



## Agency Priority Goal | Action Plan | FY 22 – Q4

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# Emergency Preparedness

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### Goal Leaders:

- January Contreras, Assistant Secretary, ACF
- Nikki Bratcher-Bowman, Principal Deputy Assistant Secretary and Chief Operating Officer, ASPR
- Dr. Patrick Breyse, Director, National Center for Environmental Health and Agency for Toxic Substances and Disease Registry, CDC
- Colin McIff, Deputy Director, OGA

### Deputy Goal Leaders:

- Natalie Grant, Director Office of Human Services Emergency Preparedness and Response, ACF
- Dr. Dan Dodgen, Senior Advisor for Strategy, Policy, Planning & Requirements, ASPR
- CAPT Jill Shugart (Acting), Associate Director for Emergency Management
- Jose Fernandez, Acting Director, Office of Pandemics and Emerging Threats, OGA

# Goal Overview

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## Goal statement

- While promoting equitable access, strengthen the systems for domestic and global health, human services, and public health to protect the nation's well-being before, during, and after disasters and public health emergencies. By September 30, 2023, HHS will complete 4 projects, establish a new ASPR office, and increase by at least 10% key deliverables to increase resources that develop and improve the national capacity of public health, human services, and global health disaster management entities to respond equitably to emerging threats and emergency incidents above FY 2020.

## Problem to Be Solved

- The systems for domestic and global health, human services, public health, and health security experience significant challenges in protecting the well-being of the nation and the global community before, during, and after disasters and public health emergencies.

## What Success Looks Like

- Improved capability to respond equitably to emerging threats and emergency incidents by domestic public health and human services organizations and global health disaster management entities.

## Goal target(s)

Achievement statement Indicators		Key indicator(s)	Quantify progress			Frequency
By...	We will...	Name of indicator	Target value	Starting value**	Current value	Update cycle
09/30/23	will develop a playbook for training and technical assistance to state, tribal, local, and territorial (STLT) human service departments to improve emergency preparedness and response capabilities	Emergency Preparedness STLT Playbook	1	0	0 (estimated 35% complete)	
09/30/23	develop and pilot a new resource toolkit for state, tribal, local, and territorial (STLT) health departments to enhance preparedness for concurrent disasters.	Concurrent Disaster Resources	1	0	0 (estimated 68% <sup>1</sup> complete)	Quarterly
09/30/23	add website content on chemical emergencies tailored for a public audience, adapted from the Chemical Emergencies for Professionals website, to increase community education on scientific resources for chemical emergencies.	Chemical Emergencies Resources	1	0	0 (estimated 35% <sup>1</sup> complete)	Quarterly
09/30/23	increase by at least 10% over FY2020 the number of key deliverables resulting from strategic engagements and cross-sectoral collaborations with domestic and international partners to strengthen the global health security architecture, address financing and legal preparedness gaps, and promote equity in emergency preparedness.	Enhanced Global Health Security Collaboration	72	56	76	Quarterly

<sup>1</sup>CDC/ATSDR have developed an internal tracking resource that calculates a percentage completed for each project based on an extended list of milestones and deliverables. Please refer to the data accuracy and reliability slide for more information.

## Goal target(s)

Achievement statement Indicators		Key indicator(s)	Quantify progress			Frequency
By...	We will...	Name of indicator	Target value	Starting value**	Current value	Update cycle
09/30/23	Establish the ASPR Office of Industrial Base Management and Supply Chain (IBMSC) as an operational office align the office activities with the National Strategy for a Resilient Public Health Supply Chain.	Office establishment and alignment	1-completed	0-not completed	0 (estimated 95% complete)	Quarterly

