

EMAIL 1 | January 10–14, 2016

From: Eiss, Robert (NIH/FIC) [E] <eissr@mail.nih.gov>

To: Pearce, Shannon (NIH/FIC) [C] <shannon.pearce@nih.gov>

Subject: FW: Confirming Dr Collins participation in Vaccine Innovation meeting at Davos

From: Collins, Francis (NIH/OD) [E]

Sent: Sunday, January 10, 2016 5:29 PM

To: Fauci, Anthony (NIH/NIAID) [E]

Cc: Eiss, Robert (NIH/FIC) [E]; Glass, Roger (NIH/FIC) [E]; Handley, Gray (NIH/NIAID) [E]

Subject: FW: Confirming Dr Collins participation in Vaccine Innovation meeting at Davos

Hi Tony,

See below and attached. This Davos session sounds like a potential land mine. I am mindful of the caveats in your e-mail from last Friday AM.

The agenda describes discussion of a proposal from Wellcome Trust, BMGF, and the Norwegian government? Is that likely to be the model proposed in the NEJM essay? Did BMGF really buy in to that?

If I am to help SMB with this session, I will need to acquire some additional content information about how BARDA operates - I confess that I've never quite understood those details.

Advice would be appreciated.

FC

From: Kampf, Katie H. (HHS/OS/OGA)

Sent: Sunday, January 10, 2016 1:59 PM

To: Eiss, Robert (NIH/FIC) [E]; Collins, Francis (NIH/OD) [E]

Subject: Confirming Dr Collins participation in Vaccine Innovation meeting at Davos

Hi Dr. Collins and Rob,

The Secretary is trying to finalize her schedule, and we want confirm that you will in fact be participating in the Vaccine Innovation Transformation Meeting on Jan. 21, 12-13:30pm in the Congress Centre (see more attached). It seems to make most sense for HHS to be represented by a technical person (you) rather than purely political person (SMB), but want to make sure HHS will be represented.

Many thanks,

Katie

Katie Kampf

Chief of Staff to the Assistant Secretary for Global Affairs

U.S. Department of Health & Human Services

P: 202 205 2834

M: 202 604 7940

E: Katie.Kampf@hhs.gov

EMAIL 2 | February 5, 2016

From: Pearce, Shannon (NIH/FIC) [C] <shannon.pearce@nih.gov>

To: Eiss, Robert (NIH/FIC) [E] <eissr@mail.nih.gov>

Subject: FW: Germ Games?

Hi Rob,

I attached all the email messages below and downloaded the PDF from the link below entitled Bioterrorism Preparedness Training and Assessment Exercises for Local Public Health Agencies. Please let me know if you need anything else. Thank you.

Regards,

Shannon Pearce

Staff Assistant, Office of the Director

Fogarty International Center, National Institutes of Health

NIH Contractor

Phone: 301-496-6413

Email: shannon.pearce@nih.gov

Summary of Important Events at the World Economic Forum

January 19 - 23, 2016

Notes from Francis Collins

I. Cancer Moonshot with VPOTUS

- a. Awkward late arrival, but gave me a chance to "bond" with Klaus
- b. Room was packed
- c. Panel was good, VP mostly good but with a few odd statements and disconnects
- d. Follow up with SMB about concern that those need to be corrected - see e-mail

II. Stanford Neural Basis of Decision-Making IdeasLab

- a. Done twice, went well both times - good group

III. Transformation of Health Care session - included SMB, Noseworthy

- a. Emphasis on shift to pay for outcomes, not volume
- b. Call for more health care data scientists to be trained
- c. Speeding up implementation of what research has proven works

IV. Meeting with SMB and Joanne Liu (MSF)

- a. Thanks for MSF's heroic efforts against Ebola
- b. She raised the need for a shared Biobank for all Ebola samples
 - i. Said CDC is resistant
- c. Need a framework for research ethics the next time around, fully aware this didn't work
 - i. Felt like MSF was running the crash room in the ER, no time

V. Meeting with Andrew Witty, GSK (with SMB)

- a. Discussed opportunity for AMP-like collaboration on immunotherapy for cancer
- b. Very positive; GSK has sold off their stake, so free to jump in; Vallance is lead
- c. Pleased at good words about Ebola, bioelectronics meds, Lon Cardon in PMI

VI. Values Revolution

- a. Rather dreary session, church leaders seemed out of touch

VII. Governor's Health

- a. Focused on access, not much new ground
- b. Jim Kim - nutrition/stunting is a crisis now! Quotes Jamison/Summers in Lancet a lot

VIII. Antibiotics Crisis

- a. Liu points out need for rapid test that can distinguish viral infection from bacterial
- b. 85 companies signed a document, but what did that mean?
- c. HTS very disappointing for new drugs for GNRs
- d. I raised teixobactin, diagnostic prizes, need for database, challenge of clinical trials
- e. No one mentioned JPIAMR or TATFAR

IX. Meeting with Joe Jiminez, GSK (with SMB)

- a. See very nice summary from Jimmy Kolker
- b. Recommends Jay Bradner as point person

