

Healthcare Industry Resilience Collaborative

Advancing Healthcare Supply Chain Resiliency

HIRC[®]

HIRC Overview

Advancing Healthcare Supply Chain Resiliency

HIRC is a member-led consortium helping providers, suppliers, GPOs, and partners develop standards, improve transparency, and make more informed supply chain decisions.

What Does HIRC Do?

HIRC creates common standards for resiliency and transparency, enables adoption through implementation and partnership, converts standards into trusted information and decision signals, strengthens supply assurance, and ultimately protects continuity of patient care.

 Advent Health	 ADVOCATE HEALTH	 Allina Health	 B BRAUN	 Banner Health	 Baxter	 BayCare	 BD
 Beth Israel Lahey Health	 BJC Health	 BON SECOURS MERCY HEALTH	 Cardinal Health	 Cleveland Clinic	 CommonSpirit	 COOK MEDICAL	 Corewell Health
 Dartmouth Health	 Duka	 ECU HEALTH	 Edwards Lifesciences	 EMORY HEALTHCARE	 Endeavor Health	 FedEx	 GE Healthcare
 HENRY FORD HEALTH	 Heywood Healthcare	 HOUSTON Methodist LEADING MEDICINE	 HCA MH	 IPSWICH HEALTH	 icu medical human connections	 Inova	 INNOVATIVE HEALTH
 Intermountain Health	 JOHNS HOPKINS MEDICINE	 Johnson & Johnson MedTech	 KAISER PERMANENTE	 LEGACY HEALTH	 Maine Health	 Mass General Brigham	 MAYO CLINIC
 Mount Sinai	 MEDLINE	 Medtronic	 MultiCare	 MUSC Health Medical University of South Carolina	 NL Health Services	 Northwell Health	 Northwestern Medicine
 Nuance Health	 Ochsner	 OhioHealth	 OHSU	 OM Owens & Minor	 Pfizer	 PREMIER	 Premier Health
 RUSH	 Rutland Regional Medical Center	 RWJBarnabas HEALTH	 S2S GLOBAL	 solventum	 Smith Nephew	 stryker	 SSM Health
 Stanford HEALTH CARE STANFORD MEDICINE	 St Luke's	 Teleflex Empowering the future of healthcare	 THE OHIO STATE UNIVERSITY WEXNER MEDICAL CENTER	 AT THE FOREFRONT UChicago Medicine	 UHS	 UNIVERSITY OF CALIFORNIA HEALTH	 UNIVERSITY OF MICHIGAN HEALTH-SPARROW MICHIGAN MEDICINE
 University of Vermont Health	 US FOODS	 VANDERBILT HEALTH	 VIVIT SUPPLY	 vizient	 WELLSPAN HEALTH	 Wellstar HEALTH SYSTEM	 Yale New Haven Health

The Missing Resiliency Signal

Historically, resiliency has been difficult to evaluate consistently across healthcare supply chains.

- Questions varied
- Information was inconsistent
- Comparisons were difficult
- Evaluations differed

The industry lacked a trusted operational signal for resiliency.

A Better Approach

A More Consistent Approach to Evaluating Resiliency

HIRC helps make resiliency:



Goal

Make resiliency a more practical and consistent input into healthcare supply chain decision-making.

Why Organizations Engage

Providers	Suppliers	GPOs
Improve visibility into supplier resiliency capabilities	Better understand customer resiliency expectations	Gain visibility into provider resiliency priorities
Support sourcing and supplier management decisions	Demonstrate resiliency through standardized frameworks	Help shape common industry expectations
Help shape future standards and capabilities	Reduce duplicative diligence and information requests	Shape future resiliency capabilities and alignment

Members Help Build HIRC

Members Don't Just Participate — Members Build the Standards



HIRC Academy

Learning, implementation, and peer exchange.



Councils

Development and refinement of standards and priorities.



Member Forums

Sharing emerging risks and best practices.



Pilots & Initiatives

Testing and improving new approaches and capabilities.



Governance

Influence future standards and priorities.

How HIRC Delivers Value

Shared Standards

Common resiliency and transparency expectations.

Trusted Transparency

More efficient information sharing across trading partners.

