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A PUBLICATION OF THE 502nd AIR BASE WING – JOINT BASE SAN ANTONIO-FORT SAM HOUSTON


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ARNORTH Deputy Commanding General Maj. Gen. Simeon Trombitas retires after 37 years



Lt. Gen. Perry L. Wiggins (left), commanding general U. S. Army North (Fifth Army), presented Maj. Gen. Simeon Trombitas (center) with the Distinguished Service Medal for service to the Army at a tattoo ceremony at the Quadrangle on Joint Base San Antonio-Fort Sam Houston Friday, as Trombitas' wife, Kellie, looks on. Wiggins is also senior Army commander of JBSA-Fort Sam Houston and JBSA-Camp Bullis.

By Sgt. 1st Class Wynn Hoke
ARNORTH Public Affairs

Fort Sam Houston bid farewell to Maj. Gen. Simeon Trombitas and his family with a tattoo ceremony at the Quadrangle Friday as a crowd of more than 350 military personnel, civilians, family and friends of the Trombitas family looked on.

Trombitas is retiring from the Army after 37 years of military service, including two stints in San Antonio as a general officer. He assumed the role of deputy commanding general for U.S. Army

North (Fifth Army) last summer and also commanded U.S. Army South from 2009 to 2012.

"I would like to start by thanking God for this blessed day and the opportunity to have all my friends together," Trombitas said. "This is a page from the books of my life because I look through this crowd and see folks that were with me all the way from high school to this retirement. I am really touched and humbled to see the crowd here."

Trombitas thanked those who have been an influence in his life. "My parents raised my brother and I to believe we can do what-



Photos by Sgt. 1st Class Wynn Hoke

Spc. Alvin Molina (right) presented the first fired cannon canister to Maj. Gen. Simeon Trombitas (left) in honor of his 37 years of service during Trombitas' tattoo ceremony Friday. Trombitas is retiring from the Army after 37 years of military service including two stints in San Antonio as a general officer. He assumed the role of deputy commanding general for U.S. Army North last summer and commanded U.S. Army South from 2009 to 2012.

ever we wanted if we worked hard and applied ourselves. They taught us to have pride in who we were and what we accomplished."

Trombitas added that he was proud to be one of only two American generals of Romanian heritage ever within the Army.

"I never thought this day would come, or I would be ready for it, but it has and I am," Trombitas said. "I will tell you I was a Soldier, I am a Soldier and I will always be a Soldier. Army Strong, God bless you and God bless America."

The Trombitas family plans to remain in San Antonio.

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Army lines of effort to define proper online conduct

By C. Todd Lopez
Army News Service

“How do we ensure Army values-based conduct to prevent and respond to harm inflicted through the use of electronic communication?”

Army Chief of Staff Gen. Ray Odierno asked for an answer to that question earlier this year in the wake of revelations at the February 2015 Sexual Harassment/Assault Response and Prevention Summit in Washington, D.C.

At the SHARP summit, Soldiers spoke about online sexual harassment via social media. They had also discussed retribution, delivered online, against Soldiers who had spoken up about both sexual harassment and sexual assault.

In March, following the SHARP summit, Odierno directed the creation of a “tiger team” at headquarters Army level to address the issue, and to answer his question about how to prevent and respond to such behavior online.

“I expect Soldiers to uphold our Army values – on and off duty – and treat each other with dignity and respect,” the general wrote earlier this month on his own social media page. “This applies to our day-to-day interactions, at the office, in the field, on deployment and at home, both in person and across social media.”

Odierno explained on his Facebook page that he is concerned with online bullying, cyber-

stalking and online retaliation for reporting misdeeds.

“This behavior is unprofessional and should not be acceptable to any of us,” he wrote. “Join with me to turn the tide. Let’s work together to protect each other and tackle these issues to retain a culture of professionalism both off and online.”

As it turns out, the answer to Odierno’s question didn’t take as much work as it might have. The team uncovered a weapon to combat the problem that is already in the Army’s inventory: Army Regulation 600-20.

Within the existing Army regulation, said tiger team member Lt. Col. Kay Emerson, director of the Army’s Equal Opportunity policy office, is section 4-19. The section is entitled “Treatment of Persons.”

The policy states that the Army is a values-based organization, where everyone is expected to do what is right by treating all persons as they should be treated – with dignity and respect.

Hazing, bullying and other behaviors that undermine dignity and respect are fundamentally in opposition to Army values and are prohibited. The section defines both hazing and bullying. Mistreatment of others, it reads, does not have to be limited to in-person behavior. It can happen online as well.

When commanders find their Soldiers are engaging in behavior



Photo by C. Todd Lopez

that is contrary to the Army values of treating others with dignity and respect, and that behavior is happening online – commanders have a tool available to them already to remedy the situation.

“Being that this is a punitive policy, by working with their supporting legal advisor, commanders will be able to determine the most appropriate way to take action,” Emerson said.

Army Regulation 600-20 specifically addresses the use of “electronic media,” not “electronic communications.” AR 600-20 currently addresses “other misconduct” and may more specifically describe other misconduct in the future. “Retaliation” and “reprisal” against Soldiers, who have reported the offenses and misconducts of others, is already addressed in other Army directives and policy. These issues will be readdressed in an update to AR 600-20, likely by the end of the year, Emerson said.

The tiger team

Emerson serves on has outlined three lines of effort to achieve their goal of curbing non-professional behavior by Soldiers online. Those lines of effort were released to the Army, June 16, as part of an implementation plan called “Professionalization of Online Conduct.”

The first is to update existing policy and regulations to reflect more accurately the social media landscape. They also will develop a report for senior Army leadership on online-related incidents. The report will collate incident information from Army staff offices.

The team also has a line of effort related to training, to “provide commanders and leaders the information and tools they need to educate others and respond appropriately to complaints; train current and future Soldiers, Army civilians, and contractors on how to protect themselves, identify and prevent inappropriate behavior and report online-related incidents.”

Finally, the Army public affairs community is tasked with ensuring the Army community is aware of what online misconduct looks like, the training resources that are available, and the policy changes that are going to be made.

According to the current AR 600-20, “bullying” includes, but is not limited to, “making threats, spreading rumors, social isolation, and attacking someone physically, verbally, or through the use of electronic media.”

Similarly, hazing “need not be committed in the physical presence of the victim; it may be accomplished through written or phone messages, text messages, email, social media, or any other virtual or electronic medium.”

Online conduct should reflect the tenets of the Army profession. There is no difference in standards between in-person behavior and online conduct, the regulation says.

During a “town hall” meeting with Soldiers June 4, Sgt. Maj. of the Army Daniel A. Dailey wanted to know why Soldiers are willing to engage in such behavior online and to use online forums to express opinions and say things that they would never be willing to say in public.

“Why is it that Soldiers get so brave behind the keyboard,” he asked. “If you go on social media today, it feels like people have

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News Briefs

North New Braunfels, Harry Wurzbach West Access Control Points Open in Mornings

The North New Braunfels Access Control Point, located by the Quadrangle, and the Harry Wurzbach West ACP, also known as the Pershing Gate, is open from 5:30-8:30 a.m. Mondays through Fridays, except on federal holidays, according to the 502nd Security Forces Squadron.

New Joint Base San Antonio Website

The Joint Base San Antonio website has a new look and includes easier access to family-related resources. Visit the new site at <http://www.JBSA.mil>.

Traffic Flow Altered Near Fort Sam Houston Elementary

The traffic flow at the intersection of Nursery and Williams Roads near Fort Sam Houston Elementary School on Joint Base San Antonio-Fort Sam Houston will be altered through Aug. 23. The project realigns the intersection from a "Y" intersection to a 90-degree intersection, which JBSA civil engineers said will improve traffic flow and safety. Since this construction is timed to take place during the Fort Sam Houston Independent School District summer vacation, it should have negligible impact on the school. Provisions will be made for the shoulders alongside Nursery and Williams Roads to be used as vehicle lanes to allow traffic to continue to flow in both the northbound and southbound directions during construction. Once traffic is diverted to the shoulders, the construction contractor will close the main lanes of Nursery and Williams Roads to rebuild the intersection. Biesenbach Road, in front of the school, will carry eastbound and westbound traffic between Nursery and Williams Roads.

Harry Wurzbach East ACP, Towers Intersection Blockages

Motorists entering Joint Base San Antonio-Fort Sam Houston through the Harry Wurzbach East Access Control Point are asked not to block the driveways at the Towers of Park Lane. This ensures the safety of the Towers residents and other motorists, according to the 502nd Civil Engineer Squadron. Those who stop in the marked cross-hatching could receive a ticket. For more information, call 295-4784.

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San Antonio Military Medical Center still only Department of Defense Level 1 Trauma Center

By Maria Gallegos
BAMC Public Affairs

The San Antonio Military Medical Center on Joint Base San Antonio-Fort Sam Houston received its Level 1 Trauma Center reverification from the Verification Review Committee and ad hoc committee of the Committee on Trauma of the American College of Surgeons June 26. SAMMC remains the only Level 1 trauma center in the Department of Defense.

