

Provincial Health Services Authority

2009 Carbon Neutral Action Report



Executive Summary

Today, leading healthcare organizations realize that the success of our operations depends on a healthy environment. The business of healthcare, however, produces hazardous and material waste and greenhouse gas emissions, and uses substantial resources that have a serious impact on the health of the environment. Reducing our ecological footprint has become a priority for PHSA – its staff, patients, clients and the healthcare community as a whole. PHSA is known for innovation in healthcare and is taking this same approach to develop action plans to protect that most basic thing that we all need to be healthy: the ecosystem.

PHSA's 2009 Carbon Neutral Action Report details actions for reducing greenhouse gas (GHG) emissions in the required areas of paper, fuels, and electricity. It also outlines steps we are taking towards our goal of reducing GHG emissions even further, reducing our environmental impacts in a range of other areas including purchasing, waste management, and transportation.

Our Carbon Neutral Action Report shows the steps that we are taking to create a culture of environmental sustainability. It demonstrates our commitment to showing leadership in nurturing the health of our communities by reducing our environmental impacts and improving our environmental performance.

Acronyms Used in this Report

BCCA - BC Cancer Agency
BCCDC - BC Centre for Disease Control
BCCH - BC Children's Hospital
BCCRC - BC Cancer Research Centre
BMS - Building Management System
C&W - Oak Street campus of BC Children's & BC Women's Hospitals
CFL - Compact fluorescent lamp
GHG - Greenhouse gas
LED - Light-emitting diode
LEED - Leadership in Energy and Environmental Design
LEED NC - LEED for New Construction
NOx - Nitrogen oxide
PHSA - Provincial Health Services Authority
PSECA - Public Sector Energy Conservation Management Agreement
RFP - Request for Proposal
SSO - BC Healthcare Shared Service Organization

Overview

Actions Taken to Reduce Greenhouse Gas Emissions in 2009

The year 2009 was a pivotal one for sustainability and reducing carbon emissions at PHSA. The organization launched a range of key initiatives in a number of areas including supply chain, energy, transportation, waste, and employee engagement.

Winter: Focus on supply chain

In early January, PHSA offered a daylong training session on sustainability purchasing for 40 staff members and guests from other health authorities. Results from a June 2009 follow-up survey indicated:

- The percentage of survey respondents reporting being comfortable or very comfortable with sustainability rose by 20 percent after the workshop
- Participant confidence levels with ability to incorporate ecological or social imperatives into decision-making at PHSA rose from 12 to 28 percent
- Most respondents reported that since the workshop, they now consider the environmental or social implications of their actions “sometimes” or “most of the time” when making decisions at work

Spring: Focus on outreach, energy, and waste reduction efforts

- Delivering a winter bike safety session for staff members, four bike maintenance workshops, and a bike skills workshop
- Organizing incentives at C&W for each day of Bike to Work Week
- Creating a PHSA external sustainability website at www.phsa.ca/green
- Powering five new way-finding signs at C&W by LEDs to save energy
- Improving efficiency of fans at C&W and completing indoor lighting upgrades at C&W and BCCA-Victoria
- Purchasing 20 lidded recycling bins for BCCH wards to increase beverage recycling and help control ants and fruit flies
- Implementing a recycling program at BCCDC featuring bins for plastics, glass, and paper. The cafeteria also purchased a dishwasher allowing the return to china and silverware

Summer: Focus on outcomes

- The organization earned a promise of \$4.5 million from PSECA for energy efficiency projects
- The Abbotsford Regional Hospital and Cancer Centre won LEED Gold certification
- PHSA’s new draft food policy—which incorporates sustainability—was completed

Fall: Focus on Green+Leaders

BC Healthcare's first comprehensive program is designed to:

- Foster sustainable behaviours at the unit level
- Reduce material and energy consumption while increasing use of alternative transportation
- Improve employee satisfaction and create community

The Green+Leaders pilot program, which is based on best practices, now includes 40 staff volunteers from across PHSA.

