



HSPAC News and Views

#WeAreCorpsSTRONG

HSPAC Leadership



CAPT Diedre N. Presley
Chief Professional Officer



CDR Catherine Beer
Chair

2021 Executive Committee Members

CPO: CAPT Diedre N. Presley

Chair: CDR Catherine Beer

Executive Secretary: LCDR Mo Halwani

Executive Recorder: LCDR Chris Hooban

Deputy Executive Secretary: LCDR James Betz

Deputy Executive Secretary: LT John Jackson

Deputy Executive Recorder: LT Angela Hatzenbuhler

Inside This Issue Spring/Summer 2021

2021 HSPAC Subcommittees	2
2021 HS Category PAGs	3
2021 HSPAC CPO's Remarks	4
2021 HSPAC Chair's Corner	5
New HSPAC Mentoring Program	6
Advanced Readiness Program	7
Modernization: New & Updated Policies	8
Deployment Wellness	9
COVID-19: Vaccination Directive	10
Memoir: Service Before Self	11
USPHS: 2021 Virtual U.S. Army Medical Department Junior Leader Course	13
U.S. Army Medical 2021 Suggested Leadership Reading List	14
USPHS - 100 Years at Hot Springs National Park	15
Leadership and You	16
Earth Day Activity: Kigali, Rwanda	17
Stress Awareness Month & National Public Health Week Activities	18
Use of Different Methods for Stress Relief	19
2021 HSPAC Virtual Category Day	20
2021 HSPAC Virtual Category Day Career Counseling Session	21
Leadership Conversation Highlights	22
Advertisements/Announcements	23

Welcome to Our New Voting Members for the 2022-2024 Term

- CAPT Darin Wieggers (FDA)*
- CDR Danielle DiDonna (FDA)*
- CDR Kimberly Nguyen (CDC)*
- CDR David Schwab (FDA)*
- CDR Chad Thompson (FDA)*
- LCDR Jennifer Freiman (USDA)*
- LCDR Aaron Grober (CDC)*
- LCDR Mouhamed Halwani (FDA)*

2021 HSPAC Subcommittees

The HSPAC has eleven subcommittees all HSOs are encouraged to participate. The Category welcomes volunteers.

Subcommittee	Role	Name	Email
Analytics	Chair	LCDR Alex Freiman	Analytics.HSPAC@gmail.com
	Co-Chair	LCDR Aaron Grober	
Awards	Chair	CDR Kari Irvn	Awards.HSPAC@gmail.com
	Co-Chair	LCDR Shannon Aldrich	
Career Development	Chair	CDR Pieter Van Horn	CareerDevelopment.HSPAC@gmail.com
	Co-Chair	LCDR Chris Sheehan	
Communications	Chair	CDR Karen Chaves	Communications.HSPAC@gmail.com
	Co-Chair	CDR Brook Kerns	
	Co-Chair	CDR Jessica Damon	
Community Wellness	Chair	LCDR Tracy Avila (Tilghman)	CommunityWellness.HSPAC@gmail.com
	Co-Chair	LCDR Pamela Ogonowski	
Events	Chair	CDR Jennifer Clements	Events.HSPAC@gmail.com
	Co-Chair	LCDR Janesia Robbs	
Membership	Chair	LCDR Marquita Burnett	Membership.HSPAC@gmail.com
	Co-Chair	CAPT Rebecca Bunnell	
Mentoring	Chair	LCDR Elizabeth Goodger	Mentoring.HSPAC@gmail.com
	Co-Chair	CDR Erica Ruchard	
Policy	Chair	CDR Margaret Caulk	Policy.HSPAC@gmail.com
	Co-Chair	LCDR Eileen Bosso	
Readiness	Chair	CDR Jonathan Kwan	Readiness.HSPAC@gmail.com
	Co-Chair	CDR Nicole Bell	
Recruitment & Retention	Chair	CDR Martin Guardia	RecruitmentRetention.HSPAC@gmail.com
	Co-Chair	CDR Monique Salter	

2021 HS Category Professional Advisory Groups (PAGs)

HS Category has formed ten PAGs. Together, they address discipline-specific professional issues and advise the HS Category and the Chief Professional Officer of the Health Service Officer Category.

Professional Advisory Group	Role	Name	Email
<u>Basic and Applied Science (BASPAG)</u>	Chair	CDR Tiffany Taliaferro	<u>baspag.hspac@gmail.com</u>
	Chair-Elect	LCDR LaTonya Jiggetts	
<u>Dental Hygiene (DHPAG)</u>	Chair	LCDR Emily Warnstadt	<u>dhpag.hspac@gmail.com</u>
	Chair-Elect	LCDR Cynthia Chennault	
<u>Healthcare Administration (HAPAG)</u>	Chair	LCDR Brandon Johnson	<u>hapag.hspac@gmail.com</u>
	Chair-Elect	CDR Scarlett Lusk-Edwards	
<u>Health Information Technology (HITPAG)</u>	Chair	LCDR Shakirat Apelogun	<u>hitpag.hspac@gmail.com</u>
	Chair-Elect	CDR Apollo Wang	
<u>Medical Laboratory Science (MLSPAG)</u>	Chair	CDR Thomas Maruna	<u>mlspag.hspac@gmail.com</u>
	Chair-Elect	CDR June Germain	
<u>Optometry (OPAG)</u>	Chair	CDR Greg Smith	<u>opag.hspac@gmail.com</u>
	Chair-Elect	LCDR Hanna Fylppa	
<u>Physician Assistant (PAPAG)</u>	Chair	CDR Michael Chuley	<u>papag.hspac@gmail.com</u>
	Chair-Elect	CDR Joseph Newcomb	
<u>Public Health (PHPAG)</u>	Chair	CDR Kimberly Nguyen	<u>phpag.hspac@gmail.com</u>
	Chair-Elect	LCDR Charlotte Kabore	
<u>Psychology (PSYPAG)</u>	Chair	LCDR Nicholas Buhr	<u>psypag.hspac@gmail.com</u>
	Chair-Elect	CDR Robert Burns	
<u>Social Work (SWPAG)</u>	Chair	CDR Stephanie Felder	<u>swpag.hspac@gmail.com</u>
	Chair-Elect	LCDR Robert Van Meir	

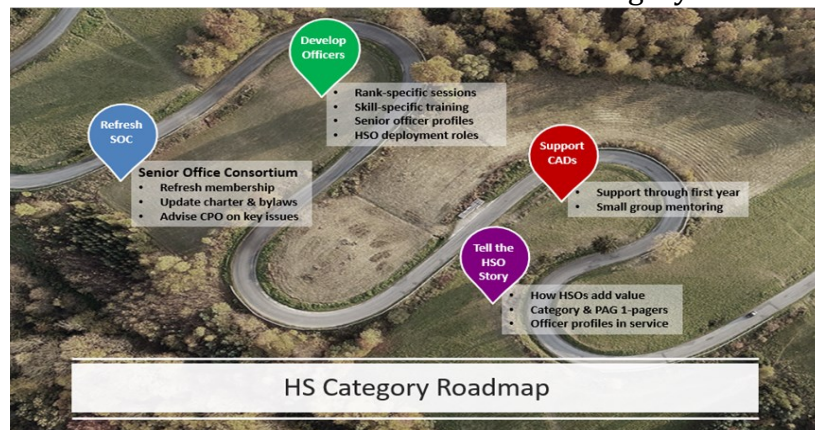
2021 HSPAC Chief Professional Officer's Remarks

Dear Fellow Officers,

It was an honor connecting with so many of you during my first Health Services Professional Advisory Committee (HSPAC) Category Day event as your Chief Professional Officer (CPO). You turned out in record numbers and your presence, positive spirit, and enthusiasm helped to make this event a great success. Although we were not able to meet in person – we are resilient! The hard work and efforts of the HSPAC Events Subcommittee and their Category Day Planning team resulted in a day filled with highly interactive and informative presentations by fellow officers and the opportunity to recognize outstanding Health Services Officers (HSOs) during the awards ceremony. I greatly appreciate the dedication and countless number of hours spent in planning an event of this magnitude. A Job Well Done! Our virtual Category Day was a great way for us to reconnect and remind us why we remain CorpsSTRONG! It is my hope that whether you attended Category Day virtually or viewed via the recording ([HSPAC Category Day 2021](#)), you felt more connected, as well as have a renewed sense of purpose and confidence.

