HIRC Resiliency Badge | Provider Playbook

This Playbook provides healthcare organizations with practical guidance for incorporating the HIRC Resiliency Badge into sourcing, supplier-management, supply-assurance, and continuity-of-care activities.

The Badge provides a common, evidence-based framework for evaluating supplier resiliency and incorporating resiliency considerations into existing procurement and supplier-governance processes.

This Playbook is designed to help providers understand what the Badge is, why it matters, and how it can be implemented through existing sourcing and supplier-management activities.

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1. Understanding the Resiliency Badge

Why the Badge Was Created

Healthcare organizations routinely evaluate suppliers across considerations such as quality, service, cost, innovation, risk, and resiliency.

Historically, however, the healthcare industry lacked a common framework for defining and evaluating resiliency. As a result, providers, suppliers, and GPOs often relied on organization-specific questionnaires, self-reported information, and differing evaluation methodologies when discussing resiliency capabilities.

Without a common framework, resiliency was difficult to incorporate consistently into sourcing, supplier-management, and continuity-of-care activities. Providers lacked a practical way to recognize and select for resiliency, while suppliers lacked a clear understanding of how resiliency capabilities would be evaluated and valued across the healthcare market.

The Resiliency Badge was developed collaboratively by healthcare providers, suppliers, and GPOs to address this gap and was refined through industry participation before broader adoption.

By establishing a common framework for evaluating resiliency maturity, the Badge enables providers to more consistently recognize and incorporate resiliency into supplier decisions and supplier relationships.

This is important because healthcare supply chain resiliency improves when resiliency is consistently recognized and valued across the market. When providers can more effectively select for resiliency, suppliers have a clearer incentive to invest in the capabilities that support continuity of care.

Measure → Select → Incentivize → Improve

Why Provider Adoption Matters

Individual providers can evaluate supplier resiliency using their own sourcing processes and evaluation methods.

However, healthcare supply chain resiliency is ultimately influenced by the capabilities that healthcare organizations recognize, value, and incorporate into supplier decisions.

Historically, resiliency has been difficult to evaluate consistently across the healthcare industry. As a result, suppliers often received mixed signals regarding which resiliency capabilities were most important and how those capabilities would be considered during sourcing and supplier-management activities. Providers also lacked a consistent way to compare resiliency across suppliers.

The Resiliency Badge was developed to help address this challenge by providing a common framework for evaluating resiliency maturity.

When providers use a common framework to incorporate resiliency into supplier decisions, suppliers receive a clearer signal regarding the capabilities healthcare organizations value, strengthening alignment between provider expectations, supplier investments, and continuity-of-care capabilities.

When resiliency is consistently recognized and incorporated into supplier decisions, suppliers have a clearer incentive to invest in the capabilities that support continuity of care.

What the Badge Is

The HIRC Resiliency Badge is a healthcare-specific, third-party validated indicator of resiliency maturity within a defined assessment scope.

Assessment scope may include a product category, business unit, supply chain function, manufacturing operation, distribution operation, or an entire enterprise.

Assessment conclusions are based on evidence review, stakeholder interviews, and weighted scoring methodologies designed to evaluate demonstrated resiliency capabilities.

What the Badge Evaluates

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

1. Demand Planning
2. Inventory Management
3. Logistics
4. Supply Chain Visibility
5. Supplier Management
6. Risk Management & Contingency Planning
7. Operational Health

The assessment evaluates the capabilities, governance structures, operational practices, and risk-management processes that support an organization's ability to anticipate, prevent, manage, and recover from disruption.

Rather than focusing solely on disruption outcomes, the assessment evaluates the underlying organizational capabilities that contribute to resiliency outcomes. These capabilities are often difficult to evaluate through contracts, inventory positions, supplier questionnaires, site visits, or traditional sourcing discussions.

For providers, the Badge provides visibility into resiliency-related practices and capabilities that may not otherwise be observable through conventional supplier evaluation methods.

What Badge Achievement Signals

Badge achievement signals that resiliency is being managed as an organizational capability through documented practices, governance structures, and evidence-based decision-making.

