

U.S. PUBLIC HEALTH SERVICE COMMISSIONED CORPS

Transformation: Changing the Culture of the Corps



Rear Admiral Sam Shekar, M.D., M.P.H.

June 9, 2008

Special Assistant to the Assistant Secretary for Health for Transformation



Corps Mission Statement

**Protecting, promoting, and advancing
the health and safety of the Nation.**

As America's uniformed service of public health professionals, the Commissioned Corps achieves this mission through:

- Rapid and effective response to public health needs
- Leadership and excellence in public health practices
- The advancement of public health science

Transformation: Relationship to the Mission

The Transformation of the
Corps will enable us
to better meet our mission by:

- Creating the necessary and appropriate force management systems, policies, and practices within the Corps
- Fostering the overall growth and support of the Corps workforce in HHS and its Federal/State/local and academic partners

Transformation: Brief History

- Secretary Thompson's Directive To Transform the Corps (2003)
- Secretary Leavitt's Decisions and Vision (December 2005)
- Transformation Workgroups (February 2006)
- Implementation Plan (October 2006)
- Working Policy & Design Groups (2007)
- Operations Center Stood Up (December 2007)



RADM Bob Knouss

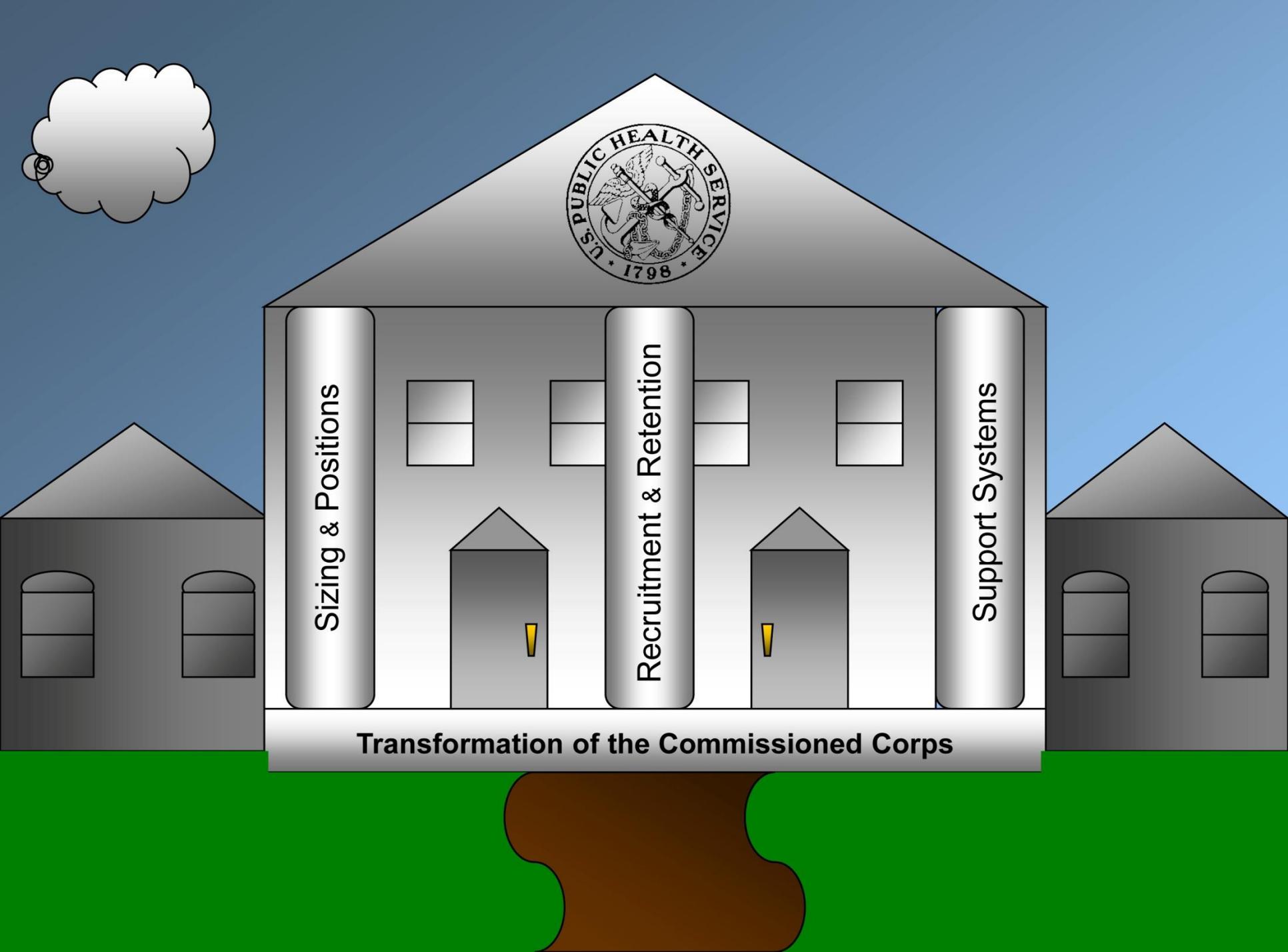


Sizing & Positions

Recruitment & Retention

Support Systems

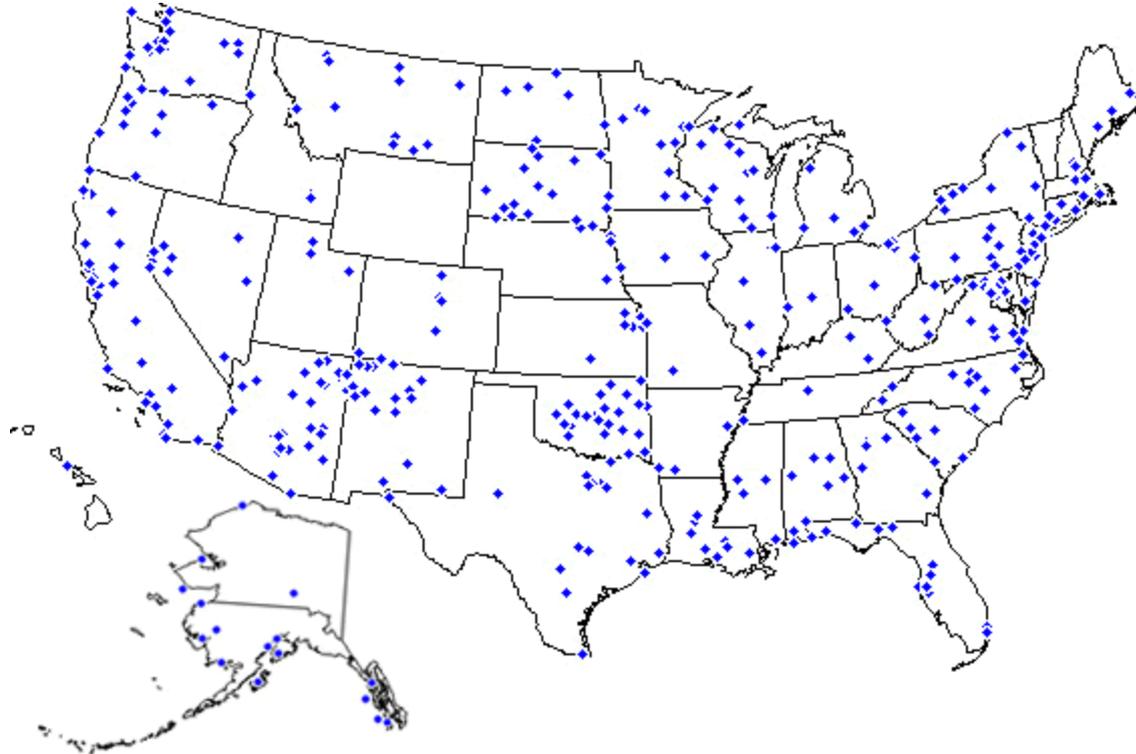
Transformation of the Commissioned Corps





