

# Strategic Approaches to Data Science & Open Science: Research Data Management

***Research Data Management Symposium - December 5, 2019***

Michael F. Huerta, PhD  
*Director, Office of Strategic Initiatives  
Associate Director, National Library of Medicine, NIH*



U.S. National Library of Medicine

# All of Us

## RESEARCH PROGRAM

- Goal is to enroll 1 million participants in a research program
- Participant-engaged, data-driven enterprise
- Collecting data about behavior, genetics, physiology, environmental exposures, social factors, and much more

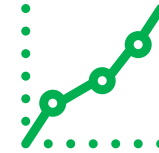


U.S. National Library of Medicine

# Opportunities



**New ways to measure risk** for diseases based on environmental exposures, genetic factors & interactions



Correlate activity, physiological, genetic, & environmental measures with **health outcomes**



Discover **biomarkers** that signal increased or decreased risk of developing diseases



Develop **new disease classifications** & relationships



Identify the causes of **individual differences in response** to commonly used drugs & other treatments



# Challenges



How to coordinate large scale **data collection** across many very different sites?



How to **synthesize** large volumes of diverse data types to power discovery?



How to **deliver data** to the right users, at the right time, in the right way?



How to help diverse publics **harness the power** of their personal health data?



How to protect and preserve the **privacy** of participants, while maximizing research opportunities?



U.S. National Library of Medicine



# Challenges



How to coordinate large scale **data collection** across many very different sites?



How to **deliver data** to the right users, at the right time, in the right way?



How to protect and preserve the **privacy** of participants, while maximizing research opportunities?



How to **synthesize** large volumes of diverse data types to power discovery?



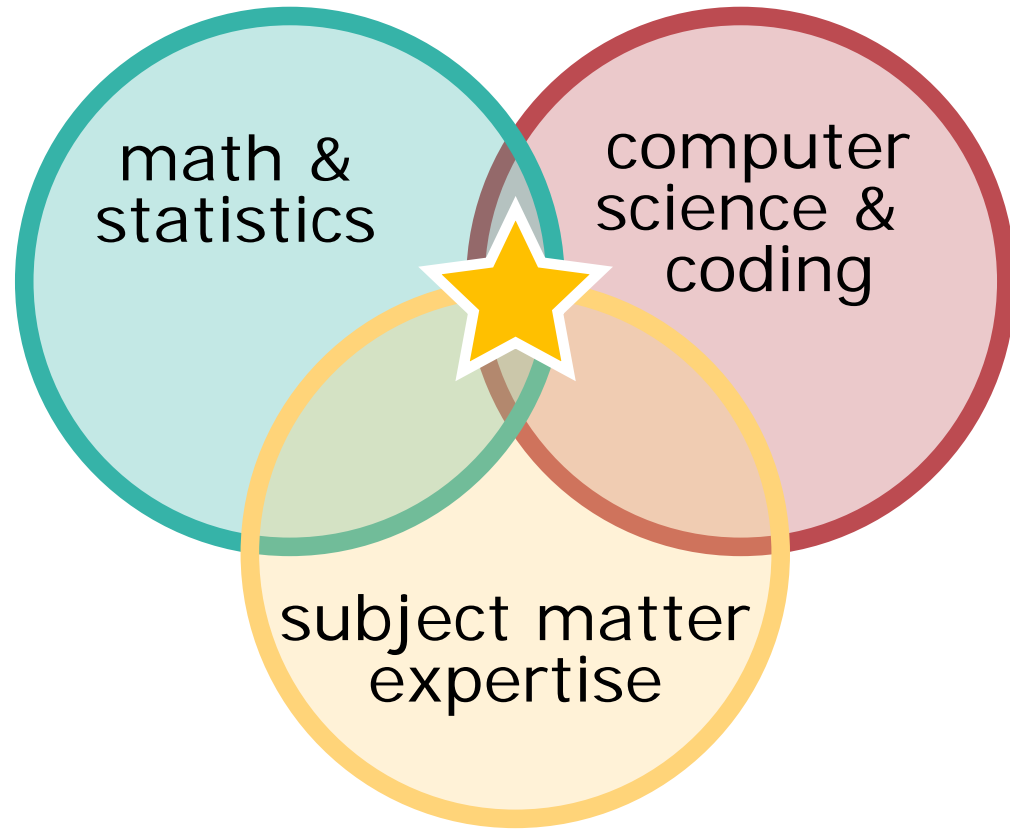
How to help diverse publics **harness the power** of their personal health data?

***By working at the intersection of data science & open science***



U.S. National Library of Medicine

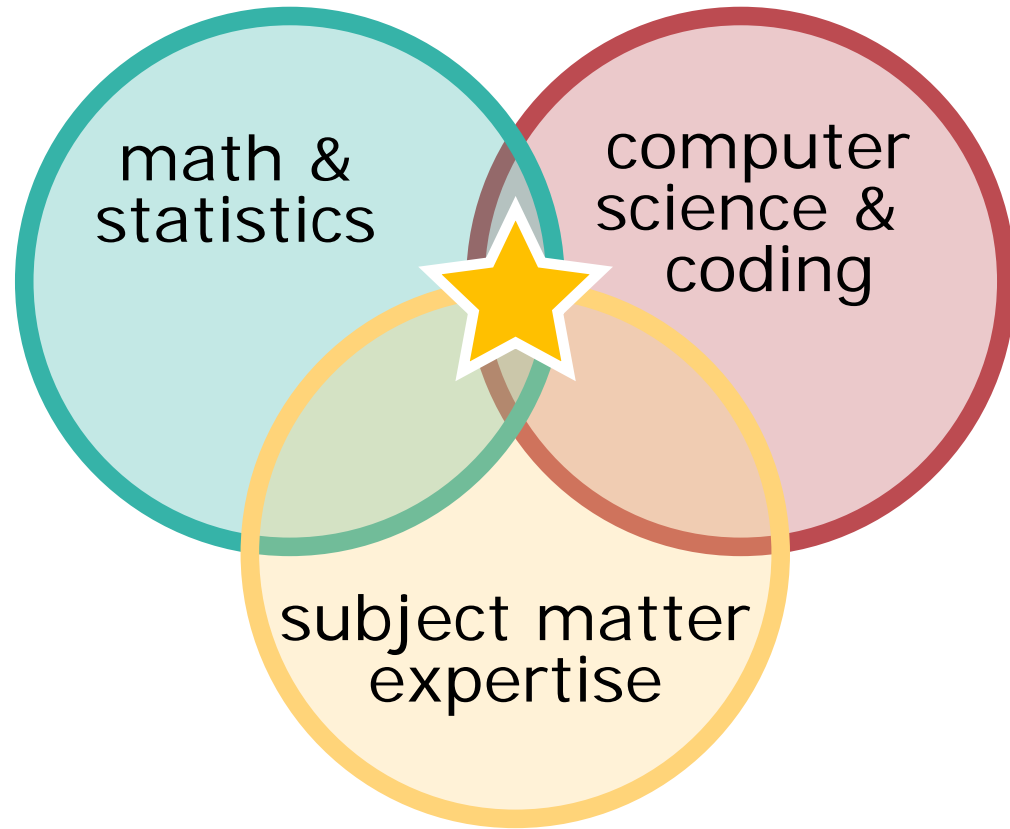
# Data Science



Data Science is a **scientific & methodologic approach** to understanding data

(Just as molecular biology is a scientific & methodologic approach to understanding disease)

# Data Science



Data Science is a **scientific & methodologic approach** to understanding data

(Just as molecular biology is a scientific & methodologic approach to understanding disease)

***New tools for  
new insights***



U.S. National Library of Medicine

**“New directions in science are  
launched by new tools much more  
often than by new concepts.”**

**Freeman Dyson**  
*Imagined Worlds*  
(1997)  
Harvard University Press



U.S. National Library of Medicine



# Open Science

Open Science is a **new paradigm**,  
a different way of doing science  
in which the **products and processes  
of research** (e.g., datasets) are  
broadly **available & usable**



U.S. National Library of Medicine

# Open Science

Open Science is a **new paradigm**, a different way of doing science in which the **products and processes of research** (e.g., datasets) are broadly **available & usable**

Open science is facilitated when **research data management** abides by the **FAIR principles**



**F**indable



**A**ccessible



**I**nteroperable



**R**eusable



U.S. National Library of Medicine

**“...paradigm changes do cause scientists to see the world of their research engagements differently.”**

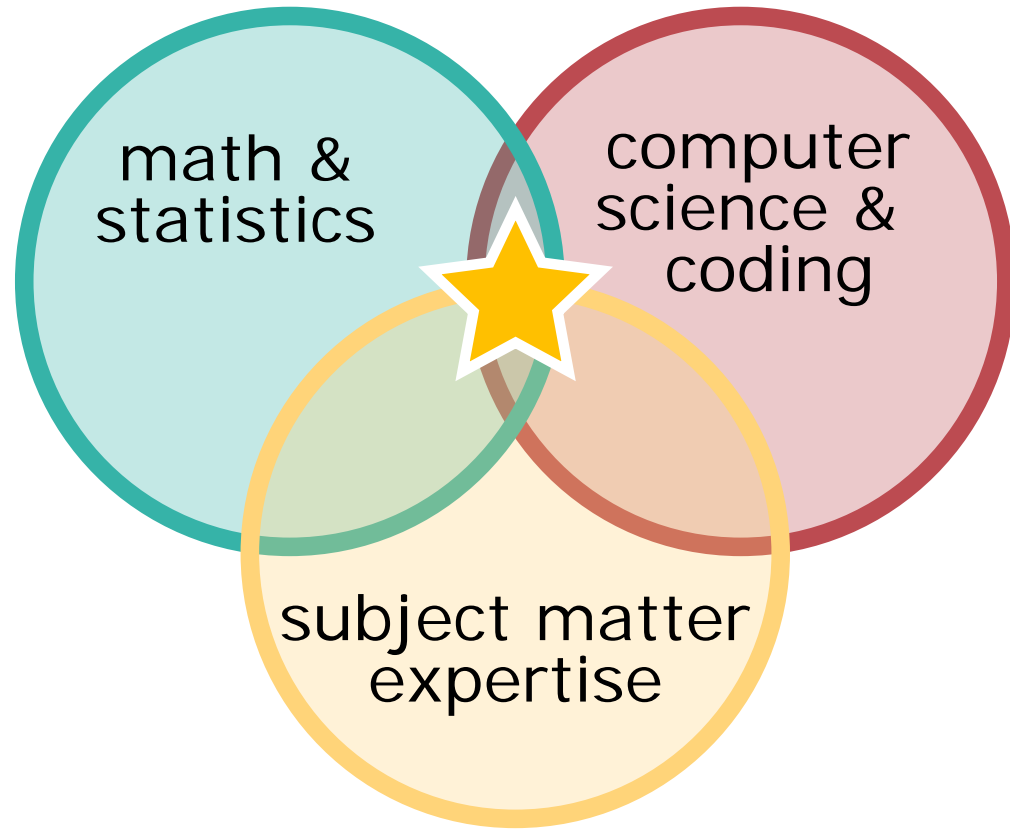
**Thomas Kuhn**  
*The Structure of Scientific Revolutions*  
(1962)  
University of Chicago Press



