

RE-2 Employee Post Travel Disclosure of Travel Expenses

RECEIVED
Date/Time Stamp
SECRETARY OF THE SENATE
PUBLIC RECORDS

Post Travel Filing Instructions: Complete this form within **30 days** of returning from travel. Submit all forms to the Office of Public Records in 144 Hart Building. **This form is a public disclosure. The form and all attachments will be made publicly available.**

2025 SEP 10 PM 4:03

Certification: In compliance with the Regulations Governing Privately Sponsored Travel, Senate Rule 35, and the Honest Leadership and Open Government Act of 2007, I certify that I accepted the following gift of privately sponsored travel:

Private Sponsor(s):
Stanford University, Mussallem Center for Biodesign

Travel Dates:
08/20/2025 to 08/23/2025

Name of accompanying family member (if any):

Relationship to Traveler:

Expenses

Transportation Expenses	Lodging Expenses	Meals Expenses	Other Expenses (Amount & Description)
\$3,084.00	\$1,272.00	\$472.00	\$0.00

I also certify that attached to this form are all required documents for post travel disclosure, including:

- The final **Employee Pre-Travel Authorization** (Form RE-1)
- The final **Private Sponsor Travel Certification Form** with all attachments
- The final invitation
- The final approved itinerary

Finally, I certify that all trip information reflected in the attachments above accurately reflects the travel that I accepted. If there were any changes to the trip after I received approval from the Committee, the changes are described in ATTACHMENT 1.

9.10.2025

Date

Marisa Salemme

Printed Name of Traveler



Signature of Traveler

TO BE COMPLETED BY SUPERVISING MEMBER/OFFICER

I have made a determination that the expenses set out above in connections with travel described in the Employee Pre-Travel Authorization form, are necessary transportation, lodging, and related expenses as defined in Rule 35.

9/10/25

Date



Signature of Supervising Senator/Officer

ATTACHMENT 1 – CHANGES FROM APPROVED PRE-TRAVEL

Note: Material changes to a trip that occur after the Committee has issued an approval letter may invalidate the Committee's approval. Please contact the Committee with any questions regarding changes to an approved trip.

Were there any changes to the pre-approved travel expenses? (Transportation, Meals, Lodging, Other)?

Yes No

Expense Change	Revised Amount	Explanation
Transportation	\$3,084.00	The pre-travel total is the cost for 4 travelers, but only 3 travelers attended the trip, and the pre-approved cost per person for transportation was \$1084. For the final trip, the transportation total was \$3,084. Travelers Marisa Salemm and Matthew Thomas had transportation costs of \$1,053 each, for Kristen Shatynski transportation costs were \$978. The change in cost was due to a decrease in flight costs and an increase in local travel costs. Ms Salemm and Mr. Thomas' flights were \$664 each, and Ms Shatynski's flight was \$588. Ms. Shatynski had the same itinerary but her flight was less expensive because her ticket was purchased on a different date. The cost for local ground transportation increased slightly to \$389 per person (from the initial estimate of \$300 per person).
Lodging	\$1,272.00	The pre-travel total for lodging is the cost for four travelers, but only three travelers attended the trip. The pre-approved cost for lodging per person was \$424. The final costs remained \$424 per person, totaling \$1,272 for three people.
Meals	\$472.00	The pre-travel total for meals is the cost for four travelers, but only three travelers attended the trip. The pre-approved cost for meals per person was \$189. The actual cost for meals was slightly lower at \$157 per person, totaling \$471.72 for three travelers.

Were there any changes to the pre-approved itinerary?

Yes No

Explanation: There were no changes to the pre-approved itinerary.

Were there any additional changes to the pre-approved trip?

Yes No

Explanation: There were no additional changes to the pre-approved trip.

Friday, May 16, 2025 at 1:09:17 PM Pacific Daylight Time

Subject: Invitation From Stanford Biodesign - Health Technology Innovation Congressional Bootcamp
Date: Monday, May 5, 2025 at 10:50:20 AM Pacific Daylight Time
From: Jill Hannemann on behalf of Dr. Josh Makower
To: marisa_salemme@finance.senate.gov
CC: Susie Spielman
Attachments: image001.png

Dear Marisa,

As you may know, I am a physician, innovator, and now academic leader, dedicated to advancing patient outcomes through innovation. To realize that vision, it is essential for us to come together, collaborate, and share our diverse perspectives. With this goal in mind, we are pleased to invite you to participate in **Stanford Biodesign's Health Technology Innovation Congressional Bootcamp**.

Dates: August 20-22, 2025

Location: Stanford University, Stanford, CA

Participants: Bipartisan and bicameral staffers with health policy portfolios

Purpose: This one-and-a-half-day program is designed to immerse participants in the world of health technology innovation through a series of sessions that foster cross-sector dialogue among experts in entrepreneurship, medtech, biotech, digital health/AI, and policy.

