



HAPAG NEWSLETTER

INSIDE THIS ISSUE

CHAIR MESSAGE XXXX BY XXXXX	1
<u>HOW I MADE THE PROMOTION LIST & DIDN'T GET PROMOTED: A TOUGH CAREER LESSON</u>	2
<u>CONGRATULATIONS NEW HAPAG VOTING MEMBERS</u>	3
<u>USPHS COMMISSIONED CORPS LEADERSHIP: SERVING AS A MENTOR FOR CDC'S 2013 UNDERGRADUATE PUBLIC HEALTH SUMMER PROGRAM (CUPS)</u>	4
<u>BRIDGING THE MIND AND HEART: IT'S ALL ABOUT YOU AND IT'S NOT ALL ABOUT YOU</u>	5
<u>UNIFORM SERVICE ASSOCIATION WELCOME PHS OFFICERS: GET INVOLVED</u>	6
<u>REVERSE MENTORING</u>	7
<u>PACs, PAGs AND AWARDS-HOW MUCH IS ENOUGH?</u>	8
<u>HUMAN SPIRIT</u>	9-10
<u>FOOD FOR THOUGHT: DON'T IGNORE THE JOURNEY TO ACHIEVING THE GOAL</u>	11

2013 HAPAG MEETING REMINDERS

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

Dial-in: 1-866-620-8973
Participant Passcode: 441234

HAPPY HOLIDAYS AND NEW YEAR!

BY
HAPAG CHAIR, CDR BRETT MAYCOCK

Greetings Fellow Healthcare Administrators,

As the HAPAG Chair for 2013, I would like to take this opportunity to thank each of you for your support and hard work over the last year. It has been both a humbling and exciting experience to be the Chair of such an outstanding group of professionals, whose entire focus is on the profession of healthcare administration. As a PAG, we accomplished a significant number of major milestones this year, including the following: (1) Implemented the first ever 5-year HAPAG Strategic Plan; (2) Selected two officers for the HAPAG Senior Excellence in Leadership Award (CDR Robert Windom) and Junior Excellence in Leadership Award (LT Garman Williams); (3) Conducted six healthcare administration focused presentations, which included an HHS Regional Healthcare Administrator and the promotion coordinator from the Division of Commissioned Corps Personnel and Readiness (DCCPR); (4) Published the bi-annual HAPAG newsletter, highlighting outstanding accomplishments achieved by healthcare administrators throughout the Corps; (5) Developed networking roster listing healthcare administrators contact information and current positions to enhance networking opportunities; (6) Selected five new voting members for the CY 2014 to 2016 term (CDR David Dietz, CDR Monica Jessup, CDR Christa Hrynshen-Trimmer, CDR Tobey Manns-Royal, LCDR Bryna Forson); and (7) Developed a "needs assessment" survey that focused on the current needs of healthcare administrators and provided strategic direction on what the HAPAG should focus on the future. This of course is not an all inclusive list, but demonstrates your commitment and work within the HAPAG.

One of my major initiatives this year was to encourage healthcare administrators to become more involved in professional organizations such as the American College of Healthcare Executives (ACHE) or the American Academy of Medical Administrators (AAMA), in order to maintain one's commitment to life-long learning and the profession of healthcare administration. I want to encourage you all again, to seek membership in these or any other organization geared towards healthcare administration. This will only enhance our ability to sell our profession to the Commissioned Corps and highlight the unique skills and knowledge we maintain.

Finally, please take some time to enjoy this holiday season with family and friends, and reflect upon what you have accomplished during 2013. Like all of you, I look forward to serving with our new Chair, LCDR Makeva Rhoden and making HAPAG an even better organization for healthcare administrators. Again, thank you all for your support!

Sincerely,
Brett

How I Made the Promotion List & Didn't Get Promoted: A Tough Career Lesson

By: CAPT Diahann Williams

I learned a valuable and painful lesson during Promotion Year 2013. I was so focused on making sure all required documents were in order and submitted timely for temporary promotion, that I completely overlooked permanent promotion requirements. I also assumed (of course a no-no) that my thorough preparation for temporary promotion met all requirements for permanent promotion. When the permanent promotion results were released and I didn't see my name on the list, I just figured I didn't meet the cut-off score. I soon received a letter: "Notice of Removal from the Permanent Promotion List", which included the following statement:

The Promotion Year (PY) 2013 Annual Permanent Promotion Board (APPB) reviewed your record for promotion. The APPB recommended you for promotion and ranked you sufficiently high on the rank order list to be successful for promotion. However, during a verification of the administrative requirements for promotion, you were lacking an administrative requirement. Consequently, your name was removed by the Surgeon General from the final permanent promotion list, and you will not be promoted in PY2013.



