

THE MEDICAL SOLDIERS'  
**OUTLOOK**

US ARMY MEDICAL CENTER OF EXCELLENCE

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*LEGACY OF THE  
20TH MEDCOM CSM*





## ABOUT THE MEDICAL SOLDIERS' OUTLOOK

The Medical Soldiers' *OUTLOOK*, US Army Medical Center of Excellence (MEDCoE), is a quarterly professional and operational medical publication focusing on the most current healthcare information, healthcare-related combat experiences, and military doctrine. Created for the enlisted medical community, the *OUTLOOK* is envisioned as a space where enlisted medical soldiers can share information, ideas, and experiences with their peers and find key information from leadership. Access the most recent issue of *The Medical Soldiers' OUTLOOK* at:

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## Command Sergeant Major Diamond D. Hough Command Sergeant Major, U.S. Army Medical Command Senior Enlisted Advisor to The Surgeon General



Command Sergeant Major Diamond D. Hough is the 20th Command Sergeant Major, U.S. Army Medical Command and Senior Enlisted Advisor to The U.S. Army Surgeon General.

CSM Hough has served with distinction in a multitude of leadership positions commensurate with his career field. These positions include: Command Sergeant Major, G3 Operations Sergeant Major, Chief Clinical NCO, First Sergeant, Detachment Sergeant, Instructor/Writer, Observer/Controller, Medical Clinic NCOIC, Wardmaster, and Evacuation Treatment NCO.

His assignments include: 15th Evacuation Hospital, Fort Polk, Louisiana; 565th Medical Company, Fort Polk, Louisiana; JRTC (EAD), Fort Polk, Louisiana; 115th Field Hospital, Fort Polk, Louisiana; 1st U.S. Army Support Battalion, Sinai, Egypt; 44th Medical Brigade, Fort Bragg, North Carolina; 5th Mobile Army Support Hospital, Fort Bragg, North Carolina; 55th Medical Group, Fort Bragg, North Carolina; 2d Armored Cavalry Regiment, Fort Bragg, North Carolina; A Co. 232d Medical Battalion, Department Combat Medic Training, Fort Sam Houston, Texas; B Co. Tripler Army Medical Center, Honolulu, Hawaii; HHC 212d Mobile Army Surgical Hospital, Miesau, Germany; B Co. 212d Combat Support Hospital, Miesau, Germany; DSTB, 82d Airborne Division (Task Force Cincinnatus) JFT-82 in Bagram, Afghanistan; 101st Sustainment Brigade, Fort Campbell, Kentucky; G3 Operations, Europe Regional Medical Command, Heidelberg, Germany; 14th Combat Support Hospital, Fort Benning, Georgia; 62d Medical Brigade, Joint Base Lewis-

McChord, Washington; Brooke Army Medical Center (BAMC), Fort Sam Houston, Texas; and Regional Health Command - Atlantic, Fort Belvoir, Virginia.

CSM Hough's civilian education includes a Master's Degree in Leadership Studies from the University of Texas at El Paso (UTEP). He also holds a Bachelor's Degree in Political Science from Chaminade University of Honolulu. His military education includes, but is not limited to: Primary Leadership Development Course (Honor Graduate), Basic Noncommissioned Officers Course (Commandant's List), Advance Noncommissioned Officers Course (Leadership Awardee), Battle Staff NCO Course, First Sergeants Course, and the United States Army Sergeants Major Academy (top 20%). He also attended: Master Fitness Course, Lean Six Sigma (LSS) Black Belt, Equal Opportunity Course, CSM Force Management Course, Senior Enlisted Joint PME Course 1 & 2, Command Sergeant Major Legal Orientation (CSMLO), Nominative Leader's Course, JMESI Capstone Course.

His awards include the Legion of Merit (3 OLC), Combat Action Badge, Meritorious Service Medal (3 OLC), Joint Service Commendation Medal (1 OLC), Army Commendation Medal (3 OLC), Army Achievement Medal (1 SOLC), Good Conduct Medal (9th Award), National Defense Service Medal (2nd Award), South Asia Service Medal (3rd Award), Humanitarian Service Medal, NCO Professional Development Ribbon (#6), Outstanding Volunteer Service Medal (2nd Award), Army Service Ribbon, Overseas Service Ribbon, Multinational Force & Overseas Medal (#2), LM (Saudi Arabia)(Palm Tree), and LM (Kuwait). He has also earned the Parachutist Badge, Expert Field Medical Badge and Air Assault Badge. Additionally, CSM Hough has been inducted into the Sergeant Audie Murphy Club and the Order of Military Medical Merit.



# Diamonds In the Rough Make Great Leaders

by LTG R. Scott Dingle, U.S. Army Medical Commander and the 45th Surgeon General

In the Army, few topics require more time and thought among senior leaders than developing junior leaders. Those junior leaders require the character, competence, commitment, and courage to grow and eventually replace the senior leaders that came before them. This process never ends, and it is the foundation for perpetual success in winning — and the Army must always win.

CSM Diamond D. Hough is one of those foundational pillars that has allowed Army Medicine to always succeed. Army Medicine does many things to care for our People and their Families, but nothing is more important than answering the call of “MEDIC!” on the battlefield. It is our solemn obligation, and we will never fail to respond.

CSM Diamond Hough is the 20th Command Sergeant Major, U.S. Army Medical Command, and the Senior Enlisted Advisor to The U.S. Army Surgeon General — the Top Medic. His formative leadership experience as an operations sergeant major, chief clinical non-commissioned officer, and medical brigade command sergeant major prepared him to lead Army Medicine and strengthen the Army Medicine enlisted corps profession. Not one of those positions was more important than his role as a medic, close to the warfighter, always ready to respond.

CSM Hough completed basic training at Fort Jackson, South Carolina. He then went on to Advanced Individual Training as a Combat Medic at Fort Sam Houston, Texas. Since then, CSM Hough has served with distinction in every leadership position he has held. His goal is to build skilled, intelligent, and nationally accredited and certified enlisted medical Soldiers.