Level 1 designation is the highest designation for trauma centers by the ACS and the state of Texas. The reverification is completed every three years and is requested by the hospital.

"Reverification ensures the trauma center's commitment and dedication to our military and civilian community in providing optimal care at the San Antonio Military Medical Center," said Maj. Scott Trexler, SAMMC Trauma and Critical Care interim chief. "In the unfortunate event of an injury, our beneficiaries and the community can be confident a team of experts are standing by 24/7 to provide the highest level of trauma care."

The SAMMC Level 1 trauma center also provides valuable experience in the care of the trauma patient to the providers, nurses, medics and the numerous other services involved that



Photo by Robert Whetstone

A San Antonio Military Medical Center trauma team examines a patient in the emergency department April 18. SAMMC received its Level 1 Trauma Center recertification June 26 from the American College of Surgeons.

directly translates to lives saved on the battlefield.

"Our Level 1 status is enormously important to the entire Military Health System, as we not only provide trauma services to our South Texas neighbors, we provide invaluable training in support of Graduate Medical Education, and specialties and critically important trauma skills sustainment for teams of providers who deploy to support our warfighters," said Col. Evan Renz, BAMC commander.

Established by the ACS Committee on Trauma in 1987, the Consultation/Verification Program is designed to promote the development of trauma centers in which participants provide the hospital resources necessary to address the trauma needs of all injured patients.

The Consultation Program is designed to help hospitals and their personnel prepare for this endeavor. The Verification Program confirms that all the criteria have been met.

"Achieving this designation took tremendous teamwork and effort by all those involved," Trexler added. "This would not have been possible without support of the program by the Secretary of the Army, Army Medical Command, BAMC Command, the Department of Surgery chief and the outstanding leadership and care provided by our trauma staff (physicians, nurses, social workers, registrars and clinic staff), surgical specialists and ancillary services."

Joint Base San Antonio-Fort Sam Houston to lose 329 Soldiers as part of Army force reductions

The Department of the Army announced July 9 force structure decisions and stationing plans for the reduction of 40,000 Regular Army Soldiers and approximately 17,000 Department of the Army Civilians by the end of fiscal year 2018.

As part of these reductions, Joint Base San Antonio-Fort Sam Houston will lose 329 Soldiers by reducing positions in U.S. Army North, U.S. Army South, U.S. Army Installation Management Command and the 106th Signal Brigade. Brooke

Army Medical Center will receive an increase in military and civilian positions.

The Army anticipates that the majority of its civilian reductions will be absorbed through attrition and positions that are currently unfilled. The

analysis of installation impacts for civilian reductions is ongoing and the Army anticipates having the impacts by installation in September of 2015.

(Source: U.S. Army North Public Affairs)

Critical Care Flight Paramedic Transport Medical Training Laboratory opens at AMEDD Center & School

By Phillip Reidinger and
Esther Garcia
AMEDDC&S, HRCoE Public Affairs

A July 2 ribbon-cutting ceremony officially opened the Critical Care Flight Paramedic Program Transport Medical Training Laboratory located in Willis Hall, U.S. Army Medical Department Center & School, U.S. Army Health Readiness Center of Excellence at Joint Base San Antonio-Fort Sam Houston.

The training laboratory is an immersive training environment utilizing multiple sophisticated, state-of-the-art Human Patient Simulators, a static airframe medical suite and a configurable room that will support simulated combat casualty care medical capabilities starting from point of injury through medical evacuation, forward surgical hospital, and the combat support hospital.

“With this lab we will be able to integrate, early on in the flight medic’s training, the conditions in which he or she will be operating, with the noise, lighting, temperature and wind consistent with operating while in flight,” said Lt. Col. (Dr.) Neil Davids, medical director, Critical Care Flight Paramedic Program, Center for Pre-Hospital Medicine.

These capabilities will allow the student to perform patient interventions as required in various critical care scenarios including high-risk, low-occurrence situations.

The HPS are High Fidelity Tetherless Manikins which integrate various training modal-

ties, to include treatment of tension pneumothorax, airway management, intraosseous infusion and trauma bleeding systems.

The CCFP training focuses on transport and intervention of critical care with injuries including poly-trauma, multiple system involvement. Intraosseous infusion is the process of injecting directly into the marrow of a bone to provide a non-collapsible entry point into the systemic venous system.

The training emphasizes the need to initiate interventions, maintain patient status, respond to decompensation and perform equipment checks, as well as transitioning a patient through different levels of care.

The HFTM capabilities will prepare the Soldier

to perform these tasks in the combat environment, as well as have the capability to integrate the aviation environment earlier in their training.

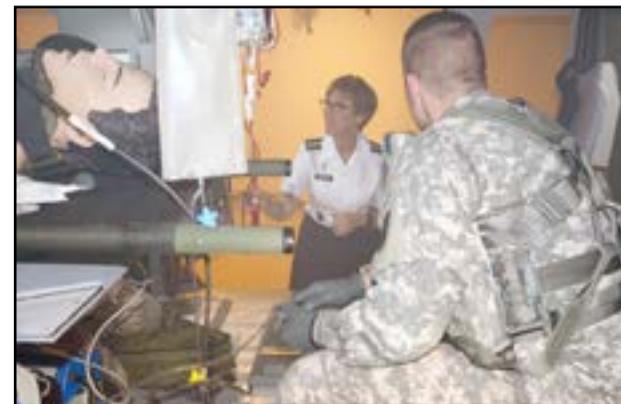
“While in this environment, the training staff will be able to assess every intervention the student does or does not do through the use of an integrated wireless simulated patient allowing monitoring and video recording every step of the way,” Davids said.

“The high fidelity simulated patients will react according to what interventions are done and not done to the patient and the training staff will be able to conduct an interactive after action review using the video recordings that are synchronized with the interventions that we are

interested in to provide timely and efficient feedback.

“Additionally, the patient can be moved into a forward surgical team suite, where a resuscitation team of nurses, physicians, and medics can receive the patient from the flight medics and ask the pertinent questions, not only improving their skill set but training both teams what the interaction is like and what is expected of both teams prior to having to figure it out when in a deployed environment,” he added.

Davids said the training lab has the capability to conduct video teleconferencing, which will provide the opportunity to not only conduct classes for students on site, but also provide the



Photos by Esther Garcia

Lt. Gen. Patricia Horoho, Army Surgeon General and commanding general, U.S. Army Medical Command, inspects the inside of a simulated Black Hawk medical evacuation aircraft located inside the Critical Care Flight Paramedic Program Transport Medical Training Laboratory at Joint Base San Antonio-Fort Sam Houston.

potential for continuing education for agencies that are located around the world.

“This will allow for a more consistent educational experience for our flight medics or any other courses that have the need to do the same,” Davids said. “The level of technological integration of this facility is second to none, and as we develop more and more skills in its use, we will find better and more realistic ways to integrate all of the systems to make a training experience that is second to none.”

In order to maintain the highest standards of education and training for U.S. Army flight paramedics, in accordance with their initial training, the CCFPP sought accreditation with the Board for Critical Care Transport Paramedic Certification. This association provides the necessary continuing education credits required to maintain the critical care flight paramedic

certification.

Flight paramedic certification is a critical care certification created in the mid-1990’s. The University of Texas Health Science Center at San Antonio provided students the ability to take the flight paramedic certification beginning with the first pilot class in February 2012.

The certification requires 100 contact hours with 16 clinical hours from an approved flight paramedic certification review class. On June 11 of this year, CCFPP obtained a site code from the Board for Critical Care Transport Paramedic Certification which covers the mandatory 16 clinical hours and includes 56 didactic hours of continuing education credits towards recertification.

The flight paramedic certification signifies the highest level of paramedic expertise. Students cycling through UTHSC have a 95 percent certification pass rate.



Capt. Ersan Jon Capan (right), officer-in-charge of the Critical Care Flight Paramedic Program Transport Medical Training Laboratory, explains the technical operation of the High Fidelity Tetherless Manikin to Brig. Gen. Barbara Holcomb (left), commanding general, Southern Regional Medical Command, and Patricia Rubenstein (center), wife of retired Army Maj. Gen. David Rubenstein, during a visit to the facility following the ribbon-cutting ceremony at the Critical Care Flight Paramedic Program Transport Medical Training Laboratory located at the U.S. Army Medical Department Center & School, U.S. Army Health Readiness Center of Excellence, JBSA-Fort Sam Houston.

Sailors, Marines witness rare presentation of Texas 'Lone Star Medal of Valor'

By Petty Officer 1st Class
Jacquelyn Childs
NMETC Public Affairs

Sailors and Marines gathered at the Fort Sam Houston Golf Course restaurant July 6 to honor a former Marine's heroic, life-saving actions performed more than six decades ago.

Texas Gov. Greg Abbott presented retired Marine Sgt. Ronnie Reininger, 86, the Lone Star Medal of Valor, the state's highest honor, for his actions during the brutal Battle of Chosin Reservoir in Korea in December 1950.

