



# HAPAG FALL NEWSLETTER

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## JOIN US FOR OUR NEXT HAPAG GENERAL MEETING!!

HAPAG General Meetings are held via teleconference on the fourth Thursday of each month.

Next Meeting: November 19, 2015

Dial-in: 712-432-0075

Participant Passcode: 948637



## MESSAGE FROM THE CHAIR

### CDR SAM SCHAFFZIN, 2015 HAPAG CHAIR

Greetings HAPAG Members,

2015 has been a truly productive year thus far and as we approach the final months of the HAPAG operational year we hope to keep the momentum going and close out with a few noteworthy activities. As I mentioned at the beginning of the year, the theme for 2015 is **“Leading by Doing”**. In our various roles as healthcare administrators across the Corps and within the agencies we are assigned to, it is essential that we stand out as leaders and demonstrate our value and impact through action. Since January of this year, we have developed, enhanced and provided resources that have helped our officers lead the way through action.

As in years past, we have focused on promoting career and professional development opportunities through the offering of our bi-monthly HAPAG Speaker Series. We have continued to enhance our communication efforts with HAPAG members by way of the HAPAG listserv, HAPAG webpage, HSPAC weekly communications, and USPHS partner organizations (i.e. Other PACs/PAGs, JOAG, etc.). Finally, we had a strong HAPAG pres-

ence as the 2015 USPHS Scientific & Training Symposium in Atlanta, GA.

During the week of October 5th, we will be offering the second annual installment of the Healthcare Administrator Shadow Week Program. This year the program has grown to more than 30 senior and junior officer participants, so it should be a very meaningful and productive experience for those who plan to take part.

It is our hope that each of these activities and initiatives will both strengthen our PAG and help all participating HAPAG members and Corps Healthcare Administrators grow as officers and professionals. The HAPAG is strong, but has much room for improvement and growth. It is my hope that more and more officers become active and engaged in the PAG in the future and help make it one of the true leadership organizations in the Corps.

v/r,

CDR Samuel Schaffzin  
2015 HAPAG Chair

# THE ESSENCE OF VISIONARY LEADERSHIP: IT BEGINS WITH A VISION

BY: CDR CHARLENE MAJERSKY, PHD



Visionary leaders have an inherent ability to reach out to others, to ascertain their perspectives, and to understand their uniqueness as individuals with strengths and areas that require improvement. Vision is a method of creating focus and giving meaning in an organization. Since our foresight is not ever perfect, it's important to revise our vision as the work environment changes and evolves.

An effective leader has the keen ability to formulate a vision, clearly communicate it with a sense of meaning and purpose, develop a plan of action of what is to be accomplished and how to achieve these goals, and to implement the plan of action with a strong commitment to producing an outcome or result. A leader who is able to communicate with a sense of deep passion can yield hope and inspiration to others.

In order to create a vision, it's important for a leader to first understand the direction in which the field s/he is

working in is headed and how this relates to the organization. This helps to develop a vision for an organization that is realistic, pragmatic, and considers the future of the organization and the direction in which it wants to go.

In order to draw others towards (as opposed to away from) your vision, it requires a clear picture of the outcome of the change and includes a roadmap of the future state that is easy to comprehend, is customer focused, action-oriented, and evolves through time. If your vision lacks the above components, people might not understand the outcome and, as a result, may not embrace or support it.

Clear and effective communication is imperative to gaining support, especially when the leader's vision calls for significant change or sacrifice. For any initiative to work, it must have sufficient resources to support it. In these difficult financial times when resources are lacking, it is critical that a leader be creative and able to think outside the box to come up with viable solutions.

It's not uncommon to encounter resistance from those affected by your vision. This is normal human behavior. Sometimes change can be difficult for individuals. As leaders, instead of denying resistance or ignoring it for that matter, it's more palatable to expect it, allow its healthy expression, and then address it appropriately.

Most important, an effective leader is able to translate their vision into action to produce an outcome or tangible result. Securing a voluntary commitment to change through open, clear and respectful communication, participation, and mutual trust are key ingredients to effective visionary leadership.

The myriad of leadership roles in the USPHS provides healthcare administrators with unlimited opportunities to demonstrate their visionary leadership. Leaders create opportunities. It begins with a vision.

## CONGRATULATIONS TO OUR 2015 HAPAG PROMOTED OFFICERS



I wanted to extend a heartfelt congratulations to those HAPAG members and all USPHS Healthcare Administrator officers who were selected for promotion in 2015. It is a tremendous honor to serve with each and everyone one of you. I recognize how competitive the promotion process is in the USPHS Commissioned Corps, so it is important to appreciate this honor and to continue to remain focused on your professional development. For those of you who were not selected for promotion during this cycle or were not yet eligible to compete for promotion to the next rank, please do your best to remain encouraged and work diligently in the future to strengthen your overall package but without losing sight of your agency mission, USPHS goals, and activities and life outside of your agency and the Corps.

