

COMMITTEE ON ETHICS

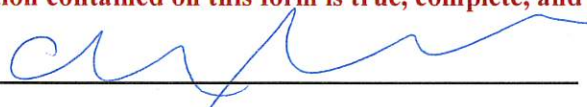
EMPLOYEE POST-TRAVEL DISCLOSURE FORM ☒ Original ☐ Amendment

This form is for disclosing the receipt of travel expenses from private sources for travel taken in connection with official duties. This form does not eliminate the need to report privately-funded travel on the annual *Financial Disclosure Statements* of those employees required to file them. In accordance with House Rule 25, clause 5, **you must complete this form and file it with the Clerk of the House by email at gifttravelreports@mail.house.gov, within 15 days after travel is completed.** Please **do not** file this form with the Committee on Ethics.

NOTE: Willful or knowing misrepresentations on this form may be subject to criminal prosecution pursuant to 18 U.S.C. § 1001.

1. Name of Traveler: Clare Paoletta
2. a. Name of Accompanying Relative: _____ **OR** ☐ None
b. Relationship to Traveler: ☐ Spouse ☐ Child ☐ Other (specify): _____
3. a. Dates: Departure: 8/19/26 Return: 8/21/26
b. Dates at Personal Expense, if any: _____ **OR** ☐ None
4. Departure City: Dulles, VA Destination: Palo Alto, CA Return City: Dulles, VA
5. Sponsor(s), Who Paid for the Trip: Stanford University, Stanford Mussallem Center for Biodesign
6. Describe Meetings and Events Attended: Interactive sessions with Stanford Biodesign faculty and industry experts, including roundtables on health technology innovation and presentations on regulatory and policy considerations for medical innovation.
7. Attached to this form are **each** of the following, *signify that each item is attached by checking the corresponding box*:
 - a. ☒ a completed *Sponsor Post-Travel Disclosure Form*;
 - b. ☒ the *Primary Trip Sponsor Form* completed by the trip sponsor **prior** to the trip, **including all** attachments **and** the *Additional Sponsor Form(s)*;
 - c. ☒ page 2 of the completed *Traveler Form* submitted by the employee; **and**
 - d. ☒ the letter from the Committee on Ethics approving my participation on this trip.
8. a. ☒ I represent that I participated in each of the activities reflected in the attached sponsor's agenda. *Signify statement is true by checking the box.*
b. If not, explain: _____

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

Signature of Traveler:  Date: 9/1/26

I authorized this travel in advance. I have determined that all of the expenses listed on the attached *Sponsor Post-Travel Disclosure Form* were necessary and that the travel was in connection with the employee's official duties and would not create the appearance that the employee is using public office for private gain.

Name of Supervising Member: Chairman Brett Guthrie Date: 9/1/26

Signature of Supervising Member: 

COMMITTEE ON ETHICS

SPONSOR POST-TRAVEL DISCLOSURE FORM

☒ Original ☐ Amendment

This form must be completed by an officer of any organization that served as the primary trip sponsor in providing travel expenses or reimbursement for travel expenses to House Members, officers, or employees under House Rule 25, clause 5. **A completed copy of the form must be provided to each House Member, officer, or employee who participated in the trip within 10 days of their return.** You must answer all questions, and check all boxes, on this form for your submission to comply with House Rules and the Committee's Travel Regulations. Failure to comply with this requirement may result in the denial of future requests to sponsor trips and/or subject the current traveler to disciplinary action or a requirement to repay the trip expenses.

NOTE: Willful or knowing misrepresentations on this form may be subject to criminal prosecution pursuant to 18 U.S.C. § 1001.

1. Sponsor(s) who paid or provided in-kind support for the trip: Stanford University, Stanford Mussallem Center for Biodesign

2. Travel Destination(s): Palo Alto and Stanford, CA

3. Date of Departure: 8/19/26 Date of Return: 8/21/26

4. Name(s) of Traveler(s): Clare Paoletta Koch

Note: You may list more than one traveler on a form only if *all* information is *identical* for each person listed.

