



A Year in Review



A Message from the Chief Professional Officer

RADM Epifanio (Epi) Elizondo, Ph.D., PA-C

Dear Health Services Officers,

I'm hopeful that all of you have had a great year (2014). As for me, I'm trying to figure out where it went. This year went by very fast for me. That being noted, however, I want to begin this correspondence by thanking all of you for your continued commitment to the Corps, as displayed by your hard work, and the professionalism that you've shown when any request for service has been asked of you. As your continuing CPO, I must say that I am beyond proud of the patriotism and love that you have shown for this great nation, and for your commitment to people in need around the globe.

A couple of recent examples where you have been instrumental in the achievement of great successes include your deployment to the U.S./Mexico Border to assist in processing unaccompanied children. Those in charge of the mission came to us, because many of you had been there before, and had performed in an exceptional manner. Most recently, a large group of officers are representing our proud category in the historical deployment to Monrovia, Liberia. They are making us all proud through the professionalism, and compassion they have shown those who have been entrusted to their care at the Monrovia Medical Unit. Our next group of officers will depart soon as part of Team 2. We wish them the very best.

Another area where our officers have been instrumental in moving holistic health care forward is under the DOD/MOU. I've had the great pleasure of visiting some of them at military facilities. Our officers are very well respected and many of them are in leadership positions running and in some cases implementing new innovative programs to address Traumatic Brain Injury (TBI) and Post Traumatic Stress Disorder (PTSD) for our returning military men and women and their families.

I am proud of our continued high attendance at the COA/COF Summits. I've served as co-chair for the planning committee the last three years and I am proud that our attendance has been excellent during those three years. Let's keep it going in Atlanta.

Our Category, in addition to being the most diverse, is one of the busiest and most called upon by the Corps. If I were to attempt to cover everything we have been involved in this year, I'd have to write a whole book.

I'd like to thank CDR Todd Alspach for his professionalism and commitment to the PAC. He and I spoke many times during work hours as well as in the evenings and weekends when necessary. THANK YOU!!!

Finally, I want to wish all of you a great holiday season and a very productive and safe 2015. I want to thank you now for all you do and to let you know that it has been an honor to serve as your CPO for last 4+ years.

A Message from HS PAC Chair

By CDR Todd Alspach

Dear Fellow HSOs,

As we close out the year, I must thank you all for allowing me the privilege of being your Professional Advisory Committee (PAC) Chair in 2014. While the position has been quite a challenge, it has been every bit as rewarding. I started the year with CDC in Atlanta, and end 2014 with CMS in Denver. In between, I believe the Voting Members of the PAC, as well as many volunteer members of the Category, have had many accomplishments that I hope will have a lasting impact for many HSOs. Among them are the promoted officer profile, Call to Active Duty Mentoring Initiative, restructuring of the Recruitment and Retention committee to better suit the changing needs of our officers, enhanced protocols for the Awards Subcommittee, the creation and development of Retirement Ceremony/Separations resources, and the concerted effort to augment our communications through the use of social media, just to name a few. **Continued on page. 12**



Inside This Issue

HSPAC Subcommittee Accomplishments [2] • HSPAG Accomplishments [3-4] • HSPAC Awards Luncheon [6] • HSPAG Articles [7-10] • HSPAC Leadership & Committee Members [11]

