

Portfolio

PUBLISHED WORKS BY MADIE RILEY

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CASE STUDY



Growth with Boostlingo When Hector Vasquez started iTek Interpreting in 2017, he was an underdog competing with the biggest language service providers. By partnering with Boostlingo, iTek's technology allowed the business to grow to be the #1 provider in the Quad Cities metro area.

With the right partners and the right technology, the sky really is the limit." - Hector Vasquez, iTek Founder

READ MORE INSIDE

BOOSTLINGO + ITEK CASE STUDY

The Boostlingo interpretation management and virtual interpretation delivery platform helped iTek Interpreting Solutions grow to be the #1 language service provider in their metro area.



OBJECTIVE When Hector Vasquez started iTek Interpreting Solutions in 2017, he was an underdog in his market going against the largest global providers for interpreting clients. He needed an affordable option for interpretation management that would help him scale his business from a one-man shop to a dynamic competitor in his marketplace. This case study seeks to demonstrate how Boostlingo helped accomplish iTek's goals in their language service market.

3 Learn more about iTek

Read about Hector and why he's passionate about providing better interpretation to more of his community. Also, understand the demographic shifts in the Quad Cities Region and growing language needs.

5 Davenport Community Schools

Learn how iTek's custom interpretation management and virtual interpretation delivery software helped Hector and his team serve Davenport's school system.

10 Virtual interpretation in the future

Understand the changing global interpretation market and how virtual is becoming a mainstay of language service offerings. Learn how Boostlingo can help your language service company compete in the new landscape.

SOLUTION OVERVIEW Boostlingo was able to build a custom interpretation technology solution for iTek Interpreting to meet the needs of the Quad Cities growing, diverse immigrant and limited English-speaking community. With virtual solutions and the ability to tap into the Boostlingo Professional Interpreter Network, iTek could offer affordable prices, manage existing interpreters, and quickly add appointments without staffing full-time interpreters for rarer languages.

Challenges

- Diverse, changing mix of languages
- Remote needs for pandemic and beyond
- Multiple industry/specialty appointments
- Scaling affordably

Solutions

- Remote interpreters
- Global workforce
- Scheduling solutions
- Customized technology & subscription



IN A MARKET DOMINATED BY THE LEADING GLOBAL PROVIDERS, ITEK INTERPRETING SOLUTIONS WAS ABLE TO COMPETE WITH AND BEAT OUT THEIR COMPETITORS.

HOW ITEK USED BOOSTLINGO'S PLATFORM TO WIN THE QUAD CITIES

Five years ago, Hector Vasquez realized the time had come to leave his employment with a language service company and forge a fresh new approach and offering as an interpreter and independent interpreting agency.


As an interpreter, he loved working with his clients. As an employee, he understood the mismatch in values between himself and his employers was a deal breaker. Hector is a driven worker with a good head for business; he decided to take his dedication to providing quality interpretation and start his own company.

A longtime resident of the Quad Cities area in Illinois and Iowa, Hector understands the people who use his interpreting services better than anyone else. Hector and his parents emigrated from Mexico when he was just a toddler to the area that is still his home today. As the child of immigrants with limited English-speaking capabilities, by the age of eight Hector was enmeshed into the worries of adulthood because there were no interpreters available at the time.




"In my way, I was forced at a very young age to become an adult," Hector recalls from his childhood. The daily challenges of being a third grader helping his parents pay bills, get medical care and generally navigate their new life in the United States informed the way he sees and conducts interpretation as a business today.

Now, as the owner of iTek Interpreting Solutions, Hector understands the doors that are opened when quality interpretation is widely available.



We're able to offer the lowest prices and far more options, all with the love of Mom and Pop.



When he left his former employer in 2017, there were many who were skeptical about Hector's ability to grow his own company from the ground up.

For Hector, it was easy to set aside doubts. As someone with deep roots in the interpretation market, he had long been tracking technology growth and developments in the remote interpreting space. He partnered with his wife and business partner, Denise, to capitalize on the changing market.

When he opened the doors at iTek, a new offering was emerging in the interpretation industry: Video & Telephonic Remote Interpreting. With a diverse community to serve, Hector understood that the technology could significantly expand his reach and set him apart in his market.

Boostlingo at the time emerged as a leader in this new space, and Hector began a partnership with the technology platform from the earliest days of his company.

Since starting iTek, Hector has seen a surge in demand stemming from shifting demographics in the Quad Cities. As several limited English communities move into the area, the ripple effects of the demographic shift create new interpretation needs. Medical interpretation, business interpretation, legal interpretation, and interpretation within the school systems are all natural outflows of groups with limited English capacity moving into a region. As

the demand increased, Hector was able to scale quickly with Boostlingo's remote interpretation technology. Rather than hiring several interpreters to meet the demand for the area's languages, which range from the more common like Spanish and Vietnamese, to harder to staff languages like Ixil

and Swahili, iTek was able to scale up overnight by tapping into the Boostlingo Professional Interpreter Network (BPIN).

The BPIN is made up of several language service providers and incorporates 10,000 interpreters for 300 languages. With remote interpretation, iTek is able to bring interpreters in virtually for every appointment they can't cover locally. The cost-savings of virtual interpreters also allowed iTek to offer lower prices than even the very largest competitors.

Another feature of Boostlingo's interpretation platform set iTek apart from competitors. As part of Boostlingo's suite of interpreter management features, iTek could now offer direct access to interpreters on demand. With on-demand interpretation, iTek was able to meet emerging interpretation needs and book clients who could then pull up the white label iTek app to get connected to an interpreter right away. The ability to start an interpretation session right away is especially crucial to healthcare and education clients, who would come to make up the majority of iTek's customer base.

Boostlingo built the platform, but iTek's clients only ever interact with the iTek brand when they're booking an appointment in their customer portal, requesting an on-demand interpretation appointment, or talking with an interpreter. Over time, this branding and name recognition allowed iTek to build trust in the community.

Five years down the road, iTek is now the #1 provider to the 400,000 people who live in the Quad Cities region. Hector ascribes his success to a simple truth: "We are able to offer the lowest price and far more options, all with the love of Mom and Pop."



ITEK + BOOSTLINGO USE CASE: DAVENPORT COMMUNITY SCHOOL DISTRICT

35
different
languages
are spoken
in the
Moline,
Illinois
area.

Over the decades since Hector's family arrived in the area, the makeup of the population in the Quad Cities has shifted dramatically as jobs in the area attract immigrant workers. Between the working families employed by jobs like manufacturing and meatpacking, 35 different languages are spoken in homes all over the Moline, Illinois area. The diversity has led to increased demand in healthcare interpretation, legal interpretation, general interpretation, and crucially for iTek: educational interpretation.

As someone with a history as an adolescent interpreter, Hector is intrinsically tuned in to the need for quality language support for children of immigrants. Since 2016, iTek has earned contracts from most of the school systems throughout the Quad Cities area, including many of the regions largest School Districts.

In 2019, the Davenport Community School District, the largest in this region, reached out to iTek Interpreting Solutions for help determining the best roadmap for language access in the classroom.

The Davenport Community School District (DCSD) is located in East Central Iowa, stretching across a vast 109 square miles. The school district traces its roots back to 1858 and holds historic significance as the founding district for one of the first publicly funded high schools in the United States.

Today, DCSD serves over 15,000 students from Pre-K through high school. DCSD is proportionally typical to most US school districts where 1 in 10 students in the United States are currently learning English.

Like the rest of the country, many students are from non-English speaking families, and teachers increasingly experience difficulty in keeping parents informed about their child's education. Finding a cost-effective solution to try and engage directly with English Language Learner parents had been a long-standing issue for administrators.

Solving the issue fell to Dawn Anderson-Rascher, who met with iTek in 2017 during her tenure as the Program Director of Assessments for English Language Learners at DCSD.

"I oversaw the ESL program," explained Anderson-Rascher, who retired during the pandemic. "In my role I needed to factor in the students, the staff, and the curriculum to provide the scaffold that students need to succeed in the classroom."

When thinking of the future for Davenport ISD, Anders-Rascher believed the scaffold for DCSD required the right combination of human resources and technology solutions to help teachers keep parents engaged with their children's educational development and growth.



Resources stretched too thin

Like most school systems, the Davenport Community School District previously relied on a mix-and-match approach to meet their interpreting needs.

Vietnamese and Spanish-speaking families make up the largest chunk of the non-English-speaking households in the area (languages typically easier to support because of their prevalence in the States), but the district also had over 30 additional languages they needed to include in their language access plan.

Other less widely spoken languages, such as French and Swahili, are a part of the language mix in Davenport's area, as well as some very rare languages stateside. Ixil, for example, one of the 21 different Mayan-based languages spoken in Guatemala, is uniquely prevalent in the Quad City region. Without access to a global interpreter base, finding an in-person, certified, professional Ixil interpreter in the middle of Iowa proved a nearly impossible task for Davenport's language access team.

Finding a better solution

That's when Anderson-Rascher decided to explore a better approach to the school district's interpreting program. Knowing their reputation in the area's schools, she began working with Hector and the team at iTek Interpreting Solutions. iTek was contracted to pilot an exploratory remote interpreting technology program with Anderson-Rascher to see if iTek and the Davenport team could effectively enable DCSD teachers to connect with interpreters on demand.

Before piloting remote options, DCSD staff worried about interpreters availability and if those available

These varied and diverse linguistic demands and budget constraints made the challenge for complete coverage of all requisite language services a constant uphill battle for Anderson-Rascher and her staff. As a stopgap while they found longer-term solutions, the team relied on cultural liaisons, as well as Spanish-speaking parents. When urgently required, they would bring in Vietnamese interpreters on an as-needed basis.

However, these linguistic resources provided only temporary solutions to a growing concern. The U.S. Department of Justice and U.S. Department of Education require qualified interpreters that are not merely bilingual, but are also certified interpreters. To meet this demand, the school district would schedule all student conferences from Pre-K to high school in the same two hour period on the same day.

