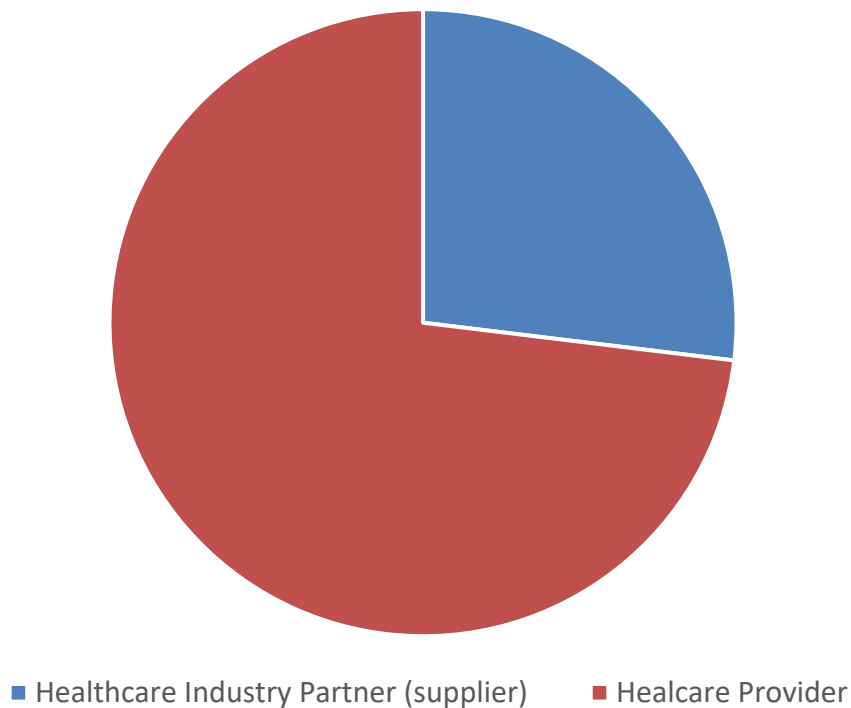




September 2022 Quick Quiz Results

SMI Resilience Maturity Model – Gathering Baseline Data

Total Responses = 52



NOTE: Not all respondents answered every question, so you will also see response totals listed with each question



September 2022 Quick Quiz Results

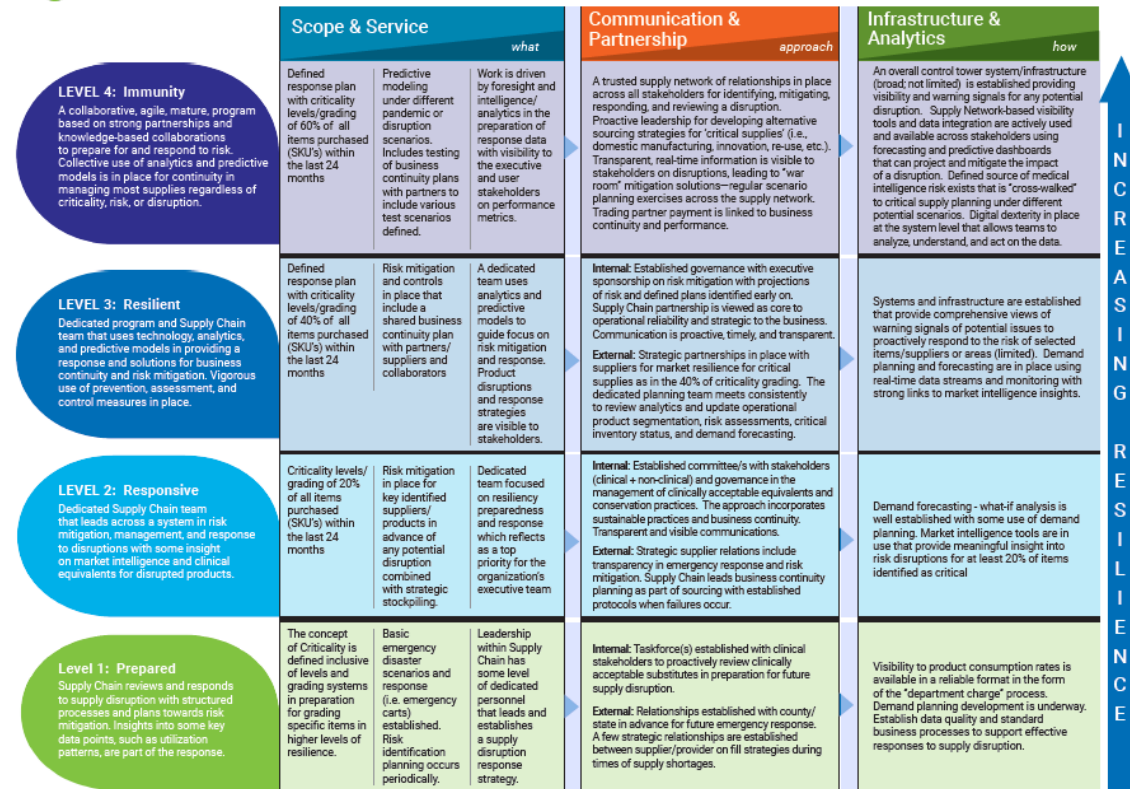
SMI Resilience Maturity Model – Gathering Baseline Data

Data based on self-assessment and gathered on all elements of SMI's Resilience Maturity Model. SMI will re-survey the membership periodically to identify our progress in creating a more resilient healthcare supply chain. You can access the full SMI Resilience Maturity Model here:

https://smi.memberclicks.net/index.php?option=com_mcform&view=n_gforms&id=2130144#!/



Resilience Maturity Model (RMM)

