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Healthcare Operations during the COVID-19 Pandemic- Speaker Series

May 2021
2020 in Review: Medical Supply Chain Responses to the COVID-19 Pandemic
Why We Exist

Mission: 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.

Lessons Learned

Hurricane Katrina

- Protecting public health after a disaster requires continued access to essential medicines
- Better coordination & communication between sectors was needed
- A forum for resolving issues in real-time was needed

Call to Action

Rx Response (now Healthcare Ready) was built as a critical new asset to help ensure the continued flow of medicine to patients during:

- Severe natural disaster
- Large-scale terrorist attack
- Pandemic or disease outbreak
2020 - 2021 Major Events Timeline

- 2020 (and into 2021), supply chain threats were significant and varied
- Ultimately, healthcare supply chains remained resilient even in an unprecedented year of events

PR Earthquakes
US-Iran escalated tensions
COVID-19
TN Tornadoes
Civil Unrest in Response to Police Brutality
CA Complex Lightning Wildfires
WA, OR Wildfires
Hurricane Marco & TS Laura
Hurricane Sally & Delta
Increased Ransomware Activity
Election and Inauguration Unrest
Southeast Deep Freeze
2020 Response Overview

Healthcare Ready’s COVID-19/2020 responses

COVID-19

- 350+ days activated
- Rx Open activated entire nation
- 1100+ Requests for Assistance received and routed

Donation Coordination:

- 5,300,000+ Surgical Masks
- 4,500,000+ Gloves
- 6,080,000+ Surgical Gowns
- 1,200,000+ KN95 Masks
- 24,600+ Gallons of Hand Sanitizer
- 10,000+ N95 Masks
- 77,496 Packs of Batteries
- 25,000 Face Shields+

6 Major Hurricane & Tropical Storm Events

74 Active Large Fires in 15 States
COVID-19

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COVID-19 Pandemic – Supply Chain Impacts

COVID-19 defined the year of physical supply chain threats.

• On March 11, 2020, the World Health Organization (WHO) officially declared COVID-19 a pandemic

• US and global supply chains became strained early on. The supply of PPE (such as gloves, gowns, masks, etc.) were not meeting the astronomical demands and the pharmaceutical supply chain began to see significant demands for ICU-related medications


Supply Chain and COVID-19 outbreak
Healthcare Continuity

Departments
(esp. Emergency Department, clinic functions, surgical departments)

Medical Product Supply
(Supply chain operations, warehousing and storage, shortage/allocation)

Staff
(all critical personnel, including medical staff, janitorial staff, etc.)

Patients
(Communication with patients and advocates)

Continuity of Care
Current Operating Picture

Manufacturing
- Continuity of Operations
- Surge production of critical product
- Planning for potential increase in demand
- R&D of vaccines and therapies
- More product required – global disruptions in manufacturing

Distribution
- Continuity of Operations
- Planning for potential product delays
- Global and domestic logistics
- Workforce protection – staff and 3PLs
- Managing over-ordering and panic from facilities

Providers
- Planning (or managing) surge; Ancillary care anticipating surge

Patients
- Uncertainty about preparedness actions (or unable to prepare)
- Concerns about family/individual preparedness plans
- Prescription medicine availability
- Symptom monitoring – reporting to public health or healthcare facilities

Managing surge and strains in manufacturing
Logistical changes – land, maritime, air

Unclassified//For Public Use
# Healthcare and Public Health

**Health Systems**
- Hospitals
- Networked Clinics
- Hospice and palliative care

**Ancillary care**
- Dialysis centers
- Pharmacies
- Urgent care centers
- Long-term care

**Public Health**
- Public health departments
- Public health labs

**Supportive systems**
- Clinical labs
- Medical distribution
- Health IT
Global supply chain production – medical products

Pharmaceutical product
- Workforce and infrastructure
- API and key source materials
- Fill-finishing
- Workforce and infrastructure
- Key components
- Completion

Medical-surgical product
- Workforce and infrastructure
- Fill-finishing
- Workforce and infrastructure
- Key components
- Completion

Logistics
Maritime / Air travel
Public health systems
National health systems

3PL / last mile
Payment / reimbursement / pricing
Healthcare Ready’s focus during COVID-19

Supply Chain

Coordination with end-to-end supply chain
- Policies and exemptions that impact movement
- State outreach to emergency management (private sector liaisons) on status of supply chain operations and current challenges

Government

Coordination with federal government
- FEMA National Business Emergency Operations Center
- FEMA Supply Chain Task Force
- HHS Office of the Assistant Secretary for Preparedness and Response

Healthcare

Outreach to healthcare partners
- Patient coalitions and healthcare organizations focused on dispensing and direct patient care
- Pharmacies/pharmacists, dialysis coalitions, diabetes coalition
COVID-19 Pandemic – Pharmaceutical Supply Chain Impacts

Demand for certain routine care drugs spiked during COVID-19

• Ventilation medications demand (supply ultimately maintained)

Medical countermeasures were developed in record time

• Therapies
  — Bamlanivimab/Etesevimab
  — REGEN-COV (casirivimab and imdevimab)

• Vaccines
  — Pfizer-BioNTech
  — Moderna
  — Janssen (Johnson & Johnson)

COVID-19 will ultimately impact how we prepare for and respond to all other threats through the rest of the year.
Coordination Efforts

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Coordination Efforts 2020 – 2021 Overview

Public-private and private-private coordination were key in facing the threats of 2020

Coordination during COVID-19

• Private sector companies formed or used existing private-private partnerships to share information and coordinate

• Novel and public-private partnerships were utilized to coordinate response
  — FEMA Supply Chain Task Force partnerships
  — FEMA Supply Chain Advisory Council partnerships
  — Healthcare and Public Health Sector Joint Councils Partnerships
Lessons Learned and What’s Next

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Lessons Learned

Additional public sector support is needed for long term supply chain sustainability and security

• Funding and policy to support investment

Public-private partnerships (PPPs) are paramount for reducing strain on supply chains during catastrophic events

• PPPs will also be critical to make sure policy related to supply chain sustainability is in fact sustainable

There is a need to more closely define and communicate the roles of Federal, state, and local governments during responses that strain national supplies
Focus on Equity

Frontline workers
“Essential” workers
Critical sectors

Disinvested communities
Socially vulnerable
Multi-generational households

Medically fragile
Chronic conditions
Co-morbid patients

Regional and state-level investments
Systemic inequities
Local/ regional investment

Social, Economic & Political Factors
Living & Working Conditions
Public Services & Infrastructure
Individual Behaviors
Individual Factors
Age, Gender, Genetics

Healthcare Ready

Equity in COVID-19 Response

Controlling Transmission
- Reducing risk
- Educating on newest information on COVID-19
- Managing mistrust and skepticism

Equitable Distribution
- Allocation
- Administration
- Vaccination opportunities

Equitable Recovery
- Individual/household assistance
- Community-level support – especially for historically underserved
- Community-level support – recovery from natural disasters
Healthcare supply chains were, overall, resilient in the face of many significant and diverse physical threats in 2020. However, some supply chains also fared better than others.

There are many lasting impacts from the threats of 2020 into 2021 that must be considered when evaluating future threats.

The physical threat environment has become increasingly complicated, with major dependencies across events that must be considered.
Stay Connected with Healthcare Ready

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