



**DEFENSE HEALTH BOARD MEETING  
May 12-13, 2015**

The Lewis and Clark Center  
Arnold Conference Room  
100 Stimson Avenue  
Fort Leavenworth, Kansas 66027

- 1. ATTENDEES – ATTACHMENT ONE**
- 2. NEW BUSINESS**

**May 12, 2015—Administrative Session**

Dr. Nancy Dickey welcomed Defense Health Board (DHB) members to the meeting. Col Douglas Rouse noted the appointment of Ms. Christine Bader as Designated Federal Officer and reviewed the status of DHB Subcommittee and Board member nominee packages. He then discussed the status of recent DHB recommendations. The group reviewed plans for the August and November 2015 Board meetings. Col Rouse also reminded members to report any conflicts of interest they may have regarding the meeting.

**Action/POC:** None.

**May 12, 2015—Open Session**

**a. Administrative & Opening Remarks**

Dr. Dickey opened the meeting and welcomed attendees. Col Rouse called the meeting to order as the DHB Alternate Designated Federal Officer. Following a moment of silence to honor Service members, meeting attendees introduced themselves.

**Action/POC:** None.

**b. Continuing Health Education Subset Update**

Dr. Dickey provided an update on behalf of the Continuing Health Education (CHE) Subset. Dr. Dickey reviewed the Subset's work, highlighting key areas of interest such as cost saving opportunities, organizational factors, and challenges in determining the optimal balance of various educational experiences and modalities. She also reviewed findings from seminal reports regarding continuing education for health professionals that recommend training environments that are state-of-the-art, innovative, and interdisciplinary/inter-professional; continued research and evaluation of CHE methods; and lifelong learning for health professionals to improve the quality of health care delivery. The group discussed opportunities for military health professionals to attend and present at medical and scientific conferences and the impact on morale, professional status, and ability to incorporate the latest techniques into

practice. Members reviewed the shift in continuing medical education focus to maintenance of competency and also discussed how CHE is an important component of medical readiness within the Military Health System. The Board plans to deliberate the CHE report and recommendations at the August Board meeting.

**Action/POC:** None.

**c. Neurological/Behavioral Health Subcommittee Update**

Dr. David Hovda, Chair of the Neurological/Behavioral Health (NBH) Subcommittee, provided an update on the Subcommittee's tasking on the scientific evidence of using population normative values for post-concussive computerized neurocognitive assessments. He reviewed some of the conflicting evidence on the value of having a baseline neurocognitive assessment test result for comparison rather than using a normative dataset in evaluating mild traumatic brain injury (mTBI). It was noted that having baseline results appear to be of most value for individuals who fall outside of the normal range pre-injury. He also discussed characteristics of the current Automated Neuropsychological Assessment Metrics (ANAM) normative dataset and the potential to expand and improve it by using the large data repository. The group discussed the challenges of evaluating the effectiveness of ANAM in assessing mild traumatic brain injury (mTBI), noting that the quality of the baseline test result affects the utility of the test in post-injury assessments. Dr. Hovda stressed that returning a Service member to duty after mTBI is a complex clinical decision, and that a neurocognitive assessment test is only one component of an overall evaluation to make that determination. The group agreed that more research is needed on test interpretation methodology, improving validity of baseline test results, and the impact of ANAM test results on clinical decision making.

**Action/POC:** None.

**d. Combined Arms Center Overview**

COL Monty Willoughby, Chief of Staff for the U.S. Army Combined Arms Center (CAC), briefed the Board on the mission of the CAC and its role within the United States Army Training and Doctrine Command. He shared that CAC is responsible for inculcating leaders with a mastery in the art and science of war; operationalizing and institutionalizing change for the operating force; and integrating and synchronizing the warfighting functions for doctrine, training, leadership, and education domains. In this role, CAC oversees organizational professionalism as the "Intellectual Center of the Army" and coordinates the efforts of eight Army Centers of Excellence for Warfighting functions including Mission Command, Maneuvers, Fires, Intelligence, Maneuver Support, Cyber, Aviation, and Sustainment.

