THOMAS HARRELL

MD / MSS / FACC

Vision / Decisiveness ✦ Entrepreneurial Mindset ✦ Compelling Leadership ✦ Fiscal Acuity ✦ Operational Ingenuity

CHIEF EXECUTIVE / OPERATIONS / MEDICAL OFFICER

A Broadly Experienced Senior Healthcare Executive with over 33 years of success across an expanding scope of influence in healthcare leadership managing care delivery, growing capacity, optimizing organizational operations, and training at all levels within the Military Health System. An accomplished visionary proficient in delivering sustained enterprise achievements in complex, rapidly changing, work environments.

Expert at building and leading highly productive, self-actuated teams dedicated to continuous improvement as the means of realizing mission goals. A demanding but empathetic leader. Able to grasp the big picture and produce tactical level impacts. A trust extender, force multiplier, eager teacher, and mentor. Willing to make the hard calls, but able to reach a negotiated solution as a best course of action for success.

- **Creator/Preference for Innovation**
- **Negotiator / Trailblazer / Integrator**
- **Bold / Energetic / Undeterrable**
- **Prudent / Pragmatic / Confident**

CORE COMPETENCIES

Strategic Planning	BoD Management & Governance	Corporate Culture Transformation
Tactical Execution	Global Government Relations	Team Creation & Guidance
Change Initiation & Control	Partnership Formation	Coaching / Mentoring / Motivating
Organizational Development	Verbal & Written Communications	Recruiting / Training / Allocation

PROFESSIONAL EXPERIENCE

United States Air Force & Space Force — 1992-2026

Defense Health Agency (DHA) / Medical Readiness Command-Alpha (MRC-A) | Joint Base San Antonio, TX

DHA: *An integrated combat support agency with a global team of nearly 140,000 civilian and military personnel, serving 9.5M beneficiaries and supporting 700+ hospitals and clinics in the Military Health System, providing a medically ready force and ready medical forces.*

MRC-A*: Provides command and control of Air Force medical personnel delivering healthcare and readiness services. Organizes, trains, and equips personnel to generate Air Forces, responds to homeland contingencies, and delivers expeditionary care around the globe regardless of threat.*

Director/CEO Defense Health Network Central | 2023 – 2026

Top executive of the DHA's largest healthcare network for 39 Air Force, Navy, and Army military medical treatment facilities employing 24,000 DoD personnel in 22 states, three countries, and one US territory across seven time zones; accounting for a quarter of all healthcare encounters within the DoD for 520,000 beneficiaries. Responsible for implementing policies aligned with Military Health System goals. Directly manages budgets, staffing, and medical resources to optimize healthcare delivery and operational readiness. Uses analytics to track healthcare trends. Responsible for improving patient outcomes while enhancing operational efficiency.

- **Provided strategic guidance and active management of a $2.2B operational budget** including $652 million in personnel/services contracts, 6160 civilian/non-Active-duty personnel payroll, $284 billion/14 million square feet of real property and $12.3 billion in equipment across the portfolio including a Level 1 trauma center and the DoD's premier burn center during a period of significant fiscal pressure and Congressional underfunding.
- **Conceptualized and implemented standardized business metrics consolidating** 18 separate databases with 22 prioritized, high-level metrics. The standardized reporting and tracking catapulted the DHA network from #6 to #1 of nine in 10 months.
- **Facilitated medical affairs activities across the network** to produce 23 successful TJC commission surveys; five with **zero** survey findings. In addition, 429 providers scored 100% on patient satisfaction surveys -- well above enterprise targets in the first 17 months of operations.

Commander/CEO, Medical Readiness Command-Alpha (MRC-A) I 2023 - 2026

Leads 15K DoD personnel spanning four Air Force Major Commands and four Medical Wings. Supports the Air Force Medical Command and the Department of the Air Force Surgeon General overseeing medical readiness programs, expeditionary medical capabilities, and readiness-related Department of the Air Force mission support requirements. Represents the Department of the Air Force in various interdepartmental, national, and international forums and agencies. Responsible for organizing, training, and equipping assigned personnel for air and joint operations at home and abroad. Collaborates with Air Force, Navy, and Army stakeholders to synchronize National Security efforts.

- **Led the development and deployment of the Air Force Medical Command.** The multi-year process included inaugurating all initial policy guidance and procedures for operations of 33,000 global Air Force medical personnel in support of national defense strategy.
- **Forged unity of effort between two senior policy staffs** synergizing often competing interests between delivering health care to all beneficiaries while maintaining medical readiness and training.
- **Cultivated and maintained relationships with Senior DoD and Governmental leaders** across four Major Commands geographically dispersed around the globe from the East Coast of the United States to Korea, maintaining a cohesive and responsive medical support network.
- **Ensured the operational readiness of 552 deployable medical units of 3754 personnel** from 36 separate hospitals and clinics, directing adjustments to staffing and healthcare product lines often in response to short-notice requirements to send medics to global hot spots and humanitarian support.

