



2012
Carbon Neutral Action Report
Interior Health Authority

EXECUTIVE SUMMARY



On behalf of Interior Health, I am pleased to present the fifth annual Carbon Neutral Action Report. This report outlines the environmental actions that we have achieved or initiated throughout the 2012 calendar year – all while looking forward to the future.

Our mission at Interior Health is to promote healthy lifestyles and provide health services to the highest quality standards. As a health authority, we understand that these objectives are closely connected to the health of our environment. Environmental risk factors and exposures have direct links to many compromised human health conditions. In order to effectively promote the health and wellness of our population, we must continue to reduce our carbon footprint and take concerted efforts towards environmental sustainability.

A great example of how we are meeting high environmental standards is through the expansion and upgrades of our infrastructure. Not only do these improvements help accommodate growth in our population, but they also create healthier and more sustainable buildings for our staff, patients and the environment. In 2012, we saw the Kelowna General Hospital (KGH) site grow with the addition of the Centennial Building and the Dr. Walter Anderson Building – both of which were designed to the LEED® Gold rating system. The site was also transformed when the Pandosy Building was strategically deconstructed to make way for an upcoming energy efficient expansion. In addition, further energy savings were obtained through the upgrading of various facilities throughout the region. In fact, Interior Health was presented with two awards for our conservation efforts in the Kootenays, and in the South Okanagan – an outstanding achievement.

As we move forward, Interior Health is committed to reducing greenhouse gas emissions and will continue to engage staff and the community through environmentally sustainable initiatives.

Dr. Robert Halpenny

President & Chief Executive Officer

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STRATEGIC DIRECTION

OUR VISION

To set new standards of excellence in the delivery of health services in the Province of British Columbia.

OUR MISSION

Promote healthy lifestyles and provide needed health services in a timely, caring, and efficient manner, to the highest professional and quality standards.

OUR VALUES

- Quality – We are committed to safety and best practice.
- Integrity – We are authentic and accountable for our actions and words.
- Respect – We are courteous, and treat each other as valued clients and colleagues.
- Trust – We are free to express our ideas.

OUR GOALS

1. Improve health and wellness
2. Deliver high quality care
3. Ensure sustainable health care by improving innovation, productivity, and efficiency
4. Cultivate an engaged workforce and healthy workplace

OUR GUIDING PRINCIPLES

- Innovative
- Clear & Respectful Communication
- Continual Growth & Learning
- Teamwork
- Equitable Access
- Evidence-based Practice



IHA BACKGROUND

WHO WE SERVE

Interior Health (IH) was established as one of five geographically-based health authorities in 2001 by the Government of British Columbia. It is responsible for ensuring publicly-funded health services are provided to over 742,000 residents of the Southern Interior.

Interior Health serves a large geographic area covering almost 216,000 square kilometres and includes larger cities such as Kelowna, Kamloops, Cranbrook, Trail, Penticton and Vernon, as well as a multitude of more rural and remote communities.

OUR COMMUNITIES

- 58 municipalities & 95 unincorporated places
- 55 First Nations communities
- 7 regional hospital districts

OUR SERVICES

- Approximately \$1.8 billion annual operating budget (2012/13)
- 16 community hospitals
- 4 service area hospitals
- 2 tertiary referral hospitals
- 6,275 residential care and assisted living beds (as of October 2012)
- Acute care, health promotion and prevention, community care, residential care, mental health and substance use, public health, and more.

OUR PEOPLE

- Approximately 18,666 staff (as of October 2012)
- 1,516 physicians with privileges in IH's acute facilities (as of October 2012)



EMISSIONS REDUCTION ACTIVITIES

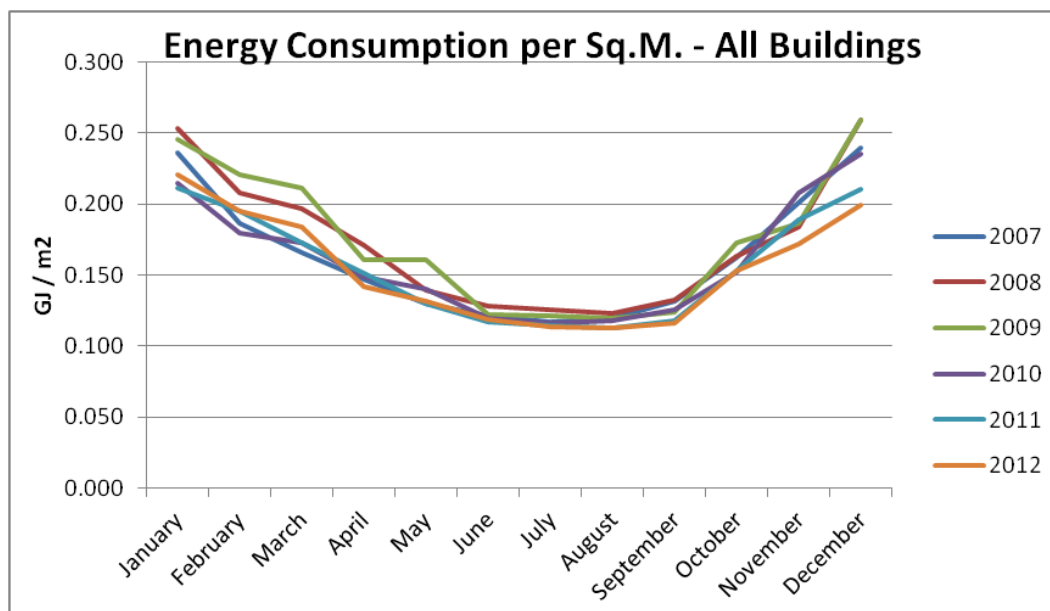
OVERVIEW

Interior Health successfully achieved carbon neutrality in 2012. This was achieved through reducing our emissions and by purchasing offsets. This chart compares our carbon offsets to the 2011 year and shows that our total carbon footprint decreased in 2012.

CARBON OFFSETS	2011	2012
Carbon Footprint in tCO ₂ e	44,199*	41,240*
Purchased Carbon Offsets	\$1,103,175*	\$1,029,700*
Purchased Carbon Offsets + tax	\$1,158,334*	\$1,081,185*

**Offset adjustments from previous years are not reflected in the data contained in this table (see page 12 for more information).*

Overall, energy efficiency has improved across IHA as a whole when considering energy consumption per square meter of floor space. The following graph shows this data for all buildings* within IH's portfolio.



**The data shown is for buildings in which IHA pays utilities directly. Energy consumption for leased spaces where the utilities are wrapped into the lease costs aren't known.*

IHA has taken many actions to reduce greenhouse gas emissions. The following pages outline some of the highlights of the 2012 calendar year. Featured in this section of this report are the following initiatives:

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|---|---------|
| • LEED® Gold and the Kelowna Vernon Hospitals Project | Page 6 |
| • Demolition of the Pandosy Building at Kelowna General Hospital | Page 7 |
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KELOWNA VERNON HOSPITALS PROJECT

In May of 2012, Kelowna General Hospital (KGH) added two new buildings to the existing campus - the Centennial Building (360,000 square feet) and Dr. Walter Anderson Building (84,470 square feet). As with all new construction projects in Interior Health, these projects were designed and built to the LEED® Gold rating system. LEED® stands for “Leadership in Energy and Environmental Design” and it is a rating system that concentrates on the following five key areas of human and environmental health:

- sustainable site development
- water efficiency
- energy efficiency
- materials selection, and
- indoor environmental quality

Building to these standards creates a healthier, cleaner environment for the patients and staff, all while saving energy, water, and other resources that help reduce our carbon footprint.



