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

Webinar #5: Evolving CSC: Looking Forward
11/22/2021

SPEAKER BIOSKETCHES

Eric Toner, MD (Moderator)
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 and 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.

Asha Devereaux, MD, MPH
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.

Dan Hanfling, M.D.,
VP, Technical Staff,
In-Q-Tel

Dr. Hanfling is Vice President on the Technical Staff at In-Q-Tel, a non-governmental not-for-profit strategic investor focused on enabling technologies to support national security. He is a member of B.Next, the team within In-Q-Tel that explores the intersection of health security and national security requirements. His work is focused on the implementation of digital health tools – wearables, sensors, chatbots and telehealth connectivity -- useful to augment health security. He is also interested in the data systems needed to achieve a more comprehensive situational awareness required for crisis response. Dr. Hanfling is a board-certified emergency physician and remains on the medical staff at Inova Fairfax Hospital, northern Virginia's Level I trauma center, where he spent 18 years leading emergency preparedness and response efforts in the aftermath of the 9-11 attacks and the anthrax mailings. He was a founding director of the Northern Virginia Hospital Alliance, one of the first preparedness and response health care coalitions in the country. He served as a medical team manager for Virginia Task Force 1 (Fairfax County, VA) with responses to many of the most notable domestic and international disaster events over the past two decades. He has been appointed to the Standing Committee of the National Academies focused on Emerging Health Threats of the 21st Century, and currently serves as the co-chair of the National Academies Forum on Medical and Public Health Preparedness. He co-chaired the Institute of Medicine committees responsible for developing the work on "crisis standards of care". Dr. Hanfling is Clinical Professor of Emergency Medicine at George Washington University. He received an AB in political science from Duke University and was awarded his medical degree from Brown University. He completed an internship in internal medicine at the Miriam Hospital in Providence, Rhode Island, and an emergency medicine residency at George Washington/Georgetown University Hospitals.

David Christian Hassell, PhD

Senior Science Advisor and Deputy Assistant Secretary, Office of the Assistant Secretary for Preparedness and Response, U.S. Department of Health and Human Services

Dr. David Christian "Chris" Hassell is the Senior Science Advisor and Deputy Assistant Secretary within the Office of the Assistant Secretary for Preparedness and Response in the U.S. Department

of Health and Human Services. He recently served as the Deputy Assistant Secretary of Defense for Chemical and Biological Defense, where he led research, development, testing, and acquisition of technical solutions to counter chemical and biological threats. Prior to joining the Department of Defense, Dr. Hassell was an Assistant Director of the Federal Bureau of Investigation (FBI), where he served as Director of the FBI Laboratory and Executive Champion for LGBT concerns. He had previously held research and leadership positions at Los Alamos National Laboratory and DuPont. Dr. Hassell is an analytical chemist with specialization in sensors, diagnostics and bioprocessing, and is a Fellow of the Society for Applied Spectroscopy. He is a recipient of the Defense Medal for Exceptional Civilian Service (US) and the Médaille de la Défense Nationale (France).

Richard C. Hunt, MD, FACEP

Senior Medical Advisor, ASPR National Healthcare Preparedness Programs, HHS,

Dr. Hunt is ASPR's Senior Medical Advisor for National Healthcare Preparedness Programs. From 2013 to 2015, he served The White House as Director for Medical Preparedness Policy, National Security Staff. During this time, he played a critical role in the response to the Ebola crisis and led the "Stop the Bleed" initiative. Prior to his positions in Washington, DC, Dr. Hunt was Distinguished Consultant and Director of the Division of Injury Response at CDC's National Center for Injury Prevention and Control. Prior to federal service, he served as professor and chair of the Department of Emergency Medicine at SUNY Upstate Medical University in Syracuse, NY. He is a past president of the National Association of EMS Physicians. Dr. Hunt is board certified in emergency medicine and is an Adjunct Professor of Emergency Medicine at Emory University School of Medicine.