"This is a medal that is given out only occasionally," Abbott said. "It is a way for us to recognize those who have shown extraordinary valor in their service to the United States of America,

and we were honored to be able to present this to Ronnie Reininger."

Navy and Marine Corps commands joined with local civilian organizations to help ensure Reininger received this long-overdue recognition.

Sailors from Navy Medicine Education and Training Command and Marines from Company H, Marine Cryptologic Support Battalion, teamed with the Alamo Chapter of the 1st Marine Division Association in San Antonio to coordinate the event. USAA, headquartered in San Antonio, sent the company's brass quintet.

"The many years I've had in the military can't compare to what this gentleman did for his country," said Capt. Jim LeTexier, NMETC deputy commander. "I'm in awe

of what he went through, what he did and what he continues to do to support current generations of Marines, Sailors, Soldiers, Airmen and Coast Guardsmen. He is the epitome of service to his country."

Reininger was a machine gun section leader in the Weapons Company, 3rd Battalion, 5th Regiment, 1st Marine Division, when he and his fellow Marines came under heavy enemy fire from all sides by Chinese forces.

Reininger held back overwhelming enemy forces to protect thousands of retreating Marines behind him by continuously returning fire and repositioning his men despite being severely wounded and frostbitten.

Blown from his foxhole

by mortar fire four times, Reininger continued running from machine gun to machine gun to ensure desperately needed cover. When Reininger was later found, he was pronounced dead and one of his dog tags placed in his mouth for identification purposes. He later spat out the tag and was tended to by Navy corpsmen. In the end, he lost all 10 fingers and both legs.

"I didn't think I was going to live," Reininger said. "My birthday's in May and every May since 1950, I look up and say, 'See. I beat you. I got to see one more birthday.' At that time most of us didn't think we were going to live to see another one."

Despite his heroic

See VALOR, P17



Photo by Petty Officer 1st Class Jacquelyn Childs

Texas Gov. Greg Abbott (left) talks with retired Marine Sgt. Ronnie Reininger, 86, before presenting him with the Lone Star Medal of Valor, the state's highest honor, for his actions during the Battle of Chosin Reservoir in Korea in December 1950.

News Briefs

Continued from P3

Stray Animals Notice For JBSA-Fort Sam Houston Residents

Many stray or roaming animal sightings are near residences. The stray or roaming animals are seeking food, water and shelter. Although this is not necessarily a housing problem, housing officials ask that residents refrain from feeding any animal that does not belong to them or that is running wild on Joint Base San Antonio-Fort Sam Houston. If stray or roaming dogs in housing areas or entering the installation are seen, call the 502nd Civil Engineering Squadron service call desk at 671-5555 to establish a work order and report the stray as soon as possible. Civil engineers will set traps for the strays and remove once the strays have been caught. If a wild animal is seen, keep away and make sure no one is leaving food or water near housing areas. In addition, call Lincoln Military Housing at 221-0948 to have pest control service place a trap around the residence.

Telephone Sponsorship Access No Longer Authorized

With the implementation of Air Force Manual 31-113, Installation Perimeter Access Control, dated February 2015, telephonic sponsorship for installation access is no longer authorized. Joint Base San Antonio-Fort Sam Houston visitor centers will no longer accept telephonic sponsorship for any category of visitor, vendor or contractor requesting access to the installation. The only authorized means of sponsorship will be by ".mil" government email or by physically going to the visitor center with the access request. JBSA-Fort Sam Houston has two operational visitor centers, with the Walters Visitor Center located adjacent to the Walters Entry Control Point at 2150 Winfield Scott Road, building 4179, and the Scott Visitor Center located adjacent to the Harry Wurzbach East Entry Control Point at 3701 Winfield Scott Road, building 2843. For more information, visit <http://www.jbsa.af.mil/library/visitorinformation.asp> or call 221-1108 or 221-2756. Requests for sponsorship can be sent by email to usaf.jbsa.502-abw.list.502-sfs-fsh-visitor-control-center-owner@mail.mil. For more information concerning these processes, call 221-1108 or 221-2756.

BAMC nurse leaders go 'Undercover Boss' to pinpoint challenges, improve patient care

By Elaine Sanchez
Brooke Army Medical Center
Public Affairs

Nurse leaders at Brooke Army Medical Center on Joint Base San Antonio-Fort Sam Houston are trading their uniforms for scrubs each month to join their staff on the hospital frontlines.

The program is known here as "Suits to Scrubs," however, many are dubbing it BAMC's version of "Undercover Boss," a TV show that features senior executives going undercover in their own companies to identify areas for improvement.

In this case, there's no disguise, but the goal is the same: to pinpoint challenges and help find solutions, said Army Col. Richard Evans, BAMC's deputy commander for nursing.

Once a month, leaders step away from their desk and onto the inpatient floor unannounced, taking on everything from patient bathing to patient transfers during a labor intensive 10- to 12-hour shift.

Evans implemented the program in March to get a better "pulse check" on the organization. "We wanted to see what we could learn by walking in the staffs' shoes," he said, noting he drew ideas from the February 2015 edition of Nurse Leader.

"At an executive level, we approve policy and implement technology," he added. "But we often don't have an appreciation for what those decisions do to work processes and work flow on the frontlines."

On the second "Suits to Scrubs" shift in April, Evans, along with other BAMC nurse leaders and special guest Maj. Gen. Jimmie O. Keenan, deputy commanding general (operations), Army Medical Command, and chief, Army Nurse Corps, reported for duty at 6 a.m.

Keenan, a 29-year Army nurse, recalled when she first arrived at inpatient ward 2 East for her shift. When Evans announced the general would be working a shift, the staff was surprised at first, but Keenan was quick to clarify her purpose.

"I'm not here as a 'Gotcha!' I'm here to work as a nurse," she told them. "I'm here to learn your challenges and what we can do to improve the work experience for you and the patient experience."

During their morning huddle, Keenan encouraged nurses to ask every patient a question: "What is the most important thing I can do for you today?"

This simple question can go a long way toward patient satisfaction, she explained. Health-care providers' goals are centered on medical care – prepping for a test, administering medications, gathering readings – but the patient's goals are often much different.

"If we don't know what's important to our patients, our goals will be off from the start," Keenan explained.

Keenan asked one of her patients, who had been admitted a week

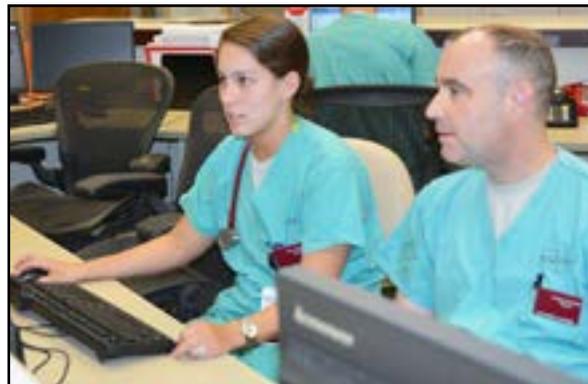


Photo by Corey Toy

Army Col. Richard Evans (right), Brooke Army Medical Center deputy commander for nursing, discusses the upcoming schedule for his "Suits to Scrubs" shift May 14 on the 6 East inpatient ward with Army 1st Lt. Courtney Elliott at BAMC on Joint Base San Antonio-Fort Sam Houston.

prior, what she could do for her, and the patient responded she wanted nothing more than a shower that day.

After care team coordination, Keenan and a nurse student donned gowns over their scrubs and helped the patient take a shower. "I washed her hair; helped wash her back. It made a world of difference," the Army's top nurse said.

Research indicates if caregivers establish a personal connection with patients, rather than identify them as a bed number or a diagnosis, it can improve patient experience and reduce preventable patient harm, Keenan said.

"Evidence shows if you know your patient and see your patient as a person – retired Sgt. Maj. Smith or Mrs. Jones – as someone's mother, sister, father or brother or they like to be addressed with their rank ... just having a sense of who they are can help reduce preventable harm," Keenan explained.

Increasing care provider-patient interactions is one of the key reasons BAMC implemented "Suits to Scrubs," Evans noted. "One of our goals is to cut back on challenges drawing providers away from the bedside and from that more personal care," he said, citing an issue he recently observed on a shift.

On one inpatient ward, the culprit was a malfunctioning lock on a linen room door, which caused staff to seek bed linens in a closet down the hall. But this closet was only stocked for a portion of the ward and the supply was quickly exhausted. At this point, staff would walk three floors down to hunt for linens.

"Every sheet, every towel, was 20 minutes away from direct patient care," Evans said.

After each shift, Evans gathers his staff to discuss these types of challenges and possible solutions.

"Through this pro-

gram, we can help mitigate systems issues, interact more with patients and staff, role model expected behavior and, hopefully, solve problems on the spot," he said.

Evans has conducted four "Suits to Scrubs" shifts so far and has plans to expand the program to twice a month, including weekend, overnight and holiday shifts to ensure the most comprehensive picture of challenges.

Evans said the experience is well worth the investment in time. "It is fun to connect with patients and assist in meeting some of their needs," he said. "By taking a few minutes to get to know our patients, we can learn incredible things about generations of service people and the sacrifices they and their family members have made."