Much to my dismay, the reason I was removed from the list was due to an **outdated medical history**. Even worse, it was only outdated by three months! Needless to say, I have no one to blame but myself for this costly oversight. I have already printed the promotion checklist to use in my cross-check (and double check) to ensure all required items are submitted *and* current for the next board.

I truly hope my painful lesson will help you, my colleagues, avoid an unintentional journey down the same disappointing road!

HAPAG Coins for Sale!



Order your coins today! Coins are \$10.00 each plus \$2.00 for shipping & handling.
Contact Keisha.Johnson@hrsa.hhs.gov or (301) 443-4082

CONGRATULATIONS New HAPAG Voting Members!!

Welcome to the new HAPAG Voting Members for 2014-2016. Below are the list of names.

CDR David Dietz
CDR Christa Hrynyshen-Trimmer
CDR Tobey Manns-Royal
CDR Monica Jessup
LCDR Bryna Forson

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?

USPHS Commissioned Corps Leadership: Serving as a Mentor for CDC's 2013 Undergraduate Public Health Summer Program (CUPS)

By: CDR Charlene Majersky, Ph.D.

In early February, 2013, CDC's Office of Minority Health and Health Equity (OMHHE) was searching for CDC colleagues to serve as mentors for students participating in the CDC Undergraduate Public Health Summer Program (CUPS)/National Undergraduate Summer Public Health Program (NUSPHP) during the summer of 2013. The purpose of this program is to heighten public health exposure and training for undergraduate students with an interest in minority health. CUPS/NUSPHP is an eight to eleven week summer program designed to increase interest in and cognizance of public health and biomedical science careers for undergraduates in their junior or senior year and recent graduates whom have earned a baccalaureate degree.



In order to participate in CUPS, a potential mentor submits a project proposal to OMHHE and Morehouse College Project IMHOTEP. I chose a time and motion study, a technique for ameliorating work methods and upgrading of work systems. Essentially, it's a study of work methods in business in order to find the most efficacious way of functioning. Specifically, this project would examine recruitment procedures for both domestic and international recruitments for the Division of Global Disease Detection and Emergency Response (DGDDER).

Morehouse College Project IMHOTEP (IMHOTEP was an Egyptian polymath, who served under the Third Dynasty king Djoser) participated in this year's CUPS. It's an eleven week (from 5/20/13 through 8/2/13) summer undergraduate training program in public health designed for undergraduates in their junior and senior year and recent baccalaureate degree students interested in the areas of public health and health disparities. The student must have a cumulative GPA of 2.7 or higher, and have a genuine interest in pursuing a career in public health. The program is designed to increase knowledge, skills and abilities of students in the public health sciences, as well as build and diversify the public health workforce. Throughout the program, interns actively participate in a myriad of seminars, workshops, and other educational initiatives. The interns receive appropriate training and support in data analysis and other project requirements. At the conclusion of the program, interns deliver an oral presentation, prepare a poster, and submit a written manuscript suitable for publication in a scientific journal.

Stuart Schneiderman, a senior at The Ohio State University, College of Public Health, majoring in public health sociology, with a minor in Spanish, was the individual I had the honor and privilege of mentoring. His project was titled, "Examining Recruitment Procedures for the DGDDER". As a mentor, first and foremost, I'm humbled to serve in this role. Second, it's priceless to see your mentee blossom throughout this remarkable journey. I'm gingerly reminded of the importance of exhibiting leadership and service as a USPHS Commissioned Corps officer. Mentoring can afford you with this amazing experience beyond any words can describe or express, and so much more!

Bridging the Mind and Heart: It's all about you and it's not all about you

By: CDR Charlene Majersky, Ph.D.

What does this title mean, you might ask? From my perspective, it means linking our mind with our heart so that we, as leaders, are connecting our intellect and technical abilities (mind) with our heart, the essence of our spirit, to lead in ways that are compassionate and inspire opportunities for people to grow professionally and personally.

The subtitle of this article relates to the importance of leaders engaging in self-awareness work and its impact in the workplace (“It’s all about you”). If a leader isn’t open to, interested in, and committed to engaging in self-introspection work then opportunities for self-growth are limited and pretty much non-existent. Self-awareness work isn’t easy and more often than not, the journey is filled with many ups and downs. However, if you stay the course, then the rewards are priceless on so many levels! Sadly, if a leader chooses not to engage in self-awareness work, it could have a detrimental impact in the workplace, especially if their leadership style is not effective.

