

UNITED STATES OF AMERICA

DEPARTMENT OF DEFENSE

+ + + + +

DEPARTMENT OF DEFENSE
RECOVERING WARRIOR TASK FORCE

+ + + + +

JULY BUSINESS MEETING

+ + + + +

THURSDAY,
JULY 25, 2013

+ + + + +

The DoD Recovering Warrior Task Force met in the Commonwealth Ballroom, 300 Army-Navy Drive, Arlington, Virginia, at 8:00 a.m., Vice Admiral Matthew L. Nathan and Suzanne Crockett-Jones, Co-Chairs, presiding.

MEMBERS PRESENT:

VADM MATTHEW L. NATHAN, MD, USN, Co-Chair
SUZANNE CROCKETT-JONES, Co-Chair
JUSTIN CONSTANTINE, JD
CSM STEVEN D. DEJONG, ARNG
RONALD DRACH
TSGT ALEX J. EUDY, USAF, USSOCOM
CAPT CONSTANCE J. EVANS, USN
LTCOL SEAN P.K. KEANE, USMC
COL KAREN T. MALEBRANCHE (Ret.), RN, MSN
MG RICHARD P. MUSTION, USA
DAVID K. REHBEIN, MS
MG RICHARD A. STONE, MD, USAR
COL RUSSELL A. TURNER (Ret.), MD*

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

ALSO PRESENT

COL DENISE DAILEY (Ret.), Executive Director,
Designated Federal Officer

LAKIA BROCKENBERRY, RWTF Staff

STEPHEN LU, RWTF Staff

DAVID MCKELVIN, RWTF Staff

JOSEPH NAGORKA, RWTF Staff

MICHAEL PARKER, Wounded Warrior Advocate

*Participating via telephone

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

C-O-N-T-E-N-T-S

Call to Order	8
Suzanne Crockett-Jones Co-Chair	
Introductions	8
Opening Remarks	10
Matthew Nathan Co-Chair	
Task Force Review of Executive Summary, Introduction, Best Practices, Annexes, Appendices, and Proposed Fiscal Year 2014 Budget	10, 11
Denise Dailey Executive Director	
Overview of the Voting Process	71
Matthew Nathan Co-Chair	71
Suzanne Crockett-Jones Co-Chair	75
Denise Dailey Executive Director	75
Questions and Comments	75
Recommendation D1	77
Discussion	78
Reading of Revised Recommendation	85
Vote	86

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

C-O-N-T-E-N-T-S (CONTINUED)

Recommendation D2	86
Discussion	87
Motion to Remove Recommendation D2 from the Report	95, 96
Vote	100
Recommendation D4	101
Discussion	102
Reading of Revised Recommendation	103
Vote	104
Recommendation D5	105
Discussion	105
Recommendation Tabled	119
Recommendation D6	121
Discussion	123
Vote	151
Recommendation D7	152
Discussion	152
Reading of Revised Recommendation	157
Vote	157
Recommendation D8	159
Discussion	160
Vote	169

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

C-O-N-T-E-N-T-S (CONTINUED)

Recommendation D5	170
Discussion	172
Vote	173
Recommendation D9	175
Discussion	175
Vote	179
Recommendation D10	180
Discussion	180
Vote	182
Three Recommendations Considered Together: Recommendation D11, Recommendation D12, Recommendation D13	183
Recommendation D11	184
Discussion	185
Motion to Delete Recommendation D11	204
Vote	204
Recommendation D12	190, 205
Discussion	191, 206
Motion to Delete Recommendation D11	206
Vote	206

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

C-O-N-T-E-N-T-S (CONTINUED)

Recommendation D13	190, 207
Discussion	207
Reading of Revised Recommendation	224
Vote	226
Four Recommendations Considered Together: Recommendation D3, Recommendation D14, Recommendation D15, Recommendation D16	227, 249
Recommendation D3	228
Discussion	228
Vote (does not pass)	247
Recommendation D14	250
Discussion	252
Vote (does not pass)	272
Recommendation D15	273
Discussion	273
Vote	309
Recommendation D16	309
Vote (does not pass)	310
Public Forum	313
Michael Parker Wounded Warrior Advocate	313

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

C-O-N-T-E-N-T-S (CONTINUED)

Recommendation D17	317
Discussion	318
Vote	324
Recommendation D18	325
Discussion	325
Vote	346
Recommendation D19	347
Discussion	348
Vote	373

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 P-R-O-C-E-E-D-I-N-G-S

2 8:12 a.m.

3 CO-CHAIR CROCKETT-JONES: Good
4 morning, everyone.

5 Thank you all for attending our July
6 voting session meeting for the 2013 Annual
7 Report and our last meeting for the fiscal year.

8 Before we continue, I would like to
9 go around the table and have us give
10 introductions.

11 MR. DRACH: Ronald Drach, a DoD
12 member of the Task Force.

13 MG MUSTION: Rich Mustion,
14 representing the U.S. Army.

15 MR. REHBEIN: David Rehbein, one of
16 the seven civilian members.

17 MS. MALEBRANCHE: Karen
18 Malebranche, VA representative.

19 CO-CHAIR NATHAN: Major General
20 Stone I think is at Capitol Hill this morning,
21 and he will be joining us later.

22 And I'm Matt Nathan, Co-Chair.

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 CO-CHAIR CROCKETT-JONES: I'm
2 Suzanne Crockett-Jones, Co-Chair.

3 And we are waiting on Captain Connie
4 Evans.

5 CSM DeJONG: Command Star Major
6 Steve DeJong, representing the National Guard
7 Bureau.

8 TSGT EUDY: Tech Sergeant Alex
9 Eudy, representing the Air Force and Special
10 Operations Command.

11 LTCOL KEANE: Lieutenant Colonel
12 Sean Keane, representing the Marine Corps
13 Wounded Warrior Regiment.

14 CO-CHAIR CROCKETT-JONES: Thank
15 you.

16 We also have Dr. Russell Turner on
17 teleconference in and out during this voting
18 session. And Dr. Steven Phillips will join us
19 through teleconference during tomorrow's
20 sessions.

21 Our staff will be taking photos
22 while we conduct the meeting over the next two

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 days, just as a warning.

2 (Laughter.)

3 And I was not at all part of planning
4 that.

5 Ms. Denise Dailey, our Task Force
6 Executive Director, will now lead us through
7 a review of the current non-voted draft report,
8 with the exception of recommendations and
9 findings. She will discuss the proposed
10 installation and business meeting schedule for
11 our next fiscal year.

12 And so, I am going to turn it back
13 over to you, Denise.

14 EXECUTIVE DIRECTOR DAILEY: I am
15 happy to start. Is there anything the Co-Chairs
16 want to say? Otherwise, I will move into the
17 annexes and introductions.

18 CO-CHAIR NATHAN: The only comment
19 I would make is, Denise, first, to thank you
20 and your staff again for a very thorough and
21 comprehensive distillation of the issues and
22 the recommendations. We talked yesterday about

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 the inputs we have received from the Services,
2 from the VA, from DoD, which you have
3 incorporated into this. That will help us
4 determine our recommendations.

5 Ultimately, by tomorrow, we need to
6 have a product. I am speaking to the choir;
7 you all have been doing this before I have.

8 And again, I look forward, along
9 with my Co-Chairman, Ms. Crockett-Jones, I look
10 forward to brisk discussion. Depending on your
11 Myers-Briggs, not participating or happy or
12 glad, but, yet, making sure that these
13 recommendations are cogent and germane
14 consensus of this Task Force that we will try
15 to put some heft behind when we send it in to
16 Congress and the DoD.

17 So, then, again, in advance, we
18 thank all the Task Force members and the
19 ancillary staff for the good work they have done
20 and the good work they are going to do over the
21 next couple of days, getting us on target, on
22 time, and out of here with a good product.

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 Thank you.

2 EXECUTIVE DIRECTOR DAILEY: Okay.

3 Thank you, sir. Thank you, ma'am.

4 What I would like to start with,
5 ladies and gentlemen, is the introduction, and
6 I would like to get everyone to tab C, please,
7 tab C.

8 Traditionally, ladies and
9 gentlemen, introductions explain what you have
10 done throughout the year and it is a
11 philosophical statement. We have taken what
12 call methodology and many other pieces and put
13 it in the back, so that the introduction is very
14 short and it is very concise.

15 What I want to point out to you on
16 the introduction page, ladies and gentlemen,
17 is it is in here in the third paragraph from
18 the bottom, we do make the statement that, as
19 of right now, the Department of Defense has not
20 answered the 2012 Implementation Plan. And so,
21 we do highlight that as part of our introduction,
22 that we like to use these Implementation Plans

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 and the evaluations that they do at 90 and 180
2 days as feedback to our reports. It gives us
3 an azimuth on where we should go for the next
4 year.

5 And we don't have that back from the
6 Department of Defense this year. We probably
7 will not get it back in time for this report.

8 So, I have made a point of that. When the
9 introduction was written, we put that comment
10 in there. So, that is the hot piece in the
11 introduction.

12 Okay. I'm going to move on to the
13 Executive Summary. I would like everyone in
14 tab B, please.

15 CO-CHAIR CROCKETT-JONES: Denise,
16 I'm sorry, if I could just make a comment on
17 the introduction?

18 EXECUTIVE DIRECTOR DAILEY: Sure,
19 sure.

20 CO-CHAIR CROCKETT-JONES: We went
21 through this in the VA, too. And one of the
22 things in the very last paragraph in the

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 introduction, it mentioned the establish of the
2 VA's Seamless Transition Working Group in 2006.

3 But it doesn't ever say or we didn't go back
4 and say it was disbanded when the Seamless
5 Transition Office was opened, and now such
6 matters are taken up by the Health Executive
7 Council or Joint Executive Council.

8 So, I'm not sure, I mean, again, this
9 is an introduction and it is in the past, but
10 I am wondering if we shouldn't update that?

11 EXECUTIVE DIRECTOR DAILEY: We will
12 update it based on that input, ma'am, yes.

13 CO-CHAIR CROCKETT-JONES: Okay.
14 Thank you.

15 EXECUTIVE DIRECTOR DAILEY: Okay.

16 The Executive Summary, tab B. The Executive
17 Summary is usually designed to talk about your
18 recommendations. Again, there is a brief
19 introductory remark.

20 And in the Executive Summary what
21 I have highlighted in this piece, ladies and
22 gentlemen, the Executive Summary is designed

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 to summarize your recommendations. So, we will
2 have the recommendations listed on the second
3 page. But what you all wanted us to address
4 additionally was the status of the IPO office
5 and the status of the electronics records and
6 the continuing effort to find a way forward for
7 establishing electronic records.

8 So, in the second paragraph under
9 the first dot, you will see where, as per the
10 last meeting, you all asked that a
11 relatively-strong statement be placed in there
12 that indicates that the Task Force is still
13 looking to see both Departments come together
14 with a solution for electronic records.

15 And so, in the Executive Summary
16 this is the hot piece that is in compliance with
17 your directions to us and makes a stand for you,
18 capsulates your position on the electronic
19 records and the Departments' efforts to find
20 a solution to the electronic records situation.

21 MR. REHBEIN: Denise, I would like
22 to suggest a one-word change in that paragraph.

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 EXECUTIVE DIRECTOR DAILEY: Okay.

2 MR. REHBEIN: As you come towards
3 the bottom, there is a statement there that says,
4 "An integrated system is needed." I would like
5 to suggest that "needed" be changed to
6 "required". I think that goes along with the
7 last sentence better where we say that it is
8 imperative that this goal be achieved. I think
9 the word "required" is a stronger statement of
10 what we think is --

11 CO-CHAIR NATHAN: Do you want
12 "required" or "essential"?

13 MR. REHBEIN: I would go either way.

14 CO-CHAIR NATHAN: Just a little
15 background, and I may have brought this up at
16 the last meeting. And I apologize if I
17 mentioned this at the last meeting.

18 So, DoD/VA, the Departments were
19 about to mandate from the Secretary of Defense
20 and the Secretary of the VA a renewed effort
21 with funding and gravitas to take the existing
22 systems, AHLTA for DoD, VISTA for the VA, and

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 make them talk to each other and leave them in
2 perpetuity -- VA likes VISTA; DoD has a love/hate
3 relationship with AHLTA -- and put them
4 together.

5 The three Surgeons General -- and
6 we have a hard time agreeing on anything,
7 including whether the sun is going to come up
8 in the morning (laughter) -- agreed and wrote
9 a letter to the Secretary of Defense that the
10 three of us signed, saying that we really are
11 concerned with that course of action and believe
12 that the Departments should widen their aperture
13 and look at other off-the-shelf systems that
14 can be implemented, such as Kaiser uses or
15 Northwest uses or other large systems use.

16 Because we believe that simply
17 throwing more coal into this furnace that
18 necessarily isn't producing great heat is not
19 the way ahead. So, I think this is faithful
20 to that concern. Because what you say is,
21 regardless of the approach you take, you have
22 got to have an EHR in order to provide a safe

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 and effective continuum of care across the
2 DoD/VA dynamic.

3 But I just wanted you all to know
4 that background. And that was pervasive
5 because even the Secretary of Defense recognizes
6 that, wow, if the three SGs agree, there must
7 be something to this. And so, they abandoned
8 their press to force VISTA and AHLTA to continue
9 to talk together while they look at other options
10 that may be a better, more economic fit that
11 the private sector has come up with, which bases
12 its installations on time, safety, efficiency,
13 and user-friendliness, neither of which VISTA
14 and AHLTA have done that well. So, I wanted
15 you to have that background.

16 CO-CHAIR CROCKETT-JONES: And
17 also, not to wordsmith to death here, but the
18 term here is "integrated record," and I know
19 that the term that it seems like people are using
20 now is "interoperable," but they are not the
21 same. But we have put in here "integrated".
22 Is that we are kind of married to then?

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 CO-CHAIR NATHAN: I think it is a
2 great point because we intend to have, ideally,
3 intend to have ultimately across the country
4 an electric medical record that can talk to
5 private sector electronic medical records. And
6 they will be interoperable; they won't be
7 integrated. They won't be the same records.

8 And so, ideally, because there are
9 several private sectors that use very different
10 medical records -- Kaiser does not use the same
11 record as Humana. But if we can figure out a
12 way to make them interoperable, so that we can
13 each other's data, then we will be fine. So,
14 I am fine with "interoperable".

15 EXECUTIVE DIRECTOR DAILEY: Okay.
16 We will make that change, the word from
17 "integrated" to "interoperable". Happy to do
18 that. That is good feedback, very good
19 feedback.

20 So, introduction, Executive
21 Summary, relative short, they generally have
22 two separate purposes. They have both got a

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 piece of information in them which you all have
2 deemed to be important and which we incorporated
3 in there for you.

4 Okay. All right. Yes?

5 MR. REHBEIN: In that second page
6 of the Executive Summary there, that last
7 sentence contains some blanks. Do you intend
8 for us to fill those in now or after we finish
9 our recommendations. What is the --

10 EXECUTIVE DIRECTOR DAILEY: They
11 will be filled-in after we have vetted and have
12 established what our recommendations are going
13 to be, yes.

14 Okay. All right. So, let's talk
15 about best practices. We will take everyone
16 to tab D, please.

17 So, ladies and gentlemen, part of
18 our charter is designated by Congress as
19 identified best practices. In the past, we have
20 solicited from the Services, every site, when
21 we queried them and asked them to brief us, what
22 their best practices are. They have given us

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 a lot of great ideas.

2 This year we looked at a larger meta
3 best practice. Many of site-visit best
4 practices were Excel spreadsheets. They were
5 closing down the road, so that individuals had
6 a pedestrian-friendly area around the Warrior
7 Transition Battalions and Wounded Warrior
8 Regiments.

9 So, this year we took it up a notch
10 and we identified best practices that would be
11 applicable to a whole field and were important
12 to, very important to some of the
13 recommendations you have made. And there were
14 solutions to some of the recommendations that
15 you made.

16 So, this year we only have about four
17 or five best practices, and two that we
18 highlighted include the Behavioral Health Best
19 Practices, the Psychological Health Pathways
20 that we saw out at Camp Pendleton. And we also
21 highlighted in here the Army's Behavioral Health
22 Program called the Army Behavioral Health Data

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

1 Portal. Both of these programs capture PTSD.
2 They capture incoming data, outgoing data,
3 and allow the Services to use these types of
4 data to assess the effectiveness of the
5 programs.

6 Recommendations in the
7 psychological health area over the last three
8 years have been iterative. You know, provide
9 the services, the one you made the first year.

10 Train the trainers is the recommendation you
11 made the second year. This year the
12 recommendations center around evaluating the
13 outcomes and being able to identify what is
14 working, who has fidelity to the practices of
15 the evidence-based treatments, and being able
16 to feed that back into your population to improve
17 their outcomes. So, we selected these two as
18 an opportunity for the Department of Defense
19 to adopt as best practices for assessing
20 outcomes in the psychological health area.

21 We also found a very unique practice
22 out in Colorado in which they had the time 21

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 individuals who were on the network for
2 inpatient psychological health and the practice
3 of pulling each one of those facilities into
4 a teleconference. So, every Tuesday each one
5 of those facilities got online, on the telephone
6 with the installation hospital director of
7 psychological health, and he was able to
8 personally query each one of those facilities
9 about the ongoing care of their individuals who
10 they had in-house and they had as part of their
11 client base.

12 It was the first time I had ever
13 heard anything like that, and brought us to the
14 top of page -- what have I got here? -- page
15 42, which will be in the completed book. So,
16 that is another one we highlighted.

17 Now, at the time, the psychological
18 health director said, "I don't need an inpatient
19 facility. Nobody will build me one. But look
20 at this, what I have set up here. I can manage
21 my inpatient requirements using this system."

22 Now the trend is to bring everyone

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

1 back on post and put inside the MTF, which has
2 cost savings and efficiencies aligned with it.

3 However, if an installation or a hospital or
4 an MTF is looking for a way to make their current
5 inpatient situations work, this has some
6 benefit.

7 The other item that you all found
8 was the North Carolina Psychological Health
9 Integrated Behavioral Health System, pretty
10 much the only State that we have seen that does
11 this. And when I tried to validate the model
12 with the National Guard Bureau, they also said,
13 "I haven't seen that anywhere else." Everyone
14 has got some variation of it.

15 But this is a very intensive
16 referral intervention and education process,
17 which is really all the National Guard
18 Headquarters can do under their current
19 resources and charters. They have taken the
20 system out of their pocket. Their opening
21 statement to us was, "We would rather give up
22 a tank engine than not have the services that

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 we are able to provide to the Service members
2 through our Integrated Behavioral Health
3 System.

4 So, sort of a meta opportunity for
5 the National Guard and states. So, think about
6 they are pulling about \$2 million a year to
7 support this program. And \$2 million is a lot
8 to a state. However, in the absence of the
9 references, in the absence of the resources in
10 their communities, this makes a good model.

11 Then, the last two, another one out
12 of Fort Carson, I think some of you remember
13 this scenario, that the key players in the
14 Transition Program talked to you all about they
15 were able to weave together VR&E internships,
16 potential employment vis-a-vis assistance of
17 the E2I, and a cooperative employer to weave
18 together each one of these three programs. And
19 it eliminated the uncertainty of not knowing
20 when an individual would be leaving the
21 military.

22 So, they were able to extend

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 internships, hold jobs until the individual was
2 able to successfully outprocess from the
3 Department of Defense, finished up their IDES
4 evaluations, got their ratings, initial
5 ratings. And so, these jobs were not dependent
6 on when the individual left the military. They
7 were held in an internship and paid until such
8 time as they were able to be hired.

9 And we find this to be a very useful
10 circulation of these resources that the Warrior
11 Transition Battalions have available to them,
12 E2I, VR&E, Operation Warfighter, and it takes
13 a cooperative employer. So, we have brought
14 that one out for you also.

15 The last one that I have in here is
16 the briefing that the IDES lawyer at Fort Bragg
17 provided you all and the briefing that is
18 provided to Service members by the lawyer at
19 Fort Bragg. Very comprehensive. It is an
20 excellent primer, even for us, not just our
21 Service members. So, it is being highlighted
22 here also as a best practice.

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 So, there are six best practices
2 this year. I have in the past listed every best
3 practice that the Task Force collected from the
4 installations. We thought we would just kind
5 of up it this year and do a little more
6 descriptive work for individuals who are looking
7 for solutions, that it is not a one-liner.

8 CO-CHAIR NATHAN: Denise, the last
9 one, the legal support in IDES, I wasn't on the
10 Fort Bragg trip. So, I certainly respect
11 everything you said here.

12 Does that dovetail at all with what
13 we saw at Elmendorf with their JAG, who was
14 basically the rockstar of the Recovering Warrior
15 Unit there?

16 EXECUTIVE DIRECTOR DAILEY: Yes,
17 sir, and this was pretty much rockstar on
18 steroids at Fort Bragg. I mean, we have
19 assessed, and you all have assessed, over the
20 years that the IDES lawyers are highly-valued.
21 They are providing great information.

22 So, the Elmendorf popularity was not

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 an unusual case. And this particular one at
2 Fort Bragg took that to even a greater level.

3 Okay. All right, tab E. I
4 generally leave the annexes up to you guys.
5 I do like to at least touch them while we are
6 in this meeting. It allows us to print them
7 out and publish them for the public also.

8 What we have in tab E, and what you
9 all have seen, and should have seen, is the
10 biographies. And the only correction I got on
11 that that I was aware of was Tex R. Tech Sergeant
12 Eudy. We need to change your middle initial
13 on this. I don't think we have got it changed
14 yet. Okay. It is; it is "J". Okay. All
15 right.

16 But these all go in the report. If
17 you haven't had a chance to look over your
18 biography, you should take this opportunity
19 these next two days to do that. We send them
20 out. Sometimes you have a different thought.

21 Okay. Pretty routine from here on
22 out. We have our legislation included in every

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 report. So, that is tab F. And our charter.

2 All that is routine in the report.

3 And I would like to highlight -- and
4 you just have to keep turning until you get to
5 after page B-4. We have a Reference Handbook.

6 What we do every year, ladies and
7 gentlemen, is update the baseline. I call it
8 updating the baseline of all your topic areas
9 that Congress gave you. And I put that update
10 to the baseline in what we call the Reference
11 Handbook or the Reference Handbook key topics
12 and terms. So, this tells you exactly where
13 each topic is every year.

14 I don't include in that report, in
15 that in the findings and recommendations we put
16 findings and recommendations in Chapter 2.
17 Here is where you can find what current
18 legislation has come down on, let's say,
19 psychological health or what current
20 recommendations or legislation has been coming
21 down on IDES. There is some history on the topic
22 in the Reference Handbook.

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 And we update every year and we
2 publish it every year as an annex to the report.

3 It is good reading. If I were bringing on new
4 members every year and had a lot of churn on
5 the Task Force, this document would be key to
6 them getting a baseline grasp of your topics.

7 All right. Also in the annexes what
8 you will find is all the compilations of the
9 mini-surveys that are done while you are out
10 in the field. We include all that data in the
11 findings if it is relevant to your
12 recommendations. But the boring, endless
13 charts we put in the annex. And on the whole,
14 they are not that boring. If you are a real
15 geek, you can go back to the charts and you can
16 count every nose and every response. They are
17 all in here. That is why this is a 300-page
18 report, ladies and gentlemen, but your findings
19 and recommendations, the key part of your
20 report, is only 45-50 pages. Makes it a little
21 more sellable to the people who need to read
22 those 45 pages.

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 All your site visits are located in
2 the annexes. All the briefers are located in
3 the annexes. So, if you are ever wondering when
4 you got a briefing or where you went at certain
5 times, that is located in the annexes also.

6 And then, we also capture for
7 posterity the focus group protocols. So, this
8 is where those five or six pages are also
9 captured.

10 Any questions about how the report
11 is put together, what everybody gets paid for?

12 (Laughter.)

13 What the researchers are really
14 doing?

15 (No response.)

16 Okay. How about something fun?
17 And let's go to tab I. I believe it is I. Yes,
18 tab I.

19 Okay. Very serious here. For
20 everybody, this is proposed. This is not
21 locked. And so, I have individuals from the
22 Services and I don't want you taking this back

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 to your bosses saying, "Oh, my gosh, this is
2 where they are going."

3 I will send out an updated one after
4 this meeting, after we have had a chance to
5 discuss where your interests lie and where the
6 Task Force can make the best use of the last
7 year of its efforts.

8 Then, we will discuss a little
9 philosophy here for your last year and some
10 things that are just expedient that we have been
11 trying to do for a while.

12 Okay. So, we have a visit out to
13 Hawaii in our last year. This is an
14 opportunity. There is a Marine DET out there
15 for their wounded Marines, and there is also
16 an Army WTU out there that supports the infantry
17 battalions on Hawaii. They are relatively
18 small. We are not going to a 600-person
19 battalion. And as the last count, the Hawaii
20 DET for Marines was relatively small also. It
21 was somewhere around 20.

22 But we would be treating them very

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 similarly to how we have been out to Camp
2 Pendleton and Lejeune and 29 Palms. And I think
3 that your mindset on this visit would be,
4 regardless of the tropical paradise, it is
5 remote. Not everyone is going to want to stay
6 in Hawaii for a job. So, there are transition
7 issues. And you are, again, looking at what
8 practically would be DET-sized elements and
9 unique challenges that go with isolated and
10 remote locations.

11 So that really what you are touching
12 out there -- again, there are a lot of resources.

13 I think we would find more resources than we
14 found with the European units, in fact, maybe
15 a little more than Alaska, but probably not much.

16 We would also take the opportunity
17 while we were out there to visit the VA in Hawaii
18 and assess that interface.

19 CO-CHAIR NATHAN: Denise, more than
20 that, looking at the list, that particular visit
21 represents -- well, let me phrase it
22 differently. So, there is a sea change

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 occurring in military medicine, as we create
2 these enhanced multi-Service markets. This is
3 part of the three-pronged revolutionary, or some
4 would say evolutionary, change in military
5 medicine, as we create a Defense Health Agency
6 which is going to combine the shared Services
7 and provide those together from the Army, Navy,
8 and Air Force; as we craft the National Capital
9 Region away from the Services underneath the
10 Defense Health Agency.

11 So, this large continuum of wounded
12 warriors at Bethesda, Walter Reed, and Fort
13 Belvoir, which probably has the largest numbers
14 of population in the world concentrated between
15 those two areas, and certainly there is a lot
16 at Brook and a lot in San Diego, but for sheer
17 numbers of acutely-injured and recovering
18 warriors in that area, that is being partitioned
19 out from the Services under the Defense Health
20 Agency.

21 And then, there is the enhanced
22 multi-Service markets, which is going to be a

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 new, and it is yet to be determined how, command
2 and control of the Regions, so that the Regions
3 work together. And the markets include the San
4 Antonio area, the Tidewater area, the Colorado
5 Springs area, the Pacific Northwest, and not
6 the least of which is the Hawaii area, which
7 is the collection point for all the Pacific
8 facilities, Army, Navy, and Air Force, as both
9 the referral center and the Wounded Warrior
10 Repository there.

11 So, I think any visit there would
12 also be worthwhile to look at, to talk to Tripler
13 and to talk to the Navy, and see how they are
14 going to distribute and combine resources, how
15 they plan to integrate their personnel and
16 create efficiencies, because that will have a
17 lot to do with how I think the wounded warriors
18 receive care as they merge these, as they reduce
19 the stovepipes between the Marine Corps, the
20 Navy, and the Army on Hawaii.

21 And, of course, when you talk about
22 Hawaii, if you have ever been there to visit

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 the Marine DET, for example, there is a fair
2 amount of disenchanting wounded warriors. And
3 you think, "How can you be unhappy in paradise?"

4 But their families still reside sometimes in
5 Japan or Korea or other places. They are sent
6 there, and they feel like they are sort of
7 spinning their wheels in the gravel and they
8 are not getting any traction. They want their
9 families to either come join them in Hawaii or
10 they want to be sent back to them.

11 So, I think it is worth looking at
12 because we are going to provide a much more,
13 in theory, we are going to provide a much more
14 integrated care paradigm in these regions
15 between the Services. So, that would be, since
16 we are not going to the Pacific Northwest -- and
17 I know we were there recently, this year -- but
18 this will be the year, starting this October
19 will be the year that these places are supposed
20 to really start to get serious about the
21 integrated care paradigms among the Services
22 in these regions.

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 So, on that list, the only one we
2 will be visiting, although we will be going down
3 to San Antonio. I do see going down to BAMC,
4 so we can look at the San Antonio MSMO as well
5 in December.

6 But that would be the other reason
7 to look at Hawaii from the Task Force
8 perspective, is get a feel from the leadership
9 there, what do you see the effects of these
10 multi-Service markets doing as far as resource
11 and CONOPS for wounded warriors from all the
12 Services in your Region?

13 And the only thing I would add is
14 that -- and I haven't traveled that much with
15 you all -- but on those visits where we have
16 gone different places and we have had people
17 who either have familiarity, personal
18 familiarity with those duty stations or are of
19 that Service, if it happens to be an Army-centric
20 area or a Marine- or Air-Force-centric area,
21 that is very valuable.

22 So, if you think you have a

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

1 tremendous amount to add to that visit and you
2 can help us ask the right questions and give
3 us some insights, give the Task Force some
4 insights on a particular location, and you have
5 a schedule conflict, make sure you let Denise
6 know. Because, as she said, this isn't written
7 in stone. The dates on all these may morph as
8 we get feedback.

9 But if one of you calls in and says,
10 "I can't make the Fort Hood trip," and we say,
11 "Oh, do you know a lot about Fort Hood or is
12 that your Service," or whatever, "No, I have
13 never been there but I have read it in the
14 papers," we would be less likely to shift the
15 dates, as opposed to one of you calling us up
16 saying, "I was stationed at Fort Hood" or "I
17 was injured in Fort Hood" or "That's my Service
18 and I speak Army. I think I would be valuable
19 to go there, but I can't make it then." So,
20 those are the kinds of inputs we are looking
21 for to see how we can get the most bang for the
22 buck on these trips.

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 CO-CHAIR CROCKETT-JONES: I also
2 have a request on going to Hawaii. Because we
3 have a lot of potential Time Zone differences
4 between family members who are remote from
5 Service members who are in treatment, is there
6 any way for us to do maybe some individualized
7 protocols over the phone with family members
8 who are remote?

9 I know that there have been some big
10 gaps in amount of information and resources and
11 awareness. And I would really like to get a
12 handle on community support for family members
13 who are waiting. Are they really prepared for
14 their probably-still-recovering Service member
15 when they return? Are they getting support in
16 keeping relationships and awareness?

17 And I don't think that we could do
18 it in a single teleconference because we would
19 probably have a lot of Time Zones and
20 difficulties to set that up. But I would be
21 willing to do individual protocols with family
22 members over the phone.

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 EXECUTIVE DIRECTOR DAILEY: Okay.
2 Good. We will solicit remote spouses for
3 discussion with Task Force members. Okay?
4 Okay, good.

5 Okay. So, as you wrap your head
6 around it, this is a long visit. The 5th is
7 a Saturday. I would put you on flights on
8 Saturday. If you wanted to go out Sunday,
9 that's fine. You are getting there late in the
10 evening based on the Time Zone, and we will start
11 Monday morning. So, the 5th is Saturday, the
12 5th of October. We start Monday, the 7th. The
13 11th is the Friday. We are there all week.
14 I will work most of the day Friday, and then,
15 flights leave late that night. Or you can stay
16 over at your own expense.

17 (Laughter.)

18 Okay. The next one is Rock Island.
19 It is a Community-Based Warrior Transition
20 Unit. We have tried to get there for two years.
21 We are not going to take no for an answer this
22 year. So, I have put it up early in the

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 schedule.

2 And it is our normal two-day event.

3 We spend both days with the Community-Based
4 Warrior Transition Unit. We may spend some
5 time, I may plug-in a VA there. I usually,
6 though, plug-in VAs with the Joint Forces
7 Headquarters, and we have been to the Joint
8 Forces Headquarters in that State. So, it may
9 just be two days with the Community-Based
10 Warrior Transition Unit.

11 The next date is a business meeting
12 here in town, two days in late October.

13 The next one is we have started to
14 establish over the years an opportunity to go
15 down to headquarters-type organizations. The
16 first year we did it with the Air Force Wounded
17 War Program in San Antonio. We really just met
18 two days in their headquarters in, I call
19 "embracing them".

20 We are in their headquarters spaces.

21 We see them coming and going. Their staff
22 briefs us on various topic areas. And it is

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 a very thorough look and a very thorough
2 opportunity to really get involved in their
3 day-to-day operations and bring in their experts
4 in a level of detail we just don't get when we
5 are briefing in public forums.

6 So, we have not had an opportunity
7 to do this with the Wounded Warrior Regiment
8 Headquarters. And so, the 30th and 31st of
9 October would be "Embrace-the-Headquarters" Day
10 with the Wounded Warrior Regiment. And we would
11 spend two days down there, and we would get,
12 again, some very thorough briefings on all their
13 programs and the things we just don't have time,
14 even after four years, to get in a meeting in
15 which they are here and brief us on these topics.

16 So, that is local.

17 The difference we are seeing in what
18 I have arranged for you guys this year, good
19 or bad, is, if you will notice, it is a week
20 in Hawaii. That is a long week for some of you
21 guys. That is a lot of your time.

22 This one is also. It is a two-day

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 meeting, Monday and Tuesday, and then, Wednesday
2 we go down to Quantico. So, that is a four-day
3 week for some of you.

4 So, if you are committing to
5 Quantico, I need you to look at your calendar
6 and realize that you are also here two days
7 before that for the business meeting. That is
8 four days. I know that is a lot for you guys.

9 The next one is the Utah
10 Community-Based Warrior Transition Unit and the
11 Utah State Joint Forces Headquarters. They are
12 on the same post. This is very similar to going
13 to Arkansas.

14 I split that up last year. This
15 year I am combining these two headquarters
16 because they are right next to each other.

17 And one of the reasons we want to
18 go to Utah, to the Utah Community-Based Warrior
19 Transition Unit is because it is also a downward
20 stream, as we speak, from Iowa. Remember that,
21 Mr. Rehbein, last year when we were talking with
22 the Iowa State Guard? They said a lot of their

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 Service members are going out to Utah, or not
2 necessarily going out.

3 Utah is a Community-Based Warrior
4 Transition Unit. That means that they are
5 assigned to the Utah Community-Based Warrior
6 Transition Unit.

7 But the Rock Island and the Utah
8 might make a good evaluation of how reasonable
9 is it to send, virtually to send an Iowa National
10 Guardsman to a Community-Based Warrior
11 Transition Unit in Utah? It might give us a
12 good look at, is their remote care system working
13 as virtually they would like it to?

14 Another long one is starting in
15 December, Fort Hood, one of the Army's largest
16 WTUs, and other than Hawaii, the only WTU that
17 we would be going to this year. But, again,
18 this is on the 5th and 6th of December. It is
19 a Thursday and Friday.

20 For those of you who are staying for
21 the long-term, you would stay down there or I
22 could send you home Friday night, not a problem,

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 but I have got to have you back Monday morning
2 for the business meeting. This is a proposed
3 business meeting in San Antonio.

4 And the agenda for this business
5 meeting would be to bring in the Air Force and
6 the Army WTU there at BAMC and the hospital at
7 BAMC. So, that is what the agenda for the
8 business meeting would be. They would brief
9 us during those two days.

10 And I would probably not bring the
11 Air Force back in again, even in our February
12 Service briefing. So, essentially, this would
13 be the Air Force's Service briefing to us. A
14 lot of resources in San Antonio, and they bring
15 them down there when we ask them to do Air Force
16 reviews anyway from D.C. So, we might as well
17 just have them brief us in San Antonio.

18 Army WTU would brief us. We have
19 been to the WTU. So, we would get an overview
20 from the Army WTU. We would tap into some local
21 resources for the Benevolent Societies, the VA,
22 similar to our San Antonio briefings two years

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 ago.

2 But the next day, the 11th and the
3 12th, we would go and we would talk specifically
4 and only to the Marine and the Navy DET down
5 at SAMC. It is now called SAMC. And we would
6 spend those two days with the Marine DET at what
7 used to be BAMC and the NAVY DET at what used
8 to be BAMC.

9 So, Monday and Tuesday we would
10 bring the Air Force in. We will bring the Army
11 WTU in. Thursday and Friday we talk to the
12 individuals in the Navy and the Marine DET.
13 Another long week. That is six business days
14 over a weekend.

15 Now there are some of those you can
16 pick and choose. But, again, if you are down
17 there for the Fort Hood event, then you might
18 as well stay for the business meeting.

19 And I don't have to have an offsite
20 business meeting. I can bring that business
21 meeting to D.C.

22 MR. REHBEIN: I guess there is also

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 a Physical Evaluation Board in San Antonio.

2 EXECUTIVE DIRECTOR DAILEY: Yes,
3 yes, there are several Physical Evaluation
4 Boards. Is there an Army Physical Evaluation
5 Board? And the Air Force Physical Evaluation
6 Board is there also. So, yes.

7 Yes, we end up in San Antonio every
8 year, ladies and gentlemen, because there is
9 just a lot there.

10 CAPT EVANS: I think you should
11 include the VA.

12 EXECUTIVE DIRECTOR DAILEY: Yes.

13 CAPT EVANS: Yes.

14 EXECUTIVE DIRECTOR DAILEY: We will
15 put the VA on the meeting schedule. I am going
16 to put the VA on the meeting schedule.

17 CAPT EVANS: Okay.

18 EXECUTIVE DIRECTOR DAILEY: Okay.

19 So, Tampa is our first January visit, and it
20 has a number of purposes behind it. We have
21 not visited a polytrauma facility from the VA,
22 and Tampa is just as good as any other one.

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

1 There is one in Richmond. There is -- I think
2 it is Minnesota? -- Minnesota. So, there are
3 other opportunities, but Tampa I picked because
4 we got a briefing last year from the Reserve
5 Components' offices in Tampa that consolidate
6 all of their IDES packages.

