

Carbon Neutral Action Report Vancouver Coastal Health Authority and Providence Health Care

Executive Summary

Background:

Vancouver Coastal Health Authority (VCHA), Fraser Health Authority (FHA) and Providence Health Care (PHC) are united in their commitment to reduce their impact to the environment. One of the goals and objectives for all three health organizations is to increase the health and well being of British Columbians while maintaining the important link between health and the environment. An increased focus has been placed on engaging our staff, communities and key stakeholders to take action on climate change and to reduce our organizations' overall carbon footprint. We are now creating the Green Health Care Plan within the context of overall health care strategies.

In March 2008, the President and CEOs of VCHA, PHC and FHA outlined their firm commitment to ensure that health care dollars are focused on direct patient care by announcing that the three organizations will formally work together to manage and deliver clinical services and non-clinical support services. This partnership has allowed for new opportunities to coordinate environment and sustainability work across the three organizations in a unified manner, which:

- Provide services to British Columbia communities ranging in location from Boston Bar to Pemberton, encompassing the North Shore, Powell River and the Sunshine Coast, including Vancouver and surrounding area in the Lower Mainland
- Oversee the operation of 25 acute care hospitals and 27 residential care facilities
- Serve a total population of over 2.5 million British Columbians, and includes 37 municipalities and regional districts.

Reducing our environment impact is everyone's responsibility and not the sole responsibility of a single program or service. The three organizations will work to coordinate, consolidate and integrate environmental initiatives within all operational work plans, which will include both clinical and non-clinical services. A committee structure has recently been established to coordinate environmental work plans, identify Green House Gas (GHG) reduction opportunities and to search for new economies by working in a collaborative fashion. We have adopted the term "GreenCare" as the common brand name across the three organizations. This common branding supports communications and tactical planning efforts.

Key Actions and Planning:

The Business Initiatives and Support Services division will provide the initial coordination of the GreenCare program. The GreenCare focus for 2009 will be directed into three main work streams:

1. Further development and creation of the GreenCare Program, providing overall leadership and integrating environmental/green initiatives across the three organizations into clinical and non-clinical work plans. The program includes the establishment of:
 - a. A Senior Environmental Advisory Committee (SEAC) – an advisory body providing recommendations regarding environmental planning and implementation;
 - b. A GreenCare Leadership Team – a working team comprised of functional experts from across the three organizations, ensuring the GreenCare program goals are executed smoothly; and
 - c. A Manager of Environmental Reporting position – coordinating the GreenCare program and acting as the single point person for environmental issues.
2. Creation of the Carbon Neutral Action Report, with a focus on three main sources of greenhouse gas (GHG) emissions (energy related to buildings, fleet/transportation/travel, and paper); and
3. Implementation of the SMARTTool carbon data collection system. Streamlining internal data collection processes/systems and identifying all sources of carbon emissions as defined within Bill 44 – GGRTA, SMARTTool is a web based software program, provided by government to all public sector organizations to measure, aggregate and report GHG emissions.

In addition, a dedicated Energy Manager (EM) now represents each health authority and acts as a dedicated resource, trained and experienced in professional engineering with a specialty in energy management. The EM primary focus is the execution of the technical component of the GreenCare program related to managing GHG emissions from all owned and operated facilities. The EM is the primary lead for conducting energy assessments of the health authorities' buildings' utilities consumption, for identifying energy conservation opportunities and for developing appropriate action plans.

Examples of Initiatives Undertaken Prior to 2008:

VCHA and PHC continue to be committed to environmental sustainability and have made the connection that the environment and health are closely linked. The following are a few examples of sustainability work accomplished prior to the 2008 year:

- In 2007, a number of facilities were retro-commissioned to improve the level of efficiency in the buildings' operations through optimization of energy usage and reduction in utility consumption and CO2 emissions.
 - The VCH GreenCare program was introduced in 2007 by the Energy Program at Vancouver Coastal to promote environmental and sustainability programs. GreenCare includes a social incentive program that raises awareness, shapes staff behaviours and works towards establishing solutions towards greater energy, water, waste and travel related conservation. This program has been revised and expanded in 2008 to include Fraser Health and Providence Health Care.
 - Work began in 2007 with VANOC to ensure VCH will be aligning with the VANOC Sustainability commitment.
 - Implementation in 2007 of improved bicycle racks, storage facilities and shower facilities for staff to promote bicycle commuting.
 - Anti Idling policies were implemented in 2007 and are enforced, ensuring delivery trucks do not idle in docking areas.
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Objectives

