

The background of the entire page is a photograph of an American Red Cross Disaster Relief van, number 2104, with several workers in high-visibility vests loading cardboard boxes onto its back. The scene is overlaid with a semi-transparent orange and yellow geometric design consisting of diagonal lines and shapes. The text 'HEALTHCARE READY' is positioned in the top right corner, with 'HEALTHCARE' in white and 'READY' in white with a yellow arrow graphic pointing to the right.

**HEALTHCARE
READY**

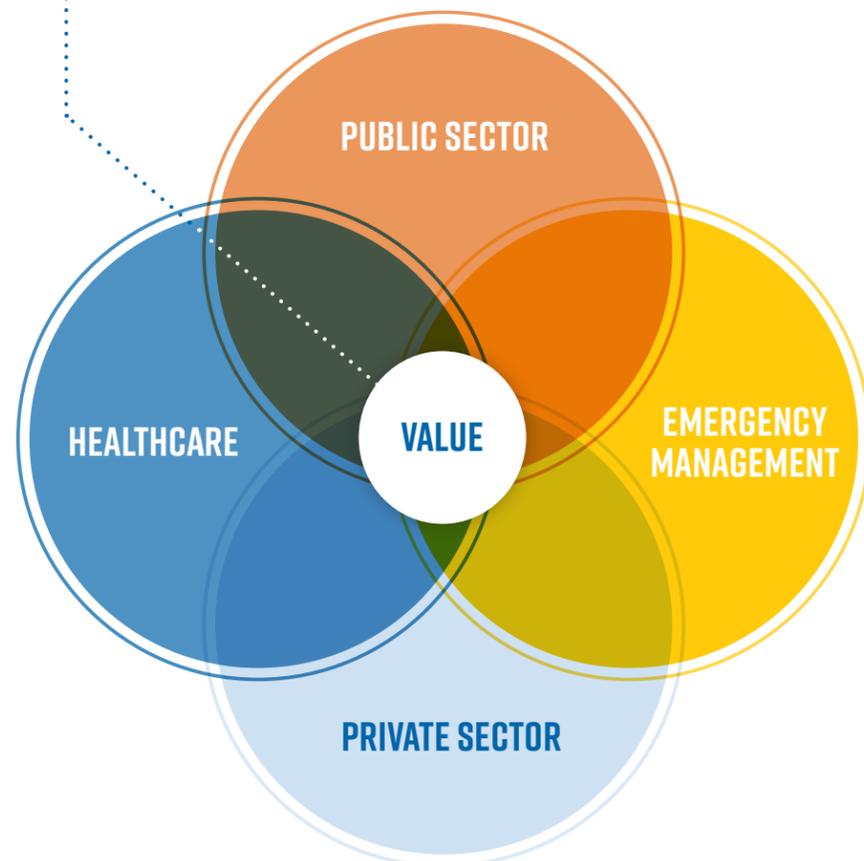
2018
ANNUAL REPORT

**STRENGTHEN.
SAFEGUARD.
RESPOND.**

WHO WE ARE

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

THE VALUE THAT HEALTHCARE READY BRINGS TO THE INTERSECTION OF DISASTER MANAGEMENT.



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MISSION AND VISION

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

OUR VISION

Building the resilience of our communities supports health and creates economic strength so that if disaster strikes quality of life returns to normal as fast as possible. Working together we ensure that we are stronger than the next disaster.



CHAIRMAN'S NOTE

Having served as chairman of Healthcare Ready's Board of Directors for two years now, it has been a tenure filled with accomplishments and milestones and 2018 was no different. I had the honor of both witnessing and guiding an organization filled with extremely motivated and passionate employees and volunteers who worked tirelessly year-round through long activations and ambitious preparedness planning. As we all know, there is no "slow season" for emergency management and disaster relief, meaning the need to protect and assist patients and their communities is ongoing. In the face of uncertainty, Healthcare Ready is "always on" and remains steadfast in our mission to improve thousands of lives across our nation on a daily basis. The organization recognizes that patients need to be supported in those critical moments of a crisis, and works to be able to support these patients and their communities through disasters.

Last year, our organization led the way in delivering highly effective and impactful programming and response efforts. With the vital support of our partners, Healthcare Ready remained activated for more than 90 days during another year filled with natural disasters, thousands of requests for assistance and hundreds of direct patient pleas. This was all done while Healthcare Ready served as the coordinator between the private and public sectors to bolster government response.

Outside of activation periods, the team formed and expanded several key partnerships with the federal government and public health organizations. Our goal has always been, and remains to be, ensuring that the impact of these partnerships is felt not just during disasters, but in building the resilience to face them throughout the year.

I am brimming with pride about the success and growth of Healthcare Ready to-date and am thrilled for

what 2019 will bring. I am confident that it will be another outstanding year of thriving partnerships, responding effectively to disasters, and working tirelessly to improve the lives of patients and supporting care providers.

Bruce Altevogt, PhD

THERE IS NO "SLOW SEASON" FOR EMERGENCY MANAGEMENT AND DISASTER RELIEF, MEANING THE NEED TO PROTECT AND ASSIST PATIENTS AND THEIR COMMUNITIES IS ONGOING.



2018

**STRENGTHEN.
SAFEGUARD.
RESPOND.**

EXECUTIVE DIRECTOR'S WELCOME

On behalf of the Board of Directors and staff of Healthcare Ready, I'm pleased to share our 2018 Annual Report. 2018 marked our 11th year of operations and perhaps one of the busiest years to date for our organization. As we embark on what is surely to be another groundbreaking year, we are eager to continue expanding Healthcare Ready's role and impact in the field and are excited for what 2019 will bring.

Reflecting on the incredible progress the organization has made over the years, we would not be here without our partners. From new and old partners, their generous contributions have ensured that Healthcare Ready can fulfill its mission year after year. With their support, they help us rise to the challenge of preparing for and responding to a slew of often unpredictable disasters and threats to patient and community health.

2018 was a year of considerable growth from a policy, research, and thought leadership perspective as we published the first-ever multi country health security poll and third annual domestic preparedness poll. Bringing this expertise and knowledge directly to communities to support public health and disaster preparedness policy development proved beneficial in Baltimore and Mobile, and will continue to be a priority in 2019.

With additional funding and newly expanded partnerships established in 2018, including the Department of



Health and Human Services and the Sector Coordinating Council, we are well-positioned for more sustainable expansion and operations going forward. While expanding our operations, our leadership role in preparedness across the public health and emergency response sectors continues to grow.

Healthcare Ready's Emergency Operations Center accomplished a huge feat by remaining activated for over 90 days in 2018 for 14 separate national disasters across 12 states and territories. We saw communities still reeling from 2017's hurricane season and wildfires, while bracing for another round of disasters. Hurricane Michael devastated Mexico Beach City and much of the Florida Panhandle and threatened northern communities that were still managing the aftermath of Hurricane Florence. The California Camp Fire caused more damage than any other natural

disaster in the world, posing unique challenges to response as the fire burned for days on end due to California's extended drought.

During the long hours of work required to remain activated for such a long period of time, we were inspired by the unwavering commitment and dedication of our partners in healthcare and public health preparedness as we met the most pressing health needs across the country.

