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***Centers for Disease Control and Prevention***

***Office of Public Health Preparedness and Response***

Public Health Emergency Preparedness and Response Applied Research

Form Approved

OMB No. 0920-XXXX

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**Survey Plan**

*A Novel Framework for Structuring Industry-Tuned Public-Private Partnerships and Economic Incentives for U.S. Health Emergency Preparedness and Response*

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***Survey Introduction and Consent***

Thank you for agreeing to participate in this survey administered by PwC. Our team is conducting a study for Centers for Disease Control and Prevention (CDC) regarding how innovative partnership and incentive models could be designed to encourage more private sector engagement in public health preparedness and response, such as readiness for future pandemics.

Your organization has a reputation for leadership in an industry sector highly relevant to public health preparedness and response. We’d like to obtain your insights, preferences, and recommendations regarding partnering approaches and incentives that you and your organization might find appealing.

Your participation in this survey is strictly voluntary and should take approximately 15 minutes to complete. Any information that you provide will be de-identified, stored securely, and presented only in aggregated form with information from other sources, unless otherwise compelled by law. You do not have to provide an answer to any question to which you do not feel comfortable responding. Whether or not you choose to participate will not impact you or your organization’s relationship with CDC or PwC.

If you have any questions about this survey or the study as a whole please feel free to reach out to one of the PwC team members responsible for administering the survey.

If you agree to participate in this survey please press "Continue".

**Key Definitions:**

***Public-Private Partnership*** *– any partnership between a public agency (federal, state or local) and a private sector entity. For the purposes of this survey, the definition of public-private partnership expands beyond traditional frameworks to include any collaborative effort, including hands-off arrangements like tax incentives and hands-on arrangements like joint ventures or research activities.*

***Public Health Emergency Preparedness and Response*** *– comprises all activities to protect the public's health during a chemical, biological, radiological, nuclear, or environmental adverse event, including natural disasters and terrorism.*

# Section 1: General Information

|  |  |
| --- | --- |
| **Organization Size***(number of employees)* | □ Small *(1-100)* □ Medium *(101-500)* □ Large *(>500)* |
| **Organization Type**  | □ For Profit □ Public □ Non-profit |
| **Staff Level** | □ Senior Leadership □ Executive/Director □ Manager □ Staff |
| **Function** | □ Administration □ Operations □ Finance/Accounting□ HR □ Sales/Marketing □ Business Development □ IT□ General Management □ Other |

## Please fill in the following information:

If other, please identify.

## Please identify one of the following industry areas that best describes your organization:

□ Academia/Research Organization

□ Charitable Organization/Foundation

□ Health Insurance

□ Health IT/Mobile

□ Hospital/Healthcare Provider

□ Logistics/Transportation

□ Pharmaceutical/Life Sciences

□ Retailers/Distributors

□ Other

If other, please identify.

#  Section 2: Organizational Priorities

## When weighing the following strategic choices below, is Option A or Option B a more important goal for your organization?

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Option A** | **Focused on A** | **Lean Towards A** | **Neutral** | **Lean Towards B** | **Focused on B** | **Option B** | **Do not know** | **N/A** |
| Growing via expansion of current operations (organic) | □ | □ | □ | □ | □ | Growing via mergers and acquisitions (inorganic) | □ | □ |
| Lowering costs | □ | □ | □ | □ | □ | Increasing revenue | □ | □ |
| Developing internal capabilities | □ | □ | □ | □ | □ | Building strategic partnerships  | □ | □ |
| Increasing internal hiring and recruitment | □ | □ | □ | □ | □ | Increasing use of outsourcing and contractors | □ | □ |
| Expanding presence in current markets | □ | □ | □ | □ | □ | Expanding into new markets | □ | □ |
| Investing in existing products and assets | □ | □ | □ | □ | □ | Investing in research and development | □ | □ |
| Investing in internal operations | □ | □ | □ | □ | □ | Investing in marketing initiatives | □ | □ |
| Developing and securing intellectual property and knowledge | □ | □ | □ | □ | □ | Licensing and sourcing information/intellectual property from external sources | □ | □ |
| Becoming more focused on core competencies | □ | □ | □ | □ | □ | Broadening to capture new opportunities | □ | □ |
| Product portfolio specialization | □ | □ | □ | □ | □ | Product portfolio diversification | □ | □ |
| Pursuing conservative opportunities | □ | □ | □ | □ | □ | Pursuing high risk/high reward opportunities | □ | □ |
| Solidifying relationships with existing customers | □ | □ | □ | □ | □ | Building relationships with new customers | □ | □ |
| Consensus decision making | □ | □ | □ | □ | □ | Individual decision making | □ | □ |
| Focus on shareholder value | □ | □ | □ | □ | □ | Focus on social impact | □ | □ |
| Relationship building with private partners | □ | □ | □ | □ | □ | Relationship building with government entities | □ | □ |
| Relationship building with customers | □ | □ | □ | □ | □ | Relationship building with regulators and other stakeholders | □ | □ |

