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A CASE STUDY OF RECREATION PROGRAMS SERVING WARRIORS IN TRANSITION

A Manuscript Style Thesis Submitted in Partial Fulfillment of the Requirements for the Degree of Master of Science in Recreation Management

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A CASE STUDY OF RECREATION PROGRAMS SERVING
WARRIORS IN TRANSITION

By Andrea N. Frisch

We recommend acceptance of this thesis in partial fulfillment of the candidate’s requirements for the degree of Master of Science in Recreation Management.

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The purpose of this case study was to explore the recreation programs on two US military installations serving Wounded Warriors in Warrior in Transition Battalions. A multisite case study method was used. Primary data sources were semi-structured interviews, demographic survey, and document review. Interview, survey, and document review data were analyzed using a constant comparative method. Three themes, the civilian world, masculinity, and compliance issues were determined by analyzing the experiences of the recreation professionals facilitating these programs. These themes cited military culture has a major influence on the programs. Further research is needed to assist recreation professionals to better serve Wounded Warriors.
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INTRODUCTION

The US has been involved in the Global War on Terror since 2001. The Global War on Terror includes Operation Enduring Freedom (OEF) in Afghanistan (2001), and Operation Iraqi Freedom (OIF) in Iraq (2003) which changed to Operation New Dawn with the withdrawal of troops starting in 2008.

This research studied recreation programs on military installations serving Wounded Warriors from OEF, OIF, and OND. The purpose of this research was to explore two recreation programs on US military installations serving Wounded Warriors in Warrior Transition Battalions and Units. The research question was: What are the realities of recreation programs serving Wounded Warriors on US military installations? A case study investigated two programs: the Resiliency through Art Program on United States Army Garrison in Vincenza, Italy, and the Adaptive Reconditioning Program on Schofield Barracks in Hawaii. Participants of this study were two recreation professionals who facilitate these programs. These recreation professionals reported on their respective programs through demographic surveys, semi-structured interviews, and document review. Findings uncovered an overarching theme of military culture influence on each recreation program. Three sub-themes emerged: the civilian world, compliance issues, and masculinity.
LITERATURE REVIEW

The literature review for this thesis is presented in four sections: Wounded Warriors, military recreation programs serving Wounded Warriors, community recreation programs serving Wounded Warriors, and research design.

Wounded Warriors

Military US men and women are involved in global conflicts in OEF, OIF, and OND. According to Gawande (2004), in the Vietnam conflict approximately 24% of soldiers died from combat injuries, while in the current operations only 10% of soldiers injured from combat have died. As of April, 2013, 18,360 have been wounded in action in OEF. A total of 31,926 service men and women have been wounded in action in OIF. Since 2008, 295 have been wounded in OND (US Department of Defense, 2013).

According to the Department of Defense (2009):

“In Action” characterizes injuries having been the direct result of hostile action, sustained in combat or relating thereto, or sustained going to or returning from a combat mission provided that the occurrence was directly related to hostile action. Included are individuals wounded mistakenly or accidentally by friendly fire directed at a hostile force or what is thought to be a hostile force (p. 32).

Wounded Warriors are “service-members and former service-members (i.e., veterans) who were wounded, or who contracted an illness [physical or mental], while serving on active duty” (Lister, Panangala & Scott, 2008). For this study, the term Wounded Warrior
will be used for soldiers who were wounded after 2001, to include all service-members who served in OEF, OIF, and OND.

With technological advances in soldier protection and medicine, many soldiers, who in past military operations would have died, are surviving injuries (Gawande, 2004). Due to their combat experience, surviving soldiers are living with mental health problems, which include Post-Traumatic Stress Disorder (PTSD), major depression, alcohol misuse, and generalized anxiety (Hoge, Castro, Messer, McGurk, Cotting & Koffman, 2008). With the addition of traumatic brain injuries, these problems have created a new kind of war in which combat is not the exclusive source of danger. Being away from family for extended periods of time and interruption of career goals at home can create a large amount of stress. In addition, environmental factors have increased the risk of mental health problems (Litz, n.d.).

Hoge, et al. (2004) reported the results of research from four US combat infantry units service members experience major depression, post traumatic stress disorder (PTSD), and generalized anxiety. These mental health problems were results of experiences in combat, such as being attacked or ambushed, receiving incoming artillery, rocket, or mortar fire; seeing dead bodies or human remains, being shot at or receiving small arms fire, knowing someone seriously injured or killed, and seeing ill or injured women or children who they are unable to help (Hoge, et al., 2008). Another study conducted by Kang and Hyams (2005) found that up to 17% of returning soldiers reported symptoms associated with major depression, generalized anxiety, or PTSD. In this study, PTSD rates were 3.7 times higher for individuals who were in ground units of
the Army or Marines compared to the rates of PTSD in individuals in the Air Force or Navy.

Soldiers returning from Iraq and Afghanistan have numerous physical injuries as well as mental illnesses associated with combat and living in a war zone. Some of the widely sustained injuries are from Improvised Explosive Devices (IED). An IED is “an explosive device when any or all of the following includes explosive ingredient, initiation, triggering or detonation mechanism, delivery system and is modified in any respect from its original expressed or intended function” (Gill et. al., 2011, p. 742).

According to Gondusky and Reiter (2005), 97% of injuries were sustained from IED’s (65%) and mines (32%). Soldiers who experienced a blast from an IED frequently sustained upper extremity and head injuries (70% of participants) with injuries to lower extremities being rare (11% of participants). The high percentage of upper extremity and head injuries was due to a lack of protection. The study found that ear injuries were the most common among participants with 23% sustaining injuries (Gondusky and Reiter 2005). Soldiers with injuries to the ear are found to be the most under diagnosed and underserved population in the current operations (Scherer, Burrows, Pinto, Somrack, 2007). Other physical injuries include amputations, burns, traumatic brain injuries, multiple limb injuries and conditions, and aggravation of preexisting conditions such as chronic back pain and knee pain.

**Military Programs Serving Wounded Warriors**

According to Zoroya (2008), the Army created 35 Warrior in Transition Units (WTU) to account for the influx of injured soldiers. Some installations have Warrior in
Transition Battlions which are made up of multiple units. The WTUs are designed to assist soldiers with injuries or illnesses to transition back to their units or to be medically discharged from the Army. In these units, medical appointments are monitored so the soldier can transition out of the WTU as quickly as possible. However, Zoroya believed the system has been stretched since more than 12,000 soldiers have been placed in 35 WTUs.