7 So, there is an IDES piece in Tampa
8 now that the Army Reserve utilizes to streamline
9 and quality-control their IDES. So, that is
10 a touchpoint that affords us in Tampa, along
11 with the polytrauma unit.

12 And then, also, we haven't had a
13 chance to visit the Special Operations
14 Headquarters. So, this would be our
15 opportunity to go to Care Coalition
16 Headquarters, the first time, and sit down with
17 them for a while.

18 MS. MALEBRANCHE: There is one
19 thing I forgot, too. When you mentioned
20 polytrauma, there is a polytrauma center at San
21 Antonio now. That is the newest one. I know
22 that is kind of packed, but there is one there.

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 EXECUTIVE DIRECTOR DAILEY: Okay.

2 MS. MALEBRANCHE: We could get a
3 comparison if you wanted to because Tampa has
4 been around probably the longest --

5 EXECUTIVE DIRECTOR DAILEY: Yes.

6 MS. MALEBRANCHE: -- and this is the
7 youngest.

8 EXECUTIVE DIRECTOR DAILEY:
9 Uh-hum. Okay. I can bring them in for a
10 briefing at minimum possibly.

11 So, I mean, that is the rationale
12 behind Tampa. Again, there is one in Richmond,
13 if we want to bring it closer to home. We can
14 make time in San Antonio. So, options.

15 The next one is another combination
16 effort. We would head out to Nevada, Nellis
17 Air Force Base. The opportunities here involve
18 another IPO, electronic health record, case
19 management -- what do they call them? -- pilot
20 sites.

21 So, it is a similar operation to
22 Chicago's Federal Health Facility, but not the

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 same. It is a pilot site for some of the EHR
2 case studies that are going on.

3 And we have not talked to an Air
4 Force Reserve Unit. We are getting a lot of
5 contact with Air Force Guard Units, but we are
6 not touching the Air Force Reserve.

7 I thought the opportunity to talk
8 to the NOSC in San Diego was illustrative, and
9 thought that the same opportunity with the Air
10 Reserve would be also an opportunity to see how
11 it is working in the Reserve Component and at
12 places that are not necessarily close to the
13 flagpole, which the assumption is that they are
14 well-informed close to the flagpole. Farther
15 away, the very good programs that the Air Force
16 has been putting in place for several years now
17 really need to find dissemination, and touching
18 these Reserve Units would enhance your view that
19 dissemination is actually happening. And we
20 would also talk with the Air Force hospital
21 there.

22 Populations are pretty small. And

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

1 these types of touchpoints are trying to assess
2 the leadership knowledge of the Wounded Warrior
3 Programs available to their Service members when
4 they do become wounded or injured.

5 Yes, let's go to the next one.
6 Almost through, guys.

7 Business meeting local in late
8 January.

9 And then, as part of a continuing
10 philosophy to sit in a headquarters and embrace
11 and get a level of detail that we can't really
12 experience here in the public forum is two days
13 with the DoD Warrior Care Policy Office.

14 Now, given that I haven't
15 coordinated any of this, ladies and gentlemen
16 (laughter), I need your input first. I need
17 to know what is accessible to you. But this
18 is another opportunity to just get very detailed
19 briefings on these types of headquarters and
20 policy-building offices.

21 So, that would be here. And again,
22 the 27th and the 28th, it is a Monday and Tuesday;

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 29 and 30 is Wednesday and Thursday. Head home
2 on Friday.

3 And last, but not least, we have
4 never had an opportunity to touch the Marine
5 Reserve Component. So, the 4-5 February visit
6 is a visit to New Orleans, where -- correct me
7 if I am wrong -- Lieutenant Colonel Keane is
8 the Marine Reserve Component Headquarters.

9 LTCOL KEANE: MARFORRES.

10 EXECUTIVE DIRECTOR DAILEY:
11 MARFORRES.

12 EXECUTIVE DIRECTOR DAILEY: Get a
13 laydown and a briefing. And then, I picked a
14 unit that is in the not-close-to-flagpole, in
15 the Rust Belt. And we would really like to spend
16 some time with this battalion talking to them
17 about their knowledge base on Wounded Warrior
18 Programs. We would probably also touch the VA
19 in that area also. And that would be the last
20 visit of the year.

21 MR. REHBEIN: Denise, just from
22 local knowledge, jump back to Rock Island for

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 a minute. You should be aware that the Rock
2 Island CBWTU and the nearest VA are somewhere
3 between 80 and 100 miles separated in distance.

4 So, if you are going to get to both of them,
5 you may wind up flying into Davenport to visit
6 Rock Island, and then, out of Cedar Rapids after
7 you visit the VA.

8 EXECUTIVE DIRECTOR DAILEY: Okay.

9 Okay.

10 CAPT EVANS: I believe we only have
11 one for Navy.

12 EXECUTIVE DIRECTOR DAILEY: I do.

13 CAPT EVANS: Right.

14 EXECUTIVE DIRECTOR DAILEY: Yes,
15 yes.

16 CAPT EVANS: So, if we are on the
17 West Coast, is there an opportunity to look at
18 C5, San Diego?

19 EXECUTIVE DIRECTOR DAILEY: Well,
20 we have been to San Diego. They did brief us
21 on C5. I wasn't eager to go back to the West
22 Coast, but I will, and I am happy to go to San

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 Diego. It is also a target-rich environment.

2 I don't mean to say that pejoratively. It has
3 a lot of contacts there where we would be able
4 to assess programs and effectiveness of
5 programs.

6 CAPT EVANS: We only have one Navy.

7 EXECUTIVE DIRECTOR DAILEY: Yes.

8 CAPT EVANS: So, if we can get to
9 a second Navy --

10 LTCOL KEANE: I have a second Navy.

11 That first visit in Hawaii, should there be
12 an "X" at Navy?

13 EXECUTIVE DIRECTOR DAILEY: What's
14 that?

15 LTCOL KEANE: The first visit to
16 Hawaii in October --

17 EXECUTIVE DIRECTOR DAILEY:
18 Uh-hum.

19 LTCOL KEANE: -- there should be an
20 "X" in the Navy column.

21 EXECUTIVE DIRECTOR DAILEY: You
22 think we have got the Navy hospital there, right,

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 who are taking care of the Marines? They would
2 be briefing us on their programs for care of
3 the Marines.

4 Well, the opportunity, also, in
5 Hawaii, although it gets very busy, is to also
6 reach out to the RCCs and the Air Force there
7 and reach out to Navy Safe Harbor and see what
8 clients they are managing in Hawaii also. That
9 is not that difficult to pull in any of their
10 clients. And that would work probably well in
11 Hawaii with the Navy.

12 You know, just intrinsically, you
13 would think you would have a population of Navy
14 sailors there that would be receiving services
15 from Navy Safe Harbor. Yes. Okay.

16 So, how is that? Can we all expand
17 the agenda to bring in a Navy group in Hawaii?

18 Okay. I will see who is in there. They do
19 have medical hold squadrons. I know they have
20 a big one at Norfolk. We will assess the
21 population of Navy and Medical Hold in Hawaii.

22 I think that would work. That means I might

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 work you all day on Friday, though.

2 CO-CHAIR NATHAN: I think there is
3 the gravitas of the wounded warrior care still
4 lies resident mostly in the Marine Corps and
5 the Army. So, I think that there is some
6 pretty -- you know, Quantico and Fort Hood and
7 those things are very great juice for the
8 squeeze.

9 The only other thing I would ask of
10 you all to consider -- again, this antedates
11 my arrival at the Task Force -- do you have any
12 places from the first or second year that just
13 were fairly significant in their size and
14 footprint, but had significant problems, and
15 you need to go back and see eyes-on if there
16 was some place that you thought really needed
17 redirection, recalibration, reorientation, and
18 now you want to go back and see it?

19 Outside of that, I can't see any
20 other real additions to this. I think the
21 polytrauma VA is a very worthwhile visit. It
22 has all Services there, and these are some of

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 the sickest, most injured, most family-draining
2 recovering warriors in the world. And we need
3 to see how the VA is responding, and in many
4 cases magnificently, and how the Services liaise
5 with the VA in these polytrauma areas.

6 And you could go to Palo Alto. You
7 could go to Tampa. Tampa and Richmond are the
8 two huge feeders for the Walter Reed/Bethesda
9 wounded. And so, I think that is very
10 worthwhile.

11 So, that is the only thing I would
12 offer. I think the list is representative,
13 unless there is someplace you need to go back
14 to that you think was of size and scope and
15 worried enough that we really need a second look.

16 CO-CHAIR CROCKETT-JONES: I think
17 we have revisited twice 29 Palms and Fort Carson.

18 The only other location that I can recall having
19 enough concerns about the issues that were
20 present to wish for a revisit myself would be
21 down in Portsmouth, but I am sure how large a
22 scope, how everyone else felt, also, about what

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 we saw there. So, that is the only thing I would
2 throw out as one that I would hope somehow we
3 get some followup on.

4 CAPT EVANS: I mean, if it is not
5 included as a site visit, we need to definitely
6 follow up with a Reserve Unit, because it was
7 with a Reserve Unit that, you know, the number
8 of concerns were coming out of there.

9 CO-CHAIR NATHAN: You may want to
10 have them, you know, if Muhammad doesn't want
11 to go to the mountain, you may want to have them
12 come up here and brief where they are on the
13 recommendations and what their current
14 situation is.

15 CAPT EVANS: I think that would be
16 good, too, to have them come up and brief.

17 CO-CHAIR CROCKETT-JONES: Well,
18 some of the issues centered around significant
19 difference in perception of policies and real
20 outcomes between patients and leadership. So,
21 I am not sure that them briefing us, I mean,
22 I think that at the site visit their briefing

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 did not give us a clear expectation compared
2 to what we got in the focus groups. There was
3 a significant disconnect. And so, I am not sure
4 if briefing -- I would say, if we can't visit,
5 I am not sure that a briefing would help.

6 CO-CHAIR NATHAN: So, maybe there
7 is a middle ground. And maybe, Denise, rather
8 than try to put a full agenda of the whole Task
9 Force down there, if we send two or three of
10 us down, at least a Navy representative and maybe
11 Suzanne and one or two others, to go down and
12 do sort of a satellite visit, to come back and
13 report to us during a business meeting what they
14 saw, rather than try to go down there.

15 And this would be true of any place
16 we need to go back to. If you had specific
17 concerns with it, we probably don't need to
18 reinvent the wheel with a whole new fogwalk from
19 the whole Task Force down there, but go back
20 with a specific agenda and look and talk and
21 visit, and then, report back to the group how
22 we are doing.

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 EXECUTIVE DIRECTOR DAILEY: Well,
2 it is an also good alternative. I mean, with
3 that visit to Nellis Air Force Base, I mean,
4 we could down to Portland -- oh, excuse me -- go
5 down to Portsmouth, visit the Reserve Component,
6 and just up the road a little ways, Langley Air
7 Force Base.

8 I mean, the purpose of the Nellis
9 visit is the opportunity to look at the pilot
10 site for the electronic records piece. That
11 is at Portsmouth also. Langley Air Force, my
12 need to touch the Air Force was met at Nellis,
13 but we could go over to Langley down in
14 Portsmouth in the Norfolk area, and I could talk
15 to the Reserve Unit at Langley.

16 And we tried to go to Langley two
17 years ago, and it fell off the table due to
18 membership issues. So, I could achieve a visit
19 to Portsmouth, the pilot site, and a Reserve
20 Unit by going back to Portsmouth this year and
21 hitting Langley in with it. That would take
22 Las Vegas off the table.

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 (Laughter.)

2 TSGT EUDY: My comment, ma'am, was
3 going to be, if Portsmouth was going to be a
4 visit, then possibly the polytrauma at Richmond
5 en route, if just a small group was going to
6 go down, based in practice of what they are doing
7 there versus what is going on in Florida,
8 different patient populations. Especially as
9 we see the Defense Health Agency stand up here
10 and their relationship with Richmond, I think
11 that would be a vested interest. And then, we
12 can look at that polytrauma versus the other
13 and see how they are going to carry forward in
14 the future.

15 EXECUTIVE DIRECTOR DAILEY: So, it
16 would be -- and keep in mind all these, for the
17 record, all these visits are small Task Force
18 membership, you know, three to four people.
19 I don't generally take the whole Task Force out
20 there. There are models of running task forces
21 where everyone goes on every trip every time.
22 This is a longstanding Task Force. I have

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 broken you up into groups of two or three to
2 attend these site visits over four years. I
3 think that makes it easier on your schedule.
4 We cover the same ground.

5 So, yes, these are site visits in
6 which two to three would go. And what I hear
7 you saying, Tech Sergeant Eudy -- and I see some
8 head nodding up and down over here -- that we
9 would travel down to Richmond, do the polytrauma
10 unit, probably head over to Langley, I think
11 if we are talking geographically. Spend some
12 time with the Air Force hospital at Langley and
13 the Reserve Unit at Langley.

14 Go over to Portsmouth. We are
15 talking about the Medical Hold East for the
16 Reserve Component at Portsmouth. And also,
17 schedule some time for an opportunity to talk
18 to them about their pilot site for electronic
19 records.

20 Okay. That would take Nevada off
21 the plate, and we would accomplish these tasks
22 in Portsmouth. Yes? Okay. I am happy to do

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 that. That is a good opportunity. Road trip.

2 (Laughter.)

3 We will probably gather here in
4 D.C., and we will put you in a van and drive
5 you down there for that one.

6 CO-CHAIR NATHAN: In January, yes.

7 There is nothing better than Norfolk in
8 January.

9 (Laughter.)

10 And so, all of you, if you could
11 sooner than later, if you have schedule concerns
12 about this and you think that what you need to
13 add on a trip is significant, please get to
14 Denise and her group right away, so she can start
15 putting this into rock or ink as opposed to
16 pencil.

17 EXECUTIVE DIRECTOR DAILEY: And the
18 last piece of information, we have scheduled
19 a start, essentially, in the first quarter,
20 which we didn't last year. We were holding up
21 on the membership. We wanted to get everybody
22 onboard. We wanted to get our new Chair

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 onboard. And as a Task Force, we didn't want
2 to get too far ahead of him.

3 So, you did all your focus, you did
4 everything between January and March. We were
5 on the road every week.

6 This ends in mid-February or late
7 February. That would be your last, almost a
8 month earlier.

9 We won't have all our membership
10 onboard. So, I will have those materials, which
11 is what I need. You know, I am not going to
12 probably be able to bring Justin back on, and
13 it is up to the Secretary of Defense to reappoint
14 him as a special government employee, which is
15 why you are not seeing him now.

16 Captain Constance Evans is leaving
17 us. Is that okay for me to announce? Too late,
18 anyway, right?

19 (Laughter.)

20 I will need a replacement from the
21 Navy. I will need a replacement from the Marine
22 Corps. So, I am going to be down about three

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 members in the first quarter.

2 DoD is really only capable of
3 pushing through one membership package a year.

4 It is the annual renewal. And it is only the
5 leverage that I have when I say, "If you don't
6 approve membership, I'll have to shut the Task
7 Force down." That moves the packages along.

8 I would like to say, in all fairness,
9 that once it hits the SecDef's office, two weeks
10 it is out of there every time for the last three
11 packages. So, getting it to the SecDef's office
12 is a process of four to five months. But every
13 time it hits the SecDef's office -- and I know
14 this is true with every advisory committee -- if
15 the Department of Defense can get it to the
16 SecDef's office, it is out in two weeks. But
17 getting it to the SecDef's office is
18 problematic.

19 So, I am probably not going to have
20 a lot of membership my first quarter. And this
21 is an aggressive first quarter schedule. So,
22 for all that that planning has been -- and there

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 is some thought behind it, and now I need your
2 input -- execution will be difficult, depending
3 on everyone's schedule.

4 Okay.

5 CO-CHAIR NATHAN: Denise, are you
6 suggesting that we slide some forward?

7 EXECUTIVE DIRECTOR DAILEY:
8 Forward, as into February and March?

9 CO-CHAIR NATHAN: Right.

10 EXECUTIVE DIRECTOR DAILEY: Sir,
11 one of the reasons we are starting early in the
12 year is I have to shut the Task Force down.
13 This essentially ends the Task Force in June
14 instead of July when we go back.

15 So, it is now the 25th and 26th of
16 July of this year. Next year, when I have to
17 shut the Task Force down, I have backed this
18 up a month. The last meeting would be the 23rd
19 and 24th of June because this will be the end
20 of the Task Force, and there are Task Force
21 activities that I have to accomplish by 1 October
22 in order to shut it down. So, I have asked for

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 that extra month in order to do that.

2 And it is the contractor's
3 responsibility to provide me people, and they
4 will. But people are going to be job-hunting.

5 And so, this last quarter bringing people on
6 for three months to cover people who have found
7 jobs in other places is going to be less than
8 efficient, but they have a contract; they will
9 fulfill the meeting of that contract. That is
10 no problem. But there is bound to be some
11 disruption. And so, I am looking to use that
12 time to basically shut the Task Force down.

13 Now, to answer your question, yes,
14 we will shift things into February and March
15 if I have to, and we will shut it down anyway,
16 regardless of how compressed that timeframe
17 gets.

18 But we are on a very compressed
19 timeframe right now. We will finish this report
20 here. Basically, I have five working weeks to
21 get it out the door and published by 3 September.

22 That is accomplishable.

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 But next year you have got to imagine
2 that I am not only doing that, but I am closing
3 out all my records. All my records have to be
4 boxed and stored and shipped, and spaces have
5 to be turned over. And so, there is some other
6 workload that goes with shutting the Task Force
7 down.

8 CO-CHAIR NATHAN: Not to mention
9 the Denise Dailey Memorial Library which will
10 be erected somewhere in the United States.

11 (Laughter.)

12 EXECUTIVE DIRECTOR DAILEY: Okay.
13 I want to thank everyone for their attention.

14 Sir, I am open for a break. And
15 then, with everyone all warmed up, you know,
16 we ought to be able to start the vote.

17 CO-CHAIR NATHAN: Get off and
18 running. Okay.

19 EXECUTIVE DIRECTOR DAILEY: Okay.
20 Break. Can I have everyone back
21 by -- what? -- 9:30, please, and start a little
22 early? Oops, sorry, 9:45?

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

1 (Whereupon, the foregoing matter
2 went off the record at 9:26 a.m. and went back
3 on the record at 9:47 a.m.)

4 CO-CHAIR NATHAN: Okay. All
5 right. We will go ahead and get started.

6 So, Denise, thank you for the
7 review.

8 In preparation for voting, we are
9 going to review the Voting Session Guidelines,
10 which are located in the inside pocket of your
11 briefing book.

12 While we discuss and vote on
13 recommendations over the next two days, our aim
14 is to provide clarity regarding each
15 recommendation, to keep comments focused on
16 critical issues, and to publicly record an
17 accurate vote.

18 When identifying grammatical
19 changes or clarifications, they should be
20 introduced as a point of order for an
21 administrative change, not a motion. A motion
22 should be made to introduce substantive changes.

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 In general, the Co-Chairs will read
2 the item in question without the findings.
3 Then, another member must move to adopt the item
4 as read, stating, "I move that the
5 recommendation be adopted as read."

6 A third member seconds the motion,
7 stating, "I second the motion," "I second it,"
8 or "Second." Or "I'm down with that."

9 (Laughter.)

10 Then, discussion on the motion may
11 occur. Once discussion is completed, a
12 Co-Chair will say, "The question is on the
13 adoption of the motion as read. Those in favor
14 of that motion will signify yea by raising their
15 hands and keeping them raised. A Co-Chair,
16 then, asks for the nays and, then, for
17 abstentions or abstains.

18 A Co-Chair will, then, announce the
19 votes, and the votes will be on the screen.

20 DR. TURNER: Hello?

21 CO-CHAIR NATHAN: Hello.

22 DR. TURNER: Mr. Chairman this is

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

1 Dr. Turner.

2 CO-CHAIR NATHAN: Dr. Turner,
3 welcome. This is Admiral Nathan. And we are
4 going over the Robert's Rules of Order for how
5 we will introduce a motion on each
6 recommendation.

7 Quickly, in summary, one of the
8 Co-Chairs will read the item in question without
9 the findings. Another member will move to adopt
10 the motion as read. A third member will be
11 required to second that motion. There will be
12 discussion on the motion.

13 And once that is completed, a
14 Co-Chair will say, "The question is for adoption
15 of the motion as read. Those in favor say yea."

16 And we will ask you to at that point on the
17 telephone say "Yea" if you agree with the motion
18 as read.

19 We will ask for those who are opposed
20 to the motion as read. They will say "Nay."
21 And we will ask for those who are neither opposed
22 nor support who abstain from that as raising

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 their hands or saying "Abstain."

2 So, during that period of time
3 following each option, you will either say
4 "Yea," "Nay," or "Abstain."

5 A Co-Chair will, then, announce the
6 vote, and the vote will be noted on the screen.

7 Please take some moments to read
8 over the insert which also addresses amending
9 a motion and reconsidering an item already
10 discussed.

11 Suzanne?

12 DR. TURNER: Very good. Thank you.

13 CO-CHAIR CROCKETT-JONES: All
14 recommendations will be shown on the screen as
15 we conduct our discussion. Any changes will
16 be made in real-time and properly displayed for
17 the final vote.

18 I think we are ready to move on and
19 begin our discussion of the first
20 recommendation.

21 EXECUTIVE DIRECTOR DAILEY: So, tab
22 G, ladies and gentlemen, would help you, but,

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 also, what is up on the board is very crisp,
2 very concise of each recommendation.

3 MR. REHBEIN: So, may I ask a
4 question before we get into a specific
5 recommendation?

6 We will have a motion to approve.

7 I am not going to get into the specifics of
8 what I want to do, but I would like to make some
9 wording changes in this recommendation. So,
10 will we need a motion to amend or is that done
11 as a point of order? I don't want to get us
12 tangled up. I would like to get that clear in
13 my mind before we get into specifics of a
14 recommendation.

15 EXECUTIVE DIRECTOR DAILEY: Your
16 wordsmithing -- and that has been kind of a
17 normal practice -- is okay. We will change it
18 up on the board. And then, the motions to adopt
19 as read are more appropriate.

20 CO-CHAIR NATHAN: Suppose somebody
21 from the Board, from the Task Force, would like
22 to change some verbiage, and others don't agree.

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 How is that resolved without a vote?

2 Man from Thunderdome? Two people
3 in there and one person leaves?

4 (Laughter.)

5 EXECUTIVE DIRECTOR DAILEY: Sir,
6 speaking, sir, the wordsmithing generally does
7 not result in a lot of controversy. If it does,
8 then what someone will do is bring the motion
9 to a vote, and you vote it down. And then, you
10 will start again with a new recommendation.

11 But, as structured as I have your
12 Robert's Rules of Order, you can run it in a
13 way that facilitates your operation. There is
14 a point in time when you will need to make a
15 motion to vote and a motion to discuss. Prior
16 to that time, you need to be getting it in the
17 shape you want it in.

18 CO-CHAIR CROCKETT-JONES: So, it
19 sounds like a Co-Chairman will read. And if
20 there are wording changes desired, we can go
21 right then to a point of order to change the
22 wording, and then, follow the procedure. Does

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 that make everybody happy?

2 CO-CHAIR NATHAN: Okay.

3 Recommendation D1.

4 "The Office of the Assistant
5 Secretary of Defense for Health Affairs
6 [OSD(HA)] and the CoE Oversight Board, the
7 Centers of Excellence Oversight Board, should
8 develop a Department of Defense Instruction,
9 a DoDI, that empowers the CoEs and the Oversight
10 Board and facilitates the translation of CoE
11 discoveries into practice across the Department
12 of Defense."

13 So, that is the motion as read. I
14 mean, that is the recommendation as read.

15 Do we have --

16 MR. REHBEIN: So, I would make the
17 motion to adopt that recommendation for
18 discussion purposes.

19 CO-CHAIR NATHAN: Okay.

20 MS. MALEBRANCHE: I second it.

21 CO-CHAIR NATHAN: Okay. So, now
22 there will be discussion on the recommendation.

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

1 MR. REHBEIN: And under discussion,
2 I would like to make a recommendation for
3 something of a wording change, a strengthening
4 change, in my opinion. I think the word
5 "facilitates" is not strong enough. I would
6 recommend that we, in place of "facilitates,"
7 insert the words "requires support of the
8 Services for...."

9 I think we need to do more than
10 simply encourage the Services to take these
11 results and put them into practice. I think
12 we need to put it down on paper that they are
13 required to do that. We essentially say that
14 in the findings. But, then, as we got into the
15 recommendations, it got weakened, and I think
16 we need to strengthen it with a requirement,
17 rather than a facilitation.

18 CO-CHAIR NATHAN: So, could you
19 state again what you would -- can you read that
20 sentence, then, how you would write it?

21 MR. REHBEIN: I would keep that
22 sentence up through "the Oversight Board

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 and...." I would strike "facilitates," and I
2 would substitute for "facilitates," I would
3 substitute the words "requires support of the
4 Services for....," F-O-R. And strike
5 "facilitates".

6 CO-CHAIR NATHAN: Okay. Comments
7 on that change?

8 CAPT EVANS: When you say "should,"
9 are we giving them the option?

10 CO-CHAIR CROCKETT-JONES: Yes, I
11 think "should" should be "will". I think that
12 they "will develop" is what we are recommending,
13 not that they, you know -- "should" is a bad
14 word.

15 MR. REHBEIN: Please. Yes.

16 CO-CHAIR CROCKETT-JONES: Let's
17 strike "should" and put in "will".

18 CAPT EVANS: Because, if you tell
19 me I should, then I may say no.

20 CO-CHAIR NATHAN: Okay. No, you
21 had us at "hello".

22 (Laughter.)

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 "The CoE Oversight Board will
2 develop a Department of Defense Instruction,
3 DoDI, that empowers the CoEs and the Oversight
4 Board and requires support of the Services
5 for" -- "and directs support of the Services"?

6 How about "and directs support of the Services
7 for the translation of CoE discoveries...."?

8 Comments on that?

9 Going once.

10 CSM DeJONG: The word "will" -- we
11 have had this discussion over the past several
12 years of at what point do we start telling Under
13 Secretaries' offices or the Secretary of Defense
14 Office that -- I don't know if "will" is the
15 proper term right there. It is just kind of
16 we are making a recommendation. The way that
17 I read that with "will," it is almost like it
18 is an order. I am not sure if that's --

19 CO-CHAIR CROCKETT-JONES: I would
20 argue that, since it is a recommendation, our
21 recommendation is that they will do this. It
22 is already a recommendation. It is not an

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 order.

2 If we were creating a list of
3 directives, plans, or orders, then "should"
4 would be more appropriate if we were giving them
5 the discretion of answering. But we are making
6 recommendations. It is okay for us to say that
7 they will do that. That is our recommendation.

8 CSM DeJONG: I stand corrected.

9 CO-CHAIR NATHAN: No, I think your
10 point is a very good one --

11 CO-CHAIR CROCKETT-JONES: Yes.

12 CO-CHAIR NATHAN: -- but I think you
13 are both right. And I do think that, since it
14 is a recommendation, our recommendation is this
15 is what you should adopt. They can take or leave
16 our recommendation.

17 Other concerns, issues?

18 MG MUSTION: I guess I am not
19 exactly sure what the term "directs support of
20 the Services for the translation of CoE
21 discoveries...." I think, as we discussed it
22 here, my interpretation was requiring the

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

1 Services to implement those things that the CoEs
2 discover/determine as best practices for
3 healthcare and those types of things.

4 I mean, as a person who is
5 potentially going to receive the report to
6 execute it at the Service level, how do you
7 interpret the term "requires Services to
8 support"? That is very broad.

9 CO-CHAIR NATHAN: I understand.
10 You could take "support" out of there, and you
11 could simply say, "that empowers the CoEs and
12 Oversight Board and directs the Services to
13 translate CoE discoveries into practice."

14 MG MUSTION: I think I would be okay
15 with those words, the way you relayed them right
16 there, sir.

17 CO-CHAIR NATHAN: So, what I said
18 was "and the Oversight Board and directs the
19 Services to translate the CoE
20 discoveries" -- "translates the CoE discoveries
21 into practice across the DoD."

22 CO-CHAIR CROCKETT-JONES: So,

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

1 strike "translation of...."?

2 CO-CHAIR NATHAN: Okay? Going
3 once. Going twice.

4 EXECUTIVE DIRECTOR DAILEY: As a
5 matter of consistency, almost all your
6 recommendations last year employed the word
7 "should" or there were some "must's" in there.

8 CO-CHAIR NATHAN: It was a kinder,
9 gentler --

10 EXECUTIVE DIRECTOR DAILEY:
11 "Should"? A kinder, gentler report? Okay.

12 CO-CHAIR NATHAN: -- Task Force.

13 EXECUTIVE DIRECTOR DAILEY: I'm
14 okay with that, as long as you are aware. We
15 are good with "will".

16 CO-CHAIR NATHAN: When we brief
17 this out to the SecDef, we will say, "We wanted
18 to say `should,' but DeJong insisted on `will'."

19 (Laughter.)

20 Any other concerns?

21 (No response.)

22 All right. So, if there is no

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 further discussion, we are going to call for
2 the motion of the vote. And I will read the
3 recommendation. So, the vote before us is to
4 adopt the recommendation as I read it.

5 "The Office of the Assistant
6 Secretary of Defense for Health Affairs and the
7 Centers of Excellence Oversight Board will
8 develop a Department of Defense Instruction,
9 DoDI, that empowers the CoEs and the Oversight
10 Board and directs the Services to translate the
11 CoE discoveries into practice across Department
12 of Defense."

13 So, do I have a motion to accept as
14 read?

15 MR. REHBEIN: I'll make that
16 motion. Rehbein.

17 CO-CHAIR NATHAN: Do I have a
18 second?

19 CAPT EVANS: I'll second. Evans.

20 CO-CHAIR NATHAN: Okay. So, the
21 motion before us is to accept as read
22 Recommendation D1.

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 All those in favor please signify
2 by, if you are present, raise your hands and
3 say "Yea," or if you're on the phone, please
4 say "Yea."

5 DR. TURNER: Yea.

6 (Laughter.)

7 CO-CHAIR NATHAN: Thank you. Duly
8 noted.

9 All those in favor please signify
10 yea.

11 DR. TURNER: Yea.

12 CO-CHAIR NATHAN: Got it. Voting
13 twice, just like the Chicago election.

14 (Laughter.)

15 (Show of hands.)

16 All those opposed please signify by
17 saying "Nay".

18 (No response.)

19 All those in abstention please
20 signify by saying "Abstain".

21 (No response.)

22 Hearing none opposed or no

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

1 abstentions, the motion is passed.

2 And we will now move on to D2.

3 CO-CHAIR CROCKETT-JONES: Okay.

4 Recommendation D2:

5 "DoD and VA should establish
6 policies that emulate that the best practices
7 established to transfer/transition
8 catastrophically-wounded Service members
9 between DoD/VA and the VA/DoD for Service
10 members with low-acuity conditions."

11 Is there a motion to adopt this for
12 discussion?

13 MS. MALEBRANCHE: I move to adopt
14 this for discussion.

15 MR. REHBEIN: Second.

16 CO-CHAIR NATHAN: We can read
17 you --

18 MR. REHBEIN: I had a couple of
19 minor problems with the English, and I apologize
20 to the staff for doing this to them. But I would
21 like to suggest some minor wording changes that
22 helped me understand the recommendation better.

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 I would like to replace the word
2 "emulate" with the word "extend". And a few
3 words later, change "established to" to
4 "established for". After "transition," insert
5 the word "of". And then, following the
6 "VA/DoD," change the word "for" to "to," T-O.

7 Reading that as someone that was not
8 here in the discussion, that seemed to me to
9 convey the meaning better, but I will leave that
10 open to the rest of the Task Force.

11 CAPT EVANS: Why would you
12 put -- so, you are saying "extend the best
13 practices established for transfer" --

14 MR. REHBEIN: If I understand the
15 recommendation better, we are saying that there
16 are policies that have been developed for
17 catastrophically-wounded, and that those
18 policies should be extended, should be continued
19 down to the lower acuity. So, all I was trying
20 to do was clarify that statement to reflect that
21 understanding, if that is the correct
22 understanding.

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 MS. MALEBRANCHE: Just something
2 that I wanted to bring. From the VA anyway,
3 we thought that the recommendation needs to
4 clarify the source of these best practices
5 during the transfer and transition and before
6 applying them into policy.

7 There is a IC3. We have talked
8 about this for discussion purposes, this
9 Interagency Care Coordination group. And they
10 have been developing joint guidance for this.

11 However, we are having some
12 discussion now about joint policy because
13 nothing exists currently between the two
14 Departments. And I'm not sure -- we have had
15 General Counsel look at this, but right now they
16 are at an MOU. And I think there is something
17 to the strength of policy. I am not sure if
18 that has to be legislated or not. And if that
19 is the case, and we are saying should establish
20 formal policies -- and I don't know; maybe the
21 recommendation as it stands says that, but there
22 is no joint policy development ability or it

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 hasn't happened in the past.

2 It looks like a lot of the things
3 that we are doing have that potential for joint
4 policy. So, I wonder if this recommendation
5 needs to be strengthened to that effect.

6 CO-CHAIR NATHAN: I think that the
7 spirit of the recommendation was that there is
8 some very good policies, not necessarily joint,
9 but DoD and VA policies that work very well for
10 critically-injured warriors. But, yet, you
11 have to be in the critically-injured warrior
12 classification to get these benefits and to get
13 this kind of advocacy, to get the attention of
14 certain federal healthcare coordinators, those
15 sorts of things.

16 So, wouldn't that be nice if the
17 people who weren't as severely injured, the more
18 of the "walking wounded," could have access to
19 some of these great programs? That was the
20 spirit of it.

21 My only concern with this
22 recommendation is, if I were DoD or VA, I would

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 say, as you said, Karen, "Well, okay, which best
2 practices specifically, and who determines
3 that? It is sort of a general concept. Can
4 you be a little more specific?" That is my only
5 concern with this recommendation.

6 MS. MALEBRANCHE: I think it does
7 lead itself here to establishing separate
8 policies. I mean, doing this, we would have
9 to identify what is a low-acuity condition.
10 So, we are not very clear here. I'm not sure
11 as to how to change that wording, but I know
12 that was a concern. So, maybe clarify the
13 source of some the best practice.

14 CO-CHAIR NATHAN: So, I think the
15 sentiment is certainly correct of the
16 recommendation, which was, gosh, there's some
17 great stuff that the really ill get and the
18 really injured get. Couldn't other people sort
19 of have access to some of these neat things,
20 too? That is the sentiment of it. How you
21 recommend that and get that into execution may
22 require more specificity.

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

1 EXECUTIVE DIRECTOR DAILEY: The
2 best practices we are highlighting are in the
3 findings. We talk about the IC3 Lead
4 Coordinator, the checklist. Those are
5 identified in the findings. So, that is what
6 the purpose of the findings do.

7 However, in the recommendation, if
8 you are concerned about the term "low-acuity,"
9 we can put Category 2 in there, and that is a
10 very well-defined population. Instead of using
11 the term "low-acuity," we can use the term
12 "Category 2".

13 MS. MALEBRANCHE: I wonder, Captain
14 Evans, I know you have been key in the Lead
15 Coordinator implementation piece. And the Lead
16 Coordinator role in this IC3, I am wondering
17 if that somehow can wrap into this in terms of
18 how you limit or not for the complex care. Is
19 there something in writing yet?

20 CAPT EVANS: So, remember, the Lead
21 Coordinator role is a function, and it is a
22 function of the case managers or non-medical

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 case managers. So, it is not a separate --

2 MS. MALEBRANCHE: Correct.

3 CAPT EVANS: -- into the category.

4 It is part of their current role. So, I
5 wouldn't capture it there.

6 I think Denise may have hit, if we
7 put it Category 2, because Category 2 is
8 well-defined in the DoDI, and so, that relates
9 back to what it is already currently saying.
10 And, remember, that is placed in 180-day waiting
11 to determine if they are going to go on a Med
12 Board or go back to active duty.

13 We need to extend those same type
14 of services. And some Services do. It is not
15 standard across the board. So, like Navy Safe
16 Harbor or Wounded Warrior Regiment may capture
17 those patients, but some of them don't.

18 So, do we want to standardize that
19 across the board to say what we have for Category
20 3's, we need to include Category 1's? It would
21 be really nice if we can capture all our number
22 of Category 2's and our Category 1's that we

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 have kind of out there with PTSD, not getting
2 any services from anywhere because they are
3 Category 1.

4 So, I think if we capture the
5 Category 2's and try to standardize that, and
6 use that language that is currently in the DoDI,
7 I think that would be better understood by the
8 Services vice if we say "low-acuity".

9 CO-CHAIR NATHAN: Okay. So, we
10 have "Category 2" in place of "low-acuity".

11 Concerns? Discussion? Issues
12 with that?

13 LTCOL KEANE: I would like to make
14 a recommendation to put this off until next year.

15 I think the Lead Coordinator Program is still
16 in its infancy. To use that as a best practice,
17 give it another year of getting through Phase
18 2. IC3 will be much more mature next year.
19 And this might be a great way to kind of wrap
20 up the Task Force next year as a recommendation.

21 CO-CHAIR CROCKETT-JONES: Okay.

22 CO-CHAIR NATHAN: Do you want to

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 make a motion? Probably something to that
2 degree of significance, you might want to make
3 a motion then, and see if you can find somebody
4 to second it.

5 LTCOL KEANE: The other thing,
6 too --

7 CO-CHAIR NATHAN: You still have
8 your microphone off.

9 LTCOL KEANE: Yes, sir.

10 I guess make a motion -- is there
11 a script for me to say? I make a motion to push
12 this off until next year, is the motion I would
13 like to make.

14 But, also, because the IC3 is still
15 not quite mature, they don't know how they are
16 going to do policy, how to do joint policies.

17 So, we are going to tell them to do this without
18 them even knowing how they are going to do it.

19 So, that is why I thought another important
20 point to put in there.

21 I make a motion to push this off
22 until next year.

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 CO-CHAIR NATHAN: Or perhaps -- I'm
2 not saying what your motion should be -- but,
3 really, next year is next year, and we can
4 certainly consider it for next year, but you
5 probably wouldn't want to lock us in to having
6 this next year.

