

# **Data and Situational Awareness for Medical and Public Health Preparedness and Response: A Workshop Series**

## **SPEAKERS BIOSKETCHES**

### **JOHN ALDRIDGE**

Associate Leader  
Human Resilience Technology Group  
MIT Lincoln Laboratory

John Aldridge, MS, is the associate leader of MIT Lincoln Laboratory's Human Resilience Technology Group. In his more than two decades at the Laboratory, Aldridge has focused on decision support system and sensor hardware development, with a particular interest in applying advanced and emerging technologies in challenging and nontraditional environments. Aldridge has led numerous interdisciplinary technical research and development programs spanning disaster response and recovery, airborne remote sensing, undersea systems, tactical sensors, and humanitarian assistance applications. He is happiest when working in the field to understand first-hand how technology can help bridge the gap between operational needs and capabilities.

### **DAVID APPLGATE**

Chief Scientist and Acting Associate Director for Natural Hazards  
U.S. Geological Survey (USGS)

David Applegate, PhD, has worked at the USGS for 21 years in several positions, most recently serving as the 18th Director of the USGS from 2022 to 2025. Prior to assuming that presidentially appointed position, he exercised the delegated authority of the USGS Director beginning in 2021. From 2011 to 2021, Dr. Applegate served as the Associate Director for the Natural Hazards Mission Area, leading USGS emergency response activities and overseeing the bureau's geologic hazards and coastal and marine programs. He acted as Deputy Director in 2015 and 2017-2018. Dr. Applegate joined the USGS in 2004 as the first Senior Science Advisor for Earthquake and Geologic Hazards. Prior to that, he spent eight years with the American Geosciences Institute (AGI), which is a federation of geoscience societies. At AGI he directed science policy and served as the editor of *Geotimes*, AGI's news magazine for the earth sciences. Dr. Applegate has also served with the U.S. Senate Committee on Energy and Natural Resources as the American Geophysical Union's Congressional Science Fellow and as a professional staff member. He has taught at Johns Hopkins University and was an adjunct professor at the University of Utah. Dr. Applegate is a fellow of the American Association for the Advancement of Science and the Geological Society of America and is a past president of the Geological Society of Washington. He has a Bachelor of Science in geology from Yale University and a Ph.D., also in geology, from the Massachusetts Institute of Technology.

## **LISA BARRIOS**

Director  
Division of Readiness and Response Science  
Office of Readiness and Response  
Centers for Disease Control and Prevention (CDC)

Lisa Barrios, ScM, DrPH, has served as chief of the research application branch in the Division of Adolescent and School Health (DASH) at the CDC since April 2004. In this position, Dr. Barrios directs research synthesis and application activities that provide education professionals and adolescent-health professionals the tools they need to improve the health of young people. Dr. Barrios also served on a special assignment to the CDC's Emergency Operations Center to lead the development of guidance related to the novel 2009 H1N1 influenza virus for schools, institutions of higher education, child care programs, and other community settings. Dr. Barrios received a Doctorate of Public Health in Health Behavior and Health Education from the University of North Carolina School of Public Health, a Master's of Science in Behavioral Sciences degree from the Harvard School of Public Health, and a Bachelor's degree in psychology from the University of Rochester. She has been with the CDC since 1997.

## **JAY C. BUTLER**

Dean  
University of Alaska Anchorage | College of Health

Jay C. Butler, MD, BS, is the Dean of the College of Health at the University of Alaska Anchorage, where he leads a broad portfolio of academic programs and initiatives to strengthen health education and workforce development in Alaska. He brings decades of experience in public health, clinical medicine, and health leadership to the College. Before joining UAA, Dr. Butler served as Deputy Director for Infectious Diseases at the U.S. Centers for Disease Control and Prevention (CDC), where he provided leadership on national infectious disease priorities and emergency responses. Before his federal service, he held several senior health leadership roles in Alaska, including Chief Medical Officer and Director of the State of Alaska Division of Public Health and Senior Director for Community Health Services at the Alaska Native Tribal Health Consortium. Dr. Butler also directed the CDC's Arctic Investigations Program, focusing on disease surveillance and response in Alaska and circumpolar regions, and served as an affiliate professor with UAA's WWAMI School of Medical Education for over a decade. His career has centered on improving public health systems and outcomes, with deep experience navigating complex health challenges—ranging from infectious disease outbreaks to efforts addressing the opioid crisis. Dr. Butler's work spans state, tribal, and federal health sectors, and he is nationally recognized for his expertise in infectious diseases and public health leadership. In his role as dean, Dr. Butler is committed to expanding the College's capacity to educate and support the next generation of health professionals, tailoring education and research to meet the unique health needs of Alaska's diverse communities.

