



**ARMY MEDICINE**  
*One Team...One Purpose!*  
*Conserving the Fighting Strength Since 1775*



# MEDCOM Sustainability:

## Adding Value to Operations

**COL John M. Evans**

Assistant Deputy Chief of Staff for Facilities, MEDCOM G9

**Elizabeth Keysar, PhD**

Sustainability Program Contract Support

**30 October 2019**

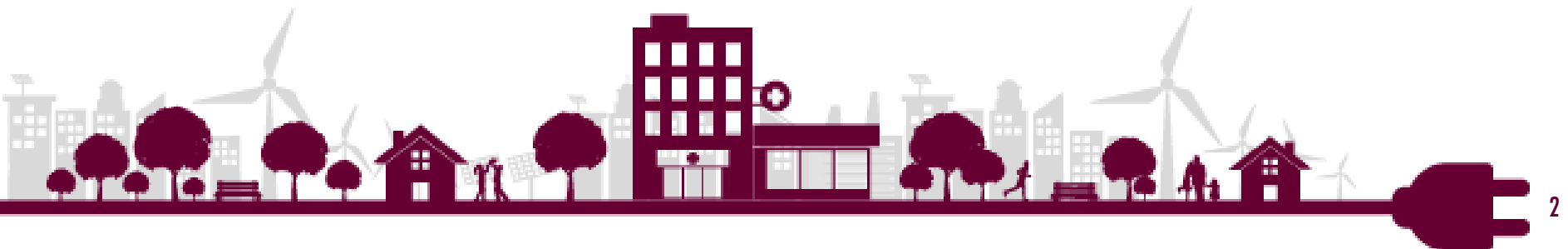
Federal Environmental Symposium, Bethesda, MD



UNCLASSIFIED

# Agenda

- The MEDCOM Mission
- Climate, Healthcare and Sustainability
- MEDCOM Sustainability Program
- Implementation
- 2019 Annual Report



# The MEDCOM Mission







# SAVING LIVES *in a* COMPLEX WORLD

Army Medicine is the Nation's premier expeditionary and globally integrated medical force ready to meet the ever-changing challenges of today and tomorrow.



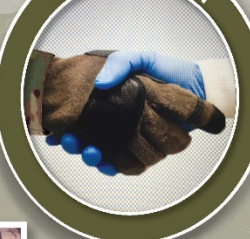
**ARMY MEDICINE**  
VIRTUAL WHEN POSSIBLE  
LIVE WHEN NEEDED

EVERYDAY IS A LIVE FIRE EXERCISE  
WITH OVER 180,000  
PATIENT CONTACTS DAILY  
2.5 TIMES THE NUMBER  
OF ATTENDEES AT  
SUPER BOWL 51

**PRECISE  
PREDICTIVE  
PERSONAL**



**COLLABORATION**



WE NEED TO INCREASE CAPACITY AND CAPABILITY THROUGH STRATEGIC PARTNERSHIPS. WE WILL CONTINUE TO TRAIN OUR HEALTHCARE TEAMS IN OUR ORGANIC HEALTH READINESS PLATFORMS; HOWEVER, WE MUST ORCHESTRATE A NATIONAL AND GLOBAL NETWORK OF SUPPORT BEYOND OUR OWN WALLS. THIS REQUIRES A CHANGE IN MINDSET FROM "OWNERSHIP OF" TO "ACCESS TO" AND FROM "COMPETITION" TO "COLLABORATION." BIG PROBLEMS CANNOT BE SOLVED USING THE SAME STRATEGY THAT CAUSED THEM. BIG PROBLEMS CAN'T BE SOLVED WITHOUT INTEGRATING, SYNCHRONIZING AND COORDINATING THROUGHOUT THE NETWORK. FLUENCY ACROSS ARMY MEDICINE'S PERCEIVED BOUNDARIES WILL PROVIDE A CLEAR VIEW OF THE WORLD AS IT REALLY IS, NOT AS VIEWED THROUGH THE LENS OF IDEOLOGIES OR COMMANDED BY MYOPIC RESPONSE TO IMMEDIATE NEED. THAT IDEOLOGY IS PROBABLY OUR BIGGEST DANGER...

ACROSS THE DEPARTMENT OF DEFENSE  
90% CASUALTY SURVIVABILITY RATE  
10% KILLED IN ACTION  
SINCE 2001 5,380 3M HAVE BEEN KILLED IN ACTION  
IF WE COULD SAVE EVEN 10%,  
539 MORE WOULD GO HOME TO FAMILY  
THAT'S EQUAL TO A LARGE GRADUATING  
HIGH SCHOOL CLASS

1/3

2/3

**MAJOR AND MINOR  
DEPARTMENT OF DEFENSE  
LIMB AMPUTEES**  
(6,105 TOTAL)  
1275 ARMY (68%)  
536 MARINES (28%)  
49 NAVY (3%)  
27 AIR FORCE (1%)

**WOUNDED IN ACTION**  
(2001-2016)

36,863 ARMY (70%)  
13,589 MARINES (26%)  
1071 NAVY (2%)  
971 AIR FORCE (2%)

**OUR GOAL**  
PREVENTABLE  
DEATHS

OVERSEAS CONTINGENCY EVACUATIONS SINCE 2001  
56,586 DISEASE & NON BATTLE INJURIES  
BATTLE INJURIES (21% OF ALL EVACUATIONS)

**BRENDAN MARROCCO**

FIRST UNITED STATES SOLDIER  
SERVING IN IRAQ OR AFGHANISTAN TO  
SURVIVE A QUADRUPLE  
**AMPUTATION &**  
THE SEVENTH RECIPIENT OF A  
BILATERAL ARM TRANSPLANT



**SMART DATA  
SMART SYSTEMS  
SMART MEDICS**

IN 2012 MRMC  
WAS IDENTIFIED AS ONE OF THE  
**TOP 100**  
GLOBAL INNOVATORS  
IN THE WORLD

OTHER NOTABLE  
RESIDENTS INCLUDE  
3M COMPANY,  
APPLE, AT&T  
DUPONT, GE,  
MICROSOFT  
AND TOYOTA

**VIRTUAL HEALTH**

18 TIME ZONES  
30 COUNTRIES & TERRITORIES

IN FY16 ARMY VIRTUAL HEALTH PROVIDED APPROXIMATELY  
40,000 PROVIDER-PATIENT ENCOUNTERS  
PROVIDER-PROVIDER CONSULTATIONS  
OF THESE, APPROXIMATELY 5,700 (15%) ARE  
PROVIDER-PROVIDER ASYNCHRONOUS CONSULTATIONS  
& 33,700 (85%) ARE REAL-TIME PROVIDER-PATIENT ENCOUNTERS



**TRANSFORMING  
MEDICAL READINESS**  
WITH QUICK, EASY ACCESS TO  
ESSENTIAL MEDICAL INFORMATION

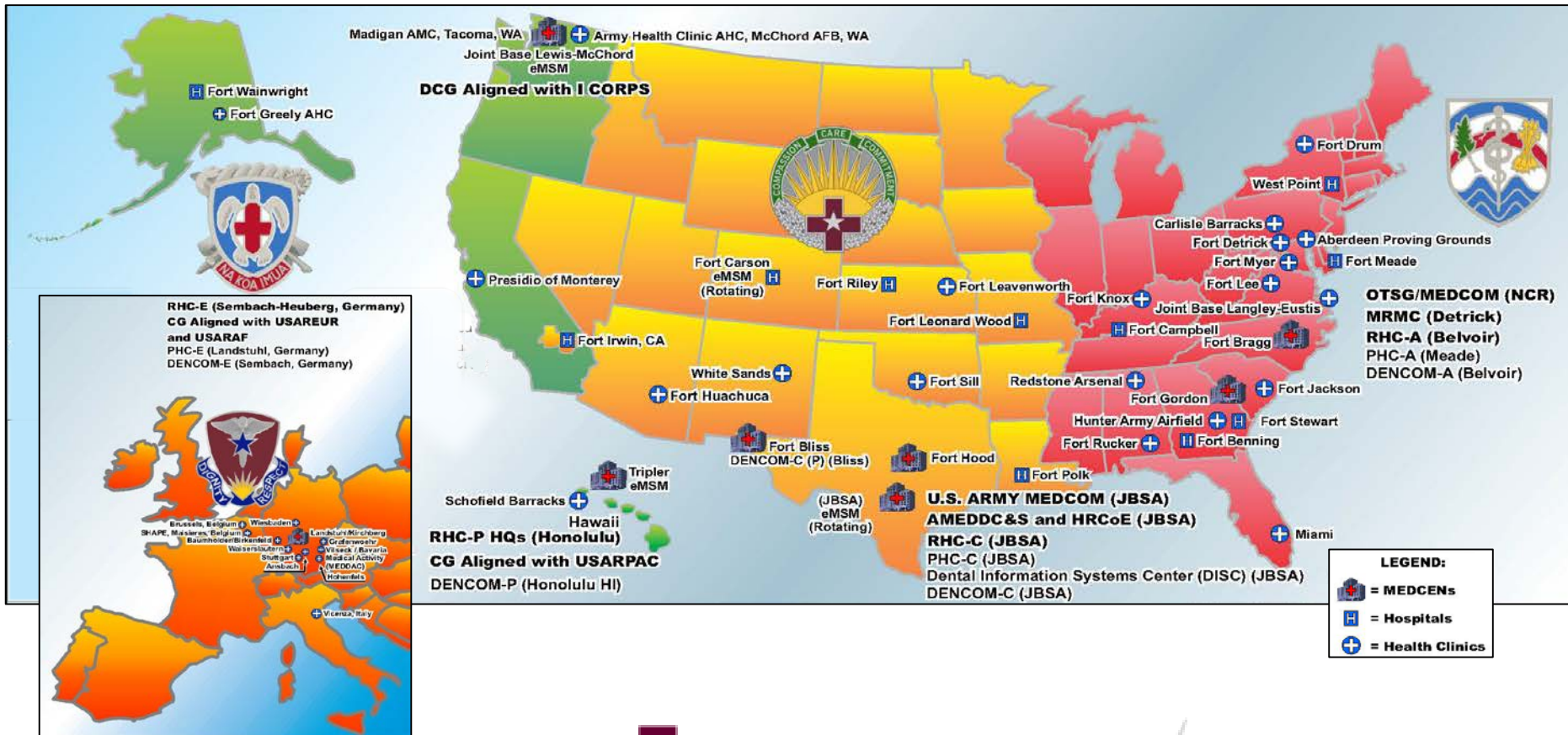


**ARMY MEDICINE  
SUPPORTS THE  
LARGEST MEDICAL  
RESEARCH AND  
DEVELOPMENT  
PROGRAM IN THE DOD**

**LEVERAGING 21ST  
TECHNOLOGY IN  
ORDER TO IMPROVE:**  
• COMBAT CASUALTY CARE  
• CLINICAL REHAB MEDICINE  
• MEDICAL TRAINING  
• HEALTH INFORMATION  
• INFECTIOUS DISEASE PREVENTION  
• OPERATIONAL MEDICINE



