

# Embedding Adaptation into Procurement Decisions

## Adaptation and Scope 3 Emissions Community of Practice

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 UNIVERSITY OF  
CAMBRIDGE | Department of  
Engineering



  
**Mid and South Essex**  
Integrated Care Board

  
**Yorkshire**  
Ambulance Service  
NHS Trust

  
Economic  
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Physical Sciences  
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**PEACCH:** Project to Embed Adaptation to  
Climate Change in Healthcare

# A bit about me

- Interdisciplinary social scientist (e.g. disciplinary nomad):
  - Researcher in Engineering Department (Centre for Sustainable Development)
  - PhD in Sociology (STS) on radiation knowledge construction after Fukushima.
  - MSc in Risk, Crisis and Disaster Management
- Independent resilience consultant since 2013 (including):
  - Rail resilience across the UK
  - Climate resilience in London
  - City resilience in Al Ula, Saudi Arabia
  - Landscape, environmental and agricultural resilience in Abergavenny, Wales



# Project PEACCH

- Project to Embed Adaptation to Climate Change in Healthcare
- Impact acceleration grant (3 months) – follow on to Life Resystal which had no NHS engagement
- Outputs:
  - Webinar series (recordings and slides now available online)
  - Workshop in Essex
  - New workshop tool/game to support adaptation
  - Refined adaptation-positive procurement principles

# Project Overview

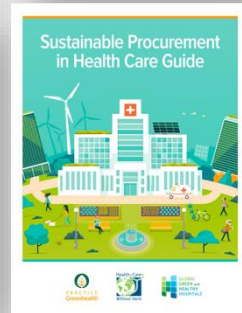
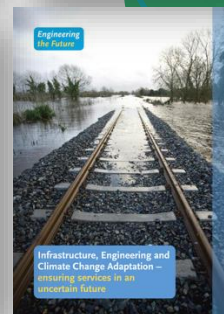
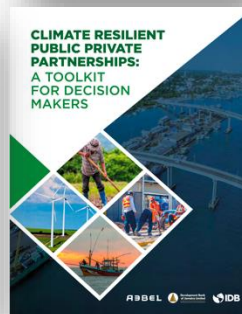
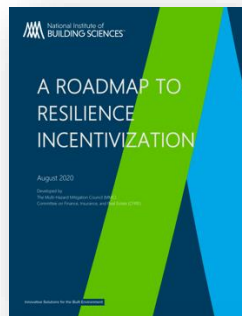
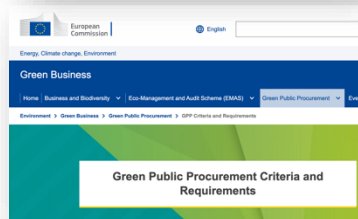
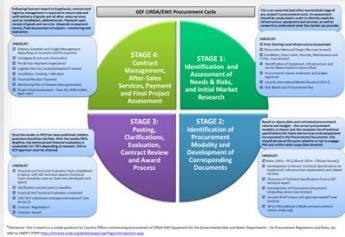
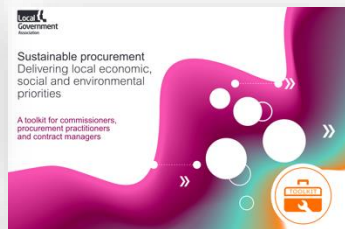
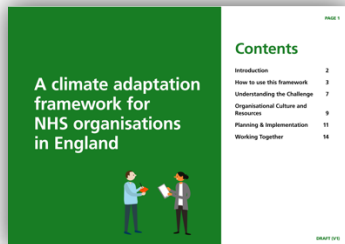
- EU Funded – partners in Greece, France, Spain, Netherlands, Italy – including pilot hospitals.
- September 2021 - August 2025 (4 years)
- Support improved climate resilience for healthcare facilities and health systems through:
  - Improved climate risk and vulnerability assessment of health systems
  - Improved understanding of interdependencies between infrastructures inside and outside obvious healthcare sites.
  - Better investment decision making for adaptation.

