CHARME

COLLABORATIVE FOR HEALTHCARE
ACTION TO REDUCE MEDTECH EMISSIONS

2025 PROGRESS REPORT

Highlights and Lessons from Year 1

Taking Action Together for a Healthier Future

The healthcare sector depends on a supply chain that is not only reliable, but resilient, sustainable, and capable of supporting care through every challenge—from pandemics to climate disruptions. As the impacts of climate change on health and healthcare become more urgent, decarbonizing our supply chains is no longer optional. It is essential to ensuring access to care, reducing systemic risk, and strengthening long-term resilience.

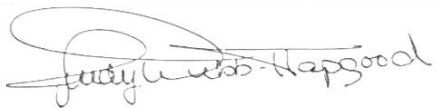
That's why CHARME—the Collaborative for Healthcare Action to Reduce MedTech Emissions—was created: to unite suppliers, healthcare providers, and partners in addressing one of the most complex challenges in climate action—Scope 3 emissions. This is not a small task. It means tackling emissions embedded in products, delivery systems, and purchasing models. It calls for a bold departure from the status quo and a shift toward solutions that are actionable, scalable, and rooted in the needs of people and patients.

This progress report reflects our first year of work. In that time, we've laid a strong foundation, launched five active workstreams, explored innovative approaches, and opened the door to new partnerships. Together, we are testing ideas, challenging assumptions, and building momentum.

What follows is not a final report—it's a snapshot of collaboration in motion. A marker of progress. A signal that change is underway. And a call to keep going—together.

Steven Chyung
Senior Vice President and Chief Supply Chain and Procurement Executive, Kaiser Permanente

Marc Heisterkamp
Chief Executive Officer, Sustainable Purchasing Leadership Council



Judy Webb-Hapgood,
Vice President, Core Tenet Programs, Vizient

A Note of Gratitude

CHARME's progress would not be possible without the dedication, insight, and leadership of its diverse and committed participants. This initiative is built on the belief that no single organization can solve healthcare's supply chain challenges alone—and every partner proves the power of collaboration.

Together, participants in CHARME are advancing decarbonization in healthcare—and building more resilient, reliable, and patient-centered supply chains that will benefit the entire sector for years to come.

Convener

SPLC convenes and facilitates CHARME in close partnership with co-chairs and with strategic guidance from Accenture.

Co-Chairs

Kaiser Permanente and Vizient—thank you for your vision and leadership in shaping this collaborative journey.

Key Supporters

BD, Cencora, GE HealthCare, Henry Schein, Johnson & Johnson, McKesson, Stryker, and others—your investment and partnership have been instrumental in turning ideas into action.

"Collaboration turns ambition into action. Being part of CHARME allows us to unite with peers, unlock new possibilities, and accelerate decarbonization strategies that benefit both our operations and the broader healthcare industry."

— Kelvin Sanborn,
Head of ESG, GE HealthCare

CHARME Overview

CHARME is addressing healthcare's largest and most complex emissions source: the supply chain.

Addressing an Industry Gap

Though many health sector decarbonization multi-stakeholder collaboratives exist, the majority focus on pharmaceutical emissions.

CHARME was launched to bring together MedTech companies and health systems to identify and scale strategies to address the 7% of U.S. health sector emissions that medical devices and supplies contribute.[1]

Multi-stakeholder collaboration enables decarbonization at a pace and scale no single organization could achieve alone, providing efficiencies and fostering innovation across the sector.

Aligning Industry Initiatives

CHARME exists as part of a broader ecosystem, actively engaging with aligned efforts such as the U.S. Health Care Climate Council and the National Academy of Medicine's Action Collaborative on Decarbonizing the U.S. Health Sector, the Healthcare Plastics Recycling Council, and more.

By working together, we avoid duplication, build on each other's strengths, and help close gaps between parallel efforts—accelerating impact across the healthcare sector.

> "These partnerships reflect our core values: collaboration over competition, learning over siloing, and shared progress over individual credit."
>
> —Gary Cohen, Co-Founder, Health Care Without Harm and Practice Greenhealth

1. Health Care Pollution and Public Health Damage in the United States: An Update. Eckelman et al. Health Affairs, Volume 29, Issue 12.

