

# Arush Lal, PhD

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Global health policy specialist with deep expertise in research and advocacy, government relations, and multilateral engagement for equitable and resilient health systems. Senior advisory roles with ability to integrate technical insights into strategic decision-making, addressing complex challenges through diplomacy and governance for a sustainable global health architecture. Skilled in navigating geopolitics, fostering high-level partnerships, and leading multistakeholder teams to deliver innovative, evidence-based solutions.

## PROFESSIONAL / WORK EXPERIENCE

### THE ELDERS FOUNDATION

#### **Pandemics Advisor (Programme Head)**

London, UK

May 2025 – Present

- Represent group of former heads of state and Nobel laureates in high-level engagement with governments, multilaterals, and foundations, advancing their influence through strategic partnerships, private diplomacy, and public advocacy (G20, UNGA, COP)
- Lead strategy, implementation, and evaluation of Pandemics Programme, aligning long-term priorities with emerging global risks, including reform of the global health financing architecture, climate-health-conflict synergies, and challenges from AI and biosecurity
- Drive strategic planning, coalition-building, and policy alignment – coordinating cross-programme initiatives, drafting board-level briefings and speeches, shaping external communications, and managing specialist consultants on human rights and health security

### LONDON SCHOOL OF ECONOMICS & POLITICAL SCIENCES

#### **Visiting Fellow, LSE Health**

London, UK

November 2025 – Present

- Drive research and scholarship on global health policy, diplomacy, and sustainable innovation on health security and access to care
- Thought leader on health architecture reform and end-to-end ecosystem development for vaccines, therapeutics, and diagnostics

### UNITED STATES AGENCY FOR INTERNATIONAL DEVELOPMENT (USAID) – COVID-19 RESPONSE TEAM

Global

#### **Senior Technical Advisor, Health Integration**

February 2023 – October 2023

- Provided technical assistance on integrating pandemic prevention, testing, and treatment into primary health care systems
- Supported execution of high-level G7 initiative to catalyze pandemic surge financing with international finance institutions, including coordination with White House/NSC, State Department, HHS, and several intergovernmental partners to launch at UNGA
- Advised on policy and programmatic recommendations to strengthen alignment across PEPFAR, GHS, PHC, and MNCH initiatives
- Developed guidance for integrated programming on COVID-19 public health integration-related issues at the Mission and HQ levels
- Participated in senior interagency and global meetings, consultations, and working groups, including drafting policy briefs

### CHATHAM HOUSE - COMMISSION FOR UNIVERSAL HEALTH

Global

#### **Commissioner, The Chatham House Commission for Universal Health**

June 2022 – June 2024

- Appointed to high-level expert group co-Chaired by former Prime Minister Helen Clark (New Zealand) and former President Jakaya Kikwete (Tanzania) to develop and advocate for policy recommendations on universal health reforms in the wake of complex crises
- Engaged highest levels of government to generate political commitment on health care access and build resilient health systems

### WOMEN IN GLOBAL HEALTH

Global

#### **Vice Chair - Board of Directors; Chair - Subcommittee on Board Governance**

October 2018 – January 2024

- Led high-level strategy and multistakeholder engagement to promote gender equity across global health supporting rapid expansion into a global movement with 50+ international chapters, 50+ high-profile events, and 75,000 supporters
- Oversaw transition from voluntary staff with minimal budget into multiyear, multimillion-dollar funding with several full-time staff
- Spearheaded PPR Working Group, advising on global health security strategy to support pandemic preparedness and response
- Oversaw inaugural Board strategy and governance, including recruitment of key officials (e.g., Chair, Treasurer) and DEI principles

### PRIMARY HEALTH CARE PERFORMANCE INITIATIVE (PHCPI)

Global

#### **Advisor, Allies Improving PHC and PHCPI**

August 2022 – December 2024

- Served on inaugural advisory board guiding strategic advocacy campaigns across network of 125+ primary health care organizations

### ACT-ACCELERATOR, HEALTH SYSTEMS & RESPONSE CONNECTOR (co-led by WHO, World Bank, GFATM, UNICEF) **Global Community & Civil Society Representative**

