

2020 ANNUAL REPORT



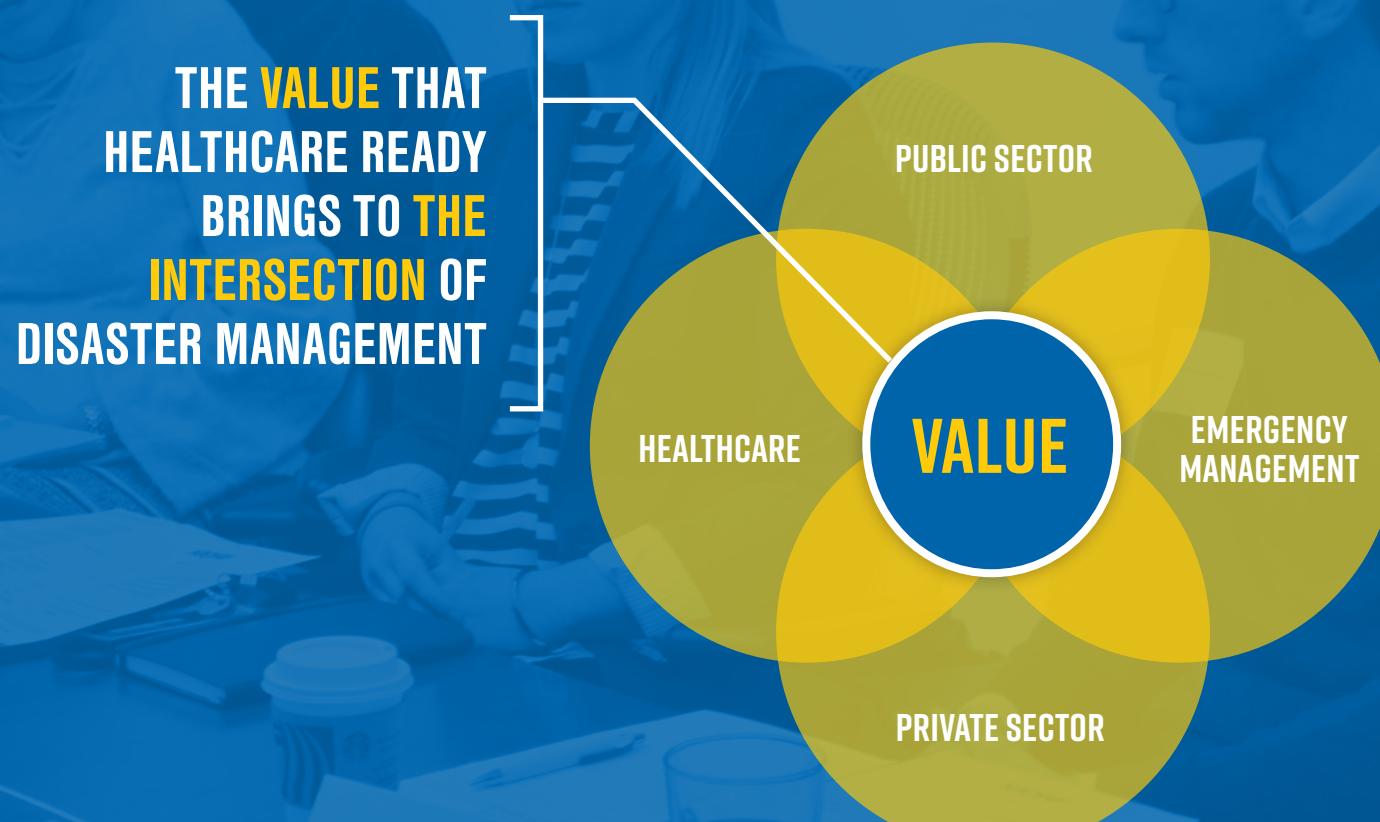
STRENGTHEN.
SAFEGUARD.
RESPOND.

HEALTHCARE
READY

WHO WE ARE

CONTENTS

Healthcare Ready is a national nonprofit organization that **facilitates public and private sector collaboration** to maintain US **health supply chain 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 **manufacturing, procurement, and distribution of medical products**, the **delivery of healthcare services**, and the **management of facilities**.



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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

What a difference a year makes! In January 2020, as I entered my second year as Chairman of Healthcare Ready, the nation was at the precipice of a historically challenging time: the COVID-19 pandemic was emerging as a crisis that would strain our supply chain, test our resilience, and it would put Healthcare Ready squarely in the “eye of the storm”. It was a critical time for our nation.