The primary goal of Category Day was to re-establish the vision for success within our category:

Operating with a top down and bottom-up approach that includes compassionate actions and stewardship of our resources and talents; **establishing standards of excellence** in public health, readiness, and leadership development; and **development of a cadre of highly trained and skilled HSOs** who will demonstrate unwavering commitment to supporting the modernization process. These three tenants are the guiding principles that will define how we continue to grow and demonstrate our value within the United States Public Health Service (USPHS). The Health Services Category Roadmap is how we will get there:



CAPT Diedre N. Presley
Chief Professional Officer
Health Services Category

- **Refresh Senior Officer Consortium (SOC)** – The SOC will provide information relevant to the entire category and serves to support and advise the CPO. The SOC is responsible for increasing senior HSO involvement in leadership, mentorship and officership through specialized activities, projects, and initiatives.
- **Develop Officers** - Leverage benchmarks, HSO career competencies, and leadership academy curriculum. Partner with Career Development, Mentoring and Communications Subcommittees to plan and execute.
- **Support Call to Active Duties (CADs)** – Initiative to create a sense of community and support throughout their first year.
- **Tell the HSO Story** – How the category adds value to the USPHS.

This roadmap will allow us to continue focusing on building a solid foundation for future growth that is only sustainable by *Building Leaders* within our category. The future is bright, let's work together, collectively and choose to chart our path towards success. Each of us has a role to play and I strongly encourage you to get involved!

2021 HSPAC Chair's Corner

Dear Fellow Officers,

It was a pleasure connecting with many of you recently during our Health Services Professional Advisory Committee (HSPAC) Virtual Category Day event. We had an engaging event filled with information sharing relative to updates and activities within our PAC and compelling stories of deployment from fellow Health Services Officers (HSOs) in service. We incorporated wellness events as micro sessions. We rounded out the event with recognizing the HSPAC and Professional Advisory Group (PAG) award recipients for which we have great pride. A huge thank you again to the HSPAC Events Subcommittee and their Category Day Planning team! Taking on Category Day as a virtual event was a somewhat daunting task at first, but they certainly rose to the occasion, and so well in fact that we are looking to do a Virtual Holiday Luncheon at the end of the year (stay tuned)! These virtual meetings are a great way for us to stay connected when in-person events remain a challenge. And while in-person events are still highly desirable and hopefully will be resumed soon, the virtual aspect did allow us to offer this type of event to those who may not have had the opportunity to travel to an in-person version in the past. We may even attempt to keep some aspect of that virtual attendance option for these events.

As we move forward from the HSPAC Virtual Category Day event, our focus is turning to creating resources and communications to best support our category officers in their preparations for the upcoming promotion cycle. With the category aligned benchmarks and CV documents provided by Commissioned Corps Headquarters (CCHQ), it is important that we offer our HSPAC officers the ability to represent themselves through their promotion packet materials, to include the curriculum vitae (CV), as impressively as possible. For that very reason, the Career Development Subcommittee is working hard with us to create HSPAC specific resources and updates which will be housed within the Career Progression and Promotion Guidance (CP2G) toolkit. If you have not already heard, the HSPAC is going to adopt the CV and CE Summary Sheet. We will not expect officers to create a CV Summary sheet. We will increase our communications surrounding promotion preparations, starting with our first promotion webinar included within the next HSPAC All-Hands planned for September 17th, 2021. From there we will look to our HSPAC leaders such as the Senior Officer Consortium, our HSPAC Mentors, the Career Development Subcommittee and PAG leaders to further amplify the resources and message to best support our officers.



CDR Catherine Beer
2021 Chair, Health Services Professional
Advisory Committee

I couldn't be prouder of our officers for their service and resilience during this challenging and high-octane year. Relative to our HSPAC leaders, we are fortunate to have such well-established subcommittees and PAGs with a passion for service to our category in the areas they serve. And all this collateral work, while still supporting the United States Public Health Service (USPHS) mission and their respective agency missions. If you have not made the decision to engage with a PAC Subcommittee or your PAG already, I encourage you to consider it! My fellow officers, I am full of pride and honor to serve alongside each one of you working so hard to make a difference as you serve. Thank you doesn't go far enough to capture the gratitude and respect I feel. Let's continue to stand together as one category, one Corps, and finish this year in service with optimism for what the future holds. Some of that is up to us and how we choose to view moving forward with the many changes we must navigate. We have always been, and I am confident we can remain CorpsSTRONG!

New HSPAC Mentoring Program



The New HSPAC Peer to Peer (P2P) Mentoring Program LT Tia McClelland and LCDR Jennifer Weekes



Have you ever wished that you could connect with another officer undergoing similar U.S. Public Health Service (USPHS) career experiences? The revamped Peer to Peer (P2P) Mentoring Program offers just that! P2P is a part of the [Public Health Professional Advisory Group \(PHPAG\)](#) and is led by CDR Elizabeth Garza and CDR Neelam Ghiya. P2P is seeking HSPAC officers from all disciplines to be a part of this exciting opportunity. The program connects officers of the same rank and similar professional interests to facilitate information exchange, professional advice, and guidance. The peer to peer relationship intends to mutually benefit both participants, unlike traditional coaching/mentoring, where the primary benefit is designed for the less experienced officer. Officers will experience relationship building, networking, career development, information sharing, support, encouragement, and much more. Participation in the program supports the 'officership' promotion precept as mentoring is one of the components of officership. Participation in P2P can also be included in your HSPAC CV under the "Mentor/Mentee Program" section.

Participants in the first iteration of the program have found it beneficial in boosting their career and overall experience in the USPHS. One P2P participant stated, "Being able to connect with another officer of the same rank with similar interests and getting a different perspective/insight on various topics, such as career progression, promotion, awards, etc., has been invaluable."

Does this sound like the perfect mentoring opportunity for you? If so, joining the program is easy! Interested officers can request an application by sending an email to PHPAGP2P@gmail.com. Participants are matched based on rank and top two preferences from the following: the same OPDIV/ Agency, PAG, gender, parent status, prior active-duty service (yes/no), and Ready Reserve status. Once a match is made, both officers will receive a "Welcome to P2P" email with their peer mentoring contact information, as well as a list of suggested topics to discuss along with career development resources. Requests to join the P2P are accepted throughout the year.



The P2P Mentoring Program is looking forward to connecting HSPAC officers of all disciplines!

Advanced Readiness Program

Beyond the Basics: HSPAC's Advanced Readiness Program

LCDR Desireé Brown

LCDR Denise Duran

U.S. Public Health Service (USPHS) Officers are always seeking ways to demonstrate leadership, readiness, and preparedness for the next level of their career. The HSPAC's Advanced Readiness Program (ARP) provides an opportunity to do just that! The ARP began in 2018 with the goal of increasing the deployment and technical readiness of Health Service Officers beyond the basic readiness requirements defined by their respective Professional Advisory Group (PAG). As of July 2021, 46 Health Service Officers have graduated from the program.



Figure: Advanced Readiness Program components

The ARP is a two-year program in which officers complete at least 25 hours of enhanced readiness and technical readiness course work per year. For clinical officers, the completion of an additional 120 clinical hours per year is also required. Enrollees are required to complete all mandatory courses within the two-year timeframe. Other course work is comprised of recommended enhanced readiness trainings and technical readiness courses approved by the officer's PAG. Through courses such as *Cultural Competency Program for Disaster Preparedness and Crisis Response*, *Psychological First Aid*, and *Crisis and Emergency Risk Communication (CERC) Principles*, ARP participants gain greater knowledge, deeper understanding, and enhanced tools for deployment and technical readiness.