"We just didn't have the interpreters and resources needed," Anderson-Rascher said.

interpreters would even be sufficiently skilled to provide support in educational settings. An interpreter with courtroom interpreting expertise or medical interpreting experience can certainly translate a parent-teacher conference, but a non-educational background is not always the most ideal fit for an interpreter. If an interpreter has experience in educational environments — and ideally has some professional training and certification in educational interpreting — language support is much more likely to be compatible with community needs.

iTek proposed that with on-demand interpretation, these interpreters would be available to all.



Access to schools during COVID-19

During the pandemic, remote interpretation became a necessity for even routine interpretation needs. Campuses were shut down. Students, teachers and parents weren't able to meet in the same room. Uniquely, iTek was able to rise to the occasion because of their existing virtual capabilities. They experienced no down-time or learning curve when schools and families needed remote services. Their longstanding relationship with Boostlingo prepared them to offer virtual interpretation on day one.

So many parents and teachers have experienced the benefit over the last two years with DCSD that remote interpreting will remain an important part of the language access plan for years to come. Parents with limited English skills now now have a direct line of contact into the schools, making it easy for them to receive feedback and updates about their student's in-class work and progress.

One important feature of the remote interpreting model at DCSD is the customer portal built for iTek that creates a continuity of service. Parents can request the same interpreter to build up a rapport over time. Choosing their interpreter also allows them to know they have an interpreter up-to-date on the latest needs for educational interpretation.

"The thing that I like about iTek is that

their interpreters are not just professional linguists but also have specific expertise in community and educational language support," Anderson-Rascher said. "We have our own jargon and acronyms, processes and methodologies, and it's nice having an experienced interpreter present who's already familiar with the educational setting."

As for the long-term adoption of virtual interpretation, Anderson Rascher and her team noted that the minutes used by the district have trended upward with new areas of adoption and usage added each year.

"We've been using iTek's OPI services with my EL teachers," Anderson-Rascher said. "We want secretaries to use it, counselors to use it, and school nurses to use it. It's my expectation that everyone in the school district may find ways to use it."

For iTek, customer adoption of the technology on a larger scale means more minutes and more revenue and business growth. Widespread use within a large, time-bound organization will only happen if administrators and users find the platform easy to learn, easy to use, and worth the effort. Choosing an interpretation platform that meets customer needs is an essential part of long-term strategy for iTek and any language service provider developing a stable client base.

The technology behind the success

The interpreter management and interpretation delivery desktop, a laptop, a landline phone, a tablet, or even their system iTek developed with Boostlingo provides remote mobile phone, they can connect to a qualified interpreter at video interpretation, over-the-phone interpretation, and a the touch of their fingertips 24/7/365 days a year. Even scheduling module for onsite interpretation covered by a American Sign Language (ASL) is covered 24/7. team of iTek interpreters. Because of their integration with the larger Boostlingo Professional Interpreter Network, iTek covers over 300+ languages instantly.

No matter if teachers and administrators are using a

The white-labeled platform (meaning iTek, not Boostlingo, branded) is an all-in-one interpretation technology solution that allows iTek to cover every aspect of interpretation for all of their clients in the Quad Cities area and beyond.

THE FUTURE FOR ITEK AND THE VIRTUAL INTERPRETATION MARKET



Up next for iTek

For Hector, those interpretation technologies are all about helping more people get access to better interpretation. His roots in the area and his family's own immigration story color every aspect of his growing business.

"Our mission is helping people," Vazquez said. "We want to provide a service for families that help the community and offer a reliable and user-friendly solution for a very common, but very solvable challenge." Hector, a trained interpreter with decades of experience, still goes out into the field to keep in touch with his customers even as he runs iTek's day to day. Since its beginning in 2017, revenue at iTek has grown between 25% to 50% year over year. A large healthcare system in the region is the latest to partner with iTek to provide interpretation in ambulatory facilities throughout the metro area. Hector adds, "The interpreting technology has definitely been integral in this process; it has enabled us to shift focus back onto the things that really set us apart and show our value in the community."

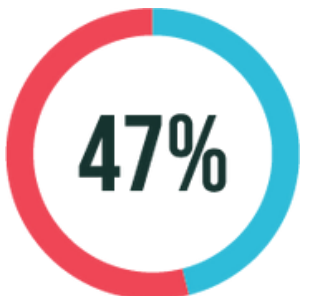
Hector and his team have developed a reputation of quality, hands-on service without sacrificing their ability to compete with bigger, multinational language service providers. With remote solutions, iTek is able to position itself as a modern interpretation solution while maintaining affordable prices for customers like school and health systems. On what comes next as iTek Interpreting Solutions rapidly expands in the Midwest, Hector had one thing to say:

"With the right partners and the right technology, the sky really is the limit."

GLOBAL MARKET BY THE NUMBERS*



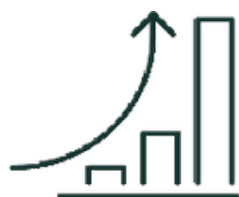
share of the global interpreting market taken up by virtual remote interpreting (VRI) and Over the Phone Interpreting (OPI) before the pandemic



share of the global interpreting market taken up by virtual remote interpreting (VRI) and Over the Phone Interpreting (OPI) during the pandemic



predicted share of the global interpreting market taken up by virtual remote interpreting (VRI) and Over the Phone Interpreting (OPI) post- pandemic



**\$8.8
billion**

estimated market value for the interpretation industry in 2021

**\$9.3
billion**

estimated market value for the interpretation industry in 2022

*Figures and percentages from the 2021 Nimdzi Interpreting Index

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**Meet Charlie, Texas'
first leak detection dog.**

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CHARLIE'S NOSE KNOWS

How a leak
detection dog
is changing
the game at
Aqua WSC

By TRWA Communications Specialist Madie Leon Riley

Charlie, the leak detection dog, is a being of humble beginnings. As a shelter pup, he was matched with the Arkansas Paws in Prison program when his trainer noticed his intense drive for reward. The trait was highly sought after by a partner of the Paws in Prison program, On the Nose Detection Dogs. Carrie Kessler and Tracie Owens, the trainers behind On the Nose, recognized Charlie as a match for their one-of-a-kind training program: leak detection dogs. The match would eventually lead Charlie to TRWA member Aqua Water Supply Corporation in Bastrop, Texas.

Charlie is the second dog employed by a water system in the new frontier of leak detection canines in America. The

first, Vessel, has earned some notoriety in the states, even receiving Congressional recognition. The General Manager at Central Arkansas Water (CAW), Tad Bohannon, started Vessel's path when he called Kessler, then a professional trainer working to facilitate Paws in Prisons programs. Bohannon had read about successfully-deployed leak detection canines in the United Kingdom — did Kessler think that was something Paws in Prison could do? At the time, Owens was working with Kessler to train a different dog with a high fixation on reward in the form of a ball. The fixation made her a bad fit for a service dog (Owens' specialty at the time), but a potentially perfect fit for a dog meant to detect chlorine gas. Owens



and Kessler agreed to train Vessel for CAW.

Vessel's success was a welcome, if surprising, boon to the leak detection program CAW was deploying for lines serving 450,000 customers. Her nose could help crews uncover huge leaks in a single dig, often at sites close to — but not exactly — where experienced operators had suspected a leak originated. Her precision saved money

in the dig process and repeatedly led to several small leaks being found years before a human would have detected a problem.

Kessler and Owens were joining forces to form On the Nose and soon there would be more leak detection dogs trained and ready to be deployed. The unique solution wasn't something Bohannon could keep quiet about. By chance, one of the people listening closely was a fellow member on a board Bohannon served on, Aqua WSC's General Manager Dave McMurry.

Aqua WSC Board Members and staff were more skeptical of the idea than McMurry seemed to be. Taking on Charlie would mean devoting an operator to be Charlie's handler. Leak detection and maintenance is a

position requiring experience and a feel for the water lines that can only be developed by time. Clifton Smith, an operator with 18 years of experience at Aqua WSC, applied for the job and turned out to be the perfect fit. However, putting Smith on Charlie duty meant taking one of the most-qualified field staff out of his normal rotation and literally putting him at the end of a leash.

Despite the doubts, for McMurry and his team there were obvious upsides if this worked. New constantly evolving leak detection equipment can come with huge price tags. Bringing outside leak detection services was another expensive option. Buying a leak detection dog would be an upfront investment of only \$12,000. Aqua WSC decided to take the plunge.

Smith flew to Arkansas for a week of intensive training with Vessel and Tim, Vessel's handler. He met with Charlie and another dog named Flo, but a better relationship seemed to form immediately between Charlie and Smith. The new team set out to learn from the experienced hands at

CAW before getting back to Bastrop, where Aqua WSC is headquartered.

The transition for Charlie from the program to the real world was difficult.

The lab moved in with Smith and his family, where he was the only working dog in a house with dogs already settled in their routines. He has his own feeding schedule, his own training schedule, and his own kennel that remains his safe place.

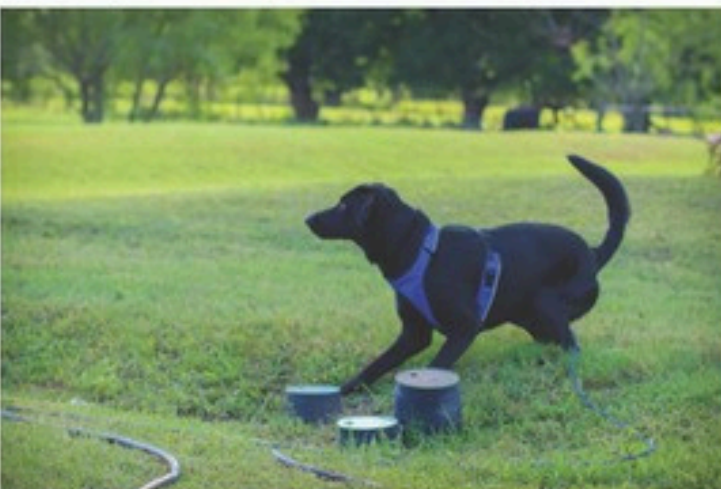
"He came from one world of distractions to another world of distractions on top of what we were trying to teach him," Aqua Administrative Assistant Heather Tucker said of the adjustment period.

