



***My Pandemic Year in the White House:  
Lessons Learned in Science, Policy, & Politics***

**Brett P. Giroir, M.D.**

Former US Assistant Secretary for Health,  
US Representative to the Executive Board of the WHO,  
Acting FDA Commissioner, and  
Admiral, US Public Health Service



The Public Health Service in the Department of Health and Human Services shall be administered by the **Assistant Secretary for Health** under the supervision and direction of the Secretary.

Title 42 USC Section 202

# Core Function of the Assistant Secretary

## *Translating Science to Policy*



 **Healthy People 2030**



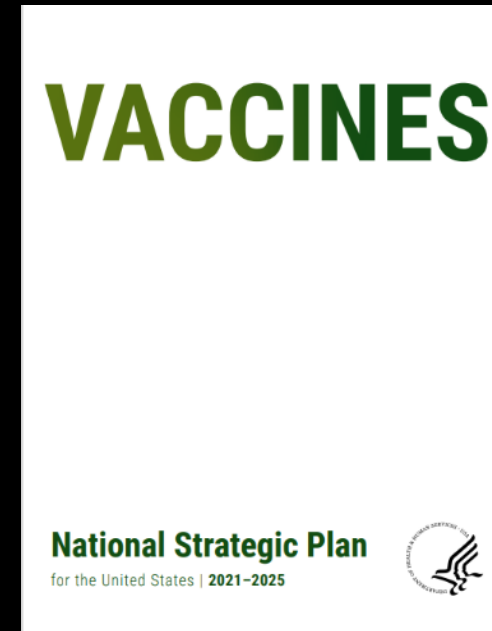
**DGA** Dietary Guidelines for Americans  
**2020 - 2025**

Make Every Bite Count With the Dietary Guidelines




# HIV

**National Strategic Plan**  
A Roadmap to End the Epidemic  
for the United States | 2021-2025



# VACCINES

**National Strategic Plan**  
for the United States | 2021-2025



**Physical Activity Guidelines for Americans**  
2<sup>nd</sup> edition



**National Strategic Plan**  
for the United States | 2021-2025



# Declared Opioid Epidemic a National Public Health Emergency



# Ending the HIV Epidemic in America

*State of the Union Address, February 5, 2019*



**“We have a once-in-a-generation opportunity to end the HIV epidemic in the United States.”**

Ending  
the  
HIV  
Epidemic

[www.hiv.gov](http://www.hiv.gov)

# Preparing for the “Next Pandemic”



## Presidential Executive Order to Improve Seasonal and Pandemic Influenza Vaccines

September 19, 2019



**World Health Organization (WHO)**  @WHO · Jan 4, 2020

[#China](#) has reported to WHO a cluster of [#pneumonia](#) cases —with no deaths— in Wuhan, Hubei Province  . Investigations are underway to identify the cause of this illness.

 87

 1K

 777



- **January 2:** BG requested to deploy USPHS Officers: repatriation, quarantine, rescue
- **January 21:** CDC Confirms First US Coronavirus Case
- **January 31:** Sec. Azar Declares Public Health Emergency
- **February 26:** First Non-Travel Associated Case in the US
- **March 2:** BG Named Deputy Incident Manager
- **March 11:** WHO Declares Global Pandemic
- **March 13:** Presidential Declaration of National Emergency  
BG named to White House Task Force
- **March 19:** FEMA Named Lead Federal Agency  
Unified Coordination Group Implemented