Beyond the key objectives of reducing greenhouse gas (GHG) emissions, the following are important related objectives:

1. Employee engagement - increasing employee morale, attraction and retention by focusing on urgent public priority;
2. Financial responsibility - reducing operating costs through energy conservation and behaviour change;
3. Sustainability - balancing economic, social and environmental issues for future generations;
4. Social Responsibility - demonstrating leadership and capitalizing on ability to reach community, influence private sector and make transformative changes to how we conduct business; and
5. Promoting healthier communities (active transportation and cleaner air) and workplaces (improved built environments).

Part 1: Actions Taken to Reduce Greenhouse Gas Emissions in 2008

Overview

Energy Managers within all three health organizations (VCHA/PHC/FHA) have been introducing facility infrastructure upgrades which will reduce GHG emissions. BC Hydro and the provincial government have provided funding to the Health Authorities to target energy/emission reductions through a new program called the Public Sector Energy Conservation Agreement (PSECA). All three organizations have been active in accessing this funding, thereby introducing a number of green projects which meet the reduction goals.

Key stakeholders who have direct involvement with reducing GHG emissions related to paper use reductions, transportation/fleet and travel are being engaged to develop reduction strategies. Multi-disciplinary working teams are being formed to coordinate the GHG reduction initiatives across the three organizations.

Communications leads for the three organizations are working closely and have created a working group to develop a joint communications strategy, brand and tactical materials to advance the implementation of environmental/green initiatives across the three organizations.

Vancouver Coastal and Providence Health Care are reviewing plans to expand the current recycling program across the organizations. Recycling volumes are now being monitored closely, on a site by site basis. New recycling targets are being set for fiscal year 2009/10 which will see an increase of recycling at many sites. Future annual CNAR's will outline the expansion of the recycling program.

The VCH Energy Management team has conducted its second annual environmental customer survey for VCH staff and has worked closely with PHC to conduct its first environmental customer survey. These survey results are being reviewed and presented to respective Senior Executive Teams, along with work plans to address issues which staff consider to be of primary concern. The environmental surveys have triggered a very high response rate from staff who have clearly indicated that they want to reduce their environmental impact while at work as well as at home. As well, GreenCare fairs (for staff) and environmental behavioural awareness programs have been introduced over the last two years.

Regional departments such as Information Management/Technology, Materials Management/Supply Chain, Food & Nutrition Services, Waste Management and Parking Administration are all currently involved in various initiatives pertaining to the reduction of GHG emissions. These initiatives are further described in detail within this report.

The Facilities Planning departments across the three health organizations are making Leadership in Energy and Environmental Design (LEED) certification the new standard within the building planning process. LEED certification is a nationally accepted benchmark for design, construction and operation of high performance "green" buildings. Key features of LEEDs designation include reduced energy consumption, use of locally manufactured and recycled materials, increased water efficiency, high indoor environmental quality and sustainable systems. LEED certification has been obtained for several new builds within the health organizations in 2008, and LEED Gold certification is now the provincial standard for all new public sector facilities being planned.

The SMARTTool system, the provincial government's carbon accounting system which will track GHG reductions across all Public Sector Organizations (PSO's), will be launched in the Spring of 2009. The Provincial Environmental Technical Team (PETT) recently organized a pilot of the SMARTTool system within the Vancouver Island Health Authority (VIHA). The lessons learned from the VIHA pilot will be applied to the SMARTTool launch across our three organizations.

Part 1 of the CNAR document outlines the key initiatives undertaken in 2008, and the final section, Part 2, showcases the future programs and initiatives.