Here is what ARP graduates had to say about the program:

- “The ARP expanded my awareness of other aspects of deployment, outside of the Incident Command Structure. For example, it helped me understand the role of other techniques for disaster assessment, including the Global Information System that gauges hazards. It also served as a good refresher for basic deployment knowledge that I may not have studied without the encouragement of the program’s completion requirements.” --CDR Margaret Caulk
- “By participating in the ARP, I have developed a better understanding of how PHS officers respond in the field and the key roles we may be expected to fill upon deployment.” --CDR Jennifer Clements
- “I appreciated the opportunity to demonstrate an advanced level of readiness through the ARP. The training options were clinically relevant to my practice in addition to having overlap with needed skills during deployments. The program was very flexible and gave me several choices and plenty of time to complete the requirements.” --LCDR Garrick Olsen

If you are interested in joining the January 2022 cohort of the ARP, submit your application between October 1-31, 2021, to your PAG Technical Readiness Subgroup Chair. For more information, please visit the [Advanced Readiness Program](#) webpage.

PAG Technical Readiness Subgroup Chairs

BASPAG	CDR Elizabeth Degrange
DHPAG	CDR Amy Strain and LCDR Tanya Selling
HAPAG	LCDR Ramses Diaz-Vargas and LCDR Sunshine Jones-Chaney
HITPAG	LCDR Stephanie Chiang
MLSPAG	LCDR Louis Corbin and LCDR Osameade Onaghise
OPAG	CAPT Robert Chelberg
PAPAG	CDR John Cruz
PHPAG	CAPT Julia Erb-Alvarez and LCDR Samantha Morgan
SWPAG	CDR Kari Harris and LT Desirrae Harris

Modernization: New and Updated Policies

New and Updated Commissioned Corps Policies

LCDR Kimberly Goodwin

This summer the HSPAC Policy and Procedures Subcommittee published [the Reference Guide for USPHS Commissioned Corps Policies v2.0](#). This document contains all current official policies from the [USPHS Commissioned Corps Issuance System \(CCIS\)](#) which are collated into a format that is searchable, easy to read, and user friendly. Officers should become familiar with the policies to remain compliant with USPHS Commissioned Corps rules and regulations. Uniform standards, readiness compliance, deployment and readiness, certification of practice hours, Corps Care, and the awards program are highlighted in this article.

Over the last year, the Office of the Surgeon General released several new and updated policies to modernize the U.S. Public Health Service (USPHS) Commissioned Corps. In August 2020, OSG updated several policies to address uniform and grooming standards. The updated policies on uniform standards for male and females are in [Commissioned Corps Issuance \(CCI\) 421.01](#) and [CCI 421.02](#). Additional details regarding personal appearance and grooming standards are in [CCI 412.01](#). These updates predominately affect wear of the Operational Dress Uniform (ODU) and include changes to the ODU jacket, polar fleece, parka, and t-shirt. A mandatory phase in of the Utility, Coast Guard (CG) Uniform for the USPHS Commissioned Corps will be no later than 1 February 2023. The USCG will keep the “ODU Blue” color; however, the physical design will change. Leadership will distribute more details about the correct wear of the uniform closer to the phase-in date. Visuals and descriptions are available in Appendix A in CCI 421.01 and CCI 421.02 including modifications to CCI 412.01 which includes limitations of tattoos, body art/brands, mutilation, dental ornamentation, and willingness to comply with the appearance of standards for USPHS Commissioned Corps candidates and existing officers. The details about new female grooming standards are in this policy as well. The following visuals further clarify these standards: <https://www.dvidshub.net/image/4652766/ponytail-grooming-standards>.

Also, during the past year, officers have supported multiple missions around the country. Maintaining basic readiness is critical to ensuring officers are ready to deploy for public health emergencies. In July 2020 and March 2021, CCHQ updated deployment and readiness policies to ensure force readiness. [Commissioned Corps Directive \(CCD\) 121.02](#) authorizes the Assistant Secretary of Health to establish training and medical requirements for basic readiness and permits the Surgeon General to organize the Corps for rapid deployment. Officers are always required to maintain basic readiness and keep their supervisor’s information up to date in all Commissioned Corps systems. [Personnel Operations Memorandum \(POM\) 821.75](#) outlines the enforcement of these standards and the progressive action(s) that may occur if a waiver is not on file or if an officer cannot maintain continual compliance. Officers marked as “Not Qualified” on the first of the month will continue to be marked for all subsequent months until the officer corrects the deficiency. Noncompliance affects officers’ deployment, promotion, awards status, eligibility for appointment to a group or committee, and special pay allowance. Failure to meet basic readiness requirements can result in termination. All officers who are in clinical deployment roles, in clinical positions, or who are applying for Health Professional Special Pay must maintain their professional competence by completing 80 practice hours annually. Additional details are in [POM 821.77](#).

Modernization: New and Updated Policies (Continued)

The COVID-19 pandemic, and other public health emergencies that have occurred over the last 18 months, have resulted in a continuous need for officers to deploy. Many officers have deployed multiple times over the last year. Extended time away from family and stressful environments reminds us of the importance of resiliency. Thankfully, the Corps Care Program (established by [CCD 128.02](#) in July 2020) is available to support PHS Officers. The program promotes resiliency through education, training, and coordination of resources, and it provides support services for deployment and post-deployment well-being.

After a year of going above and beyond the call of duty during deployments and in agency assignments, the PHS Commissioned Officers' Awards Program (COAP) recognizes many officers for their accomplishments and achievements. For officers who are working on awards, review the updated instructions in [CCI 511.01](#) (revised in January 2021). Officers should review the instructions for detailed descriptions, policy and procedures, and eligibility criteria for individual, unit and service awards, campaign medals, and badges, to name a few.

The HSPAC Policy and Procedures Subcommittee looks forward to sharing future updates on new and revised policies. Please keep your eyes open for more information soon.

Deployment Wellness

Opting for Wellness During a Deployment

LCDR Jen Eng

Despite the unique challenge of being deployed, the importance of staying in shape remains a priority for the U.S. Public Health Service (USPHS). Being an officer means being in a profession where physical appearances count no matter the circumstances and always being basic ready is priority. When you are fit and in shape it shows others that you take care of yourself and that you take pride in your health. We need to stay in shape to perform to our best ability on any response. A routine including both strengthening and cardio exercises is crucial for overall health and balance. Not only should emphasis be put on being physically fit, making sure you are mentally fit is equally, if not more, important. Possessing these traits can help ward off stress and allow for optimal health.

COVID-19: Vaccination Directive

An HSO Response to a White House COVID-19 Vaccination Directive LCDR Jason Truax

I serve as Safety and Emergency Preparedness Officer assigned to a small critical access hospital on the Leech Lake Reservation in Cass Lake, Minnesota. During the COVID-19 emergency response, I was the Chief of Planning and Operations co-lead for the Cass Lake Indian Health Service Unit. Due to my extensive training in point of distribution of counter measures, planning, and improvement processes, the Cass Lake mass vaccination events were very successful and considered as a best practice by the Minnesota Department of Health Northwest Coalition Preparedness Coordinator and Northwest Public Health Emergency Preparedness Consultant. My team and I provided the most efficient and cost-effective mass vaccination event in northern Minnesota as measured in patients vaccinated per vaccinator.

Following a White House directive to the Indian Health Service to increase vaccination rates in Michigan, I was selected to serve as Chief of Planning and Operations for two multi-jurisdictional mass vaccination missions during the height of Michigan's COVID-19 outbreak in April 2021. On April 9th, the Bemidji Area IHS Director instructed me to develop a plan to administer 5,000 vaccines by April 23rd to meet the White House directive. I utilized the indoor point of distribution of counter measures plan developed and utilized by my team in Minnesota. Using information collected during those events, I provided minimum square footage, resource, and staffing needs to successfully complete the mission.

