

# Dr Samuel T. Boland

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## About

Dr Samuel Boland is a researcher and public health professional specialising in public health emergency preparedness and response. He has worked for and across the academia, policy, INGO, and UN sectors. His primary focus is on global health diplomacy for pandemic preparedness; surveillance systems; viral haemorrhagic fevers; inter-agency coordination and incident management; and civil-military collaboration. He has published widely on each of these topics. Samuel received his PhD in Public Health and Policy from the London School of Hygiene & Tropical Medicine and BA in Public Policy and Human Rights from the University of Chicago. He is a Truman Scholar, Marshall Scholar, Chatham House Leadership Academy Associate, and recipient of Her Majesty's Government's Ebola Medal for Service in West Africa.

## Academic history

**London School of Hygiene & Tropical Medicine**  
PhD Public Health & Policy

Thesis: [\*Examining the origin, nature, and effect of military support to Sierra Leone's Ebola response\*](#)

**The University of Chicago**  
BA Public Policy and Human Rights

Thesis: [\*Ebola surveillance in Sierra Leone: Port Loko and Kambia District Ebola response in the West Africa Ebola Epidemic\*](#)

## Work experience

**Employer** World Health Organisation

**Dates\*** January 2023 –

**Title** Multiple

**Role** **Scientist, HQ | March 2025 –**

**\*Current**

Scientist within the Alliance for Health Policy and Systems Research.

**EPR Technical Officer\*\*, AFRO | October 2023 – February 2025**

Responsible for a wide remit of work across the Emergency Preparedness and Response (EPR) cluster at WHO AFRO, including serving as Incident Manager for the mpox PHEIC between July and December 2024. Functionally a Chief of Staff function to the Regional Emergencies Director (RED). Core functions include but are not limited to leading on viral haemorrhagic fever guidance for Africa; lead on the WHO's National Public Health Agency (NPHA) initiative for the continent; serving on a team of four supporting AFRO's contributions to the INB Pandemic Accord negotiations; serving as Incident Manager for Africa's mpox and also dengue public health emergencies; serving as acting Regional Advisor for Infectious Hazard Preparedness; being lead architect for the AFRO regional Hub's standing operating procedures across all programme areas; and leading the development of various key documents and guidelines, as well as articles (including for The Lancet). \*\* *Consultant from 10/23 – 05/24, thereafter staff.*

**Public Health Analyst\*\*\*, EURO & Ukraine Health Cluster | January 2023 – September 2023**

Analytic support to the Ukraine Health Cluster. Lead analyst and writer of the most recent revision of the Ukraine Public Health Situation Analysis (PHSA). The report covers all public health threats not limited to conflict-related drivers of morbidity and mortality and health system needs. \*\*\**Consultant.*

**Employer** Chatham House (aka The Royal Institute of International Affairs) (UK)

**Dates\*** September 2022 – September 2023 (& Associate from September 2023 –)

**Title** Queen Elizabeth II Academy Fellow

**Role** Fellowship (Britain's most selective) within the Queen Elizabeth II Academy for Leadership in International Affairs, primarily affiliated with the Global Health Programme. Shared responsibility for the health security portfolio, as well as the universal health coverage portfolio. Research travel to Tanzania, Nigeria, South Africa, Morocco, Senegal, and Bangladesh. Multiple publications in-press and forthcoming, including a high-level Chatham House Commission Report (linked below).

**\*Current**

**Employer** Brown University Watson Institute for International Affairs (US; UK; Roaming)

**Dates** September 2019 – September 2022

**Title** Principal Investigator

**Role** Research consultant and principal investigator on a US State Department Bureau of Population, Refugees, and Migration (PRM)-funded research project housed within the Humanitarian Innovation Initiative at the Watson Institute for International Affairs. Drawing on case study data collected in Rukban (on the Jordan-Syrian border), DRC, and the Philippines, the study identified challenges, best-practice, and affected community perceptions of military support to humanitarian and public health emergencies (which are presented in multiple reports and peer-reviewed academic journal articles, see publications below).

**Employer** Mercy Corps (Global; Roaming)  
**Dates** March 2020 – February 2021  
**Title** Global Public Health Advisor  
**Role** Lead institutional public health advisor on COVID-19 mitigation and programming. Responsible for providing programmatic support to Mercy Corps’ global, regional, and country teams in all aspects of the COVID-19 response. This included but was not limited to strategic insight on programme adaptation (i.e., adapting existing programmes to respond to pandemic-related vulnerabilities), and responsibility for COVID-19 health and safety for 5,000+ staff across 40+ country offices. Lead on all institutional guidance related to COVID-19 (see publications below).

