



INSPIRE EMPOWER TRANSFORM

# CENTRE FOR SUSTAINABLE HEALTHCARE

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TRANSFORMING HEALTHCARE WITH SUSTAINABLE AND  
INNOVATIVE SOLUTIONS

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**Quality**

Inspire  
Dynamic

Positive  
Integrated

Value  
Communities

Empower

Ecosystems  
Clinical specialties

Groundbreaking  
Partnerships

Transition Systems  
Environment Trees

Prevention  
Resources

NHS

Patients  
Climate Change

Protect

Efficient

Information

Urgent

Engage  
Transform

GPs  
Hospitals  
Network

# The Centre for Sustainable Healthcare

## Introduction



The Centre for Sustainable Healthcare is the foremost institution in the world working on sustainable healthcare in research and practice. Since 2008 the Centre has been exploring methodologies and metrics that can help to transform models of care. We work with key partners to engage healthcare professionals, patients and the wider community in understanding the connections between health and environment, and to reduce healthcare's resource footprint.

We've developed a range of programmes to inspire people with sustainable models of care, empowered them with tools and resources to enable them to make their own changes and worked with them to transform practice.

Our main focus is on how to mainstream sustainability within clinical areas so that it is integral to the planning of health systems and the practice of healthcare professionals. We have developed a transformation programme for groups with a shared purpose, such as clinical specialties, which has been highly successful in kidney care and mental health, and we want to expand this to as many groups as possible within healthcare over the next few years.

Our four principles of sustainable healthcare are:

- Prevention
- Patient empowerment and self-care
- Lean care systems
- Low carbon alternatives

*"CSH have really advanced the thinking about sustainable healthcare and moved the entire field forward in an exponential way."*

### Gary Cohen

President and Co-Founder  
Health Care Without Harm

Our track record means that we are well-placed to support people in all areas of healthcare. Our knowledge of healthcare and of the health systems in the UK and abroad, combined with our understanding of sustainability, and how these interlink, enables us also to work with partners outside healthcare to open doors and share ideas.

To find out more about CSH please visit [www.sustainablehealthcare.org.uk](http://www.sustainablehealthcare.org.uk)  
Please do discuss your ideas with us – we very much enjoy working in partnership with a wide range of organisations.  
[rachel.stancliffe@sustainablehealthcare.org.uk](mailto:rachel.stancliffe@sustainablehealthcare.org.uk)

A handwritten signature in black ink that reads "Rachel Stancliffe".

Rachel Stancliffe Director *The Centre for Sustainable Healthcare*

HEALTHY PEOPLE

PRIMARY CARE

SECONDARY CARE

HIGH LEVELS CHRONIC DISEASE, UNSUSTAINABLE RESOURCE USE, LOW VALUE INTERVENTIONS

30% CARBON REDUCTION

LOWER CARBON ALTERNATIVES, SMARTER USE OF RESOURCES WITHIN EXISTING HEALTHCARE SYSTEM

80% CARBON REDUCTION

PREVENTION, PATIENT CENTRED CARE AND LEANER PATHWAYS LEAD TO TRANSFORMATION OF SYSTEM

TRANSFORM

CLINICAL  
PROGRAMMES

# Clinical Programmes

In order to meet public expectations of compassionate, effective, patient-centred care, while also keeping within existing financial constraints, health services need to do more with less. However, it is increasingly well recognised that financial costs are not the only resource constraint - environmental costs, such as carbon emissions, need to come down by as much as 80%.

Work by the Centre for Sustainable Healthcare (CSH) and others has demonstrated that empowering clinicians to tackle the environmental sustainability of care:

- Motivates staff to get involved in improving their service - including those who have not previously taken on this role;
- Saves money - e.g. it has been estimated that the average dialysis unit could save £150 - 200,000 each year by implementing documented sustainable innovations;
- Encourages innovative thinking, to create models of care that are more preventative, patient-centred, leaner and which make better use of technology.