February 1, 2020

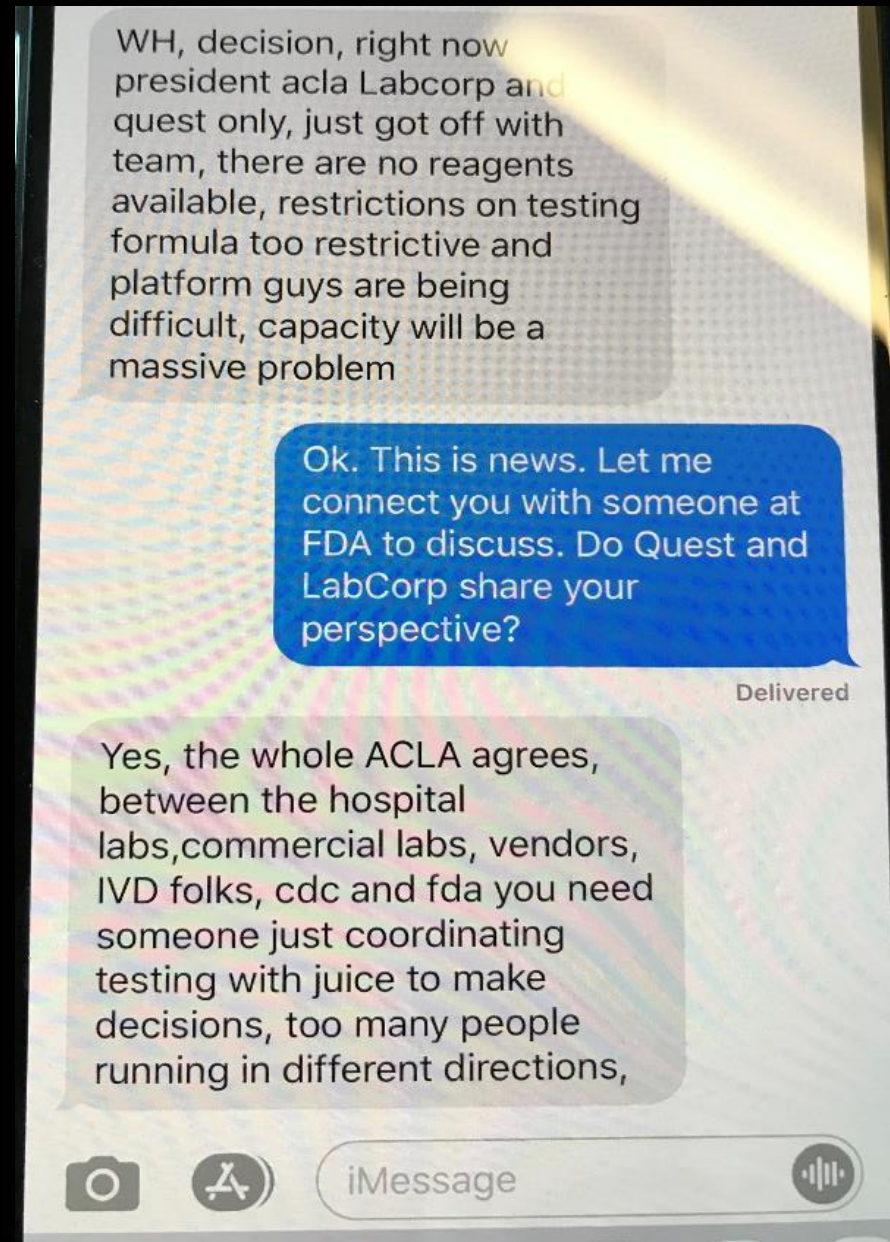
## ***FDA Asserts Authority Over LDTs***

...FDA requests that developers of such LDTs submit information about their tests to help FDA better understand their design, validation, and performance characteristics

February 7, 2020

## ***C.D.C. Labs Were Contaminated, Delaying Coronavirus Testing, Officials Say***

Fallout from the agency's failed rollout of national coronavirus kits two months ago continues to haunt U.S. efforts to combat the spread of the highly infectious virus.



March 3, 2020

“Anybody that wants a test can get a test. That’s what the bottom line is.”

President Trump  
CDC, March 6, 2020

March 11, 2020



March 12, 2020



CORONAVIRUS

## Trump administration rolls out new coronavirus push, names HHS testing czar

“The changes have been made and testing will soon happen on a very large scale basis,” Trump said in a pair of tweets Friday morning.

