

2017

ANNUAL
REPORT

STRENGTHEN.
SAFEGUARD.
RESPOND.

WHO WE ARE

Healthcare Ready is a national nonprofit organization that facilitates public and private sector collaboration to maintain US healthcare system continuity and minimize the impact of disruptions to community health and wellbeing. We serve private sector stakeholders in the US healthcare system, specifically members of the supply chain dedicated to the procurement and distribution of medical products, the delivery of healthcare services, and the management of facilities.

**Located at the intersection of sectors,
Healthcare Ready unifies response efforts.**

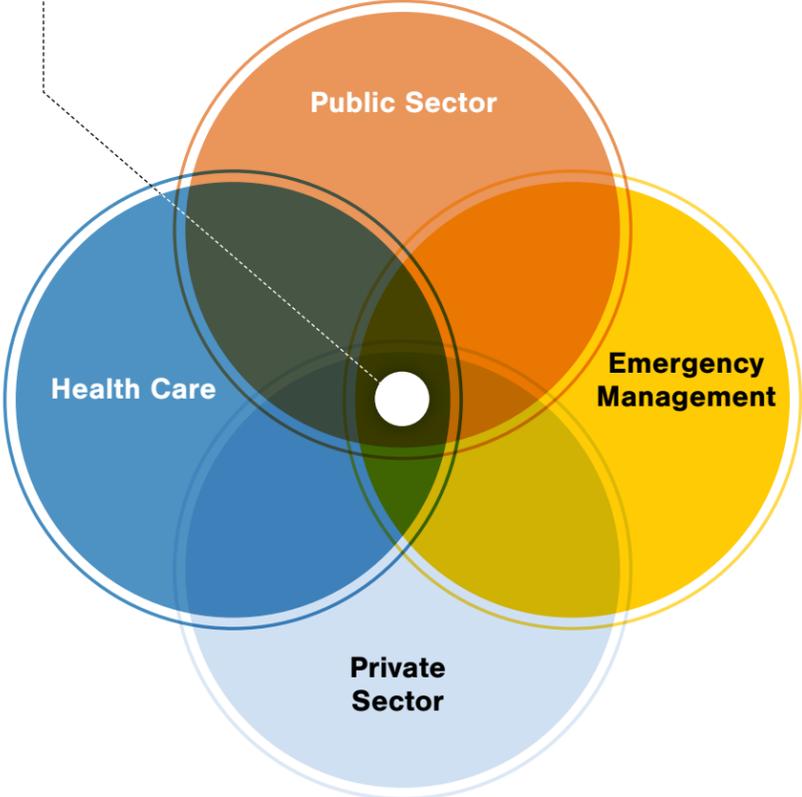


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OUR MISSION

Healthcare Ready leverages unique relationships with government, nonprofit and medical supply chains to build and enhance the resiliency of communities before, during and after disasters.



WELCOME

On behalf of the Board of Directors and staff of Healthcare Ready, I am pleased to share our Annual Report for 2017. As we reached our 10-year anniversary, I am proud of what we accomplished in 2017, which proved to be an unprecedented year in disaster response. Looking forward, I am excited and hopeful for what lies ahead in 2018 and beyond.

As we look back on the year – as well as the past ten years – we are incredibly thankful for our partners, each of whom have made indispensable contributions to healthcare emergency preparedness and response capabilities. This year also reminds us of the unpredictable, unrelenting nature of disasters and the constant threats to patient and community health.

2017 was an exciting and transformative year for our organization as we celebrated our 10-year anniversary. In October, we appointed Dr. Bruce Altevogt of Pfizer Inc.'s Global Policy and International Public Affairs as Chairman of the Board of Directors. We have also continued to expand our network, identified new sources of funding, and formed new partnerships.

Also of note, 2017 was a significant year for catastrophic events, especially

during hurricane season. For the first time in a decade, four Atlantic hurricanes made US landfall, three of which were Category 4 at landfall. In addition to the significant loss of life, thousands faced disruptions in healthcare and access to medicines as a result of the storms. In response to these events, Healthcare Ready led its longest and most expansive activation to date, providing critical response and recovery for Hurricanes Harvey, Irma, and Maria, as well as providing support for Hurricane Nate, the California wildfires and the Hepatitis A outbreak. For more than 75 consecutive days, Healthcare Ready's Emergency Operations Center responded to supply chain, emergency management, and patient needs across the United States. Hours of work during these activations reaffirmed that partners in healthcare and public health preparedness and response are among the most dedicated, committed and caring you will encounter. We continue to be blown away by this community's commitment to patient well-being and are honored to continue to work alongside them.

With 2018 here and already underway, we look forward to working with you as we continue to safeguard our healthcare system – and the patients it supports – this year and beyond.



Nicolette Louissaint, PhD



STRENGTHEN. SAFEGUARD. RESPOND.

CHAIRMAN'S NOTE

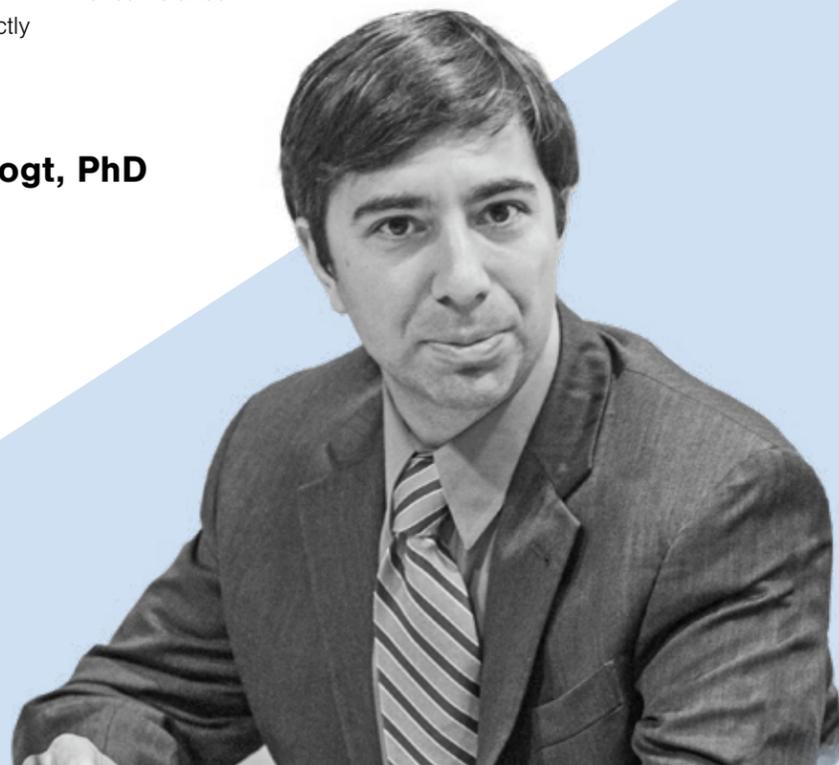
Since becoming chairman of Healthcare Ready last year, I have had the privilege of working with an organization of highly skilled, passionate individuals. It has been an honor to learn from you all. It's quite rare to find an opportunity that allows you to work with an organization that is driven by a mission you wholeheartedly believe in and that serves a greater good. I have had the honor of doing that at Healthcare Ready and I thank you for that.