The Badge does not guarantee uninterrupted supply and should not be interpreted as a prediction of future performance.

Suppliers that achieve a Badge may still experience shortages, recalls, transportation disruptions, quality events, cyber incidents, labor challenges, or other operational issues.

Rather than predicting whether a disruption will occur, the assessment evaluates the capabilities that help organizations anticipate, manage, and recover from disruption.

Why and How Providers Use the Badge

The Resiliency Badge provides a practical way to incorporate resiliency into sourcing, supplier management, supply assurance, and continuity-of-care planning.

It also provides insight into resiliency maturity that may not be available through contracts, inventory discussions, supplier questionnaires, or traditional sourcing processes.

Common use cases include:

- Requests for Information (RFIs)
- Requests for Proposal (RFPs)
- Strategic sourcing initiatives
- Supplier qualification activities
- Supplier reviews
- Quarterly Business Reviews (QBRs)
- Supplier-governance activities
- Supply-assurance discussions

Begin with a single use case or incorporate Badge information across multiple supplier-management and sourcing activities.

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2. Establishing Your Badge Strategy

There is no single required approach for incorporating the Resiliency Badge into sourcing, supplier-management, and continuity-of-care activities.

Determine how Badge information will be used within existing procurement, supplier-governance, and supplier-management processes. The goal is to incorporate resiliency information into existing decisions and discussions rather than create a new program.

Decision 1: Where Will Badge Information Be Used?

Common implementation points include:

- All sourcing events
- Strategic sourcing events
- Critical product categories
- High-risk suppliers
- Strategic supplier relationships
- Supplier qualification activities
- Quarterly Business Reviews (QBRs)
- Supplier-governance activities
- Supply-assurance discussions

Choose broad implementation or begin with targeted supplier categories, sourcing events, or supplier-management activities.

Decision 2: Select an Organizational Approach

Determine how resiliency information will be used within sourcing, supplier-management, and continuity-of-care activities. The organizational approach selected will influence how resiliency information is used, what suppliers should expect, and the corresponding HIRC designation.

Organizational Approach	What It Means	What Suppliers Should Expect	HIRC Designation
Informational	Resiliency information is requested and considered during sourcing activities.	Badge information may be requested and discussed during sourcing and supplier-management activities.	Aligned
Evaluation Criterion	Resiliency information is incorporated into supplier evaluation criteria.	Badge information may be incorporated into formal supplier-evaluation processes.	Integrated
Sourcing Influence	Resiliency information influences critical sourcing decisions where continuity of care matters most.	Badge information may meaningfully influence sourcing decisions for critical products and strategic supplier relationships.	Embedded

Select the approach that best reflects how resiliency information will be used within your organization. The corresponding HIRC designation reflects implementation maturity.

Most organizations align with one of these three approaches.

Informational — Aligned

Resiliency information is requested and considered qualitatively during sourcing activities.

Typical actions:

- Ask suppliers whether they have achieved a Badge and what percentage of products sold to the health system are covered.
- Review Badge information during sourcing events, supplier reviews, and QBRs.
- Consider Badge information qualitatively during supplier evaluations and discussions.

Evaluation Criterion — Integrated

Resiliency information is quantitatively incorporated into supplier evaluation criteria.

Typical actions:

- Include Badge-related criteria in supplier evaluations.
- Assign quantitative value to Badge achievement or coverage.
- Incorporate resiliency discussions into sourcing and supplier-governance activities.

Sourcing Influence — Embedded

Resiliency information meaningfully influences critical sourcing decisions.

Typical actions:

- Assign meaningful value to Badge achievement or coverage in supplier evaluations and sourcing decisions.
- Use Badge information when evaluating critical product categories and strategic suppliers.
- Discuss resiliency capabilities during supplier-governance and continuity-of-supply activities.
- Ask suppliers to pursue Badge achievement and expand Badge coverage over time.

Different organizational approaches may be applied across sourcing activities, supplier relationships, product categories, and strategic priorities.

Decision 3: Determine How Supplier Responses Will Be Handled

Before implementation, determine how supplier responses will be handled.

