



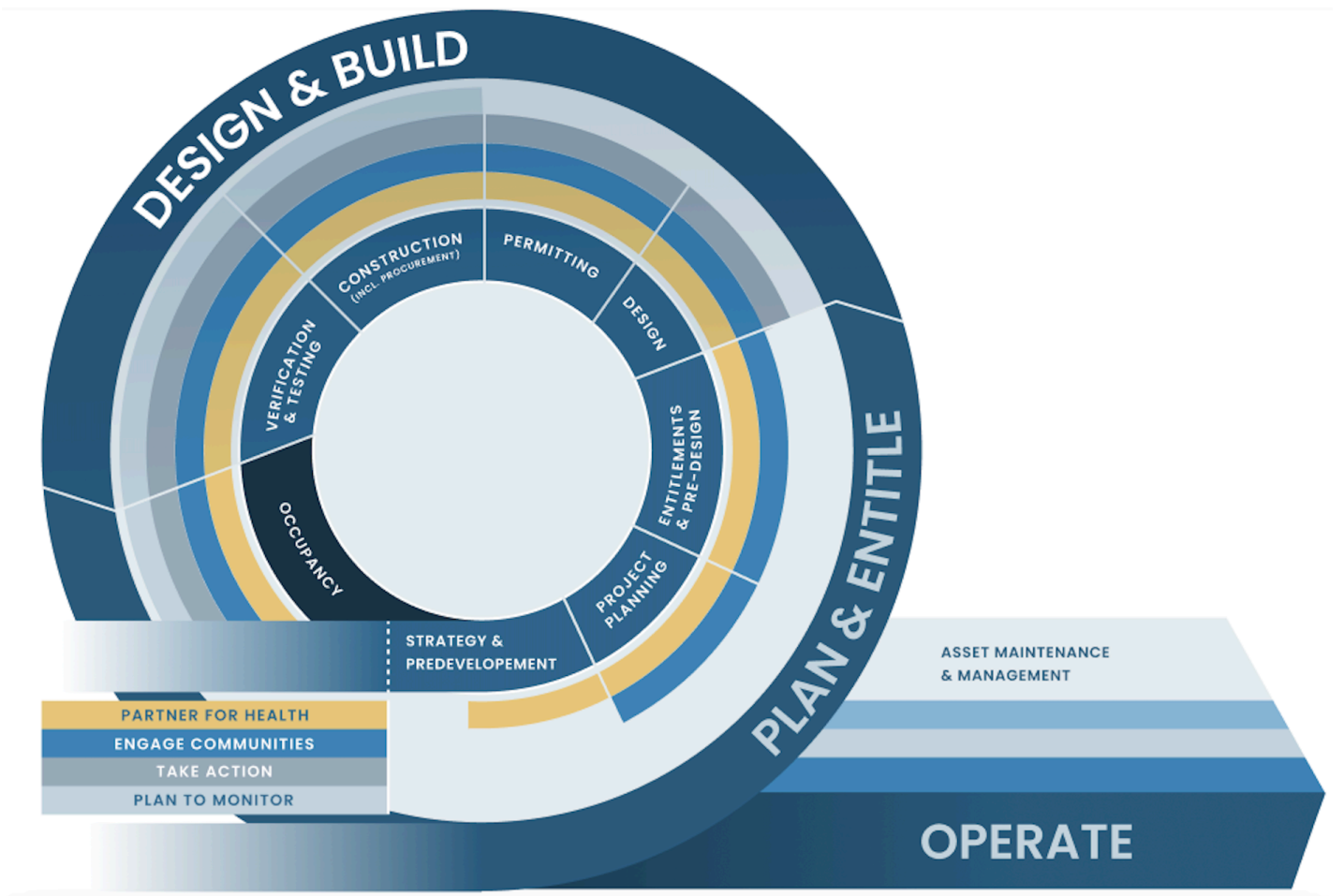
Throughout the Process

LEED Health Process: Project Owner Workshops Guide

This document provides the Health Process Coordinator with guidance on facilitating health promotion workshops within the LEED Health Process. Workshops create a platform for interdisciplinary conversations between the project owner and design team to discuss health promotion through building design, construction and operation.

