

10-year HAPAG Anniversary Newsletter



Healthcare Administration Professional Advisory Group
of the
Health Services Professional Advisory Committee



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WHY WE CELEBRATE THE 10TH ANNIVERSARY BY LCDR MAKEVA RHODEN, 2014 HAPAG CHAIR

Greetings HAPAG members! It has been such a pleasure serving as the 2014 HAPAG Chair. I can hardly believe that the end of the year is nearing! As I stated at the top of the year in my welcome address, my vision for the HAPAG was “to create officers that are aware of their roles as healthcare administrators, equipped to do their jobs with efficiency, and positioned to transition to the next level in their careers.” The members of the HAPAG grabbed hold of this idea by volunteering to participate in many of the initiatives developed in support of this vision. Over the past 9-months, we have been able to promote this thinking through various activities including the 2014 HAPAG Speaker Series and most recently the Healthcare Administrator Shadow Week. We still have 3-months to go and will conclude the year with the HAPAG Leadership Institute and Medical Service Corps/Healthcare Administrator Leadership Institute at the AMSUS conference. Each of these activities were created to strengthen the knowledge and capacity of healthcare administrators and officers serving in these positions. In addition, another goal was to offer empowerment to do their jobs well and receive the mentoring needed to impact their workplace and the communities the work they do serves.



All of the initiatives mentioned above have been spearheaded through the HAPAG 10th Anniversary Committee whose chief responsibility has been to help our PAG celebrate this milestone! What better way to celebrate this achievement than by reinforcing the original thoughts of our founding officers. The work of the Committee and the goals we have embarked upon this year, allows me to reflect not only on our ten years as a PAG, but the importance of celebrating and acknowledging this special occasion in the history of our PAG. On a personal note, this year I celebrated my 10th wedding anniversary and like many couples, I relied on Google to provide me with a few gift ideas related to this occasion. During this research, I stumbled upon many sites that described the significance of celebrating a 10th anniversary with two standing out. The first statement read that “a couple at the milestone anniversary of ten years has the ability to go the distance.”

(cont'd on page 2)

Why We Celebrate the 10th Anniversary (cont'd)

By

LCDR Makeva Rhoden, 2014 HAPAG Chair

The second statement was in reference to the gift of tin and noted that *“tin and aluminum symbols of the tenth wedding anniversary gift represent durability and pliability, meaning it can be bent but not broken.”* The following had significant meaning for me and this PAG: “going the distance...durability and pliability...bent but not broken.”

First, “going the distance” means doing what it takes to complete a task, not giving up or giving in until the job is done. Our founding members showed us what “going the distance” means by developing the second professional advisory group under the HSPAC. They were a cadre of junior officers looking to make a difference and raised the profile of healthcare administrators by promoting excellence, professional development, and commitment to best practices. Second, “durability and pliability” refers to the toughness of an object as well as its ability to be flexible when needed. Our PAG understands the need for “durability and pliability” given that our officers have had to deal with the changing needs of the Commissioned Corps and the growing demand for officers with a clinical background at this time. In the midst of these challenges, we have been able to continue our work and impact officers by creating a platform to recognize the important work of healthcare administrators and their dedication to public health service. And finally, “bent but not broken”, just reiterates the strength that someone or something shows while trying to withstand the many obstacles placed before them. For these reasons and many more, we celebrate the 10th anniversary of our PAG and continue to foster the core values of the Commissioned Corps: leadership, service, integrity and excellence.

In closing, I urge each of you to continue to acknowledge and celebrate the 10th anniversary of the HAPAG and embody the ideals mentioned above:

- **Go the distance:** Dedicate your time and talent to the growth of the HAPAG ensuring another 10 more years of success.
- **Show durability and pliability:** Remain strong when change occurs, yet flexible in the decisions that impact your career as an officer.
- **Bend yet do not break:** Remain steadfast in your commitment to the Corp as healthcare administrators and leaders of tomorrow.

In doing these things you will exemplify the power behind the officers connected with this PAG as well as the character we will continue to show as we move forward.

Congratulations on your 10-Year Anniversary

Dear Healthcare Administration Professional Advisory Group (HAPAG),

On behalf of the Health Services Professional Advisor Committee (HS PAC), I would like to congratulate you on your 10-year Anniversary as a Professional Advisory Group (PAG) within the USPHS Commissioned Corps. Over the past decade, the HAPAG has prided itself on promoting the interests and well-being of PHS officers with a background in healthcare administration by providing opportunities to develop as leaders, expand their career potential and contribute to the mission and vision of the Commissioned Corps.

