

**Minutes of the Board of Regents
Uniformed Services University of the Health Sciences**

**Meeting No. 215
February 6, 2023**

The Board of Regents (BOR), Uniformed Services University of the Health Sciences (USU) held a meeting on Monday February 6, 2023, both in-person at the Second Floor Large Conference Room, Medical Education and Training Campus (METC), Headquarters, San Antonio, Texas, and via Zoom.

The meeting date and agenda items were published in the *Federal Register*, and each Regent was duly notified prior to the meeting. The Designated Federal Officer (DFO), Ms. Annette Askins-Roberts, and the Chair, Dr. Nancy Dickey, were present during the entire meeting. The meeting was called to order by the DFO at 1:00 p.m.

Members, staff, and briefers listed below were in attendance:

Board Members

Nancy Dickey, M.D., Chair
VADM (Ret.) Raquel Bono, M.D., Member
Julio Frenk, M.D., Member
Eric Holmboe, M.D., Member
Kenneth Kizer, M.D., M.P.H., Member
Antonia Villarruel, Ph.D., R.N., Member
LTG R. Scott Dingle, Surgeon General of the U.S. Army
HON Jonathan Woodson, M.D., President, USU
RADM Bruce Gillingham, MC, USN, Surgeon General of the U.S. Navy
Maj. Gen. John J. DeGoes, MC, USAF, Deputy Surgeon General of the U.S. Air Force
David J. Smith, M.D., Acting Principal Deputy of Assistant Secretary of Defense for Health Affairs (Secretary of Defense Designee)
RADM Denise Hinton, Deputy Surgeon General of U.S. Public Health Service (USPHS)
LTG Telita Crosland, MC, USA, Director, Defense Health Agency

Staff Members

Annette Askins-Roberts, Designated Federal Officer, BOR, USU
CAPT Gregory Gorman, Alternate Designated Federal Officer, BOR, USU
Clarice Waters, PhD, MS, Project Manager, BOR Staff Support, USU
Celeste Hermano, Management Analyst, BOR Staff Support, USU
Alice Murphy, Management Analyst, BOR Staff Support, USU

Briefers

Stephen Henske, Assistant Vice President, Office of Accreditation and Organizational Assessment (AOA), USU

Lula W. Pelayo, Ph.D., R.N., Dean, College of Allied Health Sciences (CAHS), USU

Brian V. Reamy, M.D., Associate Dean, F. Edward Hébert School of Medicine (SOM), USU

Lt Col Joshua R. Duncan, M.D., Assistant Dean for Assessment, F. Edward Hébert School of Medicine (SOM), USU

Lisa K. Moores, FCCP, MACP, Associate Dean for Assessment, F. Edward Hébert School of Medicine (SOM), USU

Carol A. Romano, Ph.D., R.N., Dean, Daniel K. Inouye Graduate School of Nursing (GSN), USU

Drew W. Fallis, DDS, MS, MHPE, Dean, Postgraduate Dental College (PDC), USU

OPENING COMMENTS

Ms. Askins-Roberts called the meeting to order. She introduced herself as the DFO for the Board of Regents. Ms. Askins-Roberts provided administrative remarks and thanked USU staff, briefers, the contract support, and attendees for their participation.

OVERVIEW OF NDAA FY23 REPORT

Dr. Smith provided an overview of the current issues from the Health Affairs Office. Dr. Holmboe expressed curiosity regarding the *Dobbs* decision in relation to abortion. He asked Dr. Smith if the DoD was aware of any delayed care for mothers or an increase in maternal mortality rates. Dr. Smith stated that he is not aware of any issues and that the government will facilitate transportation and funding if the individual does not have access to abortion care.

Dr. Smith introduced the National Defense Authorization Act (NDAA) and provided an overview of the act. Dr. Smith stated the NDAA consists of two pieces, laws and funding; the former gives the authority to complete an action, but does not appropriate any funding or cover costs. He noted the nuanced language of the NDAA but emphasized the continued focus and support of the MHS.

