



Defense Health Agency

ADMINISTRATIVE INSTRUCTION

NUMBER 4710.01

April 1, 2022

DAD-FO

SUBJECT: Sustainability Program

References: See Enclosure 1

1. PURPOSE. This Defense Health Agency-Administrative Instruction (DHA-AI) based on the authority of References (a) and (b), and in accordance with the guidance of References (c) through (y), federal regulations, and DoD policy establishes the Defense Health Agency's (DHA) instructions to execute the Sustainability Program.
2. APPLICABILITY. This DHA-AI applies to DHA and DHA components (activities under the authority, direction, and control of DHA).
3. POLICY IMPLEMENTATION. It is DHA's policy, pursuant to References (d) through (aa) that this Instruction:
 - a. Establishes DHA policy to implement sustainability initiatives that enhance the patient care environment and provide a healthy workplace for DHA personnel; reduce the environmental impact of DHA operations; meet or exceed the environmental compliance obligations applicable to DHA operations; conserve and preserve resources in support of current and future mission requirements; and enhance relationships with host installations, bases, and surrounding communities.
 - b. Establishes and maintains a DHA Sustainability Program designed to enhance DHA medical readiness and resiliency by safeguarding human health and the environment through efficient use of resources and ongoing process improvement.
 - c. Encourages the leveraging of best practices to enhance performance across the DHA portfolio and deliver world-class healthcare solutions with minimal environmental footprint.

d. Enables sustainability efforts at DHA assigned activities by requiring the formation of cross-functional teams to promote a resource-aware stewardship culture that enables targeted sustainability initiatives to continuously improve efficiency and eliminate waste.

4. RESPONSIBILITIES. See Enclosure 2

5. PROCEDURES. See Enclosure 3

6. PROPOSERS AND WAIVERS. The proponent of this publication is the Deputy Assistant Director–Financial Operations. When Activities are unable to comply with this publication the activity may request a waiver that must include a justification, to include an analysis of the risk associated with not granting the waiver. The activity director or senior leader will submit the waiver request through their supervisory chain to the Deputy Assistant Director–Financial Operations to determine if the waiver may be granted by the Director, DHA or their designee.

7. RELEASABILITY. **Cleared for public release.** This DHA-AI is available on the Internet from the Health.mil site at: <https://health.mil/Reference-Center/Policies> and is also available to authorized users from the DHA SharePoint site at: <https://info.health.mil/cos/admin/pubs/SitePages/Home.aspx>.

8. EFFECTIVE DATE. This DHA-AI:

- a. Is effective upon signature.
- b. Will expire 10 years from the date of signature if it has not been reissued or cancelled before this date in accordance with Reference (c).

