



# STAKEHOLDERS' REPORT

## 2014

**NMPDC** NAVY MEDICINE PROFESSIONAL DEVELOPMENT CENTER    **NMTSC** NAVY MEDICINE TRAINING SUPPORT CENTER    **NMOTC** NAVY MEDICINE OPERATIONAL TRAINING CENTER    **NMETC NR** NAVAL RESERVES



## FOREWORD

July 11, 2013 marked the one-year anniversary of Navy Medicine's implementation of a command focused solely on education and training. During its inaugural year, the Navy Medicine Education and Training Command (NMETC) galvanized its team and solidified Navy Medicine Education and Training processes supporting the delivery of quality products and services to our stakeholders. Faced with challenges ranging from sequestration, to establishing Navy Medicine's role in sustainment operations for the Medical Education Training Campus, to an evolving reorganization of military medicine, NMETC turned to technology to unify the command and move forward on key strategies and objectives.



Resource challenges of 2013 delayed the ultimate relocation of NMETC staff in San Antonio and thereby drove command strategies to overcome the physical distance by engaging in virtual meetings, utilizing Defense Connect Online and expanding desk centric high definition video communication, allowing telepresence and continual staff member interaction. Expanded SharePoint utilization and an electronic knowledge management system also facilitated online work product sharing, and improved communication and work accountability across the various command directorates that, in spite of the geographic separations, effectively functioned as one command.

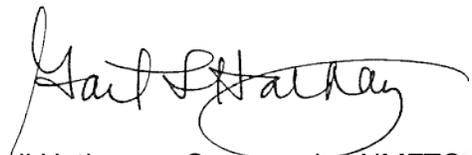
Technology utilization to overcome challenges and increase efficiency has been woven into the fabric of every aspect of our business. In the following accomplishments, you will see the recurrent theme of implementing technology as a leverage to revolutionize the business, adding value, impact, and creating more efficient means to deliver our products and services. From internal processes to management and delivery methods, technology has changed our business. Enhancing Navy Medicine modeling and simulation capabilities, and employing remote access tools prove that NMETC is driving toward the goal of providing efficient and effective education and training services anytime and anywhere.

NMETC's new organizational structure has allowed the command to focus on sound education and training practices, honing these functions within the new organization. During the first year, NMETC has sustained the curriculum development and management processes, carrying

out the front-end analyses for new requests as well as the necessary human performance review processes to ensure our services remained relevant to the needs of our stakeholders. Additionally, NMETC has begun the formal preparations for renewing the long standing accreditation through the American Council on Occupational Education. This accreditation and others identified within this report attest to the high quality of occupational and professional education that NMETC provides to ensure our Sailors and Marines are prepared to operate in all roles under the force health protection concept.

In 2013, we adopted the “bumper sticker” of R3, centering on the goals of being Relevant, Responsive, and Requested in all that we do. For 2014, I have challenged my staff to develop a dashboard that will allow NMETC to report how well we meet our mission and your requirements. The dashboard will further serve as actionable information that will drive continuous improvements. While we can demonstrate solid accomplishments over our first year, it is our goal to demonstrate that we engage in continuous improvement aiming at our R3 goals for being relevant, responsive and requested in support of our stakeholders’ missions.

NMETC is an enabler for strategic objectives to be realized throughout the organization, and the headers in this report of Readiness, Value, and Jointness demonstrate how NMETC aligns with Navy Medicine strategies. No matter how military medicine looks in the future, Navy Medicine Education and Training Command will continue to be relevant and responsive to stakeholder requirements. With that, this document demonstrates our past year accomplishments, but also demonstrates continued investment in our business, outlining efforts that are sure to impact the military medicine horizon through education and training.



CAPT Gail Hathaway, Commander, NMETC



## Our Mission

We provide and support continuums of medical education, training and qualifications that enable health services and force health protection.

## Our Vision

Be the premier medical educators, trainers, and qualifiers for the world's finest Navy.

## 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.

# ACHIEVEMENTS

## Readiness

### Advanced Training Environments

In its first year of operation, the Navy Medicine Modeling & Simulation Program Management Office developed, resourced and fielded standardized, state-of-the-art family medicine simulation equipment packages and placed trained simulation technicians at facilities across Navy Medicine. The Navy Medicine Operational Training Center (NMOTC) integrated advanced simulation into the Trauma Combat Care training platform, improving exercise realism while meeting the requirement to replace live tissue training.