Program Highlights:

- Learning Outcomes:
 - Understand the journey of health technology from conception to commercialization
 - Explore the impact of policy on healthcare innovation
 - Equip yourself to make informed decisions to improve patient access and outcomes
- Sessions/Activities:
 - Interactive panels with venture capitalists, founders, innovators, scientists, corporate leaders, payers, and physicians
 - Discussions on topical areas such as AI, pricing, intellectual property, regulatory frameworks, and reimbursement
 - Founder stories from startups
 - Hands-on demonstrations of cutting-edge technologies
 - Networking with the health technology community
- Logistics:
 - Airfare, lodging, and meals will be covered by the program (per Congressional ethics rules)
- Next Steps:
 - **Review:** [program overview](#)
 - **Respond:** We ask that you please reply to this email with your level of interest:
 - Highly interested: "Yes. Please hold a spot for me."
 - Very interested: "I am not sure of my availability now, but please check back by 5/19."
 - Not available

- **Confirmation:** You will receive a detailed agenda and required ethics materials upon confirmation
- **Share:** Send us your pressing questions and issues. This will allow us to gather the right experts and tailor the workshop to address your specific needs and challenges.
- **Contact Information:** For questions or further details - Susie Spielman (s.spielman@stanford.edu),
Director of Policy Education

We hope you'll join us for this enriching experience!

Josh

JOSH MAKOWER, MD

The Yock Family Professor

Professor of Medicine and of Bioengineering

Stanford University Schools of Medicine and Engineering

The Byers Family Director and Co-Founder, Stanford Mussallem Center for Biodesign

318 Campus Drive, E100

Stanford, CA 94305

p: (650) 472-3160

e: jmakower@stanford.edu

l: www.linkedin.com/in/josh-makower

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RE-1 Employee Pre-Travel Authorization

Date/Time Stamp

Pre-Travel Filing Instructions: Complete and submit this form at least 30 days prior to the travel departure date to the Select Committee on Ethics in SH-220. Incomplete and late travel submissions will not be considered or approved.

Name of Traveler:

Marisa Salemmme

Employing Office/Committee:

FINANCE DEM

Private Sponsor(s):

Stanford University, Mussallem Center for Biodesign

Destination(s):

Menlo Park, California

Travel Dates:

8/22/25
08/20/2025 to 08/23/2025

NOTE: If you plan to extend the trip for any reason you must notify the Committee.

Explain how this trip is specifically connected to the traveler's official or representational duties.

This program is designed to explore key portions of my health policy portfolio in Medicare Part B and Medicare Part C, including how health technology innovation, medtech, biotech, digital health/AI, intersect with federal health payment and coverage policy.

Do you have an accompanying family member or spouse on this trip?

No

Name and Relationship to Traveler:

N/A

I certify that the information contained in this form is true, complete and correct to the best of my knowledge.

6.11.2025

Date



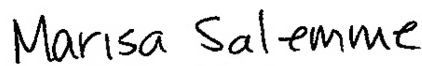
Signature of Employee

TO BE COMPLETED BY SUPERVISING MEMBER/OFFICER
(President of the Senate, Secretary of the Senate, Sergeant at Arms,
Secretary for the Majority, Secretary for the Minority, and Chaplain)



(Print Senator's/Officer's Name)

hereby authorize



(Print Traveler's Name)

an employee under my direct supervision, to accept payment or reimbursement for necessary transportation, lodging, and related expenses for travel to the event described above. I have determined that this travel is in connection with his or her duties as a Senate employee or an officeholder, and will not create the appearance that he or she is using public office for private gain.

I have also determined that the attendance of the employee's spouse or child is appropriate to assist in the representation of the Senate.



(signify "yes" by checking box)

6-11-25

Date



Signature of Supervising Senator/Officer

Stanford University, Mussallem Center for Biodesign: 2025 Health Technology Innovation Congressional Bootcamp

Marisa Salemm

Title:
Senior Health Policy Advisor

Employing Office/Committee:
FINANCE DEM

Duty Station:
WASHINGTON,DC

Destination(s):
Menlo Park, California

Explain how this trip is specifically connected to the traveler's official or representational duties:

This program is designed to explore key portions of my health policy portfolio in Medicare Part B and Medicare Part C, including how health technology innovation, medtech, biotech, digital health/AI, intersect with federal health payment and coverage policy.

Name of accompanying family member (if any):
Not Entered

Name and Relationship to Traveler:
None

Organization Information

Organization Name
Stanford University, Mussallem Center for Biodesign

Is your organization classified as a §501(c)(3)?