As we look ahead, we remain committed to combating ongoing threats to patient and public health. We will do so in partnership with the public and private sectors in order to support our healthcare system – and the patients it supports.


Nicolette Louissaint, PhD

**HEALTHCARE READY'S
EMERGENCY OPERATIONS CENTER
ACCOMPLISHED A HUGE FEAT IN 2018 BY
REMAINING ACTIVATED FOR
OVER 90 DAYS
FOR 14 SEPARATE NATIONAL DISASTERS
ACROSS 12 STATES AND TERRITORIES.**

90
14
TWELVE



BY THE NUMBERS

Emergency Responses

7
FULL
ACTIVATIONS
+3 MORE THAN 2017

7
PARTIAL
ACTIVATIONS
+2 MORE THAN 2017

12
STATES AND
TERRITORIES DIRECTLY
SUPPORTED

90+
DAYS
ACTIVATED

300+
PATIENTS DIRECTLY
ASSISTED DURING
ACTIVATIONS

8K+
HOURS OF
ACTIVATION
EFFORTS

14K
PHARMACIES
MAPPED

30
CRITICAL
MEDICAL SUPPLY
DELIVERIES

22K+
Rx OPEN
USERS

Initiatives & Programs

22
PANELS AND EVENTS
ON EDUCATION AND
CAPACITY-BUILDING

7
WEBINARS AND
TRAININGS DELIVERED

14
STATES AND TERRITORIES
DIRECTLY ENGAGED
(PROGRAMS)

3
ROUNDTABLE
DISCUSSION EVENTS
HOSTED

6
REPORTS
AND WHITEPAPERS

Communications

28
BLOGS
PUBLISHED

40+
ARTICLES AND
OP-EDS PUBLISHED

47K+
WEBSITE USERS
+19.83% MORE THAN 2017

202M
MEDIA
COVERAGE REACH

1.1M
SOCIAL MEDIA
REACH

MAJOR ACCOMPLISHMENTS

Across emergency responses, programs, projects, and organizational capacity, 2018 was a significant year for Healthcare Ready.

- ➔ **Two new members joined**
 - Cardinal Health
 - AmerisourceBergen Corporation (ABC)
- ➔ **Added new board member – Erin Horvath, ABC**
- ➔ **Pharmaceutical Cargo Security Coalition Award for 2017 hurricane response**
- ➔ **Finalist for Disaster Recovery International “Program Leader of the Year” for 2017 hurricane season response**
- ➔ **Major grants**
 - ASPR Cooperative Agreement
 - ASPR Technical Resources Assistance Center and Information Exchange (TRACIE)
 - Finished DHS NIPP Challenge
 - Lifelines Consulting Services in Mobile, AL
 - Two community resilience contracts with the City of Baltimore Office of Sustainability
- ➔ **Activation Accomplishments**
 - 9 major activations across 12 jurisdictions

NEW PARTNERSHIPS

 **3**
FEDERAL AGENCIES

 **2**
STATE AGENCIES

 **3**
LOCAL AGENCIES

 **10+**
TYPES OF PARTNERSHIPS/
ALLIANCES

 **5**
NGO PARTNERSHIPS

“Across emergency responses, programs, projects, and organizational capacity, 2018 was a significant year for Healthcare Ready.”

OUR IMPACT

→ JURISDICTIONS SUPPORTED

- Through responses – **12 states and territories**
- Through projects – **13 states and territories**

→ PATIENT IMPACT

- **300+** patients directly assisted
- **1000s** indirectly assisted through disaster-specific patient resources
- Directly and indirectly assisted patients through:
 - **Hotline** – Prescription refill guidance, locating pharmacies and healthcare facilities, prescription assistance information
 - Working with patient **advocacy groups** to develop and share resources
 - Securing **wraparound support** – hygiene kits, comfort items
- Types of support:
 - **Coordinating donations** and **deliveries** for shelters
 - **Arranging evacuation** for dialysis patients

→ IMPACT / INFLUENCE IN THE FIELD

- **Developed prototype of a first-of-its kind map** displaying the operating status of ancillary care facilities (pharmacies, dialysis centers, urgent care clinics, community health centers)
- Developed **resources** that promote **resilience** for Baltimore, MD and Mobile, AL
- Formally and informally **convened federal decision-makers** and **private sector partners** before, during and after activations
- Sought to **fill important data gap in health security** by conducting polls centered on collecting data from the perspective of patients

→ TRAINING TOPICS

- CMS Emergency Preparedness Rule
- Health Equity and Disasters
- Pharmaceutical Supply Chain
- Healthcare Infrastructure during Disasters – Rx Open and the NIPP Challenge
- Needs of Vulnerable Populations during Disasters
- Exercises for Healthcare Executives

300+
PATIENTS DIRECTLY ASSISTED

201,000,000
MEDIA HITS

45,000+
WEBSITE VISITORS

29,000+
PHARMACIES MAPPED ON Rx OPEN

Rx Open
a service of Healthcare Ready

NOTABLE ENGAGEMENT & OUTREACH

Healthcare Ready Influence & Presence Highlights



Emergency Preparedness and Response

- ➔ 2018 National Preparedness Summit - Presentation on Google Partnership
- ➔ Blue Ribbon Study Panel on Biodefense Testimony
- ➔ 2017 Hurricane After-Action Convenings
 - Transported Asset Protection Association (TAPA)
 - Pharmaceutical Cargo Security Coalition (PCSC)
 - Pharmaceutical Manufacturers Benchmarking Group

15 total events

Disaster Response Technology

- ➔ Verizon Operation Convergent Response 2018
- ➔ DHS HIFLD/GeoPlatform Open Data Workshop
- ➔ Greater NY Hospital Association
- ➔ Capitol Hill NIPP Challenge Briefing
- ➔ Sprint Disaster Response and Recovery Conference

8 total events

Community Resilience

- ➔ Amgen Equity Summit
- ➔ NMQF Health Fair Roundtables
- ➔ Maryland State Public Health Preparedness Conference
- ➔ Rhode Island Department of Health Equity Summit
- ➔ Capitol Hill Briefing on Vulnerable Populations with National Health IT Collaborative for Underserved
- ➔ National Interoperability Collaborative Regional Symposium

12 total events

Councils and Fora

- ➔ HPH Sector Coordinating Council
- ➔ NEMA Private Sector Working Group
- ➔ National Academies Health and Medical Preparedness Forum
- ➔ Partnership for Quality Medical Donations Community of Practice



MAJOR NEWS COVERAGE

Healthcare Ready was covered in more than 40 distinct articles and op-eds in 2018, across a range of media outlets. This visibility provided a great opportunity to talk about Healthcare Ready and the work that we do to protect patients during disasters. Featured coverage includes:

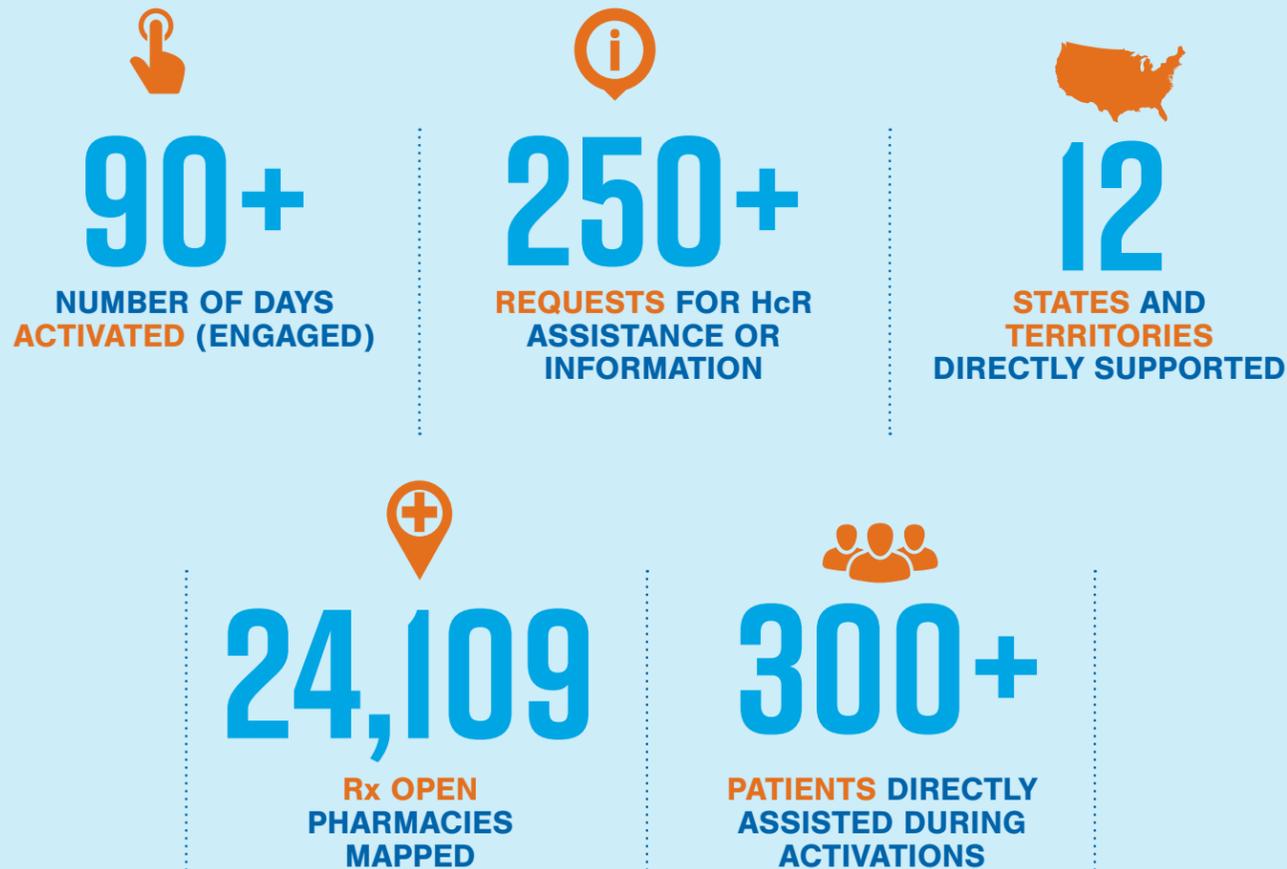


<p>→ “International Hospitals and Healthcare Review” Oct-18</p> <p><i>Q&A: Healthcare Ready</i></p>	<p>→ “Huffington Post” Sep-18</p> <p><i>Hurricane Maria’s Effect On The Health Care Industry Is Threatening Lives Across The U.S.</i></p>	<p>→ “Pharmacy Times” 18-Sep-18</p> <p><i>Pharmacies Assisting Communities Impacted by Hurricane Florence With Digital Tools, Donations</i></p>	<p>→ “STAT” 15-Jun-18</p> <p><i>Congress needs to back legislation supporting disaster preparedness</i></p>	<p>→ “Modern Healthcare” 2-Jun-18</p> <p><i>Storm surge: After Irma, Harvey and Maria, providers prep for a new hurricane season</i></p>	<p>→ “The Hill” 7-Sep-18</p> <p><i>What Puerto Rico’s death toll really tells us</i></p>
<p>→ “The Weather Channel” 15-Sep-18</p> <p><i>Though Hospitals, Nursing Homes Evacuated Ahead Of Florence, Emergency Medical Facilities Still Available</i></p>	<p>→ “The Hill” 9-Jul-18</p> <p><i>In times of disaster, patients expect government to step up to meet their needs</i></p>	<p>→ “Emergency Management” 21-Jun-18</p> <p><i>Survey Respondents Say a Disaster Is Imminent in the Next Five Years</i></p>	<p>→ “The Hill” 12-May-18</p> <p><i>One month out from 2018 hurricane season — are we prepared?</i></p>	<p>→ “The Dukes of Hazards (Podcast)” 26-Mar-18</p> <p><i>Women in Emergency Management</i></p>	<p>→ “Uptown” 22-Mar-18</p> <p><i>Let’s Avoid a Global Pandemic: It’s Time to Reconsider Our Approach to Flu</i></p>
<p>→ “The Hill” 20-Mar-18</p> <p><i>Are we doing enough to protect the health care supply chain?</i></p>	<p>→ “CBS News Online” 11-Feb-18</p> <p><i>Why so many medicines are in short supply months after Hurricane Maria</i></p>	<p>→ “Uptown” 23-Feb-18</p> <p><i>The Impact of Disasters on Vulnerable Populations</i></p>			



EMERGENCY RESPONSES

Healthcare Ready (HcR) activated to respond to multiple events across the country in 2018. Events included the largest and deadliest fires to ever occur in California, multiple Atlantic hurricanes affecting states from Virginia down to Florida, and some of the strongest storms to ever affect Hawai'i and the Commonwealth of the Northern Mariana Islands in the Pacific.



BY THE NUMBERS



Healthcare Ready activated for more than 14 separate major disasters that affected 12 states and territories. Healthcare Ready was activated for 90+ days.

PATIENT IMPACT



Healthcare Ready directly connected patients with chronic care needs to the care they required.

2018 ACTIVATION OVERVIEW

Healthcare Ready activated for over **fourteen** separate major disasters that affected **twelve** states and territories with a combined population of over **100 million people**. HcR's activations for these events totaled over **90 days** at **ENGAGED** status.

Over the course of these activations, **Healthcare Ready responded to over 250 requests for assistance** and information from the private sector, federal, state, and county emergency management agencies, and individual patients. These requests included:

- ➔ Coordinating close to **30 deliveries of critical medical supplies** to shelters and medical facilities in the affected areas
- ➔ Arranging **evacuation** for over **150 dialysis patients** to receive treatment
- ➔ Facilitating **donations** of over **6,000 donated hygiene kits, 500 doses of naloxone**, and two deliveries of urgently needed **medical oxygen tanks** to medical needs shelters

The HcR team also represented private sector healthcare in **HHS's Secretary's Operations Center** (the only non-federal organization requested to sit in the operations center) and routinely briefed on the status of healthcare and public health operations on **FEMA's National Business Emergency Operations Center** coordination calls.

