

# Climate Change and Sustainability Roadmap



# 2023- 2028



## LAND ACKNOWLEDGMENT

Interior Health is located on the ancestral, unceded, and traditional territories of seven First Nations: Dākelh Dené, St'át'imc, Syilx, T̓silhqot'in, Ktunaxa, Secwépemc, and Nlaka'pamux.



Climate Change and  
Sustainability Roadmap

2023 - 2028

The inaugural Climate Change and Sustainability Roadmap was developed with significant support and input from Interior Health staff and the wider health care community.

Prepared by  intelligent  
futures

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# Executive Summary

To advance health-focused sustainability and climate change adaptation action in the Southern Interior of British Columbia (BC), Interior Health (IH) has developed a *Climate Change and Sustainability Roadmap*. The Roadmap builds on direction from the provincial government, action already taking place within IH, and the increasing impacts of climate change on BC, and beyond.

## Direction for the future

The long-term direction for sustainable progress and climate change action, developed collaboratively through the planning process:

Interior Health is committed to being a leader in initiating change towards a healthy and resilient healthcare system that equitably contributes to the well-being of our populations, staff, and communities, and the sustainability of our planet. It is a key element in proactively preparing for and mitigating the health impacts of a changing climate.

## Introducing the Roadmap

The Roadmap serves as a cohesive overarching strategy to guide population-based climate action and internal corporate sustainability action across the organization. Through a suite of guiding principles, goals, and 20 comprehensive actions, a clear path forward has been developed to reach IH's desired future state. The Roadmap will support IH in building an environmentally sustainable healthcare system that:

- reduces greenhouse gas emissions and negative environmental impacts
- strengthens the healthcare system to adapt to and mitigate climate change impacts
- supports local and Aboriginal communities to adapt to and mitigate climate change impacts

The Roadmap is the product of many years of interest and shared effort across the organization to advance sustainability and position IH to respond effectively to the threat of climate change.



## Areas of focus and goals

Climate change and sustainability are large, complex, and often complementary terms. The terms are often used in concert with each other and so the distinction between the two is often lost. To ensure the terms of climate change and sustainability are properly scoped and defined, the following focus areas and goals have been developed.

### SUSTAINABILITY

#### Natural environment

- **Goal S1.1:** Evaluate and reduce the environmental impact of Interior Health operations
- **Goal S1.2:** Bolster healthy built, natural, and social environments within local communities to support healthy community development

#### Social

- **Goal S2.1:** Commit to purchasing and investments for Interior Health programs and services that align with circular economy principles, and climate change and sustainability goals
- **Goal S2.2:** Increase support for local community businesses and resources through decision-making and purchasing processes

#### Governance

- **Goal S3.1:** Establish accountability for climate change and sustainability action at all levels of the organization
- **Goal S3.2:** Increase internal resourcing for sustainability and climate action initiatives

### CLIMATE CHANGE

#### Mitigation and greenhouse gas reduction

- **Goal CC1.1:** Reduce greenhouse gas emissions from capital assets and operations
- **Goal CC1.2:** Work with suppliers and other partners to develop and implement an indirect emission (Scope 3) monitoring and reduction plan

#### Adaptation and resilience

- **Goal CC2.1:** Collaboratively improve climate-resilient infrastructure and operations
- **Goal CC2.2:** Create a resilient health care workforce with the capacities and supports to respond to climate impacts
- **Goal CC2.3:** Build capacity and develop partnerships to support emergency response and adaptation within the communities IH serves
- **Goal CC2.4:** Support Aboriginal-led climate adaptation knowledge and capacity-building
- **Goal CC2.5:** Grow and align collaborative partnerships with local and Aboriginal communities and service providers to enhance the adaptive capacity of the region
- **Goal CC2.6:** Champion and support Aboriginal ways of knowing and being to enhance the adaptive capacity of all communities
- **Goal CC2.7:** Improve the health and preparedness of populations experiencing vulnerabilities as it relates to climate action and health equity

## Guiding principles

The IH Climate Change and Sustainability Roadmap integrates planetary health through a commitment to six key guiding principles.

- Working together
- Health equity
- Preparing and responding
- Reducing climate risk
- Leadership and governance
- Learning and advancement

## ROADMAP FRAMEWORK

### Key roles for Interior Health

The Roadmap informs—and is informed by—the different roles IH plays.

IH acts as an **organization** with operational responsibilities to its staff, as a **healthcare provider** with clinical responsibilities to those seeking care, and as a **community member** with social responsibilities to other community members, different levels of government, and other partners across BC's Interior.

# ROADMAP ACTIONS, 2023-2028

#	Action	Status	Timeframe	Page
1	Establish governance structure for climate change and sustainability action	New	Q3 2023 - Q2 2025	19
2	Conduct sustainability and climate change education, communication, and outreach for staff	Ongoing	Q1 2023 - Q4 2025	20
3	Develop internal and external communication strategies for the Roadmap	New	Q3 2023 - Q2 2025	21
4	Integrate climate change and sustainability considerations into recruitment, evaluation, and the development of staff	New	Q3 2024 - Q2 2027	21
5	Develop a comprehensive indicator program to monitor and evaluate climate change and sustainability action	New	Q2 2024 - Q2 2026	22
6	Execute Electric Vehicles Strategy	In progress	Q1 2023 - Q2 2028	23
7	Annually develop and execute the Strategic Energy Management Plan	Ongoing	Q1 2023 - Q2 2028	23
8	Establish a Sustainable Procurement Policy and Practices	New	Q3 2023 - Q2 2025	24
9	Secure strategic financial investment for greenhouse gas reduction initiatives	Ongoing	Q1 2023 - Q4 2024	25
10	Conduct Climate Risk Assessments as per the Provincial Framework and Health Authority Guidelines	Ongoing	Q1 2023 - Q4 2026	25
11	Lead seasonal readiness planning for IH sites, programs and services	New	Q3 2023 - Q2 2026	26
12	Expand the Sustainability Engagement Program	New	Q3 2023 - Q2 2027	26
13	Integrate environmental sustainability into clinical operations, including labs and pharmacy	New	Q3 2023 - Q2 2028	27
14	Integrate environmental sustainability into the Quality Improvement portfolio	New	Q3 2023 - Q2 2025	28
15	Deliver safer and sustainable chemicals, toxins, medication and waste management	Ongoing	Q1 2023 - Q2 2028	29
16	Collaborate with local governments and Aboriginal communities on climate adaptation and mitigation actions	Ongoing	Q1 2023 - Q2 2028	29
17	Coordinate seasonal readiness planning program with local governments and Aboriginal communities	Ongoing	Q1 2023 - Q2 2028	29
18	Enhance communication and data governance with Aboriginal partners to support collaborative climate change and sustainability work	Ongoing	Q1 2023 - Q2 2028	30
19	Create and implement surveillance and early warning systems	In progress	Q1 2023 - Q4 2025	31
20	Complete a Climate Change and Health Vulnerability and Adaptation Assessment to inform future adaptation planning	In progress	Q1 2023 - Q4 2025	31

## Legend

### Ongoing

Continuous effort, currently in effect

### In progress

Discrete effect, currently in effect

### New

Novel action to begin during Roadmap process

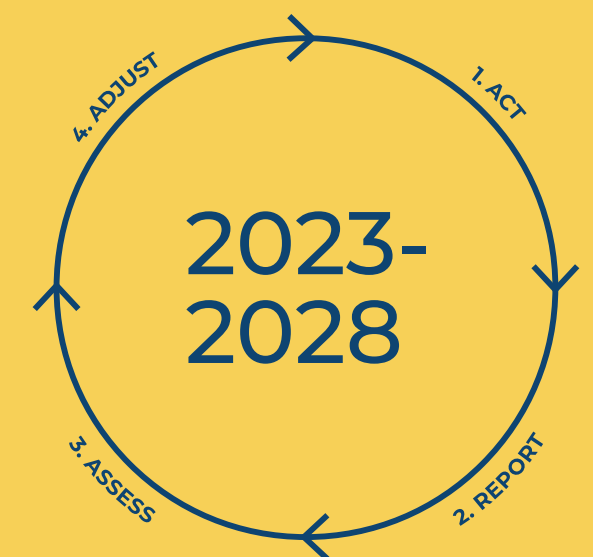
Action sequencing timeframe on **page 17** of the Roadmap

## A focus on implementation

The Roadmap provides a defined implementation structure to help IH staff implement the plan, build partnerships and collaborate, and act with intention. The implementation framework is predicated on an approach to continuous improvement and learning that will accelerate progress along the Roadmap over time.

The structured approach includes four steps: **(1) Act, (2) Report, (3) Assess, and (4) Adjust**. Together, these steps provide the basis for frequent review, reflection, and adjustment in support of the direction for the future including subsequent versions of the Roadmap over time.

The first implementation interval of the Roadmap will occur from 2023-2028 and is focused on building on existing momentum, organizing for change, and achieving progress across the 20 key actions. The Roadmap is the first step in advancing sustainability and climate change adaptation action, but the real work to create meaningful organizational change starts now.







# 01 / Introduction

## 1.1 CONTEXT

Climate change is the defining challenge of our age. It promises to fundamentally alter our relationship to the natural environment and will leave no aspect of human society untouched. The Earth's natural long term climatic cycles have been radically accelerated by human activities such as the burning of fossil fuels and the extraction of natural resources.

The United Nations Intergovernmental Panel on Climate Change (IPCC) notes a grim potential future should the world continue to witness an average global temperature rise of 1.5 degrees Celsius, in addition to an inevitable rise in extreme weather events, loss of biodiversity and collapse of natural systems, and the continued and accelerating global sea level rise.