X. Vaccines - see separate e-mail summary to SMB and Fauci

XI. Marc Casper, Thermo Fisher - they bought Affymetrix

- a. Interested primarily in PMI, discussed when mass spec proteomics would be affordable
- b. Wants introduction to PMI Director and Coordinating Center PI, once chosen

XII. Shaping the Future of Health - session I moderated, focused on disease prevention

- a. Points raised: start with kids, evidence, sustainability, mental health, not just one thing

XIII. Meeting with Joerg Reinhardt, Novartis

- a. Very positive about cancer partnership
- b. Jay Bradner is a very different leader than Mark Fishman
- c. Urged me to contact Jay
- d. Other companies: Pfizer, JnJ, Novartis, and GSK aren't the big players in immunoTx
 - i. That would be BMS, Merck, others (lost notes on this)

XIV. Meeting with Hermann Grohe, Germany

- a. Wants to visit NIH in Feb. 2016
- b. Interested in HIROs - wanted to know who represents DFG: Leena

XV. Meeting with Carlos Moedas

- a. Data Protection Act - revised version to Parliament, trialogs passed, looking encouraging
- b. Pushing for health data access in Horizon 2020 with opt out
- c. Worried about effect of NEJM editorial on data sharing, will empower resisters
 - i. I followed up with Jeff Drazen, new editorial written
 - d. Horizon 2020 and US investigators
 - i. Close to waiving need to sign documents by unfunded US collaborators
 - ii. Says lawyers are inflexible on both sides (US State Dept)
 - iii. Can US investigators be funded? Requires Parliament, reconsidering for 2017
 - iv. Wanted the US dollar figure for grants to EU collaborators. Sent him \$180M

XVI. Trustee Meeting for Health - WEF starting some sort of new group

- a. Impressive attendees; Joe Palca as moderator
- b. Lots of statements of the obvious
- c. Strange voting system that didn't allow voters to say that some topics should be off the table
- d. Staff thought I was leaving before the summary session, so I did

XVII. Meeting with Tyson

- a. Cut very short, but very cordial, told me to talk with Ray Baxter about PMI

XVIII. Future Pandemics

- a. Impressive session with Kim (moderator), Gates, Chan, Stoffels
- b. Got called on to say what NIH is doing
- c. Gates/Kim ganged up on developing Germ Games to do better modelling - see e-mails

Additional hallway conversations:

John Noseworthy - willing to help with Red Team, and get his staff to do so
Ray Baxter (Kaiser Permanente) - coming in for PMI, but wrestling with return of results
Yo-Yo Ma - met at the Yale reception, discussed art/science collaboration, see e-mail
Paul Stoffels - discussed cancer partnership, very positive, talk with Bill Hait
Editor of Foreign Affairs wants NIH to help with a special issue
Fareed Zakaria wants to bring FC on his program
Phil Sharp reports SU2C is doing a lot of things in cancer immunotherapy

From: Collins, Francis (NIH/OD) [E]
Sent: Thursday, January 21, 2016 12:54 PM
To: SMMB (OS/IOS) <SMMB@hhs.gov>
Cc: Kolker, Jimmy (HHS/OGA) <Jimmy.Kolker@hhs.gov>; Bernstein, Sonya (OS/IOS) <Sonya.Bernstein@hhs.gov>;
Fauci, Anthony (NIH/NIAID) [E] <AFAUCI@niaid.nih.gov>; Lurie, Nicole (OS/ASPR/IO) <Nicole.Lurie@hhs.gov>;
Robinson, Robin (OS/ASPR/BARDA) <Robin.Robinson@HHS.GOV>
Subject: Vaccine session report

Hi Sylvia,

Sonya asked that I provide a quick summary of the WEF session this afternoon on "Vaccine Innovation for Pandemic Preparedness".

Peter Piot chaired, but gave credit to Norway, Wellcome Trust, and BMGF (Trevor Mundel) for putting forward a list of guiding principles for preparing for future pandemics.

Strong statements were made by GSK (Witty), Merck (Frazier), and JnJ (Stoffels) about the very significant investments they made in attempts to produce Ebola vaccines in record time - with significant resistance from their Boards. They said they couldn't really count on being able to do this again for the next pandemic -- would strongly urge there be a prospective plan about where the resources would come from, and how liability would be handled. All three volunteered their platform capabilities (but wouldn't volunteer their commercial IP) to serve as nodes in a network for vaccine prep, but wanted to see a plan.

Funders were asked about their enthusiasm for initiating some sort of partnership (details very loose). Norway said yes, mentioned \$500M. France said great idea, but offered no money. I was asked about NIH - and said that the need to prepare for a future pandemic is compelling, but that this is exactly the motivation behind the NIAID/CDC/ASPR/BARDA collaboration, which was responsible for a lot of the Ebola groundwork. I said we were concerned about placing all our bets on a short list of vaccine targets, when the next pandemic might well not be any of those (think Zika). In that regard, we would tend to favor support of platforms that could be rapidly deployed to the most pressing need. And I said that planning a vaccine pipeline was only part of the solution, we need to arrive at a clear plan about how well-controlled clinical trials would be conducted in a way that would lead to registration. As for the proposal of a new partnership, I said the governance would be very critical - as good intentions have not always led to good outcomes. I said all this rather gently, so I don't think I sounded like the skunk at the picnic, and most of those present seemed to be nodding in agreement.

