

February 1, 2022

The Honorable Anna G. Eshoo
Chairwoman
Subcommittee on Health
House Energy and Commerce Committee
272 Cannon House Office Building
Washington, DC 20515

The Honorable Brett Guthrie
Ranking Member
Subcommittee on Health
House Energy and Commerce Committee
2434 Rayburn House Office Building
Washington, DC 20515

Dear Chairwoman Eshoo and Ranking Member Guthrie,

ARPA-H has the potential to be an extremely impactful undertaking for our Nation and getting it right is no small matter. The creation and sustainment of any organization tasked with fostering innovation and leaps forward requires a very deliberate approach, as it is extremely easy to get the equation wrong.

Innovation in this day-and-age is very much about making advantage of the ever-increasing speed of technology cycles combined with leveraging the significant investment from the commercial sector combined with seeding/harvesting research/academics at scale. Translation of innovation by/with/into government requires the utmost consideration and deliberate approach in achieving a desired outcome, as institutional government is not currently designed to be the optimum environment. Success is as much about what should not be done as what should be done. What should be done is to build a standalone construct directly funded and insulated from large bureaucratic institutions and politics and recruit proven successful leadership from a highly competitive part of the economy with autonomy to create an agile and fast culture by recruiting the best-and-brightest constructive minds who can ultimately produce the intended results. What should not be done is to subjugate ARPA-H to a large and slow-moving bureaucratic government structure, like the NIH, or to the leadership of any career bureaucrats. If NIH is the home of ARPA-H, you would be better off not wasting the money, time, and opportunity. Likewise, you will want to select your leadership from the ranks of the fastest evolving part of the nation and economy. Innovation inherently includes some failure, and, failing-fast and recovering-quickly is important and characteristically intrinsic to successful leaders operating at competitive speed. Please do it right.

I am including some of my background/experiences below, to create some context for my advice above.

As an Entrepreneur I have been building the most advanced healthcare and medical device ventures over 30 years in the Silicon Valley. I founded and led the first eCommerce system for

medical supplies streamlining the healthcare supply chain and saving lives; I founded and led the earliest Software as a Service (SaaS) company for designing and equipping high tech hospitals better and faster thereby saving lives; and I led the first breakthrough Artificial Intelligence software company in medicine saving the lives of stroke patients. I have created both private and public companies, and all these ventures have stood the test of time and continue to be leaders. I understand innovation in healthcare and medicine and translating such into constructive production.

As an Academic with multiple advanced degrees in engineering and biomedical physics from our Nation's premier institutions and programs, I translate innovation from academics into commercial ventures. As an Adjunct Professor at the Stanford University School of Medicine, my primary responsibility is working with clinical and academic faculty to bridge academic innovation into commercial solution and venture creation. I have been successful and have also been witness to failures. I understand academic research innovation and translating such into commercial successes.

As a Citizen I answered the call of the Nation and am currently assisting the Department of Defense as a Director of the well-known Defense Innovation Unit. I work with the Leaders of the Department and the Commanders of the Military, and across the chain-of-command to the warfighters. I have advanced innovative cyber and telecommunications capabilities into the DoD to strengthen the Nation's security, and I work closely with the teams responsible for doing the same with artificial intelligence, autonomy, energy, human systems, and space. The White House and other Cabinet Departments are engaged with my work and approach. I have been successful and have also been witness to failures. I understand commercial innovation and translating such into government.

Please feel welcome to contact me directly if you need further detail or color.

Respectfully Submitted for the Congressional Record,

Dr. Jeffrey H. Kleck