



Mr. Michael Emerson

Assistant Director, Support, Personnel, and Financial Operations

Mr. Michael Emerson serves as the Assistant Director for Support, Personnel, and Financial Operations (SPFO), Defense Health Agency. In this role, he functions as the Agency's senior Chief Financial Officer, integrating financial and business operations with joint clinical and enterprise support to Combatant Commands across nine global health care networks, encompassing 728 medical and dental treatment facilities.

As AD, SPFO, Mr. Emerson is the principal advisor to the Director and Deputy Director on financial management, human capital, and enterprise support operations. He is responsible for fiscal stewardship, audit readiness, internal controls, and the accountable execution of a \$68 billion Defense Health Program. He oversees financial operations supporting 143,000 civilian and military personnel and the delivery of \$21 billion in cost-effective TRICARE services to 9.5 million beneficiaries.

Mr. Emerson plays a central role in advancing financial transparency, strengthening audit compliance, and ensuring alignment between resources, requirements, and operational outcomes across the Military Health System. He also provides executive oversight of financial execution for major contracts, including the TRICARE managed care support program, ensuring performance, affordability, and accountability in support of the medically ready force and ready medical force.

Previously, Mr. Emerson served as Director, Defense Health Programming, where he led enterprise-wide planning, programming, and budget integration efforts in support of the Defense Health Agency and Office of the Assistant Secretary of War for Health Affairs. In this capacity, he directed development of the \$42 billion Program Objective Memorandum and President's Budget submission, ensuring alignment with strategic priorities, statutory requirements, and congressional intent.

Mr. Emerson is a retired U.S. Air Force Medical Service Corps officer. He holds a Master of Healthcare Administration and a Master of Business Administration from Baylor University and is certified at Level III in Defense Financial Management. With more than 30 years of leadership experience in the Military Health System, he has led at the enterprise, hospital, and clinic levels, with deep expertise in financial management, audit and compliance, resource integration, supply chain and facilities management contract management, and accountable delivery of healthcare operations.