**Employer** UK-Med (Rwanda)  
**Dates** October 2019 – December 2019  
**Title** Ebola Coordination, Leadership, and Operations Advisor  
**Role** Support to the Rwandan Ministry of Health’s national public health leadership on Ebola preparedness and the development of rapid response mechanisms. Developed and ran a high-level TTX, gaming the importation of Ebola from DRC. Redesigned the Ministry of Health Incident Management System, as well as the Public Health Emergency Operations Centre (PHEOC) organigramme.

**Employer** World Health Organisation (DRC)  
**Dates** December 2018 – May 2019  
**Title** Advisor to the Incident Manager  
**Role** Chief of Staff function to the WHO Incident Manager in response to the Kivu Ebola Epidemic in DRC. Responsible for supporting the Incident Manager in overseeing the coordination of all WHO response architecture and staff (800+) across North Kivu and Ituri. Also responsible for providing technical and operational advice as necessary. This included responsibility for helping to redesign the overall Concept of Operations, operational restructuring of information management systems, and supporting the reform of surveillance architecture. Helped support the origin of the ‘epi analytics cell’ that integrated epidemiological analysis and social science data; proposed, designed, and implemented community feedback mechanisms to improve community participation in and receptivity of the Ebola response.

**Employer** London School of Hygiene & Tropical Medicine (UK)  
**Dates** October 2018 – December 2018  
**Title** Lecturer  
**Role** Led graduate-level Health Services seminars.

**Employer** Chatham House (The Royal Institute of International Affairs) (UK)  
**Dates** January 2017 – May 2017  
**Title** Consultant  
**Role** Designed and coordinated high-level civil-military stakeholder meeting regarding the role of military in disease outbreak response. Published a related report through Chatham House (see publications below).

**Employer** GOAL Global (Sierra Leone)  
**Dates** October 2014 – September 2015  
**Title** Surveillance Advisor  
**Role** Responsible for management and coordination of Ebola surveillance teams (~80 personnel) in Sierra Leone’s Port Loko and Kambia Districts. Support included (but was not limited to): developing the overall design of surveillance response structures and operational mechanisms; reforming information managements systems for daily epidemiological investigations; daily logistics and coordination of the surveillance system; resource acquisition and management for surveillance officers; and short and long-term response planning. Seconded to the Command Team.

**Employer** Massachusetts General Hospital Division of Global Health and Human Rights (Kenya)  
**Dates** June 2013 – September 2013 **and** June 2014 – September 2014  
**Title** Country Coordinator  
**Role** Country Coordinator position for the Massachusetts Division of Global Health and Human Rights, focused on health system strengthening initiatives in rural Kenya.

**Employer** Peer Health Exchange  
**Dates** October 2012 – May 2013 **and** October 2013 – May 2014  
**Title** Team Lead  
**Role** Manager and trainer-of-trainers for sexually transmitted infection workshops, providing young people with the support, resources, education opportunities, and digital products needed to make positive healthy decisions.

**Employer** Massachusetts Gen. Hospital Division of Global Health and Human Rights (South Sudan)  
**Dates** June 2011 – September 2012  
**Title** Country Coordinator

**Role** Responsible for organising and overseeing midwifery training programmes across South Sudan reaching 500+ traditional birth attendants using a training-of-trainers design. Also responsible for supporting all operations related to a medical training programme at the Juba Teaching Hospital and Juba Medical School. Overall responsibility for all in-country operations and logistics, including resource acquisition; contingency-planning; security; and finance.

### Journal articles

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Nanyunja M... Boland S... *et al.* Ensuring the continuity of essential health services during mpox response in the African region: learning from past disease outbreaks for action. In press.

Okeibunor J... Boland S... *et al.* Case management of mpox: where we are and where we desire to be. In press.

Otshudiema J... Boland S... *et al.* Clinical predictors and determinants of mpox complications in hospitalized patients: A prospective cohort study from Burundi. In press.

Otshudiema J... Boland S... *et al.* Epidemiological Characteristics and Transmission Dynamics of Mpox in Bujumbura, Burundi: A Prospective Cohort Study. In press.

Wakefield B... Boland S... *et al.* Civilian-Military collaboration for health emergency preparedness. In press.

Boland S, Mayhew S, Balabanova D. [Enmity then empathy: how militarisation facilitated collaborative but exclusive exchange in Sierra Leone's Ebola response](#). Disasters. June, 2024.

Boland S... *et al.* [Armed actor interventions in humanitarian and public health crises: examining perspectives of crisis-affected community members](#). Conflict and Health. April, 2024.

Keita M... Boland S... *et al.* [Factors associated with reliable contact tracing follow-up during the 2021 Ebola Virus Disease outbreak in Guinea](#). Journal of Epidemiology and Public Health. February, 2024.

Boland S, Balabanova D, Mayhew S. [Examining the militarised hierarchy of Sierra Leone's Ebola response and implications for decision making during public health emergencies](#). Globalisation and Health. November, 2023.

