

# Margaret M. Read, OD, MBA, FAAO

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## EDUCATION

- 2022\***                    **Certificate in Legislative Studies**  
The Government Affairs Institute at Georgetown University  
Washington, DC (\*Expected completion July 2022)
- 2017**                    **Capitol Hill Legislative Fellowship**  
Office of Senator Richard Blumenthal  
United States Senate  
Washington, DC
- 2013**                    **Master of Arts**  
National Security and Strategic Studies - Irregular Warfare  
Naval War College  
Newport, RI
- 2010**                    **Joint Professional Military Education Phase 1**  
Fleet Seminar Program  
Naval War College  
Newport, RI
- 2008**                    **Executive Master of Business Administration**  
Financial Management - Defense focus  
With Distinction  
Naval Postgraduate School  
Monterey, CA
- 2004**                    **Post-Doctoral Residency**  
Primary Care and Ocular Disease  
Harry S. Truman Veterans Hospital  
Columbia, Missouri
- 1999**                    **Doctor of Optometry**  
Summa cum Laude  
Southern College of Optometry  
Memphis, Tennessee
- 1995**                    **Bachelor of Arts**  
Biology  
Cum Laude  
Saint Louis University  
Saint Louis, Missouri

## PROFESSIONAL

Dec 20-present

**Department of Defense (DOD)  
Washington, D.C.**

*Director, Military Health System Governance*

Informs and prepares senior medical and line leaders, Assistant Secretary of Defense (Health Affairs), Under Secretary of Defense (Personnel and Readiness), Deputy Secretary and Secretary of Defense in Military Health System (MHS) Governance matters. Leverages trust and relationship building to successfully facilitate and coordinate MHS transformation and reform affecting 9.6 million military members, retirees, and their families with a budget of \$54 billion. Implemented a new governance construct resulting in a unified MHS Governance strategy. Strategy enables decision making, policy development, and oversight leading to proper alignment of resources, manpower, clinical excellence, quality, and operational requirements in support of National Defense Strategy. Collaborative efforts reduce friction points resulting in actionable decision-making to meet Congressional intent and timelines.

*Optometrist*

Continues to provide patient care, maintaining credentialing and privileging at Naval Health Clinic Quantico, VA.

Jan 18-Dec 20

**Department of the Navy (U.S. Navy and U.S. Marine Corps)  
Washington, D.C.**

*Special Assistant for Health Affairs, for Assistant Secretary of the  
Navy for Manpower and Reserve Affairs*

*Director, Health Affairs and Drug Demand Reduction Program*

Developed solutions and recommendations for the Secretary of the Navy and Assistant Secretary of the Navy to support informed decision making on a broad spectrum of military personnel policy and healthcare issues affecting more than 700,000 Service members and a \$34 billion healthcare budget. Provided sage counsel and strategic direction to the highest echelons of the Department of the Navy regarding military healthcare reform. Significantly enhanced the readiness and capabilities of the Navy through renewed focus on operational medicine, medical manpower requirements, and numerous healthcare initiatives. Crafted healthcare and personnel policies for the Department of the Navy in response to a global pandemic caused by COVID-19. **Awarded the Legion of Merit for exceptionally meritorious conduct in the performance of outstanding services and achievements while serving as Special Assistant Health Affairs and Director of Health Affairs and Drug Demand Reduction Program.**

*Optometrist*

Continued to provide patient care, maintained credentialing and privileging at Naval Health Clinic Quantico, VA.

Nov 16-Dec 17

**United States Senate  
Washington, D.C.**

*Defense Legislative Fellow, for Senator Richard Blumenthal (D-CT),  
Member of Senate Armed Services Committee and Senate Veterans  
Affairs Committee*

Expertly advised the Senator and his staff on national security and defense related matters. Responsible for preparing materials for Senate hearings, drafting public statements on defense-related issues, and providing background information for the Senator on related issues concerning the Department of Defense (DOD). Proficiently managed correspondence with constituents with concerns related to the DOD or veteran's benefits. Trusted member of the team, represented the Senator in meetings with senior executive branch officials, Congressional Committee staff, industry executives, advocacy organizations, and constituents. Staffed meetings with senior military, foreign, and domestic government officials, lobbyists, and constituents. Authored a resolution sponsored by Senator Blumenthal with eleven bipartisan cosponsors, agreed to in Senate without amendment and with a preamble by Unanimous Consent.