I flew to Detroit with the deputy commander for this mission to evaluate a possible mass vaccination site in Troy, Michigan, located 30 minutes outside of Detroit. The site would accommodate the original plan developed to utilize 14 vaccinators who would immunize 3,000 individuals on April 21st and 2,000 on the April 22nd, using Johnson & Johnson/Janssen COVID-19 vaccines. There, I took photos and acquired the building schematic to develop a plan that would maximize efficiencies in patient flow and resource utilization.

The following morning, out of an abundance of caution, the CDC and FDA recommended a pause to Johnson & Johnson/Janssen COVID-19 vaccinations to review data of six reported U.S. cases of a rare and severe type of blood clot in individuals following administration of the Janssen COVID-19 Vaccine. As the Bemidji Area Office Incident Commander contemplated next steps, I continued preparations for the mission scheduled in nine days. Later that day, the decision was made to utilize Pfizer vaccine and return to provide the second dose three weeks later. Over the next nine days, I continued to develop the structure for the first of two multijurisdictional missions that consisted of 81 staff, which included 17 Commission Corps officers.



On April 21st the vaccine cache arrived in Troy, Michigan from Cass Lake, Minnesota. A small team immediately started to stage for the mass vaccine event. Later that evening, I provided two event overviews and introduced leads to their roles as team members arrived for the event.

On April 22nd the mass vaccine event began, the average throughput during the event's peak was 31.1 patients per vaccinator and was the same as mass vaccine events held in northern Minnesota. The team's maximum throughput was 436 patients in one hour. Maximum patient processing time was 20 minutes. During the two events, zero doses were wasted and there were no injuries.

After the event, the team demobilized, and conducted a formal hot wash used for the after-action improvement plan. The team flew back to Minnesota the next day and started planning for the return trip in three weeks.

Memoir: Service Before Self

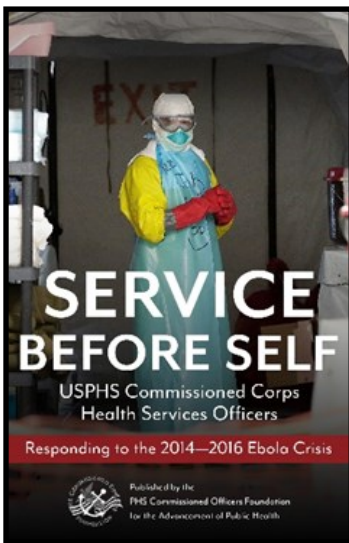
Service Before Self: USPHS Commissioned Corps Health Service Officers

CDR Jessica Damon

Service Before Self

“This collection of original stories is dedicated to all United States Public Health Service (USPHS) health services officers (HSOs) who bravely served on the frontlines during the international Ebola crisis between 2014 and 2016 in addition to the officers serving in integral mission operations and those who stepped up to continue critical agency assignments impacted by the deployments of the frontline responders.”

The 2018 HSPAC Communications Subcommittee developed a lasting memoir titled *Service Before Self: USPHS Commissioned Corps Health Services Officers Responding to the 2014–2016 Ebola Crisis* in collaboration with the Commissioned Officers Foundation.



It started in February of 2018, when the HSPAC Communications Subcommittee, established the *HSOs in Action: Special Edition Team*. This dedicated team inherited a repository of photographs and deployment commentaries from HSOs who responded to the 2014–2016 Ebola crisis. They re-engaged the original contributors and also expanded the catchment of stories to include key leaders within the HSPAC and Commissioned Corps Headquarters who were involved in this unprecedented mission. The stories and images gathered were astounding in their depth and poignancy. Recognizing that the compilation of these stories created an impactful memoir, the *Special Editions Team* worked to edit, clean, catalogue, collate, and sequence these accounts to comprehensively tell the story of the response mission as it unfolded to its completion from the HSO perspective.

The *Special Edition Team* presented the prototype product to Commissioned Officers Foundation and shared the vision of a lasting memoir of the historic response effort in the form of a commemorative book. Local Commissioned Officers Association chapters (DC & New York City Branches) provided financial support for engaging a professional editor, a format/layout designer, and a cover artist. The comprehensive pre-publication file was then fully transitioned to a Commissioned Officers Foundation initiative. The Foundation took the project to the final production stages. In April 2021 the COF published *Service Before Self: USPHS Commissioned Corps Health Services Officers Responding to the 2014–2016 Ebola Crisis*. (To learn more about the publication, please visit: [COA Frontline, Issue 4, May 2021](#)). We offer a heartfelt thanks to the Foundation for their work to realize the vision of this project.

The HSPAC Communication Subcommittee wants to share a special note of thanks to all of the officers within and outside of the HSPAC that contributed their personal accounts and photos to bring this unique and inspiring publication to life. We recognize that ranks have changed since stories were contributed, but we have listed the officers using the ranks associated with their stories in the final publication.

Memoir: Service Before Self (Continued)

RADM (Ret.) Epi Elizondo	CDR Anthony Garza	LCDR David Hunter
RADM Scott Giberson	CDR Leslie Hausman	LCDR Arthur Hurst
CAPT Todd Alspach	CDR Bobby Rasulnia	LCDR Matthew Johns
CAPT Stacey Atkins	CDR Joseph Roth Jr.	LCDR Philip Lafleur
CAPT Carlos Bell	CDR Ibrahim Kamara	LCDR Meredith Pyle
CAPT Robin Hunter Buskey	CDR Deborah King	LCDR Kate Migliaccio
CAPT David de la Cruz	CDR Erich Kleinschmidt	LCDR Osamede Onaghise
CAPT Amanda Dunnick	CDR David Lau	LCDR Skip Payne
CAPT Stacey Evans	CDR Carolina Luna-Pinto	LCDR Chris Poulson
CAPT Robin MacGowan	CDR Charlene Majersky	LCDR Evelyn Seel
CAPT Rendi Murphree	CDR Kenneth Monahan	LCDR Rafael Torres-Cruz
CAPT Michael Schmoyer	CDR Ericka Murray	LCDR Lorraine Williams
CAPT Angela K. Shen	CDR Tracy Pace	LT Allen Applegate
CAPT Cynthia Spells	CDR Tobey Manns Royal	LT William Brown
CAPT (Ret.) Dorothy Stephens	CDR Erica Sison	LT Khadar Diria
CAPT Craig Wilkins	CDR Jacinta Smith	LT Jennifer Freiman
CAPT Robert Windom	CDR Torris Smith	LT Roberto Garza
CDR Christye Brown	LCDR Jennifer Bornemann	LT Jennifer Johnson
CDR Jamie Seligman	LCDR Jennifer Cockrill	LT Heather Joseph
CDR Andrew Chen	LCDR Elizabeth DeGrange	LT Samantha H. Morgan
CDR Julie Chodacki	LCDR Sylvera Demas	LT Taran Pierce
CDR Thomas Christl	LCDR Julie Erb-Alvarez	LT Janesia Robbs
CDR Christopher Duncan	LCDR Karen Forbes	LT Anca Tabakova
CDR Idongesit Essiet-Gibson	LCDR Elizabeth Garza	LT Cody Thornton
CDR M. Sonsy Fermin		LT Tracy Tilghman

We would also like to say a heartfelt thanks to the *Special Edition Team* and their steadfast advisors within the HSPAC for their hard work and dedication to this lengthy project. These officers are:

CAPT Carlos Bell	CDR Karen Forbes
CAPT Jeanine Willis-Marsh	CDR Kate Migliaccio-Grabill
CAPT Julie Erb-Alvarez	CDR Lundy Patrick
CAPT Kimberly McIntosh-Little	LCDR Kimberly Goodwin
CDR Elizabeth Garza	LCDR Mouhamed Halwani
CDR Jessica Damon	

USPHS: 2021 Virtual U.S. Army Medical Department Junior Leader Course

Representing the USPHS Commissioned Corps at the 2021 Virtual U.S. Army Medical Department Junior Leader Course

LCDR Jennifer Weekes



LCDR Jennifer Weekes

In 2019, I was honored to be selected by the HSPAC to attend and represent the USPHS Commissioned Corps at the 2020 U. S. Army Medical Department Junior Leader Course (AMEDD-JLC). Due to the COVID-19 pandemic, the 2020 course was cancelled and held virtually in April 2021. The AMEDD-JLC course was started in honor of COL Charles Reddy in 1992. As a leader in the Army Nurse Corps, he wanted to provide a venue for exceptional junior officers to interact with leaders at the highest levels of Army Medicine with the goal of developing future leaders. Over the years, the AMEDD-JLC has expanded to a week long course that gathers the brightest junior leaders in AMEDD. The purpose of the AMEDD-JLC is multifaceted to include:

- Fostering leadership development and management skills that are clinically focused and applicable to its organizations that perform specific tasks and tactical units operating in the field;
- Preparing junior leaders to participate in the evolution of the Military Health System;
- Providing an opportunity for personal and professional growth and development by exposure to current and emerging trends in federal health care;
- Providing exposure in assessing organizational climate and how to facilitate staff through difficult organizational changes;
- Fostering early networking skills between services and provide a retention tool for junior officers.

