

#INNOVATOR

Optimizing Combat Casualty Care

March 2017



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Spc. Sergio Rubio, a dental specialist at the USAISR Dental and Craniofacial Trauma Research and Tissue Regeneration Directorate, earned the title of Soldier of the Year.

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CDR's Corner



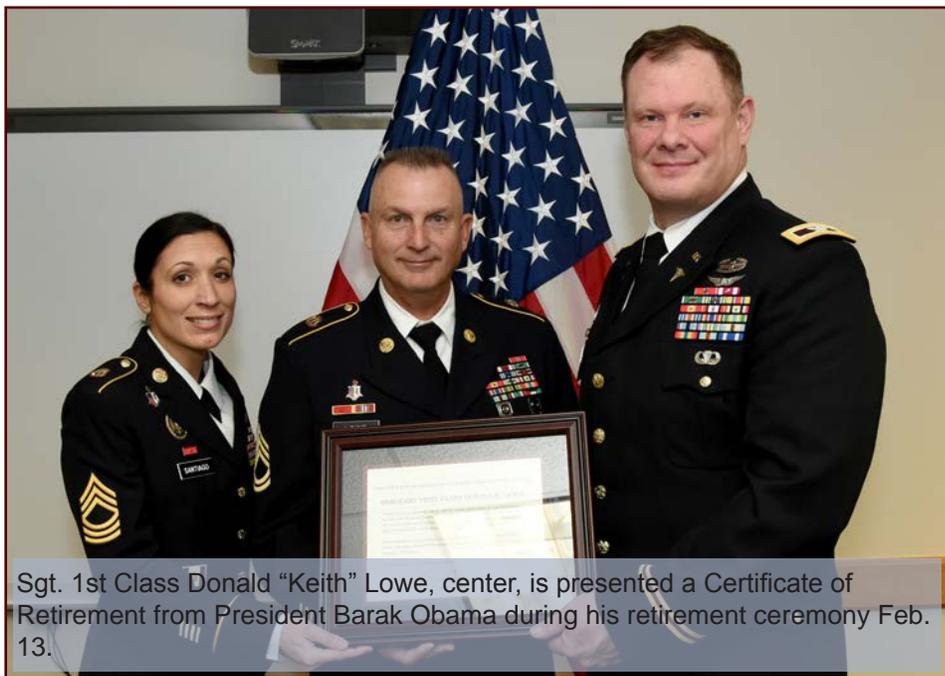
Col. (Dr.) Shawn C. Nessen
Commander, USAISR

"Optimizing Combat Casualty Care"

Team ISR,

A couple of weeks ago I sent out an e-mail to all ISR employees explaining how I have spent time looking at the workload by our personnel at the Burn Center. It is something that has been a concern of mine since I took command in July. What's concerning is that for some time we have been inadequately staffed for both the volume and acuity of patients that we care for at the Burn Center. I have discussed my concerns previously with MG Holcomb who shared my concerns. After the recent town hall sessions in February with the Burn Center personnel, I was convinced the staff was experiencing chronic fatigue. I felt this fatigue was a patient safety issue as many if not most mistakes made in a hospital are related to fatigue. With that in mind, I have directed the Burn Center Director to decrease patient capacity from 40 to 25 beds. All of the proper authorities were notified of my action because we simply cannot continue the current tempo of operation at current capacity.

There is no question our Burn Center staff delivers world-class care to the most severely injured and ill patients



Sgt. 1st Class Donald "Keith" Lowe, center, is presented a Certificate of Retirement from President Barak Obama during his retirement ceremony Feb. 13.

in the Department of Defense. There is no question of their competency, loyalty and dedication to their patients. Undoubtedly, patient care comes first. They have consistently displayed this understanding to me since I have taken command. The Burn Center staff endlessly meet their patients' needs with great resilience while taking great pride knowing that they run the only DoD Level 1 Burn Center. Unquestionably, our patients have the best care in the world. But this arduous pace can no longer be sustained at the current manning level.

The intent of the command and leadership of the ISR, BAMC, MRMC and the MEDCOM is to return our bed capacity to 40 as quickly as possible. A short term solution to do so will involve 10 active duty nurses being assigned to the burn center for 12 months as well as contracting for an additional 8 nurses. I believe this solution will allow us to meet the workload demands of the burn center most of the time. However, the long term solution will include meticulous tracking of our workload through DMRSI and WINSNI in-order to document our personnel requirements. Doing so will allow us to maintain the appropriate number of personnel in permanent

positions.

