

2015 STAKEHOLDERS' REPORT



NMOTC
NAVY MEDICINE OPERATIONAL TRAINING CENTER

NMPDC
NAVY MEDICINE PROFESSIONAL DEVELOPMENT CENTER

NMTSC
NAVY MEDICINE TRAINING SUPPORT CENTER

NMETC NR
NMETC NAVAL RESERVES



Letter to the Stakeholders

As I checked on board the Navy Medicine Education and Training Command (NMETC) at the end of June 2014, the organization was celebrating its second year as a newly focused education and training command. As initial guidance, and enduring today, I asked my new command to help build an organization that represented the full continuum of Education and Training (E/T) services for Navy Medicine. I wanted to bridge the top where policy and requirements are developed with the execution of our services ensuring that we created a continuous loop of feedback between the layers. I wanted to remain mindful of the external forces that we faced and challenged my education and training organization to take an active role in integrating the changes we faced. This has been a dynamic year, but I can say that we have begun to achieve the essence of my intent.

As a Navy organization, we align our efforts with the CNO's Sailing Directions, the Cooperative Strategy for 21st Century Seapower, and Navy Medicine Strategies. Each challenges us to build a motivated, relevant, and capable future force who are personally and professionally ready and proficient in operations. In September 2014, the new NMETC leadership came



together with assistance from the BUMED Office of Strategic Management to identify our way forward. Recognizing that we align and support the Surgeon General's goals, we set out to identify specific education and training objectives that were sure to move the gauges for Navy Medicine's goals. NMETC identified four strategic objectives to invest our efforts.

Aligning with the Navy Medicine Readiness Goal of delivering ready capable forces, we have identified the opportunity to use the Tactical Combat Care Course to develop the formula for standardizing and certifying training regardless of the training site. We will identify a means for meeting the readiness requirement with a standardized and resourced program approach.

Our second objective lines up under Readiness as well. We will use leadership and innovation to build a motivated, resilient, adaptable workforce. Capitalizing on the Navy Leadership Development workgroup framework chartered by the CNO, we will update the Joint Medical Executive Skills Program, mapping courses and

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experiences to those competencies. We will also develop a leadership continuum for officers and senior enlisted members, examining leadership courses and opportunities, and integrating solutions into career leadership training and career assignment milestones.

Our third objective aligns with the Navy Medicine Value Goal enabler. Through lifecycle management and inventory control of E/T services, we will provide effective E/T products that ensure Navy Medicine Total Force requirements and capabilities are met. The lifecycle map begins with validated and funded requirements and follows a defensible process for developing and managing our courses to ensure they are relevant, current and effective. My policy arm at the BUMED M7 Code has developed a process for integrating new E/T requirements that will begin the lifecycle and provide an on-ramp for identified E/T requirements for both our internal and external stakeholders.

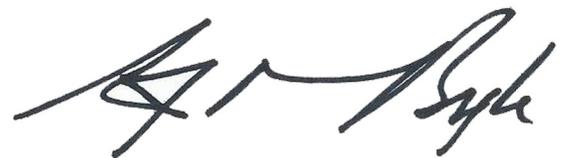
The fourth NMETC Strategic Objective aligns with the Navy Medicine Jointness Goal. We will develop strategies to improve and enhance Navy Medicine Enlisted entry-level personnel to achieve and maintain pertinent licenses, certifications and credentials. The end objective is to develop pathway programs to certification and licenses that enhance retention and supervisor satisfaction and ultimately improve quality of care while providing a common qualification convention across work centers and among services.

The Chief of Naval Personnel, Vice Admiral Bill Moran, challenges the E/T communities to examine how we prepare our Sailors to do their

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jobs. He calls for an overhaul in our career education programs. Observing that we attempt to provide a career's worth of training in the first two years, he would like to see a plan that spans the full career. I believe this challenge overlaps with our mission statement to enable career-long growth and development through professional and occupational education and training. We really need to leverage innovation to meet today's learners and engineer our approach so that we support them for their entire career.