At the same time, PHSA:

- Enlisted 180 staff members in a new Green Commuters incentives program
- Delivered 23 sustainability presentations to a total of more than 550 participants throughout the organization
- Published 16 articles in PHSA newsletters featuring sustainability activities
- Developed and implemented Print Strategy sustainability mandatory procedures

All of the 2009 initiatives, along with the carbon neutral objectives established by government, align directly with PHSA's values as follows:

Best value

PHSA carbon neutral and sustainability activities:

- Evolve from a transparent, inclusive, collaborative process based on informed knowledge
- Result from a consensus-building process that reflects diverse views

Results matter

PHSA carbon neutral and sustainability activities:

- Focus on excellence and achievable objectives
- Allow PHSA to lead by example
- Rely on best practices

Improvements through knowledge

PHSA carbon neutral and sustainability activities:

- Reflect the intentions of sustainability
- Nurture learning and growing
- Foster the ability to see systems

Open to possibilities

PHSA carbon neutral and sustainability activities:

- Originate from and evoke an entrepreneurial spirit

- Foster cross-boundary collaboration
- Are based on creating desired futures (as opposed to reactive problem solving)

Plans to Continue Reducing Greenhouse Gas Emissions 2010 – 2012

In 2009, PHSA also expanded its “Green Health Care Plan”. The plan, which outlines goals for 2010 and beyond, is designed to go beyond meeting our provincial requirements to reduce GHG emissions. It also details initial steps towards our goal of creating a culture of ecological, social, and economic sustainability at PHSA. Consequently, the plan lists initiatives in a variety of sustainability areas, including:

- Corporate commitment and staff engagement
- Energy, water, and GHG reduction
- Green buildings
- Alternative transportation
- Materials reduction and sustainability purchasing

Highlights from the plan include:

Corporate Commitment and Staff Engagement

Awareness, Training, Fostering Sustainable Behaviours for Staff

In 2010 and beyond, PHSA plans to expand its organization-wide Green+Leaders employee engagement program to 150 departments. The Green+Leaders proven method (based on principles of Community-based Social Marketing and Volunteer Management) will achieve measurable results in areas such as:

- Electricity reduction
- Materials reduction (especially paper)
- Alternative transportation use

Sustainability Strategy Development

A comprehensive PHSA sustainability strategy will help us meet our provincial requirements. It will also unite the sustainability vision, goals and commitments of each agency with PHSA as a whole. It will articulate our targets and actions. Finally, it will identify measurable results.

Energy, Water, and GHG Reduction

Boiler Upgrades

This Oak Street campus project will reduce carbon emissions at BC Women's Hospital & Health Centre and BC Children's Hospital by a forecasted 2,500 tonnes annually. The steam plant retrofit replaces a 50-year-old system with a high efficiency, low NOx unit. Not only will this improve energy efficiency by 15 percent, reduce pollution, and save up to \$335,000 annually, it will also meet current seismic standards.

Oak Street Site Heat Reclamation, Chiller Retrofit, Steam Pipe Re-insulation

A new heat reclamation system on the boiler plant smokestack will send preheated water to the boilers. The chiller retrofit is an energy efficiency upgrade, which will replace the site's two chillers with units that will save space and reduce noise. The chiller retrofit will also reduce maintenance and operating costs. The steam pipe re-insulation project is designed to reduce piping heat loss. Together, these three projects will save PHSA \$330,000 annually and reduce GHG emissions by at least 2,132 tonnes a year.

Green Buildings

Our next two green buildings are scheduled to be built at the Oak Street campus and in Prince George. PHSA will research possibilities for re-using materials from the existing Oak Street site building scheduled for demolition. The building currently sits in the footprint of the planned LEED Gold building.

Alternative Transportation Strategies

Teleworking

Teleworking both reduces GHG emissions by reducing car or bus travel and helps alleviate PHSA's space crunch. Other benefits of telework include reduced employee stress, increased employee satisfaction and reduced work-time losses. To date, several PHSA offices function on telework while others incorporate it into regular practice. In 2010 and beyond, PHSA will step up efforts to encourage teleworking where such an arrangement is feasible and desirable between staff and supervisors.