Prior to 2007, Wounded Warriors experienced compromised care due to miscommunication between health care professionals, poor record keeping, conflicting appointments, and families being neglected by the system (Vogel & White, 2007). In response to these issues, the Army established The Comprehensive Care Plan and Warrior Transition Units, which hoped to streamline the healing process of soldiers wounded in action. One of the functional components of this plan was recreation and leisure on installations (Dominguez, 2008).

The Comprehensive Care Plan was created by the Army to treat the influx of wounded soldiers from the Global War on Terror. The Comprehensive Care Plan addresses areas including: body (physical), mind (cognitive, vocational, emotional), heart (social), and spirit. As part of the spirit area, soldiers are assessed on their “avocational pursuits which include recreation, sports, hobbies, arts, and leisure activities that add joy and depth to the warrior in transition’s life” upon admission into the WTU (Dominguez, 2008, p. 12). Throughout the soldier’s time in the WTU, he/she will work on predetermined goals and skills, such as anger management, physical fitness, financial management, military occupational training, and leisure/time management skills training.
These goals are determined by the soldier and the “Triad,” which consists of a nurse case manager, a primary case manager and a squad leader. Other professionals involved in the WTU are Social Workers, Occupational Therapists and Occupational Techs. The Army provides programs through the Soldier and Family Assistance Centers, Army Centers for Enhanced Performance, and Education Centers to help soldiers in the WTU work on leisure management skills as well as provide recreation opportunities on base (Dominguez, 2008).

On each installation, recreation opportunities are often offered through the Family, Morale, Welfare, and Recreation (FMWR) department. The vision of FMWR is to “increase soldier and family resiliency, restore balance, enhance recruitment, readiness and retention for soldiers and families” (Family and MWR: Vision and Mission, 2013). FMWR offers recreation, professional, and cultural programs that enrich the lives of soldiers and their families. FMWR may differ in the types of programs that are offered but can include aquatic facilities, automotive skill centers, bowling centers, child care centers, conference centers, fitness centers, golf courses, libraries, marinas, movie theaters, outdoor recreation, schools, programs for youth, and travel services (US Army, 2013a).

Fitness professionals through FMWR have been implementing programs which assist Wounded Warriors in coping with the transition back to civilian life. Warrior Mind Training is one specific program that the Army is facilitating to assist Wounded Warriors. The program, started in 2005, has grown to 11 military installations, and trained over 3,500 active duty and reserve service members and veterans in meditation (Archer, 2010).
Warrior Mind Training’s mission is “to mentally prepare our troops to go out and fight the war, to successfully transition back home, and to enjoy the peace for which they have so honorably paid the price” (Warrior Mind Training, 2011). For returning veterans, Warrior Mind Training uses “decompression and reintegration training” to ease the stresses of reintegration, dealing with a change in daily reality, and to provide safety stops for soldiers. Activities and classes are offered online and on base where trained fitness professionals work on meditation, focusing, and yoga (Warrior Mind Training, 2011). According to Archer (2010), “participants in this program have reported that the training has helped them handle stressful situations, sleep better, feel more positive, feel calmer, and feel they have more self-control” (p.84)

**Community Programs Serving Wounded Warriors**

Currently there are many community recreation programs serving Wounded Warriors. Examples of programs include Operation WOW, the Wounded Warrior Project, Disabled Sports USA (DS/USA), Paralympic Military programs and various community and therapeutic recreation programs and services.

An example of a recreation program newly created for Wounded Warriors was one located near Fort Belvoir, Virginia. Operation Wellness Opportunities for Warriors (Operation WOW) offered their first program in 20 after six months of planning, designing, and receiving input from 140 Wounded Warriors in focus groups. Despite their effort no one from the base attended the program. After this initial failure, the director of Operation WOW created a new way to reach Wounded Warriors on base. He contacted
WTU leadership, attended weekly meetings to develop relationships, and created weekly schedules specific to the WTU participants (O’Brien, 2010).

DS/USA has developed a yearlong sport rehabilitation program for Wounded Warriors. DS/USA is a national non-profit organization established in 1967 that offers year-round sports rehabilitation programs to anyone who has a permanent disability (Disabled Sports USA, n.d.). In 2007, DS/USA partnered with the Wounded Warrior Project to host over 60 “learn-to” clinics offered to those severely wounded in action. Activities that were offered included, Alpine and Nordic skiing, snowboarding, cycling, golf, outrigger canoeing, kayaking, SCUBA, rock climbing, camping, water skiing, wake boarding, track and field, and other sports. The clinics also offered advanced training and competitions so that the soldiers can remain active throughout their lives. After these clinics, some of the participants became certified ski instructors, SCUBA divers, and started to train for the Paralympics (Chalmers, 2007).

Currently, the DS/USA program runs a national year around program called Warfighter Sports. Through a network of 100 community based DS/USA chapters, injured military, active duty soldiers, and veterans across the country are served. The program is offered in military hospitals and communities for no charge to participants and guests (family and friends) and includes over 30 winter and summer sports (Warfighter Sports, n.d.).

Another non-profit program that offers recreation opportunities to Wounded Warriors is the Wounded Warrior Project. This is a national program whose mission is “to honor and empower Wounded Warriors” (Wounded Warrior Project Inc., 2011). The
Wounded Warrior Project focuses on four different programs: mind, body, economic empowerment, and engagement. Each program has more specialized initiatives that offer resources, benefits, and support to Wounded Warriors. For example, the Wounded Warrior Project’s Soldier Ride provides adaptive cycling opportunities across the country. This initiative provides Wounded Warriors with the opportunity to restore their physical and emotional well-being. The Wounded Warrior Project provides the equipment and support to the injured service members at no cost.

In the community and on military bases, Wounded Warriors have the opportunity to participate in Paralympic Sport programs. Through these programs, short camps are offered to help the Wounded Warriors practice and improve their skills in various adapted sports. Hawkins, Cory, and Crowe (2011) studied one US Paralympic Military Sport Camp to “increase understanding of community-based sport, recreation, and physical activity for service members with physical disabilities” (p. 311). The camp operated three days and included cycling, strength and conditioning, swimming, archery, volleyball, track and field, and rowing. The study found that by participating in the camp activities, Wounded Warriors perceptions of disability changed and were motivated by comparing themselves to others and by participating in the activities. Wounded Warriors also experienced more social connection, increased autonomy, established a connection with their previous leisure interests, and improved health and general well being. It was concluded, that involvement in the Paralympic Military Sport Camps positively impact the Wounded Warriors quality of life.
Research Design

The research method chosen for this study was a case study. A case study investigates a complex phenomenon while keeping the context and meaning of the phenomenon together. This is done through multiple research strategies. In addition, a case study relies “on multiple sources of evidence” (Yin, 2003, p. 14) and “uses multiple strategies in any given study (e.g., a survey within a case study or a case study within a survey)” (Yin, 2003, p. 9). The multiple sources of evidence and strategies control the “what” or a bounded system (Smith, 1978). It is “a single entity, a unit around which there are boundaries. The case then could be a single person who is a case example of some phenomenon, a program, a group, an institution, a community, or a specific policy” (Merriam, 2009, p. 40).

