

**From:** "Peter Daszak" <daszak@ecohealthalliance.org>  
**Sent:** 02/09/2017 12:05:48 PM (-08:00)  
**To:** [REDACTED]; "Kevin Olival, PhD" <olival@ecohealthalliance.org>  
**Cc:** "Jonna Mazet" <jkmazet@ucdavis.edu>; "Alison Andre" <andre@ecohealthalliance.org>; "Tracey Goldstein" <tgoldstein@ucdavis.edu>; "Christine Kreuder Johnson" <ckjohnson@ucdavis.edu>; "sja2127@cumc.columbia.edu" <sja2127@cumc.columbia.edu>  
**Subject:** RE: Viral Risk Ranking draft participant worksheet

Hi [REDACTED]

I looked at the list of experts – it's great. I added Ab Osterhaus, Bryan Grenfell and Juliet Pulliam. I also made a comment that Mary Elspeseth is prob not appropriate for this group – she's more vaccines etc.

I'm emailing because I'm not sure if my comments were saved onto the drive or not.

Cheers,

Peter

**Peter Daszak**  
*President*

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**From:** Peter Daszak  
**Sent:** Thursday, February 9, 2017 2:55 PM  
**To:** [REDACTED]; Kevin Olival, PhD  
**Cc:** Jonna Mazet; Alison Andre; Tracey Goldstein; Christine Kreuder Johnson; sja2127@cumc.columbia.edu  
**Subject:** RE: Viral Risk Ranking draft participant worksheet

Sorry for the delay [REDACTED] – here are my rankings and comments. It's interesting how little we really know about the comparative risks among these groups!

I made a bunch of comments and I think the only important issues are that some of the questions are hinting at risk of spillover, emergence and spread, rather than just risk of spillover, but I answered them as asked...

Great job pulling this together.

I'll look at the list of experts now...

Cheers,

Peter

**Peter Daszak**

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**From:** [REDACTED]  
**Sent:** Thursday, February 2, 2017 3:50 PM  
**To:** Peter Daszak; Kevin Olival, PhD  
**Cc:** Jonna Mazet; Alison Andre; Tracey Goldstein; Christine Kreuder Johnson; [sja2127@cumc.columbia.edu](mailto:sja2127@cumc.columbia.edu)  
**Subject:** Re: Viral Risk Ranking draft participant worksheet

Hi Peter,

No problem, please see attached for the new worksheet version after gaining feedback from the call yesterday. Once I receive your feedback I'll prepare a final version of the worksheet/invite for everyone's approval before sending to the experts.

Have a safe flight!

Cheers,

[REDACTED]

[REDACTED]

[REDACTED]

**REDACTED**

Mobile: **REDACTED**

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**From:** Peter Daszak <[daszak@ecohealthalliance.org](mailto:daszak@ecohealthalliance.org)>  
**Date:** Thursday, February 2, 2017 at 12:01 PM  
**To:** "Kevin Olival, PhD" <[olival@ecohealthalliance.org](mailto:olival@ecohealthalliance.org)>, **REDACTED**  
**Cc:** Jenna Mazet <[jkmazet@ucdavis.edu](mailto:jkmazet@ucdavis.edu)>, Alison Andre <[andre@ecohealthalliance.org](mailto:andre@ecohealthalliance.org)>, Tracey Goldstein <[tgoldstein@ucdavis.edu](mailto:tgoldstein@ucdavis.edu)>, Christine Kreuder Johnson <[ckjohnson@UCDAVIS.EDU](mailto:ckjohnson@UCDAVIS.EDU)>, "sja2127@cumc.columbia.edu" <[sja2127@cumc.columbia.edu](mailto:sja2127@cumc.columbia.edu)>  
**Subject:** RE: Viral Risk Ranking draft participant worksheet

Very sorry I missed the call. I couldn't get reception where I was. I spoke with Kevin later on and he said you're going to wait for me (thanks!). I'll go through everything on the plane to China and email back comments etc.

Cheers,

Peter

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*President*

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**From:** Kevin Olival, PhD  
**Sent:** Wednesday, February 1, 2017 4:33 PM  
**To:** **REDACTED**  
**Cc:** Peter Daszak; Jenna Mazet; Alison Andre; Tracey Goldstein; Christine Kreuder Johnson; [sja2127@cumc.columbia.edu](mailto:sja2127@cumc.columbia.edu)  
**Subject:** Re: Viral Risk Ranking draft participant worksheet

Sure you guys have seen this, in case not:

<http://journals.plos.org/plosone/article?id=10.1371/journal.pone.0048519>

**Kevin J. Olival, PhD**

*Associate Vice President for Research*

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On Feb 1, 2017, at 12:00 PM, Kevin Olival, PhD <[olival@ecohealthalliance.org](mailto:olival@ecohealthalliance.org)> wrote:

Drop downs are working! Thanks.

**Kevin J. Olival, PhD**

*Associate Vice President for Research*

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On Feb 1, 2017, at 11:17 AM, **REDACTED** > wrote:

Hi Kevin,

Great points about the spillover statement and further ranking of levels within a parameter, I agree both need to be revised.

The spreadsheet should have dropdown boxes with levels of ranking for the factors and the level of expertise, let me know if it isn't working.

Look forward to catching up later.

Cheers,

REDACTED

REDACTED

REDACTED

Mobile: REDACTED

---

**From:** "Kevin Olival, PhD" <[olival@ecohealthalliance.org](mailto:olival@ecohealthalliance.org)>

**Date:** Wednesday, February 1, 2017 at 11:00 AM

**To:** REDACTED

**Cc:** Peter Daszak <[daszak@ecohealthalliance.org](mailto:daszak@ecohealthalliance.org)>, Jonna Mazet <[jkmazet@ucdavis.edu](mailto:jkmazet@ucdavis.edu)>, Alison Andre <[andre@ecohealthalliance.org](mailto:andre@ecohealthalliance.org)>

**Subject:** Re: Viral Risk Ranking draft participant worksheet

Hi REDACTED

Sorry for not chiming in sooner. I'll review today before the call at 4pm EST.

Couple of notes on the email below:

I would delete " In this context, a spillover event occurs when a reservoir population with a high pathogen prevalence comes into contact with a novel host population." This is introducing bias to their ranking up front, and is not necessarily a universally excepted definition of spillover. For example what is a "reservoir population" and why is "high pathogen prevalence" a condition? Can't you have spillover in the case of a relatively low prevalence, given the presence of other important risk factors?

Also, maybe just define this statement a little more? "The levels of severity within each of the parameters will be evaluated at a later date. "

Lastly, not sure if I missed something obvious in the email below or the spreadsheet itself, but what system are we using for ranking and level of expertise respectively? 0-10 for both? 1-5? High, medium, low?

Thank you!  
Kevin

**Kevin J. Olival, PhD**

*Associate Vice President for Research*

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On Jan 19, 2017, at 7:44 PM, REDACTED wrote:

Hi Kevin and Peter,

I have attached a draft version of the viral risk ranking expert opinion worksheet for your review. Please can you go through the exercise (described below) and send me your feedback prior to the co-author meeting at 1PM PST / 4PM EST on the 1<sup>st</sup> of February.

If you have suggestions / opinions on any aspect of the exercise, either note them in the comments section of the worksheet or save them to discuss at the co-author meeting. I will send an agenda nearer to the time.

Happy to be working with you,

REDACTED

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#### PARTICIPANT EMAIL TEMPLATE

Dear Participant,

You are receiving this email because you have been selected as an expert in one or more of aspects of disease ecology, epidemiology or virology. Prof. Jonna Mazet, Global Director of PREDICT (<http://predict.global>) and I, Dr. Zoe Grange, would like to invite you to complete a short assessment of selected host, viral and environmental factors in terms of their importance in the risk of a viral spillover event from animals to humans. In this context, a spillover event occurs

when a reservoir population with a high pathogen prevalence comes into contact with a novel host population.

If you decide to participate, your expert opinion will be used to evaluate the contribution (if any) the factor has in an overall risk assessment of novel and known viruses detected in animals. At this point we are primarily interested in how much each parameter should affect the overall assessment of spillover risk. The levels of severity within each of the parameters will be evaluated at a later date. We anticipate the time allocation to this exercise will be 10 to 20 minutes.

This study is intended for scientific publication, all contributions to this exercise are voluntary and identifying information will not be published. We ask that the attached worksheet remain confidential and not to be shared with others.

**Instructions:**

- 1) Please open and save the worksheet with your initials in the title (i.e. Participantworksheet\_ZG.xlsx)
- 2) Complete the first tab called 'Demographic Information'
- 3) Open the second tab called 'Risk Ranking Worksheet'
  - a. Answer all categories for 'Importance for risk of viral spillover event' and 'Level of expertise' using provided dropdown options
  - b. Completion of the 'Comments' box is optional
- 4) Please return your completed worksheet to [zigrange@ucdavis.edu](mailto:zigrange@ucdavis.edu) by ..... 2017

Please accept my gratitude for your time and contribution to scientific collaboration.

Kind regards,

**REDACTED**

**REDACTED**

Mobile: **REDACTED**  
<participantWorksheet\_v2.xlsx>

**From:** "Leilani Francisco" <francisco@ecohealthalliance.org>  
**Sent:** 05/11/2017 2:36:07 PM (-07:00)  
**To:** "Jonna Mazet" <jkmazet@ucdavis.edu>  
**Cc:** "Christine Kreuder Johnson" <ckjohnson@ucdavis.edu>; "Peter Daszak" <daszak@ecohealthalliance.org>  
**Subject:** RE: Behavior Plan

Copy that, I'll keep it in.  
Thanks!  
Leilani

**From:** [REDACTED] **On Behalf Of** Jonna Mazet  
**Sent:** Thursday, May 11, 2017 5:33 PM  
**To:** Leilani Francisco <francisco@ecohealthalliance.org>  
**Cc:** Christine Kreuder Johnson <ckjohnson@ucdavis.edu>; Peter Daszak <daszak@ecohealthalliance.org>  
**Subject:** Re: Behavior Plan

Yes, please on the silly disclaimer. I had to add that to send it to you ;)  
J

On Thu, May 11, 2017 at 2:21 PM, Leilani Francisco <francisco@ecohealthalliance.org> wrote:

Hi all,  
Thanks for all of the great feedback on the presentation.  
Please find attached an updated version.  
For the table of quotes on Slide 14, the first row was the only row without quotes so I added some to make it consistent with the other 4 rows.

- **Important note:** the map on Slide 13 has been added for the presentation on my and Peter's laptops only. We will not share it with anyone and will delete the map immediately after the meeting.

On a related note, is the header for the map on Slide 13 ok? Do you want "NOT INTENDED FOR REDISTRIBUTION" to appear in the graphic on the slide?

I look forward to your thoughts.  
Best,  
Leilani

---

**From:** Leilani Francisco [mailto:francisco@ecohealthalliance.org]  
**Sent:** Monday, May 8, 2017 4:04 PM  
**To:** 'Jonna Mazet' <jkmazet@ucdavis.edu>  
**Cc:** 'Christine Kreuder Johnson' <ckjohnson@ucdavis.edu>; Peter Daszak <daszak@ecohealthalliance.org>  
**Subject:** RE: Behavior Plan

Hi Jonna and Chris,

Please find attached the latest draft of the presentation for the meeting with USAID on Friday.  
I've also attached a clean version of the communication campaign strategy document which I can print out and bring along if that sounds good to you.



A quick note on the order of the contents:

- I started with a brief background (from the workplan; I deleted content on the RFA) and a little on behavior change and program evaluation theories to frame the discussion. I won't spend much time on them (unless they give cues that they would like to).
- I followed this with Spotlight 1 on the WA communication campaign, then Spotlight 2 on bat-communication messaging reflecting analysis of qualitative data from other countries. It wraps up with next steps.
- I put the campaign before the broader qualitative analysis because we wanted the focus to be on the campaign but please let me know if you'd like anything re-ordered.

I look forward to your feedback.

Thanks in advance,

Leilani

---

**From:** Leilani Francisco [<mailto:francisco@ecohealthalliance.org>]

**Sent:** Thursday, May 4, 2017 12:56 PM

**To:** 'Jonna Mazet' <[jkmazet@ucdavis.edu](mailto:jkmazet@ucdavis.edu)>

**Cc:** 'Christine Kreuder Johnson' <[ckjohnson@ucdavis.edu](mailto:ckjohnson@ucdavis.edu)>; Peter Daszak <[daszak@ecohealthalliance.org](mailto:daszak@ecohealthalliance.org)>

**Subject:** RE: Behavior Plan

Great, thanks Jonna.

Everyone is available at 12:30 PDT. I've just sent an invite with the dial-in information.

Best,

Leilani

**From:** [REDACTED] **On Behalf Of** Jonna Mazet

**Sent:** Wednesday, May 3, 2017 9:56 PM

**To:** Leilani Francisco <[francisco@ecohealthalliance.org](mailto:francisco@ecohealthalliance.org)>

**Cc:** Christine Kreuder Johnson <[ckjohnson@ucdavis.edu](mailto:ckjohnson@ucdavis.edu)>; Peter Daszak <[daszak@ecohealthalliance.org](mailto:daszak@ecohealthalliance.org)>

**Subject:** Re: Behavior Plan

I have availability between 12:30 and 3:30 Pacific.

Thanks,

J

On Wed, May 3, 2017 at 5:30 PM, Leilani Francisco <[francisco@ecohealthalliance.org](mailto:francisco@ecohealthalliance.org)> wrote:

Perfect, this all sounds great, thanks so much.

Any time after 12:30 pm CA time on Wednesday works for me.

I can send an invite as a placeholder if that would be helpful. If yes, please let me know what window works best and I'll coordinate with Chris and Peter to firm up a time.

Best,

Leilani

On May 3, 2017, at 8:06 PM, Jonna Mazet <[jkmazet@ucdavis.edu](mailto:jkmazet@ucdavis.edu)> wrote:

Great that you guys are well coordinated. I'm good with you adding that content, sounds enriching.

Monday is fully booked & my first day back to the office and whatever that will bring.

Could you send drat Monday and then we could discuss Wednesday? If I have major issues on first glance, I could get you some quick feedback prior to a call. I have opening Wednesday midday.

Let us know,

Jonna

On Wed, May 3, 2017 at 3:18 PM, Leilani Francisco <[francisco@ecohealthalliance.org](mailto:francisco@ecohealthalliance.org)> wrote:

Hi again,

Would it be possible to set up a time on Monday to discuss the presentation?

For now, based on our latest discussions, I plan to focus on the communication plan (I'm working with Aiah and Tracey on updates as we speak).

We can also use the previously reviewed presentation deck.

I was wondering if it would be ok to add some content to the deck, e.g., content on behavior change theory and program evaluation concepts (to illustrate the link to the end goal), etc. Chris mentioned today that this would be ok and I'd really like to add this if it's ok with you. Please let me know if all of this sounds ok and if there's anything that you'd like me to focus on/include/exclude and I'd be happy to accommodate.

Many thanks,

Leilani

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**From:** Leilani Francisco [mailto:[francisco@ecohealthalliance.org](mailto:francisco@ecohealthalliance.org)]

**Sent:** Wednesday, May 3, 2017 3:31 PM

**To:** 'Jonna Mazet' <[jkmazet@ucdavis.edu](mailto:jkmazet@ucdavis.edu)>

**Cc:** 'Christine Kreuder Johnson' <[ckjohnson@ucdavis.edu](mailto:ckjohnson@ucdavis.edu)>; Peter Daszak <[daszak@ecohealthalliance.org](mailto:daszak@ecohealthalliance.org)>

**Subject:** RE: Behavior Plan

Hi Jonna,

Thanks for checking in, hope the travels are going well and great news about the call.

I touched base with Chris today on content for the slides.

Would it be ok if I get the slides to you on Monday?

Best,

Leilani

**From:** [jonna.mazet@gmail.com](mailto:jonna.mazet@gmail.com) [mailto:[jonna.mazet@gmail.com](mailto:jonna.mazet@gmail.com)] **On Behalf Of** Jonna Mazet

**Sent:** Wednesday, May 3, 2017 3:10 PM

**To:** Leilani Francisco <[francisco@ecohealthalliance.org](mailto:francisco@ecohealthalliance.org)>

**Cc:** Christine Kreuder Johnson <[ckjohnson@ucdavis.edu](mailto:ckjohnson@ucdavis.edu)>; Peter Daszak <[daszak@ecohealthalliance.org](mailto:daszak@ecohealthalliance.org)>

**Subject:** Behavior Plan

Hi Leilani,

Just checking in from New Zealand on the Behavior Plan that will be shared with USAID on May 12. I want to make sure we don't get into the same situation as last time with a very short opportunity to review, weigh-in, and revise.

Could you provide us with the anticipated schedule?

Also, looks like I will likely be able to join the call now.

Looking forward to it,

Jonna

**From:** "Anna Willoughby" <willoughby@ecohealthalliance.org>  
**Sent:** 08/07/2017 9:01:49 AM (-07:00)  
**To:** "Jonna Mazet" <jkmazet@ucdavis.edu>; "Chris Johnson" <ckjohnson@ucdavis.edu>; "Damien Joly" <djoly@metabiota.com>; "Peter Daszak" <daszak@ecohealthalliance.org>; "Kevin Olival" <olival@ecohealthalliance.org>  
**Cc:** "Brooke Genovese" <bgenovese@ucdavis.edu>; "Alison Andre" <andre@ecohealthalliance.org>  
**Subject:** August PREDICT M&A cross-call

Dear all,

I hope everyone's summer is going well. Unfortunately with some schedule changes, we need to cancel the call planned for tomorrow, August 8th at 2 pm EST. I will follow up shortly with potential times before the PREDICT meetings the week of September 11th. Current agenda items include:

- Year 4 Deliverables
- Modeling Capacity Building Brainstorm
- Emerging Disease Insights

Please let me know if you have additional items you would like to discuss.

Best,  
Anna

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## **Anna Willoughby**

*Research Assistant*

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Visit our blog: <http://blog.ecohealthalliance.org/updates>

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**From:** "Zahra B.Seyed" [REDACTED]  
**Sent:** 01/04/2017 2:52:49 PM (-08:00)  
**To:** jkmazet@ucdavis.edu  
**Cc:** daszak@ecohealthalliance.org; karesh@ecohealthalliance.org  
**Subject:** PREDICT behavioral risk and qualitative research.

Dear Professor Mazet,

Maybe you find these comments relevant to the ongoing project:

(Under AI and EPT-1 it became increasingly clear that efforts to promote individual behaviors that were intended to lower infection to “rare” disease threats were highly ineffective. At the core of the dilemma was the common and accurate perception that the risks posed by potentially new infectious diseases were very unlikely to affect any one individual. As such, there was little to no motivation for individuals to adopt new behaviors. On the other hand, it became increasingly clear that mitigating the risk posed by new infectious diseases could be more effectively addressed by focusing on policies and regulations that can affect the population-based behaviors and practices that contribute to “spill-over, amplification and spread”.)

<https://www.usaid.gov/sites/default/files/documents/1864/EPT2-Narrative-508.pdf>

- How comprehensive would be the core themes if they had been extracted from behavior change models and theories?

<http://www.behaviourchangetheories.com/about-book>

<https://implementationscience.biomedcentral.com/articles/10.1186/1748-5908-6-42>

- How externally validate would be the findings if both deductive and inductive approaches had been implemented during designing, conducting and analyzing the study? (Grounded theory, framework approach, etc).
- How effective would be the interviews, FGDs, conversations to reach the theoretical saturation with the fewer participants if the maximum variation sampling had been conducted by expanding the targeted population to the stakeholders in macro, meso and micro levels?

yours sincerely,

--  
Zahra Baradaran Seyed

DVM, MPH, DVSc  
Board Certified in LAIM

LinkedIn: <https://www.linkedin.com/in/zahrabaradaranseyed>

Twitter: <https://twitter.com/ZBSeyed>

**From:** "Lubroth, Juan (AGAH)" <[REDACTED]>  
**Sent:** 04/05/2017 7:49:40 AM (-07:00)  
**To:** "Ted Mashima" <TMashima@aavmc.org>; "Joan Hendricks" <jch@vet.upenn.edu>; "Bryan Slinker" <vetmed-dean@vetmed.wsu.edu>; "Michael Lairmore" <mdlairmore@ucdavis.edu>; "Jonna Mazet" <jkmazet@ucdavis.edu>; "Conrad, Patricia A." <paconrad@ucdavis.edu>; "Susan Sanchez" <ssanchez@uga.edu>; "Krecek, Tammi" <TKrecek@cvm.tamu.edu>; [REDACTED]; [REDACTED]; "daszak@ecohealthalliance.org" <daszak@ecohealthalliance.org>; "Palmer, Guy" <gpalmer@vetmed.wsu.edu>; "ivo@ivetoutreach.org" <ivo@ivetoutreach.org>  
**Cc:** "Andrew Maccabe" <amaccabe@aavmc.org>; "Marini, Corina (AGAH)" <[REDACTED]>  
**Subject:** RE: CUGH Apr 8, 6-7pm AAVMC happy hour TDL Bar

Dear Ted (et al.),

How nice to reach out to 'us' and plan such a gathering. I am already in Washington making the rounds with USG partners and then later will be meeting with the AAVMC. As to the Hilton bat, I will have to pass as I have a date with my sister who lives in Washington DC. Thank you nevertheless.

JUAN LUBROTH, DVM, PhD, ACVPM  
Chief Veterinary Officer  
Animal Health Service C-532,  
Food and Agriculture Organization of the United Nations

[REDACTED]

*The greatness of a nation and its moral progress can be judged by the way its animals are treated.*  
- M Gandhi



Food and Agriculture Organization  
of the United Nations

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**From:** Ted Mashima [mailto:TMashima@aavmc.org]  
**Sent:** 05 April 2017 16:30  
**To:** Joan Hendricks <jch@vet.upenn.edu>; Bryan Slinker <vetmed-dean@vetmed.wsu.edu>; Michael Lairmore <mdlairmore@ucdavis.edu>; Jonna Mazet <jkmazet@ucdavis.edu>; Conrad, Patricia A. <paconrad@ucdavis.edu>; Susan Sanchez <ssanchez@uga.edu>; Krecek, Tammi <TKrecek@cvm.tamu.edu>; [REDACTED] Lubroth, Juan (AGAH) [REDACTED] daszak@ecohealthalliance.org; Palmer, Guy <gpalmer@vetmed.wsu.edu>; ivo@ivetoutreach.org  
**Cc:** Andrew Maccabe <amaccabe@aavmc.org>  
**Subject:** CUGH Apr 8, 6-7pm AAVMC happy hour TDL Bar

Greetings.

The weather in DC is beautiful today—hope the same is true for you, wherever you are.

You are receiving this email because you are a colleague in the veterinary space who: is on the CUGH 2017 program, attended a recent CUGH conference, or told me you would be in DC this week.

Andy Maccabe, AAVMC CEO, and I found a small window of time for us to informally meet during the conference. Please join us on Saturday, April 8, from 6:00 to 7:00 PM at the TDL Bar, Hilton Washington.

Let me know if you are able to join us, so that I can guesstimate the amount of space to grab. I know the time conflicts with other events—feel free to just show up if you find yourself available. Also, please forward to others that I have surely missed.

Look forward to seeing many of you, soon.

Regards,  
Ted

**Ted Y. Mashima, DVM, DACZM, DACVPM**  
Senior Director for Academic and Research Affairs  
Association of American Veterinary Medical Colleges  
655 K Street NW, Suite 725  
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**From:** "Leilani Francisco" <francisco@ecohealthalliance.org>  
**Sent:** 04/26/2017 8:59:30 AM (-07:00)  
**To:** "Christine Kreuder Johnson" <ckjohnson@ucdavis.edu>; "Peter Daszak" <daszak@ecohealthalliance.org>; "Jonna Mazet" <jkmazet@ucdavis.edu>  
**Subject:** RE: RoC

Hi Chris,  
Sounds good, Peter and I can talk at 1 pm your time.  
I'll send an invite shortly.  
Best,  
Leilani

---

**From:** Christine Kreuder Johnson [mailto:[ckjohnson@ucdavis.edu](mailto:ckjohnson@ucdavis.edu)]  
**Sent:** Wednesday, April 26, 2017 11:46 AM  
**To:** Leilani Francisco <[francisco@ecohealthalliance.org](mailto:francisco@ecohealthalliance.org)>; Peter Daszak <[daszak@ecohealthalliance.org](mailto:daszak@ecohealthalliance.org)>; Jonna Mazet <[jkmazet@UCDAVIS.EDU](mailto:jkmazet@UCDAVIS.EDU)>  
**Subject:** Re: RoC

I think easiest to add this to our call today at 1pm (4pm EST) if that works for you. If Peter wants to join too, we can discuss RoC first up.  
Thanks,  
/ckj

---

**From:** Leilani Francisco <[francisco@ecohealthalliance.org](mailto:francisco@ecohealthalliance.org)>  
**Date:** Wednesday, April 26, 2017 at 6:47 AM  
**To:** Peter Daszak <[daszak@ecohealthalliance.org](mailto:daszak@ecohealthalliance.org)>, Jonna Mazet <[jkmazet@ucdavis.edu](mailto:jkmazet@ucdavis.edu)>  
**Cc:** Christine Kreuder Johnson <[ckjohnson@UCDAVIS.EDU](mailto:ckjohnson@UCDAVIS.EDU)>  
**Subject:** RE: RoC

Thank you both.

Chris,  
What times work well on your end?

Best,  
Leilani

---

**From:** Peter Daszak [mailto:[daszak@ecohealthalliance.org](mailto:daszak@ecohealthalliance.org)]  
**Sent:** Tuesday, April 25, 2017 5:09 PM  
**To:** Jonna Mazet <[jkmazet@ucdavis.edu](mailto:jkmazet@ucdavis.edu)>; Leilani Francisco <[francisco@ecohealthalliance.org](mailto:francisco@ecohealthalliance.org)>  
**Cc:** Christine Kreuder Johnson <[ckjohnson@ucdavis.edu](mailto:ckjohnson@ucdavis.edu)>  
**Subject:** RE: RoC

Great – I'm keen to move ahead....we should talk about it in detail when we go through our country-by-country review in Davis, but in the meantime we'll talk with Chris.

Cheers,



Peter

**Peter Daszak**  
President

EcoHealth Alliance  
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New York, NY 10001

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*EcoHealth Alliance leads cutting-edge research into the critical connections between human and wildlife health and delicate ecosystems. With this science we develop solutions that promote conservation and prevent pandemics.*

**From:** [REDACTED] **On Behalf Of** Jonna Mazet  
**Sent:** Tuesday, April 25, 2017 7:46 AM  
**To:** Leilani Francisco  
**Cc:** Peter Daszak; Christine Kreuder Johnson  
**Subject:** Re: RoC

Email best or you can discuss with Chris, as I am in India now,  
Jonna

On Monday, April 24, 2017, Leilani Francisco <[francisco@ecohealthalliance.org](mailto:francisco@ecohealthalliance.org)> wrote:  
Hi Jonna,

Thanks for the question about RoC. I connected with Peter and wanted to circle back.  
Would it be easiest to set up a quick call to discuss?

Best,  
Leilani

--

**Leilani Francisco, PhD, MA, PMP**  
Senior Scientist | PREDICT-2 Senior Behavioral Risk Surveillance Coordinator

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*EcoHealth Alliance leads cutting-edge research into the critical connections between human and wildlife health and delicate ecosystems. With this science we develop solutions that promote conservation and prevent pandemics.*

**From:** "Anna Willoughby" <willoughby@ecohealthalliance.org>  
**Sent:** 05/09/2017 3:01:38 PM (-07:00)  
**To:** "Kevin Olival" <olival@ecohealthalliance.org>; "Peter Daszak" <daszak@ecohealthalliance.org>; "Damien Joly" <djoly@metabiota.com>; "Jonna Mazet" <jkmazet@ucdavis.edu>; "Chris Johnson" <ckjohnson@ucdavis.edu>  
**Cc:** "Alison Andre" <andre@ecohealthalliance.org>; "Elizabeth S Chase" <eschase@ucdavis.edu>  
**Subject:** Notes from May 9th P2-wid M&A call  
**Attachments:** cross-MAcall\_5-9-17 .docx

Dear all,

Please find the notes from today's call attached. Action Items include

- PD/KJO to update SemiAnnual Report Bullets (will circulate by Wed 5/10)
- PD/KJO to update M&E with infographic and edits (final due to Corina at UCD 5/12)
- CKJ to send any SemiAnnual Report or M&E models she would like to include
- DJ to send project concept note for M&A Fellow Candidate, Placide
- PD to revise the GVP EDI

The next P2 call is slotted for June 6th at 11am/2pm EST. Please let me know if you are unavailable, and I will circulate a doodle poll as needed.

Thank you,  
Anna

--

## **Anna Willoughby**

*Research Assistant*

EcoHealth Alliance  
460 West 34th Street – 17th floor  
New York, NY 10001

1.646.868.4713 (direct)  
1.212.380.4465 (fax)  
[REDACTED] cell)

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*EcoHealth Alliance leads cutting-edge research into the critical connections between human and wildlife health and delicate ecosystems. With this science we develop solutions that promote conservation and prevent pandemics.*

P2-wide M&A call

May 9, 2017

PD, KJO, DJ, JM, ARW

- Emerging Disease Insights
  - Audience:
    - USAID, policy makers, EPT partners
  - Purpose:
    - Highlight the useful products we make for USAID
    - Use as handouts
  - *PD to rewrite GVP per Dennis/JM comments*
- M&E indicators (final due Friday, May 12th)
  - Add in JM/Zoe Viral Ranking survey
  - Add in CKJ models (CKJ to send)
  - Add infographic at beginning with # maps, # models, etc (like OHW doc)
  - GVP outputs can be presented as global models to optimize surveillance
  - Make figure legends more user friendly, with clear purpose
- Semi Annual Report (final to DW May 9th)
  - Move GVP to end, with separate points
  - Make purpose of all items clear and of relevance to USAID, e.g. capacity building/products for in-country staff
  - Take out all names
  - Add in a few relevant, clear images (eg hotspots)
- P2 Fellow:
  - DJ to send Placide project concept description related to Bocaviruses in Non Human Primates

**From:** "Leilani Francisco" <francisco@ecohealthalliance.org>  
**Sent:** 05/10/2017 4:50:37 PM (-07:00)  
**To:** "Christine Kreuder Johnson" <ckjohnson@ucdavis.edu>; "Jonna Mazet" <jkmazet@ucdavis.edu>  
**Cc:** "Peter Daszak" <daszak@ecohealthalliance.org>  
**Subject:** RE: Behavior Plan

Excellent and thank you too,  
Leilani

---

**From:** Christine Kreuder Johnson [mailto:[ckjohnson@ucdavis.edu](mailto:ckjohnson@ucdavis.edu)]  
**Sent:** Wednesday, May 10, 2017 4:55 PM  
**To:** Leilani Francisco <[francisco@ecohealthalliance.org](mailto:francisco@ecohealthalliance.org)>; Jonna Mazet <[jkmazet@ucdavis.edu](mailto:jkmazet@ucdavis.edu)>  
**Cc:** Peter Daszak <[daszak@ecohealthalliance.org](mailto:daszak@ecohealthalliance.org)>  
**Subject:** Re: Behavior Plan

Leilani,  
Attaching ppt here with changes from today written in grey.  
Thanks for discussion today,  
/ckj

---

**From:** Leilani Francisco <[francisco@ecohealthalliance.org](mailto:francisco@ecohealthalliance.org)>  
**Date:** Monday, May 8, 2017 at 1:03 PM  
**To:** Jonna Mazet <[jkmazet@ucdavis.edu](mailto:jkmazet@ucdavis.edu)>  
**Cc:** Christine Kreuder Johnson <[ckjohnson@UCDAVIS.EDU](mailto:ckjohnson@UCDAVIS.EDU)>, Peter Daszak <[daszak@ecohealthalliance.org](mailto:daszak@ecohealthalliance.org)>  
**Subject:** RE: Behavior Plan

Hi Jonna and Chris,

Please find attached the latest draft of the presentation for the meeting with USAID on Friday.  
I've also attached a clean version of the communication campaign strategy document which I can print out and bring along if that sounds good to you.

A quick note on the order of the contents:

- I started with a brief background (from the workplan; I deleted content on the RFA) and a little on behavior change and program evaluation theories to frame the discussion. I won't spend much time on them (unless they give cues that they would like to).
- I followed this with Spotlight 1 on the WA communication campaign, then Spotlight 2 on bat-communication messaging reflecting analysis of qualitative data from other countries. It wraps up with next steps.
- I put the campaign before the broader qualitative analysis because we wanted the focus to be on the campaign but please let me know if you'd like anything re-ordered.

I look forward to your feedback.  
Thanks in advance,  
Leilani

---

**From:** Leilani Francisco [mailto:[francisco@ecohealthalliance.org](mailto:francisco@ecohealthalliance.org)]  
**Sent:** Thursday, May 4, 2017 12:56 PM  
**To:** 'Jonna Mazet' <[jkmazet@ucdavis.edu](mailto:jkmazet@ucdavis.edu)>  
**Cc:** 'Christine Kreuder Johnson' <[ckjohnson@ucdavis.edu](mailto:ckjohnson@ucdavis.edu)>; Peter Daszak <[daszak@ecohealthalliance.org](mailto:daszak@ecohealthalliance.org)>  
**Subject:** RE: Behavior Plan

Great, thanks Jonna.

Everyone is available at 12:30 PDT. I've just sent an invite with the dial-in information.

Best,  
Leilani

**From:** [REDACTED] **On Behalf Of** Jonna Mazet  
**Sent:** Wednesday, May 3, 2017 9:56 PM  
**To:** Leilani Francisco <[francisco@ecohealthalliance.org](mailto:francisco@ecohealthalliance.org)>  
**Cc:** Christine Kreuder Johnson <[ckjohnson@ucdavis.edu](mailto:ckjohnson@ucdavis.edu)>; Peter Daszak <[daszak@ecohealthalliance.org](mailto:daszak@ecohealthalliance.org)>  
**Subject:** Re: Behavior Plan

I have availability between 12:30 and 3:30 Pacific.

Thanks,  
J

On Wed, May 3, 2017 at 5:30 PM, Leilani Francisco <[francisco@ecohealthalliance.org](mailto:francisco@ecohealthalliance.org)> wrote:

Perfect, this all sounds great, thanks so much.

Any time after 12:30 pm CA time on Wednesday works for me.

I can send an invite as a placeholder if that would be helpful. If yes, please let me know what window works best and I'll coordinate with Chris and Peter to firm up a time.

Best,  
Leilani

On May 3, 2017, at 8:06 PM, Jonna Mazet <[jkmazet@ucdavis.edu](mailto:jkmazet@ucdavis.edu)> wrote:

Great that you guys are well coordinated. I'm good with you adding that content, sounds enriching.

Monday is fully booked & my first day back to the office and whatever that will bring.

Could you send drat Monday and then we could discuss Wednesday? If I have major issues on first glance, I could get you some quick feedback prior to a call. I have opening Wednesday midday.

Let us know,  
Jonna

On Wed, May 3, 2017 at 3:18 PM, Leilani Francisco <[francisco@ecohealthalliance.org](mailto:francisco@ecohealthalliance.org)> wrote:

Hi again,

Would it be possible to set up a time on Monday to discuss the presentation?

For now, based on our latest discussions, I plan to focus on the communication plan (I'm working with Aiah and Tracey on updates as we speak).

We can also use the previously reviewed presentation deck.

I was wondering if it would be ok to add some content to the deck, e.g., content on behavior change theory and program evaluation concepts (to illustrate the link to the end goal), etc. Chris mentioned today that this would be ok and I'd really like to add this if it's ok with you. Please let me know if all of this sounds ok and if there's anything that you'd like me to focus on/include/exclude and I'd be happy to accommodate.

Many thanks,  
Leilani

---

**From:** Leilani Francisco [mailto:[francisco@ecohealthalliance.org](mailto:francisco@ecohealthalliance.org)]

**Sent:** Wednesday, May 3, 2017 3:31 PM

**To:** 'Jonna Mazet' <[jkmazet@ucdavis.edu](mailto:jkmazet@ucdavis.edu)>  
**Cc:** 'Christine Kreuder Johnson' <[ckjohnson@ucdavis.edu](mailto:ckjohnson@ucdavis.edu)>; Peter Daszak <[daszak@ecohealthalliance.org](mailto:daszak@ecohealthalliance.org)>  
**Subject:** RE: Behavior Plan

Hi Jonna,  
Thanks for checking in, hope the travels are going well and great news about the call.  
I touched base with Chris today on content for the slides.  
Would it be ok if I get the slides to you on Monday?  
Best,  
Leilani

**From:** [REDACTED] ] On Behalf Of Jonna Mazet  
**Sent:** Wednesday, May 3, 2017 3:10 PM  
**To:** Leilani Francisco <[francisco@ecohealthalliance.org](mailto:francisco@ecohealthalliance.org)>  
**Cc:** Christine Kreuder Johnson <[ckjohnson@ucdavis.edu](mailto:ckjohnson@ucdavis.edu)>; Peter Daszak <[daszak@ecohealthalliance.org](mailto:daszak@ecohealthalliance.org)>  
**Subject:** Behavior Plan

Hi Leilani,  
Just checking in from New Zealand on the Behavior Plan that will be shared with USAID on May 12. I want to make sure we don't get into the same situation as last time with a very short opportunity to review, weigh-in, and revise.  
Could you provide us with the anticipated schedule?  
Also, looks like I will likely be able to join the call now.  
Looking forward to it,  
Jonna

**From:** predict-request@ucdavis.edu on behalf of "Karen Saylor" <ksaylors@metabiota.com>  
**Sent:** 06/20/2017 9:49:56 AM (-07:00)  
**To:** "Romain Bagamboula" <[REDACTED]>  
**Cc:** [REDACTED]; "Ubald Tamoufe" <utamoufe@metabiota.com>; "Evelyn Luciano" <luciano@ecohealthalliance.org>; "Prime Mulembakani" <pmulembakani@metabiota.com>; [REDACTED] <[REDACTED]>; "predict@ucdavis.edu" <predict@ucdavis.edu>; "Peter Daszak" <daszak@ecohealthalliance.org>; "William B. Karesh" <karesh@ecohealthalliance.org>; "Mario Mondele" <mmondele@usaid.gov>  
**Subject:** [predict] Re: des nouvelles

Merci beaucoup Romain. Je comprend la difficulté qui vous fais face avec cette coupure de la fibre optique. Des que la lettre d'invitation, veuillez me l'envoyer meme par What's App, si vous n'avez pas une connection. Si ca peut se faire cette semaine, ca serait ideal, comme le Consulat me dis qu'il fait une lettre et non pas seulement une réservation d'hotel.

