

**Working together to
resolve resiliency issues
for continuity of patient
care.**



Stronger Together

Through standards, we can help boost supply chain resiliency and care for patients.

[Home](#)

Snapshot

Featured Members

Leadership

Standards

Get Involved



Snapshot

Non-profit of 85+ providers, suppliers, and industry partners **solving for resiliency in healthcare**

- **Engage:** adopt our standards at no cost
- **Membership:** join our community with additional benefits

1-2 hours per month

- Member calls, key initiatives, best practice groups, board / supplier advisory council
- Join as much or as little as you'd like

Increase healthcare resilience through **design and adoption of standards**

- **Providers:** accelerate your resiliency program
- **Suppliers:** gain voice of customer / differentiate yourself

[Who's Involved](#)

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[Get Involved](#)

Patients at the Heart

The Healthcare Industry Resiliency Collaborative (HIRC) is a non-profit healthcare supply chain trade association founded by providers and their trading partners to tackle resiliency issues for continuity of patient care.

We champion and lead standards and best practice in healthcare resiliency in pursuit of a transparent and resilient supply chain.

We work as a community of providers, suppliers, and industry partners to develop and align to sensible industry standards and a one-to-many approach.

[About Us](#)





Resiliency & Transparency

HIRC's only objective is to increase the resiliency and transparency of medical supply chains.



Standards & Best Practices

HIRC and our members effectuate our mission by creating standards and best practices.



Engagement & Membership

We'd love for you to get engaged by adopting resiliency standards and joining our member community

Contact

Got questions? We want to hear from you!

215-OUR-HIRC (215-687-4472)
partners@hircstrong.com



Board of Directors



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Featured Provider Members



Featured Supplier Members



Baxter

B | BRAUN



Johnson & Johnson



Medtronic

PHILIPS



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Board of Directors



Pete Bennett
SVP, US Demand & Supply
Cardinal Health



Ruben Colon
Executive Director
AdventHealth



Katie Dean
Administrative Director
Stanford Health Care



Sree Duggineni
Executive Director
City of Hope



Elizabeth Fitzgerald
Director
Mayo Clinic



Andy Hamilton
AVP
Multicare Health System



Tom Harvieux
CSCO
BJC HealthCare



Laura Bailey Johns
Administrative Director
Cleveland Clinic



Tom Lubotsky
VP
Allina Health



Alan Mavis
Director IDNs
Baxter Healthcare



Charlie Miceli
VP & CSCO
UVM Health Network



Eric Morrison
System VP
CommonSpirit Health



Joe Robinson
VP Risk & Continuity
Medtronic



Bill Selles
SVP
Corewell Health



Regine Villain
SVP & CSCO
Ochsner Health

Supplier Advisory Council



Pete Bennett
SVP, US Demand & Supply
Cardinal Health



John Clarke
Director, Value Chain Risk
Management
Johnson & Johnson



Kevin Cook
VP, Supply Chain North
America
Sandoz



Ross Harvey
VP, Global Supply Chain
Cook Medical



Jeremy How
Corporate VP Sales
Operations
B Braun



John Kelty
Business Solutions
W.L. Gore



Alan Mavis
Sr. Director/National
Accounts
Baxter Healthcare



Tanvi Narang
Director, Global
Procurement
BD



Joe Robinson
VP, Enterprise Risk &
Continuity Medtronic



Peter Saviola
VP, Supply Chain
Optimization
Medline



Roger Stearns
Director, Business Continuity
Philips



Kevin Steed
VP/GM of Enterprise
Account Management
Stryker



Lars Thording
VP, Marketing and PR
Innovative Health

Staff



Jesse Schafer
Executive Director



Amy Kenninger
Program Director



Rachele French
Administrative Manager

Quotes



HIRC is uniquely positioned to create a common place for suppliers, providers, GPOs, industry forums, and academics to work in transparent and open dialog. This is how we collectively will change and improve healthcare resiliency.



Tom Harvieux
CSCO BJC HealthCare & HIRC Chair



Resiliency has fallen to the wayside in healthcare each time supply chains normalized in the past. HIRC is committed to this as our singular initiative to evolve the industry.



