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- \* *Air Force trauma care consolidates with Army at Ft. Sam*
- \* *Camp Bullis welcomes medical readiness training center*
- \* *Joint Base San Antonio focuses on energy efficiency*
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## All military medical training roads now start at METC

**by Steve Elliott, Fort Sam Houston Public Affairs --**

The future of military medical training arrived at Fort Sam Houston in a big way June 30 with the opening of the sprawling Medical Education and Training Campus. The METC, the crown jewel of the 2005 Base Realignment and Closure Commission's mandates for Fort Sam Houston, is an integrated campus under a single university-style administration, with more than 100 courses being taught there.

Rear Adm. William R. Kiser is the METC's first commandant, with Army COL Larry Hanson as deputy commandant and dean. Air Force Command Chief Master Sgt. Kevin Lambing is the senior enlisted advisor.

"Today marks a significant milestone in the ongoing story of military medicine," Kiser said. "Everywhere our nation sends our finest to serve, our graduates will be there with them serving as a force for good because of the work done here."

Making history as the world's largest military medical and training institution, METC entered into its initial operating capability with a ribbon-cutting ceremony in June. Its initial training course, Radiography Specialist, actually began in April. Other courses will be phased in throughout the summer and fall and into 2011.

"METC will serve as the

birthplace for joint interoperability for corpsman, medics and technicians," said Lambing in his remarks. "The souls that will walk the hallowed halls of this institution will make a difference in faraway lands for centuries to come. In five years, every medic and corpsman under the grade of E-5 will have been educated here at METC."

The campus will have more than 24,500 students going through its doors each year, with an average daily student load of approximately 8,000. METC will also employ an operating staff and faculty of more than 1,400.

By service, the student breakdown includes approximately 45 percent Army, *(continued pg. 2)*



**METC commandant Rear Adm. William R. Kiser speaks to the crowd assembled for the ribbon-cutting ceremony June 30. METC will be the largest military medical education and training campus in the world at Ft. Sam Houston, Texas.**



**METC commandant Rear Adm. William R. Kiser (center) celebrates cutting the ribbon opening the center along with Lt. Gen. (Dr.) Charles Green, U.S. Air Force Surgeon General (left) and AMEDD C&S commanding general and chief of U.S. Army Medical Services Corps Maj. Gen. David A. Rubenstein (right). (Photo/Steve Elliott)**



## All military medical training roads now start at METC

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31 percent Navy and 24 percent Air Force. The longest program offered is cytology – which is the study of cells – at 52 weeks; and the shortest, at four weeks, is patient administration.

“Today is truly about new beginnings. METC’s mission is to produce the world’s best military healthcare personnel to support the nation and the vision is to be the nation’s leader in military medical education and training,” said Rear Adm. Eleanor Valentin, commander, Navy Medicine Support Command and Chair, METC Flag Officers Steering Committee. “This mission and vision guided us to ensure METC provides curriculum and education that preserves each service’s identity while creating an environment where our enlisted professionals can learn from their counterparts in their sister services.”

Consolidated basic and specialty enlisted training from five separate service medical learning centers have already moved or are in the process of moving to San Antonio. These include the 882<sup>nd</sup> Training Group from Sheppard Air Force Base in Wichita Falls, Texas (at Camp Bullis as of

June 25); the Naval School of Health Sciences at Portsmouth, Va.; the Naval School of Health Sciences in San Diego; and the Naval Hospital Corps School in Great Lakes, Ill. The enlisted medical training mission at Walter Reed Army Medical Center in Washington, D.C., will also transfer to METC.

The AMEDD C&S will shift 41 enlisted programs to METC but continue to keep nearly 200 programs and more than half its full-time staff. METC will do entry-level medic training, while AMEDD will continue advanced enlisted medical training, as well as officer and advanced NCO courses “METC is more than an institution of higher learning,” said Lambing, who was most recently the Air Education and Training Command chief of the enlisted medical force. “This will become a platform of medical diplomacy on the world stage. Nations across the globe will send their men and women to this campus because METC stands for the best platform the world has even known for producing medics and corpsmen.”

METC’s footprint covers more than two million square feet on Fort Sam Houston. Each of its three current dor-

mitories will house 1,200 Airmen and Sailors. Two other nearby dorms will be built nearby for Army students, with one housing 1,200 Soldiers and the other 600 Army students.

“I want you to see not just the bricks and stones and mortar and glass, I want you to see the people whose lives will be made better by what transpires in these buildings,” Kiser said. “These buildings are an investment in the health and safety of the men and women who go into harm’s way. They are an investment for military medicine.”

