

Statistical Tables

Table 1. Summary of variables used in hypothesis testing

The variables shown in Table 2 are the main variables used in the analysis, (table continues over next 3 pages)

Dimension	Variable name	Question text	Response categories
Performance (immediate)	PERF1	Q51. Of the medicine affected by the disruption, what was the percentage of the lines fulfilled during the period up to 8 weeks after the disruption first occurred?	0-25% (1) 26-50% (2) 51-75% (3) 76-100% (4)
Performance (post)	PERFPOST 1	Q52. What was the percentage of the lines fulfilled during the period 8 weeks to 16 weeks after the disruption first occurred?	0-25% (1) 26-50% (2) 51-75% (3) 76-100% (4)
Supply chain disruption orientation	SCDO_AVERAGE_NEW	Mean of SCDO 1 to 5 (see below)	
Supply chain disruption orientation	SCDO1	Q11. We feel the need to be alert for possible supply chain disruptions at all times.	Strongly Disagree (1) Disagree (2) Neither agree nor disagree (3) Agree (4) Strongly agree (5)
Supply chain disruption orientation	SCDO 2	Q12. Supply chain disruptions show us where we can improve.	As above

Dimension	Variable name	Question text	Response categories
Supply chain disruption orientation	SCDO 3	Q13. We recognise that supply chain disruptions are always looming.	As above
Supply chain disruption orientation	SCDO 4	Q14. We think a lot about how a supply chain disruption could have been avoided.	As above
Supply chain disruption orientation	SCDO 5	Q15. After a supply chain disruption has occurred, it is analysed thoroughly.	As above
Feedback average		Mean of Feedbackremgr new + Feedbackre other new (see below)	
Feedback	Feedback remgr new	Q16. We feedback performance data on the alternative response taken to our region.	Strongly Disagree (1) Disagree (2) Neither agree nor disagree (3) Agree (4) Strongly agree (5)
Feedback	Feedback re other new	Q17. We feedback performance data on the response alternative taken to all other SHA regions.	Strongly Disagree (1) Disagree (2) Neither agree nor disagree (3) Agree (4) Strongly agree (5)
Bridging (immediate) average	BRI1to7_average	Mean of BRI 1 to 7 (see below)	

Dimension	Variable name	Question text	Response categories
Bridging (immediate)	BRI 1	Q37. Since the disruption, to what extent has your business unit pursued, or made plans to pursue the following activities?	Never (1) Seldom (2) Sometimes (3) Often (4) Almost always (5)
Bridging (immediate)	BRI 2	Q.38. Since the disruption, to what extent has your business unit pursued, or made plans to pursue the following activities?	As above
Bridging (immediate)	BRI 3	Q39. Actions (Immediately after the disruption) Since the disruption, to what extent has your business unit pursued, or made plans to pursue the following activities?	As above
Bridging (immediate)	BRI 4	Q40. Actions (Immediately after the disruption) Since the disruption, to what extent has your business unit pursued, or made plans to pursue the following activities?	As above
Bridging (immediate)	BRI 5	Q41. Actions (Immediately after the disruption) Since the disruption, to what extent has your business unit pursued, or made plans to pursue the following activities?	As above
Bridging (immediate)	BRI 6	Q42. Actions (Immediately after the disruption) Since the disruption, to what extent has your business unit pursued, or made plans to pursue the following activities?	As above

Dimension	Variable name	Question text	Response categories
Bridging (immediate)	BRI 7	Q43. Actions (Immediately after the disruption) Since the disruption, to what extent has your business unit pursued, or made plans to pursue the following activities?	As above
Bridging (post)	BRIPOST1to7_AVG	Mean of BRIPOST 1 to 7 (see below)	
Bridging (post)	BRIPOST 1	Q44. Actions (8-16 weeks after the disruption) Since the disruption, to what extent has your business unit pursued, or made plans to pursue the following activities? Establish a closer relationship with this supplier in order to collaborate better in case of supply chain	Never (1) Seldom (2) Sometimes (3) Often (4) Almost always (5)
Bridging (post)	BRIPOST 2	Q45. Tighten the control mechanisms on this supplier (e.g., more monitoring).	As above
Bridging (post)	BRIPOST 3	Q46. Cooperate more intensively with this supplier.	As above
Bridging (post)	BRIPOST 4	Q47. Improve information exchange with this supplier.	As above
Bridging (post)	BRIPOST 5	Q48. Engage in risk management activities with this supplier (e.g. development of joint contingency plans).	As above
Bridging (post)	BRIPOST 6	Q49. Developed inter-organisational relations within your SHA regional area	As above
Bridging (post)	BRIPOST 7	Q50. Developed inter-organisational relations outside your SHA regional area activities?	As above
Buffering (immediate)	BUF1to6_average	Mean of BUF 1 to 6 (below)	