## CSH's Clinical Transformation Programme

Dr Frances Mortimer is Medical Director at CSH and has led the development of the innovative Sustainable Specialties programmes. Clinical specialties are uniquely placed to integrate sustainability - from design of the clinical pathway to organisation and delivery of care. Our specialty-led approach combines research with support for local change, underpinned by wider engagement with patients, and relevant industry and clinical bodies. The programmes benefit from a range of in-house resources, including web-based networking tools, online case libraries, and the Sustainable Action Planning toolkit for clinical teams.

## Sustainable Specialty Fellowships

In order to ensure that the programmes are owned and led from within the specialty, CSH has pioneered the Sustainable Specialty Fellowship, seconding a clinician to work full time on sustainability before returning to clinical practice. The approach was successfully demonstrated in kidney care in 2009-11 and is now being extended to other specialties. CSH's work in kidney care saw Green Nephrology Fellowships establish a Green Nephrology Network of local representatives in more than 80% of UK kidney units, supported by a programme of research, annual Awards and practical initiatives.

*'Thanks to Green Nephrology, sustainability is now regarded as an integral part of quality. The work ... has caught the imagination of the whole kidney community and has launched a social movement to provide better, greener and leaner kidney care.'*

**Dr Donal O'Donoghue**  
Former National Clinical Director  
for Kidney Care

The flexibility of the Sustainable Specialties model makes it suitable for all clinical disciplines, ensuring that strategic interventions are rooted in engagement and practical experience on the ground.



## The CSH principles of Sustainable Clinical Practice

Mortimer, F. The Sustainable Physician.  
Clinical Medicine (2010), Vol 10, No 2: 110-11

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1. Prevention
  2. Patient empowerment and self-care
  3. Lean care systems
  4. Low carbon alternatives

# Clinical Programmes

*"I was increasingly shocked at how dependent I was as a kidney patient on finite resources [which are] just being used up without really thinking about it"*

**Kidney patient,  
Andy Williamson**

Speaking at the Green  
Nephrology Summit in 2010

CSH is working to establish programmes in a further four specialties by the end of 2015, beginning with mental health, where the Royal College of Psychiatrists and CSH are now partnering on a two-year fellowship

Under this programme, trainee psychiatrist, Dr Daniel Maughan, is working full-time with CSH over two years to improve the sustainability of mental health services. The primary goal is to develop a network of sustainability representatives in mental health teams across the UK, supporting them to identify and propagate sustainable practices.

Activities range from conducting a national survey of current practice, to developing learning materials and case studies, to making conference presentations and contributing to policy debate. Research is a key component of the programme, and is supported through partnership with Warwick Medical School.

Daniel will undertake research designed to contribute to developing an accepted methodology for measuring the sustainability of clinical services.

Potential partners in other Sustainable Specialties programme include Royal Colleges and other professional bodies, patient organisations, education providers, research funders, industry bodies and the NHS.

## Sustainable Healthcare Education

At CSH, we believe that the impact of the environment on health and healthcare should be part of the curriculum for all health professionals. The Sustainable Healthcare Education (SHE) Network is a fast growing group of clinicians, academics and students interested in preparing "tomorrow's doctors" to work in a sustainable health system.

Hosted jointly by CSH and the University of East Anglia, and funded by the Higher Education Academy, the SHE Network has recently coordinated a national consultation on priority learning outcomes in education for sustainable healthcare.

## CSH online networks

As well as Green Nephrology, Mental Health and the SHE networks, CSH also oversees online sustainable practice networks in Occupational therapy, Operating theatres, Eye care, Primary care and Respiratory care. To join any of the CSH clinical networks, register via:

<http://sustainablehealthcare.org.uk/user/register>

For more information contact:

[rebecca.gibbs@sustainablehealthcare.org.uk](mailto:rebecca.gibbs@sustainablehealthcare.org.uk)

or please visit the website:

<http://sustainablehealthcare.org.uk/clinical-transformation>

“The great enemy of the truth is very often not the lie - deliberate, contrived and dishonest - but the myth - persistent, persuasive and unrealistic.”