Health Services Professional Advisory Committee

2014 Subcommittee Accomplishments

Career Development Subcommittee

- Recruited and trained over 30 O-6 and Senior O-5 HS officers via 4 virtual training sessions, provided resources, answered questions, troubleshoot issues, and routed and rectified concerns.
- In conjunction with the PHPAG, matched officers based on availability, specialty and background, and developed survey tool to assess the process.
- For the first time in 2014, this group coordinated a schedule of 3 webinars on career development topics of interest to HSO officers. The Webinar format presents information via an upgraded technology for ease of use for many geographically separated officers.
- Produced and showcased the following Webinars: 1) "Unique Career Opportunities for HSOs" in July 2014 which highlighted several unique career positions being held by Health Service Officers throughout the federal government. 2) The Promotion Preparation for HSOs webinar was presented in September 2014. 3) Data presentation on HS promotion trend analysis (2010-2013) and Promoted officer profile survey (2013-14).
- Recruited senior officer reviewers for the annual CV review process, matched those officers, and oversaw follow up activities. The team developed 10 useful career development tools for HS officers such as a complete editing HSO CV template, summary sheet template, trend analysis report, promoted officer profile report, continuing education resources, and CV instructions documents.
- Merged the 2014 and 2015 benchmark documents to provide a separate document which easily highlighted significant benchmark changes.
- Designed, conducted, and analyzed of temporary and permanent promotion statistics in order to identify and characterize current promotion trends among HSOs for 2010-2014.
- The analysis found that lower rates for O-5 and O-6 indicate an increase in difficulty in getting promoted. The drop in promotion rates is believed to reflect a policy shift to increase the merit required to advance within the Commissioned Corps.
- The Career Development Subcommittee was tasked with identifying and analyzing qualities/characteristics of successfully promoted officers who have been selected for promotion in PY 2013 and 2014 to assist HS officers with building competitive personnel records for review by promotion boards, with the overall goal of increasing promotion success.
- Summary Results: 315 of 366 officers completed survey. Number of Years in Corp before Promotion: 10 years for O-4, 12 years for O-5, 21 years for O6. Average COER scores across all ranks promoted: 6 with closer to 7 for O-6. Individual awards received: 50-60% AM's, CM's for O-4 through O-6, and approximately 20% OSM for O-6. Mean deployments increase with rank especially for O-5 (2-3 deployments) and O-6 (4 deployments). Officers are very active in their organizations and career development HS PAC, with leadership roles typically increasing as rank increases.

Awards Subcommittee

- The Awards Subcommittee worked to review 14 nominations for the 2014 Joint Services: Health Services Junior Officer of Excellence and make notification to the 3 awardees.
- Reviewed 16 nomination packages for the 2013-2014 Kissel/Garcia/Responder of the Year Awards, prepared and forwarded awardee citation of the selected individuals to HS PAC Chair.
- Submitted awardee write-ups to COA Frontline and to the Category Day Planning Committee for use during the HSO Category Day Awards Ceremony.
- Appointed 2 new leadership positions within the subcommittee (Resources Team Lead and Awards Process Improvement Team Lead).
- Regularly updated HS PAC website with awards information.
- Expanded the Awards Subcommittee by creating 15 membership roles for officers!

Mentoring Subcommittee

- Initiated the Call to Active Duty Transitional Mentoring Initiative, which matches new HSOs with senior HSOs for the first year of their careers. The June OBC class provided the first officers matched under this initiative.
- Matched 86 junior officers with senior officers (as of October) through the regular HSO Mentoring Program.
- Partnered with the Career Development Subcommittee to provide the career counseling activity at the USPHS Scientific and Training symposium.
- Provided career counseling for 98 officers who required it following the 2014 promotion board.

Membership Subcommittee

- Reviewed 36 HSO membership nominations and conducted a membership subcommittee vote on in July. Eight officers were selected and their names were forwarded to the voting membership for concurrence. The HS PAC would like to welcome the following officers to the 2015 Voting Membership: CDR Carlos Bell, CDR Kelly Brown, CDR Malaysia Gresham, CDR Josef Rivero, CDR Jay Roth, LCDR Amy Petersen, LCDR Malaika Washington, and LT David Young

Readiness Subcommittee

- Disseminated updated information on issues of readiness to all HS officers through the use of **Weekly Announcements of the HS PAC**.
- Reached out to other PAGS to assist with readiness criteria and advise on best approaches to partner with OFRD for updated information.
- Assisted HS officers clarify concerns they had regarding status on their deployment teams.
- Advocated for all Readiness Subcommittee chairs to obtain a readiness status from OFRD for all HS officers.

Health Services Professional Advisory Group

2014 Professional Advisory Group Accomplishments

Basic Applied Science Professional Advisory Group (BASPAG)

- Hosted several special presentations on topics such as Officer Leadership, an Overview of the PHS Officer Mid-level Course, the Value of Mentoring, Officer Readiness, the CC Women's Issues Advisory Board, Preparing for PHS promotions, and an overview of the Health Services Assignment Assistance Program (HSAAP).
- Collaborated with the PHPAG, including two joint webinars related to public health and aging as well as vulnerable populations and chronic disease care policies during natural disasters and emergencies.
- Hosted a joint policy roundtable during, with the PHPAG, during HSO Category Day at the 2014 USPHS Scientific and Training Symposium.
- The Professional Development Subcommittee created a survey to ascertain the demographic profile of BASPAG members and solicit speaker topics of interest.
- The Recruitment and Retention Subcommittee created a BASPAG Welcome Letter and BASPAG Membership Flyer for all PHS officers attending OBC to increase the visibility of BASPAG and recruit junior officers to join BASPAG early in their career.
- CDR Malaysia Gresham was selected for the 2014 BASPAG Officer of the Year Award.

