

THERAPIST PROFESSIONAL ADVISORY COMMITTEE MEETING MINUTES 25 APRIL 2003



Therapist Professional Advisory Committee		
CAPT Charles McGarvey Chief Professional Officer National Institutes of Health Building 10, Room 6s235 10 Center Drive, MSC 1604 Bethesda, MD 20892 Phone: 301-496-2844 FAX: 301-480-0669 E-mail: charles_mcgarvey@nih.gov	CDR Nancy Balash Chair, TPAC Yakima Indian Health Center Physical Therapy Department 401 Buster Rd Toppenish, WA 98948 Phone: 509-865-2102 FAX: 509-865-5166 E-mail: nbalash@yak.Portland.ihs.gov	CDR Bart Drinkard Executive Secretary, TPAC National Institutes of Health Building 10, Room 6S-235 10 Center Drive, MSC 1604 Bethesda, MD 20892-1604 Phone: 301-402-3015 FAX: 301-480-0669 E-mail: bart_drinkard@nih.gov

If you have information you would like to pass on, or have a question for TPAC please do not hesitate to contact your Field Representative, CDR Balash or CDR Drinkard.

FIELD REPRESENTATIVE	AGENCY	EMAIL	Phone#
Ms. Tina Bauer	IHS Northwest	Tina.Bauer@mail.ihs.gov	(406)-477-4422
CDR Betty Garner	IHS Multi-site	ababgarner@cableone.net	(580) 421-4585
CDR Lou Iannuzzi	HRSA / USCG	Liannuzzi@hrsa.gov	(212) 562-2748
LCDR Michelle Jordan	Multi-Agency	Mjordan@hrsa.gov	(301) 443-7037
LT Jeffrey Lawrence	IHS NM	Jlawrence@abq.ihs.gov	(505) 552-5431
LCDR Cindy Melanson	CMS	Cmelanson@cms.hhs.gov	(410) 786-0310
LT Jenevieve Neros	IHS AK	Jenevieve.neros@searhc.org	(907) 966-8312
LT Alicia Souvignier	BOP WEST	asouvignier@bop.gov	(817) 413-3435
LT Michelle Peterman	CMHS	Gatoram2@aol.com	(202)-645-7610
LCDR Liza Figueroa	IHS AZ	liza.figueroa@pimc.ihs.gov	(602)-263-1561
LCDR Matt Taylor	BOP EAST	mtaylor@bop.gov	(978) 796-1000ext.4663

FUTURE TPAC MEETINGS:

DATES FOR FUTURE TPAC MEETINGS:

17 JUNE 03, COA meeting , Scottsdale AZ, 22 AUG 03, 24 OCT 03, 19 DEC 03.

**THERAPIST PROFESSIONAL ADVISORY COMMITTEE
MEETING AGENDA
25 APRIL 2003**

- I. CALL TO ORDER
- II. REVIEW AND ADOPTION OF AGENDA
- III. REVIEW AND ADOPTION OF PREVIOUS TPAC MINUTES
- IV. OPEN FORUM
 - A. Action Item Review N. Balash
- V. OLD BUSINESS
 - A. Election Update B. Drinkard
 - B. Orthotics / Prosthetics Paper N. Balash
 - C. Promotion Benchmarks N. Balash
- VI. NEW BUSINESS
 - A. TPAC Committee Structure C. McGarvey
 - B. BMI / Fitness event at COA B. Drinkard
 - C. Field Representatives B. Drinkard
- VII. REPORTS
 - A. Chief Professional Officer C. McGarvey
 - B. Chairperson N. Balash
 - C. Awards Committee G. Johnson
 - D. CCRF Committee G. Mead
 - E. Education Committee L. LaBranche
 - F. Finance Committee J. Fultz
 - G. Fitness/Wellness Initiative Committee R. Parks
 - H. Recruitment and Retention Committee M. Melanson
 - Mentoring Task Force M. Smith
 - Home Page K. Siegel
 - I. Strategic Growth Committee J. Hurley
 - J. Discipline Liaisons:
 - Audiology L. Simpson
 - Occupational Therapy R. Parks
 - Physical Therapy M. Smith
 - Speech Language Path B. Solomon
 - K. COA Therapist Representative R. Parks
 - L. 2003 COA Meeting R. West
 - M. Newsletter D. Brueggemann
 - N. Junior Officer Report J. Richardson
 - O. Field Rep Coordinator: Reports (Summary) C. Melanson