John F. Kennedy

# EMPOWER

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RESEARCH

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# Research

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The science of sustainability is still very young and sustainability research is still in its infancy. Nonetheless, in healthcare as in many other areas, economic, environmental and social factors are increasingly influencing decision makers who are demanding more and better quality information on which to base their decisions.

The approach to research taken at the Centre for Sustainable Healthcare is that it provides information for decision making. It is important to us that the research findings are as unbiased as possible, interpretable, applicable and relevant to patients. To achieve this often requires working in collaboration with others and this is one of our strengths.

At present we have on-going programmes where we work to

- Develop the science of sustainability research, for example by working on how to measure the Triple Bottom Line and how to embed sustainability measures in patient and management information systems
- Address the issue of avoidable waste - i.e., we work to ensure research is meaningful and applicable and doesn't lead to ineffective and wasteful activities
- Create common resources that can be used across clinical areas - activities in this area are intended to help researchers by providing advice on research design, literature search strategies and knowledge management.
- Support clinical research to develop leaner care pathways and low carbon alternatives. We currently have potential and active projects in renal medicine, mental health, respiratory medicine, care of frail elderly people, eye care and occupational therapy.

Please contact Dr Mark Starr for further information  
[mark.starr@sustainablehealthcare.org.uk](mailto:mark.starr@sustainablehealthcare.org.uk)



2008



Rachel Stancliffe and Muir Gray start The Campaign for Greener Healthcare

Evidence based library on Sustainability for health developed (SHEBA)

Green Nephrology Programme developed

NHS Forest inaugural meeting

The NHS Institute for Innovation funds Sustainable Action Planning

Westminster Primary Care Trust sustainability plan - our first big piece of consultancy

Worked with UKPHA and set up The Climate Connection

2009



First Green Nephrology Fellow, Andrew Connor

Guide to Sustainable Food in Healthcare organisations

Mapping Greener Healthcare [<http://map.sustainablehealthcare.org.uk/>] set up to collect case studies on sustainability

Natural England and Forestry Commission give grants to enable launch of the NHS Forest

Green Occupational Therapy Network launched

Signed partnership with 2 Degrees to run their health networks

2010



Set up 10:10 Health as part of the 10:10 Campaign- over 100 Trusts signed up

Green Nephrology Programme is included as a case study in the Marmot Review

Sustainable Specialty summits in Mental Health, Heart and Cancer

£500,000 Big Lottery grant to run the Outer Space Project for 3 years

NHS Forest praised in the new public health white paper Healthy lives, healthy people: our strategy for public health in England, published by the DH.

Frances Mortimer, CSH Medical Director, publishes paper on the 4 principles

2 junior medical doctors donate £6,000 each to enable second year funding of Green Nephrology Fellow.

Green Hospitals Conference

Created Carbon Addict website on health co-benefits

1  
2020



Campaign for Greener Healthcare team forms new charity, Centre for Sustainable Healthcare

Sustainable Respiratory Medicine Programme highlights inhalers as a focus

Sustainable Healthcare Education Network starts

NHS Forest starts Tree Sponsorship

Guide to Sustainable Commissioning developed jointly with Forum for the Future

2  
2020



Summits held in Respiratory medicine and Nephrology

GMC requests CSH to carry out consultation on Sustainability in Medical Curriculum

Service Line Carbon Footprinting work at Nottingham to identify recommendations

Research work on inhalers and briefing paper on Triple Bottom Line in healthcare

3  
2020



SHE's Sustainability Priority Learning Outcomes published by GMC

RCPsych Mental Health Fellow, Daniel Maughan starts

CSH commissioned to write briefing paper on Health and Ecosystems for the Local Nature Partnership

CSH runs CleanMed Europe –3 day international conference for 400, held in Oxford

Service Line Carbon Footprinting published as an Occasional Paper by RCPsych

Outer Space project completed at Doncaster and Coventry hospitals

Oxford Academic Health Sciences Network includes Sustainability as theme

CSH is the Health Ambassador for the Ecosystems Knowledge Network

4  
2020



## PLANS

Academy of Medical Royal Colleges Waste in the NHS report

AOMRC Sustainability Guide for Royal Colleges

Innovation grant for Acute Kidney Injury project with Reading Renal service

# The NHS Forest



“The NHS Forest is an exciting national project planting trees on healthcare estates throughout the UK which supports sustainability and improves the health of staff, patients and communities through increasing access to green space.”