Transit

PHSA will implement a deep discount transit pass program in 2010. This type of pass has been shown to be one of the more effective transit incentives. With the 2009 opening of the Canada Line transit service, employees working at the Oak Street campus, the BC Cancer Agency Vancouver Centre and several other PHSA workplaces have much improved access to transit. Introducing a transit pass subsidy program will affect significant mode shifts to transit at these sites.

Materials Reduction and Sustainability Purchasing

Recycling

Extensive office paper, glass and plastics recycling programs will continue beyond 2010. The contracted food service provider will continue to recycle beverage containers and paper, compact cardboard, supply excess food to Food Runners and use biodegradable products where possible. The Oak Street campus and Sunny Hill Health Centre for Children will remain host to thrift shops run by the hospital auxiliaries. The shops recycle approximately 30,000 pounds of clothes and household goods for reuse each year.

Paper Reduction

Paper reduction will remain a key focus for the PHSA-wide staff engagement initiative. In 2010 and beyond, PHSA will finalize a paper reduction plan that targets institutional barriers to reduction and opportunities for success.

Supply Chain

PHSA will continue to build capacity for staff who deal with buying, contracts, and/or business cases. We will also work with the new Shared Service Organization for healthcare to ensure that PHSA purchases are energy efficient while encompassing other sustainability priorities such as waste reduction and cost savings. Benefits of sustainability

purchasing include reduced costs, improved quality, reduced risk, and leveraged buying power for environmental and social benefits.

Reaping the Benefits

As PHSA continues to integrate sustainability into operations through the areas listed above, we will continue to reap ecological benefits for our staff, patients, clients, and communities. As more and more of our staff work together to incorporate ecological, social and economic imperatives into all decision-making—whether buying supplies, filing information, or even eating lunch—they will also be generating countless financial and social benefits for PHSA.

In this way, through 2010 and beyond, PHSA will continue to demonstrate leadership in treating the physical and mental health of our patients and clients. We will also continue to show leadership in nurturing the health of our communities and world by embracing sustainability.

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Actions Towards Carbon Neutrality

The actions listed below contribute to a reduction in greenhouse gas emissions from sources for which public sector organizations are responsible under the carbon neutral government regulation of the *Greenhouse Gas Reduction Targets Act*.

Action	Status (as of 12/31/09)	Performance to Date (as of 12/31/09)		Steps Taken in 2009	Steps Planned for 2010 -2012	Start Year	End Year
Mobile Fuel Combustion (Fleet and other mobile equipment)							
Vehicle fuel efficiency							
Replace vehicles with more fuel-efficient models	Ongoing/In Progress	75	% of vehicles are fuel- efficient models	No new cars bought in 2009.	All new vehicles purchases to be as fuel efficient as possible.	2008	No End Date (Continuous)
Perform regular fleet maintenance to improve fuel-efficiency	Complete	100	% of vehicles are subject to regular maintenance for fuel efficiency	Every vehicle has a set maintenance schedule.	This practice will continue	2008	No End Date (Continuous)
Replace small maintenance vehicles with more fuel-efficient models	Ongoing/In Progress	50	% of small maintenance vehicles are fuel-efficient	This is done as appropriate. No new vehicles purchased in 2009.	This practice will continue	2008	No End Date (Continuous)
Behaviour change program							
Provide fleet driver training to reduce fuel use	Complete	100	% of current drivers are trained	Fleet drivers receive three to five days of training which includes substantial portions on fuel reduction.	This practice will continue	2000	No End Date (Continuous)
Introduce anti-idling policy and/or raise anti-idling awareness for fleet drivers (e.g., signs, stickers, messages)	Complete	100	% of current drivers are trained	This is standard policy and is included in training.	This practice will continue	2000	No End Date (Continuous)
Other Mobile Fuel Combustion Actions							
PHSA is evaluating the potential of consolidating routes to save fuel	Ongoing/In Progress			Evaluation and planning underway.	Plan will conclude and, if appropriate, actions will be implemented.	2009	2010
Sustainable fleet vehicle workshops for administrators	Complete	3	staff members	Attended the Fraser Basin Council's sustainable fleet vehicle workshops.		2009	2009
Sustainable fleet driver training workshops	Complete	50	% of Riverview drivers	Attended at least one session which included sustainability tips.		2009	2009
Initiated a fleet vehicles emission reduction plan	In Development			Preliminary research and data collected.	PHSA will finish and implement the plan.	2009	2010
Stationary Fuel Combustion, Electricity and Fugitive Emissions (Buildings)							
Planning/management							
Reduce office space (square meters) per employee	In Development			Lower Mainland consolidation of Facilities and Planning Departments from three health authorities.	Reduce office space per employee.	2009	No End Date (Continuous)
Install a real time metering system (e.g. Pulse, Reliable Controls, Houle Controls)	In Development			PHSA signed-on with BC Hydro's continuous optimization program which provided the Northrite system to monitor Children's Hospital's Ambulatory Care building as a pilot.	Total metering and monitoring of C&W campus buildings.	2009	No End Date (Continuous)
Owned buildings							
Establish energy performance baseline for owned buildings	In Development			Gathered all utility account information for each site and populated SmartTool spreadsheets with data.	Get all properties on a centrally monitored system.	2009	No End Date (Continuous)
Achieve LEED NC Gold certification at a minimum for new construction or major renovations	In Development			Abbotsford Cancer Centre achieved LEED Gold status. BCCRC achieved LEED Gold status several years ago.	All new buildings will achieve LEED gold status.	2009	No End Date (Continuous)

