



Resilience and Transparency Council Meeting

October 19, 2022

Please Sign In

Agenda



Playbook Update – use and exposure



Brief Intro to DASH Tool



First pass of input/results from Org's on Resiliency Maturity Level



Defining Criticality



Provider & Supplier Criticality Framework



Working Session



Session Evaluation



Next Steps/Wrap Up

Since the last meeting we have...

SMI Resilience Maturity Model – What It Can and Cannot Do

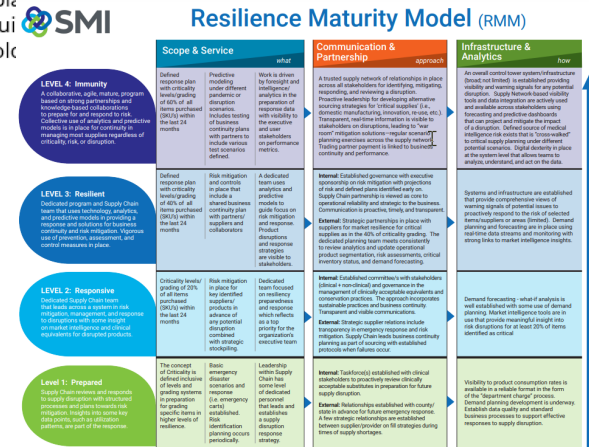


- Provides a common framework for both providers and suppliers
- Builds upon the Resiliency Definition
- Emphases the need for investment
- Recommends % of items whose criticality is defined
- The higher the level, the more resilient the program; Level 4 is aspirational



- Does not identify what a critical product is or non-essential
- Does not provide prescriptive detailed definitions on risk mapping
- Levels do not define criticality of individual products
- Does not replace an organization's emergency management planning playbooks/guides
- Not a technology

- Playbook Published
- Joint SMI/HIRC Sessions
- JHC Article on RMM
- RMM – Maturity Model Quiz
- Refined/combined the Supplier and Provider framework on the “criticality” of a product



INCREASING RESILIENCE

<https://www.youtube.com/watch?v=mm7ILyLCkYQ>

Begin by selecting your pathogen of interest on the Index page below. You will then answer questions about your hospital's characteristics. Once your outputs are displayed, you can return to the Index page to select a different pathogen.

**How could
SMI
use/promote
this tool in
our work?**

Pandemic Predictor

Respond to the questions on this screen about your hospital's characteristics and the types of PPE most commonly used during a pandemic.

1. Adjust the slider to the number of days of PPE use for which you are planning. Note that the minimum is six months and the maximum is two years. This allows for better averaging of caseloads than shorter periods of time.
2. Enter the percentage of staff (if any) who will use PAPRs or elastomeric respirators throughout the response.
3. DASH assumes respirator conservation will be required. Enter the number of shifts each provider is expected to wear a single N95 respirator.
4. Select yes if you would like the calculator to adjust your staffing to 120% of usual during periods of surge or no if you do not.
5. Enter the percentage of staff who have been issued their own durable eyewear and will not need disposable eye protection.
6. DASH assumes that emergency department providers will need to wear respirators 100% of the time and that because of variable inpatient case numbers (e.g., across a year) inpatient providers will wear respirators an average of 70% of the time. If your plans are different, you may adjust the pre-filled 0.7 value.
7. Enter the percent of your pandemic isolation gown needs you believe can be met with your facility's re-useable or launderable gowns.

For how many days of PPE are you planning?
365

What percentage of your staff would be expected to use PAPRs or elastomeric respirators?
10

How many shifts will a provider be expected to wear each N95 respirator they are given?
1

Would you like to include staffing up to 120% of usual levels during surge conditions?
No

What percentage of your staff have their own durable eyewear & will not need eye protection?
0

Fraction of days all inpatient staff use respirators
0.7

What percentage of your gowns will be reuseable / launderable?
0

**We will send links
and information
for review after
the Forum**

Quick Quiz

October 2022

**Pulse Check in on how organizations are
doing on resiliency**

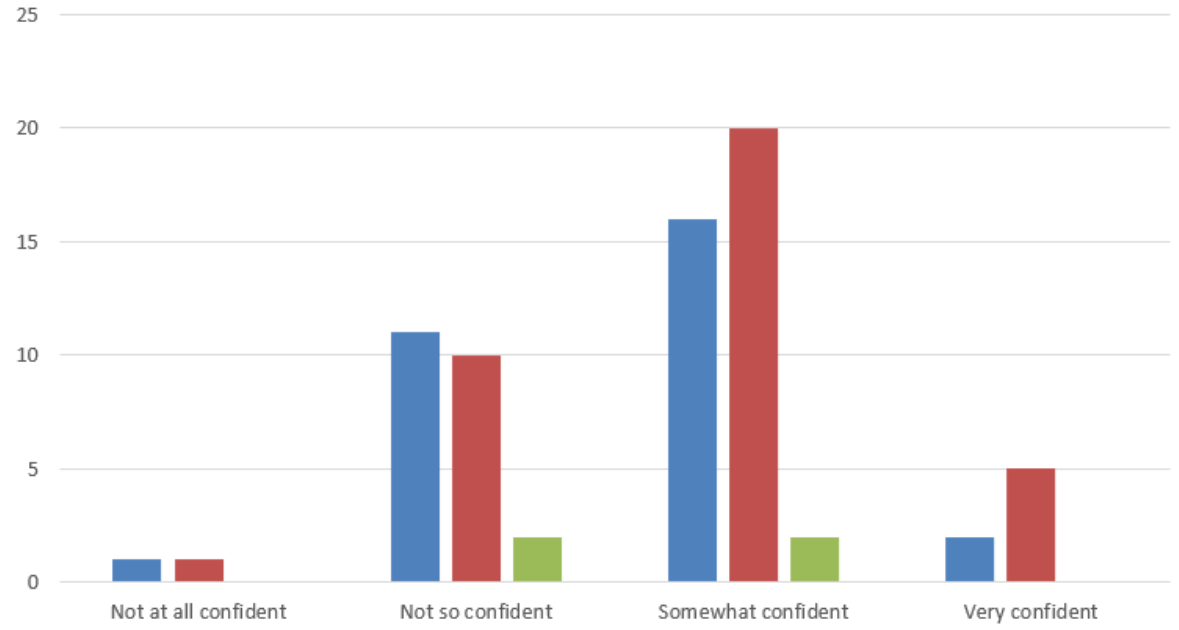




October 2022 Quick Quiz Results – Pulse Check In

- Healthcare Industry Partner
- Healthcare Provider
- Other

Level of Confidence:

