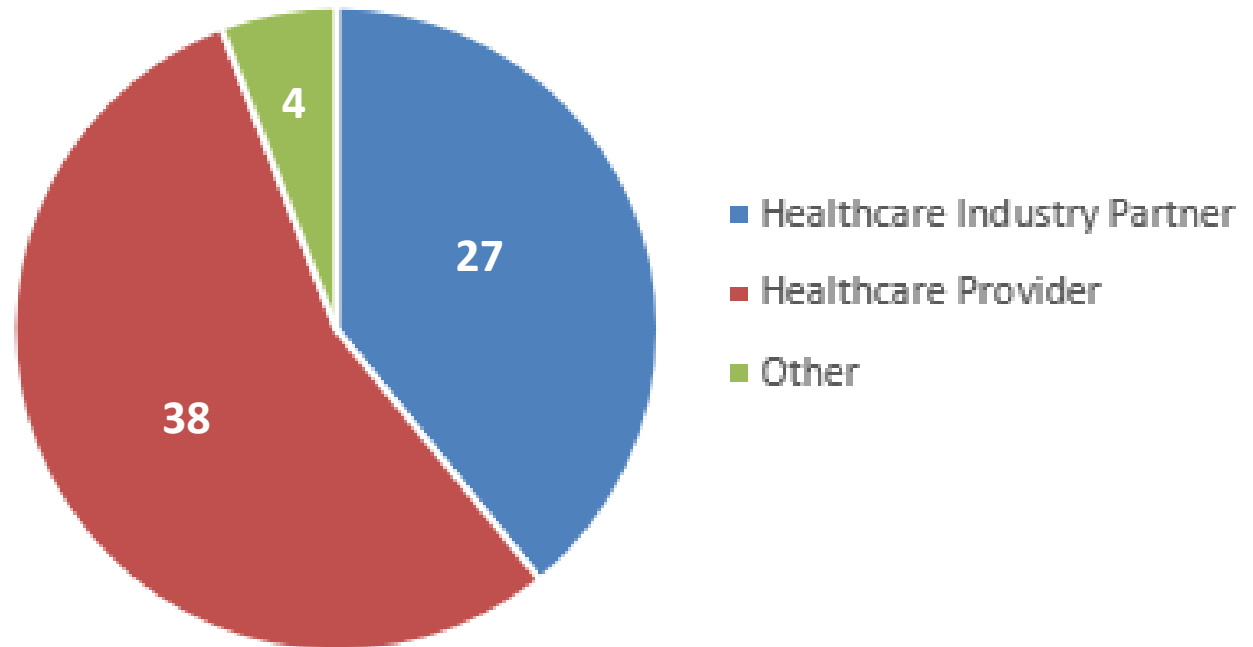




**July 10 2023 Quick Quiz Results**

## Insights on Supply Chain Transformation

Total Responses = 69



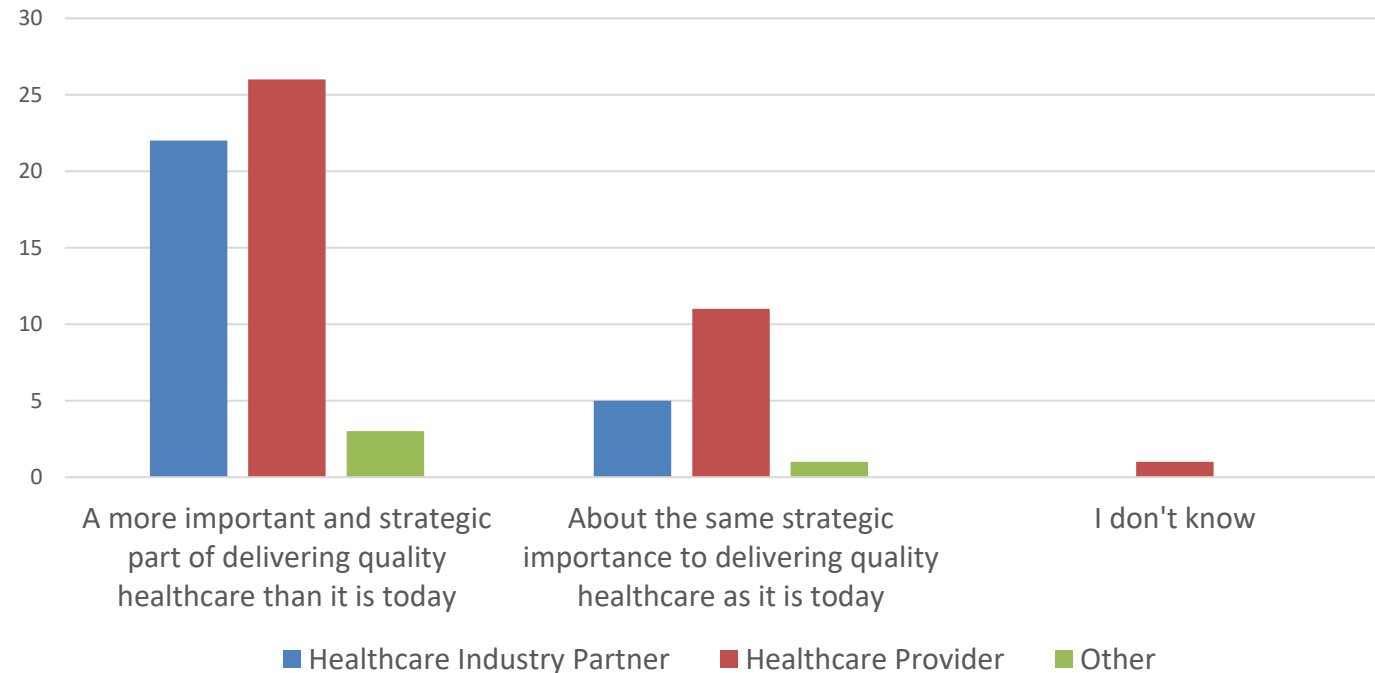
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## July 10 2023 Quick Quiz Results

### Insights on Supply Chain Transformation

Do you expect that the Healthcare Supply Chain over the next 5 years will be:

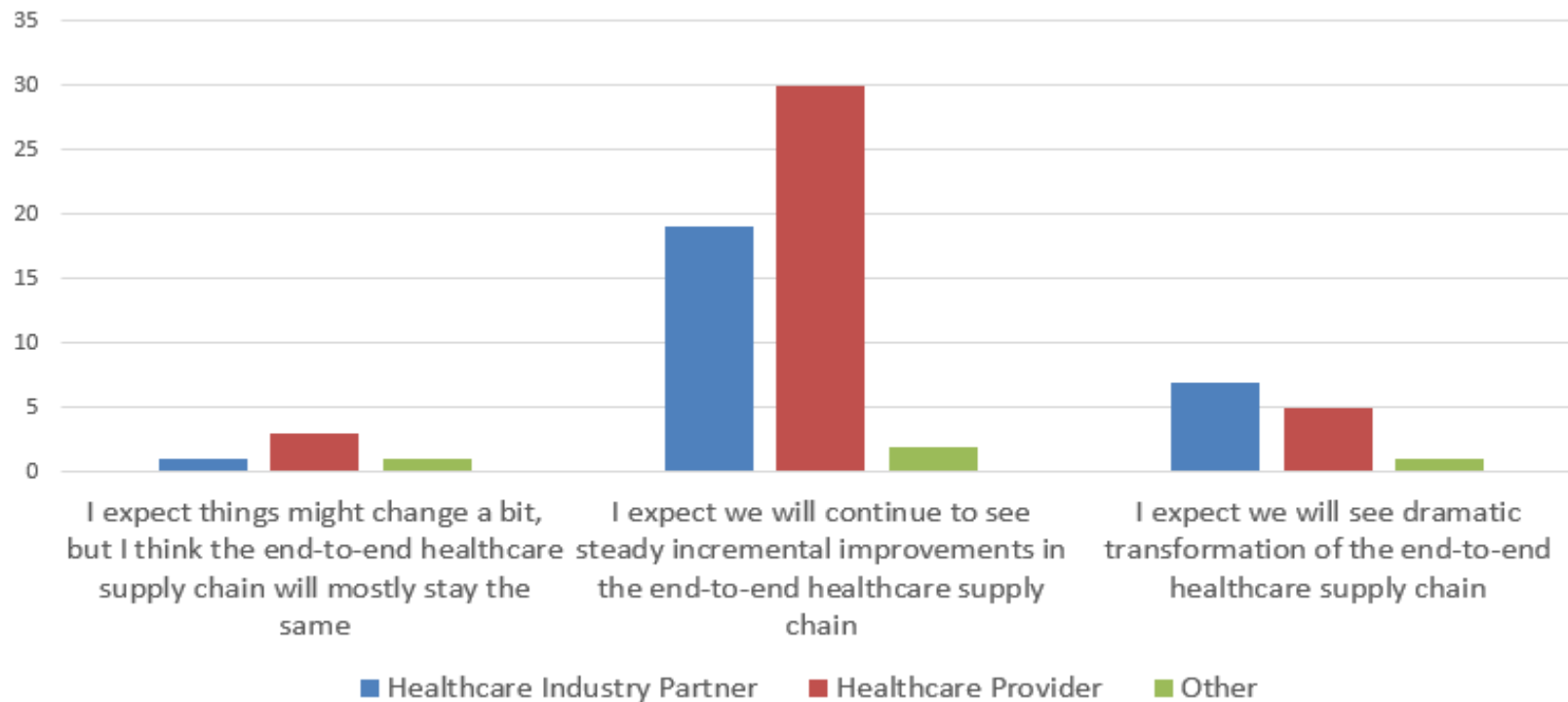




## July 10 2023 Quick Quiz Results

### Insights on Supply Chain Transformation

To what degree do you anticipate changes in the end-to-end healthcare supply chain over the next 5 years?





## July 10 2023 Quick Quiz Results

### Insights on Supply Chain Transformation

**Optional: What influenced your response to the question about changes to the end-to-end supply chain over the next 5 years?**

**Healthcare Providers offered their thoughts:**

As technology continues to advance and improve, I believe it will be transformational for organizations. It certainly will be for ours.
The maturity of each healthcare system will determine the speed in which improvements are made and the amount that their leadership is willing to invest in those improvements.
The growth of organizations implementing CSC's will only bring incremental change because the industry is slow to change without a significant number of organization's changing.
Hard to turn the Titanic.
I don't see anything radical on the horizon; I think we will continue a slow and steady improvement to "how retail does it" -
Coupled with the widespread roll-out of AI platforms focused on improving visibility and decision-making within all sectors of supply chain, manufacturers are now challenged with reduced demand, continued inflationary pressures and a volatile workforce (not to mention the effects stemming from political tensions between warring countries) has created a need to streamline manufacturing efficiencies and reduce costs to remain competitive.
History has shown that once things go back to "normal", so do the processes. The only way things will change permanently is if there is a financial gain by using the new process.

The global supply chain continues to struggle to get back to pre-COVID operations, that impact will continue to influence the healthcare supply chain
It is dependent on the leaders in supply chain and their ability to remain at the table and influencing.
Our industry and our own leadership can be resistant to change. We get stuck in the mud around the same ideas, our industry is subject to the same financial pressures as always, there has been some progress around sharing risk but for the most part health systems are protective and suppliers profit centric, and we have not made any real meaningful progress in developing education tools to the broad healthcare supply chain to invest in our next gen leadership. Our association partners do what they can but are underfunded and under-resourced. Conferences can help, but those should not serve as our primary education outlet.
Healthy mix of optimism and pessimism. We know transformation is needed, but healthcare moves slow with change (e.g., UDI).
The healthcare model is forever developing in an attempt to reduce the cost of care and at the same time increase access to underserved patient populations and quality of life for all.



