

Preparedness OR Panic:

Resources for Health Grantmakers

As the nation works to rebuild the Gulf Coast region in the wake of Hurricane Katrina, prepares for the possibility of a flu pandemic, and continues to monitor the threat of terrorism, we are once again reminded of the importance of emergency preparedness and disaster response in our communities. Events and threats such as these bring to light the vulnerabilities of the nation's public health infrastructure and the need to strengthen this fragile system.

Basic public health infrastructure is essential for effective preparation for and response to emergency events. Its three critical and interrelated elements are: organizational capacity, which includes physical facilities and financing mechanisms; workforce capacity and competency; and information and data systems. Strengthening these system elements, from the national to the local level, will better prepare us for a variety of disasters.

Recent events have heightened interest in strengthening the public health system and have exposed gaps in its functioning and financing. For example, in the wake of Katrina, efforts to communicate accurate and timely information to the public were greatly strained. The possibility of an avian flu pandemic raises questions about the ability to distribute vaccines and antiviral medications, as well as provide care for the potential surge of patients. The lessons learned from such crises – from improving information technology to training the public health workforce – can be used to ensure that the public health system will be better equipped to protect the public's health now and in the future.

Although the nation's federal, state, and local government public health agencies are considered the core of the public health system, carrying out essential tasks requires the involvement of a broad range of organizations. Experts agree that partnerships with a wide variety of community-based groups are essential to strengthening the public health system and protecting the public's health. Relief organizations, businesses, schools, faith-based groups, and others can play roles in safeguarding the public and should be included in planning for potential emergencies. They can monitor population health, diagnose and investigate health problems, inform and educate the public, and mobilize community responses to health problems.

Health grantmakers are in a strong position to help their communities prepare for and respond to a variety of

emergencies. Convening stakeholders, brokering and building relationships within the community, hosting tabletop exercises, and funding training or purchase of emergency response equipment are just a few examples of how foundations can make a contribution. This resource guide is designed to help grantmakers working at the local, state, and national levels better understand how they can contribute to strengthening the public health system, as well as become more proactive in their efforts to prepare for and respond to emergencies.

GENERAL

■ Centers for Disease Control and Prevention Atlanta, GA www.cdc.gov

The Centers for Disease Control and Prevention (CDC) has a wide variety of resources on preparing for and responding to natural disasters, disease outbreaks, mass casualties, and bioterrorist events. Fact sheets and preparedness instructions, Web casts, videos, and information on specific CDC programs are available from the CDC's Web site, www.bt.cdc.gov.

The agency's Centers for Public Health Preparedness (CPHP) are working to strengthen terrorism and emergency preparedness by linking academic expertise to state and local health agency needs. Within the program, colleges and universities provide preparedness education to public health workers, health care providers, students, and others. Currently, 52 CPHPs are established at schools and colleges of public health, medicine, nursing, veterinary medicine, pharmacy, biological sciences, in a community college, and in several university-based medical and health science centers. CPHPs also work in close collaboration with state and local health agencies to develop, deliver, and evaluate preparedness education based on community need. Additional information on the program can be found on-line at www.bt.cdc.gov/training/cphp.

■ Council on Foundations, *Disaster Grantmaking: A Practical Guide for Foundations and Corporations* (Washington, DC: 2001).

This report presents the lessons learned from a year-long study by a joint working group of the European Foundation

Centre and the Council on Foundations on how grantmakers can be more effective and strategic in responding to disasters. The report includes broad principles, lessons from experience, examples of good and bad practices, facts and figures, and a list of useful Web sites. It can be downloaded from the Council on Foundation's Web site at www.cof.org/files/Documents/International_Programs/disasterguide.pdf.

- **Grantmakers In Health, *Building a Healthier Future: Partnering to Improve Public Health*, Issue Brief No. 22 (Washington, DC: 2005).**

This report examines how public health stakeholders, including philanthropy, can take advantage of the power of partnerships to incite and sustain change to ensure that essential public health services are carried out. The report takes an in-depth look at successful partnerships and the characteristics that make them work. It is available on-line at www.gih.org/usr_doc/pubhealthpartner.pdf.