Marie-Paule Kieny weighed in to say that WHO has a priority list of 8 targets, and has issued a call for diagnostic, drug, and vaccine platforms. Victor Dzau mentioned the recent report of the Commission on a Global Health Risk Framework, which recommended \$4.5 billion for a WHO Center, but he didn't seem inclined to push WHO as the natural

home.

In the last ten minutes, Jeremy Farrar was asked to outline the concept document (2 pages, I don't have an electronic copy) proposing a new non-profit Partnership. It mentions a Managing Board and Scientific Advisory Group, but does not include a proposed budget. The attendees were asked to provide comments - with the WEF serving as interim secretariat (and sending out a query in the next two weeks).

Summary: The most compelling part of the meeting was the statements from the pharmas about their need to have some kind of prospective plan, or they will not be able to convince their Boards to continue to spend money on this area. The proposed solution seems very sketchy, however - and raises all sorts of questions about optimum strategy, source of funds, and possible governance. Our HHS team will need to think carefully about how to address the need (which seems to be quite real) without buying into a plan that would degrade our own well-established programs.

Let me hasten to add that I am not the expert in this space, and will therefore be very interested by reactions from others on this e-mail list. Hope this is helpful nonetheless.

Francis

From: Robinson, Robin (OS/ASPR/BARDA)
Sent: Saturday, January 23, 2016 11:09 AM
To: Collins, Francis (NIH/OD) [E] <collinsf@od.nih.gov>; Lurie, Nicole (OS/ASPR/IO) <Nicole.Lurie@hhs.gov>
Cc: Hudson, Kathy (NIH/OD) [E] <Kathy.Hudson@nih.gov>; Tabak, Lawrence (NIH/OD) [E] <Lawrence.Tabak@nih.gov>;
Fauci, Anthony (NIH/NIAID) [E] <AFAUCI@niaid.nih.gov>; Lane, Cliff (NIH/NIAID) [E] <CLANE@niaid.nih.gov>;
Lant, Timothy (OS/ASPR/BARDA) <Timothy.Lant@hhs.gov>
Subject: Re: Germ Games?

The Dark Zephyr exercise is one that Tony has mentioned. We have modeled a number of the recent threats like H7N9, MERS, Ebola, and now Zika with a consortium of modelers across the U.S. and world including the NIH's MIDAS group. We can always improve and would be interested to discuss further with others to see what can be done. Please refer others to Tim Lant or provide their names to us for follow-up.

From: Collins, Francis (NIH/OD) [E] <collinsf@od.nih.gov>
Sent: Saturday, January 23, 2016 10:42 AM
To: Lurie, Nicole (OS/ASPR/IO)
Cc: Hudson, Kathy (NIH/OD) [E]; Tabak, Lawrence (NIH/OD) [E]; Fauci, Anthony (NIH/NIAID) [E];
Lane, Cliff (NIH/NIAID) [E]; Robinson, Robin (OS/ASPR/BARDA); Lant, Timothy (OS/ASPR/BARDA)
Subject: RE: Germ Games?

No problem, Zika and shoveling certainly can take precedence this weekend. A question for you, Tim, and Robin is whether the models are already as good as they could be, or whether this might be a time (with support from the World Bank and BMGF) to draw on additional expertise and launch an upgrade.

Francis

From: Lurie, Nicole (OS/ASPR/IO)
Sent: Saturday, January 23, 2016 10:33 AM
To: Collins, Francis (NIH/OD) [E]; Fauci, Anthony (NIH/NIAID) [E]
Cc: Hudson, Kathy (NIH/OD) [E]; Tabak, Lawrence (NIH/OD) [E]; Lane, Cliff (NIH/NIAID) [E];
Robinson, Robin (OS/ASPR/BARDA); Lant, Timothy (OS/ASPR/BARDA)
Subject: RE: Germ Games?

The best modeling is around pandemic influenza, but it is a great model for just about anything else. Interestingly, we are updating our HHS pandemic plan because it is 10 years old. That said, we know a lot about how to make flu vaccine and have a less stellar track record related to novel diseases, witness our current rush/crush around Zika. Our team does a LOT of modeling around other biotreats, and we have a whole modeling unit devoted to this work.

Would be good to know a time frame for what is needed, and obviously we'll want to participate going forward.

This weekend though, I need to focus on Flint and lead, with a little Zika and snow shoveling.

I've copied Robin and Tim Lant, our modeling lead, but if other parts could wait til Monday I'd appreciate it.

From: Collins, Francis (NIH/OD) [E] [mailto:collinsf@od.nih.gov]
Sent: Saturday, January 23, 2016 10:25 AM
To: Fauci, Anthony (NIH/NIAID) [E]
Cc: Hudson, Kathy (NIH/OD) [E]; Tabak, Lawrence (NIH/OD) [E]; Lane, Cliff (NIH/NIAID) [E];
Lurie, Nicole (OS/ASPR/IO); Robinson, Robin (OS/ASPR/BARDA)
Subject: RE: Germ Games?

Hi Tony,

No, neither Nicki nor Robin were at Davos, and there was no one else from HHS in the room during this session. I'm looping both of them in, in hopes for some expert advice.