“We will show it is possible to value our heritage and distinctions and still work together towards a common vision,” Kiser said. “Our vision and commitment at METC can be summed up in a single sentence: We will provide America’s uniformed services the finest medics, the finest techs, the finest hospital corpsmen who are well-trained, capable and ready to support the missions of our country anywhere around the globe.”

## Air Force trauma care consolidates with Army



by Linda Frost, 59th Medical Wing Public Affairs, LACKLAND AIR FORCE BASE, Texas -- The Air Force’s only Level 1 trauma center, Wilford Hall Medical Center, discontinued trauma services here July 1.

All severely injured trauma patients from San Antonio, Bexar County, and South Texas, will go to nearby Brooke Army Medical Center or University Hospital in San Antonio – the other two trauma centers serving the region. The

transition began June 22 when the hospital began diverting its trauma patients.

Wilford Hall will remain open and the hospital will continue to operate a fully-accredited emergency department. However, local emergency medical services will no longer transport trauma patients to the hospital, such as gunshot victims or individuals with life threatening injuries.

The relocation of trauma services is the next of several historic moves as Wilford Hall

shifts inpatients and staff to Ft. Sam Houston to create the San Antonio Military Medical Center by Sept 15, 2011, as mandated by the 2005 Base Realignment and Closure law.

As SAMMC becomes one of the largest inpatient facilities in the Department of Defense, Wilford Hall will emerge as the largest ambulatory surgical center, servicing a large beneficiary and trainee population.

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## Air Force trauma care consolidates with Army



**A 59th Medical Wing Trauma Team performs emergency resuscitation procedures during an exercise. Since July 1, Wilford Hall Medical Center no longer cares for trauma patients. The hospital staff moved the Air Force trauma mission to Fort Sam Houston to create the San Antonio Military Medical Center by September 2011, in compliance with the 2005 Base Realignment and Closure law. The WHMC emergency department remains open for non-trauma care. (U.S. Air Force photo/Tech. Sgt. Thomas Coney)**

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So Both the San Antonio Military Medical Center and the Wilford Hall Ambulatory Surgical Center will be staffed and led by Air Force and Army professionals.

"Since this hospital was designated a Level 1 trauma center in 1996, we've been proud to provide comprehensive trauma services to the city of San Antonio and this part of Texas," said Maj. Gen. Tom Travis, commander, 59th Medical Wing, and Senior Market Manager for the San Antonio Military Medical System.

"By providing this trauma care, we have also kept our skills sharp for our missions in the largest theater hospitals in Iraq and Afghanistan. However, the 2005 BRAC law directed that military medical assets in San Antonio be consolidated, and for the past five years, leaders at Wilford Hall and BAMC have studied and planned the implementation of this mandate."

"The Air Force trauma mission will continue at the same pace as before, but just in a different location, side-by-side with our Army partners," ex-

plained General Travis.

Wilford Hall trauma surgeons, nurses, and coordinators will now provide trauma care at BAMC as it transforms into the jointly staffed SAMMC next year.

"We have worked closely with the remaining trauma centers and the city of San Antonio to ensure that there will be no disruption or reduction in trauma care capabilities in the city," said Maj. (Dr.) Mark Gunst, acting chief of trauma at WHMC.

City officials say San Antonio area emergency medical services have the equipment and training to handle the change. Coordination and planning has been an integral part of the process to ensure a smooth transition to two Level 1 trauma centers for the city.

"I really don't think closing Wilford Hall to trauma will have a huge impact on the city," said Dr. Gunst. "Most people will not notice the difference."

Over the years, the WHMC emergency department handled about 1,200 to 1,500 trauma patients each year.

"In the past few months, we have seen anywhere from

50 to 75 patients and more than half have been transfers from other hospitals," said Dr. Gunst. "It will improve resident training in that the volume at BAMC will be greater and presumably the number of both operative and non operative cases will increase."

Brooke Army Medical Center is able to absorb the additional caseload and continue to provide high quality care for patients with complex injuries, according to Lt. Col. Tim Nunez, chief of trauma at BAMC.

"Although the BAMC Emergency Department is not scheduled to double in size until 2011 with the completion of construction on the consolidated SAMMC tower, BAMC is already prepared for the increased caseload. Renovations have been made in the existing emergency department to support the mission," he said.

"This is the beginning of a new era of medical care in the military. We are establishing a joint medical team here in San Antonio that is unsurpassed anywhere in the world," said General Travis.

## Camp Bullis welcomes Air Force medical readiness training center



**by Steve Elliott, Fort Sam Houston Public Affairs --** A new era in military medical readiness training opened at Camp Bullis June 25, as the U.S. Air Force cut the ribbon on the \$18 million Medical Readiness Training Center. The center will host all initial, sustainment and future medical readiness training and increase joint interoperability and knowledge while expanding the scope of current and future medical readiness personnel.

