

Carbon Neutral Action Report Ministry of Health Services

Executive Summary

The Carbon Neutral Action Report provides the framework that will guide efforts of the Ministry of Health Services, including the Emergency and Health Services Commission (BC Ambulance Service and HealthLink BC), to reduce its carbon emissions related to business operations and to meet the reporting requirements of the Greenhouse Gas Reduction Targets Act (GGRTA), 2007. Annual production of this report will ensure that it reflects the dynamic circumstances encompassed within our business environment, while maintaining a focus on improving infrastructure efficiency and transforming the way we deliver services to British Columbians.

One of the key ministry actions in reducing emissions is the development of the Carbon Neutral Action Plan. This foundation document outlines the current state of emissions reduction efforts in the ministry's business operations, while providing a comprehensive framework for the strategies, tactics and accountability mechanisms that the ministry will employ over a three-year period, beginning in 2008 and ending in 2011.

The development of the Carbon Neutral Action Plan and the Carbon Neutral Action Report places the Ministry of Health Services and its associate public service organizations as leaders in transformational change. The development and implementation of these comprehensive strategies will ensure that enhanced environmental management techniques are applied to the ministry's business operations, while strengthening the stewardship of its buildings, fleet, supplies, business travel and other significant sources of carbon emissions.

To address the issue of staff engagement, 13 green teams were established to help the ministry meet its carbon neutral targets. These teams play a key role in raising awareness about the impacts of our ministry operations. Their success to date has been driven by enthusiastic staff and executive support for their efforts in reducing operational emissions and promoting a more sustainable workplace.

The Ministry of Health Services has taken a leadership role in identifying and adopting measures that decrease its operational greenhouse gas (GHG) emissions profile. Staff awareness will likely increase as transformations occur across all business lines and reinforce the ministry's commitment to emission reductions.

Objectives

The Ministry of Health Services has set a goal of improved health and wellness for British Columbians. Embracing a low carbon lifestyle, British Columbians will increase the sustainability of the province's health-care system. The ministry supports the efforts of individuals to stay healthy and make healthy lifestyle choices. Health promotion programs that encourage healthy and active living can undoubtedly be linked to GHG emission reductions, which are important to maintaining and improving health outcomes while containing overall health system costs.

Another goal of the ministry is to ensure a sustainable, affordable, publicly funded health system. Strategies to achieve a sustainable health-care system identified in the MOHS service plan align with the ministry's carbon reduction efforts. These strategies include creating a safe, positive work environment that attracts and retains talented people; supporting employee wellness and quality of work life in the health sector; and enhancing patient care by implementing a secure province wide electronic health record system to improve system integration and efficiency. Further strategies include expanding telehealth to improve rural and remote access to health services and specialists, and supporting the B.C. Energy Plan - A Vision for Clean Energy Leadership through green health-care initiatives. These strategies demonstrate the ministry's commitment to a sustainable health-care system, supporting transformative changes to how we do business while reducing operational costs and emissions.

The overall government efforts to reduce GHG emissions is consistent with the priorities of the Ministry of Health Services as better environmental protection, improved air quality and more sustainable communities and infrastructure will help to improve British Columbians' health and quality of life in the future.

Part 1 Actions Taken to Reduce Greenhouse Gas Emissions in 2008

Overview

In the 2008 calendar year, the Ministry of Health Services focused its initial efforts on increasing infrastructure efficiency, including workstation efficiency and technology improvements. These areas were identified as a high priority. Over time these improvements will drive even greater results by transforming the behaviours of the individuals working at those work stations.

Areas of the ministry's emissions profile that offer the greatest returns are business travel and paper consumption. Paper consumption has been addressed in several areas, including the implementation of the purchase of 100 per cent recycled paper content in all paper sourced by MOHS divisions and a double-sided freedom of information (FOI) request printing policy. Promotion of alternatives to business travel is planned for the 2009 calendar year.

Another area critical to the reduction in operational emissions is staff engagement. To address this issue, green teams were established to help the ministry meet its carbon neutral targets. Green teams promote environmentally sustainable operating practices by raising awareness and providing encouragement for employees to adopt environmentally sustainable behaviours in the workplace and at home. There are 13 divisional green teams in the ministry, of which, 11 have developed action plans that will guide their activities for calendar year 2009.

