

Resiliency Scorecard Process v1.0



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	Action	Detail	Notes
Seek supplier engagement in HIRC standards to increase healthcare supply resiliency			
1	Review standard	<p>Decide whether to implement the HIRC Resiliency Scorecard into your sourcing program.</p> <p>Implementation involves assigning the scorecard as part of your RFP and/or annual review process.</p> <p>You can start with a subset of strategic relationships.</p>	<p>Benefits:</p> <ul style="list-style-type: none"> • Augments your existing scorecarding program • Focuses on resiliency themes and insights • Standardizes approach for industry • Promotes continuity of patient care
2	Identify sponsor	<p>A strategic program cannot thrive without sponsorship.</p> <p>Ideal sponsor may be head of supply chain or sourcing.</p>	<p>Consider how best to establish executive leadership awareness and support.</p>
3	Identify responsible	<p>Ideal resource may be a director or manager within your sourcing or risk group.</p>	<p>Consider selecting an aligned role who can sustain the effort long term. Alternatively, a temporary resource can be used for the build phase.</p>
4	Identify scope	<p>Choose which suppliers you will engage first. Consider suppliers selected by the HIRC community posted at hircstrong.com/engage</p> <p>Choose whether to implement for RFP, annual review, or both.</p>	<p>Review the supplier outreach list: hircstrong.com/engage</p> <p>Outreach list represents suppliers deemed strategic by one or more members. When members contact common trading partners, suppliers may more readily recognize the importance.</p>
5	Choose outreach method	<p>Recommended approach is to deploy the HIRC template. Direct customer voice is ideal.</p> <p>Alternative approach is to</p>	<p>HIRC template involves hands-on effort, but may result in higher supplier responsiveness.</p> <p>SRS managed service reduces</p>

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		leverage SRS managed service at no additional cost.	the upfront effort but still requires provider engagement.
6	Prepare outreach letter	If using the HIRC template, download and add your branding. Refine the language as needed.	The letter represents your organization's commitment to resiliency and formal request for supplier engagement.
7	Prepare outreach email	Prepare email body to accompany letter. Include HIRC overview as a link	Consider examples
8	Create escalation plan	Typical supplier response is 50-75%. For unresponsive suppliers, create an escalation plan in advance. Supplier response status is posted at hircstrong.com/engage	Consider who and when from your organization will seek to engage the supplier.
9	Gain approvals	Gain approval from sponsor.	Sponsor support should include clarity on escalation process and affirmation that the HIRC scorecard will be deployed for strategic relationships.
10	Initiate outreach	If using the HIRC template, send letter as attachment with email body to selected suppliers. Cc HIRC in your outreach. If using the SRS managed service, follow the SRS workflow.	Consider sending via an elevated workstream, such as via the sponsor's inbox or with executive signature. Consider examples If using SRS, they have similar messaging for you to deploy via their workflow.
11	Suppliers respond	For suppliers who respond, HIRC will follow-up to coordinate an educational touchpoint, if cc'd above. Objective of touchpoint is to gain supplier engagement in	HIRC orients supplier to the standards and how to successfully engage. A culture of partnership is exhibited to encourage active participation.

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		HIRC standards.	
12	Perform follow-up	<p>For unresponsive suppliers, ping again after 2-4 weeks.</p> <p>If suppliers remain unresponsive, follow your escalation plan.</p>	<p>Typically workflow is 1) initial outreach, 2) two follow-ups, 3) escalation.</p> <p>Escalation may involve your sponsor and/or sourcing leader.</p> <p>Invite the supplier to connect with HIRC for a conversation if they haven't already. Education typically facilitates engagement.</p> <p>Ultimately, we hope suppliers will join as a member and be part of the industry wide change our community seeks.</p>
Implement the HIRC resilience scorecard in your sourcing program to increase performance			
13	Announce resiliency scorecard program	Perform internal/external communications to announce the implementation of the HIRC resiliency scorecard .	<p>Consider incorporating the scorecard within your existing repertoire of materials sent to your trading partner.</p> <p>Note: scorecard includes all three HIRC standards, which conveniently reinforces all of the community expectations.</p>
14	Implement resiliency scorecard	<p>Activate the HIRC resiliency scorecard at the pre-identified timepoint.</p> <p>Begin to include the scorecard in RFP and/or annual review.</p>	<p>Involve HIRC for support as needed.</p> <p>Note: previously, you asked for voluntary engagement in all three standards. Now, you are announcing implementation.</p>
15	Prepare the initial scorecard	<p>For each selected supplier, prepare the scorecard.</p> <p>Follow the scorecard guidance to assign points.</p> <p>If supplier input or data is</p>	<p>The scorecard rewards suppliers who engaged during the initial outreach based upon the scoring model.</p> <p>Partial engagement still earns partial points. Focus is on</p>

