A Warrior in Transition
A Case Study in Persistence and Perseverance
Medical Performance Improvement Lessons Learned

Thursday, 26 January 2011
MHS Conference
Washington, DC

COL George Patrin
“The Commander”

MAJ Steve McCullough
“The (Wounded) Warrior in Transition”

Unclassified
“Information Brief”
**A Warrior in Transition: A Case Study in Persistence and Perseverance**  
**Medical Performance Improvement Lessons Learned**

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**Presented at the 2011 Military Health System Conference, January 24-27, National Harbor, Maryland**
COL George Patrin, MD
MAJ Steve McCullough, Psychologist

“The views expressed in this presentation are those of the authors and do not reflect the official policy of the Department of the Army, the Department of Defense or the U.S. Government.”

Assumption
All participants in the care of our patient were/ are well-meaning and want(ed) to do what’s right.
“A soldier’s struggle to remain on active duty until definitive rehabilitative treatments could be accessed.”

- Introductions/ Background
  - Soldier (HIPAA discussed)
  - New Commander

- Issues
  - Soldier’s Perspective
  - Commander’s Perspective

- Challenges/ Accomplishments
- Future Recommendations
- Your Comments/ Experiences
The Warrior/ Patient and His Family

A story all too common… interactions with other soldiers indicate this story isn’t unusual, unfortunately.
A Warrior’s Story and MHS Strategic Initiatives for 2011

Readiness
• Psychological Health
• Whole Person Care
• Integrated Procedures for early identification

Experience of Care
• Patient-Family Centered (Medical Home)
• Referral Management with Care Coordinators and Integrated Teams

Learning and Growth
• Enhancing Skill Sets (Work to Top of License)
• Include Patient in Comprehensive Care Plan

Population Health
• Caring for Warriors Coming From or Going to War!
• Attention All Health Needs (i.e. Pain)
• Include Activities of Daily Living (ADLs)

Per Capita Cost
• Value Face-to-Face and email and Tele-Visits (Synchronous and a-synchronous)
• Partner and Communicate With Community Resources (Urgent care, VA, Hospitals, Other Services)
Where you are stationed and your socioeconomic status somehow dictates how ‘sick’ you must be (the patient) and how difficult the work is to be done (the clinic).

Motto:
Proudly providing timely care with compassion to our joint fighting forces and their families.
Military Disability System: Increased Supports for Servicemembers and Better Pilot Planning Could Improve the Disability Evaluation Process

“Various reviews and high-level commissions have identified substantial weaknesses in the care that service members receive and the … systems they must navigate.”

Government Accounting Office (GAO-08-1137)
24 September 2008
– LTG Schoomaker, Army Surgeon General: “We continue to face challenges that require blunt honesty, self-assessment, humility and the ability to listen to those in need.”

– MG Horoho, WRMC CDR: “Take care of our soldiers who see the Army’s medical system from the eyes of a patient.”

– BG Baxter, WRMC CDR: “I support a new look by a third party to be sure we are taking care of this soldier and his family.”

– AF

– NAVY

– VA
Husband
Father of 6 year old Kayleigh, Sheighlyn arrived in Dec 08
Soldier - Airborne, Ranger Trained, Sapper
Student (Engineering undergrad @ W. Point, then MS at U Missouri)
Leader - Top blocked, always maxed PT tests, OIC West Point Rugby
Instructor (MS, ABD in Psychology U WA, West Point Instructor of Behavioral Sciences and Leadership)
Community - OIC Orange County, NY Special Olympics
Commander - 317th CBT EN, 24th ID (rapid deployment), 168th CBT EN, 2nd ID
• Mountain Warfare
• NBC Specialist
• Company chosen as first Stryker BDE Engineer company out of Ft. Lewis
• Multiple deployments (ENG Co CDR to Kuwait)
• Psychologist, taught at West Point
• Hand-selected for Naval Postgraduate School as Operations Researcher
Multiple body injuries over the years – sports, PT, jumps, vehicle roll-over

Chronic back pain led to 19 surgeries over 6 years at two Medical Centers, implant surgery