Pillar One: Sizing & Positions

Where Is the Corps Now?



This map shows some of the exciting places where Commissioned Corps officers are currently assigned.

Sizing Goals

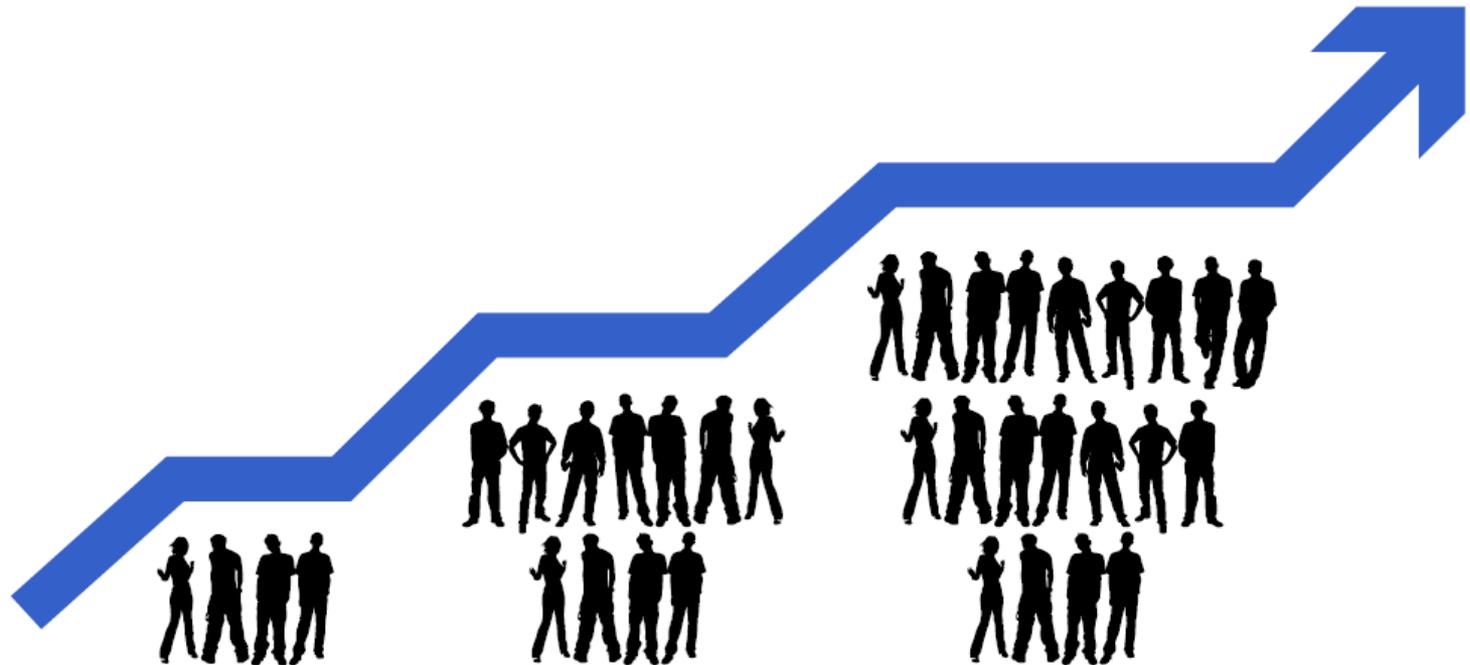
Revised Sizing Goals

- Increase by 10 percent to 6,600 officers by FY2012
- Increase to 6,150 officers this fiscal year

Progress This Year

- 5,962 officers on October 1, 2007
- 6,077 officers on May 30, 2008

Sizing Plan for the Commissioned Corps



6,000 officers

9,500 officers

Corps Operations Center Developed

Career and Assignment Managers (CAMs) Teams

BLUE-CAM TEAM

(Medical/Dental/Scientist/EHO Categories)

LCDR Rhondalyn Cox–Co-Team Lead
CDR Robin Scheper–Co-Team Lead
LT Tomas Bonome
Ms. Charlene Jenkins
HR Specialist Vacancy

RED-CAM TEAM

(Nurse/Therapist Categories)

LCDR David Magnotta–Team Lead
LCDR Henry McMillan
LT Joshua Hardin
Ms. Melanie Ross
Ms. Lisa Duhart

GREEN-CAM TEAM

(Pharmacy/Engineer/Dietitian Categories)

CAPT Kathleen Downs–Team Lead
LCDR Laurie Kelley
Vacancy
Ms. Isoline Sanderson
Ms. Angela Gardner

GOLD-CAM TEAM

(HSO/Vet Categories)