5. **Actual amount** of expenses paid on behalf of, or reimbursed to, each individual named in Question 4:

	Total Transportation Expenses	Total Lodging Expenses	Total Meal Expenses	Total Other Expenses (dollar amount per item and description)
Traveler	\$829	\$480	\$215	\$415 for local transportation
Accompanying Family Member	\$0	\$0	\$0	\$0

6. ☒ All expenses connected to the trip were for actual costs incurred and not a *per diem* or lump sum payment.
Signify statement is true by checking box.

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

Signature: Susie Spielman

Digitally signed by Susie Spielman
Date: 2026.08.24 12:36:44 -07'00'

Date: _____

Name: Susan Spielman

Title: Director, Policy Education

Organization: Stanford Mussallem Center for Biodesign

☐ **I am an officer of the above-named organization. Signify statement is true by checking box.**

Address: 318 Campus Drive, E100, Stanford, CA

Telephone: 650-814-7079

Email: s.spielman@stanford.edu

Committee staff may contact the above-named individual if additional information is required.

If you have questions regarding your completion of this form, please contact the Committee on Ethics at 202-225-7103.

COMMITTEE ON ETHICS

TRAVELER FORM

1. Name of Traveler: CLARE PAOLETTA
2. Sponsor(s) who will be paying or providing in-kind support for the trip: STANFORD UNIVERSITY,
STANFORD MUSSALLEM CENTER FOR BIODESIGN
3. City and State **OR** Foreign Country of Travel: STANFORD, CA, USA
4. a. Date of Departure: AUGUST 19, 2026 Date of Return: AUGUST 21, 2026
b. Yes ☐ No ☒ Will you be extending the trip at your personal expense?
If yes, list dates at personal expense: _____
5. a. Yes ☐ No ☒ Will you be accompanied by a family member at the sponsor's expense? **If yes:**
(1) Name of Accompanying Family Member: _____
(2) Relationship to Traveler: ☐ Spouse ☐ Child ☐ Other (specify): _____
(3) Yes ☐ No ☐ Accompanying Family Member is at least 18 years of age?
6. a. Yes ☐ No ☒ Did the trip sponsor answer "Yes" to Question 8(c) on the *Primary Trip Sponsor Form* (i.e., travel is sponsored by an entity that employs a registered federal lobbyist or a foreign agent)?
b. **If yes**, and you are requesting lodging for two nights, explain why the second night is warranted:

7. Yes ☒ No ☐ *Primary Trip Sponsor Form* is attached, including agenda, invitation, invitee list, and any other attachments and Additional Sponsor Forms.

NOTE: The agenda should show the traveler's individual schedule, including departure and arrival times and identify the specific events in which the traveler will be participating.

8. Explain why participation in the trip is connected to the traveler's individual official or representational duties. **Staff should include their job title and how the activities on the itinerary relate to their duties.**

STANFORD'S BIODESIGN BOOTCAMP PROVIDES TECHNICAL AND EDUCATIONAL SESSIONS
IN BIOMEDICAL INNOVATION AND ACADEMIC RESEARCHERS ROLE IN DRUG
DEVELOPMENT. THESE ARE MATTERS PERTINENT TO MY ROLE AS THE CMTE'S FDA POLICY

9. **Yes** ☐ **No** ☒ **Is the traveler aware of any registered federal lobbyists or foreign agents involved in planning, organizing, requesting, or arranging the trip?** LEAD. and
Professional Staff
Member

10. For staff travelers, to be completed by your employing Member:

ADVANCED AUTHORIZATION OF EMPLOYEE TRAVEL

I hereby authorize the individual named above, an employee of the U.S. House of Representatives who works under my direct supervision, to accept expenses for the trip described in this request. I have determined that the above-described travel is in connection with my employee's official duties and that acceptance of these expenses will not create the appearance that the employee is using public office for private gain.

Signature of Employing Member: _____

Brett Guthrie

Date: 7/17/26

COMMITTEE ON ETHICS

PRIMARY TRIP SPONSOR FORM

This form should be completed by private entities offering to provide travel or reimbursement for travel to House Members, officers, or employees under House Rule 25, clause 5. A completed copy of the form (and any attachments) should be provided to each invited House Member, officer, or employee, who will then forward it to the Committee together with a *Traveler Form* **at least 30 days before the start date of the trip**. The trip sponsor should *NOT* submit the form directly to the Committee. The Committee's website (ethics.house.gov) provides detailed instructions for filling out the form. The Committee will notify the House invitees directly of its decision and will not notify the trip sponsors.

