Challenges

Kaiser Permanente Keeping the triple bottom line in mind

• Integrated managed care organization, based in Oakland, CA, with presence in 10 states
• Founded in 1945 by industrialist Henry J. Kaiser and physician Sydney R. Garfield
• Some numbers:
  - 8.7 million health plan members
  - 156,000 employees, 13,729 physicians
  - 37 medical centers, 400 medical offices

Some numbers:

ƒ Achieving Cost-Neutrality in the Sustainable Food Program
ƒ Understand the impact and trade-off along the triple bottom line and define priorities
ƒ Make the Sustainable Food Program Sustainable
  ▪ Ensure sustainable supply (identify, assess and develop suppliers)
  ▪ Establish a management process
  ▪ Implement successfully

Footprint in N. California

Vision

“How now, as in our past, Kaiser Permanente takes the lead in supporting the dissemination of knowledge, volunteerism, employee initiatives, and individual efforts in the communities we serve.”

Keeping the triple bottom line in mind

The SEE Impact Matrix - Sources of Protein

Making things happen

How to capture value?

Planning
• Embedding sustainable targets and resources into corporate strategy
• Planning for and capitalizing on changes

Process
• Reducing waste in operations
• Encouraging others (Suppliers, customers and employees) to operate in a sustainable way

Promotion
• Communicating the company’s message on sustainability and green issues
• Talking about sustainable issues with key stakeholders

Products/Services
• Determining offerings, packaging and pricing
• Innovating to help members to live sustainable