



THE INNOVATOR

OPTIMIZING COMBAT CASUALTY CARE



JANUARY 2014

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



DoD Registry System Model for NATO Registry

Page 5

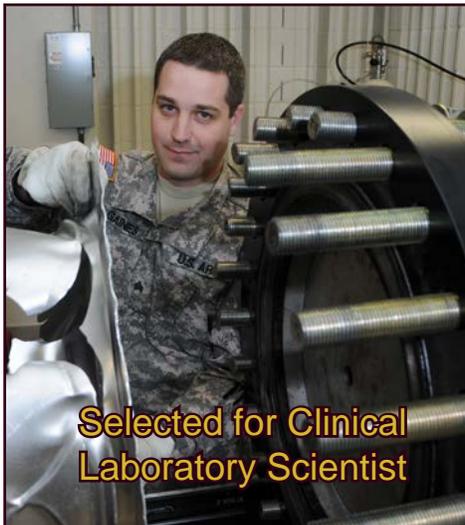
Inside This Issue

- CDR's CornerPage 2
- SGM SaysPage 3
- Company Notes.....Page 4
- EO InputPage 6
- BRDSS Team Earns AwardPage 7
- ISR Holiday PartyPage 8
- Safety Notes/In the Spotlight..... Page 10
- January Health NewsPage 11
- Shoulder to Shoulder.....Page 13
- Around the ISR.....Page 14
- PromotionsPage 15
- Back When/Library News/AwardeesPage 16



Scan 2-D code for USAISR Website link

Page 6



Selected for Clinical Laboratory Scientist

Page 7



WWP Delivers Gifts to Burn Center Patients and Staff

CDR's Corner



Col. (Dr.) Michael A. Weber
Commander, USAISR

"Optimizing Combat Casualty Care"

Hello ISR,

Welcome back. I hope everyone had a great holiday season and was able to celebrate with family and friends. I am very proud to know that our ISR family did not have any alcohol-related incidents. We are now ready to begin a new year to work on our personal and professional resolutions.

2013 was a challenging year for the Institute and many of our teammates shouldered heavy burdens of deployment, uncertainty and furlough. I was inspired by everyone's esprit de corps and resolute commitment to our mission of "Optimizing Combat Casualty Care." I am optimistic that we will not face another furlough this year.

2014 will be a very exciting year. The Institute will undergo several eval-

45 Years of Service



Col. (Dr.) Michael Weber, presents Claudia Wood with a certificate December 18 in recognition of her 45 years of service to the U.S. Government.

uations to determine where processes can be redesigned to make them more effective and safer. Evaluations will include wide ranging topics from military compensation strategy, distinctive laboratory competency, and workplace safety initiatives. Please take advantage of opportunities to provide your input during focus group sessions.

A particularly exciting event is only 5 months away, the Army will be celebrating its 239th birthday on June 14th. Please plan to join my wife and me at the Fort Sam Houston Army Birthday Ball. It is a great opportunity to represent the Institute to the other units stationed at JBSA and to celebrate our fellowship as an all-volunteer force.

January 20th is a uniquely signifi-

cant occasion for personal reflection, celebration, and action. Twenty years after Dr. Martin Luther King, Jr. proclaimed to the world his dream for equality, Public Law 98-144 was enacted, designating the third Monday in January as a Federal holiday commemorating Dr. King's birthday. The King Holiday honors the life and contributions of America's greatest champion of racial justice and equality, the leader who not only dreamed of a color-blind society, but who also lead a movement that achieved historic reforms to help make it a reality.

Thank you for all that you do.

Hooah!



ARMY MEDICINE

Serving To Heal...Honored To Serve

The Innovator is an authorized publication for members of U.S. Army Institute of Surgical Research, published under the authority of AR 360-1. Contents are not necessarily official views of, or endorsed by, the U.S. Government, Department of Defense or the Army. Editorial content is prepared by the ISR Public Affairs Officer. 210-539-5470 or DSN 429-5470

SGM Says



ISR Sergeant Major
Vincent M. Herrington

gaps occasioned by casualties, encouraged men to stand their ground and to fire rapidly and accurately. The development of a strong NCO Corps helped sustain the Continental Army through severe hardships to final victory. Von Steuben's regulations established the foundation for NCO duties and responsibilities for 1778 to the present.



