



THE INNOVATOR

OPTIMIZING COMBAT CASUALTY CARE



DECEMBER 2015

THE NEWSLETTER OF THE U.S. ARMY INSTITUTE OF SURGICAL RESEARCH

USAISR Earns Prestigious Army SOH Star Flag

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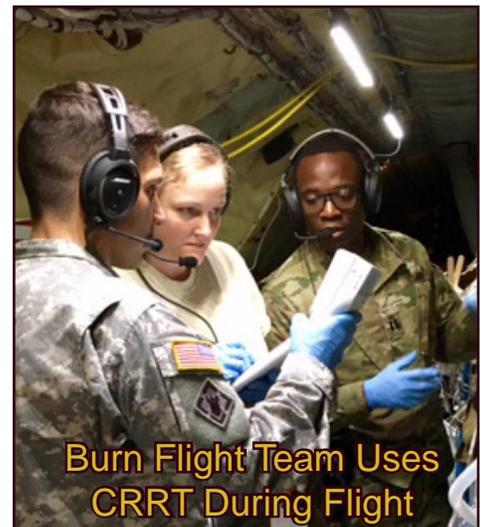
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OSD Donates Video Games to Burn Rehab



Burn Flight Team Uses CRRT During Flight

CDR's Corner



Col. (Dr.) Michael D. Wirt
Commander, USAISR

"Optimizing Combat Casualty Care"

Greetings ISR,

As the New Year rapidly approaches, I look back at the accomplishments that we have made this past year as an organization and needless to say that I am amazed at what we have been able to achieve. The individual awards earned by the staff are countless and well-deserved, but the awards that really stick out in my mind are the ones that were earned by the entire team—the Safety and Occupational Health Star Award, JTS earning the Letterman Award and the first ever Military Health System Battlefield Innovation Award.

These awards were made possible by the teamwork that is evident at this institute every day. I believe that with teamwork we can accomplish a lot more great things for our combat wounded and their families. I am grateful and humbled to be a member

of our team. What you accomplish day-in and day-out is truly amazing and I want to thank each and every one of you for your efforts and contributions to optimizing combat casualty care.

Another thing that I would like to bring up is communication and the importance of effective communication. I believe that there's always something that we can personally do better and communication is one of those areas. From the most junior Soldier to the most senior officer, we need to take a look at how we can improve our communication skills both within and outside of our organization. Clear and meaningful communication leads to a more effective organization and a better place to work; allowing us to accomplish even more as one team.

If you haven't noticed, we are in the midst of the holiday season. I don't believe that there's a better time for us to reconnect with family, friends and loved ones. While this time of the year can be a joyous one, it can also be a very hectic and stressful time of the year. So as you're out there reconnecting, shopping, traveling or celebrating, remember, safety first.

I want everyone to have a great and safe holiday season whether you celebrate Christmas, Hanukkah, Kwanzaa, Festivus, or other holiday occasion. You are a vital member of our team.

I would like to wish everyone a safe and wonderful holiday season. Enjoy your time with your family and friends and have a Happy New Year!
Serving to Heal... Honored to Serve!



Col. (Dr.) Michael Wirt, left, and Sgt. Maj. James Devine, far right, attended the Company Formation Nov. 12 for an Awards/Promotion Ceremony. Top: Awardees; Spc. Amber Voelker, Spc. David Watson, Spc. Shawn Lackey, Pfc. Matthew Durant, and Spc. Daniel Oladejo. Bottom: Promotions; Spc. Raymond Calzada and Spc. Jordan Smith, center, with their first line supervisors, Staff Sgt. William Vidal, left, and Sgt. Jacqueline Mason.



ARMY MEDICINE
Serving To Heal...Honored To Serve

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SGM Says



Sergeant Major
James L. Devine

Greeting and Salutations ISR,

The holiday season looms and we say goodbye to the summer heat. It is amazing what we can and will accomplish when one person is not trying to take credit for everything, “Teamwork”. It will take engaged leadership to motivate the formation to accomplish all of our endeavors. A unit cannot effectively work together and accomplish its mission if it has toxic leadership.