The data of the case study were analyzed using constant comparison method. The researcher begins with a specific incident from a document, interview, or survey answer. Then the researcher compares this incident with another incident within the same data set or another data set. These are continuously compared until the researcher can formulate a grounded theory. “A grounded theory consists of categories, properties, and hypotheses that are conceptual links between and among the categories and properties” (Merriam, 2009, p. 199).

Coding is needed to analyze the data. There are three phases of coding: open, axial, and selective. In the open coding phase, the researcher notes any unit of data that might seem relevant to the study. Then the researcher continues to the axial code phase, which is refining the codes into a more organized fashion, relating the categories to one
another. Finally, coding is completed with selective coding “Core categories” found within the data are developed (Merriam, 2009).

After coding the information to increase credibility with the emerging findings, the researcher uses member checks. This method uses feedback from the participants to make sure that the meaning of the data was not misinterpreted. The researcher asks the participants if the preliminary findings are true in their experience. In addition, this gives the participants the opportunity to clarify or correct any minor errors to ensure that the researchers interpretation is the best picture of their experience (Merriam, 2009).
METHOD EVOLUTION

In September 2012, I started contacting experts in order to conduct a Delphi study called “Trends and Issues in Recreation Programs on US Military Installations Serving Wounded Warriors.” These experts were recreation professionals who were currently facilitating recreation for Wounded Warriors on military bases around the world and had at least 2 years of experience working with Wounded Warriors. Through a contact in FMWR, professionals in the FMWR network were contacted via email. One professional responded to the email. Other professionals were contacted personally a second time. At this time, only two professionals expressed interest in the study. These two professionals filled the demographic survey and the trends and issues survey.

In November, I attended the International Association of Experiential Educators conference where I connected with another recreation professional. He personally sent my email to other professionals. After four months of trying to contact other professionals, five professionals responded, which was not a sufficient sample for a Delphi Study.

In February 2013, I decided that a Delphi study was not viable. I decided to conduct a case study with the data I collected with the two professionals, and created two sub-cases, Adaptive Reconditioning Program and Resiliency through Art.
METHODS

The methodology section for this case study is presented in three sections: participants, data collection, and data analysis. The data collection section includes demographic survey, interviews, and review of the documents.

A case study involves “collecting and analyzing data” from sub cases embedded within a single case (Merriam, 2009). For this case study, two recreation programs from different installations were the sub cases of the case study. A case “portrait” (Lightfoot, 1983) of the recreation professional and a description of the program were developed. The two sub cases were analyzed using the constant comparison which developed emerging themes from the data (Merriam, 2009).

Participants

Participants for the case study were recreation professionals who worked with Wounded Warriors on US military installations. A recreation professional has a “shared concern with leisure and its contribution to the quality of life in contemporary communities” (Kraus, 2000). These recreation professionals provide recreation programs to Wounded Warriors from OEF, OIF, and OND through wellness centers, rehabilitation units, and other outlets for recreation on military installations. Recreation professionals in the FMWR network were recruited through email. Two professionals responded to the email. They implement and facilitate recreation programs on US military installations, one in the US and the second in Italy.
Data Collection

This study was approved by the Institutional Review Board at the University of Wisconsin, La Crosse. Before initiating the data collection process, each participant signed an informed consent form. For confidentiality, aliases were initially used for the participants and installations. Data were gathered from demographic surveys, semi-structured interviews and a review of documents associated with each recreation program. Telephone interviews were conducted and recorded on a voice recorder. After data collection and analysis, participants gave permission to use their actual names and the names of their programs and installations for this study.

Demographic Questions

To gain demographic information from the professionals, a questionnaire was developed (See Appendix 1). The intent was to obtain an accurate portrait of the professional, including their age, education, experience providing recreation and military recreation, military title, and civilian title. The demographic questionnaire and answers were received through email and organized on a chart.

Interview Protocol

Protocol for a semi-structured interview was developed to gain information on the professional's recreation programs and to member-check their responses to the demographic questionnaire. Member-checks were used to ensure the data was not misinterpreted. Closed ended questions were designed to check the professionals answers to the surveys. Open ended questions were designed to gain a richer description of the
program which they facilitate (See Appendix 2). The participants were audio-recorded with their permission and transcribed by the investigator.

**Review of the Documents**

News articles on each program from military base news websites were reviewed. The professionals provided the articles and sent them via email after the interview. Each article was published on the official Army website, [www.army.mil](http://www.army.mil). These articles supplemented the program description made by the recreation professional. Photos and participant feedback (quotations) in the articles were examined. (See Appendix 3, 4).

**Data Analysis**

Results from the demographic questionnaire were member-checked for credibility during the phone interview.

Analysis of interviews followed coding methods suggested by Merriam (2009) and Yin (2003). Interviews were transcribed after each interview from the voice-recording into a word document. Then each interview was analyzed separately. In the open coding phase, data of interest and importance were highlighted. During the axial coding phase, themes and categories from each interview were made using brackets, notes, and highlighters. To further reduce the text in selective coding, themes and categories from passages of interest and importance were highlighted. This process led to category construction (Hodge et. al., 2009).

Categories and themes from each interview were placed onto a mind map where connections between themes and categorizes were visualized. Each program’s data from the interview and professionals demographic questionnaire answers were made into
seperate mind maps (See Appendixes 5, 6). A mind map is a diagram where information is organized around a central idea. The mind map of each interview provided guidance, in developing a larger organized picture (Buzan, 2006).

The news articles were analyzed using the same method as the interview transcriptions. Each article was analyzed separately and themes and categories were made. Established parts of interest and importance were highlighted. Data analyzed from the news articles were then placed in each respective mind map.
RESULTS

Adaptive Reconditioning Program

When the Comprehensive Care Plan was created through the Army, all Wounded Warriors in the Transition Battalion (WTB) had to participate in five hours of physical activity a week as part of their rehabilitation. This is when the Adaptive Reconditioning Program (ARC) began throughout the Army and on Schofield Barracks, Hawaii. The 25th Infantry Division is stationed at Schofield Barracks and includes a Warrior in Transition Battalion. ARC is not apart of FMWR, however it does share the same facilities with FMWR.

