

# Leader to Watch

## *Dorothy Hogg, MSN, MPA*

Joyce Batcheller, DNP, RN, NEA-BC, FAAN

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**JB:** Congratulations on your new role. I am honored to be able to learn more about you and understand your role and get your perspective on the future. Can you tell me about your career path and what brought you to where you are today?

I always wanted to be a nurse and was influenced by family members who are nurses. As a young child, I enjoyed taking care of everyone and thought nurses were special with their white uniforms and caps and capes. I read about Florence Nightingale and Clara Barton, which just added to my commitment to pursue nursing as my profession. My high school guidance English teacher influenced my decision to attend a BSN program at the University of Maine in Portland.

I wanted to get married and have a family when I finished school. My husband was on active duty, which resulted in a transfer to a new base. This is when I de-

ecided to also join the US Air Force (AF). My dad was active duty and had been a great role model for me, so my decision was easy.

During my tenure in the military, I worked hard and was given many different opportunities. I started my nursing career as a labor and delivery nurse, and was later selected to attend one of the first AF OB/GYN nurse practitioner certificate programs. I later went to the Medical University of South Carolina to receive a master's in nursing. My formula for success stems from a retired command chief of the Air Force, which I continue to share with those I mentor. The formula is Attitude + Aptitude + Opportunity = Success. I believe it is important to always have a good attitude, be a continual learner, and be willing to get outside our comfort zones; this is where you will do the most growth.

**JB:** Who have been the most influential people in your growth as a nursing leader?



My husband was always supportive of me. He was the wind behind my wings who always encouraged and supported me. He recently died, but his influence lives on.

Nursing in the military has evolved a great deal during my tenure. I was always seen as someone who could handle bigger scopes of responsibilities and organizational challenges including a squadron and group commander roles. This required me to think greater than nursing. You do not need to be a content expert—it really is about leadership. My nursing background was incredibly important, but I think a broadened perspective is needed by nursing leaders in the civilian world. In the military, physicians had been the only profession that was allowed to command more complex health care facilities such as inpatient facilities. Five years ago, the Air Force Medical Service changed this by opening up group command opportunities to all professions. This allowed the best leader to be selected across the entire Medical Service versus 1 profession.

**JB:** We are in the midst of major transitions in health care. What do you feel will be the most important things for you to focus on to move your organization into the future to ensure success?

There are 3 professional tracks in the military medicine: leadership, research, and clinical. I have been on the leadership tract, and promotions, especially to the general status, require greater scopes of responsibility. I am the first nonphysician surgeon general.

My platform is disruptive innovation—“think without a box”—not just outside the box. I want to point my team in the right direction and encourage them to become more innovative. Fail forward and learn from those events. If it is not illegal, immoral, or unethical, then “go for it.” Policies should not stifle creativity. I want to empower all airmen to be problem solvers every day.

I expect my team to provide the right amount of care in the right setting at the right time. An example of an innovation that one of my team has recently implemented is “virtual visits.” There are encounters that satisfy patients’ need for timely access to care and allow them to communicate with their provider when it’s convenient for them regardless of their location or time of day.

**JB:** What have you learned about transitioning to a new role that others will learn from as they experience transitions?

I believe:

- It is important to have confidence in your abilities—bloom where you are planted and improve for your next leadership role.
- Be willing to admit what you know and do not know, and hire people who can fill in your gaps.
- Never stop learning.
- And lastly, work–life balance is important. I used to always reserve time for a “date night.” When I worked long hours during the week, the weekends were protected for my husband and daughters.

Have a hobby, something you enjoy doing where you can “disconnect” for a period of time. For example, I enjoy quilting.

**JB: How can the nursing leadership community assist you and your organization in successful transition and success in the future?**

Ensure connections to high level meetings—although military health care is different, there is a lot to learn and share with civilian leaders. Example—I am leading high reliability work and am working with the Institute for Healthcare Improvement and the American Hospital Association. Stay connected to national and profession organizations and meet the leaders of nursing organizations.

**JB: What roles do you foresee emerging or growing in need in the next 10 years, and what advice would you offer leaders aspiring to fill those roles?**

Stay attuned to where healthcare is going. The focus on community-based care is like going back to the future.

**JB: How would you describe the legacy you hope to develop in your current role?**

I would like to be known for disruptive innovation. Challenge the old paradigms and thinking without a box—there are no constraints—just possibilities to be dreamed of. As Albert Einstein said, “If you always do what you always did, you will always get what you always got.”

Joyce Batcheller, DNP, RN, NEA-BC, FAAN, is adjunct professor at Texas Tech University, Health Sciences Center School of Nursing, Lubbock, Texas, and is nurse executive advisor, Leadership, at the Center for the Advancement of Healthcare Professionals. She can be reached at Joyce. [Batcheller@amnhealthcare.com](mailto:Batcheller@amnhealthcare.com).

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**Name:**

Dorothy Hogg

**Hometown:**

Limestone, Maine

**Current job:**

Air Force Surgeon General

**Education:**

Masters in Public Administration from Troy State University; Master of Science in Nursing from Medical University of South Carolina

**First job in nursing:**

Medical-Surgical Unit, Portsmouth Hospital, New Hampshire

**Being in a leadership position gives me the opportunity to:**

Guide change

**Most people don't know that I:**

Love to quilt

**My best advice to aspiring leaders:**

Grow where you're planted.

**One thing I want to learn:**

Patience

**One word to describe me:**

Mystery