U.S. National Library of Medicine

# DS + OS = new tools and new paradigm

## Data Science



## Open Science



**F**indable



**A**ccessible



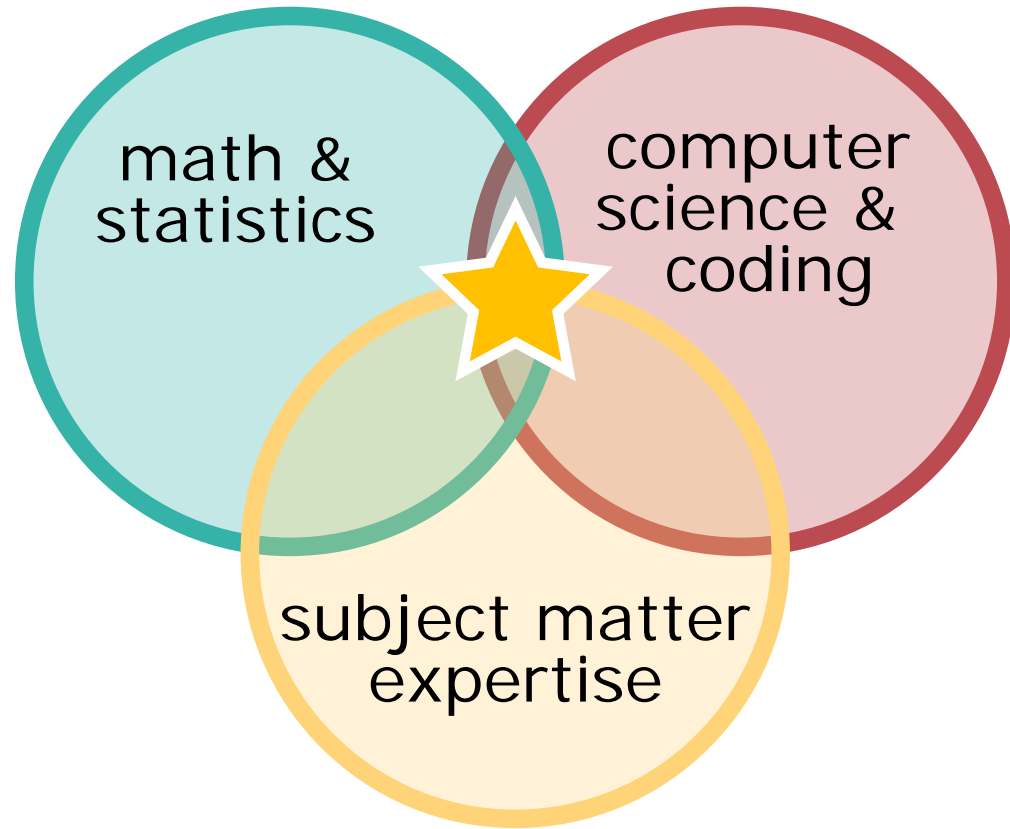
**I**nteroperable



**R**eusable

# DS & OS are very powerful when paired

## Data Science



## Open Science



**F**indable



**A**ccessible



**I**nteroperable



**R**eusable

*The **National Library of Medicine**  
lives at the intersection of  
**data science & open science***



U.S. National Library of Medicine

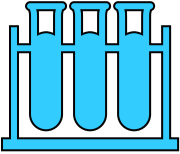
# National Library of Medicine



U.S. National Library of Medicine

# National Library of Medicine

- An Institute of the NIH (1968)
  - Lead, conduct, and support research and training in biomedical:
    - Information science
    - Informatics
    - Data science

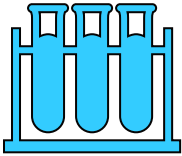


U.S. National Library of Medicine



# National Library of Medicine

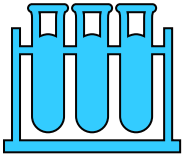
- An Institute of the NIH (1968)
  - Lead, conduct, and support research and training in biomedical:
    - Information science
    - Informatics
    - Data science
- The world's largest biomedical library (1836)
  - Create & host major resources, tools, & services for literature, data, standards, & more
    - Send > 115 terabytes of data to > 5 million users daily
    - Receive > 15 terabytes of data from > 3,000 users daily



U.S. National Library of Medicine

# National Library of Medicine

- An Institute of the NIH (1968)



- Lead, conduct, and support research and training in biomedical:

- Information science
    - Informatics
    - Data science

- The world's largest biomedical library (1836)



- Create & host major resources, tools, & services for literature, data, standards, & more

- Send > 115 terabytes of data to > 5 million users daily
    - Receive > 15 terabytes of data from > 3,000 users daily

- Facilitate open science & scholarship by making digital research objects:

- Findable, Accessible, Interoperable, & Reusable (FAIR)
    - As well as Attributable & Sustainable



U.S. National Library of Medicine

**NIH has paired DS & OS** to tackle significant  
biomedical research questions through  
large scale, data-centric, and open initiatives

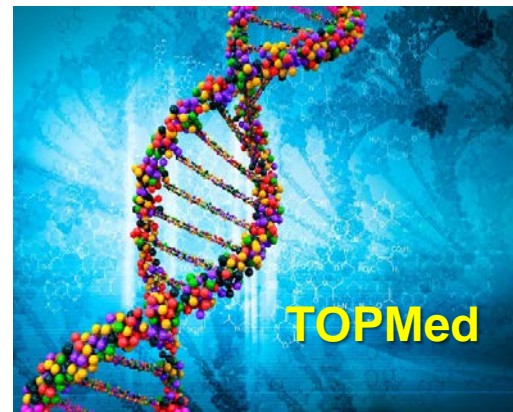
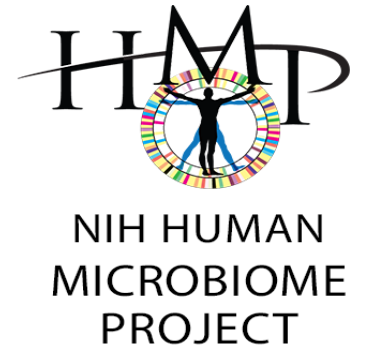
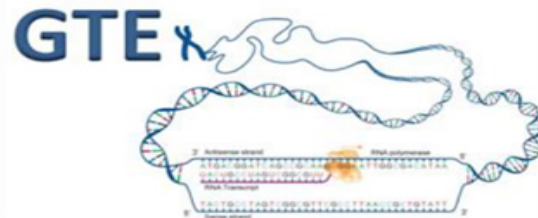


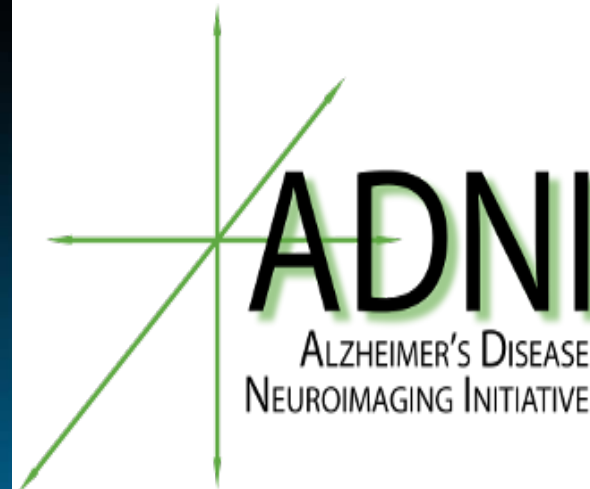
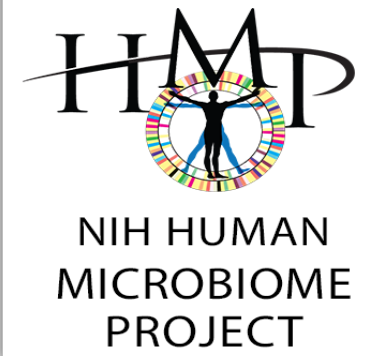
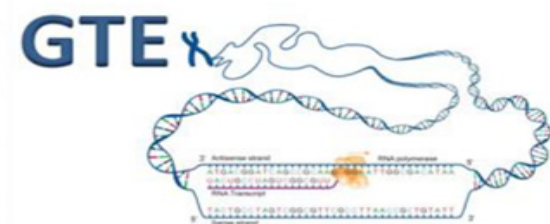
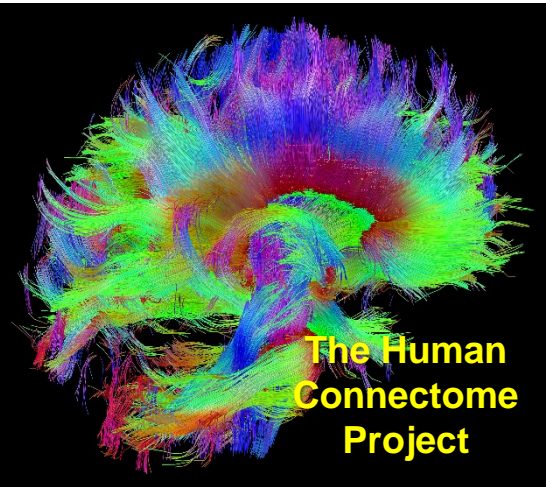
U.S. National Library of Medicine

NIH has paired DS & OS to tackle significant biomedical research questions through large scale, data-centric, and open initiatives

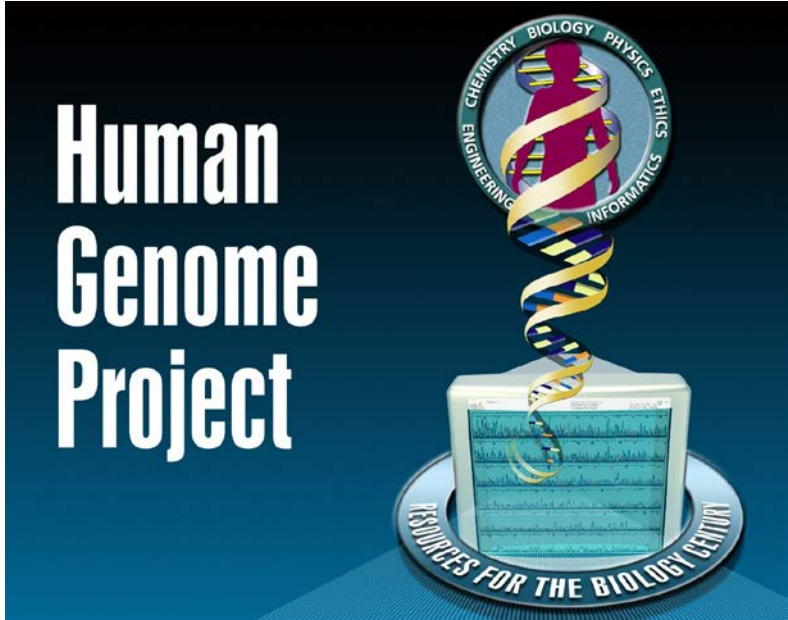
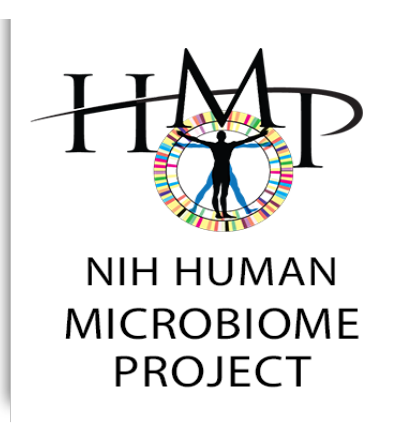
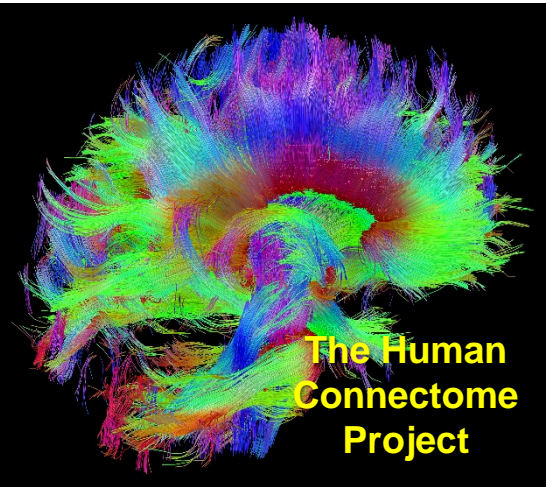


