

CGHE



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CENTER FOR GLOBAL HEALTH ENGAGEMENT
ANNUAL REPORT 2022



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Report design by the Henry M. Jackson Foundation for the Advancement of Military Medicine Inc. (hjff.org) with Uniformed Services University of the Health Sciences' (USU) Center for Global Health Engagement collaboration. Thanks to the staff at USU's CGHE for their input and feedback.

The opinions and assertions expressed herein are those of the author(s) and do not reflect the official policy or position of the Uniformed Services University of the Health Sciences or the Department of Defense.

Cover photos by: (top to bottom) Staff Sgt. Dwane R. Young, APRRP Medical, Airman 1st Class Olivia Gibson, and Josh Kumpf

LETTER FROM THE DIRECTOR



I am pleased to share with you the Uniformed Services University of the Health Sciences (USU)'s Center for Global Health Engagement's (CGHE) sixth annual report, an opportunity to read and reflect on the Center's progress and evolving lines of efforts. In the final weeks of 2022, the Department of Defense (DoD) released the latest version of DoD Instruction (DoDI) 5105.45, USU, expanding the University's mission and directing it to provide Global Health Engagement (GHE)-related support to the Office of the Assistant Secretary of Defense for Health Affairs (OASD/HA), the Joint Staff, the Combatant Commands (CCMDs),

the Services, and other DoD Components. This mandate guides USU's CGHE in a successful direction, succinctly stated in the DoDI as conducting professional development, research, knowledge management, assessment, monitoring, evaluation, and operational support. This instruction was the culmination of many years of strategic planning, showcased through our own Center Charter and Strategic Plan, which have followed an ever-evolving path all while keeping us aligned to our primary objectives, the USU mission, and DoD requirements.

USU's CGHE has maintained this forward-leaning posture this year and continued to work towards executing our two primary lines of effort: Training and Engagements and Research and Scholarship. There is no better example of our efforts in action as the successful completion and transition of the African Peacekeeping Rapid Response Partnership (APRRP) program. This program allowed CGHE to develop on behalf of U.S. Africa Command (USAFRICOM) a joint training and readiness portfolio aligned with U.S. national security priorities and able to quickly adapt to changing requirements, as demonstrated during the COVID-19 response. Indeed, the ever looming global pandemic remained in the forefront of the Center's demand for 2022. A key example is reflected in CGHE's role in conducting an African Partnership Outbreak Response Alliance (APORA) evaluation study. Through this evaluation study, CGHE aimed to support USAFRICOM's efforts to advance the DoD's role in and understanding of military contributions through APORA's strategic alliance interactions along with contextual factors and resulting outcomes, particularly considering military contributions' effects on the civilian sector.

This year, USU's CGHE also continued its support to the DoD Global Health Security (GHS) portfolio, whether by providing direct support to DoD policy in matters pertaining to the Global Health Security Agenda and the Global Health Security Strategy, or by supporting operational requirements in the U.S. Indo-Pacific Command (USINDOPACOM) Area of Responsibility (AOR). This includes helping organize the Military-Civilian Health Security Summit in Singapore, which provided a great opportunity to lend CGHE's subject matter expertise, build relationships with critical regional allies, and bolster USINDOPACOM's priorities. This coming year, CGHE is looking forward to launching a new round of the Global Health Engagement Research Initiative (GHERI), as well as expanding other evaluative and programmatic activities after the COVID-19 forced halt. CGHE also plans to actively explore new topic areas of interest such as Misinformation/Disinformation in the public health arena and the role of medical support in Irregular Warfare.

Working with OASD/HA, the Joint Staff and the CCMDs, USU's CGHE is pivoting to a think tank-like operation with a focus on knowledge creation, retention and dissemination. As a capacity builder and knowledge hub, CGHE will continue to be shaped not only by the directions and instructions of the DoD, but by the real and evolving strategic environments of our military missions and national and regional concerns. Using a mission-oriented approach, CGHE - with USU oversight - will continue to focus on the priority requirements of today while continuing to shape ideas and consultative services in line with future demands.


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

ABOUT CGHE

MISSION

To serve as a thought leader, providing academic and operational support to the DoD GHE enterprise to better meet national security objectives.

VISION

By the end of calendar year 2026, CGHE will be nationally and internationally recognized as a leading institution within DoD for global health and health security.

