

## PUBLIC HEALTH EMERGENCY PREPAREDNESS AND RESPONSE

CNA is a nonprofit organization with 75 years of experience using empirical research and analysis to help government decision makers develop sound policies, make better-informed decisions, and manage programs more effectively. CNA has supported public health emergency preparedness at the local, state, and federal levels since 1999. Our work in public health emergency preparedness spans the preparedness cycle—from analyzing and planning policy to assessing capabilities, developing performance metrics, designing and facilitating training and exercises, and evaluating responses to real-world public health emergencies.

### POLICY DEVELOPMENT AND ANALYSIS

CNA supported the U.S. Department of Health and Human Services (HHS) in developing many of its foundational emergency preparedness policies when HHS established the Office of Public Health Emergency Preparedness in 2002 (the predecessor to the Office of the Assistant Secretary for Preparedness and Response). More recently, we supported HHS in assessing the need for and developing policies related to U.S. involvement in international public health emergencies, including policies governing the sharing of personnel and resources with foreign governments in a public health emergency.

### STRATEGIC AND OPERATIONAL PLANNING

CNA has broad experience drafting federal, state, and local public health emergency response plans. At the strategic level, CNA supported the development of medical surge capacity and capability guidance for health care organizations. CNA described a systems-based approach to health care preparedness that incorporated validated principles of emergency management to build and sustain

health care response capability. Our work in this area—particularly in describing the role of health care coalitions in emergency preparedness and response—helped form the foundation of national efforts to enhance health care system preparedness. Operationally, CNA has supported the development of federal, regional, and local plans addressing a variety of public health threats, including pandemic influenza, mass casualty chemical incidents, natural disasters, and infectious disease outbreaks.

### CAPABILITY ASSESSMENT AND THE DEVELOPMENT OF PERFORMANCE METRICS

CNA analysts are experienced in working with public health and emergency response agencies to develop relevant and appropriate preparedness metrics and assess capabilities. For example, we conducted readiness assessments for the National Disaster Medical System's Disaster Medical Assistance Teams and for the State of South Carolina's Chemical, Ordnance, Biological, and Radiological response teams. Our assessments examined the current status of response teams based on both qualitative interviews and quantitative metrics. We also helped to establish the first set of outcome-based assessment factors (metrics) for dispensing medical countermeasures through the U.S. Postal Service. We have designed and conducted assessments of capabilities for specific jurisdictions and regions, such as an assessment and gap analysis of the Puget Sound Region's prehospital triage and treatment capability and the Houston-Galveston Region's medical surge and mass prophylaxis capabilities. Following such assessments, we leave behind tools that allow the jurisdictions to continue to assess and measure progress in achieving preparedness levels.

**Selected Clients:** Department of Health and Human Services (HHS) • Centers for Disease Control and Prevention • Department of Homeland Security (DHS) Office of Health Affairs • Federal Emergency Management Agency • Department of Defense • Association of State and Territorial Health Officials • Delaware Division of Public Health • Illinois Department of Public Health • District of Columbia Department of Health • City of Seattle • City of Houston • Hampton Roads Urban Area Security Initiative • Prince George's County (MD) Department of Health • Cook County (IL) Department of Public Health • Loudoun County (VA) Health Department • Northern Virginia Emergency Response System

## PREPAREDNESS TRAINING AND EXERCISES

CNA is a nationally recognized leader in emergency preparedness training and exercises. We have led the design, implementation, and evaluation of preparedness exercises for HHS and for the U.S. Departments of Agriculture, Defense, Homeland Security, and Justice. We have also led exercises for numerous states, regions, and local jurisdictions, including California; Delaware; the District of Columbia; the Greater Houston Region; Nassau County, New York; the National Capital Region; New Orleans, Louisiana; North Carolina; the Puget Sound Region; South Carolina; and Texas. Over the past 12 years, CNA has led more than 335 preparedness exercises. Most of these have focused on public health and health care emergency preparedness and response.

CNA is currently the lead exercise planner and evaluator for HHS's Office of the Assistant Secretary for Preparedness and Response. We support discussion-based and functional exercises to help operators and senior executives better understand their roles and responsibilities in emergency response situations and coordinate their efforts with the broader response community. CNA also has demonstrated experience in cutting-edge exercise formats, such as gaming, virtual exercises, and dynamic simulation. We bring more than 50 years of experience in gaming design and conduct to support strategic and operational planning for emergency preparedness, homeland defense, and military operations. Examples of public health and medical issues that we have explored through gaming include casualty management and medical resource requirements in a biological or chemical environment, smallpox preparedness, and decision making during infectious disease outbreaks.

## OPERATIONS ANALYSIS OF REAL-WORLD RESPONSES

Our expertise in exercise and training evaluation is directly informed by our experience leading evaluations of real-world operations. CNA has extensive experience analyzing responses to domestic and international public health and medical emergencies. We have conducted after-action reviews of the federal public health and medical response for Hurricanes Charley, Frances, Ivan, and Jeanne (2004); Katrina and Rita (2005); Ernesto (2006); Dean (2007); Fay, Gustav, Hanna, and Ike (2008); Irene (2011); and Isaac (2012). We also led after-action reviews for an outbreak of Severe Acute Respiratory Syndrome (2003), the H1N1 influenza pandemic (2009–2010), and the Ebola virus disease (2014–2016), as well as for HHS's response to the Haiti earthquake (2010), diethylene glycol poisonings in Panama (2007), an international traveler with multi-drug-resistant tuberculosis (2007), melamine contamination in pet food (2007), and an *E. coli* outbreak in spinach (2006).

## ABOUT CNA

CNA is a nonprofit research and analysis organization with 75 years of experience providing government agencies with data-driven insights and real-world, actionable solutions grounded in our direct experience with the operational environments where these solutions are applied. CNA developed the foundational techniques for operational analysis to address complex challenges facing government programs. We have applied these techniques successfully in areas ranging from defense to aviation, education, justice, and homeland security.

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