

OFFICIAL PUBLICATION OF THE TENNESSEE MILITARY DEPARTMENT

TENNESSEE GUARDSMAN



COVID-19

PANDEMIC RESPONSE

TENNESSEE MILITARY DEPARTMENT

■ FROM THE EDITOR

CAPT. KEALY A. MORIARTY
MANAGING EDITOR

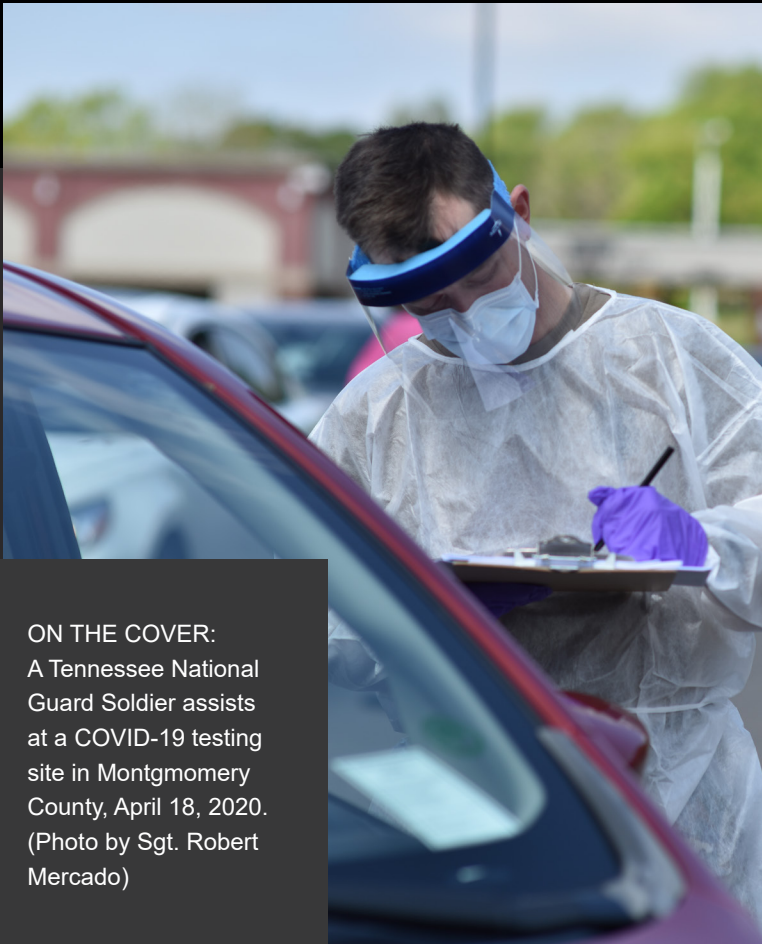
Two years ago the world was rocked by the COVID-19 pandemic. 2020 was a year like no other for the Soldiers and Airmen of the Tennessee National Guard as they faced challenges not seen since the early 1900s. Guardsmen faced a new, invisible enemy that was rapidly infecting citizens and causing destruction across the United States. This enemy, the SARS-CoV-2 virus, better known as COVID-19, became the new priority for the Tennessee National Guard. By mid-March 2020, hundreds of Tennesseans were contracting the virus each day, while the rest were horrified, looking to State leaders for help. Tennessee Guardsmen answered that call. Soon after the virus began to spread, thousands of Guardsmen volunteered at the request of Gov. Bill Lee to help stop the spread of COVID-19. For the next two years, these Guardsmen supported the staff at drive-thru testing sites and hospitals, administered COVID-19 tests and vaccines, collected and transported mission critical equipment, and responded to outbreaks in vulnerable populations.

In this issue of the Tennessee Guardsman, we look back at how the Tennessee National Guard addressed some of the challenges presented by a global pandemic. We start in March 2020, when COVID-19 began to spread throughout the United States and we cover the establishment of the State's unified response. We discuss the joint effort of the Unified Command Group, which included leaders from the Tennessee National Guard, Tennessee Emergency Management Agency, Tennessee Health Department, and the Office of the Governor. We review the critical decisions made by these leaders and the importance of state agencies' interoperability in times of crisis. We hear first-hand accounts from the State Surgeon, Col. Edward C. Leichner, and Joint Task Force Medical Commander, Lt. Col. Justin Olander, on their lessons learned over the last two years. We review the development of Joint Task Force Medical and the various missions they performed throughout the pandemic, from testing citizens to administering COVID-19 vaccines.

Lastly, we will look back in American history to study and draw parallels to the United States' pandemic response in 1918 by reviewing John M. Barry's harrowing account in *The Great Influenza*.

From testing citizens, to transporting critical equipment, to supporting medical staff, and to administering vaccines, Tennessee Guardsmen answered the call to support and serve the citizens of Tennessee. We hope you are inspired by this overview of the Tennessee National Guard's response to the COVID-19 pandemic and by the determination of our Tennessee Guardsmen.





ON THE COVER:
A Tennessee National
Guard Soldier assists
at a COVID-19 testing
site in Montgomery
County, April 18, 2020.
(Photo by Sgt. Robert
Mercado)

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COL. EDWARD C. LEICHNER, DO



To my fellow Soldiers and Airmen of the Tennessee National Guard,

In the winter of 2019, I could have never imagined what the next few years would bring. I was enjoying going to the movie theater, entering public places, and examining patients without a second thought of the possible danger from the air I was breathing. However, by March of 2020, COVID-19 began spreading throughout our state. Thousands became sick and some of our fellow citizens began dying. We had no idea that by the time I am writing this letter, nearly 2 million Tennesseans would have contracted the virus and more than 25,000 died.

To slow the spread and help the sick, Governor Lee called on us to help on March 24, 2020, and countless Soldiers and Airmen volunteered. These initial brave volunteers had no idea how dangerous the virus might be, yet they still stepped forward to help their fellow citizens. Over the next few years, the Tennessee National Guard met challenges and overcame obstacles most of us did not anticipate. Thousands of us volunteered to help the Department of Health with testing. We began collecting personal protective equipment for those in need, helped hospitals develop contingency plans, and established testing teams for underserved areas. We did this while also supporting other missions like civil unrest and multiple natural disasters.

