

Uniformed Services
University
of the Health Sciences

Journal

2004/5 Edition

“Learning to Care



for Those



in Harm's Way”



Editor - in - Chief:
Mary A. Dix

Vice President for Administration and Management

RELEVANCE • READINESS • OPTIMIZATION

October 30, 2005

Editor's Foreword

Today, the value of USUHS to DoD and to the Nation far exceeds its original mandate to “graduate career military medical officers in an all-volunteer environment.” It is a nationally-respected academic institution operating as part of the DoD culture, and is central to discovering and solving a broad range of public health and medical issues directly affecting medical and force readiness.

The need for USUHS as a guaranteed and proven source for the right physician leaders will be even more important as DoD fights future wars. Because of their selection and subsequent training, USUHS graduates seek assignment to operational units in large numbers (51% of medical officers assigned to Army Special Forces are USUHS graduates). These core competencies have value not only for our military operational mission but also in DoD's support for Homeland Security. Refereed publications report that USUHS is the premier source of training for readiness, contingencies, community and public health, and other mission imperatives.

The USUHS Graduate School of Nursing is also becoming the military's major source of advanced practice military nurse clinicians, nurse anesthetists, and nurse leaders prepared for deployment in direct support of combat operations. Agencies accrediting civilian academic health centers, schools of medicine, and graduate schools of nursing have consistently awarded USUHS accreditation *with distinction*.

USUHS mission, location, assets and faculty are vital to the Military Health System's mission. It (USUHS) directly affects our ability to train and retain a core cadre of career military health and operational medical leaders.

- **The Honorable William Winkenwerder, Jr., M.D.,
Assistant Secretary of Defense for Health Affairs,**
Briefing on USUHS before the leadership of the Office of
the Secretary of Defense, April 18, 2005, pages 1 and 3.

Mission Accomplishment. Once again, directly due to the on-going success of the USU graduates and the tremendous dedication and support of the USU faculty and staff, the Office of the Secretary of Defense (OSD), relevant military and civilian professional organizations, and the Congress of the United States, the *2004/5 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. USU is mandated to provide continuity and leadership and ensure medical readiness and continuing education for the Military Health System (MHS). This is accomplished through the provision of 1) career-oriented, uniquely trained physicians, advanced practice nurses, and scientists; and, 2) specialized educational training, exercises and research that meet the military unique medical readiness training, combat contingencies, humanitarian response, and peacetime health care requirements of the MHS.

Relevance - Readiness - Optimization. Preparing each year for the next Edition of the USU Journal is an on-going assessment process of collecting data from over 70 USU activity and program leaders and department chairs and summarizing mission-related achievements and contributions focusing on: 1) *program relevance* -the provision of core competencies as required by the MHS; 2) the University's strategic mission, goals, and objectives (to provide continuity and leadership and ensure *medical readiness* for the MHS); 3) stewardship of allocated resources (*optimization*); and, 4) *accountability for established strategic objectives*. Section I of the *2004/5 Edition of the USU Journal* provides an overview of one year's activities across the broad spectrum of USU's multiple programs and activities; it provides selected examples of accomplishments and contributions, which are documented throughout Sections II through VII of the *2004/5 Edition of the USU Journal*. Officially recognized by OSD, this document will be submitted to the major stakeholders of the University along with the University's May 2005 Cost Avoidance Fact Sheet.