"The goal of the corps of NCOs, whose duty is the day-to-day business of running the Army so the officer corps has time to command it, is to continue to improve our Army at every turn. We want to leave it better than we found it."

SMA William G. Bainbridge, *Quality, Training and Motivation* ARMY, October 1976, p. 29.

"Protect and Sustain, Lead From the Front"

As we start the New Year, I would like to share the brief history of some great American Soldiers, the Noncommissioned Officer (Backbone of the Army).

Ref: FM 7-22 The Army Noncommissioned Officer Guide.

The history of the United States Army and the noncommissioned officer began in 1775 with the birth of the Continental Army. The American noncommissioned officer did not copy the British. He, like the American Army itself, blended traditions of the French, British and Prussian armies into a uniquely American institution....

The day-to-day business of sergeants and corporals included many roles. Sergeants and Corporals instructed recruits in all matters of military training, including the order of their behavior in regard to neatness and sanitation. They quelled disturbances and punished perpetrators. They forwarded sick lists to the First Sergeant. In battle, NCOs closed the

USAISR Commander and Sgt. Major wish all ISR staff members a Happy and Prosperous New Year!



Company Notes



Company Commander
Capt. LaShawna N. Ray

Welcome Home: Lt. Col. Kimberlie Biever and Lt. Col. Elizabeth Mann-Salinas from their tours to Afghanistan.

Welcome to the ISR family: Maj. Robert Carter and his wife welcomed a daughter born January 2 weighing 6 lbs. and 8 oz.

Congratulations to Sgt. Danny Girela and Spc. Matthew Winans for being selected as the NCO and Soldier of the month, respectively, for December 2013. Their photographs will be on display in the company area.

Thank you to the Special Events Committee and all the volunteers who worked so hard to raise the funds and setup for the Institute's third annual holiday party on December 21. It was truly a delightful event catered by Bill Miller B-B-Que, with arts and crafts for the children and a time to reflect on the year with our co-workers and loved ones while building camaraderie.

Thank you to Dale Prince who served as Santa Claus, and Staff Sgt. Tiffany Baldwin, our elf, who passed out gifts to the children and posed for photos.

Upcoming events: February 12-14 we are hosting the ISR NCO/Soldier of the Year and NCO/Soldier of the Quarter. We are also conducting a range on that day, with the PMI for qualification on February 11.

With the turnover in the organization we are looking to build our Sexual Assault Prevention and Response Program (SHARP). The goals of the program are to:

- Enforce a zero-tolerance climate; free of sexual assault incidents which impact Army personnel, Army civilians, and family members. Also, if an incident should occur, ensure that victims and subjects are treated according to Army policy.
- Create a climate that encourages victims to report incidents of sexual assault without fear.
- Establish sexual assault prevention training and awareness programs to educate Soldiers.
- Ensure sensitive and comprehensive treatment to restore victims' health and well-being. Ensure leaders understand their roles and responsibilities regarding response to sexual assault victims, thoroughly investigate allegations of sexual assault, and take appropriate administrative and disciplinary action.

If you are an Staff Sgt. or higher please contact myself or Sgt. 1st Class Brandon Gibson for more information about becoming a Unit Victim Advo-

cate

An eventful year has passed and with 2014 upon us we should continue to challenge ourselves in overcoming obstacles to reach our goals and missions. I welcome the year in anticipation of what we will achieve as an organization in the year to come.

Thank you all for everything that you do each day to help us be the best organization in the MRMC!



Capt. LaShawna Ray and daughter at the USAISR Holiday Party Dec. 21. See more photos on page 8.



