedical businesses supporting local employment.

UPMC collaborates with Google and CMU in bioscience, health administration/ health telecommunication/health technology development projects.

UPMC collaborates with Verizon, Alcatel-Lucente, GE, and IBM in developing and translating electronic health record technology, processes and standards addressing medical service delivery, customer engagement, and information security.

### 3. The business has expanded its regional employment within the last five years

**YES**

UPMC has grown to become the Commonwealth's largest non-governmental employer. The number of people employed indicates potential regional economic stability due to the capacity to pay taxes and engage local businesses.

- Even though employment reductions occurred in some areas, overall, the number of employees has steadily grown.

Regional employment has increased through the following:

- Increased service demand across the tri-state area and overseas.
- Recent acquisitions of health care systems within the state (UPMC Hamot, UPMC Altoona, UPMC Mercy) and overseas (Khazikstan, China).
- Expanded in administrative services support to health systems in other markets beyond WPA:
  - [International Corporate Services Division](#)
  - [Center for Connected Medicine](#)
  - [UPMC Technology Development Center](#)
  - [Evolent Health](#)

The following graph and table show the employment-volume trend and diversity of employees:

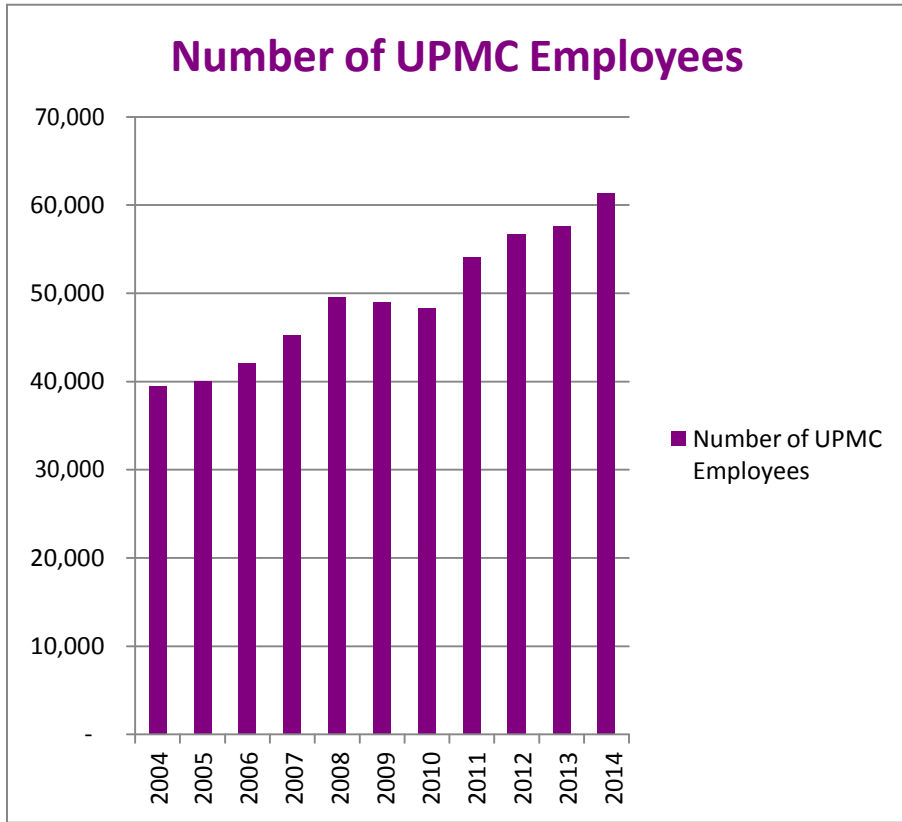


Figure 21. Total Number of UPMC employees, inclusive of the International Corporate Services Division (2004-2014)

Table 8. Number of Physically/ Cognitively Challenged Employees (2014)

**Current Disabled or Disabled Veteran Employees**

	Disabled Veteran	Disabled	Grand Total
<b>Grand Total</b>	<b>72</b>	<b>30</b>	<b>102</b>

Table 9. Current Number of Veteran Employees

Military Status	Count
Active Military	7
Active Reserve	156
Armed Forces Service Medal Vet	54
Inactive Reserve	203
Other Protected Veteran	231
Post-Vietnam-Era Veteran	33

Sustainable Business Compact 2014: UPMC

Separated Vet or Retired Mil	384
Service Medal & Other Vet	42
Veteran of the Vietnam Era	144
<b>Grand Total</b>	<b>1254</b>

Table 10. Number of Veterans Hired 2011-Present

<b>Year</b>	<b>Count</b>
2011	227
2012	315
2013	275
2014(YTD)	79
<b>Grand Total</b>	<b>896</b>



#### 4. The business offered living wages while maintaining its competitive positions

YES

(Excerpt from) Statement of W. Thomas McGough, Jr., Senior Vice President and Chief Legal Officer, UPMC before the Pennsylvania House Committee on Health December 18, 2013, framing UPMC's regionally competitive position:

*"UPMC currently cares for 40 percent of the patients in our region, and provides nearly 62 percent of the hospital charity care there. In the last fiscal year, UPMC provided \$887 million in IRS-defined "Community Benefits," made up of \$268 million in charity care and unreimbursed amounts for programs for the poor, \$238 million devoted to improving health and quality of life in our region's communities, and \$381 million spent on research and education.*

*To put that total number of \$887 million in perspective, it is nearly twice the \$470 million budget of the City of Pittsburgh, and roughly three times the total federal, state, and local taxes that UPMC estimates it would pay were it a for-profit company."*

Link to [press release](#) regarding UPMC's first half of FY 14 performance.

##### UPMC Total Compensation Philosophy:

*In support of UPMC's mission and vision, UPMC is committed to providing a total compensation program which is flexible enough to meet the unique needs of the businesses that make up the health system while also supporting the objectives of UPMC as an integrated health system. These programs will be designed, in the aggregate, to support a prominent integrated health care delivery and financing system with best-of-class quality of care and service through a focus on community health needs, exceptional community citizenship and stewardship, while maintaining and improving academic status through research and academic programs.*

*Accordingly, UPMC will provide a total compensation program that is market-competitive, fair and provides the opportunity and challenge to share the system's financial fortunes both up and down. All programs will also support UPMC's organizational mission as a not-for-profit entity. The program will be designed to attract, motivate and retain outstanding staff members who demonstrate the following attributes and organizational behaviors:*

- *Strong customer service orientation*
- *Performance/results orientation*

## Sustainable Business Compact 2014: UPMC

- *Accountability*
- *Personal integrity and professionalism*
- *Team orientation*
- *Aligns success with that of all stakeholders*
- *Commitment to continuous quality improvement*
- *Other competencies/behaviors deemed critical by the organization as outlined in the performance management tool*

UPMC uses multiple wage strategies to adapt to the variety of employment terms and contexts:

- Hourly wage, salary, merit awards, and premium pay
- Partial tuition reimbursement for medical and administrative employees
- Annual performance evaluations and employment promotion ladders are used to transition and advance frontline staff into middle and upper management.

UPMC's starting wages for all of our employees are significantly higher than comparable positions in the market (both in base wages and total compensation), our average wage and benefit levels for all our employees (excluding executives and M.D.s) are significantly above the region's median income levels, and UPMC is unique in our industry with our comprehensive education, training, tuition benefits, health and wellness benefits, Employee Assistance Programs services and other forms of services and support to our employees...that facilitates their career paths to sustainable living wages(with generous benefits)...to which the vast majority of our 62,000 employees already earn at (and most above) a sustainable living wage.

"We take very seriously our role as a leading employer and are proud of the compensation packages that we offer our employees. For example, we choose to pay our service workers in Pittsburgh at higher wages than the local market average, with our average service workers earning \$12.81 per hour or \$26,644 annually. Comparing UPMC's service worker starting wage of \$11.00 per hour to the local market, service worker starting wage of \$9.48 per hour, UPMC pays \$1.52 per hour more than average. \$11.00 is 150% of current minimum wage of \$7.25, and even higher than President Obama's recently proposed minimum wage.

In addition to wages, our employees are offered superior health benefits for themselves and their family members, retirement benefits that include both a defined-benefit pension plan and a savings plan with employer matching contributions and generous paid time off from work. Additionally, UPMC provides tuition reimbursement for employees who choose to further their education as well as tuition reimbursement for spouses, partners and children."

**Sustainable Business Compact 2014: UPMC**

UPMC has robust programs that encourage and financially supports education, training, and professional development for all our employees so that every employee can achieve their self-sufficiency aspirations over time. Additionally, UPMC programs to support our employees with special needs, including financially supporting veterans on active duty.

Table 11. Demonstration of how UPMC meets and exceeds determined regional living wage for one adult and one child (2014)

<b>Occupational Area (UPMC Jobs)</b>	<b>Average Hourly Rate</b>	<b>Fringe Benefit Percentage</b>	<b>Fringe Benefit Amount</b>	<b>UPMC Total Compensation (Hourly Rate + Benefits)</b>	<b>UPMC TC compared to Regional Living Wage (\$17.01)</b>
<b>Healthcare Support (Aides and Technicians)</b> (Patient Care Technicians / HUCs / Medical Assistants)	\$13.56	45.1%	\$6.11	\$19.67	<b>+15.6%</b>
<b>Food Preparation and Serving Related</b> (Food Service)	\$12.26	48.3%	\$5.92	\$18.18	<b>+6.9%</b>
<b>Building and Grounds Cleaning and Maintenance</b> (EVS Aides / Maintenance Technicians / Groundskeepers)	\$12.56	47.5%	\$5.96	\$18.52	<b>+8.9%</b>
<b>Office and Administrative Support</b> (Administrative Assts / PICs / Billing Specialists)	\$15.39	41.5%	\$6.38	\$21.77	<b>+28.0%</b>
<b>Transportation and Material Moving</b> (Shuttle Bus Operators / Warehousers / Store Room Clerks)	\$13.12	46.1%	\$6.04	\$19.16	<b>+12.7%</b>

**1 - Utilized BLS Occupational Outlook Handbook to match UPMC positions to Occupational Areas**

**2 - Data includes Urban, Community and Regional Regular FT and PT employees, excludes casuals, as of 4/24/14**

**3 - Fringe benefit percentage does not include PTO (+8.7%) and Holidays (+2.7%)**

**5. The business invests in green technology implementation**

**YES**

Though we are not formally manufacturers or distributors, UPMC is open to early adoptions to test market green technology. Recent examples include:

- Implementing the EVIVE water bottle reuse stations in high-occupancy locations
- Expanded use of telemedicine to reduce need for travel
- Use of energy-efficient computer hardware management technology (Verdiem)
- Participated in the expansion of electric vehicle charge stations (alt fuel vehicles)
- Developed remote medical administrative services to provide on-demand accessibility to medical expertise to areas without medical services

**6. The business sources its materials and supplies from regional sources as the regional market can provide economically**

**YES**

Through its environmentally preferred purchasing (EPP) commitment, UPMC solicits open bids and reviews submissions for local market sources.

- Local small businesses received service contracts.
- For the calendar year 2013, UPMC's spend for OH-PA-WV region procurement was **\$1,982,974,992** for goods and services from **7,534** unique vendors located in the tri-state area.

- 7. The business obtains its food supplies from regional farms and sources as the regional market can provide economically**

**YES**

Seasonal produce and milk are locally sourced from regional farms

Since 2009, annual farmer's markets are held on hospital campuses to enable easy access for employees and visitors to regional produce and dairy products.

**c. Transformative (Champion level)**

**1. The business participates significantly in regional philanthropic activities**

**YES**

**UPMC, across all entities, provides \$12M on average to approximately 2,000 organizations each year.**

- UPMC was the largest corporate sponsor of the [Pittsburgh Promise](#),
- UPMC sponsors many regional events and initiatives:
  - [Pittsburgh Marathon](#)
  - [Southwestern PA Household Hazardous Waste Collection Events](#) (since 2008)
  - [Pittsburgh Life Sciences Greenhouse](#)

**2. The business supports regional efforts that drive regional profit and prosperity from sustainable-resource deployment and use**

**YES**

As a member of the [Allegheny Conference](#), UPMC supports and participates in many regional economic development initiatives such as:

- [Pittsburgh Impact](#)
- [Imagine Pittsburgh](#)
- [Vibrant Pittsburgh](#)
- [Energy Alliance](#)



### 3. The business has received regional recognition for its commitment to regional profit and prosperity from sustainable-resource deployment and use

**YES**

*Justification: Information and intelligence are sustainable resources, because each can exist and be used continuously with and without the use of material goods, and is easily “portable” without the need of energy or fuel.*

As an integrated health care system, UPMC has entities that provide personal and commercial services as “products.” One entity is the [UPMC Health Plan](#), which provides managed care services. The UPMC Health Plan demonstrates its commitment to regional profit and prosperity by:

- Having its headquarters along with the majority of its associated support divisions (call centers, data centers, financial processing centers) located within western Pennsylvania. This enables the UPMC Health Plan to provide regional employment opportunities for our residents throughout the region.
- Offering competitive choice for health insurance/ managed care options regionally.
- Providing professional development opportunities for collegiate finance and business administration, and health finance students through internships and administrative fellowships.

Third-party awards and recognitions verify quality performance. In addition to UPMC Health Plan’s most recent awards and recognitions that are listed [here](#), additional awards and recognitions include:

- [Medicaid](#) Managed Care---#10 largest in USA; ranked #15 nationally and #1 in PA for Quality (US News- 131 plans)
- [Medicare](#) Managed Care---#13 largest in USA; ranked #40 PPO nationally and #1 PPO in western PA (US News-405 plans)
- Medicare Plans---Achieved four-star rating in 2014 (38% of 484 insurance plans in the nation achieve a four-star rating)
- Commercial Plans---HMO---#11 nationally and #1 in Pa---PPO---#48 nationally and #1 in PA (US News-484 plans)
- Healthcare Customer Service---
  - [International Customer Management Institute \(ICMI\)](#) 2013 Best Customer Service Experience Ranking in the call center industry
  - ICMI 2014 Finalist-Best Use of Technology
  - International Quality and Productivity Center (IQPC) 2013 Call Center of the Year
  - [Service Quality Measurement Group \(SQMG\)](#) 2014 Finalist-Best Practice for First Call Resolution

## Sustainable Business Compact 2014: UPMC

- [J.D. Power Call Center](#) Certification--2013 Recertification (only 31 call centers in the nation across all industries have been awarded this designation)

Other entities include [commercial partners](#) that provide administrative services and promote regional business development of biotechnology, health care information management strategies, clinical processes, and administrative strategies.

- Commercial partners serve as incubation centers (business ventures) that support regional startups that have the potential to expand to regional, national and international markets.
- Startups may evolve from research centers that translate into businesses or independent small businesses that collaborate with our commercial partners, such as providing a contracted product or service via [Supply Chain](#), or earn development collaboration with a [business venture](#). A majority of relationships with commercial partners occur regionally.

Again, third party awards and recognitions verify quality performance. Successful relationships earn awards and recognitions that translate into financial sustainability. Some awards and recognitions of our commercial partners include:

- Healthcare information technology and management awards and recognitions:
  - Information technology---#1 most innovative user of IT across all industries ([InformationWeek](#))
  - UPMC Wins "Visionary of the Year" in 2014 [FairWarning's](#) Privacy Excellence Awards, 2/25/14
  - UPMC [Leaders Honored](#) by [Healthcare IT News](#), 2/26/14
- Clinical and Service Excellence awards and recognitions:
  - Community Care---#1 Behavioral Health MCO for Quality in Pa; [NCQA](#) 2013 Accreditation-Perfect Score
  - Community Care---2013 Gold Award for Institutionally Sponsored Programs by [American Psychiatric Association](#)
  - UPMC Hospitals Earn [Top Quality Recognition](#) from The [Joint Commission](#), 11/4/13
  - Children's Hospital of Pittsburgh of UPMC Named to [Leapfrog Group's](#) Elite [National List of Pediatric Hospitals](#) that Provide Highest Levels of Safety and Quality, 12/4/13
  - UPMC Presbyterian Shadyside Earns Nation's [Top Quality Ratings](#) for Heart Surgery, 11/7/13
  - UPMC Demonstrates Breakthrough [Mobile Platform](#) for Physicians Developed in Collaboration with Caradigm, Intel and Microsoft, 2/18/14

**SECTION G: Water Quality and Stewardship**

**a. Challenger (Baseline)**

**1. The business reviews and tracks its monthly water usage**

**YES**

Monthly water usage is tracked for all UPMC-owned properties.