Smith also had to learn his new position and adjust with Charlie to their new environment. "Just the focus wasn't what it had been when I was in Arkansas. I was never a dog handler before. I was learning on the fly," Smith explained.

The fact that Charlie didn't immediately slip into the routine made the team nervous. They had gone out on a limb and the doubt was fresh. If their new leak detection dog couldn't perform, there would be plenty of I told you so's to go around.

One day as the pair wandered around a subdivision, Smith watched as Charlie's attention drifted and his pace slowed. It suddenly dawned on the Smith that Charlie needed breaks and he needed a win. Charlie, like Vessel, is a dog trained to seek the reward of his ball above all else. The fact that they hadn't found a leak meant he hadn't earned his tennis ball. His morale was slipping, too. So, Smith changed their routine. The areas they searched before a break got smaller. One detection led to another, which led to another, and the confidence grew.

An Aqua WSC operator team called Charlie and Smith one day to check out a leak. It was obvious there was a problem; there was enough water to cause a puddle around the broken line. Testing Charlie's skills, Smith sent his partner to see if he could find the leaks in the sloshing water around them. He put a flag on the spots where Charlie signaled. The first alert was obvious even to the human eye. Another few seemed



On previous page: Charlie celebrates finding his water source by chewing on his tennis ball. On this page, Top: Charlie alerts his handler, Clifton Smith, to a water source. Bottom: Smith and Charlie pose by their patrol car.

like an error caused by the presence of chlorinated water all around. Smith put a flag down anyway. When the crew dug later to start repairs, they all realized the dog trained to smell chlorine gas had found three separate leaks at the bottom of a chlorinated pond.

"After that, one of the guys said: If Charlie alerts on a leak, I'm not questioning it, I'm just digging," Smith said as he smiled with pride and looked down at Charlie, asleep on the floor as we all chatted about him.

The murmurs of Charlie being a gimmick died down as he and Smith changed the ground game of leak detection for Aqua WSC. McMurry reminds me that Smith has been fixing leaks for 18 years. That experience combined with Charlie's nose means leaks that could have gone undetected for years are being found earlier than ever before. "We're much more proactive now," Smith adds. He points at the huge, quickly developing service area Aqua WSC maintains. He and Charlie are covering more ground, more quickly, meaning more water is saved for the growing number of customers in the Bastrop area.

Months into Charlie's tenure at Aqua WSC, I made the drive out to see him in action. He and Smith have a dedicated vehicle (which once got pulled over because a sheriff thought Aqua WSC K-9 Unit was a bad joke). Before they begin their trek across the patch of grass behind Aqua WSC, Smith gives Charlie a drink of distilled water — the only type Charlie is allowed to drink. He then puts him into his working vest and Charlie's demeanor changes. When his working gear goes on, Charlie knows it's time to get down to business.

The humans watching the demonstration know there's a water hose buried and spraying chlorinated water somewhere for Charlie to find. Watching Charlie tug on Smith's 30 ft long leash and search, it's easy to see this is a routine the pair

If Charlie alerts on a leak, I'm not questioning it, I'm just digging.

knows well. I asked Smith if he ever lets Charlie go to places a human couldn't get to. He seemed caught off guard by the question. "There are places I won't let him go just for safety. I would never send him if I couldn't be right there; I wouldn't want him to get hurt."

As I watch them in the field, I understand why Smith was taken aback by the implication that he'd let Charlie wander off into the unknown. Charlie is a working dog, but he is still beloved in a way only animals can be to us humans. He sniffs the field and Smith watches him. When he gets near the hose, the sniffing gets intense and then Charlie alerts (by looking up at Smith) right by

the hidden water source. He's done his job. The humans erupt in cheers. Smith's eyes light up as Charlie chases the ball he's just earned. It's a tiny snapshot of the work they're doing out in the field.

We go back inside, and I pet Charlie's soft, warm fur — I am, after all, a sucker for very good pups. I ask Smith why he decided to become a leak detection dog handler after 18 years as an operator.

"I have always loved dogs and water loss I know is a big deal. I wanted to be a part of making this company better and I know we can be a lot better. It's something I was interested in before, but then you put the dog on top of it and...." He trails off.

"It's icing on the cake?" I ask.

"Yeah, exactly."

I look up at the system's map and see the areas where I know developments are going up. People are turning on their taps, filling their glasses and taking water for granted the way so many of us do. The team at Aqua WSC has taken a leap to make their system work better for the customers they serve. Charlie may not understand it, but he is a part of getting that safe water to those newly built homes and to the customers who have been with Aqua WSC since the beginning. He was trained to find chlorine gas and lives for the thrill of his ball reward with a handler who cares for him and helps him reach his full potential. Leak detection is Charlie's job, but it's also what he loves to do.

Special thanks to Dave McMurry, Heather Tucker and Clifton Smith at Aqua WSC for their help on this story.

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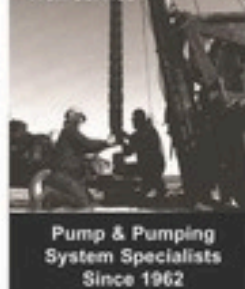
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A New Flight Path: Frontline Employees Join SWA U

By Corporate Communications Intern Madie Leon

Tommy Chavez takes in the view of the bay on a chilly ferry on the way to his new job. After years serving as a CS&S Representative and 11 months as a temporary SWA University Instructor in Dallas, Tommy has earned a new position as an OAK Field Instructor.

Like Tommy, ATL Field Instructor **Wazirah Broadwater** made the transition from a frontline workgroup to SWA U within the past year. However, she's no stranger to career shifts. Wazirah became a member of the Southwest Family through the AirTran integration, and her work on the conversion Team led her to SWA U.

What is a Field Instructor?

With the introduction of SWA U and the Training and Operations Support (TOPS) building in December 2013, SWA U now supports a majority of our Operational Departments with initial, recurrent, Leadership, and Employee Training. This includes former frontline Employees like Tommy and Wazirah, who have transitioned to become fulltime SWA U Field Instructors focused on providing efficient, effective training so that Ground Ops and Provisioning Employees trained at their Stations can achieve their goals. By the end of the rollout in March 2016, SWA U plans to have 108 Field Instructors based in 47 domestic locations.

What are the benefits making Station training part of SWA U?

For Field Instructors like Tommy and Wazirah, being part of the SWA U provides **learning opportunities and support**. For example, during their initial training, Field Instructors experience hands-on training for every position they will be instructing at the Stations. They also learn different teaching techniques to keep students engaged.

"After my SWA U training, I better understand that keeping students motivated and engaged requires flexibility and creativity," Tommy explained. "I put great value on each Employee's life experiences and personal role at Southwest." Wazirah agrees, stating SWA U taught her to own her job, driving home the importance of Hospitality and Reliability in new and creative ways, and reaching Employees at all seniority levels.

For Station Employees, this transition has been well received. The SWA U Team routinely hears feedback from Station Employees, including tenured Employees, who comment that they **learn more, have more Fun, and are more engaged** than ever before.

For Southwest, having Employees who have a passion for teaching being the ones delivering training at the Stations and Provisioning locations allows for a **clear, consistent focus on Employee development.** ✈

"I was challenged to make learning relevant, engaging, and Fun. I was rewarded with camaraderie and laughter."

—Field Instructor Tommy Chavez



AI Risk Management in Healthcare

How proprietary, custom-built solutions can mitigate risk in healthcare settings

ChatGPT and other artificial intelligence (AI) solutions have become ubiquitous in the conversations around the future of data-driven decision making for business growth in the long and short-term.

For financial decision makers in a cost-heavy healthcare setting, the potential savings and efficacies of these technologies can make an already-built AI solution a tempting choice for immediate results.

However, there are specific considerations in healthcare that make AI risk management especially essential to long-term operations and patient care. Before making a decision on the future of AI in your organization, it's important to understand the risk management inherent in these pre-built solutions like ChatGPT versus risk management solutions that can be built into a proprietary solution.

Specific risks with AI in Integrated Risk Management in Healthcare

Unlike a marketing company that can essentially plug in an AI solution and hit the ground running, healthcare AI solutions require a real evaluation of the risks associated with implementing AI in processes like integrated risk management (IRM).

Considering the outcome of these risks can drastically affect patient health and safety, it's important for decision makers to understand why box AI solutions can fall short in healthcare AI risk management and how proprietary AI can mitigate some of these risks.

According to a recent article in The Journal of AI, some of the risks of AI in hospital IRM include misinterpretation of results in diagnostic tests, ethical concerns around patient privacy and consent, and reduced human oversight and accountability. (Božić, 2023).

Continued on next



In the article, Božić further identifies close collaboration between those with “domain knowledge”, ie. an in-depth understanding of the healthcare setting in which the AI will be used, and those with the technical knowledge for building AI solutions themselves.

Another study found that clinical data sets can even skew data from hospital to hospital based on how a specific team collects and classifies data, a phenomenon called “hospital-specific biases” (Muley et al., 2023). This data is then used to teach an AI tool, and if a hospital’s data does not correspond to the original data set used to teach the AI healthcare solution, then the usefulness and accuracy of that solution falls drastically.

These are essential sticking points to consider for those looking to outside solutions for an AI healthcare solution. The AI risk management inherent in a pre-built system is not built on collaboration between healthcare providers and the programmers who created the data-reading programs underneath the layers of technology.

Additionally, variances in how data is collected from hospital to hospital can affect how accurately an AI healthcare solution performs when its learning algorithms are not based on proprietary data sets.

Therefore, rather than being an aide to IRM processes in a clinical setting, the AI solution itself can pose a risk by possessing large blind spots to trends that are specific to healthcare settings, to weighing data inaccurately, or by offering solutions to clinicians that are hard to understand or completely inaccurate.

How proprietary solutions can simplify AI risk management in healthcare

In a symposium on implementing AI in healthcare, the keynote speakers agreed on several necessary ingredients for the smooth implementation of AI in healthcare settings: contextualization, lifecycle planning, and stakeholder involvement (Drysdale, 2020).

