Message from the Co-Chairs
Dan Hanfling and Lynne Kidder

We are honored to share leadership of the Institute of Medicine’s (IOM’s) Forum on Medical and Public Health Preparedness for Catastrophic Events—a neutral convening venue for leaders of government, professional, and private-sector organizations dedicated to developing and enhancing the nation’s medical and public health preparedness. Since its inception in 2007, the forum has fostered dialogue among diverse stakeholders and provided the opportunity to confront many of the challenges inherent in ensuring our nation’s health security. The active participation of forum members and other interested stakeholders continues to make the forum relevant to the dynamic enterprise that keeps Americans healthy and saves lives during disasters by building healthy, resilient, and sustainable communities.

We are committed to strengthening our capacity to prepare, respond, and recover from disasters and public health emergencies by serving as a catalyst for public–private partnerships; helping to define the scope of the field and setting the stage for future policy action; bringing ongoing attention and visibility to important preparedness issues; exploring new approaches for resolving problem areas; and elevating the understanding and visibility of medical and public health preparedness in the broader research, public policy, and other relevant communities.

The forum is self-governing. Its membership identifies the topics it wishes to address and develops the agenda for the forum’s regular meetings and special workshops. As a result, topics span a broad range of issues in research, policy, and practice. The forum has thus far focused on the following broad topic areas: medical surge capacity, disaster preparedness education and training, medical countermeasures, psychological and community resilience, and disaster research.

In 2014, the forum conducted three regional workshops on community planning and engagement, information sharing among response stakeholders, and surge management to multi-jurisdictional needs when a large-scale disaster overwhelms a region. It also convened a joint workshop with the Office of the Assistant Secretary for Preparedness and Response (ASPR), the Centers for Disease Control and Prevention (CDC), and the National Institute for Environmental Health Sciences (NIEHS) on issues of science preparedness.
and enabling rapid and sustainable health research immediately following a disaster. In addition, the forum sponsored two sessions at the 2014 Preparedness Summit on preparedness and the Affordable Care Act (ACA), as well as lessons learned in communities on building crisis standards of care plans.

The forum’s membership has identified several topics for 2015, including:

- business and operational models necessary to enable rapid development and production of medical countermeasures for emerging threats;
- continued focus on coordination of international disaster response and recovery;
- enabling healthy, resilient, sustainable communities;
- current and future planning and preparedness needs of geriatric populations; and
- gaps in planning for mass fatality situations and engagement of non-traditional partners in health care coalitions.

As co-chairs, we bring diverse professional experiences in both government and the private sector—a collaborative partnership we hope to see reflected in the work of the forum. We look forward to working with you and our other colleagues to ensure that the Preparedness Forum continues its tradition of education, active contribution, and progress toward greater medical and public health preparedness.

Dan Hanfling  
Co-Chair

Lynne Kidder  
Co-Chair
Reflecting Back
Forum Activities in 2014

Forum Meetings
The forum’s focus in 2014 included the following preparedness topics: the impacts of climate change on the health system, an update on efforts and developments of the Pandemic All-Hazard Preparedness Reauthorization Act; allocation of medical resources in short supply; and the U.S. government response to the Ebola Virus Disease outbreak. In addition, the forum convened activities and workshops described below.

Regional Disaster Response Coordination to Support Health Outcomes: A Workshop Series (Spring, Summer, and Fall 2014)
The Preparedness Forum organized and conducted a series of three regional workshops across U.S. cities that explored opportunities to strengthen regional coordination in response to a large-scale multi-jurisdictional disaster. Each regional workshop discussed mechanisms to strengthen coordination among multiple jurisdictions in individual regions to ensure fair and equitable treatment for communities from all impacted jurisdictions. Local, state, and national leaders shared their efforts and experiences in organizing regional disaster response plans. In addition, other key stakeholders, including a broad spectrum of providers from emergency management, first responder, medical, and public health sectors participated in
the discussions. Specific topics included community planning and engagement, information sharing and management, and surge management across multiple jurisdictions. Written workshops in brief can be found here: www.iom.edu/regionaldisasterresources.

