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## Leadership

This year's budget process, now thankfully over, has caused me to reflect on the issues of leadership. In the midst of the difficult times we've gone through with the budget, I've seen the role and impact of a variety of leaders. Leaders include those who have been officially appointed to management positions, as well as those elected – the Board of Supervisors, our Medical Staff leadership and representatives of our several unions. Beyond these obvious leaders, there were also informal leaders who made their concerns known to me and other decision makers through emails, letters and phone calls. These leaders are valuable sources of information.

### This year was different

I received a few questions this year from some of you asking whether I was going to be as aggressive as I was last year in advocating with the Board of Supervisors to reduce the size of our budget reductions. I advocated strongly last year because I thought there was money available to save our programs and that it was being distributed unfairly. This year was a different situation. I was confident that the information about the budget situation was accurate and that the only solution to the county's woes was for Health Services to make reductions equal to those of other departments. One task of leadership is to keep an eye on the big picture. Another is to choose which battles to fight at any given time. Last year was a time to fight. This year has been a time to make very tough choices.

### All through the year

Leadership is not something that just appears at budget time. We have so many examples throughout the organization of unusual forms of leadership and efforts to groom and enhance leadership.

One example is our Hazardous Materials Programs Division. Randy Sawyer is the only official manager in that program. But over the years, his group has developed champions of

certain programs and established a way to function round the clock with homegrown leadership. While we're enjoying our evenings and weekends, informal leaders in Haz Mat are leading the way, responding to chemical releases, drug busts and other crises.



— Dr. Walker

Some leaders respond year in and year out to unplanned and unpredictable health emergencies: Francie Wise, our Communicable Disease Programs Chief, her nurses and other Public Health Division staff, come readily to mind. (Read in this issue about an award Francie received for her leadership in the fight against tuberculosis.) A number of leaders have emerged in the past few years because of their passion for reducing health disparities. Some of them are participating in the formal Reducing Health Disparities Initiative. They are employees, many of them without a formal management position, who have come to the table to develop the Initiative and move it forward.

One compelling example of a whole new leadership group is the African American Health Initiatives Planning Group, which formed after a conference last year that highlighted health disparities in the African American community.

There are other examples of how that personal commitment can lead to formal programs. Public Health's Community Wellness

*Continued next page*

## DID YOU KNOW

Our Emergency Medical Services  
Division managed **67,966** emergency  
medical calls last year.

& Prevention Program has had many projects through the years, including an emerging "built environment" strategy being led by Nancy Baer and Tracey Rattray. The list is long: the development of wrap-around programs in children's mental health, our Health Access Coalition, long-term integrated care for seniors and the disabled and many others.

### A learning process

Leadership can and should be developed. We can learn from each other and become leaders and teachers of each other. At CCRMC, Marcelle Indelicato oversees a year-long Management Enrichment Program, a leadership training program that brings in outside experts to talk to CCRMC and Health Center managers and supervisors. The goal is to create a learning organization that embraces challenges and change. Our Health Plan's Leadership Forum – comprised of everyone at CCHP in a leadership role, from first line supervisors up to the CEO – focuses on training and sharing information across units. Information Systems Director Jeff Wanger recently described for his staff some key leadership priorities, including crafting visions of excellence, effectively communicating and removing obstacles. (You can read his entire message on leadership on iSITE, the CCHS Intranet.)

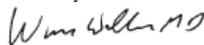
### Becoming a Leader

We all bring to leadership – formal and informal - our basic personalities and skills. The longer you stay in a leadership position the more you realize there are some skills you have to develop. As a physician, I brought the ability to listen – I had to listen to patients to learn what was happening to them. What I had to develop as a leader was the ability to advocate and communicate in public settings. I watched people whom I thought were particularly effective. I learned a lot from sitting in the Board Chambers and observing Henry Clark, now retired, as the Local 1 chief. Henry was passionate, succinct and good at getting his message across.

The best piece of advice I was given as a leader was to tell the truth in every setting. Watching national politicians cements that message because lying comes back to bite you. My other guiding principles are to listen with an open mind and an open heart and be clear about communicating my decisions, making sure I'm not ambiguous and that people can understand them. That's why I use this *Director's Report* message and my All Staff messages. I want you to know my priorities and concerns.