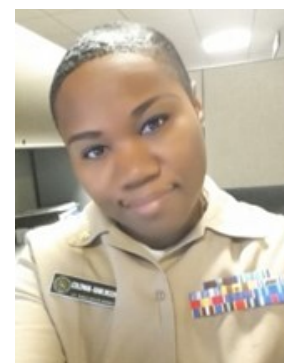
CDR Samuel Schaffzin  
2015 HAPAG Chair

## UNIQUE ROLES AND AGENCY ASSIGNMENTS FOR HEALTH ADMINISTRATORS BY LCDR TRACEY COLEMAN-RAWLINSON

I started my administrative career in 1996 with the United States Air Force and upon separating, I continued my administrative career in the private sector working in the health care system; worked civil service at HRSA and now PHS. I joined the PHS in 2008 and am currently working my third assignment/agency. I previously worked for NIH and BOP and am now working for ICE Health Service Corps (IHSC). What I learned over the years as an Administrator is to be flexible, be willing to step out of your comfort zone and understand that Administrators do not have all of the answers but are always willing to assist with finding the solution for you. I had various roles over the

years; budgeting, contracting, policy, strategic planning, human resources (HR), procurement, recruiting, governing board, project management, program management and Lean Six Sigma. Each assignment has challenged me to learn more, to grow and has enabled me to become more competitive for jobs. NIH exposed me to scientific research, HR for PHS and civil service, contracting, procurement, training, budgeting, program management and leadership skills; BOP exposed me to correctional health care, HR, staffing, research, strategic planning, health care governance, mission analysis, project management and Lean Six Sigma. I was able to bring past experiences and skills to my position at

IHSC. I am now learning supervisory skills and have increased responsibility to assist my Chief of Personnel with projects, process improvement and team workflow management. Each agency has taught me a new skill professionally and personally. My assignments and roles have been unique and very broad and I am sure there is more to learn in my career with PHS.



## HEALTHCARE ADMINISTRATORS MAKING AN IMPACT AT USPHS SYMPOSIUM

BY CDR ROBERT A. WINDOM AND LT JINEAN RILEY

In 2004, a group of motivated healthcare administration officers led by CAPT George Durgin (Chair) and Senior Advisors, CAPT Francis Gipson and CAPT Gene Migliaccio (Ret), created the Healthcare Administration Professional Advisory Group (HAPAG). At that time, the HAPAG was the second professional advisory group formally recognized by the HSPAC. Eleven years later, the HAPAG is still going strong and making a positive impact Corps wide.

Several HAPAG members turned out at this year's USPHS Symposium in Atlanta, GA to support the event. The HAPAG attendees included current HAPAG Chair CDR Samuel Schaffzin, and past chairs CAPT George Durgin, CDR Brett Maycock and LCDR Makeva Rhoden, as well as past Senior Advisor CAPT David Lau and current Senior Advisor CDR Robert Windom. Three of the PAG members in attendance were acknowledged for their outstanding contributions to the HSPAC and HAPAG. CDR Windom was awarded the 2015 Stanley Kis-

sel HSO of the Year award. CDR Maycock was awarded HAPAG's Senior Excellence in Healthcare Leadership honor, and the Junior Excellence award went to LCDR Rhoden.

HAPAG members were active with various activities during this year's symposium. Some of their roles included, serving as moderator, Category day panel discussion members, providing input for the CPO presentation, supporting the COA Branch Leadership workshop planning, and leading round table discussions and presentations on various topics during this year's symposium. CDR Schaffzin noted his biggest take home during category day: "HAPAG officers are leading the way. To be amongst HSOs and hear the important role that HAPAG plays, it is apparent that the principles and foundation of health administrators plays an important role in every area of the Corps".



HAPAG Members attending the 2015 USPHS Symposium, Atlanta, GA.

(Front Row, L to R: CAPT David Lau, LCDR Makeva Rhoden, LT Jinean Riley, LCDR Kelly Leong, CDR Samuel Schaffzin, LCDR Bryna Forson; Back Row, L to R: CDR Theresa Zach, CDR Robert Windom, CDR Brett Maycock)

# THE IMPORTANCE OF PLANNING YOUR NEXT DESTINATION

## CDR DAVID DIETZ, MHSA, MSW



### GET INVOLVED WITH THE HAPAG

#### Step 1: Sign-up for the HAPAG listserv

- Go To—  
<https://list.nih.gov/cgi-bin/wa.exe?AO=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 your talents to the mission of the committee

**So what are you waiting for?**

Several years ago, I accepted a position at the Office of Minority Health/Office of the Assistant Secretary for Health. This position took a while for me to attain, and at the time I was very passionate regarding addressing health disparities. Needless to say, I was quite excited regarding this opportunity.

