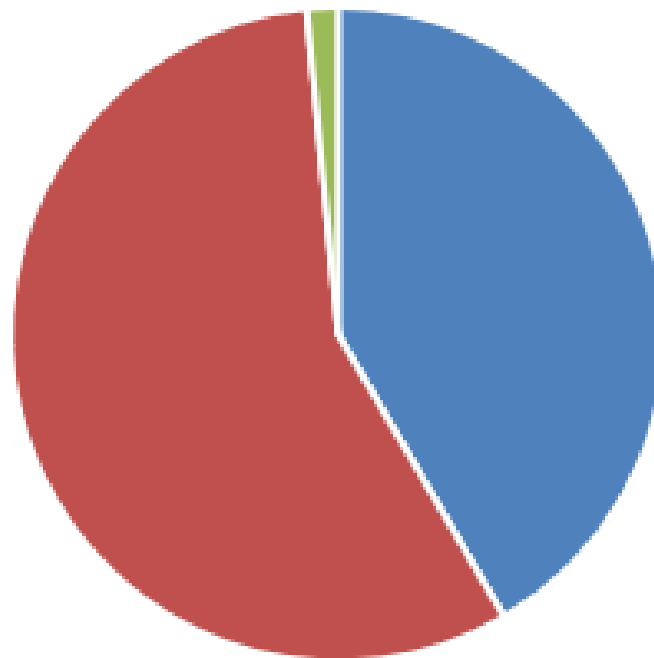




## October 18, 2021 Quick Quiz Results

### Insights on Resilience and Transparency...Part 1



**Total Responses = 65**

- Healthcare Industry Partner
- Healthcare Provider
- Other

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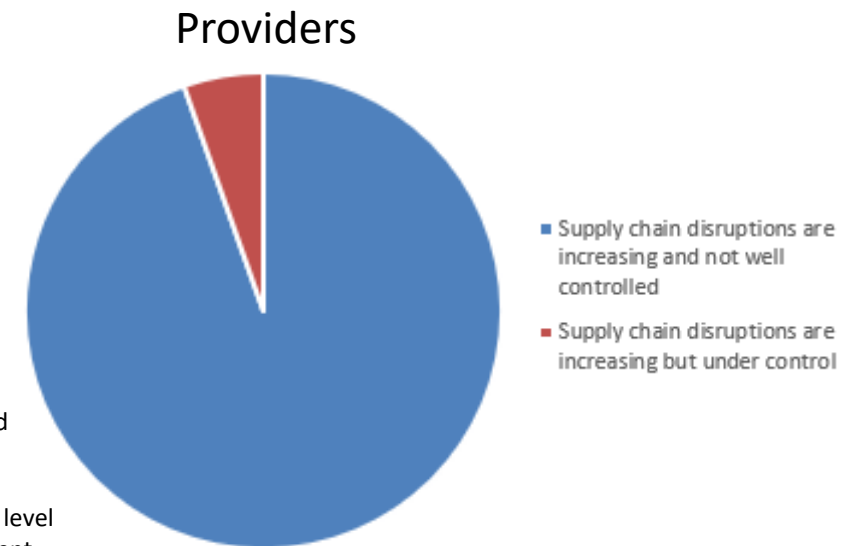
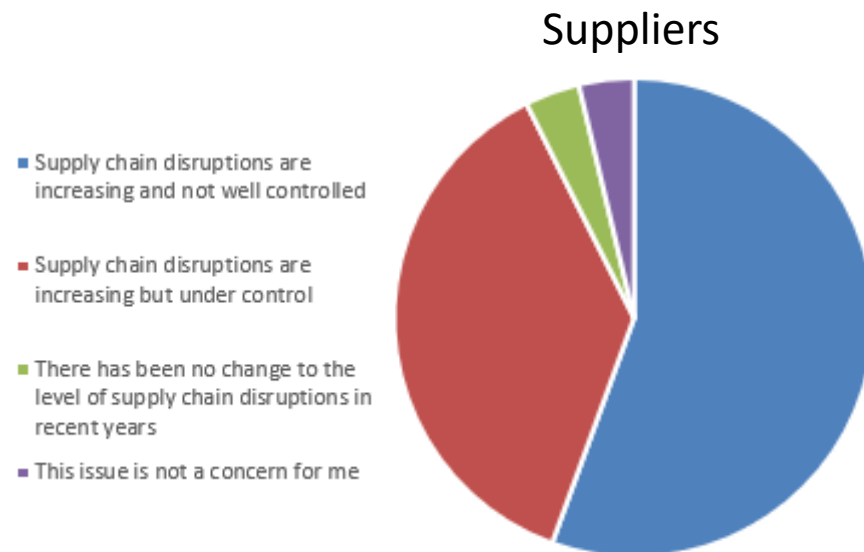




