

Taking a Threat Management Approach to Pandemic Preparedness

Baxter Healthcare Corporation

Sharon Kemerer

Corporate Director, OH



Objectives

- ◆ Explore some predictions for the next pandemic
- ◆ Share a company perspective on preparing for global health events
- ◆ Define the concept of threat management
- ◆ Discuss a corporate framework to prepare for a pandemic using a threat management approach

Baxter International Inc.

- ◆ A diversified healthcare company focused on medical devices, pharmaceuticals and biotechnology
- ◆ Our products and services help treat people around the world with complex conditions — from hemophilia to cancer and immune disorders to kidney disease.



Baxter

Global Presence

- Approximately 47,000 employees around the world in more than 250 facilities
- 64 manufacturing facilities in 28 countries
- Local presence in more than 110 countries



Baxter's Global
Manufacturing Facilities

Medication Delivery Business

- ◆ Systems to deliver fluids and medication to patients.
 - IV therapy/nutrition
 - Infusion systems
 - Drug delivery
 - Anesthesia/critical care



Renal Business

- ◆ Systems and products used in the treatment of people with kidney disease
 - Renal therapies
 - ◆ Peritoneal dialysis
 - ◆ Hemodialysis



BioScience Business

◆ Biopharmaceuticals and devices for chronic conditions, including hemophilia, immune deficiencies and other blood-related disorders

- Recombinants
- Plasma-based products
- Vaccines **
- BioSurgery
- Transfusion therapies



Quotes from the experts

◆ "The risk of an avian influenza pandemic is real and not exaggerated. This is a global problem."

Lee Jong-Wook,
Director-General, WHO

◆ "If we had a massive pandemic tomorrow, all of us would be in very serious trouble."

Anthony Fauci
Director, National Institute of Allergy & Infectious Disease

And more...

◆ "Complacency is our worst enemy."

Julie Gerberding, MD, MPH,
CDC Director
February 2006

◆ "The pandemic influenza clock is ticking.
We just don't know what time it is."

Dr. Ed Marcuse, former member
Advisory Committee on
Immunization Practices

Pandemics in the Past 300 Years

Range: **10 to 49** years between pandemics.