**Action/POC:** None.

**e. Human Dimension**

COL Curtis Taylor, Director of the Commander's Initiative Group at CAC, briefed the Board on the Army Human Dimension Strategy. He discussed how the Army has used various approaches to maintain U.S. military dominance, including materiel resources and advanced technology. He shared that given the current threats to security, the Army must now rely on the human dimension; it must recruit and train Service members to embrace a healthy lifestyle, think critically, develop strong cultural and environmental sensitivity, and make good decisions under pressure. The Army must optimize the human performance of every soldier and develop cohesive teams of professionals that improve and thrive in conditions of uncertainty and chaos. The group discussed that honing the human dimension of combat will require a culture shift from a focus on individual physical prowess to one that is holistic, collaborative, and encourages individual leadership. The Board noted that these changes will take years to implement and require significant support from leadership, but that ultimately, developing a force that leverages individuals' unique talents and abilities, while also developing individual and institutional agility, will improve the effectiveness of the fighting force within the shifting security environment.

**Action/POC:** None.

**f. Combined Arms Center - Education**

Dr. James Martin briefed on the Combined Arms Center – Education (CAC-E) organization and mission. He shared that CAC-E's mission is to create integrated educational opportunities for military officers to engage in effective professional learning and development throughout their careers. The group discussed the educational opportunities available for U.S. Military officers, international military officers, and government leaders. CAC-E is also working to develop interagency educational programs to improve collaboration between the military and organizations such as the U.S. Agency for International Development, the Federal Bureau of Investigation, and the U.S. Border Patrol. Dr. Martin shared that the CAC-E's current approach to education uses both distance and interactive group learning, incorporates business school modules, and involves spouses in training exercises. They have found that this model, along with collaborating with civilian educational institutions, appears to be beneficial, improving retention and morale.

**Action/POC:** None.

**g. Army University**

Mr. Keith Beurskens provided an overview of the U.S. Army University. The Army University integrates education across 70 separate U.S. Army Training and Doctrine Command (TRADOC) schools consolidated under one university system and synchronizes over 100 additional TRADOC institutions. This transformation creates unity of effort and increases agility, innovation, and networked collaboration within the Army. It also promotes partnering and networking with civilian universities and educational institutions, enhancing faculty development and research opportunities. A number of key initiatives were discussed, and an item of great interest was the effort to reduce the burden on soldiers in translating military educational and

training achievements into relevant civilian credentials, easing the transition into civilian life. Mr. Beurskens also shared that the University aims to adopt learning standards to help align educational curricula vertically and horizontally across the Services so that officers at each rank will share common skills and knowledge. This effort will increase effectiveness in the Joint theater, and support a culture of continuous learning and improvement

**Action/POC:** None.

### **May 12-13 2015—Site Visit**

On May 12, DHB members received briefings on the University of Foreign Military and Cultural Studies/Red Teaming and the Joint Center for International Security Force Assistance. On May 13, the Board received a briefing and tour of the U.S. Disciplinary Barracks, as well as a tour of historical sites on Fort Leavenworth.

### **3. NEXT MEETING**

The next DHB meeting will be held on August 20-21, 2015 at the Defense Health Headquarters in Falls Church, VA.

### **4. CERTIFICATION OF MINUTES**

I hereby certify that, to the best of my knowledge, the foregoing meeting minutes are accurate and complete.



