The National Capital Region Medical Directorate

Employee Guide
# Table of Contents

## Introduction to the NCR MD
- Director’s Welcome Letter 2
- Introduction to the NCR MD 3
- Enhanced Multi-Service Market (eMSM) Map 4
- NCR MD Organization Chart 5

## Getting to NCR MD
- WRNMMC Road Map 7
- Base Site & Parking Map 8
- WRNMMC Gate Schedule & Shuttle Service 9
- Parking Information 10
- Transportation Options 11
- Transit Subsidy (for Military/DoD Civilian Employees) 12
- Alternative Parking & Commuter Solutions 13
- Metro Rail Station Parking 14

## Getting Started
- CAC Help 16
- Telephone & Voicemail Basics 17
- Supplies 20
- Conference Rooms 20
- Document Templates 20
- Annual Training 21

## Working at NCR MD
- Professional Excellence 27
- Leave (for Military Personnel) 37
- Civilian Work Schedule Form 38
# Table of Contents

**Getting Around at WRNMMC**

WRNNMC Organizational Chart 41
Dining Options 42
WRNMMC Facility Map 43
Building Themes 44
Shops and Services at WRNMMC 45
Morale, Welfare, and Recreation (MWR) 46
Child Development Center 47
Fitness Center 47
Main Phone Numbers 48
Helpful Phone Numbers & Links 49
First 30 Days Checklist 52
Acronyms Commonly Used at the NCR MD 53
Military Insignia 55
Visitor Request Procedures 57
National Intrepid Center of Excellence (NICoE) 58

**Getting Around at FBCH**

FBCH Organizational Chart 61
Fort Belvoir Site Map 62
Gate Schedule 63
Fort Belvoir Community Hospital Site Map 64
FBCH Building Themes 65
FBCH Hospital Directory 66
# Table of Contents

**Getting Around at Pentagon - DTHC**

Map .......................................................... 68
Directions and Parking .................................. 69
Clinic Layout & Location ................................. 70
Clinic Parking ............................................... 71
DTHC Hours of Operation ............................... 72

**Getting Around at JPC**

JPC Organizational Chart ................................. 74
Forest Glen Site Map ....................................... 75
Directions to JPC ........................................... 76
Parking Information ........................................ 77
History ......................................................... 78
INTRODUCTION

TO THE

NCR MD
Welcome to the National Capital Region Medical Directorate (NCR MD)

We want and expect your assignment with the NCR MD to be one of the most rewarding and challenging assignments in your professional career. Our directorate plays a vital role in delivering high quality healthcare to more than 250,000 Soldiers, Sailors, Airmen, Marines, and other beneficiaries located in the metro D.C. area. As the leader of this competitive and innovative healthcare market, the NCR MD brings together leadership, creativity, and cooperation to integrate world-class care delivery. Our congressionally mandated Enhanced Multi-Service Market (eMSM) affords exciting new opportunities to leverage talent from the Department of Defense’s expansive knowledge pool to improve access and quality of care and improve value for patients and the American taxpayers. Your expertise will be essential to our continuing success!

Again, welcome to the National Capital Region Medical Directorate.

D. A. Lane
Rear Admiral, MC, USN
Director
Introduction to the NCR MD

The NCR MD was established in accordance with guidance published in DoD 5136.13, effective October 1, 2013. The Defense Health Agency’s National Capital Region Medical Directorate (NCR MD) was established to exercise authority, direction, and control over the Walter Reed National Military Medical Center (WRNMMC), Fort Belvoir Community Hospital (FBCH), and their subordinate clinics (DiLorenzo TRICARE Health Clinic (DTHC), Tri-Service Dental Clinic, Family Health Center Fairfax, Family Health Center Dumfries), and the Joint Pathology Center (JPC).

The Director of the NCR MD exercises enhanced Multi-Service Market (eMSM) authorities over these facilities and Naval Health Clinic Quantico and its subordinate Washington Navy Yard Branch Health Clinic; Naval Health Clinic Annapolis, Kimbrough Ambulatory Care Center and its subordinate Andrew Rader Army Health Clinic and Fort McNair Army Health Clinic; and Malcolm Grow Medical Clinic and Surgery Center (779th Medical Group), and its subordinate Pentagon Flight Clinic; and Bolling Clinic (579th Medical Group). All of these Service and Joint MTFs together with the JPC comprise the NCR MD Market. This Market is the Military Health Systems (MHS) largest Market.
Enhanced Multi-Service Market (eMSM) Map
GETTING TO NCR MD
NCR MD is located on the 8th and 9th floors in the Presidential Zone (Building 1) of the WRNMMC.
**WRNMMC Gate Schedule & Shuttle Service**

**BLUE LINE:**

**Hours of Operation:**
5:30 a.m. to 6:30 p.m.

**Stops on Route:**
- Building 10 (Main Hospital Lobby)
- Multi-Use Parking Structure / AFRR
- Building 66 (Fisher House)
- Navy Lodge (Only from 9:00 a.m. to 2:45 p.m.)
- Building 17
- Navy Gateway Inns & Suites/USO (Only from 9:00 a.m. to 2:45 p.m.)
- Parking Lot Z (Only from 9:00 a.m. to 2:45 p.m.)
- Building 27
- Parking Lot Q
- America Building
- Building 7

**GREEN LINE:**

**North Campus**

**Hours of Operation:**
5:30 a.m. to 9:00 a.m.
2:45 p.m. to 6:30 p.m.

**Stops on Route:**
- Building 10 (Main Hospital Lobby)
- Building 8
- Navy Gateway Inns & Suites/USO
- Parking Lot Z
- Building 27
- Parking Lot Q
- Building 14 (Facilities)
- Back to Building 10 (Main Hospital Lobby)

**RED LINE:**

**South Campus**

**Hours of Operation:**
5:30 a.m. to 9:00 a.m.
2:45 p.m. to 6:30 p.m.

**Stops on Route:**
- Building 10 (Main Hospital Lobby)
- Multi-Use Parking Structure / AFRR
- Parking Lot W (USU Garage)
- Navy Lodge
- Parking Lot H
- Child Development Center (CDC)
- Multi-Use Parking Structure / AFRR
- Back to Building 10 (Main Hospital Lobby)

**MEDICAL CENTER METRO SHUTTLE:**

**Hours of Operation:**
5:30 a.m. to 6:30 p.m.

**Stops on Route:**
- Building 10 (Main Hospital Lobby)
- Medical Center Metro Stop

---

*For more information, please visit the website at the link indicated below or call Security at (301) 295-1246.*

[https://www.wrnmmc.intranet.capmed.mil/administration/facilities/commuter/Lists/Gate%20Schedule%20and%20Base%20Maps/AllItems.aspx](https://www.wrnmmc.intranet.capmed.mil/administration/facilities/commuter/Lists/Gate%20Schedule%20and%20Base%20Maps/AllItems.aspx)
Parking Information

WRNMMC no longer use parking stickers; only those employees with an assigned parking placard will be able to park at WRNMMC. Buildings are clearly marked with the buildings placard color to prevent confusion. The National Capital Region Medical Directorate staff are eligible to receive a purple placard.

Staff Parking:
To park at WRNMMC, you will need a parking hang tag. The parking lots are designated by tenant command.

Contractor Parking:
Parking for the BRAC project (Clark Balfour & Beatty staff and subcontractors) should be within the designated construction zone. Violations of this guideline should be emailed to BRAC-FAQ@med.navy.mil.
Transportation Options

1. Ridesharing

- **How to find a Rideshare match:** To find a carpool match try these options:
  - Communicate with fellow staff members, family or friends to see if a carpool match is possible.
  - Create a Commuter Connections account to search a database of other commuters looking for a car pool match:
    http://www.commuterconnections.org/commuters/ridesharing/
  - Attend an upcoming Zip Code Get Together workshop at WRNMMC Bethesda. These workshops bring staff members together by home zip code to see if a match can be made. Workshops are announced via Postmaster/All Hands messages.

- **How to apply for ridesharing:** To apply, complete the Pass & ID documents which are posted on the WRNMMC website. Return to your Chain of Command who will in turn forward to the NSA Bethesda Pass & ID office. When you arrive on Day One at the new facility you will receive your new parking decals after providing proof of insurance, registration, and driver’s license.

- **When to apply for ridesharing:** If you check-in before your carpool partner does, you will act as the primary member of the carpool and will receive the hanging decal and a parking sticker. When your partner(s) checks in, they will receive a parking sticker as well.

- **Carpool parking:** Carpool parking is currently available in Building 55 on the second floor off of Brown Drive. Spaces are available for cars with appropriate carpool parking stickers and a hanging placard. The vehicle that parks in the designated carpool space must have the hanging placard on the rearview mirror, a parking sticker and minimum two staff members in each vehicle each day. Carpool spaces are reserved for group members from 0500-0900, Monday-Friday. Additional spaces will be added as interest in the program dictates.

2. Bicycling

- **Bike rack locations:** Bike rack locations include: Building 54 entry level, America Garage, Building 17, MUPS, NICoE, Basement level of Building 71 (USU), AFRRI, Building 55 entry level, Building 27, Building 11, Building 62. Additional bike racks will be added to accommodate new construction.

- **There are 185 bicycle parking spaces on campus and counting!** Additional construction projects will complete in the near future, providing even more bicycle parking. Shower and locker facilities are located throughout the campus.

3. Walking - Pedestrian entry points, hours of operation as of October 2016

<table>
<thead>
<tr>
<th>Location</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>North Gate &amp; Navy Lodge Gate</td>
<td>M-F 0500 - 1900</td>
</tr>
<tr>
<td>South Gate</td>
<td>24/7</td>
</tr>
<tr>
<td>NEX Gate</td>
<td>M-F 0500 - 1900</td>
</tr>
<tr>
<td>USU Gate</td>
<td>M-F 0500 - 1800</td>
</tr>
</tbody>
</table>
4. Information Resources

a. **Brochure Racks:** Mass Transit schedules and maps are located at eleven locations throughout the campus. Three of these locations are within the hospital center itself: Two in Bldg. 9, ground level (across from the escalators leading to the Pharmacy and adjacent to The Wedge) and one in Bldg. 2 (adjacent to Main Street).

**Transit Subsidy (for Military/DoD Civilian Employees)**

“Federal Workforce Transportation in the National Capital Region (NCR)”, Executive Order 13150, allows qualified employees to participate in a transportation fringe benefit program. Any civilian, military, or NAF employee paid and employed by the DoD who is permanently stationed and working in the National Capital Region (NCR) is eligible for the program. (Contractors are not eligible.)

Under this program, participating employees will receive, in addition to their current compensation, "transit passes" in amounts equal to their personal commuting costs. Parking costs will not be used in establishing commuter costs.

Transit subsidy funds may be used for:
- Metro bus
- City and County bus lines in the capitol region (ex. RideOn for Montgomery County, CUE for Fairfax City, etc.)
- Commuter buses
- Metrorail
- MARC Train
- VRE (Virginia Railway Express)
- Vanpool service

Employees with subsidized parking must relinquish their parking permits to receive the transit pass. Similarly, employees who receive transit passes may not be counted as part of a DoD carpool for purposes of qualifying for a parking pass.

To apply for the subsidy, or for more information, use this link:

http://www.whs.mil/mass-transportation-benefit-program
Alternative Parking & Commuter Solutions

There are several transit options available when commuting to Walter Reed National Military Medical Center and Naval Support Activity Bethesda (NSA Bethesda).

Public Parking in Bethesda
Public parking is available in downtown Bethesda, Maryland. Staff can park in these areas, then ride the Metro to the Medical Center Metro Station. Transit benefits can be applied to metro rail cost but not to public parking expenses.

The estimated average out-of-pocket expense for parking in Bethesda is $150 per month.

Mass Transit Fringe Benefits
Mass Transit Fringe Benefits (MTFB) are available to Civilian & Active Duty Military staff. This is provided in addition to their current pay, up to $220 per month for personal commuting costs using mass transit. MTFB can be applied to rail, bus, and approved vanpools not parking expenses.