Healthcare Ready has already achieved many significant milestones in its decade-long history. However, 2017 was truly a record year for our organization as we all know, and at the pace we're going, 2018 is sure to be another banner year. As we reflect on the past ten years, I am indebted to our partners who made it possible for Healthcare Ready to have led the longest activation in our history, triaged and directly

assisted urgent health requests of more than 1,000 patients and coordinated response efforts amid disasters throughout the 2017 hurricane season and beyond. The long days and tireless work of this team has not gone unnoticed. Communities and patients across the country have benefited from your work, and on behalf of them, we cannot thank you enough.

I am incredibly proud of this organization's growth and am excited to see what we will accomplish as we continue to evolve in the next decade. While natural disasters and emergency events can be unpredictable, those in need can be reassured that our team will work around the clock to address patient needs and will be doing all that they can to ensure continued access to a continuum of care, no matter their circumstance.

Bruce Altevogt, PhD



BY THE NUMBERS

2017 was a year of milestones for Healthcare Ready. An unprecedented hurricane season led to our longest activation. We responded to our first cyber event. We welcomed new leadership.

2017 also marked our 10-year anniversary, capping a decade of work safeguarding patient health by helping the healthcare system respond to and recover from disasters, disease outbreaks, and other emergencies.

Emergency Responses

FOUR

FULL ACTIVATIONS

Hurricanes Harvey, Irma, Maria and Nate

FIVE

PARTIAL ACTIVATIONS

Cyber events, California wildfires & mudslides, Hepatitis A outbreak, Drug shortage coordination, winter storms

NINE STATES

Activated across 9 states and territories, from California to Florida and the Caribbean (Puerto Rico and the US Virgin Islands)

90+ DAYS

ACTIVATED MORE THAN TWICE THE LENGTH OF 2016

1000+

REQUESTS FOR ASSISTANCE

9000+

HOURS OF ACTIVATION EFFORTS.

By 55 Healthcare Ready staff and volunteers.

40+

REQUESTS FROM HOSPITALS AND DOCTORS

FIVE

HELICOPTER DELIVERIES COORDINATED

26,000+

RX OPEN PAGE VIEWS
7,500+ PHARMACIES MAPPED IN 8 STATES AND PUERTO RICO

Initiatives & Communications

1,184

Americans Polled

8

Webinars & Trainings Conducted

50

Blogs Published

435 M

Impressions on Social Media

43

Articles & Op-Eds Published

4.5 M

Twitter Impressions

4

Roundtable Discussion Events Hosted

1,850

Twitter Followers - 100% Increase Since 2016

3

White Papers Released

86,912

Website Views

MAJOR ACCOMPLISHMENTS

Across emergency responses, programs and projects, and organizational capacity, 2017 was a banner year for Healthcare Ready.

- ✓ Named first chairman of the Board of Directors – Bruce Altevogt, PhD
- ✓ Selected as a winner of the Department of Homeland Security's National Infrastructure Protection Program (NIPP) Security and Resiliency Challenge grant.
 - *Our project, Real-time Awareness: Mapping Critical Healthcare Infrastructure Status During Emergencies, will explore how the methodology behind Rx Open can be applied to other healthcare facilities.*
- ✓ Received a grant from the National Council for Prescription Drug Programs Foundation for work showcasing pharmacy preparedness and response capabilities as a part of Resilient and Ready: Healthcare's Impact in Emergency Preparedness
- ✓ Conducted longest activation in Healthcare Ready history
 - *Only non-Federal entity invited to sit in HHS Secretary's Operations Center*
- ✓ Featured in NBC 4 local news segment during Hurricane Harvey activation. A local news crew filmed and reported on our daily operations with the segment reaching 5,700,000 people.
- ✓ Partnered with Google to overlay healthcare and hurricane related aggregated search trends data with Rx Open data to identify areas with greatest healthcare needs.
 - *Partnership resulted in a ground-breaking case study demonstrating the value the partnership had in informing response operations and assisting patients.*
- ✓ Partnered with Uber, Americares, Team Rubicon, and others to help transport Hurricane Harvey and Irma patients to healthcare facilities and shelters.



**Homeland
Security**



ENGAGEMENT

When not activated, Healthcare Ready engaged in a number of strategic initiatives aimed at influencing preparedness and response policymakers and equipping partners with knowledge and resources that would strengthen emergency response capacities. These included trainings, new partnerships, and more.

➔ **National Poll:** Conducted a second annual national poll on individual attitudes towards preparedness. With multiple years of data, Healthcare Ready was able to begin to identify trends in individuals' health preparedness and attitudes towards disasters. The poll was covered by media outlets and it continues to be recognized as an important data source for policymakers.

➔ **CMS Emergency Preparedness Rule:** With the CMS Emergency Preparedness Rule coming into effect in 2017, Healthcare Ready continued to be a thought leader in this space. Staff presented eight webinars and trainings on the rule, reaching over 1,000 people.

➔ **Working Groups:** Continued to serve in key councils and coalitions to work with partners in healthcare on issues of preparedness and response.

- HPH Sector Coordinating Council
- HPP Partners Working Group
- CDC's Office of Public Health Preparedness and Response Partners Meetings
- National Council of Information Sharing and Analysis Centers (ISACs)
- National Academies of Medicine, Health and Medicine Division's Forum on Medical and Public Health Preparedness for Catastrophic Events
- New York County Healthcare Resilience Coalition

➔ **Partnerships:** Forged partnerships with chronic care emergency response groups, such as the Kidney Community Emergency Response network and the American Healthcare Association, and to support the patient populations most dependent on healthcare operations after a disaster.

➔ **Webinars:** Planned and conducted webinars on relevant topics, such as special preparedness considerations for vulnerable patient populations (e.g. diabetes patients) and the founding and applications of Rx Open.



NOTABLE ENGAGEMENT

Over the course of the year, Healthcare Ready engaged with a diverse array of partners and stakeholders at dozens of events. We focused on participating in events that aligned with our three pillars – building emergency response capacity, strengthening community resilience, and health security.

Building Capacity

National Healthcare Coalition Preparedness Conference (NHCCPC): Healthcare Ready had the opportunity to connect with healthcare coalitions from across the country to hear about their wins and lessons learned. Dr. Louissaint had the pleasure co-leading a pre-conference workshop and panel on the CMS Emergency Preparedness rule during the two-day conference.

Prescription Medication Preparedness Initiative convening: In recognition of Healthcare Ready's expertise in the field and powerful network, the office of the ASPR sought Healthcare Ready's partnership in re-convening members of the Prescription Medication Preparedness Initiative (PMPI) and other appropriate stakeholders. Healthcare Ready successfully convened payers, pharmacy associations, technology companies, chain drug stores, and Federal officials.

Community Resilience

American Public Health Association Annual Meeting & Expo: The American Public Health Association held its annual conference Nov. 4 - 8 in Atlanta, Georgia. The Healthcare Ready team joined the expo

as exhibitors and had the opportunity to present on Healthcare Ready's work during hurricane season and connect with new partners in the public health space.

National Medical Association convening: As a part of the Congressional Black Caucus Foundation's Annual Legislative Conference, Dr. Louissaint was invited by the National Medical Association to speak on the role of partnerships and their value in advancing health equity to the Association's physician members.

