

ASIAN PACIFIC AMERICAN OFFICERS COMMITTEE

of the

United States Public Health Service Commissioned Corps

NEWSLETTER

Fall/Winter 2020

Executive Committee Members

Chair: LCDR Kelly Leong
Chair-Elect: CDR Trang Tran
Executive Secretary: LCDR Ruby Leong
Corresponding Secretary: CDR Kent Bui
Treasurer: LCDR Yee Vang
MOLC Representatives:
 CDR Dipti Kalra
 CAPT Teresa Ramson
Leadership & Strategic Planning:
 CDR Michelle Tsai

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APAOC Chair's Corner

Dear APAOC members,

What a year we have had! I am certain none of us would have guessed that 2020 would be a Work at Home year. An officer once told me, "PHS officers are good at sorting out chaos" and this statement could not be more accurate this year. All of you, regardless if you are deployed or manning the fort right at home (while your kids and animals are running around!) are bringing order to the chaos during these unprecedented challenges. Please make sure you give yourself some breathing room, wash your hands, wear a mask, give yourself some self-care, and stay healthy.

As the APAOC Chair this year, I cannot express enough gratitude towards all the voting members, their alternates, our general members, and everyone who helped us completely re-invent how we do things while remaining productive. This is my fifth year as an

(continued on page 2)



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Interested in submitting an article or volunteering?

Please forward your submissions and interests to

CDR Harold Sano Harold.Sano@fda.hhs.gov | **LT William Chang** William.Chang1@fda.hhs.gov

LT Sophie Soo Sophie.Soo@ihs.gov



APAOC Chair's Corner

Continued

APAOC voting member, and I truly can say that I enjoyed working with all the voting members this year! Being the chair has been challenging but having a great team's support is priceless. Thank you all for being patient with me, embracing my loud personality, and accommodating my work travel schedule. At times I was exhausted, but my team kept me sane and going. Even with all our differences and demanding schedules this year, we made it work together!

Our Executive Committee this year has been extraordinary. Our Chair Elect, CDR Trang Tran was fantastic about keeping me on track, I could not have asked for a better Chair-Elect! I cannot wait to see all the great ideas that CDR Tran will bring to APAOC as our 2021 APAOC Chair. Our Correspondence Secretary, CDR Kent Bui, was always so organized and dedicated so I never had to worry about the announcements at all! Our MOLC Representatives, CAPT Teresa Ramson and CDR Dipti Kalra, were always on track and helped review so many items that came through MOLC. Our Treasurer, LCDR Yee Vang, was always so flexible and eager to assist, and really became my go-to project manager. Finally, our Strategic and Leadership lead, CDR Michelle Tsai, kept track of the multitude of APAOC goals.

Our APAOC subcommittees chairs are unsung heroes, they always kept APAOC running smoothly! LCDR Chaolong Qi and CDR Tina Nhu who headed our Awards Subcommittee were rock stars making sure our annual APAOC Honor Awards, our Special Assignment Awards, and our individual awards got processed. Our Bylaws and Charter Subcommittee, LCDR Mandy Kwong and CDR Minglei Cui, reviewed and followed-up on the Standard Operating Procedures (SOPs) tirelessly, and I am so glad they were always patient with my chair review. Our Social Media Workgroup, CDR Jerry Zee and LCDR Theresa Castellanos, had a record number of postings in one year in APAOC. Our Education & Training Subcommittee, CDR Ruiqing Pamboukian and CAPT Ruby Lerner, set a high bar for future Subcommittee leads. Most of the Education & Training sessions this year, including the APAOC Annual Leadership Summit, were attended by more than 100 participants with positive feedback from officers! Our Career Development subcommittee, CAPT Janice Maniwang and CDR Caroline Le, matched 35 mentor/mentee pairs to support officer development.