Suzet M. McKinney, Dr.P.H., M.P.H.,

Principle & Director, Life Sciences

Dr. McKinney is a public health expert, medical executive, thought leader, strategic thinker and nationally recognized expert in emergency preparedness and response. As Principal and Director of Life Sciences for Sterling Bay, Dr. McKinney oversees relationships with the scientific, academic, corporate, tech, and governmental sectors involved in the life sciences ecosystem. She also leads the strategy to expand Sterling Bay's footprint in life sciences nationwide. She previously served as CEO and Executive Director of the Illinois Medical District, where she managed a 24/7/365 environment that included 560 acres of medical research facilities, labs, a biotech business incubator, universities, raw land development areas, four hospitals and more than 40 healthcare-related facilities. Within two years of leadership, Dr. McKinney accomplished a financial turnaround of the IMD, successfully retiring more than \$40 million in debt. In 2020, Dr. McKinney was appointed by Illinois Governor JB Pritzker as Operations Lead for the State of Illinois' Alternate Care Facilities, a network of alternate medical locations designed to decompress the hospital system during the COVID-19 pandemic. She worked with the U.S. Army Corps of Engineers and multiple construction, architecture and project management teams to prepare five facilities to open for overflow patient care. Dr. McKinney is also an experienced on-camera expert who has frequently discussed healthcare disparities and racial inequities amplified by the pandemic, climate-related emergencies, biological and chemical threats and natural disasters. She's been featured on CNN, ABC, NBC Nightly News, The Wall Street Journal, Forbes, Crain's Chicago Business and The Chicago Tribune. Prior to leading the IMD, Dr. McKinney served as the Deputy Commissioner of the Bureau of Public Health Preparedness and Emergency Response at the Chicago Department of Public Health (CDPH), where she oversaw the emergency preparedness efforts for the Department and coordinated those efforts within the larger spectrum of the City of Chicago's Public Safety activities, in addition to overseeing the Department's Division of Women and Children's Health. She also provided support to the U.S. Department of Defense's Defense Threat Reduction Agency, lending subject matter expertise in biological terrorism

preparedness to the country of Poland. Previously, she served as the Sr. Advisor for Public Health and Preparedness at the Tauri Group, where she provided strategic and analytical consulting services to the U.S. Department of Homeland Security's (DHS), BioWatch Program. Her work at DHS included providing creative, responsive and operationally based problem-solving for public health, emergency management and homeland security issues, specifically chemical and biological early detection systems and the implementation of those systems at the state and local levels.

Anuj Mehta, MD

***Assistant Professor of Medicine,
Denver Health and Hospital Authority
University of Colorado
National Jewish Health***

Dr. Anuj Mehta is a Pulmonary and Critical Care Physician at Denver Health and Hospital Authority, an anchor institution for the entire Denver Metro area. He holds adjunct appointments at the University of Colorado and National Jewish Health. Dr. Mehta is an NIH-funded researcher and an emerging leader in shared decision-making in intensive care units. During the COVID-19 pandemic, Dr. Mehta has been caring for critically ill patients in the intensive care unit. He additionally chaired the committee that re-wrote Colorado's Crisis Standards of Care at the beginning of the pandemic and chaired the medical advisory group that developed the initial COVID-19 vaccination plan recommendations for Colorado.

Gregg S. Meyer, M.D., MSc,

***President of the Community Division & Executive Vice President of Value Based Care
Mass General Brigham***

Gregg S. Meyer, MD, MSc, is the President of the Community Division & Executive Vice President of Value Based Care for the Mass General Brigham health care system. He is responsible for two of Mass General Brigham's hospitals – Newton-Wellesley Hospital and North Shore Medical Center – where he previously served as interim President, as well as Mass General Brigham Home Care and Mass General Brigham Community Physicians. Dr. Meyer is also responsible for building and leading a best-in-class Value Based Care Program by leveraging Mass General Brigham's health insurance organization – AllWays Health Partners – and the Population Health Management initiatives across Mass General Brigham's academic medical centers, community hospitals, primary care physicians and ambulatory care and urgent care sites. Previously, Dr. Meyer was the Chief Clinical Officer of Mass General Brigham. In this role, he was responsible for the overall direction, operations and management of system aspects of health care delivery throughout the Mass General Brigham system. Dr. Meyer is also a Professor of Medicine at Massachusetts General Hospital and Harvard Medical School. Before returning to Mass General Brigham, Dr. Meyer served as the Chief Clinical Officer and Executive Vice-President for Population Health at Dartmouth-Hitchcock Medical Center and the Senior Associate Dean for Clinical Affairs and Paul B. Batalden Professor and Chair at the Geisel School of Medicine. Prior to going to Dartmouth-Hitchcock, Dr. Meyer served as Senior Vice President for the Edward P. Lawrence Center for Quality and Safety at the Massachusetts General Hospital and Massachusetts General Physicians Organization (MGPO). A national leader in the area of quality and safety, Dr. Meyer led the multi-faceted efforts of the MGH/MGPO in quality and safety. He also led the care redesign efforts at Mass General, which aim to improve both the quality and efficiency of care for common clinical conditions and chaired the committee charged with defining the future of clinical information systems for Partners HealthCare (now Mass General Brigham). Dr. Meyer was previously the Director of the Center for Quality Improvement and Patient Safety at the Agency for Healthcare Research and Quality (AHRQ). Before his tenure at AHRQ, Dr. Meyer was an

Associate Professor at the Uniformed Services University of the Health Sciences (USUHS) where he served as Division Director for General Medicine. While at USUHS, Dr. Meyer was an active duty Medical Corps officer and Colonel in the United States Air Force. Dr. Meyer graduated from Union College and Albany Medical College. He earned a Masters degree at Oxford where he was a Rhodes Scholar and holds a masters degree from Harvard. He has served on numerous national and international committees related to healthcare quality and safety and has authored over 100 articles, editorials, chapters and monographs.