Average: **24** years

1732-33

1781-82

1800-02

1830-33

1847-48

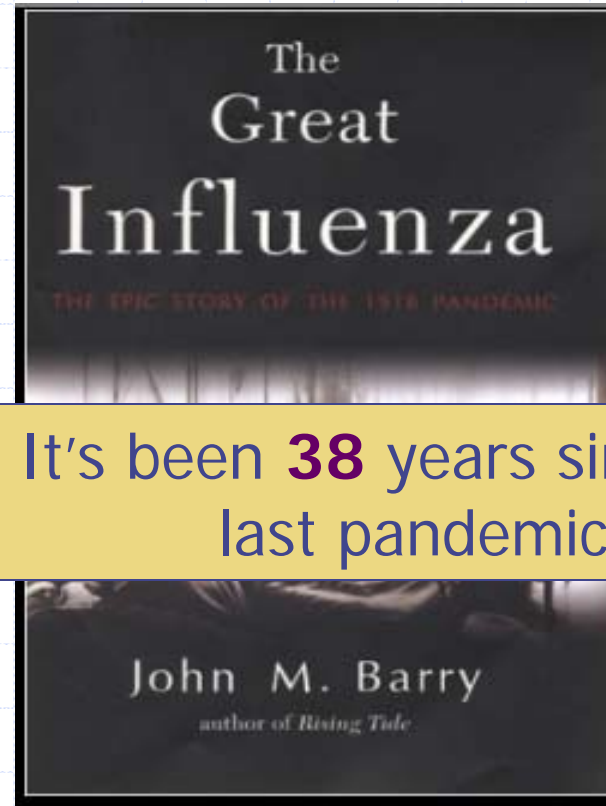
1857-58

1889-90

1918-19

1957-58

1968-69



It's been **38** years since the last pandemic

Past Pandemics

◆ 1918-1919 over 40 million deaths

◆ 1957-1958 over 1 million deaths

◆ 1968-1969 over 1 million deaths

◆ Death toll from SARS

800

9.6%
Mortality
rate

Current Countries with Bird Cases

- ◆ Afghanistan
- ◆ Albania
- ◆ Austria
- ◆ Azerbaijan
- ◆ Bosnia
- ◆ Bulgaria
- ◆ Burkina Faso
- ◆ Cambodia
- ◆ Cameroon
- ◆ China
- ◆ Croatia
- ◆ Czech Republic
- ◆ Denmark
- ◆ Djibouti
- ◆ Egypt
- ◆ France
- ◆ Georgia
- ◆ Germany
- ◆ Greece
- ◆ Hong Kong
- ◆ Hungary
- ◆ India
- ◆ Indonesia
- ◆ Iran
- ◆ Iraq
- ◆ Israel
- ◆ Italy
- ◆ Ivory Coast
- ◆ Japan
- ◆ Jordan
- ◆ Kazakhstan
- ◆ Korea
- ◆ Kuwait
- ◆ Laos
- ◆ Malaysia
- ◆ Mongolia
- ◆ Myanmar
- ◆ Niger
- ◆ Nigeria
- ◆ Pakistan
- ◆ Palestine
- ◆ Poland
- ◆ Romania
- ◆ Russia
- ◆ Serbia
- ◆ Slovakia
- ◆ Slovenia
- ◆ Spain
- ◆ Sudan
- ◆ Sweden
- ◆ Switzerland
- ◆ Thailand
- ◆ Turkey
- ◆ Ukraine
- ◆ United Kingdom
- ◆ Vietnam

56 so far...

Current Case Count -- WHO

Cumulative Number of Confirmed Human Cases of Avian Influenza A/(H5N1) Reported to WHO

27 February 2007

Country	2003		2004		2005		2006		2007		Total	
	cases	deaths	cases	deaths	cases	deaths	cases	deaths	cases	deaths	cases	deaths
Azerbaijan	0	0	0	0	0	0	8	5	0	0	8	5
Cambodia	0	0	0	0	4	4	2	2	0	0	6	6
China	1	1	0	0	8	5	13	8	0	0	22	14
Djibouti	0	0	0	0	0	0	1	0	0	0	1	0
Egypt	0	0	0	0	0	0	18	10	4	3	22	13
Indonesia	0	0	0	0	19	12	56	46	6	5	81	63
Iraq	0	0	0	0	0	0	3	2	0	0	3	2
Lao People's Democratic Republic	0	0	0	0	0	0	0	0	1	0	1	0
Nigeria	0	0	0	0	0	0	0	0	1	1	1	1
Thailand	0	0	17	12	5	2	3	3	0	0	25	17
Turkey	0	0	0	0	0	0	12	4	0	0	12	4
Viet Nam	3	3	29	20	61	19	0	0	0	0	93	42
Total	4	4	46	32	97	42	116	80	12	9	275	167

Total number of cases includes number of deaths. WHO reports only laboratory-confirmed cases. All dates refer to onset of illness.

60.7%
Mortality

Predictions for the next pandemic

- ◆ 2 – 10 million deaths
- ◆ 10 – 40 million will require medical attention
- ◆ Uncertain health system capacity
- ◆ Travel restrictions
- ◆ Essential service breakdown
- ◆ Businesses and schools may close

Number of Episodes of Illness, Healthcare Utilization, and Death Associated with Moderate and Severe Pandemic Influenza Scenarios

US Department Health and Human Services

Characteristic	Moderate (1958/68-like)	Severe (1918-like)
Illness	90 million (30%)	90 million (30%)
Outpatient medical care	45 million (50%)	45 million (50%)
Hospitalization	865,000	9,900,000
ICU care	128,750	1,485,000
Mechanical Ventilation	64,975	742,500
Deaths	209,000	1,903,000

WHO, UN, CDC, DHS Advice to Business

- ◆ Pandemics are **global** events – but they are experienced at the **local level**
- ◆ Businesses should plan to provide essential services in the face of sustained and **significant absenteeism**
- ◆ Business plans should be integrated with local community planning
- ◆ Central governments will have limited resources – most decisions will be made locally

But on the other hand...



