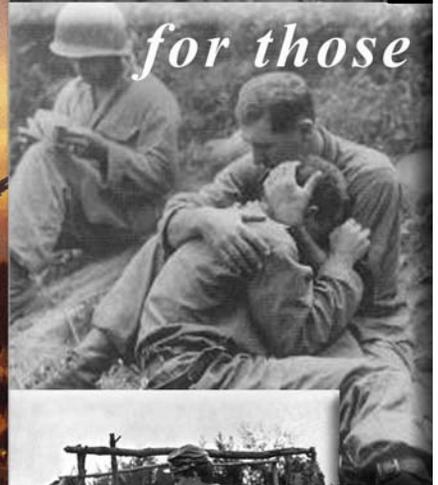
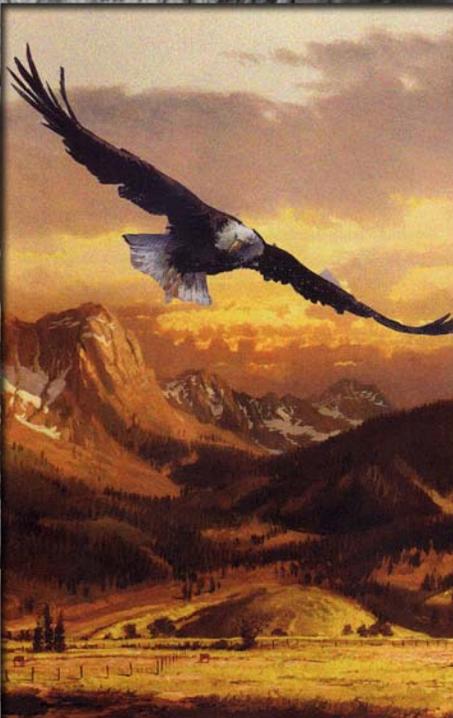
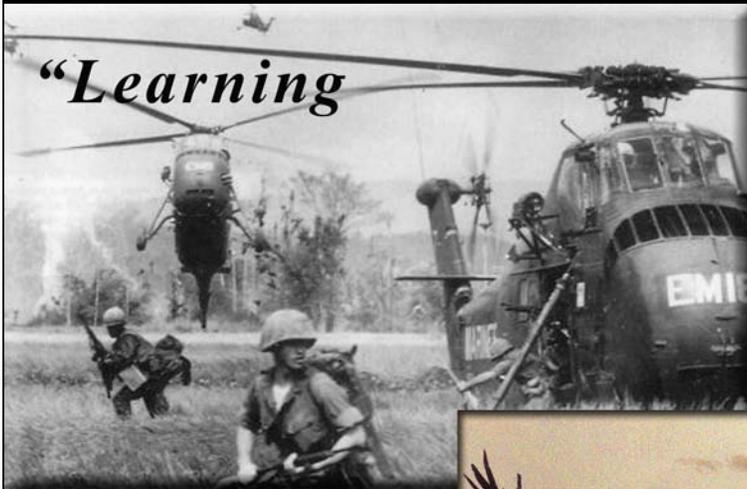


**Uniformed
Services
University
of the Health Sciences**

JOURNAL 2002 Edition



Editor- in-Chief

Vice President for Administration and Management: Mary A. Dix

RELEVANCE • READINESS • OPTIMIZATION



OFFICE OF THE
PRESIDENT

UNIFORMED SERVICES UNIVERSITY OF THE HEALTH SCIENCES

4301 JONES BRIDGE ROAD
BETHESDA, MARYLAND 20814-4799
www.usuhs.mil



August 25, 2003

Editor's Foreword

As a member of the USUHS Board of Regents and the USUHS Executive Committee and as the designated Executive Agent for the University, I am pleased to say that the University's focus on relevance, readiness, and optimization continues to be aligned with both its establishing legislation and the special needs of the Military Health System (MHS). The University, which holds full accreditation from its fourteen accrediting organizations, continues to meet and exceed its mission to provide continuity and leadership for the MHS. The University's mission statement, *Learning to Care for Those in Harm's Way*, succinctly captures its essential commitment to Force Health Protection... Today, USUHS is reaching out to other Federal agencies and the civilian medical communities to share its curricula and expertise. I echo the assessment of USUHS provided by the Secretary of Defense on March 22, 2001. "The training USUHS students receive in combat and peacetime health care is essential to providing superior force health protection. We place great emphasis on the retention of quality physicians in the military." USUHS is a unique national asset and a vital integrated part of the Military Health System.

- Vice Admiral Michael L. Cowan, Surgeon General of the Navy, Testimony before the Armed Services Committee, Subcommittee on Military Personnel, United States House of Representatives, April 10, 2002.