The following examples demonstrate how both new additions incorporate best practice in energy and environmental design:

- Water efficient fixtures will reduce water consumption by more than 40%.
- Environmentally friendly housekeeping practices and cleaning products protect indoor air quality and environmental health.
- Almost a quarter of the building materials incorporate recycled content.
- More than 20% of materials were sourced regionally reducing CO2 emissions & transportation costs, while supporting local industry.
- Energy and water use are monitored extensively to reduce the building's ecological impact.
- The irrigation system is fed by a cistern that collects storm water from the roof and other hard surfaces.
- Site lighting has been designed to protect the nocturnal environment.
- Centennial Building uses 45% less energy than a conventional building.

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- A variety of best practices for air quality management were used during construction.
- Low-emitting VOC adhesives, sealants, paints, coatings, carpet systems and composite wood products support high quality indoor air.
- Enhanced commissioning of HVAC equipment and lighting systems helps ensure optimized energy performance.

Currently, the Centennial Building and Dr. Walter Anderson Building at KGH are pending LEED® Gold Certification; however certification is expected in 2013. In 2012, the Polson Tower at Vernon Jubilee Hospital (completed in 2011) received its LEED® Gold Certification.



DEMOLITION OF PANDOSY BUILDING

In 2012, Kelowna General Hospital (KGH) saw the progression of another large expansion project - the planning and design of the Interior Heart and Surgical Centre (IHSC). This building is also being designed and constructed to the LEED® Gold rating system. In order to make space for the new IHSC, the Pandosy Building at the KGH site first had to be demolished. This process began in July 2012 and carried on throughout the year. The demolition of the Pandosy Building was very calculated and many environmental investigations were completed to ensure that the proper procedures were followed.

The interior spaces were removed first, working from the top floor down. The demolished materials were sorted into various types (steel, wood, drywall, etc.) and disposed of in separate bins on site so they could be recycled. Local recycling companies provided documentation indicating the percentage recycled of each load and the total quantity recycled in kilograms. For the exterior of the building, concrete and rebar from the structural demolition were separated and sorted on site, then hauled away to be recycled. Each truckload of materials leaving the site was tracked and logged.



When the demolition was complete, it was calculated that approximately 8.9 million kilograms of concrete were removed from the site and subsequently recycled. Concrete is then recycled into aggregate that can be used again in the creation of new concrete. The main source of carbon emissions is the cement production process, as cement is added to aggregates to make concrete. Carbon reductions are realized mainly through the reduced use of virgin aggregate and its associated environmental costs of mining and transportation.

Approximately 560,000kg of metals, 4,100kg of wood, and 28,000kg of drywall were also recycled. The recycled wood is chipped and shipped for use in biomass boilers to generate heat, offsetting fossil fuels used in heat production. Burning 4,100 kg of wood waste offsets the burning of 57 GJ of natural gas. This avoids the emission of 2.8 tonnes of CO₂ to the atmosphere from the burning of non-renewable fossil fuels.

In order to obtain LEED® Gold for the Interior Heart and Surgical Centre (IHSC), the demolition of the Pandosy Building required the diversion of at least 75% of construction waste from the landfill. This goal was achieved and is contributing to the LEED® Gold target for IHSC.



AWARDS

Over the years, Interior Health has been recognized with a number of awards for its leadership on environmental sustainability. In 2012, it was no different. Two significant awards were presented to Interior Health – the Kootenay Conservation Excellence Award, and the PowerSense Conservation Award, both of which were awarded by FortisBC Energy Inc.

The Kootenay Conservation Excellence Award was awarded to Kootenay Boundary Regional Hospital (KBRH) in Trail for an annual energy savings of more than 100,000 kilowatt hours. These savings were the result of improvements made to the heating and cooling systems. The improvements consisted of a \$65,000 investment to install eight variable frequency drive (VFD) motors throughout various locations of the hospital.



VFD's allow for control of the motor speed, resulting in decreased energy consumption at lower motor speeds. In general, motors for fans and pumps operate at a constant 100% speed and flow rate is controlled by choking the flow with valves and dampers. At the hospital, the VFD's were added to water pumps, the chiller cooling tower fans, the air handler supply fans and kitchen exhaust fans.

The second award – the PowerSense Conservation Award, was awarded to South Okanagan General Hospital (SOGH) in Oliver and to the Penticton Hospital for their energy efficiency upgrades. Upgrades included both electrical and mechanical equipment, lowering both electricity and natural gas consumption.

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- Installations at SOGH included:
 - A digital building automation system (DDC) to replace aging controls.
 - Electronically controlled valves and premium high efficiency motors to allow for many pumps and fans to be controlled with variable frequency drives.
 - Lighting throughout the hospital was upgraded to high-efficiency T8 fluorescent luminaires with electronic ballasts.
 - Two new high-efficiency condensing boilers and a boiler control system tied into the DDC replaced an old atmospheric boiler.
 - An exhaust air heat recovery system was modified to remove an old heat wheel, which was replaced with a new glycol run-around loop.
- Installations at Penticton Hospital included:
 - Variable Frequency Drive (VFD) motors replaced an aging two-speed motor on an existing freight elevator.
 - VFD motors were also installed on a number of fans to reduce energy use and provide better control of ventilation rates.

The upgrades to both hospitals, when combined, will save 300,000 kWh (kilowatt hours) of electricity and 1,556 GJ (gigajoules) of natural gas annually. This results in avoiding 80 tonnes of CO₂ being emitted into the atmosphere.

LIGHTING UPGRADES

Three lighting upgrades were completed for Gateby Integrated Care Facility (GIF) in Vernon, Columbia View Lodge (CVL) in Trail, and Royal Inland Hospital (RIH) parkade in Kamloops. These measures included:

- Retrofitting existing T-12 fluorescent luminaires with energy-efficient T-8's and electronic ballasts.
- Replacing incandescent lamps with Compact Fluorescent Lamps (CFL) or LED's.
- Replacement of outdoor lamps with LED's or ceramic Metal Halides.
- New LED exit signs for RIH parkade.

The RIH Parkade also received new brighter lights to replace old fluorescent fixtures and aging high pressure sodium wall pack lights. The upgrade also included painting the old gray walls and ceilings a bright white to create a more safe and secure environment for staff and clients. The total annual energy savings is 115,000 KWh (kilowatt hours), in addition to considerable annual cost savings. This project alone saves 3 tonnes of CO₂ being emitted into the atmosphere.



WORKPLACE CONSERVATION AWARENESS PROGRAM

In December of 2011, Interior Health launched BC Hydro's new and innovative Workplace Conservation Awareness Program (WCAP). The program was designed to foster energy conservation behaviours by choosing three pilot sites (Royal Inland Hospital, Vernon Jubilee Hospital, and Shuswap General Hospital) to participate in the two year program.

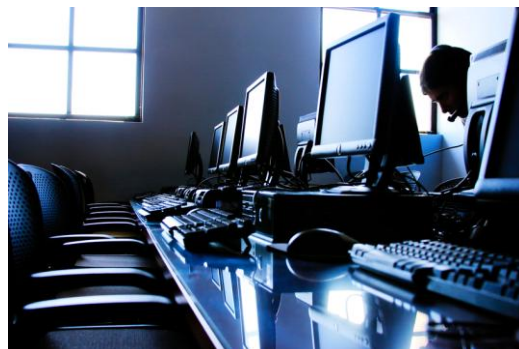


Interior Health's Energy Team organized two campaigns that encouraged staff to turn off lights and turn off monitors & computers at the end of the day. The team then conducted pre and post program surveys to measure staff participation. Particular attention was given to their awareness and attitude towards energy conservation and green initiatives at work.