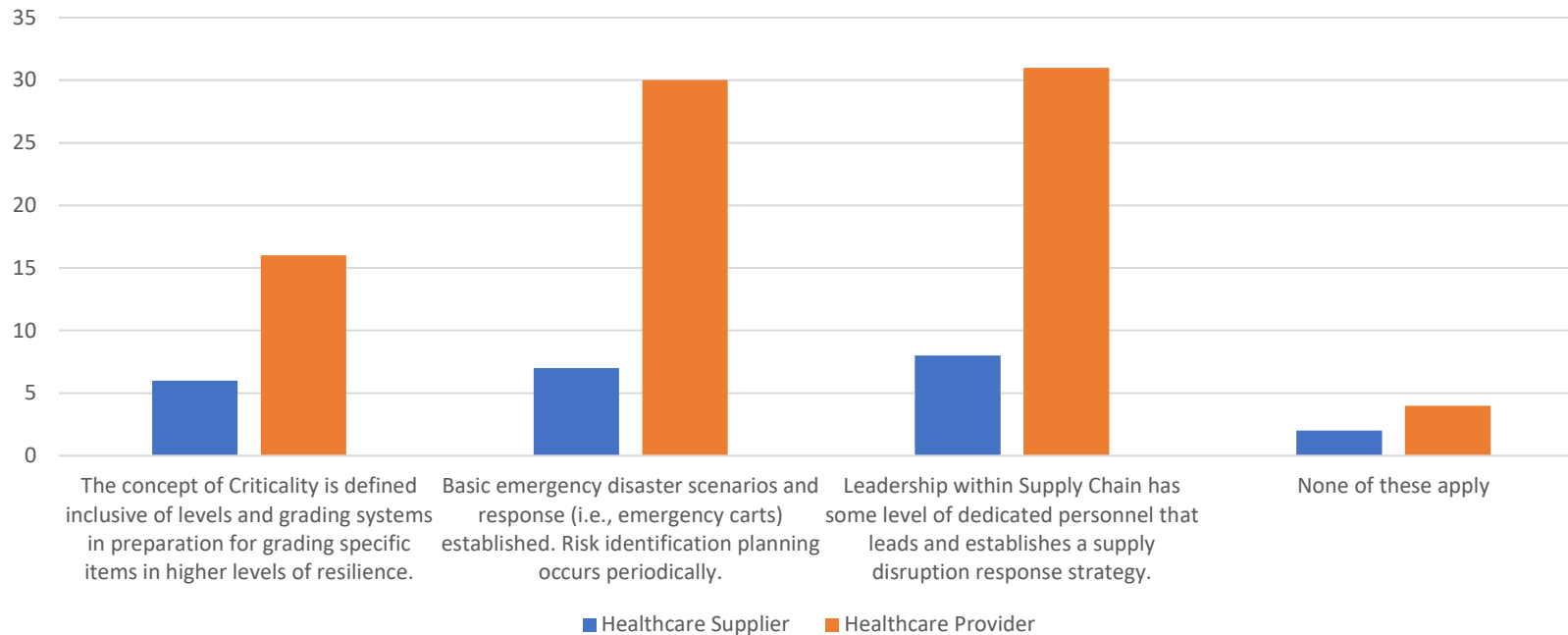




September 2022 Quick Quiz Results

SMI Resilience Maturity Model – Gathering Baseline Data

Level 1 - Prepared, Scope and Service - which of these describes your level of resilience today? Please check all that apply:



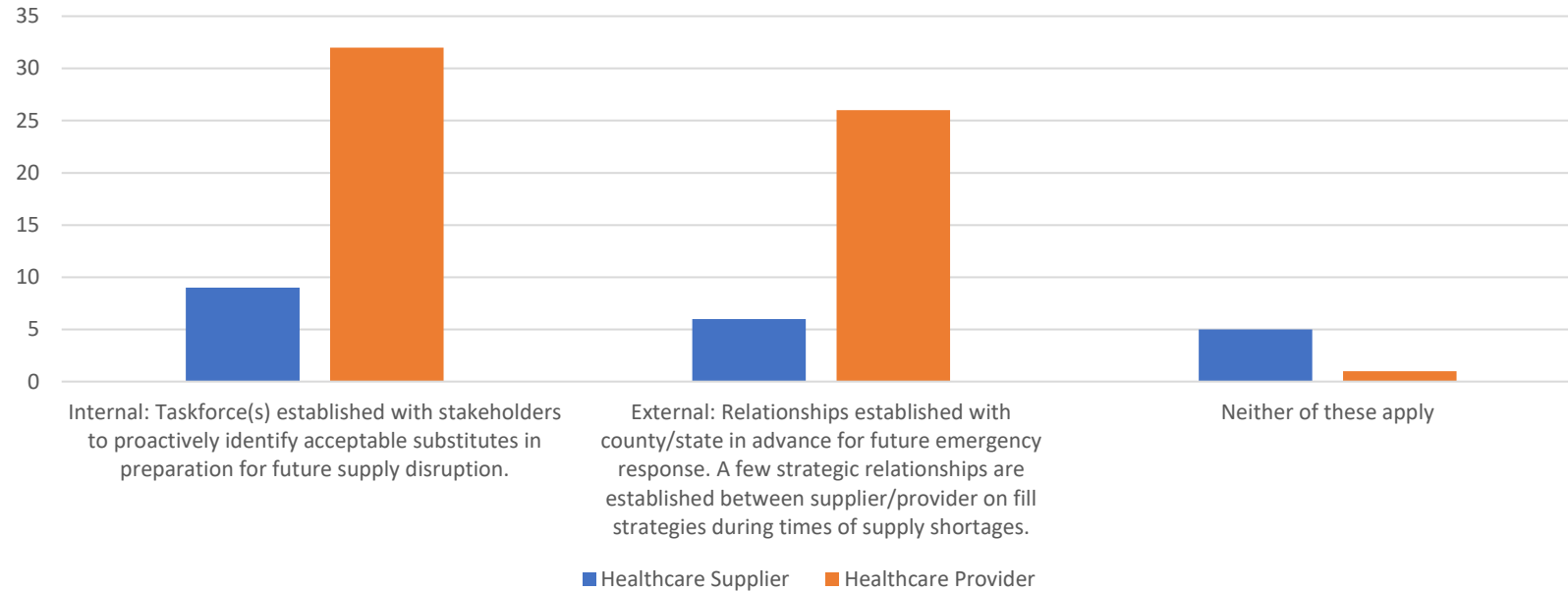
Responses:
Suppliers = 14
Providers = 38



September 2022 Quick Quiz Results

SMI Resilience Maturity Model – Gathering Baseline Data

Level 1, Prepared, Communication and Partnership – which of these describes your level of resilience today? Check all that apply:



Responses:

Suppliers = 14

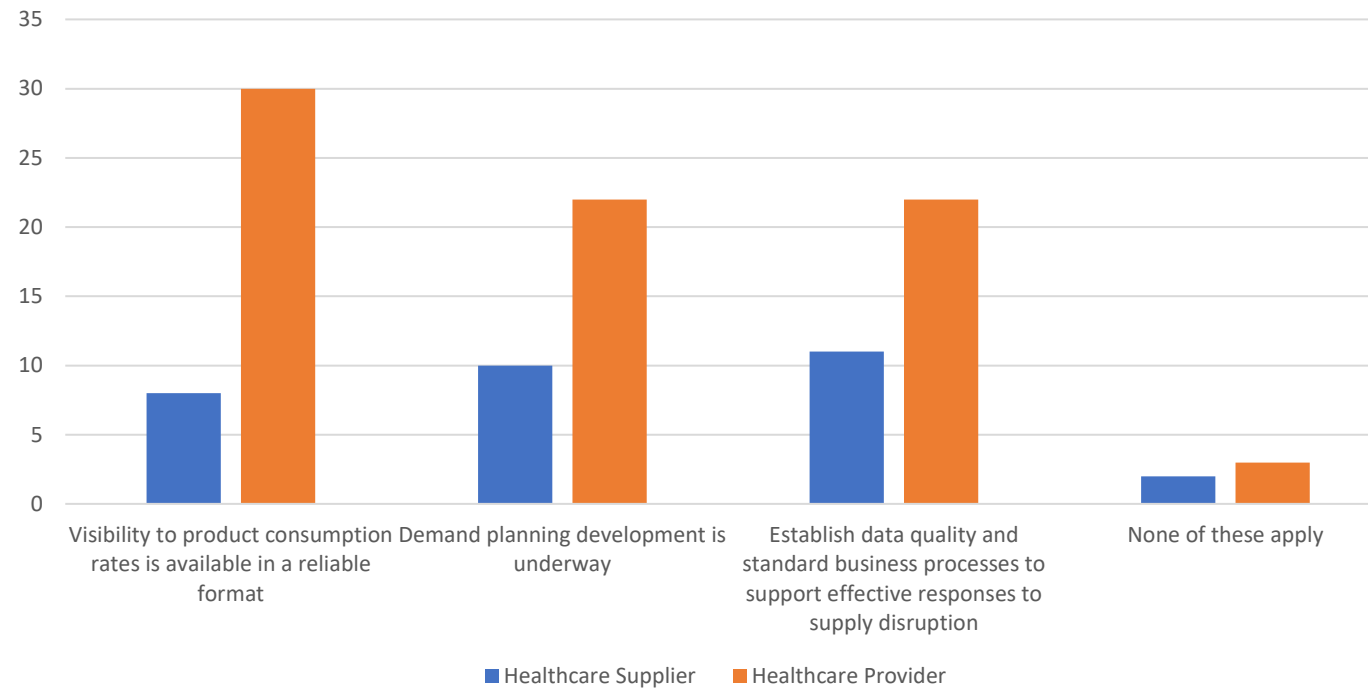
Providers = 37



September 2022 Quick Quiz Results

SMI Resilience Maturity Model – Gathering Baseline Data

Level 1, Prepared, Infrastructure & Analytics - which of these describes your level of resilience today? Check all that apply:



Responses:

Suppliers = 14

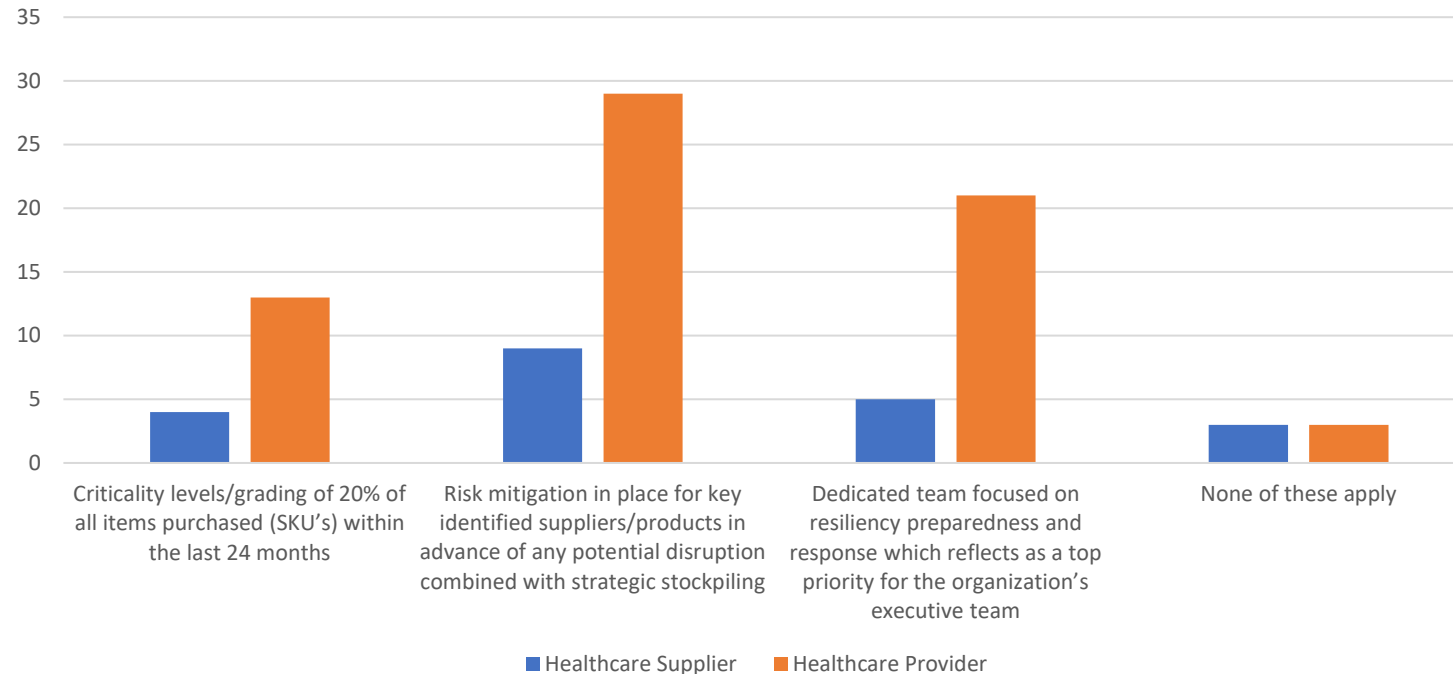
Providers = 37



September 2022 Quick Quiz Results

SMI Resilience Maturity Model – Gathering Baseline Data

Level 2, Responsive, Scope & Service - which of these describes your level of resilience today? Check all that apply:



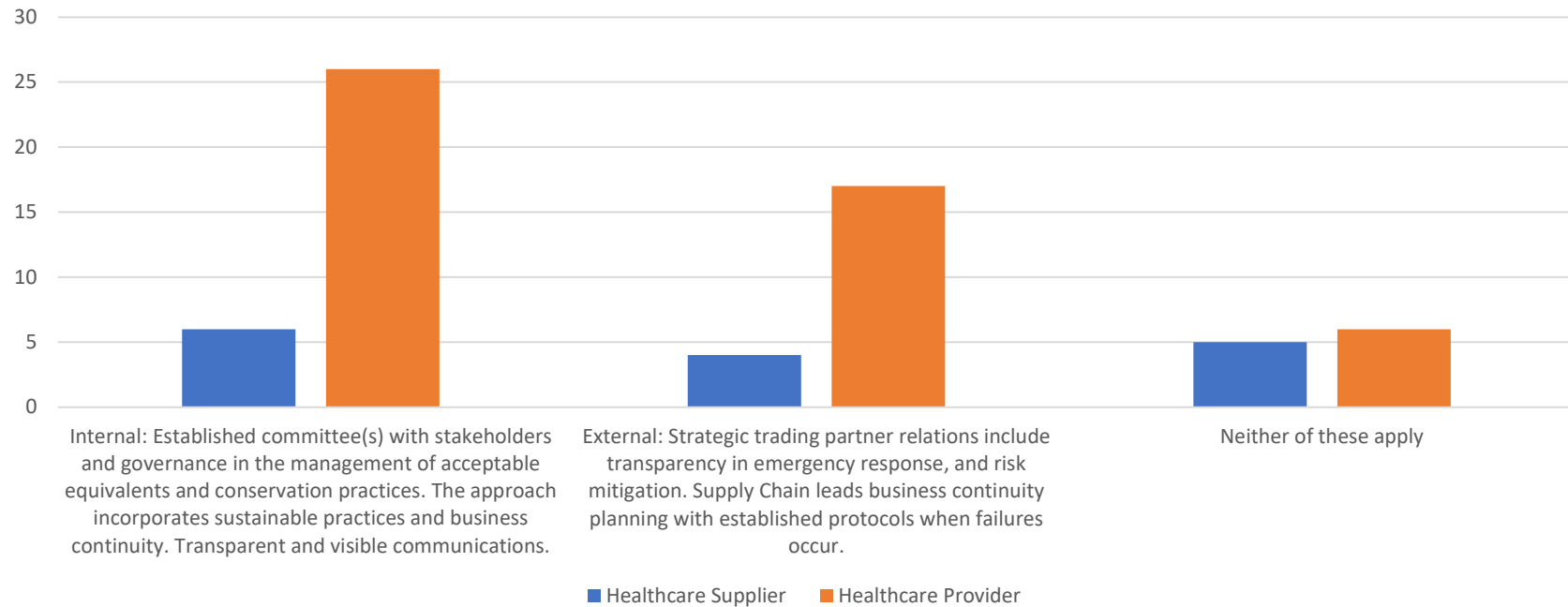
Responses:
Suppliers = 14
Providers = 37



September 2022 Quick Quiz Results

SMI Resilience Maturity Model – Gathering Baseline Data

Level 2, Responsive, Communication & Partnership - which of these describes your level of resilience today? Check all that apply:



Responses:

Suppliers = 13

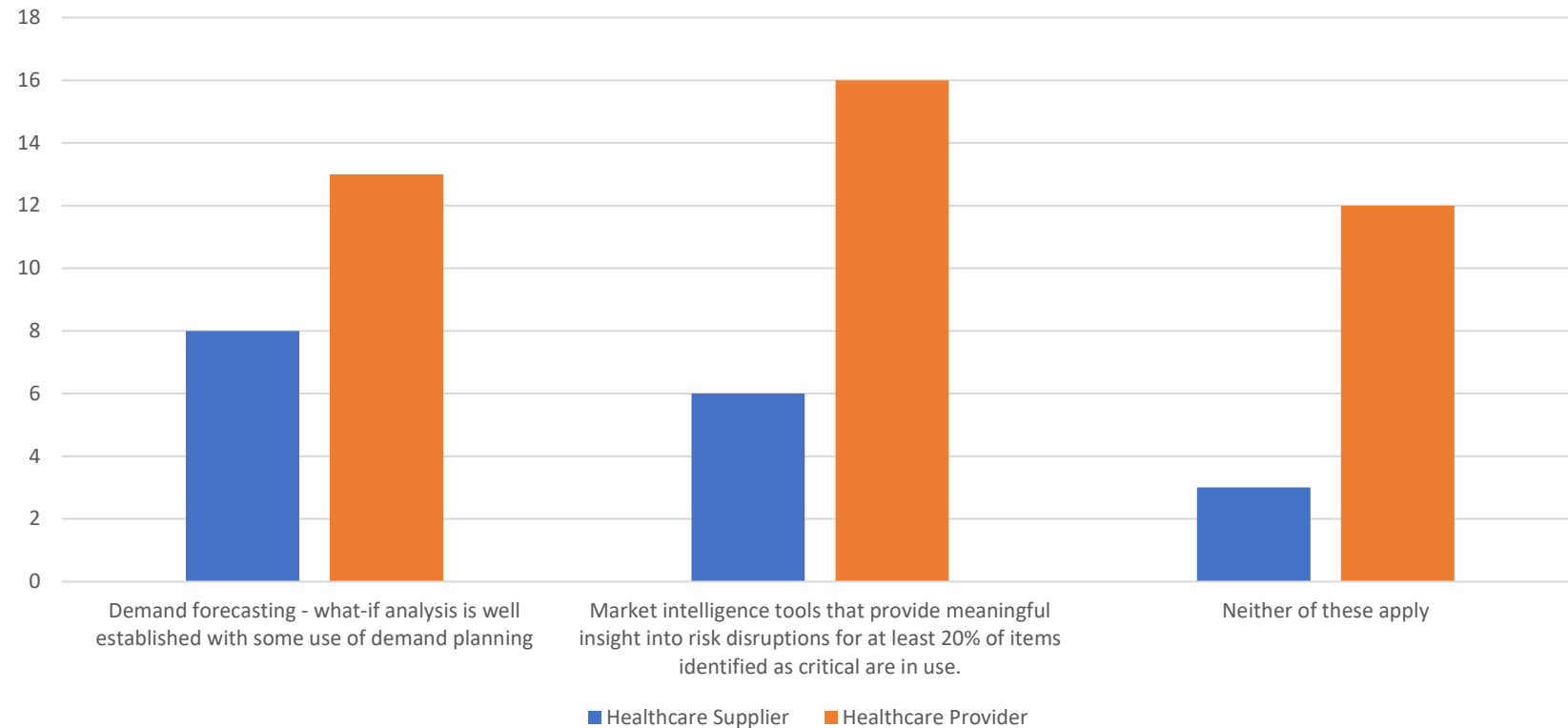
Providers = 35



September 2022 Quick Quiz Results

SMI Resilience Maturity Model – Gathering Baseline Data

Level 2, Responsive, Infrastructure & Analytics - which of these describes your level of resilience today? Check all that apply:



Responses:

Suppliers = 13

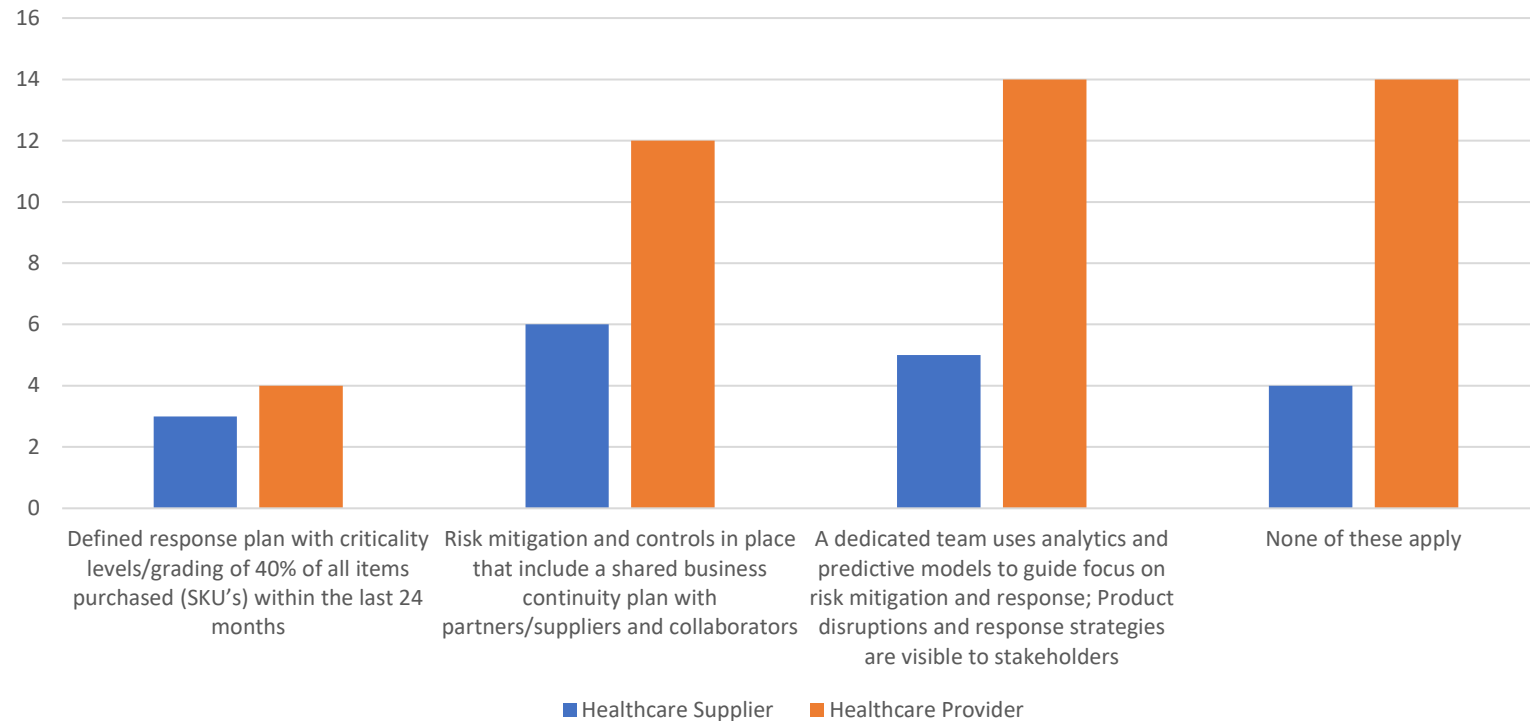
Providers = 34



September 2022 Quick Quiz Results

SMI Resilience Maturity Model – Gathering Baseline Data

Level 3, Resilient, Scope & Service - which of these describes your level of resilience today? Check all that apply:



Responses:

Suppliers = 12

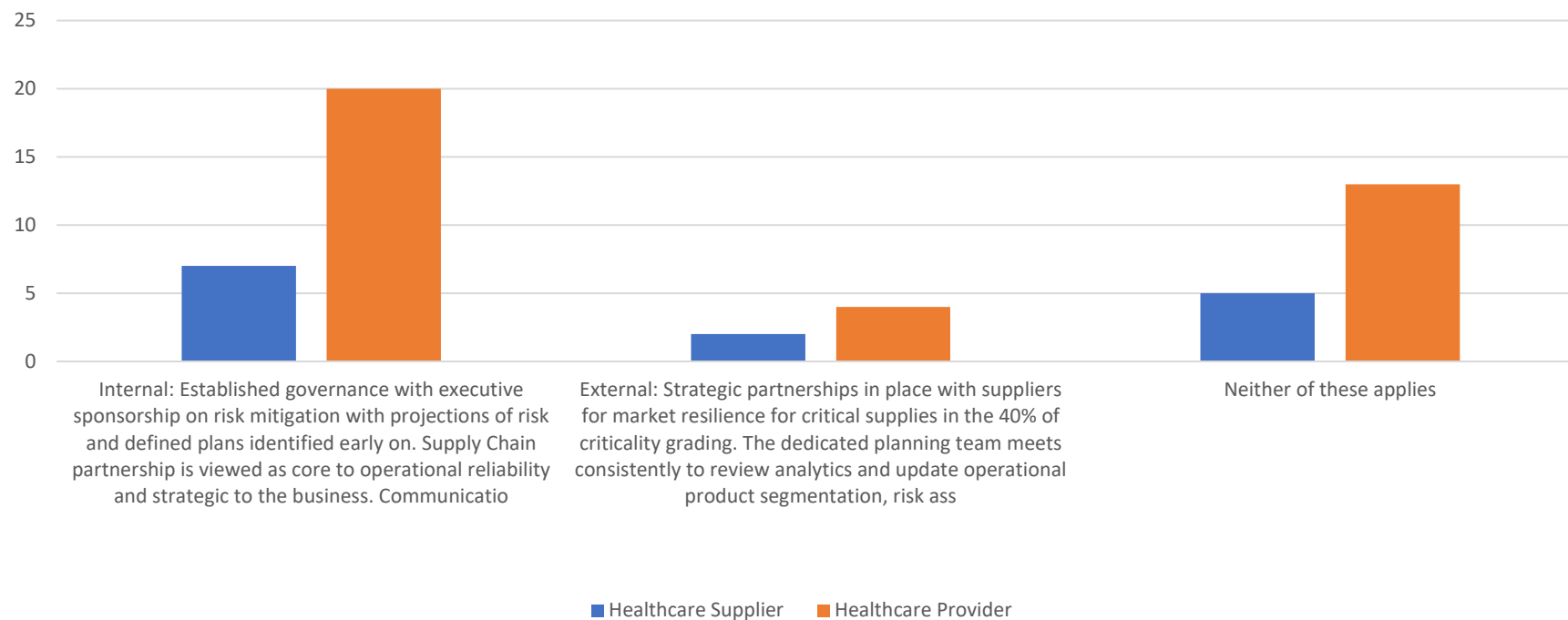
Providers = 33



September 2022 Quick Quiz Results

SMI Resilience Maturity Model – Gathering Baseline Data

Level 3, Resilient, Communications & Partnership - which of these describes your level of resilience today? Check all that apply:



Responses:

Suppliers = 12

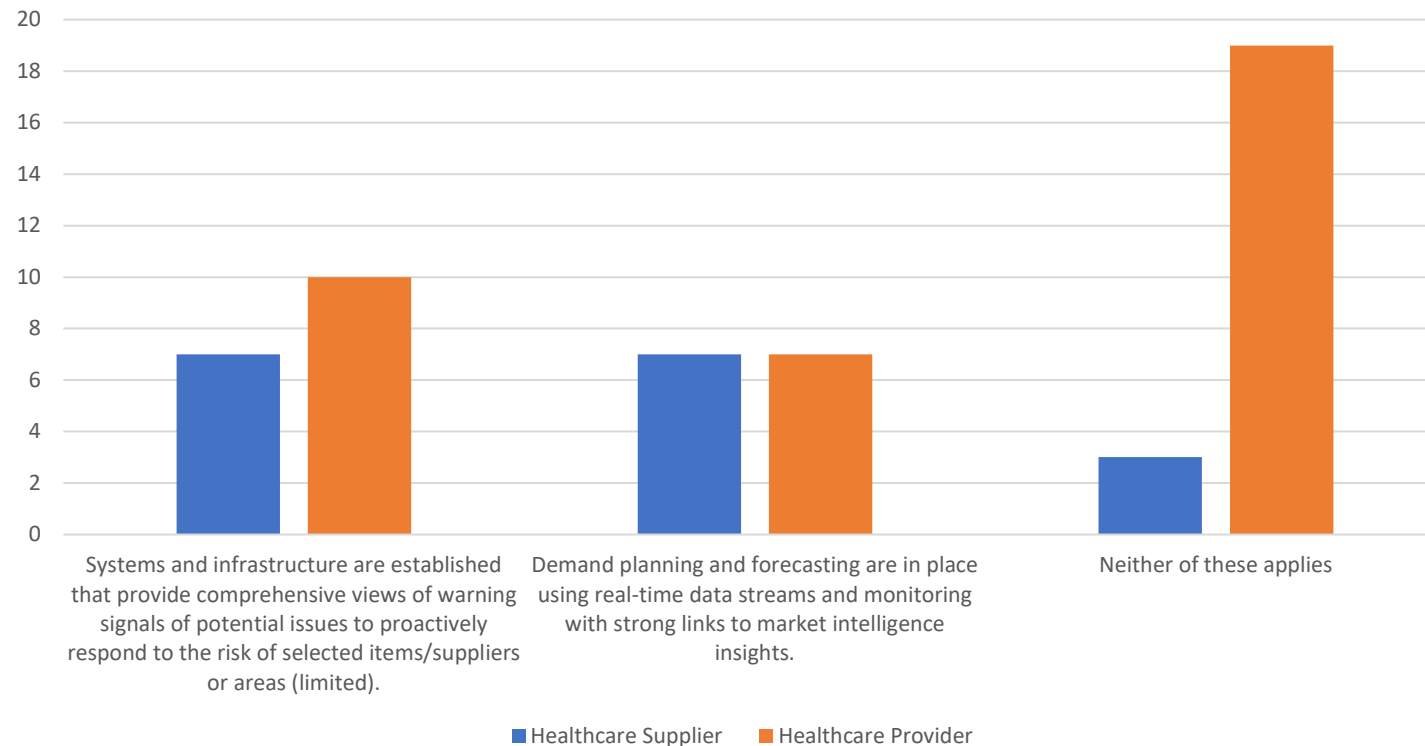
Providers = 33



September 2022 Quick Quiz Results

SMI Resilience Maturity Model – Gathering Baseline Data

Level 3, Resilient, Infrastructure & Analytics - which of these describes your level of resilience today? Check all that apply:



Responses:

Suppliers = 12

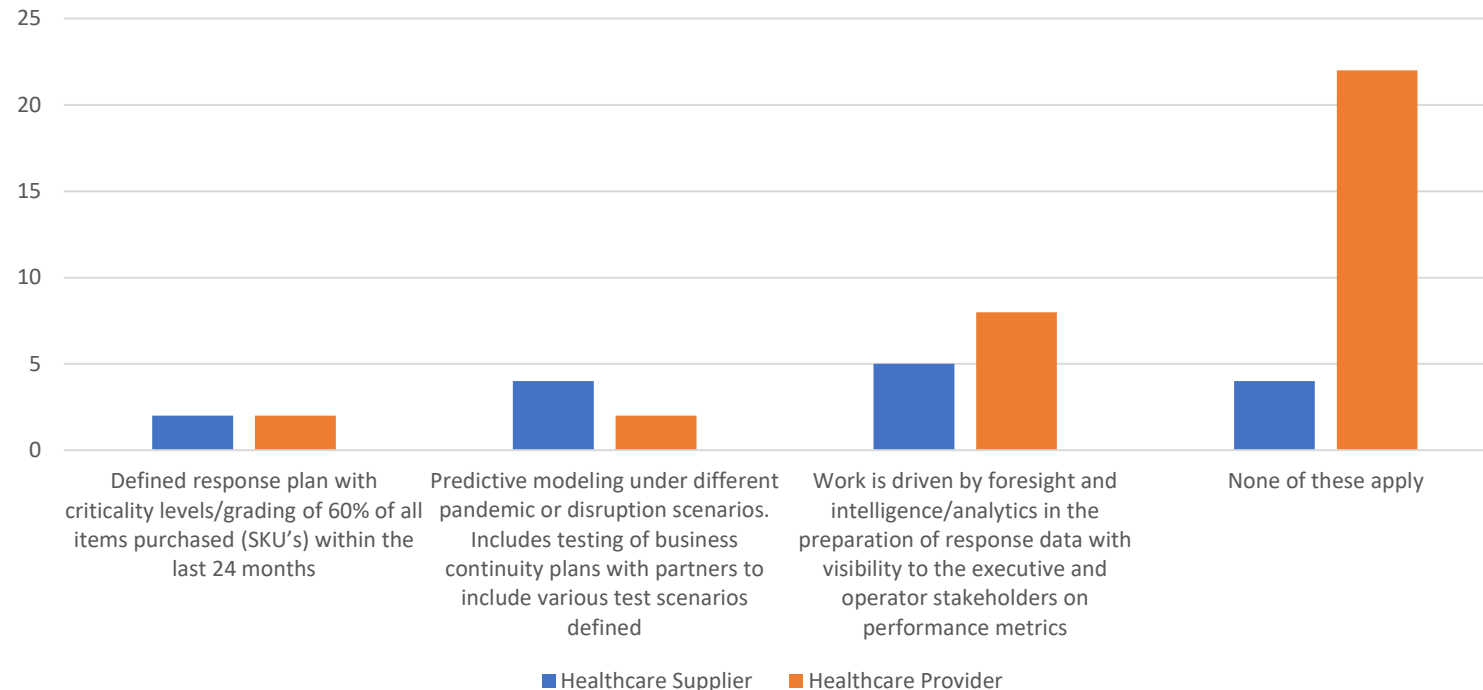
Providers = 33



September 2022 Quick Quiz Results

SMI Resilience Maturity Model – Gathering Baseline Data

Level 4, Immunity, Scope & Service - which of these describes your level of resilience today? Check all that apply:



Responses:

Suppliers = 11

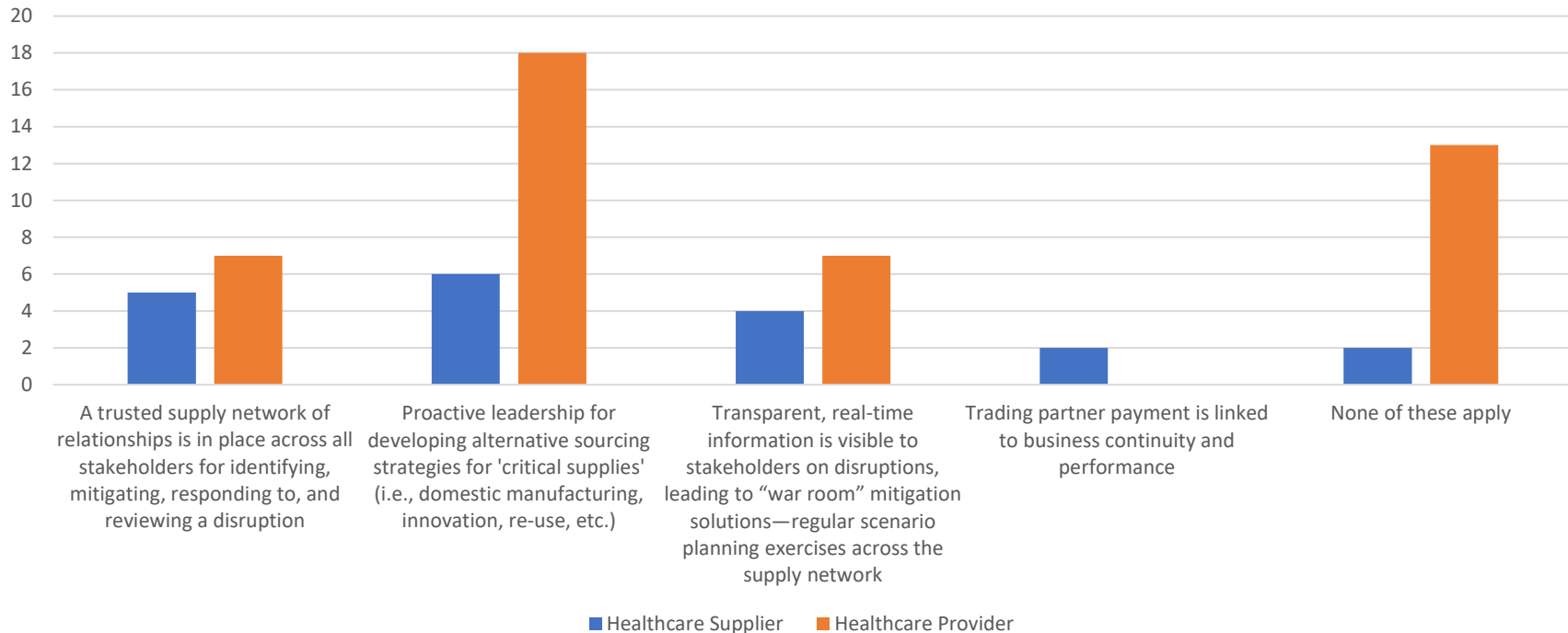
Providers = 33



September 2022 Quick Quiz Results

SMI Resilience Maturity Model – Gathering Baseline Data

Level 4, Immunity, Communications & Partnership - which of these describes your level of resilience today? Check all that apply:



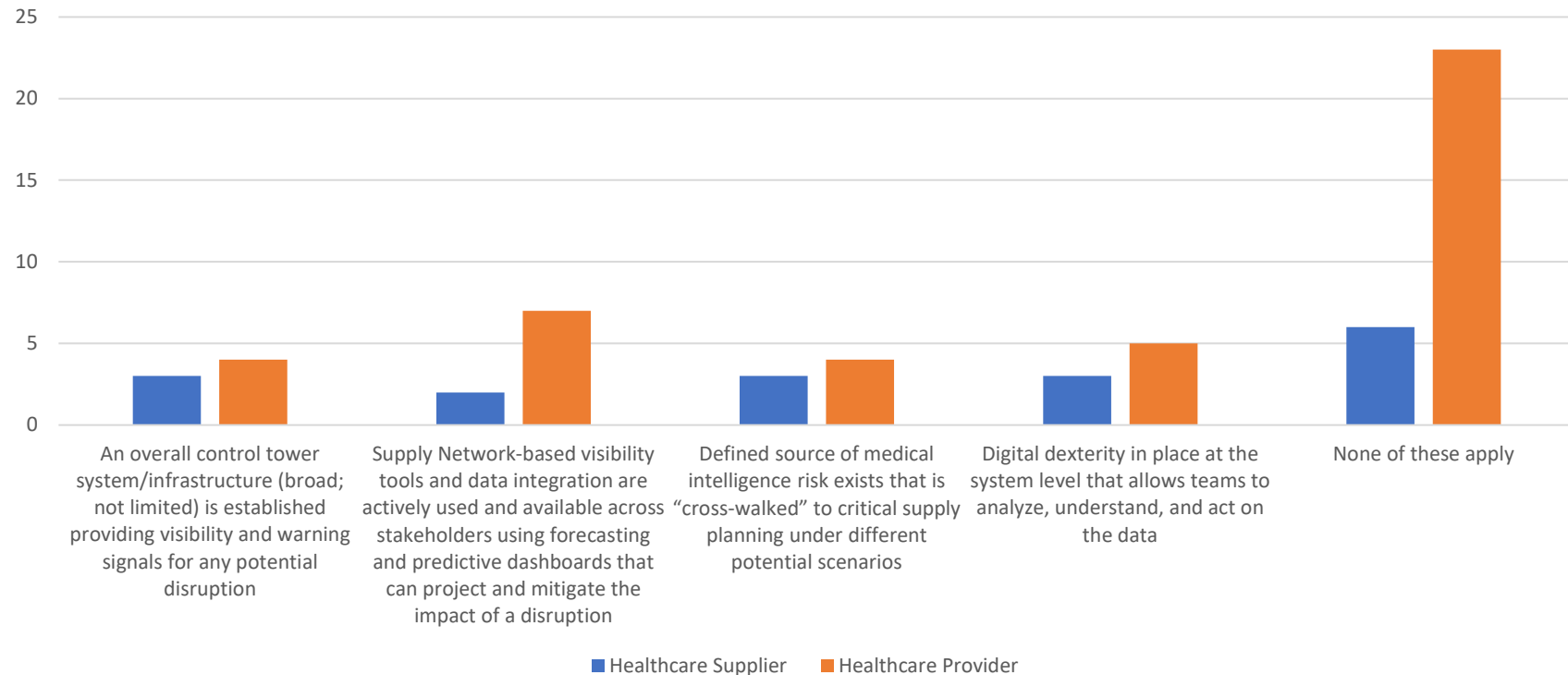
Responses:
Suppliers = 11
Providers = 33



September 2022 Quick Quiz Results

SMI Resilience Maturity Model – Gathering Baseline Data

Level 4, Immunity, Infrastructure & Analytics - which of these describes your level of resilience today?



Responses:

Suppliers = 11

Providers = 33



September 2022 Quick Quiz Results

SMI Resilience Maturity Model – Gathering Baseline Data

SMI Average Scores

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

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*



September 2022 Quick Quiz Results

SMI Resilience Maturity Model – Gathering Baseline Data

Score distribution by type	0-100	% of Total	101-200	% of Total	201-300	% of Total	300+	% of Total
Healthcare Supplier	5	36%	5	36%	1	7%	3	21%
Healthcare Provider	13	34%	11	29%	10	26%	4	11%

Total Potential Score @ 100% (Aspirational) = 510 Points



September 2022 Quick Quiz Results

SMI Resilience Maturity Model – Gathering Baseline Data

You can access the full SMI Resilience Maturity Model here:
https://smi.memberclicks.net/index.php?option=com_mcform&view=n_gforms&id=2130144#!/



Resilience Maturity Model (RMM)

	Scope & Service <i>what</i>	Communication & Partnership <i>approach</i>	Infrastructure & Analytics <i>how</i>
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.	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.	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.	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.
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.	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	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 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.	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.
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.	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.	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. 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.	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
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.	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.	Internal: Taskforce(s) established with clinical stakeholders to proactively review clinically 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.	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.

INCREASING RESILIENCE



September 2022 Quick Quiz Results

SMI Resilience Maturity Model – Gathering Baseline Data

Appendix – RMM Scoring Detail



September 2022 Quick Quiz Results

SMI Resilience Maturity Model – Gathering Baseline Data

Scoring – Scope & Service



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

what

Criticality	Risk Mitigation	Dedicated Team
<p>Defined response plan with criticality levels/grading of 60% of all items purchased (SKU's) within the last 24 months</p> <p>40 Points</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>40 Points</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>40 Points</p>
<p>Defined response plan with criticality levels/grading of 40% of all items purchased (SKU's) within the last 24 months</p> <p>30 Points</p>	<p>Risk mitigation and controls in place that include a shared business continuity plan with partners/suppliers and collaborators</p> <p>30 Points</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>30 Points</p>
<p>Criticality levels/grading of 20% of all items purchased (SKU's) within the last 24 months</p> <p>20 Points</p>	<p>Risk mitigation in place for key identified suppliers/products in advance of any potential disruption combined with strategic stockpiling.</p> <p>20 Points</p>	<p>Dedicated team focused on resiliency preparedness and response which reflects as a top priority for the organization's executive team</p> <p>20 Points</p>
<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>10 Points</p>	<p>Basic emergency disaster scenarios and response (i.e., emergency carts) established. Risk identification planning occurs periodically.</p> <p>10 Points</p>	<p>Leadership within Supply Chain has some level of dedicated personnel that leads and establishes a supply disruption response strategy.</p> <p>10 Points</p>



September 2022 Quick Quiz Results

SMI Resilience Maturity Model – Gathering Baseline Data

Scoring – Communication & Partnership



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.

Communication & Partnership

approach

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.

40 Points

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.

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.

15 Points

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.

15 Points

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.

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.

10 Points

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.

10 Points

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.

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

5 Points

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.

5 Points



September 2022 Quick Quiz Results

SMI Resilience Maturity Model – Gathering Baseline Data

Scoring – Infrastructure & Analytics



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.

Infrastructure & Analytics

how

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.

40 Points

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.

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.

30 Points

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.

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.

20 Points

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.

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..

10 Points



September 2022 Quick Quiz Results

SMI Resilience Maturity Model – Gathering Baseline Data

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