Toxic leadership is a combination of self-centered attitudes, motivations, and behaviors that have adverse effects on subordinates, the organization, and mission performance. This leader lacks concern for others and the climate of the organization, which leads to short- and long-term negative effects. The toxic leader operates with an inflated sense of self-worth and from acute self-interest.

Toxic leaders consistently use dysfunctional behaviors to deceive, intimidate, coerce, or unfairly punish others to get what they want for themselves. The negative leader completes short-term requirements by operating at the bottom of the continuum of commitment, where followers respond to the positional power of their leader to fulfill requests. This may achieve results in the short term, but ignores the other leader competency categories of leads and develops. Prolonged use of negative leadership to influence followers undermines the followers’ will, initiative, and potential and destroys

unit morale.

A toxic leader is a person who has responsibility over a group of people or an organization, and who abuses the leader-follower relationship by leaving the group or organization in a worse-off condition than when s/he first found them.

One reason that toxic leadership persists in the Army is because performance is evaluated in a top-down fashion. In a military chain of command, this means that toxic leaders can keep their subordinates under their thumbs and they are also pretty good at currying favor with their superiors. Hence, toxic leaders remain in place and are even promoted, despite their toxic ways. A new bottom-up evaluation procedure that enables subordinates to evaluate their leaders is showing promise, i.e., the command climate survey.

A cautionary note: Not all loud, demanding, and “large personality” supervisors are toxic. Good leaders know when to use different leadership styles. There is a time a place for almost any leadership style. The art is in matching the appropriate style to the context of a given situation.

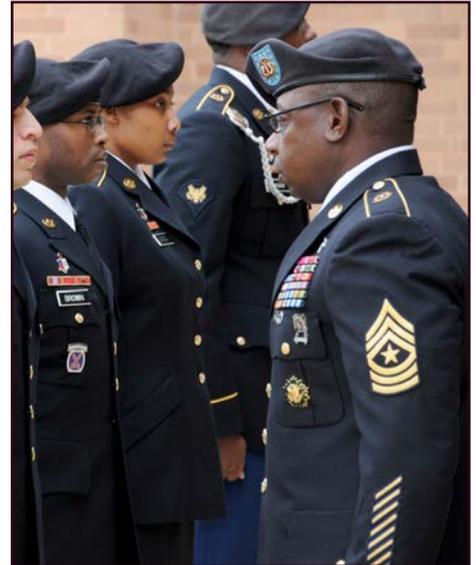
Here are a few solutions to fix the problem of toxic leadership:

- Name the problem (toxic leadership) and talk about it openly.
- Develop and select with an eye to leadership style, not simply short term effectiveness.
- Implement the “no asshole rule.”
- Hold supervisors responsible for the style of their subordinates.
- Implement climate assessments. Look for the weak signals.
- Evaluate the long term health of the organization as well as accomplishment of the short term goals.
- Implement 360 degree or multi-faceted evaluations for development, and eventually as a data point for promotion, selection, and assignment.
- Have the hard discussions.

We must prioritize the development of leaders that are capable of creating supportive climates that will motivate and retain high-quality people and the recognition that viable solutions for

solving the problem and strengthening the organization.

Serving to Heal...Honored to Serve!



Sgt. Maj. James Devine inspects ISR Soldiers during a Company Uniform Inspection Nov. 12. See more photos from the inspection on page 13.

On the Cover



Maj. Gen. Brian C. Lein, left, and Command Sgt. Maj. David Rogers, second from right, present the Army Safety and Occupational Health Star Flag during a ceremony Nov. 3. Accepting the flag for the USAISR were Stephanie Truss, Safety Officer; Victor Convertino, Ph.D., Senior Scientist; Maria Domiguez, Occupational Health Nurse; Staff Sgt. Jason Williams, Safety Office noncommissioned officer in charge; and Col. (Dr.) Booker King, Acting Commander USAISR and Burn Center Director.