The grand opening also sees the 882<sup>nd</sup> Training Group relocate from Sheppard Air Force Base in Wichita Falls to the sprawling 28,000-acre training site on San Antonio's

north side. An estimated 6,500 Airmen will transition through Camp Bullis this year prior to having boots on the ground at their deployed location.

"This is a dream come true," said Lt. Gen. (Dr.) Charles Green, U.S. Air Force Surgeon General. "We began Combat Casualty Care Course (C4) training at Camp Bullis, and the Army has been graciously hosting us for almost two decades.

"The goal from the beginning has been to have a place allowing all the services to train together and to know exactly what equipment sets are going into war," Green said. "Thanks to 2005 Base Realignment and

Closure mandates, we've actually put a training facility out here, combining the assets from the 882<sup>nd</sup> TRG and Air Force Materiel Command assets from Brooks AFB to establish a single training site."

The new facility includes six classrooms, four dormitories, three multipurpose buildings, a dining facility, a 10,000-square-foot warehouse, and 10 training pads. In addition, five training aircraft have been moved to the site so that students can get training in aeromedical evacuation.

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## Camp Bullis welcomes Air Force medical readiness training center

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Courses ended at Sheppard AFB in April and are transitioning to Fort Sam Houston and Camp Bullis.

"The magic of this place is not what the Air Force is bringing," said Green, who was commander of Wilford Hall Medical Center from July 2003 to July 2005. "The magic is the co-location of the Army's 68-Whiskeys, the Combat Support Hospital, hopefully one of these days the Navy Fleet Hospital, so that when people come here to train, they see exactly who they'll be working with and understand how the system comes together."

The 882nd TRG's mission is to develop, conduct, and evaluate Total Force military medical service/medical readiness training for 15,000 annually from four uniformed services. As it relocates to Camp Bullis, the group will be made up of the 882nd Training Support Squadron and the 381st, 382nd and 383rd Training Squadrons.

The 882nd TRG's old headquarters will become a non-commissioned officer academy scheduled to open in early 2011, according to an article in the Wichita Falls Times Record News.

"The Army trains 400 combat medics out here every 16 days," Green said. "The Air Force is going to be bringing out teams, typically around 75 for the expeditionary medical systems and about 50 for the aeromedical evacuation training, with probably two to four courses going each month."

Green serves as functional manager of the U.S. Air Force Medical Service. He advises the Secretary of the Air Force and Air Force Chief of Staff, as well as the Assistant Secretary of Defense for Health Affairs, on matters pertaining to the medical aspects of the air expeditionary force and the health of Air Force people. He exercises direction, guidance and technical management of more than 42,800 people assigned to 75 medical facilities worldwide.

"In the last seven years that I've been involved with this, we've seen training progress from where you would have to pretend what it was like going to war to the current expeditionary medical support training where people see what they're going to see when they deploy," the general said.

"Our hope is to incorporate other aspects of training and the folks will be exposed to convoy training, and even see what goes on in prison operations," Green added. "The ability to train out here, in terms of field environment and with the actual equipment they will use when they deploy, is unlimited. It's an amazing thing."

"I am thrilled that after 18 years of planning to be able to see this come to fruition," Green said. "I commend everyone for the work they have done to make this a reality."



**Lt. Gen. (Dr.) Charles Green, U.S. Air Force Surgeon General, remarks on the grand opening of the \$18 million Medical Readiness Training Center at Camp Bullis June 25.**

## Joint Base San Antonio transforms business practices

**by Brent Boller, 502nd Air Base Wing Public Affairs --** In a move that further solidifies Fort Sam Houston's growing reputation as the place to be, the U.S. Army Environmental Command uncased its colors in a ceremony at the post flagpole May 21.

Joint Base San Antonio officials are transforming business practices to meet the unique challenges of supporting Army and Air Force organizations across San Antonio.

JBSA leadership recently met with members of the Business Transformation Agency to identify and scrutinize end-to-end processes in areas such as information flow, accounting and hiring practices, contracting and civil engineering. Based in Arlington, Va., BTA improves support to the

warfighter while providing greater accountability to the American taxpayer.

The analysis of these processes is critical as the Air Force combines support services with the Army in JBSA, which includes Lackland and Randolph Air Force Bases, and Fort Sam Houston.

"Rather than three separate entities, the joint base will have to develop into one," said Army Lt. Col. Phil Keller, who helped lead the workshop. Because business practices differ, extra attention must be given to coordination and consistencies as Army and Air Force cultures merge and strive for efficiency.