Best, Francis

From: Fauci, Anthony (NIH/NIAID) [E]
Sent: Saturday, January 23, 2016 9:21 AM
To: Collins, Francis (NIH/OD) [E]
Cc: Hudson, Kathy (NIH/OD) [E]; Tabak, Lawrence (NIH/OD) [E]; Lane, Cliff (NIH/NIAID) [E]
Subject: RE: Germ Games?

Francis:

I am wondering whether Nicki and/or Robin Robinson were at that session. If they were, they certainly should have recalled all of the effort that was put into the "Table Top" exercises that HHS, DoD, and DHS went through in simulating the responses against potential bioterror attacks from aerosolized anthrax, multi-release smallpox and the natural occurrence of an influenza pandemic.. This may not be "exactly" what Gates, Farrar and Kim were referring to, but it would be pretty close. Nicki Lurie should really be an expert in this since she did these types of things when she was at RAND years ago. I am providing a link to a RAND document that addresses some of these issue.

http://www.rand.org/pubs/technical_reports/TR261.html

Good thing you are in Davos. DC is completely immobilized with this historic blizzard. Safe travels.

Best regards,
Tony

From: Collins, Francis (NIH/OD) [E]
Sent: Saturday, January 23, 2016 2:29 AM
To: Fauci, Anthony (NIH/NIAID) [E]; Lane, Cliff (NIH/NIAID) [E]
Cc: Hudson, Kathy (NIH/OD) [E]; Tabak, Lawrence (NIH/OD) [E]
Subject: Germ Games?

Hi Tony and Cliff,

Another Davos report. I attended the session yesterday evening on "Preparing for Future Pandemics". Jim Kim was the chair, and panelists included Bill Gates, Paul Stoffels, Margaret Chan, and Alpha Conde.

Jim Kim tried to urge the panel and the audience not to slip "from panic to neglect" as the urgency of the Ebola outbreak fades. Gates was terrific in this conversation, giving much credit to NIAID and BARDA for having a proactive plan in place for a decade. He also advocated for more attention to platforms for preparation of therapeutic antibodies, not just vaccines. I was called upon by Kim to comment and endorsed the need to focus on platforms, not just short lists of potential pathogens that might not include the next pandemic (like Zika).

Gates emphasized the difference between a "slow-moving" outbreak (like Ebola), where there is time to develop, test, and deploy a vaccine, and a rapid explosive epidemic spread by the respiratory route (like flu). For the latter, he argued that we haven't done enough to try to model these situations. If sufficiently sophisticated, such models can be useful, he argued, to optimize the plans that would need to be in place (like cell phone towers, delivery systems, quarantine rules, messaging, etc.).

Jim Kim jumped on this idea, argued that such a "Germ Games" exercise would also be useful to get the attention of the G20, in order to avoid complacency. Without warning, he called on NIH (me) and Wellcome Trust (Jeremy) to join the World Bank and BMGF to work together over the coming weeks to see what can be done - potentially tapping into the expertise of the DoD's war games experience. Jim said he would find funds for this.

I confess that I don't know much about the current simulation programs for worldwide pandemic modelling, as I have never participated in one of those exercises. What's your sense of how realistic those are? How useful have they been? And how much potential is there for a more advanced approach to provide a real opportunity for proactive planning?

It will be hard to stop this effort now that Jim and Bill have both endorsed the need.

Francis

EMAIL 3 | June 2, 2016

From: Kilmarx, Peter (NIH/FIC) [E] <peter.kilmarx@nih.gov>

To: FIC Scientific Staff <ficscientificstaff@mail.nih.gov>

CC: Pearce, Shannon (NIH/FIC) [C] <shannon.pearce@nih.gov>

Subject: FW: Preventing the next pandemic: A conversation with the World Bank President - CSIS

You can watch this through the CSIS link. Click ahead to the actual start at 11:30.

Thanks to Shannon for queuing up.

From: Center for Strategic and International Studies [ghpc@csis.org]

Sent: Thursday, June 02, 2016 7:05 AM

To: Glass, Roger (NIH/FIC) [E] <glassr@mail.nih.gov>

Subject: Preventing the next pandemic: A conversation with the World Bank President

CSIS Global Health Policy Center invites you to:

Preventing the next pandemic: A conversation with the World Bank President

Featuring:

Jim Yong Kim

President, World Bank

Moderated discussion with:

J. Stephen Morrison

Senior Vice President and Director, Global Health Policy Center

Thursday, June 2, 2016

11:00 am - 12:00 pm

CENTER FOR STRATEGIC & INTERNATIONAL STUDIES

1616 RHODE ISLAND AVE NW, WASHINGTON, D.C. 20036

On Thursday, June 2, 2016, the CSIS Global Health Policy Center will host a conversation with Jim Yong Kim, President, World Bank Group, on preventing the next pandemic, moderated by J. Stephen Morrison, CSIS Senior Vice President and Director of the Global Health Policy Center. Pandemics pose a serious recurrent threat to global health and economic security. By World Bank estimates, the annual global cost of a severe pandemic can reach as high as \$570 billion (0.7% of global income). Ebola and now Zika demonstrate the persistent risks to countries which do not possess adequate capacities to prepare and respond to emerging pandemic threats. Dr. Kim will discuss what additional investments in global health are essential to better protect the world from the spread of pandemics and promote stable economies, including the launch of a Pandemic Emergency Financing Facility in late May at the G7 Summit in Japan.

