

# HSA Connection

SEPTEMBER 2008 A Monthly Newsletter for the Employees of San Diego County Health & Human Services Agency

## A SUCCESSFUL SUMMER FOR STUDENTS



From left to right: **Rene Santiago, Yolanda Valdez, and Claudia Sandoval** speak to the summer interns and their families at the Oxford Street breakfast graduation for the students. The students received a certificate of appreciation and a bag of school supplies for completing the internship program.

In partnership with the San Diego City School District, Agency Human Resources gave students from San Diego High School the opportunity to intern with the Agency for the summer.

Through two separate grant programs at San Diego High School, the Agency hosted a total of 19 students at Public Health, Human Resources, and within the various programs in South Region (Oxford Office). The students were paired with an employee mentor, who worked with the student 20 hours a week. The students were given on-going assignments and had the opportunity to job shadow the person they were working with and/or another employee in a field of interest. Students were exposed to the variety of employment opportunities in County government.

Motivation to work in the public sector has been declining and that's one of the key challenges facing all levels of government. "Our summer internship program and this partnership with the San Diego City School District allows us to develop a future pipeline of County workers," said **Kim Medeiros**, Group Human Resources Director. "We can promote public service by demonstrating pride in accom-

plishing the Agency's mission and communicating to students how our mission fulfills an important purpose in the governance process."

All the students that started the program completed it and did a wonderful job according to Medeiros. Additionally, she said staff mentors that worked with the students did a fantastic job in ensuring that students felt comfortable and were aware what was expected of them.

As the start of the 2008-09 school year approaches, Human Resources is looking at ways to further expand the partnership with San Diego City Schools and give students an opportunity to learn more about employment opportunities with the County of San Diego. We will be participating in on-campus activities such as classroom presentations and job fair events, hosting an increased number of interns each semester, and participating in job shadow events. If you and/or your program is interested in participating in any of these upcoming events, please contact **Kimberly King**, [kimberly.king@sdcounty.ca.gov](mailto:kimberly.king@sdcounty.ca.gov) or (619)237-8406.

## Who Has Exceptional Customer Service?

Do you know a co-worker that has performed exceptional customer service? Send your stories to editor Tom Christensen, [Thomas.christensen@sdcounty.ca.gov](mailto:Thomas.christensen@sdcounty.ca.gov) by Thursday, Sept. 25th. We will print some of the submissions in the October Connection.

## From the Director's Desk Nick Macchione

### Leadership

When you hear the word leadership, what comes to mind? Are you reminded of the accomplishments and enduring impact of the lives of men like Reagan, Kennedy and King? Do you reflect on the actions of a military leader, entrepreneur, Olympic athlete or social crusader?

I believe leadership is a quality that's manifested in all of us - if we choose to accept the challenge. Some people mistakenly confuse leadership with management. However, not all skilled leaders are managers and not all managers succeed in leadership. Leadership means demonstrating – through countless small acts every day – that we have the courage to progress and evolve in the pursuit of providing the best possible service to the residents of San Diego County.



Nick Macchione

Leadership is consistently exhibited throughout our Agency by employees from every region and program. Our social workers go above and beyond the call of duty to ensure the safety and well-being of our youth. Our public health nurses demonstrate leadership by continually examining their processes and procedures to find new, more efficient ways of providing exceptional customer service. Countless employees, among our 5,700 strong, drive the organization forward every day by asking, "What can I do differently in my office to enhance customer service, cut costs and improve lives?"

Exhibiting leadership sometimes necessitates traversing the road less traveled. True leaders think beyond the narrow confines of their immediate, individual responsibilities and examine how entire systems can be improved. Leaders think in ways that are not always popular or conventional, but their ideas often spur revolutionary, positive change.

We will meet the future challenges of a complex and rapidly changing health and social services environment by continually and actively cultivating leaders within our existing team of employees. One of several Agency wide examples of an effective leadership development program can be found in the North Region Leadership Development Seminars. This program helps protective service workers gain the skills they need to progress and advance in their careers as supervisors and managers. You will learn more about the Leadership Development Seminars in this edition of the Connection newsletter.

I cannot stress enough that leadership and management are not synonymous; there are many other ways to influence, guide and contribute. In the next few months your Executive Team will engage in formulating our Agency's "statement of strategic intent," meant to define our priorities for the next decade of excellence. I encourage you to participate in this dialogue. Next year, the Executive Team will complete a document that describes how the Agency will lead, shape and transform health and human services in San Diego County in the coming years. The document will be presented to the Board of Supervisors, community partners and stakeholders. Every one of us has a vested interest in improving the health of our community, and we welcome your innovative ideas about streamlining service delivery, protecting the environment, cutting costs and improving customer service. Our collective strength lies in our ability to engage employees at every level of the Agency. I encourage you to lead a discussion, in your departmental staff meetings, about the ways in which we, as an organization, should progress and improve in the coming years. Executive Team members will bring your ideas forward for consideration.

