

The Official USU Newsletter

# the pulse

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*Learning to Care for Those in Harm's Way*

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Photo by MC2 Brittney Cannady

**On the cover**

*The Senior Enlisted Advisor to the Chairman of the Joint Chiefs of Staff, Marine Corps Sgt. Maj. Bryan Battaglia spoke at the Uniformed Services University, June 13. Read more about his visit on page 5.*

# USU awarded grant from Jonas Center for Nursing and Veteran Healthcare

by Sharon Holland, managing editor

As part of the national effort to address the shortage of nursing faculty and the number of advanced practice nurses providing direct patient care, the Jonas Center for Nursing and Veterans Healthcare has awarded a \$70,000 grant to the Uniformed Services University to advance the scholarly work of five individual research doctoral students and two scholar teams of 10 Doctor of Nursing Practice students at the university's Daniel K. Inouye Graduate School of Nursing.

The seven USU scholarships are among the 300 bestowed to future nurse educators and leaders at 110 schools this year by the Jonas Center. The university's awards are part of the Center's Jonas Veterans Healthcare Program which supports nurses pursuing PhDs and DNPs, the terminal degrees in the nursing field.

In 2011, the Institute of Medicine issued its "Future of Nursing Report" that recommended doubling "the number of nurses with a doctorate by 2020 to add to the cadre of nurse faculty and researchers." The American Association of Colleges of Nursing also issued a report showing that 2013 saw the lowest enrollment increase in professional registered nurse programs in the past five years, attributed primarily to a shortage of qualified faculty.

"The call for more nurses – and thus the faculty to prepare them – is massive. Healthcare in America has never been more complex, yet tens of thousands of would-be nurses are turned away from the profession each year," said Donald Jonas, co-founder of the Jonas Center. "We've stepped up the pace and

expanded our programs to meet this need."

"We are excited that this grant will allow our school to enhance the research and scholarly inquiry of uniformed nurse officers who will serve as future military health leaders, educators and advanced practice clinicians," said Dr. Carol Romano, associate dean for academic affairs in the Daniel K. Inouye Graduate School of Nursing.

Students who will benefit from the Jonas Center grant to USU include: PhD students Navy Lt. Commanders William Danchanko, John Litchfield and Lalon Kasuke; Air Force Majors Jacqueline Killian and Laurie Migliore; Army DNP students on Scholar Team 1 based at Madigan Army Medical Center in Tacoma, Wash., including Majors Audry Torres, Imshin Kim; Captains Jeremy Mahoney, Elizabeth Poindexter, Jeffery Quan and Jeffrey Negard; and Air Force students on Scholar Team 2 based at Wilford Hall Medical Center in San Antonio, Texas, including Captains Michael Allen and Alexander Kats; Maj. Jenifer Prosser along with 1st Lt. Ameshia Stewart, who is assigned to David Grant U.S. Air Force Medical Center at Travis Air Force Base, Calif.

"The Daniel K. Inouye Graduate School of Nursing is very pleased that this grant will support the scholarship of future military nurse educators and leaders who will advance nursing science and the expansion of evidence-based practice for military and veterans' health care," said Dr. Ada Sue Hinshaw, dean of the Graduate School of Nursing.

# Education Day features nationally recognized scholars

by Christine Creenan-Jones, editor



Photo by Thomas Balfour

*Education Day at the Uniformed Services University included keynote speakers from leading universities and research centers.*

Student achievement was the central focus at the Uniformed Services University's 7th Annual Education Day with talks and group discussions emphasizing this year's theme, "Judging Success in Education in Health Professions," June 12.

Dr. Klara Papp, a nationally recognized assessment expert, was among the event's keynote speakers. She discussed a recent initiative undertaken by Case Western Reserve University to transform education and evaluation at CWRU's medical school.

Papp and her colleagues revamped the program after discovering Case students weren't retaining important information across learning blocks. To fix this knowledge gap, the university implemented cumulative assessments that spiraled older content into new benchmarks. Under this model, students could no longer

"cram and then forget" because previously taught information would resurface again and again.

"Our goal was to keep students learning 24-7, not just right before an exam," said Papp, who now works as the Dean for Assessment at Penn State College of Medicine.