CDR Peter Martineau–Team Lead
Vacancy
Vacancy
LTJG Alex Amankwah
Mr. Tim Burrows

PHYSICAL QUALIFICATIONS TEAM **(Medical/Dental/Mental Health Standards Review)**

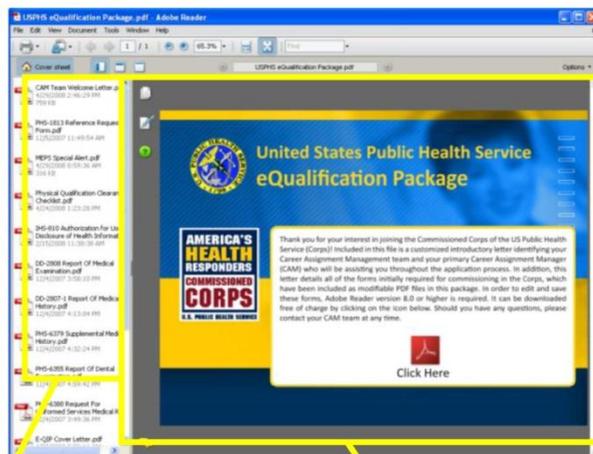
CDR Katherine Palatianos–Team Lead
LTJG Nikkia Powell
Ms. Veronica Hamlett

SUITABILITY/SECURITY TEAM **(Security Clearance Review)**

CDR Theresa Minter–Team Lead
LCDR Michelle Everett
CDR Claudia Brown (OSSI)
LCDR Jacqueline Rodriguez (OCCI)

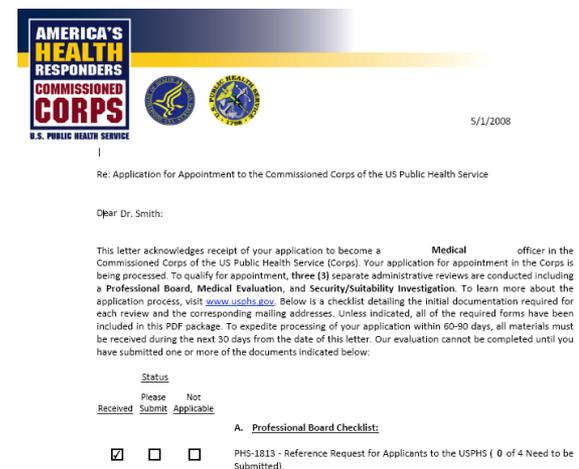
Electronic Qualification (E-Qual)

- Adobe Reader file containing all of the forms required to complete the application process. Documents can be edited, saved, and printed by the applicant.
- E-mailed to applicant as soon as application is processed facilitating rapid communication with the candidate.
- Includes customized Welcome Letter detailing all of the required documentation and the applicant's status, while simultaneously introducing their Career Assignment Management team.
- Flexible digital format allows for rapid updating/substitution of forms and reduces hard-copy mailing and production costs.
- ePackage approach is being extended to include all of the documents sent at appointment and Call-to-Duty.



Document Selection Panel

Viewing Panel



CAM Team Welcome Letter

Operations Center Results

- Increased pre-applicant pool six-fold
- Decreased processing time by half
- Tripled the number of applicants cleared
- Increased calls to active duty over the last year by a third

Growth Within HHS

Articles

FDA - Featured Employer

Print Send

The Food and Drug Administration (FDA) has launched a multiyear hiring initiative offering health professionals the opportunity to join the highly skilled and internationally respected work force at their state-of-the-art facilities in the Rockville/Silver Spring, MD, area. The FDA employs more than 10,000 people who work all around the country. Founded when



FDA campus at White Oak in Silver Spring, MD

Congress passed the Food and Drugs Act of 1906, the FDA is one of the Nation's oldest and most respected consumer protection agencies. A career with the FDA offers exciting professional opportunities and rewards. The FDA is currently hiring Commissioned Corps officers across all professions, including but not limited to:

- Physicians
- Chemists
- Biologists
- Microbiologists
- Health/Regulatory/General Health Scientists
- Mathematical Statisticians
- Epidemiologists
- Pharmacologists
- Pharmacists
- Veterinarians

Memorandums of Agreement

- Memorandum of Agreement with Department of Defense (DoD) assigns Corps officers to DoD medical treatment facilities to provide mental health support to service members and their families

“EACH DAY IS **CHALLENGING.**
EACH DAY IS **DIFFERENT.**
EACH DAY IS **REWARDING...**”

Lieutenant Wendy Patis, Behavioral Health Social Worker,
U.S. Public Health Service Commissioned Corps

**BE A LEADER IN
MENTAL HEALTH.**

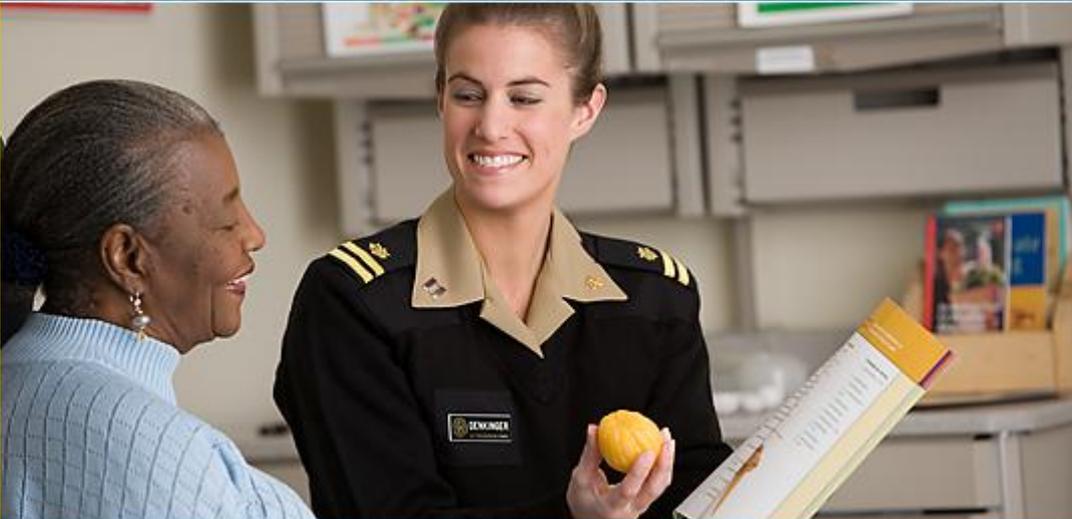
“As a mental health officer in the U.S. Public Health Service Commissioned Corps, I'm part of an elite team bringing mental and behavioral health services to people most in need. Whether I'm providing direct mental health care services or responding to public health disasters and emergencies, I make a difference in people's lives every day. I'm also rewarded with an excellent package of salary and benefits, including health coverage, tax-free allowances for housing and food, 30 days of vacation each year, and much more.”