I have heard concerns by some that we plan on eliminating positions in the Burn Center, or we plan to replace civilians with military personnel. We intend to do neither of those things. My decision to reduce bed capacity was made because I felt we had too few

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THE INNOVATOR

Col. (Dr.) Shawn Nessen
Commander

Master Sgt.(P) Natasha Santiago
Acting Sergeant Major

Steven Galvan, D.B.A.
Public Affairs Officer

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Deadline for submission is five days before the first of the month. We reserve the right to edit submissions selected for publication.

SGM Says



Master Sgt. (P) Natasha Santiago
Acting Sergeant Major

One Team.
One Purpose!
Conserving the Fighting
Strength!

Greetings ISR Team,

February was a terrific month! The organization held its Non Commissioned Officer and Soldier of the Year competition from February 14-16. Five competitors began the competition on day one, and within this edition of *The Innovator*, you will see in depth the multitude of challenges that they endured. Due to milestones that had to be met along the way, the competition concluded with three competitors after 72 hours of competition that led to our new USAISR Soldier of the Year, Spc. Sergio Rubio.

I was able to watch our Soldiers during some of the events and their tenacity for competition and level of Soldier skill was truly fantastic. From Drown Proofing in the pool here at Joint Base San Antonio-Fort Sam Houston to the Obstacle Course on Camp Bullis, their attitudes never faltered. They remained motivated during Day and Night Land Navigation, and kept positive even many miles into a 12 mile Road March. I talked about inspiration in last month's edition, and these Soldiers truly set a high mark on the wall for that. They kept their spirits high, and without fail, the attitudes of the Cadre were the same. True grit was exhibited

during this competition and I could not be more proud of the Soldiers that competed and for the Cadre that made it happen.

The USAISR has the distinct privilege of hosting the MRMC Best Warrior Competition here at JB-SA-Fort Sam Houston from March 26-30. We are very excited for this opportunity. During this time, all of the MRMC subordinate units will send their winners to compete, and the NCO and Soldier Best Warriors will be announced on the 30th at the awards ceremony which will be hosted here

within our facility. There is nothing more exciting than watching those around you challenge themselves and push past barriers they thought they never could. Competitions do that for us sometimes. They force us outside of our comfort zones and allow us to see the things inside of us that many times, others have already seen.

Congratulations Spc. Rubio and to all of the competitors who competed! Thank you again to all of the Cadre and support personnel who made our competition a great success!



Sgt. 1st Class Eric Albrecht explains the "Drown Proofing" task to the SOY competitors during the first day of the NCO/Soldier of the Year competition.



Sgt. 1st Class Daniel Peters, left, briefs Spc. Sergio Rubio on the requirements of the Army Warrior Task lane during the second day of competition for Soldier of the Year.

Company Notes



Company Commander
Capt. Cleveland S. Bryant Jr.

The ISR conducted a Civilian/Military Awards ceremony on Feb. 3 with the awards ranging from Certificates of Achievement, Army Achievement Medals and Army Commendation Medals. The ceremony identified and recognized the great work conducted within this organization. This month was dominated by Civilian awardees: Huey-Ching Wang, William Baker and Maria Serio-Melvin.

Presently we have the following Soldiers conducting the Basic Leadership Course at Ft. Hood: Spc. Deveney Gillespie.

Congratulations to the following personnel for promotion to Specialist: Spc. Peggy Johnson, Spc. Rayon Thomas, Spc. Alexander Troia, and Spc. LeKrystal Harris.

Congratulations on the reenlistments of Staff Sgt. William Vidal, Sgt. James Gorley, Sgt. Chase Moore, Sgt. Jimmy Pittman, and Spc. Peter Johnson.

Upcoming events: St Patrick's Day—March 17; MRMC Best Warrior Competition— March 26-30.

We as the company command team encourage you all to continue that great and innovative work you are partaking within this organization.

Spring is around the corner. Enjoy this time with family and friends and partake cultural events anticipated this season through Joint Base San

Antonio and the community. Be sure to maintain good health and sound well-being throughout this year. Be sure to cherish the time with family and friends. Be a light of peace, hope and love to all.

Thank you all for everything you all

do every day. Continually, it is truly an honor serving as your Company Commander and First Sergeant! God Bless you all.

One Team.

One Purpose.