## July 10 2023 Quick Quiz Results

### Insights on Supply Chain Transformation

**Optional: What influenced your response to the question about changes to the end-to-end supply chain over the next 5 years?**

#### More thoughts from Healthcare Providers:

Outcomes from the pandemic combined with supply disruptions and the quantity of supply disruptions. Also, the need to have more local control of the end-to-end supply chain.

The shift of patient care from acute to sub acute settings, including the home, are challenging the current models. Transformation is not an option. It is critically important for health systems to stay in the game.

Other competing priorities will require Executives to make tough decisions requiring where to invest which in supply chain accelerate efficiency.

expanded broad category management over contracts and trading partner transactions (including Service).

Long history of inability to come together as an industry and actually change

I think we will continue to see ways that "data" will impact supply chain...and more open communication between trading partners.

Historical progress on other industry initiatives and that majority of health systems are mid/small with limited resources

There are many players in the supply chain continuum. Change will take time. I don't anticipate an overnight transformation.

Our current environment and the increased importance of Supply Chain within my organization. Also, the organization and specifically departments heads that have worked independently historically are looking for Supply Chain to support and integrate into their strategies and key decisions.

Our collective drive to multi-source, and the prioritization to on-shore or near-shore supply chain value streams.

Recognition and impact of non-labor spend on operating costs

Global instability, market consolidation, impact of tech modernization of supply chain, generational turnover

Expanded use of AI and specification driven processes that enhance the use of products and services



## July 10 2023 Quick Quiz Results

### Insights on Supply Chain Transformation

**Optional: What influenced your response to the question about changes to the end-to-end supply chain over the next 5 years?**

**Healthcare Industry Partners also had input to share:**

Need - we need to improve healthcare supply chain as a national priority & it's finally starting to get the attention it deserves.
The number of major IDNs getting into Self Distribution/Sourcing and aligning with non-traditional partners.
That constant refinement and sourcing of many material sources will continue to evolve.
The lack of a large industry leader in healthcare (i.e., Walmart in retail) stymies the ability to bring vast change quickly.
The industry and global supply chain has become too dynamic to not change, but I do not see monumental shifts either without another global event.

Change is a constant but change in healthcare is generally more gradual than rapid as dynamic industry.
A focus on resiliency within the industry and new technologies to support that goal.
As care continues to shift to alternative sites and models, supply chain will need to adapt to become less acute care focused and a more responsive service organization
Technology & innovation enhancements as well as supplier & provider consolidation will impact the way we do business.
How healthcare is delivered is rapidly changing. More flexibility and less face-to-face physician interaction will create challenges



## July 10 2023 Quick Quiz Results

### Insights on Supply Chain Transformation

**Optional: What influenced your response to the question about changes to the end-to-end supply chain over the next 5 years?**

#### And more input from Healthcare Industry Partners:

The level of ongoing discussion about SC issues at industry trade shows and conferences
Lack of resources and trained team members to execute change management.
Healthcare is significantly behind other industries and must change to compete economically.
Challenges with government intervention and inflation.
The aging population is increasingly driving healthcare to the home and with the advancement of AI and data analytics the knowledge of what is needed and where it is needed will drive shifts in the supply chain. Also, I predict that the consumer of healthcare will be much more knowledgeable about the cost of healthcare, and this will also drive changes in the industry.

This question continues to arise in healthcare conversations. The industry lags behind others in several key dimensions, particularly transparency. The large steps forward would be equivalency. AI and ML an area of potential disruption, but with industry oversight and some measure of regulation likely needed.
Wholesale change is never easy and within healthcare there are so many influencers/variables that play into decisions, that I believe the change will be steady but not dramatic.
The rate of change in healthcare supply chain has been slow over the past few decades. I believe with the integration of AI, you will see this rate increase dramatically.
Changes in healthcare move slowly, but positive changes will come through harnessing of automation and data analytics/AI
Current investments in talent, system capabilities and processes



## July 10 2023 Quick Quiz Results

### Insights on Supply Chain Transformation

**What do you believe are currently the biggest challenges to achieving our goal of transformation of the end-to-end healthcare supply chain (pick your top 4)?**