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Action	Status (as of 12/31/09)	Performance to Date (as of 12/31/09)		Steps Taken in 2009	Steps Planned for 2010 -2012	Start Year	End Year
Complete energy retrofits on existing, owned buildings	Ongoing/In Progress	75	% of owned buildings have undergone energy retrofits since start year indicated	See sections below under retrofitting owned buildings.	A variety of HVAC, lighting, controls, and envelope upgrades.	2008	No End Date (Continuous)
Retrofitting owned buildings							
Upgrade mechanical systems (heating, cooling, ventilation) during retrofits	Complete	20	% of retrofits (captured above) had heating, cooling, and ventilation systems upgrades	Radiology project at Children's Hospital and Operating Room at Women's Hospital project included energy efficient programs. Also a variable speed drive was installed at C&W's E-wing.	N/A	2009	2009
Upgrade lighting systems during retrofits	Complete	75	% of retrofits (captured above) had lighting systems upgrades	Finished LED exterior lighting project at Sunnyhill, C&W, and BCCA-Vancouver Centre. Interior lighting retrofits completed at BCCA-Fraser Valley, C&W, and BCCA-Victoria.	C&W exterior potlight conversion to LED.	2008	2009
Upgrade/adjust control systems during retrofits	Ongoing/In Progress	5	% of retrofits (captured above) had control system upgrades or adjustments	Building Management System (BMS) installed at C&W to eventually serve the whole campus.	Adding equipment and systems to the BMS.	2009	2010
IT power management							
Install power management software which shuts down computers outside of regular business hours	In Development			Software was purchased and installed at the Children's Foundation.	Evaluate, monitor, and re-adjust settings.	2009	No End Date (Continuous)
Implement server virtualization	Ongoing/In Progress	80	% of servers have been virtualized since start year indicated	PHSA has completely adopted server virtualization. PHSA is creating virtual servers rather than physical servers wherever possible for new installs. Existing infrastructure has already been optimized. PHSA is now refreshing the original virtualized batch with more powerful and more efficient servers.	Continue this process.	2006	No End Date (Continuous)
Apply auto-sleep settings on computer monitors and CPUs	Ongoing/In Progress	90	% of computers have auto-sleep settings applied	N/A	Monitoring and evaluation.	2008	No End Date (Continuous)
Remove stand-alone printers, copiers, and/or fax machines and install multi-function devices	Ongoing/In Progress	44	% reduction in printers, copiers, and/or fax machines since start year indicated	PHSA has an ongoing Print Strategy.	This strategy and its roll-out will continue.	2007	No End Date (Continuous)
Apply auto-sleep settings on printers, copiers, fax machines, and/or multi-function devices	Ongoing/In Progress	100	% of devices have auto-sleep settings applied	All new devices are preconfigured for auto-sleep.	This strategy and its roll-out will continue.	2007	No End Date (Continuous)
Replace computers with ENERGY STAR models during regular computer upgrades	Ongoing/In Progress	100	% of computers are ENERGY STAR rated	All new computers are Energy Star rated. Older computers are regularly replaced with newer models.	This strategy and its roll-out will continue.	2008	No End Date (Continuous)
Appliances and electronic devices							
Replace desk lamp incandescent bulbs with compact fluorescent (CFL) bulbs or source more efficient desk lamps for future purchases	Complete			PHSA does not purchase incandescent bulbs.		2007	No End Date (Continuous)
Behaviour change program							
Ask staff to unplug electrical equipment or switch off power bars when not in use	Ongoing/In Progress			40 volunteers are implementing this action in their departments.	The Green+Leaders program will grow to 150 departments.	2009	No End Date (Continuous)
Ask staff to close blinds at end of work day to reduce heating/cooling demands	Ongoing/In Progress			Several bulletins were sent out to all C&W staff over the summer months.	This process will continue as needed.	2008	No End Date (Continuous)

