



Caribbean Pulse

NAVAL HOSPITAL ROOSEVELT ROADS

The Servant as Leader

BY CAPTAIN CHARLES O. BARKER

EXECUTIVE OFFICER

September/October

In This Issue . . .

From the Editor	3
The Pulse Needs You!	3
Rightsizing Halloween	4
Quarterdeck Crew	4
Downsizing Stress	5
Colorguard!	5
Housekeeping Week	6
Command Celebration	7
FHP	8
Recipe	9
Customer Relations	9
Past Halloweens	10
I Am Many Things	11
All Saint's Day	11
Teens and Stress	12
Shuttle Schedule	12
Halloween Safety	13
El Dia de los Muertos	14
POW/MIA Ceremony	16

It's a familiar story. A young kid is walking along the beach where many starfish have been washed ashore. If they are left as they are, they will die. The kid wants to save as many starfish as he can, so he begins picking up the starfish one at a time and tossing each one back into the ocean. An older man comes along and sees the hundreds of starfish along the shore. As he watches the kid returning the starfish into the ocean, he is dismayed by what he thinks is the futility of the effort. He's convinced that the kid's efforts are really quite fruitless. "Why are you doing this?" he asks the kid, "Don't you know it's impossible to get all those starfish into the ocean? They are all going to die. What difference do you think you're making?"

The kid bends over, picks up another starfish, and tosses it into the sea. "I'm making a big difference for that one."

This story illustrates the fundamental difference between traditional leadership and servant leadership. Servant leadership is a fairly new concept, yet it is already respected for its simplicity and power.

In 1970 Robert Greenleaf published a short treatise entitled, "The Servant as Leader," which describes the optimum leader as one who desires to serve first. This stands in sharp contrast to one who is a 'leader' first, defined as one "who is motivated to lead probably because of a need to assuage an unusual power drive or to acquire material possessions." The decision to serve will come later, if this 'leader' chooses to truly serve at all. "Servant-First" and "Leader-First" are the extreme ends of a continuum with most people falling somewhere in between.

Greenleaf states that the best way to tell whether one achieves optimal servant leadership is by asking the following questions:

- * Do those served grow as persons?
- * Do they, while being served, become healthier, wiser, freer, more autonomous, and more likely to become servants themselves?
- * What is the effect on the least privileged? Will he or she benefit or at least not be further deprived?

Servant leadership is a matter of continuous choice and the results cannot al-



ways be anticipated. One must constantly question while planning, doing, evaluating the effects, and modifying the plan to achieve the goals and objectives.

Greenleaf goes on to identify the essential characteristics and attributes of the servant leader. He or she starts with goal setting: what needs to be done, what is the desired outcome, what is the project all about? Working with others requires understanding, and the good servant leader is excellent at imagining what it's like to be in the other person's shoes. The servant leader also possesses the ability to withdraw from the situation and analyze it objectively, to accept and empathize, to apply foresight and keen awareness, to utilize persuasive ability,

The Servant as Leader (Con't from Page One.)

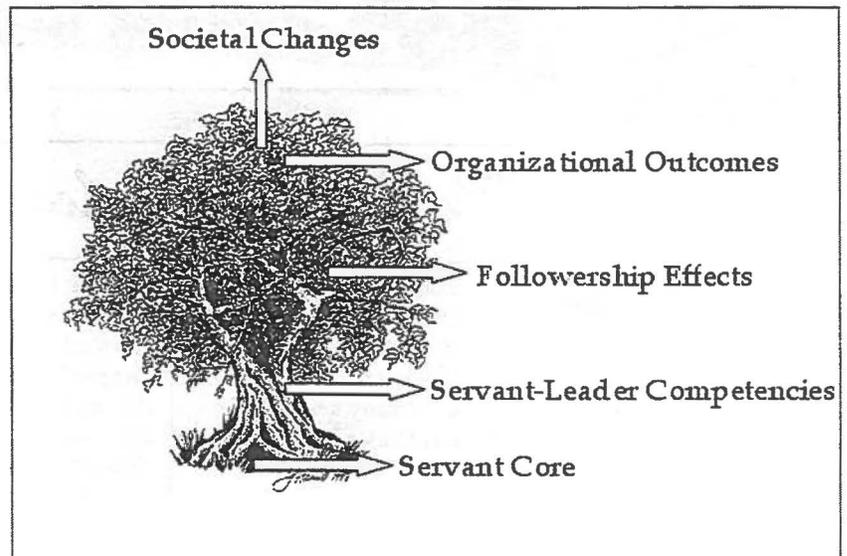
and the ability to conceptualize. All people possess these abilities, but in many they lie dormant.

An excellent way to look at the concept of Servant Leadership is through the metaphor of a tree, as illustrated by Hamilton Beazley of George Washington University.

The roots symbolize the Servant Core, from where the fundamental commitments, attitudes, and behaviors of the Servant as Leader flow. Important attributes of the Servant Core include honesty with self and others, self-examination and awareness of others, humility, understanding conversations as 'prayers' with active listening, empathy, acceptance, non-judgment, and appreciative thinking, as well as commitment to spiritual and emotional growth.

The trunk of the tree is the Servant-Leader Competencies, the qualities of leadership derived from the attributes of the Servant Core that form the basis for the servant leader's dealings with others. Envisioning, leading by facilitating, modeling and teaching, building community, emotional intelligence, intuitive and holistic thinking, and the ability to sense unforeseeable events and act while there is still time are all necessary components of this 'trunk.'

As the branches flow naturally from the trunk, so to do the Followership Effects flow from the Servant-Leader Competencies. These are the qualities that the Servant-Leader evokes in his or her followers. Through leading by example and by showcasing the attributes listed above, the Servant-Leader will impart these qualities to his or her followers. These



followers will then go on to Serve-Lead their own followers, thus creating an entirely new definition of the working environment.

The leaves of the tree manifest as Organizational Outcomes, or the product of a group working as a united team in an atmosphere of harmony and understanding. This manifestation derives directly from the Servant Core (roots) of the Servant-Leader, and he or she is responsible for the resulting 'buds' on the tree. Servant-Leadership places one in the unique position of accountability for how well the 'leaves' thrive. If he or she is a successful Servant-Leader, an environment of societal change will be created for the followers. The organization will become value driven, mission-based, creative, innovative, responsive, and flexible. The team will be committed to internal and external service that fosters respect for employees, allows for employee loyalty, and celebrates diversity in the workplace. All people touched by the organization are served, not used or exploited. All are appreciated for their unique contributions to the overriding cause.