# Map of MEDCOM facilities



# Climate, Healthcare and Sustainability



# Climate, Healthcare and Sustainability

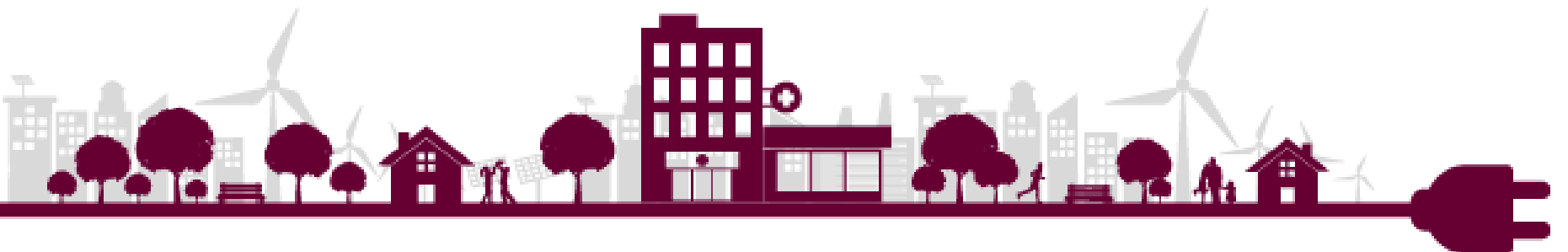
*“There is a direct link between healing the individual and healing this planet...”*

*...we will not have healthy individuals, healthy families, and healthy communities if we do not have clean air, clean water, and healthy soil.”*

Rossi, Mark, and Tom Lent, “Creating Safe and Healthy Spaces: Selecting Materials That Support Healing,” Designing the 21st Century Hospital (September 2006), p. 55.

If the U.S. healthcare system were a country, it would rank **13th** in the world for greenhouse gas (GHG) emissions.

Matthew J. Eckelman, Jodi Sherman. Environmental Impacts of the U.S. Health Care System and Effects on Public Health. PLOS ONE, 2016; 11 (6): e0157014 DOI: 10.1371/journal.pone.0157014



# Climate and National Security

Climate change will have several significant strategic impacts affecting the Army, the DoD, and the future geopolitical landscape.

- Expanding zones of competition.
- Drastic changes in regional temperatures are changing disease and vector patterns.
- Current medical treatments challenged to keep up with changes.
- Climate change impacts can lead to mass migration and regional instability.





# Climate, Health and Readiness

## Heatstroke

In 2008: 1,766 cases of heatstroke

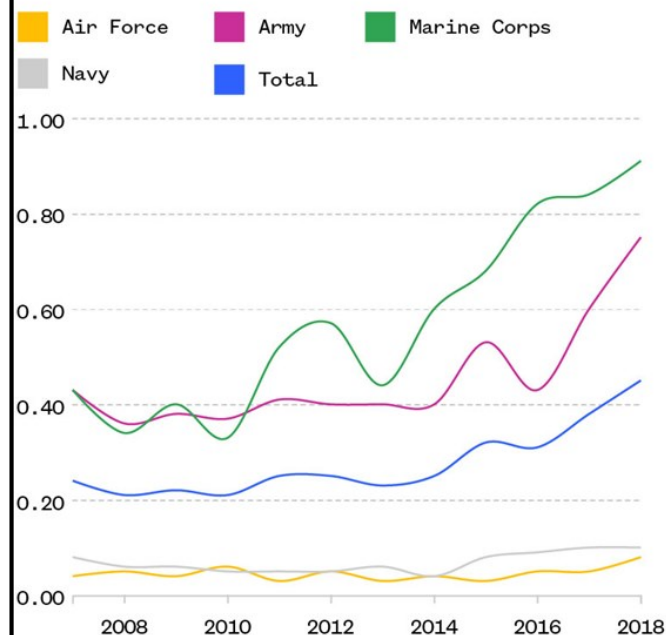
By 2018: 2,792 cases; 60% increase



### Rising danger

The rate of heatstroke among active-duty service members has risen across the military.

Heatstrokes per 1,000 service member years

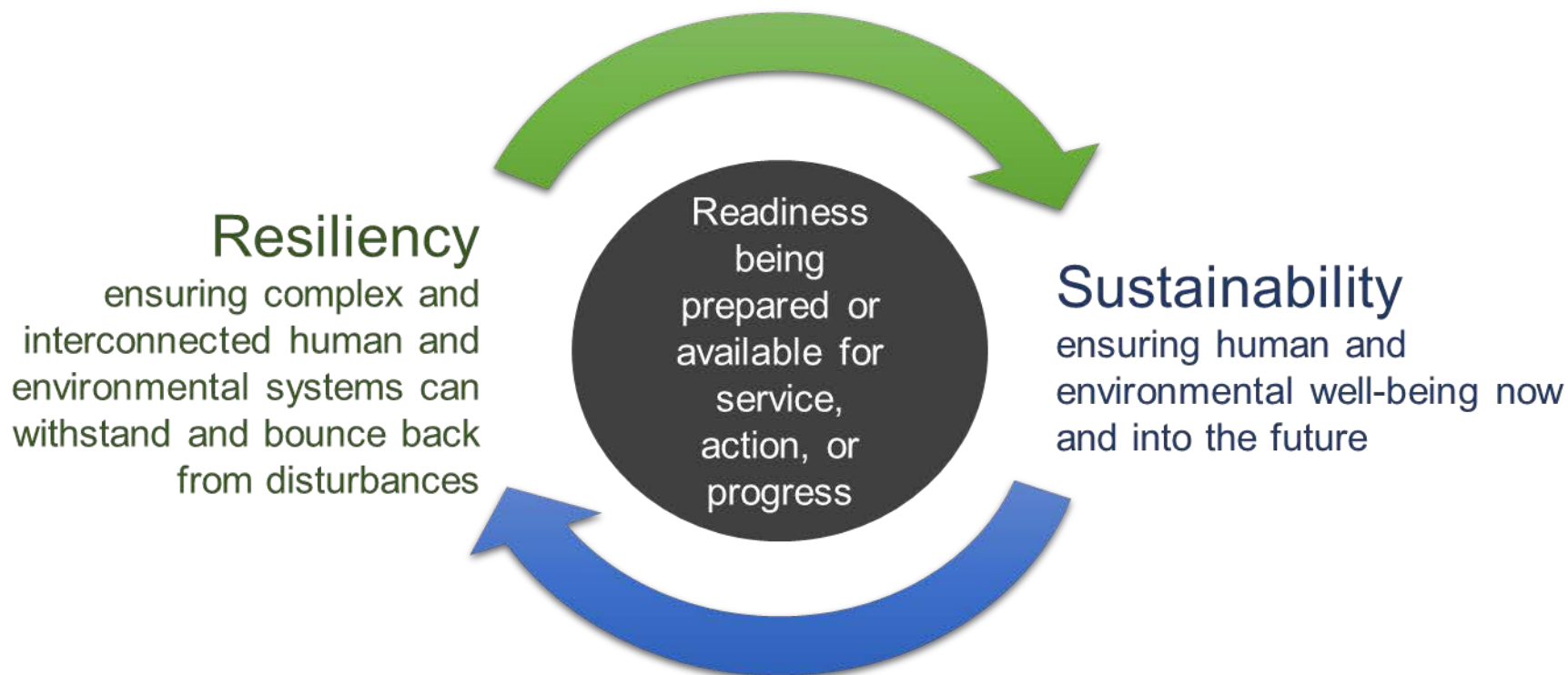


### Notes

Service member years are the number of service members in active service multiplied by the number of years they spent in active service. Years are U.S. government fiscal years, which begin in October and end in September.

