



DEPARTMENT OF THE ARMY  
HEADQUARTERS, 10<sup>TH</sup> MOUNTAIN DIVISION (LIGHT INFANTRY) AND FORT DRUM  
FORT DRUM, NEW YORK 13602-5000

AFDR-CG

9 September 2021

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Policy Memorandum #16, Missed Appointments

1. **Purpose:** Accountability in the 10th Mountain Division is paramount to successful mission completion. It is the Soldier's personal responsibility to keep all of his or her appointments. The Chain of Command will take corrective action when a Soldier misses their appointment.
2. **Applicability:** This policy is applicable to all Soldiers assigned to the 10<sup>th</sup> Mountain Division on both Fort Drum, NY and Fort Polk, LA.
3. **Background:** Missed medical appointments result in a waste of government assets and delayed medical treatment for others. The cost of a no-show appointment is decreased 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. **Guidelines:** Leaders will address missed appointments and ensure the appropriate consequences for failure to report.
  - a. Brigades ensure they are under the Army standard of less than 4% missed appointments.
  - b. If the monthly no show rate exceeds 4%, Brigade Commanders will provide respective plans of action to achieve  $\leq 4\%$  within 30 days.
  - c. The MTF will provide a list of missed appointments to the Brigades each week.
  - d. A missed appointment may constitute a failure to report for duty.
  - e. The Deputy Commanding General for Sustainment (DCG-S) will provide oversight and enforcement of this policy.

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5. The point of contact for this memorandum is LTC Sebastian Schnellbacher, Division Surgeon, at (315) 772-8438, or [sebastian.r.schnellbacher.mil@mail.mil](mailto:sebastian.r.schnellbacher.mil@mail.mil).

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