Multiple trials of pain treatments led to 200mg MS/day

Transferred to NPS in Monterey, CA in 2004 for Master’s Program, could not continue after 4 months

As of Jul 07, not in school, unable to drive, not able to work for two years
- Walking poorly with cane (foot-drop)
- Shoulder paralysis (s/p thoracic outlet syndrome surg, rib resection)
- Chronic, constant headaches, blurred vision, confusion

Found 100% NOT Fit for Duty (FFD)

MEB minimized condition, overlooked diagnoses, appeal rejected, PEB arrived at 0% disability decision

Soldier planned appeal of PEB, having difficulty
1\textsuperscript{st} meeting w/ CDR – couch bound soldier
4 days from 60 day severance after 16.5 years of service, no retirement, benefits
Lost 3 rental houses, retirement property, life savings
Lawyer fees for appeal ($10,000)
Lost 30 days leave/year x 3 years
Isolated
Lost career, chance to deploy again
The Commander
COL George Patrin

- “Call it what it is” command philosophy
- POM Army Health Clinic in BRAC’d area
  - Under Madigan AMC, downsized in 2004
  - Care for AD only, all FMs go downtown
  - Clinic undergoing renovation, phone system inadequate
- Staffing challenges
  - Employee turnover 50% over 6 months
  - Chronic backfill required
- The Network was lacking due to cost of living, paperwork
  - Referrals difficult
  - No case management
- Soldier/ Patient was languishing (Vs ‘malingering’ or ‘doctor shopping’) in the TRICARE referral system, his own case manager

- Remind staff: “Who’s the patient?” Every warrior in need is still “fundamentally whole” until proven otherwise

- Need a new culture: “Have we done everything we can on active duty at military clinic?”
  (Until we have diagnosed all conditions that can be treated on AD, we don’t ‘transfer’ to the VA)

- Get healthcare teams established; need case management by every team

- “What’s real, and what’s Memorex?”
The Soldiers, now a patient, is (temporarily) out of the fight (hopefully)

About to be released from Active Duty (AD) Service after 16.5 years with no hope

Soldier (and family) wants evaluation and an answer, resolution of medical conditions, wants to return to active duty

Medical condition contributed to inability to function, appeal or delay MEB/PEB decisions

Culture, attitude change must occur to change the stereotype of patient being a malingerer or drug seeker
- Each referral is like “starting from scratch”
- Appointments were often dropped, mis-communicated
- Communication difficult with providers due to condition
  - Army Health Clinic and TriCare Network Community
  - Civilian - Military provider interactions poor
- Transportation difficult due to condition
- Medicine refills problematic (too many, uncoordinated)
- No effective “pain management” program
- Multiple PCSs lead to lack of follow-up care, poor record keeping
- Medical history began including innuendo due to lack of time, lack of continuity
- Lack of trust in leadership
Military medical perception of “soldiers”

Soldier’s perception of medical

What is “case management?” Who does it?

Responsibilities of unit; patient; Tricare

Leadership role
  – Healthcare Team
  – Individuals
  – Patient involvement, self-care
  – “Step out of your lane and assist with change”
  – “Work up to your license/ skill set”

All “Medically Not Ready (MNR)” are “warriors in transition,” whether coming from…or going to the combat zone!

Need an integrated Family Wellness Center on post
• ‘Smaller’ installations are not being resourced to aggressively manage patients after injury/unexpected medical condition
• Evaluation wasn’t complete, no explanation of functionality
• Integrated healthcare case management is lacking
• MEB/PEB decision was premature
• Lack of patient and family trust with medical system (needed to be regained)
• Cultural change must occur to patient-centered care to better support the WT and his/her family
Important Events

Aug 07  Newspaper article and congressional
    Clinic re-establishes PCM relationship
Oct 07  Higher HQ visit, COL Patrin calls 1st multi
    disciplinary clinical assessment
    PEB process stopped
Nov 07  Independent evaluation by VA Rehab Team,
    discover two new diagnoses, treatment begun
Nov 07  CG delays MEB-PEB until rehab program complete
Jan 08  Transfer to Tampa Bay for Pain Management
Mar 08  Back to work at ~50%
Feb 09  Returned to MEB, attached to a WTU for re-look

➢ Returned to MEB, PEB Mar 09, this time able to
    ‘participate’, result = 60 -> 80% disability rating
Why/ How Can-Does This Happen?