While the majority of requests for assistance and information occurred during activations for **Hurricanes Florence and Michael**, HcR also shared critical information on pharmacy status, emergency refill laws and policies, insurance information, prescription assistance programs (e.g. EPAP) and more for other events.

**HEALTHCARE READY
ROUTINELY BRIEFED FEMA'S
NATIONAL BUSINESS
EMERGENCY OPERATIONS
CENTER ON THE STATUS OF
HEALTHCARE AND PUBLIC
HEALTH OPERATIONS.**



THE HEALTHCARE READY TEAM WAS THE ONLY NON-FEDERAL ORGANIZATION INVITED TO REPRESENT PRIVATE SECTOR HEALTHCARE IN HHS'S SECRETARY'S OPERATIONS CENTER.

**HEALTHCARE READY:
90+ DAYS AT ENGAGED STATUS**

FLU SEASON
CALIFORNIA SUMMER
WILDFIRES
HURRICANE LANE
TROPICAL DEPRESSION
GORDON
HURRICANE OLIVIA
TYPHOON MANGKHUT
HURRICANE FLORENCE
HURRICANE MICHAEL
SUPER TYPHOON YUTU
CAMP AND WOOLSEY FIRES

- November – March**
Flu Season
- July 31 – August 10**
Summer California Wildfires
- August 21 – August 27**
Hurricane Lane
- September 5**
Tropical Depression Gordon
- September 12 – September 13**
Hurricane Olivia
- September 11 – September 14**
Typhoon Mangkhut
- September 12 – September 24**
Hurricane Florence
- October 9 – October 31**
Hurricane Michael
- October 24 – November 8**
Super Typhoon Yutu
- November 14 – December 4**
Camp and Woolsey Fires

FULL ACTIVATIONS

Summer California Wildfires

July 31 – August 10

While the activation was initially for the Carr Fire affecting the city of Redding, the Mendocino Complex's Ranch Fire and River Fire quickly became additional events of concern. The Mendocino Complex Fire became the largest recorded fire in California history at 459,123 acres.

The HcR Emergency Operations Center (EOC) tracked pharmacy status through Rx Open and promoted wildfire-specific preparedness messaging on social media.



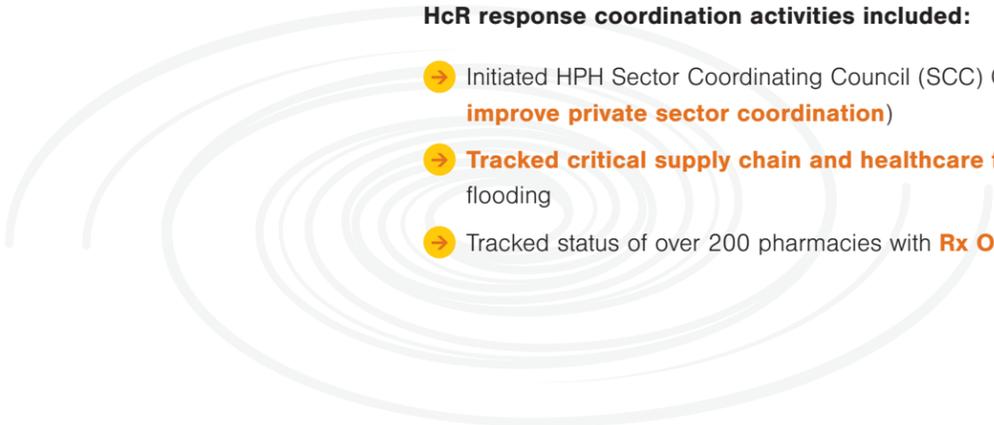
Hurricane Lane

July 31 – August 10

Though Hurricane Lane was downgraded to a tropical storm by the time it approached the Hawaiian Islands, the storm system brought historic levels of rain, causing flash flooding, landslides, and storm surge.

HcR response coordination activities included:

- Initiated HPH Sector Coordinating Council (SCC) Coordination Call (to improve private sector coordination)
- Tracked critical supply chain and healthcare facilities vulnerable to flooding
- Tracked status of over 200 pharmacies with Rx Open



Hurricane Florence

September 12 – September 24

Hurricane Florence hit the coast of North Carolina as a tropical storm, but slowly dragged itself through North and South Carolina for days dumping multiple feet of rain in some areas. It became a horrible flooding event that would require months of recovery in the Carolinas. The HcR EOC was activated around the clock for nearly two weeks fielding requests for assistance and serving as a critical coordinator, matching needs to resources. Rx Open mapped the operating status of over 6,500 pharmacies across the region.

Highlights of HcR's requests for assistance and activities included:

- Dialysis patient transport: Coordinated urgently needed bus transportation for over 100 dialysis patients and their caregivers to a facility able to treat them and house them in a nearby special needs shelter.
- Patient refill assistance: Directly responded to more than a dozen patients requests for information or assistance with refilling prescriptions for their medication.
- Shelter needs: Tracked medical needs in shelters around the state and supported deliveries of oxygen tanks, oxygen supplies, and comfort kits to multiple shelters housing hundreds of evacuated residents of North Carolina.

HEALTHCARE READY EOC WAS ACTIVATED AROUND THE CLOCK FOR NEARLY TWO WEEKS FIELDING REQUESTS FOR ASSISTANCE AND SERVING AS A CRITICAL COORDINATOR, MATCHING NEEDS TO RESOURCES

BY THE NUMBERS

Partnered with Google to analyze pharmacy and aggregated health search trends

Mapped 6,500+ pharmacies

Secured urgent donation of oxygen tanks and supplies for mega shelter

Facilitated donation of 6,000+ comfort kits for survivors

Coordinated 5+ major medical deliveries to hospitals

Worked with 3 federal agencies, 13 state and local groups, 14 NGOs, 18 coordination groups and positioned 100s of medical volunteers and assets to support survivor needs