This guide supports three distinct types of workshops:

- **Internal planning workshop:** Ideally, this internal workshop is held before the design team is selected. This planning workshop facilitates introductions between health and facilities stakeholders. It sets the stage for interdisciplinary partnership and leads to the creation of a health impact vision for the project.
- **Goal-setting workshop:** This workshop is held after the design team is selected. It allows the full LEED Health Process team to review collected community health data and refine the project's health goals.
- **Health design charrette:** The health design charrette is an opportunity for the project owner and design team to prioritize health design strategies to address the project's health goals.



The LEED Health Process, here mapped out along a typical project development timeline. These three workshops typically fall within the Partner for Health, Engage Communities, and Take Action phases.

Image: The Green Health Partnership, inspired by [Centering Health Equity](#).

Recognizing that each project is unique, the owner and/or design team may add to or combine any of these workshop sessions to suit the needs of a particular project and team. It is most effective to host different workshops throughout the LEED Health Process. Yet, depending on the team’s capacity, workshops - internal, goal-setting or design-oriented - may be completed in one combined session and/or incorporated into existing meetings such as green charrettes. The guidance below will help the Health Process Coordinator facilitate these workshops, either as standalone meetings or as components of existing meetings.



Internal Planning Workshop: Partner for Health

When?

- Within the Partner for Health step of the process, ideally during the Plan & Entitle phase of development. Though internal planning has value throughout the process, holding this workshop early on can help teams establish a clear health impact vision for the project that sets the tone for the rest of the project lifecycle.

Who?

- The internal planning workshop should be led by the Health Process Coordinator and include staff from facilities and departments that offer a health or people oriented perspective such as HR, community outreach, workplace wellness, industrial hygiene. If a Health Process Coordinator has yet to be identified, a member of the facilities team may temporarily serve as the Health Process Coordinator and initiate the internal planning workshop.

What?

- Desired outcomes for the internal planning workshop include establishing a connection between facilities and health stakeholders, developing a shared understanding of the social determinants of health and beginning to plan community engagement efforts including potential community partners.

The Health Process Coordinator will convene an internal health planning team composed of members from facilities and departments that offer a health or people oriented perspective such as HR, community outreach, workplace wellness, industrial hygiene. Think broadly and inclusively when gathering health and well-being stakeholders. Stakeholders may come from nontraditional health backgrounds.

Depending on the project budget and timeline, the Coordinator could consider also engaging a public health consultant and/or other external health partners. Examples include:

- Public health practitioner, local health department or public health organization (health data, community-based research methods).
- Community-based organizations (local neighborhood conditions, organizing and advocacy efforts, lived experience of health and well-being issues).
- University/academic, schools of public health and beyond (published literature, ongoing research and graduate student/intern opportunities).
- Philanthropy/foundations (RFPs and other grant opportunities).
- Air quality management district.
- Building occupants or community representatives

The first aim of the internal planning workshop is to establish a shared foundation of knowledge and language to guide interdisciplinary partnership for health. Interdisciplinary collaboration often leads to a more holistic approach. However, effective collaboration requires all team members first understand one another and “speak the same language.”

In preparation for the internal planning workshop, the Health Process Coordinator should consider sharing background reading on core public health and design concepts with participants. Relevant resources include:

- [Centering Health Equity: Conceptual Framework - Green Health Partnership & Mithun](#)
- [Culture of Health Framework - Robert Wood Johnson Foundation](#)
- [Inclusive Healthy Places: A Guide to Inclusion & Health in Public Space - Gehl Institute](#)

During the internal planning workshop, the Coordinator can utilize the following questions to guide introductory discussion:

- How do you define health and well-being?
- What motivates you to promote population health through this project?
- Do you see a connection between the built environment and health in your work? How would you describe that connection?
- What role could you play on a built environment project team to influence design and construction strategies to maximize health and well-being impact?

The second aim of this workshop is to begin discussing plans for community engagement and the gathering of relevant population health data. During this workshop, health partners will share their knowledge and understanding of the project population with the rest of the team. Potential external data sources include: local health department, community-based organizations, EJSCREEN, County Health Rankings and Roadmaps, Enterprise Opportunity360, 500 Cities, City Health Dashboard.