BC is no stranger to the impacts of climate change. Since 2017, the region has been exposed to a series of increasingly extreme wildfire and heat dome events, frequently burning over a million hectares of land across the province and displacing tens of thousands of people annually. In the recent past, the province has also experienced the destructive impacts of an increase in flooding and landslides associated with extreme precipitation from larger and more frequent atmospheric rivers. Though they were distinct events, the 2018 and 2021 flooding and the 2022 winter storm displaced communities, damaged vital transportation, energy and communication infrastructure, and impacted regional economies.

The existential threat of climate change poses significant and wide-ranging challenges from a public health perspective. These challenges range from the impacts of severe weather events, disruptions to food systems and water resources; worsening of air pollution; the emergence and re-emergence of climate sensitive infectious diseases; and increasing demands on health systems all of which can cause displacement, lasting health impacts and even death, with the province's most vulnerable incurring the greatest damage.

With the severity, scope, and scale of these events expected to intensify, the institutions and systems tasked with emergency response and coordination have struggled, and will continue to struggle, to keep up.

Given their frontline role in offering care and support to the communities they serve, health authorities are a key partner in advancing climate change action and environmental sustainability initiatives within the province's public sector. By definition, a health system response requires a coordinated and comprehensive approach to climate change adaptation and mitigation.

This response will span disciplines from across the sector and beyond, ranging from health care and public health professionals, to administrators and policymakers, and the communities that these groups serve.

In BC, this health system response has been driven by the direction established at the provincial level in the *Climate Change Accountability Act (2019)*, the *CleanBC Strategic Roadmap (2021)*, and in distinct mandate letters received by each of the province's five regional health authorities, the First Nations Health Authority (FNHA), and the BC Centre for Disease Control (BCCDC). More recently, health system adaptation and resilience actions are being coordinated through the Ministry of Health as directed by the *Climate Preparedness and Adaptation Strategy (2022)*.

**For definition of terms used in this document, please refer to Appendix A.**



## 1.2 RESPONSE

IH recognizes the link between the health and wellbeing of British Columbians and the health and wellbeing of the environment. It is within this context that health leadership looks to create a clear, organized, and actionable Climate Change and Sustainability Roadmap.

### 1.2.1 Why a Roadmap?

The Roadmap is the product of many years of interest and shared effort across the organization to advance sustainability and position IH to respond effectively to the threat of climate change. This will be accomplished through adaptation and mitigation efforts by both IH and its partners.

A number of directives and strategies within and outside of the organization stress the importance of this guiding document, including the most recent provincial Ministry of Health mandate letter and service plan, as well as IH's own Strategic Priorities. This Roadmap will direct the decisions made by IH.

### 1.2.2 What is the Roadmap?

The Roadmap is a strategic document that will provide a cohesive strategy to help guide IH towards a more sustainable future as an organization, health care provider, and key community member.

The Roadmap effectively provides a theory of change—a description of how and why an envisioned change will take place within a system—towards a defined vision for sustainability and climate change action. It will empower IH staff to proactively respond to the challenges of climate change, and to promote the pillars of sustainability across the organization, and the communities IH serves.

### Through implementation of the Roadmap, IH aims to:

1. Build environmentally sustainable health care operations and services to reduce greenhouse gas (GHG) emissions and minimize negative impacts to the environment
2. Strengthen the health care system to adapt to and mitigate climate change impacts occurring within the communities IH serves
3. Support communities served by IH to respond to climate change emergencies through public health initiatives, emergency preparedness and response, and proactive partnerships with community partners and service providers

Together, these objectives will help shape thinking about the scope of ambition and the structure of the Roadmap for the initial five-year implementation period. The ultimate intent of the planning process is to position the Roadmap as a widely shared and understood document that is integrated in all areas of IH's operations and service delivery.

## 1.3 STRUCTURE

The Roadmap is defined by a number of complementary elements:

**Direction for the future:** This statement describes the state of sustainability within IH at a point in the future, when a stable state is reached. The direction is a long-term ambition to be reached following successive implementation of actions.

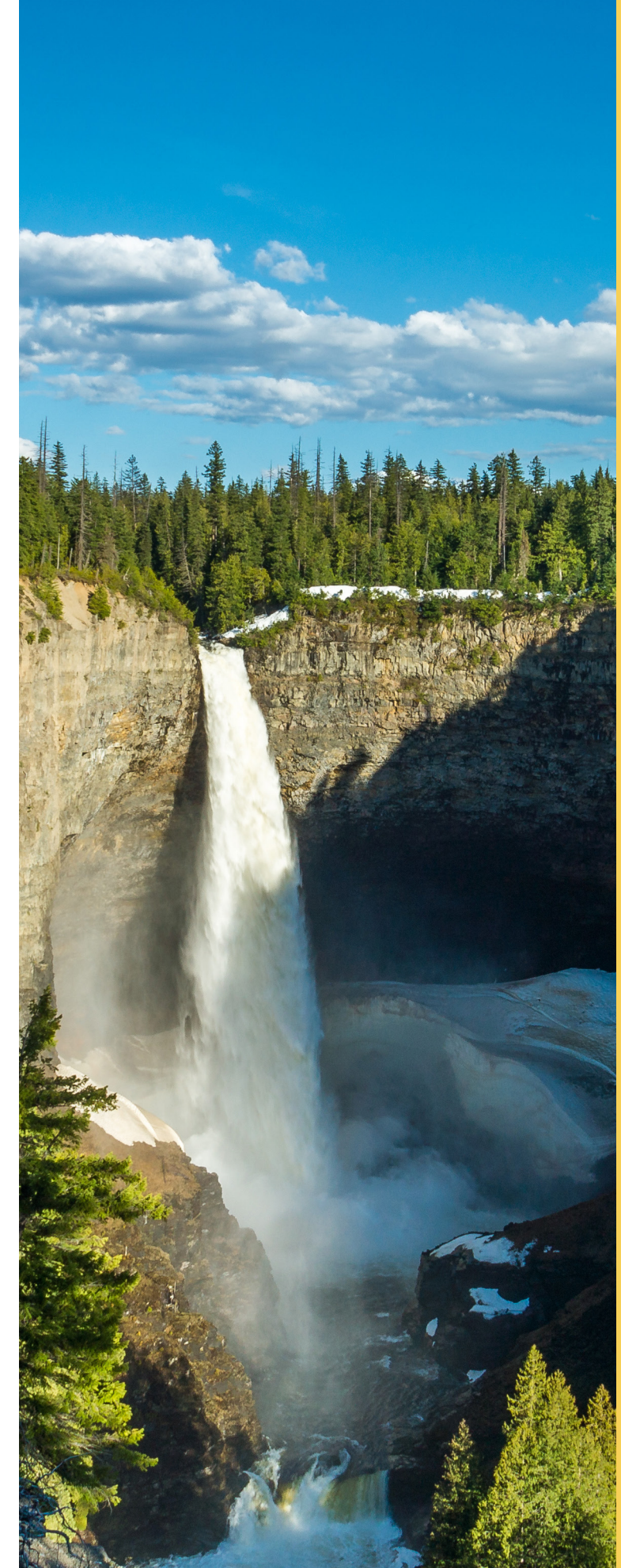
**Guiding principles:** The guiding principles describe the central ideas emerging from the new field of planetary health, which shape the design and implementation of the Roadmap.

**Focus areas:** These areas define the concepts of climate change and sustainability, breaking down these expansive topics into more manageable attendant issues.

**Goals:** These elements—defined as ideal states for the different roles performed by IH—drive overall progress towards the direction for the future through specific advancement within each role.

**Roles:** A set of categories that supports the organization of goals, targets and indicators, and actions by IH.

**Actions:** These are the plans, policies, initiatives, infrastructure, and projects that IH will achieve, promote, or steward within a defined period in order to realize progress towards the direction for the future. Actions are the most tangible and visible results of plan implementation. Implementation details for each will be determined by the identified action owner.





## PREAMBLE

The Roadmap is guided by an overarching focus on **planetary health**. In 2015, The Rockefeller Foundation–Lancet Commission on Planetary Health defined the concept as:

*“the achievement of the highest attainable standard of health, wellbeing, and equity worldwide through judicious attention to the human systems—political, economic, and social—that shape the future of humanity and the Earth’s natural systems that define the safe environmental limits within which humanity can flourish. Put simply, planetary health is the health of human civilization and the state of the natural systems on which it depends.”*

In BC, health organizations have begun to integrate planetary health considerations into planning for sustainable action and climate change adaptation and mitigation.

In the health care context, planetary health is a lens through which it is possible to explore the linkages between the function of natural systems, the operation of health care systems and the delivery of services, and the overall impact on human health. The framework has shaped the direction for the future of sustainability and climate change action within IH, and of the guiding principles that help translate strategic concepts into tangible action.



## 2.1 DIRECTION FOR THE FUTURE

The long-term direction for sustainable progress and climate change action, developed collaboratively through the planning process.

IH is committed to being a leader in initiating change towards a healthy and resilient health care system that equitably contributes to the well-being of our populations, staff, communities, and the sustainability of our planet. It is a key element in proactively preparing for and mitigating the health impacts of a changing climate.

## 2.2 GUIDING PRINCIPLES

The Roadmap integrates planetary health through a commitment to six key guiding principles. Together, these principles have influenced the development of key goals and actions for the Roadmap’s implementation period. The principles were informed by IH’s strategic priorities.

**Working together:** Collaboration across multiple departments, sectors and research partners is essential in order to achieve goals and realize the key actions. As a major employer and service provider, IH has a key role to play in the partnership development necessary to realize its climate goals and to support communities within its service area as they work to mitigate the impacts of climate change.

