

JOINT MEDICAL EXECUTIVE SKILLS PROGRAM

Catalog of Executive Skills Educational Opportunities

Edition 4(a)
2003



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Edition 4a

This is edition 4a of the JMESP catalog of courses. Edition 4a changes the name of the proponent from the former Virtual Military Health Institute (VMHI) to the recently approved Joint Medical Executive Skills Institute (JMESI) and updates POC information. It also revises the competency names and definitions in accordance with the Fourth Edition, Joint Medical Executive Skills Program Core Curriculum. Appendix A is a new addition that lists distance-learning opportunities. Please visit the program website at www.jmesi.org for program information and access to JMESI distance learning modules.

The course descriptions in this document were provided by the Army, Navy, Air Force, and USUHS and are unchanged from Version 4. Service POCs caused a rigorous review of course content vis-à-vis the enhanced taxonomy of the Core Curriculum. The Navy significantly reduced the number of competencies identified as being taught by Navy courses and only indicated competencies taught at the taxonomy level specified by the Core Curriculum. The Army review indicates the level to which the competencies are taught (e.g., Knowledge or Application).

PREFACE

Health care in the United States is complex and changes rapidly. The Department of Defense (DoD) medical departments are in the white water of change as much as their civilian counterparts. Perhaps they are more affected due to the combined effects of readiness requirements and the fact that TRICARE brought new organizational relationships to health care regions as well as new methods of determining budgets for medical treatment facilities (MTF).

In addition to the full range of civilian health care functions that include providers, other caregivers, and supporting ancillaries, members of the DoD medical departments also face the uncertain requirements of readiness, combat, and peacekeeping operations. They must implement, improve, and use more comprehensive, integrated health information systems, support migration to new managed care environments, and operate within continuously tighter budgets. The challenges detract from officers' abilities to enhance their professional education, prepare for positions of responsibility, and compete for promotion and command selection.

This catalog is intended to help the Army, Navy, or Air Force medical department officer of any corps or specialty understand the essential skills for command of a MTF and the management of a TRICARE region. It will help officers obtain information on alternatives for self-improvement and courses that teach the Executive Skills.

ACKNOWLEDGMENTS

Information in this catalog was obtained from the Joint Medical Executive Skills Working Group members with the assistance of course and program directors and other members of the Army, Navy, Air Force, and the Department of Defense who manage the courses listed.

The concept for creating this catalog is attributable to the Joint Medical Executive Skills Working Group (JMESWG) under the leadership of the Joint Medical Executive Skills Institute (JMESI). The Army Medical Department Center and School (AMEDDC&S), Executive Agent for the Joint Medical Executive Skills Program (JMESP), hosts the JMESI at Fort Sam Houston, Texas. This fourth edition of the program catalog is a necessary tool for medical department officers in the grades of O-1 through O-7. It is designed for publication on the worldwide web to ensure global access to the data. Other distribution is encouraged. Copies can be obtained from the JMESI or the following Service Representatives.

CORRECTIONS

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ABBREVIATIONS and ACRONYMS

AC	Active Component
ACE	American Council on Education
ACEHSA	Accrediting Commission on Education for Health Services Administration
ACSC	Air Command and Staff College
AETC	Air Education and Training Command
AESTC	Army Executive Skills Training Center
AFMIC	Armed Forces Medical Intelligence Center
AFPC	Air Force Personnel Center
AFSC	Armed Forces Staff College
AFSC	Air Force Specialty Code
AMEDD	U.S. Army Medical Department
AMEDDC&S	U.S. Army Medical Department Center and School
AOC	Area of Concentration
AR	Army Regulation(s)
ATRRS	Army Training Requirements and Resources System
AU	Air University
AWC	Army War College
BCDC	Battle Command Development Course
BUMED	Bureau of Medicine and Surgery
C4	Combat Casualty Care Course (Army)
C4A	Combat Casualty Care Course Advanced (Army)
CAP	College of American Pathologists
CAPTE	Commission on Accreditation of Physical Therapy Education
CAS ³	Combined Arms Service Support School (Army)
C, DON	Chief, Department of Nursing
CEU	Continuing Education Credits
CGSC	Command and General Staff College (Army)
CGSOC	Command and General Staff Officer Course (Army)
CHCS	Composite Health Care System
CINC	Commander In Chief
CME	Continuing Medical Education
CNO	Chief of Naval Operations
CO	Commanding Officer
CRS	Conditional Reserve Status
CSM	Command Sergeant Major
DAC	Department of the Army Civilian(s)
DC	Dental Corps
DCA	Deputy Commander for Administration
DCCS	Deputy Commander for Clinical Services
DMRTI	Defense Medical Readiness Training Institute
DNR	Do not resuscitate
DoD	Department of Defense
DVA	Department of Veterans Affairs
ESC	Executive Steering Council
EME	Executive Management Education (Navy)
ESTN	Executive Skills Training Network
FDA	Food and Drug Administration

FEMA	Federal Emergency Management Agency
FM	Field Manual
FOA	Field Operating Activity
FORSCOM	Forces Command
FY	Fiscal Year
GMAT	Graduate Management Aptitude Test
GRE	Graduate Record Examination
HCMO	Health Care Management Organization
HMO	Health Management Organization
HSI	Health Standards Institute
ICAF	Industrial College of the Armed Forces
IDC	Independent Duty Corpsman
IET	Initial Entry Training
IRB	Institutional Review Board
JCAHO	Joint Commission on Accreditation of Hospital Organizations
JMESI	Joint Medical Executive Skills Institute (formerly VMHI)
JMRTC	Joint Medical Readiness Training Center
MAGTF	Marine Air- Ground Task Force
MAJCOM	Major Command
MC	Medical Corps
MEDDAC	Medical Activity
MEDCEN	Medical Center
MEL	Military Education Level
MHS	Military Health System
MS	Medical Service Corps
MTF	Medical Treatment Facility
NAMI	Naval Aerospace Medical Research Laboratory
NC	Nurse Corps
NDMS	National Disaster Medical Systems
NDU	National Defense University
NETC	Naval Education and Training Command
NMQI	Navy Medical Quality Institute
NOMI	Naval Operational Medical Institute
NPS	Naval Postgraduate School
NSHS	Naval School of Health Sciences
NUMI	Naval Undersea Medical Institute
NWC	Naval War College
OAC	Officer Advanced Course
OBC	Officer Basic Course
OPHSA	Office of Prevention and Health Services Assessment
OPNAV	Office of the Chief of Naval Operations
PAD	Patient Affairs Division
PAR	Population at Risk
PCC	Pre-Command Course
PCS	Permanent Change of Station
PERSCOM	Personnel Command
PLX	Platoon Leader Exercise
PME	Professional Military Education
POC	Point of Contact
POMIC	Plans, Operations, and Medical Intelligence Course (Navy)

PPO	Preferred Provider Organization
PT	Physical Therapy (Army graduate program)
QA/QI	Quality Assurance/Quality Improvement
RC	Reserve Component
RN	Registered Nurse
SCP	School for Command Preparation
SOFA	Status of Forces Agreement
SOLO	Senior Officer Legal Orientation
SOS	Squadron Officer School
TAMMIS	Theater Army Medical Management Information System
TCDC	Tactical Commanders Development Course (CGSC)
TDA	Table of Distribution and Allowances
TMA	TRICARE Management Activity
TOE	Table of Organization and Equipment (also TO&E)
TQL	Total Quality Leadership
TQM	Total Quality Management
TRADOC	Training and Doctrine Command
USAF	U.S. Air Force
USAR	U.S. Army Reserve
USCG	U.S. Coast Guard
USMC	U.S. Marine Corps
USN	U.S. Navy
USNG	U.S. National Guard
USUHS	Uniformed Services University of the Health Sciences
VC	Veterinary Corps
VMHI	Virtual Military Health Institute -- former name for JMESI
XO	Executive Officer

Part 1 COMPETENCY DESCRIPTIONS

In 1992 a tri-Service Department of Defense study group identified 36 skills as being essential for successful performance as commander of a military medical treatment facility (MTF). Subsequently these 36 skills, or competencies, were regrouped into related competency areas, reducing the number of competencies to 34. This set of 34 competencies was the basis for a comprehensive opinion survey of approximately 200 MTF commanders.

The MTF commanders not only verified the 34 competencies, but also identified new competencies for addition to the list. The flag level Joint Medical Executive Skills Development Group (JMESDG) reviewed the MTF commanders' recommendations and agreed that six additional competencies should be added producing a new total of 40. These 40 competencies are defined in the *Joint Medical Executive Skills Program Core Curriculum*, Fourth Edition, and January 2003.

This set of competencies identifies the basic skills that a potential MTF commander or lead agent should possess before assuming command. The Surgeons General of the Army, Navy, and Air Force have approved the methods by which competencies may be acquired by departmental officers. Army officers may be awarded competencies through military education, graduate education, and progressive job experience. Navy and Air Force officers may also attain competencies through professional certification. Because career patterns (e.g., assignments, educational opportunities, and contingency operations experience) vary widely between and within the Services, potential Military Health System (MHS) leaders may find they have not achieved qualification in these competencies and will wish to do so.

Competencies earned by individual officers are being recorded and documented within interim management information systems (MIS) pending availability of a permanent MHS MIS. Information on the submission of graduate degree curricula and professional certifications for competency award will be published separately. Contact your Service representative for additional information (see page 3 for contact information).

The purposes of this publication are to present the members of the three medical departments with comprehensive information concerning these essential competencies, to identify DoD and Service courses that teach the competencies, and to provide readily accessible information that Service members can use to help them improve their qualifications for MTF command or key positions as lead agents and primary staff.

The Executive Skills competencies as contained the Fourth Edition Core Curriculum and arranged by competency area are:

Military Medical Readiness

- Medical Doctrine
- Military Mission
- Joint and Combined Operations (formerly Joint Operations and Exercises)
- Total Force Management
- National Disaster Medical Systems Management
- Medical Readiness Training
- Contingency Planning

General Management

- Strategic Planning
- Organizational Design
- Decision Making
- Change and Innovation

- Leadership
- Health Law/Policy**
 - Public Law
 - Medical Liability
 - Medical Staff By-Laws
 - Regulations
 - External Accreditation
- Health Resources Allocation and Management**
 - Financial Management
 - Human Resource Management
 - Labor-Management Relations
 - Materiel Management
 - Facilities Management
 - Information Management and Technology (changed from IM)
- Ethics in the Health Care Environment**
 - Ethical Decision-Making
 - Personal and Professional Ethics
 - Bioethics
 - Organizational Ethics
- Individual and Organizational Behavior**
 - Individual Behavior
 - Group Dynamics
 - Conflict Management
 - Communication
 - Public Speaking
 - Public and Media Relations
- Clinical Understanding**
 - Epidemiological Methods
 - Clinical Investigation
 - Integrated Health Care Delivery Systems (changed from Alternative)
- Performance Measurement and Improvement**
 - Quality Management
 - Quantitative Analysis
 - Outcome Measurements
 - Patient Safety (formerly clinical performance improvement)

This list of competencies is not exhaustive although it is the set confirmed by surveys of approximately 200 MTF commanders, 43 senior military medical department executives, and 21 civilian medical facility chief executive officers. The methodologies for delivery of health care continue to change in the Department of Defense as well as in the civilian community. Although the Services agree that these competencies are essential skills for prospective commanders, anyone seeking the command experience must constantly strive for improvement in these administrative skills and in other professional subject matter relevant to managed care and his or her chosen area of expertise.

The 40 competencies are described in operational terms below. See the *Joint Medical Executive Skills Development Program Core Curriculum*, Fourth Edition, January 2003, for the detailed behavioral statements that further describe the behaviors one would expect of a MHS leader who is competent in these defined skills.

Executive Skills Taxonomy

Within the Executive Skills Core Curriculum each competency has an assigned taxonomy, or proficiency level to which officers should be qualified. This taxonomy represents the minimum qualification level deemed necessary for a MTF commander or lead agent. Refer to the core curriculum for explanation of the taxonomy and for a historical perspective on its development. The three proficiency levels are:

- ❑ The *Knowledge* level
- ❑ The *Application* level
- ❑ The *Expert* level

Education is a life-long process. We learn about specific topics in many different and individual ways beginning with an introductory or familiarization level of understanding and progressing to more sophisticated, in-depth understanding. Advanced levels of understanding are marked by demonstrated ability to apply what has been learned, to lead comprehensive discussions on the subject, and to expand the field of knowledge on the subject. Officers generally begin their military careers and competency acquisition at introductory levels in Service orientation courses and entry duty positions that impart basic understanding. They progress through increasingly complex and difficult duty assignments and courses constantly improving their grasp of competency nuances and their ability to apply the competencies in real world situations.

Educators tend to agree that the *Expert* level of competency attainment cannot be gained in the classroom for many reasons. Most importantly, courseware is not generally designed or intended to provide the multi-variant experiences and practice that are necessary to allow students to apply their understanding in real world environments. Consequently, the program Working Group has concluded that the *Expert* level of competency cannot be credited to courses – job experience is required beyond the classroom setting. Therefore, no courses listed herein are shown to teach to the *Expert* level.

The Joint Medical Executive Skills Oversight Committee encourages officers to constantly strive for improvement in their grasp of these Executive Skills competencies and to take note of the taxonomy levels that are considered essential for competency qualification. The proficiency level expected of a MTF commander, lead agent, or key member of a lead agent's staff is indicated in parenthesis beside the competency name in the following list of definitions.

COMPETENCY DEFINITIONS

The competencies are not mutually exclusive. Rather, they are inter-related skills that individually and collectively define the minimum capabilities determined to be essential for MTF command or to manage a health care region as a TRICARE lead agent. They are the skills necessary to lead and manage a health care management organization (HCMO) within the Department of Defense. The required qualification level for each competency as determined by a joint-Service working group is also specified below.

MILITARY MEDICAL READINESS COMPETENCIES

Medical Doctrine (Expert)

Medical doctrine describes the fundamental principles by which medical forces guide their actions in support of military objectives. Medical doctrine provides a common perspective and requires judgment in application.

Military Mission (Expert)

The military mission establishes the relationship of the HCMO with the line.

Joint and Combined Operations (Application)

Joint and Combined Operations require participation in realistic individual, collective, and unit medical readiness training to include joint and combined exercises or deployment.

Total Force Management (Application)

Total Force Management includes doctrine and procedures regarding management of all military medical components.

National Disaster Medical Systems Management (Application)

The National Disaster Medical System (NDMS) is an inter-departmental national mutual aid system developed by Federal Departments and Agencies to provide for the medical needs of victims of major disasters, and to provide backup support for medical systems of the Departments of Defense and Veterans Affairs in caring for casualties from military conflicts. The Department of Health and Human Services serves as the lead Federal Agency for administering NDMS, and would coordinate NDMS operations in response to civil emergencies. The Department of Defense could activate and coordinate NDMS operations in support of military contingencies. (Source: DoDD 3025.10)

Medical Readiness Training (Expert)

Medical readiness training incorporates those courses, hands-on training programs, and exercises designed to develop, enhance, and maintain military medical skills. Military readiness training includes individual, collective, and unit-training experiences required to ensure health care personnel and units are capable of performing operational missions.

Contingency Planning (Application)

Contingency planning requires the preparation for delivery of medical services/care in emergencies involving military forces. Natural disasters, terrorists, subversives, or military operations may lead to these service requirements. Contingency planning includes readiness planning, organization, management, logistics, personnel, and patient care to meet operational and peacetime requirements.

GENERAL MANAGEMENT COMPETENCIES

Strategic Planning (Application)

Strategic planning is the iterative organizational process for assessing the situation, establishing direction, developing, and executing HCMO strategic goals in support of mission requirements.

Organizational Design (Application)

Organizational design is the configuration of the HCMO's design elements (i.e., people, organizational structure, tasks, technology, subsystems/processes, and mission/values) for efficiency and effectiveness.

Decision Making (Expert)

Decision-making is the process of selecting courses of action from alternatives.

Change and Innovation (Application)

Change and Innovation present opportunities to shape the future of the HCMO.

Leadership (Expert)

Leadership is the art and science of influencing others to accomplish the mission. It requires a complex set of skills and values to work with and through others.

HEALTH LAW AND POLICY COMPETENCIES

Public Law (Application)

For the HCMO, public law includes all laws that specify requirements in areas such as public health, patient consent/rights, and environmental standards.

Medical Liability (Application)

Medical liability includes tort and criminal offenses that may incur risk to the health care facility or individual providers.

Medical Staff By-Laws (Application)

Medical staff by-laws outline the conduct and privileges of the medical staff. The by-laws are typically developed and amended by the medical staff using Joint Commission on the Accreditation of Health Care Organization (JCAHO) requirements regarding medical staff governance.

Regulations (Application)

Regulations, as a generic term, include Federal (including DoD), state, and local guidance that affects the HCMO.

External Accreditation (Application)

External accreditation is an evaluative process performed by an accrediting organization that is an objective review of health care delivery practices within a health care facility. These accreditations are sought by medical facilities for various reasons, most important being the assurance to the facility seeking accreditation that it meets quality standards of patient care. Some of the more prominent accrediting organizations include the Joint Commission on the Accreditation of Health Care Organizations (JCAHO), Inspector General (IG), College of American Pathologists (CAP), and National Committee on Quality Assurance (NCQA).

HEALTH RESOURCES ALLOCATION AND MANAGEMENT COMPETENCIES

Financial Management (Application)

Financial management includes the use of analytical techniques to assure that adequate resources are available to meet the HCMO's mission. Financial management includes operating the HCMO in a managed care environment, maintaining financial records, controlling financial activities, identifying deviations (especially shortfalls) from planned performance, and strategic resourcing of the HCMO.

Human Resource Management (Application)

Human resource management includes the staffing, management, and retention of personnel.

Labor-Management Relations (Application)

Labor-management relations are the interactions between HCMO management and civilian staff. They include collective bargaining, the ability to recognize and implement fair labor practices, deal effectively with union negotiators, and handle grievances productively.

Materiel Management (Application)

Materiel management is the phase of medical logistics that includes managing, cataloging, requirements determination, procurement, distribution, maintenance, and disposal of supplies and equipment.

Facilities Management (Application)

Facilities management is the maintenance and upkeep of real property, such as a building, structure, or utility system. It includes ensuring compliance with regulations (Occupational Safety and Health Administration (OSHA), fire codes, and requirements for handicap access) and oversight of facility design and construction.

Information Management and Technology (Application)

Information management includes the principles, methods, and techniques for collecting, analyzing, processing, and delivering information to support readiness and the business processes of the HCMO. Information technology includes computers, ancillary equipment, software, firmware and similar procedures, services (including support services), and related resources.

ETHICS IN THE HEALTH CARE ENVIRONMENT COMPETENCIES

Ethical Decision Making (Application)

Ethics consists of the processes, structures, and social constructs by which the rightness or wrongness of actions is assessed. Ethical issues emerge from a complex environment of reciprocal, intersecting, and, occasionally conflicting rights, duties, expectations, values, and morals. Ethical dilemmas arise when there is a conflict between two legitimate, but mutually exclusive, demands. Ethical decision-making is the process of resolving such conflicts.

Personal and Professional Ethics (Expert)

Personal ethics are bases on which individuals determine the rightness or wrongness of conduct; professional codes of ethics represent articulated group or association statements of the morality of the members of the profession with regard to their professional roles.

Bioethics (Knowledge)

The discipline of bioethics represents the application of normative ethics to the life sciences, including medicine and associated research. It includes clinical ethics, which is typically restricted to the recognition and resolution of ethical problems involved in the care of a single patient but is broader in scope, addressing the more general application of ethics through policy.

Organizational Ethics (Application)

Organizational ethics describes the structures and processes by which an organization ensures conduct appropriate to its mission and vision. It is typically formalized in a code which addresses such matters as marketing, admission, transfer, discharge, pricing and billing, and describes the ethical dimensions of the internal and external relationships the organization has with its staff, contractors, educational institutions, and payers.

INDIVIDUAL AND ORGANIZATIONAL BEHAVIOR COMPETENCIES**Individual Behavior (Expert)**

Individual behavior is the effect of the commander's behavior and personality on the HCMO.

Group Dynamics (Application)

Group dynamics is the interaction among members of a group. To facilitate effective group behavior, the commander may employ team building, empowerment, responsibility, and motivation.

Conflict Management (Application)

Conflict management involves the identification and use of techniques to effectively manage interpersonal, intra- and inter-group, and organizational conflicts. It requires impartiality, and use of negotiating and listening skills.

Communication (Expert)

Communication occurs when the receiver understands the sender's intended message. Effective communication relies on formal and informal channels established between sender and receiver both internal and external to the HCMO.

Public Speaking (Application)

Public speaking is the set of verbal and organizing skills that permits one to effectively communicate ideas and concepts to others. It involves the ability to speak to audiences of many types, such as military and dependent beneficiaries, hospital staff, professional groups, community organizations, and others.

Public and Media Relations (Application)

Public and media relations are the activities of shaping public opinion as the outcome of effectively delivering one's message in ways that cause it to be understood as intended.

CLINICAL UNDERSTANDING COMPETENCIES**Epidemiological Methods (Application)**

Epidemiology is the science that deals with the current prevalence and incidence of disease within a population. Epidemiological methods include medical surveillance, interventions,

and risk communications as key aspects of force medical protection.

Clinical Investigation (Application)

Clinical investigation encompasses the acts surrounding the initiation, performance, completion, publication, and use of research. It requires compliance with multiple regulatory agency requirements, and federal, state, and local laws concerning the use of human and animal subjects.

Integrated Health Care Delivery Systems (Application)

Integrated health care systems provide health care options in diverse, delivery and finance systems (i.e., HMOs, PPOs, hospices, home health care organizations, and other community based health care delivery organizations).

PERFORMANCE MEASUREMENT COMPETENCIES

Quality Management (Application)

Quality Management (QM) encompasses the procedures that emphasize involvement, empowerment, and continuous performance improvement. It focuses on customer satisfaction, critical processes, statistical measurement, and analysis as the primary tools for organizing and interpreting data. Effective QM addresses systemic problems and deficiencies.

Quantitative Analysis (Knowledge)

MHS quantitative analysis ensures that information is available for decision-making through the use of analytical tools and methodologies to collect, organize, arrange, analyze, interpret, and evaluate data.

Outcome Measurements (Application)

Outcome measurements permit the HCMO commander to make fact-based decisions.

Patient Safety (Application)

Managing clinical performance is an ongoing, iterative process used to ensure the HCMO exploits opportunities for constant improvement. The effective program includes ongoing assessment of patient care, customer feedback, risk management, provider qualifications, utilization review, and the implementation of corrective and follow-up actions, where indicated. Patient safety involves all those activities to minimize the risk of medical error, including developing a program and establishing a command climate to proactively identify, and reduce potential risks to patients. Patient safety concerns include sentinel events (e.g., transfusion deaths, wrong-site surgery, etc.) and other adverse events (e.g., medication errors, falls, etc.).

Part 2 COURSE DESCRIPTIONS BY SPONSOR

The respective DoD medical departments selected the programs and courses described here because of their presentation of Executive Skills content. The offerings were nominated because of their relevance to the variety of skills and functions inherent in DoD health care delivery. The descriptions are sequenced by the sponsoring Service as follows:

- ❑ Army
- ❑ Navy
- ❑ Air Force
- ❑ DoD

Each program or course listed herein was designed to meet a pre-determined set of educational needs. In many cases, course design preceded the identification of Executive Skills competencies that are identified with the command of MTFs and other HCMOs. Because there are common elements in the command of all organizations, there is similarity between the needs of MTF commanders and commanding officers of other types of units. The unique aspect of Executive Skills competencies is their tailoring to the health care function with its unusual complexities.

Medical department representatives nominated the courses listed in this catalog because the courses were known to be relevant to the educational development of medical department officers. This listing is not exclusive. Other courses are sure to address some of the competencies. The intent of this catalog, however, is to capture as many of the courses thought to be relevant to the medical department officer as was reasonable. Courses presented by other disciplinary (functional) areas will also address many of the same subjects, particularly those in the general management skills. It is believed that courses offered by other branches or corps will not be as valuable for the preparation of MTF commanders because of their lack of orientation to the responsibilities inherent in delivering health care.

Work continues to offer greater access to distance learning (DL) opportunities. The JMESI has developed a set of Web-based Executive Skills DL modules – visit www.jmesi.org for information and access. An Air Force DL network has been formed in TRICARE Region VI (San Antonio) and the AMEDDC&S established a Knowledge Exchange (KE) network. Cooperative ventures between schools may also enable more Executive Skills content to be added to programs through the use of electives that are disseminated via DL networks.

The Navy significantly increased the number of courses in its section of this catalog by including several that had not previously been considered but clearly have application to MHS officers. Other courses may be added to this catalog as they are found to be relevant, or as changes in available courses occur.

ARMY COURSES

Courses described in this section are presented by Army elements at various command levels. They are also presented in a progression of educational levels. The first course listed is the pre-eminent educational program sponsored by Headquarters, Department of the Army, the U.S. Army War College. The second list of courses consists of the intermediate general discipline programs such as those of the U.S. Army Command and General Staff College at Fort Leavenworth, Kansas (Combined Arms and Services Staff School, Command and General Staff Officer College). Third in the sequence are programs and courses of various lengths that are generally designed to further the education of members of the U.S. Army Medical Department (AMEDD). Most of these courses are presented by the U.S. Army Medical Department Center and School (AMEDDC&S), Fort Sam Houston, Texas. Many of these courses have been redesigned to more fully incorporate the Executive Skills competencies. The competencies taught in these courses have been reviewed against the Executive Skills Core Curriculum by the respective course point of contact.

Courses Offered by the Army Medical Department Center and School (AMEDDC&S) Fort Sam Houston, Texas

Courses offered by the AMEDDC&S are primarily taught in residence although correspondence or distance learning options exist for some. Students are officers who have been selected for particular assignments (e.g., commands, senior-level logistics managers) as well as officers attending in normal career progression courses (e. g., officer basic and advanced courses). The AMEDDC&S faculty is predominantly active duty military with appropriate education and experience for their respective courses.

In addition to the AMEDDC&S courses listed, each corps offers other, highly specialized courses that are needed for the execution of their functional responsibilities. A selected sample of the most applicable courses and residencies are also described in this section.

Course Title and Location	Page
Carlisle Barracks, Pennsylvania	
U.S. Army War College	19
Fort Leavenworth, Kansas	
Command and General Staff Officer School	22
Combined Arms and Services Staff School	24
School for Command Preparation	26
Fort Sam Houston, Texas	
AMEDD Officer Basic Course	28
AMEDD Officer Advanced Course	30
Patient Administration Officer Course	32
Health Services Materiel Officer Course	34
Health Systems Functional Proponent Course	36
Human Resources Managers Course	38
Head Nurse Leader Development Course	40
Advance Nurse Leadership Course	42
Brigade Surgeon Course	44

<u>Combat Casualty Care Course (C4)</u>	46
<u>Joint Operations Medical Manager's Course</u>	48
<u>Division Surgeon Course</u>	50
<u>AMEDD Executive Skills</u>	52
<u>Battalion/Brigade Pre-Command Course</u>	54
<u>U.S. Army-Baylor University Graduate Program in Healthcare Administration</u>	56
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**U.S. Army War College (AWC)
Carlisle Barracks, Pennsylvania**

Objective: To prepare selected military, civilian, and international leaders to assume strategic responsibilities in military and national security organizations; to educate students about the employment of the U.S. Army as part of a unified, joint, or multinational force in support of the national military strategy; to research operational and strategic issues; and to conduct outreach programs that benefit AWC, the U.S. Army, and the Nation.

The AWC is responsible for producing graduates who understand how to operate in a strategic security environment, can deal with complex unstructured problems involving national security, and who are prepared to render sound advice or make the appropriate decisions when the application of force is being considered as a policy option in conjunction with other measures. The AWC emphasizes joint operations and the function of land power as an element of national military strategy.

Eligibility: O-5s and O-6s of all Services and selected DoD civilians from the federal agencies. International fellows also attend.

Description: The AWC is the senior level Service College that addresses the role of the Army in national defense military science and responsible command that prepares graduates for a broad range of duties.

The AWC curriculum addresses national defense, military science, and responsible command. These “three great problems” continue to define why the AWC exists. The institution’s learning objectives prepare our graduates to do:

- Distinguish the uniqueness of strategic level leadership
- Manage change by applying resources to the processes for translating strategy into force requirements and capabilities

- Advise, in concert with other elements of national power, on the role of the military in national security strategy formulations
- Analyze threats and other factors affecting U.S. interests
- Apply strategic thought to U.S. national security decision-making processes
- Develop theater strategies, estimates and campaign plans to employ unified, joint, and multinational forces
- Synthesize critical elements of warfare at the strategic and operational levels.

The AWC curriculum provides a perspective that transcends the internal Army functions to define the Army’s role in shaping national security strategy in unified, joint, and international environments. A broad educational experience helps create a well rounded, fully developed professional, capable of serving in senior leadership positions of great and diverse responsibility.

Students are expected to analyze quickly, reason logically, and develop and present positions on a variety of issues. Students exercise creative and critical thinking skills; they conduct a major strategy research position on an issue of national security. Students broaden their computer skills and gain sufficient technical insight to anticipate, welcome, and employ ever-increasing technological advances in the nation’s military forces.

Enduring and special themes provide continuity of thought and meaning throughout the courses, lessons, and topics. Enduring themes – ethics, history, strategic vision, and jointness – give increased meaning to the study of strategy and national defense, military art and science, and command, leadership and management. They stimulate intellectual growth by providing continuity and perspective when students analyze contemporary issues. Special themes – derived from important contemporary issues – represent the types of challenges that await War College graduates. Recent special themes have included coalition warfare, human relations for strategic leaders, international security/warfare in the 21st century, and total Army 21st century.

Virtually all activities in the core curriculum focus on the organization, mobilization, deployment, employment, and sustainment of unified, joint, and multinational forces. Exercises and case studies require the specific application of joint doctrine, planning, and warfighting capabilities.

College philosophy promotes student development in 'how' to think about issues and problems, rather than focusing on 'what' to think. The faculty conducts instruction at the graduate level, using rigorous active learning techniques. Students are challenged to take positions on issues and to defend those positions against a wide range of challenging perspectives. Students improve analytical, synthesizing, and evaluative skills through case studies, exercises, and war games as well as by seminar discussions.

Elective courses: Electives taken by only some of the students were not considered in the estimation of competencies addressed in the curriculum.

The program addresses 23 Executive Skills competencies. Other competencies including many health/medical competencies are integrated into the curriculum (e.g., the joint exercise program) as planning factors and execution elements. Other health related educational opportunities are also available in the wide selection of elective advanced courses.

Course Length: Attendance at the course requires almost one year when time is included for permanent change of station travel and accompanying leave. There are 200 academic days of course work divided into three terms.

Modality: Although a non-resident option is available, the program is designed as a full-time resident program. Attendance includes a permanent change of station assignment for military officers.

Prerequisites: Selection by a Service selection board for higher educational programs, by Headquarters, U.S. Army Reserve (USAR); the U.S. Army National Guard (USNG); or by an intra-Service civilian selection process.

Application: Not applicable.

Quotas: As established by Army requirements for the approved force structure.

Funding: Centrally funded by selection authority.

Obligation: A two-year service obligation is incurred.

Evaluation of Performance: Multi-assessment in seminar groups, papers, speaking opportunities, and other requirements.

Credit Given: Certificate of completion; a Masters of Strategic Studies degree is granted to students who fulfill the requirements of the degree.

Institutional Accreditation: Accredited as a senior level program for joint education, Phase I-producing institution. The college leadership is engaged in the process of earning academic accreditation from the Middle States Association of Colleges and Schools.

Faculty: Primarily Ph.D. prepared military and civilian faculty. In 2001, the faculty consisted of 79 Army officers, 49 civilians, and 16 officers of other services.

Student Distribution: The seminar group is composed of Army personnel with at least one Navy or Marine Corps officer, an Air Force officer, a Reserve component Army officer, the international fellow, and a civilian from a federal agency.

U.S. Army War College Competencies Addressed

A letter at the end of the appropriate lines below indicates competencies taught at JMESP taxonomy levels. Other competencies may be addressed at levels not meeting taxonomy requirements. Annotations do not indicate the extent (i.e., contact hours) of coverage.

Military Medical Readiness	
Medical Doctrine	A
Military Mission	A
Joint and Combined Operations	A
Total Force Management	A
NDMS Management/DVA Role	
Medical Readiness Training	
Contingency Planning	A
General Management	
Strategic Planning	A
Organizational Design	A
Decision Making	A
Change and Innovation	
Leadership	A
Health Law and Policy	
Public Law	A
Medical Liability	
Medical Staff By-Laws	
Regulations	
External Accreditation	
Health Resources Allocation and Management	
Financial Management	A
Human Resources Management	A
Labor-Management Relations	
Materiel Management	A
Facilities Management	A
Information Management/Technology	A
Ethics in the Health Care Environment	
Ethical Decision Making	
Personal and Professional Ethics	
Bioethics	
Organizational Ethics	
Individual and Organizational Behavior	
Individual Behavior	A
Group Dynamics	A
Conflict Management	A
Communication	A
Public Speaking	A
Public and Media Relations	A
Clinical Understanding	
Epidemiological Methods	
Clinical Investigation	
Int. Health Care Delivery Systems	A
Performance Measurement	
Quality Management	
Quantitative Analysis	A
Outcome Measurement	
Patient Safety	

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**Command and General Staff College
Command and General Staff Officer School**

Objective: To educate officers in the values and attitudes of the profession of arms and the conduct of military operations during peace, instability, and war with emphasis at corps and division levels. The CGSOC prepares officers for duty as field grade commanders and principal staff officers at division and higher echelons.

Eligibility: Promotable captain through lieutenant colonel selected by Service panels.

Description: CGSOC is a multi-disciplinary generalist program. The curriculum addresses 21 Executive Skills competencies. One of these, medical doctrine, results from participation in an elective taught by the AMEDD representative on the faculty (that elective is mandatory for AMEDD officers and optional for others).

