Vancouver Coastal Health 2022 Climate Change Accountability Report







Carbon Neutral



## **Declaration Statement**

This Climate Change Accountability Report for the period January 1, 2022 to December 31, 2022 summarizes our emissions profile, the total offsets to reach net-zero emissions, the actions we have taken in 2022 to reduce our greenhouse gas emissions and our plans to continue reducing emissions in 2023 and beyond.

By June 30, 2023 Vancouver Coastal Health's final Climate Change Accountability Report will be posted on the BC Government Carbon Neutral Government website to meet legislative requirements and to the GreenCare Community website at <u>bcgreencare.ca</u>

## **Retirement of Offsets**

In accordance with the requirements of the Climate Change Accountability Act and Carbon Neutral Government Regulation, Vancouver Coastal Health (VCH) is responsible for arranging for the retirement of the offsets obligation reported above for the 2022 calendar year, together with any adjustments reported for past calendar years (if applicable). VCH hereby agrees that, in exchange for the Ministry of Environment and Climate Change Strategy ensuring that these offsets are retired on the Organization's behalf, the Organization will pay within 30 days, the associated invoice to be issued by the Ministry in an amount equal to \$25 per tonne of offsets retired on its behalf plus GST.

The cover photo is a stock image provided by the Greencare team.

## **Executive Message**

I am pleased to present our 13th annual Climate Change Accountability Report, which highlights Vancouver Coastal Health's (VCH) actions to reduce our carbon footprint and the health impacts linked to climate change.

The health of our communities and the people we serve is inextricably linked to climate change and the health of our planet. Climate change is a health emergency that threatens us all, but if we take concrete action, we can mitigate, adapt and course correct.

As a health organization, VCH has expanded our strategic framework to include four new Pillars: Indigenous Cultural Safety, Anti-Racism, Equity, Diversity and Inclusion and Planetary Health. More and more, we look to embed planetary health principles and best practices throughout the organization, from the way we manage our facilities to the way we deliver quality care, including how we support climate mitigation and adaptation efforts across the communities we serve.

In 2022, VCH's emissions footprint was 44,563 tonnes of carbon dioxide equivalent (tCO2e) (the same as 10,436 homes' energy use for a year); a 10.9 per cent decrease since 2007. This decrease is significant since VCH has grown its useable facility area by 17.6 per cent in this same period.

Vancouver Coastal Health also initiated 18 energy and emission-related studies and projects which will support future emission reduction work and includes investment-grade energy audits, regional cooling strategies, metering upgrades and electrical capacity studies.

Four dedicated capital emission reduction projects were also initiated in 2022. These projects are estimated to reduce our carbon emissions by more than 2,925 tCO2e per year in our communities; the equivalent to greenhouse gas emissions avoided by removing 896 passenger vehicles off our roads.

While reducing our overall emissions, VCH also purchased carbon offsets from the Ministry of Environment at a total cost of \$1,168,309 to maintain carbon neutral status in alignment with the Climate Change Accountability Act and Carbon Neutral Government Regulation.

As 2023 progresses, I will continue to support our innovative and collaborative approaches towards reducing VCH's environmental and carbon footprints, and advance our commitment to build an integrated Planetary Health strategy that best serves the patients, clients and residents at VCH.



Vivian Eliopoulos, President and Chief Executive Officer

## **Our Emissions Profile**

#### **2022 GREENHOUSE GAS EMISSIONS BREAKDOWN**

Vancouver Coastal Health reports its organizational carbon footprint based on guidelines provided by the Carbon Neutral Government Regulation and the Climate Action Secretariat (CAS). CAS is the central government agency responsible for leading and coordinating research, analysis, development and implementation of programs, policies and legislation enabling mitigation of, and adaptation to, climate change. CAS works collaboratively across the provincial public sector, other orders of government, research institutions, non-governmental organizations, and professional and industry associations to achieve provincial climate change goals.

CAS uses various elements of reporting, based on the Methodology for Quantifying Greenhouse Gas Emissions<sup>1</sup>, which has classified carbon reporting into three main groupings: Stationary Fuel Combustion & Electricity (Buildings), Mobile Fuel Combustion (Fleet & other equipment), and Supplies (Paper). Vancouver Coastal Health's carbon footprint is comprised of six different greenhouse gases, which are converted into 44,563 tonnes of carbon dioxide equivalent (tCO<sub>2</sub>e).