NCO of the Month
Sgt. Danny Girela



Soldier of the Month
Spc. Matthew Winans

DoD Registry System Model for NATO Registry



North Atlantic Treaty Organization (NATO) Trauma Registry members from 10 NATO countries and Joint Trauma System staff members pose in front of the Alamo during a meeting in San Antonio December 10-12.

Story and photo by Steven Galvan
USAISR Public Affairs Officer

Members from 10 North Atlantic Treaty Organization (NATO) countries met in San Antonio December 10-12, to discuss and create a document that outlines who can access, input and extract data from a newly-established NATO Trauma Registry (NTR).

The document is a critical next step to guide users of a new international database to collect trauma-related data.

The NTR database is modeled off of the Department of Defense Theatre Trauma Registry (DoDTR) system created by the U.S. Army Institute of Surgical Research Joint Trauma System (JTS).

“The overall aim of the NTR-project is the improvement of providing medical health care to our troops in

“The overall aim of the NTR-project is the improvement of providing medical health care to our troops in mission [overseas contingency operation deployment].”

**Capt. (Dr.) Andreas Dierich
Deputy Director and Chief of Staff at the Centre of Excellence for Military Medicine in Budapest, Hungary**

mission [overseas contingency operation deployment],” said Capt. (Dr.) Andreas Dierich, Deputy Director and Chief of Staff at the Centre of Excellence for Military Medicine in Budapest, Hungary. “The challenge in NATO now is to establish a common system, where all NATO nations share

their national collected trauma-related data in a systematically and standardized procedure.”

The registry project, which has been in the development phase since 2006, was turned over to the JTS staff three years ago for completion. According to the JTS Deputy Director, Mary Ann Spott, it was not an easy project.

“It became a political football and ultimately circled the bureaucratic drain for several years,” she said. “It languished in ideas as to who would own it, who would house it, and no development or approval of the actual database elements ever came to fruition.”

In 2010, during a meeting in San Antonio on the JTS and DoDTR, leadership agreed to the project over, include all important artifacts, and create a state-of-the-art product. The NTR has been beta-tested and is now ready to be used once user processes are developed.

“While the software is now in place and operational...it is essential to have a NTR framework document in place which describes responsibilities, eligibilities and restrictions to ensure a proper handling and processing of medical-related data in the NTR,” Dierich added.



Gaines Selected for Clinical Laboratory Scientist Commission

Story and photo by Steven Galvan
USAISR Public Affairs Officer

Sgt. Victor Gaines, the non-commissioned officer in charge of the Directed Energy Group of the Ocular Trauma task area at the U.S. Army Institute of Surgical Research (USAISR), has been selected for a commission as a Clinical Laboratory Scientist (71E). His primary duties as a Clinical Laboratory Scientist will be to conduct scientific research of body fluids that can help prevent disease that supports our national defense. Gaines will receive his commission in January when he attends the Basic Officer Leadership Course (BOLC) at the U.S. Army Medical Department Center and School at Joint Base San Antonio-Fort Sam Houston, Texas.

“I am excited about being selected for a commission,” he said. “I believe I was selected because I take care of Soldiers and know my job.”

Gaines has been in the Army for seven years and the Institute for two years and has a Bachelors of Science degree in Kinesiology from the University of Texas at San Antonio as well as a medical technology certification.

“I am very excited to apply my knowledge to my work,” said Gaines. “I love being a non-commissioned officer, and I will miss the direct development of Soldiers.”

Growing up as an Army “brat,” Gaines knew that he would join the Army. “It’s a family tradition,” he said. “My stepdad, both grandfathers and my uncle served in the Army.”

Gaines will receive orders to his first assignment as a commissioned officer when he completes BOLC and will continue working on his current and long-term goals.

“My short-term goal is to finish my master’s degree and my long-term goal is to retire from the Army,” he said.

Gaines gives all the credit of being able to complete this milestone in his Army career is to his family.