**Preparing and responding:** IH has and will continue to play a significant role in establishing policies and procedures, coordinating logistics, and delivering responses to natural disasters and any other emergencies resulting from climate change.

**Leadership and governance:** IH is able to provide impartial expertise in a variety of realms, including the health care dimension of planetary health, organizational sustainability, proactive community health support, and clinical operations. This leadership must be accompanied by accountability. Significantly, the organization’s own sustainability ambitions must be fully realized and communicated transparently to decision-makers, key partners, and the general public.

**Health equity:** Climate change impacts worsen socio-economic conditions harmful to health and amplify health inequities. The intersection of existing social inequities with the impacts of climate change must be considered when implementing action within IH and with community partners.

**Reducing climate risk:** A key part of the climate response is the reduction of risk through both organization- and community-based actions. This includes, but is not limited to, fostering improved health outcomes for those communities most at risk from climate change, building new capacities to proactively plan, act, and respond; and supporting local governments in advancing evidence-based plans and policies.

**Learning and advancement:** To effectively respond to climate change, IH will foster a culture of learning and advancement to support the creation of new operational standards, policies, and procedures as well as innovation with research partners. IH will look globally at other health care best practices in preparing and responding to climate change, to learn from others and foster an environment of learning and innovation.

# 02 / Plan Framework



## 2.3 AREAS OF FOCUS AND GOALS

Climate change and sustainability are large, complex, and often complementary terms. The terms are often used in concert with each other and so the distinction between the two is often lost. To ensure the terms of climate change and sustainability are properly scoped and defined, the following focus areas and goals have been developed.

### CLIMATE CHANGE

#### CC1 Mitigation and greenhouse gas reduction

*Reduce greenhouse gas emissions from health care*

- **Goal CC1.1:** Reduce greenhouse gas emissions from capital assets and operations
- **Goal CC1.2:** Work with suppliers and other collaborators to develop and implement an indirect emission (Scope 3 ▶ **see APPENDIX A: DEFINITIONS**) monitoring and reduction plan

#### CC2 Adaptation and resilience

*Develop resilience to climate shocks*

- **Goal CC2.1:** Collaboratively improve climate-resilient infrastructure and operations
- **Goal CC2.2:** Create a resilient health care workforce with the capacities and supports to respond to climate impacts
- **Goal CC2.3:** Build capacity and develop partnerships to support emergency response and adaptation within the communities IH serves
- **Goal CC2.4:** Support Aboriginal-led climate adaptation knowledge and capacity-building
- **Goal CC 2.5:** Grow and align collaborative partnerships with local and Aboriginal communities and service providers to enhance the adaptive capacity of the region
- **Goal CC2.6:** Champion and support Aboriginal ways of knowing and being to enhance the adaptive capacity of all communities
- **Goal CC2.7:** Improve the health and preparedness of populations experiencing vulnerabilities as it relates to climate action and health equity

Icons are included with each action in **section 3.2** to show how each action aligns with the goals.

The focus areas are built upon the CASCADES *Organizational Readiness for Sustainability* domains of concern, a framework that is being adopted across the health care sector in BC.

The domains presented by CASCADES have been adopted and modified to reflect the IH organizational context within the focus areas of climate change and sustainability, as seen below:

### SUSTAINABILITY

#### S1 Natural environment

*Restore, maintain and protect nature*

- **Goal S1.1:** Evaluate and reduce the environmental impact of IH operations
- **Goal S1.2:** Bolster healthy built, natural, and social environments within local communities to support healthy community development

#### S2 Social

*Support and empower the people of IH and the communities we serve.*

- **Goal S2.1:** Commit to purchasing and investments for IH programs and services that align with circular economy principles, and climate change and sustainability goals
- **Goal S2.2:** Increase support for local community businesses and resources through decision-making and purchasing processes

#### S3 Governance

*Align processes, structures and resources to meet the needs of climate change and sustainability.*

- **Goal S3.1:** Establish accountability for climate change and sustainability action at all levels of the organization
- **Goal S3.2:** Increase internal resourcing for sustainability and climate action initiatives

**CASCADES** is a Canadian collaborative partnership of universities and advocates that supports Canada's health care community to transition towards an environmentally sustainable (net zero carbon emissions) and resilient health system.

## 2.4 KEY ROLES FOR INTERIOR HEALTH

The Roadmap informs—and is informed by—the different roles IH plays in its operation. IH acts as an organization with operational responsibilities to its staff, as a health care provider with clinical responsibilities to those seeking care, and as a community member with social responsibilities to community members, different levels of government, and others across BC's Interior.

The boundaries between each of these roles are porous; indeed, each role complements the next with IH fulfilling each concurrently. The following section briefly addresses the nature of these roles and how the considerations of climate change and sustainability influence them.

### 2.4.1 Organization

Organizational impacts are directly within IH's control, and encompass internal initiatives, including programs and capital asset improvements.

The nature of these impacts are directly linked to the institutional processes and structures in place that facilitate the operation of IH as an organization, and in fulfilling the roles of a health care provider, and community member. Components of the organization that impact sustainability and climate change action may include:

- Capital planning
- Facility operations and maintenance (energy, water, waste)
- Procurement
- Culture and human resources
- Governance and administration
- Risk management and response
- Health and safety

### 2.4.2 Health care provider

Impacts around health care provision are directly within IH's control, and encompass initiatives with their direct audience, including overall system sustainability. Some detailed sustainability considerations in this regard include:

- Clinical operations (service delivery)
- Patient experience (food and dining, procurement, parks and open space)
- Health care advancement (technology, research, product)

### 2.4.3 Community member

Community impacts are within IH's area of influence and/or concern. These impacts occur outside of organizational limits, but include relevant elements such as local government support and resilience within the organization's catchment areas.

The community support offered by IH is predicated upon the contextual and expressed needs of each community and cannot, by definition, be treated as a 'one-size-fits-all' approach. Some examples of IH's influence in the community include:

- Partnerships and engagement (funding)
- Emergency response (monitoring, management)
- Social determinants of health (quality of life, well-being)
- Infrastructure (built, support local government/province)
- Advocacy for public health and positive influences on the social determinants of health.





# 03 / Implementation

## 3.1 APPROACH

To ensure the Roadmap remains nimble and adaptive while adhering to the established direction for the future, implementation is allocated in five-year implementation intervals. This will encourage an environment of continual learning, iteration and improvement, and will support progress. At the same time, it provides the necessary flexibility for Roadmap implementation to reflect changing priorities and conditions within the organization and unexpected challenges and opportunities outside of it.

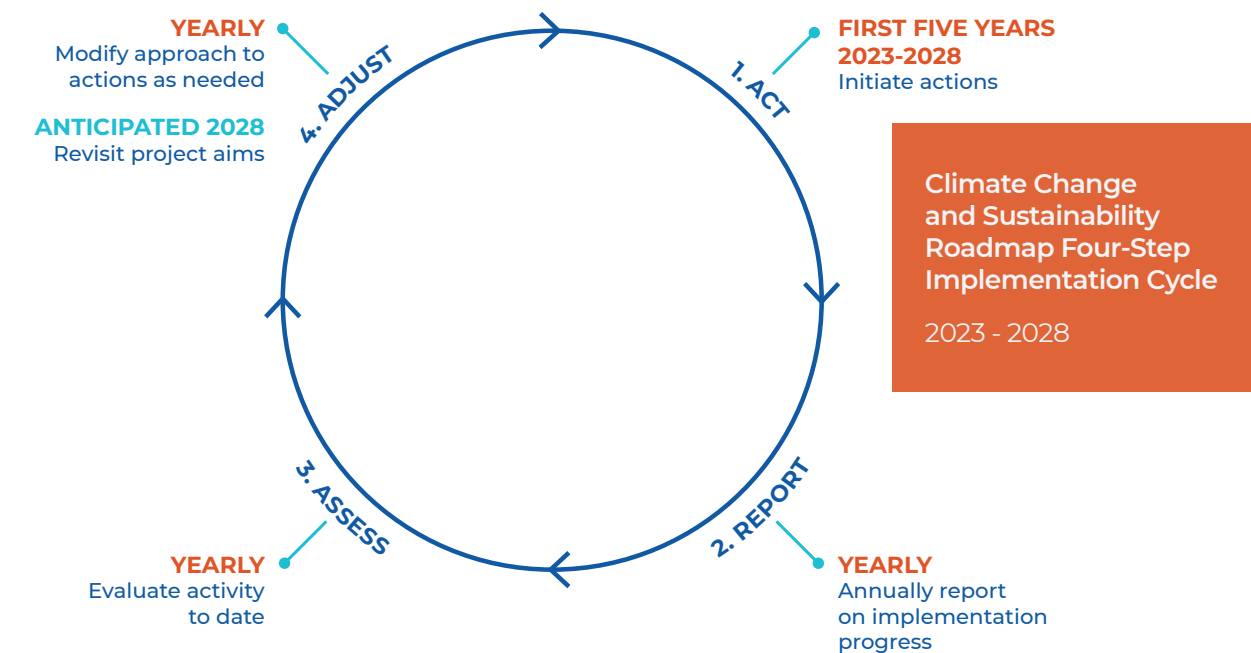
Each implementation interval includes four distinct steps: **Act**, **Report**, **Assess**, and **Adjust**. The first implementation interval is a five-year period from 2023 to 2028, with a planned review mid 2028. The steps progress each year, as follows:

**Act:** Through key actions listed in this Roadmap and emergent opportunities, IH will build on existing momentum, learn from implementation, and adjust as needed to realize progress towards the direction for the future.

**Report:** The Roadmap steering committee will prepare and deliver annual progress reports to ensure transparency and accountability, and to update leadership, staff, and others on progress towards the future, detailed sustainability performance, and highlights from the past year of implementation.