U.S. National Library of Medicine

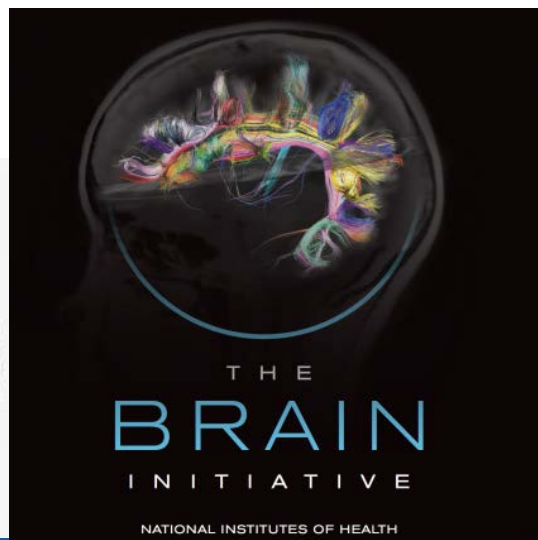








Teen Brains. Today's Science. Brighter Future.



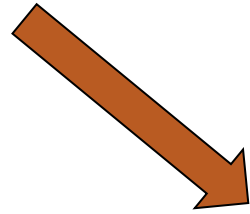
**NIH research to be  
even MORE  
data-centric & open**



U.S. National Library of Medicine



## Societal Expectations

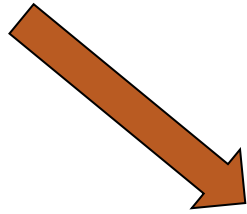


**NIH research to be  
even MORE  
data-centric & open**

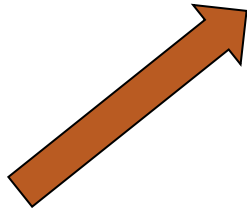


U.S. National Library of Medicine

## Societal Expectations



**NIH research to be  
even MORE  
data-centric & open**

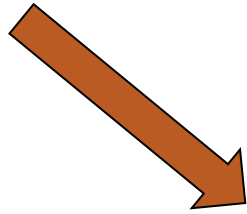


## Technical Capabilities



U.S. National Library of Medicine

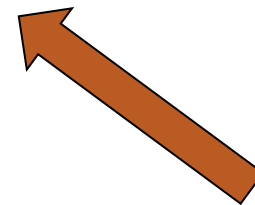
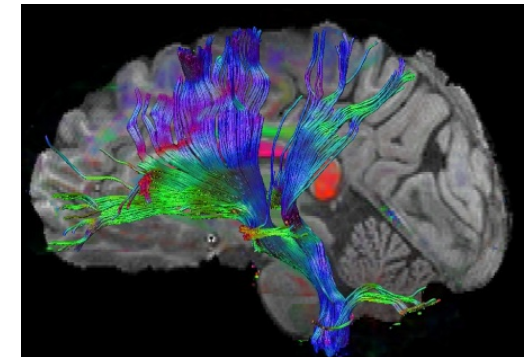
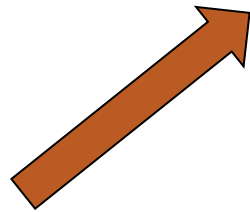
## Societal Expectations



**NIH research to be  
even MORE  
data-centric & open**



## Technical Capabilities



## Scientific Opportunities



U.S. National Library of Medicine

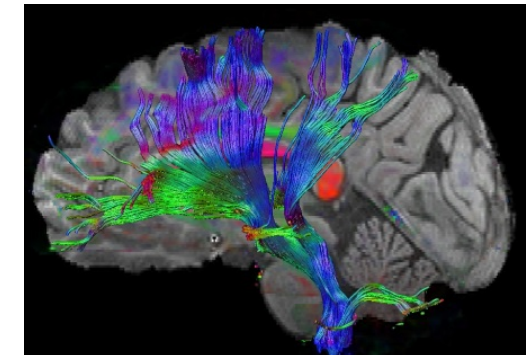
Societal Expectations



Laws & Policy Directives



**NIH research to be  
even MORE  
data-centric & open**



Technical Capabilities

Scientific Opportunities



U.S. National Library of Medicine

Societal Expectations



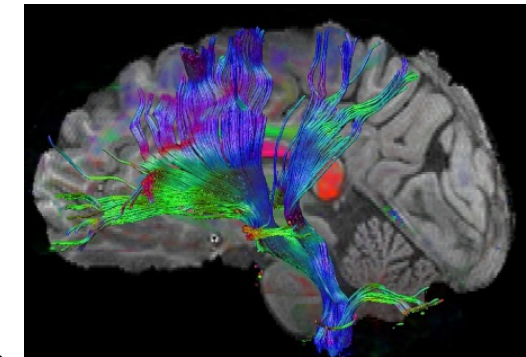
Laws & Policy Directives



**NIH research to be  
even MORE  
data-centric & open**



Technical Capabilities



Scientific Opportunities



U.S. National Library of Medicine

# Opening Science by Memo

- **February 2013** - OSTP memo to federal agencies to increase public access to research results
  - Publications
  - Data
- **February 2015** - NIH plan posted
- **Today** - Implementation is underway



U.S. National Library of Medicine

# Opening Science by Memo

- **February 2013** - OSTP memo to federal agencies to increase public access to research results
  - Publications
  - Data
- **February 2015** - NIH plan posted
- **Today** - Implementation is underway

***Requires strategic & coordinated approaches***



U.S. National Library of Medicine





U.S. National Library of Medicine

# A Platform for Biomedical Discovery and Data-Powered Health

## Strategic Plan 2017-2027









**Innovate, build,  
& sustain an  
open digital  
ecosystem for  
health info,  
science, &  
scholarship**



**Optimize user  
experience with,  
and use of, NLM  
digital resources**



U.S. National Library of Medicine



**Innovate, build,  
& sustain an  
open digital  
ecosystem for  
health info,  
science, &  
scholarship**



**Optimize user  
experience with,  
and use of, NLM  
digital resources**



**Assure a data-  
savvy biomedical  
workforce and a  
data-ready  
public**



U.S. National Library of Medicine

# NIH Strategic Plan for Data Science



Support Highly Efficient and Effective Data **Infrastructure** for Biomedical Research



Promote the Modernization of the Research Data Resources **Ecosystem**



Support the Development and Dissemination of Advanced Management, Analytics, and Visualization **Tools**



Enhance **Workforce** Development for Biomedical Data Science



Enact Appropriate Policies to Promote Stewardship and **Sustainability**

# Successful DS & OS Strategies Depend on Good RDM



Policy implementation for open science



Enhancing the repository ecosystem



Connecting repositories through metadata

# Successful DS & OS Strategies Depend on Good RDM



**Policy implementation for open science**



Enhancing the repository ecosystem



Connecting repositories through metadata

# Open Science Begins With Sharing Data

## Advances **science** & the **public** good in many ways

- Deeper **understanding** of the research & conclusions
- Enables **validation** of scientific results
- Allows **reanalysis** of data with different methods
- Increases **statistical power & corpus size** via data aggregation
- Allows **big data approaches** by combining heterogeneous data
- Facilitates **reuse** of hard-to-generate data
- Promotes research **collaboration**
- Good stewardship **increases return on taxpayer investment**
- Fosters **transparency and accountability**
- Maximizes research **participants' contributions**



U.S. National Library of Medicine

# NIH Draft Policy for Data Management & Sharing (*seeking public comment*)



U.S. National Library of Medicine



# NIH Draft Policy for Data Management & Sharing

*(seeking public comment)*

- **Draft policy reflects the importance of:**
  - Data stewardship
  - Good research data management
  - FAIR principles
  - Flexibility in Plans
  - Research participants' autonomy & protection



# Current DRAFT Policy for Data Management & Sharing

- **Scope:** Applies to **all research** funded or conducted by NIH that results in generation of scientific data
- **Requirements:** Submission of and compliance with a Data Management and Sharing **Plan outlining how scientific data will be managed and shared**, taking into account any potential restrictions or limitations
- **Compliance:** Failure to comply with the approved Plan may **affect future NIH funding** decisions
- **Paying for Data Management & Sharing:** Costs of data management & sharing activities are **allowable** budget requests



