



**WHY I SUPPORT
THE GTMR_x INSTITUTE**

"At the VA, we regularly saw individuals coming out of active duty military, with, on average, 16 medical issues resulting from their time in service or war. Often there was a medication associated with each one. There has to be someone with clinical expertise that evaluates, monitors, tracks all medications and checks for interactions, so you don't create a 17th problem—potentially even a life-threatening problem.

I'm passionate about this because I keep seeing it in daily life. It's especially hard for elderly patients who see doctors in multiple systems and rely on self-disclosure to manage medications. Frankly, we have a high risk of probability for life impact. We really need to get the medications right."

BRIG. GEN. ALLISON HICKEY (RET.) USAF

CEO, All In Solutions LLC; former Undersecretary for Benefits (VBA) in the Department of Veterans Affairs
Founding Board Member, GTMRx Institute

As CEO of All In Solutions LLC, Allison Hickey specializes in transformation and change management as well as strategic and implementation planning across people, organization, training, process improvement and digital technology. Previously, she served as undersecretary for benefits (VBA) in the Department of Veterans Affairs, where she led more than 21,000 VBA employees in the delivery of eight lines of business to more than 12 million veterans, servicemembers, their families and survivors, managing and directing a \$95-billion-dollar budget. She led the transformation effort to improve quality and timeliness with which veterans' benefits are processed and delivered, eliminating a decades-old backlog by 90 percent while improving productivity by more than 81 percent. During her tenure, VBA digitally transformed all lines of business and delivered six simultaneous enterprise systems on time or early. VA also established the transition program for departing service members and expanded access to eBenefits, a joint VA-Department of Defense (DoD) portal with more than 60 self-service features to ease this transition.

A pilot and aircraft commander, Allison has 27 years of leadership in DoD strategic and transformation planning, program and resource implementation, public and congressional affairs, and quality and organizational management. She served as head of the Air Force's Future Total Force Directorate and as assistant deputy director of strategic planning, leading a major mission and culture change effort. Allison held the position of Air Force Future Concepts and Transformation Division Chief, with a focus on the integration of technologies, organizations and operations that became the model for the Air Force of 2025.

She graduated from the U.S. Air Force Academy in the first class to include women, and holds a bachelor's in behavioral science and a master's in national security strategy. She routinely presents at the Harvard Kennedy School of Government Senior Executive Fellows program on leadership in federal government.