For the past four years, CSM Hough has been my battle buddy, a partner in my roles as the Army Surgeon General and U.S. Army Medical Command Commanding General. He is a Soldier of competence, character, and dogged tenacity. He is Army Medicine’s linchpin, ensuring we provide a ready medical force capable of meeting the needs of the Army across the full range of military operations — ready to respond on a moment’s notice to answer our nation’s call.

CSM Hough committed himself to strengthening the professionalism among the Army Medicine Enlisted Corps. His efforts reinforced the Army’s trust and confidence in the Corps.

The medical Enlisted Corps — 130 years strong — is comprised of twenty-four military occupational skills, making it one of the most diverse and complex Corps in the Army. Their role is providing top quality health care and defending our country.

The Army is proud of the contributions and sacrifices made by our Medical Enlisted Corps. Their mission is to provide a competent and disciplined team of professionals who support the Army through expert clinical, tactical, and administrative operations, enabling units that are reliable and responsive. Our Enlisted Corps is the backbone of Army Medicine, and we could not succeed without the competence, character, and commitment of each Soldier.

During his tenure, CSM Hough strengthened readiness and medical proficiency within Army Medicine. He is one of the principal leaders inspiring medical professionals to attain the Expert Field Medical Badge. Badges are a matter of great pride among Soldiers and a visual sign of excellence. The Combat Infantry or Parachutist Badges are displayed with honor. The Expert Field Medical Badge is no less distinctive and one of the hardest badges to attain, requiring professional competence and physical endurance.

CSM Hough redesigned the annual Army Best Medic Competition, a grueling three-day test of strength, knowledge, and endurance. The competition promotes esprit de corps throughout the Army while recognizing Soldiers and NCOs that demonstrate commitment to the Army values and embody the Warrior Ethos. The Best Medic Competition puts the top medics in the Army to the test by challenging their abilities to determine who is the most skilled.

CSM Hough remains focused on the multidomain fight while broadening opportunities for Army Medicine Soldiers. He prioritized trained and ready medical Soldiers by opening doors to the Army Air Assault and Pathfinder Schools.

Army Pathfinders are key members of the air assault teams. They are trained to provide navigational aid to military aircraft in areas designated by unit commanders. Pathfinders parachute in early, set up landing zones, and help to guide sling-loaded rotary



wing and fixed wing aircraft to the landing site. During the Pathfinder course, students are instructed in aero-medical evacuation, sling load operations, helicopter operations in landing and pick up zones, and drop zone operations for U.S. military personnel and equipment.

Where the Army goes, Army Medicine also goes. It is imperative that medical equipment and personnel are in the fight, it is critical to save lives.

CSM Hough promotes the Army Ethic because it exemplifies the conduct of Army professionals. The Army Ethic is the expectation of Soldiers to act on moral principles when completing missions and duties in their daily lives.

CSM Hough knows that guidance from mentors develops Soldiers in living the Army Ethic. Mentors have the experience to advise Soldiers who need direction in their career or to overcome challenges in their personal lives. The mentor becomes a trusted advisor who plays a significant role in shaping a Soldier’s character and development.

CSM Hough understands that mentors are especially important for junior Soldiers determined to become NCOs. Mentoring is a part of becoming a great leader, as mentors also learn from their mentees. Mentors help the mentee recognize the leadership skills they already possess and how to build those skills and create their own leadership style.

CSM Hough has strengthened the medical Enlisted Corps by understanding that continuous and deliberate leader development is the reason that Army Medicine is Army Strong.

He is at the core of leadership development and the Army’s efforts to help Soldiers “Be All You Can Be.”

CSM Hough understands that today’s Army leaders need a wide range of personal skills and professional ability; they need to be agile, adaptable, flexible, mentally and physically resilient, and competent.

But, most importantly, Soldiers need to be of unimpeachable character.

Character is often demonstrated in how closely our actions, decisions, and relationships adhere to Army ethics and values. Competence is developed over time through rigorous practice, professional learning, and a commitment to excelling in every aspect of duty. It is vital that Army leaders have both character and competence.

CSM Hough knows the development of competence, character, and other leadership traits is one of the most important missions we have as an Army. Leadership is taught from the day Soldiers arrive at basic training and continues at every training course and every advanced school. The Army cannot let any opportunity to develop leaders slip away.

CSM Hough dedicates the time, thought, and action to develop the next generation of Army Medicine leaders. His excellence will reverberate in every generation that follows.

CSM Hough is humble and understated. He is a quiet operator, closely focused on leader development and mentorship. He knows the next generation of Army leaders—enlisted or officer — must be continually developed or the Army will not succeed. Those men and women are ready to be developed.

CSM Hough knows those young men and women are diamonds in the rough, but after they are shaped and polished, they will shine. They will enable the Army to Be All It Can Be.

