

HIRC Resiliency Badge

A Healthcare-Specific Standard for Measuring Supply Chain Resiliency

Executive Summary

Healthcare supply chain resiliency is no longer a theoretical priority. It is a sourcing, governance, and continuity-of-care issue.

Resiliency has become important faster than it has become measurable.

Most healthcare organizations already evaluate resiliency—they simply do it differently.

Suppliers can describe preparedness. Providers can ask more questions. GPOs can conduct additional diligence. But without a shared framework, organizations are often left comparing narratives rather than evidence.

The HIRC Resiliency Badge was created to provide a common, evidence-based framework for evaluating resiliency across the healthcare ecosystem.

The Resiliency Badge is a healthcare-specific, evidence-based, third-party-validated indicator of resiliency maturity within a defined assessment scope, such as a product category, business unit, supply-chain function, or enterprise. It provides providers, suppliers, and GPOs with a credible resiliency signal that can support sourcing decisions, supplier governance, supply assurance, and continuity-of-care planning.

The Badge does not guarantee that disruption will never occur. Rather, it evaluates whether the assessed scope has implemented the practices associated with stronger resiliency performance.

In a healthcare environment where continuity of supply directly affects continuity of care, the Resiliency Badge helps move the conversation from resiliency claims to independently validated resiliency capability.

Why the Badge Is Credible

The Resiliency Badge was developed by the healthcare industry for the healthcare industry.

The framework was developed collaboratively by healthcare providers, suppliers, and GPOs to establish a common definition and measurement approach for healthcare supply-chain resiliency. More than 65 organizations participated in the effort, representing both the organizations that purchase healthcare products and the organizations responsible for manufacturing, distributing, and supplying them.

The framework was supported by PwC and healthcare-industry experts and informed by more than 3,000 hours of industry engagement and research over an 18-month development period.

The Badge has moved beyond framework development and into active use across healthcare providers, suppliers, and GPOs.

Today:

- More than 30 health systems incorporate the Resiliency Badge into sourcing, supplier evaluation, and supplier-governance activities
- Leading healthcare manufacturers have completed Resiliency Badge assessments, including Medline, Baxter, BD, Cardinal Health, Medtronic, Pfizer, Stryker, Solventum, and others
- Leading national GPOs have incorporated Badge information into sourcing workflows and resiliency discussions

As adoption expands, resiliency is becoming a more visible and measurable component of healthcare supply assurance.

This combination of industry development, methodological rigor, and real-world adoption is what gives the Badge its credibility.

What the Badge Measures

The Resiliency Badge evaluates both risk-management capability and operational maturity.

The evaluation examines more than 330 evidence-based diagnostics across seven operational and risk-management domains:

- Demand Planning
- Inventory Management
- Logistics
- Supply Chain Visibility

- Supplier Management
- Risk Management & Contingency Planning
- Operational Health

Representative assessment topics include:

- What visibility exists beyond tier-one suppliers into the broader supply network?
- How are potential supply disruptions identified, assessed, and prioritized before they impact continuity of supply?
- What alternative sourcing or continuity strategies exist for critical suppliers that experience disruption?
- How does the organization maintain continuity of supply when transportation networks or logistics channels are disrupted?
- How are resiliency-related performance metrics monitored, governed, and incorporated into operational decision-making?

These examples illustrate the practical focus of the evaluation. The objective is to evaluate how resiliency is measured, governed, and sustained.

The evaluation combines evidence review, executive interviews, and weighted scoring to validate demonstrated capability through multiple forms of evidence.

What Badge Achievement Signals

Badge achievement signals that resiliency is being managed as an enterprise capability rather than addressed only after disruptions occur.

Earning the Badge is intended to be meaningful. Badge achievement reflects demonstrated operational maturity across multiple business functions and evidence sources rather than a single program, policy, or audit response.

Achieving the Badge typically requires:

- 500–1,000 hours of participation and effort
- Engagement from 20–40 internal leaders and subject-matter experts
- Executive involvement
- Coordination across business units, regions, and functions

Organizations that earn the Badge demonstrate maturity in planning, logistics, visibility, risk management, governance, and cross-functional execution.

Providers view Badge achievement as evidence that an organization has made a meaningful investment in resiliency capability, preparedness, and continuous improvement.

The question is not whether disruptions will occur. The question is how effectively organizations anticipate, manage, and recover from them.

Suppliers that earn the Badge may still experience recalls, shortages, quality events, or other disruptions. The Badge is not intended to predict or prevent every disruption. Rather, it evaluates the capabilities and practices that help organizations anticipate, manage, and recover from disruption.

Badge achievement is intentionally rigorous, yet achievable, and is designed to reflect meaningful operational capability rather than self-attestation.

Badge designations apply only to the scope that was assessed. Depending on the engagement, this may include a product category, business unit, supply-chain function, or an entire enterprise. Enterprise-level designation is reserved for organizations that have completed assessment across all applicable product categories and assessment scopes.

Organizations receive detailed scoring, an Assessor Summary, and a Badge designation of Silver, Gold, or Diamond.