When Healthcare Ready was formed nearly 15 years ago, it was created to support supply chain coordination during crises like what we continue to face today. The trusted partnerships the organization has nurtured and developed over the years enable the team to help build resilient communities that are prepared for, can respond to, and recover from disasters and disease outbreaks.

Healthcare Ready was activated in early January to respond to the virus outbreak using its information-sharing mechanisms to share sensitive supply chain information between public and private sectors. Over the course of the year, it prioritized maintaining coordination across the private sector on COVID-19 response activities, and identifying solutions to a range of healthcare supply chain and community safety messaging challenges to increase the efficiency of the response.

We successfully tackled the competing threats created by COVID-19 and unyielding hurricane and wildfire seasons by offering preparedness training, outreach and resources to communities in need. Our efforts to strengthen the supply chain further established the team as trusted and informed experts for the media as well as local and federal government officials. In fact, at the request of the incoming Biden Administration, Healthcare Ready was asked to share its expertise and offered recommendations for near-term actions that should be taken by the government to ensure the health and safety of our citizens.

At the end of my letter in last year's Annual Report I wrote, "I look forward to seeing Healthcare Ready continue to grow in stature and critical importance as we face new and unexpected challenges in the future." Little did I know at the time of my writing the extent to which the pandemic would upend all of our lives and challenge the organization.

As we take a look back at 2020 in the following pages, I am grateful to our generous donors, supporters and partners who, collectively, have made it possible for Healthcare Ready to rise to the occasion and help protect our nation. Our valued near- and long-term collaborations prove that we are stronger together. Thank you – we could not have served our mission without you.



LITTLE DID I KNOW AT THE TIME OF MY WRITING THE EXTENT TO WHICH THE PANDEMIC WOULD UPEND ALL OF OUR LIVES AND CHALLENGE THE ORGANIZATION.

A handwritten signature in black ink that reads "Perry Fri".

Perry Fri
Chairman, Healthcare Ready
Executive Vice President,
Healthcare Distribution Alliance

EXECUTIVE DIRECTOR'S WELCOME

Partners,

I hope you are safe and healthy, and that you and your family are doing well.

As I write this letter and reflect on last year, I am filled with an abundance of gratitude. This is despite the fact that 2020 will be remembered as a difficult year, when hundreds of thousands of lives were tragically lost to COVID-19; many communities were destroyed and forced to rebuild from wildfires and hurricanes; and civil unrest and political tensions strained the nation to its core. Yet, through it all, Healthcare Ready stood strong.

I am proud of the way our team was able to persevere despite the personal and professional hardships we faced this year. For more than 13 months, we have tirelessly worked alongside our public and private partners, members and supporters to strengthen the nation's response to the complex challenges created by these natural disasters and virulent pandemic.

With your support, we were able to help strengthen the health response through our many relationships we've honed over the years. Thanks to you, we brought together industry and government, helped safeguard patient health by providing solutions to critical problems, and provided best practices for healthcare preparedness and response to communities throughout the nation.



Nicolette Louissaint, PhD

Many of you reading this letter are aware of the collective impact we've been able to have on so many lives during this unprecedented time. You lived it with us, day-in and day-out, and know first-hand the challenges we were able to overcome together in 2020. These exceptional circumstances were an opportunity for Healthcare Ready to prove the value of the organization and reason for our existence, having been established as a mechanism of coordination following the tragic aftermath of Hurricane Katrina. In the years since, I'm proud of how we've proven that working together we can accomplish far more than we could on our own.