MTFB applications are available on-line on the Washington Headquarters Services website at:

http://www.whs.mil/mass-transportation-benefit-program

Organizational codes to use when applying for MTFB:

- DoD Civilian – NCRMD/WRNMMC
- Navy Active Duty/Navy Civilian = N-18 BUMED
- Army Active Duty = RHC(A) Bethesda

For additional organizational codes, please contact the Transportation Program Coordinator:

Ryan Emery
Ryan.emery@med.navy.mil
(301) 319-3818
Parking is available at 44 metro rail stations. You will find a list of metro rail stations with parking, along with any associated fees and policies for each lot of the WMATA website at https://www.wmata.com/service/parking/parking-details.cfm

Parking expenses are not included in the Mass Transit Fringe Benefits.

The parking icon on the Metro System Map below indicates where parking is available at metro rail stations in the Washington Metropolitan Region (Washington DC, Maryland, Virginia, and West Virginia).

Note: The parking facility at Grosvenor-Strathmore Metro Station is only one stop north of the Medical Center Metro Station.

Park and Ride Lots

Park and Ride Lots are located throughout the Washington Metropolitan Region. In most cases, parking is free and there is a connection to the Metrorail via bus that can be paid by the Mass Transit Fringe Benefits Program.

For Park and Ride Lots in the Metropolitan Washington Region, please visit the following website: http://www.commuterconnections.org/commuters/transit/park-ride-locations/

Transportation Program Manager: Jeff Miller, Jeffrey.miller@med.navy.mil, (301) 319-4706
GETTING
STARTED
AT NCR MD
CAC (Common Access Card) Help
You will receive instructions during your orientation and check-in process on how to obtain a CAC for accessing DoD computer systems. Should you have any problems using the CAC once you receive it, please contact a NCR MD Help Desk Tech at (301) 412-7910.

If after logging into your computer you get a message saying your account has expired, it’s likely you have not completed training required of all employees. Please see the topic that immediately follows.

Computer Basics (Important! Training Required to Maintain Computer Access)
All computer users must complete two on-line training courses within 30 days of coming onboard: the Cyber Awareness Challenge course (formerly DoD Information Assurance Awareness course) (http://jko.jten.mil) and the Health Insurance Portability Accountability Act (HIPAA) course (http://jko.jten.mil). If these training requirements are not met, your computer account will expire.

Thereafter, the training will be required annually; the HIPAA training must be taken within your birth month.

How to add a printer
Call the computer tech assigned to the NCR MD (301) 412-7910.

How to Update Your Directory Information in Outlook
Use this link to access and edit your phone number and other information contained in the Active Directory: Go to the WRNMMC intranet home page and under Active Directory Status, click the link to update your profile. The WRNMMC intranet site is: https://www.wrnmmc.intranet.capmed.mil/SitePages/home.aspx

Technical Assistance
For help with IT related technical issues, contact the IT Tech located on the Building 10, 2nd floor.
Telephone and Voice Mail Basics

Dialing Out

- Internal calls (numbers beginning with 295 or 319), dial directly by entering the 7 digit number.
- Tempo call (numbers within the DoD National Capital Region, e.g. FT. Belvoir, WRNMMC, the Pentagon, USU), dial 93 or 94 + the 7 digit number.
- Local calls (includes BlackBerry (BB) numbers), dial 99 + area code + 7 digit number.
- DSN Calls (DoD numbers outside the National Capital Region), dial 94 + 7 digit number.
- Long distance calls, dial 99 + 1 + area code + 7 digit number (requires long distance PIN)

Receiving Calls

Your telephone number appears in the right hand corner of the display window on your telephone. It will start with 295, 319 or 400.

Your DSN telephone number, if your number starts with 295, will be the same as your regular telephone number, 295-XXXX. If your number begins with 319, your DSN will be 285-XXXX. DSN allows other DoD personnel outside the National Capital Region to reach you without having to dial long distance.

A suggested greeting when answering a call is: “Good Morning (Afternoon), NCR MD, (your name) speaking. May I help you?”

Guidelines for Making a DSN Call

The DSN system is provided as a primary non-secure means of communication between DoD Services, Agencies, and Components. The DSN system is used only for official business or in the interest of the government.

Command/Hospital telephones can access a DSN line by using the following process:
- Pickup phone and listen for the dial tone.
- Dial the DSN access number 94.
- Listen for the DSN dial tone (this may take several seconds).
- Dial the desired DSN phone number with any of the below desired area codes.

**Example:** 94 – DSN Area Code – Phone Number
Telephone and Voice Mail Basics (continued)

Area codes to use when making a DSN phone call

- Europe: 314
- Pacific: 315
- Alaska: 317
- Central Command (Southwest Asia): 318
- Canada: 319


If you have any questions, please contact the Telecommunications Branch at (301) 319-4615.

Telephone User Guide

A complete telephone user guide, with instructions on how to use various features on your phone, may be found at the WRNMMC Intranet site:


Once on the site, select “NCR MD Staff Shared Documents” from the Documents menu (on the left), then select “NCR MD Administrative Documents” from the main list, then “Telephone User Guide Oct 06.”

Listening to Voicemail

1. Log into your mailbox by dialing the CallPilot Messaging access number 301-319-8353, or if at your own telephone, press the message key.
2. After hearing “CallPilot from Nortel Networks, Mailbox”; enter your mailbox number (your seven digit telephone number), then press #; or if at your own telephone, just press #.
3. Enter your password, and then press #.
Telephone and Voice Mail Basics (continued)

Changing Your Password
1. While logged in to your mailbox, press 84.
2. Enter your old password (11 plus your seven digit phone number) and then press #.
   - If your mailbox has just been set up or if the password has been reset by the
     Telecommunications Department, use 11+ your 7 digit telephone number, as the current
     (default) password.
3. Enter your new password, and then press #.
   - The new password must be 6 digits or longer. It cannot be your telephone number.
4. Enter your new password again, and then press #.

Recording Greetings
1. While logged in to your mailbox, press 82.
2. Press 1 for your External Greeting, 2 for your Internal Greeting, 3 for your Temporary
   Greeting, or 9 for your Personal Verification. If you prefer to have just one greeting,
   record only your external greeting.
3. Press 5 to begin recording, and then # to end your recording.
4. To review your recorded greeting, press 2.
5. To delete and re-record your greeting, press 7, 6 and then 5.
6. Press 4 to return to your messages.

Logging into your mailbox
1. Dial the CallPilot Messaging access number 319-8353, or press the message key.
2. After hearing “CallPilot from Nortel Networks, Mailbox”; if at your own telephone, just
   press # or enter your seven digit phone number, then press #.
3. After hearing “Password” Enter 11 plus your seven digit phone number, and then press
   #.
Supplies
Please see an administrative assistant within your area to order office supplies. Paper for the shared printers/copiers is stocked in the Supply Room, 8th Floor, Room 8151.

Conference Room
There is a conference room available on the 9th floor. Scheduling can be accomplished by contacting the Executive Assistant in your department.

Document Templates
To obtain the correct templates for NCR MD memos and letters, please contact Executive Support Services. The Point of Contact is:

Ms. Beth Andrews
(301) 295-9306
Beth.E.Andrews.civ@mail.mil
Annual Training

Training

Service Specific Annual Training Requirements

When coming to work at the NCR MD, all employees receive a list of training they must complete by the end of the fiscal year (30 September). A list of training is provided within this document. Note, these training requirements change yearly. For more information on these annual training requirements, contact your administrative assistant. You may also visit the website address indicated on top of the list for obtaining the most current information.
# Annual Training (Air Force)

(For a current list, go to www.my.af.mil)

<table>
<thead>
<tr>
<th>SUBJECT</th>
<th>FREQUENCY</th>
<th>TRAINING METHOD</th>
</tr>
</thead>
<tbody>
<tr>
<td>BIT Bystander Intervention (initial)</td>
<td>Once</td>
<td>Classroom</td>
</tr>
<tr>
<td>Ethics Orientation and Training</td>
<td>Only for those required to submit Form OGE 450</td>
<td>See Ethics Counselor</td>
</tr>
</tbody>
</table>
# Annual Training (Army)

*(For a current list, go to www.us.army.mil)*

| SUBJECT FREQUENCY TRAINING METHOD |
|---|---|---|
| **1** | ATFP Level 1 Antiterrorism Awareness Training | Annually | [https://atlevel1.dtic.mil/at/](https://atlevel1.dtic.mil/at/) |
| **2** | Chemical, Biological, Radiation, Nuclear and Explosive Incidents (CBRNE) | Required every 3 years | [http://www.train.army.mil/](http://www.train.army.mil/) |
| **4** | Sexual Harassment/Assault Prevention and Response Program (SHARP) | Annually | Classroom |
| **5** | OPSEC | Annually | [https://cdsetrain.dtic.mil/opsec/demo_launcher.html](https://cdsetrain.dtic.mil/opsec/demo_launcher.html) |
| **6** | DOD Information Assurance Training | Annually | [https://ia.signal.army.mil](https://ia.signal.army.mil) |
| **7** | Combating Trafficking in Persons | Annually | [www.combat-trafficking.army.mil](http://www.combat-trafficking.army.mil) |
| **8** | HIPAA & Privacy Act | Annually | |
| **11** | No Fear Act | Annually | [PowerPoint NoFearActTraining06.ppt](https://training.fema.gov/IS/crslist.asp) |
| **13** | Ethics Orientation and Training | Only for those required to submit Form OGE 450 | See Ethics Counselor |
| **14** | Suicide Prevention Awareness Training | Annually | [http://www.armyg1.army.mil/hr/suicide/training.asp](http://www.armyg1.army.mil/hr/suicide/training.asp) |
| **15** | EO | Semi-Annually | Classroom |
| **16** | Introduction to Incident Command System IS.100.a/IS-100HC | Once | [http://training.fema.gov/IS/crslist.asp](http://training.fema.gov/IS/crslist.asp) |
Annual Training (Navy)
(For a current list, go to https://my.navy.mil)

** The Cyber Awareness Challenge V4 (DOD-IAA-V14.0) remains the only on-line all-hands training requirement. All other topics may be completed by any means determined acceptable by local commands.