/S/
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LTG, MC, USA
Director

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ENCLOSURE 1

REFERENCES

- (a) DoD Directive 5136.01, “Assistant Secretary of Defense for Health Affairs (ASD(HA)),” September 30, 2013, as amended
- (b) DoD Directive 5136.13, “Defense Health Agency (DHA),” September 30, 2013
- (c) DHA-Procedural Instruction 5025.01, “Publication System,” August 24, 2018
- (d) United States Code, Title 10, Chapter 173 and Section 1073c
- (e) DoD Directive 4180.01, “DoD Energy Policy,” April 16, 2014, as amended
- (f) Council on Environmental Quality, “Guiding Principles for Sustainable Federal Buildings,” December 2020
- (g) DHA-Procedural Instruction 6050.01, “Medical Logistics (MEDLOG) Regulated Medical Waste (RMW) Management,” July 22, 2021
- (h) DHA Memorandum, “Policy Guidance in Support of Defense Health Agency Military Medical Treatment Facility Responsibilities,” June 29, 2018¹
- (i) DoD Instruction 4105.72, “Procurement of Sustainable Goods and Services,” September 7, 2016, as amended
- (j) DoD Manual 4160.21, Volume 4, “Defense Materiel Disposition: Instructions for Hazardous Property and Other Special Processing Materiel,” October 22, 2015, as amended
- (k) DoD Instruction 4715.23, “Integrated Recycling and Solid Waste Management,” October 24, 2016, as amended
- (l) DoD Instruction 4715.05, “Environmental Compliance at Installations Outside the United States,” November 1, 2013, as amended
- (m) DoD Instruction 4715.06, “Environmental Compliance in the United States,” May 4, 2015, as amended
- (n) DoD Instruction 4715.18 “Emerging Chemicals (ECs) of Environmental Concern,” September 4, 2019
- (o) DoD Manual 4160.21, Volume 3, “Defense Materiel Disposition: Reutilization, Transfer, and Sale of Property,” October 22, 2015, as amended
- (p) DoD Environment. Safety and Occupational Health Network and Information Exchange, “Department of Defense Sustainability Report and Implementation Plan,” current addition²
- (q) United States Code, Title 42, Chapter 152 (also known as the “Energy Independence and Security Act of 2007”)
- (r) Energy Policy Act of 2005, August 8, 2005
- (s) Energy Policy Act of 2020, December 27, 2020
- (t) Executive Order 13990, “Protecting Public Health and the Environment and Restoring Science to Tackle the Climate Crisis,” January 20, 2021
- (u) Executive Order 14008, “Tackling the Climate Crisis at Home and Abroad,” January 27, 2021

¹ This reference is located at <https://community.max.gov/x/9m5ih> and can only be accessed with an approved Max.gov account

² This reference is located at <https://www.denix.osd.mil/sustainability/dod-sspp/>

- (v) Executive Order 14057, “Executive Order on Catalyzing Clean Energy Industries and Jobs Through Federal Sustainability”, December 8, 2021
- (w) Federal Acquisition Regulation, Part 23, current edition
- (x) Unified Facilities Criteria, UFC 1-200-02, “High Performance and Sustainable Building Requirements,” December 1, 2020, as amended
- (y) Unified Facilities Criteria, UFC 4-510-01, Chapter 2, “Design: Military Medical Facilities,” May 30, 2019, as amended
- (z) DHA “Plan 3: Implementation Plan for the Complete Transition of Military Medical Treatment Facilities to the Defense Health Agency,” Version 6, August 12, 2019³
- (aa) Project Green Health Annual Benchmark Report⁴

³ This reference is located at: <https://community.max.gov/display/DoDEExternal/Area+2+-+Central?preview=%2F1645830822%2F2019465310%2FDHA+Implementation+Plan+3+v6.pdf> and can only be accessed with an approved Max.gov account

⁴ This reference is located at <https://projectgreenhealth.org>

ENCLOSURE 2
RESPONSIBILITIES

1. DIRECTOR, DHA. The Director, DHA will:

a. Establish and maintain the DHA Sustainability Program designed to enhance DHA medical readiness and resiliency by safeguarding human health and the environment through efficient use of resources and ongoing process improvement.

b. Incorporate sustainability into policy and directives involving DHA facilities, purchasing, healthcare delivery strategies, standardization of equipment, waste management, disposal, and nutrition care in accordance with federal and DoD sustainability and energy policy.

2. DEPUTY ASSISTANT DIRECTOR – FINANCIAL OPERATIONS. The Deputy Assistant Director – Financial Operations will:

a. Prepare and submit program and budget requirements for the DHA Sustainability Program pursuant to guidance of the Assistant Secretary of Defense for Health Affairs for the DoD Planning, Programming, Budgeting, and Execution process.

b. Provide programmatic oversight of the DHA Operation and Maintenance appropriations in accordance with instructions issued by the Assistant Secretary of Defense for Health Affairs, fiscal guidance issued by the Under Secretary of Defense (Comptroller)/Chief Financial Officer, and applicable law.