The surveys indicated that the program resulted in both an increased participation in targeted energy conservation behaviours, and an increase in staff perception around the Authority's commitment to green and energy saving initiatives. The first survey was completed in January 2012 and compared to a second survey conducted ten months later in November 2012. The key survey results are:

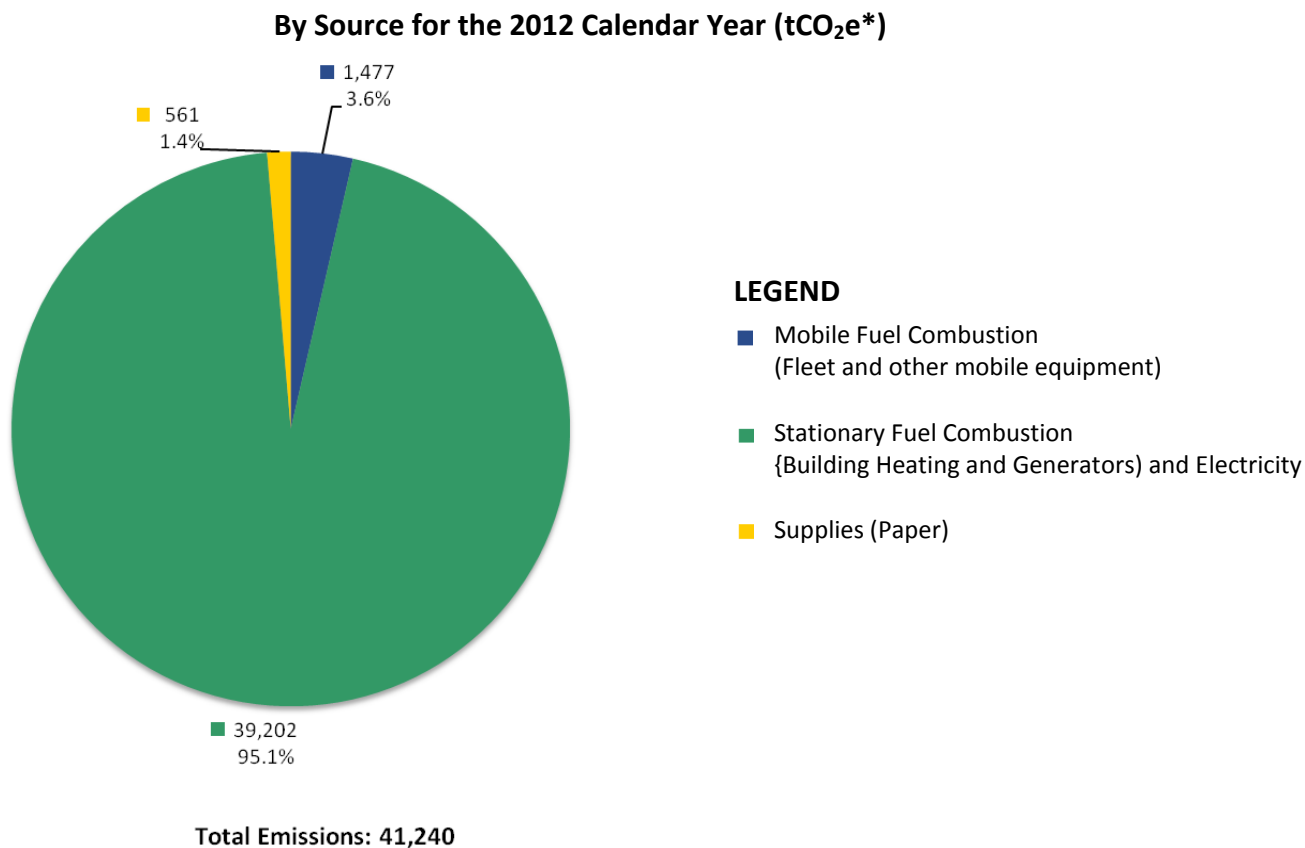
- Key target behaviours show an increase in positive responses, turning off lights (+5%), monitors (+12%) and computer shut down (+15%).
- Staff participation in energy conservation at work increased by 6%.
- Staff awareness of energy projects on site increased by 24%.
- 22% more staff feel that IH encourages environmental initiatives at their site and in the organization.
- 17% more staff feel that energy conservation is part of the IH mandate.

The WCAP project has been acknowledged by BC Hydro as typically reducing IH's electrical energy consumption by approximately 1.1 GWh (gigawatt hour) between the three sites. This alone saves over 28 tonnes of CO₂ being emitted into the atmosphere.



2012 GREENHOUSE GAS EMISSIONS

Consumption data was compiled from utility vendors and suppliers to determine IH's carbon footprint for the 2011 calendar year. The following chart provides an overview of IH's emissions by source. The majority of IH's emissions are derived from fossil fuels (natural gas/propane) to heat health care facilities.



OFFSETS APPLIED TO BECOME CARBON NEUTRAL IN 2012

Total offsets required: **41,188**

Total offset investment: **\$1,029,700**

Emissions which do not require offsets: **51 ****

*Tonnes of carbon dioxide equivalent (tCO₂e) is a standard unit of measure in which all types of greenhouse gases are expressed based on their global warming potential relative to carbon dioxide.

** Under the *Carbon Neutral Government Regulation of the Greenhouse Gas Reduction Targets Act*, all emissions from the sources listed above must be reported. As outlined in the regulation, some emissions do not require offsets.

It was estimated that fugitive emissions comprise less than 0.01% of Interior Health's total emissions, and the ongoing effort to collect or estimate emissions from this source annually is disproportionately onerous. Thus, these emissions meet both the requirement to be below 1% of Interior Health's total emissions and the requirement to be onerous to collect. For this reason, emissions from this source have been deemed out-of-scope and are not included in Interior Health's total greenhouse gas emissions profile or offset purchase.

CHANGES TO GREENHOUSE GAS EMISSIONS & OFFSETS FROM 2010/2011

Following the public release of Interior Health Authority's 2011 Carbon Neutral Action Report, it was determined that the total emissions for the 2010/2011 calendar year were under reported by 126 tonnes CO₂e. Additional carbon offsets were purchased in 2012 to adjust the data for the previous years.

PLANS TO CONTINUE REDUCING GREENHOUSE GAS EMISSIONS (2013 – 2015)

Interior Health is looking forward to continuing to take action on environment initiatives. There will not be any significant changes in direction or focus over the next year, as the portfolio is currently positioned strategically to enable success. This means Interior Health will continue to work on the following initiatives:

- Maintain the Regional Green Team membership to ensure all regions are represented along with all professional groups.
- Sharing best practices and stories with staff to educate and inspire them to take action on the environment.
- Benchmarking of utility data to seek opportunities for capital improvements and/or behavior change.
- Evaluate the reusable sharps pilot program at three of our major sites and incorporate a long-term sharps management service.
- Continue energy behavior campaigns at select sites to decrease consumption by 2%.
- At Interior Health's larger acute sites, work with multi-stakeholder groups to change staff and physician behavior from single occupancy vehicles to alternative transportation.
- Continue the planning and construction for the LEED® Gold designed Interior Heart & Surgical Centre building at Kelowna General Hospital.
- Connect Parkview Place and the Enderby Community Health Centre (PVP) to the Enderby District Heating System (DHS). This system uses wood waste from local landfills in a biomass boiler to heat local municipal and commercial buildings within the Enderby city limits.
- Assessing the technical and economic feasibility of using biomass boilers at all sites requiring boiler replacements.
- Where funding is permitted, adding insulating blankets to hot water heating equipment (pumps, valves, strainers, heat exchangers, etc.) located in mechanical and boiler rooms. Sites that use expensive propane will be targeted first to reduce heat losses.
- Continuing with enrolling building operators in energy-conservation training programs offered in-house and by third parties like Natural Resources Canada, FortisBC, and BC Hydro.
- Add three more buildings to the BC Hydro Continuous Optimization Program which focuses on operational conservation measures.