Therapist Professional Advisory Committee Meeting Minutes

Date: 25 APRIL 2003

Time: 1200 – 1445 hours EDT

Location: Teleconference with chair in Yakima, WA

I. CALL TO ORDER: 1200 PM EDT

Roll Call:

MEMBERS:

CDR Nancy Balash	Chair
CDR Bart Drinkard	Secretary
CAPT Terry Cavanaugh	
CAPT Mark Dardis	
CDR Jeffrey Fultz	
CDR Scott Gaustad	
CDR Lois Goode	
CAPT John Hurley	
CAPT Georgia Johnson	Proxy CDR Drinkard
CAPT Leo LaBaranche	
LT Grant Mead	
LCDR Mark Melanson	
CAPT Rebecca Parks	Proxy CDR Drinkard
CDR Suzanne Pickering	
CDR Frank Weaver	
CDR Jessie Whitehurst-Lief	Proxy LCDR Taylor

Ex-Officio Member: CAPT Charles McGarvey CPO

GUESTS:

LCDR Liza Figueroa
LCDR Ron West
CDR Michaele Smith
CDR Karen Siegel
LCDR Rita Shapiro
LCDR Matt Taylor
LCDR Eric Payne
LT Henry McMillan
LT Jeff Richardson
LT Corey Dahl
LCDR Jake Magel

II. REVIEW AND ADOPTION OF AGENDA:

The agenda was modified with items added under Old Business and New Business (see above).

III. REVIEW AND ADOPTION OF PREVIOUS TPAC MINUTES:

The TPAC Minutes for 28 FEB 03 were approved as written.

IV. OPEN FORUM

A) ACTION ITEM REVIEW:

1) The Charter Review Task Force was charged to complete the review and update of the current TPAC charter by mid April.

CDR Balash thanked the Charter Review Task Force for successfully completing their task.

ACTION ITEM: CDR Balash and CAPT McGarvey will forward the Charter to the OSG for approval.

2) CDR Drinkard is to amend the Policy and Procedures manual to state that Discipline Liaisons provide a report to the TPAC secretary and CPO prior to each TPAC meeting.

This was completed.

V. OLD BUSINESS

A) TPAC Member Election Update

CDR Drinkard reported that all ballots were received. The election results will be announced following OSG approval.

B) Orthotics / Prosthetics (O&P) Paper

CDR Balash and CAPT McGarvey will forward the TPAC O&P position paper to the OSG. See the TPAC minutes from 25 OCT 02 for more detail. CDR Smith, reporting on a recent quad services meeting, stated that the other services are in support of the APTA / AOTA position as well.

CDR Smith was appointed by CDR Balash to be the TPAC contact person (including APTA / AOTA liaison) regarding the O&P issue. Contact her for further information MSmith@cc.nih.gov

ACTION ITEM: CDR Balash and CAPT McGarvey will forward the TPAC O&P position paper to the OSG.

C) Promotion Benchmarks

CDR Balash reported that feedback regarding promotion revision was previously requested from all categories. CAPT Cavanaugh was appointed as TPAC point person

collect input from the category. CAPT Cavanaugh, CDR Balash and CAPT McGarvey will collate and forward therapist category promotion recommendations to the OSG.

VI. NEW BUSINESS

A) TPAC Committee Structure

CAPT McGarvey suggested that some current TPAC committees may be combined to form larger “umbrella committees”. One example discussed included :

The consolidation of the Strategic Growth Committee and Recruitment / Retention committee to form a Strategic Planning Committee. This committee may also address issues of career development

CDR Balash suggested the formation of a task force to explore committee restructuring this summer since several committee chairs will leave the PAC and new TPAC members will be on board 01 July.

B) BMI / Fitness Event at COA

CDR Drinkard reported that therapists and dietitians will measure BMI and provide fitness and nutritional information at this years COA conference. This activity is sponsored by the Presidents Council on Physical Fitness and Sports, COA and CCRF which will provide free pedometers to individuals over a specific BMI and who register for CCRF. Contact CDR Drinkard for more information.

C) Field Representatives

CDR Drinkard reported that several Field Representatives terms will be up soon. Those interested in being Field representatives please contact CDR Drinkard. bart_drinkard @nih.gov 301-402-3015 ext 1.