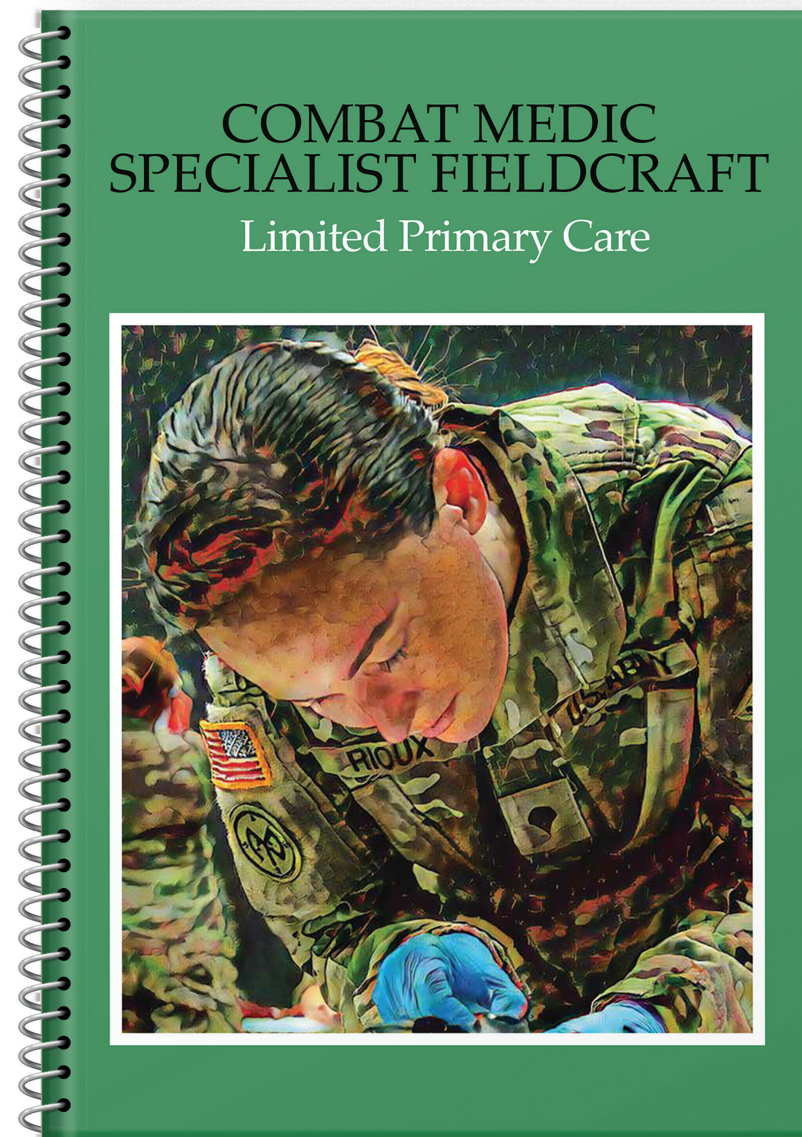




# Calling all Combat Medics

The Borden Institute is proud to introduce the first ever textbook for combat medics! *Combat Medic Specialist Field Craft: Limited Primary Care*, the first of a 3-part series, is focused on foundational skills and routine sick call. Required skills are presented in step-by-step photographic skill drills and robust text covers and expands on current lesson plan materials.

Command Sergeant Major Hough eloquently describes the impact of this book in its Foreword, reproduced on the following page:



**Coming  
Fall 2023**

Go to <https://medcoe.army.mil/borden> to view all of the Borden Institute's publications, place book orders, and access our wide array of military medicine e-books.

# Foreword

THE CRY "MEDIC!" may be the most emboldening sound on the battlefield. It has been screamed by thousands of Soldiers during past wars and Combat Medics will continue to respond in future conflicts. It is the privilege of my Army career to move towards that cry and earn the title "Doc" from the Soldiers with whom I served, deployed, and fought alongside.

This text, *Combat Medic Specialist Field Craft*, codifies the foundational concepts every Army Combat Medic must understand and employ on demand. However, it represents a mere fraction of what is truly required to excel in this critical wartime specialty. After 11B (Infantryman), 68W is the second largest military occupational specialty (MOS) in the Army. As warfighters, we go wherever the fight takes us—by land, sea, or air. Combat Medics remain ready to shoot, move, communicate, and survive on today's complex Multi-Domain Operations (MDO) battlefield, while performing our critical medical tasks. This means that you must prioritize and practice Holistic Health and Fitness (H2F) daily to ensure you possess the physical, mental, and moral resilience to deliver lifesaving care at the point of need. Contrary to popular belief, we rarely "rise to the occasion" when chaos ensues. Instead, we revert to our highest level of training, so we must train as we intend to fight. Combat Medics must be tactically and technically proficient. Both skillsets are perishable and require tough, realistic, and routine training to achieve the status of expert and professional.

The Army is in an era of extensive modernization. The Army of 2028 must be capable of conducting MDO and Large-Scale Combat Operations (LSCO) as part of an integrated Joint Force in a single theater, and it must be ready to do so in multiple theaters by 2035. Army Medicine plays a crucial role in the ability to deploy, fight, and win the Nation's wars across all domains. We endeavor to remain relevant by modernizing "how we fight, what we fight with, and who we are". This means your education, as a Combat Medic, will not end when you close this textbook upon completion of Advanced Individual Training (AIT). In fact, that moment begins the next chapter of your journey and requires you to seek further knowledge in triage, damage control resuscitation, and Prolonged Casualty Care (PCC). Military medicine is a rapidly evolving discipline that requires adaptability, intellectual curiosity, and dedication.

The new generation of Combat Medics cannot expect timely casualty evacuation or rely upon the "Golden Hour" experienced in Iraq and Afghanistan during the Global War on Terrorism. Future conflicts require a robust system of ground evacuation and capable, highly trained Combat Medics with the attributes required to conserve the fighting strength for extended periods of time.

The title "Doc" comes with enormous responsibility and a legacy of courageous men and women who willingly put their lives on the line to save others. Their motivation was not for fortune, fame, or glory, but simply for the love that defines brother and sisterhood—a bond that defies reason and propels Soldiers to heroic acts beyond comprehension. 68W is not only an MOS, it is a calling. You are inheriting a tradition of honor, expertise, and selfless sacrifice, and I want to thank you for answering the call.

Army Medicine is Army Strong!

**Diamond D. Hough**

Command Sergeant Major, US Army

US Army Medical Command



# The Legacy of CSM Diamond Hough and Why He'll Be Missed

by LTG Telita Crosland, Director, Defense Health Agency

When I took command of U.S. Army Medicine's Regional Health Command-Atlantic in 2018, CSM Diamond Hough was the best CSM I never selected. So, I need to start out by thanking then BG Dingle for his brilliant decision – CSM Hough! CSM Hough has deployed all over the world, held multiple leadership positions, and made it his personal mission to improve combat medicine. He's an exemplary Soldier, combat medic, and friend, and it would take more room than I have here to tell you all the ways he'll be missed. Instead, in the spirit of David Letterman's late night talk show lists, I offer "The Top Ten Things Army Medicine Will Miss About CSM Diamond Hough."

