



Health
Canada

Santé
Canada

SUSTAINABLE DEVELOPMENT STRATEGY 2004-2007

Becoming the Change We Wish to See



www.hc-sc.gc.ca/susdevdur

Canada 

Our mission is to help the people of Canada maintain and improve their health.

Health Canada

About the title of this Strategy—

Health Canada's Sustainable Development Strategy 2004–2007 is appropriately entitled *Becoming the Change We Wish to See* because it encourages the Department and its employees to consider the principles of sustainable development when developing and delivering health programs and services to Canadians. Based on an oft cited quotation by Mahatma Gandhi (1869–1948)—*you must become the change you wish to see in the world*—Health Canada's Strategy also promotes the integration of sustainable development principles into departmental policies and day-to-day operations. Through the commitments outlined in this Strategy, Health Canada will be a leading example of change in the field of sustainable development.

Published by authority of the Minister of Health.

This publication can be made available in/on computer diskette/large print/audio-cassette/braille upon request.

© Her Majesty the Queen in Right of Canada, 2003

Cat. H46-2/03-336

ISBN 0-662-67864-8

Table of Contents

Minister’s Message	iii
Preface	iv
Part One	
Introduction	1
Health Canada Employees—You Are the Drivers of Change	1
Health Canada’s Third Sustainable Development Strategy and You	2
Sustainable Development and How It Relates to Health	3
What Is Sustainable Development?	3
A Holistic Approach to Health—the Relationship Between SD Pillars and Health	3
Natural and built environments	4
Social and cultural conditions	6
Economic conditions	6
Health Canada’s Vision for Sustainable Development	7
Working Today for a Cleaner, Safer, Healthier Tomorrow	7
Tools for Change	8
10 Steps to SD Success	8
Frequently Asked Questions	12
Responses to SD Challenges	15
Part Two	
The Plan for Health Canada’s Third Sustainable Development Strategy	17
Developing Health Canada’s Third Sustainable Development Strategy	17
Health Canada’s Commitments	17
Theme 1: Helping to create healthy social and physical environments	19
Theme 2: Integrating sustainable development into departmental decision-making and management processes	26
Theme 3: Minimizing the environmental and health effects of the Department’s physical operations and activities	29
Part Three	
Health Canada’s Strategic Direction for Sustainable Development	33
Positioning Sustainable Development at Health Canada	33
Identifying and building on linkages	33
Building Collaborative Approaches	35

- Differences Between Health Canada's Third Sustainable Development Strategy and Previous Strategies. 38
 - A Tool for Health Canada Employees 38
 - High-level Targets 39
 - Fewer Targets 39
 - Strengthened Linkages to Departmental Strategic Outcomes 39
 - Establishing Accountability 40
 - More Active Involvement by Branches, Regions and the PMRA 40

- Performance Management for Health Canada's Third Sustainable Development Strategy. 41
 - Results Chain 41
 - Performance Management Framework for Health Canada's Third Sustainable Development Strategy 42

- Status Report on Sustainable Development Strategy 2000 Commitments. 44

- Conclusion** 46

- Appendix A: Health Canada's Sustainable Development Policy. 47

- Appendix B: Departmental Profile 51

- Appendix C:SD Resources. 53



Minister's Message

There are many environmental, social and economic factors that have a direct impact on the health and quality of life of Canadians. Among these factors are aspects from the natural and built environment such as water quality and climate change, social and cultural conditions such as education, community capacity and active lifestyles, as well as economic conditions such as income and literacy.

At Health Canada, it is our job to consider these factors when we develop and deliver health programs and services to Canadians, or when we develop policies and manage our operations. By integrating the principles of sustainable development into this work, Health Canada will contribute to a nation that is ecologically sound, socially ethical, culturally diverse and economically prosperous for years to come.

This means that Health Canada is committed to helping create healthy social and physical environments, integrating sustainable development into departmental decision-making and management processes, and minimizing the environmental and health effects of the Department's physical operations and activities.

With these objectives in mind, it gives me great pleasure to introduce Health Canada's third Sustainable Development Strategy. This Strategy will be an agent of change within the Department because it has been tailored to provide Health Canada employees with the tools and information needed to take action for sustainable development. The objectives and targets outlined in the Strategy build on progress made in our previous two strategies, and continue Health Canada's role as a leader of sustainability in the federal government. It is a comprehensive plan for action and a reference for sustainable hints and encouragement.

Working together with Canadians and our many health partners, Health Canada will continue to make significant advances toward sustainable development.

The Honourable Pierre S. Pettigrew

Preface

In 1995, changes to the *Auditor General's Act* created the position of the Commissioner of the Environment and Sustainable Development (CESD), and required federal departments to develop sustainable development (SD) strategies and to table their strategies with Parliament every three years. The CESD monitors and reports on departmental progress toward sustainable development. Health Canada has tabled two Sustainable Development Strategies to date, one in 1997 and one in 2001. This is Health Canada's third Sustainable Development Strategy.

Health Canada's Office of Sustainable Development (OSD) is responsible for coordinating the Department's SD efforts. The OSD works with all departmental branches, regions and the Pest Management Regulatory Agency (PMRA), as well as with individual Health Canada employees and external partners to achieve the commitments of previous strategies and to develop new approaches to further the concept of sustainable development in the Department's activities.

This Sustainable Development Strategy is organized into three parts. Each of these parts serves a distinct purpose:

Part One of the Strategy has been written for and to Health Canada staff. The information in this part is designed to provide staff with information and practical tools that will help them integrate SD principles into their day-to-day work. This part of the document is a crucial element of the Strategy in that it recognizes the important role that all staff play in achieving the Department's SD objectives.

Part Two is Health Canada's plan for sustainable development, composed of the SD objectives and targets that will be pursued over the next three years and beyond. These objectives and targets are organized under three broad themes that address Health Canada's commitments to integrate sustainable development into programs and services delivered to Canadians, to integrate sustainable development into departmental decision making, and to reduce the negative environmental impact of Health Canada's physical operations. The outcome of such change will help us fulfil our overall mandate "to help the people of Canada maintain and improve their health."

Part Three outlines Health Canada's strategic direction for sustainable development, and linkages to federal and international SD efforts/agendas. As required by the CESD, this part also provides an explanation of the differences between the Department's third Sustainable Development Strategy and previous strategies, describes the performance management framework for sustainable development and reports on progress that has been achieved over the duration of Sustainable Development Strategy 2000.

Together, all three parts of this document provide a comprehensive strategy for furthering sustainable development at Health Canada. The Strategy is intended to be a tool to help move us toward our vision of a sustainable future for Canadians (see page 7). This Strategy demonstrates Health Canada's approach to pursuing our vision through careful planning, clear commitments and effective management of our health responsibilities.





Part One

Introduction

Health Canada Employees—You Are the Drivers of Change

As a Health Canada employee, you are the critical link in promoting sustainable development and integrating it into the way we conduct our business as a department—

- *you* interact daily with Canadians,
- *you* negotiate program development and implementation with communities,
- *you* oversee the operation and administrative activities of the Department,
- *you* conduct research to improve and protect the health of Canadians, and
- *you* contribute to the development and implementation of national health policy.

In keeping with Health Canada’s SD policy, we must be able to demonstrate to Canadians that we will be delivering programs and services that are consistent with the guiding principles of sustainable development (see Appendix A). Therefore, this Strategy has been primarily written to and for you as a Health Canada employee. It has been designed to broaden your knowledge of SD issues, and to provide you with practical tools for pursuing and promoting the Department’s SD objectives.

Not all Health Canada employees work directly with Canadians or in the design and delivery of programs and services. Nonetheless, all employees can have a role in furthering sustainable development in the Department through the advice you provide, the actions you take and the decisions you make.

Sustainable development is about changing your work practices so that long-term environmental, social/cultural and economic benefits can be realized. First and foremost, you need to understand that this Sustainable Development Strategy is the vehicle and you are the driver of change. Your work in the Strategy is:

- to facilitate lasting and meaningful changes that promote sustainable development in the Department, and
- to identify innovative ways that the Department can take action to promote sustainable development.

SD Success: Purchasing Alternative Fuel Vehicles

The purpose of the federal government's *Alternative Fuels Act* is to accelerate the use of alternative transportation fuels in motor vehicles to reduce the emission of carbon dioxide and other greenhouse gases. The Act targets the federal vehicle fleet, thus providing the government with a leadership role in this area. Health Canada has made considerable progress in this endeavour, due in part to the allocation of funding to each of Health Canada's regions to implement an alternative fuel vehicle pilot project. The addition of these eco-friendly vehicles to the Health Canada fleet helps to promote new and emerging technologies in Canada while simultaneously contributing to improvement in air quality.

Health Canada's Third Sustainable Development Strategy and You

Whether you work in computer services, administrative services, facilities management, laboratory services, project management or policy development, this Strategy is for you. It will answer your questions about sustainable development and help you to adopt SD principles and practices in your day-to-day work.

Here is how you can use this Strategy:

- **Part One** gives you information so you can better understand the concept of sustainable development, especially as it relates to a health context. This part also provides you with key SD tools to help you in your work at Health Canada.
- **Part Two** presents Health Canada's plan—its SD commitments—which we will all be working toward over the next three years. The plan continues the three main themes of the Department's second Sustainable Development Strategy. Our new commitments, in the form of objectives and targets with identified activities and outcomes, will have a direct or indirect impact on you. It is important that you are aware of the Department's SD commitments so that you can more easily identify how you can contribute through your work.
- **Part Three** will help you to understand where and how Health Canada fits into the bigger "SD picture," both domestically and internationally, and how Health Canada tracks its SD performance. Understanding the foundations and directions of this Strategy will help you to develop practices and goals that fit into departmental and international SD plans for better health.

Your energy must be directed toward ensuring that the Department's mission *to maintain and improve the health and well-being of all Canadians* is undertaken in a manner that is environmentally, socially/culturally and economically sustainable in the short term and the long term. A long-term commitment to sustainable development is necessary because actions to improve health may take many years to show outcomes/results.

To effectively integrate sustainable development into Health Canada's activities, it is essential for you to be actively engaged in developing and implementing innovative approaches to the way we conduct our business. You are encouraged to bring your SD ideas forward so that they can be considered and implemented (contact your branch, region or PMRA SD coordinator or the OSD at osd@hc-sc.gc.ca).

The next section of this Strategy will explain the concept of sustainable development and show you how it is linked to the health of Canadians and to our work in the Department.



Sustainable Development and How It Relates to Health

What Is Sustainable Development?

As a Health Canada employee, you may have encountered the concept of sustainable development in various departmental documents and messages. You may have an understanding of what the Department is trying to achieve, but are unsure of how it links to the work you do.

Sustainable development is not a new idea. Throughout human history, many cultures have recognized the need for harmony between the natural environment, society and the economy. These elements have come to be known as the “three pillars of sustainable development.” For sustainable development to be successful, these pillars must be effectively integrated so that individuals, governments and organizations can take action to promote a healthy natural and built environment, a vibrant and just society, and a prosperous economy for current and future generations. The challenge is to identify linkages between these three interconnected pillars of sustainable development, and develop policies and tools that avoid trade-offs between and among them.

When put in personal terms, sustainable development prompts us to ask, “What type of world do we want to leave for our children and grandchildren?” At Health Canada, sustainable development is about promoting integrated decision making and innovative approaches to the way we conduct our business as a department. Sustainable development requires integrated approaches to decision making that reflect three key factors:

- a long-term approach, seeking to improve the quality of people’s lives today while ensuring a continuing legacy for the future;
- a focus that fully incorporates environmental, social/cultural and economic factors while seeking to avoid trade-offs; and
- a recognition of the interdependence between local, regional, national and global activities.

A Holistic Approach to Health—the Relationship Between SD Pillars and Health

At Health Canada, our understanding of what makes and keeps people healthy continues to evolve and be further refined. We know that a person’s health is affected by a range of factors commonly referred to as the “determinants of health.” They include:

- income and social status
- social support networks
- education
- employment/working conditions
- social environments

- physical environments
- personal health practices and coping skills
- healthy child development
- biology and genetic endowment
- health services
- gender
- culture

The SD pillars—the natural and built environment, social/cultural conditions and economic conditions—are reflected in this list of health determinants. In fact, this list tells us that there are many environmental, social/cultural and economic factors that have a direct impact on Canadians' health and quality of life.

Health Canada's mandate *to help Canadians maintain and improve their health* is a key factor in promoting sustainable development. Sustainable development is and must be a fundamental element of the activities that fulfil our mandate. The following information will outline the direct links between the three SD pillars and health, and also point to Health Canada's responses to the identified threats to good health.