3. CHIEF, DEFENSE HEALTH AGENCY-FACILITIES ENTERPRISE (DHA-FE). The Chief, DHA-FE will:

a. Develop and implement policies and monitor the effectiveness of the DHA Sustainability Program.

b. Implement a sustainability program that will:

(1) Effectively and efficiently minimize and manage all waste streams.

(2) Effectively and efficiently reduce energy and water use.

(3) Design and construct new facilities and major renovations in conformance with Reference (w).

(4) Enhance indoor air quality through informed materials procurement and management.

(5) Incorporate environmentally preferable materials purchasing and sustainable services into procurement and contracting actions.

(6) Minimize the amount and impact of food waste.

(7) Improve agency fleet and vehicle efficiency and management.

(8) Collaborate with host installations and other Military Department Commands to ensure the DoD meets its sustainability goals.

4. CHIEF, DHA-FE FACILITIES OPERATIONS BRANCH. The Chief, DHA-FE Facilities Operations Branch will:

a. Serve as DHA's lead for the DHA Sustainability Program.

b. Be responsible for developing DHA-wide implementation procedures for sustainability and estimating program costs to support implementation.

c. Develop implementation requirements for DHA Military Medical Treatment Facilities (MTF)/Activities.

d. Appoint a DHA Sustainability Program Manager.

5. DHA SUSTAINABILITY PROGRAM MANAGER. The DHA Sustainability Program Manager will:

a. Provide guidance and direction for the execution of the DHA Sustainability Program.

b. Coordinate with other DHA Divisions to incorporate sustainability principles, to the maximum extent possible, into DHA operations.

c. Provide technical advice on sustainability to DHA Divisions, MTFs, and other DHA Activities to ensure compliance with DHA policy and applicable federal regulation and policy.

d. Coordinate with DHA-FE project delivery staff to document construction and renovation project compliance in accordance with Reference (w). This information will also be used to promote design and construction best practices and increase institutional knowledge.

e. Assist DHA MTFs/Activities in the completion of the annual Sustainability Program data call. Validate and approve the annual data call, submitted through a Sustainability Program Measurement and Tracking Tool, prior to submission.

f. Analyze sustainability data and provide DHA sustainability metrics to Office of the Secretary of Defense, Office of Management and Budget, or other federal oversight agencies as required in compliance with annual sustainability performance reporting.

g. Prepare a DHA Annual Sustainability Report to publicly communicate DHA's commitment and progress toward meeting sustainability principles.

h. Support education, awareness, and continued culture change to promote the sustainability program throughout DHA, to include recognition at leadership forums.

i. Provide sustainability training workshops as outlined in Appendix 1 to establish initial sustainability program capability at DHA MTFs and other DHA Activities and to reinvigorate established programs as needed. This includes assistance in establishing sustainability teams, drafting site sustainability action plans, and training team members on general sustainability topics, metrics, and reporting requirements.

6. DHA MARKETS, SMALL MARKET AND STAND-ALONE MILITARY MEDICAL TREATMENT FACILITY ORGANIZATION (SSO), AND DEFENSE HEALTH AGENCY REGION (DHAR) DIRECTORS. The DHA Market, SSO, and DHAR Directors will coordinate with DHA-FE regarding Market/SSO/DHAR-focused facilities requirements via the Facilities Liaison as prescribed in Reference (z) as follows:

a. Serve as a communication contact point for disseminating information between the Market/SSO/DHAR and DHA-FE.

b. Represent the Market/SSO/DHAR's goals and objectives.

c. Provide Market/SSO/DHAR training and MTF's analytical data for tracking sustainability compliance.

d. Ensure sustainability principles are incorporated into facility master planning efforts.