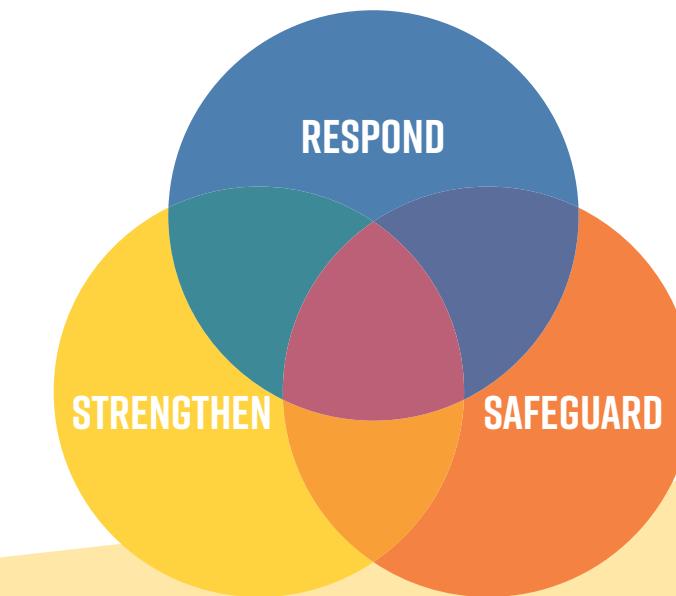
As Healthcare Ready begins the year, we are taking stock of the partnerships we treasure and relationships we value. These trusted connections fill us with gratitude and hope as we continue to help with the pandemic response, and contribute to building resilient communities that are better prepared to respond and recover from disasters and disease outbreaks.

Thank you for your support. We look forward to advancing our mission and making a meaningful, positive impact with you to help protect our nation in the year ahead.



OUR TRUSTED CONNECTIONS FILL US WITH HOPE AS WE CONTINUE TO HELP WITH THE PANDEMIC RESPONSE, AND CONTRIBUTE TO BUILDING RESILIENT COMMUNITIES THAT ARE BETTER PREPARED TO RESPOND AND RECOVER FROM DISASTERS AND DISEASE OUTBREAKS.

STRENGTHEN, SAFEGUARD, RESPOND >>> 2020



STRENGTHEN

Healthcare Ready strengthens the systems we all depend on in a crisis. During the natural disasters and virus outbreak we experienced this year, we served as a technical expert, creating resources for patients, providers, and organizations, and providing training for healthcare and public health workers so that they were better prepared to respond to emerging needs.

SAFEGUARD

Healthcare Ready safeguards communities by ensuring they have both the capacity and resources to protect their residents from the most severe health impacts from a crisis. This year, we worked to prevent disruptions to patients' access to their medicines and critical healthcare services during the pandemic and active wildfire and hurricane seasons.

RESPOND

In 2020, Healthcare Ready responded to and supported the recovery of communities in a way that equitably supported their needs. By first working to maintain health operations and then supporting residents seeking access to care, Healthcare Ready made sure that patients didn't experience significant health impacts due to the natural disasters and pandemic we faced this year.

OUR IMPACT

2020 BY THE NUMBERS

 **200+**

INTERVIEWS, OP-EDS
& BLOG POSTS

 **30+**

PANEL
APPEARANCES

 **7**

FULL
(ENGAGED STATUS)
ACTIVATIONS

 **12**

PARTIAL
(ALERT STATUS)
ACTIVATIONS

 **960+**

RFI/AS ROUTED

 **351**

DAYS ACTIVATED

3,238

TWITTER
FOLLOWERS

 **1M+**

TWITTER
IMPRESSIONS

 **62,946**

RX OPEN PHARMACIES
MAPPED



STRENGTHEN

Healthcare Ready
strengthens the systems we
all depend on in a crisis.

Strengthening health preparedness and response requires partnership, coordination, and practice. In order to accomplish this goal, Healthcare Ready bridges the gap, recognizing that while preparedness is often the goal, it may be difficult to prioritize amongst other things. **By serving as a technical expert, creating resources for patients, providers, and organizations to use, and providing training for healthcare and public health workers to respond to crises, we work towards strengthening the systems we all depend on in crisis.** Much of this was put to the test during the peak of the COVID-19 pandemic, as Healthcare Ready was forced to pivot to do the work of strengthening systems as we responded to the crisis.

// Key Accomplishments

The key accomplishments of the strengthening pillar throughout the past year have been focused on our transition to virtual resources and responses.

- Healthcare Ready **hosted, led, or developed dozens of virtual trainings and workshops.** The Healthcare Ready team worked successfully with the Council of State Governments East to create four “micro summits” on COVID-19.
- Healthcare Ready was repeatedly **cited as an expert source** in a variety of media appearances, ranging across television, radio, podcasts, and print.
- Staff at Healthcare Ready were panelists, guest speakers and presenters at a number of virtual events discussing **COVID-19, supply chain security, and other crucial topics focusing on strengthening the supply chain.**