Health Security

Hill briefings: Requested to provide a statement for the record by Senator McCaskill's (D-Missouri) office on the challenges to restoring healthcare in Puerto Rico, and engaged by the Senate Homeland Security and Governmental Affairs Committee (HSGAC) and Committee on Health Education Labor, and Pensions (HELP) to educate staffers on the response to Hurricane Maria.

International NGO Convening: Healthcare Ready leadership was invited to participate in a closed-door discussion with other leading disaster relief NGOs on the importance of health systems strengthening.



MAJOR NEWS COVERAGE

Healthcare Ready received tremendous media coverage in both the mainstream and social media realms due to effective results responding to three major Atlantic hurricanes as well as other events around the US and territories. -

NBC Washington 4: Healthcare Ready's hurricane response work was covered by local news affiliate NBC 4 Washington. Staff were filmed in the Emergency Operations Center responding to patient requests for assistance, coordinating calls, and facilitating emergency operations.

"From a small room in northwest D.C., the Healthcare Ready staff works the phones and computers to help coordinate health care and the delivery of medicines to people who urgently need it."

Huffington Post: Executive Director Nicolette Louissaint weighed in on the after math of Hurricane Harvey, "It's very difficult to convince the greater political community about the importance of this between events," said Louissaint.

USA Today: In an article discussing the halt of Puerto Rico's pharmaceutical industry, USA Today highlighted how Healthcare Ready "addresses emergency supply chain crises during the hurricane season. They're beginning to look at how to best ensure there's continuity of operations."

The Wall Street Journal: Our work facilitating medical deliveries was highlighted this Wall Street Journal Hurricane Harvey article. "There was a stark need for insulin outside of Houston, as clinics in Galveston and Beaumont waited for shipments organized by Healthcare Ready, which began flying emergency supplies into Houston's airport on Monday and ferrying them out by helicopter."

Wired: Our Executive Director discussed the state of emergency response in Puerto Rico amid the historic and catastrophic 2017 hurricane season. "The most important part is how we support the patients."

Washington Post: Executive Director Nicolette Louissaint gave an in-depth interview on the potential drug shortage in Puerto Rico to the Washington Post in October.

AccuWeather: Our Executive Director debunked dangerous myths surrounding hurricanes as the 2017 season came to a close. "Patients can have refills before they would be due in order to make sure that they have consistent medicine to make it through a storm."

Key Opinion Pieces

US News and World Report: Our Executive Director discussed the state of emergency response funding from Congress in her US News opinion piece. "It is time for our emergency response planning and funding to match the reality of our situation."

Morning Consult: Programs Manager Sarah Baker opined on the need for the new administration to prioritize preparedness. "The role and life-saving work of FEMA and other agencies dedicated to preparedness and response is only growing. It is vital that leadership at these organizations are prioritized and empowered."



THE WALL STREET
JOURNAL.



THE HUFFPOST

WIRED

U.S. News & WORLD REPORT



The
Washington
Post



"FROM A SMALL ROOM IN NORTHWEST D.C., THE HEALTHCARE READY STAFF WORKS THE PHONES AND COMPUTERS TO HELP COORDINATE HEALTH CARE AND THE DELIVERY OF MEDICINES TO PEOPLE WHO URGENTLY NEED IT."

EMERGENCY RESPONSES

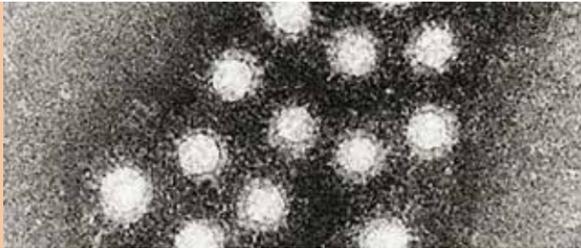
2017 was replete with milestone disaster activations for the organization. From the longest activation for a natural disaster in the organization's history to activating for a cyber-event for the first time, 2017 was a formative year. The multitude of events served not only to underscore an enduring need for the critical coordination Healthcare Ready facilitates during catastrophic events, but also allowed us to demonstrate the value we bring to emerging and less common threats. Highlights from the year are captured below.

Partial Activations

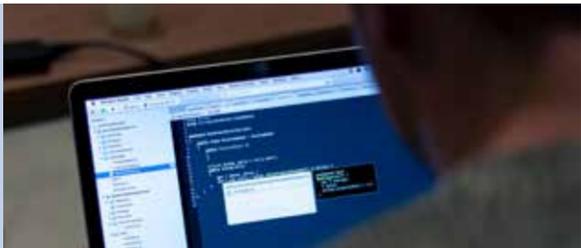
California Wildfires: Shared wildfire preparedness messaging and resources to patient groups and liaised with California officials on response resources.



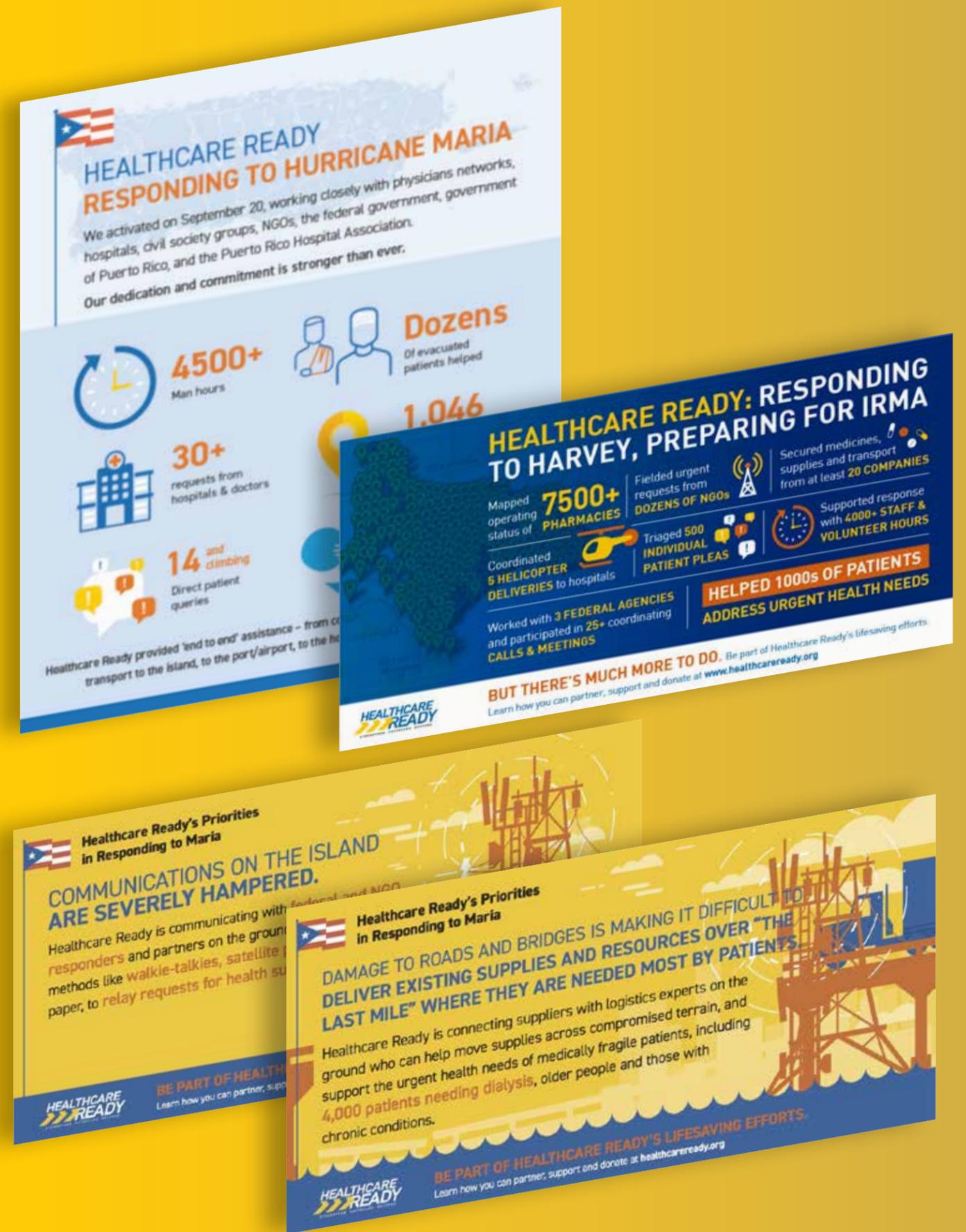
Hepatitis A Outbreak: Connected local health departments to appropriate chain drug store resources and representatives to coordinate messaging and resources.