**Clare Gerada**  
Chair of the Royal College of GPs

The NHS Forest plants trees and enables patients and local people to access green spaces at NHS sites across the UK. To date, the project has planted over 33,500 trees at 124 sites with staff and patients and has won a Green Apple Award. Many of the community-based projects host events involving everyone from elderly people to school children, to share ideas such as growing fruit, eating local food and taking gentle exercise.

The Centre for Sustainable Healthcare runs the project to directly benefit people's health. A recent Health Protection Agency report specifically mentions the NHS Forest as a good example of creating urban green spaces to build people's resilience to protect them from illness, and a government White Paper specifically cites the NHS Forest as a valuable community-based health initiative.

## Green Health Routes

Building on the success of the NHS Forest project, CSH is now working with local GPs and community members to create Green Health Routes. These waymarked paths link local landmarks and offer community members and patients at the GP practice safe walking routes so that they can take gentle exercise to benefit their wellbeing.

Healthcare practitioners from Frithwood in Gloucestershire have designed a health walk from the GP surgery through the village via accessible green space. The walk takes in the village playing field, memorial and primary school and includes benches, the local playground and a community cafe - all of these things encourage people of all ages and abilities to walk the route. The Green Health Route includes maps and sign posts along the way to encourage people to walk the one and a half mile route three times a week.





“The impact of this project has been phenomenal, the diverse range of people involved: staff, patients, visitors, the local community and school children of all ages. It is a beautiful space and the project has helped harvest green-fingered health heroes with the community, local business, schools and day centres.”

**Environmental Manager**  
University Hospital Coventry.

## Frithwood Surgery Circular Walk - Route Map 1.5 miles

Frithwood Surgery has developed a walk that takes in the new path through Frith Wood, past the playing field, memorial and primary school.

Opposite is the Map of the Route - you can tell that you're on the right track by following the Waymarkers as illustrated on the Front Cover.

The walk is easy to do with sturdy shoes or trainers and is suitable for buggies. You can also stop at the Youth Club for Coffee on a Wednesday morning too!

So go on get outside and try to do 3 walks a week whilst enjoying the lovely green space surrounding Frithwood Surgery.



CSH is now working at several new sites to set up Green Health Routes, encouraging people to take exercise to prevent illness with a 'natural health service'. This helps people to stay healthy and to recover more quickly from illnesses.

### Outer Space Community Projects

The NHS Forest includes the opportunity to establish long-term community development projects which we call Outer Space projects.

