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**Evolving Crisis Standards of Care & Ongoing Lessons from COVID-19:  
A Workshop Series**

***Webinar #2: Evolving CSC: Staffing Considerations, Workforce Impacts &  
Future Trends***  
***10/11/2021***

**SPEAKER BIOSKETCHES**

**Asha Devereaux, MD, MPH (moderator)**

**Pulmonary Physician**

**ACCP Task Force for Mass Critical Care, CAL-MAT**

**Sr. Medical Officer, Sharp Coronado Hospital**

Dr. Devereaux completed her medical degree in Biology from the University of California, San Diego, followed by a MD and MPH from Tulane University School of Medicine and Public Health. Upon graduation, she served in the United States Navy achieving the rank of Commander while receiving Board Certification in Internal Medicine, Pulmonology and Critical Care. During her 11-year Naval career, Dr. Devereaux served on the Navy Surgeon General's Panel for Tobacco Cessation, served as Head of Medicine at Beaufort Naval Hospital, served on numerous committees and spent three years covering the USNS Mercy's Chem/Bio ICU. She has Co-Chaired and remains on the Executive committee of the American College of Chest Physicians (ACCP) Mass Critical Care Task Force, has served on IOM and CDC panels for Influenza and Crisis Care, is Past-Chairman of the ACCP Disaster Response Network and is a Past-President of the California Thoracic Society. She has responded to natural disasters ranging from fires to hurricanes, with the Medical Reserve Corps, the National Disaster Medical System and currently serves as the Sr. Medical Officer for San Diego CAL-MAT. She has provided care in Alternate Care Sites for COVID-19 in the Imperial County. In addition to her private practice of Pulmonary medicine, she has achieved additional certification in Holistic Medicine, and is currently the Co-Chair of the American Thoracic Society's Integrative Therapies Workgroup. In 2009 and 2021, she was selected as a Top Doctor in San Diego and in 2017, Dr. Devereaux was named the Outstanding Pulmonologist by the California Thoracic Society

**Howard Backer, MD, MPH**

**California Emergency Medical Services Authority**

**CAL-MAT Medical Director**

Appointed director in July 2011, Dr. Howard Backer received a bachelor of science degree from the University of Michigan, a master of public health degree from the University of California, Berkeley, and a doctor of medicine from the University of California, San Francisco. Dr. Backer practiced emergency medicine in private practice for 25 years before entering public service. The doctor served in a number of positions from 2000 to 2008 at the state Department of Health Services, including chief of immunization. He became associate secretary for emergency preparedness at the Health and Human Services Agency in 2008 before being tapped as the interim director at the Department of Public Health early in 2011. By statute, the EMSA director must be a physician with experience in emergency training. Reflecting a lifelong interest in wilderness and travel medicine, Dr. Backer is a founding member of the Wilderness Medical Society and a fellow of the Academy of Wilderness

Medicine. He also is medical consultant for an international adventure travel company and is an expert in field water disinfection and infectious diseases of travelers. He still works clinical hours in Urgent Care at the University of California, Berkeley Student Health Center. Dr. Backer lives in Piedmont with his wife, a registered nurse. They have three children.

**Jeanette Ives Erickson, RN, DNP, NEA-BC, FAAN,  
Chief Nurse Emerita, Massachusetts General Hospital,  
Instructor at Harvard Medical School,  
Professor at MGH Institute of Health Professions**