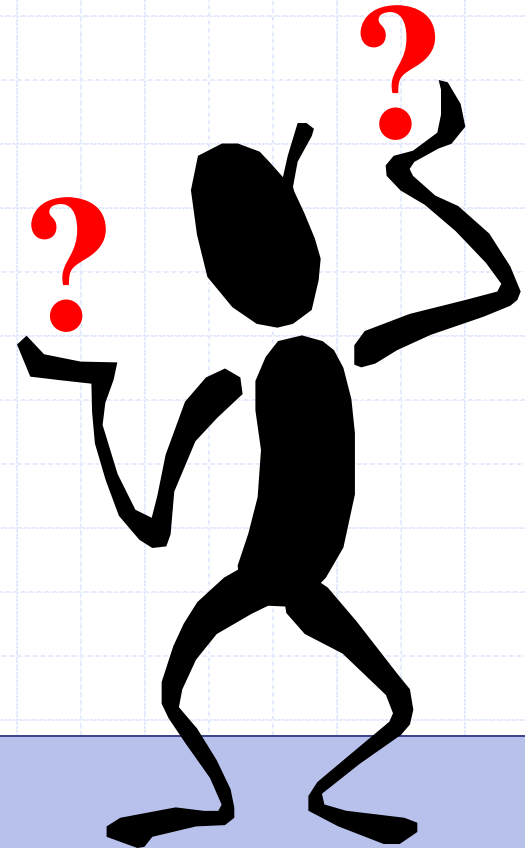
Many are skeptical

So how much is
too much?

How much is
enough?

And, how much is
not enough?

We all hope this does not occur,
but hope is not a strategy



For Baxter, it's a special challenge

- ◆ Global presence
- ◆ Need to protect our employees
- ◆ Need for business continuity
- ◆ Our products are essential to surviving a pandemic from influenza



What's the threat to Baxter?

- ◆ Travel restrictions
- ◆ Employee illness
- ◆ Production restrictions
- ◆ Facility shut down
- ◆ Security risk
- ◆ Severe business impact

Baxter

What are we doing?

- ◆ Global task force formed in August 2005 by EHS – evolved into global threat management team
- ◆ Training conducted in Singapore and Shanghai in November 2005
- ◆ Taking a **Threat Management** approach
- ◆ Parallel business, regional and country teams forming
- ◆ Food safety policy and guidance developed
- ◆ Avian Flu information materials produced on an ongoing basis



Baxter's Threat Management Process

Action *Before* a Crisis
Occurs

Why *THREAT* management?

- ◆ Preparation for a pandemic will get a business ready for a variety of threats
- ◆ Through anticipation and proper contingency planning, many threats can be avoided or contained
- ◆ You can't wait until something becomes a crisis to act
- ◆ **The message**
"Time spent on pandemic planning is NOT a waste of time – it will help in a variety of situations"

Threat Management

Key Ideas

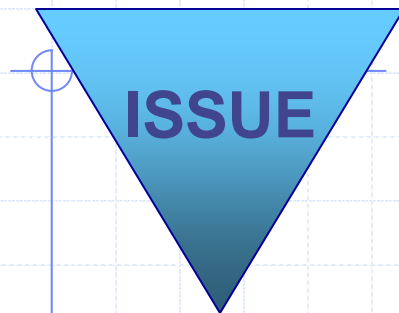
What is a threat?

- ◆ An event with potential adverse impact on:
 - The health and safety of the public, or the Baxter team
 - Our ability to do business
 - Our reputation

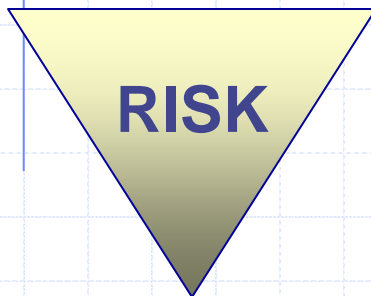
Desired Outcomes

- Prevention
- Minimized impact
- Manage for the best outcome
- Manage to closure

Classifying Threats



potential threat to the company or its products and key stakeholders. Knowledge or awareness of the threat's consequences to Baxter is limited to the company's management. An issue is the proverbial "red flag" because, if managed properly, it can be minimized or all-together mitigated.

