RE-2 Employee Post Travel Disclosure of Travel Expenses

Date/Time Stamp

RECEIVED
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PUBLIC RECORDS

2026 SEP 15 PM 1:23

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.**

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:
08/19/2026 to 08/21/2026

Name of accompanying family member (if any):

Relationship to Traveler:

Expenses

Transportation Expenses	Lodging Expenses	Meals Expenses	Other Expenses (Amount & Description)
$722.00	$480.00	$184.00	$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.

09/15/2026
Date

Allyson Horstman
Printed Name of Traveler

Allyson Horstman
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.

9/15/26
Date

Ron Wyden
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
Meals	$184.00	We estimated total meal costs based on allowable per diem; however, actual costs came in slightly lower.
Transportation	$722.00	The costs for shuttles and ubers were slightly lower than originally estimated.

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.

From: Dr. Josh Makower
To: Horstman, Allyson (Finance)
Cc: Susie Spielman
Subject: Invitation: Stanford Biodesign"s Health Technology Innovation Congressional Bootcamp
Date: Tuesday, August 4, 2026 6:59:02 PM
Attachments: image001.png

Dear Allyson -

I'm pleased to invite you to participate in **Stanford Biodesign's 2nd Annual Health Technology Innovation Congressional Bootcamp**. This is an invitation-only, two-day event designed specifically to immerse you and other policymaking colleagues 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.

Dates: August 19-21, 2026
Location: Stanford University, Palo Alto, CA
Participants: Bipartisan and bicameral staffers with health policy portfolios

Program Highlights:

- Learning Goals:
  - 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, thought 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 5/18."
    - Not available
  - **Confirmation**: You will receive a detailed agenda and required ethics materials upon confirmation

- Contact Information: For questions or further details, reach out to Susie Spielman (s.spielman@stanford.edu), Director of Policy Education.

Last year's Bootcamp was a tremendous success, and we'd like to include you this year. We hope you'll join us in August for this enriching experience!

Sincerely,

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

STANFORD MUSSALLEM CENTER FOR BIODESIGN
CELEBRATING 25 2001-26

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:

Allyson Horstman

Employing Office/Committee:

Senate Finance Committee

Private Sponsor(s):

Stanford University, Mussallem Center for Biodesign

Destination(s):

Palo Alto, CA

Travel Dates:

8/19/26 - 8/21/26

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.

In my role as Health Policy Advisor on the Finance Committee, I cover a portfolio that includes Health AI, End Stage Renal Disease, Organ Donation, and cross-cutting Medicare beneficiary focused projects. Through the Health Technology Innovation Congressional Bootcamp, I will have the chance to learn more about the journey of health tech from conception to commercialization which will provide key context into considering Medicare reimbursement.

Do you have an accompanying family member or spouse on this trip? **Name and Relationship to Traveler:**

☐ (signify "yes" by checking box)

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

8/12/26 Date Allyson Horstman 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)

I Ron Wyden (Print Senator's/Officer's Name) hereby authorize Allyson Horstman (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)

8/12/26 Date

Ron Wyden Signature of Supervising Senator/Officer

Stanford University, Mussallem Center for Biodesign: 2026 Health Technology Innovation Congressional Bootcamp

Allyson Horstman

Title:
None

Employing Office/Committee:
FINANCE DEM

Duty Station:
WASHINGTON,DC

Destination(s):

Palo Alto, California

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

In my role as a Health Policy Advisor on the Finance Committee, I cover a portfolio that includes Health AI, End-stage Renal Disease, Organ Donation, and cross-cutting Medicare beneficiary focused projects. Through the Health Technology Innovation Congressional Bootcamp, I will have the chance to learn more about the journey of health tech from conception to commercialization which will provide key context in considering Medicare reimbursement. There are also significant sessions on AI including demonstrations of cutting-edge technologies that will inform my capacity to perform my duties handling the Health AI portfolio.

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
Public Charity

Address
318 Campus Drive, E100

Address 2 (Optional)

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 second time that the Stanford Mussallem Center for Biodesign has sponsored congressional travel for a Health Technology Innovation Congressional Bootcamp. Our first program occurred from August 20-22, 2025.

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 does 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

Signature Page

The signature page is below.

Purpose and Details

Provide a brief description of the trip.

The three-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?