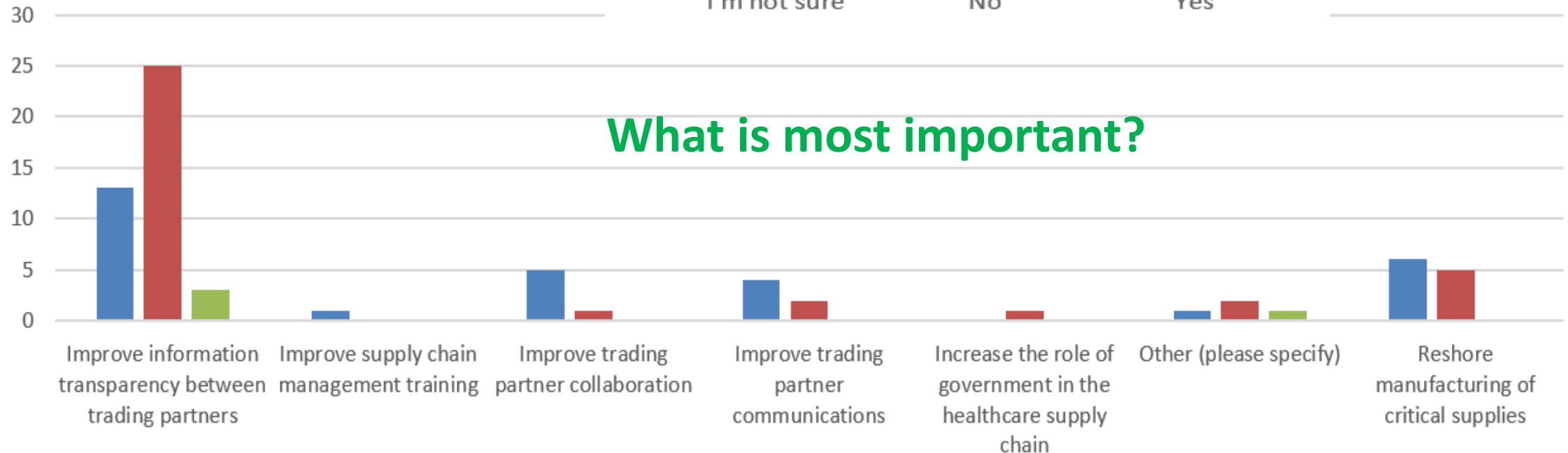
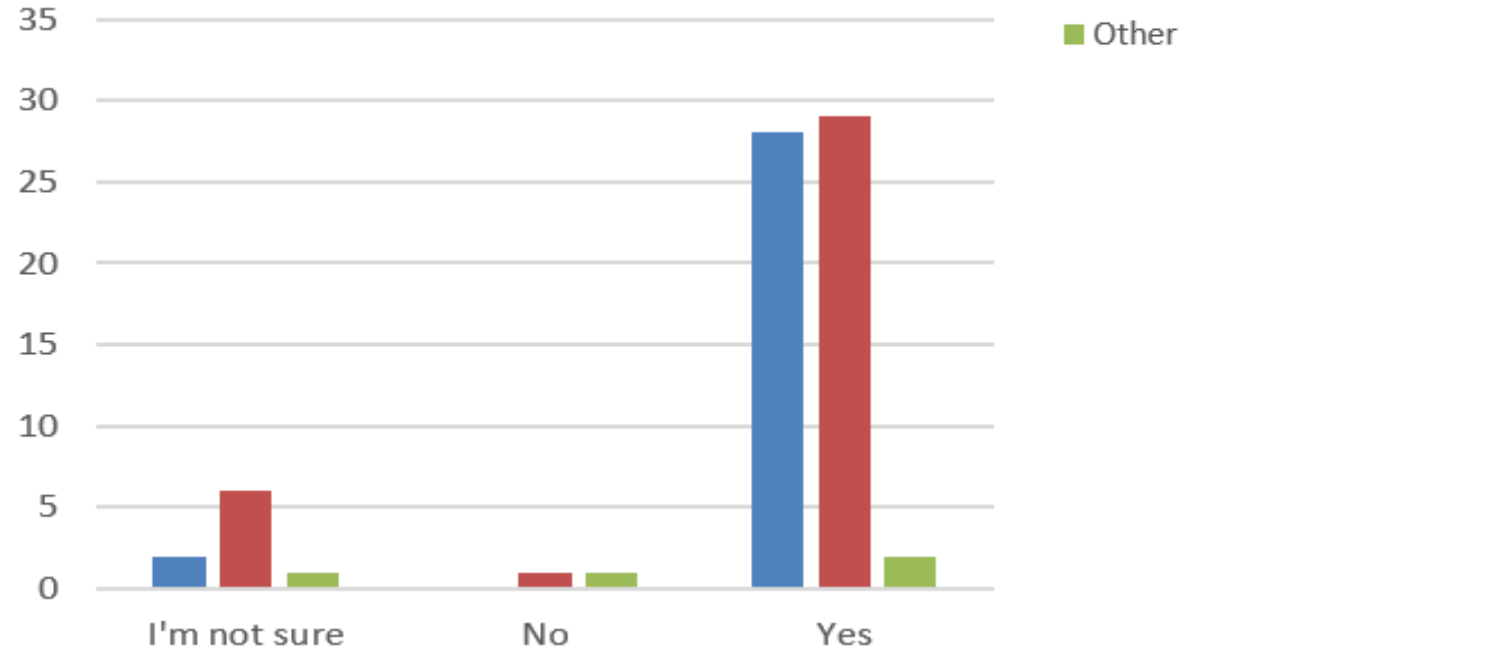


Do trading Partner Relations significant change to drive Resiliency





Is your organization is committed to investing in resilience for the long term?



September 2022 Maturity Model Self-Assessment Results

Gathering Baseline Data



Resilience Maturity Model (RMM)