In January of 2021, we started to see the light at the end of tunnel. COVID-19 vaccines became available and the Tennessee National Guard shifted our focus to helping protect as many Tennesseans as possible. Hundreds of Soldiers and Airmen learned how to vaccinate and many of us volunteered to take the vaccine ourselves. Following several months of hard work vaccinating as many as possible, cases began to drop across the state and our focus shifted. Our efforts over the last two years resulted in helping test more than 930,000 of our fellow Tennesseans and vaccinating over one million.

As we move forward, the fight is not yet over. We still have more work to do. COVID-19 is still a major part of our lives and we are still working to get every member of the Tennessee National Guard vaccinated. Vaccinations are necessary to protect our force, ourselves, and our family. We cannot uphold our oath to "support and defend the Constitution of the United States against all enemies, foreign and domestic," if we are unhealthy, unprotected, or sick. We cannot deploy overseas to sick areas without protection.

As we continue to move forward and live in a COVID-19 world, I ask every one of you to stay safe and stay healthy. I challenge each of you to reach out to your battle-buddies and wingmen to ensure they are doing well. We have all been accomplishing amazing things throughout the last few years, but we still need to ensure we are taking care of our families and each other.

Thank you!

A handwritten signature in black ink, which appears to read "Ed Leichner". The signature is stylized and fluid.

Col. Edward C. Leichner, DO
State Surgeon, Tennessee Army National Guard

New National Guard Armory being Built in Warren County

After more than 60 years, McMinnville's National Guardsmen are getting a new home.

MCMINNVILLE, Tenn. — The Tennessee Military Department hosted a ground-breaking ceremony for a new National Guard Readiness Center along Manchester Highway between McMinnville and Morriston on Feb. 11.

The Tennessee Military Department recently bid out and awarded a contract to construct the new Readiness Center to replace McMinnville's 11,200 square foot armory. The original armory was built in 1957, and is the oldest and smallest armory in the Tennessee National Guard.

"Warren County and the Guardsmen there deserve a modernized National Guard Armory," said Maj. Gen. Jeff Holmes, Tennessee's Adjutant General. "The new facility will greatly improve our readiness, our ability to train for our federal mission, and improve our emergency response within the community during a disaster."

The new 33,000 square foot facility provides modern administrative, training, supply, and storage rooms with energy-efficient equipment and other green features to reduce operating costs. It also provides adequate parking for Soldiers, visitors, and the unit's tactical equipment. The readiness center will also have a 5,600 square foot vehicle maintenance building.

"Soldiers will be able to train in classrooms, the new drill hall, and the surrounding land," said Holmes. "The local community will also have access to a Tennessee National Guard facility in Warren County for generations to come."

The Tennessee State Building Commission approved this project, funded entirely by the federal government, in July 2018. Design House 1411, LLC, located in Nashville, began the design in early 2019. Sain Construction of Manchester was the winning bidder for construction. - Story by Lt. Col. Darrin Haas



Shelby County Sheriff Deputies Deploy

MEMPHIS, Tenn. Spc. Daija Brunson, Sgt. 1st Class Jonathan Jones, and Spc. Christopher Williams hold a Shelby County Sheriff's Office patch at the Millington National Guard Armory, Jan. 8. All three Soldiers are full-time deputies with the Shelby County Sheriff's Office and members of the Tennessee National Guard's 268th Military Police Company, based in Millington. They are three of more than 80 Soldiers who left Jan. 10, for a yearlong deployment to the Horn of Africa in support of U.S. Africa Command. (Photo by Staff Sgt. Mathieu Perry)



Snowy Rescue in the Smokies

KNOXVILLE, Tenn. A medical flight crew from the Tennessee National Guard conducted an emergency air evacuation mission on Jan. 18. The Tennessee Military Department was notified of a stranded hiker in the Great Smoky Mountain National Park. The hiker was suffering from hypothermic conditions after becoming disoriented and getting lost due to heavy snowfall. The flight crew located the patient in a snowy ravine and hoisted him into the aircraft. Once the patient was on board, the crew rendered aid as the aircraft flew to the University of Tennessee Medical Center in Knoxville. (Courtesy photo from the Tennessee National Guard)



New Director of Joint Staff

NASHVILLE, Tenn. Brig. Gen. Cassandra Howard has been selected as the new Director of the Joint Staff for the Tennessee National Guard. In her new position, Howard will be responsible for assisting the Adjutant General by managing the Joint Staff of the Tennessee National Guard. In her civilian career, Howard is the Vice President and Chief Medical Officer at Methodist Le Bonheur Germantown Hospital. Over her career, Howard served in multiple leadership positions to include Flight Surgeon, Chief of Aerospace Medicine, Commander of the 164th Medical Group, and State Air Surgeon for the Tennessee Air National Guard. (Courtesy photo from the Tennessee National Guard)



East Tennessee Wildfire Response

KNOXVILLE, Tenn. At the request of the Tennessee Emergency Management Agency, the Tennessee National Guard provided six UH-60 Blackhawk helicopters to support wildfire response near Pigeon Forge, March 31. Crewmembers with Detachment 1, Company C, 1- 171st Aviation Regiment, based in Knoxville, departed from McGhee Tyson Air National Guard Base with Bambi Buckets used to provide hundreds of gallons of water to fight wildfires. Each aircraft made multiple trips. The Blackhawks picked up water from nearby water sources and transported it directly to the needed area. (Photos courtesy Knoxville firefighter crews)



Bowlin Promoted to Brigadier General

MT. CARMEL, Tenn. John Bowlin was promoted to the rank of brigadier general during a ceremony held at the Mt. Carmel National Guard Armory, Mar. 6. Recently, Bowlin was appointed as the Assistant Division Commander – Operations, for the Texas National Guard's 36th Infantry Division. As the first Tennessee National Guardsman to hold this position, Brig. Gen. Bowlin is now responsible for the training and operations of the 36th Infantry Division and its eight subordinate brigades from Texas, New Mexico, and Tennessee. (Photo by Staff Sgt. Mathieu Perry)



TENNESSEE SNAPSHOT

105TH PERSONNEL COMPANY DEPLOY

Feb. 9, 2022 - Members of Tennessee's 105th Personnel Company deployed on a year-long deployment to the Middle East. During their deployment these Soldiers will support Operation Spartan Shield and Operation Inherent Resolve.