U.S. National Library of Medicine

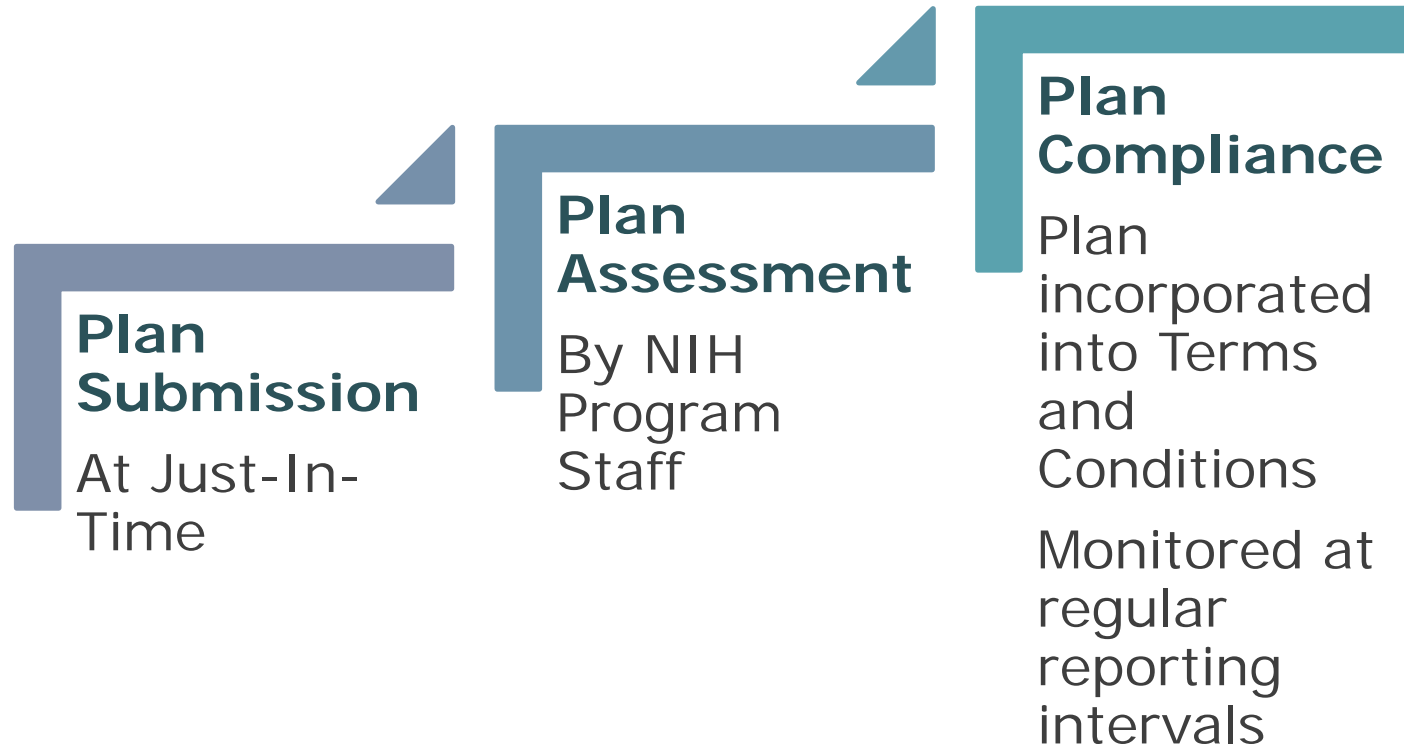
# DRAFT Policy Guidance – Plan Elements

- **Proposed Plan Elements**
  - Data type (including metadata/documentation)
  - Related tools, software, and/or code
  - Standards
  - Data preservation, access, & their associated timelines
  - Data sharing agreements, licenses, & other use limitations
  - Oversight of data management



# DRAFT Policy - Plan Flow

## Extramural Grant Awards



U.S. National Library of Medicine

# NIH is Seeking Public Comment on DRAFT Policy for Data Management & Sharing

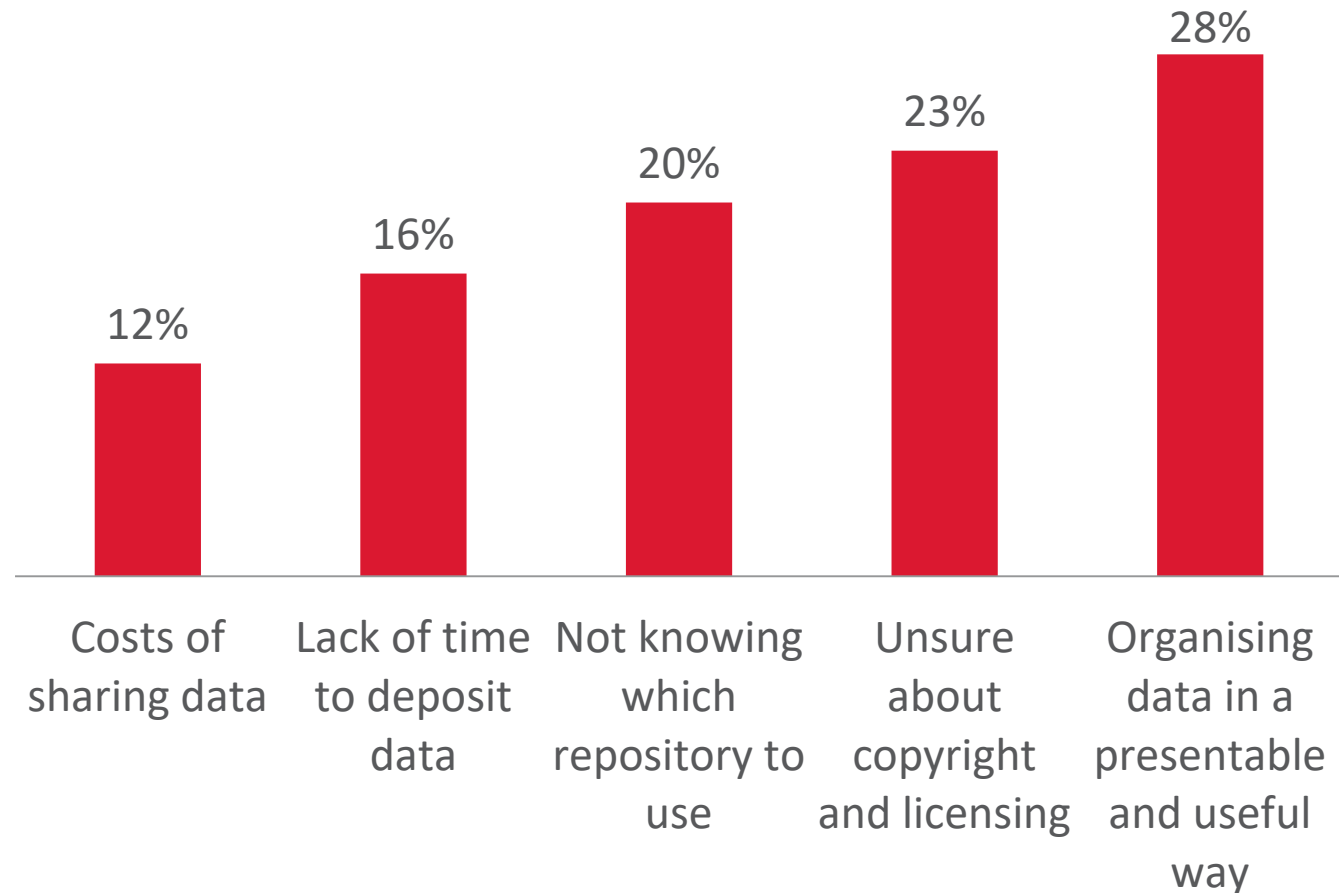
- Comments are being accepted until **January 10, 2020**
- Will be used to inform a final policy

<https://osp.od.nih.gov/scientific-sharing/nih-data-management-and-sharing-activities-related-to-public-access-and-open-science/>



U.S. National Library of Medicine

# What problems do authors have in sharing datasets?



From a Springer Nature researcher survey. Total respondents: 7719

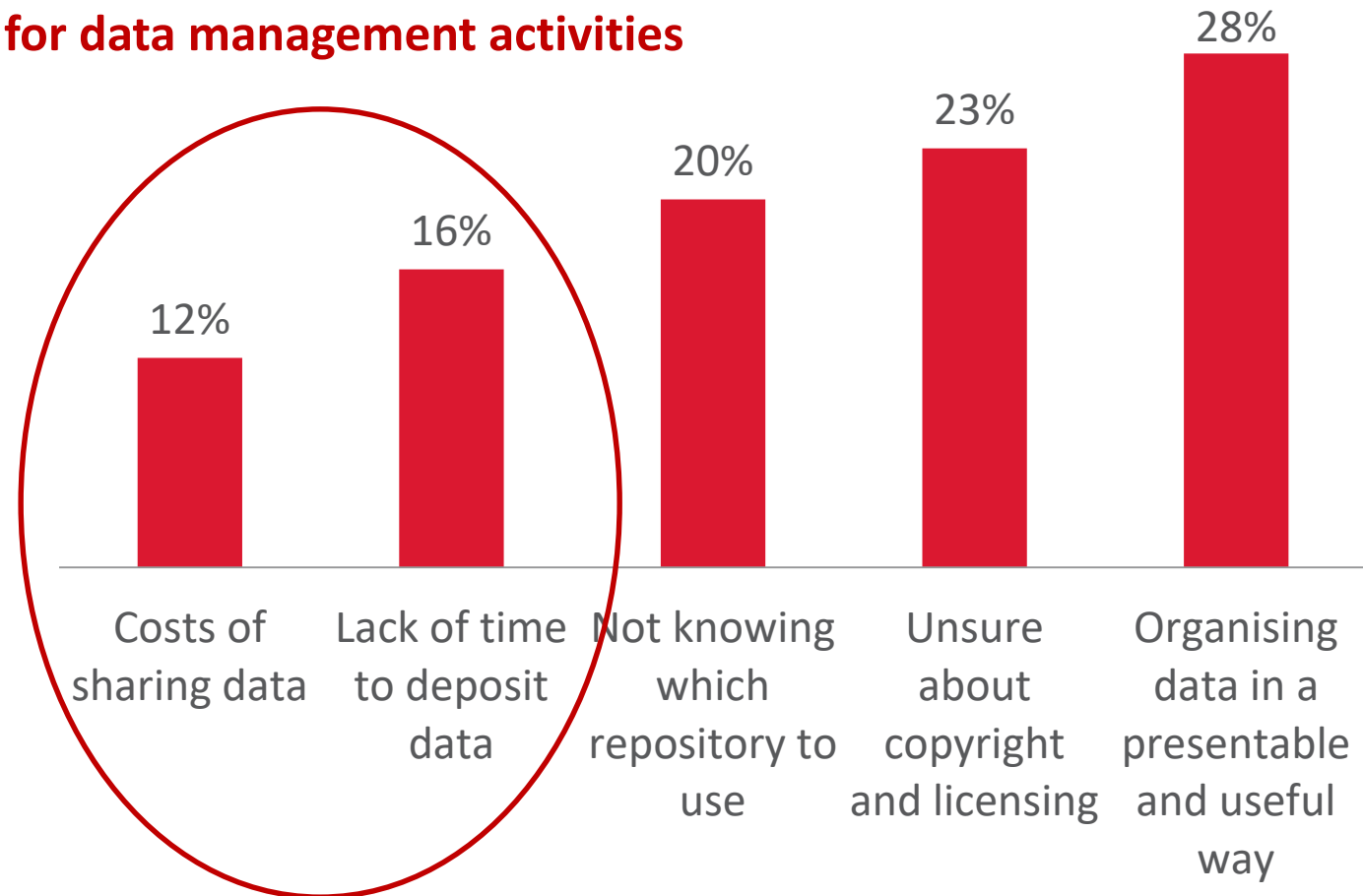
<https://doi.org/10.6084/m9.figshare.5975011>

