

SAN ANTONIO UNIFORMED SERVICES HEALTH EDUCATION CONSORTIUM (SAUSHEC)

BYLAWS

ARTICLE I

Name

The name of this organization shall be the San Antonio Uniformed Services Health Education Consortium hereafter referred to as SAUSHEC.

SAUSHEC shall be located in San Antonio, Texas.

ARTICLE II

Member Institutions

Section A. Founding members of SAUSHEC are Brooke Army Medical Center (BAMC) and the 59th Medical Wing (59 MDW) along with both organizational unit's subordinate medical treatment facilities within the San Antonio Military Health System (SAMHS).

Section B. Additional member institutions of SAUSHEC may be added by the Command Council.

ARTICLE III

SAUSHEC Mission and Statement and Commitment of Member Institutions to GME

Section A. Mission

1. The primary mission of SAUSHEC shall be to conduct military Accreditation Council for Graduate Medical Education (ACGME) approved Graduate Medical Education (GME) programs in San Antonio that meet all ACGME requirements, are of the highest quality, and meet the needs of the DOD by training physician specialists who are qualified, competent and morally and ethically suited for careers in medicine and the uniformed services of the nation. These military physicians, after training, will provide medical care to DOD beneficiaries and must meet the highest standards of professional competence and efficiency. In accord with the ACGME Institutional Requirements, SAUSHEC shall serve as the Sponsoring Institution for all military GME programs in San Antonio.

2. The secondary mission of SAUSHEC shall be to oversee Graduate Allied Health Education (GAHE) programs at SAMMC and 59 MDW. SAUSHEC will ensure that all SAUSHEC

sponsored GAHE programs meet requirements of their accrediting agency, are of the highest quality and meet the needs of the DoD by training allied health specialists who are qualified, competent and morally suited for careers in allied health professions and the uniformed services of the nation. For programs accredited by BAMC or 59 MDW, SAUSHEC will ensure provision of accreditation services, and, where appropriate, will assist duplicate programs with integration. These military allied health providers, after training, will provide medical care to DOD beneficiaries and must meet the highest standards of professional competence and efficiency. In accord with their accrediting agencies' requirements, SAUSHEC shall serve as the Sponsoring Institution for all military GAHE programs in San Antonio.

3. By combining the resources of member institutions into fully integrated GME and GAHE entities, SAUSHEC will provide a scholarly environment dedicated to excellence in both education and health care. SAUSHEC's operations and programs will make possible the most efficient and cost-effective use of DOD physical, financial and human resources.

Section B. Commitment

1. By signing these bylaws SAUSHEC member institutions pledge to:

a. Organize and resource SAUSHEC to ensure excellence in both education and patient care. They are committed to ensuring SAUSHEC is able to conduct GME and GAHE in a scholarly environment that supports quality medical care by the provision of leadership, organizational structure, and resources to enable SAUSHEC to achieve substantial compliance with the ACGME and other agencies' Institutional Requirements and to enable its GME and GAHE programs to achieve substantial compliance with ACGME and other agencies' Program Requirements. The member institutions are committed to providing SAUSHEC with the necessary educational, financial, and human resources to support GME and GAHE that provides an ethical, professional, and educational environment in which the curricular requirements, as well as the applicable requirements for scholarly activity and the general competencies can be met.

b. Commit appropriate and sufficient levels of financial, physical and personnel support necessary to meet the administrative and technical requirements of the educational mission of SAUSHEC.

c. Ensure proper communication between those in charge of GME and GAHE programs and the governing bodies and the medical staffs of participating hospitals necessary to ensure patient safety and effective GME and GAHE as is required by The Joint Commission (TJC), ACGME and other accrediting agencies.

ARTICLE IV

Governance and Financial Support

Section A. Governance

1. SAUSHEC shall be governed by the SAUSHEC Command Council, whose voting members are the commanders of the member institutions. SAUSHEC shall be managed by a SAUSHEC Board of Directors (BOD) which under the oversight of the Command Council shall have responsibility for, and oversight of, all functions described in the SAUSHEC Memorandum of Agreement (MOA) and in these bylaws.

2. The Board of Directors shall make sure that SAUSHEC is in compliance with TJC standards for hospitals with GME and GAHE programs. SAUSHEC's institutional responsibility for its GME and GAHE programs is also governed by the ACGME Institutional and Program Requirements (www.acgme.com) and by specific requirements of the accrediting agencies for SAUSHEC's GAHE programs. SAUSHEC policies shall also be consistent with the following service regulations and directives of the Army and of the Air Force:

a. USA: AR 351-3, 14 Jan 2006, Professional Education and Training Programs for Army Medical Department

b. USAF: AFI 41-117 (23 April 2001)

If either of these service regulations is in conflict with SAUSHEC's DOD mandate for an integrated, joint service GME organization, they shall be waived after consultation with appropriate DOD GME approving authorities.

Section B. Financial Support

Operating costs of SAUSHEC and its training programs shall be paid by the Member Institutions. Member Institutions shall assign their share of Graduate Medical Education and GAHE training/operating expenses to the SAUSHEC budget.

ARTICLE V

Command Council

Section A. Membership/Authority.