If the Supplier Has Achieved a Badge

Consider Badge designation, assessment scope, product coverage, and available Assessment Summary information within sourcing, supplier-management, and continuity-of-care discussions.

If the Supplier Is Pursuing a Badge

Monitor participation and future assessment progress as appropriate.

If the Supplier Has Not Pursued a Badge

Continue existing sourcing and supplier-management processes while communicating organizational resiliency expectations where appropriate.

Suppliers should not be disqualified solely because they have not achieved a Badge. Badge information should be incorporated into sourcing discussions and supplier-selection decisions in a manner that aligns with the organization's selected approach.

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3. Operationalizing the Badge

The Resiliency Badge can be incorporated into existing sourcing, supplier-management, and continuity-of-care activities without creating new governance structures or administrative processes.

Determine where Badge information can support existing supplier decisions and engagement activities.

Sourcing Activities

For many organizations, sourcing activities provide the most practical starting point for Badge implementation.

Organizations should determine:

- Which suppliers will be asked to provide Badge information
- Which sourcing events will incorporate Badge information
- How Badge information will be considered during supplier evaluations

Common approaches include incorporating Badge-related questions into:

- Requests for Information (RFIs)
- Requests for Proposal (RFPs)
- Strategic sourcing initiatives
- Supplier qualification activities

Sample sourcing language and supplier questions are provided in Appendices B and D.

When reviewing supplier responses, organizations should consider:

- Assessment scope
- Product coverage
- Badge designation
- Relevance to the products or services being evaluated

Resiliency information should be incorporated into sourcing discussions and supplier-selection decisions in a manner that aligns with organizational priorities.

Supplier Management Activities

The Badge may also provide value throughout the supplier relationship lifecycle.

Incorporate Badge information into:

- Supplier reviews
- Quarterly Business Reviews (QBRs)
- Supplier-governance activities
- Supply-assurance discussions
- Continuity-of-care planning activities

Assessment results may provide additional context regarding resiliency capabilities, operational practices, continuity-of-supply considerations, and future resiliency priorities.

Example discussion topics are provided in Appendix E.

Use available information to support more informed supplier-management and continuity-of-care discussions.

Review Assessment Scope and Coverage

Assessment scope may range from a specific product category or business unit to enterprise-wide operations.

Providers should also understand what percentage of the products sold to their organization are covered by the Badge.

Understanding both scope and coverage helps ensure Badge information is evaluated within the proper business context.

Start Here

Many organizations begin by asking a single question during sourcing or supplier-management activities:

What percentage of the products sold to our organization are covered by the HIRC Resiliency Badge?

This approach provides immediate visibility into supplier participation while allowing organizations to expand Badge utilization over time.

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4. Who Owns What?

Implementation will vary based on organizational structure, sourcing practices, supplier-management processes, and strategic priorities.

The following roles commonly participate in implementation activities.

Supply Chain Leadership — Set Organizational Approach

Supply chain leaders typically establish the organization's overall approach to resiliency and supplier engagement.

Common responsibilities include:

- Establishing Badge utilization expectations
- Selecting an adoption model
- Supporting organizational adoption

Strategic Sourcing Leaders — Operationalize Within Sourcing

Strategic sourcing leaders typically oversee implementation within sourcing activities.

Common responsibilities include:

- Updating sourcing processes and templates
- Determining how Badge information will be evaluated
- Supporting sourcing-team adoption
- Communicating supplier expectations

Supplier Relationship Managers — Drive Supplier Engagement

Supplier relationship managers help incorporate resiliency discussions into ongoing supplier engagement activities.

Common responsibilities include:

- Incorporating resiliency topics into supplier reviews and QBRs
- Supporting continuity-of-supply discussions
- Monitoring supplier resiliency progress over time

Supporting Stakeholders — Provide Subject Matter Support

Additional stakeholders may support implementation activities depending on organizational structure and objectives.

Examples may include:

- Contract managers
- Supply assurance leaders
- Risk management stakeholders
- Category leaders
- Operational subject matter experts

A Practical Perspective

Organizations do not need to assign new personnel or create new departments to begin using the Badge.