// Leveraging technical expertise to create an informed public

- Working with the **Council of State Governments East**, the team at Healthcare Ready helped create **micro summits on COVID-19 issues** like communications, disaster planning, and personal protection.
- Healthcare Ready was referenced across **major news outlets such as AP, the Atlantic, the Washington Post, and National Geographic.** By using these opportunities in print, podcasts, video, and other formats, we shared our expertise to an audience outside of our usual partners.
 - [AP interview with Linda Johnson](#)
 - [C-SPAN's "Washington Journal's" interview with Nicolette](#)
 - [The Atlantic Features Pandemic Experts](#)
 - [NBC News \(featuring Rx Open\)](#)
 - [The Chronicle of Philanthropy profile](#)
- Healthcare Ready staff also provided input by **presenting and serving as panelists at more than 30 workshops and events** virtually throughout the year. Highlights include:
 - NAACP's Emergency Tele Town Hall on COVID (March 15)
 - New York Senator Kevin Parker's Virtual Town Hall (June 5)
 - USCCF Conference: Public Health Preparedness (July 16)
 - California Partnership for Access to Treatment Webinar (August 26, 27)

IMPACT



80+
MAJOR MEDIA APPEARANCES

20+
TRAININGS & WORKSHOPS



Maryland Legislative Black Caucus: Saving Black Lives During The Pandemic And Beyond

70+
COMMUNITY RESOURCES CREATED

30+
PANEL APPEARANCES

1M+
TWITTER IMPRESSIONS

SAFEGUARD

Healthcare Ready ensures that communities have the capacity and resources to protect residents from the most severe health impacts from a crisis.

While we work to strengthen systems, we know that events will come that require us to protect, or safeguard, communities from the impacts. **Safeguarding communities focuses on making sure that communities have both the capacity and resources to protect their residents from the most severe health impacts from a crisis.** Avoiding disruptions to medicines and healthcare are pivotal to surviving a crisis. Healthcare Ready continues to work with communities to ensure that they are stronger than the last disaster.

// Key Accomplishments

Creating informed communities

- We helped create informed communities by conducting more than 500 workshops, trainings, panel presentations and major media interviews on the healthcare supply chain, community resilience and partnerships that have supported the nation's response.

Safeguarding communities of color

- In late 2020, as the COVID-19 pandemic continued to disproportionately impact Black and Brown communities across the US, Healthcare Ready received a rapid research grant from the Walmart Foundation for a project titled "The Impact of COVID-19 on Communities of Color (IC3)".
- Healthcare Ready worked with top academic institutions to:
 - map and pinpoint which communities of color were most vulnerable to COVID-19;
 - conduct nationwide surveys to understand current and future challenges stemming from the pandemic; and,
 - perform dozens of targeted interviews in Texas and Louisiana to see how local organizations were supporting their communities.

Contributing to the knowledge advancement of the field

- Healthcare Ready published the organization's first peer-reviewed research paper, entitled "Community Pharmacy Operations in Puerto Rico During the 2017 Hurricane Season: A Descriptive Analysis of Rx Open Data."
- The paper was published in the Journal of Disaster Medicine and Public Health Preparedness.
- The paper uses Rx Open pharmacy status data to quantitatively show the impacts of Hurricane Irma and Hurricane Maria on pharmacies in Puerto Rico and Florida, and the results "demonstrate the unique severity of Hurricane Maria's impacts on Puerto Rico's health system."



IMPACT

COMMUNITIES DIRECTLY TOUCHED
BY OUR WORK

81

COMMUNITIES

31

STATES AND
TERRITORIES

5

TRIBAL
NATIONS

45

LOCALITIES



RESPOND

Healthcare Ready centers equity in order to respond to and support the recovery of communities.

We know that disasters and disease outbreaks will come, and Healthcare Ready remains ready to support communities impacted by these crises. **By first working to maintain health operations in the local communities, and then supporting residents seeking access to care, we work to ensure that patients do not experience significant health impacts due to the disaster.**

While major or catastrophic events are often in focus, there are also regional events that can harm communities for years to come. We seek to respond, and support recovery, in a way that equitably supports the needs of communities in the midst of crisis.

Key Accomplishments

In 2020, the COVID-19 pandemic stood to impact every community across the nation. We worked with partners across the health sector, community leaders, and government to identify communities of greatest need at various points in the pandemic. We worked to coordinate donations, support private sector movement of critical products, and support local health partners in their response to the virus during this year's historically active hurricane and wildfire seasons.