I am excited about our future and look forward to the new organization where the NMETC organization remains relevant, responsive and requested to all of our stakeholders in the joint environment as the Defense Health Agency implements shared services, and as we continue to advocate and implement education and training solutions for our Navy and Marine Corps personnel, their families and others entrusted to us. The remainder of this publication identifies our accomplishments over the past year. I am proud to continue to support Navy Medicine Readiness, Value and Jauntiness through our education and training services.



RADM Rebecca McCormick-Boyle,
Commander, NMETC



OUR MISSION

We enable career-long growth and development through professional and occupational education and training to support Navy Medicine and operational forces.

OUR VISION

To be the recognized leader in military training and medical education, leveraging innovation in response to global contingencies.

WE WILL...

- Apply innovative, cost-effective learning solutions fully leveraging technology, partnerships, and joint initiatives.
- Adapt and respond quickly to validated and resourced training requirements.
- Cultivate superior performance through a culture of excellence.
- Communicate clearly, accurately, and openly.
- Employ program management principles and discipline to ensure value.

OUR ACHIEVEMENTS

READINESS

Responsive to Fleet Demand Signals

Through coordination between Medical Education and Training Campus (METC), specialty leaders of the Preventive Medicine Training Program, the Navy Entomology Center of Excellence and the Military Sealift Command, Navy Medicine Training Support Center (NMTSC) was able to add a two-day hands-on evaluation of shipboard sanitation and pest control on board vessels in Corpus Christi as a portion of their final evaluation exercise. Additionally, with the assistance from Navy Medicine Visual Information, they were able to produce a training video for Navy Medicine's Shipboard Sanitation and Inspection qualification.

Surface Warfare Medical Institute (SWMI) responded to an Urgent Needs Request by the Fleet to provide Expeditionary Resuscitation Surgical System team training. This training enabled teams to deploy without delay while the required integration process will result in a sustainable course to meet any identified ongoing requirements.

Navy Medicine Operational Training Center (NMOTC) manages the quotas for Operational short courses presented by other services to include Mountain Medicine Courses, Combat Casualty Care Courses, Cold Weather Medicine Courses, Joint





Operations Medical Managers Courses, Military Medical Humanitarian Assistance Courses, Field Management of Chemical and Biological Casualties Courses, and Medical Management of Chemical and Biological Casualties Courses ensuring that Navy Medicine can maintain readiness and capabilities in these specialty courses.

Sharing professional dental knowledge to prepare residents for battlefield dental care, Navy Medicine Professional Development Center (NMPDC) provided lectures for the Military Contingency Medicine course as well as serving as triage teams with the other services during Operation Bushmaster, a capstone field exercise for USUHS residents. Twelve dental residents provided 200 medical students operational dental training.

NMOTC continues to provide state of the art trauma training and experience through their collaboration with the Los Angeles County Department of Health Services ensuring that course quotas are adjusted to accommodate those identified to go to forward operating units in CENTCOM.

Providing Direct Support for Fleet Operational Readiness

Naval Aerospace Medical Institute (NAMI) provided direct support to the Fleet in many ways. NAMI responded with Search and Rescue Exercises and Mishap support. They provided approximately 160/year Physical Landing Craft Air Cushion Certifications or waivers.