Conserving the Fighting Strength.



Staff Sgt. William Vidal is presented an Honorable Discharge certificate and a Certificate of Reenlistment Feb. 15 during his reenlistment ceremony by the reenlisting officer, Maj. Amy Field.



Capt. Cleveland Bryant administers the Oath of Reenlistment to Sgt. James Gorley, Sgt. Jimmy Pittman, Spc. Peter Johnson and Sgt. Chase Moore during a quadruple reenlistment ceremony Feb. 1.

2016 NCO/Soldier of the Year Competition Photos



Spc. Jorhan Ocasio



Sgt. 1st Class Eric Albrecht



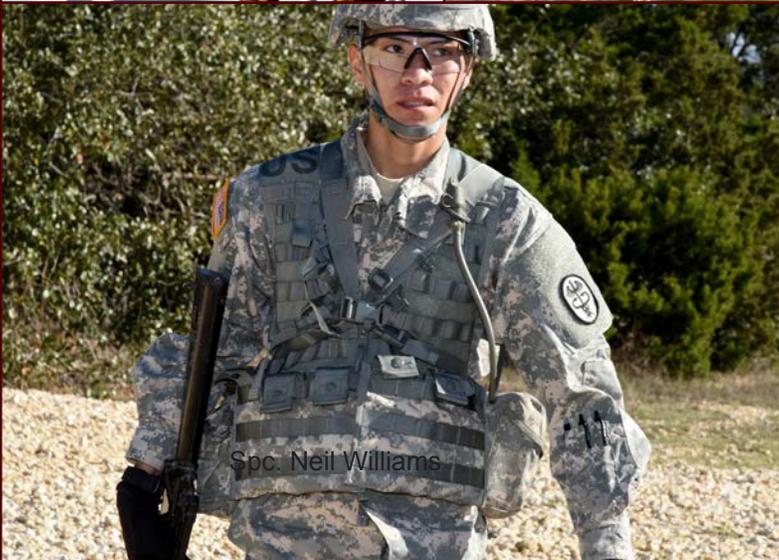
Sgt. 1st Class Melissa Arizmendi



Spc. Raymond Calzada



Spc. Raymond Calzada



Spc. Neil Williams



Spc. Neil Williams

Rubio Earns Title of USAISR Soldier of the Year



Spc. Sergio Rubio treads water during the “Water Proofing” event Feb. 14 of the NCO/Soldier of the Year competition.

Story and photos by Dr. Steven Galvan
USAISR Public Affairs Officer

The U.S. Army Institute of Surgical Research named the top Soldier for 2016. Spc. Sergio Rubio, a dental specialist at the USAISR Dental and Craniofacial Trauma Research and Tissue Regeneration Directorate, earned the title of Soldier of the Year after a grueling week-long competition alongside the Institute’s best Soldiers. The competition was designed to test the competitor’s soldiering skills, both physically and mentally.

“I am humbled to be able to represent the best research institute in the Army,” said Rubio. “It was definitely one of the toughest competitions that I’ve ever done, but one of the most rewarding. It was great training and the comradery we had out there really made it worthwhile.”

Army dental specialists are trained

to assist dentists in the examinations and treatment of patients, along with helping to manage dental offices. Rubio

is among a handful of dental specialists assigned to Army research units instead of a dental office. Something that took him time to adjust to.

“Being a dental assistant by trade, the transition from a dental clinic to a research institute was difficult,” he said. “The change is great now. I especially like the science, working in the lab, and learning something new every day.”

Rubio’s non-commissioned officer in charge, Sgt. Zeyar Htut said that Rubio is an integral part of the directorate’s bone regeneration research group.

“He has worked closely with two field grade officers, a post-doctoral candidate, and our senior lab technician in multiple medical research protocols,” he said.

Rubio believes that the hard work to prepare for the competition and countless hours of studying were all factors in his selection for this honor. He believes that this shows that he’s a determined individual who loves to

SOY Continues on Page 7



Spc. Sergio Rubio on the Obstacle Course at Camp Bullis during the USAISR NCO/Soldier of the Year competition.

SOY Continued from Page 6

compete.

