

GLOBAL GREEN AND HEALTHY HOSPITALS

2014 Annual Progress Report





ABOUT GGHH

Global Green and Healthy Hospitals (GGHH) is a worldwide network of hospitals, health systems and health organizations committed to reducing the health sector's environmental footprint and advocating for policies that promote environmental and public health.

Launched in late 2011, the Network has quickly grown to include 471 members from 32 countries representing the interests of 9629 Hospitals and Health Centers from every continent.

GGHH is based on a framework of ten interconnected Goals. As it evolves, the Network is developing a series of tools to help members implement these goals, measure their progress and collaborate with one another to build large-scale change in the health care sector.

GGHH is a project of Health Care Without Harm.

THE 10 GOALS



Leadership

Prioritize Environmental Health



Transportation

Improve Transportation Strategies for Patients and Staff



Chemicals

Substitute Harmful Chemicals with Safer Alternatives



Food

Purchase and Serve Sustainably Grown, Healthy Food



Waste

Reduce, Treat and Safely Dispose of Healthcare Waste



Pharmaceuticals

Safely Manage and Dispose of Pharmaceuticals



Energy

Implement Energy Efficiency and Clean, Renewable Energy Generation



Buildings

Support Green and Healthy Hospital Design and Construction



Water

Reduce Hospital Water Consumption and Supply Potable Water



Purchasing

Buy Safer and More Sustainable Products and Materials

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REFLECTIONS

There is no doubt that the environmental health crisis continues to grow everywhere in the world. The air we breathe, water we drink, products we consume as a human civilization are ever more contaminated. A growing body of science shows us what we already know: this is not good for our health. Increasingly clear is the central contribution that fossil fuel combustion makes to this problem and the growing imperative for the world to transition to clean, renewable, healthy energy.

It is also clear that health care can, and must, play a leading role in addressing this crisis.

Fossil fuels make a major contribution to air pollution, which according to the World Health Organization, kills seven million people every year; more than AIDS, malaria and TB combined. Fossil fuel combustion is also a main driver of climate change, which is already exacerbating a wide range of health problems, including asthma, heart disease, heat stroke, fever, and the spread of infectious diseases like malaria and dengue, as well water borne diseases like diarrhea and cholera. Unchecked, climate change will also threaten the food and water supply in many parts of the world, thereby potentially triggering massive public health crises.

The local and global health impacts from fossil fuels are driving up health care costs, threatening the long-term viability of many public health gains, as well as entire health care systems, and thereby quickly becoming a global health emergency.

We are building the Global Green and Healthy Hospitals Network in order to mobilize health care—which makes up nearly 10% of world GDP and consumes huge amounts of energy and other resources—as one part of Health Care Without Harm's strategy to help address this crisis. We are doing so by working with hospitals, health systems and health organizations around the world to first lead by example by reducing their own carbon footprint, and then to become advocates for a healthy climate and a healthy environment.

This document sets out to chronicle what we've accomplished so far in the early stages of this critical mission. I am pleased to report that Global Green and Healthy Hospitals grew in leaps and bounds in 2014. Membership expanded rapidly on every continent. The GGHH team grew as well. Thanks to a major grant from the Skoll Foundation, we've been able to staff-up—bringing on board new experienced leaders to build our Global Secretariat, while hiring dynamic organizers in Asia, Africa, Latin America, Europe and the United States to carry out the work on the ground.

We've organized, co-organized and spoken at dozens of events on every continent. We've launched some exciting new tools to make the Network hum. First among them is GGHH Connect, our cutting-edge social media platform that we've built in collaboration with Cisco Systems and rolled out this fall. Members are now beginning to use "Connect" to collaborate and innovate across borders—sharing experiences, ideas and actions. We are tremendously excited about this tool's potential and will be continuing to add to it in the coming year.

Indeed, the work has just begun. In 2015 we will focus on two big areas. First we will be working to deepen the network, and strengthen the ability of hospital and health system

members to reduce their own footprints while tracking and measuring their progress.

