



SWPAG NEWSLETTER

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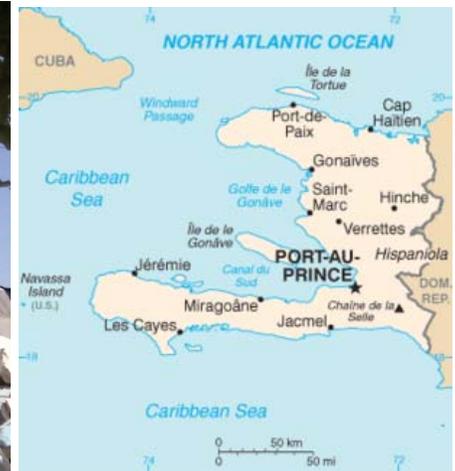
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2010 Meetings

SWPAG	HS-PAC
Sept 16	Aug 6
Dec 9	Oct 1
	Dec 3

SWPAG Newsletter
created by
LCDR Christopher Cline
LCDR Christina Coriz
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Social Work Deployment in response to the Haitian Earthquake

by LCDR Todd Cesar

Social workers deploy to various locations and in an array of capacities for domestic and international missions. In the effort to respond to the disaster in Haiti, CAPT (then CDR) Thomas Costello, a member of Mental Health Team 5, was deployed to Port au Prince to assist in the aftermath of the earthquake. He replaced PHS psychologist CAPT Phil McCrae as Mental Health Liaison in this mission. He worked out of the American Embassy in Port au Prince as a liaison between federal assets deployed to provide medical and mortuary services on the ground "in-country." As the presence of non-government organizations increased, federal assets decreased, so the mission quickly entered a demobilization phase.

CAPT Costello's job was two-fold. First was force protection, a role in which he worked at two sites. One was the disaster mortuary site set up at the airport, where remains such as the missing Americans at the Hotel Montana were brought for identification.

His role was to support and debrief these personnel identifying remains at sites likely to hold deceased Americans (like the Hotel Montana) and doing the autopsies. The second site was a temporary hospital where about 75 or so federal medical staff (Disaster Medical Assistance Teams, or DMATs) were providing medical care to the Haitian people. The DMATs had a psychiatrist embedded with their team, however she was used primarily in the ER as a medical practitioner. They also had a professional counselor deployed to the site, but given the magnitude of the patient load there, she took vitals and relied on CAPT (select) Costello to find ways to support the teams.

CAPT Costello's other job was to identify mental health resources in-country and report this information back to the Office of the Assistant Secretary for Preparedness and Response (ASPR) in D.C. He was fortunate, as he discovered a UN coalition group that had a running data base of all the resources for mental health being provided.

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RAM Training Mission: A Social Worker's Experience

By LCDR Teresa Baptiste

As a member of Rapid Deployment Force (RDF) 5, I recently participated in an annual field readiness training organized by the Office of Force Readiness and Deployment (OFRD). RDF-5 was mobilized to Pikeville, Kentucky, for a 7-day training that included a 2-day community service with Remote Area Medical (RAM). This was the first year in which readiness training was partnered with another agency. The population served consisted of local county residents, residents from outside the county, as well as residents from boarding states. Each participant brought a unique history and a shared need for medical services. I had the pleasure of meeting one of the 990 recipients of this event, a member of The Old Guard.

RAM is a Tennessee-based non-profit, volunteer, airborne medical relief corps that provides free health care, dental care, eye care, veterinary services, and technical and educational assistance to people in remote areas of the United States, and around the world. RAM was founded in 1985 by Stan Brock, a former assistant to Marlin Perkins on *Mutual of Omaha's Wild Kingdom*. The Pikeville, KY mission was RAM's 600th event.

