



DEPARTMENT OF THE ARMY
HEADQUARTERS, 10TH MOUNTAIN DIVISION (LI) AND FORT DRUM
FORT DRUM, NEW YORK 13602-5000

AFDR-CG

19 May 2020

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Policy Memorandum #16 - Missed Appointments

1. Purpose: To establish accountability within the 10th Mountain Division regarding missed medical appointments. It is a Soldier's personal responsibility to keep all of his or her coordinated appointments. The Soldier's Chain of Command will consider appropriate corrective action when a Soldier misses a scheduled appointment.

2. Applicability: This policy is punitive in nature. Soldiers who violate this policy by missing appointments are subject to adverse administrative action and/or punishment under the Uniform Code of Military Justice. This policy is applicable to all Soldiers assigned to the 10th Mountain Division and tenant units on Fort Drum, New York.

3. Background: Missed medical appointments result in a waste of government assets and delayed medical treatment for others. The cost of an appointment no-show is a decrease in medical access to care, a decrease in Soldier readiness, the loss of two possible appointment slots, and at least \$75 of financial reimbursement to our Troop Clinics and Medical Treatment Facilities. Commanders and supervisors will establish and sustain a climate of personnel accountability and leader follow-up for missed appointments.

4. Policy: Leaders at all echelons will address missed appointments and take the appropriate actions for failure to report.

a. The Guthrie Clinic Patient Assistance will provide a list of missed appointments to Brigades and Tenant units on Fort Drum each week.

b. Brigades will ensure they are under the Army standard of less than 4% missed appointments.

c. If the monthly no show rate exceeds 4%, Brigade Commanders will provide respective plans of action to achieve less than 4% within 30 days.

d. A scheduled appointment is the Soldier's place of duty. A missed appointment will be considered a failure to report for duty unless properly excused by a supervisor or cancelled more than 24 hours prior to the appointment. After a Soldier has missed an appointment, the Chain of Command will consider the full range of available options, including individual counseling, establishing conditions that mitigate additional

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reoccurrence, and non-judicial punishment for multiple missed appointments.

e. The Deputy Commanding General for Sustainment (DCG-S) will provide oversight and enforcement of this policy with regular Chain of Command touch points in conjunction with the division command and staff.

5. The point of contact for this memorandum is LTC Jason L. Ferguson, Division Surgeon, at (315) 772-8438, or jason.l.ferguson.mil@mail.mil.



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Commanding

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