

BUMED Oral History Project
Captain Robert L. Koffman, M.D., MC, USN
Deputy Director for Clinical Operations
National Intrepid Center of Excellence NICOE, Bethesda, Maryland

Date and Location of Interview: Beginning 27 October 2010 and continuing in multiple sessions through 16 February 2011 at NICOE, Bethesda, Maryland

Interviewer: COL Richard V.N. Ginn, USA, Ret.

Portions of the interview include the participation of two Navy Reservists, HMCS Lee A. Becker, and HM2 Aragorn T. Wold, who joined the session on 29 October 2010. LCDR Justin Campbell, MSC, USN joined the 18 February 2011 session.

Both HMCS Becker and HM2 Wold worked with CAPT Hoffman in 2005 on Warrior Transition and PTSD. They provide the perspective of being deployed as Individual Augmentees, as well as working with wounded warriors at the VA. When they were assigned to BUMED in 2005 to work with the Marine MedHold Program, the account numbered 2,500 Marines.

Becker was the deputy for CDR Larry Miller, MSC, who headed the Marine Reserve Medical Holding Program at BUMED. He is a Navy Reservist with deployments to OEF and OIF, and is currently affiliated with 2d Battalion, 25th Marines, 24th Marine Division, Garden City, NY. In civilian life Becker is the Chief, Hearings Branch, Board of Veterans' Appeals, Department of Veterans Affairs (DVA), Washington, D.C.

HM2 Wold is also employed in the Board of Veterans Appeals as a DVA Program Specialist with duty as Coach, Case Management Branch. In OEF 2005 Wold was a Navy corpsman HM3 (E4) in Iraq with 3d Battalion, 25th Marines, a Reserve unit from Brook Park, Ohio; his last unit was with the 2nd Battalion, 24th Marines, 24th Marine Division.

LCDR Campbell, MSC, is a clinical psychologist who has been actively involved with the combat and operational stress program, including deployments with medical care teams in Iraq and Afghanistan. He has been associated with CAPT Koffman since 2006, and is the subject of a separate interview with him that was conducted on 17 November 2010.

SYNOPSIS

CAPT Koffman was born in 1956 in Boston, Massachusetts, and from the age of five grew up in Southern California where he graduated Whittier College in 1976. He earned his M.D. degree from the University of Santo Tomas in the Philippines in 1982. As an intern at Deaconess Hospital, St Louis, Missouri, he heard a presentation by a Navy recruiter dressed in the Navy's service white uniform who showed film clips of Naval aviation; and with

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this, Koffman was hooked. He liked the uniform and he wanted to fly jets. He joined the Navy in 1983, attended Officer Indoctrination School, and completed the Flight Surgeon Course in 1984 at the Pensacola Naval Air Station, where a classmate was David Brown, who as a NASA astronaut was killed in the Space Shuttle Columbia disaster in 2003. From 1984-1989 CAPT Koffman was a flight surgeon with three Marine aviation units in Cherry Point, North Carolina and Camp Pendleton, California.

From 1989-1992 he completed a residency in psychiatry at the Naval Medical Center in San Diego, followed by assignment as Division Psychiatrist, 2d Marine Division, Camp Lejeune, North Carolina. It was a "very gratifying" experience where he supported a population of 18,000 Marines and saw "all ranks". During 1994-1996 he completed an MPH at Harvard University and a residency in aerospace medicine in Pensacola. In 1994-2000 he was assigned to the USS Carl Vinson, as the first psychiatrist assigned as the senior medical officer on an aircraft carrier.

This was followed by tours as Surgeon of the 2d Marine Aircraft Wing 2000-3, Cherry Point, and Force Medical Officer of the First Naval Construction Division (Seabees) in Little Creek, North Carolina, 2003-2006. In the latter assignment he was also appointed as the Combat and Operational Stress Control (COSC) Consultant to the Navy Surgeon General. In 2006 he moved to Washington D.C. where he was assigned to the Bureau of Medicine and Surgery as the Director of Deployment Health and COSC Consultant. In 2010 he was appointed Deputy Director of Clinical Operations for the newly opened National Intrepid Center of Excellence in Bethesda, Maryland.