<table>
<thead>
<tr>
<th>SUBJECT</th>
<th>FREQUENCY</th>
<th>TRAINING METHOD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cyber Awareness Challenge V4</td>
<td>Annually</td>
<td><a href="https://my.navy.mil">https://my.navy.mil</a></td>
</tr>
</tbody>
</table>
# Annual Training (DoD CIV/CTR)
(For a current list, go to http://jko.jten.mil)

<table>
<thead>
<tr>
<th>SUBJECT</th>
<th>FREQUENCY</th>
<th>TRAINING METHOD</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1</strong> Antiterrorism Training (Level I)</td>
<td>Annually</td>
<td><a href="https://jkodirect.jten.mil/Atlas2/page/login/Login.jsf">https://jkodirect.jten.mil/Atlas2/page/login/Login.jsf</a></td>
</tr>
<tr>
<td><strong>2</strong> Combating Trafficking In Persons (CTIP)</td>
<td>Annually</td>
<td><a href="http://jko.jten.mil/">http://jko.jten.mil/</a></td>
</tr>
<tr>
<td><strong>3</strong> HIPAA &amp; Privacy Act</td>
<td>Annually</td>
<td><a href="http://jko.jten.mil/">http://jko.jten.mil/</a></td>
</tr>
<tr>
<td><strong>4</strong> Constitution Day Awareness</td>
<td>Annually</td>
<td><a href="http://constitutionday.cpms.osd.mil/">http://constitutionday.cpms.osd.mil/</a></td>
</tr>
<tr>
<td><strong>5</strong> Counterintelligence and Reporting Training (CIAR)</td>
<td>Annually</td>
<td><a href="https://jkodirect.jten.mil/Atlas2/page/login/Login.jsf">https://jkodirect.jten.mil/Atlas2/page/login/Login.jsf</a></td>
</tr>
<tr>
<td><strong>6</strong> Cyber Awareness</td>
<td>Annually</td>
<td><a href="https://jkodirect.jten.mil/Atlas2/page/login/Login.jsf">https://jkodirect.jten.mil/Atlas2/page/login/Login.jsf</a></td>
</tr>
<tr>
<td><strong>7</strong> Ethics Training</td>
<td>Annually</td>
<td><a href="http://jko.jten.mil/">http://jko.jten.mil/</a></td>
</tr>
<tr>
<td><strong>8</strong> Physical Security</td>
<td>Annually</td>
<td><a href="http://jko.jten.mil/">http://jko.jten.mil/</a></td>
</tr>
<tr>
<td><strong>9</strong> Reasonable Accommodation Training</td>
<td>Managers &amp; Supervisors ONLY; Annually</td>
<td><a href="https://mhs.health.mil/DHATraining/Home/Consent">https://mhs.health.mil/DHATraining/Home/Consent</a></td>
</tr>
</tbody>
</table>
WORKING
AT
NCR MD
Professional Excellence

Guiding Principles
There are six guiding principles we encourage the NCR MD staff to follow:

- Care for our people first.
- Treat everyone with dignity and respect.
- Build trust and cultivate productive relationships horizontally and vertically.
- Work as a team with oneness of purpose.
- Communicate with clarity.
- Take ownership of our performance and reputation.
Standards of Professional Excellence

Ownership means being a Problem Solver:
- Know and understand the responsibilities of your job.
- Accept and take charge of these responsibilities.
- Strive to do the job right the first time and pay attention to details.
- Perform your work in a timely manner and complete tasks. If interrupted, return to the job as soon as possible.
- If you are unable to meet a request or finish a job, be responsible for finding someone who can.
- Self-respect is a vital ingredient of taking ownership of your responsibilities and results from knowing you have put forth your best effort.
- Be accountable for actions/words and be quick to offer a sincere apology.
- Use problem solving as an opportunity to improve.
- Solve the problem at the onset of the conflict.
- Take ownership of the problem to facilitate and seek improvement in the process.
- Conduct open and transparent problem cause analysis.
- Recognize and act to correct problems when they are identified.
- Be trustworthy and approachable when working toward a solution.
- Identify solutions and alternatives, be an active part of the solution.

Ownership means Committing to Process Improvement:
- Lead by example and motivate others to get engaged in quality improvement.
- Commit to and participate in continuous process improvements.

Ownership Reflects Personal Integrity:
- Acknowledge and perform your duties. Be accountable for your actions.
- Do not shift blame to others or take credit for someone else’s work.
- Keep your word. Follow up on what you promise to do.
- Do the ‘right thing’ and influence others to do the same.
- Be honest and straightforward in all interactions.
Direct Communication / Etiquette:

- Acknowledge a customer’s presence immediately. Greet with a friendly smile; don’t allow anyone to feel ignored.
- Establish and maintain eye contact with customers. Take the time to explain and assist.
- If you cannot immediately attend to someone waiting to see you, address them directly and say, “I’ll be right with you…”
- Speak to everyone with courtesy and clarity.
- Keep people informed of any delays or changes in what to expect.
- Communicate with both internal and external customers respectfully.
- Demonstrate clear, positive, and honest communication. If you don’t know, say so.
- Don’t make up answers.
- Provide assistance to individuals who need help finding their destination and escort them whenever possible. Do not point; take them there!
- Avoid medical and military jargon and acronyms if others are not likely to understand.
- Clarify what you don’t understand by asking questions.
- Avoid interrupting unnecessarily.
- Be courteous and polite. Respond with “please,” “thank you,” and “my pleasure.”
- Meet requests and others’ needs with cheerfulness.
- Ensure public conversation is respectful, appropriate and protects confidentiality.
Practice Active Listening
 Listen with the intent to understand.
 Listen and provide feedback without assumptions.
 Listen carefully and demonstrate you are trying to understand.

Non-Verbal Communication and Attitude:
 Be aware of your “body-language” and what it conveys.
 Assure your body language is open, receptive, and empathetic.
 Maintain eye contact and stay focused.
 Do not act like you are too busy to be helpful.

Telephone Etiquette:
 Always smile. Smiles can be ‘heard’ through the phone.
 Provide your name and build a relationship with the person on the phone.
 Provide your phone number in case the call is disconnected.
 Know telephone operations and procedures.
 Answer the telephone promptly, within 3 rings when possible.
 Identify your work unit (office and division,). Identify yourself and ask, “How may I help you, sir or ma’am?”
 Take a message if you are unable to help and forward the message promptly.
 If you need to place someone on hold, ask for permission to do so and wait for an affirmative answer before doing so. (Do not tell them to “Please Hold”)
 Do not use hospital telephones for extended personal conversations.
 Allow the customer to disconnect first.

Elevator Etiquette:
 Acknowledge other passengers with a friendly smile or greeting.
 Wait for others to disembark elevator before entering.
 Hold the elevator door for others and allow others to enter before you.
 If you are closest to the floor ‘buttons’ or another passenger has his/her hands full, assist by asking “Which Floor?”
Respect Others:
- Treat each individual with human dignity and care for the safety, professional and personal well-being of all.
- Promote the privacy, confidentiality and dignity of others.
- Inspire courteous behavior in others.
- Create an environment of mutual respect.
- Treat all others as valued individuals.
- Foster an attitude that says all coworkers are innocent until proven guilty.
- Before rushing to judgment about a person or his/her behavior, it is important to have the whole story.
- Demand, expect and display respect up and down the chain of command.
- Show respect toward all people without regard to age, race, religion, culture, gender or any other identifiable demographic.
- Understand the negative impact of stereotypes on yourself and others around you.
- Be inclusive; try to include everyone in your activities and decisions.
- Encourage everyone to participate and seek feedback from others to ensure you are doing just that.
- Understand that your actions may send a very different message than your intentions.
- Influence others to value and understand individual differences.
- Encourage initiative, creativity, and differences in communication styles.
- Understand that a variety of experience levels exist, and nurture and practice tolerance for those who are learning.
- Encourage and nurture diversity of thought and opinions.
  - Learn about other cultures – join groups that you would not normally join.
- Respect the opinions and rights of others.
- Put yourself in the shoes of others – try to be understanding, sympathetic, compassionate, and empathetic.
- Keep an open mind and warm heart.
Teamwork is Trust and Supporting Others:
- Recognize and honor the efforts and contributions of your teammates.
- Go out of your way to call attention to each person’s contribution and award team participation.
- Influence others to grow and develop; encourage new ideas.
- Be open to input in the decision-making process.
- Be willing to make honest recommendations and accept those of junior personnel.
- Treat one another as professionals deserving courtesy, honesty, and respect.
- Encourage open honest relationships in which differences are constructively resolved.
- Accomplish tasks by working together.
- Engage in efforts which benefit the team.
- Seek feedback from all directions.
- Recognize that objectives will be achieved only if the team works together.

Lead By Example:
- Meet all team deadlines and responsibilities.
- Fulfill your obligations.
- Volunteer to assist other members of your team.
- Make decisions in the best interest of the team without regard to personal consequences.

Teamwork Requires Active Listening and Communication:
- Seek clarification when information is misunderstood.
- Address each person by name and give them an opportunity to speak.
- Be consistently welcoming, kind and considerate.
- Listen carefully to what others say and demonstrate you are trying to understand.
- Watch for body language and indicators that certain individuals want to participate and encourage everyone to participate.
- Avoid interrupting people unnecessarily.
- Be candid and open.
Learn to ACT

Acknowledge and Apologize:
- Give the customer your full attention.
- When a mistake is made, the expectation is to apologize sincerely no matter what the situation or who is at fault. An apology is not about guilt, it is about not meeting customer expectations. You are NOT saying that you are to blame. You ARE saying that you are sorry the situation occurred.

Commit to Correct:
- If you make any promises to follow-up on a concern, do so in a timely manner.

Thank and Track:
- Thank customers for bringing concerns to our attention to avoid future problems.
- Keep your supervisor informed of all complaints no matter the size or severity so that he or she may track trends and identify underlying problems.
Rules and Regulations:

- Adhere to organizational policies regarding tardiness, breaks, and time clocks.
- Attend and complete required training within required time frames.
- Park in appropriately designated employee parking lots only, and not those reserved for others. Comply with parking policies and guidelines.
Personal Appearance:

- All personal jewelry, to include religious jewelry, should be tasteful, not elaborate or excessive, and must not interfere with the employee’s work function or present a safety and health consideration.
- Appropriate work attire must be clean, have no holes, and present a professional appearance.
- Pants should fit appropriately (not be overly tight fitting or baggy in appearance). Spandex, leggings, fish-net stockings, athletic wear, shorts, and sweat suits shall not be worn as outer garments. Denim pants may be worn when approved in advance or on an approved departmental basis. When worn, the denim pants must be clean, have no holes, and present a professional appearance.
- Skirt length shall be no shorter than 2 ½ inches above the top of the knee when standing, may not be tight fitting and should be tasteful. Skorts are not permitted.
- Shirts and blouses shall be professional and not overly revealing or translucent. No tank tops or spaghetti straps (unless covered by another garment), midriff-baring shirts or t-shirts printed with visible profane, suggestive, or potentially inflammatory words or illustrations.
- Hair shall be clean, neat, and of a natural color.
- Shoelaces should be tied at all times so as not to create a tripping hazard and shoes should be kept clean and in good repair. Flip flops and bedroom slippers are inappropriate.
- Sunglasses are to be worn indoors only if prescribed by a physician or required for the job.
- Fragrances such as cologne, perfume, aftershave, body sprays and other scents of any kind must be used sparingly and with discretion. Many individuals are particularly sensitive to strong scents.

Personal Conduct:

- Refrain from displays of anger that would bring discredit upon yourself and/or the NCR MD.
- Exercise control in every situation.
Unacceptable and Intimidating Behaviors:

- Communication or language that intimidates, threatens, belittles or demeans an individual.
- Profanity or abusive language directed at or within ear shot of others.
- Slamming of objects; thrusting or throwing articles toward an individual.
- Hostile, condemning, or demeaning communications (whether orally, electronically or written) and criticism of performance and/or competency not aimed at performance improvement.
- Retaliation against any person who addresses or reports unacceptable behavior.
- Sleeping on the job
- Angry outbursts
- Physical contact
- Name calling
- Harsh criticism
- Bullying or ‘ganging-up

Non-Verbal Actions:

- Disparaging looks and noises
- Offensive gestures
- Physically standing over another with the intention of intimidating
- Thrusting or throwing articles toward an individual
- Purposefully ignoring or “not speaking” to someone
- Threatening body language

Manipulation of the Working Environment:

- Withholding needed information
- Setting unreasonable deadlines
- Reluctance or refusal to answer questions
- Threats to job security
Leave (for Military Personnel)

Army

- Leave for Army personnel is processed through the NCR MD. To take ordinary leave, fill out and submit the DA 31, Leave Request Authorization Form at least 14 days in advance.

Navy

- Leave for Navy personnel is processed through the NAVCOMPT. For ordinary leave, fill out and submit the NAVCOMPT From 3065, Leave Request Authorization Form at least 14 days in advance.

Air Force

- Leave for Air Force personnel is processed through leave web with the following specifications: Obtain supervisor approval for taking leave; requests for ordinary leave should be submitted at least 14 days in advance. Use leave web to submit leave request; list the Chief of Personnel as your supervisor in leave web. Please do not work outside of this process as your duty status may not be captured correctly if you are not routing your request properly. Questions should be addressed to personnel staff.
CIVILIAN WORK SCHEDULE FORM

MEMORANDUM FOR ____________________________
(Supervisor)

1. I, ____________________________, __________ request the following
(Print Name) (Last four of SSN) work schedule under the NCR MD Headquarters Civilian Work Schedule or the Personnel Alternative Work Schedule Program:

☐ 10/8 workday may begin as early as 0600 or end as late as 1800 (to include 1 hour for lunch). This schedule is 10 eight hour days for a total of eighty hours. Schedule must include the core hours 0800-1500.

