

Nathan E. Weed

360.480.0308
nathan.weed@doh.wa.gov

CURRENT POSITIONS

Chief of Resiliency and Health Security *Washington*

State Department of Health, Tumwater, WA February

2021 - Present

- Provides leadership to the Washington State Department of Health's Executive Office of Resiliency and Health Security and executive sponsorship to the Incident Command for the COVID-19 pandemic response and the Incident Command for the Monkey Pox Outbreak. This position oversees \$90 million in grant and state general fund, and leads an office of 80 team members. Key outcomes of this assignment include enhancing the command presence of the Washington state's COVID-19 response, successfully responding to the Monkey Pox Outbreak, developing emergency preparedness and response leadership capacity within the agency, establishing advanced development of emergency preparedness, resilience and emergency response capabilities, and strengthening relationships to support inter-agency preparedness and response efforts.
- Throughout my tenure with the Washington State Department of Health, I've served as the Incident Commander for the agency's Type 3 Incident Management Team, and as a member of the Washington State Emergency Management Division's State Emergency Operations Center overhead team.

WORK HISTORY

US Health and Human Services Incident Management Team - Operations Section

U.S. Health and Human Services Region X, Seattle, WA

November 2012 – December 2022

- Serving as a Task Force/Strike Team Leader, Staging Area Manager, and Group Supervisor in the Operations Section of the U.S. Health and Human Services Incident Response Coordination Team - West.
- On this National Disaster Medical System Team, I work as part of a multi-disciplinary incident management team providing operational oversight to federal public health and medical teams during National Security Special Events and significant national disasters and public health emergencies.

Director, Office of Community Health Systems

Washington State Department of Health, Tumwater, WA

April 2018 - February 2021

- My primary role was to implement executive-level policy direction established by the Secretary of Health and state law makers. This included extensive change management and stakeholder engagement efforts across multiple public health and healthcare disciplines. In this position, I also provided strategic and policy direction to the Washington State Department of Health's Offices of Emergency Medical Services, Office of Rural Health, Office of Healthcare Facilities, Construction Review Services, and the programs of Certificate of Need and Charity Care.
- Major initiatives related to establishing statewide leadership around healthcare access and the safety, design, and effectiveness of many of our state's healthcare facilities.

Interim Administrator - Chelan-Douglas Health District (Temporary Duty Assignment)

Washington State Department of Health, Tumwater, WA

September 2020 - December 2020

- Four-month, temporary duty assignment providing leadership to a local health jurisdiction in Washington state that was severely impacted by the COVID-19 pandemic and had significant turnover in leadership positions. Key outcomes of this assignment included coaching and mentoring existing staff to effectively work with local elected officials, developing and leading the local response to COVID-19, onboarding key staff positions necessary for the effectiveness of the agency, and rebuilding trust between the community and the local health district.

COVID-19 Area Commander Washington State Department of Health (Temporary Duty Assignment)

Washington State Department of Health, Tumwater, WA

January 2020 - August 2020

- Provided strategic and tactical leadership to Washington State's COVID-19 public health, medical, and mortuary affairs response. This was accomplished through the effective application of our state's incident management capabilities, our state's health care capabilities, and in close coordination with other state agencies, local, and tribal jurisdictions, and federal response agencies.
- This multi-phased role required significant coordination with elected and appointed officials to implement science-based, state-wide public health and health care interventions to the COVID-19 pandemic.

Director, Department of Health - Office of Facilities (Temporary Duty Assignment)

Washington State Department of Health, Tumwater, WA

February 2018 - April 2018

- Temporary duty assignment that provided extensive opportunities to engage in the administrative operations of the Washington State Department of Health. This position leveraged crisis leadership skills on multiple levels to support a team that had unexpectedly and temporarily experienced a reduction in resources necessary to maintain a high operational tempo. This role involved hiring and on-boarding staff, making difficult decisions to retain probationary personnel, addressing agency-level safety and security issues from a strategic and leadership level, and making durable and high-impact budgetary decisions to maintain and improve 14 leased and owned agency facilities.