Countries we Supported in 2022 on behalf of the CCMDs



OUR TEAM

Danny Shiau, MD, MPH, CAPT, USN
Center Director

Paul Conroy, DVM, Lt Col, USAF
Programs

***Carolyn Currie, WHNP, MSN, MPH, CAPT, USN**
Education and Training

Kevin F. Riley, PhD, Lt Col (Ret.)
Chief of Staff

John Delano, LCDR, USN
Planning Officer

***Eva Reed, DrPH, LCDR, USN**
Assessment, Monitoring and Evaluation (AME)

Pamela Ward-Demo, DVM, MD, Col, USAF
Research

***Alden Weg, MD, MPH, COL, USA**
Combatant Command Support

Kaleb Abate
Sharepoint Web Developer

***Michael Acosta, M.Ed.**
Training Coordinator, African Peacekeeping Rapid Response Partnership (APRRP)

Juan Alpirez
Administrative Coordinator

***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

***Maria Docal, MPH, BSN, RN**
Training Coordinator, APRRP

***Jaime Earnest, PhD**
AME Senior Associate

Maria Echeverry
Communications Specialist

Tala Farr
Program Manager, Biological Threat Reduction Program (BTRP)

Jane Diehl Greulich, MPH
Senior Program Manager

Yara Francis, MA
Special Assistant for Policy and Strategy

***Michael Hartzell, DVM, MPH, DACVPM, Lt Col (Ret.)**
Senior Advisor on GHE

Jessica Jackson, MA, MPH
AME Specialist

Shakir Jawad, MD
Senior Advisor on GHE, BTRP

Josh Kumpf, MA
Program Manager and Curriculum Specialist

F. Julian Lantry
Research Project Manager

Alex Liu, MPH
Program Manager, Research and AME

***Lynsay Macias, HMC, USN**
Operations Officer

Elizabeth Pertner, PhD
Senior Policy Advisor

Stephanie Petzing, PhD
Senior Advisor on Global Health Security

Eric Regalbuto, M.Sc.
AME Analyst

Amber Rollings, PhD
AME Analyst, BTRP

Sayed Alam Shinwari, MD, MPH
Senior Academic Advisor on GHE

***Alexandra Stone, Ph.D., M.Sc.**
AME Technical Advisor

Miriam Siddiq
Research Assistant

***Jessica Taylor, MSLS**
Knowledge Management Specialist

Ramey Wilson, MD, MPH, COL (Ret.)
Senior Advisor on Knowledge Management

Scott Zuerlein, PhD, MHA, FACHE, Lt Col (Ret.)
Senior Advisor on GHE

Associate Advisors

Tamara Worlton, MD, CDR, USN
Surgical Operations

* departed in 2022

Photo by Marine Corps Lance Cpl. Emma Gray

CORE DIRECTIVES

USU's CGHE follows the same operational model in the way it approaches any new and continuing activity it tackles. This includes aligning projects and priorities with CCMD priorities and demand signals. CGHE also validates these activities with the USU President, the OASD(HA) and the Office of the Joint Staff Surgeon, who are essential to ensuring that tactical and operational efforts match closely with strategic objectives. This allows CGHE to remain in line with national security and defense objectives and provides a true focus for GHE activities as strategic enablers to the DoD enterprise. CGHE hopes to continue advocating for this model as a best practice for future activities, not only at the Center but within the DoD GHE enterprise.



MAJOR ACCOMPLISHMENTS

TRAINING & ENGAGEMENTS

USU's CGHE continued to design curricula and implement corresponding training activities to support the professional development of current and future GHE professionals to meet the GHE capability needs of the Military Health System, Joint Force, other U.S. Government (USG) agencies, and select partner nations (PNs). This year, CGHE trained leaders, health professionals, and military organizations in the global health implications of national security, security cooperation, and in GHE planning, implementation, and evaluation via the following courses:

Global Health Strategies For Security

USU's CGHE successfully delivered its first in-person Global Health Strategies for Security (GHSS) since the start of the pandemic in August. The course familiarized attendees with USG policies governing DoD GHE and explored various entities' roles in global health. The course outlines civil and military considerations at the nexus of global health and security and fosters a whole-of-government approach to strengthening global health initiatives. It included 32 speakers and moderators from the DoD, the USG interagency, and international organizations, including senior leaders from international military organizations (UK, Canada), non-governmental organizations (NGOs) (Project Hope), and the government (DoD, DoS, USAID, HHS, CDC). The course had 27 participants including staff members from USAFRICOM, U.S. European Command (USEUCOM), USINDOPACOM, and U.S. Southern Command (USSOUTHCOM) .