**10 HIS INTELLIGENCE.** CSM Hough is one of the most intellectually curious people I know, and he's able to break down concepts in a relatable way.

**09 HIS "HOUGHISMS."** He's known for his catch phrases and perfect wise use of sayings. I often hear his words coming out of my mouth. Just the other day I used "before you tear down a fence, figure out why it was put up in the first place" in a meeting. He knows when to deploy the right words at the right moment to effect.

**08 HIS MORAL COURAGE.** It isn't always easy to speak truth to power. CSM Hough does so respectfully and in a way that makes the team better. I always knew we were about to have a fun conversation when he'd say, "Ma'am, help me understand...."

**07 HIS LEADERSHIP.** As a smart, insightful Soldier, CSM Hough leads from the front no matter where he sits on the team. When he speaks, people listen.

**06 HIS SELFLESS, POSITIVE ATTITUDE.** I've never seen him have a bad day. When you look at CSM Hough, you see someone who truly loves what he does. It's not just infectious, it's inspiring.

**05 HIS COMMITMENT TO ARMY MEDICINE.** He understands the value and unique mission of Army Medicine and has been able to translate that in meaningful ways. He's never lost sight of the Army's ability to save lives at the point of injury and provide care at every echelon starts with the Soldier medic.

**04 HE LIVES HIS "WHY" OUT LOUD.** A consistent and insightful leader, CSM Hough has never forgotten his why. Throughout his career, he has always put people first as he built cohesive teams. CSM Hough loves his Army teammates and did not shy away from showing it.

**03 HE PUT ARMY MEDICINE ON THE MAP AND KEEPS IT ON THE MINDS OF OTHERS.** He doesn't just know the value of Army Medicine; he believes in it. He has done a phenomenal job of translating what Army delivers for the rest of the Army. The bond between a medic and their Soldiers is unique, and he's brought that relationship to life for the whole command and for people we serve.

**02 HIS PRIDE IN THE PATCH.** He's proud to be part of Army Medicine and he inspires that pride in others. His Soldiers are honored to represent the patch no matter where they serve.

**01 HIS LEGACY.** Everyone who has worked with him is going to miss him, but he's always known our time in leadership is limited. His commitment to developing the next generation of soldiers-leaders is unparalleled. A legacy of greatness is measured in who you develop and leave behind. His legacy of greatness will live on in others for generations to come. I am enormously grateful to have served with and call him my CSM.

**Thank you, CSM Hough, for your selfless service, your sacrifice, and your unwavering commitment to military medicine.**

## COMMAND SERGEANT MAJOR DIAMOND HOUGH: ELEVATING THE ARMY MEDICAL DEPARTMENT ENLISTED CORPS THROUGH LEADER AND PROFESSIONAL DEVELOPMENT

by CSM Vic Laragione

Few individuals can match the positive impact Command Sergeant Major Diamond Hough had on Army Medicine. His unwavering commitment to leader and professional development not only transformed the lives of countless Soldiers but has elevated the standard of excellence within Army Medicine.

Command Sergeant Major Hough's journey to becoming a prominent figure in military medicine is a testament to his dedication and resilience. His career began as a young Soldier Medic, and through his relentless pursuit of self-improvement, leadership skills, and seeking the hard jobs, he climbed the ranks to reach the pinnacle of his profession – the Army's most senior medic.

One of CSM Hough's most significant contributions lies in his emphasis on fostering a culture of continuous learning and mentorship. He firmly believes that the strength of the Army Medical Department (AMEDD) Enlisted Corps lies in its leadership. Under his guidance, numerous aspiring medics have been inspired to pursue higher education, attend leadership courses and Army schools, and become skilled practitioners, as well as outstanding Soldiers and leaders.

He reminded Senior Enlisted Leaders of their crucial role to be the lead trainer and to maintain their relevance as Soldiers, while upholding their commitment to performing Soldier tasks. His approach was marked by a revival of leader validation during competitions, a powerful symbol of leading by example. CSM Hough's mantra resonated deeply within the ranks, as he continually reminded leaders that they couldn't expect their Soldiers to execute tasks they were unwilling to undertake themselves. Through his leadership, he instilled a culture where senior enlisted leaders embraced their responsibilities as Soldiers first. This reinforced the fundamental principle that to lead effectively, one must be willing to walk the same path they ask others to tread.

CSM Hough's commitment to leader development extends beyond the classroom. He actively engages with his subordinates, listens to their concerns, and provides constructive feedback to help them grow. He also helps them clearly understand they are empowered to effect change. Through his leadership, he has cultivated an environment where Soldiers are encouraged to ask questions, seek guidance, and strive for excellence.

Furthermore, CSM Hough has been instrumental in enhancing the professional development of medical personnel. He was the driving force behind initiatives to ensure that AMEDD Enlisted Corps Soldiers stay up-to-date with the latest advancements in healthcare knowledge and certifications. By advocating for continuous training and certification, he helped the Enlisted Corps work at the top of their scope of practice in both the Military Treatment Facilities and in the field and deployed environment.

**CSM Diamond Hough's positive impact on the AMEDD Enlisted Corps and Army Medicine through leader and professional development is immeasurable.**

CSM Hough's influence transcends the military sphere. He has actively collaborated with civilian medical institutions and organizations to bridge the gap between military and civilian healthcare. This not only benefits military personnel but also contributes to the broader healthcare community.

In addition to his dedication to education and the profession of arms, CSM Hough is a staunch advocate for the physical and mental well-being of Soldiers. He understands that a healthy, resilient force is the most effective one. His initiatives to promote fitness, mental health support, and work-life balance have had a profound effect on the overall readiness and morale of Army Medicine.

In sum, CSM Diamond Hough's positive impact on the AMEDD Enlisted Corps and Army Medicine through leader and professional development is immeasurable. His dedication to nurturing leaders and fostering professional growth has elevated the standards of excellence within the military healthcare community. His legacy will continue to inspire generations of medical professionals to strive for greatness, ultimately ensuring that our nation's warriors and their families receive the best possible care.

