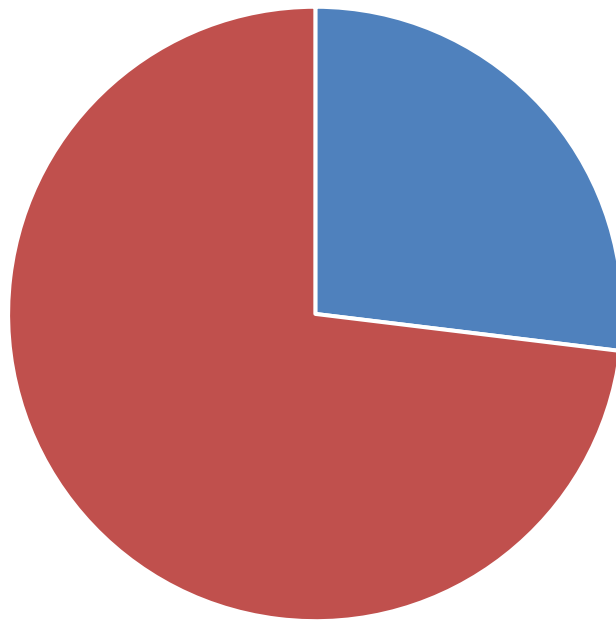




September 2023 Quick Quiz Results with comparison to data from September 2022

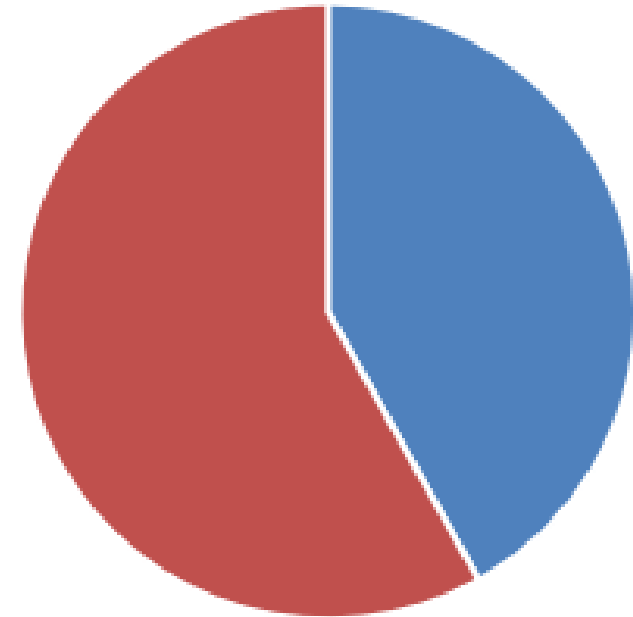
SMI Resilience Maturity Model – Measuring our Progress

2022 Total Responses = 52



■ Healthcare Industry Partner
■ Healthcare Provider

2023 Total Responses = 43





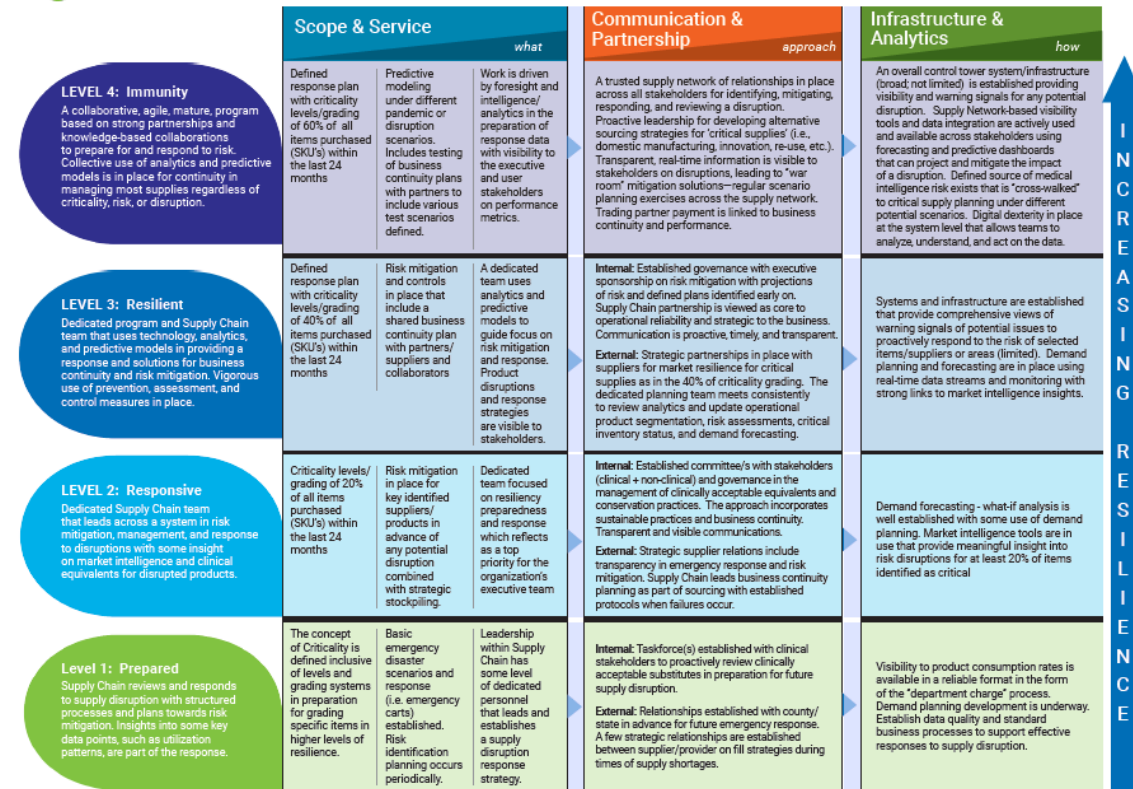
SMI Resilience Maturity Model

Data based on self-assessment and gathered on all elements of SMI's Resilience Maturity Model. 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)