Yes No

§501(c)(3) Organization Type
N/A

Address
318 Campus Drive, E100

Address 2 (Optional)
None

City, State Zip
Stanford, California 94305 United States

Phone Number
650-814-7079

Organization URL
<https://biodesign.stanford.edu/>

History of Congressional Travel

This will be the first time that the Stanford Mussallem Center for Biodesign has sponsored congressional travel. Other Stanford University departments and centers have sponsored congressional travel for similar bootcamps and other purposes.

Educational Activities

Stanford Biodesign delivers an ecosystem of training and support for Stanford University students, fellows, and faculty with the talent and ambition to become health technology innovators. Our goal is to provide the knowledge, skills, mentoring, and networking required to deliver meaningful and valuable innovations to patients everywhere. Additionally, the policy arm of our program produces education and data-driven research to help current and future policymakers understand how health policies influence innovation. Our offerings focus on real-world healthcare challenges, the potential of existing and emerging health technologies, and the ways in which relevant policy decisions can either facilitate or hinder the impact of these solutions.

Lobbyist and Foreign Agent Registration Information

Lobbyist Registration Status: *I certify that the sponsor is not a federally registered lobbyist but retain or employ one or more federally registered lobbyists.*

Foreign Agent Registration Status: *I certify that the sponsor is not an agent of a foreign principal and do not retain or employ an agent of a foreign principal.*

Foreign Government Involvement

Foreign Agent Registration Status:

- I certify that the sponsor is not a foreign government.
- I certify that the sponsor is not an entity that is owned or operated by a foreign government.
- I certify that the sponsor does not receive funding from a foreign government.

Comments

None Entered

Signature Page

The signature page is below.

Purpose and Details

Provide a brief description of the trip.

The one-and-a-half-day Health Technology Innovation Congressional Bootcamp is designed to immerse participants in the world of health technology innovation through a series of sessions that foster cross-sector dialogue among experts in entrepreneurship, healthcare, biotech, and policy. Participants will gain a holistic understanding of what is required for a new health technology to advance from conception to commercialization and explore the innovator's perspective on the critical impact of policy on healthcare innovation. They will learn about the many elements necessary to foster a thriving American healthcare innovation ecosystem, equipping them to make informed decisions that improve patient access and outcomes.

Explain how the purpose of the trip relates to your organization's mission.

Stanford Biodesign's mission is to train aspiring innovators in a proven, repeatable process for identifying and screening important unmet health-related needs, inventing new solutions to address them, and developing implementation plans to advance those technologies into patient care. The policy arm of our program produces education and data-driven research to help current and future policymakers better understand how health policies impact innovation. Our offerings focus on real-world healthcare challenges, how existing and emerging health technologies can be leveraged to address them, and how relevant policy decisions will slow or accelerate the impact of those solutions. This congressional bootcamp aligns with our educational mission as it will help prepare Congressional Staffers comprehensive knowledge needed to think critically about regulating and governing health technology and biotech, ensuring their constituents benefit from safe and effective innovations.

Is your organization the only sponsor for this trip?

Yes

No

Grantmaking Organizations (Optional)

There are no grantmaking organizations.

With or Without Regard for Congressional Participation

The trip is arranged or organized specifically with regard to congressional participation.

Lobbyist/Foreign Agent Involvement in Planning, Organizing, Requesting or Arranging

The trip will not in any part be planned, organized, requested, or arranged by a registered lobbyist or agent of a foreign principal, other than de minimis involvement.

Lobbyist/Foreign Agent Financing

The trip will not be financed in any part by a registered lobbyist or agent of a foreign principal.

No funds or in-kind contributions were earmarked directly or indirectly for the purpose of financing this specific trip from a registered lobbyist or agent of a foreign principal or from a private entity that retains or employs one or more registered lobbyists or agents of a foreign principal.

Lobbyist/Foreign Agent Accompaniment

Complete if all sponsors are §501(c)(3) organizations

The trip is limited to three days (for trips inside the continental United States) or seven days (for trips outside the continental United States), and no lobbyist or agents of a foreign principal will accompany the Member, officer, or employee at any point throughout the trip

The trip is limited to a one-day event (exclusive of travel time and one overnight stay) and no registered lobbyists or agents of a foreign principal will accompany the Member, officer, or employee on any segment of the trip

Complete if any of the sponsors is not a §501(c)(3) organizations.