As shown in the chart on the right, 98 per cent of Vancouver Coastal Health's in-scope emissions are attributed to Stationary Fuel Combustion & Electricity (Buildings) which at VCH can be attributed to VCH's owned and leased buildings and their use of electricity; this is where we focus our mitigation efforts.

Vancouver Coastal Health's 2022 carbon emissions were 44,563 tCO<sub>2</sub>e. To become carbon neutral in 2022, Vancouver Coastal Health purchased carbon offsets from the Ministry of Environment at a total cost \$1,168,309 including GST.



Stationary Fuel Combustion & Electricity (Buildings)
Mobile Fuel Combustion (Fleet & other equipment)
Supplies (Paper)

"Managing the risks resulting from a changing climate is essential to secure the longevity of asset investments, protect our health and well-being, and reduce costs associated with climate-related disasters." - CleanBC Climate Strategy

<sup>1</sup> https://www2.gov.bc.ca/assets/gov/environment/climate-change/cng/methodology/2020-pso-methodology.pdf

The table below represents the breakdown of emissions and offsets for the 2022 calendar year. BioCO2 is included in total emissions but not total offsets since international protocols require the separate reporting of biogenic emissions from combustion. The CO2 emissions from the biofuel component (Bio CO2) must be calculated and reported separately from those of the fossil fuel component.

Vancouver Coastal Health 2022 GHG Emissions and Offsets Summary						
GHG emissions for the period January 1 - December 31, 2022						
Total BioCO2 <sup>1</sup>	56.5					
Total Emissions (tCO2e)	44,563					
Total Offsets (tCO2e)	44,507					
Adjustments to Offset Required GHG Emissions Reported in Prior Years						
Total Offsets Adjustment (tCO2e)	0					
Grand Total Offsets for the 2022 Reporting Year						
Grand Total Offsets to be Retired for 2022 Reporting Year (tCO2e) <sup>2</sup>	44,507					
Offset Investment (\$25 per tCO2e) <sup>3</sup>	\$1,112,675 \$ 1,168,309 (including GST)					

Notes for above table (provided by the Climate Action Secretariat):

- 1. BioCO2 is included in Total Emissions but not Total Offsets.
- 2. You must round "Grand Total Offsets to be Retired" to a whole number (no decimal places) before multiplying by \$25 (e.g., 43.2 = 43, 43.5 = 44).
- 3. Emissions and offset investment a mounts will be validated by CAS prior to distributing invoices.





### CHANGES TO VANCOUVER COASTAL HEALTH'S PORTFOLIO

Vancouver Coastal Health has been able to maintain significant energy and GHG reductions while increasing our portfolio and expanding our services to serve our growing regional population. This success has largely been due to the energy retrofit and conservation programs in our existing buildings, and the integration of energy efficiency guidelines in new buildings.

In 2022, Vancouver Coastal Health had a staff population of 18,729 full-time equivalent (FTE) staff, a 4.3 per cent increase from the previous year as shown in the table below. The FTE count has been growing steadily over the last decade; compared to 2007 there has been an FTE increase of 47 per cent.

Vancouver Coastal Health Portfolio Overview	N
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BUILDINGS, FTE AND WEATHER	2007	2019	2020	2021	2022
Distinct VCH Health Buildings	n/a	174	176	184	192
% Owned	84%	86%	86%	85%	84%
% Leased	16%	14%	14%	15%	16%
Usable Square Meters <sup>1</sup>	602,766	721,440	722,622	728,050	759,719
Full-Time Employee Equivalencies <sup>2</sup>	12738	15481	16718	17949	18729
Weather (Heating Degree Days) <sup>3</sup>	2870	2837	2754	2875	2927

Notes for above table:

- 1. Usable area excludes roof tops, interstitial spaces, and parking areas.
- 2. Full-Time Employee data was provided by Health Employers Association of B.C. Full-Time Employee data include all designated groups reported in HSCIS and exclude affiliate employers and BCEHS employees. Full-Time Employee calculations are based on 1950 annual hours.
- 3. Heating Degree Days (HDD's) are based on Vancouver data from Environment Canada and are intended to reflect the demand for heating.

Vancouver Coastal Health has increased its useable facility area by 26 per cent since 2007; with 17.6 per cent of that growth occurring since 2010. This trend, as shown in the graph below, demonstrates the challenge of reducing absolute emissions while the portfolio is growing to meet the regional health service needs.