Deputy Chief of Emergency Operations, Department of Health - Office of Emergency Preparedness and Response

Washington State Department of Health, Tumwater, WA

December 2015 - February 2018

- My primary role was to implement the policy direction set by the Secretary of Health and the Chief of Emergency Preparedness and Response. This included providing strategic and policy direction to the Washington State Department of Health's emergency preparedness and operational readiness efforts.
- Major initiatives involved building sustainable statewide emergency response capability to save lives in disasters impacting the citizens of Washington State, and leading interagency public health and medical efforts within the Governor's Resilient Washington State Sub-Cabinet to improve the state's disaster resilience.
- This position allowed me the opportunity to work closely with a talented leadership team, as well as agency, inter-agency, local, and tribal partners in developing and implementing a shared statewide strategy for emergency preparedness and response.
- Programmatically, I led the agency's public health response team development, training, exercising, emergency planning, and the logistical efforts necessary to mount a statewide public health response effort.
- As a leader, this role gave me the opportunity to demonstrate an ability to coach and mentor new leaders in the field of public health emergency preparedness and response. I have also provided training to more than 500 people across the state of Washington in Incident Command, Incident Leadership, or crisis leadership.
- In this role, I also served as an Incident Commander for the agency's Type 3 Incident Management Team, leading response to more than 17 large scale or novel and highly political crises.

Director - Emergency Preparedness Unit, Department of Health - Office of Emergency Preparedness and Response

Washington State Department of Health, Tumwater, WA

December 2012 - December 2015

- Provided strategic direction to the agency's Office of Emergency Preparedness and Response and coordinated with external stakeholders and partners to develop a shared statewide strategic direction for this work. These efforts included taking a leadership role in building the office's strategic plan, as well as a statewide strategic matrix for PHEPR activities.
- Programmatically, I oversaw the agency's operational readiness for public health emergencies and other disasters. Operational readiness included the creation of the agency's Incident Management Team, response team development, training, exercises, emergency, and continuity of operations planning, as well as maintaining the logistical infrastructure to mount a public health response effort. In this effort, I led other leaders who are responsible for the design and implementation of these efforts.
- The focus of this work was around developing core competencies and developing performance measures to better track our progress toward building Public Health Emergency Preparedness and Healthcare Preparedness Program emergency response capabilities.
- As a leader, I influenced the development of my team members who are now operating at more sophisticated and complex levels of leadership in the emergency management field. This included several of my team members being promoted within and outside of the department, and many team members speaking at state and national level conferences, serving on state and national boards, and conducting advanced level training in their subject matter areas.

Multi-County Regional Public Health Emergency Response Coordinator

Clark County Public Health, Vancouver, WA

March 2006 – December 2012

- At the peak of this program's funding, I directly supervised six FTEs, 364 Medical Reserve Corps Volunteers, and managed a \$1.5 million budget made up of county general funds, as well as state and federal grants directed at public health emergency preparedness and response.
- In this position, those I supervised produced multiple peer reviewed publications, presented at state and national level conferences, and received national recognition for their work including a NACCHO Model Practice Award and a Kennedy School of Government Bright Ideas in Government Award.

- My focus was leading inter-jurisdictional and inter-disciplinary public health, healthcare, and all-hazards preparedness efforts. This focus included staffing a board of directors, the Region IV Governing Council, responsible for directing collaborative public health system and public health preparedness activities in the four counties and the Native American tribe occupying Southwest Washington.
- One of my major achievements is developing and leading the Region IV Public Health Incident Management Team.
- In more than 17 responses to public health emergencies, including the H1N1 pandemic, I led regional response efforts. These events often involved multiple jurisdictions and agencies, spanned multiple days to weeks, required written Incident Action plans, and required up to 110 responders.

State Bioterrorism Epidemiologist

State of Louisiana Office of Public Health, New Orleans, LA

June 2004 – February 2006

- The focus of this position was leading the development of a surveillance system for unexplained illnesses and deaths occurring in Louisiana. This was a collaborative effort between the Louisiana Office of Public Health, parish (county) and city coroners, and hospitals. I was also responsible for infectious disease investigation activities conducted in Louisiana's Capital Region. This included establishing and maintaining rapport with local hospital infection control staff, overseeing appropriate follow-up, directing physician intervention, implementing community education activities, and monitoring parish health units and hospitals conducting surveillance activities via electronic reporting.
- Developed Louisiana Office of Public Health staff's and response partner's professional skills in recognizing and responding to biological agents, infectious diseases, and other public health emergencies.
- Served on the State of Louisiana's Infectious Disease Rapid Response Team where I served in a leadership role during multiple disease outbreaks and natural disasters including West Nile Virus Outbreaks and Hurricanes Katrina and Rita.