Dr. Smith went over the sections of the NDAA relevant to the MHS. From slide 2, President Woodson noted San Antonio Uniformed Services Health Education Consortium (SAUSHEC) prepares graduates to lead in serving the medical needs of the U.S. Military across the globe. On slide 5, Dr. Kizer asked if Dr. Smith could clarify at what percent change of scope must the DoD notify Congress and if the 180 days waiting period after notification is calendar or “in session” days. Dr. Smith responded it is 180 calendar days and the percent change of scope is not clearly articulated within the NDAA language. HON Peake asked who determines when a facility is at 90% or 100% capacity when they do not have a full staff on site. Dr. Smith clarified it is based on maintaining bed capacity. On slide 8, Mr. Henske asked if there were more details about the USU exchange program with Ukrainian medical students. President Woodson also noted there are future meetings for collaboration with other nations and therefore he aims to place USU as a leader in international medical education. Mr. Henske further explained that this topic is important to the upcoming Middle States Commission on Higher Education (MSCHE) site visit as the evaluators are interested in how the University will resource such programs. Dr. Holmboe asked Dr. Smith to expand on what the DHA MHS Education and Training Directorate would do and its responsibilities. Dr. Smith responded this new directorate would be responsible for standardizing

training. LTG Crosland added this would be an opportunity to further military graduate medical education. She also noted the NDAA is helping clarify the priorities for the DHA moving forward. The Regents discussed the importance of Section 741 (slide 11) - proposed cuts to military manpower. Dr. Smith explained the 11,000 cuts to manpower are not part of the Defense Health Program. RADM Gillingham and LTG Dingle provided insight on manpower within the Navy and Army, respectively.

Dr. Villarruel asked three questions about mental health workforce:

- If the increase in funding allocated to clinical social workers and psychologists also extends to mental health nurse practitioners;
- If enlisted Service members have the same opportunity for certification as the civilian workforce to better provide health services and care;
- What types of innovation are being considered in mental health delivery to shift care from psychologists/psychiatrists and other mid-level providers or to more telehealth or on-the-ground options that can help triage care before escalating.

Dr. Smith explained the NDAA does not directly provide any resources to make these changes. He noted the MHS encourages providers at all levels to deliver mental health care and clarified the certification program is under discussion. Dr. Smith further explained the MHS is currently piloting a program to better triage and match patients to the correct level of behavioral health provider, such as a behavioral health technician, and not always defaulting to the psychologist or psychiatrist. LTG Crosland reiterated the innovation of virtual health as a workflow to increase access and noted the DHA will be working with President Woodson and USU to develop a digitalization strategy. She noted a pilot study with the Army to get virtual health tools in the hands of the individual with the aim of getting ahead of mental wellness. LTG Crosland stated one of her priorities as DHA Director will be to leverage virtual health as an innovation focused on the patients and enabling and empowering them with the tools to better health. RADM Gillingham added that for the Navy and Marine Corps, at least 40% of behavioral health referrals are due to life circumstances instead of medical pathology. He expressed his interest in counselor training as better mental health care is an identified area for retention. He noted that all Sailors who go through bootcamp now receive “Warrior Toughness” training that teaches individual resilience through meditation and other strategies. LTG Dingle stated for the Army there is a demand for embedding mental health professionals within operational units and the challenge right now is resource allocation. He provided the example of “Mission-100,” a behavioral health surge support to Alaska for suicide prevention and emphasized that every Soldier in Alaska had a touchpoint with a behavioral health provider. He reiterated the importance of embedded or integrated mental health wellness capability in operational units.

USU PRESIDENT REPORT

President Woodson thanked the Board of Regents for attending and being involved in the University. Before the briefing, he emphasized three action items to prioritize:

- Bylaws: he asked the Regents to submit any additional comments and suggestions to the DFO for finalization
- MSCHE Visit: he emphasized the Regents’ roles in advising and the importance of the upcoming site visit on the University’s projected growth and resource allocation planning
- Self-Study document, which is part of the MSCHE Accreditation process: he asked the Regents to review and submit feedback on the governance structure

President Woodson referred to Dr. Smith's brief on the NDAA and expanded on USU's activities to meet some of the sections previously outlined. He noted the University's projected growth and the importance of the Regents' advice and leadership during this period. He reiterated the upcoming MSCHE site visit, the Regents' role, and their feedback on the Self Study document.

Dr. Dickey clarified the Regents have not yet received the Self-Study document. Dr. Roberts explained the Self-Study document is due to MSCHE on February 10, 2023, but if the Regents had additional feedback or recommendations, they could still provide that to the University. He will follow up and send the documents after today's meeting. Dr. Dickey noted that it will not be something that the Regents will comprehend right away given the short timeline. President Woodson stated there is an executive summary that highlights the important points. CAPT Gorman commented that the Board of Regents staff will gather all the comments with a goal of having an endorsement letter signed by Dr. Dickey, which will be given to the evaluators during the March site visit.