Interior Health Authority (IHA) - 2012 Carbon Neutral Action Report

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	Steps Taken	Steps Planned	Start Year	End Year
Mobile Fuel Combustion (Fleet and other)					
Behaviour change program					
Provide fleet driver training to reduce fuel use	In Development	The idea of fleet driver training has been circulated among certain departments for implementation.	Select target groups based on historical fuel consumption efficiency and provide information/training to enhance fuel mileage.	2012	No End Date (Continuous)
Encourage carpooling in fleet vehicles	Ongoing/In Progress	Encouraged staff who travel to internal education events to share vehicles by carpooling. Majority of staff carpool when attending meetings in different communities due to large geographic region.	Continue internal messaging and reminders to departments to carpool. This will include using our website and other tools to get the message out. Over the last few years, IHA's staff behaviour is changing and more staff are carpooling.	2008	No End Date (Continuous)
Promote alternatives to fleet vehicle travel where possible (e.g., bicycles, public transit, walking)	Ongoing/In Progress	A few staff have used alternative transportation modes to travel between sties. This topic is gaining more traction and several staff and leaders are supportive of encouraging more staff to use alternative transportation.	Take the momentum and remove barriers for staff, including launching specific target campaigns in Kelowna and other IH communities.	2009	No End Date (Continuous)
Vehicle fuel efficiency					
Replace vehicles with more fuel-efficient models	Ongoing/In Progress	Purchasing (or replacement) of fleet vehicles did not take place in 2012. Plans and budgets were put in place for the purchase of vehicles in 2013.	Continue to allocate budget and replace older fleet with new hybrids.	2008	No End Date (Continuous)
Replace larger vehicles with smaller models according to fleet "right-sizing" principles	Ongoing/In Progress	Where applicable, smaller models replaced larger vehicles. Other factors, such as safety and the geographic region the vehicle will be used is considered.	Will continue to pursue opportunities to right size as this not only saves fuel used, but decreases vehicle maintenance costs.	2008	No End Date (Continuous)
Perform regular fleet maintenance to improve fuel-efficiency	Ongoing/In Progress	The management of fleet vehicles involves regular maintenance, which includes inspections of various components of the vehicle.	Continue to maintain fleet to ensure fuel efficiency is optimal and ensure fleet has a long life.	2008	No End Date (Continuous)
Stationary Fuel Combustion, Electricity					
Behaviour change program					
Help staff reduce personal energy use through ""workstation tune-ups""	Not Yet Evaluated				No End Date (Continuous)
Ask staff to unplug electrical equipment or switch off power bars when not in use	Ongoing/In Progress	Staff were reminded and encouraged to shut down electrical devices that are not being used. This is a common concern for Green Team members and a very easy one to identify.	Will continue to get this messaging out and use incentives to reward positive behaviour.	2009	No End Date (Continuous)
Ask staff to close blinds at end of work day to reduce heating/cooling demands	Ongoing/In Progress	Where applicable (some windows do not have blinds) staff are being encouraged to close blinds. At times this is done by evening cleaning crews.	Will continue efforts.	2008	No End Date (Continuous)
Encourage staff to use air dry setting on dishwashers	Not Yet Evaluated				No End Date (Continuous)
Provide tips to staff on saving energy in the office while working outside of regular business hours	Not Yet Evaluated				No End Date (Continuous)
Encourage use of stairs instead of elevators	Ongoing/In Progress	The stairwell painting at East Kootenay Regional Hospital (EKRH) in Cranbrook (completed in 2010) received a lot of positive feedback. As a result, stairwell painting was planned in 2012 for implementation at Kelowna General Hospital. Also, staff are encouraged to use the stairs where possible. A great example of this is at the Vernon Jubilee Hospital where employees are using the stairwell in the new Polson Tower to get exercise on breaks and pre/post shift.	Stairwell painting project for KGH will commence in 2013, and will continue to look at other opportunities throughout the region.	2010	2013
Provide reminders for turning off lights (e.g., signs, stickers, messages)	Ongoing/In Progress	Interior Health signed an agreement with BC Hydro to launch the "Workplace Conservation Awareness Program". This program	Interior Health will roll out year two of the Workplace Conservation Awareness Program and continue to engage on-site staff and Green	2011	No End Date (Continuous)

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Action	Status	Steps Taken	Steps Planned	Start Year	End Year
		provides many of the tools and posters to help change staff behaviour. Year one of Workplace Conservation Awareness Program was completed. The three hospital sites that participated in pilot were Vernon Jubilee Hospital, Shuswap Lake General Hospital (Salmon Arm) and Royal Inland Hospital (Kamloops). The program provided many tools, posters, contests and surveys to educate, encourage, engage and measure staff behaviour change related energy conservation in the workplace.	Team members through subsequent energy conservation awareness campaigns. This will include quarterly campaigns to encourage the turning off of lights and the shutting off of eligible computers and computer monitors followed up by an awards and recognition at the end of each program year. Interior Health's internal and external communications channels will be leveraged to promote the success of campaigns more broadly across Interior Health sites and staff.		
Promote hot water conservation	Ongoing/In Progress	Staff are very careful with using hot water. Increased use of hand sanitizer has helped with this initiative. New facilities and renovations often include hands-free faucets and regulated temperature controls that help with hot water conservation.	Will continue historic efforts and better understand options for reducing hot water in Support Services (laundry, food services and housekeeping).	2010	No End Date (Continuous)
IT power management					
Install power management software which shuts down computers outside of regular business hours	Ongoing/In Progress	IH encouraged PC users to shutdown their PC manually at the end of the work day. Note that the responsibilities of IH desktops was shifted to the Health Shared Services BC (HSSBC), IH has shared their plans and expectation with HSSBC, but the final implementation will be HSSBC responsibility.	Due to the fact that this is one of the single most simple and effective solutions at decreasing energy consumption there is a high likelihood, that HSSBC will employ a Desktop Power Management solution. CFO Council has referred to HSSBC to stress the urgency and importance of this action.	2009	No End Date (Continuous)
Implement server virtualization	Completed (in Previous Year)				No End Date (Continuous)
Apply auto-sleep settings on computer monitors and CPUs	Ongoing/In Progress	All of IH monitors have auto-sleep settings. Staff are advised not to change settings as the settings help decrease power consumption and extend life monitors.	Will continue this practice.	2008	No End Date (Continuous)
Remove stand-alone printers, copiers, and/or fax machines and install multi-function devices as part of a print management strategy	Ongoing/In Progress	IH continued its practice to remove stand alone printers. Please note, that in some cases due to unique program requirements and/or user requirements a stand alone printer is required. IH is replacing stand alone printers with multi-function devices (copy, fax, print, scan) that are shared by multiple users, and are continually reassessing the need.	Continue to replace stand-alone equipment with multi-purpose when the opportunity arises.	2008	No End Date (Continuous)
Apply auto-sleep settings on printers, fax machines, and/or multi-function devices	Ongoing/In Progress	Majority of IH's printers, copiers and fax machines have the auto sleep setting applied.	Will continue to purchase devices with this setting.	2009	No End Date (Continuous)
Replace computers with ENERGY STAR models during regular computer upgrades	Ongoing/In Progress	All computers are Energy Star compliant. Furthermore, IH has taken steps to shift desktops to Ultra Slim Desktops (USDTs) which employ the lowest wattage power supplies. When older PC's need replacing and/or upgrading IH replaces them with slim desktops. In 2012 IH added approximately 900 slim desktops, bringing the total to 3,700 slim desktops. These ultra slim desktops use significantly less energy, require less GHG and physical footprint.	Will continue to purchase ENERGY STAR rated devices and replace older desktops with USDTs.	2009	No End Date (Continuous)
Leased buildings					
Establish energy performance baseline for leased buildings	Ongoing/In Progress	Energy consumption information was collected and inputted into an energy software system (FAME). Note that many of IH's lease sites agreements bundle utilities cost into the lease, thus IH does would not have data.	Continue to collect and analyze data. Share utility consumption data with managers and occupants of space.	2008	No End Date (Continuous)
Develop a green lease policy that requires green features to conserve	In Development	This initiative is being looked at within IH's leasing portfolio.	Looking at incorporating green features into the planned Kelowna	2013	No End Date