PHOTO BY: RETIRED SGT. 1ST CLASS EDGAR CASTRO



TENNESSEE SNAPSHOT

WATER HOIST RESCUE TRAINING

Dec. 14, 2021 - Rescue personnel from the Tennessee National Guard's 1-230th Assault Helicopter Battalion and the Nashville Fire Department hold a joint exercise to practice hoist operations at Old Hickory Lake in Goodlettsville.

PHOTO BY: CAPT. KEALY A. MORIARTY



TENNESSEE SNAPSHOT

BEST WARRIOR COMPETITION

Feb. 24, 2022 - Top junior enlisted leaders and junior Noncommissioned Officer from the Tennessee National Guard and representatives from the Bulgarian Armed Forces compete in the State Best Warrior Competition.

PHOTO BY: SGT. FINIS L. DAILEY, III



TENNESSEE SNAPSHOT

ONE LAST FLIGHT

April 29, 2022 - Maj. Jason Hood, 151st Air Refueling Squadron, completes his final flight as a KC135R Stratotanker pilot. The final flight is a tradition in military aviation, leading up to an aircrew member's retirement.

PHOTO BY: SENIOR MASTER SGT. KENDRA OWENBY

A detailed, grayscale microscopic image of a coronavirus particle, showing its characteristic spherical shape and the protruding spike proteins. The image is dark and textured, serving as a background for the text.

COVID-19

PANDEMIC RESPONSE

TENNESSEE MILITARY DEPARTMENT

STORY BY: SGT. 1ST CLASS TIMOTHY CORDEIRO

If you ask any Tennessee National Guardsman why they serve, there is a good chance they will say “to protect and serve the community.” It’s been said that 2020 was the ‘Year of the National Guard’ due to their historic responses to unprecedented, nationwide challenges. 2020 displayed the true strength of the National Guard and showcased its unique ability to adapt, respond to, and overcome any obstacle threatening communities across the nation. For years, Tennessee Guardsmen trained to fight an overseas enemy force they could see; 2020 introduced a new, invisible enemy.

Spc. Enrique Bagley, with Jackson's Det 3, Co. B, 628th Support Battalion, was one of more than 1,000 Soldiers activated during the COVID 19 pandemic. (Photo by Retired Sgt. 1st Class William Jones)





Early in the pandemic, the Tennessee Emergency Management Agency opened a PPE warehouse in order to address shortages and demand. Tennessee Soldiers and Airmen assisted with inventory and organization. (Photos by Sgt. Robert Mercado)

Near the end of 2019, murmurs of a highly contagious acute respiratory syndrome, now known as COVID-19, circulated online. Reports of the new coronavirus disease outbreak began in China, then slowly spread throughout Europe, and eventually into the United States. What started as a murmur quickly transformed into a global crisis. National news outlets began reporting contracted cases by the day as hospitals were flooded with COVID-19 patients. At the time, little was known about the disease, how it was contracted, and its severity. By late January 2020, images of citizens, young and old, clinging for life began to circulate in the news as death tolls began to rise.

As positive cases and hospitalization rates grew, Tennessee Guardsmen across the state were gearing up, preparing for the call.



Governor Bill Lee (right) and Tennessee's Adjutant General, Maj. Gen. Jeff Holmes, (left) meet with members of the Tennessee National Guard, March 26, 2020, prior to them being activated in support of the state's response to the COVID-19 pandemic. (Photo by Sgt. 1st Class Timothy Cordeiro)

PANDEMIC RESPONSE

On April 2, 2020, two C-17 pilots and an 11-person crew from Memphis' 164th Airlift Wing transported over 970,000 COVID-19 testing kits to Tennessee from Aviano, Italy. (Photo by Staff Sgt. Leon Bussey)



RESPONSE AT A GLANCE

2020

March 5 - The Tennessee Department of Health receives positive test results for a case of COVID-19 in Tennessee.

March 12 - Gov. Lee declares a State of Emergency to free up funds for the treatment and containment of COVID-19.

March 24 - COVID-19 cases increase and the Unified Command Group is established. Tenn. Guardsmen mobilized to support Tenn. Department of Health to insure testing is available to all citizens.

Initial Response

On March 24, 2020, in conjunction with the Tennessee's Emergency Management Agency and Department of Health, Tennessee's Gov. Bill Lee officially requested the Tennessee National Guard's help. The initial request for 250 servicemembers was filled immediately due to the overwhelming number of volunteers ready to fight back against the disease. The servicemembers formed Joint Task Force-Medical and Maj. Cale Queen was named the commander.

Concurrently, Lee established the Unified Command Group, consisting of top leaders from the health department, TEMA, and the Tennessee National Guard. At this time, Maj. Gen. Jeff Holmes, Tennessee's Adjutant General, activated the Joint Emergency Operations Center to maintain communications and control over ongoing, and future JTF-Medical missions.

In what ended up being their first official mission, late at night, on March 27, 2020, Tennessee Guardsmen, alongside emergency medical personnel from Sumner County and surrounding areas, responded to a deadly COVID-19 outbreak at the Gallatin Center for Rehabilitation and Healing, a long-term care facility just outside Nashville. Dozens of patients were



Members of the Tennessee National Guard work at a COVID-19 Testing Site in Washington County in April, 2020. (Photo by Sgt. Sarah Kirby)

transported to Sumner County Medical Center; all residents and staff were tested for the disease.

At this point, the disease spread throughout Tennessee like a wildfire, and preparations for the inevitable increase in COVID-19 relief missions began immediately. Medical professionals with the Department of Health and Tennessee's 45th Civil Support Team facilitated training on sanitation processes, nasal swab testing, and proper wear of personal protective equipment.

"We have a huge challenge before us, different from anything else we've ever dealt with before," Holmes said when he met with the initial 250 activated Guardsmen. "We won't be seeing you again until the mission is complete, but there are 6.7 million Tennesseans counting on you and are thankful for your sacrifices."