Most organizations can begin by incorporating Badge information into existing sourcing activities, supplier reviews, and supplier-governance discussions.

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5. Making an Informed Decision

Organizations can incorporate the Resiliency Badge in different ways and at different levels of maturity.

Start with the Approach That Fits Your Organization

Organizations do not need to implement the Badge across every sourcing event, supplier category, and supplier-management activity on day one.

Some organizations begin with:

- Strategic suppliers
- Critical product categories
- High-risk sourcing events
- Existing supplier-governance activities
- Quarterly Business Reviews (QBRs)

Others choose broader implementation across sourcing activities to create consistency and simplify administration.

The appropriate approach depends on organizational priorities, supplier-management practices, and desired outcomes.

Use the Badge Alongside Existing Supplier Criteria

The Resiliency Badge is designed to support sourcing and supplier-management decisions, not replace them.

Continue to evaluate suppliers across considerations such as:

- Quality
- Service
- Cost
- Clinical requirements
- Innovation
- Supplier performance
- Risk

Badge information provides an additional perspective regarding supplier resiliency maturity within the approved assessment scope.

Next Step

Select an initial use case, establish your organizational approach, and begin incorporating Badge information into existing supplier decisions and discussions.

Start small, apply consistently, and expand utilization over time as appropriate.

Appendices

The following appendices provide additional information to support Resiliency Badge implementation, supplier engagement, and organizational decision-making.

Appendix A
Implementation Planning Guide

Appendix B
Sample Sourcing Language and Questions

Appendix C
Interpreting Badge Information

Appendix D
Sample QBR Discussion Guide

Appendix E
Example Adoption Models

Appendix F
Framework Development and Evolution

Appendix G
Provider Implementation Dashboard

Appendix H
Internal Communication Template

Appendix I
Supplier Communication Template

Appendix A: Implementation Planning Guide

Consider implementing the Resiliency Badge in different ways depending on sourcing practices, supplier-management processes, organizational priorities, and available resources.

The Resiliency Badge is designed to fit within existing sourcing, supplier-management, and continuity-of-care activities.

Determine Scope

Determine where Badge information will be incorporated.

Potential starting points include:

- All sourcing events
- Strategic sourcing events
- Critical product categories
- Strategic suppliers
- High-risk suppliers
- Supplier qualification activities
- Quarterly Business Reviews (QBRs)
- Supplier-governance activities
- Supply-assurance discussions

Choose broad implementation to create consistency or targeted implementation based on organizational priorities.

Determine Ownership

Identify who will lead implementation and who will support ongoing utilization.

Common stakeholders include:

- Supply chain leadership
- Strategic sourcing leaders
- Contract managers
- Supplier relationship managers
- Supply assurance leaders
- Risk management stakeholders

Clear ownership helps ensure consistent implementation and ongoing use.

Determine Initial Use Cases

Many organizations begin with one or more of the following:

- Requests for Information (RFIs)
- Requests for Proposal (RFPs)
- Strategic sourcing events
- Supplier reviews
- Quarterly Business Reviews (QBRs)
- Supplier-governance activities
- Supply-assurance discussions

Begin with use cases that align with existing workflows and organizational priorities.

Determine Supplier Communication Approach

Determine how resiliency expectations will be communicated to suppliers.

Examples include:

- Requesting Badge information during sourcing events
- Discussing Badge participation during supplier reviews
- Encouraging strategic suppliers to pursue Badge achievement
- Communicating how Badge information will be considered within sourcing and supplier-management activities

Clear communication helps suppliers understand organizational expectations and supports productive resiliency discussions.

A Practical Starting Point

Start with one question:

What percentage of the products sold to our organization are covered by the HIRC Resiliency Badge?

This approach provides immediate visibility into supplier participation while allowing organizations to expand Badge utilization over time.

Appendix B: Sample Sourcing Language and Questions

Incorporate Badge-related questions into sourcing activities using approaches that align with their procurement objectives and supplier-management practices.

General Badge Questions

- Have you achieved a HIRC Resiliency Badge?
- What Badge designation has been achieved?
- What assessment scope was included?
- When was the assessment completed?