POLITICO



March 13, 2020

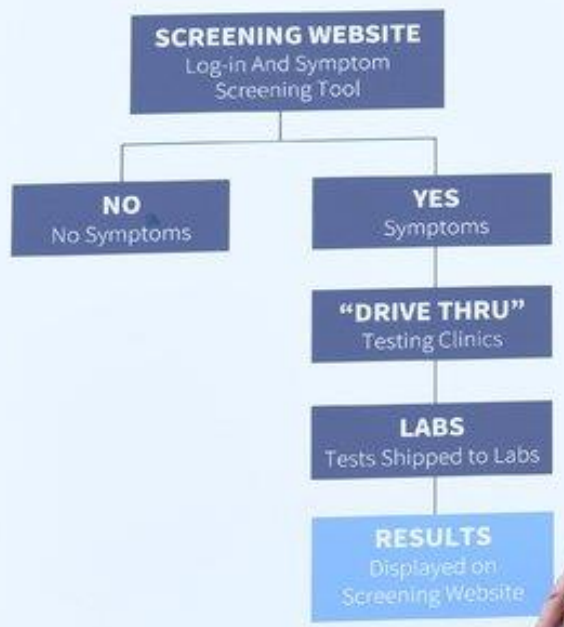
# Mobilizing the Private Sector



March 13, 2020

# CORONAVIRUS TESTING

New Options for Consumers



March 13, 2020

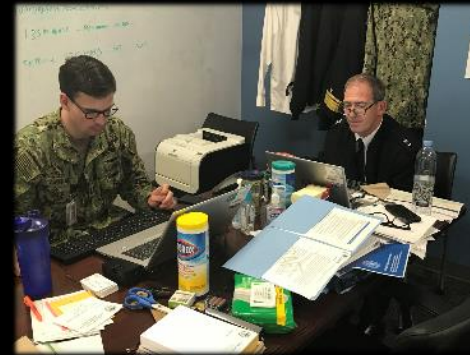
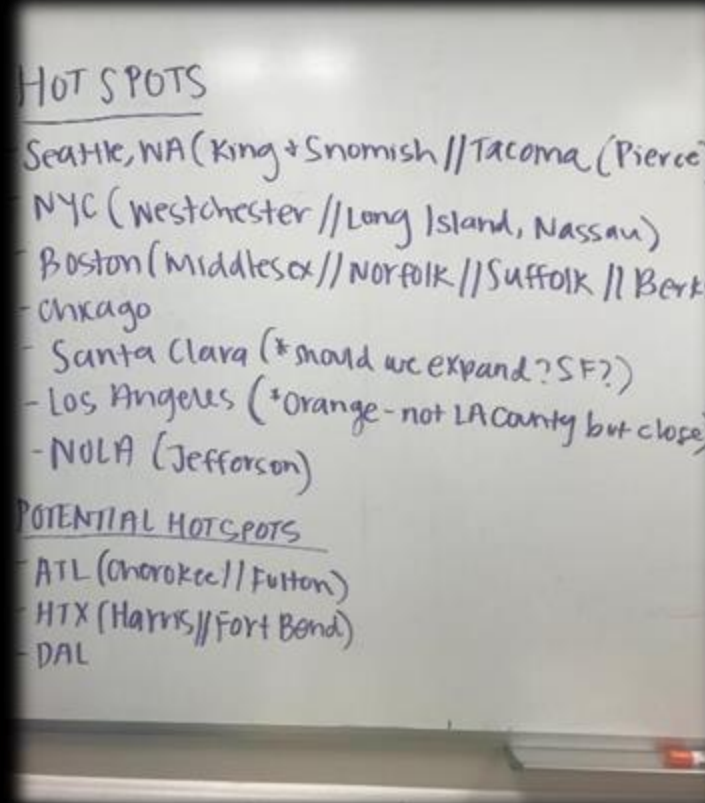
March 13, 2020