I encourage you to give me feedback about how I'm doing as a leader. I also urge you to use our Service Excellence process to recognize good leadership of all kinds. If you are a regular reader of the Honor Roll, you know we have many employees out there who are leading by example. Thank you for that!

Sincerely,



William Walker, MD

## Challenges to Leadership

One of the more challenging aspects of leadership is dealing with difficult situations. We're facing one of those times related to a survey conducted of our Psychiatric Inpatient Unit at the end of last year by the California Department of Health Services (DHS). At the end of April, DHS issued 17 citations for deficiencies they found during the survey. Failure to correct those problems could mean we would be removed as a provider and our finances from the federal government could be halted. That is indeed a serious threat. We responded with a Plan of Correction in early May. There will be another survey shortly, this one by the federal Centers for Medicare and Medicaid Services, focusing primarily on clinical activities in the CCRMC/HC, Mental Health inpatient and outpatient services and Public Health Clinic Services. While surveys, audits and reviews by federal and other regulatory agencies are common, we take these citations seriously and welcome the opportunity to review our operations to ensure the best quality of care for our patients. I'll keep you posted on the situation. – WW

**The Director's Report is published monthly.** Deadline for the combined July/August edition is June 16. Publicize your upcoming events and successes by sending information to Julie Freestone at 597 Center Avenue, Suite 255, Martinez 94553, fax 925-313-6219, email: [jfreestone@hds.co.contra-costa.ca.us](mailto:jfreestone@hds.co.contra-costa.ca.us). The Director's Report is available online at [cchealth.org](http://cchealth.org) and on iSite, our Intranet, at [cchs](http://cchs).

As part of our Reducing Health Disparities Initiative (RHDI), our divisions have been working on three key areas: improving linguistic access, implementing educational activities on diversity and cultural and linguistic competence, and developing an organizational climate that values patient, customer and employee diversity. Each month, this page highlights what CCHS is doing to address a specific health disparity and what still needs to be done.



*Dawn Dailey, Cheri Pies and Itika Greene  
(from left to right)*

## **Low Birth Weight An African-American Health Disparity in the U.S.**

This month's health disparity topic is low birth weight babies. African-American women living in Contra Costa County are almost twice as likely to give birth to low birth weight infants than the county population as a whole. (See our *Community Health Indicators for Selected Cities and Places in Contra Costa* available online at [cchealth.org](http://cchealth.org) by clicking on Health Data.)

Low birth weight infants, who are born weighing less than 5 lbs. 8 oz., are at high risk of illness, death and lasting health problems. A large percentage of infant deaths are linked to the babies being born too early and too small, according to Public Health Nurse Dawn Dailey, who manages our Fetal Infant Mortality Review (FIMR) program. FIMR looks for trends in infant deaths to identify gaps in services.

Many barriers to reducing this disparity exist, including poverty, racism, transportation issues and distrust of the system. Low birth weight itself among African-Americans is a phenomenon that is specifically unique to being born in the U.S. It is not a genetic or biological issue but a result of significant experiences among African-Americans living in the United States, said Itika Greene, Perinatal Services Coordinator in Public Health's Family, Maternal and Child Health Programs (FMCH).

To address the issue, protocol development sessions and intensive trainings – particularly with perinatal providers at Contra Costa Regional Medical Center (CCRMC) and the Health Centers (HCs) – have been held and are updated periodically. “This issue of low birth weight infants is a high priority for the hospital and health centers,” said Jeff Smith, Executive Director of CCRMC/HCs.

CCHS divisions and programs are tackling the major causes of low birth weight – smoking, perinatal substance abuse, domestic violence and periodontal disease – as well as the more complex issues such as stress, environment and access to health care that can affect birth outcomes, said Cheri Pies, Director of FMCH. “We’re trying to close the Black/White gap in birth outcomes by addressing both the obvious causes and the underlying issues,” Cheri said.