Photo by Cpl. Quince Bisard

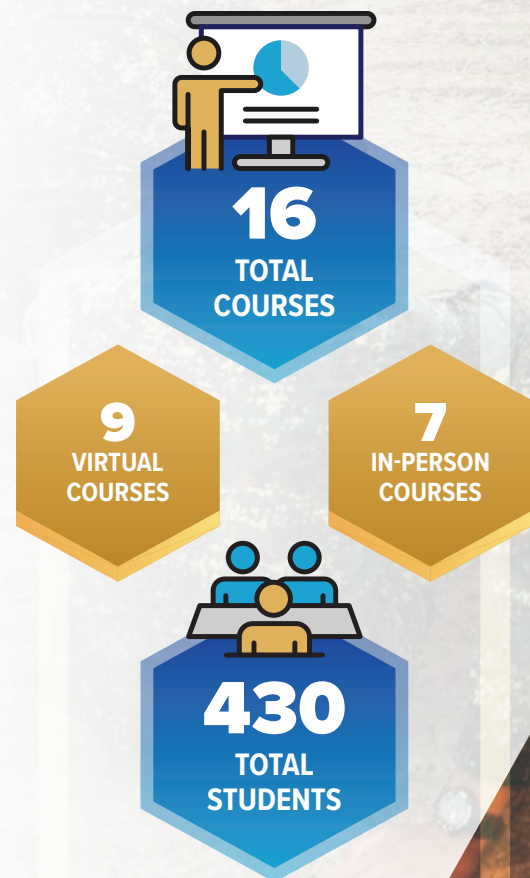
Fundamentals of Global Health Engagement

Virtual Courses: USU's CGHE executed nine virtual Fundamentals of Global Health Engagement (FOGHE) courses, reaching nearly 300 students from the U.S. Army, U.S. Air Force, U.S. Navy, U.S. Marine Corps, U.S. Public Health Service, the U.S. Interagency, and international civilian and military partners. The virtual course is designed to provide an accessible, flexible option to complete the FOGHE course to students who are unable to attend an in-residence course option, or for units/commands who lack the student numbers to host a course. The virtual course has also proven to be a particularly unique and effective just-in-time training option for units and/or missions who are getting ready to deploy. CGHE has provided tailored, online training solutions to Pacific Partnership GHE planning teams, Army National Guard units, and CCMD GHE teams.


United Kingdom: USU's CGHE delivered a FOGHE course in collaboration with its counterparts from Center for Defense Health Engagement (CDHE) and Canadian Armed Forces representatives at Defense Medical Academy, Birmingham, UK in May. The course was hosted by CDHE at the Defense Medical Academy. Fifty-seven students attended the course, including UK military medical personnel and a military medical doctor from the Netherlands. The course was expanded from three to five days to include perspectives from the UK hosts and other contributing stakeholders. Both UK and Canadian instructors brought a fresh perspective to the course and discussed how military health engagement is perceived and conducted in their respective countries.

USNS Comfort: USU's CGHE joined the deployment on USNS Comfort in support of Continuing Promise (CP) 2022, and provided GHE training following a request by U.S. Naval Forces Southern Command (NAVSOUTH). CGHE instructors, in cooperation with USU faculty, taught two full courses aboard the ship, for a total of 74 students. Students, officers, and enlisted medical personnel received instruction designed to have an impact on their ability to support the mission of CP 2022, including discussion centered around the strategic rationale and guidance for DoD GHE activities, the importance of health and country context in shaping GHE plans and the principles of conducting GHE at the tactical level.

CGHE also joined other USU faculty for a Women, Peace, and Security (WPS) event with the Honduran Marines aboard USNS Comfort. The event provided a forum to discuss WPS capability building efforts conducted by both the U.S. and Honduras. The WPS Agenda is an international effort supported by the USG and DoD to promote the inclusion and equality of women in peace and security institutions, programming, and processes. WPS efforts help the DoD enhance our international programming, attract and maintain strong global partnerships, and model American values.



CGHE FOGHE COURSES 2022



Summer Operational Experience (SOE) in Global Health Engagement

USU's CGHE also supported the USU School of Medicine by developing and executing a one-week course of study designed to provide rising second-year students (MS2s) with an opportunity to: 1) gain a greater understanding and awareness of the basics of DoD GHE; 2) discuss their future GHE opportunities as military medical officers with current strategic, operational, and service component leaders in the space; and 3) develop practical GHE skills - such as the use of interpreters, conducting health assessments, and cross-cultural competencies. Thirty-five MS2s enrolled in the course in Summer 2022, the most since CGHE began providing the opportunity.

Operation Bushmaster Military Medical Field Exercise

USU's CGHE provided support to USU's culminating military medical field practicum, Operation Bushmaster, through the provision of subject matter experts (SMEs) and the planning and execution of a DoD GHE track which took place in a simulated rural PN town. As part of the exercise, roughly 200 fourth-year students were tasked to conduct DoD GHE activities in support of operational objectives. CGHE also delivered a DoD GHE module as part of the Military Contingency Medicine (MCM) course, as a live touch point to review and discuss GHE concepts. The goal of CGHE's involvement in Bushmaster is to instill in fourth-year students nearing graduation with an awareness of the complexities, challenges, and opportunities of DoD GHE activities and offer a representative experience of the conduct of these activities at a tactical level within the context of contingency operations.