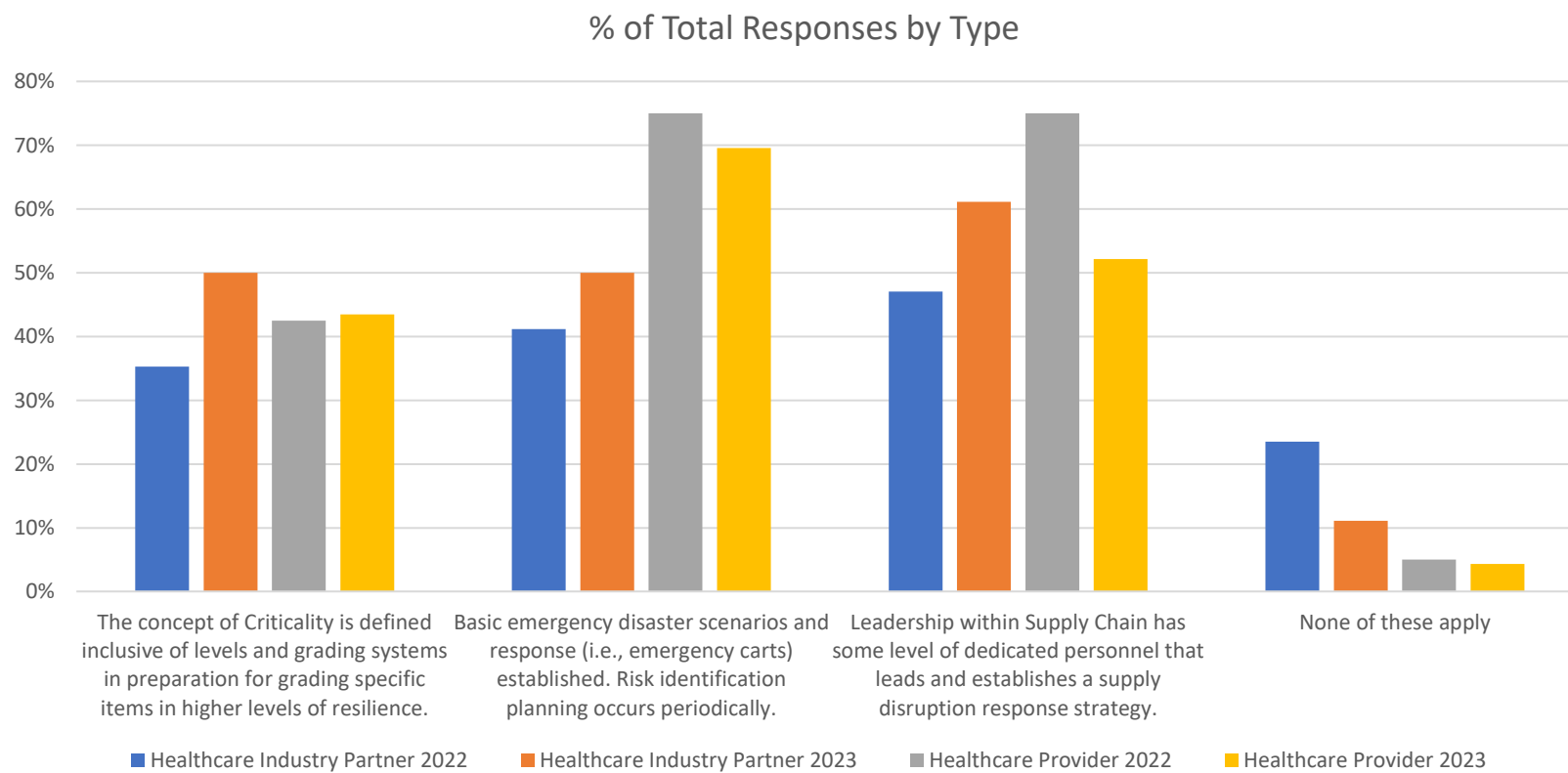




September 2023 Quick Quiz Results

SMI Resilience Maturity Model – Measuring our Progress

Relative to Level 1, Prepared, Scope and Service - which of these describes your level of resilience today? Check all that apply.