## READY, RESPONSIVE, RELEVANT

by CSM Rebecca Booker

As the Army shifts its focus to Large Scale Combat Operations (LSCO), so must Army Medicine. The complexity of LSCO (intense, lethal, and brutal) and the likelihood of future conflicts occurring in multi domain environments, increases the potential for our troops to be more dispersed and mobile. A highly trained medical force that is prepared to support them is essential. As these conflicts become more complex, so must our medical training. For Army



Medicine, this means we must build “Tomorrow’s Medical Warrior.”

As the Medical Command (MEDCOM) CSM, CSM Diamond Hough has taken the reins to ensure we have a medical force that is “Ready, Responsive, and Relevant”. Taking MEDCOM’s new mission of Readiness and Training as the #1 priority, he developed a MEDCOM CSM Campaign Support Plan encompassing three Lines of Efforts (LOEs) to operationalize what it means to be “Tomorrow’s Medical Warrior.” This campaign plan provided leaders within MEDCOM, regardless of what position or rank, guidance on how to achieve a Total Army Medicine Force that supports the warfighter’s readiness and upholds the commitment to care for Soldiers sent in harm’s way. Our Nations’ Army depends on medical leaders who understand and support the Army’s number one priority and the foundation of Army Medicine – people. (Medicine Campaign Plan 2022-2023). “Army Medicine’s foundational strength lies in its people. Every day, we answer the nation’s call and deliver, regardless of the sacrifice. It is in you, and us that our strength resides”, CSM Diamond Hough.

LOE 1 (Decisive) Ready, focuses on getting back to the basics of Army Warrior Tasks (AWTs). Shoot, move, communicate, and medicate. Medical personnel getting to the point of injury and providing life saving measures. LOE 2 (Shaping) Responsive, means a medical force that is trained and ready, a force that is prepared to meet the needs of the Army and respond when called upon, no matter how complex the operational environment may be. LOE 3 (Shaping) Relevant, highlights medical personnel who are stewards of the profession, put Soldiers first, and develop expertise in their medical crafts. Medical personnel who are in sync with the rest of the Army don’t just deliver healthcare in Military Treatment Facilities (MTF); they understand they are Soldiers first.

In the words of our MEDCOM CSM, “if you want the best, build them.” His impacts through these 3 LOEs have created new medical training platforms and opportunities to challenge our medical personnel to do more than they thought possible, but more importantly, to help them survive on the battlefield and sustain the life of our combat casualties. “Our warfighters’ lives depend on the professional and tactical skills that we provide to ensure their safe return home,” CSM Diamond Hough. CSM Hough’s emphasis on training to expand beyond a Military Occupational Specialty (MOS) so that you are no different from a non-medical Soldier, a Soldier who is ready to deploy, fight and win our nation’s wars, will live within us after his tenure as the MEDCOM CSM.

The actions we take today to increase our medical capabilities must reflect the requirements of the future operational environment. CSM Hough’s impacts placed on Training and Readiness confirms that we have a Ready Medical Force, a force that is committed to improving their

technical and tactical skill sets. A medical force prepared to support and defend and that remains responsive when called upon. A force that is relevant to rest of the Army, who can shoot, move, communicate, and medicate. A medical force that supports the concept of acquiring talent, developing talent, employing talent, and retaining talent. We are Army Medicine Soldiers; we are Soldiers First! Army Medicine is Army Strong.

### **THE MIL-CIV PARAMEDIC PROGRAM**

*by CSM Jennifer Francis*

The U.S. Army Medical Command vision includes being a ready, reformed, reorganized, responsive and relevant force providing expeditionary, tailored medically ready and ready medical forces to support the Army mission.

As a critical combat multiplier, Army Medicine remains at the tip of the spear with the latest in technology and equipment to remain aligned with the operational force. We must also continue to grow our capability to provide health service support and health protection functions through deliberate consideration of our past, present, and future operational state. Army Medicine, as an Enterprise, must build and invest in our people. We need critical thinkers that are proactive and develop with change because they drive the technology and equipment. Our mindset and behaviors must be that we are technically and tactfully ready Warfighters medically providing for our fellow Warfighters!

Medical Readiness Command, West is supporting that capability growth through a military-civilian partnership with El Paso Community College to provide a paramedic course to our combat medics. Upon successful completion, Soldiers earn the additional skill identifier of a 68W3P, or paramedic.

The paramedic initiative began in 2020 using Womack Army Medical Center on Fort Liberty, then Fort Bragg, in partnership with Fayetteville Community College as a model. The program was designed to partner with highly capable institutions to aid the expansion of U.S. Army advanced trauma and medical pre-hospital care capabilities across the U.S.

In a 2022 article entitled “Army Medicine’s Critical Role in Large Scale Combat Operations,” authors LTC Matthew K Marsh and CPT Ryan L. Hampton wrote:

“The increase in medical complexity and volume will necessitate enhanced skills at the tactical combat-medic level to facilitate resuscitative care and monitoring as far forward as feasible and extended throughout the roles of care.

Combat medic knowledge, skills, and behaviors must address the additional performance

measures required of prolonged care: (1) enhanced patient monitoring, (2) enhanced resuscitative measures such as whole blood administration, (3) manual and mechanical ventilation, (4) enhanced pharmacological pain treatment, (5) enhanced physical exam and diagnostic procedures, (6) enhanced wound care, (7) nursing measures, (8) life- and limb-saving surgical interventions, (9) proficiency with synchronous and asynchronous telemedicine capabilities, and (10) the ability to prepare casualties for evacuation.”

As we continue to look at future conflicts, the probability of Large-Scale Operations is high, resulting in larger numbers of injured troops compared to past campaigns. The 170-day accelerated paramedic course provides the opportunity to develop our Soldiers’ skills in peacetime which will enhance our capabilities in time of war. Having more Soldiers on the ground with expanded capabilities, such as the 68W3P, can increase survivability rates, minimize the operational Soldiers time away from the unit and ensure combatant commanders have the troops on the ground to fight and win our nation’s wars.