**Assess:** Through the planned five-year interval, there is time allocated to assess the state of implementation. This includes those resulting from shared effort, the difficult challenges that remain unresolved, and the available and emerging resources, among others. It will also address outcomes from assessment in the forthcoming year of work. This will ensure challenges can be mitigated, opportunities may be capitalized upon, and progress may continue towards the direction for the future.

**Adjust:** IH has a diverse portfolio of responsibilities which are subject to many outside influences. In 2023, it is clearer than ever that a successful Roadmap is one that can adapt to new challenges and emerging opportunities. The Roadmap will remain relevant and responsive to the organizational and community context of the region through the adaptive potential revealed in both annual and five-year milestone plan review periods.





## 3.2 KEY ACTIONS

### 3.2.1 Phasing

Beginning in 2024, the Roadmap steering committee will conduct an annual review of progress towards the plan's direction for the future, and if the situation warrants, will modify the proposed action timeline and supporting implementation process to respond to the lessons learned from the first year of implementation.

Interim adjustments to the Roadmap may include new approaches to delivering a planned action, improvements brought forward by contributors within the organization and within the communities served, new opportunities for collaboration among other health authorities, levels of government and communities, and the availability of new material, funding, or human resources.

Any required departure from the Roadmap as originally presented to IH's leadership in 2023 must emphasize more effective or efficient methods to achieve progress towards the direction for the future, and should not result in any reductions to the planned actions.

At the conclusion of each interval, IH will revisit the implementation framework and key actions to reflect both the lessons learned from the first interval and any changing priorities that exist within the region.

The Roadmap will be delivered using a phased approach that supports logical sequencing and which allows momentum to continue to build as actions are delivered and are built upon by subsequent actions. Implementation begins in the second quarter 2023 and is anticipated to conclude at the end of the second quarter of 2028. In mid-2028, a process to refresh the Roadmap may be conducted if sufficient progress has been made towards completion of the actions presented in this document.

Subsequent implementation intervals will remain guided by the direction for the future, the guiding principles, focus areas, and the key roles for IH. The yearly reporting and assessment process will provide opportunities for new actions to be identified and brought forward in real time for inclusion in future implementation intervals.

### 3.2.2 Structure

Each of the key actions include a number of consistent supporting details to ensure sufficient clarity for the implementation period. Within the body of the document, each action contains the following information:

**Goal Alignment:** A display of the action's alignment with one or more of the goals identified in **section 2.3**. Goal alignment is shown through the presence of colour-coded icons at the top of each action.

**Description:** A detailed explanation of the action to be taken, including any supplementary information that provides clarity as to why it is included in the Roadmap

**Principle Alignment:** An illustration of the action's alignment with one or more of the Roadmap's guiding principles

**Lead Department:** The lead department responsible for delivering the action will be established. This does not necessarily imply the lead department is the implementer of the action, as the lead department may convene or facilitate partnerships in order to fulfill their role in action delivery.

Comprehensive and complete versions of each action are presented in a companion **Implementation Plan** document. As the name suggests, the Implementation Plan is intended for use by those implementing, overseeing, or otherwise supporting delivery of Roadmap actions for the implementation period. The document contains a summary of the overall Roadmap framework to support quick reference, a description of the four-step implementation approach, and a comprehensive explanation of each of the 20 Roadmap actions. The document also contains matrix diagrams that (a) highlight the relationship between guiding principles and individual actions and (b) illustrate the responsibility for each action within IH portfolios.

Each action section includes the same content description, principle alignment, and departmental responsibility as in the Roadmap, with further detail on:

**Partnerships:** The secondary (non-lead) individuals, groups, departments, and external partners in the broader community that aid the lead department in implementing the action

**Key steps:** The essential steps necessary to realize the aims of the action

**End state:** The state in which the action can be considered completed. Note that some actions are necessarily continuous (i.e. Action 7, to annually develop and execute the Strategic Energy Management Plan) and thus this field refers to the state in which the action refreshes and begins again.

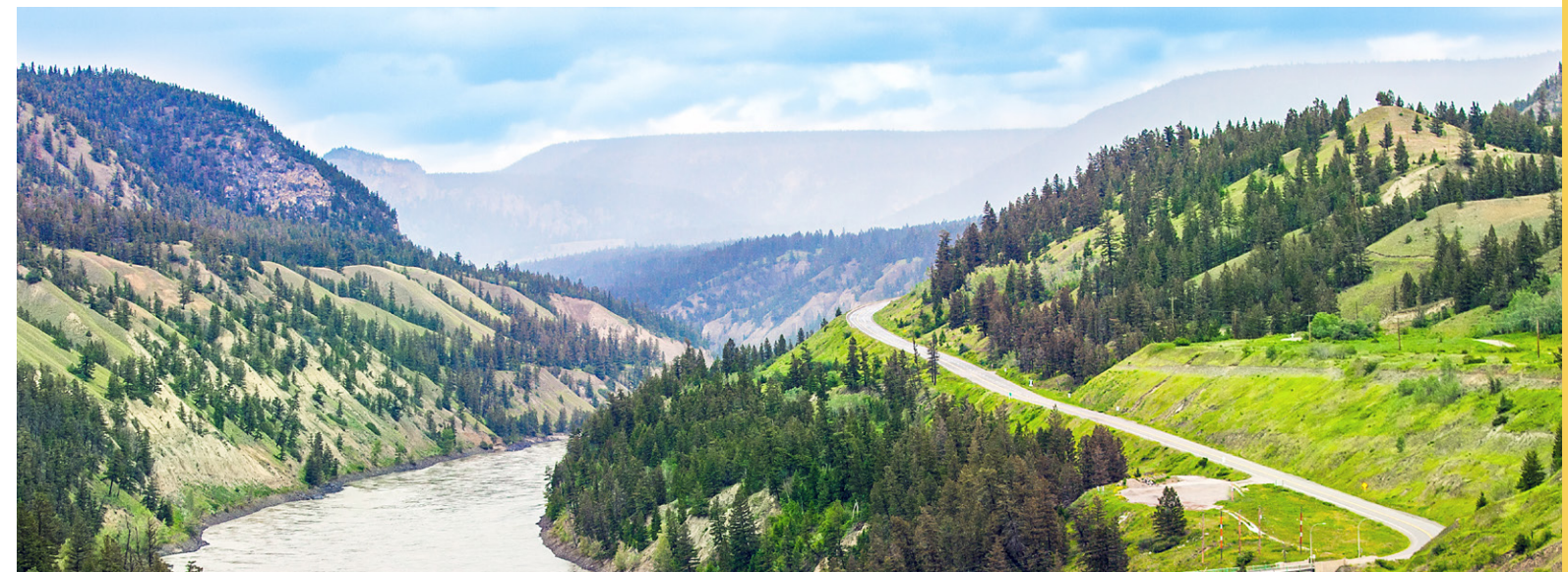
### 3.2.3 Summary

As the Roadmap is the first comprehensive approach to climate change and sustainability action, it necessarily contains several **Foundational** actions that will form the basis of implementation. These actions promote organization and stewardship of the Roadmap, reflection on action delivery and overall progress, and continual alignment with the overarching direction for the future and goals.

These foundational actions concern the establishment of a governance structure to guide implementation (**Action 1**), the development of programs to support staffing and communications across the organization and beyond (**Actions 2-4**), and the creation of a measurement and monitoring framework to chart progress over time (**Action 5**).

Delivery of the actions is intended as a complementary and comprehensive effort, where progress in one area of action supports the generation of momentum or progress in another. While this is a way to maximize effort, it also means that progress must be consistent across all 20 actions. Actions have been logically sequenced by time and by thematic alignment to reflect this.

The four-step approach to implementation listed in **section 3.1** supports continual progress, learning, and adaptation in the delivery of the comprehensive set of actions. Consistent reporting and assessment periods within the implementation timeframe will allow those tasked with leading the Roadmap efforts to continually monitor the impact of actions towards progress in the five goal areas.





#	Action	Category	2023			2024			2025			2026			2027			2028		
1	Establish governance structure for climate change and sustainability action	Foundational	Ongoing																	
2	Conduct sustainability and climate change education, communication, and outreach for staff	Foundational	Ongoing																	
3	Develop internal and external communication strategies for the Roadmap	Foundational	Ongoing																	
4	Integrate climate change and sustainability considerations into recruitment, evaluation, and the development of staff	Foundational				Ongoing														
5	Develop a comprehensive indicator program to monitor and evaluate climate change and sustainability action	Foundational				Ongoing														
6	Execute Electric Vehicles Strategy	Organization	Ongoing			Ongoing			Ongoing			Ongoing			Ongoing					
7	Annually develop and execute the Strategic Energy Management Plan	Organization	Ongoing			Ongoing			Ongoing			Ongoing			Ongoing					
8	Establish a Sustainable Procurement Policy and Practices	Organization	Ongoing																	
9	Secure strategic financial investment for greenhouse gas reduction initiatives	Organization	Ongoing																	
10	Conduct Climate Risk Assessments as per the Provincial Framework and Health Authority Guidelines	Organization	Ongoing			Ongoing														
11	Lead seasonal readiness planning for IH sites, programs and services	Organization	Ongoing			Ongoing														
12	Expand the Sustainability Engagement Program	Organization				Ongoing			Ongoing											
13	Integrate environmental sustainability into clinical operations, including labs and pharmacy	Healthcare provider	Ongoing			Ongoing			Ongoing			Ongoing			Ongoing					
14	Integrate environmental sustainability into the Quality Improvement portfolio	Healthcare provider	Ongoing																	
15	Deliver safer and sustainable chemicals, toxins, medication and waste management	Healthcare provider	Ongoing			Ongoing			Ongoing			Ongoing			Ongoing					
16	Collaborate with local governments and Aboriginal communities on climate adaptation and mitigation actions	Community Member	Ongoing			Ongoing			Ongoing			Ongoing			Ongoing					
17	Coordinate seasonal readiness planning program with local governments and Aboriginal communities	Community Member	Ongoing			Ongoing			Ongoing			Ongoing			Ongoing					
18	Enhance communication and data governance with Aboriginal partners to support collaborative climate change and sustainability work	Community Member	Ongoing			Ongoing			Ongoing			Ongoing			Ongoing					
19	Create and implement surveillance and early warning systems	Community Member	Ongoing																	
20	Complete a Climate Change and Health Vulnerability and Adaptation Assessment to inform future adaptation planning	Community Member	Ongoing																	

