

# Summary Report

Healthcare Collective Launch Event

Nov 11, 2025



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## Executive Summary

The launch of the Healthcare Collective on 11 November 2025 made one thing unmistakably clear: Switzerland may be a global leader in medical innovation, yet high emissions, linear resource flows, and fragmented structures simultaneously threaten the health of its own system. The discrepancy between medical progress and ecological reality underscores how urgently a shift toward regenerative prosperity is needed for a future-proof healthcare system. This is precisely where the Healthcare Collective comes in.

The PROSPER Compass of the Swiss Impact & Prosperity Initiative provides an inspirational framework for this reorientation. It illustrates that well-being, justice, resilience, and regenerative systems are not isolated concepts but form a shared foundation. Health is thus redefined: not as the result of individual interventions, but as the expression of functioning, sustainable, and just systems. The launch event impressively demonstrated the strong will to work together on solutions.

The four thematic working groups-Cosanum, Johnson & Johnson MedTech, Schulthess Clinic, and ten23 health-demonstrated that although challenges along the healthcare sector are complex, they are solvable when sector boundaries are overcome. The workshops made it clear: whether waste streams, e-waste, supplier management, or Scope-3 emissions-initiatives, insights, and approaches already exist everywhere, but until now they have operated in isolation. The Healthcare Collective creates, for the first time, a framework in which these puzzle pieces can be brought together, scaled, and further developed.

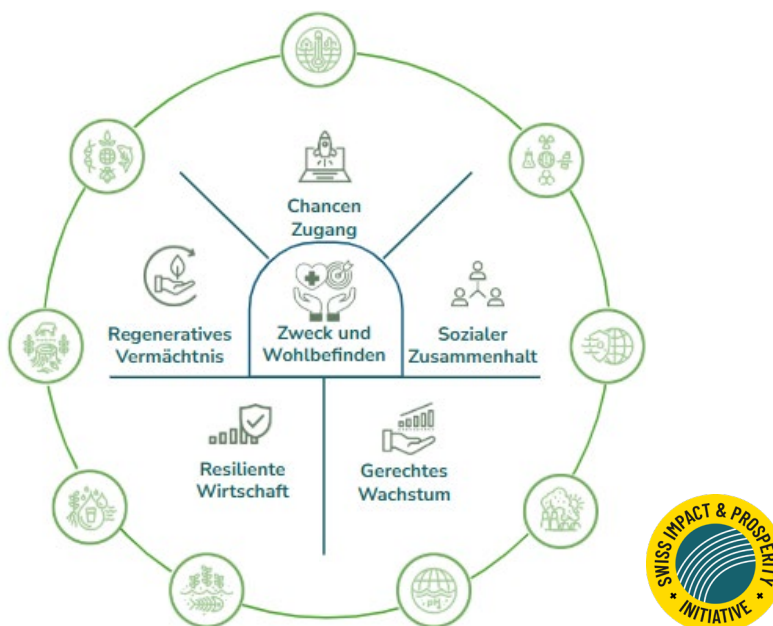
The working groups also outlined clear paths forward: from developing joint circular-economy models to standardizing e-waste processes and sustainable procurement standards, all the way to co-creative innovations along the pharmaceutical value chain. One common thread runs through all groups: real progress can only be achieved through shared standards, shared data, coordinated infrastructures, and systemic thinking.

The launch was therefore not just an event but the starting point of a movement. The Healthcare Collective sees itself as a platform and catalyst connecting networking, learning, and implementation. The next months will be decisive. Joint learning journeys, co-creative formats, regular coordination meetings, and at least three in-depth workshops are planned to translate the energy of the launch into concrete, measurable impact. The structure of the working groups will continue to evolve flexibly, ensuring that topics can be addressed with the necessary depth and effectiveness-always aligned with the framework of the PROSPER Compass.

Transformation can only happen when expertise, experience, and perspectives come together. The Healthcare Collective is the shared space for this. Those who participate actively help shape a healthcare system that not only causes less harm but unfolds regenerative strength-for people, organizations, and the entire system.