# Goal Team

## ACF

### **Goal Lead:**

- January Contreras, Assistant Secretary, ACF

### **Deputy Goal Lead:**

- Natalie Grant, Director of Human Services Emergency Preparedness and Response

### **Implementation Team:**

- Mili Patel
- Bridget Miller

## OGA

### **Goal Lead:**

- Colin McIlff, Deputy Director

### **Deputy Goal Lead:**

- Jose Fernandez, Acting Director, Office of Pandemics and Emerging Threats

### **Implementation Team:**

- Shuen Chai
- Ana Ayala
- Ilya Plotkin
- Abigail Lopez Rivera
- Dawn Mapatano

## ASPR

### **Goal Lead:**

- Nikki Bratcher-Bowman, Principal Deputy Assistant Secretary and Chief Operating Officer, ASPR

### **Deputy Goal Lead:**

- Dr. Dan Dodgen, ASPR

### **Implementation Team:**

- Stu Evenhaugen
- Joe Hamel
- Lynn McQueen
- Darrin Donato
- Johanna Dubay
- Arlene Joyner

## CDC/ATSDR

### **Goal Lead:**

- Dr. Patrick Breyse, Director NCEH/ATSDR

### **Deputy Goal Lead:**

- CAPT Jill Shugart (Acting), Associate Director for Emergency Management

### **Implementation Team:**

- LCDR James Gooch – ATSDR/Office of Emergency Management (OEM) Technical Monitor
- Mollie Mahany – ATSDR/OEM Natural Hazards Team Lead
- CAPT Fuyuen Yip – NCEH Emergency Management, Radiation, and Chemical Branch Chief
- Alex Poniatowski – ATSDR/OEM Evaluation Fellow