There was nothing in the SNS related to testing

There were no processes or procedures for mass testing

There were no industry relationships or contacts

A national testing program could have exhausted the SNS of PPE in 3 weeks



# Building Blocks for Laboratory Testing March 2020



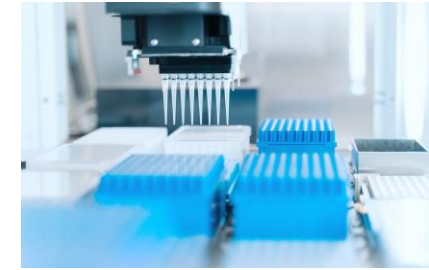
Roche COBAS  
PCR



Primers



Swabs and  
VTM



Lab Robotics



Extraction Kits



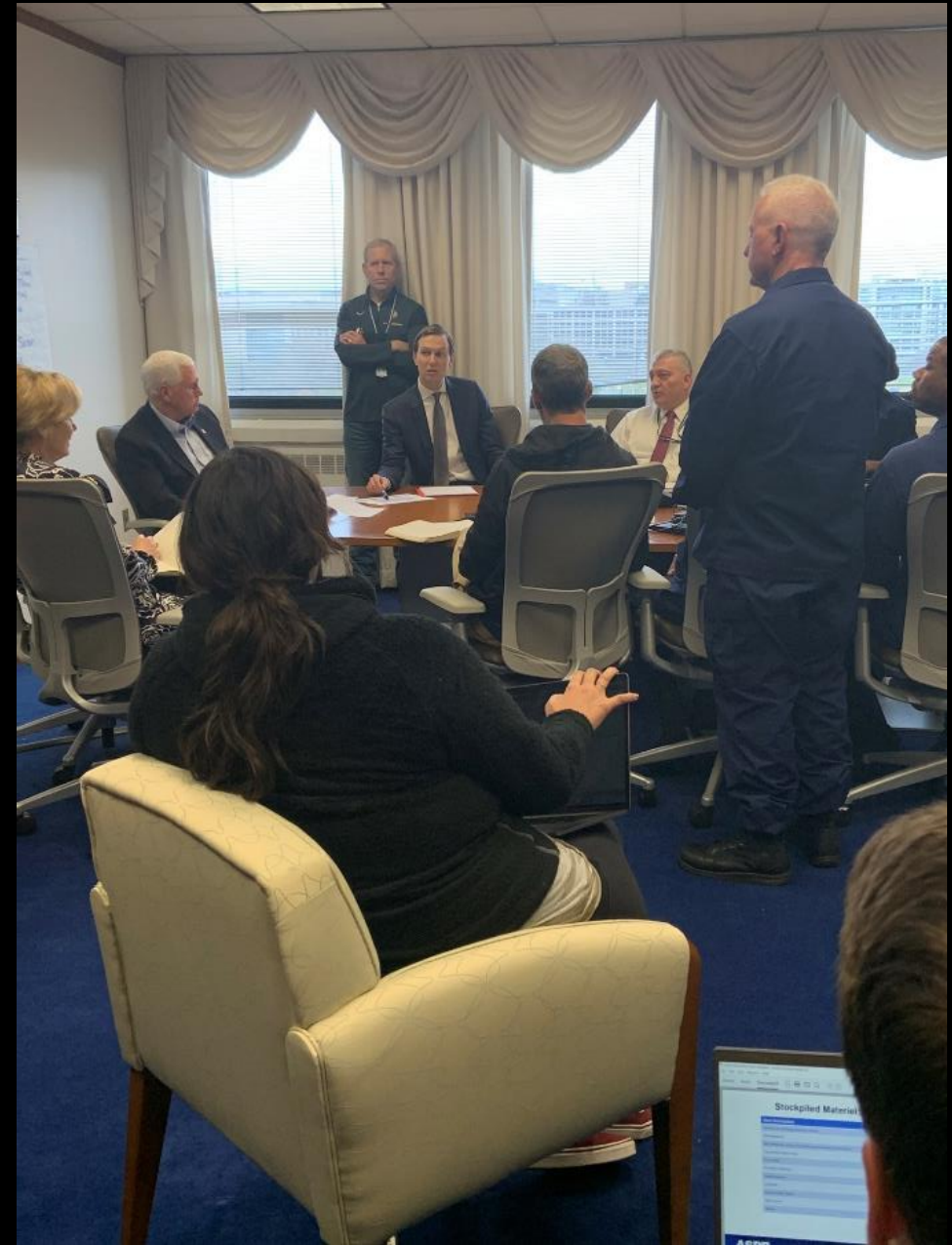
High Throughput Kits



Testing Sites



March 14, 2020





March 15, 2020

**How Were Critical Resources  
Allocated?**

**Who's in Charge?**

# EVOLVING LEADERSHIP STRUCTURE

- **January 2 – March 2**
  - ASPR, CDC, Department of State, ACF, USPHS Commissioned Corps
  - WH Task Force: January 29 (Azar), February 26 (Pence, Birx as “Coordinator”)
- **March 2**
  - ASPR formally named by Azar to lead the Incident Response, BPG served as Deputy Incident Commander
- **March 13** (1245 new cases; 10 deaths)
  - POTUS National Emergency Declaration
  - HHS remains Lead Federal Agency
- **March 18**
  - FEMA designated as the Lead Federal Agency
  - Unified Coordination Group established



Dr. Robert Kadlec  
ASPR

# White House Task Force

## Unified Coordination

FEMA  
Mr. Gaynor

HHS ASPR  
Dr. Kadlec

HHS OASH  
Dr. Grolr

HHS CDC  
Dr. Jernigan

## Operation Warp Speed

Medical Counter-Measure  
TF Lead: ASPR & NIH

## NRCC Operational Coordination

NRCC  
CHIEF

HHS ASPR  
SOC CHIEF

## National Joint Information Center (Follow Lead Federal Coordinating Agency)

FEMA Joint  
Information  
Center

HHS External  
Affairs/Public  
Affairs & CDC JIC

White House  
Communication  
Task Force



# FEMA



**Federally Supported,  
State Led,  
Locally Executed**



## TEXAS

### STATE REPORT

11.15.2020

Issue 22

#### SUMMARY

- For the first time in weeks, we are seeing evidence of the impact of the restrictions implemented 2 weeks ago with some evidence of stable peak. These mitigation efforts need to be considered for any county or metro with similar profiles, especially Tarrant, Lubbock, and Dallas counties.