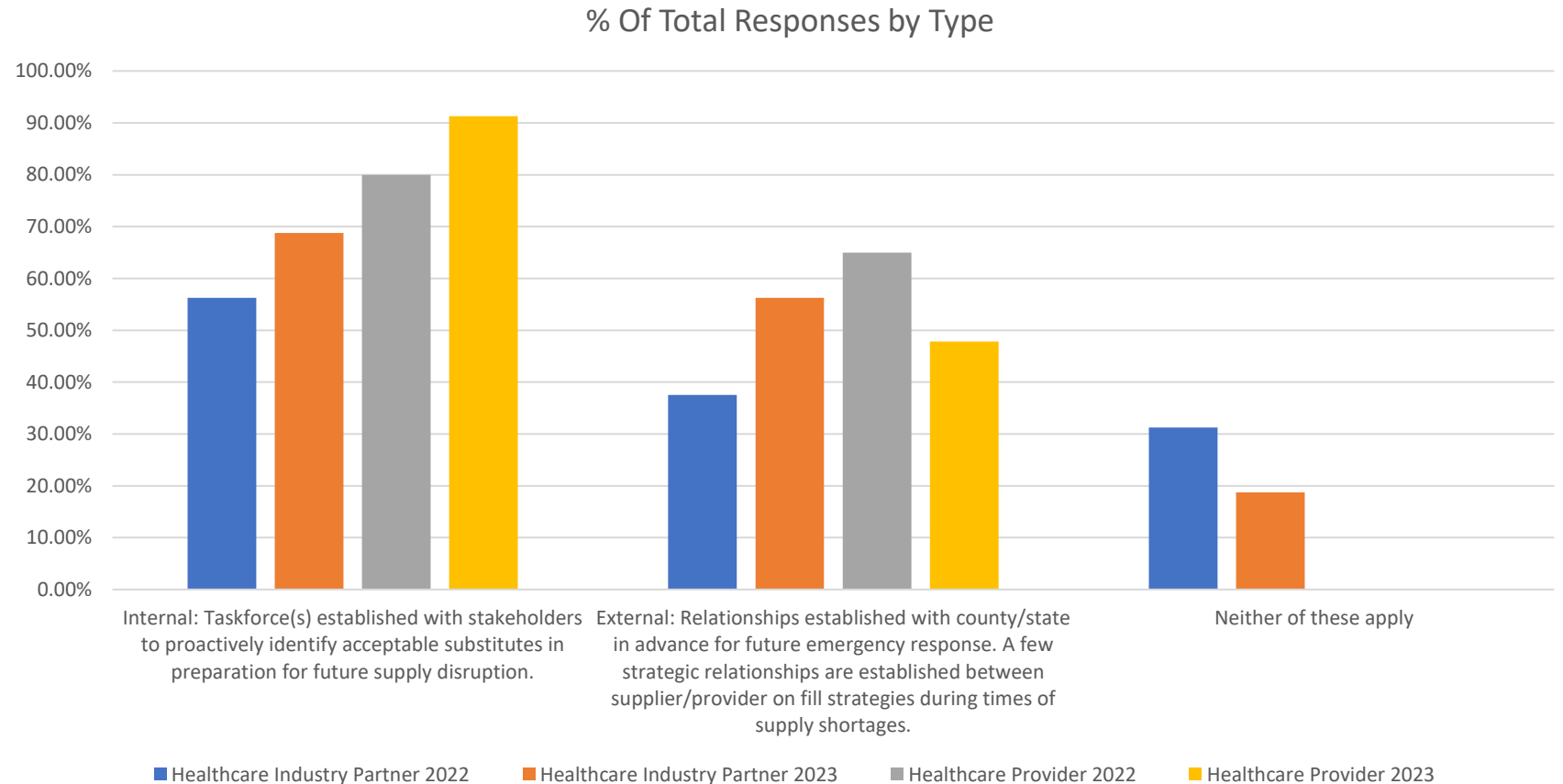




September 2023 Quick Quiz Results

SMI Resilience Maturity Model – Measuring our Progress

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

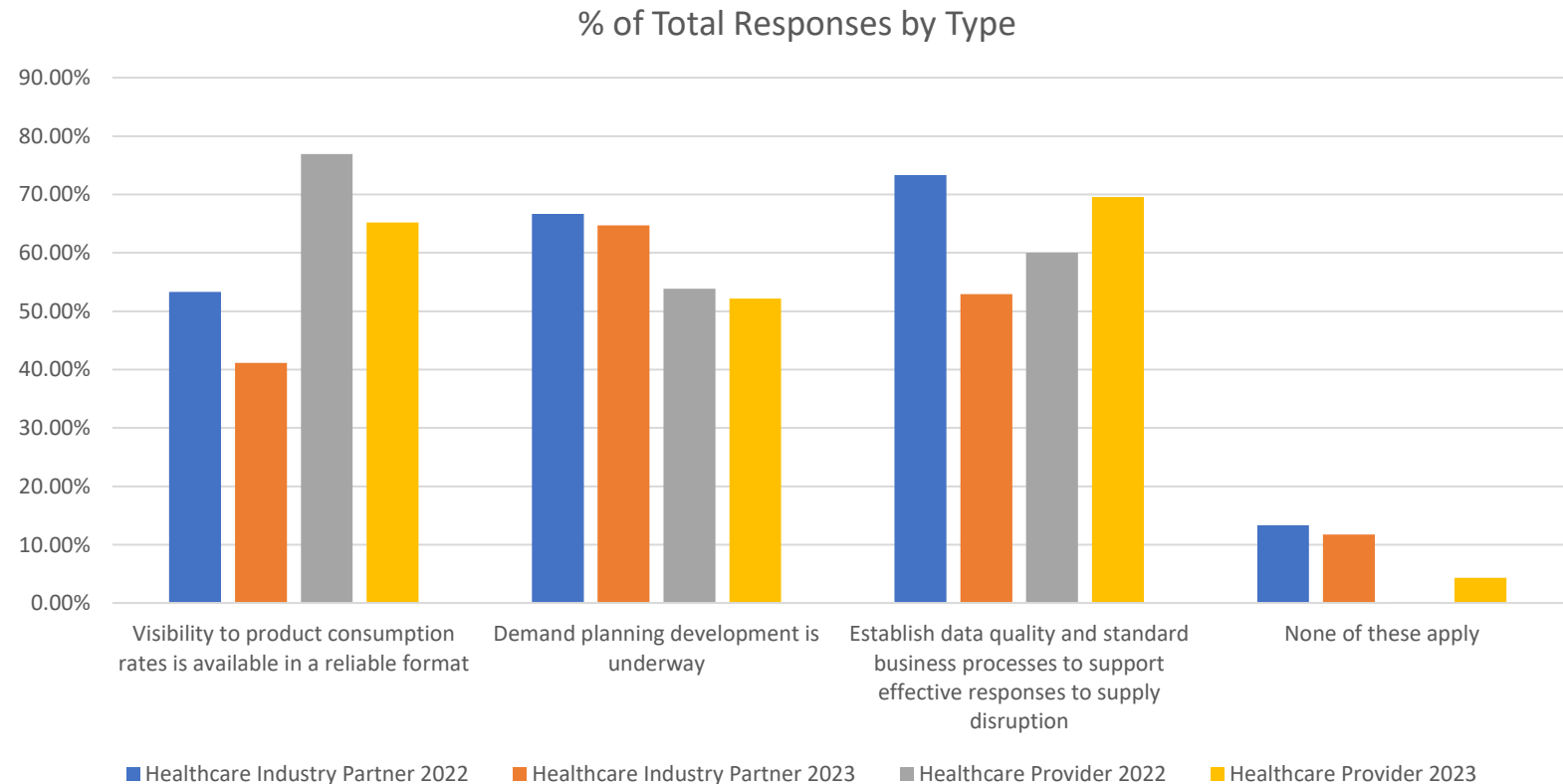




September 2023 Quick Quiz Results

SMI Resilience Maturity Model – Measuring our Progress

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

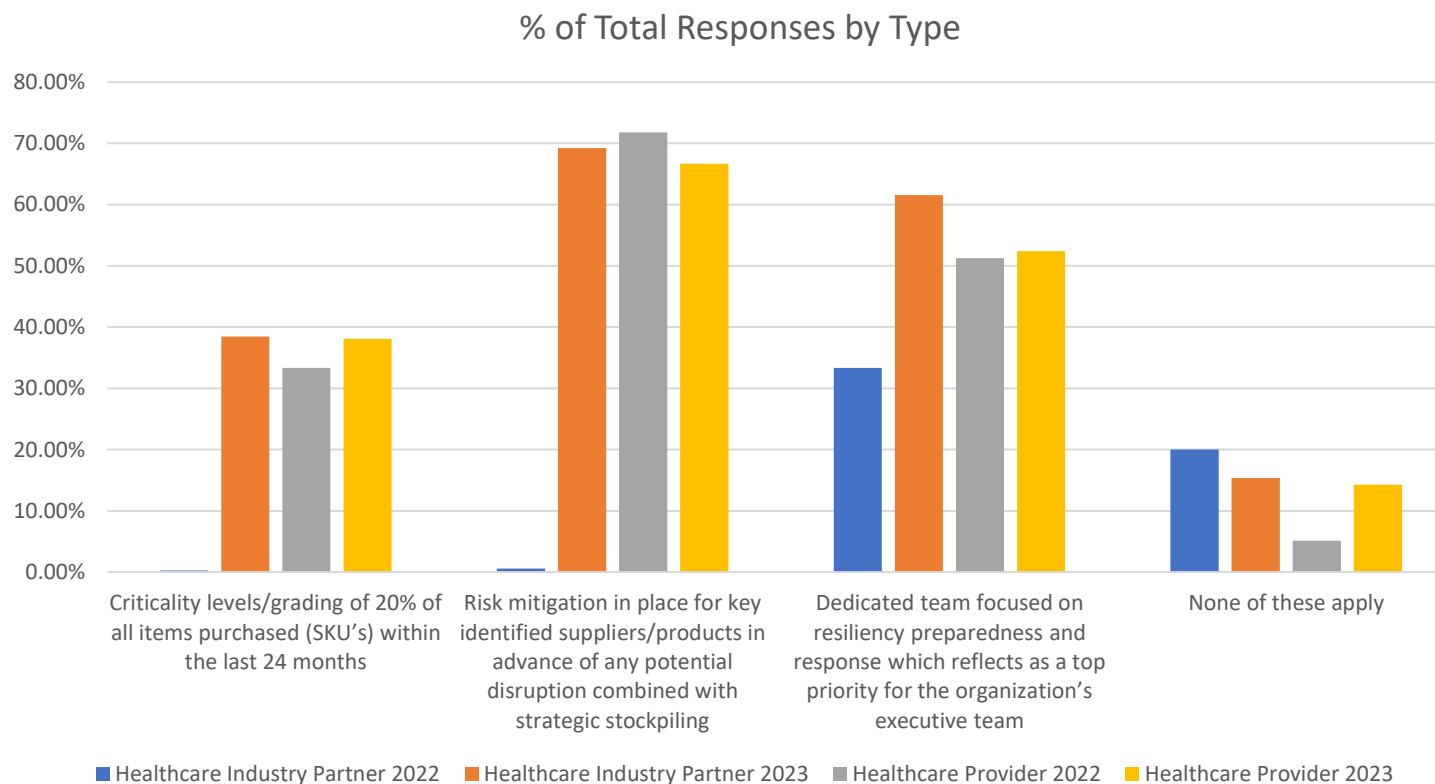




September 2023 Quick Quiz Results

SMI Resilience Maturity Model – Measuring our Progress

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

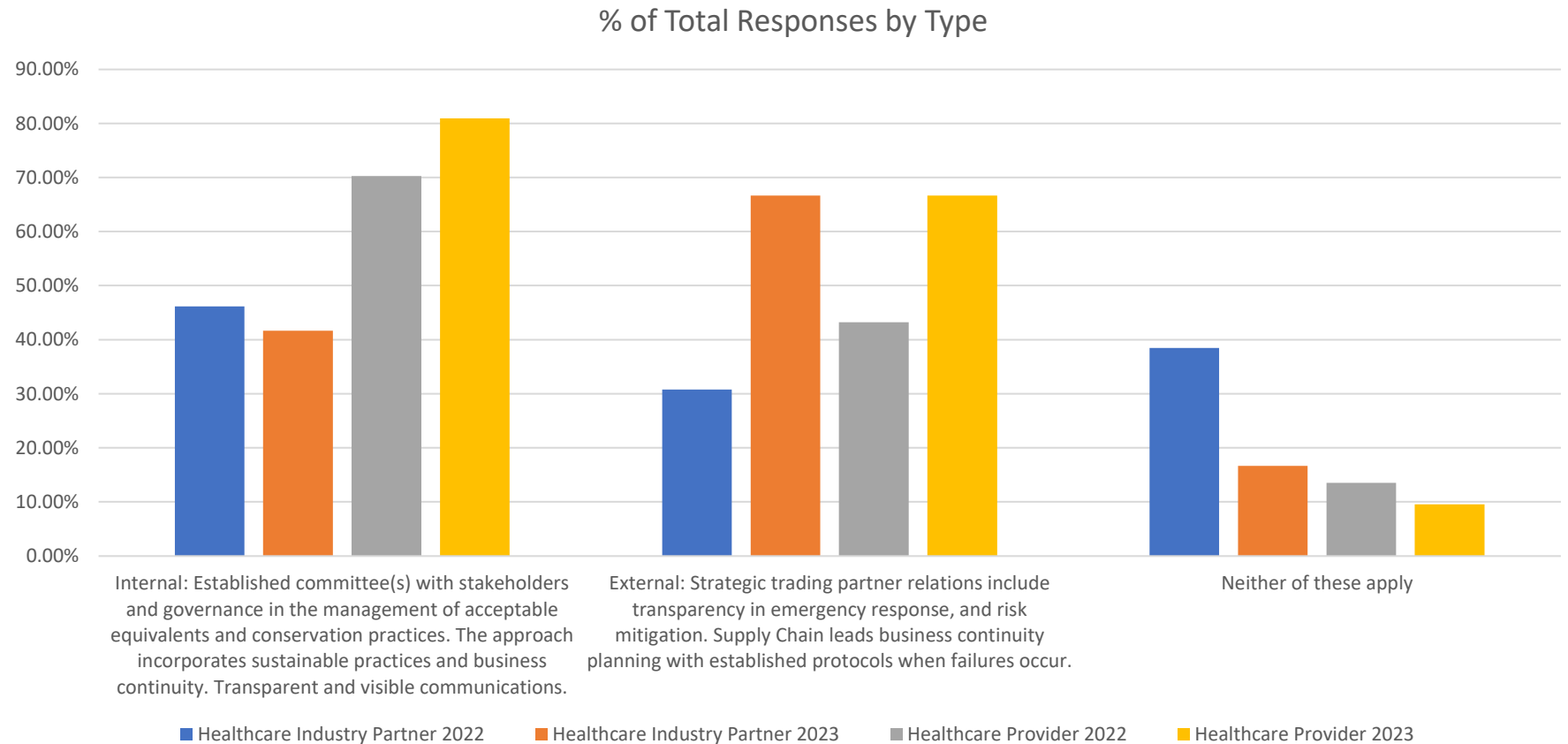




September 2023 Quick Quiz Results

SMI Resilience Maturity Model – Measuring our Progress

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

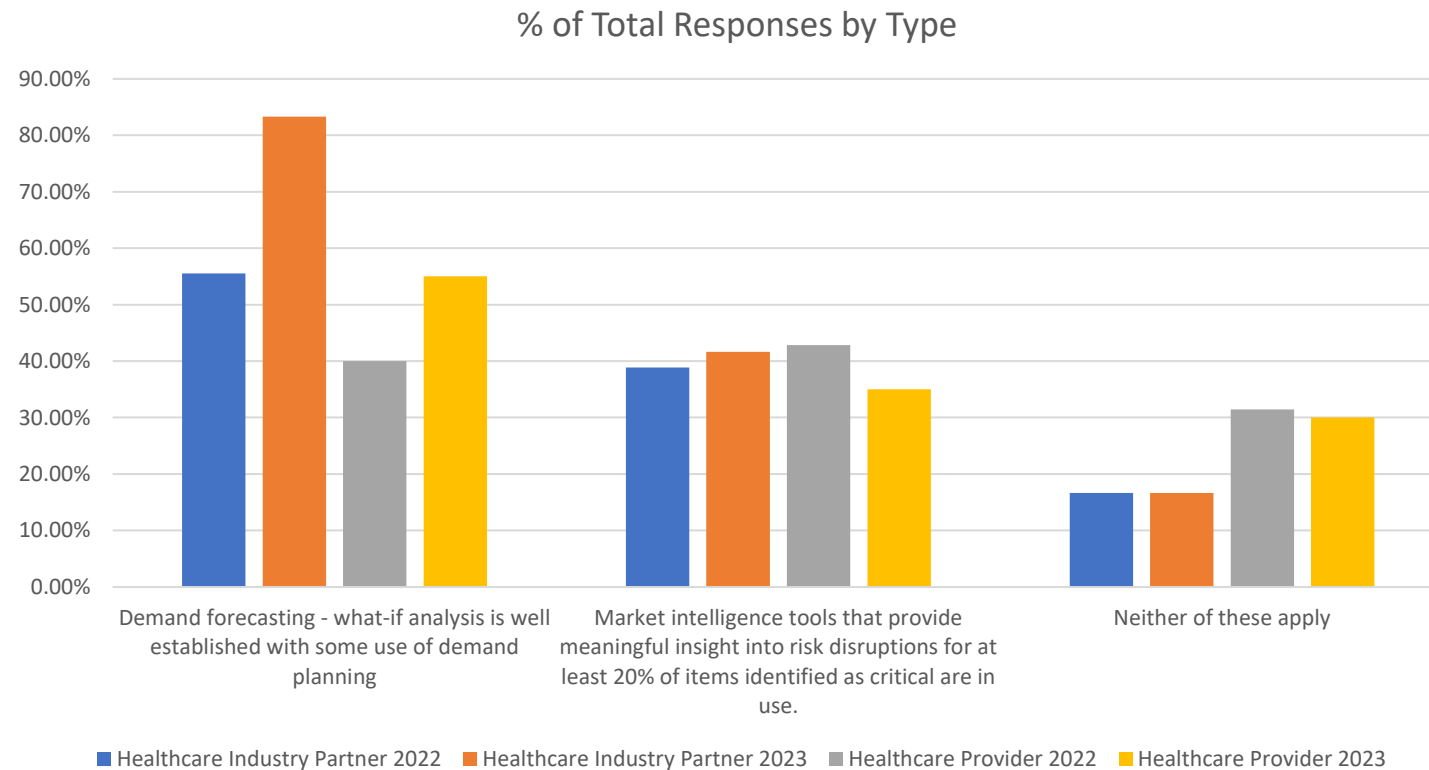




September 2023 Quick Quiz Results

SMI Resilience Maturity Model – Measuring our Progress

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

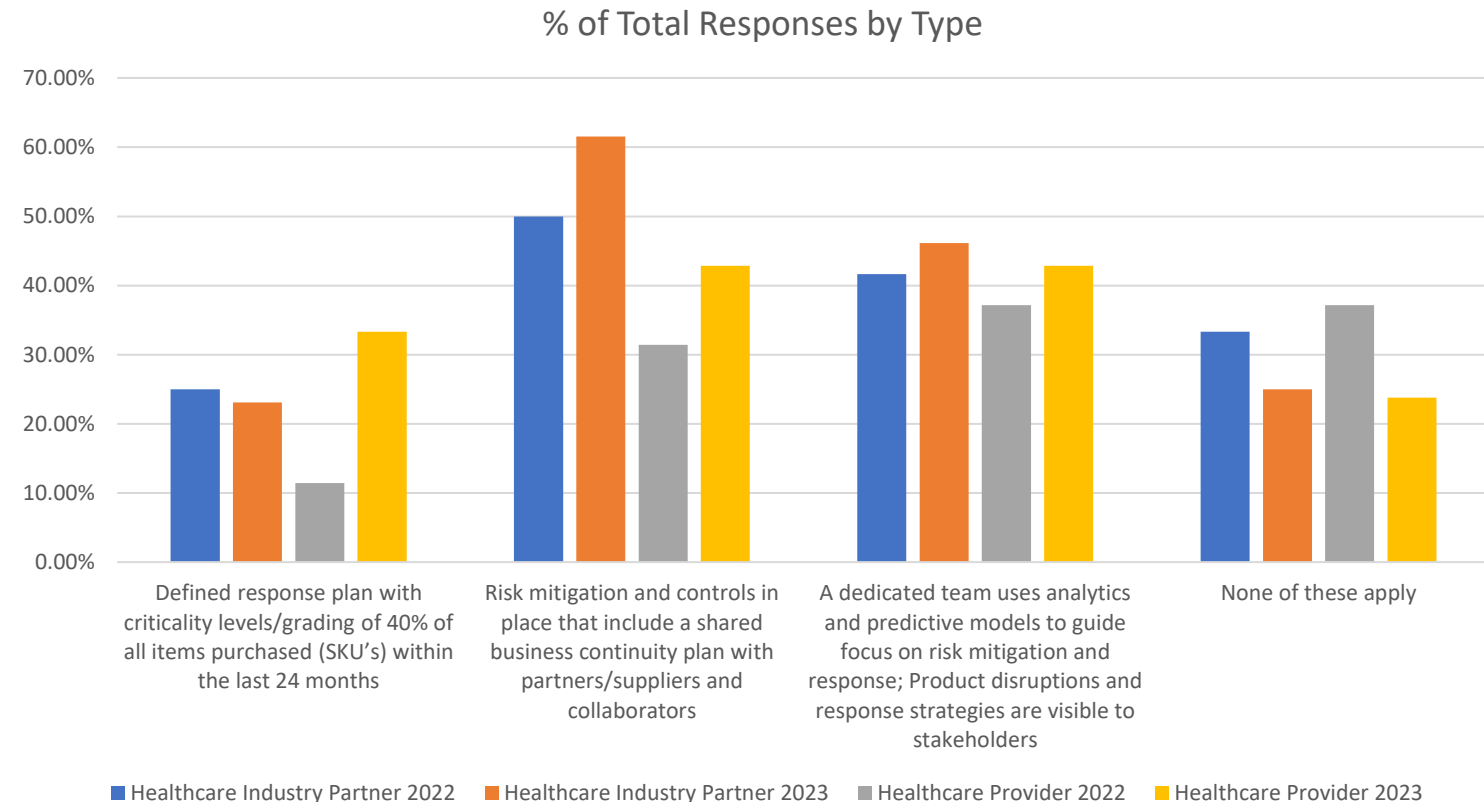




September 2023 Quick Quiz Results

SMI Resilience Maturity Model – Measuring our Progress

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