Second, with the world turning its attention to the Paris Climate Conference in 2015, we will begin to mobilize and bring together leading-edge members of the GGHH family from every continent. Together we will articulate a set of commitments for low-carbon health care that will demonstrate collective impact, while raising the bar and setting forth a challenge for the health care sector everywhere to become leaders in the fight for a healthy climate.

Overall we will continue to work around the globe for health sector-wide substitution of harmful practices and products with sustainable, healthy ones. We will also build greater healthcare sector leadership to protect people's health from environmental hazards. And we will share our learning on how to mobilize networks for large-scale change with our colleagues in the health sector and beyond.

Thank you for joining us in this journey.

John Harl

Josh Karliner

Coordinator, Global Green and Healthy Hospitals Director of Global Projects, Health Care Without Harm



TOWARD LOW-CARBON HEALTH CARE

GGHH MEMBERS IN THEIR OWN WORDS

"We are committed to pursue principles that reduce waste as well as our carbon footprint while providing excellence in healthcare service delivery...GGHH is a conduit to benchmark ourselves internationally, learn from various experiences and share our own best practices."

Thorpe Koorts, Western Cape Government
Department of Health | South Africa

"We set out to make the air better for our patients to breathe, control our rising energy costs and help our local economy...[Today] we produce more energy than we use...This means instead of paying millions... we are producing our own...We are using natural gas from landfills and cows, hardwood chips from local sawmills, wind, geothermal wells, and very importantly, conservation."

Dr. Jeff Thompson, CEO Gunderson Health System | USA

"At Gunjaman Singh Hospital in Nepal, it is really impressive to see that the whole center, including the x-ray machine and the waste autoclave, can be protected from the terrible power cuts here by such small array of solar panels."

Ruth Stringer, HCWH Science and Policy Coordinator

"We are thankful for all of the support that GGHH has provided along the road we have traveled toward environmental health in Chile's public hospitals."

> Pablo Durán Valenzuela, Ministry of Health | Chile

"We will work together...reducing our carbon emissions across the system by at least 34% by 2020 (on a 1990 baseline); embedding sustainability into decision making processes at all levels...having regularly-updated extreme weather plans in place to deal with events such as heat waves, flooding and cold. We will do this in collaboration with each other, sharing and learning from our experiences and from other systems around the world."

"A Cross England Health System Statement for the UN Climate Summit" Sustainable Development Unit: NHS, Public Health and Social Care | UK

"It's a delight to participate [in GGHH] and we acknowledge the efforts in motivating a positive step to greener and healthier future. To achieve our common goal, the Task Force on Health Promoting Hospitals and Environment upholds the mission in moving towards shaping green hearts to become leaders and empower the change... in energy efficiency improvement."

Connie C.R. Gan, MPHm Buddhist Dalin Tzu Chi General Hospital | Taiwan Health Promoting Hospitals Network | Global

MEASURING PROGRESS

GGHH TARGETS AND ACHIEVEMENTS

Building on Health Care Without Harm's 18 years of experience greening the health sector, our existing global organizational infrastructure and strong relationships on every continent, GGHH relies on a skilled, sophisticated staff, together with a growing set of high-powered partners to lead the way in achieving large-scale change in the health care sector.

Our five-staff person Global Secretariat deploys decades of experience in greening the health sector to support the Network's development around the world. Working together with GGHH staff and/or partner organizations on every continent we are engaging with hospitals and health systems in 32 countries, in every region of the world.

This report assesses progress our team has made in the past year in four key strategic areas:

1. Network Breadth and Reach

- 2. Network Depth and Member Engagement
- **3. Measurement of Environmental** Footprint Reduction
- 4. Achieving Large Scale Change via Broad Health Care Sector Adoption



NETWORK BREADTH AND REACH

By building a robust worldwide membership and an increasingly high profile, GGHH aims to become the preeminent global voice and resource on sustainability in healthcare.