- Texas is in the red zone for cases, indicating 101 or more new cases per 100,000 population, with the 32nd highest rate in the country. Texas is in the red zone for test positivity, indicating a rate at or above 10.1%, with the 22nd highest rate in the country.
- Texas has seen an increase in new cases and an increase in test positivity.
- The following three counties had the highest number of new cases over the last 3 weeks: 1. El Paso County, 2. Tarrant County, and 3. Harris County. These counties represent 41.0% of new cases in Texas.
- 72% of all counties in Texas have moderate or high levels of community transmission (yellow, orange, or red zones), with 45% having high levels of community transmission (red zone).
- During the week of Nov 2 - Nov 8, 16% of nursing homes had at least one new resident COVID-19 case, 30% had at least one new staff COVID-19 case, and 5% had at least one new resident COVID-19 death.
- Texas had 223 new cases per 100,000 population, compared to a national average of 294 per 100,000.
- Current staff deployed from the federal government as assets to support the state response are: 57 to support medical activities from DoD; 46 to support operations activities from FEMA; 17 to support operations activities from ASPR; 1 to support epidemiology activities from CDC; and 16 to support operations activities from USCG.
- The federal government has supported surge testing in Houston, TX and Waco, TX.
- Between Nov 7 - Nov 13, on average, 819 patients with confirmed COVID-19 and 676 patients with suspected COVID-19 were reported as newly admitted each day to hospitals in Texas. An average of 89% of hospitals reported either new confirmed or new suspected COVID patients each day during this period; therefore, this may be an underestimate of the actual total number of COVID-related hospitalizations. Underreporting may lead to a lower allocation of critical supplies.

