

**Bryce James Slinger, MPH**  
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Citizenship	United States of America and United Kingdom
Academic Position	PhD Student
Federal Appointment	Career (Tenure Group 1)
Current Schedule	Policy Analyst (GS-0343-13)

**Work History**

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U.S. Department of Defense, Office of the Secretary	Oct. 01, 2018 to Present
Assistant Secretary of Defense for Health Affairs, Immediate Office	40 hours/week
Deputy Director of Strategy (GS-0343-13)	This is a Federal job
Washington, D.C., USA	

- Develop, coordinate, and analyze military policies and strategic plans to improve strategic health and readiness performance of the Military Health System and TRICARE, a \$55.6B Federal health program with 157,000 employees in 653 facilities around the world supported by the ninth largest health benefit in the United States covering 9.5 million lives
- Oversee, evaluate, and communicate strategic performance for senior officials, including but not limited to Congressional Committees, Secretary of Defense, Office of Management and Budget, Under and Assistant Secretaries of Defense, and Government Accountability Office in accordance with the Government Performance and Results Modernization Act (GPRMA)
- Implement design thinking principals for system wide metrics and strategic dashboards to measure performance against government priorities and major health or medical readiness programs
- Manage strategic performance reviews, strategic research studies, and non-clinical analyses for Office of the Secretary of Defense policy councils for health readiness, health care service delivery, resources and manpower, and health informatics
- Support Department-wide efforts to reform health care management in the military, reducing administrative burdens, increasing the scope of services and national security, and modernizing specific aspects of healthcare service delivery (e.g., value-based purchasing, shared services)
- Establish performance baselines and oversee performance continuity related to the transfer of 53 hospitals and 350 clinics from the Armed Services to the Defense Health Agency
- Build change management plans and communications to support the transformation and transition of military healthcare service delivery systems
- Advance relationships with other Federal departments, allies, non-governmental organizations, industry leaders, and academic institutions
- Respond to performance-related Congressional, Government Accountability Office, and Inspector General audits, investigations, recommendations, and official inquiries
- Develop data and performance management criteria to support the Defense-wide audit
- Oversee and coordinate advanced, non-clinical studies and analyses with Federally-Funded Research and Development Centers, totaling more than \$25M annually
- Lecture and teach the future-state of the Federal healthcare system, the role of the military, and global health policy to senior officers

U.S. Department of Defense, Defense Health Agency	July 24, 2016 to Sept. 30, 2018
Strategy, Plans, and Functional Integration Directorate (J-5)	40 hours/week
Strategy Management Division	This is a Federal job
Program Analyst (GS-0343-13)	
Falls Church, VA, USA	

- Published the first strategic plan for the Defense Health Agency to empower the workforce, optimize operations across the Military Health System, create optimal outcomes for health and well-being, and deliver solutions to Combatant Commands
- Developed a new model of performance management for hospitals and clinics in the field
- Established guidelines and performance expectations for military officers and civilian employees to manage strategic performance of the Defense Health Agency and Military Health System
- Developed new performance management processes to translate Secretarial guidance from headquarters to field activities across the United States, Europe, and the Indo-Pacific
- Planned and prioritized business process reengineering, business case analyses, and performance improvement at the Defense Health Agency in order to manage military medical treatment facilities around the world
- Sponsored innovative inter-governmental and academic research to reduce opioid prescribing, investigating the relationship between medical malpractice and cost overruns in healthcare, and behaviors driving access to primary care and specialty care services
- Redesigned the functional and organization structures of the Defense Health Agency
- Led development of multiple symposia and training content for thousands of senior officers
- Reviewed government requirements, contractual obligations, and agreements valued at well-over \$1B to recommend elimination of unwarranted variation, duplication, and redundancy

U.S. Department of Defense, Defense Health Agency  
 Administration and Management Directorate (J-1/8)  
 Learning and Development Division  
 Presidential Management Fellow (Scientist, GS-1301-9/11/12)  
 Falls Church, VA, USA

