



M.P. SHAH HOSPITAL
— A Legacy of Care —



Accredited by the
Joint Commission International

SUSTAINABILITY **REPORT** **2024**



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Glossary of Terms & Acronyms



A	ABLC: <i>Africa Business Leaders Coalition</i> , an initiative under the UN Global Compact to drive sustainable business leadership in Africa.
B	BIMS: <i>Building Information Management System</i> , a digital platform for managing building operations, maintenance, and performance.
C	Carbon Monitoring Tool: A system used to track and report greenhouse gas (GHG) emissions across Scope 1, Scope 2, and Scope 3. Circular Economy: An economic system aimed at eliminating waste and continually using resources through reuse, repair, recycling, and regeneration. CSAT: <i>Customer Satisfaction Score</i> , a metric used to measure patient or client satisfaction with services provided.
D	DEI: <i>Diversity, Equity, and Inclusion</i> , a framework for creating fair and inclusive workplaces.
E	E-waste: Discarded electrical or electronic devices and components, such as computers, cables, and batteries. ESG: <i>Environmental, Social, and Governance</i> , the three central factors used to measure an organisation's sustainability performance.
G	GHI: <i>Global Health Initiative</i> , programmes or training focused on improving health systems and outcomes globally. GHG: <i>Greenhouse Gases</i> , gases that trap heat in the atmosphere, including carbon dioxide (CO ₂), methane (CH ₄), and nitrous oxide (N ₂ O). Green365: M.P. Shah Hospital's year-round sustainability programme, integrating environmental stewardship into daily operations.
I	ISO 14001: An international standard for environmental management systems that helps organisations improve environmental performance.
J	JCI: <i>Joint Commission International</i> , an accreditation body that evaluates and improves the quality and safety of patient care.

K

KPIs: *Key Performance Indicators*, measurable values that indicate progress toward specific goals.

M

Materiality Assessment: A process of identifying and prioritising sustainability topics most relevant to an organisation and its stakeholders.

MWh: *Megawatt Hours*, a unit of energy representing one million watts of electricity used for one hour.

O

OHS: *Occupational Health and Safety*, programmes and policies that protect the health, safety, and welfare of employees.

P

PACS: *Picture Archiving and Communication System*, a medical imaging technology that stores and provides access to images from multiple sources.

R

Renewable Energy: Energy from sources that are naturally replenished, such as solar, wind, or hydro-power.

S

SAT Tool: *Sustainability Accelerator Tool* by the Geneva Sustainability Centre, used for assessing an organisation's sustainability maturity.

Scope 1, 2, and 3 Emissions:

- *Scope 1:* Direct GHG emissions from owned or controlled sources.
- *Scope 2:* Indirect GHG emissions from purchased electricity, steam, heating, and cooling.
- *Scope 3:* All other indirect emissions in the value chain, including travel, waste, and supply chain.

SDGs: *Sustainable Development Goals*, 17 global goals adopted by the United Nations to end poverty, protect the planet, and ensure prosperity by 2030.

SHE Policy: *Safety, Health, and Environment Policy*, a commitment by an organisation to manage its environmental impact, safeguard health, and ensure safety.

T

TAT: *Turnaround Time*, the time taken to complete a process or deliver a service.

Telemedicine: The use of telecommunications technology to provide healthcare services remotely.

U

UNGC: *United Nations Global Compact*, a voluntary initiative for businesses to align strategies with universal sustainability principles.

W

Waste Minimisation: Processes aimed at reducing the amount and toxicity of waste generated.

Wellness Packages: Preventive healthcare packages offered to promote early detection and management of health conditions.

WHO: *World Health Organization*, the United Nations agency responsible for international public health.





1. Leadership & Introduction



Chairman's Remarks

Dr. Manoj Shah

Chairman of the Board
M.P. Shah Hospital



**Rethinking
Healthcare:
A Strategic
Imperative for
a Sustainable
Future"**

As we look at the global state of healthcare, one truth stands clear: the sector must evolve from being a passive consumer of resources to becoming an active steward of sustainability. Healthcare contributes nearly 5% of global greenhouse gas emissions. That's a paradox we cannot ignore, how can a sector dedicated to saving lives be one of the silent contributors to climate-related disease and harm?

At M.P. Shah Hospital, we made a strategic choice to address this contradiction head-on. Our Green365 programme is more than an environmental pledge, it is a systems-wide transformation. From the top boardroom decisions to frontline daily operations, sustainability is now part of our strategic DNA. We are also integrating sustainability into leadership. Our management scorecards include ESG indicators. Our procurement policies prioritise sustainable vendors. Our nursing staff are trained in green clinical practices. These are not random actions; they are part of a deliberate strategy to align operational excellence with environmental responsibility.

But let me be clear: we are still scratching the surface.

This report should serve as a wake-up call. The health of our people is intrinsically tied to the health of our environment. If we do not act with urgency, we will be treating more respiratory illness, more water-borne infections, and more mental health crises, all linked to a changing climate.

Healthcare institutions must rise beyond silos of clinical care and embrace their role as architects of a sustainable society. At M.P. Shah Hospital, we are committed to doing so, not because it is easy, but because it is necessary.

We hope this report ignites a conversation, a commitment, and above all, a change.

Healthcare
contributes
nearly

5%

of global
greenhouse
gas emissions





Leadership & Introduction



Governance & Strategy



2024 Performance Dashboard



Environmental Performance



Social Performance



CEO's Remarks

Dr. Toseef DinChief Executive Officer
M.P. Shah Hospital**"Leading with Compassion,
Sustaining with Purpose"**We launched
Green365 in**2019**

It is with immense pride and deep reflection that I present M.P. Shah Hospital's first-ever Sustainability Report. This is more than a document; it is a testament to a journey that began with intention and is now shaping our identity.

Our sustainability journey began not with fanfare, but with a quiet, internal shift in mindset. In 2019, we launched Green365, an initiative grounded in the belief that sustainability in healthcare must be lived, not occasionally, but 365 days a year. From how we light our wards to how we manage our waste, every small, conscious decision forms part of our larger purpose.