Each of us inherently wants to be good, to be good at what we do and to be appreciated for our efforts. Understanding that should make it easier to put yourself in the other person's shoes, to better think like that person thinks, and to feel the way that person feels in any given situation. Being a true servant leader is to be sensitive to the needs of others at their "point of need" and to best respond to any call for help, always with their best interests at heart and in mind. For us at Naval Hospital Roosevelt Roads that means doing everything we do with SERVICE in mind--to foster the health and wellness of each person we encounter and to ensure the medical readiness of our war-fighters and their families. That's our mission and vision. Striving to be a true servant leader will help ensure we accomplish that mission. It's not easy to be a true servant leader, but it's well worth the effort. We have plenty of examples at Naval Hospital Roosevelt Roads that indicate servant leadership is the standard. Keep up the effort and godspeed!

From the Editor: Art and the Soul

By

HM3 Patricia R. Hildebrandt, Editor



Venus of Willendorf

One of humanities earliest instincts was to create. Venus of Willendorf, a tiny statue standing no more than 11 cm high, was carved over 25,000 years ago. Whether she is a fertility figure, a Mother Goddess, or something else entirely we may never know. What we do know is that a human,

incomprehensibly ancient, felt the need to create her, to laboriously carve her from stone and preserve her for all time.

Cave paintings, some over 30,000 years old, have been discovered in France, Spain, Australia, and South America. Every ancient culture from Mesopotamia to Sumeria, Babylon to Greece, created significant works of art. Buildings and pottery were ornamented,

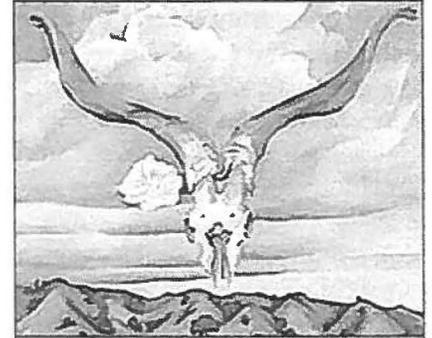
when they could have been left plain and still served their function. Additional works of art, created for no other reason than their beauty, have also stood the test of time.

Why does man create? What drove the monks of the dark ages to create illuminated manuscripts when the Word of God was the given reason for their labors? Why did Michelangelo almost go mad with pain and fatigue while painting the Sistine Chapel? Why did an ancient human spend hours chipping away at a piece of stone to produce Venus of Willendorf? Why did so many artists and poets die rather than compromise their vision in Paris during the Bohemian Revolution?

I believe that art is an expression of the soul, the truest and most naked portion of ourselves that few will every see. Trapped as we are in our own bodies with only our own senses to guide us, we will never *truly* "walk a mile in someone else's shoes." Though our experiences may be identical, we will never comprehend precisely how that event effected those around us. Art is as close as we can come to seeing through someone else's eyes. Though we may not understand Pablo Picasso's need to break the world into overlapping cubes and planes, nor Frida Kahlo's ethereal nightmares, nor Georgia O'Keefe's secretly fertile deserts, we are still brought closer in the attempt.



"Creation of Adam," Michelangelo
Sistine Chapel, 1475-1483



"Ram's Head with Hollyhock,"
Georgia O'Keefe, 1930

Art is a cry in the darkness, "I am here. I existed. I reached out." Art is the legacy we leave, more enduring than the generations that will follow us.

Nearly any act of creativity may be considered art. So many people long to create, yet insist that they cannot paint or sculpt. But music is an art, from Beethoven's 9th to the DJ mixing beats on the turntable. Writing is an art, whether you're Sylvia Plath or Stephen King. Websites can be art. Graphic design can be art. Architecture, photography, sewing—all this can be art. I believe that people need to create, that without going beyond themselves to reach out with their soul, their spirit will be stifled. Whether your art is for yourself or for the world, treasure it, because it is your Self. Go forth, create, and never be afraid to stand proud and firm and say, "This is mine."

The Pulse Needs You!

AN APPEAL

FROM HM3 PATRICIA HILDEBRANDT

The Caribbean Pulse is a small, hospital supported newsletter, with an editorial crew of two. Chock full of current events, interesting news, pictures, and hospital events, the Pulse lets our employees and our patients know who we are and where we're going. The Pulse represents the hospital, not just within our community but also to many commands that receive our newsletter. It is our goal to become a stellar newsletter and to set the benchmark for publications of our kind.

However, we can't do it without your help.

We are actively seeking articles, reviews, photographs, etc., for the Pulse. Articles can be of any length and any subject matter as long as it's appropriate. In next month's issue, we will be covering Thanksgiving, Christmas, Hanukkah, Kwanzaa, and a myriad of other topics. We would love your input for the November/December Issue.

Please email all submissions to HM3 Hildebrandt. Call ext. 5761 if you have any questions regarding contribution guidelines.

Right-Sizing Halloween

BY
LTJG MICHAEL R. BAKER, CHAPLAIN

When discussing with HM3 Hildebrandt on what topics were being discussed in this issue of the Caribbean Pulse she said, "Sir, there is going to be several things on Halloween and also some discussion on right sizing... why don't you write an article on right sizing Halloween." The following article is an attempt to complete the journalistic tasks that I was handed.

When most of us think of Halloween we think of ghost, goblins and things that go bump in the night. We think about Freddy, Jason, Michael Myers, the Amityville Horror, or some other cheesy film that normally causes us to throw whatever snack we may be eating into the air and sends us running for cover or covering our eyes.

These are the traditional images we get of Halloween... an evening where the living need to beware of the dead and the demonic. I will now rightsize this interpretation of Halloween. Since the

eighth century Christians have celebrated All Saints' Day on November 1 to celebrate the known and unknown Christian Saints. Saints are not just those whom the Church has canonized, but all members of that "cloud of witnesses" who have gone from this life and rest in Christ. I would say also those who walk among us and offer us glimpses of the Divine through their lives. Almost as old as the celebration of All Saints' Day is the tradition associated with All Hallow's Eve. ("Hallow" mean "holy") So, Halloween means "the evening before All Holy Ones' Day." Today we call that festival Halloween and we have many secular ways of recognizing it. However, it's important to remember that its celebration has a long, positive history in the Church.

What sort of history is that? Like many of our liturgical festivals (Christmas and Easter included), All Saints' Day and All Hallow's Eve have some connection to pagan festivals. People of many races and cultures have remembered their dead and have had superstitions about death itself.

Christians remembered death itself on All Hallow's Eve and celebrated Christ's victory over death. During the Middle Ages, Christians would gather in Churches for worship and they would remember the saints' victories over evil. Likewise they would put on little displays showing Jesus' victory of Satan, often using unusual masks and costumes to act out the story.