Company Notes



Company Commander
Capt. Jose A. Juarez

First Sergeant and I would like to welcome the following Soldiers to the ISR family: Sgt. 1st Class Donald Lowe, Sgt. Marcus Jones and Pfc. Jade Vandersteen. We would like to say farewell to the following Soldiers: Staff Sgt. Wilfredo Alvarez, Sgt. Curtis Suafoa, Sgt. Damien Thomas, and Sgt. Alfredo Villarreal; thank you for your contributions to the organization and best wishes in your future endeavors.

Congratulations to Capt. Elaine Por for graduating from the AMEDD Captains Career Course and Staff Sgt. Danny Girela for graduating Senior Leaders Course, SSG Girela made the Commandants list and received the APFT Award! They represented the ISR extremely well! We would like to thank everyone that attended the graduations, great way to support and build our Team! Be sure to congratulate them when you see them around.

Congratulations to Sgt. Ryan Kriner and Sgt. Sonja McDonald for their promotions to Sergeant in the month of November. Two more leaders added to the ISR ranks, please congratulate them when you see them around. Job well done!

Congratulations to Spc. Alexander Dixon for his selection as the Soldier of the Month and Sgt. Silvia Matchinske for her selection as the NCO of the month for November. As a reward for their efforts, their photo will be displayed in the Company area during the month. Be sure and congratulate these Soldiers when you see them around. Great job!



First Sgt. Natasha Tsantles, left, congratulates Sgt. Sonja McDonald during her promotion ceremony Nov. 9.

As the calendar turns to December and the temperatures begin to drop, it is imperative that everyone takes precautions to prepare for the colder temperatures. This can be done many different ways; winterize your vehicle by ensuring you have extra water, blankets, and safety equipment in your vehicles at all times; dress in layers and make sure you pay close attention to your outer most areas of exposed skin, (i.e. fingers, ears, nose); prepare your homes by cleaning out chimney stacks, checking your heating systems for proper operation.

Even though San Antonio doesn't experience harsh winters, winter can still be very dangerous, with the combination of not being used to the sub-zero temperatures and the wetter conditions of December, this poses

very dangerous driving conditions in and around San Antonio, so be safe and vigilant when dealing with these conditions.

December is also the month of Christmas parties and Holiday Balls, which bring me to my final thought of the month. If anyone is interested in entertainment and dancing then join the ISR Command Teams at BAMC's Masquerade Holiday Ball on Dec. 19 at the Marriott Rivercenter. Tickets are being sold at the Garden Entrance on Mondays, Wednesdays and Fridays from 0700-0900 and every day from 1100-1300. Don't miss out on a fun evening out. We hope to see you there! Thank you for everything that you do every day and it is truly an honor to be your Command Team!

Serving to Heal... Honored to Serve!



NCO of the Month
Sgt. Silvia Matchinske



Soldier of the Month
Spc. Alexander Dixon

USAISR Earns Prestigious Army SOH Star Flag



The Army Safety and Occupational Health Star Flag was presented to the USAISR during a ceremony Nov. 3.

By Steven Galvan
USAISR Public Affairs Officer

The U.S. Army Institute of Surgical Research is the latest Army Medicine organization to earn the prestigious Army Safety and Occupational Health Star Flag during a ceremony Nov. 3. The SOH Star Flag is earned by Army units for successful implementation of the Army Safety and Occupational Health Management System that is equivalent to a federal program by the Occupational Safety and Health Administration.

The flag was presented to acting USAISR Commander Col. (Dr.) Booker King and the USAISR Army Safety Health Management System Team by Maj. Gen. Brian C. Lein, commanding general of the U.S. Army Medical Research and Materiel Command and Fort Detrick, and the Deputy for Medical Systems to the Assistant Secretary of the Army for Acquisition, Logistics,

and Technology.