Public Health Program Evaluation Contractor

National Network Public Health Institutes, New Orleans, LA

January 2004 – June 2004

- The primary focus of this position was to build the capability of National Network of Public Health Institutes (NNPHI) staff to conduct process evaluations of their technical assistance program. In this role, I led the design and implementation of a

comprehensive evaluation plan for the “Fostering Emerging Institutes Project” while mentoring NNPHI staff to develop their program evaluation skills.

- Assisted NNPHI staff in developing a formal system for documenting the impact of technical assistance provided to emerging state public health institutes by both NNPHI staff and NNPHI mentors.

State Trauma System Epidemiologist

Medical Center of Louisiana New Orleans (Charity Hospital), New Orleans, LA

May 1999 – December 2001

- Having worked in Emergency Medical Services prior to beginning graduate training in public health, my educational focus was on injury epidemiology and trauma systems development. Beginning as a graduate intern, I served as the epidemiologist and injury prevention program evaluation specialist.

INCIDENT RESPONSE AND CRISIS MANAGEMENT EXPERIENCE

- 1995-1999: In the formative years of my career, I worked in remote areas of Wyoming, including Yellowstone National Park, providing pre-hospital emergency medical care from the nation’s only seasonal hospital (at that time).
 - Working with limited resources in austere environments, I responded to multiple wildland fires, aircraft crash rescues, search and rescue missions, and multi-casualty incidents.
 - These early experiences included extensive mentoring that helped me build a strong foundation as a disaster responder and as a crisis leader.
- 2000-2003: Living in New Orleans, Louisiana, I became involved with multiple community-based disaster preparedness, resilience, response, and recovery efforts, as part of my academic work in Public Health.
 - This included research on public messaging around biological and chemical terrorism within urban populations typically disproportionately affected by disasters because of race, age, disabilities, economics, or social factors.
 - This work greatly expanded my awareness of structural racism, health equity, and the role of social disparities in complex crisis.
- 2004-2006: Working as the State of Louisiana’s Bioterrorism Epidemiologist, I had the opportunity to respond to the emergence of West Nile Virus outbreaks that were impacting many Gulf Coast states. I also had the opportunity to assume leadership roles in multiple disease outbreak responses.
 - I served in mid-level leadership roles during several hurricane response efforts including an inter-state mutual aid response to Hurricane Ivan in 2004, the prolonged state response to Hurricane Katrina, and Hurricane Rita.

- During Hurricanes Katrina and Rita, I worked closely with National Disaster Medical System teams, serving as the state liaison to both Disaster Medical Assistance Teams and to the Disaster Mortuary Operations Team. This expanded my leadership skills related to disaster response and expanded my view of the federal HHS response capability.
- 2007-2012: Following Hurricane Katrina, I was recruited to Washington State to support the development of public health and medical response capabilities. Over these years, I led response teams as well as Incident Management Teams in over 20 Type 3 (high complexity) public health and all hazards response efforts.
 - I led emergency response efforts by building and leading the Multi-Agency Coordination Center for Public Health and Medical Response, as well as serving as the incident commander on behalf of four independent county public health agencies and one tribal public health department during the H1N1 pandemic in 2009.
 - Through these experiences, I shifted from functioning as a response team leader to mentoring and coaching response team leaders. During this time, I also became involved with the US. Health and Human Services Incident Response Coordination Team.
- 2012-2017: Having successfully demonstrated a professional ability to develop emergency response leaders and to affect cultural and organizational change to align public health agencies more highly with a responder orientation, I was promoted to the state level to help the Washington State Department of Health build its capability to function as a responder organization.
 - Over this time, I led the Washington State Department of Health response to 19 state-level and multi-state regional emergencies. These included the SR-530 Oso, Washington landslide, the Ebola Virus Event, two of the largest firestorms in Washington State history, and several novel crises - lead in a prominent city's water system, opioid-related response related to a regional pain clinic closure, and radiologic materials issues.
 - I also responded to the following incidents and National Security Special Events with the US HHS IRCT:
 - 2015, Papal Visit- Staging Area Manager and Task Force Leader
 - 2016, Republican National Convention- HHS SOC EMG Operations Augmentee
 - 2016, Hurricane Matthew- HHS SOC EMG Operations Augmentee
 - 2017, Police Officer's Memorial, Washington D.C.- Training Task Force Leaders and Serving as Staging Area Manager and Group Supervisor
 - 2017, Hurricane Harvey- Staging Area Manager (Dallas, TX) and Division/Group Supervisor (Houston, TX NRG Arena)
 - 2017, Hurricane Harvey- Deputy Operations Section Chief and Division/Group Supervisor (San Juan, PR)
 - 2017, Hurricane Maria- Division Group Supervisor (St. Croix, USVI)
 - These experiences considerably refined my crisis leadership skills and helped me become more aware of how leaders can best support resilience of team members, partners, and stakeholders in crises. In turn, I've become better able to coach and mentor other crisis leaders in positive and meaningful action.

