



# Planning for Energy Efficiency in a Large Healthcare Organization

A Consultant's Perspective

- Troy Savage, Project Manager



**THE HEALTHCARE  
ENERGY EFFICIENCY  
CHALLENGE**







**BUILDING STRUCTURES FOR CHANGE**

# The Healthcare Context





# Healthcare Energy



# Large Healthcare Organization

- Context
  - Large multi-site healthcare system.
  - No mandate for initiative from CEO or Board.
  - Facilities Management Group managing all aspects of buildings including energy
  - A small group (3FTEs) focused on sustainability
  - Bottom line focused.



Road to Change



# Control and Influence

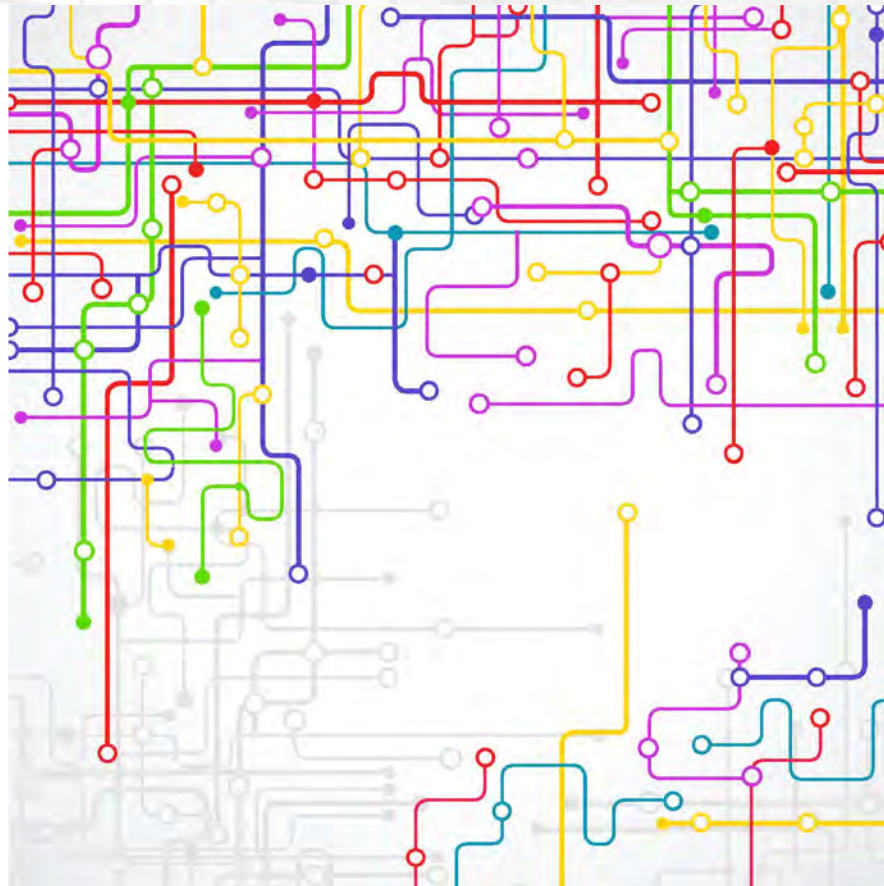




# Roadmap: Defining Vision



# Roadmap: Analyzing Situation





# Facing Our Reality





# Considering the Possibilities



# Transformation



# Structure for Success

- Operations and Maintenance
- Construction/Project Management
- Sustainability
- Energy Services







# Summary

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- Workshops and Exploration:
  - What is our vision and what are our principles?
  - What are our roles, how do they impact energy and how can we change structure for better energy outcomes?
  - What's the real story behind our performance?
  - What parts of our process can we change?
  - How are we going to make the change?

## Conclusion

- When people are led to discover their individual and collective agency, they can build a platform to meet energy goals.





Troy Savage  
[tsavage@Mazzetti.com](mailto:tsavage@Mazzetti.com)