Several days into this job, I met the Assistant Secretary for Health who happened to be an admiral within the PHS. He was intelligent, experienced, and alarmingly direct. His first question took me by surprise. He didn't ask how I liked this position, or what I was working on, but rather where would I work next. I replied to him that I began this job 72 hours ago, and have yet to consider my next career move. Looking at me dead serious, he said that it doesn't matter – one should always begin to plan their next destination as soon as possible. He said that I should always be thinking about how to best position myself for my next opportunity.

Looking back, I now know he was correct. Not so much in the context of moving positions either geographically, to gain more responsibility to satisfy PHS promotion precepts, or to join workgroups for the sake of joining workgroups, but rather to create a career plan stemming from developing a skill set that will encompass one's career goals and objectives, whatever they may be – either/both inside or outside of the PHS. At the time, I had no experience looking far down the road. I was fairly adept at switching positions every several years based upon subject matter that interested me, but I never considered developing a career plan to move vertically.

Networking is smart, and if done strategically, can certainly aid in

helping one attain a position. However, in most cases one will not get a job – especially in today's increasingly competitive HHS - unless one possesses a specific skill set. Having the ability to write well, analyze and manipulate various forms of data, think critically, and perhaps most important, work competently with individuals who may come from different backgrounds are all characteristics hiring officials are looking for.

So, if your goal or objective is to become a manager, focus on work that will develop and improve those characteristics. Correlate this type of work to your assignments, even if some of this work may fall out of the context of a COERS or PMAP. Lead workgroups that produce something tangible and gain experience in planning projects. For heaven's sake, read some articles in the Harvard Business Review or other management/leadership journals, many of which are free via the NIH library. If your goal is to become a senior advisor, write publishable articles in either peer or non-peer review journals. Branch out and learn more about your subject matter by meeting with associations, or like-minded folks at your or other OPDIVs. Increase your subject matter knowledge and/or management/EQ for the sake of improving yourself, not to solely score better on a COERS or obtain an award.

Thinking in such a methodical fashion will help prepare you for opportunities not only within the Corps and HHS, but also for civilian life following retirement.

## HAPAG PROMOTIONAL STICKERS AND COINS

BY: CDR CHARLENE MAJERSKY, PhD AND LCDR NEIL MAFNAS

The 2015 HAPAG Financial Workgroup has been hard at work since it kicked off its first meeting on 30 January 2015. Its members include CDR Charlene Majersky, PhD (Lead), CDR Robert Windom, CDR Helen Cox, and LCDR Neil Mafnas. Its mission is to raise money to support HAPAG activities.

In April 2015, HAPAG began its USPHS Promotional Sticker sales. This year's design features the USPHS seal with a line from the USPHS March. The stickers are 4" by 4" square, slightly translucent, and UV coated to prevent fading. Sales have been very positive. HAPAG took orders at the 2015 COA Symposium in Atlanta, GA. Stickers also remain available for purchase to all new Officers in the Officer Basic Course. Current pricing is \$4 per sticker, plus \$2 for shipping and handling per order. **Special pricing until 1 November 2015 is \$7 for an order of 2 stickers and \$3 per sticker for orders of 3 or more.** Orders can be sent for free via Inter-office government mail; however, HAPAG cannot assume responsibility for lost or misplaced orders. If you would like to place an order, please contact LCDR Mafnas at [neil.mafnas@fda.hhs.gov](mailto:neil.mafnas@fda.hhs.gov). Officers assigned to the Health Resources and Services Administration's Parklawn facility can purchase stickers by contacting CDR Robert Windom at [RWindom@hrsa.gov](mailto:RWindom@hrsa.gov). Payments can be made via check, Google Wallet, or PayPal. Get yours while supplies last!



In addition to the HAPAG promotional activity, HAPAG coins are being sold for \$10 per coin, plus \$2 for shipping and handling per order. **Special pricing until 1 November 2015 is \$7 per coin.** Currently, there is a HAPAG contest under way; the officer who sells the most HAPAG coins this year will receive a certificate and prize. Selling coins also provides Officers with an opportunity to educate people about USPHS and our roles as health care administrators. Officers whom are interested in purchasing coins can contact CDR Charlene Majersky, PhD by email at [iee6@cdc.gov](mailto:iee6@cdc.gov) or by phone at 404-639-4474.