Thus, the festivities on All Hallow's Eve was the Christian's way of laughing at death and evil, realizing the certain hope of Christ's victory over the powers of darkness. The Church for centuries, however, has seen All Hallow's Eve not as a glorification of evil, but as a chance to affirm eternal life in the face of the death of our mortal bodies. Though some sects in the Christian faith deemed it totally inappropriate, it should be a time when we celebrate those who have gone before us, those who are with us, and those who are yet in the race of faith. Happy All Hallow's Eve!

The Quarterdeck's Brand New Crew

BY
HM3 PATRICIA R. HILDEBRANDT

Anyone crossing the Quarterdeck of Naval Hospital Roosevelt Roads has immediately noticed the change: shiny bullets, beautifully displayed flags, and a rug showcasing Navy Medicine in Puerto Rico have been added. These professional touches are just the beginning for the Hospital's Quarterdeck Crew.

HM3 Brandy Ashburn, HM3 Adrienne Espinosa, HM3 Allison Heath, HM3 Kable Kendrick, HM3 Fernando Rodriguez, and HM3 Patricia Hildebrandt make up the body of the crew, with

HM2 Danita Allen as the driving force. "This is definitely an exciting project," said HM2 Allen, "There's a lot of room for improvement, but we're up to the challenge."

Plans include keeping the Chain of Command wall current, replacing the faded pictures on the Medal of Honor wall, and polishing the trophies and trophy cases. A large Hospital Seal has been planned for the floor and a new announcement board, displaying current events at the hospital, will also feature prominently.

Downsizing Stress

By LT MARY N. VIETEN
MSC, USN

No one can deny that these are uniquely stressful times for Naval Hospital Roosevelt Roads. Stress may be a fact of life, but too much stress can cause problems in our relationships and be detrimental to our mental and physical health. It is important to take steps to recognize excessive stress and to reduce the tensions that build up.

Symptoms of stress can be categorized three ways. Physical symptoms include changes in appetite, increased pain, fatigue, headache, muscle tension, disrupted sleep or a sense of restlessness. Emotional symptoms may be irritability, anxiety, feeling blue, poor concentration, worry or tearfulness. Behavioral symptoms can be increased use of alcohol and tobacco, neglecting appearance, arguing, avoiding responsibilities, decreased professional commitment or social withdrawal.

It's important to analyze how you as an individual experience stress overload.

Most people want a quick fix. Some stress reducers are quick and easy, but the stress management tools with the most bang for your buck do require commitment. Here are some suggestions. Exercise, exercise, exercise. Eat a balanced diet. Don't skip breakfast. Minimize your caffeine and sugar intake. Quit smoking. Reduce alcohol consumption. Learn to say no. Get enough sleep. Accept what you cannot change and exercise control over what you can change. Laugh. Increase your social support. Get up on time. Get organized. Ask for some advice. Look positively at change. Plan ahead. Set some goals. Take breaks. Practice your religion. Meditate or pray. Be flexible, open-minded and receptive to others.



If you would like some additional tips on stress management you can come to the Mental Health Clinic during clinic hours and pick up a copy of our self-care workbook. Our psych techs are always ready and willing to answer your questions.

Do You Have What it Takes? NHRR Colorguard Dares You to Bring it On!

Island-wide, everyone knows that Naval Hospital Roosevelt Roads Colorguard has what it takes to be the very best. With precision, dedication, and style, our Colorguard proudly showcases their patriotic pride every Friday at Colors. But it takes more than that to be a member of this dynamic team. At least 1-2 hours of practice are required every week as members drill to perform pinwheel marches and hand salutes with flawless precision. All this work has its payoff; Puerto Rico called upon our Colorguard to parade the Colors at Hiram Bithorn Stadium, where the entire nation tuned in to see our Colorguard shine. Colorguard members also receive 96 hour liberty every six months for their hard work and dedication. "Colorguard is a great way to do something positive for the Command," said HM3 Lionel Hoyte.

"Teamwork is the most fundamental aspect of the Command Colorguard," added Paul Parmenter, the Colorguard Captain, "Without teamwork we would not be able to perform the ceremonies that are most often tasked out to us the day prior."

This remarkable team is actively seeking new members, as

several of our current Colorguard are PCS'ing soon. Do you have what it takes to make the tightest team at the Hospital? If you are motivated, squared away, and want to show off your patriotic pride, submit a chit through your chain of command and contact HM3 Hoyte at ext. 5935 or HM3 Parmenter at 5795 for details.

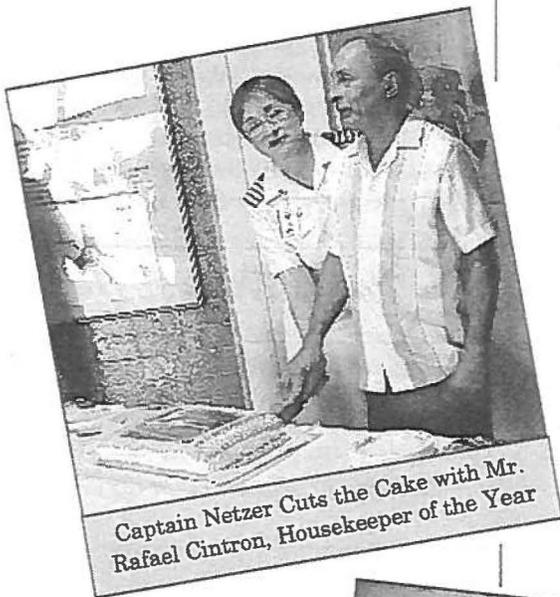


(l to r) HM3 Viviana Garcia, HM2 Shelley Oehrlein, and HM3 Paul Parmenter perform Friday Colors. (photo by HM3 Allison Heath.)

Naval Hospital Roosevelt Roads Celebrates!

Housekeeping Week!

From September 8th through September 12th, Naval Hospital Roosevelt Roads celebrated a very important element of our command: housekeeping! These are the hardworking individuals who empty trash, wash linens, polish surfaces, disinfect, and, of course, swab miles of tile. It's because of these dedicated workers that NHRR *literally* shines.



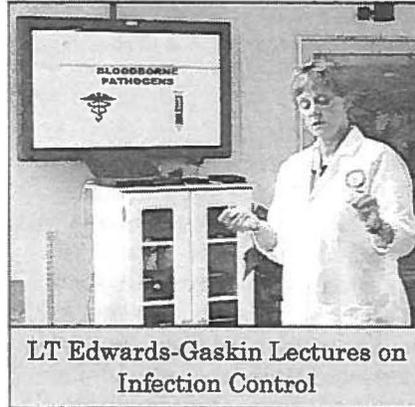
Captain Netzer Cuts the Cake with Mr. Rafael Cintron, Housekeeper of the Year

"Please don't put your coffee grinds down the sink! We probably just cleaned it."