This journey has been powered by our people. None of what you read in this report would be possible without the incredible support, openness, and commitment of our staff. Sustainability is, above all, a behavioural shift, and our team embraced that shift with compassion and courage. From nurses meticulously segregating waste, to engineers reprogramming systems for efficiency, to front-line clinicians challenging single-use norms, our people have led the way with quiet, determined action.

Some of our notable milestones include:

- » Rainwater harvesting integrated into new infrastructure
- » LED retrofitting and motion sensor systems hospital-wide
- » Recycling linen and e-waste
- » Introduction of Green Champions, staff-led sustainability ideas, and "Meatless-Mondays"
- » A parallel emphasis on human sustainability, with expanded mental health programmes, a staff mentorship programme, and a workplace culture rooted in dignity and inclusion.

We believe that compassion is not only for patients, it is also for the planet, and for each other. When we reduce our emissions, we're not just meeting a target, we're preserving the air for future generations. When we conserve water in our dialysis units, we're honouring those who live with scarcity. When we invest in mental well-being, we're acknowledging that sustainability begins with inner strength.

As a mother and as a healthcare leader, I carry a deep sense of duty to ensure that we do more than treat illness, we must protect life in all its forms. This first report is our foundation, a reflection of what we've built, and a promise of where we're going.

We invite you to walk this journey with us. Let's re-imagine what healthcare can be, not just healing for today, but hope for tomorrow.



1ST in Africa.

3RD Globally.

M.P. Shah Hospital is proud to announce that we have been awarded the Healthcare Sustainability Certification by the Joint Commission International (JCI). This makes us the first Hospital in Kenya and Africa, and only the third globally, to receive this prestigious recognition.

This milestone reflects our commitment to advancing both environmental and human sustainability within healthcare. Through innovative initiatives and a culture of responsibility, we continue to embed sustainability into every aspect of our operations.

Key initiatives include:

- » Rainwater harvesting to promote water conservation across our facilities.
- » Hospital-wide LED retrofitting and motion sensor systems to reduce energy consumption.
- » Recycling programmes for linen and electronic waste to minimise our environmental footprint.
- » A Green Champions programme, empowering staff to lead sustainability-driven projects.
- » Expansion of mental health support, mentorship, and inclusion programs for staff wellbeing.

This certification affirms our vision to deliver world-class healthcare while safeguarding the environment and supporting the holistic wellbeing of our people.





About M.P. Shah Hospital



Our Mission

Committed to providing
excellent healthcare
every day.



Our Vision

To be the premier
patient-centred tertiary
healthcare institution in
East and Central Africa.



Our Values

- Patient-Focused
- Innovative
- Trustworthy
- Collaborative
- Compassionate





Leadership & Introduction



Governance & Strategy



2024 Performance Dashboard



Environmental Performance



Social Performance



Location & Services

- » Main Hospital: Parklands, Shivachi Road, Parklands
- » Satellite Clinics: Village Medical Centre at The Village Market in Gigiri, Dinshaw Byramjee Dispensary in CBD Nairobi, Spring Valley Medical Centre – Spring Valley, Nairobi.



Sustainability Commitment

We commit to reducing our greenhouse gas emissions by

20%
by 2035

M.P. Shah Hospital pledges to environmental stewardship as a shared responsibility across all departments, guided by the **6Rs — Reduce, Re-use, Recycle, Rethink, Refuse, Repair —** and aligned with **SDGs 3, 7, 10, and 17**. This is embedded in the strategic pillar of sustainable growth.



We commit to reducing our greenhouse-gas emissions **by 20 percent by 2035**, embedding sustainability strategies into our broader operational plans, and transparently reporting progress to our board and stakeholders each quarter.

We will empower every team member through climate-change training and inclusion in our Go Green Programme, measure and minimise use of energy, water, materials, and waste, and implement sustainable procurement criteria that prioritise low-impact suppliers.

Through robust governance, clear targets, and continuous engagement, M.P. Shah Hospital vows to deliver outstanding care today while safeguarding our planet for future generations.



2. Governance & Strategy



Sustainability Governance

Roles and Responsibilities

The Green365 programme is sponsored at the board level by the Strategy and ESG committee. A quarterly report is shared, discussed, and guidance given in line with the annual plans. The report reviews specific actions towards reduction of greenhouse gas emissions in Scope 1, 2, and 3; water, waste, and energy consumption; and an update on the performance of the annual plan.

There is a management committee that steers the journey named the Go Green Committee. It consists of a multi-disciplinary team that supports various initiatives and also collects feedback and ideas from the natural teams. The committee comes up with an annual plan which is ratified by the board committee and supported by the natural teams. It also evaluates progress monthly and documents findings for calculation of carbon monitoring and the annual sustainability report.

At the frontline level, green initiatives are included in the Daily Kaizen Board for monitoring. These are also included in each staff's balanced score card so that it is ingrained in the M.P. Shah Hospital behaviour.

Strategic Objectives







The Green365 objectives are guided by the JCI 8th edition framework, aligned to the Hospital strategy and Sustainable Development Goals. They are:

-  Governance and Tracking
-  Employee Engagement and Empowerment
-  Use of Environmental Resources, Green Operations and Processes
-  Procurement and Supply Chain
-  Infrastructure and Service Resilience

Stakeholder Engagement

The Hospital has adopted and contextualised the **WHO stakeholder engagement framework** for effective communication for impact.

The framework has 6 characteristics of communication:

STAKEHOLDER		CHARACTERISTICS OF COMMUNICATION
	1. Individuals / Patients	Accessible
	2. Community / Public	Actionable
	3. Healthcare Providers	Credible
	4. Board of Management and Staff	Reliable
	5. Insurers / Corporates / Suppliers	Timely
	6. Policy Makers / Media / Regulators	Understandable

Materiality Assessment

Process:

The topics to be focused on are determined through the following means:

- » Gaps picked during the preparation of the UNGC report
- » Opportunities identified during the SAT maturity assessment
- » Challenges picked up from the results of the carbon monitoring tool
- » Feedback from the board and staff on areas of concern and opportunities for improvement
- » Feedback from patients on pain points
- » Feedback from external stakeholders (corporates, suppliers, licensed independent practitioners) on areas of improvement
- » Monitoring sustainability trends in the healthcare space globally and contextualising them within the sustainability journey of Kenya.