Useable Floor Area and Emissions (2007-2022)





Natural gas is the predominant fossil fuel used for space heating, hot water and process loads. The carbon emissions associated with our natural gas use is approximately 92 per cent of total building emissions. Although our priority mitigation efforts are focused on natural gas combustion, there are many drivers in use to continue reducing the use of electricity/purchased energy.

We have achieved a 10.9 per cent decrease in the carbon footprint since 2007, as shown in the table below. It should be noted that with absolute emissions there is no consideration of weather impacts or other external drivers that affect emissions. Depending on these independent variables, the year-over-year change in emissions may not fully reflect the effects of our mitigation efforts, emission avoidance projects and initiatives across the portfolio.

Vancouver Coastal Health Portfolio Overview								
Our Carbon F	Footprint (in tCO <sub>2</sub> e)	2007	2019	2020	2021	2022		
Mobile Fuel Com	bustion (Fleet)	104	82	83	82	78		
Stationary Fuel C	Combustion & Electricity (Buildings)	48,536	40,255	39,867	40,842	43,806		
Supplies (Paper)		1,402	741	724	817	680		
Total Carbon Foo	otprint (tCO <sub>2</sub> e)	50,042	41,077	40,674	41,742	44,563		
Total BioCO2 En	nissions (No Offsets Required) <sup>1,2</sup>	-19	-61	-24	-36	-57		
Total Carbon O	ffsetting (tCO₂e)	50,023	41,016	40,649	41,706	44,507		
Purchased Carbo	on Offsets	\$	\$ 1,015,725	\$ 1,025,925	\$1,042,650	\$ 1,112,675		
Purchased Car	bon Offsets + HST/GST	\$	\$ 1,066,511	\$ 1,077,221	\$1,094,783	\$ 1,168,309		
Emissions per Fu	III-Time Employee (kgCO2e/FTE)	3,929	2,653	2,433	2,326	2,379		
Emissions per M	eter Square Facility Space (kgCO2e/m²)	83	57	56	57	59		
Emissions per He	eating Degree Day (kgCO2e/HDD)	17,436	14,479	14,769	14,519	15,225		

Notes for above table:

<sup>1</sup> As outlined in the Carbon Neutral Government Regulation of the Climate Change Accountability Act, some emissions do not require offsets.

<sup>2</sup> It was estimated that Fugitive Emissions from cooling equipment comprise less than 0.01 per cent of VCH's total emissions and for this reason, emissions from this source have been deemed out-of-scope and have not been included in our total greenhouse gas emissions profile.

Carbon emissions reported in the table above are not normalized for annual weather fluctuations. The use of Heating Degree Days (HDD) is a metric designed to reflect the demand for energy required to heat a building. The HDDs for 2022 were 1.8 per cent higher than those recorded in 2021, therefore, natural gas and resultant emissions were influenced in part by HDD. Heating Degree Days are the number of degrees that a day's average temperature is below the baseline temperature.





# Legislative Reporting Requirements

### **Emission Reductions: Actions & Plans**

#### **A. Stationary Sources**

In 2022, Vancouver Coastal Health initiated 18 studies and projects across the portfolio which will result in a 1,260,000 kilowatt-hour reduction in electricity and 25,000 giga-joules of fossil gas. This work includes investment grade energy audits, regional cooling strategies, metering upgrades, and electrical capacity studies. This work is providing direction and prioritization of the next actions to pursue.

In partnership with Energy and Environmental Sustainability, VCH Finance and the Facilities and Real-estate teams, the 2022 Carbon Neutral Capital Program funding enabled four emissions reduction projects. This set of projects represents the majority of the building emissions reductions at VCH, maximizing fuel switching from gas to low carbon electricity, which will result in a 1,265 tCO2e of building emission reduction.

A regional EV Program was also initiated in 2022, which will also drive down air pollution and reduce over 1,660 tCO2e of transportation emission in our communities.

Vancouver Coastal Health continues to embed sustainability across the organization by supporting staff initiatives. In 2022, we continued to promote energy conservation, GHG emissions reduction and other aspects of environmental sustainability and climate adaptation and resilience through raising awareness, education and partnerships that lead to behavior change and system change.