April 2021 – March 2023

- Improved guidance and impact metrics for global access to COVID-19 vaccines, therapeutics, and diagnostics through equitable, multistakeholder, multisectoral, and sustainable health systems approaches for pandemic preparedness and response
- Served as Representative to Health Systems & Response Connector Secretariat, ACT-A Facilitation Council Tracking & Accelerating Progress Working Group, and Risk Communication & Community Engagement Working Group

### PAN-AMERICAN HEALTH ORGANIZATION (PAHO/WHO)

Washington, DC

#### **International Consultant, Strategic Fund for Essential Medicines & Public Health Supplies**

January 2020 – March 2023

- Coordinated strategic multistakeholder engagement, technical process improvement, and systems development for PAHO's flagship access to medicines initiative, liaising with procurement, finance, & technical units on multisector country projects
- Spearheaded key portfolios (Communications, Research, Engagement), leading publications, partnerships, and social media
- Supported COVID-19 response, mitigating stockouts and supply disruptions while maintaining essential health services
- Oversaw recruitment and managed five interns on a range of strategic communications and operations projects

### CONSULTANT: RESEARCH, POLICY & COMMUNICATIONS STRATEGY, ADVOCACY & PARTNERSHIP ENGAGEMENT

#### **World Bank Group (Health Systems Resilience / Health, Nutrition, and Population Global Practice)**

March 2023 – June 2023

- Lead technical consultant and first author on report for aligning health system resilience/PPR with universal health coverage

#### **Alliance for Health Policy and Systems Research (AHPSR/WHO)**

October 2021 – October 2022

- Led concluding chapter of flagship annual report, developing a cohesive vision on healthy populations and health security

• **UHC2030 (WHO)**

May 2021 – October 2021

- Developed a major report for strategic collective action and global health governance to strengthen health systems for health security and UHC, focused on equity, resilience, integration, and investment through a primary health care approach

**INTRAHEALTH INTERNATIONAL / FRONTLINE HEALTH WORKERS COALITION**

Washington, D.C.

**Global Policy and Advocacy Associate (Global Health Corps Fellow) - Policy & Advocacy Division**

June 2017 – July 2018

- Coordinated major policy and advocacy strategies to strengthen global health workforce for health system resilience and security
- Led technical policy analysis, communications, agenda-setting, and knowledge management as secretariat member of a major health workforce coalition, developing policy priorities and monitoring advocacy strategy in partnership with 42 member organizations
- Cultivated a network of key political allies, including USAID and government agencies, Congressional lawmakers and staffers, international government officials, NGOs, faith-based groups, multilateral organizations, and private sector to pass HRH legislation

**OFFICE OF GLOBAL AFFAIRS, U.S. DEPARTMENT OF HEALTH AND HUMAN SERVICES (HHS/OGA)**

Washington, D.C.

**International Health Analyst Intern - Office of Pandemics and Emerging Threats**

May 2016 – August 2016

- Drafted policy briefs on IHR/global health security initiatives to inform G7/G20, WHO/UN, White House, CDC, and country offices
- Provided technical input on 5 GHSA health system roadmap reviews, highlighting gaps in global governance and national IHR/JEEs
- Supported interagency senior officials on pandemic preparedness, One Health, biosecurity, and travel/trade restrictions through timely briefing documents and talking points for health emergencies including Zika, Yellow Fever, AMR, and Pandemic Influenza

## **EDUCATION & ACCOMPLISHMENTS**

**LONDON SCHOOL OF ECONOMICS & POLITICAL SCIENCES**

Health Policy Studentship | Awarded with no corrections

**Doctor of Philosophy in Health Policy & Health Economics**

July 2025

**Thesis:** "Diplomacy, hybrid norms, & the politics of integration: strategically linking global health security and universal health coverage"

**LONDON SCHOOL OF HYGIENE & TROPICAL MEDICINE**

Rotary Global Scholar | Merit Award

**Master of Science in Health Policy, Planning and Financing**

September 2019

**Dissertation:** "Aligning GHS and UHC: scaling up surveillance and health information systems for the DRC Ebola outbreak response"