Jeanette Ives Erickson is chief nurse emerita at Massachusetts General Hospital, Instructor at Harvard Medical School, and Professor at the MGH Institute of Health Professions. She also serves as the chair, Chief Nurse Council, Mass General Brigham. Dr. Ives Erickson earned her diploma in nursing from Mercy Hospital School of Nursing, her BSN from Westbrook College, her MS from Boston University, and her doctorate of executive nursing practice from the MGH Institute of Health Professions. She is a Fellow in the American Academy of Nursing and a past Robert Wood Johnson Executive Nurse Fellow where her research was the role of the Chief Nurse in integrated health care systems. While fostering nursing research within an interdisciplinary, professional practice model, Dr. Ives Erickson has developed new measures to evaluate innovations that influence professional nursing practice. Along with colleagues she has developed The Professional Practice Environment scale that is used to evaluate nurses' and other clinicians' perceptions and satisfaction with the professional practice environment in which they work. This instrument is being used by more than 100 healthcare institutions, in fifteen countries, and has been translated into multiple languages including Chinese, Finnish, Turkish and Spanish. She has published three books to advance nursing practice, research and the importance of a narrative culture. In addition, as part of the MGH celebration of its 200th anniversary, she and colleagues published the History of MGH Nursing. All four books have won awards. Dr. Ives Erickson is a member of the Commission on Magnet Recognition. She is the inaugural incumbent of the Paul M Erickson Endowed Chair in Nursing at the Massachusetts General Hospital. Dr. Ives Erickson serves as vice chair of the Board of Trustees for the MGH Institute of Health Professions and is co-chair of the Lunder-Dineen Health Education Alliance of Maine. Since 2008, she has been the lead nurse consultant for the strategic collaboration in the creation of Jiahui International Hospital (JIH) in China's Shanghai Province.

**Alistair Erskine, MD,  
Chief Digital Officer,  
Mass General Brigham**

Dr Erskine is the Chief Digital Health Officer at Mass General Brigham, which include teaching hospitals for Harvard Medical School. He is responsible for sequencing innovative technologies, harmonizing data across the clinical care, research and health plan enterprise, and activating patients in a manner congruent with emerging patient consumerism. Dr. Erskine heads Mass General Brigham Digital Health division, including the Electronic Health Record (eCare), Health Information Management/Interoperability, Virtual Care with over 550 staff. He also leads Mass General Brigham's digital health strategy including patient-facing application, patient relationship management, telehealth services, and secondary use of data and appropriate application of artificial intelligence. He has a teaching appointment at Harvard Medical School to incorporate clinical informatics into the medical student curriculum. Prior to Mass General Brigham, Dr. Erskine was Geisinger Health System's Chief Informatics Officer where he oversaw Geisinger's Unified Data Architecture, a hedged data management environment powered by Hadoop/Big Data and traditional relational database systems to ensure that data collected as a by-product of clinical, and research investigation are accessible for

new discovery and appropriate secondary use. In previous roles, he was appointed Associate Dean of Medical Informatics at Virginia Commonwealth University and was a member of the Board for the 650-physician Medical College of Physician practice plan. He was appointed to the Virginia Governor's Health Information Technology Commission by Executive Order and was a voting member of the Health Information Technology Standards Committee. Dr. Erskine spent two years in Doha, Qatar in the Middle East as Chief of Health Informatics at Sidra Medical and Research Center and implemented a model commercial EHR from the ground up, without legacy systems or technologies. He presents and publishes on the topic of clinical transformation in peer-reviewed literature and serves on Boards of several companies. Dr. Erskine trained at Brown University and Virginia Commonwealth University Health System and is triple Board-Certified in Internal Medicine, Clinical Informatics and Pediatrics. He completed a two-year degree program at MIT Sloan School of Management, with a specialization in Business Analytics and Artificial Intelligence. He has been practicing hospital medicine for 15 years.

**Andrew Garrett, MD, MPH, NRP, FAEMS, FAAP,  
Associate Professor, George Washington University  
Senior Advisor, Office of Emergency Management and Medical Operation, ASPR/HHS**

Andrew Garrett, MD, MPH is the academic section chief for Emergency Health Operations and is an associate professor at George Washington University's School for Medicine and Health Sciences. His medical specialties are pediatrics, as well as EMS and disaster medicine. He is also board certified in these areas. Dr. Garrett has over 15 years of leadership experience with the federal disaster response community and has spent much of his career with the Department of Health and Human Services (HHS) as the chief medical officer and then director of the National Disaster Medical System (NDMS), overseeing a system of nearly 7,000 federal employees and over 80 medical, veterinary, and mass fatality disaster response teams. He also spent two years at the White House, most recently as the director for Biodefense and Medical Preparedness on the National Security Council. He also serves as senior adviser to the Office of Emergency Management and Medical Operations (ASPR/HHS). He has deployed both domestically and internationally to over 20 major disasters and public health emergencies, as both a clinical provider and as the chief medical officer to the federal government's Health and Public Health Incident command structure.