## Paradoxical Healthcare System in Switzerland

Health must necessarily be understood more holistically. Although Switzerland is a global leader in medical innovation, a second look reveals a paradox: in the Sustainable Development Index, Switzerland ranks only 26th in 2025; in the Climate Change Performance Index, it ranks only 33rd. Can we really speak of world-class performance when our innovation progress simultaneously endangers our own health? Those who contribute to the climate crisis ultimately impair the well-being of all. We treat diseases that are partly caused by our lifestyle and economic systems. This is why we need a more comprehensive understanding of health—one that places regenerative economic practices at the center.



PROSPER Compass of the Swiss Impact & Prosperity Initiative

Source: <https://www.impact.swiss/>

This is where the PROSPER Compass comes in: it provides a navigation system for regenerative prosperity and shows how organizations can shift their focus from purely efficiency-driven growth to long-term system health. Its seven interconnected pillars—from purpose and well-being to equitable opportunities, regenerative systems, and a resilient economy—illustrate that health is both a foundation and an expression of regenerative prosperity. Thus, it becomes clear: regenerative prosperity and health are not separate goals but closely intertwined and essential for the future viability of our entire system.

## The Healthcare Collective

To truly implement a holistic, regenerative understanding of health, more is required than individual efforts by single institutions-it requires genuine collaboration. The complex challenges of our healthcare system cannot be solved within isolated silos. Clinics, care facilities, pharma, MedTech, logistics, politics, and sustainability actors depend on each other, yet they often act side by side rather than together. The greatest untapped potential lies precisely here: collective action creates impact that no organization can achieve alone.

This is why the Healthcare Collective was created-because “We believe in the power of togetherness” (Thomas Schefer, Headcoach at Cosanum). It is not just another project but a unifying movement. It brings together actors from across the Swiss healthcare system, united by the shared vision of creating a future-proof, sustainable, and more human healthcare system. Its purpose is clear: to connect people and organizations, to learn from one another, to enable inspiration, and to translate knowledge into concrete solutions. Progress emerges through exchange-through sharing successes, challenges, and insights. Supported by four leading founding members, the Collective offers a platform where innovation and sustainability can be advanced and practically developed jointly.

The launch event on 11 November 2025 marked precisely this starting point. It served as a catalyst for four topic-focused working groups that are now working across sectors on concrete sustainability solutions-each supervised by a founding member driving a topic close to its core competencies. The mission is as simple as it is powerful: connect, inspire, share, develop. In doing so, an ecosystem of cooperation emerges that goes beyond declarations of intent-toward measurable impact and real transformation. Or, as Thomas Schefer put it: “Doing is like wanting, just more intense!”

Only through collective action can the Swiss healthcare system move from fragmented initiatives to a regenerative, resilient, and humane system.

## Working Group 3) Effective supplier management-system for sustainable procurement in the CH healthcare industry

### Thematic Focus and Context

The Schulthess Clinic, one of Switzerland's leading orthopedic specialty clinics, introduced a topic that is of central importance to the entire healthcare sector: **How can we build an effective supplier management system for sustainable procurement in the Swiss healthcare system?**

The clinic operates within a demanding starting situation. It works with numerous highly specialized suppliers, must comply with strict regulatory requirements, and currently has only limited structured sustainability criteria in its procurement process. At the same time, the pressure is growing to make sustainability measurable, to hold suppliers more accountable, and to create fair, transparent supply chains. The major challenge lies in finding a balance between quality, cost, innovation, and sustainability.

Additional factors further complicate implementation: the commitment of senior management is not always guaranteed; physicians often prefer certain companies or implants; and the digital infrastructure required for comprehensive supplier evaluation is lacking in many areas. Budget constraints frequently stand in the way of sustainable procurement processes, and internal review processes lead to longer waiting times. Another issue is the handling of smaller suppliers who often cannot provide sustainability documentation. As examples from HUG and the Zürich City Hospital show, the Schulthess Clinic is not alone in facing these challenges. Several institutions are already working on sustainability criteria, awareness programs, or testing sustainable alternatives. All this makes it clear that sustainable procurement is not an isolated endeavor but a shared learning process across the entire sector-a movement that can only succeed through collective effort.

