HIRC academy

Build Relationships. Advance Strategy. Accelerate Execution. September 14–15, 2026 • Columbus, Ohio

Monday Sept 14, 2026

5:00 - 6:30 pm	Reception Food, drinks, networking

6:30 - 6:45 pm	Opening Remarks Bill Moir, SVP, Henry Ford Health

6:45 - 7:00 pm	Featured Perspective Pete Bennett, SVP, Cardinal Health

7:00 - 8:00 pm	Member Recognition Tom Harvieux, CSCO, BJC Health

Tuesday Sept 15, 2026

7:00 - 8:00 am	Breakfast

8:00 - 8:30 am	Joint Opening Session

8:45 - 9:45 am Executive Track	Shared Standards | From Industry Agreement to Industry Adoption **How do we transform shared standards into common industry practice?** • Why isn't adoption accelerating? • What changes organizational behavior? • What creates breakthrough industry adoption? **What is preventing broader industry adoption?** *For example: competing priorities, limited incentives, supplier burden, fragmented expectations, or another challenge.* **What has the greatest potential to accelerate adoption?** *For example: procurement expectations, executive leadership, provider adoption, supplier investment, or another opportunity.* **What breakthrough would most change the industry's trajectory?** *Consider the single industry action or commitment that would most accelerate adoption over the next 3–5 years.*

8:45 - 9:45 am Execution Track	Shared Standards | Operationalizing shared standards across sourcing and supplier management. **Explore the implementation decisions, organizational tradeoffs, and practical lessons that determine whether shared standards become everyday practice.** **Where should organizations begin?** *For example: where adoption creates the greatest value (e.g., strategic suppliers, critical product categories, enterprise-wide implementation).* ***How do you create supplier commitment?*** *For example: education, incentives, sourcing expectations, executive sponsorship, or other approaches that encourage long-term participation.* ***Which implementation decision matters most?*** *For example: rollout strategy, governance, supplier communication, organizational ownership, or another critical decision.*

9:45 - 10:45 am Executive Track	Trusted Transparency | From Information Burden to Mutual Value **What information is worth sharing, under what conditions, with what commitments, to create mutual value?** • What information actually matters? • How do we reduce burden while increasing value? • What creates trusted transparency at industry scale?

	What is limiting trusted transparency? *For example: inconsistent expectations, reporting burden, governance, trust, or another challenge.* --- **What creates the greatest mutual value?** *For example: standardized information, reciprocal transparency, shared governance, technology, or another opportunity.* --- **What breakthrough would most change the industry's trajectory?** *Consider the one industry commitment that would make trusted transparency easier to adopt and more valuable to maintain.*

9:45 - 10:45 am Execution Track	Trusted Transparency | Creating trusted transparency without increasing reporting burden. --- **Examine what information creates the greatest value, how it is used, and how trusted transparency reduces burden while improving decisions.** --- **How much transparency is enough?** *For example: manufacturing visibility, resiliency information, product coverage, reporting burden, or other factors that influence decision-making.* **What information actually changes decisions?** *For example: sourcing, supplier management, continuity planning, operational risk, or other organizational uses.* **Where should the industry standardize?** *For example: supplier questions, information requirements, reporting expectations, governance, or other opportunities for consistency.*

10:45 - 11:00 am	Break Refreshments and networking

11:00 - 12:00 pm Executive Track	Decision Signals | From Shared Expectations to Organizational Behavior **How do we transform shared standards and trusted transparency into organizational behavior that strengthens adaptive resilience?** ● What actually changes organizational behavior? ● Which decision signals matter most? ● How do we create lasting organizational commitment? **What is limiting meaningful behavior change?** *For example: competing priorities, limited incentives, inconsistent expectations, organizational resistance, or another challenge.* **What creates the strongest decision signals?** *For example: sourcing expectations, executive accountability, procurement practices, supplier engagement, or another opportunity.* **What industry commitment should emerge from this discussion?** *Consider the one industry commitment that would most influence organizational behavior.*

11:00 - 12:00 pm	Decision Signals | Turning resiliency information into

Execution Track	everyday business decisions. **Learn how organizations incorporate resiliency into sourcing, supplier management, and supplier engagement while balancing resiliency, affordability, and operational priorities.** **Should resiliency be requested, preferred, expected, or required?** *For example: organizational maturity, product criticality, supplier relationships, implementation effort, or other business considerations.* **Where should resiliency meaningfully influence decisions?** *For example: RFIs, RFPs, supplier evaluations, QBRs, strategic sourcing, or other decision points.* **How do organizations reinforce supplier investment?** *For example: recognition, incentives, sourcing influence, executive engagement, long-term partnerships, or other approaches.*

12:00 - 12:30 pm Executive Track	Practical Implementation| From Strategic Intent to Organizational Priority **How do we make adaptive resilience simpler to implement, easier to sustain, and more valuable to adopt?** • Why does implementation stall? • What enables enterprise-scale execution? • How do organizations sustain long-term commitment? **What is limiting practical implementation?** *For example: leadership commitment, governance, implementation*

	complexity, competing priorities, or another challenge. **What makes resilience easier to adopt?** *For example: simplification, implementation resources, technology, shared tools, or another opportunity.* **What breakthrough would most change the industry's trajectory?** *Consider the one industry capability or commitment that would make implementation significantly easier across healthcare.*

12:00 - 12:30 pm Execution Track	Practical Implementation | Scaling implementation across the enterprise. **Explore how organizations embed resiliency into everyday operations, sustain long-term momentum, and expand implementation across the enterprise.** **Where should organizations focus first?** *For example: sourcing, supplier management, governance, operational workflows, or other starting points.* **Which implementation changes create the greatest value?** *For example: process redesign, leadership commitment, standard workflows, technology, or organizational alignment.* **What should every organization implement next?** *For example: practical next steps that simplify adoption, strengthen consistency, or create measurable value.*

12:30 - 1:30 pm	Lunch

1:30 - 2:30 pm Executive Track	Industry Alignment | From Individual Progress to Industry Transformation **How do we create lasting industry alignment that accelerates adaptive resilience across healthcare?** ● What is preventing greater industry alignment? ● What creates lasting organizational commitment? ● How do we transform individual progress into industry transformation? **What is limiting industry alignment?** *For example: competing priorities, inconsistent expectations, economic pressures, fragmented adoption, or another challenge.* **What accelerates industry transformation?** *For example: shared standards, common practices, strategic partnerships, collective commitments, or another opportunity.* **What breakthrough would most change the industry's trajectory?** *Consider the one industry commitment that would create the greatest long-term impact across healthcare.*

1:30 - 2:30 pm Execution Track	Industry Alignment | Building partnerships that strengthen resilience and affordability. **Explore how providers and suppliers create shared value by**

	aligning resiliency, affordability, and long-term partnership. --- **Where do provider and supplier priorities diverge?** *For example: affordability, resiliency, transparency, implementation effort, or other competing priorities.* **How can affordability and resiliency reinforce one another?** *For example: shared standards, trusted information, sourcing practices, incentives, or partnership models.* **What partnership practice should become common?** *For example: communication, governance, shared expectations, joint planning, or continuous improvement.*

2:30 - 3:30 pm	Joint Closing Session