## ROADMAP ACTIONS, 2023-2028

**Ongoing:**  
Continuous effort, currently in effect

**In progress:**  
Discrete effort, currently in effect

**New:**  
Novel action to begin during Roadmap process



## Establish governance structure for climate change and sustainability action

### Lead Departments:

- **Steering:** Environmental Sustainability
- **Reporting and accountability:** VP responsibility for governance TBD
- **Planetary Health-focused position:** Medical Affairs

### Description:

To effectively support the ambition and aims of the Roadmap, implementation, coordination, and future direction setting will be guided by a governance structure which is reflective of both the cross-departmental and multidisciplinary focus of the Roadmap. This structure will address the comprehensive nature of both sustainability action and climate change adaptation and mitigation. Given its importance to the subsequent actions in the Roadmap, this action is considered foundational and will assume a high priority in the first years of Roadmap implementation.

This action comprises a number of supporting tasks:

- Selection of a sustainability governance model reflective of realities at IH
- Establishment of a leading steering committee to oversee implementation of the Roadmap and its attendant climate change, sustainability, and planetary health-focused initiatives
- Identify director role or clinical dyad to lead planetary health efforts

An observable thread exists between these supporting tasks. The selection of a relevant sustainability governance model will, in turn, require the establishment of a steering committee to implement the model and to guide delivery of the actions in the Roadmap.

Subsequently, this will require the creation of a new leadership position or identification of existing role with an operational dyad—to lead and co-chair the committee.

The leadership position will leverage the collaborative relationships that are already being established between Medical Staff Associations (MSAs) and IH in pursuit of a shared priority for planetary health stewardship. Leadership through this position is crucial in order to bring an environmental sustainability and climate action lens to streams of work within the organization, to champion action implementation, make lasting connections with internal and external collaborators, and to help mobilize necessary partnerships for success.

To support this action, key commitments are required from across the IH's portfolio areas such that senior leaders with decision-making authority are attached to the steering committee. The committee will report to one VP portfolio—to be decided when the committee is established—though accountability for the Roadmap implementation and actions will rest with all VPs.

### Principles Alignment

- » **Working together**
  - » Health equity
  - » Preparing and responding
  - » Reducing climate risk
- » **Leadership and governance**
- » **Learning and advancement**

## Conduct sustainability and climate change education, communication, and outreach for staff

### Lead Department:

- Environmental Sustainability

### Description:

The coordination and implementation of the Climate Change and Sustainability Roadmap is predicated upon the understanding, ability and willingness of staff to engage with the planned actions and commit to the direction for the future. The multi-disciplinary and cross-organizational nature of the Roadmap will require significant staff engagement in order for implementation to be a success.

This action seeks to build momentum for climate change action and sustainable outcomes across IH through a tailored, three-part approach focused on education, communication and outreach for staff.

**Education:** Through informal mentorship, professional development funding and opportunities, as well as inter-departmental knowledge-sharing, IH will provide a suite of different learning opportunities for staff to become familiar with the concepts and tangible ways of engaging with environmental sustainability and climate change action. This will encompass both professional and personal opportunities to reduce greenhouse gas emissions and live sustainably. Opportunities include:

- Continuing education webinars for staff
- An iLearn/Job Ready presentation for staff onboarding
- An annual Environmental Sustainability and Climate Change Conference

**Communication:** Collaborative and comprehensive climate action is based upon shared awareness. IH will use the internal staff intranet and external media channels to inform staff and community members.

The information shared will include the various streams of environmental sustainability and climate change work (both underway and planned), the promotion of opportunities for involvement, and a celebration of the milestones achieved. Opportunities include:

- Newsletter and information repository website development (Intranet, InsideNet)
- Presentation at IH team huddles (i.e. safety, quality improvement)
- Annual reporting documentation
- Ongoing initiatives and “success story” videos, podcasts and articles

**Outreach:** Effective outreach requires IH to “meet people where they are” in terms of awareness, capacity to engage, and life experience. IH will conduct outreach by tailoring presentation materials and messages to resonate with target audiences, their values, and areas of expertise. IH's front-line staff are a vital part of this process, given their ability to engage with the broader community through their work and in modelling sustainable behaviour. Opportunities include:

- Environmental sustainability recognition program
- Strategic partnership with community outreach team (via Healthy Communities)

### Principles Alignment

- » **Working together**
  - » Health equity
  - » Preparing and responding
  - » Reducing climate risk
- » **Leadership and governance**
- » **Learning and advancement**



**ACTION 3**

CC1.2 CC2.2 CC2.5 CC2.6 S3.1

**Develop internal and external communication strategies for the Roadmap****Lead Department:**

- Communications

**Description:**

Robust internal and external communication strategies will be developed to inform staff, local communities, Aboriginal partners, and municipal and provincial governments of the actions and commitments made in the Roadmap. Sharing Roadmap commitments and progress serves to keep the organization accountable, creates departmental buy-in, and inspires change in the region's communities through a 'lead by example' approach.

The internal communications strategy aims to empower staff to identify their role within sustainability and climate change action, and to learn of opportunities for involvement. Identified media platforms to connect with staff include: InsideNet, Instagram, Facebook, LinkedIn, External Website, Video, Podcast, Roadshow, etc.

The external communications strategy will aim to share action-oriented information with media partners, such as local reporting stations and external news releases. Presenting the Roadmap at existing meetings in collaboration with Aboriginal partnerships has also been identified as an important means of external communication. Within the first implementation interval of the Roadmap, effort will be prioritized on the internal communications strategy prior to addressing external audiences.

**Principles Alignment**

- » Working together
- » Health equity
- » Preparing and responding
- » Reducing climate risk
- » Leadership and governance
- » Learning and advancement

**ACTION 4**

CC2.2 CC2.4 CC2.6 S3.1

**Integrate climate change and sustainability considerations into recruitment, evaluation, and the development of staff****Lead Department:**

- Human Resources (Employee Experience)

**Description:**

Staff across IH are at the frontline of sustainability and climate change action. This provides the agency and flexibility necessary for staff to integrate sustainable behaviours into their work, but also requires clarification around responsibility and accountability. The recruitment and management of staff at IH presents an opportunity to increase the organizational commitment to sustainability and climate change action by creating the conditions for an engaged, empowered, and knowledgeable workforce.

This action will see the integration of climate change and sustainability into established recruitment, onboarding, and professional development processes and practice. To support this effort, IH will:

- Evaluate position agreements with regards to their impact on the areas of focus, incorporating direction from the LEADS leadership framework
- Develop a baseline knowledge for staff necessary to support climate action
- Establish new performance review goals for all excluded staff
- Create new sustainability and climate change policy and practice handbook materials for team leads and managers to better support climate leadership

**Principles Alignment**

- » Working together
- » Health equity
- » Preparing and responding
- » Reducing climate risk
- » Leadership and governance
- » Learning and advancement

**ACTION 5**

CC1.1 CC2.1 S1.1 S3.1 S3.2

**Develop a comprehensive indicator program to monitor and evaluate climate change and sustainability action****Lead Departments:**

- Chief Medical Health Officer, Population & Public Health
- Facilities Management & Operations

**Description:**

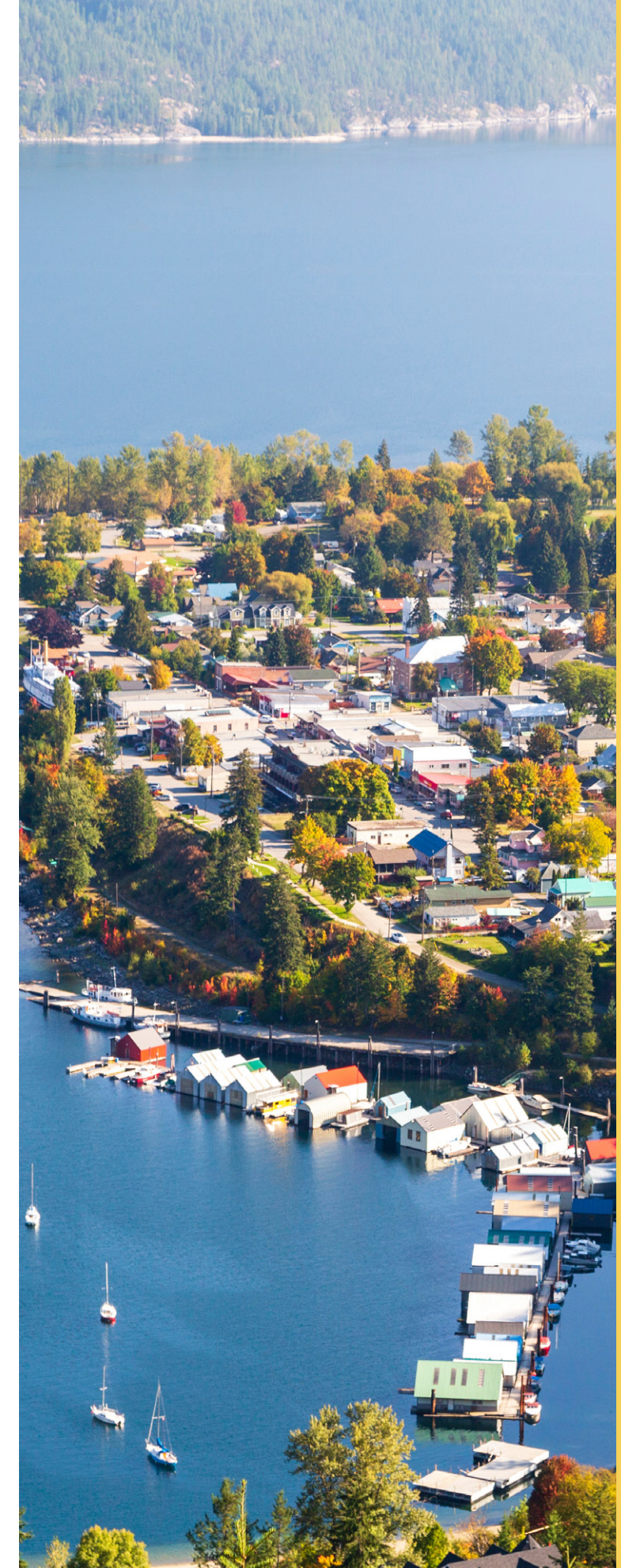
This action focuses on compiling a suite of measurable indicators that allow the assessment of climate change and sustainability action progress over time. This will build awareness and accountability over the Roadmap implementation, and will inform the development of future performance targets.