Merci d'avance pour votre aide.  
Karen

---

**From:** Romain Bagamboula Mpassi <[REDACTED]>  
**Date:** Thursday, June 15, 2017 at 7:12 AM  
**To:** Karen Saylor <[ksaylors@metabiota.com](mailto:ksaylors@metabiota.com)>  
**Cc:** [REDACTED], Ubald Tamoufe <[utamoufe@metabiota.com](mailto:utamoufe@metabiota.com)>, Evelyn Luciano <[luciano@ecohealthalliance.org](mailto:luciano@ecohealthalliance.org)>, Prime Mulembakani <[pmulembakani@metabiota.com](mailto:pmulembakani@metabiota.com)>, [REDACTED] <[REDACTED]>, "[predict@ucdavis.edu](mailto:predict@ucdavis.edu)" <[predict@ucdavis.edu](mailto:predict@ucdavis.edu)>, Peter Daszak <[daszak@ecohealthalliance.org](mailto:daszak@ecohealthalliance.org)>, "William B. Karesh" <[karesh@ecohealthalliance.org](mailto:karesh@ecohealthalliance.org)>, Mario Mondele <[mmondele@usaid.gov](mailto:mmondele@usaid.gov)>  
**Subject:** Re: des nouvelles

Karen, bonjour. La connexion internet est très mauvaise ces jours -ci à cause de la coupure de la fibre optique qui dessert le Congo. Je viens de faire signer la lettre de don à l'INRB par le Général pour rendre les choses plus faciles à la frontière du beach/port de Brazzaville. Comme convenu, Dionne et Hilarion vont voyager avec ces matériels. Christian va vous scanner la lettre de don ce soir si la connexion internet le permet. Pour la lettre d'invitation, je fais le possible pour qu'elle soit signée par le ministre la semaine prochaine.

Best  
Romain

Le 14 juin 2017 18:09, Karen Saylor <[ksaylors@metabiota.com](mailto:ksaylors@metabiota.com)> a écrit :

**Subject:** One Health WG Call #6  
**Location:** teleconference

**Start:** 11/03/2017 4:00:00 PM (-07:00)  
**End:** 11/03/2017 5:00:00 PM (-07:00)  
**Show Time As:** Tentative

**Organizer:** Ogawa, V. Ayano (VOgawa@nas.edu)

**Required Attendees:** 'Jonna

Mazet';'daszak@ecohealthalliance.org';'dmrizzo@ucdavis.edu';'george.poste@asu.edu';'jeff.duchin@kingcounty.gov';'mary\_wilson@harvard.edu';'eduardo.gotuzzo@upch.pe';'Jennifer. [REDACTED]';'Hughes, James M';'William B. Karesh';'Gail Hansen';'Barton Behravesh, Casey (CDC/OID/NCEZID)';'Cardwell, Kitty';'Mundaca-Shah, Ceci;Tran, Thu Anh

**Optional Attendees:** 'Stephanie

Calderone';'andre@ecohealthalliance.org';'amanda.andre@ecohealthalliance.org';'Brooke Genovese'; [REDACTED]  
[REDACTED];Gardy, Jennifer;George Poste;Duchin, Jeff;Wilson, Mary E.;amanda.andre@ecohealthalliance.org;David Rizzo

PLEASE NOTE: The date and time for call #6 has changed again to Friday, November 3 from 4-5pm (ET). Thank you for your flexibility!

Conference call info

Toll-free dial-in (U.S. and Canada): [REDACTED]

International dial-in: [REDACTED]

Conference code: [REDACTED]

Please feel free to contact me with any questions.

Warm regards,  
Ayano



**From:** "Ogawa, V. Ayano" <VOgawa@nas.edu>  
**Sent:** 09/14/2017 8:43:03 AM (-07:00)  
**To:** "Jonna Mazet" <jkmazet@ucdavis.edu>; "daszak@ecohealthalliance.org" <daszak@ecohealthalliance.org>; "dmrizzo@ucdavis.edu" <dmrizzo@ucdavis.edu>; "george.poste@asu.edu" <george.poste@asu.edu>; "jeff.duchin@kingcounty.gov" <jeff.duchin@kingcounty.gov>; "mary\_wilson@harvard.edu" <mary\_wilson@harvard.edu>; "eduardo.gotuzzo@upch.pe" <eduardo.gotuzzo@upch.pe>; "REDACTED" >; "Hughes, James (CDC emory.edu)" <jmhughe@emory.edu>; "William B. Karesh" <karesh@ecohealthalliance.org>; "Gail Hansen" <REDACTED" >; "Barton Behravesh, Casey (CDC/OID/NCEZID)" <dlx9@cdc.gov>; "Cardwell, Kitty" <kitty.cardwell@okstate.edu>; "Hermsen, Elizabeth D" <elizabeth.hermsen@merck.com>; "King, Lonnie" <king.1518@osu.edu>  
**Cc:** "Mundaca-Shah, Ceci" <CMundaca@nas.edu>; "Tran, Thu Anh" <TTran@nas.edu>; "Stephanie Calderone" <Stephanie.Calderone@asu.edu>; "REDACTED" >; "andre@ecohealthalliance.org" <andre@ecohealthalliance.org>; "amanda.andre@ecohealthalliance.org" <amanda.andre@ecohealthalliance.org>  
**Subject:** Call for agenda items-One Health Work Group

Dear One Health Work Group,

In preparation for the work group call next week, I am starting to put together a call agenda. So far, I have on the agenda the following items: membership changes; core competencies paper; and potential deliverables related to the One Health workforce, economic dimensions of One Health, and the Prince Mahidol Conference. If you would like to request additional agenda items, please let me know by **Monday, September 18**. I will send a finalized agenda and other call materials next week prior to the call.

Thank you, and I look forward to the call next Friday!

Best regards,  
Ayano

**V. Ayano Ogawa, S.M.**

Program Officer

Forum on Microbial Threats | Board on Global Health

Health and Medicine Division | <http://www.nationalacademies.org/hmd/>

The National Academies of Sciences, Engineering, and Medicine

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Phone: 202.334.1349

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**From:** [REDACTED]  
**Sent:** 12/18/2017 8:52:45 AM (-08:00)  
**To:** "Jonna Mazet" <jonna.mazet@gmail.com>; "Peter Daszak" <daszak@ecohealthalliance.org>  
**Subject:** FW: WHO Bulletin submission for PMAC issue

Hi Jonna and Peter,

FYI I informed the WHO Bulletin last Friday about our delayed submission – sharing their response below.

Best,

[REDACTED]

[REDACTED]

---

**From:** bulletin.submit.ask [mailto:bulletin.s [REDACTED]]  
**Sent:** Monday, December 18, 2017 7:44 AM  
**To:** [REDACTED]  
**Subject:** RE: WHO Bulletin submission for PMAC issue

Dear [REDACTED]

Thank you for your message. Please submit your revision as soon as possible as we are approaching the production deadline for the Prince Mahidol Award Conference theme issue.

Kind regards,

\*\*\*\*\*

Kaylene Selleck  
Editorial Assistant  
*The Bulletin of the World Health Organization*

\*\*\*\*\*

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**From:** [REDACTED]  
**Sent:** 15 December 2017 22:38  
**To:** bulletin.submit.ask; GOLLOGLY, Laragh  
**Subject:** WHO Bulletin submission for PMAC issue

Dear Dr Laragh Gollogly and editorial team for the WHO Bulletin,

I hope you are well during this holiday season. My name is [REDACTED] and I am writing on behalf of all authors regarding the manuscript titled “Launching the Global Virome Project: The Beginning of the End of the Pandemic Era” (MS ID#: BLT/2017/205005).

We have been putting our full efforts into revising the manuscript for the PMAC 2018 issue in the past weeks. In order to have the best version submitted to your team to meet Bulletin standards, we would sincerely appreciate if you would accept the revised manuscript by Tuesday next week.

Thank you in advance for your generous consideration. I hope you have a great weekend.

Best wishes,

**REDACTED**

On behalf of all authors

**REDACTED**

**From:** "Peter Daszak" <daszak@ecohealthalliance.org>  
**Sent:** 02/13/2018 8:24:00 AM (-08:00)  
**To:** "Shah, Cecilia" <cshah@nas.edu>; "Beth Cameron" <cameron@nti.org>; "Dean.Jamison@ucsf.edu" <Dean.Jamison@ucsf.edu>; "djamison@uw.edu" <djamison@uw.edu>; "Espinal, Dr. Marcos (WDC)" <espinalm@paho.org>; "Jennifer Gardy" <[REDACTED]>; "jkmazet@ucdavis.edu" <jkmazet@ucdavis.edu>; "Joshua Michaud" <JoshuaM@kff.org>; "mchawla@worldbank.org" <mchawla@worldbank.org>; "Peter Sands" <[REDACTED]>; "Taylor, Jami [GCSOUS]" <jtaylo19@its.jnj.com>; "tgevens@worldbank.org" <tgevens@worldbank.org>; "Thomas Inglesby" <tinglesby@jhu.edu>; "Timothy Burgess" <timothy.burgess@usuhs.edu>  
**Cc:** "Ogawa, V. Ayano" <VOgawa@nas.edu>; "Tran, Thu Anh" <TTran@nas.edu>  
**Subject:** Another potential speaker...

Another great person who published in PNAS on optimizing trade-offs for pandemic risk, trade and disease spread etc.

Would be a good person to talk about pandemic economics and drivers of risk..

<https://www.uwyo.edu/econfin/people/faculty/david-c-finnoff.html>

Cheers,

Peter

**Peter Daszak**

*President*

EcoHealth Alliance  
460 West 34<sup>th</sup> Street – 17<sup>th</sup> Floor  
New York, NY 10001

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[www.ecohealthalliance.org](http://www.ecohealthalliance.org)

*EcoHealth Alliance leads cutting-edge research into the critical connections between human and wildlife health and delicate ecosystems. With this science we develop solutions that prevent pandemics and promote conservation.*

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**From:** Shah, Cecilia [mailto:cshah@nas.edu]  
**Sent:** Monday, February 12, 2018 10:33 AM  
**To:** Beth Cameron; Dean.Jamison@ucsf.edu; djamison@uw.edu; Espinal, Dr. Marcos (WDC); Jennifer Gardy; jkmazet@ucdavis.edu; 'Joshua Michaud'; mchawla@worldbank.org; Peter Daszak; 'Peter Sands'; Taylor, Jami [GCSOUS]; tgevens@worldbank.org; Thomas Inglesby; Timothy Burgess  
**Cc:** Ogawa, V. Ayano; Tran, Thu Anh  
**Subject:** FIRST PLANNING CALL - Forum on Microbial Threats Workshop  
**Importance:** High

Dear Planning Committee Members,

We are looking forward to our first planning call tomorrow **Tuesday, February 13 from 10:00 – 11:30 AM (ET)**. In preparation for the call, please see attached 4 documents:

1. First Call Agenda
2. Planning Committee Roster and Bios
3. Draft Workshop Agenda
4. Resources List

As you can see in the agenda for the call, after the conflict of interest discussion (which is mandatory to confirm your appointments to this planning committee), we will discuss the workshop objectives, themes, and proposed sessions. We have prepared a **first draft workshop agenda** that we would like to use as a starting point for the discussion. **Please note that throughout this document, we offer suggestions for presentations and speakers in bubble comments.** We would very much appreciate if you can take a look at this first draft before the call.

The dial-in information is in the calendar invitation Anh sent and also below:

Toll Free Number: REDACTED  
International Number: REDACTED  
Participant Passcode: REDACTED

Looking forward to talking to you tomorrow.

Best,

**Cecilia Mundaca Shah, MD, DrPH**  
Director, Forum on Microbial Threats  
Board on Global Health  
Health and Medicine Division | Find us at [nationalacademies.org/HMD](https://nationalacademies.org/HMD)  
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Washington, DC 20001  
Phone: [202 334 2622](tel:2023342622)  
E-mail: [cshah@nas.edu](mailto:cshah@nas.edu)

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**From:** IOHC 2018 Organizers <IOHC2018@conftool.com>  
**To:** eskew@ecohealthalliance.org <eskew@ecohealthalliance.org>  
**CC:** dmontecino@ucdavis.edu <dmontecino@ucdavis.edu>; nrandhawa@ucdavis.edu  
<nrandhawa@ucdavis.edu>; olival@ecohealthalliance.org  
<olival@ecohealthalliance.org>; daszak@ecohealthalliance.org  
<daszak@ecohealthalliance.org>; jkmazet@ucdavis.edu  
<jkmazet@ucdavis.edu>; predict@ucdavis.edu <predict@ucdavis.edu>  
**Sent:** 3/16/2018 5:45:40 AM  
**Subject:** IOHC 2018: abstract selected for poster presentation

Dear Evan Ashton Eskew,

On behalf of the IOHC18 Program Committee, it is my pleasure to confirm that your abstract 'Pregnancy and Other Drivers of Viral Detection in Bat Hosts' has been accepted for a poster presentation in the 5th International One Health Congress.

Guidelines for poster authors will be made available on the conference website on the very short term. Note, however, that poster presenters need to pay their registration fee before 28 March 2018, so please secure your participation by transferring the registration fee if you haven't done this already.

Looking forward to seeing you in Saskatoon!

Kindest regards,

David De Pooter  
IOHC18 management

<https://www.conftool.com/onehealthplatform2018/>  
<http://onehealthplatform.com/international-one-health-conferences/home/>

**From:** "Anna Willoughby" <willoughby@ecohealthalliance.org>  
**Sent:** 06/12/2018 8:54:53 AM (-07:00)  
**To:** "Peter Daszak" <daszak@ecohealthalliance.org>; "Kevin Olival" <olival@ecohealthalliance.org>; "Sarah Olson" <REDACTED>; "Chris Johnson" <ckjohnson@ucdavis.edu>; "Dave McIver" <REDACTED>; "Shields, Lindsey" <ShieldsL@si.edu>; "Murray, Suzan" <murrays@si.edu>; "Jonna Mazet" <jkmazet@ucdavis.edu>  
**Cc:** "Brooke Genovese" <bgenovese@ucdavis.edu>; "Churchill, Carolina" <REDACTED>; "Alison Andre" <andre@ecohealthalliance.org>  
**Subject:** July PREDICT partner-wid M&A call; July 12th (Thurs) 11 am PST/ 2 pm EST

Dear all,

We have scheduled the partner-wide M&A conference call for July 12th (Thursday) 11 am - 12 pm PST/ 2 pm - 3 pm EST. Call details: # <REDACTED> Access code <REDACTED>

Please let me know if you have items for the agenda or if there are any scheduling issues.

Best,  
Anna  
--

## **Anna Willoughby**

*Research Assistant*

EcoHealth Alliance  
460 West 34th Street – 17th floor  
New York, NY 10001

1.646.868.4713 (direct)  
1.212.380.4465 (fax)  
<REDACTED> (cell)

[www.ecohealthalliance.org](http://www.ecohealthalliance.org)

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*EcoHealth Alliance leads cutting-edge scientific research into the critical connections between human and wildlife health and delicate ecosystems. With this science, we develop solutions that prevent pandemics and promote conservation.*

**From:** predict-request@ucdavis.edu on behalf of "Doré Ahmadou" [REDACTED]  
**Sent:** 07/23/2018 3:23:26 PM (-07:00)  
**To:** "Zena Mchomvu" <[REDACTED]>  
**Cc:** "Hannah R Chale" <hrchale@ucdavis.edu>; "luciano@ecohealthalliance.org" <luciano@ecohealthalliance.org>; "turner@ecohealthalliance.org" <turner@ecohealthalliance.org>; "sullivan@ecohealthalliance.org" <sullivan@ecohealthalliance.org>; "musser@ecohealthalliance.org" <musser@ecohealthalliance.org>; "daszak@ecohealthalliance.org" <daszak@ecohealthalliance.org>; "NguyenR@si.edu" <NguyenR@si.edu>; "KejelaE@si.edu" <KejelaE@si.edu>; "WalkerAS@si.edu" <WalkerAS@si.edu>; "ZimmermanD@si.edu" <ZimmermanD@si.edu>; "MurrayS@si.edu" <MurrayS@si.edu>; "bedison@metabiota.com" <bedison@metabiota.com>; "mnguyen@metabiota.com" <mnguyen@metabiota.com>; "ali@metabiota.com" <ali@metabiota.com>; "erubin@metabiota.com" <erubin@metabiota.com>; "ksaylors@metabiota.com" <ksaylors@metabiota.com>; [REDACTED]  
[REDACTED]; "ar3049@cumc.columbia.edu" <ar3049@cumc.columbia.edu>; "sja2127@columbia.edu" <sja2127@columbia.edu>; "Kirsten Gilardi" <kvgilardi@ucdavis.edu>; [REDACTED]; "Elizabeth Leasure" <ealeasure@ucdavis.edu>; [REDACTED]  
[REDACTED]; "David John Wolking" <djwolking@ucdavis.edu>; "Jennifer K Lane" <jklane@ucdavis.edu>; "Kevin N Gonzalez" <kngonzalez@ucdavis.edu>; [REDACTED]  
[REDACTED]; "cringo@ucdavis.edu" <cringo@ucdavis.edu>; [REDACTED]  
[REDACTED]  
"ew635@law.georgetown.edu" <ew635@law.georgetown.edu>; [REDACTED]  
[REDACTED]; "Tracey Goldstein" <tgoldstein@ucdavis.edu>; [REDACTED]  
[REDACTED]; "Christine Kreuder Johnson" <ckjohnson@ucdavis.edu>; [REDACTED]  
[REDACTED]; "Woutrina A Smith" <wasmith@ucdavis.edu>; [REDACTED]  
[REDACTED]; "Corina Grigorescu Monagin" <cgmonagin@ucdavis.edu>; "Jaber Amine Belkhiria" <jabelkhiria@ucdavis.edu>; [REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]  
"Tsegaw Fentie"  
[REDACTED]  
[REDACTED]  
[REDACTED]; "Brian H Bird" <bhbird@gmx.ucdavis.edu>; "Brooke Genovese" <bgenovese@ucdavis.edu>; "hlarman1@jhmi.edu" <hlarman1@jhmi.edu>; "predict@ucdavis.edu" <predict@ucdavis.edu>  
**Subject:** [predict] Re: Mandatory language for Certifications & Invoices

Chère Hannah  
Votre message est bien compris  
Bonne réception

2018-07-20 11:23 GMT+00:00 Zena Mchomvu <[REDACTED]>

Dear Hannah,

Your email is well received with thanks.

Regards,

On Thu, Jul 19, 2018 at 6:39 PM, Hannah R Chale <hrchale@ucdavis.edu> wrote:



Dear PREDICT Partners,

Uniform Guidance (UG) 200.415 requires that every Expense Certification Letter and every Invoice signed by your institution's authorized official, must have the exact language/clause below:

*"By signing this report, I certify to the best of my knowledge and belief that the report is true, complete, and accurate, and the expenditures, disbursements and cash receipts are for the purposes and objectives set forth in the terms and conditions of the Federal award. I am aware that any false, fictitious, or fraudulent information, or the omission of any material fact, may subject me to criminal, civil or administrative penalties for fraud, false statements, false claims or otherwise. (U.S. Code Title 18, Section 1001 and Title 31, Sections 3729-3730 and 3801-3812)."*

Going forward, any Expense Certification or Invoice without this clause will be returned for correction

Please let me know if you have any questions

Thank you!

**Hannah Chale**

Contracts & Grants Analyst

One Health Institute

University of California, Davis

Cell – REDACTED

<http://www.vetmed.ucdavis.edu/ohi/>

--  
Zena

**Subject:** OHAC Meeting #11  
**Location:** Zoom video conference  
  
**Start:** 08/22/2018 4:00:00 PM (-07:00)  
**End:** 08/22/2018 5:00:00 PM (-07:00)  
**Show Time As:** Tentative

**Organizer:** Ogawa, V. Ayano (VOgawa@nas.edu)

**Required Attendees:** 'Jonna

Mazet';'daszak@ecohealthalliance.org';'dmrizzo@ucdavis.edu';'jeff.duchin@kingcounty.gov'; [REDACTED]  
Hughes, James M';'Gail Hansen';'Barton Behraves, Casey (CDC/OID/NCEZID)';'King, Lonnie';'Shah, Cecilia;Tran, Thu  
Anh; [REDACTED]';'Anderson, Kevin';'Miller, Sally'

**Optional Attendees:** 'Stephanie Calderone';'andre@ecohealthalliance.org';'Brooke  
Genovese';'Stephanie.Scappini@kingcounty.gov';'Wilson, Mary E.'; 'Hermsen, Elizabeth D';'george.poste@asu.edu'

OHAC Call #11 will be held on 8/22 at 4pm ET.

Prior to the call, please take a look at the attachments and fill out the One Health Workforce Survey link. If you are unable to join the call, please still fill out the survey and email me your feedback: [https://ucdavis.co1.qualtrics.com/jfe/form/SV\\_1Ii11y0IM4OnObX](https://ucdavis.co1.qualtrics.com/jfe/form/SV_1Ii11y0IM4OnObX)

To join the meeting, please use the Zoom video conferencing information below. NOTE: This info is different from the usual call-in number.

- Join from PC, Mac, Linux, iOS or Android: [REDACTED]
- Or iPhone one-tap : US: + [REDACTED] #
- Or Telephone: Dial (for higher quality, dial a number based on your current location):  
US: + [REDACTED]  
Meeting ID: [REDACTED]  
International numbers available: [REDACTED]

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FORUM ON MICROBIAL THREATS  
**ONE HEALTH ACTION COLLABORATIVE**

**Running List of Topics for Potential Deliverables 2018-2019**

*(Note: topics not listed in order of importance)*

- **US and One Health**
  - Weigh in on follow on activities of the U.S. [One Health Zoonotic Disease Prioritization Workshop](#) and [Joint External Evaluation report](#) (Casey)
- **Global health security/biodefense and One Health**
  - Explore how the One Health approach can bolster national and global health security and defense (George)
- **Global Virome Project**
  - Support and advise the [Global Virome Project](#) (Jonna and Peter)
- **Food security and safety**
  - Link food safety and its direct impacts on human and animal health (Lonnie)
- **Socio-structural boundaries for behavior change**
  - Bring in social and behavioral science angle to One Health (Gail)
- **A framework/model of collaboration for One Health in schools**
  - Create a model of collaboration and education that can be adopted by U.S. schools and in specific regions of need, based on the findings of the One Health workforce paper (OHAC deliverable #2 in progress) (Lonnie)
- **FAO/OIE/WHO tripartite's efforts in One Health**
  - Review the tripartite's effectiveness in advancing the One Health approach (Peter)
- **Communicating about One Health**
  - Communicate a clear definition of One Health and its success stories that would resonate with multiple audiences (Peter and Jenn)
  - Propose how One Health and other similar approaches/disciplines like Planetary Health, Ecohealth, and Geohealth should find ways to communicate and coordinate better with each other (Peter)

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FORUM ON MICROBIAL THREATS

**ONE HEALTH ACTION COLLABORATIVE (OHAC) CALL #11**

Wednesday, August 22, 2018

4-5pm (ET)

**PARTICIPANTS**

MEMBERS:

Jonna Mazet, Kevin Anderson, Jeff Duchin, Jennifer Gardy, Gail Hansen, Jim Hughes, Sally Miller, and Dave Rizzo (*Tentative/Absent*: Casey Barton Behravesh, Peter Daszak, Elizabeth Hermsen, Lonnie King, George Poste, and Mary Wilson)

STAFF: Ayano Ogawa, Ceci Mundaca Shah, and Anh Tran (National Academies); **REDACTED**

**REDACTED**

**ATTACHMENTS**

- Updated membership roster 2018
- Potential member: Elizabeth Mumford bio
- [Link to One Health workforce survey](#)
- List of topics for potential deliverables 2018-2019

**AGENDA ITEMS**

1. Welcome (Ayano)
  - Introduction of new members (Kevin and Sally)
  - Updates on members who have rotated off – see updated roster
2. Membership (Jonna and Ayano)
  - Review of newly developed membership terms and conditions
  - Adding new members to fill missing expertise – International perspective (see bio for Elizabeth Mumford)? Social/behavioral sciences? Environmental health?
3. One Health workforce deliverable (Jonna and **REDACTED**)
  - Updates on survey development – see link, survey will also be shown during call
  - Subcommittee membership – Katie Pelican, University of Minnesota?
4. New deliverables for 2018 and 2019 (Jonna)
  - See running topic list attached
  - Possible Forum workshop on One Health in 2019?
5. Other brief updates
  - Conversation with Cheryl Stroud from One Health Commission (Jonna)
  - Core competencies paper presentation at the Int'l One Health Congress (**REDACTED**)
  - Pre-workshop event and Forum workshop on “Readiness for Microbial Threats 2030: Exploring Lessons Learned Since the 1918 Influenza Pandemic” (Ceci):
    - November 26, 2018 at National Academies Building in DC
    - November 27-28, 2018 at the National Academies Keck Center in DC
6. Next steps and action items (Ayano)
  - Call #12: Tuesday, October 9 at 2-3pm ET

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FORUM ON MICROBIAL THREATS  
ONE HEALTH ACTION COLLABORATIVE ROSTER 2018

**FORUM MEMBERS (7)** -----

**Jonna A. K. Mazet, D.V.M., M.P.V.M., Ph.D. (chair)**

Professor of Epidemiology & Disease Ecology  
Executive Director, One Health Institute  
School of Veterinary Medicine  
University of California, Davis  
Davis, CA

**Kevin Anderson, Ph.D.**

Senior Program Manager  
Science and Technology Directorate  
Department of Homeland Security  
Washington, DC

**Peter Daszak, Ph.D.**

President  
EcoHealth Alliance  
New York, NY

**Jennifer L. Gardy, Ph.D.**

Associate Professor and Canada Research Chair in  
Public Health Genomics  
University of British Columbia  
Vancouver, BC, Canada

**Elizabeth D. Hermsen, Pharm.D., M.B.A.**

Head of Global Antimicrobial Stewardship  
Merck & Co., Inc.  
Omaha, NE

**Sally A. Miller, Ph.D.**

Professor of Plant Pathology  
State Extension Specialist for Vegetable Pathology,  
Ohio Agricultural Research and Development Center  
The Ohio State University  
Wooster, OH

**Mary E. Wilson, M.D.**

Clinical Professor of Epidemiology & Biostatistics  
UCSF School of Medicine  
San Francisco, CA

**EXTERNAL MEMBERS (7)** -----

**Casey Barton Behravesh, D.V.M., Dr.P.H., M.S.**

Captain, U.S. Public Health Service  
Director, One Health Office in National Center for  
Emerging and Zoonotic Infectious Diseases  
U.S. Centers for Disease Control and Prevention  
Atlanta, GA

**Jeffrey S. Duchin, M.D.**

Health Officer and Chief  
Communicable Disease Epidemiology &  
Immunization Section for Public Health for  
Seattle & King County  
Seattle, WA

**Gail R. Hansen, D.V.M., M.P.H.**

Senior Advisor  
Hansen Consulting, LLC  
Washington, DC

**James M. Hughes, M.D.**

Professor of Medicine and Public Health  
Emory University  
Atlanta, GA

**Lonnie J. King, D.V.M., M.S., M.P.A.**

Professor and Dean Emeritus  
College of Veterinary Medicine  
The Ohio State University  
Columbus, OH

**George H. Poste, D.V.M., Ph.D.**

Chief Scientist, Complex Adaptive Systems Network  
Arizona State University—SkySong  
Scottsdale, AZ

**David M. Rizzo, Ph.D.**

Chair, Department of Plant Pathology  
University of California, Davis  
Davis, CA

**Elizabeth Mumford, D.V.M., M.S.**

One Health Country Operations team  
Department of Country Health Emergency Preparedness and IHR  
World Health Organization

**Biography:**

Elizabeth Mumford trained as a veterinarian in the USA. After completing a post-graduate degree and working in equine practice, she returned to academia to work on field epidemiology projects in equine influenza and other equine respiratory diseases, vesicular stomatitis, and food-borne zoonoses including BSE. From 2002, Dr Mumford moved to Switzerland and engaged in international disease issues with the Swiss Federal Veterinary Office, and led national capacity building projects in countries including Viet Nam, Egypt, and Serbia. Since 2006, Dr Mumford has been working at the World Health Organization in Geneva, initially with the Global Influenza Programme as the project lead for human-animal interface influenza activities and liaison with the international agencies in WHO's influenza work. Her current activities include the integrated assessment of influenza risks at the human animal interface and rapid risk assessment for zoonotic diseases generally, the facilitation of cross-institutional collaborations and networks, and development and implementation of cross-sectoral approaches to address health risks at the human-animal interface.

**From:** "Amalhin Shek" <ashek@usaid.gov>  
**Sent:** 08/21/2018 6:53:07 AM (-07:00)  
**To:** "GHSD Unit Mail List (USAID)" <ghsdunitmaillistusaid@usaid.gov>; "Predict inbox" <predict@ucdavis.edu>; "E3.FAB Mail List (USAID)" <e3.fab@usaid.gov>; "Korde, Sonali" <skorde@usaid.gov>; "Damien Joly" <djoly@metabiota.com>; "Jonna Mazet" <jkmazet@ucdavis.edu>; "Andrew Tobiason" <atobiason@usaid.gov>; "GH List" <phncontactsotherbureaus@usaid.gov>; "Rodriguez, Michelle A." <rodriguezmi@si.edu>; rosenthj@ficod.fic.nih.gov; "Woods, Debra" <woods@si.edu>; "Ronald Waldman" <ronwaldman@email.gwu.edu>; murrays@si.edu; "ASHLEYEL" <ashleyel@ucia.gov>; "Billy Karesh" <karesh@ecohealthalliance.org>; ian.watson@dtra.mil; "Palmer, Bill" <palmerb@si.edu>; stm2@cdc.gov; "Tracey Goldstein" <tgoldstein@ucdavis.edu>; lisa.hensley@nih.gov; david.spiro@nih.gov; dchamp@umn.edu; Jahrlingp@niaid.nih.gov; "Peter Daszak" <daszak@ecohealthalliance.org>; jose.fernandez@hhs.gov; "Ramella, Mark" <ramellam@si.edu>; "Norton, Benjamin" <nortonben@si.edu>; ehiggs@niaid.nih.gov; pbright@usgs.gov; "Paul Mahanna" <pmahanna@usaid.gov>; "Megan Fotheringham" <mfotheringham@usaid.gov>; wsteiger@usaid.gov; "Irene Koek" <ikoek@usaid.gov>; "David Stanton" <dstanton@usaid.gov>; "Alma Golden" <agolden@usaid.gov>; catchison@usaid.gov; "Carter, Hillary H. EOP/NSC" <Hillary\_H\_Carter@nsc.eop.gov>; Luciana.L.Borio@nsc.eop.gov; jean.m.richards5.civ@mail.mil; "Barton Behravesh, Casey (CDC/OID/NCEZID)" <dlx9@cdc.gov>; "Health and Climate Change" <healthandclimatechange@usaid.gov>  
**Cc:** ValituttoM@si.edu  
**Subject:** Save the Date: USAID PREDICT Briefing- Findings & Implications, September 12 in Washington, D.C.  
**Attachments:** SmithsonianCastle invite.pdf

Dear Colleagues,

This year marks the 100<sup>th</sup> anniversary of the 1918 influenza pandemic that killed more than 50 million people worldwide in just one year. Since then, there have been numerous other emerging infectious diseases from animals (particularly wildlife) that have spilled over to humans and caused regional epidemics and global pandemics. Diseases such as Ebola, 2009 H1N1 influenza, HIV/AIDS, MERS-CoV, Nipah, SARS, and Zika have demonstrated ability to cause serious health, economic, and social impacts at the country, regional, or global levels. At present, there is a lack of available medicines and vaccines to address many of these diseases which puts a premium on understanding the dynamics of how and where spillover occurs so that risk mitigation measures can be developed and applied.

Since 2005, USAID has been a global leader in addressing emerging infectious diseases spilling over from animals to humans. The USAID/PREDICT project was started in 2009 to begin filling gaps in the understanding of spillover risk of known threats as well as identifying possible future threats. At the same time, PREDICT has strengthened in-country surveillance and laboratory capacity and assisted in outbreak response in Africa, Asia, and the Middle East. PREDICT's work is closely coordinated with the other U.S. Government agencies, donors, and international organizations and supports the Global Health Security Agenda which helps protect countries worldwide, including the U.S., from the impacts of disease epidemics and pandemics.

The PREDICT briefing at the Smithsonian Institute on September 12, 2018 will provide an update on key results to date from this unique project as well as expected results over the last year of PREDICT.



# SAVE THE DATE

WEDNESDAY  
SEPTEMBER 12

SMITHSONIAN CASTLE  
1PM-3PM  
RSVP ONLY



**USAID** | **PREDICT**  
FROM THE AMERICAN PEOPLE

**FINDINGS & IMPLICATIONS**

Please join us for a special event showcasing the US Agency for International Development's PREDICT project and their work to strengthen global health security and improve outbreak prevention and response in the most vulnerable parts of the world.

Latest news from PREDICT	 <p>PREDICT scientists have discovered a novel ebolavirus in free-tailed bats in Sierra Leone.</p> <p><i>UC Davis</i></p>	 <p>PREDICT has been cataloguing viral threats and predicting which are likely to cause tomorrow's outbreaks for 8 years.</p> <p><i>The Atlantic</i></p>	 <p>PREDICT is monitoring bat populations to better understand how viruses are transmitted and which regions are at high risk.</p> <p><i>NPR Goats &amp; Soda</i></p>
--------------------------	---	--	--

To RSVP, please email Marc at [ValituttoM@si.edu](mailto:ValituttoM@si.edu)



Follow us on Twitter @PREDICTproject

See you there!

Amalhin Shek  
Bureau for Global Health, Office of Infectious Disease, [Emerging Threats Division](#)  
Phone: 571-551-7102(o) **REDACTED** (c) | CP3 8092  
[Subscribe to our Newsletter!](#)

USAID-HECFAA, VP of Community Engagement

USAID Contractor

GHSI-III - Social Solutions International, Inc.

# SAVE THE DATE

WEDNESDAY  
SEPTEMBER 12

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Latest news from PREDICT



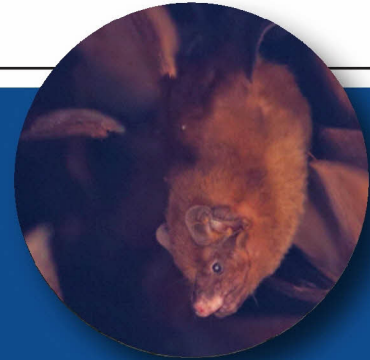
PREDICT scientists have discovered a novel ebolavirus in free-tailed bats in Sierra Leone.

*UC Davis*



PREDICT has been cataloguing viral threats and predicting which are likely to cause tomorrow's outbreaks for 8 years.

*The Atlantic*



PREDICT is monitoring bat populations to better understand how viruses are transmitted and which regions are at high risk.

*NPR Goats & Soda*

To RSVP, please email Marc at [ValituttoM@si.edu](mailto:ValituttoM@si.edu)



Follow us on Twitter @PREDICTproject

**From:** "Emily Hagan" <hagan@ecohealthalliance.org>  
**Sent:** 04/05/2019 8:52:55 AM (-07:00)  
**To:** "Jonna Mazet" <jkmazet@ucdavis.edu>  
**Cc:** "Peter Daszak" <daszak@ecohealthalliance.org>; "William B. Karesh" <karesh@ecohealthalliance.org>; "Christine Kreuder Johnson" <ckjohnson@ucdavis.edu>; "David John Wolking" <djwolking@ucdavis.edu>; "Tracey Goldstein" <tgoldstein@ucdavis.edu>  
**Subject:** Re: Bat book: Asia version

Hi Jonna,

Thank you and we have been getting good feedback thus far. We will share an updated version with the additional modules in May and look forward to comments.

Thanks so much,  
Emily

On Thu, Apr 4, 2019 at 4:45 PM Jonna Mazet <[jkmazet@ucdavis.edu](mailto:jkmazet@ucdavis.edu)> wrote:

Hi Emily,

Thanks for making good progress. I hope you are getting good comments. I would like to wait to review a more final when you have incorporated changes from others and have the guano module incorporated.

