



# Jordan Avery

## HEALTHCARE EXECUTIVE | PROJECT MANAGER

**Senior Healthcare/Medical Human Resources and Servant Leader** with **20+ years** directing initiatives for up to **20K+ military employees**. Directed a wide range of leadership and executive positions in human resources, operations, healthcare, and logistics. Led initiatives that increased medical personnel retention by 14% and raised critical staffing levels from 74% to 96% globally. Managed **10K+ career assignments** and optimized personnel capabilities within a \$35M budget.

Yielded **\$11M in cost savings** and avoidance through workforce optimization. Optimized **\$25M+ budget** across both government and non-governmental funding agencies. Oversaw healthcare operations and medical research programs impacting **2M U.S. military personnel and partner nations** by improving infectious disease risk mitigation and protection strategies and patient access and continuity of care. Managed multimillion-dollar budgets and lead **\$18M** in facility renovations.

Supports 1M beneficiaries

7 Medical Treatment Facilities

\$4M Annual Budget

Strategy & Operations • Program Management • Project Leadership • Budget & Asset Management • Process Improvement  
Training & Development & Mentorship • Community Engagement • Business Administration • Healthcare Administration  
Strategic Planning • Patient Safety • Branding • Fundraising • Change Management • Healthcare Management

## EXECUTIVE HEALTHCARE LEADERSHIP EXPERIENCE

### UNITED STATES ARMY

2000—Present

#### SENIOR VP OF HUMAN RESOURCES

*Branch Head, Medical Department Officer Assignments*

07/2020-PRESENT

*Millington, TN*

**HR STRATEGY AND EXECUTION:** Served as a Senior VP of HR by leading strategic HR initiatives for headquarters, focusing on recruiting and retention strategies to bolster critical medical subspecialty staffing levels. Achieved a **14% increase in retention** and elevated critical position staffing from **74% to 96%** across a global workforce of **11K+ medical personnel**.

**PROJECT MANAGEMENT:** Managed a complex project involving **10K career assignments** for Medical Department Officers. Developed and implemented a new program to prioritize assignments based on personnel capabilities, resulting in a revised policy for personnel placement across the US Navy and Marine Corps.

**OPERATIONS MANAGEMENT:** Supervised a team of 16 Officers and 4 Enlisted personnel, ensuring efficient operations within a **\$35M+ budget** allocated for global transfers and global training expenses.

#### CHIEF OF DISEASE RESEARCH PROGRAM

*Armed Forces Research Institute of Medical Sciences*

08/2018-07/2020

**GLOBAL OPERATIONS LEADERSHIP:** Led a team of **23 Officers and 102 civilians** in conducting medical research, field testing, and product development across 6 countries, focusing on infectious tropical diseases critical to the United States Indo-Pacific Command region. Managed an **\$8M combined budget**, ensuring efficient allocation and oversight of resources for research programs. Acted as Acting Director of the Army's largest overseas (OCONUS) research facility, overseeing a **\$25M budget** and **managing 500 personnel**.

**RESEARCH FUNDING AND STRATEGY:** Secured **\$5.8M to develop** and evaluate countermeasures against health protection threats in collaboration with four partner nation militaries. Managed diverse funding streams including a **\$800K Bill and Melinda Gates Foundation** grant for drug-resistant malaria research and \$6M Defense Threat Reduction Agency funding to characterize disease epidemiology enhancing threat mitigation strategies for **2M U.S. military and partner nations**.

**OPERATIONAL TRANSFORMATION:** Increased compliance on Military Emerging Infectious Disease Surveillance by 43% through rigorous oversight and implementation of streamlined policies and procedures. Developed a real-time tracking tool resulting in a 24%

reduction in onsite corrections and improved operational efficiency. Achieved **\$8M in cost savings** and **\$3M in cost avoidance** through optimized workforce strategies and streamlined policies.