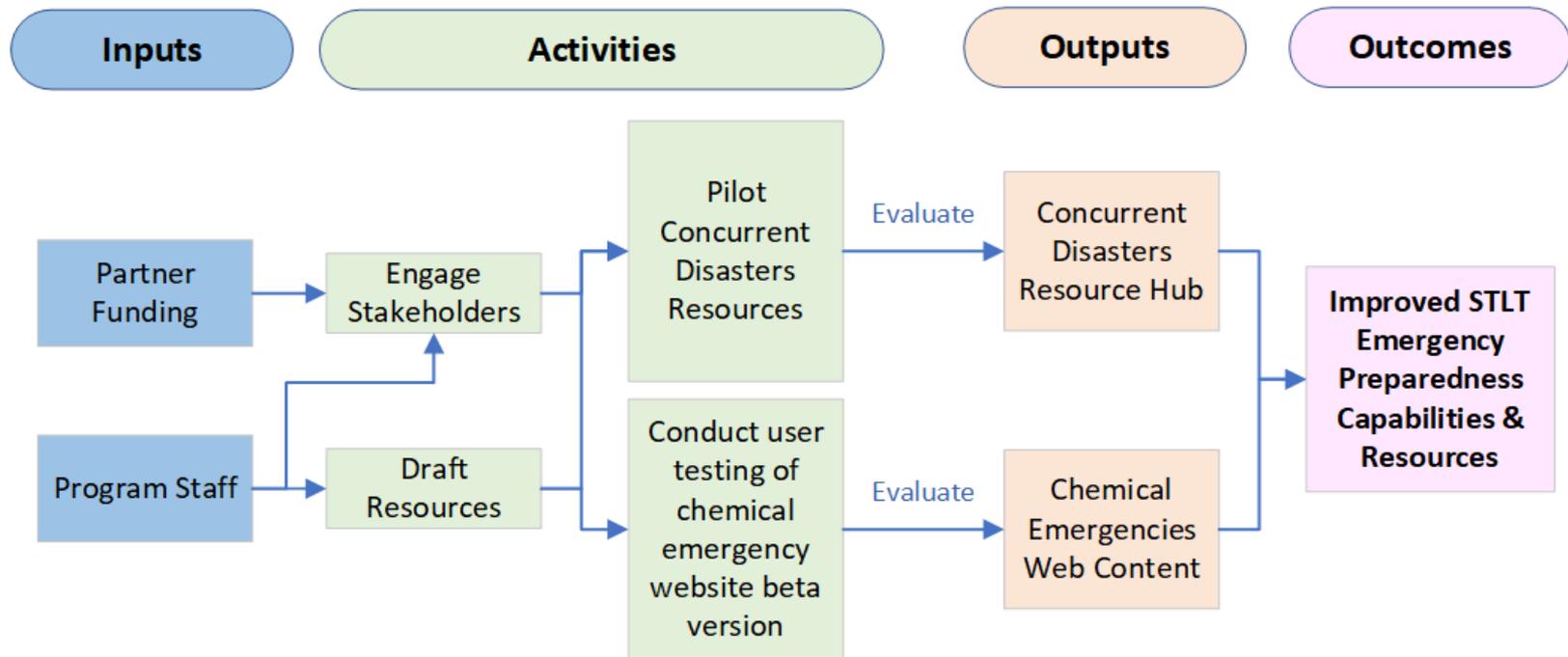
## Goal Strategies – ACF/OHSEPR

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- By September 30, 2023, ACF/OHSEPR will have increased technical knowledge of disaster human services and coordinating delivery for equitable disaster response by developing a playbook for training and technical assistance to state, tribal, local, and territorial (STLT) human service departments to improve emergency preparedness and response capabilities. In partnership with ASPE, a disaster human services playbook for federal programs was developed and issued in 2021; the STLT playbook will focus on jurisdictional planning and readiness activities for social and human service providers in managing disaster incidents.

# Goal Strategies – CDC/ATSDR

- Develop resources for state, tribal, local and territorial (STLT) jurisdictions to strengthen their environmental health emergency capability for concurrent disaster and chemical emergencies.



# Goal Strategies - OGA

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- Increase international engagements to build capacity and promote equity of global public health measures in pandemic preparedness and response, including expanding and/or extending GHSA, GHSI and other multilateral global health security initiatives
- Identifying priority gaps and empower partners to engage on closing those gaps
- Driving national priorities through global advocacy, action, and collaboration to mobilize domestic and global resources