The 3rd US Infantry Regiment "The Old Guard", is the oldest active unit of infantry in the army, having been first organized as the First American Regiment in 1784. The 3rd Infantry Regiment's mission is to conduct memorial affairs to honor fallen comrades and ceremonies and special events representing the U.S. Army. In addition to the marching platoons, there are also elements of The Old Guard that serve in unique roles. Among these include the Sentinels of the Tomb of the Unknowns, maintaining a twenty-four hour watch over one the nation's most sacred sites; the Continental Color Guard, which presents the nation's colors at special events across the National Capital Region; the Presidential Salute Battery, which renders honors to General Officers and senior dignitaries at Arrival Ceremonies, Wreath Ceremonies, Reviews, and Full Honors Funerals; and the US Army Caisson Platoon, which provides horses and riders to pull the caisson (the wagon that bears a casket) in military and state funerals. Caisson Platoon also provides the riderless horses used in Full Honors funerals and supports wounded warriors participating in the Therapeutic Riding Program.

As stated earlier I had the honor of talking with a former soldier of The Old Guard who was assigned to the Sentinel of the Tomb of the Unknown. For confidentiality reasons I will refer to this remarkable individual as "Joe". While

standing and talking with two local ladies, Joe approached and asked to borrow a pin. As I responded to his request I noticed he had several bags with him and was writing on a cardboard sign that read "Pikeville". He returned the pin, thanked me and proceeded to the tent to wait for his number to be called for transportation down to the area where he would be triaged.

I continued my conversation with the 2 local ladies, upon their departure I begin to walk through the crowd when I crossed paths again with Joe who had now moved to a vacant picnic bench as he continued to await the call of his number. I approached and begin to talk; he was easily engaged and asked "who are you?" I explained to Joe the history, and mission of the United States Public Health Service (USPHS) and our role on that day with RAM. During our briefings earlier in the week by various local individuals and agencies, we were told that the people were friendly and if comfortable would tell you their life history. This is exactly what Joe proceeded to do. He related that as a young boy his only wish was to be an infantry soldier. He told of his father, who had desired to serve in the army but at the request of his wife chose not to pursue a career in the military.

[Continued on next page](#)

Mental Health Team #5



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Joe enlisted in the army with the hope of following his dream. At the completion of basic training his unit was identified for an assignment to Korea, however, as the sergeant begin to hand out orders Joe was asked to stand aside. He had been assigned to The Old Guard, 3rd Battalion. Joe describes his experience as a member of the Old Guard as “highly structured, disciplined; requiring long hours spent away from his family.” He spoke of the height/weight requirements, and the physical and mental stamina required to carry out his daily duty. He spoke of the meticulous inspection of the uniform prior to each watch. He spoke of the sun beaming in his eyes as he kept guard each day.

Joe reflected on his initial years of service when promotions were made from within the platoon. “This policy changed, they begin to use transfers to The Old Guard as a re-enlistment perk. I had supervisors who never walked, because they did not know the procedure. This limited my options for promotion.” Due to lack of promotion Joe separated from the army and has worked as a truck driver for the past several years. On this day he had hitchhiked to the RAM event and was looking forward to receiving the medical assessments required to return to driving.

Listening to Joe tell of his experience in The Old Guard generated in me a sense of pride and comradeship. It was an honor to be a participant in the RAM event but to meet a veteran soldier who held such an honored assignment was priceless. If you have visited the Tomb of the Unknown Soldier you know what an overwhelming, emotional experience this can be; the pride and dutifulness that is displayed by the soldier as he or she keeps the watch. In The Old Guard’s mission statement it speaks of “honoring fallen comrades.” In a sense on this day Joe was a fallen comrade like so many others present for this event, and like The Old Guard PHS played a role in honoring and serving an American community. This was an overwhelming experience for many PHS Officer;s it was a shared experience strengthening us a individuals, officers, and team members.



CDR Jean Plaschke and CDR Jay Seligman



Stan Brock



Dental care provided at High School Gym



Volunteers



Individual receiving an eye exam



CAPT Andy Hunt playing guitar during the “Shrimp Boil”



The Accidental Bureaucrat

Anonymous



Strange the roles we find ourselves in as social workers. Could you have predicted that you'd become a bureaucrat some day? Yet we all work in one of the largest bureaucracies in the world. Call us what you will, bureaucrats, apparatchiks, mandarins or nomenklatura are essential to operating large governmental organizations in the modern world. Some come to government solely to promote the needs of the disenfranchised and others to promote their own self interests. Anthony Downs developed the simple yet elegant typology below that is still relevant today (from an article in 1964 <http://192.5.14.110/pubs/papers/2008/P2963.pdf>).