- Mr. William Gonzalez, Head of Housekeeping



Everyone Enjoys Housekeeping Week's Special Luncheon

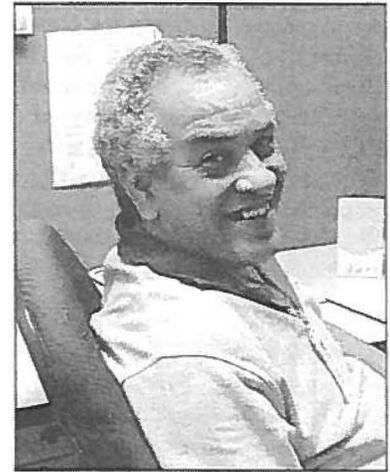


LT Edwards-Gaskin Lectures on Infection Control

This special week, organized by LT Ivonne Garcia, included a class on Infection Control Policies conducted by LT Tonie Edwards-Gaskin, a luncheon in the housekeeping department, a cake-cutting ceremony led by Captain Patricia Netzer, and the prestigious Housekeeper of the Year Award.



LT Garcia waits patiently to Translate LT Gaskin-Edwards lecture for the staff.



An Interview with Mr. William Gonzalez, Head of Housekeeping

Q. How long have you worked at Naval Hospital Roosevelt Roads?

R. 6 years in May. I've also worked with Naval Station and Comm Station. This is my 2nd time at the hospital. I've worked the government for 31 years total.

Q. What do you think makes a great Housekeeping Team?

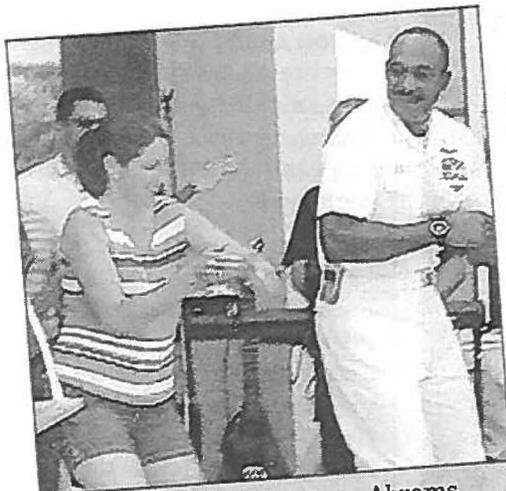
R. A group of people who are up to the challenge. This job takes a lot of patience and understanding. Teamwork is very important, especially with the last 5 years of construction. We take pride in our work. Do you want to stay in a clean hospital or a dirty hospital? If the hospital is clean, the patients will be happy. Our mission is the same as yours.

Q. Do you feel appreciated here at the hospital?

R. This is the best command I've worked. That's why I'm here for the second time!

Naval Hospital Roosevelt Roads Celebrates!

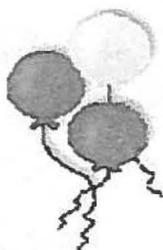
Command Celebration!



Master Chief Courtney Abrams & LT Grace Seabrook



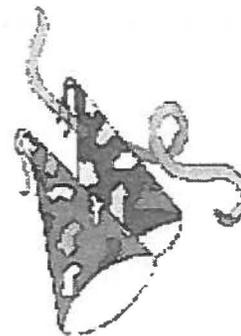
The Best Band in Town!



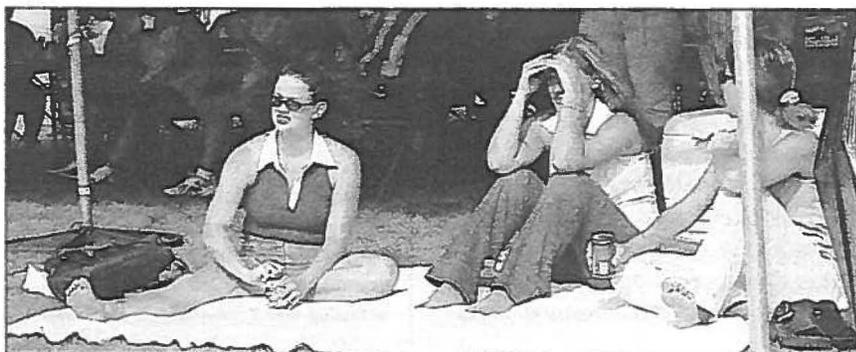
CDR LaFrancis Francis & HM3 Lionel Hoyte



Chief Rowe Belts it Out



Captain Charles Barker Makes New Friends.



HM2 Michele Runels, HM2 Marisa McCullers, and HM2 Michelle Lawton kick back and relax.

NHRR: Protecting Our Force

BY LT ROBERT A. WINDOM
MSC, POPULATION HEALTH MANAGEMENT



A FEW MEMBERS OF OUR FHP TEAM

Effective January 2004, all Sailors and Marines on active duty are required to have an annual preventive health assessment to be eligible to participate in physical readiness programs. Turning a requirement into an opportunity, members of the hospital Population Health committee saw this as time to sit down and have serious one-on-one discussions with service members and review individual medical histories.

"Our Force Health Protection Program is more than just an annual medical record review. We do a complete health risk appraisal, dental record review, medical readiness assessment (immunizations, labs, gas mask inserts), physical readiness screening and preventive medicine screening to include TB testing and STD screening," said Lt. David R. Crumbley, a member of the Population Health committee. Also in the process, the DD Form 2766 and SAMS database are updated. The DD2766 serves as a "quick reference" listing key medical indicators from a patient's medical record. SAMS is a computerized medical records and immunizations

tracking system that is a vital part of Naval Medicine.

After the health screening, each patient is given a medical readiness class from one to four. Each class correlates with a level of deployability. One=Fully medically ready, current in all categories including dental class 1 or 2. Two=Partially medically ready, lacking only immunizations, readiness laboratory studies, or medical equipment. Three=Not medically ready, deployment limiting condition (including those hospitalized or convalescing from serious illness or injury), or dental class 3. Four=Medical readiness indeterminate, inability to determine health status because of missing health record, overdue periodic health assessment or dental class 4.

The commands the hospital serves receive ongoing summaries of their members' medical readiness status, allowing the hospital Health Promotions Center to develop programs that target specific health risks associated with each individ-

ual command. For example they may see a need to begin a strong anti-smoking program for one command and a cholesterol-monitoring program for another command.