Medical Laboratory Science Professional Advisory Group (MLSPAG)

- The 2014 bylaws were revised and approved.
- The MLS PAG advisory work group was implemented
- Subcommittee SOP's were revised and approved.
- The MLS roster of 130 officers was updated and distributed to the HSPAC.
- A new CAD MLS booklet was developed and is now in use for new officers.

Optometry Professional Advisory Group (OPAG)

- Work has been completed on the OPAG challenge coin, and it is in production. Profits will be used to fund future awards.
- The first optometry student award was presented in May at the graduation ceremony of Salus University. The award is to recognize a student extern who made significant contributions within the professional realm of optometry and the Indian Health Service.
- Members worked to revise the OPAG bylaws, which have been approved by the HS PAC.
- A survey was conducted to determine the rates of board certification of optometrists within the Indian Health Service.
- Promotion rates were examined and information was distributed to help improve career progression for optometrists.

Information Technology Professional Advisory Group (ITPAG)

- Rename of Professional Advisory Group to properly align our professionals with current industry standards and USPHS trends (HITPAG—Health Information Technology Professional Advisory

Group).

- Newly designed PAG coin to coincide with name change.
- Implemented new PayPal system for ordering coins (expediting and ensuring effective tracking methods).
- Established checking account to ensure accountability.
- Implemented new position for the Executive Staff & bylaws - Resource Liaison.
- Resource Liaison: The Resource Liaison shall keep the voting and general membership informed of all HITPAG fiscal matters..
- Revised current bylaws (updated and standardized).

Physician Assistant Professional Advisory Group (PAPAG)

- Organized a breakout session that included a presentation by the National Physician Assistant History Society during COA.
- The PA Listserv was updated, which facilitated the PAPAG to inform the approximately 180 PAs in the corps about pertinent issues related to PAs.
- The readiness subcommittee calculated that greater than 95% of PAs in the commissioned corps were Basic Ready each quarter when reviewing the quarterly HSO readiness list.
- Created a CV reviewer program in which several senior PA officers volunteered to review the CVs of other PAs.
- A duty station project was also established. Each month during the PAPAG meeting, a PAPAG member presents a brief Power-Point talk about their duty station.
- The professional development subcommittee conducted a well-designed survey about advancing education for commissioned PAs. The PAPAG is also working on creating an interactive "PHS PA duty station map" which can assist an officer in realizing opportunities in the USPHS.

Social Worker Professional Advisory Group (SWPAG)

- Developed a "No Social Worker Left Behind Initiative" to help 161 social workers with career advancement; initiative led to stronger accountability among subcommittee leaders.
- Established PHS joining the DoD/VA Social Work Training Consortium; trained over 2,666 mental health providers.
- Developed Social Work Career Guidance Mentoring tool; trained over 200 social workers in developing mentorship pathways.
- Secured authorization to increase 0-4 billets to 0-5 billets for all social workers assigned to the Army Behavioral Health Proponent under the DoD-MOA.
- Accomplished final approval of new SWPAG bylaws by the HSPAC. New voting membership process will take place in 2016.
- Designed a draft survey tool to identify and mitigate gaps for PHS social work officers working under the April 2008 DoD-DHHS MOA.
- Developed a SWPAG Facebook page and readiness checklist for deployments and other helpful links.
- Worked with Senior Leadership on PHS PT uniform.
- Contacted officers that were not basic ready to offer assistance.

Health Services Professional Advisory Committee 2014 Professional Advisory Group Accomplishments Cont.

Dental Hygiene Professional Advisory Group (DHPAG)

- Reviewed and updated the DHPAG bylaws.
- Increased membership to 18 voting members.
- Aligned subcommittees to coordinate with HSPAC committees.
- Candace M. Jones Award “Dental Hygienist of the Year for Exemplary Performance” LCDR Sheila Weagle.
- “Junior Dental Hygienist of the Year Award” LT Angela Chica.
- Webinars Presented – “Federal Tort Claims Act (FTCA) Virtual Presentation” U.S. Department of Health and Human Services, Office of the General Counsel ; “The Impact of the Minnesota Dental Therapist” Office of Rural Health and Primary Care, Minnesota Department of Health .
- CAPT Candace M. Jones Retirement (Official retirement was August 31, 2014).

