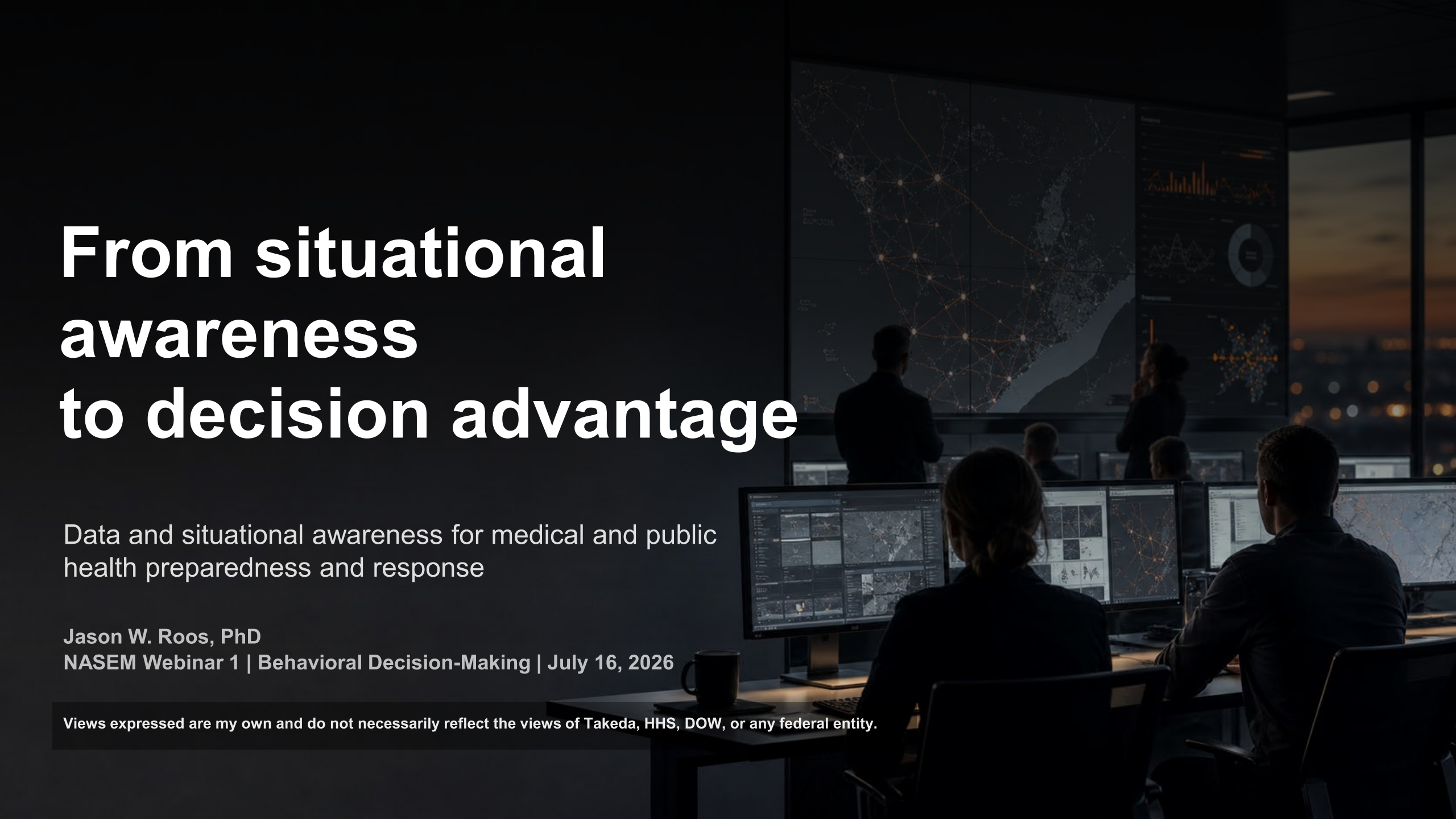


From situational awareness to decision advantage



Data and situational awareness for medical and public health preparedness and response

Jason W. Roos, PhD

NASEM Webinar 1 | Behavioral Decision-Making | July 16, 2026

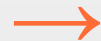
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Decision advantage comes from moving faster than the situation

Data create value only when they help us move from signal to action.

Situational awareness

What is happening?



Situational understanding

What does it mean?



Decision advantage

Act before options close

Start with the decision

What must be decided, by when, and with what risk?

Evidence informs judgment. It does not remove it.

Awareness is only the first signal

What changed, why it matters, and what action it requires is understanding.

The operational decision cannot wait for a perfect answer.

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Understanding only matters if the system can act

**You can surge supplies.
You cannot surge trust.**

People, roles, systems, and reporting have to work before the clock starts.

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Build decision advantage before the crisis

Capabilities

What exists and can scale

Evidence

Decision-grade answers in time

Supply chain

Options that are real

Use it in steady state, or it will be stale when it matters.