In March 2003, at the onset of the Force Health Protection program, NHRR served a population of over 1200 Navy personnel. Due to downsizing of the Naval Station, the population has decreased to just fewer than 1,000 personnel, but the Population Health team took advantage of the reduced workload to reach out and assist the staff attached to the Naval Recruiting Station, San Juan in completing their required health assessment.

Approximately 100-120 medical records are reviewed in anticipation of the monthly FHP screenings. "We are very committed to this program. We have a through systematic birth month review process in place that will maintain medical readiness not only for the hospital staff, but also for all the naval station and tenant command personnel. Readiness is one of the cornerstones of our strategic plan and high on my priority list," said Capt. P.H. Netzer, NC, NHRR commanding officer.

The hospital is now creating a similar comprehensive screening program for the retiree population of more than 1700. The program will provide to our retired population time for one-on-one counseling concerning their chronic health issues. In addition the screening will provide important information concerning their TRICARE benefits.

Pumpkin-Coconut Bread

Southern Living Annual

1987

This yummy quickbread is a great way to use up some of the pumpkin from your Jack-O-Lanterns. The pumpkin and coconut work together to create a dense, moist bread, spiced with the flavors of the season. This bread is so good that it's even worth making with canned pumpkin if you don't want to bother with fresh.

- * 2 eggs, beaten
- * 1 cup sugar
- * 3/4 cup vegetable oil
- * 1 1/2 cups all-purpose flour
- * 1 teaspoon baking powder
- * 1 teaspoon baking soda
- * 1/2 teaspoon salt
- * 1 (3 1/2oz) pk coconut cream pudding mix, instant
- * 1/2 teaspoon ground nutmeg
- * 1/2 teaspoon ground ginger
- * 1/2 teaspoon ground cinnamon
- * 1 cup canned or cooked mashed pumpkin
- * 1/2 cup chopped pecans, optional

Combine eggs, sugar, and oil in a large mixing bowl; beat at medium speed of an electric mixer until blended.

Combine flour and next 7 ingredients in a medium bowl; add to sugar mixture alternately with pumpkin, beginning and ending with flour mixture. Mix after each addition. Stir in pecans, if used.

Pour batter into a greased 9- x 5- x 3-inch loaf pan. Bake at 350 degrees for 1 hour or until a wooden pick inserted in center comes out clean. Cool in pan 10 minutes; remove loaf from pan, and let cool completely on a wire rack.
Yield: one loaf.

What's New in Customer Relations?

BY LUCY A. MCKELLER

DEPARTMENT HEAD, CUSTOMER RELATIONS

In an effort to better serve our patients, our next batch of Customer Service Survey cards will include a couple of questions related to our Central Appointments Division. We want to know how your experience was with this department. Are you satisfied with their service? Do you have any suggestions on how they could improve? Please note that only departments that are directly linked to Central Appointments will have these questions on their survey cards.

As for internal customer relations (staff to staff), IRMD has developed their new electronic survey card. The survey card is programmed to email itself to the customer once a trouble call has been completed. A similar card is being developed for HRMD and SETD. These departments strongly deserve recognition for everything that they do.

IRMD and Customer Relations are also

working together to create a Customer Relations software program. As the Customer Relations department gets bigger and more cards come in, a program to provide immediate reports of trends and deviations becomes necessary. The possibilities for this software are endless, and both IRMD and Customer Relations are very excited about this project.

Keep an eye on your email inboxes for a new survey for the Commanding Officer. She is still gathering information about our and our family member's experiences with healthcare outside Naval Hospital Roosevelt Roads. Whether the experience was good or bad, Captain Nezter wants to hear about it to determine the quality of care received. Please participate and provide feedback when the survey comes your way.

Another Satisfied Customer . . .

From a Customer Survey Card for ISU:

The hospital and its staff helped me a very enormous way, I came here sick and went home well and sound. Thank you for the caring and professional way my situation was handled. Great surgeon and a wonderful staff, even the Galley went all the way out to serve and please me. Thank you for a job well done and excellent care.



Déjà vu? Nope, just HM3
Eva Reed (left) as the Princess with
daughter, Ginger, following suit.



Halloween Recollections

My Halloween memory goes back to one year when me and three other friends dressed up as the members of the rock group KISS. We were very creative, we even carried instruments. I was the lead guitarist, Ace. It was a blast!

Favorite candy: . . .Reeses Peanutbutter Cups, they rule!

-HM2 Michael Kautzman

Halloween has always been my favorite holiday. Back in the 19mumble, mumbles--when I was a kid growing up on the high plains of Texas, stomach aches and cavities were the only worries parents had about the loot we'd bring home on Halloween night and homemade treats were fairly common. I remember my favorite Halloween stop was Mrs. Wright's, the widow down on the corner. For one night a year her kitchen became a wizard's work of single-witch efficiency: she'd spend the entire day popping corn by shaking a greased pan over a high flame and dumping the resulting popcorn into a series of empty 5-gallon cans. At the same time she'd tend four big vats of caramel goo that bubbled and sputtered over low heat like lava in an Hawaiian volcano. Somehow she'd found time to cut sheets of red and orange cellophane into squares just big enough to wrap a single popcorn ball.

On the afternoon of the big night, Mrs. Wright began her assembly line. While sticks of real butter softened in a pan nestled between the burners, she'd lay out squares of cellophane on her kitchen table. Then when everything was ready to create her first batch of homemade magic, she'd scoop some popcorn from a tin into a buttered bowl with one hand while ladling a dollop of caramel goo onto the popcorn with the other. She'd quickly mix it all together into a sticky mess and then form every one of the dozens and dozen of popcorn balls she'd hand out that night with her own buttered fingers. Each popcorn ball was placed on a colored square to cool before being wrapped up and tied with a gold ribbon and placed in a basket under the porch light on her front steps. All the neighborhood kids loved Mrs. Wright's sticky, buttery, gooey popcorn balls and word spread up and down the block whenever a new batch was set out, but it was only later that any of us learned to appreciate her gift.

-Mr. Rick Kennerly

I remember a Halloween once that I dressed up as Quasimodo (Hunch Back of Notre Dame). My Mom used an old black robe and put a pillow on my back. Then she used some old green cammie paint that my uncle (who was in the Army) left behind. After putting on the green cammie paint she used oatmeal to give me a bumpy look. My sister dressed up as Strawberry Shortcake using homemade stuff as well. We started out trick or treating in the Mall near our house where all the stores gave out candy. My family did not have a lot of money so we always used pillow cases as our trick or treat bags. We both got a lot of compliments on our costumes and it made us happy. After the mall we went walking along the streets of our neighborhood going from door to door laughing and acting out our parts. We bumped into friends all over the place and checked out each others costumes. I remember this one house that every year was turned into a haunted house. All the kids were scared to go into the house, but my sister and I, the fearless ones that we were, always went in to get candy. After all the trick or treating was over we would all go home and sort out the candy and trade for what we liked more. This is what I remember of Halloween.