Optometrist

Continued to provide patient care, maintained credentialing and privileging at Naval Health Clinic Quantico, VA.

May 15-Oct 16

**Bureau of Medicine and Surgery  
Falls Church, Virginia**

*Executive Assistant, Readiness and Health: Research and Development,  
Healthcare Operations, Office of the Chief Medical  
Officer, and Operational Medicine and Capabilities  
Development.*

Demonstrated leadership, integration, strategy, and stability during a dynamic time of cultural transformation. Led over 400 personnel. Provided executive level oversight and coordination for planning and execution of special programs and core budget of \$307 million. Superbly managed the multifaceted development and coordination of Congressional taskers securing Navy Medicine (NM) strategic interests before Congress. Led diverse complex team in review of critical legislative proposals having potential to impact NM, ensuring alignment with NM Strategic Goals and the Military Health System.

Optometrist

Continued to provide patient care, maintained credentialing and privileging at Naval Health Clinic Quantico, VA.

May 12-May 15

**Naval Health Clinic Quantico  
Quantico, Virginia**

*Director, Clinical Support Services-Pharmacy, Laboratory, Radiology,  
and Physical Therapy*

Led 4 officers, 27 enlisted, and 29 civilians in 4 departments. Managed \$6.7 million budget with largest consumable operating budget of \$4.2

million, proactively assisted Command in achieving budget execution goal. Oversaw completion of \$250 thousand in pharmacy renovation and technology improvements. Process improvements led to customer satisfaction of 87% from 75% and complaint reduction from 85 to 9. Improved Navy Monitor's favorable rating from 66% FY12 to 86% FY13. Expanded chiropractic/physical therapy services to outlying clinics and embedded physical therapy in Medical Home (primary care clinic). Established a Sports Physical Therapy Residency Program. Authored new section in updated Joint Pub 4-02 giving first over-arching Department of Defense guidance for vision readiness and lens fabrication which supports/enhances warfighter readiness.

Optometrist

Adjunct faculty Indiana University, precepted fourth year students. Provided full scope optometric care to active duty service members and their beneficiaries.

**Jun 08-May 12**

**US Army Public Health Command**

**Aberdeen, Maryland**

Portfolio Executive Officer, Occupational and Environmental Medicine

Chair, Public Health Review Board

Program Manager, Tri-Service Vision Conservation and Readiness

Optometrist

Led 12 tri-service officers, 35 civilians with budget of \$6 million. Developed annual work plan/budget. Facilitated portfolio policy/procedure integration encompassing 5 global programs and 7 professional disciplines resulting in streamlined portfolio operations. Expertly led balanced score card approach for performance improvement of strategic-level Programs resulting in initiatives with operationally defined metrics for worldwide oversight of local occupation health programs. Charter member and first Chair of the Public Health Review Board for protection of human subjects recognized worldwide as first chartered public practice and research oversight board. Created personal eye and protection device marking nomenclature adopted by the American National Standard Institute (ANSI Z87) which standardized the safety manufacturing industry in the United States. Developed content and taught Vision Conservation and Readiness Course granting 21 hours of continuing education in 3 separate fields of practice.

**Jul 10-Mar 11**

**Expeditionary Medical Facility**

**Camp Arifjan, Kuwait**

Department Head-Optometry

Chair, Medical Records Review Committee

Chair, Dashboard

Optometrist

Led 3 enlisted. Was the only eye care professional in Kuwait. Provided eye care and protective devices for military personnel going forward into the war zone. Received military personnel with ocular trauma and disease ensuring appropriate care and medical evacuation when necessary. Increased optical fabrication by 15%, encounters by 12% and

patients per provider by 23%, averaging 640 encounters and 380 spectacles per month. Provided Dashboard analysis of productivity from 19 departments and clinics across 5 camps to the Board of Directors, Transition Team, CENTCOM and Fleet Forces to support personnel and resource allocation. Rewrote Records Review Instruction.

**Nov 05-May 08**

**DiLorenzo TRICARE Health Clinic Pentagon,  
Washington D.C.**

*Director-Arlington Annex Outpatient Clinic  
Optometrist*

Led a multi-service staff of 2 officers, 13 enlisted, 3 civilians in health care delivery for 1500 beneficiaries; \$227 thousand operational budget Recognized as “Best Practices” clinic by Congressionally mandated review. Began first preceptorship program at Arlington Annex, training 13 physician extenders from United States University of Health Sciences and George Washington University.