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Action	Status (as of 12/31/09)	Performance to Date (as of 12/31/09)		Steps Taken in 2009	Steps Planned for 2010 -2012	Start Year	End Year
Provide tips to staff on saving energy in the office while working outside of regular business hours	Ongoing/In Progress			PHSA encourages staff to be energy efficient no matter the time of day.	This process will continue as needed.	2008	No End Date (Continuous)
Provide reminders for turning off lights (e.g., signs, stickers, messages)	Ongoing/In Progress			Green+Leaders installed stickers and posters re: turning off lights, monitors, and other equipment during the energy focus months of Jan-Feb.	This program will expand to 150 departments.	2009	No End Date (Continuous)
Supplies (Paper)							
Printer/document settings							
Switch networked printers and photocopiers to automatic double-sided	Ongoing/In Progress	100	% of network printers or photocopiers are set to automatic double-sided	All new devices are set to double-sided where possible.	PHSA will continue this practice and re-program older machines to double-sided where possible.	2009	No End Date (Continuous)
Apply "print and hold" settings to networked printers to eliminate unclaimed print jobs	In Development			This is done on a request basis.	Practice will continue.	2009	No End Date (Continuous)
Reduce default margin size in standard document templates (e.g., letters, briefing notes, forms, etc.)	Ongoing/In Progress			This practise is now encouraged on our sustainability website.	We will continue to encourage the practise.	2009	No End Date (Continuous)
Electronic media in place of paper							
Install collaborative software for electronic editing (e.g. SharePoint, Groove, etc.)	Ongoing/In Progress	100	% of staff workstations with software installed	All staff can request access if they want it.	This is driven by users and has been in place for several years so no steps planned for the future.	2007	No End Date (Continuous)
Use electronic document library for filing common documents	Ongoing/In Progress			This practise is enabled throughout the organization.	We will continue to encourage the practise.	2007	No End Date (Continuous)
Post materials online that were previously printed	Ongoing/In Progress			This practise is occurring more and more throughout the organization.	We will continue to encourage the practise.	2008	No End Date (Continuous)
Behaviour change program							
Train staff to use collaborative software for electronic editing (e.g. SharePoint, Groove, etc.)	Ongoing/In Progress			Training is provided on a request basis. PHSA does not track numbers of staff trained.	This is driven by users and has been in place for several years so no steps planned for the future.	2007	No End Date (Continuous)
Encourage staff to hold paperless meetings or presentations (i.e., no handouts)	Ongoing/In Progress			Tool developed and delivered to Green+Leaders and posted on website for the whole organization to use.	60 units will implement the Green+Leaders tool in 2010, 120 in 2011, and 150 in 2012.	2009	No End Date (Continuous)
Encourage re-use of scrap paper	Ongoing/In Progress			Several departments have created a used-paper tray for scrap.	We will continue to encourage the practise.	2008	No End Date (Continuous)
Other Paper Supplies Actions							
Developed and delivered a total of four new paper reduction tools for Green+Leaders behaviour-change program	Complete			Tools included: paperless meetings, electronic filing email, setting up a shared drive for electronic filing, and "My waste, my responsibility bins" to improve recycling.	60 units will implement the Green+Leaders tool in 2010, 120 in 2011, and 150 in 2012	2009	No End Date (Continuous)
Comprehensive paper reduction plan developed	Ongoing/In Progress			Barriers and benefits researched. Two paper focus groups held to discern biggest problem and opportunity areas for paper reduction.	PHSA will implement the steps in the plan for systemic changes needed to reduce paper use.	2009	No End Date (Continuous)
PHSA's HR department removed 1,500 sheets of paper from its system annually	Complete	1500	Sheets of paper eliminated	HR switched to an electronic call system for incident reports.	N/A	2009	No End Date (Continuous)
Children's Hospital's Pre-Surgery Unit delayed chart printing until patient's arrival is confirmed.	Complete	300	Sheets of paper reduced weekly	The unit changed its chart printing system to reduce paper use.	N/A	2009	No End Date (Continuous)