Key Material Topics:

These arise from the confluence of ideas from the materiality assessment above. They include, but are not limited to:

 <p>Training in Leadership</p>	 <p>Water Conservation</p>
 <p>Energy Conservation</p>	 <p>Optimisation of Installed Capacity</p>
 <p>Lean Healthcare and Cost Containment</p>	 <p>Waste Minimisation</p>
 <p>Process Optimisation</p>	 <p>Managing Breakthrough Projects</p>

3. 2024 Performance Metrics



This section provides a snapshot of M.P. Shah Hospital's key sustainability metrics for 2024, based on the **Sustainability Accelerator Tool (SAT)** from the Geneva Sustainability Centre. It also summarises some of the year's headline achievements before we dive into detailed performance sections.

Source: SAT Tool by the Geneva Sustainability Centre

Metric No.	Metric Description
1	Annual number of hospital episodes (admissions)
2	Annual energy consumption, megawatt hours [MWh]
3	Total area of hospital facilities, square metres [m²]
4	Annual carbon emissions across all scopes (1,2,3) (CO ₂ Eq)
5	Scope 1 - Annual carbon emissions Mt (Metric tons)
6	Scope 2 - Annual carbon emissions Mt (Metric tons)
7	Scope 3 - Annual carbon emissions Mt (Metric tons)
8	Total annual freshwater, potable withdrawn used [cubic meters]
9	Sum of the value of all hospital contracts US\$
10	USD spent on infrastructure investment
11	Annual number of virtual patient appointments
12	Annual number of outpatients
13	Annual number of clinical departments that are engaged in carbon reduction activities
14	Annual number of staff trained on environmental and social drivers of health
15	Total number of staff (all departments: healthcare, administrative, technical)
16	Annual number of staff trained on health vulnerabilities
17	Total number of agreements/MoUs that address the health and sustainability of the community



Leadership & Introduction



Governance & Strategy



2024 Performance Dashboard



Environmental Performance



Social Performance



Key Highlights from 2024

These were some of the standout achievements during the reporting year:

We started measuring our emissions



612 kg

of e-waste collected and sent for responsible recycling



Rainwater harvesting integrated into new infrastructure

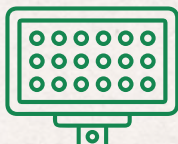


10,000+

trees planted at Thiba Dam, M.P. Shah Hospital (Main) & Dinshaw Byramjee Dispensary sites



Hospital-wide **LED retrofitting** and motion sensor systems



Introduction of **Green Champions**, staff-led sustainability projects, and **"Meatless Mondays"**



Mental health programme reaching

1,526

staff engagements through monthly themed activities

Continued roll-out of sustainable procurement, with

95%

of suppliers meeting ESG criteria in Pharmacy, Laboratory, and General Stores categories



4. Environmental Performance



Reducing our environmental footprint remains a central pillar of M.P. Shah Hospital's Green365 commitment. In 2024, we advanced efforts in energy efficiency, water conservation, waste management, and sustainable procurement — guided by the **6Rs: Reduce, Re-use, Recycle, Rethink, Refuse, and Repair.**

Energy & Emissions

Scope 1, 2, and 3 Emissions – Current Year

Scope	Emission Area	CO ₂ -e (metric tonnes)
Scope 1	SC1 Building energy	-
Scope 1	SC1 Travel	42.65
Scope 1	SC1 Refrigerants	-
Scope 1	SC1 Waste	-
Scope 1	SC1 Anaesthetic gases	5.34
Scope 2	SC2 Purchased and consumed grid electricity	-
Scope 2	SC2 Heat networks	-
Total Scope 1 & Scope 2		48.00
Scope 3	SC3 Building energy (building not owned)	-
Scope 3	SC3 Refrigerants (building not owned)	-
Scope 3	SC3 Travel (vehicles not owned)	-
Scope 3	SC3 Employee business travel (road, rail, air, hotel stays)	-
Scope 3	SC3 Water	-
Scope 3	SC3 Waste	176.86
Scope 3	SC3 Contractor logistics	-
Scope 3	SC3 Inhalers	81.25
Scope 3	SC3 Supply chain	2,366.05
Total Scope 3		2,624.16
Total All Scopes		2,672.15



Water Management

Water-Saving Initiatives:

- » Grey water recycling
- » Bottle-less water project
- » Rainwater harvesting
- » Automatic water faucets
- » Sub-metering buildings for accurate tracking



Waste Management

Total Waste Generated (by type):

E-waste Recycling:



In 2024 we
collected a
total of

612 kg

of e-waste.



Tree Planting & Environmental Events

Tree Planting Events

As part of our ongoing commitment to sustainability, we continue to champion initiatives that align with our broader environmental, social, and governance (ESG) goals.

Thiba Dam, Kirinyaga County: Contributed to the National Tree Growing and Restoration Campaign, which targets 15 billion trees by 2032. In partnership with Lions SightFirst Eye Hospital, the Automobile Association of Kenya, St. John's Ambulance, Kingsway Group Limited, Kirinyaga County, and the National Irrigation Authority, over 10,000 trees were planted.

15 billion
trees by 2032

10,000+
trees planted

M.P. Shah Hospital (Main) & Dinshaw Byramjee Dispensary:

Planted over 40 trees, reinforcing our grassroots commitment to sustainability.

40+
trees planted





Leadership & Introduction



Governance & Strategy



2024 Performance Dashboard



Environmental Performance



Social Performance



Environmental Awareness Events



CEO Walk for Sustainability:

Held at Karura Forest, promoting personal health and environmental responsibility.

World Earth Day Walk

First hospital in Kenya to walk for sustainability on Earth Day, including a 4km walk and tree planting at Parklands Police Station in collaboration with UN Global Compact and Kenya Green Building Society.



World Environment Day

Themed "Land Restoration, Desertification, and Drought Resilience," bringing together key environmental leaders and stakeholders.