Health Systems, Suppliers and NGO Partners

CHARME brings together 40 organizations and more than 150 individual leaders in sustainability, procurement, care delivery, marketing, product management, and engineering.

Our reach is global: health systems feature more than 280 hospitals and more than 6,400 sites of care, representing millions of patient visits annually; MedTech suppliers represent more than $900 billion in annual revenue. CHARME also benefits from the deep subject matter expertise and generous collaboration from NGO partners leading health care sustainability.

Your willingness to share expertise, challenge assumptions, and contribute openly to this shared effort has created a foundation for meaningful, scalable progress.

Health Systems and Suppliers

- Advent Health
- Advocate Health
- Ambu
- Allina Health
- American Red Cross
- Baxter
- BD
- Boston Medical Center
- Boston Scientific
- Cardinal Health
- Cencora
- GE HealthCare
- Henry Schein
- Innovative Health
- Johnson & Johnson
- Legacy Health
- Mass General Brigham
- Mayo Clinic
- McKesson
- Medtronic
- Philips
- Providence
- Roche
- Rush University
- SSM Health
- Solventum
- Stanford Health Care
- Stryker

NGO Partners

- Association for Healthcare Resource and Materials Management (AHRMM)
- Health Care Without Harm
- Healthcare Plastics Recycling Council (HRPC)
- National Academy of Medicine
- The Society of Healthcare Epidemiology of America (SHEA)

Thank you for making CHARME a catalyst for real change.

**Not all participating organizations are featured, as some prefer to remain anonymous.*

Table of Contents

CHARME at a Glance: How we work

Collaborative Structure

CHARME's strength lies in bringing together diverse stakeholders—health systems, suppliers, distributors, GPOs, and NGOs—to pursue shared solutions to common challenges.

Compliance Safeguards

As a pre-competitive collaborative, CHARME operates with clear safeguards to maintain trust and ensure full compliance with antitrust and competition laws.

Focus on Action

CHARME prioritizes interventions that have strong potential to lower emissions and cost, are feasible to implement and possible to scale, and require collaboration to realize.

CHARME Features Five Workstreams

Product Innovation — Investigate opportunities to reduce embodied carbon emissions through sustainable alternatives, including material and product changes, and improve end-of-life outcomes.

Product Durability — Evaluate and pilot opportunities to replace single-use devices with durable alternatives while maintaining patient safety in different clinical environments.

Single-Use Device Reprocessing — Accelerate adoption of reprocessed SUDs by educating key stakeholders, running product pilots, and addressing key business model barriers.

Renewable Energy — Execute an aggregate virtual Power Purchase Agreement (VPPA) to procure renewable electricity for CHARME participants and bring new renewable capacity onto the grid.

Sustainable Procurement — Align approaches to effectively engage with supplier partners to set and pursue emissions reductions goals.

CHARME Governance

CHARME is structured to foster action, shared accountability, and inclusive leadership.

The Executive Committee provides strategic oversight and ensures alignment with CHARME's mission and long-term goals.

The Steering Committee, composed of workstream co-chairs and aligned NGO representatives, oversee progress along the 24-month roadmap and make connections across workstreams and external initiatives.

Workstreams, co-chaired by one health system and one supplier, drive initiatives to execute on the roadmap and serve as the space for collaborative action among workstream participants.

This structure ensures that decisions are informed by on-the-ground insights, that workstreams remain coordinated, and that the initiative as a whole moves forward with clarity, cohesion, and credibility.

"The supply chain is where health care's climate impact and opportunity intersect, especially in partnership with health care professionals. CHARME is helping us reimagine what's possible—together."

—Jennifer Kim Field, Chief Sustainability Officer, Henry Schein, Inc.

"These partnerships reflect one of BD's core values of 'helping each other be great' and our overall sustainability strategy of '*Together We Advance*.' By working across the value chain, we recognize that together we can go farther than any one organization can do alone."