ACCREDITATION AND ORGANIZATIONAL ASSESSMENT REPORT (AOA) REPORT

Mr. Henske provided an update to the USU Accreditation process. He reviewed the seven standards for the University and noted a working group for each standard. He stated the working groups drafted the Self-Study document to explain the standard and the proposed criteria for assessment. He reported the Self-Study document is complete with community input and emphasized the final draft will be submitted on Friday, February 10, 2023, to the MSCHE. He went over the selected site visits and dates on each branch campus.

A Regent asked to clarify the intent of the accreditation process and benefit to the University. Mr. Henske replied it is a recognition of the University and the curriculum of education that indicate an institutional standard. Mr. Henske clarified the University has 12 different accreditation programs, but the MSCHE is the only one that takes into account the University as a whole; the other accrediting bodies only look at a single program or curriculum (e.g., medical school, nursing program, dental program). Dr. Dickey asked about the "grades" from the accreditation program. Mr. Henske explained the several levels of feedback the University received from an accreditation program: 1) suggestions; 2) recommendations; 3) non-compliance. He elaborated on the nature of any "non-compliance" feedback, for which the University must follow up and make changes to be in compliance.

Dr. Holmboe asked Mr. Henske to further elaborate on the requirements for the Regents with regards to the MSCHE site visit at the end of March. Mr. Henske stated a draft agenda is currently in progress with the evaluation team and the Regents will be notified as soon as it is available. President Woodson responded that Dr. Dickey will be present and that it is not a requirement for the rest of the Regents to attend in person.

COLLEGE OF ALLIED HEALTH SCIENCES (CAHS) REPORT

Dean Pelayo provided a summary of the CAHS report. She called attention to the University's goals in three domains listed on slide 2 and noted how CAHS's strategic priorities align to these goals. She elaborated on each of CAHS's strategic priorities. Dean Pelayo discussed CAHS's challenges and identified areas where the Regents could provide advice. For every challenge, she explained CAHS's planned course of action. Dean Pelayo also discussed CAHS's faculty organization. She mentioned the constant change in staff and the need to orient incoming staff to

a military environment. President Woodson added that while the slides lay out the issues and challenges, the site visit this morning provided an opportunity for the Regents to talk with students to better understand their experience and their careers moving forward. Dr. Dickey expressed interest in hearing more personal anecdotes throughout the accreditation process. HON Peake mentioned CAHS's mission is to educate and train and asked how that factors into the Services' priorities compared to the University's priorities. President Woodson clarified the University's priorities are the Services' priorities. He reflected on USU's mission and noted everyone needs to understand the evolution of USU's management system, accreditation system, and education system as part of one collaboration. Dr. Villarruel commended Dean Pelayo for thoroughly outlining CAHS's strategic plan and noting the challenges encountered. Dr. Villarruel highlighted the importance of CAHS's mission for overall workforce development. Despite the challenges, Dr. Villarruel congratulated Dean Pelayo for finding success and encouraged her to publish her findings to disseminate her message on the importance of CAHS, healthcare, service, and education.

SCHOOL OF MEDICINE (SOM) REPORT

Dean Reamy provided a summary of the SOM report. He encouraged everyone to explore the Military Clinical Readiness Curriculum (mCurriculum), an enhanced collaboration between USU and the Military Health System which is accessible via mobile device. Dean Reamy explained SOM's faculty organization and summarized how SOM's class size has expanded to highlight the key issue of additional cost for faculty. He explained the engagement in clinical care at MTFs will generate income to return on the investment. Dean Reamy briefly went over the Center for Health Profession Education's core activities and noted Dr. Durning will provide further details.

Dr. Moores explained over the last five years SOM has been working on a Longitudinal Assessment Program to achieve Competency-Based Medical Education. She noted SOM lacks the ability to track students over time. Lt Col Duncan discussed the clinical knowledge dashboard (slide 16), one of several student dashboards under development, that track students' performance. He reviewed and explained some other faculty-facing dashboards.

Lastly, Dean Reamy discussed a SOM initiative to develop educational innovations to assist faculty and students in learning in different ways. He ended the presentation with a request to the BOR asking for their review and input to the Liaison Committee on Medical Education (LCME) Self-Study Summary report, which they plan to have drafted by May 2023. The final version of the Self-Study Summary Report is expected to be complete by August 2023.