- UPMC has 16 million square feet of owned property and 3.9 million square feet in leased property. This does not include UPMC Altoona.
- The majority of this space is in southwestern Pennsylvania -.

Water usage cannot be tracked for leased properties because utilities are incorporated into monthly billing for lease agreements.

Other than regulatory compliance, service cost, and conscious concerns about regional water quality, we have no incentives in place.

Fundamental water-based regulatory compliance addresses issues such as:

- Oil and grease traps in our cafeteria service areas
- Makeup and treatment for HVAC cooling towers to reduce exposure risk to Legionella
- Backflow prevention valves on potable water intake inlets

- 2. The business maintains accessible water utility records of its past water usage and uses them to compare its water usage performance over time**

**YES**

All UPMC-owned properties are entered into USEPA's Energy Star®, a utility performance monitoring tool.

### 3. The business has a written policy and plan for conserving water

**YES**

A policy is not likely to be written, BUT a system-wide water management/ conservation plan is drafted and implementation is beginning.

Implementing water conservation technology and processes preceded the development of an organized plan.

UPMC's water conservation program began in late 2012 and continues to evolve. The goals of the water management committee are 1) maintain patient safety and quality of care and 2) water conservation.

Application contexts include:

- Hygiene (Infection control)
- Facility infrastructure (plumbing and HVAC)
- Facility maintenance (sanitation)
- Service delivery (dietary, hemodialysis, physical therapy pools)
- Emergency preparedness

The water management committee has representation that reflects each of the major contexts. Each context is associated with an existing systemwide initiative committee which makes identifies problems and opportunities for projects and change processes. To avoid redundancy and pre-emption of projects in progress, the water management committee compiled a comprehensive list of projects and opportunities by context that the various systemwide committees were addressing and planning to address.

The water management committee meets quarterly to continuously:

- Analyze both internal and external application contexts
- Assessed areas of greatest opportunity and possible impact;
- Determine the scope of regulatory compliance
- Learn of community and regional initiatives

Resources to promote behavioral-based projects are in-process already (Infonet web page and subsection of the Sustainability Chapter in the UPMC new employee handbook)

## Sustainable Business Compact 2014: UPMC

A unified plan is drafted to address both direct (water/sewage/stormwater) and indirect (bottled/ polar/ water buffalo) sources.

EXAMPLE: low flow toilets and waterless urinals at 450 Melwood Place

- Location was first venture into green building
- Mostly at a data center with some administrative offices
- Installed low flow toilets and waterless urinals



Figure. 22. Demonstration of motion-sensored faucets in public bathrooms

**4. The business trains employees to turn off water and water-using equipment when not in use**

**YES**

As much as possible and appropriate, automation-sensored switches are used to reduce the need for this.

However, where such switches do not exist or cannot be used, signage (usually stickers) and promotional campaigns exist to assure compliant behavior.

At this time, water management is NOT a section of annual performances BUT is addressed in the environmental sustainability chapter of the new employee orientation handbook.

## 5. The business has distributed water conservation tips to its employees

YES

Figure 23 shows Infonet webpage showing resources and tips.

Figure 24 shows tips posted on the Water Conservation Infonet webpage.

Additionally, each year, some local Green Teams have held water promotions as part of their outreach in their business units.

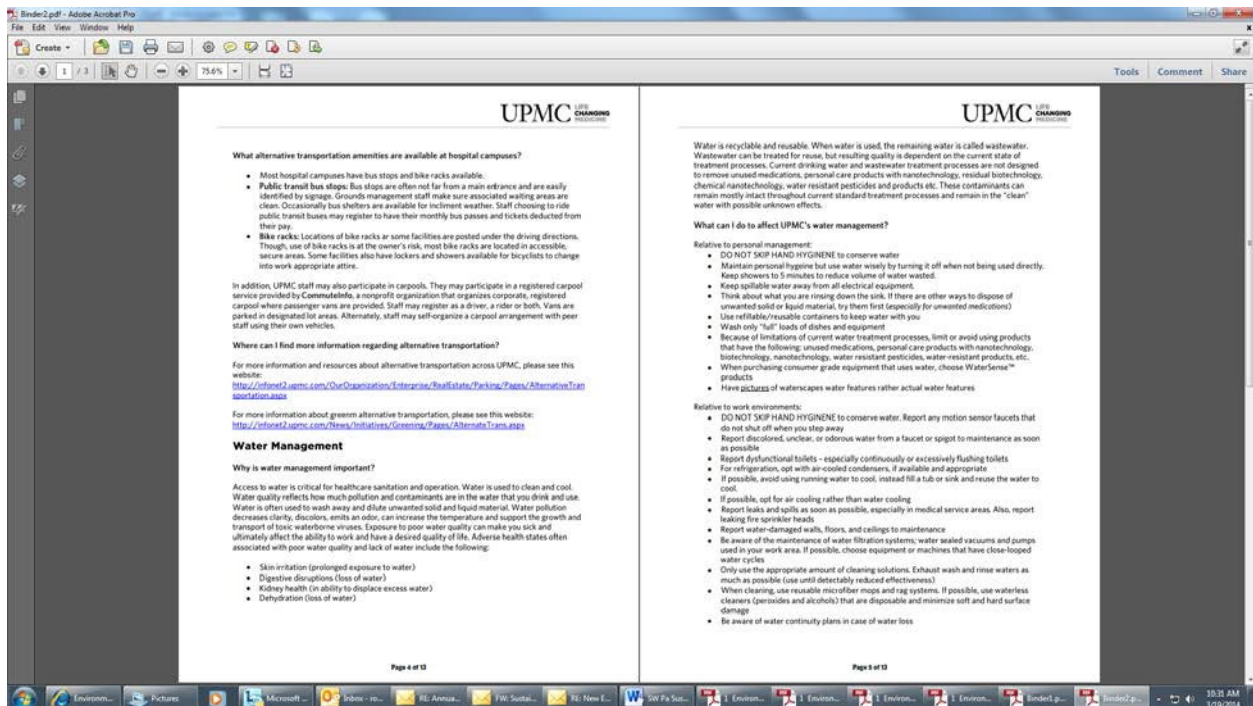


Figure 23. Water management section excerpt from Environmental Sustainability chapter of the UPMC New Employee handbook.



# Sustainable Business Compact 2014: UPMC

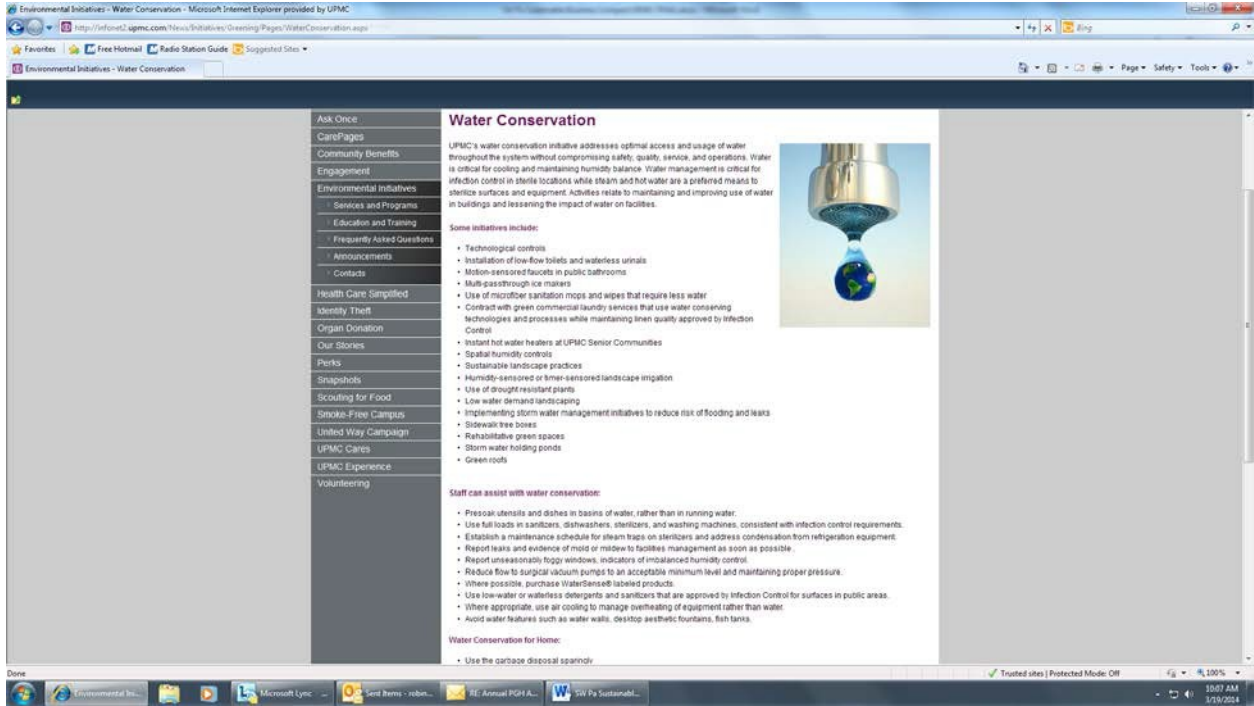


Figure 24. Water Conservation webpage on UPMC Infonet

## **b. Engaged (Leader)**

### **1. The business updates and maintains system facilities and infrastructure to minimize water consumption and maximize efficiency**

#### **YES**

The Energy Operations Committee (EOC) consists of facilities directors are charged to act as a brain storming group looking at plant operation method to conserve both water and energy.

A capital set aside has been developed to support the finding of EOC suggested outcomes.

Water usage for each UPMC facility is tracked on a monthly and reviewed for basic trends.

Water base lines have been set, and abnormalities be explained.

The EOC committee has reviewed hospital usage trends and has concluded that the two largest consumers of water in our hospitals are for sanitation and cooling. Usage levels are seasonally dependent with the largest amount of water used for cooling being consumed in the warmer months.

Due to the number of codes and or guidelines affecting sanitation UPMC focus has been directed to the reduction and or control of water for Cooling (HVAC) and exterior irrigation.

Across all subcontexts, typical 'lean' project management or process improvement (PDAC) is used:

- Define issue/opportunity
- Collect/ Map/Document current state and possible resources
- Analyze relations/processes
- Determine options and solicit recommendations
- Implement change
- Verify outcome
- Monitor impact

Due to age, location, type of equipment, etc. of each owned facility, developing a standard solution is difficult. Our goal is to define solution that maintains patient safety, aligns with established operating standards, AND balances the intent to conserve water. Relative to

facility infrastructure and maintenance, the EOC determined the following priorities based on scope of impact/risk:

1. Cooling tower water consumption; The largest consumer of water second to sanitation is cooling towers (condenser water for water cooled chillers)
2. Boilers; the second largest user of water to cooling towers is steam production.

An example of retro-commissioning and continuous commissioning project:

- *Define projects:* the EOC group has defined the problem and has established two isolated processes for improvement cooling tower and boiler operations.
- *Collect:* information for all major facilities have been defined and detailed data is available for water and utility usage
- *Document:* in process of identifying the supporting documents explaining the operation parameters of existing equipment
- *Analysis:* a consultant will analyze system performance versus manufacturers claimed performance specifications
- *Options:* If a significant variance is identified, identify options to improve current system operating performance
- *Recommendations:* rehabilitate existing system or remove in an exchange of a new system
- *Implementation:* Implement administrative decision
- *Continuous monitoring:*
  - Energy Star: UPMC will enter data for water usage going back 3 years and continuously moving forward for all water consumption for its largest hospital and long-term care facilities.
  - Opportunistically, monitoring specific operating equipment associated with moving large volumes of water in a defined space. Many healthcare service facilities have *miles* of plumbing making submetering a cost-prohibitive task to implement.

As indicated, “project” timelines evolve seamlessly into ongoing operation management. Projects often occur on the scale of 2 years for both engineering projects and operation projects.

**2. The business has installed low-flow faucets, toilets, and other water flow control equipment**

**YES**

Water-conserving technology has been installed in bathrooms and food service areas. At some facilities water-conserving irrigation technology has been installed:

- Humidity-sensor controlled
- Timer controlled

Before and after installation of Rainbird™ humidity-sensor controlled sprinkler at UPMC Passavant:

- Chosen because of USEPA WaterSense™ performance rating
- Photos are date stamped – same year (2010 with a difference of almost two months August vs October)



Figure 25. Demonstration of humidity-sensored controlled sprinkler system at UPMC Passavant, North Hills (an implemented winning submission from a sustainable Innovation competition)

### 3. The business is aware of how its facilities handle stormwater

**YES**

Stormwater is a nonpoint water source. Any stormwater runoff that is captured within a drainline leading to a sewage line is covered under [National Pollutant Discharge and Effluent System](#) permit (NPDES) issued through the Pennsylvania Department of Environmental Protection (PaDEP). All UPMC-owned facilities have an NPDES permit, including rural hospitals. As part of the NPDES permit, all facilities know where (what watershed and in some cases, what overflow outfall) their stormwater flows. Western Pennsylvania UPMC facilities lie within the following watersheds:

- Great Lakes (Lake Erie)
- Ohio (Includes Allegheny, Monongahela, Beaver, etc)
- Lower Susquehanna (includes Chesapeake Bay Estuary)

Additionally, as part of property management, surface stormwater flow is known to plan and prevent erosion points, spontaneous ponding and invasive flooding of sublevel facilities. After significant landscape and hardscape renovations/ repairs, flow studies maybe conducted to verify direction of runoff.

Flooding and leaks associated with unprocessed water of any kind pose an infection control risk for sterile environment requirements required for healthcare facilities.

4. The business minimizes stormwater runoff through the installation of green infrastructure, such as green roofs, rain gardens, bio swales, below-grade garden beds in parking lots, rain barrels, among other stormwater mitigation strategies.

YES

Green roofs, runoff holding ponds, bioswales, urban treeboxes, opportunistically located healing gardens and rehabilitative green spaces reduce community impact of stormwater runoff.



Figure 26. Treebox on Atwood in front of generator facility



Figure 27. UPMC Presbyterian South Tower “lawn” (old CHP site)

## Sustainable Business Compact 2014: UPMC



Figure 28. Design of the UPMC East “runoff basin”

**5. The business does not send its stormwater to sewers that combine with septic sewer systems**

**NO**

Although mitigating efforts are used, the majority of stormwater runoff from land-constrained urban facilities located in highly developed areas still goes into combined sewer overflows (CSOs).

**HOWEVER**, we are in the process of evaluating and planning green infrastructure projects to mitigate stormwater runoff associated with a few urban facilities located in high CSO incidence communities.

- Participating in community-based green infrastructure (GI) projects:
  - 21<sup>st</sup> Street, South Side – UPMC Mercy South Side
  - Four Mile Run (Oakland) – several UPMC facilities



**6. The business goes beyond compliance for conserving and protecting regional water resources**

**YES**

We have taken action to protect regional waters to the extent that UPMC can impact conservation and preservation efforts.

- Providing land easements for stormwater runoff
- Installed a stormwater holding pond on UPMC East property
- Conducting unwanted medication collection events to reduce/avoid down-the-drain disposal
- Co-sponsored [community-based household hazardous waste collection events](#) to reduce/avoid down-the-drain disposal



Figure 29. A DEA-sponsored unwanted medication collection event held at UPMC Shady Side

**7. The business supports the adoption of water-use reduction, improvements in water quality, and responsible water disposal practices to maintain the region's healthy water resources**

**YES**

Healthcare is a higher consumer-based water-use industry. We have a systemwide water conservation committee looking at multiscale strategies to reduce water usage in appropriate areas.

We have a resource webpage on our Intranet highlighting water conservation initiatives throughout the system and promoting personal water conservation habits. See Figures 23 and 24 on page 98.

We support the use of green infrastructure to offset gray infrastructure water management and the option of creating municipal stormwater utility management.

**c. Transformative (Champion level)**

- 1. The business supports community organizations that are working to mitigate the region's combined sewer overflow and storm water runoff challenges**

**YES**

We are collaborating with the following organizations to address community-based stormwater initiatives that directly impact UPMC facilities:

- [Tree Vitalize](#)
- [Pittsburgh Parks Conservancy](#)
- [Three Rivers Wet Weather](#)
- [Phipps Conservatory](#)
- [Western Pennsylvania Conservancy](#)

2. The business has hosted and/or conducted outreach programs to educate the community about water conservation and quality, such as combined sewer overflow and stormwater runoff challenges

**NO**

**However,** UPMC does collaborate with organizations involved in such efforts that include educating the public about water conservation issues.