7 So, what your motion really is is
8 to drop this from further consideration for this
9 report and look at it again in the future.

10 LTCOL KEANE: Yes, sir.

11 CO-CHAIR NATHAN: Okay.

12 MS. MALEBRANCHE: Can we
13 somehow -- and we can drop this from here, but,
14 again, it is the policy piece. Because while
15 this group is struggling with the policy
16 guidance MOU, we could recommend that policy,
17 somehow a vehicle to create a policy, a joint
18 policy, between the two Departments that does
19 not exist now be proposed in legislation. I
20 mean that is pretty strong, I know, but it is --

21 EXECUTIVE DIRECTOR DAILEY:
22 Recommendation 29. We have got it there.

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 MS. MALEBRANCHE: Okay. Then, I'm
2 good with yours.

3 EXECUTIVE DIRECTOR DAILEY: Let me
4 see which one it is. Yes, on Recommendation
5 29, page 37, we talk about, "DoD, VA, and the
6 Services should publish timely guidance to
7 standardize care to recovering warriors." The
8 fifth bullet down, we talk about the DoD/VA
9 Interagency Care Complex Coordination Policy
10 for Service members and veterans. And the
11 paragraph that we talk about that on page -- is
12 where we can nail that one down. Page 38, we
13 start at the bottom and we talk about that policy
14 that you all are working on right now, and that
15 is our opportunity to advocate for it.

16 CO-CHAIR CROCKETT-JONES: Okay.
17 So, we will get there and discuss it then, but
18 we have a motion on the floor --

19 EXECUTIVE DIRECTOR DAILEY:
20 Correct.

21 CO-CHAIR CROCKETT-JONES: -- that
22 hasn't been seconded.

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

1 EXECUTIVE DIRECTOR DAILEY:
2 Correct. But I know Ms. Malebranche brought
3 that up twice, and I do need to -- I think this
4 helps you to get it off the table, that it will
5 be addressed.

6 CSM DeJONG: I will second the
7 motion, but I don't remember what it was out
8 there.

9 (Laughter.)

10 This has been a lot of discussion.

11 And to kind of caveat that, in
12 reviewing this prior to coming here, this
13 one -- I know we spoke last meeting about wanting
14 to have fewer recommendations with a lot of
15 punch. This one, to me, seemed like it left
16 a lot of gray area for answers into it. So,
17 I would second that motion to remove it from
18 this report.

19 CO-CHAIR CROCKETT-JONES: So, we
20 are voting --

21 CO-CHAIR NATHAN: So, any further
22 discussion? We have the motion on the floor

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 to remove this recommendation from this year's
2 report. We have a second to that. Is there
3 any discussion to that prior to voting?

4 CO-CHAIR CROCKETT-JONES: I want to
5 be careful. We are voting on removal.

6 CO-CHAIR NATHAN: Right.

7 CO-CHAIR CROCKETT-JONES: So,
8 would a yea vote be, yes, to removal? Okay?
9 I just want everyone to be clear.

10 So, all who want to vote yea will
11 raise their hands or say "Yea" over the phone,
12 to removing this motion. So, how many yeas do
13 I have?

14 (Show of hands.)

15 Did we get the count?

16 Okay. All voting nay to removing
17 the motion?

18 (No response.)

19 All who abstain please say "Abstain"

20 or --

21
22 Okay. I think we have two

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 abstentions.

2 Do we have Dr. Turner on the phone
3 lines?

4 DR. TURNER: Yes. Remove.

5 CO-CHAIR CROCKETT-JONES: Okay.
6 He voted yea.

7 And, Mr. Drach, are you voting to
8 remove or are you abstaining?

9 DR. TURNER: Removal.

10 MR. DRACH: I apologize because of
11 my hearing.

12 Colonel Keane's recommendation or
13 motion failed for lack of a second.

14 CO-CHAIR CROCKETT-JONES: No, we
15 had a second.

16 MR. DRACH: Oh.

17 CO-CHAIR CROCKETT-JONES: So, we
18 are voting on removing.

19 MR. DRACH: Oh, okay. I'm sorry.
20 So, has everybody voted but me?

21 CO-CHAIR CROCKETT-JONES: Yes.

22 MR. DRACH: Oh. Yea.

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

1 (Laughter.)

2 Sorry.

3 CO-CHAIR CROCKETT-JONES: All
4 right. Then, we have no abstentions.

5 And we can move on to the third
6 recommendation.

7 CO-CHAIR NATHAN: Okay. This next
8 recommendation is a fairly-specific one. It
9 is Recommendation D -- this says "4", but it
10 must be 3. Yes, okay. This is the Walter Reed
11 recommendation, right?

12 MR. REHBEIN: Well, 3 actually
13 comes later.

14 CO-CHAIR NATHAN: Okay. So, they
15 are not in sequential order. I should have
16 figured that out. Yes, why make them in order?

17 (Laughter.)

18 So, this is Recommendation D4. And
19 the recommendation reads as follows:

20 "Air Force liaisons at Walter Reed
21 National Military Medical Center and Landstuhl
22 Regional Medical Center must have a minimum tour

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 length of 24 months to provide more continuity
2 for wounded, ill, and injured airmen and their
3 families."

4 Do I have a motion to discuss?

5 MR. REHBEIN: So moved.

6 CO-CHAIR NATHAN: A second?

7 CSM DeJONG: I'll second.

8 CO-CHAIR NATHAN: Okay. This
9 motion is for discussion of that recommendation
10 as read.

11 Concerns? Issues? Changes?

12 LTCOL KEANE: I have a recommended
13 change. Delete the word "the". "Walter Reed
14 National Military Medical Center" is the correct
15 way to phrase that. "Air Force liaisons at
16 Walter Reed National Military Medical Center"?
17 Or do we need the word "the"?

18 CO-CHAIR NATHAN: I think you're
19 okay either way, but we can certainly pull the
20 "the".

21 I got nervous when you hit your
22 microphone; I thought you were going to try to

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 consider this next year.

2 (Laughter.)

3 Other concerns? Issues?
4 Discussion?

5 (No response.)

6 Hearing none, do I have a motion for
7 approving or for voting on this Recommendation
8 D4 which reads as follows:

9 "Air Force liaisons at Walter Reed
10 National Military Medical Center and Landstuhl
11 Regional Medical Center must have a minimum tour
12 length of 24 months to provide more continuity
13 for wounded, ill, and injured airmen and their
14 families."

15 Do I have a motion to approve?

16 MR. DRACH: I make a motion that
17 Recommendation D4 be approved as read.

18 LTCOL KEANE: I second.

19 CO-CHAIR NATHAN: Okay. So, we
20 will go ahead and vote.

21 So, all those in favor of approving
22 that recommendation as read please signify by

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 raising your hand or saying "Yea".

2 (Show of hands.)

3 All those opposed please raise your
4 hand or say "Nay".

5 (No response.)

6 Are there any abstentions?

7 (No response.)

8 So, Dr. Turner?

9 DR. TURNER: Yea.

10 CO-CHAIR NATHAN: Thank you.

11 EXECUTIVE DIRECTOR DAILEY: So,
12 ladies and gentlemen, let me just remind you
13 again I need everyone to vote. The numbers have
14 to come out. So, raise your hand yea or nay,
15 and it will be helpful, when you are making a
16 motion, that you say it clearly; when you second
17 a motion, it is very clear, and that all votes
18 and all hands are raised for a sufficient amount
19 of time for me to count them. Okay?

20 Sergeant Major, did you vote on this
21 last one?

22 CSM DeJONG: Yea.

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

1 CO-CHAIR NATHAN: Nothing like peer
2 group pressure, huh?

3 (Laughter.)

4 Okay. The motion stands approved,
5 and that recommendation will go in as amended.

6 CO-CHAIR CROCKETT-JONES: D5.
7 "OSD(HA) and TRICARE Management Activity should
8 develop and implement a joint in-person training
9 and collaboration program for clinical case
10 managers of RWs across DoD and should develop
11 standard measures of effectiveness for clinical
12 case managers for RWs."

13 Do I have a motion for discussion?

14 MR. DRACH: I make a motion that we
15 open this up for discussion.

16 CAPT EVANS: I second.

17 So, in our discussion of this
18 recommendation, the concern when we say
19 "in-person training," that kind of obligates
20 in-person training and financial cost, and all
21 that. So, we may want to look at -- we have
22 other means of training. So, we may just want

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 to remove that "in-person".

2 EXECUTIVE DIRECTOR DAILEY: They
3 are doing other means of training. The intent
4 of this was to allow a community to gather
5 face-to-face. They do web training. They do
6 the Military Health System training. They can
7 draw-down training from the Military Health
8 System online training. And they have an
9 extensive webinar opportunity now being
10 developed out of the Military Health System TMA,
11 Health Affairs.

12 So, your real decision here is, are
13 you wedded to the in-person and opportunity to
14 conference? And we know how unpopular
15 conferences are now with DoD and how difficult.

16 So, you would be lending your voice to someone
17 in Health Affairs saying, "This recommendation
18 is we meet in person. Pony up the money to do
19 it." And that is either where you want to come
20 down on this issue or not.

21 CO-CHAIR NATHAN: Just, Denise, for
22 my own clarification, so it was really strictly

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 meet in person as opposed to we were concerned
2 that there was policy guidance and there was
3 web training out there, but there was not
4 eyeball-to-eyeball communication of the way to
5 do things? And if that is the case, then do
6 you simply mean, Captain Evans, in-person and/or
7 electronic eyeball-to-eyeball, VTC, that kind
8 of thing?

9 But what I hear you saying, Denise,
10 is that is already in existence, the VTCs. So,
11 I just want to make sure we frame the question
12 right. So, the intent of this question was to
13 take it beyond even eyeball-to-eyeball through
14 a television camera and put you in the same room?

15 EXECUTIVE DIRECTOR DAILEY: And it
16 is joint training. It is directed to those
17 nurse case managers who are dealing with the
18 wounded warrior community, the Community-Based
19 Warrior Transition nurse case managers, the Navy
20 nurse case managers, the Air Force case
21 managers. It is directed to that community and
22 to give them an eyeball-to-eyeball room like

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 this to meet in and talk about their practices
2 across the Services, with the intent that they
3 are sharing good practices and attempting to
4 standardize those processes.

5 There is a DoDI out. In the
6 findings, you have recognized this DoDI is on
7 the ground. The training is on the ground.

8 And your second part of this is the
9 clinical measures of effectiveness. They are
10 in the DoDI to measure those. But you are also
11 bringing that forward as an area of interest
12 in measuring effectiveness of the new DoDI, and
13 you combined this into one recommendation of
14 opportunities to meet face-to-face and measure
15 the effectiveness of the new DoDI.

16 MG MUSTION: Just a comment. As I
17 read the findings and the discussion associated
18 with this particular recommendation, what it
19 really highlighted to me was inconsistencies
20 in the training/education processes. You
21 highlighted a couple of places here, for
22 example, SCAADL, that some know about it; some

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 don't know about it.

2 So, I am not exactly sure in my own
3 view that conducting in-person training or
4 collaboration solves it. Another way to look
5 at it is to ensure that there is consistency
6 and thoroughness and currency in all the
7 information, and that that is extended through
8 the existing training program consistent with
9 the DoDI.

10 I don't know how to say that in a
11 different way.

12 CO-CHAIR CROCKETT-JONES: Are we
13 really asking them for a minimum training
14 standard?

15 MG MUSTION: I think we have --

16 EXECUTIVE DIRECTOR DAILEY: That's
17 already established in the DoDI.

18 CO-CHAIR CROCKETT-JONES: Okay.
19 So, they have a minimum training standard, but
20 we were not seeing a standard outcome from that
21 training? It was inconsistent.

22 CAPT EVANS: It is extremely

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

1 inconsistent, and it is not joint. It is we
2 meet. I represent the Navy, and we have all
3 our leads meeting, but we don't have a truly
4 standardized training and we can't provide you
5 with MOEs of how successful from a training that
6 we are seeing at the ground level.

7 So, I think the only question I have
8 is, if we go in person, then we are looking at,
9 fine, they are requesting financial resources,
10 some money to back us in person. And so, that
11 is the only question.

12 We do have webinars. I think the
13 VA, we just did a joint with the VA probably
14 about three or four months ago, which was a very
15 impressive model.

16 I don't have a problem with in
17 person, but we have got to realize that we are
18 asking the Services, each of the Services, to
19 come together and find those for that training.

20 CO-CHAIR NATHAN: So, as I recall
21 the discussion on this, the spirit of this -- the
22 letter of it is reading one way -- the spirit

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 of it was that there is an inherent belief among
2 us that there is a scattered understanding of
3 policies and a scattered implementation of
4 policies, and we were looking for some venue
5 that would (a) force the joint policies to be
6 created. And, Denise, what you are saying is
7 the DoDI already mandates that. And then, to
8 effectively execute that joint policy
9 throughout the Services, removing Service
10 stovepiping and differences in the way case
11 management is done.

12 In other words, case management
13 should be translatable across the Services, and
14 right now it is not. If you went to an Army
15 case manager or a VA case manager or a Navy case
16 manager, you might get a different approach,
17 different rules, different ways of managing
18 case. And we are trying to create
19 standardization of case management across the
20 Services.

21 So, we said, sort of informally, get
22 everybody in a room and read them the gospel

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 of how case management should be provided across
2 the Department of Defense. That is what I think
3 the spirit of this was.

4 Now, if there is another way to skin
5 the cat --

6 MS. MALEBRANCHE: I think I
7 understand here. So, the in training and the
8 resource is huge, and in this day and age, I
9 mean, I agree in person is probably the best,
10 but, you know, different people learn different
11 ways. And so, a variety. But to dictate one
12 and knowing the current situation, I think is
13 pretty difficult, because we are getting pretty
14 creative in using live training, the webinars,
15 the VTCs.

16 So, I wonder, when we do this
17 recommendation to be that specific about the
18 training, I think there are different venues.

19 I hesitate to do that because that puts a huge
20 burden on everybody. And then, trying to get
21 this, it is going to be difficult.

22 CO-CHAIR CROCKETT-JONES: How

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 about if the recommendation was more focused
2 on the standard measures of effectiveness with
3 the goal of improving standardization of
4 outcomes in case management across DoD, instead
5 of limiting or targeting a specific kind of
6 training? If they have a measure, if they
7 develop a standard measure of effectiveness for
8 their clinical case managers, a demonstration
9 from clinical case managers of, you know,
10 knowledge in some way. Then, each Service could
11 solve the problem, given their outcomes and the
12 measurement.

13 So, perhaps I am not sure if that
14 would satisfy the desire of this recommendation
15 better than --

16 CO-CHAIR NATHAN: What I hear you
17 saying is OSD and TRICARE should develop and
18 implement mechanisms to train and provide
19 collaboration for joint standardized policies
20 and develop MOEs to measure that training. That
21 is what I hear you saying.

22 MS. MALEBRANCHE: I think we always

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 look at outcomes as being, I mean, it is what
2 you want; how you get there is different. This
3 one specifies how to get there. What we are
4 really concerned about is the outcome. And I
5 think you both just said that.

6 I mean, in-person could be one
7 person going out or could be 100 people coming
8 in. I mean, that is pretty different. So, I
9 think the outcome is the issue.

10 But I'm like you, I am struggling
11 with the verbiage.

12 EXECUTIVE DIRECTOR DAILEY: Okay.

13 MS. MALEBRANCHE: But I think we
14 have all said the same thing in a different way.

15 EXECUTIVE DIRECTOR DAILEY: Okay,
16 and I am happy to take this one off the table.

17 We can put another recommendation in here next
18 year that is focused on measures of
19 effectiveness, if we see over next year that
20 they are not in effect, that they are not
21 working.

22 CO-CHAIR NATHAN: So, we have a

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

1 motion from the Advisory Council that -- we would
2 need a motion -- what Ms. Dailey has said is
3 for the Task Force to consider, do you want to
4 defer this from further consideration? If so,
5 we would need a motion to that effect.

6 Now I thought we turned your
7 microphone off.

8 (Laughter.)

9 So, we need a motion to defer this
10 one. So, if there is somebody here who feels
11 that, after all this discussion, that maybe this
12 is not really for primetime, we would need a
13 motion to drop this from further consideration
14 for this report. Otherwise, we will continue
15 to discuss the verbiage here until we find
16 something that we can vote on.

17 CAPT EVANS: So, before I vote, we
18 have had in the past, and since I have been on
19 the Task Force, several issues with case
20 management. So, that is my only concern, is
21 that we have had, from all Services, we have
22 had lack of -- we just haven't hit the mark with

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 our case management and medical case management.

2 So, I can concur with that. I can
3 second it. But I don't want us to lose that
4 we need to really focus on our case management
5 cause. The onus is on TMA to make this happen.

6 They are going under the DHA. And so, we have
7 to keep case -- you know, we can't lose focus
8 on this one.

9 So, if we move it -- and I hear you,
10 Denise; I see you ready to -- we are ready to
11 get in here.

12 (Laughter.)

13 Because at several of our visits we
14 have had issues with case management.

15 EXECUTIVE DIRECTOR DAILEY: Your
16 work previous to this has been to get DoD to
17 publish the DoDI, which is a significant
18 accomplishment. That we acknowledge in the
19 findings here.

20 So, your next step is wherever you
21 want to take it. There were no recommendations
22 on nurse case management, on medical case

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 management. Until the last meeting, you all
2 had not given me any clues where you wanted to
3 go. And then, we had the opportunity at the
4 last meeting to kind of discuss this and this
5 is what you came up with. There was a request
6 for the in-person event and the measures of
7 effectiveness.

8 So, I am very happy for us to
9 parse-out, starting with DoD. David, would you
10 put a paragraph at DoD? "DoD should
11 develop" -- you know, pace it down.

12 MG MUSTION: Can I make a
13 recommendation, just a thought? I don't
14 disagree. I don't think taking it off the table
15 was potentially the right thing or the right
16 thing to do. But putting down that Health
17 Affairs and TMA implement measures that assure
18 standards or effectiveness, or so forth, and
19 ensure consistency, completeness, and
20 thoroughness of training consistent with the
21 DoDI.

22 EXECUTIVE DIRECTOR DAILEY: All

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 right. So, one more time --

2 MG MUSTION: And then, that gets you
3 out of the training type of thing --

4 EXECUTIVE DIRECTOR DAILEY: Yes.

5 MG MUSTION: -- and puts the onus
6 on the Department to implement the measures that
7 ensure that we are consistently doing this
8 across all the Services. And then, we can look
9 at it next year.

10 EXECUTIVE DIRECTOR DAILEY: Okay.

11 CO-CHAIR NATHAN: So, our other
12 option, Denise, is just simply to table this
13 one for a minute or for right now, and let a
14 couple of members work with your staff to
15 resubmit the verbiage. And then, we will vote
16 on it again after they have done that.

17 EXECUTIVE DIRECTOR DAILEY: Well,
18 I'm good with that. So, David, can I get you
19 to go right here?

20 CO-CHAIR NATHAN: You say yes, but
21 your body language says no.

22 (Laughter.)

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 EXECUTIVE DIRECTOR DAILEY: "DoD
2 should develop standard measures of
3 effectiveness for clinical case managers of
4 recovering warriors." That is what I am hearing
5 from you.

6 Is there more you want in there?

7 CO-CHAIR NATHAN: Well, but it goes
8 beyond that because it is the joint training.
9 It is the standardized policy that we are trying
10 to get across to clinical case managers.

11 EXECUTIVE DIRECTOR DAILEY: Okay.
12 They do have a standardized training policy.
13 So, you are measuring the effectiveness of that
14 standardized policy? They do have a training
15 platform and training classes for everybody.

16 Speak into the speaker.

17 CAPT EVANS: Sorry.

18 So, again, I think there is some
19 verbiage that you mentioned in your rewrite.
20 So, I think we just want to capture the training
21 and there is specific wording we would like to
22 have in that recommendation, not just look at

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 the effectiveness, but to give them some
2 specifics that we want them to do.

3 CO-CHAIR CROCKETT-JONES: Yes, I
4 think that I would like to look at General
5 Mustion's wording.

6 EXECUTIVE DIRECTOR DAILEY: Okay.
7 We will move on.

8 LTCOL KEANE: I have one more
9 comment, assuming this is going to go forward.

10 I wanted to wait to see if we were going to
11 vote it down. It is significant that two Army
12 sites definitely said they were not using
13 special compensation, you know, SCAADL. Was
14 one of those sites in the findings Iowa? I just
15 want to make sure that we capture that because
16 nobody in Iowa knew anything about SCAADL.
17 That's all.

18 CO-CHAIR NATHAN: Okay. We are
19 going to look at -- our next discussion covers
20 three separate recommendations specific to
21 Services for PTSD and TBI. We will discuss and
22 vote on one recommendation before continuing

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 with the remainder.

2 The first recommendation states
3 that, "DoD should issue a unifying policy
4 standardizing the provision of evidence-based
5 PTSD psychotherapies, addressing the needs of
6 Service members and providers treating them."

7 Invite the members to adopt this
8 recommendation for discussion. So, D6.

9 "DoD should issue a unifying policy
10 standardizing the provisions of evidence-based
11 PTSD psychotherapies, addressing the needs of
12 the Service members and the providers treating
13 them.

14 "A dedicated trainer and champion
15 for the effective delivery of evidence-based
16 PTSD psychotherapies at each MTF.

17 "Standardized Armed Forces Health
18 Longitudinal Technology Application" -- aka
19 AHLTA -- "templates in which providers can
20 capture standard outcome data.

21 "A process to rapidly examine
22 treatment outcomes and adjust treatment

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 protocols and programs to maximize treatment
2 efficacy.

3 "Allowing providers to set
4 appointment durations consistent with
5 evidence-based psychotherapies, EBP
6 guidelines.

7 "Requiring that all contract
8 providers have military culture training and
9 EBP training, and requiring intensive
10 outpatient PTSD treatment programs to develop
11 one required class for spouses designed to
12 educate and engage them in the recovering
13 warrior's treatment."

14 Do I have a motion for discussion
15 of this recommendation as read?

16 CAPT EVANS: I motion for a
17 discussion of the recommendation as read.

18 CO-CHAIR NATHAN: Do I have a
19 second?

20 MS. MALEBRANCHE: Second.

21 CO-CHAIR NATHAN: Okay.

22 Discussion on this, on Recommendation D6?

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 MS. MALEBRANCHE: Jumping down to
2 the sixth bullet there, where it says "Require
3 class for spouses," I think that should be
4 changed to include spouse, children, parents,
5 or siblings, but the support system, family
6 members, whatever terminology, but more than
7 spouses.

8 CO-CHAIR NATHAN: So, substitute
9 "family members" for "spouses"?

10 CSM DeJONG: I would say
11 "caregiver" in that.

12 CAPT EVANS: It could be a
13 non-family member.

14 CO-CHAIR NATHAN: So, "family
15 member/caregiver"?

16 CSM DeJONG: Yes.

17 CO-CHAIR NATHAN: Because you don't
18 want to exclude the families, right?

19 CAPT EVANS: Right, right.

20 CO-CHAIR NATHAN: Even though the
21 family may not be the caregiver, there may be
22 somebody else who is the caregiver --

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 CAPT EVANS: Right.

2 CO-CHAIR NATHAN: -- I think the
3 spirit of this was to try to get the families
4 invested.

5 CAPT EVANS: Correct.

6 CO-CHAIR NATHAN: So, substitute
7 "families/caregiver" for "spouses"?

8 Any other recommendations?

9 CSM DeJONG: I think this one, in
10 my mind, it is too long and it leaves a lot of
11 room for partial concurrence. I think the more
12 steps we put into a recommendation, it allows
13 for just partial concurrence and meeting part
14 of it.

15 I think, remembering back to the
16 discussion, what we were talking about was the
17 evidence-based PTSD psychotherapies and trying
18 to get PTSD along with family members involved
19 into it was getting the evidence-based PTSD
20 therapies that are out there, and everybody has
21 a little bit different way of kind of
22 standardizing or coming up with better PTSD

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 treatment.

2 I don't know if we fully capture that
3 in the multiple bullets underneath that. And
4 correct me if I'm -- I mean, that is what I am
5 recalling. So, correct me if this spirit of
6 this was supposed to be different.

7 CAPT EVANS: I concur that it is too
8 long. I think once we send this out to the
9 Services, we are going to get a partial. I don't
10 think they are going to look at -- it is going
11 to get lost in what we really want them to
12 accomplish.

13 So, I think if we capture -- do we
14 really need to tell them to have a dedicated
15 trainer and champion? So, should we be telling
16 them that is what we want them to do? Or should
17 they come back and -- you know, I just don't
18 think we need to tell them to do that.

19 To develop a template -- you know,
20 some of this may need to go back DCoE, but I
21 just don't think if we bury it down, if we give
22 them too much, they are going to come back with

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 a partial. They are going to say they cannot
2 meet the intent of this one.

3 MS. MALEBRANCHE: This does seem
4 like a perfect opportunity for DCoE. That is
5 what I am thinking.

6 To tell people, again, how, like
7 with the AHLTA template, it doesn't have to be
8 an AHLTA template. It is the data and the pieces
9 that you want to be able to look at and compare
10 and do research. And it seems like that agency
11 is well-suited for that.

12 Again, I am not sure we
13 should -- probably have some discussion on how
14 you put that together.

15 EXECUTIVE DIRECTOR DAILEY: Well,
16 good. Good. I mean, for example, the trainer
17 and champion recommendation came from the D.C.
18 Center for Department Psychology. So, I mean,
19 these are the experts who came to us and said,
20 "These are the things you need out in the field
21 to standardize, to capture best practices, to
22 influence outcomes. These are the things that

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 need to be in place for it to be done."

2 MR. REHBEIN: I would agree that a
3 long recommendation like this increases the
4 possibility of a partial concurrence response,
5 but I don't think, shortening it, it eliminates
6 that possibility. I think we always have the
7 possibility of a partial concurrence. That is
8 just the nature of the beast. So, long or short,
9 it needs to include what we think it needs to
10 include.

11 CO-CHAIR CROCKETT-JONES: Let me
12 also just point out that over the past few years,
13 as we have done this work, this is the area where
14 we have seen the least movement. We have been
15 going after this from day one, and there seems
16 to be a lack of cohesive concepts to move forward
17 in standardizing care and understanding
18 outcomes and measuring them.

19 Other areas that we have looked at
20 have been generating ideas and sometimes
21 different things in different Services, but this
22 area seems the most entrenched as far as not

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 changing the way they are doing business. And
2 this is where we are seeing a lot of frustration.

3 And so, although I think this is a
4 long recommendation, I think that we can't
5 abandon the specifics on this one because they
6 aren't generating these within the industry,
7 so to speak. These ideas come, but they don't
8 come to fruition. They don't move to policy.

9 And so, I hear what you all are
10 saying and your concerns about the length, but
11 it would be hard, looking at each of the bullets,
12 to say that these are not sort of obvious from
13 our experience at the sites that we visited and
14 necessary in order to start getting better
15 outcomes.

16 CO-CHAIR NATHAN: I would agree
17 with what everybody has said.

18 (Laughter.)

19 I think it is going to get partial,
20 but the partial, the response of a partial
21 concurrence doesn't preclude them from having
22 to address which ones they think work or they

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 agree with and which ones they don't. So, if
2 they come back with a partial concurrence, they
3 have to tell us which ones of those bullets are
4 not what they consider to be appropriate and
5 which ones they do. So, I think it still
6 delivers the message.

7 I think the task before us is, does
8 the Task Force agree with the bullets? Are
9 there bullets in there which you think are not
10 appropriate or not congruent to what we are
11 trying to do?

12 Connie, you talked about trainer and
13 champion, but, as Denise points out, that was
14 something that the subject matter experts came
15 to us and said, "That's our recommendation for
16 enhancing training and standardization across
17 the MTFs."

18 CAPT EVANS: Sir, maybe if we look
19 at previous recommendations, we went with a
20 specific. So, we said OSD(HA) should come back
21 and issue -- I think what is bothering me the
22 most, we say DoD, vice who in DoD specifically?

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 Are we wanting Services to do this? I see you
2 have Health Affairs as the responsible -- but
3 do we need to put that into the recommendation,
4 just as we did previously? Or DCoE, is DCoE
5 responsible for implementation of this? Who
6 is the driving force in DoD to make this happen?

7 EXECUTIVE DIRECTOR DAILEY: Health
8 Affairs.

9 CAPT EVANS: Okay. So, we need one
10 single -- we need to be able to go back to say
11 to Health Affairs specifically, "Here's what
12 we want to see with PTSD, the outcomes with it."

13 Because when we send this out to DoD, if you
14 are saying to Navy and Air Force, we are going
15 to come back with different responses of how
16 we can implement this.

17 CO-CHAIR NATHAN: Okay. So,
18 Connie, what would you change?

19 CAPT EVANS: The only thing I would
20 recommend is that, just like we did with
21 Recommendation 5 in a previous one, we said TMA
22 and HA shall. I would like to see that in the

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 recommendations, vice they are the
2 responsible -- you know, later we say here is
3 the agent that is responsible for it.

4 CO-CHAIR NATHAN: Okay. So, you
5 are recommending, instead of "DoD" in the first
6 word of this, "HA/OSD"?

7 CAPT EVANS: If they are the
8 responsible, if we all agree.

9 MS. MALEBRANCHE: That's right
10 because DHA will fall under DoD.

11 And I'm just thinking still, really,
12 as we were going around and talking and looking
13 at things, somehow or other, and maybe it is
14 in the bullet portion, that the DCoE to be part
15 of this because that is the Center of Excellence,
16 the research; I mean, how they measured
17 implementation was something different, but
18 that is all three Services. And I am thinking
19 that they could do -- I am just thinking we have
20 to pull them into this.

21 MG MUSTION: That is in line with
22 Recommendation 1, which is empower the Oversight

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 Board to do those sorts of things.

2 It may be a wordsmithing thing, but
3 to get OSD in the right box maybe, change the
4 phraseology to say, "Implement comprehensive
5 policy that requires evidence-based PTSD
6 treatment," blah, blah, blah, "in line with
7 those sorts of things, and don't give them the
8 latitude. If they want to come back and appeal
9 it or not concur, they can do that, instead of
10 saying that we should or maybe.

11 CO-CHAIR NATHAN: So, what would
12 you say instead?

13 MG MUSTION: I would say that "OSD
14 Health Affairs implement comprehensive policy"
15 instead of the "unifying policy,"
16 "comprehensive policy directing evidence-based
17 PTSD that includes standardization of care,
18 standardization of training, for all providers,
19 and documentation of effects-based treatment."

20 CO-CHAIR NATHAN: "OS/DHA
21 implement a comprehensive policy standardizing
22 the provision of evidence-based PTSD

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 psychotherapies."

2 Anything else you would add?

3 MG MUSTION: Yes, sir, I think you
4 could lump those five or six bullets and
5 emphasize that the policy must ensure
6 consistency in care, consistency in training,
7 and consistency in documenting treatment.

8 EXECUTIVE DIRECTOR DAILEY: And I'm
9 sorry, sir, that's great language, but I have
10 got one recommendation in 2011 that said one
11 of those statements, another document in 2012
12 that talks about training and advancing the
13 training piece.

14 And this one does address different
15 recommendations. There is more precision in
16 this. Instead of saying, "Do better training,"
17 it has got more precision in it. It takes those
18 '11 an '12 recommendations to a different level.

19 So, if I do what you are saying, I
20 am back to my 2011 and 2012 --

21 MG MUSTION: We still don't have the
22 Department of Defense implementation or their

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 plan to implement what we told them to do in
2 2012. I think we could reinforce -- I don't
3 disagree with you. We can put this in here in
4 the way, in the prescriptive nature that it is
5 outlined. And we might be sitting here next
6 year talking about OSD not responding to not
7 only the 2012 report, but the 2013 report.

8 CO-CHAIR NATHAN: Well, this is
9 what we have so far: "Implement comprehensive
10 policy standardization the provision of
11 evidence-based PTSD psychotherapies,
12 addressing the needs of Service members and the
13 providers treating them."

14 And then, you could put,
15 "Specifically," dot dot dot or colon, whatever,
16 an arrow, "See below. Please look at bullets."

17 Okay. So, other questions,
18 concerns?

19 CSM DeJONG: I would like a little
20 bit of clarification on the sixth bullet. We
21 are getting back into the gray area of requiring
22 classes for spouses and family

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 members/caregivers, which I like, and the
2 evidence shows that it does improve their
3 outcome.

4 Are we looking at prior to a Service
5 member being allotted intensive outpatient
6 PTSD, that the family has to do this, or are
7 we looking at just requiring the family to come
8 in? Is the family requirement going to be part
9 of the enrollment procedure?

10 CO-CHAIR CROCKETT-JONES: I think
11 there is potential -- I think that some programs
12 would lend themselves for that, but others need
13 to have the Service member come in and start
14 work before.

15 CSM DeJONG: Right.

16 CO-CHAIR CROCKETT-JONES: So, I
17 think we don't want specify that it is an
18 enrollment think because I think that different
19 programs would function differently.

20 I think saying that they have to have
21 the class, where they put it in is dependent
22 on how their program runs. So, I am not sure

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 we want -- if it is required, then the class
2 will be there and people will go, in theory.

3 CSM DeJONG: Okay. No, I'm okay
4 with -- I just wanted a little bit of
5 clarification on my part. We may want to
6 wordsmith it a little bit. But it is that gray
7 area of requiring a family member or a spouse
8 or a caregiver to do something which we really
9 have -- we can't, but we have tried to word it
10 over the last couple of years other ways. So,
11 maybe wording it like this, we may get some
12 impact out of it.

13 CO-CHAIR NATHAN: Well, I think the
14 spirit of this was we all saw that there is a
15 tremendous disconnect in many cases between the
16 spouse/caregiver, the family, and the warrior.

17 The spouse, they are churning in frustration
18 because they are getting a different story from
19 their spouse on how treatment should occur.
20 They are getting a different story from their
21 warrior on how treatment should occur or what
22 is going on with them and what is actually

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 happening.

2 And so, we wanted the spouses
3 specifically, mostly -- and it could be
4 caregivers as well -- to have better situational
5 awareness on what is being done for their
6 warrior, and to lessen that disconnect and
7 lessen the feeling from the family member and
8 the spouse that I'm standing outside in the cold,
9 not being able to understand what is happening
10 to my warrior. My warrior comes home and says,
11 "They're doing" this and this and this, "and
12 I'm not getting" this and this. And, in turn,
13 they really are.

14 And if they could be more
15 engaged -- so, I think that was the thing. So,
16 do you want, instead of "required class,"
17 "encourage" or "highly recommend"?

18 CO-CHAIR CROCKETT-JONES: I think
19 it is fine that we require them to develop the
20 class. What we can't say is we require any
21 particular type of attendance, but the class
22 should be --

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 CO-CHAIR NATHAN: This reads as one
2 required -- I see what you are saying.

3 CO-CHAIR CROCKETT-JONES: It says
4 "required class".

5 CO-CHAIR NATHAN: But this reads as
6 "required class" for somebody to attend, as
7 opposed to require the creation of a class for
8 attendance by family members.

9 So, this currently reads as family
10 members are required to attend one class.

11 CSM DeJONG: That is how I read it,
12 sir.

13 CO-CHAIR NATHAN: That is how I read
14 it.

15 I think, Suzanne, what you are
16 trying to say is we are recommending that the
17 organization be required, the command be
18 required to create a class for caregivers and
19 family members to attend.

20 EXECUTIVE DIRECTOR DAILEY: I think
21 the intent is that these programs develop a
22 spouses class. That is the shortfall. We have

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 been in many places. We asked, "What are you
2 doing for spouses?" And they go, "Well, we
3 invite them in; we talk to them. They're
4 invited if they want to come." But there is
5 no formal way to bring them into their husband's
6 six-week rotation in an intensive program for
7 their PTSD treatment.

8 So, the intent on this bullet is,
9 if you are going to run these cohorts for PTSD
10 one hour, a curriculum needs to develop for the
11 spouses to participate in. That was the vision.

12 CO-CHAIR NATHAN: I agree
13 completely. That was the vision.

14 So, the only friction point we have
15 here is, are people happy with the way it reads
16 now?

17 "Require intensive outpatient PTSD
18 treatment programs to develop one required class
19 for caregivers, family members, and spouses
20 designed to educate and engage them in their
21 recovering warrior's treatment."

22 The only other alternative that has

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

1 been broached is "PTSD treatment programs are
2 required to create a class for caregivers,
3 family members, and spouses."

4 CO-CHAIR CROCKETT-JONES: That's
5 fine, "required to".

6 CO-CHAIR NATHAN: So, go ahead and
7 put, "Requiring intensive outpatient PTSD
8 treatment programs required to create" --

9 CO-CHAIR CROCKETT-JONES: No, we
10 don't need "required" again.

11 "Requiring intensive outpatient
12 treatment programs to develop one class for
13 caregivers, family members, and spouses
14 designated to educate and engage them in their
15 RW's treatment."

16 CO-CHAIR NATHAN: Do you want to
17 say -- again, happy to glad -- do you want to
18 say "one class" or do you want to say "at least
19 one class"?

20 CO-CHAIR CROCKETT-JONES: "At
21 least" would be nice.

22 MR. REHBEIN: That gets us the

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 class, but does it get the people into it?

2 CO-CHAIR CROCKETT-JONES: I don't
3 know that we have any way to compel people into
4 it.

5 MR. REHBEIN: Well, we are going to
6 address this in some recommendations later where
7 we were given some alternatives where one
8 specifies that family members will come, and
9 an alternative specifies that family members
10 are expected.

11 All this does is create a class, and
12 we throw the pamphlets on the table. It really
13 doesn't put any power behind bringing the family
14 members in.

15 MS. MALEBRANCHE: You know, Mr.
16 Rehbein, you are right. One of the things when
17 we were talking to folks on our visits, and they
18 talked about this, some of the spouses didn't
19 even know about it. So, I guess you can't really
20 require the spouses, I think, necessarily to
21 go.