A Command Council, to consist of the Commanders of the 59 MDW and of BAMC shall have the authority to review all actions and decisions of the SAUSHEC Board of Directors and to require reconsideration and revision of said actions and decisions. Effective exercise of Command Council authority will require that members of the Council are kept informed by the SAUSHEC Board of Directors. To this end the SAUSHEC Board of Directors shall have among its members the Vice/Deputy-Commanders of the member institutions or such other persons as the Commanders may designate. In addition, members of the Command Council shall receive copies of all minutes and actions of the SAUSHEC Board of Directors, and shall review these minutes in a timely fashion for approval or reconsideration as noted.

Section B. Meetings/Minutes.

1. The Command Council shall meet twice each year with the SAUSHEC Dean to review SAUSHEC program status and projections, and review any issues of concern to the Commanders or the Dean. The Command Council may determine other personnel to attend Command Council meetings. The Command Council may schedule other meetings, as they consider necessary. Such other meetings may include the SAUSHEC Dean and other personnel as determined by the Command Council.
2. The Command Council shall keep minutes of all meetings at which the Dean is present. Copies of the minutes may be given to the SAUSHEC Dean and to members of the Command Council. Except in special circumstances to be determined by the members of the Command Council the minutes of the Command Council shall be distributed to the members of the SAUSHEC Board of Directors. The purpose of this distribution shall be to maintain open communication and common understanding with those who make policy for, and administer the affairs of, SAUSHEC.
3. Notwithstanding the above requirements for formal meetings, the members of the Command Council and the Dean may meet informally at any time to discuss SAUSHEC affairs. Such informal discussions may include other personnel at the discretion of the members of the Command Council.

Section C. Appointment of Dean.

The command council shall appoint the Dean. The Command Council shall review the Dean's performance on an annual basis.

ARTICLE VI

Board of Directors

Section A. The affairs of SAUSHEC shall be governed by a Board of Directors.

Section B. Membership.

1. Membership of the SAUSHEC Board of Directors (BOD) shall consist of
 - a. The Dean of SAUSHEC.
 - b. The Vice-Commander of 59 MDW or such other representative as may be designated by the Commander, 59 MDW.
 - c. The Deputy Commander for Clinical Services (DCCS) of San Antonio Military Medical Center (SAMMC) or such other representative as may be designated by the Commander, BAMC.

- d. The Associate Deans for GME at BAMC and 59 MDW.
 - e. All members of the BOD are voting members.
 - f. The Chairperson of SAUSHEC's Graduate Allied Health Education Committee will serve as a Board of Directors member, when the GAHE Committee is not chaired by one of the Board members named above in paragraphs B.1.a-e.
2. Each member of the SAUSHEC Board of Directors may designate a representative to act or vote on his/her behalf at meetings of the Board, provided such designation is communicated to the SAUSHEC Dean who shall report such communication to the other Board members and record it in the minutes.

Section C. Board Chairmanship

The Dean shall serve as Chair of the SAUSHEC Board of Directors.

Section D. Board Responsibilities

1. The SAUSHEC Board of Directors shall:
- a. Establish policies and procedures necessary to ensure that SAUSHEC meets all TJC, ACGME and GAHE Institutional Requirements for a GME and GAHE-sponsoring institution.
 - b. Establish policies and procedures necessary for maintaining optimal quality of education, optimal quality of life for the residents, effective resident supervision that ensures quality patient care in the GME and GAHE environment.
 - c. Establish SAUSHEC guidelines, policies and procedures for recruitment, selection, appointment, evaluation, promotion and dismissal of residents. These policies must comply with ACGME and GAHE requirements and be consistent with DOD policies.
 - d. Establish SAUSHEC policies and procedures for discipline and adjudication of resident complaints and grievances relevant to the GME and GAHE programs. These policies and procedures must satisfy the requirements of fairness and due process and shall apply to all residents regardless of location.
 - e. Establish policies and procedures which ensure that member institutions provide residents with opportunity to participate in appropriate educational activities in the manner and to the extent required by the ACGME and GAHE-accrediting agencies.
 - f. Establish policies and procedures which ensure that SAUSHEC member institutions provide residents with appropriate financial support and benefits, as required by ACGME and, GAHE accrediting agencies and consistent with DOD policy.

