

## **Glenna M. Crooks, Ph.D.**

Experience Summary ▪ Vaccines and Immunization

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### **Presidential Appointee, Deputy Assistant Secretary for Health, Department of Health and Human Services**

#### **Safety**

- Responsible for Administration strategy and messages in response to waning public confidence in vaccine safety, specifically, fears of possible HIV contamination of plasma-based hepatitis B vaccines and following the airing of “DTP Roulette,” safety of the whole-cell pertussis vaccine, including with communicating with Members of Congress on behalf of the Administration.
- Responsible for the development of the pediatric vaccine injury compensation system, including drafting the Administration’s legislative proposal, internal consensus-building, and communications with Members of Congress.

#### **Supply**

- Assessed private- and public-sector vaccine capacity, developing the rationale and strategy for maintaining vaccine production capabilities as a national defense imperative and led the efforts to create the legislative authorization/appropriations budgets for the vaccine stockpile.

#### **Budgets**

- Responsible for approval of CDC and NIH vaccine budget expenditures, including developing Administration policy positions to support budget requests in the President’s annual request to Congress and Congressional testimony for Administration witnesses.

### **American Pharmaceutical Association (now American Pharmacists Association)**

#### **Expanded Access**

- Developed the rationale, strategy, and implementation and training plan to expand the scope of pharmacy practice to include vaccine administration.

### **Merck & Co., Inc., Corporate Policy Executive Director**

#### **Strategic Commercial Issues**

- Advised Merck&Co Board Chair on the company’s involvement in national biodefense research and strategy.
- Appointed by Merck&Co Board Chairman to strategic planning team to determine the future of the company’s vaccine business.
- Identified and corrected problems with the security of Merck’s Manufacturing capacity and vaccine stockpile.

#### **Public Affairs**

- Responsible for Public Affairs – including policy, federal and state government relations, advocacy, and media relations – for the newly-created Merck Vaccine Division

## **Merck Vaccine Division, Vice President of Worldwide Sales and Operations**

### **Sales, Operations, and Joint Ventures**

- Built vaccine sales capacity, growing staff from 0 to 150 FTEs on five continents and sales from \$400 million in legacy sales to over \$1 billion between 1992-1994.
- Responsible for joint venture operations with Connaught, Institute Merriex, and CSL, and 40 distributors in the U.S., Europe, Asia, Mexico, Canada, and South Africa.
- Led a team to develop a vaccine-replacement program to ease the burden of vaccine inventory costs on physicians. The program was successfully piloted but later eliminated when *Vaccines for Children* legislation provided vaccines to physicians at no cost.

### **Policy and Government Relations**

- Led all vaccine-related policy and government affairs globally, often meeting with Public Health officials in the U.S., Europe, Asia, Mexico, Canada, and South America to secure vaccine purchase and immunization system financing.
- Reopened the company's business during the South African Mandela government transition, meeting with Ministers of Health, Finance, and Commerce, successfully securing product registrations, and submitting tender offers for vaccine supplies.
- Developed the strategy to secure ACIP recommendations for the universal use of Merck's vaccine for varicella.

## **Strategic Health Policy International, Inc., Founder/CEO**

### **Vaccine Research and Development**

- Member of the *Board of Scientific Counselors of the Pediatric Dengue Vaccine Initiative* funded by the Rockefeller Foundation and the Bill and Melinda Gates Foundation.
- Planned/facilitated more than 50 medical, scientific, and public health advisory boards on vaccines for Wyeth, GSK, MedImmune, and Aviron for products related to flu (including FluMist), HPV, Meningitis, RSV, and Rotavirus.

### **Expanded Use and ACIP**

- For Wyeth, developed a strategy that successfully secured the ACIP recommendation to reduce the age for universal influenza immunization from 65 to 50 and to further reduce the age for universal influenza to younger age groups as more doses became available. As a result, universal influenza immunization is currently recommended for all people over the age of six months.
- For Wyeth, developed strategy and facilitated workshops of major medical organizations (American Medical Association, American Association of Family Physicians, American College of Obstetricians and Gynecologists, American College of Physicians, National Medical Association) to successfully update and harmonize vaccine guidelines for adults, and for minority populations in the U.S. to resolve problems in clinical practice and reimbursement stemming from differing sets of recommendations.
- For Wyeth, met regularly in workshops with organizations of state officials (National Governor's Association, National Conference of State Legislators, National Black Caucus of State Legislators, National Hispanic Caucus

of State Legislators, Women in Government) on vaccines and immunization to conduct training on vaccine issues, the value of vaccines and anti-vaccine activism.

