HIRC Resiliency Badge | Supplier 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. Assessment Planning

Understanding the Assessment

The HIRC Resiliency Badge is an evidence-based assessment that evaluates resiliency maturity within a defined assessment scope. The assessment is designed to help suppliers demonstrate resiliency capabilities through documented practices, operational evidence, and stakeholder interviews.

The Resiliency Badge provides suppliers with an opportunity to communicate resiliency capabilities using a common healthcare-specific framework rather than relying solely on organization-specific resiliency questionnaires, supplier discussions, and differing evaluation methodologies.

The assessment evaluates resiliency practices across seven domains:

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

These domains help determine which stakeholders should participate in the assessment and what types of evidence may be required during the review process.

Understanding the Commitment

Organizations should understand the level of participation required before pursuing an assessment.

The assessment is designed to evaluate demonstrated resiliency capability and typically requires engagement from multiple business functions, including supply chain, operations, quality, risk management, procurement, and executive leadership.

Successful assessments often involve:

- Executive leadership
- Supply chain teams
- Operations teams
- Quality teams
- Risk management personnel
- Procurement and sourcing stakeholders
- Product or business leaders

Because resiliency practices span multiple functions, successful assessments depend on cross-functional participation, stakeholder responsiveness, and organizational alignment throughout the engagement.

Conduct a Readiness Review

Before committing to an assessment, organizations should evaluate their readiness to participate effectively.

Readiness considerations may include:

- Executive sponsorship and organizational support
- Availability of a dedicated project manager
- Access to key subject matter experts
- Availability of operational documentation and supporting evidence
- Alignment on assessment objectives and scope
- Ability to support stakeholder interviews and information requests

A readiness review helps organizations establish realistic expectations, identify potential resource constraints, and determine whether the organization is prepared to support the assessment process successfully.

Assessment Flexibility and Support

The Resiliency Badge is designed to be rigorous, transparent, and flexible. Suppliers maintain significant control over how and when they participate, while receiving support throughout the engagement.

A. Transparent Expectations

The assessment is an open-book process. Suppliers receive the scoring rubric in advance, including diagnostic-level scoring criteria and examples that illustrate low, moderate, and high levels of maturity.

Organizations may review the scoring rubric prior to engagement and use it to better understand assessment expectations, evaluate readiness, and identify potential areas for improvement.

B. Flexible Participation

Suppliers determine whether and when to pursue an assessment.

Organizations may:

- Select an assessment scope that aligns with their objectives
- Determine the timing of participation
- Prepare in advance before formally engaging
- Adjust timelines based on business priorities
- Extend assessment activities through a mutually agreed change order when appropriate

The assessment is intended to accommodate the realities of business operations while maintaining the integrity of the evaluation process.

C. Dedicated Support

Suppliers are supported throughout the engagement by the HIRC assessment team.

Support includes:

- A dedicated HIRC project manager to coordinate planning and execution activities alongside the supplier's designated project lead
- Direct access to the assessor for assessment-related questions and technical guidance
- Access to HIRC leadership for strategic discussions related to assessment planning and participation

The objective is to provide suppliers with clear expectations, consistent communication, and practical support throughout the assessment process.

D. A Proven Process

The assessment has been completed by healthcare suppliers across a range of product categories, organizational structures, and operational environments.

Feedback from assessment participants has been incorporated into the program to improve clarity, usability, and assessment execution. As a result, suppliers participate in a process that has been tested, refined, and informed by real-world implementation experience.

Defining Assessment Scope

Assessment scope is established collaboratively between the supplier and HIRC.

When defining scope, organizations should consider:

- Strategic product categories
- Customer priorities
- Evidence availability
- Organizational readiness
- Assessment objectives
- Availability of subject matter experts
- Operational alignment across included products or business areas

A well-defined scope helps ensure an efficient assessment process and meaningful assessment outcomes.

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2. Preparing for Assessment

Effective preparation is one of the most important contributors to a successful assessment. Organizations that invest time in stakeholder alignment, evidence organization, and assessment planning are typically better positioned to complete the assessment efficiently and accurately demonstrate their resiliency capabilities.

Building the Assessment Team

Successful assessments require participation from multiple business functions. Establishing clear ownership and accountability early in the process helps streamline coordination, evidence collection, and stakeholder engagement throughout the assessment.

A. Executive Sponsor

Provides organizational support, removes barriers, and reinforces assessment priorities across the organization.