Some of our APAOC subcommittees were really creative in leading outreach activities while abiding by social distancing guidelines. Our Public Relations subcommittee, LCDRs Kathleen Tisdale and Rebecca Wong, turned to

initiating efforts to celebrate APAOC's 30th anniversary through designing a coin and writing an article about our history. Our Recruitment & Retention subcommittee, LCDR David Eng and CDR Linhua Tzeng-Goh, reinvented their subcommittee operations since there was no in-person OBC during the pandemic. They worked with me to get the updated APAOC brochure to the virtual OBC for the new Call to Active Duty officers. They also initiated the virtual hangout for APAOC and hosted the APAOC Leadership Transition and Networking event in December. Our Publication Subcommittee, LTs Huan Tran and William Chang, along with LCDR Catherine Arnatt, remained flexible and adaptable while completing 2 newsletters this year. Our Community Engagement Workgroup, CDR Ranjodh Gill and LCDR Kinbo Lee, had to switch their plan 180 degrees. LCDR Lee, as a first-year voting member, ultimately became the chair for the workgroup as CDR Gill was assigned to the COVID response. The workgroup was still able to have some very notable achievements. They developed a nationwide Healthy Mind Initiative presentation with PACE, with the goal that other PHS groups can utilize it to promote adolescent mental health, and they also presented on Public Speaking at our APAOC leadership summit.

As the chair, I am very proud of everyone's achievements. I also have a few additional achievements to report:

APAOC has successfully initiated and established working relationships of all Chartered Minority Advisory Groups (CMAGs) within MOLC to leverage each other for resources and improve communications.

APAOC started a Cultural Competency initiative, which was part of the poster presentation at the AMSUS virtual conference in December 2020 to promote the importance of cultural competency in the public health environment.

APAOC has initiated a new "Resource page" to build a one-stop webpage for all officers from public health hot topics to officers' resources.

Despite many challenges, APAOC has continued to excel and make strides to successfully start our 31st year in 2021. I want to thank all of you for supporting APAOC and allowing us to have a fruitful 2020. I am confident that CDR Trang Tran, our 2021 Chair, will lead us well in a new chapter.

Yours in Service,

LCDR Kelly Leong
2020 APAOC Chair



APAOC 2020 Accomplishments

Leadership & Strategic Planning



CDR Michelle Tsai

- Provided training on developing Specific, Measurable, Attainable, Realistic, Time-bound (SMART) goals for executive committee members, and subcommittee and workgroup chairs.
- Assisted executive committee members, subcommittee and workgroup chairs in developing strategic plans for CY2020 and ensured that their goals followed the SMART criteria.
- Collected and successfully tracked the progress of all the executive committee, subcommittee, and workgroups goals three times during CY2020.
- Completed end-of-the year APAOC strategic plan report with an overall success rate in achieving the pre-determined goals.
- Served as APAOC representative at the USPHS AMSUS Planning Meetings and provided updates to APAOC Chair and Chair-Elect.

Minority Officers Liaison Council (MOLC) Representatives

- Facilitated the submission and followed-up with MOLC Chairs in support of APAOC Awards subcommittee and the Nomination and Membership subcommittee to include submissions for new voting memberships, Special Assignment Awards, Honor Awards, and Individual Awards.
- Represented APAOC in all MOLC monthly meetings in 2020 to share APAOC updates.
- Collaborated with other CMAGs in MOLC activities and provided feedback on 6 PACE lesson plans.
- Served as 2020 MOLC Secretaries: Took meeting minutes and compiled written summaries, coordinated agenda items, and prepared the plan for the next meeting; updated CMAG and MOLC leadership roster and Faces of Leadership presentation.
- Disseminated information from MOLC to CMAGs and liaised between APAOC and MOLC.
- Facilitated the voting process on the revision of MOLC Charter and provide voting comments on behalf of APAOC to MOLC.



CDR Dipti Kalra

CDR Teresa Ramson

Awards & Recognition Subcommittee



CDR Tina Nhu



LCDR Chaolong Qi

- Successfully promoted the recognition of Asian Pacific American officers and their notable accomplishments through RADM Kenneth Moritsugu Award, RADM Samuel Lin Award, and CAPT Allan Lock Award.
- Furnished four Letter/Certificate of Appreciation templates for APAOC with the updated APAOC logo.
- Developed four different recognition letter templates for the APAOC awards: junior officers vs. senior officers and selectees vs. non-selectees.
- Reviewed and submitted ten nominations for the Special Assignment Award (SAA), a 25% increase from 2019.
- Completed the review of the SOP with the updated APAOC logo.