*Photo by MCIPAC Combat Camera Lance
Cpl. Jesula Jeanlouis*

Photo by Capt. Charlie Emmons,
TAAC-E Public Affairs

Joint Global Health Engagement Orientation Course

USU's CGHE continued to provide direct support to the U.S. Air Force International Health Specialist Program, marshaling the Center's subject matter and course development expertise to assist in the planning and execution of two joint Global Health Engagement Orientation courses (GHEOC) in 2022. The GHEOC supports the readiness and training requirements of tri-service GHE planners and practitioners at CCMD and Service Component levels. A total of 78 students completed two course iterations in 2022.

State Partnership Program GHE Workshop

USU's CGHE supported the USAFRICOM/USEUCOM State Partnership Program (SPP) GHE workshop in Stuttgart, Germany, by providing three training modules aligned with GHEOC: assessment, monitoring, and evaluation; PN Context; program development and operational planning. The SPP GHE workshop provided instruction on CCMD strategy and plans and health-related Lines of Effort to National Guard medical planners that support SPP directors and Bilateral Affairs Officers. The information provided the tools to align National Guard and state medical assets to the Integrated Country Strategy and Country Plan. Participants included 50 mid-to senior-level National Guard members with a variety of operational and tactical GHE experiences.

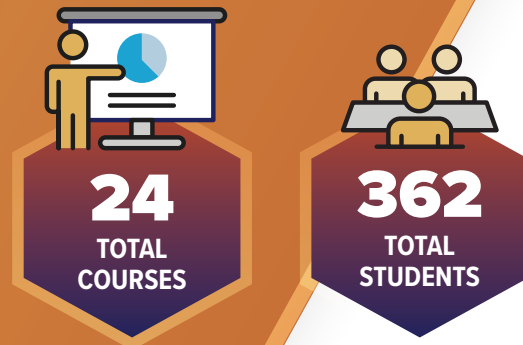
Support to the African Peacekeeping Rapid Response Partnership

USU's CGHE continued to manage and implement the APRRP Medical program in support of the USAFRICOM Command Surgeon's office. In the final year of the program, the Center worked to close-out certain lines of effort (LOEs), while transitioning others to new implementers. Since inception, the focus of the program was to assist Ghana, Uganda, Rwanda, and Senegal to meet the mission end state: "by December 2022, the PN has a deployable Level 2 Hospital (L2H) and is able to sustain this capability through organic training; hospital is registered at the Rapid Deployment Level (RDL) in the UN's Peacekeeping Capability Readiness System (PCRS) and available to rapidly deploy to an emerging crisis."

CGHE continued to encourage and enable each PN to institutionalize training to support readiness to operate the L2H in a field setting. The crawl, walk, run model implemented by CGHE resulted in cadres of trainers and L2H training programs in each PN. Each PN is either actively supporting a United Nations (UN) Peacekeeping Operation with their L2H, or is engaged in discussion with the UN to provide support to a future operation; Uganda is in the process of deploying; Rwanda is under consideration for a second UN deployment; Ghana and Senegal were selected and deployed to support UN and African Union missions. Each PN demonstrated increased capacity to manage pre-deployment training programs to enable L2H operations; additionally, each PN engaged a process to actively plan for and manage the L2H package.

In 2023, APRRP LOEs will transition under the Global Peace Operations Initiative. To enable the transition, CGHE worked with PN senior medical leadership to develop a plan to guide future investment and engagement; continuity and sustainability were the primary considerations. Each transition plan considered key training priorities; identified gaps, and the U.S. SMEs, inclusive of the SPP, to advise and assist future efforts. While supporting the efforts of each PN, the experience gained over the six-year effort offers a reference point and model for future similar efforts.

In response to the COVID-19 pandemic, APRRP countries – with CGHE support – deployed U.S.-procured L2Hs in support of their domestic pandemic response; working with USAFRICOM to leverage this medical capability to its fullest potential.



APRRP ACTIVITIES 2022





Indo-Pacific Military Health Exchange

In support of the USINDOPACOM Surgeon's Office, CGHE supported execution of the 2021/2022 Indo-Pacific Military Health Exchange (IPMHE), co-hosted with the India Armed Forces Medical Services (AFMS) which served to strengthen India-U.S. relations. Approximately 200 participants from 11 nations attended the event themed "Military Healthcare in a Volatile, Uncertain, Complex and Ambiguous (VUCA) World." CGHE assisted the USINDOPACOM Surgeon's staff by managing the U.S. abstract submission and selection process, shaping the agenda, and providing logistical support leading up to and during the event.