“Congratulations! This is truly a great day for MRMC and the ISR, but this is just a start,” said Lein. “You have to continue safe practices every day and continue to embrace the safety culture that you have gone through over the course of the last two years to earn this recognition.”

To earn the SOH Star Flag an organization must complete 243 safety and occupational health performance-based tasks across three phases. The completion of all the phases normally takes three years to accomplish and covers areas in safety and health training, hazard prevention and control, a worksite analysis, management leadership and employee involvement.

According to USAISR Health, Safety and Environmental Specialist Stephanie Truss, the institute met and/or exceeded all standards and completed all three phases of the program in

two years.

“It was clearly evident then and now that the staff truly understands the concept that safety is everyone’s business,” said Truss. “A special ‘thank you’ goes out to the safety team and the entire staff for supporting this program and getting us to this point.”

Lein concluded his remarks at the flag presentation ceremony by challenging the USAISR to maintain and instill safety to all new members joining the institute.

“Make sure that the brand new E-2s that shows up here from AIT [advanced initial training], the O-4 or civilian understands that they are part of the safety process and that they embrace it from day one,” Lein said.

“This is an organization accomplishment and a true team award,” said Truss. “The participation of safety every day at this institute by every service member, civilian and contractor made this possible and we did it!”

Operation Supply Drop Donates Video Games to Burn Center for Rehab Therapy



Maj. Erik Johnson, left, and Glenn Banton, right, play video games Burn Center patients Josiah Sherrell and Severo Martinez Jr. Nov. 18.

Steven Galvan
USAISR Public Affairs Officer

Video games are proving to be effective physical and occupational therapy tools throughout rehabilitation centers. Until recently, burn patients at the U.S. Army Institute of Surgical Research Burn Center at Fort Sam Houston, Texas, did not have that option, but now thanks to a generous donation Nov. 18 by Operation Supply Drop, video games will be available for rehab patients.

OSD is a nonprofit organization devoted to sending video game care packages to deployed service members overseas and wounded warriors recovering in military hospitals. Glenn Banton, OSD chief executive officer, said the concept of his organization is to send warriors video games as a distraction from being deployed to a war zone or recovering in a hospital.

“It also builds morale and comradery,” said Banton.

Chief of Occupational Therapy at

the Burn Center, Maj. Erik Johnson met members of OSD at a video game

convention in San Antonio. Johnson was later introduced to Banton where they discussed the OSD’s mission and how they support military service members and veterans. Banton and Johnson also discussed the lack of video game equipment at the Burn Center Rehab Unit and the benefits of using that equipment as a rehabilitation tool.

“Glenn told me to get him a wish list, and I told him that we would be grateful for anything,” said Johnson. “When OSD presented the donation, I couldn’t believe that they provided everything on the list and a ton more.”

OSD donated the latest video gaming consoles with games, peripherals and gear that burn patients can use in their daily rehab routines.

“We’re just thankful and excited to see how our organization can contribute to the Burn Center and help burn patients benefit from the equipment,” said Banton.

Burn Center patient Severo Mar-

OSD continues on page 7



Maj. Erik Johnson, left, Chief of Occupational Therapy at the Burn Center thanks Operation Supply Drop Chief Executive Officer, Glenn Banton Nov. 18 for donating video game equipment to the Burn Center that will be used for physical therapy.



Burn Center staff members and members of Operation Supply Drop with the video games and equipment donated by OSD Nov. 18.



Burn Center patients Josiah Sherrell and Severo Martinez Jr. were the first burn patient to try out the video games as part of their physical therapy program Nov. 18. The video games and equipment were donated by members of Operation Supply Drop to be used for physical therapy.