## TEXAS

STATE REPORT | 11.15.2020

### COVID-19 COUNTY AND METRO ALERTS\*

Top 12 shown in table (full lists below)

	METRO AREA (CBSA)	COUNTIES
LOCALITIES IN RED ZONE	<b>46</b> ▲ (+15) Dallas-Fort Worth-Arlington El Paso Lubbock Amarillo Waco Odessa Wichita Falls Laredo Midland Beaumont-Port Arthur Corpus Christi Sherman-Denison	<b>114</b> ▲ (+39) El Paso Tarrant Dallas Lubbock Collin Randall Potter Deaton McLennan Ector Wichita Webb
LOCALITIES IN ORANGE ZONE	<b>15</b> ▼ (-1) Houston-The Woodlands-Sugar Land San Antonio-New Braunfels McAllen-Edinburg-Mission Abilene College Station-Bryan Brownsville-Harlingen Longview Del Rio Sulphur Springs Bonham Uvalde Palestine	<b>42</b> ▲ (+8) Harris Bexar Hidalgo Brazoria Jones Cameron Brazos Taylor Goadahupe Val Verde Coryell Young

## RECOMMENDATIONS

- Referring to the national profiles in the back of the packet, there is now aggressive, unrelenting, expanding broad community spread across the country, reaching most counties, without evidence of improvement but rather, further deterioration. Current mitigation efforts are inadequate and must be increased to flatten the curve to sustain the health system for both COVID and non-COVID emergencies.
- The silent community spread that precedes and continues to drive these surges can only be identified and interrupted through proactive, focused testing for the identification of both asymptomatic and pre-symptomatic individuals and significant behavior change of all Americans. Ensure masks at all times in public, increase physical distancing through significant reduction in capacity in public and private indoor spaces, and ensure every American understands the clear risks of ANY indoor interactions outside of their immediate household without masks.
- Proactive weekly testing of groups representative of the community (teachers, community college students, county workers, staff in crowded or congregate settings, all hospital personnel, large private sector employers) will help identify the depth and breadth of community infection. These cases should be triangulated with cases among long-term care facility (LTCF) staff to identify geographic areas with high numbers of asymptomatic and pre-symptomatic cases, which should then trigger widespread testing, identification, and isolation of positive cases among community members, stopping ongoing spread. These efforts to identify and reduce asymptomatic transmission should run concurrently with testing of symptomatic persons and contact tracing of cases.



**Media**





## Nation's testing czar: It's 'time to move on' from talk about hydroxychloroquine

Brett Giroir says emphasis should be on "effective" ways to curb the virus despite Trump's continued promotion of hydroxychloroquine.

### CORONAVIRUS

## Giroir breaks with Trump, says surge in coronavirus cases 'not just a function of testing'

"We know that, too, because hospitalizations are going up," the administration's testing czar said.

# Are We Ready for the Next Pandemic?

## Foundation

- Establish clear national leadership structure at White House
- Reform (not dismantle) CDC and HHS
- Fund Basic and Applied Research Programs including mRNA and anti-virals
- Maintain domestic infrastructure (manufacturing, supply chain, dashboards)
- Restore trust in public health institutions
- Build actionable partnerships with industry and GVN (and like orgs)

## Prevention

- Environmental stewardship
- Global Health Security Agenda (WHO)
- Multilateral review of BSL-4 facilities and programs
- Elimination of “wild animal” wet markets
- Deter and contain bioweapons program