Although CWRU's program changes were successful, research to evaluate the efficacy of program standards in medical education is lacking, according to Dr. John Boulet, the Associate Vice President for Research and Data Resources at the Foundation for Advancement of International Medical Education and Research.

Boulet, who delivered the final keynote talk at USU's Education Day, championed the importance of building a research body to identify best practices in medical education. This will raise standards and reduce

costly and dangerous medical errors, he said.

Later, Boulet expanded on the value of self-evaluation during an Education Day panel discussion moderated by Dr. Arthur Kellermann, dean of the F. Edward Hébert School of Medicine. The panel also featured Papp and USU faculty members, Navy Cmdr. Anthony Artino and Dr. Paul Hemmer.

"Education Day is the perfect opportunity for all faculty members to step away from their busy lives and think deeply about the basic assumptions that underlie our teaching and assessment practices. In particular, our expert speakers challenged us to reconsider how we assess our trainees. These assessment practices impact how our students behave and ultimately if and how they learn to become leaders in the health professions," said Artino.

## A new leadership team emerges in the School of Medicine

by Christine Creenan-Jones, editor

The Dean's Office at the F. Edward Hébert School of Medicine at the Uniformed Services University has promoted or welcomed eight senior leaders since the beginning of 2014. Although some were recruited from outside organizations, and others have been at USU for several years, all of them were selected because they bring vision, intelligence and experience to "America's Medical School."

Dr. Brian Reamy, a retired Air Force colonel and long-time USU faculty member, was recently promoted to Senior Associate Dean for Academic Affairs. In this role, Reamy oversees Faculty Affairs, Student Affairs, and the Office of Medical Education and Curriculum.

"Assuming the position of Senior Associate Dean for Academic Affairs is both tremendously exciting and humbling. I am excited because it gives me a chance to shape the outstanding education programs of the School of Medicine to optimize the preparation of our students for their medical practice in the 21st century Military Health System. I am humbled by the incredible privilege and responsibility that I have been given to serve USU in this role," said Reamy.

Army Col. (Dr.) Lisa Moores, another seasoned USU administrator, has been confirmed as the school's Associate Dean of Students. She previously held the position in an acting capacity, and for six years prior,

Moores also served as the Assistant Dean for Clinical Sciences.

"I love what I do at USU because I get to be an advocate for the incredible students who come to our medical school," said Moores. "As a graduate, I've already experienced many of the challenges they'll encounter while navigating our rigorous program. My goal is to support them academically, professionally and personally so they can become exceptional uniformed physicians once they graduate."

Other USU alumni have returned as senior SoM leaders as well. Army Lt. Col. (Dr.) Brigilda Teneza and Air Force Col. (Dr.) Jessica Servey have assumed respective positions as the SoM Commandant and Assistant Dean for Faculty Development.

"USU is a unique institution offering medical education to the 21st century military and has given so much to me in my own professional career. It is an honor to work with dedicated and exceptional faculty, staff and students. My goal as commandant is to help students understand the importance of professionalism, integrity and military core values and to instill among them a deeper sense of purpose that extends beyond USU," said Teneza.

Army Col. (Dr.) Jeffrey Hutchinson, a West Point graduate and the former Chief of Adolescent Medicine at Walter Reed National Military Medical Center, is the school's new Chief Diversity Officer and Associate Dean

for Clinical Affairs.

As the CDO, Hutchinson is working to promote SoM programs and policies that encourage diversity and inclusivity. In his role as associate dean, he'll foster stronger partnerships with the School's national training sites, including WRNMMC, Ft. Belvoir Community Hospital, Malcolm Grow Medical Center, and other major military treatment facilities nationwide that host and teach SoM students.

Army Col. (Dr.) Mark Kortepeter, the Associate Dean for Research; Navy Capt. (Dr.) Jerri Curtis, the Designated Institutional Official for the National Capitol Consortium and the School's Associate Dean for Graduate Medical Education; and Dr. Greg Mueller, acting Associate Dean for Graduate Education, round out the new additions to the SoM's leadership team.

"With these additions, the School of Medicine is positioned to build on the strong foundation laid by their predecessors," said Dr. Arthur Kellermann, dean of the SoM. "They are following a long line of great leaders who gave the citizens of the United States one of the most innovative, productive and unique medical schools in the world. I'm extremely confident that this talented group will live up to USU's leadership legacy and take 'America's Medical School' to new heights."