FMCH and our Community Wellness & Prevention Program (CW&PP), with funding from First 5 Contra Costa, are Promoting Smoke-Free Families by educating providers on how to better identify patients who are at risk for smoking or secondhand smoke and then linking these women with services to help them quit smoking or decrease their children's or their own exposure to secondhand smoke. The Perinatal Substance Abuse Partnership (PSAP) is working to address issues of drug and alcohol use by pregnant women and women with children. PSAP is an integrated, coordinated countywide partnership that includes representatives from Public Health, Mental Health, Alcohol and Other Drugs Services, and CCRMC/HCs, as well as Children and Family Services, Probation, Community Services, and community-based organizations.

CCHS also is reaching out to African-American women through the Black Infant Health (BIH) Program, which is run by the Perinatal Council and provides home-based case management to pregnant African-American women, including education and resources to improve birth outcomes. Even our Dental Program is involved by working to improve oral health for pregnant women since oral infections can cause low birth weight.

“This disparity is not new,” Itika said. “FMCH programs have been doing outreach, providing case management and increasing access to comprehensive prenatal care for many years in a concerted effort to improve the birth weights of African-American infants. We’ve made some progress over the years, but there could be a lot more done.”

The latest research suggests that efforts should focus on reaching women before a pregnancy or following a pregnancy to assess risk, build strengths and improve overall health prior to pregnancy. FMCH is seeking grant funds to test this approach. Because of the complexity of low birth weight, reducing low birth weight rates in African-American infants will require complementary interventions that are sustained over a significant period of time.



Send feedback about this story or the RHDI page to Kate Fowlie via e-mail [kfowlie@bsd.cccounty.us](mailto:kfowlie@bsd.cccounty.us) or by calling 925-313-6832.

# GOING THE EXTRA MILE FOR SERVICE EXCELLENCE

## Honor Roll

### **Victoria Balladares**

*Senior Health Education Specialist  
Community Education and Information Unit*

For working long hours and going the extra mile, despite the challenge of broken down equipment, to make sure that a film project was complete and available just in time for its use.

—Nominated by Dola Macaulay

### **Mario Arias**

*Clerk Experienced Level  
Pittsburg Health Center*

For showing a lot of patience and caring to assist an elderly cancer patient to get home. He was very compassionate and diligent.

—Nominated by Esther Gutierrez

### **Barbara Barton**

*Account Clerk Supervisor  
Payroll*

For going out of her way to provide custom reports – even during the busiest times – being extremely responsive and doing it in a friendly and professional manner.

—Nominated by Stacey Tupper

### **Debbie Cho**

*Clerical Supervisor  
Personnel*

For her very professional, efficient and courteous manner, and always being punctual and patient in responding to requested information. She is truly a great role model for public service.

—Nominated by Fowzia Younos

### **Rachel Diaz and Karla Santos**

*Patient Care Coordinators  
Richmond Health Center*

For researching information and assisting patients and me with keen excellence and a smile.

—Nominated by Charles Lee Green III

### **Charles Green III**

*Experienced Level Clerk  
Richmond Health Center*

For playing a major role in recovering revenues from missing or rejected CCFA forms and providing quality customer service professionally and enthusiastically. His dependability, attention to detail and willingness to assist co-workers and providers make him the model team player.

—Nominated by Kathy Ellerby and Cheryl Standley

## **Employee Milestones**

Congratulations to these employees who have given us long years of service: Debra Fernandez, Lolita Angeles, Esther Luna, Rosa Magana, Luz-Elena Onate, Marina J. Yuen, Joe Ann Hampton-Javis, Sandra Martinez-Magana, Michele Y. Simes, Anthony Jones, Teresa Madrigal, Mary A. Aldrich, Patricia Munoz-Zuniga (10 years); Prescilla M. Manglinong, Linda A. Foster, Alyce M. Nash, Christopher Farnitano, Jeremy M. Fish, David N. Goldstein, Eva Lopez (15 years); Oliver Hernaez, Christina M. Berger, Pura D. Tigno, Tuat Nguyen Doan, Adelina S. Pilarski, Annie P. Salas, (20 years); Stephen Daniels, Waynette D. Jeffrey-Henry, Lori L. Barnett, Maria Saguindel (25 years); and Glenda M. Egan (30 years). *We know there are lots of other dedicated employees with long years of service. Because of space limitations, we are only reporting those with 10, 15, 20, 25, 30 and 35.)*

# GOING THE EXTRA MILE FOR SERVICE EXCELLENCE

## *Honor Roll*

### **Nursing Staff**

*Family Medicine Clinic Suites  
Richmond Health Center*

For pioneering a new system of team care in the family medicine clinics in which the nurses measure diabetic patients' height, weight and BMI, encourage patients to quit smoking, refer patients for diabetic eye exams and enter information into the Diabetes Registry. Patients have expressed appreciation for these efforts.