Indo-Pacific Health Security Alliance

The COVID-19 pandemic has significantly changed perceptions surrounding the strategic impact of DoD GHE activities, cementing the role of GHS as a driver of stability and security and strategic enabler of DoD priorities. Within this context, USINDOPACOM has established and is in the process of expanding several regional partnerships focused on GHS, and has reached to CGHE to support in a variety of ways. This includes providing a full range of integrated support from policy analysis and forward planning, to coordination with the interagency and other partners, to implementation and external messaging.

Specifically, CGHE has lent its subject matter expertise to supporting the recently established Indo-Pacific Health Security Alliance (IPHSA). IPHSA will provide a forum for stakeholders from the Indo-Pacific region to facilitate civil-military cooperation in health, build trust and identify gaps.

Support to the Defense Threat Reduction Agency's Biological Threat Reduction Program

For years, USU's CGHE has worked alongside the Defense Threat Reduction Agency's Biological Threat Reduction Program (BTRP) to facilitate sustainable activities and help cultivate relationships to enhance biosafety, biosecurity and biosurveillance capacities and capabilities across the world. In 2022, the Center continued its support of BTRP in the U.S. Central Command (USCENTCOM) and USINDOPACOM AORs. This included conducting One Health workshops that demonstrate enhanced coordination at the interagency level in the event of a biological incident as well as planning and implementing field training exercises to advance BTRP goals in bio-risk management and bio-surveillance in Jordan; working to establish a Gulf Region Biological Threat Reduction Forum among Gulf Cooperation Council member states focused on improving regional capabilities and information-sharing to address biological threats through One Health and biological safety, security, and surveillance measures; and identifying linkages with USINDOPACOM's GHS priorities, by engaging BTRP in the planning and execution of Military Civilian Health Security Summit (MCHSS) and producing a report to assist in building out BTRP's regional strategy in the Indo-Pacific. CGHE concluded its engagement with BTRP in the USINDOPACOM AOR this year and looks forward to continuing efforts within the USCENTCOM AOR in 2023.

Global Health Security Agenda Ministerial Meeting in Seoul, Korea

USU's CGHE supported OASD(HA) in preparing for the Seventh GHSA Ministerial Meeting 2022, which took place in Seoul, Korea and featured multisectoral delegations from over 38 countries and 11 multilateral organizations, as well as the private sector. Support included liaising with Republic of Korea Army counterparts to include presentations from the defense and security sector in the main event, preparing talking points and writing speeches for the OASD(HA) delegation, and ensuring DoD equities are well represented within the USG interagency delegation that attended the meeting.

US-Kyrgyzstan SME Exchange

In December, five Kyrgyzstan Ministry of Defense (MoD) physicians participated in a USU-sponsored health professional exchange. The purpose of this exchange was to discuss L2H requirements, discuss a range of future exchange opportunities, and identify a plan of action to assist the Kyrgyz in preparing to attain Level 1 UN preparedness for their L2H. The Kyrgyz and U.S. participants discussed a range of issues related to L2H operations to include: infectious diseases, infectious disease management, trauma surgery, pediatric trauma, traumatic brain injuries, extremity trauma, field anesthesiology, and UN peacekeeping operations, particularly in Africa. CGHE hopes to continue to facilitate these types of SME exchanges in partnership with the National Guard's SPP in the coming years.