Part of the process involves identifying obstacles and ways to overcome them. "With Joint Base San Antonio, we have a

remarkable opportunity to change the way business has been conducted in the past," said Brig. Gen. Leonard Patrick, 502nd Air Base Wing commander.

"This workshop is a beginning, but we need to keep up the momentum," General Patrick said.

The general said officials are working to ensure JBSA, the largest organization for installation support within the Department of Defense, leads the way toward maximum efficiency while learning from best practices.

"Joint Base San Antonio can set the standard for other joint bases, but we can also learn from them," General Patrick said.



**Lt. Col. Christina Voyles of Headquarters AETC, leads a seminar group on charting end-to-end processes during a visit on June 22 from the Business Transformation Agency to Joint Base San Antonio at Fort Sam Houston. (photo courtesy 502nd ABW Public Affairs)**

## Joint Base San Antonio strives for energy efficiency



**Left to right, Dr. Les Shephard, director for the Institute for Conventional, Alternative and Renewable Energy at the University of Texas at San Antonio; Mike Novak, tri-chair of the San Antonio Military Transformation Task Force; Brig. Gen. Leonard Patrick, commander, 502nd Air Base Wing; and Dr. Robert (Bob) Gracy, vice president for research at UTSA have a discussion prior to the Joint Base San Antonio Sustainable Energy Workshop at the Pearl Stable on June 9. The workshop was attended by CPS Energy, private industry suppliers, UTSA officials, city and county leaders. (photo/Brent Boller)**

by Brent Boller, 502nd Air Base Wing Public Affairs -- Joint Base San Antonio was front-and-center during a sustainable energy workshop hosted by the Defense Transformation Institute June 9 at the Pearl Stable in San Antonio.

JBSA is the largest single Department of Defense enterprise for installation support. One of the biggest consumers of energy in DoD, JBSA is the largest energy user and customer for City Public Service Energy, San Antonio's city-owned utility.

Brig. Gen. Leonard Patrick, 502nd Air Base Wing commander, opened the conference by emphasizing that his command is proud to be a leader in the ongoing quest to use energy more efficiently. The 502nd ABW is responsible for executing the installation support mission for JBSA.

The general noted that a culture shift is underway to ensure Airmen make energy a consideration in everything they do. "Every Airman coming into the Air Force at Lackland now is getting the message that they must be good stewards of the environment by becoming conscious of water and electricity use and waste. We'll have consistent energy policies and initiatives across all the installations of Joint Base San Antonio," General Patrick said.

The general cited several projects and programs across all three local joint base installations, including major lighting and water retrofits, window treatments and solar array heating systems, among other efforts. The workshop was also attended by representatives from private industry who spoke of new technologies and collaboration ef-

forts. General Patrick referenced the recently announced initiative by CPS Energy to commit up to \$50 million over 10 years to sustainable energy research at the University of Texas at San Antonio as one of those innovative, collaborative ideas.

Dr. Les Shephard, the director for the Institute for Conventional, Alternative and Renewable Energy at UTSA, cited some of the challenges which would be faced by JBSA and other organizations pursuing sustainable energy projects.

"I think the general challenges are probably consistent; new technology often has more expensive costs for electricity generation, the reliability of these systems can be lower than desired, the challenges associated with limited storage as it relates to intermittent energy sources, and the cyber and physical security of energy systems," Dr. Shephard said.

"We all must manage resources today mindful of future needs," said Sid Saunders of the Defense Transformation Institute and one of the workshop organizers. "DTI acts as an intermediary between the military and the community to improve efficiencies and collaboration," he said.

Mr. Saunders emphasized that the term renewable refers to the energy source – solar, wind and other technologies, while the term sustainable means maintaining it over the long haul.

General Patrick said JBSA is a microcosm of what's going on at other joint base locations and the DoD. In his closing remarks at the workshop, the general said he looked forward to continued involvement. "In the end it is relationships found here which will carry us forward," he said.




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**"Every Airman coming into the Air Force at Lackland is getting the message that they must be good stewards of the environment."**

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*Brig. Gen. Leonard Patrick, 502nd Air Base Wing commander*



## Port SA named base redevelopment community of the year

**Port San Antonio** -- The organization created in 1996 to redevelop the former Kelly Air Force Base to support growth for the region's economy, has won the prestigious Base Redevelopment Community of the Year award.

The honor was given by the Association of Defense Communities (ADC), a national organization serving communities impacted by base closures. The award recognizes Port San Antonio's efforts to transform the 1,880-acre site of the former Kelly Air Force Base into a center of commerce and innovative development that is serving as a growing economic engine for the region.