### **“IF YOU WANT THE BEST SOLDIERS... BUILD THEM!”**

*by CSM Kyle Brunell*

My recent experience has not only reinforced but solidified CSM Hough’s focus on the importance of Army schools such as Ranger, Air Assault, Airborne, Pathfinder, etc. and their positive impact on Army Medicine and the Army as a whole. While sometimes the skills learned at these schools do not directly translate to what we do, they ingrain a truly invaluable experience and are worth every penny of our training dollars and lost time from our clinics, laboratories, and field hospitals. Allowing our Soldiers to participate in these courses not only increases their readiness and resilience, but also improves the image of Army Medicine in the minds of the warfighter. These schools should be encouraged by-and-for all Army Medicine Soldiers, regardless of rank, age, experience, or position.

Recently, I had the opportunity to attend and subsequently graduate from the Sabalauski Air Assault school at Ft. Campbell. Suffice it to say, I learned a great deal about myself and my previously imposed physical and mental limits which I had levied on my 53 y/o body. Additionally, I was also pleased to see first-hand the drive and determination of our Soldiers to succeed in what is known as the “Army’s Ten Toughest Days”. I came away with more pride than ever in the next generation of warfighters from across our Army. Luckily, and thanks to CSM Hough’s leadership, there were several other Army Medicine Soldiers in attendance, proving they belong in such a demanding

environment. Nothing proves that Army Medicine is more relevant and ready than ever, than watching an Army Dentist, Biomedical Equipment Repairer, or even yours truly, a seasoned Optical Fabrication Specialist, keeping pace with combat arms Soldiers through numerous physical and mental challenges. During an infrequent moment of downtime, I had an infantryman tell me that he would feel more comfortable relaying his medical issues to a provider or technician who had outwardly proven that they had been there, done that, and could understand where he was coming from. He even implied that it would help him better relate to his care team. Such a conversation makes me wonder, is there anyone out there looking for a new way to improve the patient experience? We need our Army Medicine Soldiers out there, showing what they can do, and we need our Army to know that we are physically and mentally ready, we understand their experience, and we’ll be there when they need us most. Standing shoulder-to-shoulder alongside them at an Army school is an excellent way to prove it.



CSM Kyle Brunell at Air Assault school

For our Army Medicine Soldiers, the additional skills they learn are truly impactful in their day-to-day missions. Nothing motivates a Soldier to be in the right place, right time, right uniform, with all required gear, then the fear of



a day zero drop! Imagine completing eight grueling days of a course, only to be sent home because you forgot your I.D. tags. Irrelevant? Unnecessarily difficult? Tell that to a surgeon whose OR tech failed to properly account for surgical instruments, or a medical supply tech who forgot to order the necessary supplies for a critical training event. At Air Assault school, what I found most fascinating was the camaraderie and teamwork that we built in such a short time. Perhaps nothing builds a stronger team than shared hardship. In the end, I saw 156 more confident, resilient, and focused Soldiers, ready for whatever challenge awaits them. Maybe we should make more Airborne-qualified medics as a novel way of improving resilience in our formations!

CSM Hough recently said that “what you accomplish is not as important as who you accomplish it with”. My experience at Air Assault solidified that statement in my mind. The Soldiers truly made an impact on me, and I hope I left them with a positive image of an Army Medicine senior leader. Our Soldiers need this training, and Army Medicine, and our Army, will be better for it.

In closing, I would be remiss if I didn't mention that CPT Blake Taneff, a Radiology Resident from Troop Command, Walter Reed, Medical Readiness Command, East, was the fastest 12-mile foot march champion with a time of 1 hour and 58 minutes. Talk about street cred! As CSM Hough routinely says, “If you want the best Soldiers, build them”. I couldn't agree more!

Air Assault!!



CSM Kyle Brunell with fellow Medical Soldiers 2LT Sigette and 2LT Rodriguez at Air Assault school

## MARKED CREDENTIAL 3P ADDITIONAL SKILL IDENTIFIER

by SGM Kathleen Hedges

Understanding the projected changes in the battlefield, combined with lessons learned dated back through World War II, it was clear the 68W's foundational paramedicine capabilities needed to increase. CSM Hough provided the comprehensive break-down for 'how' we needed our 68Ws to think when answering the call to casualty management.

“It is important we train our medics how to think and not what to think. We can't replace capabilities with a new mortar tube to meet the demand of the casualty, we have to have the ability to critically think for our casualties and our leaders.” CSM Diamond Hough

Breaking down the elements for 'how' we want our medics to think, crosses paths with an already packaged plan, the National Registry Emergency Medical Technicians (NREMT) Paramedic. Understanding it is the internationally recognized 'Gold-Star Standard' for pre-hospital care and would answer the demand to train how our medics think; NREMT Paramedic became the objective. This work was deliberate and intentional to ensure it looked at the Army's diverse mission demands in crisis, competition, and conflict.

Moving the ball forward in December 2021, The Army Medical Department and MEDCoE submitted a Military Occupational Classification and Structure Proposal to establish a Nationally Registered Paramedic Additional Skill Identifier for MOS 68W. CSM Hough's vision with the 68W ASI 3P was to ensure it was a personnel-based ASI to empower all organization with this capability and with the bench to pull this capability from other units for their mission. This vision and proposal was ultimately approved by Army G1 in July 2022 to identify personnel that meet this higher-level qualification.

Currently, the Army Medical Command has built two of their own paramedic training programs to build their capabilities as an organization to answer the call. Additionally, across FORSCOM organizations have recognized the importance in this capability and send their medics to these programs.

The 3P higher skill set provides commanders the target to empower the 68W Combat Medics in their formation to answer the call in casualty management and through all roles of care. It is the mark to prepare our Soldier to fulfill their 'Why' when they hear the call 'Medic!!!'.