EMAIL 4 | January 5–9, 2017

From: Eiss, Robert (NIH/FIC) [E] <eissr@mail.nih.gov>
To: Pearce, Shannon (NIH/FIC) [C] <shannon.pearce@nih.gov>
Subject: FW: Your Davos Agenda

From: Collins, Francis (NIH/OD) [E]
Sent: Sunday, January 08, 2017 1:13 PM
To: David Gleicher <david.gleicher@weforum.org>
Cc: Eiss, Robert (NIH/FIC) [E] <eissr@mail.nih.gov>; Alice Hazelton <Alice.Hazelton@weforum.org>; McManus, Ayanna (NIH/OD) [E] <amcmanus@od.nih.gov>; Wood, Gretchen (NIH/OD) [E] <woodgs@od.nih.gov>; Diane Baker <dianebake@gmail.com>; Pelis, Kim (NIH/OD) [E] <pelisk@od.nih.gov>; George, Jill (NIH/OD) [E] <georgejil@od.nih.gov>; Kolberg, Rebecca (NIH/OD) [E] <kolbergr@od.nih.gov>; Burklow, John (NIH/OD) [E] <BurklowJ@OD.NIH.GOV>
Subject: RE: Your Davos Agenda

Yes, I am willing to moderate if that's what WEF would like. I tried to indicate that last night at the TopLink website, but got this message for both sessions: "You accepted to contribute to this session. The Forum will get back to you with a final confirmation."

From: David Gleicher [david.gleicher@weforum.org]
Sent: Sunday, January 08, 2017 4:16 AM
To: Collins, Francis (NIH/OD) [E] <collinsf@od.nih.gov>
Cc: Eiss, Robert (NIH/FIC) [E] <eissr@mail.nih.gov>; Alice Hazelton <Alice.Hazelton@weforum.org>; McManus, Ayanna (NIH/OD) [E] <amcmanus@od.nih.gov>; Wood, Gretchen (NIH/OD) [E] <woodgs@od.nih.gov>; Diane Baker <dianebake@gmail.com>; Pelis, Kim (NIH/OD) [E] <pelisk@od.nih.gov>; George, Jill (NIH/OD) [E] <georgejil@od.nih.gov>; Kolberg, Rebecca (NIH/OD) [E] <kolbergr@od.nih.gov>; Burklow, John (NIH/OD) [E] <BurklowJ@OD.NIH.GOV>
Subject: Re: Your Davos Agenda

Hi Francis,

I received your TopLink updates, thank you. I notice the invite to moderate the religious leader dinner and candle lighting is still open. Please let know if you'll confirm or decline. I think my colleagues will want to know by Monday so there is still time to invite someone else.

Kind regards,
David

From: Collins, Francis (NIH/OD) [E] <collinsf@od.nih.gov>
Sent: Saturday, January 07, 2017 7:13 PM
To: David Gleicher <david.gleicher@weforum.org>
Subject: RE: Your Davos Agenda

HI David,

Thanks for putting together this summary - very helpful.

For complex reasons, I won't be able to get to Davos until midday on Tuesday January 17, so I will miss the events on Monday. I am not quite sure how best compensate for missing the ANU IdeasLab rehearsal. I assume that WEF will provide a staff person that will walk them through the format, even though I am not present? Might I get e-mails for the ANU presenters so that I can communicate with them in advance?

For Thursday evening I think I'd prefer the candle-lighting and dinner with religious leaders. I will go to TopLink to make choices.

I'd be interested in the Friday lunch you mention.

All the best, Francis

From: David Gleicher [david.gleicher@weforum.org]
Sent: Thursday, January 05, 2017 7:58 AM
To: Collins, Francis (NIH/OD) [E] <collinsf@od.nih.gov>
Cc: Eiss, Robert (NIH/FIC) [E] <eissr@mail.nih.gov>; Alice Hazelton <Alice.Hazelton@weforum.org>;
McManus, Ayanna (NIH/OD) [E] <amcmanus@od.nih.gov>; Wood, Gretchen (NIH/OD) [E] <woodgs@od.nih.gov>
Subject: Your Davos Agenda

Dear Francis,

It's looking like it should be a very busy Davos for you this year (as always!). I'm attaching the latest personal agenda from what I can see in our system. There are several open invitations, some new, which I'd like to confirm or decline for you. The details are attached, but in a nutshell:

Monday 16 Jan.

The IdeasLab rehearsal and a few welcome receptions you might find interesting. Not listed in the attachment yet, I am just getting word that I may be organizing a "pre-Davos" session for Vice President Biden again, possibly in the style of a press conference, on the Cancer Moonshot. I'll let you know once the details are clear.

Tuesday 17 Jan.

Currently nothing on the official agenda for you from my side - I imagine it's a good day for your bilateral meetings, and there are a number of sessions in the programme that I think will be of interest (Waiting for a Cure, Rebuilding Trust in the Healthcare Industry, for example), and of course the BetaZone with Richard Hodes.