Decision Signals

Tools that help make resiliency measurable, comparable, and usable.

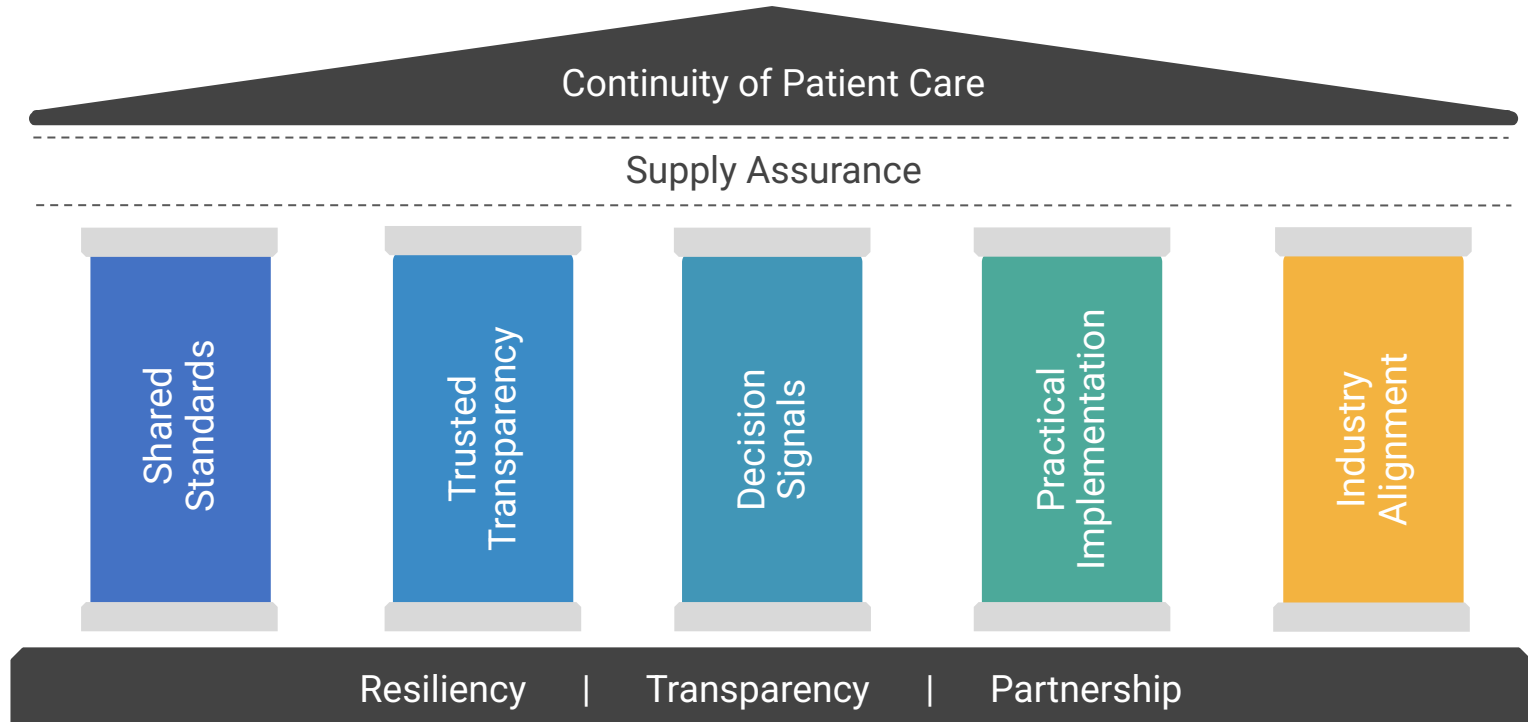
Practical Implementation

Resources, assessments, education, and peer learning.

Industry Alignment

Providers, suppliers, GPOs, and partners working from common frameworks.

Strategic Operating Model



HIRC transforms member engagement into industry outcomes through shared standards, trusted transparency, decision signals, practical implementation, and industry alignment.

