

EDUCATION & ACCOMPLISHMENTS

LONDON SCHOOL OF ECONOMICS & POLITICAL SCIENCES

MPhil/PhD Candidate in Health Policy & Health Economics

Research: From fragmentation to integration: examining the construction, convergence, and coherence of 'hybrid' norms linking GHS and UHC

LONDON SCHOOL OF HYGIENE & TROPICAL MEDICINE

Master of Science in Health Policy, Planning and Financing

Graduate Thesis: Aligning GHS and UHC: scaling up surveillance and health information systems for the DRC Ebola outbreak response

Health Policy Department Studentship

May 2024

Rotary Global Scholar | Merit Award

September 2019

GEORGIA INSTITUTE OF TECHNOLOGY, Scheller College of Business

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

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

Stamps President's Scholar | Highest Honors

May 2017

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

MAJOR ACCOLADES: Gates Foundation Goalkeeper | WHO/UNICEF Primary Health Care Young Leader | Women Deliver Young Leader | Emerging Voices for Global Health Fellow | Global Health Corps Fellow | Georgia Tech 40 Under 40 Honoree

HIGH-LEVEL ENGAGEMENTS:

- **Panelist/Speaker:** 71st/73rd World Health Assembly | 4th Global HRH Forum | 5th Global Symposium on Health Systems Research | From Security to Solidarity: A New Narrative for Preparedness | Women, Leadership, Power: Gender Transformative Health Systems
- **Delegate:** White House COVID-19 Summit | UN-HLM Universal Health Coverage | 72nd World Health Assembly | UN Youth Dialogue
- **Memberships:** Member, Global Health Workforce Network / WHO Youth Hub | Member, UK-WHO Board of Trustees

PROFESSIONAL / WORK EXPERIENCE

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

Global

Senior Technical Advisor, Health Integration

June 2023 – Present

- Provide high-quality, up-to-date technical assistance to GH COVID-19 Response Team in the area of integration of COVID-19 prevention, testing, and treatment efforts into public and primary health care systems
- Support as core team in development and execution of a high-level G7-led initiative to support pandemic surge financing with international finance institutions, including interagency coordination with White House/NSC, State Department, HHS, and others to launch event at UNGA
- Advise on new policy recommendations, emerging evidence, best practices, technical and programmatic developments, and data sources to sustainably integrate COVID-19 efforts into broader public health, including alignment with PEPFAR, GHS, PHC, and MNCH initiatives
- Review and develop recommendations for integrated programming at the Mission and HQ level, including by drafting briefers, talking points, and information memos on COVID-19 public health integration-related issues, programs and results
- Participate in inter-agency and global meetings, consultations, and working groups, including liaising with COVID-19 Response Team and other technical, program, and management staff to contribute to COVID-19 integration frameworks, matrices, and other tools and processes

CHATHAM HOUSE - COMMISSION FOR UNIVERSAL HEALTH

Global

Commissioner, The Chatham House Commission for Universal Health

June 2022 – Present

- Appointed by group co-Chaired by former Prime Minister Helen Clark (New Zealand) and former President Jakaya Kikwete (Tanzania) as one of 30 leaders from health, economics, and politics across public, private, and civil society sectors; supported by a research secretariat at Chatham House to develop and advocate for policy recommendations intended to trigger a new generation of universal health reforms, including catalyzing significant UHC legislation in LMICs, inspiring political leaders at major UN events, and guiding COVID-19 responses.
- Engaged the highest levels of government to generate political commitment required to make the necessary investments to accelerate health coverage and build resilient health systems to strengthen preparedness and response against future health emergencies

WOMEN IN GLOBAL HEALTH

Global

Member & Former Vice Chair - Board of Directors; Former Chair - Subcommittee on Board Governance

October 2018 – Present

- Led high-level strategy and multistakeholder engagement to promote gender equity across global health, including for COVID-19 response, supporting rapid expansion into a global movement with 50+ international chapters, 50+ high-profile events, and over 75,000 supporters, as well as transition from largely voluntary staff with minimal budget into multiyear, multimillion-dollar funding with several full-time staff
- Spearheaded PPR Working Group, including advising on global health security strategy to support pandemic preparedness and response
- Oversaw Board strategy and governance, including recruitment of key roles (e.g., Chair, Treasurer) while ensuring diverse representation