Natural and built environments

Many health problems are exacerbated by conditions in the natural and built environments, including the quantity and quality of water, air quality, global environmental threats to health such as climate change, and our exposure to toxins in some foods.

Water quality – Clean water is essential for meeting basic health needs. Access to adequate supplies of freshwater has become an issue of global concern and there are growing shortages in Canada. Water quality solutions exist that can help to combat diseases resulting from exposure to water contaminated with chemicals and bacteria. Canadians also have significant opportunities to conserve their use of water and increase recognition of its importance as a precious natural resource. In Part Two of this Strategy, Targets 1.1.1 and 1.1.2, Health Canada commits to addressing water quality issues.

Determinants of Child Health

Health Canada recognizes the importance of healthy early childhood development and is committed to providing Canadian children with a better start in life. Because they are our legacy, our society has high standards for the health and development of children. However, a growing number of health hazards for young children are linked to unsafe environments in which they live, learn, work and play. Young children have unique exposure patterns, behavioural characteristics and metabolisms that make them especially vulnerable to chemical, physical and biological hazards in air, food, water and soil. In both developing countries and the industrialized world, a child's development, health and well-being depend on a safe, clean physical environment and other broad determinants of health.

Health Canada programs address a variety of areas that have an impact on children's health and development, from product regulation of items specific to children (e.g. cribs, sleepwear, toys), to approval of drugs for treating children, to research initiatives and surveillance of childhood injuries and their causes, to the delivery of community-based programs designed to provide parents with the support and information they need to help them raise their children. Two examples of population health promotion programs for vulnerable children and families are the Canada Prenatal Nutrition Program and the Community Action Program for Children.



SD Success: How to Host a “Green” Meeting

Most Health Canada employees are involved with meetings. Whether you are coordinating a meeting or attending one, you can help promote the principles of environmental management and sustainable development. One way you can do this is by reconsidering who you select as a caterer. For example, the Alberta/Northwest Territories region has developed a waste-reduction catering standard for the Health Canada offices in Edmonton and Calgary. The policy encourages the use of re-usable china and cutlery and contains a list of green caterers which provide re-usable dishes. It is a standard aimed at reducing the impact of Health Canada’s day-to-day operations on the environment. Other tips to consider when coordinating or hosting meetings are:

- encourage people to bring their own mug,
- minimize paper use by double-siding any necessary handouts, or
- hold a teleconference so people do not have to commute to the meeting.

When you reserve a boardroom through the Health Canada system (in the National Capital Region), you will receive a link to a “green meeting checklist” with your confirmation notice. Check it out for additional tips about hosting an environmentally friendly meeting.

Air quality – Air pollution continues to contribute to respiratory and other ill-health conditions. Poor air quality is a serious health concern, especially for seniors, children, and those who suffer from heart and lung problems. Health Canada recognizes that improving air quality will have significant and immediate health benefits for all Canadians. In Target 1.1.3, Health Canada commits to working with domestic and international partners to improve air quality.

Climate change – The long-term consequences of climate change are likely to be profound and wide-reaching. Health Canada has identified some significant health effects which are expected to increase in the future because of climate change. For example, climate change may lead to increased smog, more heat waves, greater risk of water- and food-borne contamination, ozone depletion and extreme weather events, all of which will negatively affect human health and well-being. Equally disturbing are the expectations that climate change will also affect traditional lifestyles and community economies, and have the potential to transmit infectious disease. In Target 1.1.4, Health Canada commits to collaborate with partners and contribute to the Climate Change Plan for Canada through research and planning activities.

Therapeutic products and food safety – In Canada and around the world, there is increased concern regarding the safety of therapeutic products and food. To ensure an efficient regulatory process that considers health benefits along with pollution prevention and the protection of the environment, Health Canada will improve its standards and policies which address the safety of foods and therapeutic products. In Targets 1.1.5 and 1.1.6, Health Canada identifies its approach for strengthening food safety, reducing food-borne illness and the loss of bio-diversity relating to flora and fauna used for medicinal purposes, and ensuring that new substances in products regulated under the *Food and Drugs Act* meet the environmental assessment requirements as outlined in the New Substances Notification Regulations under the *Canadian Environmental Protection Act 1999*.

Departmental effects on the environment – Health Canada has an impact on the natural environment through the way we manage our buildings, operate our laboratories and fleet of 540 vehicles, consume non-renewable resources and electricity, and produce waste. Since our first Strategy in 1997, we have

acknowledged our obligation to ensure our activities and operations are undertaken in a manner that is environmentally responsible. Under Theme 3 of our SD plan, Health Canada commits to a number of objectives and targets that promote further reductions in our environmental impact.

Social and cultural conditions

Social and cultural conditions can have a profound effect on health. Our social and cultural systems shape the way we perceive the world and how we interact with it. In the long term, sustainable development may depend as much on social and cultural change as on technical or scientific solutions.

Social/cultural disparity – Despite significant improvements in life expectancy and infant mortality in the last 20 years, good health is not shared equally in all regions of Canada. For some of the reasons already outlined (see the health determinants listed on pages 3–4), certain groups, such as First Nations and Inuit, children, and people living in poverty are often at greater risk of illness than the Canadian population as a whole. In Target 1.2.1, Health Canada commits to reducing the gap between the health status of First Nations and Inuit compared to that of the average Canadian.

Active lifestyles – Promoting healthy living and active lifestyles is an important part of helping Canadians achieve and maintain optimal health. Active lifestyles can touch on all three SD pillars. For example, eco-friendly modes of transportation, such as walking, cycling and busing, can reduce our impact on the environment by reducing gas emissions, positively affect society by decreasing stress and improving the livability of our communities, and improve economies by increasing productivity through better health. In Target 1.3.1, Health Canada commits to promoting active transportation as part of a strategy to increase physical activity levels and improve the health of Canadians.

Departmental social/cultural changes – Health Canada is also a “community” that is affected by social/cultural conditions. Employees are influenced by past practices and traditionally accepted ways of doing business. To truly change the way we develop, deliver and manage programs and services to Canadians, a behavioural shift at both the individual and organizational levels is required. Although a shift in behaviour and departmental culture requires a long-term approach, the actions we take can be facilitated by providing information, education and tools. In Themes 2 and 3 of our SD Plan, Health Canada outlines plans to provide the tools and knowledge to help employees take action for sustainable development.

Economic conditions

A reciprocal relationship exists between economic conditions and health. Economic conditions exert a powerful influence on health, and health is key to productivity, development and economic security. Without a healthy economy, it is difficult to pay for health, education and other social services that contribute to our quality of life.

Low income can lead to poor health – Research has shown that many ill-health effects are the result of differences in income distribution. Low-income Canadians tend to have poorer health, die younger and have more limited access to health care than Canadians with higher incomes. Low-income Canadians also tend to live in more polluted environments, with consequently greater risks to health. Not all that we do as a Department to promote sustainable development is directly reflected in this Sustainable Development Strategy. Although this Strategy does not specifically address economic conditions, many of our commitments to environmental and social/cultural issues will affect economic conditions. As well, many of Health Canada’s existing programs address socio-economic health status by taking steps to improve the health of people in targeted groups and communities.



Health Canada's Vision for Sustainable Development

Health Canada's vision for the future health of Canadians is based on implementing a holistic approach—integrating SD principles with its knowledge of health determinants.

Working Today for a Cleaner, Safer, Healthier Tomorrow

Through continued improvements in the delivery of health programs and information, and the development of health policies, Canadians will enjoy a better quality of life. Health Canada's SD efforts will cultivate healthier individuals in all regions and population groups across the country. By integrating environmental, social/cultural and economic considerations into health-related policies and programs, Canadians will be empowered to maintain and improve their health. Canadian communities will face fewer environmental health hazards, and will be in a better position to promote healthy lifestyles and create strong social support networks. These improvements to human health will support the development of secure economies that further enhance the status of human health. Canada will remain a world leader in providing its citizens with high and healthy standards of living.



Tools for Change

10 Steps to SD Success

This section provides you with information and several tools to assist you in integrating sustainable development into your daily activities. The 10 Steps to SD Success have been developed to guide you through the process of using the Department's SD tools.

In this, Health Canada's third Sustainable Development Strategy, the Department has committed to developing additional tools over the next three years so we can continue to put sustainable development into action. These tools include the development of a Pollution Prevention Guide (Target 3.2.1), an SD Guidebook for Facility Managers (Target 3.1.1) and a general SD Awareness Course for employees (Target 2.1.4).

Finally, you will find the Frequently Asked Questions, and Responses to SD Challenges at the end of this section helpful in answering all the typical questions that arise when you begin integrating SD practices into your day-to-day activities.

1 – Take the E&SD online course

E&SD Online – Your Guide to Implementing Environmental Management and Sustainable Development is a tool that was launched by the Deputy Minister in 2001. Available to all Health Canada employees, this online course will help you understand the scope of sustainable development and its role in your work. The OSD and the Environmental Management Systems Division of Corporate Services Branch collaborated to develop this course to help raise awareness and provide training to employees about sustainable development.

Here is an example of the kind of practical information found in *E&SD Online*:

Energy Efficiency – Did you know that:

- a computer that is on all the time but goes into "sleep mode" uses about \$84 of electricity per year, and
- a computer that goes into sleep mode when not in use and is shut off at night uses only \$28 of electricity per year.

Designed as an interactive course, information on SD topics is presented, followed by short and simple quizzes to test your new knowledge. The course is composed of seven modules, each taking only about 15 minutes to finish. You can complete the course at your own pace. Visit the departmental Intranet site at www.hc-sc.gc.ca/esd to complete the course today!

(If you don't have access to the Internet, contact your branch, region or PMRA SD coordinator or the OSD at osd@hc-sc.gc.ca to receive *E&SD Online* on CD-ROM.)



2 – Become familiar with the departmental SD policy

Health Canada’s SD policy makes integration of sustainable development into your activities an imperative. The policy became effective in December 2000 (see Appendix A) and is based on the following objective:

To strive toward making Health Canada’s legislation, regulations, policies, plans, programs and physical operations supportive of the government’s commitment to sustainable development and to advance the principles of sustainable development to the extent possible.

The policy outlines guiding principles, policy requirements, departmental roles and responsibilities, and monitoring and reporting requirements. Targets in Theme 2 of the Department’s SD plan outline several commitments for continuing to integrate sustainable development into departmental policies and planning. You are encouraged to use the SD policy as the foundation for creating specific policies and plans related to your work.

If you have any questions about this policy and how to apply it to your work, contact your branch, region or PMRA SD coordinator or the OSD at osd@hc-sc.gc.ca.

3 – Contact your SD champion or SD coordinator

Each branch, region and the PMRA has a Director General/Regional Director champion and an SD coordinator who are ready to work with you to help you become a driver of change in the Department. Depending on the level and nature of your SD project or issue, you may choose to champion your own SD issue or you may seek out your SD champion or coordinator to assist you

in promoting your SD work. Discussing your project with your SD coordinator is an excellent place to start because he or she will be able to play an important advocacy role for your work.



SD champions and coordinators:

- are well versed in SD issues at Health Canada,
- have realistic expectations about what can be achieved,
- are open to new ideas and feedback,
- have access to key decision makers with respect to the SD issue, and
- are well respected by colleagues and internal/external partners.

4 – Create your own SD vision

Your SD vision can be as simple as writing clear objectives and goals or as inspiring as creating a vision statement to guide your project or work. If you are working with internal or external partners, be sure to include them in developing your SD vision.



Remember that your vision should be in line with the Department's SD vision (page 7), its overall strategic priorities (pages 33–37), and the SD commitments presented in this Strategy (pages 17–32). Again, your SD coordinator may be able to help you develop a vision that suits your SD needs.

5 – Research your SD task

Depending on the scope of your SD goals, you may want to do some research to help guide your next steps. For example, if you are going to integrate sustainable development into

policies, plans or programs/projects, you might want to contact your counterparts in other regions and branches, or even in other government departments, to discuss their process and lessons learned. Simple SD goals, like deciding to volunteer in your community, can be researched by checking different community causes and deciding where your contributions are needed most.

A lot of information is available on sustainable development. If you have access to the Internet, you will find a range of websites and documents addressing aspects of sustainable development. Many SD sites and publications have been developed which provide tips, lessons learned, best practices and successes.