22 But maybe one thing we could is

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

1 require from the Service member that there is,
2 you know, it is kind of like an opt-out, that
3 you opt-out consciously. So, they are not
4 opting-out not knowing, I guess is what I am
5 thinking. So, somehow or other, put --

6 CAPT EVANS: If you look at NCoE,
7 I mean, this is a good example of NCoE right
8 here. So, they have a required class that you
9 have to bring your family into that class. So,
10 that is exactly what we are saying.

11 I mean, I think we are telling all
12 the others: you need to have a required class
13 where the family member has to be in attendance
14 with that Service member.

15 MR. REHBEIN: NCoE does that. It
16 is an integral part of their success. But, yet,
17 that model has not spread. Why?

18 CSM DeJONG: So, then, that kind of
19 goes back to my previous statement of it is
20 almost a prerequisite to get enrolled into the
21 program, because it is a prerequisite to go to
22 NCoE.

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 MR. REHBEIN: It is.

2 MS. MALEBRANCHE: So, mimic the
3 NCoE program.

4 CSM DeJONG: Right. I think there
5 is an easier way of saying it and wordsmithing
6 it, but --

7 CO-CHAIR NATHAN: But it is a little
8 bit apples and oranges. The NCoE program
9 demands family participation because it is part
10 of the clinical pathway. In other words, the
11 families are there because they are interviewing
12 the families and asking the families, "What do
13 you see? How angry does the individual get?
14 What are they like when they are relaxing? What
15 kind of family picnics do you take," that kind
16 of thing.

17 And the family stays there during
18 the input, physical exam, and history, to get
19 the history of the patient from the patient's
20 perspective and from the family's perspective.

21 This was designed -- and I am all
22 for that, and I would love to see that

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 happen -- but this was really designed to give
2 the family members an idea of what the algorithm
3 of care is going to be like and care management
4 is going to be like for their loved one. So
5 that they know what is available to them; they
6 know what is expected of their loved one and
7 participation, and those sorts of things, to
8 make them feel more a part of the process.

9 CAPT EVANS: I mean, that is what
10 we want. That is exactly what we are
11 trying -- so, I think we don't have that across
12 the board. So, I think if we just put what we
13 have now to get a class in place, it is a start,
14 because we don't have it across the board where
15 we have in the treatment plan for PTSD that you
16 have a class for the families, to include the
17 families. So, I think let's just start there.

18 And then, I think later we have some
19 recommendations where we are going to address
20 bringing requirements of family and stuff. So,
21 I think you really just answered what we are
22 looking for. NCoE has it in their treatment

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 plan. PTSD doesn't. And so, now we are saying,
2 we are asking them to bring as a class, put that
3 into the treatment plan or include that or have
4 a class identified specifically for the families
5 into that PTSD --

6 CO-CHAIR NATHAN: Right, the NCoE
7 families meet with the doctors.

8 CAPT EVANS: Correct.

9 CO-CHAIR NATHAN: Okay? This is
10 not intended to have the families meet with the
11 doctors. This is intended to have the families
12 meet with either case managers or recovery
13 warrior unit leaders --

14 CAPT EVANS: Correct.

15 CO-CHAIR NATHAN: -- who will say,
16 "While you're here and enrolled in this program,
17 this is what you can expect your loved one to
18 be undergoing and doing. And here are people
19 you can contact if you feel you are not getting
20 what you need, if you feel that you are hearing
21 something different from your loved one than
22 what we are supposed to be doing."

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 This just gets the family
2 member -- we thought that if the family and the
3 warrior sat down together at the intake for some
4 sort of orientation to the program, that there
5 would be less chance of the warrior dropping
6 their family off the map from this, keeping their
7 family excluded from the process; less chance
8 of them saying, "You're not part of this," they
9 don't want you here.

10 CAPT EVANS: Correct.

11 CO-CHAIR NATHAN: They don't want
12 you here. Because this is the chance in the
13 orientation for the recovering warrior leaders
14 to say to the family members, "You are certainly
15 part of our process. We want you to feel that
16 you can give us input as to how things are going,
17 and if you have questions, we don't want you
18 to feel like you can't talk to us."

19 And that obviates the warrior, who
20 in many cases says to the family members, "You're
21 not really welcome in this process. I'll let
22 you know what they're doing to me because you're

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 not supposed to ask."

2 CO-CHAIR CROCKETT-JONES: Also, I
3 would just like to point out that just having
4 this available -- avoidance is a typical sort
5 of complication with PTSD patients. They tend
6 to drop out.

7 If the family is aware that they are
8 in the program, they will know if they dropped
9 out, too. That would be one red flag. A family
10 member might call in and say, "Hey, he doesn't
11 seem to be doing his treatment."

12 It also controls a lot of
13 expectation management and all this. I think
14 that this opens the door, that if there is a
15 treatment program out there that wants to mimic
16 NCoE, this is cover for them to do so. But those
17 that haven't considered the benefits of that
18 communication will be forced to create a class
19 that opens that door.

20 I'm happy with it this way as a
21 start.

22 EXECUTIVE DIRECTOR DAILEY: And

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 then, just to bring you back up to the very top
2 piece, what you are really asking them here is
3 to publish a DoDI on PTSD. You did say "issue
4 policy". This says, "Implement comprehensive
5 policy...." You really need a standardizing
6 document out there. Now that there is training
7 in place, now that evidence-based treatments
8 have a clinical practice guidance, a lot of
9 things are in place. But you now need a
10 Department of Defense Instruction to bring it
11 all together.

12 And you have been specific. You are
13 in other places not, but in this particular case
14 you have been specific that this is what you
15 want the policy to include.

16 CO-CHAIR NATHAN: Okay. So,
17 hearing no further discussion, I will now call
18 for a motion to accept the -- go back, if you
19 would, to the motion or to the requirement.
20 Thank you. To accept the motion as read. I
21 can read it again, but I don't think I have to.
22 I think you all know it.

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 So, do I have a motion to approve
2 and accept this recommendation as written?

3 MR. REHBEIN: Rehbein. I would
4 move approval.

5 CO-CHAIR NATHAN: Do I have a
6 second?

7 CAPT EVANS: I second.

8 CO-CHAIR NATHAN: Okay. So, the
9 motion before us is to approve Recommendation
10 D6 as written.

11 All those in favor of approval and
12 acceptance please signify by raising your hands
13 and keeping them up or by saying "Yea".

14 (Show of hands.)

15 Okay. Thank you.

16 All those who are opposed to
17 adoption please say "Nay".

18 (No response.)

19 And any abstentions?

20 (No response.)

21 Dr. Turner, do we have your vote or
22 abstention?

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 DR. TURNER: Yea.

2 CO-CHAIR NATHAN: Yea? Okay.

3 LTCOL KEANE: Can I make a motion
4 for bio break?

5 CAPT EVANS: I second.

6 CO-CHAIR NATHAN: Okay. We will be
7 back at 11:30. Yes, back at 11:30.

8 (Whereupon, the foregoing matter
9 went off the record at 11:15 a.m. and went back
10 on the record at 11:29 a.m.)

11 CO-CHAIR NATHAN: Okay. So, the
12 next recommendation states, "The Services
13 should establish manning documents for remote
14 hospital locations that provide for
15 predominantly uniformed providers as clinical
16 and non-clinical behavioral health staff."

17 I invite the members to move to adopt
18 this recommendation for discussion.

19 So, again, this is where "Services
20 should establish manning documents," meaning
21 their roster of personnel, "for remote hospital
22 locations that provide for predominantly

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

1 uniformed providers as clinical and
2 non-clinical behavioral health staff."

3 Motion for discussion?

4 CSM DeJONG: So moved.

5 CO-CHAIR NATHAN: Second?

6 MR. DRACH: Second.

7 CO-CHAIR NATHAN: Okay. Does
8 anybody want to summarize their recollection
9 of the genesis of this?

10 MS. MALEBRANCHE: I remember -- I
11 am trying to remember the place, but I remember
12 the discussion; I don't necessarily remember
13 the place -- where we went and they weren't able
14 to get the civilian providers. And so, the only
15 way that it could be handled to make sure that
16 there were providers in the specialty were to
17 have them in uniform. So, I remember that that
18 is why we thought we should put that in there
19 specifically for remote hospital locations.
20 Because, no matter what amount of money or what
21 you had, you just don't have them to get; the
22 civilian community doesn't, either.

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 MR. REHBEIN: Let me ask a question
2 here and detail. But is there a definition of
3 what is and is not remote? Are we going to have
4 some issues with that down the road? Are there
5 dividing lines?

6 MS. MALEBRANCHE: Well, in rural
7 health there are definitions of rural, highly
8 rural, urban, and highly urban. And I don't
9 know those off the top of my head, but I do know
10 that they have them.

11 MR. REHBEIN: I guess what I am
12 asking is, is there a list like Richards and
13 Elmendorf, and maybe Hawaii, is there a list
14 of who is considered to be remote, so that the
15 Services would know who this applies to?

16 CO-CHAIR NATHAN: No, I doubt it,
17 and it is a good point. I guess you could
18 consider amending this to say, to provide -- our
19 definition of a remote hospital for the spirit
20 of this was one where they have difficulty
21 recruiting civilian staff. So, you could
22 simply place that in place of "remote," meaning

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 "Services should establish manning documents
2 for remote facilities that have difficulty
3 recruiting civilian staff."

4 MR. REHBEIN: I asked the question
5 simply because I didn't know. I didn't
6 understand the culture.

7 CO-CHAIR NATHAN: Right. There is
8 no list of remote, and one person's remote is
9 another person's civilization.

10 (Laughter.)

11 And so, I think it is a good point,
12 Mr. Rehbein.

13 MG MUSTION: Sir, putting the term
14 "establish a manning document" there is a little
15 bit vague. And I am the personnel guide for
16 the Army; I can create an authorization document
17 that says that, but it doesn't obligate me to
18 resource it.

19 The key part that is missing or that
20 needs to be put in there is the Services must
21 resource remote locations where they can't get
22 the civilian force or contracted force with

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 uniformed members.

2 CO-CHAIR NATHAN: I like that, yes.

3 I like that.

4 MG MUSTION: Putting a manning
5 document there gives me the option to get out
6 of it.

7 (Laughter.)

8 CO-CHAIR NATHAN: It gives you a
9 parking permit, not necessarily a place to park.

10 (Laughter.)

11 MG MUSTION: Yes, sir, it sure does.

12 And I am the guy who is going to have to fill
13 it for the Army, but it is what it is, and it
14 is the right thing to do.

15 MS. MALEBRANCHE: Well, that just
16 begs the question now; do we just want to use
17 "remote"? Is it only remote locations you would
18 do that?

19 CO-CHAIR NATHAN: Well, you can
20 remove "remote" and just locations where you
21 have difficulty. So, when you say "must
22 resource with predominantly uniformed" -- got

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 it. Okay. Yes, got it.

2 "Services must resource locations
3 that have difficulty recruiting civilian staff
4 with predominantly uniformed providers as
5 clinical and non-clinical behavioral health
6 staff."

7 Other issues, concerns?

8 (No response.)

9 Going once. Going twice.

10 Okay. So, do I have a motion to
11 accept for our recommendations Recommendation
12 D7 as read?

13 "Services must resource locations
14 that have difficulty recruiting civilian staff
15 with predominantly uniformed providers as
16 clinical and non-clinical behavioral health
17 staff."

18 Do I have a motion to accept that?

19 CSM DeJONG: I will make the motion
20 to accept as written.

21 CO-CHAIR NATHAN: Second?

22 LTCOL KEANE: I will second that.

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 Keane.

2 CO-CHAIR NATHAN: Okay. So, all
3 those in favor of adopting that Recommendation
4 D7 as just read please signify by raising your
5 hands or saying "Yea".

6 (Show of hands.)

7 All those opposed please signify by
8 saying "Nay".

9 (No response.)

10 Any abstentions?

11 (No response.)

12 And, Dr. Turner, your vote?

13 DR. TURNER: Yea.

14 CO-CHAIR NATHAN: Okay.

15 LTCOL KEANE: One comment
16 underneath the recommendation, sir. Requested
17 agencies to respond, I don't know if it is
18 necessary to abbreviate with the acronym U.S.
19 Army as "USA". I would suggest deleting those
20 parentheses or adding "USAF," spelling out Air
21 Force.

22 Justin Constantine sent that in to

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 me to submit.

2 (Laughter.)

3 EXECUTIVE DIRECTOR DAILEY: Yes, I
4 am not sure here. You are looking at just
5 consistency there? So, predominantly, after
6 we would use the acronym once, we were going
7 to go with just the acronym. So, this is the
8 first time we have spelled out the Services.
9 So, you see "U.S. Army," in parentheses "USA".

10 From here on out, we just use "USA," "USMC,"
11 "USAF," and "USN". So, I didn't catch all your
12 comment.

13 LTCOL KEANE: I think the
14 requirement to spell out "USMC," if it is an
15 unknown acronym. I don't think you need to
16 define it there.

17 EXECUTIVE DIRECTOR DAILEY: I will
18 give it the offline. I mean, I have to spell
19 it out once in the report.

20 CO-CHAIR NATHAN: Hooah?

21 (Laughter.)

22 Okay. Yes, we will let you and Ms.

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 Dailey duke that out.

2 CO-CHAIR CROCKETT-JONES: Okay.

3 This next recommendation states, "To ensure TBI
4 treatments meet the needs of RWs with TBI, Army,
5 Navy, and Air Force must standardize, document,
6 and track the efficacy of TBI treatment."

7 Do I have a motion to discuss?

8 MS. MALEBRANCHE: Motion to
9 discuss.

10 CO-CHAIR CROCKETT-JONES: A
11 second?

12 CSM DeJONG: Second.

13 CO-CHAIR CROCKETT-JONES: Is
14 everyone comfortable with how we came to this
15 recommendation?

16 Go ahead, General Mustion.

17 MG MUSTION: No, I am comfortable
18 with how we came to the recommendation, but I
19 believe the recommendation should be phrased
20 to require the Department of Defense, because
21 we are actioning the Department of Defense to
22 do something as opposed to targeting

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 specifically the Services.

2 I think this is another case similar
3 to our last discussion on PTSD, where we have
4 to clear guidance and directive or directed
5 guidance issued by the Department for the
6 Services to implement, going all the way back
7 really to our first discussion today on
8 Recommendation 1, which is leveraging Centers
9 of Excellence.

10 MR. REHBEIN: Yes, I agree with what
11 the General says because, if we say DoD, we are
12 more apt to get one result instead of three.

13 MS. MALEBRANCHE: I concur with
14 both of my colleagues here.

15 I wonder if we should -- or maybe
16 DoD covers that -- but, in light of the fact
17 that we know the new Defense Health Agency is
18 standing up and that is part of DoD, if we put
19 anything in the findings or below to get this
20 one look. Again, the DCoE might be the way to
21 do that. But just a thought, because we haven't
22 really mentioned DHA much, other than we know

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 it is coming about here in a very few months.

2 EXECUTIVE DIRECTOR DAILEY: So, you
3 want this, you want it to say, "DoD" -- put it
4 up in the recommendation -- you want this to
5 say, "DoD must ensure TBI treatment meets the
6 needs of recovering warriors." And then, that
7 pegs it to DoD. And then, in the line right
8 below it in your recommendations, it does say,
9 "Requested agencies to respond, Health
10 Affairs."

11 So, it would read, "DoD must ensure
12 TBI treatments meet the needs of recovering
13 warriors." And then we would take out "TBI".

14 So, it would read, so after that it says, "meets
15 the needs of recovering warriors" -- take out
16 "with" -- "and must standardize, document, and
17 track the efficacy of treatments."

18 CAPT EVANS: Denise, I just have a
19 question. So, DCoE -- let me just make sure
20 I have my mind wrapped around this -- DCoE, is
21 this not a DCoE responsibility? Am I off the
22 mark there, please? It's not?

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 Within Defense, the Department of
2 Defense, is this specifically for DCoE or is
3 this overall Department of Defense for Health
4 Affairs? We have this Defense Center of
5 Excellence, DCoE. And so, what are we asking
6 them? Are we not going to have any
7 responsibility of this DCoE?

8 EXECUTIVE DIRECTOR DAILEY: Well,
9 you are asking are we going to task DCoE
10 specifically. And right now, I do not have any
11 specific taskings for DCoE; that is a correct
12 statement. Health Affairs has been tasked.

13 And I do think it kind of goes back
14 to, although DCoE has been very productive, it
15 goes back to Recommendation 1, which is we are
16 asking them to publish and document and move
17 forward with policies that they are not quite
18 empowered to do, although they have been very
19 successful in pushing out one TBI document for
20 the early mild TBI in theater. They were very
21 successful in pushing that out.

22 These recommendations are centered

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 on Health Affairs getting these accomplished.

2 How they do it is up to them, but you are tasking
3 Health Affairs in this document to get these
4 accomplished.

5 CO-CHAIR NATHAN: I think that is
6 true, Connie. Well, no, I understand what you
7 are saying. You are saying, "Hey, DCoE, aren't
8 you supposed to already be doing this?" The
9 answer is that DCoE may certainly want to do
10 this. Their passion may be centered on this.

11 They have not been able to translate this into
12 execution at this point. So, this is lacking.

13 We recommend it be done.

14 And then, it is probably beyond and
15 above our scope to tell DCoE to do it. We tell
16 DoD to do it, and DoD should, then, I think,
17 have the conversation among themselves, "Hey,
18 we have an agency that can do this, the DCoE,
19 if we give it the teeth and give it," as per
20 Recommendation 1, "if we give it the vehicular
21 capability to move this out in the Services,
22 they can accomplish this."

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 EXECUTIVE DIRECTOR DAILEY: And
2 with that said, we have in the past tasked DCoE.

3 We have tasked the Centers of Excellence to
4 do this work. We have gone directly to them.

5 I don't know if we get any better
6 responses. I mean, I think we tasked, we did,
7 we tasked the Center of Excellence to brief us
8 last year on, or two years ago, on research,
9 on responding to IOM's recommendation that more
10 research be done on evidence-based treatments
11 for TBI. We did task them. They punted to the
12 Army Materiel and Research Command. Okay?

13 So, I am not chasing these guys all
14 over DoD. Let's talk to Health Affairs and let
15 them find the right people to answer these.

16 And I have got five recommendations
17 that are specifically, right now -- well, I
18 probably have one less -- that is directed
19 directly at Health Affairs. I have probably
20 four that are directly on Health Affairs'
21 calendar.

22 And so, when you all are talking

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 about synchronizing and pinpointing and really
2 focusing your recommendations, you know, Health
3 Affairs can see four recommendations. That is
4 manageable. So, just a thought.

5 MG MUSTION: Denise, in our earlier
6 recommendations, did we specify in the
7 recommendation OSD or DoD or did we specify like
8 ASD/Health Affairs? As a matter of
9 consistency, I think one way or the other is
10 okay, as long as we are consistent.

11 EXECUTIVE DIRECTOR DAILEY: In
12 previous years' recommendations or in this
13 year's?

14 MG MUSTION: No, in the earlier
15 seven that we have been through separately.

16 EXECUTIVE DIRECTOR DAILEY: In the
17 earlier seven, we have been back and forth in
18 the earlier seven.

19 (Laughter.)

20 I have pulled it out of the first
21 line of the recommendation on most of these
22 recommendations because, although you aren't

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 seeing it, if you go to Section D, where the
2 recommendations are, the requested agencies are
3 identified.

4 CO-CHAIR CROCKETT-JONES: G,
5 Section G.

6 EXECUTIVE DIRECTOR DAILEY: Right,
7 G. And so, we see the recommendation, and we
8 are on Recommendation 8, No. 14, right now.
9 And so, you see how it is identified with its
10 requested agency to respond, and then, the
11 findings.

12 CO-CHAIR CROCKETT-JONES: I would
13 request that the agency, the response agencies,
14 will be different from recommendation to
15 recommendation because sometimes we specify a
16 Service. Sometimes we have recommended
17 congressional legislation. So, they won't be
18 consistent.

19 EXECUTIVE DIRECTOR DAILEY: But
20 now, as we have modified these, this has been
21 coming up pretty consistently throughout this
22 morning. And so, as we have modified them, if

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 I look these over real quick, we have pulled
2 the responsible agency into the recommendation
3 now consistently. We have, and that is okay
4 because it is now in the recommendation, the
5 responsible agency, and I list it below. So,
6 that is okay.

7 But you are correct, sir, for these,
8 you all have in your work this morning pulled
9 the responsible agency into the recommendation
10 pretty consistently now.

11 CO-CHAIR CROCKETT-JONES: I would
12 just ask members to consider that, when we look
13 at in our recommendation list and on here, we
14 don't have the listing of the responsible
15 agencies, but it is in the non-voted draft.
16 So, that might be what is driving us pulling
17 it in. So, if we could just as we move forward
18 consider that?

19 CO-CHAIR NATHAN: Call for the
20 question?

21 CAPT EVANS: One day I will pull -- I
22 will be able to get that DCoE.

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 (Laughter.)

2 MS. MALEBRANCHE: And I have to say,
3 and not to beat a dead horse, I think so, too.

4 Because even though these are Defense Centers
5 of Excellence, VA has a part of them. And part
6 of this diagnosis carries on into the recovering
7 warrior with their being a veteran. And so,
8 it has to be standardized. And the one place
9 that we are together here in all is at these
10 Centers of Excellence. So, it makes so much
11 sense to me. I know we are not getting that
12 specific, but there is a reason I know that you
13 are thinking that, because I am having that same
14 thought, as a clinical person; that is where
15 we tithe.

16 CO-CHAIR CROCKETT-JONES: Okay.
17 Are we ready to vote on the recommendation as
18 written?

19 All who are in favor of this
20 recommendation raise their hands or say "Yea".

21 (Show of hands.)

22 All who are against raise their

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 hands or say "Nay".

2 (No response.)

3 All who are abstaining?

4 (No response.)

5 And, Dr. Turner, were do you stand
6 on this?

7 DR. TURNER: Yea.

8 CO-CHAIR CROCKETT-JONES: Okay.

9 Well, I don't think that we have time for a
10 discussion prior to lunch for a recommendation.

11 I don't think we will get through it, and I
12 don't want it to be separated. So, we can break
13 for lunch now?

14 EXECUTIVE DIRECTOR DAILEY: I am
15 happy to put up the language for the
16 recommendation that we skipped. So, I would
17 like to make use of this time. I have 10
18 minutes.

19 CO-CHAIR NATHAN: Okay. So, this
20 is Recommendation D5. Is this the one where
21 General Mustion --

22 EXECUTIVE DIRECTOR DAILEY: Yes,

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

1 sir.

2 CO-CHAIR NATHAN: -- helped us
3 rewick it? Okay.

4 So, this is OSD and TRICARE
5 management. I give up. It is changing as I --

6 (Laughter.)

7 (Pause.)

8 Is that all together or is that --

9 EXECUTIVE DIRECTOR DAILEY: No, it
10 is just that main line.

11 CO-CHAIR NATHAN: Just that one
12 line?

13 EXECUTIVE DIRECTOR DAILEY:
14 Correct, in the middle.

15 CO-CHAIR NATHAN: "LSD, Health
16 Affairs, and TMA develop and implement measures
17 of effectiveness that ensure consistency,
18 completeness, and currency of training for
19 clinical care managers." Very succinct.

20 Okay. Issues? Concerns?
21 Discussion on this?

22 MG MUSTION: Sir, after looking at

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 it, and you have the expertise, is it appropriate
2 to differentiate Health Affairs and TMA or
3 should we tag that the same way we have done
4 other recommendations, because OSD Health
5 Affairs kind of owns TMA, I think?

6 CO-CHAIR NATHAN: Yes, I think you
7 are fine either way. I think you could
8 certainly pull TMA out of there. And this way,
9 even though we can't technically recognize the
10 DHA yet, OSD/Health Affairs will own DHA. And
11 so, this covers both. And TMA, you know, DHA
12 will be the artist formerly known as TMA.

13 (Laughter.)

14 So, we will see what happens.

15 Okay. So, given that --

16 EXECUTIVE DIRECTOR DAILEY: One
17 more. One more. No, no, we are going on.
18 We're going. Go ahead, sir.

19 CO-CHAIR NATHAN: Okay. Any other
20 points of friction, concern?

21 (No response.)

22 Going once. Going twice.

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 Okay. So, on Recommendation D5, I
2 need a motion to adopt as written.

3 MG MUSTION: I make a motion that
4 we adopt it as written.

5 CAPT EVANS: I second.

6 CO-CHAIR NATHAN: Okay. So, all
7 those in favor of adopting Recommendation D5
8 as written please signify by raising your hand
9 or saying "Yea".

10 (Show of hands.)

11 All those opposed raise your hand
12 or say "Nay".

13 (No response.)

14 Any abstentions?

15 (No response.)

16 And, Dr. Turner, your vote?

17 (No response.)

18 He is off the line? Okay.

19 Okay. So, it stand adopted.

20 So, at this point --

21 CO-CHAIR CROCKETT-JONES: Now we
22 can go to lunch.

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 CO-CHAIR NATHAN: -- now we can go
2 to lunch.

3 Did we want to recognize our
4 individual?

5 EXECUTIVE DIRECTOR DAILEY: Sir, we
6 are doing that tomorrow. Yes, sir.

7 CO-CHAIR NATHAN: Okay. Lunch.
8 So, we will move it up by 15. So, we will be
9 back at 1300?

10 EXECUTIVE DIRECTOR DAILEY: Yes.
11 Yes, sir, at 1300 for a return, please.

12 We are doing good, ladies and
13 gentlemen. You are already at 2:30 on today.

14 So, we should be able to also address some of
15 tomorrow's recommendations today. So, good.
16 Good job.

17 (Whereupon, the foregoing matter
18 went off the record for lunch at 11:54 a.m. and
19 went back on the record at 12:59 p.m.)

20

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 A-F-T-E-R-N-O-O-N S-E-S-S-I-O-N

2 12:59 p.m.

3 CO-CHAIR CROCKETT-JONES: Okay,
4 everyone, if we are back, we are going to
5 continue with our recommendations.

6 We are currently up to, about to
7 start D9. This recommendation states that "DoD
8 should ensure implementation of the Joint
9 Federal Travel Regulations and Joint Travel
10 Regulations for family members of recovering
11 warriors is consistent across Service branches.

12 Utilization of invitation travel orders and
13 non-medical attendant orders and payment
14 processes should be the same across Services."

15 Okay. If we can have a motion to
16 discuss this?

17 MG MUSTION: I move the
18 recommendation, motion to discuss.

19 CO-CHAIR CROCKETT-JONES: Second?

20 MR. REHBEIN: I'll second it.

21 TSGT EUDY: My main concern with the
22 language of this is, what do we establish as

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 the set standard? Because we have clearly
2 identified that each Service does something
3 differently, but how do we make sure that the
4 best standard is chosen, the ideal standard?

5 Also regarding language, after the
6 statement of non-medical attendant orders, I
7 feel that the statement of services provided
8 should be placed in there. So, "and non-medical
9 attendant orders, the services provided, and
10 payment processes".

11 CO-CHAIR NATHAN: Are we as
12 interested in telling them specifically which
13 practices are the best or assuming that it is
14 up to them to find the best ones? But,
15 regardless, they should be the same?

16 MG MUSTION: Sir, the Department of
17 Defense needs to clearly articulate how we are
18 supposed to interpret the JFTR. That is where
19 the issue is. Every Service is interpreting
20 the provisions of the JFTR differently. I mean,
21 I know how the Army interprets and how the other
22 Services interpret it. And Services are using

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 different provisions of a JFTR to satisfy what
2 they want to do, what they believe is
3 appropriate.

4 From our view, in the discussions
5 as we went around, I think that we need to just
6 have a clear and consistent interpretation of
7 how ITOs and non-medical attendant authorities
8 will be used and how they will be applied. And
9 OSD P&R should be the one that should publish
10 that and issue that guidance.

11 I don't think we need a policy. We
12 just need the Department of Defense to
13 articulate what that one policy is.

14 CO-CHAIR NATHAN: "DoD should
15 ensure implementation of the JTF and JTR for
16 family members is consistent" Does that
17 satisfy the spirit of what you are saying?

18 MG MUSTION: Yes, sir. Yes, sir,
19 it would.

20 CO-CHAIR NATHAN: Other concerns,
21 issues?

22 EXECUTIVE DIRECTOR DAILEY: Okay.

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 I do want to direct you the Warrior Care Policy
2 Office did provide us some guidance. If you
3 would go to tab J, also, the very last sheet
4 that is in there, it does say "Warrior Care
5 Policy Office" at the top. It is the first one
6 in there. They are a little concerned about
7 who is getting this one.

8 MG MUSTION: And they are both in
9 the same organization.

10 EXECUTIVE DIRECTOR DAILEY: What's
11 that?

12 MG MUSTION: They are both part of
13 OSD P&R.

14 (Laughter.)

15 EXECUTIVE DIRECTOR DAILEY: Okay.
16 I am happy to change that to "OSD P&R" versus
17 "Warrior Care Policy" versus "MPP". And we
18 should, then, direct -- if we should, in that
19 case, I wouldn't mind putting language in there
20 that says "OSD P&R," David, "OSD P&R". Yes.
21 And then, we will hold the accountable agency
22 in there, OSD P&R, and then, the Services. And

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 then, accountable agencies would be as stated
2 in the "Accountable Agencies" line.

3 TSGT EUDY: And place a comma after
4 "orders," and then, "services provided".

5 EXECUTIVE DIRECTOR DAILEY: So, we
6 have some concurrence here that this would be
7 the correct agencies, now that we have got that
8 off the table.

9 CO-CHAIR CROCKETT-JONES: Any
10 further discussion?

11 (No response.)

12 Well, then, are we ready to vote?

13 Then, all in favor of this
14 recommendation as written raise your hands to
15 say "Yea".

16 (Show of hands.)

17 All against this recommendation
18 raise your hands to say "Nay".

19 (No response.)

20 Any abstentions?

21 (No response.)

22 And, Dr. Turner, are you there?

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

1 DR. TURNER: Yea.

2 CO-CHAIR CROCKETT-JONES: Yea?

3 All right, then, we can move on to
4 the next recommendation which states that "The
5 implementation of the SCAADL benefit must be
6 optimized through a legislative change to exempt
7 SCAADL from income taxes, enhancing marketing
8 to the eligible population, and electronic
9 application process in AHLTA for primary care
10 manager access."

11 If someone would like to move to
12 adopt this recommendation for discussion?

13 CAPT EVANS: Move to adopt for
14 discussion.

15 CSM DeJONG: I'll second.

16 CO-CHAIR NATHAN: So, the spirit of
17 this one was -- Sergeant Major DeJong, as I
18 recall you were fairly invested in this one.
19 You are now anyway, right? Yes.

20 (Laughter.)

21 CSM DeJONG: I'll take it, sir.

22 CO-CHAIR NATHAN: Well, you know,

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

1 I'm not the SCAADL guy here.

2 CO-CHAIR CROCKETT-JONES: Well, we
3 know that it is being underutilized. There is
4 good data, hard data to saying that people who
5 are eligible are not getting it, are not
6 necessarily even aware of it, and they have been
7 at times dissuaded from applying because of lack
8 of information of the recovering warrior cadre
9 or non-medical case management not really having
10 good grasp of eligibility.

11 So, this was suggested as a fix, and
12 I would like people to look at the language and
13 discuss it.

14 CAPT EVANS: And I believe from the
15 Service, the different briefs that we received,
16 we observed that the numbers were pretty low
17 as far as the number of enrolled to the program
18 and in the number they reported as far as
19 receiving SCAADL. So, it was a little
20 interesting that the disproportion of number
21 receiving, I believe receiving SCAADL payment.

22 And then, there was also a concern

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

1 from family members I think we had in a couple
2 of our focus groups that, because of the tax,
3 they actually went out and said, "I do not want
4 SCAADL because it's a taxable income."

5 So, I think we have enough findings
6 to support going forward with the
7 recommendation.

8 CO-CHAIR CROCKETT-JONES: Are we
9 ready to vote on the recommendation as written?

10 Well, then, let me ask all who want
11 to recommend this to raise their hands to say
12 "Yea".

13 (Show of hands.)

14 All who vote nay raise your hands.

15 (No response.)

16 Any abstentions?

17 (No response.)

18 Dr. Turner, how are you voting? One
19 more?

20 EXECUTIVE DIRECTOR DAILEY: Dr.
21 Turner, are you there?

22 DR. TURNER: Yes, I'm here. I

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 voted yea.

2 CO-CHAIR CROCKETT-JONES: All
3 right, then, let's move to the next
4 recommendation.

5 CO-CHAIR NATHAN: Yes. It is
6 passive resistance.

7 So, these next three
8 recommendations require us to make a choice
9 among the three. Basically, they center on
10 methods, and we broached this on an earlier
11 recommendation. They center on methods to
12 increase family member involvement in the
13 recovery process. And we are only going to
14 select one recommendation. Presumably, we are
15 only going to select one recommendation to move
16 forward for final voting. So, you are going
17 to see three recommendations.

18 The first recommendation is
19 Recommendation D11, which basically says, "In
20 order to increase both family member involvement
21 in the recovery process and family member
22 awareness of available resources, the Services

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 will include family members in the initial unit
2 program orientation and the initial briefing
3 upon entry into IDES.

4 "Army and Marine Corps family
5 members, in processing at the CBWTU and the WWR,
6 and their initial IDES briefing with the
7 Physical Evaluation Board" -- "in processing
8 with the initial IDES briefing with the Physical
9 Evaluation Board Liaison Officer (PEBLO)."

10 The second bullet is "The Air Force
11 and Navy family members, the initial RCC and
12 case manager contact, and the initial IDES
13 briefing with the PEBLO."

14 And the third bullet is "The RC
15 family member will attend in person when the
16 RW is attending is in person. RC family members
17 will receive Temporary Duty Assignment (TDY)
18 orders for this purpose."

19 MS. MALEBRANCHE: It's hard to go
20 between the three, but I think in any of the
21 three, if I could just add comment? On any of
22 them, they don't talk about the Reserve

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 Component family members getting travel orders,
2 and I think they need them in any of these
3 situations, don't they?

4 CO-CHAIR CROCKETT-JONES: This one
5 says it on the third bullet.

6 MS. MALEBRANCHE: Is that travel?
7 Okay, TDY orders, the same as travel for the
8 compensation?

9 CO-CHAIR NATHAN: So, before we do
10 anything should we look at the other two
11 recommendations?

12 EXECUTIVE DIRECTOR DAILEY: Yes.
13 Sir, let's give everyone a feel for it.

14 CO-CHAIR NATHAN: So, there is that
15 one. If we could go back just a second and just
16 sort of summarize the spirit of this one, so
17 that you can have a working synopsis in your
18 head.

19 EXECUTIVE DIRECTOR DAILEY: Okay,
20 ladies and gentlemen, this is the "will"
21 recommendation. All right? This is the one
22 that is at -- you asked us, when we were crafting

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 these in time of discussion to give you three
2 levels of recommendation.

3 One was the "will" recommendation.

4 Another recommendation is the "encouraging"
5 recommendation. And then, the third
6 recommendation is the "more encouragement"
7 recommendation.

8 CO-CHAIR NATHAN: Okay.

9 MG MUSTION: Can I just ask a
10 question about this specific one. Legally, can
11 the term "will" -- is it enforceable, I guess
12 is the way? Are we going to create or generate
13 a recommendation in a report that goes forward
14 that cannot be executed based on law, or based
15 on some other --

16 EXECUTIVE DIRECTOR DAILEY: It is
17 culture right now that you do not require
18 families to participate in certain activities
19 or you give them the latitude.

20 Now there has been precedent.
21 Correct, NCoE is a very good example.

22 CO-CHAIR CROCKETT-JONES: And we

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

1 already tell those that in order to be enrolled
2 in a CBWTU, they have to demonstrate a family
3 support system that is available to them, so
4 that they can complete their recovery and
5 transition. So, we have already put those
6 families on, made them obligated to be
7 consistent in support in order for that person
8 to stay enrolled at the CBWTU.

9 So, I think that if we can say that
10 you have to have it there, then you have to inform
11 them as well -- it doesn't seem like as much
12 of a leap, considering that we have already --

13 MG MUSTION: But if the Service
14 member says, "I don't want my family involved.

15 I don't want them informed," does that mean
16 that the Service is authorized to say, "Okay.

17 Then, we're not going to take care of you."?

18 CO-CHAIR CROCKETT-JONES: Well,
19 the way the Marines do is they say you have to
20 give an explanation to the senior officer, the
21 battalion commander basically level, of why you
22 don't want them involved, and you have to have

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

1 an explanation to higher, if you want to refuse
2 that.

3 If we say that that person
4 can't -- if a person says, "I want to be in a
5 CBWTU, and I have that family support, but I
6 don't want them to be informed," I think it is
7 perfectly legitimate to say, "Then, you're
8 reneging on -- you can't be enrolled because,
9 without contact with them, we can't confirm that
10 you have adequate family support."

11 For the others, like I said, the
12 Wounded Warrior Regiment already has a policy
13 to say, "If you are going to refuse this contact
14 and information, you have to explain it to the
15 commanding officer."

16 It just would be nice if that was
17 a general policy, not just -- it has done a
18 lot to change the culture; I'll put it that way.

19 MR. REHBEIN: I'm not sure that that
20 really addresses the General's question,
21 though, because that recommendation -- and we
22 touched on this in Recommendation No. 6, too,

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 when we talked about a required PTSD class.
2 This recommendation requires, if we adopt it,
3 requires travel. It is not a recommendation
4 that says they have to be informed. That is
5 No. 13.

6 So, I don't understand exactly what
7 the limitations are legally, morally,
8 ethically.

9 CO-CHAIR NATHAN: Okay. So, why
10 don't we do this?

11 MR. REHBEIN: But No. 12 does a lot
12 of the same things, only in a slightly different
13 manner.

14 CO-CHAIR NATHAN: Right, right.
15 So, we now understand the nuances of this one.
16 It is the "will," the helping verb, right,
17 "will"?