**Ryan C. Maves, MD, FCCM, FCCP, FIDSA  
Professor of Medicine and Anesthesiology  
Wake Forest School of Medicine**

Dr. Ryan Maves is a Professor of Medicine and Anesthesiology at the Wake Forest School of Medicine in Winston-Salem, North Carolina, where he serves as a faculty intensivist and infectious diseases specialist at Wake Forest Baptist Medical Center. A graduate of the University of Washington School of Medicine, he completed his internal medicine residency and fellowships in infectious diseases and critical care medicine at the Naval Medical Center in San Diego, California. Following fellowship, he served at the Naval Medical Research Unit No. 6 in Lima, Peru, leading studies in antimicrobial drug resistance and vaccine development. He returned to NMCS in 2010, serving as ID division head. In 2012, Dr. Maves deployed to the NATO Role 3 Multinational Medical Unit at Kandahar Airfield, Afghanistan, as Director of Medical Services. After returning from deployment, he later served as vice chair of medicine and ID fellowship program director. He was the DoD coordinating principal investigator (PI) for the NIAID-sponsored Adaptive Covid-19 Treatment Trial (ACTT) and the San Diego site PI for the AstraZeneca/Oxford phase 3 ChAdOx1 SARS-CoV-2 vaccine trial. He retired from the United States Navy with the rank of Captain in 2021 after 22 years of active-duty service and joined the faculty at Wake Forest. Dr. Maves is board-certified in internal medicine, infectious diseases,

and critical care medicine. He is the vice chair of the Fundamental Disaster Management committee in the Society of Critical Care Medicine and is the chair of the American College of Chest Physician's Covid-19 Task Force. He lives in Winston-Salem with his wife, Robin, and their three children.

**Alexandre Niven, MD**  
**Associate Professor,**  
**Pulmonary and Critical Care Medicine,**  
**Mayo Clinic, Rochester, MN**

Dr. Alexander S. Niven is a Consultant in the Division of Pulmonary and Critical Care at Mayo Clinic and Associate Professor of Medicine in the Mayo Clinic College of Medicine. He is currently the Education Chair for Division of Pulmonary, Critical Care, and Sleep Medicine and the Critical Care Independent Multispecialty Practice there. Dr. Niven is an at-large member of the CHEST Board of Regents, and has served as both a long-standing member of its Task Force for Mass Critical Care and as chair of the CHEST Wellness Task Force over the past 20 months. His research interests include the identification of optimal education strategies to enhance individual and team performance in the intensive care unit.

