FY2019
Annual Report

Our Year in Motion

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From the Driver's Seat

I've transitioned into my third year at the helm of the Henry M. Jackson Foundation for the Advancement of Military Medicine, Inc., (HJF).

If I were to characterize this past year, I would describe it as an incredible 12 months of enterprise-wide growth and development, one in which staff and leadership have come together to enhance our overall value to our partners focused on advancing military medicine.

We used the "Objectives and Key Results" framework to address cross-cutting challenges facing the organization and to better execute HJF's mission. With it, we launched software programs to enhance work performed within both Human Resources and Business Development. We refined our recruiting and retention processes, initiated both functional and customer satisfaction surveys, and we updated and refined our agreements portal. The results of some of these changes will begin to take root as we begin Fiscal Year 2020 and broaden the reach of HJF's new systems.

I think of medical research as falling into four general areas: 1) pre-award assistance 2) post-award administration 3) regulatory support and 4) data management. This past year we worked hard to improve operations within each of these four areas.

First, we established our ESP Services program that helps individual investigators with editing, biostatistical support and protocol development. Our goal here is to encourage junior investigators prepare highly competitive proposals and subsequent protocols, establishing standards against which these clinical scientists will grow and develop.

Second, we began work on functionally realigning our post-award program management efforts against four broad customer portfolios. Our goal here is to allow for active customer feedback for timely responsiveness, to streamline internal supervision and to more efficiently provide enterprise-level support.

Third, we placed our Regulatory Affairs department under the direct supervision of HJF's Chief Medical Officer, and then are redoubling our efforts to more effectively provide both needed and desired oversight functions. This change will allow us greater reliability in monitoring regulatory compliance across the programs we support.

Lastly within this paradigm, we completed work on securing DoD's Authority to Operate (ATO), so we can offer fully compliant data warehouse services to our military customers. We are relatively unique in this space, and we provide this welcome service to our military medical partners.

HJF's home office building provided USU's dispersed centers the opportunity to come together under one roof, a process which was begun in earnest this past year. Thus far, we helped secure office and lab space for USU's Center for Prostate Disease Research, Murtha Cancer Center and Surgical Critical Care Initiative. Work has begun on building out space for several other USU Centers, and we are also planning for a more than 200-seat auditorium to host public-private scientific meetings in support of USU and other military medical organizations.

We've partnered with non-DoD inter-agency partners, as well as academic and industry organizations, to advance military medicine across the human domain. Examples include our work with the U.S. Centers for Disease Control and Prevention to conduct clinical trials in Africa; Tracy's Kids, an NFP a nonprofit that supports art therapy for young patients and their families to help cope with stress; and Google, which is conducting exciting artificial intelligence work to help with clinical diagnoses.

USU and HJF received a 2019 Federal Lab Consortium's Award for Excellence in Technology Transfer. This award recognizes federal technology transfer teams for outstanding work in the process of transferring federally developed technology to the marketplace. Professor Chris Broder, Ph.D., USU Microbiology Department Chair, and HJF were recognized specifically for adeptly transferring new treatment to India during its recent Nipah virus outbreak.

We closed out data collection for The Veterans Metric Initiative (TVMI) this past fall, a very successful longitudinal observational study of newly transitioning veterans. After associated investigators from the Department of Veterans Affairs and Pennsylvania State University publish their initial findings and recommendations, our hope is to make the accompanying data set available to others for further research into this potentially vulnerable population.

We continue to actively partner with DoD Medicine and other governmental organizations to conduct clinical trials in Africa, Europe and Southeast Asia.

I'm proud to report HJF earned one of the top 100 best places to work awards from the Washington Business Journal, based on positive responses from our employees in the National Capitol Region. To continue to improve as a top employer, we piloted a Corporate Social Responsibility program, which allowed staff to volunteer at military-friendly venues during work hours. We also introduced team-building outings locally by having two HJF days at the Washington Nationals baseball games.

With the dynamic nature of the ongoing Military Health System transition, I consider it critical for HJF to help USU and the military services to "weather the storm" of medical research uncertainties. I want to exercise our well-placed position to serve as the "connective tissue" between DoD Medicine and the private sector. We will continue our efforts to further refine our reputation as DoD Medical Research's partner of choice.

The secret to our success to date has been our people. The key to our continuous passion is HJF's mission. We remain fully engaged in doing whatever we can to help advance Military Medicine. This has been a good year for HJF; I foresee an even better 2020.

Joseph Caravalho, Jr., M.D.
President and CEO

FY2019 Annual Report

OUR YEAR IN MOTION

This year, the Henry M. Jackson Foundation for the Advancement of Military Medicine celebrated its 36th year carrying out our mission of advancing military medicine for our nation's warfighters, their families and civilians alike. With our partners around the globe, our nonprofit organization accelerates progress in myriad medical areas needing scientific focus. Our primary goal is to help our warfighters become more agile and resilient throughout their respective careers and beyond. This focus extends not only to the families and loved ones of these warfighters, but naturally promotes benefits for civilian health in general.

Our scientific, administrative and program management expertise empowers investigators and clinicians with the resources they need to find answers and drive change. We do this by serving as the connective tissue between the military medical community, its federal and private partners as well as millions of American service members, veterans and civilians.

The U.S. Congress authorized the creation of the Foundation for the Advancement of Military Medicine in 1983 to support research and education at the Uniformed Services University and throughout the military. After Washington Senator Henry M. Jackson's death a short time later, our organization was named in his honor, as he was influential in championing our legislation.

Today, thanks to our mission and our workforce, we operate at the intersection of medicine and science and uniquely positioned to not only advance military medicine, but bring those advancements forward to the public so that others may benefit.

As we race towards another year, we keep our foot on the accelerator, never easing up, because we understand the importance of the HJF mission.

99.3%

of expenses went to our mission

Refer to our Financials

2,272

employees work in the U.S.

509

employees work with our international subsidiary, HJFMRI

91

new protocols

Working...at a Great Place

This year, the Washington Business Journal (WBJ) named HJF one of the Best Places to Work in Greater Washington. The results, which divided organizations by size, showed HJF as a top place to work in the extra large category.

In its 13th annual survey, WBJ ranked HJF among the 100 Greater Washington companies that scored highest among hundreds of employers that participated in Quantum Workplace's annual employee engagement survey. HJF employees attested to HJF's mission as well as the 403b match that is 100 percent vested immediately, the flexible work schedules and teleworking as being part of what makes the organization so special.

HJF recognizes that its employees are the heart of the organization. The consistent application of HJF's core values—Honesty & Integrity and Dignity & Respect—help employees stay motivated, happy and productive.

Honoring Our Heroes

Each year, HJF honors individuals who have made outstanding contributions in advancing medicine for our nation's warfighters, veterans and civilians at the Heroes of Military Medicine dinner.

In May, top researchers and practitioners came together to celebrate professionals from the Army, Navy and Air Force as well as civilians who have distinguished themselves through excellence and selfless dedication to enhancing the lives and health of our wounded, ill and injured service members, veterans and civilians. The Office of the Surgeon General for each service nominates active duty military medical candidates for Hero of Military Medicine Awards.

Additionally, individual awards were presented for the Hero of Military Medicine Ambassador and Civilian Awards.

Giving Back to Our Community

This year, HJF began its corporate social responsibility (CSR) program—allowing paid time for our teammates to give back to the community. HJF is committed to investing in community stewardship as well as developing employee fulfillment through this program. The volunteers get the chance to give back and contribute to organizations in the community that also support our troops.

So far, HJF teammates have donated more than 500 hours to efforts such as meal preparation with the Fisher House Foundation and the beautification of healing gardens at the USO on the campus of Walter Reed National Military Medical Center.

Training for Medical Situations

The Val G. Hemming Simulation Center, part of the Uniformed Services University, celebrated its 20th anniversary of training and testing military physicians, nurses and medical students in various medical situations. The center, which was started using only standardized patients, is the largest virtual reality theater for healthcare simulation in the world.