In the same way that the Meyers-Briggs helps us understand how we can work better with our teammates, understanding bureaucratic typologies gives us new insights into how individuals can work most effectively within organizations. Downs describes bureaucrats along two dimensions, self-interest and altruism. While one can be purely self-interested, we are more likely to promote societal values as well.

Along the self-interested dimension are two types: the climbers who seek to maximize their own power, income, and prestige by jumping to new and better jobs elsewhere and the conservers who seek to maximize security and convenience by hanging tight. Security is sought in the maintenance of one's present level of power, income and prestige. The purely self-interested seem to suggest the worst of public service as solipsistic and indifferent.

More often though, bureaucrats have strong societal values and loyalties. There are three types within the social values dimension. Zealots are

loyal to narrow policies and concepts. They seek power and advancement of sacred policies. They can't seem to say anything that doesn't begin or end with their pet issue or project. They are incredibly knowledgeable about a small area of expertise and they have a passion that some envy and other disdain.

Advocates are loyal to broader policies depending upon their placement within the organization. They are highly partisan about their organization. You can normally predict what side of an issue they will come out on.

Statesmen are loyal to the nation or society as a whole. They resemble the ideal official. Like other subtypes, they also seek personal power and prestige while influencing important policies.

Wikipedia (http://wikisum.com/w/Downs:_Inside_bureaucracy) describes these types this way:

Climbers: In search of promotions, he seeks to aggrandize his current office/income and find new opportunities above it (or outside the bureau).

Conservers: Motivated by job security and convenience, they strongly oppose any losses in their existing power, income, and prestige but do not actively pursue more of these "goods".

Advocates: As partisans, advocates promote everything they can within their jurisdiction. They have the tendency toward two-faced attitudes: each advocate is highly partisan externally, but an impartial arbiter internally.

Zealots: Are poor general administrators because of the narrowness of their interests. They antagonize other

officials by their refusal to be impartial. They are almost never assigned to high-level administrative or command positions.

Statesmen: "Natural" statesmen are doomed to be misfits in office. Most are forced by the exigencies of their positions to behave like some other type (usually advocates).

I'm comforted by the sentiment that statesmen feel as misfits in the system. I sometimes feel that way myself as I prefer to form fresh opinions as fairly as possible. Nevertheless, after many years of public service, I recognize the value of having zealous colleagues because they bring new ideas and push for change. They keep us edgy and press the horizons of our understanding and activities. Advocates maintain the coherence of organizations, battling usurpers from without and diffusion from within.

Remember that in this typology, self interest and altruism are two different dimensions. While we must work with those who are purely self interested, most of us are climbers or conservers *as well as* advocates, zealots, and statesmen. I guess it's important to recognize that ego and self interest are really part of the equation and it's not always easy to untangle the social from self interests of bureaucrats. It takes all kinds of people to make a bureaucracy, to borrow a phrase. Where would we be without the passion of zealots, the concern of advocates, the balance of statesmen, or the drive of self interest?

You can write to me at theaccidentalbureaucrat@gmail.com

SW Deployment Continued from Front Page

By the time of his arrival, much of the horror of the initial month was over. Still, however, there was evidence of the devastation of poverty on a scale seen few other places on Earth. Costello reports witnessing no gruesome scenes of bodies, but there were lots of homes and buildings completely leveled. He said that street children would rush the car at every stop light asking him for money and water. There was ample aid everywhere and it was amazing how resilient the population was. They know how to make something from nothing, improvising to meet needs that many Americans take for granted. He saw shelters and temporary churches made from blankets and poles. Also, there were pigs, goats, and other animals just wandering around the streets. The medical needs were tremendous among the local population and the professionalism of his fellow officers and the DMAT medical practitioners was top notch.