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Action	Status (as of 12/31/09)	Performance to Date (as of 12/31/09)		Steps Taken in 2009	Steps Planned for 2010 -2012	Start Year	End Year
PHSA's Security Department created an electronic key request form and eliminated paper forms.	Complete	10	% reduction of paper use in the Security Department	The department changed its key requisition process.	N/A	2009	No End Date (Continuous)

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Actions to Reduce Provincial Emissions and Improve Sustainability

The actions listed below contribute to a reduction in greenhouse gas emissions from sources that fall outside of the reporting requirements defined in the carbon neutral government regulation of the *Greenhouse Gas Reduction Targets Act*. Public sector organizations can optionally use this section to report on actions that will help British Columbia meet its provincial greenhouse gas reduction targets, engage the public, and improve environmental sustainability across all aspects of their organization.

Action	Status (as of 12/31/09)	Performance to Date (as of 12/31/09)		Steps Taken in 2009	Steps Planned for 2010 -2012	Start Year	End Year
Business Travel							
Virtual meeting technology							
Install web-conferencing software (e.g., Live Meeting, Elluminate, etc.)	Ongoing/In Progress	1	% of computers have web-conferencing software installed	Pilot of 100 computers currently taking place.	Install conferencing infrastructure for all health authorities through SSO if funding permits.	2009	2010
Make desktop web-cameras available to staff	Ongoing/In Progress	1	% of staff have access to a desktop web-camera	Departments can buy them individually.	This will be available as part of web conferencing service noted above.	2009	No End Date (Continuous)
Install video-conferencing units in meeting rooms or provide mobile video-conferencing units	Ongoing/In Progress	20	% of meeting rooms have access to video-conferencing equipment	Some replacements to older equipment were made.	This will continue on an as needed basis.	2004	No End Date (Continuous)
Behaviour change program							
Train staff in video-conferencing or provide technical support for video-conferencing set-up	Ongoing/In Progress	100	% of staff are trained in video-conferencing or have access to technical support	All staff have access to video conference rooms and technical support staff where applicable.	This will continue.	2004	No End Date (Continuous)
Encourage staff to consider virtual attendance/presentation at events where possible	Ongoing/In Progress			The Technology Services department switched from in-person meetings to virtual meetings.	This will continue.	2009	No End Date (Continuous)
Encourage carpooling to meetings	Ongoing/In Progress			PHSA's Sustainability Team encourages this in a variety of ways.	PHSA's Green+Leaders program will have an annual two-month Alternative Transportation focus which promotes behaviour change in this area.	2008	No End Date (Continuous)
Encourage alternative travel to meetings (e.g., bicycles, public transit, walking)	Ongoing/In Progress			PHSA's Sustainability Team encourages this in a variety of ways.	PHSA's Green+Leaders program will have an annual two-month Alternative Transportation focus which promotes behaviour change in this area.	2008	No End Date (Continuous)
Other Business Travel Actions							
PHSA created a comprehensive Alternative Transportation plan.	Complete			PHSA began implementing many of the recommendations in the plan ranging from creating a Green Commuters program to offering a deep discount transit pass.	PHSA will continue to implement the steps in the plan to reduce local business travel.	2009	No End Date (Continuous)
Education, Awareness, and Engagement							
Team-building							
Create Green, Sustainability, Energy Conservation, or Climate Action Teams with executive endorsement	Ongoing/In Progress			Green+Leaders program launched, 40 staff volunteers recruited, oriented, supported, recognized. 20 trained (with additional 20 planned in January 2010). Community-based social marketing behaviour-change tools carried-out in paper reduction focus from Oct-Dec.	Program will expand to 150 departments. Starting in 2010, each department will be involved in three two-month campaigns annually on the subjects of paper reduction, energy reduction, and alternative transportation.	2009	No End Date (Continuous)
Provide resources and/or dedicated staff to support teams	Ongoing/In Progress			See cell above.	See cell above.	2009	No End Date (Continuous)