ARC is a recreation program that is adapted to each soldier's abilities per their profile. A profile is given to a soldier who cannot complete physical tasks that the Army requires. Each soldier is screened with their profile to see what activities they can do within the ARC. Lana, the recreation professional explained ARC's processing of each soldier's profile:

Well in the WTB, when you come in you are screened by a physical therapist, she screens every person and looks at it and says this is what you can do. So it is a positive profile, it doesn't say what you can't do. So based on what their injury is, or what their problem, could be mental health, could be anything, she decides ok you can participate in basketball, volleyball, and tennis. But you can't participate in whatever.
The ARC operates five days a week in the mornings from 7:30 to 9:00, with at least three activities to choose from. The soldiers are required to participate everyday; however, the same activities do not repeat everyday. For example, on Mondays and Wednesdays badminton, broomball, and Tai Chi are offered. Tai Chi is facilitated by a civilian contractor. On Tuesdays and Thursdays seated volleyball, wheelchair basketball, and bowling are offered. Field days, frisbee golf, bocce ball, horseshoes, discus, shot put, and javelin are offered on Fridays. All of the activities are rotated on a monthly basis and include aquatic activities when the facility is available. Lana, the recreation professional, prepares each activity, referees, teaches the skill required for the activity and oversees soldiers participating in the activities. Sometimes civilian contractors will facilitate more specialized activities such as Tai Chi. Each soldier’s progress within the program is monitored by Lana and her co-worker.

All of the activities can be adapted to each soldier’s ability so he or she can participate with the rest of the group. The program exposes soldiers to new or different recreation activities that they might not have known about. Most of the activities are modeled after a sport in the Warrior Games or in the Paralympic Games. Throughout the year ARC offers tournaments that soldiers can compete against soldiers from different bases or branches (Navy, Marines, or Air Force). In addition, the program trains individuals to possibly compete in the Warrior Games or the Paralympic Games, through the partnership with the US Paralympic committee. The Warrior Games are based on the Paralympic Games, however only injured service-members (active, reserve, or retired)
can compete in them. Each branch of the military competes to win the overall competition.

All of the equipment is provided to the soldiers through the WTB. The Adapted Reconditioning Program shares the facilities with other programs and departments on base such as FMWR. FMWR has a gymnasium, field, archery range, and pool facility. Due to sharing the facilities with other patrons and battalions, the activities must be coordinated to fit the schedule of each facility.

Monthly specialized activities are offered off base in partnership with civilian organizations and other Army departments. Once a month, Lana and her supervisor might take a small group of soldiers on a hike or mountain bike ride somewhere off base. These activities are varied in duration, difficulty, and depend on the soldiers' abilities. In addition, ARC partners with two civilian organizations who provide opportunities to learn about surfing, sailing, stand-up kayaking, or sea kayaking. If the soldier does not want to participate in the activities he or she can hang out on the beach. These organizations provide everything from equipment to lunch so the soldiers. Lana and her supervisor attend when there the soldiers attend these days to monitor their progress and make sure they are “clear” to go.

Many of the soldiers who have had various health problems have noticed a positive change in their well being since participating in the program. After a few months of participating in the program, the soldiers tell Lana that they are off some of their medications and feeling better about themselves. She sees a change from their unhealthy lifestyle to a lifestyle focused on well-being:
They say I have stopped taking some of my meds and I have lost weight because of
the activity that is a positive. Because now I see that they are actually learning to do
something to help themselves without being reliant on outside like pills, sitting
around doing nothing. They are taking control of what they can do to get better. You
know whether its learning a activity or the fact that they are out there doing
something. They learned how eat better, they learned skills that will help them in
the long run for life.

Lana has been involved with the military for approximately to thirty years. She
was in the Navy for twenty years until her retirement in 1996. A portion of her time in the
Navy consisted of facilitating recreation. She has been working with the ARC and the
WTB since 2011. She is a Certified Physical Therapy Assistant (PTA) and Certified
Athletic Trainer (ATC). Lana’s educational background is diverse she has a master
science, bachelors of science, and bachelors of art degrees.

In addition to working with the ARC, Lana is a veteran with a disability who
participates with other recreation organizations who support Wounded veterans. She is
active with a cycling organization that facilitates cycling rides and events across the
country for veterans. Each ride is called a “Challenge Ride.” During these rides, veterans
can learn how to cycle and enjoy a relaxing long distance ride. The ride lasts about a
week, and veterans can cycle from 50 to 70 miles, depending on their abilities. All ranges
of abilities are accepted and the Challenge Ride organization will adapt each bicycle to
the soldier’s abilities and needs. Lana has participated in many of these rides and has
encouraged the soldiers she works with to participate. One soldier in Lana’s program became involved in cycling which had a great impact on his life.

And then I got him in cycling and that was it. He took it full bore and he just got very serious. He wanted to do the best he could and went on a ride. He just became very good at it. Now he is on a masters swim team, and a cycle team in Florida. And he is looking for what else he to do. On the same token he is looking to go to school and everything else. His idea was there is something more that I can do then just sit around like everybody else.

Lana's previous military history has helped her relate to the soldiers in her program. She understands the military culture, which can be complicated to a civilian. Civilians can experience somewhat of a culture shock. For example, civilians can be confused from going through security to get on base to interacting with the soldiers who at times can be very blunt and lack social grace. “We just had a new civilian come and (who had) no absolute clue about military whatsoever. I tell them just bits and pieces because it can be overwhelming.” Lana’s coworker is a civilian. She has been working for the program for the same amount of time as Lana, but Lana needs to help her coworker with certain terminology to communicate with people in the WTB. In addition to her coworker, Lana informs civilian contractors on military culture and protocol. Its not an official part of her job, but it helps her program run smoothly.

One quality of Lana's that makes her more successful in facilitating ARC is her belief in the soldiers that participate. She has an overwhelming positive regard for her soldiers. Lana believes that by adapting an activity, a soldier can participate in a
recreational activity. If the soldiers problem is more psychological, she directs them choose an activity and to participate. In one instance, she was informed that a soldier was reluctant to come to ARC and was isolated because of his psychological issues due to either Post Traumatic Stress Disorder (PTSD) or some other diagnosis. When the soldier arrived, she directed him to participate in an aquatic activity. After a while, he was laughing and carrying on like everyone else, and seemed to relax and enjoy himself for a few hours. Lana explained:

So in the Triad they will bring up an individual and talk about that he is isolated, he doesn't really want to be around people, he is pretty much closed up. Usually PTSD or it could be another behavioral issue. So my thing I see as successful is when they come in, these individuals and I turn around and see when they do my activities. They are in the pool, playing, laughing, and carrying on with everybody, to me thats a success. To me when they are in there what every person said they can't do or if they are totally not responsive and not capable of interaction etc. And I see it and I see it as a positive.