Following the training, members of JTF-Medical deployed to 30 testing sites across the state to assist the Department of Health in administering COVID-19 tests and help medical professionals manage those sites. These testing sites were intended to help slow the spread by identifying positive cases.

Guardsmen were isolated, working long hours away from their home, to ensure safety of their loved ones. Their sacrifices proved to be paramount in the Guard's initial activation. What started out as a hope to slow the spread,

March 27 - TEMA coordinates to receive 25,000 sq. feet of donated warehouse space from Genesco Corp. to serve as a PPE and supply distribution point manned by TEMA and Tenn. Guard personnel.

April 23 - Alternate Care Sites established in Memphis and Nashville to pre-empt bed space that might arise from an anticipated hospitalization surge.

June 6 - Tenn. Guard surpasses 100k COVID-19 tests administered.

Oct. 12 - Tenn. Guard begins assisting Tenn. Dept. of Health with the Infection Prevention and Control program to mitigate and/or eliminate COVID-19 exposure to long term care facility staff and vulnerable populations.

Oct. 21 - Gov. Lee's Unified Command Group opens drive-thru COVID-19 testing sites in Grundy, Fentress and Dyer counties.

turned into a full-scale statewide response.

COVID-19 Mission Expansion

Despite the testing efforts, cases continued to surge into April 2020, especially in more vulnerable populations. In response, a sub-section of JTF-Medical formed the Military Medical Response Force. The MMRF performed testing missions in state buildings, correctional facilities, schools, and nursing homes. They also spent time in urban neighborhoods to provide free and accessible testing to those in need.

Simultaneously, the Tennessee National Guard began preparing for the possible need of alternate care sites. As hospitals began to reach maximum capacity in metropolitan areas, Guardsmen worked

Nov. 6 - Surpassed 500k tests administered, supporting 21 counties.

Dec. 1 - As COVID-19 cases continue to rise, hospitals began experiencing staff shortages. The National Guard is asked to assist with administrative tasks.

Dec. 28 - Begin assisting the Tenn. Department of Health with COVID-19 vaccine administration.

2021

Jan. 18 - Surpassed 800k tests administered, supporting 17 counties.

April 2 - Tenn. Guard has assisted with administration of over 600k vaccines to citizens of Tennessee.

July 1 - Tenn. Guard has assisted with administration of over 1 Million vaccines to citizens of Tennessee.

with local leaders to construct makeshift medical facilities.

Approximately 25 semi-trailers filled with hospital equipment and supplies were shipped to Memphis to help supply a 400-bed alternate care site located on the fourth floor of a vacant newspaper building. A second site was also constructed on two floors of Nashville General Hospital.

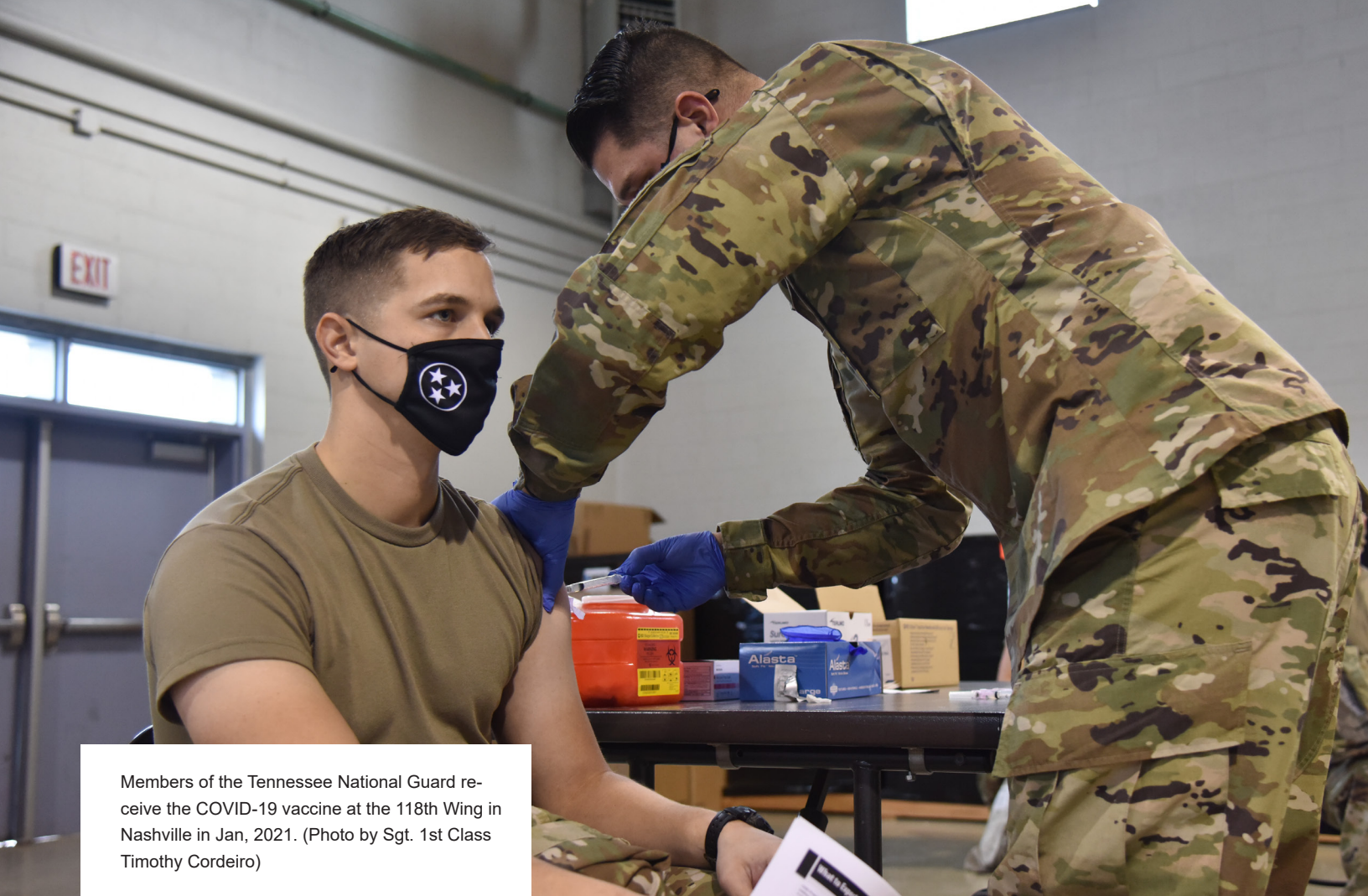
In June 2020, with the pandemic growing every day, the National Guard's mission was clearly far from over. After successfully completing his command time, Maj. Cale Queen returned to his civilian job and Lt. Col. Justin Olander was appointed as the new JTF-Medical commander. Olander is a bio-environmental engineer with Memphis' 164th Airlift Wing and originally served as the West Tennessee officer in charge during the initial activation in early 2020.