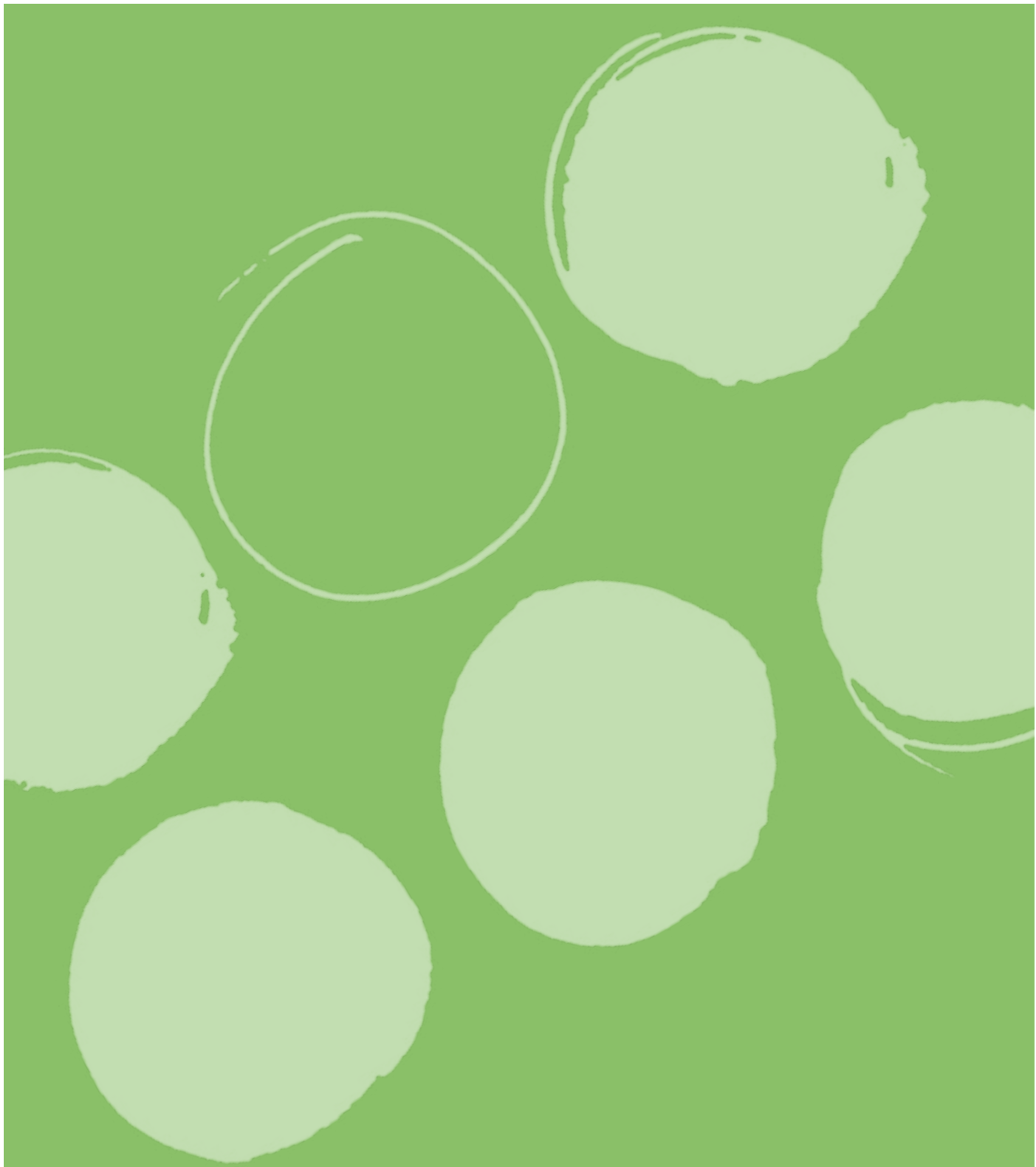
St Catherine's Hospital in Doncaster opened up their beautiful site by establishing paths through their woodland and then used the space to hold horticulture training for their mental health service users and local community members - building people's confidence and skills.

"This was a fabulous project to work on. The volunteers really enjoyed working on the site with the staff and patients from the hospital and we've had great feedback from locals regarding the better access to the woodland," volunteer coordinator at St Catherine's Hospital, Doncaster, Rotherham and South Humber Mental Health Trust.