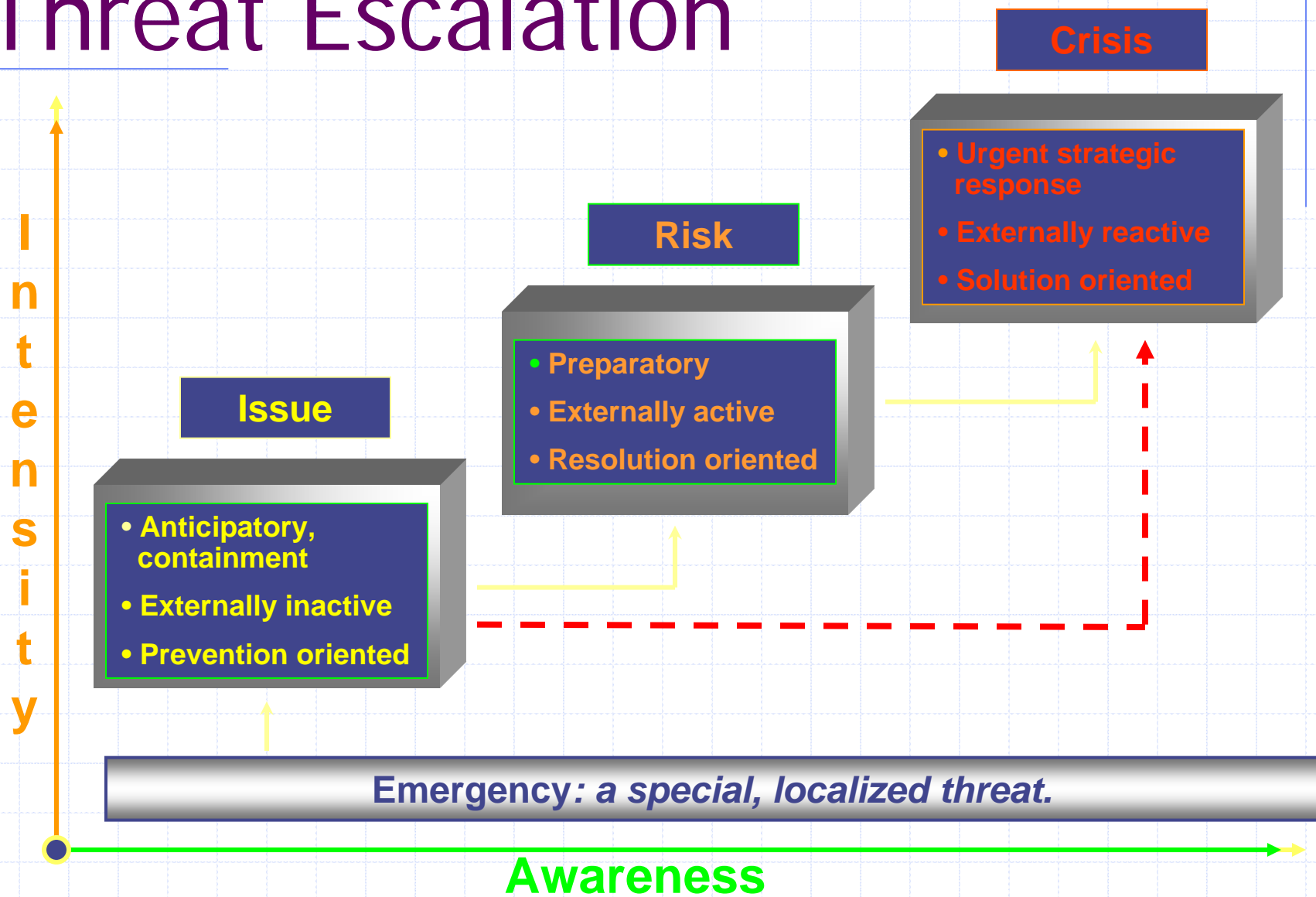


perceived threat to something of personal value (e.g., life, property) to Baxter's key stakeholders. A risk has both the potential to generate negative publicity and to result in lost business and/or a wholesale loss of confidence in the company's preeminence among target audiences. Although a risk is *perceived* as real, the *consequences* are real and as such, must be addressed.



actual and critical event that causes Baxter's stakeholders and/or others to lose trust and confidence in Baxter. In a crisis situation, the consequences to Baxter are widely known within and outside the company. A crisis consumes a significant amount of time and resources, generates widespread negative publicity and potentially results in lost business.