# Capacity and Resiliency

Capacity over time in face of disturbances



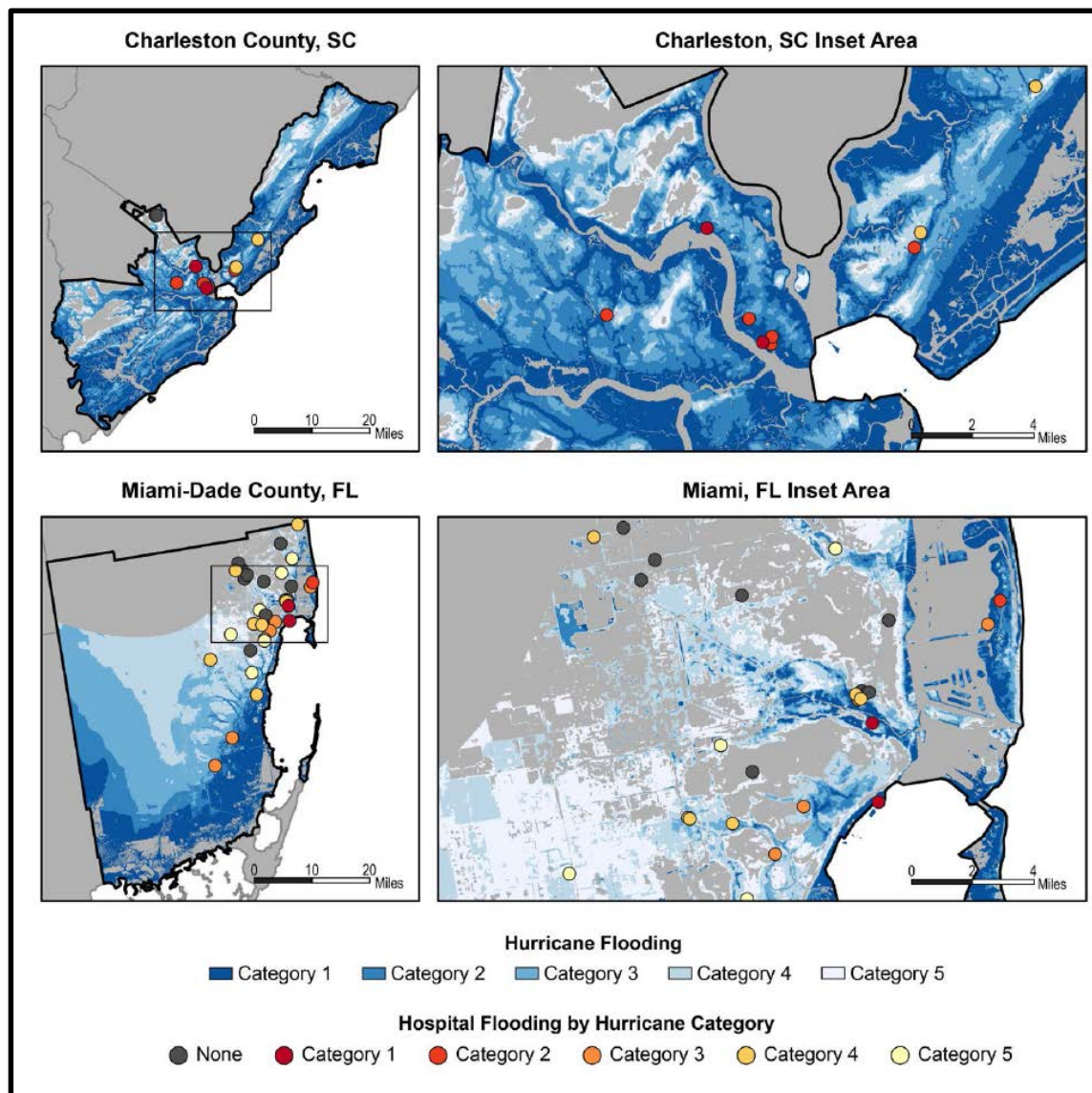
Capacity to preserve the system in the long run

*“A ready and resilient Army strengthened by secure access to the energy, water, and land resources in order to preserve future choice in a rapidly changing world.”*

*U.S. Army, 2016*

# Readiness and Resiliency

Hospitals at  
Risk from  
Storm Surge by  
Hurricanes...



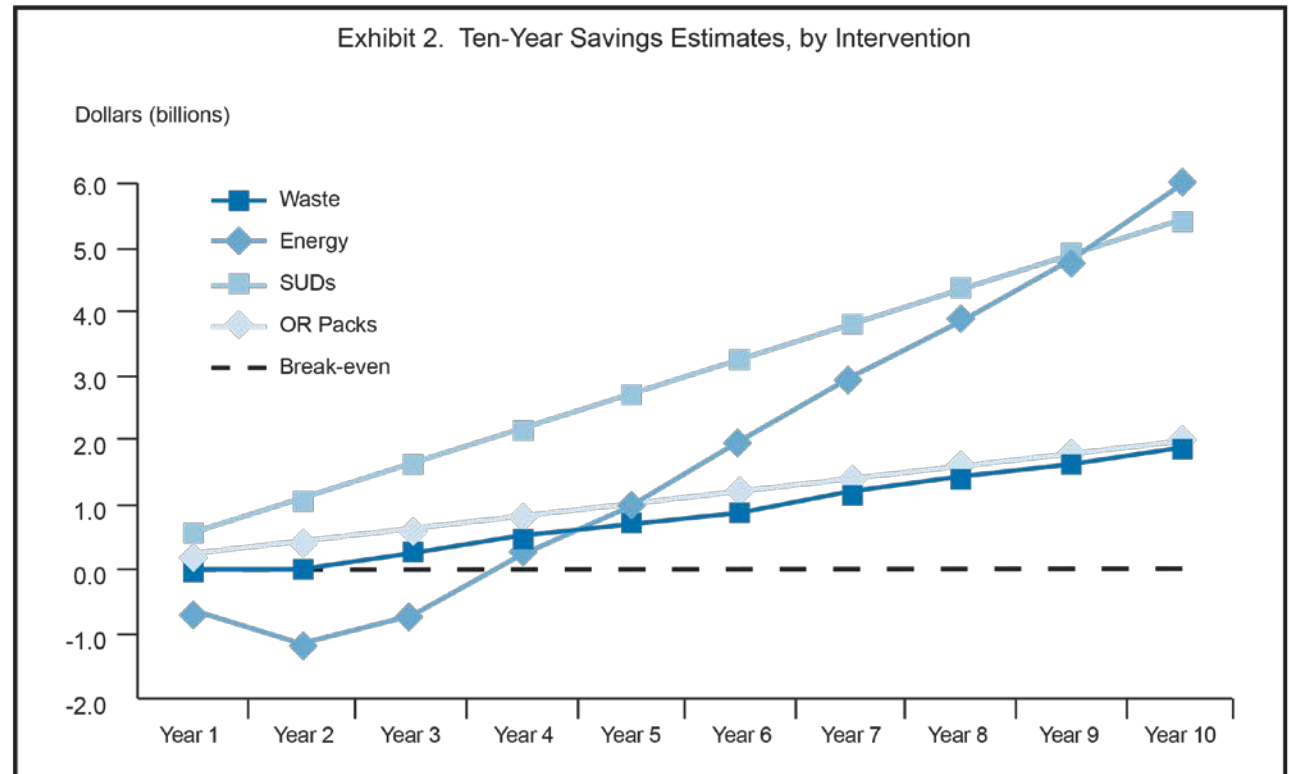


# Business Case

Is it possible to reduce the cost of delivering healthcare through implementation of sustainability initiatives?

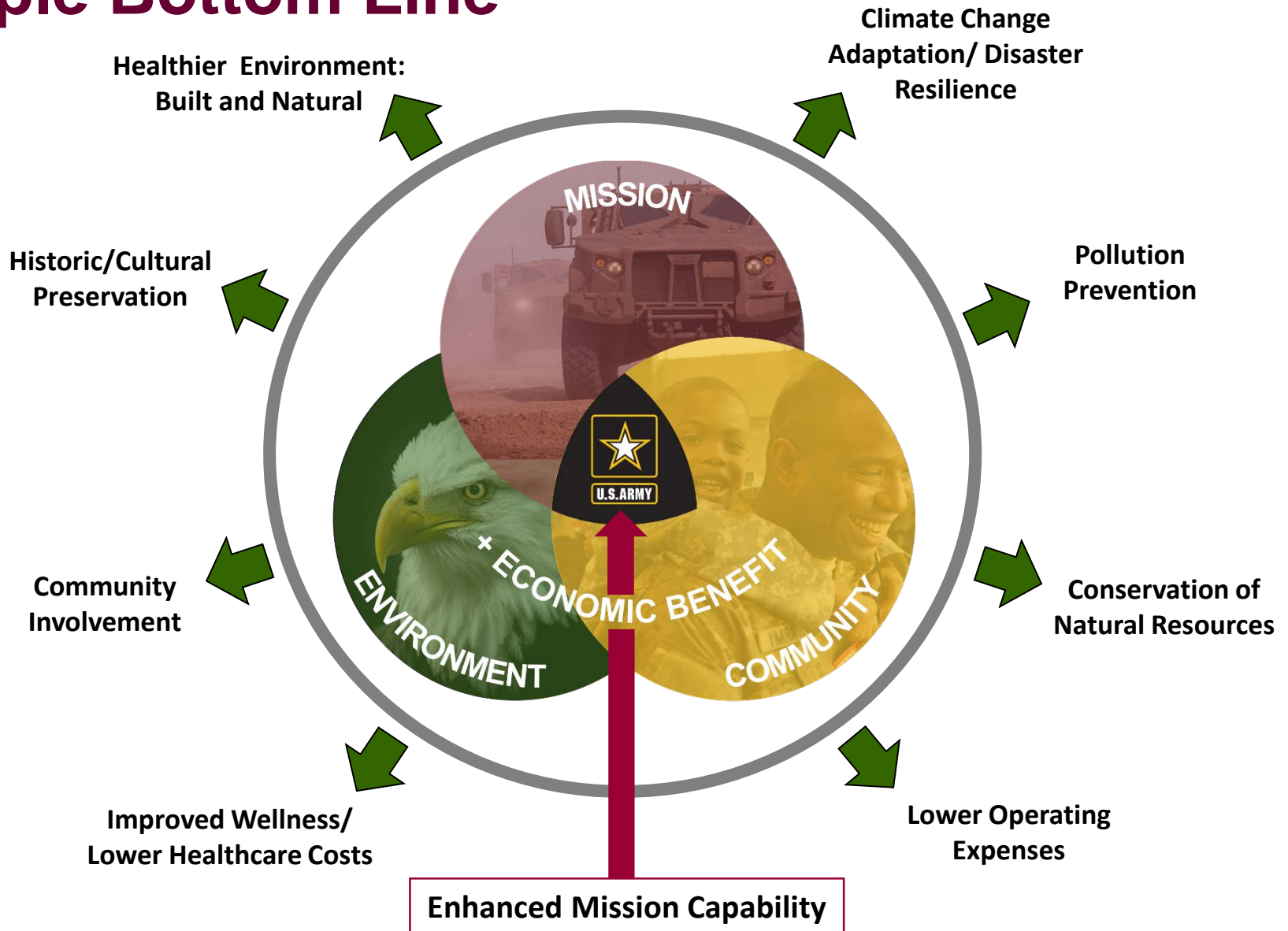
## RESEARCH STUDY:

Impact if all US hospitals implemented sustainability interventions



Kaplan, et al., (2012) *Can Sustainable Hospitals Help Bend the Health Care Cost Curve?* Commonwealth Fund pub. 1641 Vol. 29