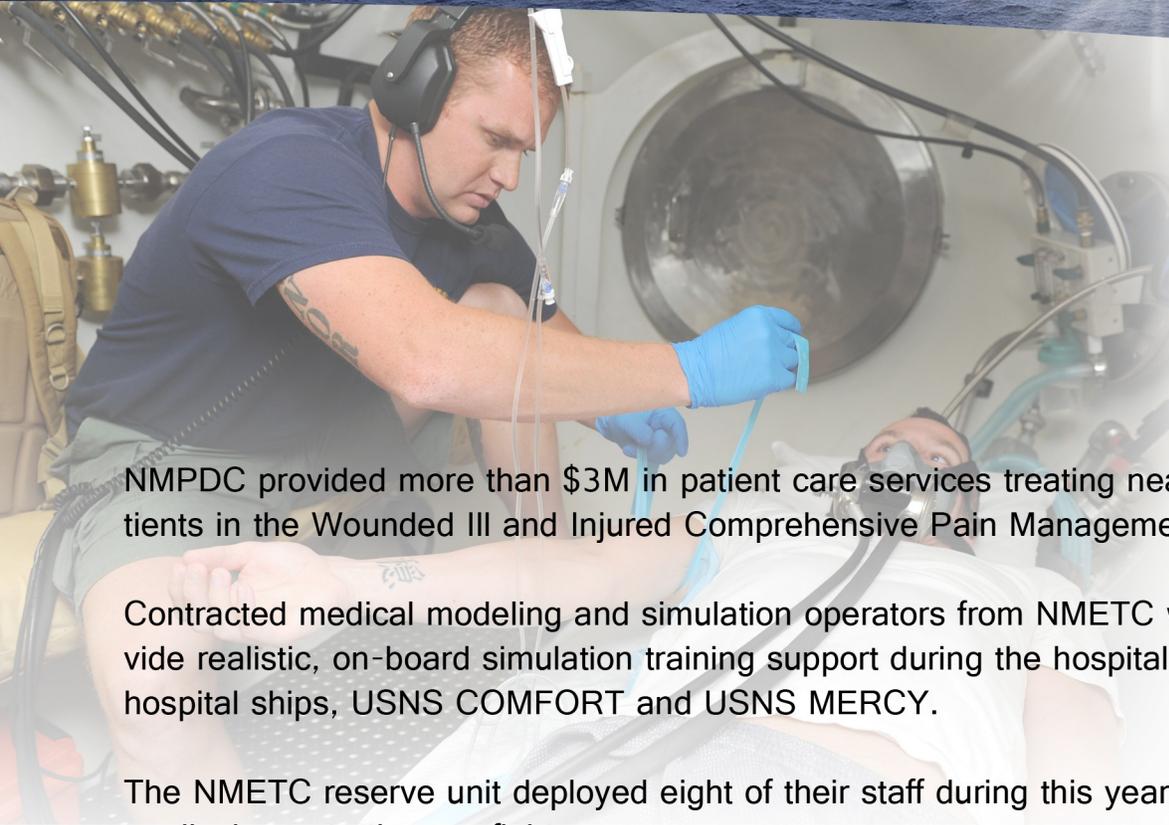
NMOTC provided expert consultation and evaluations in Hyperbaric and Hypobaric Medicine.

Naval Undersea Medical Institute (NUMI) provided expert consultations with regards to issues related to sexual assault at sea, females aboard submarines and the use of anti-depressants for diving, submarine and radiation health.

Naval Postgraduate Dental School (NPDS) under



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NMPDC provided more than \$3M in patient care services treating nearly 6,700 patients in the Wounded Ill and Injured Comprehensive Pain Management Programs.

Contracted medical modeling and simulation operators from NMETC were able to provide realistic, on-board simulation training support during the hospital exercises with the hospital ships, USNS COMFORT and USNS MERCY.