Mission Accomplishment. Once again, directly due to the on-going and tremendous support of the Surgeons General of the Uniformed Services, the Office of the Secretary of Defense, and the Congress of the United States, the *2002 Edition of the USU Journal* documents that the Uniformed Services University of the Health Sciences (USU) continues to meet, or exceed, its Congressionally established and Department of Defense (DoD)-directed mission to provide continuity and leadership and ensure medical readiness for the Military Health System (MHS).

A Continuous Process of Data Collection, Assessment and Reporting. The University's first annual report consisted of 18 pages. Many significant events and accomplishments took place in 1994; however, nine years ago, the University was just initiating the challenging process of coordinating with over 70 USU activity heads and chairs to assess and report on the annual achievements of the entire University community. Today, the USU annual report is regarded, both externally and internally, as an essential and comprehensive publication largely due to the strengthening of the University's assessment processes, the increased availability and accuracy of data, and the remarkable accomplishments, contributions, and cooperation of the USU faculty, staff, students, and alumni. Over the past nine years, the visionary foresight of the United States Congress and unwavering support from many others have allowed the University to establish its credibility with 14 accrediting entities. Current assessments of available data clearly demonstrate *"that USU graduates have become the backbone for our Military Health System"* (The Honorable Donald Rumsfeld, Secretary of Defense, Letter to USU, March 22, 2001). In addition, an independent study completed during 2003, documents that the outstanding retention rates of the USU SOM alumni *"make USUHS the most cost-effective accession source for filling 0-6 grade physician requirements in the MHS"* (Phase II: *The Impact of Constraints and Policies on the Optimal-Mix-of-Accession Model, Life-Cycle Costs of Selected Uniformed Health Professions*, Center for Navy Analysis (CNA), April 2003).

Relevance - Readiness - Optimization. Preparing each year for the next Edition of the USU Journal is an on-going assessment process of collecting data and summarizing events that focuses on: *program relevance*; the University's strategic objectives (to provide continuity and leadership and ensure *medical readiness* for the MHS); *stewardship (optimization)*; and, *accountability* for established strategic objectives. Section I of the 2002 Edition of the USU Journal includes University-relevant information and assessment data submitted and reviewed by the USU activity heads and chairs, encompassing the following: establishment; governance; mission; strategic planning (to include achievements related to each goal of the strategic plan); relevance and mission accomplishment; accreditation process and status; contributions of students, faculty, staff, and alumni; optimization of resources; USU as the Academic Center for the Military Health System; examples of successful educational and research programs; and, organizational culture (*stewardship of the human and physical resources of USU*). Sections II through VII provide similar information at the individual program level for the following USU activities: the School of Medicine; the Graduate School of Nursing; Graduate Education; Graduate Medical Education; Continuing Education for Health Professionals; and, the Armed Forces Radiobiology Research Institute.

The intent of this year's *Foreword* is not to repeat the significant accomplishments and events described throughout the 2002 Journal, but rather to emphasize selected efforts of the superb USU staff and faculty who cost-effectively establish, implement and maintain the infrastructure of the University, upon which, the educational and research endeavors depend.

Responsible Stewardship. The USU community does not take its mission or performance responsibilities lightly. Throughout the USU campus, dedicated individuals exhibit their accountability for meeting the University's primary goal, *Learning to Care for Those in Harm's Way*. In accordance with USU's strategic objectives, University faculty and staff consistently search for cost-effective approaches to ensure a sound infrastructure for supporting the University's multiple educational and research missions.

External and Internal Communication. Both external and internal communication efforts continue to reflect prudent management and careful use of appropriated funding. For example, **expanded electronic library services** by the USU Learning Resources Center (LRC) to the Military Services have resulted in the cost-effective provision of 4,000,000 pages from the LRC Remote Services to 6,885 faculty, staff, students, alumni and off-campus faculty. During 2002, support services for the Walter Reed Army Libraries increased by 20 percent; and, the Army Medical Research and Materiel Command at Fort Detrick was added to the list of DoD research facilities being provided electronic access to the LRC. Since August of 2002, an electronic interlibrary loan system has provided Internet-based delivery of borrowed items and reduced the waiting time from two weeks to 48 hours.

As the owner of a Class B Internet License, the USU Information Services Management Center (UIS) cost-effectively serves as the **Internet Service Provider** for the USU campus and 13 off-site locations. During 2002, 916 desktop computers were in a three-year technology refreshment cycle; and, UIS implemented the scheduled addition and cycled replacement of 342 leased computers. **The standardization of computer equipment and software** provides efficient, cost-effective electronic support to the USU community.