VII. REPORTS

A) CHIEF PROFESSIONAL OFFICER

CAPT McGarvey reporting:

A) Professional Certifications

The Nursing category is developing a list of advanced certifications which may be recognized by the SG and then placed in an officer’s personnel file. Nursing currently has no board certified credentialing or specialty pay. All category PACs have been asked to provide recommended certification areas to be recognized by the OSG.

B) Promotions Precepts

The OSG is currently revising promotion precepts to include criteria such as Officership, Career Development and Performance. The PACs are submitting recommended promotion benchmarks to the OSG. CAPT McGarvey, CDR Balash and CAPT Cavanaugh will forward information form TPAC and the category by 22 MAY 03.

C) Restructuring

DCP is now part of the OSG / ASH

D) CCRF

CCRF membership is to be part of the promotion process
To be Fully qualified officers must have passed fitness standards
Some officers may be "conditionally qualified"
New officers will be enrolled in CCRF when boarded

CAPT McGarvey recommended that the CCRF committee develop a strategic plan to meet the President's goal of 70% enrollment by 2005.

E) Thank you

To CDR Siegel for posting the category profile (rank distribution etc.) on the category website <http://www.cc.nih.gov/rm/pt/cpo.htm>

B) CHAIRPERSON

CDR Balash reporting:

- A) Officers should consider the future of our category particularly with respect to officership and readiness
- B) There will be multiple committee chair changes this summer (01 July).
- C) ADM Babb is requesting CCRF deployment information (specifics regarding personal experience)
- D) CCRF discs containing training modules were sent out in the mail. This may help those having problems accessing the modules online. Therapists enrolled in CCRF should be ready to act in both clinical and support capacities.
- E) There is a new Chief of Staff at DCP: CAPT Gene Migliaccio.

C) AWARDS COMMITTEE: see **ATTACHMENT A**

CDR Goode reported that the retirement ceremony planning is on track for COA 2003.
CDR Siegel has posted career summaries for retirees on the category webpage.

D) CCRF COMMITTEE:

LCDR Mead reported that the latest deployment manual revision was completed.

The CCRF committee may develop a position description (PD) for the category. LCDR Mead suggested that TPAC may be interested in an example of the NDMS (National Disaster Medical System) PD for EMTs (Emergency Medical Technicians).

ACTION ITEM: CDR Drinkard is to forward the NDMS PD for EMTs to TPAC members.

E) EDUCATION COMMITTEE:

Educational listings are posted on the TPAC website. Contact CAPT LaBranche for more information leo.labranche@tcimc.ihs.gov

CAPT LaBranche reminded TPAC that he will be retiring this summer and the education committee will need a new chairperson.

F) FINANCE COMMITTEE: See **ATTACHMENT B**

CDR Fultz reported that the current balance in the Henry Jackson fund is \$2100.00.

Thank you letters were mailed out to contributors.

CDR Fultz reminded TPAC that a new Finance Committee chair will be needed after his TPAC term expires this July.

G) HEALTHY LIFESTYLES COMMITTEE: See **ATTACHMENT C**

H) RECRUITMENT AND RETENTION COMMITTEE:

Vacancies:

AGENCIES	LOCATION	POSITION
IHS	Dillingham AK	1 physical therapist
	Crownpoint NM	1 physical therapist
	Browning MT	1 physical therapist
	Lame Deer MT	1 physical therapist
	Yakima WA	1 Physical therapist
Federal	usa.jobs.opm.gov	Health promotion/wellness
BOP	Butner, NC	1 physical therapist
	Fortworth TX	1 physical therapist

For those who are interested in recruitment CDs and brochures for PHS in general, please contact Mark Melanson at 202-645-4953.

Home Page: CDR Siegel has posted the latest TPAC meeting minutes.

Mentoring: For questions regarding mentorship contact CDR Smith: michaele_smith@nih.gov

I) STRATEGIC GROWTH COMMITTEE:

CAPT Hurley reported that Respiratory Therapists do not meet current commissionable standards at this point. There will be more to follow.