When implementing proprietary software, a healthcare organization is able to incorporate these principles for successful healthcare AI implementation directly into their AI solution. Contextualization is the process of integrating the AI solution into the current operational and cultural framework of a healthcare setting. Most healthcare data is encounter-specific (Stanfill & Marc, 2019), meaning that most healthcare providers classify and code data specific to their internal systems. A proprietary system addresses the reality of healthcare AI in existing workflows by being specifically built for a healthcare system’s existing data set and workflows. Lifecycle planning, or the practice of assigning responsibility for updating and refining an AI healthcare solution over time, can also be addressed with a proprietary system. This is a huge AI risk management move because a healthcare provider does not place their trust in an AI solution provider to be adapting to the healthcare landscape and data patterns over time, instead they are able to directly mitigate this risk with personnel that are intimately familiar with their systems.

Continued on next

Stakeholder involvement is perhaps the most crucial upside for crafting proprietary AI healthcare solutions and for implementing ideal AI risk management. A solution can be made with the specific buy-in and feedback from the clinicians, executives, and daily users who will be responsible for using AI solutions in real-time to improve patient care and healthcare practices. Rather than relying on a programmer's idea of ideal healthcare operations, your team can craft an AI solution that's pointed directly at the data you deem most important and focused on solving problems specific to your healthcare context.

AI risk management is in your hands

Above all, what this blog aims to do is show you that there are options besides just plugging in someone else's AI solution, and that doing so may actually put your healthcare system at risk.

The flexibility and customization inherent in a proprietary healthcare AI solution can help your team ensure you're doing the very best for your patients by mitigating risks inherent, AI while also using AI to make life easier on your physicians and improve patient outcomes.

If you have more questions about implementing AI risk management in your healthcare AI solution, we'd love to talk!

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The Wartime Generation Without a War

Part One: What was the conversation like in 2001?

If you're a millennial or Gen Z, you've grown up as a wartime generation. But if you're like me – somebody saying that doesn't feel like an accurate description of our life experiences. We weren't put on rations, our moms weren't called to factories, and for many of us, the wars in Iraq and Afghanistan were nothing but background noise for two decades.

In 2016, Stanford set about trying to understand campus attitudes toward the military before bringing ROTC back to campus after decades of not having it. That study produced the [2016 Hoover Institution article](#), “Millennials and The Military,” and its subtitle so neatly sums up what I have experienced in millennial attitudes toward the military that I give it to you in full here:

They are not antagonistic toward the military, as past generations were, but they appear to be fundamentally ignorant about it despite growing up in an era of continuous war.

But to lay the fault at the feet of disaffected millennials is to ignore the media trends that shaped the total absence of information most of our generation experienced around the war and the military writ large during our formative years.

While I don't think of generational descriptors as a particularly effective catch-all in every instance, for 9/11 I do think millennial is a grouping that binds us. We are a group of people for whom that day separated our childhood, adolescence, or young adulthood into a before and an after. We would all grow into adulthood in that after, a world irrevocably less innocent than the one our parents had lived in.

In fact, in 2016 [86% of millennials cited 9/11](#) as the top historic event of their lifetime. For a group with a huge span of ages and life experiences that changed every five years or so in the boom of the information age, that kind of consensus is pretty wild (and obviously pre-pandemic).



And yet so many of us would simply outgrow news of the war. I wanted to understand why this massively important part of our history was largely out of sight as it unfolded over the course of two decades, and I found that our ignorance was really only partially our own making.

There were a few complicating factors that we'll be diving into over the next few weeks.

The Drumbeat of War

The war in Afghanistan was a foregone conclusion almost as soon as the attacks happened. The Taliban controlled the majority of Afghanistan and had given safe harbor to Al Qaeda militants like Osama Bin Laden. That shelter gave these militants time and space to plan the 9/11 attacks and made Afghanistan's government complicit in the largest terrorist attack in American history. An international coalition invaded Afghanistan on October 7, 2001 and wouldn't leave for 20 years.

Following the initial invasion, Americans were still reeling from the shock of an attack on home soil and tuned into the aftermath of those attacks through nightly news shows. In 2002, Afghanistan had moderate coverage on cable focused on Bush's ask for the Marshall Plan, a \$38 Billion aid package that would fund Afghan relief and support of their military. Hamid Karzai became president in June, and the story became one of a steady state kind of victory. The lack of dramatic battles or fanfare led to less Afghanistan on those nightly news shows in 2002. But 8,000 troops remained in Afghanistan, even as coverage completely stopped on efforts in the region.

The airwaves were taken up almost exclusively by the decision to invade Iraq. The merits were debated on a national stage, as Americans picked up on acronyms like WMD and learned about the plight of the Iraqi people under Saddam Hussein. In a **60 Minutes interview** with the man tasked with inspecting Iraq for weapons of mass destruction, one can sense the "dog with a bone" mentality of Americans ready for revenge.

In what I consider a very German comment, the interviewee, then-UN Chief Weapons Inspector Hans Blix responded tellingly to his interviewer's question about aggressively pursuing the truth, "Aggression is an American quality."

What we understand now is that the aggression portrayed in the media was based on false claims. In another 60 Minutes interview just months after the Hans Blix spot, the man in charge of analyzing the Iraqi weapons threat for Colin Powell's intelligence team told Americans that there had been plenty of evidence before the invasion to suggest that weapons of mass destruction were not in Iraq.

In the interview, Greg Thielmann, at the time the Acting Director of the Office of Proliferation and Military Affairs, was asked directly if he believed that in 2003 Iraq posed an imminent threat to America. "No. No, I don't even believe Iraq posed an imminent threat to its neighbors at the time of the war." He and others would go on to say that evidence collected in the run up to the Iraq invasion had been significantly misrepresented to the public.

“I don’t even believe Iraq posed an imminent threat to its neighbors at the time of the war.” Greg Thielmann, former intelligence lead for analyzing Iraq weapons’ threat for Secretary Collin Powell

But these revelations would come after the fact. At the time, 71% of Americans supported our entrance to Iraq under the belief that it would be a quick operation to stabilize the country. Dissent was widely dismissed, with less than 3% of guests representing an opposing stance against the forthcoming invasion despite a quarter of Americans harboring doubts.

In the face of this homogenous coverage, the price for disagreement was high, and would in its own way be a prelude to the right’s cries of cancel culture that is a part of the national conversation today. For me, there is an incident that perfectly captures the attitude of the country leading up to our invasion.

The Dixie Sluts

In 2002, in the lead-up to the war, the Dixie Chicks lead singer Natalie Maines said while abroad in Britain, “We are ashamed to be from the same state as George W Bush.” The backlash that followed would come to define country music for a generation.

“Traitors. The Dixie Sluts. Anti-American.” Diane Sawyer repeated coolly in the prelude to her interview with the Dixie Chicks in 2003 (if you want to be reminded of how insanely we talked to women in the early 2000s I suggest just giving the [whole interview](#) a skim). In her talk with the sisters, Sawyer pushes over and over again for Maines to disown what she said more forcefully. “Won’t you be shattered if everything you’ve built is ruined by this?”

But in many ways that damage had already been done. Heinous calls into radio stations painted the Dixie Chicks as terrorists that should be banned from the airwaves. Truckers held rallies where they ran over the group’s CDs. Leading the bluegrass revival and return to roots of country, the Dixie Chicks had led the pop and country charts for years. Standing in the wake of anti-war sentiments, they were victims of the pro-war rhetoric and fear mongering that had come to pervade the national conversation on Iraq.

The country music scene had once been a place in American culture where Loretta Lynn could both write and sing The Pill, an anthem about female reproductive freedom, and be a republican kingmaker who told a crowd about George H.W. Bush: “I know country and this guy is country” (as an east coast, Ivy League educated lawyer, Bush looked appropriately confused by the sentiment until the crowd went wild). But those kinds of politics were gone by the time the Dixie Chicks controversy took root.

Toby Keith would go on to perform with a Photoshopped picture of Natalie Maines and Osama Bin Laden behind him as Maines performed in an FTK shirt that no one in the Dixie Chicks audience misunderstood. But Keith, and his brand of good ol’ boy country would come out ahead in this contest. Today Nashville is filled with bars owned by ultra-conservative acts like Jason Aldean, and the sound has come to define the country that gets played on the radio.

In a really great recent New Yorker article called “Country Music’s Culture Wars and the Remaking of Nashville,” Emily Nussbaum teases apart the fissures that have widened since the original Dixie Chicks sin. In fear of being ostracized, many country artists decided silence was the best answer. Those who remained quiet remained alive. Those who embraced a **jingoistic patriotism** in their music became winners.

Hits like “Only in America,” “This Ain’t No Rag It’s a Flag”, and more titles filled stacked with USAs and Americas and God Bless the USAs ruled the charts for years. Artists behind those patriotic hits then went on to define “Americanness” as a country boy sensibility with guns, beer, and women filling in for any substance once enjoyed by country fans. As Nussbaum points out in her article, artists who wanted to pursue any agenda but a decidedly far-right one, like Taylor Swift and Kasey Musgraves, were pushed out of country and into pop

Breaking up with the Dixie Chicks (as they were known then), was the beginning of a new country music and intolerance of ideas in that community, and it was a cascade started by the fatal sin of disagreeing with George W. Bush about his decision to invade Iraq.

The Invasion and the Media

In March of 2003, we did invade Iraq and topple Sudam Hussein’s regime. The coverage was unprecedented and tailor made for the new 24 hour news cycle. In a time capsule clip, Anderson Cooper and his co-host are at a CNN desk at two in the morning, talking live with Christiane Amanpour as she watches attacks in Northern Iraq. The idea of news coverage taking place throughout the entire day became solidified as a part of the full court press started in Iraq.

More than 600 reporters were invited to join the invasion because the administration was so certain that this campaign would be limited. They wanted an audience to their success, and they wanted that audience to only have access that they granted. Unlike the Vietnam War, which had been largely covered by veterans, the leading correspondents for the initial attack were new to war and war coverage.