- g. Establish policies and procedures which ensure residents have a written agreement outlining the terms and conditions of their appointments to an education program, and which provide for monitoring the implementation of these terms and conditions by SAUSHEC's GME and GAHE Program Directors. (Note: for active duty military physicians the service-specific residency contract signed when accepting appointment as a resident shall be supplemented by a written training agreement with SAUSHEC.)
- h. Establish policies and procedures which ensure that residents in SAUSHEC GME and GAHE programs shall have access to appropriate and confidential counseling and psychological services.
- i. Establish policies and procedures which provide for proper supervision of the GME and GAHE programs to ensure that a proper educational experience is provided for trainees and that there is effective supervision of trainees by staff to ensure patient care delivered by trainees is safe and of high quality.
- j. Regularly review and approve the minutes of the SAUSHEC GME and GAHE Committees. The Board of Directors shall also ensure that approved policies and procedures are implemented at member hospitals and that there is regular communication among the GME and GAHE Committees, the appropriate governing committees, and medical staff of BAMC and 59 MDW.
- k. Ensure each member institution follows SAUSHEC Bylaws to select and appoint in a timely fashion an Associate Dean for Graduate Medical Education and Graduate Allied Health Education who works with the Dean of SAUSHEC. The institution may appoint a single individual to serve as both ADGME and ADGAHE or may appoint separate Associate Deans.
- l. Recommend to the Command Council the appointment or dismissal of program directors of each SAUSHEC sponsored residency program, in accordance with applicable guidelines and instructions.
- m. Appoint staff as necessary to accomplish the SAUSHEC mission.
- n. Review and approve all Memoranda of Agreement between SAUSHEC sponsored residencies and participating institutions.
- o. Make recommendations to the Command Council on addition, deletion or modifications in the size of SAUSHEC sponsored residencies.
- p. Review and recommend to the Command Council approval of the annual budget of SAUSHEC (including the training budgets for each SAUSHEC sponsored residency program and the budget required to support the office and activities of the SAUSHEC Dean.
- q. Review and approve SAUSHEC space requirements.
- r. Periodically review the SAUSHEC mission statement, bylaws, memoranda of agreement between SAUSHEC member institutions and other documents as may be required to establish

and maintain the full commitment of SAUSHEC and its member institutions to effective GME and GAHE. Any changes will be recommended to the Command Council.

s. Create additional SAUSHEC committees as required.

Section E. Meetings of SAUSHEC Board of Directors

1. **Regular Meetings.** The Board shall hold regular meetings at least three times per year at a time and place designated by the Chair or by a majority of the board members. The SAUSHEC Dean shall give each Director not less than fourteen (14) days notice of the meetings.
2. **Special Meetings.** Special meetings of the Board may be called by the Chair, SAUSHEC Dean, upon request of a majority of the board members or on direction of the command council. The SAUSHEC Dean shall give each board member not less than seventy-two (72) hours notice of any special meeting.
3. Any Director may designate another representative to act in his/her place at a properly called meeting of the SAUSHEC Board of Directors, provided that such designation is communicated to the Dean 24 hours in advance of a meeting. The Dean shall report such communication to other Board members and record it in the minutes. Any member may invite subject matter experts to attend a part of the BOD meeting by notifying the Dean who will notify other members and note attendance in the minutes.
4. **Quorum.** Presence of two-thirds of the membership, either personally or through a designated representative, shall constitute a quorum. Unless otherwise specified by SAUSHEC Bylaws, Board actions shall be effective with a simple majority vote. Any action without a simple majority shall be referred to the Command Council for a final decision.
5. **Presiding Officer and Minutes.** The Dean shall preside at all meetings of the Board. In the Dean's absence, the Dean shall appoint a designee to preside over meetings. Minutes of meetings shall be kept by the Dean's administrative assistant. The agenda of coming meetings shall be distributed to all Board members, and to the members of the Command Council, one week in advance of any scheduled meeting. Minutes of all meetings shall be distributed to the Command Council for their review within 7 working days of the Board of Directors Meeting, and to all members of the Board.
6. **Waived Notice of Meeting:** Should all Board members waive notice requirements, a meeting may be conducted without waiting for 14 days for a regular meeting or 72 hours for a special meeting.
7. **Alternate Means of Board Participation.** Any members of the Board may participate in a meeting by telephone or teleconference. The Board Chair may invite outside parties to participate in Board deliberations by means of telephone or teleconference should the need arise.

ARTICLE VII

SAUSHEC Committees

Section A. Graduate Medical Education Committee (GMEC) of SAUSHEC

The Dean, SAUSHEC, shall be designated by the Command Council to be the ACGME recognized Designated Institutional Official (DIO) and as such is the individual who has the authority and responsibility for oversight of the GME programs sponsored by SAUSHEC. As required by ACGME the GMEC, under the Chairmanship of the Dean, shall be the committee that provides administrative oversight to all GME residency programs sponsored by SAUSHEC. Disciplines other than medicine with professional education programs, such as dentistry, psychology or hospital administration, may be included on the Graduate Medical Education Committee to ensure coordination of effort of all military professional education programs in the member institutions. The SAUSHEC Board of Directors shall have oversight of GMEC minutes. The GMEC shall meet at least every other month at sites alternating between member institutions.

1. **Chairman.** The Dean, SAUSHEC shall be chair of the GMEC. Minutes shall be prepared by the administrative assistant to the Dean.
2. **Membership.** Membership of the GMEC shall be as follows:
 - a. **Voting Members:**
 - The Dean of SAUSHEC (except in the case of adverse actions)
 - The Associate Deans for GME of each member institution
 - The Programs Directors of all SAUSHEC GME Programs.
 - Selected faculty from BAMC and 59 MDW approved by the Dean
 - Housestaff representatives selected by BAMC and 59 MDW integrated Housestaff Council
 - b. **Non-Voting Members:**
 - Program Directors of Allied Health Professional Programs of member institutions. If one or more GAHE programs are approved by the GMEC as GMEC members, PDs from those programs will become full voting GMEC members.
 - Others as invited by the Dean or a majority vote of the GMEC voting members for specific issues.
3. **Quorum:** Presence of 50% of the voting members (or their designated vice representatives) of the GMEC shall constitute a quorum. Unless otherwise specified by SAUSHEC policy, a simple majority vote shall be required to pass an item in the GMEC. The GMEC may meet without a quorum for discussion of business but cannot vote on any issues at such meetings.
4. **Responsibilities**
 - a. Establishment and implementation of policies and procedures that affect all SAUSHEC GME programs regarding the content, design, quality of education, supervision and assessment of resident performance and the work environment in each program.