The success of its first simulation event laid the groundwork for the subsequent growth to the National Capital Area medical simulation center which opened in 2000. Today, the 30,000-square-foot multi-model simulation center continues to be at the forefront in state-of-the-art medical training, offering night operations for students learning Advanced Combat Medical skills, high-fidelity mannequins, wearable task trainers and advanced moulage techniques.

Partnering on Breast Cancer Awareness

As part of National Breast Cancer Awareness in October, HJF joined Leonardo DRS, a leading technology company, at the Association of the United States Army (AUSA) conference to raise funds to support breast cancer research.

During the Washington, D.C., conference, the company's booth "went pink," and they invited conference attendees to write names of those who have battled with breast cancer on on pink cards. The cards were then posted on the booth wall, in honor of each individual. Additionally, Leonardo DRS donated $10,000 to support breast cancer research and fund the Look Good, Feel Better program for those receiving breast cancer treatment in Bethesda. The program provides in-person, hands-on beauty techniques to women undergoing cancer treatment.

Employee Profiles

We recently asked our employees to tell us which HJF colleagues inspire them through their dedication and passion for the HJF mission. These five employees are just a few examples of staff who demonstrate outstanding work and are always faithful to our mission, vision and values.

Teik-Chye Chan

Research Associate, Infectious Disease
Naval Medical Research Center
25 years, three months

Teik-Chye has been an HJF employee since February 1994. His research contribution and dedication for the Department of Defense began 62 years ago when, in 1957, he began as a temporary employee at the U.S. Army Medical Research Unit-Malaysia while Malaysia was still a protectorate of Great Britain. In 1958, he was hired as a Foreign Service National employee, where he worked until it closed in 1989. Teik-Chye spent approximately the next year and a half assisting with the demobilization of the unit, which included training (to ensure the capabilities remained) as well as moving the valuable biological inventory. He was subsequently offered the opportunity to move to the United States to work at the Walter Reed Army Institute of Research as a contractor, which he accepted. Teik-Chye arrived in the United States in 1991, and his family joined him a month later. After several years, he moved to the Naval Medical Research Center in 1994 as an HJF employee. Teik-Chye, as Research Associate, is an integral member of the Infectious Disease Directorate and its Viral and Rickettsial Diseases Department, where he takes on many roles, most notably animal and tissue culture research activities, as well as assuming general lab duties and serving as a rickettsial/laboratory historian. In Malaysia, he had a multidisciplinary role and performed animal, laboratory, and field work in the fields of virology, malaria, and rickettsia. The knowledge and expertise that he has acquired, which goes beyond institutional knowledge, continues to be a valuable asset to military and infectious disease research.

Teik-Chye's years of excitement and dedication to the research missions of HJF, as well as to the DoD, provide a constant source of inspiration and motivation to employees and collaborators of the HJF, Navy and Army. Every day he continues to work hard, with no indication of retiring anytime soon.

—submitted by Heidi St. John, M.S., Research Associate, HJF, in support of Viral and Rickettsial Disease Program, Naval Medical Research Center

What do you love most about the work you do? Part of my work requires me to propagate Orientia and Rickettsia organisms in mice, cell culture and in the yolk sacs of embryonated chicken eggs. It is very challenging and exciting to observe these abundant organisms on the stained slides. These obligate coccobacillus intracellular parasites are used in various serological and molecular assays to detect both human and animal rickettsial antibodies.

What book or journal have you recently enjoyed? The last journal I read was the "American Journal of Tropical Medicine and Hygiene," which included a historical review of the interrelationships of the rickettsial diseases and their arthropod vectors: ticks, lice, fleas and chigger mites.

What are you passionate about? My ultimate goal is, hopefully, to see in the not too distant future a highly-effective immunogenic, FDA-approved vaccine for use in humans to prevent the rickettsial diseases.

Who would you most like to swap places with for a day? Maybe one of my colleagues within the same department.

If you could visit anywhere in the world you've never been, where would you go? Preferably, I would like to visit the North Pole to observe the magical aurora borealis light.

Is there anything else you'd like to share with your colleagues at HJF? Since I am hired by HJF to work for the DoD for the advancement of military medicine, I would like to likewise encourage all my colleagues at HJF to do the same diligently.

Sonja Davis

Senior Proposal Specialist,
Strategic Initiatives Proposal Services
6 years

Sonja Davis provides excellent customer service to principal investigators, collaborators and internal customers. She has the incredible ability to make customers feel like they are her only customer, and she has won raving fans and HJF loyalists.

Sonja's work is extremely important to her. Her excellence shines through from day to day at meetings, when she creates budgets as well as budget justifications, when creating and editing documents and even when working on her own to facilitate the process. Sonja does so with a smile.

Her satisfied customers often take the time to send letters about the great work she does. She is an excellent employee and an asset to HJF.

—submitted by Lisa Straker, Senior Proposal Manager-Team Lead, Strategic Initiatives – Proposal Services

What do you love most about the work you do? The work I do is extremely important. Knowing that I am part of a team, that is always seeking to improve and enhance the life of those that are in the military, gives me a feeling of pride and honor.

What's the last book you read? Well, the last book I actually read (five times in a row) was "I'm Just a Little Pig" by Francois Crozat. You see, I'm a new BiBi, which means grandmother in Swahili. There you have it, reading to my 15-month-old grandson Davis. Though, for my other reading pleasure, I enjoyed, "The Mastery of Love" by Don Miguel Ruiz.

What are you passionate about? Oh wow! I am passionate about so many things: my family; a close relationship with God; and empowering, educating and enlightening women and children through safety awareness.

Who would you most like to swap places with for a day? I have a really cool job and I enjoy what I do. However, I wouldn't mind swapping places for a day with either Michelle Obama or Oprah.

If you could visit anywhere in the world you've never been, where would you go? South Africa.

Is there anything else you'd like to share with your colleagues at HJF? My motto is we must operate from a place of being "Proactive and not Reactive!"

Anthoia Osuji

Research Nurse/Community Engagement Officer
Clinical Research Center, the U.S. Army Medical Research and Material Command
3 Years

Anthonia aided in the successful implementation of two vaccine studies (RV429 and RV456) by actively supporting the Clinical Research Center. She served as a community engagement officer, which involved recruiting subjects for the studies, as well as a research nurse. In her community engagement role, she worked tirelessly and beyond the call of duty to ensure that each study included enough participants (especially for the HIV sub cohort, which was a challenge for RV456). She performed these roles highly efficiently, thus facilitating the smooth operation of all study-related activities.

In addition, Anthonia is highly professional in her interaction and engagement with study volunteers. She is an excellent team builder and has the ability to multitask when gaps are identified. Anthonia is an invaluable member of the Clinical Research Center in Abuja, Nigeria.

—submitted by Prudence Mbah, Walter Reed Project, Nigeria

What do you love most about the work you do? Meeting people from different walks of life and interacting with them. Also, guiding clients (people with HIV) in taking bold steps and decisions regarding their health status. When counseling clients on family planning, I find they are happy to make an informed choice regarding child spacing. I love making an impact through the development of vaccines.

What book have you recently enjoyed? "Sociology and Social Work" by Jo Cunningham and Steve Cunningham.

What are you passionate about? The welfare of people and seeing a better and healthier society.

Who would you most like to swap places with for a day? John Bako Chukwudi, who works with the Society for Family Health as a population specialist in Oyo State Nigeria.

If you could visit anywhere in the world you've never been, where would you go? The Bahamas with my husband and my two children.

Luca Illinik

Program Regulatory Affairs Specialist
Infectious Disease Clinical Research Program
5 Years

Luca is an asset in any given situation and for every task. She is a true leader and one of the most humble and helpful people I have been honored to work with and know. She is someone I value for advice, guidance, training and constructive feedback with any given issue. Luca is a woman of her word and she does all things to the best of her ability! She gives 110 percent and nothing less. She does not claim to know everything, but will personally take it upon herself to educate herself to accomplish a goal set forth with excellence. She goes above and beyond the call and does it without hesitation.