-HM2(FMF/SW/AW)Martinez

I Am Many Things

I am many things. I'm a wife, a friend, a co-worker, a golfer, a diver and hopefully someday soon, a mother. I am also an Ombudsman. Aside from the golfing and diving, it's one of the most important things I do.

Ombudsmen are an integral part of the Navy Command. We serve as the primary link and source of communication between command families, and the command itself.

We are also a confidential source of information and referral for personal matters.

As spouses, sometimes we don't want to burden our Active Duty husbands and wives with our own troubles. It seems as though they have their hands full at work, and adding our worries and difficulties just makes it harder for them to focus where they should: the mission. That's why my job exists. If you come to me with a problem, I'll help you find the right kind of assistance in a completely confidential manner.

I can also help with the more mundane things associated with life on a Naval Installation. If you are dissatisfied with services from various resources or with family or command policy, let me know.

I am lucky enough to have a close working relationship with the Commanding Officer, Executive Officer, and the Command Master Chief. If a problem exists, I have open lines of communication with the chain of command, and together we can bring about prompt resolution.

Because I work so closely with the chain of command, the rumor mill stops here. I am obligated to report uncontrolled rumors to the Commanding Officer. It's fun to speculate about the future of our installation, but remember, it's just that- speculation.

If you have any questions you'd like to see answered in the next issue of the Caribbean Pulse, please email me at ombudsman@rroads.med.navy.mil. Please make the subject line read "OMB", so I don't mistake your question for "spam".

I can also be reached by telephone or at my house.
Home: (787) 865-0631

Cell: (787) 438-6954

45 Monterrey (Cascajo housing)

Until then, take care.

Kristi Glover

All Saint's Day

BY HM3 PATRICIA R. HILDEBRANDT

A day of Mass and memories, a day free from "unnecessary servile work," a day in which the saints and martyrs—even those without names—are remembered.

This is All Saint's Day, a primarily Catholic holiday that takes place on November 1st. Some Eastern churches prefer a floating date, with the celebration taking place on the first Sunday after Pentecost.

Outside the Catholic community, All Saint's Day goes virtually unknown, yet it has a long and distinguished history. The first All Saint's Day took place on May 1st, 609 CE (Common Era) when Pope Boniface IV accepted the Pantheon as a gift from Emperor Phocas. Boniface dedicated it as the Church of Santa Maria Rotonda in honor of the Blessed Virgin and all martyrs. Later, Pope Gregory III (731-741), expanded the festival to include all saints and dedicated a chapel in Saint Peter's church to the celebration. The day was officially designated in 837 by Pope Gregory IV.

In 837 CE, Pope Gregory IV changed the date of the festival to November 1st. The feast had become very popular, and in late Spring there simply was not enough food left in Rome to feed the hungry pilgrims who came to celebrate. The harvest took place in October, and the sudden surge of abundance ensured that no one came to the Pope's city and left hungry.

Due to the spread of the Catholic Church and the ancient origins of the holiday, numerous regional traditions have emerged. The souls of the departed are commonly honored on this day in addition to the martyrs and saints. This practice has led to referring to the day as 'All Soul's Day' instead of 'All Saint's Day.' In other systems of belief, 'All Saint's Day' is November 1st and honors the martyrs and saints, while 'All Soul's Day' is November 2nd and honors the dead.

Due to the connotation of feasting, several foods have become associated with the holiday, Apples, associated with the dead since ancient times, are commonly eaten on All Saint's Day. 'Dirge cakes' are popular as well. With their round shape and central hole, dirge cakes—also known as doughnuts—symbolize eternity. In Mexico, sugar skulls and 'Pan de los Muertos' (Bread of the Dead), are the order of the day. But no matter how this ancient holiday is celebrated, it is full of reverence for those who have gone before.

Helping Teenagers with Stress

By HM2 MICHAEL SURITA
NAVAL DRUG AND ALCOHOL COUNSELOR

Teenagers just like adults experience stress everyday and may benefit from learning stress management skills. Most teenagers experience more stress when they perceive a situation as dangerous, difficult or painful and they do not have resources to cope. Teenagers may not have bills to pay or a family to support or maybe not even a job with responsibilities, decision making, those wonderful co-workers and that "great" boss, but teenagers still have to deal with responsibilities and decision making at home, school and other situations in their daily life; oh, let us not forget peer pressure.

So, lets mention some sources of stress for teens:

- * school demands and frustrations
- * negative thoughts and feelings about themselves
- * changes in their bodies
- * problems with friends
- * unsafe living environment/neighborhood
- * separation or divorce of parents
- * chronic illness or severe problems in the family
- * death of a loved one
- * moving to a new community
- * changing schools
- * taking on too many activities or having too high expectations
- * family financial problems

Some teens become overloaded with stress; when it happens, inadequately managed stress can lead to/manifest itself as anxiety, aggression, physical illness, or poor coping skills such as drug and/ or alcohol use.

Parents can help:

- * monitor if stress is affecting teens health, behavior, thoughts, or feelings
- * listen carefully to teens and watch for overloading
- * learn and model stress management skills
- * support involvement in sports and other pro-social activities

Teens can decrease stress with some of the following behaviors and techniques:

- * exercise and eat regularly
- * avoid excess caffeine intake
- * don't use illegal drugs, alcohol and tobacco
- * learn relaxation exercises
- * develop assertiveness training skills
- * rehearse and practice situations which cause stress
- * learn practical coping skills
- * learn the difference between good and bad stress
- * decrease negative self talk
- * learn to feel good about doing a competent job
- * take a break from stressful situations
- * build a network of friends

By using these and other techniques, teenagers can begin to manage stress. If a teen talks about or shows signs of being stressed, seeking professional consultation, orientation, guidance, and or assistance from a child and adolescent psychiatrist or qualified mental health professional may be helpful.

Important Announcement from LT7 Yvonne Garcia, Security Officer:

Shuttle Services Terminated

Please be aware that the shuttle services provided by Naval Hospital Roosevelt Roads to Fort Buchanan will cease on September 30th, 2003.

Until September 30th, only the morning shuttle (0600-1400) runs; the afternoon shuttle was terminated on August 29th, 2003.