—Maureen Mazurek,
Chief EHS & Sustainability Officer, BD

CHARME Leadership

Executive Committee

- Barbra Anderson, VP, Global Corporate Responsibility, Cencora
- Steven Chyung, Senior Vice President, Chief Supply Chain and Procurement Executive, Kaiser Permanente
- Katie Dean, Vice President, Supply Chain Strategy, Programs, and Business, Stanford Healthcare
- Cecilia DeLoach Lynn, Vice President of Sustainability, Advocate Health*
- Donna Drummond, Chief Sustainability Officer, Northwell Health
- Maureen Mazurek, Chief EHS & Sustainability Officer, BD
- Emmie Mediate, Chief Program Officer, Health Care Without Harm
- Erol Odabasi, Senior Director, Sustainability, Stryker*
- Elizabeth Schenk, Chief Environmental Stewardship Officer, Providence
- Kris Spriano, Vice President of Programs, SPLC
- Cal St. Denis, Global Director, Sustainability, Johnson & Johnson MedTech*
- Robert ter Kuile, VP of Environmental Sustainability, McKesson
- Seema Wadhwa, CEO, Net Positive Solutions
- Judy Webb-Hapgood, Vice President, Vizient

Steering Committee

- Madeleine Bartzak, the Society for Healthcare Epidemiology of America
- Christy Foster, Director of Sustainability, Stanford Children's Health
- Kathy Gerwig, Advisor, Health Care Without Harm
- Cristina Indiveri, Associate Vice President, Core Tenet Programs, Sustainability, Vizient
- Nestor Jarquin, Sourcing Manager, Kaiser Permanente
- Jessica Marx, Director and Senior Program Officer, National Academy of Medicine
- Alissa Mathies Tamasi, Senior Program Manager, Supplier Decarbonization, Medtronic
- Steve Oomen, Director, Project Management, Boston Scientific
- Priscilla Ng, Sustainability Manager, Kaiser Permanente
- Casey Paus, Director of Sustainability and Branding, Stryker Sustainability Solutions
- Mike Schiller, Executive Director, AHRMM, American Hospital Association
- Tracy Taszarek, Executive Director, Healthcare Plastics Recycling Council

Program Staff: Becka DeSmidt, Program Director, SPLC and Liz Swanson, Senior Program Manager, SPLC

Advisor: Jessica Wolff, Principal Director, Health Sector Sustainability Lead, Accenture

**Executive Committee member also serves on the Steering Committee*

Supply Chains at Risk

When Supply Chains Break, Care is at Risk

It's easy to forget that healthcare's most essential tools—IV fluids, surgical kits, respiratory supplies—travel thousands of miles before they reach a patient's bedside. For decades, health systems could rely on supply chains to quietly deliver what was needed, when it was needed. But the past few years have changed that certainty.

Climate Disruptions

Recent storms like Hurricane Helene and Hurricane Milton remind us that these disruptions are no longer rare; they are reshaping the reality of healthcare delivery itself.

Patient Care Impact

When hurricanes knocked out IV fluid manufacturing plants in Puerto Rico (2017) and Asheville, NC (2025), the ripple effects were immediate: clinicians rationed supplies, hospitals scrambled for alternatives, and procurement teams faced impossible challenges.

Urgent Response Needed

These events reveal a profound truth: for healthcare, the supply chain is not just a logistical function—it is a lifeline of care. When it falters, patients are at risk.

Climate-related disruptions—storms, floods, fires, extreme temperatures—are growing in frequency, scale, and impact. Every one of them tests the strength of healthcare's supply chain, reinforcing why CHARME's work to build resilient, sustainable supply systems is more critical than ever.

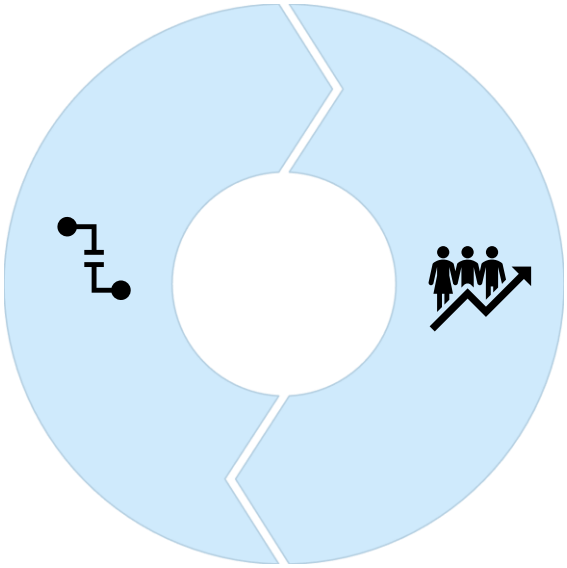
Climate-Driven Supply Chain Collision

Strained Systems, Surging Needs

Climate-related disasters not only disrupt healthcare supply chains—they also drive spikes in healthcare demand. Extreme weather events such as hurricanes, floods, and wildfires lead to increased rates of respiratory illness, heat-related emergencies, trauma, and displacement, which in turn strain healthcare systems already grappling with disrupted material flows and delayed supply deliveries.