CAPT Koffman's career has centered on the mental health challenges of deployed Naval and Marine forces, coupled with extensive training and experience in aviation and aerospace medicine. His focus on combat stress surfaced in 1991 during his psychiatry residency in San Diego when he "put in a chit" and volunteered to spend the elective portion of his psychiatry residency in Operation Desert Storm (he was required to pay for his air fare). There he served in one of the first Navy/Marine Corps combat stress centers, and volunteered to serve as a general medical officer in an Iraqi detainee camp. He states that his education in combat stress casualties came from dealing with the Iraqi detainees, "hapless conscripts" who had been abducted off the streets, huddled in bunkers under constant attack for thirty days with little food (and what they did have was terrible) and partially desalinated water, were paid in

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counterfeit dinars, and suffered under bad leadership. These prisoners exhibited the entire range of combat stress.

His continuing development of deployed mental health expertise led to his assignment with the Seabees in 2003 and a collateral appointment as the Navy Surgeon General's COSC Consultant. In what he describes as a "stealth mission", he deployed to OEF-1 as the Combat Stress Consultant for I MEF, and joined Task Force Tarawa (2d MEB), which had encountered strong resistance at An Nasiriyah. The battle was described by an Army MEDEVAC pilot who supported the Marines as a "huge shamal". In this engagement, the 1st Battalion, 2d Marines sustained seventeen KIA. Koffman sailed back to CONUS in June with the task force while conducting a warrior transition program for the Marines.

During the period 2003-6 CAPT Koffman led four separate teams in Kuwait and Iraq to implement warrior mental health programs, with concentration on the especially challenging individual augmentee (IA) population. These are active and Reserve sailors who augment Navy, Marine Corps or Army units, and are assigned and deployed on their own and not as part of a unit deployment. One of the unique warrior transitions he attempted was to fly twelve wounded reservists of the Seabee battalion NMBC 14, who were still convalescing from a mass casualty, back to Kuwait in 2004 for a transition session. The Navy Surgeon General approved this initiative, noting, "I've never heard of sending wounded back to a war zone." Unfortunately, it was overruled by the Navy staff, and in its place a reunion with the families was set up at Gulfport, Louisiana, which failed to achieve the purpose that Koffman intended, since it did not provide a chance for the sailors to decompress as a group prior to rejoining their families.

In the course of his involvement with COSC, CAPT Koffman increasingly became aware of the special difficulties faced by individual augmentees, and in time he became known as the "Godfather" of mental health programs for the IA population, due to his continuing focus on the challenges for this Navy community. His leadership in mental health programs for warriors brought him to BUMED in 2006 where his duties included two mobile care team deployments to Afghanistan. His assignment in 2010 to the newly inaugurated NICOE is the capstone to his life's work in deployment mental health, and is consistent with his previous assignments in combining a full patient care

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schedule with administrative and managerial responsibilities for a complex Navy program.

KEY FIGURES

Adams, Barry D., Ph.D., CDR, MSC, USN: licensed clinical social worker

Arita, Anthony A., Ph.D., CDR, MSC, USN: neuropsychologist

Arthur, Donald, VADM, USN, Surgeon General US Navy, 2004-2007.

Bailey, Ronald L., Colonel, Commander, Regimental Combat Team 2, TF Tarawa; later MG, CG, 1st Marine Division

Bergthold, Richard D., Ph.D. CAPT, MSC, USN: Deputy Director for CAPT Koffman in Deployment Health, BUMED

Campbell, Justin S., Ph.D., LCDR, MSC, USN: research psychologist

Chirrelli, Peter W., GEN, USA, Ret.; Vice Chief of Staff, USA, 2008-2012

Conway, James T., General USMC, Ret.: in Iraq, 2003, CG, 1st Marine Division and 1st MEF for invasion of Iraq: later 34th Commandant of the Marine Corps

Cosgriff, Kevin J., VADM, USN: Commander, U.S. Naval Forces, U.S. Central Command, 2007-8.

Cowan, Michael S., VADM, MC, USN, Ret., Surgeon General, US Navy, 2001-4.

Cropper, Thomas A., RADM, USN: Commander, Strike Force Training Pacific, 2010-present; in 2009 was Deputy Commander, U.S. Naval Forces, U.S. Central Command

Cullison, Thomas, R., RADM, MC, USN, Ret.; Deputy Surgeon General, US Navy, 2007-2010.

Dully, Frank E., Jr., M.D., CAPT, MC, USN: flight surgeon.

Flaherty, Karen, RADM (Upper Half), USN: Deputy Chief, BUMED & Deputy Surgeon General, U.S. Navy, 2010-2012

Gould, Charles: Program Manager, Substance Abuse and Rehabilitation (SARP) Program, BUMED.

