

# STRATEGIC PLAN

2020-2025





DO NO HARM

# FOREWORD

I AM DELIGHTED TO PRESENT HCWH EUROPE'S STRATEGIC PLAN 2020-2025. IT SETS OUT THE BLUEPRINT FOR ACTION FOR THE ORGANISATION FOR THE NEXT FIVE YEARS, GIVING OUR MEMBERS, PARTNERS, AND THE HCWH EUROPE TEAM DIRECTION AND INSPIRATION TO CONTINUE OUR WORK TOGETHER TO CREATE AN ENVIRONMENTALLY RESPONSIBLE HEALTHCARE SECTOR IN EUROPE.

HCWH Europe has been working to implement sustainable healthcare in Europe since 2003, bringing the voice of healthcare professionals to the European policy debate about important environmental health issues and educating the sector to take action to reduce its environmental footprint. Over that time, it has achieved notable successes and established a Europe-wide network of organisations that support its vision of a healthcare sector that leads the way in creating an environmentally sustainable, equitable, and healthy world.

This strategy continues to build on that groundwork - it sets out strategic themes, goals, and approaches that will define our work over the next five years, enabling us to communicate our strategic ambition to our members, partners, funders, and other stakeholders.

We are entering a new and exciting stage in our evolution. This strategy, combined with our renewed governance, should enable us to build a strong, financially sustainable organisation capable of fulfilling its vision and mission and delivering greater impact in Europe.

**WILL CLARK**

*Executive Director*



DEVELOPING A FIVE-YEAR STRATEGIC PLAN IN THE SPRING OF 2020 IS A CHALLENGING TASK – DURING A GLOBAL PANDEMIC, IT IS DIFFICULT TO KNOW WHAT THE FUTURE HOLDS FOR PUBLIC HEALTH, THE DELIVERY OF HEALTHCARE, AND OUR SOCIETY AT LARGE. NEVERTHELESS, ESTABLISHING A LONGER-TERM STRATEGY FOR HCWH EUROPE IS NOW PROBABLY MORE IMPORTANT THAN EVER.

During the COVID-19 pandemic, we have faced several threats to the development of sustainable healthcare in Europe, such as a dramatic increase in the demand and use of disinfectants and single-use medical items. As a consequence, we have experienced a worrying rise in the amount of waste produced by the healthcare sector. In some parts of Europe, there have even been shortages of disinfectants and medical items - particularly PPE - at a critical time.

Importantly, healthcare workers are questioning single-use products and exploring methods and treatments to reuse products in a safe and responsible way. Recognition of the need to create a more sustainable and resilient approach to healthcare across Europe is growing, and this serves as a rallying call for the goals and aspirations of this strategic plan.

HCWH Europe elected a new Board of Directors at the start of 2020, bringing varied, valuable experiences and individual networks to the organisation. As Chair of this new Board, I believe that we, together with the wider HCWH network, will provide valuable support to the organisation in our mission towards a sustainable healthcare system that truly upholds the Hippocratic oath to do no harm.

**ANDERS BOLMSTEDT**

*Chair of the HCWH Europe Board of Directors*



# OVERVIEW

## & BACKGROUND

### FIRST, DO NO HARM

The quality of our natural environment and the health of human populations are intrinsically connected. Contemporary environmental hazards such as poor air quality, pollution of surface and groundwater, food contaminants, toxic chemicals and hazardous wastes increase the risk of cancer, heart disease, asthma and many other diseases. Climate change – the most pressing environmental threat we face – is increasingly recognised as a global public health emergency, linked to chronic conditions, such as kidney disease, depression, and chronic obstructive pulmonary disease.

Maintaining a healthy environment is therefore central to increasing quality of life and years of healthy life. And yet the healthcare sector, whose mission is protecting and promoting health, is a significant contributor to environmental harm. The scale of the sector worldwide means that unhealthy healthcare practices — such as poor waste management, use of toxic chemicals, unhealthy food choices, and reliance on polluting technologies — have a major impact on human and environmental health.

It was in recognition of this that Health Care Without Harm (HCWH) was founded. Along with its partners worldwide, HCWH shares a vision of a healthcare sector that does no harm and instead

actively promotes the health of people and the environment. Since its inception in 1996, HCWH has worked to implement ecologically sound and healthy alternatives to healthcare practices that harm the environment and contribute to ill health. Through its purchasing power and its mission-driven interest in preventing disease, we believe the healthcare sector can help shift the entire economy toward sustainable, safer products and practices.

With a network of over 1,350 members in 72 countries, HCWH is now at the centre of this work to transform the healthcare sector worldwide without compromising patient safety or care to become ecologically sustainable and a leading advocate for environmental health and justice.

**“We can’t have healthy people on a sick planet”**

Gary Cohen  
*Founder - Health Care Without Harm*



## HCWH IN EUROPE

HCWH Europe was established in 2003 as the European arm of HCWH, with a focus on lobbying and implementing sustainable healthcare practices at a Europe-wide level. Thirteen organisations and other stakeholders, active in the health and environmental sectors, came together to form the organisation and develop an agenda to create an environmentally responsible healthcare system in Europe.

Over the 17 years since its formation, HCWH Europe has evolved with changing organisational structures, membership composition, leadership priorities, and overall sense of purpose. This five-year strategy – the first in the organisation’s history – provides an opportunity to take stock, refocus and set a clear direction of travel for HCWH Europe.

The timing of this strategy is important: it follows the formation of a new leadership team and Board of Directors, as well as a newly elected European Parliament and President of the European Commission, which will set a new policy agenda at the EU level.<sup>1</sup> The strategy also builds on work undertaken in 2019 to update HCWH Europe’s constitution and governance, creating an organisation that is fit for the future.

We have built a strong and diverse coalition of members, partners, and other stakeholders since 2003, and our strategic priorities for the coming years have been developed through consultations with our members, as well our board, staff, and wider network in Europe and beyond. We recognise the important role each of these stakeholders has to play in the successful delivery of this strategy – supporting us to develop, increase our impact and ultimately fulfil our mission in Europe. Our aim is for the Executive Summary of this Strategic Plan to be translated into multiple European languages, enabling it to reach the widest possible audience.

<sup>1</sup> For example, the introduction of the European Green Deal in 2020 as a growth strategy for Europe will provide an important backdrop to our work going forward. Its objective of creating a climate neutral, circular and clean economy in Europe, and its wider zero pollution ambition, is in direct alignment with HCWH Europe’s mission and, if fully implemented, could become a powerful driver for change within the healthcare sector.





## COVID-19 AND A CHANGING HEALTHCARE LANDSCAPE IN EUROPE

The COVID-19 pandemic of 2020 has delivered a profound shock to health systems and communities across Europe. The outbreak is expected to have major long-term consequences for the healthcare sector and it is therefore important to consider how this will affect our work in the coming years.

Hospitals have been the component of the health system worst affected by COVID-19 to date, and the pandemic has taken a significant toll on healthcare professionals across Europe. In the short-term health systems are reorganising their services on a large scale to increase capacity to treat patients with COVID-19. Understandably, the pandemic has led many of our members to reprioritise activities and divert resources towards tackling the outbreak. This has already disrupted our project work and to some extent also hindered our engagement with members. We anticipate this will ease during 2020 but may continue in some form into 2021 - we will therefore need to be prepared for this.

In the longer-term, the outbreak could result in a reorientation of the healthcare agenda in Europe in a way that could have a direct and significant impact on the achievement of sustainable healthcare.

The pandemic has highlighted and exacerbated the vulnerability of healthcare systems, societies, and health across Europe, and exposed critical shortcomings in healthcare infrastructure, even in countries with world-class medical facilities. At the same time, the relationship between pandemics and environmental health has come into sharp focus during the outbreak, providing a powerful signal that improving environmental quality and reducing environmental risk factors are fundamental to enhancing community health and resilience. When

the outbreak subsides, European countries will have the opportunity to reorientate the healthcare agenda with a focus on public health, disease prevention, and health equity, and ultimately work towards creating health systems that are more resilient and sustainable.

The pandemic has already accelerated the roll-out of new care models designed around the principles of prevention and remote healthcare. Digital health strategies have been adopted by several countries to control the spread of COVID-19 with remote monitoring and diagnosis, telehealth platforms, and AI-powered assessment apps and devices becoming the norm. These technologies have the potential to transform the way care is delivered in Europe, shifting focus and resources away from interventions towards prevention, early diagnosis, and wellbeing. This is likely to have a profound influence on the role of hospitals and healthcare professionals and will bring new players into the healthcare ecosystem, resulting in new partnerships and business models.

At the EU level, the proposed COVID-19 recovery instrument, Next Generation EU, will channel unprecedented levels of investment over the next five years to support Member States to boost economic growth, protect livelihoods, and improve community resilience and environmental health. Its standalone health programme, EU4Health, is intended to support investment in prevention, crisis preparedness and activities to improve long-term health outcomes for EU citizens. Together with national recovery packages, these instruments are likely to drive long-term structural changes to the health market and have the potential to shape the way Europeans live, work, and consume for years to come.

## THE IMPLICATIONS OF THESE DEVELOPMENTS FOR OUR ORGANISATION ARE THREEFOLD.

First, the issues highlighted by the COVID-19 outbreak further strengthen the case for the alignment and integration of health and environmental policy in Europe and we must make this an immediate and overarching priority in our activity planning and advocacy. In particular, we must ensure that investments made through national and EU recovery packages, and the policy decisions that will guide recovery in the short- and long-term, effectively contribute to positive environmental and human health outcomes. In addition, we will need to provide increased levels of direct support to hospitals and healthcare providers in the short-term so they can develop more sustainable and resilient infrastructure, supply chains, and operations.

Second, as awareness about the interlinkages between human and environmental health grows in the wake of the pandemic, and issues such as the climate crisis have an even greater impact on the lives of people across the planet, we anticipate an increase in interest from donors and public agencies in supporting action on environment and health. This could create new opportunities for HCWH Europe and its network of members and partners and underscores the importance of establishing a clear strategic vision about how we can bring about lasting change in the healthcare sector.