- 2018-2020: Settling into a new role as an office director in the Washington State Department of Health.
 - In a director-level role, my focus shifted toward developing resilient organizations, and mentoring the next generation of public health and emergency response professionals. I engaged in multiple mentorship and coaching arrangements, and seized opportunities to develop organizational resilience among the teams I lead as well as with other teams interested in these types of efforts.
- 2020-present: I stepped back into emergency response with the COVID-19 pandemic. During this time, I have served as the Incident Commander for the Department of Health's initial response to the pandemic between January and March 2020, as the Area Commander for the state COVID-19 response from March until August, and providing leadership to challenged local health jurisdictions from September until December. Beginning in January 2021, I assumed the role of Deputy Incident Commander focused on non-vaccine response efforts.
 - In these roles I have developed skills for effectively working with elected officials in high profile crises, achieving inter-agency agreement and coordination, and supporting teams that are approaching burnout but must continue to persevere with insufficient resources.

BOARD AND COMMITTEE SERVICE

Steering Committee Member - Washington State Foundational Public Health Services Steering Committee, 2021-Present

Member - Association of State and Territorial Health Officials - Directors of Public Health Preparedness Committee, 2001-Present

Chairperson - Aikido Olympia Non-Profit Board, 2016-Present

Council Member - Washington State Emergency Management Council, 2021-Present

Board Member - Washington State Poison Center, 2018-2021

President - Washington State Public Health Association 2012, Board Member 2007-2013

Chair - Washington State Public Health Association Policy and Legislative Committee, 2007-2010

Chair - Washington Region IV Homeland Security Technical Committee, 2008-2012
Reviewer - Project Public Health Ready (National Association of County and City Health Officials), 2009-2010

Council Member - Washington State Council on Homeland Security, 2009-2011

EDUCATION

Master of Public Health in Community Health Sciences, Tulane University School of Public Health and Tropical Medicine, New Orleans, LA, December 2000

Bachelor of Arts in Anthropology, University of Wyoming, Laramie, WY, May 1999

Associate of Arts in General Studies, Northwest College, Powell, WY, May 1995

CONTINUING EDUCATION

Institute For Zen Leadership - Zen Leader Practitioner
Madison, WI. Certificate of Completion, October 2022

Homeland Security Exercise and Evaluation Program (HSEEP)
Olympia, WA. Certificate of Completion, May 2015

Northwest Public Health Leadership Institute
Seattle, WA. Certificate of Completion, March 2010

Harvard Kennedy School - National Preparedness Leadership Initiative
Cambridge, MA. Certificate of Completion, June 2009

Emergency Management Institute - Professional Development Series
Emmitsburg, MD. Certificate of Completion, 2003

EMERGENCY RESPONSE TRAINING

Leading Emergency Responders (L-380)
2015 Mission Centered Solutions Olympia, WA

All Hazards Incident Commander Train the Trainer (E-0951)
2015 Federal Emergency Management Agency, EMI Emmitsburg, MD

Incident Leadership (L-381)
2012 Mission Centered Solutions Kelso, WA

Incident Command: Capabilities, Planning, and Response for All Hazards (with accompanying Hands On Training (HOT))
2010 Center for Domestic Preparedness Anniston, AL