Let me know when you have that next version ready for review,

Jonna

On Thu, Mar 28, 2019 at 7:48 AM Tracey Goldstein <[tgoldstein@ucdavis.edu](mailto:tgoldstein@ucdavis.edu)> wrote:

Hello Emily,

Thank you for sending this to us to review! I is great to see the edits and amendments that have been made since the Africa version and I see some good elements in there for Asia. The one thing that we feel is missing for many Southeast Asia countries is a page that will really speak to the guano collectors (be it under a roost on a farm or under a roost in a cave): to them this is unavoidable contact with bats as it is their livelihood and an image showing people collecting guano whilst wearing PPE (mask/ hat/ gloves) would be great if possible?

Can we make this addition?

Thank you! Tracey

On Wed, Mar 20, 2019 at 4:33 PM Emily Hagan <[hagan@ecohealthalliance.org](mailto:hagan@ecohealthalliance.org)> wrote:

Hello EB and Bat Book Team,

Thank you for all of your help with the success of the bat book to date.

Please find attached the version of the bat book that has been adapted for use in Asia. The new modules for the Asia specific bat book (bat guano harvesting and bat-related ecotourism) are still being created but we do not want to delay releasing this tool for a wider audience in its current form. Once the new modules are complete we will solicit feedback before any changes are made public.

Please review this PDF and mark anything that would need modification for use in this new setting.

If you would be able to send your feedback by Friday, March 29th, that would be much appreciated.

Sincerely,  
Emily



[Bat Communication Campaign 2019-3-20 b v1 with ...](#)

--

**Emily Hagan, MPH, CPH**  
*Behavioral Risk Program Manager*  
*Research Scientist*  
*PREDICT 2 Country Liaison, Bangladesh*

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***EcoHealth Alliance leads cutting-edge scientific research into the critical connections between human and wildlife health and delicate ecosystems. With this science, we develop solutions that prevent pandemics and promote conservation.***

--

Tracey Goldstein, PhD  
One Health Institute  
School of Veterinary Medicine  
University of California  
Davis, CA 95616  
Phone: (530) 752-0412  
Fax: (530) 752-3318  
E-mail: [tgoldstein@ucdavis.edu](mailto:tgoldstein@ucdavis.edu)

--

**Emily Hagan, MPH, CPH**  
*Behavioral Risk Program Manager*  
*Research Scientist*  
*PREDICT 2 Country Liaison, Bangladesh*

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New York, NY 10001

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miehagan (Skype)

[www.ecohealthalliance.org](http://www.ecohealthalliance.org)

***EcoHealth Alliance leads cutting-edge scientific research into the critical connections between human and wildlife health and delicate ecosystems. With this science, we develop solutions that prevent pandemics and promote conservation.***

**From:** "MUMFORD, Elizabeth" <[REDACTED]>  
**Sent:** 06/11/2019 8:08:44 AM (-07:00)  
**To:** "Shah, Cecilia" <cshah@nas.edu>; "Ogawa, V. Ayano" <VOgawa@nas.edu>; "'Jonna Mazet'" <jkmazet@ucdavis.edu>; "'daszak@ecohealthalliance.org'" <'daszak@ecohealthalliance.org'>; "'dmrizzo@ucdavis.edu'" <'dmrizzo@ucdavis.edu'>; "'george.poste@asu.edu'" <'george.poste@asu.edu'>; "'mary\_wilson@harvard.edu'" <'mary\_wilson@harvard.edu'>; "'Hughes, James M'" <jmhughe@emory.edu>; "'Gail Hansen'" <[REDACTED]>; "'Barton Behravesh, Casey (CDC/OID/NCEZID)" <dlx9@cdc.gov>; "King, Lonnie" <king.1518@osu.edu>; "Anderson, Kevin" <Kevin.Anderson@HQ.DHS.GOV>; "Hermsen, Elizabeth D" <elizabeth.hermsen@merck.com>; "Miller, Sally" <miller.769@osu.edu>; "[REDACTED]"; "mlichtve@tulane.edu" <mlichtve@tulane.edu>; "Jennifer Gardy" <Jennifer.Gardy@gatesfoundation.org>; "Lubin, Natalie" <NLubin@nas.edu>  
**Cc:** "'Brooke Genovese'" <bgenovese@ucdavis.edu>; "'Stephanie Calderone'" <Stephanie.Calderone@asu.edu>; "andre@ecohealthalliance.org" <andre@ecohealthalliance.org>  
**Subject:** RE: OHAC Meeting #17

All good I think, thanks!

Dr Elizabeth Mumford  
One Health Country Operations team  
Department of Country Health Emergency Preparedness and IHR  
World Health Organization

**REDACTED**

---

**From:** Shah, Cecilia <cshah@nas.edu>  
**Sent:** Tuesday, June 11, 2019 17:05  
**To:** MUMFORD, Elizabeth <[REDACTED]>; Ogawa, V. Ayano <VOgawa@nas.edu>; 'Jonna Mazet' <jkmazet@ucdavis.edu>; 'daszak@ecohealthalliance.org'; 'dmrizzo@ucdavis.edu'; 'george.poste@asu.edu'; 'mary\_wilson@harvard.edu'; 'Hughes, James M' <jmhughe@emory.edu>; 'Gail Hansen' <[REDACTED]>; 'Barton Behravesh, Casey (CDC/OID/NCEZID)' <dlx9@cdc.gov>; King, Lonnie <king.1518@osu.edu>; Anderson, Kevin <Kevin.Anderson@HQ.DHS.GOV>; Hermsen, Elizabeth D <elizabeth.hermsen@merck.com>; Miller, Sally <miller.769@osu.edu>; '[REDACTED]'; mlichtve@tulane.edu; Jennifer Gardy <Jennifer.Gardy@gatesfoundation.org>; Lubin, Natalie <NLubin@nas.edu>  
**Cc:** 'Brooke Genovese' <bgenovese@ucdavis.edu>; 'Stephanie Calderone' <Stephanie.Calderone@asu.edu>; andre@ecohealthalliance.org  
**Subject:** RE: OHAC Meeting #17

Thanks! Let us know if you have any problem joining.

Best,  
Ceci

---

**From:** MUMFORD, Elizabeth <[REDACTED]>  
**Sent:** Tuesday, June 11, 2019 11:02 AM  
**To:** Ogawa, V. Ayano <VOgawa@nas.edu>; 'Jonna Mazet' <jkmazet@ucdavis.edu>; 'daszak@ecohealthalliance.org'; 'dmrizzo@ucdavis.edu'; 'george.poste@asu.edu'; 'mary\_wilson@harvard.edu'; 'Hughes, James M' <jmhughe@emory.edu>; 'Gail Hansen' <[REDACTED]>; 'Barton Behravesh, Casey (CDC/OID/NCEZID)' <dlx9@cdc.gov>; King, Lonnie <king.1518@osu.edu>; Anderson, Kevin <Kevin.Anderson@HQ.DHS.GOV>; Hermsen,

Elizabeth D <[elizabeth.hermesen@merck.com](mailto:elizabeth.hermesen@merck.com)>; Miller, Sally <[miller.769@osu.edu](mailto:miller.769@osu.edu)>; Shah, Cecilia <[cshah@nas.edu](mailto:cshah@nas.edu)>; **REDACTED** <**REDACTED**>; [mlichtve@tulane.edu](mailto:mlichtve@tulane.edu); Jennifer Gardy <[Jennifer.Gardy@gatesfoundation.org](mailto:Jennifer.Gardy@gatesfoundation.org)>; Lubin, Natalie <[NLubin@nas.edu](mailto:NLubin@nas.edu)>  
**Cc:** 'Brooke Genovese' <[bgenovese@ucdavis.edu](mailto:bgenovese@ucdavis.edu)>; 'Stephanie Calderone' <[Stephanie.Calderone@asu.edu](mailto:Stephanie.Calderone@asu.edu)>; [andre@ecohealthalliance.org](mailto:andre@ecohealthalliance.org)  
**Subject:** RE: OHAC Meeting #17

On my way...

-----Original Appointment-----

**From:** Ogawa, V. Ayano <[VOgawa@nas.edu](mailto:VOgawa@nas.edu)>

**Sent:** Tuesday, May 14, 2019 20:26

**To:** Ogawa, V. Ayano; 'Jonna Mazet'; 'daszak@ecohealthalliance.org'; 'dmrizzo@ucdavis.edu'; 'george.poste@asu.edu'; 'mary\_wilson@harvard.edu'; 'Hughes, James M'; 'Gail Hansen'; 'Barton Behravesh, Casey (CDC/OID/NCEZID)'; King, Lonnie; Anderson, Kevin; Hermesen, Elizabeth D; Miller, Sally; MUMFORD, Elizabeth; Shah, Cecilia; **REDACTED** <**REDACTED**>; [mlichtve@tulane.edu](mailto:mlichtve@tulane.edu); Jennifer Gardy; Lubin, Natalie

**Cc:** 'Brooke Genovese'; 'Stephanie Calderone'; [andre@ecohealthalliance.org](mailto:andre@ecohealthalliance.org)

**Subject:** OHAC Meeting #17

**When:** Tuesday, June 11, 2019 11:00-12:00 (UTC-05:00) Eastern Time (US & Canada).

**Where:** zoom videoconference

OHAC Meeting #17 will take place during the Forum on Microbial Threats' closed session from 11am (Eastern Time). If you are a non-forum member or a forum member who will not be in NYC at that time, please use the Zoom conference line below to participate. Thank you!

-  
**ZOOM**

Join from PC, Mac, Linux, iOS or Android: **REDACTED**

Telephone: US: **REDACTED**

Meeting ID: **REDACTED**

International numbers available: **REDACTED**

**From:** "Tammie O'Rourke" <torourke@metabiota.com>  
**Sent:** 06/20/2019 11:03:53 AM (-07:00)  
**To:** "Nicole R Gardner" <nrgardner@ucdavis.edu>  
**Cc:** "predict-surveillance Sympa List" <predict-surveillance@ucdavis.edu>; "Jonna Mazet" <jkmazet@ucdavis.edu>; "karesh@ecohealthalliance.org" <karesh@ecohealthalliance.org>; "machalaba@ecohealthalliance.org" <machalaba@ecohealthalliance.org>  
**Subject:** Re: [predict-surveillance] Surveillance Call - Jun 20 at 10am PT  
**Attachments:** Data updating rules and tips.docx

Hi everyone,

There is an issue with the web page in EIDITH that contains the link to the data cleaning document; the page showing for most accounts. I am attaching the document for you so you have access to it until we get it sorted out.

Tammie

On Wed, Jun 19, 2019 at 9:12 AM Nicole R Gardner <[nrgardner@ucdavis.edu](mailto:nrgardner@ucdavis.edu)> wrote:  
Hi Surveillance Team,

Our next call will be **Thursday, June 20 at 10am PT / 1pm ET**. Please send any additional agenda items for the upcoming call. You'll find the notes from the May 23rd call attached.

#### Agenda

- Data cleaning update - Tammie & Dan
- Follow up on specimen type categorization questions: How were guano, chew rope, and environmental samples categorized?
  - For guano: Were samples categorized as non-invasive or environmental? Did you collect from tarps or the ground? Were you able to collect feces and urine separately or were samples mixed? Which sample type was selected for these samples?
  - For environmental samples: Where these truly environmental samples or do they fit better in the non-invasive category?
  - For primate chew ropes: Did you collect and test any samples that were chewed by more than 1 primate? Which sample type was selected for these samples?

#### Reminders

- June 28th is the next deadline for uploading virus sequence results to EIDITH for interpretation.
- Human Questionnaire Confidence Surveys – When we last checked on 6/5, we had not received completed surveys for the following countries. Please try to get these completed ASAP and let us know if there are any issues.
  - Bangladesh
  - Malaysia
  - Senegal (pending)
  - Tanzania (pending)
  - India

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Meeting ID: **REDACTED**

International numbers **REDACTED**

---

Nicole

Nicole Gardner  
EID Operations Specialist  
One Health Institute  
University of California, Davis

--

Tammie O'Rourke  
Metabiota  
Senior Information Management Developer  
Emerging Pandemic Threats - PREDICT Program  
tel +1-250-618-2460



## EIDITH Data Updating

### Overall Tips and Rules

- Update data on the highest level of extracts that it appears on. Example: Record updates to event longitude/latitude on the event extract. **Do not** record these on the human extract. The changes will appear on all extracts once it is made.
- Insert a column(s) next to the field you want to update. Convert all text in row to read. Only include a new column if you are updating that field.
- For multi-select options insert two columns for updating; **Add** and **Remove**. Insert values that currently do not show that you would like added into **Add**. Put options you would like removed in the **Remove** column. Example fields: Livelihood, PPE used etc..
- Use the extracts found under "Uploaded Data" or the R-package workbook to submit changes to IM team.
- Do not update capitalization in any field. That will be done on a global level at the end of the project.
- Use bubble forms as reference for the available options for questions. Ensure that the exact wording and spelling for changes matches the available options.
- Double check all changes to ensure that everything is correct including spelling. There is no QA process for updates to data. Any errors in the requested updates can be introduced into the database.
- Send data as you finish them working your way down from event. Human changes are very slow and will take us a long time to do.
- Focus on the important data first Event, Animal, specimens, the main human questionnaire, medical history and hospital modules.

### Event Updates

- Changes to the site fields (Site name, Concurrent site name, site lat/long) apply to all events at that site. For an example a concurrent sampling site cannot be updated for a single event it applies to all events at that site.
- Changes to site names will also change the event names. Site names must match the event names, you cannot change one without changing the other. This also applies to event date.
- Changes to interfaces on the event will require the associated modules to be filled out. If these changes are needed, please contact the IM team for instructions on how to add an entire module.
- Seasons are calculated by the ranges given for a site. If the season is incorrect or missing please contact the IM team to add/update date ranges for that site.
- Look for Concurrent sites, Seasons

### Animal Updates

- Only submit changes for species names if there was a data entry error. Barcoding results will automatically be added to extracts and there will be a global clean of species names for consistencies and synonyms and similar changes.

- To delete animals if they were added in error add two columns to the end of the extract “**Delete**” and “**Reason**”. Next to each animal to be deleted put “delete” into the **delete** column and add the reason you would like that animal deleted into the **reason** column. Any specimens associated with that animal will also be deleted. There should be no testing for animals that should be deleted.
- For adding animals to EIDITH please use the animal/specimen template found on EIDITH.org or the connect.eidith.org app under resources. Fill out all required fields make sure Animal IDs are all correct based on the EIDITH protocol.
- Check for if animal is alive but a necropsy was done

### Specimen

- **Specimen IDs must match what is on the physical specimen** – Even if the specimen ID does not follow the EIDITH protocol they **must** match what is on the physical specimen
- For changes to specimen type or specimen medium that will change the specimen ID (Unless it cannot be changed on the physical specimens). There should be very few circumstances where either of these fields would be changed.
- Lab storage location is the current location of those specimens. If they have been moved from where they were originally stored when they were entered into EIDITH please update this field.
- For deleting specimens follow same rules as the animals – No specimens with tests should be deleted.
- For adding specimens use the animal/specimen template found on EIDITH.org or connect.eidith.org under resources. Ensure the specimen codes match the animal ID, specimen type and specimen medium.

### Tests

- Not many updates will need to be made to tests.
- For changing a result of a test from negative to product for sequencing or vice versa just insert a column next to the test result and add the change in. The test status is based on this and does not need to be updated, it will automatically change based on the test result and interpretation status.

### Human

- Focus on important fields first.
- Look at age and education level/livelihood!

**From:** "Nicole R Gardner" <nrgardner@ucdavis.edu>  
**Sent:** 08/14/2019 10:19:42 AM (-07:00)  
**To:** "predict-surveillance Sympa List" <predict-surveillance@ucdavis.edu>;  
"eskew@ecohealthalliance.org" <eskew@ecohealthalliance.org>  
**Cc:** "Jonna Mazet" <jkmazet@ucdavis.edu>; "karesh@ecohealthalliance.org"  
<karesh@ecohealthalliance.org>; "machalaba@ecohealthalliance.org" <machalaba@ecohealthalliance.org>  
**Subject:** Surveillance Call Agenda - Aug 15, 10am PT / 1pm ET  
**Attachments:** Surveillance Call 2019.08.01 NOTES.docx

Hi Surveillance Team,

Our next call will be **Thursday, August 15 at 10am PT / 1pm ET**. Our notes from the August 1st call are attached. Please send any additional agenda items for the upcoming call.

If you're looking for older 2019 surveillance call notes, you can find them in this shared Box folder: **REDACTED**

Please do not share this folder link outside of our project.

#### Agenda

- EIDITH updates
- Behavior team updates
- Close-out deadline reminders:
  - Sample disposition slides due 8/14
  - Bali sessions google form due 8/15
  - Closeout cards due 8/15
  - IRB guidance form due 8/23
  - Releasing data from published papers - **past due** (update Marcy with the doi for the data once completed)

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Meeting ID: **REDACTED**

International numbers: **REDACTED**

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Nicole

Nicole Gardner  
EID Operations Specialist  
One Health Institute  
University of California, Davis

## August 1, 2019 Surveillance Team Call

### Action Items and Reminders for next call:

1. All sequences need to be submitted to EIDITH by August 23<sup>rd</sup> for interpretation the first week of September.
2. Submit all data cleaning changes to IM team by August 9<sup>th</sup>.
3. Deadline for releasing data for your published papers has already passed. Please complete this task ASAP and update Marcy and David for our records.
4. Questions to consider:
  - a. For government data release, who is the point of contact for each country after September 30?
  - b. Which government/ministry key people will need access to EIDITH before the data can be made public?

**Participants:** Ava Sullivan, Bridgette Smith, Carolina Churchill, Christian Lange, Christine K Johnson, Dan O'Rourke, David Wolking, Dawn Zimmerman, Denise Grieg, Emily Hagan, Jennie Lane, Karen Saylor, Kevin Gonzalez, Kirsten Gilardi, Lucy Keatts, Marcy Uhart, [REDACTED] Mindy Rostal, Nicole Gardner, Pranav Pandit, Rima Shrestha, Sarah Olson, Stephanie Martinez, Tammie O'Rourke, Terra Kelly, Tracey Goldstein, Woutrina Smith.

### Close-out updates

- EIDITH data plan
  - EIDITH will remain live until the data are made public and everyone currently with access will keep their access.
    - Please review access lists and let IM team know if the list needs to be updated or anyone needs access revoked.
  - For government data sharing and approvals for release, we will need to provide IM team with point of contacts for each country after September 30.
  - Which government/ministry key people will need access to EIDITH before the data can be made public? Consider who would be the end-users for the EIDITH accounts. Each user will get their own EIDITH account so that we can track who has been given access.
    - Make a list of these new EIDITH users that we can finalize in September.
    - To balance demands placed on country coordinators, we will delay contacting them about this until the end of August.
    - Consider if you will need to set aside time with new users to introduce them to the EIDITH structure. This will vary by country and the level of involvement expected from these users. We will need to balance time spent training versus how much the account will actually be used.
    - IM Team can create a training video to orient new users to EIDITH and our data structure.
    - Also, the data dictionary will be available as a resource by the end of August.

- Testing
  - Tammie will generate a list of active tests on-going and their status after the last interpretation for country teams to double check if these tests are actually still pending.
    - Many have likely been completed and have not been updated in EIDITH.
  - All sequences need to be submitted to EIDITH by August 23<sup>rd</sup> for interpretation the first week of September.
  - Final government report will include updates to any positives where information has changed – such as species changed due to barcoding or follow-up testing was negative. Subtype data will come out in a different type of update report.
  - Genbank submissions will be done in one batch after all sequences are in EIDITH.
  - We may need another barcoding certainty level to apply barcoding results to non-barcoded individuals with the same field species ID as barcoded species. We will need to be cautious in implementing these changes to avoid overgeneralizing, keeping changes site specific or localized to a specific region based on the country team’s knowledge. Analyses may need to be performed at the family level to be most accurate.
  
- Final report chapters
  - Deadline for submitting final report chapters to David was last Friday – some countries have finished while others have requested a little more time. Priorities for report generation will be based on when close-out meetings are occurring.
  - David will send Tanzania report out by email as a sample.
  
- Additional tasks
  - Deadline for releasing data for your papers has already passed, please complete ASAP and update Marcy and David for our records.
  - Country closeout cards will be sent out again soon with a mid-month deadline.
  - Equipment and supply close-out form needs to be completed for each country.
  - Master IRB has been renewed.
  - IRB closeout guidance document will be distributed soon.
  - Bali program and schedule are set and will come out soon.

### Data cleaning check-in

- Corrections from Event/Animal/Specimen extracts are done first by IM team. Human extracts take more time to review and implement changes and are still being updated for most countries. Human extract changes should be completed in EIDITH in the next couple weeks.
- IM team will email you when data cleaning changes are implemented. **Once changes are made, pull the data again and double check that the changes are correct.**
- Try to get all changes to IM team by August 9th. Then we can review how to handle additional corrections that need to be made.

- The list below notes the status of each country in completion of their data cleaning and the submission of all extracts with corrections to IM team. Please note that corrections will not appear in EIDITH until you hear from IM team that the changes have been made.

<b>Data cleaning completed</b>	<b>Data cleaning pending</b>
Bangladesh	Uganda, Rwanda, eDRC – Kirsten to check-in with teams
Cambodia	Vietnam – almost done
CIV	RoC – almost done
DRC	India – almost done
Egypt	Cameroon – pending
Ethiopia	
Ghana	
Indonesia	
Jordan	
Laos	
Mongolia	
Myanmar	
Nepal	
Tanzania	
Kenya – done, but a couple things to check on	
Thailand – done, but not yet submitted to IM team	

### **Human Questionnaire Confidence Assessment**

- All countries have responded to the survey and Behavior Team will review the responses and provide a summary report and recommendations on how we can utilize this data.
  - Malaysia and India responses were present in the latest extract.
- Some questions surrounding this data set include:
  - How to handle instances where the same person took the survey multiple times for the same site?
  - What to do with the responses that do not include information on country and sites?

**From:** "alexandra zuber" <alexandrazuber@atahealthstrategies.com>  
**Sent:** 12/06/2019 2:08:50 AM (-08:00)  
**To:** "Elizabeth Leasure" <ealeasure@ucdavis.edu>; "Matthew Blake" <mblake@ucdavis.edu>;  
' [REDACTED]'; "Peter Daszak" <daszak@ecohealthalliance.org>; "Terra Kelly" <trkelly@ucdavis.edu>; "aarmistad@salud.unm.edu" <aarmistad@salud.unm.edu>; [REDACTED]  
[REDACTED]; "brpsmith@ucdavis.edu" <brpsmith@ucdavis.edu>; "djwolking@ucdavis.edu" <djwolking@ucdavis.edu>; "f.castillo@berkeley.edu" <f.castillo@berkeley.edu>; "jklane@ucdavis.edu" <jklane@ucdavis.edu>; "jkmazet@ucdavis.edu" <jkmazet@ucdavis.edu>; "kaleasure@ucdavis.edu" <kaleasure@ucdavis.edu>; "karesh@ecohealthalliance.org" <karesh@ecohealthalliance.org>; "mr84@cumc.columbia.edu" <mr84@cumc.columbia.edu>; "ndola@berkeley.edu" <ndola@berkeley.edu>; "oladele.ogunseitan@uci.edu" <oladele.ogunseitan@uci.edu>; "onehealthnextgen@ucdavis.edu" <onehealthnextgen@ucdavis.edu>; "oromero@haas.berkeley.edu" <oromero@haas.berkeley.edu>; [REDACTED] "sfh9@georgetown.edu" <sfh9@georgetown.edu>; "tgoldstein@ucdavis.edu" <tgoldstein@ucdavis.edu>; "wasmith@ucdavis.edu" <wasmith@ucdavis.edu>; [REDACTED]  
**Subject:** Please DISREGARD: Emails from Michael Malison

Obj 3 working group,

My advisor Michael Malison had a calendar malfunction. Please disregard both emails and apologies for the inconvenience.

Alexandra Zuber, MPP, DrPH  
Founder and CEO, Ata Health Strategies, LLC  
Email: [alexandrazuber@atahealthstrategies.com](mailto:alexandrazuber@atahealthstrategies.com)  
Phone: +1 (617) 680-3950  
LinkedIn: [alexandrazuber/](https://www.linkedin.com/in/alexandrazuber/)  
Website: [www.atahealthstrategies.com](http://www.atahealthstrategies.com)  
Twitter: [@alexandrazuber](https://twitter.com/alexandrazuber)

**From:** Michael Malison  
<2\_GE4TMNBSHE3DANBSGE4TMNBSHG3AXIMC5GLUKAOGJDZCNU2UECSRX2IRVELQ4QV6VUC5J716SS5TO@imip.me.com>  
**Sent:** Friday, December 6, 2019 4:33 AM  
**To:** Elizabeth Leasure <ealeasure@ucdavis.edu>; Matthew Blake <mblake@ucdavis.edu>; Michael Malison </aMTk2NDI5NjA0MjE5NjQyOW6TGi5xejsUrfPTK8LcejIOCgWSZtZ8bIFCu058bs/principal/>; Peter Daszak <daszak@ecohealthalliance.org>; Terra Kelly <trkelly@ucdavis.edu>; aarmistad@salud.unm.edu <aarmistad@salud.unm.edu>; alexandra zuber <alexandrazuber@atahealthstrategies.com>; [REDACTED]; brpsmith@ucdavis.edu <brpsmith@ucdavis.edu>; djwolking@ucdavis.edu <djwolking@ucdavis.edu>; f.castillo@berkeley.edu <f.castillo@berkeley.edu>; jklane@ucdavis.edu <jklane@ucdavis.edu>; jkmazet@ucdavis.edu <jkmazet@ucdavis.edu>; kaleasure@ucdavis.edu <kaleasure@ucdavis.edu>; karesh@ecohealthalliance.org <karesh@ecohealthalliance.org>; mr84@cumc.columbia.edu <mr84@cumc.columbia.edu>; ndola@berkeley.edu <ndola@berkeley.edu>; oladele.ogunseitan@uci.edu <oladele.ogunseitan@uci.edu>; onehealthnextgen@ucdavis.edu <onehealthnextgen@ucdavis.edu>; oromero@haas.berkeley.edu <oromero@haas.berkeley.edu>; [REDACTED] [REDACTED]; sfh9@georgetown.edu <sfh9@georgetown.edu>; tgoldstein@ucdavis.edu <tgoldstein@ucdavis.edu>; wasmith@ucdavis.edu <wasmith@ucdavis.edu>  
**Subject:** Michael Malison invited you to "Obj 3 Call: SEAOHUN Work Planning".  
**When:** Monday, December 9, 2019, 7:00 PM to Tuesday, December 10, 2019, 7:00 PM.  
**Where:**





# Michael Malison invited you to “Obj 3 Call: SEAOHUN Work Planning”.

when All-Day, Tuesday, December 10, 2019  
invitee and you.  
S [See replies...](#)

-  Accept
-  Decline
-  Maybe

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**From:** "Corina Grigorescu Monagin" <cgmonagin@UCDAVIS.EDU>  
**Sent:** 12/17/2019 3:29:37 PM (-08:00)  
**To:** "Woutrina A Smith" <wasmith@ucdavis.edu>; "Oladele Ogunseitan" <oladele.ogunseitan@uci.edu>; "Peter Daszak" <daszak@ecohealthalliance.org>; "William B. Karesh" <Karesh@ecohealthalliance.org>; "mr84@columbia.edu" <mr84@columbia.edu>; "alexandra zuber" <alexandrazuber@atahealthstrategies.com>; "Matthew Blake" <mblake@ucdavis.edu>; "Tracey Goldstein" <tgoldstein@ucdavis.edu>; "David John Wolking" <djwolking@ucdavis.edu>; "Terra Kelly" <trkelly@ucdavis.edu>; "Jaber Amine Belkhiria" <jabelkhiria@ucdavis.edu>; "Elizabeth Leasure" <ealeasure@UCDAVIS.EDU>; "Jonna Mazet" <jkmazet@ucdavis.edu>; "McNeil, Carrie S." <csmcnei@sandia.gov>; "Jutta Lehmer" <JLehmer@salud.unm.edu>; "Omar Romero-hernandez" <oromero@haas.berkeley.edu>; "Bruce Baird Struminger" <BStruminger@salud.unm.edu>; "Federico Castillo" <f.castillo@berkeley.edu>; "Ndola PRATA" <ndola@berkeley.edu>; "Tiffany Harris, PhD, MS" <th2604@columbia.edu>; "Costa, Cristiane" <co123@cumc.columbia.edu>; "Amaya, Idalia M." <ima2107@cumc.columbia.edu>; "Sam Halabi" <sfh9@georgetown.edu>  
**Cc:** "onehealthnextgen Sympa List" <onehealthnextgen@ucdavis.edu>  
**Subject:** Reminder: OHW-NG - Executive Board Call 18 December 2019  
**Attachments:** OHW-NG EB Call Agenda 12.18.19.docx

Hi everyone,

The agenda for our OHW-NG EB call tomorrow can be found below and attached. Thanks!

Corina

OHW-NG EB Zoom Meeting  
Dec 18, 2019 11-12 AM US/Pacific

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REDACTED US (San Jose)  
REDACTED US (New York)

Meeting ID: REDACTED

#### 1. Administrative items

- UCD updates from USAID
- UCD Admin updates

#### 2. Regional meeting debriefs

#### 3. Advisory Board

#### 4. Workplan tasks and timelines

Work Plan Sections:

- Global Work/Regional Work Plan
- Country Work Plan
- Budget and Supporting Docs

Appendices:

- Knowledge Management and Learning Plan
- Transition Plan

- Business Plan
- MEL Plan
- Gender Action Plan

**5. Objective Team/Network Updates (if time)**

**6. AOB**

OHW-NG EB Zoom Meeting  
Dec 18, 2019 11-12 AM US/Pacific

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**1. Administrative items**

- UCD updates from USAID
- UCD Admin updates

**2. Regional meeting debriefs**

**3. Advisory Board**

**4. Workplan tasks and timelines**

Work Plan Sections:

- Global Work/Regional Work Plan
- Country Work Plan
- Budget and Supporting Docs

Appendices:

- Knowledge Management and Learning Plan
- Transition Plan
- Business Plan
- MEL Plan
- Gender Action Plan

**5. Objective Team/Network Updates (if time)**

**6. AOB**

**From:** "alexandra zuber" <alexandrazuber@atahealthstrategies.com>  
**Sent:** 01/15/2020 7:21:27 AM (-08:00)  
**To:** [REDACTED] "wasmith@ucdavis.edu" <wasmith@ucdavis.edu>; "brpsmith@ucdavis.edu" <brpsmith@ucdavis.edu>; [REDACTED] [REDACTED] >; "jklane@ucdavis.edu" <jklane@ucdavis.edu>; "oromero@haas.berkeley.edu" <oromero@haas.berkeley.edu>; [REDACTED] [REDACTED] >; "aarmistad@salud.unm.edu" <aarmistad@salud.unm.edu>; "djwolking@ucdavis.edu" <djwolking@ucdavis.edu>; "jkmazet@ucdavis.edu" <jkmazet@ucdavis.edu>; "onehealthnextgen@ucdavis.edu" <onehealthnextgen@ucdavis.edu>; [REDACTED] [REDACTED] >; "f.castillo@berkeley.edu" <f.castillo@berkeley.edu>; "mr84@cumc.columbia.edu" <mr84@cumc.columbia.edu>; "Peter Daszak" <daszak@ecohealthalliance.org>; "ndola@berkeley.edu" <ndola@berkeley.edu>; "Matthew Blake" <mblake@ucdavis.edu>; "oladele.ogunseitan@uci.edu" <oladele.ogunseitan@uci.edu>; "Terra Kelly" <trkelly@ucdavis.edu>; "karesh@ecohealthalliance.org" <karesh@ecohealthalliance.org>; "sfh9@georgetown.edu" <sfh9@georgetown.edu>; "kaleasure@ucdavis.edu" <kaleasure@ucdavis.edu>; "Elizabeth Leasure" <ealeasure@ucdavis.edu>; [REDACTED] [REDACTED] >; "cgmonagin@ucdavis.edu" <cgmonagin@ucdavis.edu>  
**Subject:** Doodle Poll: Obj 3 work group

Dear Obj 3 work group,  
Welcome back! I hope you all had a restful holiday.

With the Y1 work planning process nearing the USAID submission stage, I'd like to find a time that works to schedule a recurring monthly Obj 3 work group call for 2020. Please can you populate this doodle poll by the end of this week? Please pick times you think you could be generally available each month for this recurring call.

[REDACTED]



## Doodle: Recurring Objective 3 Work Group Meeting

Doodle is the simplest way to schedule meetings with clients, colleagues, or friends. Find the best time for one-to-ones and team meetings with our user-friendly calendar tool. Get started today!

doodle.com

Thanks all,

Alexandra Zuber, MPP, DrPH  
Founder and CEO, Ata Health Strategies, LLC  
Email: [alexandrazuber@atahealthstrategies.com](mailto:alexandrazuber@atahealthstrategies.com)  
Phone: +1 (617) 680-3950  
LinkedIn: [alexandrazuber/](https://www.linkedin.com/in/alexandrazuber/)  
Website: [www.atahealthstrategies.com](http://www.atahealthstrategies.com)  
Twitter: [@alexandrazuber](https://twitter.com/alexandrazuber)



**Subject:** SEAOHUN call

**Location:** REDACTED

**Start:** 02/05/2020 4:30:00 PM (-07:00)

**End:** 02/05/2020 5:30:00 PM (-07:00)

**Show Time As:** Tentative

**Recurrence:** Weekly

**Recurrence Pattern:** Recur every 2 week(s) on the Wednesday on until 7/22/2020 11:30:00 PM from 4:30 PM to 5:30 PM.

**Organizer:** Carolyn Forlee (cforlee@ucdavis.edu)

**Required Attendees:** Tracey Goldstein;Woutrina A Smith;Elizabeth Leasure;Corina Grigorescu Monagin;Jonna Mazet;Oladele Ogunseitan;Alexandra Zuber;Miriam Rabkin;Kevin Olival;Peter

Daszak; REDACTED

Carolyn Forlee is inviting you to a scheduled Zoom meeting.

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REDACTED US (San Jose)  
REDACTED US (New York)

Meeting ID: REDACTED

Find your local number: REDACTED

**From:** alexandra zuber <alexandrazuber@atahealthstrategies.com>  
**To:** Elizabeth Leasure <ealeasure@ucdavis.edu>; Matthew Blake <mblake@ucdavis.edu>; oromero@haas.berkeley.edu" <oromero@haas.berkeley.edu>; f.castillo@berkeley.edu" <f.castillo@berkeley.edu>; daszak@ecohealthalliance.org" <daszak@ecohealthalliance.org>; William B. Karesh" <karesh@ecohealthalliance.org>; Sam Halabi <sfh9@georgetown.edu>; Jonna Mazet <jkmazet@ucdavis.edu>; Woutrina A Smith <wasmith@ucdavis.edu>  
**Sent:** 2/3/2020 10:06:29 AM  
**Subject:** \*Launch of Benchmarking and Planning Group\*

Hello all,  
 As I announced on our last Obj 3 call, I am forming task teams around our major Obj 3 strategy areas. Our first Strategy Area, and our priority for Q2, is 3.1: "Assessment, Benchmarking and Strategic Planning". As a reminder, you can find our final Obj 3 work plan [here](#).

The task team responsible for strategy area 3.1 is the **Benchmarking and Planning Group (BPG)**. You all expressed interest and availability to join this group, which will be involved in the day-to-day activities of this strategy area.

In the attached Gantt chart, I have laid out the major activities we are responsible for in this strategy for Year 1, and the people who have agreed to be 'primary' and 'secondary' points of contact on these activities (snapshot below). The role of the POCs is to work closely with me to plan and implement each activity, with the close input/ assistance from this group and with appropriate consultation with other stakeholders (e.g. larger Obj 3 work group).

The POCs and I will be reaching out to engage you soon on each of these activities, where relevant to your interest/ expertise. If you have any questions about any specific activities, please contact the primary and secondary POCs and myself.

Regarding Secretariat engagement, we will ask both AFROHUN and SEAOHUN to designate 1-2 persons to work with us on this group, which are TBD. We'll work out a reasonable format for engaging them that uses their time judiciously, given they are also working across all Objectives.

Please let me know if you have any questions or comments. Looking forward to kicking off these activities!