Coverage Questions

- What products sold to our organization are covered by the Badge?
- What percentage of the products sold to our organization are covered by the Badge?
- Are additional products, business units, or operations expected to be assessed in the future?

Example RFI Language

Please indicate whether your organization has achieved a HIRC Resiliency Badge.

If yes, provide:

- Badge designation
- Assessment scope
- Assessment completion date
- Percentage of products offered to our organization that are covered by the Badge

Example RFP Language

Please indicate whether your organization has achieved a HIRC Resiliency Badge.

If yes, provide:

- Badge designation
- Assessment scope
- Assessment completion date
- Percentage of products proposed in this response that are covered by the Badge

If no, please indicate whether assessment activities are planned or underway.

Example Supplier Evaluation Considerations

Consider:

- Badge achievement status
- Badge designation
- Assessment scope
- Product coverage
- Assessment participation activities
- Future resiliency plans

Establish internal expectations regarding how Badge information will be considered before incorporating Badge-related language into sourcing activities.

Appendix C: Interpreting Badge Information

The Resiliency Badge provides information regarding resiliency maturity within a defined assessment scope.

When reviewing Badge information, focus on three considerations: scope, coverage, and designation.

Assessment Scope

Badge achievement applies only to the approved assessment scope.

Assessment scope may include:

- Specific product categories
- Business units
- Manufacturing operations
- Distribution operations
- Enterprise-wide activities

Understand what was assessed before applying Badge information to sourcing, supplier-management, or continuity-of-care discussions.

Product Coverage

Providers should understand which products sold to their organization are covered by the Badge.

Two suppliers may both have achieved a Badge while having significantly different levels of product coverage.

For this reason, organizations are encouraged to ask:

What percentage of the products sold to our organization are covered by the HIRC Resiliency Badge?

Understanding coverage helps ensure Badge information is evaluated within the appropriate business context.

Badge Designation

Badge designations reflect demonstrated resiliency maturity within the approved assessment scope.

Consider designation and scope together when reviewing assessment information.

Assessment scope helps determine operational relevance, while designation provides insight into demonstrated resiliency maturity within that scope.

Practical Interpretation

When reviewing Badge information:

- Understand what was assessed.
- Understand which products are covered.
- Understand the designation achieved.
- Consider Badge information alongside quality, service, cost, supplier performance, and other relevant business considerations.

The most effective use of Badge information is within the broader context of supplier evaluation, supplier management, and continuity-of-care planning.

Appendix D: Sample QBR Discussion Guide

Quarterly Business Reviews (QBRs) provide a practical opportunity to discuss resiliency alongside quality, service, delivery performance, and other supplier-management topics.

The following questions may help support resiliency-related discussions.

Badge Status

- Has your Badge status changed since our last review?
- Has assessment scope expanded or changed?
- Has Badge coverage increased?
- Are additional products, business units, or operations being assessed?

Resiliency Investments

- What significant resiliency initiatives have been implemented since the assessment?
- What resiliency improvements are currently underway?
- Have any assessment findings resulted in operational changes?
- What resiliency capabilities have been strengthened over the past year?

Continuity of Supply

- Have there been material changes to sourcing, manufacturing, inventory, logistics, or supplier-management strategies?
- What actions have been taken to strengthen continuity of supply?
- Have any significant resiliency risks been identified?
- Have contingency-planning capabilities changed since the assessment?

Operational Performance and Lessons Learned

- Have recent disruptions resulted in process improvements or resiliency investments?
- What lessons learned have influenced operational planning?
- Have resiliency initiatives improved preparedness, response, or recovery capabilities?

Future Plans

- Are additional assessments planned?
- Are there opportunities to expand Badge coverage?
- What resiliency priorities are planned for the next 12–24 months?

- Are there upcoming investments that may materially improve resiliency capabilities?

Provider Discussion Considerations

Use Badge information and supplier discussions to:

- Better understand supplier resiliency capabilities
- Support continuity-of-supply planning
- Identify potential resiliency risks
- Monitor supplier improvement efforts
- Strengthen supplier-governance discussions
- Support strategic supplier engagement

These discussions should complement existing supplier-management activities and continuity-of-care planning efforts.