Monica E. Peek, MD, MPH, MS

Associate Professor of Medicine

Director of Research (Associate Director), MacLean Center of Clinical Medical Ethics

Associate Director, Chicago Center for Diabetes Translation Research

Executive Medical Director, Community Health Innovation

The University of Chicago

Dr. Monica Peek is an Associate Professor at the University of Chicago, where she works as a clinical internist, bioethicist and health services researcher, with a focus on health disparities. Dr. Peek is the Director of Research (and Associate Director) at the MacLean Center for Clinical Medical Ethics, the Associate Director of the Chicago Center for Diabetes Translation Research, and the Executive Medical Director of Community Health Innovation. Her research pursues health equity and social justice, with a focus on promoting equitable doctor/patient relationships among racial minorities, integrating the medical and social needs of patients, and addressing healthcare discrimination and structural racism that impact health outcomes (e.g., diabetes, COVID-19). Dr. Peek is a member of Chicago's Racial Equity Rapid Response (RERR) Team to reduce COVID-19 Disparities in Chicago (2020-present), was a member of the Illinois COVID-19 Crisis Standards of Care Working Group (2020) and has served in several capacities at the University of Chicago during the pandemic, including membership on the COVID-19 Crisis Standards of Care Working Group, the Committee for Scarce Resource Allocation, the Remdesivir Working Group, and the COVID Vaccination Implementation Workgroup. Dr. Peek is a designated COVID Triage Officer. Dr. Peek's papers about COVID-19 disparities have been published in *JAMA*, *Health Affairs*, the *American Journal of Public Health*, *Annals of Internal Medicine* and others. Her work has been cited by the National Academy of Medicine. Dr. Peek is the Co-PI of the NIH-funded Chicagoland COVID Collaborative, which is part of the Community Engagement Alliance (CEAL). This grant aims to leverage scientific expertise and community partnerships to support and test the implementation of adaptive interventions to address barriers to COVID-19 vaccine uptake and participation in therapeutic trials and other research in low-income Black and Latinx communities in the Chicago metro area. Dr. Peek has been an advocate for COVID equity and has been featured in media outlets such as NPR, PRI/The World, CNN, Democracy Now, CBS, ABC, the Christian Science Monitor, STAT News, and others. Dr. Peek is a Senior Associate Editor for the journal *Health Services Research* and a former member of the National Advisory Council (NAC) for the Agency for Healthcare Research & Quality (AHRQ) and the National Council for the Society of General Internal Medicine (SGIM).

Jennifer Piatt, JD

Deputy Director

Network for Public Health Law's Western Region Office

Jennifer Piatt, JD, ("Jen") is a Deputy Director with the Network for Public Health Law's Western Region Office. She also serves as a Research Scholar with the Center for Public Health Law and Policy at the Sandra Day O'Connor College of Law. She earned her JD at the Sandra Day O'Connor College of Law at Arizona State University in the spring of 2018. As a law student, Jen worked with the Center

for Public Health Law and Policy and the Network for Public Health Law as a student research assistant. In these roles, Jen provided drafting assistance and co-authored articles on a range of topics in the public health law sphere, including Crisis Standards of Care. Post-graduation, Jen served as a law clerk to Vice Chief Justice Ann A. Scott Timmer of the Arizona Supreme Court. In this position, Jen provided research and drafting assistance and prepared bench memos for cases granted review. Following her clerkship, Jen worked in private practice as a pharmacy regulatory attorney at Quarles & Brady LLP, in the firm's Phoenix, Arizona office. In this role, Jen advised multiple clients on pharmacy and drug wholesale compliance and regulatory issues, provided contract drafting assistance, assisted with state pharmacy and wholesale licensing, and assisted clients going before state boards of pharmacy.

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*, 4th 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.

Michael Wargo, RN, BSN, MBA, PHRN, CMTE
Vice President & Chief: Enterprise Preparedness & Emergency Operations, HCA Healthcare

Mr. Michael Wargo serves as HCA Healthcare's enterprise Vice President for Preparedness & Emergency Operations based in Nashville, TN. Mike joined HCA Healthcare in 2016 as the AVP &