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Action	Status	Steps Taken	Steps Planned	Start Year	End Year
energy be included in all lease negotiations			Community and Support Services Building.		(Continuous)
Other Stationary Fuel Combustion					
Install an on-site renewable energy demonstration project	Ongoing/In Progress	<p>Solar thermal heating of Domestic Hot Water (DHW) at the Penticton Regional Hospital (PRH) in Penticton has added laundry water to the system.</p> <p>A technical and economic feasibility study was completed for a solar wall at the Creston Valley Hospital (CVH) in Creston. This was submitted to FortisBC Gas for review and and possible funding as a demonstration project.</p>	<p>Revisit the five completed solar thermal and biomass studies to develop an implementation strategy which includes seeking alternative funding to make payback attractive. As energy prices increase and system prices decrease, renewable energy technology will be continuously revisited.</p> <p>Solar walls use baffled siding on southern walls to preheat cold outside air prior to being taken in by Air Handling Units. Using the large amount of East Kootenay winter sunshine for solar walls may be an attractive way to lower natural gas consumption when heating cold outside air. Other prospective sites for solar walls are Invermere, Fernie, and Cranbrook.</p>	2009	No End Date (Continuous)
Owned buildings					
Establish energy performance baseline for owned buildings	Ongoing/In Progress	<p>Energy consumption information was collected and inputted into a utility tracking software system (FAME). All sites have baselines that have been adjusted for weather. Plant Managers and Supervisors have been provided custom reports for their region. Moreover, utility benchmarking was conducted and information is being provided to managers on a semi-annual basis, which allows them to take action.</p> <p>Also, RETScreen Plus Software (Renewable Energy Technology Screening Software) is being used to benchmark South Okanagan General Hospital (SOGH) in Oliver to model building energy consumption.</p>	<p>Continue to share benchmarking information with managers on a regular basis. Information will be used to indentify sites for capital improvements and energy projects. RETScreen Plus will be used in other facilities where applicable. Cottonwoods Residential Care is a candidate for RETScreen Plus modeling and will be adding the software in 2013 for an upcoming boiler retrofit.</p>	2008	No End Date (Continuous)
Achieve LEED NC Gold certification at a minimum for new construction or major renovations	Ongoing/In Progress	IH designs and builds all new building construction projects to the LEED Gold rating system. Vernon Jubilee Hospital Polson Tower was certified LEED Gold in 2012 (opened in 2011). Also in 2012, Kelowna General Hospital opened two new buildings - the Centennial Building and the Dr. Walter Anderson Building - which were both designed and built to LEED Gold specifications.	IH is currently designing the Interior Heart and Surgical Centre at Kelowna General Hospital. This building will be designed to LEED Gold standards and will replace the Pandosy building which was demolished in 2012. The demolition of the Pandosy Building contributed to the LEED Gold points for the project. IH will continue to design all new buildings to LEED Gold.	2008	No End Date (Continuous)
Perform energy retrofits on existing, owned buildings	Ongoing/In Progress	<p>Three lighting upgrades were completed for Gateby (GIF) in Vernon and Columbia View Lodge (CVL) in Trail and Royal Inland Hospital (RIH) parkade in Kamloops.</p> <p>Installed premium efficiency motors at Shuswap Lake General Hospital (SLGH) in Salmon Arm and Kootenay Boundary Regional Hospital (KBRH) in Trail.</p> <p>Upgrades to control systems software were completed at:</p> <ul style="list-style-type: none">- East Kootenay Regional Hospital (EKRH) in Cranbrook- Swan Valley Lodge (SVL) in Creston- Parkview Place (PVP) in Enderby- Pleasant Valley Manor (PVM) in Armstrong	<p>Lighting upgrades are planned for the Chase Health Centre (CDF) in Chase, Bastion Place (BSP) in Salmon Arm, and F.W. Green Home (FWG) in Cranbrook.</p> <p>Retrofits to the Domestic Hot Water (DHW) systems at Cottonwoods (CTW) in Kelowna and Gateby (GIF) in Vernon are being implemented.</p> <p>Upgrades to control systems are planned for:</p> <ul style="list-style-type: none">- Summerland Health Centre (SHC) in Summerland- Gateby Integrated Care (GIF) in Vernon- 100 Mile House Hospital (OMH) in 100 Mile House- Elk Valley Hospital (EVH) in Fernie- East Kootenay Regional Hospital (EKRH) in Cranbrook	2009	No End Date (Continuous)

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Actions Towards Carbon Neutrality					
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Action	Status	Steps Taken	Steps Planned	Start Year	End Year
			- Royal Inland Hospital (RIH) in Kamloops		
Incorporate a refrigerant management strategy into regular building management/maintenance to reduce fugitive emissions	Ongoing/In Progress	All plant maintenance personnel are aware of the legislative requirements regarding refrigerant capture/containment and the importance of early leak detection. All units over five tons undergo annual testing.	This requirement will continue.	2008	No End Date (Continuous)
Planning/management					
Reduce office space (square meters) per employee	Ongoing/In Progress	IH has developed space planning guidelines outlining a new reduced space per employee standard. IH is actively densifying leased areas to help reduce the office space per employee. Also, planning is underway for the Kelowna Community and Support Services Building, a tower which will incorporate the new space guidelines.	Development of strategies to take advantage of opportunities is ongoing.	2008	No End Date (Continuous)
Install a real time metering system (e.g. Pulse, Reliable Controls, Houle Controls)	Ongoing/In Progress	Eight out of eleven buildings now have both gas and electricity usage being benchmarked through the BC Hydro Continuous Optimization program using online Energy Management Information System (EMIS) through Pulse Energy.	The remaining three buildings in the BC Hydro continuous optimization program will be rolled out in 2013. Energy studies are in progress for the first three buildings that were metered (Royal Inland Hospital in Kamloops, Gateby Integrated Care in Vernon, and East Kootenay Regional Hospital in Cranbrook). Out of these studies, recommended initiatives will be selected for implementation.	2010	No End Date (Continuous)
Retrofit details for owned buildings					
Upgrade mechanical systems (heating, cooling, ventilation) during retrofits	Ongoing/In Progress	Mechanical upgrades to the rooftop units have been completed at Overlander Extended Care (OVL) facility in Kamloops. Heat recovery was added to main air handler at South Okanagan General Hospital (SOGH) in Oliver.	Planned mechanical upgrades include more Variable Frequency Drives (VFD), premium efficiency motors and boiler upgrades at various sites. Equipment insulating blankets have been studied for the major propane-consuming sites of Queen Victoria Hospital (QVH) in Revelstoke, Golden District Hospital (GDH) in Golden, and Invermere District Hospital (IDH) in Invermere. Based on the availability of funding this initiative will be implemented.	2009	No End Date (Continuous)
Upgrade lighting systems during retrofits	Ongoing/In Progress	Three lighting upgrades were completed for Gateby (GIF) in Vernon and Columbia View Lodge (CVL) in Trail and Royal Inland Hospital (RIH) parkade in Kamloops.	Lighting upgrades are planned for the Chase Health Centre (CDF) in Chase, Bastion Place (BSP) in Salmon Arm, and F.W. Green Home (FWG) in Cranbrook. The Kelowna General Hospital Parking lot will be installing high-efficiency LED lighting.	2012	No End Date (Continuous)
Upgrade/adjust control systems during retrofits	Ongoing/In Progress	Optimization and upgrades have been completed with the ER expansion at Kootenay Lake Hospital (KLH) in Nelson. These measures include new equipment, optimization of algorithms, scheduling and temperature resets.	When retrofit projects are planned, control systems are always considered for upgrade.	2009	No End Date (Continuous)
Improve building insulation (including windows) during retrofits	Ongoing/In Progress	Building insulation is reviewed in projects where applicable.	Will continue to review building insulation in upcoming retrofits.	2012	No End Date (Continuous)
Supplies (Paper)					
Behaviour change program					
Train staff to use collaborative software for electronic editing (e.g. SharePoint, Groove, etc.)	Ongoing/In Progress	IH encouraged staff and departments to put common documents and information on its Intranet. Many staff have been trained to edit IH's Insidenet. Not only have these staff helped improve IH's productivity but they have put a large dent in IH's paper consumption.	Continue promoting SharePoint and the IH InsideNet to staff.	2008	No End Date (Continuous)
Encourage staff to hold paperless meetings or presentations (i.e., no	Ongoing/In	IH's Senior Executive Team along with other key managers and all	Continue to change staff behaviors through education, and	2008	No End Date