Luca is also very much a team player and consistently offers encouragement and assistance and always displays leadership and professionalism. I am honored to work beside a woman like Luca. She has given me the encouragement and determination to better myself professionally and personally with the simple belief in my ability

I believe Luca is the type of person that is capable of accomplishing anything and an example of an amazing woman who will set the bar for the coming generations of women to look up to and want to be like her.

—submitted by Realisha B. Smith, CCRP Clinical Research Coordinator, Infectious Disease Clinical Research Program

What do you love most about the work you do? I love the problem solving and educational aspects of my job, as well as the opportunity to work with investigators that answer questions relevant to military medicine. As an active duty spouse, I take pride in knowing that my job helps better the lives of our service members.

What's the last book you read? "Children of Time" by Adrian Tchaikovsky.

What are you passionate about? I am passionately curious and love to learn. Once you stop learning, I believe you start dying. As a first-generation immigrant, education and a passion for learning were my keys to the proverbial "American Dream." I am also passionate about different types of technology that improve productivity at work and at home.

Who would you most like to swap places with for a day? I would like to swap places with Christina Koch. Christina is a female astronaut who is about to break a major record while in orbit. She will soon hold the title for the longest single spaceflight by a woman, beating out former NASA astronaut Peggy Whitson. I am a big fan of NASA and have a NASA Langley Research Center personalized license plate. Should HJF open a clinical research site on the International Space Station, I will be the first one to sign up.

If you could visit anywhere in the world you've never been, where would you go? I would visit the summit of mount Roraima. It is one of the world's most extraordinary natural geological formations that dates back more than two billion years.

Is there anything else you'd like to share with your colleagues? The organizational culture at HJF is extraordinary. The company values its staff's growth and success. Also, the Infectious Disease Clinical Research program fosters education and mentoring of trainees. I received tremendous support from HJF investigators and staff during my time as a graduate student. The people at HJF are a diverse collective of thinkers and doers, with a passion for research inspired by a shared commitment to advance military medicine. As an active duty spouse, I consider myself extremely fortunate to have such a rewarding career within HJF.

Ms. Elisha Nixon

Quality Improvement Manager
John P. Murtha Cancer Centerand Public Health
5 Years

Elisha Nixon consistently demonstrates an unparalleled level of dedication to her work. She is universally respected by the staff at Walter Reed National Military Medical Center (WRNMMC). As the Quality Program Manager for the Murtha Cancer Center Research Program (MCCRP), Elisha serves as both the Stem Cell Transplant Program Quality Manager and the Inpatient Oncology Ward Quality Manager.

To call her a "change maker" is both accurate and an understatement. She has been instrumental in several initiatives for the 5 West Hematology Oncology Inpatient Ward (5W), including a massive improvement initiative for the transplant program that led to full re-accreditation with the Foundation for Accreditation of Cellular Therapy in 2018. Elisha also initiated and conducted multiple quality improvement projects over a short period of time. The projects established on 5W include the reorganization of the supply and nursing stations, resulting in MCCRP passing Joint Commission inspection that was publicly praised by the inspectors as a highlight of their hospital-wide inspection; the project Blacklight is an ongoing effort to ensure the cleaning and sterilization of the patient room is being performed to standard; the introduction of multiple Quality of Life improving measures to include creative arts and yoga classes among other activities and the formation and official dedication of the Michael A. Sheehan Exercise and Relaxation Room, a multifaceted space dedicated to making the inpatient experience as bearable as possible for our oncology patients.

Elisha recently received the WRNMMC's Change Maker of the Month award in 2019 for her efforts with the design and execution of the 5W Michael Sheehan Recreation and Activity room. She was publicly recognized during the WRNMMC Town Hall by the commander.– *Terri Singleton, Sr. Program Manager, Program Operations, Henry M. Jackson Foundation*

—submitted by Tung Tu, Program Manager, Center for the Study of Traumatic Stress

What do you love most about the work you do? There aren't very many jobs you are excited to wake up in the morning and get to work, but I believe that I have one of those neat jobs. As a Quality Improvement Manager, I get to dabble in so many neat projects with something new always popping up. I love knowing that the work I do not only protects the staff and patients, but it creates an environment that all can benefit from. I love working on complex challenges, the type that most people would run from, with a "bring it on" attitude. In addition, I have the opportunity to interact with so many people. Seeing a problem is a new opportunity for me to improve a process, which is not only thrilling but very rewarding. I absolutely love that I was able to create a brand-new inpatient activity room for our oncology patients at WRNMMC. It recently won first place at the National Quality Symposium for collaborative work. In addition, I recently helped revamp the Stem Cell Transplant Program. All of these opportunities wouldn't have been possible in any other position, and I'm so grateful for the opportunities I've been given through HJF.

What book have you recently enjoyed? Very rarely do I have time to read, but the last book I read was "Becoming" by Michelle Obama.

What are you passionate about? I love spending time with my son, traveling—especially to Disney—and scouting. Each year, my son and I travel to random destinations, both domestically and internationally. Having been raised as a military dependent, I was lucky to be raised in Japan, which allowed me to travel extensively throughout Asia. I've been to over 35 countries and hope to see so much more of the world with my son. I am one of the very first female Scoutmasters for the Boy Scouts in the National Capital Region and have been actively leading a boy's troop for over four years. I love camping and all the challenges that scouting brings. There truly never are any dull moments when you are involved with scouting. Lastly, I love Disney. I was a character performing in the parades at Disney World for several years during college, and now my family takes an annual trip to Florida to get our annual Disney fix.

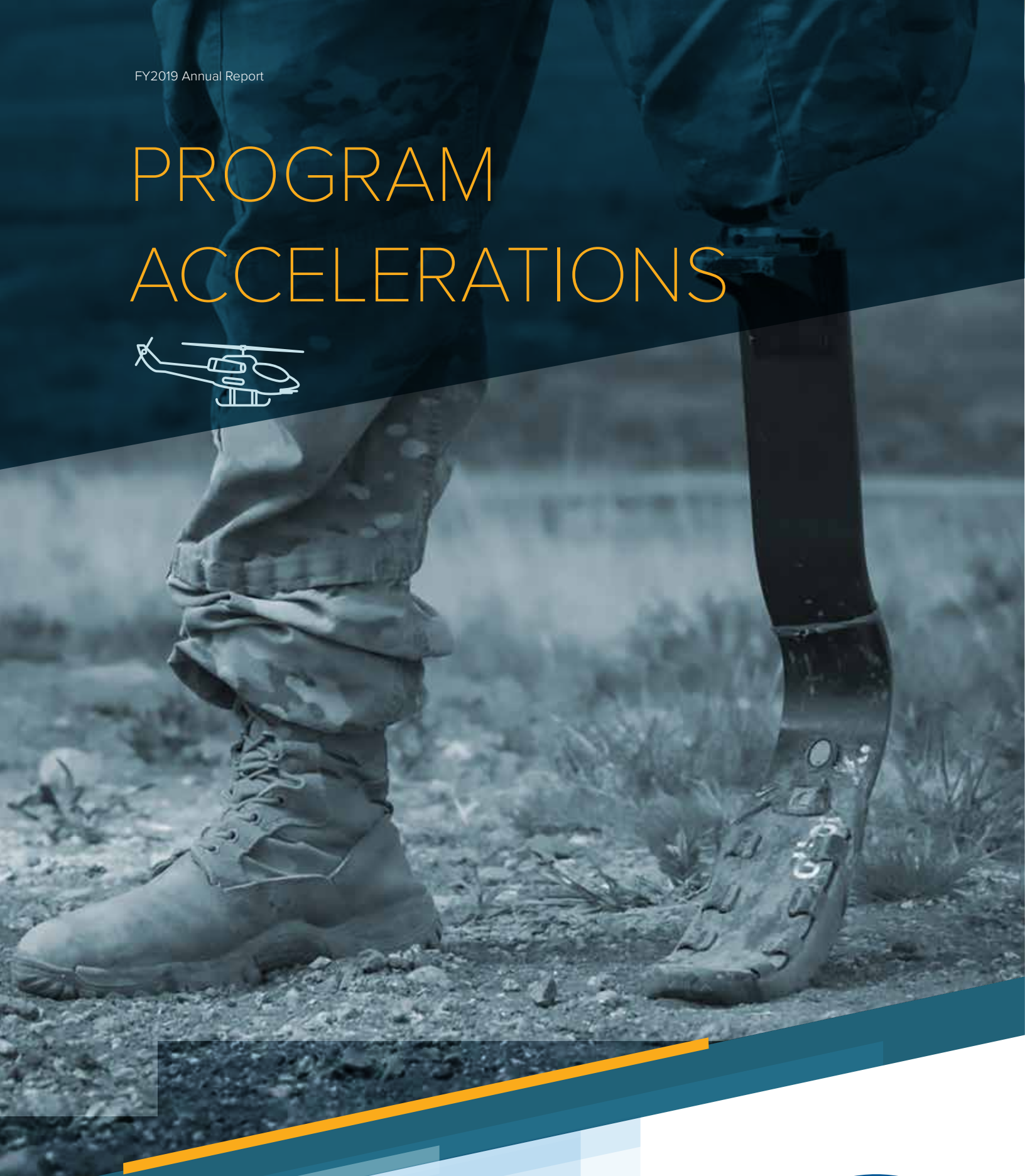
Who would you most like to swap places with for a day? I would love to swap places with a tour guide on a Disney Cruise!