- [x] 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

- [x] 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

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

- [x] 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

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

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:
08/19/2026 @ 08:25 AM

Trip End Date/Time:
08/21/2026 @ 12:45 PM

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: $731.00 | Accompanying Family Member: $0.00)

Transportation Type	Class	Amount
Airfare	Coach	$345.00

Note
One-way airfare IAD to SFO. No return flight as part of privately sponsored travel.

Ground Transportation	Coach	$386.00

Note
Shared shuttle to/from airport and program activities

Lodging (Per Member/Officer/Employee: $480.00)

Check-In	Check-Out	Facility	City	State	Country	Nights	Cost/Night	Cost Exceed Per Diem
08/19/2026	08/21/2026	Schwab Residential Center	Palo Alto	California	United States	2	$240.00	Yes

Cost Exceeds Per Diem Reason
The Schwab Residential Center's rate is $240 per night,. This is consistent with the lowest prices in the area. It is pivotal that the staffers are close to the Biodesign offices to minimize transportation time and costs.

Meals (Per Member/Officer/Employee: $215.00)

Date	Breakfast	Lunch	Dinner	Incidentals	Total	City	State	Country	Cost Exceeds Per Diem
08/19/2026	$0.00	$26.00	$38.00	$5.00	**$69.00**	Palo Alto	California	United States	No
08/20/2026	$23.00	$26.00	$38.00	$5.00	**$92.00**	Palo Alto	California	United States	No
08/21/2026	$23.00	$26.00	$0.00	$5.00	**$54.00**	Palo Alto	California	United States	No

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

Expense Type	Amount	Notes

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: 2026 Health Technology Innovation Congressional Bootcamp

Travel Date(s): August 19-21, 2026

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)

April 27, 2026 — *(date)*

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Health Technology Innovation Congressional Bootcamp August 19-21, 2026

Senate Invitee List

The following individuals received personal invitations to attend the bootcamp. These staffers were selected because their portfolios are directly involved in policy making related to health coverage/financing and the regulatory frameworks that impact innovation.

Responses are currently being accepted.

First	Last	Committee	Title
Claudia	Brady	Sen. Charles E. Schumer (D-N.Y.)	Legislative Aide
Lizzy	Burke	Sen. Charles E. Schumer (D-N.Y.)	Legislative Assistant
Thomas	Eagen	Health, Education, Labor and Pensions	Senior Health Policy Advisor
Romney	Gripado	Health, Education, Labor and Pensions	Health Policy Advisor
Kathryn	Handler	Health, Education, Labor and Pensions	Deputy Director, Health Policy
Allyson	Horstman	Finance	Health Policy Advisor
Christiana	Nulty	Sen. John Thune (R-S.D.)	House Policy Director
Clare	Paoletta	Health, Education, Labor and Pensions	Health Policy Advisor
Stephanie	Parks	Sen. John Thune (R-S.D.)	Senior Health Policy Advisor
Polly	Webster	Finance	Health Policy Advisor
Caitlin	Wilson	Finance	Senior Counsel

0000000009467 RECEIVED BY: SECRETARY OF THE SENATE Date: September 15, 2026

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Health Technology Innovation Congressional Bootcamp August 19-21, 2026

Introduction

The 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 – 8/19/26 – 8/21/26 see detailed schedule below

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.

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. Topics include AI, health technology and biotech innovation

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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.

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

Schedule overview:

Dates: August 19 - 21, 2026

Wednesday, 8/19 8:25am- 11:20am flight (IAD to SFO United #1147)
1:00pm - 8:30pm Program

Thursday, 8/20 8:00am - 9:00pm Program/Reception

Friday, 8/21 8:00am - 12:45pm Program

***

Bootcamp Briefing:

July 15, 2026, 12:00-12:45pm ET (via zoom) - We will review the August program to provide context and help participants prepare for the workshop. We will also collect staff questions to tailor the program to their interests.