18 And now, we are going to look at the
19 next one. And if we end up coming back to, if
20 we end up as a group settling on 11, then we
21 will have to duke it out on what we really think.

22 But let's see if it ends up in the final cut.

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 So, No. 12 is, the second of the
2 three: "In order to increase both family member
3 involvement in the recovery process and family
4 member awareness of available resources, the
5 Services should consistently communicate to
6 recovering warriors that their designated
7 family member is expected to accompany him or
8 her at minimum to the initial unit program
9 orientation; i.e., the various regiments and
10 units.

11 "For the Air Force/Navy, the initial
12 RCC/NMCM contact, and the initial briefing upon
13 entry into IDES, for all Services, initial
14 briefing with the PEBLO.

15 "RC family members are expected to
16 attend in person when the RW is attending in
17 person and will receive TDY."

18 So, this is almost verbatim the
19 other, except it is "encouraging" as opposed
20 to "will," except for the third bullet. And
21 again, the third bullet is the same. It is you
22 are expected to attend in person, and it would

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 require a TDY to fund the family member.

2 CO-CHAIR CROCKETT-JONES: My only
3 concern about encouraging is they all say they
4 do already.

5 CO-CHAIR NATHAN: Okay. So, I
6 think we have made the distinction between the
7 first and the second.

8 And now, the third. Again, "In
9 order to increase the family member involvement
10 in the recovery process and the awareness of
11 available resources, Services should conduct
12 100-percent outreach to designated family
13 members of newly-enrolled recovering warriors,
14 defined as positive contact and two-way
15 communication between the person providing the
16 outreach and the person receiving it.

17 "The purpose of this outreach is
18 threefold. One, to invite and encourage family
19 members/family caregiver to attend the initial
20 unit program orientation at the various units
21 for the Air Force, Navy, Army, Marine Corps,
22 and the initial briefing upon entry into IDES

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 for all Services, which would be with the PEBLO.

2 The Reserve Component family members may attend
3 in person when the Reserve warrior is attending
4 in person and will receive TDY."

5 No. 2 is "Encourage the family
6 member/family caregiver to accompany the
7 recovering warrior on all other appointments
8 if the recovering warrior is amenable."

9 And No. 3, to "Provide family
10 member/family caregiver a point of contact for
11 information and support for recovering warrior
12 needs as well as their own."

13 So, all three of these are designed
14 to increase family awareness in the recovery
15 process and of available resources.

16 The first one, basically, says you
17 will do it by mandating attendance to
18 orientation classes, if you are a Reserve
19 Component, and mandating attendance to the
20 initial IDES briefing. And you will provide
21 TDY funds for mandatory attendance of the family
22 member in the Reserve Component to travel with

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 their warrior to the initial place at Medical
2 Hold, or whatever, where they get their
3 orientation.

4 The second one basically said you're
5 expected to do those things and encouraged;
6 you're expected to encourage, make those things
7 all available and encourage the families to take
8 advantage of them.

9 And this third one we would
10 summarize as how?

11 EXECUTIVE DIRECTOR DAILEY: It
12 really focused on that 100-percent outreach.

13 CO-CHAIR CROCKETT-JONES: And
14 defines it as two-way.

15 EXECUTIVE DIRECTOR DAILEY: And
16 ensuring that that 100-percent outreach is
17 positive contact, not just a voicemail, not just
18 an unanswered email.

19 MS. MALEBRANCHE: So, for
20 discussion's sake, I am thinking on the first
21 one, where it is a "will," I think we have to
22 be careful of not putting an unintended or we

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 should be careful of not causing a hardship,
2 not knowing family situations and how they are.

3 Understand, it is better for them to be there,
4 but it is kind of like first do no harm. I mean,
5 you don't know the family situation, the
6 children, and all the other things. So, I have
7 a little hesitancy.

8 CO-CHAIR CROCKETT-JONES: The only
9 thing that I say about is that, until they have
10 been introduced to the cadre, you don't really
11 know. I think that the best way for the
12 non-medical case managers and the cadre and the
13 RCCs to know what the family dynamics really
14 are is to assess it themselves, and getting them
15 in once in person to that kind of orientation
16 provides them -- I mean, I think that the
17 caregivers, the bedside liaisons find that, once
18 those family members are there, they can
19 actually know what the real deal is. That is
20 the first thing.

21 And the second thing is I know
22 everyone seems to think that you can't mandate.

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 But, as a spouse, I have been told I have to
2 go or my husband pays a price and he has to do
3 something. I have been mandated to go to
4 courses that I didn't want to go to. I went
5 to them.

6 I know that there is some concern
7 about legality, but it never came up when someone
8 said I had to attend the officer basic courses
9 spouse orientation, and I had to go one day every
10 week for a week (sic).

11 So, I am not sure how they managed
12 to get me there.

13 MG MUSTION: Yes, I would contend
14 that what you just said is not
15 legally-enforceable. What we are trying to
16 implement is something that we would deny
17 support and care to a Service member if his
18 family member or healthcare or his designated
19 family member elected not to participate. And
20 I think that takes it to the other extreme.

21 And that is, quite frankly, what the
22 first recommendation says. If your family

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 member or caregiver doesn't participate, we are
2 not going to provide care to the soldier. Now,
3 I mean, that could be interpretation.

4 What I would like to offer is a
5 potential compromise of all three. And the
6 first is I think we should make a comment -- I'm
7 sorry?

8 EXECUTIVE DIRECTOR DAILEY:
9 Nothing. I got it. I'm just telling him to
10 type. You're going to talk; he is going to type.

11 (Laughter.)

12 MG MUSTION: I think we should
13 recognize that directing family member,
14 mandating family member participation is not
15 legally-enforceable. I mean, we are presuming
16 that, first.

17 But what we should do is say that
18 there should be or require the Services to
19 implement a 100-percent outreach at intake, and
20 then, also, using the same words that you have
21 here, should consistently communicate to the
22 recovering warriors family members or

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 designated caregivers, and WCP, OSD, whoever
2 we want to designate, must establish for the
3 Services measures of effectiveness across the
4 Services that we can gauge in our subsequent
5 areas.

6 And I think if you pull those three
7 things together, you can accomplish exactly the
8 intent of all three of our recommendations here
9 in one.

10 CO-CHAIR NATHAN: I think that is
11 key. No, no, I think that is key. I think what
12 you said is key. I think you know the expression
13 you don't get what you deserve in life; you get
14 what you negotiate? And if we went with the
15 very first one, my concern is we would simply
16 get back either a non-concur or a partially
17 concur, cannot legally mandate families to
18 attend.

19 But I am as passionate as Suzanne
20 is about this. We have seen the benefits of
21 what happens when we get the family members
22 involved early. We have just seen that. And

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 that, oftentimes, is taking the path of greater
2 resistance because the warrior doesn't want
3 their family member in at the beginning. And
4 we have seen how we can actually do this for
5 their own good. Yet, I agree, I don't think
6 it is legally-enforceable.

7 Just as if you had refused to attend
8 the classes that you were told to attend, they
9 weren't going to fine you or kick you off base,
10 or whatever, although in your culture your
11 spouse may have suffered, you know, and may have
12 been called in and told by the CSM or something,
13 "You're in trouble because we don't think you're
14 a real family going after this." So, I do
15 understand the cultural pressures.

16 I would agree that there should be
17 some inclusion of ways to measure the outreach
18 that is given because, then, we start to satisfy
19 what Ms. Crockett-Jones is talking about, which
20 is how do you ensure that the family members
21 are given visibility of what is available and
22 told that they are encouraged to come.

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 MG MUSTION: Sir, I would make two
2 additional comments. We went around during
3 visits and the ones you participated in as well.

4 When we talked with the family members -- you
5 talked to the cadre about how do you measure
6 the effectiveness of your outreach program to
7 family members, but there is no measure of
8 effectiveness.

9 And the other comment I would make
10 is I believe our findings should be strengthened
11 upfront because it is my assessment in our
12 discussions over the last six months that this
13 is probably, this as well as the substance of
14 what we communicate out, is one of the major,
15 if not the major, observations that was
16 reinforced continuously, is the participation
17 by family members is absolutely paramount to
18 the health and welfare and readiness of our
19 Service members and their care. And we say
20 that, but we don't say it in truly bold and very,
21 very strong terms in the findings.

22 CO-CHAIR NATHAN: General Mustion,

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 what I hear you saying is -- would you be okay
2 with the wording in this particular
3 recommendation if you were to add a sentence
4 that conveys requirements of MOEs to document
5 this? Thirteen?

6 MG MUSTION: Yes. Sir, I would
7 make one modification. You said the Services
8 should conduct 100-percent outreach at intake,
9 whatever that happens to be -- you got all those
10 other words up there -- and make a continuous
11 outreach, which is words -- or should
12 consistently communicate, which is what we have
13 in Recommendation No. 12, and then, implement
14 the measures of effectiveness, establish
15 measures of effectiveness.

16 EXECUTIVE DIRECTOR DAILEY: So,
17 there should be 100-percent outreach at intake
18 for family members.

19 MG MUSTION: Yes, consistently,
20 yes.

21 EXECUTIVE DIRECTOR DAILEY: And
22 should consistently be measured for

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 effectiveness. Okay.

2 CO-CHAIR CROCKETT-JONES: And you
3 probably need the intake to the programs and
4 into IDES as specified.

5 EXECUTIVE DIRECTOR DAILEY: Yes.
6 Do you want intake to be in processing and IDES?
7 I mean, do you want --

8 CO-CHAIR CROCKETT-JONES: Yes.

9 EXECUTIVE DIRECTOR DAILEY: -- to
10 be at those points, and that that should be the
11 measuring points? In processing and IDES would
12 be the two points you want this to be measured
13 at?

14 CO-CHAIR CROCKETT-JONES: Yes.

15 MS. MALEBRANCHE: I am wondering,
16 because of the group that we are
17 identifying -- again, this is not here yet, but
18 when we look perhaps next year, to think about
19 even ahead of time with the IC3 policy and
20 looking at all of these, I believe that has to
21 be documented in there. So, that will be
22 something for us to just keep in mind for next

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 year because I think that is part of the policy.

2 CAPT EVANS: So, do we need to vote
3 to eliminate the other two? Or how do we --

4 CO-CHAIR NATHAN: That's a good
5 point. So, it seems like we are wickering here
6 on 13. And so, why don't I go ahead and call
7 for the question? Yes. So, on 11, I need a
8 motion to either accept or delete this
9 recommendation from further consideration.

10 CAPT EVANS: I motion to delete this
11 recommendation, Recommendation No. 11.

12 CO-CHAIR NATHAN: Second?

13 MS. MALEBRANCHE: I second.

14 CO-CHAIR NATHAN: Okay. So, the
15 motion is to delete this particular
16 recommendation from further consideration. A
17 vote of aye would be deleting this. A vote of
18 nay would be to retain this further
19 consideration, this particular recommendation.

20 All those in favor of deleting this
21 from further consideration either raise your
22 hands or say "Aye".

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

1 (Show of hands.)

2 All those opposed say "Nay".

3 (No response.)

4 Any abstentions?

5 (No response.)

6 Dr. Turner, are you back on the net?

7 DR. TURNER: Aye.

8 CO-CHAIR NATHAN: Okay. Thank
9 you.

10 EXECUTIVE DIRECTOR DAILEY: So,
11 ladies and gentlemen, if you feel strongly about
12 any of these recommendations, please don't get
13 on the bus to Abilene here. I mean, if you
14 wanted to retain that, you have every right to
15 say a "Nay". Let me just say that to you, so
16 that it is an opportunity to make your case with
17 a vote.

18 CO-CHAIR NATHAN: We take an oath
19 to support and defend the Constitution against
20 all enemies, foreign and domestic.

21 (Laughter.)

22 And so, please, stand up on your

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 rights.

2 Okay. This is Recommendation D12.

3 So now, what we are left to do is we are left
4 to pick between 12 and 13 and wicker on the one
5 or the other. So, this is recommendation 12,
6 which is the same as 1, basically, except this
7 is the "should" and the "encourage".

8 I need a motion to either delete from
9 further consideration or to keep for further
10 consideration this recommendation.

11 You scared them all off, Ms. Dailey.

12 Nobody wants to do anything now. You've got
13 everybody completely --

14 (Laughter.)

15 LTCOL KEANE: I make a motion to
16 delete this recommendation.

17 CO-CHAIR NATHAN: Seconds?

18 CAPT EVANS: Second.

19 CO-CHAIR NATHAN: Okay. A vote of
20 yea means that --

21 MR. REHBEIN: Sir, if I may for just
22 a moment?

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 CO-CHAIR NATHAN: Oh, please.

2 MR. REHBEIN: I wasn't going to make
3 the motion, but I am going to put my oar in the
4 water for this recommendation a little bit
5 because I think this recommendation
6 communicates to the family members that there
7 is an expectation that their attendance will
8 enhance recovery. I think it is a stronger
9 message to the family member than just telling
10 them you can if you want to and getting two-way
11 communication.

12 I think setting that expectation
13 would, for those family members that are still
14 on the fence, bring them off the fence in the
15 right direction. And so, I think that "expected
16 to" carries some additional weight than just
17 inviting, carries more weight than just inviting
18 and encouraging.

19 So, my particular feeling is that
20 I would prefer that kind of language, if we can
21 come to a consensus on a recommendation. But
22 I think that "is expected to accompany" is an

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 important thing.

2 CO-CHAIR CROCKETT-JONES: Yes, I
3 was going to suggest that that kind of language
4 be included in the 13 as we are writing, as we
5 finally jigger it.

6 MG MUSTION: I agree. I think the
7 words from "conduct 100-percent outreach" -- or
8 excuse me -- "consistently communicate" in that
9 through "accompany him or her at a minimum,"
10 I think we should take that as we smash together
11 the 100-percent plus this plus the others with
12 the measure of effectiveness; it would all go
13 together. I agree. That is a good catch.

14 CO-CHAIR NATHAN: Okay. So, I
15 think that, again, technically, we are
16 considering each recommendation on its own
17 merits, but we know that perhaps there will be
18 some latitude in the 13 one to incorporate more
19 of a demand, an expectation that families to
20 do this.

21 That said, we have to vote on 12.

22 So, no further discussion?

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 I need a motion. I think I have a
2 motion.

3 So, all those who vote yea are voting
4 to delete this specifically-written
5 recommendation from further consideration.
6 Please, if you agree with that, vote "Yea" or
7 raise your hands.

8 (Show of hands.)

9 Okay. Nays?

10 (No response.)

11 Hearing none, abstentions?

12 (No response.)

13 Hearing none, Dr. Turner?

14 DR. TURNER: Yea.

15 CO-CHAIR NATHAN: Thank you.

16 Okay. Now we will go down to
17 Recommendation 13. It is the last one left.
18 So, we either live with and/or modify this one
19 or this entire block of recommendations goes
20 away.

21 So, on 13, General Mustion, do you
22 want to outline again what you are saying?

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 MG MUSTION: "There should be
2 100-percent outreach at in-processing and IDES
3 orientation for family members or designated
4 family caregiver," because I think we have to
5 consistent with whatever those words are, "and
6 consistent communication with recovering
7 warriors that their designated family members
8 are expected to accompany him or her at a minimum
9 to initial intake," which is what we had the
10 Recommendation No. 12. It is that one sentence
11 that we commented earlier, if we could cut and
12 paste, I think.

13 And then, sir, as we spoke, and,
14 ma'am, the third part being that "The Department
15 establish measures of effectiveness which allow
16 us to assess how well we are doing." "How well
17 we are doing" is probably not a real technical
18 term.

19 (Laughter.)

20 CO-CHAIR NATHAN: And this is to
21 replace the intro paragraph? So, it would read,
22 "In order to increase both family member

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

1 involvement in the recovery process and family
2 member awareness of available resources, there
3 should be" --

4 EXECUTIVE DIRECTOR DAILEY: I'm
5 working at the bottom, ladies and gentlemen.
6 I have recrafted 1 and 2. Go all the way to
7 the bottom.

8 "There should be 100-percent
9 outreach at in-processing and IDES orientation
10 for family members and designated caregivers,
11 and consistently communicate that attendance
12 is expected" --

13 CO-CHAIR CROCKETT-JONES: We can't
14 hear you, Denise. Use the microphone.

15 EXECUTIVE DIRECTOR DAILEY: Oh,
16 sorry.

17 So, let me direct everyone's
18 attention down to 13, right where it says
19 "Discussion".

20 MG MUSTION: I would offer that the
21 recommendation that we are working here with
22 should begin with, "To increase both family

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 member involvement and recovery process, and
2 awareness of public resources" -- or "available
3 resources" -- that should be the lead-in to what
4 we are suggesting at the bottom. Comma.
5 "There should be 100-percent outreach at
6 in-processing...."

7 TSGT EUDY: Regarding this and
8 measures of effectiveness, my only concern is,
9 as we see time and time again, every cadre member
10 says, "I've got 100-percent contact," and they
11 have checked the block off of a sheet because
12 they have made the phone call or left a
13 voicemail, you know, maybe had one phone
14 conversation or one email.

15 My worry is that we don't want the
16 wording to be vague for MOE because we may get
17 the same result of what we are dealing with right
18 now and we continue to see. So, I think it is
19 good; we just need to, I think, push it a little
20 bit further, maybe in the findings portion have
21 something in there that would bolster that.

22 CO-CHAIR CROCKETT-JONES: I think

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

1 that sentence from up in the first paragraph,
2 "defined outreach as positive contact and
3 two-way communication between the person
4 providing the outreach and the person receiving
5 it," that is an important inclusion because that
6 is what was missing a lot of the places where
7 we went. So, as long as we put that in
8 somewhere, and that is what we measure.

9 EXECUTIVE DIRECTOR DAILEY: We do
10 need another line in there for measuring this
11 event. So, move that down out of the sight
12 vision, and let's start with a different line
13 for measuring effectiveness. Let's work this.
14 You're getting there.

15 "To increase both family member
16 involvement in the recovery process and family
17 member awareness of resources, there should be
18 100-percent outreach at in-processing IDES
19 orientation for family members or designated
20 caregivers." Do you want to go with a period
21 here? Period.

22 "One-hundred-percent outreach is

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 defined as positive contact and two-way
2 communication between the person providing the
3 outreach and the person receiving it."

4 "It should be consistently
5 communicated that attendance is expected" would
6 be your next line. "It should be consistently
7 communicated that attendance is expected."

8 "Programs should be measured to
9 achieve 100-percent attendance by spouses."
10 That is what you would like to walk into a
11 unit -- when we ask, "How many people are
12 attending," they say 5 percent. So, what you
13 are really looking for them to be able to measure
14 is getting up that thermometer, just like we
15 do the measuring of our -- what's that fall
16 program for donations? -- CFC. You want to see
17 that thermometer get up to 100 percent of spouse
18 participation in in-processing and IDES. So,
19 that is what your last line would be.

20 "The intent is to achieve
21 100-percent spouse participation." Would that
22 be --

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 CO-CHAIR NATHAN: I think, for
2 measures of effectiveness, you need to be more
3 directive. You know, "Measures of
4 effectiveness will be implemented to document
5 participation" --

6 EXECUTIVE DIRECTOR DAILEY: Okay.

7 CO-CHAIR NATHAN: -- "of family
8 involvement."

9 EXECUTIVE DIRECTOR DAILEY: Good.

10 "To measure" --

11 CO-CHAIR NATHAN: "To measure or
12 document" --

13 EXECUTIVE DIRECTOR DAILEY:

14 "Family involvement".

15 CO-CHAIR CROCKETT-JONES:

16 "Document".

17 EXECUTIVE DIRECTOR DAILEY: Or

18 "document family involvement".

19 CO-CHAIR NATHAN: "To document
20 family involvement".

21 CO-CHAIR CROCKETT-JONES: "And
22 attendance."

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 CO-CHAIR NATHAN: "Family
2 involvement and attendance"?

3 EXECUTIVE DIRECTOR DAILEY:
4 Period, and then, move the rest of that out of
5 the sight vision. Scroll.

6 So, take a look at that. You're
7 going to have to vote out 13 and, then, vote
8 in this one.

9 CO-CHAIR NATHAN: The very last
10 line of -- well, now the second-to-last line,
11 "It should be consistently communicated that
12 attendance is expected," what does that mean?

13 MS. MALEBRANCHE: That family
14 member.

15 MG MUSTION: I think what we are
16 saying is that family member or family caregiver
17 participation is expected.

18 EXECUTIVE DIRECTOR DAILEY: Okay.
19 Take out "attendance"; put in "participation".

20 CO-CHAIR NATHAN: But what is "It
21 is should be consistently communicated," what
22 does that mean? The whole time the warrior is

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 there, they should be calling the family and
2 saying, "Come in and talk to us" or they should
3 be talking to them? "You're expected to be at
4 the very first orientation."?

5 CO-CHAIR CROCKETT-JONES: I think
6 that one of the things that we hear, and this
7 probably is why it came to mind for Denise, one
8 of the things we hear is that one person says,
9 "I will come in." Another person says, "No,
10 you can't come in." And then, the next time
11 there is contact -- it is inconsistent across
12 commands. Some folks are encouraging and some
13 folks are just discouraging.

14 CO-CHAIR NATHAN: Yes, I get it now.
15 So, "It should be consistently communicated"
16 means that it should be across the Services --

17 CO-CHAIR CROCKETT-JONES: Yes.

18 CO-CHAIR NATHAN: -- it should be
19 consistent, in that all Services should be
20 communicating this?

21 CO-CHAIR CROCKETT-JONES: Across
22 the Services and across the spectrum of care.

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 Because, you know, you have folks who say the
2 RCC encouraged them, and some folks who say the
3 cadre discouraged them, and then, some folks
4 who say that they had a nurse case manager who
5 encouraged them, and some folks say but the next
6 case manager discouraged them.

7 So, do you see what I'm saying? It
8 is not just across the services; it is across
9 the various contact points.

10 CAPT EVANS: So, we are looking for
11 consistent communication across continuum of
12 care and Services.

13 CO-CHAIR CROCKETT-JONES: We need
14 to change that sentence.

15 CO-CHAIR NATHAN: Yes, I think
16 "Communication will be consistent across
17 Services and caregivers as to family attendance
18 and participation."

19 CO-CHAIR CROCKETT-JONES: Not
20 across family members, across Services.

21 CO-CHAIR NATHAN: Do you want it
22 "across Services" or "across Services and

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 caregivers" or "Services and" --

2 CO-CHAIR CROCKETT-JONES: Programs
3 or providers or --

4 CO-CHAIR NATHAN: Because what you
5 are saying is that somebody in the same
6 program --

7 CO-CHAIR CROCKETT-JONES: Yes,
8 they will get --

9 MR. REHBEIN: So, then, do we need
10 to put that sentence about RC family members
11 receiving TDY in there?

12 EXECUTIVE DIRECTOR DAILEY: Well,
13 we'll put those three bullets that you see up
14 there that talked about who the definitions are
15 for units and what events we're talking about.
16 Those first two bullets would go below this.
17 Yes, cut it out and put it underneath this now.

18 CO-CHAIR NATHAN: What about --

19 EXECUTIVE DIRECTOR DAILEY: So,
20 that is what it would look like.

21 CO-CHAIR NATHAN: Now what about
22 the last line in the paragraph? "Communication

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 will be consistent" -- because Suzanne and I
2 are talking about the fact that one of the
3 concerns is that, within a given Service and
4 within a given program in that Service,
5 different individuals give cross-messages to
6 the families. And the family will say, "The
7 case manager told me I could certainly come in,
8 but the doctor said I could not."

9 And so, do we want to say,
10 "Communication will be consistent across
11 Services and within the program," or however
12 you better phrase it. But you know what I am
13 trying to say here.

14 It is one thing for the Navy or the
15 Army to simply say, "Look, we expect that you
16 will constantly be telling family members that
17 they are available" or "that they are expected
18 to attend and they are welcome to attend." But
19 we have found mixed messages within the
20 programs.

21 EXECUTIVE DIRECTOR DAILEY: Okay.
22 That's fine. We have got that in there. So,

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

1 you have got a lot in here.

2 "To increase both family member
3 involvement in the recovery process and family
4 member awareness of available resources, there
5 should be 100-percent outreach at in-processing
6 and IDES orientation for family members or
7 designated caregivers. One-hundred-percent
8 outreach is defined as positive contact, two-way
9 communication between the person providing the
10 outreach and the person receiving it.
11 Communication will be consistent across the
12 Services and within the program that family
13 member and caregiver attendance is expected.
14 Measures of effectiveness will be implemented
15 to document family involvement and attendance."

16 And then, we have some further
17 definitions below that.

18 CO-CHAIR CROCKETT-JONES: I'm
19 sorry, one more nit to pick.

20 EXECUTIVE DIRECTOR DAILEY: Okay.

21 CO-CHAIR CROCKETT-JONES: In the
22 sentence "in-processing and IDES orientation

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

1 for family members or designated caregiver,"
2 we don't need the second "family" because we
3 want to leave it open.

4 EXECUTIVE DIRECTOR DAILEY: Okay.
5 Good. Thank you.

6 MG MUSTION: And "caregiver" should
7 be plural.

8 EXECUTIVE DIRECTOR DAILEY: Good.
9 And then, we are clarifying exactly
10 what "in-processing" means and with who, and
11 identifying in that first bullet that RC
12 families will receive TDY.

13 Now do you want the second bullet?

14 CO-CHAIR CROCKETT-JONES: Okay.
15 There is one more concern.

16 EXECUTIVE DIRECTOR DAILEY: Good.

17 CO-CHAIR CROCKETT-JONES: Outreach
18 at in-processing would prevent them from
19 attending in-processing. So, we might want to
20 say, "outreach prior to in-processing" or
21 "outreach" --

22 EXECUTIVE DIRECTOR DAILEY: How

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 about "to attend"?

2 CO-CHAIR CROCKETT-JONES: "To
3 attend," there we go, "to attend in-processing".

4 CO-CHAIR NATHAN: Okay. Any more
5 comments on the first two bullets?

6 MS. MALEBRANCHE: That first
7 bullet, the last sentence in parens, where you
8 have the two sections in parens, that doesn't
9 read real clean about "the RC family members
10 may attend in person when the RW is attending
11 in person and will receive TDY." We are trying
12 to just get the fact that the RC members will
13 receive TDY when the recovering warrior is in
14 person, right? I mean, it is just like two
15 in-person's, and it is kind of like that is
16 plunked in the middle. It just doesn't read
17 real clean.

18 So, "the recovering warrior or
19 family member may attend in person and receive
20 TDY when the warrior is attending" -- something
21 is I don't know; it doesn't read clean.

22 EXECUTIVE DIRECTOR DAILEY: Take

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 out the first "in person," would you, please,
2 David?

3 CO-CHAIR NATHAN: Yes, that will
4 work.

5 CO-CHAIR CROCKETT-JONES: Okay.
6 "And will receive TDY." That way they are both
7 receiving TDY, not just one. It just read
8 awkward.

9 CO-CHAIR NATHAN: Very good.

10 Other comments, concerns?

11 (No response.)

12 Anybody want to bolt in there about
13 Abilene?

14 (Laughter.)

15 Okay. Going once. Going twice.

16 Okay. So, to summarize, just so we
17 know what we are voting on, the spirit of this
18 is to increase expectation of family involvement
19 and family awareness of available resources.

20 There were three initial
21 recommendations. We eliminated the first two.

22 We have voted to keep this, we are voting now

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 to keep this third one with the following
2 wording:

3 "To increase both family member
4 involvement in the recovery process and family
5 member awareness of available resources, there
6 should be 100-percent outreach to attend
7 in-processing and IDES orientation for family
8 members or designated caregivers.
9 One-hundred-percent outreach is defined as
10 positive contact and two-way communication
11 between the person providing the outreach and
12 the person receiving it. Communication will
13 be consistent across the Services and within
14 the program that family member and caregiver
15 attendance is expected.

16 "Measures of effectiveness will be
17 implemented to document family involvement and
18 attendance. Specifically, invite and
19 encourage family members and family caregivers
20 to attend the initial unit/program orientation
21 and the initial briefing upon entry into IDES.

22 And the Reserve Component family members may

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

1 attend when the Reserve warrior is attending
2 in person and will receive TDY."

3 The second bullet: "Encourage
4 family member/family caregiver to accompany the
5 recovering warrior on all other appointments
6 if recovering warrior is amenable."

7 Concerns with that?

8 (No response.)

9 Okay. So, I am calling for a motion
10 to accept D13 as written.

11 MG MUSTION: Yes, I make a motion
12 that we accept Recommendation 13 as modified.

13 CO-CHAIR NATHAN: Okay.

14 MR. REHBEIN: I will second.

15 CO-CHAIR NATHAN: Okay. So, the
16 vote now is all those in favor of accepting
17 Recommendation D13 as last read, which is these
18 modifications, please say "Yea" or raise your
19 hand.

20 (Show of hands.)

21 Any opposed to accepting it please
22 say "Nay".

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 (No response.)

2 Any abstentions?

3 (No response.)

4 Dr. Turner, your vote?

5 DR. TURNER: Accept.

6 CO-CHAIR NATHAN: Thank you.

7 EXECUTIVE DIRECTOR DAILEY: Good
8 job, everybody. These are going to be tough.
9 You have got two more of these to get through.
10 So, that was very well-done.

11 CO-CHAIR CROCKETT-JONES: Do we
12 need a five-minute bio break to recover from
13 that? Five minutes, and then, we will come
14 back.

15 (Whereupon, the foregoing matter
16 went off the record at 1:56 p.m. and went back
17 on the record at 2:05 p.m.)

18 CO-CHAIR NATHAN: Okay. Is
19 Suzanne around?

20 EXECUTIVE DIRECTOR DAILEY: She's
21 coming, yes.

22 CO-CHAIR NATHAN: We are going to

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 be considering Recommendations D3, D14, D15,
2 and D16. We will be voting on each one as it
3 comes up.

4 These four recommendations are
5 specific to information resources. Well, as
6 I said, we will discuss and vote on one
7 recommendation before continuing with the
8 remainder.

9 The first recommendation states
10 that, "DoD must identify crucial Recovering
11 Warrior Unit and Program information and
12 disseminate to recovering warriors and their
13 families via mobile platforms. The
14 effectiveness of this information dissemination
15 must be measured in ways that alert DoD and
16 Service leadership to information gaps and
17 enable rapid corrective action."

18 Could I have a motion to continue
19 with discussion on this?

20 MG MUSTION: I make a motion that
21 we open this one for discussion.

22 CO-CHAIR NATHAN: Okay. Second?

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

1 MR. REHBEIN: Second. I'll
2 second.

3 CO-CHAIR NATHAN: Got it. All
4 right.

5 So, we talked about trying to be able
6 to plug people more in on a wireless format,
7 iPad-, iPod-, iPhone-type ways to communicate
8 information, being able to look up IDES
9 algorithms, being able to look up various
10 support systems that are available and
11 eligibilities, being to do it on a mobile
12 platform versus simply going to a computer
13 website or picking up a brochure.

14 Suggestions, concerns, issues with
15 the wording of this?

16 This goes on to say that "This
17 information dissemination must be measured in
18 a way that can tell DoD and the Service
19 leadership that there are gaps. So, in other
20 words, how do you determine that your people,
21 that your eligible warriors and their families
22 understand what the programs are?

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 MR. REHBEIN: If I understand
2 correctly, it seems to me that what we want to
3 talk about in this recommendation is the need
4 to use mobile platforms, but I am sure that the
5 way this is worded really -- the reference to
6 mobile platforms is a very minor part of this
7 recommendation. Do we need to reword it to
8 bring that out more strongly somehow?

9 As I read the recommendation now,
10 it is all about identifying crucial information
11 and identifying gaps. There is very little
12 about mobile platforms. Which way are we going,
13 I guess is what I am asking.

14 MS. MALEBRANCHE: Yes, I think, Mr.
15 Rehbein, I agree. When I was looking at this,
16 I was trying to figure it out like we need to
17 figure out which ones need to be made out.
18 Maybe things need to be looked at for mobile
19 applications, kind of flipping this back the
20 other way; instead of making what already
21 exists, make things that will fit this. I think
22 I am following you; I am not sure. But I am

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 thinking that we need to flip it.

2 CAPT EVANS: Are we looking at D3
3 with D14, or this is separate?

4 MS. MALEBRANCHE: This is separate.

5 CAPT EVANS: We capture some of this
6 in a later recommendation. So, we talk about
7 how should the Services be reaching out to the
8 families, if you look at once we move into the
9 layers.

10 So, I am not sure D3 in itself should
11 go as a recommendation. I think we need to look
12 at what we have. I think we have stronger
13 recommendations coming up in 14 and 15 and 16.

14 So, I am not sure if we capture what
15 we want the programs to do in this
16 recommendation.

17 CO-CHAIR CROCKETT-JONES: I'm not
18 sure that 13, 14, and 15 or 14, 15, and 16 cover
19 the concept of mobile platforms as an
20 imperative.

21 I mean, I am not necessarily happy
22 with this wording, but I think that in the

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 findings we are more specific and say that Energy
2 and Military One Source don't have mobile apps.

3 I don't know if that has changed. But, you
4 know, it is supposed to be the premier resources
5 on the internet, and if they don't have mobile
6 apps yet, then they are behind.

7 MR. REHBEIN: If this
8 recommendation is about mobile platforms, then
9 I think I have some alternate wording I would
10 suggest.

11 I would say, "DoD must enable the
12 use of mobile platforms to disseminate crucial
13 RW Unit and Program information to RWs and their
14 families."

15 "Disseminate," cross out
16 "identify". And then, go down and cross out
17 those next two words, "after information".
18 Okay. Take out "and disseminate". Leave the
19 two "RWs" in there. And take, yes, those three,
20 then go.

21 If we are truly recommending heavier
22 use of mobile platforms, in my way of thinking,

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 that is a better recommendation, a better
2 explanation.

3 LTCOL KEANE: I have another
4 alternate wording.

5 "DoD will mandate the Services
6 create a mobile app much like the Wounded Warrior
7 Regiment's mobile app."

8 (Laughter.)

9 MS. MALEBRANCHE: Actually, I like
10 that, too, because "enable use" makes it sound
11 like existing ones, and it sounded like when
12 we were in the discussion part we were
13 considering it says to take use of mobile
14 devices, but I think it is to then create the
15 apps.

16 And actually, when we went through
17 this, we were thinking of Wounded Warrior
18 Regiment from the VA side. And there is a whole
19 division now that is going to be doing but mobile
20 apps. So, I think that is pretty critical.

21 CO-CHAIR CROCKETT-JONES: Okay.
22 If we go with that wording, then we are going

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

1 to run into the other recommendations, because
2 the other recommendations are about
3 consolidating the administration and source of
4 the resources that go out in the form of websites
5 and 800 numbers.

6 I know what my personal inclination
7 is. You know, much of this information is
8 redundant even from Service to Service, and it
9 needs to be consolidated for fiscal reasons.
10 We are spending a lot of money on redundancies.

11 And so, I am not sure whether we want
12 to look at the other recommendations before
13 moving ahead with this one, 14, 15, and 16.

14 MG MUSTION: Go ahead.

15 CO-CHAIR CROCKETT-JONES: You can
16 argue with me.

17 CSM DeJONG: I concur about
18 probably striking this one and putting it
19 into -- for a couple of different reasons. When
20 I was reviewing this, I know last meeting we
21 talked about big, grasping things in this one.

22 I just really personally couldn't imagine

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 myself telling the Secretary of Defense that
2 you need to come up with a mobile app.

3 I think we can use -- we know from
4 past discussion, past recommendations over the
5 years that the NRD is not going away. We know
6 that it is not being renamed. And we know that
7 they like it and that is part of what we could
8 look at. So, I think we need to focus a little
9 bit more on the NRD, which we know is going to
10 be there, and a little less on trying to
11 duplicate what is there.

12 MG MUSTION: I would offer that, I
13 think as the Sergeant Major said, telling the
14 Secretary of Defense that he needs to have mobile
15 platforms is probably, it may be viewed as going
16 off the deep end, while we would potentially
17 agree with it.

18 I think what we should tell the
19 Secretary of Defense is the Department must
20 implement measures and ensure timely, accurate,
21 and rapidly-accessible information is available
22 to all warriors and all times. And then, you

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 can take aspects like consider expanding the
2 use of mobile apps, as the Marine Corps has done,
3 looking at how we do a better job of leveraging
4 the NRD call centers, those five or six, three
5 or four other recommendations, and make one
6 broad recommendation, just as we did in the other
7 case. And then, you put those subordinate
8 specific objectives or specific recommendations
9 underneath it, to include doing this, to include
10 doing this, and to include doing this.

11 But rapid access to timely,
12 accurate, and relevant information, I believe
13 is the key part. The Department has to fix that,
14 and the Department has to mandate that. And
15 then, they have to implement measures of
16 effectiveness that allow us to determine whether
17 we are being effective on that.

18 CO-CHAIR CROCKETT-JONES: Okay.
19 Well, if you want my suggestion, you can all
20 talk me back off the cliff.

21 (Laughter.)

22 CO-CHAIR NATHAN: Or over it.

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

1 CO-CHAIR CROCKETT-JONES: Yes, I'm
2 good with either one.

3 It seems to me that each of the
4 Services has targeted applications or websites
5 or call numbers. And then, there is also the
6 broader NRD and Wounded Warrior, the website,
7 I mean the call number that is not run by NRD,
8 but is referenced on their website.

9 It seems to me that if either of the
10 current websites for members and mobile apps
11 were rated and compared for their measures of
12 effectiveness, that the one doing the best job
13 through both access, the most effective and the
14 highest customer satisfaction should be given
15 the job of administrating a universal website
16 app, mobile app and call line, and with portals
17 from various Services to that single
18 well-administrated and well-run Service.

19 And so now, you guys can tell me why
20 that wouldn't work.

21 MG MUSTION: Well, we could put that
22 in there, which would cause many of the Services

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 to go to ground, because you would set the
2 conditions for the Service, whichever Service
3 has that best practice that is adopted gets to
4 eat the enchilada and do the whole nine yards,
5 and the Services aren't going to do that.