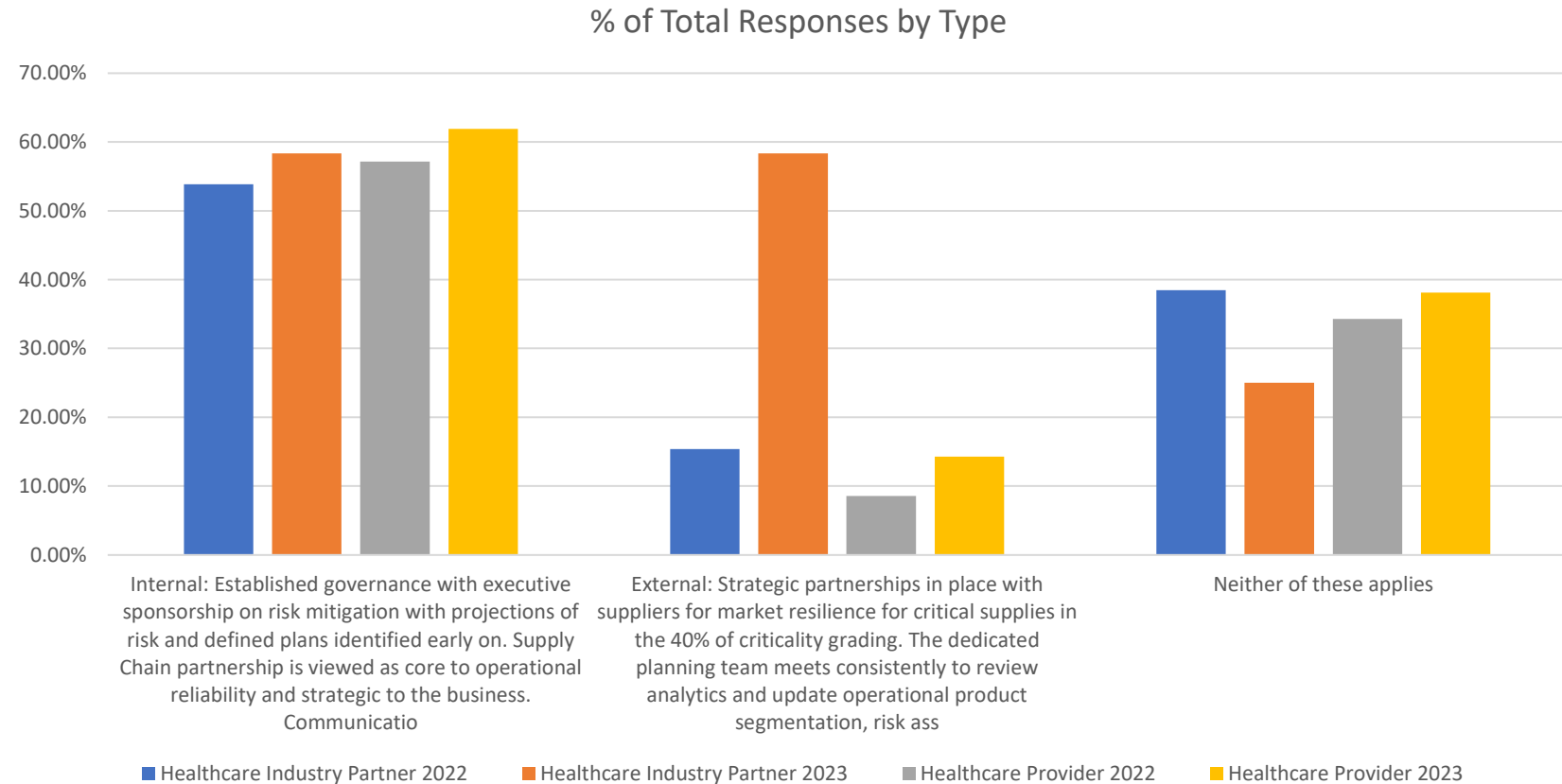




September 2023 Quick Quiz Results

SMI Resilience Maturity Model – Measuring our Progress

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

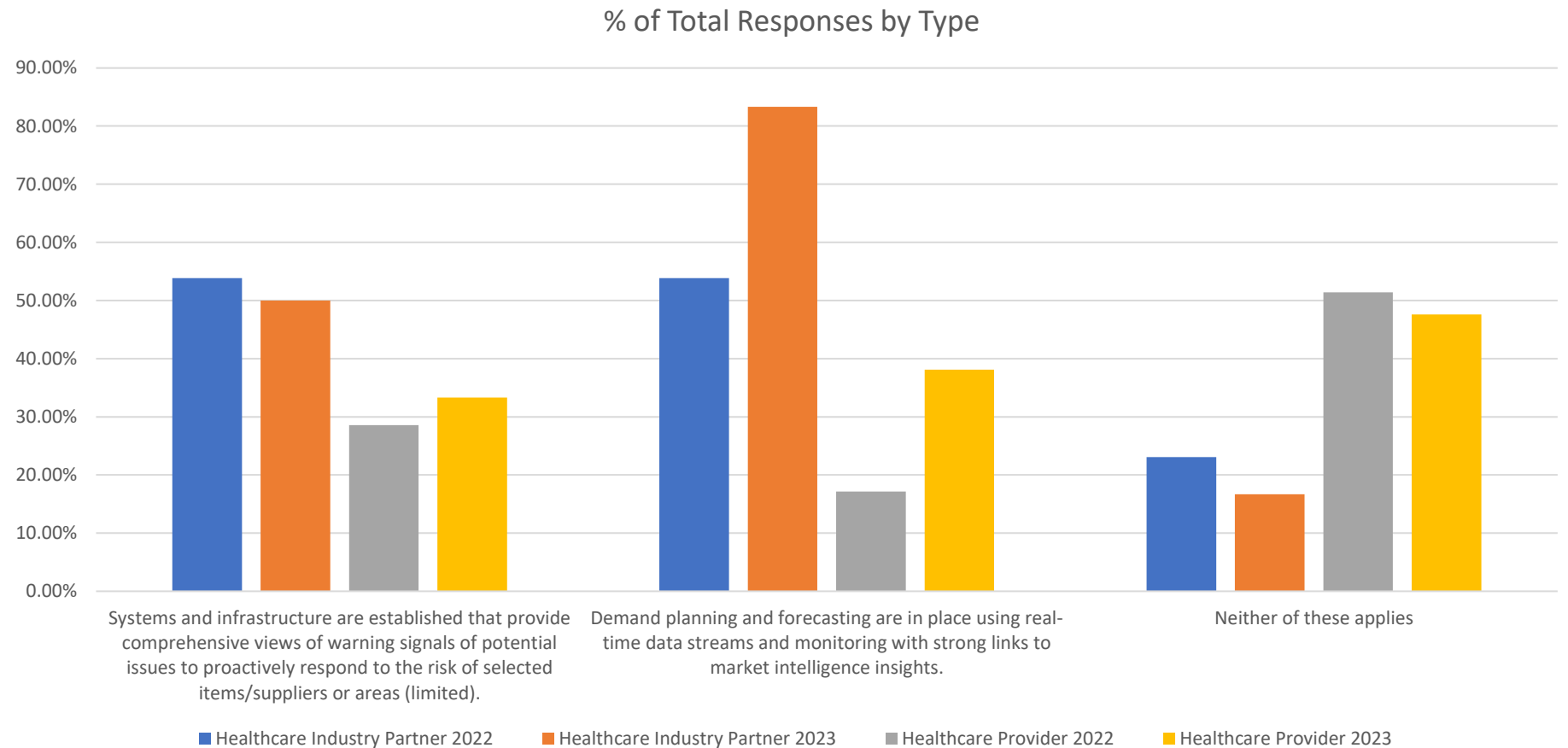




September 2023 Quick Quiz Results

SMI Resilience Maturity Model – Measuring our Progress

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

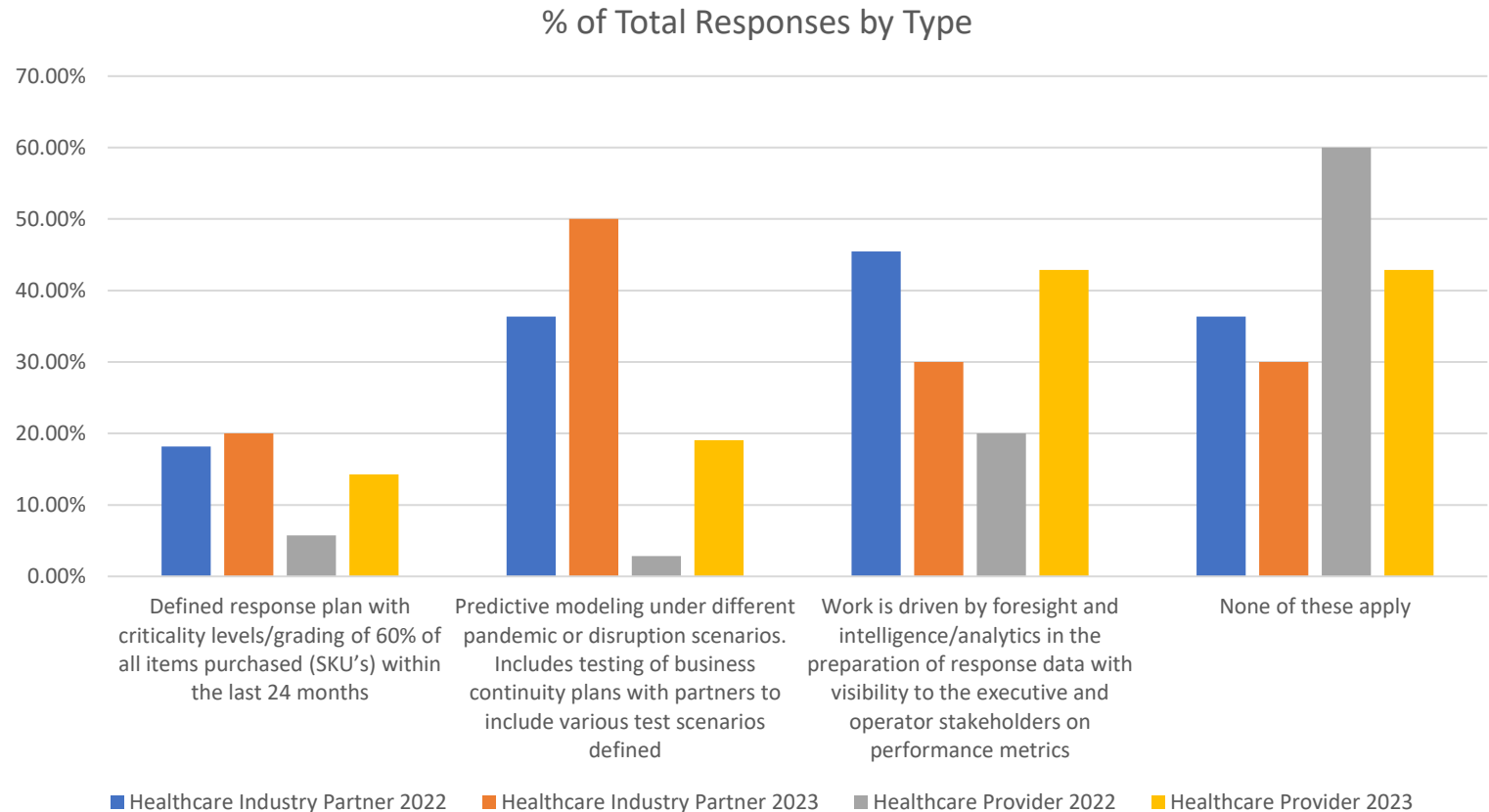




September 2023 Quick Quiz Results

SMI Resilience Maturity Model – Measuring our Progress

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

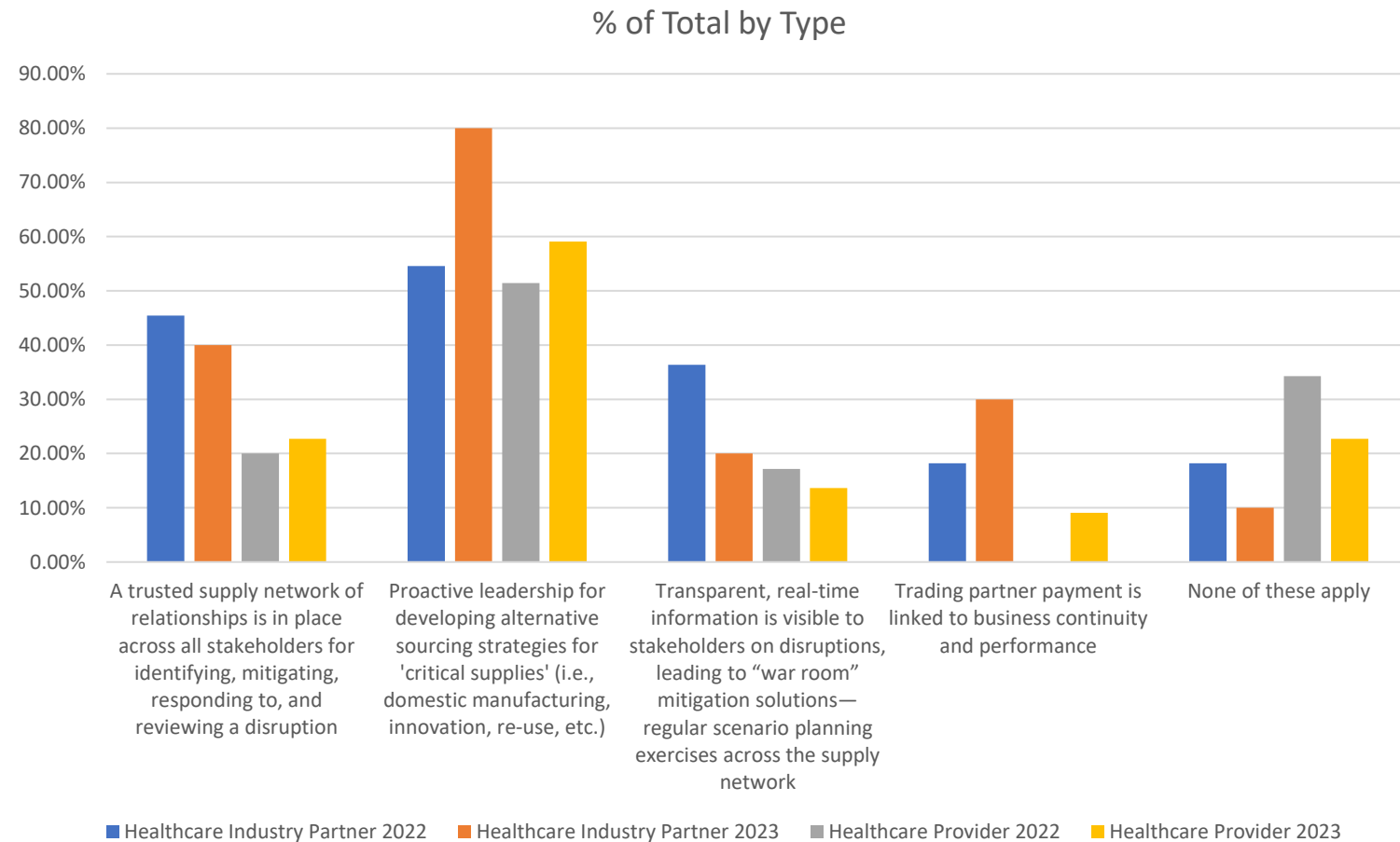




September 2023 Quick Quiz Results

SMI Resilience Maturity Model – Measuring our Progress

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

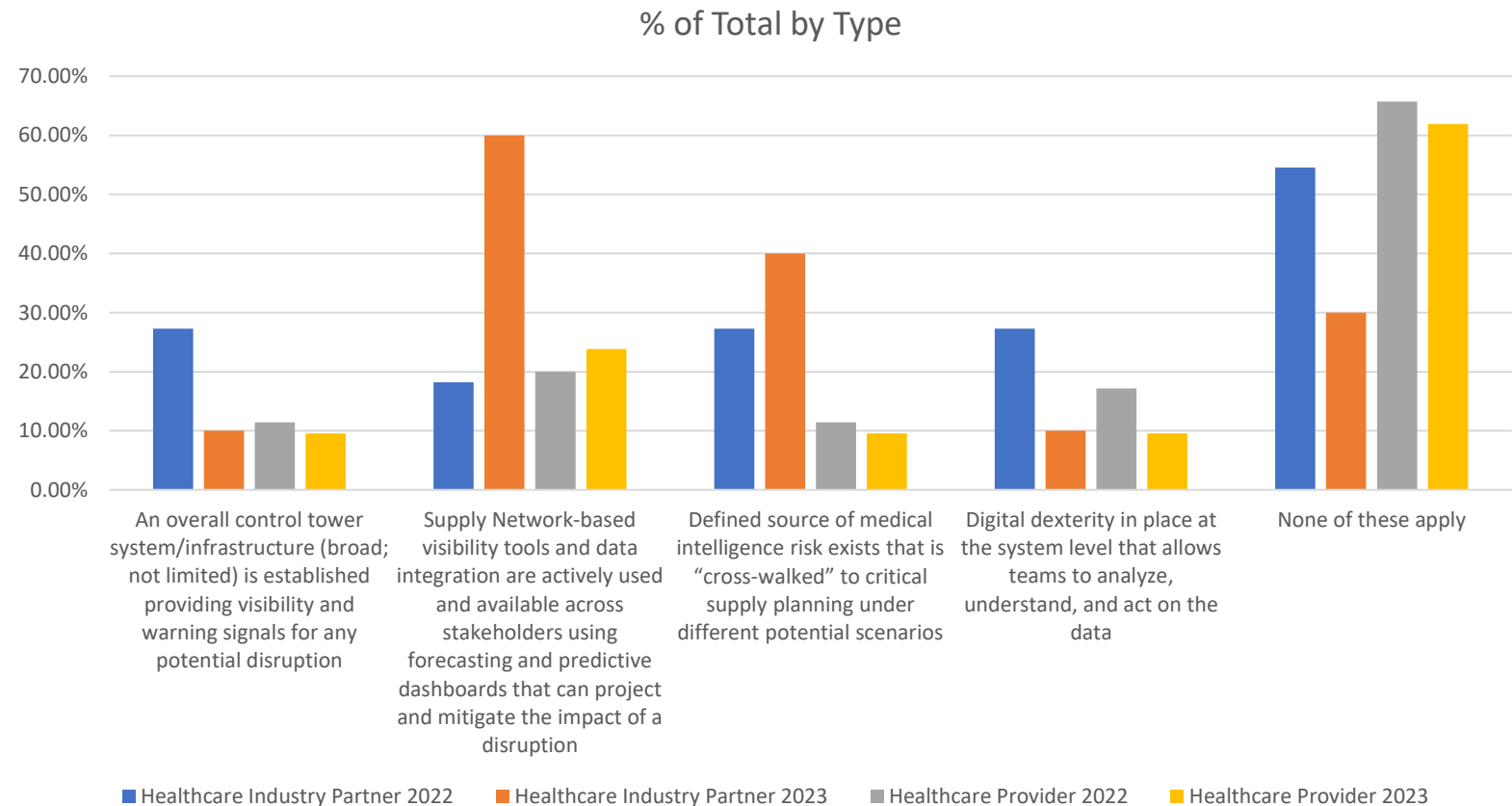




September 2023 Quick Quiz Results

SMI Resilience Maturity Model – Measuring our Progress

Relative to Level 4, Immunity, Infrastructure & Analytics, which of these describes your level of resilience today? Check all that apply.





September 2023 Quick Quiz Results

SMI Resilience Maturity Model – Measuring our Progress

