HIRC Resiliency Consortium

Who We Are

Pre-eminent non-profit consortium for patient-centric healthcare supply chain resiliency standards and best practices.

Our Mission

Increase resiliency and transparency in healthcare supply chains through collaboration, standards, and best practices for continuity of patient care.

Our Impact

Simplify path to resilience.

Deliver programs that support member adoption of resiliency practices.

Align operationally to reinforce common and aligned goals to industry.

Drive broad industry adoption of standards to accelerate healthcare resiliency.

Provider Members

AdventHealth	ADVOCATE HEALTH	Allina Health	Banner Health	BayCare	BJC Health System	BON SECOURS MERCY HEALTH
City of Hope	Cleveland Clinic	CommonSpirit	Corewell Health	Dartmouth Health	ECU HEALTH	Encompass Health
HENRY FORD HEALTH	Heywood Healthcare	HONORHEALTH	Inova	Intermou Health	KAISER PERMANENTE	LEGACY HEALTH
LIFEBRIDGE HEALTH	Mass General Brigham	MAYO CLINIC	Metro Health	MultiCare	MUNSON HEALTHCARE	NL Health Services
Northwestern Medicine	Nuvance Health	Ochsner	OhioHealth	Premier Health	RUSH	Rutland Regional Medical Center
RWJBarnabas HEALTH	St Luke's	Stanford HEALTH CARE STANFORD MEDICINE	Sutter Health	THE OHIO STATE UNIVERSITY WEXNER MEDICAL CENTER	Trinity Health	UC Health
MICHIGAN MEDICINE UNIVERSITY OF MICHIGAN	THE University of Vermont HEALTH NETWORK	VANDERBILT HEALTH	WellSpan HEALTH	Yale NewHaven Health		

Supplier Members

Baxter	B BRAUN	BD	Boston Scientific	CardinalHealth	COOK MEDICAL
Edwards Lifesciences	FedEx	GE HealthCare	INNOVATIVE HEALTH	Johnson&Johnson MedTech	marketlab
MEDLINE	Medtronic	OM Owens &Minor	RESILIENT MEDICAL SOLUTIONS	stryker	S2S GLOBAL

Thank you Sponsors / Partners

HIRC

Diamond sponsorship

Clarium

Gold sponsorship

vizient

Supply Risk Solutions

PREMIER

Standards

**BCM
Assessment**

**Mapping &
Monitoring**

**Resiliency
Scorecard**

**Transparency
Badge**

**Resiliency
Badge**

Measure supplier baseline resiliency maturity	Gain visibility to upstream supply chain	Align on current maturity and growth	Simple one-to-many resilience sharing	Robust assessment and proof of resiliency maturity

hircstrong.com/standards

Mapping & Monitoring

What: Sets expectations on scope and method for multi-tier mapping & monitoring.

Value: Increase visibility, proactivity, and coordination

I want to collaborate on mitigation
- Which events matter?
- What is the extent of impact?
- What is the best mitigation strategy?

When natural disasters occur proximate to critical locations, notification is generated to both Supplier and Provider.

Streamlined communication increases expediency and efficiency of initial event awareness and response.

Specific mitigation strategies still follow conventional workflows.

