

BIOGRAPHICAL SKETCH

<p>NAME Richard A. Stone MD</p> <p>703 919-7395 stonericharda@gmail.com 10220 Cedar Pond Dr Vienna Va 22182</p>	<p>POSITION TITLE Specialist Executive, Deloitte Consulting Chief Medical Officer, Deloitte Government Services November 1, 2021, to Present</p>
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<i>EDUCATION/TRAINING (Begin with baccalaureate or other initial professional education, such as nursing, and include postdoctoral training.)</i>			
INSTITUTION AND LOCATION	DEGREE <i>(if applicable)</i>	YEAR(s)	FIELD OF STUDY
Western Michigan University, Kalamazoo Michigan	B.S.	1973	Biology and chemistry
Wayne State University	M.D.	1977	Medicine
US Army War College	M.A.	2005	Strategic Studies

A. Personal Statement

Dr Stone currently serves as a specialist executive at Deloitte. He provides strategic guidance on health care transformation, population health and policy development primarily in the Deloitte Federal GPS practice. He is dual assigned as the Chief Medical Officer of Deloitte Government Services. In this roll he leads more than 1100 Deloitte employed medical professionals, researchers and scientists who support Deloitte services across the federal government.

Dr. Stone previously served until July 2021 as the Acting Under Secretary for Health of the Veterans Health Administration. He has led the Nations largest health care system through the recent pandemic. He previously served as the Executive in Charge of the VHA since July of 2018. Dr Stone previously served as a Vice President at Booz Allen Hamilton leading the military health portfolio. Dr. Stone remains a practicing Dermatologist who has an unusually diverse background spanning The Veterans Administration, uniformed service, civilian clinical practice, entrepreneurial business development, and operational military medicine as well as medical administration in the civilian, VA and uniformed military service. Dr. Stone has extensive leadership experience in leading complex medical enterprises as a civilian and government Senior Executive. He has been the CEO (Commander) of military medical units at all levels of command from detachment to medical command over a 23 year career in the Army Reserve punctuated by multiple recalls to Active duty Service in leadership positions. In the civilian sector he has more than 10 years of experience serving on finance and governance boards for nonprofit health corporations such as the Sisters of Charity. In addition, Dr Stone has more than 5 years of experience as a senior VP for both Sisters of Charity and Trinity Health Corporation managing and leading ambulatory services, medical staff development and a broad array of medical enterprises. Dr. Stone's entrepreneurial experience includes more than 35 years of small business medical practice ownership. As part of this civilian work he has developed multiple medical building construction partnerships, established and continuously operated ambulatory care businesses and developed medical buildings with a broad array of services to include primary and specialty care practices, PT, urgent care and retail pharmacy. His past experience in medical staff development includes development of a membership driven PHO and extensive experience in contract negotiation for medical personnel services, managed care contracts and lease space agreements. His final assignment for The Army and The Department of Defense examined the cost structure of the entire DOD health care system as part of the establishment of the DOD Defense Health Agency. As part of this effort he personally led the

multidisciplinary joint team that provided business case analysis and business process reengineering to ten major shared service areas encompassing more than 30 billion dollars in annual military health system expenses. This work resulted in more than 1.2 billion in savings to the DOD health system. Dr Stone has testified extensively before House and Senate oversight Committees. He further served for 4 years as a member of the DOD Recovering Warrior Task Force whose reports to Congress and DOD have resulted in substantial changes to the management of our wounded Warriors.

Following his retirement from Uniformed Service in January of 2014, Dr Stone joined Booz Allen Hamilton. In a two year tenure he focused on the development of BAH capabilities in high reliability culture transformation, managing blast effect research support, strategic input to federal health care policy and its effect on DOD health care delivery and was the lead clinician on the Defense Health System electronic medical record modernization project. His employment ended with his nomination as the Principal Deputy Under Secretary for VHA.

Dr Stone's previous government assignment was as Principal Deputy Under Secretary of Health for the VHA. In this capacity he served as the Chief Operating Officer of the Nation's largest health care system with 171 hospitals and 1200 outpatient clinics across the United States and its territories. In this position he ensured the operational vision on behalf of the Under Secretary of Health and was the senior government employee of the VHA and its more than 360,000 employees. He oversaw an annual budget that exceeded 70B dollars. His recent focus on VHA organizational transformation, ensuring Veteran access to health care and restoring trust in the Veterans Health Administration has been broadly recognized.