# Triple Bottom Line



# MEDCOM Sustainability Program





# Regulatory Drivers

**EO 13834** *Efficient Federal Operations*

**DoD** *Strategic Sustainability Performance Plan (SSPP)*

**DoDI 4715.23** *Integrated Recycling & Solid Waste Management*

**Army** *Sustainability Campaign Plan (ASCP)*

**MEDCOM** *Sustainability Policy 18-078*

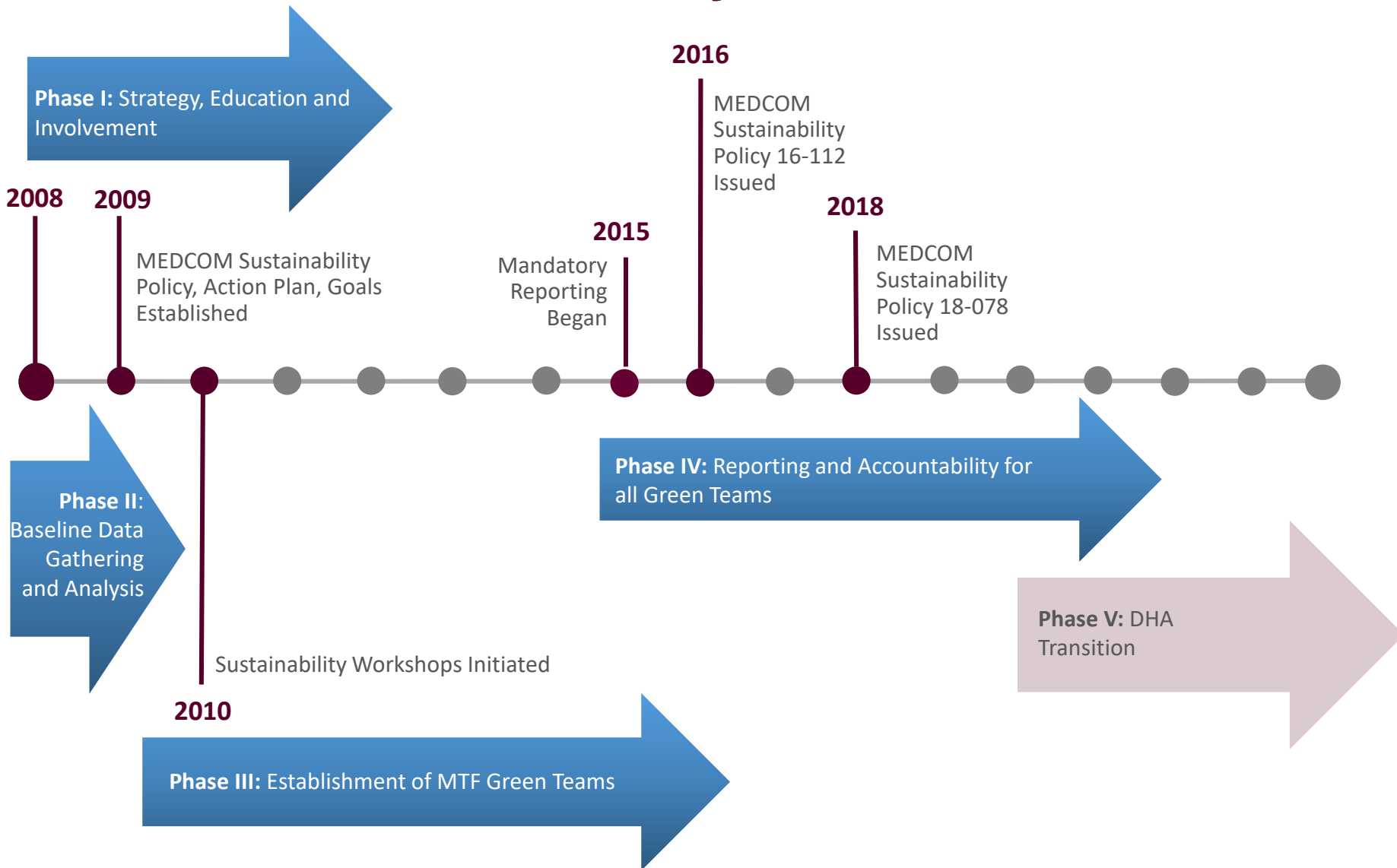
Enhance Health

Enhance the Environment

Enhance Community Relations



# MEDCOM Sustainability



# Mission & Vision

## MEDCOM Sustainability Mission

*Enhance Army Medicine readiness and resiliency by safeguarding human health and the environment through the efficient use of resources and on-going process improvement.*

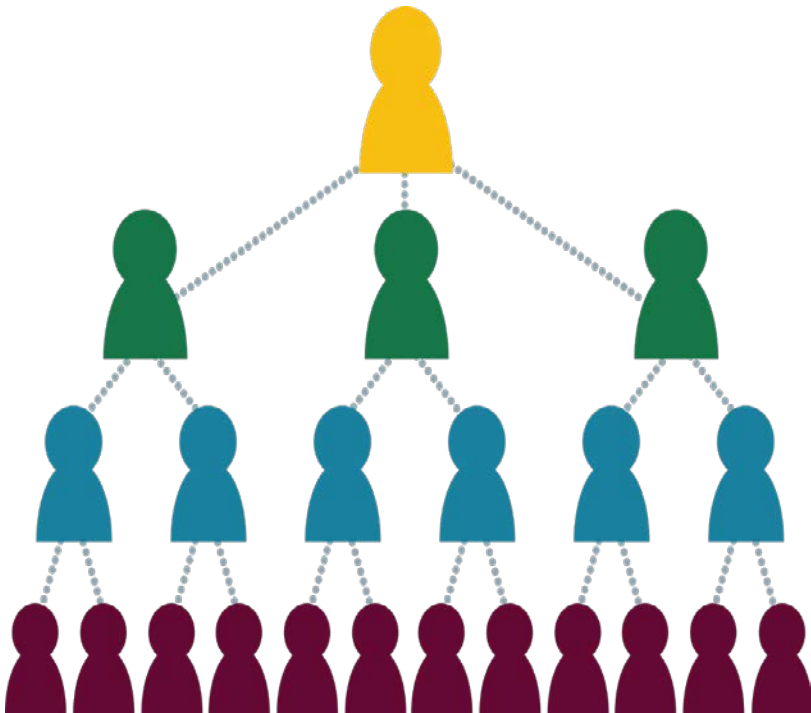
## MEDCOM Sustainability Vision

*We are leaders in delivering world-class healthcare solutions with minimal environmental footprint to support those who serve in the defense of our country. We focus on securing a sustainable and resilient future for all.*





# Culture Change in a Large Bureaucracy



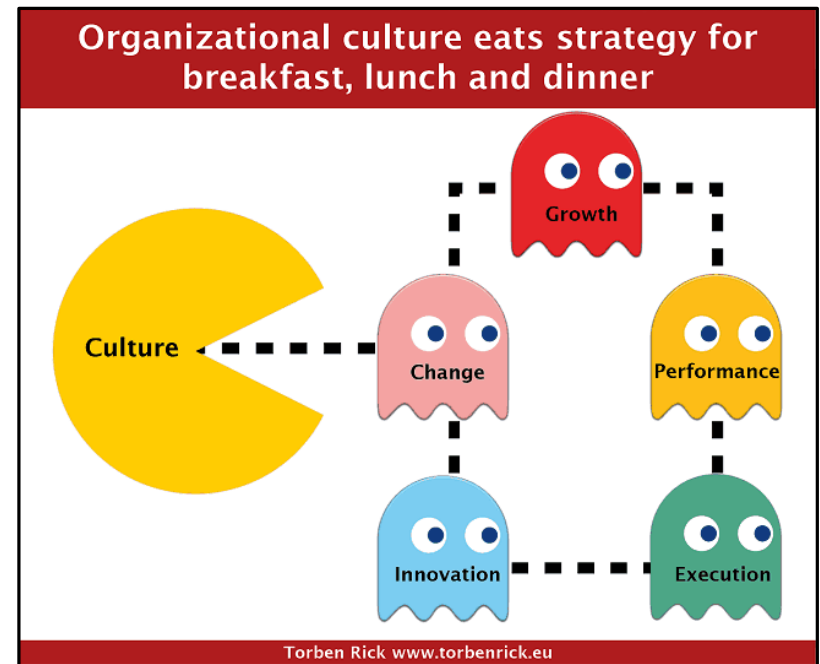
## Positive Impacts

- ✓ Consistency and control
- ✓ Management of continual/incremental change
- ✓ Reporting and accountability structures
- ✓ High levels of expertise
- ✓ Minimal disruptions of work flow