NMOTC invested in training platform restoration and modernization across the enterprise. These projects increased student capacity at the Surface Warfare Medical Institute simulation center, modernized the student billeting infrastructure at the Naval Expeditionary Medical Training Institute, and improved facility capabilities at the Aviation Survival Training Centers.

Ensuring maximum safety at all training facilities, NMOTC served as the High-Risk Training Subject Matter Expert, and collaborated with the Naval Safety Center's High-Risk Training Safety Program manager in authoring an OPNAV instruction. NMOTC also served as the BUMED flag-level evaluator of High-Risk Training programs, ensuring safe execution of Navy Medicine training.





## Innovative Approaches



The Naval Undersea Medical Institute pioneered a mobile Radiation Health Indoctrination course, bringing training to the student and saving Navy Medicine over \$30K in annual travel expenses.

The Naval Postgraduate Dental School provided oversight in the development of a 3-D modeling center of excellence. The 3-D modeling center is a critical piece in surgical maxillofacial reconstruction, allowing direct manufacturing

of personalized prosthetics modeled on the patient's actual medical scans, ensuring optimal outcome for the war-injured patient.

The Navy Medicine Training Support Center (NMTSC) acquired a wireless lab system comprised of 50 tablets, a computer server and software to be utilized for skills testing. The system provides real-time feedback to both instructors and students, and meets regulatory reporting requirements. The implementation will directly result in a savings of \$300K in consumable expenses and over 1,000 man hours annually.



The Navy Medicine Professional Development Center (NMPDC) spearheaded development of Navy Medicine's Sexual Assault Forensic Examiner (SAFE) training program. The program leveraged technology by creating a digital training package and streamlined the process of training material distribution and tracking across Navy Medicine, US Pacific Fleet and US Fleet Force Commands. The approach increased the number of enterprise and fleet/marine force medical personnel trained by 80% while lowering the per student training cost by 85%.

## Mission Driven Research and Publications

The NMOTC staff produced the Publication of Aeromedical Reference and Waiver Guide on Nutritional Supplements, currently utilized by all USN/USMC pilots and aircrew. The publication is also used by the Naval Safety Center as guidance regarding what nutritional supplements are authorized for use during high-risk training evolutions.

NMPDC expanded the knowledge base of military medicine and dentistry with original research culminating in 52





requests for publication in peer reviewed journals and 31 presentations at conferences or meetings. Additionally, related lectures and public speaking provided to the joint community serve as important recruitment tools.

In an effort to develop a resource for flight medicine physicians across the services, the Naval Aerospace Medical Institute Psychiatry Department teamed with two Air Force aeromedical officers and an Army resident in

Aerospace Medicine to author the chapter “US Military Standards and Aeromedical Waivers for Psychiatric Conditions and Treatments.” The chapter was published this year in the text *Aeromedical Psychology*.

### Collective Protection

The Naval Expeditionary Medical Training Institute provided inaugural instruction of the Collective Protection (COLPRO) within the Expeditionary Medical Facility training platform, sending a 12-person cadre of instructors to provide refresher training for the staff of the Navy Expeditionary Medical Support Command at Cheatam Annex Virginia. COLPRO supports medical treatment operations in biological and chemical weapon environments during contingency operations.



The NMETC Navy Reserve component (NR NMETC) performed readiness training during the COLPRO exercise, evaluating the efficacy of the protective tentage system. During the 25 days of Collective Protection, 168 National Guard and Reserve Soldiers, Sailors and Airmen received 27,552 man hours of mass casualty training, 12 participants were certified in Tactical Combat Casualty Care, and 22 participants were certified in cardiopulmonary resuscitation.



## Sailorization

Upholding Navy traditions, NMTSC hosted a “White Hat Burial” ceremony as part of the 120th Chief Petty Officer Birthday celebration. During this ceremony, 15 NMTSC CPOs who were promoted in the Fall of 2012 rendered honors to a mock casket containing the sailors’ white hats symbolizing the transition into the new leadership role and paying homage to all the Sailors who have sacrificed throughout history. NMTSC provides such ceremonial events for the Navy students on the joint Medical Education and Training Campus ensuring “sailorization” occurs where individual service identity is established while students share a common tri-service academic foundation.



Approximately 300 hospital corps students were among the 750 who celebrated the rich heritage and tradition of the Navy’s 238th birthday at the San Antonio area Navy Birthday Ball on Oct. 5, 2013. The guest speaker was the 35th Vice Chief of Naval Operations and 59th Commander of the US Pacific Fleet, Adm. Patrick M. Walsh, U.S. Navy (ret.). Students learned about what Admiral Walsh described as the principles men and women in uniform

embrace, a testament toward what is shared by those nearing the end of their time in uniform and those just beginning their military careers.

