

HARK Adaptation:

Create an adaptive procurement environment

Principle 1: Create a golden thread

Description

- There should be a golden thread through the organisations policies supporting adaptation.
- The organisation's vision, strategy and risk register specifically should be explicit about making sure the organisation is adapted to face the challenges posed by climate driven risks.
- These documents should be publicly available and easy to read. They should also make clear how the organisation's adaptation visions and goals link to those of the health sector, the region, country and also to international commitments to climate adaptation.

How do I know I am doing it?

- Ensuring the hospital's [sustainable] procurement strategy specifically refers to adaptation, how procurement will support adaptation positive choices.
- Ensuring the hospital's [sustainable] procurement strategy describes how it contributes to and links to international, national and sectoral adaptation goals.
- Ensuring the [Sustainable] procurement strategy is freely visible to suppliers who will need to know the organisation's intentions.
- Ensuring the organisation's [Sustainable] procurement plan is explicit about how it will contribute to the hospital's adaptation ambitions.

Principle 2: Create adaptation-ready relationships

Description

- Procurement processes foster good relationships which promote innovation and are support working collaboratively in novel ways to provide adaptive procurement options.
- A procurement environment which promotes adaptation and can take advantage of innovation. Sufficient resources are allocated to procurement. Procurers are empowered to take the right procurement decisions and establish positive relationships with adaptation-ready suppliers to meet the needs of the sustainable procurement strategy.
- An adaptation positive procurement environment combines informed practices underpinned by documented and consistent approaches, supported by leaders and with appropriate funding mechanisms. Relationships are built between multiple people, departments and organisations – not just one person, team or supplier organisation.

How do I know I am doing it?

- The procurement strategy covers adaptation (under sustainability) and is promoted to and available to suppliers.
- Staff involved in procurement decisions receive appropriate training on the organisation's vision, strategy and plan for adaption, and how to incorporate these into their own practices.
- Expertise is available to support drafting business cases and undertaking analysis needed to support funding / financing bids for procure adaptation interventions.
- Suppliers are invited to hear about new projects during the development phase – may need to develop novel solutions. Spaces are created for ongoing dialogue with suppliers. Communication is transparent, constructive and open, promoting innovation.
- Encouraging vendors to tell the hospital about their capacity and capability to meet requirements and if they need development time

Principle 3: Create contract flexibility and innovation readiness

Description

- This is about having a creating a procurement environment which is adaptive to innovation, uncertainty and novel ideas.
- Longer-term procurement and management contracts can lock in certain terms / kinds of products, limiting innovation and the benefit from new products.
- Problems presented by a changing climate may not yet be addressed within the healthcare organisation's existing supply chain. Some solutions have not been invented yet & suppliers may need time to develop good proposals. The process to engage with suppliers might need to change with additional time at the start to flag to potential suppliers what kinds of outcomes/standards are required.

How do I know I am doing it?

- The hospital's contracts are designed to take advantage of new and innovative products, rather than being trapped in long-term contracts which support the continued use of old inefficient products.
- Ensuring training also includes information on adaptation needs and potential interventions that are available.
- The process for onboarding smaller, innovative suppliers is smooth and easy.

Principle 4: Embed quality monitoring and reporting

Description

- This is about being able to make quality procurement decisions and to follow them up and share this with others who may want to learn from the organisation's decisions and choices.
- Good monitoring and reporting is important to knowing how successful previous decisions have been and will support learning and future decision-making.

How do I know I am doing it?

- There are specific, measurable, ambitious, realistic and timely goals for the hospital's adaptation purchases.
- The hospital's standard procurement terms and conditions promote the hospital's adaptation strategy.
- Contract specifications in relation to adaptation are clear & publicly available, using existing standards, where possible, relevant & rational.
- Monitoring and maintenance reporting requirements (both internal and for funders) are clearly understood and articulated in supply contracts.
- Monitoring of contracts for upholding contractual obligations (specifically in relation to adaptation standards) and holding poor performance to account.

HARK Adaptation:

Understanding the adaptation requirements

Principle 5: Account for multiple risks

Description

- Are multiple risks addressed with the product/asset? This is about considering adaptation measures which might be able to address multiple risks, not just single risks.
- Where possible procure assets that consider the different ways in which the climate has or will change (increased heat, cold, storms, flash floods, high winds).

How do I know I am doing it?

- Undertaking analysis to understand how and where climate risks layer on top of one another (e.g. at the healthcare organisation's site are some areas consistently impacted by overheating in heatwaves, and flooding?).
 - Considering how a product performs under multiple risk scenarios (e.g. does it respond well in heat and high wind scenarios?).
 - Being willing to spend more (e.g. higher thresholds) on a product which addresses multiple risks.
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Principle 6: Account for interconnectivity

Description

- How will this asset work effectively as part of a network of assets, processes, people and risks? This principle is about trying to approach the selection and procurement of multiple adaptation measures in a way which complements one another. In this approach, the sum is greater than the respective parts, because they interact with one another and are procured with this in mind, rather than being procured in a piecemeal fashion.

How do I know I am doing it?