- **Group/ Unit Behavior**: Social psychology and social cognition studies use individual psychological theories and extrapolate onto groups.

- **Group Think**: 

- **Actor/observer biases**: 

- **Attribution Theory**: 

- **Cognitive Dissonance Theory**: 

- **Expectancy Theory**: 

1. Establish integrated case management teams (Patient-Centered Medical Homes)

2. Establish comprehensive administrative and medical services for Warriors and Family Members

3. Answer the question(s)…
   - Will we keep all warriors on AD when they can no longer ‘go to war’ if they still have ‘war-fighting’ value?
   - Will we provide additional opportunities for WTls with medical challenges to remain on AD using unique skills and experiences, after rehab ($$ savings)?
   - How long can we ‘wait’ for performance level to return before final transition decision to the VA?
Patient-Centered ‘Service’ Approach
Inclusive and Integrated

Always ask…”who’s the patient?”
(with three fingers pointing back at us!)

The Patient (Family) in “Med Home” Center

Military Practitioners
Non-Military Practitioners

Primary Care Teams Continuity
Specialty Care Services Acute-Crisis
Timely Appointing/ Referral
Follow Up, Care Coordination, Case Management

Community-Network Education

A Medical Home Team!
Integrated ‘Virtual’ Team

A Collaborative Community Approach
Final Update – MAJ (RET) McCullough  
(There’s more work to be done)

- Working NPS command evaluations, managing internal control program (half-time)
- Fundraising, raised over $100,000 for California vets
- Kaiser Permanente speaker on attribution theory and implicit associations on race, leadership, hiring practices
- Speaker and mentor at Beacon House Rehabilitation Program
- Board Member on Citizen’s Council for Pacific Grove
- Appointed as Monterey County Disabilities Commissioner
- Active member and spokesman for the Monterey Veterans’ Memorial Hall and Museum Project
- Monterey County ‘Veteran’ of the Year, Dec 2010

Yet, COAD denied, separated on 20 Dec 2010
Several initiatives will dramatically change the DOD/DA disability system:

1. **Wounded Warrior Act (HR 1538)** (Passed & Signed) Contained in 2008 NDAA
2. **AMAP** (ongoing) – focus on improving system; created WTUs
3. **DOD Pilot Program**
4. **Dole-Shalala Commission report** – Recommended total overhaul of both DOD and VA compensation systems; DOD pays annuity based on rank & years of service; VA compensates based on disability rating
5. Look at “abilities,” not “disabilities”

Lonnie Moore, WTC Career and Employment Branch Program Analyst

**MEB Outreach Counsel**

The Way Ahead Bonus

• Three Takeaways -
  • “Ensure ALL Wounded Warriors are case managed, whether coming from or trying to get back to the battlefield; re-educate our PEBLOs and ensure the Primary Care Manager-By Name [PCM-BN] Team in the Patient-Centered Medical Home [PCMH] is directing the care.”
  
  • “Take care of people – remember, ‘Who’s the patient?’”

  • “Ensure every patient develops and understands their Comprehensive Care Plan (CCP), placed in the Electronic Health Record (EHR); include all readiness-profiling actions.”
Thank You for Leadership Support

“George, thanks for your update on Maj McCullough. Your intervention and support of his care has paid off.”

BG Sheila Baxter, CDR
MG Patricia Horoho, CDR

Soldiers need you (us).
You (we) are all they have.
You (we) are all their families have.
It’s an awesome responsibility.
An “opportunity” is waiting in your community!

“Seizing opportunity is not always easy. An ancient proverb states that many opportunities are missed because they come disguised as hard work.”

Joe M. Sanders, Jr., M.D., AAP Executive Director
“Never let the burden of bureaucracy fall on the soldier’s shoulders.”

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Questions? Comments?
"I think the doctors need to go back to school!"

Thank you for the angel and ice cream. And mostly for helping my dad.

Kayleigh

Kayleigh’s Picture – Jan ‘08
Kayleigh’s Picture – Aug ‘09