- b. Establishment and maintenance of appropriate oversight of, and liaison with, program directors. Ensure program directors maintain proper oversight of and liaison with personnel of other institutions participating in GME programs sponsored SAUSHEC.
 - c. Regular review of all ACGME/RRC letters of accreditation and the monitoring of action plans for correction of areas of non-compliance.
 - d. Regular internal review of all ACGME-accredited programs to assess compliance with the Institutional Requirements and Program Requirements of the ACGME Residency Review Committees.
 - e. Development and implementation of SAUSHEC's policies on resident supervision, probation, extension of training and termination. The GMEC shall be the reviewing and approving authority for program directors recommendations' in these matters. The GMEC shall provide oversight of each residency program's policies and procedures for selection, supervision, evaluation, promotion and dismissal of residents. The GMEC shall ensure that such policies and procedures are formal, written, and in compliance with the Institutional and Program Requirements for the specialties and subspecialties of the ACGME RRC's, TJC policies, SAUSHEC policies, and DOD policies.
 - f. Monitor every SAUSHEC GME program to assure they provide appropriate curriculum and evaluation plans to ensure that residents demonstrate competence in the areas defined in Institutional Requirements and specialty-specific Program Requirements.
 - g. Establish a SAUSHEC resident grievance policy and program that provides procedures to ensure that SAUSHEC maintains an environment in which residents may raise and resolve issues without fear of intimidation and/or retaliation.
 - h. Establish and implement formal written institutional policies governing resident duty hours that foster resident education and facilitate the care of patients. Establish a system to monitor that each SAUSHEC program establishes and implements program specific, formal, written work environment and duty hours policies for their residents that are in compliance with ACGME and DOD policies.
 - i. Annually review GME funding for SAUSHEC GME programs including costs for required TDY training missions, supplies and support services of each program. This review will result in a SAUSHEC GME budget presented to the Board of Directors and Command Council. Resident compensation and benefits are set by DOD policies and , therefore, are not subject to this review.
5. GMEC Sub-committees: Under the direction of the SAUSHEC Executive Committee the GMEC shall establish appropriate standing sub-committees as needed. These sub-committees shall work on specific areas of interest to the GMEC, such as resident issues, due process, curriculum, etc. Ad Hoc GMEC sub-committees may be established by the Dean to work on specific problems or issues.

Section B. Graduate Allied Health Education Committee (GAHEC) of SAUSHEC

The Dean, SAUSHEC, shall be designated by the Command Council to be the individual who has the authority and responsibility for oversight of the GAHE programs sponsored by SAUSHEC. The GAHEC, under the Chairmanship of the Dean or the Dean's Designee, shall be the committee that provides administrative oversight to all Graduate Allied Health Education residency programs sponsored by SAUSHEC. All Allied Health disciplines shall be included on the GAHEC to ensure coordination of effort of all military Graduate Allied Health professional education programs in the member institutions. The SAUSHEC Board of Directors shall have oversight of GAHEC minutes. The GAHEC shall meet at least every other month at sites alternating between member institutions.

1. Chairman. The Dean, SAUSHEC, or the Dean's designee, shall be chair of the GAHEC. Minutes shall be prepared by an administrative assistant to the Dean.

2. Membership. Membership of the GAHEC shall be as follows:

a. Voting Members:

- The Dean of SAUSHEC or designee (except in the case of adverse actions)
- 59 MDW and SAMMC Directors of Medical Education or the 59 MDW and BAMC Associate Deans of GAHE, if appointed
- Programs Directors of all SAUSHEC GAHE Programs
- Selected GAHE faculty from SAMMC and 59 MDW approved by the Dean
- Housestaff representatives selected by the members of the integrated, BAMC/59 MDW, GAHE Council

b. Non-Voting Members:

- Others as invited by the Dean or a majority vote of the GAHEC voting members for specific issues.

3. Quorum: Presence of 50% of the voting members (or their designated vice representatives) of the GAHEC shall constitute a quorum. Unless otherwise specified by SAUSHEC policy, a simple majority vote shall be required to pass an item in the GAHEC. The GAHEC may meet without a quorum for discussion of business but cannot vote on any issues at such meetings.