Threat Escalation



Team requirements

- ❑ *Identify* a single decision maker
- ❑ *Define* roles and responsibilities clearly
- ❑ *Coordinate* through regular team meetings
- ❑ *Share* information readily and frequently
- ❑ *Operate* in a manner consistent with Baxter's shared values and policies

Step 1

ORGANIZE

Global Team Membership

- ◆ 22 Members – **11 are Vice Presidents**
- ◆ Representation from:
 - Health
 - Safety
 - HR
 - Security
 - Expatriate Support
 - Communications
 - Purchasing/supply chain
 - Customer Service
 - Government Affairs
 - Manufacturing
 - IT
 - Europe
 - Asia/Pacific
 - Latin America
 - North America
 - Canada

Step 2

**DEFINE ROLES
AND
RESPONSIBILITIES**

Team Responsibilities Clearly Defined

GLOBAL TMT	REGIONAL TMT	COUNTRY/FACILITY TMT	BUSINESS TMT
Facilitate communications and sharing of information among teams, with executive management, and broadly across global employee population and stakeholders	Serve as an important information source to the global team and cascade information throughout region (to country and facility teams for communication to employees)	Serve as the primary information source for employees and key stakeholders within the country and Baxter facilities. Feed country- and facility-specific information to regional team	Assess business risks and opportunities posed by potential pandemic and develop business-specific plans and strategies (focused on supply chain, manufacturing operations and sales/marketing)
Establish policy requiring regions, businesses and facilities to develop preparedness plans; provide guidance to the teams as they develop plans	Develop regional plans and ensure that individual country and facility plans are developed	Develop country and facility plans for pandemic preparedness and business continuation	Provide technical and business support to Global TMT
Ensure clear accountability for decision-making and mediate any conflicting decisions made by regional or business teams	Coordinate efforts within region	Coordinate efforts within country or facilities	Coordinate efforts within global business, in collaboration with Global TMT and regional TMTs
Benchmark with other corporations and government agencies to ensure appropriate preparedness plans and gain insights into additional measures		Identify and understand government preparedness plans and develop contingency plans	

Sample page from our defined
Scope of Responsibilities

Step 3

DELEGATE

Threat Management Teams (TMTs) at the following levels

- ◆ Global
- ◆ Regional
- ◆ Country/facility
- ◆ Business

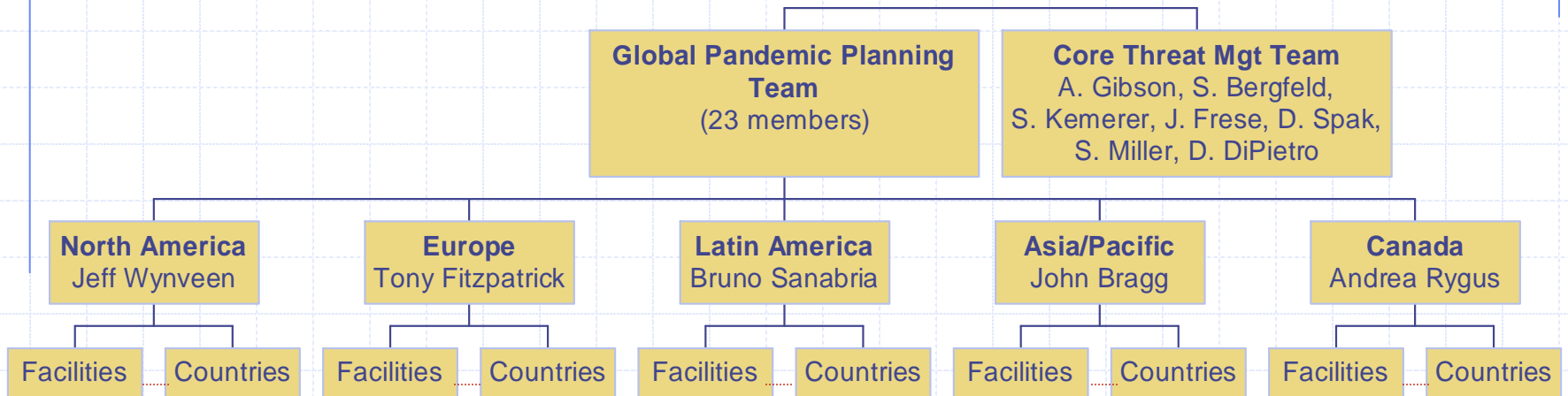
“The only thing more difficult
than planning would be explaining
why you did not do it!”

Marja Esveld

Healthcare Inspectorate, The Netherlands

Threat Management and Pandemic Planning Team Structure

Pandemic Planning Structure



Step 4

**PROVIDE
CONSISTENCY
AND RESOURCES**

COUNTRY/FACILITY PANDEMIC PREPAREDNESS CHECKLIST

Use this checklist to keep track of progress in preparing for a pandemic. **Shaded tasks are not yet activated.** Development of guidelines is ongoing.