Front/back views



# ARE YOU UP FOR PROMOTION?

## TIPS FOR SUCCESS FOR PY 2016

Know when you're eligible: [http://ccmis.usphs.gov/ccmis/promotions/PROMOTIONS\\_competitive\\_eligibility\\_m.aspx](http://ccmis.usphs.gov/ccmis/promotions/PROMOTIONS_competitive_eligibility_m.aspx)

Promotion Information Page: [http://ccmis.usphs.gov/ccmis/MENU\\_promotions\\_m.aspx](http://ccmis.usphs.gov/ccmis/MENU_promotions_m.aspx)

Promotion Checklist: [http://dcp.psc.gov/ccmis/promotions/PROMOTIONS\\_2016\\_checklist\\_m.aspx](http://dcp.psc.gov/ccmis/promotions/PROMOTIONS_2016_checklist_m.aspx)

Category Benchmarks: [http://dcp.psc.gov/ccmis/promotions/PROMOTIONS\\_category\\_benchmarks\\_m.aspx](http://dcp.psc.gov/ccmis/promotions/PROMOTIONS_category_benchmarks_m.aspx)

### **Electronic Official Personnel Folder (eOPF) Fax lines: 301-480-1407 OR 301-480-1436**

Ensure that your PIR & eOPF are correct well before promotion boards

Include your PHS # on all faxed docs (upper right corner)

Fax all documents in together in one batch, if possible (OS, CV & Coversheet, CEU documents, certificates/letters of appreciation). This reduces the risk for error & makes it easier for the Board to review.

Always keep your fax confirmation sheet/log

Confirm faxed documents are in your eOPF

Regularly update your eOPF - Do not wait until the December 31<sup>st</sup> deadline!

Do not fax same document(s) multiple times!

**Licensure:** Maintain current credentials in your eOPF at all times – **Fax: 240-453-6127** (not eOPF fax line)

**CV:** Use category-specific format & show impact\_ Be concise & clear - do not embellish

Back up CV claims with documentation in eOPF (transcripts, letters, certificates of appreciation, etc.)

**COER:** Verify all required COERs are in your eOPF (past 5 years)

Don't concur with your COER? - Submit a rebuttal by Dec. 31

**OS & ROS:** Use current year's forms & remember to sign & date

Notify your Reviewing Official that you're up for promotion & offer to assist with the ROS; may only be submitted through your agency Liaison (do not fax ROS to eOPF lines)

Spend time on the OS; it's your "letter to the Board". Use your Category Benchmarks as a guide

**Officership:** Contribute to your PAC/PAG; document contribution/impact, not just membership

**Letters of Appreciation:** May not mention promotion. Fax altogether in one batch for the entire year

**Administrative Checks:** Applied after the boards have been completed. Failure to meet **any** of these will result in removal from Promotion List, regardless of rank order.

Readiness – Need to meet/maintain all aspects of basic readiness (12/31 & 3/31). Readiness Checklist:  
[http://ccmis.usphs.gov/ccmis/ReDDOG/REDDOG\\_essentials\\_m.aspx](http://ccmis.usphs.gov/ccmis/ReDDOG/REDDOG_essentials_m.aspx)

Licensure, as required by discipline – current copy must be validated by DCCPR & showing on PIR

No missing COERs in past five years; current COER is satisfactory

No current or pending adverse actions

For Permanent promotion, all of these apply **plus** MAB requirement (DD Form 2807-1, Report of Medical History)

[http://ccmis.usphs.gov/ccmis/promotions/PROMOTIONS\\_medical\\_requirements\\_m.aspx](http://ccmis.usphs.gov/ccmis/promotions/PROMOTIONS_medical_requirements_m.aspx)

### **Additional Resources:**

Promotion Coordinator: [phspromotions@hhs.gov](mailto:phspromotions@hhs.gov)

COER Coordinator: [phscoers@hhs.gov](mailto:phscoers@hhs.gov)

Awards Coordinator: [phsawards@hhs.gov](mailto:phsawards@hhs.gov)

PIR corrections: [phsccassignments@hhs.gov](mailto:phsccassignments@hhs.gov) ; put "PIR Correction" in the Subject line

Licensure: [phsccassignments@hhs.gov](mailto:phsccassignments@hhs.gov) ; put "Licensure" in the Subject line

eOPF corrections or removal of duplicates: [phsofxfix@hhs.gov](mailto:phsofxfix@hhs.gov)

Readiness issues: [redog@hhs.gov](mailto:redog@hhs.gov)