Grace Baynes / 4/29/19

**SPRINGER NATURE**

# What problems do authors have in sharing datasets?

**NIH draft policy provides cost recovery  
for data management activities**

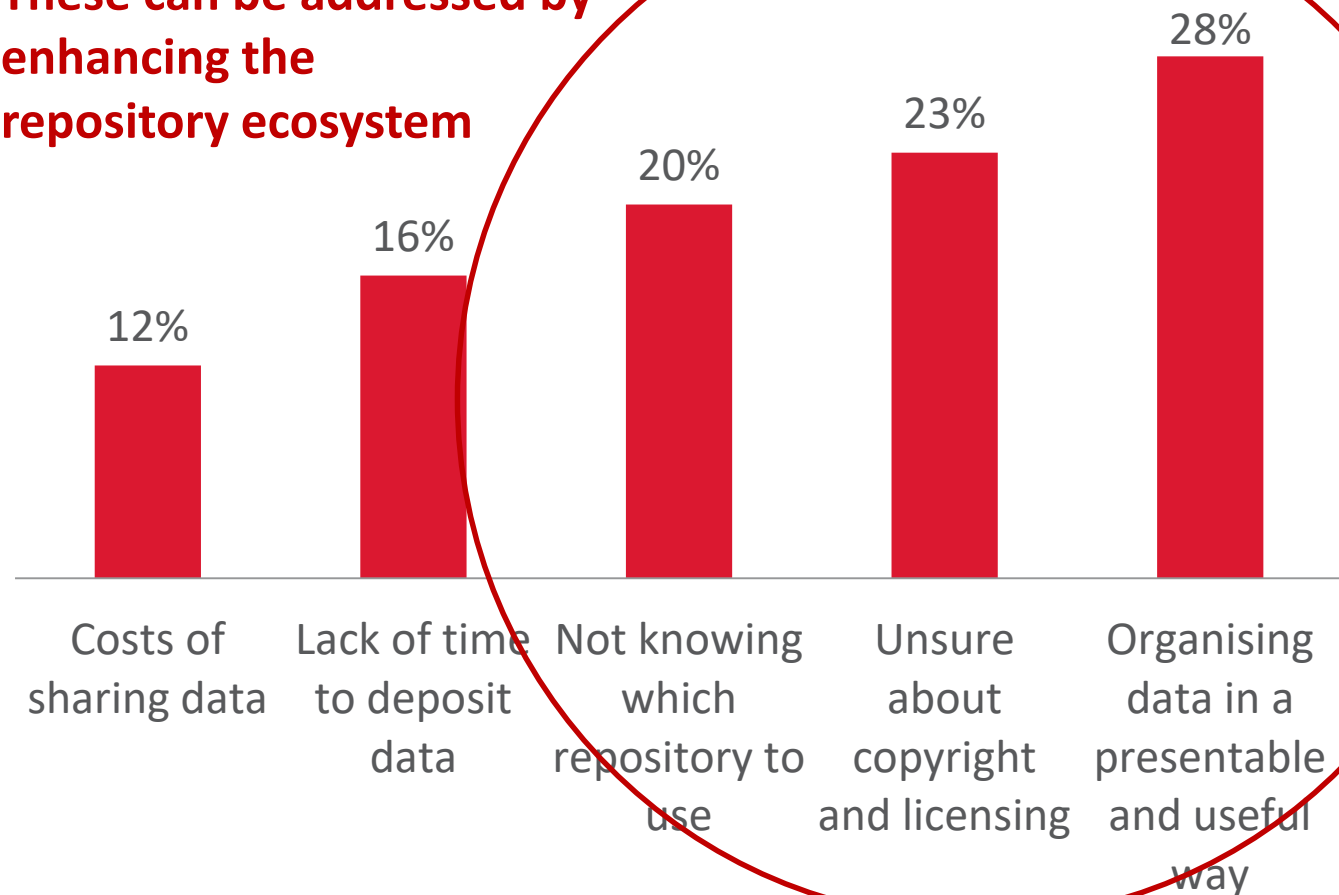


From a Springer Nature researcher survey. Total respondents: 7719

<https://doi.org/10.6084/m9.figshare.5975011>

# What problems do authors have in sharing datasets?

These can be addressed by enhancing the repository ecosystem



From a Springer Nature researcher survey. Total respondents: 7719

<https://doi.org/10.6084/m9.figshare.5975011>



# Successful DS & OS Strategies Depend on Good RDM



Policy implementation for open science



**Enhancing the repository ecosystem**



Connecting repositories through metadata



# Sharing Publication-Related Data

**NIH strongly encourages use of open domain-specific repositories as a first choice**

[https://www.nlm.nih.gov/NIHbmic/nih\\_data\\_sharing\\_repositories.html](https://www.nlm.nih.gov/NIHbmic/nih_data_sharing_repositories.html)



U.S. National Library of Medicine

# BMIC List of >80 Domain-Specific Repositories

[https://www.nlm.nih.gov/NIHbmic/nih\\_data\\_sharing\\_repositories.html](https://www.nlm.nih.gov/NIHbmic/nih_data_sharing_repositories.html)



Trans-NIH BioMedical Informatics Coordinating Committee (BMIC)

[BMIC Home](#) | [CDE Resource Portal](#)

ICO	Repository Name	Repository Description	Data Submission Policy	Access to Data	Current NIH funding support	Open data submission	Open data access	Open time frame for data deposit	Sustained support
NICHD	<a href="#">Xenbase</a>	Xenbase is a <i>Xenopus laevis</i> and <i>Xenopus tropicalis</i> biology and genomics resource.	<a href="#">How to submit data to Xenbase</a>	<a href="#">How to access Xenbase data</a>	Yes	Yes	Yes	Yes	Yes
NHGRI	<a href="#">WormBase</a>	WormBase is an international consortium of biologists and computer scientists dedicated to providing the research community with accurate, current, accessible information concerning the genetics, genomics and biology of <i>C. elegans</i> and related nematodes.	<a href="#">How to submit data to WormBase</a>	<a href="#">How to access WormBase data</a>	Yes	Yes	Yes	Yes	Yes
NIAID	<a href="#">Virus Pathogen Research (ViPR)</a>	The Virus Pathogen Resource (ViPR) provides a searchable public repository of genomic, proteomic and other important research data for more than 500,000 strains of pathogenic viruses along with a suite of	<a href="#">How to submit data to ViPR</a>	<a href="#">How to access ViPR data</a>	Yes	Yes	Yes	Yes	Yes



U.S. National Library of Medicine



# Sharing Publication-Related Data

NIH strongly encourages use of open domain-specific repositories as a first choice

[https://www.nlm.nih.gov/NIHbmic/nih\\_data\\_sharing\\_repositories.html](https://www.nlm.nih.gov/NIHbmic/nih_data_sharing_repositories.html)

**Options of scaled implementation for sharing datasets**



U.S. National Library of Medicine



# Sharing Publication-Related Data

**NIH strongly encourages use of open domain-specific repositories as a first choice**

[https://www.nlm.nih.gov/NIHbmic/nih\\_data\\_sharing\\_repositories.html](https://www.nlm.nih.gov/NIHbmic/nih_data_sharing_repositories.html)

## Options of scaled implementation for sharing datasets

Datasets up to **2 GB**

### PubMed Central (PMC)

Datasets associated with  
PMC articles

Separate unique identifiers  
assigned to datasets  
& articles



U.S. National Library of Medicine

# Generalist / Institutional Repositories





# Sharing Publication-Related Data

**NIH strongly encourages use of open domain-specific repositories as a first choice**

[https://www.nlm.nih.gov/NIHbmic/nih\\_data\\_sharing\\_repositories.html](https://www.nlm.nih.gov/NIHbmic/nih_data_sharing_repositories.html)

## Options of scaled implementation for sharing datasets

Datasets up to **2 GB**

Terabytes

### PubMed Central (PMC)

Datasets associated with  
PMC articles

Separate unique identifiers  
assigned to datasets  
& articles



U.S. National Library of Medicine





# Sharing Publication-Related Data

NIH strongly encourages use of open domain-specific repositories as a first choice

[https://www.nlm.nih.gov/NIHbmic/nih\\_data\\_sharing\\_repositories.html](https://www.nlm.nih.gov/NIHbmic/nih_data_sharing_repositories.html)

## Options of scaled implementation for sharing datasets

Datasets up to **2 GB**

### PubMed Central (PMC)

Datasets associated with  
PMC articles

Separate unique identifiers  
assigned to datasets  
& articles

Terabytes

### Generalist / Institutional Repositories

figshare pilot project 100 GB

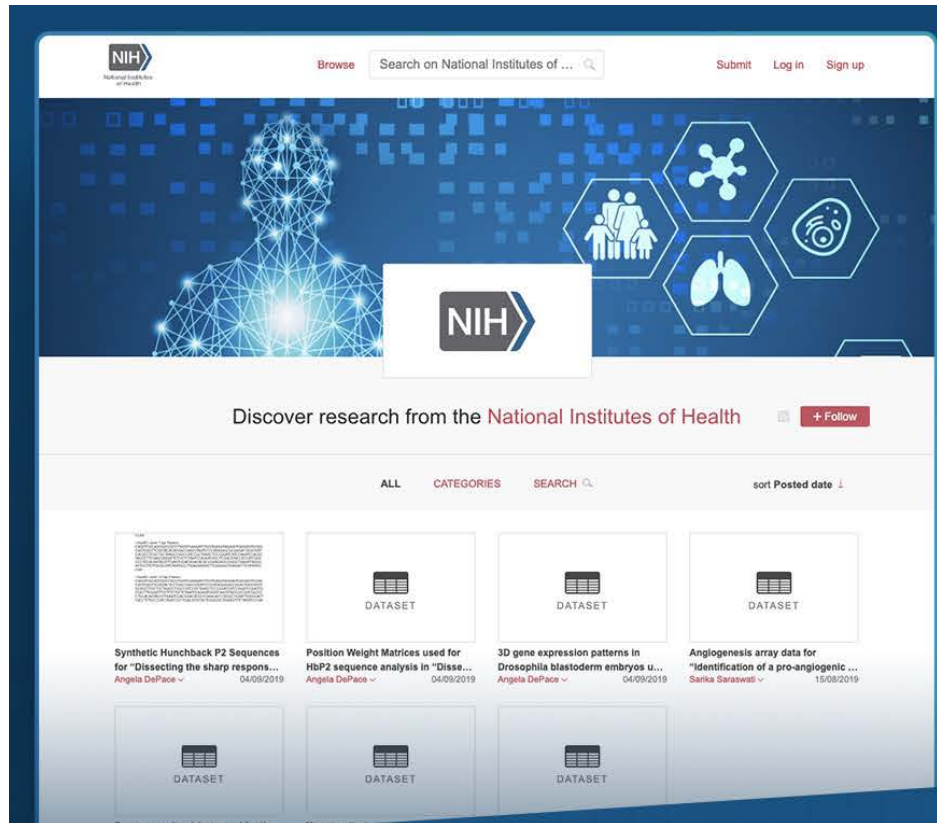
Datasets assigned unique  
identifiers & linked to  
PubMed citations



U.S. National Library of Medicine

# NIH figshare Pilot

<https://nih.figshare.com/>



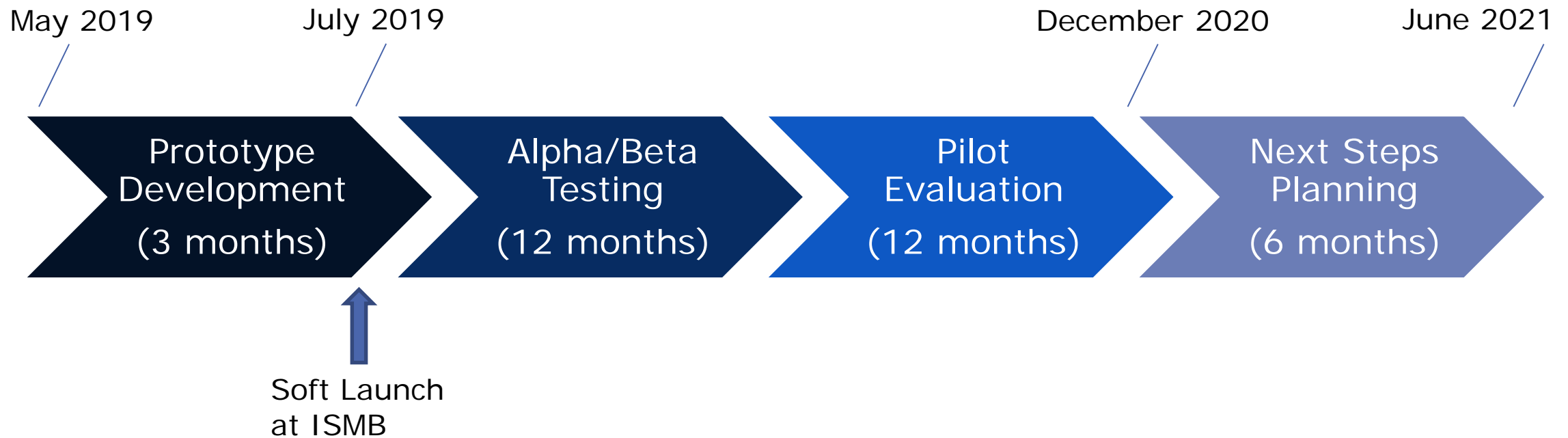
Make NIH-supported research data **citable**, **shareable**, and **discoverable** in a few easy steps.