Boland S, Balabanova D, Mayhew S. [The political economy of expedience: examining perspectives on military support to Sierra Leone's Ebola response](#). Conflict and Health. November, 2023.

Boland, S, Mayhew S, Balabanova S. [Securitising public health emergencies: a qualitative examination of the origins of military intervention in Sierra Leone's Ebola Epidemic](#). BMJ Public Health. August, 2023.

Boland S, Grace R, Kaplan J. [Civil-Military Engagement During Public Health Emergencies: A Comparative Analysis of Local Responses to COVID-19](#). Stability: International Journal of Security & Development. July, 2023.

Keita M... Boland S... *et al.* [A community-based confinement strategy to reduce the spread of Ebola Virus Disease: an analysis of the 2018-2020 outbreak in the DRC](#). BMJ Global Health. June, 2023.

Grace R... Boland S... *et al.* [Moving humanitarian-military relations forward: a new typology](#). Journal of International Humanitarian Action. February, 2023.

Keita M... Boland S... *et al.* [Investing in preparedness and early warning systems for the rapid control of epidemics: analysis of health system reforms and their effect on Ebola Virus Disease epidemic response in Guinea](#). BMJ Global Health. January, 2023.

Horne S, Boland S. [Understanding the risks of Civil-Military Relationships in Healthcare: a validated typology](#). International Review of the Armed Forces Medical Services. December, 2022.

Keita M... Boland S... *et al.* [Case Report: COVID-19 and Lassa Fever Coinfection in an Ebola Suspected Patient in Guinea](#). The American Journal of Tropical Medicine and Hygiene. February, 2022.

Rhodes M, Boland S. [A whole-of-government review to a whole-of-government response: a narrative review of the United States Government's 2013–2016 West Africa Ebola Epidemic post-operation reports](#). Development in Practice. May, 2021.

Boland S... *et al.* [Civil-military relations: a review of major guidelines and their relevance during public health emergencies](#). BMJ Military Health. August, 2020.

Kwaja C... Boland S... *et al.* [Civilian perception of the role of the military in Nigeria's 2014 Ebola outbreak and health-related responses in the North East region](#). BMJ Military Health. February, 2020.

Horne S, Boland S. [Understanding medical civil-military relationships within the humanitarian-development-peace 'triple nexus': a typology to enable effective discourse](#). BMJ Military Health. March, 2020.

Boland S... *et al.* [Overcoming Operational Challenges to Ebola Case Investigation in Sierra Leone](#). Global Health: Science and Practice. September, 2017.

Anh-Minh A... Boland S... *et al.* [Strengthening Community Surveillance of Ebola Virus Disease in Sierra Leone](#). *Online Journal of Public Health Informatics*. March, 2016.

Harvey HB... Boland S... *et al.* [Radiology Malpractice Claims in the United States From 2008 to 2012: Characteristics and Implications](#). *Journal of the American College of Radiology*. February, 2016.

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### Other publications (reports, guiding documents, *etc*)

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Boland S (contributing author and editor). *Dengue Comprehensive Guideline for Public Health Preparedness and Response in the WHO African Region*. World Health Organisation Regional Office for Africa (2024). In press.

Boland S (lead author and editor). *Dengue Operational Action Plan*. World Health Organisation Regional Office for Africa (2024). In press.

Boland S (contributing author and editor). *Dengue readiness checklist for the AFRO region*. World Health Organisation Regional Office for Africa (2024). In press.

Boland S (lead author and editor). [Essential and actionable measures for enhancing country preparedness for Viral Haemorrhagic Fever outbreaks in the WHO African Region](#). World Health Organisation Regional Office for Africa (2024).

Boland S (contributing writer and secretariat member). [Driving universal health reforms through crises and shocks: final report on the work of the Chatham House Commission for Universal Health](#). Chatham House (2024).

Keita M, Boland S... *et al.* [10 years after the 2014-2016 Ebola epidemic in west Africa: advances and challenges in African epidemic preparedness](#). *The Lancet* (2024).

Boland S. [Ukraine Public Health Situation Analysis \(PHSA\)](#). World Health Organisation & Ukraine Health Cluster (2023).

Boland S. [Ukraine Public Health Situation Analysis \(PHSA\) Executive Summary](#). World Health Organisation & Ukraine Health Cluster (2023).

Boland S. [How to Prevent the Next Pandemic](#). *International Affairs* (2023).

Boland S (contributing author and editor). [Considerations for implementing and adjusting public health and social measures in the context of COVID-19](#). World Health Organisation (2022).

Boland S (contributing author and editor). [Contact tracing and quarantine in the context of COVID-19](#). World Health Organisation (2022).

Alejandria MCP, Boland S... *et al.* [Humanitarian-Military Relations in Complex Emergencies: Evidence, Insights, and Recommendations](#). Brown University (2022).