MEMBERSHIP

GGHH membership is growing rapidly on every continent. New hospitals and systems ranging from national health ministries, to private health care groups, to city-wide hospital systems join every week. Organizational members, such as national hospital federations or large NGOs, also make up an important part of our membership, representing the interests of thousands of hospitals.

Overall GGHH is a network of networks— a robust and diverse group of public and private, rich and poor, large and small hospitals, health systems and organizations—all with the shared commitment to reduce their environmental footprint and advocate for environmental health.

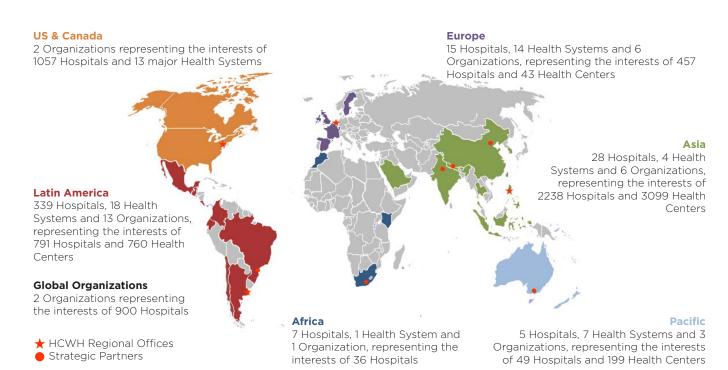
2014 OUTCOMES

TARGET: institutions representing the interests of 6,000 hospitals and health centers.

ACHIEVEMENT: institutions representing the interests of 9,629 hospitals and health centers.

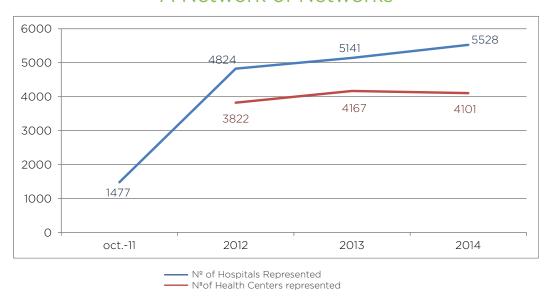
2015 TARGET

Institutions representing the interests of 12,500 hospitals and health centers.



GGHH has 471 members from 32 countries representing the interests of 9,629 Hospitals and Health Centers

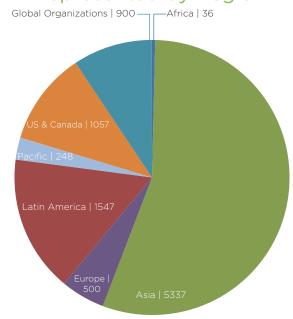
A Network of Networks



Member Distribution by Region

US & Canada | 2 Global Organizations | 2 Europe | 35 Asia | 38 Latin America | 370

Hospitals and Health Centers Represented by Region



PUBLIC EVENTS

Organizing and/or participating in public events helps raise the profile of the issues and the Network. It strengthens GGHH and generates momentum while fostering health care sector advocacy for sustainability.

2014 OUTCOMES

TARGET: Hold GGHH events and/or participate in major events on every continent.

ACHIEVEMENT:

Australia: In October, GGHH partner Climate and Health Alliance, together with member Australian Hospitals and Health Care Association held the third annual Greening the Health Sector Think Tank. The 30 participants were from 25 organisations including hospitals, health care services, state health departments, professional associations, universities and advocacy groups.

Argentina: In October, GGHH's Policy Director collaborated with the GGHH Latin America team to organize conferences on Energy and Health Care in Buenos Aires and Rosario, and to present at the 23rd Congress of the International Federation of Hospital Engineering.

Brazil: In September, GGHH's Brazil partner *Hospitais Saudaveis*', sixth

Cape Town | After the GGHH workshop, representatives from nine South African hospitals pose in front of a Mitchells Plain hospital mosaic built by local community members.

annual 2-day conference, was attended by more than 600 people each day. It featured: two major plenaries, 8 round tables, a GGHH members' event; a poster section displaying 26 projects, an awards ceremony, and the first national forum on health care waste management.