The HAPAG has accomplished many things during this period to include developing the structure and foundational principles needed to have a strong PAG. These principles include the establishment of an executive committee, PAG bylaws, a voting membership process, and various subcommittees to meet officer needs. Additionally, your work has evolved over the years to address the demands of Corps officers looking to advance in their careers during and beyond their time in the Corps. Over the past few years, you have made tremendous strides by creating the first PAG Strategic Plan, introducing the 100 Coins in 100-Days Initiative, developing the HAPAG Toolkit, and implementing a Speaker Series to educate officers on topics such as promotion readiness, the PHS Five Pillars and deployment opportunities. I am very excited and pleased about what you have been able to achieve in such a short period of time and hope the HAPAG's success continues into the future.

Congratulations once again on reaching this milestone in the Corps and being an example to other PAGs. I and many others revel in your achievements thus far and wish you continued success in the future.

Sincerely,



CDR Todd Alspach
2014 HS PAC Chair

HAPAG - A Founder's History

By: CAPT George Durgin

Bureau of Prisons

At the Commissioned Officers Association 2003 Training Symposium there was a discussion of healthcare administrators on the need to follow the Social Work Professional Advisory Group (PAG) to create a Health Administrator PAG (HAPAG), the second PAG in the Health Services Officer Professional Advisory Committee (HS-PAC). A planning group was soon created with CAPT Frances Gipson, CAPT Gene Migliaccio, CAPT Justina Schwemberger, CDR Yvonne Johns, CDR Astrid Szeto, CDR Craig Wilkins, LCDR George Durgin, and LT Jason Jurkowski.

By mid-2004 the HAPAG was approved by the HS-PAC and our first meeting was scheduled 28 September 2004 with CDR Johns (OS), Chair, LCDR Durgin (FDA), Chair Elect, CDR Szeto (FDA), Secretary, and CAPT Gipson (FDA) and CAPT Migliaccio (DHS/DIHS) as Senior Advisors. The voting members were CAPT Schwemberger (NIH), CAPT Pete Soto (IHS), CDR Brad Austin (ASPR), CDR Corinne Axelrod (HRSA), CDR Dawn Clary (IHS), CDR Stephen Formanski (BOP), CDR Lanardo Moody (OASH), CDR Gay Nord (IHS), CDR Anne Perry (BOP), CDR Wilkins (CDC), CDR William Wyeth (OCCO), LCDR Valerie Darden (HRSA), LT Kelly Brown (DHS/DIHS), LT Christine Guthrie (SAMHSA), LT Jurkowski (ASPR), and LT Diedre Presley (PSC).

As noticed by many future HS-PAC leaders in the creation of the HAPAG many went on to create a PAG for their discipline. As the second PAG in the HS-PAC the HAPAG was created to allow any HS-PAC member who was a manager or supervisor to become a member to foster the exchange of management techniques and skills. Membership then and now was based on being a healthcare administrator by degree, position (i.e. manager/supervisor), or job description (e.g. policy analyst, public health advisor).

As other PAGs were created there was a time that a revision of the bylaws was considered to limit membership to only those with healthcare administrator degrees. Fortunately, this was thwarted and membership remained inclusive rather than exclusive creating a well-rounded PAG with expertise from all disciplines, not limited to just one. This allowed the HAPAG to be a catalyst for future HS-PAC leaders that included several past PAC Chairs.

As we celebrate 10 years of the HAPAG we congratulate those that have continued the legacy and success of the HAPAG, HS-PAC, and the Corps.



Current Bureau of Prisons Liaison , former 2005 HAPAG Chair and 2010 HSPAC Chair

In Memory of CDR Yvonne I. Johns - First HAPAG Chair

By: CDR Helen Cox

National Institutes of Health

My career in the US Public Health Service began in 2002, and around that time I had the pleasure of meeting CDR Yvonne Johns. She transferred from the CDC in Atlanta to the DC area to work with the Division of Information and Education in the Office of Minority Health, Department of Health and Human Services. A petite Caribbean woman with strong ideals, she had a passion for advancing health systems and advocated for increased support for patient navigators in underserved communities. She had more than 20 years of experience in health service administration, health planning communications, community outreach, and addressing health disparities.