4. Responsibilities

a. Establishment and implementation of policies and procedures that affect all SAUSHEC GAHE programs regarding the content, design, quality of education, supervision and assessment of resident performance and the work environment in each program.

b. Establishment and maintenance of appropriate oversight of, and liaison with, program directors. Ensure program directors maintain proper oversight of and liaison with personnel of other institutions participating in GAHE programs sponsored SAUSHEC.

c. Regular review of all accrediting agencies' letters of accreditation and the monitoring of action plans for correction of areas non-compliance.

d. Regular internal review of those GAHE-accredited programs accredited by SAUSHEC, to assess compliance with the relevant accrediting agency's institutional and program requirements.

e. Development and implementation of SAUSHEC's policies on resident supervision, probation, extension of training and termination. The GAHEC shall be the reviewing and approving authority for program directors recommendations' in these matters. GAHEC shall provide oversight of each residency program's policies and procedures for selection, supervision, evaluation, promotion and dismissal of residents. The GAHEC shall ensure that such policies and procedures are formal, written, and in compliance with the Institutional and Program Requirements for the specific Allied Health discipline, TJC policies, SAUSHEC policies, and DOD policies.

f. Monitor every SAUSHEC GAHE program for development of appropriate curriculum and evaluation plans to ensure that residents demonstrate competence in the areas defined in Institutional and specialty-specific Program Requirements.

g. Establish a SAUSHEC resident grievance policy and program that provides procedures to ensure that SAUSHEC maintains an environment in which residents may raise and resolve issues without fear of intimidation and/or retaliation.

h. Establish and implement formal written institutional policies governing resident duty hours that foster resident education and facilitate the care of patients. Establish a system to monitor that each SAUSHEC program establishes and implements program-specific, formal, written work environment and duty hours policies for their residents that are in compliance with accrediting agency and DOD policies.

i. Annually review funding for SAUSHEC GAHE programs including costs for required TDY training missions, supplies and support services of each program. This review will result in a SAUSHEC GAHE budget presented to the Board of Directors and Command Council. Resident compensation and benefits are set by DOD policies and, therefore, are not subject to this review.

5. GAHEC Sub-committees: Under the direction of the SAUSHEC Executive Committee the GAHEC shall establish appropriate standing sub-committees as needed. These sub-committees shall work on specific areas of interest to the GAHEC, such as resident issues, due process, curriculum, etc. Ad Hoc GMEC sub-committees may be established by the Dean to work on specific problems or issues.

Section C. SAUSHEC Executive Committee

The Dean shall establish and chair an Executive Committee whose members shall be the Dean and the Associate Deans for GME from each member institution. If the institution has selected a separate AD to chair the GAHEC, that individual will also serve as an Executive Committee member. This committee shall meet at least twice monthly to facilitate the functioning of the GMEC and GAHEC and their sub-committees.

Section D. Integrated House Staff and Allied Health Council

House staff and Allied Health trainees from each member institution shall establish integrated House Staff Councils; SAUSHEC shall facilitate and support the activities of the Councils.

1. Purpose. The purpose of the integrated House staff and Allied Health Councils shall be to provide trainees with an organized forum and mechanism to raise issues for program improvements, support morale, and provide membership opportunities for trainees on member institution and SAUSHEC committees.

2. Meetings. The integrated House staff and Allied Health Councils shall meet and conduct business on a regular basis, not less than 4 times per year. Minutes of House staff Council meetings shall be reviewed and approved by the GMEC. Minutes of the Allied Health Council shall be reviewed by the GAHEC.

Section E. Other Committees.

The SAUSHEC Board of Directors may create additional committees as required.

ARTICLE VIII

Dean of Military Graduate Medical Education for SAUSHEC

(Dean, SAUSHEC)

Section A. Function and Authority

1. The Dean of SAUSHEC shall be appointed by the Command Council and shall have the title of Dean of Military Graduate Medical Education and Graduate Allied Health Education for SAUSHEC.

2. The Dean shall have the authority and responsibility for oversight and administration of SAUSHEC and its graduate medical, allied health and hospital-based, dental education programs. The Dean shall be SAUSHEC's Designated Institutional Official (DIO) to the ACGME. The Dean shall promote a unity of purpose and activity for SAUSHEC member institutions in graduate medical and allied health education as well as oversee the operational components of SAUSHEC. The Dean shall work to maintain appropriate coordination between

graduate medical and allied health military professional education programs of consortium members.

Section B. Responsibilities

1. Develop, implement and administer SAUSHEC policies and directives under the direction of the SAUSHEC Command Council. The Dean shall ensure that the policies and GME programs of SAUSHEC meet ACGME and TJC requirements as well as Army and Air Force GME policies and that there are common GME policies for each member institution's facility. The Dean shall also ensure that policies of SAUSHEC's Graduate Allied Health programs meet the requirements of their accrediting agencies and TJC, as well as Army and Air Force GAHE policies and that there are common GAHE policies for each member institution's facility. As required, the Dean shall obtain exceptions to Army and Air Force GME and GAHE policies/regulations when these are in conflict with SAUSHEC policies and with DOD-mandated requirements to integrate Army and Air Force GME and GAHE in San Antonio.
2. Chair the SAUSHEC Board of Directors, prepare its agenda, and keep the Board members fully informed of the status of SAUSHEC programs and operations.
3. Develop and implement, after Board approval, SAUSHEC GME and GAHE budgets which meet ACGME and other accrediting agency requirements for equitable support of all trainees regardless of branch of service.
4. Serve as Designated Institutional Official for SAUSHEC to the ACGME and represent SAUSHEC to the various RRCs and other accrediting organizations.
5. Chair the SAUSHEC GMEC. Chair the GAHEC or delegate this duty to a Graduate Allied Health educator, if approved by the Command Council.
6. Chair the SAUSHEC Executive Committee
7. Serve on each member institution's Board of Directors or equivalent bodies to ensure compliance with TJC requirements for regular communication between GME and GAHE and the governing bodies and medical staffs of member institutions and to ensure both the quality of patient care delivered by trainees and the educational and supervisory needs of trainees are met.
8. Provide oversight and assistance to SAUSHEC program directors in the areas of
 - a. Development of training program budgets.
 - b. Due process issues for trainees with problems.
 - c. Curriculum development.
 - d. ACGME/RRC and other accrediting agency standards.