7. DHA ACTIVITY DIRECTORS. DHA Activity Directors will have overall responsibility for their Activity's sustainability program, with operational authorities delegated within their respective organization, as needed, and will be responsible for the following:

a. Assign an Activity point of contact (POC) for sustainability and provide contact information to the DHA Sustainability Program Manager.

b. Ensure cross-functional Sustainability Teams ("green teams") are established at each MTF that already has, or is directed to establish, a Sustainability Program, and utilize the Sustainability Data Measurement and Tracking Tool. For former Air Force and Navy MTFs, the Sustainability Program will be gradually phased in, and affected MTFs will be notified by the DHA Sustainability Program Manager. Sustainability Team members will include

representatives from the following sections (as applicable to their Activity): Preventive Medicine, Nursing Services, Perioperative Services, Radiology, Laboratories, Pharmacy, Dental and Veterinary Services, Laboratory Managers, Research Laboratory Directors, Surety Officers, Facilities, Logistics, Sterilization and Infection Control, Risk Management, Information Management, Nutrition Care, Environmental Services, Industrial Hygiene, Emergency Department, Fleet Manager, Resource Management, Contracting, Human Resources, and Public Affairs. The members of the Environment of Care Committee (EOCC) or Infection Control Committee (ICC) may also be dual hatted as Sustainability Team members as long as sustainability issues/topics are addressed during EOCC or ICC meetings. The MTF/Activity Director, or their designee, will keep the DHA Sustainability Program Manager apprised of any changes in the organizations' sustainability POC.

c. Validate and approve annual data for DoD reporting and for submission in the Sustainability Data Measurement and Tracking Tool awards application.

8. DHA ACTIVITY SUSTAINABILITY POC. The DHA Activity Sustainability POC will lead the MTF Sustainability Team to coordinate and implement sustainability initiatives throughout the organization. The MTF Sustainability POC will:

a. Serve as the primary lead for the sustainability or "green team" at the Activity (refer to DHA Activity Directors responsibilities). Activities can use their EOCC, ICC, or equivalent to manage sustainability functions.

b. Promote and implement sustainability initiatives within the Activity.

c. Ensure DHA Sustainability Program correspondence is distributed throughout the Activity, or appropriate areas, as needed.

d. Ensure the appropriate Sustainability Data Measurement and Tracking Tool Area POCs have access to the award application and access to all appropriate checklists and other documentation as needed. Members of the Sustainability Team provide the data to the Sustainability POC. The Sustainability POC decides to enter themselves, or to have team members assist. Data is validated by the Activity Director.

e. With support from their Sustainability Team, ensure all available data is entered, as required, into the annual award application.

f. Ensure sustainability training (formal and informal) is scheduled and executed; serve as the sponsor for the training.

ENCLOSURE 3

PROCEDURES

1. IMPLEMENTATION. It is DHA's responsibility, pursuant to References (e) through (aa), to protect the military healthcare mission by embracing fiscal, environmental, and socially responsible sustainable practices for energy, water, and waste. In support of sustainability, DHA Activities designated to participate in the DHA Sustainability Program will implement the following initiatives/goals:

a. Effectively and efficiently minimize all waste streams to meet or exceed industry best practice. Industry best practice is established by the annual analysis of hospitals reporting to Practice Greenhealth (PGH) and published in the PGH Annual Benchmark Report, issued each year by PGH and available to all MTFs. DHA MTFs that are not currently designated to participate in the DHA Sustainability Program are highly encouraged to adopt this initiative/goal.

b. Strive for zero waste to landfill; at a minimum, divert 40 percent of solid waste from landfill through source reduction (Reference [p]), reuse/repurposing, approved donation, recycling, composting, and energy recovery. Tenant facilities, in accordance with Reference (k), will coordinate with host installations to support overall diversion goals, maximize installation-collected recyclables, and obtain waste generation and disposition data.

c. Identify use of chemicals of environmental concern, as listed in Appendix 2, and establish facility baseline usage. Establish reduction goals and implement actions to reduce use and disposal of the chemicals. The pending implementation of the Enterprise Environment, Safety and Occupational Health Management Information System will facilitate tracking and management of hazardous materials. All Activities will comply with DHA and Military Department Enterprise Environment, Safety and Occupational Health Management Information System policies, or equivalent.