	Scope & Service	what	Communication & Partnership	Infrastructure & Analytics
<p>LEVEL 4: Immunity A collaborative, agile, mature, program based on strong partnerships and knowledge-based collaborations to prepare for and respond to risk. Collective use of analytics and predictive models is in place for economy managing most suppliers regardless of maturity, size, or disruption.</p>	<p>Defined response plan with criticality levels/grading of 40% of all items purchased (SKU's) within the last 24 months.</p>	<p>Work is driven by forecast and intelligence of analytics in the conception of response data with visibility to the executive and other stakeholders on performance metrics.</p>	<p>A trusted supply network of relationships in place across all stakeholders for identifying, mitigating, responding, and recovering a disruption. Proactive leadership for developing alternative sourcing strategies for critical supplier (i.e. domestic manufacturing, processing, raw materials, etc.). To respond, real-time information is visible to stakeholders on disruptions, leading to "use case" mitigation solutions - regular scenario planning exercises across the supply network. Trading partner segment is linked to business continuity and performance.</p>	<p>An overall control tower system/Infrastructure (broad, not broad) is established providing visibility and warning signals for any potential disruption. Supply Network based visibility tools and data integration are actively used and available across stakeholders using forecasting and predictive dashboards that can project and mitigate the impact of a disruption. Defined source of medical intelligence exists that is "crosswalked" to critical suppliers during an event. Digital identity in place at the system level that allows teams to analyze, understand, and act on the data.</p>
<p>LEVEL 3: Resilient Dedicated program and Supply Chain team that use technology, analytics, and predictive models in preparing a response and solutions for business continuity and risk mitigation. Vigorous use of prevention, assessment, and control measures in place.</p>	<p>Defined response plan with criticality levels/grading of 40% of all items purchased (SKU's) within the last 24 months.</p>	<p>Risk mitigation and controls in place that include a shared business continuity plan with primary suppliers and collaborators.</p>	<p>Internal: Established governance with executive sponsorship on risk mitigation with projections of risk and defined plans identified with on Supply Chain partnership is viewed as low to operational reliability and strength to the business. Communication is proactive, timely, and transparent.</p> <p>External: Strategic partnerships in place with suppliers for market resilience for critical supplies as in the 40% of criticality grading. The dedicated planning team meets consistently to review analytics and update operational product segmentation, risk assessments, critical inventory status, and demand forecasting.</p>	<p>Systems and infrastructure are established that provide comprehensive views of warning signals of potential issues to proactively respond to the risk of impacted items/suppliers or areas (limited). Demand planning and forecasting are in place using real-time data streams and monitoring with strong links to market intelligence insights.</p>
<p>LEVEL 2: Responsive Dedicated Supply Chain team that have access to a system in risk mitigation, assessment, and response to disruptions with some insight on market intelligence and critical requirements for disrupted products.</p>	<p>Criticality levels/grading of 20% of all items purchased (SKU's) within the last 24 months.</p>	<p>Risk mitigation in place for key identified products in the absence of any potential disruption combined with strategic stockpiling.</p>	<p>Internal: Established committee's with stakeholders (broad - non-broad) and governance in the management of criticality acceptable equities and sustainable practices and business continuity. Transparent and visible communications.</p> <p>External: Strategic supplier relations include transparency in emergency response and risk mitigation. Supply Chain leads business continuity planning as part of sourcing with established protocols when failures occur.</p>	<p>Demand forecasting - what-if analysis is well established with some use of demand planning. Market intelligence tools are in use that provide meaningful insight into risk disruptions for at least 20% of items identified as critical.</p>
<p>Level 1: Prepared Supply Chain reviews and responds to supply disruption with manual processes and plans towards risk mitigation using limited data points, such as utilization patterns, as part of the response.</p>	<p>The concept of Criticality levels/grading systems in preparation for grading specific items to higher levels of resilience.</p>	<p>Basic emergency disaster response (i.e. emergency cars) established. Risk identification planning occurs periodically.</p>	<p>Internal: Established with critical stakeholders to proactively review criticality acceptable equities in preparation for future supply disruption.</p> <p>External: Relationships established with country/area in advance for future emergency response. A few strategic relationships are established between a supplier/provider and fill strategies during times of supply shortages.</p>	<p>Visibility to product consumption rates is available in a visible format in the form of the "Supersmart chart" process. Demand planning development is underway. Essential quality and standard business processes to support effective responses to supply disruption.</p>

INCREASING RESILIENCE





Resilience Maturity Model (RMM)

LEVEL 4: Immunity
A collaborative, agile, mature, program based on strong partnerships and knowledge-based collaborations to prepare for and respond to risk. Collective use of analytics and predictive models is in place for continuity in managing most supplies regardless of criticality, risk, or disruption.

LEVEL 3: Resilient
Dedicated program and Supply Chain team that uses technology, analytics, and predictive models in providing a response and solutions for business continuity and risk mitigation. Vigorous use of prevention, assessment, and control measures in place.

LEVEL 2: Responsive
Dedicated Supply Chain team that leads across a system in risk mitigation, management, and response to disruptions with some insight on market intelligence and clinical equivalents for disrupted products.

Level 1: Prepared
Supply Chain reviews and responds to supply disruption with structured processes and plans towards risk mitigation. Insights into some key data points, such as utilization patterns, are part of the response.

	Scope & Service <i>what</i>	Communication & Partnership <i>approach</i>	Infrastructure & Analytics <i>how</i>
LEVEL 4: Immunity	<p>Defined response plan with criticality levels/grading of 60% of all items purchased (SKU's) within the last 24 months</p> <p>Predictive modeling under different pandemic or disruption scenarios. Includes testing of business continuity plans with partners to include various test scenarios defined.</p> <p>Work is driven by foresight and intelligence/ analytics in the preparation of response data with visibility to the executive and user stakeholders on performance metrics.</p>	<p>A trusted supply network of relationships in place across all stakeholders for identifying, mitigating, responding, and reviewing a disruption. Proactive leadership for developing alternative sourcing strategies for 'critical supplies' (i.e., domestic manufacturing, innovation, re-use, etc.). Transparent, real-time information is visible to stakeholders on disruptions, leading to "war room" mitigation solutions—regular scenario planning exercises across the supply network. Trading partner payment is linked to business continuity and performance.</p>	<p>An overall control tower system/infrastructure (broad; not limited) is established providing visibility and warning signals for any potential disruption. Supply Network-based visibility tools and data integration are actively used and available across stakeholders using forecasting and predictive dashboards that can project and mitigate the impact of a disruption. Defined source of medical intelligence risk exists that is "cross-walked" to critical supply planning under different potential scenarios. Digital dexterity in place at the system level that allows teams to analyze, understand, and act on the data.</p>
LEVEL 3: Resilient	<p>Defined response plan with criticality levels/grading of 40% of all items purchased (SKU's) within the last 24 months</p> <p>Risk mitigation and controls in place that include a shared business continuity plan with partners/ suppliers and collaborators</p> <p>A dedicated team uses analytics and predictive models to guide focus on risk mitigation and response. Product disruptions and response strategies are visible to stakeholders.</p>	<p>Internal: Established governance with executive sponsorship on risk mitigation with projections of risk and defined plans identified early on. Supply Chain partnership is viewed as core to operational reliability and strategic to the business. Communication is proactive, timely, and transparent.</p> <p>External: Strategic partnerships in place with suppliers for market resilience for critical supplies as in the 40% of criticality grading. The dedicated planning team meets consistently to review analytics and update operational product segmentation, risk assessments, critical inventory status, and demand forecasting.</p>	<p>Systems and infrastructure are established that provide comprehensive views of warning signals of potential issues to proactively respond to the risk of selected items/suppliers or areas (limited). Demand planning and forecasting are in place using real-time data streams and monitoring with strong links to market intelligence insights.</p>
LEVEL 2: Responsive	<p>Criticality levels/ grading of 20% of all items purchased (SKU's) within the last 24 months</p> <p>Risk mitigation in place for key identified suppliers/ products in advance of any potential disruption combined with strategic stockpiling.</p> <p>Dedicated team focused on resiliency preparedness and response which reflects as a top priority for the organization's executive team</p>	<p>Internal: Established committee/s with stakeholders (clinical + non-clinical) and governance in the management of clinically acceptable equivalents and conservation practices. The approach incorporates sustainable practices and business continuity. Transparent and visible communications.</p> <p>External: Strategic supplier relations include transparency in emergency response and risk mitigation. Supply Chain leads business continuity planning as part of sourcing with established protocols when failures occur.</p>	<p>Demand forecasting - what-if analysis is well established with some use of demand planning. Market intelligence tools are in use that provide meaningful insight into risk disruptions for at least 20% of items identified as critical</p>
Level 1: Prepared	<p>The concept of Criticality is defined inclusive of levels and grading systems in preparation for grading specific items in higher levels of resilience.</p> <p>Basic emergency disaster scenarios and response (i.e. emergency carts) established. Risk identification planning occurs periodically.</p> <p>Leadership within Supply Chain has some level of dedicated personnel that leads and establishes a supply disruption response strategy.</p>	<p>Internal: Taskforce(s) established with clinical stakeholders to proactively review clinically acceptable substitutes in preparation for future supply disruption.</p> <p>External: Relationships established with county/ state in advance for future emergency response. A few strategic relationships are established between supplier/provider on fill strategies during times of supply shortages.</p>	<p>Visibility to product consumption rates is available in a reliable format in the form of the "department charge" process. Demand planning development is underway. Establish data quality and standard business processes to support effective responses to supply disruption.</p>