## **CHARLES CURRAN**

Principal  
Charles D. Curran Consulting LLC

Charles Curran is the founder of Charles D. Curran Consulting LLC. He has more than 25 years of experience in law, public policy, and government affairs. Before starting his consulting practice, Charles held leadership roles in government and the private sector, working on legal, regulatory, and public policy issues. His experience includes advising organizations on

legislative and regulatory matters, developing policy strategies, and working with government stakeholders. Charles earned his Juris Doctor from Columbia Law School and is based in McLean, Virginia. Through Charles D. Curran Consulting LLC, he provides consulting services on legal, policy, and government affairs issues.

### **CHRISTIAN DAMEFF**

Co-Director, Center for Healthcare Cybersecurity  
Associate Professor of Emergency Medicine, Bioinformatics, and Computer Science  
UC San Diego

Christian Dameff, MD, MS, is an Emergency Physician, Clinical Informaticist, and researcher. Published clinical works include post cardiac arrest care including therapeutic hypothermia, novel drug targets for acute myocardial infarction patients, ventricular fibrillation waveform analysis, cardiopulmonary resuscitation (CPR) quality and optimization, dispatch assisted CPR, teletoxicology, clinical applications of wearables, and electronic health records. Dr. Dameff is also a hacker and security researcher interested in the intersection of healthcare, patient safety, and cybersecurity. He has spoken at some of the world's most prominent hacker forums including DEFCON, RSA, Blackhat, Derbycon, BSides: Las Vegas, and is one of the cofounders of the CyberMed Summit, a novel multidisciplinary conference with emphasis on medical device and infrastructure cybersecurity. Published cybersecurity topics include hacking 911 systems, HL7 messaging vulnerabilities, and malware.

### **JODI DANIEL**

Partner, Regulatory  
Wilson Sonsini

Jodi Daniel, JD, MPH, is a nationally recognized leader in digital health law and policy, trusted by health care organizations and technology innovators to navigate the complex and dynamic regulatory landscape of digital health and wellness. With over 30 years of experience in healthcare innovation—including 15 years as a lawyer and senior policymaker at the U.S. Department of Health and Human Services (HHS)—Jodi leverages her extensive experience in digital health and health data to deliver strategic, practical advice to clients engaged in groundbreaking products and services that raise novel legal, policy, and ethical issues. As one of the first digital health lawyers and a founding Director at the Office of the National Coordinator for Health IT (ONC) at HHS, Jodi helped shape the foundation of digital health regulation. She brings unmatched insight into emerging technologies such as artificial intelligence, health information networks, remote monitoring tools, EHRs, mobile health applications, digital therapeutics, health data platforms, and data analytics tools. Jodi was a key developer of cornerstone rules that govern data use and digital health, including the HIPAA Privacy Rule and Enforcement Rule, health data interoperability regulations, and the standards for information blocking. She has led efforts to advance patient access to data and worked closely with the Centers for Medicare and Medicaid (CMS), Food and Drug Administration (FDA), the Federal Trade Commission (FTC), the Drug Enforcement Administration (DEA), and the Veterans Health Administration (VHA). She has advised Secretaries, Deputy Secretaries, and White House policy officials across three administrations. At Wilson Sonsini Goodrich & Rosati, Jodi is a key member of the Digital Health and Data, Privacy, and Cybersecurity practices, based in the Washington, D.C. office. She advises health tech companies, providers, payers, life sciences companies, and other clients on regulatory issues, including data access and use, privacy and security, interoperability, health information exchange, information blocking, AI governance, telehealth, and FDA oversight. She also advocates for clients for policy development and regulatory reforms. Prior to joining Wilson Sonsini, Jodi founded and led the digital health practice and a health policy consultancy at Crowell & Moring LLP.

## **KRISTEN FINNE**

Director, HHS emPOWER Program  
Team Lead, Health Data and IT Innovation Team,  
Division of Data and Artificial Intelligence Management (DAIM)  
Office of Data, Analytics, & Information Advantage (ODAIA)  
Administration for Strategic Preparedness & Response (ASPR)

Kristen Finne is the Director of the HHS emPOWER Program in the Administration for Strategic Preparedness and Response (ASPR) and has expertise in public health, and health care policy, research, program oversight, and emergency management. Ms. Finne assesses disaster-induced stress on the health care system and develops interventions to minimize adverse health outcomes for at-risk populations. Through emPOWER, an ASPR and Centers for Medicare and Medicaid Services data partnership, she ensures federal-to-community partners can access federal health data, maps, AI tools, and training to protect at-risk populations by anticipating, planning for, and mitigating potential adverse health impacts in disasters.