Bill Selles
SVP at Corewell Health

Quotes



Medtronic has aligned with HIRC standards because we recognize it takes the healthcare community to accomplish resiliency.



Joe Robinson

VP, Enterprise Risk & Continuity at Medtronic & HIRC Treasurer



Resiliency matters because patient care and safety matter. HIRC's collaborative forum, where real-time information is exchanged in support of supply chain resiliency, enables this common goal of member providers and suppliers.



Pete Bennett

SVP, Global Logistics at Cardinal Health

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Driving New Strategic Differentiator through Best-in-Class Inside-Out Analysis: highlighting Suppliers' strengths and identifying opportunities for improvement

What we do today

"need to perform well in benchmarks and demonstrate improvement in gap areas"

Outside-In

Focus on comparative benchmarking to identify leaders/underperformers

Can result in misalignment between strategic goals and organizational capabilities

Pushes towards homogeneity by focusing on benchmarks/scores

Unclear data requirements across suppliers



Resiliency Badge Program

"strengths drive differentiation, and sustaining those strengths drives innovation"

Inside-Out

Focus on identifying supplier's strengths & opportunities for improvement/optimization

Drives differentiation and growth, aligned to organizational processes & capabilities

Sets tone for innovation by reinforcing suppliers' strengths

Self-contained, independent data approach with high security

APPROACH

- **Gather supplier data:** a mix of statistical data, policies/procedures, surveys & questionnaires across selected domains
- **Interview and calculate:** based on KPI-driven scoring matrix
- **Measure and aggregate** supplier's competencies based on relative strength and resiliency criteria, as well as scenario-based questions
- **Award Resiliency Badge**



EXAMPLE

Domain: Inventory Management

Sub-Category: Target Inventory Levels & Safety Stock Management

What are we looking for: how are inventory thresholds calculated, what key factors are considered, how is inventory aggregated

KPIs: targeted vs. achieved service levels & fill rates, holding costs for cycle stock and safety stock, order quantities vs order-up-to level

Badges Awarded:



Holding Cost Performance



Service Level Performance



Fill Rate Performance



Inventory/ Safety Stock Aggregation

Risk Domains

1. Demand Planning	2. Inventory Management	3. Logistics	4. Supply Chain Visibility	5. Supplier Management	6. Risk Management & Contingency Planning	7. Operational Health	8. Market
1.2 Demand Variability Management (Forecast Accuracy)	2.1 Target Inventory Levels & Safety Stock Management	3.1 Warehouse (Storage and Receiving) Management	4.1 Extended Supplier Collaboration & Communication	5.1 Supplier Performance Management	6.1 Enterprise Risk Management Strategy & Practices	7.1 Financial Stability (Vitality, Margin)	8.1 Market Conditions
1.2 Demand Variability Management (Forecast Accuracy)	2.2 Lead Time Management	3.2 End To End Network Design	4.2 Tracking & Tracing Management	5.2 Quality Management	6.2 Business Continuity and Mitigation Planning	7.2 Performance Metrics and Management	8.2 Market Stability
	2.3 Capacity Management	3.3 Carrier and Vendor Management	4.3 Extended Supply Chain Mapping	5.3 Supplier Geographic Concentration		6.3 Risk Identification and Awareness*	7.3 Process Efficiency Management & Critical Product Workflows
1.3 Collaborative Planning across BUs	2.4 Stockout & Backorder Management			4.4 Supplier Fulfillment Performance	5.4 Supplier Selection & Qualification Processes	6.4 Third-party Risk Management Practices And Standards	7.4 Automation & AI Implementation
1.4 Demand Agility	2.5 Redundancy, Optionality, & SKU Rationalization	5.5 Technology & Data Integration		6.5 Supply Chain Event Monitoring	7.5 Data Governance and Management		
1.5 Channel Strength	2.6 Enterprise-wide Inventory Transparency	6.6 Product Recalls		7.6 HR//Labor Sufficiency			

* Risk Identification will have comprehensive sub-domains including, but not limited to geopolitical, weather, cybersecurity, financial

Standards

[Details](#)



BCM Assessment

What

Framework for providers to assess suppliers' formal preparedness

How

Available as lightweight self-assessment

Why

Promote awareness of, and investment in resiliency maturity



Mapping & Monitoring

What

Framework to balance geographic transparency and confidentiality

How

Secure option for one-to-many sharing

Why

Promote proactive awareness and collaborative response



Resiliency Scorecard

What

Framework for providers to assess the resiliency of suppliers

How

Populated in advance for joint review

Why

Promote and enhance partnership & resiliency in trade relationships.