The Infectious Disease Team

The Infectious Disease Team, comprised of three Guard members with decades of medical experience in both their civilian and military roles, traveled across the state to nursing homes and medical facilities to give procedural advice on how to safely operate within the facilities. "It was very beneficial for them," said Lt. Col. Elizabeth Cooper, chief nurse at the 118th Wing, and the Tennessee National Guard's Infectious Disease Team leader. "The staff at these facilities were able to get an unbiased opinion from our team. We were able to bring light to some things they may have missed, and they were very appreciative of that."

(Photo by Sgt. 1st Class Timothy Cordeiro)



Members of the Tennessee National Guard receive the COVID-19 vaccine at the 118th Wing in Nashville in Jan, 2021. (Photo by Sgt. 1st Class Timothy Cordeiro)

“The Adjutant General and the whole leadership team were really good about planning strategically with us at JTF-Medical,” said Olander. “They would pick up cues about what was going on and keep us informed, that way we could prepare for what could be coming down the road and what we needed to plan for.”

As the Tennessee Guard’s COVID-19 mission expanded, so did the logistical mission to support the frontlines. TEMA opened a warehouse in Lebanon to store and distribute personal protective equipment. Guardsmen operated the warehouse by loading and unloading shipments, inventorying equipment, and organizing the supplies for distribution. With support from Guardsmen, the state was able to keep a readily available supply of personal protective equipment that was vital for hospitals, medical facilities, testing sites, nursing homes, and schools across the state.

At this point, the Tennessee Guard’s wide range of capabilities was on full display. Months into this mission, and without an end in sight, Guardsmen kept their heads down and continued to work long hours, far away from home, to get the virus under control.

A Light at the End of the Tunnel

As we neared the end of 2020, the COVID-19 mission shifted to administering vaccines as they became available. Several of the testing sites transformed into vaccination sites. By April 2021, Guardsmen administered more than 700,000 vaccines statewide. Over 550 Guardsmen supported nearly 55 vaccination sites at the mission’s peak.

To further vaccination efforts, Col. Jason Glass, Tennessee’s Assistant Adjutant General, Air, was appointed



Members of the Tennessee National Guard preparing COVID-19 vaccines for distribution in early 2021.
 (Photo by Sgt. 1st Class Timothy Cordeiro)

as the dual-status commander in April 2021. Glass led a team of nearly 130 Navy and Marine Corps personnel from the 2nd Marine Division and more than 30 Army and Air National Guardsmen to expand on vaccination efforts in Memphis.

As dual-status commander, Glass served a critical and unique role during emergencies by commanding both National Guard and active-duty forces. He coordinated to give orders to both state and federal troops, therefore simplifying the command and control of military personnel.

While the vaccination efforts were well under way, JTF-Medical began augmenting medical workers inside hospitals experiencing staffing shortages. More than 50 Guardsmen worked inside 21 medical centers. They performed COVID-19 testing, patient care, and administrative services. Guardsmen conducted more than 86,000 patient contacts during their time in hospitals.

Their support directly helped decrease the demand on medical personnel within the facilities and allowed hospital staff to remain focused on providing essential medical care to the overwhelming number of critically ill patients filling the facilities. They would continue to serve in hospitals, as needed, into the summer of 2021.

In September 2021, Glass was once again named

dual-status commander and led a team supporting the University of Tennessee Medical Center in Knoxville. Twenty-three active-duty servicemembers with a Medical Response Team from the 528th Hospital Center from Fort Bliss, Texas, were activated to assist with rising COVID-19 cases in the area. The team consisted of four medical providers, 14 registered nurses, two respiratory therapists, and three support staff. The team was successful in supplementing Department of Health workers as new COVID-19 variants continued to take a toll on communities in East Tennessee.

Overcoming the Unknown

The collective response to the COVID-19 mission was remarkable to say the least. Every Soldier and Airman, local and state agency played a major role in helping Tennesseans overcome the trials and tribulations of the pandemic.

From start to finish, Tennessee Guardsmen volunteered and ran straight to the fight. They were able to adapt to the variety of missions associated with the COVID-19 pandemic response.

“Our organization overcame a lot of unknowns,” said Olander. “A lot of people sacrificed so much to help our fellow Tennesseans. When you talk to hospital staff or people in the communities, they were always so appreciative and had such glowing reviews of our Guardsmen that were out there working on the front lines. That says a lot about people we have in this organization, and I’m extremely proud to have led them.”

Over the course of the mission, the Tennessee Guard administered over 930,000 COVID-19 tests and 1 million vaccinations to Tennesseans, in partnership with state and local agencies.

Now, with the Tennessee National Guard’s COVID-19 mission ending, the focus is shifting to preparing for the next fight, whatever it may be. Whether it’s overseas or at home, Tennessee Guardsmen are always ready, always there for Tennesseans, and for their country.



HOW I CRUSHED COVID WITH CALISTHENICS™

By Sgt. 1st Class Ken Weichert

"It is your response to adversity that will determine your life story, not the adversity alone."

The beginning of the COVID-19 pandemic was a profound period for all of us. It forced us all to stop traveling and provided the opportunity to create balance in other areas of my life. I was forced to sit and surrender to stillness. I had time to create connections and prioritize my personal wellness. I also used the time to perform professional development each day.