"We are proud to have been chosen by leading experts in base redevelopment projects as the winner of this national award," said Bruce Miller, President and CEO of Port San Antonio. "This honor highlights Port San Antonio's commitment to create good opportunities for today's and tomorrow's San Antonians. We also thank our many partners, whose support is invaluable as we advance our mission."

"Port San Antonio is a model for closed base communities around the country," said Eileen M. Giaimo, ADC's Executive Director. "Through years of hard work and many well-executed efforts, Port San Antonio has transformed one of the country's largest base closures into an inspiring story of success."

Port San Antonio's real estate and business development efforts to date have attracted more than 70 employers who provide direct and indirect jobs to approximately 25,000 people and generate \$4.23 billion in regional economic activity each year.

In choosing Port San Antonio as the 2010 winner, ADC paid particular attention to the Port's innovative collaboration with the U.S. Air Force to manage upgrades to the 450,000 square-foot Building 171 at the Port. The effort—which marks the single-largest real estate project at the Port to date—is allowing the Air Force to consolidate 12 agencies and 3,000 personnel at Port San Antonio this year.

The Air Force amended its leaseback agreement with Port San Antonio in 2007, transferring 21 smaller properties the Air Force still controlled at the Port in exchange for Building 171, allowing the military to more efficiently consolidate personnel scattered around the country. Furthermore, the amended agreement greatly facilitated the Port's ability to develop road infrastructure, expand access to the joint-use runway it shares with Lackland Air Force Base and construct new buildings to accommodate future business growth.

Other recent projects cited by ADC for their innovation at Port San Antonio include the Port's sustainable building efforts.

In late 2009 the U.S. Green

Building Council (USGBC) certified the Port's headquarters building Gold in Leadership in Energy and Environment Design (LEED)—the first building at the Port to receive this distinction in sustainable construction and the first LEED Gold certification for commercial interior completion in San Antonio overall. It is also only the fourth LEED Gold-certified building in San Antonio under any category. The certification was based upon the use of eco-friendly construction materials, waste recycling during the finish-out and implementation of long term energy-saving features to the building.

Furthermore, in 2010 Port San Antonio completed a \$10 million project to rebuild a former military storage facility dating to the Second World War. The building now serves as the new offices for longtime Port customer ACS, a Xerox company. It has also been registered with USGBC and is awaiting LEED certification later in 2010.

Building projects at Port San Antonio over the next 15 years are projected to total \$2.5 billion, including the development of residential options for up to 4,000 people and the creation of more office and industrial facilities that could bring up to 21,000 additional jobs to the region, for a potential employment base of 35,000 people by 2025.

## Air Force commander inducted in Army's elite medical Order

**By Linda Frost, 59th Medical Wing Public Affairs** -- Maj. Gen. Thomas W. Travis, commander of the 59th Medical Wing, received the Army's prestigious Order of Military Medical Merit Award June 4 during a ceremony at the University of Texas Health Sci-

ence Center in San Antonio.

General Travis, who leads the Air Force's largest medical wing, was inducted as an honorary member in the Order for his exemplary accomplishments in merging Air Force and Army medical resources in San Antonio.

In compliance with the 2005 Base Realignment and Closure law, all inpatient and Level One trauma care will move to Brooke Army Medical Center while Wilford Hall Medical Center emerges as the largest ambulatory surgical **(continued pg. 7)**

## Air Force commander inducted in Army's elite medical Order

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center in the Department of Defense.

General Travis was noted for his organizational leadership role in working with his Army counterparts, establishing a partnership and environment in which both the Army and Air Force thrived.

The integration plan was considered by the Assistant Secretary of Defense for Health Affairs to be the model for joining the two medical services while upholding the roles of each service, culture and ownership.

One of the few Air Force pilot-physicians with more than 1,800 flying hours, General Travis said he was "very surprised and extremely moved."

"I've always appreciated how much OMMM recipients have accomplished for Army medicine in their careers. So to receive this as an Airman, at a time when we are establishing a joint medical team here in San Antonio that is unsurpassed anywhere in the world, is particularly meaningful," said General Travis.

The Order of Military Medical Merit is a unique, private organization founded by the commanding general of U.S. Army Health Services Command in 1982 to recognize excellence and pro-

mote fellowship and esprit de corps among Army Medical Department personnel.

Members of other military Services who have made distinguished contributions to the Army Medical Department can be recognized as honorary members.

According to the OMMM website, individuals inducted into the elite group have clearly demonstrated the highest standards of integrity and moral character, displayed an outstanding degree of professional competence, served in the Army Medical Department with selflessness, and made sustained contributions to the betterment of Army medicine. These members are generally considered to be in the top 10 percent of their corps and field.

