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1.0 Policy Statement

Kaiser Foundation Hospitals and Kaiser Foundation Health Plan's (KFH/KFPH) ability to fulfill our promise of quality, affordable healthcare depends significantly on healthy ecosystems, including clean and abundant water resources. KFH/KFHP's Sustainable Water policy affirms our commitment to water stewardship by implementing strategies that continually improve water efficiency and minimize negative impacts to water quality.

2.0 Purpose

- 2.1** To ensure continuity of care for our members through the assurance of needed supply of quality water resources.
- 2.2** To reduce water use and better manage costs.
- 2.3** To comply with all relevant laws, regulations, and voluntary commitments with regard to our water use, effluent discharge, and storm water runoff.
- 2.4** To enhance KFH/KFHP's position as an environmental leader in the health care sector.

3.0 Scope/Coverage

This policy applies to the employees of Kaiser Foundation Hospitals, Kaiser Foundation Health Plan, Inc. and their subsidiaries and all facilities owned by KFH/KFHP.

4.0 Definitions

(See Appendix I: Glossary)

5.0 Provisions

- 5.1** To achieve its goals, KFH/KFHP leadership and staff commit to:
 - 5.1.1** Improve data collection and analysis of existing data to manage water resources efficiently.
 - 5.1.2** Implement an audit program to prioritize initiatives and track water performance improvements of existing facilities.
 - 5.1.3** Implement initiatives in existing facilities that will lower water use intensity and cost, thus enabling further investment into water management strategies.
 - 5.1.4** Implement new facility requirements that result in lower water use intensity and cost.
 - 5.1.5** Engage in and facilitate research that enables improved water management methods.
- 5.2** **Water Management Strategy.** A Water Management Strategy is developed and maintained by the Chief Sustainable Resources Officer (formerly the Chief

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Energy Officer), in partnership with the Sustainable Resources Council (SRC) (formerly the Sustainable Energy Council) and other relevant stakeholders. The following are considered when establishing the strategy:

- 5.2.1** Patient care
- 5.2.2** Laws and regulations
- 5.2.3** Best practices
- 5.2.4** Technological options
- 5.2.5** Financial, business and other operational opportunities and requirements
- 5.2.6** Organizational standards
- 5.2.7** KFHP's commitment to water stewardship

5.3 Goals for Water Management. KFHP's organizational aim is to maximize its water efficiency and minimize negative impacts to water quality.

5.3.1 New Facilities. It is Kaiser Permanente policy to achieve LEED Gold certification for all new construction projects over \$10M. Capital project teams will seek to obtain all available LEED water points within the context of obtaining overall LEED Gold certification in the most cost effective and appropriate manner for a particular project. All projects will earn water use reduction points. Projects not covered by LEED standards should include water efficiency measures to the maximum extent possible.

5.3.2 Existing Facilities. By the end of the first quarter 2014, establish 2013 regional baselines. Utilize the baseline to concentrate water efficiency efforts at those facilities that are above the region's 2013 mean water use intensity, with the goal of bringing all facilities at or below the region's 2013 mean water use intensity by 2020. Data Center water use intensity reduction measures will be based on applicable "Water Use Effectiveness" metrics and will not be included in regional baselines.

5.3.3 National Goal. Through the efforts described above for new and existing facilities, it is anticipated that overall KFHP water use intensity will decrease at least 10% by 2020 (against 2013 baseline).

5.4 Reporting. The following reports will be submitted by each regional Sustainable Resources Officer to the National Sustainable Resources Officer, beginning in 2015, no later than the end of the first quarter after the end of the preceding calendar year.

- 5.4.1** Quantifiable annual water use intensity reduction targets against a baseline for the region.
- 5.4.2** Estimates of future annual regional targets against the baseline to demonstrate contributions to the organization's water use intensity reduction goals.
- 5.4.3** An annual work plan specifying how the region will attain their annual target.