Cyber-event support: Provided information sharing and liaised between private sector and federal partners during WannaCry and Petya/Not Petya.



In addition to these events, the beginning of the year saw us continuing to provide subject-matter expertise to the water crisis in Flint, MI and the Zika outbreak. We also provided routine coordination and situational awareness support for winter weather events at the beginning and end of the year.



HEALTHCARE READY RESPONDING TO HURRICANE MARIA
 We activated on September 20, working closely with physicians networks, hospitals, civil society groups, NGOs, the federal government, government of Puerto Rico, and the Puerto Rico Hospital Association. Our dedication and commitment is stronger than ever.

- 4500+ Man hours
- 30+ requests from hospitals & doctors
- 14 and climbing Direct patient queries
- Dozens Of evacuated patients helped
- 1,046

HEALTHCARE READY: RESPONDING TO HARVEY, PREPARING FOR IRMA

- Mapped operating status of 7500+ PHARMACIES
- Coordinated 5 HELICOPTER DELIVERIES to hospitals
- Worked with 3 FEDERAL AGENCIES and participated in 25+ coordinating CALLS & MEETINGS
- Fielded urgent requests from DOZENS OF NGOs
- Triaged 500 INDIVIDUAL PATIENT PLEAS
- Secured medicines, supplies and transport from at least 20 COMPANIES
- Supported response with 4000+ STAFF & VOLUNTEER HOURS

HELPED 1000s OF PATIENTS ADDRESS URGENT HEALTH NEEDS

BUT THERE'S MUCH MORE TO DO. Be part of Healthcare Ready's lifesaving efforts. Learn how you can partner, support and donate at www.healthcareready.org

Healthcare Ready's Priorities in Responding to Maria
COMMUNICATIONS ON THE ISLAND ARE SEVERELY HAMPERED.
 Healthcare Ready is communicating with responders and partners on the ground using methods like walkie-talkies, satellite, paper, to relay requests for health supplies.

Healthcare Ready's Priorities in Responding to Maria
DAMAGE TO ROADS AND BRIDGES IS MAKING IT DIFFICULT TO DELIVER EXISTING SUPPLIES AND RESOURCES OVER "THE LAST MILE" WHERE THEY ARE NEEDED MOST BY PATIENTS.
 Healthcare Ready is connecting suppliers with logistics experts on the ground who can help move supplies across compromised terrain, and support the urgent health needs of medically fragile patients, including 4,000 patients needing dialysis, older people and those with chronic conditions.

BE PART OF HEALTHCARE READY'S LIFESAVING EFFORTS
 Learn how you can partner, support and donate at healthcareready.org

Full Activations

Healthcare Ready led its longest activation in our 10-year history during the 2017 hurricane season, providing critical response and recovery for Hurricanes Harvey, Irma, Maria. For over 75 days, Healthcare Ready's Emergency Operations Center responded to patient pleas, facility needs, supply chain demands, and pharmacy status inquiries across the nation.

Healthcare Ready again demonstrated its vital mission during hurricane season, serving as a primary coordinator for healthcare needs between the public and private sectors during response and recovery efforts to catastrophic events. Private sector, NGO, and public sector partners relied on our expertise, routing patient pleas through our hotline and seeking our input across six different recurring coordination calls. As a result of the more than 700 patient requests triaged and 300 coordination requests received, Healthcare Ready required a significant staffing surge to meet demands.

A new partnership with Google allowed us to expand the scope of our support. By partnering with Google to overlay healthcare and hurricane-related aggregated search trends data with Rx Open data, we were able to gain important insight into disaster affected patient areas and determine where resources were most needed in the disaster area.



Hurricane Harvey

Hurricane Harvey proved to be a strain in patient access to medicine in Texas. Across the span of 57 days, Healthcare Ready triaged 644 patient pleas and provided Rx Open pharmacy data feeds to four different organizations and agencies, including HHS.

- ➔ Facilitated the resupply of 39 healthcare facilities running on strained resources
- ➔ Worked with the Kidney Community Emergency Response network, AmeriCares, Uber, and Team Rubicon to assist with patient evacuation, transportation, with a special focus on dialysis patients needing transportation to and from treatments.
- ➔ Assisted uninsured patients with healthcare access
- ➔ Routed requests for medicines and supplies from facilities to NGOs with available medicines
- ➔ Helicopter transport to assist with deliveries of medical shipments
- ➔ Connected private sector partners with NGOs in need of support (hygiene kits, mobile pharmacies, mobile vision vans, staff support)
- ➔ Partnered with Google to overlay aggregated search trends data with Rx Open pharmacy status data to determine where patients of greatest need were in relation to open pharmacies.



Hurricane Irma

As Texas began its recovery from Hurricane Harvey, Healthcare Ready turned its attention to response efforts in Florida. Patients preparing for Hurricane Irma sought assistance in filling prescriptions, while facilities and distributors saw a need for oxygen and fuel supplies.

- Facilitated the Florida Department of Health in providing 20 shelters with oxygen tanks and concentrators.
- Assisted uninsured patients with obtaining prescription medicines and needed care using assistance programs established by private sector partners.
- Used Rx Open to connect medically fragile patients with healthcare facilities
- Facilitated partnership between Uber and Americanas to help transport patients to healthcare facilities
- Continued partnership with Google to overlay aggregated search trends data with Rx Open pharmacy status data to determine where patients of greatest need were in relation to open pharmacies.

Hurricane Maria

The devastation from Hurricane Maria left Puerto Rico and USVI in a healthcare crisis. The absence of electricity and communications caused the healthcare system to collapse and facilities to rely on strained resources. Healthcare Ready's ongoing activation is now at more than 50 consecutive days.