Healthcare Administration Professional Advisory Group (HAPAG)

Greetings on behalf of the Healthcare Administration Professional Advisory Group (HAPAG)! We are excited that the end of the year has finally arrived giving us an opportunity to reflect on the many accomplishments of our esteemed PAG and its members. As you are aware, this year we celebrated our 10th anniversary as a professional advisory group under the HSPAC.. As part of my administration, our leaders and members set out in 2014 to establish programs and opportunities that would increase our officers’ understanding of their roles of healthcare administrators and develop tools that would expand their ability to make informed career moves. We were able to address these goals through the establishment of the following new initiatives and partnerships:

- Healthcare Administration Shadow Week
- HAPAG Leadership Institute
- Joint Career Development session with PHPAG
- Support of Medical Service Corps session at AMSUS conference

These initiatives provided an opportunity for our officers to learn about the different levels of leadership, how to transition in your career as a Project Officer, and allowed them to shadow senior officers in various healthcare administrator positions within the Commissioned Corp. Additionally, we continued to promote the new HAPAG Toolkit, updated the HAPAG Networking Roster, brought on new voting members, developed a 10th Anniversary newsletter, proposed new HAPAG awards, and incorporated the goals of the HAPAG Strategic Plan into our subcommittee SOPs. These things could not have been done without the support of our voting members, senior advisors, and the HAPAG founding members. We are proud of our successes in 2014 and look forward to another year of progress in 2015.



Psychology Professional Advisory Group (PsyPAG)

- Administered its annual awards program selecting psychologists for the Senior Career and Early Career Achievement Awards.
- Prevention through Active Community Engagement (PACE) Special Interest Group (SIG) partnered with the PACE curriculum development workgroup to produce materials on psychological wellbeing, activities/events, and civic organizations.
- Professional Development Committee disseminated a weekly job posting list and conducted a survey to identify areas for training and advocacy.
- Recruitment and Retention Committee implemented the Academic Collaboration recruitment model.
- Research and Conference Committee continued to maintain a psychologist Curriculum Vitae (CV) highlighting recent publications and presentations. PsyPAG members currently have 9 journal articles and 14 book chapters “in press;” 8 journal articles were published.
- American Board of Professional Psychology Support Group met on a monthly basis to discuss issues related to the process of board certification. Mentors were assigned to interested parties.
- SIG for officers interested in prescription privileges for psychologists. Developed library of resources needed for supervised practice, licensure application, information regarding the differences between states for licensure, and credentialing information across agencies.
- DCCPR Liaison collected and disseminated information related to mental health issues related to the Ebola outbreak.

Public Health Professional Advisory Group (PHPAG)

- Implemented a slate of educational and career development offerings that were innovative in scope. Presentation topics included: gerontology; effective health communication in different populations; deployment experiences in Ebola response, natural and humanitarian disasters; securing detail assignments, lessons learned from project officers; Tobacco Cessation Report messaging strategies; disaster epidemiology; vulnerable populations and emergency preparedness; and positioning for global health work.
- Developed career development resources for officers - the CEU Resource Guide was finalized and disseminated to the PHPAG and HSPAC. Coaching on Demand and Peer-to-Peer Networking Program reinforced the PHPAG’s extensive, ongoing commitment to mentoring. The PHPAG’s visibility included OBC Open House, Inaugural CDC/ATSDR Commissioned Corps Awareness Day, and PHS Symposium (four presentations at HSO Category Day Roundtable and the PHPAG Social).
- In the PHPAG’s collaborative effort to meet the evolving needs of the Commissioned Corps, these forums, collectively, inspired the participation of 500+ officers.

HSOs Respond to Ebola in West Africa



1st Row (L to R): CDR Jyl Woolfolk, CDR Maria Benke, CDR Jennifer Malia, CDR Josef Rivero, CDR Tracy Branch, LCDR Reajul Mojumder

2nd Row (L to R): LCDR Phil Jaquith, CDR Robert Windom, LT Michelle Sheedy, LT Jennifer Danieleley, LCDR Pascale Lecuire, CDR Thomas Janisko, LCDR Rafael Torres-Cruz

3rd Row (L to R): LCDR Gregory Dawson, CDR Gregg Gnipp, LCDR Christopher Poulson, LT Michael Muni, LCDR Philip LaFleur, LCDR Brian Burt, LCDR Francis Bertulfo

On behalf of the Category we would like to thank each and every one of the HSO's who are serving on the Monrovia Medical Unit (MMU) Deployment in West Africa. It is because of service and sacrifice of those courageous officers and their families, that make the USPHS what it is, and allow the Corps to truly carry out its mission of protecting, promoting, and advancing the health and safety of not just the Nation, but the world.