“They supported me the first two times that I put on the OML[order of merit list: meets requirements for selection and can be selected if selected applicants cannot fulfill commission obligations].” Gaines said. “And they encouraged me to keep putting in my packet again this year.”

Gaines provides the same advice for anyone seeking to earn direct commission in the Army.

“Don’t give up if you’re not selected,” he said. “And continue to do things to better your packet.”



Sgt. Victor Gaines removes an aluminum membrane between the driver and driven section of the shock tube after a burst. Gaines has been selected for a commission as a Clinical Laboratory Scientist (71E).

EO Input



By Sgt. 1st Class Rosalba Rodriquez
USAISR EO Leader

It is important to be aware of how well our team works together. Training our Soldiers, Civilians and Contractors to work together as a team is a major activity and a part of our evaluation (NCOER/OER). Teamwork is the ability to work through existing and future

problems.

Teamwork is not just important, but is essential in ensuring a quality service to our staff and our customers (Private Investigators) through: good communication, mutual support, and effective decision.

All teams/groups go through 4 stages of development:

Forming - Leaders/managers must be prepared to answer a lot of questions in this stage, such as; team’s purpose, objectives, and timeline. Team members are more dependent on upper management for guidance and direction, with the consequence of ignoring teammates comments or suggestions. Unclear roles and responsibilities plague the forming phase. Finally in this phase, leaders tend to be more of directional, given orders to move the

EO continues on page 16

BRDSS Team Earns AMEDD Wolf Pack Award

By Steven Galvan
USAISR Public Affairs Officer

The U.S. Army Institute of Surgical Research (USAISR) Burn Resuscitation Decision Support System (BRDSS) Team was selected as the winner of the prestigious U.S. Army Medicine Wolf Pack Award for the first quarter of fiscal year 2014.

“The Institute of Surgical Research was recognized for their development of the Burn Navigator, a FDA-approved device that allows burn patients to be more safely managed,” Army Surgeon General and Commanding General of the Army Medicine Command Lt. Gen. Patricia D. Horoho stated in a message congratulating the winning team. “This technology is first-of-its-kind [and] assists clinicians with decision-making when managing fluid resuscitation of the severely burned patient.”

According to USAISR Director of Research David G. Baer, Ph.D., the Burn Navigator, also known as the Burn Resuscitation Decision Support System-Mobile (BRDSS-M), is the only medical device to ever start as a research project within USAMRMC, and then go through advanced development, Food and Drug Administration clearance, and exit the decision gate process into fielding. Baer added the BRDSS-M fully has transitioned to Full Rate Production, which means the device has been manufactured and deployed to the field.

“The Army will buy and field the first nine devices, with additional purchases to follow for outfitting all units and training centers,” added Baer. In addition to military use, several U.S. Burn centers are in the process of acquiring the device to assist in treating their most challeng-

BRDSS continues on page 12

BRDSS Team Members

Jose Salinas, Ph.D. Task Area Program Manager for Comprehensive Intensive Care Research; Maria Serio-Melvin, Clinical Program Coordinator for Computer Decision Support Systems and Co-chair of the Integrated Production Team; Col. (Dr.) Leopoldo Cancio, General and Burn Surgeon; Lt. Col. (Dr.) Kevin Chung, Internist, Medical Director Burn Intensive Care Unit and Clinical Trials Research; Lt. Col. Elizabeth Mann-Salinas, Nurse Scientist; Ada Garcia, Protocol Coordinator; and Craig Fenrich, Senior Biomedical Software Engineer.



Jose Salinas



Maria Serio-Melvin



Col. Leopoldo Cancio



Lt. Col. Elizabeth Mann-Salinas



Lt. Col. Kevin Chung



Ada Garcia



Craig Fenrich

WWP Delivering Gifts



Adriana LaFasse, a physical therapist assistant at the USAISR Burn Center receives a gift from a member of the Wounded Warriors Project who were delivering gifts to Burn Center patients and staff members December 18.