**Resiliency Through Art**

Resiliency Through Art is based on United States Army Garrison (USAG) Vicenza, Italy. The 173rd Airborne Brigade Combat Team on USAG unit includes a Warrior in Transition Unit. In addition, the installation is headquarters for US Army Africa. The FMWR department on USAG offers various recreation programs including adapted sport programs, fitness classes, and other leisure pursuits. Recreation facilities
include a fitness center, gym, pool, automotive shop, theater, outdoor recreation center, and an Craft and Arts center.

Since June 2011, Resiliency through Art has served about 25 Wounded Warriors on base. The program consists of self-directed activities and the soldiers are not required to attend through FMWR. The program is not directly associated with the WTU, however it operates through FMWR. Resiliency through Art does not have funding through FMWR.

Resiliency Through Art takes place in the FMWR Craft and Arts Center every Tuesday for two hours. Michelle, an art therapist and recreation professional, sets up the space prior to the start of the program making sure that the space is comfortable and open. There is natural lighting, background music, and space for each soldier in the studio. “I provide an open environment for them, basically open, safe, secure, comfortable. I try to make it as comfortable as possible as far as lighting, space set up, décor, lighting, everything.

The soldiers can come in anytime between 1:00 p.m. and 1:20 p.m., sign in, and begin their project. There are a variety of options available to the soldiers when they attend the program. The program is based in challenge by choice and self-direction. If they do not want to participate in the program, the soldier can read a magazine. However that is a rare occurrence. There are many art media to choose from in the art center. The soldiers first choose what media they would like to use then start their project. Some of the media include, pencils, paper, clay, paint, collaging materials, and much more. If the soldier is working with a new media such as clay, and is new to it, Michelle will teach
him or her how to use the clay in a way so it does not fall apart. She also provides guidance if a soldier is stuck on what to make. Michelle focuses on skill development, so the soldier can be successful when completing the project.

I give them the basic techniques. Here's how you use clay and here is the basic foundations so make sure it doesn't fall apart. Giving them the techniques they need but as far as the actually project I don't give them guidance. If they are stumped and they don't know where to start, I do, I will ask about, maybe they want to do something with different themes. Like if they want to do something with in the water category, so rain, water, waterfalls, lakes, rivers, ocean you know not with clay probably, in general. If they want to draw a house or a building or a palace, or cave I will give them themes if they need them, if they want it.

Michelle encourages the soldiers to choose what interests them and lets them explore their own creativity and skills. Each soldier works at their own level in a non-judgmental and non-competitive environment. Some soldiers might take weeks to complete a project or finish a drawing within one session; everyone is accepted. Michelle states, “No requirements, no one has to do anything.” With this laid back atmosphere, free from pressure and requirements, the soldiers can be themselves.

Having the soldiers be independent of Michelle's guidance is important because at times she cannot be in the studio during the entire program. Due to budget cuts and staffing shortages, Michelle sometimes is the only person in the studio at the beginning and end of the program. She is the only facilitator. So if she is unavailable for Tuesday the program does not happen.
Many of the soldiers benefit from participating in the program. One soldier commented:

Working with the clay reminds me of the simple feeling of playing in the mud...It's amazing that you can do small stuff like this program that makes you feel better and that you can carry that good feeling with you throughout the day.

Other soldiers tell Michelle that this is the only program that they enjoy coming to during the day. She tells them if they do not want to be at the program they do not have to come because she feels that they would not benefit from the program if they are forced. It's just all forced, you have to be here and you are going to go just because. And that's what I tell them. I don't want them to be here if they don't want to be but WT [Warrior Transition] requires it.

Michelle has been involved with military recreation approximately six years. She was involved in providing child care through the Child and Youth School Services Department for more than three and a half years, and has provided military recreation for approximately two and half years. She is a Certified Art Therapist according to Italian certification standards and has a bachelors of arts degree from the US in human development with an emphasis in early childhood. As a requirement of Michelle's art therapy degree, she had to create the program and facilitate for free. Now, her chain of command thinks that she does not need money for her program. However, she has received some donations from the community to buy supplies for the program.

I think its partially my fault because I was willing to do it on my own dime and all that. Because I was doing it for my schooling program as well. I had to do it
whether I had support or not...But we keep costs pretty low, I have a way of doing that.

As a therapist, she is cognizant of the current military culture and how therapy is viewed within the culture. In military culture, therapy is stigmatized because it means that a soldier is broken, thus worthless to his or her country. During her program she makes sure that there is not a therapeutic environment, but a natural and relaxed environment. Unlike the fluorescent and sterile clinics that the soldiers are used to, there is natural light and soft music playing in her studio. She makes sure to give the soldiers space and let them come to her if they want to talk about anything. Michelle does not pressure them to be open with their problems, because she knows how they feel about therapy.

It is very laid back, a laid back environment. I have had soldiers tell me that you know when they go to the clinic for psychology, for counseling, you walk into those front doors and instantly tense up to get anxiety. Knowing you are going to have to talk about your problems. When you come here, you come to the art center and its natural lighting. Laid back environment, no one is going to judge, you don't have to talk to anyone about anything. Its a time for them to do their own thing. And get those creative juices flowing and obviously conversations do come up throughout. But its more directed by them. Its not me saying, how are you feeling today? Whats on your mind? What did you dream about?

By being laid back, non-judgmental, and respectful, Michelle has developed a level of trust with the soldiers. The soldiers open up to her and talk to her about their
issues. She lets the soldiers decide what they want to do, and gives some technical
guidance, but nothing more if the soldiers do not ask for it. Once a soldier came to the
program and did not want to interact with her. He signed in, worked on his project, and
left, not talking to anyone. Michelle did not pressure him to interact. After about three
weeks, that soldier stayed after the program and helped her clean up the supplies.

Well the first time he didn't want to be here. They are pretty blunt when they don't
want to be there. He would come in not even acknowledge that I was here and kind
of sit down and do his thing and leave without saying good bye. And then after
about the third week he stayed late. And he was getting into the drawing and looked
like he enjoyed it, looked like his skills were purveying and all that. The third time
he stayed late when everyone had left. He said I am just going to stay and help
clean up. Ok. I just asked him I know you didn't like this in the beginning and how
do you feel now? He said this out of all the required programs that they have for the
WTU they do require them to come here but its not required with in my facility, or
my chain of command. He said out of all the required, he used the word shit, we
have to do this is the one thing I like to come to.

