

Uniformed Services University

of the Health Sciences



“Learning to Care for Those in Harm’s Way”

Board of Regents

Quarterly Meeting

February 5, 2024

BOARD OF REGENTS
UNIFORMED SERVICES UNIVERSITY OF THE HEALTH SCIENCES (USU)
219TH MEETING
February 5, 2024 2:30 p.m. – 5:00 p.m. Eastern Time
Hosted Virtually via Google Meet

MEETING AGENDA

OPEN MEETING

2:30 – 2:35 p.m.:	Meeting Call to Order Designated Federal Officer	Ms. Annette Askins-Roberts
	Opening Comments Chair, Board of Regents, USU	Dr. Nancy Dickey
2:35 – 3:15 p.m.:	President’s Report President, USU	HON Jonathan Woodson
3:15 – 3:30 p.m.:	Health Affairs Update Assistant Secretary of Defense (HA)	HON Lester Martínez-López
3:30 – 4:00 p.m.:	Update from the Liaison Committee of Medical Education Site Survey visit Dean, USU School of Medicine Assoc. Dean, USU Medical Education	Dr. Eric Elster Dr. Catherine Witkop
4:00 – 4:15 p.m.:	Break	
4:15 – 4:55 p.m.:	USU Facilities Master Plan Special Assistant to the President for Strategic Infrastructure	Mr. Richard Bond
4:55 – 5:00 p.m.:	Closing Comments Chair, Board of Regents, USU	Dr. Nancy Dickey
	Adjourn Designated Federal Officer	Ms. Annette Askins-Roberts

**BOARD OF REGENTS
UNIFORMED SERVICES UNIVERSITY OF THE HEALTH SCIENCES (USU)
219th MEETING
February 5, 2024 2:30 p.m. – 5:00 p.m. Eastern Time
Hosted Virtually by Google Meet**

TABLE OF CONTENTS

Reports to the Board of Regents

- [TAB 1... President's Report](#)
- [TAB 2... Health Affairs Update](#)
- [TAB 3... Update from the Liaison Committee of Medical Education Site Survey visit](#)
- [TAB 4... USU Facilities Master Plan](#)

TAB 1

President's Report

Uniformed Services University

Board of Regents Briefing

Jonathan Woodson, MD, MSS, FACS
President

05 February 2024



President's Report

- **Search Committees Update**
- **USU Strategic Plan**
- **USU Infrastructure / Facilities Overview**
- **LCME Update**

TAB 2

Health Affairs Update

TAB 3

LCME Site Survey Visit Update

School of Medicine Briefing to the Board of Regents: LCME Survey Visit

February 5, 2024

Eric Elster, MD, FACS, FRCS Eng (Hon.) CAPT, MC, USN (Ret.)
Professor of Surgery
Professor of Molecular and Cell Biology
Dean, School of Medicine

Catherine Witkop, MD, PhD, MPH, Col, MC, USAF (Ret.)
Professor of Preventive Medicine and Gynecologic Surgery and Obstetrics
Associate Dean for Medical Education



SCHOOL OF MEDICINE
F. Edward Hébert School of Medicine

Accreditation Overview

Who

USU School of Medicine and Liaison Committee on Medical Education (LCME)

What

USU self-study, visit by LCME survey team, LCME review/determination

When

August 2022 through January 2024

Where

Self-study (virtual/in-person); survey visit in-person at USU

Why

Assure the public, government agencies, and professional groups that USU SOM meets or exceeds nationally accepted standards regarding the educational process and student performance

LCME Accreditation Steps



Institutional Self-Study - 2023 - COMPLETE

Data-based self-analysis of performance in 93 accreditation elements, including data from student-conducted Independent Student Analysis



Survey Visit - January 2024 - COMPLETE

Evaluation of all 93 elements by external survey team



LCME Review

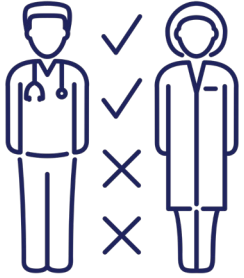
Review of the survey team's report



LCME Determination

Determination of program performance, compliance with accreditation standards, accreditation status, and follow-up to address problem areas

About the Survey Team: Members and Responsibilities



CHAIR: Jerry R. Youkey, MD

Founding Dean Emeritus, SOM
Executive VP Medical and Academic Affairs
University of South Carolina School of Medicine, Greenville