Career Development & Advancement Subcommittee



CDR Caroline Le CAPT Janice Maniwang

- Reviewed and updated the APAOC Career Development and Advancement Subcommittee SOP.
- Matched 35 mentor/mentee pairs during the 2020 APAOC Mentoring program.
- Made significant updates to the APAOC Promotion Year 2021 information packet to include new promotion policies and guidelines for all categories.
- Revised the Exit Survey requiring all mentor/mentees to respond prior to issuing a Letter of Appreciation.

Charter & Bylaws Subcommittee

- Recruited and trained seven volunteer officers to review and edit Standard Operating Procedures (SOPs).
- Collected SOP updates from all APAOC leadership and committees.
- Reviewed and revised 19 APAOC SOPs to accurately reflect the current processes within our organization.
- Implemented improvements to the SOP revision process to enhance efficiency and communication.



LCDR Mandy Kwong CDR Minglei Cui

Communication Subcommittee



CDR Yoon Kong

- Maintained and managed the most up-to-date information for the Executive Committee and voting members of Subcommittees to promote the critical work and mission of APAOC and USPHS.
- Established a website for all officers to have access to clear communication and dissemination of valuable information, such as training with links to webinars.
- Provided a repository of meeting minutes conducted in the 2020 operational year for concise record keeping and historical accuracy.
- Highlighted the dynamic work of APAOC and impact on officers, stakeholders, and other organizations.



Education & Training Subcommittee

- Organized and moderated four WebEx presentations, attended by 339 officers.
- Topics included: Panel discussion on Second Career After PHS, The COVID-19 Outbreak Deployment, Writing for Impact Workshop, Tobacco Cessation.
- 257 Certificates of Attendance and 55 Certificates/Letters of Appreciation were issued to participants.
- Successfully hosted the 4th Annual APAOC Leadership Summit "Empower Each Other" virtually to provide training to over 132 officers during the pandemic with 16 presenters.



CAPT Ruby Lerner



CDR Ruiqing Pamboukian

Membership & Nomination Subcommittee



CAPT Khang Ngo



LCDR Jaspreet Gill

- Coordinated nomination and selection of APAOC voting members and Executive Committee Members.
- Collaborated with the APAOC Chair and Chair-elect to finalize the selection of Subcommittees/Workgroup Chairs and Co-Chairs selection for 2021.
- Solicited, reviewed, and updated contact information on the voting member's roster.
- Updated and maintained the 2020 organization chart.
- Worked with Charter and Bylaws subcommittee to revise, update, and finalize SOP.

Publications Subcommittee



LT Huan Tran



LT William Chang



LCDR Catherine Arnatt

- Reviewed and edited 11 articles submitted by 14 officers including topics from COVID-19 activities to building healthy community gardens.
- Published two 2020 newsletters with exclusive coverage of the COVID-19 pandemic based on the recommendations from the Office of Surgeon General.
- Created a standard operating procedure for APAOC publication guidance detailed the production process flow and content management best practices.

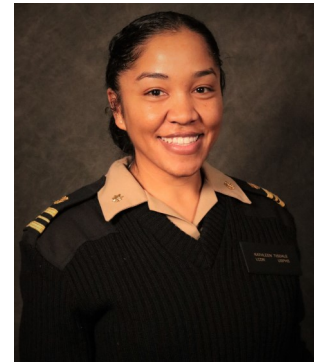


Public Relations Subcommittee

- Delivered detailed proposal on Subcommittee's initiative for new APAOC spirit de Corps material to APAOC leadership.
- Reviewed and revised the SC's SOP to reflect a targeted mission, ensuring current and effective procedures are captured within SC processes.
- Provided APAOC website updates to reflect current public relation activities.



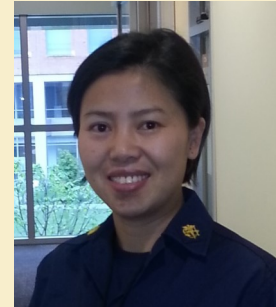
LCDR Rebecca Wong



LCDR Kathleen Tisdale

Recruitment & Retention Subcommittee

- Attended all OBC Open House events and served as APAOC's point of contact for all virtual OBC's in 2020.
- Assisted in updating the APAOC Recruitment Pamphlet to be used at OBC.
- Hosted 2 Virtual Social Hours for APAOC Voting Members and the APAOC Leadership Transition Virtual event.