University Hospital Coventry has also created a wonderful NHS Forest Outer Space site for staff and patients including local apple varieties, a pond platform and an otterholt. The site features in a short film on the website: [www.nhsforest.org](http://www.nhsforest.org)

For details about the NHS Forest please contact [sarah.dandy@sustainablehealthcare.org.uk](mailto:sarah.dandy@sustainablehealthcare.org.uk)





# INSPIRE

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SUPPORT  
OUR WORK

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# Support CSH

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*“The Centre for Sustainable Healthcare is a unique and pioneering organisation, doing work that’s essential to help us move towards a healthier society and healthier health services!”*

Trainee doctor  
and CSH supporter

As a charity, The Centre for Sustainable Healthcare (CSH) relies on people’s involvement and support to achieve its inspiring projects to transform healthcare for a sustainable future. CSH has already influenced government policy, contributed to curriculum change in UK medical schools, won awards for the NHS Forest project and been cited in the influential government papers and national policy reviews. Funding for our core costs is entirely provided by grants, donations and project-focused support.

## How corporate funding helps CSH

The Great Outdoor Gym Company (TGO) is a British manufacturer of outdoor gym equipment. TGO has chosen to sponsor the NHS Forest because this fits in with the company’s green values. The NHS Forest enables local people, patients and staff to access green spaces at NHS sites for exercise and relaxation. TGO’s gyms aim to boost people’s activity levels and are accessible to people of all ages and abilities. TGO currently donates a tree to the NHS Forest for every piece of gym equipment it installs.

The Centre for Sustainable Healthcare is also very grateful for ongoing support from Brains and Cheek who kindly donate 1% of their gross profits to CSH. As a global qualitative healthcare research agency that helps healthcare organisations in making sound marketing decisions, Brains and Cheek also aim to keep their carbon footprint as small as possible and part of their green initiative includes active support for CSH’s work in cutting healthcare organisations’ carbon emissions. Brains and Cheek have also assisted our charity by providing in kind support by transcribing some of CSH’s research in evaluating the impact of our projects.

Please contact our fundraiser, Jacqueline Cutting:  
[jacqueline@sustainablehealthcare.org.uk](mailto:jacqueline@sustainablehealthcare.org.uk)  
for information about corporate support.

## Individual support

We welcome financial support from individuals and have received generous donations from several individuals over the past six years. If you would like to support us by donating then please visit

<http://sustainablehealthcare.org.uk/please-make-donation>

# How we can help you

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**Rachel Stancliffe**

Director CSH

**and Gary Cohen**

President and Co-Founder,  
Health Care Without Harm  
CleanMed Europe 2013

*"I wanted to thank you for putting on such an important CleanMed conference last week. Health Care Without Harm has run about fourteen CleanMed conferences since 2001. This one in Oxford helped us all take a dramatic step forward in re-orienting our work toward health in the broadest sense and pulling in clinical specialties and physicians who are innovating care within the sustainability framework. You and your team have really advanced our thinking about sustainable healthcare and moved the entire field forward in an exponential way."*

**Gary Cohen**

President and Co-Founder  
Health Care Without Harm

Since 2008 our team has worked at the forefront in this new field of sustainable healthcare and has extensive experience of both healthcare and sustainability.

- We can collaborate with your organisation in a project of any size as partners or consultants

*Example:* The Centre is working within Oxford Academic Health Science Network over the next 4 years to help clinical areas to share best practice and reduce waste and resource use.

- We can develop a tailored programme for staff engagement on sustainability

*Example:* We worked with Westminster PCT to develop a tailored Sustainable Development Plan

- We can partner in research projects

*Example:* We are working with Berkshire renal services and Reading university to understand and measure the sustainability of different models of care and to develop those that show the highest value for patient outcomes measured in environment, financial and social terms.

- As part of the NHS Forest your organisation can sign up to plant trees and we can help you to improve outside space for staff and patients as well as develop stronger community links

*Example:* University Hospitals Coventry and Warwickshire NHS Trust have developed a nature reserve onsite and have regular visits from local schools for quizzes and nature count-ups as well as walking and yoga groups.

- We carry out carbon footprinting tailored specifically for healthcare organisations

*Example:* We worked with Nottinghamshire Healthcare NHS Trust to carry out service-line footprinting for their mental health services

- We write sustainability reports and How To Guides

*Example:* We produced a Guide to Sustainable Commissioning for the National Institute of Innovation and Improvement

Please contact us to find out more and to discuss your particular needs.