Sustainable Procurement

The Hospital's greenpurchasing policy is embedded in our tender prequalification process, ensuring that every prospective supplier demonstrates a clear commitment to environmental stewardship before contracting.

Requirements for Vendors:

- » Provide a documented Environmental or Safety, Health & Environment (SHE) policy (ISO 14001 or equivalent)
- » Evidence of systems to minimise waste, reduce energy use, and prevent pollution
- » Responsible sourcing of materials (recycled, low-impact, or locally produced)
- » Limit packaging and encourage circular-economy outcomes (reuse, refurbishment, recycling).



2024 Performance:

95% compliance rate among Pharmacy, Laboratory, and General Stores suppliers with ESG criteria.





Integrating Sustainability in Nursing Education

At the M.P. Shah Hospital School of Health Sciences (established in 2022), sustainability has been embedded in the culture from student induction. Through the Go Green365 programme, nursing students are introduced to environmental responsibility as part of their professional journey. Each intake receives sustainability talks, branded reusable items, and opportunities to actively participate in hospital-wide green initiatives.

In 2024, students and faculty contributed to **tree planting**, **e-waste collection**, and developed the **Kitchen Garden Project** using recycled materials such as old bins, sacks, and plastic bottles. The garden not only provides vegetables but also generates income to sustain the project and support needy students. This initiative aligns with the **TVET (Technical and Vocational Education and Training) Greening the Learning Environment guidelines**, enhances mental wellness, and nurtures teamwork, leadership, and entrepreneurial skills.

Additional activities include the **Knitty-Beady Club**, which transforms waste carrier bags and beads into creative items for sale, and the school's active participation in the Hospital's **e-waste recycling programme**, where students collected 14 kilograms of e-waste in early 2025 and received recognition.

These initiatives demonstrate that sustainability is more than a project; **it is a core value of education at M.P. Shah Hospital**. Nursing students graduate not only as clinicians but also as sustainability champions, carrying forward this mindset into their professional practice and communities.





5. Social Performance



M.P. Shah Hospital's social impact spans both **internal initiatives** that support staff well-being and professional growth, and **external outreach programmes** that benefit the wider community.

Internal – Staff Well-being & Engagement

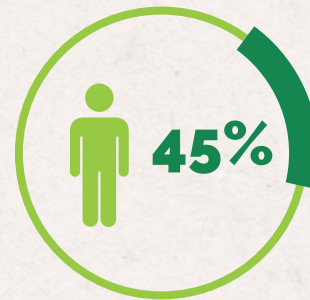
Training & Development

M.P. Shah Hospital is keen on training, and we have set aside a budget for staff development purposes.

Diversity & Inclusion

At M.P. Shah Hospital, we foster an all-inclusive environment – creating a space where everyone feels respected, heard, and empowered to contribute.

Increased the ratio of male staff from **30% to 45%.**



Occupational Health & Safety (OHS)

These frameworks emphasise:

- Hazard identification and risk assessment
- Infection prevention and control (IPC)
- Incident reporting and investigation
- Training and capacity building

Our OHS Achievements:

- Internal OHS committee established
- Regular staff training on safety protocols, including fire safety
- Emergency preparedness drills conducted
- Incident reporting systems in place
- PPE use and infection control measures reinforced, especially post-COVID-19.

Staff Wellness & Mental Health Support

Mental Health & Wellbeing Programme Overview (2024):

- » Monthly themed activities to address mental, physical, and spiritual health
- » Total engagements: 1,526 staff
- » Activities included CMEs, interactive sessions, debriefs, prayer meetings, and creative initiatives

Total engagements
1,526



Monthly Themes & Highlights:

- » January – Foundations First: Introduced programme framework and objectives
- » February – Mind Matters: Focus on emotional resilience
- » March – Balance in Action: Financial wellness and physical activity
- » April – Nourish to Flourish: Nutrition and physical activity
- » May – Building Resilience: Mental Health Awareness Week activities
- » June – Facing the Shadows: CME on substance use
- » July – The Power of Self-Care: Mindful eating and stress management
- » August – Healing in Community: Trauma and personality discussions
- » September – Express to Heal: Art therapy through drawing and colouring competition
- » October – Unplug to Reconnect: Digital detox and spiritual grounding
- » November – Health and Gratitude: Diabetes screening and gratitude sessions
- » December – Closing with Compassion: Debriefs on compassion fatigue and stress



Lessons Learned:

- » **Attendance Patterns:** We observed higher participation in Continuing Medical Education (CME) sessions that were directly relevant to professional practice. There is need for a broader variety of programmes to cater to different interests and preferences.
- » **Debriefs in High-Risk Units:** Post-activity debriefs proved especially critical in high-risk departments, providing valuable space for reflection, knowledge exchange, and strengthening of team resilience.
- » **Spiritual and Community Elements:** Activities that incorporated spiritual and community engagement had a profound impact, enhancing wellbeing, while creating a sense of shared purpose.
- » **Creative Connections:** Creative activities were highly effective in fostering interpersonal connections, building trust, and strengthening team cohesion.

Our Green Pledge



I Affirm That
I Care About
Our World

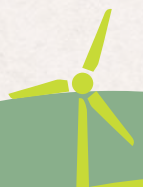
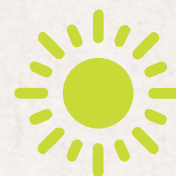


I Pledge
That I Will

GO GREEN



I Attest That Trees
Are Invaluable And
Need To Be Conserved





External – Community Outreach & Impact

Tree Planting & Environmental Engagement:

Thiba Dam:

10,000+

trees planted with partners.

**M.P. Shah Hospital (main)
Dinshaw Byramjee Dispensary:**

40 +

trees planted.



Health Camps & Screenings:

World Kidney Day:

160

Free kidney screenings for 160 people in partnership with Kenya Renal Association.



Mental Health Expo:

125

Engaged with 125 attendees, offering screenings and mental health awareness.





Leadership &
Introduction



Governance &
Strategy



2024 Performance
Dashboard



Environmental
Performance



Social
Performance



Diwali & Somali Festivals:

300+

Free health screenings for 300+ individuals.



World Diabetes Day:

120+

Targeted screenings and educational sessions for 120+ participants.