Name of Facility: *Required Field*

on Completing Form Number of Items Completed 0

Date *Required Field*

Refer to Baxter's Avian Flu Website for resources and guidelines.

<http://caregate.uk.baxter.com/fr/resorts/pandemic/index.htm>

RESPONSIBILITY	No.	TASKS	GUIDELINES	COMPLETE D Yes = 1 No = 0	NOTES
PLANNING Develop country and facility plans for pandemic preparedness	1	Form facility preparedness team	<i>Facilities should form a Business Continuity team made up of different members of the facility functions. Particularly those in the responsibility section of this checklist. We recommend the facility starts with the guidelines in the attached template.</i>	0	
	2	Coordinate facility plans with the business or function responsible for your operation	<i>Review the "Scope of Responsibility" document for pandemic. Establish communication links with appropriate business contacts within Baxter.</i>	0	
	3	Coordinate plans with Regional/Divisional TMTs	<i>Establish communication link with regional threat management coordinator. Communicate facility planning status on a regular basis.</i>	0	
	4	Identify situations or events that would trigger business interruption	<i>Facility Business Continuity team to identify potential incidents that may create a business interruption. Work with the Country level organization to help identify incidents. This could include pandemic as well as non-pandemic situations (e.g., natural disasters).</i>	0	
	5	Assure that local health authorities understand the nature of Baxter's products and their critical role in pandemic response	<i>Meet with local government officials to discuss the importance of Baxter's products to a pandemic. National contacts should be coordinated through the country manager.</i>	0	
COMMUNICATION N Serve as the primary information source for employees and key stakeholders within the country and Baxter facilities; feed country- and facility-specific information to regional team	6	Communicate new and existing policies related to the pandemic	Communicate information periodically, as deemed relevant and appropriate to employees. See the Baxter pandemic preparedness website.	0	
	7	Establish communication channels to reach all employees at home	<i>Determine the system needed to be able to contact employees at home. This can be done through distribution lists, calling trees, automated services or electronic bulletin boards. Assure that employees are aware of the</i>	0	
	8	Provide information on pandemic status, recommendations and company plans to all employees	Communicate Baxter's pandemic planning strategy and resources available to employees.	0	
	9	Conduct Q&A sessions for all associates to address their concerns	<i>This could be done in employee discussion groups, or on a facility website.</i>	0	
	10	Establish voice mail messaging system to access and collect critical information	<i>Set up a messaging system to provide for outgoing messages on incoming questions.</i>	0	
OUTREACH Identify and understand government preparedness plans and develop contingency Plans accordingly	11	Obtain local government pandemic plan	<i>Each site should have a copy of the relevant government plan, if available.</i>	0	
	12	Evaluate plan as it relates to the facility	<i>Work with the Country Manager/Director and other facilities in your country to assure that facility plans reflect contingencies for various</i>	0	
	13	Establish current contact and obtain local plan from appropriate health authorities	<i>Discuss with local community and local emergency services to assure that appropriate contact numbers are available and kept up to</i>	0	

Checklists for consistency

Sample page

Resources provided for support

Baxter

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Pandemic Planning

CS&A

WELCOME

A global pandemic would have a significant impact on Baxter's workforce and business operations. Global teams from every area of the company are working on plans to ensure the health and safety of our employees and our business operations.

Have a question or suggestion for improving this site?

[Click here](#) to send us your comments.

NEWS

Avian Flu Fact Sheets

The [Avian Flu Fact Sheet](#) is now available in Italian. Fact sheets are updated each month and are a convenient way to provide basic information about Avian Flu to employees. Other languages are available: Spanish, French, German, Chinese and Japanese. August 31, 2006

Pandemic Supply Ordering

Order Your Pandemic Infection Control Supplies Now! Each facility should be ordering infection control supplies that will be needed in the event of a pandemic. The types of supplies and quantities have been fully outlined for your use. Follow the [supply guidelines](#) to determine your needs – and order soon! August 22, 2006

News Release

[Baxter Initiates Clinical Study With Cell-Based Candidate H1N1 Pandemic Vaccine](#)
July 10, 2006

Guidelines

[Guidelines for Pandemic Preparedness](#)