The USU Center for Multidisciplinary Services (MDL) completed the installation of upgraded video projectors throughout the USU lecture rooms and the renovation of the working and storage areas in the Anatomical Teaching Laboratory. *By the end of 2002, MDL was providing a total of 100 computers throughout the lecture and conference rooms, which significantly increased capabilities for using a broad range of teaching tools; as a result of cost-effective planning, all new systems were compatible with the currently existing equipment.*

Medical Informatics. During 2002, the USU **MedPix Medical Image Database System** was cost-effectively deployed via the Internet to provide medical students, researchers, and clinicians a descriptive on-line database housing medical case examples. A fully-functional archive of clinical photographs and radiologic images, primarily of abnormal and disease conditions is provided. The result has been a shared Internet teaching file filled with a variety of illustrated medical cases available to anyone interested in learning more about an affliction or in sharing research information and images from cases they have seen. These cases are further complemented with posted summaries, reports and editorial comments. The site began with a Radiology focus and has since branched off into the Dermatology and Pathology disciplines. *It is recognized as a powerful teaching tool for Graduate Medical Education.* During 2002, monthly Neuroradiology Teleconferencing took place between USU and the Naval Medical Center in San Diego, California. *The USU MedPix Medical Image Database System is now used by all DoD Radiology Residency Programs and it is the primary teaching tool for: the National Naval Medical Center; the Walter Reed Army Medical Center; the Tripler Army Medical Center in Honolulu, Hawaii; the Madigan Army Medical Center in Tacoma, Washington; and, USU.* The MedPix Case of the Week is distributed by e-mail to more than 1,700 registered users each week, as well as to USU students across all four years of the SOM.

Currently, USU uses **interactive, real-time video teleconferencing** to link five sites for its six-week clerkship in Obstetrics and Gynecology. In sessions that last from 60 to 150 minutes, site coordinators meet with the clerkship directors and administrative personnel to discuss such crucial issues as curricula, student problems and evaluation, and faculty development. *Since May of 1998 through 2002, USU has found that these sessions enable the standardization of curricula, facilitate the sharing of ideas, reduce administrative tasks through centralized support, and improve the assessment, consistency, and level of detail in student evaluations.*

Over the past five years, *on-line quizzes and formal examinations* have become more widely used by USU instructors; the USU SOM Departments of Microbiology and Immunology and Pathology intend to convert from paper-based formal examinations to on-line examinations during 2003. And, the USU SOM Department of Medicine has introduced a widely used innovation in course administration. *CWebLog is a WWW-based database for logging students' clinical experiences during the medicine clerkship*. As students submit data, they may be presented with a set of reviewed links related to the type of cases they are reporting. Student entries are stored in an SQL database that is used to produce browser-based reports on any combination of clerkship experiences. Currently, six of the seven SOM clerkships have adopted *CWebLog* as one means of recording student experiences in the clinic. The project was expanded to include the collection of information with PDAs (*portable digital assistants have been provided as an educational tool to USU students since 2001*). Data from these devices is synchronized to the SQL database along with data from personal computers and a web browser. The GSN Nurse Practitioner faculty use a similar WWW or PDA-based system and the GSN Nurse Anesthesia faculty utilize data collection in an aggregated spreadsheet format. *Thus, outcomes assessment and results are readily available for use in educational or research endeavors.*

The above described endeavors in responsible stewardship, combined with numerous others, assisted the University in meeting its strategic goals and objectives during 2002. The *2002 Edition of the USU Journal* replaces the 2001 Edition as the source document for the University's responses to congressional, executive, and general requests for information.

Mary A. Dix
Vice President for Administration
and Management and
Editor-in-Chief
USU Journal - 2002 Edition



Today, while the other medical schools are in the process of initiating programs and training in WMD, USUHS has been providing such education since its first School of Medicine (SOM) Class of 1980; 3268 SOM graduates and 170 advanced practice nurses have now had this training. The USUHS SOM graduates currently represent 22 percent of the physicians on active duty in the Military Health System; *thus, ensuring continuity and leadership for military medicine*. During his many years of support for USUHS, Mike Rexroad constantly acted upon his personal knowledge of what can go wrong when continuity and leadership are not ensured for military medicine. USUHS became a significant part of his overall commitment to the preservation of the hard-won knowledge of the battlefield, the absolute priorities of preventive medicine, the tremendous achievements of uniformed research, and the need for an academic home for military medicine.

- Congressional Record, In Remembrance of Brigadier General Vorley (Mike) Rexroad, USAF, (Retired), **The Honorable Strom Thurmond, the United States Senate**, November 12, 2002, pages S10832-S10833.