PRIMARY HEALTH CARE PERFORMANCE INITIATIVE (PHCPI)

Global

Advisor, Allies Improving PHC and PHCPI

August 2022 – March 2023

- Selected for inaugural advisory board to support strategic and technical advocacy for 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

- Supported global access to COVID-19 vaccines, therapeutics, and diagnostics through equitable, multistakeholder, multisectoral, and sustainable health systems for pandemic preparedness and response, including through gender equity and integrated global health funding
- 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

CONSULTANT (INDEPENDENT) – TECHNICAL/RESEARCH, POLICY & ADVOCACY STRATEGY, PARTNERSHIP ENGAGEMENT

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

- Lead technical consultant on aligning health emergency preparedness and response with universal health coverage, including serving as first author on high-level report and policy brief to advise policymakers on future global architecture to provide essential health services while effectively responding to evolving emergencies
- **Strategic Fund for Essential Medicines & Public Health Supplies (PAHO/WHO)** *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 to monitor, analyze, and strengthen multisector country projects
 - Spearheaded major initiatives (Communications, Research, Engagement), including leading and developing social media and written materials to expand visibility and awareness of Strategic Fund, cross-cutting research and publications to develop evidence base of impact on national and regional health programs, and novel strategic partnerships including leading think tanks and PAHO technical departments
 - Supported COVID-19 response, mitigating stockouts and supply disruptions while maintaining essential health services
 - Oversaw recruitment and helped manage five interns on a range of strategic communications and operations projects
 - Key accomplishments include overseeing end-to-end development of 3 Annual Reports, 6 technical brochures/communications materials, 8+ published Bulletins/Webnotes, 3 SOPs and briefing tools, 2 publications in external platforms (e.g., *The Lancet*), a major website redesign, and several infographics, social media posts, and forms of strategic engagement (e.g., webinars, slide decks) to raise visibility, among others
- **Alliance for Health Policy and Systems Research (AHPSR/WHO)** *October 2021 – October 2022*
 - Drafted concluding chapter on flagship annual report, synthesizing evidence to integrate health systems for health promotion and health security by developing a cohesive vision to better address fragmentation in global health governance and policy
- **UHC2030 (WHO)** *May 2021 – October 2021*
 - Developed a major report for strategic collective action by country governments, donors, multilateral institutions, civil society, and the private sector to strengthen health systems to achieve both health security and UHC, focused on equity, resilience, integration, and investment through a primary health care approach
- **HRH2030 (Chemonics International / USAID)** *November 2020 – May 2022*
 - Led major review, analysis, and research study on health workforce development and integrated health systems approaches to COVID-19, culminating in a publication in a high-impact journal
- **VAW Global Health Alliances** *April 2019 – April 2020*
 - Spearheaded major rebranding and reform effort, authoring a comprehensive report to improve organizational efficiency and guide transformation activities for 100 staff, 850 volunteers, and 110 universities, affecting 50,000 patients across 8 LMICs

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 strategy to strengthen global health workforce, health systems resilience, health security, and UHC
- Supported technical policy analysis, logistics, agenda-setting, and knowledge management as a secretariat member of a major health workforce coalition, developing policy priorities and monitoring advocacy environment in partnership with 42 member organizations
- Cultivated a network of key political allies, including USAID, other US government agencies, Congressional lawmakers and staffers, international government officials, NGOs, faith-based groups, multilaterals, and the private sector to pass critical HRH legislation
- Strengthened visibility and relationships through planning and attendance at dozens of key global health events and hearings, following up with policy analyses on pandemic preparedness and community primary health care solutions through meetings, briefings, and presentations

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

- Created policy briefs on IHR and global health security initiatives to inform G7/G20, WHO/UN, White House, CDC, and other stakeholders
- Provided technical input on 5 GHSA health system roadmap reviews, highlighting global governance and IHR/JEE gaps in host countries
- 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, Antimicrobial Resistance, Pandemic Influenza

FRIENDS OF THE GLOBAL FIGHT AGAINST AIDS, TUBERCULOSIS, AND MALARIA

Washington, D.C.