See Appendix C of this Strategy for a list of URLs and relevant SD sources to get you started. Contact your branch, region or PMRA SD coordinator or the OSD at osd@hc-sc.gc.ca for a resource list or to discuss other potential information sources.

6 – Use the SD lens to assess the SD components in your work

In policy and program development, the concept of a “lens” is comparable to a lens in a pair of glasses. Looking at your policy, plan or program/project through different lenses clarifies issues that arise in your planning phases, and will better equip you to anticipate areas for improvement. The SD lens consists of three distinct “layers of questions,” representing the three pillars of sustainable development: the natural and built environment, social/cultural conditions and economic conditions. Asking the questions with respect to your policy, plan or program/project will help you identify how SD factors are involved and the most effective way(s) to address SD issues early in the process.

As a Health Canada employee, you have a responsibility to Canadians to ensure that you are being environmentally, socially/culturally and economically responsible as you carry out your work. Early inclusion of SD considerations into your policies, plans and programs/projects will help identify areas where the Department may have a harmful environmental, social/cultural or economic impact, and where positive advancements can be made. The SD lens includes resource references and an annotated bibliography to ensure that you have access to additional resources if necessary.

An online version of the SD lens is being developed for inclusion in *E²SD Online* (see Step #1).



7 – Identify key stakeholders for the SD issue you are addressing

Your stakeholders may be your co-workers, other government departments or whole communities. Bringing stakeholders on-side with your SD goals is crucial for success. Identifying common goals and coordinating planning among various stakeholders is known as “horizontal management.” Horizontal management of SD issues should be occurring department-wide and government-wide.

To identify and communicate with your key stakeholders, consider the following:

- Who will be affected, directly or indirectly, by your SD initiative?
- What role do your stakeholders have in ensuring your SD success?
- What is the best way to engage the stakeholders? Should they be partners in your SD efforts, or should they be provided information to help them understand and support your sustainability goals?
- How can you present the benefits of your SD initiative to help build support for your activities?
- What is the best way to communicate your progress? And to whom do you want to communicate your message?

8 – Set realistic SD goals

A standard formula for ensuring your goals are realistic is the SMART rule. Your SD goals must be

- S**upportive of strategic themes and specific
- M**easurable
- A**ction-oriented and achievable
- R**esourced (i.e. human and fiscal allocations) and relevant
- T**ime-bound by deadlines and/or criteria

These five criteria require careful planning of specific actions. It is not always necessary for SD goals to directly support departmental strategic outcomes, but do review the Department’s strategic priorities (pages 33–37) to see if there are links to the work you are planning. Consider how you will determine the success of your SD goal. Develop action plans with clear targets. Where necessary, secure funding and commitments from stakeholders. Establish a schedule and deadlines for achieving your targets.

Your SD project does not have to be a large, funded exercise. Promoting better recycling practices among your co-workers may require only your energy and commitment, yet can have an important and lasting impact. Results might not be immediately evident. As with any endeavour, you will need persistence and a positive attitude to attain your goal.

9 – Consider the environmental impact of your work

If the work you do has the potential to affect the environment, Health Canada’s environmental management system (EMS) and the 1999 Cabinet Directive on Strategic Environmental Assessment are two tools you should know about.

The EMS provides a framework and states the requirements for minimizing the harmful environmental effects of conducting Health Canada business. The Department has identified 18 operational aspects which need to be environmentally managed, including managing hazardous waste sites, motor vehicle fleets and green procurement. To properly manage these aspects, Health Canada has adopted the ISO 14001 Standard of environmental management, which is an internationally accepted set of management principles. If you are responsible for managing one or more of Health Canada’s environmental aspects, you can visit <http://www.iso.ch> to familiarize yourself with the standard, and then do a gap analysis between what the standard says you should have in place and what actually exists. You can also contact the Environmental Management System Division in the Corporate Services Branch for advice and guidance.

A strategic environment assessment (SEA) is to be conducted if a policy, plan or program/project proposal is submitted to an individual Minister or Cabinet for approval and if implementation of the proposal/project may result in important environmental effects, either positive or negative. The goal of SEAs is to incorporate environmental considerations into the development of public policies. Through an SEA, environmental considerations can be addressed at the earliest appropriate stage of planning, as are social/cultural and economic considerations. For more information about SEAs, you can visit http://www.ceaa-acee.gc.ca/016/index_e.htm.

If your work has more minor environmental impacts, the *E³SD Online* course offers plenty of common sense environmental tips about how to reduce the environmental impact of typical business operations.

10 – Share your experiences with others to help build the SD momentum

The success of sustainable development across government and within Canadian society depends on the commitment of many people and organizations. By integrating sustainable development into your work and home activities, you can play a role in building momentum toward a more sustainable future. Share your SD ideas and experiences with family, friends, co-workers, and especially OSD. You can make a personal *and* professional difference. Part of your role is to be an “SD ambassador” and inspire others to undertake their own initiatives. Email the OSD at osd@hc-sc.gc.ca and/or your branch or regional SD coordinator to share your experiences and provide suggestions on how we can continue to move forward.

Follow these 10 steps and you will be well on your way to achieving SD success.

Frequently Asked Questions

The responses to these frequently asked questions may answer your questions or help you to answer questions from the public or other Health Canada staff.

Q. *As a policy analyst, planner or program officer, where can I make the biggest impact for sustainable development?*

- A. Each individual employee has the opportunity and the responsibility to incorporate sustainable development into his or her work. Exactly what impact you can have largely depends on your role within the Department. The first step toward identifying your potential impact areas is to assess the environmental, social/cultural and economic impacts of the key activities of your position. You should then have a better understanding of your overall contribution to the Department and where there are opportunities to incorporate sustainable development. Customized tools, like the SD lens, are available to you to ensure that you are equipped with the knowledge to integrate sustainable development into your policies, plans and programs/projects. An in-depth review of this Strategy will assist you in determining your part in moving the Department toward its objectives.

Q. *How do I get started?*

- A. Everyone can integrate sustainable development into their activities at work, from large-scale operational planning exercises to integrating sustainable development into personal work plans or training goals. Your managers are also looking for ways to implement sustainable development, so be sure to discuss your ideas and suggestions with them. Once you are committed to progress, it is important to set realistic goals for yourself. With any new concept, it is easy to become discouraged if immediate results are not evident, but sustainable development is a long-term goal that requires long-term dedication. Setting realistic goals for yourself and evaluating your progress will enable you to track your progress and identify areas requiring further attention. Some of the SD Success examples throughout this Strategy provide you with practical and achievable ways to begin to incorporate sustainable development into your work and personal life.



Q. *What are other federal departments doing and how does Health Canada fit in?*

A. Twenty-five federal departments in Canada are required to table an SD strategy in Parliament every three years, with four additional organizations voluntarily creating and tabling strategies. The CESD has produced documents to promote consistency among federal departments in regard to the SD objectives in their strategies. Many projects are under way to increase communication and horizontal management between departments, and to this end Health Canada is an active member of an interdepartmental network for SD strategies. Our Department also ensures that, whenever possible, linkages are made to SD initiatives in other federal departments. Refer to pages 35–37 to see how Health Canada fits into federal/national/international SD activities.

Q. *Where can I get more information?*

A. The OSD is responsible for implementing and reporting on each SD strategy, and contains a wealth of information on SD issues. Each branch, region and the PMRA employs an SD coordinator, who acts as a liaison between his or her area and all other sectors of the Department. These coordinators are responsible for addressing branch-, region- or PMRA-specific issues and promoting sustainable development. You can find out who your branch or regional coordinator is by contacting the OSD. These fellow employees are a valuable resource for you, and are equipped with many tools to help you integrate sustainable development into your work. You can also broaden your SD knowledge base by visiting the OSD website at <http://www.hc-sc.gc.ca/hecs-sesc/osd/publication/appb3.htm> or the website of the CESD at <http://www.oag-bvg.gc.ca/domino/oag-bvg.nsf/html/environment.html>. For more great SD online resources, refer to Appendix C.

Q. *How can I integrate sustainable development into my activities at home and in my community?*

A. There are many simple ways to integrate sustainable development outside of work. These acts can be small, like choosing to buy canvas bags instead of using plastic shopping bags, or larger, like establishing an idle-free zone outside a neighbourhood school to improve air quality by reducing vehicle emissions. SD tips that provide suggestions about how you can integrate sustainable development at home and in your community can be found throughout this Strategy. These tips and countless others rely on innovation as the basis for their success. A solid first step is to assess your community, and identify specific issues or areas that need improvement. Is homelessness a problem in your community? Are there air quality issues that need to be addressed? Is the local economy prosperous, or floundering? Responding to a need close to home will yield personal as well as community benefits, and will allow you to take pride in the area in which you live.

SD Success: Sharing Expertise

A Health Canada employee and strong advocate of active transportation volunteered his time to deliver a “lunch and learn” workshop for employees during Environment Week 2003. The workshop was well attended and promoted the environmental and health benefits of active transportation. It provided comprehensive information designed to help employees who were just starting to bike/blade/walk to feel more comfortable on the road. Employees raised many issues, questions and concerns during an interactive group discussion that followed the presentation. This is a great example of how employees can take initiative to share their knowledge and expertise with others, promote individual action to improve our health and minimize our impact on the natural environment.



Q. *Is there a guide to assist me in implementing sustainable development?*

A. This Strategy is designed as a comprehensive and user-friendly guide for employees to implement sustainable development. It can be used as an educational tool, providing information and background on sustainable development, and also

offers tips and suggestions for the integration of sustainable development into our work at Health Canada and our lives outside the Department. In addition to these valuable resources, it outlines department-wide commitments to sustainable development, organized by theme and by objective. Not only does this allow you to identify the commitments of the Department as a whole, but it also allows you to assess your role in each objective, and decide how you can contribute to meeting Health Canada's SD goals.

For general guidance information about promoting sustainable development, check out Health Canada's online guide to sustainable development and environmental management at <http://www.hc-sc.gc.ca/esd>. The website contains information on a variety of areas that apply to your work in the Department and it is accessible to all Health Canada employees.

Q. *What is the biggest challenge for sustainable development at Health Canada?*

A. The biggest challenge for sustainable development in the Department is communication and establishing an understanding of the need to work together toward a common goal. As a workplace community with a diversity of positions and duties, finding a common ground upon which to appeal to employees is a challenge. Effective communication is essential to sustainable development, because it is not a concept with which people are inherently familiar, and education and awareness facilitate successful integration. The goal within the Department is not just for employees to mechanically carry out their duties with consideration of sustainable development, but also to make sure that everyone understands the importance of doing so. This challenge is continuously being addressed through presentations to senior managers, working groups and new employees. Health Canada has made additional commitments related to communication and awareness in Theme 2 and Theme 3 (pages 26–32) of this Strategy.

Q. *What supports has Health Canada put in place to facilitate planning and implementing sustainable development across the Department?*

A. Health Canada's dedication to sustainable development became evident with the creation of the OSD in 1999 to coordinate departmental activities in this area. An essential driver in the move forward on the sustainability agenda in the Department was the establishment of dedicated branch, regional and PMRA SD coordinators. These coordinators are responsible for the SD activities within their organization, and communicating educational and promotional materials to their colleagues. They are also responsible for monitoring and reporting on progress of Sustainable Development Strategy targets. Considering that many of Health Canada's programs are delivered at the regional level, the work of the SD coordinators is indispensable in reaching every area of Health Canada, and ensuring that every employee has access to an SD resource person. Health Canada's Sustainable Development Working Group (SDWG), which has representation from all branches, regions and the PMRA, provides a focus for the Department's SD activities. The working group meets monthly to discuss new initiatives, report on progress toward SD commitments and address challenges.



Responses to SD Challenges

There is no doubt that even those employees who are already committed to sustainable development may face challenges to implementing it in their workplace. The following responses can help you deal with challenges you may encounter when trying to implement sustainable development in your work, and offer suggestions and resources about how to overcome these obstacles.

“How can SD initiatives help me to save resources in the long run?”

We recognize that Health Canada’s mission to help the people of Canada maintain and improve their health often requires that resources, including money, time and personnel, are stretched to respond to issues that require immediate attention. However, implementing sustainable development can actually save money in the long term! For example, if you produce less waste, you will save on collection and disposal fees while simultaneously preserving landfill space and protecting our natural resources so future generations can meet their own needs.

Using “SD thinking” early in the planning stages of a policy or program/project may improve its effectiveness and reduce the amount of time spent redesigning them. There are opportunities to integrate sustainable development into most policies, plans, projects or decisions. Through your consideration of potential environmental, social/cultural and economic impacts, you may have already incorporated SD principles without being aware of it.