**AMERICA'S
HEALTH
COMMISSIONED
CORPS**

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OF YOUR CAREER.

www.usphs.gov 1-800-275-1605

- Additional MOAs are being developed with other Federal agencies and nontraditional duty stations to increase opportunities for Corps officers to advance public health efforts across the Nation

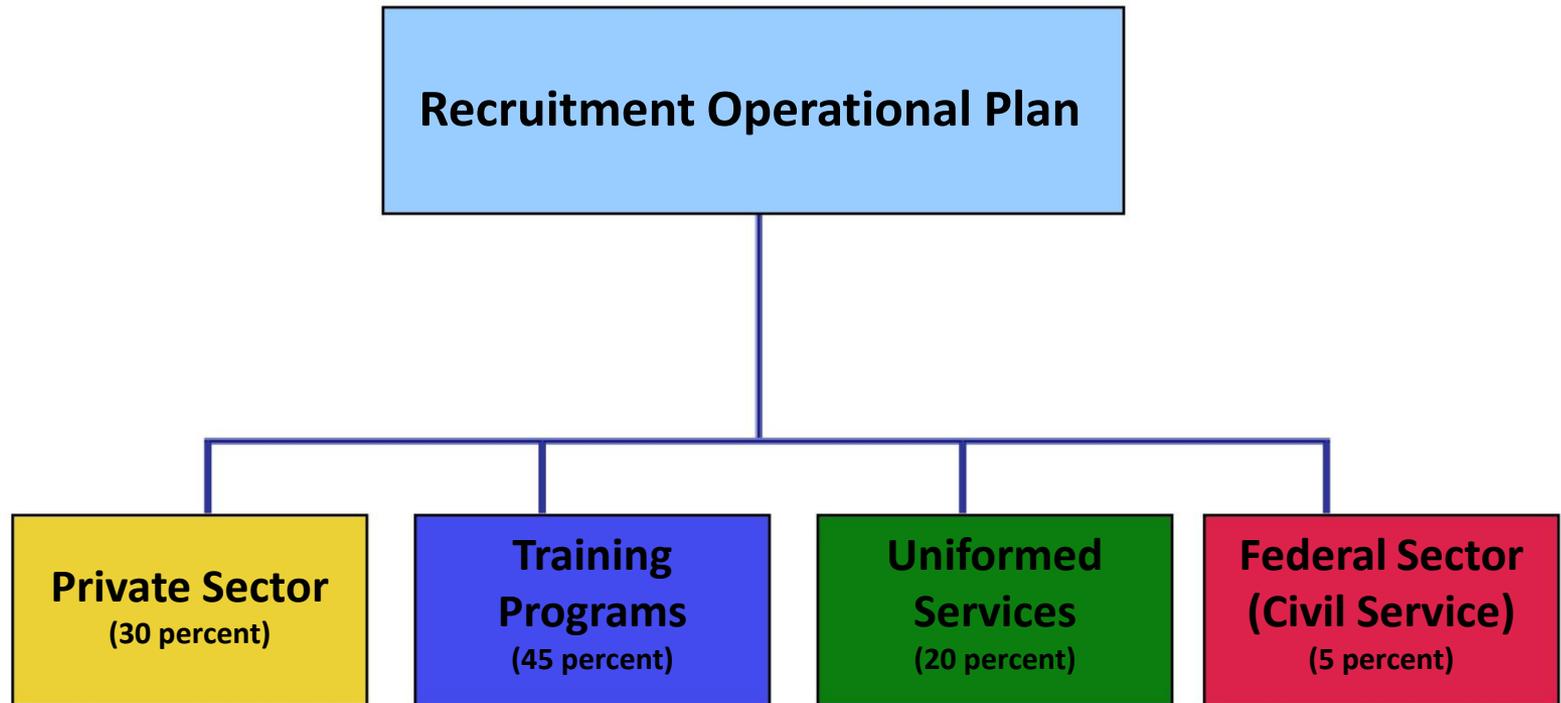


Pillar Two: Recruitment & Retention

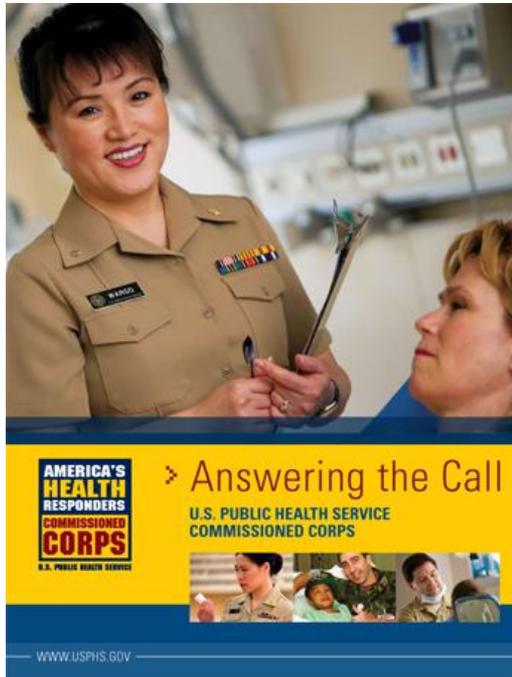
Recruitment Operational Plan

- Recruitment Operational Plan developed
- Target markets identified
- Initial phase of funding identified in FY09 presidential budget

Target Markets and Strategies

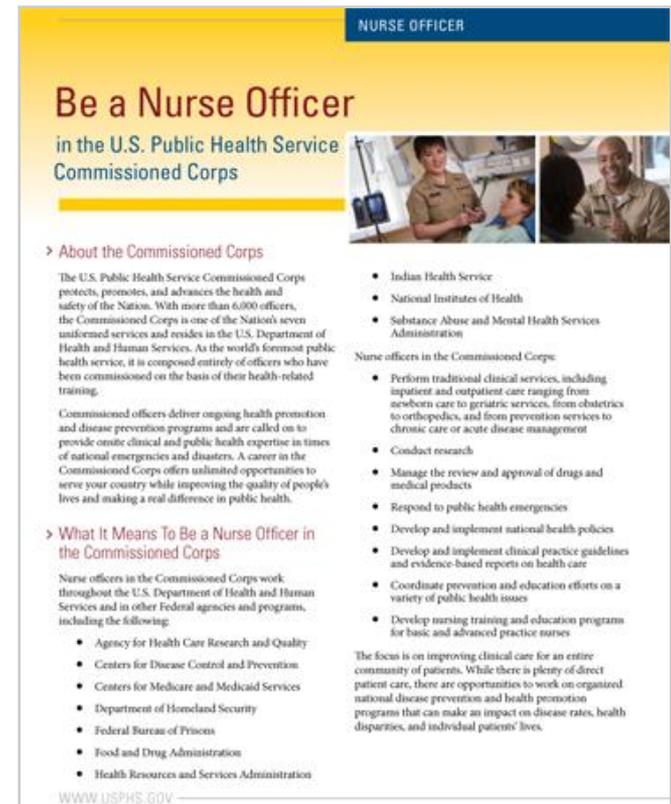
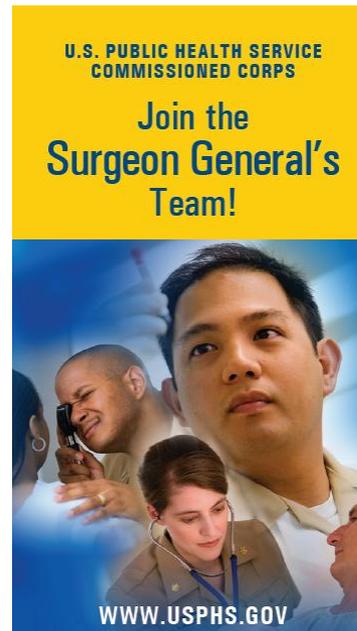