INCREASING RESILIENCE



Resilience Maturity Model Scoring

Total Points	Resiliency Maturity Level Indicator
0-40 Points	Good Start
51-100 Points	Building stronger resilience
101-200 Points	Leading the way to a more resilient supply chain
>200 Points	Heading for resilience immunity

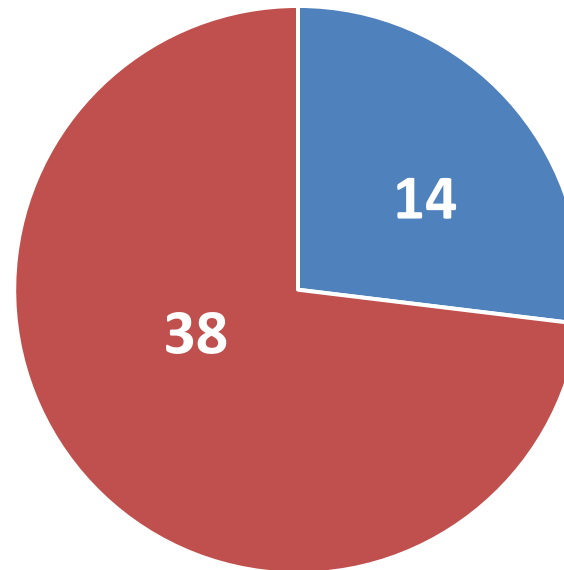
Total Possible Score @100%/all levels = 510



September 2022 Quick Quiz Results

SMI Resilience Maturity Model – Gathering Baseline Data

Total Responses = 52



■ Healthcare Industry Partner (supplier) ■ Healthcare Provider



September 2022 Quick Quiz Results

SMI Resilience Maturity Model – Gathering Baseline Data

SMI Average Scores

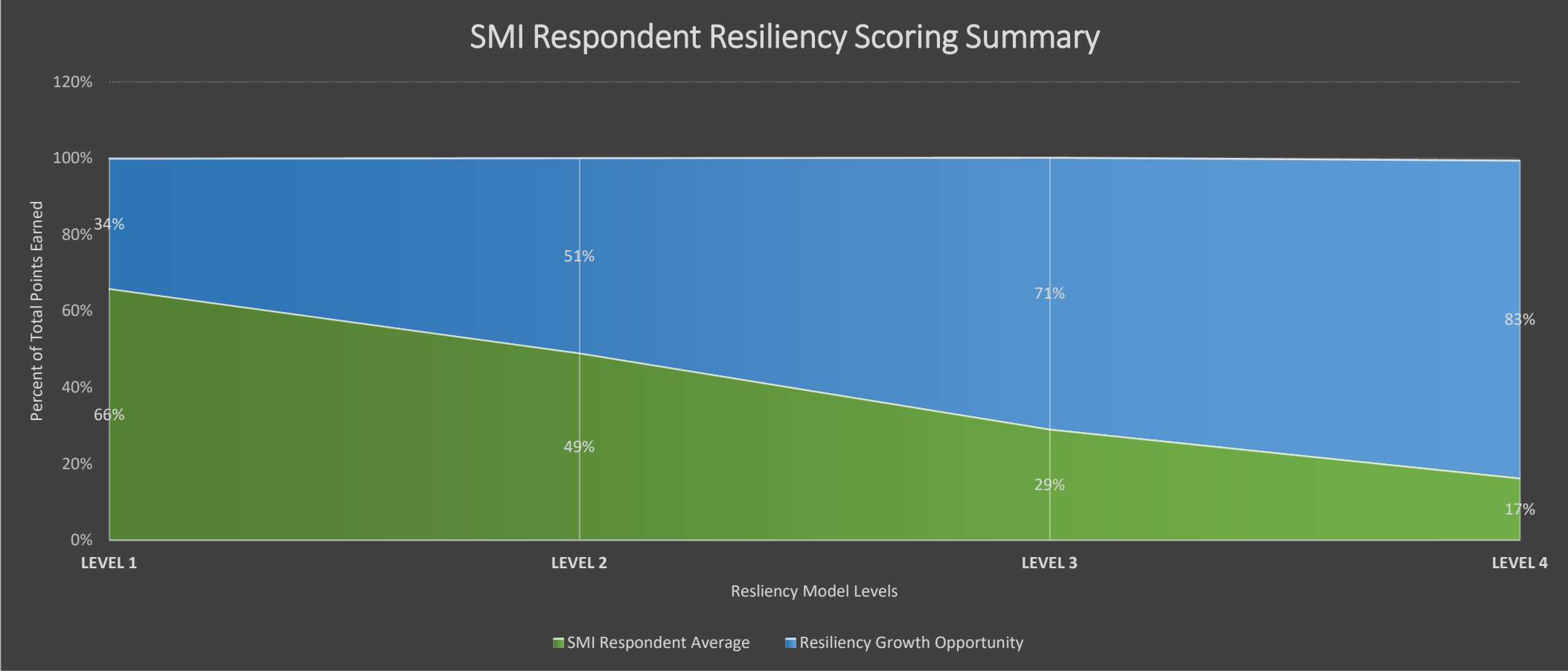
- Suppliers = 180
- Providers = 165
- All SMI Members Combined = 169

Total Possible Score @100%/all levels = 510

SMI Members are leading the way to a more resilient supply chain

SMI will re-survey our membership periodically to capture changes in members' assessment of their own resiliency