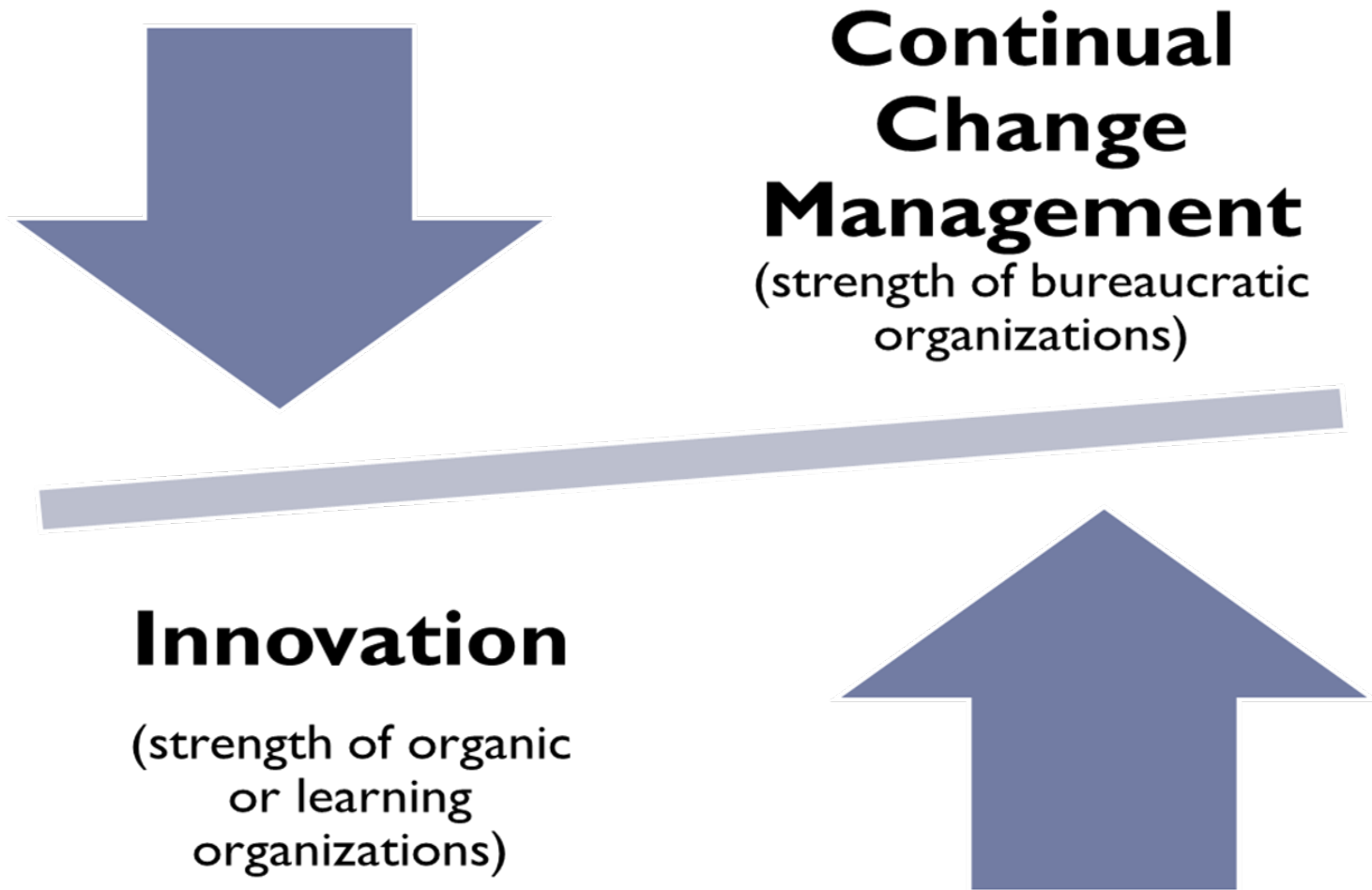
# Culture Change in a Large Bureaucracy

## Negative Impacts

- ✗ Blocks flow of information
- ✗ Disempowers people
- ✗ Undermines personal responsibility and accountability
- ✗ No reward for experimentation
- ✗ Lack understanding of broader context or overall systems
- ✗ Not capable of sustained innovation

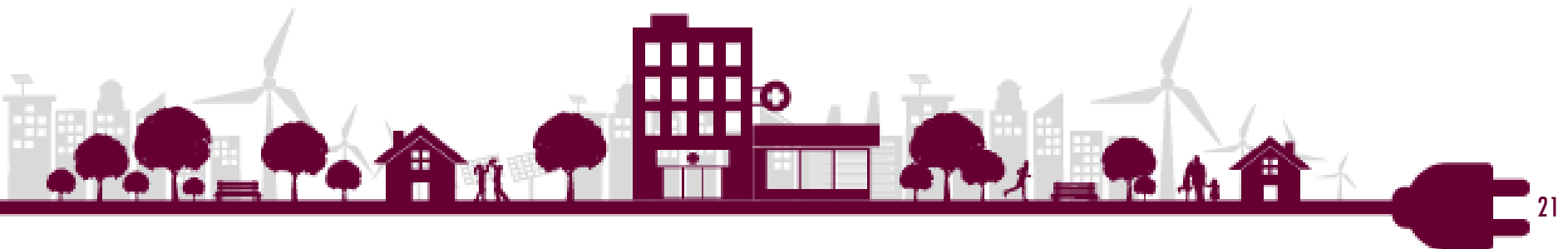


# Challenge of Culture Change





# Implementation



# MEDCOM Culture Change - Sustainability

- Bottom Up and Top Down

- Enable the MTFs through Sustainability Teams
- Develop and enforce policies
- Annual data call
- Accountability

- Continuous Improvement

- Capture trend data
- Industry benchmarking
- Recognize achievements

- Innovation and Collaboration

- Cross-functional support and engagement
- Work with Commands and host installations



# MEDCOM Best Practice

## Carl R. Darnall Army Medical Center Sustainability Committee



# Policy Areas

- Waste Reduction
- Regulated Waste
- Chemicals of Environmental Concern
- Energy and Water Use
- Construction and Renovation
- Air Quality
- Nutrition
- Procurement
- Support Host Installation Sustainability





# Waste Reduction

## Implementation

Effectively and efficiently minimize all waste streams to exceed industry best practice. MEDCOM will support Army initiatives for Net Zero Waste.

Strive for zero waste to landfills



# MEDCOM Best Practice

## Bayne-Jones Army Community Hospital Reusable Linens Program

- Eliminate the use of disposable bed sheets, surgical gowns and scrubs
- Extending the life of linens:
  - Large sheets repurposed and sewn into crib covers
  - Shower curtain sewn into cart covers
  - Worn scrub pants cut off and sewn into shorts for use in physical therapy and radiology
  - Stained white towels are dyed brown
    - Used in Physical Therapy, Occupational Therapy, Family Practice and Radiology
    - Worn brown towels donate to Veterinary Clinic/stray facility
- Other unserviceable items sent to Veterinary Clinic/kennels



# Regulated Waste

## Implementation

Effectively and efficiently minimize all waste streams to exceed industry best practice. MEDCOM will support Army initiatives for Net Zero Waste.

MEDCOM facilities will:

- Reduce amount of Regulated Medical Waste (RMW)
- Minimize Hazardous Waste (HW) generation





# MEDCOM Best Practice

- Carl R. Darnall AMC implemented a Neptune self-cleaning closed system for collection of surgical waste.
- The system minimizes human contact with biological waste and fluids, reduces RMW disposal costs and reduces OR turn-over times.
- The system contributed to a FY17 25% reduction in RMW. The reduction led to a corresponding reduction in disposal costs and in turn reduced the purchase of RMW containers and related supplies.





# Chemicals of Environmental Concern

## Implementation

Identify use of chemicals of environmental concern (CoEC) and establish facility baseline usage. MEDCOM facilities will establish reduction goals and implement actions to reduce use/disposal of the chemicals.

- Reduce use and disposal of CoEC
- CoEC are chemicals that:
  - Persist in the environment
  - Build up in animal/human tissue, and/or are considered toxic



# MEDCOM Best Practice

## DEHP/PVC Reduction

- Persistence of the sustainability team at Ireland Army Health Clinic produced results from their supplier – a list of catalog numbers
- Examples of medical devices that may contain DEHP/PVC include:
  - IV bags and tubing
  - umbilical artery catheters
  - peritoneal dialysis bags and tubing
  - blood bags and tubing
  - heart bypass machine tubing
  - nasogastric feeding tubes
  - respiratory tubing

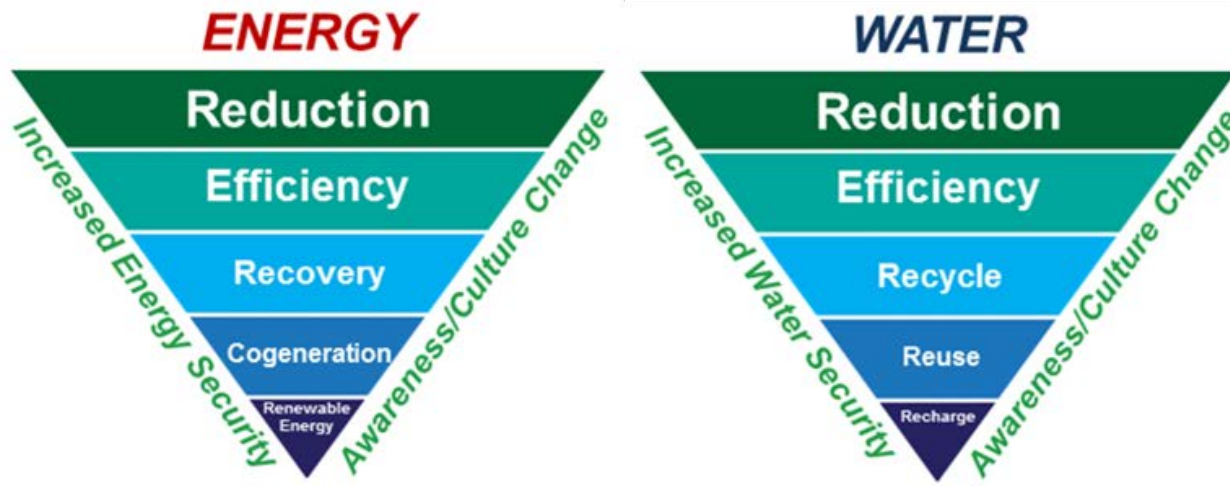


# Energy and Water Use (1)

## Implementation

Strive to optimize building performance through all phases of a facilities life cycle reducing the demand for energy and water. MEDCOM will support Army initiatives for Net Zero Energy and Net Zero Water.