Greenert, Jonathan W., ADM, USN: Commander, U.S. Fleet Forces Command, 2007-9; Vice Chief of Naval Operations, 2009-2011; CNO, 2011-present.

Hagee, Michael W., General, USMC: Commandant, USMC 2003-6.

Hoge, Charles W. and Carl A. Castro, et al, "Combat Duty in Iraq and Afghanistan: Mental Health Problems and Barriers to Care", *New England Journal of Medicine*, 1 July 2004, Vol. 3, No.1, pp. 13-22. Authors included Robert Koffman.

Hammer, CAPT, Paul S. Hammer, MC, BUMED: Director, NCCOSC 2008-2011; Director, Defense Centers of Excellence for

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Psychological Health, Bethesda, MD, 2011-present.

Hoedl, Daniel J., LT, Chaplain, USN

Hoge, Charles W., M.D., COL, MC, USA: psychiatrist; in 2004 Director, Division of Psychiatry and Neurosciences, Walter Reed Army Institute of Research, Silver Spring, MD, and at the time of his retirement in 2009 was the Neuropsychiatry Consultant for the Army Surgeon General.

Klam, Warren P., CAPT, MC, USN: adult and child psychiatry (dual boards in psychiatry and pediatrics)

Kraft, Heidi, Ph.D. (LCDR, MSC, USN in OIF): clinical psychologist.

Kubick, Charles R., RADM, USN: Commander, 1st Naval Construction Division (Seabees) and 1st Marine Expeditionary Force Engineer Group

Lees, Joel, M.D., CAPT, MC, USN: Internal Medicine

MacDermid, Shelley M., Ph.D.: Professor of Child Development and Family Studies, Purdue University

Macedonia, Christian R., M.D., COL, MC, USA: medical advisor to ADM Mullen, CJCS

Mateczun, John M., MC, VADM, USN: Commander, Joint Task Force National Capital Region Medical, (JTF-CAPMED), 2007-2012.

McGurk, Dennis, Ph.D., LTC, MSC, USA: psychologist

McKeathern, Margaret A. CAPT, MC, USN: adolescent and pediatric psychiatrist

Miller, Larry, CDR, MSC, USN: PA-C (Certified Physician Assistant)

Mullen, Michael G., ADM, USN: Chairman, Joint Chiefs of Staff, October 2001-September 2011.

Nash, William P., CAPT, MC, USN, Ret.: From 2005-8, Director of Combat and Operational Stress Control, HQ, USMC, Quantico, VA

Natonski, Richard F., LtGen, USMC, Ret.: in Iraq, 2003, CG 2d MEB (TF Tarawa-Battle of Nasiryah); in 2004, CG 2d Marine Division.

Pierce, Jack S., M.D., CAPT, MC, USN: psychiatrist; "OSCAR was the Marine Operational Stress Control and Readiness program that my good friend, Captain Jack Pierce, should rightfully receive credit for developing."

Roughead, Gary, ADM, USN: Chief of Naval Operations, 2007-2012.

Service, David B., CAPT, MSC, USN: aerospace physiologist

Shephard, Ben, *A War of Nerves; Soldiers and Psychiatrists in the Twentieth Century*, Cambridge, Massachusetts: Harvard

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University Press, 2001.

Smith, David, J., RADM, MC, USN: Joint Staff Surgeon, Office of the Chairman, Joint Chiefs of Staff, in 2010-11, Chief Medical Advisor, International Security Assistance Force (ISAF), Afghanistan

Steussi, Keith, M.D., CDR, MC, USN: sports medicine specialist; in 2011 OIC, Concussion Restoration Care Center, Camp Leatherneck, Afghanistan.

Stuppard, Charles L., CAPT, USN: May 2007- June 2008, Commander, Combined Task Group 56.6, Expeditionary Combat Readiness, consisting of 10,000 IAs in Kuwait, Iraq and Afghanistan. CTG 56.6 is a component of Combined Task Force 56, Navy Expeditionary Combat Command.

Walsh, Patrick M., ADM, USN: VCNO 2007-9; Commander, Pacific Fleet, 2009-present.