Commander/CEO/President, 59th Medical Wing; Director, San Antonio Military Health System I 2023 - 2024

Commanded the Air Force Medical Service's largest healthcare, medical education, and readiness platform comprising six units, 5,600 personnel and a $270 million budget. The wing conducts 900,000 clinic visits, performs 19,000 surgical procedures, and trains over 600 residents/fellows in 33 programs along with 22 allied health programs.

- **Drove operating room growth across the San Antonio Market,** leading two efforts maximizing the surgery scheduling and processes between main and ambulatory ORs, generating a 30% increase in monthly operating room volume and a 20% increase in utilization -- a six-year productivity high -- generating $9.6M in revenue.
- **Delivered a 97% first time board passing rate** for residents and fellows and a five-year average first-time pass rate of 95% for allied health programs.
- **Led the team to consolidate two clinics within the Market** optimizing resources and increasing access to specialty care by 30%.
- **Propelled an initiative across the Market to grow enrollment by 10%,** up to 73,000 enrolled beneficiaries, while also increasing Statement of Operations performance in family health, pediatrics, internal medicine, and women's health services by 55%.

Medical Readiness Agency | Falls Church, VA

An agency operating three geographically separated sites in Virginia, Maryland, and Texas that provides consultative leadership to over 44,000 personnel at 76 military treatment facilities and exercises significant influence over a $6 billion budget. The agency supports and executes medical readiness programs, deployed capabilities with direct support, and implements policy, plans, and programs for the Air Force Medical Service.

Commander/CEO I 2021 – 2023

Served as chief executive officer managing a $6.1 billion total budget and an over 500-person dispersed staff focusing on generating a trained and competent medical staff to deliver combat and humanitarian operations support worldwide.

- **Conceived and instituted the largest medical force posture structural change since the 1990s.** This 18-month, multi-disciplinary effort coordinated across Departments of Defense and Air Force reduced force structure complexity from 146 teams to 25 completely reimagined health services combat support to operate in contested environments; engineered for agility and postured on small teams capable of operating in a disaggregated manner.
- **Overhauled the $1.2B supply chain, $879M War Reserve Materiel (WRM) inventory** and $60M annual WRM production plan enterprise to match agile combat employment requirements. Adjusted 14 Consolidated Storage and Distribution Centers (CSDCs) within AFMS to improve the flow of materiel into the battle space.
- **Orchestrated rapid crisis response and humanitarian support actions** positioning 400 medics and two mobile hospitals with $14M in supplies in two geographic locations to treat 76,000 Afghans in less than 72 hours.
- **Led in national COVID Pandemic response operations** deploying 24 Air Force medical teams with 664 personnel to 33 civilian sites in addition to $29M in personal protective equipment, $4.6M in new medical lab equipment, and 824K infection tests to 89 bases worldwide.

Medical Operations Air Force Medical Service | Falls Church, VA

A seven division, 264 member which plans, program, and delivers Air Force medical capability while simultaneously defining and executing health care policy worldwide. Trusted advisor to senior leaders in the Department of Defense and Congress.

Deputy Director/COO I 2018 - 2021

Senior medical advisor to the Air Force Surgeon General and senior department of Defense and Congressional leaders. Oversight of policies for 43,000 personnel at 76 global medical treatment facilities utilizing a $6.1 billion budget to care for 2.6 million beneficiaries. The source of strategic guidance for a $120 million medical modernization program.

- **Conceived then delivered on a two-year project creating an Accession Medical Waiver Division** endorsed by Air Force Vice Chief of Staff. Decreased medical decision variability, increased reliability and created robust data analysis for agile policy adjustments while acerating 6,000 decisions on special duty flying waivers.
- **Realized $3.9 billion in efficiency savings** by creating and guiding the transition team that mitigated 68 identified risks associated with the consolidation of all military healthcare systems into the $60 billion Defense Health Program.
- **Replaced a legacy health-record-keeping system** with the $5.5 billion Genesis upgrade by piloting training and delivering technical support across the entire Air Force medical treatment network.
- **Redefined the $47 million portfolio** of research, development, and test-and-evaluation activities to better support medical study priorities by directing the realignment of 103 major projects in accordance with national defense strategy and closing capability gaps to ensure the best use of resources.

Air Education & Training Command | Joint Base San Antonio / Randolph, TX

One of 10 major Air Force commands and the primary training and professional-education authority with more than 48,000 active duty and reserve members and 14,000 civilian employees.

Command Surgeon/Regional VP I 2016 - 2018

Led five Divisions employing a $1.3 billion budget and executing healthcare delivery in 16 facilities for 300K beneficiaries in four states. Responsible for training oversight for 43K Air Force medical personnel annually. Senior advisor to the Air Education and Training Commander on all health-related issues.