China: In November, GGHH member, China Academy of Building Research organized a day-long seminar attended by more than 200 hospitals, government officials, building research institutes and health care associations. A second event was organized by the Beijing Municipal Administration of Hospitals and a third in Shanghai was organized by GGHH member, Chinese Hospital Association at their annual congress. All events featured plenary speeches and highlevel participation by GGHH's Policy and Sustainability Directors.

Europe: HCWH Europe organized two national capacity-building workshops in November in Bologna and in Budapest to promote environmental sustainability in healthcare and the GGHH network. Topics covered included best practices in energy, procurement, chemicals and buildings.

Nepal: GGHH members *FHI360* and the *Health Care Foundation of Nepal*, together with the *Nepal Ministry of Health and Population*, the *World Health*



Geneva | HCWH Founder and President Gary Cohen discusses GGHH in plenary at the WHO Conference on Health and Climate

Organization SE Asia Regional Office co-organized a national green hospitals workshop attended by over 150 people from government, hospitals, and NGOs. Delegates agreed that the environmental impact of the healthcare was critical for Nepal.

Peru: In December, during the UNFCCC Climate Conference, GGHH co-organized an event for Peruvian hospitals in collaboration with the Ministry of Health. GGHH's Coordinator also moderated a panel at the Climate and Health Summit, co-organized by the *Global Climate and Health Alliance*, WHO, PAHO and GIZ.

South Africa: In October, GGHH partner *groundWork*, together with the Western Cape Department of Health, organized a GGHH workshop at *Mitchells Plain Hospital*. Participants, including representatives from six hospitals, went live on GGHH Connect to explore the tools and resources it offers.

South Korea: In November, GGHH partner, the *Korea Green Hospitals Society* organized a national conference attended by member hospitals. The event focused on saving energy, medical waste management, green hospital facility management systems, green healthcare regulations and GGHH.

Switzerland/United Nations: In August at the first WHO Conference on Health and Climate, GGHH figured prominently both in plenary and panel discussions.

United States/United Nations: In September, GGHH participated in a series of health events in and around the UN Secretary General's Climate Summit.

United States: GGHH members
Healthier Hospital Initiative and Practice
Greenhealth organized a series of events
including the annual CleanMed conference
in May, attended by more than 1000
hospital representatives, businesses and
health care professionals.

2015 TARGET

Hold a series of regional events that lead-up to the announcement of major health care sector commitments for carbon reduction at the Paris Climate Conference in December 2015. These will include regional events in Latin America and Asia, and national events in China, Brazil, South Africa and the United States. This effort will culminate in a worldwide event in France to be held with French health care partners in conjunction with the UN climate meeting.



São Paulo | The Sixth Annual Healthy Hospital Conference included a recognition ceremony for Brazilian GGHH members.



Beijing | GGHH Sustainability Coordinator Susan Wilburn presents GGHH Connect at a seminar organized by the Chinese Academy of Building Research

NETWORK DEPTH: ENGAGEMENT

GGHH is pursuing a series of strategies to foster and deepen member participation, collaboration and innovation.

GGHH CONNECT

In 2013 GGHH, Cisco Systems and the Skoll Foundation launched an innovative pilot to test how network members might collaborate across borders in a virtual environment. Based on this successful endeavor, we worked together over the course of 2014 to build and then, in October, roll-out GGHH Connect.

Today GGHH Connect is an innovative multilingual online platform where hospital, health system and health organization members of Global Green and Healthy Hospitals can connect, learn, and collaborate with each other. Built with in-kind support from Cisco Systems, GGHH Connect serves as the Network's connective tissue, providing a borderless environment for members from all over the world to crowdsource solutions for sustainability.

2014 OUTCOMES

TARGET: Build and launch GGHH Connect and establish up to 500 accounts for members and experts.