July 14, 2014 to July 23, 2016  
 40 hours/week  
 This is a Federal job

- Selected as a Presidential Management Fellow (Science, Technology, Engineering, and Math (STEM)) in 2014 and appointed to the U.S. Department of Defense, Defense Health Agency
- Detailed within the Defense Health Agency to the Office of the Chief Innovation Officer and the Office of the Strategy Management
- Created policy to create enterprise-wide military medical reference laboratories and built an internal capacity for genetic testing
- Researched best practices in support of a new framework for military global health engagement
- Consulted by the Assistant Secretary of Defense for Health Affairs to support the Armed Forces deployment for Operation United Assistance (i.e., 2014 West African Ebola crisis)
- Supported grass-roots military healthcare innovations across the country
- Managed a strategic conference engagement for over 1,000 senior military officials
- Supported business case analyses for medical service innovations
- Implemented survey measures of population health for the Armed Forces

U.S. Department of Health and Human Services  
 Assistant Secretary for Preparedness and Response  
 Office of Planning and Policy  
 Presidential Management Fellow (Scientist, GS-1301-9/11)  
 Washington, D.C., USA

Feb. 01, 2015 to Aug. 28, 2015  
 40 hours/week  
 This is a Federal job  
*Interagency Detail*

- Detailed to support scientific and public health policy review, creation, and evaluation for the interagency Public Health Emergency Medical Countermeasures Enterprise

- Supported development of the interagency Strategy and Implementation Plan for 2015 and the Strategic National Stockpile for 2014 reports for Congressional and Presidential review
- Calculated civilian preparedness for chemical (e.g., accidental release, scaled attack, weapons of mass destruction) medical countermeasure deployment and dissemination
- Evaluated local, tribal, state, and Federal public health preparedness and public health emergency response capabilities against biological, chemical, radiological, and nuclear agents
- Supported development of a response framework to combat emerging infectious diseases

Tulane University Apr. 15, 2014 to June 30, 2014  
 School of Public Health and Tropical Medicine 32 hours/week  
 Interim Admissions Counselor and Graduate Teaching Assistant  
 New Orleans, LA, USA

- Managed admissions for over 3,000 applicants to graduate masters and doctoral programs
- Achieved a top ranking for graduate students serving in the Peace Corps
- Oversaw service learning for 65 Master's International students in 20 middle and lower income countries across four continents
- Chief Editor of the department website and biannual *The Internationalist* magazine
- Developed distance-learning, flipped-classroom toxicology courses for graduate students

U.S. Peace Corps Aug. 10, 2010 to May 6, 2012  
 Community Health Generalist 40 hours/week  
 Mwera, Mityana District, UGANDA

- Taught lab technique, health communication, maternal-child health, and data record keeping
- Led HIV/AIDS health education campaigns at schools, community centers, and homesteads
- Led a non-governmental organization to recruit, train, and interview over 5,000 women for maternal mortality pilot intervention using low-cost mobile phones
- Redesigned and facilitated a three-month intensive public health development in a lower income country training program for 40 PEPFAR-funded trainees
- Appointed as Regional Security Officer Representative and All-Volunteer Conference Leader

## Education

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Doctor of Philosophy (PhD) Aug. 2018 to Present  
 Policy Studies: Health, National Security, and Democracy GPA 3.9  
 University of Maryland, College Park, MD, USA  
*Coursework: quantitative and normative analysis, public budgets and financing, national and state health policy, econometrics, microeconomics, multivariate statistics*

Master's in Public Health (MPH) Jan. 2013 to May 2014  
 Global Environmental Public Health and Disaster Management GPA 3.9  
 Tulane University, New Orleans, LA, USA  
*Coursework: epidemiology, biostatistics, environmental health, health systems, toxicology, disaster management, disaster recovery and resilience, behavioral and social health, crisis communication*

Bachelor of Arts (BA) Sep. 2006 to May 2010  
 Anthropology, Biology, African Studies, Global Health GPA 3.4  
 Macalester College, Saint Paul, MN, USA