KEY WORDS

aerospace medicine
Afghanistan
aircraft carrier mental health support
Bagram Theater Internment Facility
Behavioral Health Needs Assessment Survey, BHNA
combat and operational stress control (COSC)
combat stress center
combat stress collapse of the Iraqi army
complementary and alternative medicine
deployment health
detainee operations
embedded mental health providers
EPW mental health support
flight surgeon
Hoge, Charles, et al, "Combat Duty in Iraq and Afghanistan: Mental Health Problems and Barriers to Care", *NEJM*, 1 July 2004.
individual augmentee (IA)
Iraq
mobile care team
Nasiriyah, Iraq
Operation Desert Storm (ODS)
Operation Enduring Freedom (OEF)
Operation Iraqi Freedom (OIF)
operational mental health

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operational stress control and readiness (OSCAR) program, USMC
post traumatic stress disorder (PTSD)
Seabees
Task Force Tarawa
Walter Reed Army Medical Center crisis 2007
Warrior Transition

GLOSSARY AND ACRONYMS

1NCD: First Naval Construction Division
2d MARDIV: 2d Marine Division; elements of the 2 MARDIV deployed to Kuwait in 2003 to reinforce I MEF; these units formed the MEB called TF Tarawa.
2d MEB: 2d Marine Expeditionary Brigade
I MEF: 1st Marine Expeditionary Force
"A" School: initial Navy enlisted specialty school; is attended following boot camp; e.g. Hospital Corpsman.
AH-1: Cobra attack helicopter, the principle Army attack helicopter in Vietnam; manufactured by Bell Helicopter based on the single engine UH-1 Iroquois "Huey" utility helicopter; was replaced by the AH-64 Apache.
A-6 Intruder: all weather attack bomber
AAV: amphibious assault vehicle (tracks)
aerospace medicine residency: medical specialty based on preventive medicine, with focus on aviation human factors, population management, and risk identification and control.
allopathic medicine: the practice of conventional Western medicine
AMAL: Available Medical Allowance List
An Nasiriyah: the battle of Nasiriyah in March 2003 was an intense fight by TF Tarawa in the invasion of Iraq, OEF 1.
APOD: aerial port of debarkation
AV-6B: original Marine designation for the Harrier AV-8A
AV-8A: first generation Harrier V/STOL fighter ("jump jet"); AV-8B: second generation Harrier
Balboa: US Navy Medical Center, San Diego; located adjacent to Balboa Park
BHNA, BHNAS: Behavioral Health Needs Assessment (BHNA Survey): tool developed by the Walter Reed Army Institute of Research to assess the behavioral health needs of a military unit
BICEPS: Brevity, Immediacy, Centrality, Expectancy, Proximity, Simplicity; protocol for treatment of combat stress

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BUMED: Bureau of Medicine and Surgery; headquarters for the US Navy Medical Department

"C" school: Navy advanced enlisted specialty school; eg Medical Laboratory Technician

CAM: complementary and alternative medicine

Camp Bucca: largest detention facility in Iraq

Camp Beuhring: U.S. military reception camp in Kuwait

Camp Commando: USMC camp in the Kuwait desert, in northwest Kuwait

Camp Croper: US Army detention facility near Baghdad

Camp Lejeune: USMC base, North Carolina

Camp Victory: primary component of the Victory Base Complex (VBC) surrounding the Baghdad International Airport (BIAP). Includes the Al-Faw Palace, which served as the headquarters for the Multi-National Corps - Iraq; Camp Liberty (formerly known as Camp Victory North), Camp Striker, and Camp Slayer

CAPMED: Joint Task Force, National Capital Region Medical (JTF CAPMED), established 14 September 2007 as a standing task force reporting to the Deputy Secretary of Defense, as an early step in the consolidation of the military healthcare system, in this case the military healthcare facilities in the National Capital Region. Located at Bethesda, MD, the first commander was RADM John M. Mateczun, MC, VADM, USN.

CC: component command

CENTCOM: U.S. Central Command

CH-46: Sea Knight "Phrog 46", USMC primary assault tandem rotor helicopter; the Army's version is the much larger CH-47 Chinook. The nickname "Phrog" is a humorous spelling for frog, due to the helicopter's resemblance to a frog with the rear of the aircraft squatting lower than the front.

CH-53: Sea Stallion heavy lift helicopter

CH-60: Sea Hawk; Navy version of the Army UH-60 Black Hawk helicopter

C-130: Hercules four-engine turboprop military transport plane

Chi: Chinese holistic modality of healing based on the principle of "chi", the life force

chit: any piece of paper requesting a privilege

Class A: flight accident investigation for a mishap involving fatalities, destroyed aircraft or \$2 million or more in damages.

Columbia Space Shuttle: NASA orbiter STS-107 on its 28th mission disintegrated during re-entry 1 February 2003, killing all

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seven crew members.