- Coordinated fuel re-supply to four distribution centers, including one with a \$33 million inventory in jeopardy.
- Worked with the Puerto Rico Department of Health for guidance on healthcare donations and re-supply for hospitals.
- Monitored status for 16 US Virgin Island pharmacies and 48 Puerto Rican dialysis centers, sharing with public and private sector partners for awareness upon request.
- Partnered with Sprint and NHIT Underserved to coordinate the delivery of 80 radios to 20 different Federally Qualified Health Centers.
- Identified medicine and supply needs of 75 healthcare facilities, revealing a trend in tetanus and insulin requests.
- HcR widely distributed the governor's executive order declaring Emergency Prescription Assistance Program (EPAP) to inform residents of 30-day access to medicines.
- Translated the relevant Executive and Administrative Orders from Spanish to English.

HURRICANE MARIA STATS

NUMBER OF DAYS ACTIVATED

90+

PATIENT REQUESTS

23

TRANSPORTATION REQUESTS

10

FACILITIES REQUESTS

90

DELIVERIES FACILITATED

75

TETANUS REQUESTS

15

INSULIN REQUESTS

33

RX OPEN

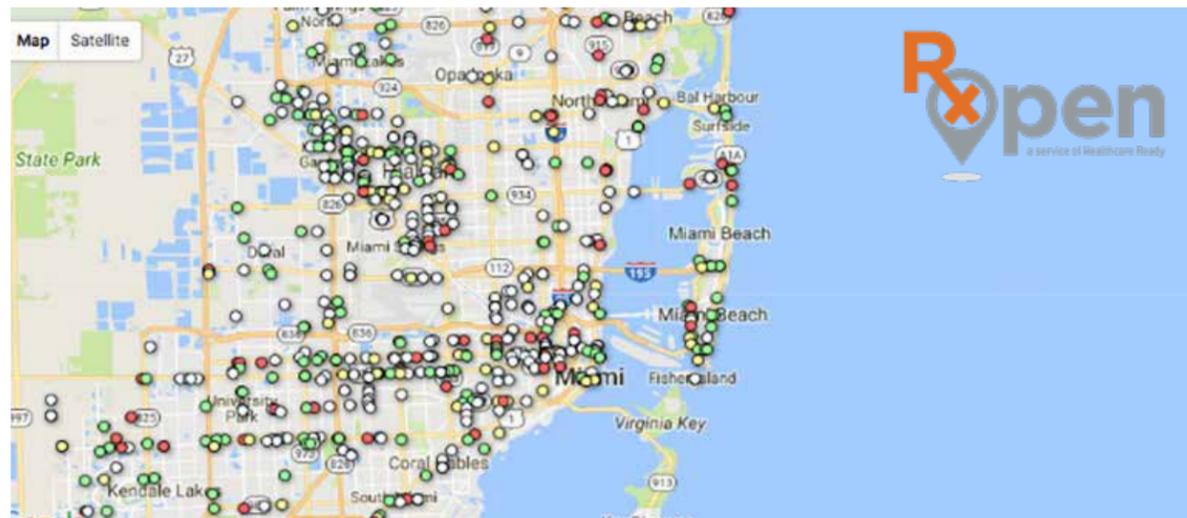
Rx Open is an online interactive map of open pharmacies during disasters, providing operational status of pharmacies for those seeking vital medicines. During our 75+ day activation, Rx Open mapped 16,536 pharmacies in disaster affected areas.

Who Used Rx Open

- ➔ Federal government partners rely on the map as a critical measure of healthcare infrastructure recovery
- ➔ Healthcare responders on the ground use the map to find pharmacies that can meet medication needs in shelters
- ➔ Private partners, such as OnStar, use the map to connect patients with healthcare needs to facilities
- ➔ State and local governments rely on the map to inform response plans and share it broadly as a resource within their communities

How Patients Used Rx Open

- ➔ To find pharmacies to refill medicines
- ➔ To access needed durable medical equipment and emergency medical services
- ➔ To find open pharmacies where they could charge mobile devices and purchase food
- ➔ To locate community pharmacies that serve as anchor institutions and safety nets within their community



Rx Open by the Numbers

In response to Hurricanes Harvey, Irma and Maria, Rx Open was activated across Puerto Rico, Texas, Florida, Louisiana, Alabama, Georgia and South Carolina

PHARMACIES' STATUS MAPPED

4,519
HARVEY

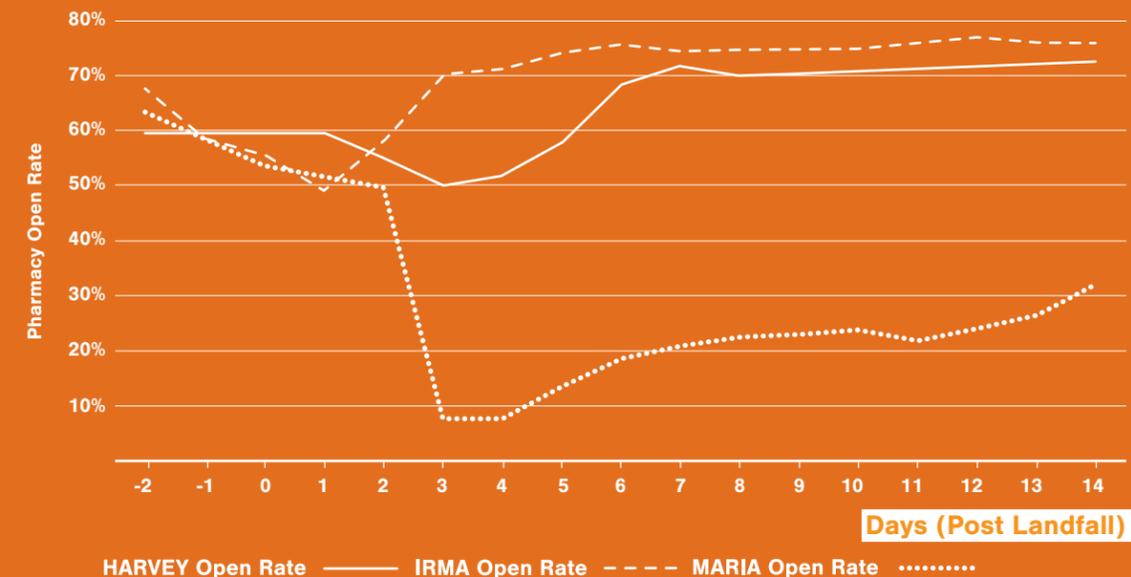
7,469
IRMA

731
MARIA

7,000+
PHARMACIES
MAPPED

26,000+
PAGE VIEWS

RX OPEN WAS USED TO TRACE PHARMACY STATUS RESTORATION ACROSS ALL THREE HURRICANES



PROGRAMS AND POLICY

Healthcare Ready's programs are dedicated to improving the readiness of healthcare and public health to respond to all hazards. A key component of readiness is seamless coordination across the public sector, private sector, and NGOs. That is why our programs focus on convening and connecting these sector members, building awareness of the role, value, priorities, and needs of the private sector, and researching the state of, opportunities for, and threats to the preparedness of the private sector in the US healthcare system.

With members representing the full spectrum of the supply chain and a mission to work to safeguard patients and healthcare from the adverse impacts of disasters, Healthcare Ready's policy work is anchored in supporting and advocating for policies set to 'move the needle' in our nation's preparedness posture.