# Goal Strategies – ASPR IBMSC

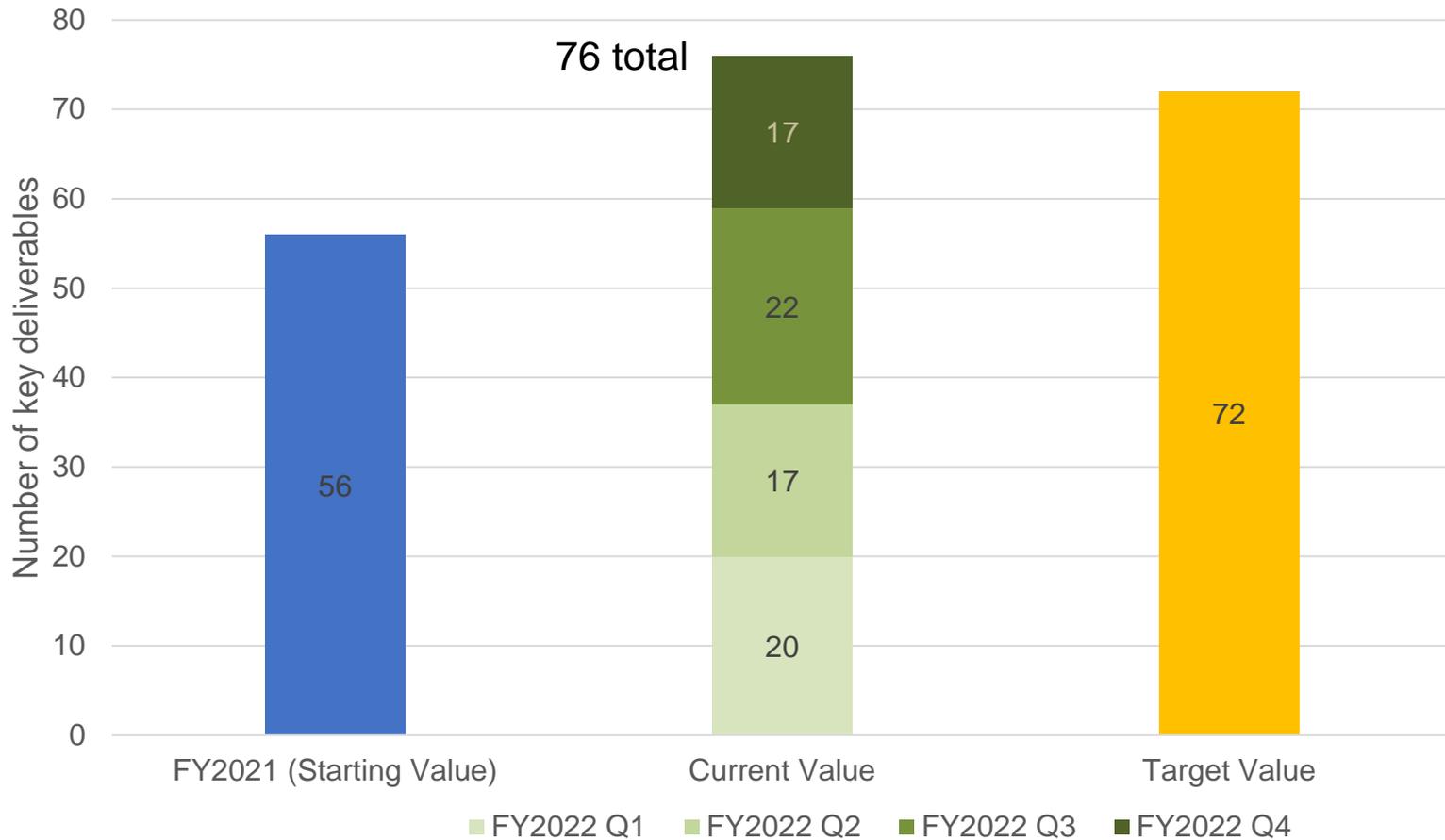
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- By September 30, 2023, the ASPR Office of Industrial Base Management and Supply Chain (IBMSC) will be re-organized to build a diverse, agile public health supply chain and sustain long-term U.S. manufacturing capability. Strategic positions will be filled to provide technical and programmatic support. This will enable ASPR to respond to surges during public health emergencies. Goals for the IBx office include:
  - Transforming the U.S. Government's ability to manage the public health supply chain through coordination of stockpiles, visibility, and engagement and ensure fair, equitable, and effective allocation of scarce resources
  - Defining a procurement strategy with enabling authorities in place to assess supplier risk levels and diversify the supplier base to provide strategic sourcing if needed during periods of crisis
  - Investing in innovative technologies that will facilitate U.S. Government's ability to meet demands for future public health emergencies

# Key indicators – OGA

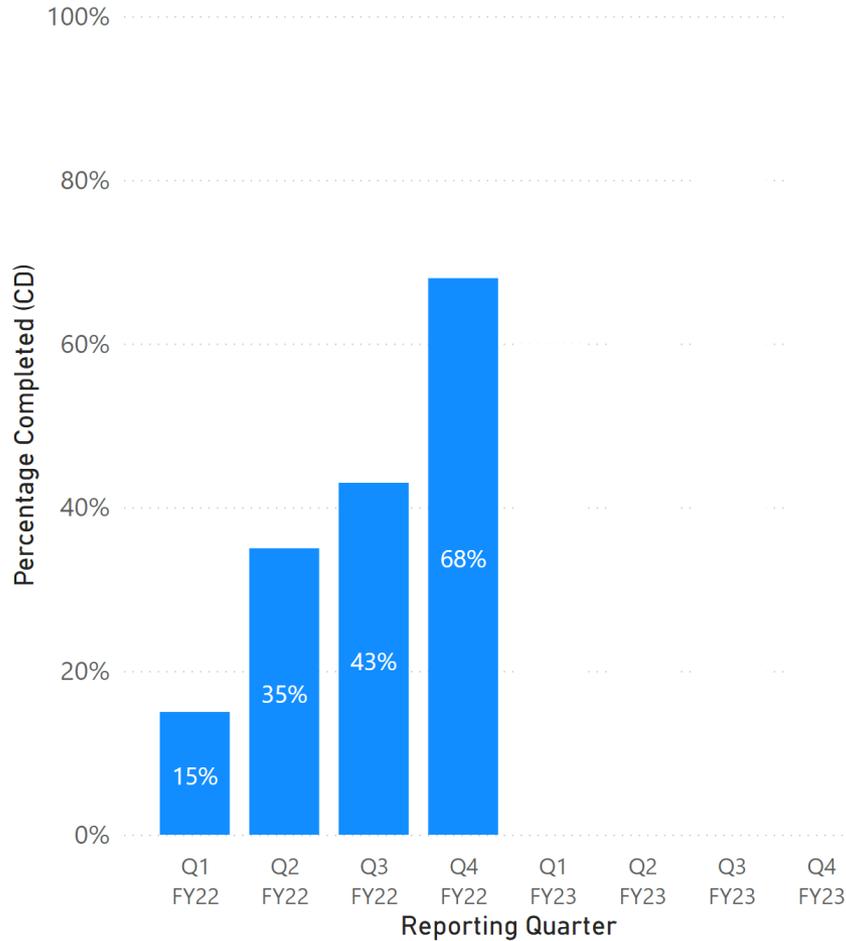
## Enhanced Global Health Security Collaboration