1.1 Mobile Fuel Combustion

Action	Action Taken	Outcome/Performance Measure	Notes Clarifying Action Taken
Initiated new fleet maintenance program (could include – changing filters, checking tire pressure, regular check-ups)	Complete	Research done by BCAA has shown that well maintained vehicles will consume up to 50% less fuel.	There are contracts in place for most fleet operations across VCH/PHC, including regular maintenance. There are 9 owned fleet vehicles and approximately 60 leased fleet vehicles across VCH/PHC.
Established anti-idling behaviour change program (e.g. signs, stickers, messages)	Complete	Compliance by suppliers to anti-idling policy reduces emissions	There are anti-idling signs at loading docks and compliance by suppliers is monitored by materials management staff.
Encouraged use of public transit/active transportation	Complete	There are currently 320 staff subscribed to this program.	Implemented employer pass program with Translink, reducing bus pass costs to staff to encourage public transit.
Encouraged alternatives to travel in fleet vehicles – bicycles, scooters, electric carts	Complete	Reduced GHG emissions for work travel by approximately 35% and raised awareness for environmental issues.	Nurses On Bikes Pilot Program - Raven Song Community Health Centre. Two nurses tracked their mileage traveled for work and of 120 km traveled, 42 km were on bike.
Adopted a travel policy	Complete	Increased level of carpooling, telecommuting, Rideshare and other initiatives that reduce the number of vehicle trips per year. Reduced GHG gas emissions by reducing overall travel to and from meetings.	Management Communication & Controls: Managers have been tasked to decrease travel and to use more environmental friendly alternatives (i.e.. video-conferencing or telephone-conferencing).

1.2. Stationary fuel combustion and electricity:

Action	Action Taken	Outcome/Performance Measure	Notes Clarifying Action Taken
Replaced Refrigerators (EnergyStar rated appliance)	In progress	This will reduce electricity consumption and Greenhouse Gas emissions over current levels	EnergyStar rated refrigerators and other appliances are currently the standard for purchasing.
Replaced other appliances (with EnergyStar rated appliance)	In progress	This will reduce electricity consumption and Greenhouse Gas emissions over current levels	Move to more power efficient work stations.
Installed multi-function devices (and removed stand-alone printers/faxes)	In progress	This will reduce electricity consumption and Greenhouse Gas emissions over current levels	Desktop printers are being replaced by multi-function devices where feasible.
Installed motion activated lights	In progress	This will reduce electricity consumption and Greenhouse Gas emissions over current levels	Motion sensors for selected areas are part of our lighting retrofit projects.
Undertaken lighting retrofit	Complete	<p>Estimated savings of 479,405 kWh of electricity and estimated savings of \$32,384 per year.</p> <p>Estimated savings of 549,368 kWh of electricity and estimated savings of \$40,827 per year.</p> <p>Estimated savings of 126,531 kWh of electricity and estimated savings of \$6,706 per year.</p> <p>Estimated savings of 286,179 kWh of electricity and estimated savings of \$20,739 per year.</p> <p>Estimated savings of 31,534 kWh of electricity and estimated savings of \$1,766 per year.</p>	<p>GF Strong Facility in Vancouver -- lighting retrofit and power factor correction. \$274,777 was invested in this project.</p> <p>Powell River Hospital and Evergreen Residence lighting retrofits. \$348,456 was invested in these projects.</p> <p>VGH Banfield Pavilion Lighting Retrofit. \$79,482 was invested in this project.</p> <p>Holy Family Hospital lighting retrofit. \$154,272 was invested in this project.</p> <p>Shorncliffe Intermediate Care Centre (Sechelt) lighting retrofit.</p>
Undertaken building energy audit at Location's)	Complete	Energy Management Assessment Final Report and Action Plan received November 2008. The plan identifies specifications to be undertaken in energy reduction and provides feedback rating on an ongoing basis of improvements achieved. Work is currently underway to translate some of the report's recommendations into tangible results.	BC Hydro PowerSmart Partner program includes signing a PowerSmart commitment with BC Hydro and conducting an Energy Management Assessment of VCH facilities. Baseline energy audits have been conducted in order to identify opportunities for energy savings in electricity, gas, steam and water. Energy PowerSmart partner Commitment signed in 2008.