CDR Linhua
Tzeng-Goh



LCDR David Eng

Community Engagement Workgroup



CDR Ranjodh Gill LCDR Kinbo Lee

- Initiated and developed a draft Healthy Mind Initiative lesson plan in collaboration with PACE to promote adolescent mental health as a national initiative, targeted to submit for PACE approval in 2021.
- Led and conducted a Public Speaking session at the APAOC 4th Annual Leadership summit to promote APAOC officers' presentation skills.

Social Media Workgroup

- Workgroup recruited 11 volunteers and created a structured schedule to ensure APAOC's social media presence.
- Workgroup created 128 postings on 2 social media platforms:
 - 82 posts made on Facebook
 - 46 posts made on Instagram



CDR Jerry Zee



LCDR Theresa
Castellanos



USPHS Community Based Testing Site (CBTS) Mission American Airline Center, Dallas, TX

By LT Pushpa Suresh Jayasekara

The Secretary of the Department of Health and Human Services (HHS) declared the COVID-19 outbreak a Public Health Emergency (PHE) effective January 23, 2020. In mid-March, HHS and the Federal Emergency Management Agency (FEMA) worked with state and local partners to establish Community-Based Testing Sites (CBTS) in prioritized locations as determined by the Centers for Disease Control and Prevention (CDC). The purpose of this program was to quickly develop and bring initial testing capabilities to socially vulnerable locations across the country to meet short term testing needs. I was deployed from May 28, 2020 through July 1, 2020 to the testing site located at the American Airline Center in Dallas, TX to support operation of the site and the overall mission.

I was deployed in the role of Quality Control Officer, along with the site lead, CAPT Scotty Hargrave, deputy site lead LCDR Cornelius Brown and safety officer, LT Kyle Mann. Apart from the Public Health Service officers, the site was staffed by clinicians and administrators from the Parkland Health & Hospital System, City of Dallas, Dallas County, and the State of Texas. Our test-

ing site was established inside the parking garage next to the American Airline Center. Working long hours in a parking garage while being exposed to the elements was challenging; however, we continually rose to these challenges to fulfill our mission as Public Health Service officers. We provided testing at drive-through events, clinics, nursing homes, long-term recovery facilities, alcohol and drug recovery centers, homeless shelters, and for health care providers and first responders.

We established and maintained excellent working relationships with all parties. As a scientist, I was able to apply my experience and training in the assurance of quality testing for the community. In total, during this deployment our team performed over 17000 tests. Additionally, the site set a CBTS single day record of 1,054 tests.

As a final takeaway, when deployed, remember to take care of yourself and your fellow officers. Complete all necessary trainings and obtain regular updates from leadership to stay informed. Understand your roles and responsibilities to support your team and the overarching mission



Site Lead CAPT Scotty Hargrave, Deputy Site Lead LCDR Cornelius Brown, Safety Officer LT Kyle Mann and Quality Control Officer LT Suresh Jayasekara



COVID-19 Deployment at the Readiness and Deployment Branch

By CDR Kent Bui



LT Kent Bui at Commissioned Corps Headquarters

While the weather was getting warmer as summer approached, Coronavirus Disease 2019 (COVID-19) did not show any sight of slowing down as it continued its relentless assault in claiming countless American lives. To support the Public Health Emergency (PHE) Response in combating COVID-19, one of the deadliest pandemics of our era, I deployed to the Commissioned Corps Headquarters (CCHQ) in Rockville, Maryland to serve in the Readiness and Deployment Branch (RDB).

RDB, within CCHQ, is responsible for the coordination and execution of actions necessary to deploy the Corps resources essential in meeting the mission requirements of National and Global Response efforts. RDB plays a pivotal role in all officers' response and deployment activities throughout the country and abroad. Its missions may include, but are not limited to, coordinating the deployment of Corps officers and response teams to urgent public health crises,

managing on-call rostered officers and response tiers, and interacting and coordinating with other interagency partners regarding disaster response, recovery, and planning.