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- 5.4.4** For the preceding year, a report on performance against the annual target.
- 5.4.5** The Chief Sustainable Resources Officer will submit an annual report to the Environmental Stewardship Council by the end of the second quarter with information provided by the regions including regional annual water reduction targets; highlights of annual regional work plans to achieve those targets; projections of water usage reduction through 2020; water quality goals and progress toward those goals; and other information as appropriate.
- 5.5 Roles and Responsibilities.** This section describes the general roles and responsibilities for each function necessary for efficient implementation and management of the Sustainable Water policy. Specific responsibilities may also be defined in region-specific water management documents and operating procedures.
- 5.5.1 Regional President or Designee.** Appoints a regional Sustainable Resources Officer and ensures she/he receive the necessary support and resources (budget, time, personnel, and authority) to carry out the responsibilities specified in this policy.
- 5.5.2 Environmental Stewardship Council (ESC).** The Environmental Stewardship Council provides general water management oversight by:
- 5.5.2.1** Confirming that regional water use intensity reduction targets and objectives are established and met.
 - 5.5.2.2** Determining criteria and methods needed to validate that water management activities are effective.
 - 5.5.2.3** Including water management considerations in long-term planning.
 - 5.5.2.4** Confirming that results are measured and reported.
 - 5.5.2.5** Conducting an annual management review.
- 5.5.3 The Chief Sustainable Resources Officer** is responsible for:
- 5.5.3.1** Ensuring that KFH/KFHP's water management program is properly established, implemented, and maintained throughout the organization.
 - 5.5.3.2** Ensuring the Water Management Strategy is updated in response to major changes in facilities, equipment, systems, or processes.
 - 5.5.3.3** Reporting on the performance of the water management program and improvements in water use intensity and water quality to the Environmental Stewardship Council. These reviews act as the basis for making improvements to water management.
 - 5.5.3.4** Identifying persons, including but not limited to the Sustainable Resources Council, authorized by an appropriate

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level of management, to work with him or her in support of water management activities.

5.5.3.5 Chairing or designating the chair of the SRC and partnering with its members to:

5.5.3.5.1 Plan and direct water management activities.

5.5.3.5.2 Define and communicate responsibilities and authorities in order to facilitate effective water management.

5.5.3.5.3 Involve staff at all levels in efforts to improve water management.

5.5.3.6 Partnering with external groups such as industry associations to encourage shared (i.e., multi-hospital, multi-sector) efforts to improve water quality.

5.5.4 Sustainable Resources Council (SRC). Each region’s Sustainable Resources Officer serves on the Sustainable Resources Council which is chaired by the Chief Sustainable Resources Officer or his/her designee. The SRC responsibilities include:

5.5.4.1 Accountability for overall coordination, execution, and reporting regarding water management.

5.5.4.2 Determining the most appropriate water use intensity measures for the various types of facilities that KFH/KFHP operates.

5.5.4.3 Proactively consulting with stakeholders in the development and review of policies and procedures to improve water management; ensure that operational changes affecting water use intensity and water quality are reviewed and evaluated; and to seize new technological and pricing opportunities.

5.5.5 Regional Sustainable Resources Officer. Responsibilities include:

5.5.5.1 Actively participating in the SRC.

5.5.5.2 Developing regional baselines as required by 5.3.2, region-specific water use intensity reduction targets, work plans (including enabling guidance, policies, and practices), and progress reports.

5.5.5.3 Reporting water use intensity reduction targets and performance based on either validated methodology, or on expert estimates using a documented, credible, and realistic methodology.

5.5.5.4 Ensuring the most water efficient products, that meet all other requirements of the KFH/KFHP sourcing process, are procured across all influenced product and service areas.

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- 5.5.5.5** Consulting with other stakeholders in order to involve key water users in the development and review of targets and procedures to reduce water use intensity.
- 5.5.5.6** Having access to and influence over water efficiency resources, capital, and operating budget.
- 5.5.5.7** Monitoring and reporting water use intensity.
- 5.5.5.8** Performing water audits.
- 5.5.5.9** Managing water contractual matters.
- 5.5.5.10** Researching and identifying best practices to reduce water use intensity.
- 5.5.5.11** Implementing programs and policies to achieve water savings including performance-based contracting with water relevant suppliers (e.g. landscapers).
- 5.5.5.12** Being knowledgeable about legislation and regulations, key figures and standards.
- 5.5.5.13** Securing the support of management and staff for participation in water management initiatives.
- 5.5.5.14** Influencing new policies, specifications, and construction.
- 5.5.5.15** Maintaining a procedure for communicating externally about region-specific water management programs, e.g. working with public affairs.
- 5.5.5.16** Submitting the reporting specified in section 5.4.
- 5.5.6 National Facilities Services (NFS)** is responsible for:
 - 5.5.6.1** Providing to the regions the water use data necessary to create the baseline required by 5.3.2.
 - 5.5.6.2** Appointing an appropriately trained and skilled national Chief Sustainable Resources Officer.
 - 5.5.6.3** Designing, constructing, and renovating new and existing facilities to achieve optimum water use intensity and water quality.
 - 5.5.6.4** Commissioning facility systems for optimum water efficiency and water quality as required by the NFS Standards.
 - 5.5.6.5** Ensuring the most water efficient products, that meet all other requirements of the KFH/KFHP sourcing process, are procured across all influenced product and service areas.
 - 5.5.6.6** Providing the resources needed to establish, implement, maintain, and improve water management.
 - 5.5.6.7** Providing water management consulting, guidance, and oversight.