Third, over the longer-term, the COVID-19 pandemic could drive a shift towards new healthcare models and a restructuring of the healthcare market across Europe. This will directly affect the nature of our activities and relationships and may require a reevaluation of the role and composition of our networks, as well as the development of new partnerships, programmes, and activities. The scope, scale, and pace of these developments is unclear, and this will demand a dynamic approach to adapting and evolving our strategy. However, we see a unique opportunity for HCWH Europe to bring insight and understanding of the role of environmental sustainability in new and emerging care models to policymakers and healthcare leaders across Europe. This would require us to invest resources in research and innovation and bring new skills and capacity into the organisation to support the design of new healthcare models that are both financially and environmentally sustainable, and capable of improving long-term health outcomes. We will work with our board, members, and partners to fully evaluate this opportunity during the first year of implementation of this strategic plan.



# OUR MANDATE

## VISION, MISSION, AND THEORY OF CHANGE

### OUR VISION

*Healthcare mobilises its ethical, economic, and political influence to create an ecologically sustainable, equitable, and healthy world.*

### OUR MISSION

*To transform healthcare worldwide so that it reduces its environmental footprint, becomes a community anchor for sustainability, and a leader in the global movement for environmental health and justice.*

HCWH's work is driven by the conviction that the healthcare sector has a unique role to play in addressing the health impacts caused by environmental harm. We believe the sector can be effective in three interconnected ways:

- 1** **By mitigating its own impacts** – the healthcare sector “cleans up its house” by mitigating its direct environmental footprint, delivering health services that create no negative environmental health impacts on people or the planet.
- 2** **By anchoring health and resilience** – healthcare providers and public health systems stimulate cross-sector collaborations to create networks and strategies for community health improvement that build resilience to the shocks and stressors of major environmental change.
- 3** **By leading broader societal transformation** – healthcare leaders are empowered to advocate for policies that are more protective of both human health and the ecosystems that sustain all life, catalysing broader market and societal transformation. Healthcare professionals become messengers for health in all policies, and the sector redirects resources to health management, prevention, and high-value care, ensuring all people gain equal access to health services and conditions that support healthy lives.

# OUR IDENTITY

HCWH Europe was established in 2003 as a non-profit coalition of European hospitals, healthcare systems, healthcare professionals, local authorities, research/academic institutions and environmental and health organisations. At the outset membership of HCWH Europe was based on an organisational commitment to the mission and goals of the organisation, and a desire to participate fully in helping to achieve them.





At the close of 2019, the organisation had 142 members in 29 countries, including 20 Member States of the European Union. HCWH Europe's operational area covers the 53 countries of the WHO European Region.

HCWH Europe is part of a global network, with regional offices on three continents, partners around the world, and global and regional initiatives. Globally, HCWH comprises:

- Three regional offices (based Brussels, Manila, and Washington, DC) that develop regional work and initiatives in Europe, South East Asia, and North America, respectively. The organisation also has a virtual office in Latin America and a global team that facilitates programmes with global impact
- Strategic partners that represent our interests and lead the development and implementation of HCWH-related work in Australia, Brazil, China, India, Nepal, and South Africa
- Practice Greenhealth, a nonprofit health care sustainability membership organisation, and Greenhealth Exchange, a green purchasing cooperative, both based in the United States

Although an integral part of this global movement, HCWH Europe is an autonomous organisation with its own constitution, governance and Europe-focused programmes and goals. HCWH Europe's relationship with the wider HCWH network is framed by a Joint Ownership Agreement and facilitated through the International Council (IC), which includes representatives from each of the HCWH entities and the global team. The IC meets on a monthly basis and provides a forum for agreeing on overarching priorities and principles relating to policy, programmatic work, and funding opportunities. Its primary role is ensuring the HCWH network functions in an effective and coherent way. Through this body, HCWH Europe is able to influence the direction of HCWH and provide expertise and input to support global initiatives. This ensures that the voice of European members and partners is represented at the global level within HCWH.

In 2011, HCWH launched Global Green & Healthy Hospitals (GGHH) – an international network of hospitals, healthcare facilities, health systems, and health organisations dedicated to reducing their environmental footprint and promoting public and environmental health. The GGHH network has over 1,350 members in 72 countries representing the interests of over 43,000 hospitals and health centres.

In Europe, GGHH was developed and operated independently of HCWH Europe's member network. In 2019, however, HCWH Europe merged its membership with the GGHH network in Europe - eligible HCWH Europe members joined this worldwide community and now benefit from access to a range of exclusive tools and resources. In return, European members of GGHH joined HCWH Europe's membership, giving them a say in how HCWH Europe is governed. This was the first significant step in a process to reshape and refocus HCWH Europe's network structure - a process that will continue under this new strategy.



# OUR STRATEGIC GOALS

IN PURSUING OUR MISSION WE HAVE DEFINED FOUR PROGRAMMATIC GOALS WHICH WILL DRIVE OUR OBJECTIVES AND ACTIVITIES OVER THE NEXT FIVE YEARS AND BEYOND



## CLIMATE-SMART HEALTHCARE

The European healthcare sector is transformed into a net zero carbon and climate-resilient sector that protects public health from climate change and accelerates the transition to a low-carbon economy.



## CIRCULAR HEALTHCARE

European health systems drive markets towards toxic-free products that conserve finite resources, minimise waste, and contribute to an ethical supply chain and circular economy.



## SUSTAINABLE FOOD

The European healthcare sector contributes to a food system that is environmentally sustainable, socially equitable, and actively promotes and enhances health and wellbeing.



## SAFER PHARMA

Pharmaceutical pollution and its contribution to the development of antimicrobial resistance (AMR) is minimised.

Our four programmes are interconnected and will be implemented in a holistic and coordinated way through the creation of new action networks. These networks will form our main implementation channels within this strategy, providing the opportunity for coordination, synergy, and scaling of impact. These networks are described below.



1

## CREATING SUSTAINABLE HEALTHCARE ENVIRONMENTS

We aim to build a broad and engaged grassroots membership network of hospitals and healthcare providers, and provide direct support to those members on practical sustainability challenges through pilot initiatives, development of tools and resources, training and capacity building, benchmarking, and scaling of best practice. Our goal is to encourage and assist more healthcare providers to invest in the implementation of sustainable healthcare solutions and to develop and mobilise the sustainability profession within the European healthcare sector.

An important driver for this work will be to demonstrate the business case for adopting sustainable healthcare by evidencing that sustainable business practices both save money and improve quality of care. This is a particular challenge given the breadth and diversity of healthcare systems across Europe and will require us to establish robust but accessible data collection, validation, and reporting mechanisms within the GGHH network.

Through GGHH, we will create the only pan-European community of hospitals, healthcare providers and health systems working collectively on advancing sustainable healthcare policy and practice. In developing this network, we hope to bring an understanding of the opportunities, challenges, and obstacles facing healthcare providers across Europe in transitioning to sustainable healthcare and provide a platform for collaboration, innovation, and learning.

2

## CREATING HEALTHCARE SUSTAINABILITY LEADERS

We aim to educate and influence healthcare leaders and decision-makers within healthcare organisations and national health ministries on the importance of the environment and its relationship with the core business of healthcare provision in Europe.

To accomplish this we will mobilise the healthcare profession through new Europe-wide health professionals' networks to drive action at the individual, community, and healthcare provider levels and advocate for stronger policies that protect the environment and public health at EU and national levels. By channelling the voice of healthcare professionals directly to policymakers, we aim to establish a credible and effective advocacy platform and ensure our messaging properly reflects the needs and interests of the sector.

Working through these networks and through our relationship with key partners, including WHO Europe via the European Health & Environment process, we will also advocate for the creation of national plans for sustainable healthcare across Europe to drive action at the system, community, and individual health provider level.

# 3

## CREATING A SUSTAINABLE HEALTHCARE SUPPLY CHAIN

We aim to harness the economic influence of the sector to drive markets towards the supply of healthier and more sustainable products and services through harmonised procurement standards, aggregated demand, innovation, and supply chain engagement and cooperation. This will be done through the establishment of a new Healthcare Market Transformation Network (HMTN) to facilitate

collaboration between healthcare providers, key industry stakeholders, and other supply chain actors in relation to priority product categories.

Alongside the development of this network, we will continue to advocate for policies that support a greening of the European healthcare supply chain in line with our four programmatic goals.



SUSTAINABLE FOOD



CLIMATE-SMART HEALTHCARE



SAFER PHARMA



CIRCULAR HEALTHCARE

## OUR ACTION NETWORKS

### GLOBAL GREEN AND HEALTHY HOSPITALS

Expanding GGHH will create a pan-European community of European hospitals, healthcare providers and health systems working collectively on advancing sustainable healthcare policy and practice.



### SUSTAINABLE HEALTHCARE LEADERS' NETWORKS

Europe-wide networks of health professionals (such as Doctors for Greener Healthcare and the Nurses Climate Challenge network) and healthcare decision-makers will drive action at the individual, community, and healthcare provider levels and advocate for stronger policies that protect the environment and public health.



### HEALTHCARE MARKET TRANSFORMATION NETWORK

The HMTN will coordinate action to drive markets towards the supply of healthier and more sustainable products and services through harmonised procurement standards, aggregated demand, innovation, and supply chain engagement and cooperation.



# GOVERNANCE AND LEADERSHIP

Good governance and effective leadership lie at the heart of all successful organisations. We are committed to developing an inclusive governance structure that brings together our members, Board of Directors and delivery team, enabling them all to play an active role in the running of HCWH Europe.

The development of this strategy builds on work undertaken to update HCWH Europe's constitution, resulting in the introduction of a new, simplified governance structure for the organisation in 2020 giving our members more influence in how the organisation functions.

Within the new structure, our members define the principles of operation through a General Meeting (GM). The GM is the highest authority of the organisation and has responsibility for electing HCWH Europe's Board of Directors (the Board). The GM ensures the Board has the skills and experience necessary to provide excellent governance and that it performs its tasks properly in accordance with the goals of the organisation.

The Board exercises all powers which are not expressly reserved to the GM and reports on the organisation's activities to the GM each year. Specific responsibilities of the Board include:

- Providing strategic leadership by supporting the bureau (secretariat) to define HCWH Europe's goals and priorities
- Ensuring oversight of the delivery of HCWH Europe's annual work plan
- Preparing the annual accounts, annual budget, audit reports, and any material business decisions, and reporting these to the GM for approval

- Contributing to the successful development of HCWH Europe's membership and fundraising networks
- Establishing and developing relationships with boards from other HCWH entities to improve organisational governance, development, and learning
- Delegating management authority and responsibility to the Executive Director (ED)

The GM will be held annually and the Board will meet at least four times a year. The bureau will develop, support, and work directly with the members to deliver on the strategies and directions laid down by the Board and as approved by the GM.

