

**Working together to  
secure resiliency for  
continuity of patient care.**



**Join Us! Stronger Together**

Overview & Invitation

# Snapshot

Standards

Join Us



# 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](#)



# Advancing Resiliency in Healthcare

## Who we are

Pre-eminent consortium for patient-centric healthcare supply chain resiliency standards and best practice

## Who we aspire to be

Singular authority for advancing resiliency in healthcare to eliminate supply disruption impact on patient care.

## Objectives

- **Simplify** path to resilience. Stronger together.
- **Align** operationally to reinforce common and aligned goals to industry.
- **Deliver** programs that support member adoption of resiliency practices.
- **Drive** broad industry adoption of HIRC standards to accelerate healthcare resiliency.

partnership | collaboration | transparency



# Provider Members

 <b>Advent Health</b>	 <b>ADVOCATE HEALTH</b>	 <b>Allina Health</b>	 Ann & Robert H. Lurie Children's Hospital of Chicago	 <b>ASPIRUS HEALTH</b>	 Banner Health	 <b>BayCare</b>
 <b>BJC HealthCare</b>	 Children's Hospital of Philadelphia	 City of Hope	 <b>Cleveland Clinic</b>	 CommonSpirit	 <b>Corewell Health</b>	 Dartmouth Health
 <b>Duke Health</b>	 <b>ECU HEALTH</b>	 <b>Encompass Health</b>	 <b>HENRY FORD HEALTH</b>	 <b>HONORHEALTH</b>	 <b>INOVA</b>	 <b>Intermountain Health</b>
 KAISER PERMANENTE	 <b>LEGACY HEALTH</b>	 <b>LIFEBRIDGE HEALTH</b>	 LOMA LINDA UNIVERSITY HEALTH	 Mass General Brigham	 MAYO CLINIC	 <b>Metro Health</b>
 <b>MultiCare</b>	 MUNSON HEALTHCARE	 <b>Northwestern Medicine</b>	 <b>Ochsner</b>	 <b>OhioHealth</b>	 <b>RUSH</b>	 <b>RWJBarnabas HEALTH</b>
 <b>St Luke's</b>	 Stanford HEALTH CARE STANFORD MEDICINE	 <b>Sutter Health</b>	 THE OHIO STATE UNIVERSITY WEXNER MEDICAL CENTER	 Trinity Health	 <b>UC Health</b>	 <b>UHealth</b> UNIVERSITY OF MIAMI HEALTH SYSTEM
 <b>MICHIGAN MEDICINE</b> UNIVERSITY OF MICHIGAN	 THE UNIVERSITY OF VERMONT HEALTH NETWORK	 <b>VANDERBILT HEALTH</b>	 <b>WELLSPAN HEALTH</b>	 <b>WMC Health</b> Westchester Medical Center Health Network		

# Supplier Members

# Thank you Sponsors / Partners

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## 2024 Priorities

- Resiliency Badge
- Standards Adoption
- Community Growth

## 2023 Accomplishments

- Launched Transparency Badge
- Built Resiliency Badge
- Enhanced Mapping & Monitoring Standard
- Enhanced Resiliency Scorecard
- Quoted by US Congress
- Gartner Risk & Resiliency research
- Enhanced BCM Assessment
- Launched Community Insights