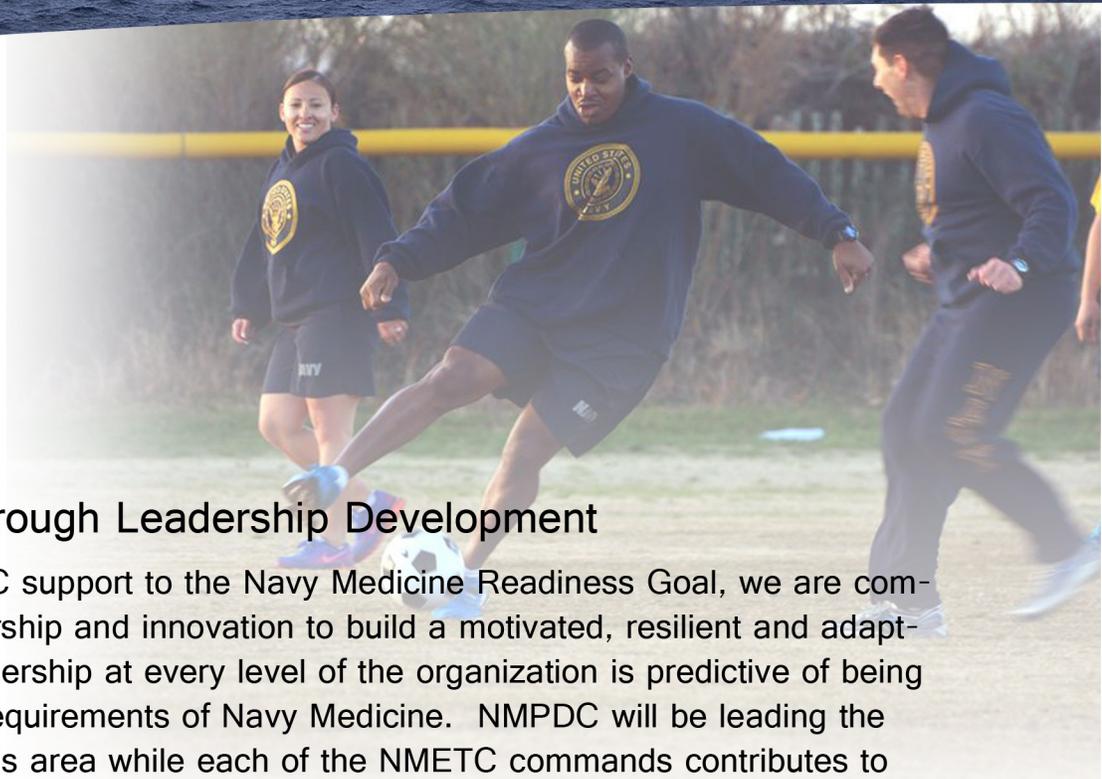
The NMETC reserve unit deployed eight of their staff during this year, providing direct medical care to the war fighter.

Being Ready Through Training

The NMETC reserve unit developed the advance planning and coordination for three Innovative Readiness Training (IRT) Missions. These missions provide joint field medicine and humanitarian training for the Reserve Component while working directly in under-served communities within the United States. Each mission included service member training, direct patient care, and civilian/military cooperation for the mission planning and execution.

With staff from NMOTC, The Navy Medical Modeling and Simulation Training (NMMAST) Program Management Office participated in the Assistant Secretary of Defense, Health Affairs Joint Program Committee study regarding the Trauma Combat Care Course to identify simulation training adjuncts and ultimately to define the standard training equipment to best support the course across all three services.

NMTSC ensured well-qualified instructors provide valued podium time for our Basic and Technical Schools at the Medical Education and Training Campus (METC). This year, NMTSC leads the way with 102 newly qualified Master Training Specialists.



Being Ready Through Leadership Development

As part of the NMETC support to the Navy Medicine Readiness Goal, we are committed to using leadership and innovation to build a motivated, resilient and adaptable workforce. Leadership at every level of the organization is predictive of being ready for the future requirements of Navy Medicine. NMPDC will be leading the formal initiatives in this area while each of the NMETC commands contributes to meeting the leadership target.

NMTSC promotes the quality and value of staff and students' lives. Taking care of Sailors by ensuring their positive behavior and life choices is paramount in addressing young Sailors' growth. This year, NMTSC San Diego Detachment was awarded Coalition of Sailors Against Destructive Decisions (CSADD) chapter of the year for a training command within Commander, Navy Region Southwest.

NAMI participated in the Prospective Executive Officers (PXO) training for aviation PXOs at the Naval Aviation Schools Command. NAMI course input provides critical information about medical capabilities to the new leaders.

Actively preparing the next generation for service, NMOTC provided survival swimming to JROTC, ROTC and CORTRAMID members.

VALUE

NMETC Celebrates Accreditation and Certifications

In the Fall of 2014, NMETC was officially notified that the organization earned re-accreditation by the Council on Occupational Education for another six years.

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NAMI worked in conjunction with the Army to provide the Navy Residency in Aerospace Medicine (RAM) with additional clinical work in Occupational Health Medicine, meeting Accreditation Council for Graduate Medical Education standards and fully meeting accreditation status. Alongside of the U.S. Navy residents, this program trains Allied Canadian RAMS in addition to our Army colleagues.