THE AMRAP ATTACK™

Variable Intensity Interval Training Progressions for a Rapid Response

OVERVIEW

The AMRAP ATTACK™ is an extremely exciting multi-event athletic challenge utilizing a unique collection of calisthenics and aerobic conditioning drills to develop you like never before! Participants endure 40-second exercise intervals at each station and record the total number of repetitions, adding the scores at the end of the workout to challenge others or for attempting personal improvements when repeating the program. Some people may discover that this is not only a test of physical strength and stamina, but of mental toughness and resilience!

PROGRAM THEORY

1. Program target: Strength, Endurance, Aerobic.
2. Program type: Perform Variable Intensity Interval Training (VIIT) at 40-second intervals.
3. Program format: Fixed Circuit Fitness in three phases: Warm-up, Workout and Wind-down.
4. Program focus: AMRAP (As Many Repetitions As Possible).

WARM-UP PHASE

Calisthenics: Perform 4-6 minutes of calisthenics, such as running in-place, Side-Straddle-Hops Jumping Jacks or jumping rope to warm-up the body.

Dynamic Flexibility: Perform 2-4 minutes of dynamic flexibility exercises, such as Knee Lifts, Hip Stretches, Leg Lifts and Shoulder Rotations.

THE WORKOUT				
8 min. each round	Lower Body	Core	Upper Body	Total Body
ROUND 1	Jump Squats	Supine to Toe Touch	Seated Dips	Squat Kicks to Push-up
ROUND 2	<i>Iron Mike</i> Lunges	Seated Torso Twist Hand Taps	<i>Scorpion</i> Push-up	Squat-Thrust-Jumps
ROUND 3	Squat and Back-leg extension	Plank Round Kicks	Single-arm Raised Push-up	180-degree Jump Squats and Push-up
ROUND 4	Cossack and Toe Touch	Supine Leg Lifts	<i>Dive Bomber</i> Push-up	Lateral Tuck Jump and Push-up
ROUND 5	Squat Jacks	Supine Box and Reach	Push-up Pulses	<i>Donkey Kicks</i>

The Power of the Perseverance

I have learned a lot over the last couple of years at home, not traveling, refreshing my spirit, and restoring my faith about what is important in my life. The increase of my self-awareness, self-regulation and mental agility did not come without some of the toughest tests that I have ever experienced. Isn't it interesting that the word 'testimony' begins with TEST. The period of the pandemic reminded me to always see situations through the lenses of grace. That way, I can build powerful bridges and persevering bonds.

I realized that I can truly love the things I stop to observe, and that the enemy of my heart is a head full of hurry. Once I slowed down, I was able to operate with more empathy. If the world had more empathy, then we would probably not see such a lack of humanity.

Some of us are still crowded in a cloud of confusion, calamity, and chaos, and cannot see the hope of connection and community around them. The cloud represents a lie and the world outside of the cloud represents the truth. Once you step out of the cloud, you will be able to transform and bounce back better than before.

TIMING OPTIONS

1. Rapid Response: Warm-up (6 min), 3 rounds (24 min), Wind-down (4 min) = 32 minutes total
2. Full Load: Warm-up (6 min), 5 rounds (40 min), Wind-down (4 min) = 50 minutes total
3. Triple Threat: Warm-up (6 min), 10 rounds (80 min), Wind-down (4 min) = 90 minutes total

WIND-DOWN

Dynamic or Static Flexibility: Perform 4 minutes of dynamic or static flexibility exercises.

Sgt. 1st Class Ken Weichert (aka SGT Ken®) is an award-winning international speaker, six-time US Army Soldier of the Year, Master Fitness Trainer, Master Resilience Trainer, Counterintelligence Agent and decorated combat veteran.

SPOTLIGHT ON LEADERSHIP

An Interview with Lt. Col. Justin Olander, commander of
Joint Task Force – Medical

For this special edition issue on the Tennessee National Guard's historic response to the COVID-19 pandemic, Capt. Kealy Moriarty sat down with Lt. Col. Justin Olander, commander of Joint Task Force – Medical.

Olander, a biomedical engineer with the 164th Medical Group, served in the Task Force from June 2020 to December 2021. He discusses the challenges he faced and some of the lessons he learned while on the frontline of the COVID-19 pandemic.



Lt. Col. Justin Olander Command Photo.

Capt. Moriarty: You were the commander for the joint task force responsible with the medical response to the COVID-19 pandemic. Since the pandemic started, what has been your most memorable event?

Lt. Col. Olander: This is difficult to answer because there are many events that come to mind. One specific event that rises above the rest is a mass testing event we had in West Tennessee. We had about 30 Tennessee Guardsmen and State Guard service members on site; it was an outstanding team of

professionals that worked through sweltering heat, testing thousands of Tennesseans. Near the end of that day, we were breaking down the site and finalizing paperwork, when a massive thunderstorm rolled in with heavy rains and lightning. Everyone including Maj. Gen. Tommy Baker (who was on site with us all day), jumped into action yet again to breakdown the site and stow all the gear in a torrential downpour. Looking back on that event, I am extremely proud to serve alongside these

men and women in the Tennessee National Guard and State Guard. There are so many stories of similar events that happened all across Tennessee; it was evident that Tennesseans appreciated our hard work and dedication to ensuring a successful mission. Another event that comes to mind is Christmas 2020 in East Tennessee when we visited our service members working in the

Lt. Col. Justin Olander in the Tennessee National Guard's Joint Emergency Operations Center.
(Photo by Sgt. 1st Class Timothy Cordeiro)



hospitals. Despite working over the holidays and not being with their families, every service member exhibited incredibly positive attitudes, and were genuinely excited to be serving the local communities. As we toured the hospitals, we really began to grasp the magnitude of the burden COVID-19 related hospitalizations were placing on the hospital systems. Every single nurse we met or talked to expressed how thankful they were that our service members were there augmenting the staff. The profound positive impact our service members were having on the hospitals and staff was humbling and amazing.

Capt. Moriarty: How important was it for you and your command team to

work in a joint environment with other state agencies? Were there any challenges and how did you overcome them?