- **Grantmakers In Health, *Strengthening the Public Health System for a Healthier Future* (Washington, DC: 2003).**

A strong infrastructure is critical to carrying out essential public health services such as monitoring the health status of the population, diagnosing and investigating health problems, and ensuring a competent public health workforce. This report examines the nation's public health infrastructure and explores opportunities for grantmakers to strengthen and sustain this fragile system. It is available on-line at www.gih.org/usr_doc/public_health.pdf.

- **Grantmakers In Health, *Terrorism and Meeting the Needs of the Nation's Children* (Washington, DC: 2003).**

This *Issue Focus* looks at strategies funders can use to incorporate the needs of children into emergency preparedness planning by involving schools, hospital pediatric departments, and other youth-serving organizations. It is available on-line at www.gih.org/info-url2678/info-url_list.htm?category=Children%2FYouth&attrib_id=3320.

- **National Governors Association, *State Strategies for Fully Integrating Public Health into Homeland Security* (Washington, DC: 2005).**

This issue brief examines the lack of integration between public health and homeland security. It includes suggestions for how states can better integrate the two, such as including public health in homeland security governance committees or task forces, developing multi-disciplinary partnerships, and consolidating diverse funding streams to address emergency management and disaster response. The issue brief is available on the National Governors Association Web site at www.nga.org/Files/pdf/FULLYPUBLICHEALTH.pdf.

- **Trust for America's Health, *Ready or Not? Protecting the Public's Health from Diseases, Disasters, and Bioterrorism* (Washington, DC: 2005).**

This study gauges the progress and examines the continued vulnerabilities of the nation's public health emergency response capabilities. It is designed to serve as a tool to help the nation move toward an improved, strategic all-hazards system for protecting the public's health. The report also assesses state preparedness, examines federal health preparedness programs and activities, and offers recommendations for improving all-hazards emergency health preparedness. The report is available on-line at <http://healthyamericans.org/reports/bioterror05/>.

- **Ready.gov**

The Ready.gov Web site, sponsored by the U.S. Department of Homeland Security, is designed to assist the public in understanding, preparing for, and responding to a terrorist attack, natural disaster, or other emergency situation. Checklists, brochures, posters, toll-free hotlines, and other resources are posted to the Web site. There are also audience-specific resources for groups such as children, families, and businesses.

NATURAL DISASTERS

- **Council on Foundations, *Avian Flu and Philanthropy's Response* (Washington DC: 2006).**

In January 2006, the Council on Foundations convened a symposium to discuss the philanthropic sector's leadership role in preparing our communities for the possibility of an avian flu pandemic. Working closely with Grantmakers In Health, the council enlisted experts who outlined the serious threat of this illness and described the huge gap in our public health preparedness for this—or other—widespread infectious diseases. The grantmakers who attended the symposium identified a number of activities in which the foundation community can play a valuable leadership role in concert with public officials and community organizations. An executive summary of the event, as well as resource lists and sample documents for creating local and regional task forces to address the issue are available on from the Council on Foundation's Web site at <http://www.cof.org/Content/General/Display.cfm?contentID=3378&orglink=115>.

- **Foundation for the Mid South, *Reflection Memorandum/Hurricane Katrina: Looking Ahead* (Jackson, MI: 2005).**

This report examines the human, physical, and environmental damage caused by Hurricane Katrina and the challenges they present to philanthropy. It also presents a set of

principles to guide how organizations can work together to successfully rebuild communities affected by the hurricane. The report is available on-line at www.fndmidsouth.org/Documents/Memphis_Reflection%20memorandum_050915_final.pdf.

■ ***Hurricane Mental Health Awareness Campaign, U.S. Substance Abuse and Mental Health Services Administration***

This public service campaign is designed to help adults, children, and first responders who have been affected by Hurricanes Katrina and Rita and are in need of mental health services. Publications and videos on managing stress and anxiety, tips for talking with children about traumatic events, fact sheets on depression and suicide, for example, are available on the campaign Web site, which is located at www.mentalhealth.samhsa.gov/disasterrelief/psa.aspx.

