



## How to Write a Performance Improvement Measure (PIM)

The Sustainability Roadmap is a free resource for the health care community. We are reaching out to hospital staff, health care designers, vendors, and others for help developing Roadmap tools. You can contribute by drafting or helping to develop a performance improvement measure (PIM).

### WHAT IS A PIM?

A PIM is:

- A project that will improve performance in one of four aspects of facility operations—energy use, water use, waste management, or supply chain. Each PIM provides tools, case studies, and resources to help you apply the improvement at your facility.
- A stand-alone document a facility can use as a resource and guide for implementing a project—a virtual clearinghouse for information related to that improvement.

New PIMs will be continually added to the Roadmap. Users are encouraged to comment on the PIMs and suggest changes or additions based on their experience with applying them.

### WHAT IS A GREEN LIGHT PROJECT?

Green light projects are PIMs that are relatively easy to implement but offer significant improvements. Strategies for successfully implementing these projects are well-documented, and their benefits are widely recognized. Green light projects can generally be taken on without much planning because of their low cost and minimal resource requirements.

### WHY SHOULD YOU WRITE A PIM?

Hospitals are busy places, and managers need tools and resources to help get projects done. The Roadmap was created as a repository, or clearinghouse, for great sustainability resources that are specifically applicable to hospitals. If you have expertise to share, you can help your colleagues work collectively and collaboratively to improve the sustainability performance of hospitals. Companies or individuals who contribute content to the Roadmap will be thanked and acknowledged on the [Roadmap Supporters page](#). You can also underwrite creation of a PIM; please see the prospectus on the Supporters page.

### HOW TO WRITE A PIM

PIMs are written following an established outline (see the next page) so that comparable information is provided for each. The outline can generally be applied to PIMs in the categories of energy, water, waste, chemicals, and supply chain. However, not every field is relevant to every PIM. See the outline for the list of fields available and for some detail about what information each field should contain.

To the extent that vendor information is relevant, it can be included. That said, if you share information about your experiences in writing a PIM, your reporting should be vendor neutral



(i.e., you can include vendor information as long as it is balanced). The Roadmap reserves the right to make editorial comments or to change the content of a PIM.

Here are some notes to help you craft a PIM:

1. Choose a topic for your PIM.
  - Review the [list of PIMs awaiting development](#) or suggest your own topic.
  - [Check with us](#) to confirm the topic area for your PIM and for help getting started.
2. Use the PIM outline (starting on the next page) to draft your PIM. The outline includes a description of the content intended for each section to help get you started.
3. You may have questions, comments, or information you need to confirm. You can use the Comment function in Word (under the Review tab) to tell us about such issues or to provide additional explanation about a detail in your PIM.
4. If you don't know how to complete a field, add a note explaining your question and leave the field blank.
5. You are welcome to embed hyperlinks in your PIM or to provide a Web address so we can create the hyperlink on the Roadmap. Please click and test your hyperlinks to be sure they work before submitting your file.
6. Attachments:
  - Send us any attachments (PDFs, Excel files, etc.) you want to link to your PIM.
  - Note the file name of any document you are including when you submit your PIM. It's helpful to connect the PIM file name with the attachment file name, for example:
    - PIM file name: Establish Green Purchasing Task Force
    - Attachment file name: Establish Green Purchasing Task Force – Sample Policy
7. Gather information. Reach out to colleagues, group purchasing organizations, and vendors for information and resources. Search liberally, dig deep, and *please cite references*. Where permission to include material (e.g., pictures, text, diagrams, tables, etc.) is required, please confirm that you have received permission or note that it has been requested, along with contact information for the owner of the material. Do not assume that you are free to use material found on the Internet without asking permission.
8. [Connect with us](#) if you have questions and when you are ready to submit your PIM.

## ROADMAP PIM OUTLINE

### I. Project Title

Start with an action verb, and make the title short and to the point.

### II. Description

Consider this an executive summary. Write one to two sentences or a paragraph describing the project.

- What is the task/project?



- What is the objective/goal of implementation?
- What cost/environmental/social benefits can be expected from implementing the project?

*Example:* Improve energy efficiency and reduce the risk of compromised indoor air quality by regularly inspecting economizer operation and repairing linkages that may be broken or stuck, reducing system performance.

### **III. Project Talking Points**

This is the place to provide additional bullet points about why the project is important. Using this section to sell the project allows you to keep the description brief.

### **IV. Triple-Bottom-Line Benefits**

Describe anticipated profits and benefits to planet and people and other drivers for undertaking the project.

- Cost benefits: Anticipated cost savings, investment, payback.
- Environmental benefits: Anticipated energy, waste, emissions, or other improvements.
- Social benefits: Anticipated benefits related to patients or staff (e.g., health and safety benefits, satisfaction and quality, experience).

### **V. Commissioning Connections**

Provide relevant references to the *ASHE Health Facility Commissioning Guidelines*. If you have information for this field, please check the box for Commissioning (Y/N).

### **VI. Sample Contract Language**

If the PIM includes purchasing products or contracted services, suggest specifications for sustainability considerations/environmental preferability that could be included in the contract. Seek guidance from group purchasing organizations, hospitals, and vendors.