**Crisis Standards of Care: Lessons from Communities Building Their Plans—A Workshop (April 2014)**

The Preparedness Forum planned and conducted a public workshop at the 2014 Preparedness Summit. The session provided attendees with an overview of the underlying principles of the care continuum and phases of care outlined in the IOM’s 2012 *Crisis Standards of Care* report, including an update on the 2013 followup report on indicators and triggers. The workshop included small-group sessions for attendees to brainstorm potential barriers or challenges that might be encountered when engaging specific stakeholder groups in discussions in their own communities. The workshop featured examples of lessons learned from jurisdictions that have begun the process of developing their plans, how they addressed the challenges encountered, and progress made to date. The written workshop in brief can be found here: http://www.iom.edu/cscccommunityplans.
National Preparedness Impacts of the Affordable Care Act (ACA)—A Workshop (April 2014)

Also organized at the 2014 Preparedness Summit was a session that highlighted key themes and opportunities that were identified at the 2013 IOM workshop on preparedness impacts of the ACA. Discussions focused on the challenges and opportunities presented by the ACA, as well as what the preparedness community can do to leverage provisions to strengthen the resilience of the medical and public health preparedness systems. For example, changes to data collected through health information technology may present areas for public health to form new partnerships and access population data that may not have been possible previously. In addition, changing infrastructure may allow different opportunities for surge capacity or workforce capability. Through case studies of different organizations at various stages of implementation, discussions included real-life challenges and possibilities being explored as new provisions are put into action.

Enabling Public Health Research During Disasters—A Workshop (June 2014)

Together with the Office of the Assistant Secretary for Preparedness and Response (ASPR), the Centers for Disease Control and Prevention (CDC), and the National Institute for Environmental Health Sciences (NIEHS), the Preparedness Forum hosted a public workshop that examined the potential for important public health and medical research
to be performed during future emergencies to inform current and future responses. Topics included existing data collection tools that can be replicated for widespread and standardized use, building extramural research networks, addressing barriers such as institutional review board approval and community engagement, as well as discussing best methods for a citizen science workforce and inserting researchers into disaster response operations. The full summary can be found at www.iom.edu/disasterscienceworkshopsummary.

**Research Priorities to Inform Public Health and Medical Practice for Domestic Ebola Virus Disease—A Workshop (November 2014)**

Ad hoc committee collaboration between the Institute of Medicine and National Research Council, including the Preparedness Forum, organized a one-day workshop that explored potential research priorities that arose as a result of the emergence of Ebola Virus Disease (EVD) in 2014 in the United States. The workshop focused primarily on basic science and environmental health research issues of specific concern to affected and potentially affected U.S. communities. The goals of the workshop were to inform future research that could be conducted under real-world conditions (i.e., during an event) to provide public health officials and the general public with additional accurate information about virus transmission, mitigation of health risks, and appropriate measures to prevent the spread of disease. Discussions at the workshop included specific topic areas of transmission routes, survival and infectivity of the Ebola virus in the environment, personal protective equipment and behaviors, and waste management and handling of potentially infected materials. The workshop in brief can be found at www.iom.edu/ebolatransmissionresearchwib.
Looking Forward
Forum Activities in 2015

Forum Meetings
The Preparedness Forum will host meetings of its membership in February, June, and October of 2015 to continue its focus on medical and public health preparedness challenges, including the specific needs of aging populations, and further exploration of community resilience. In addition, the forum plans to organize the public meetings described below.

Enabling Rapid Development and Production of Medical Countermeasures Response to Emerging Threats—A Workshop (March 2015)
The Preparedness Forum will organize a public workshop that will examine how to better enable rapid and nimble private sector engagement in the discovery, development, and translation of medical countermeasures (MCM). The workshop will explore what policies, guidance, and resources exist to guide decision making within the government and how the business and operational models employed by the private sector are impacted by policies and guidance (formal and informal) and available resources set forth by the U.S. government. Further, the workshop will explore what is needed to ensure that the private sector can respond in a rapid, nimble manner to ensure the availability of MCMs and augment national health security.