Instruction is designed to develop reasoning and decision-making ability, character, self-expression, and teamwork. The student must recognize a problem, determine the basic issues that are involved, obtain the necessary information for a solution, and understand and properly apply principles to arrive at logical solutions or decisions with reasonable speed. Students must communicate their reasoning and decisions with facility both orally and in writing, and know how to supervise to ensure proper execution. The student is educated in sound doctrine and procedures. Detailed instruction and memory work in skills and techniques that can be appropriately learned in the field are held to the minimum. Instruction is oriented primarily on developing logical, practical, and original reasoning ability in military problem solving rather than on the merits of any single solution. Particular attention is given to the development of intellectual honesty, integrity, and professional values and standards. The majority of CGSOC is taught in a small-group environment. Each class is organized into staff groups of approximately 16 officers, creating a representative mix of combat, combat support, combat service support, sister service, and international officers. Students bring

the skills and experiences of their previous branch training and assignments into the staff groups to enhance the learning environment.

Student officers are encouraged to prepare and present classes on the capabilities of their basic branches (e.g., AMEDD, Military Police, and Signal). International officer students are also invited to present orientations on their home country and often involve family members in this multi-cultural experience. A guest speaker program featuring Service and other dignitaries rounds out this intense educational experience.

Course Length: The program of instruction is ten months beginning in August and includes holiday breaks in December and at Easter. The course requires a permanent change of station move.

Modality: CGSOC is available as a full-time resident program and through non-resident (correspondence) admission. Reserve units teach the program in various locations throughout the U.S. The non-resident and reserve courses cover the core CGSOC curriculum and do not include the various electives associated with the resident course. Completion of CGSOC by any mode results in award of Military Education Level 4.

Prerequisites: Resident course: selection by a Service selection board. Non-resident and reserve courses: None.

Application: Not applicable for the resident course. Application for the non-resident and reserve courses is contained in the CGSC catalog.

Quotas: As established by the Army in accordance with force structure requirements.

Funding: Centrally funded.

Obligation: Two-year service obligation.

Evaluation of Performance: Students are evaluated with a mixture of examinations, research papers, briefings, and exercises.

Credit Given: Certificate of graduation and award of MEL 4. A Masters program in Military Arts and Sciences is available.

Institutional Accreditation: North Central Association of Colleges and Schools (1995-2005) and accredited by the Chairman, Joint Chiefs of Staff for the Program for Joint Education (PJE Phase I) (1997-2002).

Student Distribution: The majority of each class consists of combat arms and combat support branch officers. Other U.S. Services and international officers round out each staff group. A recent class composition included 1,057 officers of whom there are 776 Army active duty, 64 Army Reserve Components, 40 Navy, 64 Air Force, 21 Marine, and 90 international officers representing 79 countries.

Faculty: The faculty is primarily composed of Army officers and civilians, most with master's degrees and many with doctorate degrees.

**Command and General Staff Officer School
Competencies Addressed**

A letter at the end of the appropriate lines below indicates competencies taught at JMESP taxonomy levels. Other competencies may be addressed at levels not meeting taxonomy requirements. Annotations do not indicate the extent (i.e., contact hours) of coverage.

Military Medical Readiness

Medical Doctrine	K
Military Mission	K
Joint and Combined Operations	K
Total Force Management	K
NDMS Management/DVA Role	
Medical Readiness Training	
Contingency Planning	K

General Management

Strategic Planning	K
Organizational Design	
Decision Making	K
Change and Innovation	A
Leadership	A

Health Law and Policy

Public Law	A
Medical Liability	
Medical Staff By-Laws	
Regulations	A
External Accreditation	

Health Resources Allocation and Management

Financial Management	A
Human Resources Management	
Labor-Management Relations	
Materiel Management	A
Facilities Management	
Information Management/Technology	A

Ethics in the Health Care Environment

Ethical Decision Making	K
Personal and Professional Ethics	K
Bioethics	
Organizational Ethics	K

Individual and Organizational Behavior

Individual Behavior	A
Group Dynamics	A
Conflict Management	A
Communication	A
Public Speaking	A
Public and Media Relations	A

Clinical Understanding

Epidemiological Methods	
Clinical Investigation	
Int. Health Care Delivery Systems	

Performance Measurement

Quality Management	
Quantitative Analysis	K
Outcome Measurement	
Patient Safety	

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**Command and General Staff College
Combined Arms and Services Staff School
(CAS3)**

Objective: To train officers of the active and reserve components to function as staff officers in the field.

Eligibility: Senior O-2s and O-3s who have graduated from an officer advanced course (OAC) and Phase I nonresident portion if applicable. Effective in FY99, this course was aligned and synchronized as a follow-on to the OACs taught by the Army branches.

Description: The Combined Arms and Services Staff School (CAS3) contains 25 academic days. Its goals are to improve ability to analyze and solve military problems, impart communication skills, improve ability to interact and coordinate as a staff member, and to enhance understanding of Army organizations, operations, and procedures.

CAS3 teaches staff missions by defining and tracing the development of staffs and staff roles. It teaches what staffs do by training students in common and collective staff procedures and skills. It teaches how the staff performs its mission by requiring students to apply acquired skills and knowledge in responding to situations in simulated garrison and tactical environments. Officers learn to perform as staff members in a successful warfighting situation that incorporates Army operations doctrine.

Course Length: Five weeks. Seven cycles plus a Reserve Component cycle are conducted each year with a maximum attendance of 6,000 students.

Modality: CAS3 is a full time intensive program capitalizing on staff groups of 11 or 12 students. Each group is led by a field-grade officer that facilitates group instruction, evaluates student performance, and teaches as necessary. Groups are mixed corps.

There are two program phases. The first phase is non-resident preparatory focusing on

understanding of quantitative skills, tactical sustainment, Army equipment, organization and operations, and combined arms operations. The subsequent in-residence phase concentrates on practical application.

Officers enroll in Phase I after completing their branch OAC; they can also enroll at other times. Phase I consists of 12 subcourses or modules. Officers take an open book end-of-module exam after completing a module and send their answers to Ft. Leavenworth for scoring. After completing all modules, they take the Comprehensive Exam, also in open book mode. When officers successfully complete the exam, they are eligible to attend Phase II.

Phase II, the Staff Process Course, contains 180 hours of instruction. The 12-member staff groups are kept together throughout the course. Each works with a faculty staff leader who is responsible for the entire body of instruction. The curriculum consists of a course-long scenario with each officer performing in the role of an officer in the 52d Infantry Division (Mech). Much of the curriculum consists of problems that resemble real world staff problems. These help students learn and improve the staff skills that are course objectives.

Prerequisites: Selection by branch/corps panel. Officers must have credit for completion of a branch OAC or equivalent and must have completed Phase I. Officers must meet height and weight standards in accordance with AR 600-9. As of 1 October 1996, those OPMD-managed officers graduating from OACs after 1 October 1996 are not required to complete Phase I.

Application: Board selection.

Quotas: Quotas are as established by Service policy.

Funding: Centrally funded.

Obligation: One year service commitment.

Evaluation of Performance: There are no exams, but officers receive evaluations on

numerous individual and group products. Students receive prompt feedback on all products so that they can improve performance. Each student receives peer review and feedback and extensive instructor counseling, under the Leadership Assessment and Development Program. The final course grade is pass or fail.

Credit Given: Certificate of completion.

Student Distribution: Army captains and first lieutenants who have completed their respective officer advanced course.

Faculty: Staff group leaders are usually lieutenant colonels that hold Masters degrees and are experienced in practical applications of the curriculum.

**Combined Arms and Services Staff School
Competencies Addressed**

A letter at the end of the appropriate lines below indicates competencies taught at JMESP taxonomy levels. Other competencies may be addressed at levels not meeting taxonomy requirements. Annotations do not indicate the extent (i.e., contact hours) of coverage.

Military Medical Readiness

- Medical Doctrine K
- Military Mission K
- Joint and Combined Operations K
- Total Force Management K
- NDMS Management/DVA Role
- Medical Readiness Training A
- Contingency Planning A

General Management

- Strategic Planning A
- Organizational Design
- Decision Making A
- Change and Innovation
- Leadership A

Health Law and Policy

- Public Law
- Medical Liability
- Medical Staff By-Laws
- Regulations

- External Accreditation
- Health Resources Allocation and Management**
- Financial Management
- Human Resources Management
- Labor-Management Relations
- Materiel Management
- Facilities Management
- Information Management/Technology

Ethics in the Health Care Environment

- Ethical Decision Making A
- Personal and Professional Ethics A
- Bioethics
- Organizational Ethics

Individual and Organizational Behavior

- Individual Behavior A
- Group Dynamics A
- Conflict Management A
- Communication A
- Public Speaking A
- Public and Media Relations A

Clinical Understanding

- Epidemiological Methods
- Clinical Investigation
- Int. Health Care Delivery Systems

Performance Measurement

- Quality Management
- Quantitative Analysis
- Outcome Measurement
- Patient Safety

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**Command and General Staff College
School for Command Preparation
(Brigade and Battalion Pre-Command)**

Objective: The School for Command Preparation (SCP) coordinates and conducts battalion and brigade-level Pre-command courses (PCCs) for active army and reserve component command selectees, Acquisition Corps Project Managers and their spouses. Additionally, SCP provides opportunities for simulation enhanced tactical training to selected students and faculty members to ensure common understanding of current tactical directives of primary significance to the Army leadership.

Eligibility: Appearance on a command selection list is the prerequisite. Students are active army and reserve component command selectees, Acquisition Corps project managers and their spouses.

Description: The courses offered for command selectees and their spouses at the Fort Leavenworth School for Command Preparation include:

a. **Pre-Command Course (PCC).** The Chief of Staff of the Army's program to assist command selectees in preparation for command. The Leavenworth phase is five days and provides broad based up-to-date information presented by senior Army leaders on a wide array of issues, programs, and items of special interest.

B. **Command Team Seminar (CTS).** A 5-day seminar to assist spouses of brigade and battalion command selectees, and selected command sergeants major. The seminar is held in conjunction with PCC; many presentations are joint sessions with the PCC students. Joint training for the command team enhances communication and cooperation. Specific seminar objectives include: communication enhancement, problem solving, and group leadership skills. Additionally, the course increases understanding of the development and characteristics of small groups; familiarizes participants with various Army systems that support family members;

improves the participants' management of volunteer personnel; and enhances the concept of the command team.

c. **Brigade Tactical Commanders Development Course (TCDC).** A 5-day course providing simulation and supported instruction for brigade level command selectees that focuses on the synchronization of combat power in the brigade fight. Tactical brigade-command selectees and direct support battalion command selectees attend Brigade TCDC.

d. **Battle Command Development Course (BCDC).** A 5-day course that follows TCDC. It provides an opportunity for Armor, Infantry, Aviation, and direct support Field Artillery, and Engineer brigade and battalion command selectees to focus on battle command.

Course Length: As described above. AMEDD officers only attend the first of three possible Fort Leavenworth weeks unless they are enroute to a TO&E unit. In that event, they also attend the Tactical Commander's Development Course (TCDC) the second week.

Modality: The CGSC portion of the course (the common first week) concentrates on presentations by guest speakers including the Army Chief of Staff, the TRADOC commander, the Deputy Chief of Staff for Personnel, and the Deputy Chiefs of Staff for Intelligence, Operations, and Logistics among others.

The course uses a JANUS simulation in the TCDC and BCDC phases.

Prerequisites: Command selection.

Application: Not applicable, automatic upon notification of reassignment to command.

Quotas: Quotas as per command selection lists.

Funding: Central funding.

Obligation: None.

Evaluation of Performance: None.

Credit Given: None.

Student Distribution: Army command selectees.

Faculty: Primarily key Department of the Army principal staff chiefs, Fort Leavenworth Army instructors, and contracted civilian facilitators.

**School for Command Preparation
(Brigade and Battalion Pre-Command)
Competencies Addressed**

A letter at the end of the appropriate lines below indicates competencies taught at JMESP taxonomy levels. Other competencies may be addressed at levels not meeting taxonomy requirements. Annotations do not indicate the extent (i.e., contact hours) of coverage.

Military Medical Readiness

Medical Doctrine
Military Mission A
Joint and Combined Operations
Total Force Management
NDMS Management/DVA Role
Medical Readiness Training
Contingency Planning

General Management

Strategic Planning
Organizational Design
Decision Making A
Change and Innovation
Leadership A

Health Law and Policy

Public Law
Medical Liability
Medical Staff By-Laws
Regulations
External Accreditation

Health Resources Allocation and Management

Financial Management
Human Resources Management
Labor-Management Relations
Materiel Management
Facilities Management
Information Management/Technology

Ethics in the Health Care Environment

Ethical Decision Making
Personal and Professional Ethics
Bioethics
Organizational Ethics

Individual and Organizational Behavior

Individual Behavior A
Group Dynamics A
Conflict Management A
Communication K
Public Speaking A
Public and Media Relations K

Clinical Understanding

Epidemiological Methods
Clinical Investigation
Int. Health Care Delivery Systems

Performance Measurement

Quality Management
Quantitative Analysis
Outcome Measurement
Patient Safety

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AMEDDC&S
Officer Basic Course (All Corps) (6-8-C20)

The Officer Basic Course (OBC) is designed to provide performance oriented Initial Entry Training (IET) to newly commissioned Army Medical Department (AMEDD) officers.

Objective: OBC is the source of initial active duty and branch qualification training for AMEDD officers to enable them to adapt to, and function within, the military environment. It also provides training to meet the requirements of Title 10, US Code, and the minimum skills required for deployment outside the continental U.S.

Eligibility: Active and Reserve Component AMEDD officers requiring IET.

Description: The course is divided into three modules: Preparatory, Common Core, and Track. The Preparatory Module is for those students with no prior military experience (i.e., no prior service, ROTC, OCS, etc.), and is designed to provide newly commissioned AMEDD officers a professional foundation in the AMEDD's Leader Development Program. After completion of this module, these students attend the Common Core Module along with those OBC students who have had prior military experience. The Common Core Module focuses on developing competency to perform officer/soldier skills, an attitude of professionalism in performance of assigned duties, and background knowledge of the Army and AMEDD organization and operations. After completion of this module, students participate in Area of Concentration (AOC) specific training.

The course addresses 31 competencies at the basic officer entry level.

Course Length: OBC requires eight to nine weeks, followed by AMEDD corps-specific training. The Preparatory Module (see "Description," above) is one week in length. The specialty training tracks vary from one week and one day to five weeks, depending on AOC (e.g., two weeks for Army Nurse Corps, three weeks for

Medical Service Corps, and five weeks for Veterinary Corps officers).

Modality: The course is taught only in residence as a temporary duty (TDY) assignment.

Prerequisites: Commissioned AMEDD officers who have not received credit for any other AMEDD Officer Basic Course.

Application: Enrollment is automatic for IET.

Quotas: Quotas are established by the AMEDD.

Funding: The selection authority centrally funds attendance.

Obligation: Active Component officers do not incur any additional service obligation for course attendance. Army National Guard and U.S. Army Reserve officers are governed by NGR 350-1 or AR 135-200, respectively.

Evaluation of Performance: All academic material is tested through written examinations. These examinations are objective in nature, and are prepared with primary reference to instructional objectives. Certain common soldier tasks (e.g., land navigation, communications, etc.) are evaluated via a hands-on test, conducted under field conditions.

Credit Given: Students receive a diploma. Some colleges may award credit at the undergraduate level; however, all students have undergraduate degrees.

Institutional Accreditation: The American Council on Education, Center for Adult Learning and Educational Credentials, evaluates OBC in terms of academic college credit.

Faculty: The faculty is composed of Army officers and senior non-commissioned officers having backgrounds in field units, to include some having command time, and others having served in fixed medical facilities. There are also civilian faculty members for parts of the course.

**Officer Basic Course
Competencies Addressed**

A letter at the end of the appropriate lines below indicates competencies taught at JMESP taxonomy levels. Other competencies may be addressed at levels not meeting taxonomy requirements. Annotations do not indicate the extent (i.e., contact hours) of coverage.

Military Medical Readiness

Medical Doctrine	K
Military Mission	K
Joint and Combined Operations	K
Total Force Management	
NDMS Management/DVA Role	K
Medical Readiness Training	K
Contingency Planning	K

General Management

Strategic Planning	K
Organizational Design	K
Decision Making	A
Change and Innovation	
Leadership	A

Health Law and Policy

Public Law	K
Medical Liability	K
Medical Staff By-Laws	
Regulations	K
External Accreditation	K

Health Resources Allocation and Management

Financial Management	
Human Resources Management	K
Labor-Management Relations	K
Materiel Management	K
Facilities Management	
Information Management/Technology	K

Ethics in the Health Care Environment

Ethical Decision Making	K
Personal and Professional Ethics	K
Bioethics	K
Organizational Ethics	K

Individual and Organizational Behavior

Individual Behavior	A
Group Dynamics	A
Conflict Management	A
Communication	A
Public Speaking	A
Public and Media Relations	K

Clinical Understanding

Epidemiological Methods	K
Clinical Investigation	K
Int. Health Care Delivery Systems	K

Performance Measurement

Quality Management	
Quantitative Analysis	
Outcome Measurement	
Patient Safety	

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**AMEDDC&S
Officer Advanced Course (6-8-C22)**

Objective: To train officers from the Active and Reserve Components to function as commanders and staff officers with the Army in the field.

Eligibility: Army Medical Department officers in the grade of captain or major who have successfully completed an Officer Basic Course and have not yet received credit for an Army Advanced Course. Students of the resident phase must have completed four years time in service.

Description: The course is conducted in two phases: Phase I is a nonresident phase consisting of 17 distance-learning courses available on the Internet, on CD-ROM, or in paper copies. Students have one year to complete Phase I. Phase II is 10 weeks in residence at Fort Sam Houston, TX. It is conducted four times per year.

The course addresses 32 Executive Skills competencies; the competencies are integrated into five practical exercises culminating in a medical staff exercise. Other clinical competencies are integrated into “tracks” administrated by the specific corps (e.g. Medical Corps, Nurse Corps, Veterinary Corps, Army Medical Specialist Corps, Dental Corps, and Medical Service Corps).

Course Length: Resident phase is 10 weeks in length.

Modality: Phase I must be completed within one year of application via distance learning mode. Phase II must be completed within one year of completion of Phase I in a TDY status. Phase II is conducted in a small group mode, utilizing computers to facilitate self-learning.

Prerequisites: Captains or majors with four years time in service and completion of a qualifying Officer Basic Course. For attendance at the resident phase, officers must have completed Phase I.

Application: Applications for Phase I are submitted to Nonresident Instruction Branch, AMEDD C&S, Ft Sam Houston, TX 78234 utilizing DA Form 149; applications for Phase II are submitted to branch manager, PERSCOM, utilizing DA Form 3838.

Quotas: Primarily Army; other Services invited to attend; International Military Officers as directed.

Funding: Centrally funded through the MTSA.

Obligation: Officers completing Phase II incur a one-year service obligation.

Evaluation of Performance: Testing of oral and written communication abilities. Comprehensive examination covering Phase I.

Credit Given: Military Education Level (MEL) 6; Medical Corps and Physician’s Assistant officers receive 188 CME credits.

Institutional Accreditation: Southern Association of Colleges and Schools.

Faculty: Military officers in the rank of CPT through LTC representing all AMEDD corps.

**Officer Advanced Course
Competencies Addressed**

A letter at the end of the appropriate lines below indicates competencies taught at JMESP taxonomy levels. Other competencies may be addressed at levels not meeting taxonomy requirements. Annotations do not indicate the extent (i.e., contact hours) of coverage.

Military Medical Readiness

Medical Doctrine	K
Military Mission	K
Joint and Combined Operations	K
Total Force Management	
NDMS Management/DVA Role	K
Medical Readiness Training	A

Contingency Planning	A
General Management	
Strategic Planning	K
Organizational Design	K
Decision Making	A
Change and Innovation	
Leadership	A
Health Law and Policy	
Public Law	K
Medical Liability	K
Medical Staff By-Laws	
Regulations	K
External Accreditation	K
Health Resources Allocation and Management	
Financial Management	K
Human Resources Management	K
Labor-Management Relations	K
Materiel Management	K
Facilities Management	
Information Management/Technology	K
Ethics in the Health Care Environment	
Ethical Decision Making	K
Personal and Professional Ethics	A
Bioethics	K
Organizational Ethics	K
Individual and Organizational Behavior	
Individual Behavior	A
Group Dynamics	A
Conflict Management	A
Communication	A
Public Speaking	A
Public and Media Relations	A
Clinical Understanding	
Epidemiological Methods	K
Clinical Investigation	K
Int. Health Care Delivery Systems	K
Performance Measurement	
Quality Management	
Quantitative Analysis	
Outcome Measurement	
Patient Safety	

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AMEDD Center & School

AMEDDC&S
Patient Administration Officer Course
(7M-F3)

Objective: To prepare Army Medical Service Corps officers in the management of medical information technologies in both deployed operations and contemporary managed care environments, battlefield, and contingency aero-medical evacuation operations in a joint environment, and casualty tracking and accountability.

Eligibility: Students are Army active duty Medical Service Corps officers.

Description: Three classes are taught each year beginning in January, April, and September. The April class is a 2-week session for reservists, and it is preceded by a correspondence requirement.

The Patient Administration Course addresses 19 Executive Skills competencies.

Course Length: The course is five and one-half weeks (5 ½) long. An abbreviated course is offered during contingency and mobilization periods.

Modality: The course is taught as a residence course with students on temporary duty (TDY). The course relies heavily on automation technology due to its emphasis on management of health information in both contingency operations as well as contemporary managed care environments. Students obtain a basic understanding and receive hands-on instruction on the Composite Health Care System (CHCS), Corporate Executive Information System (CEIS), Third Party Outpatient Collection System (TPOCS), Ambulatory Data System (ADS), Theater Army Medical Management Information System (TAMMIS), and Patient Accounting and Reporting Realtime Tracking System (PARRTS).

Prerequisites: Candidates must have completed the Officer Basic Course and be in the grade 01 through 03 (01 through 04 for reservists). Additionally, all students entering the course

should be familiar with Microsoft Office (MS) software to include MS Word, MS Excel, and MS PowerPoint.

Application: Candidates may apply using DA Form 3838.

Quotas: Corps assignment officers manage Quotas.

Funding: Attendance is centrally funded.

Obligation: Attendance incurs a one-year service obligation.

Evaluation of Performance: Academic material is tested by formal written examinations based upon lesson objectives. Additionally, students are required to prepare a written research project and present the findings of their project to the class.

Credit Given: Students receive certificates upon completion of the course.

Institutional Accreditation: Southern Association of Colleges and Schools.

Faculty: Patient administration staff members who have had appropriate experience performing Patient Affairs Division (PAD) functions.

Patient Administration Officer Course
Competencies Addressed

A letter at the end of the appropriate lines below indicates competencies taught at JMESP taxonomy levels. Other competencies may be addressed at levels not meeting taxonomy requirements. Annotations do not indicate the extent (i.e., contact hours) of coverage.

Military Medical Readiness

Medical Doctrine	K
Military Mission	K
Joint and Combined Operations	K
Total Force Management	K
NDMS Management/DVA Role	
Medical Readiness Training	K

Contingency Planning	K
General Management	
Strategic Planning	K
Organizational Design	K
Decision Making	K
Change and Innovation Leadership	
Health Law and Policy	
Public Law	K
Medical Liability	
Medical Staff By-Laws Regulations	
External Accreditation	
Health Resources Allocation and Management	
Financial Management	
Human Resources Management	
Labor-Management Relations	
Materiel Management	
Facilities Management	
Information Management/Technology	A
Ethics in the Health Care Environment	
Ethical Decision Making	K
Personal and Professional Ethics	K
Bioethics	
Organizational Ethics	K
Individual and Organizational Behavior	
Individual Behavior	
Group Dynamics	
Conflict Management	
Communication	A
Public Speaking	A
Public and Media Relations	
Clinical Understanding	
Epidemiological Methods	
Clinical Investigation	
Int. Health Care Delivery Systems	
Performance Measurement	
Quality Management	K
Quantitative Analysis	A
Outcome Measurement	A
Patient Safety	

Academy of Health Science
Department of Healthcare Operations
(MCCS-HHP)
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Webpage:
www.ArmyMedicine.army.mil/Pad/ahs

POC:
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Address:

AMEDDC&S
Health Services Materiel Officer Course
(8B-70K)

Objective: To prepare Army Medical Service Corps Officers in the management of medical logistics in both contingency operations and contemporary managed care environments.

Eligibility: Students are AMEDD Medical Service Corps Officers, Warrant Officers, International Military Students, and Department of the Army Civilians GS7 and above.

Description: Three classes are taught each year beginning in February, June, and September.

The Health Services Materiel Course addresses 29 Executive Skills competencies.

Course Length: The course is ten weeks (10) long. An abbreviated course is offered during contingency and mobilization periods.

Modality: The course is taught as a residence offering with students on temporary duty (TDY). The course relies heavily on automation technology due to its emphasis on management of medical logistics in contingency operations as well as contemporary managed care environments. Students obtain a basic understanding and receive hands-on instruction on the Standard Property Book System - Redesign (SPBS-R), Theater Army Medical Management Information System (TAMMIS), Universal Data Repository (UDR), Federal Logistics Catalog (FEDLOG), and Defense Medical Logistics Standard Support System (DMLSS).

Prerequisites: Army Officers must have completed the Officer Basic Course and be in the grades 01 through 04 (AC/RC), Warrant Officers in the grades WO1 through CW4, DA Civilians must be GS-7 and above, and International Military Students in the grades 01 to 06. Additionally, all students entering the course should be familiar with Microsoft Office (MS) software to include MS Word, MS Excel, and MS PowerPoint.

Application: Candidates may apply using DA Form 3838.

Quotas: Corps assignment officers manage the quotas.

Funding: Active Army attendance is centrally funded.

Obligation: A one-year service obligation is incurred.

Evaluation of Performance: Academic material is tested by four critical written examinations based upon lesson objectives. Additionally, students are required to prepare a written logistical analysis research project and then brief the logistical analysis to the class.

Credit Given: Students receive certificates upon completion of the course.

Institutional Accreditation: Southern Association of Colleges and Schools

Faculty: Health Services Materiel Officers who have had extensive experience performing Medical Logistics functions.

Health Services Materiel Officer Course
Competencies Addressed

A letter at the end of the appropriate lines below indicates competencies taught at JMESP taxonomy levels. Other competencies may be addressed at levels not meeting taxonomy requirements. Annotations do not indicate the extent (i.e., contact hours) of coverage.

Military Medical Readiness Competencies

Medical Doctrine	K
Military Mission	K
Joint and Combined Operations	K
Total Force Management	
NDMS Management/DVA Role	
Medical Readiness Training	K
Contingency Planning	K

- General Management Competencies**
- Strategic Planning K
 - Organizational Design K
 - Decision Making K
 - Change and Innovation
 - Leadership

- Health Law and Policy Competencies**
- Public Law
 - Medical Liability
 - Medical Staff By-Laws
 - Regulations
 - External Accreditation

- Health Resources Allocation and Management Competencies**
- Financial Management K
 - Human Resources Management
 - Labor-Management Relations K
 - Materiel Management K
 - Facilities Management K
 - Information Management/Technology K

- Ethics in the Health Care Environment Competencies**
- Ethical Decision Making
 - Personal and Professional Ethics
 - Bioethics
 - Organizational Ethics

- Individual and Organizational Behavior Competencies**
- Individual Behavior
 - Group Dynamics
 - Conflict Management
 - Communication
 - Public Speaking
 - Public and Media Relations

- Clinical Understanding Competencies**
- Epidemiological Methods
 - Clinical Investigation
 - Int. Health Care Delivery Systems

- Performance Measurement Competencies**
- Quality Management
 - Quantitative Analysis
 - Outcome Measurement
 - Patient Safety

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 Department of Healthcare Operations
 (MCCS-HHM)
 3160 Harney Road, Building 2640
 Fort Sam Houston, TX 78234-6135

Webpage:
www.ArmyMedicine.army.mil/Log/ahs

POC:
 LTC S. Jane Allgood, Program Director
 Phone: (210) 295-4177

AMEDDC&S
Health Systems Functional Proponent Course
(HSFPC) (6A-F7)

Objective: To train Army, Navy, and Air Force, Military Health System personnel assigned primary responsibility for the business processes supported by a given information system or initiative, and senior functional managers who will be actively involved in all aspects of system design, development, and sustainment.

Eligibility: Students include Active Component and Reserve Component officers and enlisted personnel, and key civilian employees (GS-9 and above).

Description: HSFPC is a two-phase program consisting of both nonresident and resident components. Phase 1 is non-resident, distance learning (DL) consisting of computer-based training in acquisition management, software management principles, data warehousing, and other materials to support the Phase 2 objectives. Phase 2 consists of in-residence with areas of emphasis on functional proponentcy, corporate strategy, business process reengineering, and requirements determination. The instruction teaches students to identify needs based on a documented deficiency or a desired change in business practice, to develop metrics for benefits realization, and to participate in life-cycle management decisions.

The HSPFC addresses six Executive Skills competencies at the knowledge level, one at the cognitive-skill level, and three at the application level.

Course Length: Phase 1 is 22 hours of non-resident computer-based training and is prerequisite to the two week Phase 2 resident course.

Modality: The course prepares Information Management (IM) proponents to work collaboratively with IM technologists. It is designed for Army, Navy, and Air Force Military Health System personnel assigned primary

responsibility for the business processes supported by a given information system or initiative, and senior functional managers who will be actively involved in all aspects of system design, development, and sustainment.

Prerequisites: Academic, none. Phase 1 must be completed before attending Phase 2. Army personnel must meet height and weight standards IAW AR 600-9. Other Service standards may apply.

Application: Registration and class schedule information can be found on the Internet at the AMEDD Distance Learning site:
<http://208.12.176.3/imit/fp/index.html>

Quotas: Core assignment officers manage the quotas. Two courses are scheduled per year and accept 12 to 16 students for each iteration.

Funding: Centrally funded.

Obligation: Service obligation is determined by each Service.

Evaluation of Performance: The Fundamentals of Systems Acquisition Management Phase 1 mastery test must be passed at 80% or better. Three on-line mastery tests in Data Warehousing and three in Software Development must be passed at 70% or better. Small group assignments and practical exercises will be scored go or no-go. A written examination over Phase 2 will be given and must be passed at 70%. Only one retest is permitted of the written examination over BPR.

Credit Given: A diploma will be awarded upon completion of the course.

Institutional Accreditation: Southern Association of Colleges and Schools.

Faculty: Composed of experienced military and civilian personnel.

AMEDDC&S
Health Systems Functional Proponent Course
(HSFPC) (6A-F7)

Executive Skills competencies are addressed in the course as indicated by the following letter codes that comply with the JMESP knowledge and skill taxonomy.

- K Knowledge level
- S Cognitive-Skill level
- A Application level

Military Medical Readiness

- Medical Doctrine
- Military Mission
- Joint and Combined Operations
- Total Force Management
- NDMS Management/DVA Role
- Medical Readiness Training
- Contingency Planning

General Management

- Strategic Planning K
- Organizational Design K
- Decision Making A
- Change and Innovation S
- Leadership

Health Law and Policy

- Public Law
- Medical Liability
- Medical Staff By-Laws
- Regulations
- External Accreditation

Health Resources Allocation and Management

- Financial Management A
- Human Resources Management
- Labor-Management Relations
- Materiel Management K
- Facilities Management
- Information Management/Technology A

Ethics in the Health Care Environment

- Ethical Decision Making
- Personal and Professional Ethics
- Bioethics
- Organizational Ethics

Individual and Organizational Behavior

- Individual Behavior
- Group Dynamics
- Conflict Management
- Communication
- Public Speaking
- Public and Media Relations

Clinical Understanding

- Epidemiological Methods

Clinical Investigation
Int. Health Care Delivery Systems

Performance Measurement

- Quality Management K
- Quantitative Analysis K
- Outcome Measurement K
- Patient Safety

POC:

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Address:

Commander
ATTN: MCCS-HRL (MAJ Marks)
AMEDDC&S
3151 Scott Road
Fort Sam Houston, TX 78234-6135

**AMEDDC&S
Human Resources Managers Course
(6H-70F67)**

The Human Resources Managers' Course is designed to prepare Army Medical Service Corps officers for assignment as Personnel Officers. This course addresses the responsibilities of the personnel officer at battalion and higher levels.

Objective: To provide an understanding of the many personnel functions and capabilities that the personnel staff officer will have to apply to perform the critical tasks associated with personnel issues. The course prepares officers to effectively function as health services personnel managers in any AMEDD unit in wartime and peacetime.

Eligibility: Active Component and Reserve Component officers must have successfully completed the AMEDD Officer Basic Course and hold a current or anticipated position as Adjutant or personnel officer in their respective units.

Description: The human resources managers' course is a ten-day residential course taught once each year during the month of June. The course addresses 9 Executive Skills competencies.

Course Length: Fifteen days.

Modality: Full time, TDY.

Prerequisites: Interest in becoming an AMEDD unit personnel officer.

Application: Students are enrolled through PERSCOM short-term schooling branch.

Quotas: There are approximately 25 students per class including 4 spaces for Army Reserve and National Guard components. Active duty quotas are handled through the Department of the Army Short Term Schooling Office.

Funding: Centrally funded by selection authority.

Obligation: None.

Evaluation of Performance: None.

Credit Given: Diploma. An Additional Skills Identifier is also awarded.

Institutional Accreditation: None

Faculty: AMEDDC&S instructors and other selected subject matter experts, generally O-3 or above.

**Human Resources Managers Course
Competencies Addressed**

A letter at the end of the appropriate lines below indicates competencies taught at JMESP taxonomy levels. Other competencies may be addressed at levels not meeting taxonomy requirements. Annotations do not indicate the extent (i.e., contact hours) of coverage.

Military Medical Readiness

Medical Doctrine	
Military Mission	K
Joint and Combined Operations	
Total Force Management	
NDMS Management/DVA Role	
Medical Readiness Training	K
Contingency Planning	

General Management

Strategic Planning	
Organizational Design	
Decision Making	A
Change and Innovation	
Leadership	

Health Law and Policy

Public Law	
Medical Liability	
Medical Staff By-Laws	
Regulations	K
External Accreditation	

Health Resources Allocation and Management

Financial Management	
Human Resources Management	K
Labor-Management Relations	K

Materiel Management
 Facilities Management
 Information Management/Technology K
Ethics in the Health Care Environment
 Ethical Decision Making
 Personal and Professional Ethics
 Bioethics
 Organizational Ethics
Individual and Organizational Behavior
 Individual Behavior
 Group Dynamics
 Conflict Management
 Communication A
 Public Speaking
 Public and Media Relations
Clinical Understanding
 Epidemiological Methods
 Clinical Investigation
 Int. Health Care Delivery Systems
Performance Measurement
 Quality Management
 Quantitative Analysis K
 Outcome Measurement
 Patient Safety

POC:

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Address:

AMEDDC&S
 Department of Healthcare Operations
 3151 Scott Road
 Fort Sam Houston, TX 78234-6135

AMEDDC&S
Head Nurse Leader Development Course
(6F-F3)

Objective: To prepare Army Nurses, active and reserve, and Department of the Army Civilian (DAC) Registered Nurses (RNs) to function in mid-level leadership and management positions throughout the AMEDD, including assumption of roles as head nurses in medical treatment facilities and deployable medical units. Students of the Head Nurse leader Development Course (HNLDC) are mid-level nursing managers, usually captains, occasionally majors, and lieutenants.