If you could visit anywhere in the world you've never been, where would you go? I would love to go to Machu Picchu, and trek through the jungle, or to Tahiti for a very relaxing time doing nothing but water sports and relaxing.

Is there anything else you'd like to share with your colleagues at HJF? As a Quality Improvement Manager, there is always room for improvement with everything that we do. Don't take failure as the "end all be all" but instead twist things around and view it as an opportunity to do better!

FY2019 Annual Report

PROGRAM ACCELERATIONS



USU and HJF: Partnership in 2019

Since 1983, HJF has worked with the Uniformed Services University of the Health Sciences (USU) to support research in every department from anesthesiology to surgery.

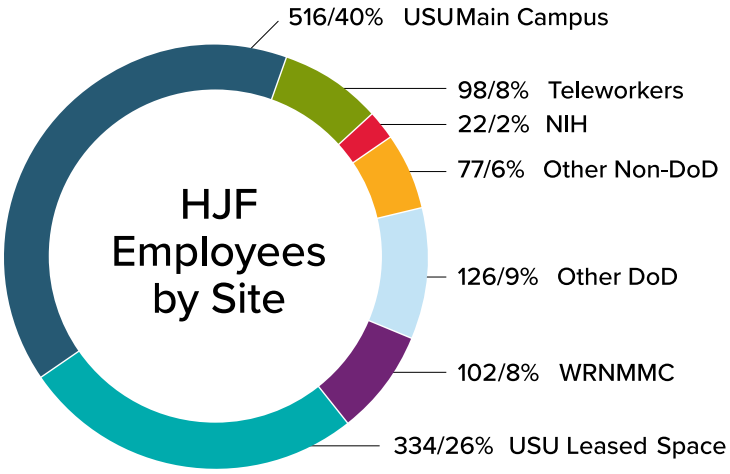
HJF is dedicated to helping physicians, nurses and medical professionals achieve success by removing barriers and empowering them to reach their goals. Wherever our employees are located and whatever their tasks, they are bound by an exceptional dedication to our critical mission and our three aims established by Congress:

Carry out medical research and education projects under cooperative agreements with the Uniformed Services University of the Health Sciences

Serve as a focus for the interchange between military and civilian medical personnel

Encourage the participation of the medical, dental, nursing, veterinary and other biomedical sciences in the work of HJF for the mutual benefit of military and civilian medicine.

HJF Employees Supporting USU (1,275 Total)



Consolidating Military Medical Research to Propel Advances

The Department of Surgery at the Uniformed Services University of the Health Sciences and the Walter Reed National Military Medical Center (USU Walter Reed Surgery) began aggregating five centers and programs in a facility that also houses HJF's Home Office in Bethesda, Maryland. The aggregation at a central location propels development of cutting-edge research and drives the development of solutions to advance critical and surgical care in public and private healthcare systems.

The centers and programs consolidated to the Leed-certified building include:

- Center for Prostate Disease Research, a comprehensive research program established in 1992 to study prostate cancer and prostate disease, moved in 2018.
- The Surgical Critical Care Initiative, develops biomarker-driven clinical decision support tools with the goal of improving clinical outcomes and reducing costs for the critically ill, moved in May 2019.
- The Murtha Cancer Center Research Program, which offers comprehensive cancer care in all disciplines of cancer treatment, moved in July 2019.
- Two additional programs will join the facilities during the second quarter of 2020:
  - The Battlefield Shock and Organ Support, which expands the capability of the larger DoD Combat Casualty Care Research Program
  - Osseointegration Programs, which is the first American osseointegration program in the field.

USU Walter Reed Surgery currently manages more than $225 million in life-cycle research funding, developing improvements in medical care with benefits to warfighters and civilian alike. Approximately 200 HJF employees are assigned to USU Walter Reed Surgery programs and these teammates support activities to advance precision medicine in surgical oncology, acute and trauma care and orthopedics.

"HJF is proud to work closely with such a dedicated group of researchers and support the commendable research into areas such as precision medicine, trauma care and much more," said HJF President and CEO Joseph Caravalho, M.D. "The close proximity to our Home Office will enable HJF to provide even greater support."

The move of all five centers and programs is expected to be completed by the end of spring 2020.

Council of Center Directors Delivers USU's Public Service Mission

In 2019, the Uniformed Services University's (USU) Council of Center Directors (CCD) completed an 18-month study to create efficiency among the school's various Centers. This resulted in a policy which structured the framework that defines a center and put in place procedures to manage efforts in various topic areas.

Established in 2017, the CCD was created to highlight the work of the USU's Centers, improve collaboration and create efficiency among this diverse group. The council was created to fulfill the requirements of the Military Health System and the broader requirements of the Department of Defense.

"The Uniformed Services University serves as the leadership academy for military health," said Air Force Colonel Todd E. Rasmussen, M.D., Chair of the Council of Center Directors. "It is also the academic hub that supports and advances military medicine and the health of U.S. forces around the globe. The USU Centers play a vital role in these missions. They are always at the ready to tackle new challenges and priorities of the DoD."

The Centers deliver USU's public service mission through various research, training and education. The fields of research covered by the Centers include:

Combat Casualty Care to include critical-care decision support tools, rehabilitation and pain management

Research and training for more effective ways to enhance warfighter performance and resilience

Improvements in diagnosing and mitigating traumatic brain injury, posttraumatic stress and the risk of suicide

Global health engagement to the development of radiation countermeasures and identification of, and treatments for, infectious diseases

Precision medicine, metabolomics, proteomics and genomic sequencing.

The Centers research, training and education efforts delivers a wide array of knowledge and material products to assist in the health and well-being of the warfighters, their families and civilians.

USU-Surgery Initiates Battlefield Shock and Organ Support Research Program

The Office of the Secretary of Defense (OSD), in its guidance to the Defense Health Program (DHP), identified the Uniformed Services University of the Health Sciences (USU) to expand its role in the next phases of combat casualty care research. To accomplish this, The Department of Surgery at USU (USU-Surgery) has initiated the Battlefield Shock and Organ Support (Battlefield SOS) research program to fill priority clinical gaps and new requirements.

The purpose of the program—a $7 million cooperative agreement to HJF with the University of Maryland as a subrecipient—is to expand the capability of the larger Department of Defense (DoD) Combat Casualty Care Research Program in response to new and emerging challenges. Battlefield SOS at USU-Surgery focuses on integrated, inter-departmental research efforts on novel approaches and technologies to stop hemorrhage, mitigate the effects of ischemia reperfusion and extend the Golden Hour of survival in future and more complex battlefield scenarios, including those in the multi-domain battlespace.