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5.5.6.8 Publishing design criteria to minimize the water needed for landscaping, e.g. turf.

5.5.6.9 Maintaining efficient internal water management communications throughout the organization to encourage water management improvement by informing personnel at all levels about:

5.5.6.9.1 Water management program progress.

5.5.6.9.2 The process for employees to make proposals for water management improvements, and submit relevant comments on water management.

5.5.6.9.3 Training needs and training activities for employees performing tasks that could cause significant water impacts.

5.5.6.9.4 Maintaining a procedure for communicating externally about KFH/KFHP's water management.

5.5.6.9.5 Training, awareness, and competencies (see provision 5.6).

5.5.7 Procurement and Supply (PS) is responsible for:

5.5.7.1 In cooperation with NFS, identifying and investigating products and services, including commissioning, water audits, facility management systems, retrofits, and facility materials and equipment, to improve water management.

5.5.7.2 Assessing the water risks within KFH/KFHP's non-pharmaceutical supply chain.

5.5.7.3 Ensuring the most water efficient products, that meet all other requirements of the KFH/KFHP sourcing process, are procured across all influenced product and service areas.

5.5.8 Pharmacy is responsible for:

5.5.8.1 In cooperation with NFS, identifying and investigating products and services, including commissioning, water audits, facility management systems, retrofits, and facility materials and equipment, to improve water management within facilities and building spaces under the operational control of the Pharmacy Division.

5.5.8.2 Assessing the water risks within KFH/KFHP's pharmaceutical supply chain.

5.5.8.3 Procuring medications from sources that align as much as possible with the goal of water stewardship while still meeting all other requirements of the KFH/KFHP pharmacy sourcing process.

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5.5.9 Government Relations is responsible for engaging as appropriate in local, state, and national water policy and ordinance development.

5.5.10 National Business Functions including but not limited to NFS, PS, NEH&S, Pharmacy, Treasury, and Hospital Operations integrate water management considerations into their existing policies, plans, budgets, and performance compensation processes.

5.5.10.1 When purchasing water, products, and equipment that have significant water impacts, national business functions will:

5.5.10.1.1 Inform suppliers that contract award selection criteria are partly evaluated on the basis of water stewardship.

5.5.10.1.2 Establish and maintain procedures for assessing water stewardship over the planned or expected operating lifetime of water using equipment and services prior to purchase.

5.5.11 Managers facilitate employee engagement in water management by acting as role models, providing tips, and rewarding actions by staff to reduce water use intensity and improve water quality.

5.6 Training, Awareness and Competence. The Water Management policy and program is communicated to everyone in the organization according to the requirements of the internal communication procedure. Personnel are informed and encouraged to contribute to water management through conserving water, working efficiently, and sharing recommendations and observations. Specific information provided to all personnel includes but is not limited to:

5.6.1 The importance of water management to the organization.

5.6.2 The organization's efforts toward improved water management (including communicating successes and challenges at the national and regional levels).

5.6.3 The consequences (actual or potential) of their work activities on water resources and the benefits of improved personal performance.

5.6.4 Staff roles and responsibilities in the efforts toward improved water management, including a process for employees to make proposals for improved water management, and submit relevant comments on the water program.

5.6.5 Emerging water management technologies, updates, and regulations.

5.6.6 Training needs and training activities for employees performing tasks that could cause significant water impacts.

5.6.7 Training awareness and competence of contractor performing tasks with significant water impacts is reviewed through a Contractor Safety Program.