The Ministry of Health Services is a strong advocate for a healthy workplace. As such, many of the initiatives that are directed at improving health and wellness in the workplace are inextricably linked to a more sustainable, low-carbon workplace. Therefore, the ministry will continue to promote health and wellness for British Columbians today and for future generations.

As this report includes actions of the Ministry of Health Services, BC Ambulance and HealthLink BC, the groups responsible for the actions identified in this report will be identified as follows; Ministry of Health Services (MOHS); both BC Ambulance and HealthLink BC (EHSC); BC Ambulance (BCAS); or HealthLink BC (HLBC).

1.1 Mobile Fuel Combustion

Action	Action Taken	Outcome/Performance Measure	Notes Clarifying Action Taken
Replaced # of type of vehicle with more efficient vehicle/Hybrid	Complete	Replaced three of nine fleet vehicles with hybrids	(MOHS) Purchased three hybrid Toyota Prius fleet vehicles
	Complete	Acquired 66 diesel ambulance chassis.	(BCAS) The engines provide more efficient fuel consumption and lower carbon emissions
Initiated new fleet maintenance program (could include – changing filters, checking tire pressure, regular check-ups)	Complete	Improved fuel emission performance from fleet vehicles	(MOHS) Vehicles are maintained at optimal performance according to the "Red Book" government standard
Established anti-idling behaviour change program (e.g. signs, stickers, messages)	In progress	Installation of signs at all high idling locations at 1515 Blanshard.	(MOHS) Installation of signage will occur once the appropriate signs are available from the distribution centre
Encouraged car pooling in fleet vehicles	In progress	Number of carpools taken for staff travel to meetings and events	(MOHS) When signing out a vehicle for travel to a meeting or event, staff are asked if there is another staff member attending the same engagement to encourage carpooling
Implemented performance standards for fleet vehicles	In progress	Vehicles maintained according to the published BC Ambulance Service standard	(BCAS)
Piloting fuel economy reporting	Complete	Ability to report on fuel use by vehicle and station	(BCAS) Pilot reporting of fuel economy by vehicle and station. Working on correction of errors and reporting issues before furthering this initiative

1.2 Stationary fuel combustion and electricity			
Action	Action Taken	Outcome/Performance Measure	Notes Clarifying Action Taken
Undertaken monitor turn-off challenge	Complete	Across the ministry, each division that participated increased the percentage of monitors turned off at the end	(MOHS) Green team turn off your monitor competition
Replaced # computers with EnergyStar models	In progress	Per cent energy savings	(MOHS) Refresh all ministry laptop computers to energy Star 4 (Complete by September 2009)
Encouraged staff to use stairs	Complete	Increased usage of stairs	(MOHS) The stairway to health program has been very successful in encouraging use of the stairwell instead of the elevator
Replaced refrigerators (EnergyStar rated appliance)	In progress	Number of refrigerators replaced	(MOHS) Facilities replaces refrigerators in staff break rooms with EnergyStar appliances as needed
Replaced other appliances (with EnergyStar rated appliance)	In progress	Number of microwaves replaced	(MOHS) Facilities replaces microwaves in staff break rooms with EnergyStar appliances as needed
Installed multi-function devices (and removed stand-alone printers/faxes)	In progress	Per cent MFDs devices deployed to remaining printers and photocopiers	(MOHS) Work place technology services has been working in coordination with HSIMIT who work with facilities management to identify opportunities to replace copiers with MFDs as copier rental agreements expire
Replaced standard bulbs with CFLs	In progress	kWh's saved per year	(MOHS) Installation of deep cell parabolic lighting which is 65-70 per cent more efficient than previous lighting
Installed motion activated lights	In progress	Number of motion activated lights installed	(MOHS) Researching which areas would be best suited for motion lighting while meeting the emergency lighting requirements
	In progress	Number of light switches replaced with motion activated lights	(EHSC) Investigate the replacement of light switches with motion activated lights. Working to identify costs and specification of products
Undertaken building energy audit at locations(s)	Complete	Audit identified actions with the potential for 682,700 kWh of annual savings	(MOHS) Energy audit completed at 1515 Blanshard in 2002 by BC Buildings Corporation
Lights out signage	Complete	In one random check, lights turned off 75 per cent of the time	(MOHS) Put up "turn off your light" prompts in break rooms and bathrooms
ISO 14001 Standard environmental management system	Complete	Per cent energy saved per year	(MOHS) ISO 14001 applied to those environmental aspects which the organization has control and over which it can be expected to have an influence