The trip is limited to three days (for trips inside the continental United States) or seven days (for trips outside the continental United States), and no lobbyist or agents of a foreign principal will accompany the Member, officer, or employee at any point throughout the trip

The trip is limited to a one-day event (exclusive of travel time and one overnight stay) and no registered lobbyists or agents of a foreign principal will accompany the Member, officer, or employee on any segment of the trip

The trip is limited to a one-day event (exclusive of travel time and two overnight stays) and no registered lobbyists or agents of a foreign principal will accompany the Member, officer, or employee on any segment of the trip

The trip is limited to a one-day event (exclusive of travel time and two overnight stays) and no registered lobbyists or agents of a foreign principal will accompany the Member, officer, or employee on any segment of the trip

Certification of No Recreational Activity and No Alcohol

Travel expenses paid for will not include expenditures for recreational activities.

Travel expenses paid for will not include expenditures for alcohol, except as permitted by the Regulations Governing Privately Sponsored Travel.

Invitees

Members and staff from the House of Representatives will receive invitations.

The list of invitees is below.

Travel Details

Trip Start Date/Time:
08/20/2025 @ 03:35 PM

Trip End Date/Time:
08/23/2025 @ 12:22 AM

Will the traveler be accompanied by a family member for whom the sponsor will pay travel expenses?

Yes No

Itinerary

The itinerary is below.

Transportation (Per Member/Officer/Employee: \$1,084.00 | Accompanying Family Member: \$0.00)

Transportation Type	Class	Amount
Airfare	Coach	\$784.00
Note Roundtrip Airfare IAD to SFO		
Ground Transportation	Coach	\$300.00
Note Private shuttle to/from the airport and program activities for the full program		

Lodging (Per Member/Officer/Employee: \$424.00)

Check-In	Check-Out	Facility	City	State	Country	Nights	Cost/Night	Cost Exceed Per Diem
08/20/2025	08/22/2025	Stanford Guest House	Menlo Park	California	United States	2	\$212.00	Yes

Check-In	Check-Out	Facility	City	State	Country	Nights	Cost/Night	Cost Exceed Per Diem
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Cost Exceeds Per Diem Reason

This hotel is adjacent to the campus (2.3 miles away), allowing the participants minimal travel time. The facility does not charge additional tax, and it is one of the lowest hotel rates available locally.

Meals (Per Member/Officer/Employee: \$189.00)

Date	Breakfast	Lunch	Dinner	Incidentals	Total	City	State	Country	Cost Exceeds Per Diem
08/20/2025	\$0.00	\$0.00	\$38.00	\$5.00	\$43.00	Stanford (Palo Alto)	California	United States	No
08/21/2025	\$23.00	\$26.00	\$38.00	\$5.00	\$92.00	Stanford (Palo Alto)	California	United States	No
08/22/2025	\$23.00	\$26.00	\$0.00	\$5.00	\$54.00	Stanford (Palo Alto)	California	United States	No

Reasonable Miscellaneous Expenses (Per Member/Officer/Employee: \$0.00)

Expense Type	Amount	Notes
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There are no miscellaneous expenses.

Additional Attachments**Document Name**

There are no additional attachments.

PRIVATELY SPONSORED TRAVEL

SPONSOR SIGNATURE PAGE

I hereby certify that the information submitted in connection with the trip listed below is true, complete, and correct to the best of my knowledge and belief.

Trip Name: 2025 Health Technology Innovation Congressional Bootcamp
Travel Date(s): August 20-22, 2025
Travel Destination(s): San Francisco (SFO), Stanford University, Stanford, CA
Sponsor: Stanford University, Mussallem Center for Biodesign

Susie Spielman

(printed name of sponsor representative)

Director, Policy Education

(title)*(signature of sponsor representative)*

5/8/2025

(date)

Stanford Biodesign: Health Technology Innovation Congressional Bootcamp
August 20-22, 2025

Senate Staffer Invite List - as of 7/24/25

First Name	Last Name	Committee/Office	Title
Gable	Brady	Finance	Senior Health Policy Advisor
Lizzy	Burke	Senator Schumer	Legislative Assistant
Thomas	Eagen	Health, Education, Labor and Pensions	Senior Health Policy Advisor
Mike	Gentile	Appropriations	Clerk
Sophie	Kasimow	Health, Education, Labor and Pensions	Health Policy Director
Catherine	Knowles	Appropriations	Clerk
Clare	Paoletta	Health, Education, Labor and Pensions	Health Policy Advisor
Gigi	Powers	Health, Education, Labor and Pensions	Staff Assistant
Meghan	Rai	Health, Education, Labor and Pensions	Legislative Director
Marisa	Salemme	Finance	Health Policy Advisor
Kristen	Shatynski	Health, Education, Labor and Pensions	Health Policy Director
Matthew	Thomas	Health, Education, Labor and Pensions	Health Counsel
Todd	Tuten	Health, Education, Labor and Pensions	Health Counsel
Morgan	Ulmer	Appropriations	Clerk



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Health Technology Innovation Congressional Bootcamp Program

August 20-22, 2025
ITINERARY

Introduction

The one-and-a-half-day Health Technology Innovation Congressional Bootcamp is designed to immerse participants in the world of health technology innovation through a series of sessions that foster cross-sector dialogue among experts in entrepreneurship, healthcare, biotech, and policy. Participants will gain a holistic understanding of what is required for a new health technology to advance from conception to commercialization and explore the innovator's perspective on the critical impact of policy on healthcare innovation. They will learn about the many elements necessary to foster a thriving American healthcare innovation ecosystem, equipping them to make informed decisions that improve patient access and outcomes.