Celebrating the Holiday Season

USAISR staff members and their families celebrated the festive season with a Holiday Party at the Joint Base San Antonio-Fort Sam Houston Roadrunner Community Center December 21. The party was hosted by the Special Events Committee which featured Santa Claus handing out gifts and posing for pictures; arts and crafts; cookie decorating; and a traditional Texas barbeque meal.



Top right: Guests enjoy a barbeque meal from Bill Miller. Bottom right: Master Sgt. Jon Gran, right and his guests. Bottom left: Staff Sgt. Michael Cavallo and his daughter Persephone. Top left: Santa Claus, Dale Prince, and his helper Staff Sgt. Tiffany Baldwin.

See more photos on next page.

Holiday Party

continued from page 8



Top left: Sgt. Brian Brown and his family pose with Santa Claus. Top right: Angel Agilar, Maria Flores and Lina Alvarado pose with Santa Claus. Center right: Araceli "Sally" Perez helps Ani-yah Mason with her decoration project. Left bottom: Guests take their turn posing with Santa Claus.



Safety Notes



By Stephanie L. Truss
Health, Safety and Environmental Specialist

Learn About Fire Escape Plans

In the event of a fire, remember that every second counts, so you and your family must always be prepared. An escape plan helps you get out of your home quickly. In less than 30 seconds, a small flame can get completely out of control and turn into a major fire. It only takes minutes for a house to fill with thick black smoke and become engulfed in flames.

Prepare and practice your fire escape plan twice a year with everyone in your house, including children and people with disabilities. It's also a good idea to practice your plan with overnight guests. Some tips to consider when preparing your escape plan include:

- Draw a map of each level of your home and show all doors and windows. Find two ways to get out of each room. Make sure all doors and windows that lead outside open easily.
- Only purchase collapsible escape ladders evaluated by a recognized testing laboratory. Use the ladder only in a real emergency.
- Teach children how to escape on their own in case you cannot help them.
- Have a plan for everyone in your home who has a disability.
- Practice your fire escape plan at night and during the daytime.

In the Spotlight

Melanie Valenciana

Job title: Biomedical Research Technician for the blood group

How long have you worked at the ISR? 2 years and 6 months

What or who has been an inspiration to you in your work? My family has been my number one inspiration. Other great inspirations to me have been my professors, coaches, co-workers, military personnel, and most importantly the wounded warriors.



What is your favorite part of your work? Being in the lab running experiments. I'm very proud to work here especially knowing the work we do is not only impacting but saving lives of our present and future soldiers and in some cases civilians (tourniquets at Boston Marathon bombing).

Your proudest achievement? Graduating with a B.S. in Biology and B.A. in Chemistry. Also being able to turn my high school dream of playing professional volleyball overseas into reality when given the opportunity in Europe last year.

Short- and long-term goals: My short-term goal is to continue expanding my knowledge and gaining experience in the medical and health field, as well as in coaching volleyball and my long-term goal is to pursue a career practicing medicine.

Hobbies: Anything to do with volleyball (coaching, playing indoor, or playing 2's beach), sports in general, working out, jewelry making and other hand-crafts, spending time with family and friends, traveling, riding my motorcycle, and shopping.

Favorite book: *Wooden: A Lifetime of Observations and Reflections On and Off the Court* by John Wooden

Favorite movie/TV show: *Friday Night Lights* (just because that's my high school)/*The Big Bang Theory*

Favorite quote: "Success is peace of mind which is a direct result of self-satisfaction in knowing you made the effort to become the best of which you are capable." John Wooden

Security Bars Require Special Precautions

Security bars may help to keep your family safe from intruders, but they can also trap you inside in the event of a deadly fire. Windows and doors with security bars must have quick release devices to allow them to be opened immediately in an emergency. Make sure everyone in the family understands and practices how to properly operate and open locked or barred doors and windows.

Immediately Leave the Home

When a fire occurs, get out fast: you may only have seconds to escape safely. Take the safest exit route, but if you must escape through smoke, remember to crawl low, under the smoke and keep your mouth covered. The smoke contains toxic gases, which can disorient or overcome you.