The Board is responsible for appointing the ED, who acts as a chief staff officer at HCWH Europe. The ED attends meetings of the GM and the Board with the right to take part in deliberations but without the right to vote. The ED is responsible for appointing the staff of the bureau in accordance with the policies established by the Board, and in conformity with local employment legislation, and for designing the bureau's internal organisational structure and operational policies. Alongside these core functions, the ED forms a key part of HCWH's global leadership team, facilitated by the International Council, and provides expertise and input into supporting the development of HCWH's global network and programmes.

# ORGANISATIONAL DEVELOPMENT

The success of this strategy rests on our ability to attract and retain talented and motivated staff, and this is a top priority for HCWH Europe over the next five years. We are committed to creating a strong, dynamic and creative team culture that enables all staff to fulfil their potential and contribute effectively to the achievement of our strategic goals. To that end, our approach to organisational development will be defined by the following objectives:

- Creating a performance culture by building trust and accountability, setting clear goals and challenging all staff to learn and develop
- Supporting career development and succession planning by actively seeking opportunities for staff to grow, succeed, and build their future
- Promoting honesty, transparency and open communication at all levels
- Enabling a dynamic and flexible work environment which embraces innovative ways of working and communicating
- Embedding and reinforcing our core values throughout the organisation and workplace

This strategy establishes a vision of growth, development, and extended influence and impact for HCWH Europe. We recognise the need to evolve the organisation's structure and development plan over the coming years in order to meet the demands of an expanding membership network and project portfolio as described by the programmatic goals and

objectives set out above. For more information about our Development Strategy, please see Annex C.

We will maintain a dynamic and responsive organisational development plan in order to identify short- and medium-term resourcing priorities as demanded by our annual operational and programmatic priorities. Alongside this we will take a strategic approach to skills development, strengthening capacity in key areas such as financial management and fundraising, membership engagement and strategic communications, and Monitoring Evaluation and Learning (MEL), as well as continuing to develop the team's working knowledge of sustainability issues in the healthcare sector to enhance the relevance and impact of our work.

Although the primary focus of this strategy is the development of HCWH Europe, we recognise the leadership role that our organisation can play in supporting the development and impact of the wider HCWH network. It is our ambition to proactively participate in building global networks and programmes, sharing skills, expertise and experience from within our team and wherever possible mobilising resources to support the global network. Doing so will provide opportunities for our staff beyond the boundaries of our European work programme and should also help to strengthen the global HCWH movement, which will bring wider benefits to our work and our members in Europe.



# ANNEX A

## PROGRAMMATIC PRIORITIES 2020-2025

TO PROVIDE DIRECTION FOR THE NEXT FIVE YEARS,  
THE FOLLOWING OBJECTIVES AND ACTIVITIES  
HAVE BEEN IDENTIFIED FOR EACH OF OUR FOUR  
PROGRAMME AREAS.



# CLIMATE-SMART HEALTHCARE

## LONG-TERM GOAL:

The European healthcare sector is transformed into a net zero carbon and climate-resilient sector that protects public health from climate change and accelerates the transition to a low-carbon economy.



## OBJECTIVE 1

European hospitals and healthcare systems invest necessary resources into developing and implementing carbon reduction and climate resilience strategies and practices, set ambitious organisational decarbonisation targets, measure and report on progress and encourage climate action by staff and patients.

### ACTIVITIES:

Develop tools and resources to facilitate measurement, planning, implementation and reporting of carbon management actions and make these widely accessible to the sector.

- Provide direct support to European hospitals and healthcare providers to create best practice organisational carbon management plans and net zero healthcare models, supported by a business case for investment.
- Encourage the adoption of new and innovative solutions for climate-smart healthcare across our network, including clean transport technologies and the greening of healthcare estates, highlighting the health and environmental benefits and opportunities to encourage widespread adoption.
- Develop and promote the healthcare carbon management profession in Europe, with the aim of encouraging all major healthcare providers to invest in the skills and resources necessary to deliver climate-smart healthcare.

- Expand the Health Care Climate Challenge in Europe as a platform to promote best practice in climate-smart healthcare and recognise the achievements of European healthcare providers through reporting, benchmarking, and awards.
- Develop the European Healthcare Climate Council as the leading body for climate-smart healthcare practice and policy development in Europe.
- Support the European healthcare sector to improve the carbon literacy of staff, patients, and visitors through a series of targeted awareness-raising, media, and behaviour change campaigns, as well as staff training programmes.
- Mobilise a network of nurse climate champions and provide them with the necessary tools and training to influence behaviour amongst staff, patients, healthcare leaders, and amongst the wider community.
- Equip healthcare professionals in Europe are equipped with the knowledge to support carbon reduction and climate resilience strategies and to raise awareness of the links between climate and health within their institutions and communities.

### Success indicator:

# healthcare providers implementing carbon reduction plans and reporting on progress.

**Target:** 250 (2020: 25, 2021: 25, 2022: 50, 2023: 50, 2024: 100)

## OBJECTIVE 2

European healthcare procurers work together, using their economic influence to create demand for low-carbon products, services, and works, with emissions reduced throughout the supply chain.

### ACTIVITIES:

- Working with HCWH's Global Climate team, develop and promote a hospital-level supply chain emissions calculator, along with supporting guidance and case studies, to allow healthcare providers to identify emissions hotspots and opportunities for carbon reduction.
- Launch a campaign for European hospitals and health systems to target key products and product categories, promoting the adoption of low-carbon alternatives.
- Establish a Healthcare Market Transformation Network working group to foster dialogue amongst health procurers, clinicians, suppliers, and recyclers and create harmonised low-carbon product criteria targeted at supply chain hot spots including pharmaceuticals, anaesthetic gases, and medical devices.

### Success indicator:

# healthcare providers adopting low-carbon procurement criteria in their purchase of goods and services.

**Target:** 185 (2021: 10, 2022: 25, 2023: 50, 2024: 100)

## OBJECTIVE 3

Health and climate policies at the regional, national, and EU levels are strengthened and aligned to enable the transition to climate-smart healthcare in Europe.

### ACTIVITIES:

- Working with HCWH's global climate team, design a standardised methodology for the development of national decarbonisation roadmaps for the healthcare sector, and create a platform to support health ministries to build their own national healthcare decarbonisation plans.
- Build a coalition of key partners to drive stronger climate ambitions and targets at the EU and national levels, and advocate for the integration of health into EU Member States' National Energy & Climate Plans (NECPs) and Nationally Determined Contributions (NDCs), as well as the integration of climate into health policy at regional, national and EU levels.
- Support healthcare professionals to establish themselves as trusted climate action advocates, both directly and through partners in influential coalitions, and promote the role of the health sector to lead by example and advocate with and for other sectors of the economy to support health system carbon reduction.

### Success indicator:

# policy initiatives aimed at integrating health into climate policy and climate into health policy at regional, national, and EU levels.

**Target:** Target: 5 (2020: 1, 2021: 1, 2022: 1, 2023: 1, 2024: 1)

# CIRCULAR HEALTHCARE

## LONG-TERM GOAL:

European health systems drive markets towards toxic-free products that conserve finite resources, minimise waste, and contribute to an ethical supply chain and circular economy.



## OBJECTIVE 1

The European healthcare sector reduces negative health and environmental impacts from its supply chain through innovation in the design and production of circular products and services.

### ACTIVITIES:

- Improve the understanding and awareness of the risks posed to human health and the environment by key chemicals of concern (Endocrine Disrupting Chemicals, Perfluoroalkyl and Polyfluoroalkyl Substances, FRs, biocidal substances) used in target healthcare products (medical textiles, disinfectants, and plastics), and identify priorities for action.
  - Identify and promote safer and more sustainable alternatives to toxic chemicals within priority product groups that minimise risk to human health and environment impact across the lifecycle, and implement a new Europe-wide safer products platform to support procurement decision-making.
  - Provide guidance and training to European healthcare providers to improve awareness of health and environmental risks posed by priority chemicals and product groups, the impacts of clinical and procurement decision-making, as well as opportunities for substitution.
- Showcase best practice examples of innovation in sustainable healthcare procurement policies and practices to demonstrate the role of public procurement in achieving more sustainable outcomes and disseminate these to GGHH members worldwide to encourage replication.
  - Develop guidelines and provide training for European healthcare procurers on tools and techniques available to integrate sustainability into the procurement process (e.g. use of lifecycle and whole-life costing techniques) and encourage innovation in sustainable product and service design.
  - Improve awareness and share best practice in healthcare waste management among healthcare professionals, manufacturers, and policymakers in Europe.
  - Design and launch campaign activities aimed at encouraging national healthcare waste management strategies that are aligned with the waste hierarchy, circular economy principles, and pursue a zero-waste goal.

### Success indicator:

# best practice case studies demonstrating innovation in design and production of circular products and services.

**Target:** 55 (2020: 5, 2021: 10, 2022: 10, 2023: 15, 2024: 15)

## OBJECTIVE 2

Procurement teams across the European healthcare sector work together to develop harmonised sustainable criteria across key product and service groups and aggregate demand to increase the supply of sustainable products and services.

### ACTIVITIES:

- Develop Healthcare Market Transformation Network working groups with the aim of creating harmonised sustainability criteria for priority product groups in line with HCWH Europe's programmatic goals (e.g. disinfectants, medical devices, medical textiles, and healthcare plastics).
- Encourage healthcare providers to minimise waste by supporting the reuse, reprocessing, and recyclability of products, as well as the use of best practice technologies for waste treatment and disposal, through sustainable procurement criteria.
- Research and disseminate information regarding the barriers, opportunities, and benefits of sustainable healthcare procurement and support healthcare procurers to develop the business case for wide-scale adoption of sustainability criteria in tender activities.
- Publish and promote harmonised sustainable procurement criteria and support European healthcare procurers to adopt these criteria within tender activities.
- Collate and promote case study evidence to highlight the benefits that have resulted from the uptake of harmonised sustainable procurement criteria for priority product groups and services.
- European hospitals and healthcare systems engage with their suppliers to drive innovations in sustainable design, production, use, and disposal of healthcare products and services (increasing circularity of materials and products).