B. Positions and Honors

Government Position:

Acting Under Secretary for Health, January 2021-July 16, 2021

Primary focus has been on transformation of the VHA through high reliability, zero harm culture transformation. This change has facilitated VHA's evolution as an agile learning organization. These changes ensured robust agility as the VHA fulfilled a myriad of challenges during the 2020-21 pandemic. The ability of VHA to support virtually every state in the Nation with critical care, PPE and infection control process improvement was facilitated by these changes.

Executive in Charge VHA, July 2018- January 2021

Chief Executive of the Nation's largest integrated health care system, The Veterans Health Administration, caring for 9.7M Veterans. Composed of 171 hospitals and more than 1230 ambulatory clinics, more than 363,000 employees and an 90B operating budget. He Served in this position in the absence of a confirmed Under Secretary of Health.

Principal Deputy Under Secretary for Health, Feb 29, 2016 - Mar 4, 2017

Chief Operating Officer of the Nation's largest health care system. In this position Dr Stone ensured attainment of the Under Secretary of Health strategic priorities and operational goals. He serves as the senior career government employee of the VHA. The Principal Deputy further is responsible for all areas of operation to include Budget formulation, Human capital development, supply chain modernization, health care operations and emergency response to national health emergencies.

Military Positions:

Director Health Care Operations Transition Team, Defense Health Agency, August 2013 – January 1, 2014 (USAR on Active Duty)

The Director of Health Care operations manages and leads the operations of the Defense Health Agency. MG Stone was assigned as Director of the Transition team until a permanent candidate was selected. This position continued the transformational innovation demonstrated in Dr Stone's previous work to establish this office and recruit the team necessary to achieve success. Scope of responsibilities included a sub directorate of Readiness, Pharmacy operations, Public Health, Health Plan Integration, Clinical Support, Warrior Care and Clinical analytics for all of the MHS. As part of the clinical support directorate, this officer served as the MHS Chief Medical Officer. MG Stone's responsibilities included establishment of each sub directorate and management of each approved business process reengineering plan to ensure achievement of goals identified in the BPR's.

Deputy Surgeon General and Deputy Commanding General of Support, Office of The Surgeon General, US Army, January 2011 to August 2013. (USAR on Active Duty)

MG Stone fulfilled this position during portions of the tenures of both LTG Schoomaker and LTG Horoho both serving as The Army Surgeon General. . This position is the principal deputy to The Army TSG and as such engages and manages the entire spectrum of strategic initiatives that comprise TSG's Strategic goals. In this position MG Stone redesigned the Army medicine role in completion of the Integrated Disability Evaluation System. This work instituted an "operating company model" of management, unique to Army Medicine and resulted in dramatic improvement in provider productivity. This resulted in rapid attainment of DOD timeliness goals. From December 2012 to August 2013 MG Stone led the joint DOD Shared Service workgroup to develop business process reengineering of all 10 shared services to be assigned to the upcoming defense Health Agency. During the period from 2011 to 2014 MG Stone was an active member of the DOD Recovering Warrior Task Force contributing to three reports to DOD and Congress on the care of our wounded.

Deputy Surgeon General for Mobilization, Readiness and reserve Affairs, Office of The Surgeon General, March 2009 to December 2010 (USAR not on Active Duty)

This assignment is the principal medical policy staff officer for the Reserve Components of The Army. In this position MG Stone led the advances in readiness of the Army National Guard and Army Reserve to reach DOD standards of readiness for the first time. In addition, MG Stone developed The Army Medical Readiness Campaign Plan that was implemented as a fully approved Army level Campaign on medical readiness.

Commander, Medical Readiness and Training Command (MRTC) dual assigned as Deputy Commanding General 3rd Medical Deployment support command, March 2006 to March 2009 (USAR not on Active duty)

BG Stone served as the first Commander of MRTC. As such, he recruited and developed the team of officers and soldiers that operationalized the Army's first medical collective training command in any Army component. This Command was staffed with 450 AGR and Reserve Soldiers and officers who designed and executed joint training medical exercises across the world.