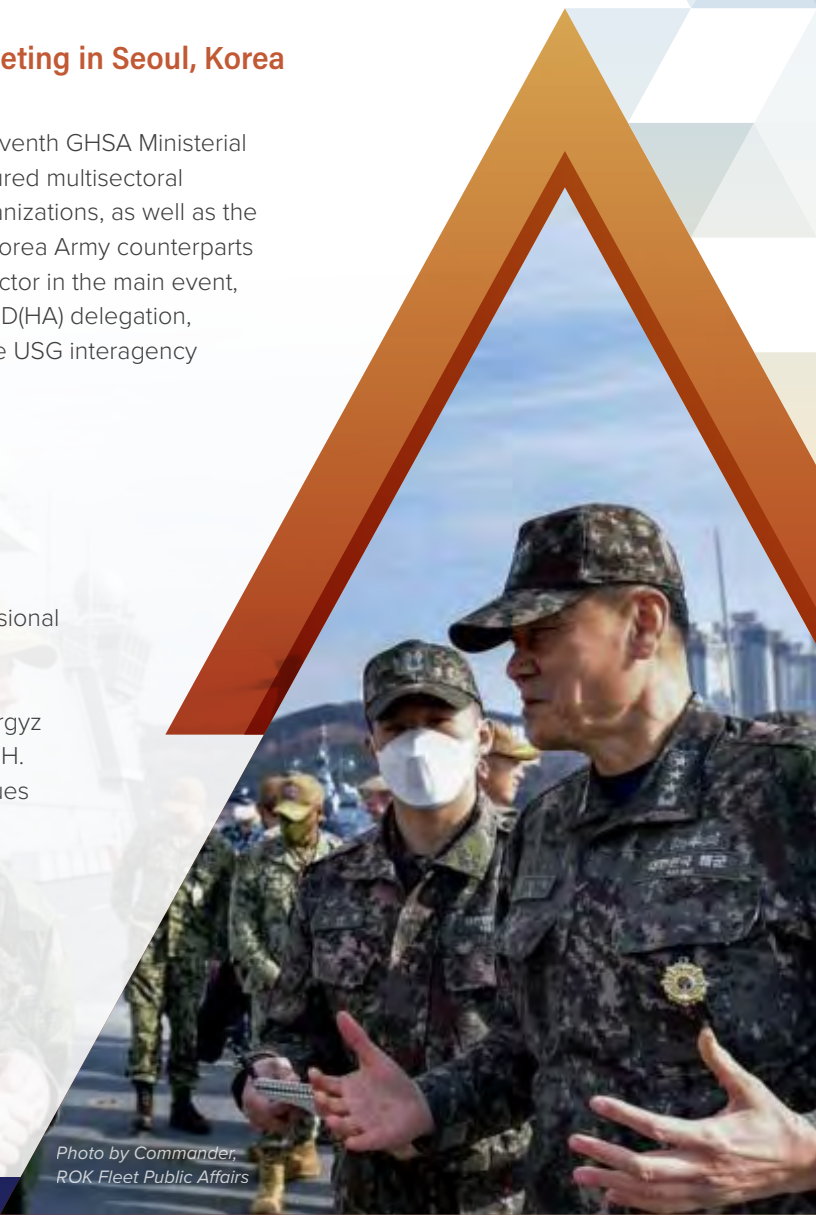


Photo by Commander,
ROK Fleet Public Affairs

Military-Civilian Health Security Summit 2022

In conjunction with USINDOPACOM, the Australian Defense Force (ADF), and the Singapore Armed Forces (SAF), USU's CGHE alongside the Defense Threat Reduction Agency's (DTRA) Biological Threat Reduction Program (BTRP) supported the facilitation and execution of the second Military Civilian Health Security Summit (MCHSS) in Singapore. MCHSS consisted of a two-day side event to the Global Health Security Conference, convening both military and civilian stakeholders to build regional GHS partnerships, capacity, and is a key venue to advance international norms and standards to promote military-civilian cooperation in GHS. The summit hosted 150+ practitioners, researchers, educators and decision-makers from the military and civilian communities of 26 nations, as well as representatives from international organizations and other NGOs focusing on the role of the defense and security sector in GHS, including in the COVID-19 response. CGHE coordinated and worked alongside the planning committee to develop the agenda, identify international experts to speak and attend, and generate panel discussions, interactive sessions, and workshop format and execution.



RESEARCH & SCHOLARSHIP

African Partnership Outbreak Response Alliance Evaluation Study

This year, USU's CGHE initiated the African Partnership Outbreak Response Alliance (APORA) evaluation study in support of USAFRICOM's efforts to develop sustainable health security alliances amongst African partners. The study aims to assist USAFRICOM's efforts to advance the U.S. military's role and understanding of military contributions in coordinated military-civilian impact pathways for GHS. The research design entailed utilizing a realist evaluation approach framed by collaboration theory to map APORA's support for sustainable military-to-civilian multi sectoral alliances. The study featured a qualitative approach to explore APORA as a program that builds strategic alliances and the procedural, structural, and interpersonal elements and processes that exist for impactful military-civilian pathways. The methods employed included document review, questionnaire participation, in-depth interviews, and small focus group interviews. Data collected were qualitatively analyzed to identify core themes and sub-themes, which will inform evaluative recommendations.