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Action	Status	Steps Taken	Steps Planned	Start Year	End Year
handouts)	Progress	Board Director Members were provided with laptops in order to decrease paper and increase productivity. Staff adapted to the laptop and have taken steps to minimize paper usage.	empowerment.		(Continuous)
Electronic media in place of paper					
Install collaborative software for electronic editing (e.g. SharePoint, Groove, etc.)	Ongoing/In Progress	IH adopted SharePoint to enhance collaboration among team members and increase efficiency for retrieving documents and making decisions. IH has Intranet sites and SharePoint teams sites to allow departments, portfolios and teams to significantly reduced paper consumption. In 2012, 100 new sites were created - almost doubling from 2011. All staff workstations have this program installed on their PC's.	Continue to use SharePoint and other technologies as needed to carry out business.	2008	No End Date (Continuous)
Use electronic document library for filing common documents	Ongoing/In Progress	Electronic libraries are being utilized throughout IHA. One example is in the Capital Planning & Projects and Facilities/Plant Maintenance departments where all codes, standards, and guidelines are electronically filed for employees to access.	Continue developing electronic libraries for common documents.	2008	No End Date (Continuous)
Switch to an electronic payroll notification system in place of paper pay stubs	Ongoing/In Progress	Staff have received their payroll stubs electronically for many years. As of July 2008, staff have been receiving their payroll information on IH's internal website called "I-Site". In 2011, work was undertaken to allow for T4 slips to be available online for staff.	Continue to provide payroll information on "I-site" which restricts staff from printing paper	2010	No End Date (Continuous)
Paper Type					
Purchase 30% post-consumer recycled paper	Ongoing/In Progress	IH purchased a portion of its total paper as 30% recycled. In addition, IH purchased FSC (Forest Stewardship Council) approved paper. FSC-certified paper contributes to conservation, responsible management, and community level benefits for people near the forests that provide paper.	Continue to purchase 30% recycled paper and FSC certified paper.	2008	No End Date (Continuous)
Purchase 100% post-consumer recycled paper	Ongoing/In Progress	Although a small portion of our total consumption, IH does purchase 100% recycled paper. Due to the significant cost difference, IH has not made the shift to 100%. Over time we believe the premium for 100% recycled paper will decrease, at which point IH will increase its proportion of 100% recycled paper.	Continue to purchase some 100% recycled paper.	2008	No End Date (Continuous)
Printer/document settings					
Switch networked printers and photocopiers to automatic double-sided	Ongoing/In Progress	Majority of corporate printers have been defaulted to duplex printing. In some of IH's clinical setting we are unable to duplex print because of the various software systems, and report formats. IH is continually reassessing these settings.	Continue to default printers to duplex when the opportunity arises. Replace old printers with newer models that have capability to duplex print.	2008	No End Date (Continuous)

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Action	Status	Steps Taken	Steps Planned	Start Year	End Year
Business Travel					
Behaviour change program					
Train staff in web-conferencing	Ongoing/In Progress	IH's IMIT education department took a leadership role in pushing this web-conferencing technology to staff. This technology is very easy to use and staff are able to self learn as well. The amount of meetings held by web-conferencing increased from 2011 to 2012.	Continue to educate and train staff to use web-conferencing.	2008	No End Date (Continuous)
Encourage staff to consider virtual attendance/presentation at events where possible	Ongoing/In Progress	Managers encouraged staff to utilize teleconference or video conference for meetings instead of travel. Many departments have reduced the number of face to face meetings by substituting them for teleconferences.	Continue to encourage staff to use teleconferencing or video conference to decrease travel cost and enable better work life balance.	2008	No End Date (Continuous)
Encourage carpooling to meetings	Ongoing/In Progress	Encouraged staff who travel for internal education to share vehicles. Majority of staff carpool when attending meetings in different communities due to large geographic region. Staff have the ability to view fleet cars and see who has signed them out and where the vehicle is traveling to, allowing them the opportunity to connect directly and carpool.	Continue to encourage staff to carpool.	2008	No End Date (Continuous)
Encourage alternative travel to meetings (e.g., bicycles, public transit, walking)	Not Yet Evaluated				No End Date (Continuous)
Policy and budgeting					
Create a low-carbon travel policy or travel reduction goal	Ongoing/In Progress	In 2009 IH created a Green Travel Policy. In 2011 IH selected a green preferred hotel in Kelowna for business travel. In 2012 the green preferred hotel was further promoted and the visits were increased. IH's finance department produces travel expense reports, which are shared with various key leaders.	Continue to educate staff on policy and make updates where appropriate, and continue to promote and expand the list of preferred green hotels.	2008	No End Date (Continuous)
Virtual meeting technology					
Install web-conferencing software (e.g., Live Meeting, Elluminate, etc.)	Ongoing/In Progress	Majority of computers have the ability to web conference. The primary software that is used and promoted within IH is MS Live Meeting. The use of Live Meetings is steadily increasing year to year.	Continue to encourage staff to use MS Live Meeting.	2008	No End Date (Continuous)
Make desktop web-cameras available to staff	Ongoing/In Progress	Many staff have ordered web-cameras and are using them for meetings where appropriate. IH's IMIT department supports the use of web-cameras and provides authorization to staff who order web-cameras. With more and more staff wanting more flexibility in their work and signaling a preference to work from home, there is a shift taking place with staff switching their desktops to laptops. All of the laptops have built in web-cameras. In general (and where appropriate) any new monitors get a webcam.	Continue to implement and expand personal web camera's where applicable.	2008	No End Date (Continuous)
Install video-conferencing units in meeting rooms or provide mobile video-conferencing units	Ongoing/In Progress	Due to IH's large geographic region, video conferencing technology has been placed in meeting rooms. Staff are continually encouraged to video conference to save money and provide a better work life balance. Travel is discouraged during winter month's due to staff safety. Where Interior Health sites are located there is at minimum,	Continue to add video conferencing technology in meeting rooms when feasible and appropriate.	2008	2013