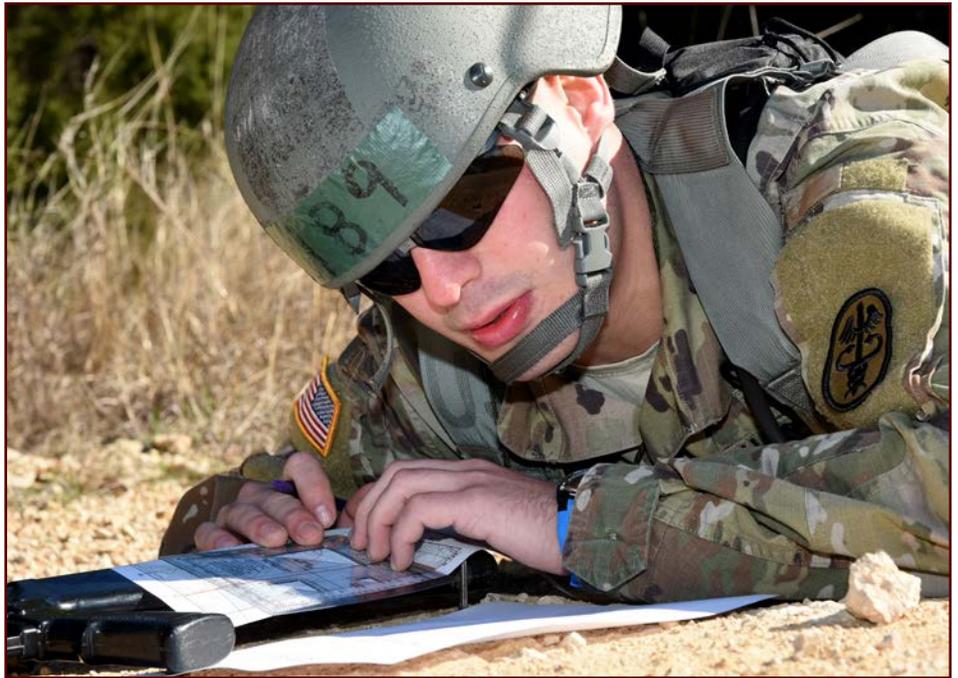
“It’s all about going out and competing to the best of my ability,” he said. “And that’s the advice that I would give anyone who wants to compete at this level. Just go out and give it a shot. You could really surprise yourself. Plus, the competition is fun and very rewarding.”

Htut agrees that Rubio is a determined individual. According to Htut, Rubio was the only USAISR junior enlisted Soldier to earn the Army Air Assault Badge, is working toward earning the rank of Sergeant, and is eventually aiming to reclass as a Civil Affairs Specialist. He also loves to sing.

“Yes, I love to sing, but I have the worst voice in the world,” Rubio said.

Rubio will now compete at the next level for the title of U.S. Army Medical Research and Materiel Command Best Warrior. The competition will be held at Fort Sam Houston, Texas, March 26-30.

“I believe that he’s going to do great at that level,” said Htut. “He has been preparing for this, he’s physically fit, very competitive and we’re doing everything we can to prepare him. He will be MRMC’s Best Warrior.”



Top: Spc. Sergio Rubio plots a route on a map during the Day Land Navigation event of the NCO/Soldier of the Year competition.

Bottom: Spc. Sergio Rubio prepares to place a Combat Application Tourniquet on a battlefield casualty during the Tactical Combat Casualty Care/Army Warrior Task lane during the second day of the NCO/Soldier of the Year competition.

Left: Spc. Sergio Rubio assembles the M16 during the Tactical Combat Casualty Care/Army Warrior Task lane during the second day of the NCO/Soldier of the Year competition.

Safety Notes

By Stephanie L. Truss
Health, Safety and Environmental Specialist



Safety tips on chemicals apply for some at work and home. Although various safety measures apply but here you will find tips for both. While at work chemical hygiene plans are written documents that outline the hazards present in a laboratory and explain the processes, protocols, tools, and equipment that are available to help workers guard against those hazards. Like many safety plans, chemical hygiene plans are living documents that need to be reviewed and updated often. Although plans are often specific to each laboratory, its chemicals, and its processes, OSHA does specify certain elements that must be contained within the plan. The following tips can help minimize chemical exposure in laboratories, round out a chemical hygiene plan, and promote worker safety.

Use General Standard Operating Procedures

Each chemical has a unique set of hazards and needs to be handled properly to ensure worker safety. The chemicals that a worker interacts with should be noted within area SOPs. It should mention the chemical used by amount, the hazards they pose, and reference the SDS, PPE needed and if there are special storage and or disposal practices. Leaders, managers, supervisors along with the employee should make sure that they read not only the SOP but each SDS for the chemicals they are working with to ensure that the correct PPE, administrative and engineering controls are in place.