Bootcamp Overview

Purpose: Provide a comprehensive understanding of the health technology innovation landscape, equipping staffers to make informed decisions about its regulation and governance to improve patient access and outcomes.

Intended Participants: Bipartisan and bicameral participation of Congressional staffers with health portfolios.

Dates – see detailed schedule below

- 8/20/2025 – Arrival and evening program
- 8/21/2025 – Program
- 8/22/2025 – Morning program

Location: Stanford University and the San Francisco Bay Area – in person only.

Travel, Lodging, and Meals: Participants will receive round-trip airfare and ground transportation to Stanford University from Washington, DC, housing near the Stanford campus (Stanford Guest House), and meals that are part of the bootcamp. Stanford Biodesign will diligently comply with congressional ethics rules.

Format

Real-World Insights: Case studies showcasing company founders sharing their innovation journey of bringing medical devices, digital health solutions, and pharmaceuticals to patients. They will explore when and how health policies impacted the innovation process.

Immersive Learning: Field trips to small to mid-size healthtech and biotech companies, and Stanford facilities and research centers. These visits will include incubators and early and growth-stage companies.



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Roundtable Discussions: Diverse experts across the innovation ecosystem analyze emerging legislative issues and their impact on health technology innovation. This balanced approach promotes cross-party dialogue among the staffers and panelists.

Face-to-face engagement: Opportunities to meet innovators, developers, VCs, researchers, and physicians through company visits, panels, dinners, and receptions to build networks and ask questions.

Learning Goals

- Gain a holistic understanding of what is required for a new health technology to advance from conception to commercialization.
- Understand the current policy landscape that influences health technology and biotech innovations.
- Engage in immersive learning experiences to see the technology in action, ask questions, and meet the people behind it. Explore the interconnection between policy and innovation in real clinical scenarios.
- Build networks within the health technology community.
- Develop the tools and knowledge to drive impactful policy changes and foster a healthy health tech innovation ecosystem to improve patient access and outcomes.



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Note that the program is subject to change to align with the legislative agenda.
Speaker details are below.

August 20 - 22, 2025

Schedule overview:

Wednesday, 8/20 12:35pm - 3:23pm flight (IAD to SFO United #1434)
6:00pm - 8:30pm Program

Thursday, 8/21 7:30am - 9:00pm Program/Reception

Friday, 8/22 8:00am - 11:15am Program (bootcamp ends at 11:15am)
1:15pm - 9:22pm flight (SFO to IAD United #562)

Day 1 - Wednesday 8/20 ARRIVAL - Program 6:00 – 8:30pm				
12:35 PM	3:23 PM	United #1434 (IAD to SFO)		
4:00 PM	5:00 PM	Transport from airport to hotel		
5:00 PM	5:30 PM	Hotel check-in		
5:30 PM	6:00 PM	Transport from the hotel to Stanford Biodesign for dinner		
6:00 PM	8:30 PM	Welcome/Introductions This session will welcome staffers to Stanford's campus and provide an overview of why this program was created and what Stanford Biodesign hopes participants will gain through cross-sector dialogue with experts in policy, healthcare practice, and entrepreneurs from startup, mid-size, and commercial stage companies. Tour of Biodesign Josh Makower will lead a visit to the Biodesign innovation space and introduce Biodesign's innovation process so participants have an understanding of the innovator mindset as they prepare for bootcamp. Start-up Storytelling - iRhythm and Starlight Cardiovascular Biodesign faculty and speakers will tell their founder stories about developing their start-ups. Starlight Cardiovascular is developing tools and devices to treat pediatric congenital heart defects.		
				Josh Makower Adrienne Hallett Nancy Isaac Sandy Ruggles Susie Spielman Beverly Tang Uday Kumar

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		iRhythm created the Zio long-term continuous monitoring products that utilize advanced AI algorithms and wearable biosensors to detect, predict, and prevent heart-related conditions. The storytelling and case study sessions throughout the program will each illustrate the inter-related requirements for a health technology to progress from idea to commercialization and how internal and external factors affect small start-ups and their ability to overcome the obstacles that can delay or prevent patient access to safe and effective health technologies. These founders will all touch on the policy impacts of intellectual property policy, FDA regulation, reimbursement, and funding. Staffers will be encouraged to ask questions and actively participate in the discussion.	
8:30	8:45 PM	Shuttle to hotel	

