JUSTIFICATION FOR AWARDING

THE UNITED STATES PUBLIC HEALTH SERVICE

[AWARD TYPE]

[SPELL OUT RANK AND NAME]

**Cited For**

A short paragraph to say what it is the officer is being nominated for be specific and include the officer’s organization, beginning date (mm/yyyy) and ending date (mm/yyyy). This should replicate what is written on the coversheet in the “Cited For” box and in the “Conclusion” section of this narrative (180-character limit for the citation box).

***Example***

*[LT Soapy Smith] is nominated for the United States Public Health Service (USPHS) [Achievement Medal] for [providing outstanding operations, budget, and staff management and saving project staff time and funds] from [October 2003] to [June 2004.]*

**Background**

A paragraph describing the conditions that existed prior to the individual or group accomplishment. It must include information about the nominee, his/her regular duties, and a description of the problem. This section is where you set the stage for the award nomination. You might start generally and narrow down to specifics. You might mention what the organization does, how this nomination fits into the organization’s work, why this accomplishment is important, was there a problem that needed to be solved or a process that needed improvement? Why was it important to fix the problem, make the improvement, or implement the change?

***Example***

*Physical inactivity (PI) is a major public health problem, increasing the risk for obesity, coronary heart disease, some cancers, diabetes, high blood pressure, and depression. The triad of PI, poor nutrition, and obesity accounts for over 300,000 yearly U.S. deaths. PI adds an estimated $75 billion to medical costs. Sedentary lifestyle has emerged as one of our greatest and most pressing public health challenges. Yet, limited resources have been devoted to combating it. In early 2003, the Robert Wood Johnson Foundation (RWJF) gave $746,650 for economic analyses of community interventions to decrease PI. Because of hiring delays, the study did not begin until April 2003. The investigators were trying to not only do the science, but also manage the mechanics of the project, resulting in operational delays, e.g., irregular communications with partners and non-payment of consultants. In October 2003, LT Soapy Smith was recruited to improve the operational side of Project MOVE (Measurement of the Value of Exercise).*

**Accomplishments**

A paragraph describing the achievement or success that was done by the individual meriting the award. There should be one notable accomplishment for a Citation, two notable or one significant accomplishment for an Achievement. A Commendation and above will be for significantly more worthy achievements. You should tell specifically what the person or group did, who was involved, how they did what was done, what obstacles were overcome. Say if performance measures used. What outcomes were anticipated? You may want to bullet in the accomplishments. Were they a leader? It must include specific information on what the officer or group did to correct the situation addressed in the Background section, and how the officer’s achievement was above and beyond the expected performance of duty.

*Minimum Requirements*

* *1 Accomplishment for a USPHS Citation*
* *2 Accomplishments for a Achievement Medal*
* *A Commendation and above will be for significantly more worthy achievements. Review the criteria for each type of award on page 1.*

***Example (Using bullets)***

* *From October 2003 to June 2004, LT Smith set up monthly calls to RWJF, frequent calls with the CDC Foundation (CDCF), and bi-weekly internal team meetings. He established the agendas, set up the phone bridges, and provided summaries with action items. He facilitated the technical and scientific work of the 36-member project team through efficient project organization, i.e., creating notebooks that documented agendas, summaries, and action items and operations (travel, contracts, and budget). Prior to his involvement, no one set agendas, produced meeting notes, or documented decisions. His summary notes and action items document the team’s decisions and reasons behind decisions so that the team can move forward quickly and efficiently.*
* *LT Smith set up three workshops (October 2003 in New York, February 2004 in San Diego, June 2004 in Seattle) to gain input from research partners on the cost model, methodology, and data gaps. He managed communications such that issues raised by partners were voiced to the team so that solutions could be found. He produced follow up meeting notes from each Workshop, summarized discussions, and produced action item lists. He saw to it that researchers’ travel was properly arranged, they were reimbursed for travel expenses, and they were paid for appropriate consulting time by the CDC Foundation. LT Smith coordinated follow up calls from the Workshops, established the agendas, set up the phone bridges, and produced call summaries to document decisions and itemizes remaining data gaps.*

**Impact/Outcome**

A paragraph describing the strong effect or result the officers’ accomplishment on the mission of the PHS at the international, national, regional, OPDIV, agency or local. The more you can quantify the better. Being published is not an impact; but having an officer’s publication use to change policy is an impact. What were the results of the efforts described in the Accomplishment section? Improved effectiveness, better communication, faster/slower, bigger/smaller, more return/less cost, more satisfaction/less complaints, improved health, on time, on budget, meeting scope. It is always of more impact if objective evidence or statistics can be used. Did this further the organizations goals or mission, can this be measured?If possible, support the description with statistics, examples or any tangible data.