### Potential Solutions

The discussion showed that the topic encompasses two levels: a strategic one and an operational one, both of which must be addressed simultaneously.

At the strategic level, it became clear:

- Clear standards and comprehensible guidelines are required to effectively anchor sustainable procurement. At the core lies the development of transparent criteria, ideally coordinated across cantons, enabling the traceable assessment of suppliers' sustainability performance.
- A willingness is needed to move away from purely routine purchasing decisions, to openly examine product alternatives, and to more strongly align procurement with sustainability criteria.
- The importance of including insurers as key actors, since they shape essential incentive systems.

At the operational level, the group concentrated on how sustainable supply chains can be implemented in practice:

- Balance between cost, quality, innovation, and sustainability can only be achieved if data is centralized and digital solutions are used consistently.
- Transparent, regular communication along the entire supply chain is essential to close information gaps and build trust.
- Synergies must be leveraged, and joint pilot projects must be developed to transfer insights more quickly into practice.
- A cross-cutting traffic-light system that makes standards, expectations, and risks visible could significantly facilitate decision-making and accelerate implementation.

## **Next Steps for the Working Group**

The complexity of the topic makes it clear that two different working groups are necessary: one strategic and one operational.

### **At the strategic level:**

- Create a shared understanding by bringing together relevant stakeholders- including industry associations.
- Define interfaces and initiate broader awareness-raising throughout the entire value chain.
- Develop clear and broadly applicable sustainability standards that can serve as a binding orientation framework.

**The operational working group** will work in parallel on concrete implementation:

- Define how standards and evaluation systems can be practically designed, what data structures are necessary, and how supplier information can be updated regularly and transparently.
- Develop pilot projects that demonstrate how sustainable procurement works under real-world conditions and what added value it generates.
- The planned traffic-light system is intended to help simplify decision-making processes and make progress visible.

The Schulthess Clinic shows that sustainable procurement in healthcare can only succeed through structured supplier management, clear standards, and coordinated collaboration. The complexity demonstrates: two working groups are needed to successfully advance both the strategic foundations and the operational implementation.

The discussion at the Schulthess Clinic makes it clear that sustainable procurement can only succeed when strategic clarity and operational feasibility are created simultaneously. Establishing two working groups provides the necessary framework to address this dual task

efficiently and systematically-making sustainable procurement in the Swiss healthcare system a reality step by step.

## Final Remarks

The launch event impressively demonstrated that the central challenges of our healthcare system can only be addressed through genuine cooperation. No hospital, no company, no authority, and no single initiative can achieve the necessary changes alone. The four working groups showed how closely ecological, social, economic, and systemic factors are interlinked- and how important it is to share knowledge, make obstacles visible, and actively use synergies.

The PROSPER Compass offers important orientation: it reminds us that regenerative prosperity is more than resource-efficient action. It means placing the health of people, organizations, and systems into a stable, future-proof state, and thinking big without losing sight of feasibility. The Healthcare Collective can become a true catalyst here: a space for systemic collaboration, a learning platform, and a place where concrete solutions emerge, rather than mere demands.

In the coming months, we want to continue strengthening the working groups and translate the energy of the launch into continuous collaboration and visible progress. We will not rigidly hold on to four working groups, but dynamically evolve the structure so each group can develop the necessary depth, focus, and effectiveness. The PROSPER Compass serves as a unifying framework that aligns all initiatives toward not just causing less harm but generating active regenerative impact.

To unlock this potential, we rely on a clearly structured future process: Tailored learning journeys, co-creative workshop formats, and at least three in-person workshops next year will form the framework for in-depth content work. They will be complemented by regular coordination meetings every two months, ensuring momentum, commitment, and transparency. This continuous interplay of learning, co-creation, and implementation forms the engine of the next phase.

Now it is your turn. We warmly invite everyone to actively participate in the working groups, with expertise, questions, practical examples, or pilot projects. Only when we act together will we generate the collective strength that makes our healthcare system more resilient, sustainable, and humane.

→ [Join a working group now and help shape the transformation](#)