Day 2 - Thursday 8/21 - Program 7:30am - 9:00pm

7:30 AM	7:45 AM	Shuttle to Stanford Biodesign	
Stanford Biodesign			
7:45 AM	8:00 AM	Breakfast	
8:00 AM	8:30 AM	The Healthtech Innovation Landscape Josh Makower will provide a high level landscape of the policies and regulations impacting innovation and an understanding of the many elements involved in fostering a thriving American healthcare innovation ecosystem.	Josh Makower
8:30 AM	9:00 AM	Case Study: Willow Innovation Willow Innovation designs and manufactures hands-free, and wearable breast pumps, aiming to make pumping more convenient and discreet for breastfeeding mothers. Sarah O'Leary will describe the problem Willow aimed to solve, the timeline of the company's development, the regulatory path for digital innovations, and how they navigated market competition. She will also speak about the policies that protect and foster healthtech innovation.	Sarah O'Leary
9:00 AM	10:00 AM	The Relationship Between Venture Funding and Patient Outcomes in Healthtech - A Review of Venture Capital Basics	Mike Carusi



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		Financing for healthcare innovation comes from federal grants and private investment. A medtech venture capital executive will provide an overview of the venture model to explain how the venture capital process works and discuss the motivations, strengths and limitations in these models for advancing health care innovation and improving patient access.	
10:00 AM	10:30 AM	Case Study: Cala Health Cala Health is focused on solving the problem of tremor, specifically essential tremor, through the use of wearable, non-invasive neuromodulation therapies. Kate Rosenbluth will review the Cala's history, funding, the types of clinical evidence used for regulatory approval and their distribution strategy. Additionally, she will illustrate what a successful reimbursement journey looks like for a health tech startup.	Kate Rosenbluth
10:30 AM	10:45 AM	Break	
10:45 AM	12:00 PM	Roundtable Discussion - AI in Health Technology: The roundtable discussion will examine the types of AI health innovations in the pipeline, the existing legislative and regulatory landscape, and considerations for policymakers as they support and regulate this rapidly evolving field.	Russ Altman Curtis Langlotz Michelle Mello Kevin Schulman Justin Norden
12:00 PM	12:30 PM	Lunch – Discussion on digital health technology innovation	
12:30 PM	1:00 PM	Shuttle to Intuitive Surgical	
Intuitive Surgical, 1020 Kifer Road, Sunnyvale, CA			
1:00 PM	2:30 PM	Interactive Surgical Robot Demonstration and Intuitive Surgical's Innovation Pathway Participants will have the opportunity to gain hands-on experience to compare traditional surgery to the da Vinci robotic surgical systems. They will learn how these minimally invasive tools affect patient outcomes, physician workflows, and data analytics.	Brent Davidson
2:30 PM	4:00 PM	Roundtable Discussion - Health Technology Innovation Faculty and industry experts will explore key health policy issues impacting innovation within mid-sized to commercial-stage health technology companies. Aligning with current legislative priorities, the panel will discuss strategies for streamlining policies and regulations to foster innovation and improve patient lives.	Eb Bright Hanson Gifford Nancy Isaac Ross Jaffe Fred Khosravi James Wall
4:00 PM	4:30 PM	Shuttle to hotel	

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4:30 PM	5:30 PM	Break at hotel	
5:30 PM	6:00 PM	Shuttle to Josh Makower's home, Los Altos, CA	
6:00 PM	8:30 PM	Innovator Reception Participants will join an innovator networking reception at the home of Biodesign Director Josh Makower. The gathering will include approximately 75 invited participants who are Stanford faculty, Stanford Biodesign innovation fellows and alumni, entrepreneurs, venture capitalists, industry leaders, and local government officials. The event is designed to encourage lively discussions and mingling among guests. It aims to help attendees build new relationships with experienced professionals, foster dialogue across different interest areas, and share diverse perspectives. This will not be a sit-down meal; instead, it will feature heavy appetizers and drinks.	
8:30 PM	9:00 PM	Return to hotel	