Commander, 452nd Combat Support Hospital, USAR, November 2001 to February 2003 and March 2004 to March 2006. (USAR not on Active Duty)

Battalion level commander of a 528 soldier deployable level three hospital. Upon assumption of command, this unit was suffering a sustained attrition of personnel at the rate of 20 personnel per month. Through Command climate process improvement the attrition was reduced to less than 5 per month within 30 days. Trained and prepared the unit for eventual deployment in OEF. During unit mobilization, redesigned the combat loading of a CSH to redesign what was anticipated as 40 days of work to successful completion in 86 hours. Thus resetting the Army standard. Through a LSS efficiency project reduced the mobilization time of all Army CSH elements from more than 100 days for a RC CSH to less than 30 days. This standard is equal to Active component readiness and ensures Reserve Component relevance. This change was valued at 85,000 dollars a day in reduced mobilization station time. This project was recognized across DOD in 2005 as one of the Army successes of the Lean Six Sigma effort.

Commander, TF44, Bagram Afghanistan Feb 2003 to Feb 2004. (USAR on Active duty)

Commander of a multinational medical task force with 29 US medical units and more than 1000 medical personnel from 4 nations. Serving in this position then COL Stone was the senior medical Commander in OEF and primary advisor on health issues to the CG of TF180, the senior Commander of OEF.

Commander, 911 Forward Surgical Team, March 1997 to November 2001 (USAR not on active duty)

Assigned as the first Commander of a newly fielded RC FST. Recruited the detachment personnel. Developed and executed training plans to reach and exceed assigned readiness goals of USAR.

Commander, 323rd Hospital unit surgical March 1994 to March 1997 (USAR not on active duty)

Commander of Surgical subsections of the Combat Hospital.

Physician, 323rd General hospital April 1991 to March 1994 (USAR not on active duty)

Assigned to the DEPMED training section and led the training teams for this Battalion sized deployable medical unit.

Civilian Employment:

- **Specialist Executive, Deloitte, November, 2021 to Present**
Senior advisor in health care delivery transformation, public health and policy development across the federal health consulting practice.
- **Vice President, Booz Allen Hamilton, April, 2017 to July 2018**
VP in military health with special focus on the fielding of the new DoD COTS EHR. Additional focus on development of the firm's business health strategy across all markets.
- **Principal, Booz Allen Hamilton, January 2014 to February 28, 2016**
Principal in military health care responsible for multiple client engagements to include DOD centers of excellence and Air Force safety and quality contracts. Responsibilities include development of BAH military health strategy for the strategic transformation of the military health system and structure of BAH military health to support that transformation.
- **Owner and practicing physician, Stone Dermatology, 1981 to present**
This closely held ambulatory medical practice was developed in 1956 and has operated continuously under two generations of family ownership. It is highly customer service and medical quality focused. Recently successfully fielded a web based electronic medical record system without productivity degradation.
- **Senior VP of ambulatory services and VP of Health Affairs, Sisters of Charity and Trinity Health, August 2000 to September 2005 (interrupted for active duty service)**
Senior medical officer of a community health care system and dual assigned as VP of ambulatory services. In this position managed and developed the 650 person medical staff and all owned practices. Corrected monthly ambulatory operating losses within 180 days of assignment and delivered sustained monthly profitability while raising quality performance through multiple joint commission reviews. Developed a membership driven PHO and negotiated multiple managed care contracts for the community health care system.
- **Member Sisters of Charity and Trinity Health finance board and governance boards St Joseph mercy of Macomb 1986 to August 2000**
Member of the Governance Board and Finance subcommittee of the board. Resigned to assume a employed relationship as a senior executive of the governed system.
- **President Macomb County Medical Society 1986**
President of county medical society and representative to Michigan State Medical society and AMA.

Honors, Awards, and Memberships:

"Notable" Alumnus Wayne State University Medical School - 2016
Distinguished Alumnus Western Michigan University College of Arts and Sciences - 2013
Legion of Merit - with two Oak Leaf Clusters
Bronze Star
Fellow, American Academy of Dermatology
Member Order of Military Medical Merit
Combat Action Badge
CIBA Community Service Award 1977
Member DOD Recovering Warrior TF 2011 to 2014

Over 35 years of progressively increasing responsibility in the management and leadership of medical organizations delivering health care in government, uniform and the civilian sectors. Candidate possesses unique skills to solve complex operational and strategic challenges while creating a sense of ownership of the approved solution set in the organization as an entirety. Outstanding interpersonal, communication and team building skills. Unique in his ability to identify organizational talent and appropriate placement to maximize success. Abilities include:

**Capital Investment Planning
Leadership
Financial Management
Communication**

**Mentoring of Senior Executives
Team Building
Medical Strategic Planning
Administration**

**Strategic goal Development
Business development
Business Case Analysis
Business Process Re-engineering**

Capital investment Planning:

- Board of governance finance committee member in a 250 Million annual revenue non profit health care system
- Led the prioritization of capital building projects for Army medicine as DSG. More than 1 billion in annual new construction approved.
- Primary spokesman for Army medicine prioritization of capital needs during the budget development process.
- Senior VHA lead of the 2017-21 facility sustainment capital investment plan (SCIP) developed for VHA composed of more than 2B in annual investment.
- Led the National Market area assessment process for 96 geographic areas served by VHA in preparation for the congressionally mandated Asset Infrastructure Review Commission.

Leadership:

- Led the DOD joint team that examined and developed BPR's affecting more than 30 billion dollars in annual Unified Medical Budget expenses.
- Led dispersed multinational medical forces in a combat zone.
- More than 16 years of uniformed medical unit Command assignments.
- Developed and led multiple civilian medical construction partnerships
- Served as VP of Medical Affairs for a community health care system with more than 2500 employees
- Lead the VHA as the senior nonpolitical career employee leading more than 360,000 government employees as the Senior Government Executive.
- CEO (Acting Under Secretary and Executive in Charge) of the Nations largest integrated Health system

Financial Management:

- VHA lead for health budget strategy 2017-2021 to include direct and purchased health care, research and facility sustainment.
- Army Medicine representative to multiple program objective memorandum development of 5 year budget planning.
- Instituted process re engineering of integrated disability system resulting in more than 30 million in annual DOD savings.
- Developed, instituted and sustained movement to profitability of a financially challenged ambulatory service network in the commercial sector.

Communications:

- Presented in multiple venues including Congressional testimony, the reengineering of military medicine as part of the fielding of the new Defense Health Agency, VHA response to the COVID19 crisis and budget submission.
- Multiple successful media interviews to include television, radio and print
- Leadership lecturer on lessons of leadership over 5 decades of experience.
- Recognized and accomplished speaker on medical modernization of integrated health systems and high reliability implementation.
- Sustained VHA employee and US Veteran communication during the recent pandemic by recording more than 225 educational videos.

Mentoring Senior Executives:

- Assigned as senior mentor to more than 12 Brigadier Generals and 50 colonels.
- Previously, mentor to more than 25 government SES, Uniformed Flag officers and Civilian health care leaders.
- Current direct mentor and supervisor to 20 Senior executives at VHA.

Team Building:

- As first commander, recruited and fielded the Medical Readiness and Training Command USAR
- Developed the deployed team to assume leadership of TF 44 medical task force in Operation Enduring Freedom
- Utilizing the operating company model developed the team that corrected a 60 year deficiency in disability system performance in order to achieve and exceed DOD standards on a sustained basis.
- Actively recruiting to the VHA senior leadership and field management team while restoring morale and focus as the team emerges from the 2014 Access crisis.

Medical Strategic Planning:

- Redesigned and implemented the model for deployment of USAR Combat hospitals reducing mobilization timelines from 117 days to under 30 days and duplicating the time Active Component like units can deploy.
- Redesigned the logistical loading for combat deployment of a combat hospital resulting in 86 hour process. Reduced from 44 days.
- Developed and instituted the Army Medical Readiness Campaign Plan
- VHA lead in development and implementation of the facility investment plan for more than 1000 VHA owned and leased facilities.

Administration:

- Led civilian ambulatory Care system as a senior vice president.
- Managed closely held Professional Corporation for more than 3 decades.

Strategic Goal Development:

- Broad and multi organizational experience across two government Departments and 3 civilian corporations in the development of strategic goals in order to meet mission and vision.
- Led the VHA development of the Medical modernization plan for the VA Agency Review Team of the 2017 Presidential Transition.

Business Development:

- 35 years of experience in private business ownership and new business development
- Developed BAH capability in High Reliability Health care to include development of strategic partnerships and execution of initial successful contract implementation.

Business Case Analysis and business Process Reengineering:

- Led multidisciplinary team in development of shared service BCA's as part of DHA standup.
- Used value stream analysis to drive future business models and processes across the new Defense Health Agency
- Actively leading the reengineering of the policy and directive process of the VHA to ensure all policies are current and comply with Agency and Government goals.