Sustainable development requires innovative thinking and dedication to a common goal, neither of which requires monetary resources. Adding sustainable development to your range of considerations may provide new solutions to enduring problems. Our ultimate objective is for these thought processes to become automatic and an assumed component of comprehensive planning, decision-making and modern management processes at Health Canada.

“My work at Health Canada does not seem to have an impact on sustainable development.”

If your work is not directly related to policy development, planning or program/project delivery, you still have a significant impact on sustainable development and Health Canada’s success in this area. All Health Canada employees have a role to play in understanding the relationship between their work and their impact on sustainable development. The first step in identifying the areas in which you can incorporate sustainable development is to take a step back from your daily routine and analyze your duties and activities within the Department. Many decisions that you make, ranging from procurement to whether to print double-sided, from filing documents to what kind of cup you put your morning coffee in, can positively incorporate sustainable development. If it is not entirely clear how your role at Health Canada fits into our progress toward sustainable development, branch and regional coordinators and the OSD can help you figure it out. For more information

SD Success: Buying Green Power

As a result of the deregulation of electric power and fluctuating energy prices in Alberta, Public Works and Government Services Canada initiated a five-year contract with energy supplier ENMAX in 2001. This contract ensured a fixed electricity rate for 10 federal departments, including Health Canada, located in the province. What is significant about this agreement is the concession that 35 percent of the power generated for each department would be “green power,” including biomass-derived power, solar power, small hydro-electric power, wind power, and power from landfill gas. While these types of power are not always cheaper, particularly in the beginning, in the long run there are often cost savings. More importantly, there are savings in terms of the impact on the environment because of reduced greenhouse gas emissions.

about key considerations, check out the Web-based course *E&SD Online – Your Guide to Implementing Environmental Management and Sustainable Development*. This course can be customized based on your primary work responsibilities and can be completed at your own pace.

“There are so many priorities within the Department that it is hard to put sustainable development above the rest.”

While sustainable development can seem like one of numerous priorities that compete with one another for resources and profile, it is actually an inherent element of many of these same priorities. By integrating priorities such as risk management, modern comptrollership and workplace health into your work, you are indirectly addressing many key SD issues. All of these priorities are future-oriented and are broad concepts that can be addressed through a variety of approaches. Addressing sustainable development in your policy, planning and program/project-related duties will help you understand how sustainable development fits into the bigger picture at Health Canada, and will better equip you to address other departmental priority areas in an integrated way.

“My manager and colleagues need assistance in understanding why sustainable development is important.”

To overcome this challenge, you are encouraged to use the educational and promotional materials that have been developed to help build support. Your branch, region or PMRA SD coordinator and Health Canada's OSD can also help you by providing a departmental perspective and outlining the “fit” of your organization in the bigger picture.

In addition to these resources, senior managers at Health Canada support sustainable development. The departmental SD policy articulates that “Directors General are responsible for reviewing the policies, plans and programs in areas under their responsibility to ensure that they have been developed with due application of the principles and practices of sustainable development.” Providing your manager with this information might make him or her more comfortable with considering how sustainable development can be integrated into the activities of your organization.





Part Two

The Plan for Health Canada's Third Sustainable Development Strategy

Developing Health Canada's Third Sustainable Development Strategy

In developing commitments for its third Sustainable Development Strategy, Health Canada assessed its Sustainable Development Strategy 2000 targets to ensure that the renewed Strategy is built upon successes and progress achieved throughout its duration. To help develop targets for its third Sustainable Development Strategy, a guidance document was developed and provided to SD coordinators and their working groups. The document contained contextual information about sustainable development and outlined the steps for target development. An important component of the guidance document was an exercise intended to assist in the development of targets that:

- were innovative,
- were aligned with departmental and federal priorities,
- provided a well-balanced Strategy that addressed the three pillars of sustainable development,
- were prioritized at the branch and regional levels,
- were accompanied by workplans, and
- had the necessary resources associated with them to facilitate their successful completion.

Several planning sessions with the OSD and all branch, region and PMRA SD coordinators helped to facilitate discussion, address potential barriers to progress and identify priority areas.

Senior management was actively engaged throughout the development process for Health Canada's third Sustainable Development Strategy, providing direction for structure, priority areas and the identification of linkages. This guidance was essential to the development process. Health Canada's senior management steering committee was instrumental in the decision to maintain the same forward-looking themes from the previous Strategy. Doing so provides continuity between strategies and demonstrates Health Canada's commitment toward pursuing long-term SD results.

Health Canada's Commitments

Health Canada's Sustainable Development Strategy is a strategic document designed to drive change in the Department by focusing on areas where we can make a significant difference through program and service delivery, decision making and the way we manage our operations. This Strategy is not meant to be an inventory of all departmental activities that support sustainable development. Instead, it is meant to be a tool for progressive change, outlining our comprehensive plan for action in key areas where the Department can achieve the greatest impact and most concrete results.



It is important to recognize that the key issues the Department addresses have remained the same between strategies; however, the approach taken to address these issues has changed significantly. Part Three of this Strategy provides details about how the approach taken in this third Sustainable Development Strategy differs from previous strategies.

The themes in this Strategy cut across the Department's business lines, facilitating the horizontal integration of sustainable development into departmental activities. The

aim of this Strategy is to provide tools to facilitate change in the ways we go about our daily work, rather than suddenly impose new ways of working. Our objectives and targets—which together are our SD commitments—focus on high-level commitments that will influence the long-term policy direction of the Department and will prompt lasting and meaningful change. Commitments in the Strategy address key SD issues within Health Canada's mandate, ranging from addressing water quality in partnership with our federal, provincial and territorial partners, to improving the sustainability of the First Nations and Inuit health system, to developing training materials for employees and preventing pollution through our own operations.

These commitments have been developed based on Health Canada's current resource base, as well as departmental and federal SD priorities. Therefore, the commitments may need to be adjusted should resource availability or priorities change over the course of the Strategy. As such, the Strategy will be assessed annually to ensure that targets still reflect these priorities and respond to situations/events at broader national and international levels.



Theme 1: Helping to create healthy social and physical environments

Healthy social and physical environments are a key factor in maintaining and improving the health of Canadians. Water and air quality, climate change, pesticide management, health product and food safety, access to health care, and physical activity levels all affect our overall health and well-being. These issues are broad in scope and require continued collaboration and cooperation with our partners and stakeholders to make further progress. In keeping with the long-term focus of sustainable development, the targets in this theme are forward-looking and extend beyond the life of this Strategy.

Theme 1: Helping to create healthy social and physical environments		
Objective 1.1 Health Canada commits to strengthening partnerships on health, environment and sustainable development to contribute to healthier environments and safer foods and products for Canadians.		
Target(s)	Rationale Statement	Outcome Statement
<p>Target 1.1.1 Health Canada will continue to develop the <i>Guidelines for Canadian Drinking Water Quality</i>, which are the basis for all drinking water requirements in Canada. In partnership with federal, provincial and territorial departments of health and environment, Health Canada will develop an integrated, source-to-tap approach to drinking water quality in Canada. This multi-barrier approach will integrate elements, such as the <i>Guidelines for Canadian Drinking Water Quality</i> now under development, and other existing elements to achieve clean, safe and reliable drinking water for all Canadians.</p>	<p>Canadians are the second highest per capita consumers of water in the world. The Government of Canada realizes that it is extremely important that future generations of Canadians continue to enjoy access to clean, safe and secure water supplies in urban, rural, remote and Aboriginal communities. Health Canada's lead on developing the <i>Guidelines for Canadian Drinking Water Quality</i> is key to addressing health risks to Canadians from drinking water contaminants, including emerging contaminant issues, such as pharmaceuticals and personal care products, and endocrine disrupting substances.</p>	<p>Risks to health and the environment will be reduced through new or renewed policy, program or control measures.</p>
<p>Target 1.1.2 Health Canada will work with other federal departments to develop a compliance framework for drinking water quality in areas of federal jurisdiction.</p>	<p>There is a need to provide guidance to federal departments on how to meet the <i>Guidelines for Canadian Drinking Water Quality</i> and the essential elements of drinking water programs (such as operator training and monitoring frequencies).</p>	<p>Risks to health and the environment will be reduced through new or renewed policy, program or control measures.</p>

Theme 1: Helping to create healthy social and physical environments (continued)

Objective 1.1

Health Canada commits to strengthening partnerships on health, environment and sustainable development to contribute to healthier environments and safer foods and products for Canadians.

Target(s)	Rationale Statement	Outcome Statement
<p>Target 1.1.3 Health Canada, in conjunction with other federal departments, will reduce cross-border air pollution by undertaking pilot projects that enable greater opportunities for coordinated air quality management between Canada and the United States. Two airshed pilots in Georgia Basin/Puget Sound and the Great Lakes Basin will explore the human health effects of air pollution and include health studies aimed at informing airshed strategies and management measures to improve air quality.</p> <p>Efforts will also be undertaken to raise Canadians' awareness of the linkages between air quality and human health, and empower Canadians to protect their health by reducing emissions.</p>	<p>Air quality is affected by pollutants produced by the combustion of fossil fuels in vehicles, homes, electrical generation, and for smelters and industrial processes. Air pollution is a serious health concern, especially for elderly persons, children, and those who suffer from heart and lung problems. Health Canada realizes that improving air quality will have significant and immediate health benefits for all Canadians and is committed to working with its domestic and international partners to address this important issue. Its dedication to forging relationships with federal departments in the United States is essential, as compromised air quality is not contained within political borders.</p> <p>Providing information about the linkages between air quality and human health will empower Canadians to act accordingly to reduce their exposure and their health risk.</p>	<p>Risks to health and the environment will be reduced through new or renewed policy, program or control measures.</p>



Theme 1: Helping to create healthy social and physical environments (continued)

Objective 1.1

Health Canada commits to strengthening partnerships on health, environment and sustainable development to contribute to healthier environments and safer foods and products for Canadians.

Target(s)	Rationale Statement	Outcome Statement
<p>Target 1.1.4 Health Canada will collaborate with partners and other federal departments to assess climate change impacts on human health and well-being, and research and develop approaches to adaptation planning and implementation as part of the Climate Change Plan for Canada.</p>	<p>Health Canada's role is to understand the expected effects of climate change on human health and work with other levels of government, the voluntary sector and others to raise awareness of potential effects and to develop measures to address these concerns. In consultation with these partners, the Department has identified several areas where risks to health may increase as a result of a changing climate. They include:</p> <ul style="list-style-type: none"> • increased air-pollution issues, such as smog events; • health effects from heat waves; • water- and food-borne contamination; • vector-borne diseases; • stratospheric ozone depletion; and • extreme weather events, including storms, forest fires and floods. <p>Some populations such as children, elderly persons, poor Canadians, chronically ill and northern Canadians are more vulnerable to these events. Better knowledge of the relationships between these events, climate change and health outcomes will allow communities, the public health sector, governments and Canadians to plan and, in some cases, mitigate their effects.</p>	<p>Risks to health and the environment will be reduced through new or renewed policy, program or control measures.</p>

Theme 1: Helping to create healthy social and physical environments (continued)

Objective 1.1

Health Canada commits to strengthening partnerships on health, environment and sustainable development to contribute to healthier environments and safer foods and products for Canadians.

Target(s)	Rationale Statement	Outcome Statement
<p>Target 1.1.5 Health Canada will work in consultation with stakeholders to develop and/or update science-based guidelines and standards to improve the safety of the food supply and reduce food-borne illness. To this end, Health Canada will also engage in initiatives with the aim of improving the transparency of the regulatory system and increasing public awareness of food safety issues.</p>	<p>Health Canada is responsible for establishing standards and policies which address the safety of all foods, including novel foods entering the Canadian marketplace. With increased public concern over food safety issues, and increased demands for information to promote informed choice about health implications, we aim to develop standards and guidelines to ensure the safety and nutritional quality of the Canadian food supply. Health Canada is committed to maintaining and improving the health of the people of Canada through science-based policies and programs related to safe and nutritious food.</p>	<p>Risks to health and the environment will be reduced through new or renewed policy, program or control measures.</p>
<p>Target 1.1.6 Health Canada will help prevent the exploitation of flora and fauna used for medicinal purposes. Further, the Department will improve access to health products, and ensure that new substances in products regulated under the <i>Food and Drugs Act</i> meet the environmental assessment requirements as outlined in the New Substances Notification Regulations under the <i>Canadian Environmental Protection Act 1999</i>.</p>	<p>Many therapeutic products contain biologic and chemical substances. In an effort to prevent the exploitation and loss of bio-diversity relating to flora and fauna used for medicinal purposes, Health Canada will only approve natural health products that do not contain any species as set out in Appendices I and II to the <i>Convention on International Trade in Endangered Species of Wild Fauna and Flora</i>. Furthermore, as a result of a memorandum of understanding between Health Canada and Environment Canada, Health Canada is working to ensure that new substances in products regulated under the <i>Food and Drugs Act</i> meet the environmental assessment requirements as outlined in the New Substances Notification Regulations under the <i>Canadian Environmental Protection Act 1999</i>.</p>	<p>Risks to health and the environment will be reduced through new or renewed policy, program or control measures.</p>



Theme 1: Helping to create healthy social and physical environments (continued)

Objective 1.1

Health Canada commits to strengthening partnerships on health, environment and sustainable development to contribute to healthier environments and safer foods and products for Canadians.

