

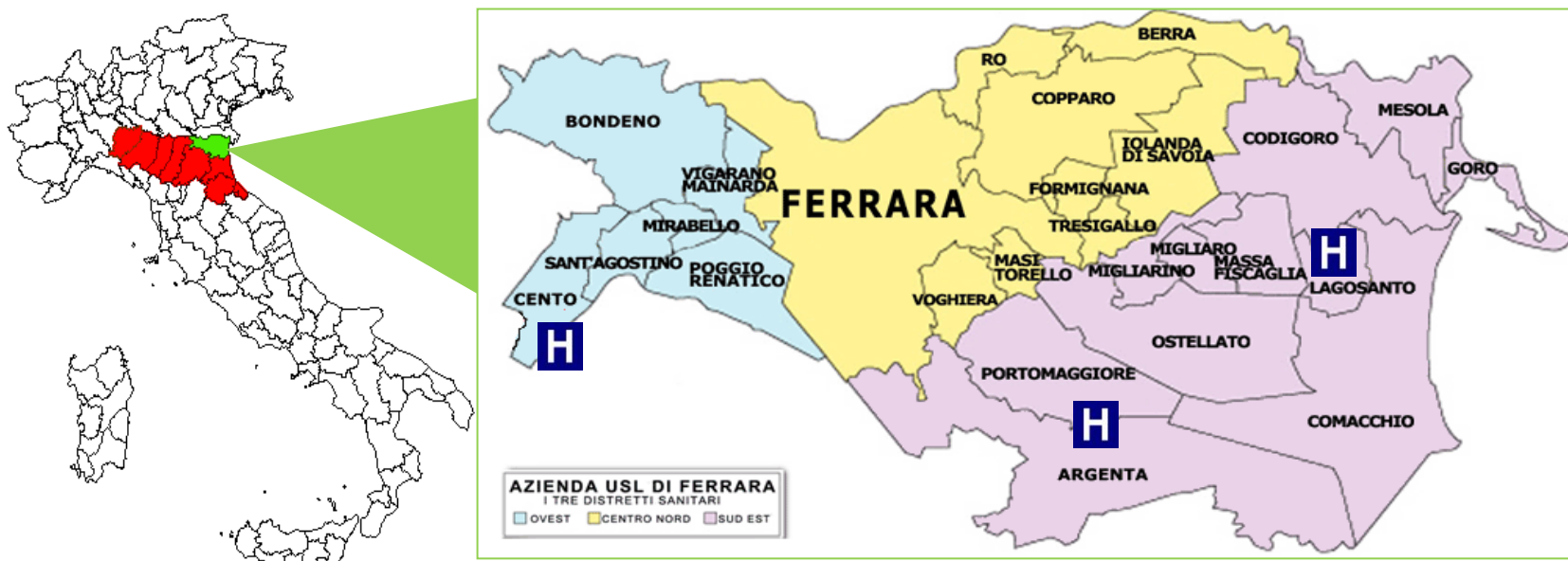
# PLANNED CHANGE FOR SUSTAINABILITY: EVIDENCE FROM ITALY

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## The case: Ferrara Local Health Authority

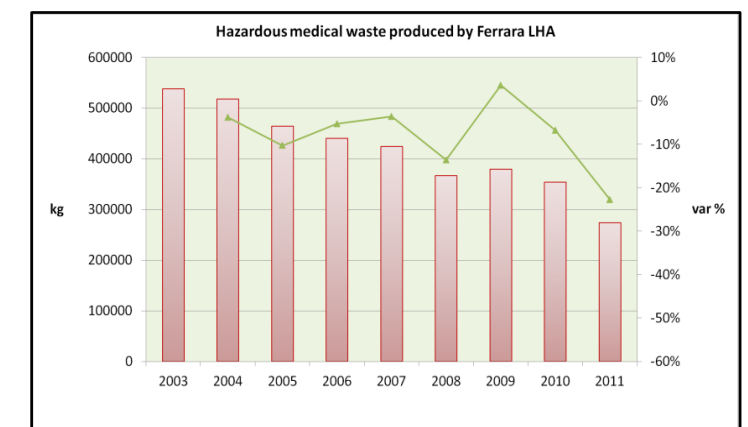


360,000 Citizens and 3,000 Employees

Ferrara LHA provides a wide range of services:

- comprehensive services offered through the hospitals and dedicated to excellence in social health care, education and the dissemination of information pertinent to women and immigrants with an emphasis on non-EU citizens
- 3 health districts with dedicated health clinics offering screening, hygiene and health information and pathologies prevention

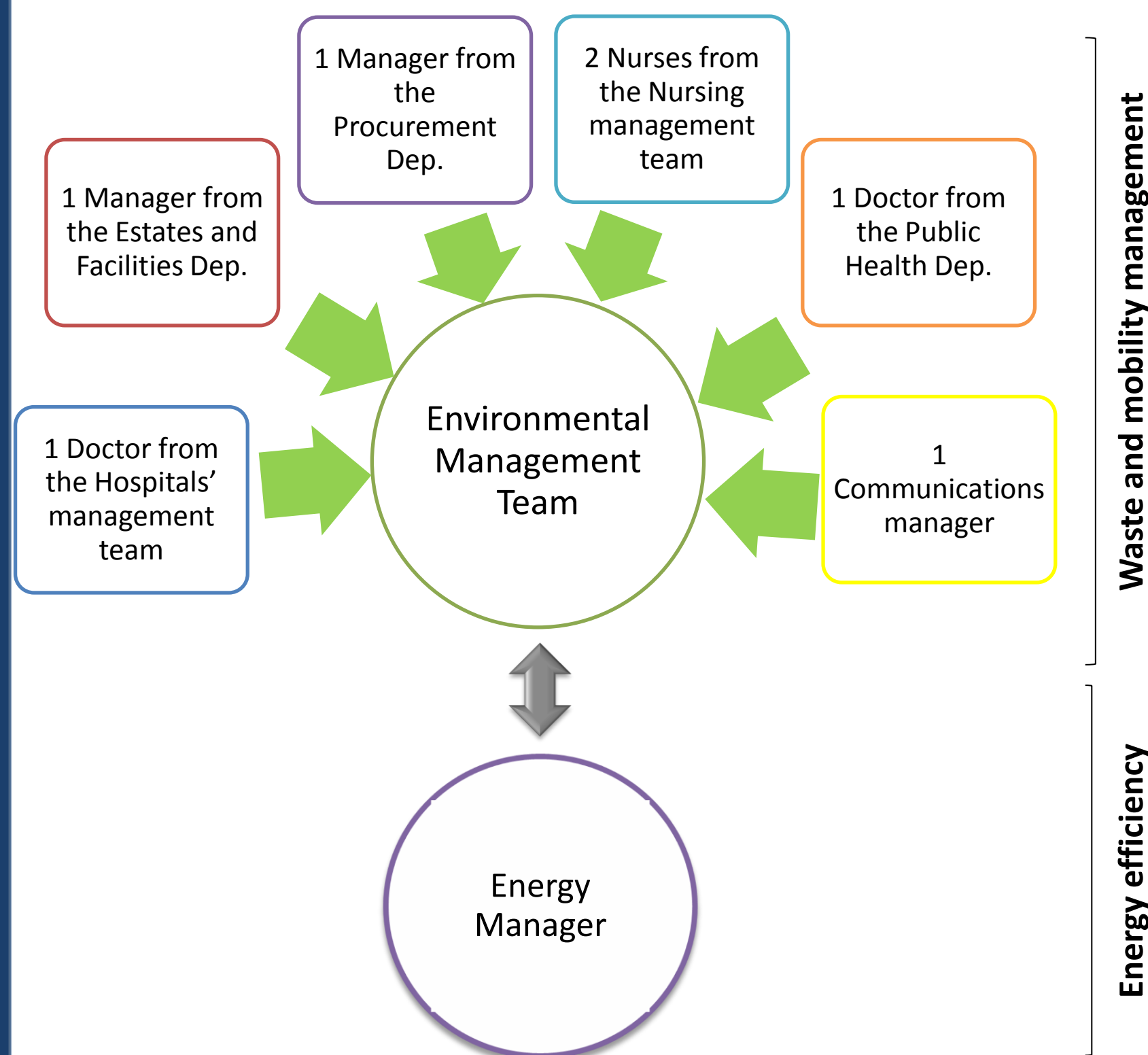
## What has been achieved so far?