■ ***The Henry J. Kaiser Family Foundation, Health Care in the Wake of Hurricane Katrina***

As part of the foundation's commitment to help respond to the devastation from Hurricane Katrina, a page on the foundation's Web site contains a variety of resources related to monitoring and studying health coverage and the needs of the hurricane's victims. Resources include fact sheets, policy briefs, and podcasts on topics such as Medicaid coverage for victims and key facts about affected states. The page is located at www.kff.org/katrina/index.cfm.

■ ***Mayer, Steven E., After the Flood: Some Out-of-the Box Options for Foundations (Minneapolis, MN: Effective Communities Project, 2005).***

In this article, Steven Mayer, director of the Effective Communities Project, presents the challenges foundations face in helping to rebuild the Gulf Coast communities affected by Hurricane Katrina. The article is available at www.effectivecommunities.com/ECP_AfterTheFlood.pdf.

■ ***Neighborhood Funders Group, "Towards Racial Justice and Rebuilding After Katrina," NFG Reports 3(12): Fall 2005.***

This article examines community-based efforts to rebuild New Orleans and the Gulf Coast region in the aftermath of Hurricane Katrina. It includes seven funding principles, offered by the Neighborhood Funds Group, to help guide grantmaking and help community residents become leaders in the rebuilding process. The article can be viewed on-line at www.nfg.org/reports/2005_Fall_NFG_Reports.pdf.

■ ***Penick, George D., "What Philanthropy Owes Katrina's Victims," The Chronicle of Philanthropy, September 15, 2005.***

In this article, George Penick, president of the Foundation

for the MidSouth, puts forth several questions philanthropic organizations should consider as they decide how they want to respond to the devastation caused by Hurricane Katrina. He also urges philanthropic organizations help rebuild affected communities in ways that are equitable and just. The article can be viewed on-line at www.effectivecommunities.com/ECP_AfterTheFlood.pdf.

■ ***RAND Gulf States Policy Institute Santa Monica, CA www.rand.org***

The RAND Corporation, a nonprofit research organization providing objective analysis and on wide range of national issues, has formed the RAND Gulf States Policy Institute to provide analytical assistance to the hurricane recovery effort. In conjunction with seven local universities, the institute will develop a long-term vision and strategy to help build a better future for Louisiana, Mississippi, and Alabama in the wake of Hurricanes Katrina and Rita. Issues to be addressed include expanding coverage to the uninsured, reconstruction of municipal health care systems, alleviating the housing crunch in Mississippi, estimating population return to New Orleans, understanding Katrina's effect on the health of first responders and residents, and the effect of hurricane displacement on schools and students. Additional information about the institute can be found at www.rand.org/about/katrina.html.

DISEASE OUTBREAKS AND PANDEMICS

■ ***Association of State and Territorial Health Officials, Preparedness Planning for State Health Officials: Nature's Terrorist Attack: Pandemic Influenza, (Washington, DC: 2002).***

This report examines the roles of local, state, and federal governments in monitoring and responding to pandemic flu, and looks at policies and protocols such as mass vaccinations, laboratory protocols, and quarantine and containment. It also contains a readiness checklist for state health officials. The report can be accessed on-line at www.astho.org/pubs/PandemicInfluenza.pdf.

■ ***National Health Policy Forum, Tick-Tock: Preparing for the Next Influenza Pandemic (Washington, DC: 2004).***

This background paper describes the nature of pandemic influenza and highlights key challenges for responding to this disease threat. It explains how an influenza pandemic differs from annual influenza outbreaks and how a pandemic virus could emerge. It also explores the nation's pandemic preparedness capabilities, including disease surveillance, vaccine production and distribution, antiviral stockpiling,

health care system readiness, and public health containment measures. The paper is available on-line at www.nhpf.org/pdfs_bp/BP_PandemicFlu_08-27-04.pdf.