Navy Medicine's institutions and training programs continue to demonstrate outstanding performance under the Next Accreditation System of the Accreditation Council for Graduate Medical Education (GME). All Navy GME programs have now transitioned to the Next Accreditation System, and the three major teaching hospitals all successfully underwent Clinical Learning Environment Review visits this past year.

NMPDC continues to improve the continuing medical education (CME) credit package process seeing a 220% increase in CME approval requests this year, awarding 7,626 attendees credits. NPDS delivered continuing education courses to more than 1,000 federal and foreign military personnel. We ensure the continuing education programs earn national-level accreditations from such organizations as Accreditation Council for Continuing Medical Education, the American Nurses Credentialing Center, American Academy of Medical Administrators, and American College of Healthcare Executives. NMPDC launched a program to award AMA-PRA Category 1 CME credits for Learning Associated with Teaching (LAT) granting 2:1 ratio CME credits for preparing presentations for their GME residency and fellowship training programs.



The NPDS Department of Oral and Maxillofacial Pathology maintains support for the Armed Forces Medical Examiner's Office Forensic Identification Team. For FY14, 138 post-mortem exams were performed for Operation Enduring Freedom and Iraqi Freedom.



Continuously Improving and Updating our Services

Recognizing the value of sound standardized processes, NMETC continued to employ the end-to-end course management processes designed by Navy Education and Training Command with adaptations to meet the medical mission. During the past year, NMETC facilitated six Human Performance Reviews and numerous resource requirements analyses ensuring the total force demand signals are effectively met with current and relevant course content.

NMTSC ensured their students are ready to contribute to their new duty stations as soon as they report, due not only to their outstanding training, but also because of our aggressive naturalization program. Sailors leaving NMTSC have their U.S. citizenship, and thus security clearances required for immediate access to work systems. In November 2014, 13 Sailors were naturalized at the Joint Base San Antonio Veterans Day celebration.

Utilizing the automated feedback program navy Interactive Customer Evaluation (ICE)

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survey system, issues with living conditions, career counseling, and student movement were identified and addressed by NMTSC. Programmed for FY15 is the \$1.6M barracks enhancement project, which will serve as a model for Military Medicine student housing at the METC.

Navy Medicine Modeling and Simulation Training Program Office executed a \$3.5M equipment purchase for BSO 18-wide training adjuncts supporting operational and clinical training throughout Military Treatment Facilities and the operational training sites.

Expanding the Body of Knowledge in Operational Medicine

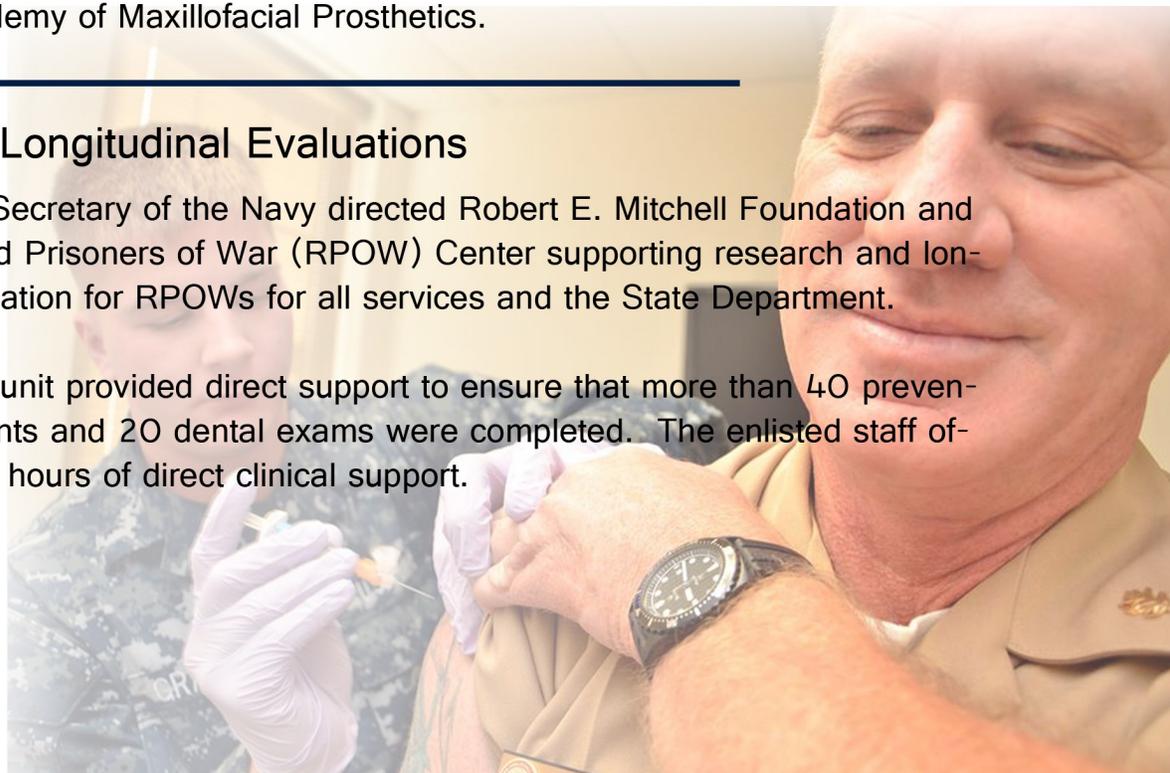
NMOTC staff was published in various media, emphasizing the staff's expertise and high-standing reputation among professionals. Among their literary accomplishments were: 23 professional journal articles, 22 presentations and 16 news stories. NPDS published 17 original research peer-reviewed articles and 57 meeting presentations.