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Action	Status (as of 12/31/09)	Performance to Date (as of 12/31/09)		Steps Taken in 2009	Steps Planned for 2010 -2012	Start Year	End Year
Providing behaviour change education/training to teams (e.g., community-based social marketing)	Complete			20 staff volunteers received seven hours of initial training each and also attended an additional lunch-hour educational session.	See cell above.	2009	No End Date (Continuous)
Awards/Recognition							
Establish a sustainability/green awards or recognition program	Complete			Five annual events planned. 20 staff volunteers attended first recognition event.	See cell above.	2009	No End Date (Continuous)
Staff Professional Development							
Support green professional development (e.g., workshops, conferences, training)	Complete			Initial pilot involved 20 PHSA departments.	Training will occur two times per year for PHSA staff.	2009	No End Date (Continuous)
Staff awareness/education							
Provide education to staff about the science of climate change	Complete	450	PHSA staff members attended presentations.	PHSA delivered 20 presentations throughout the organization.	This practice will continue on an as requested basis.	2009	No End Date (Continuous)
Provide education to staff about the conservation of water, energy, and raw materials	Complete	450	PHSA staff members attended presentations.	PHSA delivered 20 presentations throughout the organization.	This practice will continue on an as requested basis.	2009	No End Date (Continuous)
Provide green tips on staff website or in newsletters	Complete	16	Articles in PHSA newsletters plus external website built	Articles covered everything from energy and paper reduction to the Green+Leaders program and waste management.	This practice will continue on an as needed basis.	2009	No End Date (Continuous)
Provide sustainability education during new staff orientation	Complete	100	% of PHSA corporate new staff orientations	Sustainability presentations and discussions facilitated.	This practice will continue.	2009	No End Date (Continuous)
Client/public awareness/education							
Provide green tips on client/public website or in newsletters	Complete	3	Three external presentations given to a total of 150 participants.	Another three external media pieces featured PHSA sustainability activities. External website also built and populated.	These practices will continue.	2009	No End Date (Continuous)
Other Education, Awareness, and Engagement Actions							
Sustainability booths at PHSA Health and Wellness fairs	Complete	2	Fairs attended.	Sustainability team staffed booths at two PHSA fairs for dozens of staff members.	These practices will continue.	2009	No End Date (Continuous)
Alternative Transportation fair	Complete	1	One fair organized.	PHSA organized a fair featuring a variety of internal and external organizations ranging from the Jack Bell Foundation to TransLink.	This practice will continue.	2009	No End Date (Continuous)
Other Sustainability Actions							
Water conservation							
Establish a water conservation strategy which includes a plan or policy for replacing water fixtures with efficient models	Complete			All new fixtures are low flow.	This practise will continue.	2004	No End Date (Continuous)
Put in place a potable water management strategy to reduce potable water demand of building-level uses such as cooling tower equipment, toilet fixtures, etc. and landscape features	In Development			Investigation into on-site water resources began at C&W.	Implementation of wells to provide grey-water supply and creation of reservoir for potable back-up supply.	2009	2010
Waste reduction/diversion							
Put in place an operations policy to facilitate the reduction and diversion of building occupant waste from landfills or incineration facilities	In Development			Developed draft waste reduction targets.	Waste management strategy to be completed and rolled out for all Lower Mainland consolidated healthcare facilities.	2009	2010
Procurement (non-paper supplies)							