Notified in April 2013, NMPDC received the Retention Excellence Award for FY 12 with a 98% score for its Career Information Program, one of the highest in Navy Medicine and making it three years in a row for the command. Retention is directly related to mentorship, command climate, involved leadership, clear standards and policies, and promotion of quality service.

## Value

### Leveraging Technology

NMPDC instituted a myriad of new technology that elevated customer service, enhanced program effectiveness, and significantly reduced operational costs. The online Continuing Medical Education (CME) database allows Navy commands to submit CME approval requests electronically, saving significant time,





effort and reducing the chance of lost application packages; a digitization project with the Department of Health and Human Services provides a means of storing and retrieving 1.4 million government education and training records into electronic files; the newly implemented Graduate Medical Education (GME) database is a joint effort that allows each service to process, manage and track GME applicants; and an innovative virtual computer environment for application

review and scoring was implemented for the Joint Service GME Selection Board in November 2012.

### Nationally Recognized Courses

The NAMI residency in aerospace medicine received four-year reaccreditation through the American Council on Graduate Medical Education (ACGME) in November 2012. ACGME evaluates Department of Defense courses as compared to civilian curricula and requirements making it possible for military students to transfer credits to civilian universities.



The American College of Healthcare Executive and the American Academy of Medical Administrators approved continuing education credit for those students successfully completing the following courses taught at NMPDC: Patient Administration Course; Clinic Management Course; TRICARE Financial Management Executive Program; Plans, Operations and Medical Intelligence Course; and the Advanced Medical Department Officers Course.

Additionally, The American Council on Education awarded 11 college credit hours to Aero-Medical Officer and Aerospace Medicine Technician class curricula conducted at the Naval Aerospace Medical Institute.



## Optimizing Through Course Design

In 2013, BUMED requested a new training approach to improve compliance with the Limited Duty and Disability Evaluation System and meet 2015 congressional outlined goals. The NMETC academic directorate responded by completing the front end and business case analyses identifying gaps and recommending corrective role-based courses of action. In partnership with the Secretary of the Navy's Senior Physical Evaluation Board Liaison Officer and BUMED sponsors, NMETC is designing seamless and standardized training programs to equip the 14,000 Navy Medicine claim specialists with the knowledge to successfully assist Service members and address the 750,000 VA claims backlog.



NMOTC initiated numerous efforts to revise, streamline and standardize course curricula. The Special Operations Combat Medic course added a week long clinical rotation, a military working dog lecture with practical application, an ultrasound course and a field training exercise. The course is currently undergoing American Council on Education accreditation review. The Naval Special Operations Medical Institute created the Special Operations Independent Duty Corpsman (IDC) bridge course to facilitate transition

to a newly revised curriculum. The bridge course saves \$22K per student and reduces the on site training duration by four months. The Expeditionary Medical Unit training curriculum was streamlined from 14 days to seven days. Thousands of hours of Submarine and Surface IDC curricula were streamlined into one core curriculum that will ensure IDC standardization training at both school houses. An IDC curriculum revision was completed, and a pilot course evaluation is on-going for the future integration of females in the submarine forces.

NMPDC completed a realignment of the Health Professions Scholarship Program and Accessions Program, with appropriations totaling \$108 million, to the Bureau of Medicine and Surgery (BUMED) Detachment Bethesda as part of the Surgeon General's restructuring of the education and training enterprise.

## Jointness

### Navy Medicine Support to the Medical Education and Training Campus (METC)

Navy Medicine service assets, managed by NMTSC, continued to support METC in moving forward in its mission to train the world's finest medics, hospital corpsmen, and technicians. In an article for America's Navy, Capt. Peggy Westerbeck, METC Associate Dean for Instructional Delivery, said, "Many of METC's successes are directly related to the emphasis on a collaborative work environment, bringing best practices from each of the services, and raising the qualification standards bar and screening process on our faculty. Many of the programs are nationally recognized by professional organizations or are recognized by degree-awarding institutions. These recognitions provide many opportunities for our graduates to become certified or obtain degrees."