- **Generated an astounding 58% increase in the preceding year's production** and the largest accession volume since the Vietnam war by completely revamping medical accession production and meeting increased Air Force manning requirements.
- **Negotiated an accreditation solution** between three Services, Air University, and the Uniformed Services University of Health Sciences, preserving stakeholder equities and maximizing educational credit for 16,500 students a year.
- **Secured a five-year/$40 million funding plan for Precision-Based Airmen Optimization research** envisioned to select the best career fit for entering Airmen.
- **Initiated a process improvement addressing Air Force basic trainee medical holds,** netting a whopping 73% reduction in 30-day holds and an overall 34% drop and generating a $7.7M yearly cost avoidance dividend.

Keesler Medical Center | Keesler Air Force Base Biloxi, MS

Provides medical support for the 81st Training Wing, which trains and develops warfighters, focusing on specialized technical training in electronics, avionics, computers, operations, maintenance, and personnel/information management for the Air Force, Air Force Reserve, Air National Guard, other DOD agencies, and foreign nations.

Commander/CEO/President I 2014 -2016

Led a 1,600-person staff in 38 outpatient clinics, four inpatient units with 62 beds, and six operating theaters, providing care to 163,000 beneficiaries utilizing a $113 million annual budget. Directed five graduate medical education and 10 medical technician training programs. Leader of the Regional National Disaster Medical System. Major Command hospital of the Year 2015.

- **Led the hospital to #1 in the DoD**; the only military facility ranked in the top 10% of all U.S. hospitals for inpatient satisfaction, securing Congressional support for a $74M facility upgrade and genetic lab expansion.
- **Guided the medical center to the #1 large facility in specialty workload**, reimbursements increased 254%, cardiac catheterization lab generated $2.2 million in cost avoidance; exceeded business targets two years in a row.
- **Delivered an outpatient behavioral health access improvement of 200%** and expanded the VA partnership with an 85% increase in patient referrals, generating a 254% increase in reimbursements.
- **Consolidated market military/civilian partnerships** driving Gulf Coast VA workload up $500,000 in the first year.

DoD/VA Joint Venture Hospital | Joint Base Elmendorf-Richardson (JBER) Anchorage, AK

Supports and enables America's Arctic Warriors and their families ensuring JBER remains a premier strategic power projection platform for air sovereignty, combat training, force staging, and throughput operations in support of worldwide contingencies

Commander/CEO/President | 2011 – 2014

Led the largest Air Force overseas hospital of 1300 staff in 30 outpatient clinics, four inpatient units with 55 beds, and five operating theaters, providing care to 166,000 beneficiaries utilizing a $65 million annual budget. Department of Defense representative to both the Alaska Federal Healthcare Partnership and the Alaska Healthcare Commission. Major Command hospital of the year for 2012/2013 and Air Force hospital of the year for 2013.

- **Led the development and execution of a three-year strategic plan,** which increased orthopedic services over 150% of Air Force currency goals and raised operating room utilization 37% -- the business plan target was surpassed by 30%.
- **Business focus captured $6.3M in third party insurance collections**, $8.8M in cost avoidance in out-sourced patient care, and $17.6M in additional revenue generation in the first year.
- **Proposed and built a $22M multi-discipline traumatic brain injury/pain clinic** to support service members returning from combat, which generated a $2.4M return on invest in the first year.
- **Propelled access to care to new heights** with a 37% increase in OR utilization and the first regional $1.3M laser eye surgery center.

Additional Experience

Medical Center Commander/CEO • Hospital Commander/CEO • Chief of Aerospace Medicine • Chief of Clinical Medicine • Surgical Operations Squadron Commander/Department Chair • Aerospace Cardiology Consultant • Cardiologist & Electrophysiologist

Education / Professional Development / Certifications

Master of Strategic Studies, Air War College

Doctor of Medicine, University of South Florida College of Medicine

Bachelor of Science *cum laude in Biology*, University of South Florida

---

Fellowship in Cardiology & Cardiac Electrophysiology, University of Colorado Health Sciences Center

Residency in Internal Medicine, Wright-Patterson Air Force Base & Wright State University

Aerospace Medicine Primary Course, Brooks Air Force Base

Chief Aeromedical Service/Advanced Flight Surgeon Course, Brooks Air Force Base

---

Cardiology, American Board of Internal Medicine

Physician Executive, American Association of Physician Leaders

Teaching / Associations / Licensure

Affiliate Faculty, USAF School of Aerospace Medicine

Adjunct Clinical Professor, University of Nevada School of Medicine

Affiliate Faculty, University of Colorado School of Medicine

Affiliate Faculty, Uniformed Service University of Health Sciences

---

American College of Cardiology, Fellow • **American Association of Physician Leadership**, CPE

American College of Healthcare Executives, Member

Medical License, State of Colorado – Active; Florida – In Application