—Nominated by Dr. Troy Kaji

### **Public Health Nurses Elise Judy, Deborah Sams and Willie Swenson and Health Emergency Response Specialist Donna Mann**

*PH Communicable Disease Programs*

For helping staff the Immunoglobulin clinic at an elementary school in Contra Costa and for the PHNs giving all those injections. Thanks for helping prevent a potential outbreak of disease.

—Nominated by Yodelie Baybayan

### **Linda Ray**

*Senior Disease Intervention Technician  
PH Communicable Disease Programs*

For helping staff the Immunoglobulin clinic at an elementary school and painstakingly reviewing all the school's immunization records for Hepatitis A vaccination. You helped prevent a potential outbreak of disease.

—Nominated by Yodelie Baybayan

### **Hector Rivera-Lopez, PhD**

*Clinical Psychologist  
Mental Health Division*

For his wisdom and cultural perspective (and ability to wear two hats) when providing consultation to the Prenatal Care Guidance Program. His tremendous commitment to collaboration benefits both our program and the families we serve.

—Nominated by Jana Aloo, Patti Creel, Phyllis Johnson, Haydee Marien, Lucy Rodriguez and Anne Wolf

### **Esther Gutierrez\***

*Community Health Worker II  
Public Health Clinic Services*

For helping a breast cancer patient and her family to move from a dilapidated living situation to a well equipped apartment that would support her receiving chemotherapy

—Nominated by Gaby Martinez

*\* Nominated previously in this quarter*

## **Do you know someone who's going the extra mile?**

To recognize a CCHS employee, vendor or volunteer for outstanding Service Excellence performance, submit the "Going the Extra Mile" commendation form, available from every CCHS Division Director, or email your commendation to [ServicEX@hsd.co.contra-costa.ca.us](mailto:ServicEX@hsd.co.contra-costa.ca.us) or fax it to 925-313-6219. The form can also be downloaded from the Internet (About Us page) or iSite, our Intranet.

## Newspaper Column Salutes EMS Week

Emergency Medical Services Week was observed May 14-20 with a resolution by the Board of Supervisors and a column in the *Contra Costa Times* authored by Dr. Joe Barger, Medical Director of our Emergency Medical Services Division. “Firefighters and ambulance personnel, including emergency medical technicians and paramedics, provide the first line of care to our communities, often in conditions of potential danger,” Dr. Barger wrote. “EMS workers also provide critical care in the opening hours and days of disaster situations, whether the scenario is an earthquake, bird flu epidemic, or toxic exposure. Their heroism and commitment to the community is unmistakable.” He also wrote of ways that the public can assist in this work by calling 911 when warranted, learning CPR, wearing seatbelts and other actions.

 To read Dr. Barger’s column visit the CCHS website ([cchealth.org](http://cchealth.org)). For more information about CPR, contact 1-800-GIVE CPR. The American Heart Association (510-904-4000) and our local EMS agency (online at [www.cccems.org](http://www.cccems.org)) can provide more information and guidance on CPR and stroke awareness.

## CCHP Managers Recognize Staff

Contra Costa Health Plan (CCHP) staff were recognized last month for the past year’s achievements with a Cinco de Mayo-themed luncheon sponsored by managers. Members of the Leadership Forum – CCHP’s management group that includes first line supervisors, managers and directors –voluntarily contribute their own money every year to pay for multiple staff recognition activities and events. Besides a lunch, attendees enjoyed door prizes and raffles, a ring toss, a piñata and more food than they could eat. Multiple employees were recognized during the All Staff Meeting portion of the lunch, including the joint CCHP/HSD Information Systems Perform Rx Implementation team and CCHP’s Employee of the Quarter, Blanca Brossa. CCHP thanks all staff for their dedication and hard work, and its managers for recognizing it!