6 So, if you tell the Department, you
7 direct the Department, or recommend to the
8 Department that they establish a mechanism or
9 a standard, whatever it happens to be, that makes
10 information available consistently on multiple
11 platforms, and it is accurate and it is rapidly
12 accessible, and then, we identify our supported
13 things, I think the Services can still retain
14 their identity, which they are going to want
15 to do; all the Services will. But you provide
16 them the framework that your communication
17 network has to include this and this and this
18 and this and this. And then, I think we could
19 potentially get there.

20 CAPT EVANS: So, do we have policy
21 that provides oversight or guidance of all the
22 information? So, No. 1, we have gently asked

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 the Secretary of Defense; we need policy because
2 there is policy out there, I can tell you. I
3 can answer my own question.

4 And so, if we have policy, then that
5 helps us to go out and assess according to policy
6 what they are doing. We cannot direct them on
7 mobile devices, online, centralized 1-800
8 numbers when there is no guidance.

9 EXECUTIVE DIRECTOR DAILEY: Okay.

10 So, I need us all back on No. 3, if you please.

11 You decided a month ago -- I know
12 that times have changed -- that you did want
13 to talk directly and discretely to mobile
14 devices. And so, we did a lot of legwork on
15 mobile devices, went to see the second findings.

16 We are talking about Pew review of licensing
17 codes now and what people are responding to.

18 So, at that time, you requested this
19 type of work be done for this specific interest.

20 Okay? You ought to vote it up or down and/or
21 we will include a one-liner for the next set
22 of recommendations about a Communication

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 Center. I disagree with you if you think they
2 are the same things. That was not your thought
3 process a month ago.

4 CO-CHAIR NATHAN: So, to get back
5 to the original intent of this, you don't want
6 to tell the Department to use mobile apps because
7 you think that is telling them how to suck the
8 egg? You are saying you should just -- you are
9 giving them a qualitative approach, which is
10 establish a mechanism to reliably transmit
11 information to families and warriors via
12 multiple platforms.

13 This goes beyond that and says -- and
14 I remember the conversation surrounding this
15 at our last business meeting. It was the way
16 most of our young people do business now -- and
17 this is the age group of our warriors -- is they
18 get everything off their mobile platforms.
19 They get it off their iPhones, their iPads, their
20 download it.

21 And I remember hearing at one of the
22 feedback sessions on one of the trips somebody

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 saying, "Why can't we have this stuff where we
2 can get it on an iPad or an iPhone and read it?"

3 And so, that is the genesis of this.

4 So, I am still trying to understand.

5 I am not pushing back. I am still trying to
6 understand why we can't say we recommend the
7 use of mobile platforms or encourage the
8 Department to increase the utility of mobile
9 platforms for dissemination of information.
10 Why can't we do that?

11 MG MUSTION: Sir, I guess we could
12 do that, but I would preface that by saying that
13 the Task Force's assessment is that the Services
14 and the Department have ineffective
15 communication systems, it is our observation
16 as we go around. It is inconsistent. It is
17 not rapid. It is not accessible. Based on our
18 discussions in focus groups and --

19 CO-CHAIR NATHAN: Right. No, I
20 agree.

21 MG MUSTION: -- conducting surveys,
22 the Services should or the Department should

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 mandate. I mean, we could go down telling them
2 specific mobile applications, but I think we
3 could potentially get into the environment where
4 the Army could interpret that one way; the Navy
5 interprets it one way; the Air Force interprets
6 it one way. We contend the Department needs
7 to issue some specific policy, and the policy
8 could be crafted to say you will employ mobile
9 devices that make the following things
10 available, or types of applications that make
11 the following things available.

12 CO-CHAIR NATHAN: Okay.

13 EXECUTIVE DIRECTOR DAILEY: And it
14 is not that the Department doesn't have these
15 already.

16 CO-CHAIR NATHAN: Right.

17 EXECUTIVE DIRECTOR DAILEY: I mean,
18 Military One Source is accessible via mobile
19 devices and has quick-request codes. It is all
20 in the findings. Even the NRD has mobile
21 access.

22 The intent here is more, better, and

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 you're right, sir, we are discretely addressing,
2 and your decision at the time was to discretely,
3 not discretely, but to push the Department of
4 Defense in this one very small area. That is
5 correct; that was the intent in June. Just keep
6 that in mind.

7 CSM DeJONG: Ma'am, I do recall the
8 conversation and thought about it in reading
9 this. I like where General Mustion is going
10 with it, make it a smaller point, but not to
11 focus an entire recommendation simply on a
12 mobile app. I think it can fit in in a
13 subcategory better.

14 CO-CHAIR NATHAN: Okay. So, you
15 would leave the term "mobile app" out of the
16 paragraph? Or you would use that as an example?

17 CSM DeJONG: Use that as an example
18 under the information capabilities and
19 accessibility.

20 EXECUTIVE DIRECTOR DAILEY: We
21 could, but we have made this recommendation
22 before. If you pull out "mobile app," I can

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 show you the recommendation in 2011 and 2012.

2 This was discrete because it moved
3 them down the road on the mobile app piece.

4 CSM DeJONG: Sure.

5 EXECUTIVE DIRECTOR DAILEY: The
6 other pieces, and the measurement piece also.

7 Admiral Nathan was discussing at the time the
8 stoplight, stop-gap measurement system, that
9 they have effectively gotten the message.

10 But, again, the discreteness of this
11 recommendation for 2013 was mobile
12 applications.

13 CO-CHAIR NATHAN: Okay. So, the
14 recommendation as it is currently written is
15 "DoD must enable use of mobile platforms to
16 disseminate crucial RW Unit and Program
17 information to RWs and their families. The
18 effectiveness of the information dissemination
19 must be measured in ways that alert DoD and
20 Service leadership to information gaps and
21 enable rapid corrective action."

22 That is what we have so far. And

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 then, we have some other ideas that remove mobile
2 apps and talk about DoD will create a successful,
3 is responsible for creating successful
4 platforms for disseminating information. An
5 example would be mobile platforms. This is a
6 little more directive.

7 So, what I would like to do is call
8 for the vote on this one as it is written, up
9 or down. If we take it, we take it. If we
10 don't, we are back to the drawing board. Maybe
11 we will call for it.

12 Do I have a motion to accept this
13 as it is?

14 MR. REHBEIN: Without committing to
15 how I am going to vote, I will move that motion.

16 (Laughter.)

17 CO-CHAIR NATHAN: That's fine. I
18 like a person who is definitive in there.

19 Do I have a second, not assuming if
20 you second it, how you are going to vote?

21 (Laughter.)

22 MG MUSTION: I will second.

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

1 CO-CHAIR NATHAN: Okay. So, we
2 have a motion to accept as written, with the
3 small modifications, the small crossouts that
4 you see above, Recommendation D3, which centers
5 itself around a mobile platform and, then, a
6 measurement to determine if that information
7 is getting out.

8 All those in favor please raise your
9 hands and say "Yea".

10 (Show of hands.)

11 All those opposed please raise your
12 hands and say "Nay".

13 (Show of hands.)

14 Okay. Dr. Turner, are you on the
15 line?

16 DR. TURNER: Yes.

17 CO-CHAIR NATHAN: And how do you
18 vote?

19 DR. TURNER: Accept. Yea.

20 CO-CHAIR NATHAN: Okay. He said
21 accept.

22 So, we are at 5 and 5. There's 11.

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

1 CO-CHAIR CROCKETT-JONES: I think
2 we were 4 and 6 before.

3 CO-CHAIR NATHAN: Were we 4 and 6?
4 Okay.

5 CO-CHAIR CROCKETT-JONES: Five yea
6 and 6 nay.

7 CO-CHAIR NATHAN: Okay. So, we are
8 5 and 6. Okay. So, it doesn't pass.

9 All right. So, we are back to the
10 drawing board.

11 CO-CHAIR CROCKETT-JONES: And by
12 the way, Denise, I just wanted to say that I
13 can't find any mobile apps for National Resource
14 Directory on Military One Source. There might
15 be a way to access, but I can't find --

16 TSGT EUDY: What Denise said was
17 that it is available on mobile platform, not
18 that it is a mobile app, but you can get it on
19 your phone.

20 CSM DeJONG: Yes, saying that it is
21 tailored. You can view it as a web page, so
22 it tailors it to your device, but it is not

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 treated as an application.

2 CO-CHAIR CROCKETT-JONES: Okay.

3 CAPT EVANS: So, are we able to make
4 the recommendation that we table this one, look
5 at 14, the others, and then, come back to this
6 one? Because I think, again, if we look at the
7 others, I think we will come up with a solid
8 recommendation.

9 CO-CHAIR NATHAN: Well, we voted it
10 down.

11 CAPT EVANS: So, is it gone? Did
12 we vote it off? It's gone?

13 CO-CHAIR NATHAN: It is basically
14 gone.

15 CAPT EVANS: Oh.

16 CO-CHAIR NATHAN: And now, we go to
17 the others and we decide if we want to
18 incorporate this into the others. Okay?

19 So, the next three recommendations
20 require us to make a decision on how we want
21 to approach the Department of Defense on methods
22 to improve the availability of information

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 resources to recovering warriors and their
2 families. We are going to select one
3 recommendation to move forward for final voting
4 among those three.

5 The first recommendation is going
6 to state that DoD should consolidate current
7 Service resources and establish a new
8 centralized resource with a single toll-free
9 number and/or a website that gives recovering
10 warriors and families a one-stop source for
11 information, referral, and advocacy.

12 I will tell you about the second
13 recommendation, which is going to state that
14 DoD Office of Warrior Care Policy should write
15 a Department of Defense Instruction, a DoDI,
16 on the roles and responsibilities of online
17 resources and call centers established by DoD
18 and the Services for the recovering warrior
19 community.

20 And I will tell you about the third
21 recommendation, which states that the DoD should
22 take steps to ensure the National Resource

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 Directory, the NRD's capacity to serve as a
2 one-stop source for information and referral
3 for recovering warriors and families. At a
4 minimum, these steps should include executing
5 a comprehensive marketing strategy targeting
6 recovering warriors and their family members
7 across the country and a mechanism to track its
8 success in reaching the recovering warrior and
9 the family members.

10 So, now we will look at these three
11 and, from them, pick none or one or one that
12 is modified.

13 So, let's look at the first, which
14 is -- let's look back to D14, which is that,
15 "DoD should consolidate the current Service
16 resources and establish a new centralized
17 resource with a single toll-free number and/or
18 a single website that gives recovering warriors
19 and their families a one-stop source for
20 information, referral, and advocacy."

21 This basically just says
22 consolidate all the various cats and dogs you

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

1 have from different Services. Create one
2 toll-free number that somebody calls,
3 regardless of whether they want information on
4 benefits, on eligibility, or how to boil a
5 three-minute egg, or a website that gives the
6 same information.

7 As opposed to, say, the second one,
8 which talks about creating a DoDI on roles and
9 responsibilities of online resources and calls
10 centers. So, that second one is a little
11 more -- ambiguous isn't the right term -- but
12 a little more generalized. It doesn't demand
13 a specific 1-800 number, but it does talk about
14 a DoDI on the roles and responsibilities, so
15 to give a more joint direction to the Services
16 on what the online resources and call centers
17 should be doing; to provide some consistency
18 across the Services.

19 And then, a third one uses the NRD
20 capacity to serve as a one-stop source for
21 information and referral for the families.

22 CO-CHAIR CROCKETT-JONES: I just

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 want to say that my trouble with Recommendation
2 D14 is that there already is the NRD and a
3 toll-free number, which is administered, I
4 believe it is supported by Military One Source,
5 but it is a separate number. That used to be
6 a website, but personal opinion is that the
7 toll-free that is available was very good. It
8 used to be associated with a website, but NRD
9 eliminated the website. But since NRD does not
10 have an 800 number, it did not eliminate the
11 800 number.

12 So, I am hesitant to ask DoD to set
13 up a new one, a new set of the same thing. They
14 already have these.

15 EXECUTIVE DIRECTOR DAILEY: Okay.

16 Before we digress too far, I need you to
17 understand the full scope of the recommendation,
18 which is it is all consolidated in one location.

19 So, if I understand the intent, we have one
20 location for wounded warrior across the
21 Services, which would no longer include NRD.
22 NRD, it is information which deals a lot with

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 the VA and a lot with the Department of Labor.

2 It would not be advertised as the one-stop shop
3 for wounded warriors; something else would.

4 Is that correct? That is how my
5 staff and I understood this one, one location
6 for wounded warriors, for all wounded warriors,
7 Air Force, Navy, Marine. So, the 1-800 number
8 or the new Navy Call Center would go away. The
9 Marine Call Center would go away. The websites
10 would all come to one location. The Services,
11 the hands-on discussions would be at this one
12 location. That is what you all called for last
13 month. That is what this one is about.

14 MS. MALEBRANCHE: I mean, that is
15 what I thought, too.

16 The VA comment on this -- and this
17 is a consolidation of several folks to include
18 the FRCs -- suggested that, from this report,
19 it sounds like there was low user satisfaction
20 and poor information in the draft. But they
21 suggest, instead of changing the National
22 Resource Directory to improve outreach, the NRD,

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 instead, needs to assess the requirements of
2 recovering warriors and family members and
3 change the content to meet the requirements more
4 successfully and measure against those
5 requirements.

6 So, take what we have and make it
7 better because it is not sufficient now,
8 according to everybody that has been looking
9 at it. And that is what we have been seeing.

10 And I think we were looking for one source and
11 that was it.

12 I don't have a specific on the
13 number, but that NRD is certainly not -- I mean,
14 we have suggested, like I said, the name change.

15 That didn't come about. Suggest changing
16 again. So, we need to go back to the NRD, I
17 think.

18 EXECUTIVE DIRECTOR DAILEY: And
19 that is Recommendation 16, essentially.

20 CO-CHAIR NATHAN: Right.

21 EXECUTIVE DIRECTOR DAILEY: And
22 last year, it was Recommendation 24. Even

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 though we recommended they change the name, we
2 also said remarket and redesign for wounded
3 warrior use.

4 CO-CHAIR NATHAN: Right. This is
5 pretty significant stuff because the discussion
6 that we had on this one, really the center of
7 the whole thing was that many people still didn't
8 know who to reach, who to call, or what to talk
9 to.

10 And I am not saying yea or nay on
11 this, but I am saying that the spirit of this
12 one was I don't care what Service you are in;
13 I don't care how seriously you are wounded; I
14 don't care if you are the family member or
15 whatever; you are given a card with a 1-800
16 number on it that is the same number. Everybody
17 gets that card with that number. And you call
18 and you ask them your question.

19 And I admit, there is already some
20 Services, NRD and others, that do this, but this
21 was designed to be a 1-800 number that you call
22 for anything. And I was only half-kidding when

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 I said, "How long do you boil a three-minute
2 egg?" Because you call them and they triage
3 your question to somebody who can give you that
4 information, either on IDES or on where you can
5 get to the SVAC; what SCAADL is; where you are
6 in the scheme of care management. Are you
7 entitled to be enrolled in Safe Harbor?

8 I mean, "I am not getting the help
9 I need from my VA benefits advisor. They are
10 not telling me if I am eligible," you know,
11 whatever. That was the principle in this.

12 Now that may be too hard. That may
13 be a very difficult task, but that was the
14 concept, which is just take away all the
15 confusion, and DoD, and perhaps VA even, but
16 DoD at least, roll up everything you are doing
17 into a one-stop call center. So that, no matter
18 where you are, in Istanbul or Colorado Springs,
19 you call 1-800-something, and there will be
20 somebody there to triage your question. That
21 was the genesis of this.

22 LTCOL KEANE: Sir, I am not sure if

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 you were here at the end of the meeting when
2 Ms. Crockett-Jones actually the 1-800 number.

3 CO-CHAIR NATHAN: I was.

4 LTCOL KEANE: Okay. You were? It
5 sounded she had success, that they did triage
6 it.

7 CO-CHAIR CROCKETT-JONES: It's
8 called the Wounded Warrior Resource Center.
9 It was very tailored. It was personalized.
10 They had great information. They did warm
11 handoffs on the phone. They stayed on the line
12 while connecting me to VA Services, and they
13 were willing to answer any question.

14 But I think that, until that day,
15 I had never heard of the Wounded Warrior Resource
16 Center. At least it is called "wounded warrior"
17 something.

18 You know, I just want to throw it
19 out there that an excellent one-stop source
20 exists, but it is virtually unknown. I mean,
21 it is so off the record for folks, we haven't
22 even known to ask people about it or to suggest

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 it to folks.

2 CO-CHAIR NATHAN: Right. I mean,
3 the problem is --

4 EXECUTIVE DIRECTOR DAILEY: Well,
5 we queried Service in the survey, and we have
6 the statistics on their awareness of the Wounded
7 Warrior Resource Center. It is in the annexes,
8 on exactly how many people knew about it. So,
9 I have, out of 86 Service members, family members
10 we asked, I have specific responses on the
11 Wounded Warrior Resource Center.

12 CO-CHAIR NATHAN: Do you recall
13 what it was?

14 EXECUTIVE DIRECTOR DAILEY: No,
15 sir, not off the top of my head. Did we include
16 it in -- is it in the findings anywhere, ladies?
17 Appendix I. But I don't think that's -- I-6
18 in the appendixes, please.

19 CO-CHAIR CROCKETT-JONES: So, we
20 had less than one-third who had used. Did we
21 ask whether they had heard of them?

22 EXECUTIVE DIRECTOR DAILEY: This

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 question was asked, the question was asked of
2 both family members and Service members.

3 CO-CHAIR CROCKETT-JONES: Under
4 tab F with the annexes, I have it on page Appendix
5 I-18.

6 EXECUTIVE DIRECTOR DAILEY: Well,
7 I am on page I-6, at the top of I-6. Out of
8 the 204 Service members we talked to, 50 percent
9 of them said they had not used -- that's right,
10 had not used -- Wounded Warrior Resource Center;
11 40 percent said they did, which is higher than
12 the other resource centers that we queried,
13 well, except for Military One Source, which was
14 42 percent.

15 CO-CHAIR CROCKETT-JONES: And for
16 family members, it was behind Military One
17 Source but ahead of the others.

18 CO-CHAIR NATHAN: Okay. So, if you
19 believe that you have got an existing resource
20 that can do all the things we needed to do, then,
21 if we accept that, then we have to decide if
22 that is something that we are done and we can

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 vote this recommendation down and move on to
2 the next one, or move on to the next of the three
3 for Service awareness. Or we need a
4 recommendation that simply amps-up the
5 awareness of that resource, if we believe that
6 is still a problem.

7 It sounds like, statistically, it
8 is still a problem. We have got less than half
9 knowing about it and using it. I am going to
10 assume that the half that didn't use it probably
11 didn't know about it, although some may just
12 not have had issues and never had to use it.

13 So, do we change this to be DoD needs
14 to better socialize or market awareness of the
15 Wounded Warrior Resource Center?

16 CAPT EVANS: Well, this one is one
17 of three. Do we --

18 CO-CHAIR NATHAN: Right. But you
19 have to look at the other.

20 CAPT EVANS: Right.

21 CO-CHAIR NATHAN: And the other two
22 don't really speak to that point.

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 CAPT EVANS: I am just trying to see
2 if we can consolidate these and to make this
3 point into the other three, because I think we
4 capture -- I like some of the language that we
5 have in 15. I like this one. I like 15. And
6 so, I would like to see us kind of combine some
7 of that together.

8 CO-CHAIR NATHAN: Okay.

9 EXECUTIVE DIRECTOR DAILEY: Well,
10 just keep in mind, I mean, at the time, which
11 I am very flexible -- is this 14, is this concept
12 off the table? The concept of consolidating
13 everybody is what is being addressed here. How
14 do you feel about that? That concept can't be
15 combined with other concepts. Either you come
16 down as an individual on the side of
17 consolidating these resources and --

18 CAPT EVANS: So, Denise, what I am
19 trying to drive is that I want DoD to create
20 a policy that states you will consolidate; you
21 will fast, mobile apps to these patients.

22 What I am driving is that we get to

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

1 a policy that states this, and not just putting
2 this recommendation out there, should
3 consolidate, but they actually put it in writing
4 and they tell us how, what are they going to
5 do, and what are the MOEs that we can go out
6 and look at effectiveness. Are you meeting that
7 policy?

8 EXECUTIVE DIRECTOR DAILEY: Okay.
9 Then, you need to vote this one down. If you
10 are going to the policy camp, then --

11 CAPT EVANS: But are we going to
12 lose -- I don't want to lose this language
13 because I think the language states we want them
14 to consolidate, and that is where we have been
15 driving, consolidation, with all the programs
16 and online websites, and the numbers that they
17 have there. We have been trying to get them
18 to come together and have one, but we wanted
19 it stated in some type of policy that is what
20 they have.

21 And I think, right now, Services are
22 doing their own type of advertisement and

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 creating their websites and joining this 1-800
2 number, because I don't think the VCP has said,
3 "This is what you will do."

4 EXECUTIVE DIRECTOR DAILEY: Okay.

5 So, think about this, then, ladies and
6 gentlemen: if we were to put a policy, if we
7 were to put a recommendation on the table which
8 said you're consolidating all of these websites,
9 that is what the policy statement will say, as
10 Captain Evans has laid out for you. How do you
11 feel about that policy statement? Are you going
12 to vote up for it or are you going to vote down
13 for it?

14 So, you are really being asked to
15 decide here how you feel, where would your vote
16 go, whether you put it in policy or whether you
17 put it in this recommendation, to consolidate
18 all of these resources. How do you feel about
19 that?

20 MS. MALEBRANCHE: So, are you
21 saying, because when we were through the
22 findings, when they looked and they said one

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 source was better than the NRD and all this,
2 are you suggesting by this policy, then, just
3 so I am clear, all those things, One Source,
4 the NRD, all of these become one by the policy?

5 Because I could understand. I mean, why would
6 you have a Wounded Warrior Resource Center?
7 Where is the Wounded Warrior Resource Directory?

8 I mean, why aren't all these things in a
9 directory?

10 But, again, the name change thing,
11 which I think we had suggested, but I think what
12 I hear Captain Evans saying is it should all
13 be together, but it would be in the policy or
14 would the things be together? Are we doing two
15 or one?

16 CAPT EVANS: Well, if we go with
17 this one, I can tell you -- so, I have dual roles.

18 I respond to the Recovery Warrior Task Force
19 recommendations. And so, I can tell you that
20 the Services are going to come back and say,
21 "Not doing it."

22 And so, I think if we come back to

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 WCP and say to them, "So, what's your policy?
2 And how are we to go out there and look at
3 consolidated" -- or we really want a
4 consolidated process and place for
5 communication with our warriors and family
6 members; i.e., mobile apps; i.e., one 1-800
7 number; online resources. Because I just think
8 that the Services are going to push back and
9 say, "We already have something in place. We
10 already work with NRD. We already work
11 with -- and so, in our mind, we are consolidated
12 already."

13 CO-CHAIR CROCKETT-JONES: Here's
14 some questions. Is there currently any measure
15 of effectiveness that is the same for all of
16 these Services, all of those resources? Is
17 there any measurement taken that is consistent
18 from resource to resource, so that they can be
19 compared in their effectiveness and their
20 outcomes?

21 I think we have a good idea of how
22 Services will respond to the idea of

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

1 consolidation, and I think we have a good idea
2 of how DoD responds on the subject. But, if
3 we can't do anything else, if we can agree on
4 anything else, can we agree on a single
5 measurement for all of these resources that
6 would give us a comparison that would make next
7 year's recommendation backed by data and based
8 on fiscal responsibility?

9 MS. MALEBRANCHE: This
10 recommendation -- and again, I am going to
11 digress to the Interagency Complex Care thing,
12 the one mission, one plan, one policy. And when
13 I see this that says, "Create a policy," I think
14 you need to throw VA in with this mix because
15 we have been talking about this, that we need
16 one policy.

17 And that is very consistent to what
18 this Interagency Care Coordination is to
19 provide. So, the toll-free number, the
20 one-stop shop. These recovering warriors
21 become veterans. Their families become part
22 of us. It just seems to me that this is kind

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 of consistent with what the recommendation --

2 CO-CHAIR NATHAN: So, I'm sorry,
3 you are saying D14 is --

4 MS. MALEBRANCHE: It is consistent
5 with what the IC3 is looking for --

6 CO-CHAIR NATHAN: Right, right.

7 MS. MALEBRANCHE: -- for the
8 one-stop shop, kind of one policy. And again,
9 this is one of those items which I know we are
10 going to get into.

11 CO-CHAIR NATHAN: So we can start
12 getting tactical here again, this really says
13 two things. Let's review what we know. We know
14 that we have a problem with people knowing who
15 to call. Only 50 percent of people are calling
16 the Warrior Resource Center, the Recovering
17 Warrior Resource Center. And that may be all
18 we need to do, is amplify that.

19 What we talked about previously, at
20 previous meetings, is that the minute you come
21 into the system, you are handed a card with a
22 1-800 number on it. So, no matter how much I

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 confuse you as a Service, as an individual, as
2 an SVAC, or anything else, you can always call
3 this number and get some sort of information
4 about your -- not about your specific
5 information, but about how you can solve your
6 questions. That is half of this.

7 So, if this just simply said, "There
8 will be a toll-free number that everybody has
9 access to across the spectrum," that would be
10 half of this, because that is what it says.

11 The other half of this says, not only
12 that, but your toll-free number will represent
13 consolidated service systems. You will
14 actually meld your services and you will create,
15 you know, you will take One Source and Recovering
16 Warrior, and everybody else, and you will
17 basically break them down and rebuild them into
18 one consolidated service with an answering
19 system. That is the whole complete thing.
20 Half of this just an answering system that gets
21 you to various agencies that don't want to
22 consolidate.

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 So, let's go ahead and vote on this.

2 If you like this, great; we stop. If you don't
3 like this, that doesn't mean you can't take
4 pieces of this onto 15 and 16. Okay?

5 CAPT EVANS: Are we voting -- so,
6 when you see those two sentences following the
7 statement, so are those included or not
8 included?

9 EXECUTIVE DIRECTOR DAILEY: Those
10 are not included.

11 CO-CHAIR NATHAN: Those are not
12 included.

13 CAPT EVANS: Okay. Yes.

14 CO-CHAIR NATHAN: Okay. So, on
15 D14, this basically says you are going to
16 consolidate the services and, then, you are
17 going to have a single toll-free number.

18 So, do I have a motion to either
19 accept or a motion to delete this for further
20 consideration?

21 LTCOL KEANE: I have a motion to
22 delete this.

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

1 CO-CHAIR NATHAN: I need a second.

2 TSGT EUDY: I will second.

3 CO-CHAIR NATHAN: Okay. So, a vote
4 of yea means that you want to delete this
5 recommendation, D14, as currently written from
6 further consideration.

7 All those --

8 EXECUTIVE DIRECTOR DAILEY: Hang on
9 one second.

10 Dr. Turner, are you with us?

11 (No response.)

12 He has left. Okay. All right.

13 Go ahead.

14 CO-CHAIR NATHAN: Yes, he is headed
15 to Abilene. Okay.

16 So, a vote of yea means that you wish
17 to delete this recommendation, this specific
18 recommendation, from further consideration.

19 All those in favor signify by saying
20 yea.

21 (Show of hands.)

22 Did you count them?

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

1 All those opposed say nay.

2 (Show of hands.)

3 DR. TURNER: Hello.

4 (Laughter.)

5 CO-CHAIR NATHAN: And all those
6 abstaining?

7 (No response.)

8 Dr. Turner, were you present for the
9 conversation on this recommendation?

10 DR. TURNER: I was present for some
11 of it, but the reception was very poor.

12 CO-CHAIR NATHAN: Okay.

13 DR. TURNER: I will yield my proxy
14 as I wrote it to the civilian Co-Chair.

15 CO-CHAIR CROCKETT-JONES: So, that
16 would make that five nays.

17 (Laughter.)

18 CO-CHAIR NATHAN: Okay, five nays.

19 CO-CHAIR CROCKETT-JONES: No,
20 four. No, it would be five.

21 CO-CHAIR NATHAN: Five nays.

22 CO-CHAIR CROCKETT-JONES: Your yes

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

1 were only six.

2 CO-CHAIR NATHAN: Yes. Okay. So,
3 it's gone.

4 And now, we are going to move to D15.

5 There were six years. There were
6 clearly six years. I counted six years. So, 6
7 years, 5 nays. So, it's gone.

8 So, let's move to D15. D15 is, "The
9 Office of the WCP should write a DoDI on the
10 roles and responsibilities of online resources
11 and call centers established by DoD and the
12 Services for the recovering warrior community."

13 Discussion on this?

14 CO-CHAIR CROCKETT-JONES: Could we
15 add in must include a measure of effectiveness
16 that is standard across all resources?

17 CO-CHAIR NATHAN: And here, not
18 advocating for or against this -- and I think
19 that is very good, Suzanne -- not advocating
20 for or against this recommendation, but if you
21 think you are voting for this, does it scratch
22 your itch about, well, solve the problem of the

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 patients, the families who don't know where to
2 call?

3 In other words, remember, the
4 premise is -- and I think it is a good one -- that
5 our families are still confused on where to go
6 for resources. There are some good ones out
7 there. There are some great ones out there.
8 And some of them probably work pretty well, but
9 a lot of people don't know about them.

10 So, I would ask you, as you consider
11 the following two recommendations, 15 and 16,
12 do they address that?

13 MG MUSTION: Sir, as it is written
14 right there, I don't believe that it does. I
15 believe or I would assert that this
16 recommendation has merit if we modify the
17 recommendation to be a bit more explicit in that
18 the policy must describe, yes, it must describe
19 how the Services will ensure the accuracy, the
20 relevancy, the timeliness, the accessibility
21 of the information or of the network, or whatever
22 those right words are described. That is really

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 the gap I think that we have.

2 We have heard in other forums. You
3 know, we have got soldiers and family members
4 drowning in information and at the same time
5 dying of thirst. And that is because we have
6 inconsistent application of policy.

7 So, I believe if we rework this
8 recommendation here to make it a bit more
9 prescriptive or directive in nature, we could
10 scratch the itch that we have all been talking
11 about in here for the last hour.

12 CO-CHAIR NATHAN: Okay.

13 CSM DeJONG: I know you wanted to
14 add something about measures of effectiveness.

15 Now we have discussed this in other ways. And
16 not that we have to tell them how to do that.

17 It is just, is that feasible? You have got
18 web-based things. How do you instruct someone
19 to do measures of effectiveness? And Mac was
20 always the one that brought it up, when he was
21 here, about how do you know that they don't have
22 somebody on the other side just clicking links

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

1 saying, "I got a thousand hits today."?

2 (Laughter.)

3 You know, I don't even know if it
4 is doable.

5 MR. REHBEIN: Well, I think one of
6 the measures of effectiveness that we need to
7 have that we don't have right now -- we have
8 the survey data that says, "Did you use it?"
9 But we don't have the survey data that says,
10 "Have you heard of it?" And so, that I think
11 is the first measure of effectiveness, that
12 whoever, whether it is Warrior Care Policy or
13 the Services, need to implement, is
14 marketability. How many of their people
15 actually know that this thing exists?

16 CSM DeJONG: I like that. Thank
17 you.

18 EXECUTIVE DIRECTOR DAILEY: A great
19 point, and we made it in our recommendation last
20 year, particularly for the NRD.

21 CO-CHAIR CROCKETT-JONES: By the
22 way, when I suggested a measure of

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 effectiveness, it was across all resources.
2 Because standardized across the resources means
3 we don't want one resource using one measure
4 of effectiveness and, then, a different one
5 using another, and then, we can't compare apples
6 to apples.

7 By the way, there are ways. There
8 are technical ways to measure discrete new
9 log-ons as opposed to repeat log-ons. There
10 are ways for websites to do. What I don't know
11 is if that is prohibitively expensive.

12 CAPT EVANS: This is the one that,
13 in addition to what it currently states, I would
14 like to include the toll-free -- the
15 consolidation. So, just like we previously did
16 with PTSD, we gave them some specifics that we
17 want included in there, I think this instruction
18 we should do the same. We want to see
19 specifically these things included in the
20 instruction.

21 CO-CHAIR NATHAN: It could say,
22 "You should write a DoDI on the rules and

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 responsibility of online resources and call
2 centers to include a common 1-800 number."

3 CAPT EVANS: Uh-hum.

4 CO-CHAIR CROCKETT-JONES:
5 Specifically after resources?

6 EXECUTIVE DIRECTOR DAILEY: Hang on
7 a minute. Maybe the same thing that we did
8 before, specifically bullets.

9 What do you want there?

10 CAPT EVANS: That is where the
11 language we should include a consolidated 1-800
12 number, which they supposedly already have.

13 EXECUTIVE DIRECTOR DAILEY: Okay.
14 I don't want to go through this and, then,
15 finally kill this one because no one wants to
16 vote for consolidated resources.

17 MG MUSTION: Do you mean
18 consolidated or that each Service will establish
19 a single -- I mean, you put "consolidated" in
20 there. You just touched the Title 10
21 responsibility of every Service Secretary and
22 there will be pushback. If you tell each

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 Service Secretary, "You will establish a single
2 number," and if that number happens to be linked
3 to a Department of Defense consolidated number,
4 that is a bit more palatable. Or if you tell
5 them that you have to establish a single
6 application for your Service, and in that
7 application it will contain this, this, this,
8 and this, it makes it a bit more palatable, a
9 bit more acceptable, and provides for
10 consistency across the Services and consistency
11 vertically between all the echelons the
12 Department has.
13 Just something to think about.

14 CO-CHAIR NATHAN: Well, what
15 Captain Evans is saying is, within the general
16 guidance of those rules and responsibilities,
17 we do or don't think that they should -- one
18 of our specific desires is a 1-800 number that
19 everybody knows about that works. So, we think
20 we have one that works. Not everybody knows
21 about it.

22 EXECUTIVE DIRECTOR DAILEY: So, a

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 well-marketed 1-800 number we need. And again,
2 your intent is to allow them to have their own
3 1-800 numbers, is that correct?

4 CO-CHAIR NATHAN: I think that is
5 walking before you run. In other words, my
6 dream would be a 1-800 number for anybody who's
7 a recovering warrior. But what I hear General
8 Mustion saying is that's not going to happen.

9 So, the best you can hope for is each Service
10 has a 1-800 number that it gives its Service
11 member and their family for help.

12 Interestingly enough, you know, you
13 have some places where you have mixed Services
14 in the same group. But, nonetheless, that is
15 what I hear you saying, is a well-marketed
16 consolidated 800 number for each Service, which
17 is better than chopped liver. I don't think
18 it's Nirvana.

19 But all I have ever wanted was, when
20 somebody comes in -- and I never saw this happen.

21 As you say, we drown in information. I saw
22 a thousand cards come at them, business cards.

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 "I'm here to help." "I'm here to help." I
2 never saw anybody hand them a number that said,
3 no matter what your issues are, here's a 1-800
4 number and they'll get you the answer or they
5 will get you to the person here, who works here,
6 who can get you the answer. I never saw that.

7 And apparently, you know, we have
8 the Wounded Warrior Resource, which apparently
9 does warm handoffs and will get the answer.

10 CO-CHAIR CROCKETT-JONES: Warm
11 handoffs to the VA as well as to --

12 MS. MALEBRANCHE: So, what is the
13 problem with -- I think I kind of understand
14 what he is saying about each Service wanting
15 it. But what if all these 800 numbers fed to
16 one number? You know, it is kind of like One
17 Source. What if they all have individual, but
18 they all feed to one number?

19 I mean, I am thinking of One Source
20 a little bit, but when you look at the one,
21 the 273 hotline number, the crisis line, that
22 has been working very well warm handoffs. You

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 are talking about a couple of other things that
2 work well. So, what is the matter with us
3 saying, "Do 1-800 numbers, but have it feed to
4 the same" -- I mean, it is easier if you just
5 have the one number, but, I mean, if it has to
6 be into three -- we all want one number. I mean,
7 it is like 1-800-TRICARE; everybody knows that
8 number. This number you have to find.

9 CO-CHAIR NATHAN: Okay. So, we are
10 working on the bullets here.

11 A well-marketed consolidated 800
12 number.

13 Karen, how would you change that?

14 MS. MALEBRANCHE: Well, I don't
15 know. I think that word
16 "consolidated" -- "well-marketed 800 numbers
17 that feed to one," I guess. I don't know, can
18 we do that? Can we just make this
19 recommendation?

20 CO-CHAIR NATHAN: Well, you can say
21 a single 1-800 number. You don't have to use
22 the "consolidated" --

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

1 MS. MALEBRANCHE: Yes.

2 CO-CHAIR NATHAN: -- but you can
3 say --

4 MS. MALEBRANCHE: Yes, just a
5 single 1-800 number.

6 CO-CHAIR NATHAN: You can say a
7 single 1-800 number that is 100-percent
8 marketed.

9 MS. MALEBRANCHE: Yes. That kind
10 of consolidates what we were talking about
11 earlier that we just voted down, but a single
12 number is I think what we are after.

13 EXECUTIVE DIRECTOR DAILEY: So, we
14 can't parse words here, ladies and gentlemen.
15 You've got to pick a side on this.

16 (Laughter.)

17 Are you recommending that all the
18 call centers consolidate and you talk to someone
19 who might not be a Marine, who might not be an
20 Air Force person, who might not be a Navy person?
21 Is that what this means?

22 CO-CHAIR NATHAN: That's what that

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

1 means.

2 MS. MALEBRANCHE: Correct me if I'm
3 wrong. Almost all of the call centers that
4 exist are really civilian contracts? You are
5 already talking to someone who isn't a Marine.

6 EXECUTIVE DIRECTOR DAILEY: That's
7 not the case. They talk their Service programs
8 only. They are not going to be able to talk
9 to a Marine about how to get to a DSK if you
10 call the Army number. The Marines are not going
11 to be able to talk to an Army person about how
12 to get an AW2.