Alexandra

**Activity 3.1.1: Evaluate and Benchmark**

NUPAS Assessment	MB	EL
Stakeholder Mapping	AZ	OR
Audit or Review of Audit	AZ	TBD
SWOT analysis with key informants	AZ	FC
Assemble assessments in one Pre-Retreat Report	AZ	FC
Board governance review	PD	BK



Case studies of organizational sustainability	AZ	FC
Monitor Transition Plan	MB	AZ
Routine review of project M&E indicators	AZ	CM
<b>Activity 3.1.2: Lead Business Planning Retreats</b>		B&P Group
Plan and Facilitate Business Planning Retreats for each Secretariat	FC	OR
Finalize Business Plans for each Secretariat	OR	MB

Alexandra Zuber, MPP, DrPH  
 Founder and CEO, Ata Health Strategies, LLC  
 Email: [alexandrazuber@atahealthstrategies.com](mailto:alexandrazuber@atahealthstrategies.com)  
 Phone: +1 (617) 680-3950  
 LinkedIn: [alexandrazuber/](https://www.linkedin.com/in/alexandrazuber/)  
 Website: [www.atahealthstrategies.com](http://www.atahealthstrategies.com)  
 Twitter: [@alexandrazuber](https://twitter.com/alexandrazuber)

**From:** "Lichtveld, Maureen Y" <mlichtve@tulane.edu>  
**Sent:** 03/23/2020 7:31:35 AM (-07:00)  
**To:** "Amponsah, Edith" <EAmponsah@nas.edu>; "Jonna Mazet" <jkmazet@ucdavis.edu>; "Peter Daszak" <daszak@ecohealthalliance.org>; "Hermsen, Elizabeth D" <elizabeth.hermsen@merck.com>; "Barton Behravesh, Casey (CDC/DDID/NCEZID/OD)" <dlx9@cdc.gov>; "Hermsen, Elizabeth D" <elizabeth.hermsen@merck.com>; "Rushton, Jonathan" <[REDACTED]> "Miller, Sally" <miller.769@osu.edu>; "David Rizzo" <dmrizzo@ucdavis.edu>; "Kevin Anderson" <kevin.anderson@dhs.gov>; "Gail Hansen" <[REDACTED]> "apruden@vt.edu" <apruden@vt.edu>; "jmhughe@emory.edu" <jmhughe@emory.edu>; "Wilson, Mary E." <mewilson@hsph.harvard.edu>  
**Cc:** "Mary Radford" <maradford@ucdavis.edu>; "andre@ecohealthalliance.org" <andre@ecohealthalliance.org>; "Pavlin, Julie" <JPavlin@nas.edu>; "Goodtree, Hannah" <HGoodtree@nas.edu>; "Buckley, Gillian" <GBuckley@nas.edu>  
**Subject:** RE: OHAC Call #21 Meeting Items

Dear colleagues,  
I have a daily COVID-19 leadership call that I cannot miss. It conflict with our call today.  
Sorry. As soon as Edith has the plant health Op Ed I will review it.

Stay safe,  
Maureen

Maureen Y. Lichtveld, MD, MPH  
Professor and Chair  
Freeport McMoRan Chair of Environmental Policy  
Associate Director Population Sciences, Louisiana Cancer Research Consortium  
Director GROWH Research Consortium  
Director, Center for Gulf Coast Environmental Health Research, Leadership and Strategic Initiatives  
Past President, Hispanic-Serving Health Professions Schools  
Tulane University School of Public Health and Tropical Medicine  
Department of Global Environmental Health Sciences  
1440 Canal Street, suite 2100  
New Orleans, Louisiana 70112  
Tel: 504-988-7904  
Fax: 504-988-1726  
Email: [mlichtve@tulane.edu](mailto:mlichtve@tulane.edu)  
[www.gulfcoastenvironmentalhealth.com](http://www.gulfcoastenvironmentalhealth.com)

---

**From:** Amponsah, Edith <EAmponsah@nas.edu>  
**Sent:** Monday, March 23, 2020 8:32 AM  
**To:** Jonna Mazet <jkmazet@ucdavis.edu>; Peter Daszak <daszak@ecohealthalliance.org>; 'Hermsen, Elizabeth D' <elizabeth.hermsen@merck.com>; Lichtveld, Maureen Y <mlichtve@tulane.edu>; Barton Behravesh, Casey (CDC/DDID/NCEZID/OD) <dlx9@cdc.gov>; 'Hermsen, Elizabeth D' <elizabeth.hermsen@merck.com>; 'Rushton, Jonathan' <[REDACTED]> 'Miller, Sally' <miller.769@osu.edu>; David Rizzo <dmrizzo@ucdavis.edu>; Kevin Anderson <kevin.anderson@dhs.gov>; 'Gail Hansen' <[REDACTED]> apruden@vt.edu; jmhughe@emory.edu; 'Wilson, Mary E.' <mewilson@hsph.harvard.edu>  
**Cc:** 'Mary Radford' <maradford@ucdavis.edu>; 'andre@ecohealthalliance.org' <andre@ecohealthalliance.org>; Pavlin, Julie <JPavlin@nas.edu>; Goodtree, Hannah <HGoodtree@nas.edu>; Buckley, Gillian <GBuckley@nas.edu>  
**Subject:** RE: OHAC Call #21 Meeting Items

External Sender. Be aware of links, attachments and requests.

Hello OHAC  
members,

I've attached here a few supplemental reading for our call today.

Talk soon,  
Edith

---

**From:** Amponsah, Edith

**Sent:** Thursday, March 19, 2020 6:18 PM

**To:** Jonna Mazet <[jkmazet@ucdavis.edu](mailto:jkmazet@ucdavis.edu)>; Peter Daszak <[daszak@ecohealthalliance.org](mailto:daszak@ecohealthalliance.org)>; 'Hermsen, Elizabeth D' <[elizabeth.hermsen@merck.com](mailto:elizabeth.hermsen@merck.com)>; Lichtveld, Maureen Y <[mlichtve@tulane.edu](mailto:mlichtve@tulane.edu)>; 'Barton Behravesh, Casey (CDC/DDID/NCEZID/OD)' <[dlx9@cdc.gov](mailto:dlx9@cdc.gov)>; 'Hermsen, Elizabeth D' <[elizabeth.hermsen@merck.com](mailto:elizabeth.hermsen@merck.com)>; 'Rushton, Jonathan' <[REDACTED]>; 'Miller, Sally' <[miller.769@osu.edu](mailto:miller.769@osu.edu)>; David Rizzo <[dmrizzo@ucdavis.edu](mailto:dmrizzo@ucdavis.edu)>; Kevin Anderson <[kevin.anderson@dhs.gov](mailto:kevin.anderson@dhs.gov)>; 'Gail Hansen' <[REDACTED]>; [apruden@vt.edu](mailto:apruden@vt.edu); [jmhughe@emory.edu](mailto:jmhughe@emory.edu); 'Wilson, Mary E.' <[mewilson@hsph.harvard.edu](mailto:mewilson@hsph.harvard.edu)>

**Cc:** 'Mary Radford' <[maradford@ucdavis.edu](mailto:maradford@ucdavis.edu)>; 'andre@ecohealthalliance.org' <[andre@ecohealthalliance.org](mailto:andre@ecohealthalliance.org)>; Pavlin, Julie <[JPavlin@nas.edu](mailto:JPavlin@nas.edu)>; Goodtree, Hannah <[HGoodtree@nas.edu](mailto:HGoodtree@nas.edu)>; Buckley, Gillian <[GBuckley@nas.edu](mailto:GBuckley@nas.edu)>

**Subject:** OHAC Call #21 Meeting Items

Dear OHAC members,

I hope you're all doing well and staying healthy. This is a reminder that our next OHAC call is scheduled for **Monday March 23rd** from **12-1pm ET**. Please find attached:

- The call agenda.
- CVs/bios for two recommendations from the social & behavioral science sectors.

Please let us know if you have any questions or concerns.

Best,

**Edith Amponsah, MPH, IBCLC**

Research Associate

Forum on Microbial Threats

Health and Medicine Division

The National Academies of Sciences, Engineering, and Medicine

500 Fifth Street, NW

Phone: 202-334-3222

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much easier for me to keep track of your audio levels.

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**From:** "Corina Grigorescu Monagin" <cgmonagin@UCDAVIS.EDU>  
**Sent:** 03/24/2020 12:49:05 PM (-07:00)  
**To:** "Woutrina A Smith" <wasmith@ucdavis.edu>; "Oladele Ogunseitan" <oladele.ogunseitan@uci.edu>; "Peter Daszak" <daszak@ecohealthalliance.org>; "William B. Karesh" <Karesh@ecohealthalliance.org>; "mr84@columbia.edu" <mr84@columbia.edu>; "alexandra zuber" <alexandrazuber@atahealthstrategies.com>; "Matthew Blake" <mblake@ucdavis.edu>; "Tracey Goldstein" <tgoldstein@ucdavis.edu>; "David John Wolking" <djwolking@ucdavis.edu>; "Terra Kelly" <trkelly@ucdavis.edu>; "Jaber Amine Belkhiria" <jabelkhiria@ucdavis.edu>; "Elizabeth Leasure" <ealeasure@UCDAVIS.EDU>; "Jonna Mazet" <jkmazet@ucdavis.edu>; "McNeil, Carrie S." <csmcnei@sandia.gov>; "Jutta Lehmer" <JLehmer@salud.unm.edu>; "Omar Romero-hernandez" <oromero@haas.berkeley.edu>; "Bruce Baird Struminger" <BStruminger@salud.unm.edu>; "Federico Castillo" <f.castillo@berkeley.edu>; "Ndola PRATA" <ndola@berkeley.edu>; "Tiffany Harris, PhD, MS" <th2604@columbia.edu>; "Costa, Cristiane" <co123@cumc.columbia.edu>; "Amaya, Idalia M." <ima2107@cumc.columbia.edu>; "Sam Halabi" <sfh9@georgetown.edu>  
**Cc:** "onehealthnextgen Sympa List" <onehealthnextgen@ucdavis.edu>  
**Subject:** Reminder: OHW-NG Executive Board Call March 25th, 11am PST/2pm EST  
**Attachments:** OHW-EB Call Agenda 3.25.20.docx, OHW-NG logo bar v3.png

Hi all,

Not sure what happened with the first email – my apologies. Please see below and attached for tomorrow’s OHW-NG EB call.

Thanks  
Corina

OHW-NG EB Zoom Meeting  
March 25th, 2020 11-12 AM US/Pacific

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#### 1. Administrative items

- UCD updates from USAID
- UCD Admin updates

#### 2. COVID-19 updates

#### 3. Objective Team/Network Updates

#### 4. Conference updates

- One Health World Congress, Edinburgh June 14-18, 2020) <https://onehealthplatform.com/cnt/article/edinburgh-2020> - Thurs/Fri, June 11&12 proposed as OHW-NG semi-annual meeting in Edinburgh linked to WOHC

5. AOB

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OHW-NG EB Zoom Meeting  
March 25th, 2020 11-12 AM US/Pacific

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**5. AOB**

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US (New York)

Meeting ID: REDACTED

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**From:** "Elizabeth Leasure" <ealeasure@UCDAVIS.EDU>  
**Sent:** 03/25/2020 11:02:39 AM (-07:00)  
**To:** "Corina Grigorescu Monagin" <cgmonagin@UCDAVIS.EDU>; "Woutrina A Smith" <wasmith@ucdavis.edu>; "Oladele Ogunseitan" <oladele.ogunseitan@uci.edu>; "Peter Daszak" <daszak@ecohealthalliance.org>; "William B. Karesh" <Karesh@ecohealthalliance.org>; "mr84@columbia.edu" <mr84@columbia.edu>; "alexandra zuber" <alexandrazuber@atahealthstrategies.com>; "Matthew Blake" <mblake@ucdavis.edu>; "Tracey Goldstein" <tgoldstein@ucdavis.edu>; "David John Wolking" <djwolking@ucdavis.edu>; "Terra Kelly" <trkelly@ucdavis.edu>; "Jaber Amine Belkhiria" <jabelkhiria@ucdavis.edu>; "Jonna Mazet" <jkmazet@ucdavis.edu>; "McNeil, Carrie S." <csmcnei@sandia.gov>; "Jutta Lehmer" <JLehmer@salud.unm.edu>; "Omar Romero-hernandez" <oromero@haas.berkeley.edu>; "Bruce Baird Struminger" <BStruminger@salud.unm.edu>; "Federico Castillo" <f.castillo@berkeley.edu>; "Ndola PRATA" <ndola@berkeley.edu>; "Tiffany Harris, PhD, MS" <th2604@columbia.edu>; "Costa, Cristiane" <co123@cumc.columbia.edu>; "Amaya, Idalia M." <ima2107@cumc.columbia.edu>; "Sam Halabi" <sfh9@georgetown.edu>  
**Cc:** "onehealthnextgen Sympa List" <onehealthnextgen@ucdavis.edu>  
**Subject:** RE: Reminder: OHW-NG Executive Board Call March 25th, 11am PST/2pm EST

Anyone else having trouble getting on?

*Elizabeth Leasure*  
*Financial Operations Manager*  
*One Health Institute*  
**REDACTED** (cell)  
530-754-9034 (office)  
Skype: ealeasure

---

**From:** Corina Grigorescu Monagin <cgmonagin@UCDAVIS.EDU>  
**Sent:** Tuesday, March 24, 2020 12:49 PM  
**To:** Woutrina A Smith <wasmith@ucdavis.edu>; Oladele Ogunseitan <oladele.ogunseitan@uci.edu>; Peter Daszak <daszak@ecohealthalliance.org>; William B. Karesh <Karesh@ecohealthalliance.org>; mr84@columbia.edu; alexandra zuber <alexandrazuber@atahealthstrategies.com>; Matthew Blake <mblake@ucdavis.edu>; Tracey Goldstein <tgoldstein@ucdavis.edu>; David John Wolking <djwolking@ucdavis.edu>; Terra Kelly <trkelly@ucdavis.edu>; Jaber Amine Belkhiria <jabelkhiria@ucdavis.edu>; Elizabeth Leasure <ealeasure@UCDAVIS.EDU>; Jonna Mazet <jkmazet@ucdavis.edu>; McNeil, Carrie S. <csmcnei@sandia.gov>; Jutta Lehmer <JLehmer@salud.unm.edu>; Omar Romero-hernandez <oromero@haas.berkeley.edu>; Bruce Baird Struminger <BStruminger@salud.unm.edu>; Federico Castillo <f.castillo@berkeley.edu>; Ndola PRATA <ndola@berkeley.edu>; Tiffany Harris, PhD, MS <th2604@columbia.edu>; Costa, Cristiane <co123@cumc.columbia.edu>; Amaya, Idalia M. <ima2107@cumc.columbia.edu>; Sam Halabi <sfh9@georgetown.edu>  
**Cc:** onehealthnextgen Sympa List <onehealthnextgen@ucdavis.edu>  
**Subject:** Reminder: OHW-NG Executive Board Call March 25th, 11am PST/2pm EST

Hi all,

Not sure what happened with the first email – my apologies. Please see below and attached for tomorrow's OHW-NG EB call.

Thanks  
Corina

OHW-NG EB Zoom Meeting  
March 25th, 2020 11-12 AM US/Pacific

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- UCD Admin updates

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- One Health World Congress, Edinburgh June 14-18, 2020 <https://onehealthplatform.com/cnt/article/edinburgh-2020> - Thurs/Fri, June 11&12 proposed as OHW-NG semi-annual meeting in Edinburgh linked to WOHC

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Meeting ID: REDACTED

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**From:** "Pope, Andrew" <APope@nas.edu>  
**Sent:** 04/05/2020 7:48:51 AM (-07:00)  
**To:** "harvey.fineberg@moore.org" <harvey.fineberg@moore.org>; "Kristian G. Andersen" <[REDACTED]>; "Diane Griffin" <dgriffi6@jhmi.edu>; "O'Toole, Tara" <totoole@iq.t.org>; "Jonna Mazet" <jkmazet@ucdavis.edu>; "Phyllis D. Meadows" <PDMeadows@kresge.org>; "peggy@hbfam.net" <peggy@hbfam.net>; "David A Relman" <relman@stanford.edu>; "Mark Smolinski" <mark@endingpandemics.org>; "Bassett, Mary Travis" <mbassett@hsph.harvard.edu>; "Trevor Bedford" <trevor@bedford.io>; "Georges Benjamin" <georges.benjamin@apha.org>; "Besser, Richard" <rbesser@rwjf.org>; "John Hick" <[REDACTED]>; "alp81@georgetown.edu" <alp81@georgetown.edu>; "Embrey, Ellen" <eembrey@stratitia.com>; "Walt, David" <dwalt@bwh.harvard.edu>; "daszak@ecohealthalliance.org" <daszak@ecohealthalliance.org>; "Kester, Kent /US" <Kent.Kester@sanofi.com>; "Patricia king" <[REDACTED]>; "Donald Berwick" <[REDACTED]>; "Alta CHARO" <alta.charo@wisc.edu>; "Jeffrey Duchin (jeff.duchin@kingcounty.gov)" <jeff.duchin@kingcounty.gov>; "Baruch Fischhoff" <baruch@cmu.edu>  
**Cc:** "Pavlin, Julie" <JPavlin@nas.edu>; "Shore, Carolyn" <CShore@nas.edu>; "Wollek, Scott" <SWollek@nas.edu>; "Borel, Bridget" <BBorel@nas.edu>; "Logan, Kendall" <KLogan@nas.edu>; "Peisch, Samuel Francis" <speisch@hsph.harvard.edu>; "Faulknor, Jill" <jbaker@rwjf.org>; "andre@ecohealthalliance.org" <andre@ecohealthalliance.org>; "mnavish@iq.t.org" <mnavish@iq.t.org>; "Downey, Autumn" <ADowney@nas.edu>; "Brown, Lisa" <LBrown@nas.edu>  
**Subject:** Response regarding Seasonality of SARS-CoV-2  
**Attachments:** Rapid Expert Consultation on SARS-CoV-2 Seasonality\_April 5 2020.pdf

Dear Committee members

As some of you already know, we received a task/question recently from OSTP regarding virus survival in relation to temperature and humidity, and potential for seasonal reduction and resurgence of cases.

In the interest of keeping everyone informed, we wanted to share the attached response that was delivered to the sponsors a few minutes ago. The response will also be posted on the committee's webpage under "Publications:" <https://www.nationalacademies.org/our-work/standing-committee-on-emerging-infectious-diseases-and-21st-century-health-threats#sectionPublications>

Please let us know if you have any questions.

Be careful out there,

Andy

**Andrew M. Pope, Ph.D.**

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April 5, 2020

Kelvin Droegemeier, PhD.  
Office of Science and Technology Policy  
Executive Office of the President  
Eisenhower Executive Office Building  
1650 Pennsylvania Avenue  
Washington, DC 20504

Dear Dr. Droegemeier:

Attached please find a rapid expert consultation on the topics of virus survival in relation to temperature and humidity, and potential for seasonal reduction and resurgence of cases. This assessment was prepared by members of the National Academies' Standing Committee on Emerging Infectious Diseases and 21<sup>st</sup> Century Health Threats.

Building on the previous decade of National Academies reports, the aim of this rapid expert consultation is to provide scientifically grounded principles that are relevant to decision-making about the potential for seasonal variation of SARS-CoV-2.

We hope this document proves useful to you and your colleagues.

Respectfully,

Harvey V. Fineberg, M.D., Ph.D.  
Chair  
Standing Committee on Emerging Infectious Diseases and 21<sup>st</sup> Century Health Threats

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April 5, 2020

This rapid expert consultation responds to your March 30 request concerning 1) survival of the SARS-CoV-2 virus in relation to temperature and humidity; and 2) potential for seasonal reduction and resurgence in cases.

Studies published so far have conflicting results regarding potential seasonal effects, and are hampered by poor data quality, confounding factors, and insufficient time since the beginning of the pandemic from which to draw conclusions. There is some evidence to suggest that SARS-CoV-2 may transmit less efficiently in environments with higher ambient temperature and humidity; however, given the lack of host immunity globally, this reduction in transmission efficiency may not lead to a significant reduction in disease spread without the concomitant adoption of major public health interventions. Furthermore, the other coronaviruses causing potentially serious human illness, including both SARS-CoV and MERS-CoV have not demonstrated any evidence of seasonality following their emergence.

The current pandemic started in the winter season mostly in northern latitudes, and less than 4 months ago, making it difficult to ascertain differences within a localized geographic region with changing seasons. Some analyses of variability across different geographic regions based on humidity and temperature are available. A study from China in the early part of the pandemic suggested that every 1°C elevation in ambient temperature led to a decrease in daily confirmed cases by 36-57% when relative humidity was between 67% to 85.5%, and every 1% increase in relative humidity decreased the daily confirmed cases by 11-22% when the average temperature was between 5.04 and 8.2°C, but these findings were not consistent across mainland China.<sup>1</sup> Another study in China concluded that increases in temperature and relative humidity can lower the reproductive rate, but the average  $R_0$  was still close to 2 at maximum temperatures and humidity in their data set, suggesting that the virus will still spread exponentially at higher temperatures and humidity.<sup>2</sup> Outside of China, a study looking at daily case growth rates in 121 countries or regions found the highest rates in temperate regions.<sup>3</sup> They found growth rates peaked in regions with mean temperature of 5°C and decreased in warmer and colder climates. Temperature was the variable with the highest relative importance in explaining variations in growth rates although they did see fast growth rates in warmer climates and huge variations in regions with similar climates, suggesting that many factors contribute to transmission. Another study in 310 geographic regions across 116 countries also found an inverse relationship between temperature and humidity and incidence

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<sup>1</sup> Qi, H., S. Xiao, R. Shi, M. P. Ward, Y. Chen, W. Tu, Q. Su, W. Wang, X. Wang, and Z. Zhang. 2020. COVID-19 transmission in Mainland China is associated with temperature and humidity: a time-series analysis. <https://doi.org/10.1101/2020.03.30.20044099> (accessed March 31, 2020).

<sup>2</sup> Wang, J., K. Tang, K. Feng, and W. Lv. 2020. High temperature and high humidity reduce the transmission of COVID-19. <http://dx.doi.org/10.2139/ssrn.3551767> (accessed April 4, 2020).

<sup>3</sup> Ficaretola, G. F., and D. Rubolini. 2020. Climate affects global patterns of COVID-19 early outbreak dynamics. <https://doi.org/10.1101/2020.03.23.20040501> (accessed March 31, 2020).

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of COVID-19.<sup>4</sup> One study examined cities with significant community spread compared to those without spread and found greater disease rates in cities and regions along a narrow distribution within the 30-50° N' corridor (areas of lower average temperature and humidity), which is consistent with the behavior of seasonal respiratory viruses.<sup>5</sup> A study in countries that had at least 12 days of data found an increase in doubling time of virus transmission at warmer temperatures (average of 9.5°C vs 26.5°C), suggesting a slowing of disease spread at warmer temperatures.<sup>6</sup>

The results of these studies should be interpreted with caution, in the context of the limited time during which natural experiments have taken place in different locations. There are significant caveats in all of the studies presented, mostly related to data quality and the limitation in time and location, with the pandemic mostly in temperate regions during the winter months. There are also important confounding factors associated with geography and hence, temperature and humidity: access to and quality of public health and health care systems, per capita income, and the availability of diagnostics. Of note, a study by Luo et al showed sustained transmission despite changes in weather in various parts of China that ranged from cold and dry to tropical arguing against any seasonal differences, although issues with data collection and reporting, as with all the studies, makes this analysis limited.<sup>7</sup> This study concludes that changes in weather alone will not necessarily lead to declines in cases without extensive public health interventions.

Some limited data support a potential waning of cases in warmer and more humid seasons, yet none are without major limitations. Given that countries currently in “summer” climates, such as Australia and Iran, are experiencing rapid virus spread, a decrease in cases with increases in humidity and temperature elsewhere should not be assumed. Given the lack of immunity to SARS-CoV-2 across the world, if there is an effect of temperature and humidity on transmission, it may not be as apparent as with other respiratory viruses for which there is at least some pre-existing partial immunity. It is useful to note that pandemic influenza strains have not exhibited the typical seasonal pattern of endemic/epidemic strains. There have been 10 influenza pandemics in the past 250-plus years – two started in the northern hemisphere winter, three in the spring, two in the summer and three in the fall. All had a peak second wave approximately six months after emergence of the virus in the human population, regardless of when the initial

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<sup>4</sup> Islam N., S. Shabnam, and A. M. Erzurumluoglu. 2020. Temperature, humidity, and wind speed are associated with lower Covid-19 incidence. <https://doi.org/10.1101/2020.03.27.20045658> (accessed April 2, 2020).

<sup>5</sup> Sajadi, M. M., P. Habibzadeh, A. Vintzileos, S. Shokouhi, F. Miralles-Wilhelm, and A. Amoroso. 2020. Temperature, humidity and latitude analysis to predict potential spread and seasonality for COVID-19. <http://dx.doi.org/10.2139/ssrn.3550308> (accessed April 4, 2020).

<sup>6</sup> Notari, A. 2020. Temperature dependence of COVID-19 transmission. <https://doi.org/10.1101/2020.03.26.20044529> (accessed March 31, 2020).

<sup>7</sup> Luo, W., M. Majumder, D. Liu, C. Poirier, K. Mandl, M. Lipsitch, and M. Santillana. 2020. The role of absolute humidity on transmission rates of the COVID-19 outbreak. <https://doi.org/10.1101/2020.02.12.20022467> (accessed April 4, 2020).

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introduction occurred. More studies are needed as the SARS-CoV-2 pandemic unfolds before sound conclusions can be drawn about the effects of climate on transmission.

We wish to underscore our ‘bottom-line’ determination at this time: It would be unwise to alter current public health mitigation strategies in the United States based upon an assumption of COVID-19 seasonal effects later this year.

My colleagues and I hope this input is helpful to you as you continue to guide the nation’s response in this ongoing public health crisis.

Respectfully,

David A. Relman, M.D.

Member

Standing Committee on Emerging Infectious Diseases and 21<sup>st</sup> Century Health Threats

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**APPENDIX**

**Authors and Reviewers of this Rapid Expert Consultation**

This rapid expert consultation was prepared by staff of the National Academies of Sciences, Engineering, and Medicine, and members of the National Academies' Standing Committee on Emerging Infectious Diseases and 21st Century Health Threats: David Relman, Stanford University; David Walt, Brigham and Women's Hospital, Harvard Medical School; and Kristian Andersen, The Scripps Research Institute.

Harvey Fineberg, chair of the Standing Committee, approved this document. The following individuals served as reviewers: Linsey Marr, Virginia Tech; Matthew Frieman, University of Maryland School of Medicine; Stanley Perlman, University of Iowa; Michael Diamond, Washington University; Mark Denison, Vanderbilt University Medical Center; Jim Chappell, Vanderbilt University Medical Center, and Michael Osterholm, University of Minnesota. Ellen Clayton, Vanderbilt University Medical Center, and Susan Curry, University of Iowa, served as arbiters of this review on behalf of the National Academies' Report Review Committee and its Health and Medicine Division.



**From:** "alexandra zuber" <alexandrazuber@atahealthstrategies.com>  
**Sent:** 04/13/2020 10:41:14 AM (-07:00)  
**To:** "Elizabeth Leasure" <ealeasure@UCDAVIS.EDU>; "Matthew Blake" <mblake@ucdavis.edu>; "Jonna Mazet" <jkmazet@ucdavis.edu>; "wasmith@ucdavis.edu" <wasmith@ucdavis.edu>  
**Cc:** "f.castillo@berkeley.edu" <f.castillo@berkeley.edu>; "oromero@haas.berkeley.edu" <oromero@haas.berkeley.edu>; "margaritamartins@berkeley.edu" <margaritamartins@berkeley.edu>; "William B. Karesh" <karesh@ecohealthalliance.org>; "daszak@ecohealthalliance.org" <daszak@ecohealthalliance.org>; "Sam Halabi" <sfh9@georgetown.edu>  
**Subject:** Re: NUPAS documents for our meeting today

Jonna/ Wout- Could you provide any more detail as to the issues you saw in AFROHUN's Excel-based budgeting that could be mentioned as part of the NUPAS at this point?

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Founder and CEO, Ata Health Strategies, LLC  
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LinkedIn: [alexandrazuber/](https://www.linkedin.com/in/alexandrazuber/)  
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**From:** Elizabeth Leasure <ealeasure@UCDAVIS.EDU>  
**Sent:** Monday, April 13, 2020 1:21 PM  
**To:** alexandra zuber <alexandrazuber@atahealthstrategies.com>; Matthew Blake <mblake@ucdavis.edu>  
**Cc:** f.castillo@berkeley.edu <f.castillo@berkeley.edu>; oromero@haas.berkeley.edu <oromero@haas.berkeley.edu>; margaritamartins@berkeley.edu <margaritamartins@berkeley.edu>; William B. Karesh <karesh@ecohealthalliance.org>; daszak@ecohealthalliance.org <daszak@ecohealthalliance.org>; Jonna Mazet <jkmazet@ucdavis.edu>; Sam Halabi <sfh9@georgetown.edu>  
**Subject:** RE: NUPAS documents for our meeting today

Hi Alex. I need a bit more info to provide a response, as I'm not sure which issues you (or they) are referring to.

*Elizabeth Leasure*  
*Financial Operations Manager*  
*One Health Institute*  
**REDACTED** (cell)  
530-754-9034 (office)  
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---

**From:** alexandra zuber <alexandrazuber@atahealthstrategies.com>  
**Sent:** Monday, April 13, 2020 10:08 AM  
**To:** Elizabeth Leasure <ealeasure@UCDAVIS.EDU>; Matthew Blake <mblake@ucdavis.edu>  
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**Subject:** Re: NUPAS documents for our meeting today

Okay sounds good. **Matt**, can you insert your sections to Liz's excel and slides and send today? I am sending the consolidated package to AFROHUN tomorrow. Thanks!

Also, **Elizabeth**, Woutrina and Jonna asked this morning if you think any of the issues of AFROHUN's Excel-based budgeting should be noted in the NUPAS review at this time, as something that should be addressed?

Alexandra Zuber, MPP, DrPH  
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**From:** Elizabeth Leasure <[ealeasure@UCDAVIS.EDU](mailto:ealeasure@UCDAVIS.EDU)>  
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**To:** alexandra zuber <[alexandrazuber@atahealthstrategies.com](mailto:alexandrazuber@atahealthstrategies.com)>; Matthew Blake <[mblake@ucdavis.edu](mailto:mblake@ucdavis.edu)>  
**Cc:** [f.castillo@berkeley.edu](mailto:f.castillo@berkeley.edu) <[f.castillo@berkeley.edu](mailto:f.castillo@berkeley.edu)>; [oromero@haas.berkeley.edu](mailto:oromero@haas.berkeley.edu) <[oromero@haas.berkeley.edu](mailto:oromero@haas.berkeley.edu)>; [margaritamartins@berkeley.edu](mailto:margaritamartins@berkeley.edu) <[margaritamartins@berkeley.edu](mailto:margaritamartins@berkeley.edu)>; William B. Karesh <[karesh@ecohealthalliance.org](mailto:karesh@ecohealthalliance.org)>; [daszak@ecohealthalliance.org](mailto:daszak@ecohealthalliance.org) <[daszak@ecohealthalliance.org](mailto:daszak@ecohealthalliance.org)>; Jonna Mazet <[jkmazet@ucdavis.edu](mailto:jkmazet@ucdavis.edu)>; Sam Halabi <[sfh9@georgetown.edu](mailto:sfh9@georgetown.edu)>  
**Subject:** RE: NUPAS documents for our meeting today

Hi Alex. I made a couple changes as I was working through everything to put the slides together. An updated spreadsheet is attached. Criteria 2 is pending completion by Matt, so he'll need to provide an updated version with his info added.

Thanks,  
Liz

*Elizabeth Leasure*  
*Financial Operations Manager*  
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*Skype: ealeasure*

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**From:** alexandra zuber <[alexandrazuber@atahealthstrategies.com](mailto:alexandrazuber@atahealthstrategies.com)>  
**Sent:** Monday, April 13, 2020 8:28 AM  
**To:** Elizabeth Leasure <[ealeasure@UCDAVIS.EDU](mailto:ealeasure@UCDAVIS.EDU)>; Matthew Blake <[mblake@ucdavis.edu](mailto:mblake@ucdavis.edu)>  
**Cc:** [f.castillo@berkeley.edu](mailto:f.castillo@berkeley.edu); [oromero@haas.berkeley.edu](mailto:oromero@haas.berkeley.edu); [margaritamartins@berkeley.edu](mailto:margaritamartins@berkeley.edu); William B. Karesh <[karesh@ecohealthalliance.org](mailto:karesh@ecohealthalliance.org)>; [daszak@ecohealthalliance.org](mailto:daszak@ecohealthalliance.org); Jonna Mazet <[jkmazet@ucdavis.edu](mailto:jkmazet@ucdavis.edu)>; Sam Halabi <[sfh9@georgetown.edu](mailto:sfh9@georgetown.edu)>  
**Subject:** Re: NUPAS documents for our meeting today

Also, team remember to please send me final NUPAS excel tools today as well... Or email me if you feel the tool you already sent is complete and requires no further changes. Thanks again,

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---

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**Subject:** Re: NUPAS documents for our meeting today

Thank you! Matt, can you add your slides to this version?

Alexandra Zuber, MPP, DrPH  
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**Cc:** [f.castillo@berkeley.edu](mailto:f.castillo@berkeley.edu) <[f.castillo@berkeley.edu](mailto:f.castillo@berkeley.edu)>; [oromero@haas.berkeley.edu](mailto:oromero@haas.berkeley.edu) <[oromero@haas.berkeley.edu](mailto:oromero@haas.berkeley.edu)>; [margaritamartins@berkeley.edu](mailto:margaritamartins@berkeley.edu) <[margaritamartins@berkeley.edu](mailto:margaritamartins@berkeley.edu)>; William B. Karesh <[karesh@ecohealthalliance.org](mailto:karesh@ecohealthalliance.org)>; [daszak@ecohealthalliance.org](mailto:daszak@ecohealthalliance.org) <[daszak@ecohealthalliance.org](mailto:daszak@ecohealthalliance.org)>; Jonna Mazet <[jkmazet@ucdavis.edu](mailto:jkmazet@ucdavis.edu)>; Sam Halabi <[sfh9@georgetown.edu](mailto:sfh9@georgetown.edu)>  
**Subject:** RE: NUPAS documents for our meeting today

The slide deck with my criteria 2 slides added is attached.

Matt-

I created slides for your criteria 2 sections (2.3, 2.9, 2.10, 2.11, 2.12), so you just need to fill them in.

Thanks!

Liz

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*Financial Operations Manager*  
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---

**From:** Elizabeth Leasure  
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**Subject:** RE: NUPAS documents for our meeting today

Hi all. I put my slides together a little differently, but I'm happy to revise as needed. The procurement and travel slides are completed in the deck attached, and I'll start working on the criteria 2 slides.

Thanks!  
Liz

*Elizabeth Leasure*  
*Financial Operations Manager*  
*One Health Institute*  
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**From:** Sam Halabi <[sfh9@georgetown.edu](mailto:sfh9@georgetown.edu)>  
**Sent:** Friday, April 10, 2020 9:27 AM  
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**Subject:** Re: NUPAS documents for our meeting today

Dear team,

Attached you'll find the revised Excel and PowerPoint for Criterion 1 - Legal Requirements - which hopefully capture the revisions we discussed and, with respect to the latter, provide a useful template for others. I'm of course happy to receive thoughts/edits/suggestions and recirculate.

Best,  
Sam

On Thu, Apr 9, 2020 at 12:56 PM Elizabeth Leasure <[ealeasure@ucdavis.edu](mailto:ealeasure@ucdavis.edu)> wrote:

An updated spreadsheet with travel and procurement added is attached. Still working on criteria 2.

*Elizabeth Leasure*  
*Financial Operations Manager*  
*One Health Institute*  
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---

**From:** alexandra zuber <[alexandrazuber@atahealthstrategies.com](mailto:alexandrazuber@atahealthstrategies.com)>  
**Sent:** Thursday, April 9, 2020 9:07 AM  
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**Cc:** William B. Karesh <[karesh@ecohealthalliance.org](mailto:karesh@ecohealthalliance.org)>; [daszak@ecohealthalliance.org](mailto:daszak@ecohealthalliance.org); Jonna Mazet

<[jkmazet@ucdavis.edu](mailto:jkmazet@ucdavis.edu)>

**Subject:** NUPAS documents for our meeting today

A big thank you to the team for completing your NUPAS assessments.

We have 4 of the 6 criteria completed and consolidated in the attached Excel. Two more criteria are forthcoming tomorrow. I am looking very forward to discussing these findings with you today, and coming to agreement on what the global team feels are priorities for AFROHUN capacity-building.

I have also enclosed a possible PPT template with draft agenda for our NUPAS virtual site visit next week, so we can discuss this today as well. Thanks to Sam for helping me with an early draft of this PPT.

Lastly, today we will briefly discuss the launch of the SEAOHUN NUPAS assessment process, which is right around the corner.

As a reminder, our agenda for today is in our calendar invite.

Talk soon,

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---

**From:** alexandra zuber <[alexandrazuber@atahealthstrategies.com](mailto:alexandrazuber@atahealthstrategies.com)>

**Sent:** Tuesday, April 7, 2020 1:44 PM

**To:** Matthew Blake <[mblake@ucdavis.edu](mailto:mblake@ucdavis.edu)>; Elizabeth Leasure <[ealeasure@ucdavis.edu](mailto:ealeasure@ucdavis.edu)>; [f.castillo@berkeley.edu](mailto:f.castillo@berkeley.edu) <[f.castillo@berkeley.edu](mailto:f.castillo@berkeley.edu)>; [oromero@haas.berkeley.edu](mailto:oromero@haas.berkeley.edu) <[oromero@haas.berkeley.edu](mailto:oromero@haas.berkeley.edu)>; Sam Halabi <[sfh9@georgetown.edu](mailto:sfh9@georgetown.edu)>; [margaritamartins@berkeley.edu](mailto:margaritamartins@berkeley.edu) <[margaritamartins@berkeley.edu](mailto:margaritamartins@berkeley.edu)>

**Cc:** William B. Karesh <[karesh@ecohealthalliance.org](mailto:karesh@ecohealthalliance.org)>; [daszak@ecohealthalliance.org](mailto:daszak@ecohealthalliance.org) <[daszak@ecohealthalliance.org](mailto:daszak@ecohealthalliance.org)>; Jonna Mazet <[jkmazet@ucdavis.edu](mailto:jkmazet@ucdavis.edu)>

**Subject:** NUPAS tool reminder & \*your input on SEAOHUN dates\*

Hello AFROHUN NUPAS team,

This is a friendly reminder to send me your NUPAS Excel tool by tomorrow, April 8, COB.