B. Project Manager

Serves as the primary coordinator for assessment activities.

Responsibilities may include:

- Coordinating assessment activities and timelines
- Managing stakeholder communications
- Organizing evidence collection efforts
- Supporting assessor requests
- Coordinating interviews and follow-up activities
- Managing remediation activities

HIRC strongly recommends designating a single project manager to coordinate assessment activities throughout the engagement.

C. Subject Matter Experts

Subject matter experts provide supporting evidence and participate in interviews related to the resiliency practices within the assessment scope.

Depending on the organization's structure and assessment scope, SMEs may represent areas such as planning, inventory management, logistics, supplier management, risk management, quality, operations, or other relevant business functions.

Organize Assessment Evidence

Maintain a centralized location for assessment evidence and supporting documentation throughout the engagement.

A centralized approach improves efficiency, reduces duplication of effort, and helps ensure that assessment materials remain organized, accessible, and current throughout the assessment process.

Gather Supporting Evidence

Assessment conclusions are based on demonstrated practices supported through multiple forms of evidence rather than self-attestation alone.

Evidence may include policies, procedures, operational metrics, dashboards, reports, governance materials, business continuity documentation, and other records that demonstrate resiliency practices within the assessment scope.

Evidence should demonstrate how resiliency practices are implemented, measured, monitored, and governed.

Review Evidence Readiness

Organizations should confirm that submitted evidence is complete, relevant, organized, and supported by appropriate operational documentation and data.

Assessment results are based on the evidence made available during the assessment. Complete, well-organized documentation helps ensure assessors can accurately evaluate resiliency capabilities and maturity.

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3. Participating in the Assessment

Assessment activities are designed to validate documented resiliency practices through evidence review, stakeholder discussions, and assessor evaluation.

Assessment Kickoff

The assessment begins with a kickoff session involving HIRC, the supplier project team, and participating stakeholders.

The kickoff establishes:

- Scope confirmation
- Timeline expectations
- Communication protocols
- Interview planning
- Evidence review process

Evidence Review

Assessors review submitted materials to evaluate resiliency maturity across the assessment domains.

Additional information requests may be provided throughout the assessment as needed.

Stakeholder Interviews

Interviews provide important context for submitted evidence and help validate operational practices.

Interview participants may include:

- Supply chain leaders
- Operations personnel
- Risk management stakeholders
- Quality leaders
- Executive sponsors
- Other subject matter experts

Organizations should be prepared to discuss how resiliency practices operate in day-to-day decision making.

Assessment Remediation

During the assessment, suppliers may have opportunities to provide:

- Clarifications
- Additional documentation
- Supplemental evidence
- Responses to assessor questions

Timely participation helps ensure assessment findings accurately reflect organizational capabilities.

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4. Assessment Outcomes

Assessment Results

Upon completion of the assessment, HIRC provides:

- Completed Assessment Scoring Rubric
- Executive Summary of Findings
- Badge Determination

Assessment findings typically include:

- Areas of demonstrated strength
- Improvement opportunities
- Assessor observations
- Overall resiliency maturity outcomes

Badge Designations

Organizations that satisfy applicable assessment criteria may be awarded a:

- Silver Badge
- Gold Badge
- Diamond Badge

Badge designations apply only to the approved assessment scope.

Badge Validity

Badge status remains active for three years unless otherwise specified by HIRC.

Organizations may pursue reassessment or expanded-scope assessments in the future.

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5. Maximizing the Value of the Badge

Share Results Internally

Assessment findings can support:

- Strategic planning
- Risk management initiatives
- Supply chain improvement efforts
- Resiliency investment decisions

Engage Customers

Many organizations leverage Badge achievement in:

- Customer discussions
- RFP responses
- Supplier presentations

- Business reviews
- Strategic account planning

Organizations may also elect to share assessment summaries to support resiliency-related discussions.

Expand Badge Coverage Over Time

Many organizations begin with a focused assessment scope and expand participation over time.

Providers increasingly seek to understand not only whether a Badge has been achieved, but also what percentage of products sold to their organization are covered by the Badge.

Organizations may choose to begin with a product category, business unit, manufacturing operation, or other defined scope before considering broader participation in future assessments, including enterprise-wide assessments where appropriate.

Drive Continuous Improvement

The assessment should be viewed as more than a point-in-time evaluation.