**During crisis, competition, or conflict, the EMC is there.**

## “WELL DONE IS ALWAYS BETTER THAN WELL SAID!”

by MSG Mike Remley

As the United States (US) Army's most senior medical noncommissioned officer, CSM Hough sought to confirm rather than conform to the standards of our chosen profession. The tyranny of the here and now being reinforced by the status quo was found, preventing the evolution of the enlisted medical corps (EMC). A seemingly endless quagmire of processes and planning inhibited our unity of effort and degraded our ability to act. However, as the “principal advisor to the Surgeon General on all Army Medical Department enlisted-personnel matters” (Army Regulation 40-1, “Composition, Mission, and Functions of the Army Medical Department”), CSM Hough decided to be the change he wanted to see, working to ensure the EMC is ready, relevant, and resourced to act across the full range of military operations.

During crisis, competition, or conflict, the EMC is there. From the boardroom to the battlefield, we are present; however, just being there is not going to improve casualty outcomes in the future fight. We must know what to do, with what we have, when called upon. Our individual tasks allow the skills needed to deliver point of need medical capabilities our Army requires to gain the advantage and win. Unfortunately, what CSM Hough, his deputy corps chief, and his corps specific branch proponent officer (CSBPO) found were high volumes of required medical tasks all labeled as critical that did little treat casualties at the point of need. If everything is important, what truly is important? If what was thought to be critical isn't, what is? Where do we, EMC professionals, begin initial and sustainment training? How do we train our EMC for the known, yet give them the knowledge for the unknown? CSM Hough knew how to address these issues – first, you master the basics, or essentials, and then you enhance towards more advanced skills mastery.

Through CSM Hough's leadership, and the diligent work of the enlisted Subject Matter Experts, CSBPO execute officer, and the MEDCoE's Department of Training and Doctrine (Enlisted ISSs), “Readiness Individual Critical Task Lists”

(R-ICTLs) were created and uploaded to the central Army registry. R-ICTLs focused on the essential tasks required of Tactical Combat Casualty Care (TCCC), the DoD's standard of care for medical and non-medical first responders, to improve casualty response systems across the Total Army. R-ICTLs set the EMC foundation of TCCC required to begin implementing Prolonged Casualty Care (PCC) training in preparation for large-scale ground combat operations. “PCC ensues when movement and logistics are contested or constrained; therefore, PCC may require a triage methodology that shifts away from medical criteria to balancing logistical, tactical, or operational outcomes” (1). To help address the critical thinking skills required to navigate this problem set faster CSM Hough aimed to raise the baseline competency of the 68W Combat Medic and started to build Combat Paramedics.

In December 2021, CSM Hough again challenged the status quo by leading a Military Occupational Classification and Structure Proposal to establish a Nationally Registered

Paramedic Additional Skill Identifier for 68W Combat Medic. CSM Hough, and his team, were determined to address the lessons learned from our EMC's COVID 19 response and ensure Combat Medics could and would be deployed, if called upon again, with a higher requisite skill set than the current National Registry of Emergency Medical Technicians (NREMT) Basic. Because of CSM Hough's vision, the proposed Combat Medic additional skill identifier (ASI) “3P” was ultimately approved by Army G1 in July 2022. The 3P ASI identifies EMC Soldiers that have earned their NREMT-Paramedic certification. The 3P ASI is attached to EMC duty positions within military treatment facilities to maximize their ability to treat and refine their mission essential medical skills prior to deploying. The Army has begun looking at the means and ways to code roughly 350 Combat Medic 3P ASI authorizations within the Security Forces Assistance Command and this may be the beginning of a Total Army force design.

A. R. Bernard said, “When change is necessary, not to change is destructive” and CSM Hough decided to step up rather than step aside when change was needed. He found innovate new ways to build EMC Soldiers that can be employed within any operational environment our Army deploys to. CSM Hough used his strategic authority to enrich and accelerate the various EMC grassroots initiatives underway aimed at improving casualty outcomes. He leaves a revitalized, relevant, and ready EMC formation that CSM Sprunger will undoubtedly enhance to win across all domains of battle. “Well done is better than well said”, and you CSM did well indeed. For every Soldier that may never know what you started, ended, and contended with daily, thank you!



# Thank you, CSM Hough!

From SGM Frederick Gibbons



CSM Hough (left), SSG Wheeler (middle), and SGM Gibbons (right)

CSM Hough is a leader with the highest standards and expects no less from his Soldiers. I've had the privilege and honor of working directly for him on three different occasions, and his expectations of grooming and growing leaders never changed or wavered. CSM Hough has the unique ability to develop the most Senior Leaders and expand our knowledge base to reflect on Army Medicine history and the Soldier Medic that the future Army needs and deserves.

CSM Hough was known for challenging his senior leaders to attend the training they were sending their Soldiers to, and I'm no exception. I remember leaving my position as 1SG and CSM Hough telling me I would attend the Air Assault Course before reporting to Region to work. I honestly doubted myself as air assault has the reputation as "one of the most physically challenging ten days in the Army." However, I knew that CSM Hough had never steered me wrong, and to my amazement, I was the only MSG to graduate during this cycle successfully. This further confirmed his ability to see a leader's potential even when they can't see it themselves.

As a 1SG, I had a robust Audie Murphy mentor and study group. One of CSM Hough's most famous sayings was, "You will not always get the team you want, but build it." I did just that.

The picture to the left reflects SSG Wheeler, currently serving as an Instructor for the 68P program at MEDCoE. As I was building the team I desired, I never knew that one of the key players would be under my tutelage again as the MEDCoE Academic SGM.

I want to personally thank CSM for molding me and many other leaders currently serving. You truly taught me the meaning of investing in our future leaders. Your contributions have forever changed the Army. You have truly made "Army Medicine, Army Strong!"

From SGT Martika Williams

A great leader always sees the potential in you, even when you can't see the greatness within yourself. CSM Hough's driving force as a leader was focused on training and developing soldiers. Anyone could tell you, his growth mindset was no exception for his team. From day one of working with him, he has challenged me mentally and physically, and even if at the moment I felt overwhelmed, this experience has given me more confidence in myself and more credentials for a better future. I am forever grateful.

