

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

Virtual | July 16, 21, 28, 2026 | 12:00 P.M. – 4:00 P.M. ET
In-Person Capstone Session | September 23, 2026 | 8:30 A.M. – 5:30 P.M. ET



Workshop Series Overview

The overall aim of this workshop is to examine how data can be used to support situational awareness and inform decision-making for medical and public health preparedness and response.

1. **Examine human and behavioral factors that influence decision-making in crisis**, including how decisions are made under conditions of uncertainty.
2. **Consider data gaps and blind spots affecting underrepresented and at-risk populations**, and how these limitations influence situational awareness and decision-making during disasters and emergencies.
3. **Assess current data systems, sources, governance structures, and approaches for establishing and maintaining a common operating picture** to support situational awareness, including challenges related to data quality and quantity, availability, interoperability, privacy, and security.
4. **Explore how data are translated into actionable information for decision-makers** across public health, healthcare, emergency management, and related sectors, including how data inform the execution, evaluation, and continuous refinement of decisions over the course of a response.
5. **Identify opportunities to strengthen data-driven situational awareness and cross-sector coordination** to support more effective preparedness and response and highlight future systems and structures that support resilient, adaptive, and usable decision-making during disasters and emergencies.

[Webinar 1 \(July 16\): Behavioral Decision-Making](#)

[Webinar 2 \(July 21\): Data Systems, Reliability, and Governance](#)

[Webinar 3 \(July 28\): Decision-Makers and Operationalization](#)

[Capstone Session \(September 23\): From Data to Action: Exploring Frameworks for Decision-Making](#)

Forum on Medical and Public Health Preparedness for Disasters and Emergencies

This workshop series is being convened under the auspices of the Forum on Medical and Public Health Preparedness for Disasters and Emergencies, a standing activity of the National Academies. The Forum on Medical and Public Health Preparedness for Disasters and Emergencies provides a neutral venue to identify and elevate critical issues in medical and public health emergency preparedness and response proactively—with a focus on bridging the gaps between research, policy, and practice. The Forum fosters in-depth discussion and collaboration to examine barriers, identify research, explore innovative operational and policy solutions, and inspire action among stakeholders in support of sustaining and advancing health security. Formed in 2007, the Forum on Medical and Public Health Preparedness for Disasters and Emergencies convenes and engages leaders at federal, state, local, tribal, and territorial levels

Staff Contact Information

Lisa M. Brown, M.P.H., Senior Program Officer lbrown@nas.edu

Learn more about our work here: <https://www.nationalacademies.org/our-work/forum-on-medical-and-public-health-preparedness-for-disasters-and-emergencies>

WEBINAR 1 – BEHAVIORAL DECISION-MAKING

July 16, 2026, 12:00 P.M. – 4:00 P.M. ET

The aim of this webinar is to examine how individuals and organizations make decisions during disasters and emergencies when information is incomplete, evolving, uncertain, or overwhelming, and explore how information needs, gaps, perspectives, and context shape situational awareness and action.

SESSION I WELCOME AND OVERVIEW

12:00 PM

Welcome and Opening Remarks

Dan Hanfling, *Workshop Chair*

Timothy Manning, *Moderator*

Welcome and Opening from the Forum on Medical and Public Health Preparedness for Disasters and Emergencies Forum

Asha M. George, *Forum Co-Chair*

Executive Director

Bipartisan Commission on Biodefense at the Atlantic Council

W. Craig Vanderwagen, *Forum Co-Chair*

Co-Founder and Director

East West Protection, LLC

SESSION II DECISION-MAKING UNDER UNCERTAINTY

12:15 PM

This session will 1) examine how individuals make decisions during crises when information is incomplete, evolving, or uncertain; and 2) explore cognitive, behavioral, and organizational factors that influence decision-making under pressure.

Adrian Wolfberg

President and Founder

Organizational Insight Consulting LLC

Bob Gourley

Co-Founder and CTO

OODA LLC

Leonard J. Marcus

Co-Director, National Preparedness Leadership Initiative

Harvard University

SESSION III DEFINING INFORMATION NEEDS, GAPS, AND BLIND SPOTS

1:15 PM

This session will 1) explore how decision-makers identify and prioritize critical information needs during disasters and emergencies; 2) examine how information requirements differ across decision contexts, stakeholder groups, and disaster phases; and 3) examine how

data gaps, blind spots, and underrepresentation affect situational awareness and decision-making during disasters and emergencies.