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tinez, Jr., was one of the first patients to use the video games as part of his rehab regiment. Martinez was injured in a motorcycle accident which caused severe road burn injuries to both of his hands. Playing a video game and using

the controller has helped gain some range of motion in his hands.

“I think that it’s a great tool for rehab,” he said. “When I’m playing a video game I’m not thinking about the pain in my hands when I press the buttons on the controller. I’ve seen

a difference after only playing a few days.”

Johnson has been incorporating the use of video games into his rehab treatment plan for several years. He added that it’s no secret that people respond a lot better to therapy doing something they enjoy rather than repetitious exercises.

“If a patient loves cars and driving than what a better way to work range of motion than to actually have them engage in a video game driving simulator?,” said Johnson. “There’s really no limit to the potential use of gaming as a therapeutic tool.”

Johnson said that people often laugh at him when he refers to video games as therapeutic tools, but as a burn patient himself, he knows the benefits of using video games for rehab therapy. During his first tour of duty as an enlisted Soldier in Germany in 1996, Johnson was in a traumatic vehicle accident where he suffered burns to more than 20 percent of his body. While being treated at the Burn Center where he now works, Johnson was inspired to help other burn victims suffering similar injuries. As new video games and equipment were being introduced in the market, Johnson figured of ways of applying the new devices into physical therapy.

“You can use the new systems for anything from range of motion in the upper extremities to balance activities and even working on cognition issues for patients who have suffered a brain injury,” he said. “One of the things I see happen when we engage patients with this type of therapy is a huge boost in their emotional state. Patients often struggle with a lot of psychosocial issues after suffering a burn, and anything that we can do to get them some positive emotional feedback is a huge deal for us.”



Safety Notes

By Stephanie L. Truss
Health, Safety and Environmental Specialist



As the holiday shopping season is well underway, here are some shopping safety tips.

The first suggestion from the police is the reminder that there is safety in numbers. After researching various safety tips messages that are put out by many local/non local police departments, here are a few notable tips to start: “stay alert and be aware of what’s going on around you, along with shopping with others whenever possible. Here are nine more tips for safe holiday shopping:

1. Travel and conduct your business during daylight hours, if possible.
2. Carry your purse or package close to your body or under your coat.
3. Minimize the number of credit cards and/or cash that you carry. Consider using credit cards with “Buyers Security Protection” where your items will be replaced if lost or stolen within 90 days of purchase.
4. Wear minimal jewelry.
5. Use traveler’s checks—they are not only for vacations.
6. Restrict the use of an ATM or only use it in well-lit areas.
7. If shopping with children, teach them to seek a security guard or store clerk if they get separated.
8. Consider carrying a whistle and keep it handy when walking to and from your car.
9. Avoid leaving a purse or other valuables unattended in a shopping cart while you are shopping.

In the Spotlight

Spc. Fabian Quattlebaum

Job title: Histology Technician

How long have you worked at the ISR? 11 months

What or who has been an inspiration to you in your work?

Staff Sgt. Daus because of all his energy, motivation, and youthfulness that he brings to work. I always keep the “I can’t let this old guy beat me” statement in the back of my head whenever we work out.

What is your favorite part of your work? Although the microtome can be frustrating at times, working with it seems to make the day go by faster.

What is your proudest achievement? Enlisting in the military in order to better support my wife and daughter. They motivate me to get up and do great things every day.

Short- and long-term goals: My short-term goal is to win the next Soldier of the Month board, and my long-term goal is complete my bachelor’s science degree in biology.

Hobbies: Football, Xbox, Fishing, and Basketball

Favorite book: *The Chronicles of Narnia: The Lion, the Witch, and the Wardrobe*

Favorite movie/TV show: *Finding Nemo/Gotham*

Favorite quote: “When you want to succeed as bad as you want to breathe, then you’ll be successful.” Eric Thomas



Police also encourage shoppers to take caution in parking lots, such as parking in well-lit areas. Here are four more parking lot safety tips:

1. Lock your car when you get in or out of it.
2. Inspect your car before you get in.
3. Place your packages in the trunk of your car or keep them out of sight.
4. When returning to your vehicle, scan the area, carry keys in your hand, unlock the door and get in quickly, and lock yourself inside.