*CCHP employees including Director Rich Harrison get ready to serve a Cinco de Mayo feast at their employee recognition luncheon.*

## AODS Division Applauds People Making A Difference

Individuals and groups working to combat drugs and alcohol were recognized recently for exceptional work in their communities. The 10th annual People Who Make a Difference awards were presented at a Board of Supervisors meeting on May 16. The campaign was sponsored by the Alcohol and Other Drugs Advisory Board of Contra Costa County. Six individuals and four groups were given awards, and 10 Certificates of Merit were also presented. Winners’ names and descriptions of their contributions are available online at our website ([cchealth.org](http://cchealth.org)).

## New Paper Features Public Health Programs

Our wide ranging experience in engaging communities to foster good health throughout the county is showcased in a new publication by two staff members. *Community Engagement in Public Health*, an eight-page, CCHS-published paper, is authored by Mary Anne Morgan, Director of the Public Health Outreach, Education and Collaboration unit, and Jennifer Lifshay, an Evaluator/Planner in the Community Health Assessment, Planning and Evaluation group. The paper presents a new framework for community engagement in public health, the “Ladder of Community Participation” (adapted from the “Ladder of Citizen Participation” developed at Rutgers University). The programs highlighted in the paper include Communicable Diseases, Asthma Community Advocates, Photovoice, Homeless Continuum of Care Board, Promotoras, Developmental Disabilities Council, Healthy Neighborhoods Project, Laotian Organizing Project and Monument Community Partnership.

 To read or download the article, visit [cchealth.org](http://cchealth.org) and click on Publications. For more information about it, contact Mary Anne Morgan at [mmorgan@hsd.cccounty.us](mailto:mmorgan@hsd.cccounty.us) or 925-313-6715.

## History of North Richmond Celebrated

The history of North Richmond was celebrated recently with a community event organized by our North Richmond Healthy Neighborhoods Project Action Team. The celebration April 29 at Shields Reid Community Center was co-sponsored by our HIV/AIDS Program, the Office of County Supervisor John Gioia, ArtsChange and Hammond Construction. More than 100 past and current residents of all ages participated in the event. It featured art, historical exhibits, inspirational music by a community choir and a video of longtime residents discussing the positive aspects of their neighborhood and their vision for the future. The video was produced by Vicky Balladares of our Community Education and Information Unit. Dola Macaulay, a Community Health Organizer who helped the team organize the celebration, said the event was the third of five initiatives set by the Healthy Neighborhoods Project Action Team last fall in its plan to overcome and prevent violence in North Richmond. First, a community choir was formed to develop the creativity of the residents and form a stronger community bond through music. Next, they hosted a youth forum last December where more than 60 young people identified several concerns that Supervisor Gioia's office is now working to address. The April 29 event was planned to show local residents the area's rich history before the team tackles its last two initiatives, which are youth engagement leadership activities and intergenerational mentorship.



*The North Richmond Community Choir was part of the entertainment at the celebration.*



*For more information about the North Richmond Healthy Neighborhoods Project, call Dola Macaulay at 925-313-6862.*



*Francie Wise*

## Francie Wise Wins Statewide Recognition

Our Communicable Disease Programs Chief Francie Wise, RN, BSN, MPH, won a distinguished award last month from the California Tuberculosis Controller's Association (CTCA). The award is given annually to a person selected for outstanding contributions toward the control of tuberculosis in the State of California. Francie has worked in tuberculosis control for more than 30 years. Called a "pioneering first" among her peers, Francie was the first non-physician to serve as the president of the CTCA, providing leadership when the state was embroiled in a severe budget crisis.

## Environmental Health Inspectors Giving Their All

Our Environmental Health Division inspects more than 4,000 food facilities and 1,600 public swimming pools and spas. Currently the program is "short" about 40% of the full-time inspector positions, with two more vacancies expected this summer. To assist the Division in making sure that these facilities are safe and sanitary, a number of staff have voluntarily conducted inspections and plan reviews after work, over weekends and on their other days off. This was recently reported in a news story with photos in the *Contra Costa Times*. The inspectors' efforts are greatly appreciated by the Division administration and by the citizens of Contra Costa County. Those who have participated to date include: William Alejandro, Harpreet Bains, Edgardo Cruzado Diaz, Michele DiMaggio, Gail Ingraham, Jerry Kothe, Bryan Narcisse, Phuong Nguyen, Roberto Rodriguez, Salvador M. Ruiz, Sue Orsoughakheth, Joshua Slattengren, Craig Smith and Martin Sum.