**Jul 04-Nov 05**

**Naval Hospital, Naval Air Station,  
Keflavik, Iceland**

*Department Head, Optometry  
Chair, Executive Committee of the Medical Staff  
Disaster Preparedness Officer  
Optometrist*

**Jul 03-Jun 04**

**Harry S. Truman Veterans’ Hospital,  
Columbia, MO**

*Resident*

**Aug 99-Jun 03**

**Branch Medical Clinic Naval Station,  
Mayport, Florida**

*Product Line Manager-Clinical Support Services: Laboratory, Medical Records, Pharmacy, Industrial Hygiene, Radiology, and Optometry  
Department Head- Optometry, Minor Surgery, Medical Supply  
Optometrist*

## **NATIONAL ORGANIZATIONS**

### **American Optometric Association. 1999-present**

2020-present	Health Care Alliance for Patient Safety
2018-present	Federal Advocacy Representative
2017-present	Federal Relations Committee
2015	Chair, Nominating Committee
2014	Nominating Committee
2011-2017	Registry Committee
2010-2011	Quality Improvement Committee

### **Armed Forces Optometric Society 1999-present**

2018-present	Armed Forces Optometric Foundation
2017-2018	Immediate Past President
2016-2017	President
2015-2016	President-elect
2014-2015	Vice President
2013-2014	Secretary/Treasurer
2008-2013	Executive Council
2009-2022*	Delegate to House of Delegates, American Optometric Association (*Unable to participate in 2011 and 2017)
2011-2012	Chair, Awards Committee
2004-2011	Co-Chair, Awards Committee
2004-present	Fellow, American Academy of Optometry
2015-present	Member, American College of Healthcare Executives
2016	American Board of Optometry Examination Review Committee

### **PUBLICATIONS**

Read, M. (2016). Abu Sayyaf Crime, Ideology, Autonomy Movement? The Complex Evolution of a Militant Islamist Group in the Philippines. In D. Dilegge and R. J. Bunker (Eds.), *Global Radical Islamist Insurgency: Al Qaeda and Islamic State Networks Focus Vol. II: 2012-2014. A Small Wars Journal Anthology (Chapter 8)*. Small Wars Journal Foundation.

Read, Margaret M. "Abu Sayyaf Crime, Ideology, Autonomy Movement? The Complex Evolution of a Militant Islamist Group in the Philippines." *Small Wars Journal* (2012).

Available online at:

<http://smallwarsjournal.com/jrnl/art/abu-sayyaf-crime-ideology-autonomymovement-the-complex-evolution-of-a-militant-islamist-gr>

Read, Margaret, Lakshminarayanan, Vasudevan, and Hettler, Debbie (2004). *Post-Traumatic Stress Disorder and Glaucoma: Causative or Protective? Is There an Association?* American Academy of Optometry. Poster.

Read, Margaret, Hettler, Debbie, and Tran, Christine (2004). *Retinal Macroaneurysm: Our Role in the Management of the Hypertensive Patient*. American Academy of Optometry. Poster.

Read, Margaret, Thomas, Eric, and Hettler, Debbie (2004). *Bitot Spot Versus Conjunctival Intraepithelial Neoplasia (Bowen's Disease): A Case Study*. American Academy of Optometry. Poster.

Read, Margaret and Hettler, Debbie (2003). *Acquired Monocular Torsional Nystagmus: A Case Study*. American Academy of Optometry. Poster.

## **AWARDS**

Armed Forces Optometric Society Navy Optometrist of the Year 2013

Legion of Merit

Meritorious Service Medal (three gold stars)

Navy and Marine Corps Commendation Medal (two gold stars)

Army Commendation Medal

Navy and Marine Corps Achievement Medal

Navy Meritorious Unit Commendation

National Defense Service Medal

Global War on Terrorism Expeditionary Medal

Global War on Terrorism Service Medal

Military Outstanding Volunteer Service Medal

Sea Service Deployment Ribbon

Navy/Marine Corps Overseas Service

Navy Rifleman

Navy Pistol Shot