The 2021 theme for the U. S. Army Medical Department Junior Leader Course (AMEDD-JLC) was “Readiness First, People Always”. U.S. Army junior leaders with ranks: CPT (O3) and MAJ (O4) dominated the course. There were a few junior officers from the Navy and myself, representing the USPHS Commissioned Corps. I used this opportunity to not only enhance my knowledge of military medicine and sharpen my leadership and management skills but also to educate participants unfamiliar with our mission and service. I related to the speaker’s remarks and the information presented as I previously served as a Supervisory Social Worker at a Military Treatment Facility (Fort Belvoir Community Hospital, Adult Behavioral Health Clinic) within Defense Health Agency. Although COVID-19 restrictions forced this course to be primarily virtual, it was well organized, highly interactive, with priceless exposure to the remarks and information presented by current key military leaders.

Distinguished speakers and contributors at this year’s U. S. Army Medical Department Junior Leader Course (AMEDD-JLC) included: LT. Gen R. Scott Dingle (The Surgeon General and Commander, USAMEDCOM); MAJ. Gen. Telita Crosland (Deputy Surgeon General, USAMEDCOM); CSM Diamond D. Hough (Command Sergeant Major, U.S. Army Medical Command); LT GEN. Ronald Place (Director, Defense Health Agency); MAJ GEN Lonnie G. Hibbard (U.S. Army Center for Initial Military Training); MAJ. GEN Jill K. Faris (Deputy Surgeon General – Army National Guard); BRIG, GEN. Paul Friedrichs (Joint Staff Surgeon – the Pentagon); BRIG. GEN Shan K. Bagby (Commanding General, Brooke Army Medical Center and the 28th Chief of the Army Dental Corps); and COL Susan Davis (Director, Talent Management OTSG G-1/4/6).

U.S. Army Medical 2021 Suggested Leadership Reading List

2021 U.S. Army Medical Department Junior Leader Course Suggested Leadership Reading List LCDR Jennifer Weekes

- The Servant - James Hunter
- Lincoln on Leadership - Executive Strategies for Tough Times - Donald Phillips
- The Leader's Bookshelf - James Stavridis and R. Manning Ancell
- Destroyer Captain - Lessons of a First Command - James Stavridis
- Good to Great - Jim Collins
- Start with Why - Simon Sinek
- Say It in Six - How to say exactly what you mean in six minutes or less - Ron Hoff
- Getting to Yes - Roger Fisher and William Ury
- Leading Change - John Potter
- Freakonomics - Steven D. Levitt and Stephen J. Dubner
- The Infinite Game - Simon Sinek
- Leaders Eat Last - Simon Sinek
- Call Sign Chaos - James Mattis and Bing West
- Army of None - Paul Scharre
- Red Star over the Pacific - Toshi Yoshihara and James R. Holmes
- Quiet Strength - Tony Dungy
- Super Motivation - Dean Spitzer
- Levels of Leadership - John Maxwell
- All I Really Need to Know I Learned in Kindergarten - Robert Fulghum
- The Founding Fathers on Leadership - Donald Phillips
- Quick Team-Building Activities for Busy Managers - Brian Cole Miller
- Diagnosing and Changing Organizational Culture - Kim Cameron & Robert Quinn
- The 21 Irrefutable Laws of Leadership - John Maxwell
- Medical Recollections of the Army of the Potomac - Jonathan Letterman, M.D.
- Memoir of Jonathan Letterman - Lt. Colonel Bennett Clements
- The Hero Code - Admiral William H. McRaven
- How to be an Antiracist - Ibram X. Kendi
- Beyond Valor - Patrick K O'Donnell
- The Ignorant Maestro - Steve Stoliar
- The Mathis Maxims: Lessons in Leadership - Larry L. Mathis
- Once an Eagle - Anton Myrer
- Starship Troopers - Robert A Heinlein
- How Good Do We Have To Be - Kuschner
- Mere Christianity - CS Lewis
- Secret of Happiness - Dalai Lama
- Defeat into Victory - Viscount Slim
- Good to Great - Jim Collins
- Memoirs - Ulysses S Grant.
- Leadership in Turbulent Times - Doris Kearns Goodwin



USPHS - 100 Years at Hot Springs National Park

United States Public Health Service and 100 Years at Hot Springs National Park CDR Kurt Kesteloot and LCDR Tara Dondzila

2021 marks the 100th anniversary of U.S. Public Health Service (USPHS) Officers working with the National Park Service (NPS). USPHS Medical Officers and Engineers have been involved with Hot Springs National Park (HOSP) since it became a park in March 1921. In November 1921, a USPHS clinic was opened in HOSP by Dr. Hugh Cummings, the then current Surgeon General of the USPHS, and Stephen Mather, the first Director of the NPS. This article will discuss some of the great health initiatives developed and implemented in HOSP by the USPHS and NPS over the last 100 years.

In 1918, Sanitary Engineer H.B. Hommon assisted national parks in improving sanitation. Most of the initial work occurred in Yellowstone National Park however, the 1922 NPS annual report mentions USPHS Engineer Officers also working at Mount Rainer, Yosemite, Glacier, Crater Lake and Hot Springs National Parks. In 1922, the Medical Times mentions a bath house that was replaced and dedicated in November 1921 in Hot Springs, Arkansas pursuant of the Act of Congress on December 16, 1878. During construction the USPHS realized the value of combining a free bath house and a model venereal disease clinic. The first five superintendents managing HOSP from 1916-1932 were USPHS medical officers.



Provided by Hot Springs National Park in 2021: Here's a photo (HOSP 3494) of some of the dignitaries present on 14 November 1921 at the grand opening of the USPHS clinic in the brand-new Government Free Bathhouse. They are standing outside the entrance to the lower level of the building on Spring Street. From left to right: (1.) unknown, (2.) unknown, (3.) Stephen T. Mather, Director of the NPS, (4.) unknown, (5.) Dr. Hugh Cumming, Surgeon General of the United States, (6.) Dr. Hubert Work, President of the American Medical Association, (7.) unknown, (8.) Arkansas Senator Joseph T. Robinson, and (9.) unknown. There were lots of NPS dignitaries and Congressmen present, so the "unknowns" are probably some of those folks. The building is currently named the "Libbey Physical Medicine Center" and still stands today.

- William P. Parks, M.D. 8/25/1916 – 2/28/1922
- Clarence H. Waring, M.D. 3/1/1922 – 3/22/1924
- Joseph Bolten, M.D. 3/23/1924 – 7/15/1929
- Hugh de Valin, M.D. 7/16/1929 – 12/12/1930
- George L. Collins, M.D. 12/13/1930 – 1/14/1932

In September 1921, an investigation of Hot Springs, Arkansas was conducted by Assistant Surgeon C. Armstrong at the request of the State health authorities. The investigation included every condition affecting the health of that city and the organization of the local health department. The fiscal year 1922 USPHS Annual Report stated, "At Hot Springs National Park a special report was prepared which contained estimates of cost and a description of a new system for collecting 500,000 gallons of hot water from springs and cooling and distributing into the bathhouses. This report is to be used as the basis for appropriations and plans for a new water-supply system that will be installed in the park in the near future." Today, there are 27 thermal springs that supply HOSP water. Currently, USPHS Health Services, Engineer, and Environmental Health Officers conduct public health assessments, which include sanitary surveys of drinking water and wastewater systems in the park.