Safety Equipment

Signs and container labels reinforce safety and serve as a constant reminder of specific handling, use, and disposal procedures. It is equally important to

In the Spotlight

Staff Sgt. David Shelley

Job title: Burn Center Progressive Care Unit NCOIC

How long have you worked at the ISR? Almost 4 years

What or who has been an inspiration to you in your work? First and foremost my family, my wife and three daughters provide me with a tremendous amount of inspiration, motivation and strength in all that I do.

What is your favorite part of your work? Our patient population is very diverse and their situations are sometimes traumatic leading up to their hospital stay. Being able to provide them so they may move forward and live their lives has been extremely gratifying.

What is your proudest achievement? Being a part of the Burn Flight Team has been an honor. Also, I was recently accepted into the Interservice Physician Assistant Program (IPAP).

Short- and long-term goals: My short-term goal is to transition from the ISR back to school. My long-term goal is to graduate from the IPAP, which is set to begin in April of 2017.

Hobbies: Playing guitar, wood working, and Brazilian Jiu Jitsu.

Favorite book: *One Fish, Two Fish, Red Fish, Blue Fish* by Doctor Seuss

Favorite movie/TV show: *Grosse Pointe Blank*

Favorite quote: "Practice doesn't make perfect. Only perfect practice makes perfect." Vince Lombardi



properly maintain eyewash stations, drench showers, fire extinguishers, and first aid kits so that workers who are exposed to chemicals can quickly access these tools in an emergency to lessen the effects of their exposure.



Training

Having a chemical hygiene plan and making sure that workers understand the plan and how it helps them to avoid exposure to hazardous chemicals are essential requirements of OSHA's laboratory standard.

Training is required for all workers prior to their assignment in a laboratory, but education should not stop there. An annual presentation, online training and or SOP review may not be enough to reinforce safety; training should be a regular activity that addresses the many different aspects of avoiding exposure.

Workers should know:

- the location of the chemical hygiene plan located on the USAISR Intranet under Safety
- the location of SDS and other

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Health News



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

International travel can be an exciting opportunity, one of which shouldn't be interrupted by illness. Globalization facilitates the spread of disease and increases the number of travelers who will be exposed to a different health environment, provides travelers with protection from contracting diseases before they depart on their overseas journey. According to Centers for Disease Control and Prevention, International travel and immigration increase each year, with more than one billion humans crossing international borders in 2013 alone. Many cross to embrace economic opportunities or to escape war or disaster. Many also travel to visit family or friends, or for business, education or leisure purposes. Exotic, remote and dangerous locations—often lacking public health infrastructure—are increasingly common destinations for travelers as well as sources of immigrants to the developed world. This “smaller world” effect brings with it much good in terms of societal connectedness and economic stimulation, but also individual risk to the traveler and the opportunity for spread of disease upon return. Trauma and accidents are the leading cause of death and injury in travelers. While noncommunicable diseases and climate-related disorders can be

important, tropical, infectious, and parasitic diseases pose an increasing problem for travelers from the United States and Europe to other continents and geographical regions.

The field of travel medicine has evolved as a distinct discipline over the last two decades, it encompasses a wide variety of disciplines including epidemiology, infectious disease, public health, tropical medicine, high altitude physiology, travel related obstetrics, psychiatry, occupational medicine, military and migration medicine, and environmental health. Travel medicine can primarily be divided into four main topics: prevention (vaccination and travel advice); assistance (dealing with repatriation and medical treatment of travelers); wilderness medicine (e.g. high-altitude medicine, cruise ship medicine, expedition medicine, etc.); and access to health care, provided by travel insurance. Special itineraries and activities include cruise ship travel, diving, mass gatherings (e.g. the Hajj), and wilderness/remote regions travel.

The most common cause of ill health in travelers is from diarrhea, as the adage goes, “travel broadens the mind and loosens the bowels.” The role of noroviruses in travelers' diarrhea in terms of epidemiology, current diagnostics, treatment and vaccine development efforts. Pertussis incidence is rising in almost every country where acellular pertussis (aP) vaccines have

been introduced, and is occurring across all age groups from infancy to adulthood. The key question is why.