Coordinated evacuation of 100+ dialysis patients

Fielded dozens of direct patient pleas for assistance

HEALTHCARE READY: Responding to Florence

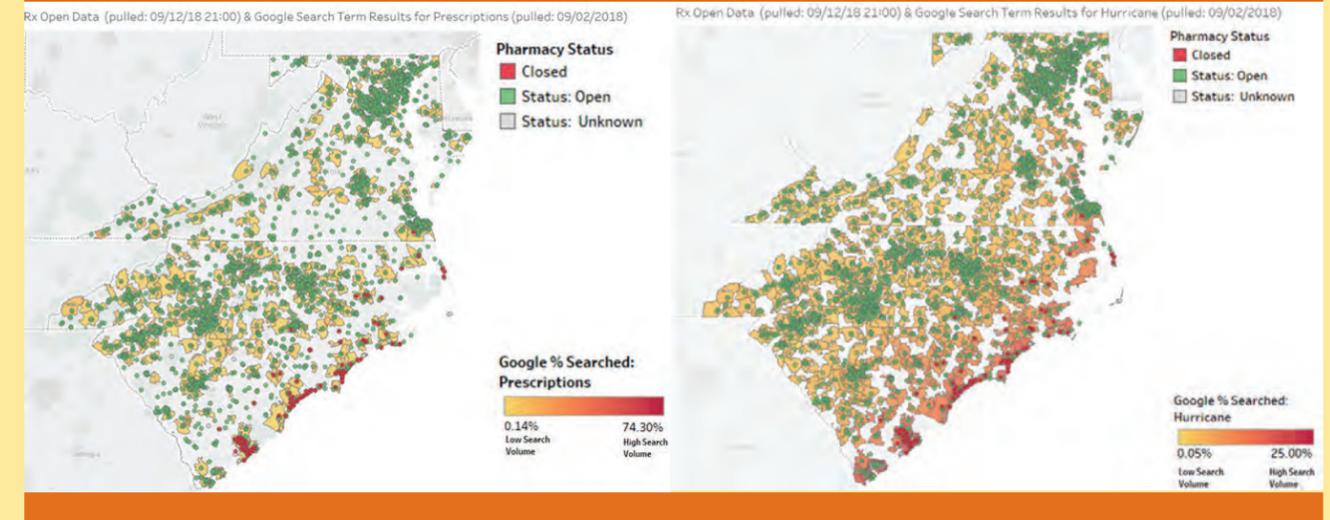
Recovery is ongoing. Join Healthcare Ready in its lifesaving work. Learn how you can support, donate, or partner at www.healthcareready.org.

Hurricane Michael

This powerful storm made a crash landing onto the **gulf coast of Florida** as a Category 4 hurricane, **the strongest hurricane to have ever hit the area**. While it dissipated within a couple days, it had enough time to **completely wipe away homes and businesses in Panama City, Florida**, the town that faced the most widespread damage. **Rx Open mapped the status of over 13,700 pharmacies in the region**. Healthcare Ready worked for weeks on end to support the recovery with the following primary activities:

- ➔ **Supporting Pharmacy Needs:** Helped establish a **mobile pharmacy** outside of a hospital. **Mapped the operational status of over ten thousand pharmacies** across the southeastern US.
- ➔ **Hospital Restoration:** Worked with partners to **restore communications** capabilities for four **hospitals** in the span of about **24 hours**.
- ➔ **Coordinating Supply Deliveries:** Facilitated the donation of **500 doses of naloxone** to shelters across the panhandle and the donation of **dozens of medications and medical supplies** to a damaged Panama City clinic. Responded to **12 requests to support medical deliveries**.
- ➔ **Direct Patient Support:** Coordinated the transportation of **30 stranded patients to a dialysis center** for urgently needed treatment and responded to **dozens of patient calls and emails** throughout the activation.

OUR PARTNERSHIP WITH GOOGLE CONTINUED TO HELP BOTH US AND PARTNERS UNDERSTAND WHERE PATIENTS WERE SEARCHING FOR HELP DURING HURRICANES FLORENCE AND MICHAEL.



Super Typhoon Yutu

October 24 – November 8

Typhoon Yutu was the **strongest typhoon to impact the Mariana islands** and the second-strongest storm system to impact the US and territories. We worked with federal partners to **track supply chain needs** in the **Pacific Island territories**, such as the availability of flu vaccinations for people on the Northern Mariana Islands. This focus highlighted how the **overlap of flu season and hurricane season can directly impact a healthcare response**.

We were simultaneously pushing out messaging on our **blog about the importance of getting the flu shot** for the general public, while we reached out to private sector partners with potential needs and a general offer of assistance for the Yutu response. Fortunately, the normal supply chain on the islands was resilient enough to service its patients without supplemental support.

Camp and Woolsey Fires

November 14 – November 21

Information sharing activities for the Camp and Woolsey Fires included **wildfire safety messaging and emergency prescription refill law education**. We activated **Rx Open** in **California**, while it was still activated for Hurricane Michael and Super Typhoon Yutu, to **map over 6,000 pharmacies** in the state. Team members reached out directly to pharmacies impacted by the fires to update the map with the most accurate information and **fielded requests for pharmacy operations updates from HHS**.

BY THE NUMBERS

Mapped status of 13,700+ pharmacies



Organized emergency transportation for 30 stranded dialysis patients in need of treatment



Coordinated donation of 500 naloxone doses to shelters

Responded to 12 requests for largescale deliveries of medical supplies



Coordinated placement of critical mobile pharmacy at damaged hospital

HEALTHCARE READY: Responding to Michael

Provided nationwide emergency refill guidance

Fielded dozens of direct patient pleas



Coordinated telecommunications restoration for 4 hospitals

Coordinated donation of over 25 medicines and products for damaged hospital



Partnered with Google to match medicine searches to pharmacies



Recovery is ongoing. Join Healthcare Ready in its lifesaving work. Learn how you can support, donate, or partner at www.healthcareready.org.

PARTIAL ACTIVATIONS

- September 5:
Tropical Depression Gordon (Louisiana, Mississippi, and Alabama)
- September 12 and September 13:
Hurricane Olivia (Hawai'i)
- September 11 – September 14:
Typhoon Mangkhut (Guam)

Social Media

- 10,000+ views September through October
- Increase in notable followers: FEMA, state and local officials
- Social Media cards with event specific information



Media Mentions

- 20 articles and mentions
- The Weather Channel, Emergency Management, local outlets
- 170M reach



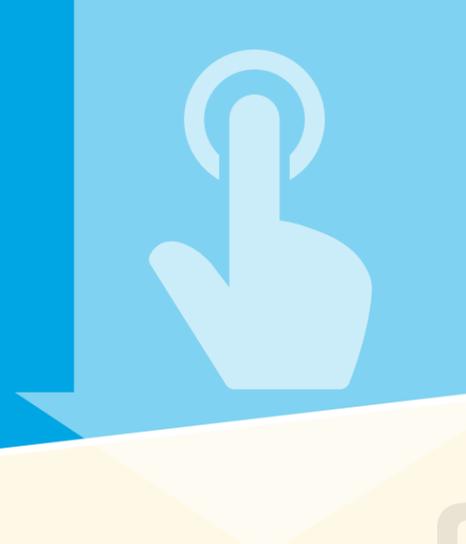
10,000+
SOCIAL MEDIA VIEWS SEPT-OCT

170,000,000
REACH FROM 20 MEDIA MENTIONS

**TROPICAL DEPRESSION
GORDON
HURRICANE OLIVIA
TYPHOON MANGKHUT**

PROGRAMS & INITIATIVES

2018 saw Healthcare Ready's programming portfolio **mature and deepen across our three pillars** – enhancing healthcare and public health response capabilities, preparedness issue awareness and education, and community resilience and equity.