### Success indicator:

# sustainable procurement criteria adopted for priority product groups.

**Target:** 15 (2020: 1, 2021: 2, 2022: 3, 2023: 4, 2024: 5)

## OBJECTIVE 3

Policies that mandate or incentivise the use of toxic-free and circular products and materials, sustainable procurement, and transparency throughout the healthcare supply chain are developed and implemented at the EU and national level.

### ACTIVITIES:

- Advocate at the EU level for comprehensive strategies and action plans related to the Sustainable Product Policy Framework within the Green Deal and Circular Economy Action Plan.
- Advocate at the EU level to increase transparency throughout the healthcare supply chain within Europe and throughout other parts of the world, as well as the mandatory adoption of relevant EU Green Public Procurement (GPP) criteria by European healthcare systems.
- Advocate to the EU for the development of new EU GPP criteria, informed by the work of the Healthcare Market Transformation Network.
- Identify barriers to the implementation of sustainable procurement criteria at the national and system-level and provide recommendations for improving the European policy framework.
- Undertake advocacy actions at the EU and national levels to ensure the consistent implementation of the Medical Devices Regulation (MDR) with a specific focus on the phase-out of Carcinogenic, mutagenic, reprotoxic (CMR) substances and Endocrine disrupting chemicals (EDCs), as well as roll-out and adoption of the European database on medical devices database (EUDAMED).
- Undertake advocacy actions at the EU and national levels to ensure the consistent implementation of the Biocidal Products Regulation (BPR), with a specific focus on the phase-out of EDCs.
- Enhance relationships and develop joint actions with the EDC-Free Network, IPEN, Break Free from Plastics, Sustainable Procurement Network, and other NGO partners to maximise the impact of our advocacy work.

### Success indicator:

# initiatives/related to key policy areas.

**Target:** Target: 5 (2020: 1, 2021: 1, 2022: 1, 2023: 1, 2024: 1)

# SUSTAINABLE FOOD

## LONG-TERM GOAL:

The European healthcare sector contributes to a food system that is environmentally sustainable, socially equitable, and actively promotes and enhances health and wellbeing.



## OBJECTIVE 1

European healthcare providers implement policies to increase the availability and affordability of healthy, sustainable food options within their institutions.

### ACTIVITIES:

- Research the environmental and health impacts of food service design within the European healthcare sector to identify best practice, develop policy guidelines, and build an evidence base for action at the healthcare provider level.
- Design and implement pilot initiatives with GGHH members to enhance their understanding of the role that healthcare institutions and healthcare professionals can play in raising awareness of the benefits of an environmental nutrition approach and encouraging a shift towards healthier and more sustainable diets.
- Raise awareness amongst healthcare leaders, clinicians, and patient groups about the environmental and health impacts of hospital food and catering services and the role that food and nutrition play in treatment and recovery in order to encourage behaviour change and the adoption of sustainable and healthy food choices.
- Develop campaign activities to raise awareness amongst healthcare food and catering service staff about how to integrate the Green Public Procurement criteria into food policies with a particular focus on short supply chains, organic and plant-based food, and a reduction in food that is high in fat, salt, and/or sugar.

### Success indicator:

# healthcare providers implementing sustainable and healthy food policies.

**Target:** 105 (2020: 5, 2021: 10, 2022: 20, 2023: 30, 2024: 40)

## OBJECTIVE 2

Procurement policies that are aligned with EU Green Public Procurement (GPP) criteria are developed and widely adopted by healthcare procurement teams in European healthcare providers.

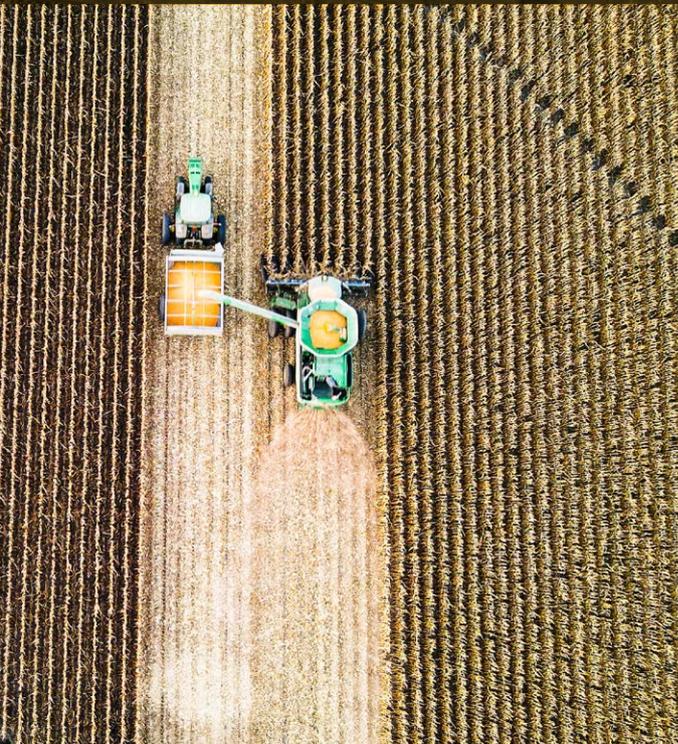
### ACTIVITIES:

- Establish a Healthcare Market Transformation Network working group to develop harmonised sustainable procurement criteria for food, based on current GPP criteria, and support European hospitals and health systems to implement and evaluate policies based on these criteria.
- Raise awareness amongst European healthcare procurers about the environmental, social, and health impacts of their food purchasing decisions, and how sustainable food procurement can create economic value.
- Identify and promote innovation and best practice in sustainable food procurement across European hospitals and health systems.
- Develop knowledge, skills, and capacity within European hospitals and healthcare procurement teams through training, guidance, and networking activities.

### Success indicator:

# healthcare providers implementing sustainable procurement criteria for food.

**Target:** 105 (2020: 5, 2021: 10, 2022: 20, 2023: 30, 2024: 40)



### OBJECTIVE 3

European and national food policies ensure food security, nutrition, and public health, whilst mitigating climate change and biodiversity loss.

#### ACTIVITIES:

- Develop a set of Food Based Dietary Guidelines that are in line environmental nutrition principles and work with our partners to advocate for the integration of these guidelines with other national health promotion policies.
- Strengthen educational messages on the relationship between diet, public health, and environmental quality and develop and carry out campaign activities to raise awareness of these issues.
- Work with our partners in the EU Food Policy Coalition to advocate for a stronger EU legislative framework to drive the transition to food systems that improve health and wellbeing and minimise environmental impact and for the integration of climate, food, and health policies at the international level.
- Gather data on key environmental and health indicators in order to monitor the progress and effectiveness of European sustainable food policies.

#### Success indicator:

# policy initiatives that align national health-promotion policies with environmental nutrition principles.

**Target:** Target: 5 (2020: 1, 2021: 1, 2022: 1, 2023: 1, 2024: 1)

# SAFER PHARMA

## LONG-TERM GOAL:

Pharmaceutical pollution and its contribution to the development of antimicrobial resistance (AMR) is minimised.



### OBJECTIVE 1

The European healthcare sector increases demand for the more sustainable production of pharmaceuticals and the development of pharmaceuticals that are less harmful to the environment.

#### ACTIVITIES:

- Raise awareness amongst European healthcare procurers about the environmental impact of their pharmaceutical purchasing decisions and the benefits of incentivising sustainable choices.
- Establish a Healthcare Market Transformation Network working group to provide a platform for the development of harmonised sustainable procurement criteria for pharmaceuticals.
- Facilitate collaborative working among healthcare procurers in Europe to help share best practice and scale up existing initiatives relating to the application of sustainable procurement criteria for pharmaceuticals.
- Promote and incentivise the widespread adoption of sustainable procurement criteria amongst healthcare procurement teams in Europe through the development of training, guidance, and campaign activities.

#### Success indicator:

# healthcare providers implementing sustainability criteria for the procurement of pharmaceuticals.

**Target:** 13 (2023: 5, 2024: 8)

### OBJECTIVE 2

EU and national policies mandate and incentivise the safe production, proper use, disposal, and treatment of pharmaceuticals.

#### ACTIVITIES:

- Advocate for stronger regulation in the EU and global policy framework that increases transparency across the supply chain and prevents pharmaceutical companies from discharging active pharmaceutical ingredients in wastewater.
- Lead advocacy action for EU-wide environmental quality standards and concentration limits for pharmaceuticals identified as harmful for the environment based on the Watch List's monitoring data.
- Review progress and highlight gaps in the implementation of regulations on human and veterinary medicinal products at Member State level.
- Continue to develop and maximise the impact of the MEP Interest Group on Antimicrobial Resistance on AMR to ensure ambitious policies are adopted and effectively implemented.
- Play a leading role in HCWH's global work and networks on minimising pharmaceutical pollution and exposure to AMR.

#### Success indicator:

# policy initiatives aimed at minimising pharmaceutical pollution and exposure to AMR

**Target:** 5 (2020: 1, 2021: 1, 2022: 1, 2023: 1, 2024: 1)

### OBJECTIVE 3

The public, relevant industries, and key stakeholders in the healthcare and farming sectors are aware of the risks posed by pharmaceutical pollution and antimicrobial exposure at different stages of the pharmaceutical life cycle and act to promote alternatives and minimise harm to the environment.