In addition to the education of the health care provider, pretravel preparation of the traveler and prescribing preventive measures before travel are of paramount importance. Ideally all travelers should allow two to four weeks to receive a complete review and all required inoculations. Prior to the first visit travelers should check the dates of past immunizations, including tetanus, hepatitis A and polio vaccines. The traveler is responsible to ask for information, to understand the risks involved, and to take the necessary precautions for the journey. In addition, consideration should be given to any underlying medical or comorbid condition of each traveler—as medications and emergency planning should be established prior to leaving.

Find out about health precautions. The CDC and the World Health Organization provide recommendations for vaccinations and other travel health precautions for your trip abroad. Some countries do not allow certain medications, commonly prescription pain medications, into the country without a physician letter and without medication being in the original pharmacy bottle. Get a letter from your doctor for medications you are bringing. Some countries have strict laws, even against over-the-counter medications, so read about your destination before you go.

Most large employers and organizations manage the needs of their workers who travel internationally with in-house human resource professionals or contracted travel services. What employers need to know. Motor vehicle crashes are the leading cause of death for healthy U.S. citizens living and traveling abroad, and they are also a leading risk for international business travelers. The WHO reports that vehicles sold in 80 percent of all

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Around the ISR

Top right: Capt. Katie Odom, left, presents LaRonda Davis with a Certificate of Appreciation Feb. 1 for her service as a certified occupational therapy assistant from Jan. 2016 to Jan. 2017.



Bottom center: Members of the USAISR Burn Center Burn Flight Team assemble for a group photo on the Brooke Army Medical Center helipad Feb. 13.



Bottom right: USAISR Senior Scientist, Victor "Vic" Convertino, Ph.D., explains the functions and capabilities of the Compensatory Reserve Index Feb. 1 to Brig. Gen. Michael Hoskin, Acting Deputy Assistant Secretary for Procurement.

Bottom left: Col. (Dr.) Booker King, left, welcomes military officers from Kazakhstan and Kyrgyzstan to the Burn Center for a tour Feb. 16.



Premdas Selected ISR Civilian of the Year



Audrey L. Premdas, 2016 USAISR Civilian of the Year

Story and photo by Dr. Steven Galvan
USAISR Public Affairs Officer

For the second year in a row, the Civilian of the Year at the U.S. Army Institute of Surgical Research was selected from the Resource Management Budget Office. Audrey L. Premdas, the Lead Budget Analyst, was recognized January 20 when she was presented the Civilian of the Year certificate by the USAISR Commander, Col. (Dr.) Shawn Nessen and Acting Sgt. Maj., Master Sgt.(P) Natasha Tsantles during a Soldier/Civilian awards ceremony.

“I feel very honored knowing that my hard work is noticed and appreciated,” she said.

“We are extremely proud to have the last two Civilian of the Year selectees come from the Resource Management Budget Office,” said Julia Arthur, budget officer. “Although her work is

behind the scenes and not published in a journal, it’s vital to all aspects of research through the purchasing, contracting and budgeting processes.”

Premdas has been working at the USAISR for about nine-and-a-half years and said she believes she was selected for this honor because she is a team player and helps any and everybody to the best of her ability. “As well

“The best thing that I like about my job is knowing that the work I do plays a part in helping create ways to save our Wounded Warrior’s lives. The biggest challenge that I face at work every day is being able to tear myself away from my work.”

Audrey L. Premdas
USAISR Civilian of the Year



as my attention to detail and my ‘I’m not leaving until the job is done’ mindset,” added Premdas.

“She is the consummate team player with a rock steady positive attitude and dedication to furthering our combat causality care mission” said Arthur.

As the Lead Budget Analyst, Premdas takes care of the majority of the Institute’s contract payments as the Group Administrator of the Wide Area Workflow program and ensures payments are made in a timely manner. She is also the Resource Manager of the Government Purchase Card program and takes care of day-to-day issues between contracting and the General Fund Enterprise Business System to ensure information between the contract and the GFEB system are lined-up to keep things running smoothly with the vendors receiving payments.

“The best thing that I like about my job is knowing that the work I do plays a part in helping create ways to save our Wounded Warrior’s lives,” said Premdas. “The biggest challenge that I face at work every day is being able to tear myself away from my work.”

Premdas said that her short- and long-term goals are to earn her financial management certification as well as becoming a Certified Defense Financial Manager. Her advice to anyone who would like to follow in her footsteps in earning the honors of Civilian of the Year are, “To always put your all into the work you do every single day.”