## October 18, 2021 Quick Quiz Results

### Insights on Resilience and Transparency...Part 1

From your perspective, what is the trend of supply chain disruptions in your part of the industry?



#### All Answer Options:

- Supply chain disruptions are increasing and not well controlled
- Supply Chain disruptions are increasing but under control
- There has been no change to the level of supply chain disruptions in recent years
- Supply Chain disruptions are decreasing
- This issue is not a concern to me





## October 18, 2021 Quick Quiz Results

### Insights on Resilience and Transparency...Part 1

From your perspective, what are the biggest drivers of supply chain disruptions (with 1 being most important and 9 being least important)

#### Supplier Rankings

1	Too much emphasis on cost, and too little emphasis on reliability
2	Economic constraints/Supply chain has become too lean
3	Over-dependency on off-shore resources
4	Insufficient visibility into the end-to-end supply chain
5	Inconsistent demand signals
6	Absence or immaturity of business continuity programs
7	Force Majeure events
8	Limited accountability and penalties for failure to supply
9	Poor product quality driving recalls

#### Provider Rankings

1	Insufficient visibility into the end-to-end supply chain
2	Over-dependency on off-shore resources
3	Economic constraints/Supply chain has become too lean
4	Too much emphasis on cost, and too little emphasis on reliability
5	Limited accountability and penalties for failure to supply
6	Absence or immaturity of business continuity programs
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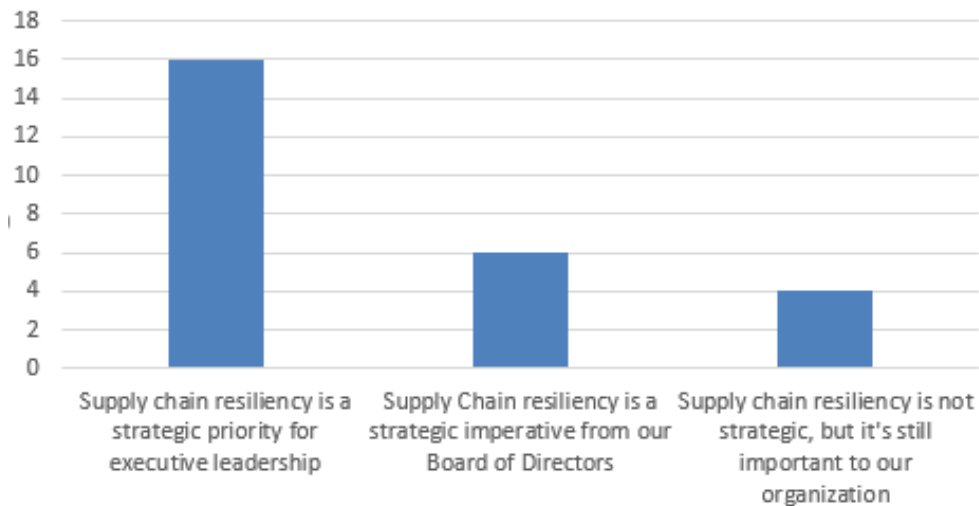