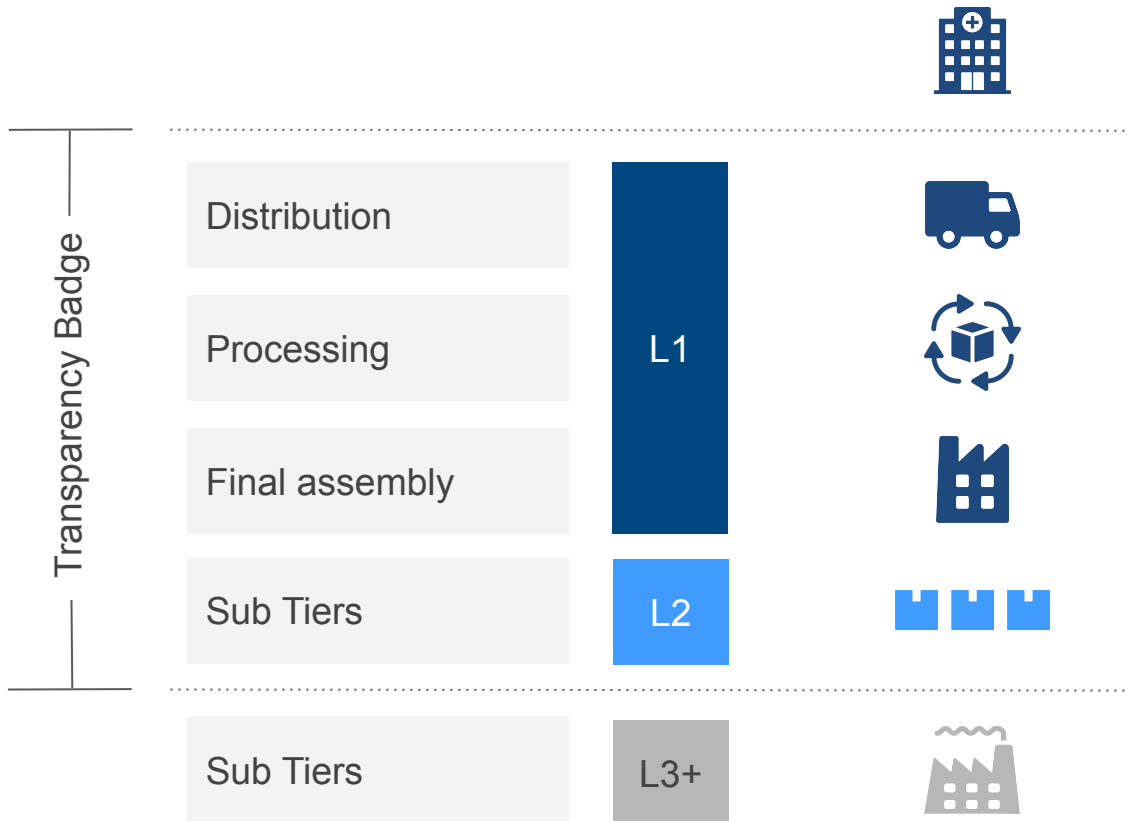
Business Continuity Maturity Assessment

[Details](#)

Level	Characteristics
Initial	Essential risk procedures missing or unknown
Developing	Some key crisis and risk procedures defined
Defined	Crisis and risk mitigation procedures defined
Tested	Internal Business Continuity program is active & regularly tested
Collaborative	Internal and subtier risks are monitored and proactively mitigated

Mapping & Monitoring

Details



Layer 1 = Final assembly to distribution

Layer 2 = Key direct contributors to final assembly

Layer 3 = Everything upstream of L2

Minimum

City/State
Product family

Preferred

Address
UNSPSC

For all essential / critical products and services

Critical - life saving / life sustaining
Essential - medically necessary

Resiliency Scorecard

[Details](#)