SECRETARY: Robert B. Hash, MD, MBA

LCME Assistant Secretary
American Medical Association

MEMBERS:

DaCarla Albright, MD, FACOG

Professor of Clinical Obstetrics and Gynecology
Associate Dean for Student Affairs and Wellness
Perelman School of Medicine at the University of Pennsylvania

Maureen H. Richards, PhD

Asst Dean of Medical Education and Evaluation
Associate Professor of Health Sciences Education
Office of Medical Education and Evaluation
University of Illinois College of Medicine

Paul M. Wallach, MD

Executive Associate Dean for Educational Affairs
Chief Academic Officer
Indiana University School of Medicine

Responsibilities

- ✓ Fill in information gaps and collect updated information
- ✓ Verify information and impressions from the DCI, self-study, and ISA
- ✓ Reconcile any inconsistencies among the school's submitted documents
- ✓ Identify findings related to elements
- ✓ Develop a survey report

Survey Visit: Overview



Three days:
Monday 22 January -
Wednesday 24 January



21 meetings between Survey Team and School of Medicine administration, faculty, residents, students, staff

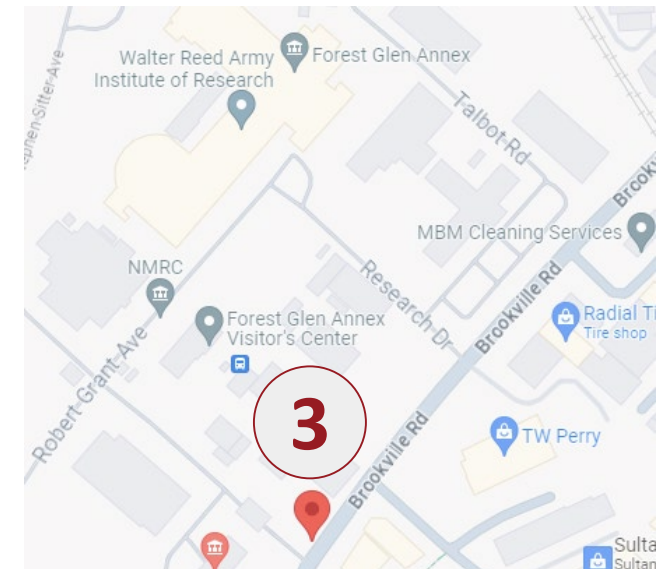
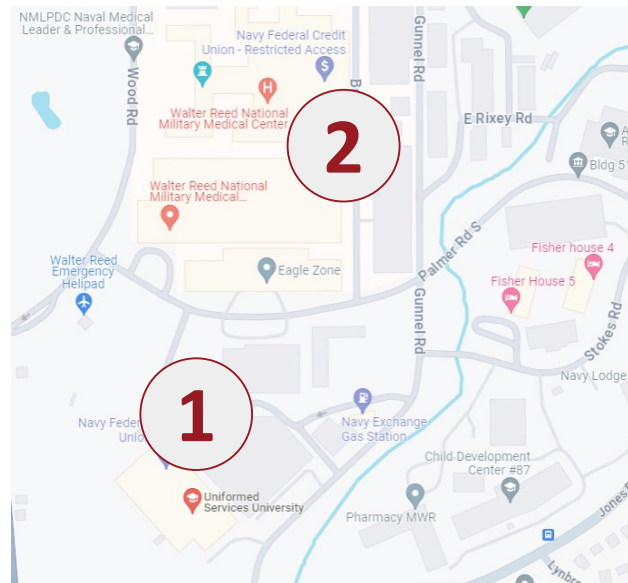