QUICK LINKS

Avian Flu Basic

News and Announcements

- Baxter is Recognized by the Association of Hemophilia Clinic Directors of Canada - 24-May-2006
- Computer Virus Alert: E-Mail messages with attached Microsoft Word documents - 24-May-2006
- Baxter Announces Winners of "Picture Your Tomorrow, Today" Global Photo Contest - 23-May-2006
- Baxter and Jerni Advance Program to Develop Non-Intravenous Hemophilia Therapy - 18-May-2006
- U.S. EPA Recognizes Baxter as a Recipient of 2006 Climate Protection Award - 17-May-2006
- Baxter Appoints John Greisch President of International, Treasurer Robert Davis Succeeds Greisch as CFO - 17-May-2006
- Baxter's Board Appoints New Corporate Officers, Including Heads of Regional Businesses in Latin America and Asia Pacific - 15-May-2006

Other News Sources: [Archives](#) | [Baxter's](#) | [Media Monitoring](#) | [Yahoo Baxter news](#)

New on the Baxter Intranet

- [BaxToday: CSO Norbert Riedel and Baxter Honored by American India Foundation](#) - 05-Jun-2006
- [Visit the Asia-Pacific website to read Q&A with China General Manager Stanley Lau](#) - 17-May-2006

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Avian Flu Fact Sheets and Information

Fact Sheets

These one-page Fact Sheets provide basic information about Avian Flu. They are updated at the beginning of each month with statistics from the World Health Organization (WHO).

- Avian Flu Fact Sheet - [Chinese](#) (last update January 1, 2007)
- Avian Flu Fact Sheet - [Czech](#) (last update January 1, 2007)
- Avian Flu Fact Sheet - [English](#) (last update January 1, 2007)
- Avian Flu Fact Sheet - [French](#) (last update January 1, 2007)
- Avian Flu Fact Sheet - [German](#) (last update January 1, 2007)
- Avian Flu Fact Sheet - [Italian](#) (last update January 1, 2007)
- Avian Flu Fact Sheet - [Japanese](#) (last update January 1, 2007)
- Avian Flu Fact Sheet - [Portuguese](#) (last update January 1, 2007)
- Avian Flu Fact Sheet - [Spanish](#) (last update January 1, 2007)

Presentation

[Avian Flu Basic Presentation](#)  (last updated January 12, 2007) This PowerPoint presentation contains basic information about Avian Flu and its significance to Baxter as a business. It also provides the outline of our Threat Management approach to pandemic preparedness.

Fact sheet available in 9 languages – updated monthly

Presentation for employees

Avian Flu Fact Sheet

Baxter

Last updated: January 1, 2007

Avian Flu Fact Sheet

Definition:

Infectious bird disease caused by type A strains of the influenza virus. Current strain is subtype H5N1. Occurs worldwide. Strain prone to mutation that can be rapid. Virus strain initially identified in the 1950s. Humans lack natural immunity.

Spread:

Current strain spreading through migratory birds at a rate of 30-to-50 Km per day. Human infections have occurred through direct, close contact with poultry. Humans infected through the following routes: oral/fecal, ingestion (drinking raw duck blood), and possibly inhalation. Although some have been suspected, no cases of human-to-human transmission have been confirmed.

Mortality:

As of January 1, 2007, 261 human cases with 157 deaths = 60.2% mortality rate.

Risks:

If and when the virus develops the ability to be transmitted from human to human, spread is likely to occur rapidly and on a global basis, resulting in a pandemic. This can occur through two basic mechanisms:

- **Antigenic drift:** Through mutation, virus becomes capable of infecting humans from a human source.
- **Antigenic shift (reassortment):** Intermediate host (for example, human or pig) can harbor two influenzas simultaneously, resulting in a new virus type with characteristics of both. This would result in a type of virus that could spread effectively and against which humans would have little or no immunity.

Affected Countries (Human Cases):

Azerbaijan (6), Cambodia (6), China (21), Djibouti (1), Egypt (18), Indonesia (74), Iraq (3), Thailand (25), Turkey (12), and Vietnam (93)

Prevention and Treatment:

- **Prevention:** Vaccine in initial stages of development, 2 million doses produced but dosage not determined and effectiveness for younger and older populations not yet determined. All doses in the hands of government bodies.
- **Treatment:** Tamiflu (and Relenza) can be effective for limited prevention and treatment of symptoms. Tamiflu is superior in terms of ease of administration and population effectiveness. Limited availability and should only be used for individuals actively at risk. Course of treatment must begin 6 to 48 hours from onset of symptoms to be effective.