- e. Facilitating resolution of training issues raised when there are service changes, integrations or consolidations.
 - f. Incorporation of “military unique training” into GME and GAHE curricula.
 - g. Faculty and program director development.
9. Participate in the selection and oversight of the Associate Deans for Graduate Medical and Allied Health Education (ADGE) at the member institutions. The Dean shall also be involved in the evaluation/rating process of the Associate Deans. Job performance input will be either from direct involvement in the officer’s rating chain or by providing “Letter of Input” to the officer’s senior rater. A “Letter of Input” will be done at the beginning of the rating period outlining the GME and GAHE duties of the officer. A “Letter of Input” will be done at the end (and midpoint if needed) of the rating period giving an assessment to the Senior Rater of the success of the officer in accomplishing his/her GME and GAHE duties.
 10. Coordinate program director searches for all SAUSHEC programs.
 11. Appoint associate program directors for each Program in conjunction with the program director and chair(s) of the relevant departments and SAUSHEC policies.
 12. Develop and maintain a common trainee database and other records as required.
 13. Organize a common trainee orientation and graduation ceremony in coordination with the Associate Dean for GME and GAHE in each member facility.
 14. Act as the military’s GME and GAHE representative with community and regional educational institutions in negotiating joint graduate education ventures.
 - a. Represent military GME and GAHE at the San Antonio Health Care Coordinating Council or equivalent committees.
 - b. Explore opportunities for further integration/affiliation between military and civilian GME and GAHE programs in San Antonio.
 15. Represent SAUSHEC at the annual DOD Joint Service GME Selection Board (JSGMESB).
 16. Coordinate activities of the committees created by the Board of Directors.
 17. Perform other duties as assigned by the Command Council.

Section C. Resources for Office of the Dean

1. SAUSHEC member institutions shall provide the fiscal, space, personnel and other resources necessary to ensure that the Office of the Dean is able to carry out the responsibilities set forth above. This will require:

- a. A Dean's staff, selected and rated by the Dean, consisting of one or more department level administrative assistants, and one or more institutional level administrative assistants (Masters or PhD in Education) plus other support personnel as may be requested by the Dean and approved by the SAUSHEC Command Council.
 - b. Appropriate office space, equipment and supplies for the Dean and his/her staff in member hospitals.
 - c. Appropriate budget for the Dean and his/her staff for training, mission essential TDY and memberships in appropriate GME and GAHE organizations.
2. The Dean's budget shall be reviewed and approved by the SAUSHEC Command Council.

ARTICLE IX

Associate Deans for Graduate Medical and Graduate Allied Health Education

Section A. Each member institution shall select one or two Associate Deans to oversee Graduate Medical Education and Graduate Allied Health Education (ADGE) programs. This individual(s) will assist the Dean in administering graduate medical and allied health education programs at that institution. If a single individual is selected, s/he will be designated the Associate Dean of Graduate Education (ADGE).

Section B. Selection

Each member institution shall determine the qualifications of and selection process for the ADGE. The Dean, SAUSHEC shall have a role in the selection process. The Commander of each member institution will make the final selection.

Section C. Duties

1. In matters relevant to GME and GAHE the ADGE shall work for the Dean of SAUSHEC who will have input into the individual's rating. The ADGE shall be responsible for assisting the Dean of SAUSHEC to ensure that SAUSHEC successfully carries out its mission of conducting military graduate medical and allied health education in San Antonio. Working with the Dean of SAUSHEC the ADGE shall be responsible for implementing SAUSHEC BOD policies at the member institution. The ADGE shall be responsible for ensuring that GME and GAHE at that institution meet ACGME, other accrediting agency TJC and service specific requirements while ensuring that it is seamlessly integrated into SAUSHEC, which is the ultimate governing body for military GME and GAHE in San Antonio. Along with the Dean, the ADGEs shall serve as a consulting resource for SAUSHEC program directors and their training committees in the areas of:

- a. Development of training program budgets.

- b. Due process issues for trainee problems.
- c. Curriculum development.
- d. ACGME/RRC and GAHE accrediting agency standards
- e. Facilitating training issues in cases of program integration or affiliation
- f. Coordinating efforts to incorporate and document “Military Unique Training (MUC)” into GME and GAHE curricula.
- g. Fostering faculty and program director development
- h. Ensuring proper documentation of program-relevant, ACGME, GAHE & DOD training requirements such as BLS certification, obtaining state licenses etc.