Appendix E: Example Adoption Models

The Resiliency Badge can be incorporated at different levels of maturity.

The examples below illustrate common implementation models. Choose a single model or apply different models across supplier categories, sourcing events, and supplier relationships.

Aligned

Objective

Introduce resiliency considerations into sourcing and supplier-management activities.

Typical Practices

- Ask suppliers whether they have achieved a Badge.
- Request Badge designation, scope, and coverage information.
- Review Badge information during sourcing events.
- Discuss Badge status during supplier reviews and QBRs.
- Consider Badge information qualitatively during supplier evaluations.

Organizational Mindset

"We want visibility into supplier resiliency and will consider Badge information as part of our overall supplier discussions."

Best For

Organizations seeking a simple starting point with minimal process changes.

Integrated

Objective

Incorporate resiliency into formal supplier-evaluation and supplier-management processes.

Typical Practices

- Include Badge-related criteria in supplier evaluations.
- Assign quantitative consideration to Badge achievement.

- Review Badge information during sourcing activities.
- Incorporate resiliency discussions into supplier-governance processes.
- Track Badge information across strategic suppliers.

Organizational Mindset

"We want resiliency to be a formal consideration within sourcing and supplier-management activities."

Best For

Organizations seeking a structured and repeatable approach to resiliency evaluation.

Embedded

Objective

Incorporate resiliency as a meaningful component of sourcing, supplier-management, and continuity-of-care activities.

Typical Practices

- Assign meaningful value to Badge achievement during supplier evaluations.
- Incorporate Badge information into sourcing decisions.
- Include resiliency discussions within supplier-governance activities.
- Encourage strategic suppliers to pursue Badge achievement.
- Incorporate resiliency considerations into continuity-of-supply planning.
- Monitor Badge participation across strategic supplier relationships.

Organizational Mindset

"We want resiliency to be a meaningful consideration in how we evaluate, engage, and manage strategic suppliers."

Best For

Organizations seeking to align sourcing, supplier-management, and continuity-of-care objectives around evidence-based resiliency information.

Selecting the Right Approach

There is no single required implementation model.

Many organizations begin with an Aligned approach, establish familiarity with Badge information, and expand utilization over time.

Others immediately adopt Integrated or Embedded approaches based on organizational priorities, supplier-management objectives, and continuity-of-care considerations.

The most effective implementation model is the one that aligns with organizational goals, available resources, supplier-management practices, and desired outcomes.

A Practical Perspective

Successful implementation is not determined by how extensively the Badge is used.

Successful implementation is determined by whether resiliency information is being incorporated into sourcing, supplier-management, and continuity-of-care discussions in a consistent and meaningful manner.

Start with an approach that fits their current needs and evolve utilization over time as appropriate.

Appendix F: Framework Development and Evolution

The Resiliency Badge was developed collaboratively by healthcare providers, suppliers, GPOs, and industry stakeholders seeking a common framework for evaluating resiliency across the healthcare supply chain.

The framework was developed in response to healthcare industry demand for a more consistent, approach to evaluating supplier resiliency and supporting continuity-of-care planning.

Historically, organizations have used a variety of questionnaires, supplier discussions, self-reported information, and organization-specific methodologies when evaluating resiliency capabilities. These approaches often make it difficult to evaluate resiliency consistently across suppliers and across the industry.

The Resiliency Badge was created to establish a common definition, shared methodology, and evidence-based assessment framework that could support more consistent resiliency evaluation and discussion.

Development of the framework included participation from healthcare providers, suppliers, GPOs, and industry leaders representing diverse healthcare supply chain perspectives.

Participating organizations included healthcare systems, suppliers, GPOs, and industry stakeholders committed to establishing a more consistent approach to resiliency evaluation.