CDR Yvonne Johns

She was skilled in building relationships in and out of the Department to accomplish common goals, one of which was advancing the Health Administration profession and mentoring practitioners. CDR Johns served on the HS-PAC from 2000-2003, during very challenging times, actively participating in numerous committees while supporting the PAC. In 2003, I learned that she, along with several other Health Services Officers, were in the process of establishing the Health Administrator Professional Advisory Group (HAPAG). She served as the first HAPAG Chair in 2004, and from those founding principles HAPAG has continued to grow and flourish in the years since.

Little did we know she was a 25-year survivor of kidney cancer! As part of dealing with her own disease and the disparity in minority health care, she formed the Yvonne Johns Kidney Foundation in 2004. She started it in Atlanta, GA, and then moved it to Silver Spring, MD as a non-profit organization, dedicated to eliminating suffering and death from kidney cancer through research, education, and early detection for minorities, focusing primarily on African Americans. In March 2007, her Kidney Foundation hosted a major symposium; the primary goal was to increase the level of knowledge of health care providers, researchers, advocates and consumers concerning rates of kidney cancer in African Americans and the availability of clinical trials and treatment options.

CDR Johns retired from the Commissioned Corps of the US Public Health Service with over 20 years and she believed all things are possible through faith, knowledge, access to care, and hope. After her retirement from the Corps, she continued to serve as a mentor, colleague, and friend to many officers. Her enthusiasm and involvement in Corps supported activities never diminished. In December 2008, CDR Johns succumbed to her final battle with kidney cancer. For those who knew her well, her legacy of personal kindness, community health advocacy, professionalism, and support of minority PHS officers will never dim. While we celebrate the HAPAG 10th Anniversary, let us always remember and carry forward the spirit of CDR Johns and her dedicated work in laying the foundation of our Professional Advisory Group.

--Many thanks to CAPT Frances Gipson and CDR Erik Pierce for their contributions to this article.

CONGRATULATIONS!!

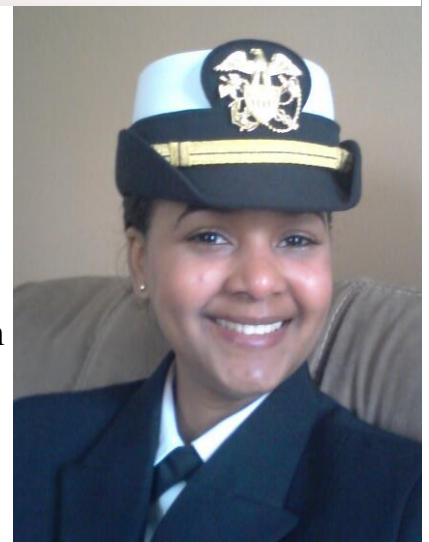
A special note of thanks and appreciation to those officers listed who were nominated for the HAPAG Junior and Senior Excellence Health Care Leadership award for 2014. Below are the winners of the awards.



Junior Award Winner: LCDR Elizabeth Russell

Agency/OPDIV: HHS/Agency for Children and Families (ACF)
Job Title: Coordinator

LCDR Elizabeth Russell, a Coordinator with the U.S. Repatriation Program, ACF. For exemplary leadership in the management of a healthcare program, which influenced the delivery and quality of healthcare services.



Senior Award Winner: CDR Jason Ortiz

Agency/OPDIV: HHS/US Immigration and Customs Enforcement (ICE)
Job Title: Program Support Officer

Commander Jason Ortiz, a Program Support Officer with ICE. For exemplary leadership in the management of a healthcare program, which influenced the delivery and quality of healthcare services.



A Heartfelt Journey to Finding Meaning and Purpose

By: CDR Charlene Majersky, Ph.D.

Centers for Disease Control and Prevention

Recently, I've been reflecting a lot about my professional interests, goals and aspirations. Relatedly, I've asked myself a few questions: What does your heart have a deep yearning for? What brings joy to your heart and soul? What meaning and purpose exists in your professional work? Interestingly, my answers vary as my quest for meaning and purpose evolves, and it becomes clearer to me what this means on a spiritual level.