MAPPING
CONVENINGS
CASE STUDIES

2018 Programming Summary

Response Capabilities

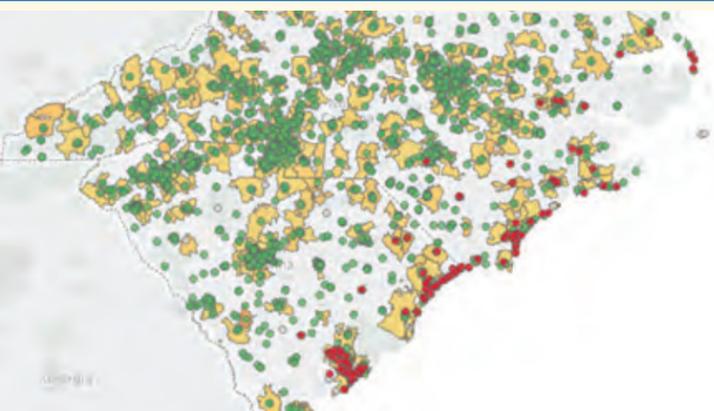
- ➔ Developed a **first-of-its-kind map** for sharing non-hospital healthcare facility operating status
- ➔ Authored **3 reports** on healthcare facility status during emergencies
- ➔ Developed 2017 **Hurricane Season After-action Report**
- ➔ Participated in **7 hurricane season convenings**
- ➔ Developed **multiple case studies** on private-public sector partnership during 2017 hurricane season
- ➔ Supported **planning for exercises**

Issue Awareness and Education

- ➔ Executed first-ever **multi-country health security poll**
 - **13 countries**
 - **15,201 responses** analyzed
 - 1 press release, 2 articles
 - **10 in-depth country risk profiles**
- ➔ Conducted third annual **domestic preparedness poll**
 - **1,200 responses** analyzed
 - Completed longitudinal analysis
- ➔ **Paper** on the impacts of extreme weather events on public health
- ➔ Informed **factsheet** on controlled substances during disasters

Community Resilience and Equity

- ➔ **Baltimore Disaster Preparedness and Planning Project**
 - Wrote new chapter on **Community Resilience**
 - Disseminated public survey to **1,000+**
 - Developed **framework** for community resilience
- ➔ **Community Resilience** in Mobile, AL
 - Developed training and exercise program for **Southwest Alabama 211** service
- ➔ Participated in **6 events** focused on community resilience



HEALTH SECURITY POLL
PUBLIC SURVEYS
PLANNING EXERCISES



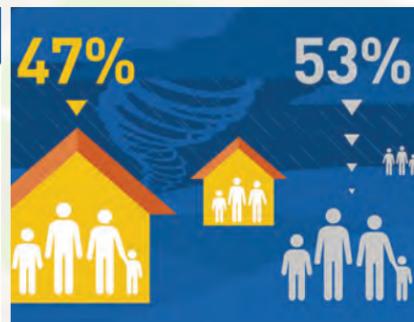
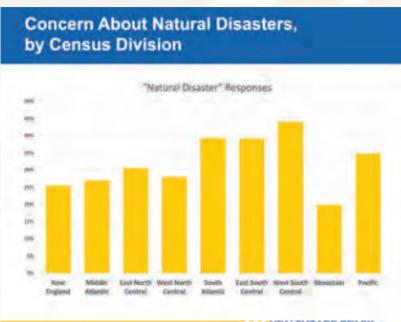
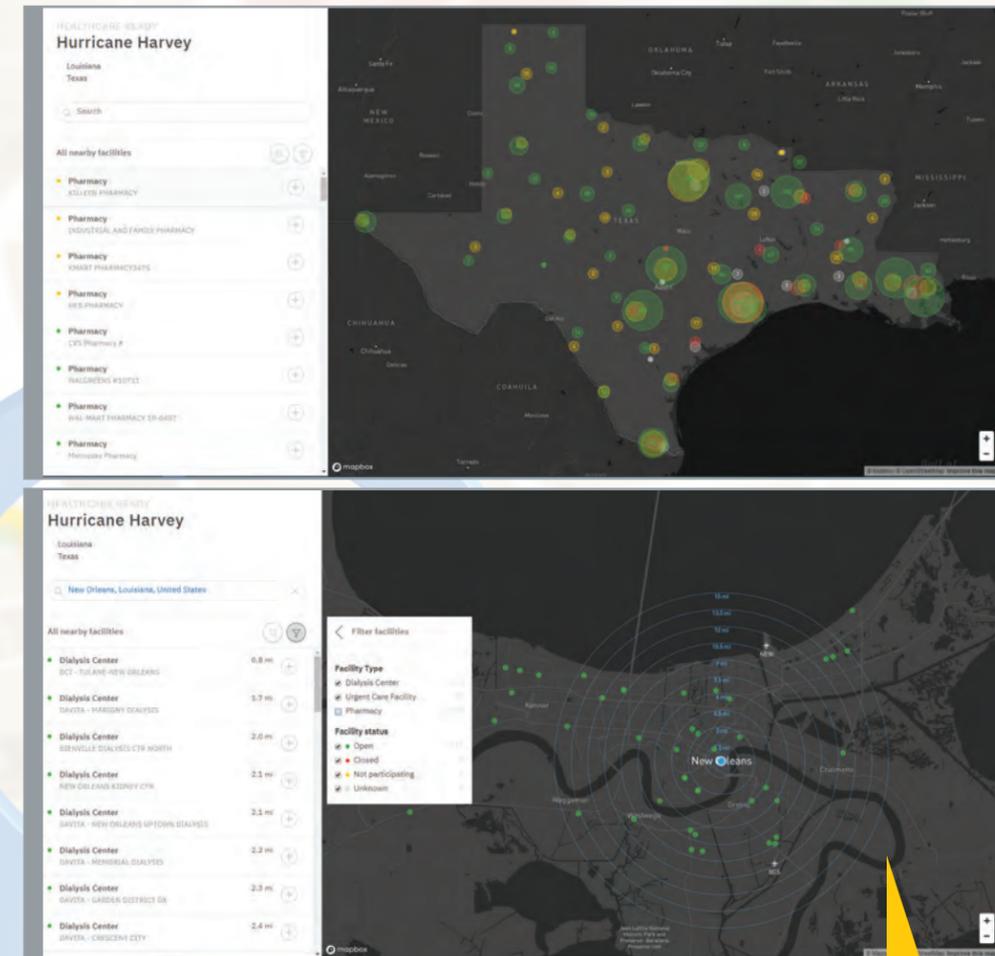
ENHANCING RESPONSE CAPABILITIES

Taking **lessons learned from disaster responses** and translating them into **improved plans and enhanced resources and capabilities for all healthcare preparedness stakeholders** forms the core of our **programmatic efforts**. 2018 was a pivotal year in this capacity, from the after-action activities and reporting coming off the historic 2017 hurricane season to the completion of our National Infrastructure Protection Program (NIPP) Security and Resilience Challenge Project.

DHS NIPP Security and Resilience Challenge Project

Real-time awareness: mapping critical healthcare infrastructure status during emergencies

Selected by the Department of Homeland Security to examine the feasibility of creating a map similar to Rx Open for other types of healthcare facilities.



Research

- Completed landscape analysis of healthcare status availability
- 40+ interviews with SMEs and stakeholders
- 60+ survey responses
- Validated needs of the sector, systematically captured challenges through reports

Products

- Cutting-edge prototype, scalable for ancillary care facilities
- Three (3) landmark reports
- Validation of Healthcare Status Needed
- Landscape Analysis
- Comprehensive Feasibility Assessment
- Two (2) webinars and one (1) virtual roundtable

Thought Leadership

- Delivered briefing on Capitol Hill
- Showcased at Verizon Operation Convergent Response
- Presented to DHS HIFLD Open Data Forum, Greater NY Hospital Association, HPH Sector Coordinating Council, and more.