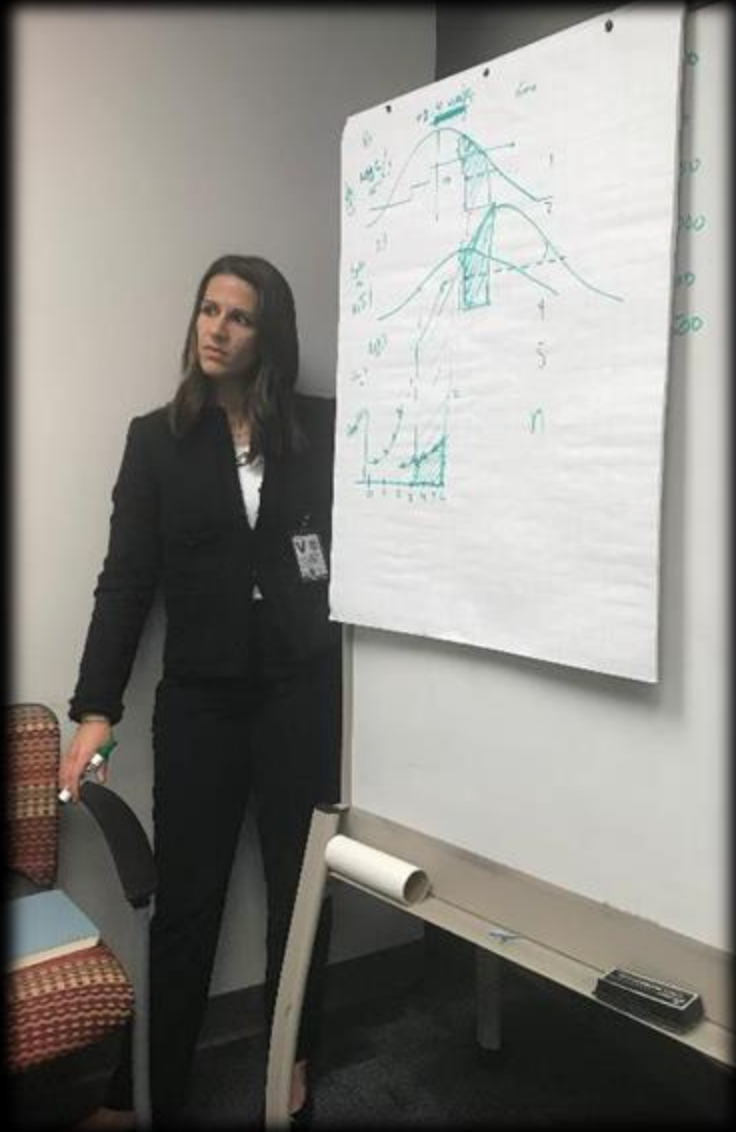
## Early Warning

- Global Molecular Disease Surveillance
- Wastewater Sampling
- Integrated All-Sources Intelligence

## Response

- Expand distributed health care (home diagnostics, telehealth, pharmacist authorities)
- Build trusted communication channels to all segments of population

# Unsung Heroes of the COVID-19 Response



# MEMOIR OF A PANDEMIC

*Fighting COVID from the Front Lines  
to the White House*



Brett P. Giroir, MD

[www.brettgiroir.com](http://www.brettgiroir.com)

Every American should read this insightful and gripping account ...

[Former Vice President Mike Pence](#)

... a steady and calming voice, with an ability to explain complex issues with honesty, transparency, and conviction.

[Dana Perino - Anchor on Fox News Channel and former White House Press Secretary](#)

a critical, unique foundation for an open and honest discussion about how we must prepare for the next pandemic.

[Marty Makary MD, MPH, Johns Hopkins Professor and NYT bestselling author of The Price We Pay](#)

He didn't just have a front-row seat, he was on the stage. Few are better positioned to offer this critical narrative.

[Alex M. Azar II, Former US Secretary of Health and Human Services](#)

Giroir offers a compelling plan to reform our federal agencies and pandemic response structures...

[Rick Perry, Former US Secretary of Energy and Governor of Texas](#)

His first-hand account of the coronavirus task force and Operation Warp Speed is COMPELLING AND well worth reading.

[Mark K. Siegel, MD, Clinical Professor of Medicine, NYU Langone Medical Center; Contributor to FOX News, Wall Street Journal; Director of Doctor Radio on Sirius XM](#)