d. Reduce amount of Regulated Medical Waste generated by implementing proper segregation techniques and complying with proper Regulated Medical Waste disposal techniques in accordance with Reference (g).

e. Minimize the amount of hazardous waste (HW) generation pursuant to Reference (m) and, where possible, increase recycling of HWs such as alcohol, xylene, formalin, some waste pharmaceuticals, heavy metals, and other chemicals. DHA's goal is to reduce total amount of HW disposed of each year to be less than one percent of the total waste stream, by weight, excluding construction and demolition waste. Reduction in hazardous material purchases and use is the preferred starting point for reducing HW.

f. Optimize building performance by reducing the demand for energy and water through all phases of a facility's life cycle:

(1) In conjunction with the DHA Energy Program Manager, assist DHA Activities to reduce facility energy use intensity and facility potable water use intensity. Activities will leverage Energy and Water Master Plans to implement energy and water efficiency and conservation projects (Reference (q)).

(2) Ensure 100 percent of new construction and major renovations conform to requirements in Reference (x), to include third party certification.

g. Sustain and enhance the well-being of patients and workforce through the following actions:

(1) In accordance with Reference (x), enhance indoor air quality and reduce other exposures (e.g., dermal contact) through reduction in use of hazardous and toxic materials found in furnishings, building materials, and cleaning supplies.

(2) Adhere to existing local and sustainable food purchasing targets on the subsistence prime vendor contract based on comprehensive nutrition programs that also address food forecasting, preparation, and service that minimizes food waste.

h. Incorporate environmentally preferable purchasing and sustainability into procurement and contracting actions.

(1) Implement end of life take-back programs to maximize recycling.

(2) Expand single use device collection and reuse in accordance with industry standard programs.

(3) Implement electronics life cycle management plan and data center energy management plan (procurement, operations, and disposal) in support of energy use reduction and waste diversion goals in accordance with Reference (p).

(4) Meet sustainable procurement requirements set forth in the Federal Acquisition Regulation to include the mandatory purchase of designated recycled content, bio-based, and energy- and water-efficient products (Reference [w]). Per Subpart 23.1, "Sustainable Acquisition Policy," of Reference (w), "Federal agencies, for new contract actions (including those for construction) contain requirements for products that are designated as energy-efficient, water efficient, bio-based, environmentally preferable (e.g., Electronic Product Environmental Assessment Tool-registered, non-toxic, or less toxic alternatives), non-ozone depleting, or those that contain recovered materials."

(5) Conduct training on Federal Acquisition Regulation requirements and Environmentally Preferable Purchasing practice. In addition, green procurement training is mandatory for anyone in the DHA Activity who makes purchases, or develops and processes product specification requirements, to include: Government Purchase Card holders, resource advisors, Contracting Officer's Representatives, and all individuals responsible for procuring goods and services.

- i. Work cooperatively with host installations, Military Departments, and DoD Components to assist in making sure DoD meets its sustainability goals.
- j. Collaborate with installation and/or General Services Administration to meet greenhouse gas emission reduction goal for non-tactical fleet in accordance with Reference (u) by right-sizing fleet, utilizing motor pools, utilizing alternative fueled vehicles, and encouraging rideshare and mileage reduction programs.
- k. As appropriate, participate and contribute to planning and adaptation efforts of local installation, or participate in base sustainability strategy associated with climate change impacts, to include promotion of local sustainability education and awareness campaigns.

2. IMPLEMENTATION MEASUREMENT. DHA defines sustainability success by benchmarking against national health systems and implementing continual improvement. To track sustainability progress and compliance, DHA uses a Sustainability Data Measurement and Tracking Tool. This tool compares each DHA facility to other Federal, for-profit, and non-profit healthcare organizations.

3. EXECUTION. To successfully facilitate the execution of sustainability initiatives outlined in this DHA-AI, DHA will need all DHA Activities to be engaged and active. However, there are DHA Activities experienced in sustainability as well as MTFs/Activities that have little or no sustainability exposure. As such, DHA Activities have been sorted into two groups to facilitate phased implementation of the DHA Sustainability Program. Over time, this distinction will lose relevance.