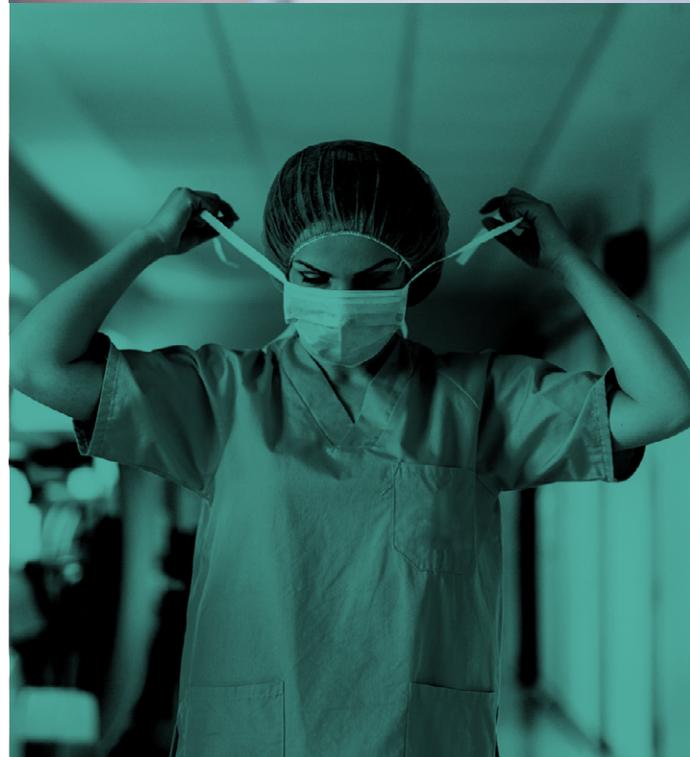
#### ACTIVITIES:

- Educate the public on the impact of pharmaceutical use on the environment, responsible disposal practices, and appropriate use of antimicrobials.
- Raise awareness of the environmental impact of pharmaceuticals amongst healthcare professionals and encourage responsible prescribing practices.
- Engage with pharmaceutical companies in order to secure a commitment to adopt more sustainable and transparent manufacturing practices across the supply chain.
- Work with partners in the AMR Stakeholder Network and EU Food Policy Coalition, among others, to advocate to farmers and veterinarians to prevent overuse of antibiotics and use of last-resort antibiotics in the farming sector.
- Identify and share best practice to treat pharmaceutical residues in water and promote the development of wastewater pilot initiatives at the hospital level.

#### Success indicator:

# awareness raising actions to key stakeholder groups

**Target:** 10 (2020: 2, 2021: 2, 2022: 2, 2023: 2, 2024: 2)



# ANNEX B

## NETWORK DEVELOPMENT PLAN



### INTRODUCTION

Our ability to work effectively with a wide and diverse network of stakeholders will be fundamental to achieving our mission and programmatic objectives over the coming years.

HCWH Europe's network development model is built on the principles of shared added value - the relationships we build with our stakeholders are designed to leverage the combined strengths of each partner to achieve a level of impact that could not be accomplished independently.

This plan outlines the principles that define how our network will develop and function over the next five years, allowing HCWH Europe to maintain, grow and engage its members and partners in meaningful collaboration. Overall, the plan aims to ensure our approach to engagement becomes an effective driver of change, enabling us to maximise the impact of our activities within available resources and provide a clear and compelling value proposition to our members and partners.

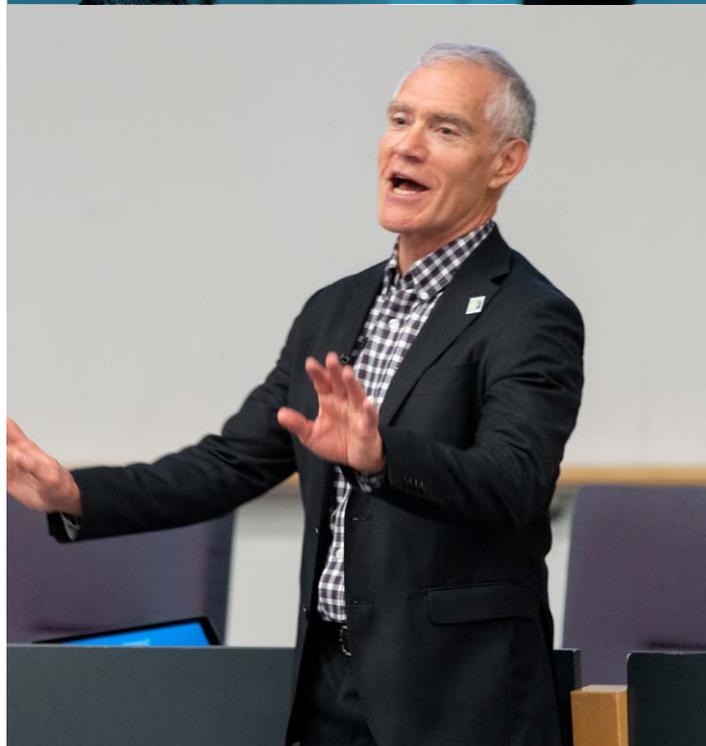
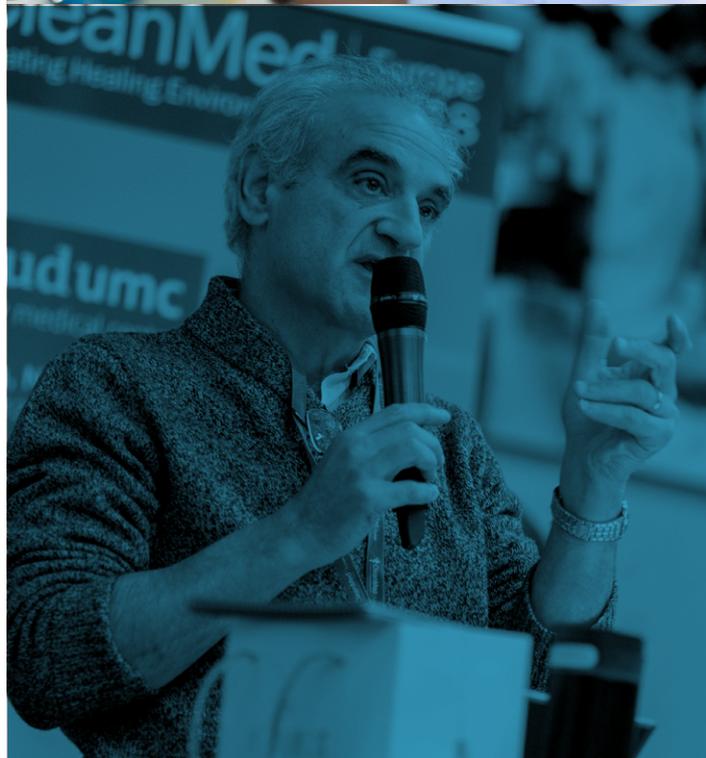
## NETWORK STRUCTURE

Since the organisation's inception in 2003, HCWH Europe has built up a diverse membership base of healthcare providers, academic institutions, NGOs, professional associations, consultancies, and other organisations and networks. Membership has been based on a commitment to the mission and goals of the organisation, and a desire to participate fully in helping to achieve them.

The network has grown organically, which has helped HCWH Europe to respond to sustainable healthcare challenges in a dynamic, albeit unplanned, way. Simultaneously, the HCWH global secretariat developed the GGHH network in Europe, with more focused membership criteria that were aimed primarily at hospitals, healthcare facilities, and health systems.

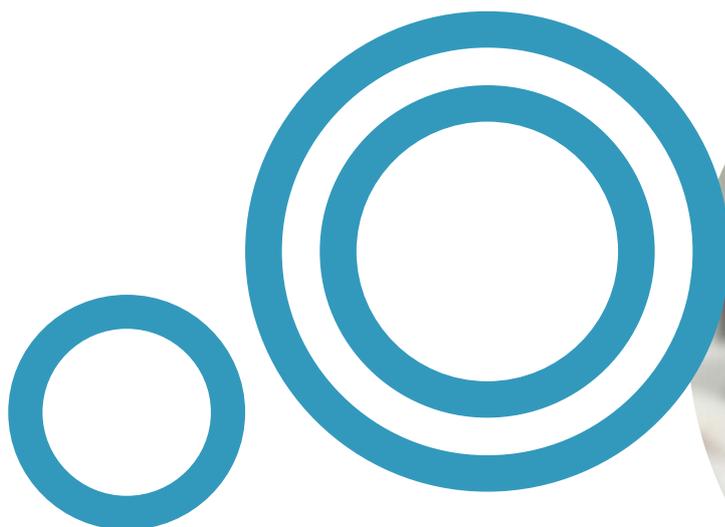
In 2019, in an effort to simplify and consolidate its membership structure, HCWH Europe merged its membership with the GGHH network in Europe. Eligible HCWH Europe members joined a worldwide community of more than 1,300 members in 68 countries, enabling them to benefit from access to a range of exclusive tools and resources. In return, European members of GGHH joined HCWH Europe's membership, giving them a say in how HCWH Europe is run and governed.

To support the implementation of this new strategy, we will build on this work and introduce a new network structure in 2020, allowing us to better collaborate and communicate with the diverse range of stakeholders in our network. The new structure identifies four stakeholder categories each with a distinct and clearly defined role to play in the delivery of our mission and programme objectives as outlined in the main body of this strategy. The first three categories are introduced in the main body of this document as our primary implementation channels. A fourth strand, Partners & Coalitions, describes how we will maintain, develop and leverage relationships and collaborations with a range of external organisations and networks, where these bring added value to our work and vice versa.





	Global Green and Healthy Hospitals	Sustainable healthcare leaders' networks	Healthcare Market Transformation Network
Consists of	Organisations providing healthcare services: <ul style="list-style-type: none"> <li>• Hospitals</li> <li>• Health centres and other healthcare facilities</li> <li>• Health systems</li> <li>• Government/regional health services</li> </ul>	<ul style="list-style-type: none"> <li>• Registered and student nurses (Nurses Climate Challenge)</li> <li>• Registered and student doctors (Doctors for Greener Healthcare)</li> </ul>	<ul style="list-style-type: none"> <li>• GGHH members</li> <li>• Strategic partners</li> <li>• Sector/product experts (consultants)</li> <li>• Academics</li> <li>• Private sector (through 'Reference Group')</li> </ul>
Application required?	✓	✓	✓
Board approval required?	✓		
Listed publicly on the website?	✓		✓
Participation in the AGM?	✓		
Cost	Free	Free	Free



# OBJECTIVES, ACTIONS, AND EVALUATION

## Global Green and Healthy Hospitals

The European Global Green & Healthy Hospitals (GGHH) network will become the membership “arm” of HCWH Europe and will form one of our primary implementation channels over the next five years. GGHH is the largest sustainable healthcare network in the world, focused on the interests and needs of healthcare sustainability practitioners. Membership of GGHH is a channel through which hospitals, health systems, and other healthcare facilities can accelerate

progress towards becoming sustainable organisations. By joining GGHH, members join an international sustainable healthcare movement and demonstrate their commitment to sustainable development.

