

CENTER FOR GLOBAL HEALTH ENGAGEMENT



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CGHE



Uniformed
Services
University

2020
ANNUAL REPORT

Photo by the
CGHE APRRP team

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LETTER FROM THE DIRECTOR



The Center for Global Health Engagement (CGHE) showed great resilience and ability to adapt to changing environments in 2020. From quickly switching to virtual platforms to refocusing efforts on the Force Health Protection aspect of the Department of Defense (DoD) Instruction 2000.30 on Global Health Engagement (GHE) activities, CGHE staff demonstrated they were ready to be flexible, adaptive, and responsive to the DoD GHE enterprise and changing demand signals.

The year started with a steady stream of training and programmatic activities, in keeping with CGHE's mission to provide operational support to Geographic Combatant Commands (CCMDs) and service components. Before the COVID-19 pandemic restricted travel and in-person events, CGHE was able to deliver seven Fundamentals of Global Health Engagement (FOGHE) courses to 189 students, including GHE planners from varied military backgrounds and services. In January, under the oversight of the U.S. Africa Command (USAFRICOM), the CGHE African Peacekeeping Rapid Response Partnership (APRRP) team coordinated an Advanced Trauma Life Support® (ATLS®) course, which was delivered by the Ghana Chapter ATLS® to participants from the four APRRP countries CGHE currently supports: Ghana, Rwanda, Senegal, and Uganda. This course was one of nine events conducted on the continent in support of the APRRP program between January and March, which included site surveys, workshops, courses, and other related activities.

CGHE also continued to provide support to the Office of the Assistant Secretary for Defense - Health Affairs (OASD(HA)), including working on several tasks listed under the DoD GHE DOTMLPF-P Change Recommendation (DCR). CGHE made strides toward closing out Task #3 of the DoD GHE DCR, which aims to develop a GHE Playbook leveraging an operational approach to support CCMD Combatant Campaign Plan objectives using doctrinal Joint Health Capabilities and Functional Areas. The initiative, a collaborative Joint GHE stakeholder effort, resulted in a common definition and the creation of a "Guide for developing a Functional Area Playbook" to be used by DoD GHE subject matter experts across the 13 doctrinal functional areas to create different playbooks as requested. CGHE is also supporting OASD(HA) in working towards closing out Task #4, which aims to establish a joint GHE knowledge management structure to support the joint GHE community of practice; and Task #2, which aims to develop a Joint GHE handbook for planners, logisticians, and operators that incorporates best practices for planning, preparing for, executing, and assessing GHE activities conducted in support of CCMD objectives.

CGHE is poised to continue to address the increasing demand across the DoD GHE enterprise, specifically when it comes to supporting the CCMDs and ensuring alignment with their Combatant Command Campaign Plans. As always, I want to thank both our staff and stakeholders who quickly pivoted to accommodate for limitations and shifting priorities resulting from the COVID-19 pandemic. We plan to take lessons learned in 2020 and build upon them moving into 2021 and beyond.

A handwritten signature in black ink that reads "Danny Shiau". The signature is fluid and cursive.

Danny Shiau, MD, MPH, CAPT, MC, USN
Director, USU CGHE

MISSION

Provide operational support to the Department of Defense (DoD) Global Health Engagement (GHE) enterprise to meet national security objectives. We accomplish this by providing a hub for GHE thought leadership and knowledge; operational support to the Joint Force; education and training; research and scholarship; and assessment, monitoring, and evaluation.

VISION

By the end of Calendar Year 2021, CGHE will be globally recognized as a leading institution for the DoD GHE enterprise.



COVID-19 RESPONSE

The onset of the global COVID-19 pandemic brought about challenges, but CGHE was able to adjust and adapt to still maintain meeting the center's mission. As travel restrictions took hold, CGHE's cohort of active duty personnel provided support to the Office of the Joint Staff Surgeon in its daily operations responding to the pandemic threat, demonstrating flexibility and ability to adapt to various GHE-related settings in support of national security objectives. This included responding to the Joint Staff Surgeon's requests to support COVID-19 related activities as well as detailing personnel to serve as subject matter experts, consultants, and policy advisors.

CGHE also adapted to the changes incurred to its involvement in APRRP by working with the U.S. Department of State in seeking congressional approval for APRRP Partner Nations to use U.S. government-procured Level 2 Hospitals as part of their nations' domestic COVID-19 response. The CGHE APRRP team also developed critical care and field sanitation courses, among others, focusing on COVID-19 considerations and delivered via virtual platforms.

CGHE also supported U.S. Indo-Pacific Command's (USINDOPACOM) Surgeon's Office in conducting its first Military-Civilian Pacific Health Security Webinar Series in partnership with the Australian Defence Force. CGHE also adjusted the delivery of its training curriculum and switched to virtual format in adherence with USU guidance and directives.