Supply Disruption

Vital products like IV fluids, PPE, pharmaceuticals, and respiratory therapies become unavailable when manufacturing facilities are hit by extreme weather events, creating critical shortages.



Demand Surge

The same climate events drive patients to seek care for asthma, cardiovascular distress, trauma, and infections, creating a dangerous feedback loop where higher demand collides with lower supply resilience.

These events reveal a dual, compounding threat where supply disruption and demand surge converge. This confluence deepens strain on both operational logistics and clinical capacity—highlighting the critical importance of improving the durability of the health care supply chain.

Collaboration in Action

Across workstreams, providers and suppliers are partnering to identify and implement innovative strategies to improve supply chain sustainability.

Product Innovation Workstream

Designing Smarter: Advancing Low-Carbon, Circular MedTech Solutions

Why It Matters

Medical products and packaging are major contributors to healthcare's carbon footprint and waste generation. Reducing the environmental impact of materials used—while maintaining clinical performance—is a key lever for driving innovation, improving sustainability, and supporting a more circular, resilient supply chain.

The Challenge

Reimagining product design, use, and end of life with a focus on sustainability can be complex. It can require alignment across manufacturers, providers, and regulators. Barriers include a lack of shared tools, inconsistent data on product lifecycle emissions, and limited infrastructure for material recovery or circularity. Despite promising opportunities, adoption remains slow without clear pathways or evidence.

Workstream Strategy

The Product Innovation Workstream is advancing solutions across three high-impact areas:

- Bioplastics Integration – Exploring lower-carbon, plant-based alternatives in packaging to reduce emissions tied to fossil fuel-based plastics, and developing guidance to facilitate wider adoption of bioplastics in manufacturing.
- Material Recovery Facility (MRF) Collaboration – Investigating strategies to collect and reuse post-consumer and/or post-industrial use materials from health systems to enable circular manufacturing.
- Lifecycle Emissions Visualization - Creating a tool to map the greatest opportunities for carbon reduction in the MedTech product value chain.

The Goal

Accelerate the development and adoption of lower-carbon, circular medical products by piloting bioplastics, enabling materials recovery, and equipping stakeholders with objective decision-making tools.

Product Innovation:

Insights, Learnings and Next Steps

Progress to Date

Pilot Preparation
Prioritized opportunities for pilot projects—including selecting plastic wrap as best target for bioplastics adoption.

Began Resource Development
Guidance documents and case study development planned for publication by the end of 2025.

Partnering with Experts
Collaboratively designed project plans with partners including the Healthcare Plastics Recycling Council and others focused on sustainable products and circular economy strategies.

Workstream Co-Chairs

Cal St. Denis, Global Director, Sustainability, Johnson & Johnson MedTech

Christy Foster, Director of Sustainability, Stanford Children's

"Through CHARME, we're rethinking products from design to disposal—what they're made of, how they're used, and how we bring them back. That's what innovation looks like in a circular healthcare system."
— Cal St. Denis & Christy Foster

Key Insights

- **Design and disposal must be addressed together:** Product innovation isn't just about materials—it's about the full system they move through.
- **Tools build alignment:** A shared emissions map can help suppliers and health systems align on shared priorities.
- **Infrastructure limits progress.** Without recovery options, even the best low-carbon materials may end up in landfills.
- **Frontline perspectives shape better solutions:** Involving clinical, operational, and sustainability leaders early in the design process ensures solutions are practical and ready for real-world use.

Next Steps

Launch bioplastics packaging pilot to assess feasibility, performance, and emissions impact.

Refine and distribute value chain emissions mapping tool to help stakeholders identify high-impact intervention points across the product value chain.

Advance development of the MRF playbook and begin identifying regional partners and sites for circular material recovery pilots.

