

**BUMED Oral History Interview Synopsis and Key Words**  
**Heidi Squier Kraft, Ph.D.**  
**Consultant, Navy Combat/Operational Stress Control Program,**  
**Naval Health Research Center, San Diego, CA**

Date and Location of Interview: 27 April 2011, Marriott  
Residence Inn, Vermont Ave., Washington, D.C.  
Interviewer: Richard V.N. Ginn, COL, USA, Ret.

**SYNOPSIS**

Dr. Heidi Squier Kraft is special. She is a clinical psychologist and the author of *Rule Number Two: Lessons I learned in a Combat Hospital*,\* a moving account of her deployment to Iraq for seven months in 2004 with Alpha Surgical Company in support of the Marines. The book has been described as "funny, sad, sweet, and powerful." This interview was conducted in Washington, D.C., where Dr. Kraft served on a panel the following day at a Smithsonian Conference on Wounded Warrior Care.

She joined the Navy in 1996 during her doctoral program in psychology. After completion of the Naval Flight Surgeon School (where she met her husband, a Marine Harrier pilot) she was assigned from 1997-1999 as a Human Factors Analyst at the Naval Flight Safety Center in San Diego, California. This was followed by assignment from 1999-2003 as Deputy Program Manager, DOD HIV/AIDS Prevention Program, an AFRICOM humanitarian assistance program, and from 2003-2005 as a staff clinical psychologist at the Naval hospital, Jacksonville, Florida.

Dr. Kraft was the mother of fifteen month-old twins when she deployed to Iraq, and it was a demanding experience. Her most intense encounter was the care of CPL Jason Dunham, who would posthumously be awarded the Medal of Honor. Dunham was initially treated at Alpha Surgical, and would later die after evacuation to the National Naval Medical Center, Bethesda, MD. In the interview she discusses how she developed a personal relation with the Dunham family, to the extent of staying at their home. Indeed, she had been in contact with them on the anniversary of his death a few days before the interview.

During her deployment she wrote for her own personal therapy a list of "Things That Were Good about Iraq and Being Deployed with the Marines, and Things That Were Not Good", which she emailed to a few friends and family. The list made quite an impression, and was further emailed to a much wider audience on the internet. Dr. Kraft did not intend to publish anything, but one of those who saw her list was Otto Lehrack, a retired Marine lieutenant colonel, who told her that she had to write a book on

her experience, and from that point on he continued to check on her progress. This resulted in publication of *Rule Number Two*.

In 2005, Dr. Kraft separated from the Navy as a lieutenant commander, Medical Service Corps, after nine years of active duty. She is currently employed in San Diego under a contract with SAIC as a consultant to the Navy's Combat and Operational Stress Control (COSC) Program. In 2007, as a civilian, she accompanied CAPT Robert Service and LCDR Justin Campbell on a Medical Care Team deployment to Afghanistan where they conducted a crisis intervention with the staff at the Bagram Internment Facility. Her position keeps her on the road giving presentations on COSC at a wide variety of audiences, principally Navy and Marine Corps. Of the different groups she has worked with, she says a session with the SEALs was the most difficult, as contrasted with a very productive session with an EOD group. She continues to see clinical patients. The principal treatment for PTSD is cognitive processing therapy (CPT), which typically includes twelve sessions over a three month period. This is an intensely demanding therapy, and she describes one patient who quit, walked out and never returned.

In describing the overall COSC program, she notes that the mental health stigma continues, although she acknowledges the efforts of the senior enlisted/four star leadership in addressing this. She views the principal weakness of the program is marketing. She mentions three leading lights in the development of COSC: CAPT Bill Nash, the father of COSC in the Marines, CAPT Jack S. Pierce, MC, for the OSCAR program; and CAPT Robert L. Koffman, who is considered the "godfather" of individual augmentee (IA) COSC. Dr. Kraft praises the Navy's emphasis on treating combat stress conditions as an injury, not as a combat stress "reaction". The term "reaction" conveys a sense that the individual can somehow control or even prevent a reaction to stress, so there is an individual responsibility in some way. Conversely, regarding combat stress as an injury has several advantages.

- Injuries can be fixed, mended, repaired.
- Injuries occur through no fault of the individual, whereas the term "reaction" insinuates the individual is complicit in the condition by "reacting".
- Health professionals can focus on ways to treat the injuries, to restore the individual to as productive a life as possible.
- It encompasses the idea of early intervention for "repair" of the injury. She uses an analogy of a sprained ankle. If the individual does nothing, but just ties the boot tighter so he can keep on going, there is no healing; and when the

boot eventually comes off, the individual will be unable to ambulate.

