



FIRESTORM HEALTHCARE CAPABILITIES EXECUTIVE SUMMARY

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Executive Summary
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Firestorm Healthcare Capabilities

The Firestorm Healthcare Team offers over five centuries of collective experience in hospital operations, healthcare delivery, public health, and emergency preparedness. Drawing from a unique combination of operational experience and thought leadership, the Firestorm Healthcare Team delivers expertise built upon a foundation of decades of proven management, consulting, and policy development services. Firestorm follows a **PREDICT. PLAN. PERFORM.**[™] process to address hospital and medical system needs – including Joint Commission, Commission on Accreditation of Rehabilitation Facilities, and other compliance standards – to build and execute effective response, in routine operations and in emergencies.

Firestorm delivers a full range of performance improvement, business continuity, emergency preparedness, surge capacity, and crisis response services. Beyond the usual focus on Information Technology (IT), Firestorm examines every critical component of an organization's operations – including the most essential and difficult to replace, the human aspect – and assists in designing and implementing effective processes to maintain business integrity. These services address human resources planning, communications and media relations, supply chain assurance, and building and maintaining deployable treatment infrastructure, supplies, and equipment. They have been delivered in real time during real crises; responding to bioterrorism and terrorists attacks, criminal acts and acts of nature, and – perhaps most importantly – to organizations that did not make the news because they did not fail. Preparedness is a best practice. Continued viability and operations are the optimum return on investment.

Proven Experience

The single defining characteristic of Firestorm's healthcare expertise is proven operational and emergency preparedness experience. This expertise links ongoing work with policy and standard-setting organizations – among them the Department of Homeland Security Office of Health Affairs, Department of Defense (Assistant Secretaries for Health Affairs, Reserve Affairs, and Homeland Security, Defense Medical Readiness Training Institute, U.S. Northern Command), Institute of Medicine, Department of Health and Human Services Office of the Assistant Secretary for Preparedness and Response, and Department of Veterans Affairs – with “hands on” experience in system and facility operations.

Firestorm experts have responded to headline-making events: Virginia Tech, the Pentagon, the World Trade Center, Brentwood and Hamilton Township postal facilities, Katrina, and Rita. Our successes have also been in organizations supported quietly but successfully: Johns Hopkins, University of Maryland Health System, District of Columbia Department of Health, the Presidential Inauguration, and multiple hospitals, corporations, counties, and state agencies.

The Firestorm team draws from leading experts and expansive academic affiliations to address the full range of issues facing healthcare today, from pre-hospital care to ambulatory services to acute care to public health.



Firestorm Leadership

The Firestorm Healthcare Team is led by Donald A. Donahue, DHEd (Cand), MBA, FACHE, CHS-III and Stephen O. Cunnion, MD, PhD, MPH. Mr. Donahue serves as the Executive Director of the National Security Health Policy Center, an academic center within the Potomac Institute for Policy Studies, Arlington, VA, and as managing partner of the Diogenec Group, a Washington, DC based consultancy. Board certified in healthcare administration and with more than 27 years experience as a healthcare administrator in the military, government, and private sectors, he is a recognized expert in healthcare operations, medical readiness, emergency preparedness, and bioterrorism. Mr. Donahue applies an innovative approach to program development, systems analysis, and operational.

Recognition for programs established by Mr. Donahue includes the Hammer Award for Reinventing Government and the Department of Veterans Affairs' Award for Contracting Excellence. In February 2004, Mr. Donahue was selected as one of Fast Company magazine's "Fast 50," recognizing innovators, entrepreneurs, and change agents. His military awards include the Legion of Merit, the Meritorious Service Medal, the Joint Service Commendation Medal, seven awards of the Army Commendation Medal, the Order of Military Medical Merit, the Expert Field Medical Badge, and numerous other awards and decorations.

Previous positions held by Mr. Donahue include Deputy Surgeon and Medical Operations Officer, Office of the Chief, Army Reserve; Senior Marketing Manager for Merit Behavioral Care Corporation (now Magellan Health Services), a leading behavioral managed care company; emergency department administrator for two New York City hospitals; and corporate consultant for emergency department operations for New York City Health and Hospitals Corporation (HHC), the city's municipal hospital system. Don served as a surveyor for HHC, conducting "mock" surveys in preparation for JCAHO and State Department of Health surveys for 11 acute care facilities, 48 diagnostic and treatment centers, and multiple neighborhood clinics.

Mr. Donahue served as an Adjunct Professor for healthcare administration at the State University of New York Health Sciences Center in Brooklyn. He will complete his Doctor of Health Education (DHEd) with A.T. Still University in November 2009.