Initiated or completed a building energy retrofit	Complete	Estimated savings of 65,700 kWh of electricity and 4,000 GJ of natural gas. Estimated savings of \$50,962 per year.	New Summer Boiler at Lions Gate Hospital, North Vancouver. \$444,358 was invested in this project.
		Estimated savings of 50,000 kWh of electricity and 2,400 GJ of natural gas. Estimated savings of \$31,138 per year.	Vancouver General Hospital Energy Centre – Low NOx Boiler Upgrades \$246,565 was invested in this project.
		Estimated savings of 150,000 kWh of electricity and 4,583 GJ of natural gas. Estimated savings of \$62,350 per year.	Vancouver General Hospital Energy Centre CO2 Emissions Control and Combustion Optimization for Boiler 1. \$139,832 was invested in this project.
		Estimated savings of 1,000 GJ of natural gas. Estimated savings of \$11,870 per year.	Youville Residence, Vancouver, BC – Boiler Burner Upgrade. \$33,459 was invested in this project.
		Estimated savings of 486,326 kWh of electricity and 675 GJ of natural gas. Estimated savings of \$35,652 per year.	Powell River Hospital reduced operating hours of primary heating pumps and reduced air flow to OR and other after hours unoccupied zones/areas. \$161,255 invested in this project.
		Estimated savings of 104,096 kWh of electricity and 1,104 GJ of natural gas. Estimated savings of \$19,336 per year.	George Pearson Centre (Vancouver) Kitchen Exhaust Fan Controls and HVAC Digital Control System Upgrade for Optimization \$25,865 was invested in this project.
		Estimated savings of 70,000 kWh of electricity and 406 GJ of natural gas. Estimated savings of \$8,533 per year.	Richmond Hospital Kitchen Exhaust Fan Controls and HVAC Digital Control System. \$23,277 was invested in this project.
		Estimated savings of 205,000 kWh of electricity and 229 GJ of natural gas. Estimated savings of \$19,113 per year.	St Paul's Hospital (Vancouver) Kitchen Exhaust Fan Controls. \$54,642 was invested in this project.
Printer Reduction Program	Complete	Reduction of 33% of printers in the IMIT department along with staff education on paper reduction resulted in lower paper consumption.	Reduction of the number of printers on a department/floor.

PHC Pilot Program to capture anaesthetic gases.	In progress	Anticipate substantial reduction of CO2 emissions if the pilot goes ahead.	These gases have a Global Warming Potential of 1600 – 1900 and therefore high impact on global warming per unit mass.
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1.3 Supplies

Action	Action Taken	Outcome/Performance Measure	Notes Clarifying Action Taken
Initiated automatic double sided printing	Complete	Reduced paper use by print shop by almost 50%.	All printers in print shop are defaulted to double sided printing
Restructured a process to use less paper	Complete	Reduction of 102,000 sheets of paper.	Disaster Response Plan Distributed on CD to 51 Users (VCH, FH, PHC)
Actions on non-paper related supplies:			
Encouraged re-use of furniture and equipment	In progress	Reduction in new purchases will reduce the volume of old furniture/equipment ending up	Reuse-it website increases the recycling/reuse of unwanted furniture,
Other: (Please enter any items not included in the above list)			
Materials Management / Supply Chain Management Team has formed an Environmental Procurement Team	In progress	As this work continues, specific metrics are being developed to track progress and to report gains accomplished over time.	This work group ensures that environmentally preferable purchasing objectives are met within new RFP's and purchases.

1.4 Travel

Action	Action Taken	Outcome/Performance Measure	Notes Clarifying Action Taken
Installed Video Conferencing facilities	Complete	Reduced GHG emissions by providing alternatives to holding meetings face-to-face.	Videoconferencing equipment is now available in most large healthcare facilities. One recent example of utilizing videoconferencing on a province-wide scale involves the preparatory exercises determining health sector response readiness during the 2010 Olympic Games.

Review of local staff business travel	Complete	Baseline business travel data is being collected to track progress regarding GHG emission reductions.	Review of local staff business travel across Vancouver Coastal Health Authority and Providence Health Care (VCHA/PHC) with a goal to reduce fuel consumption and Green House Gas (GHG) emissions.
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1.5 Employee Engagement