1.3 Supplies			
Action	Action Taken	Outcome/Performance Measure	Notes Clarifying Action Taken
Committed to use 100 per cent recycled paper	Complete	Per cent paper and GHG emissions saved per year - as reported in SMARTool	(MOHS) Implemented the use of 100 per cent recycled content office paper sourced by Distribution Centre Victoria by all MOHS divisions
Initiated automatic double-sided printing	In progress	Per cent paper and GHG emissions saved per year - as reported in SMARTool	(MOHS) Some MOHS divisions have initiated automatic double sided printing in their office machines
Developed document library (online and one printed copy) for large documents	Complete	Number of divisions utilizing SharePoint to collaborate and share documents	(MOHS) Many divisions and branches within the ministry have developed SharePoint sites to encourage electronic document transfer and review
Purchased cradle to cradle goods	In progress	Per cent of new furniture purchased that is cradle to cradle	(MOHS) Office furniture that is cradle to cradle certified is currently being purchased where budgets support it. Purchases of office products that are committed to reducing their environmental impact and becoming cradle to cradle certified will continue
Encouraged re-use of furniture and equipment	In progress	Reduction in orders of furniture and equipment	(MOHS) Repair, reuse and redistribute office furniture and equipment
Double-sided freedom of information (FOI) requests	Complete	Per cent paper and GHG emissions saved per year - as reported in SMARTool	(MOHS) Introduced a printing policy where all MOHS FOI requests are now double sided
Use of green caterers for meetings and events	In progress	Waste diverted from the landfill, increased demand for environmental business practices	(MOHS) Use of a green catering spreadsheet to inform staff of green catering options available in the Victoria area
Pilot of mini garbage bins in deputy minister's office	In progress	Decreased amount of waste	(MOHS) Provided administrative staff with desk top mini garbage bins
Install carpet floor tiles	In progress	Amount of new carpet saved or not required as small tiles can be replaced instead of replacing the entire carpet	(MOHS) Install carpet floor tiles that can be removed, cleaned and replaced easier
Ensure EnergyStar products are purchased	In progress	Ensure corporate supply arrangements (CSAs) are for EnergyStar stoves and fridges	(EHSC) Checking the CSA to ensure that EnergyStar appliances are purchased for all new stoves and fridges
1.4 Travel			
Action	Action Taken	Outcome/Performance Measure	Notes Clarifying Action Taken
Installed video conferencing facilities	Complete	Per cent air and ground travel saved per year	(MOHS) Video-conferencing capabilities installed at 1515 Blanshard in boardroom 595, Auditorium A & B and South Pender
Supported alternative travel (bike/skateboard/walk/transit) for meetings	Complete	Ridership of work bikes	(MOHS) Acquired two work bikes for business travel