VALUE+IMPACT

- Created first resource that cataloged publicly available healthcare facility operating status by facility type
- Identified mechanisms for healthcare facilities to share operating status information with minimal burden on a platform for emergency responders and patients
- Developed a prototype map to fill a critical need in the healthcare response field
- Project captured needs of public sector emergency management and responders and private sector healthcare operators and responders
- Forged connections across healthcare and public health field

2017 Hurricane Season After-action Initiatives

The aftermath of the historic and devastating 2017 hurricane season undergirded many of our 2018 programs in some capacity. With impacted areas, particularly Puerto Rico and the US Virgin Islands, still very much in response mode well into the year, **HcR undertook programs focused on the response to recovery transition.**

- ➔ Traveled to **Puerto Rico** to conduct **interviews** with healthcare and **public health stakeholders on infrastructure** impacts to the islands and **assess on-going recovery** efforts to inform an assessment of critical healthcare infrastructure recovery.
- ➔ Spoke at over a dozen **after-action panels and events** to describe on-going **challenges** faced by healthcare and **lessons learned**.
 - **Federal government events:** FEMA, HHS, Congressional Briefing on Health IT for the Underserved
 - **Private industry:** Healthcare Distribution Alliance annual conference, pharmaceutical manufacturers business continuity convening, transportation and telecommunications sector convenings
 - **Non-profit partners:** Partnership for Quality Medical Donations
- ➔ Developed in-depth **case studies** featuring six (6) private sector-led or public-private partnerships formed to **protect patients**

Rx OPEN ENHANCED

- ➔ Added **more US territories** to the map
- ➔ Updated **county thresholds**
- ➔ Added **Spanish** resources to Rx on the Run

**HEALTHCARE
READY**
Rx OPEN LIVE MAP SYSTEM



OUR VOICE AND PERSPECTIVE

- ➔ Illustrated public-private sector **information sharing** challenges—and provided solutions
- ➔ Educated on the role of **community pharmacies** and **ancillary care**
- ➔ Served as a **leading voice** on impacts to vulnerable populations—and provided **solutions**

The new Rx Open County Overview thresholds add more detail for aggregate pharmacy status at the county level.



HEALTHCARE PREPAREDNESS, ISSUE AWARENESS AND EDUCATION

From our position between sectors we execute programs that allow us to highlight both best practices and challenges. These programs are designed to contribute to the body of knowledge of healthcare preparedness and drive change.

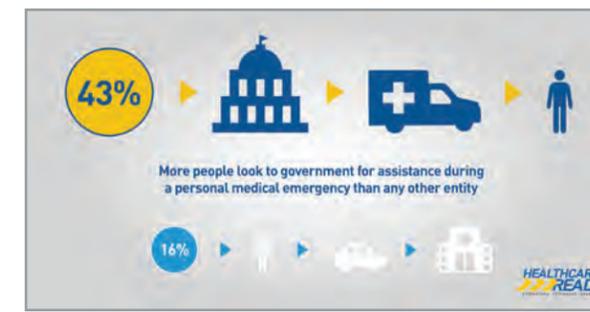
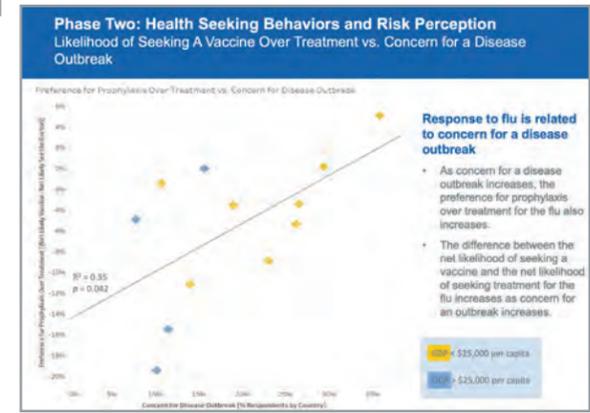
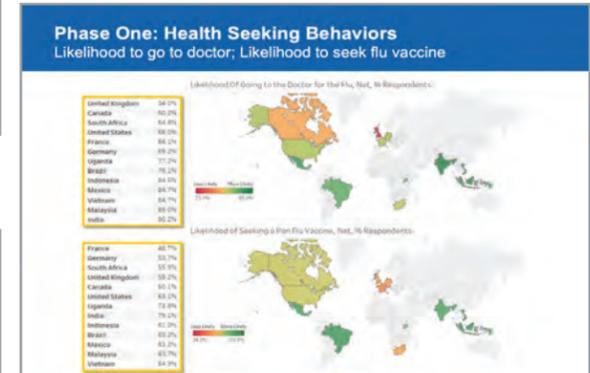
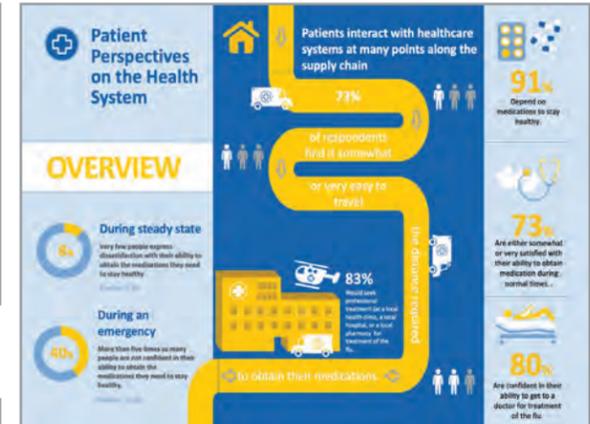
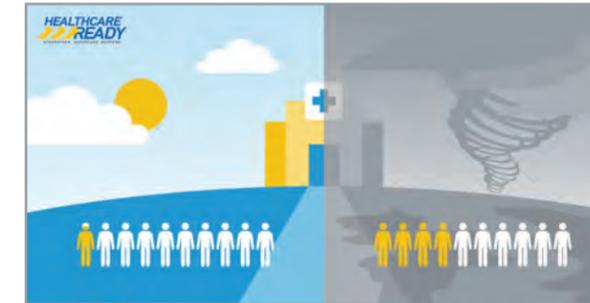
Multi-country Health Security Poll

Executed **first-ever multi-country health security poll**. The poll was designed to **collect patient perspectives on a variety of preparedness topics**, such as where patients would seek treatment for flu, or how they could go without medication.