## Outputs

- Tool to help healthcare organisations collaboratively construct adaptation pathways
- Guidance on sustainable procurement (EU legislation)
- Guidance on procuring for adaptation
- Practical Guide for Building Climate-Resilient Health Systems

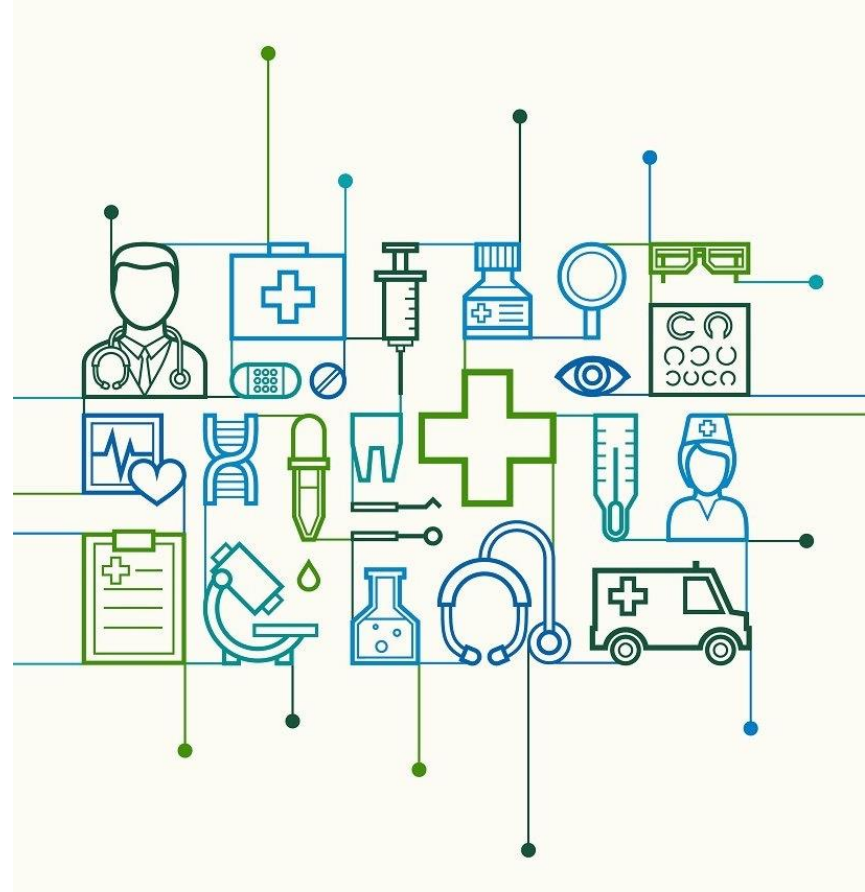






# Healthcare adaptation challenges

- Complex 'system' / structure
- Complex standards and regulation
- Complex governance regimes
- Funding and budgetary constraints
- Changes afoot – 10-year plan



## MENTI Question:

Why or how might processes for adaptation-positive procurement and investment be different to more traditional procurement processes?

# Adaptation procurement challenges



Procurement  
timelines might  
be longer



Difficulty  
finding a  
suitable  
supplier



Supplier  
engagement  
might look  
different



Transformative  
change needs  
systems  
thinking

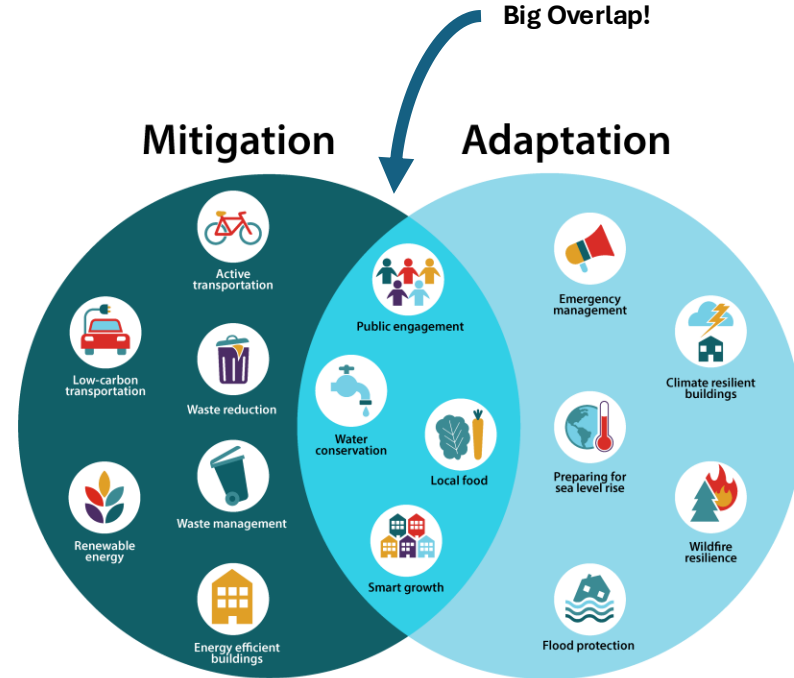


Change and  
uncertainty



# Adaptation vs mitigation procurement thinking

- We're familiar with differentiating mitigation vs adaptation action
- Is there a reduce, reuse, recycle for adaptation?
- Can we differentiate between mitigation vs adaptation procurement?