**[rachel@sustainablehealthcare.org.uk](mailto:rachel@sustainablehealthcare.org.uk)**



## Partnership & Support

At CSH we have plenty of ideas for sustainable practices in healthcare and ways of embedding these, but we realize that the best solutions come from people who work on the ground in the different areas of healthcare. So we work with many communities of practice such as the clinical specialties or medical education and we also work with partners who are involved in providing goods and services to, or commissioning, healthcare services.

We want to make sure that sustainable healthcare models are proven in practice and also that we support their dissemination and scaling up nationally. In order to do this we have worked with patients, researchers, behaviour change experts, carbon footprinting groups, healthcare economists, architects and engineers, estates and energy managers and many healthcare professionals from different clinical areas.

We have always worked in partnership to enhance our team and also to reach specific groups of people. We have partnered with many organizations including government, industry and third sector organizations. What we enjoy is making the best of everyone's particular skills and we need everyone to contribute if we are to transform healthcare for a sustainable future.

• 10:10 • 2 Degrees Network • Association of Renal Industries • Academic Health Science Networks • The Academy of Medical Royal Colleges • Airedale NHS Foundation Trust • Archer Yates • Barnet, Enfield and Haringey Mental Health Trust • Barts Health NHS Trust • Baxter Healthcare • Best Foot Forward • The Big Lottery • Birmingham Royal Orthopaedic Hospital • University Hospitals Birmingham NHS Foundation Trust • Brains and Cheek • BD • Bupa • Buro Happold • British Heart Foundation • British Renal Society • Brookes University • Cheshire and Wirral Partnership Trust • CISCO • Clarity First Ltd • CleanMed • Clinical Commissioning Groups • Climate and Health Council • Construction Specialties • COIN • Community Forests - Mersey Forest • The Cornwall Food Programme • University Hospitals Coventry and Warwickshire NHS Trust • DECC • Defra • Devon Partnership NHS Trust • Ecohost • New Economics Foundation • Environmental Change Institute, Oxford University • European Centre for Environment and Human Health • Forum for the Future • Falmouth Community Hospital • Fetal Anomaly Screening Programme • Forest Research • Forestry Commission • Forum for the Future • GE Healthcare • Gloucestershire Care Services NHS Trust • Green Gyms • Grundfos • GSK • Health and Environment Alliance • Healthcare Without Harm • Healthy Planet • Hedgerley Wood • Impress • Janssen • Johnson and Johnson • Keele University • Kent and Medway NHS Trust • KPMG • The King's Fund • LandShare • Lancashire Care NHS Foundation Trust • Local Nature Partnerships • Logica • London School of Hygiene and Tropical Medicine • Map of Medicine • MedAct • Medsin • Mersey Care • Meteos • Mid Essex Hospital Services NHS Trust - Broomfield Hospital • Natural England • Newcastle Hospitals NHS Foundation Trusts • New Economics Foundation • NHS England • Nora • The North West London Hospitals NHS Trust • The University Hospital of North Staffordshire NHS Trust • Nottinghamshire Healthcare Trust • NHS Gloucestershire • NHS Kidney Care • Northampton University • Norwich Mental Health Trust • Oxford Academic Health Science Network • Oxford Health • Oxford University Hospitals • Oxford Brookes University School of Health • Public Health Educators in Medical Schools Network • Pharmafilter • Philips • Peter Armstrong and Anuradha Vittachi • Public Health England • Rotherham, Doncaster and South Humber Mental Health NHS Foundation Trust • Royal College of General Practitioners • Royal College of Nursing • Royal College of Physicians • Royal College of Psychiatry • Sandwell and West Birmingham Hospitals NHS Trust • SE Green Infrastructure Partnership • South Essex Mental Health Trust • Southport Hospital • Stockholm Environment Institute • Sustain • Strategic Clinical Networks • Sustainable Business Hub • The Swedish Embassy • The Carbon Disclosure Project • The Carbon Trust • The Climate and Health Council • The Medical Fair and Ethical Trade Group of the BMA • The NHS Sustainable Development Unit • The Renal Association • The UK Public Health Association • Tree Council • UK National Kidney Federation • University College London Hospitals NHS Foundation Trust • University of Warwick • University of East Anglia • Warwick Medical School • WasteWatch • WHO • Wild Oxfordshire •

# Trustees

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CSH benefits from a wealth of experience and advice from our Trustees.