Healthcare Provider Top 4	% of Total Respondents
We have a lack of transparency across the end-to-end supply chain	76%
Systems lack interoperability	34%
Specific stakeholders are resistant to change	34%
We have inadequate sources of data to drive effective decision making	32%

Healthcare Industry Partner Top 4	% of Total Respondents
Systems lack interoperability	52%
We don't have enough resources – people or tools – to drive transformation	52%
We have inadequate sources of data to drive effective decision making	48%
There is resistance to change from stakeholders across the end-to-end supply chain	33%



## July 10 2023 Quick Quiz Results

### Insights on Supply Chain Transformation

**What do you believe are currently the biggest challenges to achieving our goal of transformation of the end-to-end supply healthcare supply chain (pick your top 4)?**

Healthcare Provider responses #5-11	% of total Respondents
We don't have enough resources - people or tools - to drive transformation	29%
Senior leadership doesn't understand the value that could come from a transformed supply chain	29%
There is resistance to change from stakeholders across the end-to-end supply chain	26%
We have limited creativity among industry partner and provider supply chain teams to identify new approaches to our work	24%
It will cost too much to create a transformed supply chain	21%
Skill sets of existing team members (both industry partner and provider) do not match skill sets required for a transformed supply chain	16%
There are no challenges to creating a transformed end-to-end healthcare supply chain - we are moving full steam ahead	5%

Healthcare Industry Partners responses #5-11	% of total Respondents
It will cost too much to create a transformed supply chain	33%
There is resistance to change from stakeholders across the end-to-end supply chain	33%
Senior leadership doesn't understand the value that could come from a transformed supply chain	30%
Skill sets of existing team members (both industry partner and provider) do not match skill sets required for a transformed supply chain	26%
Specific stakeholders are resistant to change	22%
We have limited creativity among industry partner and provider supply chain teams to identify new approaches to our work	15%
There are no challenges to creating a transformed end-to-end healthcare supply chain - we are moving full steam ahead	0%



## July 10 2023 Quick Quiz Results

### Insights on Supply Chain Transformation

**“Other” responses to: What do you believe are currently the biggest challenges to achieving our goal of transformation of the end-to-end supply healthcare supply chain (pick your top 4)?**

Healthcare Providers
Healthcare has not adopted a UDI that would enable transformation.
The incentive to industry partners does not align perfectly with providers desire to provide a more affordable healthcare solution. This is not a dig, it just a factor of how our current systems have been built. It will take a lot to change the model.
We are not sure what the vision is for a transformed supply chain
Full transparency across all Supply Chain industry partners (suppliers, GPOs, etc.)
Collectively...we do not have a consistent or common frame of reference that will allow speed to embrace the promise of AI and autonomous vehicles.

Healthcare Industry Partners
Working capital
Cannot control the political challenges of country-of-origin issues
Lack of industry- wide adoption of industry data standards
Government & Market challenge obstacles will have an impact.
Appetite and capacity. Goals are not aligned. Cost shifting still prevalent in mandating point solutions that burden one side or the other. Alignment on goals and shared risk too often a bridge too far.



## July 10 2023 Quick Quiz Results

### Insights on Supply Chain Transformation

**Providers added their comments about the strategic role of the end-to-end healthcare supply chain and the potential for transformation going forward**

We are moving forward with our transformation. Our company has completed the decision to move to Oracle Cloud and insource our outsourced services into a new shared services organization. This will give us greater control, flexibility and visibility into our entire supply chain.

The role SHOULD be one that is at the table with senior leadership to drive change and develop strategies to improve the overall impact supply chain has on not only patient care but total expense overall.

Transforming the end-to-end supply chain provides product visibility throughout the organization which is especially important with the expansion of ambulatory care. It provides opportunity to contract differently and potentially helps manufacturers improve their production planning.

The current end-to-end supply chain isn't resilient enough to handle different inputs of volatility. It's not designed to act as a redundant network with back-up manufacturers, distributors or flexible agreements that can quickly adapt to those forms of volatility. Fixing this should be the primary goal that can create the catalyst for transformation.