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		needed, make the request.	growth. Review the guidance enclosed in the scorecard.
16	Share the initial scorecard result	<p>Share your assessment of the supplier per the scorecard.</p> <p>Give the supplier time to prepare prior to a formal meeting.</p>	<p>Supplier may be new to the scorecard and/or less familiar with resiliency fundamentals.</p> <p>Consider fostering a culture of growth wherein gaps are treated as opportunities.</p>
17	Conduct the formal scorecard review	<p>Meet with supplier per RFP or annual review. Share your assessment and invite dialogue.</p> <p>Primary objective includes building clarity of current strengths, opportunities, and growth plan as needed.</p>	<p>Consider emphasizing the importance of growth.</p> <p>Learn as much as you can about strengths and opportunities.</p> <p>Consider suggesting involvement with HIRC as a means to mature as a community.</p>
18	Reflect on scorecard insights	<p>Was the supplier engaged and committed to the process?</p> <p>Did you gain an adequate understanding of the supplier's resiliency program and commitment to transparency?</p> <p>Were opportunities identified and a growth plan established?</p>	<p>Consider reinforcing the desired behaviors of transparency and partnership.</p> <p>Consider selecting or otherwise rewarding suppliers who have demonstrated a commitment to resiliency.</p>

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Recap

Goals of outreach include:

- Increase industry adoption of HIRC standards to increase transparency and resiliency
- Supplier engagement is posted at hircstrong.com/engage
- Promote partnership, communication, and transparency in strategic relationships

Goals of resiliency scorecard include:

- Promote more resilient medical supply chains by elevating resiliency in sourcing discussions. Simplify discussions through standard terminology and measures. Increase mutual understanding of risk, mitigation, and growth strategies.
- Leverage the results to inform sourcing decisions and manage key relationships.

Contact

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Outreach examples:

Each example sets a specific expectation. Choose and modify what works best for you.

#	Type	Examples
1	Initial	<p>Hello [Name],</p> <p>As you may know, we are excited to be members of HIRC (Healthcare Industry Resilience Collaborative) and are working to adopt their standards for Resiliency and Business Continuity. We are aligning with the standards to implement an approach to resiliency that is consistent across the healthcare community. If you could, please review the attached letter and request to participate in this important initiative with us.</p> <p>We are encouraging [Supplier Org] to move forward in engagement with the HIRC standards. Please identify the best contact for us to collaborate with on this strategic initiative.</p> <p>Looking forward to connecting.</p> <p>Thank you</p> <p>CC: Director</p> <p>BCC: SVP</p>
	Follow-up	<p>Since the email was sent below, we haven't received a response regarding [Supplier Org] engaging with the HIRC standards.</p> <p>Are you the correct person to collaborate with on this?</p> <p>If not, could you please help to identify who that would be. We're excited to get this initiative moving forward and we need your support.</p>
2	Initial	<p>[Your Org] has partnered with the Healthcare Industry Resilience Collaborative (HIRC) to reach the next level of resiliency innovation.</p> <p>I would ask that you take a moment to review the attached documents which include endorsements from additional providers with whom we have been working. I am asking for your engagement and support of this supplier/provider collaboration.</p> <p>Please "Reply All" with your company's engagement status as outlined in the attached prior to [Date].</p>

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		Additional details (and FAQ) can be found at hircstrong.com/engage .
	Follow-up	<p>I am reaching out to confirm your receipt of previous communication and requesting an update on behalf of [Your Org] supply chain, patients, and clinicians. A summary of the ask is available at hircstrong.com/engage. We are seeking your engagement and support of this supplier/provider collaboration.</p> <p>If you have not yet scheduled 30 minutes to speak with Jesse Schafer, please “Reply All” to this email with the status of engaging your internal subject expert or leadership.</p>
3	Initial	<p>I hope that one of you can direct this request to the right person at [Supplier Org].</p> <p>[Your Org] is committed to providing world class care to our patients. A key component of providing care is ensuring our caregivers have the supplies needed. Recent world events have highlighted the need for a strong supply resiliency program to ensure continuity of care.</p> <p>We are partnering with Healthcare Industry Resilience Collaborative (HIRC), a non-profit consortium, to develop a consistent approach to healthcare supply chain resiliency. We need our strategic suppliers to work with us to create a more transparent and resilient supply chain.</p> <p>We have selected your company out of hundreds to work with us on developing this program and to pave the way for resiliency innovation in healthcare supply chain.</p> <p>As a part of this initiative, [Your Org] is utilizing a tool called Supply Risk Solutions (SRS) to capture important resiliency information. It is our understanding that [Supplier Org] has been in contact with HIRC and has accessed Supply Risk Solutions at some point but has not granted [Your Org] access to any information such as the location of manufacturing and distribution locations, or the Business Continuity Maturity (BCM) Assessment.</p> <p>A summary of the ask is available at http://hircstrong.com/engage</p>

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		<ul style="list-style-type: none">• We are reaching out to confirm your receipt of previous communication and request that data be shared through SRS to [Your Org]. You can login as a supplier here: http://www.supplyrisk.com• If you have not yet scheduled 30 minutes to speak with Jesse Schafer from HIRC, please “Reply to All” to this email with the status of engaging your internal subject expert or leadership.• Feel free to share an appropriate resource, including their contact information, who HIRC may contact directly to coordinate a brief discussion. <p>[Your Org] supply chain management is looking forward to your full participation in this initiative.</p>
4	Initial	<p>[Your Org] Supplier,</p> <p>As you may know we are excited to be members of HIRC (Healthcare Industry Resilience Collaborative) and are working to adopt their standards for Resiliency and Business Continuity. If you could please review the attached letter and request to participate in this important initiative with us.</p>