Action	Action Taken	Outcome/Performance Measure	Notes Clarifying Action Taken
Provided conservation education	In progress	<ul style="list-style-type: none"> • Increased staff awareness around energy conservation (up 14% in the first year) • Increased staff awareness re alternatives to driving to work (up 16%) • Increased staff participation in GreenCare fair (up 60%) • Higher survey response rate (increase of 20%) • Increased circulation of energy conservation newsletter (up 4,043 %) • Empowers staff to participate in various environmental initiatives. 	VCH GreenCare Awareness and behavioural focused Initiatives includes events such as the GreenCare Educational and Awareness Fairs.
Provided green tips	In Progress	Enhanced environmental awareness among staff	Over 3,000 employees receive regular newsletters from the Energy Management program that include green tips
Environmental Reporting Position created to connect and align Health Authority programs and services across VCHA, PHC and FHA	Complete	Carbon Neutral Reporting and GHG data collection will be coordinated through this position and form a single point of contact for all three organizations.	The Environmental Reporting management position was created from existing management resources and will provide initial support for the GreenCare program.
GreenCare Program Brand introduced	In progress	GreenCare program and corresponding Word mark or brand (officially registered) allows VCHA, PHC and FHA to jointly promote good news stories and environment and sustainability work efficiently and effectively.	GreenCare program and corresponding Word mark will be introduced across the three organizations. The GreenCare "brand" will promote all environment and sustainability work.
Supported employee participation in environmental initiatives.	Complete	Good response rate from staff – highest staff survey participation ever. It is estimated that there were 75-80 participants in the bike to Work Week.	Sponsored Bike to Work Week and participated in 2008 Earth Day with in-house activities. Conducted "Green" Staff Survey. (PHC)

1.6 Sustainability Actions (others)

Action	Action Taken	Outcome/Performance Measure	Notes Clarifying Action Taken
Improved recycling measures	Complete	More than 500,000 kg/yr diverted from landfill.	PHC Recycling Initiative. More than 30 departments now in recycling program. Includes paper, cardboard, plastic, printer cartridges, etc.
Improved bicycle racks, storage facilities and shower facilities for staff	In progress	<p>Increased percentage of staff using alternate methods of transportation for work, including bicycle commuting, Rideshare program and other initiatives that reduce the number of vehicle trips per year.</p> <p>These storage locations are 100% full in good weather and even in inclement weather are very well used, approximately 50% full.</p>	<p>Improved bicycle racks, storage facilities and shower facilities for staff have been implemented across the Health Authorities to promote bicycle commuting.</p> <p>25% increase in bicycle storage spots at St Paul's Hospital and increased communications to staff to encourage staff to bike to work. Sponsored "Bike to Work" week</p>
Standardizing waste management practices and expanding recycling programs	In progress	Advancing environment and sustainability requirements within service contracts that align with Bill 44 -GGRTA. Identifying best practices across the 3 organizations and with other Health Authorities and Public Sector Organizations.	A Multi-Health Authority "Support Services" division was created across the three organizations VCHA, PHC and FHA. This integrated model of management allows for the integration, standardization and consolidation within the following services Housekeeping, Food, Laundry and Waste.
Expanded battery recycling program to PHC	Complete	This program will reduce the number of batteries going to the landfill and ensure that they are recycled in an environmentally sound manner.	Batteries are now collected at designated collection points
Waste Management database created to track 5 separate waste streams, by site, across the three health organizations (VCH, PHC and FH).	Complete	This central reporting system creates a baseline of all waste stream volumes and will provide visibility to trend progress within each waste stream. Future targets will be set to increase recycling programs/activities across all sites.	Solid waste, medical waste, chemical waste, recycling and confidential waste programs will be tracked and trended.

Patient and Retail Food Service Initiatives	In progress	<p>Some current initiatives are:</p> <ul style="list-style-type: none"> • Implemented organics recycling at 6 sites • Installed 4 new water efficient dish machines • Increased refundable recycling to 13 sites • Purchases 70% of foods locally (Western Canada) • Using more environmentally friendly products (compostable cups and stir sticks, recycled paper napkins, fair trade coffee, sustainable seafood products) 	The contracted food service provider (Sodexo) has created a Director of Sustainability position to investigate, share and implement programs and strategies aimed at driving environmental sustainability .
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Part 2: Plans to Continue Reducing Greenhouse Gas Emissions 2009 -- 2011

2.1 Mobile Fuel Combustion

Encourage car pooling in fleet vehicles	Planned	Will reduce greenhouse gas emissions by reducing the number of vehicles on the road	Carpooling and vanpooling incentives are being contemplated.	2009
Establish travel reduction goals	Planned			2009