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GRADUATE STUDENT • National War College

Washington, D.C. | 08/2017— 06/2018

CHIEF EXECUTIVE OFFICER • COMMANDER • 52nd Medical Group

Spangdahlem AB, Germany | 07/2015— 06/2017

**Led Four Medical Organizations:** Governed **400 cross-functional staff members** across six medical campuses with an annual budget of \$76M that provided medical care and readiness support to a Fighter Wings, four Medical Units, and **15 geographically separated organizations**. Oversaw **40K patient visits** \$7M in health care, and maintained a 100% patient satisfaction rate.

**Leadership in United States Air Forces in Europe:** Ranked **#1 of 8** in Exceptional Family Member Program, Medical Evaluation Board (MEB) program, and Primary Care teams in United States Air Force Europe.

**Transformative Initiatives:** Implemented a new Security Force's reliability program, integrated 24 Medical Group processes to provide medical care through 69 providers to **10K beneficiaries** in five countries.

**Medical Supply Readiness & Governance:** Managed **\$12M in medical supplies**, \$6.8M in materials, and 4.6K line items to ensure operational readiness. Oversaw all medical aspects and optimized patient care to meet stringent standards for reliability, competency, professionalism, and compliance with Joint Commission professional accreditation standards.

CHIEF OF MEDICAL OPERATIONS • Air Force Medical Support Agency

Falls Church, VA | 08/2013— 06/2015

**Health Care Consultant:** Served as an Air Force Surgeon General's consultant to the Department of Veterans Affairs, Joint Staff, Defense Health Agency, Service Surgeon General staff, and **75 Medical Treatment Facilities**. Represented the Air Force Surgeon General and established the Defense Health Agency/Health Plan Shared Service for a **\$10.7B health program**.

**Formulated AFMS Policy and Programs:** Formulated Air Force Medical Service policy, programs, and positions in support of the **\$49B Defense Health Program** and **9M beneficiaries**. Directed an Air Staff team of 25 military, civilian, and contractor personnel, oversaw 35 medical support programs and guided the Wounded, Ill, and Injured program.

**Led Financial and System Initiatives:** Drove **\$1.2M Program Objective Memorandum** funds for key Military Health System systems, critical for tracking \$5.3M medical referrals. **Saved \$203M** by developing the Department of Defense's electronic health insurance discovery program, shifting the overall cost to the private sector.

**Strategic Contributions to Access to Care:** Led a **\$78M Regional Medical Center** acquisition strategy, managing three contracts, 272 Full-Time Equivalents, and 54 Medical Treatment Facilities, optimizing healthcare delivery and leading Department of Defense transformation. Led a **\$40M electronic record plan**, resolving a \$2M accumulation issue and achieving 100% Department of Veterans Affairs transfer, marking a \$10M Joint Incentive Fund historic milestone.

**Program Optimization:** Led Department of Defense and Department (DOD) of Veterans Affairs program efforts, resulting in **\$205M in benefits**, including the largest DOD Joint Venture program with **73K patient visits** across 18 Air Force platforms.

**Leadership Advisory & Healthcare Redesign:** Served as a key Air Force Surgeon General advisor, contributing to Presidential Military Compensation and Retirement Modernization Commission reviews and Program Budget **16 healthcare redesigns**, involving the most complex benefit reviews in the Department of Defense.

**Leadership in Medical Information Technology:** Advised on the implementation of **\$11B Electronic Health Record system**, a watershed program vital for achieving top three Department of Defense healthcare goals: Access to Care, Quality, and Safety.

**Consistent Leadership in Joint Incentive Fund Program:** Led the Air Force Joint Incentive Fund program for 4 years in a row, ranking #1 in the Department of Defense, synchronized cumulative benefit and cash flow of **\$21.3M across 20 active projects**.

EXECUTIVE OFFICER TO THE AIR FORCE SURGEON GENERAL

The Pentagon, Arlington, VA | 07/2012— 07/2013

**Defined and Executed Healthcare Policy:** Supported 3K personnel at 75 Medical Treatment Facilities, with a **\$7.1B budget** and **2.5M beneficiaries worldwide**. Facilitated management of the **\$44B Defense Health Program**, supporting workflow, and handled 3.5K tasks annually with Congress, the DOD, the Secretary of the Air Force, and Headquarters Air Force.