**GEORGIA INSTITUTE OF TECHNOLOGY, Scheller College of Business**

Stamps President's Scholar | Highest Honors

**Bachelor of Science in Business Administration, Concentration in Supply Chain Management and Operations**

May 2017

**Proposal Lead:** Global Health Systems & Technology: major STEM initiative to create innovative global health curriculum and research

**MAJOR HONORS / AFFILIATIONS:** Planetary Health Equity Fellow | WHO/UNICEF Primary Health Care Young Leader |

Gates Foundation Goalkeeper | Women Deliver Young Leader | Georgia Tech 40 Under 40

Emerging Voices for Global Health Fellow | Global Health Corps Fellow

**MAJOR RESEARCH CITATIONS:** US Congress | UK Cabinet Office | EU | World Bank | WHO | OECD | G7 Pandemic Partnership

## **SELECTED RESEARCH / PUBLICATIONS**

**ACADEMIC JOURNALS / PEER-REVIEWED ARTICLES** (\*additional articles on [Google Scholar](#))

**Lal A** (2025). Towards a coherent global health architecture: perspectives on integrating global health security and universal health coverage through diplomacy and governance reforms. *Health Policy and Planning*. <https://shorturl.at/aHKTF> [first author]

**Lal A**, Wenham C, Parkhurst J (2025). Normative convergence between global health security and universal health coverage: a qualitative analysis of international health negotiations in the wake of COVID-19. *Globalization & Health*. <https://shorturl.at/wyeYd>. [first author]

**Lal A**, Parkhurst J, Wenham C (2024). Reconstructing global health security and universal health coverage: norm contestation and interaction. *International Affairs*. <https://doi.org/10.1093/ia/iaae238>. [first author]

**Lal A**, Schwalbe N. (2023). Primary health care: a cornerstone of pandemic prevention, preparedness, response, and recovery. *The Lancet*. [https://doi.org/10.1016/S0140-6736\(23\)00963-7](https://doi.org/10.1016/S0140-6736(23)00963-7). [first author]

**Lal A**, Phelan A, Abdalla S, et al. (2022). Pandemic preparedness and response: exploring the role of universal health coverage within the global health security architecture. *The Lancet Global Health*. <https://bit.ly/3DxQBZf>. [first author]

**Lal A**, Erondy N, Heymann D, Gitahi G, Yates R. (2020). Fragmented health system resiliency to COVID-19: rectifying the misalignment between global health security and universal health coverage. *The Lancet*. [https://doi.org/10.1016/S0140-6736\(20\)32228-5](https://doi.org/10.1016/S0140-6736(20)32228-5). [first author]

**Lal A**, Lim C, Almeida G, Fitzgerald J. (2021). Minimizing COVID-19 disruption: ensuring the supply of essential health products for health emergencies and routine health services. *The Lancet Regional Health – Americas*. <https://doi.org/10.1016/j.lana.2021.100129>. [first author]

**Lal A**, Ashworth HC, Dada S, Hoemeke L, Tambo E. (2020). Optimizing Pandemic Preparedness and Response through Health Information Systems: Lessons Learned from Ebola to COVID-19. *Disaster Medicine & Public Health Preparedness*. <https://doi.org/10.1017/dmp.2020.361>.

**REPORTS / POLICY BRIEFS / OP-EDS / ADVOCACY WRITING SAMPLES**

**Lal A**, Gregory R. (2021). "Action on health systems, for universal health coverage and health security." *UHC2030*. <https://shorturl.at/fX6XT>.

Shroff Z, Marten R, ..., **Lal A** et al. (2022). "Systems for health: everyone has a role." *Alliance for Health Policy and Systems Research / WHO*. <https://ahpsr.who.int/publications/i/item/systems-for-health-everyone-has-a-role>.

**Lal A**. (2025). Fewer clinics, unhealthier people, less warning: The 'big, beautiful bill' will make the US less prepared for pandemics. *Bulletin of the Atomic Scientists*. <https://shorturl.at/LjDG6>.

**Lal A**. (2022). Three urgent priorities for the National Security Council to strengthen global health security and biodefense. *STAT*. <https://www.statnews.com/2022/02/18/three-urgent-priorities-national-security-council-strengthen-global-health-security-biodefense/>.