## **PAUL FRIEDRICHS**

Senior Advisor (Non-resident), Global Health Policy Center  
Center for Strategic and International Studies (CSIS)  
Adjunct Professor of Surgery  
Uniformed Services University

Major General Paul Friedrichs, MD, PhD, is an adjunct professor of surgery at the Uniformed Services University. Prior to this role, he served as the deputy assistant to the president and inaugural director of the White House Office of Pandemic Preparedness and Response Policy, where he advised the president and coordinated U.S. government efforts to enhance the United States and its partners' ability to detect, prevent, prepare for, and respond to pandemics and other biological events. Paul previously served as senior director for global health security and biodefense at the National Security Council. Prior to that, he served as the joint staff surgeon at the Pentagon, where he provided medical advice to the chairman of the Joint Chiefs of Staff and was the U.S. representative to the North Atlantic Treaty Organization's Committee of the Chiefs of Military Medical Services. In addition to caring for patients in combat, Antarctica, and other austere locations, he has led the Department of Defense's global medical evacuation system and assisted in multiple major domestic and international responses to natural disasters and biological outbreaks, as well as global health diplomacy efforts. He received his undergraduate degree from Tulane University, his MD from the Uniformed Services University, and was a distinguished graduate of the National War College, where he received a master's degree in strategic security studies. He was awarded the Bronze Star and an honorary doctorate of science from the University of Nebraska and has been named a chevalier in the French Ordre National du Mérite.

## **BOB GOURLEY**

Co-Founder and CTO  
OODA LLC

Bob Gourley, MS, is an experienced Chief Technology Officer (CTO), Board Qualified Technical Executive (QTE), author and entrepreneur with extensive past performance in enterprise IT, corporate cybersecurity and data analytics. CTO of OODA LLC, a unique team of international experts which provide board advisory and cybersecurity consulting services. OODA publishes. Bob has been an advisor to dozens of successful high tech

startups and has conducted enterprise cybersecurity assessments for businesses in multiple sectors of the economy. He was a career Naval Intelligence Officer and is the former CTO of the Defense Intelligence Agency.

### **MARC GUSTAFSON**

Senior Director of Analysis  
Eurasia Group

Marc Gustafson, DPhil, MPhil, is the senior director of analysis at Eurasia Group. He brings over two decades of national security and intelligence experience to the role. Prior to joining Eurasia Group, Marc served in multiple high-level roles at the White House under presidents Barack Obama, Donald Trump (twice), and Joe Biden. He was the head of the White House Situation Room, the White House chief of intelligence, and the senior director for Africa. Marc also spent 15 years at the CIA as a senior manager and analyst. Marc holds an undergraduate degree from New York University and graduate degrees from Oxford University, where he was a Marshall Scholar. Outside of work, Marc enjoys playing basketball with his teenage sons and helping maintain the hiking and biking trails near his home along the Potomac River in Washington, DC.

### **RASMUS HANSEN**

Co-founder & CEO  
Airfinity

Rasmus Hansen, MPA, is the Co-founder and CEO of Airfinity. Rasmus is a globally recognized expert on scientific information and knowledge dissemination. He spent his earlier career as a Fortune500 strategist. Rasmus is a strong believer in the power of accurate information and new ideas - he founded his first, short lived, newspaper at the age of 13 - a passion that drove him to found Airfinity. As CEO of Airfinity he is often quoted in leading media companies such as Financial times, Bloomberg and CNN. He is a board member of the newspaper group, Information.dk. Rasmus holds a B.Sc. in Political Science, a MPA from Harvard University and is a recipient of the Crown Prince Frederic award for excellent scholarship. He lives in London.