CDR Todd Alspach
CDR Stacey Evans



Health Services Category Awards Luncheon December 5, 2014

Consistent with tradition, after our last Health Services Professional Advisory Committee Meeting for 2014, HSOs reconvened at a local restaurant in the DC Metro area to commune, laugh, eat, drink, and distribute awards for all the hard work and accomplishments over the past year. On December 5, 2014 the HSOs met at the Copper Canyon Grill Restaurant located in the heart of downtown Silver Spring, Maryland. Approximately, 25 officers from all over the country including New Jersey, Colorado, Georgia, (Todd came from Denver and Bobby came from ATL) and of course the DC Metro area were present to share accolades and acknowledgements, including the outgoing 2014 HS PAC Chair, CDR Todd Alspach, and the new incoming 2015 HS PAC Chair-Elect, CDR Bobby Rasulnia. Officers in attendance enjoyed great food to include crab cakes, homemade bread pudding and slow-roasted rotisserie chicken. Officers also had an opportunity to fellowship with each other and become reacquainted with officers they hadn't seen in a while. CDR Todd Alspach and CDR Bobby Rasulnia provided remarks and also thanked officers for attending the luncheon. After CDR Alspach's informal yet entertaining farewell speech and remarks, he then presented officers in attendance with certificates from RADM Epi Elizondo, the Chief Professional Officer, and the subcommittee chairs. At the end of the celebration, before everyone started to leave, like tradition, officers gathered for the infamous group photo while also continuing to converse with each other while doing so. Overall, a great time was had by all and we look forward to the next Holiday Luncheon in 2015! Thank you to LCDR Kimberley Hawkins and LT Aisha Faria for their efforts in making this a successful luncheon!



CDR Alspach thanks HSOs in attendance at at the DC Area 2014 HSO Luncheon



HSO Category Day Planning Begins

By CDR Robert A. Windom

CDR Ieshia Jones was selected by incoming PAC Chair, CDR Stacey Evans, as Category day co-lead role again next year, supported by LCDR Donna Phillips. This will be the third year CDR Jones serves as co-lead. CDR Rebecca Bunnell, who served alongside CDR Jones, contributed to the success of the 2014 Category day in Raleigh, NC. This was the former PAC Chair's fifth and final year as co-lead. There were approximately 243 Health Services Officers registered at this year's event. Category day included 40 presenters and 20 roundtable discussions. A highlight featured panel speakers: CDR Stacey Evans, CAPT Michael Schmoyer, and CAPT Brad Austin, moderated by CDR Brett Maycock. The Senior HSOs spoke about career choices and overcoming challenging situations, leading to their success. Attendees also heard from CPO RADM Epi Elizondo and PAC Chair CDR Todd Alspach on topics such as readiness and HSO category status.

Initial planning has begun for the 2015 HSO Category day, scheduled during the USPHS Scientific and Training Symposium in Atlanta, GA May 18-21. It promises to be another dynamic and career enhancing experience. It will also be an excellent opportunity to network and speak directly with HS PAC Voting members and Professional Advisory Group leaders. Don't miss it!



CDR Ieshia Jones, LCDR June Germaine, LCDR Donna Phillips



CPO RADM Epi Elizondo, CDR Robert Windom, HSPAC Chair, CDR Todd Alspach

HAPAG Leaders, Making A Difference Corps-Wide

By CDR Robert A. Windom

As the Healthcare Administration Professional Advisory Group celebrates its 10 year anniversary, it is cause for me to stop and reflect on my experience with the PAG over the past five years. 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 an attribute of selfless dedication. Each was committed not only to making a difference for Healthcare Administrators, but for all Commissioned Corps Officers.

The HAPAG Chairs during my time as a Commissioned Corps Officer all have been highly active and visible members of multiple PHS committees and HS PAC activities. It's never a surprise to see one of their names mentioned on a committee, workgroup lead, or attached to an informative article or email. All of these individuals displayed exceptional leadership, and encouraged a commitment to mentorship and professional development. They have paved the way for HAPAG members to be recognized as leaders in our Category.