*Minimum Requirements*

* *1 Impact/Outcome for a USPHS Citation*
* *2 Impact/Outcome for a Achievement Medal*
* *A Commendation and above will be for significantly more worthy achievements. Review the criteria for each type of award on page 1.*

***Example (Using bullets)***

* *His work allowed the scientists on the team to focus on the cost model. The improved operations and communications kept everyone updated on evolving issues to move the project forward (prior to his work, no systematic communications occurred). There is now improved oversight on the project, i.e., monthly calls to RWJF, weekly meeting notes, and action items to drive the project to completion. These are vital to solve issues and bridge data gaps essential for the project’s success.*
* *These tasks were important to help the team identify and bridge remaining data gaps and get buy in on the model. Consultants’ invoices were paid within 2 weeks of the Workshop; prior to her efforts, consultants had not been paid and no one was following up. Back payment of 13 invoices ensured consultants’ continued cooperation, input, and work on the project, and illustrated to them that the project was running smoothly and efficiently. Setting up the workshops and follow-up calls and producing summaries were vital to solve issues and close data gaps, keep everyone updated, and move the project forward.*
* *From February 2004 to June 2004, LCDR Smith creatively promoted a cheaper method of travel by using the CDC Foundation rather than SATO (he ascertained that airfares from the CDCF’s travel agency were significantly less than SATO). He established operating procedures to use the Foundation systems and trained staff on completing invoices for reimbursement. The new process has saved over $2,500 in project funds for trips to Brazil and Seattle. These savings have freed up money up for other components of the Project and make the most of the RWJF grant money.*
* *From November 2003 to February 2004, LCDR Smith assisted in negotiating the deliverables and price for three subcontracts for project data (UCLA, UCSD, and Milliman). He verified the work was completed and made sure they were paid (~$236,000).**LCDR Smith saved money through his negotiating skill. He convinced UCLA to decrease their price by ~$20,000 and UCSD by $4,300. He managed to halve the Milliman contract, thus saving $115,000. These “saved” funds were used to fund additional consultants to complete the model by filling in unanticipated crucial data gaps, thus improving the model by incorporating quality of life issues and conducting health impact assessments for walk-to-school and the Buford Highway project, both aimed at increasing physical activity.*

**Conclusion**

A brief summary emphasizing importance of the work. This section needs only to be a few sentences that end the narrative. This should replicate what is written on the coversheet in the “Cited For” box and in the “Cited For” section of this narrative without the dates.

***Example***

*Therefore, LT Smith is proudly nominated for the USPHS Achievement Medal for sustained high level of performance through outstanding community service and sustained clinical performance at ANMC.*

# **Alternative Narrative Layout**

Same as above but with the impact/outcome following each accomplishment, ideally in bullet format. This is suitable when there is a direct one-to-one relationship between accomplishment and impact/outcomes.

***Example*
*Accomplishments***

*1) Established and Updated 12 Memorandum of Agreements (MOAs): LT Smith expanded the student program’s capacity 33 percent by increasing the number of MOAs with schools of pharmacy from 9 to 12. This required continual communication to ensure timely contract approval to maintain an uninterrupted flow of pharmacy students.*

***Impact:*** *More potential pharmacy recruits were exposed to ANMC and USPHS. During this time period, 12 students completed pharmacy rotations at ANMC, five applied to USPHS, four accepted positions as Commissioned Officers at ANMC and three accepted a position in another Indian Health Service facility. Twenty-one percent of the pharmacists hired at ANMC from August 2000 to December 2002 completed rotations in ANMC’s pharmacy student program. Effective utilization of the student program to hire three pharmacists saved ANMC $25,000 in recruitment costs per the SRRS study. ANMC received $5000 from schools of pharmacy for providing pharmacy student rotations.*

*2) Improved Overall Coordination of the Student Program: LT Smith strove to improve the selection, orientation and coordination processes of the student program. LT Smith selected the best candidates for ANMC by reviewing all student applications and initiating discussions with schools and applicants. Additionally, LT Smith assigned meaningful tasks to benefit the organization, such as researching drug information for the Pharmacy and Therapeutics Committee. LT Smith was responsible to review all assignments, complete mid point and final evaluations and follow-up communication with each pharmacy school. Feedback from pharmacy schools included “extremely organized rotation, a great learning environment, very thorough patient discussions, and very helpful in guiding the student to solve problems”.*

***Impact:*** *Feedback from students and schools of pharmacy was very favorable, resulting in more students competing for rotations, allowing ANMC to select the very best recruits. Student applications increased 60 percent over one school year time period. Virginia Commonwealth University applications increased from 1 to 15 and West Virginia University applications increased from 6 to 10.*