Dr. Cunnion, a retired US Navy Medical Corps Captain, is the Medical Director of the National Security Health Policy Center, Potomac Institute for Policy Studies. He is also President of International Consultants in Health, Inc., a partner in Diogenec Group, and one of the founders of iJet.com, a risk assessment and management company. He holds an adjunct professorship in the Department of Epidemiology & Biometrics at the Uniformed Services University (USU).

With over thirty years involvement in infectious disease and environmental investigations, Dr. Cunnion has appeared on, among others; CCN, the Discovery Channel, the Canada Broadcasting Corporation, and the Danish Broadcasting Corporation. He has been interviewed by most of the major international news services, including Reuters, the Asian Wall Street Journal, the New York Times, Cox Newspapers, the Kyodo News Service, CBS (Bangkok) and ABC News (Bangkok), along with numerous independent and local reporters. He has been interviewed and the subject of news articles in *the New York Times*, *The Journal of the American Medical Association*, *U.S. Medicine*, *Navy Medicine* and various other military publications.

His first exposure to the media was as a junior medical officer investigating disease outbreaks and supervising various disasters in the Pacific/Indian Ocean Theater between 1979 and 1984. Dr. Cunnion was asked to be the physician and principle scientist for the Joint Department of State/Department of Defense Chemical Biological Warfare Team in Southeast and South Asia from 1984 to 1987. In this



position, he was contacted on an almost daily basis by major news networks on the politically sensitive topic of chemical warfare investigations along the Thai and Pakistani borders.

In 1995, while teaching outbreak investigation at the USU, Dr. Cunnion was the first physician to diagnose via the Internet an unusual thallium poisoning case in China (JAMA, Vol. 274, No. 22, p. 1750). In 2001, Dr. Cunnion was invited to assist the Centers for Disease Control and Prevention (CDC) during the anthrax crisis. He was assigned to provide medical aid to workers at the Hamilton, NJ, postal facility. In addition to directing the research protocol regarding the administration of antibiotics and vaccinations, Dr. Cunnion furnished the necessary risk communication by holding "question and answer" sessions to explain the risk and health issues involved with possible exposure and the use of the protective methods offered.

In February 2003, he was the first person to alert the Western world of the disease outbreak soon to be called SARS (Brooks, T, *Behind the Mask: How the World Survived SARS*. American Public Health Association, Washington, DC, 2005, p. 11). For this achievement, he received the 2003 ProMED Reporting Award and was interviewed by the press and broadcasting from throughout the world. Dr. Cunnion serves as a commissioner on the Maryland Veteran's Commission and on the IBM Health Advisory Board.

A Record of Achievement

A partial list of projects that demonstrate the capabilities of the Firestorm Healthcare Team includes:

- Conceptualized and hosted "**Every Crisis is a Human Crisis,**" a one-day symposium in emergency preparedness held at Georgetown University, addressing the disproportionate impact of disasters and the roles, responsibilities, and liabilities of government and corporate leadership and governance. Discussion panels consisted of recognized subject matter experts and were led by former Surgeons General of the United States Koop, Satcher, and Carmona. Attendees include officials from the Departments of Homeland Security, Defense, Health and Human Services, State, and Veterans Affairs, as well as multiple state departments of health, academic institutions, and corporate leadership.
- Provided education concerning anthrax threat, prophylaxis, and treatment to uniformed Public Health Service response teams, regional reference laboratory staff, and others in support of the CDC effort following the 2001 postal anthrax attacks.
- Provided direct physician services to the contaminated postal facilities and their employees.
- Created the Joint/Interagency Civil Support Training Center (JICSTC) at Fort Dix, NJ, providing training to DoD, VA, and other Federal departments in medical aspects of homeland security and weapons of mass destruction.
- Authored the DoD-Joint Forces Command model for medical response to domestic weapons of mass destruction incidents and natural disasters.
- Served as director of administrative services for an academic medical and Level 1 trauma center occupying 48 historically-designated buildings, providing 1/3 of all trauma services in major metropolitan area, and housing the Institute for Surgical Research burn center. Coordinated surge integration of new staff and functions during four-fold expansion of medical center for *Operations Desert Shield* and *Desert Storm*.
- Coordinated total renovation of Emergency Department physical plant and equipment, producing state-of-the-art service for socio-economically depressed catchment area.
- Developed, and tested hospital-wide Emergency Preparedness Plan and Emergency Department Policy and Procedure Manuals.



- Surveyed facilities, reviewed Certificate of Need applications, and conducted operational, productivity, and staff satisfaction studies of emergency services of 11 acute care facilities with a cumulative 1.5 million visits and 250,000 admissions annually.
- Conducted regulatory compliance surveys for hospital medical board offices.
- Provided technical and operational expertise to ambulatory care services with 4 million annual visits.
- Represented health system corporate offices at New York City “911 Committee” meetings.
- Designed and implemented medical staff appointment and credentialing systems for the Medical Board Office of a 1284-bed urban academic medical center.
- Provided strategic and operational planning services to and on behalf of a 501(c)(3) organization that furnishes and supports services to a disaster-stricken area to ensure that the critical medical infrastructure is in place to respond to, recover from, and mitigate the effects of a manmade or natural disaster.

