

HEROS PAST AND FUTURE

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(Taken from Dr. Fogarty's address as in-coming
USAFP President, delivered 15 March 1990)

Thank you. First, there are several people that I would like to thank: Larry Johnson for your leadership and wisdom this year; Mike Scotti for being here for the installation. It is a true honor for me to have you perform this ceremony. Dr. Auckermann's loss for not being able to stay for the dinner is my gain in having the first Army Family Practice Flag Officer perform the installation. You have been an ideal role model of teacher, leader, and mentor. Tom Miller for an outstanding meeting.

Well, it is now 1990. I've been coming to these meetings since 1976. At that time, Ira Horton, Lee Taylor, David Doane, Clay Reister, Bob Higgins, John Dunn, and Mike Scotti were the prominent figures in the USAFP. I sat here last year at the Annual Banquet and realized that most of the people just mentioned were no longer coming to the Annual Meeting, and that most of my heroes were gone.

It became apparent last year, as I listened to Larry Johnson ask you to get involved, that I had unwittingly become one of the "grey hairs" of the organization. Although my son has reminded me how old I am at least on a daily basis since I turned 40, I felt: (a) Very old; and (b) Very unprepared to step into the role that I had seen my heroes fulfill so well over the past 15 years.

What's the message? It could be that I'm just older than I thought, and that this is the natural evolution of the organization. Or, better yet, that all of you in this room must look ahead to the future, to view the concepts of hero and its implication for each of us, and for the future growth of this vital organization.

Heroes... What are they? And *who* are they? These are good questions in a time when most of us worry that the only heros for our children are sports figures or rock stars. Psychologists have studied the concept of hero and several factors have emerged. In order to be a hero, one must demonstrate a number of different attributes. Typically, heros

- Show courage and strength—a willingness to make tough decisions and to promote change
- Heroes *are* experts in their job and field, but they have a kind and gentle side—they are approachable and know when people need to talk
- They maintain contact with the "little people"—those who work for them
- They have depth—a timeless quality linking one generation to another
- And finally, they are role models who must do something to make the world a better place in each job that they have.

Given this definition, you can see why I consider the people I mentioned earlier my heroes. Let's look at how we have changed as an organization because of their efforts. I looked back ten years to see what was going on in the USAFP after the meeting in 1980 and found some interesting things in the May 1980 Newsletter:

- Ira Horton was President
- Mike Scotti was President-Elect
- Bob Higgins was starting his campaign for Board of Directors at AAFP and had just moved to Bremerton to start a Family Practice Residency Program there (sound familiar, Larry?)
- Membership was projected to go over 1000—and it did, in July 1980

- Key concerns at that time were growth of the specialty, utilization of FPs, and recognition of the roles of FP in the military.

Given that look back, it is clear how far we have come with the support and leadership of my heroes, both within this organization and in the military. Their vision, energy, and dedication to the future—to make the military and medicine a better place—while serving as role models and advisors to all of us are truly remarkable to me and humbling as I try to follow their path.

Now consider the following: It is highly probable that the future Presidents and members of the Board of Directors of this organization for the next ten years, if not fifteen, are sitting in this audience tonight. Look around and give it some thought. You may be sitting next to a future USAFP President, and if our record at national levels continues, future AAFP Directors or Presidents, or future Flag Officers.

Last year, Larry Johnson asked you to get involved. I think you have responded magnificently!

- Your willingness to run for Board positions—look at the ballot! It wasn't too many years ago that most candidates ran unopposed. Now we have great interest in each position.
- Your willingness to serve on Committees.
- Your willingness to serve on Commissions and Committees of the AAFP.
- Your interest in and submission of papers and abstracts for the research competition—an increase of 40% this year over last year alone.

I know that each of you has at least one full-time job, and multiple responsibilities. Your response to Larry's challenge is a tremendous reflection on your selflessness and dedication.

But now I'm going to ask for more. (You knew I would!) Because not only does our organization need you, but our specialty needs you—your spirit, motivation and dedication to excellence. You are all familiar with the data on our specialty... the trends for medical students to select away from primary care, the separation of medicine into cognitive versus procedural specialists, the increased roles of large organizations providing contracted care to hold down medical costs, new intrusions into medicine from new terms like "managed care," and national data banks.