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 2009-13
CDR Jean-Pierre DeBarros - 2009
CDR James Gregory - 2010
CDR Rhondalyn Cox - 2011
CDR William "Rusty" Waldron - 2012
CDR Brett Maycock - 2013

The Mobile Meeting: A Public Health & Business Strategy

By CDR Maria Benke

“Sitting has become the smoking of our generation”, argues Nilofer Merchant, author of *The New How: Creating Business Solutions through Collaborative Strategy*. In her TEDTalk, Ms. Merchant states that people are sitting a astounding 9.3 hours a day, which is more than we're sleeping, an average of 7.7 hours. The act of sitting is the default workplace activity because it's how our work spaces are designed, and it's the organizational norm. Sitting at our computers, workspaces, and during meetings is so prevalent in our organizational cultures, that we don't even question how much we're doing it. However this sedentary activity presents a grave risk to our health.

Lack of physical activity has been linked to heart disease, Type 2 diabetes, breast and colon cancers, and a host of other diseases. Non-communicable diseases, according to the World Health Organization, are now the leading causes of death in the world. Yet these conditions are completely preventable. Insufficient physical activity contributes to overweight and obesity, raised blood pressure, raise blood sugar, and raised cholesterol. The economic burden of these diseases are staggering, from the cost of treatment to lost productivity. However workplace solutions needn't be expensive at all.

Walking is a strategy promoted by the U.S. Surgeon General as a way for Americans to get the recommended amount of physical activity for health, as recommended in the 2008 Physical Activity Guidelines for Americans. Most health benefits occur with at least 150 minutes (2 hours and 30 minutes) a week of moderate intensity physical activity, such as brisk walking. Some physical activity is better than none.

One way to fit physical activity during a busy workday is to have “mobile meetings”. The next time you have a meeting planned among a small group of individuals, consider taking a group walk. Regular physical activity has been shown to not only make individuals happier, smarter, and more energetic, it's also proven to make employees more productive and creative.

Over time, there are personal and organizational benefits to be gained. Walking meetings can result in more miles physically traveled; it could affect the waistlines and overall health of the workforce, and overall performance and success of the organization.

Leadership by Example: My Experience as a PHS Officer Working for a DoD Agency

By CDR Ivonne Arena

Two officers assigned to the Department of Defense (DoD) share their experiences and tips on succeeding in the workplace that can also positively stimulate your career. CDR Ivonne Arena served in the Navy for seven years prior to joining PHS. Her experience in the Navy has been very useful during her time as the Deputy Chief of Staff at the Defense Centers of Excellence for Psychological Health and Traumatic Brain Injury (DCOE). LCDR Dana Lee has been detailed to the Department of Defense (DoD) since being called to active duty. She previously served at the largest military installation and busiest deployment platform. The mission of DCOE is to improve the lives of our nation's service members, families and veterans by advancing excellence and knowledge in psychological health and traumatic brain injury treatment and care.

LCDR Dana Lee served first as a clinical provider in a military installation and now as a program management officer. Her clinical background and experience working with service members and families at the largest military installation and deployment platform in the United States helped secure her current position. She serves as the Reintegration and Deployment Health Program Manager at Deployment Health Clinical Center, working on identifying gaps in research and practice to advance psychological health in the military.

When CDR Arena interviewed for the Executive Officer position, she was asked why a PHS officer wanted to join a DoD agency, “what, as a PHS officer, can you bring to DoD?” CDR Arena spoke of her prior military experience and how the management and leadership skills she developed as a naval officer could be leveraged and directly transferrable in her first tour as a PHS officer.

PHS officers are flexible, adaptable and resilient individuals who are taught to accomplish a mission by gathering information, understanding the resources available, analyzing the situation, and determining what the desired outcome is. From there, we set an operations plan, and timetable with responsibilities delineated. While there are many skills that can help shape a leader, there are three skills that are essential to succeed in a DoD agency. Specifically, team-building, communication, and delegation of responsibility. In the PHS, the measure of effective communication has long been whether each officer understands his or her role and responsibilities in achieving the mission. Increasingly, however, particularly in deployments, it also means ensuring that affected communities understand what you are doing. At the DCoE, we understood the mission and their place in it.

Delegation is about understanding your resources and building skills in subordinates by giving them more responsibility. In the PHS it is imperative that one officer be able to step up and assume the responsibilities of another if case he or she is re-assigned to another position. In any organization, delegation is fundamental to building bench strength so anyone in the organization can assume the next higher level of responsibility at any time. This requires clear information, defined expectations, support and oversight. During my tenure at the DCoE, I consistently worked with our Chief of Staff and administrative managers to develop financial, operational and administrative process and metrics so that when I eventually left the organization to pursue a new

Continued on page 10

News from the Field... RADM Peter J. Delany Visits Moncrief Army Community Hospital Department of Behavioral Health Fort Jackson, South Carolina

By LCDR Sonjia Howard

On Thursday September 25, 2014, Moncrief Army Community Hospital, Fort Jackson, SC hosted a visit by US Public Health Service (PHS) Officer Rear Admiral Peter J. Delany, Ph.D., LCSW-C, Director, Center for Behavioral Health Statistics and Quality, Substance Abuse and Mental Health Services Administration (SAMHSA) who met with the Medical Treatment Facility (MTF)'s Commander, Colonel Traci Crawford to speak on the mission of the USPHS as well as to highlight the contributions of the PHS Officers detailed to MACH Department of Behavioral Health (DBH).