Policy Intern - Government Affairs Division

May 2015 – August 2015

- Advocated with the policy team to successfully secure \$1.35 billion for GFATM, pushing for increased digital health and HSS funding

THE TASK FORCE FOR GLOBAL HEALTH

Atlanta, GA

Analyst - Neglected Tropical Diseases Support Center

August 2014 – December 2015

- Developed 12 action maps for health workers in over 3,000 African sites to identify disease elimination strategies
- Tested and deployed mobile app to improve mass drug administrations in 25+ countries with USAID and The Gates Foundation

PARTNERS IN HEALTH

Dominican Republic / Haiti

Community Health Intern - Socios en Salud NGO

June 2014

- Conducted TB and HIV testing and education, helping train teams of health workers across widespread, cross-border communities

DR. DARIO CONTRERAS PUBLIC TRAUMA HOSPITAL

Santo Domingo, Dominican Republic

Hospital Intern - Emergency, Orthopedic, and Maxillofacial Departments

June 2014 – July 2014

- Clinically assisted 500+ patients in 24-hour shifts, navigating health emergency operations during a major Chikungunya outbreak

VAW GLOBAL HEALTH ALLIANCES

Atlanta, GA

Global Health Advisor - Board of Directors; Founder & President - Georgia Tech Chapter

August 2013 – September 2020

- Led 70 students across five university teams and local staff, raising \$20,000 for medical care and education to 1,600 patients in 4 LMICs

RESEARCH / PUBLICATIONS

ACADEMIC JOURNALS / PEER-REVIEWED ARTICLES

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, Erond 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>.

Deussom R, **Lal A**, et al. (2022). Putting health workers at the centre of health system investments in COVID-19 and beyond. *Family Medicine and Community Health / BMJ*. <http://fmch.bmj.com/content/10/2/e001449>. [senior author]

Rackimuthu, S., Narain, K., **Lal A**, et al. (2022). Redressing COVID-19 vaccine inequity amidst booster doses: charting a bold path for global health solidarity, together. *Globalization and Health*. 18, 23. <https://doi.org/10.1186/s12992-022-00817-5>.

Bali S, Dhatt R, **Lal A**, Van Daalen K, Shridhar, D. (2020). Off the Back-Burner: diverse and gender-inclusive decision-making for COVID-19 response and recovery. *BMJ Global Health*, 2020;5:e002595. <http://dx.doi.org/10.1136/bmjgh-2020-002595>.

Van Daalen KR, Bajnoczki C, Chowdhury M, ... **Lal A**, et al. Symptoms of a broken system: the gender gaps in COVID-19 decision-making. *BMJ Global Health* 2020;5:e003549. <http://dx.doi.org/10.1136/bmjgh-2020-003549>.

Zenali Z, Bulc B, **Lal A**, et. al (2020). A roadmap for intergenerational leadership in planetary health. *The Lancet Planetary Health*. [https://doi.org/10.1016/S2542-5196\(20\)30171-6](https://doi.org/10.1016/S2542-5196(20)30171-6) [senior author]

Lal A, et. al (2019). Changing the Narrative: Responsibility for Youth Engagement is a Two-Way Street. *The Lancet Child and Adolescent Health*, 3(10). doi:[10.1016/S2352-4642\(19\)30247-0](https://doi.org/10.1016/S2352-4642(19)30247-0). [first author]

Bulc B, Al-Wahdani B, Bustreo F, Choonara S, Demais A, Jácome DI, ... **Lal A**, et al. (2019). Urgency for transformation: Youth engagement in global health. *The Lancet Global Health*, 7(7). doi:[10.1016/s2214-109x\(19\)30221-9](https://doi.org/10.1016/s2214-109x(19)30221-9). [senior author]

REPORTS / POLICY BRIEFS / TEXTBOOK CHAPTERS

Lal A, Gregory R. (2021, November). "Action on health systems, for universal health coverage and health security." *UHC2030*. <https://www.uhc2030.org/what-we-do/working-better-together/hss-paper/>.

Shroff Z, Marten R,..., **Lal A** et al. (2022, November). "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>.

Siddiqi S, Mataria A, Rouleau K, Iqbal M... **Lal A** et al. Making Health Systems Work in L&MICs: A Textbook for Public Health Practitioners. *Cambridge University Press*. Chapter title: Health system response to the COVID-19 pandemic: Fault lines exposed, and lessons learnt. <https://bit.ly/3R4ihdx>. [senior author]

Lal A, Lim C, Giron N, Vallini J, Domingo A, Senes M, Acosta C. (2022, September). "Strategic Fund Annual Report 2021: Prioritizing Access to Medicines and Supplies for Health Security and Universal Health" *PAHO/WHO*. <http://iris.paho.org/handle/10665.2/56101>.