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Detailed Itinerary

Day 1 - Wednesday 8/19			
8:25 AM	11:20 AM	United #1147 (IAD to SFO)	
12:00 PM	1:00 PM	Transport from airport to Biodesign	
1:00 PM	1:30 PM	Welcome and Lunch	
Stanford Biodesign - Studio			
1:30 PM	2:00 PM	**Biodesign Overview** 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. Josh Makower will lead a visit to the Biodesign innovation space and introduce Biodesign's innovation process, helping participants understand the innovator mindset as they prepare for bootcamp.	Josh Makower Adrienne Hallett Sandy Ruggles Susie Spielman
2:00 PM	2:40 PM	**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
2:40 PM	3:20 PM	**Case Study: Element Science/iRhythm** 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. Element Science has developed a wearable cardioverter defibrillator. Uday Kumar, founder of both companies, will illustrate the inter-related reuirements 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 obstacles that can delay or prevent patient access to safe and effective health technologies.	Uday Kumar
3:20 PM	3:30 PM	Break	
3:30 PM	4:10 PM	**Case Study: Starlight Cardiovascular** Starlight Cardiovascular is creating tools and devices to treat pediatric congenital heart defects. Beverly Tang will share the insight that inspired her company, provide an overview of the	Beverly Tang

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		FDA and funding pathways for pediatric innovations, and discuss her approach to the initial clinical trials unique to her small population.	
4:10 PM	4:30 PM	Transport from Biodesign to hotel	
4:30 PM	5:30 PM	Check in to hotel, take short break	
5:30 PM	6:00 PM	Return to campus for working dinner	
6:00 PM	6:30 PM	Welcome - dinner served	
6:30 PM	7:00 PM	**Case Study: Viz.ai** Viz.ai builds AI-powered care coordination software that helps clinicians identify time-sensitive conditions and mobilize treatment teams faster. Chris Mansi will discuss how FDA regulation for clinical AI, evidence generation, data access and integration into hospital workflows, and reimbursement/value demonstration influenced product development, adoption, and scaling.	Chris Mansi
7:00 PM	8:30 PM	**AI in Health Technology Roundtable** 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.	Sandy Ruggles (Moderator) Russ Altman Byron Crowe Curtis Langlotz Matt Lungren Chris Mansi Michelle Mello
8:30	8:45 PM	Shuttle to hotel	

Day 2 - Thursday 8/20 - Program 7:30am - 9:00pm

7:30 AM	7:45 AM	Shuttle to Stanford Biodesign	
Stanford Biodesign - E105			
7:45 AM	8:00 AM	Breakfast - E105	
8:00 AM	8:15 AM	**Debrief on Day 1** - The team will review the learning from the first day's programming, will also offer a preview of Day 2, and leave ample time for questions.	Susie Spielman
8:15 AM	8:45 AM	**Reimbursement deep dive -** what it takes to get innovations to patients. A step by step review of the process for securing reimbursement for a new technology.	Sandy Ruggles

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8:45 AM	9:25 AM	**Case Study: Willow** 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 company's development timeline, the regulatory path for digital innovations, and how they navigated market competition. She will also discuss the policies that protect and foster health tech innovation.	Sarah O'Leary
9:25 AM	9:30 AM	Coffee Break	
9:30 AM	10:30 AM	**Venture Capital Basics** This session will offer a foundational understanding of venture capital, covering funding stages and how VC differs from other financing options. It will examine how VC strategies vary across healthcare sectors such as biotech, digital health, and med tech, and review the regulatory and policy factors that impact funding decisions. The session will further include a forward-looking discussion on emerging trends and how policymakers can support innovation in the changing healthtech landscape.	Mike Carusi
10:30 AM	10:40 AM	Break	
10:40 AM	11:20 AM	**Case Study: Cala Health** Cala Health is focused on solving the problem of hand tremors from essential tremor and Parkinson's disease through the use of wearable, non-invasive neuromodulation therapies. Kate Rosenbluth will illustrate what a successful reimbursement journey looks like for a health tech startup. She will cover the journey from regulatory clearance to reimbursement coverage, the clinical evidence needed for coverage, and challenges associated with founding, funding, and building a company.	Kate Rosenbluth
11:20 AM	12:00 PM	Q/A with Mike and Kate and Sarah	
12:00 PM	12:30 PM	Lunch	
12:30 PM	1:00 PM	Shuttle to Imperative Care	
Imperative Care, 1359 Dell Ave, Campbell, CA 95008			
1:00 PM	1:15 PM	**Check in/get badges**	
1:15 PM	2:30 PM	**Imperative Care Tour** Imperative Care founder Fred Khosravi will discuss his vision for developing a platform of products to improve patient care for stroke. He will describe their comprehensive care strategy, which intentionally addresses the challenge of innovating across the entire disease state and all patient care touchpoints, from disease detection to recovery and rehabilitation. The group will then receive a tour of the manufacturing facilities and see demonstrations of Imperative Care's newest products.	