All Hazards Incident Commander Course (S-0950)
2009 Federal Emergency Management Agency, EMI Longview, WA

All Hazards Incident Management Team (O-305)

2008 National Fire Academy (Regional Delivery) Vancouver, WA

Incident Command System Instructor

2008 Center for Domestic Preparedness (State Delivery) Portland, OR

Advanced ICS IS400

2007 Northwest Regional Training Center Vancouver, WA

Intermediate ICS IS300

2007 Northwest Regional Training Center Vancouver, WA

Incident Command Systems for Public Health

2006 North Carolina Center for Public Health Prep. Chapel Hill, NC

Healthcare Leadership Course

2005 Center for Domestic Preparedness Anniston, AL

QUALIFICATIONS

Security clearance:

- Secret (current)

Washington State Fusion Center:

- Fusion Liaison Officer Basic - 2012-present

Response qualifications recognized by the State of Washington:

- All Hazards Incident Commander (Completed Task Book)
- All Hazards Liaison Officer (Completed Task Book)
- All Hazards Operations Section Chief (Completed Task Book)
- Incident Command System Instructor
- Public Health and Medical Incident Commander
- Agency Administrator for the Washington State Department of Health
- State Emergency Operations Center Manager
- Emergency Support Function 8 - Public Health, Medical, and Mortuary Affairs Liaison
- Public Health and Medical Representative to State Emergency Operations Center Policy Group

PEER-REVIEWED PUBLICATIONS

Aakko E, **Weed N**, Konrad R, and Wiesman J. **Rethinking Volunteer Management Using a Centralized Volunteer Staging and Training Area** Disaster Medicine and Public Health Preparedness 2: 127-129. 2008

Straif-Bourgeois S, Sokol TM, Balsamo G, Hall S, **Weed N**, Krishna N, Thomas A, Michaels S, Islam Z, Ratard RC. **Hurricane Katrina's impact on infectious disease surveillance.** Journal of Louisiana State Med Soc. May-Jun;158(3):136-40. 2006

Toprani A, Straif-Bourgeois S, **Weed N**, Ratard R. **Current status of malaria in Louisiana.** *Journal of the Louisiana State Medical Society*, Volume 157, Number 3, May/June 2005.

Yoo S, **Weed N**, Lempa M, Mbondo M, Shada R, Goodman R. **Collaborative community empowerment: an illustration of a six-step process.** *Health Promotion Practice*, Volume 5, Issue 3, July 2004.

PEER-REVIEWED PRESENTATIONS

“Regional Incident Command Systems during the H1N1 Event” February 2011 National Association of County and City Health Officials, Public Health Preparedness Summit 2011. Atlanta, GA

“Out of the FOG, a Management Logic Model for Local Public Health Departments” Concurrent Session, 15th Annual Washington State Public Health Association Joint Conference on Health, Yakima, WA, 2008

Incident Command System for Communicable Disease Response. Spring 2008 Epi Road Show. Moses Lake, WA

“Clark County’s Experience Developing a NIMS-Compliant Incident Command System” Concurrent Session, 13th Annual Washington State Public Health Association Joint Conference on Health, Yakima, WA, 2006

“EMS and Public Health Partnerships” Key Note Address, Wyoming Physician Medical Directors and Ambulance Service Administrators Conference, Casper, WY, 2001.

HONORS

Omicron Kappa Delta, Public Leadership Honor Society, 2003 – Present.

Recognized by Washington State’s Secretary of Health John Wiesman for “Leading statewide EMS and Trauma System forums”, Tumwater, WA, December 27, 2019.

Recognized by Governor Inslee for “Outstanding public health response efforts in Texas following Hurricane Harvey”, Olympia, WA, September 27, 2017.

Recognized as a “Community Partner of Excellence” by The Northwest Health Preparedness Organization, Portland, OR, November 6, 2012.

Recognized for “Public Health Emergency Response Planning Leadership” by the Portland Metropolitan Region’s Cities Readiness Initiative, May 2011.

Recognition as a “Public Health Hero” in Response to Hurricanes Katrina and Rita by Louisiana Department of Health and Hospitals, Office of Public Health New Orleans, LA, August 29, 2006.

Commendation for Outstanding Performance during the Murphy Ridge-Bear Creek Complex Fire in Wyoming, August 1996.