“By launching this Program, we are expanding the Combat Casualty Care presence at USU in a coordinated effort with the Defense Health Agency and the Services. The findings from our research will directly impact warfighter survival through clinical practice guidelines and the development and evaluation of novel life-saving interventions,” said Colonel Todd Rasmussen, M.D., Director, Battlefield Shock and Organ Support Research Program.

Battlefield SOS integrates various departments and disciplines at USU, Walter Reed National Military Medical Center, R Adams Cowley Shock Trauma Center in Baltimore, MD, and University of Maryland School of Medicine in Baltimore to focus on new approaches and technologies. This team is also attuned to maintenance of the military’s lethal fighting force by maintaining and reducing the Casualty Fatality Rate in future combat scenarios, including those constrained by a multi-domain battlespace.

Battlefield SOS has oversight of the DoD Combat Casualty Care Research Program (CCCRP) whose staff is currently headquartered at Fort Detrick, Maryland. Oversight by and integration with the larger DoD CCCRP is critical for the Battlefield SOS research effort to effectively identify unique areas of innovation, research and development not already being addressed by the core DHP appropriation or the individual services in this area.

The mission and overarching aim of Battlefield SOS is to test, evaluate, develop and deliver new innovative solutions that increases the survivability of, and recovery from combat wounding during the immediate and early phases after injury (i.e., Golden Hour and prolonged field care).

The objectives of this program are intended to be specific, measurable, achievable, relevant and timebound. Battlefield SOS achieves these objectives by pursuing four lines of effort to prevent death due to non-compressible torso hemorrhage, to develop new strategies to stage and definitively treat large-vessel vascular injury and shock and to prevent and mitigate the effects of ischemia reperfusion and organ failure.

The four strategic lines of effort include:

1. Exsanguination Shock and Endovascular Resuscitative Technologies: examining the mechanistic and physiological features of exsanguination shock, while testing and evaluating the next-generation endovascular resuscitation technologies such as resuscitative endovascular balloon occlusion of the aorta and the selective aortic arch perfusion.

2. Extremity Ischemia and Vascular Shunt Devices: developing, testing and evaluating technical adjuncts (e.g., a miniaturized, self-contained vascular shunt devices) or pharmacological adjuncts (e.g., valproic acid) to mitigate the effects of extremity and end-organ ischemia and to aid in the management of blood vessel trauma.

3. Biosensing Technologies: testing, evaluating and developing miniaturized biosensing technologies including skin-like wearable polymers and injectable hydrogel that enable assessment of real-time physiology.

4. Organ Failure and ExtraCorporeal Life Support (ECLS): characterizing organ dysfunction/failure (e.g., heart, lung, liver, kidney) and evaluating next-generation ECLS technologies to mitigate organ failure from battlefield injury and shock.

Battlefield SOS provides novel approaches and technologies to stop hemorrhage and mitigate the effects of ischemia reperfusion in future complex battlefield and multi-domain battlespace to help extend the Golden Hour of survival.

HIV Vaccine Trial Marks 10 Years of Progress

September 24, 2019, marked 10 years since the announcement of results from the Army-led RV144 "Thai Study," the first clinical trial to show efficacy in preventing HIV infection. The trial showed the RV144 regimen lowered the rate of HIV infection by 31.2 percent compared to placebo. HJF provided critical support to the U.S. Military HIV Research Program (MHRP) at the Walter Reed Army Institute of Research that led the study in Thailand.

These study results showed that a preventive HIV vaccine is possible, and the landmark trial continues to provide scientific direction to help guide vaccine development and testing. RV144 and its follow-on trials allowed researchers to discover correlates of risk, provided targets for optimizing vaccine boosting, and formed a foundation for the HIV vaccine candidates currently undergoing efficacy testing.

RV144
10 Years of Progress
MHRP.WRAIR

One example of the enduring impact of RV144 is a study published this year by MHRP researcher Dr. Rasmi Thomas that provides insights into HIV vaccine protection. Thomas' lab identified a transcriptional signature in B cells associated with protection from Simian Immunodeficiency Virus (SIV) or HIV infection in five independent trials of HIV vaccine candidates, including RV144, which can be used to evaluate future vaccine candidates.

In addition to its vaccine and cure research, MHRP also supported nearly 350,000 people in Africa on life-saving treatments for HIV in the last year. This program provides HIV prevention and treatment funded by the President's Emergency Plan for AIDS Relief (PEPFAR) in four African countries where MHRP conducts HIV research.

New Branch to Combat Emerging Diseases

In 2018, the Walter Reed Army Institute of Research (WRAIR) announced the creation of a new Emerging Infectious Diseases Branch (EIDB) to anticipate and counter the mounting threat of diseases of key concern to U.S. forces in the homeland and abroad.

During this past year, the program reached several milestones, including publishing the results of the first-in-man vaccine trial for Middle East respiratory syndrome coronavirus (MERS-CoV). The vaccine candidate was shown to be safe, well-tolerated, and induced a robust immune response in the trial conducted at WRAIR.

A Phase I clinical trial in Uganda was initiated by EIDB and the Makerere University-Walter Reed Project to evaluate the safety and immunogenicity of an Ebola vaccine candidate against the Sudan species of the virus in healthy adult volunteers. Though not the cause of the current DRC outbreak, it has caused multiple outbreaks in the past and is being anticipated and prepared for with the development of a safe and efficacious countermeasure.

EIDB also continued work on its Zika vaccine developed at WRAIR, through a CDMRP-funded grant, enrolled their 500th volunteer in an acute febrile illness study in West Africa, as part of the JWARG program, initiated the first observation HIV study in Jordan, and developed plans to license a vaccine to protect U.S. forces against tick-borne encephalitis.

Artificial Intelligence Models Help Detect and Diagnose Cancer

This year, HJF researchers helped develop two groundbreaking artificial intelligence (AI) models for detecting and diagnosing cancer. The models each provide further evidence of the transformative potential impact of AI on health care. “The addition of AI in a physician’s toolkit is similar to the introduction of calculators for engineers,” said James Wren, a Data Scientist on the research team.

One model demonstrates high performance in three areas—spatial resolution, grading resolution and outcome prediction—for detecting prostate cancer. Another model detects with unprecedented accuracy metastatic breast cancer that has spread to the lymph nodes. “It is truly rewarding knowing that our team is working on a device that is expected to improve the accuracy of cancer diagnoses,” said Briana Rivas, a Clinical Research Assistant and member of the slide scanning team.

An augmented reality microscope makes it possible to improve the accuracy and efficiency of cancer diagnosis. The microscope has a computer that uses AI to highlight key areas on a pathology slide, which provides doctors with expert decision support in real time.

The groundbreaking work was the result of collaboration with Naval Medical Center San Diego and Google Health. “With each additional milestone we discover other teams working on similar AI projects, solving similar problems, and as we move forward we continue to form new and exciting partnerships,” said Wren. “Navigating these partnerships allows us to move and grow in exciting ways forming the foundation with which everyone can build upon.”

Developing high-quality AI requires massive amounts of detailed and highly accurate data. Working out of Naval Medical Center San Diego, the HJF research team has spent more than two years collecting and scanning tumor biopsy slides at ultra-high resolution from thousands of cases of prostate and breast cancer. Wren developed sophisticated natural language processing software that searches pathology records to locate cancer cases. After cancer cases have been identified in the archive, Rivas and Joshua Pomorski, Research Technician, develop procedures to locate, prepare and scan the slides. The scanned images are sent to expert pathologists, who grade the cancers and score the severity.

The research team plans to continue to process other types of tissue biopsies so that we can develop more models in the future. “Next we are going to digitize many more tissue types commonly affected by cancer,” said Pomorski. “HJF researchers and machines are working day and night, while you sleep, crunching the numbers and getting closer to scientific advances in diagnosis and disease characterization.”

The Department of Laboratory Diagnostics and Monitoring Gets a Promotion

The Walter Reed Army Institute of Research is a leader in the global fight against the world's most pervasive and high impact infectious diseases. Its Department of Laboratory Diagnostics and Monitoring (DLDM) within the U.S. Military HIV Research Program plays a critical role in helping the Department of Defense in its efforts to control HIV infection and transmission within the U.S. military.