SUPPORT TO OASD(HA)

DOD GHE Handbook

The DoD GHE DCR Task #2 prompted the creation of a DoD GHE Handbook to enable GHE operators and planners at all levels. Through the course of the year, CGHE provided an initial review of a product created by multiple stakeholders across the DoD GHE enterprise. With concurrence from OASD(HA) that the GHE Handbook was on track, CGHE staff then worked to further develop and refine the product. Subject matter experts standardized the language, established consistency throughout the Handbook, and developed select sections were further developed to better represent the DoD GHE effort. The revised Handbook, version 2.0, has been provided to the DoD GHE DCR owner to continue the formal review process.

Playbooks Initiative

CGHE made strides toward closing out Task #3 of the DoD GHE DCR, which aims to develop a GHE Playbook leveraging an operational approach to support CCMD Combatant Campaign Plan objectives using doctrinal Joint Health Capabilities and Functional Areas. The initiative, a collaborative Joint GHE stakeholder effort, resulted in a common definition and the creation of a “Guide for developing a Functional Area Playbook” to be used by GHE subject matter experts across the 13 doctrinal functional areas to create different playbooks as requested. CGHE along with stakeholders within the DoD GHE enterprise are currently in the process of finalizing three playbooks in the following areas: Medical Plans and Logistics, Patient Movement, and Trauma/Surgery.



ASSESSMENT, MONITORING AND EVALUATION

MEASURE GHE Study

As part of CGHE's ongoing support for OJSS and the CCMDs, the Center launched its MEASURE GHE study, also known as "Monitoring and Evaluation Activities Supporting Unified Regional Efforts in Global Health Engagement". This effort is an OJSS-led approach to quantify the value of GHE by measuring return on investment in keeping with DoD Instruction 5132.14 on Assessment, Monitoring, and Evaluation Policy for the Security Cooperation Enterprise. The study links specific goals and measures of effectiveness (MOEs) to global and regional impact metrics, to leverage GHE more effectively as a strategic enabler and connect it to the National Security and Defense Strategy implementation plans and Geographic Combatant Command campaign plans. MEASURE GHE aims to directly support CCMDs by driving their future operations through key insights and analysis from GHE impact, providing them with critical impact data for GHE to show what is needed to achieve strategic and operational effects. It will also inform funding, requirements, and resources for GHE using empirical findings in an increasingly resource-constrained environment.

IMPACT Findings

The Improving Processes and Coordination in Theater (IMPACT) award was used to illustrate the effectiveness of DoD GHE and translate this knowledge into usable tools and frameworks for the Joint Force. Three case evaluations concluded in 2020 resulting in a multi-level system evaluation framework to plan and assess capacity building initiatives; a leadership guide and planning checklist to increase the evaluability of DoD GHEs; and a novel demonstration using critical participatory narrative allowing adaptive emphasis on local participant perspectives of change. All three cases were presented at the 2020 American Evaluation Association annual conference as a multi-paper session supporting the Military and Veterans Topical Interest Group. These evaluations illustrated the relevance of assessment, monitoring, and evaluation in creating more effective security cooperation engagements.