### **MELISSA HARVEY**

Vice President | Emergency Management and Health Security  
Enterprise Emergency Operations Group  
Office of the Chief Operating Officer | HCA Healthcare

Melissa Harvey, RN, MSPH, BA, BSN, is the Assistant Vice President for Enterprise Emergency Operations for HCA Healthcare, the nation's largest health system, comprised of 190 hospitals and 2,000+ sites of care in 23 states and the United Kingdom. She is responsible for advancing healthcare system readiness across the organization and developing nextgeneration response capabilities to ensure a more resilient healthcare enterprise. Previously, Melissa served as the Director of Strategic Projects at the Global Center for Health Security at the University of Nebraska Medical Center (UNMC) and Nebraska Medicine, where she developed public-private partnerships to advance the nation's health security. She has more than a decade of federal healthcare experience, most recently at the U.S. Department of Homeland Security, where she served as the Director of Health Systems. In this role, Melissa oversaw the Department's emergency care, electronic health records, and health security portfolios. During the COVID-19 response, she was detailed to the FEMA-HHS Healthcare Resilience Task Force, where she led the Hospital Team. Melissa also served as a member of the COVID Crisis Group, which aimed to pave the way for a potential National COVID Commission, preserve the lessons learned during the crisis, and recommend solutions to safeguard the nation from future threats. The



Group published its report, Lessons from the COVID War: An Investigative Report in March 2023. Until 2019, Melissa served as the Director of National Healthcare Preparedness Programs in the Office of the Assistant Secretary for Preparedness and Response (ASPR) at the U.S. Department of Health and Human Services, where she developed and advanced the implementation of policies, capabilities, and performance metrics that aimed to improve the nation's overall healthcare emergency readiness. Melissa led ASPR's domestic healthcare system response to Ebola, including developing a regional and tiered infectious disease strategy for the nation's healthcare facilities. She also concurrently served as the ASPR Chief of Staff, facilitating the Office's policy and legislative priorities and its \$1.5 billion budget.

## **ERIC HEFLIN**

Co-Founder  
HealthCheck Systems

Eric Heflin, MS, is a 30+ year veteran of the computer software industry with a focus on innovation, interoperability, and open standards. Eric has served as an entrepreneur, software engineer, architect, and in various managerial roles. He is the Chief Technology Officer (CTO) for The Sequoia Project, the non-profit, Office of the National Coordinator spin-off, which operates the eHealth Exchange. He is also the CTO of HIETexas, the state designated entity for the Texas-wide Health Information Exchange (HIE), and a voting member of HL7 and IHE International. Previously, he was the Director of R&D for a Medicity, an HIE vendor where he architected and deployed numerous exchanges at the regional, state and national levels. He also worked for RemedyMD, an Electronic Medical Record (EMR) vendor, and Cordys, an international company focused on a suite of 120+ interoperability products. He's the co-author of many healthcare interoperability standards used world-wide including methods of securely exchanging patient summary records, means of identifying the locations of patients' data across organizations, directories of healthcare providers, and cross organizational workflow. Eric is a frequent public speaker, educating and advocating the use of open standards to achieve national HIE goals. His professional interests include analytics, cryptography, security, large-scale systems, machine cognition and clinical decision support.

## **TARA HOLIDAY**

VP of Legal  
b.well

Tara Ramanathan Holiday, JD, is a legal and policy professional specializing in public health, health data, interoperability, and technology governance. She currently serves as Vice President of Legal at b.well Connected Health. Prior to joining b.well, Tara held leadership roles at the Centers for Disease Control and Prevention (CDC), where she led legal and policy initiatives related to public health data, interoperability, governance, and regulatory strategy. Her work focused on developing policies and standards to support the secure, effective use and sharing of health data across public health systems. Tara earned her Juris Doctor from Emory University School of Law and is a member of the State Bar of California. She has contributed to numerous publications on public health law, health information sharing, and data governance, including The New Public Health Law and articles addressing disease surveillance, health information blocking, and federal public health data policy. Her professional interests include health law, data governance, interoperability, public policy, and the legal frameworks that support the use of health information to improve public health outcomes.

## **DEB HOURY**

Lecturer and Senior Fellow in Public Health (Chronic Diseases)  
Yale School of Public Health

