



September 20, 2021, Quick Quiz Results

Priorities in Resilience and Transparency Planning



Total Responses = 45

- Healthcare Industry Partner
- Healthcare Provider
- Other

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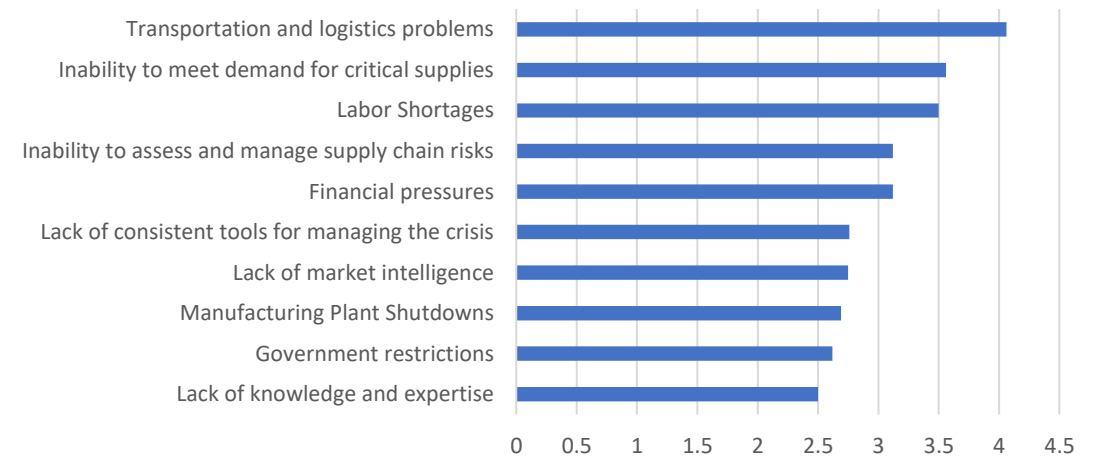
What have been the greatest challenges faced by your supply chain during COVID?

5 = An enormous challenge
4 = A big challenge
3 = A manageable challenge
2 = Not much of a challenge
1 = Not a challenge at all

Providers Average Response



Supplier Average Response





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What have been the greatest challenges faced by your supply chain during COVID?

Other provider challenges...

Team morale is suffering...

Managing for 18mos with no additional headcount

Lack of communication from Suppliers

Other Supplier Challenges...

Covid vaccine mandate and the impact it will have on our chronic Labor shortage.

Ramp up capabilities were limited by labor & ability to procure raw materials & products generated from increased production had to be allocated globally..

Inventory issues



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How critical are each of the following for organizations in the early stages of building a supply chain resilience program? Please rank order the following options from 1 (most critical) to 6 (least critical):

PROVIDER RESPONSES	AVERAGE RANKING
Build out increased sourcing options	1
Invest in improved analytics	2
Increase competencies of our team for responding to resiliency issues	3
Increase stockpiles of critical items	4
Develop a supply chain resilience playbook	5
Add storage capacity for stockpiles	6

Most Critical



Least Critical

SUPPLIER RESPONSES	AVERAGE RANKING
Develop a supply chain resilience playbook	1
Increase stockpiles of critical items	2
Build out increased sourcing options	3
Invest in improved analytics	4
Add storage capacity for stockpiles	5
Increase competencies of our team for responding to resiliency issues	6



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Provider Comments on Resiliency Challenges and Planning

Complex dynamic supply chains..tough to have real time insights. Supply chains need to built for Resilience end to end

we are a US based manufacturer and the labor shortage due to stimulus/unemployment benefits has crippled us. those states that are still supplying these checks we are still unable to hire/find workers.

Right now, with the current state of supplies, reaction is the only thing we have time for. We are trying to plan for the future, but current state is forcing the issue of immediate response while we try to figure out the longer term strategy.

Control the demand signal and the receipt/storage of critical supplies. Monitor point-of-use consumption.

Early stages were more firefighting due to unstable traditional channels. Longer term planning is focused on Risk Management and Resiliency maturing in a playbook

Resiliency work needs to be collaborative with suppliers and providers

Biggest challenge is increasing transparency in the supply channel and staying ahead of other disruptions we are now experiencing. PPE seems to be in good shape.

Storage capacity and stockpiles for providers is seemingly a knee jerk reaction that doesn't really salute the predictability of the next pandemic or what materials will be critical then.

I'm not convinced that manufacturers and distributors are willing to provide the level of transparency needed to support provider-led resiliency programs. It's going to happen eventually, so vendors need to decide if it's going to happen with them or despite them.



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Supplier Comments on Resiliency Challenges and Planning

Resiliency planning is not just ensuring API sourcing or securing a resin but managing all the components from A to Z in the process (Manufacturing, regulatory/legal, financial, distribution, etc.). Because of these complexities it is hard to pivot quickly at times as market dynamics change.

Logistics have been a big challenge. We need to shorten the supply chain and drive more business to domestic mfg's. Add more automation to mitigate risk from labor shortages.

I am looking at this challenge through the lens of a Supplier trying to gain compliant access to a healthcare setting during a pandemic

The underlying issue is resiliency planning is done individually (by each provider/ supplier). When faced with unprecedented demand, limited production and low-end user inventory levels, the individual plans are ineffective. We need to encourage a stockpile build to encourage excess production.

It wasn't a matter of not understanding demand, it was unprecedented demand occurring in such a short time frame that was at a rate faster than most manufacturers could ramp up. Demand spike coincided with labor shortages & supply chain disruptions/increased lead time for raw materials along with other compounding factors.

We are fortunate to have a domestic manufacturing base and commitment to business continuity discipline.

need to be proactive and transparent in all key communications with customers and manufacturing partners

Mitigating PacRim sourcing constraints, on-shoring to North America, building redundancy in manufacturing and sourcing

Need to have all supply chain invest deeply in manufacturing capabilities in USA



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And for fun, which TV Family is most like our SMI member families?

All in the Family

Everybody Loves Raymond

Last Man Standing

Married...with Children

The Flintstones

The Jetsons

The Munsters

The Simpsons

The Waltons

Modern Family

Ozzie and Harriet

The Sopranos

Home Improvement