Never Open Doors that are Hot to the Touch

When you come to a closed door,

SAFETY continues on page 12

January Health News

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



2014 is here! January is usually the month for resolutions and “starting fresh.” Setting resolutions or setting a time-limit around our true heart’s desires and goals is not always helpful. A little structure and focus can go a long way. So let’s talk intentions, for your life. Not just for 2014.

Look forward, from a grounded, stable place in the now, and envision the life you want to create. Look at your “Life Space.” Extend your influence in the life space in order to invigorate the Surgeon General’s Performance Triad: activity, nutrition, and sleep.

Here are a few steps to help you on your way. Setting goals helps to channel your often random thoughts, hopes, and energies into a step-by-step, actionable plan.

1. Pull out a pen and paper (keep it simple, old school if you can) and take yourself off to a quiet spot. Get outside in nature, sit in the sun, under a tree or anywhere you feel truly comfortable and relaxed.
2. First, write down as many achievements that you are proud of and experiences/people/situation that you are grateful for from 2013. Connect, positively to 2013! Really!
3. Take a few moments to just absorb what you’ve written. Reflect with the emotions that rise here. Don’t try to “think” your way through the next steps but feel your way and follow your intuition.
4. Now, write down the question

“What’s Next?” Ponder that for a moment and then begin to write. Jot down EVERYTHING that comes to mind that you desire for your future. The big, the little, the crazy... every idea, every dream, everything. Don’t rationalize, don’t justify, judge or even visualize the outcome. Just write.

5. Now you might want to put the task down and come back to the next step in a day or so. Or, if you are feeling inspired keep going.
6. Vague goals produce vague results. Review your list. Draw a circle around the ones that resonate with you the most. The ones you know are achievable or simply what you really, truly want. That doesn’t mean delete the other ideas. But often different things happen at times when we need them the most, or when we are truly ready for them. Just allow yourself to be open to the possibility that anything can happen and be excited by the dreams coming forth.
7. Now you can do a number of things. Perhaps create a vision board that brings to life your intentions, dreams, and goals. Create small goals. Break down specific items into tactical steps. Planning everything in your life is not

always a good move, but sometimes taking the time to just sit, shuffle through and shift out the clutter in your mind can bring you to a space clausal. This will allow you to confidently move forward and also appreciate the past for what it has taught you and the present for all that it is. Make it a routine. Plans are only good if you can incorporate them into your routine. Make sure it’s sensible and that you can do it. With consistency and time you will get results.

Understand that it’s unlikely that you will achieve them all in just one year. While there is definitely a sense of accomplishment that comes from achieving what we put on paper, the bigger point of goal-setting is to move toward our challenges in a positive and progressive way.

The journey toward achievement is often where the greatest growth occurs in our lives, so most important (though very difficult!) to not rush the process.

So like the nursing process: assess, diagnose, plan, implement, and evaluate. Let’s support each other on the journey to a fuller, happier and healthier life. Happy New Year!



ISR Stats/Epi Series

INTRO TO CONTINUOUS DATA

WHAT IS CONTINUOUS DATA?
HOW CAN YOU COMPARE TWO GROUPS?
WHEN IS THE T-TEST USED?

Data

Qualitative

"It was great fun."

Quantitative

Discrete

••• 5

Continuous

3.265

January 28
1500-1600
BHT2 1st Floor Conf. Rm.

Room subject to change. Check announcements for updates.

SAFETY continued from page 10

feel the doorknob and door to make sure that fire is not on the other side. If either is hot, leave the door closed and use your secondary escape route. If the door feels cool, open it slowly. Be ready to shut it quickly if heavy smoke or fire is present.

If you can't get out, close the door and cover vents and cracks around doors to keep the smoke out. Call 9-1-1 or your local emergency number. Say where you are and signal for help at the window with a light-colored cloth or a flashlight.