The objectives and actions outlined below are informed by a member consultation exercise, conducted in Spring 2020 and completed by over 50% of GGHH members in Europe from 17 different countries.

Objectives	Actions	Success criteria
<p><b>1.</b></p> <p><b>Grow the GGHH network in Europe</b></p>	<ul style="list-style-type: none"> <li>● Develop a clear value proposition for members, which demonstrates the value of the network to organisations at all stages of their sustainability journey</li> <li>● Carry out a mapping exercise of suitable channels through which membership can be grown in key target countries (i.e. through national ministries of health, WHO Europe, existing members, health professionals, and/or strategic partners) and develop an action plan to engage through these channels</li> <li>● Attend/present at external events, meetings and conferences and actively promote the benefits of membership through existing networks and channels</li> <li>● Identify best practice from non-member organisations</li> <li>● Invest in staff resources to support network outreach and membership services</li> </ul>	<ul style="list-style-type: none"> <li>● Action plan for membership growth developed by end of year 2</li> <li>● At least 25 new members added per year, at least 5 of which should be health systems, representing a number of individual hospitals/healthcare facilities</li> </ul>

Objectives	Actions	Success criteria
<p><b>2.</b></p> <p>Diversify geographic representation (targeting in particular eastern and southern Europe)</p>	<ul style="list-style-type: none"> <li>• As above</li> <li>• Partner with organisations/ networks in key regions</li> <li>• Identify and secure funding opportunities for pilot projects involving members in target regions</li> </ul>	<ul style="list-style-type: none"> <li>• At least 5 new members per year (of the total of 25) from target regions, at least 1 of which should be a health system representing multiple hospitals/health facilities</li> <li>• Representation in at least 40 countries by 2025</li> <li>• At least 1 proposal submitted per year for projects in/involving target regions</li> </ul>
<p><b>3.</b></p> <p>Expand member-member communications</p>	<ul style="list-style-type: none"> <li>• Improve use of communities functionality on GGHH Connect</li> <li>• Organise regular virtual membership meetings and face-to-face meetings, where appropriate</li> </ul>	<ul style="list-style-type: none"> <li>• At least 10 posts per month from members on GGHH Connect discussion forums</li> <li>• At least 4 member meetings per year</li> <li>• At least 25% of members regularly participate in meetings</li> </ul>
<p><b>4.</b></p> <p>Encourage engagement and active participation in the network</p>	<ul style="list-style-type: none"> <li>• Organise quarterly virtual membership meetings and face-to-face meetings, where appropriate</li> <li>• Clearly articulate and communicate members' role in governance</li> <li>• Work with members to submit case studies</li> <li>• Through targeting outreach, webinars, events and presentations, encourage members to join the Health Care Climate Challenge and use Hippocrates to track sustainability data</li> <li>• Encourage participation in HCWH Europe's AGM, including funding members' participation, where possible</li> <li>• Assess the viability of a GGHH Europe sustainable healthcare awards scheme, in consultation with HCWH Europe staff, Board, members, and the global secretariat (year 1/2)</li> </ul>	<ul style="list-style-type: none"> <li>• At least 25% of members regularly participate in meetings</li> <li>• 5% year-on-year increase in number of members attending AGM</li> <li>• 10% year-on-year increase in members attending CleanMed Europe</li> <li>• At least 5 case studies from European members published on the GGHH website annually</li> <li>• At least 50% of members complete member surveys</li> <li>• At least 200 organisations commit up to the Health Care Climate Challenge by 2025, with an interim target of 175 by 2024</li> <li>• At least 25% of members committed to the Challenge submit data about their activities via Hippocrates</li> <li>• Based on the results of consultation with HCWH Europe staff, Board, members, and the global secretariat develop a GGHH Europe sustainable healthcare awards scheme if deemed suitable and appropriate (from year 3)</li> </ul>

Objectives	Actions	Success criteria
<p><b>5.</b></p> <p>Ensure European GGHH members are active and engaged members in the global network</p>	<ul style="list-style-type: none"> <li>● Encourage active member participation in GGHH Connect communities</li> <li>● Identify opportunities for European member participation in member meetings in other regions (and vice-versa), as well as opportunities to attend international conferences and events</li> <li>● Ensure European members are contributing case studies that may benefit members in other parts of the world</li> </ul>	<ul style="list-style-type: none"> <li>● At least 5 case studies from European members published on the GGHH website annually</li> <li>● At least one GGHH Europe member meeting per year features case studies/participation from a member from other regions</li> </ul>
<p><b>6.</b></p> <p>Enhance HCWH Europe staff understanding of contemporary sustainable healthcare issues and the challenges and opportunities for members in their day-to-day operations</p>	<ul style="list-style-type: none"> <li>● Identify training and development opportunities for staff</li> <li>● Continue to develop HCWH Europe's Member Placement Programme</li> <li>● Encourage guest blog and newsletter contributions from members</li> <li>● Encourage contributions from members at quarterly meetings</li> </ul>	<ul style="list-style-type: none"> <li>● At least 4 placements undertaken and documented by staff per year</li> <li>● At least 2 guest blog contributions from members per year</li> <li>● At least ten contributions from members to monthly newsletters per year</li> <li>● At least one case study from members presented at each member meeting</li> </ul>
<p><b>7.</b></p> <p>Develop a new model for member engagement in advocacy work at regional, national, EU, and global levels</p>	<ul style="list-style-type: none"> <li>● Research approaches to advocacy that might be suitable for GGHH members</li> <li>● Identify suitable channels through which advocacy could be carried out (i.e. EHCC, HMTN, etc.), and how stakeholders would be consulted and engaged</li> <li>● Consult with HCWH Europe team and members</li> <li>● Produce an internal guidance document for GGHH member advocacy in Europe</li> </ul>	<ul style="list-style-type: none"> <li>● Internal guidance document produced</li> <li>● GGHH Europe members increasingly engaged in advocacy activities and campaigns</li> </ul>

Objectives	Actions	Success criteria
<p><b>8.</b></p> <p>Ensure membership data are up-to-date and accurate</p>	<ul style="list-style-type: none"> <li>● Implement Salesforce and encourage use by staff</li> <li>● Encourage member participation in annual/ biannual surveys</li> </ul>	<ul style="list-style-type: none"> <li>● All membership data (contact and organisational data) up-to-date within Salesforce</li> <li>● Staff regularly tracking interactions with members</li> <li>● At least 50% of members complete annual/biannual surveys</li> </ul>
<p><b>9.</b></p> <p>Develop and promote Hippocrates as the worlds' most comprehensive sustainability data centre for the healthcare sector, ensuring members regularly input data to allow for aggregation, measurement of impact, and sectoral benchmarking</p>	<ul style="list-style-type: none"> <li>● Develop additional forms and data tools</li> <li>● Create benchmarking facility</li> <li>● Encourage members to input data through one-to-one support, training materials, and guidelines</li> <li>● Invest in staff resource to support membership services</li> <li>● Promote the Health Care Climate Challenge as the primary vehicle through which members commit to climate action</li> <li>● Aggregate member data submitted via Hippocrates to measure collective impact, and communicate accordingly</li> </ul>	<ul style="list-style-type: none"> <li>● At least 200 new European healthcare organisations to sign up to the Health Care Climate Challenge by 2025, with an interim target of 175 by 2024</li> <li>● At least 25% of members committed to the Challenge submit data about their activities via Hippocrates</li> <li>● Report published by end 2025 which highlights the collective impact of our members' sustainability efforts</li> </ul>
<p><b>10.</b></p> <p>GGHH members are recognised as leaders in sustainable healthcare in Europe</p>	<ul style="list-style-type: none"> <li>● Encourage the sharing of best practice amongst members</li> <li>● Promote the Health Care Climate Challenge as the primary vehicle through which members commit to climate action</li> <li>● Explore opportunities for the development of additional leadership bodies within the membership (similar to the European Healthcare Climate Council)</li> </ul>	<ul style="list-style-type: none"> <li>● At least 200 new European healthcare organisations to sign up to the Health Care Climate Challenge by 2025, with an interim target of 175 by 2024</li> <li>● At least 10 European members win Health Care Climate Champion awards annually</li> <li>● At least 5 case studies from members published on the GGHH website annually</li> <li>● 500 hospitals identified as having adopted zero-carbon or low-carbon policies and/or strategies by 2024</li> </ul>

Objectives	Actions	Success criteria
<p><b>11.</b></p> <p>GGHH members are piloting innovative sustainable healthcare solutions, which could be scaled up across Europe</p>	<ul style="list-style-type: none"> <li>● Develop member-led projects across HCWH Europe’s programme areas that pilot approaches and can be scaled up across the network</li> <li>● Encourage the sharing of best practice amongst members</li> </ul>	<ul style="list-style-type: none"> <li>● At least 5 case studies from European members are published on the GGHH website annually</li> </ul>
<p><b>12.</b></p> <p>Build a network of sustainable healthcare leaders from our membership</p>	<ul style="list-style-type: none"> <li>● Publish and disseminate case studies which demonstrate the business case for sustainability, and how sustainability can be integrated into and support healthcare’s core business</li> <li>● Encourage leaders to act as sustainable healthcare spokespeople at events/conferences/meetings and amongst their own networks</li> </ul>	<ul style="list-style-type: none"> <li>● At least 5 case studies from members published on the GGHH website annually</li> <li>● Publish case studies documenting best practices and impact from 80 hospitals by 2025</li> </ul>
<p><b>13.</b></p> <p>Ensure that membership development activities are adequately resourced and funded, in order to support the organisation’s overarching mission and vision, as well as programmatic goals</p>	<ul style="list-style-type: none"> <li>● Work closely with the Development team to ensure that network development work is adequately resourced and funded</li> <li>● Carry out feasibility study (in year 2/3), in consultation with members, Board, and GGHH global secretariat to identify possible membership revenue-generation models, ensuring that any strategies pursued are realistic, actionable, and do not restrict member access to essential tools and resources or prevent them from becoming engaged and active members of the network</li> </ul>	<ul style="list-style-type: none"> <li>● Membership development activities are considered in funding proposals and project activities and appropriately reflected in programmatic and project budgets</li> <li>● Member revenue generation feasibility study produced and presented to HCWH Europe Board in form of a briefing paper</li> </ul>

## Sustainable healthcare leaders' networks

Health professionals have an important role to play in fostering wide-scale behaviour change and leading the transition to a more sustainable healthcare system globally. As trusted messengers in our society, they have a unique opportunity to advance sustainability efforts by engaging healthcare leaders and decision-makers and influencing public policy in order to protect the health of their communities.