NPDS staff were recognized through professional efforts including placing fourth out of 45 table clinics at the American Association of Endodontists meeting, earning a Civism award for significant educational program contributions that was presented at the International Society for Maxillofacial Rehabilitation in Xi'an, China, and presented at the American Academy of Maxillofacial Prosthetics.

Direct Care and Longitudinal Evaluations

NMOTC houses the Secretary of the Navy directed Robert E. Mitchell Foundation and Center for Repatriated Prisoners of War (RPOW) Center supporting research and longitudinal care coordination for RPOWs for all services and the State Department.

The NMETC reserve unit provided direct support to ensure that more than 40 preventive health assessments and 20 dental exams were completed. The enlisted staff offered more than 648 hours of direct clinical support.





Sustaining the Total Force Begins With Education and Training Pipeline

NMPDC'S Officer Programs Directorate managed students in 81 Graduate Medical Education programs, encumbering 1,171 trainee billets, and had 585 graduates from nine sponsoring institutions. This number represents one percent of the nation's graduate medical education force. Navy Medicine's selection rates for minorities and women are 19% above the national average.

Ensuring that Navy Medicine stays in step with the industry and offers the best care to our active duty, NPDS added Battlefield Acupuncture to the skills taught in the Navy Comprehensive Pain Management Program and the Complimentary Alternative Medicine portion of the newest Navy Medicine credentialing instruction.

Throughout the NMETC organization, we participated in or sponsored selection boards to ensure the brightest and fittest are selected for our training programs...

- Dental Corps Duty Under Instruction Board selected 36 Residents.
- Medical Service Corps selected 32 for Duty Under Instruction Opportunities.
- NMPDC hosted the Joint Service Graduate Medical Education Selection Board, reviewing 1,032 applications and selecting 910 for programs.
- Medical Service Corps In-Service Procurement Program selected 37 enlisted personnel from 137 applicants.
- The Medical Enlisted Commissioning Program selected 60 candidates.
- Nurse Corps Program Manager selected 34 individuals from 60 packages for advanced degree programs.

JOINTNESS

Meeting Navy Requirements Through Joint Schools

NMETC ensures that the Navy interests and requirements are met in the joint environment through interagency agreements and memoranda of understandings. NMTSC

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provides command oversight to the Navy staff at multiple Defense medical training commands such as Defense Institute for Medical Operations, Defense Medical Readiness Training Institute, and the Formulary Management Branch of the Defense Health Agency (DHA).