Combat to College (C2C): Montgomery College, Maryland program of academic and social opportunities and support services for military veterans and active service members.

combat and operational stress: "The expected and predictable emotional, intellectual, physical, and/or behavioral reactions of Service members who have been exposed to stressful events in war or military operations other than war. Combat stress reactions vary in quality and severity as a function of operational conditions, such as intensity, duration, rules of engagement, leadership, effective communication, unit morale, unit cohesion, and perceived importance of the mission." DOD Dictionary of Military Terms JP1-02, as amended 13 June 2007.

COMMS: communication means

COSC: combat and operational stress control: "Programs developed and actions taken by military leadership to prevent, identify, and manage adverse combat and operational stress reactions in units; optimize mission performance; conserve fighting strength; prevent or minimize adverse effects of combat and operational stress on members' physical, psychological, intellectual and social health; and to return the unit or Service member to duty expeditiously." DOD Dictionary of Military Terms, JP1-02, as amended 13 June 2007.

Covenant leadership: As Chief of Naval Operations, ADM Vern Clark described covenant leadership as "leaders promise and commit things to subordinates, and subordinates promise and commit things to bosses."

CSC: Combat Stress Control: "Programs developed and actions taken by military leadership to prevent, identify, and manage adverse combat stress reactions (CSRs) in units; optimize mission performance; conserve fighting strength; prevent or minimize adverse effects of combat stress on members' physical, psychological, intellectual and social health; and to return the unit or member to duty expeditiously." DOD Directive 6490.5, 23 February 1999.

CSR: Combat Stress Reaction: "The expected, predictable, emotional, intellectual, physical, and/or behavioral reactions of Service members who have been exposed to stressful events in combat or military operations other than war." DOD Directive 6490.5, 23 February 1999.

DCoE: Defense Centers of Excellence for Psychological Health,

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Arlington, VA; established in 2007.

DD 214: Department of Defense Form 214, Report of Separation deck plate: used in describing working level personnel and functions, as in "deck plate focus"

denial, repression, suppression: defense mechanisms; Freud theorized that defense mechanisms help the ego cope with anxiety

Department of Defense Task Force on Mental Health. (2007). *An Achievable Vision: Report of the Department of Defense Task Force on Mental Health*. Falls Church, VA: Defense Health Board.

Desert Storm: Operation Desert Storm (ODS): 17 January-28 February 1991 the active combat phase of the Persian Gulf War 22 August 1990-28 February 1991, a U.S. led operation with the mission of repelling Saddam Hussein's invasion of Kuwait.

detainee: person held in custody, usually for political reasons (as opposed to prisoners of war, who are legitimate combatants in inter-state conflict)

detainee operations: "U.S. forces must be prepared to properly control, maintain, protect, and account for all categories of detainees in accordance with applicable U.S. law, the law of war, and applicable U.S. policy." JCS, Joint Publication 3-63, *Detainee Operations*, 30 May 2008.

DEWIN biology: dynamics of host pathogen infections: a program at The Center for Infection Biology (ZIB), Hannover Medical School, Germany

down: an unsatisfactory grade (unsat) in a phase of flight training

DS 106: Success Group, a course offered at Montgomery College for students who believe they have deficient academic performance

DUINS: Duty Under Instruction, Navy program for post graduate degrees in specialty areas; the Navy pays tuition and fees, and the individual continues to receive full pay and allowances.

EOD: Explosive Ordnance Demolition

EPW: enemy prisoner of war

FAM: familiarization (FAM) flight

ESC: Executive Steering Committee; senior BUMED council

failing aviator: In April 1985, CAPT Frank Dully, the President of the Society of U.S. Naval Flight Surgeons, used the phrase "failed aviator" in discussing the role of flight

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surgeons in different types of flight boards. (Society of U.S. Naval Flight Surgeons, *Newsletter* VOL IX No. 2, April 1985).

first lieutenant: in naval usage the officer in command of the deck compartment; depending on the size of the ship, the rank can range from ensign to commander. The deck compartment is comprised of sailors who perform a variety of functions, such as upkeep and maintenance of the ship, etc.

First Marine Expeditionary Force (I MEF)

Fit Rep: fitness report

FM 22-51: *Leader's Manual for Combat Stress Control*, Department of the Army, 1994.

FOB: Forward Operating Base

Fort Suse: internment facility in Kurdistan

Frog (or humorous spelling as Phrog): nickname, possibly from a cartoon character, for the Marine Corps CH-46 Sea Knight helicopter that resembled a frog due to the rear of the aircraft squatting lower than the front.