When asked what motivates her, she simply said, “My family, friends and co-workers motivate me every day.”

SAFETY Continued from Page 8

- educational literature
- how personal protective equipment is selected, its location, how to use each piece properly, and how to determine when it needs to be replaced
- the hazards presented by each chemical and procedure in the laboratory
- how to handle chemicals properly to avoid exposure
- how to label containers correctly
- proper laboratory hygiene and conduct, such as never eating, drinking, or chewing gum in a laboratory; confining loose hair and clothing; and avoiding horseplay and practical jokes
- how to use the “buddy system” to avoid working alone
- how to evaluate the procedure or process they’ll be performing so that they take only the amount of chemicals necessary for the job they’re doing
- how to handle waste materials

Although each laboratory comes with its own set of unique challenges, addressing known hazards and planning for anticipated ones will help to minimize chemical exposure and ensure a safer workplace for everyone. If you have any questions related to the workplace practices involving chemicals contact the USAISR Occupational Health, Environmental and Biosafety Manager.

As seasons change, the American Society of Safety Engineers points out that it is important to address the possible hazards associated with the chemicals found in everyday products in the home—just as one does in the workplace.

Guidelines to Increase Chemical Safety at Home

Here are a few guidelines ASSE suggests to increase safety at home:

- Read the warning label. Much time has gone into developing it for good reason. Be sure to understand and follow what it says on how to use the product safely, how



to protect yourself when using it and how to properly store it. The manufacturer’s contact information always is on the label if more information is needed.

- More is not better, just more dangerous. Use all chemicals sparingly in the home.
- Don’t take the hazardous chemical out of the original container and place it in something else, such as an old plastic milk jug or an empty liter soda bottle. Not only are these containers not likely to be capable of safely storing the substance, but it also may be hard to remember later what was put in there in the first place. And remember, a young child may not know the difference between a yellow-colored cleaning product in an old Mountain Dew plastic container and the real thing.
- After using, immediately wash hands - or any other part of the body that may have come into direct contact with the substance - with warm soapy water.
- Follow safety recommendations when using hazardous substances.



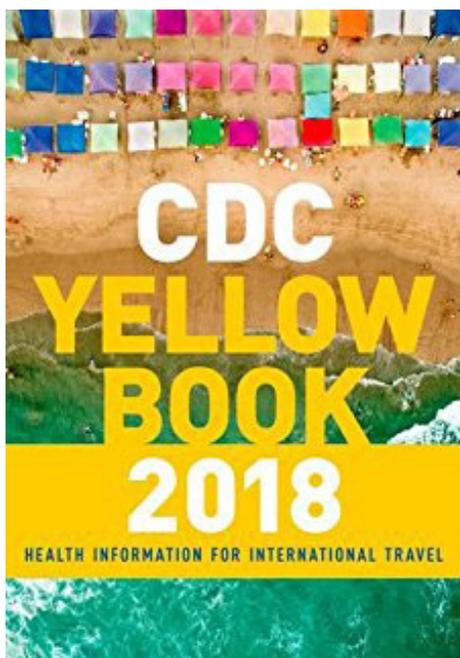
- Properly ventilate the area by turning on the fan and opening the windows. If recommended, wear gloves, long sleeves and masks.
- Don’t leave chemical products unattended. If you must leave the room in the middle of a task, either put the product away or take it with you.
- Keep all hazardous chemicals out of the reach of young children or locked up. Properly mark and store under lock and key all household and pool chemicals, paints and poisons. Keep these on a high shelf, out of children’s reach.
- Dispose of household and chemical products that are leaking, expired or look bad.
- Know how to properly dispose of chemical products. If you don’t know how to dispose of the products, contact your local waste management authority.
- Post the poison control center number near every phone - in the United States it is (800) 222-1222.
- Never store hazardous chemicals near food or food products. Keep hazardous chemicals away from items used to prepare and cook foods in, such as pans and silverware. Never contaminate pots, pans and cooking utensils with a hazardous substance.
- Keeping a container of baking soda near the stove to put out grease-based fires does help, but it is advisable to purchase a small fire extinguisher for the kitchen. Many stores now carry a “K” type extinguisher designed for the kitchen. Be aware that unless a fire extinguisher company checks it, the useful life of the extinguisher is about 2 years. Prepare to replace it every other year or, even better, when changing the batteries in smoke detectors.
- It is dangerous to combine two common household cleaners - chlorine bleach and ammonia. It forms a highly toxic gas, which has caused serious respiratory injury and even some deaths.