Analysis of Themes

Data from the interviews and documents revealed that military culture deeply
influenced each recreation program and was the overarching theme. Three sub-themes
emerged. They were civilian world, compliance issues, and masculinity. The interaction
of the themes developed a picture of the realities of recreation programs serving Warriors
in Transition.
Military culture are the norms, values, and traditions that a person learns during initial training, and is carried through his or her career with the military and/or life. One norm that influenced soldiers recreation is their attention to maintain peak physical fitness. Another norm is that orders and limited options are an ordinary occurrence in the military. This norm impacts recreation, since recreation offers choice. Influences of the military culture theme can be further broken down into three themes, civilian world, masculinity, and compliance issues.

**Civilian World**

One of the purposes of the Warrior in Transition Battalions and Units is to assist injured soldiers to transition from military life to civilian life. However, within the recreation programs, the civilians who help with the program need to be assimilated to the military culture. Lana stated that she has to make sure that the civilian contractors, like the Tai Chi instructor, are informed on military protocol because this could cause a disconnect between the contractor and the soldiers. By being knowledgable, the soldiers might be more willing to participate because the professional understands where the soldiers are coming from.

Each of the programs offer different options of activities and include civilian recreation facilities. When the soldier is required to participate, the recreation programs offer a choice of different activities. These options create the opportunity for the soldier to be self-directed in their leisure and to develop their leisure skills. Along with options these activities can be accessed within the civilian community. This creates a foundation for a leisure lifestyle when the soldier transitions into the civilian community.
Compliance Issues

Compliance issues with the soldiers were noticed in the two programs. The professionals offered several explanations for compliance issues with the recreation program. One reason was a breakdown somewhere within the chain of command. The chain of command is an organized way of passing orders and information from the authority or leader to the rest of the group. At times, accurate information did not reach the soldier. As Lana stated:

The Army says this program is going to be there, this program is in place, and they will participate. Some people within the command whether they be civilians or nurses or social workers or military side just see as fluff and just play time. And they don't buy the validity of it and see the real reason. When they tell me that he has issues and he can't participate. And I go to him and I fight and say look what he does there everyday and he enjoys it. To me thats valid. I can show that this person comes back to me and he is on less medication because he is now participating in the activity. Or he has lost weight...Even though they are required they are really not made to do. That is always been a issue, its pretty easy military you can always make someone do something, but the people who are supposed to do the making don't do it.

Other issues related to chain of command and compliance revolve around the different chains of command for different programs. Michelle has experienced this with her program, since her chain of command through the Art and Crafts Center is different than the WTB command. Even though the WTB chain of command requires soldiers to
attend her program, her chain of command does not require the soldiers attendance. This leads to miscommunication. This has helped Michelle determine who is benefiting from her program. By seeing that the soldiers are coming because they want to, they are benefiting more since they are not forced to participate in the program.

For the WTU they do require them to come here but it's not required with in my facility, or my chain of command. I don't know if that makes sense. He said out of all the required, he used the word: shit we have to do this is the one thing I like to come to.... for him that was confirming to me that he is benefiting in the sense that he wants to be here. Its not all this forced, you have to be here and you are going to go just because. And that's what I tell them. I don't want them to be here if they don't want to be but WT requires it.

Some people in the chain of command see the recreation program as “fluff” and not an essential part of the soldiers' rehabilitation. Others believe that soldiers are only designed to fight, and if they can't do that they are less valuable than a able-bodied soldier. This discourages the soldiers to get better, because they are viewed as something that is broken and needs to be repaired. Some of these soldiers isolate themselves and choose not to participate in the programs even if they are made to. Lana said “We still have a very big problem with compliance, because the apathy of sitting in your room and not doing anything as opposed to getting out and doing something.”

One soldier tried to get others involved in the recreation program. However the soldiers did not want to participate. This soldier participated in all of the activities ARC offered and wanted to share the benefits of being involved. “When he was here he was
involved in all of the activities and he tried to get other soldiers involved. And their answer was they would just rather sit here and watch TV, just play video games.”

**Masculinity**

Masculinity is prevalent throughout military culture. During the interview process, Lana and Michelle did not mention any female soldiers in the descriptions of their programs. This masculine dominated culture influences the soldiers behavior while participating in the recreation programs and what activities are offered for the soldiers. For example, as part of the beach day with ARC and the civilian organization soldiers can hang out on the beach and “watch girls” as an alternative to doing an active pursuit. Or some of the soldiers view the art program as something would have never tried before because art, which is a predominately feminine leisure pursuit, has never interested them.

This masculinity has also influenced the way the soldiers see themselves. Many soldiers do not want to be seen as weak or vulnerable. Michelle has expressed her deliberate avoidance of talking and processing feelings during her art program. When the soldiers are asked about how they are feeling or probed with any other questions that might assume that they have a problem, they immediately tense up and become anxious. Then this causes tension between the soldiers and recreation professional, which can be detrimental to their experience and participation in the program. From the initial training, soldiers are told to repress feelings of fear and weakness because it does not make them good soldiers.
DISCUSSION

One overarching theme, military culture, was determined by analyzing the experiences of the recreation professionals facilitating these programs. Military culture influenced three sub-themes including civilian world, compliance issues, and masculinity.

ARC and Resiliency through Art are located on different bases. The professionals had different personal histories and experiences facilitating their respective programs. However some of their experiences with military culture are similar. Each dealt with experienced disconnect between the civilian world, compliance issues with the soldiers, and masculine influences of the military culture.

From anecdotal evidence and personal experience it appears that many programs experience the same issues; however few have tried to unite and solve the problem Army wide. For example, each program has compliance issues with their soldiers. The recreation professionals in this study and I have agreed that this issue has not changed and might not change in the future. It appears that this will continue until a major problem arises, like the Walter Reed scandal in 2007. This event spurred the creation of the Comprehensive Care Plan. This attitude toward compliance can only cause harm to the soldiers.

Conversely, programs like Resiliency through Art, which was considered by Army leadership as a best practice, are not an Army-wide activity like the Adapted Reconditioning Program. The Comprehensive Care Plan would be strengthened by using
therapeutic recreation based programs, like Resiliency through Art and other modalities like Adventure pursuits (rock climbing, ropes courses, backpacking, etc.). These programs could provide many soldiers the opportunities to heal their psychological and physical wounds in conjunction with traditional therapy.

With all of the different programs serving Wounded Warriors, there is a need for dialogue about best practices in recreation programs. A Wounded Warrior specific conference would foster this dialogue with various facilitators meeting and discussing the best ways to solve issues in their programs. This is would provide a chance for professionals to share their ideas which in turn would make their program stronger. The conference could provide a base for a research journal to focus on military recreation serving Wounded Warriors. By collaborating, sharing, and teaching, recreation programs on military installations can grow and better serve Wounded Warriors.