RADM Peter J. Delany (center) meets with US Army Training Center Fort Jackson's MTF Commander Colonel Traci Crawford (left), escorted by LCDR Sonjia Howard (right)



RADM Delany meets with Dr. Marc Cooper, Chief, Dept. of Behavioral Health

The Commanding General of the Installation is Major General Bradley A. Becker, commissioned in May 1986, and took command of The U.S. Army Training Center and Fort Jackson on Aug. 27, 2013. The post Command Sergeant Major is Command Sergeant Major William D. Hain.

Fort Jackson is situated in central Columbia, South Carolina and is the heart-beat of the city's economy. *US Army Training Center Fort Jackson* is the largest installation in the United States and *trains* the best Soldiers in the world. Our motto: "Victory Starts Here" as the installation hosts a variety of schools to include the renown US Army Drill Instructor's and Non-Commissioned Officer (NCO) Academies; the Soldier Support Institute which includes Training Doctrine (TRADOC) US Army Recruiter and Finance Schools and finally the US Army Chaplain's School. At any given day, 65,000 troops are on the base.

Department of Behavioral Health (DBH) Mission

The mission of MACH Department of Behavioral Health is to ensure the delivery of Comprehensive Behavioral Health and TBI services of the highest quality to Active Duty Soldiers, family members, veterans, and Airmen eligible for care at MACH. Each service within the Department plays a role in accomplishing this mission.



RADM Delany also met with Dr. Marc Cooper, Chief, Department of Behavioral Health, and toured the "Award Winning Evidenced-Based" Combat Stress and Addictions Recovery Program (CSARP)" as well as visited the department's Family Advocacy Program.

News from the Field... RADM Peter J. Delany Visits Moncrief Army Community Hospital Department of Behavioral Health at Fort Jackson, South Carolina Cont.

The Combat Stress and Addictions Recovery Program (CSARP) provides inpatient mental health care to all Active Duty Soldiers assigned or in training at Fort Jackson. Each patient is assessed and provided with an individual treatment plan which typically includes: individual counseling, group therapy, psychopharmacologic therapy, life skills training, relaxation therapy, recreational therapy/outings, substance abuse group therapy, AA meetings, and participation in com-

Leadership by Example Cont.

opportunity, all operations not only continued but grew from the foundation we collectively built.

Here are seven examples of how PHS Officers can use Leadership by Example in their workplaces to improve productivity, employee engagement, and employee morale:

- (1) Leadership by Example is Action Focused. Leadership by Example is not an e-mail. Leadership by Example involves getting up, going to, seeing, doing, talking, and improving. Leadership by Example sets a positive standard of behavior and sets an example for others to follow how to improve the organization.
- (2) Leadership by Example Reinforces the Purpose of the Organization. The purpose of the organization is to solve an underlying customer need in way that customer's value and in a manner that is superior to the competition.
- (3) Workplace Arrival and Departure. The time that you arrive and depart sets the example for everyone else. How do you consistently treat employees that have sick kids, doctor's appointments, or have to leave for a school event? These daily interruptions seem like small items, but employers that are flexible, understanding, and have very high expectations for business quality and standards are the reasons that employees stay or leave organizations. What you do and when you do, it is watched as a positive or negative sign for all.
- (4) Walk Around. Walking around and briefly talking to employees and fellow employees about what they are working on, any problems encountered, and what they need to have to be successful is a great, quick way to learn and demonstrate that you care.
- (5) Spot Coaching for Employee Development. When you are walking around, spot coaching in 10-15 minute segments is a great way to develop employees, train a skill set, and identify training needs of both individuals and your group.