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Action	Status	Steps Taken	Steps Planned	Start Year	End Year
		one videoconference system. Medium and larger facilities have multiple videoconference systems. In 2012, an additional sixteen videoconference units were installed and 25 desktops were enabled with personal videoconferencing software.			
Education, Awareness, and Engagement					
Awards/Recognition					
Establish a sustainability/green awards or recognition program	Ongoing/In Progress	Staff appreciation and recognition is important. It is even more important when staff are volunteering their personal time to green the organization. The Green Team members are thanked frequently and their efforts are recognized in various internal and external IH communications. For participation in Energy conservation programs and initiatives, recognition and various rewards were provided and funded by BC Hydro.	Continue to recognize outstanding achievement and potentially implement the "Green Stars" program.	2010	No End Date (Continuous)
Staff Professional Development					
Support green professional development (e.g., workshops, conferences, training)	Ongoing/In Progress	Multiple workshops hosted by utility companies were attended by energy management staff and some building operators.	Future Energy Management training will include utility company courses and workshops. FortisBC Gas is hosting a workshop (in Kamloops & Castlegar) regarding thermal energy savings opportunities, of which will be attended by various building operators and staff.	2009	No End Date (Continuous)
Staff awareness/education					
Provide education to staff about the science of climate change	Ongoing/In Progress	Various lunch-and-learns that included climate change components have been held throughout the region in 2012.	Continue to educate staff, and plan to bring experts to continue the momentum within IH.	2010	No End Date (Continuous)
Provide education to staff about the conservation of water, energy, and raw materials	Ongoing/In Progress	Emails and other correspondence are shared with staff with respect to energy conservation. During Green Team meetings, IH's Energy Manager provides updates and answers staff questions. More and more staff are becoming aware of the need to conserve energy and other scarce natural resources. In 2012, the Kelowna General Hospital library added DVD's to support staff education in these topics (available to all IH Staff).	Continue to educate staff regarding conservation.	2009	No End Date (Continuous)
Provide green tips on staff website or in newsletters	Ongoing/In Progress	The IH newsletter and other communication tools (In the Loop) are very effective channels to spread sustainability information as they reach a broad segment of IH's employees. The sustainability website (and IH website) was revamped in 2012 with considerable addition of material. Weblink: http://www.interiorhealth.ca/AboutUs/Accountability/EnvironmentalSustainability/Pages/default.aspx	Will continue to explore all opportunities to increase staff awareness about sustainability, through tips and suggestions.	2009	No End Date (Continuous)
Provide sustainability education during new staff orientation	Ongoing/In Progress	IH has an online orientation program, which includes a section for environmental sustainability. Staff are provided a high level overview of the program and encouraged to go to IH's sustainability website and to be part of the green team.	Update orientation information as needed.	2009	No End Date (Continuous)

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Action	Status	Steps Taken	Steps Planned	Start Year	End Year
Team-building					
Create Green, Sustainability, Energy Conservation, or Climate Action Teams with executive endorsement	Ongoing/In Progress	Site based green teams were consolidated into a Regional Green Team in 2010. In addition to the Regional Green Team, IH has a Support Services Green Team and a Senior Environmental Advisory Committee that provides overall direction to the portfolio. Green Team Membership increased by 26 in 2012, making a total of 136 members.	Continue the momentum and increase membership.	2008	No End Date (Continuous)
Provide resources and/or dedicated staff to support teams	Ongoing/In Progress	IH has deployed resources including: a dedicated Manager of Sustainability & Waste Operations, a full-time Energy Manager who is partially funded by BC Hydro, and an Energy Specialist funded by FortisBC was retained.	Continue to provide corporate resources to ensure Green Teams are successful and IH meets it provincial requirements.	2008	No End Date (Continuous)
Other Sustainability Actions					
Adaptation to Climate Change					
Assessed whether extreme weather events and/or long term changes in climate will affect the organization's business areas	Not Yet Evaluated				No End Date (Continuous)
Integrated considerations of extreme weather events and/or long term changes in climate into the organization's decision making.	Not Yet Evaluated				No End Date (Continuous)
Building construction, renovation					
Establish a policy to reuse materials where possible and divert construction and demolition debris from landfills and incineration facilities	Ongoing/In Progress	All new construction is being built to LEED Gold standards. This entails the minimization of landfill waste and proper handling and segregation recycled materials. In 2012, the Kelowna General Hospital built both the Centennial Building and Dr. Walter Anderson Building to LEED Gold Standards; and followed the same guidelines for the demolition of the Pandosy Building later that year.	Continue to design to LEED Gold standards, and follow proper guidelines and processes for any new construction and demolition plans.	2008	No End Date (Continuous)
Incorporate lifecycle costing into new construction or renovations	Ongoing/In Progress	The Vernon Jubilee Hospital and Kelowna General Hospital sites have lifecycle costing for building changes, renovations, and construction projects as a part of the Kelowna and Vernon Hospitals Project (KVHP) and the Interior Heart and Surgical Centre Project. IH and partners take into account the initial and ongoing costs and effects for the long-term benefits of the sites.	Continue the lifecycle process on these sites.	2011	No End Date (Continuous)
Commuting to and from home					
Introduce telework/work from home policy	Ongoing/In Progress	IH rolled out a pilot for select excluded staff and departments in 2010. This pilot closed in 2011 and was evaluated. The outcome of the evaluation was positive and led to development of telework guidelines and policy which was approved in 2012. The policy is available to those who meet the objectives and guidelines set out by the policy.	Continue to monitor and evaluate program.	2010	No End Date (Continuous)
Encourage commuting by foot, bicycle, carpool or public transit	Ongoing/In Progress	Staff are reminded and encouraged to use alternative transportation when commuting. IH participated in both the 'Bike to Work Week' and 'Commuter Challenge' programs. Carpool parking stalls and passes have been put into effect at the Kelowna General Hospital and Vernon Jubilee Hospital sites.	Continue to educate staff and influence behavior change to decrease green house gases and parking demand at IH sites.	2008	No End Date (Continuous)
Provide shower or locker facilities for staff/students who commute by foot or by bicycle	Ongoing/In Progress	IH has a few sites that provide locker facilities and showers. Where possible considerations are being made to provide showers. For	Continue to find opportunities to build the infrastructure to allow staff to cycle to work.	2008	No End Date (Continuous)