13 MS. MALEBRANCHE: So, the single
14 800 number could warm handoff you to --

15 CO-CHAIR NATHAN: Exactly.

16 CO-CHAIR CROCKETT-JONES: That is
17 what Wounded Warrior Resource Center does.

18 CO-CHAIR NATHAN: Right.

19 CO-CHAIR CROCKETT-JONES: It asks
20 you your Service branch and sends you to a
21 particular agent who is familiar with that
22 Service branch. If you are post-DD2, it sends

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 you to someone who is an expert on the VA.

2 What I am saying is, you know, I know
3 that you want to hear the language from your
4 Service because that is what makes most sense.

5 But I think just the way you said it, it sounded
6 like currently people are able to call an 800
7 number and get a Marine on the other end or get
8 an Army soldier on the other end. They don't
9 do that now. Those people might be trained
10 within the Service culture, but they are
11 contractors; they aren't Service members.
12 Right?

13 CO-CHAIR NATHAN: Right. That is
14 correct. You are not going to get the
15 consolidation anytime soon. You are not going
16 to get the Services to tear down their existing
17 resource networks and sort of create one policy
18 for everybody. They should. They should, but
19 that's not going to happen.

20 So, the best you can do, I think,
21 is still make people feel much better by getting
22 them a single 1-800 number. I don't care if

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 you staff it with high school students who, when
2 they hear you are a Marine, then presses a button
3 which call-forwards you to a Marine group or
4 to the Army.

5 But I like the idea that we are
6 giving a single 800 number out to everybody.
7 It implies a more uniformed benefit. It implies
8 one-stop shopping. And if the Wounded Warrior
9 Resource Center is the one, then let DoD say,
10 "You know, we've got that already. Here's our
11 problem, Task Force: we just aren't marketing
12 it well enough. And now, when you come in, we
13 are going to stamp this 1-800 number on your
14 forehead backwards, so when you look in a mirror,
15 you can see who to call." That is sort of where
16 I want to get with this.

17 Anyway, what we have for
18 consideration is a single 800 number that is
19 well-marketed across the Services. That
20 doesn't imply consolidation of Services. That
21 implies somebody on the end of the phone who
22 can feed you to your Service and/or your benefit

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 for information.

2 EXECUTIVE DIRECTOR DAILEY: Okay.

3 So, I have got that on the record. We all
4 understand that is where we are going. You are
5 picking one number, but it is feeding you to
6 the individual Service call centers.

7 CO-CHAIR NATHAN: Correct.

8 EXECUTIVE DIRECTOR DAILEY: Okay.

9 Good.

10 CAPT EVANS: Should we include VA
11 or no? DoD and VA or just leave "Services"?
12 Just list "Services"?

13 CO-CHAIR CROCKETT-JONES: Across
14 the Services and the VA. No, we don't need
15 across the Services.

16 CAPT EVANS: No, we don't need that?

17 Okay.

18 CO-CHAIR NATHAN: Okay. Other
19 concerns or issues that you want to add to this?

20 (No response.)

21 Look at Recommendation 3 and just
22 see if there is something in there that you think

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 you can't live without. It centers around the
2 National Resource Directorate.

3 CO-CHAIR CROCKETT-JONES: Can I
4 look back at 15 for just a second? Okay. I
5 got it. Thanks. You can scroll down now.

6 CO-CHAIR NATHAN: So, having looked
7 at 3, or looking at 3, is there something in
8 there that you think makes 15 -- so, 15 is the
9 one we have just wickered.

10 MG MUSTION: Sir, that might be one
11 of those subordinate bullets when we discuss
12 the policy, such as making an 800 number
13 available.

14 We also could potentially mention
15 as part of the policy that the Services will
16 establish -- the policy would have required the
17 Services to establish redundant means of
18 accessibility; for example, not just hard-copy
19 documents that we hand out and not just having
20 stuff on the web, but also accessible through
21 mobile applications.

22 CO-CHAIR NATHAN: Okay. So, there

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 you go. So, you are proposing a second bullet
2 there that would say -- because, specifically,
3 we are talking about a DoDI to talk about roles
4 and responsibilities of online resources and
5 call centers. And specifically, Services will
6 maximize the platform availability of these
7 resources to include wireless and/or mobile
8 platforms?

9 MG MUSTION: Mobile platforms, yes,
10 sir.

11 CO-CHAIR NATHAN: Sergeant Major
12 DeJong, we are sort of kind of sneaking this
13 in the backdoor, what you had your original
14 objection over, if we do that.

15 (Laughter.)

16 CSM DeJONG: But I like it this way,
17 sir.

18 (Laughter.)

19 CO-CHAIR NATHAN: Do you?

20 CSM DeJONG: I concur.

21 CO-CHAIR NATHAN: Okay.

22 LTCOL KEANE: Sir, I have a few

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 comments.

2 CO-CHAIR NATHAN: Okay.

3 LTCOL KEANE: So, there is a DoDI.

4 That is the DoDI, "DoD Internet Services and
5 Internet-Based Capabilities," DoDI
6 85-50-TECH-01. And underneath, on page 2, it
7 does say -- it tells you what it does, but it
8 also says what it does not. "It does not prevent
9 unit commanders or heads of DoD components from
10 providing alternate standalone capabilities or
11 allow access for mission or morale purposes."

12 So, it sounds like there's an "out" for Services
13 or units to create whatever they want.

14 CO-CHAIR NATHAN: Right.

15 LTCOL KEANE: But it doesn't talk
16 at all about -- it answers the first part of
17 that question -- it doesn't talk about call
18 centers.

19 The second thing is we have
20 discussed the NRD on a few different
21 recommendations over the years. Would it be
22 worth that first bullet, instead of saying "a

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 single 800 number," it is just "market
2 the" -- and maybe you are going to put me in
3 my place, sir -- "market the number that exists".

4 Or we are talking about a different number?

5 I would like to suggest, like we have
6 in the past, push the NRD, let's push the 1-800
7 number that exists, publish that, familiar with
8 that because it is in existence.

9 CAPT EVANS: I think you are saying
10 the same thing, but just more market what you
11 currently have.

12 CO-CHAIR CROCKETT-JONES: I think
13 he is saying name it.

14 CAPT EVANS: Right.

15 CO-CHAIR CROCKETT-JONES: Instead
16 of saying "a single 800 number that is
17 well-marketed," saying, "Promote and improve
18 marketing for the Wounded Warrior Resource
19 Center 800 number."

20 CAPT EVANS: So, Lieutenant Colonel
21 Keane, you are not disagreeing with the policy,
22 though? I don't think that policy gives, the

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 current DoDI gives them a way out.

2 EXECUTIVE DIRECTOR DAILEY: Make
3 that another bullet.

4 CAPT EVANS: So, you concur with --

5 LTCOL KEANE: DoD will come back and
6 say, "We have a policy. We have a DoDI that
7 addresses the first part," I believe.

8 EXECUTIVE DIRECTOR DAILEY: Yes,
9 you are talking about the overarching Department
10 of Defense policy, DoDI on establishing
11 websites. Okay? Agreed, it allows and lays
12 out guidelines for everyone for every topic
13 available and gives them parameters, which this
14 would fall under. However, this policy would
15 have to talk to the wounded warrior community's
16 use of those resources and how to measure the
17 effectiveness of them, how to market them.

18 CO-CHAIR NATHAN: The DoDI you're
19 talking about gives license for other websites
20 that impact morale and mission effectiveness.
21 This provides a DoDI specifically to direct
22 how online resources and call centers will be

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 established for wounded warriors. It takes it
2 out of the hands of the individual Services.
3 It doesn't necessarily establish that the
4 Services have to tear down or break up their
5 systems; just that some of our specific
6 recommendations for this is that there be a
7 single 800 number.

8 You could combine one -- don't do
9 it yet -- but you could combine one and two,
10 sort of "a single 800 number that is
11 well-marketed across the Services with
12 consideration to an existing resource that needs
13 improved marketing," or, you know, to that
14 effect. Because bullet one and two are sort
15 of the same, I mean.

16 CO-CHAIR CROCKETT-JONES: In fact,
17 we could say "improved marketing for the Wounded
18 Warrior Resource Center 800 number as the single
19 primary resource" --

20 CO-CHAIR NATHAN: That's fine, yes.

21 CO-CHAIR CROCKETT-JONES: -- "for
22 all new warriors and their families."

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 CO-CHAIR NATHAN: Do you want to say
2 "all new and existing"?

3 CO-CHAIR CROCKETT-JONES: Yes.

4 CO-CHAIR NATHAN: "For all
5 new" -- "all," okay. "And Services will
6 maximize the availability of these services to
7 include multiple platforms." Okay?

8 MS. MALEBRANCHE: So, could we add
9 the third bullet about the National Resource
10 Directory being promoted and well-marketed as
11 a single Wounded Warrior Resource Directory?

12 CAPT EVANS: Your No. 3? Should we
13 say your No. 3, you are making this
14 recommendation that NRD --

15 MS. MALEBRANCHE: Also, because
16 that gets 16 in there because the NRD is
17 something again. But I don't know, it seems
18 to me that is the same issue. It is not
19 well-marketed, not well-known. Maybe we add
20 that to this bullet, and then, we consolidate
21 there. It is, again, policy for DoDI.

22 EXECUTIVE DIRECTOR DAILEY: Okay.

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

1 The third bullet, NRD. "And DoD should take
2 steps to ensure NRD's capacity to serve as a
3 one-stop source." "DoD should take steps to
4 ensure NRD's capacity to serve as a one-stop
5 source."

6 CO-CHAIR NATHAN: Will that confuse
7 people and think that they are conflicting,
8 bullet one and three?

9 CO-CHAIR CROCKETT-JONES: The NRD
10 does not have an 800 number.

11 CO-CHAIR NATHAN: Okay.

12 MR. DRACH: Excuse me. On the
13 bullet three, just added, I would like to
14 consider adding the part of the rest of that
15 16 which talks about the executing a
16 comprehensive marketing strategy targeting
17 recovery RWs and family members. There is no
18 marketing on NRD right now.

19 EXECUTIVE DIRECTOR DAILEY:
20 Correct. And although I included that in 16,
21 that is exactly the wording that I had in the
22 recommendation last year. So, this is --

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 CAPT EVANS: Denise, what was the
2 feedback on last year's recommendation? Did
3 they concur or was it a non-concurrence? I
4 can't --

5 EXECUTIVE DIRECTOR DAILEY: Well,
6 they believe their marketing is effective, and
7 they non-concurred with the -- so, they
8 concurred with marketing because they think
9 their marketing is effective and is working in
10 getting where it needs to be.

11 The other part of the recommendation
12 was to change the name in order to give it a
13 brand, but that was not accepted. And they feel
14 their marketing efforts have been successful.

15 Yes, we will put the language back
16 in there. That's fine.

17 MR. REHBEIN: Denise, have they
18 given us any data that underscores their feeling
19 for why their marketing is successful?

20 LTCOL KEANE: One hundred thousand
21 visits per month.

22 MS. MALEBRANCHE: And we had low

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

1 user satisfaction, and we did use the word "low
2 user" as opposed to "hits". So, therefore, your
3 point with Mac was saying, "Hit the button."

4 MG MUSTION: Can I make a suggestion
5 on this recommendation? That we maybe retweak
6 the top part of it a little bit to say, "The
7 Department of Defense establish a policy that
8 ensures" the last part, "accuracy, timeliness,
9 accessibility," blah, blah, blah,
10 "specifically." And then, take the part out
11 where we talk about, where it says
12 "Responsibilities for online resources and call
13 centers established by the Services." That
14 becomes the first sub-bullet.

15 And what that gets at, at least as
16 I read it, it gets at we have got to solve the
17 issue of getting information that is timely and
18 it is accurate and it is readily accessible.
19 And the Department of Defense has to establish
20 a policy, and that policy has to specifically
21 address how the Services operate call centers
22 and directories and those types of things, in

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 line with the other subordinate bullets that
2 you have established there.

3 EXECUTIVE DIRECTOR DAILEY: So,
4 then, we bring up Warrior Care Policy?

5 MG MUSTION: No, you delete from
6 where it starts with "office" and it ends with
7 the word "the". Take that out. And then, that
8 right there begins the first sub-bullet, "Roles
9 and responsibilities for online resources and
10 call centers".

11 EXECUTIVE DIRECTOR DAILEY: Okay,
12 bullet.

13 MG MUSTION: Just as the other
14 bullets that you have. "For call centers
15 established by OSD and the Services," and I think
16 you can delete everything else because that is
17 redundant. The word "specifically" should be
18 right up there.

19 EXECUTIVE DIRECTOR DAILEY: Okay.
20 So, we are starting a bullet at "Roles"?

21 MG MUSTION: Right, consistent with
22 the other bullets that we have already

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

1 identified.

2 I think, at least in my
3 interpretation, that makes it a little bit
4 clearer to me in my interpretation of it, because
5 I think we really stress or that highlights the
6 problem that we have, the gap in the scene that
7 we have, which is information not getting to
8 warriors in a timely, accurate, relevant manner.

9 CO-CHAIR NATHAN: Okay. Going
10 once.

11 LTCOL KEANE: Sir, is it worth
12 actually putting the actual 1-800 number up
13 there?

14 CO-CHAIR NATHAN: You could put it
15 in parenthetically.

16 EXECUTIVE DIRECTOR DAILEY: And I
17 do have some concerns about Wounded Resource
18 Center. I am having some concerns. We used
19 that single primary resource last year for the
20 NRD.

21 I mean, now we have found that we
22 think the Wounded Warrior Resource Center -- we

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 need to distinguish our interest as the --

2 CO-CHAIR CROCKETT-JONES: Well,
3 they are two different entities, and the NRD
4 is only available online. It has no 800 number.

5 The Wounded Warrior Resource Center is not
6 online and is only an 800 number.

7 So, I didn't have a problem with we
8 tried to get them to make NRD more usable, and
9 they say that they're fine with that. Since
10 it is obviously not our experience, then we are
11 trying a different tact with a different
12 resource --

13 EXECUTIVE DIRECTOR DAILEY: Okay.

14 CO-CHAIR CROCKETT-JONES: -- that
15 is more appropriate. And actually, you
16 know -- yes, more appropriate. I think we are
17 good.

18 EXECUTIVE DIRECTOR DAILEY: Okay.

19 CO-CHAIR NATHAN: Okay. Going
20 once. Going twice.

21 MR. REHBEIN: One wording change.

22 In that third bullet, we use the word "services"

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

1 to mean two different things in the same
2 sentence, and that is going to get confusing.

3 Just say, "Services will maximize availability
4 to include mobile platforms."

5 CO-CHAIR CROCKETT-JONES: The
6 second "services" should be "resources".

7 EXECUTIVE DIRECTOR DAILEY: Or
8 information?

9 CO-CHAIR CROCKETT-JONES: Or
10 information.

11 EXECUTIVE DIRECTOR DAILEY:
12 Information. "Of this information".

13 CO-CHAIR NATHAN: Anything else?

14 LTCOL KEANE: In the fourth bullet,
15 take out "DoD".

16 CO-CHAIR NATHAN: Anything else?

17 CO-CHAIR CROCKETT-JONES: "These
18 steps" should now be "this".

19 (Laughter.)

20 EXECUTIVE DIRECTOR DAILEY: I mean,
21 we are okay to do this. Because, frankly, the
22 minute you vote it, I really have concerns

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 about --

2 CO-CHAIR CROCKETT-JONES: Changing
3 anything?

4 EXECUTIVE DIRECTOR DAILEY:
5 -- changing anything.

6 CO-CHAIR NATHAN: Right.

7 EXECUTIVE DIRECTOR DAILEY: I do
8 have some I have already identified that we are
9 going to need to go back and adjust the grammar.
10 I don't feel comfortable doing that after you
11 have voted.

12 CO-CHAIR CROCKETT-JONES: Can we
13 cut the word "steps"?

14 EXECUTIVE DIRECTOR DAILEY: So, you
15 are either going to do it now or you are going
16 to do it later, because we are going to leave
17 with a document that is grammatically correct.

18 And we will give you a copy of this
19 tonight. Okay? And you can strike and line
20 a little bit.

21 CO-CHAIR NATHAN: Anything else?

22 EXECUTIVE DIRECTOR DAILEY: And we

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 just want to point out, when you dial 1-800
2 Military One Source, it is this same number?
3 Is that what we are saying? It is the same
4 number as the Wounded Warrior Resource Center?

5 CO-CHAIR CROCKETT-JONES: Yes, the
6 contract I think is for both.

7 CO-CHAIR NATHAN: I don't know.

8 LTCOL KEANE: I have the number, if
9 you want the 1-800 number for the Wounded Warrior
10 Resource Center, 800-342-9647.

11 CO-CHAIR NATHAN: That's different
12 than One Source?

13 EXECUTIVE DIRECTOR DAILEY: No,
14 that's the same number as One Source.

15 CO-CHAIR NATHAN: Okay.

16 CAPT EVANS: Are they advertised
17 like that? Or are they advertised separately?
18 So, the Military One Source is --

19 LTCOL KEANE: To clarify, and we
20 have mentioned this, but if this is the time
21 to wordsmith, bullet two and bullet four do need
22 to be clarified.

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 So, "Promote and improve marketing
2 of the Wounded Warrior Resource Center 1-800
3 number as a single primary telephone resource."?

4 Bullet No. 4.

5 Say, "There is a one-stop internet
6 source"?

7 CO-CHAIR NATHAN: Or web source.

8 LTCOL KEANE: Web source, website
9 source?

10 EXECUTIVE DIRECTOR DAILEY: Good.

11 Good.

12 CO-CHAIR NATHAN: Anything else?

13 (Laughter.)

14 I'm looking for that fifth bullet
15 about --

16 CO-CHAIR CROCKETT-JONES: First
17 bullet, "a common measure of effectiveness".

18 Yes, on that first bullet. Thanks.

19 CO-CHAIR NATHAN: Okay. I need a
20 motion to accept this as currently written
21 for --

22 TSGT EUDY: And, sir, really quick

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 here -- (laughter) -- I'm sorry, everyone. I
2 have a frustration with No. 4 regarding we are
3 asking them to do something that they just
4 presented in this last set of results. They
5 are going to come back, I feel, and say, "We
6 have already shown you measures of effectiveness
7 and we have already upped our marketing
8 campaign. So, you are basically us to redo the
9 same thing that we just presented."

10 CO-CHAIR CROCKETT-JONES: Okay.
11 The only reason that I think that it is different
12 is that they showed us how many hits they had.
13 They did not show us any success in reaching
14 our RWs and family members.

15 MR. REHBEIN: There's so much more
16 data there than finding out how many hits per
17 month that could have been presented that would
18 give you a much more complete picture of where
19 the hits are coming from and who they are.
20 Specifically, how many pages did they access?
21 How long did they stay on the website? Anybody
22 that just came to the front page and left

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 probably is not a recovering warrior.

2 MS. MALEBRANCHE: So, if we are
3 wordsmithing here, "to track its success," if
4 we were to change it to the current, the last
5 year, because we are suggesting that they have
6 showed this before, but it was hits. But I
7 thinks there needs to be a different adjective
8 of success or just to track success.

9 CO-CHAIR CROCKETT-JONES: I am
10 wondering if we can make sure it is included
11 in the findings that what they presented to us
12 was a raw hits number and that is not a mechanism
13 for tracking success in reaching RWs and family
14 members.

15 MS. MALEBRANCHE: Utilization.
16 Utilization is not in there. Hits is different
17 than utilization. So, maybe that is the word;
18 I am not sure.

19 EXECUTIVE DIRECTOR DAILEY: I think
20 we have it in there. It is in there already.

21 CO-CHAIR NATHAN: Do you want to
22 substitute the word "engaged" or "engaging" in

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 place of "reaching"? "To track success and
2 engaging recovering warriors and family
3 members"? "Reaching" means somebody has just
4 hit you; they know you are there. "Engaging"
5 means you are having some sort of interaction
6 with them.

7 Anything else?

8 You guys are like "Columbo," if you
9 remember that, "Just one more thing."

10 (Laughter.)

11 Okay. So, do I have a motion to
12 accept this as currently written as
13 Recommendation D15?

14 MS. MALEBRANCHE: I move we
15 currently adopt Recommendation 15 as it is
16 written.

17 CO-CHAIR NATHAN: Okay.

18 MR. DRACH: Second.

19 CO-CHAIR NATHAN: We have a second.

20 All right. A vote of yea means that
21 you wish to accept this recommendation as
22 currently written, No. D15.

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 All those in favor please signify
2 by raising your hands or saying "Yea".

3 (Show of hands.)

4 All those opposed?

5 (No response.)

6 Abstentions?

7 (No response.)

8 Dr. Turner, do you have a vote on
9 this?

10 DR. TURNER: Yes, I vote yea.
11 Thank you.

12 CO-CHAIR NATHAN: Thank you very
13 much.

14 Okay. We still need to vote, then,
15 on No. 16, which we have cannibalized to some
16 extent and moved to 15.

17 (Laughter.)

18 But that doesn't preclude, you know,
19 freedom of speech and the right to vote for
20 whatever you want.

21 So, is there any discussion on 16?

22 (No response.)

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

1 If there is no discussion on that,
2 then I need a motion to delete from further
3 consideration 16. If we don't delete, then that
4 means we have to, once again, evaluate it in
5 comparison to 15 and vote between the two.

6 CSM DeJONG: I would like to make
7 a motion to discuss it and, then, delete it.

8 (Laughter.)

9 Sorry, I had to lighten things up.

10 I make a motion to delete 16 as
11 written.

12 CO-CHAIR NATHAN: I have a motion.
13 Does anybody second it?

14 MR. DRACH: Second.

15 CO-CHAIR NATHAN: Okay. A vote of
16 yea would mean that you are recommending to
17 deletes this Recommendation D16 in favor of
18 Recommendation D15.

19 All those in favor of deletion of
20 D16 please raise your hands or say "Yea".

21 (Show of hands.)

22 All those opposed?

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

1 (No response.)

2 Abstentions?

3 (No response.)

4 Dr. Turner, how do you vote?

5 DR. TURNER: Delete. Yea, delete.

6 (Laughter.)

7 CO-CHAIR NATHAN: Yea? Yea,
8 delete, got it.

9 DR. TURNER: I will step away now
10 since I have driven during this wonderful
11 meeting from Dayton, Ohio to St. Louis,
12 Missouri. And I will give my proxy to Suzanne.

13 CO-CHAIR NATHAN: Thank you very
14 much.

15 CO-CHAIR CROCKETT-JONES: Thank
16 you, Dr. Turner.

17 Can we take a five-minute break
18 again?

19 CO-CHAIR NATHAN: Sure.

20 DR. TURNER: Thanks. You guys have
21 been wonderful and entertaining on the highway.
22 Thank you.

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

1 (Laughter.)

2 CO-CHAIR NATHAN: Let's get back at
3 a quarter of, if we could.

4 (Whereupon, the foregoing matter
5 went off the record at 3:37 p.m. and went back
6 on the record at 3:49 p.m.)

7 CO-CHAIR NATHAN: Okay. Let's get
8 started.

9 I don't know where Ms. Dailey is.

10 EXECUTIVE DIRECTOR DAILEY: I'm
11 sorry.

12 CO-CHAIR NATHAN: Oh, okay.

13 But I think at this point what we
14 are going to do is we are going to invite Mr.
15 Parker up. As you know, he is a wounded warrior
16 advocate, and you can find him in tab H in the
17 briefing book.

18 EXECUTIVE DIRECTOR DAILEY: And he
19 is on his way up. My staff will give him a
20 microphone.

21 CO-CHAIR CROCKETT-JONES: I don't
22 have anything in my tab H.

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 CO-CHAIR NATHAN: I don't have tab
2 H.

3 EXECUTIVE DIRECTOR DAILEY: Sorry,
4 tab J.

5 CO-CHAIR CROCKETT-JONES: Tab J?

6 CO-CHAIR NATHAN: Tab J?

7 EXECUTIVE DIRECTOR DAILEY: Yes.

8 And I pulled Mike forward from
9 tomorrow morning's traditional public forum
10 because we are going to move into the IDES piece
11 and we want to give him an opportunity to address
12 you before you go into your discussion of the
13 IDES and IDES-related recommendations.

14 MR. PARKER: Good afternoon.

15 One of the key issues still plaguing
16 DoD's Disability Evaluation System is PEBS'
17 arbitrarily cherrypicking which conditions to
18 deem unfitting. This allows PEBS to lowball
19 DoD disability ratings and benefits.

20 And I briefed a compelling example
21 of this issue to the Task Force last year. It
22 involved a Navy Field Corpsman with severe PTSD

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

1 from his intense combat experience in
2 Afghanistan in which the VA rated 100-percent
3 disabling. His PEB initially stated the PTSD
4 was unfitting, but it preexisted service and
5 was not compensable. I successfully challenged
6 the PEBS' erroneous preexisting finding, only
7 to have the PEB reverse course and state the
8 PTSD, again rated 100-percent disabling by the
9 VA, was no longer considered unfitting and,
10 thus, not compensable.

11 Jason Perry of peb.com recently
12 shared with me the 1972 Reeth v. U.S. Federal
13 Court case which deals with this subject. The
14 case is attached to this statement, and I have
15 included key passages at the end of the
16 statement.

17 The takeaway of the case is the fact
18 that the Courts have ruled that any condition
19 ratable by the VA contributes to unfitness and
20 PEBS' needed to include those conditions in
21 their DoD disability ratings.

22 This is how the PEBS once operated.

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 Once a PEB deemed an individual unfit, the DoD
2 disability rating included all conditions
3 ratable by the VA.

4 This was true until 1985, when the
5 DoD General Counsel opined that the Services
6 did not have to include all VA-ratable
7 conditions in the DoD disability rating. This
8 opinion allowed the Services to lower DoD
9 disability ratings and benefits by
10 cherrypicking which conditions to deem
11 unfitting.

12 The 1985 DoD General Counsel opinion
13 failed to address the rating or the rulings in
14 the Reeth v. U.S. Court case.

15 Last month I briefed the
16 Dole-Shalala DES proposal to the Task Force.
17 Under the Dole-Shalala concept, those found
18 unfit receive a disability retirement based on
19 their length of service and they receive their
20 VA compensation without offset. While I still
21 believe the Dole-Shalala concept is the best
22 DES solution, having PEBS include all VA-ratable

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 conditions, per tenets of the Reeth v. U.S. Court
2 case will help ensure more wounded warriors have
3 their careers properly compensated when it is
4 cut short by disability.

5 I ask the Task Force to review the
6 history of PEB ratings, including all VA-ratable
7 conditions, as was done prior to 1985. In light
8 of the Reeth Court case ruling, was it proper
9 and legal for the PEBS to discontinue including
10 all VA-ratable conditions in the DoD rating,
11 based on the DoD General Counsel opinion?
12 Should we, in fact, return to this model to help
13 ensure wounded warriors are properly
14 compensated for career-ending disabilities?

15 I thank you in advance for your time
16 and consideration of this matter. Pending your
17 questions, this concludes my statement.

18 CO-CHAIR NATHAN: Questions or
19 concerns?

20 (No response.)

21 Thank you, Mr. Parker.

22 Okay. Here we are, Suzanne --

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

1 CO-CHAIR CROCKETT-JONES: Okay.

2 CO-CHAIR NATHAN: -- on D17, page
3 8.

4 CO-CHAIR CROCKETT-JONES: Okay.
5 The next recommendations for discussion cover
6 the Integrated Disability Evaluation System.
7 We will discuss a total of four recommendations
8 under this topic area. I don't know that we
9 will get to them all this afternoon.

10 The first recommendation states,
11 "The Office of Warrior Care Policy should work
12 with Veterans Affairs to grant veterans tracking
13 application access to more providers and
14 locations supporting recovering warriors and
15 IDES, to include the medical evaluation of Board
16 attorneys and CBWTUs."

17 I invite anyone to move to adopt this
18 recommendation for discussion.

19 MS. MALEBRANCHE: I move for a
20 discussion.

21 MR. REHBEIN: Second.

22 CO-CHAIR CROCKETT-JONES: Okay. I

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

1 think that I just want to remind everyone that
2 we specifically had lawyers and CBWTUs ask for
3 better access to the VTA. This came directly
4 from our site visits.

5 So, is there any discussion?

6 MS. MALEBRANCHE: I have a comment
7 from the VA. They wanted to clarify -- "Please
8 clarify how the expanded access to VTA would
9 consider the privacy needs of Service members
10 and veterans. Also, clarify what information
11 VA should make available to Service members and
12 VTA that is not available to them in eBenefits
13 because VA is providing eBenefits as the public
14 portal for transition support."

15 Maybe that is not known, but --

16 CO-CHAIR CROCKETT-JONES: Well, in
17 thinking about that, I can see it being relevant
18 to the CBWTU access, but the MEB attorneys, they
19 are client-privileged already. There is no
20 privacy that needs to be protected in that
21 relationship. So, that would only be relevant
22 to the CBWTU. And since the VTA access is

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 already granted to WTUs, I am not sure where
2 their concern for privacy lies. They are
3 willing to grant it to someone designated at
4 a WTU. What is the concern behind that?

5 MS. MALEBRANCHE: Okay. I think
6 the privacy concern had to do with Reserve and
7 Guard specifically when they are not active and
8 they are private citizens, and it is their option
9 to what they choose to have in there. And we
10 have had this discussion at other Executive
11 Sessions.

12 So, that is as much as I have on this
13 right now, but I think it is because when they
14 are private -- but it is an eBenefit. So, it
15 is not as though it is not available to the
16 veteran to disclose, should they choose to.

17 CO-CHAIR CROCKETT-JONES: Okay.
18 The lightbulb just went off. You mean that if
19 they access to VTA, things that they pursued
20 while private, while not activated, could be
21 seen by the folks at the CBWTU? Is that what
22 you are saying? Because when they are in the

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 CBWTU, they are active.

2 MS. MALEBRANCHE: Then, that is not
3 an issue.

4 CO-CHAIR CROCKETT-JONES: I guess
5 I just don't understand that concern.

6 EXECUTIVE DIRECTOR DAILEY: The
7 issues are HIPAA. The VTA does have HIPAA
8 information in it. And it is a valid question.
9 You know, if you are going to give it to a CBWTU,
10 or you are going to give it to anyone, they must
11 protect it in accordance with HIPAA
12 requirements. There's addresses in there.
13 There's phone numbers. There's Social Security
14 numbers.

15 However, the access is that HIPAA
16 is protected when it is given to any entity,
17 and CBWTUs, with the medical information they
18 have available to them, with the information
19 they have, are well-versed in the protection
20 of private information. That is how they
21 operate.

22 CO-CHAIR CROCKETT-JONES: So, is

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

1 there anyone at CBWTU that isn't brought into
2 HIPAA awareness?

3 EXECUTIVE DIRECTOR DAILEY:
4 Generally, not anyone who wouldn't have access
5 to VTA.

6 CO-CHAIR CROCKETT-JONES: Well,
7 that's what I am just saying.

8 EXECUTIVE DIRECTOR DAILEY: Yes.

9 CO-CHAIR CROCKETT-JONES: Would
10 that concern be allayed if we just made sure
11 that it was more providers and locations
12 supporting CBWTUs, as long as they have HIPAA,
13 if they have been read-in on HIPAA?

14 LTCOL KEANE: The VA would require
15 them to do their HIPAA online course; that's
16 all. So, if you determine 10 people need it,
17 then these 10 people need to go on the VA's online
18 course. Then, they will be granted access.

19 MS. MALEBRANCHE: So, if
20 information is needed from the veteran, and the
21 veteran has access to portal, I mean, they can
22 give access or they can give that information.

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 EXECUTIVE DIRECTOR DAILEY: No, the
2 intent is not to give it to the Service member.

3 It is to give it to the leadership in the
4 Community-Based Warrior Transition Unit or to
5 the lawyers. For example, none of the IDES
6 lawyers in the Air Force have VTA access.

7 And I will address the issue on
8 eBenefits, ladies and gentlemen. You have got
9 a quote in your recommendations that indicates
10 that eBenefits is not kept updated. And we
11 highlight that in the findings.

12 CO-CHAIR CROCKETT-JONES: Yes, the
13 design for the VTA, rather than the eBenefits,
14 was about currency, and so that lawyers could
15 know the roster on who had and where they stood
16 in IDES.

17 EXECUTIVE DIRECTOR DAILEY:
18 Enhanced outreach for the lawyers.

19 CO-CHAIR CROCKETT-JONES: So that
20 the lawyers could reach them.

21 EXECUTIVE DIRECTOR DAILEY: And for
22 the Community-Based Warrior Transition Units,

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 it was to be able to answer questions from the
2 Service members. This is not being piped into
3 every Service member's home. It is being piped
4 into the leadership and the medical communities
5 that are being plummeted with the questions
6 about, "Where am I in the process?" You know,
7 "How long do I have?"

8 CO-CHAIR CROCKETT-JONES: So,
9 could we dissuade the concern by just adding
10 the phrase "after completing the VA's" --

11 LTCOL KEANE: You needn't get into
12 that. I would vote for approval of this as
13 written. I would like to make a motion.

14 MS. MALEBRANCHE: Yes, I think with
15 what we have discussed here, but, like I said,
16 I put this out to the VTA folks and they had
17 asked about this. So, understand.

18 CO-CHAIR CROCKETT-JONES: Well,
19 then, would someone like to move to vote on this
20 as written?

21 LTCOL KEANE: Yes, I would like to
22 vote on this as written.

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 CO-CHAIR CROCKETT-JONES: Do we
2 have a second?

3 MR. REHBEIN: I'll second.
4 Rehbein. I'll second.

5 CO-CHAIR CROCKETT-JONES: All
6 those who vote in favor yea please raise their
7 hands.

8 (Show of hands.)

9 Anyone voting nay please raise your
10 hand.

11 (No response.)

12 Any abstentions?

13 (No response.)

14 I think we are good.

15 And I get Dr. Turner's vote, and he
16 is voting yea on this as well.

17 (Laughter.)

18 So, that's 11.

19 The next recommendation states
20 that, "Congress should eliminate the Temporary
21 Disability Retirement List."

22 Do I have a motion to open this for

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 discussion?

2 MG MUSTION: I make a motion that
3 we open this for discussion, yes. Thank you.

4 CAPT EVANS: I second.

5 CO-CHAIR CROCKETT-JONES: It's
6 pretty simple. Does anyone have any concerns
7 about this?

8 EXECUTIVE DIRECTOR DAILEY: Yes, I
9 do want to give due time to the opportunity
10 Warrior Care Policy took to address this
11 upfront. So, if I can get you all to go to J,
12 and it should be the last piece of paper in tab
13 J. And it should have at the top of it "Warrior
14 Care Policy Office Recommendations".

15 Let's see. It looks like we are
16 there. Okay. I need another one.

17 CO-CHAIR CROCKETT-JONES: Yes, it
18 is on the front of the page on J.

19 EXECUTIVE DIRECTOR DAILEY: I need
20 another copy. So, it should look like this.
21 You have it. You have it. I don't think Mr.
22 Rehbein has it.

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 So, take a moment, if you would, to
2 look at Warrior Care Policy Office's concerns.

3 That is not the correct one. No,
4 it is 18. No, that is 19. I think it is right
5 there, yes. So, it is 18, yes. Okay.

6 I need more copies for the research
7 team. I need this.

8 So, let's take a moment to look this
9 over. I want to give them their say here and
10 their input.

11 CO-CHAIR CROCKETT-JONES: Is there
12 data regarding the number of TDRL recovering
13 warriors who, after consideration, their
14 disability rating improves and their
15 compensation is lowered. What percentage? Do
16 we know what percentage have their compensation
17 lowered after improvement due to TDRL?

18 EXECUTIVE DIRECTOR DAILEY: I had
19 hoped they had included it in here, but did they
20 not?

21 CO-CHAIR CROCKETT-JONES: No.

22 EXECUTIVE DIRECTOR DAILEY: In

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

1 verbal conversations, they said about 30
2 percent.

3 CO-CHAIR CROCKETT-JONES: Yes, I
4 would want to see data on that.

5 MR. DRACH: My concern about the
6 TDRL -- and this is anecdotal -- somebody goes
7 on TDRL and they are on it for one, three, five
8 years, whatever, and they come back and the
9 Service determines that their condition has
10 improved to the extent that they get severance
11 pays or they get nothing. The question in my
12 mind, did it improve that much. And there have
13 been accusations made -- and again, I can't
14 substantiate them -- that this happens, and it
15 happens because they are trying to save money.

16 Because when somebody goes on
17 retirement, if they are 21 years old and they
18 go on retirement until they pass away at age
19 70 or 75, the retiree may not be getting benefits
20 because the VA benefit might be higher, but the
21 commissary, medical, TRICARE, et cetera, et
22 cetera, can become very expensive.

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 So, I have no basis, though, to argue
2 that that is true, and I am not suggesting that
3 the TDRLB, retained or abolished -- you know,
4 how many go on TDRL? I mean, I have seen
5 amputees go on TDRL and come back and end up
6 getting permanently retired. If I am an amputee
7 and I am not interested in staying on, why put
8 me on TDRL? I'm getting the same benefits, but
9 why not just separate me, retire me, whatever?

10 So, they say only 5 percent placed
11 on TDRL return to duty. How many were severed
12 or how many got nothing? They don't address
13 that.

14 CO-CHAIR CROCKETT-JONES: My other
15 question is this: if people improved because
16 their ratings allowed them to get TRICARE
17 access, and their care stayed consistent, and
18 then, they are downgraded and they lose that,
19 are we basically setting up a system that
20 says -- you know, I think that there's lots of
21 issues with TDRL, and it is just the
22 simplistic -- there isn't a simple answer.

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 But I would like to see data that
2 confirms, I want data that substantiates their
3 claim that this is a useful protection for fiscal
4 responsibility to the taxpayer, and they didn't
5 provide it.

6 MR. DRACH: Well, you could also
7 have somebody that has a very unstable
8 condition, either physical or mental, and they
9 go back in for their exam and they're doing
10 pretty well. They get severed. The following
11 year, they have an exacerbation. And then, they
12 are back to 70-100 percent under the VA. I don't
13 know.

