

NESHMM COVID-19

David A. Hargraves CMRP, MBA SVP, Supply Chain



Best thing that happened...







Why wasn't the world prepared for the pandemic?





How did we get here?

Unrelenting cost pressures

Commoditization

Concentrated production





of PPE manufactured in China and India

JIT world



What are we doing about it?

Formation of a Private Sector COVID-19 **Supply Chain Coalition**



Sampling of Coalition Participants:















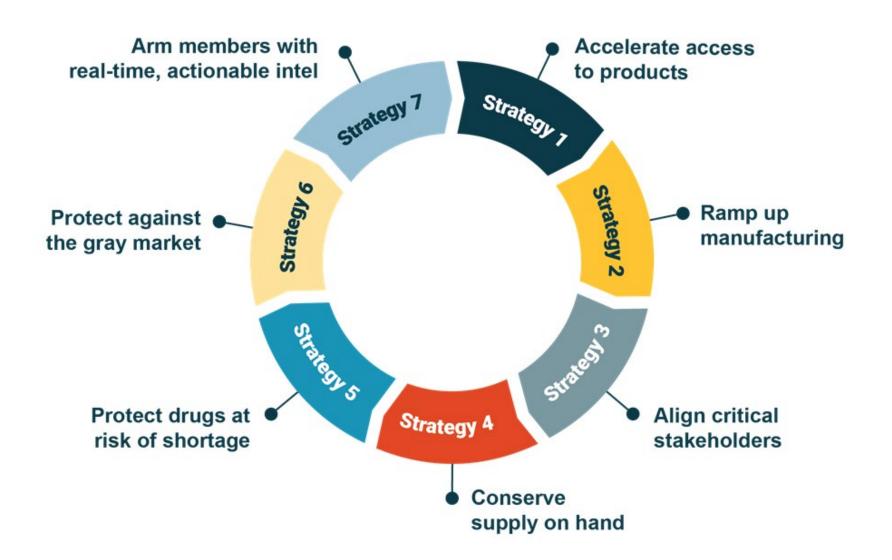








Multi-pronged approach to managing supply risk



There's no returning to "normal"

Resiliency is required.

We must brace for structural changes.

We all must shift our strategies.

A rebalancing of risk is necessary.