\*Rule Number Two is taken from the television show M\*A\*S\*H.

*Look, all I know is what they taught me in Command School. There are certain rules about a war and Rule Number 1 is, young men die and Rule Number 2 is doctors can't change Rule Number 1.* Lt. Col. Henry Braymore Blake, Commanding Officer, MASH 4077. (From the episode "Sometimes You Hear the Bullet")

#### KEY WORDS

Cognitive Process Therapy  
COSC: U.S. Navy Combat and Operational Stress Control Program  
Dunham, Corporal Jason, USMC  
EOD  
Koffman, Robert L., CAPT, MC, USN  
Medal of Honor  
Military psychiatry/psychology  
Nash, William P., CAPT, MC, USN  
OEF  
OIF  
OSCAR  
Pierce, Jack S., CAPT, MC, USN  
Psychologists  
*Rule Number Two: Lessons I learned in a Combat Hospital*, by Heidi Kraft  
PTSD  
SEALs  
Women in the Navy

#### GLOSSARY

Carrier quals (CQ): aircraft carrier landing qualifications; flight tests in four categories from Undergraduate CQ to Requalification CQ.

Cognitive Processing Therapy (CPT): A DOD-approved PTSD therapy

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.

EOD: explosive ordnance disposal

Harrier: McDonnell Douglas AV-8B Harrier II, VSTOL (Vertical Short Takeoff and Landing) strike fighter.

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 4739 Reserve (Navy IA Facebook page)

Koffman, Robert L., CAPT, MC, USN; Deputy Director, Clinical Operations, National Intrepid Center of Excellence, Bethesda, MD

Lehrack, Otto J., LTC, USMC Ret.; retired Marine Corps infantry officer, veteran of two tours in Vietnam and author of five books, including *No Shining Armor: The Marines at War in Vietnam*.

Little, Brown and Company: publishers.

Nash, William P, CAPT, MC, USN: Nash has served with the Marines since 2000. He deployed to Iraq in 2004 with the 1<sup>st</sup> Marine Division. In October 2005 he was assigned to HQ, USMC Quantico as Director, Combat/Operational Stress Control Policy, USMC.

Naval Safety Center: Norfolk, Virginia

Navy Personnel Command (NPC): Millington, Tennessee

MEF: Marine Expeditionary Force

MTF: medical treatment facility

OEF: Operation Enduring Freedom

OIF: Operation Iraqi Freedom

OSCAR: Operational Stress Control and Readiness, a Marine Corps program

Pierce, Jack S., CAPT, MC, USN: In 1998 CAPT Pierce was assigned as the 2d MARDIV psychiatrist, "and began developing the OSCAR program." This led to assignment from 2001-2004 to HC, USMC, Wash., D.C. as senior staff officer to develop OSCAR for USMC-wide implementation.

PIES: Proximity, Immediacy, Expectancy, Simplicity; established protocol for treatment of combat stress.

PTSD: Post Traumatic Stress Disorder

PTSD treatment protocols approved by DOD: Cognitive Processing Therapy (CPT), Prolonged Exposure (PE), Eye Movement Resensitization and Reprocessing (EMDR; and Stress Inoculation Training (SIT). (Source: VA/DOD Clinical Practice Guidelines for the Management of Post Traumatic Stress, 2010)

Rand Study, 2008: Teri Tanielian and Lisa H. Jaycox, et al, "The Invisible Wounds of War: Psychological and Cognitive Injuries, Their Consequences, and Services to Assist Recovery," Rand Corporation, Santa Monica, California, April 17, 2008.

Service, David B., CAPT, MSC, USN: naval aerospace physiologist; in 2012, Commander, Naval Medical Research Unit Six, Lima, Peru.

Smithsonian Conference: Wounded Warrior Care: Rediscovering the  
Meaning of Healthcare, conference presented in  
conjunction with the Navy Medicine Institute, at the  
National Museum of Natural History, Washington, D.C. on 28  
April 2011.]

VMFAT 101: Marine Fighter Attack Training Squadron; F/A-18  
Hornet training squadron, Marine Corps Air Station,  
Miramar, San Diego, California

Walsh, Patrick M., ADM, USN, Ret.; Commander, U.S. Pacific  
Fleet, 2009-12