Also, last week I discussed a proposed timeline with SEAOHUN regarding their NUPAS, SWOT, and OCA. I further extended our original timeline to give us all a bit more breather. **Can you let me know if you have any restrictions that would prevent you from working on these items during these times?**

Thanks all,

**Proposed timeline of activities:**

- SEAOHUN attends ECHO OLS Virtual Immersion: April 16, 17, and 20

- NUPAS desk review: April 6-17, 2020
- NUPAS virtual site visits: April 27-May 1, 2020
- SWOT Interviews with Secretariat Staff: April 21-22
- SWOT Interviews with SEAOHUN Board members (4 countries): April 22-May 1
- SWOT Focus group discussions with each SEAOHUN country team (coordinators, university representatives): April 20-30, 2020
- May 11-22: Three 2 hour Zoom blocks:
  - Review NUPAS gaps & prioritize (2 hours)
  - Review OCA gaps & prioritize (2 hours)
  - Review SWOT findings and discuss implications for planning (2 hours)
  - Time window? Possible 5-7 pm PDT/ 7-9 am. We will check with UC Davis team and get back to SEAOHUN.
- Week of May 25: 1-2 Action Planning Days- review & confirm plan for capacity-building/ collaboration in Y1

Alexandra Zuber, MPP, DrPH  
 Founder and CEO, Ata Health Strategies, LLC  
 Email: [alexandrazuber@atahealthstrategies.com](mailto:alexandrazuber@atahealthstrategies.com)  
 Phone: +1 (617) 680-3950  
 LinkedIn: [alexandrazuber/](https://www.linkedin.com/in/alexandrazuber/)  
 Website: [www.atahealthstrategies.com](http://www.atahealthstrategies.com)  
 Twitter: [@alexandrazuber](https://twitter.com/alexandrazuber)

---

**From:** alexandra zuber <[alexandrazuber@atahealthstrategies.com](mailto:alexandrazuber@atahealthstrategies.com)>  
**Sent:** Wednesday, April 1, 2020 4:54 PM  
**To:** Matthew Blake <[mblake@ucdavis.edu](mailto:mblake@ucdavis.edu)>; Elizabeth Leasure <[ealeasure@ucdavis.edu](mailto:ealeasure@ucdavis.edu)>; [f.castillo@berkeley.edu](mailto:f.castillo@berkeley.edu) <[f.castillo@berkeley.edu](mailto:f.castillo@berkeley.edu)>; [oromero@haas.berkeley.edu](mailto:oromero@haas.berkeley.edu) <[oromero@haas.berkeley.edu](mailto:oromero@haas.berkeley.edu)>; Sam Halabi <[sfh9@georgetown.edu](mailto:sfh9@georgetown.edu)>; [margaritamartins@berkeley.edu](mailto:margaritamartins@berkeley.edu) <[margaritamartins@berkeley.edu](mailto:margaritamartins@berkeley.edu)>  
**Subject:** NUPAS next steps- Call + Template

Hi (ANT) Team,  
 Thanks for all your active work this week on calls with AFROHUN. I'm excited to see us bring this together.

In follow-up to my email last week (below), I'd like to send you some updates and a template for documenting your NUPAS review.

First, I proposed Mon, April 10 for our 2 hour Zoom session on the NUPAS with AFROHUN. They will confirm the date tomorrow and I'll notify you.

Second, I'd like to convene us on an internal call later next week to review our scores and rationale, and plan for our presentation to AFROHUN. Please can you populate this [Doodle](#) to share your availability?

Last, I believe the most straight forward approach to collating your findings will be for **each of you/ us to complete the attached Excel tool** for your/ our domains. This will serve as our formal written record of the review. **Please complete all the fields for your domains and send to me via email no later than COB Wed, April 8.** I will aim to consolidate and send back to you before our call. We will later translate the priorities/ highlights to a PPT we deliver to AFROHUN.

Some guidance on the NUPAS Excel tool:

1. In the attached tool, I separated the column "rationale" from "recommendations", so we could speak to each clearly and so that it is easier to extract in to a PPT slide
2. In your description of rationale, please be sure to speak to each of the criteria in the domain, whether AFROHUN met or failed to meet that domain and how/why. Or whether it is unclear at this time.
3. Please consider the attached "NUPAS questions for consideration" for your domains, which were an Appendix to the NUPAS document as helpful probing questions for each domain. Some match 1:1 the domain criteria, others are more granular.
4. Please do your best to substantiate each finding with reference to a document, interview, or general observation.
5. Error on the side of being more detailed in this rationale section, as we want a fulsome record. I would suggest 2-4 paragraphs, but use your judgement.
6. Note that AFROHUN will likely see this document, so please write sensitively.
7. Note if anything is "unclear" or "unknown" at this time.
8. For recommendations, please indicate what improvements you believe could/ should be made, in particular to move to the next higher score.

Let me know if you have any questions or concerns, or recommendations on how we proceed over the next two weeks. I'll be at home 😊 617-680-3950.

Thanks again,  
Alexandra

Alexandra Zuber, MPP, DrPH  
Founder and CEO, Ata Health Strategies, LLC  
Email: [alexandrazuber@atahealthstrategies.com](mailto:alexandrazuber@atahealthstrategies.com)  
Phone: +1 (617) 680-3950  
LinkedIn: [alexandrazuber/](https://www.linkedin.com/in/alexandrazuber/)  
Website: [www.atahealthstrategies.com](http://www.atahealthstrategies.com)  
Twitter: [@alexandrazuber](https://twitter.com/alexandrazuber)

---

**From:** alexandra zuber <[alexandrazuber@atahealthstrategies.com](mailto:alexandrazuber@atahealthstrategies.com)>  
**Sent:** Wednesday, March 25, 2020 5:30 PM  
**To:** Matthew Blake <[mblake@ucdavis.edu](mailto:mblake@ucdavis.edu)>; Elizabeth Leasure <[ealeasure@ucdavis.edu](mailto:ealeasure@ucdavis.edu)>; [f.castillo@berkeley.edu](mailto:f.castillo@berkeley.edu) <[f.castillo@berkeley.edu](mailto:f.castillo@berkeley.edu)>; [oromero@haas.berkeley.edu](mailto:oromero@haas.berkeley.edu) <[oromero@haas.berkeley.edu](mailto:oromero@haas.berkeley.edu)>; Sam Halabi <[sfh9@georgetown.edu](mailto:sfh9@georgetown.edu)>; [margaritamartins@berkeley.edu](mailto:margaritamartins@berkeley.edu) <[margaritamartins@berkeley.edu](mailto:margaritamartins@berkeley.edu)>  
**Subject:** NUPAS next steps

Hi team,  
Matt and Liz have been pulled in to some important COVID work, so I'm going to be coordinating our NUPAS assessment together moving forward. Fortunately, Matt and Liz will continue to play an important role as reviewers of many NUPAS domains as part of our team and we welcome their engagement in as much as they have time to provide it.

We have an agreed upon a schedule of dates for our NUPAS virtual site visits (attached), and I'm waiting to hear from AFROHUN if we can proceed to schedule these calls (i.e. send calendar invites). Stay tuned on

that. Our original time slots were dropped from their table, but I would recommend we work out specific timing with the individuals themselves when we schedule the calls.

In the meantime, I would recommend putting a placeholder in your calendars for these dates, and also downloading the new documents AFROHUN submitted for our NUPAS review. Terra uploaded these to our AFROHUN NUPAS folder, in the general UC Davis OHW-NG Box.

I also uploaded to that folder AFROHUN's self-assessment on the OCA tool. It's also here attached for easy reference.

We are aiming for completion of our virtual site visits by **April 6**, and a presentation of findings to the Secretariat as early as April 10 (but more optimally the next week). I have a call with AFROHUN on April 1, at which point we hope to lock in this date.

In between, I'd like us to come together to review our findings together and decide on major take-aways and priorities and proof the presentation. I'll ask each of you to present your findings in a few slides, and then I can consolidate them in one deck. I'll send a template in the coming week.

As for SEAOHUN, they are compiling their documents for our desk review, and have promised to submit to us by end of March. **We should be ready to begin the desk review for them by April 6.** We need to work out with them when the NUPAS virtual site visits would work best thereafter. The next call I have with them is April 1, so I will learn more then.

Thanks all for your continued work and flexibility,

Alexandra Zuber, MPP, DrPH  
Founder and CEO, Ata Health Strategies, LLC  
Email: [alexandrazuber@atahealthstrategies.com](mailto:alexandrazuber@atahealthstrategies.com)  
Phone: +1 (617) 680-3950  
LinkedIn: [alexandrazuber/](https://www.linkedin.com/in/alexandrazuber/)  
Website: [www.atahealthstrategies.com](http://www.atahealthstrategies.com)  
Twitter: [@alexandrazuber](https://twitter.com/alexandrazuber)



**Subject:** Forum on Microbial Threats Closed Session Meeting

**Location:** REDACTED

**Start:** 08/28/2020 2:00:00 PM (-07:00)

**End:** 08/28/2020 5:00:00 PM (-07:00)

**Show Time As:** Tentative

**Organizer:** Goodtree, Hannah (HGoodtree@nas.edu)

**Required Attendees:** Buckley, Gillian;Amponsah,

Edith; REDACTED 'chjohn@iu.edu'; 'ccassetti@niaid.nih.gov'; REDACTED 'gretta.blatner@hhs.gov'; 'dg onzalezpulido@ucdavis.edu'; 'david.brett-major@usuhs.edu'; REDACTED 'gary.roselle@va.gov'; 'Jonna Mazet'; 'Christopher.Houchens@hhs.gov'; 'Karen Goraleski'; 'Kent.Kester@sanofi.com'; REDACTED 'Espinal, Dr. Marcos (WDC)'; 'daszak@ecohealthalliance.org'; REDACTED 'debabenn@iupui.edu'; 'Mary Radford'; 'Tejada, Ms. Cecilia (WDC)'; 'Elizabeth.Sadove@fda.hhs.gov'; REDACTED 'lolmeda@unicef.org'; 'mzahn@ochca.com'; 'michael.mair@fda.hhs.gov'; 'robregon@unicef.org'; 'rfk1@cdc.gov'; 'Miller, Sally'; 'Suerie Moon'; 'Burgess, Timothy'; 'vjk1@cdc.gov'; 'Louchie, Vivian /US'; 'Lee, Kathleen, VHACIN REDACTED Pavlin, Julie'; 'elizabeth.hermsen@merck.com'; 'eharris@berkeley.edu'; 'kevin.anderson@hq.dhs.gov'; 'twscott@ucdavis.edu'; 'ma REDACTED 'andre@ecohealthalliance.org'

Hello Forum Members,

Please join the Forum on Microbial Threats' closed session from 2:00 ? 5:00 pm EDT, on August 28th. Forum staff will update this calendar event as we get closer to the meeting. Zoom details are below.

Thank you and looking forward to seeing you all there,  
FMT Staff

Julie Pavlin is inviting you to a scheduled Zoom meeting.

Topic: Forum on Microbial Threats meeting  
Time: Aug 28, 2020 02:00 PM Eastern Time (US and Canada)

Join from PC, Mac, Linux, iOS or Android: REDACTED  
Password: 796344

Or iPhone one-tap :

US: REDACTED

Or Telephone:

Dial(for higher quality, dial a number based on your current location) :

US: + REDACTED

REDACTED

Mexico: REDACTED

Meeting ID: REDACTED

Password: REDACTED

International numbers available: REDACTED

Would you like to test your Zoom connection? Please click on the link below.

REDACTED

NOTICE: The Zoom service allows audio and any materials exchanged or viewed during the session to be recorded and shared. Please be aware that by participating in this activity, you consent to your voice, likeness, and any materials you provide, being recorded for use and dissemination, without payment of any compensation for such use, in any language, format, or media now known or later devised, and you release the National Academies of Sciences, Engineering, and Medicine from any and all claims, liability, or damages arising from any such use. The Academies will proceed in reliance upon such consent and release. If you do not consent to

the foregoing, please do not join the session.

**Subject:** AFROHUN Business Workshops (4)

**Location:** REDACTED

**Start:** 07/20/2020 7:00:00 AM (-07:00)

**End:** 07/20/2020 9:00:00 AM (-07:00)

**Recurrence:** Weekly

**Recurrence Pattern:** Recur every week on the Monday and Wednesday on until 7/23/2020 6:59:59 AM from 7:00 AM to 9:00 AM.

**Organizer:** oromero@berkeley.edu (oromero@berkeley.edu)

**Required Attendees:**

wasmith@ucdavis.edu; REDACTED;mcrane@usaid.gov;margaritamartins@berkeley.edu;  
REDACTED;cgmonagin@ucdavis.edu;apereira@usaid.gov; REDACTED;Ava  
Sullivan; REDACTED clouisduthil@usaid.gov; REDACTED;oromero@berkeley.edu;jkmazet@ucd  
avis.edu REDACTED; REDACTED;onehealthnextgen@ucdavis.edu; REDACTED;w  
REDACTED;f.castillo@berkeley.edu; REDACTED Elizabeth  
Leasure;mr84@cumc.columbia.edu;Matthew Blake;Peter  
Daszak;ndola@berkeley.edu; REDACTED;oladele.ogunseitan@uci.edu; REDACTED  
REDACTED;sfh9@georgetown.edu;karesh@ecohealt  
halliance.org;Terra Kelly

REDACTED This email

is to invite you to a series of Business Planning workshops that will take place with  
AFROHUN. A few points:  
1. The first four workshops will be focused on AFROHUN's Business Model and will take place on the following dates,  
times:  
1.1 Monday, July 20th, 5:00 - 7:00 pm (Uganda Time), 7:00 am PDT (USA)  
1.2 Wednesday, July 22nd, 5:00 - 7:00 pm (Uganda Time), 7:00 am PDT (USA)  
1.3 Wednesday, July 29th, 5:00 - 7:00 pm (Uganda Time), 7:00 am PDT (USA)  
1.4 Friday, July 31st, 5:00 - 7:00 pm (Uganda Time), 7:00 am PDT (USA)  
There will be two more workshops on future dates:  
1.5 August 28th; Strategic, tactics and capacity building workshop  
1.6 September 9; Partnership development strategy  
2. The email addresses included in this email will receive (i) the invitation to the meeting and (ii) an invitation to join a course platform named Canvas.  
2.1 Canvas is a platform to create and share materials. This platform is commonly used in the USA for academic courses. We will use it in order to upload multiple files including videos, slides decks, team assignments. We do not want to send an endless amount of emails with multiple files along several days. Instead, we will keep everything organized in that unique repository.  
2.2 Please accept the invitation that you will receive from Canvas (Tuesday or Wednesday). Once you accept the invitation, each of you will be asked to register. The whole process takes 2 minutes.  
3. Pre-work in preparation for the workshops.  
3.1 We are mindful about all the work that you all are already involved in and we do not want to create unnecessary extra burdens. However, it will help if you spend some minutes going through the videos that we have made available already (i) video on Business Model Canvas and (ii) a video on the Mission Model Canvas.  
3.2 On Wednesday 07.15, end of day, (USA time) we will upload another video that may serve as a reference for our work next Monday.  
4. Roles:  
4.1 The AFROHUN Secretariat and the Country Managers have been invited and they are the main participants and beneficiaries of these exercises.  
4.2 Members from the Global Team and US AID are welcome to join, observe and contribute.  
We look forward to seeing you next week and the following week!  
Yours Truly,  
Business Workshop Team:  
Omar Romero-Hernandez,  
Federico Castillo,  
Margarita Martins,  
Matthew Blake

Please do not edit this section of the description.

View your event at

REDACTED

**Subject:** AFROHUN Business Workshops (4)

**Location:** REDACTED

**Start:** 07/20/2020 3:00:00 PM (-07:00)

**End:** 07/20/2020 5:00:00 PM (-07:00)

**Show Time As:** Tentative

**Recurrence:** Weekly

**Recurrence Pattern:** Recur every week on the Monday and Wednesday on until 7/22/2020 2:00:00 PM from 3:00 PM to 5:00 PM.

**Organizer:** Marc Yambayamba Kapenga REDACTED

**Required Attendees:** wasmith@ucdavis.edu; REDACTED; Denis

Zofou;mcrane@usaid.gov;margaritamartins@berkeley.edu;Sarah

Nannyanzi;cgmonagin@ucdavis.edu;apereira@usaid.gov;Agnes Yawe;Irene Naigaga;Ava Sullivan;Musewa

Angella;clouisduthil@usaid.gov;oromero@berkeley.edu;jkmazet@ucdavis.edu; REDACTED; jonna.mazet@

gmail.com;onehealthnextgen@ucdavis.edu;Wanjohi Samuel G.;Winnie Bikaako;Milly

Nattimba;f.castillo@berkeley.edu;Sara Danièle Dieng;Elizabeth Leasure;mr84@cumc.columbia.edu;Matthew

Blake;Peter Daszak;ndola@berkeley.edu;Anita Rukundo;oladele.ogunseitan@uci.edu;Timothy Wakabi;Japhet Zebadiah

Joseph Killewo;Elizabeth Alunguru;Juvenal Kagarama;Berihu

Gebrekidan;sfh9@georgetown.edu;karesh@ecohealthalliance.org;Terra Kelly

REDACTED

[This email](#)

is to invite you to a series of Business Planning workshops that will take place with AFROHUN. A few points:

1. The first four workshops will be focused on AFROHUN's Business Model and will take place on the following dates, times:
  - 1.1 Monday, July 20th, 5:00 - 7:00 pm (Uganda Time), 7:00 am PDT (USA)
  - 1.2 Wednesday, July 22nd, 5:00 - 7:00 pm (Uganda Time), 7:00 am PDT (USA)
  - 1.3 Wednesday, July 29th, 5:00 - 7:00 pm (Uganda Time), 7:00 am PDT (USA)
  - 1.4 Friday, July 31st, 5:00 - 7:00 pm (Uganda Time), 7:00 am PDT (USA)
2. There will be two more workshops on future dates:
  - 1.5 August 28th; Strategic, tactics and capacity building workshop
  - 1.6 September 9; Partnership development strategy

The email addresses included in this email will receive (i) the invitation to the meeting and (ii) an invitation to join a course platform named Canvas.

- 2.1 Canvas is a platform to create and share materials. This platform is commonly used in the USA for academic courses. We will use it in order to upload multiple files including videos, slides decks, team assignments. We do not want to send an endless amount of emails with multiple files along several days. Instead, we will keep everything organized in that unique repository.
- 2.2 Please accept the invitation that you will receive from Canvas (Tuesday or Wednesday). Once you accept the invitation, each of you will be asked to register. The whole process takes 2 minutes.
3. Pre-work in preparation for the workshops.
  - 3.1 We are mindful about all the work that you all are already involved in and we do not want to create unnecessary extra burdens. However, it will help if you spend some minutes going through the videos that we have made available already (i) video on Business Model Canvas and (ii) a video on the Mission Model Canvas.
  - 3.2 On Wednesday 07.15, end of day, (USA time) we will upload another video that may serve as a reference for our work next Monday.
  4. Roles:
    - 4.1 The AFROHUN Secretariat and the Country Managers have been invited and they are the main participants and beneficiaries of these exercises.
    - 4.2 Members from the Global Team and US AID are welcome to join, observe and contribute.

We look forward to seeing you next week and the following week!

Yours Truly,  
Business Workshop Team:  
Omar Romero-Hernandez,  
Federico Castillo,  
Margarita Martins,  
Matthew Blake

[afrohun]

Stay safe. Stay home. Stay alive.

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**From:** "Robert Salerno" <Robert\_Salerno@dai.com>  
**Sent:** 01/06/2017 12:41:36 PM (-08:00)  
**To:** karesh@ecohealthalliance.org; jkmazet@ucdavis.edu  
**Cc:** "Catherine Machalaba" <machalaba@ecohealthalliance.org>; djwolking@ucdavis.edu; "Susan Scribner" <Susan\_Scribner@dai.com>; "Katie Taratus" <Katie\_Taratus@dai.com>  
**Subject:** EPT2 Partner Collaboration

Dear Billy and Jonna:

Nice seeing you in Australia last month - if only for a short time! As you know, over the course of the last 18 months, from Jamborees to EPT2 M&E Task Force Meetings in Rome, a number of ideas for program collaboration have surfaced. In some cases, these ideas have turned into actual one health collaborations among EPT2 partners - including sharing and integrating technical knowledge, leveraging resources, and supporting information exchange. While good collaboration is happening at the country-level, facilitated by the USG CIP development process and strong working relationships among our field teams, there is still no mechanism for regular EPT2 wide communication and collaboration at the global level.

In 2017, P&R would like to strengthen our EPT2 partnerships and better leverage the entire USG EPT investment. This an opportunity to shape a global EPT learning agenda, identify priority areas for thought leadership, and work together on specific areas of focus that may include research/evidence to policy initiative, global communications and advocacy, and supporting the development and roll out of EPT tools, etc.

We're still tossing around ideas here at P&R HQ about the appropriate rhythm and content of the coordination calls, some of the logistics, and how to make these useful to EPT project partners. In the interim, I would like to chat with you briefly in the coming couple of weeks to hear more about your ideas, discuss potential agenda items, and schedule the first of our EPT2 Partner Calls.

Are you available to chat briefly next week?

Thanks so much!

Best,  
Rob

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Robert H. Salerno, MSc  
Technical Integration Manager  
*Preparedness and Response Project*  
*USAID Emerging Pandemic Threats 2 Program (EPT 2)*  
o: +1.301.771.7714  
m: + **REDACTED**  
[email](#) | [twitter](#)

[Web](#) | [Twitter](#) | [Flickr](#) | [Facebook](#) | [LinkedIn](#)  
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**From:** "Leilani Francisco" <francisco@ecohealthalliance.org>  
**Sent:** 02/06/2017 9:35:40 AM (-08:00)  
**To:** [REDACTED]  
**Cc:** "Christine Kreuder Johnson" <ckjohnson@ucdavis.edu>; "Peter Daszak" <daszak@ecohealthalliance.org>; "Jonna Mazet" <jkmazet@ucdavis.edu>  
**Subject:** Re: Introducing Leilani Francisco - PREDICT-2's new Sr. Behavioral Risk Coordinator...

Many thanks, [REDACTED]  
I've received the e-mail. Hope to meet you soon and I look forward to working with you.  
Best,  
Leilani

On Mon, Feb 6, 2017 at 12:29 PM, [REDACTED] > wrote:

Dear Leilani,

Welcome aboard! I support Chris for global surveillance from the UCD side – towards that, I've added you to our surveillance team listserv. You should receive an email confirming this, but if not please let me know.

Cheers,

[REDACTED]

[REDACTED]

---

**From:** Leilani Francisco [mailto:[francisco@ecohealthalliance.org](mailto:francisco@ecohealthalliance.org)]

**Sent:** Monday, February 06, 2017 5:07 AM

**To:** Christine Kreuder Johnson <[ckjohnson@UCDAVIS.EDU](mailto:ckjohnson@UCDAVIS.EDU)>

**Cc:** Peter Daszak <[daszak@ecohealthalliance.org](mailto:daszak@ecohealthalliance.org)>; Jonna Mazet <[jkmazet@ucdavis.edu](mailto:jkmazet@ucdavis.edu)>; [REDACTED]

REDACTED

**Subject:** Re: Introducing Leilani Francisco - PREDICT-2's new Sr. Behavioral Risk Coordinator...

Thanks much, Chris.

I'm so pleased to be a part of this team and effort. I would be happy to join the surveillance calls and thanks for the offer of support. I will be sure to get in touch with any questions. I look forward to meeting with you soon.

Best,

Leilani

On Feb 5, 2017, at 7:15 PM, Christine Kreuder Johnson <[ckjohnson@ucdavis.edu](mailto:ckjohnson@ucdavis.edu)> wrote:

Dear Leilani,

We're very excited to have you joining the PREDICT team.

Be sure to let me if there's anything I can do to help while you familiarize yourself more with the details and inner operations of the project.

Toward that, it'd be great if you can join our surveillance team calls, which are every 2 weeks.

But in general; please feel free to call anytime (my cell is REDACTED or set up a time to meet with me whenever you think helpful.

Warm regards,

Chris

Christine Kreuder Johnson, VMD, PhD

Professor of Epidemiology and Ecosystem Health

Global Surveillance Director, Emerging Pandemic Threats PREDICT Project

One Health Institute

VM3B 1089 Veterinary Medicine Drive

One Health Institute

School of Veterinary Medicine

University of California

Davis, California 95618



---

**From:** Peter Daszak <[daszak@ecohealthalliance.org](mailto:daszak@ecohealthalliance.org)>

**Date:** Saturday, February 4, 2017 at 1:36 AM

**To:** David John Wolking <[djwolking@ucdavis.edu](mailto:djwolking@ucdavis.edu)>, Shana Gillette <[sgillette@usaid.gov](mailto:sgillette@usaid.gov)>, Andrew Clements <[aclements@usaid.gov](mailto:aclements@usaid.gov)>, Alisa Pereira <[apereira@usaid.gov](mailto:apereira@usaid.gov)>, Cassandra Louis Duthil <[clouisduthil@usaid.gov](mailto:clouisduthil@usaid.gov)>, Christine Kreuder Johnson <[ckjohnson@UCDAVIS.EDU](mailto:ckjohnson@UCDAVIS.EDU)>, Andrew Clements <[aclements@usaid.gov](mailto:aclements@usaid.gov)>, Eddy Rubin <[erubin@metabiota.com](mailto:erubin@metabiota.com)>, Lindsay Parish <[lparish@usaid.gov](mailto:lparish@usaid.gov)>, Jonna Mazet <[jkmazet@ucdavis.edu](mailto:jkmazet@ucdavis.edu)>, Shana Gillette <[sgillette@usaid.gov](mailto:sgillette@usaid.gov)>, "Cara J. Chrisman" <[cchrisman@usaid.gov](mailto:cchrisman@usaid.gov)>, "Dr. Suzan Murray" <[MurrayS@si.edu](mailto:MurrayS@si.edu)>, Damien Joly <[djoly@metabiota.com](mailto:djoly@metabiota.com)>, Simon Anthony <[anthony@ecohealthalliance.org](mailto:anthony@ecohealthalliance.org)>, Tracey Goldstein <[tgoldstein@ucdavis.edu](mailto:tgoldstein@ucdavis.edu)>, Sarah Olson <REDACTED> Woutrina A Smith <[wasmith@ucdavis.edu](mailto:wasmith@ucdavis.edu)>, "Dennis Carroll ([DCarroll@usaid.gov](mailto:DCarroll@usaid.gov))" <[DCarroll@usaid.gov](mailto:DCarroll@usaid.gov)>

**Cc:** Evelyn Luciano <[luciano@ecohealthalliance.org](mailto:luciano@ecohealthalliance.org)>, Molly Turner <[turner@ecohealthalliance.org](mailto:turner@ecohealthalliance.org)>, Ava Sullivan <[sullivan@ecohealthalliance.org](mailto:sullivan@ecohealthalliance.org)>, Alison Andre <[andre@ecohealthalliance.org](mailto:andre@ecohealthalliance.org)>, Aleksei Chmura <[chmura@ecohealthalliance.org](mailto:chmura@ecohealthalliance.org)>, Billy Karesh <[karesh@ecohealthalliance.org](mailto:karesh@ecohealthalliance.org)>, Jon Epstein <[epstein@ecohealthalliance.org](mailto:epstein@ecohealthalliance.org)>, Kevin Olival <[olival@ecohealthalliance.org](mailto:olival@ecohealthalliance.org)>, Anna Willoughby <[willoughby@ecohealthalliance.org](mailto:willoughby@ecohealthalliance.org)>, Emma Lane <[lane@ecohealthalliance.org](mailto:lane@ecohealthalliance.org)>, Emily Hagan <[hagan@ecohealthalliance.org](mailto:hagan@ecohealthalliance.org)>, Allison White <[white@ecohealthalliance.org](mailto:white@ecohealthalliance.org)>, Brooke Watson <[watson@ecohealthalliance.org](mailto:watson@ecohealthalliance.org)>, Leilani Francisco <[francisco@ecohealthalliance.org](mailto:francisco@ecohealthalliance.org)>, Taylor Elnicki <[telnicki@metabiota.com](mailto:telnicki@metabiota.com)>, Amanda Fuchs <[fuchs@ecohealthalliance.org](mailto:fuchs@ecohealthalliance.org)>, "[ZimmermanD@si.edu](mailto:ZimmermanD@si.edu)" <[ZimmermanD@si.edu](mailto:ZimmermanD@si.edu)>

**Subject:** Introducing Leilani Francisco - PREDICT-2's new Sr. Behavioral Risk Coordinator...

Dear All,

It is my pleasure to introduce to you all Dr. Leilani Francisco (cc'd above – [Francisco@ecohealthalliance.org](mailto:Francisco@ecohealthalliance.org)) – our new Sr. Behavioral Risk Coordinator for PREDICT-2 who started work yesterday.

Leilani's qualifications include an Anthropology BA, Applied Anthropology MA, Public Health/Intl. Health Ph.D from Hopkins as well as experience on international projects with multiple partners and collaborative projects, NGO/PVO partners, host country governments, and USG agencies.

Leilani's leadership skills, experience managing multi-national projects (in Uganda, Americas, and the Philippines), and an academic background in anthropology and epidemiology will help us pull our behavioral risk projects together cohesively to achieve the goals we set out in the proposal for PREDICT 2 and those laid out in the RFA. With the support of a strong team of analytical staff, Karen Saylor (P2's Deputy Behavioral Risk Coordinator) and support staff at Metabiota, and strong support from Christine Kreuder Johnson (the Surveillance Coordinator), I think we'll be in great shape to conduct preliminary

analyses, hone the survey work, and identify key leverage points where behavior change could be targeted to reduce risk of pandemics.

Leilani will be supported here at EHA by Emily Hagan, who will provide the continuity with our previous incumbent, Allison White, Brooke Watson and others to help coordinate, conduct analyses and build up the momentum. As you all know, in the countries where we have begun behavioral risk work, we already have field teams fully trained who have qualitative and quantitative survey work underway. Leilani will now take on the challenge of coordinating our work across countries and to roll out surveys further, make sure the quality is consistent, and deliver the results laid out in the RFA, our proposal, and our workplans. I look forward to Leilani reaching out to all of you and getting down to work rapidly, collaboratively and collegially.

Please join me in welcoming Leilani to PREDICT-2, and please pass on this information to your country teams and other partners.

Cheers,

Peter

**Peter Daszak**

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--

**Leilani Francisco, PhD, MA, PMP**

*EHA Senior Scientist and PREDICT-2 Senior Behavioral Risk Lead*

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**From:** "Anna Willoughby" <willoughby@ecohealthalliance.org>  
**Sent:** 04/04/2017 8:10:49 AM (-07:00)  
**To:** "Jonna Mazet" <jkmazet@ucdavis.edu>; "Chris Johnson" <ckjohnson@ucdavis.edu>; "Damien Joly" <djoly@metabiota.com>; "Peter Daszak" <daszak@ecohealthalliance.org>; "Kevin Olival" <olival@ecohealthalliance.org>  
**Cc:** "Elizabeth S Chase" <eschase@ucdavis.edu>; "Alison Andre" <andre@ecohealthalliance.org>  
**Subject:** Re: P2-wide M&A call, Tues April 4th @ 11 am PST/2 pm EST

Dear all,

Here are the agenda items for today's call at 11 am PST/ 2 pm EST

The conference line is **REDACTED**).

- viral risk ranking update (Jonna)
- P2 API (Noam/Kevin)
- Request projects from Fellowship candidates? (Kevin)
- EDI approval process (Kevin)

If you have any other items, please circulate.

Thanks,  
Anna

On Tue, Mar 28, 2017 at 2:46 PM, Anna Willoughby <[willoughby@ecohealthalliance.org](mailto:willoughby@ecohealthalliance.org)> wrote:

Dear all,

Reminder that there is a M&A call is scheduled for April 4th at 11 am PST/2pm EST.

The conference line is **REDACTED**). Please circulate any agenda items you would like to discuss.

Please let me know if you are available at this time for the following month's call on Tuesday of May 2nd. Otherwise I will send out a doodle with prospective times.

Thank you,

Anna 

--

## **Anna Willoughby**

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**From:** "Anna Willoughby" <willoughby@ecohealthalliance.org>  
**Sent:** 08/07/2017 9:52:43 AM (-07:00)  
**To:** "Jonna Mazet" <jkmazet@ucdavis.edu>; "Chris Johnson" <ckjohnson@ucdavis.edu>; "Damien Joly" <djoly@metabiota.com>; "Peter Daszak" <daszak@ecohealthalliance.org>; "Kevin Olival" <olival@ecohealthalliance.org>  
**Cc:** "Brooke Genovese" <bgenovese@ucdavis.edu>; "Alison Andre" <andre@ecohealthalliance.org>  
**Subject:** Re: August PREDICT M&A cross-call

Dear all,

Please let me know your availability for Thursday, August 31st at 1pm PDT/4 pm EST. The domestic call line will be: **REDACTED** (password **REDACTED**). If this time does not work, we can set aside time for an in-person at the September meeting. Please also follow-up with any additional agenda items you would like to discuss.

Best,  
Anna

On Mon, Aug 7, 2017 at 12:01 PM, Anna Willoughby <[willoughby@ecohealthalliance.org](mailto:willoughby@ecohealthalliance.org)> wrote:

Dear all,

I hope everyone's summer is going well. Unfortunately with some schedule changes, we need to cancel the call planned for tomorrow, August 8th at 2 pm EST. I will follow up shortly with potential times before the PREDICT meetings the week of September 11th. Current agenda items include:

- Year 4 Deliverables
- Modeling Capacity Building Brainstorm
- Emerging Disease Insights

Please let me know if you have additional items you would like to discuss.

Best,  
Anna

--

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--

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**From:** "Ogawa, V. Ayano" <VOgawa@nas.edu>  
**Sent:** 01/23/2018 7:41:54 AM (-08:00)  
**To:** "Jonna Mazet" <jkmazet@ucdavis.edu>; "daszak@ecohealthalliance.org" <daszak@ecohealthalliance.org>; "dmrizzo@ucdavis.edu" <dmrizzo@ucdavis.edu>; "george.poste@asu.edu" <george.poste@asu.edu>; "jeff.duchin@kingcounty.gov" <jeff.duchin@kingcounty.gov>; "mary\_wilson@harvard.edu" <mary\_wilson@harvard.edu>; "eduardo.gotuzzo@upch.pe" <eduardo.gotuzzo@upch.pe>; "REDACTED" "Hughes, James (CDC emory.edu)" <jmhughe@emory.edu>; "William B. Karesh" <karesh@ecohealthalliance.org>; "Gail Hansen" <REDACTED>; "Barton Behravesh, Casey (CDC/OID/NCEZID)" <dlx9@cdc.gov>; "Cardwell, Kitty" <kitty.cardwell@okstate.edu>; "King, Lonnie" <king.1518@osu.edu>; "Hermsen, Elizabeth D" <elizabeth.hermsen@merck.com>  
**Cc:** "Shah, Cecilia" <cshah@nas.edu>; "Tran, Thu Anh" <TTran@nas.edu>; "REDACTED" <REDACTED>; "Stephanie Calderone" <Stephanie.Calderone@asu.edu>; "andre@ecohealthalliance.org" <andre@ecohealthalliance.org>; "amanda.andre@ecohealthalliance.org" <amanda.andre@ecohealthalliance.org>; "Brooke Genovese" <bgenovese@ucdavis.edu>; "Stephanie.Scappini@kingcounty.gov" <Stephanie.Scappini@kingcounty.gov>  
**Subject:** RE: Upcoming calls for One Health Action Collaborative

Dear One Health Action Collaborative members,

Thank you very much for filling out the doodle polls. Based on your responses, we have confirmed the following dates and times:

- **Call #8:** [Wednesday, March 14, 11am-12pm ET](#)
- **Call #9:** [Tuesday, May 8, from 3-4pm ET](#)

**Call-in information:**

Toll-free number: REDACTED  
International: REDACTED  
Passcode: REDACTED

Prior to each call, I will send a meeting agenda and other relevant materials. For those of you who can't join, we will circulate call notes after each meeting.

We look forward to continuing the discussion this spring!

Best regards,  
Ayano

---

**From:** Ogawa, V. Ayano  
**Sent:** Wednesday, January 17, 2018 9:49 AM  
**To:** 'Jonna Mazet'; 'daszak@ecohealthalliance.org'; 'dmrizzo@ucdavis.edu'; 'george.poste@asu.edu'; 'jeff.duchin@kingcounty.gov'; 'mary\_wilson@harvard.edu'; 'eduardo.gotuzzo@upch.pe'; REDACTED; 'Hughes, James (CDC emory.edu)'; 'William B. Karesh'; 'Gail Hansen'; 'Barton Behravesh, Casey (CDC/OID/NCEZID)'; 'Cardwell, Kitty'; 'King, Lonnie'; 'Hermsen, Elizabeth D'  
**Cc:** Shah, Cecilia; Tran, Thu Anh; 'Stephanie Calderone'; REDACTED; 'andre@ecohealthalliance.org'; 'amanda.andre@ecohealthalliance.org'; 'Brooke Genovese'  
**Subject:** Upcoming calls for One Health Action Collaborative  
**Importance:** High

Dear One Health Action Collaborative members,

Happy New Year! I hope 2018 is off to a good start for you all.