2. The ADGE shall be involved in the rating/evaluation system of SAUSHEC program directors and associate program directors of the same uniform service as the ADGE. Job performance input will be either from direct involvement in the officer’s rating chain or by providing “Letter of Input” to the officer’s senior rater. A “Letter of Input” will be done at the beginning of the rating period outlining the GME or GAHE duties of the officer. A “Letter of Input” will be done at the end (and midpoint if needed) of the rating period giving an assessment to the Senior Rater of the success of the officer in accomplishing his/her GME or GAHE duties.

3. The ADGE shall be a voting member of the SAUSHEC GMEC, SAUSHEC GAHEC, the SAUSHEC Executive Committee, and the SAUSHEC Board of Directors.

4. The ADGE may represent the Dean at appropriate member institution committees to ensure compliance with TJC requirements for regular communication between the GMEC and GAHE and the medical staff of member institutions about the safety and quality of patient care provided by, and the related educational and supervisor needs of the participants in GME and GAHE programs.

5. The ADGE shall represent his/her institution at the annual DOD Joint Service GME Selection Board (JSGMESB).

6. The ADGE shall be responsible for direct day-to-day supervision of the GME administrative staff in each member hospital and shall ensure that those resources are used to support the Dean and SAUSHEC’s mission, policies and procedures.

7. The ADGE may, at the discretion of the Commander of his/her institution, be assigned additional responsibilities for other, education programs in that institution.

Section D. Resources

The Commander of each member institution shall ensure that the ADGE is properly supported with budget, space, equipment, and support staff necessary to effectively accomplish his/her duties as outlined above. The office of the ADGE shall be an integrated part of SAUSHEC and of the Dean's overall resources to accomplish the GME and GAHE missions of SAUSHEC but shall be managed on a day-to-day basis by the ADGE.

ARTICLE X

Program Directors and Associate Program Directors for SAUSHEC GME and GAHE Programs

Section A. Program Directors

The GME program director shall be responsible for organizing and operating the residency program according to the current ACGME Institutional Requirements, special RRC requirements for that program and SAUSHEC policies, as well as relevant requirements of other accrediting bodies such as TJC and the Army and the Air Force. In matters relating to quality of graduate medical education and academic milieu, the program director shall report to Dean, SAUSHEC. GAHE program directors will have similar responsibility for organizing and operating their programs under appropriate accrediting agency requirements and under SAUSHEC, TJC and Army and Air Force policies and instructions.

1. Responsibilities. The Program Director shall:

- a. Develop a program training committee in accordance with RRC or other accrediting agency and consortium guidelines. The program director shall administer the training program in consultation with the program training committee for advice and recommendations regarding trainee performance and program curriculum. This is especially important in the areas of trainee supervision, due process and trainee grievances. The program director and the training committee will ensure the program has appropriate educational goals and objectives that define the content, scope and sequence of the supporting curriculum. The program director and the training committee shall develop and implement a feedback/evaluation system to assess the effectiveness of the program in achieving its educational goals.
- b. Be responsible for ensuring the program has a trainee supervision policy that meets TJC and ACGME or other accrediting agency requirements including a plan for determining and monitoring competence of trainees at various levels of training.
- c. Be responsible for ensuring that all program, SAUSHEC, TJC, ACGME/RRC, other accrediting agency, DOD and hospital policies are disseminated to residents and staff. The PD shall be responsible for monitoring compliance with all these policies by his/her trainees and staff.

d. Ensure continual program improvement process by an annual review of all aspects of the program by the faculty and housestaff.

e. Ensure a staff mentor is assigned to work with each trainee.

f. Be responsible for all educational evaluations of his/her trainees as required by SAUSHEC and/or DOD. The program director will also have input into the military evaluations of his/her trainees. Input into military evaluations will be either from direct involvement in the officer's rating chain or by providing "Letter of Input" to the officer's senior rater. A "Letter of Input" will be done at the beginning of the rating period outlining the GME or GAHE duties of the officer. A "Letter of Input" will be done at the end (and midpoint if needed) of the rating period giving an assessment to the senior rater of the success of the officer in accomplishing his/her GME or GAHE duties.

g. In consultation with training committee, develop an annual budget for the program and present the budget to the Associate Dean for GE for review and approval. When the ADGE has approved the program budget, it shall be forwarded to the SAUSHEC Dean for review and inclusion into SAUSHEC's overall budget. The Dean shall then submit the program budget to the Board of Directors for approval.

h. Represent his/her program at the GMEC or GAHEC and serve on GMEC or GAHEC subcommittees at the direction of the Dean.

i. Ensure timely completion of all administrative and reporting requirements of his/her program including all RRC or other accrediting agency inspection required reports and documentation, military service reporting requirements and SAUSHEC internal reviews.

j. Attend the annual DOD Joint Service GME Selection Board (JSGMESB) and participate in the selection process of trainees for his/her program.

k. Participate in the selection of, write the job description for and mentor the associate program director. The program director will have input into the annual performance evaluation of the associate program director. Job performance input will be either from direct involvement in the Officer's rating chain or by providing "Letter of Input" to the officer's senior rater. A "Letter of Input" will be done at the beginning of the rating period outlining the GME or GAHE duties of the officer. A "Letter of Input" will be done at the end (and midpoint if needed) of the rating period giving an assessment to the senior rater of the success of the officer in accomplishing his/her GME or GAHE duties.