Police also encourage shoppers to report suspicious persons, vehicles and crimes to police. Here are few home safety tips especially for this time of year.

If you are out for the evening. Turn on lights and a radio or TV so it looks

like someone’s home.

. Be extra cautious about locking doors and windows when you leave, even if it’s just for a few minutes.

. Don’t display gifts where they can be seen from outside.

. Burglars know that many households have new, and oftentimes expensive, items in their homes following the December holidays-especially items such as new computers and peripherals, stereo components, televisions, cameras and other electronic equipment. In too many cases, residents make it easy for burglars to figure out which homes to target by putting boxes that identify their new gifts in plain view with their other garbage. Avoid becoming an easy target for post-holiday burglars by not leaving boxes for new electronics

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Health News

By Maria G. Dominguez, R.N.
COHN-S/CM
Occupational Health



December brings the holiday season which surrounds the Christmas and other holidays, and is celebrated by many religions and cultures. Usually, this period begins near the start of November and ends with New Year's Day. The Holiday season is, somewhat, a commercial term that applies, in the U.S. to the period that begins with Thanksgiving and ends with New Year's Eve. Some Christian countries consider the end of the festive season to be after the feast of Epiphany.

The dictionary definition denotes "a holiday is a day set aside by custom or by law on which normal activities, such as business or work, are suspended or reduced." Holidays may be designated by governments, religious institutions, or other groups or organizations. But there is excitement brewing, planning, smiles, food, caroling and travel. The holidays are a great opportunity to enjoy time with family and friends, celebrate life, to be grateful, and reflect on what's important. But mostly, I love having family and friends gathered and sharing traditions.

The concept of holidays has most often originated in connection with religious observances. The intention of a holiday was typically to allow individuals to tend to religious duties associated with important dates on the calendar. Allow individuals to celebrate or commemorate an event or tradition of cultural or religious significance.

In most modern societies, however, holidays serve as much of a recreation-

al function as any other weekend days or activities. Winter in the Northern Hemisphere features many holidays that involve festivals and feasts. Our country is a mix of many different cultures and people who originally came from different countries. Perhaps you may be celebrating salted cod, roast turkey, roast vegetables and all the trimmings. Or, maybe tamales, ham or lechon. Panettone, fruit cake, pudding, buñuelos or cookies. A decorated tree seems to be the center of almost any holiday celebration, decorated with ornaments. Perhaps the most famous are German decorations. The glass ornaments were originally hand blown glass and were imported in the U.S. in the 1880s by the Woolworth stores. But it could be flowers, handmade ornaments or even a banana tree,

Whether we are attending 'Winter-fest', or Las Posadas, Los Pastores or midnight service, whether you put up your stockings or you sock or wooden shoe for Papa Noel, Santa Claus, Good Old Man, or Old Man Winter or Three Kings, celebrated together. Holiday parties provide opportunities to relax and enjoy good food and good times with family, friends, and colleagues. They are also a time to appreciate the gift of health. Brighten the holidays by making your health and safety a priority. Take steps to keep you and your loved ones safe and healthy—and ready to enjoy the holidays.

Ups and downs are also common during the holiday season, be aware of possible depression in those around you continue or yourself. Problems can arise when you try to avoid thoughts or feelings rather than noticing them as they come and go. Instead of avoiding them, try to note your thoughts or feelings, accept them, and keep moving forward rather than dwelling on them. If you need or want to think about something further, pick a good time and place to think it through later. But if it's outside your control, practicing

acceptance can help separate the things you can control from those you can't—and help you find some peace this holiday season. Try practicing acceptance of the things you can't control or avoid. Keep your perspective, stay realistic, make time for fitness, and foster new memories with your loved ones, this just might be your best new year yet! May your days be Merry and Bright! And may all your wishes come true.