ACHIEVEMENT: Platform launched and rolled out globally. 550 accounts established with more than half activated.

2015 TARGET

1000 active accounts and a robust platform with growing capacity to foster collaboration, innovation and advocacy.

WEBINARS

A measure of the health care sector's growing interest in environmental health is the rapid growth of our webinar series in Latin America. Using WebEx meeting technology donated by Cisco Systems, participation in our Spanish-language webinars doubled in size in its second year.

2014 OUTCOMES

TARGET: Build-out webinar series in Latin America.

ACHIEVEMENT: GGHH's Latin America team organized six bi-monthly webinars. More than 1800 people registered. Overall, 600 people from 20 countries participated—an average of more than 100 people per webinar—double the 2013 numbers. All webinars were recorded, are online and can be accessed by members. The team also launched a new series in 2014, entitled "Inspiring Experiences," that features the most innovative work carried out by GGHH members.

Two webinars each were also held in Australia and Europe.

2015 TARGET

Continue to build Latin America webinar series.

Launch global webinar series and pilot webinars in other regions.

CONNECT GOES LIVE!

By November 2014, just one month after coming online, GGHH Connect was already hosting a series of vibrant discussions that built synergy between efforts in different parts of the world.



Powered by Cisco Systems



Q: Carbon Neutral Hospitals?

I have just heard about a new carbon neutral hospital built in Wisconsin, USA. Here in South Africa, we are embarking on the planning of two new hospitals, and we would like to learn how to design, build, and operate a Carbon Neutral Hospital. Many thanks!—Laura **A:** Lots of input from energy and building experts with advice on how to approach the process, links to resources, and examples of others moving toward carbon neutrality.

Q: Geothermal Energy in Hospitals?

Member from Morocco looking for input and advice as they begin to plan a geothermal energy project to power HVAC at their hospital.

A: Input from energy experts in the U.S. on best approach, process, and links to examples and resources of interest.

Q: Leadership: How to engage hospital staff and management?

Members experiencing difficulty with management approving sustainability projects and getting staff to support initiatives, asked how to get it done.

A: Good advice from several experts and members from around the world.

Q: Bedpans: Reusable or Disposable?

Member from South Africa interested in information on the best choice based on environmental impact and resource intensity.

A: Member from Australia shares data on research they have done on CO2 emissions and water use related to each type.

GUIDANCE DOCUMENTS

Our knowledge on sustainability in health care is vast, and despite the diversity of health care settings, the challenges are often remarkably similar. Yet many hospitals and health systems that set out to reduce their environmental footprint have had to re-invent the wheel. GGHH's series of Guidance Documents provide members with a series of appropriate options to get the job done.

2014 OUTCOMES

TARGET: Produce and release first two Guidance Documents based on GGHH Goals.

ACHIEVEMENT: Guidance documents on Water and Energy released in English, Spanish and Portuguese.

2015 TARGET

Produce and release Guidance Documents for Waste, Buildings and Chemicals.



CASE STUDIES

Excellent work addressing waste, energy, chemicals, procurement and more is happening around the world. Hospitals and health systems are innovating and applying solutions, reducing their environmental impact, saving money and protecting public health. They are also reporting on and sharing these successes via case studies published and publicized by GGHH.

2014 OUTCOMES

TARGET: Produce and publish 40 case studies in multiple languages.

ACHIEVEMENT: 49 case studies are available online.

2015 TARGET

At least 60 case studies are available online.

GGHH is producing tools to support members in measuring progress and reporting hard data.

We are also developing a global reporting system that aggregates this progress for all ten goals.

TEN FAST FACTS FROM GGHH CASE STUDIES

Argentina | The Hospital Italiano in Buenos Aires developed a community garden program on its land to promote the cultivation of vegetables, while supporting the health and economic development of low-income families. Twenty-five neighbors cultivate 42 parcels that cover 3,000 square meters producing 8,000 kilos of organic food a year.