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Implement sustainable purchasing program for cleaning products, disposable paper products and trash bags	Ongoing/In Progress			Various parts of this program are in place through our cleaning contractors who mainly use green products already. (For example, C&W's Mental Health building uses green cleaners for 80% of cleaning needs. Green cleaners are not used in only extreme cases or to prevent infections and viruses from spreading.) Green products are also currently being evaluated by PHSA if they are outside the jurisdiction of our cleaning contractors.	PHSA will continue to go green with as many cleaning/janitorial products as possible.	2009	No End Date (Continuous)
Require a minimum purchase of sustainable, and organic food and beverages supplied by contracted food suppliers or caterers	In Development			PHSA has requested sustainability initiatives in new RFPs.	New contracts will be awarded.	2009	No End Date (Continuous)
Indoor air quality							
Enforce a scent-free policy (e.g., no strong perfumes, deodorants, etc.)	Complete			C&W, Sunnyhill, and BCCA have scent-free reminders throughout the sites.		2005	No End Date (Continuous)
Commuting to and from home							
Introduce telework/work from home policy	In Development			Gathered information from other health authorities re: their telework programs.	PHSA will run a telework pilot.	2009	No End Date (Continuous)
Encourage commuting by foot, bicycle, carpool or public transit	Ongoing/In Progress	6	Sessions organized	Organized a session on winter bike safety for 22 C&W staff members, four bike maintenance workshops for 46 participants at C&W and BCCA, and a bike skills workshop for 10 PHSA staff members.	These types of sessions will recur.	2009	No End Date (Continuous)
Provide shower or locker facilities for staff/students who commute by foot or by bicycle	Complete			Plans to expand shower and locker facilities as C&W re-develops are in place.	Construction will begin.	2009	No End Date (Continuous)
Provide secure bicycle storage	Complete			A new lock-up was completed and installed at BCCDC.	A new bike cage will replace the older one at BCCA-Vancouver Centre.	2009	2010
Modify parking fees or parking availability for staff/students	Ongoing/In Progress			Approvals secured from PHSA leadership to allocate a portion of parking rate increases to deep discount transit pass.	The new pass program will be implemented.	2009	No End Date (Continuous)
Other Sustainability Actions							
Blocked hundreds of items from Corporate Express Catalogue	Complete			PHSA blocked hundreds of environmentally unsustainable products from the catalogue in order to prevent departmental purchases of such items.	This practise will continue.	2009	No End Date (Continuous)
Added a wide variety of eco-products to feature prominently in the Corporate Express catalogue	Complete			PHSA worked with Corporate Express to feature eco-products prominently in the catalogue for PHSA purchasers.	This practise will continue.	2009	No End Date (Continuous)
The BCCDC implemented cafeteria recycling and a dishwasher to replace disposable china and cutlery	Complete			These measures were taken as the result of a staff survey.	N/A	2009	No End Date (Continuous)
Bike to Work Week Events	Complete			Encouraged staff to join employee teams and organized incentives at C&W for each day of the week. Also had on-site free bike repairs.	This practise will continue.	2009	No End Date (Continuous)
Free Bike Repairs	Complete	5	Sessions organized	Sessions held at BCCA Vancouver Centre and C&W.	These types of sessions will recur.	2009	No End Date (Continuous)
Free U-lock program	Complete	1	Program implemented at C&W	After a rash of bike thefts bike commuters were encouraged to trade their old chain locks in for new U-locks.	This program will continue as needed.	2009	No End Date (Continuous)

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Action	Status (as of 12/31/09)	Performance to Date (as of 12/31/09)		Steps Taken in 2009	Steps Planned for 2010 -2012	Start Year	End Year
Green Commuters Program	Ongoing/In Progress	180	PHSA staff enrolled	Program initiated to reward those who do not use single occupancy vehicles to commute to/during work with incentives and information.	This program will continue as needed.	2009	No End Date (Continuous)
Print strategy best practices for sustainability	Complete			Best practices in everything from energy settings to paper reduction included and made mandatory for all print device use.	N/A	2009	2009
Held a sustainability purchasing workshop	Complete	40	Attendees	Buy Smart BC department of the Fraser Basin Council facilitated a workshop for PHSA staff.	N/A	2009	2009