## How much impact do you think public-private partnerships with the government could have on your organization and its ability to achieve strategic goals?

|  |  |
| --- | --- |
| □ Very High□ High□ Medium□ Low | □ None□ Do not know□ Other |

If other, please describe.

# Section 3: Partnering Culture

## Does your organization have a formalized public-private partnerships program or team?

|  |
| --- |
| □ Yes□ No□ Do not know |

## On average, how often does your organization promote or discuss public-private partnerships?

|  |  |
| --- | --- |
| □ Frequently□ Occasionally□ Rarely | □ Never□ Do not know |

## Does your organization currently engage in public-private partnerships?

|  |  |
| --- | --- |
| □ Yes□ No□ Previously | □ In discussion□ Do not know |

## On average, how often does your organization initiate new public-private partnerships?

|  |  |
| --- | --- |
| □ Frequently□ Occasionally□ Rarely | □ Never□ Do not know |

## How much impact do public-private partnerships have on your organization’s operations?

|  |  |
| --- | --- |
| □ Very High□ High□ Medium□ Low | □ None□ Do not know□ Other |

If other, please describe.

## Does your organization partner with any of the following types of organizations? *(Select all that apply)*

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  | **Yes** | **No** | **Previously** | **In Discussion** | **Do not know** | **Frequency of communication** |
| **For-profit** | □ | □ | □ | □ | □ | [Drop-down]\*\*\* |
| **Non-profit** | □ | □ | □ | □ | □ | [Drop-down]\*\*\* |
| **Federal agencies** *(excluding CDC)* | □ | □ | □ | □ | □ | [Drop-down]\*\*\* |
| **CDC** | □ | □ | □ | □ | □ | [Drop-down]\*\*\* |
| **State/local government** | □ | □ | □ | □ | □ | [Drop-down]\*\*\* |
| **Public health departments** | □ | □ | □ | □ | □ | [Drop-down]\*\*\* |
| **Academic organizations** | □ | □ | □ | □ | □ | [Drop-down]\*\*\* |

*\*\*\*Values: Frequently, Occasionally, Rarely, Never, Do not know*

## What is your organization’s typical level of involvement in the following public-private partnership activities?

|  | **Very Passive** | **Passive** | **Neutral** | **Active** | **Very Active** | **Do not know** |
| --- | --- | --- | --- | --- | --- | --- |
| Oversight/Decision Making | □ | □ | □ | □ | □ | □ |
| Project Management/Coordination | □ | □ | □ | □ | □ | □ |
| Financing | □ | □ | □ | □ | □ | □ |
| Resource Sharing (people or capital) | □ | □ | □ | □ | □ | □ |
| Communication/Campaigning | □ | □ | □ | □ | □ | □ |
| Branding/Promotion | □ | □ | □ | □ | □ | □ |

## Who in your organization has the authority to initiate a public-private partnership? *(Select all that apply.)*

|  |  |
| --- | --- |
| □ Board of Advisors □ CEO □ Senior Leadership □ VP/Executive Level□ Partnership Directors | □ Business Units/Functions□ Product or Project Teams□ Staff□ Do not know□ Other  |

If other, please describe.