Contributing organizations included AdventHealth, Banner Health, BD, Baxter, Cardinal Health, Cleveland Clinic, CommonSpirit Health, Corewell Health, Johnson & Johnson MedTech, Mass General Brigham, Mayo Clinic, MD Anderson Cancer Center, Medtronic, Michigan Medicine, Premier, Stanford Health Care, Stryker, The Ohio State University Wexner Medical Center, Trinity Health, Vanderbilt Health, and Vizient.

The result is a healthcare-specific framework developed by healthcare stakeholders for healthcare stakeholders.

Continuous Improvement

The Resiliency Badge is intended to evolve over time in response to industry feedback, operational experience, and changing healthcare supply chain needs.

The current assessment framework evaluates resiliency capabilities, governance structures, operational practices, and risk-management processes within an approved assessment scope.

Industry discussions continue to explore opportunities to expand visibility into areas such as:

- Operational performance
- Disruption response
- Recovery effectiveness
- Continuity-of-supply outcomes
- Supplier-provider information sharing
- Standardized resiliency reporting

These discussions reflect the healthcare industry's commitment to continuous improvement and ongoing framework development.

Evaluate and use the Resiliency Badge based on the assessment criteria that exist today while recognizing that future enhancements will continue to be informed by provider, supplier, and GPO participation.

The framework supports more informed sourcing, supplier-management, supply-assurance, and continuity-of-care discussions across the healthcare supply chain.

Appendix G: Provider Implementation Dashboard

Use this dashboard to establish organizational direction, communicate expectations, and monitor implementation progress.

Program Direction

Organizational Approach

Organizational Approach	What It Means	HIRC Designation	Selected
Informational	Resiliency information is requested and considered during sourcing activities.	Aligned	☐
Evaluation Criterion	Resiliency information is incorporated into supplier evaluation criteria.	Integrated	☐
Sourcing Influence	Resiliency information influences critical sourcing decisions where continuity of care matters most.	Embedded	☐

Organizational Position

Decision	Selection
Supplier Position	☐ Informational ☐ Preferred ☐ Expected
Enterprise Badge Position	☐ No Position ☐ Preferred ☐ Expected for Strategic Suppliers
Implementation Scope	☐ Targeted ☐ Broad

Organizational Behaviors

Select the statements that reflect your organization's current approach.

Statement	Selected
We request Badge information during sourcing activities.	☐
We use the HIRC recommended coverage question.	☐
We review Resiliency Badge Assessment Summaries when available.	☐
We review Badge coverage during supplier evaluations.	☐
We discuss Badge coverage during QBRs and supplier reviews.	☐
We prefer suppliers pursue Badge achievement.	☐
We prefer suppliers expand Badge coverage over time.	☐
We encourage suppliers to pursue enterprise-wide Badge achievement.	☐
We expect enterprise-wide Badge achievement for designated strategic suppliers where practical.	☐

HIRC Recommended Supplier Question

What percentage of your product portfolio sold to our health system is covered by the HIRC Resiliency Badge?

HIRC encourages providers to use this question consistently during sourcing and supplier-management activities to improve clarity, consistency, and comparability across suppliers.

Implementation Progress

Activity	Owner	Complete
Executive Sponsor Identified		☐
Implementation Lead Assigned		☐
Organizational Approach Selected		☐
Supplier Position Defined		☐
Standard HIRC Question Adopted		☐
Supplier Communication Approach Defined		☐
RFI/RFP Language Updated		☐
Supplier Evaluation Criteria Updated		☐
QBR Process Updated		☐
Assessment Summary Review Process Established		☐

Next Milestone

Item	Response
Next Priority	
Owner	
Target Completion Date	

Executive Summary

Question	Response
Where will we begin using Badge information?	
Which organizational approach have we selected?	
What supplier position are we taking?	
What is the next implementation milestone?	

Appendix H: Internal Communication Template

Team,

Our organization has established an approach for incorporating HIRC Resiliency Badge information into sourcing, supplier-management, supply-assurance, and continuity-of-care activities.

The Resiliency Badge provides a common, evidence-based framework for evaluating supplier resiliency. Historically, healthcare organizations relied on organization-specific questionnaires, supplier discussions, and differing evaluation methodologies when assessing resiliency. The Badge helps create greater consistency in how resiliency is recognized, evaluated, and incorporated into supplier decisions.