## October 18, 2021 Quick Quiz Results

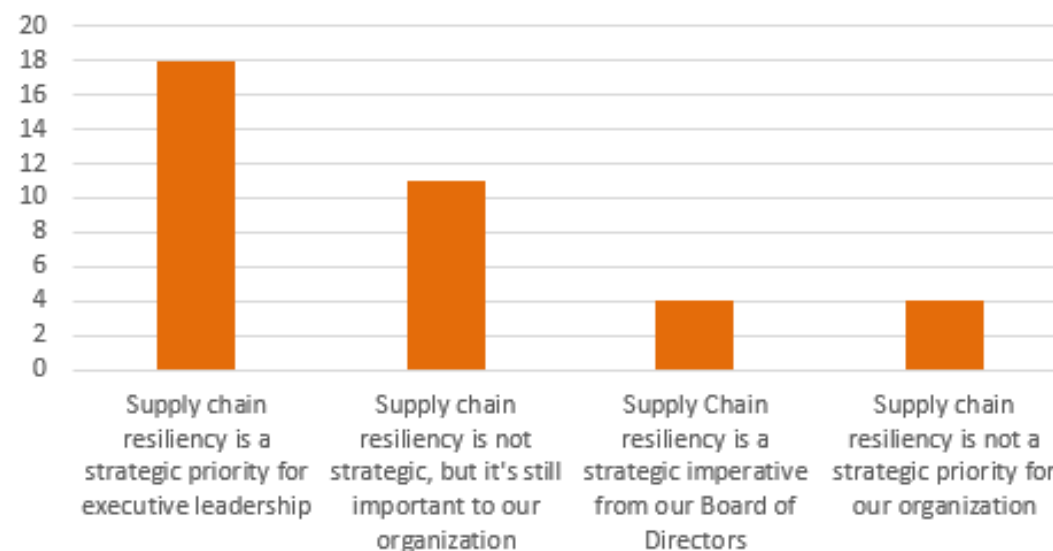
### Insights on Resilience and Transparency...Part 1

How important is supply chain resiliency to your organization?

Suppliers



Providers



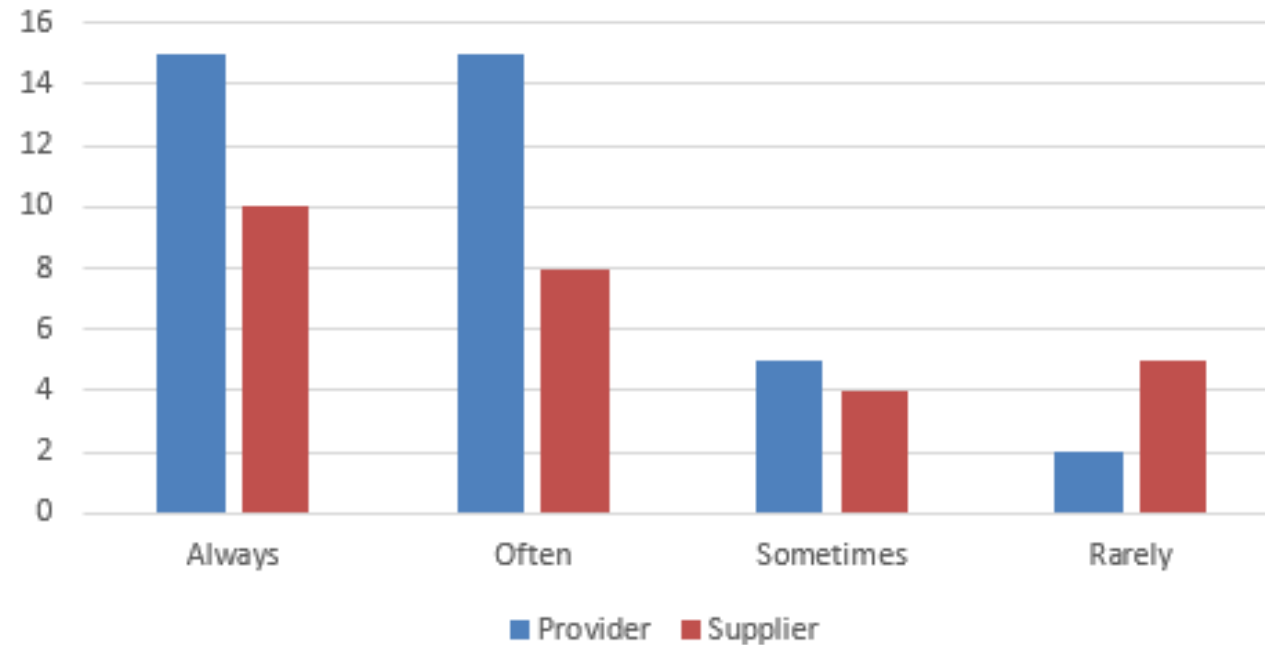




## October 18, 2021 Quick Quiz Results

### Insights on Resilience and Transparency...Part 1

These days, when you have Business Review meetings with your trading partners, do you include discussion of supply chain resiliency?