Transportation between bases will still be provided in case of a medical emergency.

Halloween Safety

BY MS. MAYRA SEDA, SAFETY MANAGER
& HM3 PATRICIA R. HILDEBRANDT



Halloween is just around the corner. While costumes, candy, and trick or treating can be lots of fun, there are a few important safety rules that must be observed, especially for young children.

If you are not accompanying your children as they go door-to-door this year, be sure that they:

- * Wear a watch and know when their curfew is.
- * Have enough money to call home if needed.
- * Know not to eat any candy until they get home and you inspect it first.
- * They know in advance which route they will be taking and they approve it through you first.

Children should also know basic street safety; remember that accidents can happen! Be sure that your child knows:

- * To be careful when crossing streets.
- * To walk on the sidewalks, not the streets.
- * To walk on the left side of the road, facing traffic, if there are no sidewalks.
- * To walk, **not run**, from house to house.
- * Not to cross yards and lawns where unseen objects or the uneven terrain can present tripping hazards.
- * To stay with their group of friends or parents.

Never let your children trick or treat alone, especially if under the age of twelve! Have them walk with lots of friends. Remember, it's harder for trouble to find kids if other kids are around.

Costume safety is another important issue, especially if your child will be trick or treating after dark. Make sure your child's costume is:

- * Made of fire-resistant material.
- * Has bright colors. If the costume is primarily dark, add reflective tape.

If your children are going trick or treating without you, be sure to remind them:

- * To trick or treat in familiar neighborhoods at the homes of people you know.
- * If approached by a stranger, go to the nearest well lit house and find an adult.
- * Not to trust anyone they don't know or recognize (even if they think they're just fooling around).

As for older Halloween revelers, be sure to remember one simple rule: don't drink and drive! This is always important advice, but it's especially imperative when the streets will be full of small children in dark costumes who will be excited by the holiday atmosphere and less wary of traffic than usual. Take the responsibility for these children and for yourself this Halloween.



Happy Halloween!

Have a spooky time and make it
mis-hap free for everyone!

The Living and the Dead

Mexico: We Remember

HM3 Viviana Garcia

Mexicans react to death with mourning along with joy. We fear death as any other culture, but we reflect our fear with mockery. Many euphemisms are used for death, like *La Calaca* (the skeleton), *La Pelona* (baldy), *La Flaca* (skinny), and *La Huesuda* (bony). There are sayings and poems that are popular with day of the dead.

For Mexicans, *Dia de los Muertos* (Day of the Dead) is a day to remember and honor those who have departed. Is an ancient festivity that originated during the Aztec Empire, It was reformed by Catholic priests after the Conquest, and it has evolved through the years.

In most localities, November 1 is set aside for remembrance of deceased infants and children, often referred as *Dia de los Angelitos* (Day of the Angels). Those who have died as adults are honored November 2. Festivities vary according to the region of Mexico. However, common activities consist of visits to the family burial site, sprucing up the graves, decorating it with flowers, preparation of special foods such as *pan de muerto* (sweet rolls) or sugary confections in skull or skeleton shapes. Offerings are laid out for the departed on altars. An altar is a designated area of the home. It consist of a table decorated with a photograph of the departed one, candles, flowers, incense, candy, food, Tequila or any other offering representing things that were important to the deceased. The spirit of the dead are expected to pay a holiday visit home and should be provided with sustenance for the journey. It might sound morbid, but it rather is a festive time.

"The word 'Death' is not pronounced in New York, in Paris, in London because it burns the lips. The Mexican in contrast, is familiar with death, jokes about, caresses it; it is one of his favorite toys and most steadfast love." ~Octavio Paz



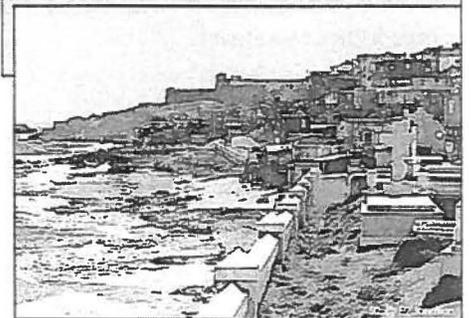
Transition: Puerto Rico

LT Myrna Calderon

The Day of the Dead or *Dia de los Muertos* is considered a serious holiday by the people in Mexico. In Puerto Rico, however, this celebration is not as popular as it was in the past.

El Dia de los Muertos used to last for a week each November. During this time a candle was burned in the home and prayers were said for loved ones that have died. There was much talk of lost loved ones and memories were shared among family members. Church was attended, candles were lit in church, and women wore flowers on their dresses to represent the loved one they'd lost.

Today, *el Dia de los Muertos* is more of a one day celebration. The morning of November 2nd, people visit the cemeteries to bring flowers to their lost loved ones. Some people still light candles at home and say prayers for those who have passed away. Flower vendors can be seen outside every cemetery selling flower arrangements that are bought by families and friends and placed on the tombs. Similar traditions are practiced on the anniversary of a death. The candles and prayers are believed to provide benefit to the souls of the deceased. Some towns still hold parades in honor of the day.





North America: We Forget

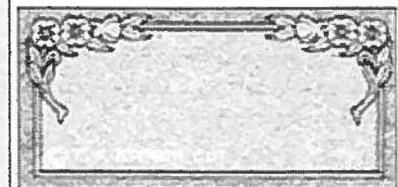
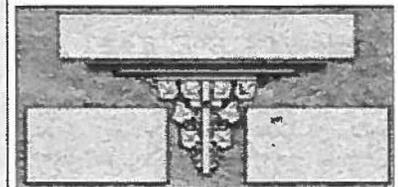
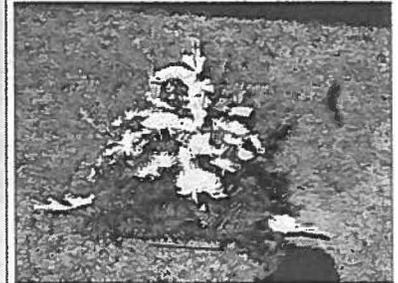
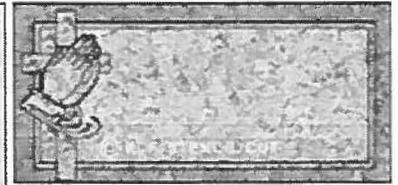
HM3 Patricia Hildebrandt

For being the place where we live, surprisingly little living is done in our homes these days. As the 19th century became the 20th, people still expected that the turning points of their lives would take place within the sanctity of The Home. Born in the bedroom, christened in the parlor and later engaged and wed there too, children running up the same flight of stairs down through the generations, culminating in a quiet death in one's own bed, to be followed with a dignified and private funeral in the parlor, familiar walls once again. Headstones stood proud and tall—we wanted to remember our departed loved ones.