Men's Wellness Hangout:

80+

Urological health awareness for 80+ men.



Blood Donation Drives:

250+

250+ units collected in 2024 in partnership with national blood banks





Access to Life-Saving Care:

Healing Little Hearts Programme:

300+

children screened for heart defects.

200+

surgeries completed to date.



Kidney Transplant
Support Group.

160
members.



Diabetes
Support Group.

110
members.

Education & Capacity Building

CME on Paediatric Health Management
for school nurses nationwide.



40+

monthly health talks for corporate partners.



QIPS Symposium and Lions Diabetes Symposium
for healthcare professionals.



40

attendees for the caregiver training sessions.





Emergency Response & Humanitarian Aid

Humanitarian
visit to.

310+

flood victims
in Mathare.



Sponsored

**Faraja Cancer
Walk** and **St. John's
Ambulance Walk**



Road Safety & Transport Health

Usalama Barabarani Medical Camp in Kirinyaga County, serving PSV drivers, school bus drivers, and bodaboda riders.





6. Governance & Ethics



ESG Governance Structure



Go Green Committee Membership:

- » **Chair:** Chief Sustainability and Operations Officer - Dr. Joan Osoro-Mbui
- » **Vice Chair:** Infection Prevention Control Manager - Nelius Makandu
- » **Secretary:** Head of Support Services - Reyaz Shariff
- » **Member:** Chief Executive Officer - Dr. Toseef Din
- » **Member:** Strategy and Innovation Manager - Yvonne Kirigo
- » **Member:** Head of Finance - Roshni Jankharia
- » **Member:** Quality Improvement & Risk Manager - Agnes Thuo
- » **Member:** Head of Procurement - Mildred Omballah
- » **Member:** Chief Human Resource Officer - Kenneth Afwande
- » **Member:** Deputy Chief Medical Officer - Dr. Benjamin Nzomo
- » **Member:** Deputy Chief Nursing Officer - Sr. Rose Ngugi
- » **Member:** Head of Engineering and Maintenance - Arnold Mwanzia
- » **Member:** Head of Marketing, Brand and Communication
- » **Member:** Marketing & Brand Manager - Whitney Mutsembi
- » **Member:** Patient Entitlement Manager - Kalpana Raithatha
- » **Member:** Head of Non-Medical Materials Management Department - Dr. Shaina Shah
- » **Member:** Quality improvement Officer - Scholastika Achieng



Policies & Compliance

M.P. Shah Hospital maintains a robust policy framework to guide ethical conduct and environmental stewardship:

Green365 Policy:

Guiding document for environmental and sustainability initiatives across all operations

Anti-Corruption & Ethics Policy:

Commitment to transparency and ethical business conduct

DEI Policy:

Commitment to diversity, equity, and inclusion in the workplace

Goals & Targets

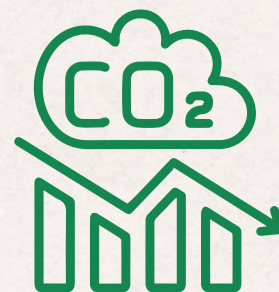
Short-term Targets (2025)

- » Increase telemedicine and home-based care uptake by **20%**
- » Increase staff trained in GHI by **20%**
- » Zero use of clinical gloves in housekeeping
- » Zero use of disposable aprons by housekeeping staff
- » Zero use of disposable laundry bags
- » **80%** compliance of suppliers to sustainability.

Long-term Targets (2026–2030)

By **2035** to reduce carbon emissions by

20%





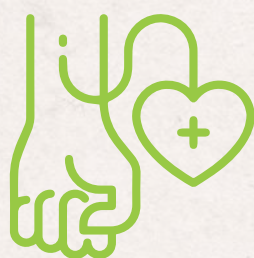
7. Case Studies & Highlights



Blood Donation Drives as a Sustainability Strategy

2024:
341

units of blood
donated.



Blood donation is a key pillar of M.P. Shah Hospital's Green-365 initiatives, positioning blood drives not only as lifesaving medical activities but also as integral to broader sustainability and community health efforts. These drives raise awareness about the critical need for safe blood, emphasising shared responsibility to support patients in need. This aligns closely with the hospital's commitment to eco-conscious and socially responsible healthcare under the Green365 campaign.

In recent years, multiple community-based blood donation camps have been held in collaboration with religious organisations, corporate partners, and schools, including partnerships with Shree Swaminarayan Mandir, Shree Swaminarayan Gadi Sansthan, Roche Kenya, and The German School, among others.

This integration of blood donation into the hospital's sustainability strategy represents a holistic approach that combines environmental responsibility with community health promotion.

Healing Little Hearts UK Partnership

Since November 2016, M.P. Shah Hospital has maintained a long-standing partnership in providing children's heart healthcare with the UK-based charity Healing Little Hearts, ably supported in this partnership by the Jain Social Group.

This collaboration has facilitated multiple cardiac camps, with the 14th camp held from May 22 to June 13, 2025. The partnership provides free open-heart surgeries and cardiac interventions for children with congenital heart defects, demonstrating the hospital's ongoing commitment to accessible and specialised healthcare.



Cochlear Implantation Camps

The Hospital regularly conducts cochlear implant camps in partnership with charitable organisations such as NASMAA Charity and the Cochlear Implant Group of Kenya (CIGOK). These camps focus on screening paediatric patients for hearing loss and scheduling eligible children for cochlear implant surgeries, often supported through implant donations.

