Responding to COVID-19: The phases of disruption

To effectively mitigate the disruptions caused by COVID-19, focus on and evaluate specific issues over time, in a phased approach.

**PHASE 1: RESPOND**

**Situational awareness.** Assess situation, understand what’s happening, collect data.
- **Approach:** Access and organize data, use visual analytics.
- **Results:** Better decisions and downstream communications, common understanding.

**Mitigate disruption.** What can I control, and how?
- **Approach:** Test, model, evaluate potential costs and benefits.
- **Results:** Informed choices guide actions, policies.

**Optimize supply chains.** Get what’s needed to keep doors open, lights on.
- **Approach:** Identify and locate the most essential goods, anticipate future surges.
- **Results:** Be prepared to manage large/future outbreaks.

**Maximize resource capacity.** Adapt to doing more with less to meet critical needs.
- **Approach:** Use data analytics to guide optimal use of people, infrastructure, assets.
- **Results:** Best possible use of limited resources – food, medical services, consumer goods.

**PHASE 2: RECOVER**

**Plan for recovery.** With an eye on the future, take steps now to strengthen your business.
- **Approach:** Use data analytics to evaluate long-term effects of disease on patients while planning for economic and social recovery.
- **Results:** Better health outcomes, improved forecasting and management of future impacts on cost and resources.

**PHASE 3: REIMAGINE**

**Future-proof the business.** Prepare for the next crisis.
- **Approach:** Use analytics to identify and understand risks for vulnerable populations – and develop an incident response plan.
- **Results:** Be ready at any time for future waves of COVID-19 or other pandemic threats.

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