Jason Roos

Head of Healthcare Strategic Partnerships
Takeda

Jay C. Butler

Dean
University of Alaska Anchorage | College of Health

Lisa Barrios

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

2:15 PM

Break (15 min)

SESSION IV

INTERPRETING INFORMATION THROUGH DIFFERENT LENSES

2:30 PM

This session will 1) use real-world case studies to examine how different stakeholders interpreted the same information and arrived at different conclusions, priorities, or actions; and 2) explore how perspective, role, expertise, authority, and risk tolerance influence situational awareness and decision-making during crises.

Paul Friedrichs

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

Nicole Lurie

Director of CEPI-US
Executive Director for Preparedness and Response
Coalition for Epidemic Preparedness Innovations (CEPI)

Thom Mayer

Medical Director
NFL Players Association

SESSION V

CLOSING REFLECTIONS AND CROSS-CUTTING INSIGHTS

3:30 PM

This session will engage panelists and participants in reflecting on key themes from the session, drawing connections across perspectives, and identifying cross-cutting challenges and opportunities.

Discussion with Panelists and Participants

3:45 PM

Closing Remarks

Timothy Manning, *Moderator*

Dan Hanfling, *Workshop Chair*

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Executive Director

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4:00 PM

ADJOURN WEBINAR 1

WEBINAR 2 – DATA SYSTEMS, RELIABILITY, AND GOVERNANCE

July 21, 2026, 12:00 P.M. – 4:00 P.M. ET

The aim of this webinar is to examine the systems, infrastructure, governance structures, and data-sharing mechanisms that support situational awareness, including how data are acquired, integrated, protected, validated, and sustained during routine operations and emergencies.

SESSION I WELCOME AND OVERVIEW

12:00 PM Welcome and Opening Remarks

Dan Hanfling, *Workshop Chair*

Sameer S. Kadri, *Moderator*

Welcome and Opening from the Forum on Medical and Public Health Preparedness for Disasters and Emergencies Forum

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Co-Founder and Director

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SESSION II UNDERSTANDING DATA SOURCES AND SYSTEMS

12:15 PM *This session will 1) examine the major public, private-sector, healthcare, public health, emergency management, and critical infrastructure data sources that contribute to situational awareness; and 2) explore how data systems are designed, managed, and connected to support preparedness and response.*

David Applegate

Chief Scientist and Acting Associate Director for Natural Hazards

U.S. Geological Survey (USGS)

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)

N. Clay Mann

Professor | NEMSIS TAC P.I.

University of Utah | School of Medicine | Department of Pediatrics

Sameer S. Kadri

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

SESSION III ENSURING DATA SYSTEM RELIABILITY, RESILIENCE, AND INTEROPERABILITY

1:15 PM

This session will 1) examine challenges related to data quality, reliability, validation, completeness, and timeliness that affect situational awareness during disasters and emergencies; and 2) explore how system disruptions, interoperability challenges, and fragmented data environments affect the ability to maintain situational awareness during disasters and emergencies.

Melissa Harvey

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

John Aldridge

Associate Leader
Human Resilience Technology Group
MIT Lincoln Laboratory

Eric Heflin

Co-Founder
HealthCheck Systems

Christian Dameff

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

2:15 PM

Break (15 min)

SESSION IV GOVERNING AND SHARING DATA

2:30 PM

This session will 1) examine governance structures, legal frameworks, and policies that influence data access, sharing, and use during disasters and emergencies; and 2) explore challenges and opportunities related to privacy, security, interoperability, and cross-sector information sharing.

Charles Curran

Principal
Charles D. Curran Consulting LLC

Jodi Daniel

Partner, Regulatory
Wilson Sonsini

Tara Holiday

VP of Legal

b.well

SESSION V CLOSING REFLECTIONS AND CROSS-CUTTING INSIGHTS

3:30 PM

This session will engage panelists and participants in reflecting on key themes from the session, drawing connections across perspectives, and identifying cross-cutting challenges and opportunities.

Discussion with Panelists and Participants

3:45 PM

Closing Remarks

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4:00 PM

ADJOURN WEBINAR 2

WEBINAR 3 – DECISION-MAKERS AND OPERATIONALIZATION

July 28, 2026, 12:00 P.M. – 4:00 P.M. ET

The aim of this webinar is to examine how data and information are translated into coordinated action across public health, healthcare, emergency management, and related sectors, including how information is delivered to decision-makers, integrated into operational processes, and used to support response and recovery activities.