Characteristic

The “What”

The “How”

Transparency

Visibility to upstream supply chain

Participates on site monitoring and proactive action



Communication

Candid and timely communication of supply disruption

Consistent in providing candid and actionable supply disruption intel



Preparedness

Completion of Business Continuity Maturity assessment

Continuous improvement in assessment score



Performance

On time and in full delivery of medical supplies

Proactive in mitigating supply disruptions



Collaboration

Provided clear understanding of preparedness and response strategies

Actively collaborates on resiliency initiatives

Congratulations

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Medtronic PHILIPS



Get Started

How do I get the badge?

Do you consider yourself a transparent supplier?

Do you wish to demonstrate your commitment to your customer and differentiate yourself by achieving a nationally recognized badge?

To qualify, suppliers choose to share the following with providers (customers):

- Geographic insights
- Business Continuity Maturity (BCM) assessment

[Get Started](#)



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Engage

All

- ✓ Focus on critical products and services
- ✓ Mutually commit to partnership in resiliency

Suppliers

- ✓ Simplify how you tell your resiliency story
- ✓ Demonstrate your resiliency competencies

Providers

- ✓ Better understand your trading partner resiliency
- ✓ Integrate resiliency into your strategic sourcing

Membership

- ✓ Access to member calls, strategic work groups, best practice groups, and leadership forums
- ✓ Learn best practices from your peer community
- Lead and shape resiliency standards

- ✓ Add your voice as new standards are developed
- ✓ Showcase your resilience story
- ✓ Gain unique access to voice of customer

- ✓ HIRC engages industry on your behalf
- ✓ Support to enhance your resiliency program
- ✓ Access to upstream location data

Key Member Benefits

[Details](#)

Member Calls

Connect with peers. Glean best practices. Unite with a common purpose & approach.

Strategic Work Groups

Benefit from shared, best-practice design and new approaches to resiliency gaps & opportunities.

Best Practice Groups

Join hands-on work groups to share success and gain insights on resiliency strategies

Member Forum

Connect with the community on-demand. Exchange ideas & artifacts.

Member Materials

Accelerate your supply chain mapping and risk assessments with existing data & templates.

Tech Discounts

Enjoy a growing list of discounts offered by our partners and affiliates.

Membership Dues

[Details](#)