Family Advocacy Program (FAP) promotes public awareness within the military community and coordinates professional intensions at all levels within the civilian and military communities, including law enforcement, social services, health services, and legal services to identify and break the cycle of abuse as early as possible. FAP provides treatment and aftercare to affected families, and operates a 24/hour emergency and crisis response service to victims of spouse, child and elderly abuse/neglect; ensuring immediate safety and protection is provided for victims. Individual, couple's, and family counseling are cornerstone treatment methods of the many interventions available. The goal is to educate commanders on family matters which may affect unit readiness. Both programs are located on the 7th floor of the hospital.



- (6) Open Communication. Open, frequent, and honest communication is vital to success. Open communication is telling employees the Who, What, When, Why, Where, and How of the organizations plans, operations, and problems. This communication is vital to ensure that everyone understands the importance of what they are doing as well as their vital importance to the organization's success.
- (7) The After Action Review or Debrief. Leaders and Employees seek to understand and learn from mistakes. The After Action Review and Debrief process used across all services is a simple and vital quality tool to make sure an organization understands what happened, captures lessons, and implements changes to ensure a subsequent business event is a success.

These seven tips are only a start of how Leadership by Example can be employed immediately, simply, and successfully in the workplace. Translate your experience and leverage these tips to improve your performance at work and also help meet the needs of your organization.

2014 Health Professional Advisory Committee Members

Chief Professional Officer	RADM Epifanio Elizondo	
Chair	CDR Todd Alspach	
Chair-Elect	CDR Stacey Evans	
Exec Secretary	LT David Young	
Subcommittee Chairs		
* Co-Chairs		
Awards	LCDR Shelia Weagle CDR Barbara Cohn*	
Career Development	CDR Bobby Rasulnia CDR Amanda Dunnick*	
Communications	CDR Kimberly McIntosh-Little CDR Rhondalyn Cox*	
Membership	CAPT Daniel Hesselgesser CDR Ieshia Jones*	
Mentoring	CDR Todd Lennon CAPT John Jaworski*	
Policy	CDR Travis Fisher	
Readiness	CDR William Waldron CDR Carlos Castillo*	
Recruitment & Retention	LCDR Francis Bertulfo	
2014 Voting Members	CAPT John Jaworski CAPT Dan Hesselgesser CDR Carlos Castillo CDR Tarsha Cavanaugh CDR Rhondalyn Cox CDR Todd Lennon CDR Amanda Dunnick CDR Stacey Evans CDR William Waldron CDR Bobby Rasulnia	CDR Kimberly McIntosh-Little CDR Josef Rivero CDR Deidre Washington-Jones CDR Barbara Cohn CDR Ieshia Jones CDR Todd Fisher CDR Todd Alspach LCDR Sheila Weagle LCDR Jemekia Morris-Thorton
New Voting Members	CDR Carlos Bell CDR Malaysia Gresham CDR Josef Rivero CDR Jay Roth	LCDR Amy Petersen LCDR Malaika Washington LT Dayid Young

Special thanks to the 2015 HSPAC EOY Newsletter Team for their diligence in soliciting articles, compiling, and completing the layout for this year-end review

A Message from the HS PAC Chair, continued

By CDR Todd Alspach



I am often fond of saying that I am proof that God loves idiots. To that end, I can tell you I was truly blessed to have had the pleasure of working with a lot of amazing folks in our Category, not only in this year, but in previous one as well, that made all the successes listed above a reality, not to mention the many others that were too numerous to name. For all these things I give my thanks.

As this is the holidays, I see it as time to celebrate not only the endeavors of the year that has passed, but also to forge ahead. I hope as Chair, I made you laugh at least once and made you think twice with the Weekly Announcements and other communications. I hope the leadership of the Category listened to the needs of the officers, and provided the means which will enable you to further facilitate the development of your careers. Lastly, I hope this year has galvanized the HSOs, brought a renewed sense of purpose to serve, and shown the entire USPHS what Strength Through Diversity can accomplish.

In closing, I hope each and every HSO has experienced personal and professional growth and feels more connected with the PAC and the officers of the Category. As we move into 2015, HSOs will be led by CDR Stacey Evans. She is an extremely talented officer, and I am supremely confident in her ability to lead the Category to greater heights in the upcoming year. She has a tremendous amount of experience, has the respect of her peers, and a great vision. As I have one more year to serve on the PAC, I am very much looking forward to what's in store. With all this said, let me close out by wishing everyone a most phenomenal holiday season.

The HS PAC Leadership—The Gavel Has Been Passed!

HS PAC 2014 Chair - CDR Todd Alspach

HS PAC 2015 Chair - CDR Stacey Evans

HS PAC 2016 Chair - CDR Bobby Rasulina

Thank you for your leadership!