Debra Houry, MD, MPH, is a nationally recognized physician and public health leader with nearly three decades of experience guiding health care and public health strategy across federal government, health systems, and academia. A board-certified emergency physician, she brings the perspective of frontline care together with proven experience leading complex organizations, shaping national policy, and driving results at scale. Dr. Houry is a senior advisor to governors, states, and regional organizations on health policy and access, data modernization, preparedness, and incorporating technology into health systems. Previously, Dr. Houry served as Chief Medical Officer and Deputy Director for Program and Science at the Centers for Disease Control and Prevention (CDC), where she oversaw nine national centers and the Office of Science with a combined budget of more than \$6 billion. She also served as Acting Principal Deputy Director, the agency's most senior leader after the CDC Director, where she co-led the Moving Forward initiative—restructuring CDC's 12,000 staff and \$8 billion budget to strengthen preparedness, data, and laboratory systems. Previously, as Director of CDC's National Center for Injury Prevention and Control, Dr. Houry guided dramatic growth in resources and impact, advancing national strategies on opioid use, suicide prevention, and mental health. Earlier in her career, she was the Vice Chair for Research in Emergency Medicine at Emory University, where she built the department into the top NIH-funded emergency medicine program in the country. Dr. Houry has served on multiple boards, including as President of both the Society for Academic Emergency Medicine and the Society for Advancement of Violence and Injury Research, and on the boards of the Emory University Alumni Association, the Georgia State University School of Public Health, and FutureVerse. An elected member of the National Academy of Medicine, Dr. Houry has been recognized with numerous honors including the American Medical Association Award for Outstanding Government Service, Atlanta Business Chronicle Public Healthcare Hero Award, and American Public Health Association Jay Drotman Award. She received her BS from Emory University, her MD and MPH from Tulane University, and completed her emergency medicine residency at Denver Health Medical Center.

## **BRENDAN JACKSON**

Captain, US Public Health Service  
Acting Director, Division of High Consequence Pathogens and Pathology  
Centers for Disease Control and Prevention (CDC)

CAPT Brendan Jackson, MD, MPH (USPHS), is the acting director of the Division of High-Consequence Pathogens and Pathology in CDC's National Center for Emerging and Zoonotic Infectious Diseases. Before joining DHCPP, CAPT Jackson served as director of the Office of Readiness, Response, and Operations in CDC's National Center for Immunizations and Respiratory Diseases and as Incident Manager of CDC's Avian Influenza and COVID-19 responses. Before the COVID-19 pandemic, CAPT Jackson spent most of his 15-year CDC career investigating fungal disease and foodborne disease outbreaks, including as an Epidemic Intelligence Service officer. CAPT Jackson completed primary care internal medicine residency at Yale and preventive medicine residency through CDC, where he served for two years at a Georgia local health department. CAPT Jackson received undergraduate degrees from the University of Georgia, a medical degree from Yale University, and a Master of Public Health from Emory University.

## **JESSICA JENSEN**

Senior Policy Researcher  
Defense & Political Sciences  
RAND

Jessica Jensen, PhD, MS, is a senior policy researcher at RAND and a national expert at the crossroads of disaster policy, practice, and research. For over two decades, she's been helping emergency management as an emerging profession and distributed function rethink how we mitigate, prepare for, respond to, and recover from crises—especially as disasters become more frequent, complex, and far-reaching. Before joining RAND in 2023, Dr. Jensen spent 18 years shaping the academic field of emergency management at North Dakota State University, where she served as department head and an endowed full professor. She holds a Ph.D. and an M.S. in emergency management—a rarity in the field. Her research has long focused on improving emergency management systems across the full disaster cycle: mitigation, preparedness, response, and recovery. She's given equal focus to bridging the gap between research and real-world impact—working to help scholarship result in smarter policy and more effective practice. Dr. Jensen has partnered with a wide array of institutions, including FEMA, state and local emergency management agencies, the U.S. Congress, disaster nonprofits, and professional associations like the International Association of Emergency Managers (IAEM) and the National Emergency Management Association (NEMA). Whether as a researcher, presenter, consultant, evaluator, or strategist, she brings deep expertise and a commitment to progress. At RAND, her portfolio has expanded to include critical infrastructure resilience and energy security, safety and mitigation for the Department of Defense and the U.S. Army. She has also led several studies on the development and evaluation of artificial intelligence tools and applications.

## **KATELYN JETELINA**

Epidemiologist and Scientific Communicator  
Your Local Epidemiologist

Katelyn Jetelina, PhD, MPH, is an epidemiologist and scientific communicator. Dr. Jetelina is the founder and CEO of Your Local Epidemiologist- a public health newsletter that “translates” ever-evolving science to the public, reaching over 500 million views in over 133 countries. In addition, she is the co-founder of Healthier Together, an adjunct professor at Yale School of Public Health, and former Senior Advisor to the White House and Centers for Disease Control and Prevention. Dr. Jetelina has received numerous national awards, including recently being named a TIME100 Most Influential Person in Health. She has her Masters of Public Health and PhD in epidemiology and biostatistics from the University of Texas Health Science Center and an honorary doctorate from SUNY.

