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RELEVANCE • READINESS • OPTIMIZATION

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Editor's Foreword

Doctor Zimble's performance-based leadership, medical readiness expertise, simulation technology-oriented educational programs, long-term commitment to ensuring force health protection, and vigilant recognition of the global threat of emerging infectious diseases serve as the hallmarks of his distinguished civilian career. Directly due to Doctor Zimble's strategic vision, leadership and dedicated service, 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.

For these and his many other contributions (as the President of the Uniformed Services University of the Health Sciences, USUHS, from July 1991 to August 2004), I take great pleasure in presenting the Department of Defense Medal for Distinguished Civilian Service.

- **The Honorable Donald Rumsfeld, Secretary of Defense,** Citation to Accompany the Award of the DoD Medal for Distinguished Civilian Service, Presented to the USU President, on August 2, 2004.

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 *2003 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 and continuing education for the Military Health System (MHS) through the provision of career-oriented, uniquely trained physicians, advanced practice nurses, and scientists and specialized educational training, exercises and research to meet the combat, humanitarian, 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 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 *2003 Edition of the USU Journal* provides an overview of one year's accomplishments across the multiple programs and activities at the University.

As this year's assessment process unfolded, it became quite evident that good fortune had, indeed, smiled upon USU when President Zimble took over the *helm*, some 13 years ago. The nomination package for the above mentioned medal was submitted by the **Honorable Everett Alvarez, Jr., J.D., Chairman, USU Board of Regents**, through the **Honorable William Winkenwerder, Jr., M.D., Assistant Secretary of Defense, Health Affairs**, to the **Honorable David S.C. Chu, Ph.D., Under Secretary of Defense, Personnel and Readiness**, who signed and forwarded the documentation for final approval by the **Honorable Donald Rumsfeld, Secretary of Defense**. The narrative statement for the DoD Medal for Distinguished Civilian Service succinctly summarizes why the *2003 Edition of the USU Journal* has been dedicated to President Zimble; his grateful USU Family wishes him *fair winds and following seas*.

NOMINATION STATEMENT

For exemplary meritorious civilian service during his 46 years of Federal service, **James A. Zimble, M.D., VADM, USN (Ret.)**, is nominated for the Department of Defense (DoD) Distinguished Civilian Service Award. Performance-based leadership, medical readiness expertise, simulation technology-oriented education, a long-term commitment to ensuring force health protection, and vigilant recognition of the global threat of emerging infectious diseases serve as the hallmarks of his distinguished civilian career. For the past 13 years, Doctor Zimble has provided unparalleled benefits for the Military Health System (MHS) as the President of the Uniformed Services University of the Health Sciences (USUHS). The significance of Doctor Zimble's accomplishments is evidenced by their immeasurable impact on the National Security of our Nation in the critical areas of National Medical Preparedness and Public Health.

Performance-Based Leadership. In 1991, when Doctor Zimble retired as the 30th Surgeon General of the Navy and assumed leadership as the fourth President of USUHS, the University had not as yet coordinated a systematic process for strategically focusing on its *raison d'être*, developing its intellectual content, or reporting and assessing its accomplishments. Doctor Zimble initiated strategic planning and assessment processes that focused on mission accomplishment and the annual achievements of the 1,824 members of the USUHS community. Today, due to: the continued evolution and strengthening of the assessment and data collection processes; the increased availability and accuracy of reported data; and, the remarkable accomplishments, contributions, and cooperation of the USUHS faculty, staff, students, and alumni, the University now provides one of the first comprehensive, performance-based annual reports to the Office of the Secretary of Defense (OSD). In addition to receiving maximum accreditation from 13 separate accrediting entities, during 2003, USUHS received the maximum term of ten years of accreditation with commendation from the Middle States Commission on Higher Education. The University has also succeeded in the recruitment and retention of qualified faculty and staff; this effective management of human capital resulted through Doctor Zimble's successful efforts to develop and implement faculty salary schedules and pay instructions, solidify OSD confirmation of USUHS' Title 10 authority, and clarify executive level pay limits. By 1996, the Graduate School of Nursing (GSN) had been established, officially recognized by OSD, and was providing uniquely qualified advanced practice nurses for the MHS. The Joint Meritorious Unit Award was presented to Doctor Zimble in 2000 and officially recognized the multiple products and services of USUHS and their generation of cost avoidance. For example, during 2003, \$29.3 million of cost avoidance was generated for the MHS: 154 USUHS uniformed and civilian faculty members documented 147,607 hours of patient care in Military Treatment Facilities; the USUHS Office of Continuing Education for Health Professionals, nationally accredited by five entities, sponsored 719 continuing medical and nursing education activities for 6,600 DoD physicians and nurses; the Military Training Network, recognized as a Regional Training Center by the American Heart Association and the American College of Surgeons, through its resuscitative and trauma medicine training programs for DoD affiliates, eliminated training costs and travel for 223,735 DoD personnel; and, the USUHS Graduate Education Programs granted advanced degrees to 41 uniformed officers. Through these initiatives, Doctor Zimble gained recognition and literally transformed expectations and attitudes for USUHS as it evolved into the Academic Center for the MHS.