Day 3 - Friday, 8/22 - Program 8:00 - 11:15am

8:00 AM	8:30 AM	Breakfast and Debrief at Hotel Stanford Biodesign staff will lead a discussion debriefing the key concepts that staffers learned in Thursday's sessions and allow time for questions.	Josh Makower Susie Spielman
8:30 AM	9:00 AM	Shuttle to Arsenal Bio	
Arsenal Bio, South San Francisco, 329 Oyster Point Blvd, South San Francisco, CA			
9:00 AM	9:45 AM	Tour and Start-up Founder Story - Biotech The founder of Arsenal Bio, Ken Drazan, will share his journey of co-founding the company and tackling the challenges of treating solid tumors. He will discuss the inspiration behind Arsenal Bio, the main problem it aims to solve, and how its innovative approach differs from existing therapies. He will also highlight how regulatory frameworks impacted their path to commercialization.	Ken Drazan
9:45 AM	11:00 AM	Roundtable Discussion - Biotech Innovation and Policy This panel will explore the impact of health policy on innovation and advancements in biotechnology, providing valuable insights for policymakers involved in supporting and regulating this sector. Panelists from Stanford faculty, industry leaders, and policy experts will examine key areas such as pricing, intellectual property, regulatory frameworks, and	Michael Ackermann Brook Byers Jennifer Cochran Ken Drazan Bill Newell



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		reimbursement. The focus of this discussion will align with current legislative priorities.	
11:00 AM	11:15 AM	Final debrief before heading to the airport. Stanford Biodesign staff will lead a discussion debriefing the key concepts that staffers learned in the Biotech session and allow time for questions.	Josh Makower Susie Spielman
11:15 AM		Program end – Shuttle to SFO	
1:15 PM	9:22 PM	Flight - SFO to IAD United #562	

Stanford Biodesign Policy Leadership

JOSH MAKOWER

The Byers Family Director, Co-Founder, Stanford Biodesign
Yock Family Professor, Medicine and Bioengineering, Stanford University
Chairman and Founder, ExploraMed

Josh Makower is the Yock Family Professor of Medicine and Bioengineering at the Stanford University Schools of Medicine and Engineering, and is the Byers Family Director and Co-Founder of the Stanford Mussallem Center for Biodesign. Josh is the Founder and Executive Chairman of ExploraMed, a medical device incubator that has created 10 companies over the past 20 years. He is also a Senior Advisor to Patient Square Capital, and an Advisory Venture Partner with Sofinnova Partners. Josh currently serves on the boards of Elevage, ExploraMed, Moximed, Willow, X9, Coravin, VentureWell and SetPoint Medical.

Josh holds over 300 patents and patent applications for various medical devices in the fields of cardiology, ENT, general surgery, drug delivery, plastic surgery, dermatology, aesthetics, obesity, orthopedics, women's health, and urology. He received an MBA from Columbia University, an MD from the NYU School of Medicine, and a bachelor's degree in Mechanical Engineering from MIT. Josh is a Member of the National Academy of Engineering, a Fellow of The National Academy of Inventors and The American Institute for Medical and Biological Engineering, was awarded the Coulter Award for Healthcare Innovation by the Biomedical Engineering Society in 2018 and was awarded an Honorary Doctorate of Science from the University of Galway in 2024 for his work supporting and inspiring the creation of BioInnovate Ireland which has had a profound impact on the Irish Medtech Innovation Ecosystem.

**STANFORD
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BIODESIGN**

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ADRIENNE HALLETT

Senior Advisor, Public Policy, Stanford Biodesign
Executive Director, The Coalition for Life Sciences

Adrienne Hallett is the Executive Director of the Coalition for Life Sciences. She has 25 years of health policy experience at the highest levels of the US government. Most recently, Ms. Hallett was the Vice President for Global Policy at Cambrian Biopharma, an innovative start-up working in preventive medicine and the biology of aging. Hallett previously served as the Associate Director for Legislative Policy & Analysis for the National Institutes of Health, the world's largest funder of biomedical research. She briefly served as an advisor to the Biden White House on the establishment of ARPA-H and the launch of a national initiative to eliminate Hepatitis C.

Prior to her executive branch experience, she served on the Appropriations Committee of the US Senate as a lead negotiator for funding of public health and research programs for 15 years. She drafted dozens of provisions in the US health statute. Ms. Hallett holds a Master's in Theological Studies from Vanderbilt Divinity School with a concentration in Ethics. She is a native of Iowa who lives in Bethesda with her husband and son.

NANCY ISAAC

Director, Regulatory Policy, Stanford Biodesign
Regulatory Counsel and VP Quality at Moximed, Inc.

Nancy Isaac has over 25 years of experience in the regulated industry including basic research, regulatory affairs, quality assurance, corporate compliance and clinical research. She has worked and consulted on projects including medical devices, drugs, combination products, IVDs and biologics in various therapeutic areas. Nancy was Regulatory Counsel and VP of Quality for Moximed (MISHA Knee System), Head of Regulatory Affairs, Quality Assurance and Clinical Affairs for CardioKinetics (Parachute) and, before that, for NeoTract (UroLift System). Amongst many other regulatory positions, she was also the World Wide VP of Regulatory and Quality for BD Biosciences. Nancy holds a B.S. in Cell and Molecular Biology from San Francisco State University, a J.D. with a concentration in Health Law from Boston University School of Law and a Masters in Public Health and Law from the Harvard School of Public Health. She is a member of the California Bar.