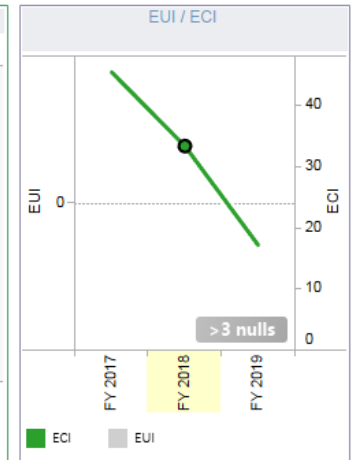
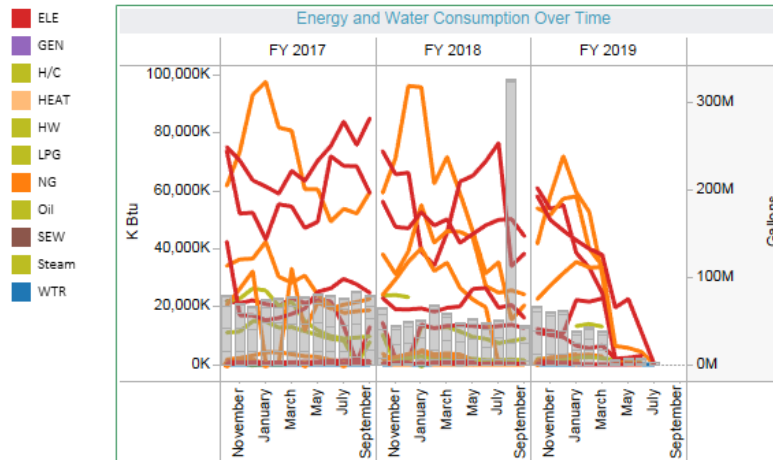
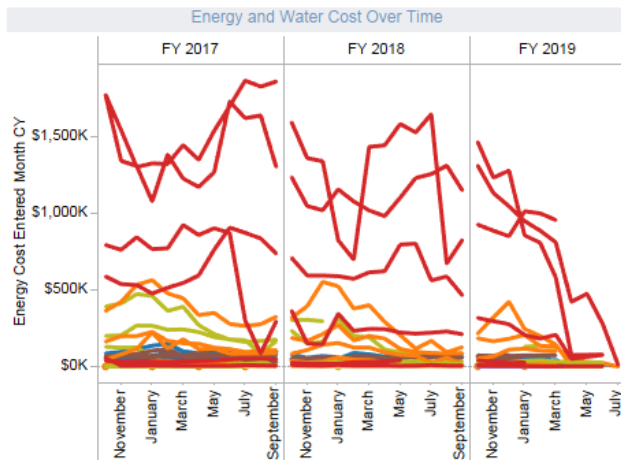
Reduce facility energy use intensity and potable water use intensity



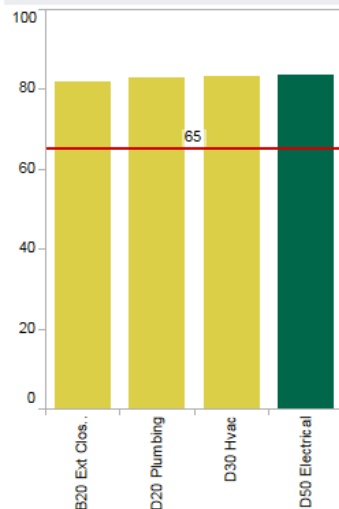
# Energy and Water Use (2)

## MEDCOM Facility Fact Sheet

Year of Date (Multiple values) Major Command (All) Activity Name (All) Facility Name (All)



### Building System CI



### Facility Details: 960

Med Fac Type	CatCode	RPUID	Facility Name	Facility No	Year Constructed	Facility CI	Last Bill Received	DMLSS PRV	Sqft
Null	Null	Null	Null	Null	Null	Null	Null		
		183769	COOLING TOWER	03607	1991	67	3/1/2019	\$34.1M	6,000
		232915	ENERGY PLANT	02502	1963	48	3/1/2019	\$0.1M	510
		289686	DENTAC COMPA..	02901	Null	Null	12/1/2018	\$1.8M	6,102
		956033	ADMIN SUPPORT..	03644	2008	73	3/1/2019	\$1.4M	4,851
		996784	AMIOP	01059	Null	Null	2/1/2019	\$1.6M	4,800
		1072110	BACH EDUCATIO..	02428	Null	Null	6/1/2019	\$1.9M	6,300
	14113	9999001802	Null	07-HQS	Null	Null	Null		194
	14166	9999001792	Null	00010	Null	Null	Null		7,338
		9999001804	Null	0TH04	Null	Null	Null		435
	31060	9999001794	Null	00015	Null	Null	Null		6,456
		9999001796	Null	02-MRB	Null	Null	Null		47,334
		9999001798	Null	04-BSL3	Null	Null	Null		1,431

MEPRS FTE  
No Data

MEPRS Patient Count  
No Data

This section will be empty if MEPRS data is not available.



# MEDCOM Best Practice

- Martin ACH implemented a project for addition of UV lighting on each of the facility's 26 air handler coils.
- The UV lighting decreases biofouling on cooling coils, providing increased fan power, heat transfer and energy savings.
- The primary purpose and success for this project is higher quality of air within the facility which benefits all patients, visitors, and staff.



# Construction and Renovation

## Implementation

Strive to optimize building performance through all phases of a facilities life cycle reducing the demand for energy and water. MEDCOM will support Army initiatives for Net Zero Energy and Net Zero Water.

Ensure new construction and renovation projects conform to the Guiding Principles for Federal Sustainable Buildings.

**1<sup>st</sup>** Conservation Efforts

**2<sup>nd</sup>** Generation Efforts



# Weed Army Community Hospital



## ENVIRONMENTAL BENEFITS

- LEED PLATINUM
- Fully commissioned building
- Designed to be carbon neutral
  - First DoD hospital in US
  - 2.3 MW / 7 acre PV array
- Life cycle cost validated
- Energy efficient measures above ASHRAE 90.1

## RESILIENCY BENEFITS

- Power supply-whole facility generator backup
- Water supply-potable water tank storage
- Gas Supply-propane quick connect
- Condensing Water Heating-Solar Thermal
- Xeriscaping
- Flood impact prevention
- Wastewater backup storage tank





# Well-Being: Air Quality

## Implementation

Sustain and enhance the well-being of patients and workforce.

Enhance Indoor Air Quality through reduction in use of hazardous and toxic materials found in furnishings, building materials, and cleaning supplies

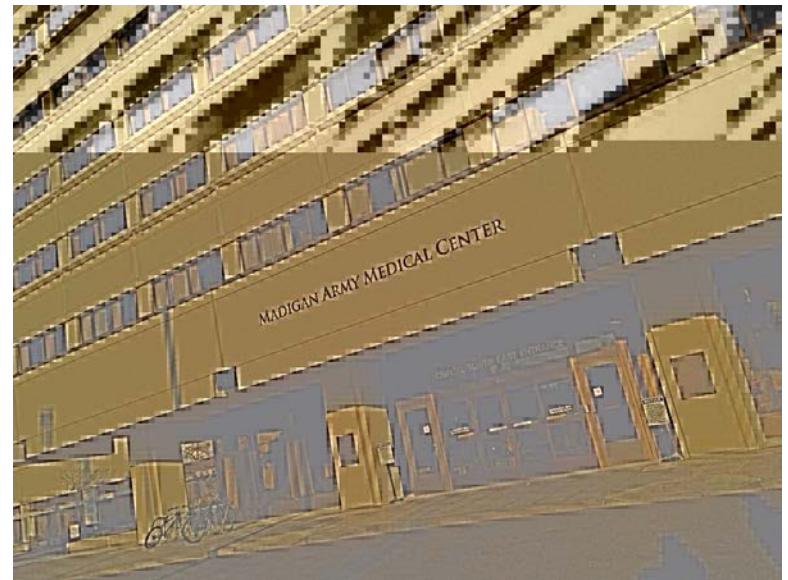




# MEDCOM Best Practice

Madigan AMC reduced occupational and environmental exposures by:

- Eliminating over 95% of chemical disinfection products containing aldehydes
- Replacing waiting room area furniture with green furniture items free of chemicals of concern.



# Well-Being: Nutrition

## Implementation

Sustain and enhance the well-being of patients and workforce.

Adhere to existing local and sustainable food purchasing targets on the subsistence prime vendor contract based on comprehensive nutrition programs that also address food forecasting, preparation and service that minimizes food waste