At a fundamental level, what is meaning and purpose? To me, it's that innate energetic feeling deep in your soul that emulates an unparalleled sense of satisfaction. Meaning and purpose matters because it's what keeps you going when the going gets tough or you're feeling drained and burnt out. In one way, it's our vision of making life better for people through our service to others.

The notion of meaning and purpose correlates with our Public Health Service core values of service, a "commitment to public health through compassionate actions and stewardship of time, resources, and talents." On a micro level, the intrinsic motivation of serving can reward us with a sense of satisfaction. On a macro level, it enriches our lives and encourages us as we continue our journey on the path towards a calm, clear, and loving state of consciousness and a secure and vibrant connection with the world.

On a personal note, my journey to finding meaning and purpose in what I do on a professional level has been a heartfelt and a spiritual journey that evolves over time. Having the honor and privilege to serve in senior leadership positions for decades plus, my passion for education and training has been an area that lies deep within my heart. Perhaps part of this interest was rooted in me early on, as I come from a family where many folks were or are involved in education. I have a deep-rooted passion for teaching, especially to individuals whom are open and receptive to learning. It is a gift and blessing to be able to touch peoples' lives in a positive way, to connect with folks, and to inspire knowledge in a meaningful way.

The value of education and training in organizations is paramount in helping individuals to grow, both on professional and personal levels. At the fundamental level, training can effect a change of attitude and behavior as well as impart knowledge in a particular subject. Specific to the workplace, training presents a pristine opportunity to augment the knowledge base of its employees. Furthermore, training provides the organization and its employees with both tangible and intangible benefits that make the time spent in training a worthy investment.

My current position affords me opportunities to mentor, educate, teach and train folks on international recruitments and personnel actions for a division with 74 overseas positions in 26 countries. Recently, I was invited to develop and teach a three hour course on leadership and management to second year fellows from Thailand and India in the Field Epidemiology Training Program. Through their engaging interactions, I was reminded about the value of sharing knowledge, the importance of education and training initiatives in the workplace, and the gift of the human spirit. This was a rewarding and priceless experience that to this day still brings a warm smile to my face and radiant joy in my heart.

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A Heartfelt Journey to Finding Meaning and Purpose (cont'd)

By: CDR Charlene Majersky, Ph.D.
Centers for Disease Control and Prevention

To further expand my interest in the education and training arena, I teach online and classroom courses in health care administration and leadership at the masters and doctoral levels. The key is creating opportunities for yourself and nurturing your heart. After all, nobody can do this for you.

The spirit of this article was not necessarily to provide answers, but to elicit your thinking about finding meaning and purpose in your professional work. If you are fortunate to be working in a job that utilizes your knowledge, skills and abilities and you are passionate about what you do, then you are rich beyond material possessions or money. If not, keep searching and if you find your passion, seek out opportunities to find true meaning and purpose in your professional work.

HAPAG Related Professional Web Resources

American College of Health Care Executives
www.ache.org

American Academy of American Administrators
www.aameda.org

Associations of Military Surgeons of the United States
www.amsus.org

Management Resources for Healthcare & Medical Professionals
www.pohly.com

American Public Health Association
www.apha.org



Career Pathway Resources for HAPAG Members

By: CDR Tobey Manns - Royal - Health Resources Services Administration

and

CDR Samuel Schaffzin - Centers for Medicare and Medicaid Services

US Public Health Service Commissioned Corps officers at all stages in their career are interested in establishing and building their individual career path in order to have the best possible impact throughout the many opportunities they may experience over the course of their career. This all ties into the Corps mission: "Protecting, promoting, and advancing the health and safety of our nation." Establishing a roadmap that outlines where you have come from and where you are interested in going in the future, at both the Commissioned Corps and Agency assignment levels and beyond, is fundamental to develop a pathway to career success.

Keeping this in mind, the HAPAG Career Development Subcommittee is in the process of developing Career Pathway resources that will serve as tools to assist in enhancing all HAPAG members', USPHS Health Administrators', and other interested Corps officers' experiences in better navigating their careers in a way that will ensure individual career progression and overall success.

In an effort to provide effective guidance and support to officers that will help them seamlessly advance to the next job opportunity or activity outside of their agency, the HAPAG Career Development Subcommittee is currently developing the following resources:

A collection of Officer profiles that chart individual professional paths and career experiences. These profiles will highlight assignments themselves and detail additional USPHS Commissioned Corps and external activities along the way. Some examples include participation on a USPHS committee or serving on an outside organization's Board of Directors.