### **VII. How-To**

Provide a numbered step-by-step guide outlining how to get the project done. This can be quite detailed and can link to other resources; in any case, the information provided should be helpful and complete. *For example:*

1. List the stakeholders who should be on the project team. Describe their roles and responsibilities. Help the user of the PIM think through the RACI model (who is responsible for the outcome; who is accountable for setting goals, deciding strategies, and implementing action; which staff members should be consulted; and who needs to be informed).
2. Write clear and concise steps for implementing the project, including all tasks from planning to implementation to management of ongoing programs.



3. Identify the resources needed to get the project done (gap analysis) and any barriers to be overcome.
4. Include data collection/tracking and reporting suggestions.
5. For EPP products/services, always include sample specifications in steps describing how to purchase/specify.
6. Include links to other guides or valuable resources in the relevant steps in this section when they provide helpful, hands-on information such as tools or sample policies. More general resources should be noted in the Resources section of the PIM.

### **VIII. Tools/Calculators**

List and briefly describe relevant ROI calculators, data-tracking measures, or key performance indicators. These should be concrete tools only; it's fine to leave this section blank if you don't know of any such tools.

### **IX. Case Studies**

- Name of the facility (with a URL linking to the case study) followed by city and state and then the year of the case study in parentheses.
- A sentence or two briefly describing the project
- Key Points—Brief descriptions of key features of the project

*Example:*

[Regions Hospital](#), St. Paul, Minn. (2010)—Tailored ventilation airflow to the actual occupancy schedule and realized a 65 percent energy savings for these units.

- Key Points
  - The hospital's central monitoring system had not been adjusted to reflect changes in occupancy.
  - Air-handling units ran 24/7, even in areas that were unoccupied on nights and weekends. In many cases, variable frequency drives (VFDs) were drawing 100 percent outside air 24 hours a day.
  - The facility optimized outside air dampers and air temperature controls using occupancy sensors, resulting in \$52,464 annual savings on gas.
  - Savings from the overall retrocommissioning project: 3.5 percent overall energy savings and 6.5 percent reduction in peak demand.

*Note:* See “How to Write a Case Study” for detailed instructions if you would like to contribute a case study for the Roadmap.

### **X. Regulations, Codes and Standards, Policies**

Mention compliance issues that should be considered before implementing the PIM. (The Roadmap includes a disclaimer stating that the information provided is not comprehensive and users are responsible for checking with their federal, state, and local authorities having jurisdiction—AHJs—to confirm regulatory requirements.)



Specific references to the following information should be included in this section:

- Legislative and other regulatory issues
- References to relevant codes and standards, listed in the following order:
  - Federal regulations
  - State regulations
  - Local/municipality ordinances
  - Facility Guidelines Institute *Guidelines* requirements
  - I-Code requirements
  - NFPA requirements
  - ASHRAE requirements
  - Other codes and standards
  - Best practices, such as ASHE commissioning recommendations, LEED guidelines, or FGI *Guidelines* appendix material
- Policies, internal or external

#### **XI. Cross References: LEED and Green Guide for Health Care™**

List relevant references to the U.S. Green Building Council's [LEED for Healthcare](#) program and to the [Green Guide for Health Care](#). For LEED references, include the building category (EB, HC, NB) and name of the credit, with a link if one is available. *Example:* LEED (cite version) Existing Buildings: Operations and Management (Credit #). Energy & Atmosphere Prerequisite 2: Minimum Energy Performance [LEED 2009 for Healthcare](#) (or LEED HC 2009): New Construction and Major Renovations; Water Efficiency, Credit 4.2 - Water Use Reduction—Cooling Towers. 1 credit

#### **XII. PIM Synergies**

List any existing PIMs with content related to the PIM you're writing; it's fine to leave this section blank.

#### **XIII. Education and Training**

List any relevant education or training programs.

#### **XIV. More Resources**

Include links to publications, websites, organizations, and sample policies, training and educational material.

- If a resource provides hands-on information that is specific to the PIM, it should be included in the body of the PIM.
- This section should be reserved for *additional* information; do not repeat resources included elsewhere in the PIM. Commissioning resources should be included under Commissioning Connections and not in this section.



- Hyperlink only the title – not entire reference(s).
- Do not use links to a site's homepage unless that's what you intend. If you're referencing specific content on a site, please give the Web address that will take Roadmap users directly to that information.
- Include an explanation of why a resource is useful if this is not evident from the title.

## XV. PIM Descriptors

Select those descriptors relevant to your PIM to help identify it in Internet searches:

PIM Descriptor	Required	Multiple Selections Permitted
ASPECT (energy, water, waste, supply chain)	✓	✓
Category	✓	✓
Subcategory		✓
Supply chain category	(for EPP only)	
Department	✓	✓
Green light project (Y/N)	✓	
Attributes (what makes it a GLP)		
Level (basic, intermediate, advanced, unranked)	✓	
Commissioning related? (Y/N)	✓	
Improvement type	✓	✓