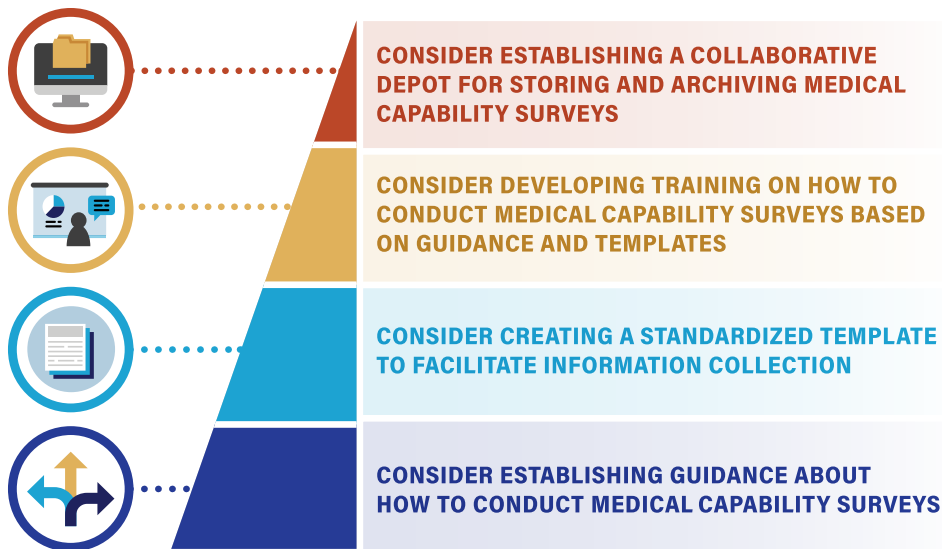
USU's CGHE evaluation team attended the APORA-administered, CDC-led workshop for Rapid Response Team (RRT) training in Accra, Ghana. At this event, CGHE personnel were able to collect interview and questionnaire data from APORA participants, PNs' leaders, and Ministry of Defense and Ministry of Health stakeholders. Interview data were collected from representatives from 14 countries, while questionnaire data were collected from personnel from 23 countries. As of the end of December 2022, CGHE has completed data collection, analysis, and report generation and the report will be shared by the end of January 2023.

Photo by APRRP Medical

Photo by Senior Airman Jessi Roth_18th Wing Public Affairs

Medical Evaluations Describing Interoperability Capability Assessment Levels Of Partner Trauma Institutions Or Non-battle injury Services (MEDICAL OPTIONS) Needs Assessment

In 2022, USU's CGHE completed the Medical Evaluations Describing Interoperability Capability Assessment Levels of Partner Trauma Institutions Or Non-battle injury Services (MEDICAL OPTIONS) needs assessment. The assessment had three components: content analysis of existing medical capability surveys; focus group discussions with individuals that have contributed to or used medical capability surveys; and literature review to identify best practices for medical capability and interoperability surveys. The needs assessment identified four key findings:



Based on these findings, USU's CGHE is developing a pilot single source repository of surveys of PN medical capabilities to support stakeholder awareness of partners' medical capabilities in operational environments, provide resources to help plan GHE activities, and begin process improvements on data quality focused on end-user requirements.

NEW INITIATIVES

COUNTERING MISINFORMATION/ DISINFORMATION IN PUBLIC HEALTH

The COVID-19 pandemic has made the issue of combating misinformation/disinformation a clear priority over the past three years, with the World Health Organization (WHO) promulgating a definition for infodemics as the spread of “false or misleading information in digital and physical environments during a disease outbreak.” Per the WHO, infodemics “cause confusion and risk-taking behaviors that can harm health” and “lead to mistrust in health authorities and undermine the public health response”. Acknowledging the magnitude of misinformation/disinformation activities in medical and public health contexts and its impact on DoD GHE operations, USU’s CGHE has launched a line of effort to counter such activities in the open source space, working closely with Joint Staff stakeholders to ensure DoD GHE messaging remains on target with DoD priorities and considerations. The Center will continue to showcase the importance of weighing DoD GHE messaging against national security considerations and will focus on raising awareness on countering misinformation/disinformation among the medical community and the DoD GHE enterprise.

This year, CGHE began producing Country Public Health Trends briefings to contextualize public health within the bigger picture of national security priorities and concerns. The briefs summarized current research findings across many academic disciplines, including medicine, public health, political science, and economics. Each country briefing analyzes trends in topics including population change, non-communicable diseases, infectious diseases, child health, and more. These briefings provide insight into how these trends may impact a country’s future military readiness and risk calculations. To date, briefings have been developed for the People’s Republic of China, the Russian Federation, India, Ukraine, Japan, Taiwan, the United States, and the Republic of Korea.

*Photo by Mass
Communication Specialist
3rd Class Garrett LaBarge*

Photo by Maria Echeverry



DOD GHE KNOWLEDGE MANAGEMENT

Knowledge Management (KM) is defined in Chairman of the Joint Chiefs of Staff (CJCS) Instruction 5780.01 as “the process of enabling knowledge flow to enhance shared understanding, learning, and decision-making”. As part of CGHE’s continuing effort to build upon the DOTmLPP-P Change Recommendation (DCR) requirements related to improving GHE KM, the Center will work with the Library of Congress’ Federal Research Division in 2023 to conduct a study on DoD KM efforts, to better understand what has been attempted to date, reasons for successes or failures, and what lessons could be learned from those efforts.