Eligibility: Army Nurse Corps officers and DAC RNs, generally in grade of captain or equivalent. Occasionally, international students also attend.

Description: Approximately half of each class is active component and half reserve component.

The course provides executive skills content with emphasis on personal leadership skills development, defining organizational milieu and decision making methods which facilitate efficient and effective management of personnel, logistics, training, and fiscal responsibilities.

Course length: The course is a two-week residence program. Five presentations are scheduled each year.

Modality: The course is taught in residence with students in TDY status.

Prerequisites: Active and reserve ANs and DAC RNs with an actual or anticipated assignment to a clinical head nurse, company grade or junior field grade position within a medical unit.

Other prerequisites include: Valid RN license, minimum of one year of experience in military nursing, and ANs must have completed the AMEDD Officer Basic Course and must be in compliance with AR 600-9 and AR 350-15

Physical standards. Selected prerequisites can be waived on an individual basis.

Application: Active component selection by chief nurses at MTFs via the Nurse Corps branch, from CN, USARC for TPUs, from ARPERSCOM for IRR, IMA and AGR; and from ARNGB for ARNG. DAC RNs should contact their Nursing/Hospital Education Department for application information.

Quotas: The respective corps assignment officers control class quotas. There are approximately 30 active component and 30 reserve component quotas per course.

Funding: Attendance is centrally funded for Army Nurse Corps officers. DAC RNs are funded by their MTFs.

Obligation: None

Evaluation of Performance: None.

Credit Given: The course awards 70-80 continuing education contact hours.

Institutional Accreditation: The Academy of Health Sciences is accredited by the Southern Association of Colleges and Schools.

Faculty: The faculty is composed of AMEDD officers, NCOs, and DACs who are identified as subject matter experts for the areas of instruction. Civilian consultants are contracted for seminar presentations as well.

Head Nurse Leader Development Course
Competencies Addressed

A letter at the end of the appropriate lines below indicates competencies taught at JMESP taxonomy levels. Other competencies may be addressed at levels not meeting taxonomy requirements. Annotations do not indicate the extent (i.e., contact hours) of coverage.

Military Medical Readiness	
Medical Doctrine	K
Military Mission	
Joint and Combined Operations	
Total Force Management	
NDMS Management/DVA Role	
Medical Readiness Training	
Contingency Planning	K
General Management	
Strategic Planning	K
Organizational Design	K
Decision Making	K
Change and Innovation	K
Leadership	K
Health Law and Policy	
Public Law	
Medical Liability	K
Medical Staff By-Laws	K
Regulations	K
External Accreditation	K
Health Resources Allocation and Management	
Financial Management	K
Human Resources Management	K
Labor-Management Relations	K
Materiel Management	K
Facilities Management	
Information Management/Technology	K
Ethics in the Health Care Environment	
Ethical Decision Making	
Personal and Professional Ethics	
Bioethics	K
Organizational Ethics	K
Individual and Organizational Behavior	
Individual Behavior	K
Group Dynamics	K
Conflict Management	K
Communication	K
Public Speaking	
Public and Media Relations	
Clinical Understanding	
Epidemiological Methods	K
Clinical Investigation	
Int. Health Care Delivery Systems	K
Performance Measurement	
Quality Management	K
Quantitative Analysis	
Outcome Measurement	K
Patient Safety	K

POC:

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 Fort Sam Houston, TX 78234-6140

Webpage: www.dns.amedd.army.mil/anpd

AMEDDC&S
Advance Nurse Leadership Course
(6F-F2)

Objective: To prepare Army Nurses, active and reserve, and Department of the Army Civilian (DAC) Registered Nurses (RNs) to function in the many advanced leadership and management and staff positions they may assume in the AMEDD. The students in this course are senior AMEDD personnel, usually lieutenant colonels, occasionally majors, and colonels.

Eligibility: Army Nurse Corps officers and DAC RNs in the grades of major and lieutenant colonel, or equivalent. Occasionally, international students also attend.

Description: Approximately half of each class is active component and half reserve component. The course provides executive skills content with emphasis on major trends in health care delivery systems; personal leadership skills development; and decision-making and resource management strategies that will support the mission of the AMEDD mission.

Course length: The course is taught in two phases. Phase I utilizes a self-paced CD-ROM. Phase II is taught through Video Teletraining. Three presentations are scheduled each year.

Modality: The course is taught through distance learning.

Prerequisites: Active and reserve ANs and DAC RNs with an actual or anticipated AMEDD assignment involving advanced nursing administration and management responsibilities. Other prerequisites include: valid RN license, and ANs must have completed the AMEDD Officer Advanced Course, and must be in compliance with AR 600-9 and AR 350-15 physical standards. Selected prerequisites can be waived on an individual basis.

Application: Active component selection by chief nurses at MTFs via the Nurse Corps branch, from CN, USARC for TPU, from ARPERCEN for IRR,

IMA and AGR; and from ANGB for ARNG. DAC RNs should contact their Nursing/Hospital Education Department for application information.

Quotas: Class quotas are controlled by the respective component corps assignment officers. There are approximately 100 Active Component and 100 Reserve Component quotas per course.

Funding: None.

Obligation: None

Evaluation of Performance: None.

Credit Given: The course awards 70-80 continuing education contact hours.

Institutional Accreditation: The Academy of Health Sciences is accredited by the Southern Association of Colleges and Schools.

Faculty: The faculty is composed of AMEDD officers, NCOs and DACs who are identified as subject matter experts for the areas of instruction. Personnel from the Center for Army leadership at C&GSC conduct a multi-day seminar. Civilian consultants are sometimes contracted for seminar presentations as well.

AMEDD Advanced Nurse Leadership Course
Competencies Addressed

A letter at the end of the appropriate lines below indicates competencies taught at JMESP taxonomy levels. Other competencies may be addressed at levels not meeting taxonomy requirements. Annotations do not indicate the extent (i.e., contact hours) of coverage.

Military Medical Readiness

Medical Doctrine	K
Military Mission	
Joint and Combined Operations	
Total Force Management	K
NDMS Management/DVA Role	

Medical Readiness Training
Contingency Planning

Fax: (210) 221-8114
Email: irvin.carty@amedd.army.mil

General Management

Strategic Planning K
Organizational Design K
Decision Making K
Change and Innovation K
Leadership K

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Academy of Health Sciences
ATTN: MCCS-HNI
2250 Stanley Road, Ste 214
Ft Sam Houston, TX 78234-6140

Health Law and Policy

Public Law
Medical Liability
Medical Staff By-Laws
Regulations
External Accreditation

Webpage: www.dns.amedd.army.mil/anpd

Health Resources Allocation and Management

Financial Management
Human Resources Management K
Labor-Management Relations
Materiel Management
Facilities Management
Information Management/Technology

Ethics in the Health Care Environment

Ethical Decision Making
Personal and Professional Ethics K
Bioethics
Organizational Ethics K

Individual and Organizational Behavior

Individual Behavior
Group Dynamics
Conflict Management
Communication
Public Speaking
Public and Media Relations

Clinical Understanding

Epidemiological Methods
Clinical Investigation
Int. Health Care Delivery Systems

Performance Measurement

Quality Management
Quantitative Analysis
Outcome Measurement
Patient Safety

POC:

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Phone: (210) 221-6080 (DSN: 471)

**AMEDDC&S
Brigade Surgeon Course (7M-F7)**

The Army Medical Department Center and School (AMEDDC&S) is responsible for producing health care professionals who understand how to operate in a combat environment.

Objective: To prepare Medical Corps (MC) officers for future assignment as brigade surgeons in combat arms brigades. The course covers division-level medical operations, integration of corps-level medical units, and the medical decision-making process.

Eligibility: Medical Corps officers selected for assignment as brigade surgeons.

Description: The course is taught once each year in August. It emphasizes health issues occurring at the brigade or division task force level. The course addresses latest trends in tactical delivery of health care including the use of telemedicine and other automated systems. The course emphasizes the Brigade Surgeon's role as a brigade staff officer in the doctrinal employment of brigade assets; planning combat service support in a brigade, division-level combat service support, and health of the command and readiness issues.

Course Length: The course is a 10-day residential event.

Modality: Full time, TDY course.

Prerequisites: Selection as a brigade surgeon.

Application: Active Duty MC officers assigned as a brigade surgeon or MC officers selected by the Reserve or Army National Guard must submit a DD Form 3838, to MC Branch, DSN 221-2390.

Quotas: Primarily designed for 25 MC officers currently assigned as brigade surgeons.

Funding: Centrally funded.

Obligation: None.

Evaluation of Performance: None.

Credit Given: Certificate of Completion.

Faculty: AMEDDC&S Staff, currently assigned subject matter experts, and guest speakers.

**Brigade Surgeon Course
Competencies Addressed**

A letter at the end of the appropriate lines below indicates competencies taught at JMESP taxonomy levels. Other competencies may be addressed at levels not meeting taxonomy requirements. Annotations do not indicate the extent (i.e., contact hours) of coverage.

Military Medical Readiness

Medical Doctrine	K
Military Mission	K
Joint and Combined Operations	
Total Force Management	
NDMS Management/DVA Role	
Medical Readiness Training	K
Contingency Planning	K

General Management

Strategic Planning	
Organizational Design	
Decision Making	A
Change and Innovation	
Leadership	A

Health Law and Policy

Public Law	
Medical Liability	
Medical Staff By-Laws	
Regulations	K
External Accreditation	

Health Resources Allocation and Management

Financial Management	
Human Resources Management	
Labor-Management Relations	
Materiel Management	K
Facilities Management	
Information Management/Technology	K

Ethics in the Health Care Environment

Ethical Decision Making	
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Personal and Professional Ethics	
Bioethics	
Organizational Ethics	
Individual and Organizational Behavior	
Individual Behavior	
Group Dynamics	
Conflict Management	
Communication	A
Public Speaking	
Public and Media Relations	
Clinical Understanding	
Epidemiological Methods	K
Clinical Investigation	
Int. Health Care Delivery Systems	K
Performance Measurement	
Quality Management	
Quantitative Analysis	
Outcome Measurement	
Patient Safety	K

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Webpage:

www.cs.amedd.army.mil/brigadesurgeon/brigade

AMEDDC&S
Combat Casualty Care Course (C4)

Objective: The objective of this field-oriented course is to prepare students for deployment with joint or multi-service units to carry out Echelon I/II Medical Care under austere combat conditions. The course focuses on developing mission-required capabilities through accomplishing tasks at the tactical level of war.

Eligibility: Personnel assigned or eligible for assignment to a deployable medical facility or unit.

Description: Students incrementally are progressed through read ahead materials, lectures, and practical exercises culminating in a rotational, continuous operation of echelon I and II medical facilities. The curriculum includes 21 Executive Skills competencies both in direct instruction and as planning factors and execution elements.

In addition to advanced trauma life support, trauma nurse corps course, basic trauma life support, and a medical readiness seminar, the following topics are discussed: joint medical echelons of care, medical threat, preventive medicine/field sanitation, entomology, introduction to nuclear and biological weapons, battlefield wounds and triage, rappelling, tactical medicine, communications equipment and procedures, leadership reaction course, tactical medicine lane, evacuation vehicles, bandaging and splinting, introduction to chemical weapons and triage, night sounds and vision, medications in an NBC environment, joint evacuation, 1st and 2nd echelon review, manual carries, protect the force, combat psychiatry, land navigation, and the litter obstacle course.

Course Length: Nine days. Yes in only nine happy days we teach 34 competencies and make everyone expert on everything in the previous paragraph. Why are you so skeptical?

Modality: The program is a full time resident program. It is field based and requires physical

conditioning prior to attendance. Students will live in austere conditions with limited facilities.

Prerequisites: The program is an introductory course with no academic prerequisites. However, physical readiness is required; students should condition themselves for an intense outdoor training experience prior to arrival. Due to the physical demands of the course, students cannot be accepted if they have any physical profile, duty limitation, or waiver that prevents them from participating in any phase of the training, or anyone who *should* have such a profile. There is no waiver for pregnancy; female students must ensure they are not pregnant prior to departing their duty stations.

Application: Contact the Staff Development/Education and Training Office (do not fax applications to DMRTI).

Quotas: Managed through the Army Training Requirements and Resources System.

Funding: Centrally funded by selection authority.

Obligation: None.

Evaluation of Performance: Successful completion of hands-on exercises and with complete attendance of the course.

Credit Given: Certificate of completion; graduate credit may also be individually obtained; course validation for graduate credit is currently in process.

Institutional Accreditation: Application should be made through the Office of the Service Surgeon General, United States Army.

Faculty: Defense Medical Readiness Institute staff.

**Combat Casualty Care Course (C4)
Competencies Addressed**

A letter at the end of the appropriate lines below indicates competencies taught at JMESP taxonomy levels. Other competencies may be addressed at levels not meeting taxonomy requirements. Annotations do not indicate the extent (i.e., contact hours) of coverage.

Military Medical Readiness

Medical Doctrine	K
Military Mission	K
Joint and Combined Operations	K
Total Force Management	
NDMS Management/DVA Role	
Medical Readiness Training	A
Contingency Planning	K

General Management

Strategic Planning	
Organizational Design	K
Decision Making	K
Change and Innovation	
Leadership	K

Health Law and Policy

Public Law	K
Medical Liability	K
Medical Staff By-Laws	
Regulations	K
External Accreditation	

Health Resources Allocation and Management

Financial Management	
Human Resources Management	K
Labor-Management Relations	
Materiel Management	K
Facilities Management	K
Information Management/Technology	

Ethics in the Health Care Environment

Ethical Decision Making	K
Personal and Professional Ethics	
Bioethics	
Organizational Ethics	K

Individual and Organizational Behavior

Individual Behavior	A
Group Dynamics	A
Conflict Management	A
Communication	A
Public Speaking	
Public and Media Relations	

Clinical Understanding

Epidemiological Methods
Clinical Investigation
Int. Health Care Delivery Systems

Performance Measurement

Quality Management
Quantitative Analysis
Outcome Measurement
Patient Safety

POC:

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Defense. Medical Readiness Training Institute
1706 Stanley Road, Bldg 2263
Fort Sam Houston, TX 78234.

Webpage: www.dmrti.army.mil

AMEDDC&S
Joint Operations Medical Manager's Course
(JOMMC, formerly C4A)

Objective: The objective of this course is to provide familiarization to military health care professionals on the management of (1) medical field treatment facilities of 250 beds or more, within combat and communications zones, and (2) with echelon 3 and 4 treatment facilities and their capabilities. As a result of taking the course, mid-grade to senior medical personnel will be able to take actions that would maximize in-theater returns to duty while providing for the stabilization and evacuation of personnel who could not return to duty.

Eligibility: Executive staff assigned or eligible for assignment to a deployable medical treatment facility, unit, or staff.

Description: Students are progressed through a series of lectures and practical exercises to complete an orientation to combat service support at the operational level of war. The curriculum includes Executive Skills competencies both in direct instruction and as planning factors and execution elements.

Major areas of instruction include: organization and capabilities of field hospitals; military operations other than war; weapons of mass destruction; medical evacuation and regulation; deployable medical systems; command, control, and communications; preventive medicine; medical intelligence, combat psychiatry; medical planning; force protection; entomology; and logistics.

Course Length: Six days.

Modality: Full time resident program.

Prerequisites: The program is an introductory course with no academic prerequisites; however, a senior mobility position is required preferably at the O-5 or O-6 level.

Application:

Army: Submit application on DD Form 3838 to:
Commander, PERSCOM
ATTN: TAPC-OPH-MS
200 Stovall Street
Alexandria, VA 22332-0417
Phone: (703) 325-4170 (DSN: 221)
Fax: (703) 325-2343

Navy/Marine Corps: Fax application to:
BUMED, ATTN: MED 56
Phone: (202) 762-3803 (DSN: 762)
Fax: (202) 762-3844

Air Force: Submit application via message to:
HQ USAF/SGXW (WAR-MED PSO)
Fort Detrick, MD
Phone: (301) 619-7503 (DSN: 343)
Fax (301) 619-2417

Quotas: Managed through the Army Training Requirements and Resources System.

Funding: Centrally funded by selection authority.

Obligation: None.

Evaluation of Performance: Successful completions of hands-on exercises with complete course attendance.

Credit Given: Certificate of completion; Graduate credit is obtained prior to each course; course validation for graduate credit is currently in progress.

Institutional Accreditation: Application will be made through the Office of the Service Surgeon General, United States Army.

Faculty: Major command and flag level guest lectures representing the forces in today's operational environment.

Joint Operations Medical Manager's Course
(JOMMC, formerly C4A)
Competencies Addressed

A letter at the end of the appropriate lines below indicates competencies taught at JMESP taxonomy levels. Other competencies may be addressed at levels not meeting taxonomy requirements. Annotations do not indicate the extent (i.e., contact hours) of coverage.

Military Medical Readiness

- Medical Doctrine K
- Military Mission K
- Joint and Combined Operations K
- Total Force Management K
- NDMS Management/DVA Role K
- Medical Readiness Training
- Contingency Planning K

General Management

- Strategic Planning K
- Organizational Design K
- Decision Making K
- Change and Innovation
- Leadership K

Health Law and Policy

- Public Law K
- Medical Liability K
- Medical Staff By-Laws
- Regulations K
- External Accreditation

Health Resources Allocation and Management

- Financial Management
- Human Resources Management
- Labor-Management Relations
- Materiel Management
- Facilities Management
- Information Management/Technology K

Ethics in the Health Care Environment

- Ethical Decision Making
- Personal and Professional Ethics
- Bioethics
- Organizational Ethics

Individual and Organizational Behavior

- Individual Behavior
- Group Dynamics
- Conflict Management
- Communication K
- Public Speaking
- Public and Media Relations

Clinical Understanding

- Epidemiological Methods

Clinical Investigation
Int. Health Care Delivery Systems

Performance Measurement

- Quality Management
- Quantitative Analysis
- Outcome Measurement
- Patient Safety

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Fort Sam Houston, TX 78234-6100

Webpage: www.dmrti.army.mil

AMEDDC&S
Division Surgeon Course (7M-F8)

Objective: To prepare medical corps officers for future assignment as division surgeons. The course covers division-level medical operations, integration of corps-level medical units, and the medical decision-making and planning process. It provides essential information on command and staff duties and responsibilities, staff supervision, and technical control over medical elements.

Eligibility: Major and Lieutenant Colonel Medical Corps officers designated for assignment as division surgeons.

Description: The division surgeon course is a five-day residential course collocated and taught concurrently with the first week of the Brigade Surgeon Course. The course addresses 15 Executive Skills competencies and includes current trends in medicine.

Course Length: Five days.

Modality: Full time, TDY.

Prerequisites: Majors and Lieutenant Colonels selected for division surgeon.

Application: Selection for division surgeon.

Quotas: There are approximately 10 students per class including five spaces for Army Reserve and National Guard students. Active duty quotas are handled through the Department of the Army Medical Corps branch manager.

Funding: Centrally funded by selection authority.

Obligation: None.

Evaluation of Performance: None.

Credit Given: Certificate of completion.

Institutional Accreditation: The Southern Association of Colleges and Schools accredits the Academy of Health Sciences.

Faculty: AMEDDC&S staff senior instructors and other selected subject matter experts generally at the rank of Lieutenant Colonel or above.

Division Surgeon Course
Competencies Addressed

A letter at the end of the appropriate lines below indicates competencies taught at JMESP taxonomy levels. Other competencies may be addressed at levels not meeting taxonomy requirements. Annotations do not indicate the extent (i.e., contact hours) of coverage.

Military Medical Readiness

Medical Doctrine	A
Military Mission	A
Joint and Combined Operations	K
Total Force Management	
NDMS Management/DVA Role	K
Medical Readiness Training	A
Contingency Planning	A

General Management

Strategic Planning	
Organizational Design	
Decision Making	A
Change and Innovation	
Leadership	A

Health Law and Policy

Public Law	
Medical Liability	K
Medical Staff By-Laws	
Regulations	K
External Accreditation	

Health Resources Allocation and Management

Financial Management	
Human Resources Management	
Labor-Management Relations	
Materiel Management	K
Facilities Management	
Information Management/Technology	K

Ethics in the Health Care Environment

Ethical Decision Making
Personal and Professional Ethics
Bioethics
Organizational Ethics

Individual and Organizational Behavior

Individual Behavior K
Group Dynamics K
Conflict Management
Communication A
Public Speaking
Public and Media Relations

Clinical Understanding

Epidemiological Methods
Clinical Investigation
Int. Health Care Delivery Systems

Performance Measurement

Quality Management
Quantitative Analysis
Outcome Measurement
Patient Safety

POC:

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Fort Sam Houston, TX 78234-6135

Webpage:

www.cs.amedd.army.mil/brigadesurgeon/division

AMEDDC&S
AMEDD Executive Skills
6A-F4

Objective: To prepare senior AMEDD Deputy Commanders for Clinical Services (DCCS), Deputy Commanders for Administration (DCA), and Deputy Commanders for Nursing (DCN) for their roles and responsibilities as AMEDD executives and leaders.

Eligibility: Board-selected active duty AMEDD commissioned officers with assignments as DCCS, DCA, or DCN. If the USAR/NG branch manager requests course slots (one year in advance), then USAR/NG officers are permitted to attend.

Description: One annual class is scheduled in the April-May time frame. There are 35-50 students per class. The course addresses some or all of the Executive Skills competencies each cycle. The course is taught off-site at a local hotel.

This course was formerly called the Deputy Commander for Clinical Services Course.

Course Length: Five days.

Modality: This course is primarily composed of guest speakers, selected for their experience and key roles within the AMEDD. Participants are expected to be involved in the case studies, panel discussions, and seminar topics.

Prerequisites: Must have completed the AMEDD Officer Advanced Course and must meet height and weight standards in accordance with AR 600-9. Must be selected or recently assigned to one of the positions stated above.

Application: Contact branch manager upon selection for assignment (DCCS, DCA, C, DON, or CSM). Corps branch managers enroll the selectees through the Army Training Requirements and Resources System.

Quotas: 35 quotas are allocated annually; the Army Executive Skills Course program director

allocates corps slots based on past enrollments and projections (1-2 years in advance).

Funding: The course is centrally funded; fund cites are sent to those enrolled on the Army Training and Requirements Resources System.

Obligation: None.

Evaluation of Performance: Participant performance is not evaluated. However, they are expected to evaluate the guest speakers and topic areas via daily critiques and a formal end-of-course survey.

Credit Given: Being determined.

Institutional Accreditation: Southern Association of Colleges and Schools.

Faculty: Guest speakers are experienced senior military officers and expert civilians.

AMEDD Executive Skills
Competencies Addressed

Competencies designated by a letter in the following listing are addressed in the curriculum but this does not indicate the degree (taxonomy compliance) or extent (i.e., contact hours) of coverage.

Military Medical Readiness

- Medical Doctrine
- Military Mission
- Joint and Combined Operations
- Total Force Management
- NDMS Management/DVA Role
- Medical Readiness Training
- Contingency Planning

General Management

- Strategic Planning K
- Organizational Design K
- Decision Making
- Change and Innovation K
- Leadership K

Health Law and Policy

Public Law	
Medical Liability	
Medical Staff By-Laws	
Regulations	
External Accreditation	
Health Resources Allocation and Management	
Financial Management	K
Human Resources Management	K
Labor-Management Relations	
Materiel Management	
Facilities Management	
Information Management/Technology	
Ethics in the Health Care Environment	
Ethical Decision Making	
Personal and Professional Ethics	
Bioethics	
Organizational Ethics	
Individual and Organizational Behavior	
Individual Behavior	
Group Dynamics	K
Conflict Management	
Communication	K
Public Speaking	
Public and Media Relations	K
Clinical Understanding	
Epidemiological Methods	
Clinical Investigation	
Int. Health Care Delivery Systems	
Performance Measurement	
Quality Management	K
Quantitative Analysis	
Outcome Measurement	K
Patient Safety	K

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AMEDDC&S
Battalion/Brigade Pre-Command Course
(7M-F10)

The AMEDDC&S Pre-Command Course is responsible for preparing lieutenant colonels and colonels who have been selected for command positions in TOE and TDA units. The Pre-Command Course is conducted at the direction of the Army Chief of Staff.

Objective: To ensure battalion and brigade command selectees possess a common understanding of current U.S. Army training and operations, current issues/trends, transition to command, medical readiness, and combat health support.

Eligibility: Active and Reserve Component commissioned officers, Lieutenant Colonel and Colonel. Priority is given to active duty officers although reserve officers are admitted on a space-available basis.

Description: This nine-day course is conducted at the U.S. Army Medical Department Center and School, Fort Sam Houston, TX. The course is designed to fill the needs of lieutenant colonels and colonels who have been selected for command positions as mandated by Department of the Army. It addresses current AMEDD issues, senior leadership vision, legal issues, personnel issues, command relationships, resources, training, homeland security, and TRICARE. The PreCommand course is a branch-specific portion of a multi-faceted program; the School for Command Preparation at Fort Leavenworth recommends attendance at one of the iterations of a Branch Immaterial Course conducted at Ft. Leavenworth and a specialty or additive course if appropriate.

Please refer to the School for Command Preparation on a previous page; it describes the PreCommand course conducted by the Command and General Staff College at Fort Leavenworth, KS.

Course Length: The course is nine days in length and one session is conducted each year. The class normally begins in February.

Modality: The course is conducted in a residential session. Students are on temporary duty status from their units or TDY enroute between assignments.

Prerequisites: Must be selected for command of a medical brigade, group, battalion, or battalion-level TOE unit or AMEDD TDA organization. Must meet height and weight standards of AR 600-9.

Application: Coordinate with assignment officer after notification of command selection.

Quotas: The corps and Service assignment officers manage quotas. Maximum class size is 80 students.

Funding: Attendance is centrally funded.

Obligation: None.

Evaluation of Performance: None.

Credit Given: Certificate of completion.

Faculty: The faculty is composed of senior Army officers experienced as battalion and brigade-level commanders in TOE and TDA organizations.

Battalion/Brigade Pre-Command Course
Competencies Addressed

A letter at the end of the appropriate lines below indicates competencies taught at JMESP taxonomy levels. Other competencies may be addressed at levels not meeting taxonomy requirements. Annotations do not indicate the extent (i.e., contact hours) of coverage.

Military Medical Readiness

Medical Doctrine	K
Military Mission	K
Joint and Combined Operations	K
Total Force Management	K
NDMS Management/DVA Role	K
Medical Readiness Training	K
Contingency Planning	K
General Management	
Strategic Planning	K
Organizational Design	K
Decision Making	K
Change and Innovation	K
Leadership	K
Health Law and Policy	
Public Law	K
Medical Liability	K
Medical Staff By-Laws	K
Regulations	K
External Accreditation	K
Health Resources Allocation and Management	
Financial Management	K
Human Resources Management	K
Labor-Management Relations	K
Materiel Management	K
Facilities Management	K
Information Management/Technology	K
Ethics in the Health Care Environment	
Ethical Decision Making	
Personal and Professional Ethics	K
Bioethics	
Organizational Ethics	K
Individual and Organizational Behavior	
Individual Behavior	K
Group Dynamics	K
Conflict Management	K
Communication	
Public Speaking	K
Public and Media Relations	
Clinical Understanding	
Epidemiological Methods	
Clinical Investigation	
Int. Health Care Delivery Systems	K
Performance Measurement	
Quality Management	K
Quantitative Analysis	
Outcome Measurement	K
Patient Safety	K

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POC:
Colonel Richard Agee

AMEDDC&S
U.S. Army-Baylor University
Graduate Program in Healthcare
Administration (6H-70A67)

The AMEDDC&S at Fort Sam Houston, Texas presents the U.S. Army-Baylor University Graduate Program in Healthcare Administration. It is a two-year graduate program consisting of four semesters of graduate-level course work followed by a one-year residency in an Army Medical Treatment Facility (MTF) or other appropriate organization. Students are tri-Service, multi-corps active duty officers and civil service personnel with at least a bachelor's degree and experience.

The program addresses the Executive Skills competencies identified as essential for commanding MTFs. Practical experience is gained in the residency phase that is designed to apply principles learned in the classroom. Completion of the full program provides exposure to each of the Executive Skills areas.

Objective: Prepare military officers and federal service personnel for executive-level health care administration responsibilities in fixed and tactical environments.

Eligibility: Tri-Service officers and federal service civilians in grades O-3 through O-5 or equivalent.

Description: Each course begins in June with approximately 45 students. The second year residency begins in July of the second year and finishes the following July. The didactic phase is conducted at Fort Sam Houston, Texas. Residencies are performed nationwide.

Course Length: Two years (54 week didactic, 52 week residency).

Modality: The first year of the course is taught in residence. It is a rigorous, full-time program requiring permanent change of station assignment. The modern classrooms offer multi-media instruction, computer networking to distant

databases, decision support software, and integrated Microsoft Office software. Additionally, each student is issued a laptop computer while in residence.

Prerequisites: Prerequisites for time in grade are Service-specific. Generally, students have served in medical department skill areas such as MS, NC, DC, MC, and SP. Attendees **must** have a baccalaureate degree in any field, from an accredited college or university; a minimum grade point average (GPA) of 2.7, or 3.0 on the last 60 hours of coursework (based on a 4.0 grade scale); minimum verbal/quantitative (combined) Graduate Record Examination (GRE) score of 1000, or 500 on the Management Aptitude Test (GMAT). The GRE/GMAT must have been taken within 5 years of application. Attendees must meet their Service-specific height and weight standards. Students should possess Microsoft Office skills such as PowerPoint, Excel, Word, etc. While not required, students are **strongly** encouraged to have foundational skills in statistics, finance, and economics.

Application: Apply to AMEDD or Service long-term schools official.

Quotas: The respective corps and Service assignment officers control the quotas.

Funding: Attendance is centrally funded by the Services.

Obligation: A four-year obligation beyond the completed residency is incurred. However, consult your long-term school official.

Evaluation of Performance: All material is tested through oral and/or written tests/quizzes throughout the semester. Students are required to participate in class, conduct briefings, prepare and present both individual and group papers and deliverables, and participate in case studies. At the end of the didactic phase, students must pass a final oral comprehensive examination.

Credit Given: Masters in Health Administration from Baylor University.

Institutional Accreditation: Accredited by the Accrediting Commission on Education for Health Services Administration (ACEHSA). The Southern Association of Colleges and Schools accredits Baylor University.

Faculty: Most are Ph.D.-prepared, tri-Service military officers and civilian professors.

**U.S. Army-Baylor University
Graduate Program in Healthcare
Administration
Competencies Addressed**

A letter at the end of the appropriate lines below indicates competencies taught at JMESP taxonomy levels. Other competencies may be addressed at levels not meeting taxonomy requirements. Annotations do not indicate the extent (i.e., contact hours) of coverage.

Military Medical Readiness	
Medical Doctrine	A
Military Mission	A
Joint and Combined Operations	A
Total Force Management	A
NDMS Management/DVA Role	A
Medical Readiness Training	A
Contingency Planning	A
General Management	
Strategic Planning	A
Organizational Design	A
Decision Making	A
Change and Innovation	A
Leadership	A
Health Law and Policy	
Public Law	A
Medical Liability	A
Medical Staff By-Laws	A
Regulations	K
External Accreditation	A
Health Resources Allocation and Management	
Financial Management	A
Human Resources Management	A
Labor-Management Relations	A
Materiel Management	A

Facilities Management	A
Information Management/Technology	A
Ethics in the Health Care Environment	
Ethical Decision Making	A
Personal and Professional Ethics	A
Bioethics	A
Organizational Ethics	A
Individual and Organizational Behavior	
Individual Behavior	A
Group Dynamics	A
Conflict Management	A
Communication	A
Public Speaking	A
Public and Media Relations	A
Clinical Understanding	
Epidemiological Methods	A
Clinical Investigation	K
Int. Health Care Delivery Systems	A
Performance Measurement	
Quality Management	A
Quantitative Analysis	A
Outcome Measurement	A
Patient Safety	A

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www.cs.amedd.army.mil/Baylorhca/

AMEDDC&S
U.S. Army-Baylor University
Graduate Program in Physical Therapy
(6H-65B)

Objective: This accredited graduate program prepares officers to serve as physical therapists in the uniformed services. Some physical therapy students are mid-level managers, usually senior lieutenants and captains, selected for long-term schooling. Other students are directly commissioned and enter the course as second lieutenants after completing OBC.

Eligibility: Commissioned officers (or individuals eligible for commissions) in the Army, Navy, Air Force, and Public Health Service who hold a bachelor's degree. There are no corps limitations. Upon graduation, Army students are designated as Army Medical Specialist Corps.

Description: The program awards a Master's degree in Physical Therapy. It is presented in the main AMEDDC&S complex at Fort Sam Houston, Texas and requires 19 months to complete. Class size is generally 24 students.

This program prepares students for careers in physical therapy. The Commission on Accreditation of Physical Therapy Education accredits it. Graduates are eligible to take state board examinations for state licensure. The course begins annually in November.

Course Length: Nineteen months.

Modality: The course is taught in residence. It is a full time, permanent change of station assignment. Classes combine lecture and discussion with appropriate practical exercises. In addition, three clinical experiences are completed as part of the curriculum. The program offers 33 of the 40 Executive Skills competencies.

Prerequisites: Candidates must have an overall and a science-specific grade point average of 3.1 and score over 1,000 on the combined verbal (minimum 450) and quantitative portions of the Graduate Record Exam.

Application: Apply to AMEDD or Service long-term schools official.

Quotas: Class quotas are controlled by the respective corps and Service assignment officers.

Funding: Attendance is centrally funded by the Services.

Obligation: A six-year service obligation is incurred by attendance of the program.