**Lisa Rowen, DNSc, RN, CENP, FAAN,**  
**Chief Nurse Executive**  
**University of Maryland Medical System**

Lisa Rowen, DNSc, RN, CENP, FAAN, has been named System Chief Nurse Executive for the University of Maryland Medical System. As System Chief Nurse Executive, Dr. Rowen will add a senior nursing voice at the system level for strategic planning, nursing workforce development and continuous clinical improvement initiatives. Since 2007, Dr. Rowen has served as Senior Vice President for Patient Care Services and Chief Nursing Officer (CNO) at the University of Maryland Medical Center, and in 2015 was also appointed as CNO for the University of Maryland Medical Center Midtown Campus. Dr. Rowen has oversight for more than 5,000 nurses, advanced practice nurses and other health professionals; she will continue in these roles while dedicating a portion of her time and effort to this new System role. Dr. Rowen is a member of the composed of the UMMS hospital CNOs and provides the vision for nursing across the Medical System. Under Dr. Rowen's leadership, UMMC was awarded Magnet Designation by the American Nurses Credentialing Center in 2009 and was re-credentialed in 2014. Only approximately five percent of all hospitals across the United States have achieved this prestigious designation, which recognizes hospitals that demonstrate excellence in nursing practice and adherence to national standards for nursing care. An Associate Professor at the University Of Maryland School Of Nursing, Dr. Rowen has formulated innovative relationships with the SON to advance education and training of nurses from beginning of the career through advanced nursing practices. She also holds faculty appointments at University of Virginia, the Johns Hopkins University and Northeastern University. Dr. Rowen earned a Bachelor of Arts degree in art history and a Bachelor of Science degree in nursing at the University of Delaware, a Master of Science degree at the University of Maryland, and a Doctor of Nursing Science degree at Johns Hopkins University. Among her professional affiliations, Dr. Rowen is a member of the American Academy of Nursing, American Organization of Nurse Executives, American Nurses Association and the Maryland Nurses Association.

**Cynda Hylton Rushton, PhD, RN, FAAN,**  
**Anne and George L. Bunting Professor of Clinical Ethics**  
**Berman Institute of Bioethics**  
**School of Nursing at Johns Hopkins University**

### **School of Medicine's Department of Pediatrics**

Cynda Hylton Rushton, PhD, RN, FAAN, is the Anne and George L. Bunting Professor of Clinical Ethics in the Berman Institute of Bioethics and the School of Nursing at Johns Hopkins University, with a joint appointment in the School of Medicine's Department of Pediatrics. A founding member of the Berman Institute, Dr. Rushton co-chairs the Johns Hopkins Hospital's Ethics Consultation Service. An international leader in nursing ethics, in 2014 Dr. Rushton co-led the first National Nursing Ethics Summit, convened by the Johns Hopkins Berman Institute of Bioethics and School of Nursing. The Summit, supported by strategic partners from nine national nursing organizations and seven collaborating organizations, developed a Blueprint for 21st Century Nursing Ethics. The Blueprint highlights recommendations for clinical practice, education, policy and research and has been a catalyst for strategic action coinciding with the American Nurses Association 2015 designation of the "Year of Ethics". Dr. Rushton's current scholarship in clinical ethics focuses on moral distress and suffering of clinicians, the development of moral resilience, designing a culture of ethical practice, and conceptual foundations of integrity, respect, trust and compassion.

### **Eric Toner, MD (Planning Committee Chair)**

**Senior Scholar, Senior Scientist,  
Center for Health Security,  
Johns Hopkins University**

Dr. Toner is a Senior Scholar with the Johns Hopkins Center for Health Security and a Senior Scientist in the Department of Environmental Health and Engineering at the Johns Hopkins Bloomberg School of Public Health. He is an internist and emergency physician. His primary areas of interest are healthcare preparedness for catastrophic events, pandemic influenza, and medical response to bioterrorism. He is Managing Editor of the online newsletter *Clinicians' Biosecurity News* and an Associate Editor of the journal *Health Security*, the leading peer-reviewed journal in this field. During the COVID-19 pandemic, Dr. Toner has authored numerous reports and journal articles including those describing hospital preparation approaches, estimating national personal protective equipment needs, and proposing an ethical framework for allocation of scarce COVID-19 vaccine. He has been interviewed frequently by major national and international news media. Prior to the pandemic, Dr. Toner authored scores of scholarly papers and government reports on healthcare and pandemic preparedness, and he organized numerous meetings of national leaders on the topics of hospital preparedness, pandemic influenza, emerging infectious diseases, mass casualty disasters, biosecurity, and nuclear preparedness. He has spoken at many national and international conferences on a range of biosecurity topics and appeared on a number of high-profile national television and news features on pandemic flu and bioterrorism preparedness. He was the project director and principal designer of the influential pandemic exercises *Clade X* and *Event 201* and has been the principal investigator of several US government-funded projects to assess and advance healthcare preparedness. Dr. Toner has served on a number of national working groups and committees. Dr. Toner has been involved in hospital disaster planning since the mid-1980s. Prior to joining the Center, he was Medical Director of Disaster Preparedness at St. Joseph Medical Center in Towson, Maryland, where he practiced emergency medicine for 23 years. In 2003, he spearheaded the creation of a coalition of disaster preparedness personnel from the 5 Baltimore County hospitals, the health department, and the Office of Emergency Management. During this time, he also headed a large emergency medicine group practice, co-founded, and managed a large primary care group practice and an independent urgent care center. Dr. Toner received his MD and BA degrees from the University of Virginia. He trained in internal medicine at the Medical College of Virginia.