USU's Relevance and Mission Are Independently Validated During 2004/5. During the past year, the entire Department of Defense participated in the Base Closure and Realignment (BRAC) Process. This comprehensive analysis evaluated the military value and relevance of each entity within the DoD. *For USU, the BRAC process offered a significant opportunity to demonstrate the relevance of its mission and its critical role in supporting Force Health Protection and National Security.* An example of OSD's confidence in USU was demonstrated on August 2, 2004, when the Secretary of Defense awarded the prestigious DoD Medal for Distinguished Civilian Service to the retiring USU President. In the citation, **The Honorable Donald Rumsfeld, Secretary of Defense**, validated the relevance of USU: *The Department can now boast of USUHS as the Academic Health Center for the Military Health System; an asset that continues to garner global recognition for its military unique medical readiness training and its positive contributions to the security of our Nation in the critical areas of National Medical Preparedness and Public Health.*

Congressional Affirmation of USU's Value to the Nation. In a letter from the Maryland Delegation to the Secretary of Defense, signed by the **two United States Senators and six members of the United States House of Representatives**, dated April 1, 2005, the above-described recognition of USU's value to the Nation was once more clearly documented: *USUHS' academic centers and research programs have established international credibility for: military unique medical expertise; communication and assessment of military medical humanitarian assistance training; addressing traumatic stress in uniformed and civilian health care communities; and, developing radiological countermeasures and unique training for the response to radiological emergencies. In addition, USUHS is recognized by the Association of American Medical Colleges (AAMC) as the one place where physicians of tomorrow get thorough preparation to deal with many contingencies, including the medical aspects of chemical and biological terrorism... The significance of the USUHS physicians serving three times longer than the other physician accession sources is critical to medical readiness as well as to cost-effectiveness... the MHS has been able to increasingly rely upon the USUHS SOM alumni for the provision of such essential care.*

Civilian Accrediting and Academic Professional Associations Confirm USU's Critical Relevance to the Nation. The University's relevance was also re-confirmed by the civilian academic and accrediting professional associations, during the past year. On April 27, 2005, **Jordan, J. Cohen, M.D., President of the Association of American Medical Colleges (AAMC)**, re-confirmed the AAMC's confidence in USU when he wrote to the Deputy Secretary of Defense that: *This institutions' alumni provide the*

backbone of the senior leadership of the three services' medical departments. Faculty at USUHS are widely recognized among those of peer institutions for the excellence of the medical education program and are frequent speakers at our annual meetings on this most important topic... USUHS graduates have demonstrated a commitment to serving their country in numbers and to a degree that is unrealistic to expect from civilian physicians.

On April 28, 2005, **Roger J. Bulger, M.D., President and CEO, Association of Academic Health Centers (AHC)**, also documented national recognition of USU in his letter to the Deputy Secretary of Defense: *This excellent health sciences university is now well established among the most highly respected of American health professional schools. I speak not only for myself but for the Association of Academic Health Centers and for the leaders of our member academic health science centers. USUHS and its leaders have worked with others in the Association of Academic Health Centers to advance the development of organized distance learning techniques in health professional education, in bioterrorism defense, in the strategizing about global health and domestically about the systemic delivery of population-based health care and preventive services, in all of which areas USUHS is in a leadership position.*

And, on May 6, 2005, **Michael D. Maves, M.D., MBA, Executive Vice President and CEO, American Medical Association (AMA)**, validated both a respect for, and recognition of, the critical relevance of USU to our National Security, when he wrote to the Deputy Secretary of Defense that: *The AMA vigorously supports the continuance of USUHS because we believe it is vital to the continued strength, morale, and operational readiness of the military services... USUHS physician specialists remain on active duty for an average of 9 years after they complete their specialty training - about three times longer than physicians trained under the Department of Defense's Health Professions Scholarship Program (HPSP)... According to the Center for Navy Analysis, it likely would require at least 895 additional HPSP accessions to replace each year's class of 165 USUHS School of Medicine graduates. In a time of widely-held fears of a looming shortage of physicians and health care providers, this retention powerhouse is an increasingly valuable resource for the Military Health System and the nation... The AMA strongly supports the Uniformed Services University of the Health Sciences. Its mission and goals are important to national interests and should continue.*