As mentioned in our last meeting, the One Health work group has transformed to the “One Health action collaborative.” In this way, we may promote our work more with the National Academies, as showcased on our website ([see link](#)). If you would no longer like to be a member, please let me know and I can take your name off the website and email communications.

To continue our discussions and work on our deliverables, please fill out the TWO doodle polls below by next Tuesday, Jan 23 so that we can schedule the next two conference calls. Please be sure the correct time zone is selected before submitting your responses.

- Call #8 in March: [REDACTED]
- Call #9 in April-May: [REDACTED]

Finally, please be on the lookout for emails from Eri if you are on the core competencies or workforce subcommittees. She will send you updates and drafts for your feedback over the next several weeks.

Thank you for your continued commitment, and I look forward to working with you all again this year!

Best regards,  
Ayano

**V. Ayano Ogawa, S.M.**  
Program Officer  
Board on Global Health | Health and Medicine Division  
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**From:** "Kevin Olival, PhD" <olival@ecohealthalliance.org>  
**Sent:** 01/24/2018 10:50:53 AM (-08:00)  
**To:** "Dr. Jonna Mazet" <jkmazet@ucdavis.edu>; "Christine Kreuder Johnson" <ckjohnson@ucdavis.edu>; "Peter Daszak" <daszak@ecohealthalliance.org>; "David McIver" <dmciver@metabiota.com>  
**Cc:** "Brooke Genovese" <bgenovese@ucdavis.edu>; "Alison Andre" <andre@ecohealthalliance.org>; "Anna Willoughby" <willoughby@ecohealthalliance.org>  
**Subject:** Next P2-wide M&A call - March 6th

Hello PREDICT-wide M&A team,

The next P2-wide M&A call is scheduled for **Tuesday, March 6th 11 am - 12 pm PST / 2-3 pm EST**. Please let me know if this time does not work for you.

Tentative agenda:

- Discuss Y4 deliverables
- Progress updates on intervention policy modeling projects
- Capacity building goals and Y4 workshops.

Please feel free to send me any additional agenda items to discuss.

**Also, big welcome to Dave McIver as the new MB representative!** Dave, we aim to have this call monthly to touch base about global and partner-specific modeling projects.

Also, after discussing this with Peter, we think it's fair to also include representatives from WCS and Smithsonian on these regular calls. We suggest Sarah Olson for WCS and whomever Suzan Murray wants to nominate for Smithsonian. Please send me your thoughts on expanding our group, and if all agree I can reach out and invite them on the next call.

Cheers,  
Kevin

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**From:** "Evan Eskew" <eskew@ecohealthalliance.org>  
**Sent:** 05/16/2018 7:44:47 AM (-07:00)  
**To:** "Jonna Mazet" <jkmazet@ucdavis.edu>  
**Cc:** "Stephanie Martinez" <martinez@ecohealthalliance.org>; "Kevin Olival, PhD" <olival@ecohealthalliance.org>; "Peter Daszak" <daszak@ecohealthalliance.org>  
**Subject:** IMPACT Project 7 initiation

Hi Jonna,

Just reaching out here at the initiation of IMPACT project 7 ("Bat Hunting Seasonality") to begin the conversation between you (the project point person) and all the EHA collaborators. I can personally support the project in whatever way would be most useful. When we know exactly what data we want to look at, I could definitely assist with EIDITH data pulls, analyses, plotting, etc.

I can also coordinate over here with Stephanie since she's leading project 6 ("Hunter Behavioral Risk Hotspots") which might have some topic/country overlap with project 7.

Let me know how I can be of help!

Thanks,  
Evan

--  
**Evan Eskew, PhD**  
*Research Scientist, Modeling and Analytics*

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**From:** "Ogawa, V. Ayano" <VOgawa@nas.edu>  
**Sent:** 12/06/2018 10:33:05 AM (-08:00)  
**To:** "'Jonna Mazet'" <jkmazet@ucdavis.edu>; "'daszak@ecohealthalliance.org'" <'daszak@ecohealthalliance.org'>; "'dmrizzo@ucdavis.edu'" <'dmrizzo@ucdavis.edu'>; "'george.poste@asu.edu'" <'george.poste@asu.edu'>; "'mary\_wilson@harvard.edu'" <'mary\_wilson@harvard.edu'>; "REDACTED";  
<'REDACTED'>; "'Hughes, James M'" <jmhughe@emory.edu>; "'Gail Hansen'" <'REDACTED'>;  
"'Barton Behravesh, Casey (CDC/OID/NCEZID)" <dlx9@cdc.gov>; "'King, Lonnie'" <king.1518@osu.edu>; "'Anderson, Kevin'" <Kevin.Anderson@HQ.DHS.GOV>; "'Hermsen, Elizabeth D'" <elizabeth.hermsen@merck.com>; "'Miller, Sally'" <millier.769@osu.edu>; "'MUMFORD, Elizabeth'" <'REDACTED'>  
**Cc:** "Shah, Cecilia" <cshah@nas.edu>; "Tran, Thu Anh" <TTran@nas.edu>; "REDACTED";  
<'REDACTED'>; "'Stephanie Calderone'" <Stephanie.Calderone@asu.edu>; "'Brooke Genovese'" <bgenovese@ucdavis.edu>; "'Alison Andre'" <andre@ecohealthalliance.org>  
**Subject:** OHAC meeting #13 follow-up  
**Attachments:** OHAC meeting #13 notes FINAL.pdf, OHAC workers survey recruitment email FINAL.docx

Dear OHAC members,

Thank you very much for a productive meeting last week. Please see the meeting notes attached.

By now, I hope all of you have completed the [One Health workers survey](#). If not, please take it NOW! It only takes a few minutes. And please continue to forward the survey to your colleagues and students. As you can see below, we are doing a solid job getting responses, but we want as many responses as possible, so please keep on disseminating it to your networks especially to students (see attached blurb you could copy/paste or adapt when forwarding the survey).

*Stats as of 12/6:*

- 40 students (still low!)
- 113 graduates
- 247 workers
- 99 employers

I will be in touch soon with doodle polls so we can schedule our meetings in early 2019. Thank you for all your hard work this year – we have accomplished so much!

All the best,  
Ayano

**V. Ayano Ogawa, S.M.**

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## ONE HEALTH ACTION COLLABORATIVE (OHAC) MEETING #13

**DATE:** Wednesday, November 28

**PARTICIPANTS:**

OHAC members - Jonna Mazet, Kevin Anderson, Casey Barton Behravesh, Peter Daszak, Jennifer Gardy, Gail Hansen, Jim Hughes, Sally Miller, George Poste, and Mary Wilson (Absent: Elizabeth Hermsen, Lonnie King, Liz Mumford, and Dave Rizzo)

Forum on Microbial Threats members – Keiji Fukuda, Rafael Obregon, and Matt Zahn

**STAFF:**

Forum on Microbial Threats – Ayano Ogawa, Ceci Mundaca Shah, Anh Tran, and Julie Pavlin  
One Health Institute – REDACTED

**AGENDA:**

1) Overview of OHAC to new Forum members; 2) Review of deliverable #2: Workforce survey; 3) Update on U.S. and One Health; 4) Update on deliverable #3: Food security and One Health; 5) Other updates; and 6) Next steps

### KEY DISCUSSION POINTS

NOTE: This meeting took place in-person in Washington, DC, and included both members of the action collaborative and of the Forum on Microbial Threats. The purpose of this meeting was to update action collaborative and forum members on current deliverables and solicit ideas for the third deliverable on food security.

#### 1. Overview of OHAC to New Forum Members

Jonna provided a brief overview of OHAC activities since January 2017 and its policies for new forum members. At every forum's closed session in June, forum members have the opportunity to volunteer for 2-year terms on OHAC, with the option to renew twice for up to 4 additional years. They may also volunteer to serve on a subcommittee for a specific deliverable at any time. Jonna encouraged members to join as members or volunteer to serve as chair next June.

She also recapped the success of OHAC's first deliverable, a NAM *Perspectives* paper on "[Core Competencies in One Health Education: What Are We Missing?](#)", which assessed how core competencies are being applied in academic programs in the U.S. and identified gaps that should be filled through recommendations. The paper has been widely disseminated and presented at international One Health conferences.

#### 2. Review of Deliverable #2: One Health Workers' Survey

Jonna noted that the One Health workers deliverable is a follow-up activity for the core competencies paper. The One Health workers deliverable includes a survey that the OHAC members developed over the past several months. The objectives of the survey are to characterize students, graduates, workers, and employers in the One Health arena; understand the benefits of One Health education; elucidate unique challenges that One Health workers face; and assess whether employers are satisfied with the skillsets of employees who have received training in the One Health arena.

## Initial Survey Findings

REDACTED and Ayano relayed updates on the survey, which has been cleared by IRB since the last OHAC meeting. The survey was first disseminated between November 16-19 via email to a targeted mix of academic groups, federal agencies, multilaterals, professional associations, and private sector organizations. Staff are still welcoming further recommendations for dissemination targets to boost survey responses, as well as encouraging all OHAC and forum members to take the 5-12 minute survey themselves.

REDACTED noted the following statistics as of November 28:

- There are 142 complete, 12 incomplete, and 8 in progress survey responses.
- Respondents span 20 countries, with 76% from the United States, and other respondents from Asia, Europe, Africa, and Central America.
- 58% of respondents are females.
- The following is a breakdown of respondents by target group (some respondents may have identified and responded in multiple categories)<sup>1</sup>:
  - o 12 currently enrolled students
  - o 52 graduates
  - o 126 One Health workers
  - o 47 One Health employers

Jonna mentioned the need to target more students and queried the group about when it made most sense to close the survey. Gail advocated for a minimum of 100 responses per group, which many members agreed with. Julie suggested that when staff sends the reminder emails, they should emphasize that respondents should not take the survey more than once.

Matt Zahn asked specifically about the distribution of the survey, in case the majority of results were coming from one particular institution. Jonna responded that the survey does not identify respondents by institution, but by country where they were trained. She also noted that it would be pretty clear whether a portion of the results were coming from only veterinary school students, which might be from an email blast by the school's dean, and it would be accounted for in the analysis.

## Next Steps

REDACTED discussed next steps for the workforce survey, which would entail continued dissemination to various networks and then an outline of the analysis for the survey, pulling out salient trends and demographic details. Based on that, she will be soliciting feedback from members on specific areas where OHAC should focus in depth.

In addition, staff were interested in target journal suggestions for publishing the survey results. George suggested targeting clinical medicine publications, such as *New England Journal of Medicine* or *Nature*, and ultimately building an argument for One Health among the clinical medicine community. Mary agreed and also suggested targeting *JAMA* and *Science*. Jonna noted professional and interprofessional publications as options.

---

<sup>1</sup> As of Dec 6, we have received more responses: 40 students; 113 graduates; 247 One Health workers; and 99 One Health employers.

### 3. Update on U.S. and One Health

Casey noted that nearly a year ago in December 2017, CDC partnered with USDA and DOI to organize the “One Health Zoonotic Disease Prioritization Workshop in the U.S.” workshop, which will release its report in early 2019. In addition to identifying eight zoonotic priority diseases,<sup>2</sup> they have made progress in developing a National One Health Framework and a One Health federal interagency network. Every other month, federal partners across agencies host a call to share updates on their individual One Health activities and promote lessons among each other, such as on a national biodefense strategy. Casey mentioned that there have been two meetings so far, and are looking to expand to new partners across the government.

### 4. Update on Deliverable #3: Food Security and One Health

Sally presented OHAC’s proposal for a third deliverable, focused on food security and One Health, which built upon her forum workshop topic suggestion and a previous OHAC brainstorm. She provided a recap of OHAC member input in past discussions. For example, Gail mentioned the need to identify strategies to incentivize stakeholders from plant production to be involved in the One Health approach, while Liz was interested in focusing on non-catastrophic events of food security.

OHAC members provided further opinions on the deliverable’s focus:

- Mary suggested looking at food security through a climate change lens—how climate change affects plant disease outbreaks and how the threat to staple crops may increase the risk for famine. She also noted the intersection of change and movement of vectors of plant, animal, and human pathogens.
- Kevin suggested looking into related work from the University of Minnesota - Center of Excellence and their extensive studies on food adulteration.
- Gail brought up the impacts of toxins and endophytes on human and animal health due to changes in incidence and intensity of crop diseases.

At the end of the discussion, several members volunteered to serve on the food security subcommittee: Sally, Dave, Jonna, Mary, Jim, and Gail. Sally and Dave will continue to refine and narrow down a concept to share with OHAC members and identify how much of the deliverable should be focused on low- and middle-income countries.

### 5. Other Updates

Ayano summarized the OHAC presentation for the October 24 “Synergizing One Health Collaborations” meeting, hosted by the One Health Commission; slides had been circulated to members. The purpose of the meeting was to bring together organizations working in the One Health arena to share their priorities and discuss ways to synergize efforts. Ayano reported that Casey was [among the participants](#), and the call was helpful for learning more about other organizations’ initiatives and possible dissemination channels for OHAC activities.

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<sup>2</sup> The eight priority diseases include: Influenza, Salmonellosis, West Nile, Plague, Emerging Coronaviruses, Rabies, Brucellosis, and Lyme.

Finally, Jonna promoted [Rx One Health](#), a One Health Institute 1-month summer One Health training program in Tanzania, which is accepting applications until February 2019 from students up to mid-career professionals.

## 6. Next Steps

- *Forum members:*
  - Complete and disseminate the [One Health workforce survey](#) to colleagues and students in the One Health arena!
  
- *OHAC members:*
  - Complete and disseminate the [One Health workforce survey](#) to colleagues and students in the One Health arena!
  - Fill out the doodle poll that Ayano will send in the coming weeks to schedule the next OHAC calls
  
- *Sally and Dave:*
  - Draft a concept note for the deliverable on food security by the next meeting in Jan/Feb
  
- *Staff:*
  - Send doodle polls to members
  - Continue to disseminate survey
  - Monitor the survey responses and update members on progress



## Cover email

**Subject: Request from US National Academies' One Health Action Collaborative to Participate in One Health Workers' Survey**

Dear colleagues,

Members of the US National Academies' One Health Action Collaborative (OHAC)\* are delighted to invite you to participate in an anonymous [online survey](#) about One Health workers. As an individual who has studied or conducted work in the One Health arena, your response will shed light on the usefulness and benefits of a One Health education and the potentially unique challenges that One Health workers face.

The survey will take approximately 5 to 12 minutes to complete, depending on your background and experience. Findings of this survey will be discussed and shared with the public through a manuscript authored by individuals of the OHAC, which will offer recommendations on strengthening the One Health workforce.

We also encourage you to forward the survey to your colleagues and groups studying or working in the One Health arena. If you have any questions, please feel free to reach out to the investigator ([jkmazet@ucdavis.edu](mailto:jkmazet@ucdavis.edu)). Thank you very much in advance for your cooperation and contributions to the field. We look forward to hearing from you.

[The survey is also accessible by copying and pasting the following link:  
[https://ucdavis.co1.qualtrics.com/jfe/form/SV\\_1li11y0IM4QnObX](https://ucdavis.co1.qualtrics.com/jfe/form/SV_1li11y0IM4QnObX) ]

Kind regards,

Members of the One Health Action Collaborative (OHAC)  
Forum on Microbial Threats  
Board on Global Health | Health and Medicine Division  
US National Academies of Sciences, Engineering, and Medicine

Jonna Mazet, DVM, MPVM, PhD  
Chair of OHAC & Executive Director of One Health Institute  
School of Veterinary Medicine  
University of California, Davis

*\*The One Health Action Collaborative is an ad hoc activity associated with the Forum on Microbial Threats at the US National Academies of Sciences, Engineering, and Medicine. It brings together a community of experts who are interested in contributing to a detailed ongoing exploration and information sharing related to One Health topics and accelerating the implementation of a One Health approach in the field. The work of OHAC does not necessarily represent the views of any one organization, the Forum, or the National Academies and is not subjected to the review procedures of, nor are they a report or product of, the National Academies.*

## Message for general newsletters or social media postings

Members of the National Academies' One Health Action Collaborative (OHAC)\* are conducting an anonymous [online survey](#) about One Health workers. OHAC invites individuals who have studied or conducted work in the One Health arena to participate in the survey. The responses will shed light on the usefulness and benefits of a One Health education and the potentially unique challenges that One Health workers face.

The survey will take approximately 5 to 12 minutes to complete, depending on the participant's background and experience. Findings of this survey will be discussed and shared with the public through a manuscript authored by individuals of OHAC, which will offer recommendations on strengthening the One Health workforce. If you have any questions, please feel free to reach out to the investigator ([jkmazet@ucdavis.edu](mailto:jkmazet@ucdavis.edu)).

*\*The One Health Action Collaborative is an ad hoc activity associated with the Forum on Microbial Threats at the US National Academies of Sciences, Engineering, and Medicine. It brings together a community of experts who are interested in contributing to a detailed ongoing exploration and information sharing related to One Health topics and accelerating the implementation of a One Health approach in the field. The work of OHAC does not necessarily represent the views of any one organization, the Forum, or the National Academies and is not subjected to the review procedures of, nor are they a report or product of, the National Academies.*

**Subject:** OHAC call #16  
**Location:** teleconference  
  
**Start:** 05/14/2019 12:00:00 PM (-07:00)  
**End:** 05/14/2019 1:00:00 PM (-07:00)  
**Show Time As:** Tentative

**Organizer:** Ogawa, V. Ayano (VOgawa@nas.edu)

**Required Attendees:** 'Jonna

Mazet';'daszak@ecohealthalliance.org';'dmrizzo@ucdavis.edu';'george.poste@asu.edu';'mary\_wilson@harvard.edu';'Hughes, James M';'Gail Hansen';'Barton Behraves, Casey (CDC/OID/NCEZID)';'King, Lonnie;Anderson, Kevin;Hermsen, Elizabeth D;Miller, Sally;'mumforde@who.int';Shah, Cecilia;Tran, Thu Anh; [REDACTED];mlichtve@tulane.edu;Jennifer Gardy

**Optional Attendees:** 'Brooke Genovese';'Stephanie Calderone';andre@ecohealthalliance.org;David Rizzo;Wilson, Mary E.;George Poste;Lubin, Natalie

OHAC Call #16 will take place over ZOOM on 5/14 at 12pm ET.

\*New info: Zoom Dial-in Information

Join from PC, Mac, Linux, iOS or Android: [REDACTED]

Telephone: US: + [REDACTED]

Meeting ID: [REDACTED]

International numbers available: [REDACTED]

**Subject:** Forum on Microbial Threats, December Workshop Planning Committee Call  
**Location:** Call-in information enclosed

**Start:** 09/27/2019 2:00:00 PM (-07:00)  
**End:** 09/27/2019 3:30:00 PM (-07:00)  
**Show Time As:** Tentative

**Organizer:** Negussie, Yamrot (YNegussie@nas.edu)

**Required Attendees:** Shah, Cecilia;Ogawa, V.

Ayano;'john.brownstein@childrens.harvard.edu';'james.lawler@unmc.edu';'twscott@ucdavis.edu';'gca3@cdc.gov';'eliza beth.hermsen@merck.com';'jkmazet@ucdavis.edu';'Rick.Bright@hhs.gov';'daszak@ecohealthalliance.org';'kent.kester@sanofi.com';Nguyen, Jarrett

Topic: Forum on Microbial Threats, December Workshop Planning Committee Call  
Time: Sep 27, 2019 02:00 PM Eastern Time (US and Canada)

Join from PC, Mac, Linux, iOS or Android: REDACTED

Or iPhone one-tap:

US: + REDACTED

Or Telephone:

Dial(for higher quality, dial a number based on your current location):

US: + REDACTED (Toll Free)

Meeting ID: REDACTED

International numbers available: REDACTED

**Subject:** Accepted: Updated invitation: SMT call @ Tue Oct 1, 2019 12:30pm - 1:30pm (EDT)  
(karesh@ecohealthalliance.org)

**Location:** [REDACTED]

**Start:** 10/01/2019 11:30:00 AM (-07:00)

**End:** 10/01/2019 12:30:00 PM (-07:00)

**Show Time As:** Busy

**Organizer:** Jonna Mazet [REDACTED]

**Required Attendees:** William B. Karesh

**From:** "Oladele Ogunseitan" <oladele.ogunseitan@uci.edu>  
**Sent:** 12/13/2019 5:00:36 PM (-08:00)  
**To:** "Woutrina A Smith" <wasmith@ucdavis.edu>; "onehealthnextgen Sympa List" <onehealthnextgen@ucdavis.edu>; "Rabkin, Miriam" <mr84@cumc.columbia.edu>; "alexandra zuber" <alexandrazuber@atahealthstrategies.com>; "Matthew Blake" <mblake@ucdavis.edu>; "Ndola PRATA" <ndola@berkeley.edu>; "Corina Grigorescu Monagin" <cgmonagin@ucdavis.edu>; "David John Wolking" <djwolking@ucdavis.edu>; "Jonna Mazet" <jkmazet@ucdavis.edu>; "Elizabeth Leasure" <ealeasure@ucdavis.edu>; "Bridgette Phebean Smith" <brpsmith@ucdavis.edu>; "Omar Romero-hernandez" <oromero@haas.berkeley.edu>; "Federico Castillo" <f.castillo@berkeley.edu>; "Peter Daszak" <daszak@ecohealthalliance.org>; "Terra Kelly" <trkelly@ucdavis.edu>; "Tracey Goldstein" <tgoldstein@ucdavis.edu>  
**Subject:** Re: OHW-NG Global Consortium Work Plan Timeline  
**Attachments:** OHW-NG-Y1-WORK\_PLAN-TEMPLATE\_Training&Empowerment\_Consortium\_Activities\_Draft\_13\_December\_5pm\_Pacific\_Time.docx,

Greetings,

I have attached to this email, the Draft Work Plan for Training and Empowerment.

Thanks, and best wishes for the weekend!

- Dele

**From:** onehealthnextgen-request@ucdavis.edu on behalf of "Corina Grigorescu Monagin" <cgmonagin@ucdavis.edu>  
**Sent:** 01/28/2020 12:25:03 PM (-08:00)  
**To:** "Woutrina A Smith" <wasmith@ucdavis.edu>; "Oladele Ogunseitan" <oladele.ogunseitan@uci.edu>; "Peter Daszak" <daszak@ecohealthalliance.org>; "William B. Karesh" <Karesh@ecohealthalliance.org>; "mr84@columbia.edu" <mr84@columbia.edu>; "alexandra zuber" <alexandrager@atahealthstrategies.com>; "Matthew Blake" <mblake@ucdavis.edu>; "Tracey Goldstein" <tgoldstein@ucdavis.edu>; "David John Wolking" <djwolking@ucdavis.edu>; "Terra Kelly" <trkelly@ucdavis.edu>; "Jaber Amine Belkhiria" <jabelkhiria@ucdavis.edu>; "Elizabeth Leasure" <ealeasure@ucdavis.edu>; "Jonna Mazet" <jkmazet@ucdavis.edu>; "McNeil, Carrie S." <csmcnei@sandia.gov>; "Jutta Lehmer" <JLehmer@salud.unm.edu>; "Omar Romero-hernandez" <oromero@haas.berkeley.edu>; "Bruce Baird Struminger" <BStruminger@salud.unm.edu>; "Federico Castillo" <f.castillo@berkeley.edu>; "Ndola PRATA" <ndola@berkeley.edu>; "Tiffany Harris, PhD, MS" <th2604@columbia.edu>; "Costa, Cristiane" <co123@cumc.columbia.edu>; "Amaya, Idalia M." <ima2107@cumc.columbia.edu>; "Sam Halabi" <sfh9@georgetown.edu>  
**Cc:** "onehealthnextgen Sympa List" <onehealthnextgen@ucdavis.edu>  
**Subject:** [onehealthnextgen] Reminder: OHW-NG - Executive Board Call Agenda January 29 2020, 11am - 12pm  
**Attachments:** OHW-NG EB Call Agenda 1.29.20.docx

Dear all,

Please find the agenda for tomorrow's OHW-NG EB call attached and below. Please note the zoom line as it may have changed. Talk to you all tomorrow.

Regards,  
Corina

OHW-NG EB Zoom Meeting  
January 29, 2020 11-12 AM US/Pacific

[Join Zoom Meeting](#)

REDACTED

[Meeting ID:](#) REDACTED

#### 1. Administrative items

- UCD updates from USAID
- UCD Admin updates

#### 2. Workplan updates

#### 3. Objective Team/Network Updates

#### 4. Conference updates

- PMAC, Bangkok, Thailand (January 28-31, 2020)
- [19<sup>th</sup> International Congress on Infectious Diseases](#), Kuala Lumpur (February 20-23, 2020)
- Consortium of Universities for Global Health, Washington DC, (April 18-20) <https://cugh2020.org>

- One Health World Congress, Edinburgh June 14-18, 2020)<https://onehealthplatform.com/cnt/article/edinburgh-2020>PMAC, Bangkok, Thailand (January 28-31, 2020)

## 5. AOB

Join Zoom Meeting

**REDACTED**

Meeting ID: **REDACTED**

One tap mobile

**REDACTED**

US (San Jose)

US (New York)

Dial by your location

**REDACTED**

US (San Jose)

US (New York)

Meeting ID: **REDACTED**

Find your local number: **REDACTED**



OHW-NG EB Zoom Meeting  
January 29, 2020 11-12 AM US/Pacific

Join Zoom Meeting

REDACTED

Meeting ID: REDACTED

### 1. Administrative items

- UCD updates from USAID
- UCD Admin updates

### 2. Workplan updates

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<https://cugh2020.org>
- One Health World Congress, Edinburgh June 14-18, 2020)  
<https://onehealthplatform.com/cnt/article/edinburgh-2020> PMAC, Bangkok, Thailand (January 28-31, 2020)

### 5. AOB

Join Zoom Meeting

REDACTED

Meeting ID: REDACTED

One tap mobile

+ [REDACTED] US (San Jose)  
+ [REDACTED] US (New York)

Dial by your location

+ [REDACTED] US (San Jose)  
+ [REDACTED] US (New York)

Meeting ID: [REDACTED]

Find your local number: [REDACTED]

**Subject:** SEAOHUN call

**Location:** REDACTED

**Start:** 02/05/2020 5:30:00 PM (-07:00)

**End:** 02/05/2020 6:30:00 PM (-07:00)

**Show Time As:** Tentative

**Recurrence:** Weekly

**Recurrence Pattern:** Recur every 2 week(s) on the Wednesday on until 7/23/2020 12:30:00 AM from 5:30 PM to 6:30 PM.

**Organizer:** Carolyn Forlee (cforlee@ucdavis.edu)

**Required Attendees:** Tracey Goldstein;Woutrina A Smith;Elizabeth Leasure;Corina Grigorescu Monagin;Jonna Mazet;Oladele Ogunseitan;Alexandra Zuber;Miriam Rabkin;Kevin Olival;Peter

Daszak; REDACTED

**Optional Attendees:** Rabkin, Miriam

Due to Daylight Savings time, new US time will be 5:30pm PST.

Carolyn Forlee is inviting you to a scheduled Zoom meeting.

Join Zoom Meeting

REDACTED

Meeting ID: REDACTED

One tap mobile

REDACTED US (San Jose)  
REDACTED US (New York)

Dial by your location

REDACTED US (San Jose)  
REDACTED US (New York)

Meeting ID: REDACTED

Find your local number: REDACTED

**From:** Dominic Travis <datravis@umn.edu>  
**To:** Christine Kreuder Johnson <ckjohnson@ucdavis.edu>; Kaylee Myhre <myhre044@umn.edu>; William Karesh <karesh@ecohealthalliance.org>; Catherine Machalaba <machalaba@ecohealthalliance.org>  
**CC:** Jonna Mazet <jkmazet@ucdavis.edu>  
**Sent:** 3/18/2020 12:04:22 PM  
**Subject:** Re: USAID grant.gov Opportunity Number 7200AA20RFA00007

Thanks Chris et al.,

Im going to connect the dots here with Billy/Catherine et al. Thanks for your willingness to potentially explore partnership opportunities - we "get it" and no offense will be taken if there is not a fit. Kaylee and I are interested in discussing how UMN may be of use in the next call. This can be large or small input - honestly, we prefer on the small side. Fe thoughts:

1) Kaylee and I seem to be the point people at UMN for this discussion (Katey has a new central role at UMN and is trying to play support roles) - as far as we know - and we are NOT interested in leading a large UMN RESPOND blaha blah .....we ARE interested in linking our ecosystem health, risk analysis and policy interface training and research initiatives if possible.

For me - the realization that all risk trade/bushmeat etc. assessments lead to human behavioral drivers and culturally relevant risk management policy in the end has me reformatting my approach. Not earth shattering I know, but we have been building on that as much as possible with social scientists, etc. I have been notified that we (hopefully still) have been awarded a NIFA grant this spring to build an Ecosystem Health track of our Sustainability Minor at UMN this next year, and I am taking a semester leave in the fall to create a graduate training grant in this area. We are also continuing to foster the development of a larger OH primate sanctuary network between PASA and OVAG with Steve Unwin and other colleagues as some of you know. I have shifted largely from field conservation of apes to this interface for the reasons stated herein.

For Kaylee - most of you know her work with OHWF and her PhD with WHO from the Humphrey School of Policy. She is a huge new resource for us as a faculty member.

2) we are submitting the LOI and attending the online day next week.

Please keep us in mind - we do have a young/energetic highly talented new cadre of people in the retooled OH Division to dip into as needed.

Thanks and be well

Dom (for Kaylee)

Dominic Travis DVM, MS  
Associate Professor and Lead, One Health Division  
Department of Veterinary Population Medicine, College of Veterinary Medicine  
Adjunct Associate Professor, Environmental Health, School of Public Health  
Sustainability Educator Fellow, Institute on the Environment  
University of Minnesota  
Skype: dominic.travis  
[www.facebook.com/biodiversitydoctors](http://www.facebook.com/biodiversitydoctors).

On Wed, Mar 18, 2020 at 11:15 AM Christine Kreuder Johnson <ckjohnson@ucdavis.edu> wrote:

Hi Dom,

Great to hear from you as we have long wanted to find a way to connect and work with you. We're still in the dark on scope for this new USAID driven effort and how expansive or limited it will be. If there is opportunity to expand, we would welcome a follow up call together with Kalee, Billy and Catherine.

Guessing we'll all know a lot more very soon.

Kind regards

Chris

Christine Kreuder Johnson, VMD, PhD

Professor of Epidemiology and Wildlife Health

Current Director, PREDICT, Emerging Pandemic Threats Program

Director, EpiCenter for Disease Dynamics

Associate Director, One Health Institute

VM: Medicine and Epidemiology

School of Veterinary Medicine

University of California

Rm 1040, VM3B 1089 Veterinary Medicine Drive

Davis, California 95616

+1.530.752.1238

**From:** "Elizabeth Leasure" <ealeasure@UCDAVIS.EDU>  
**Sent:** 04/13/2020 10:21:29 AM (-07:00)  
**To:** "alexandra zuber" <alexandrazuber@atahealthstrategies.com>; "Matthew Blake" <mblake@ucdavis.edu>  
**Cc:** "f.castillo@berkeley.edu" <f.castillo@berkeley.edu>; "oromero@haas.berkeley.edu" <oromero@haas.berkeley.edu>; "margaritamartins@berkeley.edu" <margaritamartins@berkeley.edu>; "William B. Karesh" <karesh@ecohealthalliance.org>; "daszak@ecohealthalliance.org" <daszak@ecohealthalliance.org>; "Jonna Mazet" <jkmazet@ucdavis.edu>; "Sam Halabi" <sfh9@georgetown.edu>  
**Subject:** RE: NUPAS documents for our meeting today

Hi Alex. I need a bit more info to provide a response, as I'm not sure which issues you (or they) are referring to.

*Elizabeth Leasure*  
*Financial Operations Manager*  
*One Health Institute*  
REDACTED (cell)  
530-754-9034 (office)  
Skype: ealeasure

---

**From:** alexandra zuber <alexandrazuber@atahealthstrategies.com>  
**Sent:** Monday, April 13, 2020 10:08 AM  
**To:** Elizabeth Leasure <ealeasure@UCDAVIS.EDU>; Matthew Blake <mblake@ucdavis.edu>  
**Cc:** f.castillo@berkeley.edu; oromero@haas.berkeley.edu; margaritamartins@berkeley.edu; William B. Karesh <karesh@ecohealthalliance.org>; daszak@ecohealthalliance.org; Jonna Mazet <jkmazet@ucdavis.edu>; Sam Halabi <sfh9@georgetown.edu>  
**Subject:** Re: NUPAS documents for our meeting today

Okay sounds good. **Matt**, can you insert your sections to Liz's excel and slides and send today? I am sending the consolidated package to AFROHUN tomorrow. Thanks!

Also, **Elizabeth**, Woutrina and Jonna asked this morning if you think any of the issues of AFROHUN's Excel-based budgeting should be noted in the NUPAS review at this time, as something that should be addressed?

Alexandra Zuber, MPP, DrPH  
Founder and CEO, Ata Health Strategies, LLC  
Email: [alexandrazuber@atahealthstrategies.com](mailto:alexandrazuber@atahealthstrategies.com)  
Phone: +1 (617) 680-3950  
LinkedIn: [alexandrazuber/](https://www.linkedin.com/in/alexandrazuber/)  
Website: [www.atahealthstrategies.com](http://www.atahealthstrategies.com)  
Twitter: [@alexandrazuber](https://twitter.com/alexandrazuber)

---

**From:** Elizabeth Leasure <ealeasure@UCDAVIS.EDU>  
**Sent:** Monday, April 13, 2020 12:01 PM  
**To:** alexandra zuber <alexandrazuber@atahealthstrategies.com>; Matthew Blake <mblake@ucdavis.edu>  
**Cc:** f.castillo@berkeley.edu <f.castillo@berkeley.edu>; oromero@haas.berkeley.edu <oromero@haas.berkeley.edu>; margaritamartins@berkeley.edu <margaritamartins@berkeley.edu>; William B. Karesh <karesh@ecohealthalliance.org>; daszak@ecohealthalliance.org <daszak@ecohealthalliance.org>; Jonna Mazet

<[jkmazet@ucdavis.edu](mailto:jkmazet@ucdavis.edu)>; Sam Halabi <[sfh9@georgetown.edu](mailto:sfh9@georgetown.edu)>

**Subject:** RE: NUPAS documents for our meeting today

Hi Alex. I made a couple changes as I was working through everything to put the slides together. An updated spreadsheet is attached. Criteria 2 is pending completion by Matt, so he'll need to provide an updated version with his info added.

Thanks,

Liz

*Elizabeth Leasure*

*Financial Operations Manager*

*One Health Institute*

**REDACTED** (cell)

530-754-9034 (office)

Skype: ealeasure

---

**From:** alexandra zuber <[alexandrazuber@atahealthstrategies.com](mailto:alexandrazuber@atahealthstrategies.com)>

**Sent:** Monday, April 13, 2020 8:28 AM

**To:** Elizabeth Leasure <[ealeasure@UCDAVIS.EDU](mailto:ealeasure@UCDAVIS.EDU)>; Matthew Blake <[mblake@ucdavis.edu](mailto:mblake@ucdavis.edu)>

**Cc:** [f.castillo@berkeley.edu](mailto:f.castillo@berkeley.edu); [oromero@haas.berkeley.edu](mailto:oromero@haas.berkeley.edu); [margaritamartins@berkeley.edu](mailto:margaritamartins@berkeley.edu); William B. Karesh <[karesh@ecohealthalliance.org](mailto:karesh@ecohealthalliance.org)>; [daszak@ecohealthalliance.org](mailto:daszak@ecohealthalliance.org); Jonna Mazet <[jkmazet@ucdavis.edu](mailto:jkmazet@ucdavis.edu)>; Sam Halabi <[sfh9@georgetown.edu](mailto:sfh9@georgetown.edu)>

**Subject:** Re: NUPAS documents for our meeting today

Also, team remember to please send me final NUPAS excel tools today as well... Or email me if you feel the tool you already sent is complete and requires no further changes. Thanks again,

Alexandra Zuber, MPP, DrPH

Founder and CEO, Ata Health Strategies, LLC

Email: [alexandrazuber@atahealthstrategies.com](mailto:alexandrazuber@atahealthstrategies.com)

Phone: +1 (617) 680-3950

LinkedIn: [alexandrazuber/](https://www.linkedin.com/in/alexandrazuber/)

Website: [www.atahealthstrategies.com](http://www.atahealthstrategies.com)

Twitter: [@alexandrazuber](https://twitter.com/alexandrazuber)

---

**From:** alexandra zuber <[alexandrazuber@atahealthstrategies.com](mailto:alexandrazuber@atahealthstrategies.com)>

**Sent:** Monday, April 13, 2020 11:25 AM

**To:** Elizabeth Leasure <[ealeasure@UCDAVIS.EDU](mailto:ealeasure@UCDAVIS.EDU)>; Matthew Blake <[mblake@ucdavis.edu](mailto:mblake@ucdavis.edu)>

**Cc:** [f.castillo@berkeley.edu](mailto:f.castillo@berkeley.edu) <[f.castillo@berkeley.edu](mailto:f.castillo@berkeley.edu)>; [oromero@haas.berkeley.edu](mailto:oromero@haas.berkeley.edu) <[oromero@haas.berkeley.edu](mailto:oromero@haas.berkeley.edu)>; [margaritamartins@berkeley.edu](mailto:margaritamartins@berkeley.edu) <[margaritamartins@berkeley.edu](mailto:margaritamartins@berkeley.edu)>; William B. Karesh <[karesh@ecohealthalliance.org](mailto:karesh@ecohealthalliance.org)>; [daszak@ecohealthalliance.org](mailto:daszak@ecohealthalliance.org) <[daszak@ecohealthalliance.org](mailto:daszak@ecohealthalliance.org)>; Jonna Mazet <[jkmazet@ucdavis.edu](mailto:jkmazet@ucdavis.edu)>; Sam Halabi <[sfh9@georgetown.edu](mailto:sfh9@georgetown.edu)>

**Subject:** Re: NUPAS documents for our meeting today

Thank you! Matt, can you add your slides to this version?