## October 18, 2021 Quick Quiz Results

### Insights on Resilience and Transparency...Part 1

#### Supplier Definitions of Supply Chain Resiliency

Continued ability to supply critical medical devices to support patient care.
Your firm's ability to "weather the storm" and continue operations if/when you are hit with supply chain shortages.
The degree to which our supply chain can perform at expectations, regardless of external conditions
The ability of a supply chain to avoid supply disruptions through a risk mitigation framework that also allows for a quick recovery when supply disruptions occur.
ability to supply product when needed.
We have very few products we must go outside our region to supply. Chips, aluminum being the two we don't control or have visibility to the manufacturers supply chain.
Ability to sustain 90%+ performance against supply chain KPIs during periods of significant global disruption.
The ability to continue to provide products to health systems regardless of the disruptions.

consistency, predictability and trustworthiness.
This definition from Google nails it. A resilient supply chain is defined by its capacity for resistance and recovery. That means having the capability to resist or even avoid the impact of a supply chain disruption – and the ability to quickly recover from a disruption. Operational risk and interruption can threaten multiple areas of the supply chain.
Having a robust process to validate suppliers and put in place a multi source sourcing strategy.
Ability to maintain consistent flow of products and services to our end users, even under less-than-ideal circumstances.
ability to navigate in this challenging pandemic market to ensure customers receive necessary product to cover their needs. This includes multi-sourcing of products, build-out of inventory and warehousing, re-assignment of freight carriers, etc.
The supply chain is completely visible, and the chain has backups in place to ensure consistent supply is not disrupted
ability to pivot





## October 18, 2021 Quick Quiz Results

### Insights on Resilience and Transparency...Part 1

#### Supplier Definitions of Supply Chain Resiliency, continued

a system that allows the supply chain to react to disruption events with the least amount of interruption to the flow of goods. Resiliency doesn't mean getting everything you want, when you want or need it at the price you wish to pay.
Supply chains being designed to withstand unexpected disruptions to supply continuity
Visibility and corrective action options to enable ongoing end-to-end flow/delivery of materials and/or services while facing one or multiple potential meaningful disruptive events.
Having a documented plan to address any delays in critical supplies
A thorough understanding of product manufacturing through delivery from key supply partners with duplication in the chain where possible. One side comment, one of the challenges healthcare is volumes can be rather small and therefore duplication of supplier becomes an issue.

BCDR in place. Effective Sourcing with visibility to raw material suppliers. Sourcing, manufacturing, and sterilization capacity/redundancy. More recently, mitigating risk by reducing China-based manufacturing or raw materials, particularly technology components. Diversifying Asia-Pac partners in multiple countries. Moving some manufacturing back to US and MEX.
Ability to proactively know if there will be a breakdown in the supply chain (ability to obtain products) and the data/insights to determine how to resolve the issue before it becomes an urgent problem.
Ability to flex supply availability/ inventory in time of unanticipated demand
Factors to address and prevent supply chain shortages.
The ability to get the customer what they need regardless of the external circumstances or natural disasters.





## October 18, 2021 Quick Quiz Results

### Insights on Resilience and Transparency...Part 1

#### Provider Definitions of Supply Chain Resiliency

the ability of a supply chain to both resist disruptions and recover operational capability after disruptions occur
Dedicated focus to improving supply chain reliability to ensure on time delivery and working toward 100% on time.
Formal functional pillar in our Supply Chain Division and strategic plan.
Adaptive, transformative supply chain that can shift and respond timely to rapid change.
Reliability - right item/service at the right time in the right manner
The ability to adapt to change in the supply chain, to respond to demand with transparency.
Having what I need, when I need it, and at a quality I can predict
To have an end to end supply that is responsive and flexible to disruptions and capable of continuing to get needed products/services in a timely and cost effective manner.
Ability to proactively manage supply disruptions and coordinate product=use flexibility to protect normal operations