Many participants use assessment findings to:

- Strengthen resiliency capabilities
- Improve visibility
- Enhance risk management processes
- Support continuity planning
- Build long-term resiliency roadmaps

The greatest value often comes from the organizational alignment, operational insights, and continuous improvement opportunities generated through the assessment process.

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6. Making an Informed Decision

Pursuing a Resiliency Badge Assessment is a strategic decision. Organizations often evaluate the assessment not only through the lens of badge achievement, but also through the broader implications for resiliency, transparency, customer engagement, and continuous improvement.

The following considerations may help organizations determine whether the assessment aligns with their objectives and readiness.

Evaluating the Value of Participation

Organizations pursue the assessment for a variety of reasons, including customer engagement, resiliency improvement, supply assurance initiatives, competitive differentiation, and internal governance.

While Badge achievement is an important outcome, many participants find value in the assessment process itself. The assessment often creates opportunities to align stakeholders, evaluate resiliency practices across business functions, identify strengths, and uncover opportunities for improvement.

Organizations should evaluate participation based on both the potential value of Badge achievement and the operational insights generated through the assessment process.

Value Beyond Badge Achievement

Organizations often focus on the Badge designation itself, but many participants find value in the assessment process regardless of the final outcome.

The assessment provides detailed insight into resiliency capabilities, operational strengths, and opportunities for improvement across the assessment scope. Even when organizations identify gaps or opportunities for further maturity, the findings can help inform future investments, resiliency planning, and operational priorities.

Participation in the assessment does not require public disclosure of assessment results. Suppliers retain control over whether, when, and how assessment outcomes are communicated externally.

Many organizations view the assessment as both an evaluation of current capabilities and a tool for continuous improvement.

Organizations Control Their Assessment Journey

Organizations determine when to pursue an assessment and may prepare in advance using the publicly available scoring rubric and supporting materials.

Assessment scope is established collaboratively and can be aligned with organizational objectives, readiness, and available resources.

Many organizations choose to begin with areas where stakeholder alignment, evidence availability, and operational maturity are already well established before considering additional assessment activities in the future.

Organizations also control whether, when, and how assessment participation and outcomes are communicated externally. Assessment participation may be conducted as a confidential engagement, allowing suppliers to align participation with internal priorities, customer engagement strategies, and business objectives.

Participation Can Expand Over Time

Many organizations begin with a focused assessment scope and expand participation over time as organizational priorities, customer expectations, and readiness evolve.

Organizations may choose to begin with a single product category, business unit, operational area, or manufacturing operation before pursuing broader assessments in the future.

Participation should be viewed as a journey that can expand over time rather than an all-or-nothing commitment.

Transparency, Improvement, and Customer Engagement

Participation in the assessment may provide greater visibility into resiliency strengths and opportunities for improvement. Many organizations view this visibility as an opportunity to support constructive customer discussions, strengthen internal resiliency programs, and demonstrate a commitment to continuous improvement.

The Resiliency Badge provides an evidence-based framework for evaluating resiliency maturity within a defined assessment scope. For many suppliers, the assessment provides an opportunity to better understand, evaluate, and communicate resiliency capabilities using consistent assessment criteria.

Resiliency Does Not Mean Perfection

The Badge does not guarantee that disruptions will never occur.

Supply chain disruptions, quality events, transportation challenges, and other operational issues can affect any organization.

The assessment evaluates the capabilities, practices, governance structures, and operational processes that help organizations anticipate, manage, and recover from disruption. The objective is not to eliminate all risk, but to strengthen resiliency and preparedness over time.

Appendices

The following appendices provide additional information to support assessment planning, participation, and decision-making.

Appendix A
Planning Considerations

Appendix B
Assessment Deliverables

Appendix C
Understanding Badge Designations

Appendix D
Assessment Journey

Appendix E
Information Sharing and Confidentiality

Appendix F
How Assessment Information May Be Used

Appendix A: Planning Considerations

The Resiliency Badge assessment is designed to be flexible and scalable based on organizational objectives, assessment scope, and available resources. The information below is intended to support planning discussions and help organizations evaluate potential participation.

Assessment Fees

Assessment fees are based on the agreed assessment and evidence review timeframe.

Assessment & Evidence Review Timeframe	Fee
Up to 4 weeks	$25,000
4–6 weeks	$50,000
6–8 weeks	$75,000
8+ weeks	$100,000

Assessment timelines are established collaboratively and may vary based on factors such as assessment scope, stakeholder availability, evidence readiness, organizational complexity, and project objectives.