Lt. Col. Olander: It was absolutely critical for us to work closely with several state agencies. Our primary mission was to support the Tennessee Department of Health, while building professional relationships with state, regional, and local level agencies. Through the incredible adaptability and flexibility of our Soldiers and Airmen, we were able to seamlessly integrate with the Department of Health at every level. I also want to recognize the professionalism

“Through the incredible adaptability and flexibility of our Soldiers and Airmen, we were able to seamlessly integrate with the Department of Health at every level.”

- Lt. Col. Justin Olander

INTERVIEW: LT. COL. OLANDER



Olander during a water treatment plant tour in south Mississippi, 2019.



Olander in Camp Arifjan, Kuwait, 2004.

of the Department of Health's employees and their dedication to the mission. These health professionals stood bravely with our service members on the frontlines of this pandemic, which ultimately saved countless lives. We also worked very closely with the Tennessee Emergency Management Agency for tracking missions and collecting personal protective equipment and other critical supplies. The task force relied heavily on TEMA to supply critical assets to accomplish the mission, and they never let us down. During the first six months of the pandemic, we worked closely with the Tennessee Department of Corrections to provide COVID-19 testing for employees at every prison across the state. Some of the challenges we faced were a difference in culture, lingo (acronyms), and responding faster than expected.

Capt. Moriarty: What previous positions/deployments have you held that helped you command joint task force medical during the COVID-19 pandemic?

Lt. Col. Olander: It's hard to point to specific positions or deployments that helped prepare for this assignment. My entire career, both civilian and military, have contributed to the lessons I have learned. I spent 14 years of my engineering career with the U.S. Army Aviation and Missile Research Development and Engineering Center, and during that time I had the opportunity to serve as the mission director for countless stockpile reliability flight tests at missile test ranges around the world. These experiences taught me valuable lessons in leading professionals, understanding/managing risks, critical thinking, and servant leadership. During this time I also deployed twice as an Army civilian to the Middle East serving as subject matter expert on rockets and missiles. My military career has also provided many leadership opportunities and extensive professional military education. These opportunities include leading teams of bioenvironmental engineers across the country to survey critical drinking water systems to

leading Aerospace Medicine training efforts for the Bulgarian military.

Capt. Moriarty: What have you learned in your time as the Joint Task Force - Medical Commander and how has this influenced you as a leader?

Lt. Col. Olander: As commander, I learned a lot about my own strengths and weaknesses. These lessons learned first-hand, have allowed me to better leverage my strengths and further develop my weaknesses. Weaknesses are things that don't come easy to us, and these are areas that can be improved. I encourage all leaders spend time to assess their own strengths and weaknesses, and to continue these assessment throughout your career. The best ways to overcome weaknesses are by setting goals, reaching out to mentors, finding additional training, and volunteering for opportunities that get you out of your comfort zone. One of my favorite quotes on weaknesses is from Michael Jordan, "My attitude is that if you push me

towards something you think is a weakness, then I will turn that perceived weakness into a strength.”

Capt. Moriarty: Is there any advice/ lessons learned you would give junior leaders in the TN National Guard?

Lt. Col. Olander:

1. Extreme Ownership. When something goes wrong, you should seek responsibility instead of avoiding it. When failures happen, do not blame others. Look through the objective lens of reality and identify what went wrong. Always remember to give credit to your team!
2. Standards Are What You Tolerate. Mission success or failure depends on the success or failure of your team. You cannot be disconnected from your team! Enforce standards. If poor performance is accepted and no one is held accountable, then poor performance becomes the standard. Develop junior leaders to achieve new jobs and responsibilities if the need arises. Help the team face the facts through brutal and realistic assessment.
3. Believe in the Mission. In order to convince and inspire others to follow and accomplish the mission, a leader must be a true believer in the mission. Keep asking questions until the ‘Why’ is clear on any mission. Always explain the why to your team, so they give 100%.
4. Check Your Ego. Ego can cloud our judgment and prevents us from seeing things as they are. When you make a mistake (we all do,) be humble and admit it. Never let personal success become more important than the team’s success. Never become complacent with past success, always be focused on identifying your weaknesses and improving them.
5. Cover and Move. This means teamwork. All elements within the greater team are critical and must work together to accomplish the mission. We should ensure the



(Photo by Sgt. 1st Class Timothy Cordeiro)

- sub-teams have perspective on the main goals. Any sign of internal competition or misalignment should be clearly identified and removed. Build a culture of helping and supporting each other.
6. Keep it Simple. Simplifying things are crucial to success. If your team members do not understand, chances of failure increase exponentially. Encourage questions for clarity. Every individual should know their roles and responsibilities, and what to do in contingencies. Have standard operating procedures, and keep them simple.
 7. Prioritize First, Then Execute. We need to determine the highest priority task and determine the order of which to complete the tasks. When you are overwhelmed, take a step back to identify priorities. Always do contingency planning, because this helps identify potential challenges and how to respond to them.
 8. Empower Those Around You. Do not micromanage; your junior leaders should un-

- derstand the full gambit of their responsibilities and be empowered to make decisions. In other words, build a culture of extreme ownership. This requires building trust and fostering continuous communication between every team member.
9. Decisiveness Amid Uncertainty. You will never have perfect information. The goal is to make the best decisions you can, based on the available information. Waiting on 100% information leads to delay, indecision, and an inability to execute. You must make an educated guess based on previous experience and critical thinking.
 10. In summary: A good leader must be, confident but not cocky, courageous but not foolhardy, competitive but a gracious loser, attentive to details but not obsessed by them, a leader and follower, humble not passive, aggressive not overbearing, quiet not silent, calm but not robotic, logical but not devoid of emotion.

*Interview by Capt. Kealy A. Moriarty
Photos by Sgt. 1st Class Timothy Cordeiro and
courtesy of Lt. Col. Justin Olander*

THE TENNESSEE NATIONAL GUARD

PRESENTS

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What is the Tennessee STRONG Act?