Evaluation of Performance: All academic material is tested through multiple choice tests, short answer, essay, and practical examinations. Additionally, students are required to conduct briefings, prepare and present papers, and participate in practical exercises and field training. Completion of an original research project suitable for publication in a scholarly peer-reviewed journal is also required.

Credit Given: Master's degree in Physical Therapy from Baylor University.

Institutional Accreditation: Commission on Accreditation of Physical Therapy Education.

Faculty: The faculty is a mix of Active Duty Army Officers, a Navy and Air Force Officer, and two civilian professors. The majority of the faculty is doctorally qualified with appropriate experience, militarily, academically, or both. It also includes visiting professors from local and regional academic and clinical communities, both military and civilian.

U.S. Army-Baylor University
Graduate Program in Physical Therapy
Competencies Addressed

A letter at the end of the appropriate lines below indicates competencies taught at JMESP taxonomy levels. Other competencies may be addressed at levels not meeting taxonomy

requirements. Annotations do not indicate the extent (i.e., contact hours) of coverage.

Quantitative Analysis K
 Outcome Measurement K
 Patient Safety K

Military Medical Readiness

Medical Doctrine K
 Military Mission K
 Joint and Combined Operations K
 Total Force Management
 NDMS Management/DVA Role
 Medical Readiness Training
 Contingency Planning

General Management

Strategic Planning
 Organizational Design K
 Decision Making K
 Change and Innovation K
 Leadership K

Health Law and Policy

Public Law K
 Medical Liability K
 Medical Staff By-Laws K
 Regulations K
 External Accreditation K

Health Resources Allocation and Management

Financial Management K
 Human Resources Management K
 Labor-Management Relations
 Materiel Management K
 Facilities Management K
 Information Management/Technology K

Ethics in the Health Care Environment

Ethical Decision Making K
 Personal and Professional Ethics K
 Bioethics K
 Organizational Ethics K

Individual and Organizational Behavior

Individual Behavior K
 Group Dynamics K
 Conflict Management K
 Communication K
 Public Speaking K
 Public and Media Relations

Clinical Understanding

Epidemiological Methods K
 Clinical Investigation K
 Int. Health Care Delivery Systems K

Performance Measurement

Quality Management K

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NAVY COURSES

Courses described in this section are taught at multiple locations by elements of the naval educational program. Courses listed include the generalist Naval War College and the Marine Corps Command and Staff College. Courses more directly related to the Navy Medical Department are conducted at the Naval School of Health Sciences, Bethesda, Maryland, and other locations. These latter courses are designed for the target populations described by the course names.

The Naval School of Health Sciences (NSHS) was founded to implement policy and exercise control, administration, and management of education and training to meet the requirements of Naval Medicine.

The Navy Medicine Center for Organizational Development (NMCOD) was founded to develop and present courses designed to increase awareness of, and build skills in, job competencies required for the effective performance of officers and others in the Navy Medical Department. The courses are offered for career development and enrichment. They focus on facilitating groups/teams and quality tools.

Higher-level courses such as the Naval War College, the College of Naval Command and Staff, and the Marine Corps University's Command and Staff College are described first.

The Navy has completed a rigorous review of course content vis-à-vis the JMESP Core Curriculum that establishes taxonomy for each competency. Competencies must be attained at the K-Knowledge, A-Application, or E-Expert level. Expertise requires experience that cannot be gained in a classroom. Therefore, this section indicates competencies that are taught at the requisite levels by the addition of the letter “K” or “A” following the appropriate competencies. Other competencies may be addressed in the course curricula at levels below the taxonomy standard but are not indicated herein.

Course Title and Location	Page
Newport, Rhode Island	
U.S. Navy War College	62
Marine Corps University	
Command and Staff College	64
Naval School of Health Sciences, Bethesda, Maryland	66
Management Development Course	66
Joint Medical Planners Course	68
Strategic Medical Readiness Contingency Course	70
Financial and Materiel Management Training Course	72
Patient Administration Course	74
Plans, Operations, and Medical Intelligence Course	76
Navy Medicine Center for Organizational Development, Bethesda, MD	78
Tools Course	78
Team Skills Course	80
Naval Leader Training Unit, Coronado/Little Creek	82

<u>Intermediate Officer Leadership Training Course</u>	82
<u>Advanced Officer Leadership Training Course (Non-XO)</u>	84
Command Leadership School, Newport, RI	86
<u>Executive Officer Leadership Training Course (XO)</u>	86
<u>Command Leadership Course</u>	88
Field Medical Service School, Camp Pendleton/Camp Lejeune	90
<u>Field Medical Service Officer (FMSO) Course</u>	90
Navy Operational Medical Institute	92
<u>Naval Flight Surgeon Course</u>	92
<u>Naval Aerospace Physiology</u>	94
<u>Naval Aerospace Experimental Psychologist</u>	96
<u>Naval Aerospace Optometrist</u>	98
<u>Residency Aerospace Medicine</u>	100
<u>Undersea Medical Officer</u>	102
<u>Residency Undersea Medicine</u>	104
<u>Radiation Health Officer</u>	106
<u>Surface Warfare Medical Officer Indoctrination Course</u>	108
<u>Commander Amphibious Task Force Surgeon Course</u>	110
Field Hospital Indoctrination and Orientation Training Command	112
<u>Fleet Hospital Field Training</u>	112
<u>Shore Station Command Seminar</u>	114
Navy Environmental Health Center	116
<u>Navy Chemical, Biological, and Environmental Casualty Care Management Course</u>	116
Navy Judicial Service	118
<u>Senior Officers Course in Military Justice</u>	118
Naval Recruiting Command and Naval School of Health Sciences	120
<u>Officer Indoctrination School</u>	120

**Naval War College,
College of Naval Command and Staff
Newport, Rhode Island**

Objective: To enhance the professional capabilities of its students to make sound decisions in command, staff, and management positions in naval, joint, and combined environments; to provide them with a sound understanding of military strategy and operational art; and to instill in them joint attitudes and perspectives.

Eligibility: Navy officers, civilians, and other Service officers as selected by school selection boards.

Description: The Naval War College presents the same courses for officers at the junior (O-4) and senior (O-5) levels. The major difference is that the courses for junior officers are geared to fact finding, while the courses for senior officers are geared to analysis and strategy. The program, therefore, has two major elements that are the College of Naval Warfare (senior level) and the College of Naval Command and Staff (junior level). Each addresses 21 Executive Skills competencies.

The academic year traditionally opens with the convocation in August and concludes with graduation in June. However, a substantial number of Navy and Army students begin their year of studies in the winter or spring trimesters, which convene in November and March respectively.

Course Length: Approximately one year including authorized delay enroute before and after the course.

Modality: Full time resident program spanning a ten-month period. The program has three main courses, each covering approximately 12 weeks:

- I. Strategy and Policy
- II. Joint Military Operations
- III. National Security Decision Making

Seminar group activities are enhanced through war gaming and use of the Henry E. Eccles Library, which is equipped with several on-line services accessing outside networks as well as extensive storage on multi-media including CD-ROM and oral histories of naval warfare.

Prerequisites: Selection by a school selection panel.

Application: None.

Quotas: Established by the Navy.

Funding: Centrally funded.

Obligation: A two-year service obligation is incurred.

Evaluation of Performance: Grades are awarded in each core curriculum and elective course on the basis of written work, class participation and/or oral presentations, and examinations.

Transferability: The Office on Educational Credit of the American Council on Education recommended that the following number of graduate semester hour credits be granted to Naval War College diploma holders applying for admission to other colleges and universities: Naval Command College, 17; Naval Staff College, 8.

Faculty: The Naval War College faculty members possess Doctoral and Masters degrees. Masters instructors are typically retired military officers who also have 20 to 30 years of Navy experience.

**Naval War College
and College of Naval Command and Staff
Competencies Addressed**

A letter at the end of each line indicates competencies taught at the JMESP taxonomy level. Other competencies may be addressed at levels not meeting taxonomy requirements.

Military Medical Readiness	
Medical Doctrine	
Military Mission	A
Joint and Combined Operations	A
Total Force Management	A
NDMS Management/DVA Role	
Medical Readiness Training	
Contingency Planning	A
General Management	
Strategic Planning	A
Organizational Design	
Decision Making	A
Change and Innovation	A
Leadership	A
Health Law and Policy	
Public Law	A
Medical Liability	
Medical Staff By-Laws	
Regulations	
External Accreditation	
Health Resources Allocation and Management	
Financial Management	
Human Resources Management	
Labor-Management Relations	
Materiel Management	
Facilities Management	
Information Management/Technology	A
Ethics in the Health Care Environment	
Ethical Decision Making	A
Personal and Professional Ethics	A
Bioethics	
Organizational Ethics	A
Individual and Organizational Behavior	
Individual Behavior	A
Group Dynamics	A
Conflict Management	A
Communication	A
Public Speaking	A
Public and Media Relations	A
Clinical Understanding	
Epidemiological Methods	
Clinical Investigation	
Int. Health Care Delivery Systems	
Performance Measurement	

Quality Management	A
Quantitative Analysis	A
Outcome Measurement	
Patient Safety	

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**Marine Corps University
Command and Staff College**

Objective: To provide intermediate and advanced intermediate professional military education to field grade officers of the Marine Corps, other Services, and foreign countries to prepare them for command and staff duties with Marine Air-Ground Task forces (MAGTFs), and for assignments with joint, multinational, and high-level Service organizations.

Eligibility: Officers in the grade O-4 who have not participated in an intermediate level program. A typical class may consist of approximately 200 tri-Service representatives with 24 international students.

Description: The curriculum is a graduate level program approximately 43 weeks long. In addition to core courses, electives, and a capstone exercise, each class participates in a strong guest lecture program and a series of historical case studies that include site visits to regional battle sites from the Civil War. Fifteen Executive Skills competencies are incorporated.

Course Length: 43 weeks.

Modality: The program is full time in residence. Students are assigned on a permanent change of station basis. Each class is divided into 12 conference groups with a mix of Service personnel and skills.

Prerequisites: Approval by a school selection panel.

Application: Service selection.

Quotas: Controlled by the Service.

Funding: Centrally funded.

Obligation: A two-year service obligation is incurred.

Evaluation of Performance: Examinations, exercises, and faculty evaluation.
JMESP Catalog of Executive Skills

Credit Given: A Masters degree is available.

Institutional Accreditation: Application pending for regional accreditation.

Faculty: Tri-Service faculty composed of military and civilians. Faculty representatives remain with the same class groups throughout the course of study.

**Marine Corps University
Command and Staff College
Competencies Addressed**

A letter at the end of each line indicates competencies taught at the JMESP taxonomy level. Other competencies may be addressed at levels not meeting taxonomy requirements.

Military Medical Readiness

Medical Doctrine	
Military Mission	A
Joint and Combined Operations	A
Total Force Management	
NDMS Management/DVA Role	
Medical Readiness Training	
Contingency Planning	A

General Management

Strategic Planning	
Organizational Design	A
Decision Making	A
Change and Innovation	
Leadership	A

Health Law and Policy

Public Law	A
Medical Liability	
Medical Staff By-Laws	
Regulations	
External Accreditation	

Health Resources Allocation and Management

Financial Management	
Human Resources Management	
Labor-Management Relations	
Materiel Management	
Facilities Management	
Information Management/Technology	A

Ethics in the Health Care Environment

Ethical Decision Making	A
Personal and Professional Ethics	A
Bioethics	
Organizational Ethics	A

Individual and Organizational Behavior

Individual Behavior	A
Group Dynamics	
Conflict Management	
Communication	A
Public Speaking	A
Public and Media Relations	A

Clinical Understanding

Epidemiological Methods	
Clinical Investigation	
Int. Health Care Delivery Systems	

Performance Measurement

Quality Management	
Quantitative Analysis	
Outcome Measurement	
Patient Safety	

POC:

Registrar
Phone: (703) 784-1069
Fax: (703) 784-2628
E-mail: rohlerl@quantico.usmc.mil

Address:

USMC Command and Staff College
2076 South Street
Quantico, VA 22134-5068

**Naval School of Health Sciences
Bethesda, Maryland**

NSHS courses are primarily taught in residence at Bethesda, Maryland. However, several courses have been designed for export and will be delivered at the requesting command's site.

**Naval School of Health Sciences
Management Development (Revised) Course**

Objective: Taught at NSHS, Bethesda, MD, this course provides a high quality educational experience for first time supervisors meeting the entry-level performance needs of the Military Health System.

Eligibility: Navy Medical Department officers and civilian equivalent staff in a first time Division Officer/Department Head position.

Description: This two-week course is at a basic, first-time supervisor level and therefore may not completely fulfill any of the Executive Skills competencies. Consequently, subject matter presented is considered to familiarize students rather than qualify them in Executive Skills.

Course Length: Two weeks.

Modality: This course is taught through didactic portions, interactive learning activities, and self-study.

Prerequisites: None.

Application: Command nomination via staff education and training

Quotas: Career Plans Officers, BUMED

Funding: NSHS, Bethesda, MD

Obligation: None

Evaluation of Performance: Participation in class activities and exercises.

Credit Given: CEU 56.

Institutional Accreditation: None

Faculty: NSHS staff and guest subject matter expert lecturers.

Student Distribution: All officer corps within the medical department has equal seats in each class offering.

**Management Development (Revised) Course
Competencies Addressed**

In the following competency listing, the 16 competencies addressed are indicated with an "F" to indicate familiarization rather than qualification. Familiarization is a rating not equated to the JMESP taxonomy.

Military Medical Readiness

Medical Doctrine	
Military Mission	
Joint and Combined Operations	
Total Force Management	F
NDMS Management/DVA Role	
Medical Readiness Training	F
Contingency Planning	

General Management

Strategic Planning	F
Organizational Design	F
Decision Making	F
Change and Innovation	F
Leadership	

Health Law and Policy

Public Law	
Medical Liability	F
Medical Staff By-Laws	
Regulations	
External Accreditation	

Health Resources Allocation and Management

Financial Management	F
Human Resources Management	F
Labor-Management Relations	F
Materiel Management	F
Facilities Management	
Information Management/Technology	

Ethics in the Health Care Environment

Ethical Decision Making
Personal and Professional Ethics F
Bioethics
Organizational Ethics

Individual and Organizational Behavior

Individual Behavior
Group Dynamics F
Conflict Management F
Communication F
Public Speaking
Public and Media Relations

Clinical Understanding

Epidemiological Methods
Clinical Investigation
Int. Health Care Delivery Systems

Performance Measurement

Quality Management F
Quantitative Analysis
Outcome Measurement F
Patient Safety

POC:

Course Coordinator (LT Tuero)
Phone: (301) 319-4971
Fax: (301) 295-0621
E-mail: gtuero@nsh10.med.navy.mil

Address:

Naval School of Health Sciences
8901 Wisconsin Ave., Bldg 141
Bethesda, MD 20889-5611

**Naval School of Health Sciences
Joint Medical Planners Course**

Objective: To prepare intermediate level officers to effectively function as medical planners at the joint staff, Service headquarters, unified commands, or component level. Procedures and techniques used during the course include both deliberate and time sensitive (adaptive) planning. Provides a heightened awareness of joint matters, a greater commitment to DoD-wide requirements, a multi-service perspective, as well as an improved understanding of other Services.

Eligibility: Designed for officers in pay grades O-4 and O-5; senior enlisted personnel, and civilian staff on space available basis.

Description: The Joint Medical Planners course requires three weeks and includes coverage of 13 Executive Skills competencies. The course is hosted by the Navy at NSHS; the sponsor for the course is the Joint Staff, J4/DDMR.

Course Length: Three weeks.

Modality: Full time, temporary duty.

Prerequisites: None; preference to officers currently in or enroute to CINC or Service headquarters medical planning positions.

Application: Nominations through Service channels: Army--PERSCOM (DA Form 3838); AF-- message request to HQ, USAF/SGHR; Navy/marine Corps--BUMED Code 56. Services submit nominations (with alternates) to J4/MRD for final approval.

Quotas: Four classes per year, 16 students per class; quotas per class: USN-4, USAF-6, And USA-6.

Funding: Service headquarters.

Obligation: None.

Evaluation of Performance: None.

Credit Given: Certificate.

JMESP Catalog of Executive Skills

Institutional Accreditation: None.

Faculty: Course director (rotates among Services every 2 years); one faculty member designated by SG of each Service (A, N, AF, USMC. Guest lecturers/subject matter experts as selected by course director. No NSHS staff is either faculty or guest lecturers.

**Joint Medical Planners Course
Competencies Addressed**

A letter at the end of each line indicates competencies taught at the JMESP taxonomy level. Other competencies may be addressed at levels not meeting taxonomy requirements.

Military Medical Readiness

Medical Doctrine	A
Military Mission	A
Joint and Combined Operations	A
Total Force Management	A
NDMS Management/DVA Role	A
Medical Readiness Training	A
Contingency Planning	A

General Management

Strategic Planning	
Organizational Design	
Decision Making	A
Change and Innovation	
Leadership	A

Health Law and Policy

Public Law	
Medical Liability	
Medical Staff By-Laws	
Regulations	
External Accreditation	

Health Resources Allocation and Management

Financial Management	
Human Resources Management	
Labor-Management Relations	
Materiel Management	
Facilities Management	
Information Management/Technology	

Ethics in the Health Care Environment

Ethical Decision Making	A
Personal and Professional Ethics	
Bioethics	
Organizational Ethics	
Individual and Organizational Behavior	
Individual Behavior	
Group Dynamics	A
Conflict Management	
Communication	
Public Speaking	A
Public and Media Relations	
Clinical Understanding	
Epidemiological Methods	
Clinical Investigation	
Int. Health Care Delivery Systems	
Performance Measurement	
Quality Management	A
Quantitative Analysis	
Outcome Measurement	
Patient Safety	

POC:

Course Director, Capt Cocrane
 Phone: (301) 295-0084
 Fax: (301) 295-0621
 Email: jmpcj4@nsh10.med.navy.mil

Address:

Naval School of Health Sciences
 8901 Wisconsin Ave.
 Bethesda, MD 20889-5611

**Naval School of Health Sciences
Strategic Medical Readiness and
Contingency Course**

Objective: To provide specialized training in operational and contingency decision making environments, increase understanding of operational force objectives, and enhance knowledge of medical department initiatives to support operational force objectives.

Eligibility: Open to all medical department officers of both active and reserve forces, in grades O-4 through O-6, with the potential for operational, contingency, or mobilization assignments to an operational platform.

Description: This two-week course offers coverage of 10 Executive Skills competencies.

Course Length: Two weeks.

Modality: Full time, course offered to students worldwide in a temporary duty status.

Prerequisites: Clearance is not required.

Application: Active duty officers send nominations to the NSHS attention to BUMED Code 544.

Quotas: Four per Corps, plus four reserve.

Funding: NSHS for active duty officers
Reservists: COMNAVSURFRESFOR.

Obligation: None

Evaluation of Performance: Posttest administered.

Credit Given: None.

Faculty: NSHS staff and subject matter experts from the metropolitan Washington area.

Student Distribution: Each class is comprised of 20 students with approximately one fourth from each officer corps (MC, MSC, NC, and DC).

**Strategic Medical Readiness and
Contingency Course
Competencies Addressed**

A letter at the end of each line indicates competencies taught at the JMESP taxonomy level. Other competencies may be addressed at levels not meeting taxonomy requirements.

Military Medical Readiness

Medical Doctrine
Military Mission
Joint and Combined Operations A
Total Force Management A
NDMS Management/DVA Role
Medical Readiness Training
Contingency Planning A

General Management

Strategic Planning
Organizational Design A
Decision Making A
Change and Innovation
Leadership A

Health Law and Policy

Public Law A
Medical Liability
Medical Staff By-Laws
Regulations
External Accreditation

Health Resources Allocation and Management

Financial Management A
Human Resources Management
Labor-Management Relations
Materiel Management A
Facilities Management
Information Management/Technology

Ethics in the Health Care Environment

Ethical Decision Making A
Personal and Professional Ethics
Bioethics
Organizational Ethics

Individual and Organizational Behavior

Individual Behavior A
Group Dynamics A
Conflict Management
Communication
Public Speaking A
Public and Media Relations A

Clinical Understanding

Epidemiological Methods A
Clinical Investigation
Int. Health Care Delivery Systems

Performance Measurement

Quality Management
Quantitative Analysis
Outcome Measurement
Patient Safety

POC:

Course Director (CDR E. Smallwood)
Phone: (301) 319-8055
Fax: (301) 295- 2652
Email: esmallwood@nsh10.med.navy.mil

Address:

Naval School of Health Sciences
8901 Wisconsin Ave.
Bethesda, MD 20889-5611

**Naval School of Health Sciences
Financial and Materiel Management
Training Course**

Objective: This course is designed to prepare junior naval Medical Service Corps Officer for entry-level positions in navy department financial and materiel management.

Eligibility: Grades O-1 to O-3: entry-level civilian NAVCOMP trainees.

Description: The Financial and Materiel Management Course offers coverage of 12 Executive Skills competencies.

Course Length: Twelve weeks.

Modality: This is a full time course attended by students on a temporary duty basis.

Prerequisites: Secret Clearance required. Documentation required in the form of a copy of OPNAV 5520/20, Certificate of Personnel Security.

Application: Nomination applications must be completed with command endorsement and forwarded to NSHS Bethesda eight weeks prior to course convening dates.

Quotas: Provided by NSHS.

Funding: Provided by NSHS.

Obligation: None.

Evaluation of Performance: Three examinations are administered in addition to a large final exercise. Also, there are small quizzes and post-module exercises in the form of “homework” which are graded and computed into the final GPA.

Credit Given: Certificate.

Faculty: NSHS Staff

Student Distribution: Junior Medical Service Corps officers and DoD civilian personnel.

**Financial and Materiel Management
Training Course
Competencies Addressed**

A letter at the end of each line indicates competencies taught at the JMESP taxonomy level. Other competencies may be addressed at levels not meeting taxonomy requirements.

Military Medical Readiness

Medical Doctrine
Military Mission
Joint and Combined Operations
Total Force Management
NDMS Management/DVA Role
Medical Readiness Training
Contingency Planning A

General Management

Strategic Planning
Organizational Design A
Decision Making A
Change and Innovation A
Leadership A

Health Law and Policy

Public Law A
Medical Liability
Medical Staff By-Laws
Regulations A
External Accreditation

Health Resources Allocation and Management

Financial Management A
Human Resources Management A
Labor-Management Relations
Materiel Management A
Facilities Management A
Information Management/Technology

Ethics in the Health Care Environment

Ethical Decision Making A
Personal and Professional Ethics A
Bioethics
Organizational Ethics A

Individual and Organizational Behavior

Individual Behavior A

Group Dynamics	A
Conflict Management	
Communication	A
Public Speaking	A
Public and Media Relations	A
Clinical Understanding	
Epidemiological Methods	
Clinical Investigation	
Int. Health Care Delivery Systems	A
Performance Measurement	
Quality Management	
Quantitative Analysis	A
Outcome Measurement	A
Patient Safety	

POC:

Course Director, (LCDR B. Ernst)
 Phone: (301) 319-8054
 Fax: (301) 295- 0621
 Email: bdernst@nsh10.med.navy.mil

Address:

Naval School of Health Sciences
 8901 Wisconsin Ave. Bldg 141
 Bethesda, MD 20889-5611

**Naval School of Health Sciences
Patient Administration Course**

**Patient Administration Course
Competencies Addressed**

Objective: To provide entry-level training in Patient Administration issues to qualified MSC officers, senior enlisted members, active and reserve, and mid-level civilian employees.

Eligibility: Normally, eligibility for training requires assignment or projected assignment to a Patient Administration Department in the following grades: MSC Active O-1 to O-4, MSC reserves O-1 to O-4, Enlisted E-7 to E-9, and civilian personnel GS-6 to GS-11.

Description: This four-week course (two weeks for Reservists) provides coverage of 11 Executive Skills competencies.

Course Length: Four weeks.

Modality: Full time, temporary duty.

Prerequisites: None.

Application: Active duty: send nomination letters to the address/code provided. Reserve: send nominations to COMNAVSURFRESFOR via chain of command.

Quotas: Sixteen per class with eight classes per year.

Funding: Active: NSHS; Reserve: COMNAVSURFRESFOR.

Obligation: None

Evaluation of Performance: None.

Credit Given: IDC/CE: 12.

Institutional Accreditation: Not applicable.

Faculty: NSHS staff and subject matter experts from the metropolitan Washington area.

Student Distribution: Each class is approximately 2/3 officer and 1/3 enlisted.

A letter at the end of each line indicates competencies taught at the JMESP taxonomy level. Other competencies may be addressed at levels not meeting taxonomy requirements.

Military Medical Readiness

Medical Doctrine
Military Mission
Joint and Combined Operations A
Total Force Management A
NDMS Management/DVA Role A
Medical Readiness Training
Contingency Planning

General Management

Strategic Planning A
Organizational Design
Decision Making
Change and Innovation
Leadership

Health Law and Policy

Public Law
Medical Liability A
Medical Staff By-Laws
Regulations
External Accreditation A

Health Resources Allocation and Management

Financial Management
Human Resources Management
Labor-Management Relations
Materiel Management A
Facilities Management
Information Management/Technology

Ethics in the Health Care Environment

Ethical Decision Making
Personal and Professional Ethics
Bioethics K
Organizational Ethics

Individual and Organizational Behavior

Individual Behavior
Group Dynamics A
Conflict Management A
Communication
Public Speaking
Public and Media Relations

Clinical Understanding

Epidemiological Methods A

Clinical Investigation
Int. Health Care Delivery Systems

Performance Measurement

Quality Management
Quantitative Analysis
Outcome Measurement
Patient Safety

POC:

Course Director (LCDR D. Hellauer)
Phone: (301) 319-8051
Fax: (301) 295-2652
Email: dhellauer@nsh10.med.navy.mil

Address:

Naval School of Health Sciences
8901 Wisconsin Ave., Bldg 141
Bethesda, MD 20889-5611

**Naval School of Health Sciences
Plans, Operations, and Medical Intelligence**

Objective: To provide students with the knowledge and skills to be readiness planners for MTFs by acquainting them with contingency planning, relationships of various command echelons, and with Marine Corps healthcare units.

Eligibility: Navy officers and DoD civilians serving on or scheduled for assignment to MTFs as planners, or on headquarters medical planning staffs. Intended for projected assignment to contingency planner billets, in grades E-7 through O-4.

Description: The Plans, Operations, and Medical Intelligence (POMIC) course is taught in two weeks and offers coverage of 13 Executive Skills competencies.

Course Length: Two weeks.

Modality: Full time, temporary duty.

Prerequisites: None.

Application: None.

Quotas: Controlled by NSHS.

Funding: NSHS

Obligation: None

Evaluation of Performance: None.

Credit Given: IDC/CE: 12

Faculty: NSHS staff and subject matter experts from local Washington metropolitan area.

Student Distribution: Junior to mid-level Medical Service Corps officers and senior enlisted members.

**Plans, Operations, and Medical Intelligence
Competencies Addressed**

A letter at the end of each line indicates competencies taught at the JMESP taxonomy level. Other competencies may be addressed at levels not meeting taxonomy requirements.

Military Medical Readiness

Medical Doctrine	A
Military Mission	A
Joint and Combined Operations	A
Total Force Management	A
NDMS Management/DVA Role	A
Medical Readiness Training	A
Contingency Planning	A

General Management

Strategic Planning	A
Organizational Design	
Decision Making	
Change and Innovation	
Leadership	

Health Law and Policy

Public Law	
Medical Liability	
Medical Staff By-Laws	
Regulations	
External Accreditation	

Health Resources Allocation and Management

Financial Management	
Human Resources Management	
Labor-Management Relations	
Materiel Management	A
Facilities Management	
Information Management/Technology	A

Ethics in the Health Care Environment

Ethical Decision Making	
Personal and Professional Ethics	
Bioethics	
Organizational Ethics	

Individual and Organizational Behavior

Individual Behavior	
Group Dynamics	A
Conflict Management	
Communication	A
Public Speaking	
Public and Media Relations	

Clinical Understanding

Epidemiological Methods	A
Clinical Investigation	
Int. Health Care Delivery Systems	

Performance Measurement

Quality Management
Quantitative Analysis
Outcome Measurement
Patient Safety

POC:

Course Director (CDR E. Smallwood)
Phone: (301) 319-8055
Fax: (301) 295-2652
Email: esmallwood@nsh10.med.navy.mil

Address:

Naval School of Health Sciences
8901 Wisconsin Ave.
Bethesda, MD 20889-5611

Navy Medicine Center for Organizational Development

The following two courses are presented by the Navy Medicine Center for Organizational Development (NMCOD) (formerly the Navy Medical Quality Institute) of the Naval School of Health Sciences at NSHS Bethesda. The courses are offered for career development and enrichment; they focus on facilitating groups/teams and quality tools.

Navy Medicine Center for Organizational Development Tools Course

Objective: Participants will learn and apply methodologies and tools through instructor presentations; by working in small groups to solve problems and practice exercises, and by presenting a case study.

Eligibility: Medical Department personnel, military, and DoD civilians who act as facilitators, team leaders, or team members of committees or groups at their commands. Participants should have a strong desire to become a facilitator or team leader.

Description: This interactive course is designed to equip participants with the tools and methods needed for performance improvement in Navy Medicine. Topics include: principles of performance improvement; working in teams; understanding SIPOC: Systems, Inputs, Processes, Outputs, and Customers; selection and managing a project; process improvement; decisions supported by data; making recommendations and presentations; and case studies using PDCA Model. Training is conducted at a contract hotel.

Course Length: Five days.

Modality: The course is taught through didactic portions, interactive learning activities, and self-study.

Prerequisites: None (Facilitator Skills Course is useful).

Application: Command nomination via staff education and training.

Quotas: Provided by NSHS.

Funding: NSHS, Bethesda fully funds Active Duty and DoD civilian employees.

Obligation: None

Evaluation of Performance: None.

Credit Given: None.

Faculty: NMCOD staff.

Student Distribution: All personnel within the medical department have equal seats in each class offering.

Plans, Operations, and Medical Intelligence Competencies Addressed

A letter at the end of each line indicates competencies taught at the JMESP taxonomy level. Other competencies may be addressed at levels not meeting taxonomy requirements.

Military Medical Readiness

- Medical Doctrine
- Military Mission
- Joint and Combined Operations
- Total Force Management
- NDMS Management/DVA Role
- Medical Readiness Training
- Contingency Planning

General Management

- Strategic Planning
- Organizational Design
- Decision Making
- Change and Innovation
- Leadership

Health Law and Policy

- Public Law

Medical Liability
Medical Staff By-Laws
Regulations
External Accreditation

Health Resources Allocation and Management

Financial Management
Human Resources Management
Labor-Management Relations
Materiel Management
Facilities Management
Information Management/Technology

Ethics in the Health Care Environment

Ethical Decision Making
Personal and Professional Ethics
Bioethics
Organizational Ethics

Individual and Organizational Behavior

Individual Behavior
Group Dynamics
Conflict Management
Communication
Public Speaking
Public and Media Relations

Clinical Understanding

Epidemiological Methods
Clinical Investigation
Int. Health Care Delivery Systems

Performance Measurement

Quality Management A
Quantitative Analysis K
Outcome Measurement A
Patient Safety

POC:

Course Coordinator: Mr. Tony Cocove
Phone: (301) 319-8067
Fax: (301) 295-6085
Email: tcocove@nsh10.med.navy.mil

Address:

Naval Medicine Center for
Organizational Development
Naval School of Health Sciences
Bethesda, MD 20889-5611

**Navy Medicine Center for Organizational
Development
Team Skills Course**

Objective: The goal of the course is to introduce and ensure an understanding of the importance of group dynamics, interpersonal communications, and role clarification in the facilitation process.

Eligibility: Medical Department personnel, military, and DoD civilians, who act as facilitators, team leaders, or team members of committees or groups at their commands. Participants should have a strong desire to become a facilitator or team leader.

Description: This is an interactive basic course in active developmental facilitation. The majority of class time will be spent as group activities developing facilitation skills and completing team projects. Although the focus is not on “tools” several tools will be discussed and practiced. Topic areas addressed include: the role of the facilitator; the facilitator role in association with teams or groups; and an understanding of teams and how to make it easier to meet team goals. Training is conducted at a contract hotel conference room.

Course Length: Five days.

Modality: The course is taught through didactic portions, interactive learning activities, and self-study.

Prerequisites: None.

Application: Command nomination via staff education and training.

Quotas: Provided by NSHS.

Funding: NSHS, Bethesda fully funds Active Duty and DoD civilian employees.

Obligation: None

Evaluation of Performance: Interactive.

Credit Given: None.

JMESP Catalog of Executive Skills

Faculty: Navy Medicine Center for Organizational Development staff.

Student Distribution: All personnel within the medical department have equal seats in each class offering.

**Team Skills Course
Competencies Addressed**

A letter at the end of each line indicates competencies taught at the JMESP taxonomy level. Other competencies may be addressed at levels not meeting taxonomy requirements.

Military Medical Readiness

Medical Doctrine
Military Mission
Joint and Combined Operations
Total Force Management
NDMS Management/DVA Role
Medical Readiness Training
Contingency Planning

General Management

Strategic Planning
Organizational Design
Decision Making
Change and Innovation
Leadership

Health Law and Policy

Public Law
Medical Liability
Medical Staff By-Laws
Regulations
External Accreditation

Health Resources Allocation and Management

Financial Management
Human Resources Management
Labor-Management Relations
Materiel Management
Facilities Management
Information Management/Technology

Ethics in the Health Care Environment

Ethical Decision Making
Personal and Professional Ethics

Bioethics
Organizational Ethics
Individual and Organizational Behavior
Individual Behavior
Group Dynamics A
Conflict Management A
Communication A
Public Speaking
Public and Media Relations
Clinical Understanding
Epidemiological Methods
Clinical Investigation
Int. Health Care Delivery Systems
Performance Measurement
Quality Management
Quantitative Analysis
Outcome Measurement
Patient Safety

POC:

Course Coordinator: Ms. Deborah
Ray-Brooks
Phone: (301) 319-8069
Fax: (301) 295-6085
Email: raybrks@nsh10.med.navy.mil

Address:

Naval Medicine Center for
Organizational Development
Naval School of Health Sciences
Bethesda, MD 20889-5611

**Naval Leader Training Unit
Coronado/Little Creek**

Competencies Addressed

The following two courses are taught by the naval leader training units in both Coronado, California and Little Creek, Virginia.

A letter at the end of each line indicates competencies taught at the JMESP taxonomy level. Other competencies may be addressed at levels not meeting taxonomy requirements.