Leadership requires emotion and intelligence; it's both an art and a science. I encourage you to hone and cultivate your leadership skills by participating in the numerous resources, described on the next page, at your disposal. After taking advantage of the leadership development resources offered by the County and the Agency you may begin reflecting on your own abilities and accomplishments the next time you hear the word leadership. We all possess the ability to lead in our own way; I encourage you to pursue and define your own "brand" of leadership.



### Leadership Resources

Click on the description to go to the web page for that program.

#### Frontline Leadership Development Program

The FLDP is a self directed development program targeted at HHS line supervisors and middle management positions.

The FLDP is for supervisory staff seeking to identify and strengthen their individual leadership talents as well as those who hope to achieve middle management positions. Participants are required to attend a specific number of classes. In addition to completing classes, participants will need to complete a special project/continuous improvement project or participate in a mentoring program.

#### Interaction Management

Essentials of Leadership and Resolving Conflict classes develop skills through the use of feedback and effective interactions to build involvement, assess conflict, and provide support. Job aids from the classes are located on the Interaction Management series website.

#### Managers Development Institute (MDI)

MDI is a twelve-month program that targets HHS's current managers, and/or employees in the MA and UM classifications, to expand their opportunities for professional growth and development. The MDI sessions are tied directly to the County and Agency Strategic Plans, Operational Incentive Plans and Quality First Goals. Participants create an individual development plan and work on a "stretch" project that expands professional growth and development, in line with the Agency's mission. The next MDI begins in spring or summer 2009 and you can get more information by contacting **Mayda Downs**, Human Resources Manager, HHS Training & Development, at [mayda.downs@sd-county.ca.gov](mailto:mayda.downs@sd-county.ca.gov).

#### Essentials of Leadership

The Essentials of Leadership is one of three Interaction Management courses (Resolving Conflict & Coaching for Success) that give managers and supervisors the tools to communicate effectively with staff, peers and superiors. The program emphasizes that leadership is about achieving results through others.

## Developing Leaders in the North Regions

By **Donna Hand**  
North Regions Deputy Director

The North Regions has taken an innovative approach to leadership development by implementing Leadership Development Seminars (LDS), a program that focuses on professional growth and development for Protective Services Workers in North Central, North Coastal and North Inland Regions.

The goal of the LDS is "to further develop Protective Services Workers who demonstrate leadership skills so that they can position themselves for supervisory and management positions." Selected employees attend monthly seminars, work on stretch assignments and hone leadership skills. Each participant is assigned a mentor to advise and teach them about the role of Protective Services Supervisors and Managers in Child Welfare Services.

Since its inception in 2006, the program has graduated 19 participants. Forty-seven percent of these graduates have promoted to Protective Services Supervisors. LDS has 14 employees enrolled in the 2008 course. Capitalizing on the transferability of the program, North Regions Public Health Managers recently implemented the Leadership Series program to assist Public Health Nurses in their professional growth and development.

"A good leader, it has been said, inspires other people with confidence in the leader; a great leader inspires them with confidence in themselves."

- Raymond Dreyfack,  
Developing Leaders

**Alfredo Guardado**, a 2007 graduate of the program, attributes much of his success in a recent promotion from Senior Protective Services Worker to Protective Services Supervisor to his experience in LDS. What's more, Alfredo states that "the program has given me the confidence to share my own experience and wisdom with current participants."

For more information on how you can adapt the Leadership Development Seminars for your program, please contact **June Herzog**, Manager, North Coastal Child Welfare Services at (760) 754-3400 or email [june.herzog@sdcounty.ca.gov](mailto:june.herzog@sdcounty.ca.gov).

### Supervisors!

The Agency intranet has a Supervisor's Corner library on the HR web page that you can access by clicking [here](#).

There are all kinds of articles and resources for supervisors and managers on the site. Human Resources also sends out a monthly bulletin to managers and supervisors.





## eQuest Means Efficiency for California Children Services

Are time consuming, cumbersome procedures slowing your work? Are you frustrated because you don't have the information needed to get your job done? These were some of the key issues that California Children Services (CCS) addressed as they embarked on a Business Process Reengineering (BPR) project.

CCS authorizes and pays for specialized medical care and provides physical and occupational rehabilitation for eligible children with physical limitations, chronic health conditions and/or diseases.

Making referrals for these services got a little easier when the BPR went "live" with its technological enhancements on Aug. 1st. Staff worked to streamline and standardize the referral process.

Thanks to eQuest, a 10-step procedure for referrals now requires only three steps. Staff receives electronic referrals with all information included and processes them faster. Future steps will electronically link eQuest with hospital electronic medical records streamlining the process even more.

As Chairman **Greg Cox** noted in his State of the County address earlier this year, "the tens of thousands of referrals we get now will be filtered through an efficient, accurate, rapid electronic system to allow us to help more children in less time."