Supply chain resiliency is first understanding what products and services are essential to your operations. Secondly, however, most importantly, it is planning so that your supply chain can continue to provide those products and services regardless of any event. It is essential to have critical need items in reserve and a solid plan of how those needs can be communicated and delivered during challenging circumstances. Having a supported, maintained, and practiced program is essential to its success. A well-planned program must also integrate your response into the more extensive system, including local, state, and federal partners.
Ability to be flexible in times of disruptions and capability to recover once one occurs
The ability to continue supplying despite changes in and ability to procure offshore products. Having what you need to continue providing patient care and the reserve to have at the ready.
Ability to recover swiftly from a disruption.
Resiliency is the ability to withstand unexpected swings in supply and demand for product coupled with availability of product.





## October 18, 2021 Quick Quiz Results

### Insights on Resilience and Transparency...Part 1

#### Provider Definitions of Supply Chain Resiliency, continued

Manage the most critical risks and make the Supply Chain resilient enough to endure disruptions in our seven core capabilities Risk Management Risk Management reduces the probability of experiencing the impact of a risk event. It does not improve resiliency to the disruption Resiliency Resiliency creates the ability for the supply chain to continue operating in the face of a risk event or disruption Resiliency involves creating Business Continuity Plans (BCPs) to ensure continued operations when faced with a supply chain disruption
Very important to all providers, but not necessarily a priority. This should be in the top three of all Supply Chain Leaders Priority lists
a Rubber Band--The ability to flex with a changing environment and snap back to standard quickly when disruption ends.
The ability of a supply chain to both resist disruptions and recover operational capability after disruptions.
The ability to provide patient care as scheduled during times of demand spikes and product shortages.
Average but overtaxed due to lack of technology and visibility

Ability to see end to end of the supply chain. Also, the ability to pivot to a 3PL program that has been established.
The ability to continue to meet end users' needs without a disruption in service or quality, regardless of external factors including constraints in any of the factors of production, natural disasters or unforeseen circumstances.
ability to understand all aspects of the supply chain in order to manage contingencies based on breakdowns in any of the stages
The ability to efficiently respond appropriately to changes in both supply and demand
Have the capacity to avoid or at least resist the hit you take from a disruption and how we deal with it and get back to some type of normal.
To have established processes and protocols that ensure your Supply Chain is able to consistently furnish the necessary products and services that end users require to care for patients and to conduct business.
Prevent the disruption of patient care and minimize the number of backorders that cause non-value add work.





## October 18, 2021 Quick Quiz Results

### Insights on Resilience and Transparency...Part 1

And you might guess some favorite smells of your fellow members, but some might be a surprise...

#### *Something baking in the Oven:*

Cookies (especially chocolate chip)  
Fresh bread (mmm – pumpkin!) and rolls  
Pie (especially Apple)

#### *Delicious Food Smells*

Strawberries  
BBQ cooking on the grill  
Lemons/Citrus  
Fresh apple cider and hot cinnamon donuts  
Buffalo Wings  
Thanksgiving Dinner

#### *And more delicious food smells...*

Coffee (especially first thing in the morning!)  
Chocolate  
Cinnamon  
Vanilla  
Filet Mignon (extra special if it's cooking on a charcoal grill!)  
Oranges  
Popcorn





## October 18, 2021 Quick Quiz Results

### Insights on Resilience and Transparency...Part 1

More favorite smells of your fellow members...

#### *The Outdoors...*

An August Summer Breeze  
The beach and the ocean (Caribbean or pacific preferred)  
Sunscreen and, especially, Coppertone suntan lotion  
Crisp mountain air  
Freshly cut grass (and specifically, on a fairway!)  
Lilacs in bloom  
Right after a spring rain when everything smells new again  
The smell of spring after a long, cold winter  
Leaves and cool air on a fall day

#### *And some special and unusual scents:*

A horse (the front end)  
Eucalyptus  
Boucheron Perfume  
Cedar + Pine  
Cigars  
Incense  
Lavender  
New car smell  
The smell of the Grand Floridian in Disney World  
And this time of year – Pumpkin Spice!