Focused on supporting clinical laboratory and clinical research programs for HIV and HIV-related infections, DLDM operates five laboratories: the HIV Diagnostics and Reference Laboratory, Leishmania Diagnostic Laboratory, Clinical Evaluation Unit, Technology Assessment Laboratory, and the Specimen Processing Laboratory and BioRepository. In addition to HIV and HIV-related infections, the labs also focus on prevalent and emerging pathogens identified as a potential threat to the U.S. military or national security interests, including Zika, Middle Eastern respiratory syndrome and Tick-borne encephalitis.

Leveraging their state-of-the-art labs, DLDM provides clinical laboratory support to U.S. military service members and their beneficiaries as well as clinical research support for the U.S. Military HIV Research Program, the Walter Reed Army Institute of Research, the Medical Research and Development Command, the U.S. Army, and the Department of Defense. DLDM has also been a significant contributor in updating HIV surveillance and case definitions for the Centers for Disease Control and Prevention.

The U.S. Army Medical Research and Development Command leaders recently elevated DLDM to the organizational level of a branch in recognition of its role as a world-class leader in the development of diagnostic countermeasures for HIV. Beginning in 2019 it will transition from the U.S. Military HIV Research Program at the Walter Reed Army Institute of Research to become the new Diagnostics and Countermeasures Branch at Fort Detrick, Maryland.

"The restructuring into a Diagnostics and Countermeasures Branch will fulfill a long standing request from the U.S. Army Medical Research and Development Command to bring in house the entire Army HIV Force Testing Services mission," said its new director, Sheila Peel, MSPH, Ph.D. "This involves performing approximately 1,200,000 HIV tests per year."

As it prepares to transition into more than 33,000 square feet of laboratory and administrative space, the new Diagnostics and Countermeasures Branch anticipates an expanded role with a brand-new set of challenges coming its way. "This is an incredible opportunity," said Janice Darden, currently Director of Operations for DLDM and soon to be the Chief of Operations for the Diagnostics and Countermeasure Branch. "We look forward to continuing to serve our warfighters and their families as well as conducting research that also has far-reaching implications for public health and disease prevention in the civilian population."

HJF Assists DPAA

Bolstered by an expansion and strengthening of partnerships, the Defense POW/MIA Accounting Agency (DPAA) in fiscal year 2019 accounted for 218 formerly missing Department of Defense (DoD) personnel from past conflicts, which is the highest yearly total reached by the agency or its predecessor organizations. Of the 218 newly accounted-for, 140 were from World War II, 73 from the Korean War and 5 from the Vietnam War.

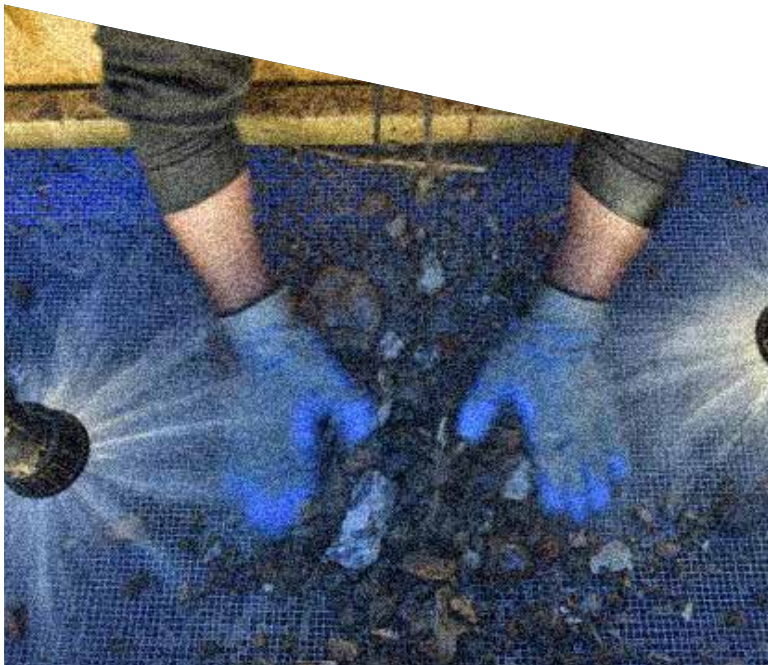
Through a cooperative agreement awarded in 2018, HJF assists DPAA in their mission by providing operational support in locating and recovering the remains of those listed as prisoners of war or missing in action.

“I love coming to work and knowing that we are doing so much to honor our fallen Soldiers, Sailors, Airmen, Marines, and Coast Guardsmen” said HJF Senior Program Manager Edie Druktenis, who is responsible for work on the cooperative agreement with DPAA. “We can never repay the debt we owe them, but it means everything to their families.”

A team of eight HJF staff is based around the world, including Germany, Joint Base Pearl Harbor-Hickam, California, Texas, and Nebraska. The roles of the team members reflect the wide range of work they perform: archaeologist, historian, program manager, database manager, and more. Their investigation and recovery work currently consists of support for a number of terrestrial and underwater missions, including water and soil testing. In addition to the work performed by the team, HJF collaborates with a wide range of partners that include universities, nonprofit organizations and others.

Currently more than 81,900 service members remain missing from past conflicts, which include World War II (72,744), the Korean War (7,606), Vietnam War (1,587), Cold War (126), and the Gulf War (5). DPAA, which is part of the DoD, is dedicated to its mission “to provide the fullest possible accounting for our missing personnel to their families and the nation.”

Looking ahead, the HJF team is already focused on supporting new missions awarded under the cooperative agreement with DPAA.



HJF Opens International Office in Kenya

In September, HJF Medical Research International, Inc. (HJFMRI) celebrated the official opening of its new office in Kisumu, Kenya. “This office symbolizes our commitment to advancing research that will improve health and save lives in Kenya, in Africa, in the United States, and across the world,” said Dr. Joseph Caravalho, Jr., HJF President and CEO, in his welcoming remarks. “It is indeed a perfect time for friends to get together and to celebrate a happy occasion.”

To mark the occasion, HJFMRI hosted a special luncheon at the newly opened office. Guests included the Honorable Anyang Nyong’o, the Governor of Kisumu County (and father of Oscar award-winning actress Lupita Nyong’o), as well as representatives from the Centers for Disease Control and Prevention (CDC), the Kenya Medical Research Institute, the U.S. Army Medical Research Directorate–Africa, and other local dignitaries.

Situated on the sloping shores of Lake Victoria, Kisumu is the third largest city (after Nairobi and Mombasa) in Kenya. The new office is located in the Milimani section of the city, which is also home to a number of non-governmental organizations based in Kenya. The office will serve as a hub for a wide variety of HJFMRI programs in collaboration with the U.S. Department of Defense, CDC and other non-governmental sponsors. By offering scientific, technical and program support to our partners, HJFMRI provides a wide range of services that facilitate basic research, scientific trials, clinical care, training, capacity-building, facility management and more.

In his remarks, Dr. Caravalho described the new office as “a milestone in HJF’s partnership with the people of Kenya.” This partnership dates back to 2001, when HJFMRI first began supporting medical research in Kenya. HJFMRI and its partners focus on a wide range of infectious disease surveillance and outbreak response to study antimicrobial resistance, malaria drug resistance, influenza, enteric pathogens, acute febrile illness, sexually transmitted infections, Rift Valley fever, vector-borne illnesses, and other infectious diseases. HJFMRI also serves in key management positions at the Kericho Clinical Research Center, which became the first laboratory in Kenya to be accredited by the College of American Pathologists. The lab also receives support from HJF and the U.S. Military HIV Research Program.

“Over the past two decades, HJFMRI has played a key role in the success of hundreds of international medical programs,” said Dr. Caravalho. “In a globalized world where infectious disease outbreaks can cross borders quickly and impart devastating effects, building partnerships is a key component to have a robust and efficient public health system. This partnership is extremely valuable to us for the good work that it is doing, and the meaningful difference it makes in the lives of so many people.”