Keep safety on the forefront at work and home.

You Snooze **You Lose** Don't Drive Drowsy

HEALTH Continued from Page 9

countries worldwide fail to meet basic safety standards. Public buses and taxis are not necessarily built and maintained to the same safety standards as similar vehicles in the U.S., and drivers may not have the skills and training to operate them safely. Don't expect workers to drive after a flight that has crossed several time zones, especially upon arrival in a foreign country. Driving while drowsy and jet-lagged, particularly in an unfamiliar place, poses substantial safety risks. Arrange for trusted local transportation to the final destination, or allow employees a stopover to rest before they are expected to drive. Employers can also remind international business travelers that being a pedestrian also requires attentiveness. Staying alert while crossing streets, especially in countries where



motorists drive on the left side of the road, will help travelers successfully adapt to an unfamiliar road safety culture. Visit the online CDC Yellow Book for more traveling advice.

Whatever part of the world you are doing business in, assessing each business location individually and tailoring policies to address local risks is key to protecting travelers and local employees alike.

ISR business related travel trip make an appointment with Occupational Health Office.

A referral to the BAMC Army Medical Center Travel Clinic can be made if needed. The BAMC Army Medical Center Travel Clinic offers travel-related advice to help ensure traveler's get the most out of their trip. Services are provided to dependent beneficiaries, retired service members, dependents accompanying active duty service members on PCS orders, and active duty soldiers traveling on leave. Active duty soldiers on orders for PCS or TDY must process through the Soldier Readiness Center. DA employees must process through Occupational Health and Contractors should check with their contracting agency to determine eligibility.

**** Appointments should be 4-6 weeks prior to departure to allow for appropriate immunizations to be provided. Appointments currently available Monday afternoons only.**

Please Note: Due to worldwide shortage, Yellow Fever vaccine can only be provided on certain days. If you are traveling to any country where this vaccine may be needed (primarily

South America and Africa), please book your appointment at least 4 weeks prior to travel to ensure you are able to receive the vaccine prior to travel. As some countries may not allow you to enter the country without proof of vaccination, it is vital you contact the Travel Clinic early to schedule your appointment.

CDR Continued from Page 2

staff members. The last thing I want to do is lose more staff. I also understand we have two employees in a temporary status affected by the hiring freeze. We have done all we can to get them back to work. Unfortunately, the most recent submissions for exception to policy have not yet been approved. In the future, we will endeavor to convert temp positions in as timely a fashion as possible.

You have my word that the AMEDD leadership team is fully engaged and looking to solve our problems. We have made significant progress in the last two weeks in securing the capability to track our productivity independent from BAMC. BG Johnson and the BAMC team are making significant sacrifices to ensure we have the staff we need to get back to 40-beds as soon as possible. I sincerely believe that our staff is our greatest asset, at the Burn Center and throughout the ISR, but an overworked staff cannot continue to provide the elite care that all of our patients deserve. I also do not believe continuously asking our staff to do more and more work with less and less resources is a sustainable model.

I ask the Burn Center staff to continue working as usual. Things are going to change and they are going to change for the best. This was a tough decision for me, but I feel it was the morally and ethically right decision. We will remain the best Burn Center in the world, and we will continue to lead the world in burn research.

Thank you all for what you do every day. It is a true honor to be your commander.

Back When...



Can you guess who this ISR staff member is? This photo was taken in 1998 with her Drill Sgt. when she was a Pvt. and graduated from Basic Combat Training at Fort Leonard Wood, Missouri.

Last Month's Answer:



Laura Scott
Epidemiologist

Submit your photo for publication in upcoming issues.

February Awards Ceremony

Army Commendation Medal

Capt. Mollie Christiansen
Sgt. 1st Class Timothy Hair
Sgt. Tamara Saxton

Achievement Medal for Civilian Service

Huey-Ching Wang, Ph.D.
William Baker
Maria Serio-Melvin

Certificate of Achievement

Sgt. Jimmy Pittman
Spc. Chelsea Hornback
Spc. Jorhan Ocasio

Army Basic Aviation Badge

Capt. Kirt Cline
Staff Sgt. David Shelley



Staff Sgt. David Shelley and Capt. Kirt Cline are presented the Army Basic Aviation Badge during the February Soldier/Civilian Awards ceremony.