A comprehensive repository that contains a sampling of assignments that USPHS health administrators hold across the many agencies the Corps serves.

Job descriptions from a variety of agencies that health administrators could potentially hold.

The Career Pathway resources will provide guidance that will help officers identify ways to best position themselves for future assignments and to meet the skillset and other requirements associated with future agency assignments, Corps professional experiences, and other key outside activities.

The HAPAG Career Development Subcommittee is currently developing Career Pathway resources in hopes to make them available in the near future. HAPAG will continue to collect information from health administrator officers on their career paths and experiences to help development and expand these resources. If you are interested in sharing your career highlights or providing input into these resources, please contact CDR Tobey Manns-Royal at TManns-Royal@hrs.gov or CDR Samuel Schaffzin at Samel.Schaffzin@cms.hhs.gov.

Staying Centered Amidst Chaos

By: CDR Charlene Majersky, Ph.D.

Centers for Disease Control and Prevention

In today's work environment, moving at the speed of lightning seems to be the approach some (if not most) people are taking to get through the overflowing of tasks crossing their desks. In this fast paced, get it all done now way of thinking, we oftentimes lose sight of the big picture.

As we feverishly work to get through our day completing these various tasks, we accomplish the tasks but the journey is a painful and highly stressful one. In the process, we spend an exorbitant amount of time correcting errors in our work; ones we likely wouldn't have made if weren't rushing through the tasks. By rushing through our work, we are at great risk for compromising quality. The result is a poor quality work product, and then some.



A starting point is exercising the wisdom to differentiate between what you can and cannot control. For the things you cannot control, it's important to remember that what you can control is your reaction to what has happened. If you're working in an environment that spins in chaos and confusion day in and day out coupled with a high level of stress, this can affect your health and well-being and result in burnout. It's quite draining to work in a culture such as the one described above, so a question to ponder is, "How do I remain centered and grounded amidst chaos and confusion?"

First, it's important to take care of yourself. I'm a firm believer that our health is our greatest wealth. Be clear on what taking care of yourself means to you, as this is something that's individual and different for everyone. Having a list handy of what works for you can help because if our stress level is high, our attention and focus might not be at its best. "Where did I put my list?" Does this sound familiar? For example, enjoying a cup of tea, taking a warm bath, working in the garden, or listening to music that resonates with you can help.

Second, exercise is important for overall health and well-being, not to mention it relieves stress. The important point to emphasize here is to commit to your exercise program and make it a part of your lifestyle. For myself, if I haven't exercised, I haven't completed my work day.

Third, in order to remain centered, it's important to be mindful of your breath because proper breathing (slowly and deeply to your abdomen) helps to create a state of calm in the mind, body and spirit. Be cognizant of the manner in which you conduct yourself, as your actions speak volumes to folks. It takes a lot of work, not to mention courage, every day to look inward and engage in self-introspection. This is not easy to do, but critically important if you desire to grow both professionally and personally.

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Staying Centered Amidst Chaos (cont'd)

By: CDR Charlene Majersky, Ph.D.
Centers for Disease Control and Prevention

Personal responsibility is something that you have to take ownership of. Nobody can do this for you; it's up to you and you alone. The choice is yours. As Public Health Service Commissioned Corps officers, I remind you of our core values— leadership, integrity, service and excellence. With leadership comes a huge amount of responsibility, so be prepared. I encourage you to be a positive change agent and make a significant difference in peoples' lives!

HAPAG Coins for Sale!



Order your coins today! Coins are \$10.00 each plus \$2.00 for shipping & handling.
Contact CDR Laurie Brown at Laurie.Brown@hhs.gov or (240) 453-6082

HAPAG Leaders, Making a Difference Corps-Wide

By: CDR Robert A. Windom

Health Resources Services Administration

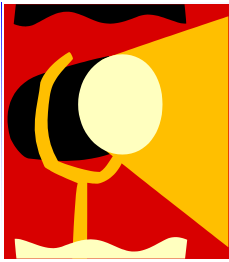
As we celebrate our 10 year anniversary, it is cause for me to stop and reflect on my experience over the past five years as a member of the Healthcare Administration Professional Advisory Group. It has truly been an honor to serve and contribute to the mission of the HAPAG. As a voting member from 2011 to 2013, I had the privilege of working directly with three HAPAG Chairs. It allowed me an opportunity to witness first hand their leadership qualities and passion for the Commissioned Corps. Each of these leaders had a shared attribute of selfless dedication. Each was committed not only to making a difference for Healthcare Administrators, but for all Commissioned Corps Officers.

