

DARTMOUTH MEDICINE seeks to convey the breadth and depth of the education, research, and clinical activities of DMS and DHMC; to serve as a publication of historical record; to stimulate thought and discussion on issues in medicine and medical education; and to reflect the range of opinions and activities among Dartmouth medical students, faculty, and alumni. Abbreviations used here include DMS (Dartmouth Medical School), DHMC (Dartmouth-Hitchcock Medical Center), DH (Dartmouth-Hitchcock), MHMH (Mary Hitchcock Memorial Hospital), and DC (Dartmouth College). The opinions of contributors do not necessarily reflect those of DMS or DHMC.

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FEATURES

Part of the Process
 By Jennifer Durgin **26**

Historically, medical students have been taught how to work within the constraints of the current health-care system. But for medical students at Dartmouth, learning the hows (and whys) of improving the processes of care is now part of the required curriculum.

Years of Change & Suffering
 By James M. Schmidt **36**

This April marked the sesquicentennial of the start of the Civil War. Here's a look back at those four bloody years—at how they altered the practice of medicine and at contributions made by soldiers and doctors from the Granite State and from Dartmouth.

On the Record
 By Amos Esty **44**

Dartmouth-Hitchcock is one of a very small number of health systems to have adopted a comprehensive electronic health record. In every single clinical unit. In a changeover that happened in just one day. Here's how that gargantuan task was accomplished.

ONLINE

Check out our online edition at dartmed.dartmouth.edu and all of the multimedia **WEB EXTRAS** for this issue at dartmed.dartmouth.edu/su11/we.



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COVER

Something as seemingly simple as the way blood-draw vials are stored can affect the efficiency with which care is delivered. At Dartmouth, even students are getting engaged in quality improvement; see page 26 to learn how. The cover image is by DM's Spring editorial intern, Geoffrey Holman, DC '10.