SANDRA WAUGH RUGGLES

Director, Policy Research, Stanford Biodesign
President, Summit Rock Strategy Consulting

Sandra serves as director for policy research in the Stanford Biodesign Policy Program. She studies policy issues at the intersection of healthcare and innovation. She also is the President of Summit Rock Strategy Consulting where she specializes in leading medtech development teams through early-stage innovation decisions. Sandra was named a Top Innovator Under 35 by *MIT Technology Review* for her work in co-founding Catalyst Biosciences. She holds over 20 patents in various domains from consumer devices to therapeutic proteins. Sandra earned a PhD from the University of California, San Francisco, in biophysics and was a Stanford Biodesign Innovation Fellow.



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SUSIE SPIELMAN

Director, Policy Education and New Initiatives, Stanford Biodesign

Susie is the director of policy education and new initiatives for Stanford Biodesign. She is responsible for shaping Biodesign's health policy educational activities, leading needs finding and development for new initiatives, and evaluating the effectiveness of Biodesign's portfolio of programs. Susie has over two decades of experience in medical imaging and healthcare. As senior director of strategic programs at Stanford's department of radiology, she built clinical and research programs, and imaging facilities, established global educational courses, and fostered high-impact strategic research relationships with industry partners for landmark studies in imaging and precision health.

Speakers and Panelists

WEDNESDAY, AUGUST 20, 2025

Start-up Storytelling

Uday Kumar - Senior Advisor, Stanford Biodesign, Adjunct Professor, Bioengineering, Stanford University, CEO, Element Science, Inc.

Beverly Tang - Co-Founder and CEO, Starlight Cardiovascular

THURSDAY, AUGUST 21, 2025

Case Studies

Sarah O'Leary - CEO, Willow Innovations, Inc.

Kate Rosenbluth - Instructor, Informatics and Digital Health, Stanford Biodesign Adjunct Professor, Medicine, Stanford University, Founder and Co-President, Cala Health

Venture Capital Basics

Mike Carusi - Managing Partner, Lightstone Ventures.

Roundtable Discussion - AI in Health Technology

Russ Altman - Kenneth Fong Professor and Professor of Bioengineering, of Genetics, of Medicine, of Biomedical Data Science, Senior Fellow at the Stanford Institute for Human-Centered AI and Professor, by courtesy, of Computer Science, Stanford Medicine

Curtis Langlotz - Senior Associate Vice Provost for Research, Professor of Radiology, of Medicine, of Biomedical Data Science and Senior Fellow at the Stanford Institute for Human-Centered AI, Stanford Medicine

Michelle Mello - Professor of Law and of Health Policy, Stanford Law School



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Kevin Schulman - Professor of Medicine (Hospital Medicine), by courtesy, of Health Policy and of Operations, Information and Technology at the Graduate School of Business

Justin Norden - Co-Founder and CEO at Qualified Health and Adjunct Professor, Stanford Medicine

Intuitive Surgical Demo and Innovation Pathway

Brent Davidson - Director, Global Public Affairs, Intuitive Surgical

Roundtable Discussion - Health Technology Innovation

Eb Bright - Director, Intellectual Property Policy, Stanford Biodesign, President and General Counsel, ExploraMed

Hanson Gifford - Managing Partner, The Foundry LLC, Partner, Lightstone Ventures

Nancy Isaac - Director, Regulatory Policy, Stanford Biodesign, Regulatory Counsel and VP Quality at Moximed, Inc.

Ross Jaffe - Managing Director, Versant Ventures

Fred Khosravi - CEO, Imperative Care

James Wall - Associate Professor of Pediatric Surgery, Stanford University, Founding Director of Impact1, Medical Officer at Intuitive Surgical

FRIDAY, AUGUST 22, 2025

Arsenal Bio Tour and Start-up Founder Story - Biotech

Ken Drazan - Chairman, CEO, and co-founder of Arsenal Bio

Roundtable Discussion - Biotech Innovation and Policy

Michael Ackermann - Adjunct Professor, Bioengineering, Director of Biotechnology, Stanford Biodesign, CEO, Osanni Bio, Inc.

Bill Newell - CEO of Sutro Biopharma

Brook Byers - Senior partner at Kleiner Perkins Caufield & Byers

Jennifer Cochran - Senior Associate Vice Provost for Research and Addie and Al Macovski Professor of Bioengineering and, by courtesy, of Chemical Engineering, Stanford University

Ken Drazan - Chairman, CEO, and co-founder of Arsenal Bio