#### **B. Mobile Sources**

In 2022, Vancouver Coastal Health's Transportation focus area lead, in coordination with the VCH Healthy Transportation team, has worked to improve, promote and establish alternative transportation opportunities for VCH staff. This includes improving cycling infrastructure, carpooling coordination and public transport options.

Active planning to build out a region electric vehicle infrastructure program has been initiated to enable future fleet conversion to low carbon electricity and to ensure our patients, staff and visitors have the opportunity use electric vehicles to travel to our facilities.

In spring 2022, Vancouver Coastal Health's fleet added its first electric vehicle. The electric vehicle supports the work of a team with Richmond Child and Youth Mental Health and Substance Use Services. The team provides valuable community service and can no do so with a reduced impact on the environment when serving their clients.

#### **C.** Paper Consumption

In partnership with other B.C. health authorities, VCH identified the benefits of purchasing post-consumer recycled (PCR) paper as opposed to virgin paper with the aim of reducing environmental impacts such as carbon emissions, water consumption and air pollution associated with paper supplies. VCH continues to work with suppliers and vendors to identify PCR paper options at reasonable prices and identify ways to formally increase the volume of PCR paper in inventory. Engaging relevant departments across the health organization is one of the identified ways to act toward formally increasing the volume of PCR paper in inventory.





# **Public Sector Climate Leadership**

#### A. Climate Risk Management

- Embedded climate resilience into major capital projects, including the Richmond Hospital Redevelopment Project, by providing guidance and support to project teams and consultants throughout the project phase delivery cycle.
- Initiated a portfolio-level climate hazard exposure screen for more than 40 VCH facilities across Communities of Care identify areas of vulnerability and prioritize actions.
- Integrated future climate projections into a regional cooling infrastructure strategy.
- Participated in the federally funded HealthADAPT project (2019-2022), a partnership between VCH and Fraser Health public health teams, Health Emergency Management BC, and Facilities Management. Based on the results and extensive engagement, the four partner organizations drafted a Climate Change & Health Adaptation Framework that outlines current actions and new priorities.
- Collaborated with Facilities Management, public health teams, and Health Emergency Management BC to continue seasonal readiness planning activities, ensuring a coordinated approach to communications and actions before, during, and after extreme weather events.
- Public Health created the Healthy Environments & Climate Change team and increased staff capacity for climate risk and resilience activities, along with two full-time employee positions: Climate Change & Health Lead and Project Coordinator & Community Liaison.
- Provided ongoing advocacy for healthy public policy that considers climate resilience (e.g. municipal building regulations).
- Created a program and resources to support wellness checks for individuals more vulnerable to extreme heat events.
- Participated in the Ministry of Health's From Risk to Resilience initiative, which included a focused examination of the extreme heat, wildfire, and flood events of 2021.
- Delivered a GreenCare Lunch & Learn on how climate change can impact the health of long-term care facility occupants.







#### Leadership & Innovation

- The Green+Leaders program is a community of health-care staff who are engaged in advancing sustainability practices at VCH. In 2022, 18 new Green+Leaders joined the community, for a total of 183 staff who've joined the program since 2009.
- VCH continues to support workplace leadership opportunities that motivate and empower staff to take action. In 2022, the Green+Leaders program facilitated 8 orientation sessions, where 15 new VCH Green+Leaders received education, resources and tools to take sustainable action. 7 networking sessions were also offered, and 16 communications materials, such as newsletters and bulletins, were shared with staff.
- One VCH Green+Leaders was granted the opportunity to attend a sustainability conference, and empowered to incorporate sustainability into public health practice.
- VCH staff are also active members of the GreenCare network, receiving news, health organization updates, and participating in learning events. 2022 highlights include 44 new members that joined the network, the launch of the new GreenCare newsletter, and 7 learning events.
- VCH has developed the 2022 Green+Leaders Annual Report
- The GreenCare website provides VCH staff with tools and resources to make environmental improvements at their worksite, and contribute to health and wellness in several areas. Success stories are also shared, as inspiration for other staff. In 2022, 8 stories were shared that showcased sustainability actions and progress at VCH, and 2 stories featured Green+Leaders in action advancing sustainability practices.
- In alignment and active collaboration with the VCH communications team, GreenCare and Green+Leaders resources and stories are also shared via VCH's internal communication channels. These efforts continue to advance sustainability practices and celebrate VCH staff successes.