2. Program Director Selection.

a. Candidates for program directors for SAUSHEC's integrated programs shall be obtained from each service's Surgeon General after a Tri service search. Applicants shall be reviewed by a 3-member search committee, appointed by the Dean SAUSHEC, of senior clinician/educators (one member from each uniformed service) in the same field of medicine as the program in question. This search committee shall follow procedures established by the Dean and review appropriate

documents, conduct appropriate interviews and gather other data necessary to develop an order of merit list. The search committee shall submit a report of their process and the OML to the Dean of SAUSHEC who shall forward it to the Command Council which will make the final selection.

b. Identification of qualified candidates for program director of a SAUSHEC stand-alone program shall be done by the program's sponsoring uniformed service, which shall prepare a list of qualified applicants after a service wide search. Applicants will be reviewed by a search committee of 3 to 5 SAUSHEC GMEC or GAHEC members (the majority being from the program's service) appointed by the Dean. Using procedures established by the Dean, the search committee will review appropriate documents, conduct interviews and gather other information necessary to develop an OML of the candidates. The OML shall be forwarded to the Dean, SAUSHEC, who shall forward it to the Commander of the Program's service specific hospital who will then make the final selection.

3. Program Director Performance Review.

The Dean or Associate Dean shall review the performance of each program director annually and shall refer to the Board of Directors for consideration for dismissal the name of any program director who fails to adequately perform his/her GME or GAHE duties as detailed above, and in compliance with ACGME/RRC or other accrediting agency guidelines.

Section B. Associate Program Directors

Each SAUSHEC training program shall have an Associate Program Director.

1. Responsibilities. The associate program director shall work closely with the program director to ensure the training program meets all SAUSHEC, ACGME and RRC or other accrediting agency, DOD and other administrative requirements. The associate program director shall serve as the program's vice representative to the GMEC or GAHEC when the program director cannot attend and shall serve on GMEC or GAHEC subcommittees as required by the Dean. The associate program director shall be a member of the program's training committee. Associate program directors of integrated programs will attend the annual DOD Joint Service GME Selection Board (JSGMESB) and participate in the selection process of trainees for their program. SAUSHEC programs with more than 30 residents may appoint a second associate program director.

2. Selection.

a. The program director (PD) shall nominate one or more names for consideration for the position of associate program director (APD). In the case of integrated SAUSHEC Programs, this individual must be from the sister service (e.g., the Army program director must nominate an Air Force individual as the APD). In non-integrated programs the individual shall be nominated from the department's current academic staff. Nominations should focus on individuals that share the PD's educational and developmental vision for the training program and who have the potential for academic advancement.

b. Nominations for the APD shall be reviewed by both the PD and the department chair (or chairs if an integrated program). If there is unanimous agreement on the selection, the name shall be forwarded to the Dean, SAUSHEC for approval and appointment. In the case of any split decision or disagreement on the nomination, the issue shall be forwarded to the Dean for SAUSHEC Executive Committee review of the nominations and final selection by majority vote. The decision of the SAUSHEC Executive Committee shall be considered final.

ARTICLE XI

Amendments & Revision

The SAUSHEC Board of Directors shall review the SAUSHEC Memorandum of Understanding and the Bylaws on a regular basis (at least annually) and propose changes to the SAUSHEC Command Council that are agreed upon by a 2/3 vote of the board. The Dean, SAUSHEC, may at any time make recommendations directly to the Command Council after informing the SAUSHEC Board of Directors in writing. The Command Council is the final decision authority for changes in the SAUSHEC MOA or Bylaws.

ARTICLE XII

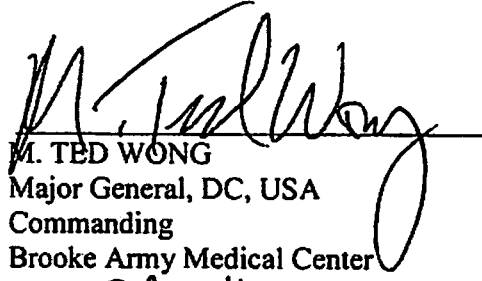
Parliamentary Authority

Roberts Rules of Order, Revised shall be the parliamentary authority governing all questions of procedure not covered by these Bylaws.

MEMBERS



BYRON C. HEPBURN
Major General, USAF, MC, SFS
Commander
59th Medical Wing
Date 25 Jul 11



M. TED WONG
Major General, DC, USA
Commanding
Brooke Army Medical Center
Date 23 Aug 11

ENDORSERS



CHARLES B. GREEN
Lieutenant General, USAF, MC, SFS
Surgeon General of the Air Force

Date 12 Sep 2011



ERIC B. SCHOOMAKER
Lieutenant General
The Surgeon General
Command General, USAMEDCOM

Date 18 NOV 2011