

**LEGACY**  
HEALTH

# Implementing the BetterBricks Strategic Energy Management Plan (SEMP)

EMANUEL Medical Center

GOOD SAMARITAN Medical Center

MERIDIAN PARK Medical Center

MOUNT HOOD Medical Center

SALMON CREEK Medical Center

THE CHILDREN'S HOSPITAL Legacy Emanuel

LEGACY MEDICAL GROUP

LEGACY LABORATORY

LEGACY RESEARCH

LEGACY HOSPICE

# About Legacy

Our legacy is good health for:

Our people

Our patients

Our communities

Our world

We will work as a team to demonstrate our values:

Respect – Treat all people with respect and compassion

Service – Put the needs of our patients and their families first

Quality – Deliver outstanding clinical services within healing environments

Excellence – Set high standards and achieve them

Responsibility – Be good stewards of our resources, ensuring access to care for all

Innovation – Be progressive in our thinking and actions

Leadership – Serve as a role model of good health and good citizenship



# About Legacy (cont'd.)

- Oregon-based Legacy Health is a not-for-profit, tax-exempt corporation comprising five full-service hospitals and a children's hospital.
  - > Legacy Good Samaritan Medical Center in Northwest Portland
  - > Legacy Emanuel Medical Center in Northeast Portland
  - > Legacy Meridian Park Medical Center serving the south metro area
  - > Legacy Mount Hood Medical Center serving East County
  - > Legacy Salmon Creek Medical Center serving southwest Washington State
  - > The Children's Hospital at Legacy Emanuel, a comprehensive medical center for children of all ages
- Approximately 3.7 million sq. ft.
- Individual facility manager responsible for each hospital campus



# Our Journey

## *In the beginning....*

- Energy efficiency already part of the culture at each individual site but lacked the synergy of a system-wide approach
- Site specific efficiency projects but many demands on facility managers time
- Energy expense growing with organization size
- Energy market volatility; price spikes in 2000/2001 – new risks and new opportunity to manage risks
- Commodity management approach (purchasing)
  - > Monitor regional energy markets; recommend supply plan to management
- Realization with limited labor resource real opportunity is on demand side; conservation/efficiency management vs. market participation

# NEEA's Role

- February 2006 initial introduction and discussion begins
- Commercial buildings initiative; target market priorities
- Consulting resource made available; major contributor to keeping the discussion alive
- SEMP planning framework
  - > Easy to use to “kick-start” an energy management program
- Additional value - public relations and marketing benefits
  - > Case study
  - > Articles in trade magazines



# Progress

- Adapted NEEA's SEMP and created a Legacy Strategic Resource Management Plan; electric power, natural gas and water in scope
- Strategic Resource Coordinator (SRC) hired in 2009 and now dedicated to SRMP activities
  - > Reports through Dir. Of Supply Chain Management to VP. Finance
  - > Consistent focus on resource conservation
  - > Connection to incentive programs, third-party resources, etc.
- SRMP team now consists of:
  - > SRC
  - > Facilities Managers
  - > Design & Construction
- Regular meetings to review and prioritize projects and share best practices
- Regular review of capital plans



# Progress (cont'd.)

- Site assessments at each hospital
  - > ETO sponsored
  - > NEEA sponsored (O&M – no cost/low cost)
  - > Significant savings opportunities identified
  - > Project list in process – prioritization and sequencing
- Developing site-specific energy plans
- Implemented regular project reporting from ETO
  - > Project registrations
  - > Post-installation follow up
  - > Incentive payments
- Working with various municipalities to improve access to water data
- Leveraging resources
  - > U.S. DOE Hospital Energy Alliance
  - > Association of Energy Engineers



# Next Steps

- Establish formal policies to guide behavior
- Implement consistent measurement and reporting plan system-wide
  - > EUI (Btu/sq. ft.)
  - > \$/sq. ft.
  - > Energy \$ per adj. patient discharge
- Track and communicate financial benefits and improvements in efficiency
- Establish reward and recognition programs – celebrate success!
- Integrate resource conservation with employee orientation and training
- Conduct assessments at non-hospital energy intensive buildings
  - > Holladay park (lab and research)
  - > System office
  - > Patient business services

# Next Steps (cont'd.)

- Assess demand management opportunities
- Streamline incentive documentation & application process internally
- Draft and implement an energy policy to guide decision making and formalize priority/commitment
- Establish and document formal design and construction goals and targets
- Establish audit plans to regularly review:
  - > Persistence of energy savings
  - > Light/luminance levels
  - > Benchmarks



# Implementation and Lessons Learned

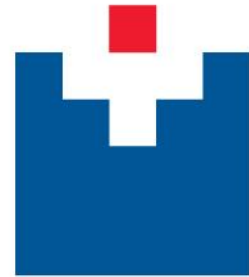
- Measurement systems
  - > Important to have in place early
- Account identification and grouping
  - > Naming standards
  - > Proper grouping by building type
  - > Important to ensure accurate measurement and benchmarking
  - > Supports later implementation of measurement/benchmarking
- Market awareness
  - > Important to develop insight to market conditions; adapt priorities and plans to respond
- Organizational awareness
  - > Leverage changes in internal organizational changes
  - > Revisit proposals or projects not previously approved if timing is better



# Resources

- NW Energy Efficiency Alliance – <http://www.nwalliance.org/>
- Energy Trust of Oregon – <http://energytrust.org/>
- PGE – [www.portlandgeneral.com](http://www.portlandgeneral.com)
- Pacific Power - <http://www.pacificpower.net>
- Clark Public Utilities - <http://www.clarkpublicutilities.com/>
- Association of Energy Engineers – <http://www.aeecrc.org/>
- NW Industrial Gas Users - <http://nwigu.org/>
- Hospital Energy Alliance - [http://www1.eere.energy.gov/buildings/alliances/hospital\\_energy\\_alliance.html](http://www1.eere.energy.gov/buildings/alliances/hospital_energy_alliance.html)
- Practice Green Health - <http://www.practicegreenhealth.org/>
- U.S. Dep't. of Energy - <http://www.energy.gov/>
  - > LBL - <http://www.lbl.gov/>
  - > NREL - <http://www.nrel.gov/>
  - > PNNL - <http://www.pnnl.gov/>
- Energy Information Administration - <http://www.eia.doe.gov/>





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Thank you!



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