Lal A, Lim C, Giron N, Vallini J, Domingo A, Senes M, Acosta C. (2021, July). "Strategic Fund Annual Report 2020: Ensuring Access to Essential Medicines and Public Health Supplies While Supporting the COVID-19 Response" *PAHO/WHO*. iris.paho.org/handle/10665.2/54292.

Asthana S, Davies SE, Dhatt R, Keeling A, **Lal A**, Phelan A, Voss M, Wenham C. (October 2020) Strengthen gender mainstreaming in WHO's pandemic preparedness and response, Policy Brief. *Women in Global Health / Gender & COVID-19 Project*. <https://bit.ly/35S9rK3>.

Lal A, Lim C, Giron N, Vallini J, Avolevan D, Senes M, Acosta C. (2020, July). "Strategic Fund Annual Report 2019: Improving Access to Quality Medicines & Strategic Public Health Supplies in the Americas." *PAHO/WHO*. iris.paho.org/handle/10665.2/52474.

Lal A, Blaser V. (2018, May). WHA71: IMPLEMENTATION OF THE INTERNATIONAL HEALTH REGULATIONS (2005). bit.ly/2C5GPIG.

TECHNICAL ARTICLES / OP-EDS / ADVOCACY WRITING SAMPLES

Lal A. (2022). Opinion: How pooled procurement can unlock universal health coverage. *Devex*. <https://bit.ly/3CuKy9c>.

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/>.

Lal A. (2021). Opinion: Global health security must be tied to health systems. *Devex*. <https://bit.ly/3AM7oYC>.

Baker P, Alemann C, Burrell S,... **Lal A** et al. (2021). Men and COVID-19: where's the policy?. *BMJ Global Health Blog*. <https://bit.ly/2Rtz0NP>.

Lal A, Costopoulos G. (2020). The overlooked toll of COVID-19: 47 million more women face poverty. *LSE Blog*. <https://bit.ly/2JPvnOC>.

Hoemeke L, Ooman N, Heal D, **Lal A**, Rajgopal R. (2020). A "To-Undo" List for the Biden Administration's COVID-19 Response. *Think Global Health*. <https://www.thinkglobalhealth.org/article/undo-list-biden-administrations-covid-19-response>.

Wenham C, Ashtana S, **Lal A**, Dhatt R, Voss M, Phelan A, Davies SE. (2020). Strengthening pandemic preparedness and response begins with answering the question: where are the women? *The BMJ Opinion*. <https://bit.ly/31ZEFgB>.

Lal A, Lim C, Giron N, Vallini J, Espinal M, Fitzgerald J. (2020, October). "PAHO Strategic Fund minimizes disruption of critical medications and supplies during COVID-19." *PAHO/WHO*. <https://bit.ly/214EARS>.

Lal A, Lim C, Giron N, Vallini J, Fitzgerald J. (2020, June). "PAHO's Timely Support for Scaling Up Effective Testing of COVID-19 through the PAHO Strategic Fund." *PAHO/WHO*. <https://bit.ly/3i7PHru>.

Lal A, Lim C, Ade MP, Giron N, Vallini J, Fitzgerald J. (2020, April). "PAHO supports malaria elimination efforts in the Region by addressing potential disruptions of key antimalarial supplies." *PAHO/WHO*. <https://bit.ly/2CzrGc2>.

Rick S, **Lal A**. (2020). "Big Changes Needed to Recruit & Retain Young Nurses in Kenya & Beyond." *Frontline Health Workers*. <bit.ly/3urEhU9>.

Lal A. (2019). A Cycle of GHS: How Recent Health Emergencies Perpetuated the Securitization of Global Health Policy. *Medium*. <https://bit.ly/3h7xAjH>.

Lal A. (2019). Scaling up Health Information Systems for the Ebola Response in Democratic Republic of the Congo. *Medium*. <bit.ly/35Y6dVf>.

Pley C, **Lal A**, Van Daalen KR, Dhatt R. (2019). A Milestone Moment: Well-Behaved Women Seldom Make History. *Women in Global Health*. <https://bit.ly/30i7IAI>.