Our programming and policy work in 2017 was anchored in three key areas: fostering community resilience, convening stakeholders, and research and analysis of relevant policies to inform policy.



Community Resilience

Annual Preparedness Poll: Conducted our second annual poll (1,184 people in the US) on preparedness attitudes and actions.

- Key findings shared with media and the preparedness community to inform outreach and patient education activities.

Hurricane season preparedness activities

- Completed national test and refresh of Rx Open map.
- Conducted informational webinar on founding and uses of Rx Open for over 75 public officials and private sector partners.

CMS Emergency Preparedness Rule technical assistance and trainings

- Conducted eight (8) webinars and trainings on the CMS Preparedness Rule, reaching over 1,000 people.
- Delivered training and presented on a panel at the National Healthcare Coalition Preparedness Conference before more than 65 registrants from healthcare, local health departments, and Federal agencies.



Convenings

Diseases and Disasters Roundtable Discussion Series: Healthcare Ready hosted a series of roundtable discussions designed to bring patient advocacy and community-focused organizations together with public health preparedness policy experts to share information and ideas, build relationships, and better integrate all healthcare stakeholders in public health preparedness efforts.

■ Cardiovascular Disease and End-Stage Renal Disease

Leadership from the American Association of Kidney Patients American Kidney Fund, and National Medical Association, as well as the CDC and HHS/ASPR, discussed preparedness challenges unique to dialysis patients and patients with cardiovascular disease.

■ Aging Populations and Disasters

Hosted in collaboration with the National Academies of Science, Engineering and Medicine's Health and Medical Division's Forum on Aging, Disability, and Independence.

■ Diabetes and Disasters

Hosted virtually with guest speakers from the CDC Division of Diabetes Translation and the CDC Pharmacy Working Group.

■ Pharmacy and Emergency Preparedness

Hosted in collaboration with ASPR, this convening served to reinvigorate the Prescription Medication Preparedness Initiative.

Research and Analysis

Report: Resilient and Ready: Healthcare's Impact on Emergency Preparedness

Release issue briefs and 'snapshots' on trends in healthcare that are strengthening emergency preparedness and response capabilities.

- *Telehealth's Applications for Preparedness and Response* highlights how technology and telehealth is being used in the lifecycle of disaster preparedness, response, and recovery.
- *Pharmacy and Emergency Preparedness: A Landscape Analysis* summarizes persistent and emerging challenges in the field as well as highlights novel resources and partnerships.

White Paper: Health Risks of Extreme Weather Events: Considerations for Healthcare Preparedness – our first white paper examined the impact extreme weather events have on public health and important policy considerations.

2017 Hurricane Season Recovery Work

- Began to identify priority recovery needs and initiatives with partners, informed by activation efforts. Partners included NHIT Collaborative for the Underserved Care Campaign, Impactivo social impact firm (based in Puerto Rico), and private industry with a presence on the island.
- Developed case study highlighting value and future potential uses of Google search trend data overlaid over Rx Open data as part of partnership with Google.
- Contributed to 39 pieces of media coverage on hurricane response and recovery (interviews, articles, op-eds, etc.)



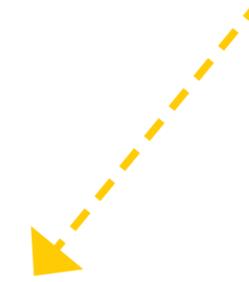
10 YEAR Anniversary

FROM OUR FOUNDING EXECUTIVE DIRECTOR, DR. ERIN MULLEN:

“As awareness of the vital importance of healthcare preparedness and response has grown, so has Healthcare Ready. At the outset, Rx Response was primarily a public relations campaign, but quickly evolved into a full-fledged emergency response asset; integrating the efforts of the public health sector and the pharmaceutical supply chain. As Rx Response became Healthcare Ready, the focus expanded to include the entire healthcare sector. Throughout it all, Healthcare Ready has remained focused on helping ensure that patients have access to essential care, no matter the circumstances.”



A handwritten signature in black ink, appearing to read 'Erin Mullen'.



RESTATING OUR COMMITMENT



Ten years after our founding, we have found that there are many layers of disruptions to healthcare and patient access to healthcare. Now more than ever, we are working more diligently to identify these barriers to healthcare that individuals and patients face before, during, and after disasters. By identifying these barriers and hazards to health, we position ourselves at the forefront of preparedness. Using the lessons learned from the past ten years, we can better mitigate the shocks and impacts to healthcare that obstruct patient care. We are committed to securing accessible healthcare for all individuals and finding more efficient ways to bridge the gaps and strengthen the capabilities of the healthcare system and the supply chain.

OUR HISTORY

AUGUST 2007

Launch of Rx Response

SEPTEMBER 2008

Hurricane Ike response

JANUARY 2010

Haiti Earthquake Response

DECEMBER 2010

First Rx Response member-only exercise

AUGUST 2011

Launch of the Pharmacy Status Reporting Tool (PSRT) for Hurricane Irene (which led to the creation of Rx Open)

OCTOBER 2012

Hurricane Sandy response

OCTOBER 2014

Ebola outbreak (supported US response)

APRIL 2016

Zika outbreak response

AUGUST 2017

Response to Hurricanes Harvey, Irma, Maria

AUGUST 2008

Hurricane Dolly & Gustav response

APRIL 2009

H1N1 Activation

NOVEMBER 2010

Rx Response received award from FEMA Director Craig Fugate and the International Association of Emergency Managers