Source: <https://tree-nation.com/it/progetti/inside-tree-nation/articolo/18356-what-is-climate-adaptation>

**MENTI Question:**

**Can you think of any ways in which adaptation-positive procurement could differ to mitigation-positive procurement?**

# Sustainability

Acknowledges the **wider social value, environmental and economic context** of our actions.

The sustainability agenda advanced initially with an emphasis on **recognising environmental impact**, and more recently to tackle the idea of **social impact** and **inclusivity**.

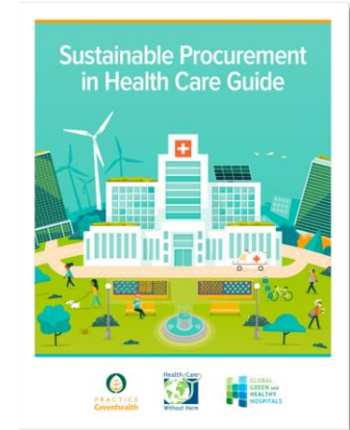
How to operationalise this and who to collaborate with to achieve health and adaptation outcomes?

Circular economy.....



# Benefits of a sustainable procurement strategy

- Efficiency – save time and money by wasting fewer resources over product lifetime.
- Contribute to better employee, patient and visitor health – by reducing toxins, and creating a safer and healthier environment and community.
- Improved value from suppliers – fostering innovation and a better end result through better engagement and contract management with suppliers.
- Attract and retain staff who are motivated by organisations who look after their environment, people and who are prepared for adversity.
- Better decision-making process and structures by incorporating a full range of considerations (e.g. social value) into procurement decisions, not just upfront costs and finance managers.
- Attract and secure resources to make change - be in a better position to secure advantageous funding when it becomes available.
- Position the healthcare organisation as a sustainability and climate change leader – attracting future staff, resources, collaborations, patients.
- Link the healthcare organisation's activities to the wider sustainability and climate change policy landscape, climate change goals global activities around sustainable development.



Adapted from: Healthcare Without Harm (HCWH), Practice GreenHealth, Global Green and Healthy Hospitals. *Sustainable Procurement in Health Care Guide.*; 2020. <https://greenhealthcarewaste.org/wp-content/uploads/2020/12/Sustainable-Procurement-in-Health-Care-Guide.pdf>

# Incorporating climate adaptation analysis into procurement decision making



## Risk analysis

- In-depth understanding of the risks, exposures and vulnerabilities for the facility/ies in question.
- *Outcome: The healthcare organisation should have a robust understanding of physical climate change risk and have identified a shortlist of potential solutions and adaptation interventions.*



## Policy landscape analysis

- Reviewing and understanding the wider climate change policy setting for the healthcare facility looking to adapt.
- *Outcome: The healthcare organisation should have a robust understanding of how their risk situation fits into the wider policy and strategy landscape.*



## Cost-benefit analysis

- In-depth understanding of different aspects of different intervention options and how they align with the risk and policy landscape.
- *Outcome: The healthcare organisation should have a robust understanding of the costs/costs saved and benefits of shortlisted interventions.*




## Funding and financing analysis

- In-depth understanding of the routes of funding available the intended interventions, their feasibility, implications and limitations.
- *Outcome: The healthcare organisation has a robust understanding of what funding is most appropriate for the intended interventions.*




# Incorporating Adaptation into Procurement Contracts and Processes



## Tender Design

- ID the best way of procuring the goods or services, how suppliers will be evaluated; designing the intervention specs and standards for the goods and services; ways of working with suppliers on innovation.
- *Outcome: Process for finding appropriate supplier(s) ID'd and the design specifics of what a good intervention looks like articulated*



## Contract design, review and award

- This involves the design of the contract, determining the specifications for the intervention, reviewing bids and awarding the contract to a particular supplier.
- *Outcome: The organisation has chosen the most suitable supplier for the contract.*