Navy Medicine supports the achievement of significant milestones at the METC including graduating the first U. S. Coast Guard Hospitalman along with a U.S. Marine (5831 Correctional Specialist) assigned to brig duty from the Behavioral Health Technician program, making it the first and only METC program to include five services. Additionally, the METC's Basic Medical Technician/ Corpsman Program (BMTCP) Emergency Medical Technician (EMT) module completed a 35-day training program for more than 4,000 Navy and Air Force students. In August 2013, the program began administering the skills testing portion of the National Registry Emergency Medical Technician (NREMT) exam to Navy students. As of 25 October 2013, 895 Sailors successfully met the EMT skills testing requirement and are now able to challenge the NREMT exam through the Navy COOL certification program. Those that have challenged the NREMT exam have demonstrated an 87% pass rate, well above the Texas and national average of 78%.



## State of the Art Military Medical Training

Medical modeling and simulation is uniquely suited to thrive in a joint environment and has been identified as one of two initial areas for development with the Defense Health Agency's Education and Training shared service. NMETC serves as the Navy Medicine representative to the Federal Modeling and Simulation Training Consortium, directly tasked to facilitate cross communication between Army, Navy, Air Force, Marine Corps and Veterans Administration medical simulation programs. Additionally, the program management office is actively pursuing contracting and acquisition agreements with the U.S. Army's Program Executive Office for Simulation and Training and developing a nascent joint program management office with the Air Force and Army offices and the U.S. Army Medical Department Center and Schools to ensure relevancy with the new Defense Health Agency construct.



## Operational Collaborations



The Naval Aerospace Medical Institute (NAMI) supported the DoD/VA Hyperbaric Oxygen (HBO) study for use of HBO in mild to moderate Traumatic Brain Injury cases in the Marine Corps. The study resulted in cost savings to Navy Medicine, and ongoing NAMI efforts have the goal of formally establishing a clinically validated HBO treatment and training program.

NAMI utilized Video Teleconferencing capabilities to offer radiation safety training to the Federal Aviation Administration, National Aeronautics and Space Administration, and the Radiation Health community.

Thirteen Naval Postgraduate Dental School (NPDS) residents developed and presented four hands-on dental skills laboratories for 200 Uniformed Services University of Health Sciences medical students during the annual Military Contingency Medicine course. The NPDS residents familiarized future Medical Corps Officers with common dental emergencies encountered in a deployed setting, as well as basic diagnosis and management.

An NPDS staff member was selected to serve as Assistant Director, Tri-Service Center for Oral Health Studies (TSCOHS). TSCOHS is the only organization in DoD that provides military health care services information; dental public health education; and research and data collection services related to the provision of dental care of all beneficiaries.

## Community Engagement



Navy Reserve (NR) NMETC demonstrated their capabilities and strengths to the joint services during the Innovative Readiness Training (IRT) Exercise Tropic Care, the IRT Exercise Hope of Martin, and the IRT Exercise Arctic Care. The exercises provided medical, dental, optometric and physical therapy care along with health and wellness screenings to over 34,000 underserved US citizens in geographically remote areas of Alaska, Hawaii, and

Tennessee. In addition, NR NMETC provided critical medical planning expertise to the US 7th Fleet and Naval Forces Korea in support of two joint maritime exercises in the Republic of Korea.

As part of volunteerism, community presence, and ultimately recruiting in support of the Chief Naval Operations, NMETC members were involved in numerous activities, to include: Special Olympics; support to local food banks; Toys for Tots toy drive; Combined Federal Campaign fund raisers; Navy and Marine Corps Relief Society fund raisers; “Stuff the Bus” school initiatives for underprivileged children; military honors at parades; military salutes at sporting events; singing the National Anthem for professional sports event; judging local school science fairs; speaking at school career days; and dedicating time to mentor students in support of the National Science, Technology, Engineering, and Mathematics (STEM) movement.



## ON THE HORIZON

Driven by recent initiatives and accomplishments, the NMETC team will continue to move forward, exceeding the expectations of our stakeholders. While the future organization and state of medical education is dynamic, one thing is certain: NMETC will continue to provide relevant and responsive education, training and qualification services and support to our customers, enabling them to perform in increasingly complex operational environments while successfully navigating the waters of increased resource constraints, reorganization and emerging world events.



## Demonstrating Relevance through Excellence and Communication



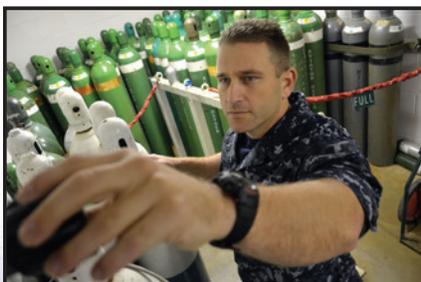
NMETC will host the Commission of the Council on Occupational Education for an accreditation reaffirmation review in the spring of 2014. This accreditation is a voluntary review process that externally validates the quality of and assists with improvement of the institution. Additionally, accreditation indicates the health of the “factory” at the organizational level and is a primary consideration when individual courses are reviewed for equivalency accreditation.