Focused Medical Readiness Expertise. Doctor Zimble evidenced a total focus on the *medical readiness requirements* of the Uniformed Services. He understood and met the readiness requirements for military-unique, integrated curricula and educational programs grounded in a multi-Service environment. Today, USUHS prepares its career-oriented physicians, advanced practice nurses, and scientists for the practice of health care in contingency environments; students are provided comprehensive backgrounds in tropical medicine and hygiene, parasitology, and the use of epidemiologic methods and preventive medicine (USUHS currently averages 130 hours of study in preventive medicine, compared to 13 hours found in civilian SOMs). USUHS alumni possess, at graduation, the essential knowledge, skills, and attitudes required during Joint Service deployments. Coordinating with the Surgeons General of the Uniformed Services, Doctor Zimble ensured that relevant knowledge in the psychological stresses of combat and trauma and the medical effects of

nuclear, chemical, and biological weapons and extreme environments were integrated throughout the USUHS educational programs. His oversight and direction of resources toward USUHS' internationally recognized operational exercises, *Operations Kerkesner* and *Bushmaster*, ensured their flexibility to meet the ever-evolving requirements of medical readiness. His meticulous focus has secured recognition throughout the uniformed and civilian health care communities for providing uniformed physicians, advanced practice nurses and scientists with a better understanding of, commitment to, and preparation for the practice of health care in austere contingencies.

Successful Implementation of Simulation Technology Training with Distance Capabilities.

Doctor Zimble provided visionary leadership in the establishment of the National Capital Area Medical Simulation Center (SIMCEN). The SIMCEN is a world-class, cutting-edge medical education facility, and serves as a template for more than 35 educational institutions currently attempting to employ similar simulation technology into their own medical education programs; the SIMCEN has been featured in a Discovery Channel Series and by major newspapers and professional journals. Today, this teaching facility is unique among the Nation's limited simulation centers because five state-of-the-art teaching components are included under one roof: standardized patients; multi-media, interactive, clinical case presentations on LAN or web-based CD-ROMS; virtual reality software applications; computerized mannequin simulators; and, video-teleconferencing and distance education capabilities. The SIMCEN uses technology and actors posing as patients to provide students and residents instruction on readiness skills and focused pre-deployment training for wartime, peacekeeping, and humanitarian missions. Through over 10,000 encounters, students and residents have gained experience in developing decision-making skills, familiarizing themselves with instruments and equipment and refining techniques and procedures. Recently, the SIMCEN participated in the development of an Anthrax Vaccine Immunization Provider Response Program with the Walter Reed Army Medical Center, Johns Hopkins University, and the Centers for Disease Control. Today, Doctor Zimble has envisioned and initiated the design for a Computer-Aided Virtual Environment (CAVE). The CAVE will be an immersive, virtual reality environment suitable for simulating mass casualty, triage and/or bio-chemical training scenarios where students will be physically immersed in a virtual environment with either virtual, live, or high fidelity computer-driven human patient simulators. These training scenarios will be linked via Internet-2 to other geographic locations so that other uniformed or reserve responders can cost-effectively participate in the same training scenario.

Formidable Support for Force Health Protection. Doctor Zimble recognized that USUHS has a significant role in force health protection and that the training USUHS students receive in combat and peacetime health care is essential to the MHS. The USUHS SOM Graduate Education Programs in Public Health, with their emphasis on community health, rank sixth in the Nation according to U.S. News & World Report's 2004 rankings of America's Best Graduate Schools on the list of the top 10 community health master or doctoral programs. The military relevant research efforts at USUHS serve as critical components to force health protection and provide multiple opportunities for collaboration with USUHS' 4,031 off-campus faculty; USUHS research was recognized in Science as one of the top ten scientific breakthroughs of 2002; two USUHS researchers identified a photoreceptive net, a new light-detecting apparatus in the retina. These findings should ultimately allow uniformed personnel to remain awake longer with fewer detriments to performance and reasoning capabilities under battlefield conditions. As of April 2004, the USUHS SOM alumni average approximately 20 years of active duty service and represent 22.2 percent of the 11,901 physicians on active duty in the MHS. As reported by the Center for Navy Analysis, where the median length of non-obligated service for physician specialists in the MHS, not including USUHS SOM alumni, is 2.9 years; the median length of non-obligated service for USUHS SOM alumni is 9 years, making USUHS the recommended accession source for leadership positions in the MHS. Today, USUHS alumni are globally deployed and providing essential care for our Armed Forces in every theater of operation.

A Vigilant Role in National Security. In December of 1998 and 2001, the Association of American Medical Colleges confirmed the critical role of USUHS in National Security. USUHS is the one place where

physicians of tomorrow do get thorough preparation to deal with many contingencies, including the medical aspects of chemical and biological terrorism. USUHS students learn how nuclear, biological, and chemical agents act on the human body and what to do in the event of a suspected exposure. Through Doctor Zimble's vigilant oversight, 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 medical radiological countermeasures and providing unique training for the response to radiological emergencies. The American Medical Association has recognized that USUHS not only educates its own graduates, but also provides a significant national service through its continuing medical education courses for military physicians in combat casualty care, tropical medicine, combat stress, disaster medicine, and medical responses to terrorism; courses not available through civilian medical schools. Significantly, the USUHS SOM Emerging Infectious Diseases (EID) Graduate Education Program provides courses on the agents and effects of bioterrorism and is the only graduate program in the Nation to offer formal training in these critical areas.

Doctor Zimble was instrumental in achieving the extraordinary contributions described above. His exceptional accomplishments during his civilian career served to enhance public confidence and trust in the MHS. He is respected and admired throughout the Joint Services and within the Federal and civilian health care communities. His philosophy of ***Caring for Those in Harm's Way*** has been realized in our Federal University. I take great pleasure in recommending James A. Zimble, M.D., for the DoD Distinguished Civilian Service Award.

(The 2003 Edition of the USU Journal replaces the 2002 Edition as the source document for the University's responses to congressional, executive, and general requests for information.)

Mary A. Dix
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and Management and
Editor-in-Chief
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