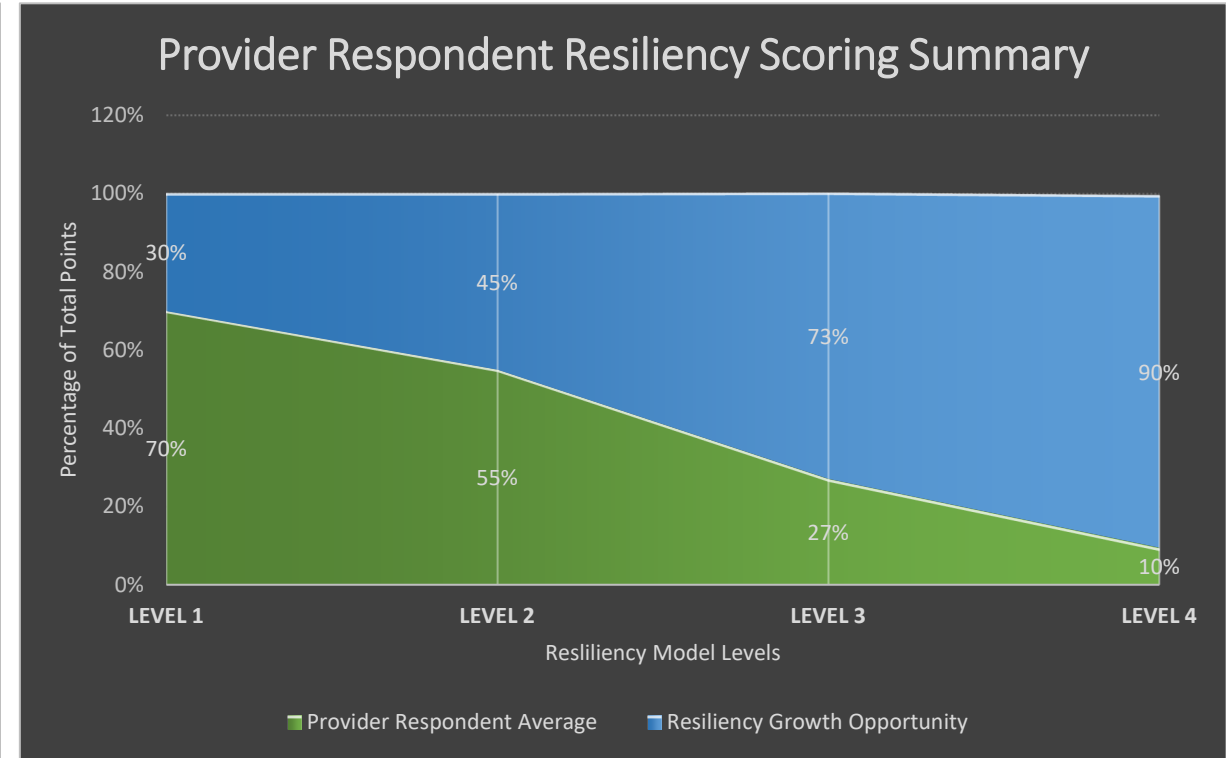
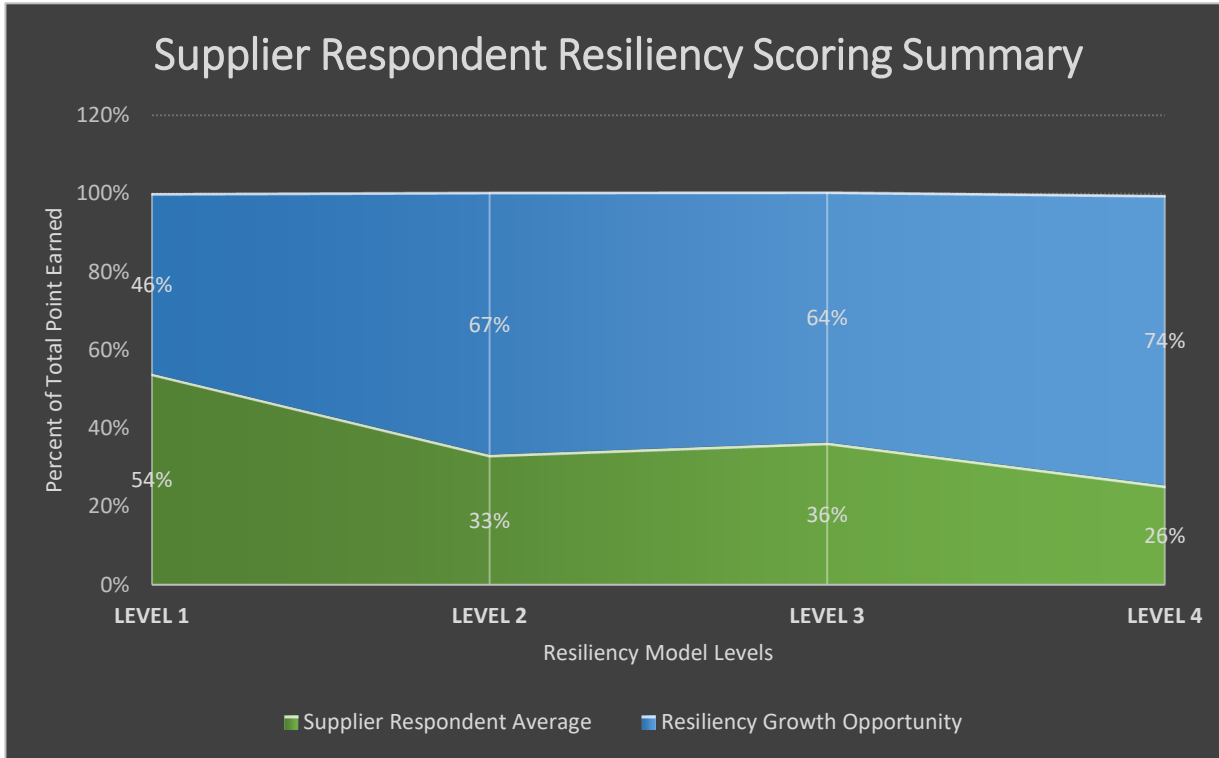
SMI Supplier/Provider Combined Resiliency Scoring Summary



Key Points:

- Significant Resiliency progress at Levels 1 (Prepared) and 2 (Responsive)
- Resiliency drops off significantly at Levels 3 (Resilient) and 4 (Immunity)
- Overall Industry has SIGNIFICANT opportunity to strengthen Resiliency at all RMM Model Levels

SMI Resiliency Survey Scoring Summary



Key Points:

- Providers more bullish at Level 1 and 2 Resiliency versus Suppliers
- Suppliers slightly more bullish at Level 3 and 4 Resiliency versus Providers
- Overall Industry has SIGNIFICANT opportunity to strengthen Resiliency at all RMM Model Levels

Level 1: Prepared

Supply Chain reviews and responds to supply disruption with structured processes and plans towards risk mitigation. Insights into some key data points, such as utilization patterns, are part of the response.

Scope and Service

The concept of Criticality is defined inclusive of levels and grading systems in preparation for grading specific items in higher levels of resilience.

Basic emergency disaster scenarios and response (i.e., emergency carts) established. Risk identification planning occurs periodically.

Leadership within Supply Chain has some level of dedicated personnel that leads and establishes a supply disruption response strategy.

Provider	42%	79%	82%
Supplier	43%	50%	57%

Communication and Partnership

Internal: Taskforce(s) established with stakeholders to proactively identify acceptable substitutes in preparation for future supply disruption.