- We conducted more than 200 calls and coordinated updates between the government, manufacturers, healthcare distributors to strengthen our supply chain.
- Our team fulfilled more than 1,000 requests for assistance and routinely updated Rx Open's map for the entire nation, which has been featured by several national media outlets to help the public find pharmacies in their communities.
- When it became clear that communities in need did not have access to PPE and hand sanitizer, Healthcare Ready, working with our partners, such as Business Roundtable and Project Hope, INEOS, and Procter & Gamble. These partnerships delivered more than 20 million donations.

"True to your mission to strengthen, safeguard and respond, you have done exactly that for our team of medical and dental professionals with your donation of surgical masks and gowns. Thank you **Healthcare Ready** for protecting our team and patients."

—Florida Association of Community Health Centers



IMPACT

COVID-19 345+ DAYS ACTIVATED

DONATIONS COORDINATED:

15.5M+
SURGICAL MASKS,
GLOVES, AND
SURGICAL GOWNS

1.2M+
KN95 MASKS

77K
PACKS OF
BATTERIES

25K
FACE SHIELDS

10K+
N95 MASKS

HURRICANE SEASON

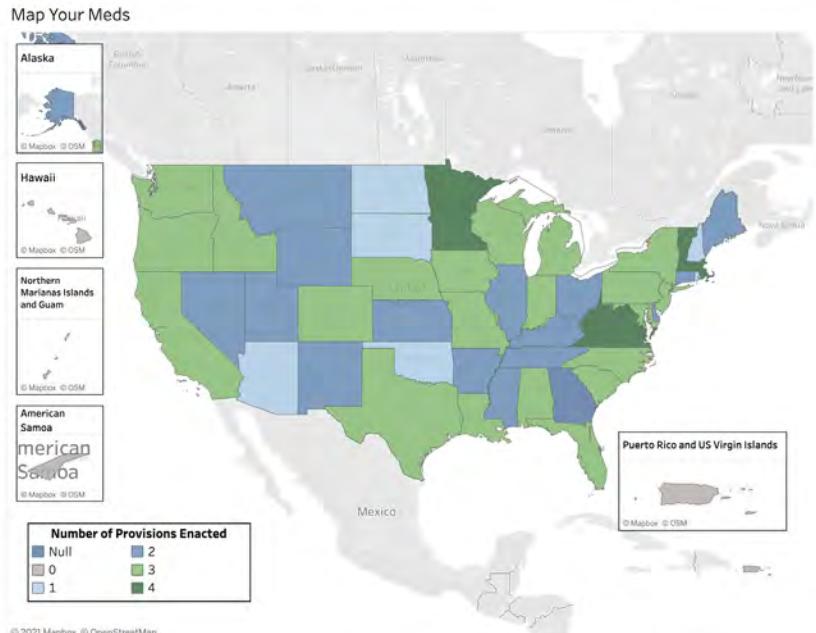
96 DAYS ACTIVATED

WILDFIRES

89 DAYS ACTIVATED

COVID-19 Response

Since the second week of January 2020, when the first cases of COVID-19 were reported in the US, **Healthcare Ready activated its network of public and private partners** to ensure coordination of critical elements across the healthcare supply chain.

- We engaged with FEMA and the U.S. Department of Health & Human Services (HHS) to encourage real-time information sharing on issues related to end-to-end supply chain coordination.
 - We coordinated more than 15 million donations of PPE to frontline workers and patients, helping to protect those who were at the greatest risk for exposure to COVID-19.
 - Through our partnership with BIO's Coronavirus Hub, we publicly shared valuable resources, and we vetted suppliers with the National Governors' Association and the Association for Healthcare Resource & Materials Management. Additionally, we worked with FEMA and HHS to distribute items to more than 22 states, including Washington, DC, Puerto Rico and tribal nations.
 - FAQs, toolkits, tip sheets, educational videos, infographics and social media messaging were made available in English and Spanish so that religious and community leaders, educators and local officials could better inform and protect these vulnerable populations.
 - We also issued 50+ situation reports and threat assessments to inform communities about COVID-19. We hosted dozens of virtual private sector convenings, workshops, webinars and trainings to help local communities and emergency management cope with and react to COVID-19.
 - We provided patients with information regarding open pharmacies and medical facilities in their neighborhoods so they wouldn't experience disruptions due to COVID-19 via [Rx Open](#), [Rx on the Run](#) and [Map Your Meds](#).
 - We were awarded Project HOPE's "[2020 Global Healthcare Partner](#)," and received more than \$1 million in grants and donations from PhRMA, Daiichi Sankyo Inc., the Walmart Foundation, Stanley Black & Decker, the PhRMA Foundation, and the Center for Disaster Philanthropy, among others.
- 