NOTE: Willful or knowing misrepresentations on this form may be subject to criminal prosecution pursuant to 18 U.S.C. § 1001. Failure to comply with the Committee's Travel Regulations may also lead to the denial of permission to sponsor future trips. Signatures must comply with section 104(bb) of the Travel Regulations.

1. Sponsor who will be paying for the trip:

Stanford University, Stanford Mussallem Center for Biodesign

2. ☒ I represent that the trip will not be financed, in whole or in part, by a registered federal lobbyist or foreign agent. *Signify that the statement is true by checking box.*

3. **Check only one.** I represent that:

- a. ☒ The primary trip sponsor has not accepted from any other source, funds intended directly or indirectly to finance any aspect of the trip; **OR**
- b. ☐ The trip is arranged without regard to congressional participation and the primary trip sponsor has accepted funds only from entities that will receive a tangible benefit in exchange for those funds; **OR**
- c. ☐ The primary trip sponsor has accepted funds, services, or in-kind assistance from other source(s) intended directly or indirectly to finance all or part of this trip and has enclosed disclosure forms from each of those entities.

If "c" is checked, list the names of the additional sponsors: _____

4. Provide names and titles of **ALL** House Members *and* employees you are inviting. **For each House invitee, provide an explanation of why the individual was invited** (include additional pages if necessary): See attached for invitee list and individual invitation

5. Yes ☐ No ☒ Is travel being offered to an accompanying family member of the House invitee(s)?

6. Date of Departure: 8/19/26 Date of Return: 8/21/26

7. a. City of departure: Washington, DC

b. Destination(s): San Francisco, CA

c. City of return: Washington, DC

8. **Check only one.** I represent that

- a. ☒ The sponsor of the trip is an institution of higher education within the meaning of section 101 of the Higher Education Act of 1965; **OR**
- b. ☐ The sponsor of the trip does not retain or employ a registered federal lobbyist or foreign agent; **OR**
- c. ☐ The sponsor employs or retains a registered federal lobbyist or foreign agent, but the trip is for attendance at a one-day event *and* lobbyist / foreign agent involvement in planning, organizing, requesting, or arranging the trip was *de minimis* under the Committee's travel regulations.

9. **Check only one of the following.**

- a. ☒ I checked 8(a) or (b) above; **OR**
- b. ☐ I checked 8(c) above but am not offering any lodging; **OR**
- c. ☐ I checked 8(c) above and am offering lodging and meals for one night; **OR**
- d. ☐ I checked 8(c) above and am offering lodging and meals for two nights. If you checked this box, explain why the second night of lodging is warranted. _____

10. ☒ Attached is a detailed agenda of the activities House invitees will be participating in during the travel (i.e., an hourly description of planned activities for trip invitees). *Indicate agenda is attached by checking box.*

11. **Check only one of the following.**

- a. ☐ I represent that a registered federal lobbyist or foreign agent will not accompany House Members or employees on any segment of the trip. *Signify the statement is true by clicking the box; OR*
- b. ☒ *Not Applicable.* Trip sponsor is a U.S. institution of higher education.

12. For **each** sponsor required to submit a sponsor form, describe the sponsor's interest in the subject matter of the trip **and** its role in organizing and/or conducting the trip:

See attached for response to question 12

13. **Answer parts a and b. Answer part c if necessary:**

- a. Mode of travel: Air ☒ Rail ☐ Bus ☐ Car ☐ Other ☐ (specify: _____)
- b. Class of travel: Coach ☒ Business ☐ First ☐ Charter ☐ Other ☐ (specify: _____)
- c. If travel will be first class, or by chartered or private aircraft, explain why such travel is warranted:

14. ☒ I represent that the expenditures related to local area travel during the trip will be unrelated to personal or recreational activities of the invitee(s). *Signify that the statement is true by checking box.*

15. **Check only one.** I represent that either:

- a. ☐ The trip involves an event that is arranged or organized *without regard* to congressional participation and that meals provided to congressional participants are similar to those provided to or purchased by other event attendees; **OR**

- b. ☒ The trip involves events that are arranged specifically *with regard* to congressional participation. If "b" is checked:

1) Detail the cost *per day* of meals (approximate cost may be provided): \$92 per day to align with per diem