Target(s)	Rationale Statement	Outcome Statement
<p>Target 1.1.7 Health Canada will improve its process for making regulatory decisions for pest control products, including providing access to safer products, and will provide information on pest control products and on sustainable pest management practices.</p>	<p>Canada's regulatory process for pest control products must be an accountable, efficient, effective and sustainable regulatory regime. The public and stakeholders need more information on pest control products and access to sustainable pest management strategies to actively contribute to protecting human health and safety, and the environment. Health Canada also needs modern processes to continuously minimize health and environmental risks posed by pest control products. The new <i>Pest Control Products Act</i>, and its associated regulations and processes, will help address these needs. The new Act will reform pesticide regulation and provide a solid legislative foundation for a stronger pest management regulatory system in Canada, and for supporting sustainable development.</p>	<p>Risks to health and the environment will be reduced through new or renewed policy, program or control measures.</p>

Theme 1: Helping to create healthy social and physical environments (continued)

Objective 1.2

Health Canada commits to the collaborative delivery of health promotion, disease prevention and health care services for First Nations and Inuit.

Target(s)	Rationale Statement	Outcome Statement
<p>Target 1.2.1 Health Canada will work in collaboration with First Nations and Inuit and provinces and territories to better integrate health services for a sustainable, seamless system of health services for First Nations and Inuit.</p>	<p>There are approximately 735,000 registered status Indians, eligible Inuit and Innu living in Canada. Despite significant improvements in the last 20 years in life expectancy and infant mortality, the health status of First Nations and Inuit remains significantly poorer than the average Canadian. To reduce this gap, Health Canada is working with all available stakeholders to provide leadership and ensure the sustainability of the First Nations and Inuit health system. The sustainability initiative was developed to support improved health outcomes for First Nations and Inuit by facilitating access to quality health care, public health infrastructure, and treatment and rehabilitation services. Its guiding principles are to ensure that the First Nations and Inuit:</p> <ul style="list-style-type: none"> • receive health services in a seamless way through integration of federal and provincial/territorial programs, • have access to health services that are comparable to those of the rest of the population living in similar geographic locations, and • be supported to have an active role in the planning and delivery of their health services. 	<p>The health of First Nations and Inuit will be improved and the gaps between the health of First Nations and Inuit and that of the general Canadian population will be reduced.</p>



Theme 1: Helping to create healthy social and physical environments (continued)

Objective 1.3

Health Canada commits to strengthening partnerships with other federal departments and non-government organizations in order to contribute to a healthier population.

Target(s)	Rationale Statement	Outcome Statement
<p>Target 1.3.1 Health Canada will promote awareness and engagement of Canadians in “active transportation” (e.g. walking, cycling, in-line skating) as an important element of a mix of integrated strategies to increase physical activity levels and improve the health of Canadians.</p> <p>In partnership with other federal departments and organizations, Health Canada will support a National Active Transportation Survey, and workshops and regional forums on active transportation.</p>	<p>Almost two thirds of Canadians are dangerously inactive, threatening their health and increasing risk of chronic disease, disability and premature death. Active transportation improves health through increased physical activity, reduces air pollution and transportation costs, provides affordable and accessible transportation choices, and strengthens community interaction. Active transportation is an important component of sustainable transportation. It is also an important means of reaching the target set by federal, provincial and territorial ministers to increase the physical activity levels of Canadians by 10 percentage points in each province and territory by the year 2010.</p> <p>Planning for active transportation as part of daily transportation patterns can generate economic benefits by making land use and transportation more efficient. Pedestrian and cycling facilities improve access to employment, education and social services, and can reduce the fear of crime, with more people “on the streets.” Tourism, and eco-tourism also benefit from strategies to build infrastructure for active transportation.</p>	<p>The physical activity levels of Canadians will increase.</p>

Theme 2: Integrating sustainable development into departmental decision-making and management processes

By considering and integrating environmental, social/cultural and economic factors, sustainable development encourages a comprehensive, systematic, interdisciplinary approach to decision-making and management processes. To integrate SD considerations into all departmental activities, there is a need to review and, where appropriate, revise current policies, plans, programs and activities to ensure that they are consistent with sustainable development and that new ones explicitly reflect SD principles and practices. This consistent integration of sustainable development will result in decisions that are well thought out and reflect Health Canada's long-term vision for sustainable development.

Theme 2 targets articulate a variety of strategies and tools for integrating sustainable development into the culture, processes, practices and policies of the Department. By gradually integrating sustainable development, it becomes ingrained in what we do and how we do it, thereby broadening and strengthening our impact on sustainable development.

Theme 2: Integrating sustainable development into departmental decision-making and management processes		
Objective 2.1 Health Canada commits to integrating sustainable development into departmental decision-making and management processes to contribute to the effective delivery of Health Canada's programs.		
Target(s)	Rationale Statement	Outcome Statement
<p>Target 2.1.1 Health Canada will improve the integration of SD considerations within the Department by developing a framework to identify key planning, reporting activities and modern management practices that could incorporate SD considerations, and will integrate sustainable development into these areas where appropriate by March 31, 2007.</p>	<p>Although Health Canada has begun to integrate sustainable development into its departmental planning and reporting cycle, there is still much work to be done in the area. Continued integration of SD considerations into key planning, reporting activities and modern management practices will continue to establish Health Canada as a leader in sustainable development in the federal government. Continued integration of these concepts will enable employees and the Canadian public to access many SD resources.</p>	<p>The result will be improved SD planning, reporting and decision making at Health Canada.</p>



Theme 2: Integrating sustainable development into departmental decision-making and management processes (continued)

Objective 2.1

Health Canada commits to integrating sustainable development into departmental decision-making and management processes to contribute to the effective delivery of Health Canada's programs.

Target(s)	Rationale Statement	Outcome Statement
<p>Target 2.1.2 Health Canada will improve the integration of SD considerations within the Department by effectively integrating SD into key departmental policies, legislation and contracts where appropriate, and establishing a formal process to evaluate this integration by March 31, 2007.</p>	<p>An important step toward a healthier and more equitable Canada is ensuring that the principles of sustainable development are intrinsic in Health Canada's policies, legislation and contracts. Enabling sustainable development to be a legislative priority rather than a peripheral concept to policy and program development within the Department will ensure that Health Canada is making significant and measurable advances toward improving the health of Canadians.</p>	<p>The result will be improved SD planning, reporting and decision making at Health Canada.</p>
<p>Target 2.1.3 Health Canada will increase employee awareness about sustainable development by developing and implementing a social marketing campaign for March 31, 2007.</p>	<p>If Health Canada is to truly change the way it develops, delivers and manages its programs to Canadians, it must first change the attitudes and behaviour of its employees and its overall internal culture to one that sincerely embraces the underlying concepts and principles of sustainable development. Social marketing is a proven and effective way to compel people to voluntarily change their behaviours and attitudes for the good of society.</p>	<p>The result will be improved SD awareness among Health Canada federal government employees.</p>

Theme 2: Integrating sustainable development into departmental decision-making and management processes (continued)

Objective 2.1

Health Canada commits to integrating sustainable development into departmental decision-making and management processes to contribute to the effective delivery of Health Canada's programs.

Target(s)	Rationale Statement	Outcome Statement
<p>Target 2.1.4 Health Canada will increase employee awareness about sustainable development by developing and implementing a departmental training curriculum on sustainable development to be provided to at least 1000 Health Canada employees by March 31, 2007.</p>	<p>Effective social marketing will prompt employees to voluntarily change their behaviour and embrace the concepts of sustainable development. Since there still may be some barriers present for those who want to adopt SD practices, such as a lack of knowledge on where and how an individual can effectively make a difference, the onus is on Health Canada to develop and implement a departmental training curriculum to provide employees with the tools and knowledge needed to effectively act upon their interest in sustainable development.</p>	<p>The result will be improved SD awareness among Health Canada employees.</p>
<p>Target 2.1.5 Health Canada will contribute to increased federal employee awareness of sustainable development through partnering with other government departments, federal committees and networks to design and deliver an interdepartmental course about sustainable development by March 31, 2007.</p>	<p>Sustainable development is a relatively diverse concept with each government department pursuing its own respective priority areas. Interdepartmental cooperation is essential to providing a quality training course that ensures information sharing of best practices and lessons learned from various areas, and also maximizes government resources.</p>	<p>The result will be improved SD awareness among federal government employees.</p>



Theme 3: Minimizing the environmental and health effects of the Department's physical operations and activities

At Health Canada, we are the custodians of over 750 buildings and associated lands and we lease space in approximately 250 additional facilities across the country. These facilities include laboratories, health centres, nursing stations and hospitals, as well as offices, warehouses and other storage facilities. The Department also manages a national fleet of some 540 vehicles.

As with any large organization, Health Canada's operations have an impact on the natural environment through the production of solid waste, the purchase of goods, the consumption of water and energy, and the release of emissions into the air. There is potential for our operations to directly or indirectly affect the health of communities and Canadians. Our responsibility as Health Canada employees is to minimize the Department's negative environmental impacts. Theme 3 outlines Health Canada's commitments to reducing adverse effects on the natural environment, adopting a "good neighbour approach" and promoting our social responsibility in communities with Health Canada facilities.

Theme 3: Minimizing the environmental and health effects of the Department's physical operations and activities

Objective 3.1

Health Canada will contribute to healthier environments and safer products for Canadians through improved departmental activities and sustainable management of our land and facilities.

Target(s)	Rationale Statement	Outcome Statement
<p>Target 3.1.1 By March 2005, Health Canada commits to conducting a comprehensive impact assessment and developing a departmental guidebook and action plan, for use by all Health Canada facility managers, to identify, prioritize and propose mitigation/remediation steps in addressing department-specific issues regarding the sustainable operation and management of Health Canada's facilities (laboratories, hospitals, health care centres and leased space). The issues addressed within this guidebook and action plan may include, but will not be limited to, greening of government operations and adopting a "good neighbour approach" to promote our social responsibility.</p>	<p>As custodians of a large number of public facilities, Health Canada has a responsibility to Canadians to make sure that they are constructed, maintained and managed in an environmentally, socially/culturally and economically responsible manner. There are some very practical and innovative ways to reduce the Department's environmental footprint and to adopt a "good neighbour approach." The most effective way to drive change and to make a difference in the management of departmental facilities is to conduct a proper study on the real impacts, environmentally and socially/culturally, of Health Canada's facilities and to develop a comprehensive plan for addressing these impacts.</p>	<p>Health Canada's impact on the environment will be better understood and plans will be made to lessen that impact.</p>

Theme 3: Minimizing the environmental and health effects of the Department's physical operations and activities (continued)

Objective 3.1

Health Canada will contribute to healthier environments and safer products for Canadians through improved departmental activities and sustainable management of our land and facilities.

Target(s)	Rationale Statement	Outcome Statement
<p>Target 3.1.2 By March 2006, Health Canada commits to providing all facility managers with in-depth training on the sustainable operation and management of Health Canada facilities. The training will be based on the departmental guidebook and action plan mentioned in Target 3.1.1.</p>	<p>Before Health Canada can ask its facility managers to manage in a more sustainable manner, it must provide information and training about what this means and how they can achieve it. The guidebook and action plan created as per Target 3.1.1 will provide a solid basis for the training of these facility managers. This training will provide knowledge about legislative requirements, ideas for additional projects that support sustainable operations, and innovative suggestions that are truly visionary. Through this guidebook-based training, facility managers will be better equipped to integrate sustainable development into their management practices.</p>	<p>Land and facility management practices for all Health Canada facilities will become more sustainable through comprehensive training.</p>
<p>Target 3.1.3 By September 2006, Health Canada will begin implementing and reporting the recommendations outlined in the departmental guidebook and action plan.</p>	<p>Once Health Canada facility management teams have received training on what can be done to make their facilities more sustainable, application and implementation of these ideas can begin. By applying the knowledge gained during training and incorporating projects outlined in the guidebook and action plan into departmental operations, Health Canada will more effectively integrate SD practices at the departmental level, ultimately improving the service provided to Canadians.</p>	<p>SD considerations will be effectively incorporated into facility management.</p>



Theme 3: Minimizing the environmental and health effects of the Department's physical operations and activities (continued)

Objective 3.2

Health Canada will contribute to promoting healthier environments and safer products for Canadians by adopting a pollution prevention approach.