Retired Army Maj. Gen. Patrick D. Sculley, president of the Order, and Brig. Gen. Joseph Carvalho, Jr., commander, Brooke Army Medical Center, welcomed General Travis into the ranks of the organization in front of nearly 260 physicians and allied health care providers during the annual San Antonio Uniformed Services Health Education Consortium graduation ceremony.

General Travis was also recognized for his successful inte-

gration of all military graduate medical education in San Antonio with two major training sites at Wilford Hall and Brooke Army Medical Centers and a close partnership with UTHSCSA.

"His selection to the Order was the best way to recognize his unwavering commitment to excellence of SAUSHEC's Graduate Medical Education programs," said Dr. Kenneth Torrington, dean of SAUSHEC, who nominated the general.

Dr. Torrington said the general's legacy will be the "highly successful integration of Internal Medicine, Orthopedic Surgery, General Surgery and Transitional Year programs, which together train approximately 190 Army and Air Force residents."

"His support benefited every single Air Force and Army physician training in San Antonio," said Dr. Torrington.

General Travis is also the Department of Defense senior multiservice market manager for TRICARE San Antonio. He oversees seven medical treatment facilities in the San Antonio metropolitan area and directs a \$1.2 billion budget providing healthcare for more than 218,000 beneficiaries.



**Retired Army Maj. Gen. Patrick D. Sculley, president of the Order of the Military Medical Merit, (left) and Brig. Gen. Joseph Carvalho, Jr., commander, Brooke Army Medical Center, (right) welcome Maj. Gen. Thomas W. Travis into the ranks of the elite Army medical organization June 4 in San Antonio, Texas. Members of other military Services who have made distinguished contributions to the Army Medical Department can be recognized as honorary members. (U.S. Air Force photo/Alan Bodecker)**

## BRAC "VIEWS FROM THE TOP"

**The San Antonio Joint Program Office (SAJPO) features BRAC "Views From the Top." Each month, we highlight a key BRAC leader in San Antonio and bring you their comments.**

**In this edition, we feature Maj. Gen. Thomas W. Travis, commander of the 59th Medical Wing at Wilford Hall Medical Center, Lackland AFB, San Antonio, Texas.**

**Q1. Sir, as commander of the 59th Medical Wing, what is your role in the San Antonio BRAC process?**

I have a couple roles in the BRAC process directly due to my command of the 59th Medical Wing. First, along with the Brooke Army Medical Center commander, I am responsible for executing the merging of the two major military medical centers here in San Antonio. By 15 September 2011, the inpatient missions of the two medical centers merge at Ft. Sam Houston as we form the San Antonio Military Medical Center, or SAMMC. Approximately 2,000 59th Medical Wing staff move to that location, along with about 200 beds, to jointly staff one of the largest inpatient medical facilities in DoD. Simultaneously, WHMC transforms into a large jointly staffed ambulatory surgical center.

The second major role I have is to comply with the Joint Base San Antonio portion of the BRAC. We complied with this portion of the law on 31 January 2010, as we realigned the medical groups at Lackland and Randolph under the 59th Medical Wing, making this wing the component command of all Air Force medical forces here in San Antonio. Many will have noticed that we now have the 359th and 559th Medical Groups at Randolph and Lackland respectively, which grew the 59 MDW into a seven-group wing with more than 6,000 personnel assigned.

**Q2. Can you briefly describe the major changes happening at Wilford Hall Medical Center as a result of BRAC 2005?**

As we comply with the 2005 BRAC, we are slowly transitioning inpatient functions to BAMC as it prepares to become SAMMC in 2011. As a result, beginning just this past April, inpatient pediatrics moved to Ft. Sam. The Air Force and Army have performed many of these roles together for years in either one facility or both. In this case, pediatrics inpatients were at WHMC. It is now being accomplished with staff from both services at Ft. Sam. Similarly, functions that were occurring at both locations will now be accomplished at one location. A very good example of this is trauma care. We have both been Level One trauma centers for many years. Now the two trauma functions merge at Ft. Sam. That occurred just last month. We have a plan to relocate the remainder of inpatient missions to Ft. Sam by the September 2011 deadline, while some outpatient missions and surgery functions move to Lackland.

**Q3. What are the challenges associated with the clinic moves to BAMC? Obviously, medical missions must continue during the moves.**

The logistics of this has been incredible. I believe by the time we are completed, there

will have been over 200 relocations of clinical functions. In many cases, clinics moved more than once due to renovations. Many close Friday and reopen Monday in their new digs. If we do decide it is necessary to close down a clinic, it is for just a few days to make sure the clinic is ready and safe to operate in the new location. And some that may have moved multiple times may move yet again when the construction of the new tower is completed at SAMMC. We have a team that manages these moves - and they do it extremely well. Of course, our Central Appointments Management Office (CAMO) is also involved, as they have to direct patients to the correct locations. Our staff and our patients have been incredibly versatile as we have gone through this so far.