SMI Average Scores	2022	2023
Suppliers =	180	207
Providers =	165	194
All SMI Members Combined =	169	199

Our supply chain is becoming more resilient!



September 2023 Quick Quiz Results

SMI Resilience Maturity Model – Measuring our Progress

Score distribution by type	0-100 Points % of Total	101-200 Points % of Total	201-300 Points % of Total	300+ Points % of Total
Healthcare Supplier 2022	36%	36%	7%	21%
Healthcare Supplier 2023	14%	21%	23%	21%
Healthcare Provider 2022	34%	29%	26%	11%
Healthcare Provider 2023	27%	27%	23%	23%

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



September 2023 Quick Quiz Results

SMI Resilience Maturity Model – Measuring our Progress

Supplier scores are up at least a bit in 21 of 33 elements measured by the RMM

Biggest Supplier Improvement from 2022-2023

- *Double now have a dedicated resilience team*
- *Triple now have supply network-based visibility tools*
- *Double now have trading partner relations which include transparency in emergency response*
- *And Demand Planning is improving:*
 - *50% increase in suppliers with demand forecasting and what-if analysis*
 - *50% increase in suppliers with proactive leadership of alternative sourcing for “critical” supplies*
 - *50% increase in suppliers with real time data streams feeding demand planning with links to market intelligence*



September 2023 Quick Quiz Results

SMI Resilience Maturity Model – Measuring our Progress

Provider scores are up at least a bit in 23 of the 33 elements measured by the RMM

Biggest Provider Improvement from 2022-2023

- *50% increase in providers with strategic partnerships with transparency in emergency response and risk mitigation*
- *Triple the providers with 40% of all SKU's graded with criticality level*
- *And Demand Planning is improving:*
 - *Double have demand planning and forecasting in place with links to market intelligence*
 - *30% increase in providers with well established what-if analysis for demand planning*
 - *Ninefold increase in providers with predictive modeling and scenario testing with trading partners*
 - *Double have work driven by foresight and analytics*



September 2023 Quick Quiz Results

SMI Resilience Maturity Model – Measuring our Progress