2) Provide the reason for selecting the location of the event or trip: The trip will begin on the Stanford University campus. The trip will end on the Stanford University campus. The trip will begin and end at the Stanford University offices are located. This location allows for tours of local med tech and biotech companies and

16. Name, nightly cost, and reasons for selecting each hotel or other lodging facility:

Hotel Name: Stanford Guest House City: Menlo Park Cost Per Night: \$222

Reason(s) for Selecting: _____

Hotel Name: _____ City: _____ Cost Per Night: _____

Reason(s) for Selecting: _____

Hotel Name: _____ City: _____ Cost Per Night: _____

Reason(s) for Selecting: Hotel is 2.4 miles from Stanford Biodesign and has the lowest rate available

17. ☒ I represent that all expenses connected to the trip will be for actual costs incurred and not a per diem or lump sum payment. *Signify that the statement is true by checking the box.*

18. **Total Expenses for each Participant:**

☐ Actual Amounts ☒ Good Faith Estimates	Total Transportation Expenses per Participant	Total Lodging Expenses per Participant	Total Meal Expenses per Participant
For each Member, Officer, or Employee	\$1056	\$480	\$215
For each Accompanying Family Member			

	Other Expenses (dollar amount per item)	Identify Specific Nature of "Other" Expenses (e.g., taxi, parking, registration fee, etc.)
For each Member, Officer, or Employee		
For each Accompanying Family Member		

19. **Check only one:**

- a. ☐ I certify that I am an officer of the organization listed below; **OR**
b. ☒ *Not Applicable.* Trip sponsor is an individual or a U.S. institution of higher education.

20. **I certify by my signature that**

- a. **I read and understand the Committee's Travel Regulations;**
b. **I am not a registered federal lobbyist or registered foreign agent; and**
c. **The information on this form is true, complete, and correct to the best of my knowledge.**

Signature: Susie Spielman  Digitally signed by Susie Spielman
Date: 2026.07.13 12:43:48 -07'00' Date: _____
Name: Susan Spielman Title: Director, Policy Education
Organization: Stanford Mussallem Center for Biodesign
Address: 318 Campus Drive, E100, Stanford, CA 94305
Email: s.spielman@stanford.edu Telephone: (650) 814-7079

If there are questions regarding this form, please contact the Committee on Ethics at 202-225-7103 or travel.requests@mail.house.gov.

Michael Guest, Mississippi
Chairman
Mark DeSaulnier, California
Ranking Member

Andrew R. Garbarino, New York
Ashley Hinson, Iowa
Nathaniel Moran, Texas
Brad Knott, North Carolina

Deborah K. Ross, North Carolina
Glenn F. Ivey, Maryland
Sylvia R. Garcia, Texas
Suhas Subramanyam, Virginia



ONE HUNDRED NINETEENTH CONGRESS

U.S. House of Representatives

COMMITTEE ON ETHICS

Thomas A. Rust
Staff Director and Chief Counsel

Jordan Downs
Chief of Staff to the Chairman

David Arrojo
Counsel to the Ranking Member

1015 Longworth House Office Building
Washington, D.C. 20515-6328
Telephone: (202) 225-7103
<https://Ethics.House.gov>

August 11, 2026

Ms. Clare Paoletta
Committee on Energy & Commerce
2125 Rayburn House Office Building
Washington, DC 20515

Dear Ms. Paoletta:

Pursuant to House Rule 25, clause 5(d)(2), the Committee on Ethics hereby approves your proposed trip to Stanford, California, scheduled for August 19 to 21, 2026, sponsored by Stanford University.

You must complete an Employee Post-Travel Disclosure Form (which your employing Member must also sign) and file it, together with a Sponsor Post-Travel Disclosure Form completed by the trip sponsor, with the Clerk of the House within 15 days after your return from travel. As part of that filing, you are also required to attach a copy of this letter and both the Traveler and Primary Trip Sponsor Forms (including attachments) you previously submitted to the Committee in seeking pre-approval for this trip. If you are required to file an annual Financial Disclosure Statement, you must also report all travel expenses totaling more than \$525 from a single source on the "Travel" schedule of your annual Financial Disclosure Statement covering this calendar year. Finally, Travel Regulation § 404(d) also requires you to keep a copy of all request forms and supporting information provided to the Committee for three subsequent Congresses from the date of travel.