My role at RDB was to serve as an IT/Communication Specialist. The essential daily duties included managing and tracking operational capacity of deployed, rostered, demobilized, and on-call Corps officers and strike teams, strategizing to maximize deployment management effectiveness, consolidating deployment records through transparent communication with officers, interacting with other CCHQ branches and teams, and executing other tasks as directed by the RDB Director. I also had the opportunity to meet CCHQ leadership and network with other officers from CCHQ and other Agencies who deployed to CCHQ to support this PHE response.

I am honored for the opportunity to contribute to the Public Health Emergency response to improve the health and well-being of the American people. I have learned so much from this deployment and look forward to continuing my service and dedication to promote and advance the mission of the USPHS in the fight to end the COVID-19 pandemic.



Commissioned Corps Headquarters in Rockville, Maryland



Improving Community Health during COVID-19

By LT Lisa Huang and LT Gavin O'Brien



Fresh lettuce, tomatoes, green onions, and beets were planted for residents

I am a pharmacist serving in the Indian Health Service and am currently stationed on the Turtle Mountain Reservation in Belcourt, ND. I completed my master's in public health in 2017 and have a strong interest in evidenced-based policy development to improve the health of vulnerable populations. Along with my clinical work, I focus on public health and community improvement initiatives.

In early Spring 2020, I was awarded several grants to improve the availability of fresh fruits and vegetables in rural areas. I especially wanted to make sure the health of older adults—who are often less mobile—was prioritized. To achieve this, I collaborated with community members and other pharmacists (Dr. Zyonne Arcena, LT Lauren Hatfield, CDR Tyler Lannoye, Dr. My-Oanh Nguyen, LT Gavin O'Brien, and Dr. Abby Wilder) to build raised garden beds and plant vegetables for several nursing homes. Despite the negative impact that COVID-19 was having on nursing homes, we wanted to give the residents

something to smile about; so, we built and painted six raised garden beds and planted lettuce, tomatoes, green onions, and beets for the residents to eat. CDR Lannoye volunteered the use of his specialized tools and even taught basic woodworking skills and safety equipment precautions to several pharmacists, all while socially distancing and wearing masks.

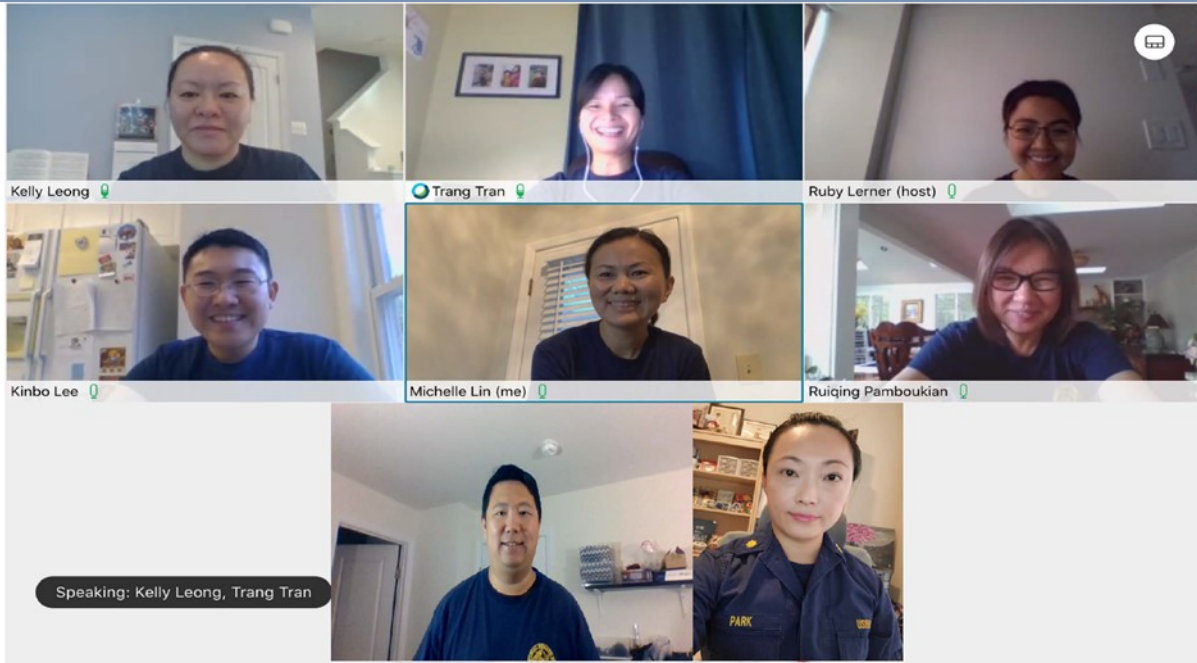
The garden beds were placed at the Rolette Community Care Center and Park View Assisted Living facilities this past summer. Since COVID-19 has affected quality of life for many residents, this project made a positive impact on their mood and behavior. As the garden beds were being built, one observing resident enjoyed the flurry of construction and even made a request to plant beefsteak tomatoes!