Sustainable Clinical Practices

Telemedicine Uptake:



2024: **58**
cases



Textiles & Shoes Collection:



2024: **1,971 kg**
collected



Wellness Packages Uptake:



2024: **3,961**
packages



Lean Healthcare: Maternity Packages:



2024: **210**
enrolled, 154 actual uptake



Other Initiatives:

- » Laundry bag reuse
- » Bottle-less water project
- » Meatless Monday campaign
- » School of Health Sciences Kitchen Garden
- » Knitty Beady Club activities
- » Mental health integration into clinical practices

8. Challenges & Lessons Learned



Key Challenges

While 2024 marked strong progress in embedding sustainability into M.P. Shah Hospital's operations, several challenges remain:

- » **Funding & Resource Constraints** - Securing dedicated funding for sustainability initiatives remains a key challenge, with most activities financed from operational budgets. This limits the scale and pace of implementation.
- » **Data Gaps & Measurement Limitations** - Aggregate data for some sustainability indicators hinders comprehensive performance tracking, which would be better with granular data.
- » **Supplier Sustainability Compliance** - While progress has been made, achieving full supplier compliance with sustainability criteria and emissions reduction targets remains an ongoing process.
- » **Behavioural Change & Staff Engagement** - Embedding sustainability into daily practices requires continuous staff engagement and mindset shifts, particularly in areas such as waste segregation, energy conservation, and green procurement.
- » **Scaling Partnerships** - While strong partnerships exist, expanding collaborative networks to access technical expertise, innovation, and funding is necessary to accelerate impact.
- » **Balancing Sustainability with Operational Priorities** - Integrating sustainability targets into core healthcare delivery without compromising patient care or operational efficiency is an ongoing balancing act.
- » **Infrastructure Limitations** - Older infrastructure presents challenges for retrofitting energy-efficient systems and implementing advanced resource monitoring tools like BIMS.





Lessons Learned

- » Sustainability is a lifestyle rather than a project — it must be lived daily to create lasting impact.
- » For it to succeed, each team member needs to appreciate its role in their personal and professional life.
- » Pacing initiatives is important for success — too many simultaneous projects can dilute focus and reduce effectiveness.
- » Reliable, detailed data is essential — without it, measuring impact and guiding future priorities becomes challenging.
- » Strong partnerships amplify impact — collaborating with government, NGOs, corporates, and communities accelerates progress and shares resources.
- » Embedding sustainability principles in our nursing school curriculum ensures that future healthcare professionals carry these values into their clinical work, influencing patient care and operational practices for years to come





9. Outlook & Next Steps



As M.P. Shah Hospital moves forward, our sustainability strategy will build on the lessons from 2024 and the priorities identified through stakeholder engagement and performance monitoring.

Driving Innovation in Sustainability

At M.P. Shah Hospital, we believe that sustainability is not merely about compliance, but about creating long-term value for our patients, staff, community, and the environment. We continue to adopt forward-looking approaches that integrate technology, innovation, and education into our sustainability agenda.

Green Building Practices

We are committed to reducing our environmental footprint through sustainable infrastructure. Our facilities are guided by green building practices, ensuring energy efficiency, water conservation, reduced waste generation, and healthier indoor environments. These initiatives align with our Kenya Green Building Society (KGBS) corporate membership and reinforce our commitment to climate-resilient healthcare.

AI in Sustainability

We are embracing Artificial Intelligence (AI) to optimise sustainability outcomes across the hospital. From predictive analytics that enhance energy management and equipment maintenance, to AI-driven models that support resource efficiency and waste reduction, we are leveraging technology to create smarter, greener healthcare systems.

Training and Education

We recognise that true sustainability is powered by people. Through continuous training, workshops, and staff engagement programmes, we are equipping our teams with the knowledge and skills to embed sustainability in everyday operations. In addition, we provide education to our patients and communities, fostering awareness of sustainable health practices and environmental stewardship. Together, these initiatives reflect our vision of a hospital that not only heals but also safeguards the health of future generations.



Employee Engagement

- » Boost engagement in physical wellness
- » Expand peer support structures
- » Strengthen manager involvement in mental health support
- » Increase family and community involvement
- » Promote digital wellbeing

Upcoming Initiatives

- » **Energy Audit Implementation** – Act on recommendations from the 2024 energy audit to improve efficiency and reduce emissions.
- » **BIMS Installation** – Deploy Building Information Management System to improve resource monitoring and maintenance.
- » **Community Engagement in E-waste and Textile Recycling** – Scale up community participation in our recycling programmes.
- » **Measurement of 2025 Carbon Emissions** – Continue tracking Scope 1, 2, and 3 emissions with improved data granularity.
- » **Planning for 2026** – Lay the groundwork for the next phase of sustainability initiatives, integrating environmental, social, and governance goals into the hospital's long-term strategy.

Appendix

SDG Mapping

This mapping demonstrates how MP Shah Hospital's sustainability initiatives align with the **United Nations Global Compact (UNGC)** Principles and the **Sustainable Development Goals (SDGs)**.

SDG	Goal & Relevant UN Target	M.P. Shah Hospital Initiatives	2024 Outcomes / Indicators
SDG 3 – Good Health & Well-being Ensure healthy lives and promote well-being for all at all ages.	3.4 – Reduce premature mortality from NCDs through prevention and treatment 3.8 – Achieve universal health coverage	<ul style="list-style-type: none">» Healing Little Hearts programme (Paediatric cardiac surgeries)» Diabetes & Kidney Support Groups» Wellness packages» Community health screenings (World Kidney Day, Diabetes Day, Men's Wellness)» Telemedicine expansion» Mental Health & Wellbeing Programme for staff» Emergency response in Mathare floods.	<ul style="list-style-type: none">» 300+ children screened, 200+ surgeries» 3,961 wellness packages uptake (2024)» 250+ units of blood donated» 1,526 staff engagements in mental health programme.
SDG 7 – Affordable & Clean Energy Ensure access to affordable, reliable, sustainable and modern energy for all.	7.2 – Increase share of renewable energy in the global energy mix. 7.3 – Double the global rate of improvement in energy efficiency.	<ul style="list-style-type: none">» LED retrofitting & motion sensor lighting hospital-wide.» Solar water heating in operating theatres.» Energy efficiency upgrades via engineering department.» BIMS installation planned for 2025.	<ul style="list-style-type: none">» Hospital-wide transition to energy-efficient lighting.» Solar energy integrated into water heating.» Energy audit completed 2024.
SDG 10 – Reduced Inequalities Reduce inequality within and among countries.	10.2 – Empower and promote inclusion for all. 10.3 – Ensure equal opportunity.	<ul style="list-style-type: none">» DEI policy implementation.» Increase in male staff representation (from 30% to 45%).» Patient outreach to underserved communities.» Free health screenings in low-income areas.	<ul style="list-style-type: none">» Workforce diversity improvement.» Outreach in Kirinyaga, Mathare, and festival events targeting diverse communities.