J) DISCIPLINE LIAISONS: See **ATTACHMENT D**

K) COA THERAPIST REPRESENTATIVE:

No new news at this time

L) 2003 COA MEETING TASK FORCE:

LCDR West reporting:

- 1) See conference information and registration information online at <http://conference.coausphs.org/>
- 2) The Westin Hotel has been booked and conference attendees may stay at the nearby Marriot Hotel for the same rate (59.00/night)
- 3) Post conference Course: It is not too late to sign up for the post conference course on Lumbo Plevic Dysfunction June 19-20. Contact LCDR West for information.

M) NEWSLETTER:

A standing call for material for the newsletter. Photos are more than welcome. Contact CAPT Brueggemann (dbruegge@anmc.org).

N) JUNIOR OFFICER REPORT: See **ATTACHMENT E**

All junior officers are encouraged to join the Junior Officer list serve:
<http://list.nih.gov/archives/joag.html>

O) FIELD REPRESENTATIVES REPORTS:

See Field Reports section on web page.

CLOSING ROLL CALL:

Roll Call:

MEMBERS:

CDR Nancy Balash	Chair
CDR Bart Drinkard	Secretary
CAPT Terry Cavanaugh	
CAPT Mark Dardis	
CDR Jeffrey Fultz	
CDR Scott Gaustad	
CDR Lois Goode	
CAPT John Hurley	
CAPT Georgia Johnson	Proxy CDR Drinkard
CAPT Leo LaBaranche	
LT Grant Mead	
LCDR Mark Melanson	
CAPT Rebecca Parks	Proxy CDR Drinkard
CDR Frank Weaver	
CDR Jessie Whitehurst-Lief	Proxy LCDR Taylor

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CDR Michael Smith
CDR Karen Siegel
LCDR Rita Shapiro
LCDR Matt Taylor
LCDR Eric Payne
LT Henry McMillan
LT Jeff Richardson
LT Corey Dahl
LCDR Jake Magel

CONCLUSION: Meeting adjourned

Respectfully Submitted: CDR Bart Drinkard, TPAC Executive Secretary.
Concur: CDR Nancy Balash, TPAC Chair.
Concur: CAPT Charles McGarvey, CPO Therapist Category.

ATTACHMENT A

TO: CDR Nancy Balash
TPAC Chair

April 25, 2003

FROM: CAPT Georgia Johnson
Chair, TPAC Awards Committee

SUBJECT: Committee Report

1. We've received nominations for the TPAC awards. Thanks to those officers who took the time to nominate their fellow officers. The winners will be announced at our annual meeting in June.
2. Attached is a report for the Retirement Recognition Subcommittee.

To: CAPT Georgia Johnson,
Awards Committee Chair

Re: Retirement Recognition Subcommittee TPAC Report

From: CDR Lois Goode
LCDR Michelle Jordan
LCDR Rita Shapiro

This memo is an update on current Retirement Recognition Subcommittee Activities. Our last meeting was 4/8/03. We plan to meet again 4/29/03.

1. We have received CVs/Bios from CAPT LaBranche, CAPT Bell Krotoski and CAPT Mansell. We are waiting information from CAPT Beverly Bell and CAPT Thomas Stalusky and CAPT Willis Trawick.
2. There has been no response as yet from the Honor Guard letter of request to the Tucson Area Office, Mr. Taylor Satala. We plan to coordinate our own Color Guard, or pre-post the Colors for the Ceremony.
3. Thank you to CDR Karen Seigel for posting our Retirement Recognition Web page. The Category Ceremony Invitation as well as the "Career Summary" for CAPT Bell Krotoski have been posted. We plan to continue posting career summaries as soon as we have the information. We will also post photos from the Retirement Ceremony.
4. A new Financial request has been submitted to CDR Fultz to cover ceremony reception costs (i.e. cake, nuts, paper products).
5. The formal invitation is being printed. Upon completion, this will be sent to the Retirees as well as special guests. LCDR Jordan is obtaining information on proper protocol concerning this. The invitation Fact Sheet has been completed and is ready for inclusion in to the formal invitation.

6. The Retirement Ceremony Protocol draft has been completed by LCDR Rita Shapiro and we plan to further develop this at our next meeting. CAPT Charles McGarvey, CPO, has given his support and agreed to participate in the ceremony.
7. We discussed the possibility of providing the Retiree a welcome gift basket upon arrival to the hotel. This will be discussed at the next meeting.