All of this naivete and misunderstanding of the situation on the ground led to the idea that Iraq’s invasion was over as soon as Baghdad fell. In a now infamous speech, George W. reflected the ignorance of a nation who had never had the real facts of the conflict. Years before troops would come home he addressed the American people with a haunting phrase, “Mission accomplished.”

The press followed the lead of the Bush administration unquestioningly. The New York Times echoed this sentiment in their coverage, saying “as the war winds down” in as early as April of 2003.

The war was not over, but the full force coverage on the ground had to stop sometime. The withdrawal of the initial flood of journalists led to a decline in constant coverage that would never truly elevate the conversation to a national level again.

In 2004, as Fallujah became an international embarrassment for our government and **Abu Ghraib** started the torture trend that would launch a thousand TV scenes, coverage of the war turned from a rallying cry to an act in reining in military misconduct.

That year, confidence that we could win in Iraq fell below 50% and would never recover. Until 2007, the coverage of the war was essentially a check-in on status quo that never broke through the mainstream. Even more dismally, coverage of the Afghanistan war totaled less than two hours total on all of the major news networks for each year from 2003 to 2007. Coverage of the Iraq war would decline steadily from its 2003 peak over the next few years as well.

What had been a heated national debate strong enough to ruin careers and divide households became a steady background frequency that very few people were tuning into with any regularity. How did the aftermath of the most important historical event in our history fade out of the nation's consciousness?

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WHY ADD VIRTUAL?

Our results highlight that, overall, the interpretation experience among patients who used any type of professional interpretation was positive, and that **the quality found with in-person interpretation is preserved for remote modalities**. Health systems should consider a multimodality approach to interpreter service provision..."

— From the 2021 study, "Patient Perspectives on the Quality of Professional Interpretation" in the *Journal of General Internal Medicine*

74 %

of health systems are investing in patient access technology in the next year

PATIENT EXPERIENCE

Health systems and practices are investing in patient access. High quality language support is an essential piece of the overall patient access puzzle.

69% of patients at Boostlingo customer Northern Nevada HOPES rate their health center 10/10.



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Do you have infrequent interpretation needs or live in a remote area? Staffing a full-time interpreter to be available for your patients is simply not a cost-effective solution.

Boostlingo maintains a network of 10,000 interpreters for 300 languages. Save on benefits and full-time compensation by using the Boostlingo platform instead.

EASY TO USE

Boostlingo works on any device. Install the app on a tablet for your practice and providers can get connected in just a few clicks, or get connected through a web browser on any computer

Only need audio? Take a tip from Boostlingo customer Urban Health Plan and get a quick dial phone number for your most used languages. At Urban, doctors have a list of phone numbers to dial by language in every exam room.



SECURE

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Our medical interpreters are required to maintain their HIPAA compliance and retest every two years. We also use best-in-class information security practices to keep the connection and patient data secure.

Whether using interpretation in conference calls or telehealth our video platform, patient security is our priority.

83%

of patients expect to continue using telehealth after the pandemic

HIGH QUALITY

Interpreters

Interpreters on the Boostlingo platform are required to have at least three years of experience and 40 hours of medical terminology training. When your patients and providers get connected, Boostlingo interpreters will be capable and compassionate partners in care.

Connections

We host stable, crystal-clear audio and video calls on our platform thanks to our streaming technology. Over stable internet connections, communication will be clear and comfortable for everyone involved.



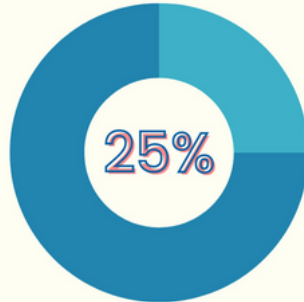
Language Barriers in the Workplace

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Training matters.

According to the Occupational Health and Safety Administration (OSHA) in the United States, language barriers are a contributing factor in 25% of job-related accidents.

<https://www.shtm.org/resourcesandtools/hr-topics/risk-management/pages/training-native-language-workplace-safe.aspx>



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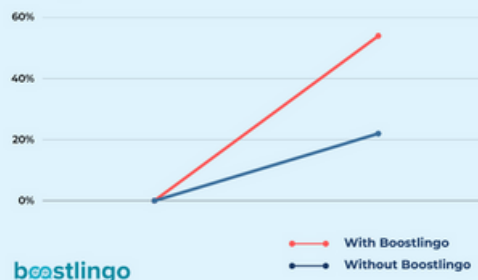
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LSCs Grow More than Twice as Fast with Boostlingo

Average Revenue Growth in 2021



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THE STUDY

We looked at all 300 of the LSPs included on Slaton's 2022 Language Service Provider Index.

THE CONCLUSION

Of the 300 LSPs on the index, those who shared revenue and were customers using Boostlingo products grew by 54% on average in 2021. The average for the index as a whole was 22%.

THE BOTTOM LINE

If you want to grow twice as fast as your competitors in 2023, Boostlingo can help. Add virtual interpretation to your toolkit, get best-in-class interpretation management tools, and streamline your company so you can scale.

2021 Average Revenue Growth for LSPs



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LSCS GROW MORE THAN TWICE AS FAST WITH BOOSTLINGO

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[BOOSTLINGO.COM/BOOSTIMS](https://boostlingo.com/boostims)



Virtual Interpretation Technology



5 essential features for healthcare providers

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At Boostlingo we help organizations increase language access and improve global communication through innovative interpretation technology.

We offer products and subscriptions for interpreter management, Video Remote Interpretation (VRI) and Over the Phone Interpretation (OPI) Delivery, interpreter scheduling, simultaneous interpretation, multilingual events, and monthly subscriptions for on-demand interpretation.

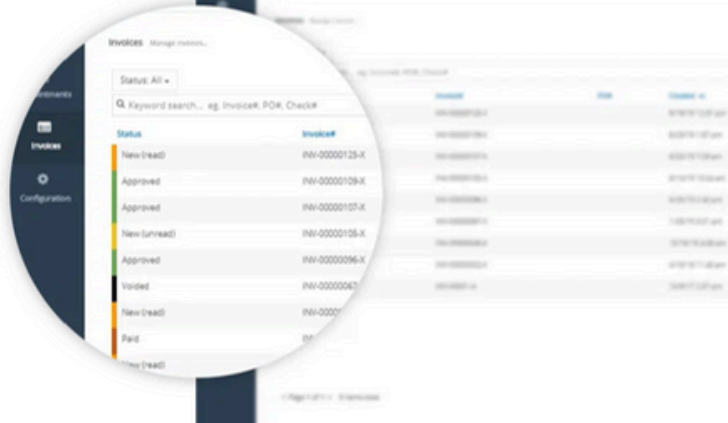
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Status	Invoice#	Invoice#	Invoice#
New (read)	INV-0000125-X	INV-0000125-X	INV-0000125-X
Approved	INV-0000126-X	INV-0000126-X	INV-0000126-X
Approved	INV-0000127-X	INV-0000127-X	INV-0000127-X
New (unread)	INV-0000128-X	INV-0000128-X	INV-0000128-X
Approved	INV-0000096-X	INV-0000096-X	INV-0000096-X
Voided	INV-0000003	INV-0000003	INV-0000003
New (read)	INV-00001	INV-00001	INV-00001
Paid	INV-00001	INV-00001	INV-00001
New (read)	INV-00001	INV-00001	INV-00001

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Boostlingo simplifies healthcare interpretation for you and your team.

We know you probably don't need another fifty sheets of paper, so we've gathered a few answers to your questions all in one place. Scan these QR codes to read, watch and learn more.

How does Boost simplify language access for hospitals?



You're probably juggling staffed interpreters, contractors and language service companies who all have different modes of scheduling and communicating. Bring it to one app with BoostIMS.

What are your options for on-demand interpretation?

BoostOnDemand is our virtual interpreting solution that can be installed on any device (like your tablets) and get your providers connected to affordable, qualified medical interpreters in seconds.



What about HIPAA Compliance?



Boostlingo serves hundreds of healthcare providers all over the country, so security is our #1 priority. You can read our brief overview here, and we'll gladly send you the twenty page doc later.

Can I hear from one of your healthcare providers?

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RFQ: SIMULTANEOUS INTERPRETATION

Company Overview

[REDACTED] legally [REDACTED], a subsidiary of [REDACTED] has been delivering Simultaneous Interpreting (SI) services since it was established in 2014 in Copenhagen, Denmark. We are proud to be among the first companies in the video conferencing sector to develop a simultaneous interpretation platform with all key functionalities available in one software solution.

Our cloudbased platform is built with professional conference interpretation in mind by placing interpreters at the forefront. Since the start of our journey, we have hosted over 2500 high-value multilingual meetings and, with simultaneous interpretation, have reached 196 countries all around the world.

Our SI-specialized team consists of 15 employees. With the recent merger with [REDACTED] (USA based and with over 100 employees) established in 2016, we have added more competencies that lift our service quality to higher heights.

[REDACTED] extensive experience with delivering over-the-phone interpretation and video remote interpretation, and by combining [REDACTED] and [REDACTED] service offerings, we are highly capable to provide professional simultaneous interpretation services globally in over 200 languages, including to and from English and French.

Over the years, we have built a highly varied client pool that includes large multinational organizations within the public and private sector, governmental and nongovernmental institutions, corporations, and more. [REDACTED] has the requisite experience, capability, knowledge, expertise, licenses, and financial strength to perform the requested services at a high professional level.

[REDACTED] utilizes a global staff, ensuring 24/7 support for all customers. We ensure that our operation and account managers support you from beginning to end. Customer feedback is of the utmost importance to us, and we use that to improve our services continually.

[REDACTED] is fully capable to deliver the requested simultaneous interpretation services which can be delivered through our ISO 24019-compliant cloud-based simultaneous interpretation delivery platform.