“It’s not all about you” means that true leadership has to do with a leader serving others. Here, a leader is confident within her/himself that s/he wants others to succeed and will do everything in their power to assist them on their life’s journey. There are no self-serving attitudes exhibited by the leader. Embracing the notion that employees are your greatest asset in an organization is important, so taking the time to coach them is time well invested. More importantly, a leader must demonstrate through their actions that people are valued and that their roles in the organization are vital to the success or failure of the organization.

Another focal point of successful leadership has to do with the power and impact of our words, the vehicles that transmit our thoughts and emotions. As a leader, a question to ask yourself is: Are my conversations with others healthy, constructive, and utilized to achieve good outcomes or are they critical, destructive, and demeaning?

Finally, ask yourself a profound question: What sort of legacy do you want to leave as a leader and health care administrator?



Uniformed Service Associations Welcome PHS Officers: Get Involved

By: CDR Robert Windom

There are many member associations that PHS officers are eligible to join by virtue of holding a commission or by having previously served in the US Armed Forces. Many of these organizations lobby congress and promote your rights and benefits as a Uniformed Service Commissioned Officer. Some associations offer life insurance, educational benefits, and training courses. More essential than this is the occasion to interact with fellow Officers and Healthcare Professionals affiliated with these organizations, resulting in substantial networking, mentoring, career development, and leadership opportunities.

The **American Legion** is one such organization that includes current and prior US Armed Forces members. The three million member association organizes commemorative events and veteran support activities. Its primary political activity is lobbying on behalf of veterans and service members, including advocating for benefits such as pensions and the VA hospital system.



Photo: CDR Windom pictured with American Legion Members at local post meeting, Alhambra, CA. (L to R) WWII Veteran Mr. John Wong, CDR Robert Windom USPHS, National Commander Fang Wong, CA State Commander Hugh Crooks Jr., CA Vice Commander Art Castro, Korean War Veteran Mr. Gock Gin Ng.

Last year, I had the distinct honor of meeting the American Legion National Commander Fang Wong. In the course of my discussion with him and other members, I shared about the mission of the US Public Health Service, as well as affiliated groups that are politically active and advocate on behalf of USPHS Officers (most notably the Commissioned Officers Association). I learned about some of the great work that the Legion has been involved with which benefits USPHS Officers, and that there are over 14,000 posts worldwide that an individual can be affiliated with. For more information about the American Legion, local posts, or current efforts to benefit all veterans visit www.legion.org.

Many of our HAPAG members are already actively involved with an organization, and they enthusiastically share about knowledge and benefits gained. Below are a few member associations that you can get involved with:

Commissioned Officers Association (COA), www.coausphs.org
 American Academy of Medical Administrators (AAMA), www.aameda.org
 American College of Healthcare Executives (ACHE), www.ache.org
 Association of American Military Surgeons of the U.S. (AMSUS), www.amsus.org
 American Public Health Association (APHA), www.apha.org
 Military Officers Association of America (MOAA), www.moaa.org
 Healthcare Information and Management Systems Society (HIMSS), www.himss.org

Reverse Mentoring

By: CDR Theresa Zach

When your 18-year-old sister introduces you to Facebook, LinkedIn or Twitter and your 8-year old nephew shows you how to tag a photo, that's reverse mentoring. The concept was introduced by former General Electric Chairman Jack Welch back in the '90's. He ordered 500 top-level executives to reach out to junior staff to learn how to use the internet.

Reverse Mentoring is when a member of a younger generation mentors an employee of an older generation to share trends in technology, social media, new ideas, innovations and perspectives.

Benefits Include:



Shortens the learning curve. You could learn how to use the apps on your iPad all by yourself, but spending 30 minutes with a tech-savvy 20-something may help you learn it faster and it can be more fun!

Builds morale and productivity. We all love it when someone asks for our opinion. When junior staff feel that their knowledge and input is valued by senior management, they are motivated to participate even more. And, senior managers can use their new knowledge to improve bottom-line results.

Showcases future leaders. Junior employees can get involved and showcase leadership skills. Junior staff may be able to see the larger corporate picture and glimpse macro-level management issues.

Increases multigenerational cooperation. Working together helps to reduce conflicts between age groups in the workplace.