*For more information call Sherman Quinlan, Director of Environmental Health, at 925-646-5225, ext. 208.*

## CCRMC Celebrates Extraordinary Achievements

It was less than a year ago when Contra Costa Regional Medical Center joined the national Institute for Health Improvement's (IHI) 100,000 Lives Campaign. Last month, IHI officials came to town to celebrate the impressive results our medical center has already accomplished in preventing errors, anticipating problems and improving how patients are treated in the Emergency Department, Critical Care, Intensive Care and throughout the hospital. The *Director's Report* will take a closer look next month at how six teams have been improving key activities that have a major impact on patients' health and recovery. Of the more than 3,000 hospitals participating, IHI has identified CCRMC as one of nine "Mentor Hospitals" in the nation for the work done in preventing adverse drug events. At the celebration, IHI's Matt Louchheim said, "You are one of the standouts, and we will be looking to you for ideas for further improvement." Dr. Steven Tremain, Senior Medical Director and Director of System Redesign at CCRMC, said the project broke down silos. "This is a testimony to what happens when a group of dedicated professionals are given the time and tools they need."



*Anna Roth and Dr. Steven Tremain, from left, were among several staff members who made presentations last month to representatives from the Institute for Healthcare Improvement, Frank Frederico and Matt Louchheim.*

 See photos of the team members and other shots of the IHI visit on iSite, the CCHS Intranet (*cchs* in your browser address). For more information contact Dr. Steven Tremain at [stremain@hsd.cccounty.us](mailto:stremain@hsd.cccounty.us) or 925-370-5122

## Response to Anthrax Attack Simulated in Exercise

About a dozen Public Health managers and staff participated May 4 in an exercise in receiving, staging, storing and distributing a shipment of the Strategic National Stockpile (SNS), which is a cache of medical supplies to be deployed in a health emergency. The exercise was conducted in coordination with an SNS exercise performed at Moffett Field in Mountain View by the California Department of Health Services Emergency Preparedness Office and Emergency Medical Services Authority. County staff from the General Services and Public Works departments and the Sheriff's Office participated along with the Richmond Police Department. The scenario for the local exercise was a countywide terrorist attack of anthrax. Most of the activity went smoothly and many lessons were learned, according to Kim Cox, our Health Emergency Response Coordinator and the facilitator of the exercise.



*From left, Sue Guest, Public Health Nurse Manager, and Stan Burton of County General Services review some paperwork with an unidentified driver from California Department of Health Services who has just delivered a shipment in the Strategic National Stockpile exercise.*

 For more information about health emergency planning, contact Kim Cox at [kcox@hsd.cccounty.us](mailto:kcox@hsd.cccounty.us) or 925-313-6648.

## Come to 'Healthcare Workers as Creators'

The artistic side of our staff will be on exhibit the evening of July 13 at "Healthcare Workers as Creators: An Evening of Art on the Courtyard." The event will take place on the lawn at Contra Costa Regional Medical Center (CCRMC), 2500 Alhambra Ave. in Martinez. The event starts at 5:30 p.m. and is open to all staff and their guests. The program features county health care workers who are artists with booths of arts and crafts as well as a diversity of music and literature performances. Physician Paul Sarvasy, who divides his time between Richmond Health Center and CCRMC, came up with the idea for the event as a first step in expanding the ArtsChange program to Martinez. ArtsChange is a nonprofit arts organization formerly called the Quilt of Many Colors that has presented exhibits at Richmond Health Center since 1996. Come out July 13 and see how remarkably creative your coworkers really are.

 For more information about the event, contact Paul Sarvasy at [psarvasy@sbcglobal.net](mailto:psarvasy@sbcglobal.net) or 925-370-5200 ext. 3476.