	CHP system - DELTA
INVESTMENT	423.511,65 €
ELECTRICITY PRODUCED ON SITE	1.419.000 kWh/year
THERMAL ENERGY PRODUCED ON SITE	1.552.300 kWh/year
REDUCTION IN CO <sub>2</sub> EMISSIONS	231,13 ton/year
REDUCTION IN NO <sub>x</sub> EMISSIONS	269,88 Kg/year
	CHP system - ARGENTA
INVESTMENT	197.815,16 €
ELECTRICITY PRODUCED ON SITE	315.000 kWh/year
THERMAL ENERGY PRODUCED ON SITE	595.000 kWh/year
REDUCTION IN CO <sub>2</sub> EMISSIONS	73,58 ton/year
REDUCTION IN NO <sub>x</sub> EMISSIONS	85,92 Kg/year

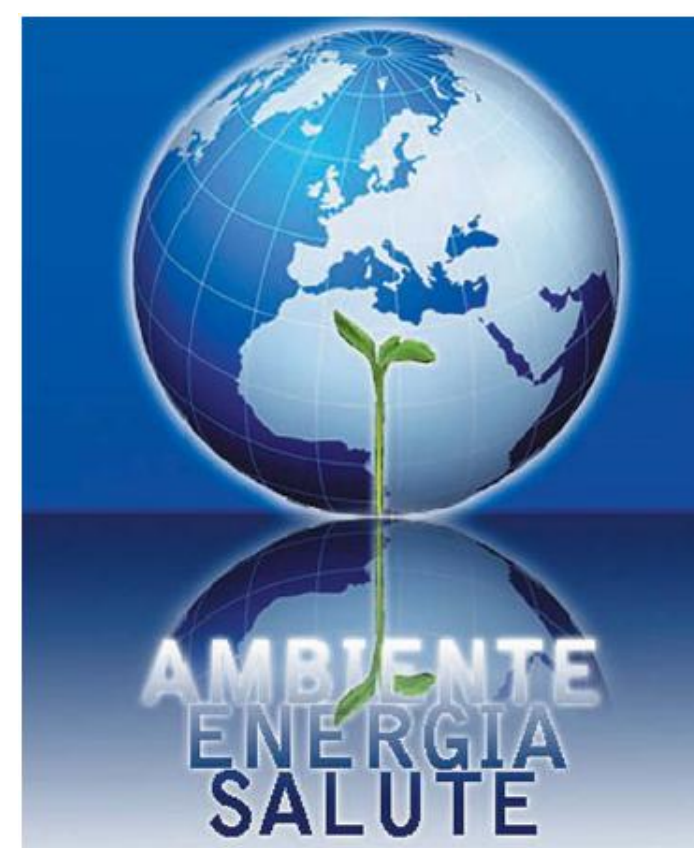
## How has it been done?

### GOVERNANCE



### EDUCATION AND TRAINING

Make it relevant!  
Make it clear!  
Make it simple!  
Make it visible!  
Make it fun!  
Make it social!



### TECHNOLOGY



Equipment for the management of organic liquids in urology wards



Solar panels and CHP systems



## A focus on waste management: drivers and effects of pro-environmental behaviors

**Methodology:** Case study. The data were collected interviewing the key organizational informants (i.e., the environmental management team representatives, the energy manger and a sample of nurses and doctors) and analyzing organizational documents (e.g., annual reports, training material).

### Results:

Organizing arrangement	<ol style="list-style-type: none"> <li>Structure: <ol style="list-style-type: none"> <li>Multi-disciplinary governance team covering all the main organizational departments</li> </ol> </li> <li>Policies and Procedures: <ol style="list-style-type: none"> <li>A waste management procedure shared by all the organizational sites</li> <li>Training on waste management related activities</li> <li>Periodical environmental audits</li> </ol> </li> </ol>
Social factors	<ol style="list-style-type: none"> <li>Management style: <ol style="list-style-type: none"> <li>Show personal concern</li> <li>Lead by example</li> <li>Provide resources (e.g. time, budget)</li> <li>Involvement of employees in change and problem solving activities</li> </ol> </li> <li>Informal Social Networks: <ol style="list-style-type: none"> <li>Social norms among co-workers</li> <li>Supportive and interested doctors</li> </ol> </li> </ol>
Technology and Physical settings	<p>Use of equipments to reduce the effort and time spent on waste management</p> <p>Place waste bins in convenient places according to workflows</p>