And you are even more painfully familiar with the events of the past year within the military—especially the MORB (meaning \$\$)—Surgical vs nonsurgical specialists, wartime critical vs critically short ... While the bureaucrats argued over who counted and what the force should be, many of your colleagues voted with their feet.

What does this have to do with heroes? First, examine the reasons that you are sitting here tonight. If you no longer have a military obligation, what made you decide to stay around in spite of the above-mentioned turmoil? Think about the reasons you made or will make the decisions. Chances are that there were one or two people that influenced you in the past to move toward that decision, or to choose military medicine or Family Practice in the first place. They have had a profound effect on your choice of specialty, training assignments, and career path.

Dave Doane stands out as one of my heroes—as Hospital Commander while I was a senior resident and young staff physician, he took great interest in my development, kept his optimism in spite of major staffing shortages, and promised that FP was the way to make the AMEDD better. He encouraged me to make a presentation at Health Services Command in 1979 on "FP: A Military Model"—A concept that was just in the early stages of development, but one that he had the vision and the timing to allow a young and enthusiastic (perhaps idealistic) staff FP present.

I also vividly remember my first teaching chief, Clay Reister. I'm thrilled to see him honored here tonight by the naming of the Research Award after him and to have his lovely wife, Ginny, here to help us present it in his name. His infectious enthusiasm and love of both medicine and his patients were a joy to behold. When I was Chief at Fort Benning, I always wished that I could touch the new residents the way that Clay had touched me on the first day of my internship when he lovingly described the tree of medical knowledge and how Family Practice was the ideal specialty to meet the needs of families for the future. Coming from a medical school that did not have a high regard for FP, he made me really feel that I had made the best possible choice of specialty!

The bottom line is that for most of you here tonight, especially those that have been attending or active in the USAFP for over five years, you have tremendous influence over a very large portion of the Medical Corps by your everyday actions. Your energy, enthusiasm, and dedication is noticed by your junior colleagues on a daily basis, whether that person is a medical student, resident or general medical officer. Those new graduates of Family Practice residencies depend on you for the leadership and guidance to have a successful first assignment.

If you are in a training program, you have the opportunity to influence *all* of the future Family Practice leadership and direction, whether that be growth or downsizing. It is up to you. We must recruit and retain the best and the brightest if we are to fulfill the vision of our heroes.

What is the challenge for us for the future?

1. As teachers and leaders, it is important to help keep the perspective on the "interesting" events of the past year as just another cycle of adjustment that we so frequently go through, and that we have faith in our FP Flag Officers, General Scotti and Admiral Higgins to guide us through these interesting times. Their leadership and your accomplishments with line commanders and family members have already helped insure our favored status as the kind of health care the soldier, sailor, or airman want for themselves and their families. It is critical that we share our optimism for the future with our staffs and junior physicians. They need to know that it will be okay!

2. We must continue to define our specialty, its base of support and breadth of scope through scholarly pursuits and research. Our patients love us, but we still need the academic credibility that comes with intellectual inquiry and contributions to the primary care data base. No one is better able to define and describe it than the experts at performing it.

3. We must hold dear to the focus of what created us—our patients. High tech advances have revolutionized the practice and diagnostic capabilities of medicine, but with a potentially enormous cost in loss of the personal approach and the daily development of difficult ethical issues for the patient and the family. The Family Physician must maintain the "high touch" aspects of medicine that makes our specialty unique in the face of these advances, and insure quality training in dealing with the complex ethical issues to be faced in the future.

4. Family Physicians have demonstrated their ability in all of the services to be excellent managers and leaders. Cost, access, and availability of health care will all be issues that Family Practitioners will be asked to address. We must take a leadership role in managing these challenges for the future and maintaining the advocate role for our patients in the face of dwindling resources.

5. And finally, we must take an active role in the promotion of healthy life styles and disease prevention, and in the provision of health care to an aging population. Our specialty is in an ideal position to take a lead in both of these areas. Our nation demands it.

The challenge is yours. I am personally humbled by the clear vision and immense progress that my heroes accomplished in a very short period of time. With your help, I would like to continue that legacy of excellence. Let's together make the 90's as successful for our future membership as the 80's were for us. With your continued help and dedication, I know we can succeed.