Target(s)	Rationale Statement	Outcome Statement
<p>Target 3.2.1 By March 2005, Health Canada commits to conducting an environmental impact assessment and developing a departmental guidebook and action plan, for use by Health Canada program staff, to identify, prioritize and propose department-specific issues to be addressed for adopting a departmental pollution prevention approach in administering programs. The issues addressed within this guidebook and action plan may include, but will not be limited to, water conservation, air emission reduction, green procurement and waste reduction.</p>	<p>Health Canada has a responsibility to Canadians to make sure that it conducts its business in a manner that is as environmentally responsible as possible. As such, Health Canada has committed to adopting a pollution prevention approach to its departmental activities. There are many practical and innovative ways to reduce the Department's environmental footprint through pollution prevention. Since no comprehensive expectations for employees exist about pollution prevention, the most effective way to drive change and to make a difference in this area is to conduct a proper study on the real environmental impacts of Health Canada's employees and develop a comprehensive plan for addressing these impacts.</p>	<p>Departmental guidelines will outline for employees the Department's goals and expectations with respect to pollution prevention.</p>

Theme 3: Minimizing the environmental and health effects of the Department's physical operations and activities

Objective 3.2

Health Canada will contribute to promoting healthier environments and safer products for Canadians by adopting a pollution prevention approach.

Target(s)	Rationale Statement	Outcome Statement
<p>Target 3.2.2 By March 2006, Health Canada commits to providing 1500 employees with in-depth training on the departmental pollution prevention approach. The training will be based on the departmental guidebook and action plan mentioned in Target 3.2.1.</p>	<p>Before the Department can ask its employees to reduce their potential for producing pollution, it must provide information and training about what this means and how they can achieve it. Employees will be trained based on the guidebook and action plan developed as per target 3.2.1, which will provide information on legislative requirements, ideas for additional projects that support sustainable operations, and innovative suggestions that are truly visionary. Through comprehensive training based on the pollution prevention guidebook and action plan, Health Canada employees will be better equipped to integrate sustainable development into their daily activities.</p>	<p>Health Canada employees will begin practising a pollution prevention approach.</p>
<p>Target 3.2.3 By September 2006, Health Canada will begin implementing and reporting the recommendations outlined in the departmental guidebook and action plan.</p>	<p>Once Health Canada has established what can be done to prevent pollution and employees have been trained on ways to minimize their impact in this area, application and implementation of these ideas can begin. By initiating the projects outlined in the guidebook and action plan, Health Canada will more effectively integrate SD practices at the departmental level, ultimately improving the service provided to Canadians.</p>	<p>Pollution prevention measures will be incorporated into Health Canada's operations through employee education.</p>





Part Three

Health Canada's Strategic Direction for Sustainable Development

Positioning Sustainable Development at Health Canada

Given Health Canada's many priorities, integrating sustainable development involves considering internal and external drivers, as well as domestic and international drivers. To promote the successful integration of sustainable development, Health Canada's third Sustainable Development Strategy has been influenced by:

- the need to identify linkages between the Strategy and the Department's strategic outcomes/priorities, planning processes and other horizontal initiatives; and
- the need to build collaborative approaches that contribute to federal and international SD agendas.

Identifying and building on linkages

Linkages to strategic departmental outcomes:

The objectives in Health Canada's third Sustainable Development Strategy are linked to the Department's strategic outcomes. By emphasizing the linkages between the appropriate departmental strategic outcomes and the objectives in this Strategy, the relationship between sustainable development and the key areas of focus for the Department are clarified. Clarifying these linkages will help to ensure that sustainable development is considered within the context of the Department's overall focus and direction.

The objectives in this Strategy have been designed to build upon those outlined in Sustainable Development Strategy 2000. They also demonstrate strengthened linkages to the departmental strategic outcomes by using common wording and attention to similar priority areas. Table 1 provides a few examples of how our Sustainable Development Strategy objectives support our departmental strategic outcomes. Clarifying these linkages to Health Canada staff will help to enhance the understanding of how sustainable development is positioned in the Department and how it can become part of our work toward fulfilling departmental strategic outcomes and priorities.

Health Canada's Eight Strategic Outcomes

1. **Enhanced access to quality health care services for Canadians.**
2. **A healthier population by promoting health and preventing illness.**
3. **Healthier First Nations and Inuit through collaborative delivery of health promotion, disease prevention and health care services.**
4. **Safer health products and food for Canadians.**
5. **Healthier environments and safer products for Canadians.**
6. **Sustainable pest management products and programs for Canadians.**
7. **Improved evidence base and increased use of information and communications technologies to support health decision making.**
8. **Effective support for the delivery of Health Canada's programs.**

Table 1: Examples of Links Between This Sustainable Development Strategy (SDS) and Departmental Outcomes/Priorities		
	SDS Objective	Link to departmental strategic outcomes
Theme 1	Health Canada commits to strengthening partnerships on health, environment and sustainable development in order to contribute to healthier environments and safer food products for Canadians.	<ul style="list-style-type: none"> • Safer health products and food for Canadians. • Healthier environments and safer products for Canadians.
Theme 2	Health Canada commits to integrating sustainable development into departmental decision-making and management processes to contribute to the effective delivery of Health Canada's programs.	<ul style="list-style-type: none"> • Effective support for the delivery of Health Canada's programs.
Theme 3	Health Canada will contribute to promoting healthier environments and safer products for Canadians by adopting a pollution prevention approach.	<ul style="list-style-type: none"> • A healthier population by promoting health and preventing illness. • Healthier environments and safer products for Canadians.

Linkages to departmental planning processes: The alignment of sustainable development with our departmental planning processes is increasing as sustainable development becomes integrated into the way we, as Health Canada employees, develop policies, make decisions, deliver programs to Canadians, provide advice, manage our operations and prioritize our activities. Health Canada's planning draws on the perspectives of Canadians and also takes into account the demographic, scientific, technological, environmental, social/cultural and economic determinants and trends affecting the health of Canadians.

At the branch, regional and PMRA level, sustainable development is gradually being integrated into operational planning processes. This integration is an ongoing process and is at various stages throughout the Department. Further integration of sustainable development continues to be an objective of this Strategy (see Theme 2). The integration of sustainable development into planning processes is critical for the early consideration of potential environmental, social/cultural and economic impacts of our policies, decisions, programs, advice and operations.

Linkages to other departmental horizontal initiatives: Several internal, horizontal initiatives within Health Canada support and reinforce the principles of sustainable development, specifically in the areas of:

- workplace health,
- human resource modernization,



- values and ethics,
- modern comptrollership,
- program evaluation and performance measurement, and
- risk management.

Together, SD and horizontal initiatives in these areas help to promote sound management practices, build on common goals and promote the effective delivery of Health Canada's programs.

SD Success: Integrating Sustainable Development into Branch Planning Processes

Health Canada's Healthy Environments and Consumer Safety Branch has recently implemented an operational requirement that sustainable development be integrated into its branch planning processes. This represents a first step in promoting more sustainable and therefore more effective decision making. The branch has found this process to be effective in establishing SD priorities, achieving SD goals and promoting SD awareness within the branch.

Building Collaborative Approaches

Sustainable development is not something that can be achieved in isolation. The interdisciplinary nature of sustainable development requires that departments, governments, countries, communities and citizens work together to achieve common SD objectives. The need for more collaborative approaches to addressing SD issues has been recognized at federal, national and international levels. The section below outlines how Health Canada is contributing in these areas.

Collaboration at the federal and national levels: Sustainable development is a well-established priority of the Canadian government. While it is difficult to trace the origin of ideas in public policy, work toward sustainable development in Canada was promoted to a large extent by the 1986 World Commission on Environment and Development. It was the Commission, commonly referred to as the Brundtland Commission, which first popularized the term "sustainable development." Initially, the federal government focused primarily on addressing environmental issues; however, there was a growing appreciation that environmental issues could not be addressed in isolation from social/cultural and economic considerations. This evolution in thinking led to a more holistic "SD approach." The federal government's commitment to sustainable development was solidified by legislation in 1995. Each federal department was required to table its first Sustainable Development Strategy in 1997, and every three years thereafter, outlining its SD commitments. For many departments, the first set of strategies was a learning experience. The SD strategies were developed in relative isolation from other federal departments and gave them the opportunity to evaluate their operations and programs to determine where they could contribute to advancing sustainable development.

For the second round of strategies, the federal government followed a "continuous improvement" approach to strategy development, with the goal of better coordination of SD activities across departments. To this end, departments developed eight horizontal federal themes to provide key areas for departments to focus on and identify opportunities for collaboration. As such, Health Canada worked with its partners to realize progress that contributed to the government-wide themes.

Health Canada's Interdepartmental Activities

Health Canada is an active participant in Sustainable Federal House in Order, an interdepartmental initiative designed to identify and coordinate opportunities to advance the federal commitment to be a leader in sustainable development. Sustainable House in Order oversees the Sustainable Development in Government Operations and Federal House in Order initiatives. Our organization is working together with other Sustainable Federal House in Order departments and agencies to adopt common measurement and reporting methods.

While the establishment of the eight federal themes for the second round of strategies led to considerable progress in departments working collaboratively, the Government of Canada recognized much work still needed to be done to establish a clear direction for sustainable development at the federal level. This direction will come in the form of a Federal Sustainable Development Strategy (FSDS), which is currently under development. The FSDS will articulate a plan based on shared responsibility across federal departments. Inevitably, full implementation will require partnerships with other government jurisdictions and stakeholder groups. In some cases, cross-jurisdiction arrangements are already in place to support such collaboration. Considering that health will be an integral component of a consolidated federal approach to sustainable development, Health Canada has had an active role in the development of this federal approach and commitments that would compose the FSDS.

With the completion of the FSDS, the next step for sustainable development in Canada will be a National Sustainable Development Strategy (NSDS) that will require collaboration between the federal, provincial/territorial and municipal governments, First Nations, private industry and other relevant sectors. The Government of Canada has committed to developing an NSDS by 2005.

It is important to recognize that each of the stages (departmental, federal and national) in Canada's approach to sustainable development builds upon the previous stage. The flow diagram below outlines the progression from departments tabling individual SD strategies to the provision of eight federal themes, to the development of an FSDS, to the development of an NSDS by 2005.

1997	→	2000	→	2003	→	2005
Departments table their first Sustainable Development Strategy		Eight government-wide SD themes are established to provide guidance for departments		Work toward a Federal Sustainable Development Strategy is undertaken		Development of a National Sustainable Development Strategy

Collaboration at the international level: An ongoing global dialogue has formed to develop the strategies needed to address the inter-related challenges of building healthy environments, societies and economies. Health Canada is an important player in this dialogue in the arenas of health and sustainable development. We work with other governments and international organizations on sustainable development and health matters of common concern. Two such areas in which Health Canada is engaged are climate change (Climate Change Action Plan for Canada) and the Johannesburg Plan of Implementation, an outcome of the World Summit on Sustainable Development (WSSD) held in Johannesburg, South Africa in 2002. Opportunities for numerous partnership agreements between governments, the private sector and civil society were identified at the Summit. Its major outcomes included an implementation plan which focused on establishing new agreements and reaffirmed past commitments of previous summits. Health Canada is continuing to collaborate with its federal department colleagues in reviewing the commitments made in Johannesburg and addressing the issues in those commitments. We are already working on numerous issues related to the WSSD commitments, including safe water, chemical management, health education, child and infant health, and HIV/AIDS.

Canada has played a leadership role in promoting greater cooperation between health and environment through numerous international events. In March 2002, Canada hosted the first Meeting of Health and Environment Ministers of the Americas (HEMA). HEMA participants identified several areas requiring action, including integrating water resources management; improving air quality; addressing the health



implications of natural and human-made disasters; improving the management of chemicals; identifying potential health impacts of climate variability and climate change; tackling challenges related to occupational health, food security and safety; and promoting the ethics of sustainable development. The HEMA meeting is one example of how sustainable development is being advanced in the Americas.