Keenan said her "Suits to Scrubs" experience reiterated what she already knew: BAMC has a "phenomenal staff."

"We ask our people to do a lot each day and sometimes we don't stop as leaders to say thank you to everyone," she said. "But as we are on our journey to becoming a High Reliability Organization, it's vital we value everyone on the team; it takes the entire team to take care of patients."

"At the end of the day, our patients are at the center of everything we do," she added. "I truly believe I have the best job in the Army because I get to take care of America's sons and daughters every day."

MICC contracting battalion assumes mission in Baghdad

By Capt. Christopher Noll
408th Contracting Support Brigade
Camp Arifjan, Kuwait

Soldiers with the 900th Contracting Battalion and the 916th CBN performed a transfer of authority ceremony June 25 in Baghdad, Iraq, to recognize the exchange in mission responsibilities between the two battalions.

The ceremony signifies the start of the Mission and Installation Contracting Command's 900th CBN mission in the region and the return home to Joint Base San Antonio-Fort Sam Houston for the Expeditionary Contracting Command's 916th CBN.

While the 900th CBN is based out of Fort Bragg, N.C., in theater, the 900th CBN falls under the leadership and guidance of the 408th Contracting Support Brigade.

The 408th CSB is responsible for providing operational contract support to U.S. Army Central Command, including Operation Inherent Resolve, as the lead service for contracting coordination throughout Southwest Asia.

In assuming this mission, the 900th CBN will execute contingency contracting operations, facilitate the development, operation and sustainment of building partner capacity sites, and provide contracting support to units under the Coalition Joint Forces Land Component Command-Iraq.

The execution of these contracts enhance the Combined Joint Task Force-Iraq's ability to enable Iraqi security forces to defeat the Islamic State of Iraq and the Levant and set conditions for increased regional stability.

At the end of the ceremony, Lt. Col. Amanda Flint, the 900th CBN commander, voiced her support for her unit.

"I am honored to serve with you and am confident in your abilities to provide outstanding contract support to the Coalition Joint Forces Land Component Command-Iraq," Flint said.

The 900th CBN is part of the U.S.



Photo by Sgt. 1st Class Marcos A. Madrazo-Jones

Lt. Col. Amanda Flint (left) unfurls the unit flag during a transfer of authority ceremony June 25 in Baghdad. The 900th Contracting Battalion is replacing the 916th CBN and will execute contingency contracting operations, facilitate the development, operation and sustainment of building partner capacity sites and provide contracting support to units under the Coalition Joint Forces Land Component Command-Iraq. Flint is the commander for the 900th CBN.

Army Mission and Installation Contracting Command headquartered at Joint Base San Antonio-Fort Sam Houston.

The MICC is responsible for providing contracting support for the warfighter at Army commands, installations and activities located throughout the continental United States and Puerto Rico.

In fiscal 2014, the command executed more than 37,000 contract actions worth more than \$5.6 billion across the Army.

The command also managed more than 633,000 Government Purchase Card Program transactions in fiscal 2014 valued at an additional \$783 million.

METC HOSTS DEFENSE HEALTH AGENCY DIRECTOR



Photo by Lisa Braun

Maj. Gen. Richard W. Thomas (center), director of Healthcare Operations for the Defense Health Agency, talks with Seaman Recruit Elizabeth Gosney (left) and Petty Officer 2nd Class Thomas Mersereau during his visit to the Medical Education and Training Campus on Joint Base San Antonio-Fort Sam Houston June 25. Thomas spoke with METC students and instructors and observed training during his tour which included the dental assistant, dental lab, surgical technologist, basic medical technician corpsman and Department of Combat Medic Training programs.

ARMY EMERGENCY RELIEF THANKS BIG CONTRIBUTORS



Courtesy photo

Retired Sgt. Maj. Charles Shelby (center) stands with Barron Henry, Army Emergency Relief officer (left) and Lt. Gen. Perry Wiggins (right) commanding general of U.S. Army North (Fifth Army) and senior Army commander of Joint Base San Antonio-Fort Sam Houston and JBSA-Camp Bullis, after Shelby made a \$5,000 contribution to the 2015 AER campaign. Shelby is a longtime supporter of Army Emergency Relief, throughout his 30-year military career and for more than 30 years as a volunteer for Army Community Service at JBSA-Fort Sam Houston. Shelby has not only volunteered his time, but has also donated almost \$50,000 to AER. AER provides emergency assistance and educational support in the form of scholarships, to active duty service members, retirees, survivors and their eligible family members. AER also thanked the Army Medical Department Center & School for their unit contribution of \$13,920. The 2015 Campaign raised \$137,917.

ONLINE from P2

this Spartan shield when they get behind their computer. They say things that they will not say, as Soldiers, in public.”

He told Soldiers that saying something about a Soldier online, or saying something to a Soldier online, is the same as walking up to another Soldier and saying it to them in person.

Emerson said one reason Soldiers are willing to write things online that they wouldn't say in person, is because they believe, incorrectly, that they have an “online persona” that is distinct from their real-world persona and is therefore not subject to military discipline.

“As members of the Army profession, Soldiers and civilians, we have one persona,” she said. “We are professionals. And so our online conduct, whether we are at work, at home, in a café, in a library – should be consistent with the Army ethic and Army standards of conduct.”

Mistreatment of persons, both in person and

online, is destructive to the unit cohesion that is required for the Army to conduct its mission. In short, it destroys the Army whether it happens in the unit, out in public, or online, Emerson said.

“People join an organization because organizations have specific values and cultures they want to be a part of,” Emerson said. “The Army has expectations of good behavior, right behavior. Not just because it's nice or we want people to be happy. It's because it's a mission imperative. When we go places to do things, fighting forest fires in Montana, or going to a foreign country as an extension of national power, we have to do that as a team.

“To be successful, that requires unit cohesion, with a positive command climate. We serve in battle and fight in the foxhole, not just for apple pie and the red, white and blue – but for the person next to us in the foxhole. When the bullets are flying, that is who we are taking care of. And we expect the

same thing from him or her. We can only do that if we are mutually supporting and close-knit.”

Army Regulation 600-20 doesn't just address what constitutes bullying or hazing or harassment – and it doesn't simply tell Soldiers what they should not be doing. It also spells out what Soldiers should be doing: it obligates Soldiers to report activities that are out of line with Army values.

“Individuals are responsible for ... advising the command of any incidents of hazing or bullying ... conducting themselves in accordance with this paragraph and treating all persons as they should be treated – with dignity and respect,” the regulation reads. “Service members should report hazing or bullying to their commander, law enforcement, or the inspector general.”

“Leadership fixes things,” said Dailey, during an enlisted solarium in May.

“When I was a squad leader, I had nine Soldiers,” he said. “I promise you that if I

looked those Soldiers in the face and said don't do this, they wouldn't. And I didn't need to say anything else. And if they did and they knew that they'd get caught and if they knew they were not representing that squad to the best of their ability – I'm telling you they knew what the consequences would be. And they knew that they didn't want to embarrass me or let the Army down.”

The quickest fix for the kinds of activities Soldiers are involved in today online, Dailey said, is leadership influence, especially first-line leaders. He said he is surprised that first-line leaders today don't have that level of control over their units, at least not in regard to online behavior.

“I can't grasp the concept that our young squad leaders don't have that level of influence over their Soldiers,” he said. “I think they do, I just think they are not telling them. I think if every squad leader in the Army sat their Soldiers down around the oak tree and said this is what you should or

should not be doing, it would get taken care of. I think we are not doing it.”

Emerson said the Army is not looking to “police” the Internet. Instead, she said, the Army is making a statement, to let Soldiers know that online is the same as offline back in the unit. Online is, like offline, a domain where professional Soldier behavior is expected of everyone.

“The online environment will continue to grow and morph over time,” Emerson said. “We will have to continually seize the initiative and take, retake ground or at least define what ‘right’ looks like for us. We're making a statement here. We are defining what right looks like. We're defining online conduct, and that it should be in concert with our Army ethic, our Army profession. Leaders, at all levels, set the example for others to follow.”

Emerson said the Army's intent is quite the opposite of asking Soldiers to stop using social media. The Army values social media, she

said, and wants Soldiers to go online and tell their stories about serving their nation.

“All of us have an Army task, an implied task, to tell the Army story,” she said. “We are probably the Army's best recruiters. What can we do to tell the Army story online? We can write about how we help others and how we provide service to the nation on a day-to-day basis. There are a lot of positive things we can put on social media.

“Telling mom and dad and grandma and grandpa, sharing the photos, all of that is very important. That happens countless times in social media and in other ways. We learn things from blogs. So in no way, shape or form, are we trying to limit the sharing of the Army story. It is not our intention to get people off the Internet. We need that interaction. We need to continue to modernize and adapt to the environment we are in. So we intend to stay in the media, the social media, and utilize those things in an appropriate manner.”

Did you know?

One of the best things about ICE is that people can let service providers know when they do a great job, not just for poor service. It takes 5 minutes or less to submit a comment at <http://ice.disa.mil>.