Marketing Materials Expanded



Recruitment Brochures

Wallet Cards



Category Fact Sheets

Social Media Presence

Join the fight for public health.

AMERICA'S HEALTH RESPONDERS
U.S. PUBLIC HEALTH SERVICE
COMMISSIONED CORPS

send a message add to friends add to group add to favorites forward to a friend



About the Corps

Led by the **U.S. Surgeon General**, the U.S. Public Health Service Commissioned Corps is an elite team of more than 6,000 well-trained and highly qualified public health professionals. Corps officers are dedicated to delivering the Nation's public health promotion and disease prevention programs and advancing public health science. Driven by a passion for public service, these men and women serve on the frontlines in the Nation's fight against disease and poor health conditions.

[>Find Out More<](#)

Officers in Action



Lt. Tracy Branch checks the ear of a local patient during a medical screening at Bunabun Health Center in Papua New Guinea. During Pacific Partnership, Peleliu works with Papua New Guinea and non-governmental organizations to provide medical, dental, construction and engineering programs ashore and afloat, demonstrating commitment to the health and stability of the Pacific region.



Officer Snapshots

Lieutenant Christopher Howard, Nurse, National Cancer Institute, National Institutes of Health — "As a civilian in private practice, you're either at the bedside, an administrator, or a staff educator. With the Commissioned Corps, I'm promoting public health and working as a uniformed officer, and as a nurse I'm providing care and on the leading edge of oncology research."



Lieutenant Commander Maye Thompson, Pharmacist, Indian Health Service — "I can't even imagine my life not in the Commissioned Corps. It makes me feel like I have a sense of accomplishment and that I am doing something for a greater good, that it's not just for a personal gain, that it's for the public and it's for advancing the health of



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America's Health Responders



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- Lieutenant Commander Thompson

Recruitment Call Center Established

New Web-Based
Recruitment Call Center
1-800-279-1605

Conferences and Speaking Engagements

National Environmental Health Association	Jun '07	Atlantic City, NJ
Academy of General Dentistry	Jun '07	San Diego, CA
American Academy of Family Physicians	Aug '07	Kansas City, MO
Student American Dental Association	Aug '07	Ft. Lauderdale, FL
American Dental Association	Sep '07	San Francisco, CA
American College of Osteopathic Family Physicians	Sep '07	San Diego, CA
American Academy of Family Physicians	Oct '07	Chicago, IL
Academy of Medical-Surgical Nurses	Oct '07	Las Vegas, NV
American Society of Health-System Pharmacists	Dec '07	Las Vegas, NV
Peace Corps Career Fair	Dec '07	Washington, DC
American Academy of Preventative Medicine	Feb '08	San Antonio, TX
National Student Nurses Association	Mar '08	Grapevine, TX
American Pharmacists Association	Mar '08	San Diego, CA
National Hispanic Medical Association	Apr '08	Washington, DC
Iowa Public Health Conference	Apr '08	Iowa City, IA
Black Colleges National Job Fair	Apr '08	Atlanta, GA
National Rural Health Association	May '08	New Orleans, LA
American Association of Pediatric Dentists	May '08	Washington, DC
AT Still University Career Fair	May '08	Mesa, AZ

Officer Basic Course



- 2-week Officer Basic Course (OBC) is now the standard training following officers' call to active duty
- OBC ensures that each officer throughout the Corps is exposed to the fundamentals necessary for their success