Snapshot

# Standards

Join Us



# Standards



**BCM Assessment**



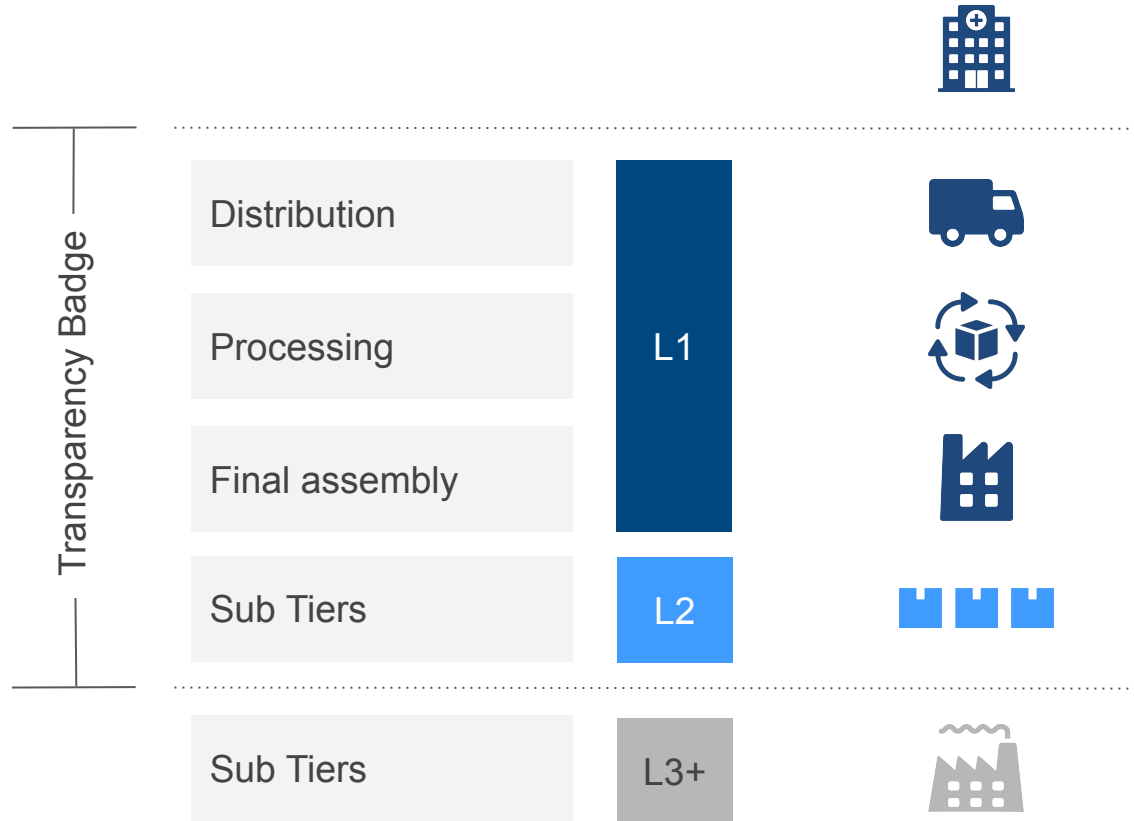
**Mapping & Monitoring**



**Resiliency Scorecard**



# Mapping Standard



- Layer 1 = Final assembly to distribution
- Layer 2 = Key direct contributors to final assembly
- Layer 3 = Everything upstream of L2

Minimum	Preferred
City/State	Address
Product family	UNSPSC

For all essential / critical products and services

Critical - life saving / life sustaining  
Essential - medically necessary

# BCM Assessment



**Initial**

Essential risk procedures missing or unknown.

**Developing**

Some key crisis & risk procedures defined.

**Defined**

Crisis & risk mitigation procedures defined.

**Tested**

Internal BCP program is active & regularly tested.

**Collaborative**

Internal and supplier risks are monitored and proactively mitigated.

01	Approved and active policy and program for Business Continuity Maturity (BCM)
02	Product Level Risk Management: <ul style="list-style-type: none"> <li>• Business Impact Assessment</li> <li>• Communications Plan</li> <li>• Recovery Capacity</li> <li>• Monitoring</li> </ul>
03	Business Continuity Maturity: <ul style="list-style-type: none"> <li>• Adherence</li> <li>• Improvement Plan</li> <li>• Mitigation</li> <li>• Crisis Testing</li> <li>• Recovery Testing</li> </ul>
04	Supplier Risk Monitoring Single Source Alternatives
05	All of the above