For additional support, consider utilizing the [Centering Health Equity Influence Map and Critical Path Decisions Worksheet](#) to support project planning.



Goal-Setting Workshop: Engage Communities

When?

- The goal-setting workshop will take place within the Engage Communities step of the process, ideally before or during Schematic Design.

Who?

- The goal-setting workshop should be led by the Health Process Coordinator and include the full internal team, the design team and community representatives.

What?

- An agreed upon set of health promotion goals for the project.

During the *Engage Communities* step, the Health Process Coordinator will convene a goal-setting workshop to define clear health promotion goals for the project. This workshop will include the facility team, health partners, design team and community partners (if applicable).

The goal-setting workshop should be held after initiating community engagement and creating a community health profile (described in the *Engage Communities* step of the *Owner's Roadmap*). The Health Process Coordinator will share the community health profile with workshop participants ahead of the meeting.

The Health Process Coordinator should also consider sending prep questions for workshop participants to consider such as:

1. What populations / communities are impacted by this project?
2. How does project design, construction and operation support the project population's health and well-being?

During the goal-setting workshop:

- The Health Process Coordinator will facilitate introductions and provide a brief overview of the LEED Health Process. Depending on the timing of workshops, this might be the first point of contact between the design team and project health partners. This workshop also provides an opportunity to introduce community representatives and highlight their expertise.
- The Health Process Coordinator, health partners and/or community representatives will provide a brief overview of the project's community health profile. Ideally, participants would have reviewed the health profile in detail ahead of the meeting.

- Participants will utilize information from community representatives and the community health profile to discuss the community's most pressing health needs and establish associated health goals for the project(s).
- Participants will consider how the project's identified health goals integrate with the project's broader sustainability goals.

Discussion questions to facilitate the workshop include:

1. What are the priority health needs of the project's users and surrounding community?
2. What is the primary health promotion opportunity for this project?
3. What are the project's sustainability goals? How do these intersect or align with the project's health goals?
4. Which internal and external partners may help advance the health and well-being goals and opportunities in this project?

Depending on the number of workshop participants, the Health Process Coordinator may divide participants into small groups to allow everyone the opportunity to voice their opinion, then reconvene to share ideas.

For additional support, consider utilizing the [GHP Goal Setting Worksheet](#) to support the identification of project health goals.



Health Charrette Guide: Take Action

When?

- The health design charrette should be held within the Take Action step of the process, no later than the design development phase and preferably during schematic design.

Who?

- Led by Health Process Coordinator and/or lead architect on the project and include the full internal team, the design team and community representatives.

What?

- A list of planned actions and strategies that will be implemented to make progress toward the project's health goals.
- Initial ideas on how to monitor the impact of planned health strategies.

During the *Take Action* step, the Health Process Coordinator will organize a health design charrette to consider and prioritize specific health strategies based on established project health goals. While considering health and equity oriented design strategies, stakeholders are encouraged to think comprehensively about the factors that impact equity, health and well-being, including how the design (and/or programming) may influence behavior and the social determinants of health.

The Health Process Coordinator, health experts, design teams and community stakeholders will use the health design charrette to collaborate and discuss how the project design can promote health, well-being and equity through built environment features. The “software” vs “hardware” frame of discussion presented in the Health Design Worksheet supports interdisciplinary collaboration about specific design strategies.



Programmatic strategies planned for a project based on the specific health and well-being needs of the community. This could include employee wellness, professional development, farmers’ markets, health clinics, resident services, etc.



The design + construction strategies implemented to support an accompanying programmatic strategy. For example, to help promote drinking water, water bottle fillup stations could be placed in highly-trafficked or relevant areas.

In preparation for the health design charrette:

- Research health and well-being building rating certification systems and available health-focused design and operation strategies.
- Such strategies may be found in a variety of tools and resources including LEED, the Building Healthy Places Toolkit, Enterprise Green Communities, Fitwel, the Inclusive Healthy Places Framework, Living Building Challenge, the Mariposa Healthy Living Initiative and the WELL Building Standard.