Reduces turnover. Employee engagement relates to the level of an employee's commitment and connection to an organization. Employee engagement is a critical driver of business success in today's competitive marketplace. High levels of engagement promote retention of talent, foster customer loyalty and improve organizational performance and stakeholder value. Reverse Mentoring helps to increase retention of Generation Y (Millennial Generation) employees.

Some columnists will propose that the term "reverse mentoring" should really be "reverse coaching." They suggest that mentoring requires a trusting relationship between a more experienced individual who focuses his/her energy in assisting another in personal and professional development. The mentor's role is to fully engage the mentee and to create an environment whereby the mentee will share the critical issues that affect his or her success. They argue that coaching doesn't require an intimate, trusting relationship; it requires the expert to be able to convey his or her expertise to the coachee.

Others advocate that mentoring must be about a two-way flow of information and respect. They suggest that an organization needs "collaborative mentoring."

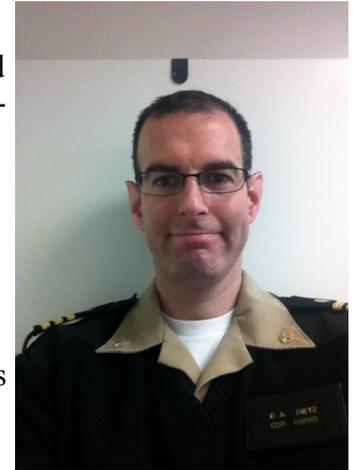
There are many articles written on the different types of mentoring relationships in the workplace. The most important message is that mentoring in the workplace is win-win-win! It helps the mentee become more proficient at his/her job, it is good for the mentor to give back by sharing wisdom and it helps the organization by developing well-rounded, knowledgeable professionals.

PACs, PAGs, and Awards – How Much is Enough?

By: CDR David Dietz

As an officer who formally/informally mentors several junior USPHS officers, I tend to have exchanges with mentees rather frequently. The conversation I had with a junior officer this morning, I think, will strike a familiar chord with many other officers.

I'll refer to the officer I spoke with this morning as "LT Smith." LT Smith has only been in the Corps 3 years, and is an HSO with both an MPH and an MSW. He's intelligent, motivated, and is in an O-5 billet as a policy analyst in a beltway federal agency. LT Smith has also quickly earned many awards (achievement, commendation, etc.). LT Smith's position requires a lot of work/responsibility, so he has limited time to work meaningfully on USPHS PACs and PAGs. One can assume he has his promotion to O-4 locked up. However, here's where it gets interesting.



Upon handing me his CV and asking if he felt he had enough PAC/PAG activities and USPHS awards, I was stunned. LT Smith was on no less than 9 committees or sub-committees, and had already earned over 15 individual USPHS awards. I had to do a double-take. Given the number of years he'd been in the Corps, his job responsibility, number of deployments (1) – how the heck could he have earned more than a dozen awards, as well as contribute meaningfully to 9 committees or sub-committees? He certainly didn't cure cancer, and I'd never heard his name on the committee calls I was on.

So I asked him, "How can you contribute to all these committees, given what little time you have? And how the heck did you already earn 15 awards?" I was hoping to glean some type of secret in the latter question, to be honest.

He replied that he was told by senior officers to join as many committees as possible – even if he didn't have much or any time to contribute. He was told that mass committee memberships will look good on an officer's CV. Also, as far as awards go, he said he snuck in on a lot of group awards he didn't play a significant role in earning, feeling that quantity here was also better than quality.

Here's the problem that most officers don't consider when they submit to CV filling and joining committees without the intent to contribute – all of us are embarking on, at a minimum, a 20 year career. During these early years, reputations are built- either good or bad, regarding what you've achieved *or have claimed to achieve*. Having led sub-committees, and spoken with PAC leadership, nothing is more annoying than officers who join these groups and either are consistent no-shows on calls, or/and refuse to contribute to any work. This can especially haunt an officer in the future, as many committee leaders are on promotion boards and may remember an officer's contribution was minimal or non-existent.

In summary, my maxim is quality over quantity. Be a contributing member of something you're truly interested in, and produce. Outcomes are the best CV fillers possible, and often lead to awards and committee promotions. Leaders always remember officers who produce and work well with others. Also, don't put your name on an award you didn't earn. Officers and non-commissioned Corps leaders remember people who do this, and as we all know, the Corps is a small world.

Human Spirit

By: CDR Charlene Majersky, Ph.D.