Australia | Austin Health developed a four-year Environmental Management Strategy that includes 37 sustainability actions related to the 10 GGHH goals.

Brazil | Albert Einstein Hospital in São Paulo, Brazil recycled 40 tons of surgical blue wrap materials in the first year of its recycling program.

England | The National Health Service created plans to integrate sustainability throughout the organization to reduce its carbon footprint by 80% by 2050. Targets anticipate a 35% decrease in the NHS carbon footprint by 2020.

Nepal | Gunjaman Singh Hospital —a small rural facility— meets all its energy needs with solar panels and backup batteries. With careful power management they have enough electric power, for the hospital and doctors' quarters.

Philippines: At the Philippine Heart Center, all wastewater produced by the hospital (194,400 m³ per year) is treated, disinfected, and tested before discharge into the city sewer system. Treated wastewater is also recycled and used to irrigate hospital grounds.

South Africa: The Mitchells Plain Hospital controls pest birds and rodents without using poison bait traps. A raptor nesting box scheme at the hospital promotes the natural control of pest bird and rodent populations.

South Korea: Yonsei University Health System targets reducing GHG emissions by 30% by 2020. By implementing an energy management system and numerous energy conservation measures they are saving \$1.7 million per year in energy costs, and have achieved GHG emission reductions totaling 5,316 tons of CO2 to date.

Taiwan: National Cheng Kung University Hospital implemented more efficient lighting fixtures and sensor controls, saving 46% of lighting energy, resulting in \$123,000 U.S. in energy savings and CO2 emission reductions of 1,300 tons/year. Heat pump, hot water and air conditioning system improvements save an addition \$450,000 U.S. and 3,800 tons of CO2 emissions per year.

United States: Partners HealthCare, Boston, set a system wide target of 25% reduction in energy consumption over 5 years on a \$100 million annual energy bill. Partners identified 230 energy conservation measures. It took \$61 million to implement the program, which they were able to payback 3.7 years through energy savings. Annual return on investment: 27%.

MEASURING FOOTPRINT REDUCTION

GGHH is producing tools to support members in measuring progress and reporting hard data. We are also developing a global reporting system that aggregates this progress for all ten goals.

HEALTHIER HOSPITALS INITIATIVE MILESTONE REPORT

The U.S. member of GGHH, the Healthier Hospitals Initiative (HHI), issued a Milestone Report measuring significant progress achieved by 630 hospital members that reported on progress in various areas.



2014 OUTCOMES

TARGET: Measure and report on progress in six HHI Challenge Areas (parallel to GGHH Goals) from 2013.

ACHIEVEMENTS:

Leadership: Of 179 facilities participating

in this challenge, 97 percent created a strategic sustainability plan.

Energy: Energy efficiency measures in 193 hospitals achieved a 51,000 metric ton decrease in greenhouse gas emissions, the equivalent to removing 10,000 vehicles from U.S. roads annually.

Waste: 39 hospitals diverted 29,200 tons of construction and demolition waste, an overall recycling rate of 82.5 percent.

Food: Of 110 hospitals, 64 reported more than 15 percent of food budget —in aggregate, \$23.7 million— was spent on local and sustainable food.

Chemicals: 43 hospitals reported spending \$62.8 million on PVC/DEHP-free products in 2013, building a market for safer-alternatives.

Purchasing: 335 hospitals continued to move away from disposing of medical devices after one use, saving more than \$45 million by purchasing reprocessed single-use devices.

2015 TARGET

Continue to build on and measure progress.

MEASUREMENT SYSTEMS

GGHH is innovating a system for members to easily report, benchmark and measure progress online in each of the ten goal areas. The system will allow members to generate reports that help them make the case for sustainability inside their institutions and beyond. This system aspires to allow GGHH to aggregate data by hospital group, as well as on national, regional and global levels. It will be geared to help motivate and mobilize GGHH members to collectively engage in large-scale impact in their systems, nationally and across borders.