- a. The two groups that will comprise DHA's Sustainability Program are:

- (1) Group A: DHA Activities with sustainability experience. This group will include MTFs/Activities that have received formal sustainability training and/or have had experience submitting sustainability data into the Sustainability Data Measurement and Tracking Tool (or equivalent).

- (2) Group B: DHA Activities with little or no formal sustainability training or experience submitting sustainability data into a sustainability database.

- b. DHA conducts an annual data call for sustainability metrics. The sustainability data collected is used for multiple purposes: tracking performance trends over time, promoting sustainability initiatives, benchmarking performance within DHA and industry, encouraging performance improvement, sharing best practices, preparing an Annual Sustainability Report, and ensuring compliance with Federal and DoD reporting requirements. DHA uses the Sustainability Data Measurement and Tracking Tool to measure sustainability performance. DHA will use the Partner for Change (PfC) level as the minimum performance standard for DHA Activities. DHA Activities are encouraged to strive for higher-levels.

(1) Group A Activities that have earned the Pfc award level have met the DHA's minimum standard for sustainability performance.

(2) Group A Activities that did not earn the Pfc level will be required to submit a corrective action plan to the DHA Sustainability Program Manager detailing steps the Activity will take to earn the Pfc award the following year.

(3) Group B Activities are encouraged to submit for the Pfc awards but are not required to do so.

(4) Group B Activities will be designated each fiscal year, in coordination with DHA-FE, beginning with medical centers, then community hospitals, healthcare clinics and, finally, administration facilities, in order of preference, until all facilities are part of the Program.

4. GROUP A. Group A Activities have received formal sustainability training and have previously submitted an award application. Group A activities will:

a. Continue to refine and strengthen their sustainability program, to include holding regular Sustainability Team meetings and implementing sustainability initiatives to meet the goals outlined in this DHA-AI.

b. Request and participate in refresher on-site sustainability workshops as needed to address personnel turnover and other challenges.

c. Participate in the DHA annual sustainability data call, conducted using the Sustainability Data Measurement and Tracking Tool platform.

d. Use the Sustainability Data Measurement and Tracking Tool awards process as the primary tool to track and report progress toward sustainability goals. This will include maintaining complete and accurate data.

e. Submit sufficient data, both in quality and content, to complete the Sustainability Data Measurement and Tracking Tool award application and to maximize the opportunity to earn the Pfc award level or higher. Submit completed award application to the DHA Sustainability Program Manager for review at least 14 days prior to the annual application deadline.

f. Submit a corrective action plan to the DHA Sustainability Program Manager if the Activity does not earn the Pfc award level or higher. The corrective action plans are due to DHA Sustainability Program Manager not later than 30 days after award results are published. Any Activities requiring corrective action plans will be notified by the DHA Sustainability Program Manager. The DHA Sustainability Program Manager will work with activities to complete corrective action plans and assist the activities in executing the corrective action measures developed in the plan.

g. The Sustainability Data Measurement and Tracking Tool award application is expected to be open for data entry from November through early March of each year. Exact dates will be provided by the DHA Sustainability Program Manager.

5. GROUP B. Group B are Activities that have not received formal sustainability training and have not previously submitted a Sustainability Data Measurement and Tracking Tool award application. Group B activities will:

a. Develop sustainability “green teams” at their facility, if not already in place. Activities may use current teams, like the EOCC or ICC, for this purpose.

b. Designate a Sustainability POC. The POC will coordinate with the DHA Sustainability Program Manager to schedule and execute formal sustainability training.

c. Submit a Sustainability Data Measurement and Tracking Tool award application upon completion of formal sustainability training and transition to Group A.