The 2014 Ebola Virus Disease outbreak in West Africa was the largest to date, affected multiple countries simultaneously, and has resulted in thousands of deaths. Emerging infectious disease events present a threat to national security, and improved efforts to coordinate the response both domestically and with international partners are required. SARS, MERS, and the threat of pandemic influenza are additional examples of why a global health security agenda is required. Since multiple federal agencies
are often involved in mobilizing to protect a nation’s health security, it is important to consider interagency and international coordination across emergency response sectors and at all levels of government. From an international perspective, support of the World Health Organization International Health Regulations (IHR), including encouragement of compliance with reporting, is a fundamental requirement. From the domestic (U.S.) perspective, the implementation of effective surveillance and detection methods is critical and will require robust information sharing both among stakeholders and with the general public in order to allay fears, limit the spread of misinformation, and address the actual emergency or urgent issue at hand. Ebola, dengue, Chikungunya, and even measles are but the latest examples of the fact that ultimately, the distinction between global and domestic becomes meaningless. At this year’s Preparedness Summit, the forum plans to organize a workshop to begin to explore some of these questions and issues through historical case studies and discuss how they may illuminate some gaps in IHR implementation in the United States.
Enabling Healthy, Resilient, and Sustainable Communities—A Workshop (Summer 2015)
As a planned collaboration with the Board on Population Health at the IOM, the Preparedness Forum will convene a workshop that examines successful elements employed by communities across the U.S. to make themselves more sustainable, more resilient, and overall healthier. Concepts such as hazard mitigation, green infrastructure, active living, and the impacts on social determinants of health will be explored. In addition, workshop discussions will examine the opportunities arising during disaster recovery in different communities and the potential to use recovery resources for rebuilding stronger and more resilient. Successful case studies will be featured as well as various challenges to creating a healthy community presented by city size, geography, and current infrastructure.

Mass Fatality Planning and Gaps in Capabilities (Fall 2015)
While fatality management is one of the preparedness capabilities found in the aligned Public Health Emergency Preparedness and Hospital Preparedness Program guidance, it is often unmet in communities because of competing priorities and limited resources. Some coalitions and regions around the country have created robust plans and practical templates and toolkits, while others have not had an opportunity to dedicate time to this type of planning, or engage the funeral directors and mortuary services in their community. This workshop would explore levels of readiness for mass fatality planning across the country, case studies or best practices already identified, and challenges that remain. As the emphasis for inclusive health coalition building continues, planning and engagement with the funeral and mortuary services sector will also be discussed to better coordinate secondary concerns such as family assistance centers, transporting remains, and integration with the health care sector.
Areas of Focus

The forum has a number of current areas of focus. In some cases, these focus areas lead to the establishment of working groups that engage in regular discussions, usually via teleconference, on topics of interest. Workshop topics often originate from working groups and are organized by an independently appointed workshop planning committee.

Medical Countermeasures
Medical countermeasures focuses on ongoing efforts to identify ways to improve the research, development, distribution, and dispensing of medical countermeasures. Some of the themes relevant to this group include regulatory paradigms for product licensure, public–private partnerships, dispensing strategies, education, communication, and liability.

Mass Casualty Care
Mass casualty care explores issues including crisis standards of care, ethical allocation of scarce resources during an event, state and local jurisdictional considerations, establishment of regional coalitions, provider liability, credentialing, and palliative care.

Community Resilience
Community resilience explores issues related to community resilience impacted by a catastrophic event. The group focuses on ways to enhance resilience for individuals and communities and explores special considerations needed to strengthen a community after a mass casualty incident.
Innovation Collaborative on International Disaster Response

Discussions around international disaster response center on exploring issues and priorities surrounding international disaster response, recovery, and future risk mitigation. An innovation collaborative has been proposed to specifically address issues related to economic and liability concerns when sharing resources internationally, negotiating assistance triggers and entrance and exit strategies, concerns around ineffective or inefficient deployment of assets, and balancing international agreements with domestic obligations.