2.2 Stationary Fuel Combustion (including electricity)

Action	Action Planned	Outcome/Performance Measure	Notes Clarifying Action Taken	Timeframe
Replace other appliances (with EnergyStar rated appliance)	Planned	This will reduce Greenhouse Gas emissions over current levels.	Move to more power efficient work stations.	2009
Implement server virtualization	Planned	This will reduce the server room power and cooling demands, thereby reducing Greenhouse Gas emissions over current levels.	New virtual server hosts adopted across both VCH and PHC will increase the ratio of virtual servers to physical space beyond the 30 to 1 ratio (VCH IM/IS).	March 2009 – March 2010
Utilize desk-top power management settings on computer	Planned	Estimated savings of 6,000,000 kWh of electricity per year and estimated savings of \$336,000 per year.	Installation of Desktop Power Management software. \$250,000 has been approved and funded under PSECA 2 for this project.	April 2009 - March 2010 for implementation

Undertake building energy audit at LOCATION(s)	In Progress	Recommended list of energy conservation measures will be provided that will improve conservation , energy utilities savings and GHG emissions reductions.	Third party energy consultant conducting energy audits at six VCH/PHC facilities (Purdy Pavilion, Holy Family Hospital, Banfield Pavilion, Squamish Hospital, Hilltop House, Minoru Residence, Lions Gate Hospital). BC Hydro-sponsored audits are designed to review buildings/ infrastructures and identify potential energy issues and savings/ conservation opportunities.	Feb/Mar, 2009 for approval. 2009-10 to implement
Applied for Public Sector Energy Conservation Agreement (PSECA) funding	Planned	Estimated savings of 8,200,000 kWh of electricity and 20,889 GJ of natural gas and projected savings of %645,753 per year for the projects submitted to PSECA 2. Savings assumes approval and funding for all 26 submitted projects.	Applied for Public Sector Energy Conservation Agreement (PSECA) funding for 26 projects at 9 sites (6 VCH and 3PHC) in October 2008 for a total of \$2,979,038. A number of energy projects will also be submitted to PSECA 3 for approval and funding in 2009.	March 2009 – March 2010 to implement
All new buildings are currently being designed to meet the LEED (Leadership in Energy and Environmental Design) standards.	Planned	Key features of LEEDs designation include reduced energy consumption, use of locally manufactured and recycled materials, increased water efficiency, high indoor environmental quality and sustainable systems.	LEED certification is a nationally accepted benchmark for design, construction and operation of high performance “green” buildings.	2009 and ongoing
Retro-commissioning of 2 VCH and 1 PHC facility	In Progress	Estimated annual savings of 998,393 kWh of electricity and 6,536 GJ of natural gas. Estimated savings of \$133,948 per year.	Retro-commissioning of 2 VCH and 1 PHC facility to improve the level of efficiency in the building’s operations through optimization of energy usage and reduction in utility consumption and GHG emissions.	March 2009 – March 2010 to implement
Implement energy conservation/reduction projects	Planned	Estimated reduction of 335,000 kWh of electricity and 3,650 GJ of natural gas with estimated savings of \$62,086 per year.	8 projects planned at St Mary's Hospital, Sechelt. Includes the installation of a condensing boiler, new high efficiency steam boiler, HVAC digital control systems, lighting retrofit and air handling system upgrades and	March 2009 - March 2010 to implement

2.3 Supplies

Action	Action Planned	Outcome/Performance Measure	Notes Clarifying Action Taken	Timeframe
Initiate automatic double sided printing	Planned	Reduction in paper consumption	Paper reduction working group to be established	Mid 2009
Commit to hold paperless meetings	Planned	Reduction in paper consumption	Guidelines for holding "green" meetings to be introduced HA wide	Mid 2009
Encourage re-use of furniture and equipment	In Progress	Reduce the amount of furniture being disposed of by reusing where ever possible	Expansion of VCH "ReUse It" website across all of VCH and PHC	2009 and ongoing

Requirements and Guidelines in Procurement	Planned	Provide VCH staff with criteria to judge GHG emissions associated with contracted services.	Vendors to disclose carbon emissions and outline steps taken to reduce emissions, and include carbon emissions in scoring, evaluation, and decision tools.	Mid 2009
Participation in the Sustainable Purchasing Network Workshop designed for Health Care	Planned	VCH/PHC/FHA supply chain leaders are aware of the value of sustainable purchasing practices and are working with resources from the Fraser Basin Council Sustainability Purchasing Network	Additional Sustainable Purchasing workshops for purchasing staff to be held	2009