Despite the challenges and severity of the COVID-19 pandemic, I was able to make a positive impact serving the community and providing an opportunity for officers to bond together. The initiative and creativity shown to coordinate such a project should be encouraged in the future.



4th Annual APAOC Leadership Summit

By LCDR Kelly M. Leong



*Pictured Top Row: LCDR Kelly Leong, CDR Trang Tran, CAPT Ruby Lerner
Second Row: LCDR Kinbo Lee, LT Michelle Lin, CDR Ruiqing Pamboukian
Third Row: LT Shanly Chen, LCDR Sylvia Park*

On September 25th, APAOC held our 4th annual leadership summit 100% virtually to keep everyone safe during the COVID-19 public health emergency. Our theme this year, "Empower Each Other", was intended to encourage officers to leverage each other's skills and talents to improve one another.

This was APAOC's first virtual summit, and we are happy to report that the event was so successful due to our superb planning team led by our Education & Training Subcommittee chairs, CDR Ruiqing Pamboukian and CAPT Ruby Lerner. They were crucial in securing the speakers, the planning and logistics from preparation to the completion of the event! We also want to thank all the officers from coast-to-coast for taking the time to attend the summit and for providing feedback.

Because this year is APAOC's 30th anniversary since our initial charter, we invited a couple of former APAOC chairs, CAPT (ret) Astrid Szeto and CAPT Samuel Wu, along with myself, the current APAOC chair, to share our own individual experience with APAOC to demonstrate how far APAOC has come along in the last 30 years.

This year we featured three main topics: leadership in times of crisis, public speaking, and cultural competency. We were very fortunate to have our guest speaker,

Mrs. Myrish Antonio who is the director of Fellowship and Leadership Development Program in the Center for Public Leadership at Harvard Kennedy School, talk about leadership in times of crisis. Our very own APAOC voting members and their alternates LCDR Kinbo Lee, LT Shanly Chen, and LT Sylvia Park offered some quick tips on Public Speaking along with CAPT Maria Benke and CDR Eric Zhou as our panelists.

Last but not least, our 2020 Chair-Elect CDR Trang Tran and I presented on cultural competency with an esteemed group of representatives from Alaskan Indian/American Native Commissioned Officer Advisory Committee (AI/ANCOAC), Black Commissioned Officers Advisory Group (BCOAG), Hispanic Officers Advisory Committee (HOAC), and Sexual Orientation and Gender Diversity Advisory Group (SOAGDAG). The speakers included CAPT Damion Killsback from AI/ANCOAC, CDR Chi-Chi Olele from BCOAG, LCDR Adriana Restrepo from HOAC, and LCDR Joseph Rorabaugh-Irwin from SOAGDAG.

Thank you to the 148 officers who attended our virtual summit, and we hope that APAOC will continue to be able to support officers' development in any circumstance. We look forward to your participation next year!



2020 APAOC Leadership Transition Virtual Event

By *CDR Trang Tran*

On December 18, 2020, APAOC held the 2020 Leadership Transition Virtual Event to celebrate this year's accomplishments and welcome the incoming voting members for 2021. The event was attended by 70 officers on a Friday afternoon, and officers were able to learn more about the 2021 APAOC voting members, and also some well-planned virtual ice-breakers games.

