

**NOMINATION FOR
CDR
FOR THE OUTSTANDING SERVICE MEDAL**

ACCOMPLISHMENT:

CDR _____ is recommended for the United States Public Health Service (USPHS) Outstanding Service Medal in recognition of her sustained high quality performance for the Division of Immigration Health Services (DIHS), within the Bureau of Primary Health Care (BPHC), Health Resources and Services Administration (HRSA), from November 23, 1997 to December 31, 2001.

BACKGROUND:

Under an interagency agreement between the Department of Justice (DOJ) and the PHS, the DIHS serves as the primary focal point for the medical care of detained migrants in the custody of the Immigration and Naturalization Service (INS). DIHS has medical clinics at INS Service Processing Centers (SPCs) strategically located throughout the United States.

CDR _____ was selected as the Health Services Administrator (HSA) of a brand new INS detention facility in Buffalo, New York, arriving at the facility three months prior to its scheduled opening. The facility was designed as a maximum security facility to house both US Marshal Service inmates and INS detainees. She managed all procurement, staffing, training, and development of local operating procedures.

Due to her combination of medical and administrative expertise, and outstanding leadership skills, CDR _____ demonstrated clear career progression in DIHS, serving in areas of increased responsibility, from HSA, to Assistant Chief of Clinical Operations to Chief of Field Operations.

INTERVENTION:

1. CDR _____ served as Chair of the DIHS Telemedicine Committee, developing the Division's first telemedicine system. She instituted Telepsychiatry at Buffalo to increase access to psychiatric care for the detained population at the facility.
2. CDR _____ identified trends in overtime usage by contract employees which revealed abuse of the overtime system. She was instrumental in augmenting the overtime tracking system for contract employees at the field sites. She worked with the leadership in the field to address the problem of staffing shortages, encouraging them to find alternate means to ensure clinic coverage instead of overtime.
3. This outstanding officer served as the liaison between DIHS and the Commissioned Corps Readiness Force (CCRF), which deploys PHS officers to respond to crisis situations and helps ensure the safety of the American public.
4. CDR _____ established the first DIHS sick call triaging system.

IMPACT:

1. As a result of telepsychiatry, more patients were seen in a timely manner. Patients that were waiting 30 days for an appointment were being seen the

same week. It also laid the groundwork for implementation of teleemergency medicine to assure 24 hour, 7 days a week access to an emergency room physician without the additional costs associated with removing a detainee from the facility.

2. As a result of CDR [redacted] leadership in the resolution of contractor overtime abuse, and her improvements to the overtime system, DIHS realized a cost savings of \$10,000 in FY 99 alone.
3. Through her unique negotiating skills with the CCRF, CDR [redacted] was able to strike a balance to allow DIHS to support special missions, and make sure that our health care delivery system was not compromised. The net result was that in the face of staffing shortages due to CCRF deployments and other special missions, the daily work of the DIHS medical clinics continued, and patients continued to be seen in a timely manner. DIHS was able to respond to CCRF deployments while at the same time continue to fulfill its obligations to INS.
4. The sick call triaging system augmented the quality of care provided to the detained population by ensuring the sickest patients were seen first. It also resulted in improved staff utilization by assuring that patients were prioritized by severity of illness.

CDR [redacted] has added value to DIHS, proving to be an administrator who could influence policy to meet the needs of an ever growing organization. Through her initiatives in the areas of telemedicine, contractor overtime, and sick call triaging, she helped to unify programs in DIHS which served as prototypes throughout the Division. She has also used her expertise as an RN to serve as an advocate for all RNs within the Division to ensure that they are able to fully practice their profession and provide health care to an underserved population.

For her sustained high quality performance and tireless efforts to protect the health of the American public, CDR [redacted] is recommended for the USPHS Outstanding Service Medal.