SDG	Goal & Relevant UN Target	M.P. Shah Hospital Initiatives	2024 Outcomes / Indicators
SDG 17 – Partnerships for the Goals Strengthen the means of implementation and revitalise the global partnership for sustainable development.	17.16 – Enhance global multi-stakeholder partnerships. 17.17 – Encourage public, public-private, and civil society partnerships.	» Partnerships with Lions SightFirst Eye Hospital, Automobile Association of Kenya, St. John's Ambulance, Kirinyaga County, National Irrigation Authority, NASMAA Charity, CIGOK, UN Global Compact, Kenya Green Building Society. » Corporate and school partnerships for blood donation drives.	» Over 10,000 trees planted at Thiba Dam with multi-stakeholder partners. » Multiple collaborative health camps and outreach events.

UNGC Principles Mapping

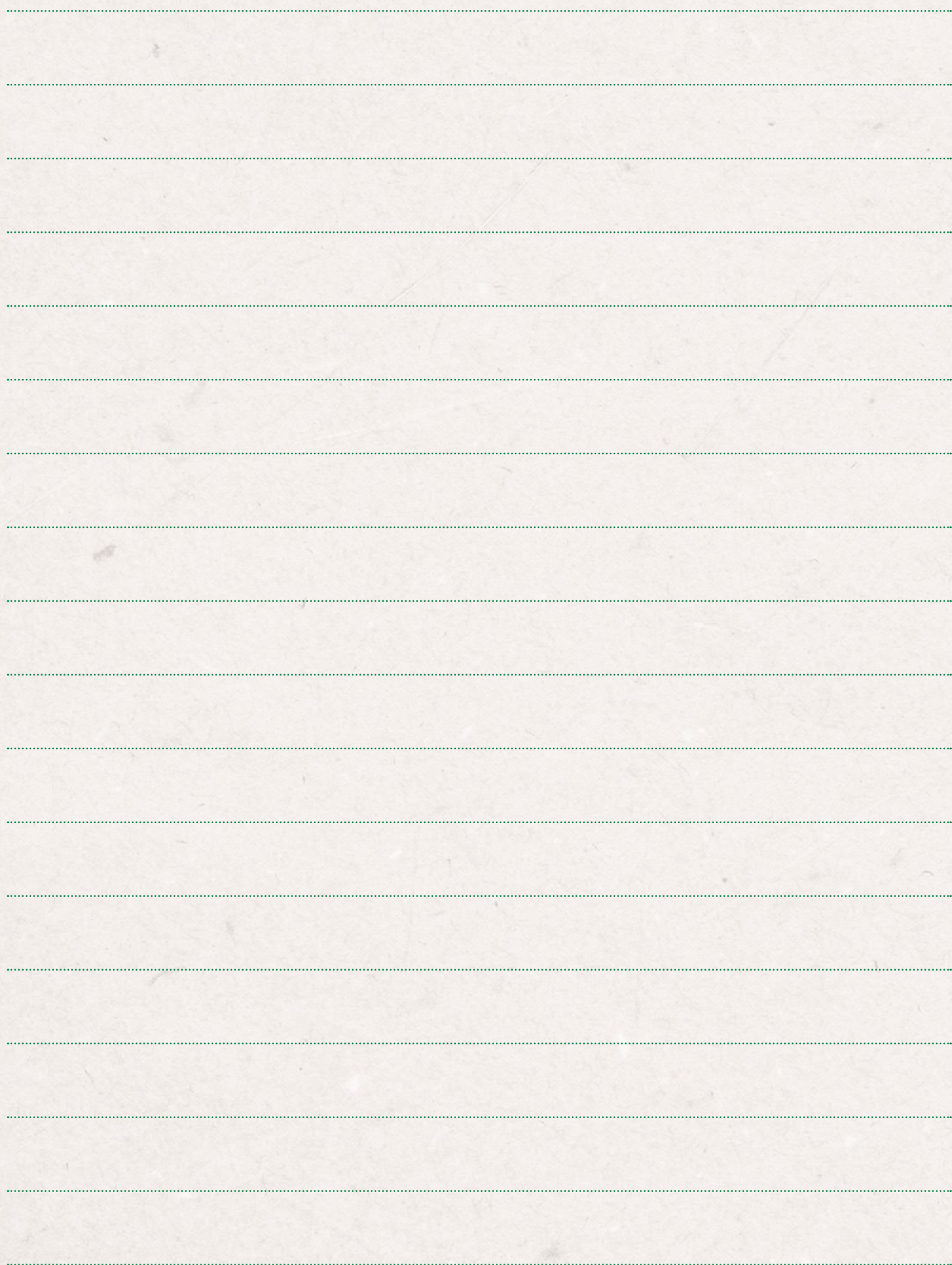
UNGC Principle	M.P. Shah Hospital's Relevant Initiatives	2024 Outcomes / Indicators
Human Rights		
1. Support and respect the protection of internationally proclaimed human rights.	» DEI policy and inclusive workplace culture. » Mental Health & Wellbeing Programme for staff. » Access to healthcare for underserved communities.	» Increase in male staff ratio from 30% to 45%. » 1,526 staff engaged in mental health programme. » Free screenings at community events and festivals.
2. Ensure not being complicit in human rights abuses.	» Anti-corruption and ethics policy. » Transparent procurement and contracting processes.	» 95% of suppliers meeting ESG criteria.
Labour		
3. Uphold the freedom of association and collective bargaining.	» Staff engagement forums. » Supportive HR policies.	» Active multi-disciplinary committees like Go Green.
4. Eliminate all forms of forced and compulsory labour.	» Compliance with Kenyan labour laws and ethical employment standards.	» No reported cases of forced or compulsory labour.
5. Abolish child labour.	» Strict supplier code of conduct requiring compliance with labour laws.	» All contracted suppliers vetted for compliance.