Firestorm has extensive experience with compliance, regulatory affairs, quality, and operations. We balance the rigor of effective implementation against the demands of routine operations. For example, a Firestorm team member once implemented and tested a hospital preparedness plan, conducting an external disaster drill, the day before the facility’s JCAHO survey. The result was validation of the hospital’s emergency preparedness plan, a successful public relations event with the community, and commendations from the survey team.”

Expansive Resources

The Firestorm Healthcare Team draws from collective resources reflecting the broad range of healthcare policy, education, and delivery in every setting and section of the nation. These resources represent leading academic institutions, former government officials, and experience within public, private, and military health delivery systems.

Firestorm’s active network and Expert Council includes six former surgeons general (military and United States), three deputy and assistant surgeons general, multiple hospital CEOs, and functional experts from a variety of disciplines within healthcare. Firestorm resources include a health system compliance and quality officer who was among the first in the nation to receive a graduate certificate in health compliance from George Washington University.

This both offers unprecedented reach for solving client challenges and validates the relevance of our services and expertise. Firestorm affiliates have made significant contributions to hospital and health system preparedness. They have:

- Served as Chair of the National Safety Council Healthcare Executive Committee
- Worked as a member of the Health Care Safety Institute Board of Directors
- Helped establish the Department of Health Policy at Mount Sinai School of Medicine (with Joint Commission president Mark Chassin, MD, MPP, MPH)
- Performed as Director of Medical Contingency Operations for the Office of the Secretary of Defense
- Authored the CDC’s initial draft of the Pandemic Influenza Response Plan
- Written the Nation’s first Catastrophic Incident Response Plan
- Contributed to the National Smallpox Response Plan and Anthrax Response effort
- Served as founding president of the American College of Contingency Planners
- Provided on-site, post-disaster counseling at the World Trade Center, at the Pentagon, and in Iraq.



Firestorm offers the full range of subject matter expertise for supporting the emergency planning and operational needs of medical customers. The current environment of increased regulatory scrutiny, emphasis on governance, spontaneous inspections and surveys, and financial and resource constraints make advanced preparedness more important than ever. Firestorm offers turn-key to virtually every preparedness, continuity of operations, disaster response, mitigation, and recovery challenge facing healthcare today.

Name	Specialty	Years Experience
Rosemary C. Baggish, MEd, MPH	Special education, public health administration	25
S. David Bernstein, PsyD	Clinical forensic psychologist	25
Robert Cox, MD	Infectious disease, professional speaker on subject	25
Stephen O. Cunnion, MD, PhD, MPH	Infectious Disease and Environmental Investigation	30
Ralph Diner, PhD, MSCP	Psychopharmacology	20
Donald A. Donahue, MBA, FACHE, CHS-III	Healthcare administration, medical readiness, bioterrorism, homeland security	30
Judith M. Feldt, Esq	Regulatory compliance, information technology, and healthcare consultant	25
Franz Fredricks	Emergency management, preparedness, planning, and training	20
Dodie Gill, MEd, MS, LPC, LSATP, CEAP	Designs and implements Employee Assistance Programs (EAP) Disaster Preparedness	30
Evelyn A. Godwin, RN, MSN	Health IT security, identity theft, community health nursing administration	20
Emma F. Hooks	Environmental health and safety administrator	20
Bill R. Kennedy	Healthcare consultant	25
C. Everett Koop, MD, ScD	13th Surgeon General of the United States	50
Pietro (Peter) D. Marghella, CEM, FACCP	Catastrophic incident response planning - medical and public health	25
Jonathan Richmond, PhD	Biosafety -virology, laboratory and animal biosafety, laboratory design.	25
Marcie Roth	Executive Director, National Coalition for Disability Rights, Advocate for the preparedness needs of the disabled.	35
David Satcher, MD, PhD	16th Surgeon General of the United States	30
Linda Spencer, PhD, MPH	Director of Public Health Nursing Masters Program, Emory University	30
Philip E. Stieg, MD, PhD	Chairman of the Department of Neurological Surgery at the Weill Medical College of Cornell University and Neurosurgeon-in-Chief at New York-Presbyterian Hospital, Weill Cornell Medical Center	20
Paige Valdiserri, MEd, LPC, NCC, BCETS	Behavioral health, risk assessment, policy and procedures	15
Wayne D. Williams	Logistics, surge supply support, management and oversight of supply support technology	20