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Action	Status	Steps Taken	Steps Planned	Start Year	End Year
		instance, when selecting a lease site, this is one of the considerations.			
Provide secure bicycle storage	Ongoing/In Progress	Many of IH sites have a secure bicycle storage and are continuing to build them into their sites. It is key to getting staff out of their cars. Through expansion of sites or selection of new lease sites, bicycle storage is considered.	Add secure bicycle storage where possible.	2008	No End Date (Continuous)
Other Sustainability Actions					
Working with regions water suppliers to develop long-term water system improvement plans that maximize system efficiency and sustainability.	Ongoing/In Progress	Working with regions water suppliers to develop long-term water system improvement plans that maximize system efficiency and sustainability. Further defining the importance of urban runoff management to protect drinking water sources and integrating demand-side management as a key element for large water supply systems operations	Strengthen partnerships with suppliers and embed sustainability principals into their long-term plans.	2008	No End Date (Continuous)
Working with local governments to incorporate health outcomes into sustainability plans and regional growth strategies, including official community plans.	Ongoing/In Progress	Working with local governments to incorporate health outcomes into sustainability plans and regional growth strategies, including official community plans. Review of local government's long range planning to help support inclusion of health outcomes into the planning process.	Continued development of working relationships with local governments around health outcomes and the planning process.	2008	No End Date (Continuous)
Transportation Demand Management (TDM) Strategies to reduce vehicle dependency, improve air quality and active transportation options	Ongoing/In Progress	Working with local governments on Transportation Demand Management (TDM) strategies within Kelowna and Vernon. Met with Kelowna General Hospital leadership team and the report was presented in September 2012.	Continue working with stakeholders on developing TDM plan for Vernon groups. Reports will be issued in 2013.	2008	No End Date (Continuous)
Supported "Safe Routes to School" to encourage active transportation for children to walk to school.	Ongoing/In Progress	Safe Routes to School plans are complete for three elementary schools in Vernon and two additional schools have been added and completed. This initiative will decrease the number of vehicles on the road and increase physical activity levels for children.	Continue working with school districts to encourage and support Safe Routes initiatives within IH School districts.	2010	No End Date (Continuous)
Increase partnerships among local governments and health authorities for the purpose of linking health to the built environment.	Ongoing/In Progress	In 2011, two "Collaborative Planning & Action for Community Wellness" workshops were initiated to increase partnership among local governments and health authorities for the purpose of linking health to the built environment. These workshops were to draw on the importance of health professionals and planners working together collaboratively to improve health outcomes. In 2012, presentations were given to the Regional Districts (Central Okanagan, North Okanagan, Kamloops, Kelowna) on increasing partnerships.	A presentation will be given in the Thompson-Nicola regional district.	2010	No End Date (Continuous)
Collaboration with local, provincial, and federal partner agencies to establish sustainable land-use practices that protect drinking water sources and reduce energy used for treatment	Ongoing/In Progress	Further define the importance of urban runoff management to protect drinking water sources and integrating demand-side management as a key element for large water supply systems operations.	Continue to build partnerships and collaborations with key stakeholders.	2008	No End Date (Continuous)
Partnerships to develop a model to evaluate health impacts from different land use scenarios.	Ongoing/In Progress	Partnership with the Regional District of Central Okanagan to develop a model to evaluate health impacts from different land use scenarios. Identified partner organization, agreement signed, and indicators defined.	Health impact model developed and modeled used in Kelowna.	2011	2013
Committee Memberships	Ongoing/In Progress	Voting member for the Penticton Climate Action Advisory committee to provide recommendations on: specific environmental, planning,	Continue to provide recommendations to Council on goals, bylaws and policy changes to improve sustainability.	2010	No End Date (Continuous)

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Action	Status	Steps Taken	Steps Planned	Start Year	End Year
		building construction, and waste management goals, policies and bylaws and changes to operational protocols that would improve sustainability. To explore policies and practices to reduce corporate and community GHG emissions. Also a voting member of the Vernon Transportation Demand Management Committee. Identification of community issues and incentives and transportation demand management measures which are of benefit to the community to achieve the goal of 20% for all trips to be made by walking, biking and/or transit	Continue to provide recommendations for improvements to active transportation options		
Airshed Management Plans	Ongoing/In Progress	Worked with Local Governments and encouraged the development of airshed management plans to involve air quality in the overall planning and zoning designations, and incorporate the utilization of resources in an efficient manner to reduce pollution and carbon load.	Make Health Protection staffing/resources availability to airshed management plan committees, provide input and participate in meetings, when required. Subsequent to Local Governments notifying the health authorities of their designate Health Liaison representative as per the requirements of PHA Section 83(2), will connect with representative and initiate planning.	2008	No End Date (Continuous)
Industrial Referral Response	Ongoing/In Progress	Reviewed industrial air discharge referrals and worked with industry and the Ministry of Environment (MOE) to respect health and carbon loading during the air quality MOE industry driven waste discharge permit issuance process.	Continue to provide input and support on waste discharge programs when required by industry or Ministry of Environment.	2008	No End Date (Continuous)
Procurement (non-paper supplies)					
Establish green standards for goods that are replaced infrequently and/or may require capital funds to purchase (e.g., office furniture, carpeting, etc.)	In Development	No formal green standards are currently in place; however, informally, products with green labeling are preferred and verified on a case-by-case basis.	Continue to monitor and review periodically.	2008	No End Date (Continuous)
Implement sustainable purchasing program for cleaning products, disposable paper products and trash bags	Ongoing/In Progress	In 2011, IH evaluated the pilot program launched in 2011 of switching to environmental friendly dish washing chemicals at four sites. The outcome of the evaluation was successful, and as of 2012, 16 sites were using the dish washing products. Also, in 2010 an alternative towel was researched, selected, and rolled out to all sites.	Continue to monitor performance and feedback from clients and expand to other IH sites where possible.	2010	No End Date (Continuous)
Waste reduction/diversion					
Put in place an operations policy to facilitate the reduction and diversion of building occupant waste from landfills or incineration facilities	Ongoing/In Progress	Foam cups were removed from all retail areas within Royal Inland Hospital in Kamloops. Waste Management has allowed sites to co-mingle their recyclable streams into a single container which has increased the volume of recycled materials at IH sites. A full sharps recycling program was trialed at Vernon Jubilee Hospital, Kelowna General Hospital, and Penticton Regional Hospital. The results of the trial were as follows (projected annually): Vernon Jubilee Hospital - 333 kilograms of CO2 diverted, 562 kilograms of plastics diverted, 45 kilograms of cardboard diverted Kelowna General Hospital - 825 kilograms of CO2 diverted, 1387 kilograms of plastics diverted, 116 kilograms of cardboard diverted	Closely monitor implementations and evaluate the outcomes for future expansion opportunities. Fully implement a sharps recycling program at the sites indicated.	2012	No End Date (Continuous)

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		Penticton Regional Hospital - 146 kilograms of CO2 diverted, 395 kilograms of plastics diverted, 21 kilograms of cardboard diverted			
Implement a hazardous waste reduction and disposal strategy	Ongoing/In Progress	IH actively participates in the British Columbia's Industry-led Product Stewardship programs. IHA has a hazardous and biohazardous waste removal contract with Stericycle.	To continue to complete the program at the sites listed, and monitor and review as necessary. Evaluate expansion among trial programs.	2011	No End Date (Continuous)
Water conservation					
Establish a water conservation strategy which includes a plan or policy for replacing water fixtures with efficient models	In Development	Toilets have been replaced from the traditional 12 liters per flush to 6 liters per flush. Low-flow units are being specified for all replacement fixtures, including new construction and large renovations. Hands-free faucets for sinks are being specified where applicable. In various sites, the replacement of flush urinals with waterless ones are installed (where practical), along with the installation of flow restrictors on faucets.	IH will continue to seek all opportunities to reduce water consumption.	2009	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	Ongoing/In Progress	The Centennial Building (opened in 2012) at the Kelowna General Hospital (KGH) was designed and built for the roof drains to feed into retention tanks used for irrigation. The tanks were sized for the future builds that will be taking place on the KGH site.	IH will continue to seek all opportunities to reduce water consumption.	2008	No End Date (Continuous)
Introduce a stormwater management landscape strategy (e.g., vegetated roofs, permeable paving, rain gardens, bioswales)	Ongoing/In Progress	IHA does not have an official stormwater management landscape strategy in place; however, many new builds are built to LEED Gold standards which include stormwater requirements. In 2012, in preparation for the sale of part of an IH developed property in Kamloops (Tranquille Road), IH specified that the service road be constructed with Ecogrid permeable pavers to manage rooftop and surface runoff into the road/green space between the two complexes. The design & construction allowed creation of green space and effective retention of runoff for irrigation purposes.	Continue to look for opportunities for stormwater management.	2012	No End Date (Continuous)