When he left after the three week deployment, he stated that he was satisfied that the U.S. Public Health Service had done a tremendous job meeting the needs of underserved people in an austere and trying environment. What will stay with him, CAPT Costello reports, is the resilience of the human spirit that was shown in the Haitian people.



CONGRATULATIONS

Congratulations to our SWPAG Secretary Dr. Kelley Smith who successfully defended her dissertation April 15, 2010. With her in the photo are her dissertation director, Dr. Joseph Shields, her readers, Drs. Frederick Ahearn and Charlene Lewis, and the chair and secretary of her defense, Drs. Sandra Hanson and Meryllann Schuttloffel.



Social Worker of the Year

Congratulations CDR Wanda Finch for your selection as Social Worker of the Year



SOCIAL WORK OFFICERS PRESENT AT THE USPHS SCIENTIFIC AND TRAINING SYMPOSIUM 2010



SAN DIEGO FROM THE BAY

At the Commissioned Officers' Foundation USPHS Scientific and Training Symposium, held in San Diego, California, May 23-28, 2010, seven Social Work Officers presented round table discussions during Health Services Officer Category Day. SWPAG members CAPT Laura Aponte, CDR Jeas-

mine Aizvera, CDR Janet Hawkins, LCDR Sean Allain, LCDR Christopher D. Cline, LT Chad Wheeler and LT Jonathan D. White, whose presentations were accepted by the HSO Category Day Planning Committee in a juried process, utilized the round table format to invite other HSOs of many discipline to partici-

pate in ongoing processes of "continuous improvement in knowledge and expertise," consistent with the Excellence value of the Corps and the traditions of the social work profession. Here is a brief summary of what was covered in each presentation:

"Expanding Cultural Competence in Health & Mental Health Care"

Presenters: CDR Jasmine Aizvera and CAPT Laura Aponte (who co-designed the presentation but was unable to attend the conference due to last-minute changes)

The presentation focused on strategies health and behavioral health professionals can incorporate in their clinical practice to enhance culturally competent care. The presentation reviewed use of the Culturalagram® in assessment and treatment planning; ways to elicit the patient/family's explanatory model for the problem bringing them into

the treatment encounter, as well as how to explore and work with patient/family's health related beliefs. Incorporating these tools into practice was discussed as well as an overview of methods to evaluate and improve the cultural competence of the clinics and agencies in which professionals work

and in which services are delivered.



SWPAG SOCIAL AT THE BOATHOUSE RESTAURANT

"The PHS Mental Health Mission in the Immigration and Customs Enforcement Detention Environment"

Presenters: LCDR Christopher D. Cline and LCDR Sean Allain

LCDRs Cline and Allain spoke of the mental health challenges and types of services provided in the immigration detention and residential environments. The presentation identified the varied stressors individuals confront, including cultural and language barriers, length of immigration proceedings, and separation from family and other support systems. The traditional approach of mental health strategies is offered; short-term/brief counseling, psycho-educational materi-

als, and psychotropic medication. The additional variety of approaches taken to help increase the well-being during their stay include recreation; handball, basketball, soccer, board games, television, library, and other activities; therapeutic groups; domestic violence, parenting, financial planning, sexual assault/trauma, life skills, and other educational classes; as well as English as a second language, arts and crafts, among others. Sometimes the simple solutions were,

working in the kitchen, doing laundry and general cleaning which helped keep the detainee busy and his/her mind off worries. Last, encouraging continued religious practices seemed to really make a difference. The presentation concluded with an overview of methods whereby one might provide the best mental health care possible to a population of people that are often as isolated, poverty stricken, and culturally diverse as one might find anywhere in the world.