## **SAMEER S. KADRI**

Intensivist and Head, Clinical Epidemiology Section,  
Critical Care Medicine Department,  
NIH Clinical Center

Sameer S. Kadri, MD, MS, is currently a senior investigator and head of the Clinical Epidemiology Section in the Clinical Center's Critical Care Medicine Department. Dr. Kadri earned his degree in Medicine from the Seth G. S. Medical College and King Edward Memorial Hospital in Mumbai, India. He trained in Internal Medicine at the New York-



Presbyterian/Weill Cornell Medical Center, Infectious Diseases at the Massachusetts General Hospital, in Critical Care at the NIH Clinical Center and in Clinical Epidemiology at the Harvard T.H. Chan School of Public Health. Dr. Kadri was recently awarded tenure and appointed to Senior Investigator in 2026 in the NIH Clinical Center's Critical Care Medicine Department at the NIH Clinical Center. In this role, he splits his time between attending in the ICU, serving as an NIH principal investigator, supervising a data Lab, and training fellows. Prior to this he held positions of Staff Clinician (2014-2021) and Tenure Track Investigator (2021-2026) within the same department. His primary research interest lies in identifying clinical and public health strategies to improve patient outcomes in acute illness through real world evidence. He leverages large clinical and administrative datasets to generate insights through innovative epidemiologic investigations on a diverse array of high mortality conditions. These include therapeutically challenging conditions such as antimicrobial resistant infections and sepsis and operationally challenging conditions such as hospital overcrowding in public health emergencies and everyday care to inform clinical care and health policy. Dr Kadri's lab has contributed several landmark investigations to help improve care delivery and outcomes in disasters and public health emergencies that helped enable large-scale operational changes in patient management during the pandemic. This includes studies showcasing the detrimental impact of hospital overcrowding, the safety in moving patients with respiratory failure between hospitals, and the impact of centralizing transfer coordination on transfer rates.

## **REBECCA KATZ**

Professor and Director of the Center for Global Health Science and Security  
Georgetown University Medical Center

Rebecca Katz, PhD, is a Professor and Director of the Center for Global Health Science and Security, and holds joint appointments in Georgetown University Medical Center and the School of Foreign Service. She teaches courses on global health diplomacy, global health security, and emerging infectious diseases in the Science, Technology and International Affairs, Security Studies, and Global Infectious Disease Programs. Prior to coming to Georgetown in 2016, she spent ten years at The George Washington University as faculty in the Milken Institute School of Public Health. Since 2007, much of her work has been on the domestic and global implementation of the International Health Regulations as well as global governance of public health emergencies. She has authored over 100 peer reviewed manuscripts, and five books in addition to numerous op eds, blogs, white papers and book chapters. From 2004 to 2019, Dr. Katz was a consultant to the Department of State, working on issues related to the Biological Weapons Convention, pandemic influenza and disease surveillance. She returned to the Department of State in January 2021 as a senior advisor on the global COVID-19 response and global health security. In 2019, Dr. Katz co-convened the first international scientific conference on global health security, bringing together over 900 participants from around the world to form a community of practice, Dr. Katz received her undergraduate degree from Swarthmore College, an M.P.H. from Yale University, and a Ph.D. from Princeton University. She is a member of the Council on Foreign Relations.

## **DAVE KOMENDAT**

Chief Security Officer/Partner  
Corporate Security Advisors

Dave Komendat is currently the Chief Security Officer for CSA. Dave has over 39 years of diversified executive leadership and advisory experience in addressing complex and dynamic

geo-political high risk operating conditions. He has overseen global security and protection operations, site security, executive protection, supply chain and aviation security, structural and aircraft fire protection, government and proprietary information security, strategic intelligence/Insider threat, international security, business continuity and disaster preparedness, crisis management, merger and acquisition security and risk management assessment and integration, security technologies and the Global Security Operations Center. He also has experience in environment health and safety, information technology and facilities management.