Dr. Frenk inquired on the career path for those pursuing a Master's or Doctorate in Health Profession Education. Dr. Reamy responded that Dr. Durning will further expand on this answer, but he noted the target for these advanced degree programs are to educate leaders in the MHS such as residency program directors, clinical department chairs, and directors of graduate medical education. Dr. Frenk then asked if SOM would contribute to the literature for others to learn from all the data gathered and assessed. He noted that this process is very interesting and could serve as a good model for other medical schools. Dr. Reamy stated that Dr. Moores is collaborating with other medical schools and publications are in progress. President Woodson emphasized the importance of improving faculty development, identifying students at risk, and maximizing the success of students.

CENTER FOR HEALTH PROFESSION EDUCATION (CHPE) REPORT

Dr. Durning provided a summary of the CHPE report. He stated CHPE is an interprofessional education group developing academic leaders to serve in the MHS, Public Health Service, and at the VA. He reviewed the CHPE's mission, key statistics, core activities, and competencies of the certificate and degree programs. Dr. Durning provided a few publication examples of CHPE graduates and noted the graduates eventually take on leadership positions.

A Regent asked about the size of the CHPE program. Dr. Durning responded there are about 25 faculty and staff with an operating budget of about \$3 million. Dr. Holmboe asked if there is an opportunity for CHPE to explore the longitudinal data, given the strong correlation between education and clinical care outcomes, and if outcomes from such studies could be fed back into the University to improve medical curriculum and residency program. Dr. Durning replied that due to the nature of the study, CHPE shares outcomes with various groups within the University. He noted CHPE has opportunities to connect with MHS scholars to enhance and execute the investigations. CHPE is constantly growing in capacity with increasing numbers of graduates from both certificate and degree programs. Dr. Frenk asked if CHPE is set up to study the pervasive issue of obsolescence. He noted it is a concern for many health professions education programs and therefore, continuing education is important. He opined on the rate of obsolescence increasing exponentially with the pace of innovation, such as artificial intelligence shaping new ways of clinical practice, and noted CHPE is well poised to study this with their longitudinal data. He asked if Dr. Durning and CHPE have thought about this issue. Dr. Durning stated CHPE is exploring grant funding and opportunities as a way for educational sciences to improve health care. President Woodson reiterated the importance of Dr. Frenk's comment for the University.

GRADUATE SCHOOL OF NURSING (GSN) REPORT

Dean Romano summarized GSN's annual report summary. She reviewed GSN's faculty organization noting that military personnel rotate every three to four years in response to a question from the last meeting. Due to the high turnover of military faculty, there are also civilian faculty within GSN for continuity. She expressed the importance of continued faculty professional development, and referred to Dr. Durning's brief.

Dean Romano highlighted some of GSN's research programs and courses. She summarized two ongoing women's health research projects on urogenital infection incidence and breast cancer rates among active-duty military women. Dean Romano discussed Operational Readiness courses on Cold Weather Medicine and Avalanche Rescue. Lastly, she spoke to the Transition of Care courses conducted at Landstuhl Regional Army Medical Center in Germany.

Dr. Dickey asked if there were any final questions of which there were none.

POSTGRADUATE DENTAL COLLEGE (PDC) REPORT

Dean Fallis provided a summary of the PDC report highlighting four focus areas in response to the Regents' request from the last meeting. He stated the University's strategic priorities inform PDC's strategic plan and shared a metrics table that drives the annual report. Dean Fallis discussed perceived challenges faced by the University and how the Deans and PDC are helping to overcome them. Specific to PDC, he cited three challenges: 1) "Growing Pains," 2) Faculty Involvement, 3) Value to DoD and Services. He reviewed PDC's faculty organization and training capacity.

Dr. Dickey asked if there were any final questions of which there were none.

DISCUSSION

Dr. Dickey acknowledged this will be the last meeting for RADM Gillingham, who is retiring at the end of March 2023. RADM Gillingham thanked the Board of Regents and commented how his career has come full circle.

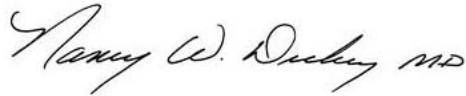
CLOSING REMARKS

Dr. Dickey suggested looking at future agendas to reduce the number of reports and briefings. She recommended focusing more time on discussion with briefers. Dr. Dickey asked if there were any final questions of which there were none.

ADJOURNMENT

Ms. Askins-Roberts adjourned the meeting at 5:06 p.m.

CERTIFIED BY:



April 4, 2023

Nancy Dickey, M.D.
Chair, Board of Regents

Date