☐ 4/4/9 and 1/8 workday may begin as early as 0600 or end as late as 1800. This schedule is 8 nine hour days, 1 eight hour day, and one designated day off per pay period for a total of eighty hours. Schedule must include the core hours 0800-1500.

☐ 4/10 workday may begin as early as 0600 or end as late as 1800. This schedule is eight ten hour days, and two designated day off per pay period for a total of eighty hours. Schedule must include the hours 0800-1500.

Proposed Work Schedule:

<table>
<thead>
<tr>
<th></th>
<th>Mon</th>
<th>Tues</th>
<th>Wed</th>
<th>Thurs</th>
<th>Fri</th>
<th>Mon</th>
<th>Tues</th>
<th>Wed</th>
<th>Thurs</th>
<th>Fri</th>
</tr>
</thead>
<tbody>
<tr>
<td>Arrival Time</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Departure Time</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Hours</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Note: It may be necessary for management to adjust the approved Schedule to meet specific operational requirements. The effective date must be at the beginning of the pay period.

________________________________________
Signature and Date of Employee

2. Directors certification of employee's work schedule:

- Approved
- Disapproved

(Approving Official signature and date)
GETTING AROUND AT WRNMMC
Walter Reed National Military Medical Center
(WRNMMC)
## Dining Options

<table>
<thead>
<tr>
<th>Dining Location</th>
<th>Operating Hours</th>
<th>Contact Information</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Main Street Café</strong></td>
<td></td>
<td></td>
<td>Building 2, Main Street Corridor</td>
</tr>
<tr>
<td>Breakfast 0600-0930, M-F</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Continental Breakfast 0930-1100, M-F</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lunch 1100-1430, M-F</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Snacks 1430-1500</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sat/Sun Closed</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Subway</strong></td>
<td></td>
<td></td>
<td>Building 2, Main Street Corridor</td>
</tr>
<tr>
<td>M-F 0900-2000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Dunkin’ Donuts</strong></td>
<td></td>
<td></td>
<td>Building 2, Main Street Corridor</td>
</tr>
<tr>
<td>M-F 0600-2000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Dining Hall - Café 8901 (Galley)</strong></td>
<td></td>
<td></td>
<td>Building 9, Basement</td>
</tr>
<tr>
<td>Breakfast 0600-0900, M-Sun</td>
<td></td>
<td>(301) 295-5360</td>
<td></td>
</tr>
<tr>
<td>Continental 0900 – 1000, M-Sun</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lunch 1100-1400, M-Sun</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Grille 1100 – 1500, M-Sun</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dinner 1600-1800, M-Sun</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Café 8901 Express 1000 – 1600 &amp; 1830 – 0030 M-F</td>
<td>(301) 295-5360</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Café 8901 Express 1800 – 0030 Sat-Sun</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>The Wedge</strong></td>
<td></td>
<td></td>
<td>Building 9, 1st Floor</td>
</tr>
<tr>
<td>M-F Breakfast 0600-1530</td>
<td></td>
<td>(301) 986-5170</td>
<td></td>
</tr>
<tr>
<td>Sat/Sun Closed</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>William III Coffee Bar</strong></td>
<td></td>
<td></td>
<td>Building 10, Hospital Lobby</td>
</tr>
<tr>
<td>M-Th 0600-1530</td>
<td></td>
<td>(301) 295-5387</td>
<td></td>
</tr>
<tr>
<td>Fri. 0600-1500</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sat/Sun Closed Dining Options</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>William III Coffee Bar</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>America Building, 1st Floor M-F 0630-1400</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sat/Sun Closed</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>University (USU) Café</strong></td>
<td></td>
<td>(301) 493-6554</td>
<td>Bldg. 70 on Palmer Rd</td>
</tr>
<tr>
<td>Breakfast 0630-1000 daily</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lunch 1100-1400 daily</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Warrior Café</strong></td>
<td></td>
<td></td>
<td>Building 62</td>
</tr>
<tr>
<td>M-F 0600-1600</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Building Themes

**America Zone:**
The America Zone includes the new parking garage and the new Building 19. This zone’s imagery of mountains and rivers represents various landscapes in America to celebrate scenery from all 50 states. With the majority of all outpatient clinics, the America Zone is the primary destination of the largest number of patients.

**Arrowhead Zone:**
Buildings 9, 55 (patient parking garage), and 9A form the Arrowhead Zone. A tribute to the U.S. National Parks, the arrowhead was chosen as this zone’s icon because it has been the symbol of the National Parks Service since 1952. Our National Parks are made up of nearly 400 natural, cultural, and recreational sites which are a preserved, protected, and shared legacy for our country.

**Eagle Zone:**
Building 10 is known as the Eagle Zone. The eagle has been a symbol of the U.S. since June 20, 1782, when the Great Seal, our national emblem, was adopted by Congress. The bald eagle was chosen to be on the Great Seal because of its long life, strength, majestic looks and because it was then believed to exist only on this continent. The Eagle Zone features imagery of America’s wildlife.

**Heroes Zone:**
Buildings 3 and 5 are the primary entrance point for patients and visitors. Named the Heroes Zone, the icon for this area features a 5 point star as a symbol of heroism and valor, with a larger star echoing the design of the Medal of Honor, used in all branches of the military.

**Liberty Zone:**
Buildings 2, 4, 6, 7, and 8 form the Liberty Zone and feature the Statue of Liberty as the zone icon. The Statue of Liberty was a gift of friendship from the people of France to the people of the United States and is a universal symbol of freedom, democracy, and diversity. Containing a mixture of clinical and administrative activities, the Liberty Zone theme complements the surrounding military and nature themes. The diverse uses of these spaces highlight our country’s diversity and symbolize our liberty, as a nation.

**President Zone:**
Building 1 is the President Zone and features the White House as the icon. Deemed a national historical landmark in March of 1973, Building 1’s design concept came from President Franklin D Roosevelt.
Shops and Services at WRNMMC

Bethesda Navy Exchange (NEX)
The Bethesda Navy Exchange (NEX) operates their main store (building 57) as well as other services on base including the Quick Mart & Citgo Station and the Laundry/Dry Cleaners. These services are provided for military beneficiaries only. The phone number for NEX Bethesda is (240) 743-4200. It is opened Monday-Saturday from 0900 – 2000, and Sunday from 1000-1900.

Main Street Shops
"Main Street" is a corridor in Building 2 of the hospital complex; it is located on the first floor. The area hosts a number of eateries as listed on page 49 (under “Dining Options”) and services listed below.

Directions to Main Street:
1. From Garage 55, enter Outpatient Center, Bldg. 9. At bottom of escalator, keep straight to the end. Turn right, another right, then left. Continue to right onto Main Street corridor.
2. From entrance to Bldg. 7 near Family Health Clinic, proceed through this corridor to Main Street.

<table>
<thead>
<tr>
<th>Service</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>Post Office</td>
<td>M-F 0800-1600, Closed 1300-1400 for Lunch</td>
</tr>
<tr>
<td>Navy Federal Credit Union</td>
<td>M-F 0730-1600, Sat/Sun Closed</td>
</tr>
<tr>
<td></td>
<td>ATM, 24 hours</td>
</tr>
<tr>
<td>The Barber Shop</td>
<td>M-F 0730-1600, Sat/Sun Closed</td>
</tr>
<tr>
<td>The Uniform Shop</td>
<td>(310) 295-1489, M-F 0800-1800, Sat 0900-1800, Sun 1100-1800</td>
</tr>
<tr>
<td>The Tailor Shop</td>
<td>(301) 295-6358, M-F 0800-1800, Call to confirm times</td>
</tr>
<tr>
<td>The Dry Dock</td>
<td>(Convenience Store), M-F 0700-1800, Sat/Sun Closed</td>
</tr>
</tbody>
</table>
Morale, Welfare, and Recreation (MWR)

The MWR at WRNMMC administers a various program of recreation, social, and community support activities for military, dependents, and WRNMMC (and its tenant commands) civilian personnel. Contract personnel may use all services with the exception of the Comfort Zone fitness center. Services include:

- Tickets to cultural, sporting and recreational events. Liberty bound events are open to active military enlisted E1-E6. Adventure bound events are open to all other military and civilian personnel.
- Comfort Zone Fitness Complex: Bldg. 17, (301) 295-0031
- Bowling Center: Bldg. 56, Stokes Road, (301) 295-2060/2034
- Child Development Center (CDC): Bldg. 87 on Stokes Road, (301) 295-0167/0014
- Full-time child care facility for children ages 6 weeks – 5 years.
- Army Benefit Center (civilian) - (877) 276-9268 and https://www.abc.army.mil/
- Employee Assistance Program (EAP) – (800) 222-0364 and www.FOH4YOU.com

Child Development Center

Location - Building 87 on Stokes Road, behind the Bowling Center.

Hours - Monday-Friday, 6:00 a.m.-6:00 p.m. Closed federal holidays

Phone - (301) 295-0167/0014

Meals - Breakfast, lunch, and an afternoon snack, in accordance with the Child and Adult Food Programs.

Fees
- Based on total family income.
- Income is verified from recent Leave and Earnings Statement.
- Fees will not be pro-rated. Weeks that include a federal holiday will be at the same rate.
- Registration fee - $100 paid in advance and credited towards first weekly payment.

Ages – Child of ages six (6) weeks – to five (5) years can enroll.

Application – Please contact the Child Development Center (CDC) at (301) 295-0167/0014 for an application.
**Child Development Center (continued)**

- **Application Process** - For questions regarding the application information, please call CDC at 301-295-0167/0014.

- **Civilians**: Civilians can apply for Child Care once they are assigned to WRNMMC and have begun work at the new hospital.

- **Military**: Military members can apply for Child Care now to reserve a slot on the wait list; once they have received their orders, military members need to send a copy to the CDC to include in their application (please call the CDC for an email of the fax number).

- **Waiting List** – The CDC at WRNMMC currently has a waiting list for all ages; please contact the CDC at 301-295-0167 for further information.

**Fitness Center**

- **Location** - Bldg. 17
  **Phone** - (301) 295-2450

- **Services/Facilities** – Fitness studio with various classes, spinning classes, equipment check out, Weight Zone, indoor track, basketball courts, racquetball courts, Olympic-size swimming pool, full locker rooms.