Internal Resource Planning

Internal participation requirements vary based on assessment scope, organizational complexity, and evidence readiness.

Most organizations designate:

- An executive sponsor
- A project manager or internal coordinator
- Subject matter experts representing relevant business functions

The assessment is designed to leverage existing documentation, operational practices, and business processes whenever possible.

Time Commitment

Time commitment varies based on assessment scope, organizational complexity, and the maturity of existing resiliency practices.

Larger enterprise-wide assessments may require several hundred hours of combined stakeholder participation across project coordination, evidence collection, interviews, and executive review activities. More focused assessments may require substantially less effort.

Organizations can manage resource requirements by:

- Selecting an assessment scope aligned with current objectives
- Beginning with areas that have strong evidence readiness
- Leveraging existing documentation and reporting
- Preparing against the scoring rubric before formal engagement
- Aligning assessment activities with business priorities
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Planning Support

HIRC works with organizations to establish an assessment approach aligned with scope, objectives, readiness, and available resources.

Organizations considering participation are encouraged to discuss potential scope, timing, and resource considerations with HIRC before beginning an assessment engagement.

Appendix B: Assessment Deliverables

Upon completion of the assessment, participating organizations receive deliverables designed to provide both an evaluation of current resiliency capabilities and guidance for future improvement efforts.

Completed Assessment Scoring Rubric

The Assessment Scoring Rubric contains the detailed results of the assessment and reflects HIRC's evaluation of submitted evidence, stakeholder interviews, and assessment activities.

The rubric provides visibility into:

- Performance across the seven assessment domains
- Diagnostic-level scoring outcomes
- Areas of demonstrated strength
- Opportunities for improvement
- Overall resiliency maturity

Executive Summary

The Executive Summary provides a concise overview of assessment findings and key observations.

Typical topics include:

- Overall assessment outcome
- Key differentiators
- Areas of demonstrated resiliency
- Improvement opportunities
- Assessor observations

Badge Determination

Organizations that satisfy applicable assessment criteria may be awarded a HIRC Resiliency Badge.

Badge determinations identify:

- Badge designation achieved
- Approved assessment scope
- Badge validity period

Appendix C: Understanding Badge Designations

The Resiliency Badge recognizes demonstrated resiliency maturity within an approved assessment scope.

Organizations that satisfy applicable assessment criteria may receive one of the following designations.

Silver

Silver designation reflects capable resiliency practices and demonstrates meaningful implementation of resiliency capabilities across the assessment scope.

Organizations achieving Silver have established foundational resiliency processes and practices that support continuity and operational preparedness.

Gold

Gold designation reflects mature resiliency practices and demonstrates a higher level of organizational consistency, governance, and resiliency capability.

Organizations achieving Gold typically exhibit well-developed resiliency processes supported by evidence, measurement, and ongoing management practices.

Diamond

Diamond designation reflects outperforming resiliency practices and represents the highest level of resiliency maturity currently recognized through the assessment.

Organizations achieving Diamond demonstrate advanced resiliency capabilities, strong governance, operational discipline, and sustained resiliency performance across the assessment scope.

Scope Matters

Badge designations apply only to the approved assessment scope.

Assessment outcomes should be interpreted within the context of the specific products, business units, or operational areas included in the engagement.

Appendix D: Assessment Journey

Most Resiliency Badge assessments follow a similar progression, although timing and activities vary based on scope, organizational complexity, and evidence readiness.

Phase 1: Assessment Planning

- Evaluate readiness
- Define objectives
- Establish assessment scope
- Identify stakeholders

Phase 2: Assessment Preparation

- Organize evidence
- Prepare documentation
- Coordinate stakeholders
- Plan interviews

Phase 3: Assessment Activities

- Evidence review
- Stakeholder interviews
- Clarifications and follow-up requests

Phase 4: Assessment Results

- Assessment scoring
- Executive Summary
- Badge determination
- Results review

Phase 5: Continuous Improvement

- Review findings
- Prioritize opportunities
- Strengthen resiliency capabilities
- Consider future assessments

Assessment pace varies based on scope, organizational complexity, stakeholder availability, and organizational priorities.

Appendix E: Information Sharing and Confidentiality

Organizations considering participation often have questions regarding confidentiality, information sharing, and control of assessment-related information.