Consider the following questions:

- How do you think your health and well-being is impacted by certain design features of your home or place of work?
- What strategies for health promotion and design exist within the project’s designated certification method(s)?
- Can we identify any potential unanticipated negative impacts / outcomes?
- What metrics and indicators may we track to assess the impact of our chosen designs?
- What is the likelihood of strategies having significant effects on health and equity for populations impacted by the project?
- Which strategies are most responsive to community health needs and concerns?
- Are suggested strategies feasible in terms of cost, resources, technical constraints, etc.?
- What are the potential synergies between health promotion and other project goals, including sustainability performance?

During the health design charrette:

- Review the project's health and sustainability goals.
- Discuss any planned health programming.
- Consider design strategies for health and well-being promotion.
 - How may our design support our health and well-being goals and values?
 - What design features do we have already and what can be added?
- Consider how the impact of health design strategies might be measured.
 - If your project team has outlined concrete goals, what metrics and indicators can track the impact?
 - Note: Knowledge of health and well-being data sources from preparation may be useful here.
 - How will we stay true to our health and well-being values and principles? Are there process measures or questions during the project timeline that we should ask ourselves?
 - Ex 1: Knowing more about the health and well-being context of the neighborhood and impacted populations, are there ways to enhance our community engagement efforts?
- Health and well-being stakeholders.
 - Do we have the appropriate stakeholders in the room?
 - From our conversation today, should we engage others?
- Review and conclusion.
 - Review goals and values.
 - Review design decisions and considerations.
 - Review any action steps on the plan, rating systems and stakeholders.

<p>“SOFTWARE”</p> <p>What health promotion programming is planned at the school?</p> 	<p>TARGET POPULATION</p>	<p>“HARDWARE”</p> <p>What school design features would support this programming? What “standard” design features might inhibit this programming?</p> 

Image: GHP Health Design Worksheet, Green Health Partnership

***Note:** If teams are participating in these workshops remotely, platforms like Google Jamboard and Miro have been helpful to facilitate collaboration discussion. Consider using the Health Design Worksheet as a template. Divide into teams and use sticky notes to brainstorm software and hardware strategies for promoting health within your school project.

For additional support, consider using the [GHP Health Design Worksheet](#) to support consideration of various health strategies.

Additional Resources for Workshops:

Centering Health Equity Influence Map and Critical Path Decisions Worksheet. A worksheet used to determine when critical decisions occur during the project delivery process and to consider who is at the table when important decisions are made.

Goal Setting Worksheet. A collaborative document to be used in community needs and goals setting workshops that helps teams establish key opportunities for school health promotion. The worksheet also may help district facilities collaborate and build relationships with other health-oriented stakeholders and teams. (Located in the appendix of this document).

Health Design Worksheet. A collaborative document to be used in design workshops that frames health promotion into “software” and “hardware” strategies or programmatic and physical design strategies used to address specific health and well-being goals. (Located in the appendix of this document).

DCPS Design Meeting Example. A sample powerpoint agenda and discussion questions of the Health Promotion and Design Workshop at District of Columbia Public Schools (DCPS).

Acknowledgements:

The Green Health Partnership would like to acknowledge Anne Torney, Erin Christensen Ishizaki, Hilary Noll, Kristen Belt, Mary Telling, Roger Gula, and the many health champions and pioneers at Mithun for their application of health promotion processes throughout their work. GHP would also like to thank Verdacity LLC, Sandia National Laboratories and D.C. Public Schools. Observations and participation at 2060 Folsom, Balboa Park Upper Yard, Maceo May, Sandia National Laboratories corporate campus and D.C. Public Schools helped formulate the insights and inspirations necessary to develop this guide.

Who We Are: The Green Health Partnership (GHP) is an applied research initiative between the University of Virginia School of Medicine and USGBC, funded by the Robert Wood Johnson Foundation (RWJF). The LEED Health Process was developed by the GHP in partnership with Enterprise Green Communities and the Health Impact Project, a collaboration of RWJF and the

Note: The creation of this resource was supported by an academic grant. It is intended for open source use.