3. The business has received regional recognition for its commitment to regional water conservation, to improving the region's water quality, and for addressing combined sewer overflow and stormwater runoff challenges

**NO**

**SECTION H: Transportation**

**a. Challenger (Baseline)**

- 1. The business seeks to locate facilities in a centralized corridor that complements sustainable forms of transportation**

**YES**

Most urban UPMC hospitals, clinics, and administrative hubs are located on corridors that have access to public transit and pedestrian traffic accessibility.

2. The business encourages its employees to walk, bicycle, take public transit, and ride-share for their commute and for work-related activities

YES

We have a “Carpool Bulletin Board” to support coordinating ride-sharing among UPMC employees.

In 2010, an advanced alternative transportation promotion was developed and many of the resources and content remain current and relevant. Resources can be found in the “Parking” section of the Infonet website, with additional information on the Environmental Initiatives website.

At least two systemwide promotions occur each year.

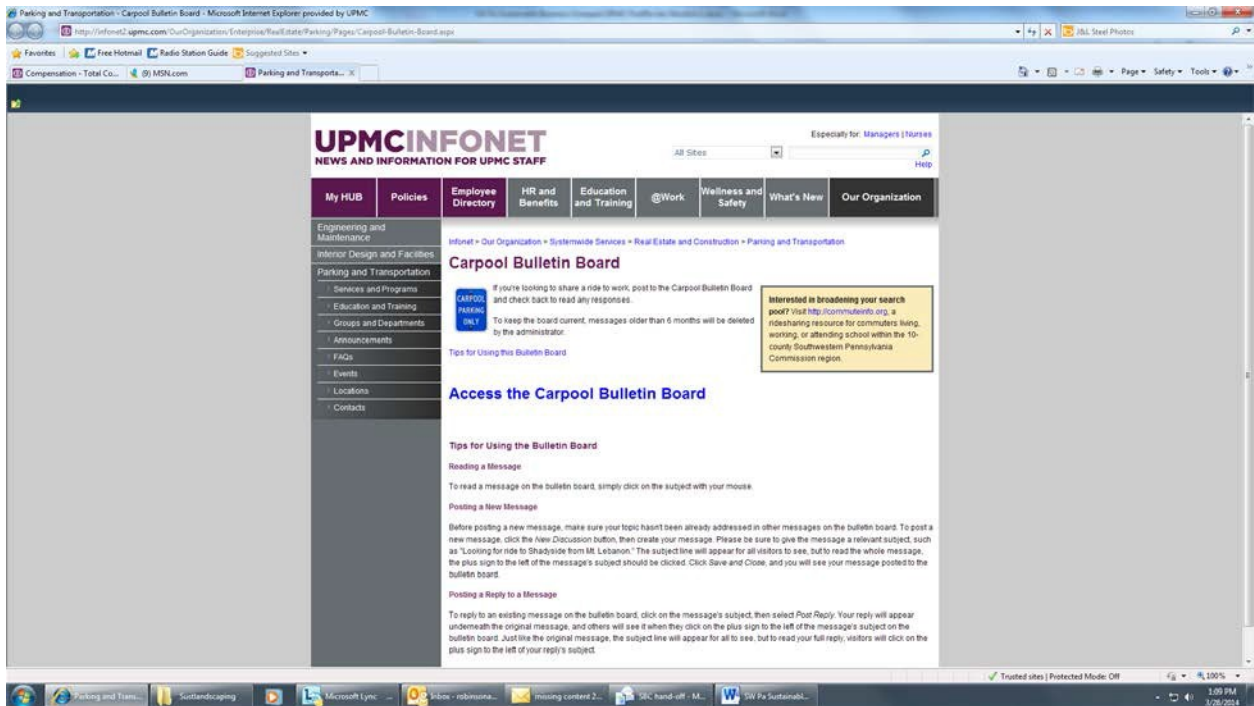


Figure 30. Carpool Bulletin Board on UPMC Infonet – promoting continuous ridesharing opportunities

# Sustainable Business Compact 2014: UPMC

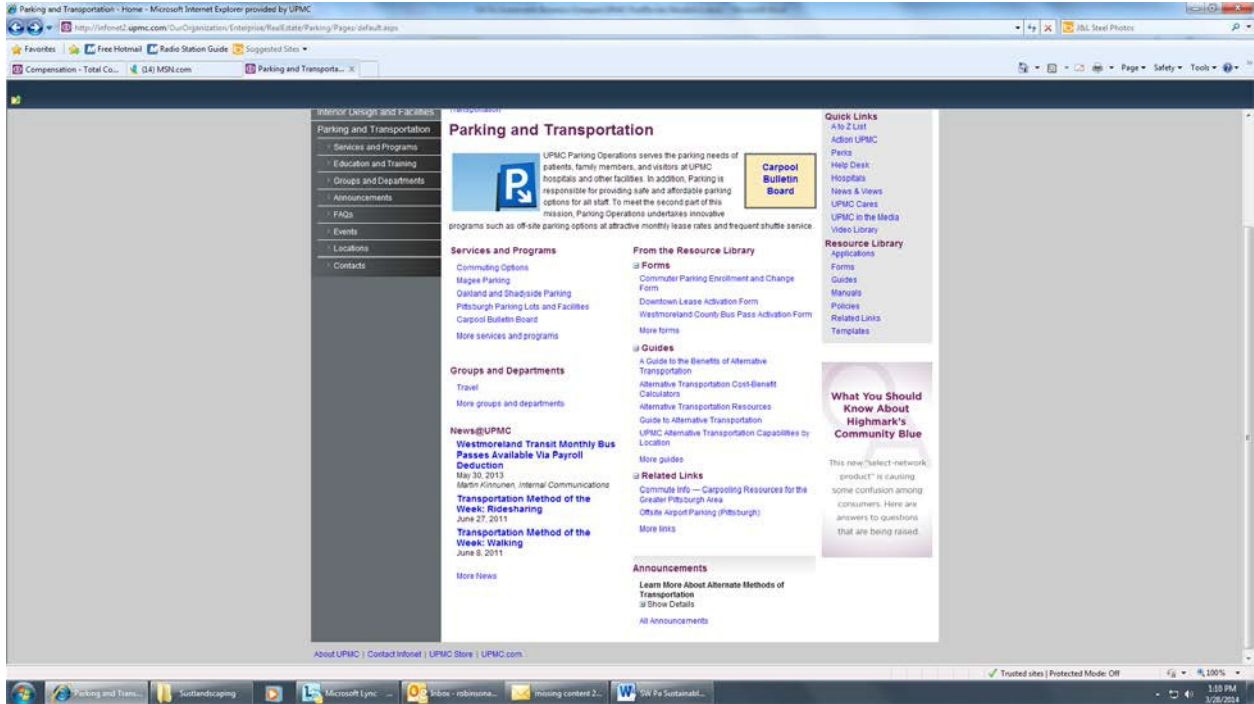


Figure 31. Additional alternative transportation resources and tools available on the Parking and Transportation Infonet website



**3. The business offers incentives, such as pre-tax deductions, for employees that commute to work using public transportation, ride sharing, walking and/or bicycling.**

**YES**, we offer pretax deduction for parking and public transportation passes.

Additionally, there are two ways a member can earn “Take a Healthy Step” incentive credit for physical activity, including biking or walking to work. One way is to log their activity into the online My Activity Tracker for a minimum of six times per month. Another way is to use an approved physical activity monitoring device (right now, the BodyMedia FIT) that they link to the MyHealth OnLine platform. By wearing the device and engaging in physical activity at least six times per month, they will earn the incentive credit. We look to expand the offering of approved activity-monitoring devices that can link directly to our platform to provide incentive credit.

**b. Engaged (Leader)**

**1. The business commits to reducing the global transportation impact of its products and services**

**YES**

Web-based appointment and e-counseling are now possible, reducing the need for patients to come to a medical facility.

High-technology video conference rooms are available to use for facilitating meetings involving people from out of the county and state.

We have increased local sourcing of resources to reduce transportation impact.

**2. The business uses alternative fuel vehicles to support onsite operations as applicable**

**YES**

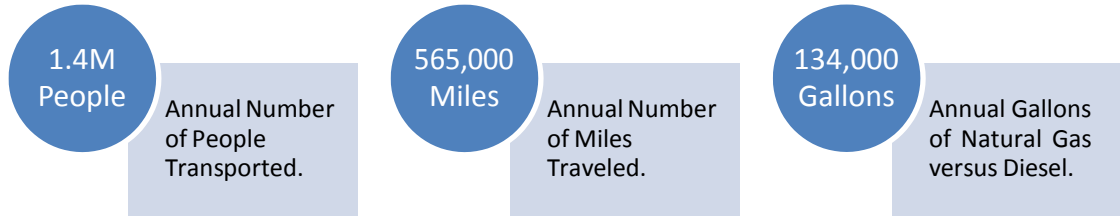
Some of our employee shuttle buses use compressed natural gas (CNG). Replacement of 20 diesel-powered shuttle buses with those using CNG. The remaining 21 shuttle buses will be replaced over the next three years. This initiative has transported more than 1.4 million riders across 565,000 miles using energy-efficient natural gas.



Figure 32 a/b. Driver refueling UPMC CNG employee shuttle

Table 12. Impact statistics of UPMC CNG-fueled employee shuttle buses

**Sustainable Business Compact 2014: UPMC**



**3. The business encourages employees to telecommute or ride share for related business travel**

**YES**

Employees involved in direct medical service delivery locations are encouraged to ride share to their place of work. All UPMC employees have access to resources to support carpooling and ride-sharing coordination (*reference previous response for explanation of resources*). Though direct service delivery employees cannot telecommute during their workday, they have continuous access to online resources at their convenience even when they are not onsite.

Authorized employees in the UPMC Health Plan, UPMC Corporate Supply Chain, University of Pittsburgh Physicians, and UPMC WorkPartners Services Divisions' data centers and call centers can telecommute using HIPAA-compliant secured remote access to UPMC information management networks and strict information management (almost paperless) processes.

#### 4. The business schedules conferences and meetings in a manner that minimizes transportation requirements

##### YES

Several resources exist to support groups to use teleconferences and sharing of information. (Microsoft Lync; SharePoint, Global Crossings, video-conference rooms, etc).

Many of the conference rooms are equipped to support teleconferencing. The corporate teleconference service providers can support up to 19 people + the convener at a time.

Administrative electronic information-sharing tools such as SharePoint, MyCloud, coupled with teleconferencing enable most meetings to occur with minimal travel between campuses.

Some challenges to online or teleconferencing meetings include:

- Data firewalls challenge the ease of conducting online meetings
  - Designated conference rooms exist to address these challenges; scheduling access to conference rooms is another challenge.
- Webinars and online meetings are visually intensive, not all meetings require visuals
  - Use of Sharepoint™ and UPMC MyCloud™ for document sharing in support of online or teleconferenced meetings. If a meeting requires extensive simultaneous conversations, teleconferencing limits dialogue rate and has technological limitations.
- If meetings require high interactivity and engagement with focused attention, they likely will occur as face-to-face meetings with active development of resources.
  - For an operations-based meeting, likely staff from remote facilities would teleconference
  - Many operations-based trainings and assessments occur online through uLearn® (UPMC's internal electronic education system)

Relative to enabling remote access by patients such that they do not have to travel, UPMC has developed medical accessibility tools:

- **Telemedicine** by phone, email, and or webcam. In over five years of telemedicine surgery virtual clinics, we have found that on average we save 3.5 hours of travel per patient per visit. In summary, we have saved over 693 hours of patient driving time and over \$17,000 of avoided patient costs for travel using telemedicine and virtual engagement. It is clear that this way of engaging patients in rural and remote areas is effective, safe and offers a tremendous advance for remote patient care.
- **Remote monitoring equipment** enables patients that require medical monitoring to function as normal as possible outside of a medical facility during the required observation time. The equipment uses secure, wireless interconnectivity.

**5. The business encourages the use of teleconferences to reduce travel for meetings**

**YES**

Teleconferences are always an option for meetings; teleconferencing minimizes time lost due to traveling between meetings and enables simultaneous multitasking.

UPMC facilities are distributed through western Pennsylvania. For systemwide meetings have more than 20 attendees coming from facilities outside of Oakland, the average round trip distance traveled for a one hour meeting can easily exceed 100 miles traveled in total, which is more than the maximum distance of Allegheny County at its furthestest points.

Teleconferencing also reduces/ avoids the greenhouse gases associated with the number motorized vehicles that would add to regional traffic.

**c. Transformative (Champion)**

- 1. The business advocates to the community in support of public transit and other sustainable forms of transportation, such as carpooling, bicycling, and walking to improve mobility throughout the region**

**YES**

Evidence of advocacy demonstrated in the following ways:

- Maintain internal car pool matching e-bulletin board to facilitate ride sharing/ car pooling among UPMC employees
- Title sponsor organization of Walk Pittsburgh
- Charter member of the [Oakland Transportation Management Association](#)
- Member of the [Pittsburgh Region Clean Cities](#)
  - CNG shuttles buses participate in annual Odyssey Day and other alternative fuel events
- Charter member organization of [Zip Car Pittsburgh](#)



2. **The business has received regional recognition for its support of public transit and other sustainable forms of transportation, such as carpooling, bicycling, and walking to improve mobility throughout the region.**

**YES**

Regional recognition earned/ demonstrated through the following:

- Newspaper articles and third party blogs citing availability of electric vehicle charge stations,
  - Pittsburgh Business Times article:  
<http://www.bizjournals.com/pittsburgh/blog/energy/2011/04/eaton-bayer-upmc-electric-car-corridor.html>
- Sponsor of [Walk Pittsburgh](#) events
- Installing electric vehicle charge stations at the following UPMC facilities:
  - UPMC Presbyterian garage
  - UPMC Montefiore garage
  - UPMC Forbes Tower garage
  - University Medical Center
  - Magee-Womens Hospital of UPMC
  - UPMC East
  - UPMC Shadyside Main Entrance Garage
  - UPMC Shadyside Visitors Garage
  - Towerview Garage
  - Children's Hospital of Pittsburgh of UPMC Main Campus Visitors Garage
  - Hillman Cancer Center
  - UPMC Mercy
  - UPMC St. Margaret's
  - UPMC Passavant
- UPMC Presbyterian-Shadyside's recognition by [Bike Pittsburgh as a Bike Friendly Employer](#)

## Sustainable Business Compact 2014: UPMC

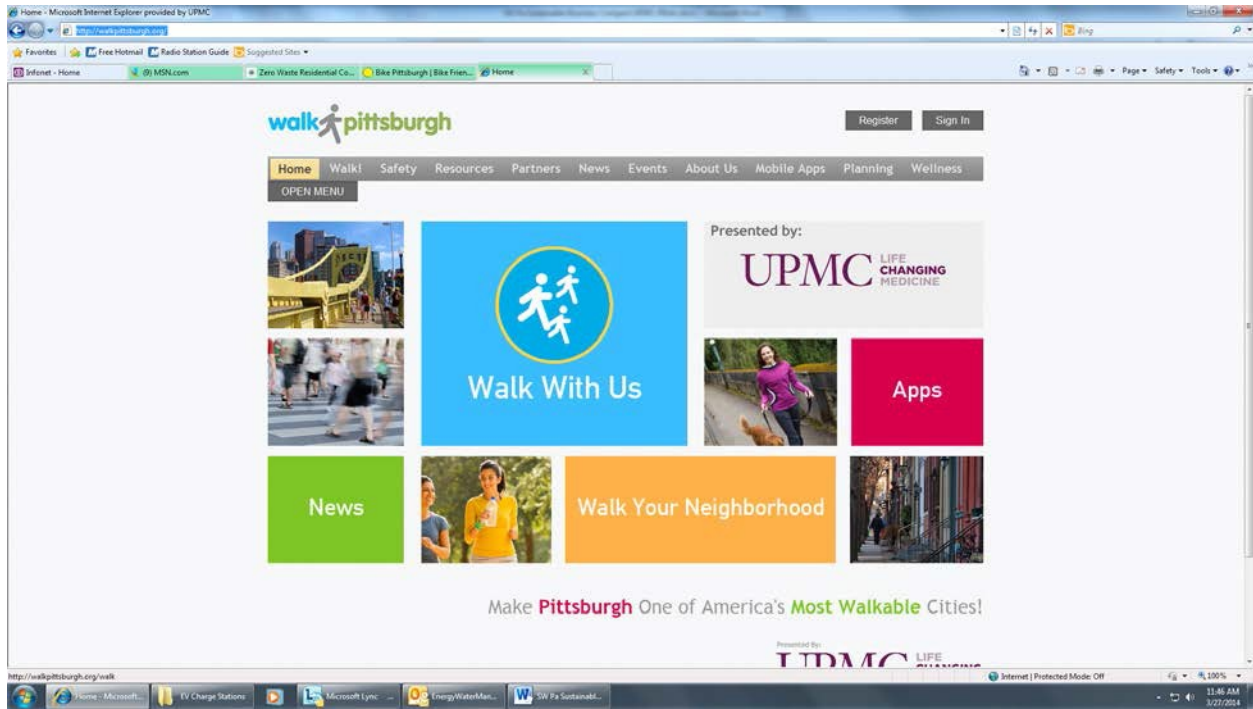


Figure 33. Walk Pittsburgh webpage



Figure 34. Installed electric vehicle charging station



Figure 35. 2012 Bike Pittsburgh's Bike Friendly Employer Recognition Event (Don Charley and Mike Yobbi of UPMC Presbyterian Shadyisde are third and fourth people from the right)

**SECTION I: Citizen Civic Engagement**

**a. Challenger (Baseline)**

**1. The business has an employee volunteer policy to encourage and support volunteerism**

**YES**

UPMC encourages employees to be involved in their communities and this expectation is formally incorporated in the 7 Pillars defining UPMC employee expected behaviors. UPMC employees are encouraged to participate in volunteer opportunities both internally and with external organizations. Employees are not required to perform any charitable activities, but encouraged to volunteer at organizations of their choice.