Almost 150 individuals

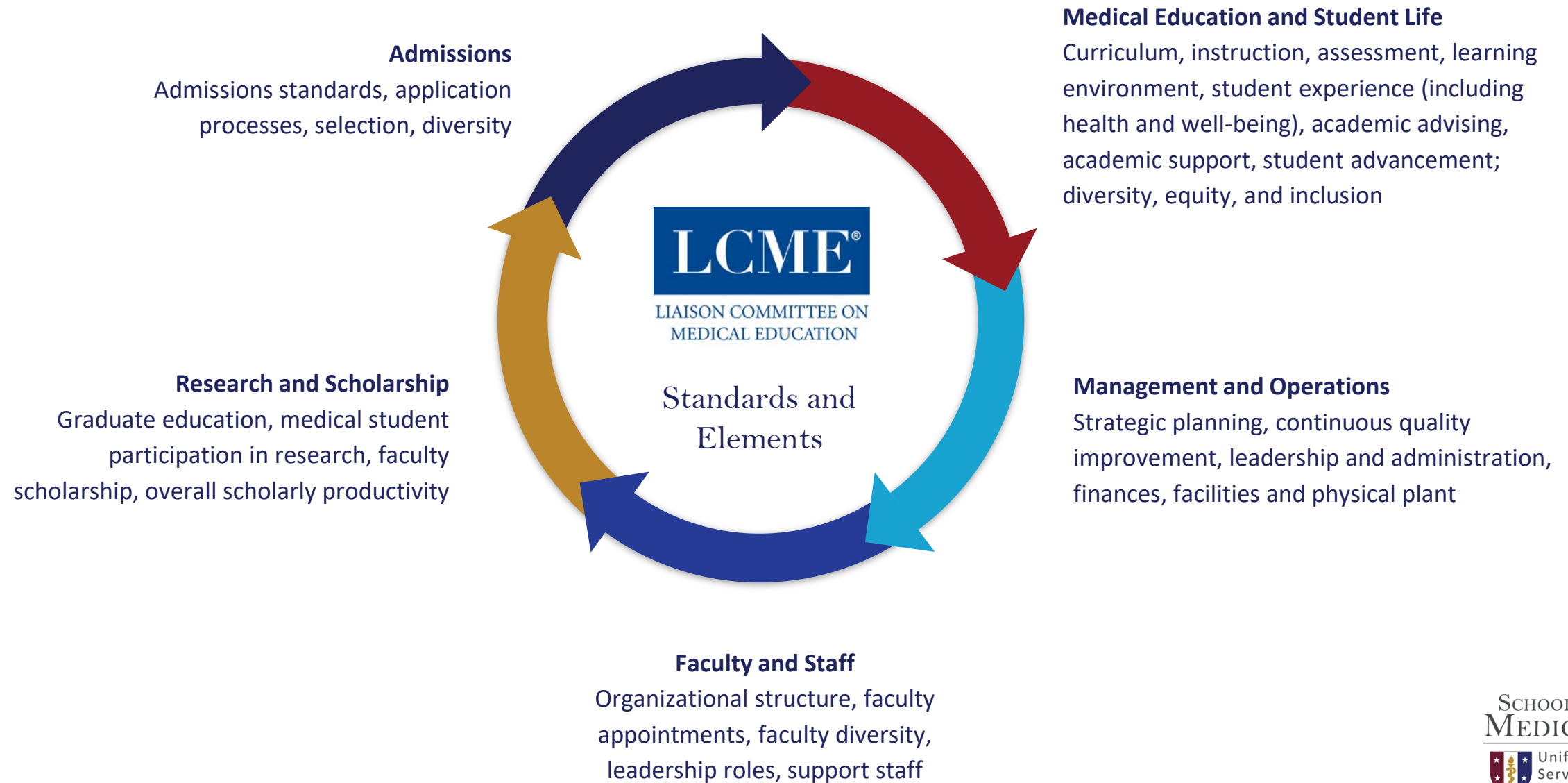
- Dean, Senior Leadership, Faculty, Staff (**105**)
- Residents (**12**)
- Students (**30**)
- SSG Grover, USU Facility Dog