Monitoring service delivery

[REDACTED] is committed to providing our clients with the best interpretation services possible. We execute this through comprehensive monitoring and training programs built around our interpreters and technology. Our commitment to quality begins during the interpreter onboarding process. All interpreters are trained on company processes, policies, procedures, code of conduct and ethics, and of course, on the [REDACTED] RSI platform. Examples of these processes and training include:

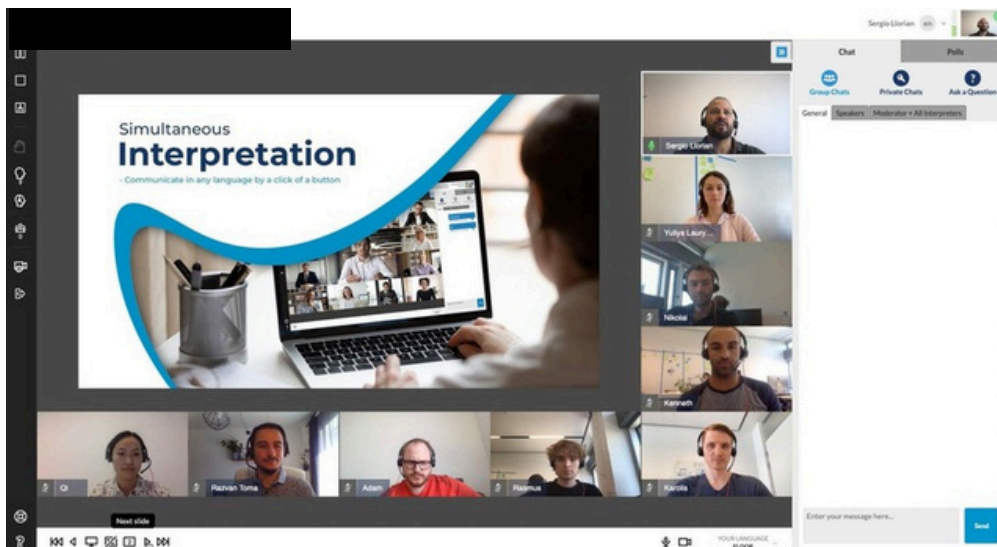
- Reviewing their backgrounds,
- Confirming workspaces,
- HIPAA training,
- Verifying interpreter credentials, and
- Communicating best practices for effective remote interpreting.

Effective use of customer feedback

Customer satisfaction and feedback are tracked and used continuously. [REDACTED] gathers clients' feedback following each event through varied modes of communication. In many instances, feedback is collected via email communications. However, feedback is also often collected during post-event debrief calls with respective client representatives.

Our customers' feedback and unique requirements are precious and routinely evaluated. Based on such evaluations, the management team determines the best action plans for future product and service development, and the COO ensures that they are properly implemented in due course. In addition, continuous process improvement will be achieved by running day-to-day operations and carefully monitoring any problems or insufficiencies that may occur during the operations.


Such problems and insufficiencies will be tackled by determining the root causes and identifying corrective actions to solve them. Furthermore, the goal will be to find a solution that will prevent any problems of such kind from reoccurring and not cause any other issues.







Response to Appendix A, Section 4




Our technical support team has extensive experience providing technical support and is efficient and effective at communicating and problem-solving. All events on the Subsidiary  platform are monitored and supported by our tech team via our robust remote operator panel. Participants and interpreters with questions or problems can contact live tech support directly through an in-app tech support chat.

Technicians will be ready to intervene whenever required to prevent and resolve any detected issues.  staff are located worldwide, ensuring 24/7 support for our valued customers. Our technical staff are expert users of the Subsidiary Company technological solution. Continuous training on new platform features is provided on an ongoing basis.


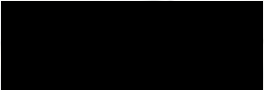
This is done to ensure that our staff is constantly updated on the latest versions of the  platform. High attention to detail is maintained when actively monitoring and analyzing the service performance.

Response to Appendix A, Section 5

Working with  removes the need to incur costly expenses around travel, lodging and meals for interpreters. However, we do realize that sometimes having an interpreter onsite provides a different experience and might be required by Pew. If needed, we can offer onsite services and live tech support as well to support these events—we can support any configuration, whether onsite, online, or hybrid.

One of the main advantages of utilizing remote interpreters is you are not limited to the interpreters residing in the immediate area or country where the event is hosted. We have a global pool of professional interpreters from which to source. Finding the right interpreter for an event goes beyond just the language pair; we are able to source with specific focus on subject matter expertise as well. It also allows us to find multiple subject matter experts that reside in different countries or on different continents, to ensure the success of your event.

Response to Appendix A, Section 6

 offers flexible pricing options for one-time events and subscription-based packages based on the number of hours needed on the platform itself. We also offer prepaid options to reduce the costs of the actual interpretation. 

RFQ: SIMULTANEOUS INTERPRETATION

Organizational Capabilities

Response to Appendix A, Section 1

[REDACTED] uniquely positioned in the market as a unified interpretation solution. Our offering and expertise extend well beyond the scope of this RFP. This means we are a potential partner with which Pew can grow. [REDACTED] Company supports simultaneous interpretation and related multilingual functionalities through the [REDACTED] platform. [REDACTED] Company also provides remote on-demand interpreting solutions, such as Over the Phone Interpreting, Video Remote Interpreting, integrations with Zoom and Webex, as well as a robust scheduling tool for workforce management of staffed or contracted onsite interpreters. This is all housed under the [REDACTED] Company umbrella and would be available to Pew upon request.

[REDACTED] is a virtual event platform that offers remote simultaneous interpretation services to assist you in reaching your target audience in any language, whether spoken or signed. It is multilingual at every touchpoint, including a range of multilingual features that ensure a robust and high-value experience for all participants, without regard to the language in which they engage. Other systems can handle several languages, but Subsidiary [REDACTED] designed to promote inclusion, accessibility, and engagement for your whole audience.


Through most virtual event platform, users may simply host virtual conferences, meetings, webinars, and other events. [REDACTED] distinguishes itself from other event platforms by providing capabilities not seen in traditional video conferencing software. Subsidiary [REDACTED] supports virtual events and video conferences, but also onsite events and hybrid (onsite/online) events. [REDACTED] allows peer-to-peer and group interactions across language barriers, ensuring each participant can experience the event in any language, spoken or signed.

Our commitment to quality begins during the interpreter onboarding process. All interpreters with the requisite background and skills are trained on company processes, policies, procedures, and of course on the [REDACTED] platform. Examples of these processes and training include, but are not limited to, reviewing their backgrounds, confirming workspaces, HIPAA training, confirmation of interpreter credentials, and communication of best practices for effective remote interpreting.




boostlingo


Meet your hosts



Patrizia (Trish) Barraza - Suncin
Director of Account Management with Boostlingo, five years of experience helping language service companies grow.



Maria Grazia de Donato
Director of Digital Marketing. Wizard of all things Google Ads, retargeting and general marketing knowledge.



Madie Leon Riley
Communications Director. 10 years of experience consulting small biz on communications and marketing plans.

P A I D A D S

WHERE TO START?



01

Set Your Goals

You might need people to visit your website, want to have them visit a lead page or want them to make a purchase

02

Set Your Budget

The sensible thing to do is focus on the goals you have identified, and then frame those goals as actions within a certain timeframe. This way, you can set up a campaign that is cost-effective. You can set a limit so that the campaign won't spend more than you've allowed for this type of advertising.



03

A/B Test is the Key

Please do test and test. Those are the right way to understand what is working and what is not for your audience



REQUESTS FOR PROPOSAL

What you need for a successful RFP Process



Dedicated RFP Specialist

Team member who actively seeks out tenders to respond to and is the process owner from beginning to end



Commonly Requested Data

For event interpreting, most RFPs will ask for similar stats on your capabilities and language coverage.



Subcontractor Relationships

For asks like technology (think a virtual platform like VoiceBoxer), hardware, onsite setup for hybrid events, you need a trusted partner.



SOCIAL MEDIA MARKETING FOR LSCS

Quality over quantity

Pro tip: No one social media channel is the right channel. Find out where your ideal customer is and make content for that space.

01

Smaller NGOs/Nonprofits

Many smaller orgs do not have an RFP process. For example, in European nonprofits, a tender process isn't required if the project totals less than \$140K.

02

Religious Organizations

These contracts are usually community and relationship based, and rarely require a tender process.

03

Education

Schools have consistent interaction with a diverse population. Although many districts will run tenders, it's worth reaching out to language access.



Healthcare Interpreting Law

How changes to Section 1557 could affect your healthcare organization

Sitting at the intersection of language access and healthcare as we do at Boostlingo, the hot topic around our office has been how the proposed Rule Changes to Section 1557 could significantly change language access compliance for providers. We decided to dive in a little deeper and discuss what could be coming up for some of our customers and prospects in the United States.

Here are a few of the big-picture proposed changes to Section 1557:

- The scope of Section 1557 (language access) would expand to HHS Health programs and activities, and Medicare Part B
- Staff would be required to receive training on the availability of language services
- It would undo a 2020 ruling to reinstate the rule that language assistant services be posted for patients to see; notice of availability must be posted in English and at least the 15 most common languages spoken by LEP individuals in the state
- Expands language access requirements to telehealth

Many of our healthcare providers already have these practices in place. For tasks like identifying the 15 most common languages and printing out language assistance notices, the administrative burden will likely be minimal as this information is usually widely available.

However, as a language company, we're thinking through how we can be a partner in these new proposed rules. We believe strongly that language support improves healthcare outcomes and patient experiences, so we want to put our effort in line with that belief.



No longer an unfunded mandate?

As most outpatient providers know, the addition of Medicare Part B to these language support reimbursement eligibilities will make a significant difference in the number of providers willing and/or able to provide language access support.

The question we'll see answered over the coming years is whether the historically lax enforcement from the Office of Civil Rights (OCR) will increase in tandem with funding for language access. As of right now, investigations are really only started if a patient files a claim. Proactive enforcement of language support provision is essentially nonexistent.

As we move toward fully reimbursable language support, could these changes to Section 1557 reflect a growing willingness to enforce language access laws?

Qualified Interpreters

One big change proposed is below:

"HHS proposes to permit an adult, who is a non-qualified interpreter, accompanying the LEP individual serve as an interpreter when the situation involves an emergency or when an LEP individual specifically requests the accompanying adult serve as the interpreter. However, in the second instance, the covered entity must assess whether or not the non-qualified individual can appropriately serve as the interpreter."