<table>
<thead>
<tr>
<th></th>
<th>Monday - Friday</th>
<th>Saturday</th>
<th>Sunday</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Gym</strong></td>
<td>0430 - 2200</td>
<td>0830 - 1600</td>
<td>0800 - 1700</td>
</tr>
<tr>
<td><strong>Pool</strong></td>
<td>0500 - 2000</td>
<td>0900 - 1700</td>
<td>0900 - 1600</td>
</tr>
</tbody>
</table>

**Note**: Gym/Pool closed on holidays
## Main Phone Numbers

<table>
<thead>
<tr>
<th>Assistance Numbers</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Walter Reed National Military Medical Center</td>
<td>301-295-4000; toll-free 1-800-526-7101</td>
</tr>
<tr>
<td>Front Desk ER</td>
<td>301-295-4810</td>
</tr>
<tr>
<td>Command Duty Office (CDO Desk)</td>
<td>301-295-4611</td>
</tr>
<tr>
<td>Base Police (Non-Emergency Line)</td>
<td>301-295-1246/1247</td>
</tr>
<tr>
<td>PC and Network Access/Configuration</td>
<td>301-295-6300</td>
</tr>
<tr>
<td>Phones/Communications</td>
<td>301-295-6300</td>
</tr>
<tr>
<td>Facilities</td>
<td>301-295-1070</td>
</tr>
<tr>
<td>Housekeeping (debris removal, bulk waste, bulk recycling, clean-up)</td>
<td>301-295-1050</td>
</tr>
<tr>
<td>Pharmacy (Building 9)</td>
<td>301-295-2123/2113</td>
</tr>
<tr>
<td>Main Lab (Building 9)</td>
<td>301-295-0250</td>
</tr>
<tr>
<td>Patient Escort</td>
<td>301-295-4010</td>
</tr>
<tr>
<td>Security</td>
<td>301-295-1246</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Emergency Numbers</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Fire</td>
<td>777</td>
</tr>
<tr>
<td>Code Blue Response</td>
<td>666 for Buildings 9, 9A and 10: 777 for other buildings</td>
</tr>
<tr>
<td>Hazardous Materials Spill</td>
<td>777</td>
</tr>
<tr>
<td>Service</td>
<td>Phone Numbers/Links</td>
</tr>
<tr>
<td>----------------------------------------------</td>
<td>----------------------------------------------------------</td>
</tr>
<tr>
<td>Emergency</td>
<td>777</td>
</tr>
<tr>
<td>Air Force</td>
<td>N/A</td>
</tr>
<tr>
<td>Army</td>
<td>N/A</td>
</tr>
<tr>
<td>BENEFEDS</td>
<td>N/A</td>
</tr>
<tr>
<td>- Dental and vision benefits for federal employees</td>
<td></td>
</tr>
<tr>
<td>Bethesda Chamber of Commerce</td>
<td>(301) 652-4900</td>
</tr>
<tr>
<td>BlackBerry Device Technical Assistance</td>
<td>(301) 295-0547</td>
</tr>
<tr>
<td></td>
<td>(301) 319-8180</td>
</tr>
<tr>
<td>Civilian Benefits Information Center</td>
<td>Federal Health Insurance:</td>
</tr>
<tr>
<td>- Health benefits, life insurance,</td>
<td>(202) 606-1234</td>
</tr>
<tr>
<td>Thrift Savings Plan, and retirement</td>
<td>Retirement Services:</td>
</tr>
<tr>
<td>for federal employees</td>
<td>(888) 767-6738</td>
</tr>
<tr>
<td>Department of Defense Overview</td>
<td>N/A</td>
</tr>
<tr>
<td>Flexible Spending Account (FSA)</td>
<td>N/A</td>
</tr>
<tr>
<td>- Tax-favored program for federal employees for healthcare and dependent care expenses</td>
<td></td>
</tr>
<tr>
<td>IT Related Issues</td>
<td>(301) 295-6300</td>
</tr>
<tr>
<td>- ITS One Stop Shop (ITCS) (for computer accounts)</td>
<td></td>
</tr>
<tr>
<td>NCR MD Website</td>
<td>N/A</td>
</tr>
<tr>
<td>Military Health System (MHS)</td>
<td>N/A</td>
</tr>
<tr>
<td><strong>Helpful Phone Numbers &amp; Links</strong></td>
<td></td>
</tr>
<tr>
<td>----------------------------------</td>
<td></td>
</tr>
<tr>
<td><strong>Morale, Welfare and Recreation (MWR) Info Center</strong></td>
<td></td>
</tr>
<tr>
<td>- Military4Life</td>
<td></td>
</tr>
<tr>
<td>- Army</td>
<td></td>
</tr>
<tr>
<td>- Navy</td>
<td></td>
</tr>
<tr>
<td>(301) 295-0434</td>
<td><a href="http://www.navymwrbethesda.com/">http://www.navymwrbethesda.com/</a></td>
</tr>
<tr>
<td></td>
<td><a href="http://www.military4life.com/mwr">http://www.military4life.com/mwr</a></td>
</tr>
<tr>
<td></td>
<td><a href="http://www.armymwr.com">http://www.armymwr.com</a></td>
</tr>
<tr>
<td></td>
<td><a href="http://www.navymwr.org/">http://www.navymwr.org/</a></td>
</tr>
<tr>
<td><strong>MyBiz (employment information for federal employees, including SP-50; requires CAC)</strong></td>
<td>N/A</td>
</tr>
<tr>
<td><strong>MyPay</strong></td>
<td></td>
</tr>
<tr>
<td>- Pay information and Leave Earnings Statement (LES) for federal employees</td>
<td>N/A</td>
</tr>
<tr>
<td><strong>Navy</strong></td>
<td>N/A</td>
</tr>
<tr>
<td><strong>Navy Federal Credit Union</strong> (WRNMMC – Main Street)</td>
<td>(888) 842-6328</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Navy Knowledge Online (NKO)</strong></td>
<td>N/A</td>
</tr>
<tr>
<td><strong>Navy Safe Harbor</strong></td>
<td>N/A</td>
</tr>
<tr>
<td><strong>Pass &amp; I.D. Office</strong></td>
<td>(301) 295-4607</td>
</tr>
<tr>
<td><strong>Personnel Support Detachment (PSD) at WRNMMC (issue CACs)</strong></td>
<td>N/A</td>
</tr>
<tr>
<td><strong>Post Office-WRNMMC Main Street</strong></td>
<td>(301) 941-2787</td>
</tr>
<tr>
<td><strong>TriCare Online (Health Information)</strong></td>
<td>N/A</td>
</tr>
<tr>
<td>Service/Department</td>
<td>Phone Number</td>
</tr>
<tr>
<td>--------------------------------------------------------</td>
<td>----------------</td>
</tr>
<tr>
<td>ABC-C – Army Benefit Center – Civilian</td>
<td>877-276-9268</td>
</tr>
<tr>
<td>Security (WRNMMC)</td>
<td>(301) 295-1246</td>
</tr>
<tr>
<td>Security Manager (NCR MD)</td>
<td>(301) 319-8683</td>
</tr>
<tr>
<td>Staff Education and Training (WRNMMC)</td>
<td>(301) 319-5209</td>
</tr>
<tr>
<td>Uniformed Services University of the Health Sciences (USUHS)</td>
<td>N/A</td>
</tr>
</tbody>
</table>
First 30 Days Checklist

This table provides a list of recommended tasks to complete within your first 30 days at WRNMMC. The corresponding contacts and resources will help you accomplish these tasks, integrate with your team, and become familiar with your new work location.

<table>
<thead>
<tr>
<th>Activity</th>
<th>POC/Resource</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Before the End of Your First Week</strong></td>
<td></td>
</tr>
<tr>
<td>❑ Meet your supervisor and new coworkers</td>
<td>Supervisor/coworkers</td>
</tr>
<tr>
<td>❑ Complete all in-processing requirements and paperwork</td>
<td>Transition Toolkit/Welcome Center/Supervisor</td>
</tr>
<tr>
<td>❑ Familiarize yourself with key way-finding information including the location of your department and nearby lifesaving equipment, Main Street services, and evacuation routes in case of emergency</td>
<td>Supervisor/coworkers/facility signs</td>
</tr>
<tr>
<td>❑ Register for childcare (if applicable)</td>
<td>Child Development Center @ 301-295-0167/0014</td>
</tr>
<tr>
<td></td>
<td><a href="http://www.wrnmmc.capmed.mil/PatientVisitors/SitePages/ChildDevelopmentCenter.aspx">http://www.wrnmmc.capmed.mil/PatientVisitors/SitePages/ChildDevelopmentCenter.aspx</a></td>
</tr>
<tr>
<td>❑ Change your National Provider Identifier (NPI) address (from WRAMC address to WRNMMC address)</td>
<td><a href="https://nppes.cms.hhs.gov">https://nppes.cms.hhs.gov</a></td>
</tr>
<tr>
<td></td>
<td>WRNMMC Address: 8901 Wisconsin Avenue, Bethesda MD, 20889</td>
</tr>
<tr>
<td>❑ Familiarize yourself with department rules and cultural norms (e.g., dress code, reporting structure, unwritten policies, etc.)</td>
<td>Supervisor/coworkers</td>
</tr>
<tr>
<td>❑ Set up office phone voicemail (if applicable)</td>
<td>Supervisor/Department Administrator</td>
</tr>
<tr>
<td>❑ Update Outlook contact information and set up email signature line (if applicable)</td>
<td>Supervisor/Department Administrator</td>
</tr>
<tr>
<td>❑ Order business cards (if applicable)</td>
<td>Supervisor/Department Administrator</td>
</tr>
<tr>
<td><strong>On or Before Day 10 (within two weeks)</strong></td>
<td></td>
</tr>
<tr>
<td>❑ Meet with your Supervisor and discuss your role within the department</td>
<td>Supervisor</td>
</tr>
<tr>
<td>❑ Review department forms/policies/ standard operating procedures (SOPs) and discuss as needed</td>
<td>Supervisor/coworkers/department resources - hard copy and electronic</td>
</tr>
<tr>
<td>❑ Update information or register for a Defense Travel System (DTS) Travel Card (if applicable)</td>
<td>DTS Administrator</td>
</tr>
<tr>
<td>❑ Request an update of clinic information on the MTF website (if applicable)</td>
<td>Department Administrator/Web Services</td>
</tr>
<tr>
<td>❑ Post a copy of emergency phone numbers in your workspace (if applicable)</td>
<td></td>
</tr>
<tr>
<td>❑ Review time reporting guidelines and confirm your assigned timekeeper</td>
<td>Supervisor</td>
</tr>
<tr>
<td><strong>On or Before Day 30 (within first month)</strong></td>
<td></td>
</tr>
<tr>
<td>❑ Review workplace safety guidelines and assess workspace for injury prevention (including ergonomics)</td>
<td>Supervisor/Department safety officer</td>
</tr>
<tr>
<td>❑ Register for recommended and mandatory training courses</td>
<td>Supervisor/Department training coordinator</td>
</tr>
<tr>
<td>❑ Review available resources for new/transferring employees developed by the MTF</td>
<td>Supervisor/Human Resources Liaison Office/MTF communications</td>
</tr>
<tr>
<td>❑ Take advantage of installation amenities, such as the fitness center, the bowling center, and MWR tickets and events</td>
<td>Morale, Welfare, and Recreation Office, <a href="http://www.bethesda.med.navy.mil/Visitor/Morale_Welfare_Recreation/index.aspx">http://www.bethesda.med.navy.mil/Visitor/Morale_Welfare_Recreation/index.aspx</a></td>
</tr>
<tr>
<td>Acronym</td>
<td>Full Form</td>
</tr>
<tr>
<td>---------</td>
<td>-----------</td>
</tr>
<tr>
<td>BRAC</td>
<td>Base Realignment and Closure</td>
</tr>
<tr>
<td>BUMED</td>
<td>Bureau of Medicine and Surgery</td>
</tr>
<tr>
<td>CJCS</td>
<td>Chairman, Joint Chiefs of Staff</td>
</tr>
<tr>
<td>COA</td>
<td>Course of Action</td>
</tr>
<tr>
<td>COCOM</td>
<td>Combatant Command</td>
</tr>
<tr>
<td>CONOPS</td>
<td>Concept of Operations</td>
</tr>
<tr>
<td>CONPLAN</td>
<td>Contingency Plan</td>
</tr>
<tr>
<td>COOP</td>
<td>Continuity of Operations Program</td>
</tr>
<tr>
<td>CoS</td>
<td>Chief of Staff</td>
</tr>
<tr>
<td>DEPSECDEF</td>
<td>Deputy Secretary of Defense</td>
</tr>
<tr>
<td>DFAS</td>
<td>Defense Finance and Accounting Service</td>
</tr>
<tr>
<td>DHA</td>
<td>Defense Health Agency</td>
</tr>
<tr>
<td>DMHRSi</td>
<td>Defense Medical Human Resources System Internet</td>
</tr>
<tr>
<td>DoD</td>
<td>Department of Defense</td>
</tr>
<tr>
<td>DRRS</td>
<td>Defense Readiness Reporting System</td>
</tr>
<tr>
<td>EEO</td>
<td>Equal Employment Opportunity</td>
</tr>
<tr>
<td>FBCH</td>
<td>Fort Belvoir Community Hospital</td>
</tr>
<tr>
<td>FOC</td>
<td>Full Operational Capability</td>
</tr>
<tr>
<td>GPP</td>
<td>Guaranteed Placement Program</td>
</tr>
<tr>
<td>HRD</td>
<td>Human Resources Department</td>
</tr>
<tr>
<td>IM/IT</td>
<td>Information Management/Information Technology</td>
</tr>
<tr>
<td>IMS</td>
<td>Integrated Management Schedule</td>
</tr>
<tr>
<td>IOC</td>
<td>Initial Operational Capability</td>
</tr>
<tr>
<td>JCS</td>
<td>Joint Chiefs of Staff</td>
</tr>
<tr>
<td>JFCOM</td>
<td>Joint Forces Command</td>
</tr>
<tr>
<td>JOA</td>
<td>Joint Operations Area</td>
</tr>
<tr>
<td>JTD</td>
<td>Joint Table of Distribution</td>
</tr>
<tr>
<td>JTPB</td>
<td>Joint Transition Planning Board (JTPB)</td>
</tr>
<tr>
<td>KM</td>
<td>Knowledge Management</td>
</tr>
<tr>
<td>LMS</td>
<td>Learning Management System</td>
</tr>
<tr>
<td>MCIT</td>
<td>Medical Center Integration Team</td>
</tr>
<tr>
<td>MGMC</td>
<td>Malcolm Grow Medical Center</td>
</tr>
<tr>
<td>MHS</td>
<td>Military Health System</td>
</tr>
<tr>
<td>MILCON</td>
<td>Military Construction</td>
</tr>
<tr>
<td>MILPER</td>
<td>Military Personnel</td>
</tr>
<tr>
<td>MOA</td>
<td>Memorandum of Agreement</td>
</tr>
<tr>
<td>MOU</td>
<td>Memorandum of Understanding</td>
</tr>
<tr>
<td>MTF</td>
<td>Medical Treatment Facility</td>
</tr>
<tr>
<td>Acronym</td>
<td>Definition</td>
</tr>
<tr>
<td>---------</td>
<td>------------------------------------------------</td>
</tr>
<tr>
<td>NAVFAC</td>
<td>Naval Facilities Engineering Command</td>
</tr>
<tr>
<td>NCR</td>
<td>National Capital Region</td>
</tr>
<tr>
<td>NCR MD</td>
<td>National Capital Region Medical Directorate</td>
</tr>
<tr>
<td>NDAA</td>
<td>National Defense Authorization Act</td>
</tr>
<tr>
<td>NSPS</td>
<td>National Security Personnel System</td>
</tr>
<tr>
<td>OASD/HA</td>
<td>Office of the Assistant Secretary of Defense/Health Affairs</td>
</tr>
<tr>
<td>OPCON</td>
<td>Operational Control</td>
</tr>
<tr>
<td>OPORD</td>
<td>Operation/Operational Order</td>
</tr>
<tr>
<td>OTSG</td>
<td>Office of the Surgeon General</td>
</tr>
<tr>
<td>PMO</td>
<td>Program Management Office</td>
</tr>
<tr>
<td>POC</td>
<td>Point of Contact</td>
</tr>
<tr>
<td>POM</td>
<td>Program Objective Memorandum</td>
</tr>
<tr>
<td>PSD</td>
<td>Personnel Services Division</td>
</tr>
<tr>
<td>RHC-A</td>
<td>Regional Health Command - Atlantic</td>
</tr>
<tr>
<td>SA</td>
<td>Situational Awareness</td>
</tr>
<tr>
<td>SECDEF</td>
<td>Secretary of Defense</td>
</tr>
<tr>
<td>SEL</td>
<td>Senior Enlisted Leaders</td>
</tr>
<tr>
<td>SME</td>
<td>Subject Matter Expert</td>
</tr>
<tr>
<td>SOP</td>
<td>Standard Operating Procedure</td>
</tr>
<tr>
<td>STRATCOMM</td>
<td>Strategic Communication</td>
</tr>
<tr>
<td>USAMEDCOM</td>
<td>United States Army Medical Department</td>
</tr>
<tr>
<td>USU</td>
<td>Uniformed Services University</td>
</tr>
<tr>
<td>WRNMMC</td>
<td>Walter Reed National Military Medical Center</td>
</tr>
<tr>
<td>WT</td>
<td>Warrior Transition</td>
</tr>
<tr>
<td>WW</td>
<td>Wounded Warriors</td>
</tr>
</tbody>
</table>