#### **Planetary Health**

- The strategic framework at Vancouver Coastal Health has expanded to include a pillar on planetary health Inspiring people to create, restore, steward and conserve healthy ecosystems
- VCH committed additional human resources and created new teams that increased staff





capacity for planetary health action including dedicated system level coordination

• Raised awareness about planetary health, including through presentations to the VCH Board, Medical Staff, and Facilities Management capital project managers and planners

#### **Transportation**

- VCH staff from Planning & Projects, Energy and Environmental Sustainability and Transportation Services joined others in a regional steering committee for electric vehicle charging station implementation.
- Free shuttle services are available for staff, students, and volunteers, between several acute care sites. In 2022, a total of 40,407 rides were taken on shuttles between 4 VCH sites.
- In 2022, a total of 1,441 VCH employees participated in/benefited from the Transit Incentive Program subsidy program, every month.
- VCH employees have access to infrastructure and educational resources to support active modes of transportation, such as cycling.
- VCH staff have access to Sustainable Transportation education and resources opportunities, through the Sustainable Transportation Series, and through transportation resources available on the GreenCare Website. A total of 1,538 VCH staff engaged with sustainability by taking the annual GreenCare Survey that seeks to understand staff perspectives, familiarity with, and actions related to planetary health, climate change, and environmental sustainability. We learned about staff transportation in 2022:
  - 13.12% of VCH staff own an EV (approximately a 2% increase from 2021 survey data)
  - 42.72% of VCH staff reported that they plan to own a EV within the next 5 years
  - $\circ$  There was a 2.46% increase in public transit commuting compared to 2021 survey data
  - o There was an overall 3.41% increase in sustainable commuting options
  - There was an overall 4.56% increase in clean commuting options
  - There was a 3.14% decrease in commuting by single occupancy gas or diesel vehicles compared to 2021 survey data







#### Materials

- The Circular Health Care Opportunities Guide was launched on the GreenCare website, a resource that outlines key interventions health authorities can take to reduce waste.
- From January 1, 2022 to December 31, 2022, a total of 1,113 VCH staff completed the online Waste Management Basics Learning Module available on the Learning Hub. This module familiarizes learners with the impacts of improper waste management and how to discard different types of waste appropriately.
- VCH facilities comply with a standardized recycling program which includes mixed containers, mixed paper, organic waste and batteries. Depending on collection logistics, some sites may also participate in recycling programs for expanded polystyrene, pallet wrap, printer cartridges, and mattresses, scrap metal, lighting and other materials. Acute care facilities have a target of reaching 40% waste diversion by 2030 and non-acute care facilities have a target of 60%.



#### Design Guidelines

- In 2022, the Energy and Environmental Sustainability team worked toward updating the design guidelines for health care new construction and major retrofits. The updated guidelines are called Low Carbon Resilience and Environmental Sustainability Guidelines for Health-care New Construction and aim to:
- Provide a set of recommendations to inform the detailed design phase of new and replacement construction for acute and long-term care facilities.
- Inform all members of a project team in the development of project components specific to the Statement of Requirements and the Low Carbon Resilience and Environmental Sustainability Scope of Work.
- Enable the highest standard of human and environmental health within health-care facilities.
- 45 members of VCH Capital Planning teams participated in LCRES orientation sessions in early 2023.





#### **Strategic Framework**

The Energy and Environmental Sustainability framework reflects recent events in the context of B.C. and the health authority. These events include: changes in legislation, increased public interest in environmental sustainability and climate change, health authority executive mandates relating to a low carbon economy and climate change, and staff interest with regards to environmental sustainability. This framework ensures relevance, alignment and accountability. Under the refreshed strategic framework, the Energy and Environmental Sustainability team continues to drive the push for environmentally sustainable and climate resilient healthcare through seven inter-related focus areas.

To further socialize the framework the Energy and Environmental Sustainability team created a communications and engagement strategy in 2022.