Compliance Office:  
(619) 515-4244

Toll-free Compliance Hotline:  
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## San Pasqual Academy Youth Grow "Roots"

Six San Pasqual Academy students gained more than farming knowledge at the 10th Annual "Rooted in Community" Conference, held in San Francisco July 23-27. Designed by young people - for young people - the "Rooted in Community" Conference empowers them to take leadership in their own communities through agriculture, food security and nutrition.

Students from across the nation gathered at the University of California, Berkeley to participate in field trips to local youth gardens and food security projects, youth-led workshops, performance art, a bit of sightseeing and a lot of growth.

Accompanied by the Academy's Agriculture Program Director, **Scott Murray**, and Agriculture teacher, **Leana Bulay**, the students were surprised to learn how interesting and exciting agriculture can be. "They really enjoyed visiting the farm at the University of California, Santa Cruz," Murray said.

Conference participants learned first-hand the concept of "farm-to-table," using fresh farm produce to make pizzas for dinner. Not only did the activity end in a tasty meal, it helped develop the youths' team-building capacity and leadership skills.

## Cheer On the County Team

Come out to Balboa Park and enjoy the sunshine on Sunday, September 28th to cheer on Team County of San Diego for AIDS Walk 2008.

Established in 1989, AIDS Walk is San Diego's largest one-day HIV/AIDS fundraiser. Dozens of agencies - serving thousands of clients - rely on funds raised at the annual Walk to help provide essential prevention and care programs to thousands of men, women and children living with HIV/AIDS.

Staff from the Health and Human Services Agency's HIV, STD & Hepatitis Branch of Public Health Services has joined up to form Team County of San Diego in support of this charitable event. All are welcome!

For more information on how you can participate or support the walk, please contact the County's Team Leaders: **Daniel Martinez** at 619-293-4738 [daniel.martinez@sdcounty.ca.gov](mailto:daniel.martinez@sdcounty.ca.gov) or **Yvette Ogletree** at 619-293-4713 [yvette.ogletree@sdcounty.ca.gov](mailto:yvette.ogletree@sdcounty.ca.gov).

You can also visit the County of San Diego Team site directly by clicking [here](#).

**AIDS WALK  
SAN DIEGO  
2008**  
Sunday, September 28  
[www.aidswalksd.org](http://www.aidswalksd.org) • 619.291.WALK

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## Employee Spotlight

**Louis Tang** doesn't want you to be afraid when you see him coming. While it's true he's probably coming by to check up on you, he's there to help you in his duties monitoring the Agency's quality assurance program.



Louis Tang

"The important thing is for them to have the impression that I'm there to help them and not pick on them," said Tang. "Tell them I'm a friendly guy."

Actually, it should be pretty easy for people to figure out. Tang is constantly smiling and his easy-going demeanor means people around the Agency gladly welcome him to their offices. "I like dealing with people and they seem to handle it well when I tell them something that they need to change," Tang said. "The favorite part of my job is that I love to go out and meet people."

Tang has been with the Agency 28 years and has worked in his present job as an Administrative Analyst II for five years.

Most of his time is spent at various locations in the Agency auditing programs and conducting annual reviews. "We have very tight internal controls," said Tang. He also has to remotely monitor out-of-state contractors.

Tang's job helps check the pulse of the how the Agency functions. "We can improve our policies because of these reviews," said Carrie Hoff, Tang's supervisor. "By doing them, we can get feedback about gaps in policy and avoid costly audit disallowances as well as improve efficiencies.

"When Louis goes out, he sees the entire spectrum of work that staff perform," she continued. "We have such a diverse portfolio of programs that not everything fits into the same box."

When he's not at work, Tang likes to read, work in his garden and travel with his wife. He's been all over the country and to Vietnam, and has his sights set on a trip to Africa.

## Tips Help Keep Baby and Mom as Healthy as Possible

Are you pregnant, thinking about having a baby, or do you care about someone who is? Along with the planning for all the changes after a baby is born, here are some tips from Public Health Services to help make sure both mom and baby are as healthy as possible before the baby is born.

Mom's health before a pregnancy affects the health of future babies. To reduce pregnancy complications, the risk for premature births, and certain birth defects:

- Take a multivitamin with 400 micrograms (mcg) of folic acid every day.
- Get regular medical and dental checkups to identify and control chronic conditions or infections before pregnancy.
- Eat healthy food and stay physically active to feel better and maintain a healthy weight.
- Stop smoking and avoid secondhand smoke.
- Stop drinking alcohol and don't use illegal drugs.
- Avoid hazardous substances and chemicals at work and at home.
- Talk to your health care provider about your family medical history to learn your risk of having a baby with a birth defect.
- Find ways to manage stress and learn relaxation techniques.

During pregnancy, continue the tips above, and:

- Start prenatal care early in your pregnancy and attend all appointments, even if you're feeling fine.
- Not everything you hear or read about pregnancy is accurate. Make sure you find out from your provider what is best for you.
- Get a dental checkup early in pregnancy to keep your mouth healthy.

Following these tips can result in a healthy mom and baby!



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