1.5 Employee Engagement			
Action	Action Taken	Outcome/Performance Measure	Notes Clarifying Action Taken
Provided conservation education	In progress	Increased employee awareness of the benefits of paper conservation	(MOHS) Placed "these come from trees" poster prompts at photocopying stations
	Complete	Hosted green forum for EHSC staff and representatives from other ministries	(EHSC) Event raised awareness of the need for green initiatives in EHSC buildings and promoted implementation of these initiatives
Held contests to change behaviour/make pledges	Complete	Across the ministry, each division that participated increased the percentage of monitors turned off at the end of the day	(MOHS) Green team turn off your monitor competition
	In progress	More staff engaged and changed behaviours	(EHSC) Hosted monthly incentives and contests to engage staff and promote behaviour change. These include, no styrofoam week, not plastic bottle week, green meeting month and an emissions tracking competition
Held contests/support to generate ideas	Complete	Divisional green team commitments for the calendar year	(MOHS) Held a green team action planning session to strategically focus green team efforts in the ministry and ensure executive support of their action plans
	In progress	More staff engaged and changed behaviours	(EHSC) Green ideas board that encourages staff input and green ideas
Developed green teams	Complete	Currently 11 of 13 divisions have active green teams	(MOHS)
	Complete	Continuing green team initiatives and engaging staff	(EHSC)
Supported green teams (resources)	Complete	Purchased 13 "kill-a-watt" power meters	(MOHS) Power meters purchased for green teams to ensure they could measure efforts in reducing energy consumption in the workplace and at home
Provided green tips	In progress	Increased employee engagement	(MOHS) Green tips provided monthly from corporate policy, legislation and Intergovernmental Relations ADM
	In progress	More staff engaged and changed behaviours	(EHSC) Disseminated bi-weekly posters with facts about, wise printing, the dangers of plastics and Styrofoam, greening the holidays, and green meetings in the workplace
Green team SharePoint site	Complete	Raised awareness of green team events and activities	(MOHS) Set up and launched a SharePoint site for green team members to use and staff to view what green teams are doing in the ministry
Green holiday crafting contest	Complete	High office participation and increased employee awareness	(MOHS) Held a green holiday crafting event for staff in the ministry
Lug a mug	In progress	The number of disposable mugs diverted from the landfill	(MOHS) Initiative promoted the use of personal mugs for meetings and coffee breaks
Recycling disposable cups	In progress	Reduced amount of waste	(MOHS) Promotion of paper coffee cup recycling

Development of green team action plans	In progress	Divisional green team commitments for the calendar year	(MOHS) Held a planning session for green teams session to develop action plans that strategically focus their efforts in the ministry and ensure executive support of these plans
Created an educational plan that encourages staff behaviour changes (1.5 Employee engagement)	Complete	Completed educational plan	(EHSC) Education plan included the development of three key actions to engage staff dissemination of bi-weekly posters for facts according to various waste reduction themes, monthly incentives and contests, and guest speakers and monthly events

1.6 Sustainability Actions (others)

Action	Action Taken	Outcome/Performance Measure	Notes Clarifying Action Taken
Took water conservation measures – low flow showers or toilets, fix leaks	Complete	Number of automatic motion sensor faucets in bathrooms	(MOHS) Installation of motion sensor faucets in bathrooms to reduce water waste
Reduced/replaced bottled water with filtered or refrigerated water	Complete	Fewer bottled water being purchased or used on the premise	(MOHS) Water filtration systems with separate faucet for drinking water have been installed under the majority of sinks in lunch/break rooms throughout 1515 Blanshard
Improved recycling measures	In progress	Per cent waste that is diverted from the landfill	(MOHS) Planning and organizing the implementation of the enhanced recycling program
Supported composting	Complete	Reduced amount of compost entering waste stream	(MOHS) Large green bins for compost collection are in lunch/break rooms throughout 1515 Blanshard.
Participated in 2008 Bike to Work Week	Complete	124 people participated in this event	(MOHS) Staff participating in bike to work week reduce their personal emissions from traveling to and from work
Participated in 2008 Bike to Work Day	Complete	56 people participated by bike	(MOHS) Staff participated in this one day event on October 8
Healthy Commuting Week 2008	Complete	Increased green commuting	(MOHS) Healthy commuting week encouraged staff to take alternative travel modes (bike/walk/run/transit/carpool) on their commute to work
Office Swap	In progress	Increased amount of staff participating in the office swap	(MOHS) Our health human resource division implemented office swap, for those who commute, individuals can swap offices with other government buildings that are located closer to their home 1-2 days a week.
Showers and change rooms for commuters	Complete	Increased green commuting	(MOHS) Increasing sustainable modes of transportation by providing adequate commuting accommodations

Part 2 Plans to Continue Reducing Greenhouse Gas Emissions 2009 - 2011

Overview

This report will be governed and lead by the social development policy office in collaboration with the green teams, facilities management and key contacts at the Emergency Health Services Commission. Achieving marked emissions reductions will require bold planning followed by carefully considered action, but most importantly, it will require motivation and innovation from all corners of the ministry. This report is a statement of the Ministry of Health Services commitment to encouraging innovation and, wherever possible, integrating emission reduction strategies into the delivery of health services. It is this kind of commitment that will ensure that future actions identified in this plan are implemented, assuring that the ministry continues to contribute to a healthier and cleaner tomorrow.