# Resiliency Scorecard

Category	0 points	4 points	8 points	12 points
Supply Chain Mapping	Provided no location data	Provided limited location information	Meets Level 1 mapping standard	Meets Level 2 mapping standard
	<i>Additive evidence and/or discussion</i>	Some evidence of redundancy or similar capability	Moderate evidence of redundancy or similar capability	HIRC Transparency Partner Badge achieved
Event Communication	Provided no emergency contact, or contact is unresponsive	Emergency contact responsive only to direct outreach	Emergency contact responsive to both automated and direct outreach	Supplier consistent in providing candid and actionable supply disruption intel
BCM Assessment	Did not complete the assessment	Calculated score of <=2.5	Calculated score of 3 to 4.5	Calculated score of 5 with evidence
	<i>Additive evidence and/or discussion</i>	Artifact provided to validate response	Live discussion meaningfully addresses supply continuity topics	Provided meaningful assessment of resiliency continuous improvement
KPI	Provides no reporting of service levels	Periodically reports service levels	Routinely reports service levels of 95%+	Routinely reports service levels of 99%+
	<i>Additive evidence and/or discussion</i>	Limited backorders	Limited recalls or quality issues	Supplier proactive in mitigating supply disruptions
Live Discussion	<i>Additive evidence and/or discussion</i>	Provided overview of resiliency program	Provided clear understanding of preparedness and response strategies	Provided specificity in the discussion relative to products of interest
		Actively collaborates on resiliency initiatives	Followed through on resiliency growth plan	Member of resiliency industry group
Results	Unsatisfactory <50%	Conventional 50-60%	Strategic 70-80%	Partner 85%+

# Supplier Badges



- Create transparency through supplier data sharing
- Mapping and BCM self-assessment
- Leverages standard methodology to receive data

**vs.**



- Prove resiliency via robust 3rd party assessment
- 400 Qs across 8 primary risk domains
- Enables commercial differentiation

- Eliminate redundant data requests
- Differentiate yourself commercially

# Transparency Badge

Upload

Upload L1 and L2 geographic data

Complete

Complete BCM and share with HIRC members

Submit

Submit attestation

Award

Transparency Badge awarded



**B | BRAUN**

**Baxter**



**FedEx**



**Johnson & Johnson  
MedTech**

**Medtronic**


**SANDOZ**

**stryker®**

# Resiliency Badge

*"The industry has lacked a transparent and credible way to identify high reliability suppliers, which has meant no commercial consideration is given to resilience in the past. The HIRC Resiliency Badging Program changes this."*

## Domains



Demand Planning	Supplier Management
Inventory Management	Risk Management
Logistics	Operational Health
Supply Chain Visibility	Market



3

Resilience Maturity Levels



4

Weeks



31

Sub Domains



4

Evidence Types



1

Executive Summary



400

Evidence Requests

Video  
Overview



Scoring  
Rubric



Assessment  
Guide



Quick  
Summary



# Badge covers the science of resiliency

1. Demand Planning	1.1 Demand Variability Mgmt	1.2 Collaborative Planning	1.3 Demand Agility	1.4 Channel Strength
2. Inventory Management	2.1 Target Inventory & Safety Stock	2.2 Lead Time Mgmt	2.3 Capacity Mgmt	2.4 Stockout and Backorder Mgmt
	2.5 Redundancy, Optionality	2.6 Inventory Accuracy		
3. Logistics	3.1 Warehouse	3.2 End-to-End Network Design	3.3 Carrier & Vendor Mgmt	
4. Supply Chain Visibility	4.1 Extended Supply Chain Mapping	4.2 Extended Supplier Collaboration	4.3 Tracking & Tracing Mgmt	4.4 Organizational Fulfillment
5. Supplier Mgmt	5.1 Supplier Performance Mgmt	5.2 Quality Mgmt	5.3 Supplier Geographic Diversity	5.4 Supplier Qualification
6. Risk Mgmt & Contingency	6.1 Enterprise Risk Mgmt Strategy & Process	6.2 Business Continuity Planning & Mitigation	6.3 Risk Identification & Awareness	6.4 Third Party Risk Mgmt
	6.5 Supply Chain Event Monitoring	6.6 Product Recalls		
7. Operational Health	7.1 Performance Metrics	7.2 Process Efficiency & Critical Workflows	7.3 Data Governance & Mgmt	
8. Market	8.1 Market Stability			

Snapshot  
Standards

**Join Us**



# Join us!

- Lead and shape resiliency standards
- Learn best practices
- Collaborate with peers and partners
- Gain support for resiliency programs
- Showcase your resilience story
- Access to risk and resiliency data

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**HIRC**

# Providers and Suppliers

Stronger Together

[hircstrong.com](http://hircstrong.com)



# Appendix



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