JBSA Visitor Control Centers screen out threats, defend multiple missions



Photo by Steve Elliott

Staff Sgt. Kolton Glasoe, 502nd Security Forces Squadron entry controller, checks the identification of visitors July 8 at the Joint Base San Antonio-Fort Sam Houston Visitor Control Center at the Walters Street Entry Control Point. The JBSA-Fort Sam Houston VCC has served nearly 16,000 customers this year. The Joint Base San Antonio-Fort Sam Houston Visitor Control Center is one of several facilities that play a vital first-defense role in the security of installation members, missions and assets across JBSA through a system that ensures those who could threaten that environment are denied base access.

By Senior Airman Alexandria Slade
JBSA-Randolph Public Affairs

The Joint Base San Antonio Visitor Control Centers play a vital first-defense role in the security of installation members, missions and assets across JBSA through a system that ensures those who could threaten that environment are denied base access.

When in need of services from the JBSA VCC facilities, Mary Brice, JBSA-Randolph Visitor Control Center lead, said many people skip over the word "control."

"The Airmen and civilians that work at the various visitor control centers are first and foremost security forces defenders tasked to ensure security of the installation," she said. "Our challenge is to balance customer needs with the access requirements set forth by the Department of Defense and our senior leaders to ensure the safety and security of our communities."

"We must ensure that the personnel that access our base are who they say they are, that they have the eligibility to enter and that they meet the appropriate level of character and conduct to do so," Brice added.

In a system standardized across the three main JBSA locations in February, VCC personnel perform a background check on every individual requesting base access using nationwide and local crime databases such as the Texas Law Enforcement Telecommunications System to learn if individuals requesting access have a criminal background or outstanding warrants for misdemeanors or felonies.

Criminal background disqualifiers for installation entry range from theft to drug trafficking convictions, with a specific length of time that the individual will be disallowed base access after the date of their last conviction. Severe charges such as murder will bar that person from all JBSA locations indefinitely.

"Crime rates have significantly dropped since February when we implemented the background check policy for all individuals requesting base access across JBSA," said Staff Sgt. Marcus Bernard, JBSA-Randolph VCC NCO in



Photo by Johnny Saldivar

Senior Airman Oziel Puente, 802nd Security Forces Squadron, provides directions to a visitor after issuing a base pass July 10 at JBSA-Lackland's Gateway East visitor center at Military Drive. To enter JBSA, visitors requesting unescorted entry are required to have a valid form of identification and an authorized sponsor with a valid Department of Defense ID card registered in the Defense Biometric Identification Data System. Additionally, the driver must present a valid license with proof of current insurance. People not in possession of a military ID, DOD civilian or contractor ID or current visitor pass must process for a visitor pass through the JBSA Visitor Control Centers.

charge. "The JBSA-Randolph VCC has performed more than 9,000 background checks in 2015 and nearly 300 of those were disqualified for base access."

Members with an active want or warrant who attempt to gain base access are immediately detained by security forces members until the appropriate law enforcement office can be contacted to pick them up.

Other reasons an individual could be denied access include a lack of affiliation with the installation, a lack of invitation to visit, not having a valid form of ID or current vehicle insurance.

Recently, the process to submit an

Entry Authority List for special events for six or more nonmilitary guests at JBSA locations has been updated, Bernard said.

Authorized military sponsors must submit an EAL and typed guest list for special event requests no later than 10 days in advance of a visit in order for visitor control center members to begin processing each guest on the list, he said. Sponsors with foreign guests must submit their request no later than 20 days prior to the event due to the extra coordination that takes place for those individuals.

"Each background check for each



Sarah Hernandez, 502nd Security Forces Squadron entry controller, completes paperwork to allow a visitor access July 8 at the JBSA-Fort Sam Houston Visitor Control Center at the Walters Street Entry Control Point.

Photo by Steve Elliott

guest takes 30 minutes on average and there are sometimes hundreds of guests per list with other EAL forms already being processed as well," Bernard said.

In addition to verifying an individual's past, JBSA VCC members issue thousands of Defense Biometric Identification System cards to nonmilitary members that don't qualify for Common Access Cards but still need regular access to JBSA locations.

"Using DBIDS alerts the gate guards to fraudulent use of the card or whether that individual is barred from base access," Bernard said. "We can immediately enter authorization information into that system if there is a change and determine through scanning your ID card if you have base access or not. We have performed more than 98,000 scans at JBSA-Randolph this year."

JBSA VCCs also issue Geneva Convention cards to military medical and religious members who are covered under the Geneva Convention when they are deployed, as well as temporary guest passes to individuals visiting that location for up to three days.

While the weekly and monthly flow of visitors for Air Force Basic Military Training and medical technical school graduations provides the visitor control center members at JBSA-Lackland and JBSA-Fort Sam Houston a large volume of customers, missions at JBSA-Randolph also create a high demand for base access.

"Ultimately, the job of the visitor control center is to keep JBSA locations as safe environments for the military mission to happen and our defenders do so by making sure those disqualified

for access do not get on base," said Maj. Julia Jefferson, 902nd Security Forces Squadron commander.

Between the requests of normal customers and families of Air Force BMT graduates, the JBSA-Lackland VCC processes more than 10,000 passes for base access on average per week. The JBSA-Fort Sam Houston VCC has served nearly 16,000 customers in 2015.

Required documents when utilizing JBSA VCC services, the gate hours for each JBSA location and downloadable visitor forms are available at <http://www.jbsa.mil>. Hover over the "Home" tab in the top left corner and click "Visitor Information" in the drop-down menu.

For more information, call the JBSA-Randolph VCC at 652-3939, JBSA-Lackland VCC at 671-1457 and JBSA-Fort Sam Houston VCC at 221-9205.



Photo by Joel Martinez

Airman 1st Class Kara Kietly, 902nd Security Forces Squadron, issues a visitor pass June 16 at the JBSA-Randolph Visitor Control Center.

EES/WAPS Briefing Team visits JBSA July 24, 27

Personnel from Headquarters Air Force and the Air Force Personnel Center will visit Joint Base San Antonio July 24 and 27 to share information about Enlisted Evaluation System and Weighted Airman Promotion System changes.

During the briefing, EES/WAPS subject matter experts will speak about changes that have already been implemented, those slated for implementation in the months ahead and the reasons and philosophy behind the changes.

For more information about the changes, visit <http://mypers.af.mil>, select "enlisted" under the active duty, Guard or Reserve dropdown menus, then select "evaluations" in the left column. To view the EES/WAPS Roadshow preview video, visit http://www.youtube.com/watch?v=FZK_n9m0jrk.

Briefing times and

locations for JBSA-Randolph on July 24: base populace brief No. 1, 8-9:30 a.m., Fleenor Auditorium, building 100; base populace brief No. 2, 10-11:30 a.m., Fleenor Auditorium; senior leader brief, 12:30-2 p.m. at the AFPC commander's conference room, building Bldg. 499; Force Support Squadron brief, 2:30-4 p.m. at the AFPC commander's conference room.

At JBSA-Lackland on July 27 at the Bob Hope Theater, building 5408, the senior leaders brief is from 8-9:30 a.m., base populace brief No. 1 is 10-11:30 a.m., base populace brief No. 2 is from 12:30-2 p.m. and the FSS brief is from 2:30-4 p.m.

The briefing for JBSA-Fort Sam Houston will be streamed live from 8-9:30 a.m. July 25 to Blessie Auditorium at the Army Medical Department Center & School.

TRICARE updates breast pump policy

TRICARE's breast pump policy was recently updated to include coverage of breast pumps and supplies, and breastfeeding counseling. These supplies and services will be retroactively covered as of Dec. 19.

According to officials, breastfeeding has long been a recommended healthy choice. The American Academy of Pediatrics recommends exclusive breastfeeding for the first six months, for most children, and continued breastfeeding

for at least the first year as foods are introduced.

TRICARE's breastfeeding support benefit is considered to be preventive care. Therefore, the equipment, supplies, and services covered under this benefit are exempt from cost shares and copays.

The coverage is for all pregnant TRICARE beneficiaries, as well as beneficiaries who legally adopt and intend to personally breastfeed.

Trauma registry yields significant increase in traumatic injury survival rates

By Dr. Valecia L. Dunbar
Army Medical Command
Public Affairs

Trauma care, within the Department of Defense, is a continuous and enduring mission in peacetime or wartime. Recent improvements in the delivery of trauma care in-theater have resulted in a case fatality rate of less than 10 percent.

To put this number in historical perspective, the case fatality rate was 19.1 percent during World War II, 15.8 percent during Vietnam, and approximately 16 percent at the onset of Operation Enduring Freedom. In Vietnam alone, 2,500 service members died solely from extremity injuries.

One DOD organization, which has sought to improve combat casualty care outcomes, is the Joint Trauma System, or JTS, and its multi-service coordinating component, the Joint Theater Trauma System, or JTTS, to provide “the right care, to the right patient, at the right place, and right time,” said Col. Kirby Gross, JTS director. “That’s the only way optimal combat casualty care can be provided.”