COVID-19 Media and Public Engagement



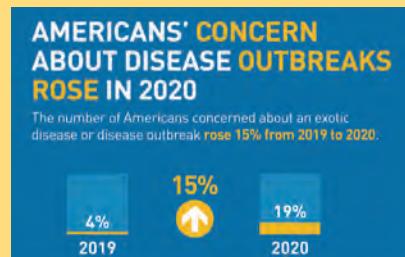
200+
INTERVIEWS, OP-EDS,
AND BLOG POSTS

20+
APPEARANCES ON
PANELS, VIRTUAL
TOWN HALLS, AND
WEBINARS



15
RECORDED VIDEOS ON
TRAINING, GUIDANCE,
AND PRE-RECORDED
WORKSHOPS

6
FAQs, TIP
SHEETS, AND
INFOGRAPHICS



**5TH ANNUAL
DOMESTIC
PREPAREDNESS
POLL**

9
ANIMATED VIDEOS
IN TWO LANGUAGES
(ENGLISH AND
SPANISH)

Hurricane Season - 2020 Responses

2020 saw the most active hurricane season on modern record. While many communities were spared from catastrophic storms, we saw more frequent events across the Southeast. Preparing for, and responding to, needs from a hurricane during a pandemic can be quite challenging as many of the standard hurricane response plans have to be altered to navigate the current reality of COVID-19.

Supporting health needs during this hurricane season was no different, with local healthcare institutions, community organizations, and health departments all having to coordinate plans to use existing resources to support local residents.

Community health facilities – pharmacies, dialysis centers, and clinics – had to step up, balancing their ongoing surge to meet medical needs. Healthcare Ready supported these partners in any way possible, including routing donations to these communities, supporting requests from impacted patients, and connecting disparate groups impacted by the pandemic.

Tropical Storms: Marco and Beta

Limited impacts

- Heavy rain and flash-flood warnings to much of the south and southeastern United States
- 1 Threat Assessment for Tropical Storm Marco
- 2 Situation Reports for Tropical Storm Beta

STATES IMPACTED



ARKANSAS

LOUISIANA

TEXAS

Hurricanes: Douglas, Laura, Sally, and Delta

Full Activation

- 4 Threat Assessments, 10 Situation Reports
- 3 blogs on impacts and appropriate resources
- Active social media accounts
- An emergency page dedicated to resources and tools for those affected by Hurricane Laura
- 17 Requests for Assistance

STATES IMPACTED



ARKANSAS

FLORIDA

HAWAII

LOUISIANA

MISSISSIPPI

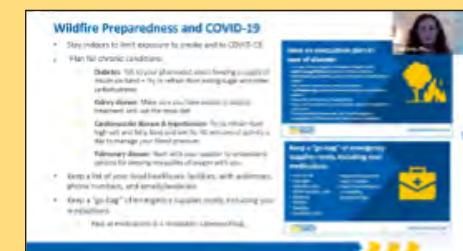
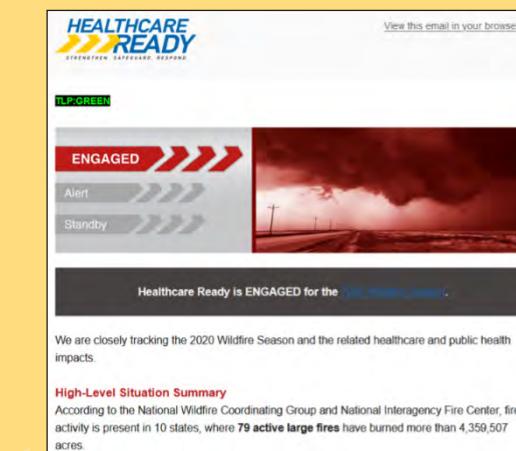
TEXAS

Wildfire Season - 2020 Responses

During the 2020 wildfire season, Healthcare Ready was in close communication with private and public sector partners to monitor wildfires and recovery efforts in the western US. We provided situational awareness around the outbreaks as they occurred as well as free resources and state-specific information to assist healthcare facilities, communities, and individuals prepare for and respond to wildfires. We stood ready to provide support to healthcare and communities including:

- Rapid access to the right contacts in the private sector or government
- Coordination with federal, state and local officials, nonprofits and shelters to ensure coordination and assistance with access to medicine
- Coordination with HHS, FEMA, state EOCs, and private sector companies
- Assistance with donations to shelters
- Facilitating access to healthcare facilities to ensure deliveries and personnel have access into restricted areas or with resuming operations
- Sharing information and promoting the use of medicine assistance programs

15 STATES



74 ACTIVE LARGE FIRES

4,141,810+ ACRES BURNED

BOARD OF DIRECTORS

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.