The Resiliency Badge program utilizes HIRC Vault, a secure platform for managing assessment-related information and approved information sharing activities.

Key principles include:

- Suppliers retain ownership of their information.
- Suppliers control what information is shared.
- Suppliers determine which healthcare organizations may receive access.
- Access is denied by default and granted only with supplier authorization.
- Information is not shared between suppliers.
- Participation in the assessment does not require public disclosure of assessment results.
- Suppliers determine whether, when, and how assessment participation or Badge achievement is communicated externally.

HIRC Vault utilizes enterprise-grade security controls and operates within HIRC's formal information security and governance framework.

Organizations with specific information security, confidentiality, or governance questions are encouraged to discuss their requirements with HIRC during the assessment planning process.

Appendix F: How Assessment Information May Be Used

Healthcare organizations use supplier information for a variety of purposes, including sourcing, supplier management, risk management, and supply assurance activities.

Resiliency information may contribute to these discussions by providing additional insight into resiliency capabilities within the approved assessment scope.

How Providers Commonly Use Badge Information

Provider Approach	What Suppliers Should Expect
Informational	Badge information may be requested and discussed during sourcing and supplier-management activities.
Evaluation Criterion	Badge information may be incorporated into supplier evaluation criteria.
Sourcing Influence	Badge information may meaningfully influence sourcing decisions for critical products and strategic supplier relationships.

A Common Provider Question

Many providers 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?

Organizations should be prepared to explain assessment scope, product coverage, and future plans for expanding assessment participation where applicable.

Examples of How Badge Information May Be Used

Examples may include:

- Supplier qualification activities
- Requests for proposal (RFPs)
- Requests for information (RFIs)
- Business reviews and supplier performance discussions
- Supply assurance planning
- Risk management activities
- Strategic supplier engagement

The Resiliency Badge is intended to provide an evidence-based assessment of resiliency maturity within a defined scope. As a result, organizations may use Badge-related information as one input among many when evaluating suppliers and making business decisions.

Badge achievement does not replace other considerations such as quality, service, cost, innovation, clinical requirements, or commercial relationships. Rather, it provides an additional source of information that can help support resiliency-related discussions.

Organizations should evaluate participation based on their own business objectives, customer expectations, and resiliency priorities.

Appendix G: Supplier Participation Dashboard

Use this dashboard to establish participation objectives, assess readiness, monitor progress, and guide long-term Badge expansion.

Program Direction

Decision	Selection
Primary Objective	☐ Customer Engagement ☐ Continuous Improvement ☐ Competitive Differentiation ☐ Risk Management ☐ Supply Assurance
Participation Objective	☐ Initial Badge Achievement ☐ Coverage Expansion ☐ Enterprise Coverage ☐ Continuous Improvement
Participation Timing	☐ Now ☐ Future
Initial Assessment Scope	☐ Product Category ☐ Business Unit ☐ Operational Area ☐ Enterprise
Executive Sponsor	
Project Lead	

Participation Journey

Use this section to establish long-term participation objectives and monitor Badge expansion over time.

Current Position	Target Position
☐ No Badge	☐ Initial Badge Assessment
☐ Business Unit Badge	☐ Expanded Coverage
☐ Expanded Coverage	☐ Enterprise Coverage
☐ Enterprise Coverage	☐ Continuous Improvement

This journey is intended to help organizations think beyond initial Badge achievement and consider how participation may evolve over time.

Organizational Position

Statement	Selected
We intend to pursue a Badge assessment.	☐
We will use Badge information in customer discussions.	☐
We will include Badge information in RFP responses.	☐
We will share Assessment Summaries with approved customers.	☐
We will discuss Badge coverage with customers.	☐
We will consider expanding Badge coverage over time.	☐
We will consider enterprise-wide assessment participation.	☐
We will use assessment findings to support continuous improvement.	☐

Readiness Review

Item	Complete
Executive Sponsor Assigned	☐
Project Manager Assigned	☐
Subject Matter Experts Identified	☐
Assessment Scope Defined	☐
Assessment Objectives Defined	☐
Evidence Repository Established	☐
Readiness Review Completed	☐

Customer Readiness

Statement	Selected
We can explain our Badge designation.	☐
We can explain our assessment scope.	☐
We can explain product coverage.	☐
We can discuss future assessment plans.	☐
We can answer the HIRC recommended coverage question.	☐

HIRC Recommended Coverage Question

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

Assessment Progress

Activity	Complete
Assessment Scheduled	☐
Evidence Collection Underway	☐
Interviews Completed	☐
Assessment Completed	☐
Results Reviewed	☐
Customer Communication Plan Established	☐

Next Milestone

Item	Response
Next Priority	
Owner	
Target Completion Date	

Appendix H: Communicating Badge Achievement

This appendix provides practical guidance for discussing Badge achievement, assessment scope, product coverage, and resiliency maturity with healthcare customers.