The Essence of Today

“I expect to pass through this world but once.
Any good I can do, or any kindness that I can show,
let me do now,
for I shall not pass this way again.”
--Author Unknown (adapted from William Penn)



The workplace is comprised of many people, with distinct personalities, styles, mannerisms, and the like. As USPHS Commissioned Corps officers, one of our roles is to interact with people. The motivation for writing this article was my observation of mean-spiritedness and ill-will exhibited by some leaders throughout my career as a health care administrator and leader. It is vital that we, as USPHS Commissioned Corps officers, work ongoingly to sharpen our interpersonal skills, as part of our own professional and personal growth and development.

Some helpful and pragmatic suggestions for leaders:

1. Walk in integrity. Ensure that your words and actions are in sync.
2. Encourage people. Share your knowledge and help people to be the best that they are capable of becoming.
3. Live with purpose. Find meaning in what you do.

As leaders, people are constantly watching what we say and what we do. Our words are powerful and through our voice, we can impact the organization in profound ways. Ask yourself: Are your conversations with others healthy, constructive, and utilized to achieve good outcomes?

Be mindful of your actions. Are they in sync with your words? Are you walking the talk or just talking the talk? If your words and actions aren't in sync, then people will be confused by your human spirit and might even question your integrity. As a leader, do you send mixed messages to people?

It is my heartfelt hope that we, as USPHS Commissioned Corps officers, create and nurture a work environment where people don't feel like they are constantly walking on eggshells when they are at work and are under a tremendous amount of stress, terrified that their human errors will not translate into opportunities for their professional and personal growth and development. What type of work environment and culture are you creating as a leader? Is it inspiring, uplifting, respectful, and a place where people are valued as unique individuals?

Cont'd on page 10

Human Spirit (cont'd)

By: CDR Charlene Majersky, Ph.D.

True leaders create opportunities. There is great value in human interconnectedness that is respectful, gentle, compassionate, understanding, supportive, nurturing, and accepting. An interpersonal relationship of this magnitude enriches our life 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.

I am gingerly reminded of expressing heartfelt appreciation each and every day, knowing that having the honor and privilege of a soulful connection with one person is a true blessing, and that demonstrating respect for the human spirit in all of us is a good thing. Life affords us numerous opportunities every day to connect with people, to share, to care, and to make a difference in this world. Yes, each one of us can make a positive difference! Embrace the human spirit!

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



Food for Thought: Don't ignore the journey to achieving the goal

By: CDR Charlene Majersky, Ph.D.

I've been pondering over and reflecting on an area that is very important to me as a health care administrator and leader: the journey to achieving the goal. So, below are my thoughts regarding this topic, which I offer respectfully as food for thought and one perspective on this topic.

In today's dynamic, fast-paced, ever-changing, and oftentimes stress-filled "do more with less" expectation of employees in the workplace, often more times than not, leaders focus only on and are obsessed with achieving the goal. Sadly, the cold reality is that these types of leaders will do whatever it takes so the goal is met, at the risk of burning out their employees, whom eventually leave their jobs due to ailing health and well-being, not to mention job dissatisfaction.

I'm not saying achieving the goal isn't important; my point is that focusing only on the goal and completely ignoring the journey is a huge mistake because when it's all said and done, this can do more harm and have grave consequences not only for the culture of the work environment but for the organization. A point of emphasis is that completely ignoring the human element can result in a leader having to do more damage control or deal with the aftermaths of this outcome. And, this might take a while to turnaround, if at all. A fact is that happy employees feeling valued, respected and appreciated will likely be motivated to work efficiently and with a high degree of productivity.

Personally, I feel the journey is more important than the goal because let's say you achieve the goal but in doing so, the people involved were angry at each other, there was ongoing tension and turmoil, and relationships were strained. My sense is that building and maintaining healthy, respectful, supportive, and collaborative professional relationships in the workplace goes a long way.

True leaders who exhibit self-confidence and a grounded internal locus of control know who they are and are cognizant of their capabilities, limitations, and areas of improvement. They definitely aren't interested in being self-serving, self-centered, or emit a me, myself and I persona. Instead, service to others expressed through servant leadership is what they exuberate, as well as the inner desire to want others to succeed. In other words, it's not all about you. Really!

Human interconnectedness that is respectful, gentle, compassionate, understanding, supportive, nurturing, and accepting is a gift and a blessing. An interpersonal relationship and connection of this magnitude enriches our life 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 spiritual connection with the world.