Visibility

Strategic imperative

Visibility & Communication

Problem to fix
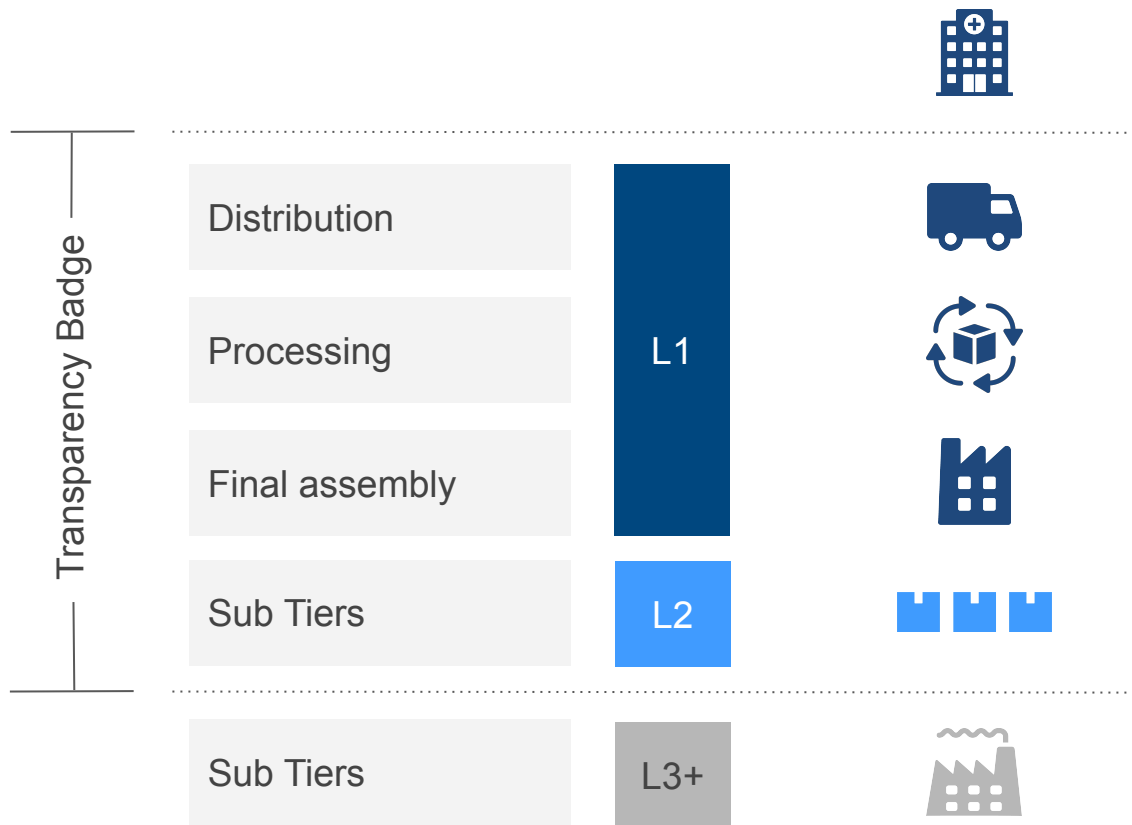
Lack of insight into upstream threats

Desired future state

Proactive mitigation and coordinated communication

Key deliverables

Enhance insights into external threats & proactive response

Mapping Standard

BCM Assessment

What: Standard assessment of the preparedness of a trading partner to resist and recover from disruptions.

Value: Increase risk awareness and mature mitigation

I want to know my supplier readiness
- Is there a formal BCM program?
- Is it robust?
- Does it align with industry norms?

Business Continuity Maturity (BCM) is a programmatic structure to effectuate resiliency at an organizational level.

The BCM Assessment is derived from ISO 22301, takes roughly 1 hour to complete, and rolls up to 5 different levels of maturity.

It enables a better understanding of preparedness.

Preparedness

Strategic imperative

Preparedness & Transparency

Problem to fix

Lack of insight into supplier resiliency

Desired future state

Increased mutual understanding of risk status & strategy

Key deliverables

Continue to drive engagement of current standard

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: • Business Impact Assessment • Communications Plan • Recovery Capacity • Monitoring
03	Business Continuity Maturity: • Adherence • Improvement Plan • Mitigation • Crisis Testing • Recovery Testing
04	Supplier Risk Monitoring Single Source Alternatives
05	All of the above

HIRC.

Resiliency Scorecard

What: Framework to assess resiliency of the trade relationship. Includes five categories.

Value: Increase visibility, proactivity, and alignment

I want to measure and reinforce resiliency
- Is my supplier transparent
- Is my supplier prepared
- Has my supplier performed?

The mission of HIRC is to increase transparency and resiliency through standards and best practice.

The scorecard provides a baseline understanding of resiliency

attributes, enables consistent measures and incentives, and

fosters a collaborative approach to understanding resiliency.