14 CO-CHAIR NATHAN: Well, it comes
15 down to the Warrior Care Policy Office,
16 basically, as I read it, says we either buy the
17 fact that there's a significant number of people
18 who change up or down during TDRL or they don't.

19 And if there is, then, obviously, there is going
20 to be non-concurrence with this. So, the
21 question is, is the lift worth the drag on this?

22 MG MUSTION: Sir, unless we are

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 prepared to take on as a recommendation here
2 consistent with what we have heard from Mr.
3 Parker this past month or in our last report
4 about the Service reinvesting in Dole-Shalala
5 or that type of a holistic reform of the
6 Disability Evaluation System to include the
7 TDRL, I think that is the venue you go down,
8 which would be inclusive of the TDRL process.

9 If you eliminate the TDRL, which I
10 personally think is a good thing to do, there
11 are other laws that have to be changed. In
12 particular, a large portion of the Army's TDRL
13 population is associated with Basseray and
14 4.1.29, or I think it is 4.1.29 -- Mr. Parker
15 will correct me if I said it wrong -- where those
16 soldiers that we find disabled or unfitting for
17 conditions such as PTSD, we are required to put
18 them on TDRL and reevaluate them every six
19 months, which creates an incredible churn. And
20 then, after six months, they end being
21 separated.

22 So, there is no value gained in the

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 evaluation while the datapoints here we could
2 probably parse apart about the number that are
3 retained, the number that are separated, the
4 number of conditions that go up, the number of
5 conditions, the range that go down.

6 I think we have to consider maybe
7 taking on within the Task Force a specific focus
8 next year on maybe this and getting additional
9 fidelity. And if we want, as a parting shot
10 from the Task Force, that the Department has
11 to take on reform of IDES in its totality.

12 CAPT EVANS: This is one that I
13 would recommend we table. I am sure Mr. Parker
14 is loving me back there.

15 You know, we need to really get WCP
16 in here to give us a little bit more information
17 on why they made that particular statement,
18 data, to support what they are saying. So, my
19 recommendation is that we need to look at this
20 because it does impact, and I believe as well
21 as the Army, the Marine Corps utilized TDRL quite
22 a bit. And so, I do think we need to table this

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 one. That would be my recommendation.

2 MR. DRACH: Even if we go forward
3 and recommend that TDRL be abolished, we already
4 have their response. It is not going to be
5 abolished. That doesn't mean we shouldn't do
6 it.

7 CAPT EVANS: Right. But I think if
8 we have them to come and give the Task Force
9 their side of the story and they are saying no,
10 or provide additional information on TDRL, I
11 think that would help to give a clear picture
12 and maybe a recommendation in the future as to
13 what you really want Congress to do, because
14 it is a heavy impact. I have seen a lot of our
15 patients placed on TDRL. And so, I know that
16 it would impact the Services quite a bit.

17 EXECUTIVE DIRECTOR DAILEY: So, if
18 there is no more information available than what
19 you have here, I mean, we can table it.
20 But this information is available or not, and
21 they didn't provide it, which tends to mean they
22 might not have it.

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 MS. MALEBRANCHE: I think one thing
2 that needs to be considered in terms of like
3 the six-month reassessment, and whatnot,
4 because at one time they were asking VA to do
5 that, too, there is a lot of cost involved in
6 that as well as manpower and resources.

7 And I think just personally, as part
8 of this Task Force, that is a lot of effort and
9 manpower. And I am not sure that that is,
10 considering the return rate and the actual
11 numbers that they gave us, from what we have,
12 I don't know; I am not sure that that is worth
13 the extra time in kicking this can down the road
14 another year, meaning that I think that they
15 probably should eliminate it. If there's not
16 that many coming back to duty, there is time
17 and effort during that piece that you are doing
18 these reassessments or not, I mean because we
19 didn't get an evaluation.

20 Are all these ending in six months?
21 I don't know that it is really worth the
22 squeeze.

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 CSM DeJONG: It may. We know what
2 their answer may be, but this could be an
3 eye-opening experience. This is just from WCP
4 back to us. If we throw this a little higher
5 on the shelf and see what falls, get it up, throw
6 the Hail Mary and see --

7 (Laughter.)

8 CO-CHAIR NATHAN: This is from the
9 guy who won't tell the SecDef to get an iPad.

10 (Laughter.)

11 CSM DeJONG: No, just not make an
12 app for it. He can have an iPad.

13 (Laughter.)

14 I am just playing devil's advocate.

15 CO-CHAIR NATHAN: No, you made a
16 good point. From what I am hearing, Suzanne,
17 there is concern that this will ever really get
18 off the ground. But, that said, do we feel as
19 a group that this is the right way to go; this
20 is the right trajectory for the Department to
21 get on and the VA get on, and we sort of draw
22 this line in the road, regardless of the fact

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 that it may get run over?

2 CO-CHAIR CROCKETT-JONES: Just
3 speaking personally, even if they are going to
4 non-concur, I think this should be stated
5 clearly that this is the position. I mean, so
6 many of us around here have said, "I don't
7 think" -- I mean, they have agreed with the
8 recommendation. I don't think that there is
9 much controversy for any of us on our question,
10 our discomfort at the current Temporary
11 Disability Retirement List and its use and its
12 effectiveness and its cost. I don't think that
13 seems to be a problem.

14 I think that what we are thrown by
15 is how it is going to be received. And frankly,
16 I'm not very concerned about how it is going
17 to be received. I am concerned with whether
18 we make a statement and a recommendation that
19 we all feel is correct.

20 So, I would like us not to table it.
21 I would like us to vote on it as it is written.
22 But I also defer to the larger consensus within

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

1 the group. That is also very important to me.

2 MG MUSTION: Then, if I could
3 suggest a modification, and I would contend that
4 if we are going to make a declaration or a
5 recommendation that we eliminate TDRL, which
6 I personally think is a good thing to eliminate,
7 then we should take the broader and the more
8 frontal attack, that the Department needs to
9 move forward with Congress and in partnership
10 with the VA, and holistically reform the
11 Disability Evaluation System consistent with
12 Dole-Shalala, to include eliminating TDRL.

13 CO-CHAIR CROCKETT-JONES: Yes, I am
14 comfortable with that, too. You got me right
15 there. I'm happy with that.

16 EXECUTIVE DIRECTOR DAILEY: Yes, I
17 got no data on the rest of it, ladies and
18 gentlemen.

19 MG MUSTION: I think we do have
20 data. Can the Committee or the Task Force not
21 refer to the presentation that we received last
22 month as some of the substantiating information,

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 the findings?

2 EXECUTIVE DIRECTOR DAILEY: Well,
3 we can refer to Mr. Mike Parker. Is that what
4 you are telling me?

5 MG MUSTION: Yes.

6 EXECUTIVE DIRECTOR DAILEY: You
7 want him to be the source for your
8 recommendation?

9 MG MUSTION: Well, but his sources
10 or his presentation -- and I think all the
11 Services would agree because the Services have
12 actually recommended this before -- makes the
13 specific references to the indicators and the
14 disparity that exists, and what Dole-Shalala
15 recommended.

16 EXECUTIVE DIRECTOR DAILEY: Okay.

17 CO-CHAIR CROCKETT-JONES: Yes, his
18 source, his presentation was filled with
19 citation.

20 EXECUTIVE DIRECTOR DAILEY: No, my
21 work is filled with citations. His work is
22 filled with references to law.

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 CO-CHAIR CROCKETT-JONES: Case
2 law.

3 EXECUTIVE DIRECTOR DAILEY: Right.
4 So, okay. All right. Guys, I'm game and I
5 don't have any more times to do any more research
6 than quoting Mr. Parker. So, you are giving
7 Congress a very large recommendation with only
8 Mike Parker's recommendation behind it, with
9 only his work.

10 CO-CHAIR NATHAN: Well, and I think
11 that that is the only thing we can quote right
12 now, Denise. But I think some of this is people
13 have a gestalt about the disability system, and
14 that it just needs to be revamped.

15 The problem I have with adding that
16 is that's what it is; it is a gestalt that the
17 system needs to be revamped, but I don't have
18 specific recommendations and I am not prepared
19 to say the Task Force should, once again,
20 reinvigorate Dole-Shalala.

21 And so, for me, I only feel
22 comfortable biting off the piece that I am more

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 intimately familiar with, and that is the TDRL,
2 which I think needs to go away. It doesn't mean
3 they can't find a better mousetrap than the TDRL
4 for some of these people that are falling through
5 the cracks. I don't think there are that many,
6 but I think they should have to find a better
7 mousetrap than the TDRL because, even though
8 there's a few people that are benefitting from
9 being placed in this limbo, most of the people
10 are not and it is creating an added significant
11 burden to the system.

12 So, I still think TDRL is not the
13 right solution for these people. It is the bad
14 solution. And there is a better one for the
15 few that are benefitting from it. But I am not
16 prepared to simply say, "Okay, I've stuck you
17 in the nose. Now I am going to stick you in
18 both eyes." I don't have the background to do
19 that for that.

20 But, again, that is why there is
21 horse racing. Everybody thinks a different
22 horse is going to win.

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 You have heard that, and more
2 discussion on adding, "Oh, by the way, the horse
3 ran on, but your whole disability as well" -- any
4 comments on that?

5 CAPT EVANS: I would have to agree.
6 If we had additional supporting documentation
7 to go before, you know, to send like a
8 recommendation forward, I would say yes, but
9 I don't think we do. And I don't think we are
10 prepared to make that type of recommendation.

11 Again, I think we are going to get
12 a lot of pushback on this one. So, if we are
13 going to go for it, let's just keep it simple
14 and go forward with one that we have enough
15 information. Because I just don't think we have
16 enough.

17 CO-CHAIR NATHAN: I think -- and
18 again, not to hog the microphone -- but I think
19 from the standpoint of pragmatism, if you said,
20 "And you should revolutionize, dissolve,
21 reconfigure the entire disability system," the
22 answer you are going to get from people is,

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 "Well, so do we. We wish that, too, but we don't
2 have a time machine. We are stuck with the
3 system we have. You're asking us to stop world
4 hunger. It's not going to happen. That is not
5 a starter."

6 But there is a chance, if you
7 focus-in on one aspect of it, this TDRL, that
8 that will plant a seed in somebody's mind that
9 says, you know, maybe this is where we take our
10 first bite of revamping the disability system.

11 MS. MALEBRANCHE: That's what I was
12 thinking. This is the first bite of the
13 elephant and I think we should go for it.

14 CO-CHAIR CROCKETT-JONES: I also
15 want to point out that just because WCP
16 non-concurs does not mean that Congress won't
17 take action. So, I think, you know, if we wind
18 up talking to Congress again, as we once had,
19 they can certainly ask us for clarity on how
20 we got here on this recommendation. And we can
21 be forceful.

22 So, I guess let ask for -- can I ask

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

1 for like an informal vote on who wants to enlarge
2 this or should we vote on it as it stands? Can
3 I get a consensus on this?

4 CO-CHAIR NATHAN: I would vote on
5 it as it stands, and if it gets voted down, then
6 you can always ask for further discussion on
7 modification.

8 CO-CHAIR CROCKETT-JONES: Can we do
9 that? Even if it gets voted down, we can modify
10 it? See, I was afraid that, if we vote it down,
11 we can't bring it back. Can we?

12 EXECUTIVE DIRECTOR DAILEY: Yes,
13 ma'am.

14 MR. REHBEIN: If you vote it down,
15 there are procedures to bring it back, yes.

16 CO-CHAIR CROCKETT-JONES: All
17 right then.

18 MR. REHBEIN: There's always a
19 motion to reconsider by somebody on the other
20 side.

21 CO-CHAIR NATHAN: Because Robert's
22 Rules can say, if it gets voted down, Robert's

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 Rules can say, "Madam Chairman, I make a motion
2 that we reconsider D18 with the following
3 language."

4 CO-CHAIR CROCKETT-JONES: Okay.

5 CO-CHAIR NATHAN: And then, you
6 have a vote. Then, you have a second on that
7 and, you know, you vote on that.

8 MR. DRACH: If we vote it down, even
9 with the thought that we might bring it back
10 up, why don't we just sleep on it and table it
11 until tomorrow, if somebody just wants to think
12 more on it?

13 CO-CHAIR NATHAN: Well, I don't
14 know that there's --

15 CO-CHAIR CROCKETT-JONES: Or do we
16 want to vote on it now as written? If it is
17 voted down, we will reconsider it in the morning?
18 Is that what we are saying?

19 CO-CHAIR NATHAN: No, I don't
20 think --

21 CO-CHAIR CROCKETT-JONES: Give
22 some people some lobbying time?

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 CO-CHAIR NATHAN: No. I'm happy,
2 if you want to take an informal vote -- I retract
3 my statement (laughter) -- if you want to take
4 an informal vote on who would like to include
5 the entire disability system, that's fine.

6 CO-CHAIR CROCKETT-JONES: I want
7 people to give me an idea.

8 CSM DeJONG: I will make a motion
9 to vote on it as written.

10 CO-CHAIR NATHAN: Okay.

11 MS. MALEBRANCHE: I would second
12 that.

13 MR. REHBEIN: To vote on it or make
14 a motion? To vote on it as written?

15 CO-CHAIR CROCKETT-JONES: He is
16 making a motion to vote on it as it is written.

17 CO-CHAIR NATHAN: We accept or
18 reject.

19 CO-CHAIR CROCKETT-JONES: Yes.

20 CO-CHAIR NATHAN: As it is written.

21 CO-CHAIR CROCKETT-JONES: As
22 written.

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 CSM DeJONG: So, a motion to accept
2 as written.

3 MR. DRACH: Accept as written?

4 CSM DeJONG: Yes, sir.

5 CO-CHAIR CROCKETT-JONES: All
6 right, then, it has been seconded.

7 All those in favor of this
8 recommendation as written will raise your hands
9 for yea.

10 (Show of hands.)

11 EXECUTIVE DIRECTOR DAILEY: Leave
12 them up, please. Leave them up, please. Keep
13 them up. Keep them up there, please. I know
14 they are getting tired.

15 CO-CHAIR CROCKETT-JONES: Oh, and
16 I've got two.

17 EXECUTIVE DIRECTOR DAILEY: Okay.
18 we have got nine yeas.

19 CO-CHAIR CROCKETT-JONES: All
20 those who nay?

21 EXECUTIVE DIRECTOR DAILEY: Keep
22 them up, please. Thank you.

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

1 (Show of hands.)

2 CO-CHAIR CROCKETT-JONES: And
3 abstentions are zero.

4 Okay, the recommendation has been
5 accepted.

6 CO-CHAIR NATHAN: All right. I
7 think we have time to see if we can knock out
8 another one. We can do it. Come on, come on.
9 Push. Reach down deep. Find that second
10 wind.

11 The third recommendation states
12 that, "The Department of Defense must ensure
13 that all medical conditions are covered by the
14 Medical Evaluation Boards, and that the quality
15 of the document for each condition will
16 facilitate timely, accurate ratings by the
17 Veterans Affairs."

18 So, the third recommendation states
19 that DoD must ensure that all medical conditions
20 are covered by the MEB, and that the quality
21 of the documentation for each condition to the
22 MEB will facilitate timely, accurate ratings

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 by the Veterans Affairs.

2 EXECUTIVE DIRECTOR DAILEY: Okay.

3 And I would also like to highlight on the same
4 sheet of paper Warrior Care Policy's input to
5 this. They do want us to consider -- I believe
6 their main concern is our language is a little
7 loose on all medical conditions.

8 So, this is on page 2 of the Warrior
9 Care Policy Statement, page 2 of 2,
10 Recommendation 19.

11 MS. MALEBRANCHE: I guess I don't
12 understand on the second one where it says, "The
13 statute does not require the Secretary to
14 consider conditions that do not inhibit...."
15 That double-negative kind of throws me. I am
16 not sure I understand that.

17 CO-CHAIR CROCKETT-JONES: So, they
18 didn't have to consider a condition if it does
19 not inhibit the member from doing his duties.

20 CO-CHAIR NATHAN: So, if you have
21 got a condition and it doesn't prohibit you from
22 performing your mission, it doesn't have to be

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 considered.

2 MG MUSTION: If I could make a
3 recommendation? Do we want to potentially
4 adopt some of the words that WPC puts in their
5 response, which may be countering what Denise
6 said, to get away from the terms being loose?
7 And say, "All medical conditions be considered
8 by the MEB."

9 CO-CHAIR NATHAN: Well, what was
10 the spirit of this one? What was the genesis
11 of this recommendation?

12 EXECUTIVE DIRECTOR DAILEY:
13 Correct. So, it concerns that there were not
14 a complete and thorough set of conditions that
15 was rendering the individual unfit to perform
16 their duties going forward. And I do think we
17 have a quote in the findings from our Service
18 members that expressed that concern.

19 And then, there was debate on this
20 one and you did ask me to do a little more work
21 on whether this is a valid concern. The
22 language and the discussion during the June

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

1 meeting was, "Well, this is law. We have it
2 embodied in law. Why are we making it a
3 recommendation?"

4 And through a survey or discussion
5 with each Service's MEB Council -- I put it in
6 here because none of them could completely and
7 with confidence tell me that this was
8 well-practiced and well-executed.

9 And additionally, in the course of
10 that research, these policies have not been
11 promulgated and written by the Services, and
12 it might, in fact, still be a lack of
13 understanding of what the law says and what the
14 DoDI says because both the Air Force and the
15 Navy have not written Service-level guidance
16 for these processes.

17 And so, this was put in here. You
18 asked to see if this really was a concern. And
19 in the end, having discussed this again with
20 each Service's MEB lawyers, their feedback to
21 me and the discovery that Service policy is not
22 in place, this is a recommendation that moves

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 them forward in this area.

2 CO-CHAIR NATHAN: So, I see two
3 parts to it. The second part basically seems
4 sort of like deciding whether you approve of
5 motherhood and apple pie, which is the quality
6 of documentation for each condition will
7 facilitate timely -- in other words, make your
8 documentation of conditions good, so that it
9 can be judicious acted upon by the VA. You would
10 like to think you didn't have to say that, but
11 I think we know that. And I think that is
12 well-known, that there needs improvement in that
13 quality. So, that is sort of the general thing,
14 which is do a good job in what you are doing.

15 The first one is the more definitive
16 one, which is ensure that all medical conditions
17 be considered by MEBs. And the Warrior Policy
18 Council is coming back and saying they don't
19 all have to be considered. You have got
20 Secretarial verbiage here, you've got
21 Department verbiage here which says Secretaries
22 don't have to consider all those conditions.

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 So, we are saying, we are telling
2 WCP, "Forget it. We believe you should" -- or
3 we are telling the Department, "We believe you
4 should consider all medical conditions for MEBs,
5 regardless of whether they are unfitting or
6 not."

7 EXECUTIVE DIRECTOR DAILEY: No,
8 sir, I'm happy to modify our language in
9 accordance with the Policy Statement here.

10 CO-CHAIR NATHAN: Okay.

11 EXECUTIVE DIRECTOR DAILEY: But, in
12 our head, when we crafted it, it was the
13 unfitting conditions that were being --

14 CO-CHAIR NATHAN: Okay.

15 EXECUTIVE DIRECTOR DAILEY: And I
16 think the Secretary concern should take into
17 account all medical conditions, whether
18 individual or collectively, that render the
19 member unfit to perform the duties --

20 CO-CHAIR NATHAN: Okay.

21 EXECUTIVE DIRECTOR DAILEY: -- of
22 the member's office. That is our error, and

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 we should have specified and created more
2 precise language.

3 CO-CHAIR NATHAN: Okay. So, WCP
4 didn't know that, and they came back and said --

5 EXECUTIVE DIRECTOR DAILEY:
6 Correct.

7 CO-CHAIR NATHAN: Okay.

8 EXECUTIVE DIRECTOR DAILEY: They
9 believed the intent of this policy is that we
10 are including everything.

11 CO-CHAIR NATHAN: We are not.

12 EXECUTIVE DIRECTOR DAILEY: And you
13 can see in WCP's bottom bullet that they are
14 also thinking we are recommending everyone get
15 a physical before they leave --

16 CO-CHAIR NATHAN: Right.

17 EXECUTIVE DIRECTOR DAILEY: -- and
18 then, let the physical be the MEB. So, they
19 are worried that we have just opened the scope
20 instead of telling them to comply with their
21 policy and the Secretary's policy.

22 CO-CHAIR NATHAN: Okay. Well,

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

1 isn't what we are stating already policy? Isn't
2 that what --

3 CO-CHAIR CROCKETT-JONES: It is
4 policy, but don't we want, maybe what we want
5 is not only for the policy to be in force, but
6 for the Services to follow the policy. I mean,
7 because right now the Services don't have policy
8 written, Service-specific policy written on
9 this topic, and some of the lawyers are seeing
10 a particular and frustration. And one of the
11 reasons why I think that that second part with
12 quality documentation came out was because some
13 Services were seeing consistently that things
14 went to the VA and had to come back for further --

15 CO-CHAIR NATHAN: Oh, absolutely.

16 CO-CHAIR CROCKETT-JONES: -- and
17 all that. So, if they had followed the policy,
18 if the Services had written policy and followed
19 it, that would be eliminated.

20 CO-CHAIR NATHAN: See, Suzanne, I
21 don't know the cause of this. In other words,
22 I'm the first to agree that documentation is

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 often spotty. And the good MEB attorneys are
2 worth their weight in gold as they help the
3 member go back and say, "I've looked at your
4 record or I've looked at this. This wasn't
5 included," and they go back to the provider and
6 get that done.

7 I am first to agree that conditions
8 that are unfitting fall through the cracks.
9 What I don't know is how much of it is due to
10 lack of training, lack of knowledge, limited
11 experience my new providers, that kind of thing,
12 or a Service policy that is ineffective. And
13 therefore, the Service is not doing it.

14 If the policy is you will provide
15 some measure of training to create a modicum
16 of knowledge and capability to do this right,
17 that is my concern. No question that things
18 are falling through the cracks and the attorneys
19 are having to fix them. I don't know the reason
20 for it.

21 CO-CHAIR CROCKETT-JONES: Well,
22 can we say the OD has to figure that out and

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 fix it?

2 CO-CHAIR NATHAN: Yes. Yes.
3 Absolutely. I think the Task Force can
4 certainly say -- I mean, that has been our
5 experience almost everywhere we have gone. An
6 MEB attorney will come up to us and say, "You
7 know, there's just a lot of things. When I go
8 back and pull the string on it, I'm able to
9 increase the accuracy and the scope of the
10 medical documentation." I'm blanking on the
11 term, the NARSUM. On the NARSUM.

12 So, however you want to phrase that,
13 or is that what you want to say?

14 EXECUTIVE DIRECTOR DAILEY: Okay.

15 So, let's as a first step clean up our language
16 here a little bit. And I apologize. We need
17 to say, if you would, David, we need to say,
18 "shall take into account" -- let's see -- "DoD
19 must assure that all conditions" --

20 CO-CHAIR CROCKETT-JONES: Couldn't
21 you say, "all unfitting medical conditions"?

22 EXECUTIVE DIRECTOR DAILEY: Yes,

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 yes. How about we just -- let's get it up there
2 and, then, we will edit it.

3 CO-CHAIR CROCKETT-JONES: Okay.

4 MG MUSTION: Just a point of
5 clarification. MEB doesn't make a fitness
6 decision. That is the PEB's decision.

7 EXECUTIVE DIRECTOR DAILEY:
8 Correct. Correct.

9 MG MUSTION: And where we have some
10 disconnects under IDES is the soldier or the
11 Service member is referred for one condition,
12 and when the examinations that come back from
13 the VA are done, it is 15, 18, 20 conditions.

14 And there is an inconsistency in some cases
15 across the Services in the development of the
16 narrative summary to not reflect all of the
17 conditions that have been identified, and that
18 they are all considered in both the MEB's
19 decision of retention and the PEB's subsequent
20 decision of fitness, initial decision of
21 fitness.

22 CO-CHAIR CROCKETT-JONES: And,

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

1 General Mustion, just because I have heard Under
2 Secretary Hickey say this a thousand times, the
3 Under Secretary for Benefits, that exactly that.

4 They go in for one and come back, and she wants
5 their VA accurate ratings, timely and accurate,
6 a complete record, because this back and forth
7 and back forth, then, looks like there is an
8 extended time. But if you come in for one
9 examination and rating, but then you come in
10 and there's 13 more and you don't have the
11 documentation, the time clock started on the
12 1st, and it looks like you're going back again.

13 So, it looks like the time by both agencies
14 is extended. So, complete records are a pretty
15 important piece.

16 So, when we get to the unfitting
17 versus medical, I would agree; you don't know
18 they are unfitting until you have looked at them.

19 And if you don't have the information in the
20 record, you are kind of stuck.

21 CAPT EVANS: Basically, we are
22 telling DoD to come into compliance with their

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 policies across all Services, to standardize
2 the way they identify unfitting conditions?
3 So, is that what we are saying?

4 MG MUSTION: I think that is
5 probably what we are saying. Maybe said a
6 different way, we are asking the Department of
7 Defense to decomport the situation that we have,
8 the code that says one thing and the Department
9 of Defense Instruction that says something else,
10 and the absence of Service-implementing
11 policies. And I know of one Service that has
12 a policy, but the other Services I'm not sure
13 do.

14 MR. DRACH: If I read this right and
15 understand it right, I think we have a conflict
16 in wording. Oh, never mind, it was just
17 deleted.

18 (Laughter.)

19 CO-CHAIR NATHAN: Okay. So, as it
20 stands now, the way it has currently been amended
21 is, "DoD shall take into account all medical
22 conditions, whether individually or

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 collectively, that render the member unfit to
2 perform the duties of the member's office,
3 grade, rank, or rating by MEBs, and that the
4 quality of the documentation for each condition
5 will facilitate timely, accurate ratings by the
6 VA."

7 So, basically, to me, this is
8 saying, the Task Force is saying, "You need to
9 do well what you are already supposed to be
10 doing. You are not doing it. You need to do
11 it. You know you are supposed to be doing this.
12 So, start doing it." That's how I see it.

13 Any further discussion?

14 CAPT EVANS: So, how would we know
15 that they are doing it very incompletely?

16 CO-CHAIR NATHAN: I mean, well, how
17 would we know? I don't know for sure. I mean,
18 as you know, some of the Services, they do the
19 QA on the number of NARSUMs returned for
20 incompleteness, those sorts of things.

21 MG MUSTION: I would contend that
22 I think measures of effectiveness that can be

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

1 used are the number of cases that end up being
2 appealed at the MEB level and the number of cases
3 that end up being appealed at the PEB level for
4 conditions which were not documented in the MEB
5 or documented in the PEB.

6 CO-CHAIR NATHAN: I would say
7 successfully appealed.

8 MG MUSTION: Well, yes, sir,
9 successfully appealed or ended up arbitrated
10 in some cases.

11 CO-CHAIR NATHAN: Because a lot of
12 people will appeal something. I mean, the
13 provider may have or the Service may have done
14 all the right things.

15 MG MUSTION: Yes, sir.

16 CO-CHAIR NATHAN: The Service
17 member doesn't agree and appeals it.

18 MG MUSTION: Right.

19 CO-CHAIR NATHAN: And if the appeal
20 isn't upheld, then, in theory, the file is
21 correct.

22 MG MUSTION: Yes, sir, but I think

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 the differentiation or point of clarity is
2 appealing whether the condition existed or is
3 documented in the MEB findings and the PEB
4 findings is one thing. The other part of an
5 appeal, if you want to appeal a rating, that
6 is a whole different matter. Or if you want
7 to appeal that a condition is fitting or
8 unfitting, that is a different matter.

9 I think what this gets at is, is the
10 condition documented on both the MEB and the
11 PEB's findings? Because I think -- I mean,
12 correct me if I'm wrong -- but I believe even
13 the PEB has to acknowledge all of the conditions.

14 It just has to say that this condition is not
15 an unfitting condition.

16 So, it would be possible for the
17 Services to implement a measure of effectiveness
18 which would allow us to identify whether we are
19 adequately capturing and documenting and
20 recording all medical conditions in both the
21 MEB and the PEB.

22 I think that I would suggest that

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 that become something that we would put in
2 there, that the Department of Defense and the
3 Services implement some measure of
4 effectiveness which tells us if we are doing
5 a good job, my words, not the Department, in
6 capturing all the conditions.

7 CO-CHAIR NATHAN: Okay. So,
8 General Mustion, is it anything specific you
9 would put in there?

10 MG MUSTION: Sir, I would just
11 potentially add at the end that the Department
12 establish measures of effectiveness which allow
13 for ensuring application of this policy.

14 CO-CHAIR NATHAN: That ensures
15 application of this policy?

16 MG MUSTION: I think that is general
17 and broad enough that it allows the Services
18 to get where they need to get to.

19 CO-CHAIR NATHAN: "Establishes
20 measures of effectiveness that ensure
21 application of this policy."

22 Okay. So, this is the latest

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

1 amendment. It basically says find all the
2 unfitting medical conditions. Make sure the
3 quality of them, as you send them up for PEB
4 and VA rating, is good. And the tactical line
5 here is DoD establishes measures of
6 effectiveness that ensure application of this
7 policy.

8 Going once.

9 MG MUSTION: Sir, one alibi. Where
10 we have "accurate ratings by the VA," that should
11 also be an accurate decision by the PEB, for
12 decision by the PEB and rating by the VA.

13 EXECUTIVE DIRECTOR DAILEY:
14 "Accurate decisions by the PEB"?

15 MG MUSTION: Right. "And ratings
16 by the VA."

17 CO-CHAIR NATHAN: Okay. Karen,
18 how will DoD effectively measure the ratings
19 by the VA?

20 (Laughter.)

21 MG MUSTION: So, we do that today.
22 I mean, we push back and forth between PEBs

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

1 back to the VA, to the D-RAS on initial ratings
2 and final ratings where we get the documents
3 and it shows that there is a rating missing or
4 a condition that hasn't been accounted for.
5 That gets through. And then, the formal PEB
6 appeal process, informal and formal PEB appeal
7 process allows us to close that back and measure
8 it. And I think the other Services do the same
9 thing as well.

10 CO-CHAIR NATHAN: Okay. All
11 right. Other questions, issues, concerns?

12 CO-CHAIR CROCKETT-JONES: Just a
13 second. Let me read a sentence.

14 (Laughter.)

15 Okay, if they are saying that they
16 need to take into account all medical conditions
17 that render them unfit to perform duties of the
18 members in office, grade, rank, where does the
19 rating by the MEB fall into that? They aren't
20 found unfit to perform the duties of the rating
21 by MEBs. I am having a little problem with the
22 sentence, now that someone pointed it out to

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 me.

2 EXECUTIVE DIRECTOR DAILEY: We
3 don't have a participle in there. We don't have
4 a noun of which the action is referring to.

5 CO-CHAIR CROCKETT-JONES: Yes.

6 EXECUTIVE DIRECTOR DAILEY: Yes.
7 The sentence structure is --

8 CO-CHAIR CROCKETT-JONES: That's
9 it.

10 EXECUTIVE DIRECTOR DAILEY: Maybe
11 I will get the idea; we just don't have the right
12 verb and noun agreement in there.

13 CO-CHAIR CROCKETT-JONES: Right.

14 MR. REHBEIN: Yes, we have got some
15 wordsmithing to do on that one.

16 CO-CHAIR CROCKETT-JONES: But my
17 head is ready to explode.

18 CO-CHAIR NATHAN: The idea is to
19 take into account conditions, whether
20 individually or collectively, they render the
21 member unfit to perform duties of the member's
22 office, rank, or --

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 EXECUTIVE DIRECTOR DAILEY: Hang
2 on.

3 David, take out all the markouts you
4 have and give us a clean look at it.

5 CO-CHAIR CROCKETT-JONES: I think
6 that the phrase "by MEBs," "or by MEBs" is what
7 is --

8 MG MUSTION: The word "rating" and
9 the MEBs is probably the right match. It should
10 be "decisions by the MEB". Because, I mean,
11 the only rating that takes place in the current
12 environment is the rating that is made by the
13 VA.

14 CO-CHAIR CROCKETT-JONES: It still
15 doesn't belong with "rendering the member unfit
16 to perform duties of the member's office, grade,
17 or rank," right? I mean, that is the list.

18 MR. REHBEIN: Reword it this way:
19 "DoD shall take into account during the MEB
20 process all medical conditions which
21 individually or collectively may render" --

22 EXECUTIVE DIRECTOR DAILEY: Don't

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 put "may" in there. That injects language in
2 terms that is not in the statute. Will it make
3 sense without "may" because that puts a
4 different connotation on the statute?

5 CO-CHAIR CROCKETT-JONES: It still
6 works at moving it then, "that render the member
7 unfit to perform the duties of the member's
8 office, grade, rank".

9 MR. REHBEIN: Who makes the
10 decision as to whether or not a medical condition
11 renders the member unfit?

12 CO-CHAIR CROCKETT-JONES: The PEB.

13 MR. REHBEIN: Which is after the
14 MEB?

15 CO-CHAIR NATHAN: Correct.

16 EXECUTIVE DIRECTOR DAILEY: But,
17 sir, I do like what you have done here. That
18 is where we need to be.

19 MR. REHBEIN: Anyway, go on down a
20 little farther after "rating" and take out "by
21 MEBs".

22 EXECUTIVE DIRECTOR DAILEY:

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 Correct. Correct.

2 MR. REHBEIN: And if "may" doesn't
3 belong, "may" doesn't belong. But I think that
4 is somewhat clearer.

5 EXECUTIVE DIRECTOR DAILEY: Yes.

6 CO-CHAIR NATHAN: Is it "render" or
7 "renders"? That "render" I guess is plural.

8 CO-CHAIR CROCKETT-JONES: Yes.

9 CO-CHAIR NATHAN: "That render the
10 member unfit to perform duties of the member's
11 office, grade, rank, or rating".

12 MR. REHBEIN: That should be
13 plural.

14 CO-CHAIR NATHAN: Would you put a
15 period after the "rating"?

16 EXECUTIVE DIRECTOR DAILEY: Yes, we
17 can make that sentence shorter. Period.

18 CO-CHAIR NATHAN: And then, the
19 quality, yes.

20 EXECUTIVE DIRECTOR DAILEY: Okay,
21 good, starting with a "the". Yes, much better.
22 Painful, but much better.

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 MR. DRACH: Some of that language
2 is taken right out of Section 1216(a) of 10 USC,
3 starting with "All medical conditions" through
4 "rating". Should we say somewhere in there,
5 "in accordance with 10 USC 1216(a)"? Add it
6 after "collectively" or after "rating". They
7 are citing it as the statutory authority.

8 EXECUTIVE DIRECTOR DAILEY: We are
9 plagiarizing, yes.

10 MR. DRACH: Why don't we?

11 EXECUTIVE DIRECTOR DAILEY: And we
12 have not cited it.

13 CO-CHAIR CROCKETT-JONES: Why
14 don't we put quotation marks and note it?

15 EXECUTIVE DIRECTOR DAILEY: Okay.
16 Okay. When we send it to the record, we will
17 just say, Suzanne, put quotation marks.

18 CO-CHAIR CROCKETT-JONES: Put in
19 question marks --

20 EXECUTIVE DIRECTOR DAILEY: Okay.

21 CO-CHAIR CROCKETT-JONES: -- and
22 appropriately cite it.

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1 EXECUTIVE DIRECTOR DAILEY: Okay.

2 Okay.

3 LTCOL KEANE: Is it required to use
4 the words "to perform duties of the member's
5 office, grade, rank, and rating"? To simply
6 it, could we say "that render the member unfit
7 to perform their military duties"?

8 EXECUTIVE DIRECTOR DAILEY: You
9 know, we have got --

10 LTCOL KEANE: Or is that required?

11 EXECUTIVE DIRECTOR DAILEY: We kind
12 of got hammered on the looseness of the language
13 to begin with. I am more in the camp of
14 overcompensating and including more language
15 than not including. But whatever you all want.

16 CO-CHAIR NATHAN: I think it gets
17 the point across. So, member is unable to
18 perform the duties of the member's office,
19 grade, rank, or rating. I think it gets the
20 point across.

21 Okay. Any other major concerns?

22 (No response.)

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

1 Going once. Going twice.

2 Do I have a motion to accept
3 D18 -- I'm sorry -- D19?

4 CAPT EVANS: Motion to accept D19
5 as written?

6 CO-CHAIR NATHAN: As written.

7 MR. DRACH: I second.

8 CO-CHAIR NATHAN: Seconded.

9 Okay. A vote of yea means that you
10 accept D19 as currently written as part of our
11 recommendations.

12 All those in favor raise your hand
13 or say "Yea".

14 (Show of hands.)

15 All those opposed?

16 (No response.)

17 No abstentions?

18 (No response.)

19 The recommendation carries.

20 So, probably maybe we stop here?

21 CO-CHAIR CROCKETT-JONES: Yes.

22 CO-CHAIR NATHAN: And tomorrow

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

1 morning, we will pick up the last one, D20.
2 And then, we will move into the D21. And after
3 21, we, then, go into our Resources for Reserve
4 Components recommendations.

5 EXECUTIVE DIRECTOR DAILEY: Good.

6 Ladies and gentlemen, thank you very much.

7 We are going to strip out
8 distracting language on this, and we will send
9 you a copy tonight and we will put a clean copy
10 in your books for tomorrow to see what you voted
11 on.

12 We are also going to highlight -- we
13 have identified two, again, that have sentence
14 structure issues that we have voted on. We are
15 probably going to need to go back and clean up.

16 But we are going to get you a clean
17 copy of the language you have voted. We will
18 send it to you via email tonight, and we will
19 have a copy for you in your books tomorrow.

20 And I would like to compliment you,
21 ladies and gentlemen. Very well done and you
22 are ahead of schedule. Good job.

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com

1
2
3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18

CO-CHAIR NATHAN: Thanks to all.

Maybe we will give you some time back tomorrow; we'll see. Never underestimate the power of dropping anchor on a particular subject, but we will see.

Thank you, everybody.

(Whereupon, at 4:55 p.m., the meeting was adjourned, to reconvene the following day, Friday, July 26, 2013.)

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com