Wednesday 18 Jan.

Things pick up, starting with the ANU IdeasLab, followed by our private multilateral meeting on Africa, the Africa STEM Lunch you'll lead. Afternoon and evening appear open.

Thursday 19 Jan.

A very crowded day, and a few new invites I'll draw your attention to:

Pandemic Simulation 12:00-13:30 - World Bank and BMGF are piloting a learning exercise that simulates the experience decision makers have during an emerging pandemic crisis.

And two dinners to choose from (or decline) - one is a dinner for media leaders and the entertainment industry exploring science (fiction) scenarios in the decades to come; and a dinner and multi-faith candle-lighting ceremony with religious leaders from around the world.

Friday 20 Jan.

A lighter day with our global health board of stewards meeting. Not on the list, but I thought I'd flag for your interest that we are co-designing a lunch with the European Research Council this day on private sector involvement in supporting basic research, looks like it will be interesting.

Please let me know if you'd like to accept the open invites, you can also manage this on TopLink.

As always, I remain available for any questions.

David

David Gleicher

Programme Lead, Science Technology and Health

World Economic Forum

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EMAIL 5 | January 9–29, 2018

From: Eiss, Robert (NIH/FIC) [E] <eissr@mail.nih.gov>
To: Hardesty, Rebecca (NIH/OD) [C] <rebecca.hardesty@nih.gov>
CC: Pearce, Shannon (NIH/FIC) [C] <shannon.pearce@nih.gov>
Subject: Re: You and Bending the Arc at NIH?

Yes. That works. Thanks.

From: Hardesty, Rebecca (NIH/OD) [C]
Sent: Monday, January 29, 2018 1:09 PM
To: Eiss, Robert (NIH/FIC) [E]
Subject: RE: You and Bending the Arc at NIH?

Mr. Eiss,

Would you be available to meet with Carrie, John Burklow and Amy Blackburn on Friday, February 9th from 11AM to 12PM?

Thank you,
Rebecca

From: Eiss, Robert (NIH/FIC) [E]
Sent: Monday, January 29, 2018 1:08 PM
To: Hardesty, Rebecca (NIH/OD) [C] <rebecca.hardesty@nih.gov>
Subject: Re: You and Bending the Arc at NIH?

Hi Rebecca

You can send directly to me. Thanks.

From: Hardesty, Rebecca (NIH/OD) [C]
Sent: Monday, January 29, 2018 1:05 PM
To: Eiss, Robert (NIH/FIC) [E]
Subject: RE: You and Bending the Arc at NIH?

Good Afternoon Mr. Eiss,

I am reaching out to setup the pre-meeting to discuss Jim Kim's visit, please let me know if there is someone I can contact regarding your schedule.

Thank you,
Rebecca

From: Eiss, Robert (NIH/FIC) [E]
Sent: Friday, January 26, 2018 3:56 PM
To: Wolinetz, Carrie (NIH/OD) [E] <carrie.wolinetz@nih.gov>; Wood, Gretchen (NIH/OD) [E] <woodgs@od.nih.gov>; Burklow, John (NIH/OD) [E] <burklowj@od.nih.gov>; Blackburn, Amy (NIH/OD) [E] <amyb@mail.nih.gov>
Cc: Parker, Ashley (NIH/OD) [E] <ashley.parker@nih.gov>; Hardesty, Rebecca (NIH/OD) [C] <rebecca.hardesty@nih.gov>
Subject: RE: You and Bending the Arc at NIH?

Hi Carrie,

One immediate thought - if the date and time are now set we should make sure to place a quick hold on Dr Fauci's and Dr Bianchi's calendars, as early priorities. The World Bank Group's health investments center on the big three infections, pandemic preparedness, and maternal and child health and development.

From: Wolinetz, Carrie (NIH/OD) [E]
Sent: Wednesday, January 17, 2018 10:30 AM
To: Eiss, Robert (NIH/FIC) [E] <eissr@mail.nih.gov>; Wood, Gretchen (NIH/OD) [E] <woodgs@od.nih.gov>;
Burklow, John (NIH/OD) [E] <burklowj@od.nih.gov>; Blackburn, Amy (NIH/OD) [E] <amyb@mail.nih.gov>
Cc: Parker, Ashley (NIH/OD) [E] <ashley.parker@nih.gov>; Hardesty, Rebecca (NIH/OD) [C] <rebecca.hardesty@nih.gov>
Subject: Fw: You and Bending the Arc at NIH?

Hi everyone!

For a change, we have a long lead time for this VIP visit...

Gretchen has already made a lot of progress on scheduling and logistics, but I thought it might make sense for all of us to sit down in the next couple of weeks to try to flesh out the schedule/gaps for this visit, figure out who's going to make the popcorn, etc. Copying Rebecca to find a time.

Cheers, Carrie

From: Collins, Francis (NIH/OD) [E]
Sent: Wednesday, January 10, 2018 4:16 PM
To: Jim Yong Kim <jkim@worldbankgroup.org>
Cc: Glass, Roger (NIH/FIC) [E]; Eiss, Robert (NIH/FIC) [E]; Wood, Gretchen (NIH/OD) [E]; Tabak, Lawrence (NIH/OD) [E]; Wolinetz, Carrie (NIH/OD) [E]; Shalimar Adorno <sadorno@worldbank.org>
Subject: RE: You and Bending the Arc at NIH?