In addition, UPMC facilitates many opportunities for employees to engage in volunteer activities, including monthly systemwide “Lend a Hand” events. Lend a Hand encourages UPMC employees to get involved in the diverse communities in which we live and work every day. The Lend a Hand events, coordinated through the UPMC Center for Engagement and Inclusion, are comprised of various service projects or donation drives that unite UPMC employees for the benefit of the community and to promote employee volunteerism.

## 2. The business encourages employees to be active in their local communities

YES

Employees are encouraged, through various volunteer opportunities and community events, to be active members of the communities in which they live and work, demonstrating that community leadership is among the 7 Pillars that define a UPMC employee.



Figure 36. Promotion of community based mentoring participation

Examples include:

- Several senior leadership members serve on School District boards.
- Employees at various levels serve as notary publics.
- Several frontline staff and nurses serve as 1) volunteer firemen/ EMTs in their communities where a funded emergency response department does not exist and 2) serve in the National Guard on the weekends.
- Many employees volunteer at community food banks distribution events.
- A few serve as adult mentors with such community groups as Boys Scouts, Girl Scouts, and Junior Achievements.
- Several coach community little league athletic teams.

Though some of this information is disclosed through the conflict of interest forms and casual community engagement surveys, *it is currently not statistically tracked.*

**3. The business encourages its employees to run for local office in their local communities.**

**Yes**

UPMC's Commitment to serving the people and communities of Western Pennsylvania is at the core of everything we do." See UPMC 2013 Community Benefits Report. UPMC's explicit expectation of community service among our UPMC employees is evident in our 7 pillars which include "demonstrating community leadership" among UPMC's core pillars. In this regard, UPMC employees are encouraged to support our communities by generously contributing their time, talent, and resources to support our community's health and welfare. Our executives and employees give freely of their expertise in countless volunteer capacities. For example, hospital vice presidents' of operations review any and all UPMC campus developments with community development groups, which is comprised of neighborhood residents, businesses, municipal representatives, and other community institutions such as churches and schools.

UPMC is actively engaged in neighborhood partnerships and advisory councils in virtually all the neighborhoods where UPMC has a presence. Pro bono services include business, finance, legal, medical, regulatory, engineering and case management services among many other disciplines. UPMC employee engagements span health and human services, education, workforce development, arts and culture, parks, libraries and public sector enterprises. A representative roster of UPMC leadership and civic board engagements among public and nonprofit organizations include the following: Community Development Corporations, Foundations, Nonprofit Providers, Settlement Houses, Volunteer Medicine Clinics, Colleges and Universities, School Districts, Museums, and Performing Arts organizations, among many others.

[Examples of UPMC employees serving on community development organizations](#)



## **b. Engaged (Leader)**

### **1. The business donates to charitable foundations and/or businesses within the region**

#### **YES**

As an engaged and responsible corporate citizen, UPMC gives back generously to the community in a wide variety of ways — some that are more visible, and most are provided without fanfare.

Recognizing that underlying factors — such as jobs, education, and a vibrant economy — contribute to building a truly healthy community, UPMC's investments and impact are felt far beyond the traditional role of a health care organization. UPMC's operations created an economic impact of nearly \$23 billion for the region in Fiscal Year 2013.

UPMC routinely joins forces with other non-profits, charitable foundations, and religious organizations to identify and address critical needs and bring about changes that will make western Pennsylvania a better and more vibrant place to live, raise families, and seek opportunities. UPMC's \$100 million commitment to the Pittsburgh Promise college scholarship program is a prime example of these efforts. By coming together, we all can make a significant difference.

A snapshot of all the ways that UPMC is committed to the community can be viewed [here](#).



## 2. The business engages with stakeholder groups to consult community interests and needs

### YES

UPMC has conducted a Community Health Needs Assessment (CHNA) for each of its Pennsylvania-licensed hospitals in compliance with IRS 501(r) guidelines. Each CHNA incorporates input from community stakeholders and public health experts, and identifies action and implementation plans to improve community health.

To conduct the CHNA, UPMC employed a comprehensive, structured approach facilitated by experts from the University Of Pittsburgh Graduate School Of Public Health to:

- Obtain community input
- Identify and rank community health needs
- Develop implementation strategies

Each UPMC hospital is deeply involved in its respective community, and provides many established programs and services to support community health. The CHNA process provided an opportunity to formally engage with public health experts and community stakeholders to discuss community health priorities.

At each licensed UPMC hospital, community input was obtained through a Community Advisory Council or Committee that included community stakeholders. In total, nearly 300 community representatives participated in the CHNA process in 2013.

### 3. The business participates in local community development efforts

#### YES

Hospital Vice Presidents of Operations and members of UPMC Corporate Real Estate attend neighborhood community development committee meetings to remain aware of needs and opportunities related to UPMC owned and occupied facilities.

Examples of community safety and beautification projects in which UPMC facilities participate include:

- Support/ installation of street trees (Oakland)
- Support/ installation of green spaces, parks, and park rehabilitation (Oakland/ City of Pittsburgh Parks/ UPMC Mercy)
- Support of clean-up of retail alleyways of properties associated with UPMC facilities (Oakland)
- Support and participate in community clean-up events (multiple sites)
- Installation/ repair of sidewalks (various communities)
- Provide land for community gardens (Lawrenceville, North Hills)
- Installed traffic lights (Monroeville)
- Installed a stormwater runoff catchment pond to minimize flooding of a key community intersection (Monroeville)

Examples of community economic development projects in which UPMC participate include:

- If need/ opportunity exists, locate/relocate non-hospital delivery services such as physician groups, imaging centers, urgent care centers, and clinics into existing community facilities (various communities)
  - NOTE: This can attract additional businesses such as weight loss services, retail pharmacies, independent physical therapy centers/gyms, dialysis centers, etc
- For a UPMC property that has retail space available, lease to needed/ wanted retail or service such as restaurants, eyewear distributors, battery and electronics distributors (Oakland)

Additionally, see answer to “The business donates to charitable foundations and/or businesses within the region”

**4. The business supports local groups who create and operate community gardens, farmers markets, parks, and trails in the community**

**YES**

UPMC has provided support to 1) employees who participate in local groups and 2) to local groups that create and maintain community gardens and parks.

- UPMC employees have requested both funding and materials, such as pallets and books donated for a community garden library, for community based beautification projects. For example, [Kincaid Street Garden](#) is a project supported by members of the Magee Green Team and UPMC Health Plan Green Team.
- Both Children’s Hospital and UPMC Passavant provide land for community gardens managed by local groups.
- UPMC Presbyterian installed Cross Roads Park in 2010.
- Until this year, most UPMC hospital dietary services sponsored farmer markets where produce was sources from regional farmers.
  - This year a new approach uses pre-order and packaging through a cooperative of local produce farms to minimize waste.
  - The rural hospitals opted to support their local farmers markets.
  - Schedules of regional community farmer’s markets are still posted as a resource
- UPMC St Margaret’s and UPMC Sports Medicine Center provided land and support for nearby bike trails along the Allegheny River and the Monongahela River.



Figure 37 a/b. Before and after the Cross Roads Park was installed in north Oakland (October 2009).

**c. Transformative (Champion)**

**1. The business supports civic engagement and community participation in civic decision making**

**YES**

See organizations listed on pages 79-80.

Many employees serve in the armed forces while maintaining employment at UPMC.

Through the Government Affairs/ Relations Division, UPMC audits regulations and policies that will impact its operations and services.

UPMC actively participates in industry-related lobby days by providing invited expert testimonies.

UPMC promotes and facilitates employees to engage in voting by providing current voting resources (representatives names, contact info):

- During elections, providing support for absentee voting for in-patients
- Occasionally promotes voting participation on a regional impact regulation, e.g. public transit.

Many employees serve on their community councils and school boards:

- UPMC supports active participation in these community efforts by accommodating time away from work.

**2. The business has received regional recognition for its support of civic engagement and community participation in civic decision making**

**YES**

United Way annually recognizes UPMC as their top Campaign (>\$2 million raised annually from UPMC employee contributions) and as a community leader in volunteer engagement by our employees (Good Neighbor annual award recipient).

UPMC has partnered with the Greater Pittsburgh Community Food Bank (GPCFB) as the largest corporate funder for more than a decade, having launched and sponsored their education, advocacy, and awareness of the "End Hunger" campaign, which has brought public attention, focus, and resources to the issues of hunger, nutrition, and food insecurity. GPCFB routinely recognizes UPMC for our leadership in supporting a strong food banking safety net system.

UPMC has partnered with the Carnegie Library of Pittsburgh (CLP) as the largest corporate sponsor of the Library's health literacy programs and CLP's capital renovations for its 17-branch library system where UPMC also played a key role in the Sustaining the Library Task Force, which resulted in the launch of a public awareness campaign (funded in part by UPMC) and leading to the ultimate passage of the dedicated library tax legislation, which had an overwhelming plurality in voter approval. UPMC's key role and continuing support has been routinely recognized by CLP and UPMC's leadership has been credited with helping to sustain CLP as a high-performing and financially stable library system.

UPMC has partnered with the Pittsburgh Parks Conservancy as the largest annual supporter of the Parks' restoration and rehabilitation programs, including UPMC's sponsorship of the "Parks are Free" campaign to encourage public use of the city-park system. UPMC has been routinely recognized by the Conservancy as being among its largest and most loyal advocates and supporters.

UPMC has partnered with Phipps, United Way, the Children's Museum, the History Museum, the Miracle Fields, Homeless Children's Education Fund, and many other community organizations in the mutual quest to promote health and wellness and also end childhood obesity through various programs, including "We Can," "Lets Move," "Fit United," "Beating the Blues," and "The Food Revolution." UPMC is routinely recognized for our leadership, advocacy, sponsorship, and engagement to promote the health and wellness of our region's population through nutrition education, exercise, and social support services.

## **Sustainable Business Compact 2014: UPMC**

UPMC has partnered with the PA Department of Community and Economic Development (DCED) in the myriad of Neighborhood Assistance Programs (NAP) where UPMC is the largest western Pa. corporate funders of these neighborhood development programs where UPMC is also routinely recognized for our instrumental role in providing leadership and financial support to these underserved communities.

UPMC regularly engages in advocacy efforts in public health policy, public education, health literacy, nutrition, wellness, health, safety, and a myriad of healthcare and regulatory policy issues. UPMC has played instrumental roles in such areas as homelessness, bullying, concussion safety and diagnosis, organ procurement and organ donation, and actively supports our community through UPMC-sponsored community resources, including the Poison Center, Center for Connected Medicine, MedicCommand Center, Center for Emergency Medicine, and the ReSolve Crisis Center. These areas of UPMC community and civic engagement are extensive and pervasive in their scope.

**SECTION J: Health & Wellness**

**a. Challenger (Baseline)**

**1. The business offers health insurance program to employees**

**YES**

UPMC offers an array of health insurance programs to its employees. The coverages that are offered meet both the Minimum Coverage and Affordability Tests under the [Affordable Care Act](#) (Healthcare Reform).

UPMC Health Plan provides comprehensive coverage for over 87,500 UPMC employees and their dependents. Each year, the plan provides coverage to more employees, while other employers continue to reduce coverage and increase cost-sharing to their employees.

**2. The business provides access to wellness programs, such as weight loss, exercise, stress reduction, and/or smoking cessation programs for employees**

**YES**

UPMC has won the National Business Group on Health Platinum Award for each of the past six years. UPMC provides a unique and robust wellness program to its employees, known as *MyHealth*, which began in 2005. Not only does *MyHealth* provide access to programs including weight loss, exercise, stress reduction, and smoking cessation, but many others as well. In fact, we have embedded the *MyHealth* incentives into our Medical Plan Designs, such that program participants receive a richer benefit than non-participants.

In terms of results, we have been able to achieve in excess of 90% participation in the *MyHealth* Program for each year of its existence and continue to get more aggressive with respect to the goals and requirements of the program. Our programs not only provide incentives to better understand individual health metrics, they reward behavior change and our Healthcare Effectiveness Data and Information Set (HEDIS) scores now lead the health plan's book of business in every category but one and are far ahead of other hospital employee benchmarks.

In fact, the National Business Group on Health issues awards each year to Employers/Sponsors who demonstrate outstanding progress and success with respect to Wellness. Only a few employers in the country have received any awards at all and only a handful have received the highest level award - the Platinum Award. UPMC has received the Platinum Award for six years in a row.



### **3. The business provides a safe work place for all employees**

**YES**

UPMC provides a safe work environment for all employees and has experienced below-industry annual-level accidents and incidents as a result. We have a dedicated team of professionals that ensure that accidents are reported in a timely manner and are fully investigated to make sure that we learn from each case and avoid future incidents. Management and employee training is also a big part of the process to ensure the root causes are found for each accident/incident.

**b. Engaged (Leader)**

**1. The business engages with regional outdoor recreational organizations to encourage its employees and their families to participate in outdoor recreational activities**

**YES**

UPMC works with local fitness facilities, such as the YMCA, to provide incentives, funded by UPMC, to participate in fitness activities. For example, all UPMC employees can get a discounted membership at a YMCA, and if they workout several times per month for three months, they get the 4<sup>th</sup> month free. This is one of the many ways that UPMC encourages a healthy and active lifestyle.

See also pages 79-80 for a representative listing of organizations promoting outdoor recreational venues/activities with which UPMC works/has an affiliation.

**2. The business has developed and implements a health and wellness program**

**YES**

As per the information above, UPMC has won the most prestigious award in the country for its wellness program, known as *MyHealth*, for six years in a row. And, UPMC is not resting upon its laurels. Each year, UPMC modifies the *MyHealth* program to help employees live healthier lifestyles. In fact, UPMC's core mission is to foster health and wellness for all residents of our communities through innovative programming and outreach strategies.

- 3. The business has a health and wellness committee that reviews the health and wellness program, surveys employees about their interest in the program, revises its goals, and engages in activities to promote health and wellness throughout the company**

**YES**

Each Business Unit within UPMC has their own actively engaged wellness committee that gets involved with local activities and plans events throughout the year. Centrally, a team of diversified resources works to keep the program fresh and to move the health and wellness of the workforce forward. In fact, UPMC has changed its programs over the years to provide financial and non-financial incentives for everything from online Health Risk Questionnaires, to actual biometric screenings, to engaging the workforce in Take A Healthy Step (a series of activities both online and in the community) to improve health, to engaging spouses, and soon to move to outcomes-based rewards.

**4. The business measures its progress on achieving its health and wellness goals**

**YES**

Not only has UPMC achieved over 90% participation each year, it has done so while raising the bar on the requirements of participation each year (please see the immediate question above). Extensive metric-based monitoring is utilized to track the effectiveness of UPMC's engagement strategy with our employees and their dependents.