FINANCIALS

Funding Sources

(Greater than $50,000)

Acambis
AIDS Clinical Trials Group (ACTG) at UCLA
Alliance for Clinical Trials in Oncology Foundation
American College of Radiology
American Foundation for Suicide Prevention
American Heart Association
Association of American Medical Colleges
AstraZeneca Pharmaceuticals
Bayer
Berg Pharma
Carl Zeiss Meditec AG
Centene Management Company
Ceramedix Holding Llc
Christopher and Dana Reeve Foundation
Cohen Veterans Network
Creare
Denver Research Institute
Duke University
ECOG-ACRIN Cancer Research Group
Eli Lilly and Company
Emory University
Ferring Pharmaceuticals
Georgetown University
GlaxoSmithKline Biologicals SA
Google
IQVIA RDS Inc.
Janssen Vaccines and Prevention BV
Johns Hopkins University
Lawrence Livermore National Laboratory for the U.S. Department of Energy
Lockheed Martin
Leidos
Magee Womens Research Institute and Foundation
Mapp Biopharmaceutical
Massage Therapy Foundation
Mayo Clinic
McCormick Foundation
Medical Science and Computing
Microbiotix
Orthopaedic Trauma Association
Natick Contracting Division
National Collegiate Athletic Association
National Institutes of Health
National Institute of Allergy and Infect Diseases
National Institutes of General Medical Sciences
National Institutes of Mental Health
National Multiple Sclerosis Society
Naval Medical Logistics Command
Neural Analytics
Newport Brain Research Laboratory
North American Consortium for Histiocytosis
Office of Naval Research
Office of the U.S. Global Aids Coordinator and Health Diplomacy
Oregon Health and Sciences University
Orlando Health
Orthopaedic Trauma Association
Oxford University
Pacira Pharmaceuticals, Inc
Parsons Global Services
Path
Penn State University
Profectus Biosciences
Prytime Medical Devices
Purdue University
Seattle Genetics
Seattle Institute for Biomedical and Clinical Research
Society of Military Orthopaedic Surgeons
TearSolutions
The Collegiate and Professional Sports Dietitians Association
The Federal Ministry of Health National Malaria Elimination Programme
The Geneva Foundation
The Obesity Society
The Ohio State University
The Regents of the University of California Los Angeles
Tracy's Kids
Uniformed Services University of The Health Sciences
University of Delaware
University of Maryland Baltimore
University of Massachusetts Worcester
University of Miami
U.S. Army Contracting Command Aberdeen Proving Ground
U.S. Army Medical Research Acquisition Activity
U.S. Army Warfighter Refractive Surgery Research
U.S. Civilian Research and Development Foundation
Vysnova Partners
Wellcome Trust
Yaso Therapeuticsa

Consolidated Statement of Activities

Preliminary (Unaudited)

Year ended Sept. 30, 2019

Revenues

Contributions	$1,219,274
Grants and contracts	475,845,507
Investment Income	3,659,506
Licensing fees and other	2,655,902
Net assets released from restrictions and transfers	—
Total revenues	**483,380,189**

Expenses

Program Services

Research grants and contracts	461,921,107
Other program activities	11,701,239
Endowment and similar programs	9,995,883
Special projects	1,518,090
Total program services	485,136,319
Total support services	4,748,405
Total expenses	**489,884,724**
Change in net assets before change in donor intent	**(6,504,535)**
Net assets, beginning of year	**148,311,200**
Net assets, end of year	**$ 141,806,665**

The financial information expressed here represents unaudited preliminary statements for fiscal year 2019. As a nonprofit organization, federal agencies and a public accounting firm audit HJF regularly.

For a complete copy of the latest financial statement, contact:
Chief Financial Officer
Henry M. Jackson Foundation for the Advancement of Military Medicine
6720A Rockledge Drive, Suite 100
Bethesda, MD 20817

Consolidated Statement of Financial Position

Preliminary (Unaudited)

Year ended Sept. 30, 2019

Assets

Cash and cash equivalents	$ 51,117,447
Grants and contracts receivable, net	106,812,883
Prepaid expenses	7,253,788
Investments	44,445,661
Property and equipment, net	5,589,725
Receivable for carry-forward of indirect costs	1,884,296
Total Assets	**$ 217,103,800**

Liabilities

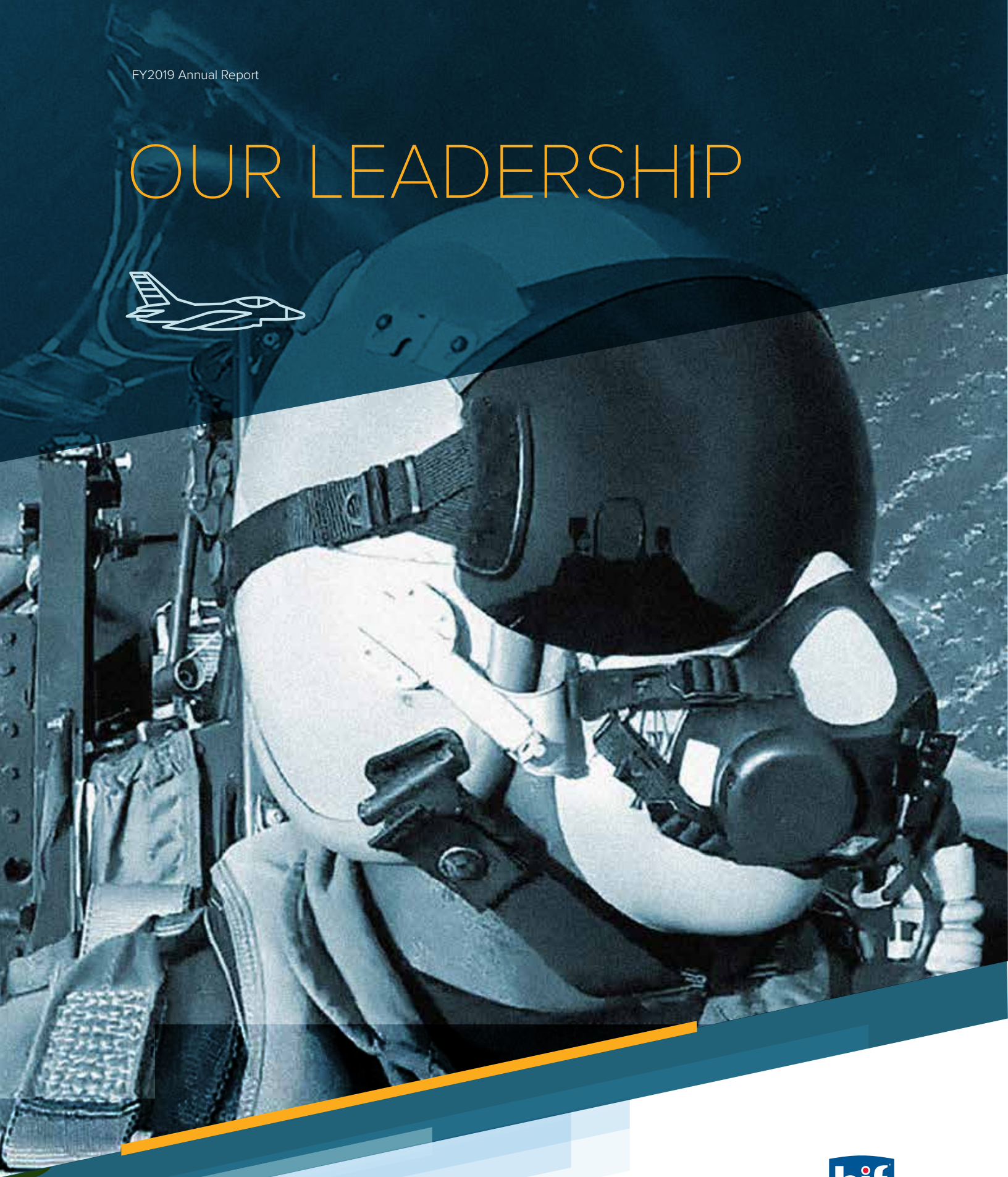
Accounts payable and accrued expenses	$41,551,776
Accounts payable due to change in donor intent	—
Accrued leave and benefits	14,762,928
Deferred revenue	4,592,588
Deferred rent	6,186,72
Other payables	8,203,122
Total Liabilities	**75,297,135**