External: Relationships established with county/state in advance for future emergency response. A few strategic relationships are established between supplier/provider on fill strategies during times of supply shortages.

Provider	86%	70%
Supplier	64%	43%

Infrastructure & Analytics

Visibility to product consumption rates is available in a reliable format

Demand planning development is underway

Establish data quality and standard business processes to support effective responses to supply disruption

Provider	81%	59%	59%
Supplier	57%	71%	79%

LEVEL 2: Responsive

Dedicated Supply Chain team that leads across a system in risk mitigation, management, and response to disruptions with some insight on market intelligence and clinical equivalents for disrupted products.

Scope and Service

	Criticality levels/grading of 20% of all items purchased (SKU's) within the last 24 months	Risk mitigation in place for key identified suppliers/products in advance of any potential disruption combined with strategic stockpiling	Dedicated team focused on resiliency preparedness and response which reflects as a top priority for the organization's executive team
Provider	35%	78%	57%
Supplier	29%	64%	36%

Communication & Partnership

	Internal: Established committee(s) with stakeholders and governance in the management of acceptable equivalents and conservation practices. The approach incorporates sustainable practices and business continuity. Transparent and visible communications.	External: Strategic trading partner relations include transparency in emergency response, and risk mitigation. Supply Chain leads business continuity planning with established protocols when failures occur.
Provider	74%	49%
Supplier	46%	31%

Infrastructure & Analytics

	Demand Forecasting - what-if analysis is well established with some use of demand planning	Market intelligence tools that provide meaningful insight into risk disruptions for at least 20% of items identified as critical are in use
Provider	38%	47%
Supplier	62%	46%

FOR FUTURE REVIEW/CONSIDERATION

LEVEL 3: Resilient
 Dedicated program and Supply Chain team that uses technology, analytics, and predictive models in providing a response and solutions for business continuity and risk mitigation. Vigorous use of prevention, assessment, and control measures in place.

Scope & Service

	Defined response plan with criticality levels/grading of 40% of all items purchased (SKU's) within the last 24 months	Risk mitigation and controls in place that include a shared business continuity plan with partners/suppliers and collaborators	A dedicated team uses analytics and predictive models to guide focus on risk mitigation and response; Product disruptions and response strategies are visible to stakeholders
Provider	12%	36%	36%
Supplier	25%	50%	42%

Communications & Partnership

	Internal: Established governance with executive sponsorship on risk mitigation with projections of risk and defined plans identified early on. Supply Chain partnership is viewed as core to operational reliability and strategic to the business. Communication is proactive, timely, and transparent.	External: Strategic partnerships in place with suppliers for market resilience for critical supplies in the 40% of criticality grading. The dedicated planning team meets consistently to review analytics and update operational product segmentation, risk assessments, critical inventory status, and demand forecasting.
Provider	61%	12%
Supplier	58%	17%

Infrastructure & Analytics

	Systems and infrastructure are established that provide comprehensive views of warning signals of potential issues to proactively respond to the risk of selected items/suppliers or areas (limited).	Demand planning and forecasting are in place using real-time data streams and monitoring with strong links to market intelligence insights.
Provider	30%	21%
Supplier	58%	58%

LEVEL 4: Immunity

A collaborative, agile, mature, program based on strong partnerships and knowledge-based collaborations to prepare for and respond to risk. Collective use of analytics and predictive models is in place for continuity in managing most supplies regardless of criticality, risk, or disruption.

FOR FUTURE REVIEW/CONSIDERATION**Scope & Service**

Defined response plan with criticality levels/grading of 60% of all items purchased (SKU's) within the last 24 months	Predictive modeling under different pandemic or disruption scenarios. Includes testing of business continuity plans with partners to include various test scenarios defined	Work is driven by foresight and intelligence/analytics in the preparation of response data with visibility to the executive and operator stakeholders on performance metrics
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Provider	6%	6%	24%
Supplier	18%	36%	45%

Communications & Partnership

A trusted supply network of relationships is in place across all stakeholders for identifying, mitigating, responding to, and reviewing a disruption	Proactive leadership for developing alternative sourcing strategies for 'critical supplies' (i.e., domestic manufacturing, innovation, re-use, etc.)	Transparent, real-time information is visible to stakeholders on disruptions, leading to "war room" mitigation solutions—regular scenario planning exercises across the supply network	Trading partner payment is linked to business continuity and performance
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Provider	21%	55%	21%	0%
Supplier	45%	55%	36%	18%

Infrastructure & Analytics

An overall control tower system/infrastructure (broad; not limited) is established providing visibility and warning signals for any potential disruption	Supply Network-based visibility tools and data integration are actively used and available across stakeholders using forecasting and predictive dashboards that can project and mitigate the impact of a disruption	Defined source of medical intelligence risk exists that is "cross-walked" to critical supply planning under different potential scenarios	Digital dexterity in place at the system level that allows teams to analyze, understand, and act on the data
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Provider	12%	21%	12%	15%
Supplier	27%	18%	27%	27%

Defining Criticality



WHAT ARE THE KEY ELEMENTS
OF CRITICALITY?



WHAT DO WE ALREADY
HAVE/KNOW?



WHAT ARE WE MISSING TO
CREATE A DETAILED DEFINITION
OF CRITICALITY?



(INDISPENSABLE, VITAL)

Product Criticality principles we have discussed

- Is not the disaster inventory definition/items
- Is not prescriptive on an individual sku level
- Is comprehensive of all and any type of supplies an org. may use
- Provides an industry framework and common definition on the various elements and levels of criticality
 - i.e. Critical, less critical, somewhat critical..etc.
- Must be inclusive – all products (medical & non-medical & pharma) used
- Commit to a standard industry definition we can all adopt
- Begin with a general framework that allows org. to adjust to individual needs; but with an agreed upon common industry overlay
- Critical items cannot all be weighted equally; we should look at levels and prioritization of the levels

Product Criticality Meter Concept

- Life Sustainment
- Provider Protection
- Mission Critical
- Elective vs. Emergent vs. scheduled procedures
- Volume (does how much we use play into criticality)?
- Disruption potential – supplier reliability?
- Proprietary disposables with equipment?
- Technical agility/ or lack of?
- How widespread is the disruption?
- What data can we pull from item or vendor master that supports quantitative input into criticality scoring?