2014 OUTCOMES

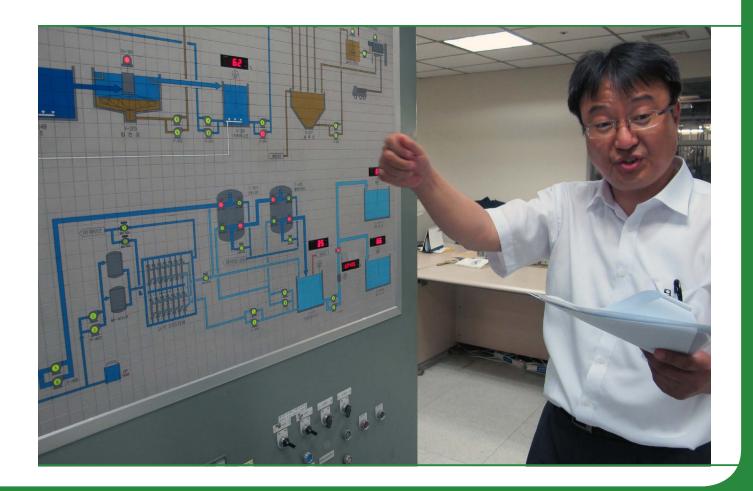
TARGET: Measurement system pilot deployed for Waste and Energy goals by end of 2014.

ACHIEVEMENTS: Self-Assessment checklists and database in place for early 2015 roll out.

2015 TARGET

A. At least 1500 hospitals and health centers are incorporated into or linked with measurement systems on waste and energy.

B. Measurement system for 3 more goals in place.



LARGE SCALE - CHANGE: BROAD HEALTH SECTOR ADOPTION

GGHH exists to foster large-scale visionary change in the health care sector, helping hospital and health systems clean-up their own house while taking leadership in advocating for environmental health.

NATIONAL AND SYSTEM ADOPTION

Large health systems, government ministries and international organizations are already beginning to adopt significant parts of the GGHH Agenda as their framework for sustainability. Others are building their own parallel framework. All are helping build a movement of hospitals for environmental health.

2014 OUTCOMES

TARGET: 1 national health system; 3 major hospital systems adopt GGHH Agenda.

ACHIEVEMENTS:

Chile's Ministry of Health mandates that all public hospitals join GGHH and commit to Energy and one other Agenda goal. As a result 154 public hospitals join the Network and begin implementation.

Bhutan's Ministry of Health joins Thailand's Department of Health and England's National Health Service as GGHH members

South Africa's Western Cape Department of Health becomes the first African health system to join.

Municipal health systems in Auckland and Bogota join Mexico City, Melbourne, Sydney and Rosario as GGHH members

Major U.S. health systems such as Kaiser Permanente, Partners HealthCare and Gundersen participate in GGHH via U.S. member Healthier Hospitals Initiative/ Practice Greenhealth

Six major Brazilian systems, both public and private, representing more than 100 hospitals join.

BUPA, a global health insurance company that also operates hospitals, joins.

St. Paul de Chartes Health Care Ministry, the leading Catholic health system in the Philippines joins.

2015 TARGET

1 more national health system; 5 more major hospital systems join and adopt GGHH Agenda



ADVOCACY FOR ENVIRONMENTAL HEALTH

GGHH is gearing up to mobilize members in a series of collaborative policy advocacy initiatives on waste, chemicals and the central issue of climate change.

Health Care 2020 Climate Challenge

With the health impacts of climate change already felt around the world, and the prospect that these impacts will only deepen, the health sector is beginning to mobilize. GGHH is part of this mobilization.

Over the course of 2014 we have been laying the groundwork for a campaign to work with our members to commit both to reducing their own carbon footprint, but also to advocate for policies that will protect public health from climate change.

2014 OUTCOMES

TARGET: Assess level of health care institutions' engagement on climate change around the world.

ACHIEVEMENTS: Key actors committed to reducing their carbon footprint and taking action on climate identified.