Three tours

1. USU Campus
2. WRNMMC study and relaxation spaces
3. Val G. Hemming Simulation Center



Survey Visit: Topics



Survey Team Exit Report: Findings

<p>STANDARD 5: Educational Resources and Infrastructure</p>	<p>STANDARD 8: Curricular Management, Evaluation, and Enhancement</p>	<p>STANDARD 9: Teaching, Supervision, Assessment, and Student and Patient Safety</p>			<p>STANDARD 12: Medical Student Health Services, Personal Counseling, and Financial Aid Services</p>
<p>Element 5.11 (Study/ Lounge/Storage Space/Call Rooms)</p>	<p>Element 8.5 (Medical Student Feedback)</p>	<p>Element 9.1 (Preparation of Resident and Non-Faculty Instructors)</p>	<p>Element 9.6 (Setting Standards of Achievement)</p>	<p>Element 9.9 (Student Advancement and Appeal Process)</p>	<p>Element 12.5 (Non- Involvement of Providers of Student Health Services in Student Assessment/ Location of Student Health Records)</p>
<p>Independent Student Analysis (ISA) data: Dissatisfaction with adequacy of study, relaxation, and secure storage space; CQI activity showed improvement in satisfaction, but need to “assure sustained student satisfaction”</p>	<p>ISA data: Dissatisfaction with responsiveness to medical student feedback on courses/clerkships; SOM took steps to investigate/address, but follow-up survey in August 2023 showed persistent dissatisfaction</p>	<p>While there is a system for distributing SOM learning objectives, there is not a centrally monitored system for:</p> <ul style="list-style-type: none"> → Further education of residents in teaching, assessment → Distribution of clerkship specific objectives → Student assessment methods 	<p>Competency Entrustment Committee (CEC) (established 2023) is an innovative approach to Competency Based Medical Education, but there is a lack of defined reporting structure within curriculum management or student assessment systems</p>	<p>Processes for adverse action include reconsideration by same committee (Student Promotions Committee) that rendered initial decision; also CEC can be interpreted as acting as an independent promotions committee</p>	<p>Although the school has a policy prohibiting faculty who have provided medical care to medical students from teaching/assessing those students, discussions with medical students and residents during the site visit revealed that this policy is not being uniformly followed</p>

What happens next? Post-site visit timeline



TAB 4

USU Facilities Master Plan

Uniformed Services University Infrastructure Overview

Board of Regents Briefing

Richard Bond, RA, AIA, FHFI, CCM
Special Assistant for Infrastructure Strategy
Office of the President

05 February 2024



Agenda

- **Current Situation – where we are**
 - Quantity and Condition
- **Master Planning – where we are going**
 - Capacity and Capability Facility Utilization Study
- **Infrastructure Strategic Plan – how we get there**
 - Resourcing and Management

Alignment with Continuous USU Strategic Planning

Bottom Line Up Front

***“BUILDINGS MATTER”
INFRASTRUCTURE AS A
RECRUITING AND
RETENTION ASSET***

- ***USU Infrastructure is safe and well maintained, but old and limited in its ability to accommodate future change.***
- ***Leadership has increased the emphasis on understanding the gaps, and aligning and securing appropriate resourcing to support evolving mission.***
- ***Emphasis shift from MILCON solution, to holistic approach.***
- ***Planning for the Arc of Maturity***