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2:30 PM	2:40 PM	Transition to conf room/break	
2:40 PM	4:00 PM	**Health Technology Roundtable** 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.	Josh Makower (Moderator) Eb Bright Mike Carusi Hanson Gifford Nancy Isaac Fred Khosravi Shri Raghunathan
4:00 PM	4:30 PM	Shuttle to hotel	
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	**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 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	Shuttle to hotel	

Day 3 - Friday, 8/21 - Program 8:15am - 12:45pm

6:30 AM	8:00 AM	Breakfast available at hotel
8:00 AM	8:15 AM	Meet in front of hotel
8:15 AM	8:45 AM	Shuttle to Arsenal Bio

Arsenal Bio, South San Francisco, 329 Oyster Point Blvd, South San Francisco, CA

8:45 AM	9:00 AM	Check in/badges/coffee

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9:00 AM	10:10 AM	**Arsenal Bio Tour** The founder of Arsenal Bio, Ken Drazan, will share his journey of co-founding the company and tackling the challenges of treating solid tumors. The group will tour the facility as Drazan discusses 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
10:10 AM	10:25 AM	Transition to conference room/break	
10:25 AM	11:00 AM	**Case Study: Osanni Bio** Osanni Bio is a biotechnology company focused on developing innovative therapies to prevent and reverse blindness caused by retinal diseases. The CEO and founder will share how early IP decisions, FDA requirements for biologics development, and funding strategies shaped the company's R&D plan, and timeline toward commercialization.	Michael Ackermann
11:00 AM	12:15 PM	**Biotech Roundtable** This panel will examine how health policy influences innovation and progress in biotechnology, offering valuable insights for policymakers involved in supporting and regulating this sector. Panelists from Stanford faculty, industry leaders, and policy experts will discuss key topics such as pricing, intellectual property, regulatory frameworks, and reimbursement. The discussion will focus on current legislative developments priorities.	Michael Ackermann (Moderator) Bonnie Anderson Ken Drazan Zach Scheiner
12:15 PM	12:45 PM	**Box lunch with final debrief** before heading to the airport. The core policy team will lead a discussion debriefing the key concepts that staffers learned throughout the program and allow time for questions.	Josh Makower Susie Spielman
12:45 PM		End	

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.

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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.

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.

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.

SUSIE SPIELMAN
Director, Policy Education and Strategic Initiatives, Stanford Biodesign

Susie is the director of policy education and strategic 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

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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 19, 2026

Welcome and Biodesign Overview
Josh Makower – Co-Founder and Director, Stanford Biodesign

Healthtech Innovation Landscape
Josh Makower – Co-Founder and Director, Stanford Biodesign

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

AI Case Study
Chris Mansi – Co-Founder and CEO of Viz.ai

Roundtable Discussion - AI in Health Technology
Moderator: Sandra Ruggles - Director, Policy Research, Stanford Biodesign

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

Byron Crow - CMO, Doctronic and Clinical Assistant Professor, Stanford University

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

Matt Lungren – Adjunct Professor, Stanford University, School of Medicine

Chris Mansi – Co-Founder and CEO, Viz.ai

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

THURSDAY, AUGUST 20, 2026

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Reimbursement Deep Dive
Sandra Ruggles - Director, Policy Research, Stanford Biodesign

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

Imperative Care Tour and Founder Story
Fred Khosravi – CEO, Imperative Care

Roundtable Discussion - Health Technology Innovation
Moderator: **Josh Makower** – Co-Founder and Director, Stanford Biodesign

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

Mike Carusi – Managing Partner, Lightstone Ventures

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.

Shriram Raghunathan, President & CEO, Noctrix Health

FRIDAY, AUGUST 21, 2026

Arsenal Bio Tour and Start-up Founder Story - Biotech
Ken Drazan - Chairman, CEO, and co-founder of Arsenal Bio

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

Roundtable Discussion - Biotech Innovation and Policy
Moderator: Michael Ackermann

Bonnie Anderson - Co-Founder, Chair, and Chief Executive Officer, PinkDX

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

Zach Scheiner – Partner, RA Capital Management.