

ROBERT MILLER

MD / MBA / MSS / FAAP / FACHE / FACPE

Vision / Direction ♦ Entrepreneurial Mindset ♦ Compelling Leadership ♦ Fiscal Acuity ♦ Operational Ingenuity

CHIEF EXECUTIVE / OPERATIONS / MEDICAL OFFICER

A Broadly Experienced Senior Healthcare Executive with more than 30 years of success managing care delivery, capacity growth, organizational operations, and training at all levels of medical service within the Department of Defense. Rose steadily through a 39-year military career from primary-care provider to the US Air Force's most senior medic. An accomplished visionary proficient in delivering noteworthy achievements in complex, rapidly changing work environments.

Expert at converting diverse and culturally disparate individuals into highly productive, self-actuated teams dedicated to continuous improvement as the means of realizing mission goals. A demanding though empathetic leader, skilled and eager teacher and mentor, and empowering manager skilled at forming trusting, fruitful relations across the functional network. The one others look to and depend upon to deliver significant results in consequential situations.

- ♦ Collaborative Style
- ♦ Preference for Innovation
- ♦ Bold / Energetic / Undeterrable
- ♦ Prudent / Pragmatic / Confident

CORE COMPETENCIES

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

PROFESSIONAL EXPERIENCE

United States Air Force & Space Force | Pentagon, Washington, DC

1985 - 2024

Surgeon General | 2021 - 2024

As the top medical executive in the Air Force and Space Force, hold responsibility for maintaining a medically ready force of 30,000+ highly focused subspecialty professionals at 76 treatment facilities across the globe.

- **75,000+ Afghan citizens assured of medical care** while involved in an airlift evacuation by mobilizing 400 Air Force medics and \$14 million in supplies in less than 72 hours.
- **Accomplished the first substantial structural change** in the Air Force Medical Service in 75 years by driving the reorganization of 30,000+ medical personnel stationed at 76 facilities in 36 states and six countries and managing a \$500,000 implementation budget.
- **Executed branch-wide COVID inoculations** at domestic and international treatment facilities by establishing public health goals, designing a vaccination-delivery strategy, installing laboratory-testing procedures, and forming a specialized team to adjudicate more than 6,000 vaccine waiver requests in one year.
- **Supported understaffed civilian hospitals during COVID** by arranging the training and deployment of 664 medical personnel in delivering the equivalent of 750 hours of assistance providing intensive care, medical ward, and emergency department treatment.

Director of Medical Operations | 2018 - 2021

Senior medical advisor to the Air Force Surgeon General with oversight on policies impacting 2.6 million beneficiaries and source of strategic guidance for a \$120 million medical modernization program.

- **\$3.9 billion in efficiency savings realized** 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.
- **\$113 million modernization of the medical-services portfolio attained** by supervising the spending of a \$68 million operations-and-maintenance budget and a \$4.5 million R&D allocation.

US Air Force / Medical Operations Agency | Joint Base: San Antonio / Lackland, TX

Oversees execution of the Air Force Surgeon General's policies supporting expeditionary capabilities, healthcare operations, and national security strategy by providing cost-effective, modern, and prevention-based care to 2.1 million beneficiaries worldwide through expert consultative leadership. The agency supports the clinical currency of 43,131 healthcare professionals experiencing 6.6 million visits and 133,500 bed days annually.

Commander | 2016 - 2018

Served as chief executive officer managing a \$6.1 billion budget and 500+-person dispersed staff focusing on improving safety and pursuing continuous improvement.

- **98% shrinkage in waiting time for transgender patients** to receive a specialist's review achieved by forming a novel-in-the-system one-stop Center for Excellence devoted to treating gender dysphoria.
- **70% lowering of serious safety events** and a 1/3 reduction in serious harm events garnered in one year by fostering an organization-wide culture change through issuance of a Trusted Care Principles policy and overhauling the medical incident investigation program with a focus on corrective action.
- **Zeroed out central-line infections** in Air Force hospitals worldwide for more than 500 consecutive days in less than 12 months by standardizing care with a toolkit initiative, measuring performance, and requiring incident reporting.
- **42% hike in drug-testing productivity delivered**, creating the DoD's top laboratory, by concentrating the intent of random urine testing on deterring illegal drug use.