SAFETY continued from page 8

and other items in the alley or other garbage pick-up locations for several days at a time. Instead, break down any boxes you are throwing out, put them in garbage bags and place them inside a trash can. (In many cases, especially with computer equipment, you might consider keeping the boxes for safe storage, shipping or moving in the future.) Think about keeping broken-down boxes inside-in a garage, for example-until the evening before your regular garbage pick-up. Some burglars actually look inside garbage cans for evidence of holiday gifts.

I know that sometimes a list of tips can be a pain but as with anything knowledge is half the battle. Keeping safety on the forefront at all times is a must but truly don't forget to enjoy the holiday season. Last but not least, don't let holiday stress get the best of your holiday spirit. Make time to get together with family, friends, and neighbors. And think about reaching out in the spirit of the season and helping someone who's less fortunate or lonely.

Around the ISR



Top left: Maria Dominguez celebrates her birthday Nov. 9.
Center right: Maj. Erik Johnson, second from right, gives a tour of the Burn Center to Sir Michael Brady, second from left, from Oxford University Nov. 19.

Bottom right: Elsa Guerra visits the Fort Sam Houston National Cemetery on Veterans Day Nov. 11 where her father, grandfather and three uncles are buried.

Bottom left: Kathy Ryan, Ph.D., left, answers a question on USAISR research from a student San Antonio College. Ryan was a member of a panel on Exploration and Research

Left center: Sgt. Jacqueline Mason participates in a Free Throw Competition fundraiser Nov. 12 for the Combined Federal Campaign.
Center: Col. (Dr.) Michael Wirt participates in a "Pie in the Face" fundraising event for the Combined Federal Campaign.



Around the ISR Company



Sgt. Ryan Kriner is pinned on with his new rank by his wife Theresa Nov. 9 during his promotion ceremony.



Sgt. Jamar Williams, right, is congratulated by Capt. Gina Griffith Nov. 12 after administering the Oath of Reenlistment at his reenlistment ceremony.



Sgt. Valentino Foronda, right, recites the Oath of Reenlistment administered by Maj. Amy Field during his reenlistment ceremony Nov. 13.



Sgt. Damien Thomas is presented with an Army Achievement Medal by Col. (Dr.) Michael Wirt during the Company Formation Nov. 12.



Sgt. Robert Loya is presented with reenlistment goodies during his reenlistment ceremony Nov. 19. by Sgt. Mylah Joy Freeman.



Sgt. Nguvan Uhaa displays her Honorable Discharge Certificate and Certificate of Reenlistment after her reenlistment ceremony Nov. 20.

Burn Flight Team Uses CRRT During Transport



Burn Flight Team members Staff Sgt. Daniel Zimmerman, Capt. Sarah Hensley and Capt. Kirt Cline monitor the patient during a mission to Singapore Nov. 9.

By Steven Galvan
USAISR Public Affairs Officer

Since 1952, the Burn Flight Team from the U.S. Army Institute of Surgical Research Burn Center at Fort Sam Houston, Texas, has deployed throughout the world to provide burn care and transport patients to the Burn Center. The burn critical care provided by the six-person team during transport has been crucial in saving the lives of hundreds of burn patients from on and off the battlefield.

During its most recent mission

Nov. 9 to Singapore, the team added a new capability to its arsenal of critical care equipment—a kidney dialysis machine to provide continuous renal replacement therapy. According to burn trauma surgeon, Maj. (Dr.) Ian Driscoll, this was the first time that the Burn Flight Team has performed this therapy in-flight.

“It was necessary for a patient who was in renal failure after sustaining electrical injury and extensive burns,” he said. “He would not have survived the flight without this specialized organ support.”

