

2031 Vision

Purpose

This document defines HIRC's five-year vision and strategic direction.

Strategic Premise

Healthcare organizations can only be as resilient as the standards, information, and relationships that connect them.

HIRC exists to transform industry collaboration into shared standards, trusted transparency, decision signals, practical implementation, and industry alignment that strengthen supply assurance and protect continuity of patient care.

Strategic Framework

Resiliency | Transparency | Partnership → Supply Assurance → Continuity of Patient Care

Guiding Principle

HIRC creates value by transforming standards into practical tools, trusted information, and repeatable industry behaviors.

This is how HIRC converts industry collaboration into measurable outcomes.

HIRC 2031 Vision

Who HIRC Is

The neutral, member-led nonprofit advancing resiliency, transparency, and partnership across the healthcare supply chain through common standards and industry collaboration.

What HIRC Does

Creates shared standards, trusted transparency, decision signals, practical implementation, and industry alignment through industry collaboration.

Making Standards Real

HIRC transforms standards into practical tools, trusted information, and repeatable industry behaviors that organizations can apply in sourcing, supplier management, transparency, partnership, and supply assurance decisions.

This is how HIRC converts industry collaboration into measurable outcomes.

What HIRC Achieves

Stronger supply assurance and continuity of patient care.

Why HIRC Matters

HIRC enables the industry to operate from a common foundation of standards, trusted information, and aligned relationships that strengthen supply assurance and protect continuity of patient care.

Strategic Framework

Resiliency | Transparency | Partnership → Supply Assurance →
Continuity of Patient Care

How HIRC Creates Value

Information → Insight → Decision → Relationship → Outcome

HIRC transforms standards into trusted information that improves decision-making, strengthens relationships, advances supply assurance, and protects continuity of patient care.

HIRC's value creation model is straightforward:

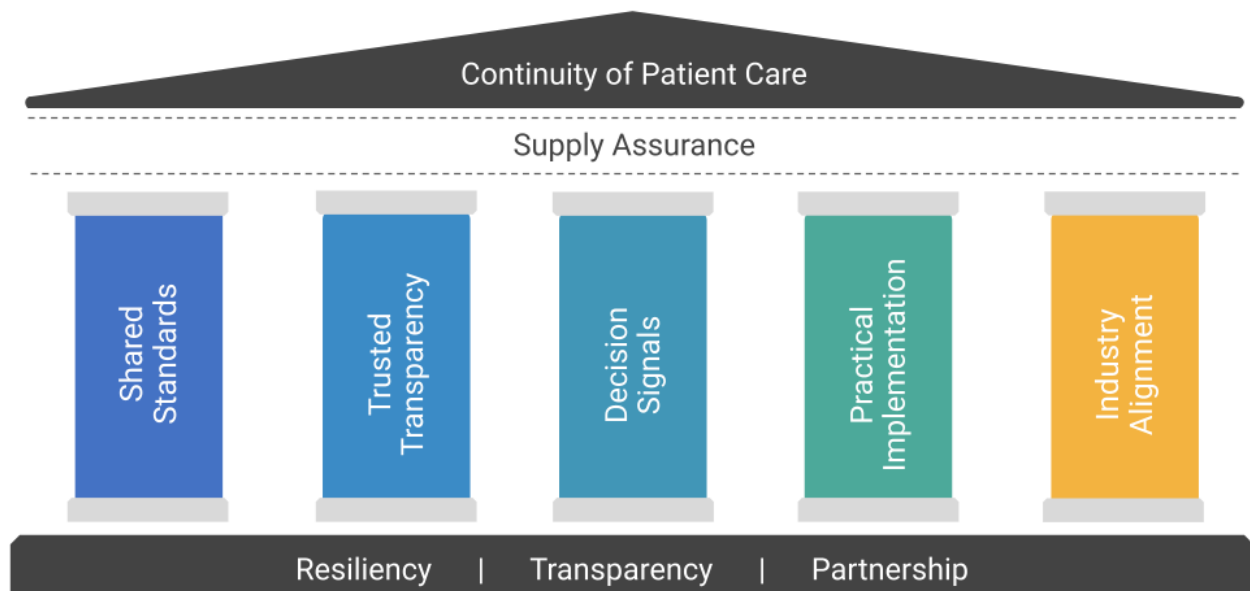
- Standards create information.
- Transparency creates visibility.
- Decision signals make information actionable.
- Adoption turns capability into practice.
- Partnership turns individual progress into industry impact.