Alexandra Zuber, MPP, DrPH

Founder and CEO, Ata Health Strategies, LLC

Email: [alexandrazuber@atahealthstrategies.com](mailto:alexandrazuber@atahealthstrategies.com)  
Phone: +1 (617) 680-3950  
LinkedIn: [alexandrazuber/](#)  
Website: [www.atahealthstrategies.com](http://www.atahealthstrategies.com)  
Twitter: [@alexandrazuber](#)

---

**From:** Elizabeth Leasure <[ealeasure@UCDAVIS.EDU](mailto:ealeasure@UCDAVIS.EDU)>  
**Sent:** Friday, April 10, 2020 7:52 PM  
**To:** Matthew Blake <[mblake@ucdavis.edu](mailto:mblake@ucdavis.edu)>; alexandra zuber <[alexandrazuber@atahealthstrategies.com](mailto:alexandrazuber@atahealthstrategies.com)>  
**Cc:** [f.castillo@berkeley.edu](mailto:f.castillo@berkeley.edu) <[f.castillo@berkeley.edu](mailto:f.castillo@berkeley.edu)>; [oromero@haas.berkeley.edu](mailto:oromero@haas.berkeley.edu) <[oromero@haas.berkeley.edu](mailto:oromero@haas.berkeley.edu)>; [margaritamartins@berkeley.edu](mailto:margaritamartins@berkeley.edu) <[margaritamartins@berkeley.edu](mailto:margaritamartins@berkeley.edu)>; William B. Karesh <[karesh@ecohealthalliance.org](mailto:karesh@ecohealthalliance.org)>; [daszak@ecohealthalliance.org](mailto:daszak@ecohealthalliance.org) <[daszak@ecohealthalliance.org](mailto:daszak@ecohealthalliance.org)>; Jonna Mazet <[jkmazet@ucdavis.edu](mailto:jkmazet@ucdavis.edu)>; Sam Halabi <[sfh9@georgetown.edu](mailto:sfh9@georgetown.edu)>  
**Subject:** RE: NUPAS documents for our meeting today

The slide deck with my criteria 2 slides added is attached.

Matt-

I created slides for your criteria 2 sections (2.3, 2.9, 2.10, 2.11, 2.12), so you just need to fill them in.

Thanks!

Liz

*Elizabeth Leasure*  
*Financial Operations Manager*  
*One Health Institute*  
**REDACTED** (cell)  
530-754-9034 (office)  
Skype: ealeasure

---

**From:** Elizabeth Leasure  
**Sent:** Friday, April 10, 2020 3:28 PM  
**To:** 'Sam Halabi' <[sfh9@georgetown.edu](mailto:sfh9@georgetown.edu)>  
**Cc:** alexandra zuber <[alexandrazuber@atahealthstrategies.com](mailto:alexandrazuber@atahealthstrategies.com)>; Matthew Blake <[mblake@ucdavis.edu](mailto:mblake@ucdavis.edu)>; [f.castillo@berkeley.edu](mailto:f.castillo@berkeley.edu); [oromero@haas.berkeley.edu](mailto:oromero@haas.berkeley.edu); [margaritamartins@berkeley.edu](mailto:margaritamartins@berkeley.edu); William B. Karesh <[karesh@ecohealthalliance.org](mailto:karesh@ecohealthalliance.org)>; [daszak@ecohealthalliance.org](mailto:daszak@ecohealthalliance.org); Jonna Mazet <[jkmazet@ucdavis.edu](mailto:jkmazet@ucdavis.edu)>  
**Subject:** RE: NUPAS documents for our meeting today

Hi all. I put my slides together a little differently, but I'm happy to revise as needed. The procurement and travel slides are completed in the deck attached, and I'll start working on the criteria 2 slides.

Thanks!

Liz

*Elizabeth Leasure*  
*Financial Operations Manager*  
*One Health Institute*  
**REDACTED** (cell)  
530-754-9034 (office)



Skype: ealeasure

**From:** Sam Halabi <[sfh9@georgetown.edu](mailto:sfh9@georgetown.edu)>

**Sent:** Friday, April 10, 2020 9:27 AM

**To:** Elizabeth Leasure <[ealeasure@UCDAVIS.EDU](mailto:ealeasure@UCDAVIS.EDU)>

**Cc:** alexandra zuber <[alexandrazuber@atahealthstrategies.com](mailto:alexandrazuber@atahealthstrategies.com)>; Matthew Blake <[mblake@ucdavis.edu](mailto:mblake@ucdavis.edu)>; [f.castillo@berkeley.edu](mailto:f.castillo@berkeley.edu); [oromero@haas.berkeley.edu](mailto:oromero@haas.berkeley.edu); [margaritamartins@berkeley.edu](mailto:margaritamartins@berkeley.edu); William B. Karesh <[karesh@ecohealthalliance.org](mailto:karesh@ecohealthalliance.org)>; [daszak@ecohealthalliance.org](mailto:daszak@ecohealthalliance.org); Jonna Mazet <[jkmazet@ucdavis.edu](mailto:jkmazet@ucdavis.edu)>

**Subject:** Re: NUPAS documents for our meeting today

Dear team,

Attached you'll find the revised Excel and PowerPoint for Criterion 1 - Legal Requirements - which hopefully capture the revisions we discussed and, with respect to the latter, provide a useful template for others. I'm of course happy to receive thoughts/edits/suggestions and recirculate.

Best,  
Sam

On Thu, Apr 9, 2020 at 12:56 PM Elizabeth Leasure <[ealeasure@ucdavis.edu](mailto:ealeasure@ucdavis.edu)> wrote:

An updated spreadsheet with travel and procurement added is attached. Still working on criteria 2.

*Elizabeth Leasure*  
*Financial Operations Manager*  
*One Health Institute*  
**REDACTED** (cell)  
*530-754-9034 (office)*  
*Skype: ealeasure*

---

**From:** alexandra zuber <[alexandrazuber@atahealthstrategies.com](mailto:alexandrazuber@atahealthstrategies.com)>

**Sent:** Thursday, April 9, 2020 9:07 AM

**To:** Matthew Blake <[mblake@ucdavis.edu](mailto:mblake@ucdavis.edu)>; Elizabeth Leasure <[ealeasure@UCDAVIS.EDU](mailto:ealeasure@UCDAVIS.EDU)>; [f.castillo@berkeley.edu](mailto:f.castillo@berkeley.edu); [oromero@haas.berkeley.edu](mailto:oromero@haas.berkeley.edu); Sam Halabi <[sfh9@georgetown.edu](mailto:sfh9@georgetown.edu)>; [margaritamartins@berkeley.edu](mailto:margaritamartins@berkeley.edu)

**Cc:** William B. Karesh <[karesh@ecohealthalliance.org](mailto:karesh@ecohealthalliance.org)>; [daszak@ecohealthalliance.org](mailto:daszak@ecohealthalliance.org); Jonna Mazet <[jkmazet@ucdavis.edu](mailto:jkmazet@ucdavis.edu)>

**Subject:** NUPAS documents for our meeting today

A big thank you to the team for completing your NUPAS assessments.

We have 4 of the 6 criteria completed and consolidated in the attached Excel. Two more criteria are forthcoming tomorrow. I am looking very forward to discussing these findings with you today, and coming to agreement on what the global team feels are priorities for AFROHUN capacity-building.

I have also enclosed a possible PPT template with draft agenda for our NUPAS virtual site visit next week, so we can discuss this today as well. Thanks to Sam for helping me with an early draft of this PPT.

Lastly, today we will briefly discuss the launch of the SEAOHUN NUPAS assessment process, which is right around the corner.

As a reminder, our agenda for today is in our calendar invite.

Talk soon,

Alexandra Zuber, MPP, DrPH  
Founder and CEO, Ata Health Strategies, LLC  
Email: [alexandrazuber@atahealthstrategies.com](mailto:alexandrazuber@atahealthstrategies.com)  
Phone: +1 (617) 680-3950  
LinkedIn: [alexandrazuber/](https://www.linkedin.com/in/alexandrazuber/)  
Website: [www.atahealthstrategies.com](http://www.atahealthstrategies.com)  
Twitter: [@alexandrazuber](https://twitter.com/alexandrazuber)

---

**From:** alexandra zuber <[alexandrazuber@atahealthstrategies.com](mailto:alexandrazuber@atahealthstrategies.com)>  
**Sent:** Tuesday, April 7, 2020 1:44 PM  
**To:** Matthew Blake <[mblake@ucdavis.edu](mailto:mblake@ucdavis.edu)>; Elizabeth Leasure <[ealeasure@ucdavis.edu](mailto:ealeasure@ucdavis.edu)>; [f.castillo@berkeley.edu](mailto:f.castillo@berkeley.edu) <[f.castillo@berkeley.edu](mailto:f.castillo@berkeley.edu)>; [oromero@haas.berkeley.edu](mailto:oromero@haas.berkeley.edu) <[oromero@haas.berkeley.edu](mailto:oromero@haas.berkeley.edu)>; Sam Halabi <[sfh9@georgetown.edu](mailto:sfh9@georgetown.edu)>; [margaritamartins@berkeley.edu](mailto:margaritamartins@berkeley.edu) <[margaritamartins@berkeley.edu](mailto:margaritamartins@berkeley.edu)>  
**Cc:** William B. Karesh <[karesh@ecohealthalliance.org](mailto:karesh@ecohealthalliance.org)>; [daszak@ecohealthalliance.org](mailto:daszak@ecohealthalliance.org) <[daszak@ecohealthalliance.org](mailto:daszak@ecohealthalliance.org)>; Jonna Mazet <[jkmazet@ucdavis.edu](mailto:jkmazet@ucdavis.edu)>  
**Subject:** NUPAS tool reminder & \*your input on SEAOHUN dates\*

Hello AFROHUN NUPAS team,  
This is a friendly reminder to send me your NUPAS Excel tool by tomorrow, April 8, COB.

Also, last week I discussed a proposed timeline with SEAOHUN regarding their NUPAS, SWOT, and OCA. I further extended our original timeline to give us all a bit more breather. **Can you let me know if you have any restrictions that would prevent you from working on these items during these times?**

Thanks all,

**Proposed timeline of activities:**

- SEAOHUN attends ECHO OLS Virtual Immersion: April 16, 17, and 20
- NUPAS desk review: April 6-17, 2020
- NUPAS virtual site visits: April 27-May 1, 2020
- SWOT Interviews with Secretariat Staff: April 21-22
- SWOT Interviews with SEAOHUN Board members (4 countries): April 22-May 1
- SWOT Focus group discussions with each SEAOHUN country team (coordinators, university representatives): April 20-30, 2020
- May 11-22: Three 2 hour Zoom blocks:
  - Review NUPAS gaps & prioritize (2 hours)
  - Review OCA gaps & prioritize (2 hours)
  - Review SWOT findings and discuss implications for planning (2 hours)
  - Time window? Possible 5-7 pm PDT/ 7-9 am. We will check with UC Davis team and get back to SEAOHUN.
- Week of May 25: 1-2 Action Planning Days- review & confirm plan for capacity-building/ collaboration in Y1

Alexandra Zuber, MPP, DrPH  
Founder and CEO, Ata Health Strategies, LLC

Email: [alexandrazuber@atahealthstrategies.com](mailto:alexandrazuber@atahealthstrategies.com)  
Phone: +1 (617) 680-3950  
LinkedIn: [alexandrazuber/](#)  
Website: [www.atahealthstrategies.com](http://www.atahealthstrategies.com)  
Twitter: [@alexandrazuber](#)

---

**From:** alexandra zuber <[alexandrazuber@atahealthstrategies.com](mailto:alexandrazuber@atahealthstrategies.com)>  
**Sent:** Wednesday, April 1, 2020 4:54 PM  
**To:** Matthew Blake <[mblake@ucdavis.edu](mailto:mblake@ucdavis.edu)>; Elizabeth Leasure <[ealeasure@ucdavis.edu](mailto:ealeasure@ucdavis.edu)>; [f.castillo@berkeley.edu](mailto:f.castillo@berkeley.edu) <[f.castillo@berkeley.edu](mailto:f.castillo@berkeley.edu)>; [oromero@haas.berkeley.edu](mailto:oromero@haas.berkeley.edu) <[oromero@haas.berkeley.edu](mailto:oromero@haas.berkeley.edu)>; Sam Halabi <[sfh9@georgetown.edu](mailto:sfh9@georgetown.edu)>; [margaritamartins@berkeley.edu](mailto:margaritamartins@berkeley.edu) <[margaritamartins@berkeley.edu](mailto:margaritamartins@berkeley.edu)>  
**Subject:** NUPAS next steps- Call + Template

Hi (ANT) Team,

Thanks for all your active work this week on calls with AFROHUN. I'm excited to see us bring this together.

In follow-up to my email last week (below), I'd like to send you some updates and a template for documenting your NUPAS review.

First, I proposed Mon, April 10 for our 2 hour Zoom session on the NUPAS with AFROHUN. They will confirm the date tomorrow and I'll notify you.

Second, I'd like to convene us on an internal call later next week to review our scores and rationale, and plan for our presentation to AFROHUN. Please can you populate this [Doodle](#) to share your availability?

Last, I believe the most straight forward approach to collating your findings will be for **each of you/ us to complete the attached Excel tool** for your/ our domains. This will serve as our formal written record of the review. **Please complete all the fields for your domains and send to me via email no later than COB Wed, April 8.** I will aim to consolidate and send back to you before our call. We will later translate the priorities/ highlights to a PPT we deliver to AFROHUN.

Some guidance on the NUPAS Excel tool:

1. In the attached tool, I separated the column "rationale" from "recommendations", so we could speak to each clearly and so that it is easier to extract in to a PPT slide
2. In your description of rationale, please be sure to speak to each of the criteria in the domain, whether AFROHUN met or failed to meet that domain and how/why. Or whether it is unclear at this time.
3. Please consider the attached "NUPAS questions for consideration" for your domains, which were an Appendix to the NUPAS document as helpful probing questions for each domain. Some match 1:1 the domain criteria, others are more granular.
4. Please do your best to substantiate each finding with reference to a document, interview, or general observation.
5. Error on the side of being more detailed in this rationale section, as we want a fulsome record. I would suggest 2-4 paragraphs, but use your judgement.
6. Note that AFROHUN will likely see this document, so please write sensitively.
7. Note if anything is "unclear" or "unknown" at this time.

8. For recommendations, please indicate what improvements you believe could/ should be made, in particular to move to the next higher score.

Let me know if you have any questions or concerns, or recommendations on how we proceed over the next two weeks. I'll be at home 😊 [REDACTED]

Thanks again,  
Alexandra

Alexandra Zuber, MPP, DrPH  
Founder and CEO, Ata Health Strategies, LLC  
Email: [alexandrazuber@atahealthstrategies.com](mailto:alexandrazuber@atahealthstrategies.com)  
Phone: +1 (617) 680-3950  
LinkedIn: [alexandrazuber/](https://www.linkedin.com/in/alexandrazuber/)  
Website: [www.atahealthstrategies.com](http://www.atahealthstrategies.com)  
Twitter: [@alexandrazuber](https://twitter.com/alexandrazuber)

---

**From:** alexandra zuber <[alexandrazuber@atahealthstrategies.com](mailto:alexandrazuber@atahealthstrategies.com)>  
**Sent:** Wednesday, March 25, 2020 5:30 PM  
**To:** Matthew Blake <[mblake@ucdavis.edu](mailto:mblake@ucdavis.edu)>; Elizabeth Leasure <[ealeasure@ucdavis.edu](mailto:ealeasure@ucdavis.edu)>; [f.castillo@berkeley.edu](mailto:f.castillo@berkeley.edu) <[f.castillo@berkeley.edu](mailto:f.castillo@berkeley.edu)>; [oromero@haas.berkeley.edu](mailto:oromero@haas.berkeley.edu) <[oromero@haas.berkeley.edu](mailto:oromero@haas.berkeley.edu)>; Sam Halabi <[sfh9@georgetown.edu](mailto:sfh9@georgetown.edu)>; [margaritamartins@berkeley.edu](mailto:margaritamartins@berkeley.edu) <[margaritamartins@berkeley.edu](mailto:margaritamartins@berkeley.edu)>  
**Subject:** NUPAS next steps

Hi team,

Matt and Liz have been pulled in to some important COVID work, so I'm going to be coordinating our NUPAS assessment together moving forward. Fortunately, Matt and Liz will continue to play an important role as reviewers of many NUPAS domains as part of our team and we welcome their engagement in as much as they have time to provide it.

We have an agreed upon a schedule of dates for our NUPAS virtual site visits (attached), and I'm waiting to hear from AFROHUN if we can proceed to schedule these calls (i.e. send calendar invites). Stay tuned on that. Our original time slots were dropped from their table, but I would recommend we work out specific timing with the individuals themselves when we schedule the calls.

In the meantime, I would recommend putting a placeholder in your calendars for these dates, and also downloading the new documents AFROHUN submitted for our NUPAS review. Terra uploaded these to our AFROHUN NUPAS folder, in the general UC Davis OHW-NG Box.

I also uploaded to that folder AFROHUN's self-assessment on the OCA tool. It's also here attached for easy reference.

We are aiming for completion of our virtual site visits by **April 6**, and a presentation of findings to the Secretariat as early as April 10 (but more optimally the next week). I have a call with AFROHUN on April 1, at which point we hope to lock in this date.

In between, I'd like us to come together to review our findings together and decide on major take-aways and priorities and proof the presentation. I'll ask each of you to present your findings in a few slides, and then I can consolidate them in one deck. I'll send a template in the coming week.

As for SEAOHUN, they are compiling their documents for our desk review, and have promised to submit to us by end of March. **We should be ready to begin the desk review for them by April 6.** We need to work out with them when the NUPAS virtual site visits would work best thereafter. The next call I have with them is April 1, so I will learn more then.

Thanks all for your continued work and flexibility,

Alexandra Zuber, MPP, DrPH  
Founder and CEO, Ata Health Strategies, LLC  
Email: [alexandrazuber@atahealthstrategies.com](mailto:alexandrazuber@atahealthstrategies.com)  
Phone: +1 (617) 680-3950  
LinkedIn: [alexandrazuber/](https://www.linkedin.com/in/alexandrazuber/)  
Website: [www.atahealthstrategies.com](http://www.atahealthstrategies.com)  
Twitter: [@alexandrazuber](https://twitter.com/alexandrazuber)

**From:** onehealthnextgen-request@ucdavis.edu on behalf of "Corina Grigorescu Monagin" <cgmonagin@ucdavis.edu>  
**Sent:** 04/21/2020 1:33:34 PM (-07:00)  
**To:** "Woutrina A Smith" <wasmith@ucdavis.edu>; "Oladele Ogunseitan" <oladele.ogunseitan@uci.edu>; "Peter Daszak" <daszak@ecohealthalliance.org>; "William B. Karesh" <Karesh@ecohealthalliance.org>; "mr84@columbia.edu" <mr84@columbia.edu>; "alexandra zuber" <alexandrazuber@atahealthstrategies.com>; "Matthew Blake" <mblake@ucdavis.edu>; "Tracey Goldstein" <tgoldstein@ucdavis.edu>; "David John Wolking" <djwolking@ucdavis.edu>; "Terra Kelly" <trkelly@ucdavis.edu>; "Jaber Amine Belkhiria" <jabelkhiria@ucdavis.edu>; "Elizabeth Leasure" <ealeasure@ucdavis.edu>; "Jonna Mazet" <jkmazet@ucdavis.edu>; "McNeil, Carrie S." <csmcnei@sandia.gov>; "Jutta Lehmer" <JLehmer@salud.unm.edu>; "Omar Romero-hernandez" <oromero@haas.berkeley.edu>; "Bruce Baird Struminger" <BStruminger@salud.unm.edu>; "Federico Castillo" <f.castillo@berkeley.edu>; "Ndola PRATA" <ndola@berkeley.edu>; "Tiffany Harris, PhD, MS" <th2604@columbia.edu>; "Costa, Cristiane" <co123@cumc.columbia.edu>; "Amaya, Idalia M." <ima2107@cumc.columbia.edu>; "Sam Halabi" <sfh9@georgetown.edu>  
**Cc:** "onehealthnextgen Sympa List" <onehealthnextgen@ucdavis.edu>  
**Subject:** Re: [onehealthnextgen] Reminder: OHW-NG Executive Board Call April 22nd, 11am PST/2pm EST  
**Attachments:** ECHO session\_April\_22-23\_2020\_SEAOHUN.pdf, ECHO session\_April\_23\_2020\_AFROHUN\_Fr.pdf, ECHO session\_April\_23\_2020\_AFROHUN.pdf

Hi all,

I failed to attach the ECHO flyers for this week's session. So sorry for the multiple emails.

Corina

---

**From:** <onehealthnextgen-request@ucdavis.edu> on behalf of Corina Grigorescu Monagin <cgmonagin@ucdavis.edu>  
**Date:** Tuesday, April 21, 2020 at 1:24 PM  
**To:** Woutrina A Smith <wasmith@ucdavis.edu>, Oladele Ogunseitan <oladele.ogunseitan@uci.edu>, Peter Daszak <daszak@ecohealthalliance.org>, "William B. Karesh, D.V.M" <Karesh@ecohealthalliance.org>, "mr84@columbia.edu" <mr84@columbia.edu>, alexandra zuber <alexandrazuber@atahealthstrategies.com>, Matthew Blake <mblake@ucdavis.edu>, Tracey Goldstein <tgoldstein@ucdavis.edu>, David J Wolking <djwolking@ucdavis.edu>, Terra Kelly <trkelly@ucdavis.edu>, Jaber Amine Belkhiria <jabelkhiria@ucdavis.edu>, Liz Leisure <ealeasure@UCDAVIS.EDU>, Jonna Mazet <jkmazet@ucdavis.edu>, "McNeil, Carrie S." <csmcnei@sandia.gov>, Jutta Lehmer <JLehmer@salud.unm.edu>, Omar Romero-hernandez <oromero@haas.berkeley.edu>, Bruce Baird Struminger <BStruminger@salud.unm.edu>, Federico Castillo <f.castillo@berkeley.edu>, Ndola PRATA <ndola@berkeley.edu>, "Tiffany Harris, PhD, MS" <th2604@columbia.edu>, "Costa, Cristiane" <co123@cumc.columbia.edu>, "Amaya, Idalia M." <ima2107@cumc.columbia.edu>, Sam Halabi <sfh9@georgetown.edu>  
**Cc:** onehealthnextgen Sympa List <onehealthnextgen@ucdavis.edu>  
**Subject:** [onehealthnextgen] Reminder: OHW-NG Executive Board Call April 22nd, 11am PST/2pm EST

Dear all,

Please see attached and below for this week's OHW-NG EB call agenda.

Regards,  
Corina

OHW-NG EB Zoom Meeting  
April 22nd, 2020 11-12 AM US/Pacific

[Join Zoom Meeting](#)

**REDACTED**

[Meeting ID: 103 267 225](#)

**1. Administrative items**

- UCD updates from USAID
- UCD Admin updates

**2. COVID-19 updates**

**3. Semi-Annual Report & GHSA Progress Report Update**

**4. Objective Team/Network Updates**

**5. Conference updates**

**6. AOB**

Join Zoom Meeting

**REDACTED**

Meeting ID: **REDACTED**

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+ **REDACTED** # US (New York)

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- **REDACTED** US (New York)

Meeting ID **REDACTED**

Find your local number **REDACTED**



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# MISE À JOUR ONE HEALTH SUR COVID-19

**THEME DE LA SESSION:** QU'ELLES SONT LES STRATEGIES EFFICACES ET CELLES QUI NE LE SONT PAS FACE AU COVID-19 DANS LE MONDE

**Le 23 Avril 2020**

## ORDRE DU JOUR

### MOT DE BIENVENUE

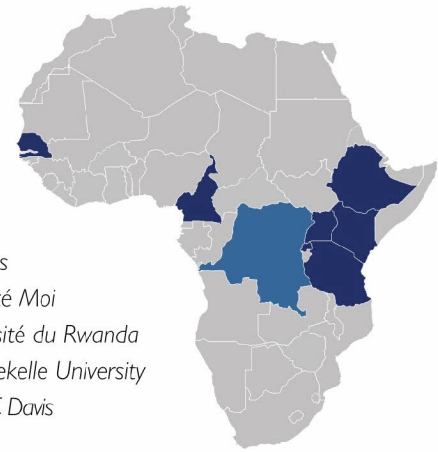
- UC Davis: Jonna Mazet
- Secrétariat AFROHUN: William Bazeyo

### MISES À JOUR SUR LA SITUATION MONDIALE

- UC Davis: Brian Bird

### TABLE RONDE

- Ouganda: Monica Musenero *Conseillère présidentielle sur les épidémies*
- Kenya: Mabel Nangami *Directeur de l'École de Santé Publique, Université Moi*
- Rwanda: James Humuza *Directeur de l'École de Santé Publique, Université du Rwanda*
- Éthiopie: Abrha Bsrat *Directeur du Collège des Sciences Vétérinaires, Mekelle University*
- Argentine: Marcela Uhart *Directrice du Programmes pour l'Amérique Latine, UC Davis*



### MODÉRATEUR

- UC Davis: Woutrina Smith

### CLÔTURE

- UC Davis: Jonna Mazet
- AFROHUN Secretariat
- ECHO: Bruce Struminger

### FACILITATEUR

- ECHO: Bruce Struminger

## SESSION AFRIQUE

JEUDI 23 AVRIL

États-Unis: 9h30 EDT | 7h30 MDT | 6h30 PDT  
Afrique: 13h30 GMT | 14h30 WAT | 15h30 CAT

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**INSCRIVEZ-VOUS ICI**

Questions? Contact [onehealthnextgen@ucdavis.edu](mailto:onehealthnextgen@ucdavis.edu)

*\*Traduction en Français disponible*



L'École de médecine de l'Université du Nouveau-Mexique, Office de la formation médicale continue, est accréditée par le Conseil d'accréditation pour la formation médicale continue pour dispenser une formation médicale continue aux médecins. L'Office de la formation médicale continue désigne cette activité en direct pour un maximum de 1,5 crédit (s) de catégorie 1 AMA PRA™. Les médecins doivent réclamer le crédit proportionnellement à l'étendue de leur participation à l'activité.







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# COVID-19 ONE HEALTH UPDATES

**SESSION TOPIC: WHAT'S WORKING & WHAT'S NOT FOR COVID-19  
RESPONSE STRATEGIES AROUND THE WORLD**

**APRIL 23, 2020**

## AGENDA

### WELCOME

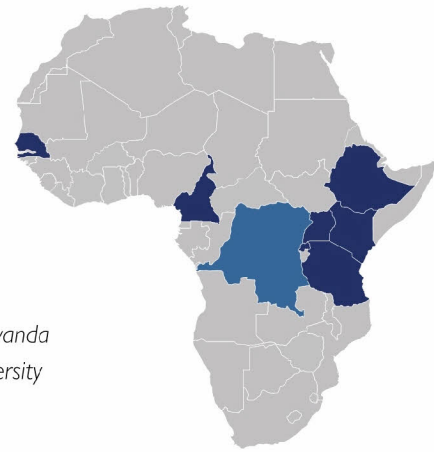
- UC Davis: Jonna Mazet
- AFROHUN Secretariat: William Bazeyo

### GLOBAL UPDATES

- UC Davis: Brian Bird

### PANEL DISCUSSION

- Uganda: Monica Musenero *Presidential Advisor on Epidemics*
- Kenya: Mabel Nangami *Dean, School of Public Health, Moi University*
- Rwanda: James Humuza *Dean, School of Public Health, University of Rwanda*
- Ethiopia: Abrha Bsrat *Dean, College of Veterinary Science, Mekelle University*
- Argentina: Marcela Uhart *Director, Latin America Programs, UC Davis*



### PANEL MODERATOR

- UC Davis: Woutrina Smith

### CLOSING

- UC Davis: Jonna Mazet
- AFROHUN Secretariat
- ECHO: Bruce Struminger

### FACILITATOR

- ECHO: Bruce Struminger

## AFRICA SESSION

THURSDAY, APRIL 23

US: 9:30 am EDT | 7:30 am MDT | 6:30 am PDT  
Africa: 1:30 pm GMT | 2:30 pm WAT | 3:30 pm CAT

Visit our website for free pre-registration and connection information: [ohwng.org](http://ohwng.org)

**REGISTER HERE**

Questions? Contact [onehealthnextgen@ucdavis.edu](mailto:onehealthnextgen@ucdavis.edu)

*\*French translation of the session also available*



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University Network

# COVID-19 ONE HEALTH UPDATES

**SESSION TOPIC: WHAT'S WORKING & WHAT'S NOT FOR COVID-19  
RESPONSE STRATEGIES AROUND THE WORLD**

**APRIL 22/23, 2020**

## AGENDA

### WELCOME

- UC Davis: Jonna Mazet
- SEAOHUN Secretariat: Vipat Kuruchittham

### GLOBAL UPDATES

- UC Davis: Brian Bird

### PANEL DISCUSSION

- Malaysia: Mohammad Farhan Bin Rusli *Medical Lecturer, International Islamic University Malaysia*
- Malaysia: Mohd Rohaizat Hassan *Medical Lecturer, Universiti Kebangsaan Malaysia*
- Viet Nam: Le Thi Huong *Dean, School of Preventive Medicine & Public Health*
- Philippines: Berba Regina *Chief of Hospital Infection Control Unit, Philippines General Hospital*



### PANEL MODERATOR

- EcoHealth Alliance: Jon Epstein

### CLOSING

- UC Davis: Jonna Mazet
- SEAOHUN Secretariat: Vipat Kuruchittham
- ECHO: Bruce Struminger

### FACILITATORS

- ECHO: Bruce Struminger

## SOUTHEAST ASIA SESSION

WEDNESDAY, APRIL 22 (USA)

THURSDAY, APRIL 23 (SE ASIA)

US: 9 pm EDT | 7 pm MDT | 6 pm PDT

SE Asia: 8 am ICT | 9 am MYT | 9 am PHT

Visit our website for free pre-registration and connection information: [ohwng.org](http://ohwng.org)

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Questions? Contact [onehealthnextgen@ucdavis.edu](mailto:onehealthnextgen@ucdavis.edu)



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**From:** "Vertefeuille, Jan" <Jan.Vertefeuille@WWFUS.ORG>  
**Sent:** 05/14/2020 8:12:47 AM (-07:00)  
**To:** "Martin Gilbert" <m.gilbert@cornell.edu>; "Keith Martin" <kmartin@cugh.org>; "Christine Kreuder Johnson" <ckjohnson@ucdavis.edu>; "Peter Daszak" <daszak@ecohealthalliance.org>; "Jonna Mazet" <jkmazet@ucdavis.edu>; "Steven A. Osofsky" <s.osofsky@cornell.edu>; "Maggie Kinnaird" <mkinnaird@wwf.panda.org>; "Catherine Machalaba" <machalaba@ecohealthalliance.org>; "Hemley, Ginette" <ginette.HEMLEY@WWFUS.ORG>  
**Cc:** "Nicolas, Alexander" <[REDACTED]>  
**Subject:** Prevent Pandemics update

All,

Since we launched the [PreventPandemics.org](https://www.PreventPandemics.org) website and sign-on letter, we now have 238 experts from **43 countries** onboard. A **Spanish-language version** of the letter just went live on the site and we are making another push for additional experts from Latin America to sign on.

We will soon share the letter with the WHO and key decisionmakers in Asian countries with high-risk markets, offering virtual briefings with government agencies to help them better understand the risks of high-risk wildlife trade and the solutions. We hope that some of you will be able to join such briefings if governments take us up on the offer.

Thanks again for your support and please do continue to share the [letter](#) with relevant experts in your networks.

Best,  
Jan

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**From:** Vertefeuille, Jan  
**Sent:** Sunday, April 26, 2020 2:10 PM  
**To:** Martin Gilbert <m.gilbert@cornell.edu>; Keith Martin <kmartin@cugh.org>; Christine Kreuder Johnson <ckjohnson@ucdavis.edu>; Peter Daszak <daszak@ecohealthalliance.org>; Jonna Mazet <jkmazet@ucdavis.edu>; Steven A. Osofsky <s.osofsky@cornell.edu>; Maggie Kinnaird <mkinnaird@wwf.panda.org>; Catherine Machalaba <machalaba@ecohealthalliance.org>; Hemley, Ginette <ginette.HEMLEY@WWFUS.ORG>; O Criodain, Colman <cocriodain@wwfint.org>; Aileo Weinmann <WeinmannA@nwf.org>; SacconeM@nwf.org  
**Cc:** Nicolas, Alexander <[REDACTED]>  
**Subject:** Sign-on letter website and launch plans

All,

I'm delighted to share that our letter now lives on its own website -- [www.PreventPandemics.org](https://www.PreventPandemics.org) -- in 6 languages, with a signup form for additional experts to add their names to the letter. We have more than 100 signers -- from 24 countries, including One Health leaders from Vietnam, Thailand, Bangladesh, Hong Kong, Malaysia, Indonesia, Zambia, Tanzania, Uganda and more. A big thank you to everyone who has shared this with colleagues to secure these signatures!

We are using the next few days to double check translations and functionality and will publicly announce the website during the CUGH webinar that Keith is organizing on Thursday morning Asia time. We are also working on a press release and plans for delivering this to decisionmakers, so please let us know if you are interested and available to do press interviews.

**We encourage you to continue sharing the letter to potential signers and welcome additional experts to add their names via [PreventPandemics.org](https://www.preventpandemics.org) even before we formally launch it on Thursday, but please do not post the letter or website publicly to social media or other public channels until Thursday. And please ask anyone you're sharing the link with to do the same.**

I'm copying here Alexander Nicolas, who oversaw the site development – launching a site in 6 languages in two weeks' time is no small feat! And we have set up an email address, [PreventPandemics@wwfus.org](mailto:PreventPandemics@wwfus.org), for questions or issues with the site.

Thanks,  
Jan

**From:** "Wollek, Scott" <SWollek@nas.edu>  
**Sent:** 07/28/2020 12:41:47 PM (-07:00)  
**To:** "Pope, Andrew" <APope@nas.edu>; "harvey.fineberg@moore.org" <harvey.fineberg@moore.org>; "Kristian G. Andersen" <REDACTED>; "Diane Griffin" <dgriffi6@jhmi.edu>; "O'Toole, Tara" <totoole@iqt.org>; "Jonna Mazet" <jkmazet@ucdavis.edu>; "Phyllis D. Meadows" <PDMeadows@kresge.org>; "peggy@hbfam.net" <peggy@hbfam.net>; "David A Relman" <relman@stanford.edu>; "Mark Smolinski" <mark@endingpandemics.org>; "Bassett, Mary Travis" <mbassett@hsph.harvard.edu>; "Trevor Bedford" <trevor@bedford.io>; "Georges Benjamin" <georges.benjamin@apha.org>; "Besser, Richard" <rbesser@rwjf.org>; "John Hick" <REDACTED>; "alp81@georgetown.edu" <alp81@georgetown.edu>; "Embrey, Ellen" <eembrey@stratitia.com>; "Walt, David" <dwalt@bwh.harvard.edu>; "daszak@ecohealthalliance.org" <daszak@ecohealthalliance.org>; "Kester, Kent /US" <Kent.Kester@sanofi.com>; "Patricia king" <REDACTED>; "Donald Berwick" <REDACTED>; "Alta CHARO" <alta.charo@wisc.edu>; "Jeffrey Duchin (jeff.duchin@kingcounty.gov)" <jeff.duchin@kingcounty.gov>; "Baruch Fischhoff" <baruch@cmu.edu>  
**Cc:** "Pavlin, Julie" <JPavlin@nas.edu>; "Shore, Carolyn" <CShore@nas.edu>; "Borel, Bridget" <BBorel@nas.edu>; "Logan, Kendall" <KLogan@nas.edu>; "Peisch, Samuel Francis" <speisch@hsph.harvard.edu>; "Faulknor, Jill" <jbaker@rwjf.org>; "andre@ecohealthalliance.org" <andre@ecohealthalliance.org>; "mnavish@iqt.org" <mnavish@iqt.org>; "Downey, Autumn" <ADowney@nas.edu>; "Brown, Lisa" <LBrown@nas.edu>  
**Subject:** Re: 3 NASEM rapid expert consultations  
**Attachments:** July 28 REC Staffing Considerations for CSC for COVID-19 Pandemic.pdf

Dear Committee members

In the interest of keeping everyone informed, I wanted to send you copies of the Rapid Expert Consultation on Staffing Considerations for Crisis Standards of Care sent to ASPR this afternoon.

