



EUROPE

# STRATEGIC PLAN

2020–2025

EXECUTIVE SUMMARY



WELCOME TO HEALTH CARE WITHOUT HARM (HCWH) EUROPE'S STRATEGIC PLAN 2020-2025. OUR STRATEGY HAS BEEN DEVELOPED THROUGH CONSULTATION WITH A WIDE RANGE OF STAKEHOLDERS INCLUDING OUR MEMBERS, STAFF, AND BOARD OF DIRECTORS. IT SETS OUT A BLUEPRINT FOR ACTION FOR THE ORGANISATION IN THE COMING YEARS.

## ABOUT HCWH EUROPE

We are the European arm of a global non-profit NGO whose mission is 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.

Our mission is built on the belief that the healthcare sector has a unique role to play in addressing the health impacts of environmental harm, by mitigating its own environmental impacts, anchoring health and resilience in local communities, and by leveraging its position and voice to lead broader societal and economic transformation.



# OUR LONG-TERM GOALS

IN PURSUING OUR MISSION IN EUROPE, WE HAVE ESTABLISHED FOUR INTERSECTING PROGRAMMATIC GOALS WHICH WILL SHAPE OUR WORK OVER THE NEXT FIVE YEARS:



## 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.

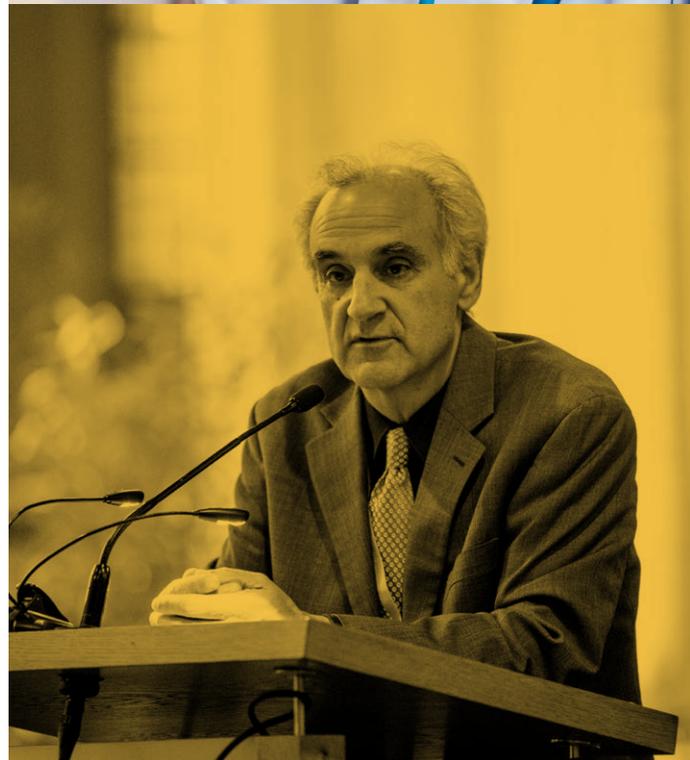


## HOW WE WILL ACHIEVE THIS

TO DELIVER OUR PROGRAMME GOALS WE WILL DEVELOP NEW PAN-EUROPEAN ACTION NETWORKS FOCUSING ON THREE KEY CHANNELS, AS DESCRIBED IN OUR NEW NETWORK DEVELOPMENT PLAN:

- 1 Expanding HCWH's Global Green & Healthy Hospitals (GGHH) network in Europe**, providing direct support to healthcare providers to implement sustainable healthcare solutions and to develop and mobilise the sustainability profession within the European healthcare sector.
- 2 Engaging healthcare leaders and decision-makers**, including the creation of two new 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 the EU and national levels.
- 3 Developing a European Healthcare Market Transformation Network** to harness the economic influence of the sector to drive markets towards the supply of healthier and more sustainable products and services.

To fully maximise our impact and reach we will also seek new strategic partnerships with other NGOs, coalitions, local and regional networks, and research bodies where we share mutual objectives and interests.



## A CHANGING HEALTHCARE SECTOR IN EUROPE

We anticipate that the COVID-19 pandemic will have major long-term consequences for the European healthcare sector, reorienting the healthcare agenda and accelerating the introduction of new care models based on prevention, digitalisation, and remote care. This will have consequences for the way we work with the sector and we are committed to working with our members and Board to understand the opportunities and challenges this presents to our long-term strategy.

## BUILDING AN EFFECTIVE ORGANISATION

In order to properly support our programme teams, we will work to improve our organisational governance structures and processes, further strengthening our Board of Directors and establishing new Articles of Association, which will create a new membership model for HCWH Europe focused directly on the interests of healthcare providers.

In addition, we recognise the need to evolve the organisation's internal structure over the coming years in order to meet the demands of an expanding membership network and project portfolio. 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. We will enhance the team's knowledge and expertise in key areas such as financial management, communications, Monitoring, Evaluation and Learning (MEL), clinical sustainability, and emerging care models.

## BECOMING A FINANCIALLY SUSTAINABLE ORGANISATION

Underpinning all activities set out in this strategy is our new Finance and Fundraising Plan, which charts a course to financial sustainability over the next five years. We will take action to diversify and expand our revenue base with an increased focus on philanthropic funding sources, and by embedding a culture of fundraising and entrepreneurship across the organisation.





Without Harm

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