# NCDMPH hosting national workshop

Article courtesy of NCDMPH

The National Center for Disaster Medicine and Public Health at the Uniformed Services University is hosting the 2014 Learning in Disaster Health Workshop, or LDH '14, at the Fort Myer Officers' Club in Fort Myer, Va., Sept. 9-10. No-cost registration is currently open at [ncdmpm.usuhs.edu](http://ncdmpm.usuhs.edu).

"We are excited to hold our second workshop that seeks to address the needs of disaster education and training in the health sector," said NCDMPH acting Director Dr. Kenneth Schor.

The workshop aims to foster an academic forum by focusing on the following objectives: exploring concepts of adult learning in the context of disaster health; highlighting the implications of the latest research and practice for disaster health learning and performance while identifying key areas for future research; presenting a unique opportunity for collaboration among disaster health, human resource development and adult education professionals; and identify potential solutions for maximizing

learning in a resource constrained environment.

A diverse group of presenters from universities, organizations, and all levels of government will discuss topics such as disaster behavioral health and inter-professional disaster education practices. The conference will also include sessions on cognitive science and adult learning and resilience building at the neighborhood level.

Furthermore, the event will have ample networking opportunities, which includes the "Showcase of Practice: A Roundtable Networking Session." During this roundtable, attendees can learn about ongoing research and practice from a variety of professionals.

Lastly, the workshop will also include a poster sessions featuring research and contributions to the field of disaster medicine and public health.

For more information about agenda content, registration and the poster session, please contact NCDMPH Project Associate Kelly Gulley at [kelly.gulley.ctr@usuhs.edu](mailto:kelly.gulley.ctr@usuhs.edu).

## USU welcomes Senior Enlisted Advisor to the Chairman of the Joint Chiefs of Staff

by MC2 Brittney Cannady, writer and photographer

The Senior Enlisted Advisor to the Chairman of the Joint Chiefs of Staff, U.S. Marine Corps Sgt. Maj. Bryan Battaglia was the speaker for an open forum at the Uniformed Services University, June 13.

In his role as SEAC, Battaglia acts as the key military advisor on all matters involving the joint and combined total force integration of enlisted personnel.

The forum was one of several leadership briefs coordinated by the USU brigade to bolster professional development for civilian and military faculty and staff at the university. Those in attendance had the opportunity to hear the SEAC share the DoD's goals as it forges ahead through fiscal constraints and the evolving technology available to young service members.

"Part of the challenge of today's military is bridging the gap between traditions of the past and technology," Battaglia said. "As members of our profession, our job is to prevent and

deter in order to do what we can to be proactive and use ingenuity to get the mission completed."

Battaglia also talked about fine tuning transition programs for veterans and their families.

"At some point we're all going to transition from the military. It's inevitable and some don't make it," Battaglia said. "The first role of the NCO is to teach personnel to train and equip them for their job, the second role as NCO is preparing them to separate."

After noticing service members were still struggling to shift to civilian life even after participating in DoD-sponsored transition courses, a revamped program for the more tech-savvy service members of today's armed forces was created. The course features a virtual curriculum available to veterans and their spouses. The DoD is also offering pre-separation counseling, financial planning support and a job search skills building workshop.

"We made it more compatible for



Photo by MC2 Brittney Cannady

*The Senior Enlisted Advisor to the Chairman of the Joint Chiefs of Staff, Marine Corps Sgt. Maj. Bryan Battaglia is presented a token of appreciation from Master Chief Patrick Hyde, the Senior Enlisted Leader at the Uniformed Services University.*

21st century service members with three available paths to guide personnel into becoming business owners, higher education or reentering the workforce," Battaglia said. "When you reintegrate back into society, we want you to be extremely successful."

# DHA director speaks at PMB graduation

by MC3 Laura Bailey, writer and photographer

More than 40 students at the Uniformed Services University received their diplomas during the Department of Preventive Medicine and Biometrics graduation ceremony, June 19.