NMETC will continue to collaborate with METC to develop an effective, relevant dashboard that will track key performance indicators utilized to drive improvements and enhancements to Navy Medicine education and training.

## Remaining Responsive to Stakeholders – Re-Designing through Standardized Approaches

NMETC will employ curriculum management tools to review, update and refine all courses as part of the portfolio life cycle management initiative. The revision and renewal process will offer stakeholders the opportunity to integrate emergent requirements while continuing to drive modernization, leveraging technology to provide education and training “anytime and anywhere.”

In an effort to improve customer feedback in evaluating training effectiveness, NMETC learning centers will take a closer look at the course review survey methods and collaborate with the Navy Education Training Command to incorporate their newly engineered process. NMOTC is collaborating with a NETC working group to best determine the route forward.



Always seeking optimal clinical practice opportunities, NMTSC, NMOTC and NMPDC will continue to partner with civilian institutions and sister services to ensure the best preparation for Navy students. To this end, the Naval Undersea Medical Institute is currently evaluating clinical practice options for Independent Duty Corpsman training. Independent Duty Corpsman training programs will fully implement tablet technology as the main methodology of

academic delivery and evaluation, addressing the changing modalities of 21st Century education while significantly reducing dependence on print media.

### **Requested for Development of Future Education and Training Solutions**

Responding to the increased demand for unmanned aviation platform operators, the Naval Aerospace Medical Institute, in partnership with the Office of Naval Research, will design and implement the future Navy and Marine Corps selection system for Unmanned Aerial System Air Vehicle Operators.



The Surface Warfare Medical Institute, in collaboration with the Naval Health Research Center, will study the benefits of hyper-realistic simulation in the training of Independent Duty Corpsmen designed to enhance students' confidence and ability to perform multiple invasive life saving procedures in a simulated combat environment.

NMETC will be actively involved in supporting the Education and Training Doctrine Change Requests generated by the Expeditionary Health Services Support Capabilities Based Assessment.

Keeping our eye on the future allows us to remain relevant, accelerate our responsiveness, and anticipate requests on the horizon.



# NMETC AT WORK

## **TRAINING PROVIDED**

- 125 – International students operationally trained
- 250 – Chief Naval Air Training (CNATRA) flight instructors trained on the fundamentals of learning
- 1,168 – Federal and foreign military personnel trained in continuing dental education courses
- 1,300 – Continuing Education Units (CEU) awarded
- 1,700 – Hospital Corpsmen trained in 19 advanced technician programs
- 3,500 – Army Selection Instrument Flight Training tests administered
- 4,010 – Basic A-school Sailors trained as Hospital Corpsmen
- 13,500 – Hours of resident and non-resident professional development course instruction
- 22,500 – Personnel trained in operational and survival training

## **COURSES OF INSTRUCTION**

- 10 – Leadership continuum courses
- 17 – Onsite continuing dental education courses
- 35 – Courses of instruction managed by the Inter-service Training Review Organization
- 63 – Operational courses

## **ACADEMIC MANAGEMENT**

- 11 – New training requests processed
- 12 – Number of Job Duty Task Analysis completed
- 15 – Number of e-Learning/NKO courses reviewed
- 74 – Master Training Specialists have been added to the program for the year for a total of 182 with an additional 68 enrolled in the program
- 300 – Officers added in FY13 to Joint Medical Executive Skills program
- 1,537 – Students managed in civilian degree, non-degree, and specialty resident training programs
- 195 – Crew Resource Management-Instructor student surveys administered
- 4,053 – Naval Aviation Training Command exit surveys administered at five training wings and 16 squadrons
- 3, 593 – Students reported in the annual FY12 CNATRA flight exit survey

## **PATIENT CARE PROVIDED**

- 250 – Repatriated Prisoner of War evaluations
- 5,100 – Patients serviced in the Wounded, Ill and Injured Orofacial Pain Program and the Comprehensive Pain Management Program, valued at more than \$2 million
- 9,600 – Aviation Selection Test Battery psychology testing
- 9,735 – Residents of Alaska, Hawaii and Tennessee received medical, dental and optometry care from the Reserve Component as part of Innovative Readiness Training Exercises (NR)
- 35,000 – Aeromedical dispositions (waivers & physicals)
- 92,000 – Dental Weighted Values per year in dental care provided with value of \$9.2million