Designate a Meeting Place Outside and Take Attendance

Designate a meeting location a safe distance in front of your home. For example, meet under a specific tree or at the end of the driveway or front sidewalk to make sure everyone has gotten out safely and no one will be hurt looking for someone who is already safe. Make sure everyone in your home knows how to call 9-1-1 or your local emergency number and that your house number can be seen day or night from the street.

Once Out, Stay Out

Remember to escape first and then notify the fire department using the 9-1-1 system or proper local emergency number in your area. Never go back into a burning building for any reason. Teach children not to hide from firefighters. If someone is missing, or pets are trapped inside your home, tell the firefighters right away. They are equipped to perform rescues safely.

How Fire-Safe Is Your Home?

You won't know until you do a fire safety walkthrough. Conduct a fire safety walkthrough of your home on a regular basis. Use the following tips to help you in your walkthrough:

- Keep clothes, blankets, curtains, towels, and other items that can easily catch on fire at least three feet from space heaters and away from stove burners.

- Place space heaters where they will not tip over easily.
- Have chimneys cleaned and inspected every year by a professional.
- Always use a metal mesh screen with fireplaces and leave glass doors open while burning a fire.
- Never leave cooking unattended.
- Be sure your stove and small appliances are off before going to bed.
- Check for worn wires and do not run cords under rugs or furniture.
- Never overload electrical sockets.

- Keep lighters and matches out of the reach of children.
- Never leave cigarettes unattended and never smoke in bed.
- Make sure cigarettes and ashes are out. The cigarette needs to be completely stubbed out in the ashtray or run under water

Remember that the Federal Emergency Management Activity recommends having two ways out. Practice at least two times a year. Fire drills are not just for the workplace, but for your home as well.

BRDSS continued from page 7

ing patients.

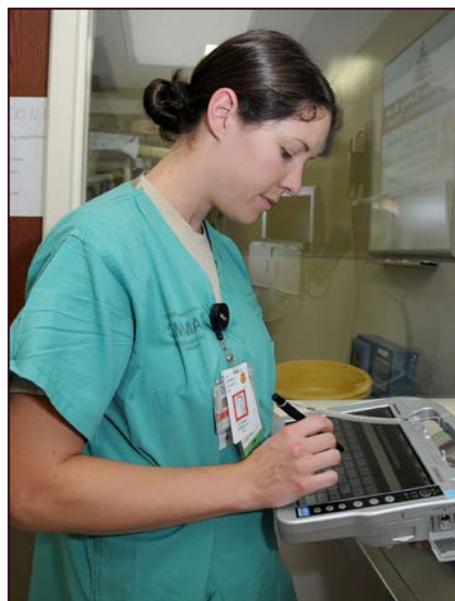
"We are extremely proud of the efforts of this extraordinary team," added Col. (Dr.) Michael A. Weber, commander USAISR. "This team truly supports our mission of optimizing combat casualty care through their dedication to a device that will help save lives of those wounded on and off the battlefield."

The original BRDSS technology

was developed for use at the USAISR Burn Center Intensive Care Unit about seven years ago. USAISR Research Task Area Program Manager for Comprehensive Intensive Care Research Jose Salinas, Ph.D, helped develop the BRDSS algorithm that generates recommendations of fluid intake for burn patients. It was designed to assist in avoiding problems related to over- or under-resuscitating by medical care providers who do not routinely care for burn patients. The Burn Navigator offers the tool in a mobile tablet that meets military specifications.

"This much needed medical capability represents a huge advancement in medical science that will benefit the Army Medical Department and the Nation well into the future," stated Horoho. "Congratulations to Team ISR for its vision and outstanding achievement!"

The Wolf Pack Award is a quarterly award presented by the Army Surgeon General/Commanding General, U.S. Army Medical Command (AMEDD), and acknowledges the team work of Department of Defense civilian and military health care teams to significantly advance Army Medicine.