Military Professional Associations Re-Confirm USU's Relevance to National Security. **Thomas P. Cadmus, National Commander, The American Legion**, documented the American Legion's on-going commitment to the relevance of USU, on April 8, 2005, in a letter to the Secretary of Defense: *The American Legion urges the Department of Defense to retain and expand the Uniformed Services University of the Health Sciences (USUHS) as a reliable and valuable source of uniformed physicians, advanced practice nurses and scientists dedicated to careers of service in the Army, Navy, Air Force and the United States Public Health Service... The Congress has strongly endorsed the continuation of the USUHS annually through legislative directive since 1993, and the Department of Defense, of course, officially recognized the value and cost effectiveness of the University with the presentation of the Joint Meritorious Unit Award in 2000 (the USU Cost Avoidance Fact Sheet documented that USU generated \$33.6 million of cost avoidance for DoD in 2004). The American Legion, in its adopted mandates, traditionally does not take positions with regard to specific bases and installations. However, USUHS, in our view, is uniquely critical to long-term military medical readiness and a true national asset.*

The Military Coalition also sent a re-affirmation of its total support for USU, through a letter signed and endorsed by 35 independent military associations, to the Under Secretary of Personnel and Readiness on April 13, 2005: *The Military Coalition has committed its support for the Uniformed Services University of the Health Sciences (USUHS)... As our Armed Forces continue to be deployed*

into combat zones, USUHS graduates ensure that these superb uniformed personnel are provided with quality care from the initial preventive measures taken to protect their health, to the moment of injury, through their release from hospitalized treatment... The MHS could not easily identify or hire civilian physicians who would accept the critical risks associated with combat care.

And, the National Military Veterans Alliance (NMVA), a coalition of 29 uniformed associations, also re-confirmed its confidence in USU, in letters to Members of Congress dated March 28, 2005: *The NMVA would sincerely appreciate your continued attention and on-going support for our Nation's ONLY Federal university dedicated to medical readiness and the provision of continuity and leadership for the Military Health System (MHS)... The MHS requires a steady source of highly competent, uniquely trained, deployable military physicians and advanced practice nurses... Congress created USUHS and the Armed Forces Health Professions Scholarship Program (HPSP) to cost-effectively meet this requirement in the absence of a physician draft... USUHS successfully provides a corps of career-oriented uniformed medical officers.. (and) has proven to be an essential component of medical readiness for the MHS.*

The USU Faculty Represent A National Treasure. USU has a tremendously well qualified and committed faculty. As validated above, the 329 full time faculty members at USU (208 civilians/121 uniformed officers) are recognized across the spectrum of national academic accrediting and professional organizations and the Office of the Secretary of Defense for their academic credentials and military unique expertise and leadership. In 2004, seventy-five USU faculty were the recipients of over \$28 million in investigator-initiated, peer-reviewed funding; USU faculty publish extensively in high impact peer-reviewed journals and are leading participants in a regional consortium of institutions funded by the National Institute of Allergy and Infectious Diseases to develop a Center of Excellence for Biodefense and Emerging Infectious Diseases. In recognition of its faculty, USU has been designated by the American Type Culture Collection as the reference center for toxins recognized as select agents in bioterrorism; and, a USU Professor and Department Chair leads one of ten state-of-the-art national proteomic centers funded by the National Heart Lung and Blood Institute.

USU faculty are selected to serve on editorial boards for the leading journals in the health sciences, such as Obstetrics and Gynecology, the American Journal of Cardiology, and the Journal of the American College of Cardiology - the premier journals of these specialties. USU faculty are continuously selected for distinguished awards in a wide variety of professional organizations, such as the American College of Physicians' Herbert S. Waxman Award for 2004 and the Commissioned Officers Association of the United States Public Health Service's 2004 Health Leader of the Year. A USU Professor of Psychiatry was elected to serve as Chair of the Accreditation Council for Graduate Medical Education (ACGME) for a two-year period, effective October 1, 2004; and, he continues to serve on the American Medical Association (AMA) Council on Medical Education and on the AMA/American Board of Medical Specialties (ABMS) Liaison Committee on Specialty Boards, as the Immediate Past Chair for both organizations. Another USU Professor and Department Chair became the first uniformed member appointed to the Accreditation Council for the Graduate Medical Education (ACGME) Residency Review Committee for Obstetrics and Gynecology (*a twelve-member group responsible for accreditation decisions for all Obstetrics and Gynecology Residency Programs in the United States*). And, a USU Professor of Medicine was selected to serve as President of the Alliance for Clinical Education (*a multidisciplinary group formed in 1992, to foster collaboration across specialties to promote excellence in the clinical education of medical students*).