The degree to which guidelines will exist for determining a non-qualified individual vs. a qualified individual will have intense impacts on the effect of this law. Will practice administrators be asked to give what is essentially a medical terminology test on the spot when a family member is requested? If they make the wrong choice and failed interpretation leads to medical complications, will they be liable for that decision?

There's a lot to tease out in these proposed rules.

Bottom line: There are some things in here to be excited and skeptical about

As a team, we're still digging into what these proposed changes to Section 1557 could mean for the daily lives of our healthcare customers. We're thrilled to see more coverage proposed, and glad patients will be even more aware of their rights. We'll keep you updated as we do our research and hear from people like you.

Public comment closes October 3rd; we'll all be anxiously waiting to see which changes are here to stay.

What is your team thinking about the proposed changes? Will they meaningfully change your day to day? Comment below!

Good Food, Clear Skin?

The emerging science on diet and acne

The rumors around diet and acne are plenty: Don't eat chocolate because it will give you pimples; pizza turns you into a pizza face—the list goes on. Is there a connection between what you eat and your breakouts? The American Association of Dermatologists (AAD) reports weak ties between certain foods and the prevalence of acne. In the ADA's current newsletter "Beauty Breakthroughs," the medical association discussed the relationship between food intake and acne.

Several studies have shown a connection between foods with high glycemic indexes (GI). The GI is essentially a map of how likely high carbohydrate food is to increase blood sugar levels and how quickly it typically does so. One of the studies followed 23 Austrian males ages 15–25 who consumed a low-glycemic load and showed signs of decreased acne symptoms after the onset of the diet.

However, the boys involved also lost weight because of their diet; therefore, acne reductions could have stemmed from this change as well. Other studies found a connection between females suffering from polycystic ovarian syndrome and how lower glycemic load helped acne and a Web survey that polled those who took similar measures. Dr. Bowe, an expert with the ADA, stated that high glycemic diets could set off "a cascade of responses" that could lead to changes in growth hormones and sex hormones.

The ADA also discussed the effect of dairy consumption on acne, but classified the connection only as "weak, but possible." Much of this information is gathered from self-reported studies, which are studies conducted in the form of surveys or questionnaires that participants fill out without oversight or assistance from a researcher. A 2005 survey-type study done on 50,000 women showed a slight connection between skim milk consumption and physician-diagnosed severe acne.

Another self-reported diet study revealed a similar connection for girls, ages nine to 15, and the consumption of whole milk, skim milk, low-fat milk, and other dairy products. Yet another self-reported study made a dairy–acne connection for teenage boys, particularly with skim milk. The correlation could be a result of the hormones found in milk products. However, although all studies showed similar results, the ADA clarified that there are several flaws in self-reported studies.

The exact cause of acne is not known, but stress and other antagonistic factors have widely been accepted as making the condition worse. Genetics and hormones are also triggers. So when fighting all of these causes, dermatologists do not recommend simply changing one's diet to combat acne. Rather, the pesky skin problem should be fought with proven acne treatments, and any changes to diet should merely be supplemental.

The bottom line is, if you think your diet is making your acne worse, keep a food diary to share with your dermatologist. Keep track of anything you think could be a trigger, but be aware that any shifts in diet could take up to 12 weeks to contribute a change to acne. Working with a dermatologist can help you find the best treatment options available for your acne issues.

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Why your company should ditch banners and posters for LED screen rentals

As an event planner or brand manager, your job is to make your company stand out as an innovator. In his landmark book, “Brand Against the Machine”, branding guru John Michael Morgan boils down successful branding to a simple phrase: “Your visibility is more important than your ability.” Companies who are seen get opportunities!

So how can an LED screen rental get you seen? Two ways: First, they can attract attention in a crowded room. You can compete against posters and banners with slick, interesting graphics that modernize your brand.

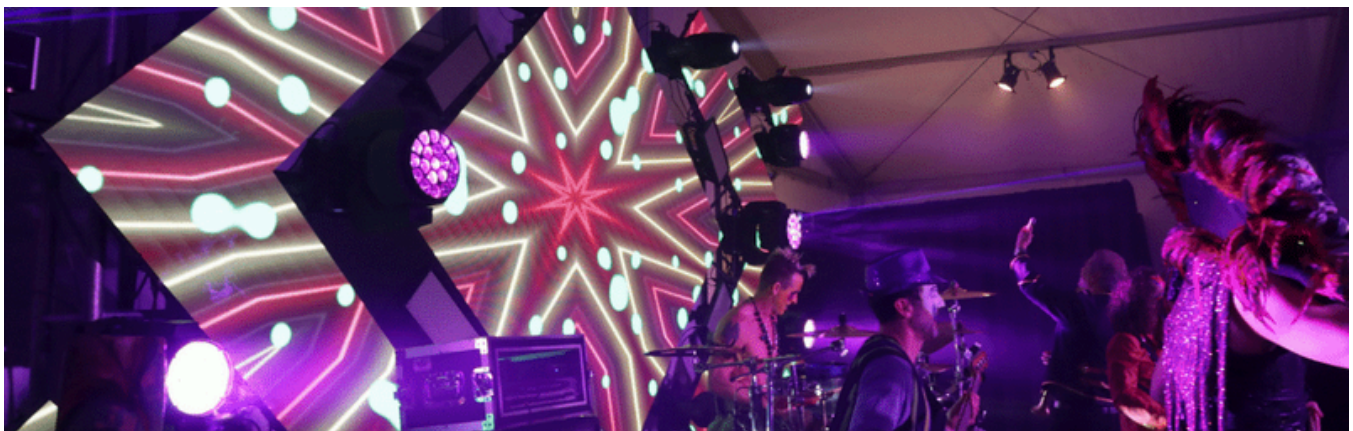
Second, they create shareable content. If you have an amazing setup at your next event, a conference, a seminar, a workshop, etc., you attract more photos. Photos are your brand’s best friend. Provide people with a way to share your name online and watch how your investment in a great setup turns into viral marketing. Below are ideas to get you started with using LED screens.

7 Ways to Use LED Screen Rentals for Better Events

1. Dynamic Stage Backdrops

Transform your stage into a visual masterpiece with LED screens as dynamic backdrops. Gone are the days of static banners and posters—LED screens allow you to create changing, vibrant backgrounds that can sync with the theme or mood of your event. Imagine a concert where the backdrop changes with each song, or a corporate event where the company’s logo, mission, and key messages are displayed in a visually captivating way.

continued on next





2. Immersive Brand Experiences

LED screens can be used to create immersive brand experiences that engage your audience on a deeper level. For product launches, you can use LED screens to showcase product features in stunning detail, create 3D visuals that seem to jump off the screen, or even simulate real-world environments where your product can be seen in action. This not only grabs attention but also helps in building a strong emotional connection with your audience.

3. Interactive Audience Engagement

One of the most exciting uses of LED screens is for interactive audience engagement. You can use LED screens to conduct live polls, display social media feeds in real time, or even allow attendees to interact with the screen via their smartphones. This not only entertains your guests but also encourages participation, making your event more lively and engaging.

4. Stand out in a Sales Conference Crowd

You want interested prospects to find the booth you invested in at your latest sales conference. LED screens can be the answer. Your brand evolves over the year, so your sales setup should be able to keep up. Instead of being stuck with one product or one slogan, your booth can stand out from the crowd with dynamic, eye-catching messaging.

5. Creative Set Design

Why limit LED screens to just the stage? Incorporate them into your set design to create an all-encompassing visual experience. From floor-to-ceiling screens that create an immersive environment to smaller, strategically placed screens that highlight specific areas, LED screens can transform any space into a stunning visual spectacle. This can be particularly effective for themed events, where the screens can change to reflect different elements of the theme as the event progresses.

6. Unique Photo Opportunities

In addition or instead of a stage installation, your brand can create specific photo opps with very shareable backgrounds for a big event. Whether it's a digital photo booth, a custom-designed selfie station, or a massive screen displaying an animated brand logo, these setups encourage attendees to take photos and share them on social media, extending the reach of your event beyond the venue.

7. Visual Storytelling

LED screens are perfect for visual storytelling, allowing you to take your audience on a journey throughout the event. Whether you're telling the story of a brand, a product, or even a love story at a wedding, LED screens can be used to display photos, videos, animations, and other visual content in a way that captivates your audience. This not only adds depth to your event but also leaves a lasting impression.

Conclusion

At Premier, we use a combination of these types of screen rentals along with our AV installations to create brand events that are unforgettable. We partner with our clients to take their creative identity and build it out into exceptional experiences. LED screen setups can be as small and impactful or large and dynamic as your event needs.

Amazing installations are not out of reach for your brand! We make the design and installation of LED screens as easy as possible, so you can focus on your areas of expertise. Reach out to us today to get started on your next event!

How to grow your interpreting business with direct clients

You are a small business owner as well as an independent interpreting business or a translation agency. As a result, developing a client base is critical. Each year, interpreting businesses and translation agencies expand rapidly, and the business side of it has become lucrative.

Did you know that over 50,000 interpreters and translators were employed in the United States in 2021? That's a great number for those reading who want to get into the industry, especially if they want to grow their interpreting business. But keep in mind that it's not always easy to find clients who require any type of language services.

In this post, we will discuss the best ways to effectively gain potential clients for your interpreting business. There are numerous ways to get your company's name out there, such as social media, word of mouth, or even digital marketing strategies to boost your brand's digital presence.

However, many interpreters overlook a tried-and-true method for gaining more clients: reaching out directly. While language service providers, interpretation websites, and associations are all great places to look for work, you may encounter fierce competition. You'll cast a bigger net if you contact out directly in addition to using those tactics.

Enhance The Branding of Your Interpreting Business

The most successful strategy to build a business digitally is to have an online presence that defines what your business is and piques visitors' interest in engaging with your brand further. Improving the branding of your interpreting business gives you a significant edge over your competition. When branding your interpreting business, it is critical to ask oneself what your primary business mission would be. Branding is similar to storytelling; describe why you began your interpreting business and how you want to improve and assist communities in need of interpretation.