In collaboration with international experts and the World Health Organization, Health Canada has engaged the international public health community in an effort to understand climate change impacts on health, and to develop tools to assist in preparing and implementing adaptive strategies to minimize those impacts. Health Canada established the Climate Change and Health Office in 1998 to advance the understanding of the health impacts of climate change. Work was undertaken in collaboration with researchers across Canada and internationally to provide advice to health care partners in provinces, territories and communities.

These actions have helped to initiate a new climate of inclusiveness in global affairs and have built momentum for concerted international action on sustainable development. In our increasingly interdependent world, Health Canada has a role to play in advancing sustainable development. In short, Health Canada must continue to position itself internationally to anticipate international developments and their impact on Canadians, influence international health events, and provide leadership on selected health and SD issues. Addressing threats to human health requires sharing the most reliable information and capacity building at the local, regional, national and international levels.

Health Canada—Working Internationally to Promote Sustainability

As a lead organization in the Future of Children and Youth of the Arctic initiative, Health Canada is an active participant in addressing child and youth health in the Arctic. Other countries involved in this initiative are the United States (Alaska), Greenland, Iceland, Sweden, Finland, Norway and the Russian Federation. This initiative is part of the mandate of the Sustainable Development Working Group of the Arctic Council, the goal of which is to improve our decision making by increasing our knowledge of the health status of children and youth of the circumpolar nations. For nations to build capacity around child/youth health, they must have access to information and be able to share information.

Health Canada’s work on this initiative has included a comprehensive review of existing data on the health and well-being of children and youth across the circumpolar region, and the identification of health disparities. The Department has also created an inventory of best practice models for practical interventions in four key target areas at the national, regional or community level.

Differences Between Health Canada's Third Sustainable Development Strategy and Previous Strategies

Health Canada's previous SD strategies (1997 and 2000) covered key aspects of sustainable development that are related to Health Canada and its activities, specifically the internal management of sustainable development and greening departmental operations. Many useful lessons have been learned, particularly during our work on Sustainable Development Strategy 2000. These lessons have informed the development of the renewed Strategy. While this Strategy is based on the same three themes as the second Sustainable Development Strategy in 2000, the renewed Strategy embodies several key differences. Health Canada's third Sustainable Development Strategy has:

- been developed as a tool for employees to drive change in the Department;
- higher level targets that address broad issues and relate directly to Health Canada's mandate and sustainable development;
- fewer targets to provide a more focused approach to our work on sustainable development;
- strengthened linkages to departmental strategic outcomes and priorities;
- accountabilities associated with each commitment; and
- more active engagement and involvement by Health Canada's branches, regions and the PMRA.

The following discussion shows how these lessons have helped to make this Strategy a clearer, more focused and inclusive document that will enable Health Canada to make real progress in sustainable development.

A Tool for Health Canada Employees

Health Canada recognizes that employees need to be actively engaged in SD activities in the Department. They need to better understand their role in effecting change and implementing SD practices. They also need to be better equipped with the proper tools and information so that the Strategy can serve its purpose and drive change in the Department. Therefore, part of the "strategy" for this Sustainable Development Strategy was to make it a tool for employees—one that would educate, inspire and provide approaches for working toward the Department's SD objectives. Part One of this Strategy has been designed to serve these functions. The information and tools provided are not just for Health Canada managers, but for all staff.

Building the full support and commitment of each employee will help us to achieve meaningful results that will have a positive impact on the daily activities of Health Canada employees and the lives of Canadians. Developing the Strategy as a practical tool has added great internal value to the role and purpose of the third Sustainable Development Strategy. Employees are the real drivers of change in the Department and the renewed Sustainable Development Strategy is a tool to help them become fully engaged in Health Canada's SD activities.



High-level Targets

In providing guidance on strategy development, the CESD advised departments to focus on key issues where the most progress and impact could be made. Health Canada has responded to this recommendation by developing higher level targets based on key priority areas that will contribute to lasting improvements in the health of Canadians and communities, and will have long-term impacts on departmental policy and direction.

Many of the targets in the second Sustainable Development Strategy addressed issues with an “activity-based” approach rather than committing to change at a higher level. The key issues being addressed through high-level targets in this third Sustainable Development Strategy include:

- water quality and health impacts,
- air quality and health impacts,
- pesticide management,
- health product and food safety,
- climate change and health impacts,
- the health status of First Nations and Inuit,
- active transportation,
- the integration of sustainable development into our departmental policies and decision-making processes, and
- minimizing our environmental footprint.

Fewer Targets

Sustainable Development Strategy 2000 had more than 100 targets addressing a wide range of primarily short-term SD activities. While the targets in the second Sustainable Development Strategy made strides in promoting sustainable development, there was a need to re-evaluate the number of targets so that resources are focused on key areas where Health Canada can have a long-term impact.

Key issues and potential target areas were identified by Health Canada’s SD Workig Group and further refined by senior management. As a result, Health Canada’s third Sustainable Development Strategy contains 20 key targets that will guide the Department over the next three years.



Strengthened Linkages to Departmental Strategic Outcomes

Previous SD strategies did not take full advantage of the linkages between departmental strategic directions, planning documents and key commitments made in the strategies. As a result, SD targets may have been perceived as competing priorities. Increased SD promotion and outreach to managers during the second Sustainable Development Strategy attempted to address this identified problem. As discussed



already, linkages between targets and departmental strategic outcomes have been clarified in the third Strategy, to enhance understanding of how SD priorities are linked to and can contribute to fulfilling our stated departmental outcomes.

Establishing Accountability

It is important to establish well-defined roles and responsibilities for SD targets, especially in a large, complex department like Health Canada. Clearly established accountability for SD targets is necessary for tracking and reporting progress, and also helps to promote consistency over the course of the Strategy. Previous strategies did not adequately identify in advance who was accountable for tracking, reporting and completing the targets contained in the Strategy. The result was a lack of clarity in branches, regions and the PMRA regarding their responsibility for targets, which led to delays in implementing targets. Accountability for targets in this third Sustainable Development Strategy was established during the target development process so that work on target implementation can begin promptly on April 1, 2004.

More Active Involvement by Branches, Regions and the PMRA

When evaluating the successes of past strategies, it was noted that progress was not uniform across the Department. Some areas progressed well in implementing their SD commitments, while others made little progress. Although Health Canada's branches, regions and the PMRA were involved in preparing and implementing

the first two strategies, it was apparent that more involvement was needed if sustainable development was to progress throughout the Department. The perspectives, knowledge and experiences of the regions are essential to the success of sustainable development at Health Canada because many departmental programs and services are based in the regions and are addressing regional and local needs.

Health Canada has addressed the need for more active engagement of branches, regions and the PMRA by committing to the provision of a full-time SD coordinator in each of these areas. These dedicated SD coordinators are responsible for coordinating, implementing and managing branch-, region- or PMRA-specific SD and EMS activities. They are also responsible for liaison with the OSD and tracking and reporting on progress toward targets identified in the Sustainable Development Strategy. The result will be more uniform progress toward its SD objectives and more widespread integration of sustainable development into departmental decision making. The support and expertise of the SD coordinators is fundamental to Health Canada's success in implementing our SD commitments outlined in Part Two of this Strategy.



Performance Management for Health Canada’s Third Sustainable Development Strategy

The CESD holds the government accountable for the commitments presented in the departmental SD strategies through audits and reports on SD issues. The results are presented in the CESD’s Annual Report to Parliament.

This section presents the following topics related to reporting on the progress of our SD efforts at Health Canada:

- a results chain to track the expected outcomes and impacts of our targets; and
- a performance management framework to manage, coordinate and guide SD initiatives and activities.

Results Chain

Health Canada’s SD results chain outlines the logic and expected outcomes of Health Canada’s third Sustainable Development Strategy. The results chain depicts a schematic for assessing performance against anticipated performance measures and/or indicators.

Table 2 shows how the results chain works. Results at each level aggregate to contribute to the results at the next higher level. Taken together, these outputs and outcomes contribute toward Health Canada’s vision for sustainable development (see page 7).

Table 2: Health Canada’s SD Results Chain				
Target		Objective		Theme
Target Activities	Output	Immediate Outcome	Intermediate Outcome	Long-term Outcome
Develop a guidebook for facilities and land managers	Guidebook	Improved SD awareness	Improved departmental activities and sustainable management of our land and facilities	Minimizing the environmental and health effects of Health Canada’s physical operations and activities

The results chain for sustainable development at Health Canada begins at the target level. Each target is composed of several activities, which result in an output—that is, a deliverable or achievement such as a guidebook or action plan, which will contribute to the overall aim and achievement of the target. The measured implementation of the activity at the target level will result in an outcome. The results chain

provides for various levels of outcome information: immediate, intermediate and long term. For example, a guidebook or action plan may have the immediate outcome of improving awareness about a particular SD issue among Health Canada employees. There could be several intermediate outcomes that result from this improved awareness. In the example provided, the intermediate outcomes of developing a guidebook are improved departmental activities and sustainable management of our land and facilities. In this Sustainable Development Strategy, long-term outcomes are articulated as themes. For example, the long-term outcome associated with improved departmental activities and sustainable management of our land and facilities will be to minimize the environmental and health effects of the Department's physical operations and activities.

Performance Management Framework for Health Canada's Third Sustainable Development Strategy

Health Canada's performance management framework for its third Sustainable Development Strategy uses several mechanisms to manage, coordinate and guide SD initiatives and activities. These include:

- a departmental SD database management tool,
- the departmental Report on Plans and Priorities (RPP),
- the Departmental Performance Report (DPR),
- Sustainable Development Strategy internal performance progress reports, and
- annual performance reports.

The departmental SD database management tool is the primary mechanism for capturing information and progress related to Sustainable Development Strategy targets. The database contains information concerning target progress, performance, status and corrective actions. Departmental SD coordinators and the OSD work together to ensure progress and performance information is up-to-date, comprehensive, valid and reliable.

As recommended by the CESD, Health Canada outlines its SD priorities in its departmental RPP. The information in the RPP supports and is linked to the commitments in the departmental Sustainable Development Strategy. Performance on SD priorities is reported in the DPR. Health Canada has also strengthened its Sustainable Development Strategy performance management and reporting to include additional mechanisms: the Sustainable Development Strategy internal performance progress reports and the annual performance reports. Three times a year, senior managers at Health Canada are provided with detailed performance progress reports that describe target status. Using the inventory of SD commitments maintained by the CESD, performance information is based on the specific, measurable, outcome-oriented and time-driven targets outlined in the strategies. Each fall, Health Canada publishes a detailed annual performance report of Sustainable Development Strategy performance to supplement the information outlined in the DPR.

Table 3 shows how Sustainable Development Strategy performance information on SD targets is graded internally before inclusion in the DPR, internal SD performance reports and the annual performance reports. This progress-grading process was established in consultation with the CESD.



Table 3: Example of Performance Reporting on SDS Targets

Description of progress toward targets in the Sustainable Development Strategy	Comments
Target has been achieved.	The target identified in the Sustainable Development Strategy has been achieved. Departments and agencies may wish to include a discussion of the results associated with achieving their target.
Progress toward target is on schedule.	Progress toward the target identified in the Sustainable Development Strategy is ongoing and on schedule. Departments and agencies may wish to include a discussion of the results associated with progressing toward their targets.
Target has not yet been met, or progress toward target has been delayed.	Progress on the target in the Sustainable Development Strategy has been delayed. A brief explanation of why progress has been delayed and the barriers and challenges being encountered should be provided. Corrective actions for bringing the target back on track should also be outlined.
Target has been revised.	The target has been revised. A brief explanation of why and how the target was revised should be included.
Target is no longer valid.	The target is no longer valid. An explanation of why it is no longer valid should be provided.

Status Report on Sustainable Development Strategy 2000 Commitments

At the time of publication of this Strategy, Health Canada was on track to complete 88 percent of the commitments made in Sustainable Development Strategy 2000. Barriers have arisen for 12 percent of the targets; these are being addressed through corrective actions. Objectives and targets in this Sustainable Development Strategy build on the experience and momentum of Sustainable Development Strategy 2000.