Operating Structure

Pillar	Primary Council	Primary Mechanisms
Shared Standards	Resiliency	Assessment
Trusted Transparency	Transparency	Hub
Decision Signals	Adoption	Badges
Practical Implementation	Academy	Playbooks
Industry Alignment	Partnership	Governance
All Pillars	Member Engagement	Value & Success

HIRC councils provide ownership, accountability, and execution for each pillar of the Strategic Operating Model.

The Resiliency Badge

A Comparable, Sourcing-Ready Resiliency Signal

The HIRC Resiliency Badge provides an evidence-based, third-party-assessed evaluation against a standardized healthcare-specific resiliency framework.

Scope

7 domains
27 subdomains
300+ diagnostics

Method

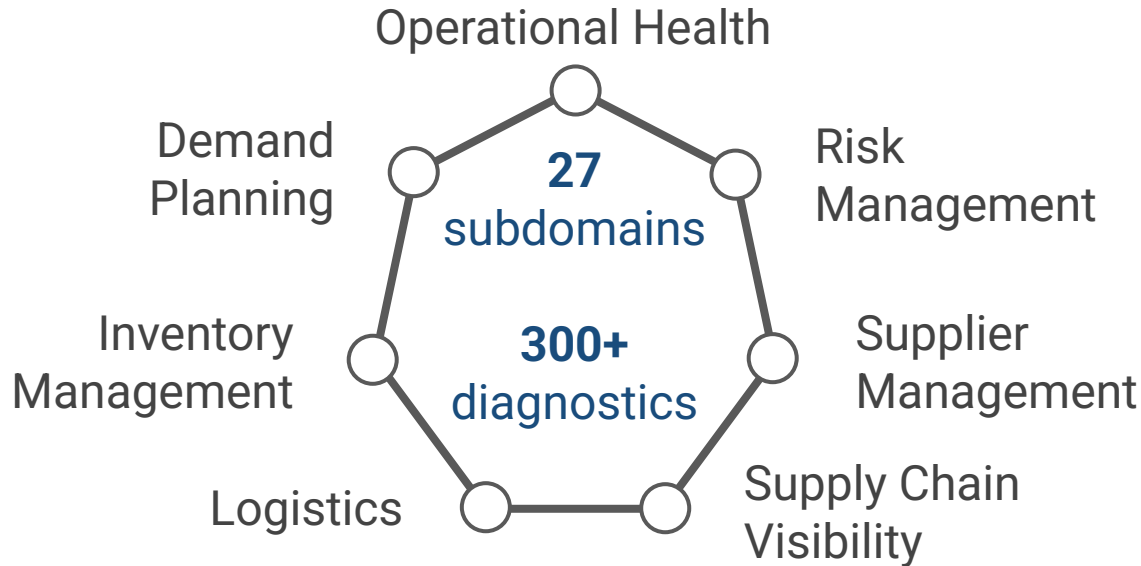
healthcare-specific
category-level
independent validation

Value

comparable,
sourcing-ready
resiliency signal

The Resiliency framework

7 Operational Domains



7 Resiliency Attributes

Agility / Responsiveness
(rapid operational pivots)

Visibility
(end-to-end data & tracking)

Flexibility / Redundancy
(alternate sourcing, capacity)

Structure & Knowledge
(governance, SOPs, expertise)

Reduction of Uncertainty
(risk identification & forecasting)

Collaboration
(partner coordination & planning)

Operational Integration
(digital & physical connectivity)

From Assessment to Action

The Resiliency Badge is designed to complement existing sourcing and supplier evaluation processes.

Potential Applications

- RFX resiliency evaluation
- Supplier qualification discussions
- Supplier relationship management
- Sourcing differentiation inputs
- Continuity-of-care risk assessment

Benefit

Resiliency becomes key decision-making input rather than ad hoc discussion.

Engagement at a Glance

HIRC participation is designed to be flexible and aligned with organizational priorities.

How Organizations Engage

- Academy
- Working groups
- Councils
- Pilots
- Governance

Typical Commitment

- Executive sponsor
- 1–2 leaders
- 1–2 hours monthly
- Participation aligned to priorities

The Value HIRC Provides

HIRC helps healthcare organizations move from resiliency expectations to usable standards, transparency, and decision signals.