## Does your organization have any standard guidance, policies, or marketing materials for public-private partnership development?

|  |
| --- |
| □ Yes□ No□ Do not know |

## If you would like to provide additional context about the way your organization typically engages in public-private partnerships, please describe below. *(Optional)*

# Section 4: Public Health Emergency Preparedness and Response Alignment

## How do your organization's activities align with the following public health emergency preparedness and response capabilities?

|  | **None** | **Low** | **Medium** | **High** | **Very High** | **Do not know** |
| --- | --- | --- | --- | --- | --- | --- |
| **Biosurveillance***A process of gathering, integrating, interpreting, and communicating essential information that might relate to disease activity and threats to human, animal, or plant health.* | □ | □ | □ | □ | □ | □ |
| **Community Resilience***Support to planning, exercises, financing, collection of materiel and supplies, for the sustained ability of a community to use resources to respond to, withstand, and recover from adverse situations.* | □ | □ | □ | □ | □ | □ |
| **Countermeasures and Mitigation***Distributing medical material and dispensing medical countermeasures (biologics, drugs, devices) in event of a biological, chemical, or radiological/nuclear material, a naturally occurring emerging disease, or a natural disaster. Oversee non-pharmaceutical interventions (quarantines, movement restrictions, etc.) and ensure the safety and health of responders, hospital staff, and medical facility personnel.* | □ | □ | □ | □ | □ | □ |
| **Incident Management***Combination of facilities, equipment, personnel, procedures and communications operating within a common organizational structure, designed to aid in the management of resources during incidents. Emergency Operations Center.* | □ | □ | □ | □ | □ | □ |
| **Information Management***Acquiring, analyzing, protecting, and sharing public health emergency information. Organizing and participating in information exchanges.* | □ | □ | □ | □ | □ | □ |
| **Surge Management***Management system for integrating medical and health resources during large-scale emergencies. Includes fatality management, mass care, medical surge, and volunteer management.* | □ | □ | □ | □ | □ | □ |

## Does your organization currently have any public-private partnerships in public health emergency preparedness and response?

|  |  |
| --- | --- |
| □ Yes□ No□ Previously | □ In discussion□ Do not know |

## If so, could you please describe the most successful public-private partnership and outcome?

# Section 5: Future Partnering

## What level of interest does your organization have in the following public-private partnership opportunities related to public health emergency preparedness and response?

|  | **None** | **Low** | **Medium** | **High** | **Very High** | **Do not know** |
| --- | --- | --- | --- | --- | --- | --- |
| **Providing Goods and Services**  |  |  |  |  |  |  |
| Provide medical supplies during emergencies | □ | □ | □ | □ | □ | □ |
| Provide emergency management or medical services | □ | □ | □ | □ | □ | □ |
| Provide logistics and distribution services during emergencies | □ | □ | □ | □ | □ | □ |
| Manage stockpiles of medical supplies | □ | □ | □ | □ | □ | □ |
| Develop products or services serving unmet needs | □ | □ | □ | □ | □ | □ |
| Oversee data collection and warehousing | □ | □ | □ | □ | □ | □ |
| Track emergency responders and equipment | □ | □ | □ | □ | □ | □ |
| **Resource and Knowledge Sharing** |  |  |  |  |  |  |
| Provide facilities during emergencies | □ | □ | □ | □ | □ | □ |
| Provide personnel during emergencies | □ | □ | □ | □ | □ | □ |
| Share knowledge and guidance | □ | □ | □ | □ | □ | □ |
| Send data and information to surveillance and early warning systems | □ | □ | □ | □ | □ | □ |
| Provide information and feedback from the community | □ | □ | □ | □ | □ | □ |
| Provide training for public health responders | □ | □ | □ | □ | □ | □ |
| **Communication and Outreach** |  |  |  |  |  |  |
| Promote public health initiatives | □ | □ | □ | □ | □ | □ |
| Assist with public health messaging and education campaigns | □ | □ | □ | □ | □ | □ |
| Recruit volunteers for public health emergencies | □ | □ | □ | □ | □ | □ |
| Facilitate public health relationship building and networking initiatives | □ | □ | □ | □ | □ | □ |
| **Joint Initiatives** |  |  |  |  |  |  |
| Invest financially in joint initiatives with public health entities | □ | □ | □ | □ | □ | □ |
| Conduct research jointly with public health scientists | □ | □ | □ | □ | □ | □ |
| Co-author publications with public health scientists | □ | □ | □ | □ | □ | □ |
| Contribute to public health plans | □ | □ | □ | □ | □ | □ |
| Develop public health preparedness and response toolkits | □ | □ | □ | □ | □ | □ |

Are there any other opportunities that your organization sees for public-private partnerships that are not listed here? Please describe.