The keynote speaker, Air Force Lt. Gen. (Dr.) Douglas Robb, director of the Defense Health Agency at Defense Health Headquarters in Falls Church, Va., spoke candidly to the class of 2014 about their future careers in public health.

“I want to drive home one big theme for you today,” said Robb. “Public service and public health only work effectively when you have the public’s trust. You have chosen a life’s calling – promoting and sustaining health. That is a purpose-driven, inspired choice regardless of where you work. It’s a noble calling. But, the fact is, you have chosen to pursue this path while in service to your country.”

This choice, however, comes with great responsibility, according to Robb.

“Your sacrifices are greater. Your obligations are greater. And the impact that you will have on the world around you is greater,” said Robb. “Public health is the first line of defense for this country. In the military, it is literally the first line of defense.”

Historically, public health experts have made a huge impact in human health but new challenges are likely to arise, according to Robb.

“Over the last 13 years, the public health and preventive medicine experts in service to our forces, and those of our allies devised strategies that led to the lowest disease, non-battle injury rate in the history of warfare,” said Robb. “The story of public health’s achievements in wartime over the last 13 years is an achievement for the medical history books. And it’s an achievement that has been preceded by years, decades of scientific discovery. Learning what threats exist in every corner of the globe; learning what medical conditions cannot be well-

managed in austere environments; and then applying what we know to prevent it from happening. That work continues and our understanding of the threats to those we may have to send in harm’s way never end and our expertise and training will be called upon time and time again.”

As each member of the class of 2014 embarks on their new journey as a public health care professional, they must be prepared for anything, anytime, anywhere, Robb added.

“One day, one of you may be enjoying your tour in Japan, serving with our forces in the Pacific and the next day, you will be asked to begin measuring radiation exposure to all of the naval forces afloat in the Sea of Japan because of a nuclear plant meltdown caused by a tsunami,” said Robb.

“Your expertise may be called upon to brief an installation commander, a U.S. ambassador or a foreign leader. Or, you might be stationed here in the United States, and suddenly a service member just returning from Kuwait presents with symptoms that look like Middle East Respiratory Syndrome – or MERS – just the third diagnosed case in the United States. And you are contacting not just your hospital commander, but also Army Public Health Command, the Centers for Disease Control, and state and local authorities that need to know. Hypothetical? No. These are real life situations that have happened.”

Robb closed his keynote address by talking about how the future of public health is in the hands of today’s graduates.

“Today, there are public health threats that could destabilize nations and societies – environmental threats; infectious disease threats; and other health threats that emerge from unstable societies,” said Robb. “Whether we are talking about the public health consequences from climate change, HIV rates in developing countries, or a hundred other potential health

scenarios, the security threats from health catastrophes can lead to spillover effects on societies that are harder to contain and just as disruptive as armed conflicts themselves. In your newly anointed role as a public health professional, you are given a voice and a perspective on how to address these global health challenges. And your voice needs to be heard.”

“You will walk away today with a master’s degree in public health, health policy, tropical medicine or for a few of you, a PhD in environmental health. That degree is an important credential,” said Robb. “You worked hard for it. You earned it. But that degree – when it sits on a frame on the wall in your office – is also something bigger. It says, ‘trust me.’ It says, ‘I am a scientist. I understand what can protect health and prevent disease. I understand data. I understand what happens when people fail to understand science.’”

This trust is to be upheld by each graduate, even in difficult times, said Robb.

“Things will go wrong in our world. Mistakes will be made. This is a human enterprise in which we are engaged. Things will have been dumped in the ground decades ago that we just discover. Air, water, food – could all be compromised in ways that were unanticipated. We know that. But your job will be to tell the truth. To clearly articulate what is known and what is unknown. What the consequences of action and inaction will be. There will be moments that test your resolve. There will be leaders, senior to you, who will not like what you have to say. But our long-term success as a military health system; our long-term viability as an indispensable element of the fighting force is our ability to tell hard truths; to acknowledge if things are going the wrong way, and to turn them around,” he said.

# The Sevens: Developing military health care leaders

by MC3 Laura Bailey, writer and photographer

The Uniformed Services University is like a factory with industrial strength machines in the form of the F. Edward Hébert School of Medicine, Daniel K. Inouye Graduate School of Nursing and the Postgraduate Dental College. It is through these platforms that USU produces hundreds of military health care leaders every year.