In 2018, CAPT Said, CDR Kesteloot, LCDR Kostamo, and other professionals investigated an outbreak of legionella cases at HOSP. Water system users developed water management plans and as of October 2020, no new cases of legionella have been reported. It is a great honor to continue the tradition of USPHS Officers at NPS. We look forward to the next 100 years!



Photo by NPS Employee at HOSP in 2020 while inspecting the free water fountain for adequate temperature and sanitation. LCDR Dondzila is on the left and CDR Kesteloot is on the right.



Photo of Libbey Memorial Physical Medicine Center currently in HOSP with a free thermal drinking water jug fountain in

Leadership and You

The Importance of Leading Yourself First

LCDR Marriah Lombardo

The topic of leadership has always fascinated me. I am tempted to view leaders as somewhat of a unicorn type symbol. Like the unicorn, I often view leaders as the most ambiguous, mysterious, and poetic of all beasts of fable. In my quest to be a good leader, I have taken classes and read books on the topic. With this information, I have learned to become introspective about my own leadership abilities. For example, what type of leader am I? Am I a charismatic, autocratic, authoritative, laissez faire, democratic, transactional, or transformational leader? Which leadership style works best in my workplace, workgroup, or team? What is the best leadership style to use with my supervisor or supervisee? What type of leadership is most effective overall? Are my past assumptions regarding leaders holding me back from developing my own leadership style? How does my race and gender impact my ability to lead?

While the questions might seem endless, I have become sure of one leadership principle during the last year and a half, that great leaders are only in competition with themselves. My realization came while watching a gymnastics meet on television. While watching one of the women vault herself through the air, it occurred to me, she was only competing with herself. Of course, she knew her competition, but this knowledge would not mentally prepare her to perform that vault. In fact, looking at the next person's abilities might have impacted this athlete's performance. Only she could find the motivation and muster the will to perform that maneuver.

I read an interesting blog published on success.com, entitled "Want to Be a Leader? Lead Yourself First," which shared six leadership principles that you can apply to your own life as you seek to lead others:

1. "Take control of your thoughts." Fear or doubt was not going to help this Olympian stick her landing.
2. "Take initiative in every situation." If tired, elite gymnasts keep practicing for the next competition.
3. "Prioritize great work." Athletes, and I am sure this is true of the gymnast competing that day, record their practices, to reflect on their performance and prioritize what skills they need to improve upon.
4. "Let go of needing to get credit." While practicing her vault, I am certain the athlete in question was unsure of her ultimate placement on the podium.
5. "Keep your cup empty." Elite gymnasts probably do not let themselves get distracted while reaching for their goals.
6. "Prioritize personal growth." Stay humble, and always look for areas to improve, no matter the outcome.

You can read the full article for yourself at [Want to Be a Leader? Lead Yourself First | SUCCESS](#)

My newfound idea provided me with a renewed confidence as a leader. If I lead myself first, then anyone I am leading will see the fruits of my labor and become more inspired to follow me. Also, if I lead myself first, then we might inspire others watching us, even if they are not under our charge.

Earth Day Activity: Kigali, Rwanda

Celebrating Earth Day in the Land of a Thousand Hills

CAPT Sherene Cora
CDR Alberta Mirambeau

U.S. Public Health Service (USPHS) officers, CAPT Sherene Cora and CDR Alberta Mirambeau, who live and work in Kigali, Rwanda not only respond to public health needs, but actively seek opportunities to support their community and environment. On April 30, 2021, CAPT Cora and CDR Mirambeau participated in the U.S. Embassy Kigali's Earth Day tree-planting activity. This activity focused on supporting and promoting the importance of a sustainable earth in every corner of the world and in this case, in Kigali, Rwanda – the Land of a Thousand Hills.

In celebration of Earth Day, families in the U.S. Embassy community were invited to help plant seedlings throughout the U.S. Embassy grounds. Four tree species were carefully selected:

[Bridelia Micranta](#)

[Mitragyna Rubrostipulosa](#)

[Albizia adianthifolia](#)

[Entada abyssinica](#)

These trees were planted because they are indigenous to Rwanda, their roots are not destructive to the existing environment, and they will provide ample shade when fully grown. The trees will also add to the vast variety of trees that can be seen throughout the scenic hills of the Rwanda.

CAPT Cora and CDR Mirambeau were joined by their children who helped select and plant the seedlings that they affectionately named *Leaf* and *Lucy*. The tree planting activity provided an opportunity to foster the importance of helping to keep our environment clean and green; and allowed Embassy families to contribute to the long-term and sustainable beauty of Rwanda's natural environment.

On this particular Earth Day 2021, CAPT Cora and CDR Mirambeau demonstrated that USPHS officers can not only meet the needs of the public's physical and mental health, but also support global efforts that help repair and sustain Mother Earth in any part of the world.



CAPT Cora and her daughter, McKenzie, dig a proper hole to make room for a seedling to support Earth Day efforts.



CDR Mirambeau is joined by her children, Anaya and Amari, to finish up the planting of their seedling aptly named *Leaf*.

CAPT Cora and CDR Mirambeau display a *Restore Earth* poster to demonstrate their support of global environmental efforts.



Stress Awareness Month & National Public Health Week Activities

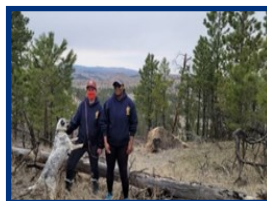
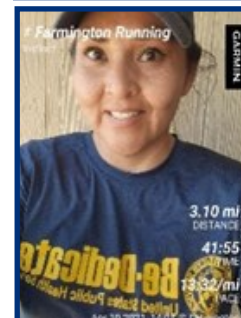
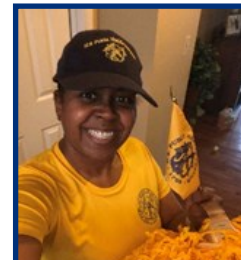
HSPAC Community Wellness Subcommittee Conquers Mental Health & Wellness with 5K Virtual Run/Walk Events

LCDR Shercoda "Cody" Smaw

The HSPAC Community Wellness Subcommittee, Campaigns and Initiatives Team organized a month full of phenomenal mental health and wellness activities and events daily for the month of April 2021 to celebrate Stress Awareness Month and National Public Health Week (NPHW). The purpose of these events was to raise awareness about stress (which was also featured during NPHW), provide physical activity outlets for officers and their families to help cope with stress, and to help connect officers through esprit-de-corps during the ongoing public health emergency (PHE). CDR Camille Mitchell created the HSPAC Community Wellness Mental Health and Wellness Calendar and LCDR Shercoda Smaw created and led three 5K Virtual Run/Walk events.

Two events took place during NPHW. The first event was held on April 7th for National Walking Day. The JOAG Step It Up! 5K Virtual Walk/Run: National Walking Day Event had a total of 26 participants. The second event held on April 10th was the signature HSPAC Community Wellness 5K Virtual Run: Uplifting Mental Health and Wellness Event and had 24 participants. A third event was held on April 18th for the Medical Laboratory Science Professional Advisory Group (MLSPAG) 5K Virtual Run: Medical Laboratory Professionals Week and had 24 participants.

Officers, civilians, and pet babies showed great pride and had a blast during all three of the PHS Athletics-approved 5K virtual events. It was great to have so many dedicated officers along with family members and pets to participate. Despite ongoing and multiple deployments, all three activities had a total of **74 participants**. The events garnered great exposure through the HSPAC Community Wellness Mental Health and Wellness Calendar, and officers sent in amazing thank you emails for having such great virtual events available to help them to stay connected and active. Please enjoy some of the beautiful photos provided by officers from across the country highlighting their accomplishments.