US Air Force / Defense Health Agency (DHA) & Medical Education & Training Campus (METC)

Joint Base: San Antonio / Fort Sam Houston, TX

A joint, integrated combat-support agency that enables the three service branches to assure personnel's health readiness and medical staff's competence by improving system operations, driving innovative solutions, and cultivating a culture of safety. The METC is the primary training location for enlisted medical troops offering 48 programs plus advanced curricula.

Director of Education & Training (DHA) / Commandant (METC) | 2014 - 2016

Supervised consolidated Army-Navy-Air Force medical instruction and served as Commandant of the largest tri-service enlisted health-training program in DoD history with 1,400 staff, a 5,500 daily student load, and 20,000 annual graduates.

- **Assisted enlisted personnel in earning college degrees** by activating a bridging program with 43 colleges that granted credit for courses completed at METC.
- **Overcame long-standing challenges** to aligning the scholastic principles of the three services by consolidating the two legacy governing agencies into a single organization supervised by the DHA Director.
- **Reached best-in-class university-model status** for leadership development among DoD facilities by energizing the staff through nurturing a performance-improvement culture starting at the senior level and working the concepts into the cadre of instructors.
- **Salvaged a failed Board of Governors effort** to consolidate enlisted medics training for the tri-services by forming a new Senior Coordination Council with responsibility to resolve differences and mediate a final syllabus.

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

One of ten 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 | 2012 - 2014

Managed a team of 60 in providing strategic medical planning, policy creation, performance assessment, and resources to 14 bases housing 11 medical-treatment facilities. Advised the Command's senior leader on health-related matters.

- **Accelerated up to 6,000 decisions** regarding special duty flying waivers by streamlining the medical standards evaluation process through centralization of the responsibility and installation of a visionary office framework.
- **Enabled monitoring of members' career-long hearing loss** by upgrading standards for auditory testing equipment.
- **Introduced simulation training for medics** by facilitating the acquisition and integration of \$7.8 million of technical equipment into available resources.

- **Mitigated concerns over instructor misconduct** by toughening the selection process through installation of a 360-degree assessment procedure that incorporated standardized tools and a mental health evaluation.

US Air Force / United States Africa Command Headquarters | Stuttgart, Germany

Advances U.S. national security interests through focused, sustained engagement in support of shared objectives by joining in a wide range of activities including humanitarian assistance, offering a suite of institutional capacity-building programs, and augmenting cooperative military exercises and development.

Command Surgeon | 2010 - 2012

Primary health advisor responsible for providing medical-care direction to all government and combatant personnel in seven headquarters directorates and 54 country teams supporting the African continent. Oversaw eight associates.

- **Boosted the health of US personnel** by raising awareness of the risks posed by malaria and other indigenous infections by launching a pre-deployment information campaign that also benefited African partners.
- **Clarified performance expectations for the Command Surgeon** by shifting responsibility from basic healthcare delivery (e.g. removed exam table from the office) to devising strategy and policy, designing infrastructure, formulating training, and stimulating engagement on capacity building with country teams.
- **Enhanced care options for assigned staff** and family members by forming a working group charged with guaranteeing medical equities and forming a clinic dedicated to arranging access to appropriate patients.
- **Opened previously closed diplomatic doors** by creating an operations blueprint for peers across DoD on designing and conducting seminars and conferences focused on medical skills, technology, and prevention of specific diseases.

ADDITIONAL EXPERIENCE

Medical Center Commander • Hospital Commander • Chief of Clinical Medicine • Medical Operations Squadron Commander • Developmental-Behavioral Pediatrician • Staff Pediatrician

EDUCATION / PROFESSIONAL DEVELOPMENT / CERTIFICATIONS

Master of Business Administration, University of Massachusetts

Master of Strategic Studies, Air War College

Doctor of Medicine, Uniformed Services University of the Health Sciences

Bachelor of Arts in Biology & Chemistry, Washington & Jefferson College

Fellowship in Developmental-Behavioral Pediatrics, Madigan Army Medical Center & University of Washington

Aerospace Medicine Primary Course, Brooks Air Force Base

Residency in General Pediatrics, Wright-Patterson Air Force Base & Wright State University

General Pediatrics / Developmental-Behavioral Pediatrics, American Board of Pediatrics

TEACHING / ASSOCIATIONS / LICENSURE

Clinical Associate Professor of Pediatrics, Uniformed Services University of the Health Sciences

American Academy of Pediatrics, Fellow • **American Association of Physician Leadership**, Fellow

American College of Healthcare Executives, Fellow

Medical License, State of Ohio