Alignment

Strategic imperative

Partnership & Alignment

Problem to fix

Lack of alignment on mitigation strategy

Desired future state

Candor & clarity on resiliency strengths and opportunities

Key deliverables

Promote alignment on standards & commitments

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
	Additive evidence and/or discussion	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 actional 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
	Additive evidence and/or discussion	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%+
	Additive evidence and/or discussion	Limited backorders	Limited recalls or quality issues	Supplier proactive in mitigating supply disruptions
Live Discussion	*Additive evidence and/or discussion*	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%+

Celebrate Transparency Badged Suppliers

📈 Resiliency Monitor

Real-time visibility into healthcare supply chain performance

Clarium and HIRC to co-develop a new AI-powered healthcare supply chain resiliency tool for providers, suppliers, and other industry partners

Dynamic metrics at distributor, manufacturer, product category, and item levels

Real-time, at-a-glance performance assessments for providers and suppliers

Clarium   +   HIRC.
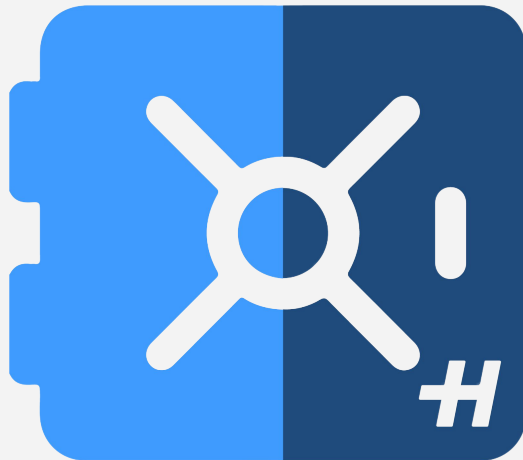
HIRC Vault™ on Microsoft Teams.

A simple and secure way to share

HIRC

Map and Monitor via SRS

Data Sharing

Contacts

Sites

Your Suppliers

Responses

Conclusion

Achieve the **Resiliency Badge.**

A new healthcare industry standard and evidence-based assessment that evaluates supplier resiliency at a product category level. Our mission is to build and enhance resiliency through partnership and continuity of patient care.

4 Key Benefits of the Resiliency Badge Program

1 **Proof of resiliency**
The badge is a trusted symbol of a supplier's ability to withstand disruptions and deliver critical supplies.

2 **Demonstrate strengths and innovations**
Showcases a supplier's commitment to best practices, innovation, and continuous improvement.

3 **Increase efficiency**
Reduces the need for one-off data requests from different healthcare organizations.

4 **Continuity of patient care**
Increases industry partnership, growth, and continuity of patient care.

HIRC RESILIENCY PARTNER DIAMOND - 2024
HIRC RESILIENCY PARTNER GOLD - 2024
HIRC RESILIENCY PARTNER SILVER - 2024

Industry-wide Effort

50+
Provider & Supplier Organizations

350+
Healthcare Leaders

3000+
Hours of Combined Expertise & Research

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A Badge Built on the Science of Resiliency

1. Demand Planning

Demand Variability Mgmt
Collaborative Planning
Demand Agility
Channel Strength

2. Inventory Management

Target Inventory & Safety Stock
Lead Time Mgmt
Capacity Mgmt
Stockout and Backorder Mgmt
Redundancy, Optionality
Inventory Accuracy

3. Logistics

Warehouse
End-to-End Network Design
Carrier & Vendor Mgmt

4. Supply Chain Visibility

Extended Supply Chain Mapping
Extended Supplier Collaboration
Tracking & Tracing Mgmt
Organizational Fulfillment

5. Supplier Mgmt

Supplier Performance Mgmt
Quality Mgmt
Supplier Geographic Diversity
Supplier Qualification

6. Risk Mgmt & Contingency

Enterprise Risk Mgmt Strategy & Process
Business Continuity Planning & Mitigation
Risk Identification & Awareness
Third Party Risk Mgmt
Supply Chain Event Monitoring
Product Recalls

7. Operational Health

Performance Metrics
Critical Workflows
Data Governance & Mgmt

8. Market Conditions

Market Conditions

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Why Earn the Resiliency Badge?

3 in 4

Providers say that an executive summary give definitive proof of resiliency.

9 in 10

HIRC provider leaders say the resiliency badge will have a meaningful impact on beds, awards, annual reviews, and eliminating duplicate information requests.

3 in 4

Providers say it is very important that strategic suppliers obtain the resiliency badge.