If you have any further questions, please contact the Committee's Office of Advice and Education at extension 5-7103.

Sincerely,

Michael Guest
Chairman

Mark DeSaulnier
Ranking Member

MG/MD:ac

**Health Technology Innovation
Congressional Bootcamp
August 19-21, 2026**

Question 4: Full House Invitee List (Individual invitation is included after the agenda)
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/Office	Title
House			
Nolan	Ahern	Rep. Tom Emmer (R-Minn.)	Deputy Policy Director
Gable	Brady	GOP Leader Steve Scalise	Health Policy Advisor
Dan	Butler	Rep. Thomas H. Kean Jr. (R-N.J.)	Legislative Director
Abigail	Chance	Ways and Means	Professional Staff Member
Waverly	Gordon	Energy and Commerce	Deputy Staff Director; General Counsel
Tiffany	Guarascio	Energy and Commerce - Pallone	Staff Director
Drew	Keyes	House Speaker - Rep. Mike Johnson (R-LA)	Senior Policy Advisor
Sarah	Levin	Ways and Means	Professional Staff Member
Gayle	Mauser	Energy and Commerce	Health Advisor
Ari	Panzer	Ways and Means	Professional Staff Member
Clare	Paoletta	Health Policy Advisor	Energy and Commerce
Emma	Schultheis	Energy and Commerce	Policy Analyst
Alexander	Urry	Rep. Hakeem Jeffries	Senior Policy Advisor
Jackie	Weinrich	Rep Doris Matsui	Health Policy Advisor

Question 10: See the detailed agenda of activities below

Question 12:

Stanford Biodesign is the primary organizer of the Health Technology Innovation Congressional Bootcamp, overseeing all aspects of course content, planning, invitations, and program delivery. This bootcamp is designed to immerse participants in health technology innovation through a series of sessions that promote cross-sector dialogue among experts in entrepreneurship, healthcare, biotech, and policy. Participants will gain a comprehensive understanding of the journey a new health technology must take from conception to commercialization, while also exploring the innovator's perspective on the significant impact of policy on healthcare innovation.

The program will cover essential elements necessary to cultivate a thriving healthcare innovation ecosystem in the United States, equipping participants to make informed decisions that enhance patient access and outcomes. Stanford Biodesign's mission is to train aspiring innovators in a proven, repeatable process for identifying and addressing important unmet health-related needs, inventing new solutions, and developing implementation plans to advance these technologies into patient care. Our educational efforts include courses and programs for faculty, fellows, graduate, and undergraduate students. 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. This congressional bootcamp aligns with our educational mission by preparing Congressional Staffers with the comprehensive knowledge needed to critically evaluate the regulation and governance of health technology and biotech, ultimately ensuring that their constituents benefit from safe and effective innovations.

**Health Technology Innovation
Congressional Bootcamp
August 19-21, 2026
Detailed Agenda**

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

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
2:20 pm - 10:43pm flight ((SFO to IAD United # 1791)

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.

Detailed Agenda

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 Nancy Isaac
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 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 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 FDA and funding pathways for pediatric innovations, and	Beverly Tang

		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

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 AM	1:15 AM	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.	

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			
7:30 AM	8:15 AM	Breakfast	
8:15 AM	8:45 AM	<u>Shuttle to Arsenal Bio</u>	
Arsenal Bio, South San Francisco, 329 Oyster Point Blvd, South San Francisco, CA			
8:45 AM	9:00 AM	Check in/badges/coffee	

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	1:15 PM	Shuttle to SFO	
2:20 PM	10:43 PM	United # 1791 (SFO to IAD)	

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.

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

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 Crowe - CMO, Doctrinic 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

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.

Subject: Invitation: Stanford Biodesign's Health Technology Innovation Congressional Bootcamp
Date: Wednesday, July 8, 2026 at 10:51:09 AM Pacific Daylight Time
From: Dr. Josh Makower
To: clare.paoletta@mail.house.gov
CC: Susie Spielman, Jill Hannemann
Attachments: image001.png

Dear Clare,

It was wonderful to work with you on the hearing this past year. We sent this initially to your senate address, but are thankful we found your new one. 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, Stanford, 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
- **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, 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

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