Chief of Enterprise Emergency Operations within the Clinical Service Group. In this role, he was tasked to redesign and lead the organization's disaster and emergency operations program in readiness, response, and recovery from adverse natural and man-made incidents across both the U.S. and the metro-London area of the UK. Mike brings more than 25 years of clinical experience in high quality, patient-centered care and nearly two decades in public safety leadership. Concurrently, he services as the Chair of the Emergency Preparedness Committee for the Federation of American Hospitals and is the Chair of the U.S. Healthcare and Public Health Sector Coordination Council of the National Critical Infrastructure Protection Program sanctioned by Homeland Security Presidential Directive 21. In this role, he maintains a national security clearance and serves as a trusted advisor to both federal secretary-level leadership and senior private industry executives on readiness, response, and recovery initiatives impacting the U.S. national health security and critical infrastructure protection. Mike is a veteran healthcare executive with experience leading the medical operations division of Northeast Regional Counter-Terrorism Task Force based in PA. He is the prior Administrator and Chief of Emergency Operations for Lehigh Valley Health Network, and an experienced flight nurse and Administrator of LVHN-MedEvac. Federally, Mike serves in an intermittent position as a Supervisory Nurse Specialist for the U.S. Dept. of Health and Human Services National Disaster Medical Services. His combined experience includes both domestic and international homeland security and medical response training & operations. Mike holds multiple certifications in homeland security, disaster preparedness and is one of the first Certified Medical Transport Executives worldwide. He is a graduate of the American Military University with a Master of Business Administration degree, Kutztown University of PA with a Bachelor of Science Degree in Nursing, and is a graduate of St. Luke's School of Nursing with a Diploma of Nursing. Continuing his post-graduate studies, Mike will begin the Doctor of Public Health degree program at Indiana University Fairbanks School of Public Health in the fall of 2021. Mike was recently awarded with the "Director's Award for Outstanding Service to Mission" by the Director of the U.S. Secret Service for his leading the Pandemic Health Security & Medical Operations of the final 2020 U.S. Presidential Debate.

Shandiin Wood, MPH

Health Systems Epidemiologist & Tribal Liaison

New Mexico Department of Health

Shandiin Wood is a Health Systems Epidemiologist and Tribal Liaison for the New Mexico Department of Health. Through his recent work with the NM Department of Health and the U.S. CDC, Mr. Wood has gained familiarity with both the resilience and challenges that come with tribal healthcare systems, and the Indigenous perspective on wellness in times of prosperity and emergency, not only for tribes, pueblos and nations in New Mexico, but throughout the country as well. Being born and raised on the Navajo Nation (Dinéétah), Mr Wood's cultural experiences have shaped his understanding of health and wellness to include the influence of family and communal gatherings, traditional medicine practices and western medical care to address the spiritual, emotional, mental, and physical wellbeing of an individual. In 2018, Shandiin was on the Leadership Development Workgroup for the new New Mexico Crisis Standards of Care Plan. Other publications include "Using Experiential Learning Theory to Design Emergency Preparedness Training Curricula" (2011) and "Health Equity in New Mexico, 11th Edition" (2016). He graduated from the University of Arizona with a Master of Public Health in 2011.

Matthew Wynia, M.D., M.P.H.,

Director of the University of Colorado's Center for Bioethics and Humanities

Matt Wynia the Director of the University of Colorado's Center for Bioethics and Humanities, on the Anschutz Medical Campus. Dr. Wynia's training is in internal medicine, infectious diseases, public health, and health services research. Prior to moving to Colorado in July 2015, he worked at the American Medical Association and the University of Chicago. At the AMA, he was Director of Patient and Physician Engagement for Improving Health Outcomes and he developed a research institute and training programs focusing on bioethics, professionalism and policy issues (the AMA Institute for Ethics). He also founded the AMA's Center for Patient Safety. His research has focused on understanding and improving practical management of ethical issues in medicine and public health. He has led projects on a wide variety of issues related to ethics and professionalism, including public health and disaster ethics; understanding and measuring the ethical climate of health care organizations and systems; ethics and quality improvement; communication, team-based care and engaging patients as members of the team; defining physician professionalism; medicine and the Holocaust (with the U.S. Holocaust Memorial Museum); and inequities in health and health care. He has served on committees, expert panels and as a reviewer for the Institute of Medicine/National Academy of Medicine, The Joint Commission, federal agencies, the Hastings Center, the American Board of Medical Specialties and other organizations, and he has delivered more than 2 dozen named lectures and visiting professorships nationally and internationally. Dr. Wynia is the author of more than 140 published articles, chapters and essays. His work has appeared in JAMA, the New England Journal of Medicine, Annals of Internal Medicine, Health Affairs and other leading medical and ethics journals, and he is a contributing editor at the American Journal of Bioethics. Dr. Wynia is a past president of the American Society for Bioethics and Humanities (ASBH) and he has chaired the Ethics Forum of the American Public Health Association (APHA) and the Ethics Committee of the Society for General Internal Medicine (SGIM). He has current Board certifications in Internal Medicine and Infectious Diseases and he cares for patients at the University of Colorado Hospital.