"The Evolving Mental Health CONOPS of a USPHS Rapid Deployment Force"
Presenters: LT Chad Wheeler and LT Jonathan D. White

LT White and LT Wheeler, the Group Leader and Deputy Group Leader for Mental Health & Laboratory Services on RDF PHS-2 respectively, explored the changing role of Mental Health responders on an OFRD Tier I Rapid Deployment Force team. Mental Health officers on an RDF team typically include 3-4 social workers tasked on deployment with meeting the mental health needs of their team, as well as the patients and families in a Federal Medical Station. The presentation focused on strategies for prioritizing these

needs and challenges. The psychological force protection of responders, including the development of a pre-deployment/ deployment/post deployment plan to reduce deployment stress and prevent traumatization of team members. Mental health responders also are responsible for intervention in psychiatric emergencies, such as suicidal or homicidal episodes; risk screening for behavioral health issues pre-disaster or secondary to disasters; and supportive counseling to reduce morbidity of trauma disorders in

the shelter population. A plan (CONOPS) is in the works that balances these needs and exciting ideas were discussed with other HSOs at each round table to identify gaps in the CONOPS currently under development. The idea of a mental health CONOPS for deployment was met with great approval by participants as a way to have a consistent standard of assessment and care for Team, shelter population and self, across all Mental Health providers in a clinical deployment role.

"Department of Defense suicide prevention efforts: A common framework"
Presenters: CDR Janet Hawkins, Mr. Rajeev Ramchand

CDR Janet Hawkins and Mr. Rajeev Ramchand from the RAND National Defense Research Institute (NDRI) presented one of fifteen round table discussions for the Health Services Officers Category Day in San Diego. RAND conducted an independent review of suicide prevention programs across the Services. CDR Hawkins and Dr. Ramchand provided a summary of their results that will be reviewed for consideration in their ongoing efforts to prevent sui-

cides among military personnel. The study had five aims: 1. Collect pertinent information on suicide prevention in the military and comparable programs in the U.S. civilian population and international militaries. 2. Document the extent to which DoD programs reflect state-of-the-art suicide prevention practices. 3. Examine how existing DoD suicide prevention programs are currently implemented. 4. Conduct data analyses and review past and current analyses of data

from the Death Surveillance Division, Office of Medical Examiner, Armed Forces Institute of Pathology and the DoD Suicide Event Report database to determine potential future directions for analyses. 5. Develop recommendations that DoD might take to enhance and evaluate their suicide prevention activities.



SWPAG SOCIAL AT THE BOATHOUSE RESTAURANT

Announcements

2010 COER to be launched in October

The Office of Commissioned Corps Force Management (OCCFM), in coordination with the Office of Commissioned Corps Operations (OCCO), and the Commissioned Corps Systems Branch (CCSB), have developed a new Commissioned Officers' Effectiveness Report (COER). Resource materials for the new COER are posted on the CCMIS website for your information. The new COER will be launched October 2010!! Please visit the CCMIS website to begin preparing your 2010 COER,
http://dcp.psc.gov/COER_resources_2010.aspx



CONGRATULATIONS TO THE OFFICERS SUCCESSFULLY PROMOTED IN 2010! PLEASE ACCEPT OUR VERY BEST WISHES FOR YOUR USPHS CAREER!

JOIN OUR MEETINGS

Join us for SWPAG's 2010 meetings via teleconference or in person. Our next meeting is September 16, 2010. Call in information, TBA. If you would like to meet in-person, we will be at the Substance Abuse and Mental Health Administration (SAMHSA) Room 6-1029, 1 Choke Cherry Road, Rockville MD 20857

Remember to email your attendance to the SWPAG Secretary LT Kelley Smith,
Kelley.Smith@SAMHSA.hhs.gov

REVISED SCHEDULE for the BILLET COLLECTION SYSTEM Launch

August 16, 2010	Nurse category specific billets
September 2010	Engineer, EHO, and Pharmacist category specific billets
October 2010	Dental, Dietitian, Scientist, and HSO category specific billets
November 2010	Medical and Veterinarian category specific billets
December 2010	Multidisciplinary billets

Contact [LCDR Christopher Cline](#) if you are interested in contributing to a future Issue of the SWPAG Newsletter