Control Measures:

- **Heat:** Virus killed by heat (56 degrees C for 3 hours)
- **Common disinfectants:** Formalin and iodine-based
- **Infection control measures:** Frequent hand washing and avoid contact with poultry products

History:

Previous pandemics:

- 1918-1919 more than 40 million deaths worldwide
- 1957-58 more than 1 million deaths
- 1968-69 more than 1 million deaths

By comparison:

- Death toll from SARS -- 800

Symptoms of Avian Influenza in Humans:

Reported to range from typical influenza-like symptoms (e.g., fever, cough, sore throat and muscle aches) to eye infections (conjunctivitis), pneumonia, acute respiratory distress, viral pneumonia, and other severe

Basic information
on one page

Strategy & Leadership Information

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Strategy &
Leadership

Pandemic Toolbox

Scope of
Responsibility

Staged Approach to
Activities

Global Team Roster

Strategy & Leadership

Baxter is taking a "threat management" approach to assuring our company's ability to do business in the event of a pandemic. A threat is any event or situation with potential adverse impact on

- The health and safety of the public or the Baxter team
- Our ability to do business or
- Our reputation

A pandemic could be a threat in any of these categories. Therefore, Baxter has organized teams at the global, regional / country, facility, and business levels that are evaluating the potential impact of a pandemic and the best way to minimize any adverse effects on our staff and our business.

The "Scope of Responsibility" document details the decision-making and responsibilities of the various teams, and the "to-do" lists detail the activities being pursued by the teams. Corresponding "to do" lists are located in the [Pandemic Toolbox](#). The Toolbox also contains documents to assist our teams in the planning process.

Preparing well for a possible pandemic will also be excellent preparation for other challenges that could challenge Baxter.

Constantly
expanding
toolbox to help with
planning

Step 5

**MEASURE AND
VALIDATE**

Dashboard System

- ◆ 56 items on the Country/Facility list
- ◆ 46 items are currently “active”
- ◆ Scoring system

■ 0 – 25	Red	
■ 26 – 35	Yellow	
■ 36 – 46	Green	

Everybody loves a metric!

Scores tracked

Facility	Type of Facility	Pandemic Readiness Score	Pandemic Readiness Score	% Complete	2006 Headcount
ASIA PACIFIC					
Facilities listed by region	O	0		0	204
	O	23		50	105
	W	38		83	121
	M	38		83	71
	M	39		85	347
	M	39		85	287
	M	39		85	139
	M	40		87	205
	M	40		87	104
	M	40		87	360
	M	43		93	245
	M	44		96	563
	M	44		96	1686
	O	46		100	115
	M	46		100	449
		37.26666667	Total Green: 13		5001
			Total Sites: 15		

RED = 0 to 25

YELLOW = 26 to 35

GREEN = 36 to 46

M = Manufacturing
 R&D = Research & Development
 W = Warehouse
 O = Office

And Reported & Trended

Country/Facility Tracking

Last Updated 7/18/06

Region	Number Reporting	Number of Sites	% Reporting	Average Score	Number Green
Asia/Pacific	12	15	80%	29.93	8
Europe	32	35	91%	16.23	3
Latin America	6	10	60%	10.5	2
North America	20	33	61%	9.35	0
Totals	70	94	74%	13.74	13

Last Updated 10/25/06

Region	Number Reporting	Number of Sites	% Reporting	Average Score	Number Green	% Green
Asia/Pacific	15	15	100%	40.8	14	93%
Europe	34	34	100%	39.1	34	100%
Latin America	10	10	100%	41.2	10	100%
North America	34	34	100%	32.7	22	65%
Totals	93	93	100%	37.3	80	86%

Last Updated 01/18/07

Region	Number Reporting	Number of Sites	% Reporting	Average Score	Number Green	% Green
Asia/Pacific	16	16	100%	41.375	15	94%
Europe	34	34	100%	40.2	34	100%
Latin America	10	10	100%	41.6	10	100%
North America	34	34	100%	38.6	32	94%
Totals	94	94	100%	39.97	91	97%

And one final quote...

- ◆ "I think of it as the earthquake in San Francisco. You know it's on the fault. You know it's going to occur, but you can't tell if it's going to occur this year or next year or the year after. But it's clearly going to happen and the only way you can prepare is to build your houses with structure."

Dr. Roger Glass
Director, Fogarty Intl Center
US National Institutes of Health

Comments & Questions