- Available for all NIH-supported researchers
- Allows researchers to share:
  - Research data that do not have a **domain-specific repository**
  - Data underlying publication figures and tables
  - Useful data not associated with publications



U.S. National Library of Medicine

# NIH figshare Pilot Timeline



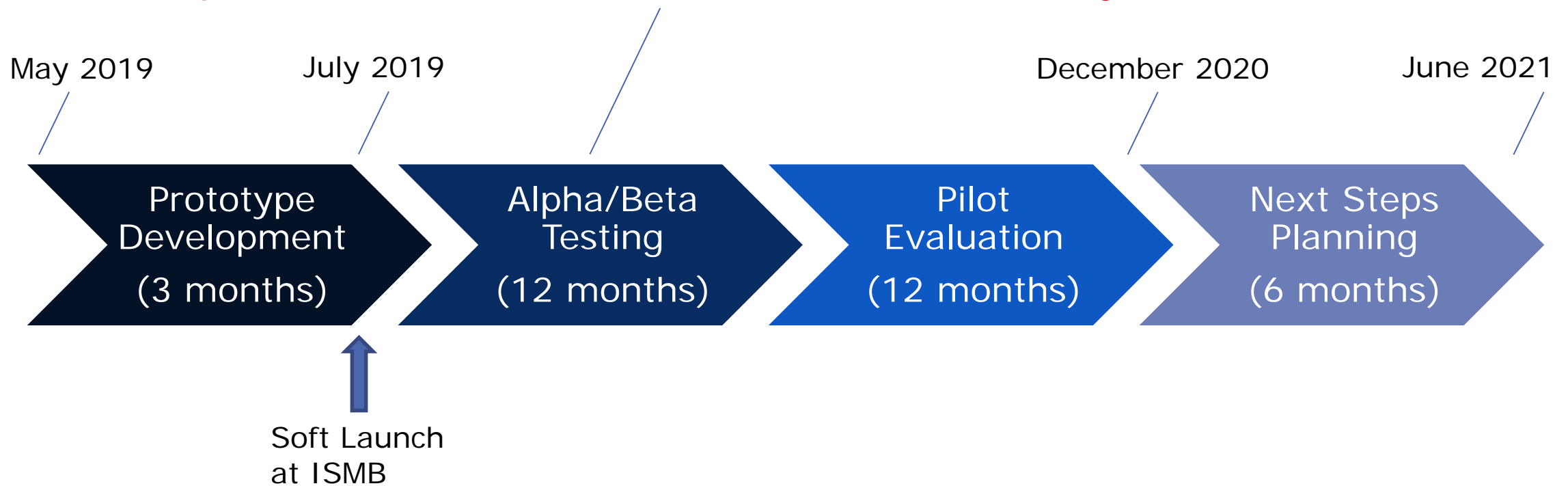
After pilot, data will still be available in figshare.



U.S. National Library of Medicine

# NIH figshare Pilot Timeline

Workshop on “The Role of Generalist and Institutional Repositories to Enhance Data Discoverability and Reuse”



After pilot, data will still be available in figshare.



U.S. National Library of Medicine



# Sharing Publication-Related Data

NIH strongly encourages use of open domain-specific repositories as a first choice

[https://www.nlm.nih.gov/NIHbmic/nih\\_data\\_sharing\\_repositories.html](https://www.nlm.nih.gov/NIHbmic/nih_data_sharing_repositories.html)

## Options of scaled implementation for sharing datasets

Datasets up to **2 GB**

### PubMed Central (PMC)

Datasets associated with  
PMC articles

Separate unique identifiers  
assigned to datasets  
& articles

Terabytes

### Generalist / Institutional Repositories

figshare pilot project 100 GB

Datasets assigned unique  
identifiers & linked to  
PubMed citations



U.S. National Library of Medicine



# Sharing Publication-Related Data

NIH strongly encourages use of open domain-specific repositories as a first choice

[https://www.nlm.nih.gov/NIHbmic/nih\\_data\\_sharing\\_repositories.html](https://www.nlm.nih.gov/NIHbmic/nih_data_sharing_repositories.html)

## Options of scaled implementation for sharing datasets

Datasets up to **2 GB**

### PubMed Central (PMC)

Datasets associated with  
PMC articles

Separate unique identifiers  
assigned to datasets  
& articles

**Terabytes**

### Generalist / Institutional Repositories

figshare pilot project 100 GB

Datasets assigned unique  
identifiers & linked to  
PubMed citations

**Petabytes**

### STRIDES Cloud

Large-scale, high-priority  
datasets with  
unique identifiers

Coherent authentication &  
authorization management



U.S. National Library of Medicine

# STRIDES Cloud

*Science & Tech Research Infrastructure for Discovery, Experimentation & Sustainability*



U.S. National Library of Medicine



# STRIDES Cloud

*Science & Tech Research Infrastructure for Discovery, Experimentation & Sustainability*

- Agreements with
  - Google Cloud
  - Amazon Web Services
  - Additional partnerships anticipated
- Other Transaction Authority used



# STRIDES Cloud

*Science & Tech Research Infrastructure for Discovery, Experimentation & Sustainability*

- Agreements with
  - Google Cloud
  - Amazon Web Services
  - Additional partnerships anticipated
- Other Transaction Authority used
- Benefits to NIH-supported Investigators
  - Discounted **rates** on cloud resources
  - Access to engineering, consulting, and other professional **services** from cloud service provider partners
  - Access to cloud **training** programs (standard & custom)



# Examples of datasets moving/moved to STRIDES

- NLM Sequence Read Archive
- NHLBI Framingham Heart Study
- All of Us Research Program
- NCI Genomic Data Commons
- NHLBI Trans-Omics for Precision Medicine (TOPMed) Program
- NCI Proteomics Data Commons and Imaging Data Commons
- NIMH Data Archive
- Gabriella Miller Kids First Pediatric Research Program
- Transformative CryoEM Program Data



U.S. National Library of Medicine

# Repositories for NIH Data – An Embarrassment of Riches

## **Many & Many Types of Repositories**

- Domain-specific
- PubMed Central-linked
- Generalist / Institutional Repositories
- STRIDES Clouds



U.S. National Library of Medicine

# Repositories for NIH Data – An Embarrassment of Riches

## Many & Many Types of Repositories

- Domain-specific
- PubMed Central-linked
- Generalist / Institutional Repositories
- STRIDES Clouds
- NIH Funding Opportunity Announcements to fund Databases and Knowledgebases will be issued soon – **so, even more options!**



U.S. National Library of Medicine

# Repositories for NIH Data – An Embarrassment of Riches

## Many & Many Types of Repositories

- Domain-specific
- PubMed Central-linked
- Generalist / Institutional Repositories
- STRIDES Clouds
- NIH Funding Opportunity Announcements to fund Databases and Knowledgebases will be issued soon – so, even more options!

***Challenge: Which repositories are good enough to use?***



U.S. National Library of Medicine

# BMIC identified **desirable characteristics** of repositories for NIH research data informed by:

- Clarivate Analytics
- CODATA
- CoreTrust Seal
- Data Seal of Approval
- Digital Curation Center
- Earth System Science Data
- FAIR Principles
- Interagency input
- Nature Scientific Data
- PLOS
- Research Data Alliance
- Science Europe
- Smithsonian
- US Geological Survey

## Characteristics Mapped to

- Dryad
- figshare
- Mendeley Data



U.S. National Library of Medicine



# Desirable Characteristics of Data Repositories

**persistent  
unique  
identifiers**

**long-term  
sustainability**

**metadata**

**curation &  
quality  
assurance**

**maximally  
open access**

**tracking  
data re-use**

**free of  
charge**

**secure**

**common  
format**

**provenance**



U.S. National Library of Medicine

# Additional Considerations for Repositories With Human Data

**fidelity to  
consent**

**restricted  
use  
compliant**

**privacy**

**plan for  
breach**

**download  
audit &  
control**

**clear use  
guidance**

**retention  
guidance**

**plan for use  
violations**

**request  
review**



U.S. National Library of Medicine



U.S. National Library of Medicine



U.S. National Library of Medicine





Agency for Healthcare  
Research and Quality



National Institutes of Health  
*Turning Discovery Into Health*

Government-wide **RFI on  
desirable repository  
characteristics** expected soon



U.S. National Library of Medicine

# Successful DS & OS Strategies Depend on Good RDM



Policy implementation for open science



Enhancing the repository ecosystem



**Connecting repositories through metadata**

# The Miracle of Metadata

- Publications report on >200,000 datasets generated with NIH funding each year
- Datasets in many and many types of repositories



U.S. National Library of Medicine



# The Miracle of Metadata

- Publications report on >200,000 datasets generated with NIH funding each year
- Datasets in many and many types of repositories
  - How to find relevant repositories?
  - How to find relevant datasets across repositories?



U.S. National Library of Medicine

# The Miracle of Metadata

- Publications report on >200,000 datasets generated with NIH funding each year
- Datasets in many and many types of repositories
  - How to find relevant repositories?
  - How to find relevant datasets across repositories?