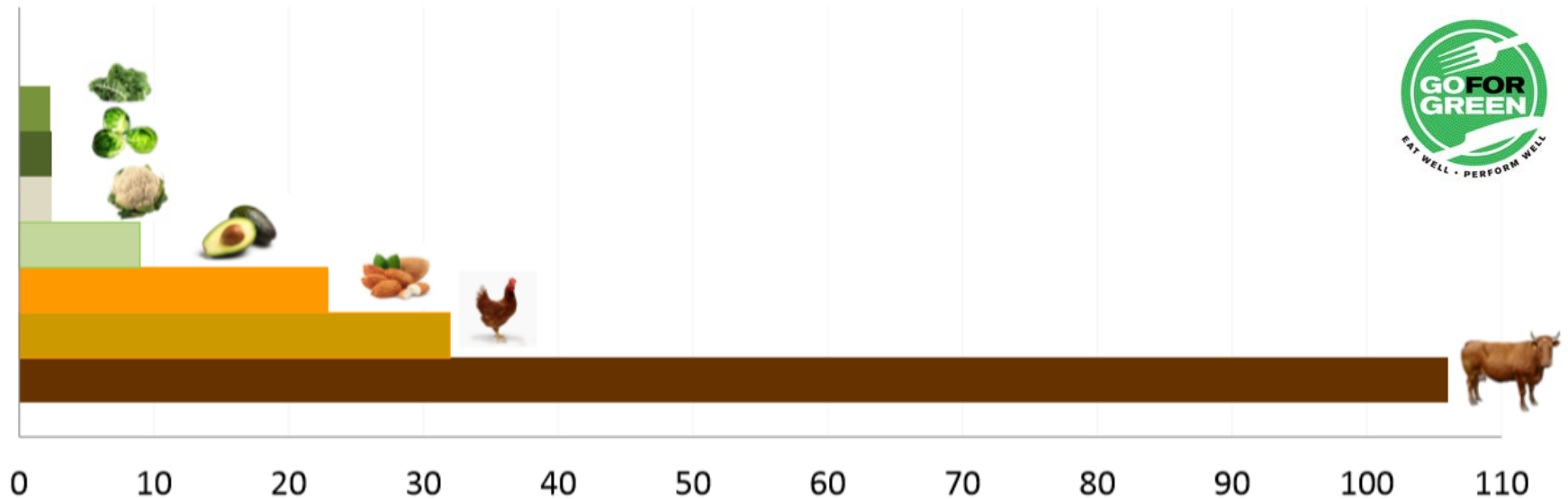
# MEDCOM Best Practice

## Education and Awareness



Choose MyPlate.gov

Gallons of Water Needed to Make 1 ounce of Food



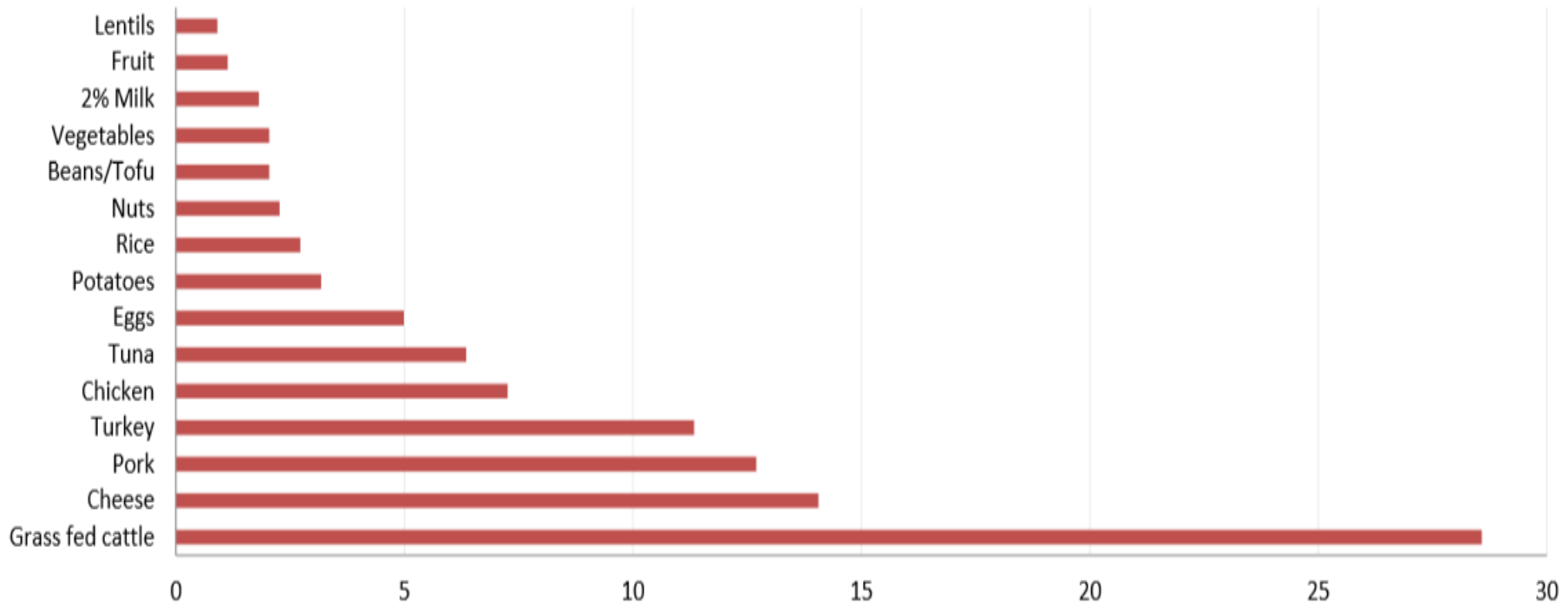
**Go Meat Free For A Healthy You and A Healthy Planet**  
**Blanchfield Army Community Hospital Sustainability Workgroup**

# MEDCOM Best Practice

## Education and Awareness



Green House Gas Emissions per 1 pound food produced  
converted into Car Miles Driven



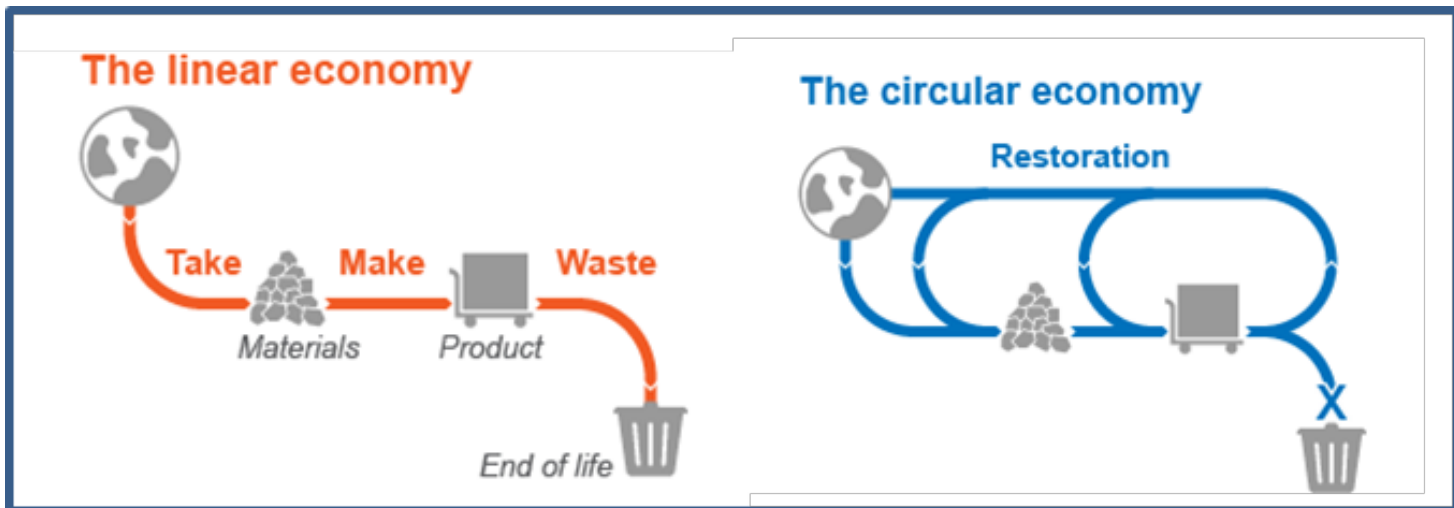


# Procurement (1)

## Implementation

Incorporate environmentally preferred purchasing (EPP) and sustainability into procurement and contracting actions.

- Implement end of life take-back programs
  - Pharmaceutical Returns Program
  - Solvent Recycling
  - Amalgam Recycling





# Procurement (2)

## Implementation

Incorporate environmentally preferred purchasing (EPP) and sustainability into procurement and contracting actions.

- Implement electronics life cycle management plan and data center energy management plan
- Conduct single use device (SUD) collection and repurpose.



# Procurement (3)

## Implementation

Incorporate environmentally preferred purchasing (EPP) and sustainability into procurement and contracting actions.

Meet sustainable procurement requirements set forth in the FAR to include purchase of designated recycled content, bio-based, and energy-and water-efficient products.



# MEDCOM Best Practice

## Sustainable Procurement at Madigan Army Medical Center



- Replaced Styrofoam™ clam shells and cups with compostable items.
- Replaced alcohol hand sanitizer with alcohol-free.
- Installed automated disinfection systems to replace manual chemical disinfection.



# Support Host Installation Sustainability

## Implementation

Work with host installation and other relevant Army commands to ensure the Army meets its sustainability goals.

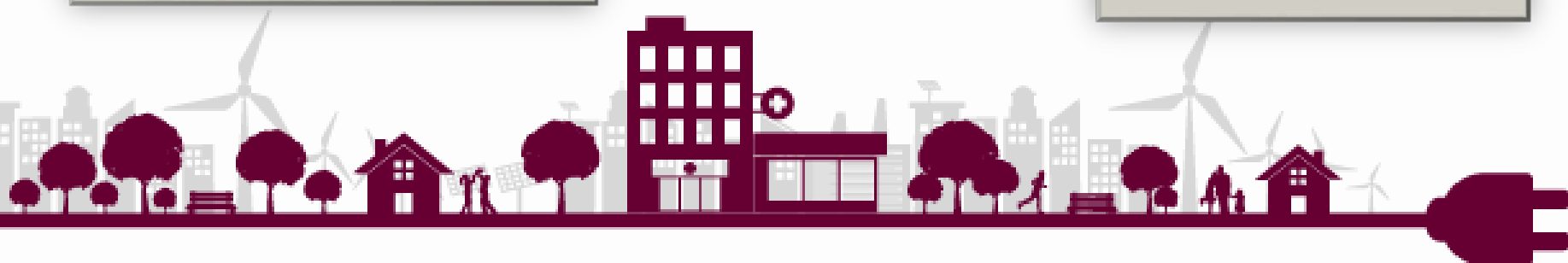
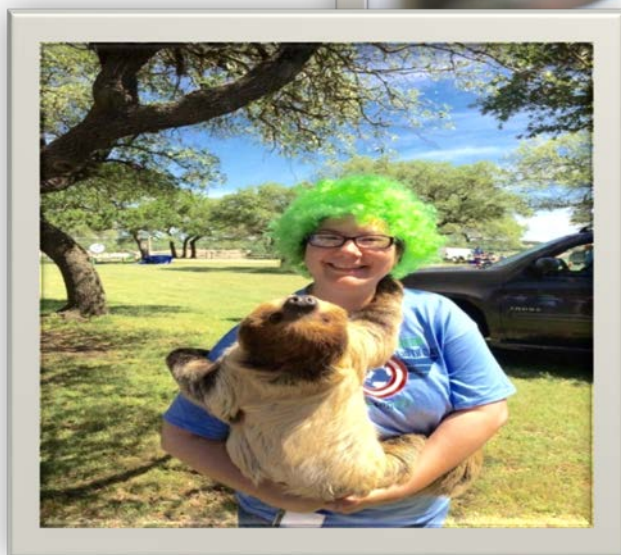
- Collaborate with installation and/or GSA to meet GHG emission reduction goals for non-tactical fleet
- Participate and contribute to planning and adaptation efforts of local Garrison sustainability strategy





# MEDCOM Best Practice

## Carl R. Darnall Army Medical Center Community Outreach





# Annual Sustainability Data Call

CATEGORY	METRIC
WASTE	Recycling as a percent of total waste
	RMW as a percent of total waste
	Lbs. of RMW per staffed bed per day
	Lbs. of total waste per patient day
	Tons of total waste per OR
CHEMICALS	% of cleaning chemical spend on green "certified" cleaning chemicals
GOR	% of OR kits reviewed
	Reprocessing compliance rate
	% of kits in reusable sterilization containers
	% of ORs with HVAC setback
FOOD	% change in meat use (by weight)
	% of spend on healthier beverages
	% of spend on local and/or sustainable
ENERGY	Energy use intensity (EUI)
	% change in EUI from baseline
	ENERGY STAR score
	% Offsite renewable energy
	% Onsite renewable energy
WATER	Gallons per sq. ft.
	Gallons per cleanable sq. ft.
	% Change in water use per sq. ft.
	Million gallons of water per OR
CLIMATE	% Total renewable energy use