**Q4. There is an understanding that the current Wilford Hall will eventually be razed and a new structure will be built. Can you offer some background on this and talk about a potential timeline?**

We have the funding for the first phase of a four-phase construction project to build a new state-of-the-art ambulatory surgical center by about 2014. This was not BRAC funded, but was felt to be necessary due to the age and size of the current WHMC structure. Much of the building is now over 50 years old and very out-of-date, and as an outpatient facility it would be much too big and too expensive to maintain. The new



with about 600,000 square feet of space. It will have four operating rooms for outpatient surgeries, a 24-hour urgent care center and ambulance service to take care of on-base emergencies, and the clinic space to deliver many of the same specialty services provided now. The difference will be that if you need to be admitted for care, you will be admitted to SAMMC at Ft. Sam.

**Q5. Wilford Hall Medical Center has not only been a very important facility for U.S. military members and their families for many years, but also for civilians in the San Antonio area. When will civilian ambulances stop bringing accident victims to Wilford Hall and why is this change necessary?**

We stopped trauma care at WHMC officially on 1 July 2010. One of the intents of the 2005 BRAC was to reduce redundancy. Both facilities were providing trauma care - it made sense to the BRAC committee to consolidate trauma, just as we are the inpatient missions of the two military medical centers. 59 MDW trauma staff transferred to Ft. Sam recently to increase the capacity of trauma services there, which means the city of San Antonio now has two trauma centers rather than three, the other one being at the University Hospital.

**(continued next page)**

## BRAC "VIEWS FROM THE TOP"

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**Maj. Gen. Thomas W. Travis, commander of the 59th Medical Wing at Wilford Hall Medical Center, Lackland AFB, San Antonio, Texas. (continued)**

We have been working with the city and region for years in preparation for this and believe the city and state region are still very well-served. And I would add that trauma care is still an important mission for the Air Force as we train for the care we provide in the current and future wars. We do that mission now at Ft. Sam rather than Lackland.

**Q6. Not many people may realize a very rare hand replacement surgery happened recently at the hospital. Clearly, there are top-level military and civilian medics working there. How will the hospital continue to provide such excellent care after the BRAC deadline of September 15, 2011?**

I don't see the care diminishing one bit. In fact, the Army and Air Force medical missions and training have been merged in many ways in this city for many years already. This BRAC just takes it to the next logical step, while providing much newer facilities for our patients and staff. In the hand transplant case you mentioned, while that was an Air Force-led initiative for an Air Force beneficiary, it was a team effort of specialists from military and civilian institutions. The same level of expertise in many specialties and subspecialties will be leading innovative medical efforts post-BRAC.

**Q7. Sir, you have been involved in several BRAC committees including the Executive Integration Over-**

**sight Board - Medical (EIOB-M). How has being such an important part of the San Antonio BRAC process been both a challenge and a reward?**

BRAC means change and change is hard and sometimes threatening. The most important thing to realize is that no one knows better how to do the job than the folks doing the mission every day. So I get a lot of input from those doing the hard work in medical care and training every day and try to determine the best way to preserve and even enhance their effectiveness in the changed future. And then you have to communicate that vision in every possible direction to make sure everyone gets it. That's a challenge. The reward comes every day when you see how well medics of all services do their jobs both here in garrison and deployed. One day, as a retiree here, I am certain I will be proud to have been part of this transformation.

**Q8. Finally, if you were to describe the professionals working in the 59th Medical Wing, what would you say about them?**

What would I say about them? I have been here for three years, and this is my third command as a general officer. This has been by far the most rewarding experience of my professional life. I receive thanks from people almost every day who were deeply affected in some way by the professionals in this organization. The medics throughout

this wing in every clinic or office, not just Wilford Hall, make a difference every time they interact with a patient. I am continually impressed with the expertise, dedication, and caring culture of this organization. I am grateful to have had the opportunity to serve with every member of this incredible wing.

General Travis entered the Air Force in 1976 as a distinguished graduate of the ROTC program at Virginia Polytechnic Institute and State University. He was awarded his pilot wings in 1978 and served as an F-4 pilot and aircraft commander. The general completed his medical degree from the Uniformed Services University of the Health Sciences School of Medicine, where he was the top Air Force graduate, and in 1987 he became a flight surgeon. For more than three years, General Travis was Chief of Medical Operations for the Human Systems Program Office at Brooks AFB, Texas.