**Intermediate Officer Leadership Training
Course (IOLTC)**

Objective: To provide advanced education and training in the concepts, philosophies, elements, and tools of leadership and management required to function as a department head.

Eligibility: Naval officers enroute to their department head or equivalent tour.

Description: Leadership and management training in ethics, communications, managing systems and processes, subordinate development, quality tools and philosophy, and decision making.

Course Length: Two weeks.

Prerequisites: En route to a department head tour, aviation second sea tour, or equivalent (7-9 years commissioned service).

Application: None.

Quotas: Established by the Navy.

Funding: CNET for operating budget. BUPERS for PCS orders.

Obligation: None.

Evaluation of Performance: N/A.

Transferability: N/A.

Faculty: Military instructors who are post department heads.

**Intermediate Officer Leadership Training
Course (IOLTC)**

Military Medical Readiness:

- Medical Doctrine
- Military Mission
- Joint and Combined Operations
- Total Force Management
- NDMS Management /DVA Role
- Medical Readiness Training
- Contingency Planning

General Management:

- Strategic Planning
- Organizational Design
- Decision Making A
- Change and Innovation A
- Leadership A

Health Law/Policy:

- Public Law
- Medical Liability
- Medical Staff By-Laws
- Regulations
- External Accreditation

Health Resources Allocation and Management:

- Financial Management
- Human Resource Management A
- Labor-Management Relations
- Materiel Management
- Facilities Management
- Information Management/Technology

Ethics in the Health Care Environment

- Ethical Decision-Making A
- Personal and Professional Ethics A
- Bioethics
- Organizational Ethics A

Individual and Organizational Behavior:

- Individual Behavior A
- Group Dynamics A
- Conflict Management A
- Communication A
- Public Speaking A
- Public and Media Relations

Clinical Understanding

- Epidemiological Methods
- Clinical Investigation
- Int. Health Care Delivery Systems

Performance Measurement:

Quality Management
Quantitative Analysis
Outcome Measurements
Patient Safety

POC: Quota control

Phone: (757) 462-3119, DSN: 253-3119

Fax: (757) 462-4875

E-mail: nltunor.quota@enet.navy.mil

Address:

Naval Leader Training Unit, Little Creek
1575 Gator Boulevard, Suite 338
Norfolk, VA 23521-2740

**Advanced Officer Leadership Training Course
(Non-XO)**

Objective: To enhance the leadership skills of officers en route to a senior department head billet in communities such as aviation and medical.

Eligibility: Naval officers enroute to their senior department head tour.

Description: Leadership and management training in ethics, communications, managing systems and processes, subordinate development, quality tools and philosophy, and decision making at senior department head level.

Course Length: Two weeks.

Prerequisites: Enroute to an aviation department head tour or equivalent (11-14 years commissioned service).

Application: None.

Quotas: Established by the Navy

Funding: CNET for operating budget. BUPERS for PCS orders.

Obligation: None.

Evaluation of Performance: None.

Transferability: None.

Faculty: Military instructors who are post department heads.

**Advanced Officer Leadership
Training Course (Non - XO)
Competencies Addressed**

A letter at the end of each line indicates competencies taught at the JMESP taxonomy level. Other competencies may be addressed at levels not meeting taxonomy requirements.

Military Medical Readiness:
JMESP Catalog of Executive Skills

Medical Doctrine
Military Mission
Joint and Combined Operations
Total Force Management
NDMS Management /DVA Role
Medical Readiness Training
Contingency Planning

General Management:

Strategic Planning
Organizational Design
Decision Making A
Change and Innovation A
Leadership A

Health Law/Policy:

Public Law
Medical Liability
Medical Staff By-Laws
Regulations
External Accreditation

Health Resources Allocation and Management:

Financial Management
Human Resource Management A
Labor-Management Relations
Materiel Management
Facilities Management
Information Management/Technology

Ethics in the Health Care Environment

Ethical Decision-Making A
Personal and Professional Ethics A
Bioethics
Organizational Ethics A

Individual and Organizational Behavior:

Individual Behavior A
Group Dynamics A
Conflict Management A
Communication A
Public Speaking

Clinical Understanding

Epidemiological Methods
Clinical Investigation
Int. Health Care Delivery Systems

Performance Measurement:

Quality Management A
Quantitative Analysis A
Public and Media Relations
Outcome Measurements
Patient Safety

POC: Quota control

Phone: (757) 462-3119, DSN: 253-3119
Fax: (757) 462-4875
E-mail: nltunor.quota@enet.navy.mil

Address:

Naval Leader Training Unit, Little Creek
1575 Gator Boulevard, Suite 338
Norfolk, VA 23521-2740

**Command Leadership School
Newport, RI**

The following two courses are taught by the naval Command Leadership School at Newport, RI.

**Executive Officer Leadership Training Course
(XO)**

Objective: To enhance the leadership skills of officers en route to a senior department head billet in communities such as aviation and medical.

Eligibility: Naval officers en route their senior department head tour.

Description: Leadership and management training in ethics, communications, managing systems and processes, subordinate development, quality tools and philosophy, and decision making at senior department head level.

Course Length: Two weeks.

Prerequisites: En route to an aviation department head tour or equivalent (11-14 years commissioned service).

Application: None.

Quotas: Established by the Navy.

Funding: CNET for operating budget. BUPERS for PCS orders.

Obligation: None.

Evaluation of Performance: None.

Transferability: N/A.

Faculty: Military instructors who are post department heads.

**Executive Officer Leadership
Training Course (XO)
Competencies Addressed**

A letter at the end of each line indicates competencies taught at the JMESP taxonomy level. Other competencies may be addressed at levels not meeting taxonomy requirements.

Military Medical Readiness:

Medical Doctrine
Military Mission
Joint and Combined Operations
Total Force Management
NDMS Management /DVA Role
Medical Readiness Training
Contingency Planning

General Management:

Strategic Planning
Organizational Design
Decision Making A
Change and Innovation A
Leadership A

Health Law/Policy:

Public Law
Medical Liability
Medical Staff By-Laws
Regulations
External Accreditation

Health Resources Allocation and Management:

Financial Management
Human Resource Management
Labor-Management Relations
Materiel Management
Facilities Management
Information Management/Technology

Ethics in the Health Care Environment

Ethical Decision-Making A
Personal and Professional Ethics A
Bioethics
Organizational Ethics

Individual and Organizational Behavior:

Individual Behavior A
Group Dynamics A
Conflict Management A
Communication A
Public Speaking
Public and Media Relations

Clinical Understanding

Epidemiological Methods
Clinical Investigation
Int. Health Care Delivery Systems

Performance Measurement:

Quality Management
Quantitative Analysis
Outcome Measurements
Patient Safety

POC: Director

Phone: (401) 841-6382

Fax: (401) 841-6386

Webpage: wwwnt.cnet.navy.mil/cls/

Address:

Command Leadership School
440 Meyerkord Ave
Newport, RI 02841-1617

Command Leadership Course (CLC)

Competencies Addressed

Objective: To reinforce fundamental tenets of Naval leadership and provide an improved decision making foundation for officers assuming the responsibilities of command.

Eligibility: O-5/O-6 officers enroute to their first command tour.

Description: Courses are designed to meet learning objectives by evoking student comments and viewpoints on a variety of leadership topics using the analysis of case studies, video clips, and facilitated discussion.

Course Length: Two weeks.

Prerequisites: Per NAVADMIN 189-97: The following prerequisites apply to the CO Leadership Course: Prospective Commanding Officers (who typically have 15-21 years of commissioned service): O-5/ O-6 officers enroute to their first command tour (including prospective XO's of aviation squadrons) will attend. Additionally, Surface Warfare LCDRs enroute to their initial Command-at-Sea command (e.g. MCMs, MHCs, or ARSs) will attend the Command Leadership Course.

Application: Course quotas are obtained through each warfare community's BUPERS placement officer.

Quotas: Established by the Navy.

Funding: PCS or command funded.

Obligation: N/A.

Evaluation of Performance: N/A.

Transferability: N/A.

Faculty: The Command Leadership Course faculty members have each successfully completed at least one CO tour in their respective warfare community.

A letter at the end of each line indicates competencies taught at the JMESP taxonomy level. Other competencies may be addressed at levels not meeting taxonomy requirements.

Military Medical Readiness:

- Medical Doctrine
- Military Mission
- Joint and Combined Operations
- Total Force Management
- NDMS Management /DVA Role
- Medical Readiness Training
- Contingency Planning

General Management:

- Strategic Planning
- Organizational Design
- Decision Making A
- Change and Innovation A
- Leadership A

Health Law/Policy:

- Public Law
- Medical Liability
- Medical Staff By-Laws
- Regulations
- External Accreditation

Health Resources Allocation and Management:

- Financial Management
- Human Resource Management
- Labor-Management Relations
- Materiel Management
- Facilities Management
- Information Management/Technology

Ethics in the Health Care Environment

- Ethical Decision-Making A
- Personal and Professional Ethics A
- Bioethics
- Organizational Ethics

Individual and Organizational Behavior:

- Individual Behavior A
- Group Dynamics A
- Conflict Management A
- Communication A
- Public Speaking
- Public and Media Relations

Clinical Understanding

- Epidemiological Methods
- Clinical Investigation
- Int. Health Care Delivery Systems

Command Leadership Course

Performance Measurement:

Quality Management
Quantitative Analysis
Outcome Measurements
Patient Safety

POC:

Director
Phone: (401) 841-6382
Fax: (401) 841-6386

Webpage: www.wnt.cnet.navy.mil/cls

Address:

Command Leadership School
440 Meyerkord Ave
Newport, RI 02841-1617

**Field Medical Service School
Field Medical Service Officer Course (FMSO)
Camp Pendleton/Camp Lejeune**

Objective: To prepare Navy Medical Department Officers in the medical, military and professional aspects of service with the Marine Corps Operating Forces.

Eligibility: Navy Medical Department Officers in receipt of orders to or currently serving with Marine Corps Operating Forces.

Description: This course is designed to train Navy Medical Department Officers in medical planning, physical conditioning, field medical care, casualty triage, and Health Services Support aspects for the Marine Corps Operating Forces. Students will also receive training in weapons familiarization, NBC Warfare, environmental and preventive medicine, military/professional development, and medical administration.

Course Length: Two weeks, currently scheduled two times each year.

Prerequisites: In receipt of orders to or currently serving with Marine Corps Operating Forces.

Application: BUPERS/Corps Detailers.

Quotas: Established by Training Command, Marine Corps Combat Development Command, and Quantico, VA.

Funding: BUPERS or individual command.

Obligation: None.

Evaluation of Performance: Written examination and participation in field exercise.

Transferability: None.

Faculty: FMSS Staff.

Field Medical Service Officer Course (FMSO)
JMESP Catalog of Executive Skills

Competencies Addressed

A letter at the end of each line indicates competencies taught at the JMESP taxonomy level. Other competencies may be addressed at levels not meeting taxonomy requirements.

Military Medical Readiness:

- Medical Doctrine
- Military Mission
- Joint and Combined Operations
- Total Force Management
- NDMS Management /DVA Role A
- Medical Readiness Training
- Contingency Planning

General Management:

- Strategic Planning
- Organizational Design
- Decision Making
- Change and Innovation
- Leadership

Health Law/Policy:

- Public Law
- Medical Liability
- Medical Staff By-Laws
- Regulations
- External Accreditation

Health Resources Allocation and Management:

- Financial Management
- Human Resource Management
- Labor-Management Relations
- Materiel Management
- Facilities Management
- Information Management/Technology

Ethics in the Health Care Environment

- Ethical Decision-Making
- Personal and Professional Ethics
- Bioethics
- Organizational Ethics

Individual and Organizational Behavior:

- Individual Behavior
- Group Dynamics A
- Conflict Management
- Communication
- Public Speaking
- Public and Media Relations

Clinical Understanding

- Epidemiological Methods
- Clinical Investigation
- Int. Health Care Delivery Systems

Performance Measurement:

Quality Management
Quantitative Analysis
Outcome Measurements
Patient Safety

POC:

Training Officer/S-3
Phone: (760) 725-6217, DSN: 365
Fax: (760) 725-2799
E-mail: paulpw@mail.cpp.usme.mil

Address:

Field Medical Service School
Box 555243
Camp Pendleton, CA 92055-5243

Navy Operational Medical Institute

The following nine courses are presented by the Navy Operational Medical Institute (NOMI). As described below, some requirements are monitored by the Naval Aerospace Medical Research Laboratory (NAMI).

Naval Flight Surgeons Course

Objective: The mission of the Student Naval Flight Surgeon Course is to develop the knowledge, skill and self-confidence essential to provide optimal aeromedical support of Fleet Aviation Units in remote environments with scarce medical resources.

Eligibility: Medical Corps Officers who satisfy the prerequisites.

Description: The mission of the Student Naval Flight Surgeon Course is to develop the knowledge, skill and self-confidence essential to provide optimal aeromedical support of Fleet Aviation Units in remote environments with scarce medical resources. Students shall further develop their skills in clinical medicine, with emphasis on cardiology, neuropsychiatry, optometry/ophthalmology, and otolaryngology. As aerospace medicine is primarily preventive, students shall also develop their skills in occupational and environmental medicine, aviation safety, and mishap investigation and crash survivability assessment. In order to develop a strong identification with the naval aviator and an appreciation of the physiological and psychological stressors inherent in their operational environment, students shall demonstrate their aeronautical adaptability by completing primary flight training.

Course Length: Six months (68 training days); 537.1 contact hours (TH-57B/C flight training), 516.3 contact hours (T-34C flight training)

Prerequisites: Completion of at least one year GME-1 in an ACGME-accredited internship program and competitively selected during the proceeding year's Graduate Medical Selection process. Candidates must be physically qualified JMESP Catalog of Executive Skills

for DIFOPS and aeronautically adaptable. If not physically qualified, personnel must have a waiver approved prior to coming to NOMI. All aviation physical exams must be submitted to NAMI Code 42 for endorsement prior to acceptance. Candidates must be eligible for BUMED staff privileges in Operational Medicine and Primary Care prior to arrival at NAMI.

Application: Annual BUMED Note 1520 is released in late summer outlining the current requirements for the application year

Quotas: Established by the Navy.

Funding: BUMED.

Obligation: One utilization tour (may be paid back concurrent with prior obligated service commitments).

Evaluation of Performance: Multiple written criterion-referenced examinations and clinical evaluations.

Transferability: None.

Faculty: The Naval Flight Surgeons Course staff is comprised of individuals from the Naval Aerospace Medical Institute. There are nine Medical Corps Officers, five Medical Service Corps Officers, two Chief Petty Officers, six TAD Medical Corps Officers, two Medical Service Corps Officers, Officer staff personnel from Naval Air Station, Pensacola Schools Command-Aviation Preflight Indoctrination Course, and Officer civilian staff personnel from Naval Air Station, Whiting Field-Squadrons.

Naval Flight Surgeons Course Competencies Addressed

A letter at the end of each line indicates competencies taught at the JMESP taxonomy level. Other competencies may be addressed at levels not meeting taxonomy requirements.

Military Medical Readiness:
Medical Doctrine

Military Mission	
Joint and Combined Operations	A
Total Force Management	A
NDMS Management /DVA Role	
Medical Readiness Training	
Contingency Planning	A
General Management:	
Strategic Planning	
Organizational Design	
Decision Making	
Change and Innovation	
Leadership	
Health Law/Policy:	
Public Law	
Medical Liability	A
Medical Staff By-Laws	
Regulations	
External Accreditation	
Health Resources Allocation and Management:	
Financial Management	
Human Resource Management	
Labor-Management Relations	
Materiel Management	
Facilities Management	
Information Management/Technology	A
Ethics in the Health Care Environment	
Ethical Decision-Making	A
Personal and Professional Ethics	
Bioethics	
Organizational Ethics	
Individual and Organizational Behavior:	
Individual Behavior	
Group Dynamics	
Conflict Management	
Communication	
Public Speaking	
Public and Media Relations	
Clinical Understanding	
Epidemiological Methods	A
Clinical Investigation	
Int. Health Care Delivery Systems	
Performance Measurement:	
Quality Management	A
Quantitative Analysis	
Outcome Measurements	
Patient Safety	A

Fax: 850-452-5026
E-mail: jsdudley@nomi.med.navy.mil

Address:
Naval Aerospace Medical Institute
220 Hovey Road, Suite A
Pensacola, Florida 32508-1047

POC:
CAPT (sel) Jay S. Dudley, MC, USN
Phone: 850-452-5014
JMESP Catalog of Executive Skills

Naval Aerospace Physiology Course

Objective: The mission of the Student Naval Aerospace Physiologist Course is to develop the knowledge, skills, and self-confidence essential for the optimal support of the Naval Aviation Physiology Program.

Eligibility: Medical Service Corps Officers who satisfy the prerequisites.

Description: Training includes hypobaric chamber operations, aeromedical aspects of flight, visual problems, spatial disorientation, protective life support and rescue equipment, emergency egress systems, operation and maintenance of training devices, instructor techniques, and administrative skills. Environmental physiology, aviation medicine, and selected operational medicine topics are taught concurrently with the Student Naval Flight Surgeon Course. In order to develop a strong identification with the naval aviator and an appreciation of the physiological and psychological stressors inherent in the operational environment, students demonstrate their aeronautical adaptability by completing preflight and primary flight training.

Course Length: There are 120 training days; 717.6 contact hours (TH-57B/C flight training), 696.8 contact hours (T-34C flight training)

Prerequisites: Officer Indoctrination (P-00-4302), candidates must be physically qualified for DIFOPS and aeronautically adaptable. If not physically qualified, personnel must have a waiver approved prior to coming to NAMI. All aviation physical exams must be submitted to NOMI Code 42 for endorsement prior to acceptance.

Application:

Quotas: Established by the Navy.

Funding: BUMED.

Obligation: Three years.

Evaluation of Performance: Multiple written criterion-referenced examinations and clinical evaluations

Transferability: None.

Faculty: Officer staff personnel from Naval Air Station, Pensacola Schools Command-Aviation Preflight Indoctrination Course, and Officer civilian staff personnel from Naval Air Station, Whiting Field-Squadrons.

Naval Aerospace Physiology Competencies Addressed

A letter at the end of each line indicates competencies taught at the JMESP taxonomy level. Other competencies may be addressed at levels not meeting taxonomy requirements.

Military Medical Readiness:

- Medical Doctrine
- Military Mission
- Joint and Combined Operations
- Total Force Management
- NDMS Management /DVA Role
- Medical Readiness Training
- Contingency Planning

General Management:

- Strategic Planning
- Organizational Design
- Decision Making
- Change and Innovation
- Leadership

Health Law/Policy:

- Public Law
- Medical Liability
- Medical Staff By-Laws
- Regulations
- External Accreditation

Health Resources Allocation and Management:

- Financial Management
- Human Resource Management
- Labor-Management Relations
- Materiel Management
- Facilities Management
- Information Management/Technology

Ethics in the Health Care Environment

Ethical Decision-Making
Personal and Professional Ethics
Bioethics
Organizational Ethics

Individual and Organizational Behavior:

Individual Behavior
Group Dynamics
Conflict Management
Communication
Public Speaking A
Public and Media Relations

Clinical Understanding

Epidemiological Methods A
Clinical Investigation
Int. Health Care Delivery Systems

Performance Measurement:

Quality Management A
Quantitative Analysis
Outcome Measurements
Patient Safety A

POC:

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Address:

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Pensacola, Florida 32508-1047

Naval Aerospace Experimental Physiology

Objective: The mission of the Student Aerospace Experimental Psychologist Course is to develop the knowledge, skill, and self-confidence essential for optimal support of fleet aviation units.

Eligibility: Bureau of Naval Personnel (PERS-4415).

Description: The course of instruction includes educational training in human performance, human factors engineering, training and simulation, selection testing, human research in the military, basic officer skills, weapons system acquisition, and medical psychology. Additionally, instruction includes aircraft mishap investigation, crash survivability assessment, environmental physiology, and selected operational aviation medicine topics, which are taught concurrently with the Student Flight Surgeon Class. In order to develop a strong identification with the naval aviator and an appreciation of the physiological and psychological stressors inherent in their operational environment, students shall demonstrate their aeronautical adaptability by completing preflight and primary flight training.

Course Length: There are 120 training days; 788.9 contact hours (TH-57B/C flight training), 768.8 contact hours (T-34C flight training).

Prerequisites: Officer Indoctrination (P-00-4302), candidates must be physically qualified for DIFOPS and aeronautically adaptable. If not physically qualified, personnel must have a waiver approved prior to coming to NAMI. All aviation physical exams must be submitted to NOMI Code 42 for endorsement prior to acceptance.

Application: Bureau of Naval Personnel (PERS-4415).

Quotas: Established by the Navy.

Funding: Bureau of Naval Personnel (PERS-4415)

JMESP Catalog of Executive Skills

Obligation: Active duty in the Naval Reserve for three years. Total service obligation is eight years of active and inactive duty.

Evaluation of Performance: Multiple written criterion-referenced examinations and clinical evaluations

Transferability: None.

Faculty: NAMI Staff instructors – Academic Instructor Training Course; guest instructors – subject matter experts, Officer staff personnel from Naval Air Station, Pensacola Schools Command-Aviation Preflight Indoctrination Course, and Officer civilian staff personnel from Naval Air Station, Whiting Field-Squadrons.

Naval Aerospace Experimental Physiology Competencies Addressed

A letter at the end of each line indicates competencies taught at the JMESP taxonomy level. Other competencies may be addressed at levels not meeting taxonomy requirements.

Military Medical Readiness:

- Medical Doctrine
- Military Mission
- Joint and Combined Operations
- Total Force Management
- NDMS Management /DVA Role
- Medical Readiness Training A
- Contingency Planning

General Management:

- Strategic Planning
- Organizational Design
- Decision Making
- Change and Innovation
- Leadership

Health Law/Policy:

- Public Law
- Medical Liability
- Medical Staff By-Laws
- Regulations
- External Accreditation

Health Resources Allocation and Management:

- Financial Management

Human Resource Management
Labor-Management Relations
Materiel Management
Facilities Management
Information Management/Technology

Ethics in the Health Care Environment

Ethical Decision-Making
Personal and Professional Ethics
Bioethics
Organizational Ethics

Individual and Organizational Behavior:

Individual Behavior
Group Dynamics
Conflict Management
Communication
Public Speaking
Public and Media Relations

Clinical Understanding

Epidemiological Methods
Clinical Investigation
Int. Health Care Delivery Systems

Performance Measurement:

Quality Management
Quantitative Analysis
Outcome Measurements
Patient Safety

POC:

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Phone: 850-452-5014
Fax: 850-452-5026
E-mail: jsdudley@nomi.med.navy.mil

Address:

Naval Aerospace Medical Institute
220 Hovey Road, Suite A
Pensacola, Florida 32508-1047

Naval Aerospace Optometrist

Objective: The mission of the Student Naval Aerospace Optometrist Course is to develop the knowledge, skills, and self-confidence essential for the optimal support of the naval aviation vision programs.

Eligibility: Not indicated.

Description: Training includes aeromedical aspects of flight, visual problems, spatial disorientation, protective life support and rescue equipment, emergency egress systems, instructor techniques and administrative skills. Environmental physiology, aviation medicine, and selected operational medicine topics are taught concurrently with the Student Naval Flight Surgeon Course. In order to develop a strong identification with the naval aviator and an appreciation of the physiological and psychological stressors inherent in the operational environment, students shall demonstrate their aeronautical adaptability by completing preflight and primary flight training.

Course Length: There are 120 training days; 695.5 contact hours.

Prerequisites: Officer Indoctrination (P-00-4302), candidates must be physically qualified for DIFOPS and aeronautically adaptable. If not physically qualified, personnel must have a waiver approved prior to coming to NAMI. All aviation physical exams must be submitted to NAMI Code 42 for endorsement prior to acceptance.

Application: Not indicated.

Quotas: Established by the Navy.

Funding: BUMED.

Obligation: Three years.

Evaluation of Performance: The course includes multiple written criterion-referenced examinations and clinical evaluations.

Transferability: None.

Faculty: Officer staff personnel from Naval Air Station, Pensacola Schools Command-Aviation Preflight Indoctrination Course, and Officer civilian staff personnel from Naval Air Station, Whiting Field-Squadrons.

Naval Aerospace Optometrist Competencies Addressed

A letter at the end of each line indicates competencies taught at the JMESP taxonomy level. Other competencies may be addressed at levels not meeting taxonomy requirements.

Military Medical Readiness:

- Medical Doctrine
- Military Mission
- Joint and Combined Operations
- Total Force Management
- NDMS Management /DVA Role
- Medical Readiness Training A
- Contingency Planning

General Management:

- Strategic Planning
- Organizational Design
- Decision Making
- Change and Innovation
- Leadership

Health Law/Policy:

- Public Law
- Medical Liability
- Medical Staff By-Laws
- Regulations
- External Accreditation

Health Resources Allocation and Management:

- Financial Management
- Human Resource Management
- Labor-Management Relations
- Materiel Management
- Facilities Management
- Information Management/Technology

Ethics in the Health Care Environment

Ethical Decision-Making
Personal and Professional Ethics
Bioethics
Organizational Ethics

Individual and Organizational Behavior:

Individual Behavior
Group Dynamics
Conflict Management
Communication
Public Speaking
Public and Media Relations

Clinical Understanding

Epidemiological Methods
Clinical Investigation
Int. Health Care Delivery Systems

Performance Measurement:

Quality Management
Quantitative Analysis
Outcome Measurements
Patient Safety

POC:

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Address:

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Pensacola, Florida 32508-1047

Residency Aerospace Medicine

Objective: The United States Navy Residency Program in Aerospace Medicine is a three-year program, which prepares residents to serve in leadership capacities in the aerospace community and the Naval Service. The graduates from this residency provide leadership and establish parameters of quality assurance in the practice of aviation medicine and preventive medicine, specifically in sanitation and habitability, industrial hygiene, mass casualty readiness, occupational medicine, physical screening, medical supply and repair, training, record keeping and reporting, and quality inpatient and outpatient care. Graduates are assigned as Senior Medical Officers on aircraft carriers, to intermediate level flight surgeon billets, and to other positions of leadership within the Naval Service depending on experience, grade, and rank.

Eligibility: Residents must be serving military officers, with a medical degree from a medical school accredited by the ACGME, or an osteopathic school accredited by the AOA, and must have completed at least one clinical year of training (PGY-1) certified by either of the above organizations.

Description: The three years are constituted as 1) an academic year at a school of public health (PGY-2) accredited by the Council on Education of Public Health (CEPH); 2) a preventive medicine/ aerospace medicine practicum year (PGY-3) accredited by the Accreditation Council for Graduate Medical Education, and focused on didactic instruction and practical application of preventive medicine principles in aeromedical settings; and 3) an advanced clinical non-accredited year (PGY-4) focused on outpatient clinical aerospace medicine, electives, and Navy-specific training. The PGY-3 and PGY-4 years are accomplished at NAMI in Pensacola, Florida, with significant portions of the program accomplished at other institutions within Department of Defense and other institutions with which the residency program has formal

Course Length: The Practicum PGY-3 (Accredited year) is one year in length. The PGY-4 JMESP Catalog of Executive Skills

4 Advanced Clinical Year is also one year in length.

Prerequisites: Bureau of Medicine and Surgery (BUMED) Graduate Medical Education Precept establishes the prerequisites for entry into the residency program. Currently residents must be active duty medical officers with prior flight surgeon training and experience. Non-flight surgeon medical officers may be accepted on a case-by-case basis if they have demonstrated sufficient clinical and operational experience as determined by the Aerospace Medicine Selection Committee at the Joint Services Graduate Medical Education Selection Board (JSGMESB), with final determination by the Navy GMESB.

Application: Residents are accepted into the program through formal application to the tri-Service Graduate Medical Education Selection Board, as specified in BUMED Notice 1520.

Quotas: Established by the Navy. Current precept establishes 8 positions per year for Navy residents. Up to five additional Army residents are accepted into the program per year. International students may also be accepted.

Funding: Selection into the residency includes sponsorship of the academic and practicum phases. The academic year is fully funded at schools of public health and the resident receives his/her normal pay and allowances. The following Practicum and Advanced Clinical years (PGY-3 and 4) are spent at the Naval Operational Medicine Institute (NOMI). NOMI receives Integral Parts of Training (IPOT) funding from BUMED.

Obligation: The resident is obligated for year-for-year payback for training.

Evaluation of Performance: The NAMI Practicum (Accredited PGY-3) Year is composed of integral parts rotations. Practicum year rotations are defined in terms of competencies and performance indicators and are organized and structured to support the American College of Preventive Medicine core competencies and the six Aerospace Medicine competencies adopted by the working group for aerospace medicine as

published in the Journal of Aviation, Space and Environmental Medicine, June 1999, and as listed below. Residents are evaluated based on their successful demonstration of the listed competencies. Evaluation includes direct observation of performance, satisfactory performance of simulated exercises, testing of knowledge, and/or attendance and receipt of course certificates, as determined by separate rotations. At the completion of the PGY-3 year, the resident is eligible for and expected to sit for the board examination in Preventive Medicine/Aerospace Medicine.

Transferability: N/A.

Faculty: Program faculty includes 24 clinical and administrative staff members assigned to the Naval Aerospace Medical Institute, and additional faculty at other locations with which the residency has Inter-institutional Agreements for training.

Residency Aerospace Medicine Competencies Addressed

A letter at the end of each line indicates competencies taught at the JMESP taxonomy level. Other competencies may be addressed at levels not meeting taxonomy requirements.

Military Medical Readiness:

Medical Doctrine	
Military Mission	
Joint and Combined Operations	A
Total Force Management	A
NDMS Management /DVA Role	
Medical Readiness Training	A
Contingency Planning	A

General Management:

Strategic Planning	A
Organizational Design	
Decision Making	A
Change and Innovation	A
Leadership	A

Health Law/Policy:

Public Law	
Medical Liability	
Medical Staff By-Laws	A

Regulations
External Accreditation

Health Resources Allocation and Management:

Financial Management	A
Human Resource Management	
Labor-Management Relations	
Materiel Management	A
Facilities Management	
Information Management/Technology	A

Ethics in the Health Care Environment

Ethical Decision-Making	A
Personal and Professional Ethics	
Bioethics	
Organizational Ethics	A

Individual and Organizational Behavior:

Individual Behavior	A
Group Dynamics	
Conflict Management	A
Communication	
Public Speaking	A
Public and Media Relations	A

Clinical Understanding

Epidemiological Methods	A
Clinical Investigation	A
Int. Health Care Delivery Sys	A

Performance Measurement:

Quality Management	A
Quantitative Analysis	
Outcome Measurements	
Patient Safety	A

POC/Address: Not received.

Naval Undersea Medical Officer

Objective: To prepare medical officers to support the fleet in numerous capacities in issues related to diving medicine, radiation health, operational medicine, and special warfare.

Eligibility: Medical officers who have completed one year of GME may apply.

Description: The Undersea Medical Officer (UMO) training course is split into three phases. The first nine weeks is located at the Naval Undersea Medical Institute (NUMI). Training consists of five weeks of radiation health, one week of preventive medicine, and over two weeks of general submarine indoctrination. Students concurrently undergo physical/aquatic training for the nine-week period. The second phase of training focuses on general diving operations and diving medicine over a nine-week period located at the Naval Diving and Salvage Training Center in Panama City Florida. Students then return to NUMI for five weeks of various lectures related to special operations and operational medicine. Their training at NUMI is concluded with a comprehensive oral board over all topics taught in the preceding weeks.

Course Length: 23 weeks.

Prerequisites: MD or DO degree and one year of Graduate Medical Education. Must be eligible for state licensure.

Application: GMESB operational medicine selection board.

Quotas: Established by MEPC (usually 20/year).

Funding: NOMI.

Obligation: Three years.

Evaluation of Performance: Examinations covering each lecture series are given with students obtaining a minimum of 80% to pass each unit.

Transferability: None.
JMESP Catalog of Executive Skills

Faculty: The Naval Undersea Medical Officer course staff is comprised three medical officers, two radiation health officers and six Chief Petty officers assigned to the Naval Undersea Medical Institute. Numerous guest lecturers including current UMOs, research scientists and clinicians with expertise in areas of concern in undersea medicine comprise the remainder of the faculty NDSTC medical teaching staff includes three UMOs, several DMTs and the regular diver training staff.

Naval Undersea Medical Officer Competencies Addressed

A letter at the end of each line indicates competencies taught at the JMESP taxonomy level. Other competencies may be addressed at levels not meeting taxonomy requirements.

Military Medical Readiness:

Medical Doctrine	
Military Mission	
Joint and Combined Operations	A
Total Force Management	A
NDMS Management /DVA Role	
Medical Readiness Training	
Contingency Planning	A

General Management:

Strategic Planning	
Organizational Design	
Decision Making	
Change and Innovation	
Leadership	

Health Law/Policy:

Public Law	
Medical Liability	A
Medical Staff By-Laws	
Regulations	
External Accreditation	

Health Resources Allocation and Management:

Financial Management	
Human Resource Management	
Labor-Management Relations	
Materiel Management	
Facilities Management	
Information Management/Technology	A

Ethics in the Health Care Environment

Ethical Decision-Making A
Personal and Professional Ethics
Bioethics
Organizational Ethics

Individual and Organizational Behavior:

Individual Behavior
Group Dynamics
Conflict Management
Communication
Public Speaking
Public and Media Relations

Clinical Understanding

Epidemiological Methods A
Clinical Investigation
Int. Health Care Delivery Systems

Performance Measurement:

Quality Management A
Quantitative Analysis
Outcome Measurements A
Patient Safety A

POC:

LT Andrew Sellers
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Fax: 860-694-3874
E-mail: ajsellers@us.med.navy.mil

Address:

P.O. Box 159
Groton, CT 06349

Residency Undersea Medicine

Objective: To provide Navy Medical Officers an opportunity to obtain a combined residency in occupational Medicine with an additional year of study/clinical experience in undersea and hyperbaric medicine leading to eligibility for both board certification examination on Occupational medicine and the CAQ in undersea medicine, and an MPH or MsPH degree.

Eligibility: Open to Navy Physicians who have a state medical license and meet Navy physical requirements, have completed the basic UMO program (23 weeks) at NUMI, and have served at least one operational tour in the undersea medicine community.