Dimension	Variable name	Question text	Response categories
Buffering (immediate)	BUF 1	<p>Q25. Actions (Immediately after the disruption)</p> <p>Since the disruption, to what extent has your business unit pursued, or made plans to pursue the following activities?</p> <p><i>Make us more independent of this supplier or the purchased item.</i></p>	<p>Never (1)</p> <p>Seldom (2)</p> <p>Sometimes (3)</p> <p>Often (4)</p> <p>Almost always (5)</p>
Buffering (immediate)	BUF 2	Q26. Increase our protective barriers against disturbances in the supply of the purchased item.	As above
Buffering (immediate)	BUF 3	Q27. Search for or develop one or more alternative supplier(s) for the purchased item.	As above
Buffering (immediate)	BUF 4	Q28. Taken on extra staff or resources to cope with such disruptions.	As above
Buffering (immediate)	BUF 5	Q29 Modified/developed policies (care plans/guidelines)	As above
Buffering (immediate)	BUF 6	Q30. Purchased compounded replacement pharmaceuticals.	As above
Buffering (post)	BUFPOST1to6_average	Mean of BUFPOST 1 to 6 (see below)	
Buffering (post)	BUFPOST 1	<p>Q31. Actions (8-16 weeks after the disruption)</p> <p>Since the disruption, to what extent has your business unit pursued, or made plans to pursue the following</p>	<p>Never (1)</p> <p>Seldom (2)</p> <p>Sometimes (3)</p> <p>Often (4)</p>

Dimension	Variable name	Question text	Response categories
		activities? Make us more independent of this supplier or the purchased item.	Almost always (5)
Buffering (post)	BUFPOST 2	Q32. Increase our protective barriers against disturbances in the supply of the purchased item.	As above
Buffering (post)	BUFPOST 3	Q33. Search for or develop one or more alternative supplier(s) for the purchased item.	As above
Buffering (post)	BUFPOST 4	Q34. Taken on extra staff or resources to cope with such disruptions.	As above
Buffering (post)	BUFPOST 5	Q35. Modified/developed policies (care plans/guidelines)	As above
Buffering (post)	BUFPOST 6	Q36. Purchased compounded replacement pharmaceuticals.	As above
Response time	Varyresponseintern	Q18. We vary our response to disruptions depending on our business unit needs.	Strongly Disagree (1) Disagree (2) Neither agree nor disagree (3) Agree (4) Strongly agree (5)
Response time	Vary responsetime	Q19. We vary our response to disruptions depending on the length of time from initial occurrence.	Strongly Disagree (1) Disagree (2) Neither agree nor disagree (3) Agree (4) Strongly agree (5)

Dimension	Variable name	Question text	Response categories
Hospital numbers	Hospital numbers	Q10. Is your hospital a standalone institute or one of several in a trust?	Standalone (1) 2 to 3 (2) 4 to 5 (3) 6+ (4)
Disruption severity	Disruption severity	Q23. What was the severity of the disruption?	No impact (1) Slight impact (2) Moderate impact (3) Strong impact (4) Extreme impact (5)
Staffed bed numbers	Bed numbers	Q3. What is the number of staffed beds you serve?	No impact (1) Slight impact (2) Moderate impact (3) Strong impact (4) Extreme impact (5)
Role/job title of respondent	Role	Q9. What is your current position title?	Pharmacist Technician (1) Lead Pharmacist Technician (2) Lead Procurement Pharmacist Regional (3) Pharmacist Specialist (4) Other (please specify) (5)

Table 2 Summary table of descriptive means & Shortage Management Performance (As seen in Chart Figure 7)

	BUF 1 to 6 Average (WEEK 8)	BUF POST 1 to 6 Average (WEEK 16)	BRI 1 to 7 Average (WEEK 8)	BRI POST 1 to 7 Average (WEEK 16)	Shortage Performance x10 (WEEK 8)	Shortage Performance x10 (WEEK 16)				
Mean	3.556	2.365867	2.279762	2.900952	4.48	4.64				
	Week 0	Week 8	Week 16							
BUF	0	3.556	2.365867							
BRI	0	2.279762	2.900952							
Shortage Performance	0	0.448	0.464							
								PERFIMM	PERFPOST	
							PERF	76-100%	44.8	46.4

Legend – BUF is buffering action response average, BRI is Bridging action response average, PERFIMM is shortage management performance 0-8 weeks since disruption, PERFPOST is shortage management