GMO: general medical officer (i.e., general practitioner)

"grinder": parade ground

Harrier: Marine Corps V/STOL fighter "jump jet"; AV-A, AV-B

HeartMath: techniques derived from "intelligent heart" concept that teaches individuals how to become more mentally and emotionally balanced

Huey Cobra: AH-1 Cobra, the attack version of the Bell UH-1 "Huey" Iroquois utility helicopter, the workhorse of the Vietnam War.

IA: individual augmentee: Sailors who support or "augment" another Navy, Marine Corps or Army command. Sailors usually go to their IA assignment on temporary or TAD orders and return to their current or "parent" command once they complete their assignment. Assignments vary in length from a few months to a year or more. In January 2011, there were 9,532 Navy IAs: 4,793 Active Duty and 4,739 Reserve (Navy IA Facebook page); in November there were 8,130 IAs: 4,550 Active Duty and 3,580 Reserve (Sam Fellman, "Most IAs Still Get Little Notice Before Tour," *Navy Times*, 21 November 2011.

The Joint Commission (JTC): formerly the Joint Commission on Accreditation of Healthcare Organizations (JCAHO, a private non-profit organization that is the nationally recognized accrediting body for hospitals and other health care

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organizations and programs.

KA-BAR: USMC fighting/utility knife

Leatherneck: Camp Leatherneck, 1,600 acre USMC base in Helmand Province, Afghanistan

liberty risk: revocation or limitation of the liberty privilege based on prior behavior that may embarrass or discredit U.S. armed forces.

Line of Action (LOA): a course of action directed by the Senior Oversight Committee (SOC) for the Wounded, Ill and Injured. The SOC was established by the Department of Defense and Department of Veterans Affairs in May 2007 as one of the actions taken in reaction to Washington Post reports on 18 February 2007 of wounded, ill and injured soldiers being neglected at the Walter Reed Army Medical Center. The SOC is co-chaired by the deputy secretaries of DOD and VA. LOA 2 was TBI/PTSD. DOD established a "Red Cell" with representatives from each Service that allocated funds to programs in five areas: Access to Care, Quality of Care, Surveillance, Transition of Care, and Resilience.

Maslow's Heierarchy of Needs: Abraham Maslow in 1943 published his theory of human motivation as a hierarchy from lower to higher needs (e.g. breathing, food and water to morality, creativity and spontaneity).

MCAS: Marine Corps Air Station

MCRP 6-11C: Marine Care Reference Publication 6-11C (NTTP 1-15M), Combat and Operational Stress Control, 20 December 2011.

MCT: Mobile Care Team

MEB: Marine Expeditionary Brigade

MEF: Marine Expeditionary Force

Med Hold: medical holding; administrative personnel category for military members undergoing prolonged evaluation/treatment

MHAT: Mental Health Advisory Team (Army); teams that used three types of anonymous surveys to assess the behavioral healthcare system in OIF.

MHS: Military Healthcare System

MTF: Medical Treatment Facility

mind-body medicine: techniques that uses the power of thoughts and emotions to influence physical health

mindfulness: psychological quality, variously defined, beginning with bringing one's complete attention to the present experience on a moment-to-moment basis

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mindfulness-based stress reduction: combines mindfulness, meditation and yoga

N12: Force Programming and Manpower Management Division (OPNAV N12), Office of the Chief of Naval Operations

NAA: not aeronautically adapted; individuals whose psychological makeup is not objective, healthy, or mature enough to keep both the Naval aviator and their mission, the aircraft and crew safe.

NAMI: Naval Aerospace Medical Institute

NAMRL: Naval Aerospace Research Laboratory; unit disestablished 2 September 2011 with its mission assumed by the Medical Research Unit, Dayton; Wright Patterson Air Force Base, Dayton Ohio

NAVCENT: U.S. Naval Forces Central Command, Bahrain

NCCOSC: Navy Center for Combat and Operational Stress Control, San Diego, California

NCF: Naval Construction Force (Seabees); combat ready construction units of the Navy, primarily mobile and amphibious construction battalions.

NECC: Navy Expeditionary Combat Command, Little Creek, VA; a subordinate command of the Navy's Fleet Forces Command, is a functional command for Naval expeditionary forces (40,000 in 2013)

NHRC: Naval Health Research Center, San Diego, California

NICOE: National Intrepid Center of Excellence, Bethesda, Maryland; its mission is "to be the leader in advancing world class psychological health and traumatic brain injury treatment, education and research."