TPAC Finance Committee Report 25 APR 2003

Finance Committee Members:

CDR Jeff Fultz, Finance Committee Chair jeffrey.fultz@shiprock.ihs.gov

CDR Lois Goode lois.goode@mail.ihs.gov

LCDR Cindy Melanson cmelanson@cms.hhs.gov

LCDR Ron West ron.west@mail.ihs.gov

Account Activity:

Therapist Henry Jackson Foundation account balance is \$2192.22

Funding Requests:

Anticipate funding request regarding per diem expenses for instructor at the two-day COA training.

Retirement recognition task force request for \$100 to provide refreshments, food, etc... approved.

If there are other requests pending, please notify CDR Fultz as soon as possible.

Requests for funding through the Therapist Category Henry Jackson Foundation account must include the following information:

- 1.) What is being requested-Name of item?
- 2.) Purpose needed?
- 3.) Quantity needed?
- 4.) Cost per item?
- 5.) *True Total* (Must include shipping costs, *any other* expense incurred, etc...)
- 6.) Deadline funding needed by? (Suggest 6 – 8 weeks in advance)
- 7.) Where to send funding?: Check payable to? Address? Telephone#? Social Security# or Tax ID#?

Finance Committee Activities:

Teleconferenced committee meeting took place 01 APR 03:

- 8.) *Thank You* letter for contributors since July 2002 have been mailed out
 - This thank you letter will be modified regularly with updated information on how money has been utilized
 - Therapist Category Fund Drive to begin today
 - Therapists are encouraged to contribute to our category's Henry Jackson Foundation Account to support TPAC activities-particularly continuing education programs
 - All information regarding this fund drive will be sent via e-mail to all category members (See attachment to this document)
 - Announce to TPAC membership that a new Finance Committee Chair will be needed after June's COA-centered TPAC meeting
 - Considered future business for committee; Annual Budget projection
 - Next committee meeting will be held in May
 - Plan to have regular teleconferenced meetings (monthly)

Respectfully submitted,

CDR Jeff Fultz, Finance Committee Chair

Second Annual Therapist Category Fund Raising Drive

The Therapist Professional Advisory Committee needs your financial support for the 2003-04 fiscal year. The Therapist Henry M. Jackson Foundation Account was established in order to sponsor TPAC activities such as:

- Therapist Continuing Education Programs
- Therapist Retirement Recognition Programs
- Annual Category Awards
 - *William Fromherz Award*
 - *Junior Officer of the Year*
 - *Clinician of the Year*
 - *Josef Hoog Research Award*

Following this year's Commissioned Officers Association meeting in mid-June there will be a 2-day continuing education program; *An Evidence-based Manual Physical Therapy Approach to Examination and Intervention of the Lumbopelvic-Hip Region*, June 19th & 20th. This excellent training is one example of how your contribution benefits PHS therapists.

Please Support Your Category

Contributions are affordable and tax deductible:
O2/LTJG or Civil Service Employee 2 years in: \$5.00
O3/LT or Civil Service Employee 3 to 4 years in: \$8.00
O4/LCDR or Civil Service Employee 5 to 10 years in: \$12.00
O5/CDR or Civil Service Employee 11 to 18 years in: \$20.00
O6/CAPT or Civil Service Employee more than 18 years in: \$30.00
[Donations in excess of the listed amounts are also welcome]

Please make checks payable to: "Henry M. Jackson Foundation- PHS-PT"
No cover letter is required.

Mail to: **Henry M. Jackson Foundation**
ATTN: Dr. Bryce C. Reddington, Ph.D.
1401 Rockville Pike, Suite 600
Rockville, MD 20852

Our goal is to collect \$1000.00 by July 1, 2003.

If you have any questions or suggestions please contact
CDR Jeff Fultz, TPAC Finance Committee Chairperson
(505) 368-6306 or jeffrey.fultz@shiprock.ihs.gov

Thank you for your support!