We are thankful for the opportunities to strengthen and expand our policies and practices. As Healthcare Ready looks into the future, we are excited to explore opportunities to support communities and partners as we work to fulfill our mission.

[Learn more about our Board of Directors by visiting us online.](#)



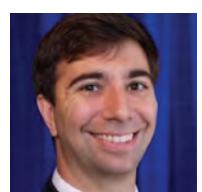
Perry L. Fri, Chairman is the Healthcare Distribution Alliance's Executive Vice President of Industry Relations, Membership and Education. In this role he is responsible for the direction, supervision and development of industry initiatives that facilitate improved business processes and operational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



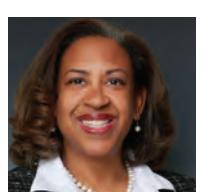
Nicolette A. Louissaint, PhD, President, Executive Director of Healthcare Ready. Prior to this position, Nicolette served as a Foreign Affairs Officer at the U.S. Department of State. As the lead officer for health intellectual property and trade issues, she advised the State Department's leadership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



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.



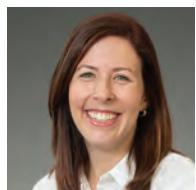
Bruce Altevogt, PhD, is a Vice President and Head External Medical Engagement at Pfizer, Inc., working on global security issues such as anti-microbial resistance and inter-pandemic preparedness.



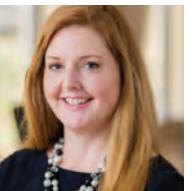
Phyllis Arthur is the Vice President for Infectious Diseases and Diagnostics Policy at the Biotechnology Innovation Organization (BIO). In this role, she works with member companies in vaccines, molecular diagnostics and bio-defense on policy, legislative and regulatory issues.



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.



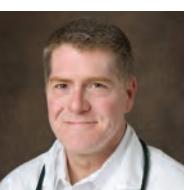
Sara Rozak, DrPH, serves as Vice President of Pharmacy Care and Health Strategy at the National Association of Chain Drug Stores (NACDS) where she is responsible for a portfolio focused on the advancement, expansion, and reimbursement of pharmacy care services. Separately, she serves as Vice President of Research where she oversees evidence-based, principal investigator-led research projects funded by the NACDS Foundation, a charitable organization focused on improving public health and patient care.



Erin Horvath is the President of Distribution Services at AmerisourceBergen. 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.



Dara Alpert Lieberman is the Director of Government Relations 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.



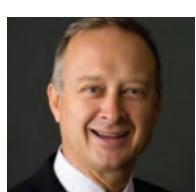
Matt Minson, MD is the Senior Advisor for Health Affairs for the Texas Engineering Extension Service and at the Texas A&M University Health Science Center, and author of the award-winning series on consumer health titled Prepare to Defend Yourself.



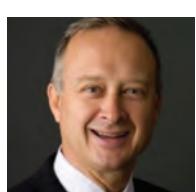
Hon. Andrew Weber is the Senior Fellow with the Belfer Center for Science and International Affairs at the Harvard Kennedy School. Previously, he was the Assistant Secretary of Defense for Nuclear, Chemical and Biological Defense Programs, and an Advisor for Threat Reduction Policy in the Office of the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



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



Asha M. George, DrPH is the Executive Director of The Bipartisan Commission on Biodefense, established in 2014 to assess gaps in and provide recommendations to improve U.S. biodefense.

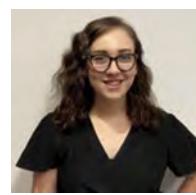


Greg Halvacs is the Senior Vice President and Chief Security Officer at Cardinal Health. In this role, he is responsible for all aspects of asset protection for over 500 locations in 60 countries, business resiliency and global real estate.