NMCB-14: Naval Mobile Construction Battalion 14 (Seabee), Jacksonville, Florida; during their deployment in 2004 had twenty wounded plus seven killed in two separate incidents over a three-day period

NOMI: Naval Operational Medicine Institute, Pensacola, Florida

OCMED: Occupational Medicine; medical specialty focused on workplace disease and injury prevention

OCO: Overseas Contingency Operation

ODS: Operation Desert Storm

OEF: Operation Enduring Freedom

OIF: Operation Iraqi Freedom

OIS: Officer Indoctrination School (later renamed Officer Development School), U.S. Navy Training Command, Newport, Rhode Island

Office of Deployment Health, Code 91, BUMED; an office under

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Code 9, Wounded, Ill and Injured
on-wing: the assigned instructor pilot for a student in flight school
OSCAR: Operational Stress Control and Readiness, a Marine Corps program
Osprey: V-22 multi-mission tilt rotor aircraft with both VTOL \ and STOL capability; fielded by the USMC in 2007 as replacement for the CH 46 Sea Knight helicopter
Palma: Palma de Mallorca, Spain
Pax River: Navy Health Clinic, Patuxent River, Maryland
PCL: PTSD check list
PCS: Permanent Change of Station
pathognomonic: characteristic of a disease; a pattern of symptoms not found in any other condition
PCS: permanent change of station
Phrog: see Frog.
PIES: Proximity, Immediacy, Expectancy, Simplicity - treatment of combat stress.
pin: badge
PTS/PTSD: Post-Traumatic Stress/Post Traumatic Stress Disorder
PSD/ PSAD: Personnel Support Activity Detachment
PTCL: Post Traumatic Check List
Public Health Questionnaire-9 (PHQ-9): self-administered nine-item tool, a component of the PHQ, that is used to measure depression
Red Cell: joint service medical working group formed in the aftermath of the Walter Reed incident in 2006; described as the genesis of DCoE.
Republican Guard: Iraqi army formation, Saddam Hussein's elite force.
Rule Number Two, by Heidi Kraft Kraft, New York: Little, Brown and Company, 2007.
SARP: Substance Abuse Rehabilitation Program
Seabees: Name derived from Navy construction battalions (CBs), the Navy's mobile and amphibious construction force
SMO: Senior Medical Officer aboard a vessel
STOL: short takeoff and landing
stone hands: sub-optimal flying skill
Surface Warfare Medical Department Officer: designation awarded upon completion of qualifications as set forth in a Chief of Naval Operations instruction OPNAV 1412.8B. The SWMDO pin is awarded with distinctive insignia for Medical

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Corps, Nurse Corps, Dental Corps, and Medical Service Corps officers.

T-34: single engine propeller-driven military trainer, the Beechcraft Mentor

TAD: Temporary Attached Duty (equivalent to Army TDY, temporary duty)

TAP: Transition Assistance Program, a DOD program in collaboration with Department of Veterans Affairs, Department of Transportation, and Department of Labor to assist the return of military members and families to civilian life.

Task Group Trident: Navy component of Task Force Protector, which assumed command of the Bagram Theater Internment Facility, August 2009 (relieving Task Force Guardian).

TBI: Traumatic Brain Injury; mTBI is mild TBI

TE: Table of Equipment

Team Spirit: annual joint/combined military exercise conducted between 1976 and 1993 and again from 1994-6 by the U.S. and South Korea

TO: Table of Organization

Top Gun: 1986 movie about Naval aviators starring Tom Cruise

TPFDL: Time-Phased Force and Deployment List

TQ: Al Taqaddum Air Base, located about 74 KM west of Baghdad

US Fleet Forces: headquarters in Norfolk, VA; formerly the U.S. Atlantic Fleet, provides the naval force for the combatant commands

USS Carl Vinson, CVN 70: Nimitz class nuclear aircraft carrier, commissioned 13 March 1982

USS Ponce, LPD 15: landing platform dock; an amphibious landing dock ship, commissioned 10 July 1971

V-22 Osprey: multi-mission tilt rotor aircraft with both V/STOL and STOL capability; fielded by the USMC in 2007 as replacement for the CH 46 Sea Knight helicopter

VA/DOD Clinical Practice Guideline for Management of Post Traumatic Stress, Version 2.0, 2010. Includes guidelines for alternative medical treatments, eg. hypnosis, acupuncture, etc.