Capt. Danielle Schaaf, a staff nurse at the USAISR Burn Center Intensive Care Unit, was one of the first staff members to use the Burn Navigator.



U.S. ARMY

ARMY STRONG.®



OPTIMIZING COMBAT CASUALTY CARE

SHOULDER TO SHOULDER
I SAVE LIVES



MSBRIDGETTE
ADAMS

34-YEAR ARMY CIVILIAN
OPTIMIZES COMBAT CASUALTY CARE
AS HUMAN RESOURCES SPECIALIST



SSGJOEL
McVAY

9-YEAR ARMY VETERAN
OPTIMIZES COMBAT CASUALTY CARE
AS OPERATIONS NCO



MSKRISTINA
GALLEGOS-DUDMAN

5-YEAR ARMY CONTRACTOR
OPTIMIZES COMBAT CASUALTY CARE
AS ASSISTANT FACILITY MANAGER

Around the ISR



Top left: Members of the ISR Special Events Committee hold a fundraiser December 13. Top right: Dr. Alan Young provides a tour of the Burn Center for Dr.s Jaques Reifman and Andrew Reisner December 4. Center right: Col. (Dr.) Anthony Johson administers the Oath of Reenlistment to Spc. Thomas Floyd December 6. Bottom right: Sgt. Jorge Cabriales, left, and Spc. Joshua Lewis are presented the Texas state flags during a going-away ceremony December 17. Bottom left: Beverley Ash cuts her birthday cake December 6. Right center: Carmen Hinojosa-Laborde, Ph.D., briefs U.K. Maj. Gen. Jeremy Rowan, Assistant Chief of Defence Staff (Health) December 3.

Promotions



Top left: Staff Sgt. Leonardo Aviles and his mother, Dilma at his promotion ceremony December 6. Top right: Sgt. Jamar Daniels has his cover with his new rank placed on him by his daughter during his promotion ceremony December 4. Center right: Sgt. Jeremy Walden gets his new rank pinned on by Sgt. David Shelley during his promotion ceremony December 4. Bottom right: Sgt. Jaffster Daus, left, and Staff Sgt. Khanesha Murrell pose for a photo during his promotion ceremony December 2. Photo by Tracy Daus. Bottom left: Sgt. Yong Hwi Lee, left, is presented his promotion letter by Sgt. 1st Class Erika Buckmaster during his promotion ceremony December 4.

Back When...



Can you guess who this ISR staff member is? This photo was taken in 1996 when she was a Pvt. after completing Basic Training at Fort Leonard Wood, Mo.

Last Month's Answer:



Glen E. Gueller
Info. Mngt. Div.

Submit your "Back When" photo to the PAO for publication in the upcoming issues of *The Innovator*.

EO continued from page 6

team to the next phase.

Storming - Here the team struggles to make decisions as a group and individuals compete for positions as they attempt to establish themselves to other team members and the leader. Also, leaders in this stage move into a coaching style rather than a directive style.

Norming - In this phase the team starts to come together and work toward a common ground and a sense of "togetherness" starts to materialize. This stage also develops processes that establishes ground rules to help clarify who does what, and when and how things will be done. The leaders in this phase help facilitate and enable member to become more interactive and participate more in the decision making process.

Performing - In the final stage, the team's strategic awareness is heightened by the sense that they have a clear view of why and what they are doing. The team has a shared vision, and is able to stand on its own feet with little or no interference/participation from the leader. Here the leaders tend to delegate and oversees the processes with very little input, but are available for any questions that arise.

As leaders we must learn how to move through various leadership styles over time. Generally, this is accomplished by first being more direct (forming phase), eventually serving as a coach (storming phase), and later, once the group is able to assume more power and responsibility for itself, leaders shift their styles to a more delegator style (norming and performing phases).



Angel Tree Delivers

Stephanie Truss and Maria Dominguez sort through the 105 gifts collected as part of the ISR Angel Tree and deliver them to staff members throughout BHT1 and BHT2 December 18.