Use of Different Methods for Stress Relief

Recognizing that People Use Different Avenues to Reduce Their Stress CDR Camille Mitchell

The Community Wellness subcommittee developed and promoted a Mental Health and Wellness Calendar for Stress Awareness Month 2021 which is recognized in April. The calendar included daily suggestions for healthy eating, healthy mind, and physical activities. This month-long event encouraged officers to spend a few minutes incorporating self-care into their day on at least ten days during the month. Physical activity opportunities included moderate exercises and family fitness events such as a family obstacle course. To emphasize the importance of a healthy mind, the first activity of the month was letting go of mistakes made or things that we wished we could have done better. The calendar was also used to cross promote other Health Services Professional Advisory Committee (HSPAC) events, including three PHS Athletic Events -National Walking Day, HSPAC Community Wellness 5K Virtual Run: Uplifting Mental Health and Wellness Event, and the Medical Laboratory Scientist Professional Advisory Group 5K Virtual Run.



Photo of Kohlrabi

A call for participants was conducted in mid-March and 47 officers from seven categories expressed their intent to participate. Of the registered participants, 94% planned to complete physical activities, 87% were interested in healthy mind activities, and 85% were interested in healthy eating, such as trying a new vegetable or fruit. One of the suggestions that I incorporated during the month was to try a new vegetable. Have you ever had Kohlrabi? It's a type of turnip that contains a variety of antioxidants such as Vitamin C, which can be eaten raw, sautéed, or steamed.

Only 19 of the officers that originally planned to participate in the event reported participating in at least 10 days of activities. This is due to the uptick in deployments to support several ongoing and/or concurrent missions in the month of April during the same time this event was announced. Of the officers that participated, 100% of the participants stated the stress awareness event met or exceeded their expectations. Some of the feedback from participants included the following:

"With so many things going on at work and our personal lives, it can be difficult to remember to take care of ourselves. Having a calendar with wellness activities each day has been great at making sure I add a wellness activity to my routine every day."

"Loved the variety of activities so it was possible to participate in multiple areas without being limited to one subject or set activity."

"Having prompts for healthy mind activities were especially helpful. I learned how easy it is to incorporate simple activities throughout my day or week that support mental health habits."

Thanks to all the officers who helped spread the word about the calendar via social media and a special thanks to any officer that viewed the calendar and tried at least one activity.

The Community Wellness Subcommittee plans to issue another wellness calendar in the coming months to ensure that all officers have a chance to participate. For more information on upcoming activities, please contact CDR Camille at (c2mitchell@bop.gov) or LCDR Shercoda "Cody" Shaw at (Shercoda.Smaw@fda.hhs.gov). We hope that all of you can join!

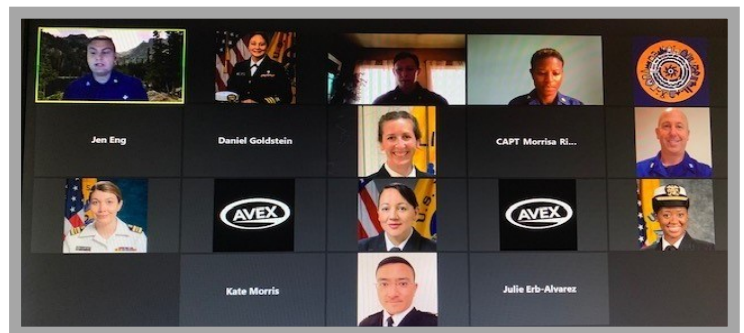
2021 HSPAC Virtual Category Day

2021 HSPAC Virtual Category Day Recap

CDR Neelam Ghiya
LCDR Janesia Robbs

Due to the ongoing COVID-19 pandemic, this year's Health Services Professional Advisory Committee (HSPAC) Category Day was held virtually for the first time ever on Friday, July 30, 2021 from 0930 to 1430 ET. This year's event provided an opportunity for HSPAC officers to hear exciting presentations from HSPAC leadership and a panel discussion on COVID-19 deployment experiences across a wide range of health services disciplines and geographic locations throughout the world. Over 329 U.S. Public Health Service (USPHS) officers participated in the virtual category day, with as many as 270 USPHS officers online at the same time. Thank you to the following HSPAC Events Subcommittee and Virtual Category Day Planning Team members who planned and executed the successful event: HSPAC Events Subcommittee Chair and Co-Chairs - CDR Jennifer Clements, LCDR Kate Morris, LCDR Janesia Robbs; Virtual Category Day Planning Team - CDR Margret Caulk, CDR Neelam Ghiya, and CDR David Schwab; and Virtual Category Day Moderator - CAPT Todd Alspach.

As a recap, the 2021 HSPAC Chair, CDR Catherine Beer, kicked off the event and welcomed officers to the first ever virtual category day. The Chief Professional Officer (CPO), CAPT Diedre Presley, then provided opening remarks, noting her renewed sense of Health Service Officers (HSOs) and the USPHS and highlighting how proud she was of all the hard work and dedication shown by HSOs. Next, CDR Beer updated officers on the new USPHS Benchmark Alignment and discussed its impact on HSOs. In addition to the morning presentations, LCDR Heather Light led a wellness mindfulness break that focused on meditation and relaxation.



The wellness break was followed by an abbreviated version of an HSPAC All-Hands Meeting in which CDR Beer reported on HSPAC and Professional Advisory Group (PAG) activities. She shared “the strength of the PAC relies in the work that we do to support one another as officers, as a Category and as a unified USPHS Corps!” The abbreviated all-hands meeting included a policy and readiness session, a segment on the Ebola Response Book “Service Before Self” that speaks to the tremendous service HSOs provided as a part of the 2014-2016 Ebola Crisis, and information about the Association of Military Surgeons of the United States (AMSUS) and the Prevention through Active Community Engagement (PACE).

Next, CDR Jennifer Bornemann, LCDRs Jennie Eng, and Denise Duran provided presentations on how HSOs responded to the COVID-19 Pandemic. The presentations were followed by a live panel of HSOs, including CAPT Morrissa Rice, CDR Neelam Ghiya, LCDRs Nicholas Buhr, LCDR Bethanie Parrish-Salaam and LCDR Sheila Houghton-Antonucci, to share their various COVID-19 deployment experiences and field questions in real-time. In addition to the afternoon presentations, LCDR Shercodea “Cody” Smaw led a wellness break that showcased several stretching exercises.

The virtual category day ended with an awards presentation highlighting the accomplishments of 23 HSOs. Congrats to all the well-deserving 2021 award recipients! The HSPAC Event Subcommittee looks forward to seeing everyone at the 2022 HSPAC Category Day in Glendale, Arizona.

The [2021 HSPAC Virtual Category Day Recording](#) is available on [Max.gov](#).

2021 HSPAC Virtual Category Day Career Counseling Session

Virtual HS Category Day Career Counseling Session
CAPT Raquel Peat



The Health Services Professional Advisory Committee (HSPAC), Professional Advisory Group (PAG) Mentoring Subcommittee's External Relations Team hosted a collaboration with the Career Development Subcommittee during the virtual Health Services (HS) Career Counseling Session following the U.S. Public Health Service HS Category Day on Friday, July 30, 2021 from 1430-1630 hrs. Led by CAPT Raquel Peat and CDR John Diehl, the team recruited 41 senior HS officers as mentors, and on the day of the session, 15 senior HS officers provided valuable advice to 60 HS officers. Senior HS officers who have served on the promotion board and/or have mentored HS officers served as counselors and provided 1:1 counseling in the review of Career Progression and Promotion Guidance (CP2G), 2022 HSO benchmarks, components of the CV, eOPF, Best Practices, Promotion Calculator, Officer Statement and Reviewing Officer Statement guidelines for personalized general guidance on career growth. Whether an officer had a mentor in the HSO Mentoring Program, or just looking for a second opinion, the 2-hour virtual event was an excellent opportunity for officers to receive career advice from a HS senior officer, network and to learn from each other.