USU Locations

A – Uniformed Services University Main Campus

B – Armed Forces Radiobiological Research Institute

C – Bldgs. 28, 53, 59, 79, 204

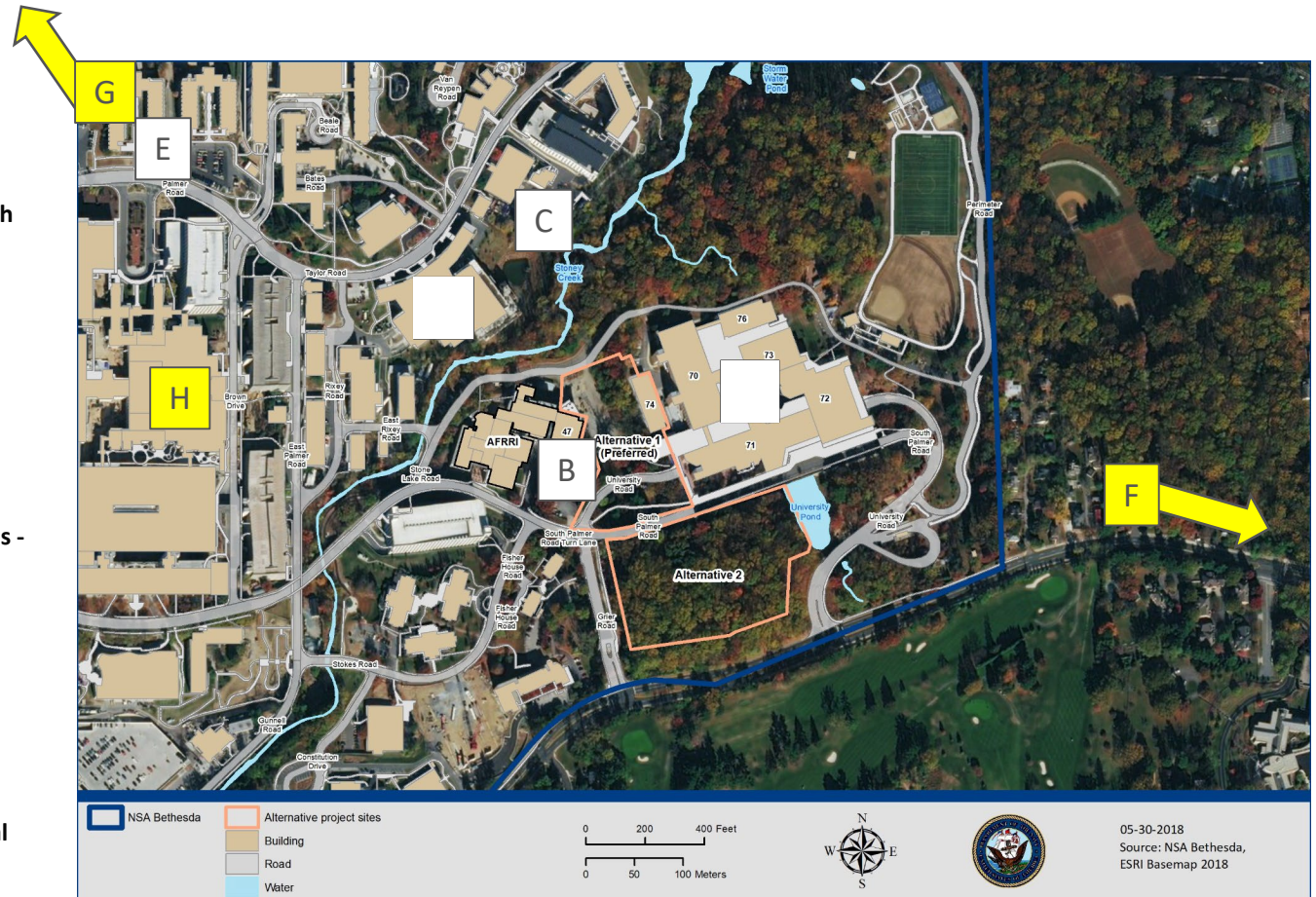
D – Bldg. 17

E – Bldg. 61 (former Barracks)

F – Simulation Center (Forest Glen Campus - 3 Miles, 12 minutes)

G – >150,000 SF leased Research Space (Rockledge – 5 Miles, 15 mins)

H – Walter Reed National Military Medical Center (Academic Partner)



USU Infrastructure Overview

22 discrete buildings - 1,427,097 SF

Main Campus - 1,142,446 SF (7 ea. – 1975-98)

Includes ~440,000 of underground parking

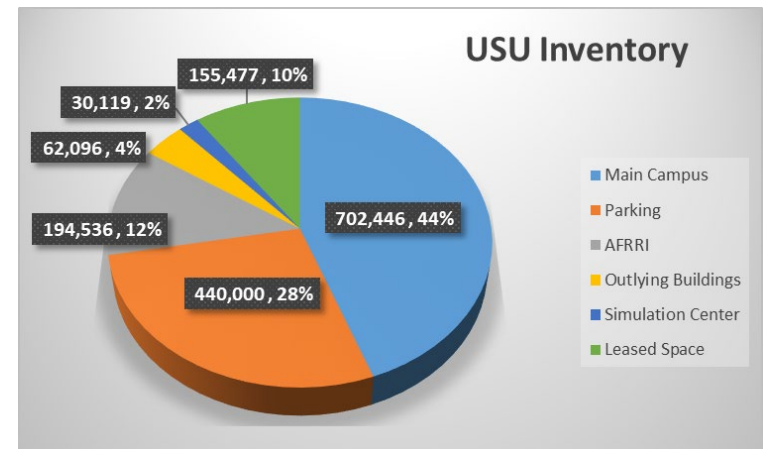
AFRRI - 194,536 SF (7ea. – 1962-88)

“Found on Post” – 62,096 SF (7 ea. – 1952-89)

Simulation Center – 30,119 SF (Forest Glen)

>155KSF of Leased Space

15 Centers or Programs



USU Infrastructure Condition 2023

Building Condition Index (BCI) for 19 Buildings (assessed)