Spurred by the events of 9/11, and subsequent combat operations in Iraq and Afghanistan, military clinicians recognized the need for a more structured approach to a system of trauma care for Soldiers wounded in combat.

In 2005, U.S. Central Command implemented an inclusive system of trauma care in support of Operation Enduring Freedom and Operation Iraqi Freedom. This

system integrated care from point of injury through Level IV care. Subsequently, the system evolved to include Level V and Veterans Affairs facilities. JTS uses Level IV and V as the highest levels of definitive trauma care.

The JTS was established in 2006 at the U.S. Army Institute of Surgical Research. Since that time, multiple investigators using data from the Department of Defense Trauma Registry have demonstrated this system has improved the process of care, minimized practice variability, and decreased morbidity and mortality in CENTCOM theater of operations. The JTS became an official program of record under the USAISR within DOD in 2010.

Evidence suggests that inclusive systems of trauma care are associated with a reduction in injury-related mortality within a region compared with exclusive systems.

Today, the CENTCOM JTTS, the U.S. Army Ad Hoc JTS, and the DODTR process enable a seamless, multi-service military trauma system developed on the premise that every Soldier, Marine, Sailor, and Airman injured on the battlefield or in the theater of operations has the optimal chance for survival and maximal potential for functional recovery.

The relationship between the JTTS and JTS is one of coordination, knowledge management, and information sharing to ensure data received from the JTTS shared registry are managed in a unified DOD system.



Photo by Petty Officer 2nd Class Summer M. Anderson
Soldiers transport a trauma victim to an Army medical helicopter in Tarmiyah, Iraq, Sept. 30, 2007. Recent improvements in the delivery of trauma care in-theater have resulted in a case fatality rate of less than 10 percent, down from approximately 16 percent at the onset of Operation Enduring Freedom.

Army Vice Chief of Staff Gen. Daniel Allyn served as a Ranger Battalion commander in 1998. During remarks at the 2014 Association of the United States Army, also known as AUSA, Hot Topic Medical Symposium, Allyn spoke about his vision for “training every Soldier to be as skilled as our combat medics” and referred to the early steps taken to bring tactical combat trauma care to the point of injury and the lessons learned from Somalia.

“During Somalia and Vietnam, seven of 10 battlefield deaths were caused by bleeding in the arms and legs,” Allyn said. “Now we have transitioned to the combat application tourniquet and haemostatic dressings that cause immediate blood clotting. We have moved surgeons forward on the battlefield so Soldiers can receive care within minutes of their injury.”

The development of a

trauma registry supports the system needs, such as performance improvement and research to reduce morbidity and mortality. Critical to the system’s success are trauma nurse coordinators who log combat casualty records into JTTS.

“Nurses were using the registry to facilitate performance improvement among providers and ensure care guidelines have consistent results,” Gross said. “What the registry needed outside of JTTS, which

serves the CENTCOM area of responsibility, was technology and performance improvement subject-matter experts to train trauma nurses and JTTS teams.”

The JTS is an enduring organization within the Army and is housed on Fort Sam Houston in San Antonio. Its mission is to improve trauma care delivery and patient outcomes across the continuum of care utilizing continuous performance improvement and evidence-based medicine driven

by the concurrent collection and analysis of data maintained in the DODTR, which was formerly named the JTTR.

JTS is one of five directorates at USAISR. Its additional responsibility is to write clinical practice guidelines and provide a source of institutional knowledge to inform future operations. The agency shares a strategic partnership with the American College of Surgeons, or ACS, Committee on Trauma and the Defense Health Agency, DHA, to ensure all surgeries, including trauma surgeries, in civilian and military environments are registered. JTS has also partnered with United Kingdom medical officers to establish data sharing agreements.

“All data has been de-identified,” said Gross.

The JTS was recognized by the Oversight Board of the Defense Centers of Excellence in June 2013 as a Defense Center of Excellence. The Center of Excellence recognition is awarded to organizations, which create value by achieving improvement in outcomes through clinical, educational and research activities.

Douglass takes over as new 5th Recruiting Battalion commander

By L.A. Shively

JBSA-Fort Sam Houston Public Affairs

A light breeze interspersed with sun and rain rippled through the U.S. flag and company guideons during the 5th Medical Recruiting Battalion's change of command ceremony June 30 at the U.S. Army Medical Department Museum's outdoor amphitheater on Joint Base San Antonio-Fort Sam Houston.

During the ceremony, Lt. Col. Bernita Hightower relinquished command of the battalion, handing the guideon to Col. Timothy Hudson, who then passed it to Lt. Col. Curtis Douglass who accepted in acknowledgment of his assumption of command.

The 5th Recruiting Battalion headquarters is located at JBSA-Fort Sam Houston with a footprint that spans eight states covering 720,000 square miles. Also known as the "Mighty Titans," the unit was recognized as the "Top Recruiting Battalion" in the U.S. Army Recruiting Command and was selected at the "Top Medical Recruiting Battalion" in the Medical Recruiting Brigade for fiscal years 2005, 2006 and 2011.

"What I would like everyone to focus on today is what you just witnessed," said Hudson, commander of U.S. Army Medical Recruiting Brigade. "There is almost no equivalent in the civilian environment. There is nothing there to point to the change of the individual on point and the continuation of command."

Hudson alluded passing battalion colors to the battlefield hand-off and asked the audience to think about what that means: that the mission will continue even though commanders arrive and depart.

"You led the battalion with honor, dignity and respect," Hudson said, addressing Hightower directly.

"Rise up, hammer down. That's how you led. You rose up and you made sure that your unit

had fallen behind you and you made sure they saw that you led and served from the front. That will motivate Soldiers," Hudson continued. "Your family is proud of you. Your Army family is proud of you.

"This job will challenge everything you have learned in the last 10 years and will stretch you beyond what you think you can do," Hudson said directing his remarks to Douglass. "Think about this ceremony – it's about the colors, it's about leading, it's about the Soldiers.

"We have a mission to bring in the health providers who will be with that Soldier, that family member and that retiree through every stage of their life," Hudson added. "So I charge you to take care of this mission."

"We, the Mighty Titans, still achieved a record number precision quota this year and are on track to achieve even better this year," Hightower said during her remarks, emphasizing challenges that included a furlough and government shutdown enacted the day she took command.

Hightower enumerated her battalion's accomplishments during the last two years acknowl-

edging the team efforts of all her Soldiers.

"We issued 138 awards, we've had 56 promotion, we had 16 births, seven weddings," she said adding that their latest civilian approval rating is at an all-time high of 95 percent.

"Behind every number is a person who positioned himself or herself for something greater. We don't just recruit healthcare professionals, we recruit the future of Army medicine, which is responsible for over 85 percent of the care provided to the Department of Defense.

"Titans slay dragons and our team was no exception."

Hightower ended her remarks on a personal note. She first thanked her leadership, family and friends and then each individual by name on her staff.

Douglass briefly recognized and thanked his leadership and family, then commended battalion triumphs, promising to give 100 percent.

"I expect the same from you. We will work hard but have fun," Douglass said. "All policies remain in effect to raise up, hammer down and seize the objective."



Photo by L.A. Shively

Col. Timothy Hudson (left) commander of the U.S. Army Medical Recruiting Brigade, passes the 5th Medical Recruiting Battalion colors to Lt. Col. Curtis Douglass signaling the change of command for the battalion.



Photo by Steven Galvan

Col. (Dr.) Michael D. Wirt (right) commander, U.S. Army Institute of Surgical Research, passes the unit guidon to the new USAISR company commander, Capt. Jose A. Juarez Jr., during a change of command ceremony at Joint Base San Antonio-Fort Sam Houston June 26.

U.S. Army Institute of Surgical Research welcomes new company commander

By Steven Galvan

USAISR Public Affairs

The U.S. Army Institute of Surgical Research Company welcomed a new commander during a change of command ceremony June 26 as Capt. Lashawanna N. Ray relinquished command to Capt. Jose A. Juarez Jr.

Col. (Dr.) Michael D. Wirt, USAISR commander, hosted the ceremony and commended Ray for her leadership and accomplishments.

"The USAISR's success has a great deal to do with the leadership of Ray, who enables our staff to perform at a high level driving everyone around

her to be the best," Wirt said.

"I can't tell you how much I've learned from you," said Ray, thanking the USAISR leadership for the mentorship, support and believing in her and the company. "Thank you for being exceptional role models.

"The success of this company goes far beyond the company leadership, far beyond the section leadership, and right down to the individual Soldier," Ray said. "I've said it before ... you are the best collection of Soldiers I know. You've made me proud to serve with you."

See USAISR, P17

59th Medical Wing celebrates 22 years of excellence

By Howard Halvorsen
59th Medical Wing History Office

Wilford Hall USAF Medical Center became a numbered wing 22 years ago on July 1, 1993, the same day Air Training Command merged with Air University to forge the new Air Education and Training Command of today.

The transformation from medical center to the 59th Medical Wing was one of several changes the Air Force was making under then-Air Force Chief of Staff Gen. Merrill A. McPeak.