**5. Management takes an active role in designing, reviewing, and promoting the health and wellness program in support of the health and wellness committee**

**YES**

Our presidents and CEOs participate in the design of the MyHealth Program, monitor its outcomes and successes, and support the committees through an HR Steering Committee on which they serve and participate.

**6. Management has communicated with all employees in support of health and wellness programs.**

**YES**

UPMC is passionate about Wellness. UPMC's highly successful wellness program, called MyHealth, continues to win national awards - National Business Group on Health has awarded the MyHealth program under its Best Employers for Healthy Lifestyle Awards for six years in a row and UPMC just recently won the Pgh Business Time Best Wellness Program for employers with 5,000 or more employees for the MyHealth program. Management is constantly in touch with employees about the program, which runs all year long and includes the following elements:

- Biometric Screenings
- Online Health Risk Assessments
- Health Step Activities

Each of these steps award deductible credit dollars under the MyHealth program so that participants earn a richer medical benefit. Each year, more than 90% of UPMC's vast workforce participate in MyHealth. And, UPMC believes so strongly in educating its workforce about their own and their families health risks that all new hires are automatically given a biometric screening to start the journey of education, awareness and lifestyle improvement. Communications are done through multiple channels to ensure that virtually the entire workforce is well educated. These channels include our online and printed newsletters, our online intranet and HR portals (where employees get their pay advices every two weeks), in-person meetings and lunch and learns, benefits fairs, dedicated websites, and our online wellness portal that provides a personalized scorecard of how each employee is doing and actually pushes content and activities to each person based upon their own individual and unique health risks.

UPMC's MyHealth program has been tremendously successful and is helping our employees to better manage their health in a very proactive way. UPMC is constantly improving the program to drive better results and help employees to stay healthy and live happier lives.

### **c. Transformative (Champion)**

#### **1. The business supports initiatives that promote the health and wellness of the region's communities**

**YES**

As an integrated provider (including Teaching and Community Hospitals, Physician Offices, Surgical Centers, Urgent Care, etc.) and insurer, UPMC helps our region to thrive from a health and wellness standpoint. Thousands of UPMC patients who are uninsured or underinsured qualify for financial assistance, by which UPMC fully or partially waives payment for medical services.

In many cases, government programs, such as Medical Assistance, do not pay the full cost of care. When this occurs, UPMC makes up the difference and is unreimbursed for a portion of the patient's health care costs. In Fiscal Year 2013, UPMC provided \$268 million in unreimbursed health care to our patients (at cost).

In addition, UPMC provides hundreds of free programs for both children and adults. For children and youth, programs cover topics such as bullying, nutrition and injury prevention. For adults, UPMC offers prenatal care, and wellness and lifestyle classes, including exercise and healthy cooking demonstrations, as well as chronic disease support groups for diabetes, asthma, heart disease and smoking cessation. Training and many other programs to improve health are conducted in the communities that we serve.

For more information, see our FY13 Community Benefits report: <http://www.upmc.com/about/community-commitment/Pages/default.aspx>



- 2. The business has received regional recognition for its initiatives that promote the health and wellness of the region's communities**

**YES**

As stated above, UPMC has been honored to receive the nation's most prestigious award with respect to wellness – the [National Business Group on Health Platinum Award](#). We provide these same award-winning programs to the region's employers and communities.

## SECTION K: Air Quality Improvements

### a. Challenger (Baseline)

1. The business promotes programs to employees to reduce emissions of [criteria](#) and [toxic air pollutants](#) to the environment

**YES.**

Though we do not have a formal promotion about air quality in general for all employees, we do engage in community-based and employee health-based promotions.

As an organization, UPMC has signed onto the [BREATHE PROJECT](#)

We have a static air quality information webpage detailing:

- The significance of indoor air quality to employees and patients
- Indoor air quality initiatives
- Outdoor air quality issues
- Resources for personal actions to reduce contribution to air quality
- Air quality regulations

As part of employee orientation, employees who work with chemicals, such as lab technicians, environmental support service technicians and pharmacy technicians, must go through training programs for employees who work with chemicals agents associated with the indicated emissions.

We also have [patient education](#) resources about pulmonary health and smoking:

- As we prepare for the banning of smoking for employment qualification, smoking cessation resources have been heavily promoted.

# Sustainable Business Compact 2014: UPMC

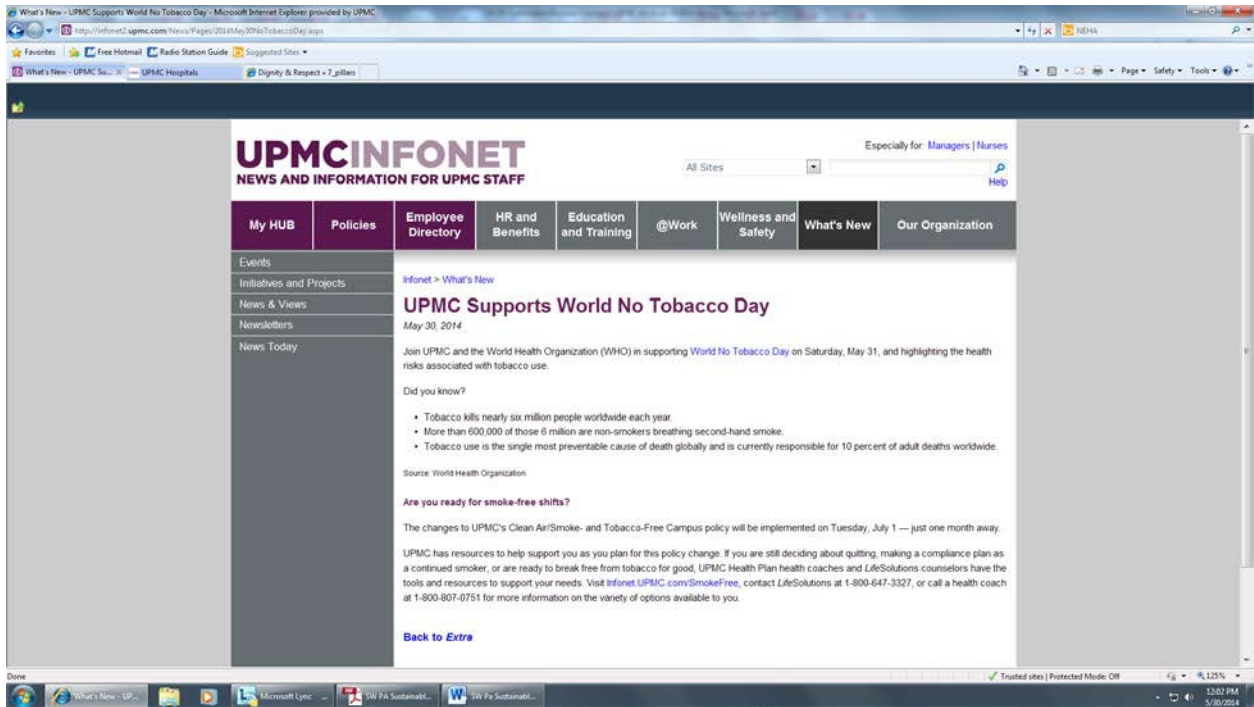


Figure 38. Internal promotion of World No Tobacco Day 2014

## Sustainable Business Compact 2014: UPMC

**From:** [Guinther, Kristen](#)  
**To:** [Robinson, Allison L](#)  
**Subject:** RE: Breathe Project  
**Date:** Wednesday, January 02, 2013 1:03:15 PM  
**Attachments:** [UPMC\\_1\\_H\\_RGR\\_Tag.jpg](#)  
[UPMC\\_1\\_H\\_RGR\\_Tag.png](#)  
[UPMC\\_1\\_H\\_CMYK\\_Tag.eps](#)

---

Hi Allison,

I have attached our logo in several formats, please let me know if you need anything further. Would you be able to share any creative via email so we can keep for our files.

Thank you,  
Kristen

---

**From:** Robinson, Allison L  
**Sent:** Monday, December 17, 2012 11:50 AM  
**To:** Guinther, Kristen  
**Subject:** FW: Breathe Project

After a presentation by Caren Glotfelty and Marily Nixon (both of the Heinz Endowments) on the Breathe Project to both the UPMC Environmental Initiatives Steering Committee and the UPMC Environmental Initiatives Steering Committee and with the strong recommendation/encouragement issued from the Community Advisory Committee to participate, John Krolicki sought corporate buy-in such that rather than having subsets of UPMC sign-on, that the whole organization would sign in. (See email below).

At this time, "Sign on" is sharing our company logo indicating endorsement of the regional Breathe Project and a representative making a declarative statement of support for the initiative such as the value of air quality to regional communities, etc.

Allison Robinson, PhD, MS, MPW  
Director, Environmental Initiatives

 Please consider the environment before printing this e-mail.

This e-mail may contain confidential information of the sending organization. Any unauthorized or improper disclosure, copying, distribution, or use of the contents of this e-mail and attached document(s) is prohibited. The information contained in this e-mail and attached document(s) is intended only for the personal and confidential use of the recipient(s) named above. If you have received this communication in error, please notify the sender immediately by e-mail and delete the original e-mail and attached document(s).

---

**From:** Krolicki, John P  
**Sent:** Friday, December 07, 2012 7:58 AM  
**To:** Robinson, Allison L  
**Subject:** Breathe Project

UPMC will support as a system

Figure 39. UPMC's sign-on to the BREATHE PROJECT

# Sustainable Business Compact 2014: UPMC

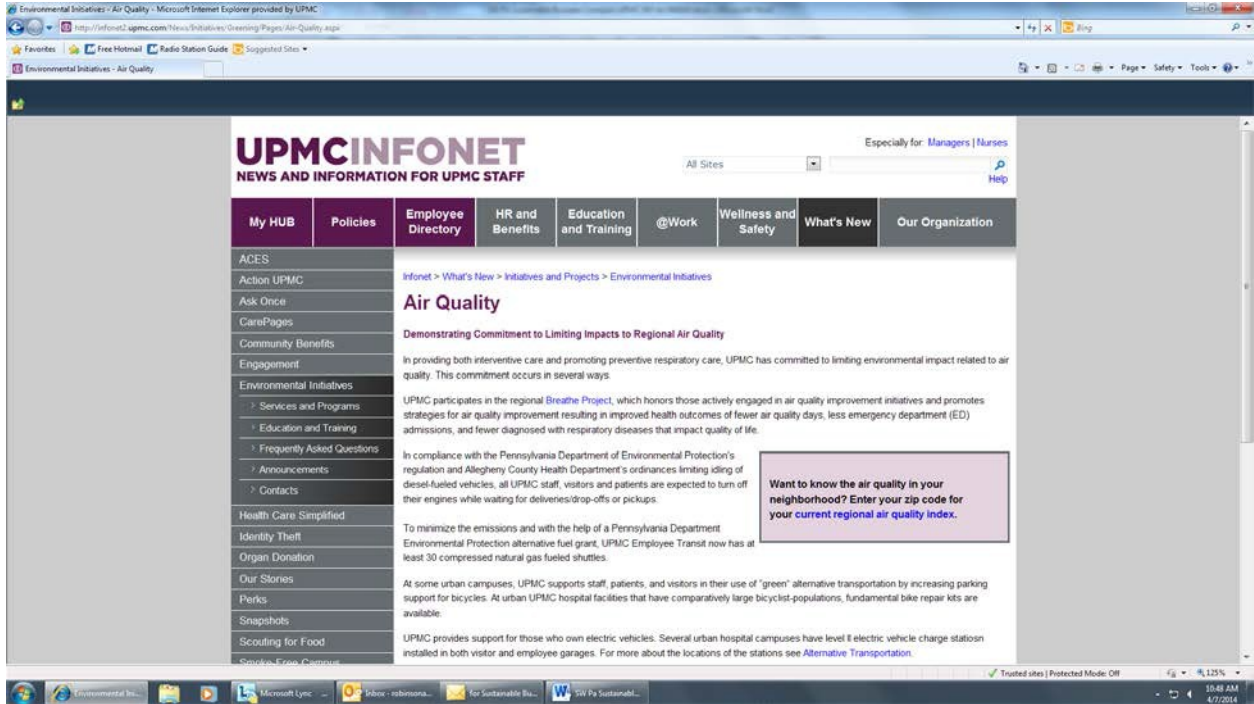


Figure 40. Air Quality webpage on UPMC Infonet

## 2. The business monitors indoor air quality and promotes programs to improve it

**YES.**

Scheduled monitoring occurs in ICUs, public areas, laboratories, and case-based issues are monitored. Special monitoring occurs in relative facility management practices such as pest treatments, painting, whole-room sterilization processes, and indoor construction.

Facility management and environmental support staff are trained on the use of low emissions products that are used at their facilities.

As part of clinical employee dress code, there is an advisory to limit or avoid use of scented personal care products that may adversely affect our patients.

We have signage declaring smoke-free campuses to prohibit smoking indoors. In July 2014, employees will be prohibited from smoking on all UPMC properties. UPMC is committed to maintaining a healthy environment for patients and visitors, and ensuring their experience is positive by reducing their exposure to tobacco products.

Our mission as a health care organization is to support and promote healthy lifestyles throughout our communities. According to the Centers for Disease Control and Prevention, tobacco use is the single most preventable cause of disease, disability, and premature death in the United States. It's time for us to lead by example within our region. By extending our mission, we join other like-minded health care leaders such as Baylor Health Care System, Cleveland Clinic, and Mayo Clinic.

We care about the well-being of every employee. This policy change is a continuation of our commitment to supporting healthy lifestyles, as illustrated by our MyHealth initiatives. We want to be good neighbors. Our campuses have been smoke-free since 2007; this is a natural evolution of that commitment.



Figure 41. Smoke-free campus signage indicating designated areas

### 3. The business has an emissions policy

**YES** – we have a Clean Air Policy

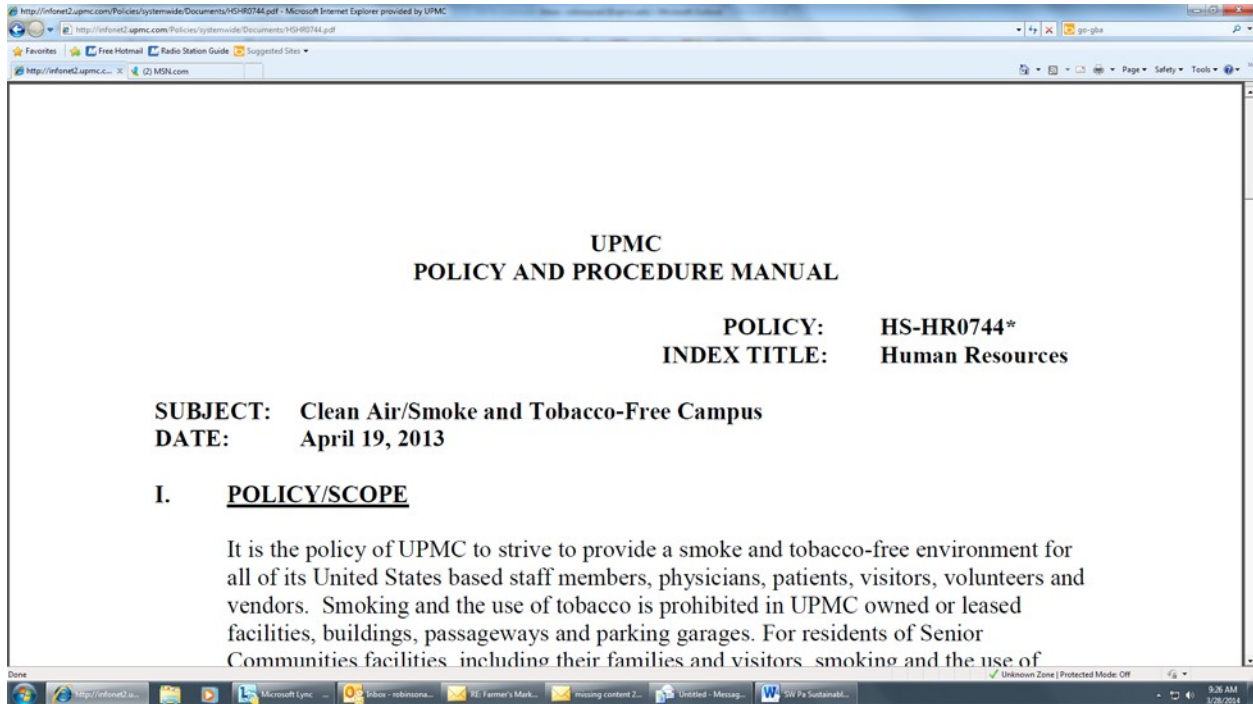


Figure 42. Screen shot of UPMC's Clean Air Policy



## **b. Engaged (Leader)**

### **1. The business has a purchasing policy that reduces harmful air pollutants**

#### **Not a formal policy.**

**However**, UPMC Supply Chain Management (SCM ) is strongly considering incorporating air quality as a defining element within the purchasing policy for specific vapor-emitting products. Although UPMC Supply Chain doesn't currently maintain a formal purchasing policy concerning air pollutants, it does employ several procedures that are intended to assure proper air quality maintenance.