Terrific, thanks!!! We'll work with Shalimar.

Francis

From: Jim Yong Kim [jkim@worldbankgroup.org]
Sent: Wednesday, January 10, 2018 1:07 PM
To: Collins, Francis (NIH/OD) [E] <collinsf@od.nih.gov>
Cc: Glass, Roger (NIH/FIC) [E] <glassr@mail.nih.gov>; Eiss, Robert (NIH/FIC) [E] <eissr@mail.nih.gov>;
Wood, Gretchen (NIH/OD) [E] <woodgs@od.nih.gov>; Tabak, Lawrence (NIH/OD) [E] <lawrence.tabak@nih.gov>;
Wolinetz, Carrie (NIH/OD) [E] <carrie.wolinetz@nih.gov>; Shalimar Adorno <sadorno@worldbank.org>
Subject: Re: You and Bending the Arc at NIH?

Hi Francis,

Thanks for reaching out. I'm very happy to come to NIH to have these discussions. I won't be there for the showing of the film but will be there for the discussion afterward and then we can have further discussions after the film discussion. I've copied my colleague Shalimar Adorno on this note and she will find a date.

Look forward to seeing you soon.

Jim

From: Collins, Francis (NIH/OD) [E] <collinsf@od.nih.gov>
Sent: Tuesday, January 09, 2018 6:37 PM
To: Jim Yong Kim <jkim@worldbankgroup.org>
Subject: You and Bending the Arc at NIH?

Dear Jim,

At the screening of that wonderful film Bending the Arc this Fall at the Smithsonian, you graciously offered to come to the NIH to introduce this inspiring film to a broad NIH audience. I'd very much like to take you up on your offer. While you are here, I could also convene a small group discussion with NIH senior leadership to learn more about the human capital project and initiatives to eliminate stunting and other limitations on childhood development. Your perspectives would be of great value, given the growing appreciation of the role of deficits in early growth as risk factors for chronic disease later in life, as well as impaired immune function and neurological development.

We could also summarize some of the global health initiatives that NIH is supporting in the area of delivery science.

Whom in your office should my team contact to assist with scheduling?

I look forward to seeing you in Davos later this month.

Best personal regards,

Francis

EMAIL 6 | March 7, 2018

From: Eiss, Robert (NIH/FIC) [E] <eissr@mail.nih.gov>
To: Pearce, Shannon (NIH/FIC) [C] <shannon.pearce@nih.gov>
Subject: FW: Bending the Arc

From: Parker, Ashley (NIH/OD) [E]
Sent: Tuesday, March 06, 2018 2:53 PM
To: Blackburn, Amy (NIH/OD) [E] <amyb@mail.nih.gov>
Cc: Eiss, Robert (NIH/FIC) [E] <eissr@mail.nih.gov>
Subject: RE: Bending the Arc

Hi Amy,

Dr. Collins has seen the proposed agenda. Carrie shared it with him during their catch-up a few weeks ago and we shared it again during our OCPL Speeches meeting with FC. As far as guidelines for the meeting with ICDs, Carrie mentioned that Dr. Collins wanted this to be scripted so everyone is prepared for what they need to convey. The pre-meeting with the participating ICDs is scheduled for tomorrow and I think Rob and Lydia are preparing materials for the topics of discussion.

I hope this is useful, but please let me know if you have any further questions. I'm also attaching the updated agendas (both for FC and Dr. Kim) based on our discussion last week and a few email exchanges (David Chambers will join the ICD portion).

Best!

Ashley

Ashley Parker, Ph.D.
Special Assistant to Acting Chief of Staff to the NIH Director
Health Science Policy Analyst, Office of Science Policy
Office of the Director | National Institutes of Health
Tel: 301-594-7743

From: Blackburn, Amy (NIH/OD) [E]
Sent: Tuesday, March 06, 2018 1:57 PM
To: Parker, Ashley (NIH/OD) [E] <ashley.parker@nih.gov>
Cc: Eiss, Robert (NIH/FIC) [E] <eissr@mail.nih.gov>
Subject: Bending the Arc

Hi Ashley,

Do you know if Dr. Collins has seen the proposed agenda and if he has any guidelines for the round table meeting from 5-5:55?

Thanks! And the walkthrough is from 10-11 on Friday, I am going to send out an appointment now.