From the highest heights of jumping out of a C-17, to the muddy depths in Land Nav, just to name a couple, there was no limit to what he thought I could accomplish. Not to mention, I am pretty sure I have done more EXSUMs and SITEPs than the average E5. CSM I am grateful! You've continuously fed us knowledge on a strategic level, skills that I have shared with my battle buddies, and that I will continue to share from this point on with my soldiers.

Every talk, every lecture, every lesson, even if I seemed to be not listening, even if I seemingly pushed back, I soaked up every word. I am glad you were able to witness me embark on my new journey as a Drill Sergeant and I know you are proud. As you walk into your new steps of life towards new beginnings, know that I am proud to have been mentored by you. I hope you can set the torch down and FINALLY enjoy some time out of the office, the field, and your emails. Thank you CSM Hough for all the time you have invested in me, all the potential you've seen in me, the pushes you've given me, and the knowledge that will last me a lifetime. Enjoy retirement.



# THE MEDICAL SOLDIERS' OUTLOOK CALL FOR SUBMISSIONS



## Share Your Ideas...

The Medical Soldiers' OUTLOOK is seeking submissions from enlisted soldiers of all ranks across all MOSs.

Published quarterly, the OUTLOOK is a place where members of the enlisted corps can share information, ideas, and experiences with their peers.

The OUTLOOK seeks to publish a variety of stories and articles including but not limited to:

- Real-world perspectives from the field
- Training experiences
- Research and innovation
- Military medical history
- Events across AMEDD organizations
- Interesting, poignant, or humorous stories

When we share our voices and experiences, we all grow - both as individuals and as a cohesive corps. Contact *The Medical Soldiers' OUTLOOK* at [medicalsoldiersOUTLOOK@army.mil](mailto:medicalsoldiersOUTLOOK@army.mil) or go online to <https://medcoe.army.mil/soldier-outlook> for details on how to contribute your ideas today.

## ...Tell Your Story



NEWSLETTER FOR THE ENLISTED MEDICAL CORPS



# In his own words...\*

CSM Hough reflects on his career and offers advice to those just starting down the rewarding path of being a Combat Medic



Advice to a PFC just starting out in the field:

*"Be in the right place, at the right time, in the right uniform, with the right attitude, and have some fun." "And if I'm talking specifically to medics, make sure every opportunity you get to either soldier or what I call 'medicate', which is practice medicine, you do that. You do that and you learn. You find your good doc, good PA who wants to invest, who wants to teach you, and you pay attention and you learn. You take pride in being good at that."*



*"One thing people forget about the combat medic is the combat part. I'm no good as a medic. If I can't survive on the battlefield, I'm no good to anyone. If I can get to the places that our wounded Soldiers are at...if they're taking a hill, I have to be able to take the hill. If they're going to the lowest valley, I got to be able to get to that valley. If the tactics that we use in the military, I don't know and I can't survive on that battlefield, I'm no good to anybody."*

*"[There's nothing] that would make me happier than exactly what I'm doing right now. I love the fact that what I get to do is about people, one [that is an] honorable profession, one serving our nation... my entire job is making people ready, getting people ready, giving people opportunities. We have a tremendous amount of talent in our army, and most the time we need to just open the doors of opportunity."*



*"I can take effective fire, I can have mortars walking in on me, and I can keep a calm head and be able to execute my duties under those conditions. And that's what I strive for every combat medic to be able to do. To be able to conserve our fighting strength, to take care of our wounded in any environment and any situation. For me we have to be the best of the best when it comes to soldiery."*

\* All excerpts from WARDOCS podcast "CSM Diamond D. Hough: Leveraging Battlefield Experience to Influence Tomorrow's Medics and Corpsmen" <https://www.wardocspodcast.com/post/csm-diamond-d-hough-leveraging-battlefield-experience-to-influence-tomorrow-s-medics-and-corpsmen>



# *FAREWELL MESSAGE FROM CSM HOUGH*

This is a bittersweet time, as my career culminates with thirty-five years of service, friendships, and honor. In every position I have served, I grew, my family grew, and my capacity to serve grew. I am honored to have had the privilege to serve as the senior medic in the United States Army. I am humbled to be the individual at the helm to advocate for you, the Soldiers of Army Medicine, and for your personal and professional care.

In this journey, it is imperative to stay present, relevant, and integrated as the professional medical experts in our formations. Education is the cornerstone to stay on pace with both the evolution in medicine and the modernization of the battlefield. We are reliant on our ability to think critically and make tough decisions for our casualties and our mission. To stay relevant is to be tactically and technically ready to answer the call – whether during crises like COVID, or in conflicts that could involve the large-scale operations (LSCO) and multidomain operations (MDO) unknown circumstances combined with advanced capabilities to make the perfect storm. To stand ready for this storm, we must be lifelong learners. The ability to think comes from learning every day and challenging the fundamentals skills under trying conditions to make them capabilities. As I watch our culture start to change and integrate all MOSs in our daily operations, I am excited to see the unparalleled tenacity Army Medicine brings to the fight.

We have strived to create the space to build leaders through integrated training, tough schools, and marked credentialing for our team to answer the call. It is vital to stay ready. Our responsibility and courage are empowered by our ability to be at the right place, at the right time, with the right capabilities. This, in turn, gives us the willingness and motivation to put our lives on the line to save another, which comes inherently with the brotherhood and sisterhood that bonds us. It is here with the actions we take today that we empower our capability to conserve the fighting strength tomorrow. It is here and every day that we remain present at the table as leaders and as medics. It is here we continue to learn and build as a total force capability as teammates to uphold the tradition, honor, expertise, and selfless sacrifice to call ourselves Army Medicine.

This is not a job that I am leaving, but a vocation. It is a vocation I was called to and honored to fulfill. As I depart from this position my love, admiration, and honor remain with you all. Thank you all for allowing me to serve as your Command Sergeant Major. Thank you for trusting me, guiding me, and rising with me to answer the call.

Never forget today is all we have, tomorrow is never guaranteed, so if you want the best... build them today!

## **Diamond D. Hough**

Command Sergeant Major, US Army

US Army Medical Command