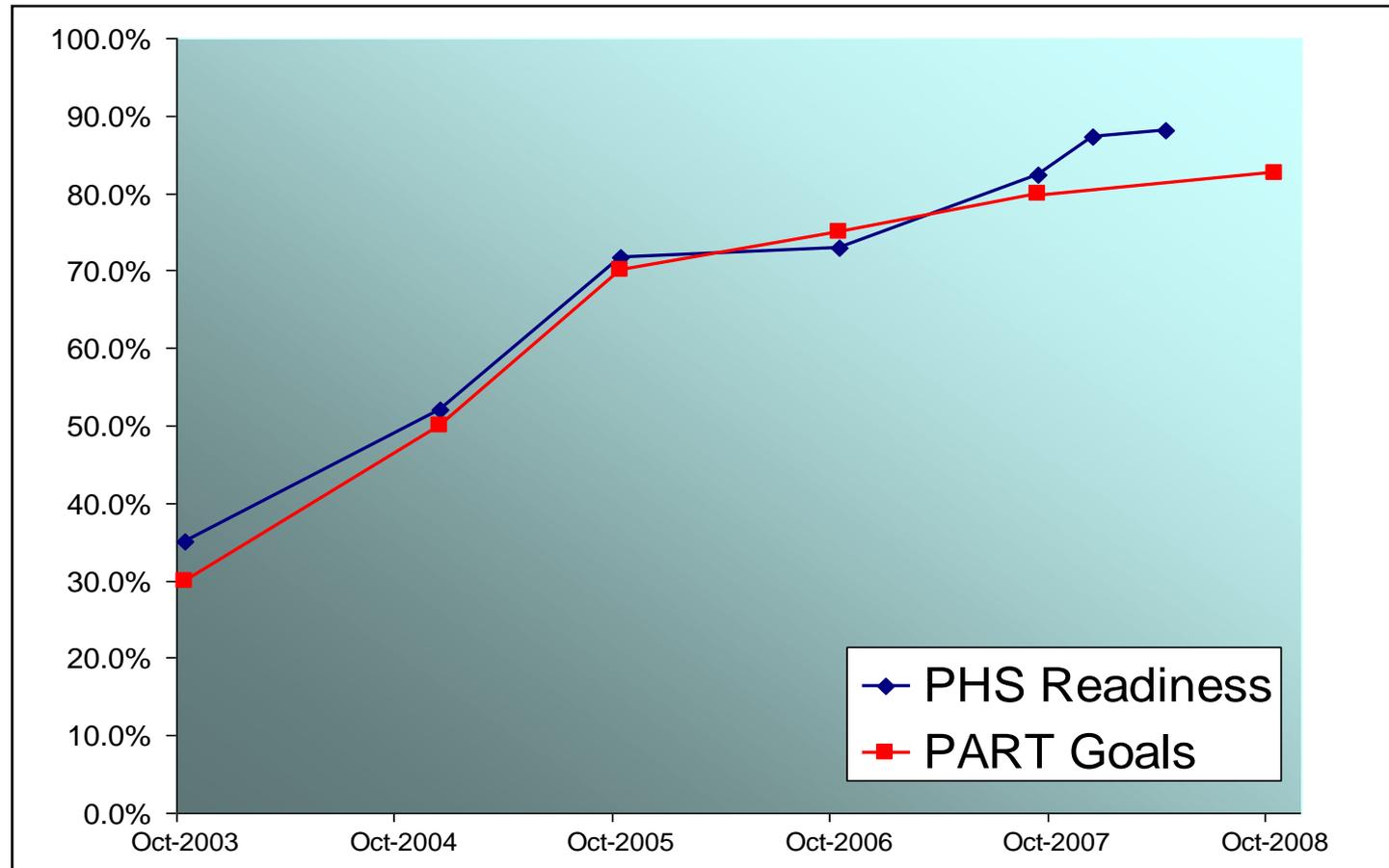
Feedback From Officer Basic Course

*“...superb lectures,
support, and
inspiration...”*

*“...very helpful...no less than
extraordinary...facilitators
were excellent...”*

*“...inspirational...an
invaluable experience...”*

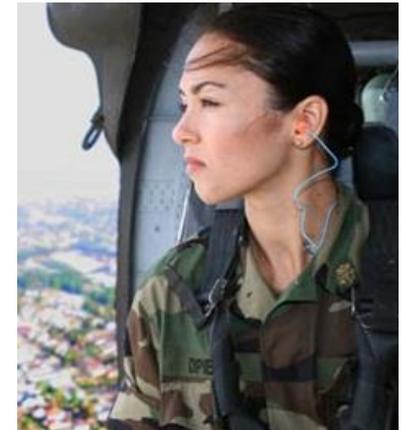
Corps Readiness



2003—Readiness standards first applied to all officers.

2006—PART result of “adequate” with improvement plan developed. PHS has exceeded PART readiness goals in four out of five years (2003–2007). Ninety-five point nine percent of all active-duty officers have met readiness at some point. Readiness in other uniformed services approximates 80 percent—as of Mar31, 2008, the PHS readiness percentage is 88.2 percent.

Emergency Response and Humanitarian Missions



- Cadre of subject matter experts in austere, sensitive, and emergency settings
- Two highly visible and sensitive missions this year:
 - Indian Health Service
 - The Centers for Disease Control and Prevention
- Secretary's International Health Diplomacy Initiative:
 - Three U.S. Navy ship-based missions this year

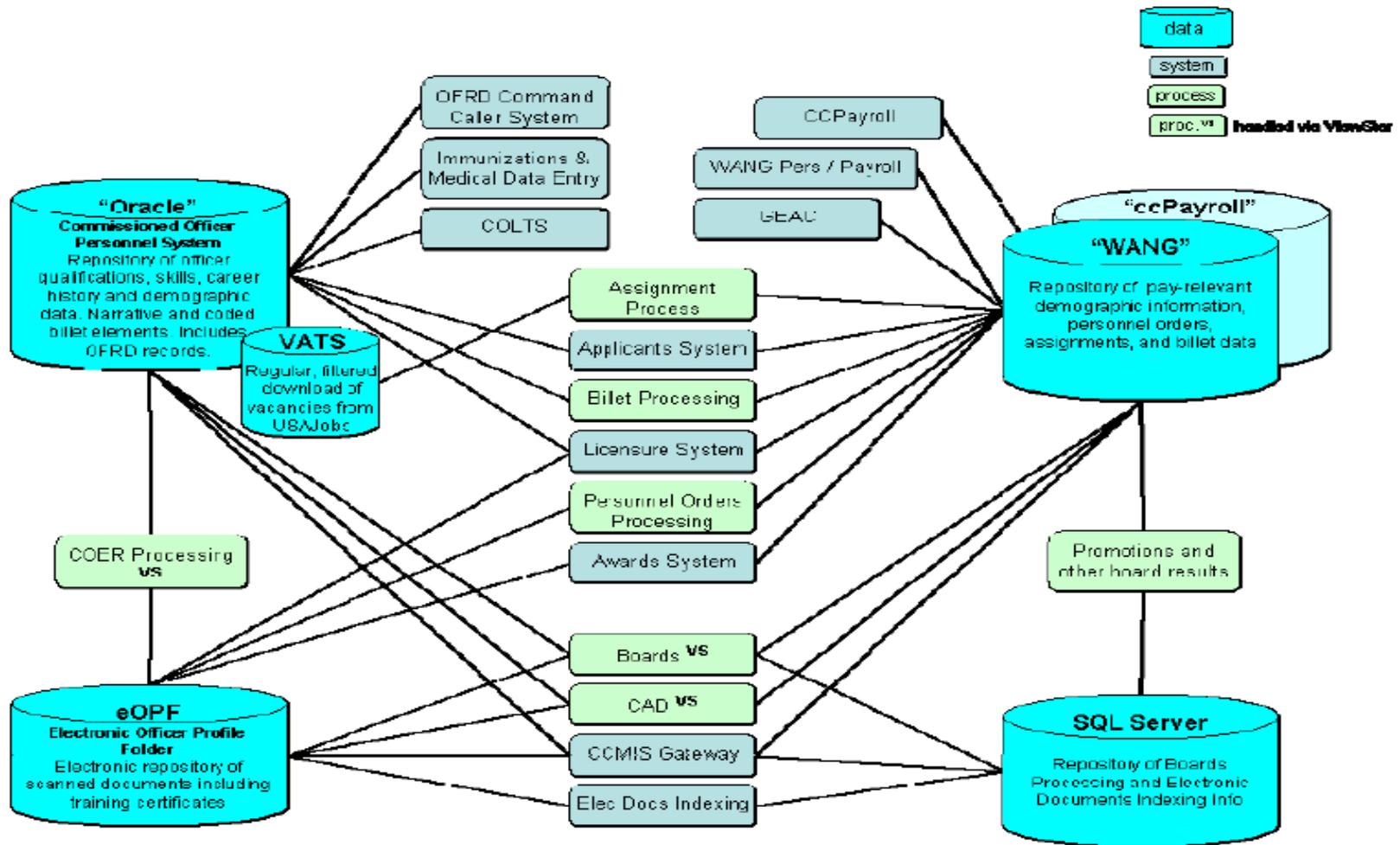
Assignment Incentives

- Family support structure for Isolated/Hardship, Hazardous, and Hard-to-Fill assignments have been developed to support officers and their dependents
- Approved by IPCG for agency consideration and use to support their officers
- Assignment Incentive Pay program is scheduled to launch in 2008