SESSION I WELCOME AND OVERVIEW

12:00 PM Welcome and Opening Remarks

Dan Hanfling, *Workshop Chair*

Angela Dunn, *Moderator*

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SESSION II PROVIDING THE RIGHT INFORMATION AT THE RIGHT TIME

12:15 PM *This session will 1) examine how information needs differ across decision-makers, organizations, and phases of preparedness, response, and recovery; and 2) explore how decision context, authority, operational responsibilities, and time horizons shape what information is needed, by whom, and for what purpose.*

Anne Zink

Lecturer and Senior Fellow (Health Policy)

Yale School of Public Health

Dave Komendat

Chief Security Officer/Partner

Corporate Security Advisors

SESSION III INTEGRATING AND COORDINATING INFORMATION ACROSS ORGANIZATIONS

1:00 PM *This session will 1) examine how information is shared, integrated, and coordinated across public health, healthcare, emergency management, government, and private-sector partners; and 2) explore operational models, planning processes, and coordination frameworks that support a common operating picture and collective action during disasters and emergencies.*

Marc Gustafson

Senior Director of Analysis
Eurasia Group

Rasmus Hansen

Co-founder & CEO
Airfinity

Rebecca Katz

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

Jessica Jensen

Senior Policy Researcher
Defense & Political Sciences
RAND

2:15 PM

Break (15 min)

SESSION IV TRANSLATING INFORMATION INTO ACTION

2:30 PM

This session will 1) examine challenges associated with interpreting, communicating, and conveying uncertainty, limitations, and generalizability of data to decision-makers; and 2) explore successes and failures in translating information into action, including how communication breakdowns, misunderstanding, or misinterpretation of information affected outcomes during disasters and emergencies.

Brendan Jackson

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

Deb Houry

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

Katelyn Jetelina

Epidemiologist and Scientific Communicator
Your Local Epidemiologist

SESSION V CLOSING REFLECTIONS AND CROSS-CUTTING INSIGHTS

3:30 PM

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Discussion with Panelists and Participants

3:45 PM

Closing Remarks

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4:00 PM

ADJOURN WEBINAR 3

CAPSTONE SESSION – FROM DATA TO ACTION: EXPLORING FRAMEWORKS FOR DECISION-MAKING

September 23, 2026, 8:30 A.M. – 5:30 P.M. ET

The aim of this capstone session is to synthesize key themes from the workshop series and bring together information providers and decision-makers to identify opportunities for strengthening how data and situational awareness support decision-making before, during, and after disasters and emergencies. Using a single case study, participants will examine: data needs, information gaps, decision points, uncertainty, and implementation challenges.

SESSION I WELCOME AND OVERVIEW

8:30 AM Welcome and Opening Remarks

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8:45 AM Keynote Fireside Chat

Speaker TBD

SESSION II SYNTHESIS OF VIRTUAL WEBINARS

9:30 AM *This session will 1) synthesize key themes and lessons learned from the July sessions; 2) discuss cross-cutting challenges related to data acquisition, integration, interpretation and communication; and 3) reflect on practical use cases to inform future preparedness and response efforts.*

Planning Committee Member(s)

Additional Speakers TBD

10:30 AM Break and Networking Session (30 min)

SESSION III UNDERSTANDING INFORMATION PROVIDERS AND DECISION-MAKERS

11:00 AM *This session will 1) orient subject matter experts and decision-makers to their respective roles and expectations; 2) frame key questions regarding information needs, available data, limitations, and timelines; and 3) engage participants in identifying priority decision*

questions and data requirements to inform subsequent breakout discussions.

3 Speakers TBD

12:00 PM ***Catered Lunch (60 min)***

SESSION IV BREAKOUT SESSIONS

1:00 PM *TBD - Split into SMEs and decision-makers · Identify: (1) priority decision questions, (2) data needed, (3) limitations/uncertainty, (4) implications for action*

Initial Breakout Sessions

2:30 PM ***Break and Networking Session (30 min)***

3:00 PM **Breakout Refinement Discussion**

3:45 PM **Breakout Session Report Out**

SESSION V CLOSING REFLECTIONS AND CROSS-CUTTING INSIGHTS

4:30 PM *This session will engage panelists and participants in reflecting on key themes from the session, drawing connections across perspectives, and identifying cross-cutting challenges and opportunities.*

Discussion with Panelists and Participants

5:00 PM **Closing Remarks**

Dan Hanfling, *Workshop Chair*

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5:30 PM **ADJOURN WORKSHOP SERIES**