Reprocessed Single Use Device Workstream

Closing the Loop: Expanding Safe, Sustainable Device Reprocessing in Healthcare

Why It Matters

Every day, hospitals use and discard thousands of single-use medical devices (SUDs), producing significant waste, cost, and carbon emissions. However, many of these devices can be safely reprocessed, or remanufactured, as it is commonly referred to in other regions outside of the US. Expanding reprocessing programs presents an opportunity to reduce environmental impact, lower costs, and extend product life—without compromising quality or patient safety.

The Challenge

Despite the proven safety and value of reprocessing, many health systems face barriers such as limited awareness, unclear policies, and complex contracting requirements. Launching or scaling a reprocessing program often requires buy-in from clinical teams, infection prevention, and procurement—all of whom may lack the tools or information to get started with confidence.

Workstream Strategy

The Single-Use Device Reprocessing Workstream is breaking down barriers by providing clear, credible guidance that supports clinical, operational, and procurement teams to expand SUD reprocessing programs.

The Goal

To develop a practical, field-tested playbook that simplifies the path to reprocessing by equipping health systems with the definitions, tools, and strategies they need.

Clarify and Educate

Demystify reprocessing by clearly outlining processes, safety and quality standards, and regulatory context.

Build the Business Case

Provide data on cost savings and carbon reduction to support internal approval and clinician engagement.

Enable Implementation

Offer guidance on contracting, program metrics, and stakeholder engagement to streamline adoption.

SUD Reprocessing:

Insights, Learnings and Next Steps

Progress to Date

Playbook Outline Developed
Established core sections, including quality, cost, carbon impact, and clinical engagement.

Insights & Case Studies
Collected real-world examples to inform practical guidance and storytelling.

Contracting Barriers Identified
Initiated peer-sharing on navigating common hurdles in procurement.

Workstream Co-Chairs

Nestor Jarquin, Director, Category Management, Kaiser Permanente

Casey Paus, Director of Sustainability, Stryker Sustainability Solutions

"When suppliers and health systems build solutions together, reprocessing becomes not just viable—but scalable."
— Nestor Jarquin

Key Insights

- Cross-functional communication is essential. Reprocessing requires collaboration between clinicians, sustainability, and procurement teams.
- Misconceptions persist. Education remains critical to build trust in the clinical equivalency, safety, quality, and value of reprocessed devices.
- Standardization builds confidence. Clear, consistent guidance helps health systems navigate what can feel like a complex landscape.
- Momentum is growing. More organizations are exploring reprocessing as part of a larger shift toward circular, low-waste solutions.

Next Steps

Finalize playbook sections: business case for SUD reprocessing, carbon emissions reduction calculations, and stakeholder engagement.

Circulate a draft playbook with early adopters to integrate feedback in advance of publication in 2025.

Support workstream participants to integrate best practices into their reprocessing programs to expand collection and buy-back rates.

Product Durability Workstream

Built to Last: Scaling Reusable Solutions That Reduce Waste and Emissions

Why It Matters

A significant portion—80%—of the healthcare sector's carbon footprint is driven by the production, transportation, use, and disposal of single-use medical supplies. Millions of disposable items are discarded annually, creating waste and emissions. Transitioning to reusable or durable alternatives can reduce environmental impact and costs without compromising quality and safety.

The Challenge

Health systems share a common goal to adopt durable products but are daunted by the complexity of implementation. Success requires coordination across clinical, supply chain, infection prevention, and sustainability divisions—and collaboration across stakeholders to implement new processes for durable rather than disposable products.

Workstream Strategy

The Workstream is focused on developing a toolkit for launderable isolation gowns. This resource will provide hospitals and health systems with a comprehensive, step-by-step guide for transitioning to launderable gown programs—including sourcing, lifecycle analysis, stakeholder engagement, and operational planning.

The Goal

To increase adoption of launderable isolation gowns by equipping healthcare organizations with the tools, guidance, and confidence needed to take action.

Streamline Implementation

Provide practical resources such as a step-by-step toolkit, internal education materials, approval templates, sourcing language, and infection prevention guidance to reduce barriers and accelerate decision-making across departments.

Accelerate Adoption

Equip organizations with ready-to-use tools that shorten planning time, reduce uncertainty, and support measurable progress toward durable, low-waste product solutions.

Product Durability:

Insights, Learnings and Next Steps

Progress to Date

Defined Toolkit Structure
Aligned on the guidance needed for successful adoption of launderable isolation gowns.