The names below represent the HAPAG Chairs during my time as a Commissioned Corps Officer. Some of these leaders went on to become HAPAG Senior Advisors; most went on to become HSPAC voting members. All have been highly active and visible members of multiple PHS committees and activities. It's never a surprise to see one of their names mentioned as a committee member, workgroup lead, or attached to an inspiring article or informative email. All of these individuals displayed exceptional leadership qualities during their time as Chair. All of them were focused on identifying professional development opportunities, and encouraged a commitment for best practices and mentorship among their peers. They have paved the way for HAPAG members to be recognized as leaders in our Category, serving as role models for us all.

I anxiously look forward to the next 10 years, and bearing witness to the up and coming leaders who will carve a path for the HAPAG and make a difference in their own right. To the HAPAG Chairs, past and present, thank you for your service!

List of HAPAG Chairs 2009-2013
CDR Jean-Pierre DeBarros - 2009
CDR James Gregory - 2010
CDR Rhondalyn Cox - 2011
CDR William "Rusty" Waldron - 2012
CDR Brett Maycock - 2013





HAPAG Officer Spotlight on CDR Samuel Schaffzin



Commander Samuel Schaffzin is currently assigned to the Centers for Medicare & Medicaid Services (CMS), where he serves as Acting Technical Director for the Health IT and as national program lead for the Medicaid Electronic Health Record (EHR) Incentive Program. CDR Schaffzin has been with the CMS Medicaid Health Information Technology for Economic and Clinical Health (HITECH) team since 2011 and continues to serve as Medicaid EHR Incentive Program lead for HHS Region 2 states (NY, NJ, PR, VI) and work with state Medicaid agencies to provide oversight, technical assistance, and guidance on the program. CDR Schaffzin oversees as a Contracting Officer Representative (COR)/Project Officer a Technical Assistance to States contract and serves as national level co-lead on audits and appeals for the Medicaid EHR Incentive Program. Finally, he is a lead point of contact for Maine and Vermont in developing, upgrading and streamlining Medicaid Enrollment and Eligibility Systems in order to become compliant with the Affordable Care Act (ACA).

Previously, CDR Schaffzin was with the Office of the U.S. Surgeon General, where he served as a Program Officer for the Division of the Civilian Volunteer Medical Reserve Corps (DCVMRC). In this role he was responsible for helping to coordinate programmatic and operational activities, and conducted national level outreach efforts on behalf of the DCVMRC. CDR Schaffzin also served as the National Technical Assistance Coordinator for the DCVMRC where he coordinated and oversaw the outreach and sustainability efforts of the 10 Regional Technical Assistance Coordinators working in the HHS regions. Outside of his USPHS and CMS assignment, he is in his second term as healthcare representative to the HOSA – Future Health Professionals Board of Directors. CDR Schaffzin holds a Bachelor degree from Rutgers University and an M.P.A. in Health Policy and Management from New York University's Robert F. Wagner Graduate School of Public Service. He is currently the HAPAG Career Development Subcommittee Chair and HAPAG Chair-Elect.

Pause...Reflect...Carry On

By: CDR Charlene Majersky, Ph.D.

Centers for Disease Control and Prevention

In today's world, rushing from here to there and trying to get too much done in too little time, seems to be the norm. While we might think we can sustain this momentum, a sprint to the finish line, the truth is we cannot. In my humble opinion, titles like Superman and Superwoman only exist in the movies. The effects of long-term stress on the mind, body and spirit are evident. In the end, we are left drained, burnt out, and feeling overwhelmed.

My sense is that it's important to take time to pause throughout the day, to smell the roses, to breathe deeply and fully, and to center ourselves. When we are in a state of calm, clarity surfaces naturally and we can appreciate the value of stopping the momentum of rushing through our day, through life, existing rather than living. Pausing requires us to focus on ourselves, so a question to ponder is: Are you comfortable when it's quiet, to just be, by yourself?