Description: The Residency Undersea Medicine (RUM) program is 3 years in length and is administratively controlled by NUMI for 1 year. Students attend approved universities while administratively assigned to NUMI. The occupational medicine residency portion is approximately 2 years and students attend training throughout the United States, mainly at military facilities. Travel costs are paid by NUMI during the undersea medicine phase. In this phase, students study clinical hyperbaric oxygen therapy and are involved in numerous research projects applicable to the fields of undersea medicine. They also have operational and didactic training in mixed gases, saturation and closed circuit diving medicine, as well as various topics in submarine medicine such as submarine escape, DISSUB medical procedures and dry deck shelter operations.

Course Length: 3years.

Prerequisites: As above for eligibility.

Application: GMESB selection.

Quotas: Established by the Navy.

Funding: NOMI.

Obligation: Two years in a senior undersea medicine billet; concurrent with FTOS or OFI training obligations.

Evaluation of Performance: Completion of residency and review by OIC NUMI; board certification examinations.

Transferability: None.

Faculty: Varies according to site selection. Usually, clinical faculty in hyperbaric medicine and senior undersea medical officers serving in operational and/or research billets.

The Naval Undersea Medical Institute provides administrative oversight. Administrative staff is comprised of one Medical Officer (OIC), one Medical Service Corps Officer (HCA), three Hospital Corpsmen, and two Civil Service employees (GS).

Residency Undersea Medicine Competencies Addressed

A letter at the end of each line indicates competencies taught at the JMESP taxonomy level. Other competencies may be addressed at levels not meeting taxonomy requirements.

Military Medical Readiness:

Medical Doctrine	
Military Mission	
Joint and Combined Operations	A
Total Force Management	A
NDMS Management /DVA Role	
Medical Readiness Training	
Contingency Planning	A

General Management:

Strategic Planning	
Organizational Design	
Decision Making	
Change and Innovation	
Leadership	

Health Law/Policy:

Public Law	
Medical Liability	A
Medical Staff By-Laws	

Regulations
 External Accreditation

Health Resources Allocation and Management:
 Financial Management
 Human Resource Management
 Labor-Management Relations
 Materiel Management
 Facilities Management
 Information Management/Technology A

Ethics in the Health Care Environment
 Ethical Decision-Making A
 Personal and Professional Ethics
 Bioethics
 Organizational Ethics

Individual and Organizational Behavior:
 Individual Behavior
 Group Dynamics
 Conflict Management
 Communication
 Public Speaking
 Public and Media Relations

Clinical Understanding
 Epidemiological Methods A
 Clinical Investigation
 Int. Health Care Delivery Systems

Performance Measurement:
 Quality Management A
 Quantitative Analysis
 Outcome Measurements
 Patient Safety

POC:

CDR Cassano
 Phone: 860-694-2876, ext 124
 Fax: 860-694-3874
 E-mail: vacassano@us.med.navy.mil

Address:

Naval Operational Medicine Institute Detachment
 Naval Undersea Medical Institute
 Naval Submarine Base
 New London, Groton, CT 06349-5159

Radiation Health Officer

Objective: The mission of the Radiation Health Officer Course is to provide initial training in the knowledge and skills necessary to manage Navy Radiation Health Programs and to support Nuclear Propulsion, Nuclear Weapons, Medical/Dental, and Industrial Radiological Controls Programs. Instruction is provided in Radiological Fundamentals, Radiological Controls, Personnel Dosimetry, Medical Surveillance, Medical Casualty Response, Radiation Health Administration, Computer Science, and Radiation Safety at Naval Medical Facilities.

Eligibility: Must be physically qualified in accordance with the Manual of the Medical Department and NAVMED P-5055. Members requiring medical attention, including pregnancy, shall not be transferred to this school. Must have a confidential security clearance, must be a U.S. Citizen. Must meet qualifications for commissioning in Medical Service Corps (Allied Health-Radiation Health)

Description: Satisfactory completion of this course indicates the student has met the basic requirements in order to be able to successfully manage a radiation health program at any Navy Radiological Controls, Weapons, and Industrial Medical programs both at sea or on shore. It should not be construed that the graduating student possesses skills required to function in an area of advanced Health Physics or as a Radiation Health Specialist. Final qualification of the individual with respect to job proficiency rests with the individual's commanding officer.

Specific information covered in the course is listed below.

Unit 1: Introduction to basic Nuclear Physics and Radiation Biology, including atomic and nuclear structure, characteristics of radiation, radiation terminology, methods of controlling radiation exposure, effects on the biological system from acute and chronic exposure to radiation.

Unit 2: In depth coverage of Radiological Controls, including sources of radiation, principles of reactor plant, controlling radiation by use of boundaries, signs, surveys, radiation

detection instruments, required clothing, and actions to be taken during a radiological casualty.

Unit 3: Theory and practice in managing a dosimetry program, understanding radiation protection standards, various types of dosimetry used by the Navy, procedures in processing the dosimeters, theory and practice in operating the CP-1112 TLD reader.

Unit 4: In depth coverage of managing and maintaining a Radiation Health program, including the completion and processing of the required forms and reports, and requirements for audits and inspections.

Unit 5: In depth coverage of completing and documenting the requirements for a Radiation Medical Surveillance Examination in accordance with NAVMED P-5055 and NAMED P-117.

Unit 6: Theory and practice in radiation personnel training, including the training requirements for personnel of all Navy's Radiological Controls programs from radiation workers to the general public.

Unit 7: In depth coverage of medical response to radiological casualties involving contaminated personnel both uninjured and injured.

Unit 8: Theory and practice of Radiation Safety at Medical Facilities, including requirements for radiation safety involving the Navy Radioactive Materials Permit program (nuclear medicine), x-ray machine surveys and the storage, receipt and disposal of radioactive material.

Unit 10: Theory and practice in computer science, including the introduction to computers, MS-Windows, word processing, and the Navy's radiation health computer programs for ships (SAMS) and shore (RHA/RER) commands.

Course Length: The course includes 25 training days, and 200 contact hours.

Modality: Didactic 121.0. Required training 25.0. Laboratory and Practical 54.0. Required Activities 0.0

Prerequisites: Qualifications for commissioning in Medical Service Corps (Allied Health-Radiation Health).

Application: None.

Quotas: Established and prepared at the direction of BUMED 211.

Funding: NOMI.

Obligation: None.

Evaluation of Performance: Written exams for each unit of instruction, final written comprehensive exam, practical demonstrations, and a final oral exam attended by a representative from NAVSEA 08.

Transferability: None.

Faculty: Two 2300/SSP1825 (radiation health officers), four HM-8402/9502 (submarine independent duty corpsmen), and one HM-8407/9502 (radiation health technologist).

Radiation Health Officer Competencies Addressed

A letter at the end of each line indicates competencies taught at the JMESP taxonomy level. Other competencies may be addressed at levels not meeting taxonomy requirements.

Military Medical Readiness:

- Medical Doctrine
- Military Mission
- Joint and Combined Operations
- Total Force Management
- NDMS Management /DVA Role
- Medical Readiness Training
- Contingency Planning

General Management:

- Strategic Planning
- Organizational Design
- Decision Making
- Change and Innovation
- Leadership

Health Law/Policy:

- Public Law
- Medical Liability
- Medical Staff By-Laws
- Regulations

External Accreditation

Health Resources Allocation and Management:

- Financial Management
- Human Resource Management
- Labor-Management Relations
- Materiel Management
- Facilities Management
- Information Management/Technology

Ethics in the Health Care Environment

- Ethical Decision-Making
- Personal and Professional Ethics
- Bioethics
- Organizational Ethics

Individual and Organizational Behavior:

- Individual Behavior
- Group Dynamics
- Conflict Management
- Communication
- Public Speaking
- Public and Media Relations

Clinical Understanding

- Epidemiological Methods
- Clinical Investigation
- Int. Health Care Delivery Systems

Performance Measurement:

- Quality Management
- Quantitative Analysis
- Outcome Measurements
- Patient Safety

POC:

LT J. P. Aldridge
Phone: (860) 694-2876, Ext 105
Fax: (860) 694-3874
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Address:

Naval Undersea Medical Institute
Naval Submarine Base, Bldg 159
Groton, CT 06349-5159

A

Surface Warfare Medical Officer Indoctrination Course (SWMOIC)

Objective: To prepare General Medical Officers and Senior Medical Officers for shipboard assignment as Department Heads. Course attendees will receive familiarization training in Fleet operations, shipboard medical administration, operational clinical medicine, occupational medicine, and preventive medicine.

Eligibility: Medical Corps Officers (Active Duty and Reserve) with Fleet assignments. Limited seats are also available for Nurse Corps and Medical Service Corps Officers currently assigned to, or in receipt of, orders to a ship, Fleet staff, or Fleet Surgical Team.

Description: The course is conducted annually during the month of July in both San Diego, California and Norfolk, Virginia. Course material is presented through classroom didactic instruction, panel discussions, video-teleconferencing sessions, case studies and ship visits. The students also receive training in Basic Damage Control, Shipboard Firefighting, Basic Life Support, and Advanced Cardiac Life Support.

Course Length: Twenty days.

Prerequisites: None.

Application: If not assigned to course on PCS orders as enroute training, applicants should utilize the NOMI operational short course nomination format (www.nomi.med.navy.mil/NOMI/NOMFORMATAD.htm) and send to POC.

Quotas: Dependent on Fleet requirements but averages 25 students.

Funding: NAVPERS will provide funding for course nominees enroute to ship assignments. All other applicants outside Norfolk and San Diego must seek funding from their parent command.

Obligation: None.

Evaluation of Performance: Completion of the course.

Transferability: None.

Faculty: Subject matter experts from the Surface Warfare Medicine Institute, Fleet medical staffs, ships, Afloat Training Group, Military Treatment Facilities, and Navy Environmental Preventive Units.

Surface Warfare Medical Officer Indoctrination Course (SWMOIC) Competencies Addressed

A letter at the end of each line indicates competencies taught at the JMESP taxonomy level. Other competencies may be addressed at levels not meeting taxonomy requirements.

Military Medical Readiness:

Medical Doctrine	
Military Mission	
Joint and Combined Operations	A
Total Force Management	A
NDMS Management /DVA Role	
Medical Readiness Training	
Contingency Planning	A

General Management:

Strategic Planning	A
Organizational Design	A
Decision Making	
Change and Innovation	
Leadership	

Health Law/Policy:

Public Law	
Medical Liability	
Medical Staff By-Laws	
Regulations	
External Accreditation	

Health Resources Allocation and Management:

Financial Management	
Human Resource Management	A
Labor-Management Relations	
Materiel Management	A
Facilities Management	
Information Management/Technology	

Ethics in the Health Care Environment

Ethical Decision-Making
Personal and Professional Ethics
Bioethics
Organizational Ethics

Individual and Organizational Behavior:

Individual Behavior
Group Dynamics
Conflict Management
Communication
Public Speaking
Public and Media Relations

Clinical Understanding

Epidemiological Methods
Clinical Investigation
Int. Health Care Delivery Systems

Performance Measurement:

Quality Management
Quantitative Analysis
Outcome Measurements
Patient Safety

POC West Coast:

CDR Ralph Pene, MC, USN
Phone: (619) 553-0097
Fax: (619) 553-8310
E-mail: repene@nmcsd.med.navy.mil

POC East Coast:

LCDR Tim Quiner, MC, USN
Phone: (619) 553-0097
Fax: (619) 553-8310
E-mail: trquiner@nmcsd.med.navy.mil

Address: Surface Warfare Medicine Institute,
Bldg 500
Submarine Base Point Loma
50 Rosecrans Street
San Diego, CA 92106-4408

Commander Amphibious Task Force Surgeons Course

Objective: To prepare Navy Medical Department Officers for assignment as Senior Medical Advisor to the Task Force Commander through training in Marine Corps organization, expeditionary warfare, amphibious operations, preventive medicine, humanitarian exercises, and mass casualty. This course also satisfies MAP requirements for Echelon III Command and Control.

Eligibility: Candidates for this training should be senior-ranking Navy Medical Department Officers (Active Duty & Reserve), have previous operational experience, and be eligible for assignment with the amphibious forces.

Description: The course is conducted annually in San Diego, California during January or February. Course material is presented through classroom didactic instruction, panel discussions, and video-conferencing sessions. There are also tours of ships and Marine Corps Health Service Support units.

Course Length: Ten days.

Prerequisites: (1) Command endorsement, (2) Previous operational assignment, and (3) Eligibility to serve with the amphibious forces.

Application: If not assigned to course on PCS orders as enroute training, applicants should utilize the NOMI operational short course format (www.nomi.med.navy.mil/NOMI/NOMFORMATAD.htm), enclose a CV or BIO, and send to POC.

Quotas: Active Duty: Medical Corps (20); Medical Service Corps (1); Nurse Corps (1); Reserve: Medical Corps or Medical Service Corps (2); Foreign: Medical Corps (variable).

Funding: NOMI.

Obligation: Potential assignment as Senior Medical Advisor to the Task Force Commander.

Evaluation of Performance: Completion of the course.

Transferability: None.

Faculty: Subject matter experts from the Surface Warfare Medicine Institute, Fleet and Fleet Marine Force staffs (line and medical), ships, Expeditionary Warfare Training, and Center of Excellence in Humanitarian Operations.

Command Amphibious Task Force Surgeons Course Competencies Addressed

A letter at the end of each line indicates competencies taught at the JMESP taxonomy level. Other competencies may be addressed at levels not meeting taxonomy requirements.

Military Medical Readiness:

Medical Doctrine	
Military Mission	
Joint and Combined Operations	A
Total Force Management	A
NDMS Management /DVA Role	
Medical Readiness Training	
Contingency Planning	A

General Management:

Strategic Planning	A
Organizational Design	A
Decision Making	
Change and Innovation	
Leadership	

Health Law/Policy:

Public Law	
Medical Liability	
Medical Staff By-Laws	
Regulations	
External Accreditation	

Health Resources Allocation and Management:

Financial Management	
Human Resource Management	A
Labor-Management Relations	
Materiel Management	A
Facilities Management	
Information Management/Technology	

Ethics in the Health Care Environment

Ethical Decision-Making
Personal and Professional Ethics
Bioethics
Organizational Ethics

Individual and Organizational Behavior:

Individual Behavior
Group Dynamics
Conflict Management
Communication
Public Speaking
Public and Media Relations

Clinical Understanding

Epidemiological Methods
Clinical Investigation
Int. Health Care Delivery Systems

Performance Measurement:

Quality Management
Quantitative Analysis
Outcome Measurements
Patient Safety

POC:

CDR Darlene Burke
Phone: (619) 553-0097
Fax: (619) 553-8310
E-mail: dmburke@nmcsd.med.navy.mil

Address:

Surface Warfare Medicine Institute, Bldg 500
Submarine Base Point Loma
50 Rosecrans Street
San Diego, CA 92106-4408

**Other relevant Navy courses
Presented by commands described below.**

**Field Hospital Indoctrination and Orientation
Training Command (FHIOTC)
Fleet Hospital Field Training**

Objective: To provide officer and enlisted personnel assigned to the Fleet Hospital Platform the opportunity to deploy as a command component to a location in order to achieve the following objectives:

1. Configure, assemble and disassemble portions of a Navy Fleet Hospital
2. Establish and operate a Functional Area.
3. Demonstrate standard field safety and security practices.
4. Provide medical care and base support functions during a simulated casualty exercise under simulated combat conditions.

Eligibility: This course focuses on the “core” active duty and reserve Navy officers and enlisted personnel assigned, by component UIC, to billets on any of the ten (10) Fleet Hospital platforms.

Description: The Fleet Hospital Operations and Training Command’s Fleet Hospital Field Training course is the former Phase II field training course. It is an 8-day course that provides a basic orientation to the field environment of a Navy Fleet Hospital. All personnel are engaged in the basic field and medical training required to establish and operate a Navy Fleet Hospital. This course is required once every three years to all “core” billets assigned to the 10 Fleet Hospital platforms. This training course is accomplished at the FHOTC compound at Camp Pendleton, CA. The final evaluation during the course is a casualty exercise employing the clinical knowledge of the medical personnel to care for simulated casualties while the non-medical personnel are providing the critical base camp support necessary to maintain the operation of a Navy Fleet Hospital. This course provides hands-on skill performance that encompasses all aspects of the Fleet Hospital platform to include: 1) JMESP Catalog of Executive Skills

deployment and activation of a Fleet Hospital; 2) assembly of troop berthing, base camp support modules and the Fleet Hospital TEMPER tents; 3) orientation to Deployable Medical Systems (DEPMEDs) equipment; 4) chemical and biological threat protection and 5) rate-specific orientation to the Fleet Hospital program.

Course Length: Eight days.

Modality: Eight days of intense field evolutions with various lectures.

Prerequisites: Fleet Hospital platform assignment and Fleet Hospital Indoctrination & Orientation.

Application: None.

Quotas: Established and prepared by the parent Fleet Hospital command and coordinated with the FHOTC Training Officer.

Funding: BUMED.

Obligation: None.

Evaluation of Performance: Completion of course.

Transferability: None.

Faculty: The Fleet Hospital Operations & Training Command’s training staff is comprised of two Nurse Corps officers, six Chief Petty Officers and 36 enlisted instructors from the following Fleet Hospital ratings: Hospital Corpsmen, Mess Management Specialists, Personnelman, Yeoman, Construction Electrician, Construction Mechanic, Builder, Utilitiesman, Equipment Operator, Storekeeper, Ships Serviceman, Information Technician, Interior Communications Electrician and Master-At-Arms. These instructors are highly trained on the assembly and operation of the various a Navy Fleet Hospitals.

**Fleet Hospital Field Training
Competencies Addressed**

A letter at the end of each line indicates competencies taught at the JMESP taxonomy level. Other competencies may be addressed at levels not meeting taxonomy requirements.

Quantitative Analysis
Outcome Measurements
Patient Safety

Military Medical Readiness:

Medical Doctrine
Military Mission
Joint and Combined Operations
Total Force Management
NDMS Management /DVA Role
Medical Readiness Training
Contingency Planning

A

General Management:

Strategic Planning
Organizational Design
Decision Making
Change and Innovation
Leadership

Health Law/Policy:

Public Law
Medical Liability
Medical Staff By-Laws
Regulations
External Accreditation

Health Resources Allocation and Management:

Financial Management
Human Resource Management
Labor-Management Relations
Materiel Management
Facilities Management
Information Management/Technology

Ethics in the Health Care Environment

Ethical Decision-Making
Personal and Professional Ethics
Bioethics
Organizational Ethics

Individual and Organizational Behavior:

Individual Behavior
Group Dynamics
Conflict Management
Communication
Public Speaking
Public and Media Relations

Clinical Understanding

Epidemiological Methods
Clinical Investigation
Int. Health Care Delivery Systems

Performance Measurement:

Quality Management

POC:

Training Officer
Phone: (760) 725-7117
Fax: (760) 725-7108
E-mail: mcmcgrath@open.med.navy.mil

Address:

Commanding Officer
Fleet Hospital Operations & Training Command
(FHOTC)
Box 555223
Camp Pendleton, CA 92055-5223
ATTN: Training Officer

Shore Station Command Seminar

Objective: This program is designed to prepare senior military officers (O-4 and above), for the complex task of managing the personnel, financial, and facility resources of major shore establishments.

Eligibility: Naval Officers (O-4 and above), Civilians.

Description: The Prospective Commanding Officer (PCO) or Prospective Executive Officer of each shore command receives information and training in functional areas typically encountered at shore installations. Training includes: Installation Management; Civilian Personnel Management; Military Personnel Management; Quality of Life; Financial Management; Environmental Management, Activities Management; Public Affairs and Media Training; Legislative Affairs and Congressional Office Visits; Public Speaking; Safety and Force Protection; Explosives and Weapons Systems; Legal Aspects of Command; Supply; Medical; Command Management and Special Interest issues.

Course Length: Approximately 26 days (20 training days).

Prerequisites: OTHER -Priority given to PCOs/PXOs of Department of the Navy (DON) major shore commands on PCS orders; TADs controlled by Dir, SSCC. Marine Corps participants are to be authorized by the Commandant of the Marine Corps. Other COs/XOs of smaller commands may attend on a space available basis.

Application: BUPERS designation.

Quotas: Established by the Navy.

Funding: BUPERS.

Obligation: None.

Evaluation of Performance: Pass/Fail.

Transferability: None.

Faculty: Military and Civilian Instructors.

Shore Station Command Seminar Competencies Addressed

A letter at the end of each line indicates competencies taught at the JMESP taxonomy level. Other competencies may be addressed at levels not meeting taxonomy requirements.

Military Medical Readiness:

- Medical Doctrine
- Military Mission
- Joint and Combined Operations
- Total Force Management
- NDMS Management /DVA Role
- Medical Readiness Training
- Contingency Planning

General Management:

- Strategic Planning A
- Organizational Design
- Decision Making
- Change and Innovation
- Leadership

Health Law/Policy:

- Public Law A
- Medical Liability
- Medical Staff By-Laws
- Regulations A
- External Accreditation

Health Resources Allocation and Management:

- Financial Management A
- Human Resource Management A
- Labor-Management Relations A
- Materiel Management A
- Facilities Management A
- Information Management/Technology A

Ethics in the Health Care Environment

- Ethical Decision-Making
- Personal and Professional Ethics
- Bioethics
- Organizational Ethics A

Individual and Organizational Behavior:

- Individual Behavior
- Group Dynamics
- Conflict Management

Communication
Public Speaking
Public and Media Relations A
Clinical Understanding
Epidemiological Methods
Clinical Investigation
Int. Health Care Delivery Systems
Performance Measurement:
Quality Management
Quantitative Analysis K
Outcome Measurements
Patient Safety

POC:

Course Coordinator (Ms. Rosie Page-Wallace)
Phone: (703) 614-5748, DSN 224
Fax: (703) 695-9611, DSN 225
E-mail: netc30a@bupers.navy.mil

Address:

2 Navy Annex, Rm 1618
Washington, DC 20380

**Navy Environmental Health Center
Navy Chemical, Biological, & Environmental
(CBRE) Casualty Care Management Course**

Objective: To enable the student to fully participate in the medical management of casualties affected by chemical, biological, radiological or environmental agents as the result of warfare, terrorist event, natural or unintentional incidents.

Eligibility: All Medical Department personnel, civilian, and military first responders

Description: The Navy Chemical, Biological, Radiological, And Environmental Casualty Care Management Course is a three day course of instruction. Course content includes an overview of the current world threats and details bacterial, viral, chemical, and toxin weapons, their symptoms and recognition, and management of patients. An overview of environmental warfare and environmental incidents plus radiological injuries and radiation casualties concludes the course.

Course Length: Two and one-half days.

Prerequisites: None.

Application: None.

Quotas: Established by the Navy.

Funding: None.

Obligation: None.

Evaluation of Performance: Final Exam.

Transferability: None.

Faculty: Instructors are typically military officers and civilian specialists.

Navy Environmental Health Center

**Navy Chemical, Biological, & Environmental
(CBRE) Casualty Care Management Course
Competencies Addressed**

A letter at the end of each line indicates competencies taught at the JMESP taxonomy level. Other competencies may be addressed at levels not meeting taxonomy requirements.

Military Medical Readiness:

Medical Doctrine
Military Mission
Joint and Combined Operations
Total Force Management
NDMS Management /DVA Role
Medical Readiness Training
Contingency Planning

A

General Management:

Strategic Planning
Organizational Design
Decision Making
Change and Innovation
Leadership

Health Law/Policy:

Public Law
Medical Liability
Medical Staff By-Laws
Regulations
External Accreditation

Health Resources Allocation and Management:

Financial Management
Human Resource Management
Labor-Management Relations
Materiel Management
Facilities Management
Information Management/Technology

Ethics in the Health Care Environment

Ethical Decision-Making
Personal and Professional Ethics
Bioethics
Organizational Ethics

Individual and Organizational Behavior:

Individual Behavior
Group Dynamics
Conflict Management
Communication
Public Speaking
Public and Media Relations

Clinical Understanding

Epidemiological Methods
Clinical Investigation

Int. Health Care Delivery Systems

Performance Measurement:

Quality Management
Quantitative Analysis
Outcome Measurements
Patient Safety

POC:

Officer-in-Charge
Phone: (757) 444-7671
Fax: (757) 444-1191
E-mail: training-nepmu2-
nor@nepmu2.med.navy.mil

Address:

Navy Environmental and Preventive Medicine
Unit No. 2
1887 Powhatan Street
Norfolk, VA 23511-3394

Senior Officers Course in Military Justice

Objective: Familiarizes Commanding Officers, Executive Officers, and Officers-in-Charge with the Uniform Code of Military Justice, administrative fact finding bodies, administrative discharge procedures, and various other directives and policies relating to command administration of military matters.

Eligibility: Commanding, Executive Officers, Officers in Charge (0-4 and above).

Description: Senior Course in Military Justice.

Course Length: Four days.

Prerequisites: Proven Leadership positions.

Application: Quotas.

Quotas: Established by the Navy.

Funding: None.

Obligation: None.

Evaluation of Performance: Pass or Fail.

Transferability: No CEU's authorized.

Faculty: Instructors are typically military officers and civilian specialists.

Senior Officers Course in Military Justice Competencies Addressed

A letter at the end of each line indicates competencies taught at the JMESP taxonomy level. Other competencies may be addressed at levels not meeting taxonomy requirements.

Military Medical Readiness:

- Medical Doctrine
- Military Mission
- Joint and Combined Operations
- Total Force Management

JMESP Catalog of Executive Skills

- NDMS Management /DVA Role
- Medical Readiness Training
- Contingency Planning

General Management:

- Strategic Planning
- Organizational Design
- Decision Making
- Change and Innovation
- Leadership

Health Law/Policy:

- Public Law
- Medical Liability
- Medical Staff By-Laws
- Regulations
- External Accreditation

A

Health Resources Allocation and Management:

- Financial Management
- Human Resource Management
- Labor-Management Relations
- Materiel Management
- Facilities Management
- Information Management/Technology

A

Ethics in the Health Care Environment

- Ethical Decision-Making
- Personal and Professional Ethics
- Bioethics
- Organizational Ethics

Individual and Organizational Behavior:

- Individual Behavior
- Group Dynamics
- Conflict Management
- Communication
- Public Speaking
- Public and Media Relations

A

Clinical Understanding

- Epidemiological Methods
- Clinical Investigation
- Int. Health Care Delivery Systems

Performance Measurement:

- Quality Management
- Quantitative Analysis
- Outcome Measurements
- Patient Safety

POC:

Herry Gallant
Phone: (401) 922-3807
Fax: (401) 841-3985

E-mail: fischer-andersonkl@jag.navy.mil

Address:

NJS

360 Elliot Street

Newport, RI 02841-1523

Officer Indoctrination School (OIS)

Objective: To prepare newly commissioned officers of the Medical Corps, Dental Corps, Nurse Corps, Medical Service Corps, Judge Advocate General Corps, and selected Nuclear Power Specialists to carry out the duties and responsibilities of a Naval officer.

Eligibility: Newly commissioned active duty officers of the Medical Corps, Dental Corps, Nurse Corps, Medical Service Corps, Judge Advocate General Corps, and selected Nuclear Power Specialists. In addition, members of the Armed Forces Healthcare Professional Scholarship Program (AFHPSP) usually entering their first or second year of medical, dental, or optometry school may attend.

Description: OIS provides basic officer training covering six Executive Skills competencies. This course is taught through didactic lessons and exercises, interactive learning activities, and group and self-paced study.

Course Length: Six weeks. (Four weeks of OIS; Two weeks of the Basic Officer Leadership Course).

Modality: The curriculum includes course topics in the following areas: Naval Orientation, Administration and Career Development, Military Law, Pride, Professionalism and Personal Excellence, Drill and Military Appearance, Physical Fitness, Specialty specific Professional Development Day, Damage Control, Fire Fighting, Class Three Swimming Requirement, and Watchstanding

Prerequisites: Must hold a professional degree and be a commissioned officer in the U. S. Navy.

Application: Naval Personnel Command and Commander, Navy Recruiting Command, Millington, TN. Naval School of Health Sciences, Bethesda, MD for AFHPSP students.

Quotas: CNET.

Funding: CNET for operating budget. NPC (PERS-4 or 9) for TEMDUINS student orders.

Obligation: No additional obligation incurred.

Evaluation of Performance: Students are evaluated academically by weekly progress tests, and through a comprehensive multiple-choice exam and individual and group oral exam performed during week four. In addition, performance evaluations are completed in the areas of drill and military appearance. Not observed fitness reports also document completion of operational training, physical fitness status, and any academic or military distinctions.

Transferability: Not applicable.

Credit Given: For the four week OIS curriculum, the American Council on Education (ACE) has approved three semester hours in principles of supervision and one in microcomputer word processing in the lower-division baccalaureate/associate degree category. For the two week BOLC curriculum, the ACE has approved three semester hours in instructional planning and presentation skills in the lower-division baccalaureate/associate degree category.

Faculty: Comprised of OIS staff and subject matter experts from the Rhode Island, Groton, and metropolitan Washington DC areas. The OIS staff fulfills three primary roles as Instructors, Leadership Course Facilitators, and Company Officers. Staff members represent a cross-section of the Navy and possess a wide range of backgrounds from the Line, Medical Service Corps, and Nurse Corps communities. Staff is required to complete the Officer Instructor Training Course and Officer Leadership Facilitators Course before arriving for duty. In addition, over 50 percent of the current staff has achieved their Master Training Specialist certification.

Officer Indoctrination School (OIS) Competencies Addressed

A letter at the end of each line indicates competencies taught at the JMESP taxonomy level. Other competencies may be addressed at levels not meeting taxonomy requirements.

Quality Management
Quantitative Analysis
Outcome Measurements
Patient Safety

A

Military Medical Readiness:

Medical Doctrine
Military Mission
Joint and Combined Operations
Total Force Management
NDMS Management /DVA Role
Medical Readiness Training
Contingency Planning

POC:

Director
Phone: (401) 841-3208
Fax: (401) 841-3323
E-mail: Mark.O.Boman@cnet.navy.mil

General Management:

Strategic Planning
Organizational Design A
Decision Making
Change and Innovation A
Leadership

Address:

Officer Indoctrination School
291 Kollmeyer Ave
Newport, RI 02841-5001

Health Law/Policy:

Public Law
Medical Liability
Medical Staff By-Laws
Regulations
External Accreditation

Health Resources Allocation and Management:

Financial Management
Human Resource Management
Labor-Management Relations
Materiel Management
Facilities Management
Information Management/Technology

Ethics in the Health Care Environment

Ethical Decision-Making
Personal and Professional Ethics
Bioethics
Organizational Ethics A

Individual and Organizational Behavior:

Individual Behavior
Group Dynamics A
Conflict Management A
Communication
Public Speaking
Public and Media Relations

Clinical Understanding

Epidemiological Methods
Clinical Investigation
Int. Health Care Delivery Systems

Performance Measurement:

JMESP Catalog of Executive Skills

AIR FORCE COURSES

This section describes programs and courses selected by the United States Air Force for review by the Executive Skills Program. The higher-level courses such as the Air War College are very general in their content while the specialty courses described later offer the specific skills required in prescribed Air Force health care functional areas.

The majority of the courses described in this section are taught by the Air Force's 882nd Medical Training Group (TRG) at Sheppard Air Force Base, Wichita Falls, Texas or the Air University, Maxwell Air Force Base, Alabama. All courses offered by the Air University have correspondence and/or seminar options available. Both the 882 TRG and the Air University have extensive information on their respective Internet home pages accessed through Air Force Link (Sites) www.af.mil/.

In addition to the formal courses listed, the TRICARE Region VI, in concert with 882 Training Group, has established an Executive Skills training teleconference network. The training will be provided by subject matter experts with content in line with the Executive Skills Course Curriculum. This "just-in-time" training is paramount to supporting executive leadership skills training in the fast-changing Air Force Medical Service (AFMS).

Officers should also explore courses offered at base level as a method of enhancing Executive Skills Competency. Competencies relating to Quality Air Force, Safety, or Labor/Management Relations are offered through base agencies or Internet libraries.

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Air Education and Training Air War College

Objective: The mission of Air War College is to educate senior officers to lead at the strategic level in the employment of air and space forces, including joint operations, in the support of national security. Three modes of delivery are available, correspondence, seminar, or residence. More information may be obtained by referring to Air Force Catalog 36-2223 or by visiting the Air University Homepage, www.au.af.mil.

Eligibility: Correspondence or seminar programs are available to lieutenant colonel selectees (or equivalent) and above, GS-13 and above, and international officers of comparable grade. Residence courses require officers in the grade of lieutenant colonel or colonel or the equivalent Navy rank.

Description: The focus is on developing senior officers who are able to think strategically, critically, and analytically. The overarching areas of leadership, air power, strategy, and joint operations guide instructional blocks dealing with: future conflict studies, why wars are fought, military history, doctrine, strategy, and air power. The course addresses 20 executive skills competencies at the knowledge or application levels.

Course Length: Students have 6 months to complete each of three volumes by correspondence. The seminar program consists of 40 sessions with once-a-week meetings. The residence course is 10 months in duration and requires a permanent change of station.

Modality: Correspondence, seminar, or residence.

Prerequisites: Correspondence or seminar programs are available to lieutenant colonel selectees (or equivalent) and above, GS-13 and above, and international officers of comparable grade. Residence courses require officers in the grade of lieutenant colonel or colonel or the

equivalent Navy rank. Prerequisites for civilians, ANG, and USAFR officers are in pertinent chapters of AFI 36-2301, Professional Military Education. Top secret/SCI clearance.

Application: Correspondence and seminar enrollment are conducted through the base education office. Residence course selection is done through MAJCOM nomination to meet a central selection board at AFPC for specific school assignments. Medical, legal, and chaplain officers are selected by their respective agencies.

Quotas: Air Force Personnel Center (AFPC).

Funding: Centrally funded.

Obligation: Three years for in resident training.

Evaluation of Performance: All three methods of instruction use examination methodology. The residence course also includes evaluation by group projects, seminar leadership, war games, and attainment of academic goals.

Credit Given: Diploma.

Institutional Accreditation: The American Council on Education recommends this course for graduate level credits.

Faculty: Air University staff with guest speaker support.

Air Education and Training Air War College Competencies Addressed

A letter at the end of the appropriate lines below indicates competencies taught at JMESP taxonomy levels. Other competencies may be addressed at levels not meeting taxonomy requirements. Annotations do not indicate the extent (i.e., contact hours) of coverage.