Academics and military training are what shape these students into the next generation of America's health care leaders, but it takes manpower to support this transformation and to operate and maintain USU's rigorous, year-round schedule. The staff and faculty make up the moving parts of USU. Among these moving parts are perhaps USU's best kept secret, the senior enlisted advisers or "the Sevens."

"We are the senior enlisted advisers who provide military guidance to USU students," said Army Sgt. 1st Class Joseph A. Mickles, a senior enlisted advisor at USU. "I just call us the Sevens because we're all E-7s."

Each branch of service has its own senior enlisted advisor to assist their company commanders in all matters relating to the professional development of USU students, especially military guidance.

"They are a lot of help," said Air Force 2nd Lt. Jeremy Brenneman, a student at the F. Edward Hébert School of Medicine, class of 2017. "With everything we have going on academically it is difficult to stay in touch with the military aspect that is critical to our training here."

The Sevens, all experienced service members, share their military acumen to bridge the knowledge gap that exists within some members of USU's student body.

"A majority of students coming to USU will have zero military background experience," said Air Force Master Sgt. Leanne Donathan, a senior enlisted advisor at USU. "Many

of them are coming here from civilian universities and are immediately put into a uniform without a full understanding of military requirements. That's where the Sevens come into play."

Conducting formations and inspections, providing guidance to students on military policies, instructions and regulations, and providing a positive example of the credibility and capabilities of the non-commissioned officer corps are just some of the ways that the sevens help to produce America's next generation of military medical leaders.

"Our job is to make sure that students are within dress and appearance standards, they know customs and courtesies and professionalism," said Donathan. "Basically, while students have their academics that they have to concentrate on – we also are here to make sure that they are conforming and abiding by the standards of each military service."

While academics are USU's main focus, the sevens are dedicated to the transformation of students into military leaders. Students who have never been in the military before undergo a basic overhaul once they begin their education at USU. A crash course in officer training introduces new students to their new roles as military officers. Simple things like how to dress and even how to write an e-mail must be aligned with how the military operates, according to Mickles.

"We have to instill that military mindset into them," he said. "For instance, I get a lot of them that start out their e-mails to me with 'Dear Sgt. Mickles,' and I tell them this isn't a love letter. Just Sgt. 1st Class Mickles is fine."

Instilling a military mindset into the students isn't about tearing them down. To the Sevens – it's about helping the students put their best foot forward.

"We want USU students to succeed

both as medical and military officers when they leave here," said Donathan. "We want them to be confident and knowledgeable about their role in the military because when they graduate they will be representing USU and the Department of Defense."

While military training is of great importance, the Sevens also provide medical instruction based on their years of practical, where-the-rubber-meets-the-road experiences in the field. The Sevens take an active role in preparing students to participate in Operation Bushmaster, FTX 101 and the Antietam Road March.

"We're actually out there with the students during these exercises," said Mickles, who served as a combat medic during three deployments to Iraq. "I can tell them 'hey I'm going to teach you how to do this IV (intravenous), but here's my experience because I've done plenty of them and I've done them under duress and combat.' It gives students an understanding that the NCOs aren't just there to get stuff out of a drawer or hand them sutures. NCOs know a lot of what they – as medical doctors and nurses – now know. Knowing what skills your people have is just part of being a good leader. Medical instruction is a way to familiarize new-to-the-military students with the different jobs of the enlisted that will be working for them in the future."

"The senior enlisted advisers serve a vital component of USU's mission," said Dr. Charles L. Rice, president of USU. "They are actively engaging on a day-to-day basis with students and developing the next generation of military medical leaders. Their expertise, not only in the military – but also in the medical field – is an invaluable asset to our students who are now or will be shaping the future of America's healthcare and medical research platforms."

# Final Frame



Photo by MC2 Britney Cannady

*Army Brig. Gen. (Dr.) Jeffrey Clark, director of the Walter Reed National Military Medical Center (left), Army Pfc. Dennis Aguilar, a veterinarian technician at USU (center), and Army Lt. Col. James Koterski, director of USU's Biomedical Instrumentation Center (right), participate in a traditional cake-cutting ceremony in celebration of the Army's 239th birthday, June 13.*