When procuring products that have the potential of impacting air quality, SCM engages subject-matter experts, such as Environmental Services, Construction / Maintenance, Laboratories, etc., to investigate the potential impact of air quality. SCM practice dictates a formalization of vendor-promised performance matrices in contract language to assure that purchased goods or services produce as expected.

**2. The business uses non-toxic and/or green chemistry materials for manufacturing processes, facilities, and/ or office spaces**

**YES**

We use low/ no emission paints and green sanitizing agents and green floor cleaners across the system where recent renovations incorporating green facility features such as low-/no-wax floors.

Infection Control (IC) is a persistent, pervasive issue throughout any health care facility. We must choose products that will prevent or eliminate the risk of infection as part of direct contact services. To that end purpose, peroxide-based sanitizing agents are chosen for their efficacy performance in balance with their reduced material degradation impact.

In LEED certified facilities, green cleaners are used to maintain the quality of the facility materials.

A majority of our linen is regionally sourced to a certified green laundry service provider. Designated clinical service areas such as critical care units and surgical operating rooms have positive pressure to control airborne communicable infectious diseases.

We use integrated pest management practices to reduce exposure to pesticides.

Medical staff are discouraged (but not prohibited) from wearing scents/perfumes.

**3. The business has reduced its emissions that are harmful to human health beyond compliance levels**

**YES**

Relative to environmental air emissions associated with UPMC-owned facilities and properties:

- We have not had any non-compliances on air emissions permits.
- We have curtailed participation in demand response programs due to concerns of diesel emissions associated with running backup power generators on Ozone and Air Quality Action days.
- We have a clean construction policy to reduce emissions associated with construction off-road equipment.
- We comply with the PA Department of Environmental Protection no-idling regulations, but do not limit idling cessation to diesel fueled vehicles.
- We have replaced 30 diesel-fueled employee shuttles with CNG-fueled shuttles.
- We use waste anesthetic gas (WAG) capture systems; anesthetic gas is an industry-significant source of greenhouse gas emissions.

4. The business has installed proper anti-idling signage and has trained suppliers and employees on minimizing idling of vehicles

YES.

We have two types of “no-idling” signage:



Figure 43. PA DEP anti-idling signage



Figure 44. Alternate signage extends beyond the mandated regulatory scope of diesel fueled vehicles to include all vehicles

5. The business requires that construction and demolition activities are performed using clean construction equipment

YES

We have a construction contract requirement addressing mandatory use of Clean Construction Equipment on all major construction projects.

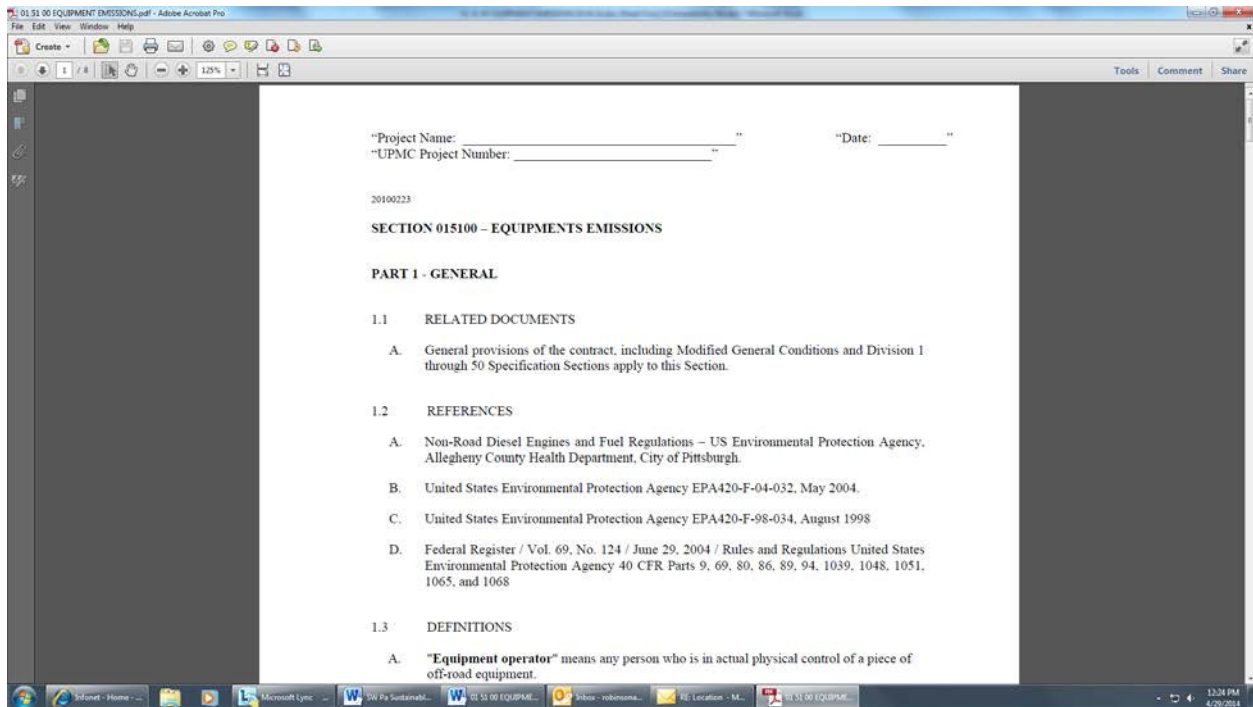


Figure 45. Screen shot of UPMC's clean construction policy

**c. Transformative (Champion)**

**1. The business supports air quality improvement plans and policies to reduce harmful pollutants to improve the region's poor air quality ranking and its health**

**YES**

Relative to indoor air quality, UPMC has a systemwide smoking ban for all employees effective July 2014 and is providing support for smoking cessation for employees and community members.

UPMC is an organization sponsor of [Tobacco Free Allegheny](#).

Relative to both indoor and outdoor air quality, UPMC is an organizational participant in the [Breathe Project](#).

UPMC is a business member of the [Southwestern PA Air Quality Partnership \(SPAQP\)](#) through supporting the Coach AQ (as in Air Quality) mascot who promotes air quality safety and improvement at regional events.

UPMC Mercy co-sponsored the [Group Against Smog and Pollution's \(GASPs\)](#) Clean Air Dash and Festival in 2013.

By supporting infrastructure development for alternative fuels, UPMC is committed to reducing vehicle emissions associated with high volume traffic.

As indicated in responses under the Transportation section, resources are provided promoting access and use of alternative fuel vehicles and support publicly accessible electric vehicle charge station infrastructure development.

- 2. The business has received regional recognition for its air quality improvement plans and policies to reduce harmful pollutants to improve the region's poor air quality ranking and its health.**

**YES**

Recognized as the Allegheny County Health Department's EnviroStar Champion in 2011 for the clean construction contract requirement requiring use of "clean" biodiesel-blend use for all off-road equipment involved in contracted construction projects.

Regional recognition earned/demonstrated through newspaper articles and third party blogs on commitment to alternative power and corporate smoking ban policy, especially phase 2 of the smoking policy that mandates that all employees shall not smoke anywhere on UPMC property at all during scheduled working hours.

<http://breatheproject.org/news/upmc-data-centers-commit-to-100-pa-wind-power/>

<http://breatheproject.org/news/upmc-shows-leadership-for-clean-air/>

<http://www.post-gazette.com/business/businessnews/2013/07/11/UPMC-smoking-ban-to-include-break-time/stories/201307110297>

<http://gasp-pgh.org/2011/06/upmc-initiates-clean-construction-policy/>

**SECTION L: Governance and Management**

**a. Challenger (Baseline)**

**1. The business has an ethics policy**

**YES**

See hyperlink to [UPMC's ethics policy](#)



## 2. The business has a conflict of interest policy

YES

See hyperlink to [UPMC's conflict of interest policy](#)

UPMC has multiple system-level policies addressing conflict of interest as a subcategory of Ethics and Compliance:

- Employment of relatives
- Receiving “gifts” from external third parties with possible relationships with UPMC
- Identifying and eliminating or managing conflicts of interest that could arise in connection with clinical research
- Identifying and eliminating or managing conflicts of interest involving board members and management
- Support of politicians or proposed regulations
- Ownership/access to data and personal health information

### 3. The business supports employee engagement with professional societies/organizations

**YES**

Leadership-level employees are eligible for shared payment of memberships in industry-related or job position-related professional organizations.

Support participation in local subdivisions and professional organizations of national organizations such as the [American Medical Association](#), [Allegheny County Medical Society](#), [American Nurses Association](#), [PA Nurses Association](#), [Healthcare Financial Management Association](#), etc.

For the employees in positions that require job-related certifications and licensures, such as nurses, physical therapists, med techs, lab techs, IT techs, etc. HR tracks certifications and reminds employees when recertifications are due.

#### 4. The business' employees follow professional codes of conduct and practice

**YES**

UPMC outlines its [mission, vision and values](#), which each employee is expected to understand and comply with.

UPMC publicly provides resources:

- Addressing professional conduct for medical professionals:  
<http://www.upmc.com/healthcare-professionals/physicians/practice-solutions/Pages/default.aspx>
- Professional credentialing: <http://www.upmc.com/healthcare-professionals/credentialing/Pages/default.aspx>
- Leadership subcommittees of licensed/certified health professionals conduct audits

**5. The business provides information about environmental incidents/accidents through public reporting**

**YES**

Environmental incident/ accidents reporting is required as part of annual site-based air emissions and (wastewater) effluent permitting through the Pennsylvania Department of Environmental Protection (PA DEP) and Allegheny County Health Department (ACHD). To date, no air emissions and no effluent non-compliances have been cited. Environmental non-compliance reporting is also required under financial disclosures on [IRS Tax Form 990](#).

## b. Engaged (Leader)

### 1. The business has a corporate social responsibility (CSR) program

YES

A corporate social responsibility (CSR) program addresses how an organization manages the triple bottomline of people, planet and profit (P3) or environment, economy, and equity (E3). Though not a formal CSR program, UPMC has multiple, issue-oriented system-level programs addressing the triple bottomline of [community benefits](#). These programs include:

- UPMC Environmental Initiatives – addresses environmental sustainability  
(*ENVIRONMENT*)
  - Environmentally preferred purchasing promotes local economic and job development
  - Green buildings and greening of existing buildings with sustainable property management practices contributes to improved regional air and water quality, and reduced energy consumptions
  - Green operations practices reduces waste through materials diversion and upstream reduction
- Safety and Preparedness – addresses emergency preparedness and business continuity during crisis state (*ENVIRONMENT AND EQUITY*)
  - Provides comprehensive environmental and occupational health and safety-related services and information to assist staff in complying with applicable federal, state, and local environmental, health, and safety regulations
  - Promotes both work and personal emergency/disaster/crisis preparation and prevention
  - Promotes continuous planning for current and emerging community and healthcare threats that may disrupt or terminate operational continuity
  - Developing strategies to maintain healthcare business continuity as part of a national/ state/ regional/ community emergency response continuum.
- UPMC Center for Engagement and Inclusion – addresses diversity and inclusion (*EQUITY*)
  - Promotes dignity and respect among all populations
  - Promotes work and civic engagement
- Financial Assistance – addresses economic stability, accountability and continuity (*ECONOMICS AND EQUITY*)
  - Financial assistance for medical service rendered
  - Charitable funding contributions for community organizations

## Sustainable Business Compact 2014: UPMC

- Pittsburgh Promise – providing financial assistance for future generations pursuing the medical science fields.
- Promotion and assistance with regional and community health needs: *(EQUITY)*
  - Community health needs assessment – conduct health needs assessment to match community healthcare needs
  - Charitable care – providing healthcare services to those deemed unable to pay
  - Walk Pittsburgh Initiative – promoting increased physical activity through community engagement

Additionally, UPMC has operational system-wide programs addressing the following:

- Finance and Accounting
- Human Resources
  - Diversity and Inclusion
  - Workforce Development
- Information Services Division
- Community Development
- Corporate Real Estate
- Supply Chain

Value-added systemwide performance improvement programs include:

- Research and Special Projects
- Quality and Innovation
- Regulatory Compliance

**Collectively, all of these departments and cross-system initiatives continuously address the triple bottomline of corporate social responsibility for UPMC.**

**2. The business issues a CSR report or integrates it into its annual report or other comparable accountability publication**

**YES**

See hyperlink to [UPMC's Sarbanes Oxley Statement](#)

UPMC was the first non-profit medical system to be certified as Sarbanes Oxley compliant:

- Pittsburgh Post-Gazette [article 10/10/2006](#):
- In demonstration of compliance with Sarbanes Oxley Act, UPMC's CSR reporting is reflected in the following annual publicly accessible publications:
  - [Annual Fiscal Report](#)
  - [Community Benefits Report](#)

**3. The business assesses management's performance with respect to sustainability goals**

**YES**

UPMC assesses corporate management performance with respect to fiscal and social sustainability, but not environmental sustainability.

Relative to environmental sustainability, a voluntary industry-based annual performance benchmark is conducted for progress analysis and industry-based performance comparison.



**4. The business has appointed a sustainability manager/coordinator/officer or a corporate sustainability committee**

**YES**

The Director of UPMC Environmental Initiatives program serves as the UPMC Sustainable Coordinator and represents UPMC on a regional sustainable officers committee. The UPMC Environmental Initiatives Steering Committee reflects the corporate sustainable committee, because many of its members also serve on steering advisory committees of the other systemwide initiatives. The Environmental Initiatives program director reports to the Environmental Initiatives Steering Committee.

5. The business participates in the [Carbon Disclosure Project](#)

**NO.**

**Though UPMC does track its greenhouse gas emissions**, it is not a publicly traded stock and/or bonds organization registered with the Carbon Disclosure Project, and therefore, UPMC does not have a reporting requirement.

## 6. The business performs a sustainability audit of its operations and facilities

**YES.**

Relative to the systemwide programs listed in #4 above, the following audits are conducted:

- Finance and Accounting
  - Extensive fiscal audits are conducted internally and verified externally.
  - A Six Sigma-certified project management administrative group conducts continuous process flow audits, and operational efficiency and waste minimization assessments.
  - Produce publicly accessible quarterly and annual reports
- Human Resources
  - Workforce Development
    - Monthly employment reports reviewing hires, dismissals/departures, and turnover rates reviewed at each operations meeting.
    - A project management administrative group conducts continuous process flow audits and operational efficiency assessments:
      - Checking licensures and certifications
      - Background checks
      - Employee health compliances (drug testing, and return from workers' compensation)
      - General onboarding
        - Department onboarding and staff engagement
      - Annual performances
- Corporate Real Estate maintains a continuous, coordinated capital project management dashboard and tracks property leases and ownership, zoning compliances and coordinates new construction projects across the system.
- Supply Chain tracks:
  - Asset acquisitions and dispositions
  - Purchasing volumes and costs
  - Contractual compliances
  - Product recalls and retirements
  - Material waste volumes
- Community engagement and development surveys are conducted quarterly to gather information for the community benefit report tracking:
  - Philanthropic giving
  - Volunteer hours

## Sustainable Business Compact 2014: UPMC

- In-kind material donations
- Charitable care
- As part of the environmental sustainability program, the following audits are conducted:
  - As part of Energy Initiatives:
    - Monthly energy and water demand
  - An annual benchmark audit is conducted that covers a wide array of industry-related environmental sustainability initiatives with supporting site visits.
  - An annual greenhouse gas compliance assessment
  - Quarterly waste-diversion analysis
  - Participation in external performance accountability initiatives:
    - USEPA's Energy Star
    - U.S. Department of Energy's Better Building Challenge
      - Lighting and Energy Efficient in Parking (LEEP) Campaign
    - Green Building Alliances Pittsburgh 2030 District
    - U.S. Department of Energy's Better Building Alliances
      - Healthcare service delivery facilities (hospitals, assisted living centers, urgent care centers, etc)
      - Labs
      - Data centers
    - Zero Waste Pittsburgh's ZIP Certification
    - Bike Pittsburgh's Bike Friendly Employer

## 7. Management has sustainability training

YES

Relative to each systemwide program, PowerPoint presentations, training videos, and guidesheets are continuously accessible on the Intranet. Fiscal and operational sustainability training is incorporated through annual mandatory performance assessments and is included in sections of the New Employee Orientation handbook and Orientation Welcome sessions.