## Practice Greenhealth (PGH) Membership:

- Annual Awards Application = Data Call
- Third party validation
- Trend data with relevant metrics
- Compare to peers (hospitals/clinics, etc.)
- Visibility: HQ, Regions and MTFs
- Compare vendors across system
- Knowledge sharing

# Tracking Progress

- Benchmarking and Accountability
- Monthly Training Webinars
- Quarterly Newsletters
- Annual Awards
- Annual Report

*Communication  
and  
Recognition  
is  
Key!*





# **U.S. Army Medical Command (MEDCOM) Sustainability Report**

**2019**



# MEDCOM A Year at a Glance

For the 29 MTFs required to report sustainability metrics, 2018 represented the following operational tempo:

309,310 Occupied Beds



3,159,821 Radiology Services



97,507 Inpatient Care Discharges



682,305 Immunizations



9,542 Births



5,509,621 Dental Services



17,023,134 Outpatient Care Encounters



12.8K tons of Municipal Solid Waste at \$1.6M



15,598,578 Laboratory Services



3.58 kBTUs of Energy at \$61.5M



16,842,459 Prescriptions

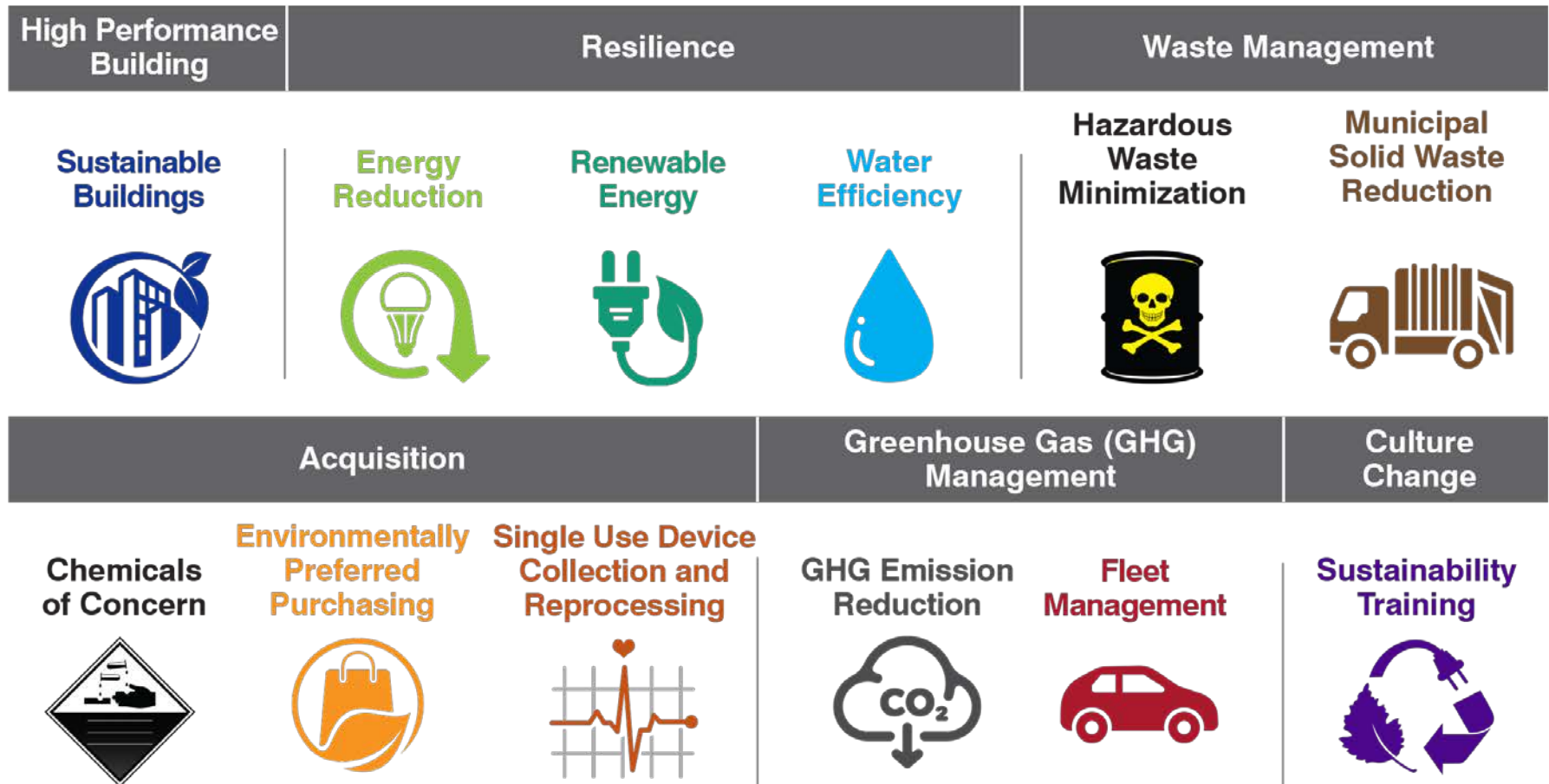


795M gallons of Water at \$3.0M





# Focus Areas



## Sustainable Buildings



25

LEED Certified Buildings

3.9M

Square feet

13.2%

of Qualifying Square feet

## Renewable Energy



2.5%

of energy consumed was from  
renewable sources

## Energy Reduction



69%

of facilities more energy-efficient  
than PGH median



## Water Efficiency



56%

of facilities more water-efficient  
than PGH median

# Hazardous Waste Minimization



208 tons  
diverted from hazardous waste

# Municipal Solid Waste Reduction



6,679 tons  
diverted from municipal  
solid waste

## Single Use Device Collection and Reprocessing

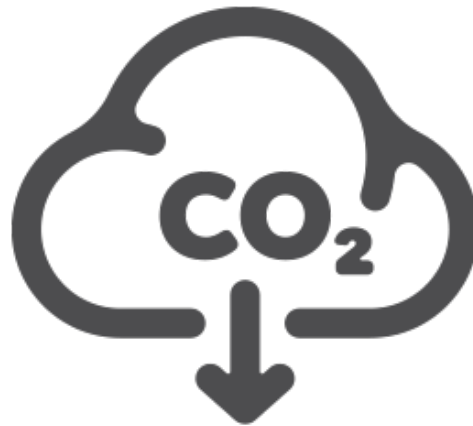


40 tons

Single Use Devices diverted  
from waste stream



## GHG Emission Reduction



4.7%

reduction in Scope 2 GHG  
emissions from renewable  
energy consumption

# Fleet Management



61%

of MEDCOM fleet is comprised of  
green vehicles

# Sustainability Training



1,047  
training attendees

# Recognition



Carl R. Darnall Army Medical Center



Evans Army Community Hospital  
Ireland Army Health Clinic  
Madigan Army Medical Center  
Moncrief Army Health Clinic



U.S. Army Medical Command  
Regional Health Command – Atlantic  
Regional Health Command – Central



Bassett Army Community Hospital  
Bavaria-Medical Department Activity  
Blanchfield Army Community Hospital  
Brooke Army Medical Center  
Dwight D. Eisenhower Army Medical Center  
Guthrie Army Health Center  
Irwin Army Community Hospital  
Keller Army Community Hospital  
Kenner Army Health Clinic  
Kimbrough Ambulatory Care Center  
Landstuhl Regional Medical Center  
Lyster Army Health Clinic  
Martin Army Community Hospital  
McDonald Army Health Center  
Munson Army Health Center  
Raymond W. Bliss Army Health Center  
Reynolds Army Health Clinic  
Tripler Army Medical Center  
Weed Army Community Hospital



Bayne-Jones Army Community Hospital  
General Leonard Wood Army  
Community Hospital  
William Beaumont Army Medical Center  
Winn Army Community Hospital  
Womack Army Medical Center



Bayne-Jones Army Community Hospital  
Brooke Army Medical Center  
Carl R. Darnall Army Medical Center  
Evans Army Community Hospital  
Madigan Army Medical Center



Carl R. Darnall Army Medical Center



**CIRCLE OF EXCELLENCE – CHEMICALS**  
Carl R. Darnall Army Medical Center  
Brooke Army Medical Center



# Total Savings



**Energy  
Efficiency**

**\$19.8M**  
2018 Savings



**Water  
Efficiency**

**\$800K**  
2018 Savings



**Greening  
the OR**

**\$3M**  
2018 Savings



**Diversion  
from MSW**

**\$977K**  
2018 Savings



**Reduction of  
and Diversion  
from HW**

**\$513K**  
2018 Savings



**Grand  
Total**

**\$25.1M**  
2018 Savings

# Potential Savings

**\$24.8M**

Total Potential  
Annual Savings

**\$1.3M**

Total Potential  
Annual Savings

**\$8.1M**

Total Potential  
Annual Savings

**\$2.1M**

Total Potential  
Annual Savings

**\$1.3M**

Total Potential  
Annual Savings

**\$37.6M**

Total Potential  
Annual Savings

# MEDCOM's Sustainability Program

- ...is a mission enhancer.
- ...reduces total cost of ownership and operations.
- ...promotes continuous process improvement and efficiencies.
- ...supports wise use of resources and preserves future choices.
- ...safeguards human health and the environment.
- ...is a force multiplier.



# Networking

## MEDCOM Program Management Team

### Concurrent Technologies Corporation (CTC)

Elizabeth Keysar

keysare@ctc.com

elizabeth.j.keysar.ctr@mail.mil

770-631-0137

Audrey Barrett

barretta@ctc.com

audrey.b.barrett.ctr@mail.mil

713-208-6046



### MEDCOM Sustainability Share Point

<https://amp.amedd.army.mil/g89/g9/Communities/Sustainability>

# Questions?



Photo courtesy of: <http://www.bing.com/images/search?q=Sustainability+Comic&FORM=IRIBIP&O#view=detail&id=03E59E8DCCB0B431B90DF05FE6F59D6E1A7DE6F0&selectedIndex=45>