VMAT-203: Marine Attack Training Squadron based at Marine Corps Air Station, Cherry Point, NC

V/STOL: vertical and/or short takeoff and landing

Walter Reed crisis: *Washington Post* articles beginning 18 February 2007 alleged that soldiers who were returnees from Iraq were being neglected at the Walter Reed Army Medical

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Center, particularly Building 41, a former motel leased by the Army across the street on Georgia Avenue and used as a quarters ward for military patients.

War in the Wards, by Stanley Weintraub, 1964. The account of an Army MSC lieutenant assigned to a POW hospital in Korea that treated nearly 90,000 patients, all the while faced with relentless resistance by Communist Korean prisoners.

"War is Hell": attributed to Civil War General of the Army William Tecumseh Sherman

War of Nerves: Soldiers and Psychiatrists in the Twentieth Century, by Ben Shephard, 2001.

WESTPAC: Western Pacific

WRAMC: Walter Reed Army Medical Center, Washington, D.C. Closed August 2011 and consolidated with the National Naval Medical Center at Bethesda, Maryland to form the Walter Reed National Military Medical Center.

Yellow Ribbon Program: Minnesota National Guard Program established to organize community support services for families of service members during deployment.

Memorable Phrases

- On establishing mental health support: "You build it and they'll come...and they'll keep on coming."
- Character logic disorder: ICD-10 defines this personality disorder as, "A severe disturbance in the character logical condition and behavioral tendencies of the individual, usually involving several areas of the personality, and nearly always associated with considerable personal and social disruption."
- "With all due respect Sir, what the...are you doing here?" (CAPT Koffman's welcome greeting from the battalion commander at An Nasiriyah.)
- "Anonymity is king in mental health."
- Warrior transition must be started early. It's too late "once the aircraft wheels are in the well."
- "Not yet a full-up round." (a physician in training prior to completing residency.)
- In reference to a mass casualty in the Seabee battalion, NMCB-14 (7 KIA 20 wounded): "We stopped in Palma and the chaplain and I made a strong case that the troops really needed to decompress. They hadn't had alcohol. I thought that alcohol would be useful in the sense that the troops deserved it, but I didn't appreciate how useful it would be in terms of

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mobilizing all this affect. In fact, after Palma, the number of individuals I saw went up a lot because of all of the mobilization of affect that occurred with the alcohol."

- So this whole idea of a return and reunion, and how it needs to be managed; ultimately these experiences became seminal in the returning warrior weekend that BUMED created, where we would bring all the warriors back three months after their return. "
- The idea of trying to reunite wounded warriors with the warriors returning from Iraq in CONUS in the midst of their families did not work." This was the case in 2004 in Gulfport, Louisiana, when wounded sailors of NM Seabee 14 lined the red carpet near the families of the returning Seabees as their brethren fellow Seabees got off the plane. "It was the saddest moment I've ever witnessed. With the family members just meters beyond the wounded, the wounded were almost disregarded."
- Admiral Kubick stuck his K-bar in the desk and said, "With all due respect..."
- "In no other specialty does referral to a higher level of care portend a poor prognosis. In every other specialty, if somebody's got belly pain, or needs an operation, sending them to a tertiary level of care, sending them to the rear, or sending them to a higher level of care will portend a better prognosis. In mental health it is just the opposite. You will have a poorer prognosis the further you send the individual in pursuit of that higher level of care."
- "You asked me earlier if this work doesn't get me down. I don't really think of it as getting me down. This is what I do; this is who I am; this is the service I provide. I don't even think about it. Sometimes patients tell me stories that are so horrific that as they're getting tearful I get tearful along with them. These are events in people's lives that are the most difficult moments they'll ever have to deal with. But the bright side of that is that by sharing them, they're actually giving me a starting point, and it's something that we can move on from there. So it's not depressing; it's not tiring; it's not drudgery. Every patient who comes here is coming here because they believe that we can help them and they want help; they want to feel better; they want to suffer less. Every patient that has left here has told us they were glad they had come, and it's not just me, I'm a very small

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piece of it."

- "From the professional level, it's seeing folks get better and walk out the door. Today we saw this individual smile. It was the first time in about a year and a half that his family can remember seeing him smile, because he has hope, because he has a plan, because he has a sense of self-control again."
- Mobile Care Team: (Jason Campbell) "Captain's the one that went to bat to ensure there was some type of care provider capacity in the mobile care team, hence the name Mobile Care Team. It's really breaking new ground."

R. Ginn 9/15/12; 8/8/13