As the 2020 APAOC Chair, LCDR Kelly Leong provided the opening remarks, and shared the accomplishments, I was inspired to see how the current APAOC voting members have gone above and beyond to continue supporting APAOC mission despite the challenges caused by the pandemic. During this event, LCDR Leong also had the opportunity to congratulate the 2020 APAOC Honor Award Recipients. CAPT Paul Jung received CAPT Allan Lock Service Award for his exemplary service and leadership as a Voting Member, Committee Chair, and Senior Advisor for APAOC. CAPT David Lau received RADM Samuel Lin (Senior Officer) Award for his sustained leadership and contribution in leading the USPHS officers, Minority Officers Liaison Council, and APAOC in the advancement of the nation's health through extensive involvement nationally and globally. LCDR Nancy Tian received RADM Kenneth Moritsugu (Junior Officer) Award for her leadership, commitment and excellence to advance the mission of the USPHS and serve the Asian Pacific American community.

Recruitment and Retention Subcommittee Chair LCDR David Eng came up with a few of fun virtual ice breaker activities which definitely brought up the spirit of the meeting. As the 2021 APAOC Chair, I shared the 2020 APAOC survey results. Special thanks to 83 respondents who provided their valuable input through this survey. CDR Tran's vision for APAOC in 2021 is to

continue building APAOC to be a strong organization to support APAOC members, Office of the Surgeon General's (OSG) priorities, and Asian Pacific American community. There are 4 main goals that I would like to work with the incoming Executive Committee and Voting Members to accomplish in 2021:

- Empower APAOC officers to become future leaders within the USPHS Commissioned Corps
- Promote collaborations within APAOC and with OSG Professional Advisory and Chartered Advisory Groups
- Provide more professional development opportunities for officers
- Enhance communications to provide helpful information and valuable resources in a timely manner

All the incoming Voting Members in attendance also had the opportunity to introduce themselves during this event.

The event ended with the fun networking breakout sessions led by LCDR David Eng, through which officers were able to share the number of countries that they have visited, the number of jobs that they have had during their USPHS career, and the number of languages that they can speak.

Thank you LCDR David Eng and CDR Linhua Tzeng-Goh for their contributions and all officers who attended the event to make it a great success!



Call for Article Submissions and Volunteers

2021 APAOC Newsletter

The Publications Subcommittee is seeking article submissions for the 2021 APAOC Newsletter. Please consider submitting articles highlighting any newsworthy activities of APAOC members, whether you are a general member or a voting member.

Interested in submitting an article or volunteering?

Please forward your submissions to
CDR Harold Sano, Harold.Sano@fda.hhs.gov
LT William Chang, William.Chang1@fda.hhs.gov
and LT Sophie Soo, Sophie.Soo@ihs.gov

General Guidelines

- Please submit articles in Microsoft Word (.doc or docx format), using Times New Roman 12-point font.
- An editor will be assigned to each article and they will work with the authors to edit/modify the content as necessary.
- When emailing your article, please include the following subject line: **APAOC Spring 2021 Newsletter – [Article Title]_[Author Last Name (s)]**

Agency Clearance (if required for your article)

- Please obtain appropriate clearances for any agency-specific or agency-sensitive information prior to submission to APAOC.
- Before sending the article to your Agency, we encourage the primary author to contact CDR Harold Sano, LT William Chang, and LT Sophie Soo via email once you have your preliminary draft for an initial review.

Photography Guidelines

Photographs are strongly encouraged to be submitted with articles. Please ensure that the submitted pictures meet the following guidelines:

- Photographs in .JPG or .PNG format are preferred. High quality resolution is strongly recommended.
- Please embed photo(s) into the Word document and include original file(s) as an attachment for better resolution.
- Uniformed officers must follow the USPHS uniform specifications and related policy uniform (e.g., conference name tags should not visible over the uniform).
- Uniformed officers must follow general military etiquette when including different ranks (e.g., officers should be ordered in lowest to highest rank, left to right)
- A caption is required for each picture; in the caption, please include the rank and full name for each PHS officer present in the picture.
- If there is a civilian in the photo, please obtain their written authorization to publish the photo.