Potential Pandemic Threats

The working group on Business and Operational Models to Ensure Medical Countermeasures for Potential Pandemic Threats focuses on business and funding strategies to strengthen budget and operational preparedness for responding to catastrophic infectious diseases with pandemic potential in humans, including pandemic influenza. The group discusses challenges and strategies for maintaining current product development and manufacturing capabilities/capacities necessary to ensure timely availability of medical countermeasures for infectious diseases of pandemic potential. Discussions also include ensuring the system flexibility necessary to support an effective response to these unique low-probability events. The examination will include relevant recent case studies of “real” or possible influenza pandemics such as the H1N1 Influenza A (2009); H3N2v, MERS-CoV, Ebola Virus Disease, and the nascent H7N9 influenza A strain in China.
Reports and Other Publications Released in 2014

The Impacts of the Affordable Care Act on Preparedness Resources and Programs: Workshop Summary
Released: June 3, 2014

Regional Disaster Response Coordination to Support Health Outcomes: A Workshop Series: Community Planning and Engagement—Workshop in Brief
Released: June 6, 2014

Crisis Standards of Care: Lessons from the Communities Building their Plans—Workshop in Brief
 Released: July 24, 2014

Regional Disaster Response Coordination to Support Health Outcomes: A Workshop Series: Information Sharing and Incident Management—Workshop in Brief
Released: November 11, 2014

Enabling Rapid and Sustainable Public Health Research During Disasters: Workshop Summary
Released: November 14, 2014

Research Priorities to Inform Public Health and Medical Response for Ebola Virus Disease: Workshop in Brief
Released: November 14, 2014

Table: [http://www.iom.edu/~/media/Files/Infographics/2014/ACAtable.pdf](http://www.iom.edu/~/media/Files/Infographics/2014/ACAtable.pdf)

Related products:

Mar 26
Regional Disaster Response Coordination to Support Health Outcomes: A Workshop Series: Community Planning and Engagement, hosted in Irvine, CA

Apr 2
Crisis Standards of Care: Lessons from Communities Developing their Plans: Workshop at 2014 Public Health Preparedness Summit in Atlanta, GA

Jun 12-13
Enabling Public Health Research During Disasters: A Joint Workshop

Nov 3
Research Priorities to Inform Public Health and Medical Practice for Domestic Ebola Virus Disease: A Workshop

Apr 1
National Preparedness Impacts of the Affordable Care Act: Workshop at the 2014 Public Health Preparedness Summit in Atlanta, GA

Apr 23-24
19th Meeting

Jul 26
Regional Disaster Response Coordination to Support Health Outcomes: A Workshop Series: Information Sharing and Incident Management, hosted in Minneapolis, MN

Oct 30
20th Meeting

Nov 15
Regional Disaster Response Coordination to Support Health Outcomes: A Workshop Series: Surge Management, hosted in New Orleans, LA
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About the Preparedness Forum
The Forum on Medical and Public Health Preparedness for Catastrophic Events was established in 2007 by the Institute of Medicine’s Board on Health Sciences Policy. The Preparedness Forum holds regular meetings every 3 to 4 months to foster dialogue among stakeholders and provide ongoing opportunities to discuss and confront issues of mutual interest and concern to the emergency medical and public health communities. The Preparedness Forum provides a catalyst for voluntary public-private collaboration on topics where there is synergy among potential partners; helps define the scope of the field and thus sets the stage for future policy action; brings ongoing attention and visibility to important preparedness issues; explores new approaches for resolving problem areas; and elevates the general understanding and visibility of medical and public health preparedness in the broader research, public policy, and other appropriate communities. Additional information about the Preparedness Forum is available online at www.iom.edu/preparednessforum.

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The Institute of Medicine was established in 1970 by the National Academy of Sciences to secure the services of eminent members of appropriate professions in the examination of policy matters pertaining to the health of the public. The Institute acts under the responsibility assigned to the National Academy of Sciences by its congressional charter to serve as an adviser to the federal government and, upon its own initiative, to identify issues needing attention in the areas of medical care, research, and education.

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The Institute of Medicine serves as adviser to the nation to improve health. Established in 1970 under the charter of the National Academy of Sciences, the Institute of Medicine provides independent, objective, evidence-based advice to policymakers, health professionals, the private sector, and the public. The mission of the Institute of Medicine embraces the health of people everywhere.