Began Resource Development
Drafted initial content with the goal of completing the full toolkit by the end of 2025.

Integrated Lessons Learned
Leveraged pilots at Stanford, Providence, and Northwell to develop case studies and share best practices.

Launderable Isolation Gowns Leads


Beth Schenk & Oriana Turley, Providence


Meredith Edwards & Prashanth Soundarajan, Stanford Health

"We're demonstrating that with effective tools and collaboration, health systems can shift from single-use to more durable product use—together."
— Beth Schenk

Key Insights

- Cross-functional coordination is critical: Success requires engagement from clinical, supply chain, infection prevention, sustainability, and operations.
- One-size doesn't fit all: Flexibility is needed to accommodate different health system sizes, locations, clinical preferences, and infrastructure.
- Interest is growing: With a focus on microplastic pollution, cost containment, and supply chain unpredictability, more organizations are exploring durable products.
- Shared tools save time: Co-developing resources prevents duplication and accelerates action.

Next Steps

Expanding work group participation to integrate health system and supplier perspectives and expertise.

Invite review from infection prevention experts and feedback from likely end-users of the launderable gowns toolkit.

Launch and promote the completed toolkit and actionable, shareable standalone content in early 2026.

Renewable Energy Workstream

Powering Progress: Accelerating Access to Renewable Energy

Why it Matters

Energy use accounts for the vast majority of Scope 1 and 2 emissions in healthcare—often more than 90%. Burning fossil fuels not only drives climate change but also contributes to air pollution that harms public health. For many organizations, transitioning to renewable electricity is the most impactful near-term step they can take to decarbonize operations.

The Challenge

Many organizations face significant barriers when pursuing complex renewable energy contracts like Virtual Power Purchase Agreements (VPPAs). These organizations often lack:

- Technical expertise in renewable energy procurement
- Sufficient scale to negotiate favorable terms
- Internal resources to manage the procurement process
- Experience with financial structures common in the energy sector

Workstream Strategy

The Renewable Energy Workstream is collaborating to pursue an aggregate Virtual Power Purchase Agreement that will enable participating organizations to purchase renewable electricity at scale.

Goals

Form a cohort of health system and suppliers pursuing an aggregate VPPA to meet ambitious renewable energy goals.

Make renewable electricity more accessible across the healthcare value chain.

Share education and tools that lower the barrier to entry for organizations new to VPPAs.

Renewable Energy

Insights, Learnings, and Next Steps

Progress to Date

Education Phase
Comprehensive knowledge-sharing sessions to level-set with participants unfamiliar with VPPAs.

Cohort Development
Newcomers will benefit from experienced peers' expertise when shaping requirements.

Advisor Selection
Released RFP and completed rigorous evaluation process, selecting Schneider Electric as Renewable Energy Advisor.

Workstream Co-Chairs

Cecilia DeLoach Lynn, Vice President, Sustainability, Advocate Health

Erol Odabasi, Senior Director, Corporate Sustainability, Stryker

"Through this aggregated VPPA model, healthcare organizations can combine our purchasing power to advance renewable energy adoption to drive emissions reductions while better managing risks of these complex contracts." — Erol Odabasi

Key Insights

- Aggregated purchasing power significantly increases access to renewable energy projects for healthcare organizations of all sizes.
- Organizations with VPPA experience provide valuable guidance to those new to renewable energy purchasing, accelerating adoption across the sector.
- Healthcare's collaborative approach creates a replicable model for other industries seeking to accelerate decarbonization.
- Organizations are committed to pursuing renewable energy despite economic and regulatory uncertainty.

Next Steps

Stakeholder Engagement: Engage key internal stakeholders to educate and guide them on financial considerations and renewables benefits of VPPAs.

Project Selection: Evaluate renewable project options and finalize aggregated VPPA terms covering risk allocation and delivery guarantees.

Implementation: Develop plans for organizations to integrate renewable energy credits into sustainability reporting.

Sustainable Procurement Workstream

Leveraging Influence: Aligning Supplier Action Through Shared Expectations

Why It Matters

Suppliers play a critical role in healthcare's decarbonization journey. Without clear expectations and consistent engagement, efforts to reduce Scope 3 emissions across the MedTech value chain risk stalling. Aligning procurement practices around sustainability is one of the most powerful—and scalable—tools healthcare has to move the needle.