The next step that is equally important to engage in is reflection. Being able to openly and honestly look at ourselves, the core of our being, is not an easy undertaking. Self-reflection is a lifelong journey with many bumps along the way. However, the rewards of inner peace, liberation, and joy are definitely worth it. Sometimes it's easier to be in denial, to not want to see how our actions are affecting others, especially if it's in a negative light or unhelpful manner. Or, we might not be interested in improving ourselves at all for that matter.

A complement to reflecting is mindfulness; welcoming and fully embracing the ebb and flow of life, come as it may. Mindfulness can be defined as careful, openhearted, and present moment awareness. It is cultivated by our paying attention at each moment to what we are experiencing, without judgment to whatever arises in the present moment, either inside or outside of us, recognizing and accepting the present reality without fighting it, moving onward to the next moment of consciousness, and then discerning what direction to take. Mindfulness meditation helps us to discover something simple, genuine, and deeply profound about humanity. It requires calm, clarity and an open heart.

Finally, carry on with the mission of the USPHS: protecting, promoting, and advancing the health and safety of the Nation exhibiting the core values of leadership, service, integrity, and excellence. Touch others' lives by giving rather than receiving. Share, care, and help others to blossom. Do your part to make this world a better place. Embrace the notion of human interconnectedness and the human spirit. As USPHS Commissioned Corps officers, I invite you to lead with passion and inspiration, to walk in integrity, and to provide exemplary service with a commitment to excellence.

Pause ... reflect ... carry on.

Health Administrators in the U.S. Public Health Service

**By: LCDR Tracy Coleman– Rawlinson
Bureau of Prisons**

The first question someone asks me when I tell them I am in the U.S. Public Health Service is “are you a Nurse?” I love nurses; I am blessed with the opportunity to work with wonderful nurses. When I mention my position is a non-clinical Health Administrator, some people wonder what that position entails and how we fit in the Public Health Service? I have had the opportunity to serve as a health administrator in the U.S. Public Health Service at a couple of agencies. The first position was with the National Institute of Health, National Institute on Drug Abuse (NIDA). This was my first experience supporting Scientist and research. In this position, I did a wealth of duties (position management, contracting, staffing, reorganizations, NIDA PHS liaison, training, summer student program, new employee orientation, travel management, policy, strategic planning and budget). I have had the opportunity to support great scientific research. I currently work at the Federal Bureau of Prisons (FBOP) in Washington DC. I am under the leadership of RADM Newton E. Kendig who I must say is a great leader. I have the honor of being the PHS officer selected to detail in his office frequently and have experienced and learned a great deal about correctional healthcare under his leadership. I currently coordinate a multi-disciplinary medical deployment team that travels to institutions in their Region to conduct staff assistance; facilitate the Executive level Health Services National Governing Board, coordinate staffing, travel to conduct mission and cost analysis in medical centers, strategic planning, coordinate RADM Kendig’s research committee, support executive level committees and as stated above, detail in the RADM’s office which consists of supporting RADM Kendig, the Senior Deputy and the Executive Assistant. I have learned from being an Administrator for 18 years that an Administrator is well rounded and is exposed to a plethora of administrative areas which affords us the opportunity to qualify for many administrative positions with advancement to executive levels. NIH and FBOP have both taught me more about health care policy, governmental affairs, healthcare staffing and position management, healthcare recruitment, strategic planning, program management, contracting, budgeting, analysis, research, risk management, healthcare informatics and innovation. I look forward to learning more. I can say that Health Administrators do “fit” into the Public Health Service.



The Question Is - What's your Ideal Career?

By: CDR David A. Dietz, MSW, MHSA

Health Resources and Services Administration

Upon entering the Commissioned Corps almost 14-years ago, I had the great fortune of having a built-in mentor within my office at the Centers for Medicare and Medicaid. Captain Mark Krushat, ScD, MPH, if you're reading this, thanks once again.

Unbeknownst to him, I spent hours picking his brain regarding what types of positions I should take in the future within DHHS, if I should continue my education, what degrees I should work towards, how important are awards, etc. You get the picture. I was a lieutenant who knew squat but worried about everything. I was certain I needed to find a definitive career path within my first 6-months in the Corps.

He told me to relax, then said the following, "Lieutenant, there is no correct path, or map that guides officers. You need to figure out what's best for you." Regarding career development and career progression, he informed me to work on topics that may interest me, and with individuals who'll not only challenge me, but from whom I can learn technical and leadership skills from.