2015 TARGET

Secure commitment from at least ten major health systems from all continents to significantly reduce their carbon footprint and to advocate for healthy climate policies. Launch these commitments at the Paris Climate Conference, December 2015 and build momentum.



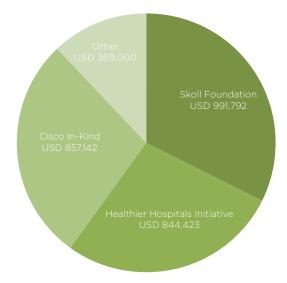


GGHH FINANCES

2014 INCOME

Current income for GGHH comes primarily from the following sources: the Skoll Foundation, which has generously invested in the Network's development, and Cisco Systems, which has made, a major multiple-year in-kind donation to develop GGHH Connect. The Healthier Hospitals Initiative, which carries out GGHH's mission in the U.S., is funded by several large hospital systems and philanthropic foundations. Activities by members and partners in many regions of the world are also financed or co-financed by local entities.

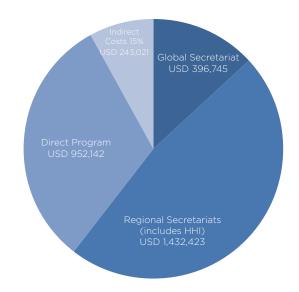
As GGHH grows, we are developing a diversified set of income streams by garnering more foundation support, while also generating resources from international agencies, members and more.



TOTAL: USD \$3,062,357

2014 EXPENSES

The majority of GGHH's income is spent to support the implementation of Network programs, activities and development at national and regional levels. A portion also goes to finance a Global Secretariat that coordinates the Network and provides support for members around the world.



TOTAL: USD \$3,024,332

2015 TARGET

- A. Grow our budget
- **B.** Build new income streams
- C. Diversity our funding base

PHOTO CREDITS

Cover: Solar panels cover the roof of Kaiser Permanente's Santa Clara, California Medical Center's parking garage. Photo: courtesy of Kaiser Permanente.

P. 3: Community garden, Pablo VI Bosa Hospital's environmental health outreach program, Bogota, Colombia. Photo: courtesy of Viviana Martinez Morales.

P. 5: Tree planting at Lentegeur Psychiatric Hospital, Western Cape, South Africa. Photo: courtesy of Lentegeur Hospital with permissions granted by their patients.

P. 8:

- . Cape Town photo: Luqman Yesufu, GGHH/groundWork South Africa.
- . Geneva photo: Josh Karliner, HCWH

P. 9:

- . São Paulo photo: courtesy of Projecto Hospitais Saudaveis.
- . Beijing photo: Jiang Chao, GGHH/REEI
- P. 15: Wastewater treatment system, Yonsei

University Hospital, Korea. Photo: Josh Karliner/HCWH

P. 16: Beijing nurse with mercury-free sphygmomanometer. Photo: Josh Karliner/HCWH.

P. 17:

- . Photo: Nic Bothma/Kuyasa CDM
- . Asthma Child: istock photo.

P. 18: Solar panel that will power a fridge and electric lights at the Kaara health centre, Mali Photo Abbie Trayler-Smith / Panos

P. 20: Sustainability staff at Yonsei University Hospital power plant, Korea. Photo: Josh Karliner/HCWH.

Back Cover: Relief of mosaic created by local community members, Mitchell's Plain Hospital, Western Cape, South Africa, Photo: Luqman Yesufu GGHH/groundWork



About Health Care Without Harm

Global Green and Healthy Hospitals is a project of Health Care Without Harm (HCWH). HCWH works to transform the health care sector worldwide, without compromising patient safety or care, so that it becomes ecologically sustainable and a leading advocate for environmental health and justice.

HCWH collaborates with doctors, nurses, hospitals, healthcare systems, professional associations, NGOs, governments and international organizations to promote the development and implementation of safe and environmentally healthy practices, processes and products in the health care sector. HCWH also develops and implements health sector advocacy strategies.



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