The Challenge

While many suppliers are eager to engage, there's wide variation in climate maturity. Some have advanced emissions goals and reporting systems; others are just getting started. This uneven landscape makes it difficult for healthcare organizations to drive consistent change. At the same time, sensitivities around public pressure and legal compliance require thoughtful, measured engagement.

Workstream Strategy

The Sustainable Procurement Workstream is focused on one key lever: supplier engagement. Its anchor initiative is a joint supplier letter—a coordinated message from multiple leading health sector companies outlining shared expectations for emissions reduction, renewable energy adoption, and transparent reporting.

The Goal

To develop and disseminate a clear, unified message to suppliers—making it easier for them to understand what's expected, why it matters, and how to get started on their own sustainability journey.

Clear Expectations

Provide suppliers with consistent guidance on emissions reduction targets, renewable energy adoption, and reporting standards.

Practical Framework

Create a common template that healthcare organizations can customize to their specific supplier relationships and sustainability goals.

Discretionary Implementation

Design the letter as a practical tool for organizational use, allowing flexibility in how and when it's deployed.

Sustainable Procurement

Insights, Learnings, and Next Steps

Progress to Date

Letter Development

Workstream participants have collaborated to draft and refine the supplier letter.

Strategic Alignment

Organizations will project a unified message while determining individually the best strategy and timing to deploy the letter.

Rollout Timeline

The letter will be available for distribution by the end of 2025.

Workstream Chair

Alissa Mathies Tamasi,
Senior Program Manager,
Supplier Decarbonization,
Medtronic

"We know we can do more together than individually. This work is about shifting systems—and bringing our suppliers along with us."
— Alissa Mathies-Tamasi

Key Insights

- Shared tools are most powerful when adaptable.
- Communications, government affairs, and legal teams are key partners in successful sustainability work.
- Quiet coordination can be as impactful as public campaigns.
- The success of this initiative depends on scale – the more organizations involved, the stronger the signal to suppliers.

Next Steps

Finalize and distribute joint supplier letter as a key tool in engaging suppliers to align on shared sustainability goals.

Continue collaborating with external initiatives—e.g. the National Academy of Medicine Climate Collaborative and Health Care Without Harm supply chain-focused work groups–to amplify respective outputs.

Expand participation to additional MedTech companies and health systems ready to send a unified signal to supplier partners.

Building a Foundation for Sustainable Healthcare

"CHARME is helping to bring the healthcare sector together around practical, forward-looking responses to the climate crisis—solutions that are resilient, efficient, and fiscally responsible. By gathering a wide range of stakeholders around a common purpose, we're seeing innovation take root in ways that strengthen our operations, reduce environmental impact, and build long-term sustainability. It's a powerful reminder that climate action and organizational stability can—and must—go hand in hand. Our collective progress underscores that collaboration is not just valuable; it's essential to a stronger, healthier future for all."

— Bill Selles, SVP, Transformation and Operations, Vizient

Looking Forward

This first phase of CHARME has been about doing the hard but essential work—defining goals, building trust, aligning across organizations, and designing tools that can drive real change.

Every workstream has made meaningful progress and surfaced opportunities that didn't exist a year ago.

The challenges of supply chain decarbonization are complex—but so are the capabilities of this community. Together, we've shown that collaboration can turn ambition into action, and action into impact.

As we look ahead, we're excited about the momentum we've built and the possibilities that lie before us.

Join Us in What's Next

"When we rethink the supply chain through collaboration and innovation, we create better outcomes for health systems, communities, and our shared future."

—Steven Chyung,
Senior Vice President and Chief Supply Chain and Procurement Executive, Kaiser Permanente

Launching pilots and toolkits

Taking workstream outputs from concept to real-world implementation.

Testing and scaling promising solutions

Identifying what works and expanding successful approaches throughout the healthcare ecosystem.

Expanding engagement

Strengthening partnerships with suppliers, distributors, health systems, NGO partners, and innovators in health care sustainability to amplify impact.

Setting the stage for new priorities

In year two and beyond, launching work focused on high-impact opportunities in transportation, logistics, and packaging, and exploring expanding access to renewable energy throughout the value chain.

Learn more at sustainablepurchasing.org/CHARME