Green (>85) – 0 (0 GSF, 100% decrease)

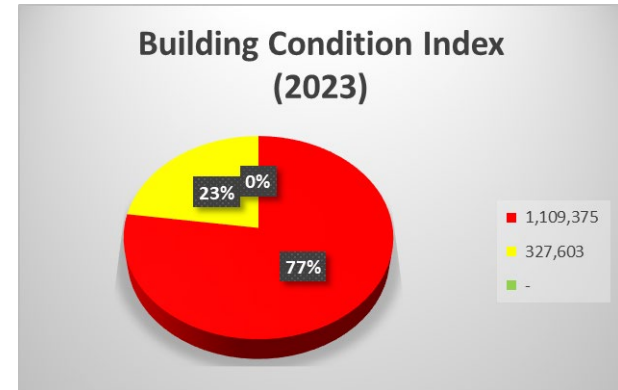
Amber (70-85) – 9 (328KSF, 85% decrease)

Red (<70) – 10 (1,109KSSF, 273% increase)

“Sum of Work Items” = \$231,994,000 (96% increase)

~\$10.5M to be addressed by AFRRRI renovation

Source: 2023 Builder report



Average BCI	2020	2023
BCI/Building	70	68
SF Weighted	71	67
PRV Weighted	72	60

Facility Utilization Study Update

- **\$1.3M effort, awarded September 2023**

- **Update of 2014 Study**

Same Planning Team - continuity

- **Focus on NCR Facilities**

AFRRI

SIM Center

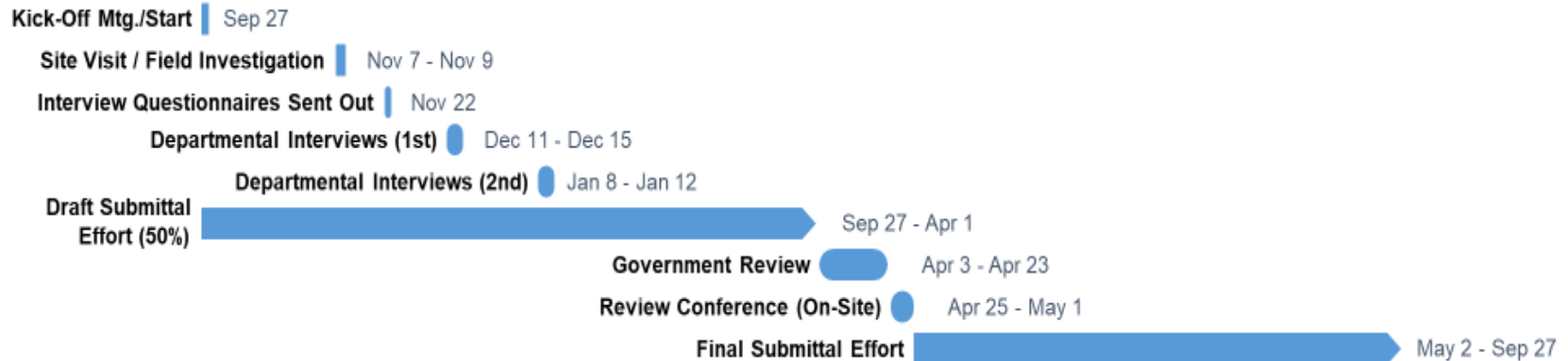
- **Scheduled to be complete February 2025**