■ ***PandemicFlu.gov***

PandemicFlu.gov is the official U.S. government Web site for information on pandemic flu and avian influenza. It presents information on planning and response, monitoring outbreaks, vaccines and medication, research activities, and other issues. It also presents information on federal and state government activities, as well as resources and checklists for individuals, families, businesses, schools, health care providers, and community organizations.

■ **The White House, *National Strategy for Pandemic Influenza* (Washington, DC: 2005).**

The *National Strategy for Pandemic Influenza* presents the nation's plan to address the threat of pandemic influenza. The report outlines how government agencies at all levels will prepare for, monitor, and respond to a pandemic. It also examines the role of the private sector and individuals in preparedness efforts and the nation's response should a pandemic emerge. This publication is available on-line at www.whitehouse.gov/homeland/nspi.pdf.

TERRORISM

■ **The Foundation Center, *Giving in the Aftermath of September 11: Final Update on the Foundation and Corporate Response* (New York, NY: 2004).**

This report presents a comprehensive overview of the more than \$1.1 billion of grants awarded by 1,339 foundations and corporations in the aftermath of September 11th terrorist attacks. It details the grants awarded as well as the ultimate uses and beneficiaries of the funds. The report is available on-line at http://fdncenter.org/research/trends_analysis/pdf/9_11updt04.pdf.

■ **Institute of Medicine, *Preparing for the Psychological Consequences of Terrorism: A Public Health Strategy* (Washington, DC: National Academy Press, 2003).**

September 11th, anthrax attacks, and the continuing threat of terrorism have raised questions about the impact on the psychological health of Americans and how well the public health infrastructure is able to meet the psychological needs that will likely result. This report highlights some of the critical issues in responding to the psychological effects of terrorism and provides recommendations for intervention, such as training and education of service providers; ensuring appropriate guidelines for the protection of service providers; and developing public health surveillance for pre-event, event, and post-event factors leading to psychological

consequences. The report can be viewed on-line at www.iom.edu/CMS/3775/3895/11573.aspx.

■ **McHugh, Megan, Andrea Staiti, and Laurie Felland, "How Prepared are Americans for Public Health Emergencies? Twelve Communities Weigh In," *Health Affairs*, 23(3): 201-209, May/June 2004.**

Emergency preparedness varies greatly in communities across the nation. This article examines the readiness of 12 communities and found that experience with other public health emergencies, strong leadership, successful collaboration, and adequate funding contributed to high states of readiness. Areas in need of improvement included communications and workforce education. Other challenges included a shortage of funding, delay in the receipt of federal funding, and staffing shortages. The article is available on-line at www.healthaffairs.org/RWJ/McHugh.pdf.

■ **Seessel, Tom, *Responding to the 9/11 Terrorist Attacks: Lessons from Relief and Recovery in New York City, A Report Prepared for the Ford Foundation*, (Trenton, NJ: Thomas Edison State College, 2003).**

Building on a 2002 report commissioned by the Ford Foundation, *Responding to the 9/11 Terrorist Attacks: Lessons from Relief and Recovery in New York City*, examines the effectiveness of philanthropic and government 9/11 relief and recovery efforts in New York City and offers recommendations to improve preparedness for future emergencies. The report also explores the significant shortcomings and policy issues that need to be addressed to ensure efficiency and effectiveness in future responses, specifically the need to improve the interface between government agencies and charities. The report can be accessed on-line at www.fordfound.org/news/view_news_detail.cfm?news_index=78.

■ **Seessel, Tom, *The Philanthropic Response to 9/11: A Report Prepared for the Ford Foundation* (Trenton, NJ: Thomas Edison State College, 2002).**

This report, commissioned by the Ford Foundation, examines the philanthropic response to the events of September 11th from the perspective of leaders of relief fund agencies, foundations, government agencies, nonprofit organizations, and groups devoted to assisting those affected by the terrorist attacks. It details the funds given by independent foundations, corporations, the American Red Cross, The September 11th Fund, the Uniformed Rescue Workers' Funds, and many others. The report can be accessed on-line at www.fordfound.org/news/view_news_detail.cfm?news_index=67.