## Which of the following financial constraints would your organization most like to alleviate via public-private partnerships? *(Select up to three)*

|  |  |
| --- | --- |
| □ Cost of capital□ Size of the total potential market□ Regulatory fees□ Taxes□ Irregular or unpredictable cash flows□ Limited cash on hand | □ Access to working capital□ Access to long-term financing□ Cost of potential programs or investments□ Size of capital expenditures□ Size of operating expenditures□ Other |

If other, please identify.

## Which of the following risks would your organization most like to mitigate via public-private partnerships? *(Select up to three)*

|  |  |
| --- | --- |
| □ Catastrophic risk□ Reputational risk□ Operational risk□ Supply chain risk□ Information technology risk□ Product liability□ Regulatory and compliance risk | □ Counterparty risk□ Intellectual property risk□ Political risk□ Financial risk□ Foreign investment risk□ Other |

If other, please identify.

## Which of the following operational considerations would your organization most like to improve via public-private partnerships? *(Select up to three)*

|  |  |
| --- | --- |
| □ Access to new customers/markets□ Access to new suppliers□ Inventory requirements□ Production capacity or throughput restrictions□ Logistical and distribution capabilities□ Current institutional knowledge or expertise□ Human capital competencies□ Research and development capabilities | □ Available staff □ Available facilities and equipment□ Recruitment and training capabilities□ Current brand awareness in the marketplace□ Available outlets for advocacy□ Security of information and assets□ Regulatory burden□ Other |

If other, please identify.

## What level of significance does your organization place on the following concerns or barriers to public-private partnerships?

|  | **None** | **Low** | **Medium** | **High** | **Very High** | **Do not know** |
| --- | --- | --- | --- | --- | --- | --- |
| **Partnership Oversight** |  |  |  |  |  |  |
| Insufficient accountability | □ | □ | □ | □ | □ | □ |
| Insufficient transparency | □ | □ | □ | □ | □ | □ |
| Fear of scope creep | □ | □ | □ | □ | □ | □ |
| Ill-defined expectations and objectives | □ | □ | □ | □ | □ | □ |
| Difficulty monitoring and evaluating outcomes | □ | □ | □ | □ | □ | □ |
| Free riding within partnerships | □ | □ | □ | □ | □ | □ |
| Insufficient experience with partnership management | □ | □ | □ | □ | □ | □ |
| **Costs of Partnering** |  |  |  |  |  |  |
| Cost of creating/maintaining partnerships | □ | □ | □ | □ | □ | □ |
| Insufficient time and resources | □ | □ | □ | □ | □ | □ |
| Decreased flexibility | □ | □ | □ | □ | □ | □ |
| Inability to leave partnerships | □ | □ | □ | □ | □ | □ |
| Limited sustainability | □ | □ | □ | □ | □ | □ |
| Reduced efficiency | □ | □ | □ | □ | □ | □ |
| Hollowing out of internal capabilities | □ | □ | □ | □ | □ | □ |
| **Regulatory Burden and Alignment** |  |  |  |  |  |  |
| Managing internal conflicts of interest | □ | □ | □ | □ | □ | □ |
| Balancing private commercial interests with public health | □ | □ | □ | □ | □ | □ |
| Government relationships with competitors | □ | □ | □ | □ | □ | □ |
| Complying with government regulations | □ | □ | □ | □ | □ | □ |
| **Other Potential Concerns** |  |  |  |  |  |  |
| Cultural mismatch | □ | □ | □ | □ | □ | □ |
| Security of data or trade secrets | □ | □ | □ | □ | □ | □ |
| Insufficient buy-in from leadership | □ | □ | □ | □ | □ | □ |
| Negative past partnership experiences | □ | □ | □ | □ | □ | □ |
| Insufficient experience with contract negotiations | □ | □ | □ | □ | □ | □ |
| Uncertainty surrounding your organization's future | □ | □ | □ | □ | □ | □ |
| Uncertainty surrounding government goals and leadership | □ | □ | □ | □ | □ | □ |

Are there any other concerns or barriers your organization faces that are not listed here? Please describe.

23. Please identify any specific incentives that would increase the likelihood of your organization partnering with CDC on public health preparedness and response activities.