2.4 Travel

Action	Action Planned	Outcome/Performance Measure	Notes Clarifying Action Taken	Timeframe
Set a X% Travel reduction goal	Planned	Reduced travel to and from meetings	There will be discussion with various stakeholders to arrive at travel reduction targets for 2009	2009
Train staff in the use of Live Meeting (or other desktop collaborative software)	Planned	More staff can meet without having to travel to meetings	Software options for "live" teleconference meetings to be explored	2009
Install Video Conferencing facilities	Planned	More opportunities for staff to meet through video conferencing or other PC desktop technology	Expand number of video conferencing units and increase in-services on how to use	2009

2.5 Employee Engagement

Action	Action Planned	Outcome/Performance Measure	Notes Clarifying Action Taken	Timeframe
Provide climate change education	Planned	Staff from across the three organizations will be engaged to get involved and make plans to reduce their environmental impact.	Environment Week & Energy Awareness Campaigns to coincide with Earth Day celebrations. Earth day celebrations will be celebrated across VCH/PHC/FH sites this year.	Week of April 20-24, 2009
Provide conservation education	Planned	Increased staff awareness around energy and environmental conservation, establishment of solutions towards greater energy and environmental conservation, and alignment with the VCH-VANOC Sustainability commitment.	Online Awareness Program (VCH) to encourage and empower staff to practice conservation behaviours at home and at work.	Pilot April, 2009 – Launch May, 2009
Hold contests to change behaviour/make pledge	Planned	Increased participation in green programs by staff.	"Cut the Carbon" staff incentive program aimed at motivating and rewarding staff for taking "green" actions throughout the year.	April - May 2009
Hold contests/support to generate ideas	Planned	Increased staff participation to get creative and innovative green ideas coming forward	GreenCare Fairs to be held yearly to include contests and staff involvement	2009 and ongoing

Developed and initiated "PHC Green Space" on PHC Intranet. Includes "Things You Can Do", recycling efforts, transit initiatives and options, waste reduction ideas, sharing of best practices, etc.	Planned	Although the number of hits are not available at this time, they will be tracked and reported on in future.	Site is up and running and well developed. Good feedback from staff.	September, 2009
Sustainability Videos	Planned	More engaged workforce who understands climate change and who can bring change to their workplace.	Planning to purchase environmental sustainability videos that staff can sign out and watch.	2009

2.6 Sustainability Actions (others)

Action	Action Planned	Outcome/Performance Measure	Notes Clarifying Action Taken	Timeframe
Participation in Public Sector Organizations Environmental Workshop	Complete	Enhanced collaboration and reduced duplication across public sector organizations by sharing information/best practices regarding current and planned initiatives.	Established contacts with key players in the public sector outside of health care.	Jan-09
Expanded Organics Recycling Program	In progress	Reduced volumes of solid waste by expanding organic waste recycling programs		2009 and ongoing
GreenCare program introduced to VCHA/PHC and FHA to promote environment and sustainability programs.	In progress	Integrated multi-health authority working agreement to coordinate respective environmental programs. Resources are aligned to reduce duplication, maximize limited resources and enhance overall effectiveness.	Internal governance structures have been created to share information and support decision making: Senior Environmental Advisory Committee GreenCare Leadership Team	2008 and ongoing
Develop and implement the SMARTTool system, a web-based database for stationary fuel/energy and purchased steam consumption for owned and leased facilities.	In progress	VCH and PHC are scheduled to begin implementation of the SMARTTool system in April 2009. Working groups are already in place.		April - June 2009

Additional actions taken or planned

Action	Action Planned	Outcome/Performance Measure	Notes Clarifying Action Taken	Timeframe
Provincial Environmental Technical Team (PETT) - A provincial joint initiative to link the six health authority efforts with Bill 44 and GGRTA legislation	In progress	Advance PETT committee joint initiatives and launch sub working groups as required (e.g.. Energy, Paper and Transportation)	Coordinate provincial environmental planning, policy development and sharing of information and best practices.	Jan - Dec 2009