- ➔ 13 countries
- ➔ 15,000+ responses
- ➔ In-depth **country risk profiles**

VALUE+IMPACT

- ➔ Filled **gap in health security field** by collecting patient perspectives
- ➔ Matched **patient-level data** to health system data
- ➔ Learned **patient concerns** to better inform response plans and strategies



Annual Domestic Preparedness Poll

- Third annual domestic preparedness poll
- Completed longitudinal analyses and in-depth demographic analyses



VALUE+IMPACT

- Began to identify trends in data, learning how Americans' concerns change over time
- Helped shape equitable planning and policy through demographic analyses by location, income level and more

Research and Analysis

- Released an issue brief on the impacts extreme weather events have on public health
- Supported Federal government partners in developing resources on controlled substances during disasters



VALUE+IMPACT

- Created needed resources for the healthcare response field and patients



COMMUNITY RESILIENCE AND EQUITY

Patients and communities are affected by disasters differently. Disparities that can arise from these differences can often be addressed *before* a disaster. In 2018, we grew our portfolio of programs aimed at fostering community resilience and creating a space for stakeholders to convene around issues of equity and disasters.

Local-level Initiatives in Baltimore, MD and Mobile, AL

Framework for Community Resilience Plans:

Developed a comprehensive **framework Baltimore city officials and community leaders alike can use to increase community resilience**. The framework includes recommended changes to emergency response plans and reflects insights from city emergency managers, health officials, and community leaders from Resilience Hubs.

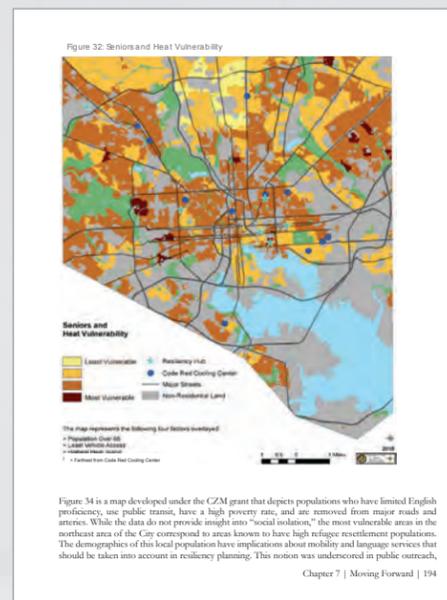
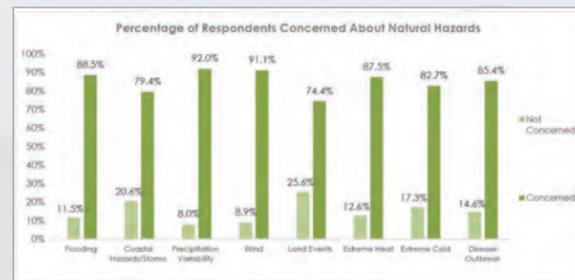
Baltimore Disaster Preparedness and Planning Project (DP3):

Wrote a new chapter for **Baltimore's All-Hazards Mitigation Plan**, the DP3, that centered on sustainable **community resilience** initiatives and **equitable engagement** of the public in disaster planning.

- 1,000+ community surveys analyzed
- Multiple interviews with community leaders and members

Training and Exercise Program for Lifelines Counseling Services in Mobile, AL:

Began six-month long project that will build **community resilience and emergency response** capacities for **Lifelines Counseling Services in Mobile, AL**. Lifelines operates Southwest Alabama's United Way/2-1-1 emergency assistance hotline.



VALUE+IMPACT

- ➔ Led **community engagement** in local-level planning, conducting outreach to marginalized communities
- ➔ Captured concerns and challenges of **vulnerable populations** and **integrated them into city plans**

BOARD

Healthcare Ready's Board of Directors 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.

In September, we introduced a new member bringing fresh insights and perspectives to the Board and the organization, Erin Horvath from AmerisourceBergen Corporation.

We are thankful for the opportunities to strengthen and expand our policies and practices. With experienced leadership, we hope to expand our reach to new territory.

As Healthcare Ready continues into 2019, 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.



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.



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.



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.



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.



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.



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.



Erin Horvath is the Senior Vice President of Distribution Services for AmerisourceBergen Corporation. In this role, Erin is responsible for leading the company's core field and corporate operations teams ensuring quality and efficiency, transportation, engineering, and maintenance. She is also responsible for enhancing the customer experience through customer service and technical support functions who handle all inquiries regarding ABC's online ordering platform. In addition, Erin supports the company's sales team by managing Business Operations.



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.



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.



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.

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:

WE THANK OUR MEMBERS FOR THEIR CONTINUED SUPPORT OF OUR MISSION

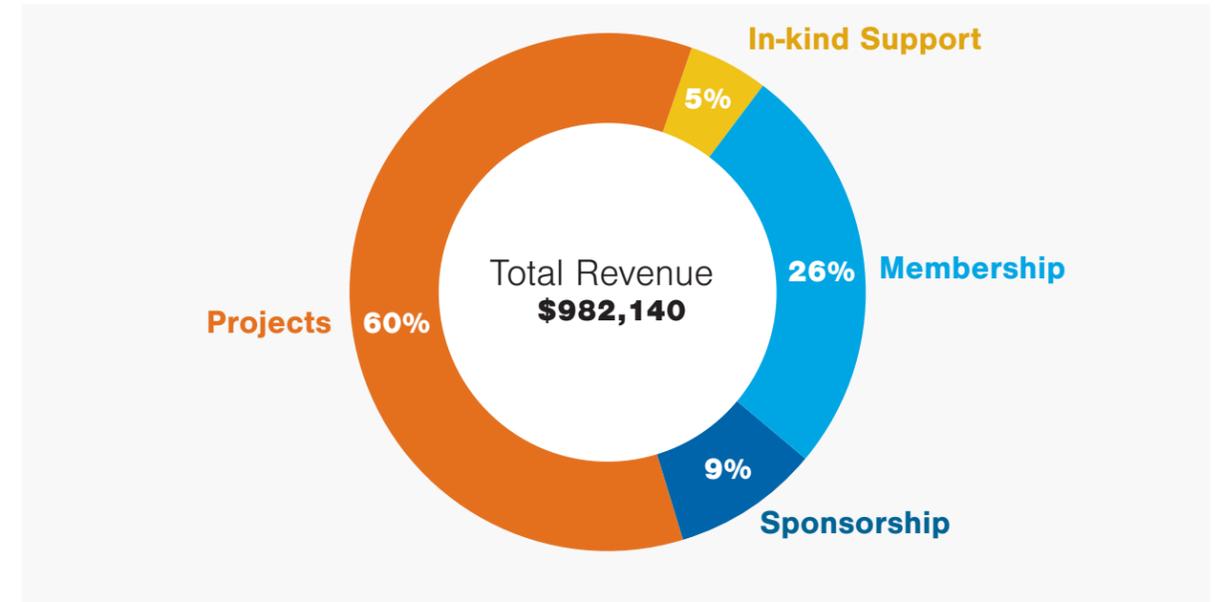


WE ALSO THANK OUR PARTNERS FOR SPONSORSHIPS TO SUSTAIN OUR EMERGENCY RESPONSE ACTIVITIES:



FINANCIALS

2018 REVENUE BY SOURCE



REVENUE

Membership	\$260,000
Sponsorships	\$84,965
Projects	\$586,599
In-kind support	\$50,576
Total Revenue	\$982,140

EXPENSES

General (Administration, Operations, etc.)	\$633,130
Preparedness	\$219,980
Response	\$146,678
Recovery and Resilience	\$49,673
Governance	\$21,412
Total Expenses	\$1,070,873



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