This will be posted on the Academies website this afternoon (July 28)

<http://www.nap.edu/catalog/25890>

Please let us know if you have any questions.

Best,  
Scott

**Scott H. Wollek, MPA**

Director, Forum on Medical and Public Health Preparedness for Disasters and Emergencies  
Board on Health Sciences Policy, Health and Medicine Division I Find us at [nationalacademies.org/HMD](http://nationalacademies.org/HMD)  
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## Rapid Expert Consultation on Staffing Considerations for Crisis Standards of Care for the COVID-19 Pandemic (July 28, 2020)

July 28, 2020

Robert Kadlec, M.D.  
Assistant Secretary for Preparedness and Response  
200 Independence Avenue, SW  
Washington, DC 20201

Dr. Kadlec:

Attached please find a rapid expert consultation that was prepared by the co-conveners of the Crisis Standards of Care (CSC) working group, Dan Hanfling and John Hick, and conducted under the auspices of the National Academies of Sciences, Engineering, and Medicine's Standing Committee on Emerging Infectious Diseases and 21st Century Health Threats.

Building on prior National Academies reports on CSC and the rapid expert consultation on March 28, 2020, the aim of this rapid expert consultation is to focus on staffing needs for the care of COVID patients, including the deployment and allocation of expert clinical staff during COVID-19. It does not attempt to dictate exactly what choices should be made under exactly what circumstances, as that should be left to the judgment of the professional, institutional, community, and civic leaders who are best situated to understand the local conditions.

We recognize that responsible officials seek a solution through obtaining a larger number of qualified, expert personnel to meet the clinical demand. We agree this is preferred. The purpose of this rapid expert consultation is to offer guidance when that solution cannot be implemented and available staffing is less than optimal.

CSC compel thinking in terms of what is best for an entire group of patients on the principle of saving the most lives (or achieving the best outcome for the group of patients) rather than focusing on only an individual patient under a clinician's care. When equipment, staffing, and materials are sufficient, focusing on only what is best for each individual patient is tantamount to the best outcome for the collection of patients because the group outcome is simply the sum of the individual outcomes. Under conditions that drive CSC, this identity of outcomes for the individual and group breaks down, and the decision makers cannot avoid the hard choices before them. We hope the guidance in this rapid expert consultation can assist those charged with making these difficult decisions.

Respectfully,  
Harvey V. Fineberg, M.D., Ph.D.  
Chair  
Standing Committee on Emerging Infectious Diseases and 21st Century Health Threats

### **PROBLEM STATEMENT AND SCOPE**

The availability of qualified staff, particularly for respiratory therapy and critical care nursing, is restricting many hospitals and states from meeting patient care needs as COVID-19 cases increase in their jurisdiction. Inconsistent staffing models across hospitals and jurisdictions highlight the importance of a fair and equitable process to meet staffing needs. Prioritization across multiple requests for staffing assistance from different health care coalitions and jurisdictions can be difficult as the effect of some variations in staffing patterns on patient outcomes is unclear.

An overview of the key considerations pertaining to the implementation of crisis standards of care (CSC) was delivered in the form of a Rapid Expert Consultation to Department of Health and Human Services (HHS) Assistant Secretaries Brett Giroir and Robert Kadlec on March 31, 2020, by the National Academies Standing Committee on Emerging Infectious Diseases and 21st Century Health Threats. The standing committee was engaged on this topic again in mid-July 2020, specifically to consider staffing in the implementation of CSC. This document briefly defines aspects of the staffing problem, potential solutions, and considerations for deployment and allocation of staff during COVID-19.

### **BACKGROUND**

Expansion of health care system capacity or “surge capacity” is predicated on the availability of:

- Systems that coordinate the response and both the appropriate and functioning structure in which to provide care;
- Space, including the use of non-traditional and non-patient care spaces when needed;
- Staff, including the use of non-traditional staff and non-traditional structure or roles; and
- Supplies, including the substitution or adaptation of available resources such as personal protective equipment (PPE), medications, or even critical care resources.<sup>1</sup>

According to the Institute of Medicine 2012 CSC guidance, along with related publications, disaster medical response is defined as occurring across a spectrum that spans from conventional care to crisis care:

- **Conventional Capacity:** The spaces, staff, and supplies used are consistent with daily practices within the institution. These spaces and practices are used during a major mass casualty incident that triggers activation of the facility emergency operations plan.

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<sup>1</sup> Hick et al. 2009. Refining surge capacity: Conventional, contingency, and crisis capacity. *Disaster Medicine and Public Health Preparedness* 3(S1):S59–S67.



- Contingency Capacity: The spaces, staff, and supplies used are not consistent with daily practices but provide care that is functionally equivalent to usual patient care. These spaces or practices may be used temporarily during a major mass casualty incident or on a more sustained basis during a disaster (when the demands of the incident exceed community resources).
- Crisis Capacity: Adaptive spaces, staff, and supplies are not consistent with usual standards of care, but provide sufficiency of care in the context of a catastrophic disaster (i.e., provide the best possible care to patients given the circumstances and resources available). Crisis capacity activation constitutes a significant adjustment to standards of care.<sup>2</sup>

Notably, these categories exist along a continuum, and there is no “bright line” between them. The goal is to maximize conventional and contingency capacity, avoiding crisis. When crisis conditions exist, the goal is to “gracefully degrade” services to the minimum degree needed to meet the demands, maintaining the maximum patient and provider safety. Of these surge elements, staff is the most elastic (i.e., staff can be “stretched” to provide coverage in a number of different ways). During COVID-19, space has not been a key limiting factor; however, the availability of qualified critical care and respiratory therapy staff has been a national problem. Thousands of federal and out-of-state providers have responded to the needs of states, such as New York, in an attempt to help meet a surge in need. However, as the crisis continues unabated, with nearly 40 of 50 states with “hotspots” (defined by rising case counts, rising hospitalizations, and decreasing bed availability in hospital intensive care units [ICUs]), adequate staffing may not be available to support all regions to the degree required to maintain a conventional level of care.

## **STRATEGY OVERVIEW**

Two broad categories of response to an ongoing crisis are (1) community-wide strategies and (2) health care system-specific strategies. The first set of efforts may include:

- Reducing the burden of disease by implementation of non-pharmaceutical interventions whenever possible;
- Transferring patients at capacity-strained facilities to facilities with a lower census so as to “load balance” the delivery of services whenever possible;
- Curtailing the delivery of elective services, including the scheduling of routine care visits in the outpatient setting; and
- Ensuring support efforts are in place in order to meet the social and psychological needs of the existing health care workforce.

These strategies may help decompress a surge in demand for health care and expert providers of care. When these strategies are no longer sufficient to meet patient care needs, a set of health care system-specific strategies may be implemented. These may be in tandem with broader strategies above and include:

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<sup>2</sup> Institute of Medicine. 2012. Crisis standards of care: A systems framework for catastrophic disaster response. Washington, DC: The National Academies Press. <https://doi.org/10.17226/13351>.

- Mobilizing staff from out-of-hospital entities to assist in the delivery of hospital-based services;
- Recruiting non-practicing clinical providers who work in the hospital environment to work alongside and assist actively licensed practitioners and adjusting the scope of practice considerations;
- Adjusting the ratio of providers to patients in both the general medical/surgical units as well as in the critical care units;
- Changing the model of inpatient care delivery to a team-based rather than individual nursing approach; and
- Deploying telemedicine and other digital health solutions to provide critical care medical oversight and remote patient management capabilities.

## **COMMUNITY STRATEGIES**

A variety of community-based strategies will need to be employed in order to meet COVID-19 surge demands.

### **Reduce the Burden of Disease**

The number one way to address the need for health care surge is to ensure that community-based interventions are maximally applied. This needs to be more effectively messaged to the community at large. Given the impact of certain interventions on reducing the spread of disease and decreasing the stress to the health care system, the public needs to understand its role in keeping health care workers safe and available to work to care for those who become ill. By the time that stress on the health care system is recognized, regardless of any mitigating actions taken, an increasing number of cases will continue for weeks. The mandatory use of masks in public areas, physical distancing, public messaging, and the imposition of limitations on public gatherings at certain locations (such as those that contact tracing and epidemiological studies identify as high risk for the spread of illness [e.g., bars, stadiums, religious gatherings]) are all techniques that should be maximally employed.

### **Transfer Patients to Diffuse Impact**

The experience of several metropolitan areas has shown that the impact of COVID-19 is not consistent, even across a single city. Depending on the communities served, a disproportionate burden of cases may fall on a single or few facilities or a metropolitan area, while other hospitals continue to have capacity. The use of health care coalitions and Medical Operations Coordination Centers (MOCCs)<sup>3</sup> as “level-loading” mechanisms should be in place to ensure that all available inpatient capacity is leveraged.<sup>4</sup> This type of system facilitated approximately

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<sup>3</sup> Burkle et al. 2007. Definition and functions of health unified command and emergency operations centers for large-scale bioevent disasters within the existing ICS. <https://pubmed.ncbi.nlm.nih.gov/18388641>.

<sup>4</sup> Federal Emergency Management Agency National Response Coordination Center Healthcare Resilience Task Force. 2020. Medical Operations Coordination Cells concept of operations toolkit, first edition. Washington, DC: Federal Emergency Management Agency. <https://files.asprtracie.hhs.gov/documents/fema-mocc-toolkit.pdf>.

1,000 transfers in the metro Detroit, Michigan, area during its spring surge. Some objections have been raised that patients with COVID-19 are “too sick to transfer.”<sup>5</sup> It may not be appropriate to transfer patients who are in a dynamic state; however, because many facilities routinely transfer extremely ill persons on a routine basis (including on ECMO), determining who can safely be transferred, by what means, and to what destination may have tremendous benefit in equalizing loads. Some hospitals may be reluctant to participate in receiving patients. Future federal support programs, funding (e.g., the Coronavirus Aid, Relief, and Economic Security [CARES] Act), and mutual aid agreements should spell out reciprocal commitments to accept patients to achieve regional consistent levels of care, and should ensure all available measures are taken to increase focus on collaboration, rather than competition, among health care systems during this critical time. Jurisdictions have found that this mechanism can be helpful moving non-critical patients out to smaller community hospitals (Texas<sup>6</sup>) and that coordination of emergency medical services (EMS) rotor-wing or ground transport assets through the MOCC mechanism may contribute significantly to success during COVID-19 as it has during hurricane-related evacuations in the past (Texas SouthEast Texas Regional Advisory Council).

### **Curtail Elective Procedures and Appointments**

Selective or complete cessation of elective procedures and appointments can rapidly increase the availability of staff. A ranking system for procedures may be helpful not only to determine prioritization (based on risk if the procedure is postponed) but also balanced against the need for the staff and the risk of transmission of COVID-19. As with patient transfers, some hospitals in an area may wish to continue elective procedures while others have to curtail them. The role of health care coalitions and jurisdictional public health, emergency management, and executive officers is important to maintain a coordinated approach so that the surge is able to be absorbed. These same stakeholders should also be consulted on the decision to recommend (mandating when necessary) when to curtail elective operations at a regional level (this may be across a metropolitan area, multi-county region, state, or even inter-state where the catchment area for health systems spans multiple states).

For the measures above to be maximally effective, it is critical that hospitals and health systems share comprehensive data through MOCCs and/or health care coalitions. While data may not only be valuable in understanding current capacity and in recognizing important trends, especially the often long lag time between initial infection and the onset of severe symptoms they are also essential to properly load balancing health care delivery across larger areas more comprehensively. In addition to the numbers (census, bed types, provider types, etc.) MOCCs have a role to play in ensuring that participating facilities are using common definitions to make direct comparisons and ensure the availability of a critical resources is not assumed to be more or less based on institution-specific terminology or usage. It is also important that facilities not rely

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<sup>5</sup> Department of Health and Human Services Assistant Secretary for Preparedness and Response. TRACIE— Establishing Medical Operations Coordination Cells (MOCCs) for COVID-19. Webinar recorded April 24, 2019. <https://files.asprtracie.hhs.gov/documents/aspr-tracie-mocc-webinar--4-24-20-final-slides.pdf>.

<sup>6</sup> Mone, J. L., and N. Merchant. 2020. South Texas drenched by cyclone amid surge in virus cases. *The Washington Post*, July 25. [https://www.washingtonpost.com/health/virus-weary-texas-hit-by-category-1-hurricane-hanna/2020/07/25/9faec0e6-ced6-11ea-99b0-8426e26d203b\\_story.html](https://www.washingtonpost.com/health/virus-weary-texas-hit-by-category-1-hurricane-hanna/2020/07/25/9faec0e6-ced6-11ea-99b0-8426e26d203b_story.html).

on unstated assumptions about the meanings of various resource availabilities and constraints. Relying on commonly used assumptions about ICU beds being available for only cases of shock or ventilator-dependent patients in a mass casualty would result in a significant variance between assumed and actually available ICU beds.

In addition to hospital capacity and resource data, it is essential that MOCCs and healthcare coalitions, especially those that cross jurisdictional boundaries, share common definitions and reporting criteria for public health data. Community data such as testing capacity and results and infection incidence are needed in concert with hospital-collected data to best understand the impact of disease in the community and to assist in projecting resource requirements.

### **Ensure Support for Existing Staff**

In some cases, existing staff may be capable of additional hours but are restricted due to family care issues or other home obligations. In some cases, they may have concerns about passing the disease to family members, being at higher risk for complications themselves, or may be uncomfortable about the availability of effective PPE.

Identifying inactive health care workers as a potential source of staffing (i.e., for deployment elsewhere to “hotspot” areas) should be made a high priority. Facility and state-based visibility of the availability of the health care workforce in the state based on the category of staffing (part time, as needed status; on leave; retired) should be implemented, in addition to making available all possible incentives and protections. It is possible that some staff may be furloughed due to financial challenges at a particular facility, these staff should quickly be identified as a potential source of surge staffing in the larger community. With regard to incentives, it may be possible to provide “hazard pay” benefits that serve as a motivation to continued work in a stressful and potentially hazardous environment. However, the sources of funds for this incentive need to be specifically identified in light of impacts from reductions of elective procedures and other financial stresses caused by COVID-19 responses. In some cases, additional pay has been needed to compete with unemployment benefits as well as increased compensation offered by staffing agencies.

Facilitating expanded availability of staff is not just a matter of identification and incentives. Current staff must also be supported psychologically, physically, and financially. A cycle of overwork from longer shifts and/or higher acuity patients can drive burnout and reduce commitment. Supporting current workers through recognition, peer and professional support for stress management and counseling, encouraging appropriate time off and use of time off, supporting healthy lifestyle choices (within reason given the constraints and requirements of the pandemic), and providing other support (transportation, child care, elder care, etc.) to ensure the health care worker is effective when at work may all be important contributors to staff maintenance. Additionally, it is important for employers to acknowledge the concerns of staff with regard to the risk of spreading workplace-acquired infections at home and, where possible, to develop resources to support self-isolation and other measures to protect family members, such as lodging, take home meals, and other resources.

The 2019 National Academies report on clinician burnout offers key points that are critically relevant and should be considered in developing policies and resources for staff support:

- A major driver of burnout is dysfunctional systems of care, so patient care processes should be examined with a human factors lens to improve quality and safety and reduce wasted effort and unnecessary workarounds.
- Adequate support must include confidence of PPE availability but also child care, especially when schools are closed or learning is home based.
- Moral distress is a contributor to burnout. Some of this distress comes from unavoidable situations of critical illness in the absence of family and friends, and some of it comes from having to make allocation decisions in the absence of clear guidelines. Crisis standards for resource allocation should be transparent and supported by leaders so frontline workers are not grappling with these issues alone. Ethicists can be essential to promoting optimal clinical dialogue, offering a way for frontline workers to ask tough questions and experience shared discourse about difficult decisions.
- Attention to racial equity as an important social force and a source of added tension and stress should be emphasized. People of color are both disproportionately represented in case numbers but also comprise the majority of the health care workforce in many areas. These issues need to be included in considerations about how to promote the well-being of staff as well as care of patients. Reinforcing staff to be mindful of implicit bias is relevant to sustaining a healthy, diverse workforce.<sup>7</sup> Staff education, dialogue, and commitment to improve access to health care resources by communities of color should be a focus, particularly with a vaccine potentially available in the near future.

Finally, staff policies should also describe how potentially infected staff who might otherwise be off work could be engaged in caring for COVID-19-positive patients and support ongoing clinical work if they desire to continue working and are physically and psychologically able to do so. Potentially infected and quarantined staff could also contribute via telemedicine, remote work, or remote training support to allow them to continue to work without increasing the risk of exposure to themselves or others. Adequate time off for illness and recovery from COVID-19 is important and should be encouraged, as recovery is highly variable.

### **Implement Innovative Strategies to Increase Support to Patients in the Community and Reduce Emergency Department and Inpatient Loading**

While much of the focus of CSC discussions is on critical inpatient populations, the support and management of less critical patients in the community can have a substantial impact on the resources available. The utilization of digital health technology and remote patient monitoring to create interactive systems that provide real-time “virtual care” and medical oversight should be considered for implementation. An example of this is the COVID Watch system created at the University of Pennsylvania, which allowed seven full-time nurses to manage 1,000 less acute

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<sup>7</sup> National Academies of Sciences, Engineering, and Medicine. 2019. Taking action against clinician burnout: A systems approach to professional well-being. Washington, DC: The National Academies Press. <https://doi.org/10.17226/25521>.

patients ill at home on a 24/7 basis.<sup>8</sup> Using digital health tools in order to reduce emergency department visits and increase patients' ability to recover at home will be critically important in managing COVID-19 and future pandemics.<sup>9</sup> In addition, the engagement of outpatient practices focused on at-risk special groups provides a trusted channel to reach some of the communities' most medically fragile members. Alignment of public health messaging; interactive, virtual care tools; and the teams at outpatient specialty facilities could help protect vulnerable patients and potentially free up staff for other roles.

## **HEALTH CARE SYSTEM STRATEGIES**

### **Obtain Additional Staffing**

Health care coalitions can play an important role in obtaining additional staff from within the coalition or from neighboring coalitions. Existing staff-sharing agreements may be leveraged to move staff from one facility to another. In some cases, it may make sense to move staff from more rural hospitals into urban facilities (if more stable patients cannot be moved to those facilities). Long-term care facilities may also have some staffing resources available, although they are likely to be as burdened with staffing issues as hospitals.

Health care systems should also be moving staff among facilities in their networks when needed. This may also involve moving staff from outpatient to inpatient facilities (e.g., ambulatory surgical center Certified Registered Nurse Anesthetists [CRNA] and post-anesthesia nurses to hospitals) to maximally utilize provider skills. This includes national health care system movement of providers across state lines, which, in states that are not members of various interstate licensing compacts, or lack extensive reciprocity agreements may trigger inter-state licensure issues that must be addressed.

A significant number of outpatient staff (e.g., from orthopedics clinics and systems, specialty staff from ambulatory care centers) can be made available as elective appointments and procedures are curtailed, and these staff may be re-deployed to support inpatient response with appropriate on-boarding, assignment of appropriate duties, and supervision.

Many local and national contract agencies exist that can provide short-term support. These should be leveraged by both the public and private sectors to ensure that as many personnel are brought in as needed. In some cases, the exact skill set may not be available, but if licensed nursing personnel are available, appropriate duties can be found for them in most cases. Inter-state licensure recognition should be available via executive orders if it does not currently exist within the state. In some cases in New York City, contract staff were not briefed on or prepared for the staffing situations they encountered and essentially walked off the job. Appropriate orientation and expectations are important. The number one barrier experienced was orientation

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<sup>8</sup> Morgan et al. 2020. Remote monitoring of patients with COVID-19: Design, implementation of the first 3,000 patients in COVID Watch. *New England Journal of Medicine Catalyst*.  
<https://catalyst.nejm.org/doi/pdf/10.1056/CAT.20.0342>.

<sup>9</sup> In-Q-Tel. 2019. Roundtable report—leveraging digital health technologies during large-scale epidemics.  
<https://www.bnext.org/wp-content/uploads/2019/12/Digital-Health-Roundtable-Report.pdf>.

and facility with the electronic health record. Pairing contract staff with facility staff who can support and assist with documentation are important to using contract staff successfully.

State response teams, the Medical Reserve Corps, EMS, and the National Guard may also be sources of personnel. In many cases, deployment of licensed personnel on these teams does not make sense as they would be needed for their usual job duties. However, some personnel may be available, and in many cases the National Guard and other personnel have medical training but do not use it in their current employment. Medical Reserve Corps capabilities differ widely across jurisdictions, and unfortunately many of the registered providers either have commitment to their daily jobs or, if retired, may be uncomfortable returning to clinical care due to both competency issues as well as concerns about contracting COVID-19.

Federal medical teams such as HHS/Assistant Secretary for Preparedness and Response (ASPR) Disaster Medical Assistance Teams may also struggle to fill licensed staff rosters due to providers being needed in their daily roles. Department of Defense (DoD) and Department of Veterans Affairs (VA) medical staff may be deployed from lesser-affected regions to support civilian response, but the number of available providers may be substantially less than the demand.

### **Re-Deploy Staff and Adjust Job Responsibilities**

Education and administration personnel with clinical backgrounds (nurse managers, supervisors, clinical educators) should be returned to practice and relieved of their other duties unless those duties involve direct COVID-19 or other critical operational roles. Limitations related to the “scope of practice” may be relaxed or revisited in order to allow for as many available personnel to play a role in health care service delivery as possible, while ensuring that patients receive appropriate clinical care.

Staff may be asked to “step up” the level of care they provide (i.e., provide care to patients with more acute or different conditions than they are used to). This should involve the least difference possible between daily and surge responsibilities. For example, an intermediate care nurse works in the ICU, a nurse from a cardiac rehabilitation unit staffs in intermediate care, a floor nurse staffs cardiac rehab, and a pre-induction surgical nurse with prior inpatient experience provides floor care. These “step ups” should be accompanied by appropriate training and orientation, ideally anticipated and provided *before* such a transition is needed both to improve acceptance and ensure appropriate job performance as well as work through any associated collective bargaining and administrative issues.

Staff may also be asked to “step over” by applying their knowledge to a different group of patients than they normally care for. This is particularly relevant for anesthesia and CRNA providers, post-anesthesia nursing, critical care surgical staff, and others who can apply their critical care knowledge to the medical intensive care environment.

Some staff may be asked to “step down” or generalize their practices. For example, specialty surgeons and physician assistants may be asked to take on general medicine rounding roles.

Finally, all job duties should be examined and responsibilities for documentation, education, departmental, and other tasks reduced to the minimum necessary (e.g., adopt “charting by exception” to document only relevant changes in condition particularly for daily notes). Several systems have reduced the nursing charting burden by dramatically simplifying intake assessments. Awareness of Centers for Medicare & Medicaid Services waivers is an important part of creating expectations that are still consistent with the conditions of participation.

### **Change Staffing Model**

Most hospitals maintain a critical care staffing ratio of 1 nurse per 2 patients. This may vary depending on the case mix and responsibilities. Adjusting this ratio to 1:3 or even 1:4 may be possible with appropriate patient selection (e.g., one or two patients in early stages of illness and one or two who are more stable, but still require mechanical ventilation, for example).<sup>10</sup> Alternatively, the hospital may maintain usual ratios in areas where the new admissions are boarded, as they tend to have more dynamic changes early in their hospitalization and require more frequent assessments and interventions, while adjusting the ratios for more stable patients.

Despite available supplemental staff, in many cases the model of individual nursing cannot be sustained. In this case, the critical care nurses and physicians should move to a consulting role, supervising an increasing ratio of patients while other nursing providers and physicians (e.g., hospitalists) manage the bedside care, orders, and medications. This principle is illustrated below by a figure from the Society of Critical Care Medicine<sup>11</sup> in which non-ICU nurses provide care at a 1:2 ratio with 1 critical care nurse supervising 6 patients, a hospitalist or other physician supervising 24 patients, and a critical care physician reviewing care and troubleshooting with the four “team” physicians to effectively supervise care for 96 patients. This is an extreme situation but illustrates a team-based model.

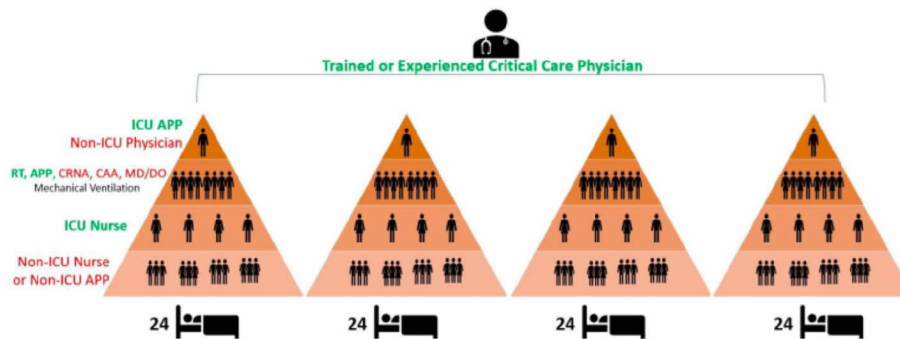
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<sup>10</sup> Abir et al. 2020. Critical care response strategies for the 2020 COVID-19 outbreak in the United States. Santa Monica, CA: RAND Corporation.

<sup>11</sup> Halpern, N. A., and K. See Tan. 2020. U.S. ICU resource availability for COVID-19. Society of Critical Care Medicine. <https://sccm.org/getattachment/Blog/March-2020/United-States-Resource-Availability-for-COVID-19/United-States-Resource-Availability-for-COVID-19.pdf?lang=en-US>.



## Tiered Staffing Strategy for Pandemic Requiring Significant Mechanical Ventilation



Modified from the Ontario Health Plan for an Influenza Pandemic Workgroup. Critical Care During a Pandemic.

**Figure 2 Note:** In the crisis model presented here, a physician who is trained or experienced in critical care and who regularly manages ICU patients, oversees the care of four groups of 24 patients each. A non-ICU physician (eg, anesthesiologist, pulmonologist, hospitalist), who ideally has some ICU training but who does not regularly perform ICU care, is inserted at the top of each triangle. This non-ICU physician extends the trained or experienced critical care physician's knowledge, while working alongside APPs who regularly care for ICU patients. Similarly, to augment the ability to mechanically ventilate more patients, experienced ICU respiratory therapists and APPs are amplified by adding clinicians such as physicians (either MD or DO), nurse-anesthetists, and certified anesthesiologist assistants who are experienced in managing patients' ventilation needs

Further assignment of responsibilities to teams may be needed and can include proning/rolling teams, airway teams and rapid intervention teams, vascular access teams, and others that the facility may not normally use. In particular, rapid intervention and airway teams have been in high demand in facilities experiencing surges, often responding to multiple calls each hour. CRNAs have been used successfully in several hospitals to provide staffing for these intervention teams along with other anesthesia and emergency medicine staff.

Respiratory therapists (RTs) are in significant demand and do not have correlate staff who can “step up” into their roles. Their hospital responsibilities should be closely examined and tailored to maximize their time spent performing ventilator set-up and addressing the needs of ventilated patients in areas where staff may not be comfortable with ventilator operations. Critical care and anesthesia staff, as well as CRNAs and other providers, will need to ensure that they know how to operate the ventilators in their area and be able to make necessary adjustments and respond to device alarms. Any responsibilities not related to ventilator management (e.g., giving nebulizer treatments, checking oxygen saturations, induced sputum collection) should be curtailed and/or assigned to other providers to allow them to focus on life-critical issues while presenting minimal risk for those other duties taken on by others.

In some cases, state laws and collective bargaining agreements have direct influence on staffing ratios and duties. These issues and the complex dynamics that underlie them should be anticipated and appropriate resolution sought in advance of the need to implement these changes.

### Application of Telemedicine

Telehealth and telemedicine capabilities, which have become a mainstay of health care service delivery during the initial phases of the response to COVID-19, could have largely been employed in the out-of-hospital setting in order to maintain some degree of care delivery for

ambulatory-based practices. These same tools could be employed within the hospital for the direct medical oversight and management of selected patients, including critical care patients. A number of large medical systems have been deploying tele-critical care services that could be expanded and assist under circumstances where staffing shortages, especially physician shortages, might exist. While there is no substitution for bedside care delivered by nurses, technicians, and other health professionals, telemedicine could be used to manage some of the concerns related to real-time patient care physician oversight and allow community hospitals to broaden their scope of services and allow them to more effectively assist with “load balancing” ventilated patients who require continued respiratory support and weaning. Wearables and other digital health technologies could also be used to support the out-of-hospital management of infected patients who may not need hospitalization, but still require close medical monitoring.

### **ASSESSING IMPLEMENTATION OF STRATEGIES**

Many facilities will make staffing requests based on conventional staffing ratios while some will make requests based on adjusted ratios or changed practices such as a tiered staffing model. Furthermore, some of these facilities may have elective cases that continue to occupy staffing resources and generate additional inpatient case volume. Some of the following questions may be helpful to assess staffing requests:

1. Has the facility fully curtailed elective services?
2. Have staff been re-deployed from procedural care to inpatient support?
3. Have internal personnel been re-assigned from administrative to clinical duties as appropriate?
4. Have health care coalition and health care system staff been requested and deployed?
5. What contract agency staffing support has been obtained? If contract support is not available which agencies were contacted?
6. What is the current ICU nurse to patient staffing ratio?
7. Has a tiered supervision (team-based) strategy been implemented? What would be the threshold to do so?
8. Have community and state resources been exhausted? (e.g., the Medical Reserve Corps, the National Guard, including 68W personnel, state-based teams)
9. Have regional DoD and VA assets been engaged both to assist with level-loading but also with potential staffing support?
10. Are federal assets available for deployment?

This information could be valuable at the health care coalition level to ensure that hospitals are providing a consistent approach and at a similar point on the crisis spectrum. If key staffing differences exist among hospitals, this may be as important a driver of load balancing of patients as the raw number of patients at a facility, but is likely to not show up in the usual elements of information. Often, “staffing” numbers collected have no comparator by which to judge how staff are being used. In order to most effectively utilize staff across facilities, staffing figures should be presented alongside ratios and other elements of information necessary for a common operating picture.

## **DETERMINING A NEED TO MAKE REQUESTS FOR STAFFING ASSISTANCE**

Little guidance exists on when to request staffing assistance and how those requests should be prioritized. Based on the information above, the following could assist health care coalitions and other entities considering a large number of staffing needs versus a small number of deployable staff by helping to consider what has already been done and exploring any potential adjustments to be made locally that will inform the specific needs for staffing assistance.

- Has the community implemented maximal disease control measures to reduce future cases?
- What is the current request based on (assumptions of demand, ratios, etc.)?
- Is the current staffing considered contingency or crisis and why?
- Is any triage of critical care resources occurring due to shortages of staff (e.g., ECMO, ICU beds)?
- Is “level loading” implemented and if so, is there a potential to reach further geographically (e.g., would additional EMS resources enable further transfers)?
- Have elective procedures ceased not only for the facility but also across the coalition and area?
- Have the facility and system re-deployed their personnel maximally from elective and administrative?
- Have the facility and system implemented a tiered supervisory staffing model or significantly changed their staffing ratios?
- Is there other evidence (e.g., ventilators in use as a percent of inpatients, percentage of critical care patients of overall census) that a hospital or area is disproportionately impacted compared to another?
- Have the facilities exhausted contracting options? (This may involve checking with and comparing some agencies and regions.)
- Have other personnel (e.g., the National Guard) already been integrated to support hospital care?

## **CONCLUSION**

The availability of trained staff, more than any other element, will likely continue to be the biggest challenge of COVID-19 hospital care. Training programs should be encouraged to include critical care elements for both medical and nursing students. Current providers should receive just-in-time education on the “step up” knowledge and roles that they will need.

Hospitals and health care coalitions should proactively manage inpatient volumes across their catchment area and also should share information to ensure that staffing strategies across their area are consistent. If not, this may help drive further load leveling or help guide the distribution of staffing resources. Many techniques may be implemented at the community and hospital level, but the most important is a shift to a team or “consultation”-based paradigm in which the critical care providers supervise, rather than provide, bedside care. Employing the use of telehealth and telemedicine services could be a key support for this transition in many hospitals.

Figuring out which providers to place in new roles and helping staff understand the triggers, which may be volume or staffing based, at the facility for implementing a team-based care model will be important to making this pivot most effective. Multiple staffing requests across a region or among states create challenges and necessitate gathering subjective information about how staff are being used in order to assess the state of current operations, adaptations, and judge the effectiveness of resource support.

### OTHER RESOURCES

- Department of Health and Human Services Assistant Secretary for Preparedness and Response. 2020. TRACIE Novel Coronavirus Resources. <https://asprtracie.hhs.gov/COVID-19>. Includes a variety of training, on-boarding, and other resources relevant to staffing, MOCCs, and other health care COVID-19 operations.
- Department of Health and Human Services Assistant Secretary for Preparedness and Response. 2020. TRACIE Workforce Virtual Toolkit: Resources for Healthcare Decision-Makers Responding to COVID-19 Workforce Concerns. <https://asprtracie.hhs.gov/Workforce-Virtual-Toolkit>. Includes a variety of resources relevant to surge planning, regulatory and funding flexibilities, liability, licensure, and training.
- Einav et al. 2014. Surge capacity logistics: Care of the critically ill and injured during pandemics and disasters: Chest consensus statement. *Chest* 146(4 Suppl):e17S–e43S. Provides additional information around staffing and other critical care strategies.
- Hick et al. 2020. Duty to plan: Health care, crisis standards of care, and novel coronavirus SARS-CoV-2. Washington, DC: National Academy of Medicine. <https://nam.edu/duty-to-plan-health-care-crisis-standards-of-care-and-novel-coronavirus-sars-cov-2>. Provides hospital planning information, including staffing relevant to CSC during COVID.

### APPENDIX A

#### Triggers, Tactics, and Resources

In the 2013 Institute of Medicine report *Crisis Standards of Care: A Toolkit for Indicators and Triggers*, the committee identified several potential indicators related to staffing that have been seen in recent months in various areas of the United States. The table below (adapted from Tables 3-1, 7-1, 8-1, and 9-1 in that report) outlines the indicators and triggers, potential tactics to respond, and recent real-world examples from the COVID-19 response.

Indicator or Trigger	Response Tactics	Practical Examples and Resources
<p>Increasing staff requirements in the face of increasing demand</p> <p>Lack of qualified staff for specific cases</p>	<p>Tailor responsibilities to expertise, diverting nontechnical or nonessential care to others</p>	<p>ASPR TRACIE: COVID-19: Healthcare System Operations Strategies and Experiences</p> <p>Hospital Roles and Responsibilities in Healthcare Coalitions</p>

		Texas: Movement of Non-Critical Patients in Face of Hurricane
	<p>Activate plans for mutual aid or other means of supplementing human resources, including the use of support personnel for all noncritical tasks</p> <p>Obtain staff from coalition and system partners, contract entities, and other sources</p> <p>Recruit and credential staff from volunteer (Medical Reserve Corps [MRC], Emergency System for Advance Registration of Volunteer Health Professionals [ESAR-VHP]) or federal sources (Disaster Medical Assistance Team [DMAT], other National Disaster Medical System [NDMS] sources, etc.)</p>	ASPR TRACIE: Establishing Medical Operations Coordination Cells (MOCCs) for COVID-19
	Establish remote consultation of specialized services such as telemedicine, phone triage, etc., if possible	<p>University of Pennsylvania COVID Watch</p> <p>Leveraging Digital Health Technologies During Large-Scale Epidemics</p>
Out-of-hospital sector staff are being asked to volunteer (e.g., MRC) to provide care to higher acuity patients (e.g., alternate care sites and hospital surge)	<p>Adjust staffing hours and routines to accommodate more patients</p> <p>Implement “step-up” staffing model</p>	US ICU Resource Availability for COVID-19
Decrease in worker functional capacity including, but not limited to:	Intensify stress management and resilience promotion training and activities (e.g.,	NAM Action Collaborative on Clinician Well-Being

<ul style="list-style-type: none"> <li>• productivity and function problems due to personnel issues cause service disruption;</li> <li>• role conflict (relative priorities of home and family well-being and job function) results reach a point where units are unable to maintain staffing;</li> <li>• patients are transferred to other facilities, personnel refuse to come to work;</li> <li>• unable to give workers time off between shifts, at least equal to shift length</li> </ul>	<p>psychological first aid)</p> <p>Continue regular and accurate surveillance of stress-related issues</p> <p>Explore specialized consultation from content experts in workplace stress in extreme situations</p> <p>Implement changes in personnel policies and practices</p>	
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## APPENDIX B

### Acknowledgment of Reviewers

The following individuals served as reviewers: Mahshid Abir, RAND Corporation; David Asch, University of Pennsylvania; Christine Cassel, University of California, San Francisco, Kaiser Permanente School of Medicine; Bernard Lo, University of California, San Francisco; and Nicole Lurie, CEPI. Bobbie A. Berkowitz, Columbia University School of Nursing; Ellen Wright Clayton, Vanderbilt University Medical Center; and Susan Curry, University of Iowa, served as arbiters of this review on behalf of the National Academies' Report Review Committee and their Health and Medicine Division.