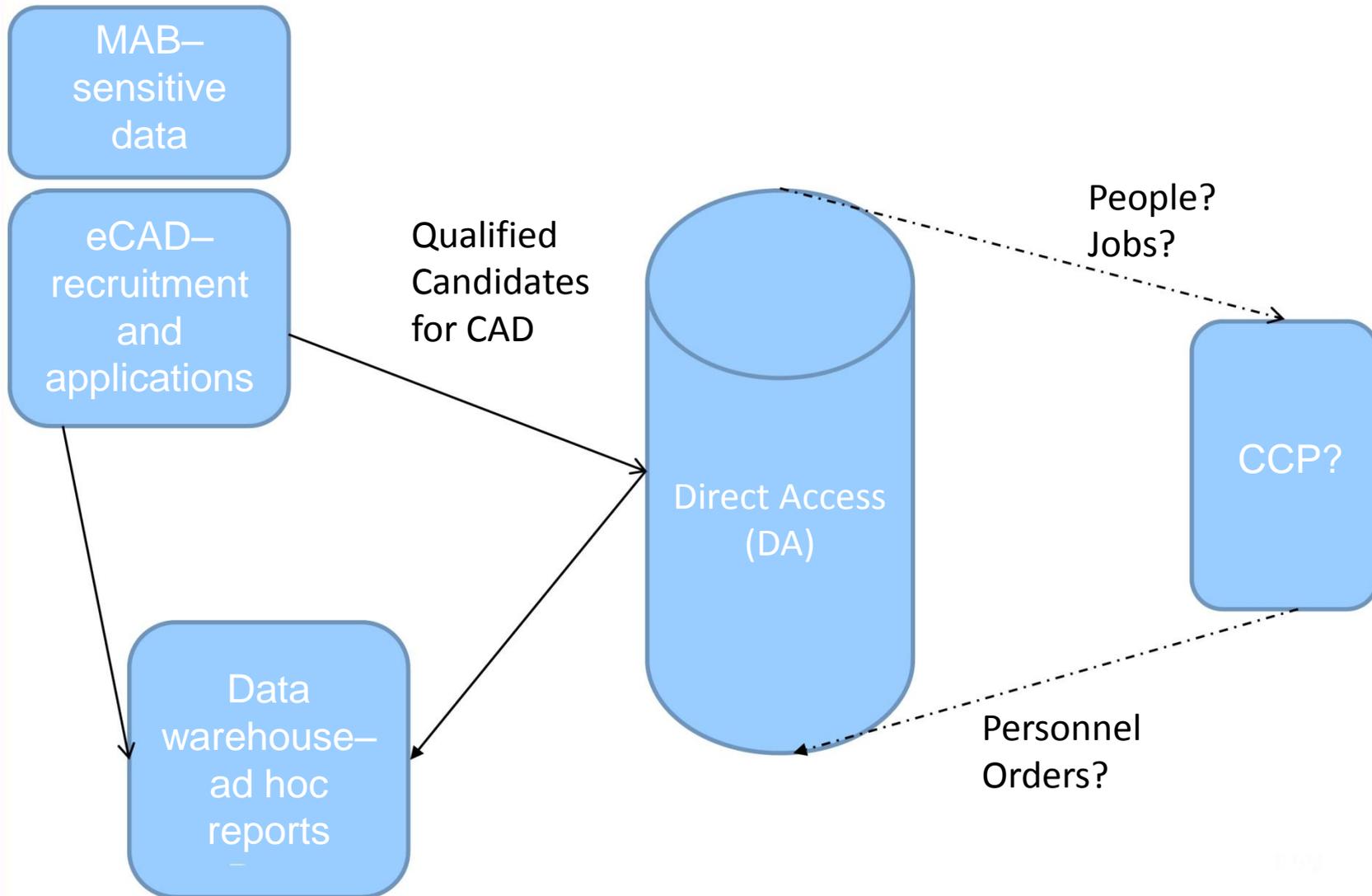


Pillar Three: Support Systems

Current Systems



Future Systems: Creating the Infrastructure



Direct Access

Direct Access will:

- Identify to hiring officials the right officer for the position at the right time
- Identify for ASPR/OFRD the right officer for the response role at the right time
- Provide a net cost savings of at least \$1M versus the present Corps systems when fully implemented

Billets

- Approximately 275 standard billet templates have been developed to construct 4,400 unique category-specific billets
- Essential elements of the duties and responsibilities for nearly two-thirds of the Corps' active-duty force strength
- These billets will be rewritten by the end of 2008
- New billets for the remaining multidisciplinary billets will be addressed subsequently

Surveys

- Surveys are being developed to gauge satisfaction with Corps programs and initiatives
- Results will be analyzed and used in the development and enhancement of transformation policies and programs
- Surveys are targeted to career milestones: new officer, mid-career, and retirement/separation
- Officer input is essential—please participate if you receive a survey!

Corps Awareness Program for Supervisors

- Developed for all supervisors of Corps officers, as well as hiring officials
- Multifaceted program
 - training materials
 - updated personnel manuals
 - supervisors' Web page
 - comprehensive marketing campaign
- Expected initiation of program by end of summer

Functional Group System

The Functional Group System (FGS):

- Is a matrix organizational system utilized by our sister services as a force management tool.
- Groups officers via their category and by Functional Group (FG) and will not replace the category system.

Phase I Goals Are Completed—These Are:

- Establishment of the five Functional Advisory Committees (FACs): the Applied Public Health-FAC, Clinical-FAC, Mental Health-FAC, Research-FAC, and the FAC Chairs Board.
- Development of the official definitions and criteria for the four FGS areas.
- Development of numerous FGS Policy Development and Implementation documents.