HCWH Europe will establish two networks of health professionals which will form the second of our implementation channels over the next five years:

### 1. Doctors for Greener Healthcare

The purpose of this network is to engage doctors in leadership activities that advance HCWH Europe's mission. It will be a powerful vehicle through which we can achieve widespread transformation in the healthcare sector by engaging healthcare leaders and decision-makers, advocating for change in key areas of public health and environmental policy, and working to promote behaviour change in support of healthier, more sustainable lifestyles to the public.

### 2. Nurses Climate Challenge

The Nurses Climate Challenge aims to mobilise nurses to educate fellow health professionals on the impacts of climate change on human health, build a network of informed and more engaged health professionals in care settings, and launch a movement of health professionals committed to climate solutions in care settings and in the community.

Nurse Climate Champions (i.e. nurses who take the challenge) receive access to a free, comprehensive set of easy-to-use resources that make educating their colleagues on climate and health simple. Nurse Climate Champions use these materials to host small or large educational events (e.g. at a staff meeting) and then report the number of health professionals they have educated.

Objectives	Actions	Success criteria
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#### Doctors for Greener Healthcare [DGH] & Nurses Climate Challenge [NCC]

(All objectives, actions, and success criteria apply to both, except where specified otherwise)

<p><b>1.</b></p> <p><b>Develop a dedicated and committed network of health professionals in Europe</b></p>	<ul style="list-style-type: none"> <li>● Present at and attend external events, meetings, and conferences</li> <li>● Promote through partner organisations and other networks (in particular leveraging relationships with professional and student associations)</li> <li>● Encourage members to act as advocates for their own network amongst colleagues</li> <li>● Identify potential members through projects and initiatives</li> <li>● Promote through existing members</li> <li>● Develop communications campaigns and policy advocacy initiatives</li> </ul>	<ul style="list-style-type: none"> <li>● At least 1 webinar organised for existing and potential members annually</li> <li>● At least 50 doctors join the network per year [DGH]</li> <li>● At least 100 Nurse Climate Champions join network per year [NCC]</li> </ul>
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Objectives	Actions	Success criteria
<p><b>2.</b></p> <p>Diversify geographic representation</p>	<ul style="list-style-type: none"> <li>• As above</li> <li>• Make Nurses Climate Challenge resources available in multiple languages [NCC]</li> </ul>	<ul style="list-style-type: none"> <li>• Members of each network added from at least 5 new countries annually</li> <li>• At least 25 countries represented in DGH by 2024</li> <li>• NCC website and resources available in at least 5 European languages by 2025 [NCC]</li> </ul>
<p><b>3.</b></p> <p>Encourage engagement and active participation in the network</p>	<ul style="list-style-type: none"> <li>• Organise regular network calls [DGH]</li> <li>• Organise network-wide webinars [NCC]</li> <li>• Encourage regular use of communications platforms</li> </ul>	<ul style="list-style-type: none"> <li>• At least 25% of members regularly participate in network call [DGH]</li> <li>• At least 10% of Nurses Climate Champion participate in webinars [NCC]</li> </ul>
<p><b>4.</b></p> <p>Awareness raised amongst health professionals about the link between the environment/ climate and health, and the environmental impact of the health sector</p>	<ul style="list-style-type: none"> <li>• Organise track of sessions for health professionals at CleanMed Europe conferences</li> <li>• Nurse Climate Champions organise on-the-ground training events and sessions [NCC]</li> </ul>	<ul style="list-style-type: none"> <li>• At least 25 health professionals attend dedicated sessions at CleanMed Europe</li> <li>• At least 4,500 health professionals are reached with climate and health education by 2025 [NCC]</li> </ul>
<p><b>5.</b></p> <p>Educate doctors to communicate health messages on climate and air pollution, training, organising and mobilising a sub-group of the doctors' network [DGH]</p>	<ul style="list-style-type: none"> <li>• Adapt and disseminate climate and health communications guides and other resources [DGH]</li> <li>• Organise communications and media training for doctors to promote understanding of the interlinkages between climate and health and build advocacy/communications capacity and skills [DGH]</li> </ul>	<ul style="list-style-type: none"> <li>• Communications guides are accessed by 5,000 healthcare workers in at least 10 countries by 2025 [DGH]</li> <li>• At least 30 doctors are trained and collectively make at least 15 media appearances by 2025 [DGH]</li> </ul>

Objectives	Actions	Success criteria
<p><b>6.</b></p> <p>Doctors act as powerful advocates for sustainable healthcare at national, regional, and international levels [DGH]</p>	<ul style="list-style-type: none"> <li>• Work with programme staff to coordinate and execute campaigns [DGH]</li> <li>• Work with partner organisations to carry out joint campaigns [DGH]</li> <li>• Members represent the network at national and international events and conferences [DGH]</li> <li>• Encourage participation in global mobilisations of healthcare professionals around environment and health issues, ensuring synergy with efforts at an international level, as coordinated by the global secretariat [DGH]</li> </ul>	<ul style="list-style-type: none"> <li>• At least 2 advocacy actions carried out annually [DGH]</li> <li>• At least 10 advocacy activities carried out by 2025 [DGH]</li> <li>• At least 2 presentations at external events/meetings/conferences annually [DGH]</li> </ul>
<p><b>7.</b></p> <p>Identify opportunities for health professionals to actively engage in the governance of the European network</p>	<ul style="list-style-type: none"> <li>• Carry out consultation with both DGH and NCC members, and the HCWH Board to identify potential opportunities for health professionals' representation in governance</li> </ul>	<ul style="list-style-type: none"> <li>• At least one health professional from each network (DGH and NCC) sits on the HCWH Europe Board by 2025</li> <li>• Briefing Paper on potential amendments to the organisation's Articles of Association to ensure voting rights for health professionals at GM and/or mechanisms or structures to ensure health professionals are represented in governance is considered by the Board in year 2/3</li> </ul>



### Healthcare Market Transformation Network

The Healthcare Market Transformation Network will be the third implementation channel for this strategy. This new network aims to develop harmonised sustainable procurement criteria tailored to priority products and services purchased by the healthcare sector. The network will facilitate dialogue and collaboration amongst procurers, health professionals, suppliers, and recyclers.

By aggregating demand across our GGHH network, using standardised product criteria and systematic identification of lower impact and safer alternatives, we aim to reshape the European healthcare sector's supply chain in support of products and services that minimise the risk of harm to human health and the environment.

Objectives	Actions	Success criteria
<p><b>1.</b></p> <p>Ensure the network supports programmatic objectives</p>	<ul style="list-style-type: none"> <li>Establish a number of working groups to meet programmatic goals</li> </ul>	<ul style="list-style-type: none"> <li>At least 5 working groups are established by 2025</li> </ul>
<p><b>2.</b></p> <p>Ensure geographic representation</p>	<ul style="list-style-type: none"> <li>Actively promote of network to members via meetings, calls, newsletters, etc.</li> </ul>	<ul style="list-style-type: none"> <li>GGHH members and strategic partners from at least 10 countries join the network by 2025</li> </ul>
<p><b>3.</b></p> <p>Encourage active participation in the network</p>	<ul style="list-style-type: none"> <li>Organise annual Innovation Workshops</li> </ul>	<ul style="list-style-type: none"> <li>Workshops are attended by at least 40 people annually, with at least 50% of these being members</li> </ul>
<p><b>4.</b></p> <p>Encourage productive dialogue and engagement with the private sector</p>	<ul style="list-style-type: none"> <li>Establish a 'Reference Group' representing suppliers, manufacturers, recyclers, business associations as well as manufacturers of the relevant product categories</li> </ul>	<ul style="list-style-type: none"> <li>Representatives from at least 10 companies join Reference Group annually</li> </ul>
<p><b>5.</b></p> <p>Standard procurement criteria are developed and endorsed by the network</p>	<ul style="list-style-type: none"> <li>Working groups define harmonised baseline criteria that procurers can adapt according to their needs</li> </ul>	<ul style="list-style-type: none"> <li>2 sets of criteria are developed annually</li> </ul>

## Partners & Coalitions

### 1. Partners

To maximise the impact of our work through the channels outlined above, we will continue to develop a network of partners that share common interests. We will work with our partners to identify priorities, establish shared commitments and goals, develop innovative solutions and approaches, collaborate on advocacy activities, share best practice, and challenge policy-makers and suppliers to enable sustainable healthcare.

Beginning in 2020 we will:

- Establish a system to identify organisations with which to partner (based on their alignment with HCWH's mission)
- Develop relationships with new and existing partners, identifying areas of mutual added value
- Where appropriate (for example in cases where we want to agree on mutual objectives, where we are bringing membership structures together, and where we are committing resources to pursue a

shared goal), establish formal relationships and Memoranda of Understanding

- Carry out a consultation with GGHH members and the HCWH Board regarding the role of partners in the governance of the organisation

### 2. External networks and coalitions

To achieve our strategic objectives, HCWH Europe is also a member of several externally-coordinated networks and coalitions and has developed relationships with key stakeholders at all levels to leverage our respective networks in pursuit of mutual goals.

We will continue to develop these relationships over the duration of this strategy, and identify additional opportunities for collaboration.

Engagement strategies with these networks, coalitions, and organisations are developed on a case-by-case basis by the HCWH Europe team, in collaboration with the Board, members, and existing Strategic Partners, where appropriate.