Amy J. Blackburn, M.S.
Branch Chief, NIH Visitor Center and Special Events Branch
NIH Office of Communications and Public Liaison
Building 45, Room 1As23, Bethesda, MD 20892
301-496-1776

EMAIL 7 | March 7, 2018

From: Eiss, Robert (NIH/FIC) [E] <eissr@mail.nih.gov>
To: Pearce, Shannon (NIH/FIC) [C] <shannon.pearce@nih.gov>
Subject: FW: INFO & MATERIALS: Pre-call for Jim Yong Kim visit

From: Eiss, Robert (NIH/FIC) [E]
Sent: Tuesday, March 06, 2018 8:06 PM
To: Mensah, George (NIH/NHLBI) [E] <george.mensah@nih.gov>; Engelgau, Michael (NIH/NHLBI) [E] <michael.engelgau@nih.gov>
Subject: Fw: INFO & MATERIALS: Pre-call for Jim Yong Kim visit

From: Wolinetz, Carrie (NIH/OD) [E]
Sent: Tuesday, March 06, 2018 8:01 PM
To: Sharpless, Norman (NIH/NCI) [E]; Fauci, Anthony (NIH/NIAID) [E]; Hodes, Richard (NIH/NIA) [E];
Bianchi, Diana (NIH/NICHD) [E]; Somerman, Martha (NIH/NIDCR) [E]; Glass, Roger (NIH/FIC) [E];
Gibbons, Gary (NIH/NHLBI) [E]; Trimble, Ted (NIH/NCI) [E]; Chambers, David (NIH/NCI) [E]
Cc: Eiss, Robert (NIH/FIC) [E]; Kline, Lydia (NIH/FIC) [C]; Collins, Francis (NIH/OD) [E];
Wood, Gretchen (NIH/OD) [E]
Subject: INFO & MATERIALS: Pre-call for Jim Yong Kim visit

Dear Colleagues,

In preparation for tomorrow's call, please find some background and context below, to help guide the conversation, as well as background on the World Bank attached. Many thanks to Rob Eiss and Lydia Kline for these.

We look forward to speaking with you tomorrow. Please let me know if you have questions or need additional information. Cheers, Carrie

Background and context for discussion with Jim Yong Kim, March 12, 2018

This discussion with a small group of NIH leaders will follow a Masur Auditorium showing of "Bending the Arc", a film that chronicles the actions of Partners in Health, for which Jim Kim served as a founder.

During his tenure at the World Bank, Dr. Kim has pursued several investment priorities of relevance to NIH.

1. The need to establish more robust pandemic preparedness and response systems prior to experiencing a next global health crisis, especially given such threats as an airborne pandemic. In the wake of the Ebola emergency, the Bank developed a Pandemic Emergency Facility to support needed surges in health capacity during a future outbreak.

2. The need to strengthen the science base and local evidence for more effective health care delivery, so that the substantial International Development Association (IDA) credits secured by loan-eligible countries are invested effectively and have sustained impact on health. (IDA credits have nominal interest, with repayments stretched over 25 to 38 years; in the past fiscal year IDA commitments totaled over \$19 billion.) In this context, Dr. Kim has noted his continuing interest in developing a "science of delivery" drawing in relevant disciplines in biomedical research, management, systems thinking, engineering, economics and policy, to address the complexity of delivering health care in impoverished settings. In a recent meeting with Drs. Glass and Collins, Dr. Kim was somewhat dismissive of NIH's contributions to this area.

3. Increased investments in early child development, both linear growth and cognitive development. Dr. Kim has placed particular emphasis on innovations to reduce dramatically the burden of childhood stunting, which affects an estimated 26 percent of children under five in developing countries, and correlates with reduced intellectual potential. The World Bank Group is committed to increasing investments in early child development, including in nutrition, health, early stimulation and learning, and social protection.

Proposed format for roundtable discussion

The main topic is global health research opportunities in low and middle income countries - and how NIH and the World Bank might work together. Following a brief introduction, Dr. Collins will invite Dr. Kim to set the stage by discussing the World Bank Group's priorities in reducing poverty through investments in health and innovation, including the role of strengthening health and biomedical research capacity.

Following Dr. Kim's remarks, Dr. Collins will moderate an open discussion focused on where NIH and World Bank Group interests intersect, and prospects for closer cooperation. Discussion topics might include several of the following shared priorities:

- The need to establish more robust pandemic preparedness and research response systems, prior to experiencing a next global health crisis (Dr. Fauci)
- Research surrounding potentially transformative interventions for early childhood development, including prevention of childhood stunting and factors that impact cognitive growth in LMICs (Dr. Bianchi)
- How the lessons from pandemic outbreaks can be applied to other global priorities, including the rapidly escalating burden of NCDs in LMICs (Drs. Gibbons, Sharpless, Hodes, Somerman, and Trimble)
- Dr Kim's continuing interest in developing a "science of delivery," NIH's current investments in this field (e.g., PEPFAR partnership), and how NIH's extensive networks in Africa, India and elsewhere can advance this recent but maturing field (Drs. Chambers, Fauci, Glass, and others)
- How we might build greater capacity for biomedical research and spur local investment in emerging economies - the Coalition for African Research and Innovation (Dr. Collins)

Thinking ahead: Possible outcomes of discussion

Based on how the roundtable discussions evolve, Dr. Collins might propose a follow-up 'big think' exercise with the World Bank. The aim would be to bring together a group of visionary thinkers and funders to discuss research capacity building for sustainability, focusing on Sub-Saharan Africa as the region with the highest global disease burden: bringing to adequate scale the training of research professionals capable of developing and assimilating new knowledge and approaches to prevention and care, incorporating new technologies, monitoring impact and developing innovative schemes to manage cost while increasing access.

Carrie D. Wolinetz, Ph.D.

Acting Chief of Staff and Associate Director for Science Policy

Office of the Director, National Institutes of Health

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