Net assets

Without donor restriction	90,834,851
With donor restriction	50,971,814
Total Net Assets	**141,806,665**
Total Liabilities and Net Assets	**$ 217,103,800**

FY2019 Annual Report

OUR LEADERSHIP



Executives

Joseph Caravalho, Jr., M.D., MG, U.S. Army, Ret.
President and Chief Executive Officer, serving HJF since 2017

Elizabeth “Betsy” Folk
Executive Vice President and Chief Operating Officer, serving HJF since 1992

Catherine M. Clark, J.D.
Senior Vice President, General Counsel and Secretary, serving HJF since 2015

Cynthia L. Gilman, J.D.
Senior Vice President, Strategic Initiatives, serving HJF since 2007

Michael Stambaugh, GPHR, SPHR
Senior Vice President and Chief Human Resources Officer, serving HJF since 2018

Corey Hastings, MBA, CPA
Senior Vice President, Chief Financial Officer and Treasurer, serving HJF since 2018

Merlin Robb, M.D.
Vice President and Chief Medical Officer, serving HJF since 2001

Alyssa Shepard, Ph.D.
Vice President for Research Administration, serving HJF since 2001

Jessica A. Bejarano, J.D.
Vice President and Chief Ethics and Compliance Officer, serving HJF since 2018

Rizwan A. Jan, CISSP, PCIP, CTPRP
Vice President and Chief Information Officer, serving HJF since 2016

Hilary Longo
Vice President, Communications, serving HJF since 2018

Council of Directors

Philip A. Odeen

Chairman Philip A. Odeen retired in 2002 as Chairman and CEO of TRW Inc., an aerospace, defense and automotive company that merged with defense contractor Northrop Grumman. Previously, he was President and Chief Executive Officer of BDM International Inc., an IT firm acquired by TRW. Before joining BDM, Odeen was Vice Chairman of Management Consulting Services at accounting firm Coopers & Lybrand. He has served on several Department of Defense advisory boards.

Earlier in this career he served in senior positions in the Office of the Secretary of Defense and the National Security Council. Since retiring, he has served on and chaired a number of public company boards.

U.S. Senator Jim Inhofe (R-Oklahoma)

U.S. Senator Jim Inhofe (R-Oklahoma) is the chairman of the Senate Armed Services Committee. He has a long history of public service, beginning with his service in the U.S. Army to his current role in the United States Senate.

In addition to his role on the Armed Services Committee, Sen. Inhofe is also a member of the Environment & Public Works Committee, the Commerce Committee and the Small Business Committee. Prior to serving the people of Oklahoma in the U.S. Senate, Sen. Inhofe served in the U.S. House of Representatives, the Oklahoma House and Senate and as Mayor of Tulsa, Oklahoma.

U.S. Senator Jack Reed (D-Rhode Island)

U.S. Senator Jack Reed (D-Rhode Island) is the ranking member of the Senate Armed Services Committee. After graduating from the United States Military Academy in 1971, he received an active-duty commission in the Army.

Over the course of his military career, he earned the Army Commendation Medal with Oak Leaf Cluster, Ranger Tab, Senior Parachutist Badge, and Expert Infantry Badge. He later earned a master's in public policy from Harvard's John F. Kennedy School of Government and a law degree from Harvard Law School in 1982.

He served three terms in the Rhode Island State Senate and three terms in the U.S. House of Representatives. Sen. Reed was elected to the U.S. Senate in 1996.

U.S. Representative Salud Carbajal (D-California)

Representative Salud Carbajal, a Democrat who serves California's 24th congressional district, is a member of the House Committee on Armed Services.

He attended the University of California, Santa Barbara and Fielding Graduate University, where he earned a master's in organizational management. Rep. Carbajal also served in the United States Marine Corps Reserve for eight years.

Before his election to the U.S. House of Representatives in 2016, he served on the Board of Supervisors for Santa Barbara County.

U.S. Representative Scott DesJarlais (R-Tennessee)

Representative Scott DesJarlais is currently serving his fourth term in Congress representing Tennessee's fourth congressional district. He serves on several committees in the House, including Oversight and Government Reform, Armed Services, Agriculture, Subcommittee on Readiness, and Subcommittee on Seapower and Projection Forces.

He is also a member of the House Freedom Caucus as well as the GOP Doctors Caucus.

Rep. DesJarlais earned degrees in chemistry and psychology from the University of South Dakota and went on to receive his M.D. from the University of South Dakota School of Medicine.

Richard W. ("Tom") Thomas, M.D., D.D.S., MG, U.S. Army, Ret.

Dr. Thomas is the sixth President of the Uniformed Services University of the Health Sciences. He is responsible for the academic, research and service mission of the University. He advises the assistant secretary of defense for health affairs and the four surgeons general on a wide array of issues related to graduate health professions, education and health care research.

He retired from the Army in May 2016 at the rank of Major General. He is a physician and dentist whose last assignment was Chief Medical Officer and Director of the Defense Health Agency Healthcare Operations Directorate.

He graduated from West Virginia University (WVU) on an ROTC scholarship in 1981. He is a graduate of the WVU School of Dentistry and served in the U.S. Army Dental Corps before receiving his M.D. from the WVU School of Medicine in 1994. He earned a master's degree in Strategic Studies from the U.S. Army War College in 2006.

The Honorable Beverly Byron

The Honorable Beverly Byron served seven successive terms in Congress as a Democratic representative from Maryland.

She was the first woman to head a subcommittee of the House Armed Services Committee, chairing the Military Personnel and Compensation Subcommittee, where she oversaw more than 40 percent of the Department of Defense's budget. She also chaired the House Special Panel on Arms Control and Disarmament. She was named to the Defense Base Closure and Realignment Commission in 1993.

The Honorable John H. Dressendorfer

The Honorable John H. Dressendorfer retired as Vice President of Government Affairs at L-3 Communications Corp. Previously, he was Vice President of Government Relations for Titan Corp., which L-3 acquired in 2005.

Prior to working with Titan Corp., he was Vice President of Government and External Affairs for the American Forest & Paper Association. He was President and Founder of the lobbying firm Dressendorfer Laird.

He also served as a Special Assistant to the President for Legislative Affairs under President Reagan and was an Assistant to Secretary of Defense Melvin Laird during the Nixon administration.

Marine Corps General John ("Jay") Paxton, Jr., Ret.

Marine Corps General John ("Jay") Paxton, Jr., Ret., joined the Council of Directors in 2017. He served as the 33rd Assistant Commandant of the Marine Corps before retiring in 2016. As the second-highest ranking officer in the Marine Corps, he played a critical role in ensuring the health and wellbeing of Marines. With deployments to locations worldwide, he emphasized, advocated and recommended priorities for the Marine Corps.

Thomas W. Weston, Jr., CPA

Mr. Weston currently serves as the Senior Vice President and Chief Financial Officer of ECS Federal, LLC, which is based in Fairfax, Virginia. ECS is a leading provider of advanced technologies and solutions in the cloud, cybersecurity, artificial intelligence, machine learning, and IT modernization areas. Mr. Weston leads all accounting and finance initiatives for the company and plays a key role in driving the strategic direction of ECS through both organic growth and a focused mergers and acquisitions program. In addition, Mr. Weston oversees the contracts, procurement and corporate facility functions at ECS.

Prior to his work at ECS, Mr. Weston was Executive Vice President, CFO, Treasurer and Secretary of Acentia, LLC, a company focused largely in health care IT services in the federal industry. Mr. Weston served on the Acentia Board of Directors and led the sale of Acentia to a large publicly traded company in April 2015.

The Henry M. Jackson Foundation for the Advancement of Military Medicine, Inc.
6720A Rockledge Drive, Suite 100 Bethesda, MD 20817
Phone: 240-694-2000 | Fax: 240-694-3100

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