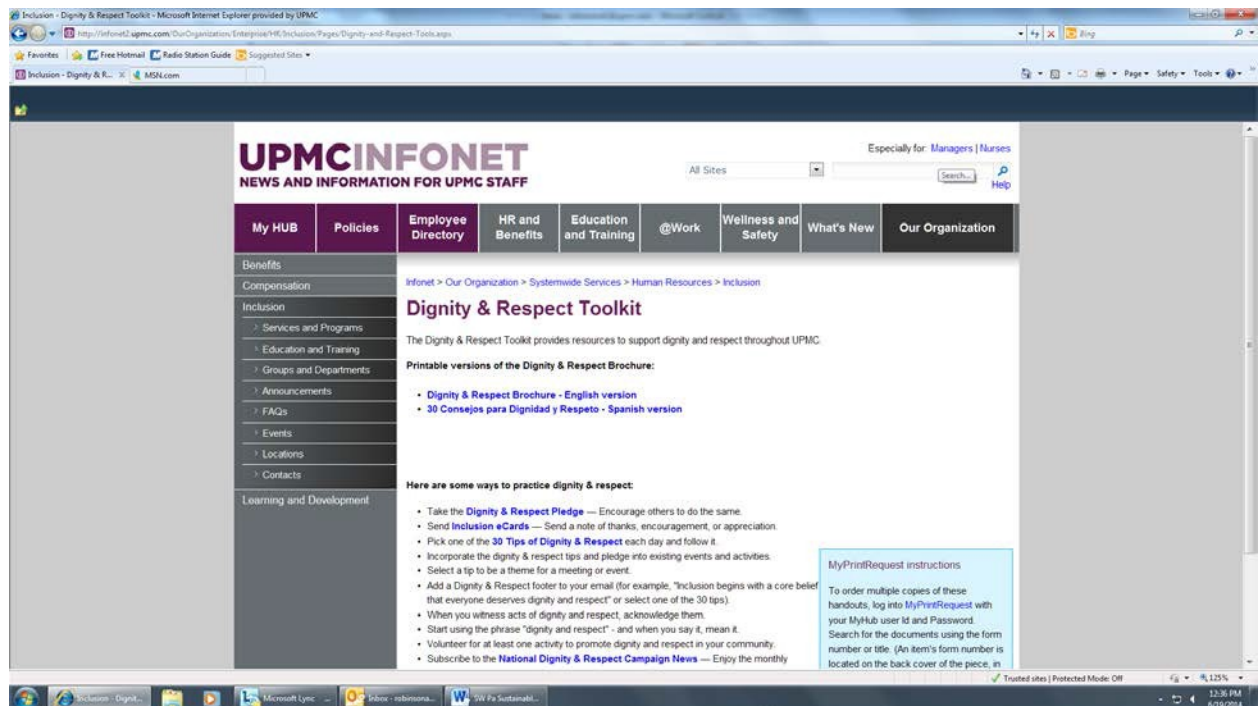


Figure 46. Example of Dignity & Respect training resources posted on Infonet

At this time, limited environmental sustainability issue content is integrated into environmental health and safety sections of annual mandatory performance assessments and is included in sections of the New Employee Orientation handbook and Orientation Welcome sessions. Initiative-based process change training occurs as developed/needed.

**8. The business participates in regional sustainability professional development groups, conferences, university courses and projects.**

**YES**

Leadership of the following systemwide sustainability-related programs actively participate in regional professional development groups; present at regional workshops/conferences; provide semester research projects for area colleges and universities; and offer experiential learning internships:

- Diversity and Inclusion
- Finance and Accounting
- Workforce Development
- Environmental Initiative (inclusive of the Energy Initiatives program)

Internships and semester research projects have occurred with the following regional colleges and universities:

- University of Pittsburgh
  - Graduate School of Business
  - School of Engineering (Mascaro Center for Sustainable Innovation)
- Duquesne University
  - Sustainability Masters of Business Administration
  - Graduate School of Business Administration
- Chatham University:
  - School of Sustainability
  - Master's of Landscape Architecture
  - Business Administration (Supply Chain course)
- Carnegie Mellon University
  - SEER Institute
- Clarion University – Engineering
- Penn State
  - Main campus
  - Behrend Campus (Erie)
- Robert Morris University - Engineering

Presentations have been made at the following conferences/ workshops:

- US DOE's Better Building Alliance Conference
  - Hospital Energy Alliance

## Sustainable Business Compact 2014: UPMC

- Green Building Alliance
  - Annual conference
- Pitt's Mascaro Center for Sustainable Innovations annual Engineering Sustainability conference (2009, 2011, 2013, 2015)
- CleanMed (2011, 2012, 2013, 2014)
- Pittsburgh Region Clean Cities
  - Odyssey Day (2012, 2013, 2014)
- Sustainable Pittsburgh's
  - Sustainability EXPOSED Conference 2013
  - Sustainable Healthcare Workshop series (2011-2012)
  - Pittsburgh Green Workplace Challenge (2012)
  - Champions for Sustainable Pittsburgh (regional sustainable coordinators group) (numerous times)

Participation/ presentations have been made at the following professional development groups:

- Air and Waste Management Association
- P2E2 Round Table (Regional group of the Pennsylvania Environmental Health Association)

### c. Transformative (Champion level)

#### 1. The business maintains a dashboard of an extensive set of sustainability measures that are continuously tracked and publicly disclosed periodically

##### YES

The UPMC Environmental Initiatives annual benchmark survey is a form of sustainability performance dashboard. The benchmark survey tracks effectiveness for initiative workgroups. The comments section reveals the complexity and challenges of implementing a perceptibly, standardized concept and process across diverse contexts and cultures. Initiated in 2008, it has evolved to incorporate the following initiatives that address operational implementation using both qualitative and quantitative metrics:

- Green Team (Program Infrastructure)
  - Existence and functionality
  - Community engagement
    - NOTE: community collaboration details are reported to the Community Benefits report; the goal here is to encourage community engagement
- Sustainable Food Service
- Waste Reduction and Diversion
- Utility Management and Conservation
  - Energy
  - Water
- Green Buildings/ Green Renovations
  - Green cleaning in support of green buildings
  - Sustainable landscaping
- Alternative Transportation
- Environmentally preferred purchasing
- Green Surgery Initiatives
- Green Lab Initiatives
- Green Pharmacy Initiatives

Service delivery business units complete benchmark survey each calendar year. The survey is completed by each business unit's local green team. Each vice president receives a copy of their business unit's report. Annual comparative performance is tracked. System-level summary reports are posted internally on the Environmental Initiatives Infonet webpage.



## Sustainable Business Compact 2014: UPMC

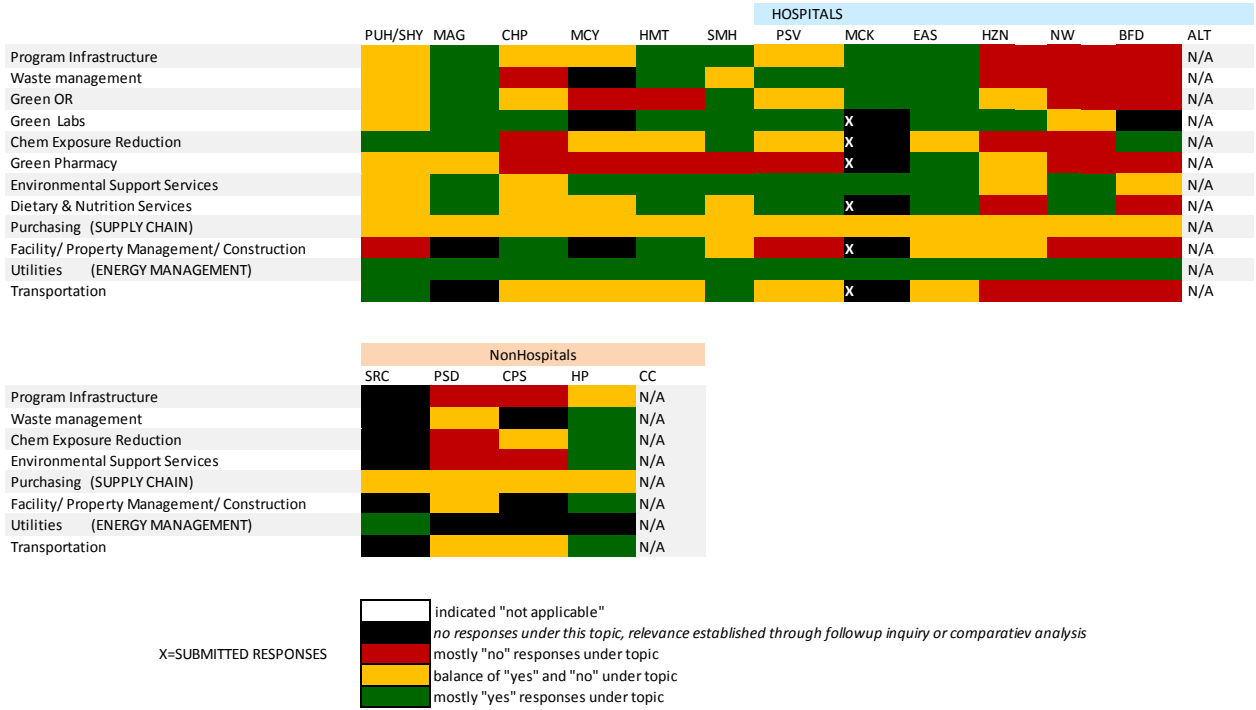


Figure 47. 2013 Annual Benchmark Audit Summary Analysis

## Sustainable Business Compact 2014: UPMC

Yes=1; No=0	Preferred Response/ Preferred Score	Hospital Business Unit												Nonhospital Business Units				Participation Percentage				
		Presbyterian-Shadyside	Magee	Childrens	Mercy	Hamol	St Margaret's	Passavant	McKeesport	East	Horizon	Northwest	Bedford	Senior Residence Centers	Community Provider Services	Health Plan	Physicians Services Division	Hospitals	Non Hospital			
<b>Sustainability Infrastructure</b>																						
Have a system green team representative who is responsible for sustainability within their job description (but not by title)	1	1	1	1	0	1	1	0	1	1	0	1	1	0	1	1	0	1	1	1	0.50	0.75
Have a local "Green Team"	1	1	1	1	0	1	1	1	1	1	1	1	1	0	0	1	1	1	1	0.56	0.75	
Report Green Team metrics to local business unit administration and to Environmental Initiatives Program Director	1	1	1	1	0	1	1	0	1	1	0	1	0	1	0	1	1	1	1	0.44	0.75	
Participate in ≥50% of System Green Team meetings	1	1	1	0	0	1	1	1	1	1	1	0	0	0	0	0	0	0	0	0.44	0.75	
Have business-unit based annual performance goals?	1	0	1	1	0	1	1	0	1	0	0	0	0	0	0	0	0	0	0	0.28	0.25	
<b>Sum Total</b>	<b>5</b>	<b>4</b>	<b>5</b>	<b>4</b>	<b>0</b>	<b>5</b>	<b>5</b>	<b>2</b>	<b>5</b>	<b>4</b>	<b>2</b>	<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>	<b>5</b>	<b>4</b>	<b>4</b>	<b>4</b>			
<b>Sustainable Activities In-house</b>																						
Shared sustainable activities with senior leadership team and/or business unit administration	1	1	1	0	1	1	1	1	1	1	1	1	0	0	1	1	1	1	1	0.56	0.75	
Integrate sustainability into at least one grand rounds event this year	1	0	1	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0.11	0.25	
Developed, improved or advertised business unit's sustainability website or webpage on Intranet	1	1	1	1	1	1	1	1	1	0	0	1	0	0	0	0	1	0	0	0.50	0.25	
Shared information and experiences with Local Green Team and System Green Team	1	1	1	1	1	1	1	1	1	1	1	1	1	0	0	1	1	1	1	0.61	0.75	
Green Team tracks their initiative performance consistently throughout each year	1	0	1	0	1	1	1	0	1	1	1	1	1	0	0	0	1	1	1	0.44	0.75	
Green Team shares their performance assessments with business unit's leadership	1	0	1	1	1	1	1	1	1	1	1	1	1	0	0	1	1	1	1	0.56	0.5	
Include questions about sustainability program in employee engagement survey	1	0	1	0	0	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0.17	0.25	
Created a healing garden for patients and staff	1	1	1	1	1	0	1	1	1	1	0	1	0	0	0	0	0	0	0	0.50	0.25	
Calculated payback period/ ROIs for sustainability activities; is shared with the Green Team	1	0	1	1	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0.22	0.5	
<b>Sum Total</b>	<b>9</b>	<b>4</b>	<b>9</b>	<b>5</b>	<b>6</b>	<b>6</b>	<b>8</b>	<b>6</b>	<b>7</b>	<b>5</b>	<b>4</b>	<b>6</b>	<b>0</b>	<b>0</b>	<b>7</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>			
<b>Leadership within the Local Community</b>																						
Held thermometer swap	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00	0	
Held pharmaceutical take-back event	1	1	1	1	1	1	0	0	1	0	1	1	1	0	0	1	1	0	0	0.44	0.25	
Held electronics collection event	1	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0.06	0.25	
Handed out or collected compact fluorescent lamps	1	0	0	0	1	0	1	1	1	0	0	0	0	0	0	0	0	0	0	0.22	0.25	
Promote adoption of green meeting practices	1	0	1	0	0	1	1	1	1	0	1	0	0	0	0	0	0	0	0	0.33	0.75	
Promote paper reduction initiatives	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	0.67	0.75	
Created a sustainability report as part of the community benefits report	1	0	1	1	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0.17	0	
Developed a sustainability webpage for the public on facility website	1	0	1	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0.17	0.25	
Displayed signage visible to patients describing recycling or other environmental programs	1	1	1	1	1	1	1	1	1	1	0	1	0	0	0	1	1	1	1	0.56	0.75	
Used local media to communicate sustainability activities to the community	1	0	1	0	1	1	0	1	1	0	0	0	0	0	0	0	0	0	0	0.28	0.25	
Received media attention/local press around	1	0	1	0	1	1	0	0	1	1	0	0	0	0	0	0	0	0	0	0.28	0.25	
Met with city government reps or local organizations to promote sustainability locally or plan local events (like Clean Air days)	1	0	1	0	0	1	1	0	0	1	0	0	0	0	0	0	0	0	0	0.22	0.25	
Shared information on sustainability programs with local businesses, community groups, schools etc.	1	0	1	0	0	0	1	0	1	0	0	1	0	0	0	0	0	0	0	0.22	0.25	
Educated community on environmental topics (example: provide information on proper medication disposal when issuing prescriptions)	1	0	1	1	1	0	0	1	1	1	1	1	0	0	0	0	0	0	0	0.39	0	
Include sustainability in advertising campaigns	1	1	1	0	0	0	1	0	1	1	0	0	0	0	0	0	0	0	0	0.28	0	
<b>Sum Total</b>	<b>15</b>	<b>4</b>	<b>12</b>	<b>5</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>13</b>	<b>6</b>	<b>4</b>	<b>4</b>	<b>1</b>	<b>0</b>	<b>4</b>	<b>6</b>	<b>7</b>	<b>7</b>	<b>7</b>			
<b>Operations</b>																						
Sustainability "Greening" is covered as part of new staff onboarding orientation	1	1	1	0	1	0	1	1	1	1	0	0	0	0	0	0	0	0	0	0.39	0.25	
Sustainability "Greening" is covered in the employee orientation handbook	1	0	1	0	1	0	1	1	1	0	0	0	0	0	0	0	0	0	0	0.28	0.25	
Sustainability "Greening" operations activities have been incorporated in job descriptions of stakeholder administration, operations, and service departments	1	0	1	1	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0.17	0.25	
Standardized green procedures are integrated into existing, job descriptions and annual performance criteria	1	0	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0.11	0.25	
Green initiatives are promoted frequently through a collaborative, coordinated effort between the business unit's Local Green Team, Human Resources, and Communications Departments	1	0	1	0	1	1	1	1	1	1	0	0	0	0	0	0	0	0	0	0.39	0.25	
The Local Green Team shares its successes with their peers, patients, and visitors	1	0	1	0	1	1	1	1	1	1	1	1	0	0	0	0	0	0	0	0.44	0.5	
The System Green Team representative shares the business unit's successes with the System Green Team	1	1	1	0	1	1	1	1	1	1	1	0	0	0	0	0	0	0	0	0.50	0.5	
<b>Sum Total</b>	<b>7</b>	<b>2</b>	<b>7</b>	<b>1</b>	<b>5</b>	<b>3</b>	<b>7</b>	<b>5</b>	<b>5</b>	<b>4</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>			

Figure 48. Example of Program Infrastructure worksheet within Annual Benchmark Audit

## Sustainable Business Compact 2014: UPMC

Waste diversion is tracked quarterly at the business unit level and analyzed for overall system-level performance.