APPENDIX 1

SUSTAINABILITY ON-SITE TRAINING WORKSHOP

On-Site Training Workshop	
Training is normally conducted over two days: Monday and Thursday are travel days; Tuesday and Wednesday are training days.	
Preparation Required: Scheduling training; clearing calendars; coordinating walk-through; scheduling in- and out-briefs.	
The Activity will need to provide: (1) meeting space; (2) any audiovisual requirements; (3) any printing services needed; (4) area access for walk-through; (5) installation and Activity access; (6) physical security briefings; (7) securing in- and out-briefs with Leadership; (8) participation of all Sustainability Team members.	
Typical Agenda	
Day 1	Day 2
Leadership In-brief	Administrative Remarks & Review of Agenda
Review of Agenda & Administrative Remarks	MTF/Activity and Sustainability
Facility Walk-Through	Sustainable Procurement
DHA Sustainability Program Overview	Sustainability Best Management Practices
Sustainability: Readiness & Resilience	Group Activity: Brainstorming Sustainability Initiatives and Developing the Action Plan
Data Reporting, Review of the Sustainability Data Measurement and Tracking Tool Sections	Leadership Out-Brief

APPENDIX 2

CHEMICALS OF CONCERN

Chemicals of concern are chemicals that are frequent targets of monitoring efforts because they persist in the environment; they build up in animal/human tissues; and/or are considered to be toxic.

Chemicals of concern for DHA include, but are not limited to, the list below. For MTFs, the MTF EOCC/ICC, or similar, may have additional chemicals to add to this list.

- Bisphenol A and its structural analogues
- California Proposition 65 listed chemicals (e.g., Carcinogens and reproductive toxicants)
- Flame retardants, including chlorinated, brominated, and phosphate-based flame retardants
- Formaldehyde
- Latex
- Lead
- Mercury
- Persistent, Bioaccumulative, and Toxic substances (PBTs)
- Per- and poly-fluorinated compounds (PFAS)
- Phthalates (DEHP, BBP, DnHP, DIDP, DBP, DINP, and DiBP)
- Polystyrene
- Polyvinyl chloride (PVC)
- Triclocarban
- Triclosan
- Volatile organic compounds (VOCs)
- Other prioritized chemical constituents

GLOSSARY

PART I. ABBREVIATIONS AND ACRONYMS

BBP	benzyl butyl phthalate
DBP	Di-n-butyl phthalate
DEHP	Di(2-ethylhexyl) phthalate
DHA	Defense Health Agency
DHA-AI	Defense Health Agency-Administrative Instruction
DHA-FE	Defense Health Agency-Facilities Enterprise
DHAR	Defense Health Agency Region
DiBP	Diisobutyl phthalate
DiDP	Di-isodecyl phthalate
DiNP	Diisononyl phthalate
DnHP	Di-n-hexyl phthalate
EOCC	Environment of Care Committee
FO	Financial Operations
HW	hazardous waste
ICC	Infection Control Committee
MTF	Military Medical Treatment Facility
PBT	Persistent, Bioaccumulative, and Toxic substances
PFAS	Per- and Poly-Fluorinated compounds
PfC	Partner for Change
POC	point of contact
PVC	Polyvinyl Chloride
SSO Organization	Small Market and Stand-Alone Military Medical Treatment Facility
VOC	Volatile Organic Compounds

PART II. DEFINITIONS

DHA Activities. Components under the authority, direction, and control of the DHA to include Markets, SSO, DHARs, MTFs, and Dental Treatment Facilities.

Partner for Change (PfC): This term indicates an adequately completed data call, in other words, the submitted quantitative and qualitative data is of sufficient quantity and quality to meet the DHA Program expectations. The award level is competitively determined through the Sustainability Data Measurement and Tracking Tool, and achieved through the award-granting process.

Sustainability: Is defined by multiple efforts across the entire organization to safeguard personnel and protect the environment, all while ensuring mission readiness. Sustainability is not an end state; rather, it is an operational principle to conserve our Nation's natural and cultural resources, protect human health, maximize efficient use of energy, prevent, or eliminate pollution at the source, and incorporate environmental requirements into acquisition.