MAY 2011

Joplin, MO Tornado

JUNE 2012

First semi-live Rx Response exercise

MAY 2013

First Rx Response Public-Private Table-top Exercise

AUGUST 2015

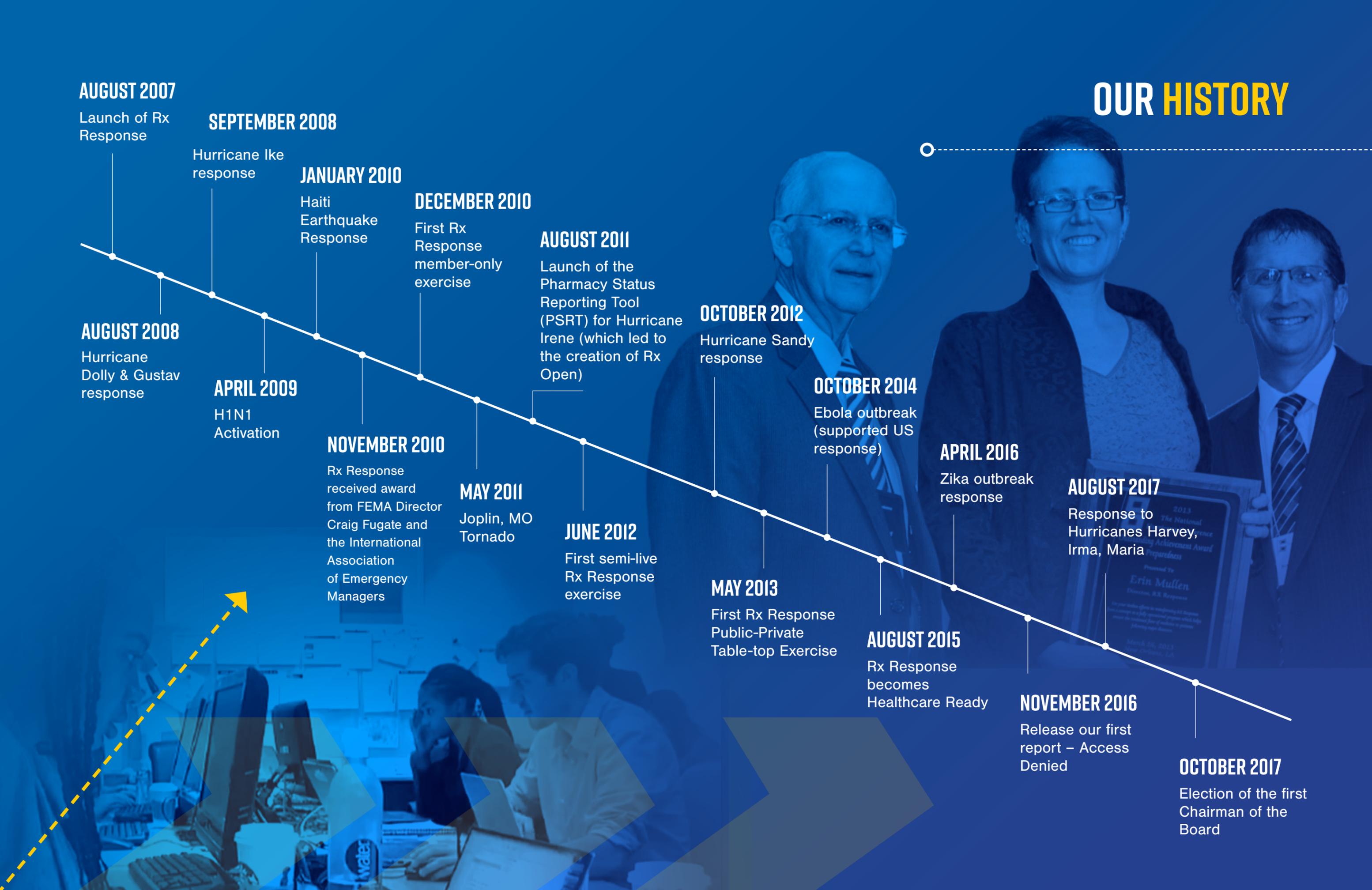
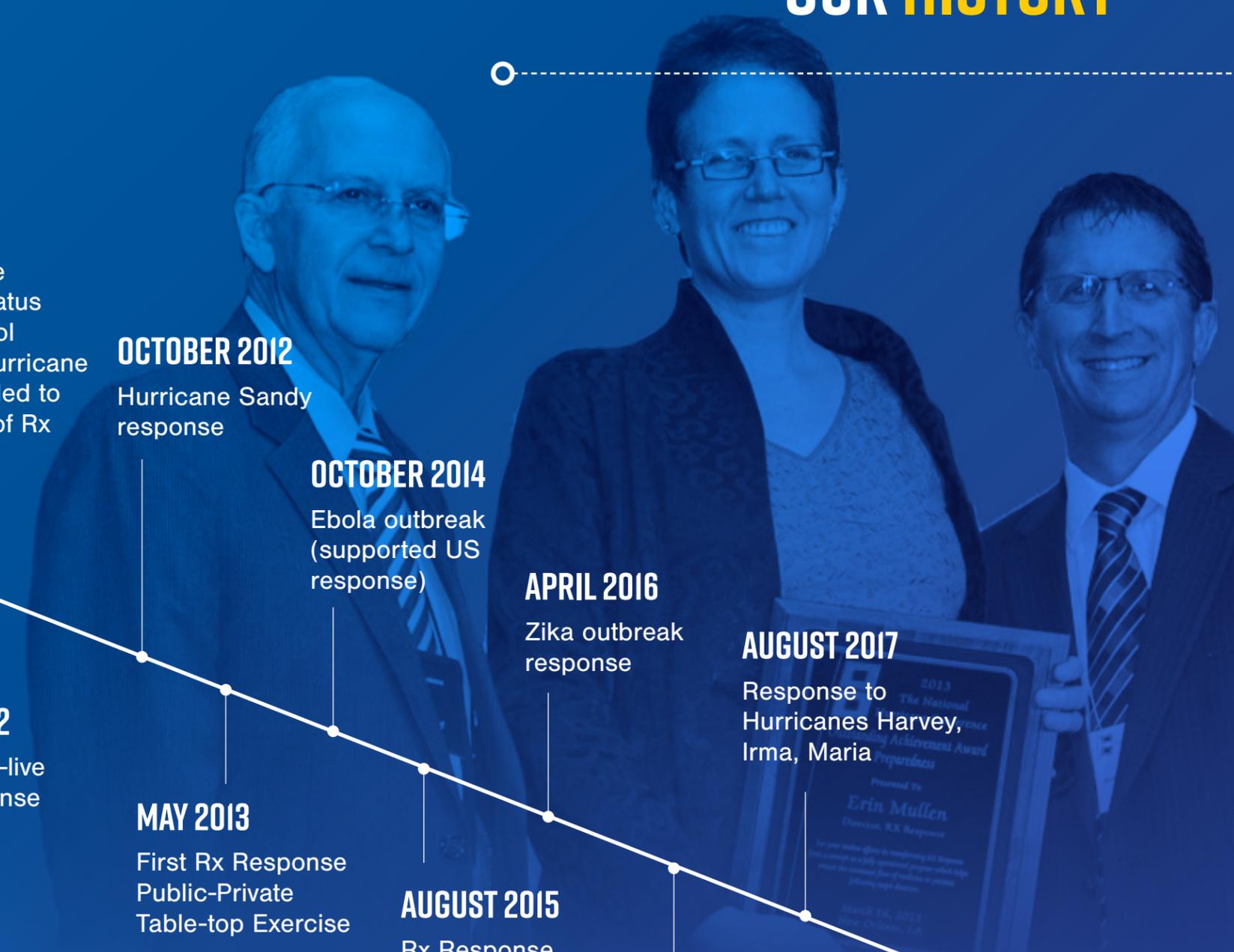
Rx Response becomes Healthcare Ready

NOVEMBER 2016

Release our first report – Access Denied

OCTOBER 2017

Election of the first Chairman of the Board



BOARD

Healthcare Ready's Board of Director's

is represented by organizations that carry weight in the public health world. These organizations are heavily engrossed in securing and safeguarding patient health in multiple capacities. These practices and values directly align with our mission and vision. As Healthcare Ready grows, so does its Board and their capabilities.

This year, we saw major changes in leadership that helped bring in new insights and perspectives to the Board and our organization. In October we were grateful to announce the appointment of our first Board Chairman, Dr. Bruce Altevogt from Pfizer. In addition, we also saw the creation of our first Executive Committee to oversee the Board. In July, we welcomed Nicolette Louissaint as Executive Director of Healthcare Ready and President of the Board.

We are thankful for the opportunities to strengthen and expand our policies and practices. With new leadership, we hope to expand our reach to new territory. As Healthcare Ready continues into 2018, we are looking forward to more opportunities to grow and amplify our vision.