## **NICOLE LURIE**

Director of CEPI-US

Executive Director for Preparedness and Response

Coalition for Epidemic Preparedness Innovations (CEPI)

Nicole Lurie, MD, MSPH, is Director of CEPI-US and Executive Director for Preparedness and Response at the Coalition for Epidemic Preparedness Innovations (CEPI) and Director of CEPI-US. She is also a Senior Lecturer at Harvard Medical School and Professor of Medicine at George Washington University School of Medicine. She served an 8-year term as Assistant Secretary for Preparedness and Response at the US Department of Health and Human Services from 2009-2017. In that role she led the HHS response to numerous public health emergencies, ranging from infectious disease to natural and man-made disasters and is responsible for many innovations in emergency preparedness and response. She recently served as staff to the Commonwealth Commission on a National Public Health System. Dr. Lurie has a long history in health policy and in health services research, leading seminal work on access to and quality of care, mental health and health equity. Prior to federal service, she was the Paul O'Neill Professor of Policy Analysis at RAND, where she started and led the public health preparedness program and RAND's Center for Population Health and Health Disparities. She has had leadership roles in academia, as Professor of Medicine and Public Health at the University of Minnesota, as Medical Advisor to the Commissioner, Minnesota Department of Health, and as Principal Deputy Assistant Secretary for Health at the US Department of Health and Human Services. Dr. Lurie received her BA and MD degrees from the University of Pennsylvania and completed her residency and public health training at UCLA. She is recipient of numerous awards and is a member of the National Academy of Medicine. She continues to practice medicine in a community clinic in Washington DC.

## **N. CLAY MANN**

Professor | NEMSIS TAC P.I.

University of Utah | School of Medicine | Department of Pediatrics

Clay Mann, PhD, MS, is a Professor in the Department of Pediatrics at the University of Utah School of Medicine. Dr. Mann completed a Ph.D. from the University of Texas in Preventive Medicine and a Master's Degree from the University of Utah focused on Statistics/Epidemiology. Dr. Mann recently completed an MBA with the University of Utah School of Business. Dr. Mann has authored/coauthored 100+ peer-reviewed research articles dealing with traumatic injuries to children, trauma system evaluation, cardiac and trauma resuscitation and the role of emergency medical services in health care. Dr. Mann has special expertise in nonparametric statistics and small sample analysis. He has published methodological papers dealing with the specification of risk adjusted log odds using injury data, improving diagnostic accuracy by pooling test findings and design issues associated with multi-site community trials with continual data collection. Dr. Mann has served as principal investigator or co-investigator on 50 federal, state, foundation or industry grants. He has conducted several randomized, controlled community trials dealing with

cardiac resuscitation, acute coronary disease education and paramedic training. Currently, Dr. Mann currently serves as the Principal Investigator for the NEMSIS Technical Assistance Center.

### **LEONARD J. MARCUS**

Co-Director, National Preparedness Leadership Initiative  
Harvard University

Leonard Marcus, PhD, is the founding Director of the National Preparedness Leadership Initiative at Harvard University. In his over twenty years at the helm of the NPLI, his research, teaching, and consultation have played a key role in national and international preparedness for crisis and emergency response leadership. He is the lead author of the book, “You’re It: Crisis, Change, and How to Lead When It Matters Most” (New York: PublicAffairs Press, 2019 and 2021). He and his colleagues pioneered development of the conceptual and pragmatic basis for “Meta-Leadership”– overarching leadership that strategically links the work of different government agencies as well as sectors of society; “Connectivity” – the coordination of people, organizations, resources, and information to best catch, contain, and control a terrorist or other threat to the public’s health and well-being; the “Walk in the Woods,” a systematic methodology to incorporate interest-based negotiation into complex problem-solving; and “Swarm Leadership” a practice to incorporate social instinct that rallies people to engage and collaborate in times of crisis. Prior to being recruited by the federal government following 9/11, Dr. Marcus’ primary work was in health care negotiation and conflict resolution. Dr. Marcus is the founding Director of the Program for Health Care Negotiation and Conflict Resolution at Harvard T.H. Chan School of Public Health. He is the lead author of the primary text in the field, *Renegotiating Health Care: Resolving Conflict to Build Collaboration, Second Edition* (2011). Dr. Marcus completed his doctoral studies at The Heller School of Brandeis University in 1983. He was selected as a Fellow for the Kellogg National Leadership Program from 1986 to 1989. In his spare time, Lenny plays clarinet, enjoys flamenco, is a cartoonist, and loves to travel.