The healthcare supply chain touches nearly all healthcare activities and supply chain is the competency to lead all competencies. The most effective supply chain leaders have skills in sales (selling up to leadership, down to teams, laterally to clinicians), marketing (successes enable future opportunity to influence in new areas), operations, finance (we treat most decisions like a P&L even if some don't know they are doing it), business development, etc. The potential of the end-to-end supply chain is becoming understood by many senior leaders, but its not nearly widespread as it could be. Removing barriers to innovation between suppliers and buyers is probably our most significant opportunity and even though we have been talking about it for a long time, progress has not gone nearly quick enough.



## July 10 2023 Quick Quiz Results

### Insights on Supply Chain Transformation

**Continued...Provider comments about the strategic role of the end-to-end healthcare supply chain and the potential for transformation going forward**

The pandemic demonstrated the strategic importance of supply chains. It also illuminated out our vulnerabilities. As a result, we learned alot and have to make the necessary improvements that would enable us to improve our performance if we encounter another major disruption.
Transparency with trusted partners will be a key driver in finding ways to align on goal of greater healthcare for all.
This is critical from a competitiveness perspective and managing cost.
Limited resources, all the way around. Need more transparency.
Will be imperative to to transform. Financial pressures simply too great
Aligning supply chain with the overarching business goals is an arduous task....that requires significant steps and change. Patience is required and diligence to complete the key steps.
Effective management of end-to-end supply chain is long overdue in healthcare, examples of other industries have demonstrated the radical increase in service and lower cost is possible.
Key to success will be the ability to establish a governance within the organization to ensure those resistant to change become aligned to the organizational goals ensuring all understand we are here to care for our communities.
Imperative that we keep the momentum of end-to-end healthcare supply chain in front of our key stakeholder leaders in including our key supplier relationships.
Supply chain's potential to impact the organization is easily 2-3x its current capacity.



## July 10 2023 Quick Quiz Results

### Insights on Supply Chain Transformation

**Industry Partners shared their comments about the strategic role of the end-to-end healthcare supply chain and the potential for transformation going forward**

New supply chain will manage sourcing and product investment outside of traditional distributor. Technology investment will make this possible and funded via nontraditional partnerships.
Optimization is always needed, and this will continue.
Perhaps AI can overcome the challenges associated with lack of data standards?
Transparency is key to have a true transformative end-to-end HC supply chain. There are too many secondary, tertiary, etc. vendors for supply chain to get full transparency on the vendor side. Those suppliers are where we are still seeing a lot of disruption that is difficult to predict.
The priorities have to be aligned and the resources have to be available for a successful transformation.
The status quo is starting to be questioned. Being transparent is now table stakes. The willingness to be nimble and creative is a must.
Expect providers to begin grading suppliers and limiting strategic relationships to top tier Suppliers.
Key question is can we commit resources that drive creativity.
Gaining visibility inside the supply chain is needed. Not just where is it, but how much and when is a key to having resiliency.



## July 10 2023 Quick Quiz Results

### Insights on Supply Chain Transformation

**Additional Industry Partner comments about the strategic role of the end-to-end healthcare supply chain and the potential for transformation going forward**

Budgetary Silos will need to be removed to transform the supply chain. "Can't see the forest for the trees."
Supply assurance and the ability to scale up and scale back depending on the events occurring in healthcare. Creating backup plans and preparedness for disasters of all kinds.
Potential is enormous. Point solutions continuing to be developed with Provider partners in parallel. Innovation will not come from committee.
The efficiencies and cost savings that a true end-to-end supply chain can offer has not been fully realized in healthcare...particularly the stability it can bring to patient care. With true clinical and non-clinical collaboration, we across both providers and suppliers we can then see examples of how a partnership in this fashion can help accomplish the quadruple aim, keeping everyone healthy and keeping healthcare affordable.
Prioritization will be key. Financial improvement will be key to keeping senior leadership engaged.
Tremendous inefficiencies can be removed from the supply chain and significant value can be realized from doing so.