Acronym link:
DoD Dictionary of Military & Associated Terms:
## Military Insignia

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Title</strong></td>
<td><strong>Insignia</strong></td>
<td><strong>Title</strong></td>
<td><strong>Insignia</strong></td>
<td><strong>Title</strong></td>
</tr>
<tr>
<td>E-1</td>
<td>Private (PV1)</td>
<td>Airman Basic (AB)</td>
<td>Seaman Recruit (SR)</td>
<td>Private (Pvt)</td>
</tr>
<tr>
<td>E-2</td>
<td>Private 2 (PV2)</td>
<td>Airman (Amm)</td>
<td>Seaman Apprentice (SA)</td>
<td>Private First Class (Pfc)</td>
</tr>
<tr>
<td>E-3</td>
<td>Private First Class (PFC)</td>
<td>Airman First Class (A1C)</td>
<td>Seaman (SN)</td>
<td>Lance Corporal (LCpl)</td>
</tr>
<tr>
<td>E-4</td>
<td>Specialist (SPC)</td>
<td>Senior Airman (SrA)</td>
<td>Petty Officer 3rd Class (P03)</td>
<td>Corporal (Cpl)</td>
</tr>
<tr>
<td>E-5</td>
<td>Corporal (CPL)</td>
<td>or Sergeant (Sgt)</td>
<td>Petty Officer 2nd Class (P02)</td>
<td>Sergeant (Sgt)</td>
</tr>
<tr>
<td>E-6</td>
<td>Sergeant (SGT)</td>
<td>Staff Sergeant (SSgt)</td>
<td>Petty Officer 1st Class (P01)</td>
<td>Staff Sergeant (SSgt)</td>
</tr>
<tr>
<td>E-7</td>
<td>Sergeant First Class (SFC)</td>
<td>Master Sergeant (MSgt)</td>
<td>Chief Petty Officer (CPO)</td>
<td>Gunnery Sergeant (GySgt)</td>
</tr>
<tr>
<td>E-8</td>
<td>Master Sergeant (MSG)</td>
<td>Senior Master Sergeant (SM Sgt)</td>
<td>Senior Chief Petty Officer (SCPO)</td>
<td>Master Sergeant (MSgt)</td>
</tr>
<tr>
<td>E-9</td>
<td>First Sergeant (1SG)</td>
<td>First Sergeant (1stSgt)</td>
<td>Master Gunnery Sergeant (MGySgt)</td>
<td>Sergeant Major (SgtMaj)</td>
</tr>
<tr>
<td>E-9</td>
<td>Sergeant Major (SGM)</td>
<td>Chief Master Sergeant (CM Sgt)</td>
<td>Master Chief Petty Officer (MCPO)</td>
<td>Sergeant Major of the Marine Corps (SMMC)</td>
</tr>
<tr>
<td>E-9</td>
<td>Command Sergeant Major (CSM)</td>
<td>Sergeant Major of the Army (SMA)</td>
<td>Chief Master Sergeant of the Air Force (CMSAF)</td>
<td>Sergeant Major of the Army (SMA)</td>
</tr>
<tr>
<td>E-9</td>
<td>Special</td>
<td>Chief Master Sergeant of the Navy (MCPON)</td>
<td>Master Chief Sergeant of the Marine Corps (MCPO)</td>
<td>Sergeant Major of the Marine Corps (SMMC)</td>
</tr>
<tr>
<td>W-1</td>
<td>Warrant Officer One (W01)</td>
<td>(None)</td>
<td>(None)</td>
<td>Warrant Officer One (W01)</td>
</tr>
<tr>
<td>W-2</td>
<td>Chief Warrant Officer Two (CW2)</td>
<td>(None)</td>
<td>Chief Warrant Officer (CWO2)</td>
<td>Warrant Officer 2</td>
</tr>
<tr>
<td>W-3</td>
<td>Chief Warrant Officer Three (CW3)</td>
<td>(None)</td>
<td>Chief Warrant Officer (CWO3)</td>
<td>Warrant Officer Three (CW3)</td>
</tr>
<tr>
<td>W-4</td>
<td>Chief Warrant Officer Four (CW4)</td>
<td>(None)</td>
<td>Chief Warrant Officer (CWO4)</td>
<td>Warrant Officer Four</td>
</tr>
<tr>
<td>W-5</td>
<td>Master Warrant Officer Five (CW5)</td>
<td>(None)</td>
<td>Chief Warrant Officer (CWO5)</td>
<td>Warrant Officer Five (CW5)</td>
</tr>
<tr>
<td>-----------</td>
<td>----------</td>
<td>----------------</td>
<td>-----------</td>
<td>--------------</td>
</tr>
<tr>
<td>O-1</td>
<td>Second Lieutenant (2LT)</td>
<td>Second lieutenant (2d Lt)</td>
<td>Ensign (ENS)</td>
<td>Second lieutenant (2ndLt)</td>
</tr>
<tr>
<td>O-2</td>
<td>First Lieutenant (1LT)</td>
<td>First Lieutenant (1st Lt)</td>
<td>Lieutenant, Junior Grade (LTJG)</td>
<td>First Lieutenant (1stLt)</td>
</tr>
<tr>
<td>O-3</td>
<td>Captain (CPT)</td>
<td>Captain (Capt)</td>
<td>Lieutenant (LT)</td>
<td>Captain (Capt)</td>
</tr>
<tr>
<td>O-4</td>
<td>Major (MAJ)</td>
<td>Major (Maj)</td>
<td>Lieutenant Commander (LDR)</td>
<td>Major (Maj)</td>
</tr>
<tr>
<td>O-5</td>
<td>Lieutenant Colonel (LTC)</td>
<td>Lieutenant Colonel (Lt Col)</td>
<td>Commander (CDR)</td>
<td>Lieutenant Colonel (LtCol)</td>
</tr>
<tr>
<td>O-6</td>
<td>Colonel (COL)</td>
<td>Colonel (Col)</td>
<td>Captain (CAPT)</td>
<td>Colonel (Col)</td>
</tr>
<tr>
<td>O-7</td>
<td>Brigadier General (BG)</td>
<td>Brigadier General (Brig Gen)</td>
<td>Rear Admiral, Lower Half (sometimes Commander) (RDM)</td>
<td>Brigadier General (BGen)</td>
</tr>
<tr>
<td>O-8</td>
<td>Major General (MG)</td>
<td>Major General (Maj Gen)</td>
<td>Rear Admiral, Upper Half (RADM)</td>
<td>Major General (MajGen)</td>
</tr>
<tr>
<td>O-9</td>
<td>Lieutenant General (LJG)</td>
<td>Lieutenant General (Lt Gen)</td>
<td>Vice Admiral (VADM)</td>
<td>Lieutenant General (LtGen)</td>
</tr>
<tr>
<td>O-10</td>
<td>General (GEN)</td>
<td>General (Gen)</td>
<td>Admiral (ADM)</td>
<td>General (Gen)</td>
</tr>
</tbody>
</table>
Visitor Request Procedures

Staff members requesting base access for personnel who otherwise do not have access to WRNMMC are to follow these steps:

1. Send an E-mail to usn.bethesda.nsabethesdamd.mbx.nsab-access@mail.mil at least 48 hours in advance of the visit.

2. The following information has to be included in the body of the email:
   - Date(s) of Access
   - Personnel’s or Visitor’s Name (Last Name, First Name)
   - Company (If your guest is visiting on behalf of their organization or N/A)
   - Destination on Base
   - Sponsor's Name (Last, First Middle) - the Government Employee/Active Military Member as the sponsor who is a staff member on NSA Bethesda must be CC'd on the access request with their name and desk/department number listed in the body of the e-mail
   - Sponsor's Desk Telephone Number

If you have any questions or require additional information, please contact the Pass and ID staff at (301) 295-4578.