2.1 Mobile Fuel Combustion

Action	Action Planned	Outcome/Performance Measure	Notes Clarifying Action Taken	Timeframe
Replace # of type of vehicle with more efficient vehicle/Hybrid	Planned	Number of hybrids purchased	(BCAS) Action will be to acquire supervisory vehicles as current leases expire and product becomes available from manufacturers and capital is available. Currently, no hybrid vehicles have been purchased due to the \$20,000 cost difference for a suitable supervisory vehicle	09 - Ongoing
Provide driver training to reduce fuel use	Planned Planned	Number of employees that completed driver training Per cent of driving employees that have taken the training	(MOHS) Provide DriveSmartBC Training and Hybrid Operating training to all MOHS driving employees (BCAS) Provide DriveSmartBC training to all BCAS driving employees	09 - Determine feasibility of training 09-10 - Begin training 09 - Introduce driving package 10 - All drivers complete training
Encourage car pooling in fleet vehicles	In progress	Number of carpools taken for staff trips	(MOHS) When signing out a vehicle for travel to a meeting or event, staff are emailed if there is another staff member attending the same engagement to encourage carpooling	09 - Ongoing
Parking space for rideshare/carpooling	Planned	Number of parking spots dedicated to Rideshare/carpool	(MOHS) Determining costs for implementation. If feasible, designate one parking space as a pilot and put up appropriate signage	09 - Determine costs and feasibility 09 - Designate one parking space and put up signage
Provide reports to each station on fuel economy by vehicle	Planned	All ambulance stations receiving reports on the fuel efficiency of their vehicles	(BCAS) Working on corrections to pilot reports	09 - Begin Reporting
Evaluate the effectiveness of moving to another diesel engine	Planned	Differences in fuel economy and maintenance requirements	(BCAS) Evaluate the impacts of shifting to GMC diesel ambulance chassis	09 - Compare fuel efficiency of new GMC to Ford

2.2 Stationary Fuel Combustion (including electricity)				
Action	Action Planned	Outcome/Performance Measure	Notes Clarifying Action Taken	
Undertake workstation tune-ups to help staff understand what they can do to reduce personal energy use	Planned	Number of staff that participate in the online workstation tune-up tool	(MOHS) Green teams will hold a divisional challenge to encourage staff to utilize the online tool that is available	09 - Planning and implementation
Encourage staff to use stairs	In progress	Increased usage of stairs	(MOHS) Stairway to health will continue	09-11 - Ongoing
Replace refrigerators (EnergyStar rated appliance)	Planned	Number of appliances replaced	(MOHS) Replace appliances in break rooms with EnergyStar rated equipment as necessary	09 - Ensure corporate supply arrangements require the purchase of EnergyStar appliances 09-11 - Replace appliances as required
Replace other appliances (with EnergyStar rated appliance)	Planned	Number of appliances replaced	(MOHS) Replace appliances in break rooms with EnergyStar rated equipment as necessary	09-11 - Ongoing
Install motion activated lights	In progress	Per cent energy saved per year	(MOHS) Install occupancy sensor lighting in low traffic areas	09 - Research best lighting options 09 - Possibly install in 1515 Blanshard break rooms, washrooms, boardrooms and production rooms 09-10 - Ongoing
Limit personal printing devices	Planned	Per cent paper saved	(MOHS) Determine the possibility and benefits of decreasing the amount of personal printing devices in the Ministry	09 - Survey of all personal printing/fax/scanner devices in 1515 Blanshard building 09 - Feasibility study and project charter 09-11 - Project development and implementation
Review emergency lighting code	In progress	Per cent energy saved per year	(MOHS) Reviewing the emergency lighting code has the potential to decrease lights that remain on at night unnecessarily	09 - Review floor layout and current lighting 09- Turn off lights that are not required by code
2.3 Supplies				
Action	Action Planned	Outcome/Performance Measure	Notes Clarifying Action Taken	
Commit to use 100 per cent recycled paper	In progress	Amount of 100 per cent recycled paper ordered	(HLBC)	09-10 - Ongoing