- Multiple adaptation interventions have been considered in the design and positively support each other.
 - Analysis involved understanding how climate risks could exacerbate one another, and which locations/people/processes are most 'at risk' as a result
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Principle 7: Avoid maladaptation

Description

- Is the intervention likely to create other adaptation risks or new harms elsewhere? This is about not procuring an adaptation intervention which unintentionally (or otherwise) creates other risks elsewhere, or moves an existing risk to another uncontrolled location.
- Addressing one physical climate risk should not contribute to poorer outcomes for other climate risks (e.g. moving the ICU out of a flood risk zone on the ground floor and into a heat risk zone on an upper floor).
- Controlling one risk through procuring adaptation products, should not unfairly impact another group – who or what is impacted by this choice?

How do I know I am doing it?

- The positive and negative impact of the intervention on the hospital's people, processes, resources etc is understood – beyond its immediate purchase rationale.
 - Selection and screening involves checking that there are no unmanaged/ uncontrolled additional risks caused by the intervention.
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Principle 8: Avoid adding to emissions

Description

- Is the intervention contributing to additional greenhouse gas emissions? This principle is about ensuring that an item procured for adaptation does not contribute to climate change, as this would exacerbate the need for adaptation at a later date.
- An example of this would be to deal with increased temperatures in hospitals only by installing more air conditioning units – thus increasing energy usage and contributing to increased GHG emissions. Think not only about the initial asset but also any resources, maintenance and spares needed for the asset over its lifetime.

How do I know I am doing it?

- Selection and screening involves checking if there are additional emissions – for the life of the good/asset, including servicing, maintenance, spare parts and consumables.
- Preferential treatment for product which involves reuse of materials and support the circular economy.

HARK Adaptation:

Choosing products for the future

Principle 9: Procure for the future operational environment

Description

- What is the climate going to be like for the lifetime of the asset? This is about accounting for not only the whole life of the intended project, but also the physical environment the good or service will be operating in and the consequences of that on how it is operated.
- This may differ from current approaches which may value cost savings over a short period of time or assume a consistent environment throughout the lifetime of the procured item.

How do I know I am doing it?

- Undertaking analysis to understand different climate change scenarios and their impact on hospital infrastructures and services over different timeframes.
- Choosing to invest in products designed to accommodate different kinds of climate over time – not just a constant operating environment.
- Choosing to invest in products which are suitable for the climate throughout the life of the asset/intervention.

Principle 10: Procure for future configurations

Description

- Can the asset / contract be used in different ways – is it adaptable to the future environments it might be operating in or the ways services might need to be configured in the future? This is about choosing products which are flexible to perform in a variety of ways, circumstances and locations, so that they can suit a changing environment. Hospitals might need to change how they work, slowly over time or rapidly in an extreme weather event.

How do I know I am doing it?

- Selection considers how the product would be set up and configured in the current/future environment. Can it be used in different ways? Reconfigured for different locations? Used for different purposes? Is it modular? Are there multiple suppliers or spare parts? Is it easily adapted?
- Procurement criteria favour solutions which incorporate flexibility – e.g. modularity, universal spares, non-proprietary systems, easily reconfigured.
- Contracts are designed to allow adjustments so advantages from new developments and technologies can be realised by the hospital.

Principle 11: Procure for the future supply chain environment

Description

- Is the organisation's supply chain and maintenance schedule also adapted to the changing climate?
- This principle is also about ensuring that for the life of the asset, it is suppliable and maintainable. Are there multiple organisations that could maintain this asset? Does the asset require spare parts which will become obsolete or difficult to procure in coming years?

How do I know I am doing it?

- Choosing a product which is easily maintainable and repairable over its life time. Maintenance is possible by multiple non-proprietary maintenance organisations.
- Choosing products which are unlikely to be affected by foreseeable changes in the supply chain landscape (e.g. climate changes making key resources difficult to procure or legislative changes to limit the use of GHG emitting resources).
- Encouraging repairing rather than replacing parts to limit resource intensity, through procurement criteria specification.
- Favouring suppliers who demonstrate good business continuity practice and adaptation/resilience practices in the procurement process.

Principle 12: Account for full costs/opportunities

Description

- Are the whole life costs ('should costs')/opportunities of the asset being accounted for in cost-benefit-analysis?
- This principle is about taking into account the full life-time costs and benefits of operating an asset, not just the immediate costs of set up and installation. This principle also invites consideration of different types of cost and benefits – not just financial costs, but time savings and the social value chains produced by the asset. It means accounting for the ongoing costs of maintaining and operating the asset including capital and operational expenditure.

How do I know I am doing it?

- Allocating sufficient time during procurement for appropriate risk analysis, options analysis, market evaluation, securing appropriate funding and planning adaptation procurements
- Undertaking analysis of the full life-time costs including installation, maintenance and potentially decommissioning.
- Including costs avoided in any cost-benefit analysis (e.g. reduced premiums, minimal maintenance requirements, ease of repair, no additional future upgrade costs) in relation to changing climate.
- Including primary and secondary benefits in cost-benefit analysis. Considering positive and negative impacts of the intervention from a social value, economic and environmental perspective, not just the immediate financial costs.