*Coursework: qualitative analysis and ethnography, medical anthropology, humanitarian crisis and conflict, African anthropology, freedom movements, political history, global health, cellular/molecular biology, microbiology, physiology, general and organic chemistry, calculus, 20<sup>th</sup> Century history*

Semester Study Abroad  
African Community Health

Fall Semester 2008  
GPA 3.7

School for International Training, Durban, SOUTH AFRICA

*Coursework: community health, qualitative fieldwork, ethnography*

## **Teaching Experience**

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- Teaching Assistant, College Park Scholars: Public Leadership - Applied Leadership Capstone (University of Maryland, 2019)
- Lecturer, Critical Decision Making for Medical Executives: Keys to Improving Health Care Delivery (Uniformed Services University for the Health Sciences, 2017 and 2019)
- Teaching Assistant, Principles of Toxicology (Tulane University, 2014)
- Lecturer and Curriculum Developer, Community Health Development in East Africa (U.S. Peace Corps, 2011-2012)

## **Training and Certification**

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- Value-Based Health Care Delivery Intensive Seminar (Harvard Business School, 2018)
- Presidential Management Fellowship (U.S. Office of Personnel Management, 2014-2016)
- Congressional Briefing for Presidential Management Fellows (Georgetown University, 2015)
- Contracting Officer's Representative – COR (Defense Acquisition University, 2014 and renewed)

## **Honors and Awards**

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- Defense Health Agency Quality Step Increase (2019)
- Defense Health Agency Special Act of Service Award (2018)
- Dean's Award for Outstanding Student Leadership (2014)
- Dean of Student's Award for Meritorious Peace Corps Service (2014)
- U.S. President's Volunteer Service Award, Bronze Level (2013)
- Senior Spotlight for Commitment to Global Service (2010)
- Spotlight for Outstanding Volunteer Service (2008)

## **Publications and Academic Presentations**

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- Smith, D., Bono, R., and Slinger, B. *Integrating a System to Deliver Readiness and Health*. Chicago, IL: J. Am. Med. Assoc. (JAMA). (2017).
- Slinger, B. *The Business Case for an Integrated Health System: Improving the Quality and Safety of Military Medicine*. (2017). Washington, D.C.: National Capital Region Quality Symposium.
- *Military Acuity Model Report to Congress*. (2017). Washington, D.C.: Department of Defense.
- *Public Health Emergency Medical Countermeasures Strategy and Implementation Plan*. (2016). Washington, D.C.: Department of Health and Human Services.
- *Report on Implementation Plans for the Defense Health Agency*. (2015). Washington, D.C.: Department of Defense.
- Slinger, B. & Howell, D. *Are we there yet? Assessing Medical Countermeasure Preparedness*. (2015). Washington, D.C.: Department of Health and Human Services Preparedness Summit,

- Slinger, B. & Syed, S. (Eds.). (2013-2014). *The Internationalist*. New Orleans, LA: Tulane University School of Public Health & Tropical Medicine.
- Slinger, B. (2011). *Improving Rural Maternity Care*. Kampala: U.S. Embassy in Uganda.

### **Community Involvement**

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- Washington Improvisational Theater (LIZARD GIRL, Ugh, 2015-Present)
- Red Cross of Southern Louisiana Volunteer (2013-2014)
- Hennepin County Medical Center Emergency Department Volunteer and Researcher (2008-2010)
- Children's Hospitals and Clinics of Minnesota Child Life Volunteer (2006-2010)
- WakeMed Hospital Trauma and Emergency Services Volunteer (2004-2010)

### **Languages**

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- English (Fluent)
- Spanish (Intermediate)
- Luganda (Intermediate)
- French (Novice)

### **Professional Associations**

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- American College of Healthcare Executives
- American Public Health Association
- National Peace Corps Association
- Returned Peace Corps Volunteers of Washington
- Tulane University School of Public Health & Tropical Medicine Alumni Board
- University of Maryland Health Policy Fellow