During 2004, a USU Professor of Pathology was featured in the national media for conducting genome-based, high throughput technologies of the radiation resistant bacterium *Deinococcus radiodurans*; he published an experimental paper in Science magazine, in November of 2004, showing that intracellular manganese accumulation facilitates radiation resistance. The paper was reported in newspapers and will be featured in a *National Geographic* special, during 2005. A summary of his work was also published by Nature; his on-going grants total over \$1.3 million. Another USU researcher was recognized in the Proceedings of the National Academy of Sciences for his leadership of one of two groups to independently publish the identity of the human protein that facilitates infection by the Nipah and Hendra viruses. These two emerging infectious animal diseases are transmissible to humans and are considered as possible bioterror agents. Knowing both the viral and cell proteins involved in fusion will allow scientists to develop vaccines and treatments for these two important emerging infectious diseases; his research is funded by the National Institute of Allergy and Infectious Diseases (NIAID).

The Future. The recognition and validation of USU, as cited above, did not occur by chance. Fourteen accrediting entities evaluate USU programs and activities and have consistently conferred accreditation with commendation. The USU faculty is nationally recognized for its academic accomplishments and contributions and can take much credit for the evolution of the University into a national treasure that is acknowledged for its military unique expertise, scientific contributions, and academically-sound military-unique educational programs. Due to their dedication and superb performance, USU alumni are cost-effectively holding over 33 percent of the leadership positions in their respective Services and are assuming Command positions across the MHS. The contributions of the USU faculty, staff, and alumni are documented and validated throughout the *2004/5 Edition of the USU Journal*. As revealed during the recent BRAC process and expressed above by its major stakeholders, the University has exceeded its mission and decidedly proven its relevance to the Military Health System.

On July 1, 2005, following an extensive national search, **Charles L. Rice, M.D., former Vice Chancellor at the University of Illinois, at Chicago**, stepped into the leadership position at the University. As our fifth University President, Dr. Rice joins the USU Family with exactly the credentials and expertise required to lead USU during the next phase of its evolvement. A retired Navy Reserve Officer and nationally recognized and accomplished academic leader, Dr. Rice will ensure that USU continues to earn the accolades cited above; he is precisely the leader needed during the challenging, yet exciting times, that lie ahead for the University. He is much welcomed by the USU Community.

(The 2004/5 Edition of the USU Journal replaces the 2003/4 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 - 2004/5 Edition



Field Medicine

*“Learning
to care
for those
in
harm’s
way”*

RELEVANCE - READINESS - OPTIMIZATION

The American Legion urges the Department of Defense to retain and expand the Uniformed Services University of the Health Sciences (USUHS) as a reliable and valuable source of uniformed physicians, advanced practice nurses and scientists dedicated to careers of service in the Army, Navy, Air Force and the United States Public Health Service.

The Congress has strongly endorsed the continuation of the USUHS annually through legislative directive since 1993, and the Department of Defense, of course, officially recognized the value and cost effectiveness of the University with the presentation of the Joint Meritorious Unit Award in 2000... the Uniformed Services University of the Health Sciences, in our view, is uniquely critical to long-term military medical readiness and a true national asset.

It is in this spirit that The American Legion urges the retention and continued support of the Uniformed Services University of the Health Sciences.

- **Thomas P. Cadmus, National Commander, The American Legion, Letter to the Deputy Secretary of Defense, April 8, 2005.**