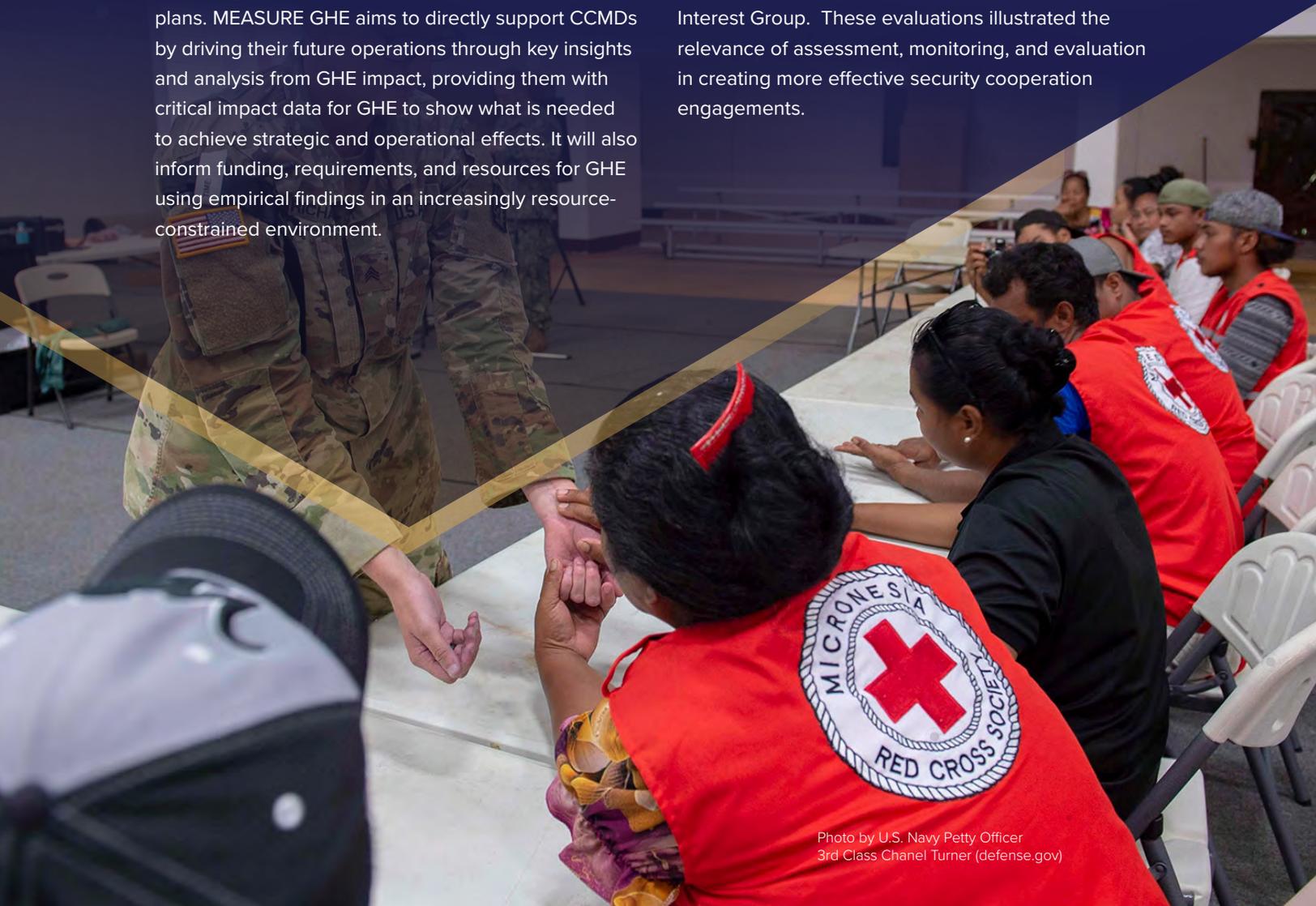


Photo by U.S. Navy Petty Officer
3rd Class Chanel Turner (defense.gov)

EDUCATION AND TRAINING

CGHE delivered 14 Fundamentals of Global Health Engagement (FOGHE) courses to 437 students, including GHE planners from varied military backgrounds and services. CGHE converted its in-person classes to a virtual format with the onset of COVID-19 and for the first time delivered 7 virtual FOGHE courses to 218 students across the enterprise including U.S. European Command, U.S. Central Command (USCENTCOM), U.S. Naval Forces Central Command, U.S. Special Operations Command Central, U.S. Navy Environmental Preventive Medicine Unit 2, U.S. Naval Medical Readiness Training Command, U.S. Army Public Health Command, U.S. Army 2nd Security Force Assistance Brigade, and various others. The Center also continued to support USU, delivering a virtual version of the Health Context Analysis course to 22 students as part of the Global Health Certificate program.