A comprehensive indicator program should measure progress over all goal areas, providing regular updates for both internal progress monitoring and public-facing information and accountability.

The accountability for an indicator program is contingent upon a strong reporting and governance structure for this roadmap, emerging from Action 1.

**Principles Alignment**

- » Working together
- » Health equity
- » Preparing and responding
- » Reducing climate risk
- » Leadership and governance
- » Learning and advancement





**ACTION 6**

CC1.1 CC1.2 CC2.1 S1.1

**Execute Electric Vehicles Strategy**

**Lead Departments:**

- Fleet Services (Fleet EV lead)
- Parking Services (Staff and public parking EV lead)

**Description:**

The 2021 Electric Vehicle Strategy is a guiding document. It outlines the adoption and support of electric vehicles (EVs) into the IH fleet, and is in alignment with the West Coast Electric Fleets (WCEF) goal of electrifying 10 per cent of the light-duty fleet by 2030 as well as CleanBC’s GHG emissions reduction targets.

Executing the Electric Vehicle Strategy will result in the creation of an implementation plan for fleet EVs (including both vehicles and infrastructure), fleet electrification targets, and GHG reduction potential.

EV building standardization, site education, and internal communication will be integral components in order to champion and transition the IH fleet to EVs.

Within the first five years of the roadmap, the focus of the strategy will be on the electrification of IH’s fleet. Subsequent roadmap iterations may focus on the infrastructure required to support EV parking for staff and the public.

**Principles Alignment**

- » Working together
- » Health equity
- » Preparing and responding
- » Reducing climate risk
- » Leadership and governance
- » Learning and advancement

**ACTION 7**

CC1.1 CC2.1 S1.1 S1.2

**Annually develop and execute the Strategic Energy Management Plan**

**Lead Departments:**

- **Lead:** Energy Management
- **Approval:** Plant Services
- **Oversight:** Facilities Management and Operations

**Description:**

The Strategic Energy Management Plan (SEMP) is a guiding document that includes a situational analysis of current and past energy performance for IH’s portfolio of buildings. It incorporates a commitment to work towards alignment with B.C.’s long-term climate goals through 2050, a multi-year project plan based on available budgets, and a review of progress towards targets.

The SEMP will be revised and reissued annually, considering co-benefits (improved air quality, thermal comfort, climate resiliency, etc.) in alignment with the organization’s climate change objectives, capital renewal requirements, and financial sustainability.

Implementation of the SEMP should be aligned with infrastructure renewal plans for existing buildings. Timelines for related Energy Studies, Operating Projects, and Carbon Neutral Capital Program projects emerging from the SEMP will vary, but will result in more energy efficient building systems and a reduction in absolute emissions from buildings.

**Principles Alignment**

- » Working together
- » Health equity
- » Preparing and responding
- » Reducing climate risk
- » Leadership and governance
- » Learning and advancement

**ACTION 8**

CC1.2 S1.1 S2.1 S2.2

**Establish a Sustainable Procurement Policy and Practices**

**Lead Departments:**

- Environmental Sustainability (Lead)
- Finance (Provincial Health Services Authority liaison)
- May expand to more specific purchasing departments as the framework evolves

**Description:**

Rethinking IH’s procurement practices in an effort to prioritize sustainability and adopt circular economy principles will be accomplished through the development of an Environmentally Preferred Purchasing framework. Vendors should be selected based on considerations for material selection, manufacturing, processing, packaging, shipping and other factors that impact the carbon footprint of products and services.

Additional selection criteria should consider the full lifecycle of products (i.e., disposal at end-of-life), clinically appropriate alternatives, and the co-benefits of procuring reusable products over single-use products.

**Principles Alignment**

- » Working together
- » Health equity
- » Preparing and responding
- » Reducing climate risk
- » Leadership and governance
- » Learning and advancement





**Secure strategic financial investment for greenhouse gas reduction initiatives**

**Lead Departments:**

- Finance (Lead)
- Energy Management (informs and advocates)

**Description:**

An increased, targeted funding allocation is necessary in order to achieve the infrastructure upgrades required for GHG emissions reductions. Necessary support from funding partners is estimated at \$20 million or more annually in order to meet 2030 and 2050 CleanBC GHG targets. Work is required with government and other funding partners to ensure these investment requirements are met, particularly for built asset retrofits.

**Principles Alignment**

- » **Working together**
  - » Health equity
  - » Preparing and responding
  - » Reducing climate risk
- » **Leadership and governance**
- » **Learning and advancement**

**Conduct climate risk assessments as per the Provincial Framework and Health Authority Guidelines**

**Lead Department:**

- Capital Planning

**Description:**

A climate risk assessment (CRA) is an essential tool for the achievement of climate change resilience in building projects. A CRA establishes the likelihood of a given climate-related hazard impacting a building or building component, and addresses the potential consequences should the hazard occur.

The CRA is distinct from the Climate Change and Health Vulnerability and Adaptation Assessments (CCHVAAs) addressed in **Action 20**, which evaluates the state of susceptibility and preparedness of population health, health care facilities, and related services to the effects of climate change.

All public sector organizations within BC are required to complete a CRA for new developments, renovations, and additions as noted in the requirements established in the provincial *Climate Resilience Framework and Standards for Public Sector Buildings*, the *Climate Resilience Guidelines for BC Health Facility Planning* and in the Ministry of Health's Capital Policies 11 and 12. These assessments are to be completed by a qualified professional—either a Professional Engineer or Climate Specialist.

Through this action, IH will commission CRAs for facilities and lands under management at time of development, renovation, or addition.

**Principles Alignment**

- » **Working together**
  - » Health equity
- » **Preparing and responding**
- » **Reducing climate risk**
- » **Leadership and governance**
- » Learning and advancement

**Lead seasonal readiness planning for IH sites, programs and services**

**Lead Departments:**

- Office of the Chief Medical Health Officer and Population Health
- Clinical Operations

**Description:**

To support programs, sites and services across the organization in preparing for seasonal extreme climatic events, IH will lead preseason planning, event response, and after-action reviews in collaboration with Health Emergency Management BC (HEMBC). This effort will address extreme heat, cold, flooding, and air quality events, and will ensure clinical operations are prepared for seasonal extreme climatic events, and have the systems, processes, and capacity to respond effectively.

Considerations should be made to address employee mental health as a key component of the long-term response to extreme climatic events, in order to minimize the impacts of burnout and fatigue.

**Principles Alignment**

- » **Working together**
- » **Health equity**
- » **Preparing and responding**
- » **Reducing climate risk**
  - » Leadership and governance
- » **Learning and advancement**

**Expand the Sustainability Engagement Program**

**Lead Department:**

- Environmental Sustainability

**Description:**

The Sustainability Engagement Program provides strategies for engaging IH staff on initiatives to 'green' the organization's operations and learn more about climate risk and resilience. Established in 2021, the program sets up the framework for site-specific sustainability committees to influence culture change and work through projects that create positive environmental co-benefits.

Expansion of the Sustainability Engagement Program (from its current site-specific scale, to a larger regional program) through regional champions and communities of practice will enable equitable opportunities for all IH staff to participate in sustainability and climate change projects. Communication, leadership, and project implementation will be important considerations to successfully replicate the existing program to a regional scale.

**Principles Alignment**

- » **Working together**
- » **Health equity**
  - » Preparing and responding
  - » Reducing climate risk
- » **Leadership and governance**
- » **Learning and advancement**



## Integrate environmental sustainability into clinical operations, including labs and pharmacy

### Lead Department:

- Clinical Corporate Services

### Description:

Addressing climate change in health care delivery does not begin and end with facilities and fleet. IH's clinical operations, including hospital care, primary and community care, long-term care, mental health, public health, and surgical services, must also be considered in the context of environmental sustainability.