Areas to target for Shared Improvement – Providers and Suppliers

- *Defining what makes a product critical*
- *Grading the criticality of SKUs at all levels*
- *Establishing relationships with external stakeholders (County, etc.) to prepare for future emergency response*
- *Using market intelligence tools that provide meaningful insight into risk disruptions*
- *Establishing systems and infrastructure that provide comprehensive views of warning signals*
- *Achieving the goals in Infrastructure and Analytics in the RMM Level 4*



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	
Defined response plan with criticality levels/grading of 60% of all items purchased (SKU's) within the last 24 months 40 Points	Predictive modeling under different pandemic or disruption scenarios. Includes testing of business continuity plans with partners to include various test scenarios defined. 40 Points	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. 40 Points	
Defined response plan with criticality levels/grading of 40% of all items purchased (SKU's) within the last 24 months 30 Points	Risk mitigation and controls in place that include a shared business continuity plan with partners/suppliers and collaborators 30 Points	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. 30 Points	
Criticality levels/grading of 20% of all items purchased (SKU's) within the last 24 months 20 Points	Risk mitigation in place for key identified suppliers/products in advance of any potential disruption combined with strategic stockpiling. 20 Points	Dedicated team focused on resiliency preparedness and response which reflects as a top priority for the organization's executive team 20 Points	
The concept of Criticality is defined inclusive of levels and grading systems in preparation for grading specific items in higher levels of resilience. 10 Points	Basic emergency disaster scenarios and response (i.e., emergency carts) established. Risk identification planning occurs periodically. 10 Points	Leadership within Supply Chain has some level of dedicated personnel that leads and establishes a supply disruption response strategy. 10 Points	



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

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