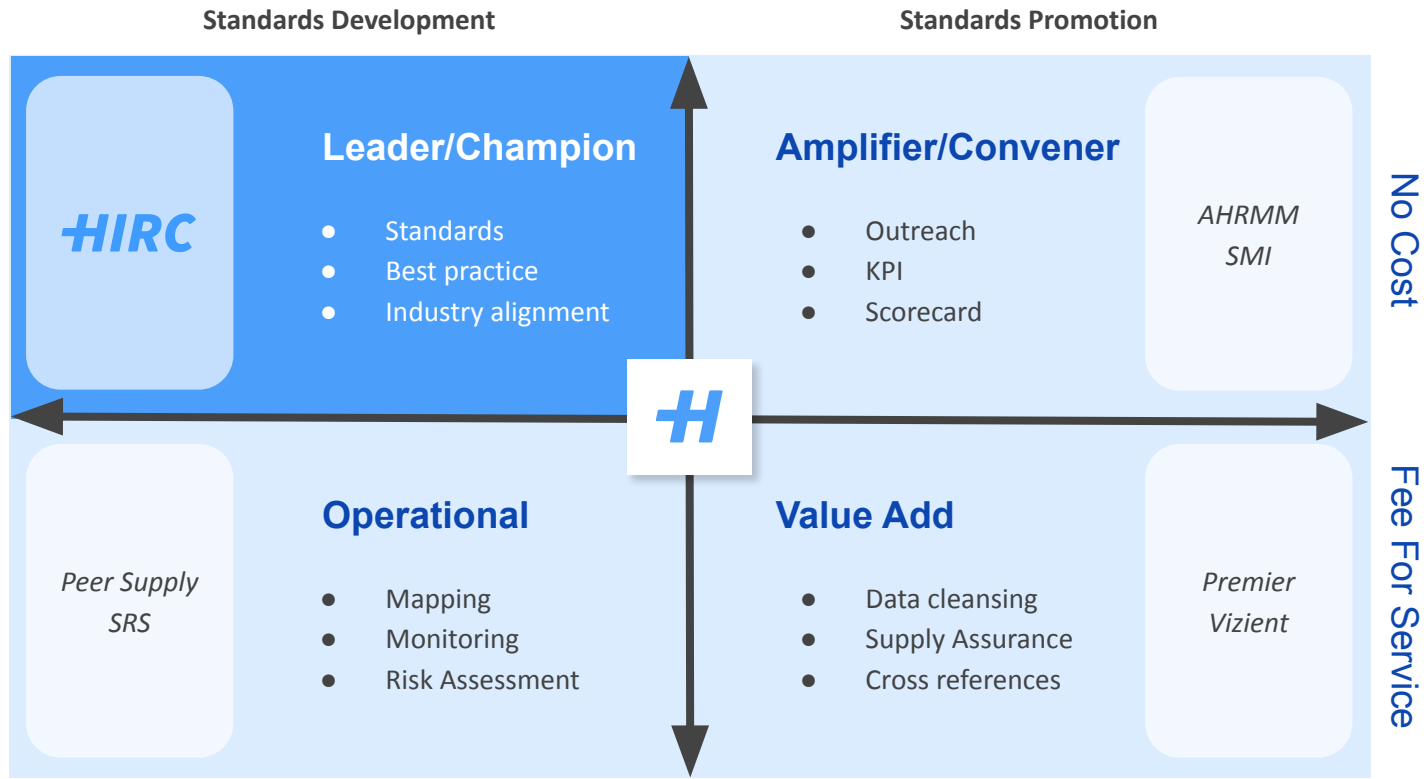
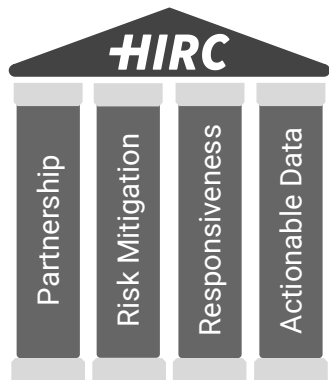
	Providers	Suppliers
Tier 1 <500M	\$1,500	\$7,500
Tier 2 500M - 1B	\$2,500	\$10,000
Tier 3 1-2B	\$5,000	\$12,500
Tier 4 >2B	\$7,500	\$15,000

Tier based upon organization's self-disclosed annual gross revenue

Appendix



Our Role



AHRMM - Association for Health Care Resource & Materials Management | SMI - Strategic Marketplace | SRS - Supply Risk Solutions

Our Objectives

Core	Strategic Objectives			Tactics
Resiliency	Create standards	Drive engagement	Reduce disruptions	Workgroups Maturity survey Resiliency research
Transparency	Facilitate sharing	Increase risk awareness	Mature mitigation	Incentives Enabling platforms
Alignment	Reduce fracturing	Drive efficiency	Drive effectivity	Champion standards Add collaborators Streamline outreach
Communication	Increase candor	Increase proactivity	Increase actionability	Forum One-to-many Enabling platforms
Partnership	Foster healthy relationships	Enable differentiation	Elevate performers	Culture Hybrid sessions Incentives

HIRC Values

Partnership

Resiliency is impossible without trust, and trust is impossible without partnership.

Communication

Resiliency requires timely, candid, and actionable communication

Transparency

Resiliency necessitates transparency of critical supplies, locations, risks, and shared mitigation strategies

HIRC Strategy

Priorities

- Convene and champion resiliency in healthcare
- Standards and best practice
- Resiliency, transparency, alignment

Results

- Clear measures and incentives for sustainable resilient operations. Less fracturing and duplication.
- Industry norms to drive proactive risk identification and mitigation.
- Reduction in supply chain disruption frequency and impact. Increased coordination and efficiency.

Providers and Suppliers

Stronger Together

hircstrong.com