He later served as the Director of Operational Health Support and Chief of Aerospace Medicine Division for the Air Force Medical Operations Agency in Washington, D.C. He has commanded the U.S. Air Force School of Aerospace Medicine; 311th Human Systems Wing at Brooks AFB; Malcolm Grow Medical Center at Andrews AFB, Md.; and the 79th Medical Wing, Andrews AFB. As the 79th Medical Wing Commander, he also served as the



Command Surgeon, Headquarters Air Force District of Washington.

Prior to his current assignment, General Travis was Command Surgeon, Headquarters Air Combat Command, Langley AFB, Va. He is board certified in aerospace medicine. A command pilot and chief flight surgeon, he has more than 1,800 flying hours and is one of the Air Force's few pilot-physicians. He has flown the F-4, F-15 and F-16 as mission pilot and, most recently, the Royal Air Force Hawk as senior medical officer and test pilot.

### FLIGHT INFORMATION

Rating: Command pilot and chief flight surgeon  
Hours: More than 1,800  
Aircraft flown: F-4, F-15, F-16 and Royal Air Force Hawk

### MAJOR AWARDS AND DECORATIONS

Legion of Merit with oak leaf cluster  
Meritorious Service Medal with four oak leaf clusters  
Aerial Achievement Medal  
Air Force Commendation Medal  
Joint Service Achievement Medal  
Combat Readiness Medal  
Air Force Recognition Ribbon



## Last Month in BRAC News

### BRAC NEWS STORIES POSTED ON THE SAJPO PORTAL

- 06.30.2010 -- New era in military medical training begins at Ft. Sam Houston - KENS
- 06.30.2010 -- DOD opens new medic training campus in San Antonio - AP
- 06.29.2010 -- Air Force trauma care consolidates with Army - AETC
- 06.29.2010 -- BAMC expansion remains on track - SA Express News
- 06.29.2010 -- Battle to save Bullis may be over - SA Express News
- 06.28.2010 -- Officials discuss BRAC's impact on Fort Meade - Washington Post
- 06.28.2010 -- 1 of San Antonio's 3 trauma centers to close - Dallas Morning News
- 06.25.2010 -- VIA's direction will affect all of us - SA Opinion
- 06.24.2010 -- The economic outlook for San Antonio is extremely positive - WOAI
- 06.24.2010 -- Port S.A. lauded by base closure group - SA Express News
- 06.24.2010 -- Port San Antonio honored as country's best base redevelopment project - SA Business Journal
- 06.23.2010 -- Noise district for Bullis nears its final hurdle - SA Express News
- 06.23.2010 -- List of base closures in Germany - Stars and Stripes
- 06.22.2010 -- Census: SA population up 24,000 plus - WOAI
- 06.22.2010 -- At long last, BRAC jobs boom set to hit this summer - Baltimore Sun
- 06.21.2010 -- Contractors follow customers in BRAC relocations - Washington Post
- 06.21.2010 -- DISA launches BRAC relocation FAQ page - Federal News Radio
- 06.20.2010 -- Bob Davis: A civic army for McClellan and the Depot - Anniston Star
- 06.18.2010 -- San Antonio's unemployment rate falls to 7.1 percent for May - SA Business Journal
- 06.17.2010 -- New Missions, New Jobs At WPAFB - whiotv.com
- 06.17.2010 -- Port San Antonio names new chief operating officer - SA Business Journal
- 06.17.2010 -- Process still stacks up - SA Express News
- 06.17.2010 -- Port SA pumps \$4B a year into local economy - SA Communities
- 06.15.2010 -- Next generation VESTA® emergency call processing solution arrives at BAMC - PR Web
- 06.11.2010 -- AFRL hiring 275 high-tech workers - Dayton Business Journal
- 06.11.2010 -- Port S.A.'s economic impact to top \$4 billion - SA Express News
- 06.10.2010 -- New Army commander in S.A. wants to "Stamp Out Stupid" - WOAI
- 06.10.2010 -- S.A. military on march to cut energy use - SA Express News
- 06.10.2010 -- Eastern promises - SA Current
- 06.06.2010 -- Minority-owned businesses gain access to Fort Meade - citybizlist
- 06.02.2010 -- Brown announces guaranteed-ride plan - Baltimore Sun
- 06.01.2010 -- Wright-Patt complex to open ahead of schedule - Dayton Business Journal
- 06.01.2010 -- Five Years Later, New Worries About BRAC - WHIO TV

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san antonio brac

Building Relationships  
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**SAJPO Newsletter:**  
A source for BRAC News in  
San Antonio!



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