Functional Group System

Nurse Corps Career Development Matrix Example for Rank of LCDR Billets			
Clinical Functional Group	Applied Public Health Functional Group	Research Functional Group	Mental Health Functional Group
Supervisory Clinical Nurse	Public Health Program Analyst	Senior Research Nurse	Psychiatric Nurse Consultant
Indian Health Service	DHHS Office of Secretary	National Institutes of Health	DC Dept of Mental Health

Phase II of the FGS Development:

- Establish the official roles and responsibilities of the FGS.
- New Functional Group Senior Leadership Workgroup (FGSL-WG), co-chaired by RADM Sandra Kweder and RADM Newton Kendig, meets this summer.

Commissioned Corps Web Site

U.S. Department of Health & Human Services www.hhs.gov

Site Map Contact Us Search... GO

America's Health Responders U.S. PUBLIC HEALTH SERVICE COMMISSIONED CORPS

Physician

- > Home
- > About the Commissioned Corps
- > Professions
- > Mental Health/Behavioral Health
- > Student Opportunities
- > Apply Now
- > News Room
- > Active Duty PHS Officers

Answering the Call

Apply Now Contact Us Questions & Answers

Emergency Response

Agencies & Programs

Featured Employer - FDA

DUTY STATION MAP

CORE VALUES

NEWS AND FEATURES

OFFICER VIDEO PROFILES

Commissioned Corps emergency response teams are managed by the Office of the Surgeon General. [More](#)

The Commissioned Corps is an essential component of the largest public health program in the world. Corps officers may apply to a variety of positions. [More](#)

The Food and Drug Administration (FDA) has launched a multiyear hiring initiative offering health professionals the opportunity to join the highly skilled and internationally respected work force at their state-of-the-art facilities in the Rockville/Silver Spring, MD, area. The FDA employs more than 10,000 people who work all around the country. [More](#)



New Transformation Web Page

The screenshot displays the U.S. Department of Health & Human Services website. The header includes the department logo, the URL www.hhs.gov, and navigation links for Site Map and Contact Us. A search bar is also present. The main content area features a banner for 'America's Health Responders U.S. PUBLIC HEALTH SERVICE COMMISSIONED CORPS' with a photo of two officers. A left sidebar contains a navigation menu with links to Home, About the Commissioned Corps, Professions, Mental Health/Behavioral Health, Student Opportunities, Apply Now, News Room, and Active Duty PHS Officers. The main content area is titled 'Answering the Call' and includes buttons for 'Apply Now', 'Contact Us', and 'Questions & Answers'. Below this is a section for 'Active Duty PHS Officers' with the heading 'Transformation - Changing the Culture of the Corps' and options to Print or Send. The text describes the website as a resource for Corps officers during the Transformation process, providing background documents, PowerPoint presentations, and officer profiles. A list of links is provided at the bottom, including Background, Presentations, Officer Video Profiles, Frequently Asked Questions, Submit Your Transformation Question, and Transformation Team Contact Information.

U.S. Department of Health & Human Services www.hhs.gov

Site Map Contact Us Search... 60

America's Health Responders
**U.S. PUBLIC HEALTH SERVICE
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» Active Duty PHS Officers

- Transformation
- CCNIS
- CCNIS Log-in
- OFRD
- E-Bulletin
- Professional Category Web sites

DUTY STATION
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Answering the Call

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Active Duty PHS Officers
**Transformation - Changing the
Culture of the Corps** Print Send

This section of the U.S. Public Health Service's Web site serves as a resource to Corps officers during the Transformation process. Here you will find background documents outlining the history of the Transformation, PowerPoint presentations containing Transformation updates, frequently asked questions and answers, contacts who can answer additional questions, and highlights from officers who are working to realize the vision of a transformed Corps.

[To view or print a PDF you need to download free Adobe Reader software.](#)

- Background
 - [History of the Transformation](#)
 - Transformation Accomplishments and Future Direction - December 6, 2007 [[PDF 200 Kb](#)]
 - Implementation Plan Summary - March 8, 2006 [[PDF 33 Kb](#)]
 - Implementation Plan - October 19, 2006 [[PDF 4.5 Mb](#)]
- Presentations
 - Essentials of the Transformation: Critical Elements of the Future March 10, 2008 [[PowerPoint 6 Mb](#)] [[PDF 1.5 Mb](#)]
- [Officer Video Profiles](#)
Hear some outstanding officers describe in their own words what a career in the Commissioned Corps means to them—and what it can do for you!
- [Frequently Asked Questions](#)
- [Submit Your Transformation Question](#)
- [Transformation Team Contact Information](#)

Transformation: Impact on the Corps' Future

The Corps will be able to provide qualified officers to the U.S. Department of Health & Human Services (HHS) and other Federal agencies, as well as other organizations/ entities, to **improve and advance** critical and longstanding public health missions.

The Corps will be able to provide the Nation with a cadre of qualified public health professionals who are **ready to respond** to urgent public health and medical emergencies.

Transformation Officers

CAPT Byron Bailey–Billets and Billet System
CAPT Dean Coppola–Officer Profiles and Recruitment Policy
CAPT Kathleen Downs–Green CAM Team Lead
CAPT David Kelly–Training and Career Development
CAPT Mike Montello–Assignments and Position Classification
CAPT Joyce Prince–3H Assignments and Family Support
CAPT Lee Shackelford–MOAs
CDR Dan Beck–Office of Force Readiness & Deployment, Deputy Director
CDR Alexandra Cossi–Functional Groups
CDR John Eckert–Transformation Coordinator/Budgets
CDR Rick Glabach–Information Systems
CDR Robin Scheper–Blue CAM Team Co-Lead
LCDR Mark Agnello–Technical Liaison
LCDR Henry McMillan–Red CAM Team Liaison
LTJG Stacey McBryde–Communications

Operations Center Leadership

CAPT Gloria Ames–Division of Commissioned Corps Assignments, Director

CAPT Kathleen Downs–CAM Team Green (Pharmacy, Engineer, Dietitian) Lead

CAPT Oneal Walker–Division of Commissioned Corps Recruitment, Director

CDR Peter Martineau–CAM Team Gold (HSO, Veterinarian) Lead

CDR Theresa Minter–Suitability/Security Team Lead

CDR Katherine Palatianos–Physical Qualifications Team Lead

CDR Robin Scheper–CAM Team Blue (Medical, Dental, Scientist, EHO) Co-Lead

LCDR Rhondalyn Cox–CAM Team Blue (Medical, Dental, Scientist, EHO) Co-Lead

LCDR David Magnotta–CAM Team Red (Nurse, Therapist) Lead

LCDR Thomas Pryor–Senior Recruitment Specialist

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