- For Novartis Vaccines and Diagnostics, developed a college meningitis immunization mandate strategy.
- For GSK, developed the strategy and workshops to train state government affairs and policy staff to secure Hepatitis A/B immunization in U.S. corrections facilities.
- For GSK, was strategic counsel to advise on Lyme Disease vaccine, employer vaccine mandates, and OSHA regulations.
- For the American Medical Association, planned and facilitated a multi-day workshop on adolescent and adult immunization to resolve immunization barriers, authoring the plan developed at the workshop.
- For the National Viral Hepatitis Roundtable, served as the Board facilitator and workshop leader to develop a national plan to eliminate viral hepatitis, including through universal hepatitis A/B immunization, delivered to the U.S. Congress in 2005.

#### **Market Access, Financing, and Reimbursement**

- For a global vaccine company (NDA prevents mention of the name), developed evidence-based messages on the value of vaccines for use by government relations, advocacy relations, policy, and media relations to secure government-funded coverage for vaccines at the country and at global organization levels. Trained global executives and built the policies and procedures related to the allowable use of the messages. This work was repurposed as an article authored by company executives and published in the peer-reviewed journal, *Vaccine*.
- For GSK, developed financing and advocacy strategy and trained company staff to secure accelerated access to new vaccines in Africa, Eastern Europe, and Latin America.
- For GSK, developed alternative immunization delivery and financing mechanisms to improve vaccine access for people in middle-income countries lacking insurance and access to government-run programs.

#### **Policy and Advocacy Communications and Training**

- For GSK, member of the company's Global Advisory Board on the *Value of Vaccines*
- For GSK, trained marketing, sales, research, government affairs, medical affairs, and legal staff groups on patient advocacy, addressing the special issues involved in vaccine advocacy and anti-vaccine activism.
- For Harvard University, review policy papers on vaccine issues written by School of Public Health graduate students.

#### **Preparedness**

- For Wyeth, led a team of CDC and vaccine experts and conducted a cross-country tour to brief members of the media and state legislatures on good public health practices in managing an influenza pandemic anticipated in the future.
- For *Covenants: Inspiring the Soul of Healing (Second Edition)*, authored a chapter on Infectious Diseases and Bioterrorism.
- Member of the *Institute of Medicine* Committee to advise the U.S. Department of Defense on the R&D of biowarfare countermeasures and, with the Committee Chair, briefed the White House on the findings.

**Marketing**

- With FastFocus Health conducted two studies on Covid-19 vaccine hesitancy.
- Other clients included market research and marketing agencies competing for vaccine company business and pharmaceutical companies contemplating entering the vaccine market.

**Subject Matter Expert**

- For a consumer products company with no prior vaccine experience (NDA prevents mention of the name), coached, conducted workshops, and acted as the key SME as they prepared to compete to become Aviron's marketing partner for FluMist.
- Frequent coach to market research and advertising companies pitching business to vaccine companies.
- Vaccine experience includes Measles-Mumps-Rubella, Pneumococcal Pneumonia, Rotavirus, HPV, Hepatitis B, Hepatitis A/B combination, Meningitis, Varicella, Influenza (including FluMist), RSV, Diphtheria-Pertussis-Tetanus, Dengue, and other various pediatric combinations.
- Confidential advisor of vaccine matters to select Members of Congress, State Legislators, and staff since 1996, and since January 2019, on pandemic issues.
- Co-producer, with the *Vanguard Network*, of the [Vanguard Vaccination Project](#) series of nine episodes to help business, non-profit and civic leaders maximize COVID-19 vaccination by providing them with 'tool kit' materials – some in English and Spanish – and leadership models of how to implement those tools to engage employees, customers and local communities.