Continued on next



Branding includes a variety of strategies such as a snappy website, colors that are suited for your message, and consistent action of releasing content to keep your business in the eyes of people. This may be accomplished in a variety of ways, including marketing your company on social media platforms such as LinkedIn, Instagram, YouTube, and even Facebook.

From here, your brand will attract attention, which will allow you to determine where your potential clients are. It's an important step in establishing your target client base.

As an Interpreting Business, You Should Determine a Target Group of Customers in A Target Area

In general, determining your target group of customers within your targeted area is the best way to zero in on any potential clients that you believe would be a good fit for your business. Your interpreting business is no exception.

When determining your target market ask yourself questions like, "Who needs my services? " or "What industries require interpreters?" When researching those questions, you should be able to find a few comfortable answers.

For example, assume that you are a medical interpreter in the Los Angeles region. Begin by compiling a list of organizations that might be a suitable fit. These may include:

- Hospitals and clinics
- Private practices
- Rehabilitation centers
- Non-profit healthcare organizations

Create A Spreadsheet with the Prospective Client's Contact Information

Conduct an internet search and review organizations that you feel would be great to work with. If they are a good fit to work with, make sure you check for a point of contact. Depending on your industry, titles may include:

- Vendor Manager
- Assistant Manager/Executive Assistant
- Office Manager
- Department Manager

If you can't find a reliable point of contact, it's a good idea to expand your search to LinkedIn. LinkedIn is a fantastic resource for studying organizations across the world. If you still can't find an employee to contact, consider free add-on programs like GetProspect or Clearbit, which are designed to help you recover someone's email through the site.

It's also effective to use the organization's "Contact Us" email address or fill out an online form.

Continued on next

Compose a brief, personalized email

One of the best ways to start the process of acquiring a new customer for your interpreting business if you want to increase your clientele is by creating a brief but personalized email.

Start with a crisp subject line, followed by an email that includes a brief introduction, an explanation for your interaction, and a statement of how your company differs from others who provide interpreting services.

Check out this example that we've created for perspective:

Subject Line:

Medical Interpreter – Spanish/English – Experience in Pediatrics

My name is Jane Smith, and I'm a certified Spanish-English medical interpreter who specializes in pediatrics. Throughout my 10-year career, I've helped numerous patients and their parents in hospital and clinical settings.

I recently read a story about how ABC Children's Hospital is facing an interpreter shortage, so I decided to reach out to offer my help. In addition to onsite interpreting, I accept video remote and over-the-phone assignments, including emergency calls.

I have attached my proposal for your consideration. Do you have a few minutes next week to discuss your interpreting needs?

Thanks,
Jane Smith, Certified Medical Interpreter
(555) 555-5555
jane.smith@gmail.com

Attach Your Proposal and Click Send

Include your CV, portfolio, diplomas or certificates, and any references or recommendations in your submission. It is critical that you demonstrate your real value because these pieces are there to back up your email and assure the organization you are contacting that you are legitimate. To make this process easier, provide a link to this information, such as a Dropbox link.

After you send the email, remember to update your spreadsheet with the date. This will assist you in keeping track of the organizations you've contacted and remembering when to follow up.

Be Sure to Follow Up

Direct clients are frequently overburdened and hiring an interpreting service is not always a top priority. Given that, a gentle reminder is a great way to stay on top of things. Follow up on a regular basis or whenever you have something to say. It could be as simple as informing them that you have received a new certification or training, or that you will be working extra hours over the holiday weekend.

Boostlingo is an interpretation platform that can help you simplify your business. Keeping organized has never been easier! You can manage your onsite schedule, accept on-demand remote requests, and track your earnings all in one place. Want to try Boostlingo for yourself? Contact us today for a free trial!

Soldier, Fighter, Sufferer, Advocate

Originally published in Austin Fit Magazine



As a college sophomore, Vincent Petrucci faced a difficult choice. His father had died, leaving him incapable of continuing to attend the University of Miami and dealing with emotional wounds. He needed to go into the work force or find a more affordable college. Instead, the young Petrucci enlisted in the US Army.

After finishing basic training in 2000, Petrucci was stationed at Fort Hood in Killeen, Texas. He earned a Green-to-Gold scholarship for Rutgers University and met his wife, a fellow soldier. The couple married in 2001 and spent their first two years of marriage a country away from each other.

After completing his degree, Petrucci finished Officer's Basic Training in Missouri, spending another three months stationed away from his wife and newborn son in Washington. The family finally came together again in Killeen after his leadership training was complete. Fort Hood, a familiar environment for the Petruccis, became home base for the military family. When Petrucci was deployed to Baghdad as a military police officer in 2005, these familiar surroundings were important for the people he left behind.

Petrucci's company's job was clearly stated: recruit, train, equip, and employ the newly formed Iraqi police force. The men spent most of their days "outside of the wire," placing the building blocks of governmental control in dangerous and hostile neighborhoods. In the middle of this work, Petrucci met Aaron Hudson. "He was a phenomenal person: talented, kind, intelligent, everything you could ask for in a person or soldier," Petrucci reminisced.

Months later, in April of 2005, the company lost Hudson to a blast from an improvised explosive device (IED). The tragedy, an event expounded by his next tour of duty, began a cycle of fear

and uncertainty in Petrucci's ability as a leader—a cycle that would eventually lead to the beginnings of post-traumatic stress disorder (PTSD).

Later, Petrucci found himself alone on an empty street, avoiding the bullet fire of unseen machine guns from distant windows. Over time, he had lost one of his men to a blast from an IED, and he had spent months in Baghdad, his days sometimes filled with finding bodies riddled with bullet blasts as a result of extrajudicial killings.

His wife and children were far away, missing from his life for 18 months at a time. As he dodged the barrage of shells, he was fighting to save himself—an extremely resilient yet fragile being. When Petrucci returned home, he knew the struggles of war had changed him forever.

The aftermath of combat

For years after his service, Petrucci fought the symptoms of the tragedies alone. "Being a soldier (and especially an officer), unfortunately, you are looked down on if you admit you need help and actually reach out for that help," Petrucci explained. "So I did what every good soldier does; I held it all in." An emotionally numb, cut off, and distant man wandered through various service jobs until he took a post as Company Command at Fort Drum in New York. His flashbacks to Hudson's death caused him to be a harsh, unforgiving, and unsympathetic example to the men he was supposed to train.

"I was very angry; I was defiant; I was unapproachable, and I was not willing to allow for any mistakes from my soldiers," Petrucci explained. "We were scheduled to deploy again in a few months and I took our training extremely seriously. There was no way I was going to lose another soldier.

Most of my soldiers—and even the leaders—had never deployed and I was intent on training them to the best ability I had. It was during this training that the effects of my PTSD became uncontrollable. I finally reached out for help when I couldn't take it anymore and was immediately stigmatized as a 'troublemaker' and 'weak'."

A new beginning for Petrucci

It was in the midst of this turmoil that Petrucci met Chris Manganaro. A former brother in arms of Major Mike Erwin, the founder of Team Red, White & Blue, Manganaro was also a marathon runner and he invited Petrucci to train with him. The friendship allowed Petrucci to finally face the realities of his disorder.

"I hadn't slept more than four hours a night (and never consecutively) since I first returned in 2006," Petrucci remembered. "I told him how I had lost the ability to feel emotions or empathy for others. Through it all, Chris just ran and listened."

The running and friendship provided a turning point for an officer who had fought alone for too long. Petrucci ran the marathon and decided to seek professional help, going on to complete some eight marathons, and dealing with his demons until physical issues brought his long distance running days to a halt.

While that physical activity proved to be therapeutic and the conversation cathartic, the soldier explained that the true turning point in his fight against PTSD came when he moved back to Fort Hood and officially joined Team Red, White & Blue:

"Team RWB has helped me to regain that passion for fitness and especially running. Due to my physical limitations (degenerative disc disease and arthritis in my back as well as my foot), I have had to drastically change the way I exercise.

Team RWB has helped me rediscover the positive effects of fitness and taught me that it is not about how fast you finish, it is that you finish. It is about the journey along the way that matters and provides the body and mind with a positive mentality that leads to recovery."

For a soldier who has suffered from the negative stigmas associated with PTSD, Petrucci has made his time with Team RWB about helping soldiers feel strong even in the middle of dealing with the weighty effects of being brave for their country. "I want to be the example of someone who suffers from PTSD but still can be a productive member of the Army and of the community," explained Petrucci. "Just because I have these struggles doesn't mean I am less of a soldier or person."

He went on to state that the time Team RWB members spend exercising with one another is a time of reflection where they can work through the problems associated with post combat adjustment.

Vincent Petrucci has not reached the finish line of his post-combat struggles. The soon-to-be-retired Army captain still feels trapped on base, afraid to take his car off post alone for fear of hurting someone should a flashback come. There are nights when he doesn't sleep and mood swings that leave him an emotionally empty shell.

As his feet hit the pavement for those first days of marathon training, he took his first steps in dealing with emotional baggage that had been suppressed for too long. With Team RWB, Petrucci is dealing with his physical and emotional injuries but the chaos of recovery has given him something more valuable than any of his marathon completions.

"Team RWB has helped me focus on my post-Army plan, which is becoming a lawyer and continuing to serve our returning veterans to the best of my ability with their legal matters," stated the soldier. "They helped me to discover my passion and what I believe is my purpose

here, to help others."

What is Team Red, White & Blue?

To read more about Team RWB in Texas, go to austinfithmagazine.com for the article, "Readjusting after Combat: Team Red, White & Blue helps veterans find a new identity"

How Can You Help Team Red, White & Blue?

- + Participate in a Team RWB event
(for a complete listing, visit www.teamrwb.org)
- + Join the Team: the Austin Community Team has a page on Facebook:
www.facebook.com/TeamRWBTexas
- + Wear the Eagle by purchasing Team RWB gear and clothing
- + Join the Online Community to connect with veterans and community members
- + Sign up to become a Fundraiser

For more information, visit Team RWB at www.teamrwb.org

Get in touch!

www.madieleonriley.com
madieleonriley@gmail.com