***NLM Dataset Metadata Model (DATMM) as a common way to find and “connect” repositories***



U.S. National Library of Medicine

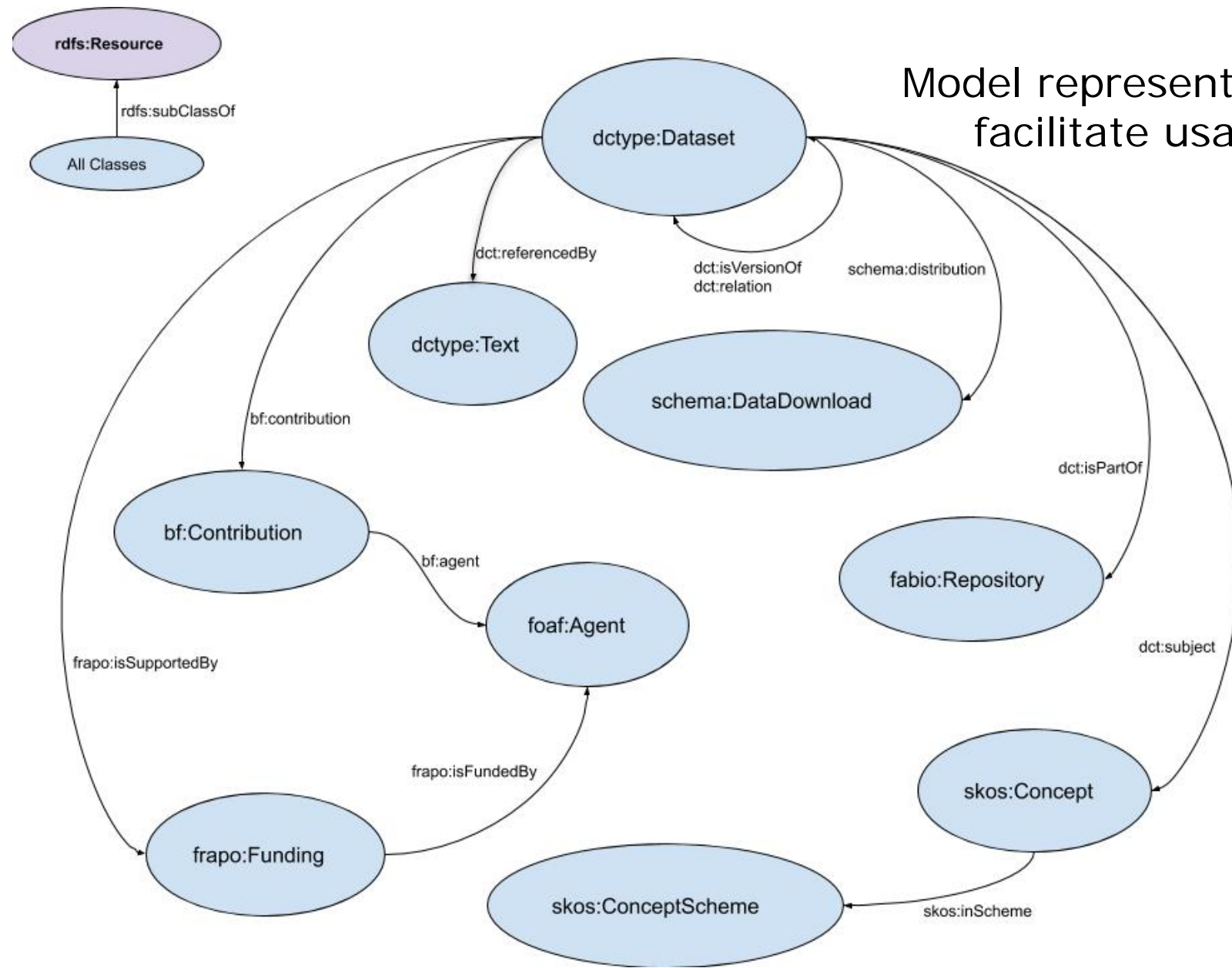
# Trans-NLM DATMM Team

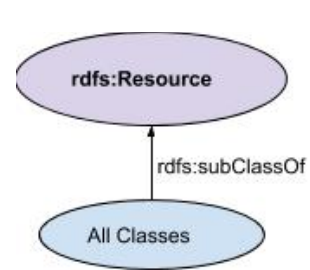
- **Pete Seibert - LO**
- Jeff Beck - NCBI
- Philip Chuang - OCCS
- Dan Davis - OCCS
- Jason Eshleman - NCBI
- Nancy Fallgren - LO
- Lisa Federer - OSI
- Rob Guzman - LO
- Karen Nimerick - LO
- Alvin Stockdale - LO
- Ying Sun - OCCS



U.S. National Library of Medicine

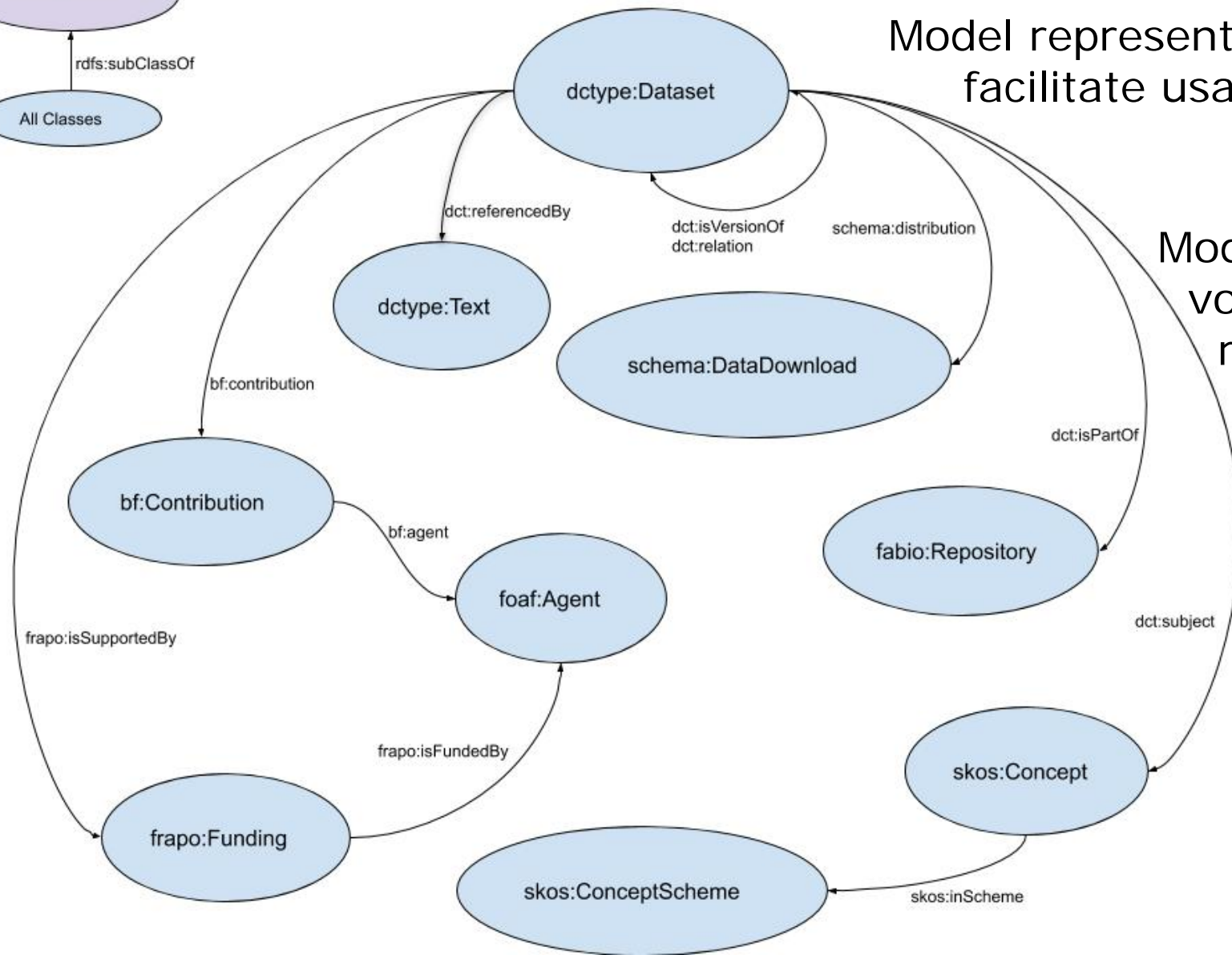
Model represents **simple** core metadata to facilitate usability and encourage adoption

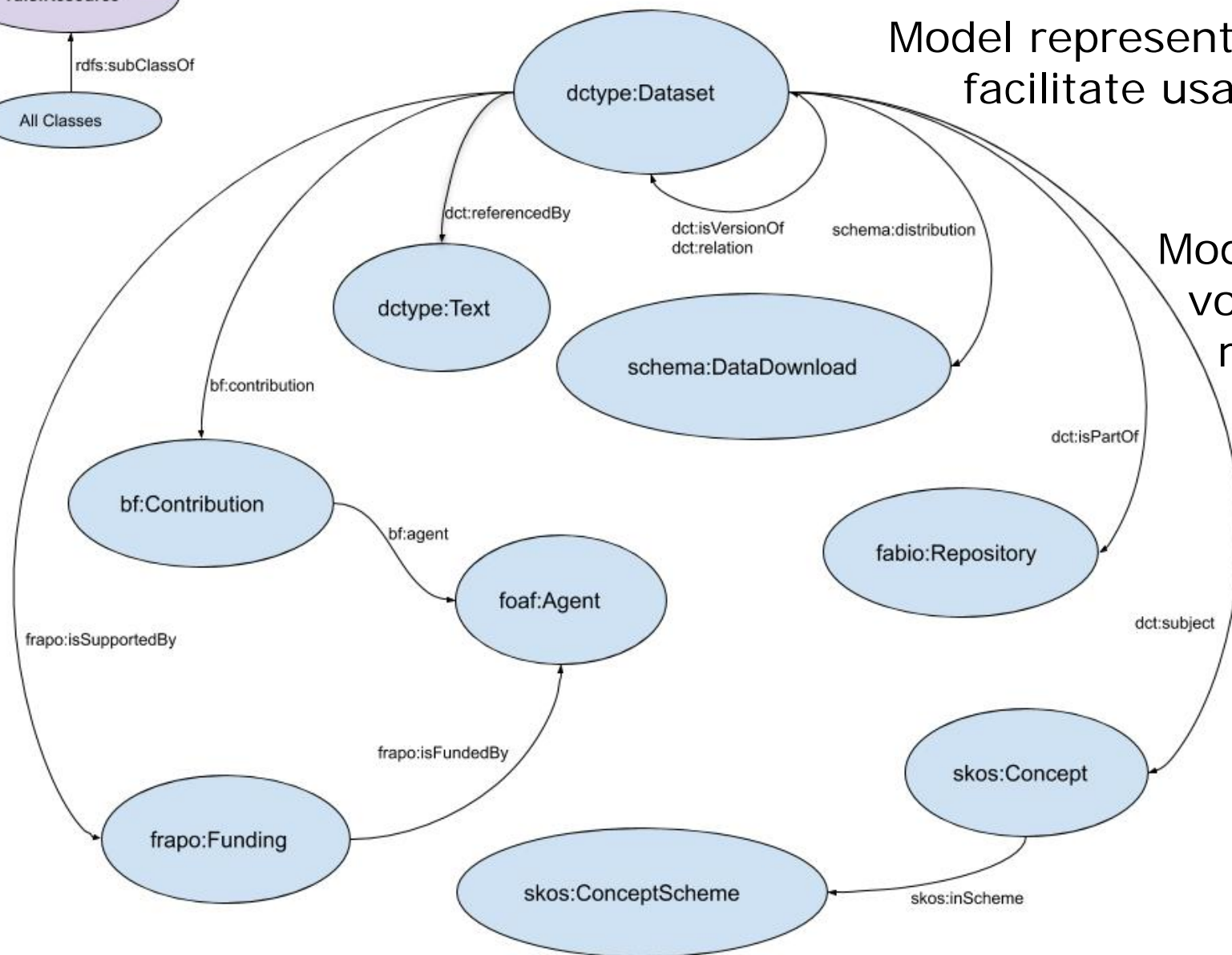
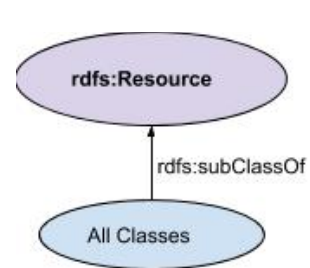