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Achieved the Resiliency Badge

CardinalHealth — HIRC RESILIENCY PARTNER DIAMOND · 2024 — Distribution

MEDLINE — HIRC RESILIENCY PARTNER DIAMOND · 2024 — Distribution

Pursuing the Resiliency Badge
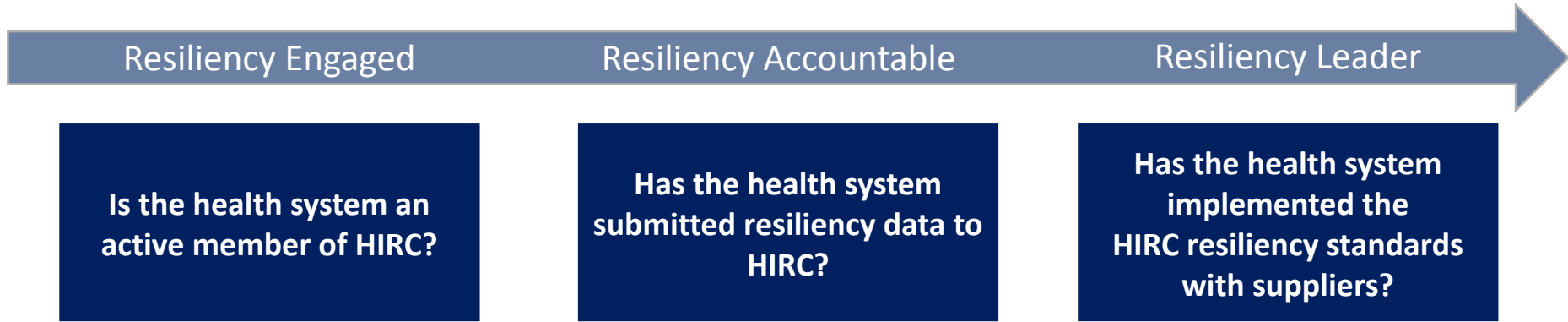
Baxter | INNOVATIVE HEALTH | Medtronic | stryker®

HIRC

Providers recognizing the Resiliency Badge

AdventHealth | ADVOCATE HEALTH | Allina Health | Banner Health | BayCare | BJC HealthCare | City of Hope

Cleveland Clinic | CommonSpirit | Corewell Health | HENRY FORD HEALTH | HONORHEALTH | Intermou Health | LEGACY HEALTH

LIFEBRIDGE HEALTH | Mass General Brigham | MAYO CLINIC | MultiCare | NL Health Services | Northwestern Medicine | Ochsner

OhioHealth | St Luke's | Stanford HEALTH CARE — STANFORD MEDICINE | VANDERBILT HEALTH

HIRC 5% of Gartner Top 25

Resiliency Engaged → Resiliency Accountable → Resiliency Leader

Is the health system an active member of HIRC?

Has the health system submitted resiliency data to HIRC?

Has the health system implemented the HIRC resiliency standards with suppliers?

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GPO Roadmap

Our Ask

Include the core questions in competitive bid process

- ○ Have you shared level 1 location data with my organization?
- ○ Have completed and shared the BCM Assessment with my organization?
- ○ Have you earned the HIRC Transparency Badge? If yes, for which years?
- ○ Have you earned the HIRC Resiliency Badge? If yes, for what categories?

Co-develop and adopt HIRC standards

Amplify and elevate the Resiliency and Transparency badges

Provider Roadmap

Our Ask

Include the core questions in competitive bid process

- ○ Have you shared level 1 location data with my organization?
- ○ Have completed and shared the BCM Assessment with my organization?
- ○ Have you earned the HIRC Transparency Badge? If yes, for which years?
- ○ Have you earned the HIRC Resiliency Badge? If yes, for what categories?

Engage suppliers using the standards to simplify and prioritize what matters

Assign meaningful points to differentiate sourcing and performance decisions

Use the standards to elevate dialogue and partnership.

Celebrate suppliers who lean in, and notify those who are missing out

Supplier Roadmap

Our Ask

Align with the HIRC standards

Achieve the Transparency and Resiliency badges

Complete and share requested resiliency information with customers

Join the HIRC community to advance resiliency as an industry

Value Proposition

Providers

Simplify & Align - engage trading partners using standards definitions, measures, and priorities.

Access & Insight - community know-how, best practice sharing, and resiliency information.

Suppliers

Partnership - share the journey toward greater resiliency as a joint effort with their customer.

Differentiation - earn points in customer RFP and QBR via engagement in HIRC standards.

HIRC

Tangibles

Member Tools

HIRC Vault
Simple, secure sharing

HIRC Forum
Best practice exchange

Member Freemium

Resiliency Monitor
AI tools *by Clairum*

Quick Start
Mapping/Monitoring by SRS

HIRC.

Providers and Suppliers

Stronger Together

hircstrong.com