This is a broad mandate, requiring different action according to each area of focus. Across the organization, this will result in the integration of environmental sustainability practices into clinical operations in the following areas:

**Food Services:** encourage food and waste reduction strategies through waste diversion and sustainable procurement, local and organic food purchasing policies, and the promotion of plant-based and vegetarian food options to reduce greenhouse gas emissions

**Lab Services:** the review and revision of waste management plans for responsible disposal of hazardous chemicals and waste and for waste diversion, and the continued development of "paperless" workplaces following the example of Royal Inland Hospital (2021, Kamloops)

**Pharmacy:** integration of environmental sustainability and impact considerations into the prescribing process and through collaboration with clinicians to reduce unnecessary medication and wastage and increase selection of more sustainable options.

**Imaging:** supporting sustainable procurement policies to replace infrastructure at end-of-lifecycle with energy-efficient replacements, addressing inefficient use of imaging machines, and reducing diagnostic imaging for patients when unessential.

**Housekeeping and laundry:** transitioning to non-toxic cleaning products, minimizing unnecessary bed changes to reduce the energy associated with washing, and working with laundry service providers to minimize environmental impacts.

**Surgical Services:** factoring environmental sustainability into the management of operating rooms and the practice of surgery to reduce waste, and limit the carbon footprint of surgical services (selection and recovery of anesthetics, and implement *Health Care Without Harm* initiative).

### Principles Alignment

- » Working together
- » Health equity
- » Preparing and responding
- » Reducing climate risk
- » Leadership and governance
- » Learning and advancement

## Integrate environmental sustainability into the Quality Improvement portfolio

### Lead Departments:

- VP, Medicine and Quality – Medical Affairs
- (Dyad) Executive Director, Quality and Patient Safety
- (Dyad) Executive Medical Director, Quality and Patient Safety

### Description:

In BC, health quality is measured by the BC Patient Safety & Quality Council's Health Quality Matrix. The different and complementary definitions of quality relate to individual and systemic perspectives of respect, safety, accessibility, appropriateness, effectiveness, equity, and efficiency. At IH, health quality is realized and iterated through a series of Quality Improvement (QI) Initiatives related to patient health outcomes, overall system performance, and professional development.

This action will apply an environmental sustainability lens to IH's Quality Improvement Initiatives. This approach will see the integration of environmental considerations as a major determinant in all decision-making within the quality improvement realm, and may include:

- Seeking ways to reduce the need for healthcare through advocacy of redress to the social determinants of health
- Preferential uses of effective treatment pathways and medical technologies and tools with reduced environmental impacts
- Minimization of waste resulting from prescribed medications, incidental consumable materials, and energy

### Principles Alignment

- » Working together
- » Health equity
- » Preparing and responding
- » Reducing climate risk
- » Leadership and governance
- » Learning and advancement

## Deliver safer and sustainable chemicals, toxins, medication and waste management

### Lead Department:

- Support Services (Waste Management Lead)

### Description:

The safe and sustainable management and delivery of chemicals, toxins, medication and waste is a key action to reduce IH's environmental impacts on climate change and sustainability.

This work supports improved material stewardship practices within the health authority to minimize IH's environmental footprint, and to improve occupational health and safety for staff.

This action includes the appropriate procurement, use, and disposal of toxins, chemicals, medication, and waste (hazardous, biomedical, compost, non-hazardous waste and recycling) at IH's facilities. It also promotes the introduction of a circular economy model into future work related to the management of materials and waste in the organization, while simultaneously encouraging health co-benefits by reducing occupational and community exposure to toxins.

### Principles Alignment

- » Working together
- » Health equity
- » Preparing and responding
- » Reducing climate risk
- » Leadership and governance
- » Learning and advancement



**ACTION 16**

CC2.4 CC2.5 CC2.6 S1.2 S2.2

**Collaborate with local governments and Aboriginal communities on climate adaptation and mitigation actions**

**Lead Departments:**

- Chief Medical Health Officer, Population & Public Health
- Aboriginal Partnerships

**Description:**

Collaborative action with local governments and Aboriginal communities is key to implementing meaningful adaptation and mitigation efforts. These collaborative relationships are predicated upon the contextual and expressed needs of each community and cannot, by definition, be treated as a 'one-size-fits-all' approach. IH will build on existing approaches and regulatory frameworks for working with local governments. Actions should be guided by the process and results of the CCHVAA (**Action 20**)

The *Aboriginal Health and Wellness Strategy (AHWS) 2022-2026*, in concert with existing governance mechanisms, establishes a framework for working with Nation partners to provide high quality, safe and effective health services to all Aboriginal peoples and families.

In alignment with the AHWS, IH will build on existing relationships with Aboriginal partners to collaborate on climate adaptation and mitigation actions.

Integral to this collaboration is ensuring IH staff have the cultural knowledge, human resources, and capacity necessary to lead and support this work.

**Principles Alignment**

- » Working together
- » Health equity
- » Preparing and responding
- » Reducing climate risk
- » Leadership and governance
- » Learning and advancement

**ACTION 17**

CC2.3 CC2.4 CC2.5 CC2.7 S1.2

**Coordinate seasonal readiness planning program with local governments and Aboriginal communities**

**Lead Departments:**

- Chief Medical Health Officer, Population & Public Health
- Collaboration with IH HEMBC team
- Digital Health

**Description:**

Preparedness and response to extreme climatic events requires a coordinating agency to lead community mobilization and engagement. This is accomplished through the identification of community needs, stakeholder recruitment, and the development of plans to implement response systems.

To support local communities in preparing for seasonal extreme climatic events, IH will coordinate and support the development of seasonal readiness response plans to address extreme heat, cold, flooding, and air quality events in collaboration with local and Aboriginal communities.

Local governments and Aboriginal communities will be involved in the CCHVAA process (**Action 20**) and results of the assessment will also help to inform local level planning.

Participation in seasonal readiness planning programs at the local scale will lead to reduced demands on the health care system during extreme climatic events, and enhanced relationships and support with local and Aboriginal communities.

**Principles Alignment**

- » Working together
- » Health equity
- » Preparing and responding
- » Reducing climate risk
- » Leadership and governance
- » Learning and advancement

**ACTION 18**

CC2.1 CC2.3 CC2.4 CC2.5 CC2.6

**Enhance communication and data governance with Aboriginal partners to support collaborative climate change and sustainability work**

**Lead Departments:**

- Chief Medical Health Officer, Population & Public Health
- Aboriginal Partnerships

**Description:**

The *AHWS 2022-2026* works with existing governance mechanisms to establish a framework for working with Aboriginal partners to provide high quality, safe and effective health services to all Aboriginal peoples.

Roadmap actions should be aligned with the existing work emerging from the AWHs under the focus areas of *Strengthening Partnerships* and *Shared Decision Making*.

This can include, but is not limited to, developing a framework for data governance, enhancing community relationships and engagement opportunities, and evolving the Nation-IH Letters of Understanding (LoU).

Within climate change and sustainability actions, efforts should be made to ensure that it is clear that Aboriginal peoples' data is owned by Nations, and appropriate use must be informed by Nations.

Through IH's involvement in joint committees focusing on Aboriginal Health and Wellness, sustainability and climate change actions should be accountable and responsive to Nations and community needs.

**Principles Alignment**

- » Working together
- » Health equity
- » Preparing and responding
- » Reducing climate risk
- » Leadership and governance
- » Learning and advancement





**ACTION 19**

CC2.2 CC2.3 CC2.5 CC2.7 S3.1

**Create and implement surveillance and early warning systems****Lead Departments:**

- Chief Medical Health Officer, Population & Public Health
- Digital Health

**Description:**

IH will take a proactive and collaborative approach to mitigating the health impacts of extreme climatic events through participation in surveillance and the use of early warning systems for extreme heat, cold, and air quality.

In response to the increasing frequency of extreme heat events, and in alignment with the 2022 *IH Heat Response Plan*, IH will implement and support the existing Heat Alert Response System (HARS) framework, a two-tiered heat alert system that is based on region-specific weather conditions.

To address extreme cold events in the region, IH will collaborate with Health Emergency Management BC (HEMBC) and other provincial health authorities to create a surveillance system for extreme cold weather that is modelled on the system currently in place for extreme heat.

To address air quality advisories and wildfire smoke in the region, IH will continue to monitor air quality events through HEMBC's early warning system, as well as tracking related health impacts. IH will develop a system to track health related impacts of heat and cold weather events, air quality and wildfire smoke.

**Principles Alignment**

- » Working together
- » Health equity
- » Preparing and responding
- » Reducing climate risk
- » Leadership and governance
- » Learning and advancement

**ACTION 20**

CC2.1 CC2.5 CC2.7 S1.2

**Complete a Climate Change and Health Vulnerability and Adaptation Assessment to inform future adaptation planning****Lead Departments:**

- Chief Medical Health Officer, Population & Public Health

**Description:**

Climate change and health vulnerability and adaptation assessments (CCHVAA) are a federally recognized process for Canadian health authorities to develop capacity, assess, and adapt to the health impacts of climate change. This process can assist health authorities in identifying and interpreting the information necessary to prepare their health systems for the impacts of climate change.

IH will complete a CCHVAA for the region in collaboration with external partners, in-line with directives from the Ministry of Health and the other regional health authorities. This assessment is outward facing into the communities IH serves.

The intent is to better understand climate change vulnerabilities and the relationship between weather/climate and health outcomes, with emphasis on populations most at risk. The outcomes of this assessment will inform many other climate change actions outlined in this Roadmap.

**Principles Alignment**

- » Working together
- » Health equity
- » Preparing and responding
- » Reducing climate risk
- » Leadership and governance
- » Learning and advancement

**3.3 CLOSING**

**With the first-ever Climate Change and Sustainability Roadmap in place**, IH will continue building momentum towards climate action and sustainable outcomes. A refreshed direction, framework for change, and tangible actions for the first five years of implementation will be critical to its success. Implementation of the Roadmap will be a continuous process of review, iteration, and refinement that will support achievement of the key actions and progress towards the direction for the future.