Our current organizational designation is **[Aligned / Integrated / Embedded]**.

Our target organizational designation is **[Aligned / Integrated / Embedded]** by **[Date]**.

Our implementation approach, organizational expectations, assigned ownership, and current progress are documented in the attached **Appendix G: Provider Implementation Dashboard** (referred to below as the **Implementation Dashboard**).

Why This Matters

Resiliency influences continuity of care, supply assurance, and supplier performance. By using a common framework, we can evaluate resiliency more consistently across suppliers while creating clearer expectations regarding the capabilities our organization values.

Our objective is to incorporate resiliency information into existing supplier decisions and discussions in a manner consistent with our organizational approach and strategic priorities.

What We Need From You

Depending on role and responsibilities, team members may be asked to:

- Request Badge information during sourcing activities
- Use the HIRC recommended coverage question
- Review Badge coverage during supplier evaluations
- Review Assessment Summary information when available
- Discuss resiliency capabilities during supplier reviews and QBRs
- Communicate resiliency expectations to suppliers
- Support implementation activities identified in the Implementation Dashboard

Stakeholders should align activities with the organizational direction documented in the Implementation Dashboard and raise questions or implementation considerations through the designated implementation lead.

HIRC Recommended Supplier Question

What percentage of your product portfolio sold to our health system is covered by the HIRC Resiliency Badge?

HIRC encourages providers to use this question consistently to improve clarity, consistency, and comparability across suppliers. Understanding coverage often provides more meaningful insight than a simple Badge achieved/not achieved response.

Current Focus

Our current organizational direction, implementation priorities, assigned ownership, and upcoming milestones are documented in the Implementation Dashboard.

Reference Materials

- HIRC Resiliency Badge Provider Playbook
- Completed Appendix G: Provider Implementation Dashboard (attached)

Thank you for your continued support as we strengthen resiliency considerations within our sourcing, supplier-management, supply-assurance, and continuity-of-care activities.

[Name]

[Title]

Appendix I: Supplier Communication Template

Supplier Partner,

As part of our ongoing commitment to supply assurance, continuity of care, and supplier resiliency, we have established an approach for incorporating resiliency information into our sourcing and supplier-management activities.

The HIRC Resiliency Badge provides a common, evidence-based framework for evaluating supplier resiliency using a healthcare-specific assessment methodology. We believe a common framework supports more consistent resiliency discussions and helps improve transparency regarding resiliency capabilities across the healthcare supply chain.

Our current organizational approach is **[Aligned / Integrated / Embedded]**.

Our supplier position is **[Informational / Preferred / Expected]**.

What This Means

We may request and review HIRC Resiliency Badge information as part of sourcing activities, supplier reviews, supply-assurance discussions, and other supplier-management activities.

Where applicable, we may consider:

- Badge achievement status
- Badge designation
- Assessment scope
- Product coverage
- Assessment Summary information
- Future assessment or coverage-expansion plans

The importance of this information will be consistent with our selected organizational approach and supplier-management objectives.

HIRC Recommended Coverage Question

To support more consistent discussions, we intend to use the following question when evaluating Badge participation:

What percentage of your product portfolio sold to our health system is covered by the HIRC Resiliency Badge?

We encourage suppliers to be prepared to discuss assessment scope, product coverage, and future plans for expanding assessment participation where applicable.

Our Expectations

[Informational]
We request resiliency information to support sourcing and supplier-management discussions.

[Preferred]
We encourage suppliers to pursue HIRC Resiliency Badge participation and to expand Badge coverage over time where practical.

[Expected]
We expect designated strategic suppliers to actively pursue HIRC Resiliency Badge participation and to discuss assessment scope, coverage, and future participation plans as part of ongoing supplier engagement activities.

Additional Information

Additional information regarding the HIRC Resiliency Badge, assessment methodology, and participation process is available at:

https://www.hirc.org/resiliency-badge/

We appreciate your partnership and look forward to continuing discussions regarding resiliency, continuity of care, and supply assurance.

Thank you,

[Name]

[Title]

[Organization]