I've spoken with an assortment of senior healthcare administrators over the years, and the officers with vision, intellectual curiosity, and a penchant for creating innovative work have traded similar advice – and have been the most pleasant to work with. Whether advancing in a technical or supervisory position, I've been repeatedly told to work on a topic that you are or think you may be passionate about. Try a variety of positions – technical expert positions, supervisory positions, and positions focusing specifically on the Corps (at headquarters). Don't be afraid to take risks – the results of career decisions are usually not carved in stone.

In regards to continuing education, proceed in an area that not only interests you, but also will add value to the Corps. In what educational domain may there be shortages? What degree programs (PhD, EdD, JD, MBA, etc.) may add value to your personal development, challenge you, and provide you with opportunities within both DHHS and the Corps?



Years later, I believe I'm doing what's best for me. Soon I'll be embarking upon my first supervisory position, while working towards an EdD in educational leadership. Fourteen years later, I have not one regret regarding my career in the Commissioned Corps.

MEMORANDUM FOR: USPHS Corps and All I Have Served With By: CAPT Mark D. Strong, Pharm. D., MT (ASCP) Retired: Indian Health Service

My “careers” [I’ve have had three], took “The Long and Winding Road”...serving in 3 different services as well as reserve and guard from MAR1973 until 1MAY2014. During this road trip I have learned a few things that may be useful to those still on the front lines...

What you do for others, lives on...What you do for self, dies with you.

Thus, it is service...those served and those served with that bring meaning to a professional life.

While the selfish self, demeans a professional life.

Never practice in your comfort zone.

The true path to a great career is that path that is ever changing, ever challenging and never lets you stay in your comfort zone.

Mushrooms find their comfort zone and stay there...Don’t become a fungus on your profession.

The only purpose of management is to enable greatness in your staff, or at the very least...don’t get in the way.

Stay reality centered and solution focused...this requires rational thought.

Rational thought and emotions are mutually exclusive...although it is very reasonable to become emotional about a decision once made, never make a decision based on emotion.

Once you become emotional, you cease rational thought.

Decisions based on emotion have never improved situations...only complicated them.

Self-esteem is greatly over rated, setting you up for failure and loss of that very self-esteem that you focused on:

Esteem others, not self...then you will find fulfillment.

It is very hard to be depressed when focused on others.

Focus on self and you will always let “self” down, you will always disappoint self.

When you esteem others...God, Country, family, profession, and patients become your purpose.

You can’t feel overworked and under-appreciated when esteeming others...only when focused on self.

And last but not least...

Integrity is not negotiable...it is there or it isn’t there.

Pass or fail with no “bell curve”.

Integrity can’t wander into the weeds of the gray zones of life...integrity is a personal choice to always take the right road without gray or fuzzy justifications.

The end is NOT the justification of the means, because a right thing done the wrong way is wrong, and a wrong thing done the right way is wrong...only the right thing done the right way is right.

Don’t compromise your integrity. Because it is the only thing that no one can take from you, only you can choose to keep it or lose it.

“valet talis integritas” (translation: you lack worth without integrity)

10-year Anniversary HAPAG Newsletter

Development Committee Members:

CDR Helen Hunter Cox
LCDR Keisha Johnson
LCDR Kelly Stewart
LT Aisha Faria

Lead by Co-Chairs: LCDRs Kevin Bates and Kimberley Hawkins

GET INVOLVED WITH THE HAPAG

Step 1: Sign-up for the HAPAG listserv

- Go To—<https://list.nih.gov/cgi-bin/wa.exe?A0=hapag-l>
- Follow the instructions. For Subscription type, Mail header style and Acknowledgements, it is best to leave the settings at the defaults.

Step 2: Speak to HAPAG leadership about your interests

- Visit the HAPAG website —<http://usphs-hso.org/?q=pags/hapag>
- Review the Leadership Roster—<http://usphs-hso.org/?q=pags/hapag/roster>
- Email a HAPAG voting member to discuss leadership roles.

Step 3: Join a Committee

- Visit the HAPAG Subcommittee page—<http://usphs-hso.org/?q=pags/hapag/subcommittees>.
- Contact a Chair to provide you talents to the mission of the committee.

So what are you waiting for?

2014 HAPAG MEETING REMINDERS

HAPAG General Meetings will be held via teleconference on the fourth Thursday bimonthly

Dial-in: (712) 432-0075
Participant Passcode: 948637