To learn more about the GreenCare Framework and network please visit <u>bcgreencare.ca</u>. Energy and Environmental Sustainability team focus areas





#### **Ongoing Actions to Reduce Emissions**

VCH plans to continue reducing GHG emissions and energy in the following ways:

- Optimize our existing buildings: Developing strategic plans and implementing energy efficiency and carbon emissions reduction retrofit projects in our existing building portfolio by utilizing the Carbon Neutral Capital Program (CNCP) as our primary funding source.
- Low carbon and energy efficient new construction: Developing project-specific targets and key performance indicators focused on energy use and carbon emissions to ensure that our new buildings are low carbon and energy efficient.
- Managing climate risks: Engaging stakeholders in the process of identifying climate change hazards and their cascading impacts on the health system, and developing effective measures to manage climate risks to our facilities and our broader communities of care.
- **Systemic change:** Developing and continuously improving standards, guidelines and processes to embed low carbon resilience and environmental sustainability principles further into standard operations at VCH.
- Behavior change and staff engagement: Continue to promote energy conservation, GHG emissions reduction and other aspects of environmental sustainability and climate adaptation and resilience through raising awareness, education, staff engagement and partnerships that lead to behavior change and system change.
- Innovation and demonstration: Utilizing Green Revolving Fund and incentive opportunities offered by the utilities companies to support ongoing investment in studies, investigations and operating projects focused on carbon reduction and energy efficiency. In addition, learning about new standards, guidelines, technologies and building design principles



relevant to low carbon resilience and environmental sustainability and introducing them to sites and staff. As well as identifying opportunities for implementing and demonstrating innovations that bring value to the organization.

 Align with our core mandate: continue to push for and achieve low carbon resilience and environmental sustainability innovations and operational changes that result in tangible environmental and health outcomes. VCH will engage in a collaborative approach and build partnerships that help achieving the ultimate goal of restoring and regenerating the interdependent health of people, place and planet — now and for future generations.





# **SUCCESS STORY**

### Low Carbon Resilience and Environmentally Sustainable Guidelines

As part of Vancouver Coastal Health's commitment to environmental sustainability, the construction of a new health care facility is a critical opportunity to design to the highest standards of environmental and human health, while also preparing for the impacts of climate change.

To this end, an internal guide was updated in April 2022 - the Low Carbon Resilience and Environmental Sustainability Guidelines for Health Care New Construction (<u>LCRES Guidelines</u>). The purpose of the LCRES Guidelines is to inform new construction and major renovations of acute, long-term care and other healthcare facilities.

The LCRES Guidelines were created by the Energy and Environmental Sustainability (EES) team, a regional collaboration team in the Facilities Management departments at Vancouver Coastal Health, Fraser Health, Providence Health Care and Provincial Health Services Authority. The intent is to act as a guide to capital planners, project managers, engineers, architects and other members of the project teams.

Planning for a new hospital is a highly complex, regulated process that can take years. The LCRES Guidelines are best applied at the earliest planning stages, which will ultimately lead to strategies being incorporated into designs. Along with support from EES team members, the Guidelines contain accountability mechanisms, to ensure targets and strategies set during the planning process are achieved in the final construction and commissioning of the facility.



The LCRES Guidelines contain content under the following four headings:

**Low Carbon:** Health care facilities will consume large amounts of energy for space heating and steam production during operation over 60 to 100 years. Health care facilities now require robust strategies to increase energy efficiency, and to minimize or eliminate the burning of fossil fuels that emit carbon. A new, evolving requirement is to reduce carbon emissions caused by facility construction that can account for 50% of lifetime emissions.

**Climate Resilient:** New hospitals need to be resilient, to be able to maintain service during a catastrophic event or prolonged climate stress. The guidelines support new provincial requirements, to assess and design for each facility's local vulnerabilities to events such as wild fire smoke, severe storms, extreme heat or flooding.

**Environmental Sustainability:** The LCRES Guidelines include direction to encourage low carbon transportation (biking, public transit) and to anticipate the need for electric vehicle charging stations. Planning is critical, to move towards a circular economy in hospitals, where systems are in place to clean, sterilize and re-use supplies and equipment, to reduce the burden of waste on the environment. Strategies such as plentiful day light, low-emitting paints and finishes and campus greenery to reduce the heat island effect, have benefits for occupant health as well as for the environment. LEED (Leadership in Energy and Environmental Design): Achieving LEED Gold or an equivalent green standard certification is now required for health care facilities in BC. The LCRES Guidelines support this process, but also go beyond LEED by requiring specific strategies relevant to health care.

Internal and external feedback and collaboration will inform new versions of the LCRES Guidelines, as Vancouver Coastal charts a path to achieving a sustainable future for health care, for our communities and for the planet.