CRRT is routinely used in the Burn Intensive Care Unit to purify the blood of toxins through a filtration system and assist in fluid removal. Team members Sgt. Francisco Rosario and Andrew Wallace constantly monitored the equipment during the flight and it performed flawlessly at extremes of altitude and temperature.

Driscoll believes that CRRT will someday be routinely used to transport patients in renal failure.

“I also believe that this proves that CRRT can be used in austere locations where it hasn’t been available in the past,” he said. “I hope that this motivates the development of smaller, portable units.”

Until then, the Burn Flight Team will use CRRT when needed and con-

tinue upholding its world-renowned reputation and living up to its motto: “Anytime, Anywhere.”



Burn Flight Team noncommissioned officer in charge, Sgt. Francisco Rosario constantly monitored the continuous renal replacement therapy equipment.



Burn Flight Team members monitor and document the patient's condition during a mission to Singapore Nov. 9.

USAISR Company Uniform Inspection

Sgt. Maj. James Devine, 1st Sgt. Natasha Tsantles and USAISR front line supervisors held a Company Uniform Inspection Nov. 10. Sgt. Jamar Daniels was presented with a command coin for being selected as the "high impact" Soldier.



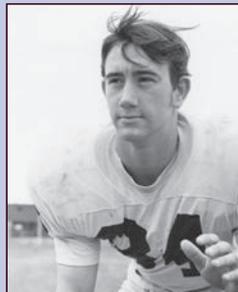
Back When...



Can you guess who this ISR staff member is? This photo was taken in 1993 in Central America when he was a Corporal in the U.S. Marine Corps.

Submit your photo for publication in upcoming issues.

Last Month's Answer:



Reg Richard
CTBT Clinical
Research
Coordinator

Happy
Holidays



- QS 130 T165g 2013
Tank: Grant's dissector. 15th ed
- QT 104 M4894 2012
Medical physiology. 2nd ed
- SF 768 D8771 2015
Duke's physiology of domestic animals. 13th ed
- W 20.5 C376c 2013
Cavalieri: Clinical research manual.
- W 20.5 I6193 2015
Introduction to research and medical literature for health professionals. 4th ed
- W 25 E15a 2004
Ebel: the art of scientific writing. 2nd completely revised ed
- W 26.6 H434 2011
Health information systems: architectures and strategies. 2nd ed
- W 84 F996 2014
Futurescan 2015: healthcare trends and implications 2015-2020.
- WA 39 U845 2012
Users' guides to the medical literature: a manual for evidence-based clinical practice. 3rd ed
- WA 950 H823c 2012
Horton: Calculating and reporting health care statistics. 4th ed
- WA 950 P728m 2013
Plichta: Munro's statistical methods for health care research. 6th ed
- Ref WB 15 I15 2015
ICD-10_cm Expert for physicians: the complete code set valid October 1, 2015 through September 30, 2016
- WB 141 K178L 2010
Learning clinical reasoning. 2nd ed
- WY 16 A512n 2015
ANA: Nursing: scope and standards of practice. 3rd ed
- WY 18.2 C7975 2006
Core curriculum for critical care nursing. 6th ed
- WY 20. 5 P769e 2014
Polit: Essentials of nursing research. 8th ed

Library News



By Gerri Trumbo
Library Manager

This month's edition of Library News contains the new books now available at the ISR Library. These books are ready for immediate check-out. In the absence of staff, we have an honor system for checking out books: on the right counter by the wooden inbox of the Circulation Desk, there is a dater. Please remove the bookcards in the back of each book you wish to borrow, sign your name LEGIBLY, and stamp the date due in the back of the book. The borrowing period is for 1

month, with one renewal.

Here are the new December books, which are placed on a truck as you come in the door:

- HM 571 H662i 2013
The Internet: Understanding qualitative research.
- QS 17 R737a 2014
Rohan: Anatomy: A photographic atlas. 8th ed