IH will revisit the overall structure and direction of the Roadmap at the conclusion of its first five-year interval in 2028. This will present an opportunity to observe progress, honour champions within and outside of the organization, and adapt the Roadmap to those new realities and opportunities which have yet to present themselves.



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## APPENDIX A - DEFINITIONS

**Climate change adaptation:** Adjustment in natural or human systems in anticipation of the adverse effects of climate change, moderating potential harm, or exploiting beneficial opportunities.

▲ Klein, Richard, Saleemul Huq, Fatima Denton, Thomas Downing, Richard Richels, John Robinson, and Ferenc Toth. *Inter-relationships between adaptation and mitigation, 2007*

**Climate change mitigation:** Human intervention to make the impacts of climate change less severe through the reduction in sources, or enhancement of sinks of greenhouse gasses (GHG) into the atmosphere.

▲ Klein, Huq, et al.

**Climate resilient and environmentally sustainable health care facilities:** anticipate, respond to, cope with, recover from and adapt to climate-related shocks and stresses, while minimizing negative impacts on the environment and leveraging opportunities to restore and improve it, so as to bring ongoing and sustained health care to their target population and protect the health and well-being of future generations.

▲ World Health Organization: *Guidance for climate-resilient and environmentally sustainable healthcare facilities, 2019*

**Climate vulnerability:** The predisposition for health to be adversely affected by climate change. NOTE: Climate vulnerability is not a label for communities or populations.

▲ Public Health Agency of Canada: *2022 CPHO Report - Mobilizing Public Health Action on Climate Change in Canada, 2022*

**Co-benefits:** The positive effects that a policy or measure aimed at one objective might have on other objectives.

▲ Public Health Agency of Canada, 2022

**Health systems** include an ensemble of all public and private organizations, institutions and resources mandated to improve, maintain or restore health as well as incorporate disease prevention, health promotion, and efforts to influence other sectors to address health concerns in their policies.

▲ World Health Organization, 2019

**Health care facilities:** provide direct health treatment procedures for patients, and include hospitals and health care clinics. In the context of emergencies, health care facilities are hospitals, primary health care centres, isolation camps, burn patient units, feeding centres and others.

▲ World Health Organization, 2019

**Greenhouse Gas Protocol (GHGP) scopes:**

- Scope 1: Direct emissions from owned or directly controlled sources, on site
- Scope 2: Indirect emissions from the generation of purchased energy, mostly electricity
- Scope 3: All other indirect emissions that occur in producing and transporting goods and services, including the full supply chain.

▲ National Health Service (NHS) England, *Delivering a 'Net Zero' National Health Service, 2020*

**Resilience:** the capacity of social, economic and environmental systems to cope with a hazardous event, trend or disturbance, responding or reorganizing in ways that maintain their essential function, identity and structure while also maintaining the capacity for adaptation, learning and transformation.

▲ World Health Organization, 2019

**Social determinants of health:** Vulnerability is influenced by factors, such as geography, age, sex, sexual orientation, gender identity and expression, experience of colonization, education, ethnicity, race, disability, income, built environments, as well as living and working.

**Sustainability:** Meeting the needs of the present without compromising the ability of future generations to meet their own needs.

# 05 / Appendices



This Roadmap was developed through a three-phase planning process that united a review of the context for climate change and sustainability at IH with ongoing engagement with staff and partners. The strategic direction was informed by several discrete inputs into the planning process. Each of these inputs—policy framework, operational context, established standards, stakeholder feedback, intensive Roadmap co-design with staff, and consultation with senior leadership—were considered and balanced against each other to arrive at the direction for this plan.

**Phase 1: Strategy Review**

The first phase of the process built a foundational understanding of the current state of climate change and sustainability action at IH. The Roadmap project team completed a review of the following inputs:

- **Policy framework:** Guiding policy and strategic documentation at the federal, provincial and organizational level, respecting the issues of climate change and sustainability, including the *Climate Change Accountability Act*, the *CleanBC Roadmap to 2030*, and active organizational policies, procedures, initiatives, and communications.
- **Operational context:** The context for operations at IH including, but not limited to, facilities, fleet, clinical operations, and public and population health.
- **Established standards:** Standards and science used at the federal and provincial levels of government, educational institutions, research groups, and non-profit organizations.

This foundational understanding provided the basis of facilitation delivery and informed the Roadmap’s planning framework.

**Phase 2: Consultation and Engagement**

The second phase of Roadmap planning engaged IH staff and key external partners to gather insights and feedback on the current and potential future state of sustainability and climate change action for IH. Stakeholder feedback was shared through four workshops, an online questionnaire, and targeted stakeholder interviews. In total, **658 participants** provided feedback across the planned engagement activities.

**Current State Workshop**

The Current State Workshop was conducted with key internal partners as part of the current state review process delivered by the project team. This workshop was focused on the current context of climate change and sustainability within IH beyond what can be gleaned from reports. Further, it was intended to evoke insights and provide clarity on the existing system to identify gaps, bottlenecks and insights. The workshop was held on January 26, 2023 and had 16 participants.

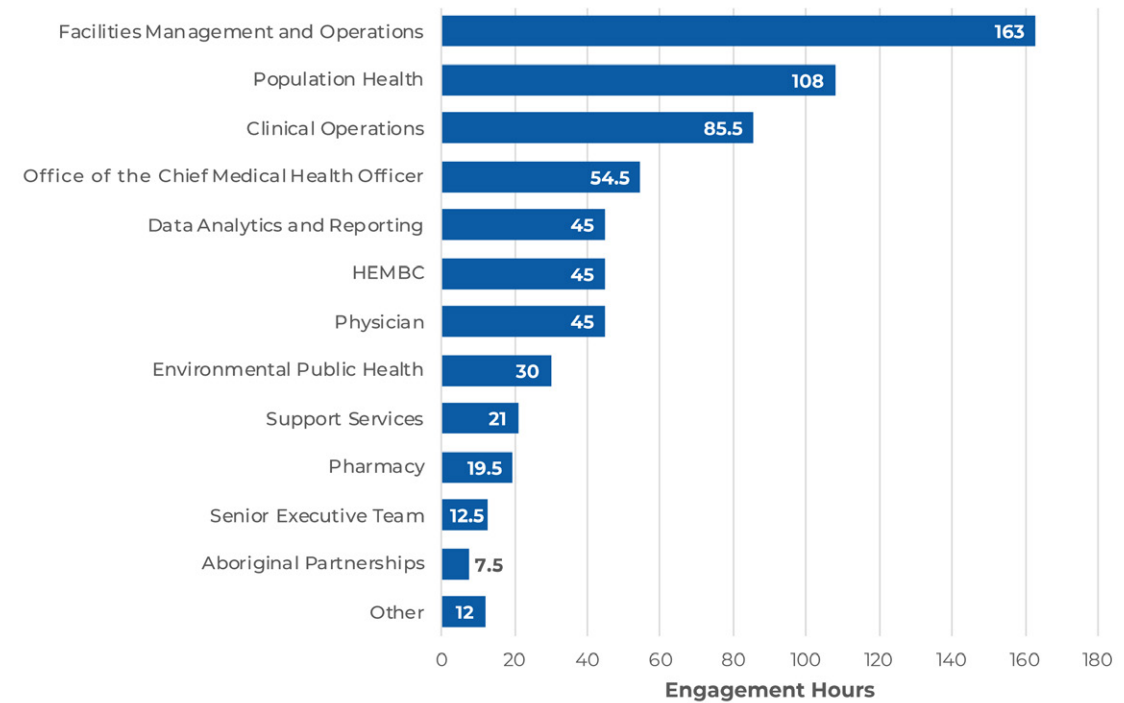
**Future-Focused Workshop**

Three Future-Focused Workshops were conducted with different stakeholder groups throughout the engagement process. Each workshop provided an opportunity to explore ideas for the future of sustainability and of climate change mitigation and adaptation within the context of IH and its catchment area. Workshops were tailored to three different themes: enhancing Aboriginal partnerships, strengthening the health care system, and supporting adaptation in communities.

**Online Questionnaire**

Online engagement ensured individuals had convenient opportunities to participate in the engagement process. Between January 30 and February 20, 2023, 565 participants offered their insights into climate change and sustainability at IH through an online questionnaire.

IH Engagement Participation



**Interviews**

One-on-one interviews with participants provided the means to connect with key individuals and subject matter experts within and outside of IH. These interviews included an opportunity to discuss participants’ unique perspectives and knowledge of sustainability in health care as well as the impact of climate change on their communities.

**Phase 3: Planning and Recommendations**

The third phase of the process explored the key gaps raised in previous phases, the established and emerging policy direction, and stakeholder feedback to develop and finalize the Roadmap for IH.

As part of this third phase, the project team facilitated an intensive three-day Strategy Sprint in March 2023. Within the Strategy Sprint, staff from across the organization co-created a draft direction for the Roadmap, giving consideration to the guiding direction that emerged from prior phases. Participants provided feedback and modifications to the emergent direction for the future and goals, focus areas, key roles, and supporting actions.

The emerging direction was shared with senior leadership at IH for review and comment, with the final document emerging from their review. This review ensured that the Roadmap aligns with long-term strategic priorities established by the IH Senior Executive Team to guide the organization over time.

Across the workshops, interviews and Strategy Sprint, **a total of 674 hours** were spent by IH Staff and key external partners in co-creating the Roadmap. Internally, 12 departments contributed upwards of 7.5 hours of time to the development of the Roadmap, with significant effort leading this work by Facilities Management and Operations, Population Health and Clinical Operations.







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