5.7 Evaluation. The ESC reviews the water management program at least once each year. This management review is presented by the national Chief

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Sustainable Resources Officer, who also documents its results. The management review addresses at minimum:

- 5.7.1** Water management program update.
- 5.7.2** The extent to which the Sustainable Water policy’s purpose, targets, and objectives have been met.
- 5.7.3** The continuing suitability, adequacy, and effectiveness of the water management program and policy applicability.
- 5.7.4** The possible need for changes to the Sustainable Water policy, objectives, and practices, in the light of water audit results, changing conditions, concerns amongst relevant interested parties, and KFH/KFHP’s commitment to continual improvement of water management.

6.0 References/Appendices

- 6.1** Appendix 1: Glossary
- 6.2** Appendix A: Water Conservation Measures
- 6.3** Water Use Effectiveness (WUE™): a Green Grid Data Center Sustainability Metric
- 6.4** Kaiser Permanente 2012 National Water Management Strategy
- 6.5** Environmental Health and Safety NATL.EHS.001
- 6.6** National Waste Reduction NATL.EV.001
- 6.7** Sustainable Energy Policy NATL.NFS.003

7.0 Approval

This policy was approved by the following representatives of Kaiser Foundation Hospitals, Kaiser Foundation Health Plan, Inc., and their subsidiaries.

Don Orndoff, Senior Vice President, National Facilities Services

Signature:  Date: 11/20/13

Policy Life History

Original Approvals	Revision Approvals	Update Approvals
Approval Date:	Approval Date(s):	Approval Date(s):
Effective Date:	Effective Date(s):	Effective Date(s):
Communicated Date:	Communicated Date(s):	

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Appendix 1: Glossary

1. **Baseline** - Measured water use intensity at a specific time that provides the starting point for setting goals and evaluating future efforts and overall performance.
2. **Benchmark** – A comparative evaluation between the organization and the previous and current water use intensity of similar organizations.
3. **Best practices** – The application of the most cost-effective water use technologies and management techniques; refers to the techniques and technologies at the upper end of the performance range identified in a benchmark comparison.
4. **Continual improvement** – Recurrent activity to enhance water management performance.
5. **Facility** – Any building, installation, structure, or land: 1. owned by Kaiser Permanente; or 2. operationally controlled by Kaiser Permanente under a lease agreement that requires Kaiser Permanente to pay a water use bill directly to a utility company. This term includes a group of facilities at a single or multiple location(s) managed as an integrated operation (such as a campus with a water use meter shared by multiple facilities).
6. **Facility rentable square footage** – The total usable area allocated to a particular tenant plus a pro rata share of common support areas allocated to that tenant; the total number of square feet leased in a lease contract. The facility rentable square footage is used to calculate the water use intensity (defined below). Potable water used for landscape irrigation is to be reported in the facility total water use, but the square footage of landscape area is not included in the facility rentable square footage, which is used to calculate water use intensity.
7. **Monitoring** – The process of systematically tracking and analyzing appropriate water use indicators overtime.
8. **Significant water impacts** – Substantial water use, or effects of effluent discharge or storm water on water quality and ecosystems that do not comply with regulatory requirements or KFH/KFHP standards. (NOTE: Significant water impacts can occur either during delivery of a service or during the manufacturing, use, and/or disposal stages of a product's life cycle.)
9. **Water audit** – The process of reviewing domestic, sanitary, landscaping, and process water use and identifying ways to increase a facility's water-use efficiency.
10. **Water use** – Water classified as "potable" or permitted for human use. This includes water obtained from public water systems or from natural freshwater sources such as lakes, streams, and aquifers. Water use may include potable water used for drinking, bathing, toilet flushing, laundry, cleaning/food services, landscape watering, irrigation, and process applications such as cooling towers, boilers, and fire suppression systems.
11. **Water management** – Set of interrelated or interacting elements within the organization to establish water policy and objectives and to achieve those objectives.
12. **Water Management Strategy** – A document that provide an analysis of water use and a plan that identifies and prioritizes opportunities for improving water use and water quality including use of recycled or alternative water sources, where applicable.

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13. Water quality – The physical, chemical, and biological characteristics of water.

14. Water use intensity – Annual water use divided by a normalizing factor, such as total rentable square footage or number of members. It should be noted that the water use intensity can be used to assess each business unit's progress toward meeting its water reduction goal. It is generally not suitable to make comparisons with other business units or published standards.

15. Water stewardship – Achievement of the optimal use of water resources, mainly by conserving water and improving water quality.