**Limitations of the Study**

This study had two limitations: the limited number of participants in the study and the design of the study. An explanation for limited participation might have been the limited number personal contacts made by of the researcher. Having a network of personal contacts could have provided a wider participant base throughout the military. Another explanation for the low number of participants, is the nature of the military recreation field. Since participation in research is not a common occurrence, professionals associated with the military might be hesitant to participate due to confidentiality concerns or lack of time to participate. This warrants further research of a
variety recreation programs to provide a more complete and richer story of recreation programs serving Warriors in Transition Battlions and Units.

A second limitation is the design of the study. Limited generalizations can be made from the results. The intention of case studies is to provide a rich depiction of a unique phenomenon. Having a larger sample size could increase generalizability of the study.

**Implications for Further Research**

There is a lack of research to support evidence based practice in Therapeutic Recreation and Recreation on military bases (Overview, 2011). Opportunities should be available to conduct research. The results of this evidence based research can lead to more streamlined, efficient programs. This would help meet the specific needs of Wounded Warriors and make their transition to civilian life easier.

Research should be conducted with professionals in community recreation because they may have the greatest impact on Wounded Warriors. Other fields such as physical therapy, occupational therapy, fitness, and psychology have conducted research; however, the recreation field has conducted a limited number of studies. There are no established recommendations for recreation professionals serving this population, only anecdotal data obtained from recreation professionals working on military installations (Ardovino, 2009). Results from research on recreation programs serving Wounded Warriors, can help recreation professionals facilitate beneficial programs and foster growth within the field. It is to be hoped that findings from this case study will broaden current understanding of recreation programs serving Wounded Warriors.
REFERENCES


Please fill out these demographic questions.

As with all data, this information will not be released or used to identify your responses. The data collected from this survey will be handled in a strictly confidential manner. A code number will be used to identify you and your facility. Pseudonyms will be used for your name and the name of your facility in any publication or presentation of the results.

Please email your answers directly to me at: Andrea Frisch frisch.andr@uwlax.edu

If you have any questions about this research, please contact Dr Ardovino at pardovino@uwlax.edu

Name:
Title:
Military Title:
College:
Type of degree:
Years providing recreation services:
Years providing military recreation services:
Age:
Location of facility:
Estimation number of Wounded Warriors served through your recreation program:
APPENDIX B

INTERVIEW PROTOCOL
Demographic Information (from survey)

<table>
<thead>
<tr>
<th>Military Title</th>
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<tbody>
<tr>
<td>College</td>
<td></td>
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<tr>
<td>Years Providing Recreation</td>
<td></td>
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<tr>
<td>Years Working with Wounded Warriors</td>
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<td>Years Providing Military Recreation</td>
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<tr>
<td>Age</td>
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<tr>
<td>Location</td>
<td></td>
</tr>
<tr>
<td>Number of Wounded Warriors</td>
<td></td>
</tr>
</tbody>
</table>

1. Describe the Wounded Warriors program for which you work. What are your responsibilities? Please be specific.
   
   1. Can you walk me through an ordinary day?
   
   2. Are you the only facilitator, or do you work with others? If yes, how do their responsibilities differ from your own?
   
   3. Is your activity required? Why?

2. What are some examples of things that make your program successful?

   1. Why would you call your previous examples successful??
   
   2. Why do you think it is successful?
   
   3. Can you tell me about a time when you witnessed a client directly benefit from the services you provided? (anecdote)
APPENDIX C

NEWS ARTICLES ON ADAPTED RECONDITIONING PROGRAM
Wounded warriors take to the floor in volleyball tournament

July 11, 2012
By Stephanie Rush, Pacific Regional Medical Command Public Affairs

SCHOFIELD BARRACKS, Hawaii -- Ten teams comprised of Army and Marine warriors in transition took to the gym floor to battle it out for the title of the best sitting volleyball team at a tournament held July 6, here.

The tournament, sponsored by the Army's Warrior Transition Battalion stationed here, is one of four adaptive sporting tournaments held each year. This is the first time the Wounded Warrior Battalion-West, out of Marine Corps Base Hawaii-Kaneohe Bay, participated.

Adaptive sports such as archery, cycling, wheelchair basketball, shooting, swimming, track and field, and sitting volleyball, play a major role in the recovery and healing process of wounded, ill and injured service members.

At the Army's 29 Warrior Transition Units, each Soldier develops a personalized comprehensive transition plan that includes individual goals in six dimensions of life: physical, career, social, spiritual, emotional and family. In coordination with the Paralympic Military Program, physical therapists and medical providers actively look for ways to incorporate adaptive sports into Soldiers' treatment and recovery plans.

"(A WTB Soldier's profile) not only states activities that the Soldier must not perform to avoid further injury, but also clears them for activities (that) they may participate in," said Lori Lehouiller, a physical therapist with the WTB. "Given the multiple diagnoses that WTB Soldiers typically have, it becomes nearly impossible to perform regular unit physical training (or PT). However, WTB Soldiers perform adapted reconditioning, which can include adapted sports as an acceptable form of physical training."

One of the many adaptive sports WTB Soldiers in Hawaii participate in is sitting volleyball. According to the International Paralympic Committee, sitting volleyball was introduced to the world at the Arnhem 1980 Paralympic Games.

Sitting volleyball is similar to standing volleyball except players must be sitting on the floor at all times. The game requires a smaller court and lower net, and often times games are played faster than standing volleyball.

"This fast paced, yet low-impact sport is ideal for those with lower extremity injuries," Lehouiller said. "(In addition to the Paralympics, it is also) played in the Warrior Games."
Hawaii's WTB Soldiers also participate in outrigger canoe paddling, aquatics, adapted water polo, suspension training, spinning and yoga.

Adapted reconditioning, or building off of traditional exercise programs and offering alternative means of fitness, physical activity and sports, began being implemented here in December 2011. The goal is to be able to engage all of the WTB's Soldiers, not just a select few.

"Returning to adapted sports can allow an individual to see what they can do, rather than what they cannot," Lehouiller said. "In a team sport setting we see Soldiers engage, exhibit camaraderie and a (sense of) healthy competition that they may have forgotten they had. For many of our WTB Soldiers, knowing that they can continue some of these activities with their families gives them a great sense of satisfaction. They feel that they are doing something fun and worthwhile."

**Schofield's WTB beats Marine WWB in inaugural water polo tournament**

September 17, 2012

By Stephanie Rush, Pacific Regional Medical Command Public Affairs

SCHOFIELD BARRACKS, Hawaii (Sept. 17, 2012) -- The Pacific Regional Medical Command's Warrior Transition Battalion sponsored a joint service adaptive water polo tournament, Sept. 7, at Richardson Pool, here.