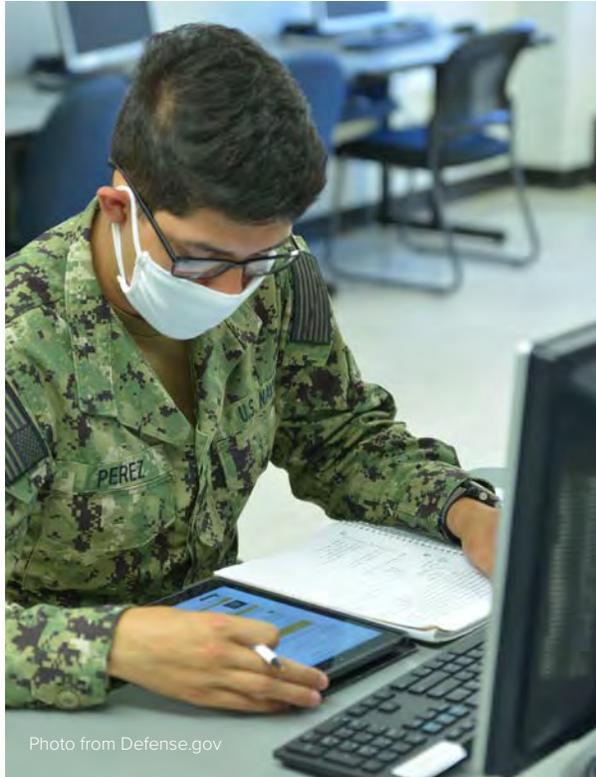


Photo from Defense.gov

PROGRAMS

African Peacekeeping Rapid Response Partnership

CGHE quickly adapted its support for APRRP by providing a timely response to critical requests for information that were necessary to facilitate rapid deployment of Level 2 Hospitals in support of domestic COVID-19 response in the four countries aforementioned. CGHE's adaptability helped US Africa Command (USAFRICOM) deliver its promise to enhance the medical capabilities and pandemic response of its partners, demonstrating the value of these long-term investments to the command and to U.S. national security. The pivot from peacekeeping support to COVID-19 response was approved by the U.S. Congress and the U.S. Department of State, which funds this initiative. CGHE also launched the first series of virtual medical training modules on Critical Care and COVID-19 patient management to support Ghana's continued efforts to enhance life-saving capabilities. The APRRP program plans to replicate this experience across all four countries it is currently active in, including Senegal, Uganda, Rwanda, and of course Ghana.

Defense Threat Reduction Agency - Biological Threat Reduction Program

In support of HJF, CGHE continued its partnership with the Biological Threat Reduction Program (BTRP) in the USCENTCOM and U.S. Indo-Pacific Command (USINDOPACOM) areas of responsibility. BTRP's mission to 'facilitate elimination, security, detection and surveillance of especially dangerous pathogens' in partner nations has remained critical in the wake of COVID-19, and the program team has pivoted accordingly to help maintain and cultivate relationships with these partners. Subject matter expert support activities in 2020 have included extensive technical planning for the future of both USCENTCOM and USINDOPACOM BTRP initiatives, as well as supporting the Defense Threat Reduction Agency's conduct of virtual engagements with existing partners.

OUR TEAM

Danny Shiau, MD, MPH, CAPT, USN

Center Director

Kevin F. Riley, PhD, Lt Col (Ret.)

Chief of Staff

Carolyn Currie, WHNP, MSN, MPH, CAPT, USN

Director of Education and Training

Alden Weg, MD, MPH, COL, USA

Director of CCMD Support

Sueann Ramsey, MPA, MA, LTC, USA

Director of Programs

Eva Reed, DrPH, LCDR, USN

Director of Assessment, Monitoring
and Evaluation (AME)

Michael Acosta, M.Ed.

Training Coordinator, African
Peacekeeping Rapid Response
Partnership (APRRP)

Garcelle Alequine, MPH

Curriculum Specialist

Juan Alpirez

Administrative Coordinator

Audrey Berard, MBA

Program Manager, Research and AME

Graham Button, M.Ed., MA

Training Lead, APRRP

Jacqueline Cincotta, MBA, MPH

Liaison to the Office
of the Joint Staff Surgeon

Margot Craig-Louden, CMP

Conference Manager

Elma Diggs, MPH

Program Manager, APRRP

Jaime Earnest, PhD

AME Senior Associate

Maria Echeverry

Program Coordinator, APRRP

Karen Ellis, CMP

Conference Manager

Tala Farr

Program Coordinator

Yara Francis, MA

Strategy and Communications
Manager

Jane Diehl Greulich, MPH

Senior Program Manager

Michael Hartzell, DVM, MPH, DACVPM, Lt Col (Ret.)

Liaison to U.S. Europe & Africa
Commands

Jessica Jackson, MA, MPH

AME Specialist

Shakir Jawad, MD

Senior GHE Advisor, Biological Threat
Reduction Program (BTRP)

Autiyonna Johnson, MPA

AME Project Manager

Josh Kumpf, MA

Course Director

F. Julian Lantry

Research Coordinator

Lynsay Macias, HMC, USN

Operations Officer

Elizabeth Pertner, PhD

AME Impact Evaluator

Stephanie Petzing, PhD

Senior Global Health Security Advisor

Amber Rollings, PhD

AME Analyst, BTRP

Sayed Alam Shinwari, MD, MPH

Division Manager, Education
and Training

Laura Freedenberg (Singer), MPH

Program Manager, BTRP

Alexandra Stone, Ph.D., M.Sc.

AME Technical Advisor

Scott Zuerlein, PhD, MHA, FACHE, Lt Col (Ret.)

Liaison to U.S. Central Command

ASSOCIATE STAFF

Colin Chinn, MD, MHS, FACP, RADM (Ret.)

Senior Advisor

R. Paul-Kagiri, MD, Col, USAF

Director of Research

Tamara Worlton, MD, CDR, USN

Surgical Operations

Ramey Wilson, MD, MPH, COL, USA

Interoperability



CGHE



Uniformed
Services
University

Center for Global Health Engagement

6720-B Rockledge Drive
Suite 350
Bethesda, MD 20817

www.usuhs.edu/cghe
cghe@usuhs.edu



@theCGHE