Model represents **simple** core metadata to facilitate usability and encourage adoption

Model implemented via **existing** RDF vocabularies for interoperability, re-use, and linking specific data values



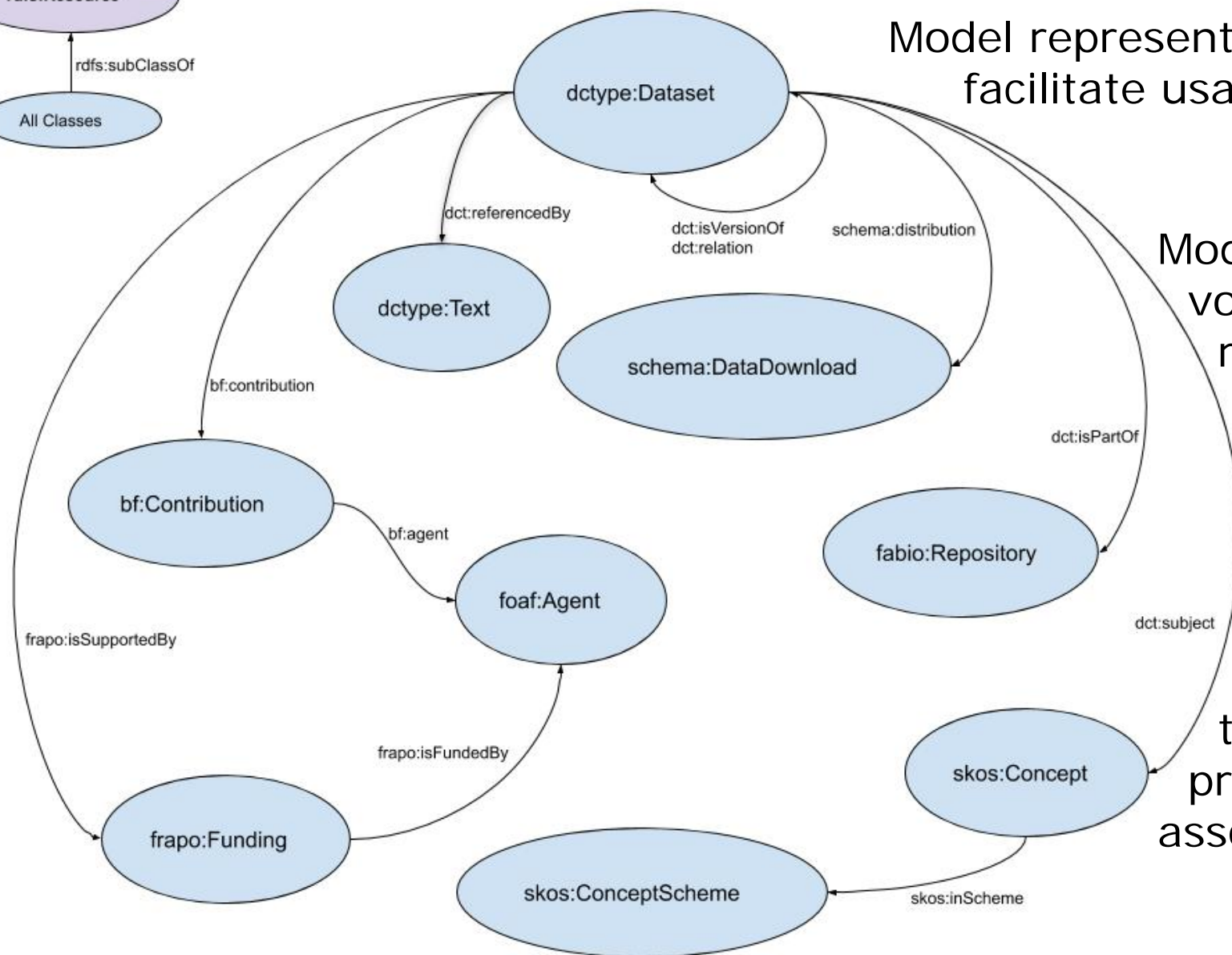
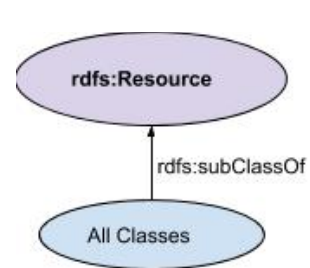


Model represents **simple** core metadata to facilitate usability and encourage adoption

Model implemented via **existing** RDF vocabularies for interoperability, re-use, and linking specific data values

Works with **schema.org**





Model represents **simple** core metadata to facilitate usability and encourage adoption

Model implemented via **existing RDF** vocabularies for interoperability, re-use, and linking specific data values

Works with **schema.org**

Discoverability is driven by **semantic connections** among the classes/entities and property elements that are associated with a dataset



# DATMM – Next Steps



**Map use cases** to individual or multiple metadata elements



Author model into **working schema** using CEDAR



Use test metadata and data to **validate** model/schema



Documentation and post for external **review**



- **Implement** in central data catalog

- Socialize, promote, & encourage **adoption** by repositories (optional)



# Successful DS & OS Strategies Depend on Good RDM



Policy implementation for open science

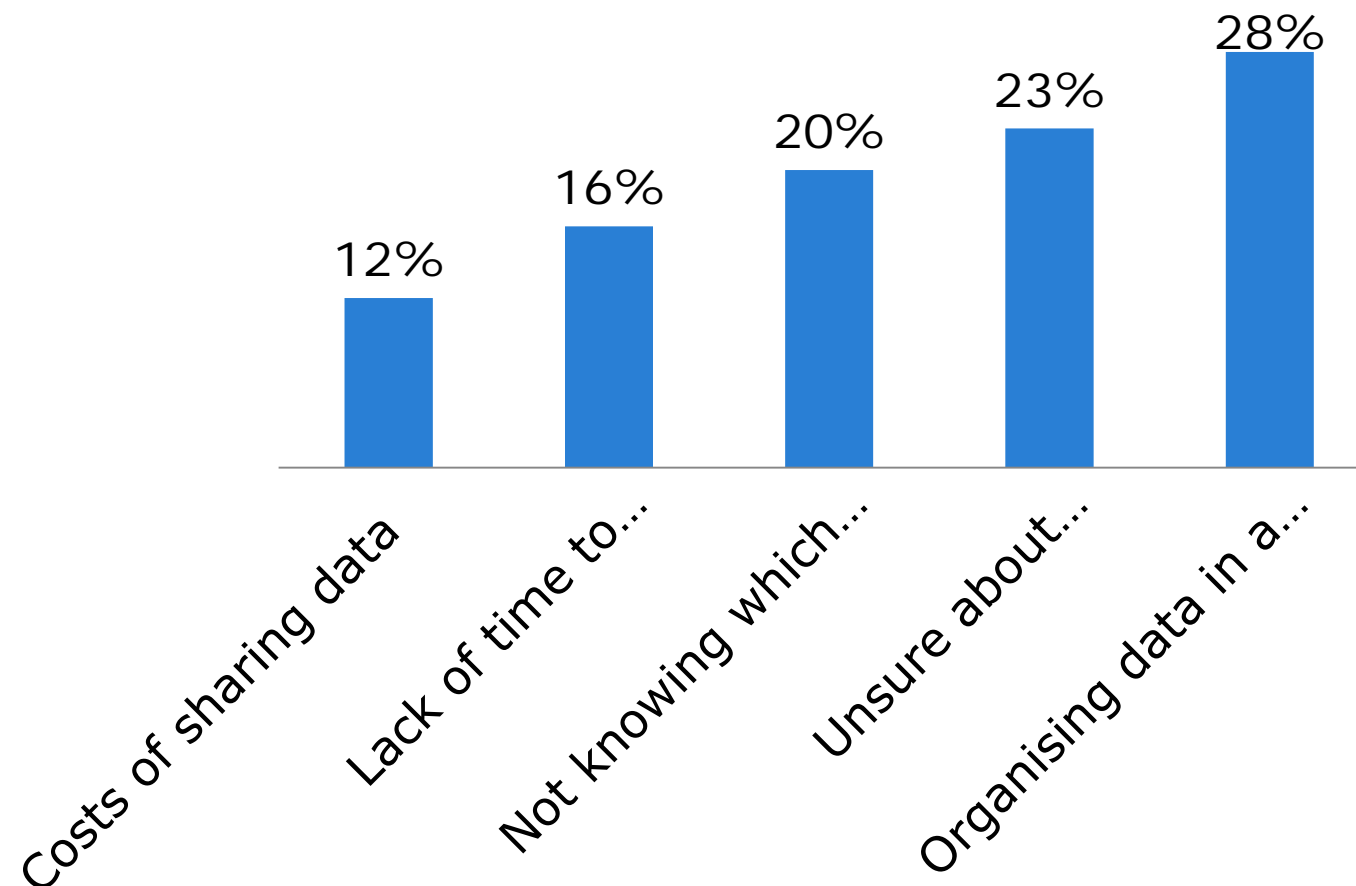


Enhancing the repository ecosystem



Connecting repositories through metadata

# What problems do authors have in sharing datasets?



- From a Springer Nature researcher survey. Total respondents: 7719
- <https://doi.org/10.6084/m9.figshare.5975011>

Grace Baynes / 4/29/19

# NLM Office of Strategic Initiatives

## Data Science & Open Science Team

***Lisa Federer, PhD, MLIS***

NLM Data Science & Open Science Librarian

***Maryam Zaringhalem, PhD***

NLM Data Science & Open Science Officer

***Teresa Zayas-Caban, PhD***

Coordinator, NIH FHIR Acceleration

Chief Scientist, ONC, DHHS

***Rebecca Goodwin, JD***

Policy Analyst & Open Science Specialist

***Tony Chu, PhD, MLIS***

Information Scientist



U.S. National Library of Medicine

# NLM Office of Strategic Initiatives

## Data Science & Open Science Team

***Lisa Federer, PhD, MLIS***

NLM Data Science & Open Science Librarian

***Maryam Zaringhalem, PhD***

NLM Data Science & Open Science Officer

***Teresa Zayas-Caban, PhD***

Coordinator, NIH FHIR Acceleration

Chief Scientist, ONC, DHHS

***Rebecca Goodwin, JD***

Policy Analyst & Open Science Specialist

***Tony Chu, PhD, MLIS***

Information Scientist

# THANKS!



U.S. National Library of Medicine