HEALTHY LIFESTYLES COMMITTEE REPORT (04/25/03)

Update from CDR Lois Goode in Whiteriver:

1. Fitness and Exercise Booth completed for National Nutrition month on 3/25: approximately 35-40 employees and members of the community visited the booth and received information on fitness and exercise programs. The Booth was coordinated and hosted by an intern, Lori Lee, from Northern Arizona University (She is an IHS Scholarship recipient whom they hope will become CORPS and join COA!)
2. Fitness Testing Clinics continued: Summary 2003 thus far: 4 COs completed the CCRF test - 3 passed at Level 2, 1 passed at level 3. Four additional employees were first-time participants in the program.
3. Walk the Talk - LTJG Toni Donahoo has been coordinating the efforts here at the Whiteriver Service: 52 employees have enrolled in the program. She completed a weigh-in on 4/10/03 - 40 participated (No outcome data available as yet).
4. Building a Hospital Grounds Par Course - CAPT Mike Huylebroeck, Ret., has secured funds for building a par course; COA branch members will be building the course on Hospital Grounds to be used by employees and members of the community.
5. Dr. Grim, Director of the Indian Health Service, has scheduled a visit to Whiteriver on 4/30/03. WRSU Clinical Director, Dr. Yost, has informed them that the Phoenix Area Office would like him to see what Whiteriver has been involved in with "Walk the Talk" and Employee Fitness/Wellness. They are looking forward to showing him their efforts.

And from CAPT Cavanaugh in Alaska:

1. The annual Eagle vs. Raven Wellness Challenge is being conducted in 7 Southeast Alaska Communities this spring. Participants track activity and have friendly competition to see whether Eagle or Raven clan members get the most points. Incentives and prizes are awarded. Each community customizes this activity promotion event to suit the interests and the activity options of the community.
2. Additionally, in Sitka a portion of proceeds from the employee fitness center are being used to pay for an employee family swim night once a week at the pool of a local college.

TPAC Report
Discipline Specific Liaison
4/25/03

Quad services physical therapy meeting was held at Walter Reed Army Medical Center (WRAMC) 3/18/03. In attendance were representatives from Navy, Army, and Airforce.

Orthotics & Prosthetics Issue:

The sister services are in support of the APTA's & AOTA's definition of a "qualified physical therapist." COL Scoville (Army) proposed to draft a brief definition of the same and CAPT McGarvey will submit it to Surgeon General Carmona to be placed on the agenda for the next quad SG's meeting.

There will be a quad service social planned for the APTA's annual meeting; details to be announced.

Army, Airforce, and Navy are experiencing manpower shortages due to deployment.

Next meeting's host is Airforce; date, TBA.

To: Therapist Professional Advisory Committee
From: LT Jeff Richardson TPAC JOAG Liaison
Date: 7/29/2003
Re: JOAG report

The purpose of the Junior Officer Advisory Group (JOAG) is to provide advice and consultation to the Surgeon General, Chief Professional Officers (CPO), Professional Advisory Committees (PAC), and other Commissioned Corps groups on issues relating to professional practice and personnel activities affecting junior officers in the USPHS Commissioned Corps.

I would like to report on the highlights of recent JOAG efforts:

- 1) A major objective is to contact all newly called to active duty junior officers and invite them to participate in the JOAG monthly teleconference held the third Friday of every month. We are trying to work with DCP to establish a master list of all junior officers. At the same time we have developed two brochures, welcoming new officers and disseminating information about what they need as they begin their careers. The welcoming committee brochure was presented to RADM Moritsugu and the CPO's and PAC Chairs and is now being utilized by the BOTC/DCP/PSC. The brochures are in a constant state of review. The JOAG brochure is being updated with a new picture of the Surgeon General and JOAG members.
- 2) The JOAG will have a presence at the COA conference. We are planning on holding a JOAG meeting and are inviting the Surgeon General to participate. We are advertising the JOAG with a booth in the exhibit hall, and efforts are being coordinated to facilitate junior officers volunteering services at various events at COA.
- 3) Since the last report new leadership has been elected to the JOAG to fill out this years terms. The new leaders are Chair: LCDR Jeffrey Salvon-Harman, a physician with the Coast Guard, Vice-Chair: LCDR Nelson Adekoya, a scientist at CDC, and Secretary: LT Michelle Coolidge, an HSO officer at ATSDR.
- 4) The JOAG created a new Awards Committee, and LCDR Jordan will be the new Chair of the committee.
- 5) The Recruitment and Retention Committee developed a COSTEP paper that was ratified by the JOAG. The JOAG is also in the process of developing a policy for establishing a Chair-Elect position.

LT Jeff Richardson PT, DPT, OCS, ATC
Chief Therapist
Hopi Health Care Center Physical Therapy Department