Alejandria MCP, Boland S... *et al.* [Humanitarian-Military Relations in Complex Emergencies: Practical Guidance for Policymakers and Humanitarian Planners](#). Brown University (2022).

Boland S (contributing author and editor). [Enhancing response to Omicron SARS-CoV-2 variant: Technical brief and priority actions for Member States](#). World Health Organisation (2022).

Boland S (contributing author and editor). [Contact tracing and quarantine in the context of the Omicron SARS-CoV-2 variant \(interim guidance\)](#). World Health Organisation (2022).

Hill T, Sheely R (Boland S contributing author). [Overcoming the Trust Deficit: Engaging Communities to Succeed in Vaccinating the World Against COVID-19](#). Mercy Corps (2021).

McKenna TD (Boland S contributing author). [For COVID-19 vaccines to succeed, we must build trust](#). Devex (2021).

Boland S... *et al.* [Covid-19 has forced a reckoning—the UK has much to learn from low income settings](#). *The BMJ Opinion* (2020).

Black B, Boland S... *et al.* [Pandemics constrain the resources even of wealthy nations](#). House of Commons Health and Social Care Select Committee (2020).

Boland S. *Healthcare in Fragile Settings* (Chapter); *CDC Foundation* (Chapter); *Armed Non-State Actors* (Chapter); *Armed Forces Medical Services* (Chapter). In [In Control: A Practical Handbook for Professionals Working in Health Emergencies Internationally](#), Robert Koch Institute (2020).

Boland S. [Mercy Corps' global COVID-19 guiding documents, related policies, and strategies](#)—including surveillance, testing, contact tracing, quarantine, isolation, home-based care, risk mitigation, and social and behaviour change (2020).

Mayhew S, Boland S... *et al.* [More of the same won't solve Congo's Ebola crisis—let locals lead](#). *The Guardian* (2019).

Toth T... Boland S... *et al.* [Global Challenge Governance: Time for Big Modelling?](#) IEEE International Conference on Cognitive Informatics & Cognitive Computing (ICCI\*CC) (2019).

Boland S. Health Systems Responses to Controlling Infectious Diseases (Chapter). In [Applied Communicable Disease Control](#), Open University Press (2018).

Boland S. [The Next Ebola: Considering the Role of the Military in Epidemic Response](#). Chatham House (The Royal Institute of International Affairs) (2017).

Anh-Minh A... Boland S... *et al.* Assessing the Impact of Enhanced Active Surveillance of Ebola During Operation Northern Push. The Royal College of Surgeons in Ireland Global Health Conference (2016).

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### Working documents

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Multistakeholder analysis on civilian-military humanitarian coordination during complex emergencies in the Philippines: The Case of Taal Volcano eruption and COVID-19 pandemic. In draft (target: Disasters).

A compendium of practice to inform regional and national civilian-military collaboration for health emergency preparedness: guidance document. Report. Chatham House and the World Health Organisation Multisectoral Engagement for Health Security Unit.

Updating Oslo: practical considerations for civil-military interaction during outbreaks and public health emergencies. Global guiding document. UN Office for the Coordination of Humanitarian Affairs Civil-Military Coordination Section.

Matrix of relevant military functions during outbreaks and public health emergencies with related considerations. Report. Brown University Watson Institute for International Affairs.

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### Presentations, working groups, & trainings

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For a full list of presentations and lectures, please see [www.samuelboland.com/publications](http://www.samuelboland.com/publications).

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### Selected media features

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**Netflix:** [Pandemic: How to Prevent an Outbreak](#). Featured in episode two ('Pandemic is Now'); four ('Hold On to Your Roots'); and six ('Prayers Might Work'). 2020.

**David J. Sencer CDC Museum:** Global Health Chronicles, CDC Ebola Response Oral History Project. [The Reminiscences of Samuel T. Boland](#). 2018.

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### Selected awards & grants

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|--------------|---|--------------|---|
| <b>Award</b> | Leadership Academy Fellowship           | <b>Award</b> | Research grant                              |
| <b>Body</b>  | Chatham House                           | <b>Body</b>  | US State Dept. Bureau of PRM                |
| <b>Date</b>  | September 2022                          | <b>Date</b>  | September 2019                              |
| <b>For</b>   | 1-year global thought leader fellowship | <b>For</b>   | \$400,000 grant for 3-year research project |
| <b>Award</b> | Marshall Scholar                        | <b>Award</b> | Truman Scholar                              |
| <b>Body</b>  | British Government                      | <b>Body</b>  | United States Government                    |
| <b>Date</b>  | December 2015                           | <b>Date</b>  | May 2015                                    |
| <b>For</b>   | £150,000 academic scholarship           | <b>For</b>   | \$30,000 academic scholarship               |

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### Languages

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**English** | Native

**French** | Advanced

**Spanish** | Basic