Joining the Warrior Transition Battalion's, or WTB's, six teams was a seventh team made up of Marines in transition from Marine Corps Base Hawaii-Kaneohe Bay's Wounded Warrior Battalion-West.

Standing water polo and inner-tube water polo are just one of the many adaptive sports programs that play a major role in the recovery and healing process of wounded, ill and injured service members.

"First and foremost the adaptive reconditioning program gives folks the opportunity to participate," said Sgt. 1st Class Norbert Fuata, platoon sergeant, Company A, WTB and team captain for the winning team. "It gives everyone the chance to play regardless of his or her injuries. It also gets them out of the office or clinics."

Getting service members in transition out of their office or medical clinics where they're seen for treatment is an important part of the importance of adaptive sports programs.
Adaptive sports programs offer wounded service members the opportunity to participate in physical training while having fun in a competitive environment.

"With the WTB, everything is so focused on traditional types of treatments, but this is (more of an) out-of-the-box treatment," explained Michael Esquibil, licensed clinical social worker, Company B, WTB. "You're using a different part of the brain. The whole intention of doing adaptive sports is to one, keep Soldiers physically active and two, keep Soldiers mentally healthy."

Not all service members assigned to the WTB transition back into the Army when their recovery is done. Some will transition into civilian status.

"Adaptive sports are good for morale," said Sgt. 1st Class Fetuosasae Sua, who is currently assigned to Company A, WTB, but plans to leave the Army and return home to Samoa after his recover is complete. "It's one Army but there are a lot of ethnic groups here in the WTB. (Playing adaptive sports) is a bonding experience and a really good way to prepare for going home."

A Marine in transition echoed Sua's sentiments.

"For us to be able to practice and actually compete in sports like volleyball and water polo really helps boost morale and makes us want to get better quicker," said Marine Cpl. Bryson Walker from Kaneohe's Wounded Warrior Battalion-West.

Walker, who is from Hawaii, is planning to transition out of the Marine Corps after he's recovered and plans to go to school to become a psychologist.

"I want to help fellow wounded warriors," Walker said. "I understand what they're going through and can give them the best advice I can give them."
APPENDIX D

NEWS ARTICLE ON RESILIENCY THROUGH ART
Resiliency through Art
October 29, 2012
By Ms. Joyce Costello (USAREUR)

10/29/2012 VICENZA, Italy- Developing resiliency or one's ability to adapt to adversity is an important function for Soldiers returning from deployments. Supervisory Arts Specialist Michelle Sterkowicz introduced a "Resiliency through Art" program at the Family and MWR Arts and Crafts Center in Vicenza in order to help Soldiers with the difficulties and challenges they face.

"Art therapy can assist with the transition of moving to a new country, help one cope with posttraumatic stress disorder and strongly benefit Soldiers and Families within military installations in dealing with everyday military life challenges," said Sterkowicz.

The program is based on art therapy techniques Sterkowicz studied through the Scuole di Specializzazione in Arteterapia (Specialized School of Art Therapy) in Pordenone, Italy. She stresses that the program is not about becoming an artist, but it is about trying something new and learning the endless creative possibilities in the world of art to find a medium that is comfortable and inviting whether it be making a collage, decorating a cane with images and words or working with clay.

"Many first timers to Resiliency through Art will immediately admit that they haven't used a colored pencil or worked with clay since kindergarten; this is often a way of them expressing their lack of confidence in the arts as well as their lack of interest," explained Sterkowicz.

Spc. Kevin Taylor, Warrior Transition Unit, said when he first heard about the course that he thought he was not an arts and crafts type person, but once Sterkowicz introduced him to clay, he was hooked.

"Once I gave it a chance, I realized I loved making things with my hands," said Taylor. "Growing up, my older brother was the engineer type and my younger brother was the artist type- I was the sports type."

Taylor joked that when he was young child and living in Arizona, the closes thing he got to being artistic with clay was when it rained in the desert he would cover himself with mud.

"Working with the clay reminds me of the simple feeling of playing in the mud," said Taylor. "It's amazing that you can do small stuff like this program that makes you feel better and that you can carry that good feeling with you throughout the day."
The program received a $1,000 donation from Vicenza Community Club to go towards funding art materials, Sterkowicz said.

"The goal is for the Arts & Crafts Center to continue Resiliency through Art programs using art therapy techniques as long as the community continues to support the program and become a model program for other Army installations to follow," said Sterowicz.

A formalized Resiliency through Art program will especially benefit redeploying Soldiers as they adjust to life after their combat experiences, according to Sterkowicz.
APPENDIX E

MIND MAP OF ADAPTED RECONDITIONING PROGRAM
Adaptive Reconditioning Program

Demographics

Program Description

Issues

Positive

- Bachelors and Masters Degree
- Military Experience
- Limited Experience with Current Program
- Large Program ~180 soldiers

Required Activity

- Warrior Transition Care System
- Triad of Care

Profile

- Health Care
- Mental Health
- Medical

- Doctor
- Social Worker
- Nurse Case Manager

Variety

- Flexible/Adaptable
- Competitive

Partnership with USOC & Paralympics

- Warrior Games

Non-Competitive

- Leisure Skill Development

Civilian Involvement

- Relaxation
- Escape from Problems
- Fun

Qualities

- Inclusive

Facility & Equipment

- Support
- Budget
- Command
- Availability
- Facilities
- Pool
- Gym
- Field

Professional

- Job Tasks
- Personal
- See ability not disability

Dedication
- Pride

Adapt Activities
- Schedule Activities
- Plan Activities
- Facilitate
- Supervise
- Educate
- Assess

Rewarding
- Struggle

Chain of Command

- Civilians
- Military

Military Culture

- Traits of Soldiers
- Duty
- Loyalty
- Honor
- Competitive
- Masculine

Diversity

- Ethnicities
- Disabilities
- Backgrounds

Locus of Control

- Responsible for Self
- Lack of self motivation

Mission/Orders

- Mental Health
- Stigma
- PTSD
- Isolation

Civilian World

- Misunderstood
- Separation

Transitioning to

Chain of Command Breakdown

- Compliance
- Program Validation

Proof

- Education
- Choices of Soldiers

Active Leisure

- Inactive Leisure
- Social Interaction
- Isolation

Benefits of Program

- Program Qualities
- Creative
- Non-traditional Activities
- Adapt to change
- Flexible
- Partnerships
- Local Organizations
- Paralympics

Activities

- Options
- Choices
- Adapt to change
- New opportunities
- Adapt to change
APPENDIX F

MIND MAP OF RESILENCY THROUGH ART