Use collaborative software to edit on-line	In progress	Per cent paper and GHG emissions saved per year - as reported in SMARTool	(MOHS) Increase the use of online collaboration tools for document sharing, development and approval	09 - Pilot online collaboration tools 09 - Implement across the
Use laptops/tablets	In progress	Number of employees with access to laptops/ blackberries	(HLBC) Use tablet technology and blackberries for document sharing and agenda sharing	09-10 - Ongoing
Sustainable procurement workshop	Planned	Percentage of administrative staff attending	(MOHS) Deliver workshop on sustainable purchasing for administration staff once developed by the waste reduction working group (WRWG)	08-09 - Research sustainable purchasing options 09 - Acquire communications and workshop materials from the WRWG 09-11 - Deliver workshops
Ensure corporate supply arrangements stipulate that energy star appliances are purchased	In progress	Ensure CSA's are for energy star stoves and fridges	(EHSC)	09-10 - Ongoing

2.4 Travel

Action	Action Planned	Outcome/Performance Measure	Notes Clarifying Action Taken	
Train staff in the use of Live Meeting (or other desktop collaborative software)	Planned	Decrease in air and ground travel to meetings	(MOHS) Develop pilot project to train staff in available video and web conferencing technologies (Live Meeting, video conferencing)	09 - Planning and development 09-11 - Training
Install video conferencing facilities	In progress	Number of video conferencing sites implemented	(EHSC) Implement video conferencing capabilities at regional offices	09-10 - Planning, development and training
Develop green travel guidelines	In progress	An increase in less GHG intensive forms of travel	(MOHS) Develop green travel guidelines for staff to encourage cleaner modes of business travel when necessary	09 - Develop guidelines 10 - Distribute guidelines to new employees
Reduce employee travel costs by 10 per cent	In progress	Decreased ground and air travel	(EHSC) Reduce employee travel and increase the use of video and teleconferencing	09-10 - Ongoing

2.5 Employee Engagement

Action	Action Planned	Outcome/Performance Measure	Notes Clarifying Action Taken	
Provide climate change education	Planned	Employee awareness of green team events and activities	(MOHS) Utilize space in the main lobby for the purpose of displaying green team activities to staff	09 - Construction 09-11 - Communications 09 - Ongoing
	In progress	More staff engaged and changed behaviours	(HLBC) Show an episode of the BBC Planet Earth series every Tuesday at lunch in order to educate and inspire	

Provide conservation education	Planned	Employee awareness of green team events and activities	(MOHS) Utilize space in the main lobby for the purpose of displaying green team activities to staff	09 - Construction 09-11 - Communications
Develop green teams	Planned	Green teams established outside of Victoria, with action plans	(EHSC) Extend green teams to offices outside of Victoria	09-10 - Ongoing
Support green teams (resources)	Planned	Increased involvement in green teams	(MOHS) Allocate funds where appropriate and available for ministry wide green team initiatives (e.g. green display case)	09-11 - Ongoing
Provide green tips	Planned	Increase employee engagement	(MOHS) Green tips provided monthly from corporate policy, legislation and intergovernmental relations ADM	09-11 - Ongoing
Participate in 2009 Bike to Work Week	Planned	Number of participants in this event	(MOHS) Staff participating in bike to work week reduce their personal emissions from traveling to and from work	09-11 - Promotion and participation
Participate in 2009 Bike to Work Day	Planned	Number of participants in this event	(MOHS) Staff participating in this one day event will reduce their personal emissions from traveling to and from work	09-11 - Promotion and participation
Participate in Healthy Commuting Week 2009	Planned	Number of participants in this event	(MOHS) Healthy commuting week encourages staff to take alternative travel modes (bike/walk/run/transit/carpool) on their commute to work	09-11 - Promotion and participation
Promote Jack Bell rideshare	Planned	Per cent of employees that carpool to meetings and events	(MOHS) Promote the rideshare program in the new employee green orientation communications	09 - Inclusion on website 10 - Sign up available for new employees in orientation package
Include a green section in orientation guide	Planned	Increased employee awareness of green services in the ministry	(MOHS) Add a section to the online, new employee orientation guide	09 - Research and Development