Visitors will need to show identification (valid state driver’s license or other photo identification) at the gate and state that they are visiting the NCR MD.

Call your guests in advance to make sure they have proper identification, know the sponsor’s contact information, and how to get to the NCR MD. Staff should be available to escort visitor(s) from the lobby once they arrive.
The National Intrepid Center of Excellence (NICOE) is an evaluation, treatment planning and research facility located on the campus of the Walter Reed National Military Medical Center in Bethesda, Md. Designated a center of excellence because of its diverse capabilities and overarching mission, the NICOE is dedicated to providing care to service members and families dealing with traumatic brain injury (TBI) and psychological health (PH) conditions.

COMMITMENT
Built and equipped through the philanthropic contributions of the Intrepid Fallen Heroes Fund (IFHF), the NICOE is a tribute to all who serve and a lasting legacy of the patriotic citizens who have made its existence possible.

INNOVATION:
The NICOE provides an interdisciplinary team assessment in a holistic, patient- and family-centered environment that also offers high-tech diagnostic capabilities. Our treatment planning and long-term follow up for service members with combat-related TBI and PH conditions allows us to foster physical, psychological and spiritual healing.

VISION:
Our vision is to be an institute of hope, healing, discovery and learning.

- **HOPE:** We aim to recognize currently unknown patterns of physiological and psychological processes to develop proven treatment solutions for service members and their families, instilling hope in each who interact with the NICOE that healing is possible.

- **HEALING:** Every action we perform provides a sense of healing through physical, behavioral, social and spiritual care.

- **LEARNING:** We seek to be the national scientific and research information hub for service members, families, providers, researchers, staff and our academic partners.

- **DISCOVERY:** We strive to be a leader through family centric approaches to the physical, social and spiritual wellness continuum as well as a forum for research and promising treatment trials.
BACKGROUND

The National Intrepid Center of Excellence is a facility dedicated to advancing the clinical care, diagnosis, research and education of service members and families experiencing combat TBI and PH conditions. The IFHF led the fundraising effort for the Center, securing $65 million in private donations from the American people and overseeing the construction and equipping of the facility. The 72,000 square foot, two-story facility is located on the campus of the Walter Reed National Military Medical Center in Bethesda, Md. It was officially transferred to the Department of Defense (DoD) in a dedication ceremony on June 24, 2010. The NICoE was later transferred from TRICARE Management Activity’s Defense Centers of Excellence for Psychological Health and Traumatic Brain Injury (DCoE) to the Department of the Navy under the National Naval Medical Center in August of 2010, which became the Walter Reed National Military Medical Center in September of 2011.

PURPOSE

The NICoE provides interdisciplinary diagnostic evaluations of complex TBI as well as PH conditions. Treatment plans are developed in a family-focused, collaborative environment while promoting physical, psychological and spiritual healing. In addition to advanced diagnostic care and treatment planning, the NICoE also focuses on family education and reintegration support. Additional key principles include: serving as a research hub that uses the most current technical and clinical resources to initiate innovative pilot studies designed to advance medical science in TBI and PH; and remaining dedicated to its commitment to long-term follow-up and family contact. The NICoE is led by a skilled interdisciplinary team that harnesses the latest advances in science, therapy, telehealth, education, research and technology while providing compassionate, family-centered care for service members and their loved ones throughout the recovery process.

TREATMENT

The NICoE’s primary patient population is comprised of active duty service members with TBI and PH conditions who are not responding to conventional therapy. After being referred by their provider, patients come to the NICoE with their families for a three-to-four week stay, during which time they stay in a NICoE-dedicated Fisher House on the Bethesda campus. Upon their departure, service members return to their referring military treatment facility and duty station with a personalized treatment plan.

ADVANCED TECHNOLOGY FOR PATIENT CARE

The NICoE’s care model, while contingent on its interdisciplinary team approach, is also dependent on the technology available within the building. The NICoE’s Computer Assisted Rehabilitation Environment, or CAREN, is one of only eight such machines in the world, and features a motion platform with an embedded treadmill, a 180-degree projection screen, and customized virtual environments. Additionally, the NICoE utilizes some of the most advanced imaging technologies in the world, including a Positron Emission Tomography-Computed Tomography (PET-CT), 3T Magnetic Resonance Imaging (MRI) and Magnetoencephalography (MEG). These images can then be combined and viewed in the Digital Imaging Visualization Environment (DIVE), a movie theater styled room enabling providers to view brain scans and images utilizing 3D technology.

AMENITIES

The NICoE features the following amenities for service members and their families:

- Patient rooms dedicated to art and music therapy, sleep studies and recreation therapy
- Family-focused spaces such as a lounge, a playground, a café, a business center and an activity center
- Conference rooms, classrooms and auditorium
- An atrium known as Central Park, which serves as a peaceful, naturalistic center with plants, simulated sounds and challenging, natural walking surfaces

THE FUTURE

The NICoE aims to be a leader in advancing traumatic brain injury and psychological health treatment, research and education. With its dedicated staff, the NICoE seeks to be an instrument of hope, healing, discovery, and learning for service members recovering from TBI and PH conditions.
Fort Belvoir Community Hospital (FBCH)
**Fort Belvoir Gate Schedule**

<table>
<thead>
<tr>
<th>GATE</th>
<th>LOCATION</th>
<th>DAYS</th>
<th>TIMES</th>
<th>STATUS</th>
<th>DECALS</th>
<th>PEDESTRIAN</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tulley Gate</td>
<td>Intersection of Route 1 and Pohick Rd</td>
<td>Daily (Holidays included)</td>
<td>24 hours</td>
<td>Open</td>
<td>Not Required</td>
<td>Open to pedestrians.</td>
</tr>
<tr>
<td></td>
<td>and Beulah St</td>
<td>Mon. - Fri.</td>
<td>5:00 a.m. - 9:00 p.m.</td>
<td>Open</td>
<td>Required</td>
<td>Closed to pedestrians.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Weekends</td>
<td>9:00 p.m. - 5:00 a.m.</td>
<td>Closed</td>
<td></td>
<td></td>
</tr>
<tr>
<td>J.J. Kingman Gate</td>
<td>Intersection of Fairfax Country Pkwy (Route 7100) and John J Kingman Rd</td>
<td>Daily (Holidays included)</td>
<td>5:00 a.m. - 9:00 p.m.</td>
<td>Open</td>
<td>Required</td>
<td>Closed to pedestrians.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>9:00 p.m. - 5:00 a.m.</td>
<td>Closed</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pence Gate</td>
<td>Intersection of Route 1 and Belvoir Rd</td>
<td>Daily (Holidays included)</td>
<td>24 hours</td>
<td>Open</td>
<td>Required</td>
<td>Open to pedestrians.</td>
</tr>
<tr>
<td>Walker Gate</td>
<td>Intersection of Mt. Vernon Rd and Mt. Vernon Pkwy</td>
<td>Daily (Holidays included)</td>
<td>5:00 a.m. - 9:00 p.m.</td>
<td>Open</td>
<td>Required</td>
<td>Closed to pedestrians.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>9:00 p.m. - 5:00 a.m.</td>
<td>Closed</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Woodlawn Village</td>
<td>Intersection of Pole Rd and Plantation Dr</td>
<td>Daily (Holidays included)</td>
<td>24 hours</td>
<td>Open</td>
<td>Required</td>
<td>Closed to pedestrians.</td>
</tr>
<tr>
<td>Farrar Gate</td>
<td>Intersection of Farrar Rd and Sanjer Rd</td>
<td>Daily (Holidays included)</td>
<td>24 hours</td>
<td>Open</td>
<td>Required</td>
<td>Closed to pedestrians.</td>
</tr>
</tbody>
</table>

**Gate Procedure:**
Visitors who wish to enter Fort Belvoir and do not have a vehicle with a Department of Defense decal must use Tulley Gate.
Vehicles with decals, but without a DoD identification card holder on board must use Tulley Gate and enter the installation under existing visitor access policies.
At least one occupant of a vehicle with decals must present valid DOD identification in order to access gates other than Tulley Gate

**Visitor Processing Operations Center**
All visitors in vehicles without Department of Defense decals must enter Fort Belvoir through Tulley Gate. Tulley is a 24-hour gate.

**Map:** For a map of the gates, please visit: [http://www.belvoirmwr.com.Features/Maps/#gateMap](http://www.belvoirmwr.com.Features/Maps/#gateMap)
Fort Belvoir Community Hospital Site Map
**FBCH Building Themes**

**Meadows**

Many fields and open areas on the site have low vegetation and flowers. This building’s colors—various shades of green with rose tones—its art and other design features will recognize the flora and fauna of the meadows.

**Sunrise**

This building was themed to recognize the importance of natural light in a healthcare setting. All the Fort Belvoir Hospital buildings will have an abundance of floor-to-ceiling windows in all public spaces, allowing the sunlight to filter into waiting areas, the galleries connecting the buildings, inpatient rooms, and corridors. Specifically, the color scheme of this building will contain various shades of soft golds, warm beiges, and accents of spice and warm brown. Art and signage will contain images of the rising sun, bringing hope and inspiration.

**Oaks**

The symbol of the oak tree will be used in the Oak building, the largest of the five buildings, which actually comprises three buildings, including the seven-story patient tower. This symbol was chosen because the facility is being built on a former golf course, and many large oak trees had to be removed. Some trees are being preserved and will be made into benches for the public areas. The oak leaf will be present in carpet patterns in cut-outs in the sheet rubber flooring, and embedded in the resin panels on nurses’ stations and waiting room divider walls. The art and displays will not only be of the mighty oak trees, but of many other species of trees found in the surrounding wooded areas.

**Eagle**

Elements in this building will recognize the hundreds of species of birds, including the bald eagle, which has become the overall symbol for the project through art and educational displays. The color scheme will incorporate rich clay (earthy) colors, spice and shrimp tones, and warm grays and golds.

**River**

Recognition of the many bodies of water in and around the campus will be included in this scheme. Colors include various shades of teal, earth tones, and neutrals.
## FBCH Directory

### Meadows
- **Floor 2**
  - Ophthalmology
  - Pulmonology
  - Refractive Eye Surgery Center
  - Respiration Therapy
  - Vascular Surgery
- **Floor 1**
  - Dermatology
  - Endocrinology
  - Infectious Disease
  - Optometry
  - Rheumatology
  - Vaccine Healthcare Center

### Sunrise
- **Floor 3**
  - Clinical Staff Services/Credentials
  - General Administration
  - Medical Management
  - Neurology & DVBIC
- **Floor 2**
  - Audiology & Speech Pathology
  - ENT Surgery and Specialty Surgery Clinics
    - General Surgery
    - Thoracic Surgery
    - Plastic Surgery
    - Neurosurgery
  - Urology
- **Floor 1**
  - Breast Care Center Mammography
  - Radiation Oncology
  - VA Clinic

### Oaks
- **Floor 7**
  - Medical
  - 07.208 - 07.248
  - 07.304 - 07.346
- **Floor 6**
  - Pediatrics and Surgical
  - 06.208 - 06.248
  - 06.304 - 06.346
- **Floor 5**
  - Ante Partum Testing Center
  - Labor & Delivery
  - Mother Baby Unit
  - Newborn Nursery
- **Floor 4**
  - Inpatient Behavioral Health
- **Floor 3**
  - Cafe
  - Endoscopy
- **Floor 2**
  - Diagnostic Radiology ICU
  - Main Reception Radiology
  - Multidisciplinary Interventional Radiology
  - Nuclear Medicine
  - Pain Clinic

### Oaks
- **Floor 2**
  - Surgical Services
- **Floor 1**
  - Chapel Command Group
  - Concessions Emergency Department
  - Hematology Oncology Laboratory/Blood Draw
  - Main Lobby
  - Medical Library
  - Nutrition Clinic
  - Oral Maxillofacial Surgery
  - Patient Administration
  - Patient Advocacy
  - Pharmacy
  - Red Cross
  - Tricare Service Center
  - Women’s Health Clinic
- **Floor Lower Level**
  - Blood Donor Center
  - Patient Administration

### Eagle
- **Floor 3**
  - Orthopedics & Podiatry
  - Physical Medicine Rehabilitation
  - Sports Medicine
  - Physical Therapy
- **Floor 2**
  - Anticoagulation Clinic
  - Cardiac Procedural Clinic
  - Cardio-Pulmonary Rehab Clinic
  - Cardiology Outpatient Clinic
  - Gastroenterology
  - Occupational Health
- **Floor 1**
  - Allergy & Immunology Family Medicine

### River
- **Floor 2**
  - Adult Outpatient Behavioral Health
  - Orthopedics
    - Chiropractic Service
    - Occupational Therapy
  - Orthopedics
    - Prosthetic Service
  - Pediatric Outpatient Behavioral Health
  - Family Advocacy Program
  - Substance Abuse
- **Floor 1**
  - Internal Medicine
  - Pediatrics General & Sub-Specialty Pediatrics Therapy Pool
Getting to the Pentagon

The Pentagon is located at:
Army Navy Drive and Fern Street
Arlington, VA 22202
Directions to the Pentagon (continued)

Driving Directions:

– **To or from the east**: take the beltway (I-495) south until you cross the Potomac River on the Woodrow Wilson Bridge. Then take Highway 1 north or I-395 north until you reach the Pentagon.