Lal A. (2019). A Reality Check on UHC: Where do we go from here? *Health Systems Global*. <https://bit.ly/2C5H8gk>.

Lal A, Symenuk P. (2018). "Youth in Principle, Not on Paper or in Policy" - Primary Health Care & Universal Health Coverage. *The BMJ Opinion*. <https://bit.ly/3i6uRIS>. **[first author]**

Lal A. (2018). From Liverpool to Astana: Frontline Health Workers Are a Catalyst for Universal Health Coverage. *FHWC*. <https://bit.ly/3jUbli6>.

Lal A. (2018). Engaging Men in the Gender Equality discussion: a conversation with Arush Lal, IntraHealth International. *Women in Global Health*. <https://bit.ly/3i6vR08>.

Lal A. (2017). Why UHC Day is a Call to Action for the World's Youth. *Civil Society Engagement Mechanism for UHC2030*. <bit.ly/2Jz9AdN>.

LECTURER/FEATURED MEDIA

Georgetown University Medical School. (2021). COVID-19 Global Vaccine Distribution.

New York University Wagner Graduate School of Public Service. (2021). Universal Health Coverage: Politics, Processes, and Policies.

Center for Global Development. (2021). Making Fragmented Aid Flows Work Better for Health. *CGDEV*. <https://bit.ly/3fOtmQk>.

Sandoiu A. (2020). COVID-19: Is it time for male leaders to 'lean out'? *Medical News Today*. <https://bit.ly/3wxAUwN>.

Hunt K. (2020). Men overwhelmingly dominate the decision-making on Covid-19. *CNN*. <http://cnn.it/33kU6Bu>.

India-West. (2020). Eight Innovative Indian Americans Named to Georgia Tech's 40 Under 40 List. *India-West.com*. <https://bit.ly/2ReCPX6>.

The Lancet. (2020). Youth Engagement: The Lancet Future Child Campaign. *The Lancet*. <https://bit.ly/3mpyzzk>.

PEER REVIEWER

- *The Lancet* (Elsevier)
- *Health Security* (Mary Ann Liebert, Inc.)
- *BMJ Open* (BMJ Publishing Group)
- *Global Public Health* (Taylor & Francis)
- *BMC Health Services Research* (Springer Nature)
- *Journal of Health Policy and Economics*
- *International Journal of Health Policy and Management*
- Chatham House
- Global Health Council
- National Institute of Health Research (NIHR)

RESEARCH ASSISTANTSHIPS

LONDON SCHOOL OF ECONOMICS & POLITICAL SCIENCES

Research Assistant – Department of Health Policy

London, U.K.

April 2022

- Supported the Pan-European Response to the Impacts of COVID-19 and future Pandemics and Epidemics (PERISCOPE) project – an initiative of the European Commission – as lead author for a section on global health governance during the COVID-19 pandemic

LONDON INTERNATIONAL DEVELOPMENT CENTRE

Research Assistant

London, U.K.

February 2019 – June 2019

- Supported quantitative and qualitative survey and data entry for a large antimicrobial resistance and One Health study across rural Kenya

CENTER FOR HEALTH & HUMANITARIAN LOGISTICS

Research Assistant

Atlanta, Georgia

August 2015 – November 2015

- Conducted research on USAID's malaria global health supply chain and presented research at an international conference

GEORGIA TECH SCHOOL OF PUBLIC POLICY

Research Assistant

Atlanta, Georgia

August 2014 – April 2015

- Carried out qualitative and quantitative research on stem cell policy and media coverage across key U.S. stakeholders

EMORY UNIVERSITY SCHOOL OF MEDICINE

Research Assistant

Atlanta, Georgia

September 2014 – April 2015

- Supported primarily quantitative data research for a study on cardiovascular health in adolescent athletes in the U.S.

SKILLS & LANGUAGES

SKILLS

- **NVIVO software** - qualitative data analysis: *Proficient*
- **Dedoose software** - qualitative data analysis: *Proficient*
- **Microsoft Office Suite** – Excel/Word/PowerPoint: *Expert*
- **Power BI** – quantitative data visualization: *Beginner*

LANGUAGES

- **English:** *Native*
- **Spanish:** *Working*
- **Hindi:** *Working*