**David Doughty** CSH's Chair, is also Chair of Thames Valley Health Innovation and Education Cluster and has extensive experience of NHS Leadership Development programmes.



**Gill Donaldson** works as a business manager specialising in marketing and communications for Janssen, pharmaceutical arm of Johnson & Johnson.



**Harry Rutter** is a public health physician, and an academic at the London School of Hygiene and Tropical Medicine.



**Dr Shaibal Roy** works at McKinsey & Company in its Health Systems and Services practice, helping develop digital new ways of working.



**Michael Smeeth** is Commercial Director, GE Global Growth and Operations, UK and Ireland.



**Neil Deuchar** is Commissioning Lead for the Royal College of Psychiatrists and a former senior NHS manager.

**Rachel Stancliffe**,  
CSH's Director, also sits on the Board.

*'CSH is leading the way in a complex area with integrity and high quality work. They are also great fun to work with! It is a pleasure to support them.'*

CSH Trustee

# CSH Team



**Rachel Stancliffe** is the Founder and Director of The Centre for Sustainable Healthcare, and has a background in public health initiatives and evidence-based research.



**Sarah Dandy** is Coordinator of CSH's NHS Forest Programme having led the project's development for several years and is also an experienced sustainability advisor.



**Dr Frances Mortimer** is Medical Director at CSH and has led the development of the innovative Sustainable Specialties programmes and of the CSH Principles of Sustainable Clinical Practice.



**Mary Zacaroli** is a Project officer for the NHS Forest. With a background in journalism and a Masters in Environmental Management she also leads our comms strategy.



**Rebecca Gibbs** is the Sustainable Specialties Programme Manager for CSH. Originally trained as a nurse, she has extensive clinical and Whitehall policy experience in sustainable development.



**Ingeborg Steinbach** leads the work within CSH on the management of knowledge and is also CSH's Finance Director.



**Dr Mark Starr** leads CSH's Research Programme focusing on the measurement of the environmental impacts of health services and has lectured on research methods at the University of British Columbia.



**Jacqueline Cutting** is CSH's fundraiser and has a background in marketing and appeals.



**Dr Daniel Maughan** is the Royal College of Psychiatrists Research Fellow in Sustainability working in collaboration with CSH and the University of Warwick.



**William Buckland** assists CSH with business development. His background is in organisational development.



**Ben Whittaker** combines Sustainable Occupational Therapy work at CSH with OT practice in the NHS. His remit includes running the network, OT Susnet, research and speaking at conferences.



We are very grateful to Muir Gray, who supported us during the early years and continues to be a constant source of ideas and energy.

## Communications Team

**IT and technical help** David Lefebvre **Website and hosting** Ecobee and Agile Collective on Drupal  
**Design and communications materials and image of Rachel Stancliffe** Tide Design [www.tidedesign.net](http://www.tidedesign.net)  
**Images of CleanMed conference Oxford 2013** John Cairns [www.johncairns.co.uk](http://www.johncairns.co.uk)

*"The Centre for Sustainable Healthcare supports clinicians to take a leading role in galvanising co-ordinated, systematic and evidence based action for sustainable healthcare. Their sustainable specialties programmes and their work in medical education are excellent examples of what clinicians need to help them take exemplary action for tomorrow whilst continuing to deliver high quality care for today."*

### **Dr David Pencheon OBE**

Director, NHS Sustainable  
Development Unit



CENTRE *for*  
SUSTAINABLE  
HEALTHCARE

inspire • empower • transform

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