6/16/2015

---

Nancy W. Dickey, MD  
President, Defense Health Board

Date

**ATTACHMENT ONE: MEETING ATTENDEES**  
**May 12, 2015**

<b>BOARD MEMBERS</b>			
<b>TITLE</b>	<b>LAST NAME</b>	<b>FIRST NAME</b>	<b>ORGANIZATION</b>
Dr.	Baldwin	John	Advisor on Health Sciences to the Chancellor, and Professor of Internal Medicine and Surgery, Texas Tech University Health Sciences Center
Dr.	Dickey	Nancy	<i>DHB President</i> Professor, Department of Family and Community Medicine, Texas A&M University
Dr.	Gordon*	Steven	Chairman, Department of Infectious Diseases, Cleveland Clinic Foundation
Dr.	Higginbotham	Eve	Perelman School of Medicine, University of Pennsylvania
Dr.	Hovda*	David	University of California, Los Angeles Neurosurgery, Departments of Surgery and of Molecular and Medical Pharmacology Director, UCLA Brain Injury Research Center
Dr.	Jenkins	Donald	Senior Associate Consultant, Division of Trauma, Critical Care and General Surgery, Mayo Clinic; Associate Professor of Surgery, College of Medicine; Medical Director, Mayo Clinic Trauma Center
RADM	Lane*	H. Clifford	Director, Division of Clinical Research, National Institute of Allergy and Infectious Disease, National Institutes of Health
Gen (Ret.)	Myers	Richard	<i>DHB First Vice President</i> RMyers & Associates LLC
Dr.	O'Leary	Dennis	President Emeritus, The Joint Commission
Dr.	Poland	Gregory	Director, Mayo Vaccine Research Group, Director for Strategy, Center for Innovation, Mayo Clinic and Foundation
<b>INVITED GUESTS &amp; STAFF</b>			
<b>TITLE</b>	<b>LAST NAME</b>	<b>FIRST NAME</b>	<b>ORGANIZATION</b>
LtCol	Achico	Cesar	Legal Advisor, Joint Center for International Security Force Assistance (JCISFA)
Ms.	Bader*	Christine	DHB Executive Director/Alternate Designated Federal Officer (DFO)
Mr.	Beurskens	Keith	Deputy, Vice Provost Education Systems, Command and General Staff College
CAPT	Bree	Stephen	Surgeon Captain Royal Navy, British Liaison Officer (Deployment Health)
COL	Cavicchia	Melinda	Preventive Medicine Physician, G-3/5/7 Health and Wellness Army Office of the Surgeon General
Mr.	Crowe	Kelvin	Command Historian, Combined Arms Center and Fort Leavenworth
BG	Doyle	Dennis	Deputy Chief of Staff, U.S. Army Medical Command
Ms.	Higgins	Sara	DHB Analyst, Grant Thornton, LLP
COL	Kent	John	Commander, Munson Army Health Center, Fort Leavenworth
COL	Lowe	James	Director, JCISFA
Dr.	Martin	James	Associate Dean of Academics and Quality Assurance, U.S. Army Command and General Staff College
Ms.	Markowitz-Shulman	Ariel	DHB Analyst, Grant Thornton, LLP
COL	Nelson	Erica	Commander of the 15 <sup>th</sup> Military Police Brigade and Commandant of the U.S. Disciplinary Barracks
Ms.	Pilram	Darya	Lecturer, University of Foreign Military and Cultural Studies, Fort Leavenworth

Lt Gen	Robb	Douglas	Director, Defense Health Agency (DHA)
Col	Rouse	Douglas	DHB Executive Secretary/ Alternate DFO
LCDR	Scott	Tiffany	U.S. Navy Pharmacist, U.S. Army Command and General Staff Officer College
MAJ	Simpson	Larry	Combined Arms Center – G3
COL	Taylor	Curtis	Director, Commander’s Initiatives Group, Fort Leavenworth
Mr.	Vore	Keith	Deputy Director, University of Foreign Military and Cultural Studies
COL	Willoughby	Monty	Chief of Staff, Combined Arms Center and Fort Leavenworth
Ms.	Welsh	Margaret	DHB Management Analyst, Grant Thornton, LLP
<b>MEDIA &amp; PUBLIC ATTENDEES</b>			
<b>TITLE</b>	<b>LAST NAME</b>	<b>FIRST NAME</b>	<b>ORGANIZATION</b>
Mr.	Gibson	Scott	Public Affairs Office, Combined Arms Center
Ms.	Poland	Jean	
LTC	Nelson	Donald	Combined Arms Center - Education
Mrs.	Stueckemdun	Cathy	Veteran’s Affairs Tribal Outreach Program

\*Participated via telephone.