

FACTS & FIGURES

A care-ful analysis

The Dartmouth College Health Service is open not only to undergraduates, but also to all graduate students *and* their dependents. It is housed in a homey brick building known as Dick's House, named in memory of Dick Hall, a DC 1927, who died of polio during his sophomore year.



14,693

Outpatient visits in 2006-07 to the infirmary

592

Inpatient admissions in 2006-07 to the infirmary

10

Number of inpatient beds in the infirmary

1,094

After-hours walk-in visits in 2006-07

1,430

After-hours phone calls and e-mails in 2006-07

5,457

Immunizations administered in 2006-07

17,741

Prescriptions filled in 2006-07

1,043

X-rays performed in 2006-07

2005

Year Dartmouth was highlighted in the *New York Times* as one of a very small (and declining) number of college infirmaries that still offer 24-hour and inpatient services

SOURCES: DARTMOUTH COLLEGE; NEW YORK TIMES (MARCH 16, 2005)

The Big Green can now lay claim to a Dean Green

From research scientist to department chair to dean of Dartmouth Medical School: William Green, Ph.D., chair of microbiology and immunology at DMS since 2002, was tapped in January as dean of the Medical School. He succeeds Stephen Spielberg, M.D., Ph.D., who stepped down to focus on international health initiatives and his research on children's therapeutic advances. Spielberg, who was DMS's dean for four years, has been appointed by the non-profit Institute for Pediatric Innovation, Inc., to lead a program focused on tailoring existing pharmaceutical products to meet children's needs.

Right: Green decided to take on the deanship because "it just felt like the right thing to do," he says. "Having been a department chair for five and a half years gave me some preparation."

Building on that foundation, he's begun meeting with key DMS, DHMC, VA, and Dartmouth College officials and is quickly learning to navigate a complex matrix—the intersection of the Medical School, Medical Center, and College.

He's poised to capitalize on DMS's "unique strengths"—which he considers to include being a "right-sized" institution, where researchers and physicians can easily collaborate with each other to "go from basic science laboratory discoveries through translational research to clinical

trials." He also counts among the institution's strengths the Dartmouth Institute for Health Policy and Clinical Practice—formerly the Center for the Evaluative Clinical Sciences—and its research on medical outcomes, resource allocation, and health-care decision-making.

Size: "I think we have a lot of ... unrecognized classic strengths, despite our size," Green says. "We need to get the message out [that] this place up in the north woods really competes head-to-head with all the big places that many of us have trained at."

Green trained at some pretty big places himself. After graduating from the University of Michigan, he earned his Ph.D. at Case Western Reserve and did postdoctoral work at Johns Hopkins and then the Fred Hutchinson Cancer Research Center and University of Washington in Seattle. He joined the faculty at Fred Hutchinson in 1979 and moved to Dartmouth in 1983.

Immune: He was the director of DMS's Immunology Program from 1992 to 2002 and then took over as chair of the Department of Microbiology and Immunology. While he's dean, he plans to continue his research—looking at immune responses to retroviral diseases, including leukemia and immunodeficiency, and developing new approaches for a better smallpox vaccine.

In fact, Green is one of only four medical school deans—out of 129 in the U.S.—who are not M.D.'s., according to the Association of American Medical Colleges. Two of the other three also have Ph.D.'s—those at the Uni-



BREAK(ING) NEWS: Eight first-year DMS students and two undergrads traveled south for spring break—but to the mountains of Kentucky, not the beaches of Florida. They volunteered for a week with the Frontier Nursing Service.

JOSEPH MEHLING



His last name, of course, had nothing to do with Bill Green being tapped as the dean of the Big Green's medical school, but colleagues have had fun with the coincidence.

versity of South Alabama College of Medicine and at Eastern Virginia Medical School—and one at East Carolina's Brody School of Medicine has an R.N.

Priorities: Green's priorities include improving the financial position of DMS, in response to the drop in federal funding for the National Institutes of Health (NIH); helping to raise funds for the Koop Medical Science Complex; and finalizing DMS's application for an NIH grant that, it is hoped, will lead to the establishment of a Center for Clinical and Translational Science at Dartmouth.

And, of course, medical education is also among his priorities, too. As dean he will not only oversee all the School's educational programs but will continue to teach classes himself, for medical students, undergraduates, and graduate students.

At Green's request, his term

as dean is not a renewable one. While he is serving, there will be an organizational review of the Medical School, as well as a search for the next dean.

Dartmouth College Executive Vice President Adam Keller, former chief operating officer of DMS, has been appointed vice president of health affairs for the period of Green's deanship, to advise Green and to help with fund-raising and public relations. Green also plans to appoint a senior associate dean for clinical affairs to advise him in that arena.

Missions: "We have a lot of missions here," Green points out. "We teach. We do research. We do other forms of scholarship." But at the same time, he says, "I think a lot of the job is good communications, building consensus, [and] getting people to interact well."

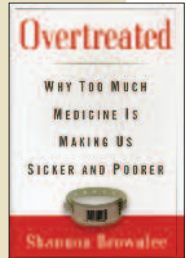
Laura Stephenson Carter

WENNBERG'S BOOK VALUE

Here's a riddle (though the subject is too serious to be funny): When is a book about health care not a health-care book? When it's an economics book. *Overtreated: Why Too Much Medicine Is Making Us Sicker and Poorer* was deemed the best economics book of 2007 by the *New York Times*. It was ranked ahead of Alan Greenspan's best-selling memoir in "another very good year for economics books."

And here's another riddle: What makes the foregoing relevant to the readers of DARTMOUTH MEDICINE? *Overtreated*—by Shannon Brownlee, who has written for such publications as *Atlantic Monthly* and the *New York Times Magazine*—draws heavily on the work of Dartmouth's Dr. John Wennberg (featured on the cover of DM's Winter 2007 issue) and his colleagues. In fact, the first sentence of chapter one begins: "John E. Wennberg is one of the heroes of modern medicine."

Brownlee's "bombshell of a book [is] must reading," said *Kirkus Reviews*. The book's essence won't be news to this magazine's readers, but its scope and detail are enlightening, and its story-telling style makes it accessible to the average patient, not just to health-care administrators. Or economists. D.C.G.



BATTLE AGAINST BRUTALITY

When he was six years old, Yinong Young-Xu, Sc.D., stood on a Shanghai street as thousands of bystanders laughed and cheered at trucks filled with political dissidents on their way to be executed. "It was like a traditional Chinese New Year's celebration—except the city was celebrating its own brutality," Young-Xu recalled in a commentary titled "A Potential for Brutality" on public radio's *This I Believe*.

For Young-Xu, who researches post-traumatic stress disorder (PTSD) at the DMS-affiliated VA National Center for PTSD, witnessing such violence "was just hard," he says. "Somehow, your instinct to survive in that society, to fit in, is . . . to be brutal. . . . People just turned in their relatives, as long as they could save their own skin."

"I believe brutality is a disease, just like cancer," he said in his commentary (to hear it, go to npr.org and put his name in the search field). "Every one of us is at risk, including me." He won't forget that day in Shanghai. "I hope those brave young men who perished . . . find some solace in the fact that a bystander, a relatively innocent child, did not forget them." M.C.W.