NMTSC provides oversight for the Navy students and staff participating in the Basic Medical Technician Corpsman Program (BMTCP) and the 19 allied health programs under our "C" schools at the DHA METC. By providing the administrative oversight and Sailor development role, NMTSC helps students thrive in their joint training and future patient care and war-fighting settings.

Many of the NMOTC programs partner with the sister service and NATO countries to provide operational training in aviation medicine for technicians, Flight Surgeons, Aerospace Physiologists, Optometrists, and Psychologists. The Coast Guard, Army and Air Force, as well as foreign Navy members from Denmark, Netherlands, Finland, Germany, Norway and Canada, have attended our aviation training programs. Additionally, NMPDC manages quotas for the Military Tropical Medicine course where all U.S. military services have attended along with foreign nationals from Ghana, Peru, Laos, Vietnam, Nigeria, Canada and Kenya.

Navy Medicine staff attends the Joint en Route Care Course and Flight Medic Course with the Army students at Fort Rucker, Alabama.

NEMTI coordinates operational training to include utilization of the Marine Corps Base training areas to support IED Lanes and the Mobility Multipurpose Wheeled Vehicle Egress Assistance Trainer ensuring medical staff are ready to operate forward in major combatant environments.





Working Toward Joint Solutions

NMPDC partnered with 37 commands, including 11 DoD joint commands, for the provision of CME credits for physicians; and with 13 commands, including five Defense joint commands, for the provision of CNE credits for nurses ensuring professional development opportunities for all medical services.

A newly implemented tri-service GME database that allows each service to process, manage and track GME applicants was refined to include virtual scoring for all applicants this year. Five-hundred forty-seven Navy officers were selected for internship, residency and fellowship programs at full-time in-service and other federal institutions and full-time out-service programs located throughout the United States. Navy hosted the JSGME Selection Board in 2011, 2013 and 2014. Over the past three years, Navy has saved over \$300K on this board. The Navy's virtual board plan implementation across all three services translated into joint savings of \$1.5M.

NMMAST co-located with the Air Force Medical Modeling and Simulation Training Office at Joint Base San Antonio - Randolph driving collaboration on joint projects including: market-wide product review of neonatal airway simulators, developing trainers and scenarios for complicated obstetric patients, and tracking simulation equipment in the defense logistics system. They provide professional review input on research proposals and serve as a service voting member on the Assistant Secretary of Defense, Health Affairs, Joint Program Committee-1 awarding more than \$200M over the past five years in advancement of medical modeling and simulation training.



NMETC AT WORK

TRAINING PROVIDED

- 24 - International students operationally trained.
- 326 - Federal and foreign military personnel trained in continuing dental education courses.
- 1,300 - Continuing Education Units (CEU) awarded.
- 1,259 - Hospital Corpsmen trained in 19 advanced technician programs.
- 3,500 - Army Selection Instrument Flight Training tests administered.
- 3,534 - Basic "A" school Sailors trained as Hospital Corpsmen.
- 7,626 - Officer Program Directorate sponsored training for multiple professions (CME, CNE, CE and other health care professionals).
- 15,262 - Personnel trained in operation and survival training.

COURSES OF INSTRUCTION

- 10 - Leadership continuum courses.
- 17 - Onsite continuing dental education courses.
- 35 - Courses of instruction managed by the ITRO.
- 63 - Operational courses.

ACADEMIC MANAGEMENT

- 12 - Number of Job Duty Task Analysis completed.
- 15 - Number of e-Learning/NKO courses reviewed.
- 144 - Master Training Specialists have been added to the program for the year for a total of 250 with an additional 119 enrolled in the program.
- 1,550 - Students managed in civilian degree, non-degree, & specialty resident training programs.
- 195 - Crew Resource Management-Instructor student surveys administered.

PATIENT CARE PROVIDED

- 250 - Repatriated Prisoner of War evaluations.
- 6,700 - Patients serviced in the Wounded, Ill and Injured Orofacial Pain Program and the Comprehensive Pain Management Program, valued at more than \$3M.
- 9,000 - Aviation Selection Test Battery psychology testing.
- 25,000 - Aeromedical dispositions (waivers & physicals).
- 92,000 - Dental Weighted Values per year in dental care provided with value of \$9.2M.



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