Sharply reduced military budgets and a post-Cold War strategic mindset drove the Air Force to drastically



Illustration courtesy of the
59th Medical Wing

The present-day emblem of the 59th Medical Wing.

restructure its organizational makeup. McPeak sought to strengthen the chain of command, clarify accountability for mission accomplishment and preserve Air Force heritage, all while reducing the size of the Air Force by half between

1990 and 1995.

So where does the 59th Medical Wing trace its lineage?

The hospital was first designated the 3700th Medical Squadron Aug. 25, 1948 and organized the following day. The hospital was re-designated on several occasions during the following decade. It was redesignated the 3700th Station Medical Squadron Nov. 1, 1948; the 3700th Medical Group June 27, 1950; the 3700th USAF Hospital Oct. 16, 1953, and then the USAF Hospital, Lackland July 1, 1958.

On March 2, 1963, the medical facility was renamed Wilford Hall USAF Hospital and then the Wilford Hall USAF Medical Center July 1, 1969.

The 59th Medical Wing may not be the first medical wing in U.S. Air Force history, but Air Force leaders were in quite a quandary when they sought to find a number designation for the organization.

Drawing on the lineage and heritage of a fighter or bomber wing that had a high kill count in previous wars would not have been fitting. Also, Air Force senior leaders did not want a wing number whose emblem depicted bombs and explosions or a motto reading "Death From Above" or some-

thing of the sort.

Consequently, the 59th Medical Wing gains its lineage and heritage from a unit that was originally established Aug. 21, 1941, as the 59th Observation Group. Its first mission was to look for German submarines off the eastern seaboard. The wing changed names a few times, and was called the 59th Fighter Group while training pilots in Georgia, but the unit was mostly dormant since 1944.

Most importantly, the wing had no menacing motto and the emblem depicted nothing more threatening than soft, white clouds.

The facility in which most of the 59th MDW units reside remains today. Wilford Hall is named after the great Maj. Gen. (Dr.) Wilford Hall, whose most notable contribution to Air Force medicine was in the field of aeromedical evacuation. The Air Force's flagship hospital was given his name a year and a day after Hall passed away.

Regardless of the name, no other medical unit has a string of accomplishments that includes providing medical support for the fledgling NASA Mercury project, the care of returning prisoners of war from



Courtesy photo

59th Fighter Group Army Air Corpsmen take a group photo at Thomasville Army Airfield, Ga. The 59th FG was inactivated May 1, 1944. On July 31, 1985, the unit was re-designated as the 59th Tactical Fighter Wing, but remained inactive. The wing was finally reactivated and consolidated with the Wilford Hall U.S. Air Force Hospital July 1, 1993.

Vietnam, treating foreign heads of state, operating worldwide in humanitarian and war missions and being at the forefront in training, research and innovation with programs like the Critical Care Air Transport Teams and their global aeromedical evacuation mission.

With the establishment of the San Antonio Military Health System, the 59th MDW is poised for even greater accomplishments as an innovative, high-reliability organiza-

tion poised to delivery patient-centered quality health care while retaining a focus on patient safety.

The 59th Medical Wing's emblem, which exemplifies the importance of its mission, proved to be prophetically fitting.

In fact, the old 59th Fighter Group motto may say it best – "Exemplar" – which roughly translates from Latin to mean "setting the high standard for others to follow."



Courtesy photo

Staff Sgt. Max Baer (center), an American boxer during the 1930s, visits the 59th Fighter Group Army Air Corps on Thomasville Army Airfield, Ga. Baer was medically discharged in 1945 at Kelly Field Texas, after an 85-pound punching bag fell on him, injuring his neck and shoulder.

Residency program offers physical therapists chance to grow

By Staff Sgt. Jerilyn Quintanilla
59th Medical Wing Public Affairs

In the challenging world of military medicine, providers are encouraged to seek out opportunities to help enhance their skills and

diversify their military experience and training.

The Physical Therapy Musculoskeletal Residency program is just one of many opportunities available that do just that.

Launched by the

U.S. Army Medical Department Center and School at Joint Base San Antonio-Fort Sam Houston in January 2014, the joint program is open to Air Force, Army, Navy and Public Health Service physical

therapists.

Lt. Col. Brian Young, Air Force faculty member and associate professor at the U.S. Army-Baylor University Doctoral Program in Physical Therapy at JBSA-Fort Sam Hous-

ton, was selected as the program director early this year.

"This program was created with the intention to help physical therapists advance from entry-level practice to take their specialty

board examinations and become either a Board Certified Orthopedic Physical Therapist or a Board Certified Sports Physical Therapist," Young said.

See RESIDENCY, P16

Cole Middle School eighth-grade teacher receives Presidential Award for Excellence in Mathematics and Science

By Jayne Hatton
Associate Superintendent
Fort Sam Houston
Independent School District

Michalle McCallister, eighth-grade science teacher at Robert G. Cole Middle School on Joint Base San Antonio-Fort Sam Houston, was named by President Barack Obama as one of two recipients from Texas of the prestigious Presidential Award for Excellence in Mathematics and Science Teaching.

McCallister is one of only 108 outstanding teachers from the 50 states, the District of Columbia, Puerto Rico, U.S. Territories, and Department of Defense Education Activity schools to receive this honor. This program is the highest recognition a U.S. mathematics or science teacher may receive for exemplary teaching.

"As an outstanding teacher and leader, Michalle McCallister demonstrates a comprehensive knowledge of her field and challenges students to reach their full academic potential," said Dr. Gail Siller, Fort Sam Houston Independent School District superintendent. "Her priority is always to build a positive rapport with her students and to successfully address their learning needs."

The Presidential Award for Excellence in Mathematics and Science Teaching is awarded annually to outstanding kindergarten through 12th grade science and mathematics teachers from across the country.

The winners are selected by a panel of distinguished scientists, mathematicians and educators following an initial selection process done at the state level.

Since 1983, more than 4,300 teachers have been recognized for their contributions in the classroom and to their profession. Award recipients serve



Courtesy photo

Michalle McCallister, eighth-grade science teacher at Robert G. Cole Middle School of Joint Base San Antonio-Fort Sam Houston, was named by President Barack Obama as one of two recipients from Texas for the prestigious Presidential Award for Excellence in Mathematics and Science Teaching.

as models for their colleagues, inspiration to their communities and leaders in the improvement of mathematics and science education.

"These teachers are shaping America's success through their passion for math and science," President Obama said. "Their leadership and commitment empower our children to think critically and creatively about science, technology, engineering and math. The work these teachers are doing in our classrooms today will help ensure that America stays on the cutting edge tomorrow."

When asked about the award, McCallister responded, "When I think of the Presidential Award, honor comes to mind. It is an honor to be nominated and considered for the award. It honors the students who have walked through my door and

challenged me to give my best every day. It honors the military families, my colleagues and administrators who encourage me to learn and try new ideas. It honors my family's countless hours of trying new ideas on them before I bring them into the classroom."

"Michalle McCallister is an incredible teacher, both in the way she teaches her course content and in the way she encourages risk-taking in a safe and caring environment," said Dr. Isabell Clayton, Robert G. Cole Middle and High School principal. "Infusing science, technology, engineering and math-focused experiences in classroom activities, she lets each student know they are in charge of their own education and she is here to support them as they move through their educational journey."

One of the ways the FSHISD has strengthened its educational practices in STEM fields is through a partnership with the Department of Defense Education Activity. In 2012, the district was awarded a \$2 million dollar grant to infuse STEM principles throughout the curriculum. Funds have been used to invest in teacher professional development in order to better design engaging, challenging, and meaningful experiences for students.

"McCallister is a great example of a science teacher who inspires our next generation of explorers and innovators," Siller said.

As a PAEMST recipient, McCallister has been invited to Washington, D.C., for an awards ceremony and other related events in August, including visits to the White House and meeting with members of Congress. Each winner also receives a generous award from the National Science Foundation.



Photo by Staff Sgt. Jerilyn Quintanilla

Maj. Melissa Barber, a 59th Medical Wing physical therapist, reviews course work for the Physical Therapy Musculoskeletal Residency program June 26 at the Wilford Hall Ambulatory Surgical Center, Joint Base San Antonio-Lackland. The joint program is open to Air Force, Army, Navy and Public Health Service physical therapists.

RESIDENCY from P15

The program's curriculum is comprised of a nine-day in-residence course, one year of online instruction and 100 hours of clinical mentoring under a board-certified physical therapist. The in-residence portion of the course is held at the AMEDDC&S on JBSA-Fort Sam Houston with the Army and Air Force as joint lead agents.

With the inclusion of the online learning platform, residents are afforded some flexibility; a much-needed benefit as they are expected to continue their full-time military duties while enrolled in the program.

"One of the biggest strengths of this program is the flexibility," said Army Capt. Jon Umlauf, based out of Fort Belvoir Community Hospital, Va. "The material is paced well and some of the material is self-paced."

To guide residents through the course,

program leaders have assembled a top-tiered faculty.