**Served as a Trusted Advisor for the Future of the Air Force Medical Service:** Ensured Initial Operating Capability for the \$50B Defense Health Agency/Shared Services/Military Health System, **impacting 9.6M beneficiaries**.

**Advised on \$1B Major Infrastructure and Modernization Efforts:** Consulted on United States European Command infrastructure, \$3.6B Military Health System Modernization Task Force, \$5.6B Program Objective Memorandum, and \$4B Integrated Electronic Health Record, guiding the future of the Military Health System.

FELLOW | OFFICE OF THE UNDER SECRETARY OF DEFENSE

The Pentagon, Arlington, VA | 08/2010— 06/2012

**Provided Oversight for DoD Budget and Expenditures:** Planned, budgeted, and oversaw the Department of Defense's \$700B+ budget and financial expenditures. Crafted Presidential Budget and Overseas Contingency Operations supplemental materials for a \$53B Unified Medical Program and \$2.3B Wounded Warrior programs.

**Championed Wounded Warrior Programs:** Overhauled a \$2B national disability evaluation system and expediting member benefits by 145 days. Secured \$816M funding for Joint Task Force National Capital Region Medical, addressing high visibility Congressional interest and redefining Wounded Warrior care.

**Led National Strategy Initiatives:** Led Department of Defense working groups, driving \$70M Southwest Asia contractor medical billing as requested by General Petraeus, earning praise from the Department of Defense Inspector General.

**Managed Significant Portions of DoD Budget:** Managed 9% of the Department of Defense budget, defended \$49B authority, and secured \$2.7B during a Continuing Resolution and \$993M in Overseas Contingency Operations funds.

**Advocated for Military Family and Quality of Life Programs:** Drove a \$39B Future Years Defense Program rebalance of intangible resources, earning praise from the White House.

COMMANDER & DEPUTY MEDICAL ADVISOR • 86th Medical Support Squadron

Ramstein, Germany & Pristina, Kosovo

07/2008— 06/2010

IDE STUDENT, AIR COMMAND AND STAFF COLLEGE • Air University

Maxwell AFB, AL

08/2007— 06/2008

EXECUTIVE OFFICER TO ASSISTANT SURGEON GENERAL • Health Care Operations, Headquarters Air Force

Washington, D.C.

07/2006— 06/2007

SENIOR HEALTH POLICY ANALYST • Air Force Medical Operations Agency

Washington, D.C.

06/2005— 07/2006

SENIOR HEALTHCARE FELLOW • United States Department of Health and Human Services – Centers for Medicare & Medicaid Services

Baltimore, MD

08/2004— 06/2005

MEDICAL TREATMENT FACILITY ADMINISTRATOR • 61<sup>ST</sup> Medical Squadron

Los Angeles AFB, CA

08/2004— 06/2005

## Education

**Master of National Security Strategy** | National Defense University | Fort Lesley J. McNair, Washington, D.C. | 2018

**Master of Operational** | Art and Design | Air Command and Staff College | Maxwell AFB, AL | 2008

**Master of Arts** | Health and Community Service Administration | Rider University | Lawrenceville, NJ | 1997

**Bachelor of Science** | Finance | Rider University | Lawrenceville, NJ | 1995

## Training

**Leadership & Organizational Transition for Financial Managers** | Harvard University | Boston, MA | 2023

**Capstone General and Flag Officer Course** | National Defense University | Washington, D.C. | 2023

**Leading Strategically** | Center for Creative Leadership | Colorado Springs, CO | 2022

**Joint Medical Strategic Leadership Program** | San Antonio, TX, New York City, NY, and Washington, D.C | 2019

**Military Health System Capstone Course** | Defense Health Headquarters | Falls Church, VA | 2017

**Senior Leader Development Course** | Africa Update | Washington, D.C. | 2017

**Interagency Institute for Federal Health Care Executives** | Washington, D.C. | 2016  
**Medical Fellowship Program** | Air Force Institute of Technology | Baltimore, MD | 2005  
**USAF Medical Intermediate Executive Skills Course** | Sheppard AFB, TX | 2003