– **To or from the north**: driving through the District of Columbia during rush hour is asking for trouble. Traffic is very heavy and navigation is difficult. One way to go from the north is to drive the beltway to the west of the city, then take the George Washington Parkway to the Pentagon. The other choice is trickier: you can drive the beltway to the east and then take the Baltimore Washington Parkway southbound to where it simply becomes I-295. Then you have two tricky alternatives.

– You can get off at the Suitland Parkway westbound, then cross the Anacostia River on the Douglas Bridge, being alert for signs to I-395 south. You will be on city streets for a mile or so.

– Or you may take the Suitland Parkway eastbound long enough to drive underneath I-295. Then immediately re-enter I-295 northbound and drive a little less than one mile to the Anacostia Bridge exit. This will take you westbound directly onto I-395.

Parking at the Pentagon

– There is no public parking on the Pentagon Reservation. Parking arrangements should be made through the primary point of contact coordinating your visit.

– Metro is a very convenient way to reach the Pentagon and public parking is available across I-395 from the Pentagon at Pentagon City Mall.
The DiLorenzo TRICARE Health Clinic (DTHC) is located just inside the entrance of Corridor 8 in the Pentagon.

From Maryland, navigate to 395 South. From Virginia, navigate to 395 North. The Pentagon can be accessed from either the North or South Parking exits. The North Parking is CLOSER to our clinic. Please see our PARKING INSTRUCTIONS page to avoid being towed.

After parking in the North Parking Lot, follow the sidewalks leading to the Corridor 8 entrance. The sidewalks will split, so stay to the right. The POAC will be on your left, then cross the bridge. You will enter Corridor 8 and be greeted with a security checkpoint. You will need to provide two (2) forms of picture identification if you do not have a Pentagon Access Badge. As soon as you proceed through security, you will see the entrance of our clinic on the left.
Clinic Location (continued)

After parking in the South Parking Lot, proceed to the South side and locate the bridge (can't miss it!) to bring you to the Corridor 2 entrance. You will enter Corridor 2 and be greeted with a security checkpoint. You will need to provide two (2) forms of picture identification if you do not have a Pentagon Access Badge. As soon as you proceed through security, continue down Corridor 2. At the end of Corridor 2, look for a sign that directs you to North Parking. That should then bring you through the NATO Corridor (Ring A). At the end of the NATO Corridor, look again for signs that direct you to North Parking. You should then be walking downward though another Corridor.

At the end of the ramp, take a right onto Corridor 8 (again, the signs that direct you to North Parking). Take Corridor 8 until you reach the security checkpoint. Just before the checkpoint, the Clinic entrance will be on your right.

If these instructions are still confusing, please give us a call at (703) 692-8810.

Clinic Parking

NOTICE: If you have an assigned Pentagon Parking permit, YOU MUST park where assigned. Failure to do so will result in your car being towed.

DTHC has designated patient parking located in North Parking. Make sure to park in lanes 41 & 42 or 57-63 ONLY.

On the day of your appointment, proceed to the clinic where your appointment is located. Upon check-in, give them your completed parking request form.

For further questions about parking, please contact the Pentagon Parking Office: (703) 697-6251.
**DTHC Hours of Operation**

**Monday - Friday:** 0700 - 1600  
**Closed Weekends and Holidays**

OPM Operating Status is observed during adverse weather conditions.

**Appointments**

To schedule an appointment at DTHC, call one of the following Call Centers or Online at: [http://www.dthc.capmed.mil/SitePages/Home.aspx](http://www.dthc.capmed.mil/SitePages/Home.aspx)

<table>
<thead>
<tr>
<th>DTHC</th>
<th>National Capital Area (NCA)</th>
<th>TRICARE Online</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mon - Fri: 0700 - 1600</td>
<td>Mon - Fri: 0600 - 1800</td>
<td></td>
</tr>
<tr>
<td>(703) 692-8810</td>
<td>(800) 433-3574</td>
<td></td>
</tr>
</tbody>
</table>

All patients must bring their military ID card.  
The Pentagon access badge or state issued driver's license is not an acceptable substitute.
Joint Pathology Center (JPC)
Joint Pathology Center (JPC)
Organizational Chart

Office of the Director

Administration
- Comptroller
- Human Resources
- Case Accessioning
- Logistics & Facility
- Information Management
- Information Technology
- Quality Management
- Telepathology

Clinical Ops (Operations)
- Consultative Services
- Oral Pathology Residents
- Molecular Lab
- Neuromuscular Lab
- Biophysical Toxicology Lab
- Electron Microscopy Lab
- Environmental Lab
- WRNMMC Lab

Veterinary Pathology
- Education Division
- Diagnostic Division
- Extramural Projects
- Online Resources

Education, Research & Repository Ops
- DoD Central Cancer Registry
- Education
- Research
- Tissue Repository
- Registries Projects
Directions to JPC

Address:

The Joint Pathology Center
606 Stephen Sitter Ave
Forest Glen Post/Fort Detrick Annex
Silver Spring, MD

From Walter Reed National Military Medical Center (Bethesda, MD):
East (left turn off post) on Jones Bridge Road
Right onto Jones Mill Road
Left onto East West Highway (MD 410)
Left onto Grubb Road
Right onto Lyttonsville Road
Left onto Lyttonsville Place
Right onto Brookeville Road
Left onto Stephen Sitter Avenue
Left (Stop Sign) onto Grant Avenue
Drive down to parking lots and park

From the North (from I-95 or the Baltimore Washington Parkway):
West (toward Silver Spring) on I 495 (outer loop of Capital Beltway)
Exit 31 Georgia Avenue (MD 97) south
Left onto Georgia Avenue at bottom of exit ramp
Right onto Seminary Road (do not turn onto Seminary Place)
Stay in the left lane
Bear left onto Brookeville Road
Cross railroad bridge
Right onto Stephen Sitter Avenue
Left (Stop Sign) onto Grant Avenue
Drive down to parking lots and park
From Washington, DC:
North on either Georgia Avenue or 16th Street
West on East-West Hwy/MD-410
Turn right at Grubb Road
Continue on Lyttonsville Road
Turn left at Lyttonsville Place
Turn right at Brookville Road
Left onto Stephen Sitter Avenue
Left (Stop Sign) onto Grant Avenue
Drive down to parking lots and park

Parking Information:
The Forest Glen Annex is an open parking campus, which means anyone can park anywhere except for the designated parking stalls that are identified with a placard. For visitor parking at the JPC, parking stall(s) will need to be reserved ahead of time.
JPC History

MISSION: Deliver cost-effective, high-quality, multidisciplinary pathology consultation and education; preserve, modernize, and grow the nation’s oldest tissue repository to promote biomedical research.

VISION: Be the pathology center of excellence by advancing the health of our nation’s military and other federal customers.

VALUE PROPOSITION: The JPC provides: cost-effective, centralized, pathology subspecialty expertise; the sole veterinary pathology training source for the US military; Stewardship of a tissue repository unparalleled in size, age, and diversity. The JPC serves the Department of Defense, the Department of Veterans Affairs, and other federal agencies. The JPC partners with US and international academic and scientific institutions to advance pathology research and education.

BACKGROUND: The collection of biospecimens currently held by the JPC had its origins in the U.S. Civil War. The Army Medical Museum was founded in 1862 by Army Surgeon General Brigadier General William Hammond. It was given the task of collecting and cataloging all specimens of morbid anatomy that would be of interest in military medicine. The museum served primarily as a reference collection, but it also accommodated the visiting public. The Museum was divided into the Pathology Department and Instruction Laboratory in 1910, beginning its transformation from a storehouse to a consultation, research, and education facility. The museum was renamed the Army Institute of Pathology in 1946. World War II brought about an enlargement of mission and thus the institute was renamed the Armed Forces Institute of Pathology (AFIP) in 1949.

The 2005 BRAC Commission recommendation called for the disestablishment of the AFIP—with the exception of the National Museum of Health and Medicine and the tissue repository—and for the relocation of the AFMES and the DNA registry.

AFIP's disestablishment raised concerns in the clinical diagnostic and research pathology communities that were centered on the loss of ready access to the staff's expertise.


JPC History

The National Defense Authorization Act of 2008 created the Joint Pathology Center (PL 100-181, § 722) to absorb the Armed Forces Institute of Pathology (AFIP) repository collections and continue consultative services, education, and research.

The four duties that the legislation assigns to the JPC are:

- Maintenance, modernization, and utilization of the former Armed Forces Institute of Pathology (AFIP) Tissue Repository
- Diagnostic pathology consultation services in medicine, dentistry, and veterinary sciences
- Pathology education, to include graduate medical education, residency, fellowship programs, and continuing medical education
- Diagnostic pathology research

The Joint Pathology Center:

- Initial operating capabilities: 01APR2011
- Pathology Consultation: 01APR2011
- Depleted Uranium Laboratory: JUL2011
- Molecular Laboratory: SEP2011
- Full Operation: 15SEP2011
- Armed Forces Institute of Pathology disestablished on 15SEP2011 (upon JPC assumption of Mission)
JPC History

Unique Functions:

- Center handles more than 18,000 cases per year
- Veterinary Pathology Residency Program—the only of its kind in the Department of Defense
- JPC eLearning Slides
- Veterinary Systemic Pathology Online—an online database that currently contains 775 cases for self-assessment
- Wednesday Slide Conference (WSC)—held at the JPC on Wednesdays for 25 weeks each year; each conference presents four unknown cases of classic or newly discovered diseases or entities
- Automated Central Tumor Registry
- Cohort Registries
- Largest tissue repository of its kind in the world
- 7.4 million individual pathology cases
- 32 million tissue samples
- 55 million glass slides dating back to 1917
- “Tele-pathology,” allows a pathologist at a Veterans Affairs or military hospital anywhere in the world to get a patient’s results back from the center in 24 hours.
- Molecular laboratories at the new center can detect specific micro-organisms, viruses, and bacteria in very low levels and diagnose hereditary syndromes.
- Completed diagnoses’ specimens are preserved in wax and stored at the center’s tissue repository; it is estimated that about 17,300 cases are stored in an aisle.
- The Biophysical Toxicology Lab analyzes shrapnel removed from troops wounded in war to look for traces of uranium that might pose long-term health hazards.