Military Medical Readiness

Medical Doctrine	
Military Mission	A
Joint and Combined Operations	A
Total Force Management	K
NDMS Management/DVA Role	
Medical Readiness Training	
Contingency Planning	A
General Management	
Strategic Planning	A
Organizational Design	K
Decision Making	A
Change and Innovation	K
Leadership	A
Health Law and Policy	
Public Law	
Medical Liability	
Medical Staff By-Laws	
Regulations	
External Accreditation	
Health Resources Allocation and Management	
Financial Management	
Human Resources Management	A
Labor-Management Relations	
Materiel Management	
Facilities Management	
Information Management/Technology	K
Ethics in the Health Care Environment	
Ethical Decision Making	
Personal and Professional Ethics	A
Bioethics	K
Organizational Ethics	A
Individual and Organizational Behavior	
Individual Behavior	A
Group Dynamics	A
Conflict Management	A
Communication	A
Public Speaking	K
Public and Media Relations	K
Clinical Understanding	
Epidemiological Methods	
Clinical Investigation	
Int. Health Care Delivery Systems	
Performance Measurement	
Quality Management	
Quantitative Analysis	
Outcome Measurement	
Patient Safety	

Phone: (334) 953-5458
DSN: 493-5458
Fax: 493-7934

Address:
Air War College
325 Chennault Circle
Maxwell AFB AL 36112-6427

POC:
Dean of Academic Affairs

Air Education and Training Air Command and Staff College (ACSC)

Objective: The mission of Air Command and Staff College is to educate mid-career officers to develop, advance, and apply air power in peace and war. Three methods of delivery are available, CD-ROM multimedia program, seminar, or residence.

Eligibility: ACSC nonresident programs, CD-ROM, and seminars are offered to US active duty, Reserve, and National Guard major selectees and above. DoD civilian employees in or above the grade of GS-11 (or equivalent) may also enroll. Civil Air Patrol officers serving in the grade of major or above may enroll in the correspondence program only. International officers serving with the US Air Force in education, training, exchange, or liaison roles may be eligible. (Consult AFCAT 36-2223 for specific enrollment criteria). Resident course requires officers in the grade of major or major select or the equivalent Navy rank.

Description: ACSC sharpened its resident program focus to better prepare students to assume future command and leadership responsibilities in campaign planning and execution. To support and enhance this new focus, ACSC's graduate-level educational environment prepares leaders to understand the nature of conflict and the role of air power; understand the joint campaign planning process; plan and execute the air campaign component of the campaign process; develop the organization, training, and equipment necessary to prosecute tomorrow's air campaign successfully; integrate the air campaign into joint and combined campaigns; assume higher-level command and staff responsibilities; think strategically, operationally, and critically; embrace and advance the body of aerospace knowledge; and to promote military professionalism. The course addresses 18 executive skills competencies at the knowledge or application levels.

Course Length: Students have 18 months to complete the CD-ROM Multimedia program and 12 months to complete the seminar program. The seminar program consists of 40 lessons and three areas of instruction. The residence course convenes for 10 months and requires a permanent change of station.

Modality: CD-ROM multimedia program, seminar, or residence.

Prerequisites: CD-ROM and seminar programs are available to US active duty, Reserve, and National Guard major selectees and above. For the residence course a central PME selection board, with major command input, selects the students from candidates based on their demonstrated potential for assignment to key field grade command and staff positions.

Application: CD-ROM and seminar enrollments are conducted through the base education office. Residence course selection is done through MAJCOM nomination to meet a central selection board at the Air Force Personnel Center (AFPC) for specific school assignments. Medical, legal, and chaplain officers are selected by their respective agencies.

Quotas: AFPC.

Funding: Centrally funded.

Obligation: Three years for residence course.

Evaluation of Performance: All methods of instruction use examination methodology. The residence course includes evaluation by group projects, seminar leadership, war games, and attainment of academic goals.

Credit Given: Diploma.

Institutional Accreditation: The American Council on Education recommends this course for graduate credit.

Faculty: Air University staff with guest speaker support.

Air Education and Training

**Air Command and Staff College (ACSC)
Competencies Addressed**

A letter at the end of the appropriate lines below indicates competencies taught at JMESP taxonomy levels. Other competencies may be addressed at levels not meeting taxonomy requirements. Annotations do not indicate the extent (i.e., contact hours) of coverage.

Military Medical Readiness

Medical Doctrine	
Military Mission	K
Joint and Combined Operations	A
Total Force Management	K
NDMS Management/DVA Role	
Medical Readiness Training	
Contingency Planning	K

General Management

Strategic Planning	K
Organizational Design	
Decision Making	K
Change and Innovation	K
Leadership	K

Health Law and Policy

Public Law	
Medical Liability	
Medical Staff By-Laws	
Regulations	
External Accreditation	

Health Resources Allocation and Management

Financial Management	
Human Resources Management	K
Labor-Management Relations	
Materiel Management	
Facilities Management	
Information Management/Technology	K

Ethics in the Health Care Environment

Ethical Decision Making	
Personal and Professional Ethics	A
Bioethics	
Organizational Ethics	A

Individual and Organizational Behavior

Individual Behavior	K
Group Dynamics	A
Conflict Management	K
Communication	A
Public Speaking	A
Public and Media Relations	K

Clinical Understanding

Epidemiological Methods
Clinical Investigation
Int. Health Care Delivery Systems

Performance Measurement

Quality Management
Quantitative Analysis
Outcome Measurement
Patient Safety

POC:

Dean of Education and Faculty
Phone: (334) 953-7070
DSN: 493-7070
Fax: 493-2514

Address:

ACSC/DED
225 Chennault Circle
Maxwell AFB AL 36112-6426

Air Education and Training Squadron Officer School (SOS)

Objective: Information for this course was obtained from AF Catalog 36-2223. Further information may be accessed through the Air University Homepage. The course assists the development of the whole person into a seasoned professional officer capable of increased contributions to varied Air Force missions. It improves the professional competence of company grade officers and inspires dedication to the profession of arms.

Eligibility: Correspondence (non-resident) is available to any US armed forces officer (active duty, Reserve, or National Guard) in the grade of captain (0-3) or above. Additionally, officers of the Civil Air Patrol in the grade of captain or above, or civilians with the grade of GS-9, WG-10, WL-9, and WS-8 and above, with at least 4 years of continuous Civil Service are also eligible. Active-duty captains with at least four and less than seven years TAFSC who are not failed or deferred promotion status are eligible for the resident course. Additionally, civilians with the grade of GS-9 and above, with at least four years of continuous Civil Service are also eligible.

Description: Squadron Officer School (SOS) is the initial course in the Air Force Officer professional military education (PME) system. Course curriculum is centered on officership, staff communications, leadership, and force employment. Officership focuses on the responsibilities inherent to the officer's position of trust and confidence. Staff communications is a programmed text that helps the student write and speak in a well organized, well supported, concise manner. Leadership helps students learn how to improve their abilities to lead, follow, and manage so they can positively impact group morale, cohesion, and effectiveness. Force employment examines national objectives, doctrine, and strategy, and the roles and mission of the Air Force and other Services. The SOS Nonresident Program parallels the resident program and is divided into four courses. The

four courses are: Officership, Staff Communications, Leadership, and Force Employment. Air University Instruction 26-2309, Academic Integrity is strictly enforced. The course addresses 12 executive skills competencies at the knowledge or application levels.

Course Length: SOS non-residence course is 18-months in duration. The residence course is 7 weeks in duration with students in temporary duty status.

Modality: Correspondence (non-resident) or resident.

Prerequisites: AF Catalog 36-2223 contains specific physical requirements.

Application: Non-resident course through the base education office. Residence course quota allocations are distributed to each MAJCOM, Field Operating Agency (FOA), and Direct Reporting Unit (DRU). Selection is then made at base level.

Quotas: AFPC.

Funding: Centrally funded.

Obligation: Two years for residence course.

Evaluation of Performance: Methods of instruction use examination methodology. The residence course includes evaluation by group projects, seminar leadership, war games, and teamwork.

Credit Given: None.

Institutional Accreditation: The American Council on Education (graduate credit may be recognized for course work).

Faculty: Air University staff with guest speaker support.

Air Education and Training Squadron Officer School (SOS)

Competencies Addressed

A letter at the end of the appropriate lines below indicates competencies taught at JMESP taxonomy levels. Other competencies may be addressed at levels not meeting taxonomy requirements. Annotations do not indicate the extent (i.e., contact hours) of coverage.

Military Medical Readiness

Medical Doctrine	
Military Mission	K
Joint and Combined Operations	A
Total Force Management	K
NDMS Management/DVA Role	
Medical Readiness Training	
Contingency Planning	

General Management

Strategic Planning	K
Organizational Design	
Decision Making	A
Change and Innovation	
Leadership	A

Health Law and Policy

Public Law	
Medical Liability	
Medical Staff By-Laws	
Regulations	
External Accreditation	

Health Resources Allocation and Management

Financial Management	
Human Resources Management	
Labor-Management Relations	
Materiel Management	
Facilities Management	
Information Management/Technology	

Ethics in the Health Care Environment

Ethical Decision Making	
Personal and Professional Ethics	
Bioethics	
Organizational Ethics	K

Individual and Organizational Behavior

Individual Behavior	K
Group Dynamics	A
Conflict Management	A
Communication	A
Public Speaking	
Public and Media Relations	

Clinical Understanding

Epidemiological Methods	
-------------------------	--

Clinical Investigation
Int. Health Care Delivery Systems

Performance Measurement

Quality Management	K
Quantitative Analysis	
Outcome Measurement	
Patient Safety	

POC:

Correspondence Course Director
Phone: (334) 953-2334
DSN: 493-2334
Fax: 493-3580

Address:

Squadron Officer School
125 Chennault Circle
Maxwell AFB AL 36112-6426

Air Education and Training Command Medical Group Commander's Course

Objective: Prepares medical group commander selectees to meet the responsibilities of medical group leadership and introduces attendees to their roles as commanders of medical groups within the framework of Air Force policy.

Eligibility: Air Force colonels and lieutenant colonels selected to become group commanders.

Description: Attendees have the opportunity to discuss issues and problems with functional area experts, experienced commanders, and their peers in a seminar format. Provides an understanding of command responsibility, accountability, and discipline approaches to leadership and management; contemporary attitudes; cultural diversity. It also provides a background in-group level functional areas, including medical services patient administration, and medical logistics and medical facilities. Provides instruction in DoD-related competencies to include medical readiness, health and law policy, organization behavior, clinical understanding, and alternate health care delivery systems. The course addresses 36 executive skills competencies at the knowledge level.

Course Length: Two weeks in residence.

Modality: Seminar.

Prerequisites: Secret or higher clearance. Selection for position as medical group commander.

Application: None.

Quotas: HQ USAF/DPO. MAJCOMs select attendees.

Funding: Centrally funded by selection authority.

Obligation: None.

Evaluation of Performance: Not available.

Credit Given: None. Category I credit for continuing medical education is expected to be approved.

Institutional Accreditation: None.

Faculty: Air University faculty with guest speaker support from HQ USAF, MAJCOMs, and Lead Agents.

Air Education and Training USAF Medical Group Commander's Course Competencies Addressed

A letter at the end of the appropriate lines below indicates competencies taught at JMESP taxonomy levels. Other competencies may be addressed at levels not meeting taxonomy requirements. Annotations do not indicate the extent (i.e., contact hours) of coverage.

Military Medical Readiness

Medical Doctrine	K
Military Mission	K
Joint and Combined Operations	K
Total Force Management	K
DMS Management/DVA Role	
Medical Readiness Training	K
Contingency Planning	K

General Management

Strategic Planning	K
Organizational Design	K
Decision Making	K
Change and Innovation	K
Leadership	K

Health Law and Policy

Public Law	K
Medical Liability	K
Medical Staff By-Laws	K
Regulations	K
External Accreditation	K

Health Resources Allocation and Management

Financial Management	K
Human Resources Management	K
Labor-Management Relations	K

Materiel Management	K
Facilities Management	K
Information Management/Technology	K
Ethics in the Health Care Environment	
Ethical Decision Making	K
Personal and Professional Ethics	K
Bioethics	K
Organizational Ethics	K
Individual and Organizational Behavior	
Individual Behavior	
Group Dynamics	
Conflict Management	
Communication	
Public Speaking	
Public and Media Relations	K
Clinical Understanding	
Epidemiological Methods	K
Clinical Investigation	K
Int. Health Care Delivery Systems	K
Performance Measurement	
Quality Management	K
Quantitative Analysis	K
Outcome Measurement	K
Patient Safety	K

POC:

Course Supervisor, Medical Group Commanders
Course
Phone: (334) 953-7716
DSN: 493-3465
Fax: 493-3472

Address:

Ira C. Eaker College for
Professional Development
525 Chennault Circle
Maxwell AFB, AL 36112-6429

**882D Training Group (AETC)
Biomedical Officer Management Orientation
J30ZR4200-002**

Objective: Provides training for Air Force pharmacists, laboratory officers, and dietitians in the knowledge and skills needed to perform the duties of an Air Force Biomedical Sciences Corps officer. The scope of training includes medical sciences budgeting, logistics, personnel management, information systems, standards of practice, professional and patient relationships, quality assurance/risk management, workload reporting, medical readiness, and other current issues of the Biomedical Sciences Corps.

Eligibility: Students are newly commissioned officers in the United States Air Force Biomedical Sciences Corps.

Description: This course is 15 academic days and addresses 10 Executive Skills competencies. The course uses lecture, discussion, and group activities for delivery. In addition to the Executive Skills taught to competency, the course also addresses military mission, total force management, strategic planning, organizational design, personal and organizational ethics, public law - general, medical staff by-laws, financial management, labor-management relations, information management, individual behavior, quality management, process/outcome measurement, clinical performance measurement, and alternative health care delivery.

Course Length: Fifteen academic days.

Modality: Residence course with students on temporary duty status. The course uses computer automation. Working knowledge of Microsoft Office software products a plus.

Prerequisites: Graduate of US Air Force Course LMOBM0104 003. Hold AFSC 43DX, 43TX, or 43PX, have six months and less than two years of experience in the above career field, and be eligible for assignment to a management position.

Application: Not required.

Quotas: HQ AETC/SGAW.

Funding: Centrally funded by selection authority.

Obligation: None.

Evaluation of Performance: Course work includes participation in individual and group assignments.

Credit Given: None.

Institutional Accreditation: None

Faculty: 882 TRG Staff.

**882D Training Group (AETC)
Biomedical Officer Management Orientation
Competencies Addressed**

A letter at the end of the appropriate lines below indicates competencies taught at JMESP taxonomy levels. Other competencies may be addressed at levels not meeting taxonomy requirements. Annotations do not indicate the extent (i.e., contact hours) of coverage.

Military Medical Readiness

Medical Doctrine	
Military Mission	K
Joint and Combined Operations	
Total Force Management	K
NDMS Management/DVA Role	
Medical Readiness Training	K
Contingency Planning	

General Management

Strategic Planning	K
Organizational Design	K
Decision Making	A
Change and Innovation	
Leadership	K

Health Law and Policy

Public Law	K
Medical Liability	K
Medical Staff By-Laws	K

Regulations	K
External Accreditation	K
Health Resources Allocation and Management	
Financial Management	K
Human Resources Management	A
Labor-Management Relations	K
Materiel Management	K
Facilities Management	
Information Management/Technology	K
Ethics in the Health Care Environment	
Ethical Decision Making	
Personal and Professional Ethics	K
Bioethics	
Organizational Ethics	K
Individual and Organizational Behavior	
Individual Behavior	
Group Dynamics	
Conflict Management	
Communication	
Public Speaking	A
Public and Media Relations	
Clinical Understanding	
Epidemiological Methods	
Clinical Investigation	
Int. Health Care Delivery Systems	K
Performance Measurement	
Quality Management	K
Quantitative Analysis	
Outcome Measurement	K
Patient Safety	K

POC:

Course Supervisor
Phone: (940) 676-4043
DSN: 736-4043
Fax: (940) 676-3850

Address:

382 TRS/XYAD
917 Missile Road STE 3
Sheppard AFB TX 76311-2263

**882D Training Group (AETC)
Group Practice Manager Course
J30ZR41A3-010**

Objective: This course provides training for Air Force personnel in the knowledge and skills needed to perform duties in health service administration as Group Practice Managers. It is designed for commissioned officers in the USAF Medical Services Corps (Group Practice Manager authorizations are identified as MSC Corps-specific).

Eligibility: While this course is primarily designed for Medical Service Corps Officers, any individual functioning in the capacity as Group Practice Manager for their MTF is eligible to attend.

Description: The GPM Course includes training in procedures for effective management of Air Force medical resources (from a clinical perspective): personnel, facilities, funds, and materials. It emphasizes the role of the GPM in clinical business process management, process measurement/improvement, and strategic planning in support of clinical operations. The course addresses 19 executive skills competencies at the knowledge level.

Course Length: Five academic days.

Modality: The course uses lecture, discussion, and group activities for delivery.

Prerequisites: USAF Medical Service Corps officers with AFSC 41A1, active duty, ECL 80 must be a commissioned officer. It is highly desirable to have completed at least two functional assignments at an MTF as an MSC prior to attending this course.

Application: Not required.

Quotas: HQ AETC/SGAE.

Funding: Centrally funded by selection authority.

Obligation: None.

Evaluation of Performance: Course work includes participation in individual and group activities.

Credit Given: None.

Institutional Accreditation: None

Faculty: 882 TRG Staff and Air Staff guest speakers.

**882D Training Group (AETC)
Group Practice Manager Course
J30ZR41A3-010**

A letter at the end of the appropriate lines below indicates competencies taught at JMESP taxonomy levels. Other competencies may be addressed at levels not meeting taxonomy requirements. Annotations do not indicate the extent (i.e., contact hours) of coverage.

Military Medical Readiness

- Medical Doctrine K
- Military Mission
- Joint and Combined Operations
- Total Force Management
- NDMS Management/DVA Role
- Medical Readiness Training
- Contingency Planning

General Management

- Strategic Planning K
- Organizational Design K
- Decision Making K
- Change and Innovation K
- Leadership K

Health Law and Policy

- Public Law
- Medical Liability
- Medical Staff By-Laws
- Regulations K
- External Accreditation K

Health Resources Allocation and Management

- Financial Management K
- Human Resources Management K
- Labor-Management Relations
- Materiel Management K

Facilities Management	
Information Management/Technology	K
Ethics in the Health Care Environment	
Ethical Decision Making	
Personal and Professional Ethics	
Bioethics	
Organizational Ethics	
Individual and Organizational Behavior	
Individual Behavior	
Group Dynamics	
Conflict Management	
Communication	K
Public Speaking	K
Public and Media Relations	
Clinical Understanding	
Epidemiological Methods	K
Clinical Investigation	
Int. Health Care Delivery Systems	
Performance Measurement	
Quality Management	K
Quantitative Analysis	K
Outcome Measurement	K
Patient Safety	K

POC:

Course Supervisor
 Phone: (940) 676-6430
 DSN: 736-6430
 Fax: (940) 676-7569

Address:

384 TRS/XXE
 939 Missile Road
 Sheppard AFB TX 76311

**882D Training Group (AETC)
Health Care Integrator Course
J30ZR4000 027**

Objective: This course provides familiarization training for those personnel going into the position of Health Care Integrator (HCI). Emphasis is placed on the skills required to prepare health care professionals to manage health care initiatives.

Eligibility: Must be assigned to enter or be currently assigned in the position of Health Care Integrator (HCI). A request for a waiver to this requirement must be submitted to HQ AETC/SGAE for approval prior to submitting names for class.

Description: This course provides familiarization training for those personnel going into the position of Health Care Integrator (HCI). Emphasis is placed on the skills required to prepare health care professionals to manage health care initiatives. The curriculum consists of integrated health care processes, data management, population health concepts, and evaluation tools. The course addresses 19 executive skills competencies at the knowledge level.

Course Length: Five academic days.

Modality: The course uses lecture, discussion, and group activities for delivery.

Prerequisites: Must be assigned to enter or be currently assigned in the position of Health Care Integrator (HCI). A request for a waiver to this requirement must be submitted to HQ AETC/SGAE for approval prior to submitting names for class. A fundamental working knowledge of CHCS and Excel are highly recommended. When possible, a copy of the facility UMD pertaining to primary care clinics of facility assigned as HCI. Course completion within three months of assignment to the HCI position highly recommended.

Application: Course

Quotas: HQ AETC/SGAE

Funding: Centrally funded by selection authority.

Obligation: None.

Evaluation of Performance: Course work includes participation in individual and group activities.

Credit Given: Nurses earn 38.9 continuing education hours.

Institutional Accreditation: None

Faculty: 882 TRG Staff and Air Staff experts.

**882D Training Group (AETC)
Health Care Integrator Course
J30ZR4000-027**

A letter at the end of the appropriate lines below indicates competencies taught at JMESP taxonomy levels. Other competencies may be addressed at levels not meeting taxonomy requirements. Annotations do not indicate the extent (i.e., contact hours) of coverage.

Military Medical Readiness

- Medical Doctrine K
- Military Mission
- Joint and Combined Operations
- Total Force Management
- NDMS Management/DVA Role
- Medical Readiness Training
- Contingency Planning

General Management

- Strategic Planning K
- Organizational Design K
- Decision Making K
- Change and Innovation K
- Leadership K

Health Law and Policy

- Public Law
- Medical Liability
- Medical Staff By-Laws

Regulations	K
External Accreditation	K
Health Resources Allocation and Management	
Financial Management	K
Human Resources Management	K
Labor-Management Relations	
Materiel Management	K
Facilities Management	
Information Management/Technology	K
Ethics in the Health Care Environment	
Ethical Decision Making	
Personal and Professional Ethics	K
Bioethics	
Organizational Ethics	
Individual and Organizational Behavior	
Individual Behavior	
Group Dynamics	
Conflict Management	
Communication	K
Public Speaking	K
Public and Media Relations	
Clinical Understanding	
Epidemiological Methods	
Clinical Investigation	
Int. Health Care Delivery Systems	
Performance Measurement	
Quality Management	K
Quantitative Analysis	K
Outcome Measurement	K
Patient Safety	K

POC:

Course Supervisor
Phone: (940) 676-6527
DSN: 736-6527
Fax: (940) 676-7569

Address:

383 TRS/XUEBA
939 Missile Road
Sheppard AFB TX 76311

**882D Training Group (AETC)
Health Services Administration
J30BR41A1-001**

Objective: This course provides training for Air Force personnel in AFSC 41A1, in the knowledge and skills needed to perform duties in health service administration. It is designed for newly commissioned officers to the USAF Medical Services Corps and prepares them for performance of administrative duty with USAF Medical Service. It includes training in procedures for effective management of Air Force medical resources: personnel, facilities, funds, and materials. It emphasizes the role of the MSC officer in strategic planning and global medical readiness.

Eligibility: Students are newly commissioned officers in the United States Air Force Medical Service Corps.

Description: This course requires 53 academic days and addresses 29 Executive Skills competencies. The class is divided into specialty groups during the last 13 days to simulate actual work experience. Students are assigned duty as requested by the commander of the gaining unit. Course is designed to incorporate team interaction and organizational behavior through case studies, role-playing, problem solving, and group dynamics. The course includes instruction in communications, patient services, resource management, medical logistics, group practice management, medical readiness, computer-based information systems, managed care and executive management (TQM and organizational management).

Course Length: The course includes 53 academic days.

Modality: Residence course with students on temporary duty status. The course uses computer automation. Working knowledge of Microsoft Office software products is a plus.

Prerequisites: USAF Medical Service Corps officers with AFSC 41A1, active duty, or career reserve.

Application: Not required.

Quotas: HQ AETC/SGAT.

Funding: Centrally funded by selection authority.

Obligation: None.

Evaluation of Performance: Course work includes periodic examinations and participation in individual and group assignments.

Credit Given: Eleven graduate credit hours as recognized by American Council on Education (ACE).

Institutional Accreditation: American Council on Education (ACE).

Faculty: 882 TRG Staff.

**882D Training Group (AETC)
Health Services Administration
Competencies Addressed**

A letter at the end of the appropriate lines below indicates competencies taught at JMESP taxonomy levels. Other competencies may be addressed at levels not meeting taxonomy requirements. Annotations do not indicate the extent (i.e., contact hours) of coverage.

Military Medical Readiness

Medical Doctrine	K
Military Mission	K
Joint and Combined Operations	K
Total Force Management	K
NDMS Management/DVA Role	K
Medical Readiness Training	K
Contingency Planning	K

General Management

Strategic Planning	K
Organizational Design	

Decision Making	K
Change and Innovation	
Leadership	K
Health Law and Policy	
Public Law	
Medical Liability	
Medical Staff By-Laws	
Regulations	K
External Accreditation	K
Health Resources Allocation and Management	
Financial Management	
Human Resources Management	K
Labor-Management Relations	
Materiel Management	K
Facilities Management	K
Information Management/Technology	K
Ethics in the Health Care Environment	
Ethical Decision Making	K
Personal and Professional Ethics	K
Bioethics	K
Organizational Ethics	K
Individual and Organizational Behavior	
Individual Behavior	K
Group Dynamics	K
Conflict Management	K
Communication	K
Public Speaking	K
Public and Media Relations	
Clinical Understanding	
Epidemiological Methods	
Clinical Investigation	
Int. Health Care Delivery Systems	K
Performance Measurement	
Quality Management	K
Quantitative Analysis	K
Outcome Measurement	K
Patient Safety	

POC:

Course Supervisor
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**882D Training Group (AETC)
Intermediate Executive Skills Course
J30ZR4000-026**

Objective: This course will provide training in the knowledge and skills necessary for the effective performance of an executive team member in a Medical Treatment Facility. The course is intended to bridge the gap between initial management training and advanced leadership training received prior to command.

Eligibility: This course is targeted for first-time health care executive team members at the SGA, SGB, SGD, SGH, SGP, SGN, and Group Superintendent level.

Description: This course is 10 academic days and addresses 24 Executive Skills competencies. The course uses lecture, discussion, and group activities for delivery. Presentations focus on executive skills core competencies in the areas of Military Medical Readiness, General Management, Health Law/Policy, Health Resources Allocation and Management, Ethics in the Health Care Environment, Individual and Organizational Behavior, Clinical Understanding, and Performance Measurement. Guest speakers include AF experts from the Air Staff and MAJCOM level, as well as, internationally and nationally known civilian speakers in the field of medical management. The civilian speakers will be presenting such topics as Effective Decision Making, Health Care Economics, Marketing, Conflict Management, and Strategic Planning, and are provided courtesy of the American College of Physician Executives (ACPE).

Course Length: Ten academic days.

Modality: The course consists of morning core curriculum lectures, afternoon break-outs targeting job specific requirements for each corps, and application level scenario-based small group break-outs applying many of the learned concepts.

Prerequisites: Attendees must have been newly assigned into the SGA, SGB, SGD, SGH, SGN or Group Superintendent position to be eligible for course attendance.

Application: Course attendance automatically determined upon selection to SGA, SGB, SGD, SGH, SGN, or Group Superintendent position by HQ AFPC/DPAM.

Quotas: HQ AETC/SGAE

Funding: Centrally funded by selection authority.

Obligation: None.

Evaluation of Performance: Course work includes participation in individual and group assignments.

Credit Given: Nurses earn 81.9 contact hours and 58.5 hours of category 1 AMA credit are given all other attendees.

Institutional Accreditation: None

Faculty: AF experts from the Air Staff and MAJCOM level and internationally and nationally known civilian speakers in the field of medical management.

**882D Training Group (AETC)
Intermediate Executive Skills Course
J30ZR4000-026**

A letter at the end of the appropriate lines below indicates competencies taught at JMESP taxonomy levels. Other competencies may be addressed at levels not meeting taxonomy requirements. Annotations do not indicate the extent (i.e., contact hours) of coverage.

Military Medical Readiness
Medical Doctrine
Military Mission

K

Joint and Combined Operations	
Total Force Management	K
NDMS Management/DVA Role	
Medical Readiness Training	K
Contingency Planning	
General Management	
Strategic Planning	K
Organizational Design	K
Decision Making	A
Change and Innovation	
Leadership	K
Health Law and Policy	
Public Law	K
Medical Liability	K
Medical Staff By-Laws	K
Regulations	K
External Accreditation	K
Health Resources Allocation and Management	
Financial Management	K
Human Resources Management	A
Labor-Management Relations	K
Materiel Management	K
Facilities Management	
Information Management/Technology	K
Ethics in the Health Care Environment	
Ethical Decision Making	
Personal and Professional Ethics	K
Bioethics	
Organizational Ethics	K
Individual and Organizational Behavior	
Individual Behavior	
Group Dynamics	
Conflict Management	
Communication	
Public Speaking	A
Public and Media Relations	
Clinical Understanding	
Epidemiological Methods	
Clinical Investigation	
Int. Health Care Delivery Systems	K
Performance Measurement	
Quality Management	K
Quantitative Analysis	
Outcome Measurement	K
Patient Safety	K

Course Supervisor
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939 Missile Road
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POC:

**Extension Course Institute (ECI)
Nursing Service Fundamentals**

Objective: This correspondence course provides an introduction to nurse leadership and management roles. It gives a broad perspective of military nursing and provides guidance to help the nurse effectively deal with day-to-day situations encountered on the nursing unit.

Eligibility: The course is open to any Nurse Corps officer and is geared for lieutenants and captains.

Description: Topics include organizational structure, responsibility and accountability, Air Force publications, enlisted and civilian workforce, nurse officer professional development, ethical decision-making, leadership/followership, organizational dynamics, performance appraisals, staff recognition, preparing duty schedules, budgets, manpower, and logistics. The course addresses seven Executive Skills competencies.

Course Length: Completion deadline is one year.

Modality: Three-volume correspondence course consisting of twenty-five chapters.

Prerequisites: None.

Application: Students enroll in this Extension Course Institute (ECI) course at the base education office; Nursing Service Fundamentals, SC 046A1.

Quotas: None.

Funding: Centrally funded.

Obligation: None.

Evaluation of Performance: One written exam on completion of the three volumes.

Credit Given: The Nurse Utilization and Education Branch, United States Nurse Corps, which is accredited by the American Nurses Credentialing Center Commission on Accreditation has awarded the course for 103.5 Contact Hours.

Institutional Accreditation: None.

Faculty: 882 TRG Staff administers the course in conjunction with ECI.

**Extension Course Institute (ECI)
Nursing Service Fundamentals
Competencies Addressed**

A letter at the end of the appropriate lines below indicates competencies taught at JMESP taxonomy levels. Other competencies may be addressed at levels not meeting taxonomy requirements. Annotations do not indicate the extent (i.e., contact hours) of coverage.

Military Medical Readiness

- Medical Doctrine
- Military Mission
- Joint and Combined Operations
- Total Force Management
- NDMS Management/DVA Role
- Medical Readiness Training
- Contingency Planning

General Management

- Strategic Planning
- Organizational Design
- Decision Making K
- Change and Innovation
- Leadership K

Health Law and Policy

- Public Law
- Medical Liability
- Medical Staff By-Laws
- Regulations K
- External Accreditation

Health Resources Allocation and Management

- Financial Management
- Human Resources Management K
- Labor-Management Relations

Materiel Management
 Facilities Management
 Information Management/Technology
Ethics in the Health Care Environment
 Ethical Decision Making
 Personal and Professional Ethics
 Bioethics
 Organizational Ethics K
Individual and Organizational Behavior
 Individual Behavior
 Group Dynamics
 Conflict Management K
 Communication
 Public Speaking
 Public and Media Relations
Clinical Understanding
 Epidemiological Methods
 Clinical Investigation
 Int. Health Care Delivery Systems
Performance Measurement
 Quality Management K
 Quantitative Analysis
 Outcome Measurement
 Patient Safety

POC:

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**882D Training Group (AETC)
Nursing Service Management
J30ZR46A3-005**

Objective: Prepares selected Air Force Nurse Corps officers to use fundamentals of management/ leadership theories and practices relevant to middle management positions. Information regarding specific course requirements can be obtained through the 383 TRS Homepage.

Eligibility: Conditional Reserve Status (CRS) or Regular Nurse Corps Officers with no more than 10 years of active Federal commissioned service at time of entry into course.

Description: This course is 37 academic days and addresses 30 Executive Skills competencies. Course delivery involves lecture, discussion, case study, simulations, role-play, and written and oral presentations. Joint Commission on Accreditation of Healthcare Organizations (JCAHO), Health Services Inspection (HSI), and practice standards are correlated with management responsibilities. Students are given the opportunity to apply leadership and management principles, develop or refine management tools, and use computer technology, which enhances nurse manager's responsibilities. Covered topics include; strategic planning, public law - general, medical staff by-laws, financial management, alternative healthcare delivery systems, process/outcome measures, and Patient Safety.

Course Length: There are 37 academic days in the course.

Modality: Residence course with students on temporary duty status. The course uses computer automation. Working knowledge of Microsoft Office software products is a plus. Note: This course is being revised to reduce the in-residence portion to three weeks preceded by a distance learning phase addressing the introductory material. The date for conversion to the new format is pending.

Prerequisites: Successfully completed Nursing Service Fundamentals Course, 46A1. Students with Master's degree in nursing administration or management may already have information presented in the course.

Application: Not required.

Quotas: HQ AETC/SGAW.

Funding: Centrally funded by selection authority.

Obligation: None.

Evaluation of Performance: Course work includes participation in individual and group assignments. Graded oral and written course work.

Credit Given: The Nurse Utilization and Education Branch, United States Nurse Corps, which is accredited by the American Nurses Credentialing Center Commission on Accreditation has awarded the course for 290 Contact Hours.

Institutional Accreditation: The American Council on Education recommends this course for 18 hours of graduate level college credit.

Faculty: 882 TRG Staff.

**882D Training Group (AETC)
Nursing Service Management
Competencies Addressed**

A letter at the end of the appropriate lines below indicates competencies taught at JMESP taxonomy levels. Other competencies may be addressed at levels not meeting taxonomy requirements. Annotations do not indicate the extent (i.e., contact hours) of coverage.