*from strategic engagements and cross-sectoral collaborations with domestic and international partners*

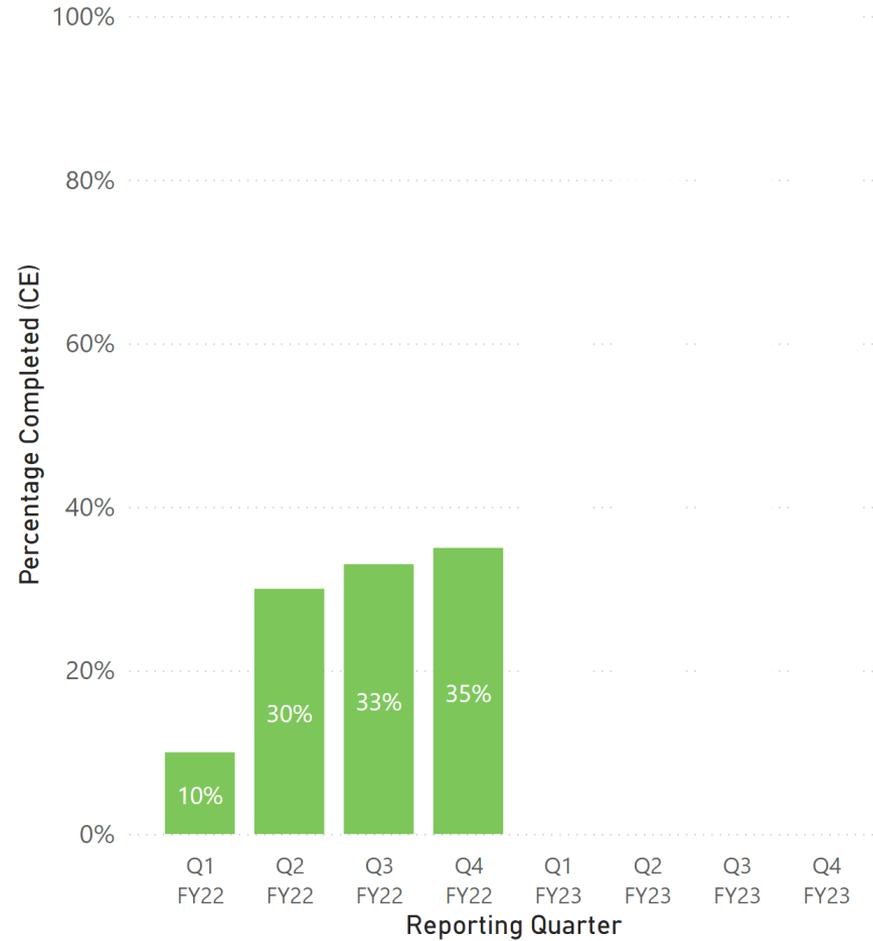


# Key indicators – CDC/ATSDR

## Concurrent Disasters Resources



## Chemical Emergencies Website



# Key milestones –CDC/ATSDR Strategy

- **Strategy** : Develop resources for STLT jurisdictions to strengthen their environmental health emergency capabilities for concurrent disaster and chemical emergencies.
- **Description**: CDC/ATSDR will work with partners and jurisdictions to research, develop, pilot and share resources that will inform STLT public health and environmental health emergency preparedness operations. The resources will be guided by a needs assessment and interagency federal workgroup of emergency management professionals.

Milestone Summary				
	Key Milestones	Milestone Due Date	Milestone Status	Comments
Concurrent Disasters	Award cooperative agreement OT18-1802 to National Environmental Health Association and Council for State and Territorial Epidemiologist	Q1 FY22	Complete	
	Establish Concurrent Disasters Inter-Agency Work Group	Q1 FY22	Complete	The fourth Inter-Agency Work Group meeting will take place on 11/09/2022.
	Complete concurrent disaster needs assessment of STLT jurisdictions	Q3 FY22	Complete	
	Pilot concurrent disaster exercise planning resources with STLT partners	Q1 FY23	Complete	Five exercises in KS, MI, MO,TN and TX have been completed.
	Finalize and share concurrent disaster resources based on piloting and engagement with key stakeholders	Q4 FY23	Not Started	
Chemical Emergencies	Finalize chemical emergencies website structure	Q2 FY22	Complete	View the new home page here: <a href="https://www.cdc.gov/chemical-emergencies/">Chemical Emergencies (cdc.gov)</a>
	Conduct user testing of chemical emergency website beta version	Q3FY22	In Progress	The beta version has been finalized and internal user testing will begin in FY23 Q1.
	Publish chemical emergencies website with a minimum of 3 chemical agents and 3 industrial chemicals of concern.	Q4 FY22	In Progress	The anticipated completion date for this milestone is FY23 Q3.
	Update the chemical emergencies website based on user feedback	Q2FY23	Not Started	
	Finalize a protocol for expanding and maintaining chemical emergencies website	Q4FY23	Not Started	

# Key milestones – ACF/OHSEPR Strategies

Milestone Summary					
	Key Milestone	Milestone Due Date	Milestone Status	Change from last quarter	Comments
Emergency Preparedness STLT Playbook	Solicit feedback from and analyze recently-issued federal playbook for disaster human services with key emergency partners; draft SOW for contract solicitation	Q2 FY22	Complete		Scope of work drafted and submitted for review by ASPE; next steps for solicitation pending ASPE & ACF feedback on vehicle, scope, and appropriate national organizations for task
	Proceed with contract solicitation	Q3 FY22	Complete		Contract language under internal ACF GCS review and processing.
	Engage national representative associations and solicit informal feedback on topic; identify and conduct literature review of selected disasters and human services; outline central dimensions of disaster human services and associated challenges in implementation; identify key informants for contract focus groups; develop scope for stakeholder MOUs; initiate Paperwork Reduction Act for stakeholder data collection; Issue support contract award	Q4 FY22	Complete		Contract awarded and project plan initiated. Key informants identified and national engagement ongoing with state, tribal, territorial and local partners recently impacted by disasters. Preliminary focus areas for guide development identified.
	ACF/OHSEPR engages human & social service STLT partners, conducts focus groups with national organizations, develops case studies, summarizes content, drafts reviewed and cleared, and playbook published.	Q1 FY23			
		Q2 FY23			
Q3 FY23					
Q4 FY23					