As documented in the first and second annual reports (www.hc-sc.gc.ca/hecs-sesc/osd/report.htm), Health Canada has made significant progress in many priority areas. Some of the key achievements from Sustainable Development Strategy 2000 are outlined below:

- Health Canada has made progress toward reducing the health inequities between Canada's First Nations and Inuit and the general population for selected health problems. The Department has been working toward reducing health inequities through programs such as the Aboriginal Diabetes Initiative, Home and Community Care program and the Future of Children and Youth in the Arctic initiative. Health Canada's third Sustainable Development Strategy further addresses this important area by supporting the development of a sustainable, accessible, integrated health system which contributes to improvements in the health status of First Nations and Inuit (see Target 1.2.1).
- The Department has supported healthy community initiatives such as the Community Animation Program (CAP) and the Community Action Program for Children (CAPC). Through these programs, Health Canada's regional offices participated in and supported a variety of sustainable community initiatives such as:
 - community-based computer training workshops,
 - community gardens and schoolyard naturalization projects,
 - waste reduction and an increase in the number of recycling projects, and
 - water quality and environmental health projects.
- Health Canada has made strides in integrating sustainable development into departmental decision-making and management processes. The Department has developed SD training tools for raising awareness and improving integration, and has collected case studies on the integration of sustainable development into legislation, policies and programs. The Department has included an SD section in Health Canada's decision-making framework for risk assessment/risk management. Theme 2 of Health Canada's third Sustainable Development Strategy builds upon the momentum of these achievements by addressing areas that will further address the integration of SD considerations in departmental decision making. SD integration is viewed as an essential aspect of creating a culture of sustainability at Health Canada.



Health Canada has also addressed objective and target areas that required adjustment. For example:

- Some targets identified in Sustainable Development Strategy 2000 were described in such a way that performance of the target was difficult to identify and quantify. As the Strategy progressed, some of its targets underwent significant review and revision, while ensuring their original intent stayed the same. These corrective actions have allowed increased performance measurability and improved performance reporting. Attention to specific, measurable, results-oriented and time-driven targets has been carried over into this third Sustainable Development Strategy.
- Several significant challenges arose during the implementation of many Theme 3 (*minimizing the environmental and health effects of the Department's physical operations and activities*) targets in Sustainable Development Strategy 2000. While implementing the second Sustainable Development Strategy, it became evident that the commitments in Theme 3 involved more depth and breadth than what was originally expected, and exceeded the resources available to complete them properly. As a result, several Theme 3 targets were adjusted. The third Sustainable Development Strategy reflects significant adjustments in the focus and level of targets.

A final report for the second Sustainable Development Strategy will be published in the spring of 2004. This report will provide a comprehensive review of our SD achievements from the 2000 Sustainable Development Strategy. In keeping with the structure of the final report for Sustainable Development Strategy 1997, the final report for 2000 will include an action plan to address those priority areas that faced obstacles, and examine approaches for addressing them.



Conclusion

Health Canada is proud to present its third Sustainable Development Strategy as a plan for continuing to practise sustainable development within the Department. At one level, this Strategy is a tool, a plan and a report on progress for our SD activities. On another level, this document is much more than those three elements. All together, it is a strategy for attaining lasting change. This Sustainable Development Strategy provides Health Canada staff with the information and tools to become agents of change. They are responsible for the ongoing integration of SD practices into the programs, services, activities and operations of the Department. In effect, we must all become the change we wish to see.



Appendix A: Health Canada's Sustainable Development Policy

The mission of Health Canada is to help the people of Canada maintain and improve their health. This activity is the very essence of the development of a sustainable Canadian society. Every activity planned and undertaken within Health Canada must consider this mission and the concept of sustainability. Moreover, the purpose and energy of all Health Canada staff must be engaged in ensuring that the Department's mission is undertaken in a manner that is environmentally, socially/culturally and economically sustainable in the short term and in the long term.

Effective date: This policy became effective in December 2000 when it was approved by the Departmental Executive Committee (DEC).

Policy Environment

The Government of Canada signed the Rio de Janeiro Declaration in 1992 and endorsed Agenda 21 of the United Nations Conference on Environment and Development which stated as its first principle, "Human beings are the center of concern for sustainable development. They are entitled to a healthy and productive life in harmony with nature."

- Health Canada recognizes that sustainable development is required for the maintenance and improvement of health in the long term and that meeting the health needs of the present generation of Canadians should not compromise the ability of future generations to meet their needs.
- Health Canada has a legislative mandate to address the determinants of health and to incorporate into its work the principles and practices of sustainable development.
- Canada amended the *Auditor General Act* in 1995 to require all departments to prepare SD strategies every three years and to report annually to Parliament on progress.
- Health Canada tabled its first Sustainable Development Strategy in 1997 and committed to implement SD principles and practices in its policies, plans and programs.
- The Commissioner of the Environment and Sustainable Development has requested clear articulation of each department's policy on sustainable development.
- Health Canada intends to guide management and staff in the efficient and effective implementation of SD principles and practices through the application of this policy.

Policy Objective

To strive toward making Health Canada's legislation, regulations, policies, plans, programs and physical operations supportive of the government's commitment to sustainable development and to advance the principles of sustainable development to the extent possible.

Guiding Principles

Shared responsibility: Sustainable development is a shared responsibility among federal departments and agencies and between other levels of government, the private sector, voluntary and community-based organizations and individual Canadians. Health Canada is committed to forming and working in partnerships on sustainable development.

Integrated approaches: Making progress on sustainable development requires integrated approaches to policy development, planning and decision making; approaches that take account of environmental, social/cultural and economic factors and the precautionary approach. Health Canada is committed to considering these interdependent factors in all its activities and ensuring that the SD benefits are optimized to the fullest extent possible.

Equity: Sustainable development requires an equitable distribution of the costs and benefits of development within Canada, among different nations and between generations. Health Canada is committed to evaluating environmental, social/cultural and economic costs and benefits of its decisions and activities.

Accountability: Accountability for making progress on sustainable development should be clearly defined, recognizing that sustainable development is a shared responsibility. Health Canada is committed to ensuring that accountability for its SD commitments is clearly assigned and monitored.

Continuous improvement: An approach based on continuous incremental improvement is required to make progress on sustainable development. Health Canada is committed to building on its experience and incorporating best practices in its work to achieve sustainable development over the long term.

Policy Requirements

Health Canada will:

- prepare or update a Sustainable Development Strategy and table it in the House of Commons at least every three years, in compliance with the requirements of the *Auditor General Act*;
- prepare an annual report on the progress made on the commitments in the Strategy;
- integrate the principles and practices of sustainable development into all of its corporate planning processes and in branch, regional and agency planning processes, as outlined in its SD strategies;
- fully consider environmental, social/cultural and economic factors when developing or amending legislation, regulations, policies and programs, and ensure compliance with the 1999 Cabinet Directive on the Environmental Assessment of Policy, Plans and Program Proposals (Canadian Environmental Assessment Agency, 1999);
- implement SD principles and practices within its programs, including the departmental Environmental Management System, in a manner that is compatible with the International Organization for Standardization's management criteria described in ISO 14001 and 14004;



- develop and implement strategies to educate staff on the concepts of sustainable development and the incorporation of this policy and other information on sustainable development into departmental training and communication initiatives;
- take into consideration the principles and practices of sustainable development when developing contracts, grants, contribution agreements and transfers to external organizations and individuals;
- comply with all legal, policy and other requirements pertinent to and bearing on its Sustainable Development Strategy and obligations to advance sustainable development; and
- evaluate its managers on their contribution and leadership with respect to sustainable development.

Application

This policy applies to all of Health Canada's branches, regions and agencies.

Roles and Responsibilities

- The Deputy Minister is responsible for ensuring that Health Canada adopts the principles and practices of sustainable development, prepares and implements a triennial Sustainable Development Strategy, and reports annually on progress on achieving SD objectives in the Departmental Performance Report.
- The Assistant Deputy Minister, Healthy Environments and Consumer Safety Branch, is responsible for the coordination of SD policies and strategies in Health Canada and chairing the departmental Steering Committee on Sustainable Development.
- The departmental Steering Committee on Sustainable Development is responsible for advising the DEC on policies and initiatives respecting the implementation of sustainable development in Health Canada.
- Branch Assistant Deputy Ministers, Agency Executive Directors and Regional Directors General are responsible for the application of this policy within their respective branch, agency or region.
- Directors General are responsible for reviewing the policies, plans and programs in areas under their responsibility to ensure that they have been developed with due application of the principles and practices of sustainable development. They are also responsible for providing SD targets and progress statements.
- The Office of Sustainable Development (OSD) is responsible for coordinating the preparation of the Department's Sustainable Development Strategy. It will also coordinate implementation, training and communication aspects of sustainable development on behalf of the Department.

Reporting and Monitoring

The OSD will coordinate the preparation of the reports of progress on the Department's Sustainable Development Strategy required under the *Auditor General Act* and the information on sustainable development prepared for the Departmental Performance Report.

The OSD, in conjunction with internal auditors, will provide an annual report to the DEC on the implementation of this policy. Assistant Deputy Ministers, Regional Directors General and Executive Directors will be responsible for providing information to the OSD to facilitate the preparation of this report.

The DEC will prepare revisions to the policy as needed in response to the review of the annual report on implementation of the policy and based on the Department's commitment to the principle of continuous improvement.

Effective Date

This policy became effective in December 2000 when it was approved by the DEC.

Enquiries

Any enquiries concerning this policy should be directed to the OSD.



Appendix B:

Departmental Profile

Good health is a fundamental goal of all Canadians. Canada benefits socially and economically when everyone enjoys the best possible health. To meet that goal, the Government of Canada has given Health Canada and the Minister a broad mandate. Working with its partners, Health Canada provides Canadians with leadership in the following areas:

- access to quality health care services for Canadians,
- improved well-being through health promotion and illness prevention,
- safer health products and food,
- healthier environments and safer products for Canadians,
- sustainable pest management and programs,
- sustainable health services and programs for First Nations and Inuit communities so their people may attain a level of health comparable with that of other Canadians,
- better health outcomes through information and communications, and
- technologies and evidence-based decision making.

The Department's formal mandate is spelled out in the *Department of Health Act* while the Minister of Health is responsible for the direct administration of another 18 laws. Through policy development and the delivery of specific programs and services, Health Canada touches the lives of all Canadians.

Our Vision

Health Canada is committed to improving the lives of all of Canada's people and to making this country's population among the healthiest in the world, as measured by longevity, lifestyle and effective use of the public health care system.

Mission Statement

To help the people of Canada maintain and improve their health.

Objectives

Health Canada works with many partners to fulfil its mission. This objective is met in many different ways, by:

- preventing and reducing risks to individual health and the overall environment;
- promoting healthier lifestyles;
- ensuring high quality health services that are efficient and accessible;

- integrating renewal of the health care system with longer term plans in the areas of prevention, health promotion and protection;
- reducing health inequalities in Canadian society; and
- providing health information to help Canadians make informed decisions.

Through a network of regional offices and its numerous partnerships, the Department helps to maintain effective and sustainable systems for health that allow the greatest number of Canadians to enjoy good health throughout their lives. The Department strives to reduce inequalities in health status, particularly among children, youth, elderly persons, and First Nations people and Inuit.

In Concert with Others

Health Canada works with the people of Canada through consultation and public involvement. This includes working with our partners: provinces and territories, First Nations and Inuit communities, professional associations, consumer groups, universities and research institutes, international organizations, volunteers, and other federal departments and agencies. Health Canada plays many roles in order to achieve its objectives. Overall, the Department leads and partners with others in both health protection and promotion.

In the face of a constant evolution of Canadian health needs, Health Canada remains flexible in its operations, its allocation of limited resources, and its response to local, national and international forces that affect the field of health.



Appendix C:

SD Resources

- Health Canada's Office of Sustainable Development
<http://www.hc-sc.gc.ca/hecs-sesc/osd/index.htm>
- Commissioner of the Environment and Sustainable Development
<http://www.oag-bvg.gc.ca/domino/oag-bvg.nsf/html/environment.html>
- International Institute for Sustainable Development
<http://www.iisd.org/>
- SD Gateway
<http://www.sdgateway.net/>
- Sustainable Development Information System
<http://www.sdinfo.gc.ca/>
- United Nations Division for Sustainable Development
<http://www.un.org/esa/sustdev/>
- World Summit on Sustainable Development
<http://www.un.org/events/wssd/>
- World Business Council for Sustainable Development
<http://www.wbcsd.ch/templates/TemplateWBCSD4/layout.asp?MenuID=1>
- Sustainable Development International
<http://www.sustdev.org/>