"We have 48 instructors for the online course work all of whom hold advanced clinical or research degrees, or clinical fellowship training," Young said. "We also have more than 40 clinical faculty mentors at military bases throughout the world."

The instructors and mentors, most of whom are also military service members, are able to share their first-hand experiences with the students.

"Changing or improving your clinical practice is very difficult to do on your own. I wanted to identify weakness within my current practice and improve where I needed it," Umlauf said. "Military physical therapists are very well-known throughout the physical therapy field as some of the best researchers and clinicians; it is a privilege to learn under these providers."

INSIDE THE GATE

Newcomer's Orientation

Friday, 8 a.m. to noon, Joint Base San Antonio-Fort Sam Houston Military & Family Readiness Center, building 2797. Mandatory in-processing briefing for all military and civilian personnel newly assigned to JBSA. Service members must coordinate with their unit personnel coordinator or commander support element. Spouses are welcome to attend; all patrons must be seated by 7:50 a.m. Call 221-2705.

Hearts Apart

Saturday, 4-7 p.m., Joint Base San Antonio-Fort Sam Houston Military & Family Readiness Center, building 2797. Join us for a family movie. This support group is open to families that are geographically separated due to an unaccompanied tour, temporary duty and permanent change of station or deployment. Call 221-2418.

Employment Readiness Orientation

Mondays, 9-10 a.m., Joint Base San Antonio-Fort Sam Houston Military & Family Readiness Center, building 2797. Get to know your Employment Readiness Team so they can assist you with your employment needs and desires. Call 221-2380.

Mandatory Pre-Deployment, Temporary Duty Briefing

Tuesdays, 9-11 a.m. and July

9, 23, 30, 1-3 p.m., Joint Base San Antonio-Fort Sam Houston Military & Family Readiness Center, building 2797. Service members scheduled to deploy, go on a temporary duty assignment longer than 30 days or go on a remote assignment are required to attend this briefing. Call 221-2418.

Army Pre-Separation

Tuesdays through Fridays, 8:30 a.m. to noon, Joint Base San Antonio-Fort Sam Houston Soldier for Life, building 2263. Army patrons separating are encouraged to begin the process 18 months prior to their separation date. This counseling is coordinated through the Soldier for Life Program. Call 221-1213.

Salary Negotiations, Social Media

Wednesday, 9-11 a.m., Joint Base San Antonio-Fort Sam Houston Military & Family Readiness Center, building 2797. Learn the skill of salary negotiation and discover ways to effectively utilize social media to find jobs and market yourself. Call 221-2380.

Anger Awareness/ Stress Management

Wednesday, 11 a.m. to 1 p.m., Joint Base San Antonio-Fort Sam Houston Military & Family Readiness Center, building 2797. Learn to identify triggers, signals, expressions of anger and techniques to effectively control anger. Call 221-2418.

Family Readiness Group Leadership Academy

Wednesday, 8 a.m. to 4:30 p.m., Joint Base San Antonio-Fort Sam Houston Military & Family Readiness

Center, building 2797. This training is for Family Readiness Group key positions. Review roles, responsibilities and provide the tools needed for a successful FRG. Registration is due no later than 48 hours prior to the day of the event. Call 221-2418.

Resilience Competencies

Wednesday, 1:30-2:45 p.m., Joint Base San Antonio-Fort Sam Houston Military & Family Readiness Center, building 2797. Identify characteristics required for resilience competencies and why they are a necessity. For more information on Comprehensive Soldier and Family Fitness or to register for a class, call 221-2418.

Post-Deployment Resiliency Training

Wednesdays, 1-3 p.m., Joint Base San Antonio-Fort Sam Houston Military & Family Readiness Center, building 2797. Service members returning from deployment are required to attend a resiliency training discussing ways to deal with the stressors associated with post-deployment and reintegrate back into the home life. Call 221-2418.

Step Families 101

Thursday, 1-4 p.m., Joint Base San Antonio-Fort Sam Houston Military & Family Readiness Center, building 2797. Learn how to be a stepparent, development of the stepfamily, define roles and rules, develop empathy, understand child development and communication with a child's other parent, building respectful and caring relationships. Call 221-0349.

Trails & Tales Tour

July 24, 8 a.m. to 1 p.m., Joint Base San Antonio-Fort Sam Houston Military & Family Readiness Center, building 2797. Take a tour of JBSA-Fort Sam Houston and learn about its rich history. Transportation is provided. Due to limited seating, registration is required. Call 221-2705.

Leadership Development

July 24, 9 a.m. to 2:30 p.m., Joint Base San Antonio-Fort Sam Houston Military & Family Readiness Center, building 2797. Identify the different leadership styles and various communication strategies to successfully convey information as leaders to teams or individuals. Topics covered: team dynamics, conflict resolution, coaching and mentorship. Call 221-2380.

Family Readiness Group Treasurer Training

July 28, 9-11 a.m., Joint Base San Antonio-Fort Sam Houston Military & Family Readiness Center, building 2797. Mandatory for current and incoming Family Readiness Group Treasurers. Topics covered include regulations for managing covers, FRG informal funds and fundraising. Commanders, FRG Leaders and FRG Funds Custodians are encouraged to attend. Call 221-2418.

Volunteer Orientation

July 29, 9-10 a.m., Joint Base San Antonio-Fort Sam Houston Military & Family Readiness Center, building 2797. Newly assigned volunteers will in-process and receive training on their responsibilities. Call 221-2380.

OUTSIDE THE GATE

Warrant Officer Association Meeting

The next meeting of the Lone Star Silver Chapter of the U.S. Army Warrant Officer Association is 5:30 p.m. Monday at the Longhorn Cafe, 1003 Rittiman Road, at the corner of Rittiman and Harry Wurzbach. All active duty, retired, Reserve, National Guard warrant officers and family members of current or retired warrant officers are invited. For more information, call 571-4967.

Armed Force Communications And Electronics Association

The Armed Force Communications and Electronics Association Alamo chapter meets at 11 a.m. Wednesday at the Double Tree Hotel, 37 NE Loop 410. These events are designed to promote

TRICARE from P12

To be covered, the breast pump and supplies must be obtained from a TRICARE authorized provider, supplier or vendor. For manual or standard electric breast pumps and associated supplies (includes breast pump kits), this includes any civilian retail store or pharmacy.

If payment is out of

the exchange of information between the uniformed military services, government civilians and private industry with a particular focus on the cyber, medical information technology, training and intelligence, surveillance and reconnaissance career fields. Free for active duty military and Department of Defense civilians, \$20 for others. Guest speaker is Col. Andrew J. Gale, director of communications at Headquarters Air Education and Training Command, Joint Base San Antonio-Randolph. Register at https://afcea.site-ym.com/events/event_list.asp.

2nd Infantry Division Reunion

The Second (Indianhead) Division Association is searching for anyone who served in the Army's 2nd Infantry Division at any time. For information about the association and its 94th annual reunion in San Antonio from Sept. 22-26, email 2idahq@comcast.net or call 224-225-1202.

pocket for a covered breast pump, a completed claim form with a copy of the prescription for the breast pump, along with a receipt for reimbursement must be submitted.

For more information about what's covered and instructions for filing a claim, visit <http://www.tricare.mil/breastpumps>.

(Source: TRICARE)

USAISR from P14

Juarez reports from Company A, 187th Medical Battalion at Joint Base San Antonio-Fort Sam Houston, where he served as an instructor/writer. He thanked Wirt for giving him the opportunity to command and Ray for setting the standard and setting the USAISR up for success.

"I promise to build on that success moving forward," Juarez said.

"Over the last week, I have had the opportunity to see what a great organization you are turning over to me and I can honestly say I am excited."

A graduate of Cameron University in Lawton, Okla., Juarez has a Bachelor's of Science in Interdisciplinary Studies and earned his commission through the Army Reserve Officers Training Corps in 2008.

His military experi-

ence includes serving as an Army medical recruiting officer, 5th Recruiting Brigade, JBSA-Fort Sam Houston; brigade security officer, 1st Medical Brigade, Fort Hood, Texas; treatment platoon leader, 546th Medical Company, Fort Hood; executive officer, 583rd Medical Logistics Company, Fort Hood; ambulance platoon leader, 546th Medical Company, Fort Hood; and executive officer, 61st Headquar-

ters and Headquarters Detachment, Multifunctional Medical Battalion, Fort Hood.

"We gain a truly great leader in Captain Juarez," Wirt said. "He values and respects the power of teamwork and I have no doubt that he'll bring great ideas and enthusiasm to the USAISR. The Company and the ISR can feel confident that you're getting an outstanding new commander."

VALOR from P5

actions, Reininger never received a Navy or Marine Corps award. The Lone Star Medal of Valor recognized those heroic actions in Korea as well as his volunteer work in Texas supporting local communities and military veterans.

Reininger was presented the medal in his hometown of San Antonio, often referred to as Military City USA.

Abbott shared his appreciation for Reininger and other San Antonians who serve.

"We admire and respect our military," Abbott said. "We honor them during their times of service. But we also honor them in times of retirement because we are the freest, strongest, best nation in the history of this world because of the service provided by the members of the United States military."