Network/Coalition/ Organisation	Type of affiliation	Objectives for collaboration/ engagement (2020-2025)
<b>GENERAL (I.E. NOT PROGRAMME-SPECIFIC)</b>		
WHO Europe		<ul style="list-style-type: none"> <li>● Become an active member of Europe Environment and Health Task Force, supporting development and implementation of the Ostrava Declaration and European Environment &amp; Health process</li> <li>● Engage with key stakeholders within Member States through EHTF Working Groups, e.g. Working Group on Health in Climate Change (HIC)</li> </ul>
Federation of European and International Associations established in Belgium (FIAB)		<ul style="list-style-type: none"> <li>● Draw attention to the existence of international associations in Belgium and to the need of facilitating their activities with a legal, fiscal, and administrative approach</li> </ul>

Network/Coalition/ Organisation	Type of affiliation	Objectives for collaboration/ engagement (2020-2025)
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### CLIMATE-SMART HEALTHCARE

Climate Action Network (CAN) Europe	Associate member	<ul style="list-style-type: none"> <li>• Monitor progress and changes in climate-related policy at both national and European levels</li> <li>• Undertake joint advocacy activities at the EU level, ensuring health is represented in such activities</li> </ul>
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### CIRCULAR HEALTHCARE

EDC-Free Europe Coalition	Member	Undertake joint advocacy actions at the EU level towards meaningful regulatory actions on Endocrine Disrupting Chemicals
The European Environmental Citizens Organisation for Standardisation (ECOS)	Associate member	Monitor ECOS' work on the development of standards for environmental protection related to priority products for HCWH Europe and materials (e.g. textile, plastics), exchanging information as needed
European Chemicals Agency (EHCA)	Observer	Joint representation to ECHA's Management Board (with partner NGOs BUND, HEAL, ChemSec, ClientEarth, EEB, Greenpeace, and WECF)
EEB Zero Mercury Working Group	Member	Undertake joint advocacy actions at the EU level towards the elimination of products containing mercury
Break Free From Plastics Europe	Member	Undertake joint advocacy actions at the EU level to achieve an ambitious implementation of the new Circular Economy Action Plan

Network/Coalition/ Organisation	Type of affiliation	Objectives for collaboration/ engagement (2020-2025)
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## SUSTAINABLE FOOD

EC Platform on Food Losses and Food Waste (FLW Platform)	Member	Work together with other members to identify, measure, understand and find solutions to deal with food waste at the EU level
EU Food Policy Coalition	Member	<ul style="list-style-type: none"> <li>• Work with other members of the coalition on policy integration and alignment at the EU level to facilitate the transition to sustainable food systems</li> <li>• Carry out joint advocacy activities</li> </ul>

## SAFER PHARMA

European Medicines Agency (EMA)	Eligible healthcare professionals' organisation	Ensure that the needs and concerns of healthcare professionals are represented
European Medicines Agency (EMA) Healthcare Professionals' Working Party (HPWP)	Observer	Monitor dialogue and exchange between the EMA and healthcare professional organisations on relevant issues related to medicines for human use within the European legal framework
AMR Stakeholder Network	Member	<ul style="list-style-type: none"> <li>• Contribute to discussions on the cross-border health threat of AMR, promoting a One Health approach</li> <li>• Build consensus on the key EU priorities for tackling AMR, through the EU One Health Action Plan</li> <li>• Advocate for the EU to be a strong leader in Europe and globally in the fight against AMR</li> <li>• Campaign for increased EU support and resources for Member States to implement their National Action Plans on AMR</li> </ul>
Antibiotic Resistance Coalition (ARC)	Member	Advocate for policy change and action at the global level to prevent a post-antibiotic era
Alliance to Save Our Antibiotics	Member	Contribute to outreach work, briefings and consultations, and support media work and policy advocacy

# CHALLENGES

Building a diverse and dynamic pan-European network presents a number of challenges that will need to be considered and overcome in the delivery

of this strategy. Below we have outlined some of these challenges, as well as the steps we will take, where possible, to address them.

Challenge	Risk level	Mitigation
<p><b>LANGUAGE:</b> As we work across a region of 53 European countries with 30+ languages, ensuring that our communications, outreach, and resources are effective and engaging will be a constant challenge. This also poses a challenge as we expand our network into countries and regions.</p>	 <p>High</p>	<ul style="list-style-type: none"> <li>● Key resources will be translated, where possible, and translation costs will be built into project/programme budgets, where appropriate and deemed necessary</li> <li>● Ensuring that the main points-of-contact within our network are proficient in English</li> <li>● Working through and with local partners to promote the network and our work</li> <li>● Work with existing members and partners in-country to organise/deliver webinars in multiple languages</li> <li>● Identifying country-specific leads from within our membership to support communications and outreach at key moments</li> </ul>
<p><b>COMMUNICATIONS WITH MEMBERS:</b> Long-term engagement and relationship-building within the network is hampered by staff turnover in member and partner organisations (i.e. when the main point-of-contact leaves their post, we are often not connected with their replacement).</p>	 <p>Medium</p>	<ul style="list-style-type: none"> <li>● Implementation of Salesforce and widespread use amongst HCWH Europe staff</li> <li>● Dedicated member and partner communications resource and capacity</li> </ul>
<p><b>FINANCE FOR SUSTAINABILITY INITIATIVES:</b> As national healthcare spending is reduced within Europe and/or demand for healthcare services across Europe restricts the availability of resources, less funding is available for sustainability projects and initiatives.</p>	 <p>Medium</p>	<ul style="list-style-type: none"> <li>● Dissemination of best practice models which demonstrate the business case for sustainable healthcare</li> <li>● Roadmaps highlight low-cost/high-return on investment in sustainability projects and programmes</li> <li>● Engaging and working with senior-level healthcare leaders through our network development activity, making the case for sustainability as a component of healthcare “business as usual”</li> </ul>

Challenge	Risk level	Mitigation
<p><b>SENIOR-LEVEL BUY-IN:</b> Sustainability initiatives within hospitals and health systems are not supported by senior-level management, making implementation (and financing) challenging.</p>	<p>Medium</p>	<ul style="list-style-type: none"> <li>• Specific targeting of senior-level staff in membership outreach</li> <li>• Establishment of a leadership group amongst members, who can encourage their peers</li> </ul>
<p><b>POLICY CHANGE:</b> EU and national level policies do not support the integration of sustainability principles into the “core business” of healthcare delivery.</p>	<p>Low</p>	<ul style="list-style-type: none"> <li>• Identification of intervention/advocacy opportunities by HCWH Europe team, and advocacy and awareness-raising campaigns run in conjunction with network (members, health professionals, and partners)</li> </ul>
<p><b>‘COMPETING’ SUSTAINABLE HEALTHCARE NETWORKS/COALITIONS:</b> Although its mission, scope, and offering to the sector is unique in Europe, HCWH Europe operates alongside a number of similar national and regional sustainable healthcare networks and coalitions, which could lead to competition for resources, and potential confusion amongst members.</p>	<p>Low</p>	<ul style="list-style-type: none"> <li>• Identify and engage constructively with other coalitions and networks, partnering where appropriate, ensuring shared added value</li> </ul>



# ANNEX C

## DEVELOPMENT PLAN

### Introduction

The aim of the Development Plan is to chart a course to HCWH Europe's financial sustainability, as well as determine how to grow both restricted and unrestricted income streams to meet the current and future needs of our programmes, ensuring that they meet the strategic objectives outlined in the main body of this document. Fundraising capacity is necessary across all functions of the team to maximise funder engagement and the quality of that engagement. There is a need to bolster the fundraising knowledge and skills across the HCWH Europe team and board to support the identification, analysis, and development of funding opportunities, as well as to build confidence and awareness of how to engage and cultivate strong relationships with funders.

Although our near-term priority is achieving financial sustainability for HCWH Europe, we maintain a longer-term aim which is to further develop HCWH Europe's fundraising capacity in order to mobilise resources.



# KEY STRATEGIES FOR FUNDRAISING

1

## Carry out effective fundraising research and analysis

### We will realise this through:

- Carrying out prospect research to identify and prioritise potential new funders
- Engaging all staff and board in tracking and identifying opportunities
- Ensuring clear processes and procedures are in place for identifying and analysing funding opportunities
- Making strategic decisions on which opportunities to pursue through robust analyses which review strategic alignment, financial feasibility, capacity to develop proposals and implement projects, as well as associated risks
- Prioritising longer-term funding opportunities
- Implementing HCWH donor engagement protocols as well as optimising the Salesforce (relationship management) platform

2

## Build new funder relationships and develop the funder network

### We will realise this through:

- Introducing HCWH Europe to a broad array of potential funders through networking at external meetings, events etc.
- Leveraging existing networks of staff, the board, and members to reach new funders
- Developing communication materials to support initial funder conversations
- Developing networking and funder engagement skills amongst all staff and board members
- Partnering on calls for proposals with other organisations and leveraging their existing funder relationships
- Developing unrestricted funding streams from trusts and foundations and high net worth individuals
- Increasing sponsorship and exhibitor fees from CleanMed conferences
- Developing a common relationship management system via Salesforce

3

## Nurture current funder relationships and develop a reputation as a credible and effective partner

### We will realise this through:

- Defining different stages and strategies for funder relationships and tailoring engagement to those different stages within different funder journeys
- Ensuring high proposal success rates through early and close funder engagement
- Implementing clear processes and procedures to develop high-quality funding proposals and bids
- Building funder confidence in HCWH Europe as a credible and effective partner through the delivery of high quality, impactful projects
- Raising awareness about our work and impact

4

### Strengthen financial management

**We will realise this through:**

- Understanding of current and future programme costs and improving processes for accurate forecasting of income and expenditure, leading to early identification of funding needs
- Developing clear financial policies and procedures to minimise organisational risk and build funder confidence
- Enabling greater expenditure tracking to better anticipate operational issues, leading to their timely resolution
- Enhancing proposal budgeting capacity to ensure all costs are covered and aligned across the portfolio
- Ensuring the quality of financial reporting
- Ensuring proportionate indirect cost recovery (ICR) rates included in all grants

5

### Demonstrate the impact of our work

**We will realise this through:**

- Embedding a theory of change approach to promote evidence-based decisions for all HCWH Europe's interventions, models, and approaches
- Developing robust MEL frameworks, tools, and plans with dedicated resources to measure and evaluate change beyond activity outputs
- Developing MEL capacity within the team
- Systematising learning reviews and adapting interventions and approaches based on the findings
- Developing and disseminating compelling cases for support which articulate programmatic and funding needs as well as the intended impact of our interventions

6

### Strengthen funder communications

**We will realise this through:**

- Developing and disseminating compelling and costed cases for support for each programme
- Using monitoring and evaluation data to better articulate the case for support in proposal/other funder communications
- Increasing the volume and quality of proposals developed
- Developing funder targeted organisational and programme overviews
- Developing communication materials and strategy for engaging new funders
- Ensuring that funders receive regular updates on our work/relevant research/reports, etc.
- Developing HCWH Europe's websites for funder audiences



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