Together, these capabilities strengthen supply assurance and continuity of patient care.

Common Strategic Theme

Resiliency, Transparency, and Partnership are mutually reinforcing. Together, they create trusted information, trusted relationships, trusted alignment, and repeatable industry behaviors that strengthen supply assurance across the healthcare ecosystem.

Strategic Operating Model



HIRC transforms industry collaboration into shared standards, trusted information, practical implementation, and stronger supply assurance.

The Three Pillars

Resiliency

Strategic Objective

Establish resiliency as a standard component of healthcare sourcing, supplier management, and supply assurance.

Contribution

Creates trusted resiliency signals that inform sourcing, supplier management, continuity planning, and supply assurance decisions.

Five-Year Direction

Move resiliency from an assessed capability to an operationalized industry signal that informs sourcing, supplier review, continuity planning, and supply assurance decisions.

2031 Future State

Resiliency is a standard expectation across healthcare sourcing, supplier management, and supply assurance.

Transparency

Strategic Objective

Establish transparency as a standard component of healthcare supply chain visibility, risk awareness, and supply assurance.

Contribution

Creates trusted visibility that helps organizations understand risk, strengthen decision-making, and improve supply assurance.

Five-Year Direction

Move transparency from static data collection to trusted visibility that supports risk awareness, relationship management, and informed decision-making.

2031 Future State

Transparency is a standard expectation across healthcare supply chains and informs how organizations understand, manage, and strengthen supply assurance.

Partnership

Strategic Objective Align stakeholders around common standards and shared implementation strategies that strengthen supply assurance and advance industry outcomes.	Contribution Creates trusted alignment through strategic relationships that foster operational trust, expand capabilities, accelerate adoption, reduce fragmentation, and amplify industry impact.
Five-Year Direction Leverage strategic partnerships to extend capabilities, accelerate implementation, enrich member value, and scale industry adoption without creating duplicative standards or solutions.	2031 Future State Healthcare stakeholders collaborate through aligned standards, shared implementation strategies, and repeatable industry behaviors that strengthen supply assurance across the healthcare ecosystem.

Strategic Enablers

Standards Adoption

Transforms standards into industry practice by embedding resiliency and transparency into sourcing, supplier management, and supply assurance decisions.

HIRC Academy

Builds capability through education, networking, thought leadership, and practical implementation of HIRC standards.

Member Engagement

Advances member success through engagement, value, satisfaction, and outcomes tailored to member needs.

Technology

Makes standards easier to access, understand, and operationalize through secure data sharing, analytics, automation, and partner-enabled capabilities.

HIRC 2031 Vision

HIRC is the healthcare supply chain's trusted source for resiliency, transparency, and partnership. Organizations operate from common standards, trusted information, and aligned relationships that strengthen supply assurance and protect continuity of patient care.

- Resiliency is measurable.
 - Transparency is actionable.
 - Partnership is scalable.
 - Supply assurance is stronger.
 - Patient care is protected.
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HIRC's Five Roles

Convener

Align stakeholders around common standards and shared objectives.

Leader

Provide trusted leadership for healthcare supply chain resiliency, transparency, and partnership.

Champion

Promote and recognize leading practices that advance industry adoption and maturity.

Amplifier

Accelerate awareness, visibility, and adoption through communications and industry engagement.

Partner

Extend capabilities, accelerate implementation, and amplify industry impact through strategic relationships.

What Success Looks Like

Providers incorporate resiliency and transparency into sourcing and supplier management decisions.

Suppliers demonstrate resiliency through common industry standards.

Stakeholders operate from a shared framework and common decision signals.

Disruption information is communicated more consistently and transparently.

Healthcare organizations have greater confidence in supply assurance.

Continuity of patient care is strengthened through a more resilient healthcare supply chain.