Bruce Altevogt, PhD, Chairman, is a Senior Director of Science Policy within Pfizer's Global Policy and International Public Affairs team, working on global security issues such as anti-microbial resistance and inter-pandemic preparedness.



Perry L. Fri is the Healthcare Distribution Alliance's Executive Vice President of Industry Relations, Membership and Education. In this role he is responsible for the direction, supervision and development of industry initiatives that facilitate improved business processes and operational efficiencies in the healthcare supply chain.



Greg Halvacs is the Senior Vice President and Chief Security Officer at Cardinal Health. In this role, he is responsible for all aspects of asset protection for over 500 locations in 60 countries, business resiliency and global real estate.



Nicolette A. Louissaint, PhD, President, Executive Director of Healthcare Ready. Prior to this position, Nicolette served as a Foreign Affairs Officer at the U.S. Department of State. As the lead officer for health intellectual property and trade issues, she advised the State Department's leadership on issues related to public health, technology transfer and biotechnology.



Kathleen Jaeger, JD is President of the National Association of Chain Drug Stores (NACDS) Foundation and Senior Vice President for Pharmacy Care and Patient Advocacy at NACDS. In these roles, she advocates for quality, affordable pharmacy patient care before key constituencies and contributes to NACDS's public policy initiatives.



Dara Alpert Lieberman is Senior Government Relations Manager at Trust for America's Health, where she leads the organization's advocacy around infectious disease prevention, disease surveillance, and strengthening the nation's public health emergency preparedness and response capabilities.



Paul Aines, Treasurer, Executive Vice President of Administration, and Chief Financial Officer at the Pharmaceutical Researchers and Manufacturers of America (PhRMA). He is responsible for budgeting and finance operations, IT services and facilities.



Christine Simmon, JD is the Senior Vice President for Policy and Strategic Alliances at the Generic Pharmaceutical Association (GPhA), where she leads policy development initiatives and builds relationships with strategic partners in the healthcare sector.



Matt Minson, MD is the Senior Advisor for Health Affairs for the Texas Engineering Extension Service and at the Texas A&M University Health Science Center, and author of the award-winning series on consumer health titled Prepare to Defend Yourself.



Phyllis Arthur is the Vice President for Vaccines, Immunotherapeutics, and Diagnostics Policy at the Biotechnology Innovation Organization (BIO). In this role, she works with member companies in vaccines, molecular diagnostics and bio-defense on policy, legislative and regulatory issues.



Asha M. George, DrPH codirects the Blue Ribbon Study Panel on Biodefense, established in 2014 to assess gaps in and provide recommendations to improve U.S. biodefense.



Andrew Weber is the Senior Fellow with the Belfer Center for Science and International Affairs at the Harvard Kennedy School. Previously, he was the Assistant Secretary of Defense for Nuclear, Chemical and Biological Defense Programs, and an Advisor for Threat Reduction Policy in the Office of the Secretary of Defense.



Mary Casey-Lockyer, RN is the Senior Associate for Disaster Health Services at the national headquarters of the American Red Cross. In this capacity, she leads all disaster health program development and initiatives.



In addition, Healthcare Ready welcomed new staff in 2017. **Daniel Engelhardt** joined the organization as a Business Manager and **Lailah Fofana** joined as a Program Analyst. Our newly created Research Fellows program allowed graduate and post-doctoral students gain exposure to the field and provide research support.

MEMBERS & SUPPORTERS

Healthcare Ready is funded by membership support and donations from private sector companies, foundations and associations, and through research projects and studies funded by both the public and private sectors. We thank our sustaining contributors for their consistent support of the organization:



In addition, Healthcare Ready is proud to have the support and partnership of the following organizations:



FINANCIALS

2017 REVENUE BY SOURCE*

- Sponsorship **15%**
- Membership Dues **23%**
- In-kind Contributions **62%**



REVENUES

Membership	\$220,000
Sponsorships	\$80,041
Projects	\$56,305
In-kind support	\$585,706
Total Revenues	\$942,051

2017 hurricane season - \$243,272

EXPENSES

General (Administration, Operations, etc.)	\$498,033
Preparedness	\$165,871
Response	\$333,300
Recovery and Resilience	\$95,224
Total Expenses	\$1,093,877

2017 EMERGENCY RESPONSE

Donations towards Emergency Response:

\$80,000

(11% of donations from the general public)

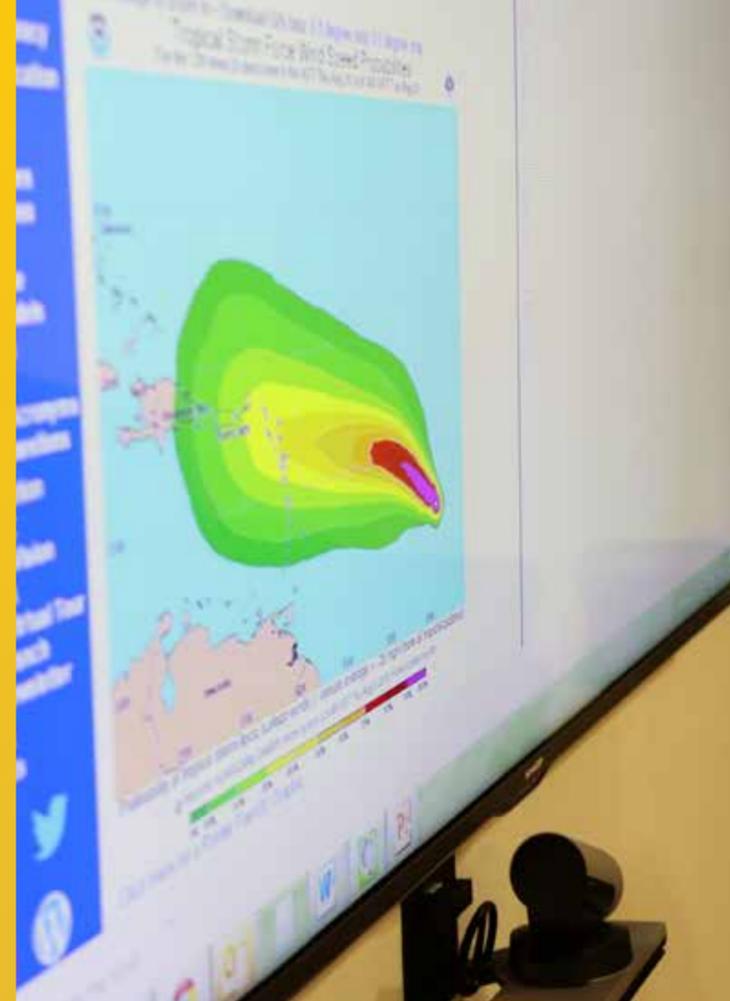
NEW RELATIONSHIPS

Healthcare Ready was pleased to welcome Amgen as a member.

SUSTAINED SUPPORTERS

This year, we were pleased to receive additional contributions from Cardinal Health, Amerisource Bergen, the National Council of Prescription Drug Programs, and Pfizer.

***AS WE LOOK TO THE
FUTURE AND CONTINUE TO
GROW, WE LOOK FORWARD
TO WORKING WITH YOU
TO IMPROVE HEALTHCARE
RESILIENCE.***



**HEALTHCARE
READY**