With this information, USU’s CGHE is proposing a way forward for building a KM structure for the DoD GHE enterprise, as directed by the DCR on GHE. This KM for DoD GHE function is not intended to provide a platform solution, rather a people solution focused on changing organizational behavior pertaining to sharing and receiving information. It aims to provide GHE knowledge at the right time, to the right people, using existing platforms and databases while curating and improving the quality of GHE data. The DoD GHE KM function will be launched this year as a technical demonstration to assess the findings from the MEDICAL OPTIONS effort and build upon it to include the full array of GHE knowledge.

PRESENTATIONS

Adzibbli, D., Conroy, P. (September 2022) “Developing a Sustainable UN Level 2 Hospital Capability - a Bilateral Approach” Presentation at the International Committee of Military Medicine (ICMM) World Congress, Brussels, Belgium.

“Lt Col Delali Adzibbli of the Ghana Armed Forces (GAF), and Lt Col Paul Conroy, CGHE, co-presented at the ICMM World Congress in Brussels, Belgium on 08 September 2022. The presentation, titled Developing a Sustainable UN Level 2 Hospital Capability - a Bilateral Approach was a joint overview of the African Peacekeeping Rapid Response Partnership (APRRP) efforts to build and sustain the GAF Level 2 Hospital, from commencement through deployment in support of a UN Peacekeeping operation.”

Petzing, SR. (September 2022) “An Effective Military-Civilian Model for Multilateral Regional Global Health Security Cooperation”. Presentation at the ICMM, Brussels, Belgium.

“Dr. Stephanie Petzing provided an overview of a culmination of years’ of work in the health security space, centered on a mutually beneficial relationship between the civilian and military sector when it comes to regional and global health security cooperation. The presentation delved into the growing partnership between USINDOPACOM and ADF, based on health security tenets as well as the importance of international norms and standards, shared values, and transparency.”

NDU 6075 “Health Strategy as a Foundation for National and Global Security” NDU NOV 2022

“CAPT Shiao’s annual lecture supporting the National Defense University’s Medical Chair provided senior officers and civilians from the The Eisenhower School of National Security and Resource Strategy with an overview on how Global Health Engagement is nested within DoD strategies in coordination with other USG entities, and how it utilizes the ready medical force to support the full spectrum of efforts, including combat operations, humanitarian assistance and disaster response, security cooperation, partner capacity building, while maintaining relationships and interoperability.”

Jacobs-Milken Institute Success Attributes from Past Epidemics and Pandemics (NOV 2022)

“CAPT Shiao was the invited speaker to roundtable discussions on USG pandemic efforts, using lessons learned from COVID-19 both related to USG, international, and Global South efforts as well as the successes that could be translated in the Global North. The event summarized military roles and actions in a non-attribution setting.”

PUBLICATIONS

Button, G., Acosta, M., Ramsey, S., Francis, Y., Zuerlein, S. (2022). [“Utilizing a “Crawl, Walk, Run” Training Model to Enhance Field Sanitation Capabilities for Peacekeeping Forces: A Recommendation for the Department of Defense Global Health Engagement Enterprise.”](#) Military Medicine.

Kumpf, J., Currie, C., Shinwari, S., & Francis, Y. (2022). [“DoD Global Health Engagement and the Women, Peace, and Security Agenda Can Serve as Mutually Reinforcing Security Cooperation Capabilities to Support U.S. National Security Objectives.”](#) Military Medicine.

Stone, A., Weg, A., Petzing, S., Rollings, A., Perdue, C. (2022). [“Lack of Alignment Between WHO Joint External Evaluation and State Party Self-Assessment Scores Undermines Utility as Evaluation Tools for the Department of Defense.”](#) Health Security.

Stone, A., Regalbuto, E., Wilson, R. (2023) [MEDICAL OPTIONS Needs Assessment - Characterizing Methods for Surveying Partner Nation Medical Capabilities.](#) Military Medicine.

REPORTS

[“Military Health Support to Civilians in Member States of the African Partnership Outbreak Response Alliance: Summary Report.”](#) Library of Congress in collaboration with CGHE. September 2022

[“DoD GHE Planning Handbook.”](#) June 2022

[“Medical Evaluations Describing Interoperability Capability Assessment Levels of Partner Trauma Institutions or Non-Battle Injury Services \(MEDICAL OPTIONS\).”](#) May 2022

[“Military Interoperability: Definitions, Models, Actors, and Guidelines.”](#) Library of Congress in collaboration with CGHE. June 2022

[“Demonstrating Military Interoperability.”](#) Library of Congress in collaboration with CGHE. 2021

[“CGHE Strategic Plan 2022-2026.”](#) December 2022



CGHE



Uniformed
Services
University

Center for Global Health Engagement

6720-B Rockledge Drive
Suite 350
Bethesda, MD 20817

Contact us for more information:

cghe.usuhs.edu
cghe@usuhs.edu



@theCGHE