Military Medical Readiness

Medical Doctrine

Military Mission

K

Joint and Combined Operations	
Total Force Management	K
NDMS Management/DVA Role	
Medical Readiness Training	K
Contingency Planning	K
General Management	
Strategic Planning	A
Organizational Design	A
Decision Making	A
Change and Innovation	A
Leadership	A
Health Law and Policy	
Public Law	K
Medical Liability	K
Medical Staff By-Laws	K
Regulations	K
External Accreditation	A
Health Resources Allocation and Management	
Financial Management	K
Human Resources Management	K
Labor-Management Relations	K
Materiel Management	K
Facilities Management	
Information Management/Technology	
Ethics in the Health Care Environment	
Ethical Decision Making	A
Personal and Professional Ethics	A
Bioethics	A
Organizational Ethics	K
Individual and Organizational Behavior	
Individual Behavior	A
Group Dynamics	A
Conflict Management	A
Communication	A
Public Speaking	A
Public and Media Relations	
Clinical Understanding	
Epidemiological Methods	
Clinical Investigation	
Int. Health Care Delivery Systems	
Performance Measurement	
Quality Management	A
Quantitative Analysis	
Outcome Measurement	A
Patient Safety	A

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Sheppard AFB TX 76311-2262

POC:

Instructor Supervisor

Phone: (940) 676-3898

**Major Command (MAJCOM)
Squadron Commander Course**

Objective: The course is designed to prepare officers for the assumption of command of an Air Force squadron. The specific curriculum and topics are designed by each MAJCOM.

Eligibility: Any line or non-line officer selected to hold a position as squadron commander.

Description: This course covers topics that are necessary for squadron leadership. Though topics vary by MAJCOM, the following Executive Skills competencies were found to be consistently addressed: leadership, public law, human resource management, labor-management relations, and material management. Other topics covered include: total force management, medical readiness training, military mission, communications, public and media relations, quality management, financial management, individual behavior, conflict resolution, and decision making. The course provides training on specific medical issues as decided by each MAJCOM. Training is provided during scheduled breakout sessions.

Course Length: Varies by MAJCOM.

Modality: Resident course with students in temporary duty status. Lecture, discussion, group activities, and case studies.

Prerequisites: Selection by Medical Service Selection Board (MSSB) with pending assignment as squadron commander.

Application: None.

Quotas: MAJCOM directed.

Funding: Centrally funded.

Obligation: None.

Evaluation of Performance: None.

Credit Given: None.

Institutional Accreditation: None.

Faculty: Selected by MAJCOM.

**Squadron Commander Course
Competencies Addressed**

A letter at the end of the appropriate lines below indicates competencies taught at JMESP taxonomy levels. Other competencies may be addressed at levels not meeting taxonomy requirements. Annotations do not indicate the extent (i.e., contact hours) of coverage.

Military Medical Readiness

- Medical Doctrine
- Military Mission
- Joint and Combined Operations
- Total Force Management
- NDMS Management/DVA Role
- Medical Readiness Training
- Contingency Planning

General Management

- Strategic Planning
- Organizational Design
- Decision Making
- Change and Innovation
- Leadership

Health Law and Policy

- Public Law
- Medical Liability
- Medical Staff By-Laws
- Regulations
- External Accreditation

Health Resources Allocation and Management

- Financial Management
- Human Resources Management
- Labor-Management Relations
- Materiel Management
- Facilities Management
- Information Management/Technology

Ethics in the Health Care Environment

- Ethical Decision Making
- Personal and Professional Ethics
- Bioethics
- Organizational Ethics

K

K

K

K

K

K

Individual and Organizational Behavior

- Individual Behavior
- Group Dynamics
- Conflict Management
- Communication
- Public Speaking
- Public and Media Relations

Clinical Understanding

- Epidemiological Methods
- Clinical Investigation
- Int. Health Care Delivery Systems

Performance Measurement

- Quality Management
- Quantitative Analysis
- Outcome Measurement
- Patient Safety

POC:

MAJCOM of assignment.

Address:

MAJCOM of assignment.

DoD and CIVILIAN COURSES

The following pages describe courses offered by the Department of Defense. These courses include higher-level educational opportunities, such as the Industrial College of the Armed Forces and the National War College, as well as other shorter duration specialty programs.

The courses in this Part are of two distinct types. The high-level generalist courses address Executive Skills competencies because many of the competencies are core issues to all senior management education. By contrast, the health related courses that close the section are oriented to health care managers, and the Managed Care Executive Training Course was specifically designed for senior health department officers who may command MTFs.

One civilian professional course is described here because of its frequent endorsement by MTF commanders – the Physician in Management Series. This set of three seminars is sometimes contracted by the military medical departments and is therefore not listed as an offering of any particular Service.

Course Title and Location	Page
National Defense University	
Armed Forces Staff College (AFSC)	149
Industrial College of the Armed Forces (ICAF)	151
National War College	153
Uniformed Services University of the Health sciences (USUHS)	
Managed Care Executive Training Course - Population Health	155
Masters of Public Health	157
DoD Contracted Programs	
Interagency Institute for Federal Healthcare Executives	159
Physicians in Management Seminar Series	161

**National Defense University
Joint and Combined Staff Officer Course**

Objective: The objective of the Phase II program is to build on the foundation established at the JPME Phase I institutions. In addition, the intense faculty-student interaction in the fully joint environment on the JFSC campus cements the professional attitudes and perspectives that are essential to future successful military operations. JCSOS has the task of accomplishing nine specific learning objectives that are taught through exercises and case studies in a joint seminar environment by focusing on the application and higher levels of learning.

The school's mission is to educate officers and other leaders in the deployment, employment, synchronization, and support of unified and multinational forces; with emphasis placed on areas essential to joint force commanders; in order to develop a primary commitment to joint teamwork, attitudes, and perspectives, while reinforcing knowledge of individual Service core competencies.

Eligibility: This senior level, Phase II course is available to officers who have completed their Service preparatory qualification (Phase I) and are slated for assignment to a joint command headquarters.

Description: JCSOS is a 12-week Joint Professional Military Education school for mid-grade officers (O4-O5) who have previously attended intermediate level school (JPME Phase I). CJCSI 1800.01A, Officer Professional Military Education Policy (OPMEP), dated 1 December 2000 furnishes the basis for JCSOS. The course addresses 14 Executive Skills competencies. It is presented at the Joint Forces Staff College, Norfolk, Virginia.

The JCSOS curriculum is divided into four inter-related courses (strategy, campaigning, Global Command and Control Systems, and exercises). Each course contains a series of lessons that expose students to the key elements of unified

action at the Theater and Joint task force levels of joint command. The lessons are further integrated through the five major themes running the duration of the student's residence at JCSOS.

Students also choose from among more than 30 elective courses called focused studies to round out their educational experience.

Course Length: Twelve weeks.

Modality: Full time, temporary duty. It employs a Model Classroom using computer automation to reduce dependency on overhead projection of transparencies in classroom presentations.

Prerequisites: Completion of Service Phase I qualification.

Application: Not applicable. Officers are selected to attend the course as part of their preparation for joint and combined staff assignments.

Quotas: Quotas are as established by the National Defense University for the College.

Funding: Centrally funded.

Obligation: Six months.

Evaluation of Performance: Mid-term and final exams and a paper are required. Several presentations are also required.

Credit Given: Certificate.

Faculty: Joint Service qualified O-5's and O-6's and civilian academicians. A group of Senior Fellows, generally retired flag officers, also provide senior management expertise.

Student Distribution: Tri-Service with approximately equal distribution among Army, Navy (including MC), and Air Force.

**Joint and Combined Staff Officer Course
Competencies Addressed**

A letter at the end of the appropriate lines below indicates competencies taught at the JMESP taxonomy level. Other competencies may be addressed at levels not meeting taxonomy requirements. Annotations do not indicate the extent (i.e., contact hours) of coverage.

Military Medical Readiness

- Medical Doctrine
- Military Mission A
- Joint and Combined Operations A
- Total Force Management
- NDMS Management/DVA Role A
- Medical Readiness Training
- Contingency Planning A

General Management

- Strategic Planning A
- Organizational Design
- Decision Making A
- Change and Innovation
- Leadership A

Health Law and Policy

- Public Law A
- Medical Liability
- Medical Staff By-Laws
- Regulations
- External Accreditation

Health Resources Allocation and Management

- Financial Management
- Human Resources Management
- Labor-Management Relations
- Materiel Management
- Facilities Management
- Information Management/Technology A

Ethics in the Health Care Environment

- Ethical Decision Making
- Personal and Professional Ethics
- Bioethics
- Organizational Ethics

Individual and Organizational Behavior

- Individual Behavior
- Group Dynamics A
- Conflict Management
- Communication A
- Public Speaking A

- Public and Media Relations A
- Clinical Understanding**

- Epidemiological Methods
- Clinical Investigation
- Int. Health Care Delivery Systems

Performance Measurement

- Quality Management
- Quantitative Analysis A
- Outcome Measurement
- Patient Safety

POC:

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Address:

Joint and Combined Staff College
7800 Hampton Boulevard
Norfolk, Virginia 23511-1702

**National Defense University
Industrial College of the Armed Forces**

Objective: To prepare selected military officers and civilians for senior leadership and staff positions by conducting postgraduate, executive-level courses of study and associated research dealing with the resource component of national power, with special emphasis on materiel acquisition and joint logistics and their integration into national security strategy for peace and war.

Eligibility: Senior officers and civilians slated for key management positions requiring detailed understanding of national resource employment.

Description: ICAF is an academic year program conducted in two semesters. The academic year begins in mid-August and ends in mid-June. The college addresses 23 of the Executive Skills competencies. It is presented at the college at Fort McNair, Washington, DC.

Course Length: Ten months (one academic year).

Modality: Full time program; students reside in the local area. Students use the National Defense University Library located in George C. Marshall Hall. The collection consists of more than 500,000 bound volumes, pamphlets, periodicals, audio-visual materials, microforms, and government documents, and 50,000 classified documents. Five multi-disciplinary online search services are available; these remote retrieval services provide immediate access to bibliographic citations and abstracts from a vast array of books, journals, newspapers, technical reports, and government documents.

At the beginning of each academic year, each student, in conjunction with an assigned faculty member, prepares a short paper on personal career goals and objectives. The student's faculty advisor reviews this goals paper and assists the student in preparing an academic program suitable to his or her needs and interests.

Prerequisites: Service selection for attendance at this college emphasizing the utilization of national resources.

Application: Not applicable; senior school selection board.

Quotas: Quotas established by the DoD.

Funding: Centrally funded.

Obligation: A two-year service obligation accrues.

Evaluation of Performance: Students participate in several writing program requirements, and an end-of-year exercise conducted in conjunction with the National War College. Additionally the college has its own executive skills development program. The purpose of this program is to continue the student's development to enable them to perform as strategic decision makers in the national security environment. The basis of the program is an assessment of each student's strengths and weaknesses and individual behavioral preferences. As a part of the strategic decision making course, students receive feedback based on a number of instruments such as the Myers-Briggs Type Indicator and the Strategic Leader Development Inventory. Additional instruments are offered for further self-assessment. Building on this base, students formulate individual plans to guide their development during their year at ICAF and beyond.

Credit Given: Master's degree in National Resource Strategy.

Faculty: The academic faculty is from all the military Services and other agencies of the Federal government. Military members are normally O-5's or O-6's who are specialists in their respective fields.

Student Distribution: The student body is composed of military operators (30 percent), military resource managers and technical personnel (45 percent), and civilians (25 percent).

**Industrial College of the Armed Forces
Competencies Addressed**

A letter at the end of the appropriate lines below indicates competencies taught at the JMESP taxonomy level. Other competencies may be addressed at levels not meeting taxonomy requirements. Annotations do not indicate the extent (i.e., contact hours) of coverage.

Military Medical Readiness

- Medical Doctrine
- Military Mission A
- Joint and Combined Operations A
- Total Force Management A
- NDMS Management/DVA Role A
- Medical Readiness Training
- Contingency Planning A

General Management

- Strategic Planning A
- Organizational Design A
- Decision Making A
- Change and Innovation A
- Leadership A

Health Law and Policy

- Public Law
- Medical Liability
- Medical Staff By-Laws
- Regulations
- External Accreditation

Health Resources Allocation and Management

- Financial Management A
- Human Resources Management A
- Labor-Management Relations A
- Materiel Management
- Facilities Management
- Information Management/Technology A

Ethics in the Health Care Environment

- Ethical Decision Making
- Personal and Professional Ethics A
- Bioethics
- Organizational Ethics A

Individual and Organizational Behavior

- Individual Behavior A
- Group Dynamics A
- Conflict Management A
- Communication A
- Public Speaking A
- Public and Media Relations A

Clinical Understanding

- Epidemiological Methods
- Clinical Investigation
- Int. Health Care Delivery Systems

Performance Measurement

- Quality Management
- Quantitative Analysis A
- Outcome Measurement
- Patient Safety

POC:

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Dean of Students
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Fort McNair
Fourth and P Streets, SW
Washington, DC 20319-6000

**National Defense University
National War College**

Objective: Prepare selected military officers and federal officials for high-level policy, command, and staff responsibilities. The National War College focuses on national security policy and strategy, and emphasizes the joint and interagency perspective.

Eligibility: O-5's and O-6's or the civilian equivalent in the Department of State and other federal agencies.

Description: The program is focused on broadening student understanding of national security policy and strategy, including national military strategy and operations, and particularly on principles and concepts students can apply as they progress in their chosen professions.

Course Length: An academic year.

Modality: Full time, resident course. Students use the National Defense University Library located in George C. Marshall Hall. The collection consists of more than 500,000 bound volumes, pamphlets, periodicals, audio-visual materials, microforms, and government documents, and 50,000 classified documents. Five multi disciplinary online search services are available; these remote retrieval services provide immediate access to bibliographic citations and abstracts from a vast array of books, journals, newspapers, technical reports, and government documents.

Prerequisites: Senior school selection.

Application: Not applicable, senior school selection board.

Quotas: Quotas are established by the Departments of Defense and State.

Funding: Centrally funded.

Obligation: Attendance incurs a two-year service obligation.

Evaluation of Performance: Seminar participation and the preparation of analytic essays, oral presentations, and participation in-group exercises.

Credit Given: Master's degree in National Security Strategy.

Faculty: Military officers from all Services, and civilian academicians seconded from Federal agencies. Military faculty normally holds the rank of Colonel/Captain and is specialists in their fields. Civilian faculty members are academic specialists or are practitioners selected from nominations by the Department of State, the intelligence community, and other agencies concerned with national security issues.

Student Distribution: Seventy-five percent of the student body is composed of equal representation from the land, sea (including Marine and Coast Guard), and air Services, with the remaining 25 percent drawn from the Department of State and other federal departments and agencies. In addition international fellows from a number of countries join the student body.

**National War College
Competencies Addressed**

Competencies taught at the JMESP taxonomy level are indicated by a letter at the end of the appropriate lines below. Other competencies may be addressed at levels not meeting taxonomy requirements. Annotations do not indicate the extent (i.e., contact hours) of coverage.

Military Medical Readiness

Medical Doctrine	
Military Mission	A
Joint and Combined Operations	A
Total Force Management	A
NDMS Management/DVA Role	
Medical Readiness Training	
Contingency Planning	A

General Management

Strategic Planning	A	Theodore Roosevelt Hall (Bldg. 61)
Organizational Design	A	Fort McNair, Washington, DC
Decision Making	A	Fourth and P Streets, SW
Change and Innovation	A	Washington, DC 20319-6000
Leadership		
Health Law and Policy		
Public Law		
Medical Liability		
Medical Staff By-Laws		
Regulations		
External Accreditation		
Health Resources Allocation and Management		
Financial Management		
Human Resources Management		
Labor-Management Relations	A	
Materiel Management		
Facilities Management		
Information Management/Technology	A	
Ethics in the Health Care Environment		
Ethical Decision Making		
Personal and Professional Ethics	A	
Bioethics		
Organizational Ethics		
Individual and Organizational Behavior		
Individual Behavior		
Group Dynamics	A	
Conflict Management	A	
Communication	A	
Public Speaking		
Public and Media Relations	A	
Clinical Understanding		
Epidemiological Methods		
Clinical Investigation		
Int. Health Care Delivery Systems		
Performance Measurement		
Quality Management	A	
Quantitative Analysis		
Outcome Measurement	A	
Patient Safety		

POC:

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Uniformed Services University of the Health Sciences (USUHS)

Executive Skills Training Course: Integrating Clinical and Managerial Decisions to Improve Population Health

Objectives: The Medical Executive Training Program is part of the continuum of support that the Uniformed Services University provides to the MHS. Its mission is to equip decision-makers with the advanced knowledge and tools needed to effectively manage health care systems. The program provides decision-makers with a detailed understanding of: (1) the information and analytic methods necessary to assess population health care needs, (2) the resources available to deliver health care, and (3) the decision support techniques and methods that will enable them to optimize the delivery of health services to MHS beneficiaries.

Eligibility: Selection for participation is based on current and prospective assignments in command positions. Should be at least an O-4 in a current or prospective leadership position (e.g., Deputy Commander, Chief, Internal Medicine Service; Chief Nurse).

Description: The USU Executive Skills Training Course is an advanced-level course that educates military health care professionals in the tools and methods needed to continuously improve high-quality health care systems. The course focuses on improvement in the quality and cost efficiency of clinical practice and population health outcomes through evidence-based decision-making.

Course Length: Five days.

Modality: Computer-based and didactic instruction in MHS-relevant health care issues and systems. The course is offered to a tri-Service audience, and is presented four or five times per year at varying locations throughout the Military Health System. Practical experience is gained through the use of hands-on computer exercises and demonstrations and a case study. The schedule of courses may be found at <http://medexec.usuhs.mil>.

Prerequisites: None.

Application: Selection by respective Service and/or TRICARE Regional Lead Agent.

Quotas: Established by USUHS (generally 30 students per course, dependent on training facilities.)

Funding: Centrally funded.

Obligation: None.

Evaluation of Performance: Pre- and post-test, case study exercise, and seminar participation.

Credit Given: Thirty credit hours in Category 1 CME for the Physician's Recognition Award of the AMA; 35.5 nursing contact hours; 35.5 hours for the ACHE. Documentation of general continuing education for all other students.

Institutional Accreditation: USUHS.

Faculty: Eight physicians, one nurse, and four administrators.

**Executive Skills Training Course
Competencies Addressed**

A letter at the end of the appropriate lines below indicates competencies taught at the JMESP taxonomy level. Other competencies may be addressed at levels not meeting taxonomy requirements. Annotations do not indicate the extent (i.e., contact hours) of coverage.

Military Medical Readiness

- Medical Doctrine
- Military Mission
- Joint and Combined Operations
- Total Force Management
- NDMS Management/DVA Role
- Medical Readiness Training
- Contingency Planning

General Management

Strategic Planning	
Organizational Design	
Decision Making	A
Change and Innovation	
Leadership	
Health Law and Policy	
Public Law	
Medical Liability	
Medical Staff By-Laws	
Regulations	
External Accreditation	
Health Resources Allocation and Management	
Financial Management	
Human Resources Management	
Labor-Management Relations	
Materiel Management	
Facilities Management	
Information Management/Technology	
Ethics in the Health Care Environment	
Ethical Decision Making	
Personal and Professional Ethics	
Bioethics	
Organizational Ethics	
Individual and Organizational Behavior	
Individual Behavior	
Group Dynamics	
Conflict Management	
Communication	
Public Speaking	
Public and Media Relations	
Clinical Understanding	
Epidemiological Methods	A
Clinical Investigation	A
Int. Health Care Delivery Systems	A
Performance Measurement	
Quality Management	A
Quantitative Analysis	A
Outcome Measurement	A
Patient Safety	A

POC:

Division of Health Services Admin.

Phone: (301) 295-9778

Fax: (301) 295-3838

E-mail: jguevara@usuhs.mil

Address:

Uniformed Services University of the Health

Sciences

4301 Jones Bridge Road

**Uniformed Services University of the Health
Sciences (USUHS)
Masters of Public Health**

Objective: The goal of the MPH program is to provide each student with the necessary academic background to practice as a competent public health or preventive medicine officer in the Uniformed Services. * Graduates will use their acquired strong quantitative and analytical skills in biostatistics and epidemiology to identify and measure community health needs and to investigate the impact of biological, environmental, and behavioral factors on community health. They will understand components, operation, and financing of health delivery services, particularly those in the public sector, and have the administrative skills to plan, analyze, and manage community health programs for the uniformed services. In addition, graduates will have completed a "concentration" of required and elective course work in a specific area of public health, and demonstrated the ability to apply the knowledge and skills acquired to their chosen field.

*Note: In response to a requirement for formal training in health services administration as a prerequisite for assuming military command positions in health care, the Department offers a Master of Public Health in Health Services Administration degree.

Eligibility: Service selection for participation in advanced education programs. Preference for admission will be given to medical, dental and veterinary officers on active duty in the uniformed services, and to other uniformed services officers possessing doctoral degrees in health-related fields. Civilian applicants will be considered on a space-available basis, with preference given to physicians and other health professionals sponsored by government agencies.

Description: The MPH degree program provides a broad didactic experience in preventive medicine and its principal subspecialties. It is a rigorous, quantitatively oriented curriculum that is primarily designed for individuals planning careers in Preventive Medicine and Community

Health within the uniformed services. An MPH program or its academic equivalent is the specific academic requirement for physicians and veterinarians seeking residency training and board certification in Aerospace Medicine, General Preventive Medicine and Public Health, Laboratory Animal Medicine, and Occupational and Environmental Medicine. Matriculates may include physicians who wish to apply the disciplines of epidemiology and biostatistics in other specialty areas, and other academically qualified non-physicians, such as veterinarians, dentists, sanitary engineers, microbiologists, entomologists, environmental scientists, nurses and pharmacists. Education or experience in a health field is required for consideration for admission

Course Length: One calendar year.

Modality: The program is a full time resident offering. It incorporates a state-of-the-art Learning Resource Center; well-equipped computer laboratories; and demonstrates leadership in telemedicine projects.

Prerequisites: Applicants with less than a doctoral degree in one of the health-related fields may also be considered for admission. Prerequisites in the case of such applicants will include the minimum of a baccalaureate degree, an outstanding academic record, as evidenced by grades in the undergraduate program and scores on the Graduate Record Examination, some public health experience, and a demonstrated interest in pursuing a career in Community Health.

Application: For military, selection by an advanced school selection board is required as well as application to the Graduate Education Office. Applications are due by January 15th to Col Gary D. Gackstetter, USAF, BSC (ggackstetter@usuhs.mil), Director of Graduate Programs Telephone (301) 295-3050; DSN 295-3050; FAX (301) 295-1933. An "Application for Admission to Graduate Study" for all graduate degree programs, can be obtained at the web site: www.usuhs.mil/geo/Application.pdf. Civilians contact the Graduate Education Office.

Quotas: As established by USUHS. Class size is 30; usually 50-60% physicians. Army, Navy, Air Force, Public Health Service, VA, Federal civil Service, and civilians are represented.

Funding: Centrally funded.

Obligation: Two years.

Evaluation of Performance: Seminar participation, examinations, and the preparation of analytic essays, oral presentations, and participation in-group exercises.

Credit Given: Master's in Public Health.

Institutional Accreditation: Commission on Higher Education of the Middle States Association of Colleges and Schools.

Faculty: All faculty members are M.D.s, Ph.D.s, or J.D.s.

**Masters of Public Health
Competencies Addressed**

A letter at the end of the appropriate lines below indicates competencies taught at the JMESP taxonomy level. Other competencies may be addressed at levels not meeting taxonomy requirements. Annotations do not indicate the extent (i.e., contact hours) of coverage.

Military Medical Readiness

Medical Doctrine	A
Military Mission	A
Joint and Combined Operations	A
Total Force Management	A
NDMS Management/DVA Role	A
Medical Readiness Training	A
Contingency Planning	A

General Management

Strategic Planning	A
Organizational Design	A
Decision Making	A
Change and Innovation	A
Leadership	A

Health Law and Policy

Public Law	A
Medical Liability	A

Medical Staff By-Laws	A
Regulations	K
External Accreditation	A

Health Resources Allocation and Management

Financial Management	A
Human Resources Management	
Labor-Management Relations	
Materiel Management	
Facilities Management	A
Information Management/Technology	K

Ethics in the Health Care Environment

Ethical Decision	A
Personal and Professional Ethics	A
Bioethics	A
Organizational Ethics	A

Individual and Organizational Behavior

Individual Behavior	A
Group Dynamics	A
Conflict Management	
Communication	A
Public Speaking	
Public and Media Relations	

Clinical Understanding

Epidemiological Methods	A
Clinical Investigation	A
Int. Health Care Delivery Systems	A

Performance Measurement

Quality Management	A
Quantitative Analysis	A
Outcome Measurement	A
Patient Safety	A

Admissions POC:

Graduate Education Office (MPH Program)
Phone: (301) 295-3129
Fax: (301) 295-1933
E-mail: ggackstetter@usuhs.mil

MPH Program:

www.usuhs.mil/pmb/handbook/contents

USUHS: www.usuhs.mil

Interagency Institute for Federal Healthcare Executives

Objective: To provide an opportunity for the practicing Federal health care executive to examine current issues on health care policy and management, and to explore their impact on the Federal health care system.

Eligibility: Fifty medical and health service executives are named by the sponsoring agencies to attend each two-week institute.

Description: The course is designed to present an overview of current issues to seasoned health care executives. The program touches on 30 of the Executive Skills competencies within its two-week sessions. It is sponsored by the five federal health services: the Departments of the Army, Navy, Air Force, Veterans Affairs, and the Public Health Service. Two institutes are presented each year.

The course can be described as advanced rather than basic. It is intended to provide insights rather than principles or tools. The design assumes a high level capability gained from experience in management and seeks to stimulate the thinking and broaden the perspective of participants as regards their management role. Content is not intended to be specific to the federal medical services named above nor to the health field. Sophisticated participants will be able to identify the relevancy of the presentations to their own management situation and their own experiences.

The above description explains why the course does not teach any Executive Skills competencies to the taxonomy levels required by the program Core Curriculum. As stated, it provides an overview touching on several competencies applicable to DoD, the VA, and the Public Health Service, and it provides insights rather than detailed instruction targeted to the MHS.

Course Length: Two weeks.

Modality: The course is full time, temporary duty presented at the George Washington University,

Washington, DC. The cost is approximately \$1,000 per student seat.

Prerequisites: Nomination by one of the sponsoring agencies.

Application: Contact the Institute director at (202) 994-6220.

Quotas: Quotas are adjusted for each institute based on the requests of the sponsors.

Funding: Funded by the sponsors.

Obligation: None.

Evaluation of Performance: None.

Credit Given: Certificate.

Faculty: Academicians, physicians, and operational health care administrators.

Student Distribution: As nominated by the Departments of the Army, Navy, Air Force, Veterans Affairs, and the Public Health Service.

Interagency Institute for Federal Healthcare Executives

Competencies designated by a letter in the following listing are touched upon in the curriculum but this does not indicate the degree (taxonomy compliance) or extent (i.e., contact hours) of coverage. Each competency designated by an "F" is considered to offer only familiarization, a non-qualifying level of detail.

Military Medical Readiness

Medical Doctrine	F
Military Mission	F
Joint and Combined Operations	
Total Force Management	F
NDMS Management/DVA Role	
Medical Readiness Training	F
Contingency Planning	

General Management

Strategic Planning	F
Organizational Design	F
Decision Making	F
Change and Innovation	F
Leadership	F
Health Law and Policy	
Public Law	F
Medical Liability	F
Medical Staff By-Laws	F
Regulations	F
External Accreditation	
Health Resources Allocation and Management	
Financial Management	F
Human Resources Management	F
Labor-Management Relations	
Materiel Management	
Facilities Management	
Information Management/Technology	F
Ethics in the Health Care Environment	
Ethical Decision Making	
Personal and Professional Ethics	
Bioethics	F
Organizational Ethics	
Individual and Organizational Behavior	
Individual Behavior	F
Group Dynamics	F
Conflict Management	F
Communication	F
Public Speaking	F
Public and Media Relations	
Clinical Understanding	
Epidemiological Methods	F
Clinical Investigation	
Int. Health Care Delivery Systems	F
Performance Measurement	
Quality Management	F
Quantitative Analysis	F
Outcome Measurement	F
Patient Safety	

Address:

George Washington University
Marvin Center, Fourth Floor
800 21st Street, N.W.
Washington, D.C. 20052

POC:

Department of Health Services
Management and Policy
Phone: (202) 994-6220
Fax: (202) 994-4068
E-mail: hsmp@gwis2.circ.gwu.edu

**American College of Physician Executives
The Physician in Management Seminar Series**

The medical departments of the Army, Navy, and Air Force sometimes contract with the American College of Physician Executives (ACPE) to present their Physician in Management (PIM) seminars for selected military audiences. MTF commanders have expressed their view of the value of these seminars and requested their inclusion among the courses identified as supporting Executive Skills objectives.

Objective: The PIM series introduces physicians to the disciplines of management, providing the fundamental concepts that physicians in management must grasp.

Eligibility: Physicians.

Description: The PIM series is a sequence of three, intensive four and one-half day seminars that concentrate as much learning as possible into the shortest practical time. Attendees must take each seminar in sequence with seminars I and II required as prerequisites for seminars II and III respectively.

Course Length: Three seminars, each four and one-half days.

Modality: Seminars.

Prerequisites: Physician.

Application: Not applicable for presentations contracted by the Services.

Quotas: As established by the sponsoring Service.

Funding: As arranged by the sponsoring Service.

Obligation: None.

Evaluation of Performance: None.

Credit Given: ACPE designates each of these continuing medical education activities for 31

credit hours in Category I of the Physician's Recognition Award of the American Medical Association. The program has been reviewed and accepted for 31 Prescribed Hours by the American Academy of Family Physicians.

Institutional Accreditation: The ACPE is accredited by the Accreditation Council of Continuing Medical Education (ACCME) to sponsor continuing education for physicians.

Faculty: Foremost authorities in the respective fields.

**Physician in Management
Competencies Addressed**

A letter at the end of each line indicates competencies taught at the JMESP taxonomy level. Other competencies may be addressed at levels not meeting taxonomy requirements.

Military Medical Readiness

- Medical Doctrine
- Military Mission
- Joint and Combined Operations
- Total Force Management
- NDMS Management/DVA Role
- Medical Readiness Training
- Contingency Planning

General Management

- Strategic Planning (PIM 2) A
- Organizational Design (PIM 1) A
- Decision Making (PIM 1 and 3) A
- Change and Innovation (PIM 3) A
- Leadership

Health Law and Policy

- Public Law
- Medical Liability
- Medical Staff By-Laws
- Regulations
- External Accreditation

Health Resources Allocation and Management

- Financial Management (PIM 1) A
- Human Resources Management
- Labor-Management Relations
- Materiel Management

Facilities Management
Information Management/Technology

Ethics in the Health Care Environment

Ethical Decision Making
Personal and Professional Ethics
Bioethics
Organizational Ethics

Individual and Organizational Behavior

Individual Behavior
Group Dynamics (PIM 1) A
Conflict Management (PIM 2) A
Communication (PIM 2) A
Public Speaking
Public and Media Relations

Clinical Understanding

Epidemiological Methods
Clinical Investigation
Int. Health Care Delivery Systems

Performance Measurement

Quality Management
Quantitative Analysis
Outcome Measurement
Patient Safety

POC:

Mr. Howard Horowitz
(813) 287-8993

Address:

American College of Physician Executives
4890 West Kennedy Blvd., Suite 200
Tampa, FL 33609-2575

Part 3 DISTANCE LEARNING OPPORTUNITIES

The Joint Medical Executive Skills Program has traditionally relied on the use of face-to-face courses of instruction and selected job experiences as the primary means of attaining Executive Skills competencies. Internet innovations and improved software applications have made the use of distance learning (DL) technologies more effective as another method of instruction. The JMESP has implemented several DL courses to assist officers in their quest for competency and other courses will be added over time.

The following DL modules are currently available. For some competencies, more than one module comprises a course as indicated by the number associated with the module name (i.e., Leadership One, Leadership Two). Users should attempt to complete all modules associated with a competency course.

These DL modules may be accessed on the program site at www.jmes.org. Follow the procedures to register and apply for each module as indicated. For competency credit and documentation see your specific executive skills service representative.

Labor-Management Relations

- Labor Relations One
- Labor Relations Two

Outcome Measurements

- Outcomes Measurement One
- Outcomes Measurement Two

External Accreditation

- External Accreditation One
- External Accreditation Two

Facilities Management

- Facilities Management One
- Facilities Management Two

Public Law

- Public Law One
- Public Law Two

Medical Liability

- Medical Liability One

Quality Management

- Quality Management One
- Quality Management Two

Human Resource Management

- Human Resources One

Leadership

- Leadership One
- Leadership Two

Change and Innovation

- Change and Innovation One
- Change and Innovation Two

Information Management and Technology

- IM Strategies One
- IM Strategies Two

Army:

This list provides Service developed courses/modules that address executive skill development and core competency. Please contact the POCs listed for more information on the courses/modules and administrative procedures for entering their 'virtual learning environments'.

The AMEDD Executive Skills Program offers distance-learning (DL) courses that are available through the AMEDD Learning Laboratory. These courses can help familiarize you with the topic area or serve as refresher or sustainment training. The following modules are available now:

Pharmacy Benefits Management

- Orientation
- Ailment
- Observation
- Diagnosis
- Prescription
- Survey
- Style Sheet information

Medical Treatment Facility (MTF) Financial Management

- Orientation
- Funding Process
- MTF Budgets
- Report Analysis
- Balanced Scorecard (BSC) Fundamentals
- BSC Implementation
- Business Case Analysis (BCA)
- BCA-AMEDD

AMEDD Homeland Security

- Module 1: Joint Commission Accreditation of Healthcare Organizations (JCAHO)
- Module 2: Incident Command System (ICS)
- Module 3: Hospital Emergency Incident Command System (HEICS)
- Module 4: Federal Response Plan (FRP)
- Module 5: National Disaster Medical System (NDMS)

If you are interested in taking any of these courses please contact the AMEDD Executive Skills Program at www.amedd.net/public/user_registration_step_1.cfm for registration. If you need assistance or have questions, please contact Sharon Schaefer, Database Manager, AMEDD Executive Skills Branch, AMEDD Leader Training Center, sharon.schaefer@amedd.army.mil, phone 210-221-7480 or fax 210-221-6489.

Navy:

Clinical Investigation Program (CIP)

If you are interested in taking this course please contact the Navy Executive Skills Program for registration. If you need assistance or have questions, please contact CDR Elaine Ehresmann,

Director Joint Medical Executive Skills Program eehresmann@nmetc.med.navy.mil or HM2
Abdur Nizar-Moses, Program Director, anizar-moses@nmetc.med.navy.mil.