Leadership Conversation Highlights

Highlights from a Leadership Conversation with Retired General Petraeus

CAPT Indira Harris, CAPT Karen Hearod, CAPT Jamie Seligman, CDR Sherri Bisci, CDR Carla Burch, CDR Helen Hunter Cox, CDR Stephanie Felder, CDR Brandon Johnson, CDR Scarlett Lusk, CDR Timothy Pappalardo, CDR Robert Van Meir, LCDR Jamillah Bynum, LCDR Jennifer Lee-Ramos, LCDR Lorraine Williams, LT Nathan Drew, LT Tamika Finch-Hall, and LT Janelle Phillip

On March 18, 2021, Social Work Professional Advisory Group (SWPAG) officers were given a golden opportunity to hear leadership perspectives from General David H. Petraeus (US Army, Ret). SWPAG and the Health Administration Professional Advisory Group (HAPAG) co-hosted this well-attended virtual event. After an introduction by CDR Stephanie Felder and opening remarks by RADM Matthew Kleiman, the leadership discussion with General Petraeus was moderated by LT Janelle Phillip. With more than 37 years of distinguished military service and recognition as one of “America’s 25 Best Leaders” by *US News and World Report*, General Petraeus provided key insights from his career experiences and gave officers in attendance challenging reflective questions to consider in our own career paths. Below are just a few highlights from the discussion.

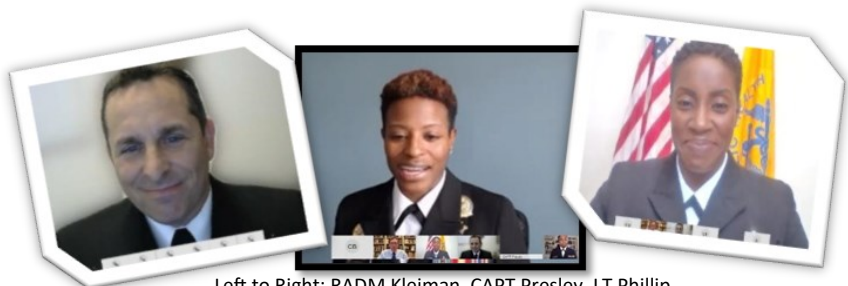
Gen. Petraeus began by recommending that officers consider seeking vantage point positions – those positions that involve working under a very senior leader with visibility. These types of positions provide opportunities to learn best practices from such leaders, as well as insight on the types of characteristics that you do **not** want to model.

Consider how we deal with challenges, missteps, or adversity. These are things that we will always encounter – there will be mistakes made, setbacks, and the unexpected. In each case, understand and recognize what happened, learn from it, and keep moving forward. His words of advice – “Never allow your shoulders to slump,” because others are taking their lead from you. Later in the conversation he revisited this and stated that “leadership under pressure is what leadership is all about.” In defining leadership, he challenged participants to consider “are you influencing others?” If so, this is leadership – no matter the position title! In discussing our work alongside those in sister services, he encouraged USPHS officers to exhibit true excellence – be the best that you can possibly be and do it better than the rest.

Team cohesion was a key point – he emphasized that every member of a team should be considered mission critical, and how important it is to remind them of your awareness that they are critical to the mission. Never underestimate anyone’s importance in the success of a mission; you never know when one single person – whether it be from their role, their perspective, their observations, their actions – will be the most important person for that mission at a given time.

Finally, in reflecting on leadership in the context of COVID-19, he drew upon experiences in Iraq while explaining the critical importance of these concepts when facing missions of this magnitude: 1) getting the big ideas right, 2) communicating the big ideas to the team, 3) overseeing implementation of the big ideas, and 4) determining how to refine along the way.

Closing remarks were provided by CAPT Diedre Presley, Chief Professional Officer of the Health Services Category. While this article alone cannot capture every single pearl of wisdom shared, the live recording of the event will be posted on the [MAX.gov](https://www.max.gov) HSPAC site to view.

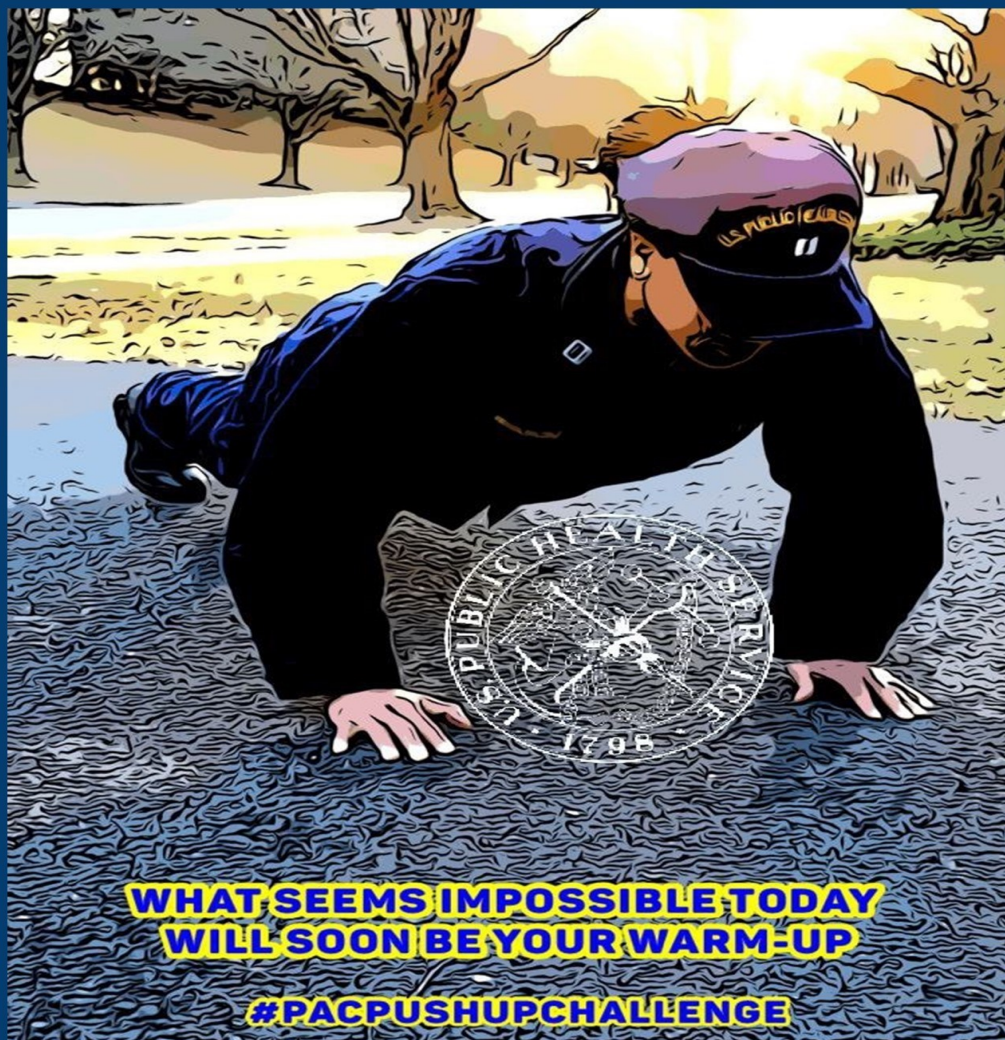


Left to Right: RADM Kleiman, CAPT Presley, LT Phillip

Advertisements/Announcements

2021

PAC Push-Up Challenge Are you Up to the Challenge?



Be on the lookout for future announcements

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Are you interested in contributing to the next issue of the HSPAC Quarterly Newsletter?

Submit articles and photos to: Communications.HSPAC@gmail.com

When submitting articles, be sure to include:

- "Article" in the subject line.
- A descriptive title for the article.
- 1-2 high quality photos with captions to help tell your story. Photos should be in .jpeg or .png files.

The HSPAC Newsletter is Here!
READ ALL ABOUT IT!!!



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