



Resilience Maturity Model (RMM)

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
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.	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.	
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	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.	
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.	Dedicated team focused on resiliency preparedness and response which reflects as a top priority for the organization's executive team	
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.	Leadership within Supply Chain has some level of dedicated personnel that leads and establishes a supply disruption response strategy.	

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.		
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.	
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.	
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.	

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.		
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.		
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		
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



Scope & Service

what

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.

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>

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.

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

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.

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



Resiliency Maturity Overall Scores

SMI	Scope & Service			what
	Criticality	Risk Mitigation	Dedicated Team	
LEVEL 4: Immunity An overall control tower - systems infrastructure (broad, not limited) is established providing visibility and warning signals. Supply Network based visibility tools and data integration are actively used and available across stakeholders in forecasting and predictive dashboards that can project and mitigate the impact of a disruption. Defined source of market intelligence risk that is "cross-walked" to critical supply planning under different potential scenarios. Digital component - coordinate at the system level. Create digital dexterity that will allow people to act on the data.	Defined response plan with criticality levels (grading of 80% of all items purchased (PICs) within the last 24 months)	Proactive modeling of other affluent pandemic or disruption scenarios. Includes testing of business continuity plans with partners to include various best scenario defined.	Work is shown to leverage and intelligence analytics in the preparation of response data with availability to the executive and user stakeholders on performance metrics.	40 Points
LEVEL 3: Resilient Defined response plan with criticality levels (grading of 60% of all items purchased (PICs) within the last 24 months)	Risk mitigation and controls in place that include a shared business continuity plan and response. Proactive disturbance and response strategies are visible to stakeholders.	A dedicated team uses analytics and predictive models to guide focus on risk mitigation and response. Proactive disturbance and response strategies are visible to stakeholders.	30 Points	
LEVEL 2: Response Investigation in place for key criticality levels (grading of 40% of all items purchased (PICs) within the last 24 months)	Dedicated team focused on readiness preparedness and response which reflects as a top priority for the organization's executive team.	10 Points	20 Points	
Level 1: Prepared The concept of Criticality is defined inclusive of levels and grading systems in preparation for grading specific items at higher levels of resilience.	Basic emergency disaster scenarios and responses (i.e., emergency cards) established. Risk identification planning occurs periodically.	Leadership within Supply Chain has some level of dedicated personnel that leads and establishes a supply disruption response strategy.	10 Points	



SMI	Communication & Partnership		approach
	Internal	External	
LEVEL 4: Immunity A trusted supply network of relationships across all stakeholders in identifying, mitigating, responding, and recovering a disruption. Proactive leadership of developing alternative sourcing strategies for critical supplier (i.e., domestic manufacturing, innovation, re-use, etc.). Transparent, real-time information is visible to stakeholders in anticipation, leading to "near instant" mitigation/avoidance/regular sourcing planning exercises across the supply network. Business Resilience payment is linked to business continuity and performance.	Established governance with executive sponsorship on risk mitigation with projections of risk and defined plans identified with on. Supply Chain leads business continuity planning as part of forecasting and utilization practices. The approach incorporates sustainable practices and business continuity.	Strategic partnerships in place with suppliers for market resilience for critical supplies as demand grows in the 40% of criticality grading. The dedicated team consistently in these strategic relationships product negotiation, risk mitigation, and response strategies are visible to stakeholders.	40 Points
LEVEL 3: Resilient Internal: Established governance with executive sponsorship on risk mitigation with projections of risk and defined plans identified with on. Supply Chain leads business continuity planning as part of forecasting and utilization practices. The approach incorporates sustainable practices and business continuity.	15 Points	15 Points	
LEVEL 2: Response Internal: Established governance with executive sponsorship on risk mitigation with projections of risk and defined plans identified with on. Supply Chain leads business continuity planning as part of forecasting and utilization practices. The approach incorporates sustainable practices and business continuity.	10 Points	10 Points	
Level 1: Prepared Internal: Established relationships with critical stakeholders to proactively review critically acceptable substitutes in the case of supply disruption.	5 Points	5 Points	



SMI	Infrastructure & Analytics	how
LEVEL 4: Immunity An overall control tower - systems infrastructure (broad, not limited) is established providing visibility and warning signals. Supply Network based visibility tools and data integration are actively used and available across stakeholders in forecasting and predictive dashboards that can project and mitigate the impact of a disruption. Defined source of market intelligence risk that is "cross-walked" to critical supply planning under different potential scenarios. Digital component - coordinate at the system level. Create digital dexterity that will allow people to act on the data.	Systems and infrastructure is established that provide comprehensive views of warning signals of potential issues to proactively respond (e.g., digital of aging (aging) suppliers or areas (limited). Demand planning and forecasting with strong links to market intelligence insights.	40 Points
LEVEL 3: Resilient Defined response plan with criticality levels (grading of 60% of all items purchased (PICs) within the last 24 months)	Demand forecasting - what-if analysis is well established with some use of demand planning. The market intelligence tools in use that provide meaningful insight into risk disruptions for at least 20% of items identified as critical.	30 Points
LEVEL 2: Response Investigation in place for key criticality levels (grading of 40% of all items purchased (PICs) within the last 24 months)	10 Points	20 Points
Level 1: Prepared Visibility in product consumption rates is available in a reliable format in the form of "department charge". Demand planning establishment is underway. Establish data quality and standard business processes to ensure ongoing maintenance.	10 Points	10 Points

Scores are cumulative – you can add performance going up in levels to get a total score

Please add up your scores on page 1, 2, and 3 to determine your current score on the Resiliency Maturity Model. Then you can see where you are on your resiliency journey here:

FINAL SCORE