Product Criticality Meter



- Provides a common industry definition and framework for both providers and suppliers on the different levels of “critical” product
- Is a guide to be used by organizations in determining which sku’s are critical; and to what degree
- Criticality of product will evolve; its not set in stone



- Does not measure your organization’s Resiliency
- Is not prescriptive to individual items
- Does not measure market forecast or market disruptions
- Is not based on data alone; requires Supply Chain professionals to make qualitative considerations when rating a products criticality
- Is not the emergency management response stockpile

Risk – Usage/Demand

- Ideally this is quantitative data to pull from a system

Impact to Safety/Mission

- The impact to the mission of the company; qualitative Viewpoint on alternatives

Agility

- How flexible or rigid is this specific product



Hot
Extremely high severity

Warm
High Severity;
Requires some creative alternative

Cool
Medium; could pose a challenge

Cold
Not critical

Product Criticality Meter

		MANUFACTURERS/ SUPPLIER ONLY	Product Risk - Inventory Status/ Usage/Demand	Safety/ Mission	Agility	Overall Weighting
I m p a c t	Hot Extremely high severity	Any upstream sole source product component, no manufacturing redundancy	High used item - Widespread (i.e., % of product on pars) with less than 48 hours of inventory on hand	Required for life sustainment/ and or without product - harm potential or significant customer impact	Proprietary; no other alternative with product	SCALE??
	Warm High Severity; Requires some creative alternative	Limited upstream product component suppliers, limited manufacturing redundancy (more than one plant)	Inv. disruption potential (less than 5 days of inventory and open PO's out greater than 7 days	No alternative available in the market; without this product, unable to deliver service. <i>i.e., cancelation of procedure or treatment</i>	Moderate degradation to alternative product or solution	
	Cool Medium; could pose a challenge	Moderate upstream product component resiliency and manufacturing redundancy (two plants or more)	Item is set up in ERP as single source; no other sourcing option identified in system	Change in practice; requires. Undesirable; but alternatives are tolerable	Linked to another materials; alternative products can link together	
	Cold Not critical	High degree of upstream component sourcing availability and manufacturing redundancy	Item is set up in the ERP with alternative substitute	Clinically acceptable alternative products on market.	No links to any other materials or equipment use	

Product Criticality Meter

Questions for Discussion:

1. Do the contents of each square build upon each other?
2. Would you modify any contents of these squares? If so, what would you modify and how?
3. Would you replace the content of any squares? If so, what would you replace it with?

MANUFACTURERS/ SUPPLIER ONLY		
I	Hot Extremely high severity	Any upstream sole source product component, no manufacturing redundancy
m	Warm High Severity; Requires some creative alternative	Limited upstream product component suppliers, limited manufacturing redundancy (more than one plant)
p	Cool Medium; could pose a challenge	Moderate upstream product component resiliency and manufacturing redundancy (two plants or more)
a		
c		
t	Cold Not critical	High degree of upstream component sourcing availability and manufacturing redundancy

Product Criticality Meter

Questions for Discussion:

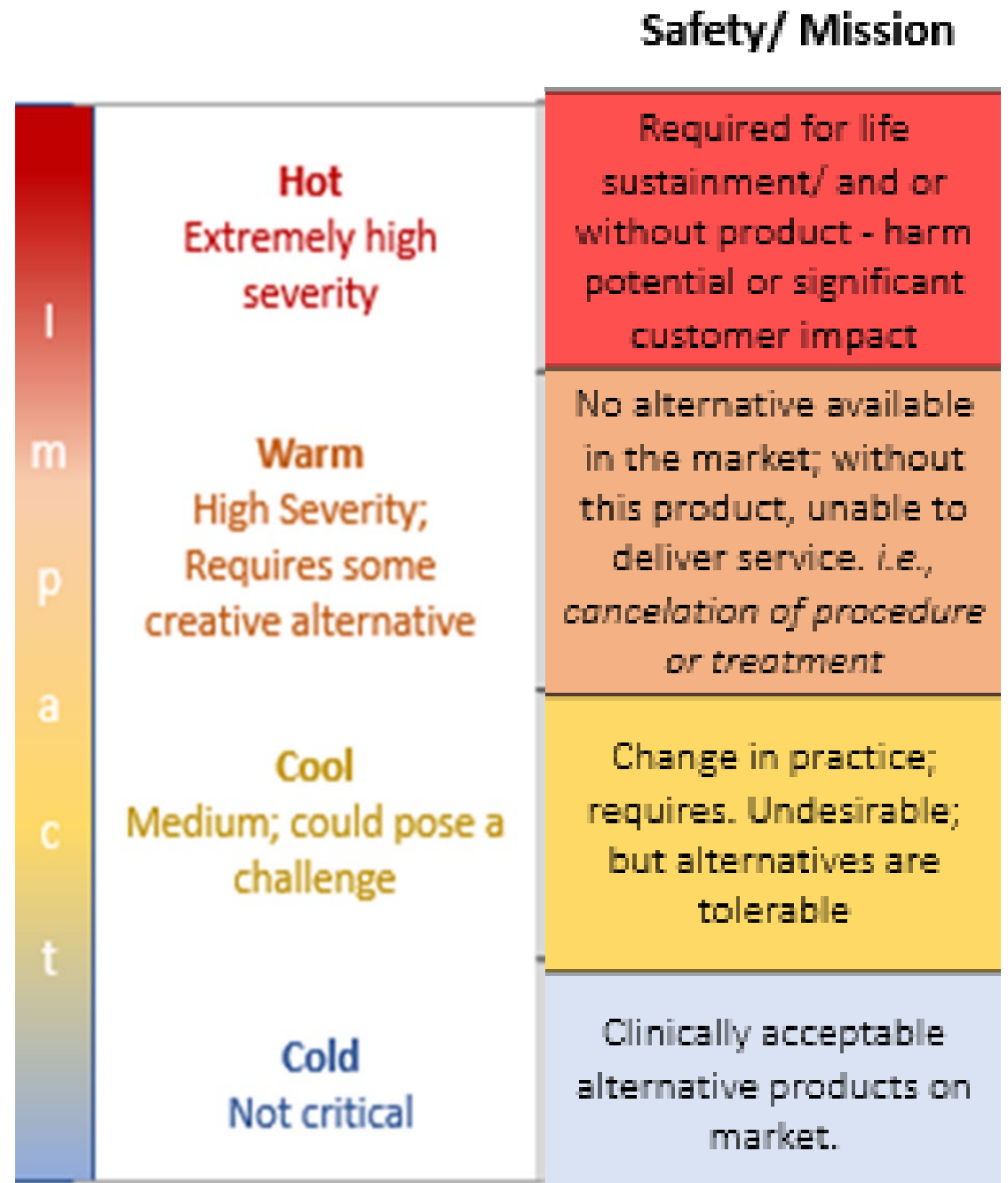
1. Do the contents of each square build upon each other?
2. Would you modify any contents of these squares? If so, what would you modify and how?
3. Would you replace the content of any squares? If so, what would you replace it with?

		Product Risk - Inventory Status/ Usage/Demand
I m p a c t	Hot Extremely high severity	High used item - Widespread (i.e., % of product on pars) with less than 48 hours of inventory on hand
	Warm High Severity; Requires some creative alternative	Inv. disruption potential (less than 5 days of inventory and open PO's out greater than 7 days)
	Cool Medium; could pose a challenge	Item is set up in ERP as single source; no other sourcing option identified in system
	Cold Not critical	Item is set up in the ERP with alternative substitute

Product Criticality Meter

Questions for Discussion:

1. Do the contents of each square build upon each other?
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3. Would you replace the content of any squares? If so, what would you replace it with?