Interim Deliverables

***A "ROADMAP"
TO THE FUTURE***

Process Timeline

Draft Schedule



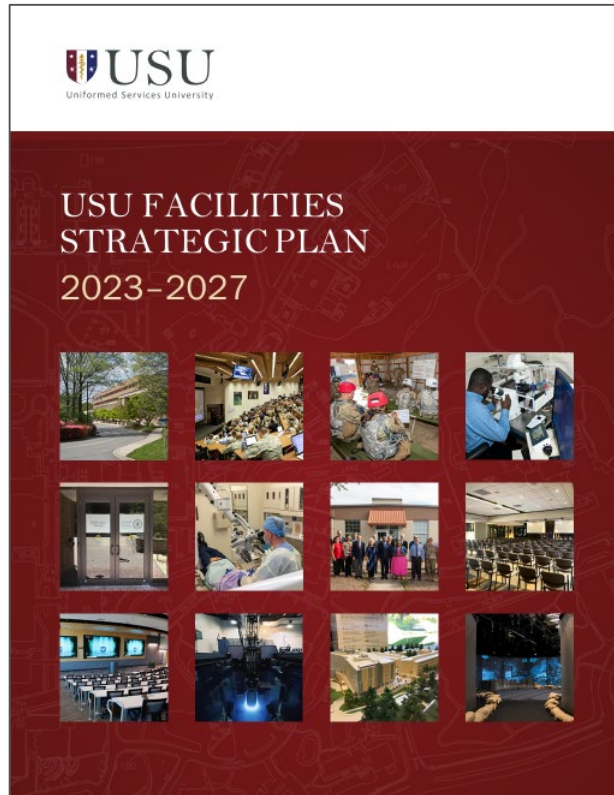
Project Scope/Deliverables



- **On Site Meetings**
- **Facility Utilization Study**
 - Requirements/Shortfalls
 - Highest and Best Use
- **Economic Analysis**
- **Concept of Operations**
- **Project Book(s)**

Process Outline


- ✓ **Conduct Site Visit/Leadership Interviews**
- **Perform Departmental Interviews**
- **Define Concept of Operations and Resulting Space Requirements**
- **Develop Options**
- **Select Preferred Option**
- **Refine Preferred Option and Publish Draft Submittal**
- **Incorporate Comments and Publish Draft**

USU Infrastructure Strategic Plan



 **UNIFORMED SERVICES UNIVERSITY OF THE HEALTH SCIENCES**
OFFICE OF THE PRESIDENT
4801 JONES BRIDGE ROAD
BETHESDA, MARYLAND 20814-4712
www.usuhs.edu 

xxx September 2023

 The Uniformed Services University is a unique and invaluable institution that develops and delivers committed health professionals, trailblazing research, innovative solutions and doctrine to support the American Warfighter, the Uniformed Services, DoD healthcare beneficiaries and the Nation. Our rigorous, standards-based programs across three mission domains are vital to ensure the Military Health System can provide high quality, safe, effective and affordable care to the American Warfighter, the Services, the Combatant Commands and the DoD beneficiary community.

To position the University for the future, we must have a technically and technologically capable, safe, resilient and effective physical infrastructure that enables our USU Strategic Plan. Our facilities need to be adaptable to enable the accomplishment of our mission and to provide the foundation for achieving our vision. Infrastructure requirements entail long lead-times and significant investments. Accordingly, these visionary requirements must be aligned, resourced and managed to support the strategic plans of the University, the Military Health System and DoD. In essence, this Facilities Strategic Plan creates the framework and processes necessary to address the questions of where are we now, where do we want to be in the future and how we get there.

This Plan is our roadmap for defining strategy-based infrastructure requirements, identifying supporting objectives and garnering the support of OSD, the White House and the Congress. I urge each leader to vigorously support the implementation of our Facilities Strategic Plan as we move into a challenging future across the MHS and throughout the U.S. National Security community.

Jonathan Woodson, MD, MSS, FACS
President

Framework for way forward—*operating for the next 50 years*

Realizing the Vision

- **USU Strategic Plan**
- **Infrastructure Strategic Plan (s)**
- **Resource Planning**
- **Plans**
- **Projects**
- **Execution**

Monitoring Progress

- **Tactical**
- **Operational**
- **Strategic**

Areas of Emphasis - (aka “Mission Domains”)

- **Infrastructure Assessment and Management**
- **Culture and Appearance**
- **Requirements Planning and Forecasting**
- **Resourcing**
- **Project and Program Management**
- **Organizational Oversight and Structure**

Short Term Objectives

- **Resource Plan Analysis**
- **Space Planning Committee Charter/Process Review**
- **Facility Oversight and Management Staffing Analysis/Review**
- **Long Range Master Plan Development**
- **Work Schedule Guidance**

Decision Making - “What gets measured...matters”

Investments

- ✓ Connect Investments to Outcomes
- ✓ Measure progress
- ✓ Lessons Learned
- ✓ Adjust Adapt

Space Management

- ✓ Highest and Best Use
- ✓ Standards
- ✓ Balance/Flexibility
- ✓ Process

Benchmarking – peer institutions

QUESTIONS