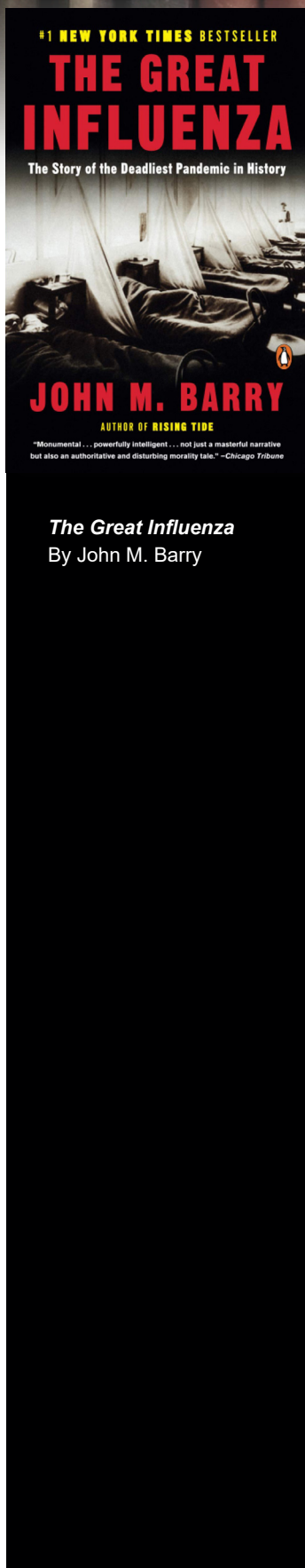
The Tennessee STRONG (Support, Training, and Renewing Opportunity for National Guardsmen) Act is a program to provide members of the Tennessee National Guard tuition funding toward a first bachelor's or first master's degree or a certificate or diploma from a vocational or technical school through a tuition reimbursement program. This program is used in conjunction with Federal Tuition Assistance.

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- For eligible members, the Tennessee STRONG Act will provide reimbursement to an educational institution in the amount equal to 100% of the maximum resident undergraduate or graduate in-state tuition (UT Knoxville tuition rate) charged by the post-secondary institution the Service Member attends, after all Federal Tuition Assistance, scholarships, grants and other financial aid has been calculated. TN STRONG act is the last-dollar payer.
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How do I apply?

To find out if you are eligible or guidance on how to apply, contact the Tennessee Army National Guard Education Team at: 615-313-0529 or visit our website at tn.gov/military/programs-benefits/education-incentives.html



Capt. Kealy A. Moriarty Gives her Review of:

THE GREAT INFLUENZA:

THE STORY OF THE DEADLIEST PANDEMIC IN HISTORY

John M. Barry's *The Great Influenza* historically and scientifically covers the Influenza pandemic in the midst of World War I that killed an estimated 50 million people. This 10-part book examines the historic modernization of medicine throughout the centuries, the deadly influenza outbreak, the political response to the pandemic, and the impact the pandemic had on the war effort and in the United States. To provide context for the reader, the first several chapters include scientific research on the molecular composition of viruses and a historical exploration on 1918 America and World War I. Throughout the rest of the book, Barry immerses the reader into multiple populations who were impacted by the 1918 Influenza Pandemic, otherwise known as the 'Spanish Flu'.

By chapter six, Barry discusses the

hypothesized origins of the influenza pandemic. Initial cases in the United States can be traced back to Haskell County, Kansas, in late January 1918. Haskell County doctors noted this virus was unlike others in the past. This variant of the flu was more contagious with symptoms ranging from mild to severe headache and body aches, high fever, and nonproductive cough – similar to that of COVID-19. Barry later reveals that an estimated 500 million of the world's population became infected and 10 to 20 percent of these cases resulted in death. The question remained as to how it spread so rapidly across the globe.

Prior to supporting the war in Europe, U.S. troops trained at military installations across the Nation, two of which were located near Haskell County. In addition, the U.S. Army expanded to millions of enlistees in

Members of the St. Louis Red Cross during the 1918 Influenza Pandemic.
(Photo courtesy Library of Congress)



a few months due to the mandatory draft. Thousands were transported to and from the European frontlines for months. Barry then accounts for the close proximity and shared living quarters of the men at these training facilities and while deployed. All three of these situations likely contributed to the rapid spread of Influenza in the United States as well as European countries.

In the Spring of 1918, influenza continued to rapidly spread however, the lower morality rates created a divide in public opinion on the severity of the pandemic. Political officials feared reports of the pandemic would undermine the war effort and many dismissed the flu as a heavy cold. At this time, scientists were struggling to find a solution and a vaccine. It is believed that downplaying the virus resulted in careless preventative measures and increased infection rate.

By Summer of 1918, the virus emerged with a new, more lethal variant. As the new variant spread, the pandemic began to impact the war effort for all countries involved. Entire ships, camps, and troops were overwhelmed with infection. Barry describes several of the scenes as chaotic and the hospitals as battlefields with healthy young men on their death beds.

Concurrently, infection rates were rising in the United States and governments began enforcing mask mandates and business closures. Despite the last-minute preventative measures, bodies piled up in improvised morgues throughout major cities. Throughout the remainder of the book, Barry continues to describe the impact of the pandemic until the virus mutated in 1919 to a more manageable, less lethal virus.

The afterword of *The Great Influenza* is written in January 2021,

following the initial outbreak of COVID-19. Throughout this chapter, he compares the 1918 Spanish Flu to the 2020 COVID-19 pandemic by analyzing national responses, virus symptoms, and infection rates.

This is an exceptional book if you are looking to understand the scientific explanation of a virus, the virus mutation process, vaccine creation process, and a history of the Spanish Flu's impact on the United States as well as World War I. Barry provides easy-to-read historical and scientific research, which helps the reader understand the makings of a pandemic down to the molecular level. In addition, this book immerses the reader into 1918 by detailing what the world looked like and vividly describing the World War I military environment.

He concludes with lessons learned from each pandemic. "Those who occupy positions of authority in a society must retain the public's trust... distort nothing." His second lesson is that "public health measures – the non-pharmaceutical interventions of social distancing, proper ventilation, masks, hand-washing, and so forth – work." This book is recommended for leaders who wish to understand the scientific explanation behind a pandemic and how to address it.

- CAPT. KEALY A. MORIARTY



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