2.6 Sustainability Actions (others)				
Action	Action Planned	Outcome/Performance Measure	Notes Clarifying Action Taken	
Improve recycling measures	In progress	Per cent waste that is diverted from the landfill	(MOHS) Implement enhanced recycling program at 1515 Blanshard	08 - Research completed 09 - Launch program in Spring
Support sustainable procurement practices	Planned	Amount of green products being purchased	(MOHS) Host a workshop that educates and engages administrative staff about the sustainable products available from the Distribution Centre Victoria	09 - Researching and determination of appropriate purchasing staff 09-11 - Hold
Expansion of bike storage facility	In progress	Increased number of staff cycling to work	(MOHS) Bike storage and lock-up facility was expanded due to increased demand and ridership at 1515 Blanshard.	09 - Opening of bike storage and lock up area
Replace desk side waste bins	Planned	Number of plastic bags and janitorial costs saved per year	(MOHS) Replacement of regular desk side waste bins with desk top mini bins	09 - Feasibility study 09 - Order mini bins and replace all desk side bins (based on budget approval) 09-11 - Order new mini bins
Improve recycling measures	In progress	The amount of recycled materials separated out into correct bins	(HLBC) Expanded recycling centre to include nine separate recycling bins, each for a different type of recyclable material	09 - Ongoing
Reuse of ceiling tiles (1.3 Supplies)	In progress	Reduction in new tiles ordered	(MOHS) Re-use and re-distribution of ceiling tiles	
Held contests to change behaviour/make pledges (1.5 Employee Engagement)	In progress	More staff engaged and changed behaviours	(EHSC) Hosted monthly incentives and contests to engage staff and promote behaviour change. These included, no styrofoam week, no plastic bottle week, green meeting month, and an emissions tracking competition	
Hosting guest speakers and monthly events (1.5 Employee engagement)	In progress	First event was in November 2008	(EHSC) Hosted a green team kick-off lunch and green movie. Hosted Harbour Air guest speaker on carbon offsets (Jan 09).	
Installing privacy walls instead of traditional drywall (1.6 Sustainability)	In progress	Amount of drywall eliminated from the waste stream	(MOHS) Privacy walls can be reused and are a cradle to cradle product	
Expansion of bike storage facility (1.6 Sustainability)	In progress	Increased number of staff cycling to work	(MOHS) Planned bike storage and lock-up facility expansion due to increased demand and ridership at 1515 Blanshard	

<p>Implementation of green team action plans (2.5 Employee engagement)</p>	<p>In progress</p>	<p>Divisional green teams will implement their divisional action plans for the 2009 calendar year</p>	<p>(MOHS) Green team action plans will focus efforts on achieving the four actions divisional green teams committed to complete for the 2009 calendar year and create new division action plans each year</p>	<p>09 - Approval by responsible ADM 09 - Carry out the actions committed to in 2009 09 - Hold another GTAP planning session, write up and obtain ADM approval of new plans for 2010 calendar year 10-11 - Repeat GTAP development, approval and implementation</p>
<p>Green teams meet with MOHS Executive (2.5 Employee Engagement)</p>	<p>Completed</p>	<p>Executive recognition for green team initiatives</p>	<p>(MOHS)</p>	<p>09 - Completed January 25th</p>
<p>Host guest speakers and monthly events (2.5 Employee Engagement)</p>	<p>Planned</p>	<p>More staff engaged and changed behaviours</p>	<p>(EHSC) Continue to hold events that engage staff on various environmental and climate related issues.</p>	<p>09 - Ongoing</p>
<p>Expand the organizations green profile (2.5 Employee Engagement)</p>	<p>Planned</p>	<p>Materials developed and utilized</p>	<p>(EHSC) Include green commitment on the website, include environmental messaging in communications and marketing materials, publish articles, do presentations, and attend green healthcare sessions</p>	<p>09 - Ongoing</p>