## Contract management, installation and maintenance

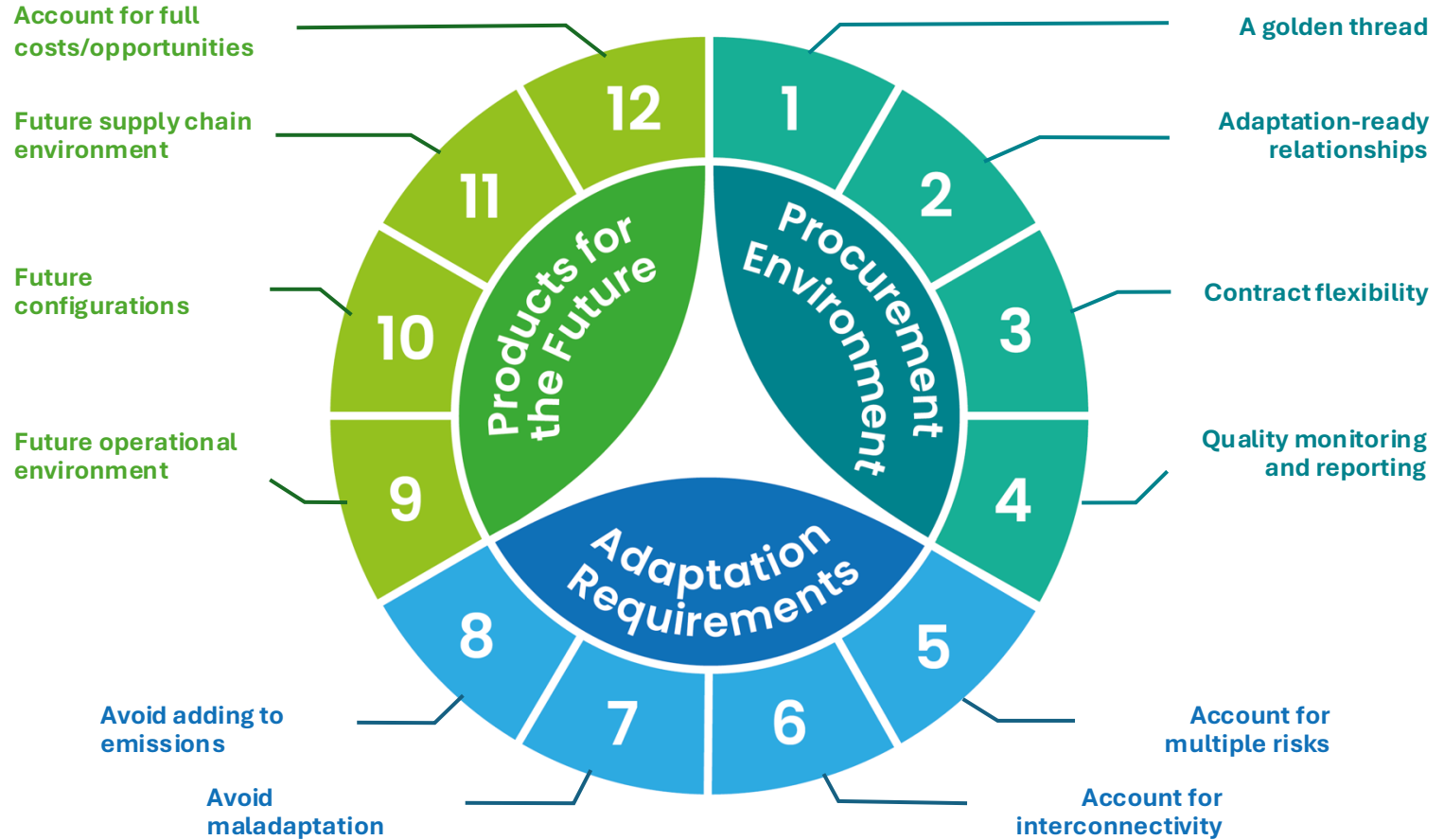
- This involves the installation of the good or service into the healthcare facility and associated processes, contract management such as maintenance of the intervention.
- *Outcome: The intervention has been procured and implemented to the required specifications.*



## Monitoring and reporting

- Regular monitoring of and reporting and any associated key performance indicators, over the lifetime of the asset in question.
- *Outcome: Intervention impacts are understood and adjustments are made [where possible] in the event that impacts do not meet expectations or if there are opportunities for improvement.*

# Principles for adaptation-positive investment





# Procurement and Investment – Adaptation Guide

<https://life-resystal.eu/wp-content/uploads/2025/01/Adaptation-Procurement-Guide-V1.0-20250114-PUBLISHED.pdf>

**In groups, you have 10 mins to discuss:**

- Did any of the principles resonate?
- Did any of the principles jar?
- Which principle might be the most important/useful?
- Are there any more principles for adaptation positive procurement you can think of?

**In groups, you have 5 mins to discuss:**

- What else is needed to ensure adaptation-positive procurement?



# Thank you!

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