### **THOM MAYER**

Medical Director  
NFL Players Association

Thom Mayer, MD, is the Medical Director of the NFL Players Association, a position he assumed at the request of Gene Upshaw on the day Korey Stringer, a tackle for the Minnesota Vikings, passed away from heat stroke. The NFLPA had never before had a Medical Director. Under the leadership of current NFLPA Executive Director DeMaurice Smith, Dr. Mayer and his team pioneered a new era in assuring that the health and safety of NFL athletes are protected. Heat illness, traumatic brain injuries, cardiovascular disease, musculoskeletal injuries, and strength training are all now subject to strict guidelines. In this critical role for the NFLPA, he has become one of the most trusted and widely-respected physicians in sports medicine. He is also recognized as an expert in emergency medicine, pediatric emergency medicine, trauma and healthcare leadership. With regard to sports medicine, leadership development, service excellence and patient flow, he is the most respected and widely known emergency physician in the nation. Dr. Mayer has published over 90 articles, 100 book chapters, and has edited fifteen textbooks. He has spoken at over 200 national and international conferences on sports medicine and emergency medicine. On September 11, 2001 Dr. Mayer served as one of the Command Physicians at the Pentagon Rescue Operation, coordinating medical assets at the site. The BestPractices physicians at Inova Fairfax Hospital were the first to successfully diagnose and treat

inhalational anthrax victims during the fall 2001 anthrax crises, and Dr. Mayer has served the Department of Defense on Defense Science Board Task Forces on Bioterrorism, Homeland Security, and consequences of Weapons of Mass Destruction. His expertise and insights in crisis management are thus informed by hard-won experience. Dr. Mayer's academic appointments are as Clinical Professor of Emergency Medicine at the George Washington and Senior Lecturing Fellow, Duke University School of Medicine.

## **JASON ROOS**

Head of Healthcare Strategic Partnerships  
Takeda

Jason Roos, PhD, joined ARPA-H in March 2024. Before ARPA-H, Dr. Roos was a senior leader in the Department of Health and Human Services (HHS) Administration for Strategic Preparedness and Response (ASPR), where he served as the Deputy Assistant Secretary and Director of the HHS Coordination Operations and Response Element (H-CORE). There, he was responsible for leading the end-to-end operational coordination, logistics, and data systems management for the nationwide distribution of FDA-authorized COVID-19 vaccines, therapeutics, and home use diagnostic tests. Dr. Roos holds a doctorate in Biochemistry and Cellular Molecular Biology from the Johns Hopkins University School of Medicine and a master's in National Resource Strategy from the National Defense University Eisenhower School. He has over a decade of federal product development and leadership experience in the areas of protection and early detection of chemical, biological, radiological, nuclear and global health threats. His passion is using data-informed strategies to analyze and address highly complex national security and public health problems.

## **ADRIAN WOLFBERG**

President and Founder  
Organizational Insight Consulting LLC

Adrian Wolfberg, PhD, is the CEO and founder of Organizational Insight Consulting, LLC, combines his academic training as an organizational scientist with 40 years of experience as an intelligence officer. He researches and advises on the process of knowledge creation and transfer, and how decision-making consumers absorb and use the knowledge. He earned a Ph.D. in Management from Case Western Reserve University, a Master of Science in National Security Strategy from the National War College, a Master of Science in Systems Management from the University of Southern California, and a Bachelor of Arts in Individualized Studies—where he studied the shift in scientific, artistic, and literary ideas in the England during the Industrial Revolution—from York University (Canada). Adrian taught at the master's level at the U.S. Army War College, Penn State, Columbia University, and the National Intelligence University, and at the doctoral level at the University of Maryland and Case Western Reserve University, where he is an adjunct faculty member in the Weatherhead School of Management.

## **ANNE ZINK**

Lecturer and Senior Fellow (Health Policy)  
Yale School of Public Health

Anne Zink, MD, is currently a Lecturer and Senior Fellow in the Department of Health Policy and Management at Yale School of Public Health. Dr. Zink is nationally recognized for implementing data-driven health care solutions and advocating for health improvements at local, tribal, territorial, state, and national levels. From 2018 to 2024, Dr. Zink served as the Chief Medical Officer for the State of Alaska, where she is known for leading the state's response to the COVID-19 pandemic and achieving exceptional vaccination rates and one of the country's

lowest death rates through effective coordination with 229 tribes, public health, and municipal leaders. In her role as CMO, she also pioneered the “Healthy Alaskans” initiative in collaboration with the Governor’s Office, started the state’s Complex Care Committee to streamline government agencies to better serve patients, and developed new initiatives on pressing health issues ranging from tuberculosis to youth mental health. Dr. Zink is also the immediate past-president of the Association of State and Territorial Health Officials, where she represented public health leaders from all 50 states and U.S. territories, fostering collaboration and advocating for policy changes at a moment of quick transformation in the field of public health. Dr. Zink holds a BA from Bryn Mawr and an MD from Stanford. She completed her residency in emergency medicine at University of Utah, served as a Thomas J. Watson Fellow in four continents, and was a long-time instructor for the National Outdoor Leadership School.