Product Criticality Meter

Questions for Discussion:

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3. Would you replace the content of any squares? If so, what would you replace it with?

		Agility
I m p a c t	Hot Extremely high severity	Proprietary; no other alternative with product
	Warm High Severity; Requires some creative alternative	Moderate degradation to alternative product or solution
	Cool Medium; could pose a challenge	Linked to another materials; alternative products can link together
	Cold Not critical	No links to any other materials or equipment use

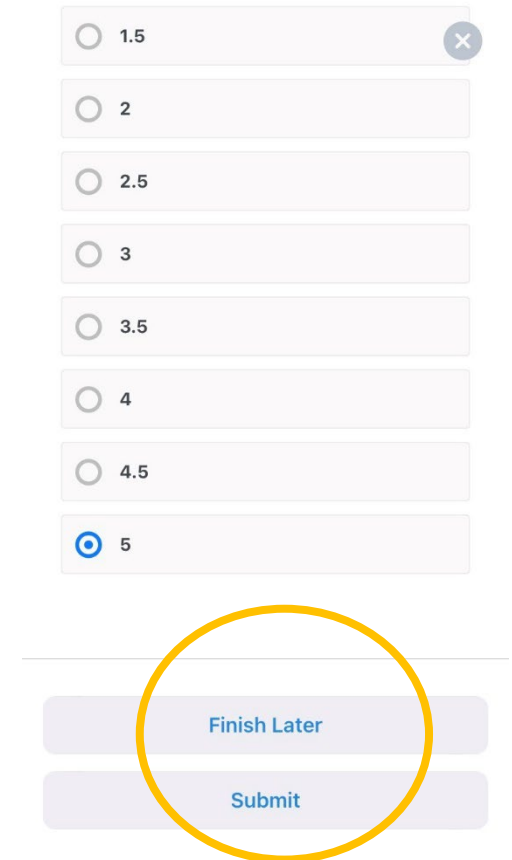
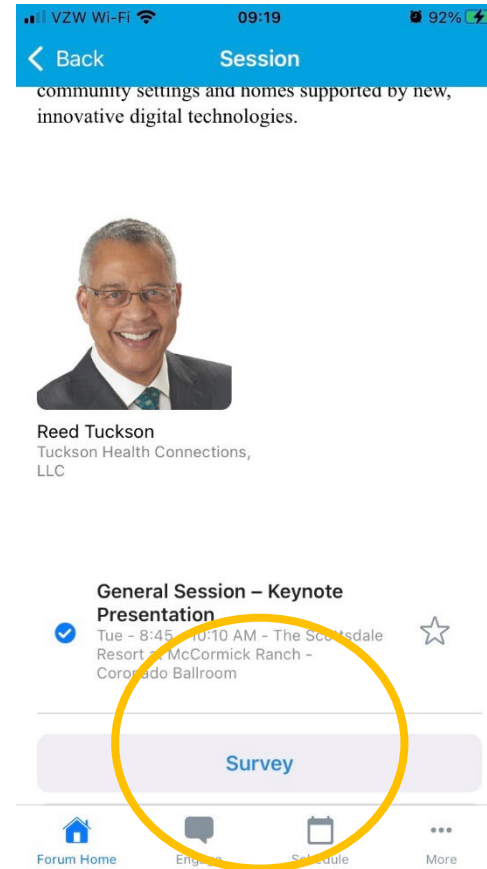
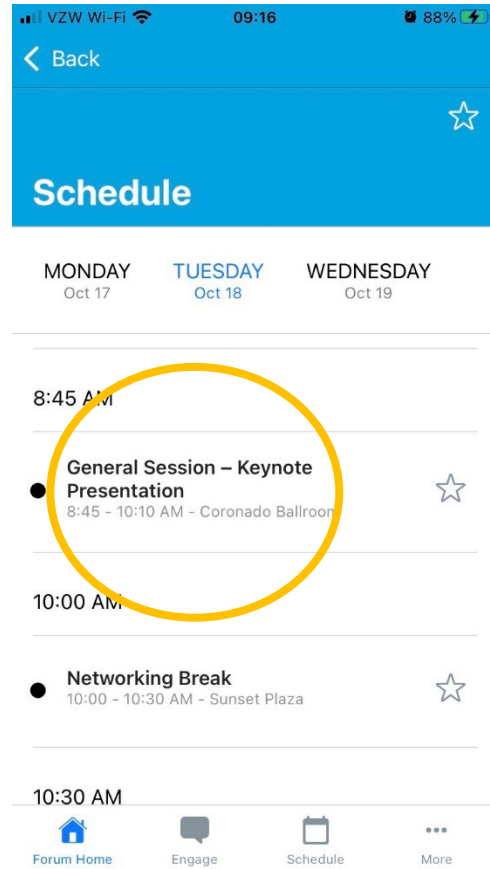
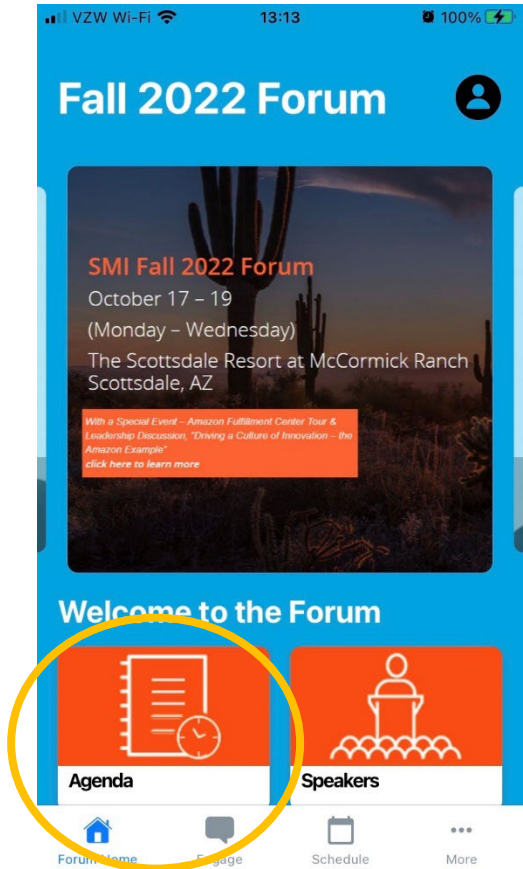
Product Criticality Meter

Next Steps

1. Summarize feedback from today's discussion
2. Send revised Criticality Meter to Council Members for final review/input by 11/15/22
3. Council member feedback by 12/1/22
4. Publish SMI Criticality Meter V.1 by 12/31/22



Please Complete your In-App Survey



Up Next

- ❖ **Strategic Plan Update**
- ❖ **The Era of Personalized Health**
- ❖ **Physician Panel Discussion**
- ❖ **Networking Lunch (optional)**
- ❖ **SMI Special Event**

SMI Thought Leadership Councils
Resilience and Transparency
Council

Thank You!