In an act of eloquent irony, the toilet moved inside while birth, proposals, weddings, and death were kicked out. Our home became antiseptic and death became The Enemy. Modern headstones lie flat upon the earth, as if trying to disguise what lies beneath. In the tragedy of trying to forget Death, we also forget those who have gone before us into His embrace. Our dead do not return to us; instead, we do everything in our power to avoid joining them. With North America's obsession with youth and beauty, any sign of aging is interpreted as a threat. Once the funeral is over, we firmly set our backs to the cemetery gates and resolve to 'move on' and to let what's left behind, 'rest in peace.' We seldom visit, if at all, because the act of lingering could be morbid, and the graves might prove contagious. Our very language reflects our refusal to give the dead their due—they have even lost the very names of their necropoli—we do them the indignity of interring them in the rapidly titled, "Memorial Garden." These charming parks, so prevalent in southern California, are landscaped and artficed to prevent the living from being forced to consider what lies beneath. The epitaph goes unwritten, the skull and bones no longer embellish the headstone, and we give the gift of artificial flowers—undying mockeries perched atop something once alive, loved, now lost.

We do not know how to love Death in North America, but with our faltering ability to truly grieve, to allow ourselves the blessed respite of memory, we are forgetting also what it means to live.

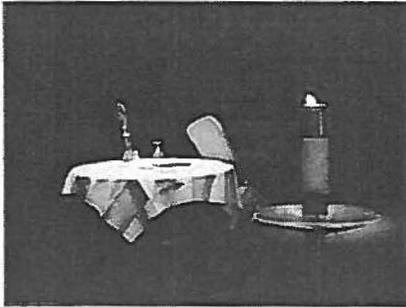
Pictures courtesy of
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<http://www.azcentral.com/ent/dead/photos/>
<http://www.mourningsouls.net>



Memory, Honor, and Sorrow:

The POW/MIA Remembrance Celebration

STORY AND PHOTOGRAPHY BY
HM3 PATRICIA R. HILDBRANDT



In the darkened chapel, a single candle flickers, casting soft illumination over the features of ENS Margaret Parks. Dressed in black with her hair in a taunt bun, she steps up to the podium and addresses

the audience. "I am LT Dorothy Danner, United States Navy. I became a prisoner of war on January 5th, 1942." As she moves away from the podium to stand at the front of the chapel, HM1 Juan Cruz takes her place, candle in hand, to speak his piece. Another volunteer follows him, and another, until the final words of the final volunteer, HN Gayle Renner, ring throughout the chapel, "I am 1 of the 88,000 Americans who still remain missing. Remember." At the end of the skit, the eight individuals stand before the two foremost pulpits, gazes fixed far away, a small candle clasped in each pair of hands. The awesome silence, the darkness of the chapel, and the flicker of candlelight impresses upon the audience the gravity of this moment. For one second, everyone in the room forgets how to breathe as full comprehension of hoping and waiting, time and numbers, comes crashing in. In that moment, everyone tastes the longing for closure that haunts those who know a POW or a MIA. Then there is the other side, symbolized by the POW/MIA Flag: the bent head, the barbed wire, the guard tower, and the boundless faith that rescue will come.

As one, the volunteers moved to light the Remembrance Candle, kept burning throughout the day, a symbol of our eternal vigilance.

On September 19th, 2003, this is how Naval Station Roosevelt Roads honored America's Prisoners of War and Missing in Action.

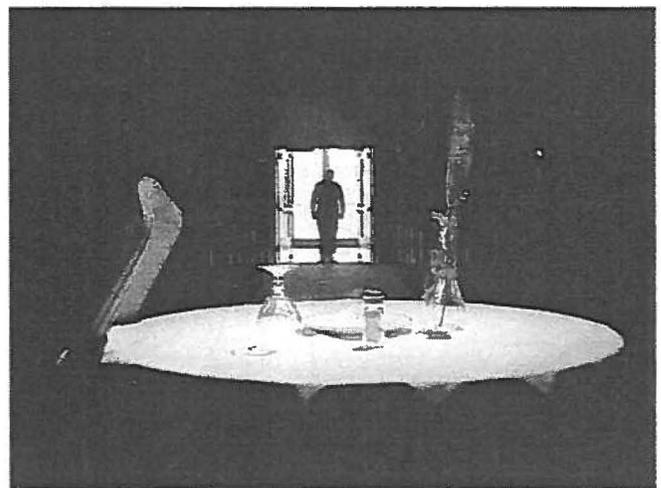
The Hospital at Roosevelt Roads was tasked with overseeing the POW/MIA Remembrance Ceremony this year. A dedicated task force, the POW/MIA Committee, guided the event from inception to culmination. Weeks of hard work paid off on September 19th at the Crossroads Chapel where the ceremony took place.

HMC Byron Rowe acted as Master of Ceremonies. The Hospital's prestigious Honor Guard paraded the colors and performed the traditional Table Ceremony. Captain

Patricia H. Netzer, Commanding Officer of Naval Hospital Roosevelt Roads, made closing remarks, while the Hospital's own Chaplain, LTjg Michael Baker, gave the opening prayer. "May we never forget the sacrifice of a few for the many," he said, "May our memory never wane and may we always hold the names of these service members who gave of them selves, so that we might gather to remember the honor, courage and commitment of these individuals.."

Distinguished guest speakers included CDR Thomas Kennedy, Chaplain Jerome Dillon, and Chaplain John Hakanson, who performed a moving rendition of, "The Johnson List."

"I think that it's an important part of our year," said Captain Netzer, "It is our duty as Americans to remember those who have been prisoners of war or those who gave their last full measure for their country."



LT Rittichier, while serving with the U.S. Air Force in a pilot exchange program, was declared MIA on 09 June 68. He was piloting a Jolly Green Giant Helicopter HH-3E, with three USAF crewmen out of Da Nang, Republic of Vietnam, on a mission to rescue a downed American pilot. The helicopter was hit by automatic gunfire and crashed, killing everyone on board. Since the crew's remains could not be found, they were listed as MIA. Only recently did LT Rittichier's family learn all the facts behind his heroic sacrifice.

In memory of LT Rittichier, of our POWs and MIAs, and of all our American Heroes, keep the candle burning. Only in our drive for answers and in our demand for truth will we learn what became of our soldiers, sailors, pilots, firefighters, policemen, and other everyday warriors. Remember!