# Key milestones – ASPR Strategies

Milestone Summary				
Key Milestone	Milestone Due Date	Milestone Status	Change from last quarter	Comments
Establishing operational Office of Innovation and Industrial Base Expansion (IBx) within ASPR. Name changed from IBx to Office of Industrial Base Management and Supply Chain (IBMSC) to better reflect the mission.	Q3, FY22 Q4, FY22 Q2, FY23 Q4, FY23	On-track		Hiring and on-boarding of critical leadership and support positions with ASPR IBMSC to support Domain supervision, program management, and contracting expertise is underway. A contract for an additional 17 support personnel has been executed
Establish key leadership positions (Director, Deputy Director, and Chief of Staff) within the Office of IBx/IBMSC within ASPR	Q2 FY22	Complete		The IBMSC office has identified an Acting Director and Acting Deputy Director to assess program management needs, identify resources to onboard new staff and reassign staff positions.
Establish key programmatic domains: PPE, Testing and Diagnostics, Advanced Manufacturing and Supply Chain Optimization, DPA and Emergency Response Authority	Q2 FY22 Q3 FY22	On-track		The four programmatic areas have been identified – two of the leads have been hired and the DPA lead is already in place. Recruitment for an additional lead for Advanced Manufacturing and Supply Chain Optimization ongoing.

## Narrative – FY 22 Q4

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### **CDC/ATSDR**

Concurrent Disasters: CDC/ATSDR Office of Emergency Management (OEM) continued working with the National Environmental Health Association (NEHA) and the Council for State and Territorial Epidemiologists (CSTE) toward the goal of developing and piloting concurrent disasters resources for state, tribal, local and territorial jurisdictions. In FY22 Q4, alongside funded partners, CDC/ATSDR conducted five Concurrent Disasters exercises with state and county health departments. Consistent gaps in capabilities that emerged during the exercises were: health department staff resilience; coordination with governmental, private, and community partners; preparedness and regulation of long-term care facilities; public health data collection and access; and reaching equipment-dependent populations during emergencies. The focus of the project will shift to developing resources that address these gaps through Concurrent Disasters Resource Hub. The project is on track to meet targets in FY23.

Chemical Emergencies: The Chemical Emergencies Website project has been accelerated by CDC's response to the complex emergency in Ukraine. The facts sheets for 7 chemical agents (ammonia, chlorine, cyanide, sarin, sulfur mustard, phosgene, and VX) developed for CDC's Ukraine Regional Response, as well as new materials on breastfeeding and decontamination will be available at [Chemical Emergencies \(cdc.gov\)](https://www.cdc.gov/chemical-emergencies/) once the clearance processes have been completed. \*Note: three of the agents have changed since previous updates.

The beta version of the website has been finalized, and internal user testing will begin in FY23 Q1. The internal user testing survey and internal participant recruitment letter has been drafted and is under review. Recruitment and surveys will begin immediately after clearance is complete.

The Chemical Emergencies Website project will impact the public by making resources available to health authorities, providers and citizens, enhancing preparedness for rare but catastrophic chemical incidents by providing easier and more efficient access to information on what to do in response to a chemical emergency and easier to understand details on decontamination, specific chemical agents of concern, and special areas of interest such as care of children and pets.

## Narrative – FY 22 Q4

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### **ASPR**

Establishment of the ASPR Office of Industrial Base Management and Supply Chain (IBMSC): ASPR continued to expand industrial expansion efforts. An Acting Director for IBMSC is in place with the target of filling that position permanently by 1Q FY24. As of Q4, establishment of the program continues, utilizing both annual and supplemental appropriations. In support of the National Strategy for a Resilient Public Health Supply Chain, 60+ contracts have been awarded to increase domestic manufacturing capacity and purchase of testkits for pandemic preparedness. Several contracts were established and the remaining are in the execution phase. Note the office name was changed from Office of Industrial Base Expansion (IBx) to Office of Industrial Base Management and Supply Chain to better reflect the mission.

### **ACF**

ACF continues to work on the deliverables identified in the APG in executing the project plans from initiation to execution and through to closure. Key achievements this quarter include awarding contract to initiate first drafts, continuing administrative processes required to conduct formal stakeholder engagements (including the development of interview protocols), and completed analysis of similarly-scoped guidance documents to inform structure and content.