What the Badge Represents

The HIRC Resiliency Badge is an independent, evidence-based assessment of resiliency maturity within an approved assessment scope. It provides healthcare organizations with a healthcare-specific, third-party validated indicator of resiliency capabilities and supports more informed sourcing, supplier-management, and continuity-of-care discussions.

The Badge is not a guarantee of performance, a substitute for supplier due diligence, or a replacement for contracting requirements, inventory commitments, service-level expectations, or other supplier evaluation criteria. Rather, it provides an additional source of information that may help support resiliency-related discussions and decision-making.

How Providers Commonly Use Badge Information

Provider Approach	What Suppliers Should Expect
Informational	Badge information may be requested and discussed during sourcing and supplier-management activities.
Evaluation Criterion	Badge information may be incorporated into supplier evaluation criteria.
Sourcing Influence	Badge information may meaningfully influence sourcing decisions for critical products and strategic supplier relationships.

Organizations should be prepared to discuss Badge achievement, assessment scope, product coverage, and future assessment plans as part of sourcing and supplier-governance activities.

Common Customer Questions

Question	Recommended Discussion Points
What does the Badge represent?	Independent assessment of resiliency maturity using a healthcare-specific framework.
What was assessed?	Explain the approved assessment scope.
What products are covered?	Discuss applicable products, business units, operational areas, or functions included in the assessment.
Is the Badge a guarantee of supply continuity?	No. The Badge reflects resiliency maturity and preparedness, not guaranteed performance.
How current are the results?	Badge status remains valid for the designated assessment period and represents a snapshot in time.
What happens next?	Discuss continuous-improvement efforts and future assessment plans.

The Assessment Summary

Many healthcare organizations request access to the Assessment Summary as part of resiliency discussions.

Assessment Summaries typically include:

- Key strengths
- Improvement opportunities
- Assessor observations
- Overall resiliency insights

Organizations should be prepared to discuss:

- Areas of demonstrated resiliency maturity
- Improvement opportunities identified during the assessment
- Planned improvement activities
- Future assessment and coverage-expansion plans

Collaborative discussion of assessment findings often strengthens trust, transparency, and supplier-provider relationships.

The HIRC Recommended Coverage Question

HIRC encourages healthcare organizations to use the following question consistently during sourcing and supplier-management activities:

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

Organizations should be prepared to discuss:

- Approved assessment scope
- Product coverage
- Business-unit coverage
- Current participation level
- Plans for future coverage expansion
- Enterprise-wide assessment objectives, where applicable

Coverage discussions often provide more meaningful insight than a simple Badge achieved/not achieved response.

Communicating Scope and Coverage

Badge designations apply only to the approved assessment scope.

Organizations should clearly communicate:

- What was included in the assessment
- What was not included in the assessment
- The products or operations represented by the assessment
- The percentage of customer-relevant products covered by the Badge
- Whether additional assessment activities are planned

Transparency regarding scope and coverage supports more effective customer discussions and more accurate interpretation of Badge achievement.

Communication Readiness Checklist

Statement	Complete
We can explain our Badge designation.	☐
We can explain our assessment scope.	☐
We can explain product coverage.	☐
We can explain how the Badge differs from self-attestation.	☐
We can explain how providers commonly use Badge information.	☐
We can explain the value of the Assessment Summary.	☐
We can answer the HIRC recommended coverage question.	☐
We can discuss future coverage-expansion plans.	☐
We can discuss enterprise-wide participation objectives, where applicable.	☐

Final Considerations

The greatest value of Badge achievement often comes not from the designation itself, but from the quality of the resiliency dialogue it enables between suppliers and healthcare organizations.

Organizations that clearly communicate assessment scope, product coverage, resiliency strengths, improvement opportunities, and future plans are often better positioned to support informed sourcing discussions, strengthen customer relationships, and demonstrate commitment to continuity of care.