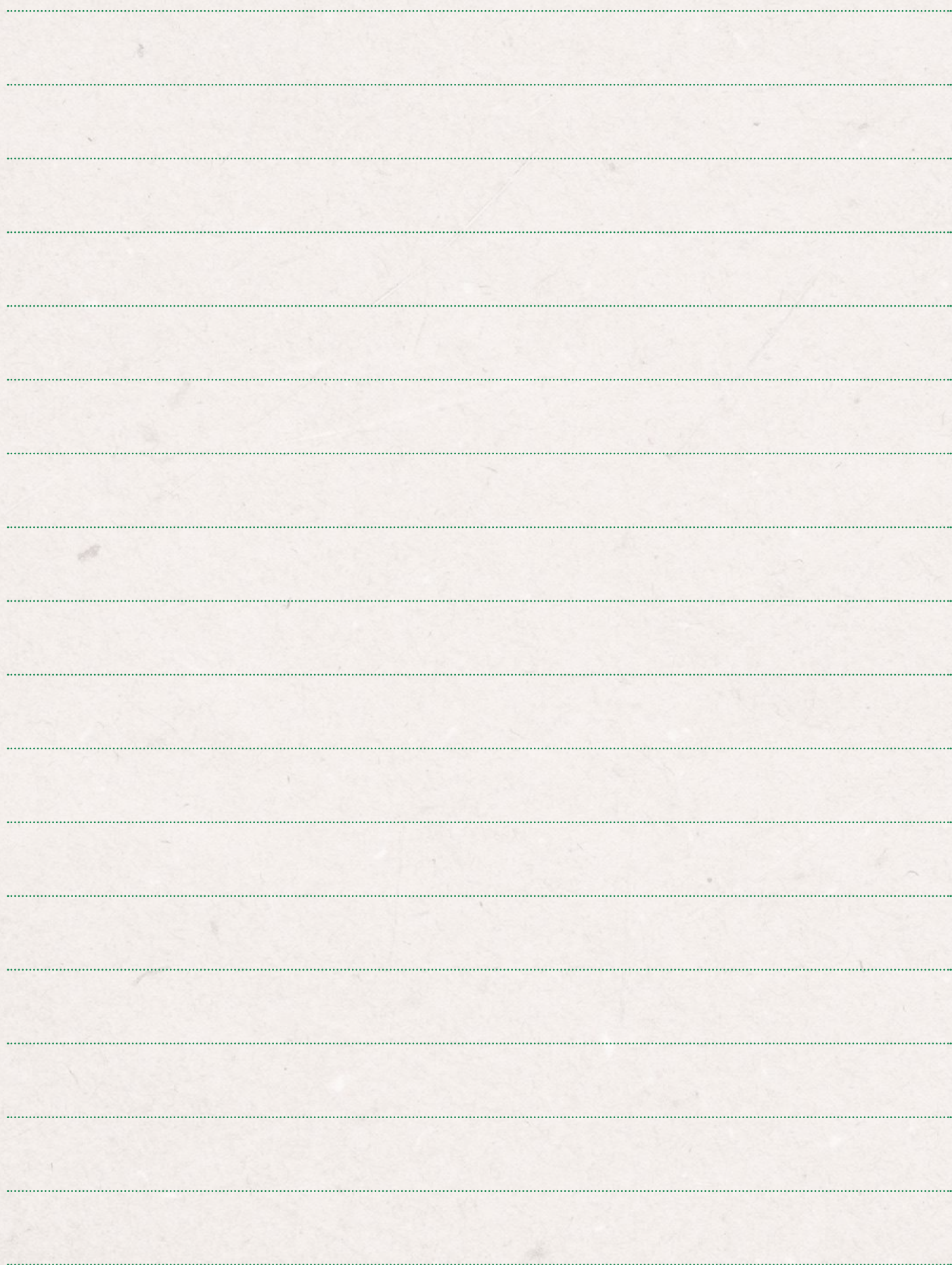


UNGC Principle	M.P. Shah Hospital's Relevant Initiatives	2024 Outcomes / Indicators
6. Eliminate discrimination in respect of employment and occupation.	<ul style="list-style-type: none"> » DEI policy implementation » Equal opportunity hiring practices. 	<ul style="list-style-type: none"> » Workforce diversity improvements recorded.
Environment		
7. Support a precautionary approach to environmental challenges.	<ul style="list-style-type: none"> » Green365 policy and environmental risk mitigation in operations. 	<ul style="list-style-type: none"> » Energy audit completed 2024. » Waste Minimisation programmes in place.
8. Undertake initiatives to promote greater environmental responsibility.	<ul style="list-style-type: none"> » E-waste recycling » Tree planting at Thiba Dam and DBD » Water conservation measures » Sustainable procurement policy. 	<ul style="list-style-type: none"> » 612 kg of e-waste recycled. » 10,000+ trees planted. Rainwater harvesting, bottle-less water stations.
9. Encourage development and diffusion of environmentally friendly technologies.	<ul style="list-style-type: none"> » Solar water heating in theatres. » BIMS installation planned » LED retrofits and motion sensors. 	<ul style="list-style-type: none"> » Hospital-wide energy-efficient lighting.
Anti-Corruption		
10. Work against corruption in all its forms, including extortion and bribery.	<ul style="list-style-type: none"> » Anti-corruption & ethics policy. » Transparent procurement processes with pre-qualification checks. 	<ul style="list-style-type: none"> » All suppliers vetted for ethics and compliance.

Primary Tools Used for Data Collection and Reporting

1. **Sustainability Accelerator Tool** – Geneva Sustainability Centre (GSC)
2. **Carbon Monitoring Tool** – Aga Khan Development Network (AKDN)
3. **UNGC Annual Reporting Tool**
4. **ABLC Questionnaire** – United Nations Global Compact (UNGC)





Every Step Counts:

Our Road to Green Recognition

Sustainability Journey



**Waste
Management**



**Rain Water
Harvesting**



**Energy
Efficiency**



**Human
Sustainability**





**Green
Culture &
Champions**

MAIN HOSPITAL:
Shivachi Road, Parklands

SATELLITE CLINICS:
Village Medical Centre
2nd Floor New Wing, The Village Market

SPRING VALLEY MEDICAL CENTRE:
Block C, Spring Valley Business Park

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