# Narrative – FY 22 Q4

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## OGA

Summary: Progress achieved during Q4 included key deliverables around the Global Health Security Agenda (GHSA), sustainable preparedness financing, and bilateral and multilateral global health security (GHS) efforts including USG engagement in the Financial Intermediary Fund (FIF) for Pandemic Prevention, Preparedness, and Response (PPR). There were 17 relevant deliverables identified in Q4 of FY 2022 for a total of 76 deliverables, exceeding the annual target value of 72.

### Highlights:

- OGA collaborated closely with Treasury and other partners to prepare for and participate in the inaugural Governing Board Meeting of the FIF PPR on September 8-9, formally establishing the FIF. The fund will provide a dedicated stream of financing to strengthen PPR capabilities in LMICs.
- OGA in collaboration with interagency partners fought for equal representation of donor and co-contributor countries in the FIF Governing Board and 2 voting seats for CSOs representing the communities the FIF aims to serve, helping foster inclusion and equity in board decision making.
- OGA is supporting the Republic of Korea in their planning for the 7th GHSA Ministerial Meeting in Seoul this November, helping shape the agenda and organize side events from the GHSA Action Packages on Legal Preparedness and Sustainable Financing for Preparedness.
- OGA contributed to the strategy and planning to reach an official USG position on the extension of GHSA 2024 and developed a paper from various USG consultations to help the GHSA Steering Group make an informed decision.
- OGA highlighted the role of the GHSA Legal Preparedness Action Package in strengthening country legal capacities for health emergencies in a WHO dialogue on health security preparedness. Africa CDC, West African Health Organization, and Yonsei University also became the newest members of the Action Package.

# Data accuracy & reliability

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## **ASPR**

Data for establishment of the ASPR Office of Industrial Base Management and Supply Chain (IBMSC) are based on milestones such as office goals, work plans, staffing, and budgets, along with strategic positions being filled to support proposed activities.

## **OGA**

“Key deliverables” data include discrete policy decisions, political commitments, technical products, tools, and resources explicitly focused on strengthening the global health security architecture, addressing financing and legal preparedness gaps, and/or promoting equity in emergency preparedness, as tracked by the OGA Office of Pandemics and Emerging Threats. Note that process deliverables, such as the number of meetings held, are not captured in data collection.

## **ACF**

The data included are represented as an estimated “percentage completed” of the known, associated project activities and key milestones outlined in the work breakdown structure. Further data elements will be included as identified through stakeholder feedback and ongoing evaluation of project progress.

# Data accuracy & reliability

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## **CDC/ATSDR Strategy:**

Both the Chemical Emergencies Website and Concurrent Disasters Resource Hub are measured by qualitative (0 to 1) indicators that are reported quarterly as a percentage of completion. The completion percentages are estimated by tracking internal activities and accomplishments that support the key milestones. Major accomplishments will be tracked by using the strategy milestones. To offset any limitations of internal tracking, CDC/ATSDR looks forward to complementing performance indicators with narratives of the work completed by both teams in each quarter, as well as the opportunity to present deliverables at the end of FY23.

# Additional information

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## **Contributing Programs**

### Organizations:

- National Environmental Health Association (NEHA): will conduct needs assessment and develop draft resources for exercise planning for concurrent disasters.
- Council for State and Territorial Epidemiologists (CSTE): will recruit STLT jurisdiction for piloting concurrent disaster exercise planning resources.
- Administration for Community Living (ACL): program and subject matter expertise in providing resources and direct services for older adults and persons with disabilities through various programs after emergencies or disaster.
- Substance Abuse and Mental Health Services Administration (SAMHSA): program and subject matter expertise in providing immediate behavioral health and socio-emotional supports through various programs after emergencies or disaster.
- Office of the Assistant Secretary for Health (OASH): program and subject matter expertise in providing personnel resources and services in linking the continuum of care for disaster survivors
- Health Resources and Services Administration (HRSA): program and subject matter expertise in coordinating and providing direct resources and services for minority and underserved communities through various programs after emergencies or disaster.
- Centers for Medicare and Medicaid Services (CMS): program and subject matter expertise in direct services to individuals and households in a steady-state and emergency environment.