Greenhouse gas emissions are tracked for owned-properties and alternative fueled vehicles, and compared annually.

Only the following audits are publicly disclosed:

- Fiscal Audits:
  - Community Impact Reports
  - Annual IRS Form 990 Schedule H
  - Quarterly finance reports to A.M Best, Fitch, Moody's, and Standard and Poor's, along with media briefings
  - Consolidated annual finance report
- Community Development:
  - Community Benefit Report

Additionally, see response to question 6 in the previous section.

**2. The business shows leadership in corporate sustainability at regional sustainability professional development groups, conferences, and university projects by presenting its sustainability-related challenges, success stories and projects**

**YES**

Leadership of the following systemwide sustainability-related programs present at regional and national workshops and conferences:

- Diversity and Inclusion
- Finance and Accounting
- Supply Chain
- Workforce Development
- Corporate Real Estate
- Environmental Initiatives (inclusive of the Energy Initiatives program)

### **3. The business has received regional recognition for its governance and management activities relating to sustainability**

UPMC provided \$887 million in IRS-defined Community Benefits in Fiscal 2013, including \$268 million in unreimbursed care for uninsured and underinsured individuals; \$238 million in Community Health Programs and Contributions; and \$381 million for Research and Education Programs.

UPMC's Community Funding commits approximately \$2 billion annually, including more than:

- \$500 million annual capital reinvestment in facilities, equipment, and technology
- \$300 million in federal, state, and local tax payments
- \$260 million in unreimbursed amounts from Medicare and Bad Debts
- \$100 million paid to support regional minority and women-owned businesses

UPMC's operations in 2013 created a far-reaching economic impact of nearly \$23 billion for the region's economy, an increase of \$1.2 billion from the previous year. According to the Pennsylvania Hospital and Health System Association, UPMC represents 22% of the total hospital economic impact in Pennsylvania where UPMC supported almost 118,000 total jobs (directly and indirectly), which represents 20% (1 in 5 jobs) of all hospital jobs in the state. UPMC directly employed 54,000 FTE employees, with a payroll of \$3.5 billion and an average salary of \$64,208; and UPMC provided 17% of the IRS defined community benefits in the state of Pennsylvania. UPMC is widely recognized for fueling and sustaining Pittsburgh's health care and biomedical economic growth for more than three decades and for leading the SWPA Region's recovery and resurgence since the collapse of the steel industry in the 1980s.

UPMC operates as a fully integrated system with a "best-in-class" governance structure that adheres to the highest standards of ethical conduct. UPMC operates as a non-profit organization that is governed by dedicated and non-compensated "volunteer" Board leaders; UPMC does not operate with PACs and adheres to governance "best practices," including voluntary adherence to all applicable provisions of Sarbanes Oxley.

UPMC publicly ranks for the following:

- Integrated Delivery & Financing System (IDFS)---second largest Provider-led system in the nation after Kaiser Permanente
- Largest academically based IDFS in the nation and largest non-governmental employer in Pennsylvania
- Clinical mission---#10 nationally ranked (#1 in Pa) for clinical care, nationally ranked in 15 of 16 specialties nationally ([US News & World Report Honor Roll](#))

## Sustainable Business Compact 2014: UPMC

- Research mission---#5 nationally (University of Pittsburgh) in [National Institutes of Health \(NIH\) Funding](#)
- Academic mission---#3 largest M.D. training nationally (1600 residents); largest [Association of American Medical Colleges \(AAMC\)](#) -based CME program
- Leading NCQA and JCAHO quality rankings...including Magnet Hospital status for nursing care
- National technology leadership position (across all industries): #1 ([Information Week](#))
- Community Benefits Support among the highest of any enterprise in the region both in the amount and % revenue level of support and among the highest level of philanthropic support among any organization in the nation.
- Best-in-Class Governance: first and sustaining Sarbanes Oxley certified non-profit health system in the nation
- Together with the University of Pittsburgh, the leading regional economic development engines over the past three decades with consistent growth in biomedical and health care employees, businesses, jobs, and overall economic impact.
- Cited as an industry innovator recognized for our leadership metrics and IDFS leadership position (more than 35 industry-leading health systems have come to Pittsburgh over the last three years to learn about UPMC)
  - UPMC has licensed our population health technology platform to our UPMC-led business start-up Evolent Health, *which has been recognized by Forbes as the #4 emerging businesses (across all industries) to watch in 2014*
- Demonstrated international performance where more than 40 countries and delegations have also recently visited the UPMC's Center for Connected Medicine to learn about how UPMC is transforming the health care industry both nationally and internationally.

UPMC annually performs an in-depth assessment and review of its community benefits. In Fiscal Year 2013, UPMC provided community benefits amounting to \$887 million or 15 percent of net patient revenues. During 2013, an independent external consultancy, The Chartis Group, completed an in-depth assessment of UPMC's community benefits. The review confirmed the broad scope of UPMC's contributions to the community, which based on Internal Revenue Service guidelines include charity care and unreimbursed amounts from programs for the poor, community health programs and donations, and support for research and education. The comparison peer group was comprised of national health systems including Academic Medical Centers, Regional Medical Centers, and U.S. News and World Report Honor Roll Hospitals. UPMC's community benefits contributions fall above the peer group average in both total dollars and as a percent of total net patient revenue.

Though aware of the sustainable accountability performance awards and recognitions offered by the [Dow Jones Sustainability Index](#), the [World Business Council for Sustainable Development](#), the [Global Reporting Initiative](#), the [International Institute for Sustainable Development](#), etc, health care is not widely included as an industry category. Health care product manufacturers are included but health finance and health care service delivery

## Sustainable Business Compact 2014: UPMC

organizations are not. ***Therefore, a healthcare organization is not likely to be recognized unless these circumstances change.*** Additionally, UPMC is not listed on a public or private sustainability stock exchange or mutual fund exchange and therefore is ***currently not eligible*** for recognition for top governance performance awards and recognitions by such organizations.

Relative to regional sustainable governance awards, we are aware of only the Duquesne University's [Beard Institutes](#) Green to Gold award, which recognizes commercial success in sustainable business practices. Noting that only for-profit, publicly-traded companies have been awarded to date, **UPMC may not be eligible for this award.**

Industry-based sustainability organizations such as [Practice Greenhealth](#) and [Healthier Hospital Initiatives](#) have national recognition awards but not regional sustainability recognition awards. At the annual CleanMed conference, [awards](#) are presented to members of Practice Greenhealth based solely on environmental sustainability participation and performance and not fiscal and social accountability. Magee Womens Hospital of UPMC has won many of these awards.

<b>Board Involvement</b>	<b>Role</b>
Oakland Task Force	Vice Chair
The National Aviary	Board Member and Development Committee Member
Allegheny Conference on Community Development	ATHENA Committee Member
United Way of Allegheny County	Women's Leadership Council Executive Committee Member & United for Women Advisory Committee Member
PA Women Work!	
LifeSpan	Board of Directors
National ACMA Membership Committee	Committee Member
NCQA Virtual Customer Service	Advisory Board
Community Advisory Board, Western Psychiatric Institute and Clinic	
Pastoral Council, St. Scholastica Church	
Catholic Charities Free Health Care Center	
Free Health Clinic Board of Directors, Pittsburgh	
Strategic Advisory Board, McKesson Corporation	
Genentech Oncology Institute: Advisory Board	
Children's Hospital of Pittsburgh of UPMC, Circle of Love Co-Chair	
Pennsylvania Psychiatric Society	Treasurer
Pennsylvania Psychiatric Society, Child and Adolescent Psychiatry Committee	Chair
Steering Committee, DPW Pennsylvania Health Care Workgroup Foster Care	Board Member
Psychotropic Workgroup, DPW Pennsylvania Health Care Workgroup Foster Care	Board Member
American Academy of Child and Adolescent Psychiatry Ethics Committee	Co-Chair
Journal American Academy of Child and Adolescent Psychiatry	Reviewer
Community Care Behavioral Health Organization	Board of Quality Improvement Committee
Community First Fund	Board Member
Latinos Unidos de PA	Board Member
Wernersville State Hospital Board	Board Member
Berks County Mental Health/Developmental Disability Board	Vice Chair
Children's Home of Reading	Board Member
Sunshine Commission	Commissioner
The National Institute of Rural and Minority Health	Board Member
PA Department of Health, Health Equity	Board Member



Board	
Reading Area Community College Foundation	Board Member
BWIC Health Care Advisory Committee	Board Member
"The Beauty of our Health" Breast Cancer Coalition	Board Member
Operaton Homeless Connect	Board Member
Pocono Alliance, Monroe County	
DNP Council, University of Pittsburgh School of Nursing	Board Member
Greater Pittsburgh Chapter of Oncology Nursing Society	Director at Large
Mount Lebanon Evangelical Presbyterian Church	Deacon Board
Juvenile Diabetes Research Foundation WPA Chapter	Fundraising Committee of the Board
Rehabilitation and Community Providers Association	Board Member
The Wright Center for Graduate Medical Education Board of Directors	Board Member
Pennsylvania Department of Public Welfare Children's Advisory and Quality Committees	Board Member
Allegheny County Human Services Department Children's Cabinet	Board Member
Marywood University	Trustee
Allegheny County Block Grant Advisory Committee	Board Member
Lackawanna County Human Services Advisory Committee	Board Member
Laurel Highlands Council BSA, ScoutReach District Board	Chair
Laurel Highlands Council BSA, Executive Board	Board Member
Pittsburgh Chapter of the Institute of Internal Auditors	Board of Governors
Bethlehem Haven	Board Member/Treasurer
Charles Cole Community Hospital Foundation	Member, Board of Directors
Erie Zoological Society	Secretary, Board of Directors
Erie Bank	Member, Board of Directors
Americans for the Competitive Enterprise System	Chair, Board of Directors
Erie Regional Chamber and Growth Partnership	Member, Board of Directors
United Way of Erie County	Member, Investor Relations Committee
PA Behavioral Health and Aging Coalition	Board Member
PA Women Work	Corporate Advisory Committee
United Way of Allegheny County	United for Women Grant Review Committee

Allegheny Conference	Veteran Advisory Group
Northern Allegheny Rotary Club	Board Member
Three Rivers Youth	Board Member
Allegheny County Department of Aging - Left Span	Board Member/Chair Facility Committee
Allegheny County Department of Aging - Vantage Court	Board Member/Chair Facility Committee
Senator John Heinz History Center	Board of Trustees
UPMC Hamot	Board of Directors
University of Pittsburgh School of Social Work	Board of Visitors
Pennsylvania Economy League of Greater Pittsburgh	Board of Directors / Vice Chair
U <sup>2</sup> Interactive, LLC	Board of Directors / Co-Chair
Insurance Federation of Pennsylvania	Board of Directors
Chatham University	Board of Trustees
International Women's Forum	Board Member
Alliance of Community Health Plans	Board of Trustees
LEAD Pittsburgh	Board Advisor
Community Care Behavioral Health Organization	Board of Trustees / Chairperson
Askesis Development Group, Inc.	Board of Directors / Chairperson
Boy Scouts Lakawanna District	District Chairman
Laurel Highlands Council	Board Member
March of Dimes, WPA	Board Chair
Carlow University	Trustee Member
Leadership Pittsburgh	Board Member
Washington and Jefferson College	Executive Alumni Council
The Western PA Humane Society	Board Member
Temple Emanuel of South Hills	Board of Directors
Outreach Teen and Family Services	Task Force Committee Member
Allegheny County Health Choices Single Point of Accountability system change	Advisory Board Member
Clemente Museum	Board Member
Duquesne University	Board Member/Academic Affairs
Global Links	Capital campaign Committee Member
Greater Pittsburgh Community Food Bank	Board Member / Co-Chair End Hunger
Hill House Association	Board Member/Exec & Finance/Investment
John Heinz History Center	Endowment Committee Member
Laurel Highlands Council Board of Directors/Greater Pittsburgh Council Boy Scouts of America	Executive an Investment Committees
Little Sisters of the Poor	Finance Chair
Manchester Bidwell Corporation	Chairman of the Board
Phipps Botanical Gardens and Conservatory	Chairman of the Board

Pittsburgh Cultural Trust	Corporate Circles Advisory Board Co-Chair
Pittsburgh Tissue Engineering Initiative (PTEI)	Treasurer
The Forbes Funds	Board Member
United Way of Allegheny County	Impact Cabinet Tocqueville Committee Member
UPMC for You	Board Member
Allegheny County DHS Children's Cabinet	Board Member
Allegheny County Health Department Advisory Coalition	Board Member
UPMC Aging Institute	Board of Directors
UPMC Disability Resource Center	Advisory Board
Medicaid Health Plans of America	Program Committee Chair/ Executive Committee
MHPA Center for Best Practices	Vice Chair
Bethlehem Haven	Board Member
Women's Center and Shelter	Board Member
Mainstay Life Services	Board Member
Allegheny County Area Agency on Aging Advisory Board	Board Member
Association for Community Affiliated Plans	Treasurer and Exec. Committee
UPMC Home Nursing Agency	Board Member
Gwen's Girls	Founders' Circle
Epilepsy Foundation of WPA	Board Member
Lymphoma and Leukemia Society	Board Member
The Children's Home of Pittsburgh	Treasurer, Executive Committee and Board Member
Great Rivers Affiliate American Heart Association	Board Member
Defense Health Board Healthcare Delivery	Subcommittee Member
Institute of Medicine Board on Special Populations	Board Member
American Journal of Preventive Medicine	Editorial Board
American Journal of Medical Quality	Editorial Board
Nat'l Institute of Occupational Safety and Health (NIOSH) Univ. of Iowa Ctr. for Workforce Excellence	External Advisory Board
Duquesne University Donahue-Palumbo School of Business	Management Department Advisory Council
Frick Art and Historical Center	Trustee
Beckwith Institute	
UPMC <i>for You</i>	
Carnegie Library of Pittsburgh	
Pennsylvania Governor's Commission for Women	Vice-Chair
Women for a Healthy Environment	Board Member
United Way of Allegheny County Marketing	Committee Co-Chair
Girl Scouts of Western Pennsylvania Marketing and Communications	Advisory Committee

Greater Pittsburgh Community Food Bank	Communications Committee
Southwest PA Partnership for Aging	Board Member/ Chair of Policy Committee
CORO Pittsburgh	Board Member
East Liberty Family Health Center - FQHC	Board Member
National Association of Health Underwriters	Legislative Chair
Greater Northeast PA Chapter of AFSP (American Foundation for Suicide Prevention)	Board President
Travelers Aid	Board of Directors
Miracle League of Western PA (Murrysville)	Board Member
African American Council of the Arts - AACTA Pittsburgh	
National Behavior Consortium	Board of Directors
PA Statewide Youth and Family Training Institute	Advisory Board
Medical Assistance Advisory Committee	Chair
Managed Care Delivery system Subcommittee	Board Member
West Homestead Borough Planning Commission	Board Member
West Homestead Community Development Corporation	Board Member
Washington Hospital Urgent Care	Board Member
Pennsylvania Workers' Compensation Self Insured Association	Vice President
Pittsburgh Marathon	Board Member
Pittsburgh YMCA Downtown Branch	Board of Directors
Pittsburgh Cure Sarcoma	Board Member
RMU Actuary Advisory	Board Member

[Return to Civic Engagement, section: Baseline/ Challenger, question number 3.](#)