STAFF



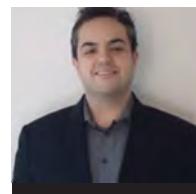
Sarah Baker
Programs Director



Summer Gary
Program Analyst



Vishva Bhatt
Intern



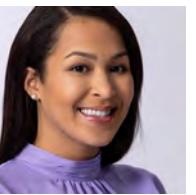
Edwin Kindler
Program Analyst



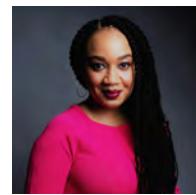
Sean Brzozowski
Program Analyst



Itahni Kotee
Program Coordinator



Drea DeWester
Operations Coordinator



Nicolette Louissaint
Executive Director



Ryan Dadmun
Technical Specialist



Melanie Mackin
Research Analyst



Natalie Florez
Program Analyst



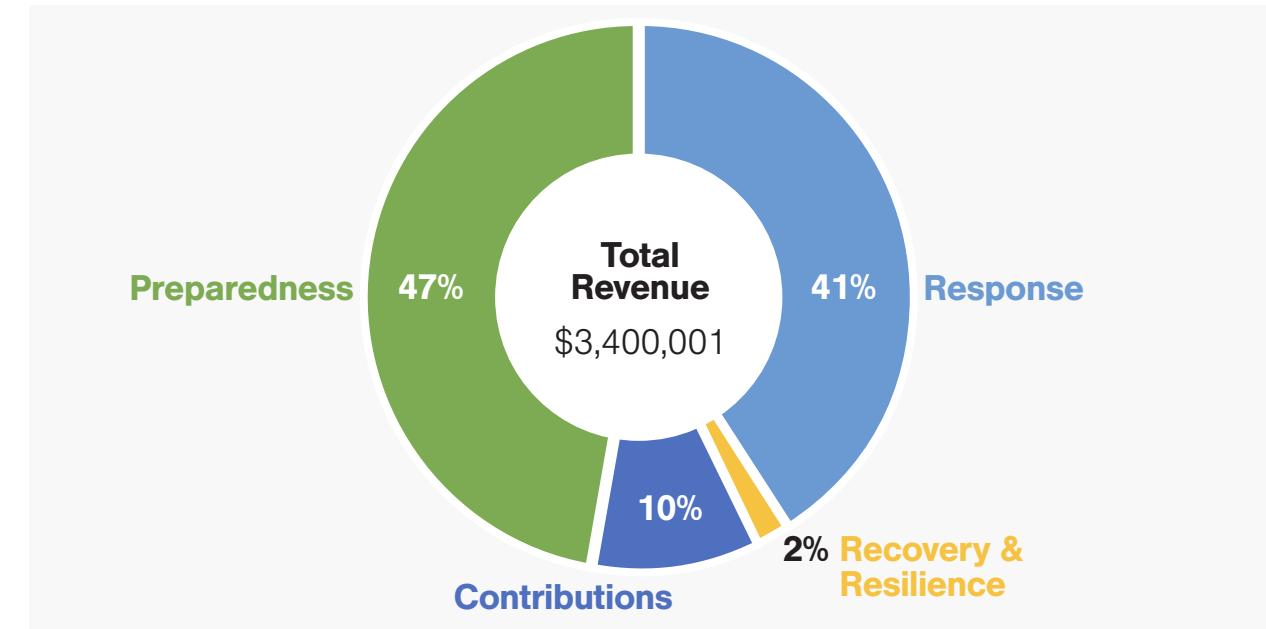
Courtney Romolt
Senior Program Analyst



Kinaya Hardie
Resilience Specialist

FINANCIALS

2020 REVENUE BY SOURCE



REVENUE

Contributions	\$340,000
Sponsorships & Donations	\$8,701
Other	\$1,322
Project Grants & Donations	\$56,696
Response	\$1,388,572
Preparedness	\$1,604,710
Total Revenue	\$3,400,001

EXPENSES

Administrative & Governance	\$168,713
Outreach & Partnerships	\$59,855
Recovery and Resilience	\$59,225
Projects	\$628,364
Response	\$894,163
Total Expenses	\$1,810,320

MEMBERS, SUPPORTERS, AND MAJOR DONORS

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:



We are very grateful for the generosity of our major donors who help make it possible for us to build informed and resilient communities that can respond to crises and protect patients across the nation.

The AmerisourceBergen®
FOUNDATION

PhRMA
FOUNDATION

PhRMA
RESEARCH • PROGRESS • HOPE

Daiichi-Sankyo

**Stanley
Black &
Decker**

Walmart Foundation