### **Tener Goodwin Veenema, PhD, MPH, MS,**

## **Contributing Scholar and Professor of Nursing at the Johns Hopkins Center for Health Security,**

### **Johns Hopkins University**

Dr. Goodwin Veenema is a Contributing Scholar and Professor of Nursing at the Johns Hopkins Center for Health Security, Johns Hopkins Bloomberg School of Public Health. At the Center, she conducts, manages, and leads research projects to explore health systems optimization and healthcare worker protection during disasters and large-scale biological events. She also serves as an Associate Editor of the peer-reviewed journal *Health Security* (formerly *Biosecurity and Bioterrorism*). Dr. Veenema is an international expert in disaster nursing and public health emergency management and her program of research focuses upon informing evidence-based policy related to health care systems and public health response for catastrophic events such as pandemics and radiation/nuclear disasters. She has conducted national workforce analyses evaluating emergency healthcare worker readiness and health systems coordination for disaster response in Ireland, Japan and the United States. An accomplished researcher, Dr. Veenema has sustained career funding over 2.6 million dollars, is a member of the Forum on Medical and Public Health Preparedness at the National Academy of Medicine, and is an elected Fellow in the American Academy of Nursing, the National Academies of Practice, and the Royal College of Surgeons, Faculty of Nursing & Midwifery, Dublin, Ireland. She is editor of *Disaster Nursing and Emergency Preparedness for Chemical, Biological and Radiological Terrorism and Other Hazards*, 4<sup>th</sup> Ed., the leading textbook in the field and developer of *Disaster Nursing*, a digital technology application (“App”) to provide decision support during disasters at the point of care. In 2013, Dr. Veenema was awarded the Florence Nightingale Medal of Honor (International Red Crescent) the highest international award in Nursing for her professional service in disasters and public health emergencies. She received a Fulbright U.S. Scholar Award (2017), was selected Visiting Research Scholar to Torrens Disaster Institute (Australia, 2017) and New York University (2018,) and received a lifetime achievement award from Columbia University School of Nursing (2019). Dr. Veenema received master's degrees in nursing administration (1992), pediatrics (1993), and public health (1999) and a Ph.D. in health services research and policy (2001) from the University of Rochester School of Medicine and Dentistry. Dr. Veenema served as the National Academy of Medicine (NAM) 2017-18 Distinguished Nurse Scholar-in-Residence, and has participated in numerous NAM consensus studies and workshops.

### **Gamunu Wijetunge, MPM, NRP, Emergency Medical Services Specialist, Office of EMS, NHTSA**

Mr. Wijetunge brings more than 20 years of emergency health services, workforce planning, and emergency preparedness experience to the role of Emergency Medical Services Specialist in the Office of EMS. An OEMS team member for nearly 17 years, Gam oversees the daily operation of activities related to improving the EMS workforce and EMS system emergency preparedness, including the development of the EMS Workforce Agenda for the Future and EMS Agenda 2050. When not applying his energy towards improving EMS systems nationwide, Gam volunteers as a paramedic and firefighter in Wheaton, Maryland.