Why Organizations Are Engaging

Providers

Providers are increasingly expected to consider resiliency alongside traditional sourcing criteria.

The Badge provides a healthcare-specific, evidence-based view of resiliency maturity within an assessed scope.

Suppliers

Healthcare providers expect suppliers to demonstrate resiliency—not simply claim it.

The Badge serves as both a signal of resiliency maturity and a catalyst for improvement. Many participants report that the assessment process itself creates significant value by aligning operations, supply chain, risk management, quality, and executive leadership around a common resiliency framework.

GPOs

The Badge is designed to complement—not replace—existing GPO methodologies, sourcing models, and supply-assurance programs.

It provides an additional resiliency perspective while creating greater consistency in resiliency-related discussions across suppliers, providers, and GPOs.

Across all stakeholder groups, the Badge is intended to function as contextual, additive insight—not as a replacement for existing sourcing, contracting, performance-management, or governance processes.

Transparency and Provider-Supplier Engagement

The Resiliency Badge is designed to support more informed dialogue between providers and suppliers.

Suppliers may choose to share an Assessor Summary highlighting strengths, improvement opportunities, and assessor insights. These discussions can create greater transparency around resiliency capability and support more productive resiliency discussions.

Taking the Next Step

Most healthcare organizations already consider resiliency in sourcing, supplier-management, and supply-assurance decisions. The challenge is doing so consistently.

The Resiliency Badge was designed to provide a common, evidence-based framework that can help providers, suppliers, and GPOs evaluate and discuss resiliency using a shared standard and common language.

For providers, the Badge offers an additional resiliency input that can support sourcing and supplier-governance discussions. For suppliers, it provides an opportunity to demonstrate resiliency maturity and identify opportunities for continuous improvement. For GPOs, it offers a standardized resiliency perspective that can complement existing sourcing and supply-assurance frameworks.

Organizations interested in incorporating or pursuing the Resiliency Badge are encouraged to engage with HIRC to discuss assessment readiness and implementation approaches.

Building a More Measurable Resiliency Ecosystem

The healthcare industry cannot improve what it cannot consistently measure.

The Resiliency Badge provides a common, evidence-based framework for evaluating resiliency maturity across suppliers, providers, and GPOs.

By making resiliency more measurable, transparent, and actionable, the Badge helps healthcare organizations strengthen supply assurance, improve continuity-of-care preparedness, and support more informed sourcing and supplier-management decisions.

The objective is not simply to recognize resiliency.

The objective is to help healthcare organizations make more informed decisions about resiliency.

By creating a common, evidence-based signal, the Resiliency Badge helps providers, suppliers, and GPOs work from a shared understanding of resiliency maturity while supporting a more resilient healthcare ecosystem.

Appendix A

Assessment Framework at a Glance

Evaluation Scope

- 330+ evidence-based diagnostics
- 7 operational and risk-management domains
- Healthcare-specific methodology

Resiliency Characteristics

- Agility / Responsiveness
- Visibility
- Flexibility / Redundancy
- Structure and Knowledge
- Reduction of Uncertainty
- Collaboration
- Operational Integration

Scoring

- Weighted scoring methodology
- Healthcare-impact weighting
- Silver, Gold, and Diamond designation thresholds

Appendix B

Assessment Process Overview

Month 1

- Scope definition
- Engagement planning
- Assessment onboarding

Month 2

- Evidence submission
- Documentation organization
- Assessment preparation

Month 3

- Evidence review
 - Executive and SME interviews
 - Scoring
 - Collaborative remediation
 - Final designation
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Appendix C

Evidence Sources and Validation

Assessment conclusions are based on multiple forms of evidence, including:

- Policies
- Procedures
- Standards
- Operational metrics and KPIs
- Structured supplier responses
- Executive interviews
- Subject-matter-expert interviews

Scores are derived through congruent evidence across multiple sources rather than any single document, response, or interview.

Appendix D

Industry Participation and Adoption

Framework Development

- 18-month development effort
- 65 participating healthcare organizations
- 3,000+ cumulative industry work hours

Supplier Participation

Organizations completing assessments include:

- Baxter
- BD
- Cardinal Health
- Innovative Health
- Medline
- Medtronic
- Pfizer
- Solventum
- Stryker

Provider Adoption

- More than 30 health systems incorporate the Resiliency Badge into sourcing, supplier evaluation, and governance activities

GPO Engagement

- Leading national GPOs incorporate Badge information into sourcing and resiliency discussions
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Appendix E

Executive FAQ

Is the Resiliency Badge a guarantee of supply continuity?

No. The Badge is an indicator of resiliency maturity, not a guarantee of performance.

Does the Badge replace existing sourcing processes?

No. It is designed to complement existing sourcing, governance, and supplier-evaluation practices.

How often is the Badge renewed?

Badge status is renewed every three years.

What do suppliers receive?

Detailed scoring, an Assessor Summary, and a customer-facing Badge designation.

What information do providers typically request?

Most providers request access to the Assessor Summary to support resiliency discussions.

Who controls assessment information?

Suppliers retain control over information sharing and determine whether assessment outputs are shared externally.