Growing Our Own Talent

Recently Dr. Jeff Smith announced that he would be leaving his position as the Executive Director of our Regional Medical Center to become the County Administrator for Santa Clara County (see story on Page 10). Jeff has served Contra Costa for almost three decades, not only as a physician and hospital administrator, but also as a member of the Contra Costa Board of Supervisors and the Martinez City Council. I thank him for all his years of service and wish him well in his new challenge.

Often when a hospital administrator leaves an organization, a broad recruitment effort is launched to locate an experienced and qualified leader who is a good match for the culture and demands of the facility.

I am delighted that we have the talent inside Health Services to do our recruitment internally and avoid disrupting a team that is already working. Effective September 1, CCRM C, Chief Operations Officer Anna Roth, MS, RN, will become the Chief Executive Officer of CCRM C, responsible for inpatient services at CCRM C and Ambulatory Care Director Dianne Dunn-Bowie, MS, BSN, will become Chief Executive Officer of Ambulatory Care in charge of Health Center services. Dr. Steve Tremain—who has served our health system in many roles over the past several decades—will continue as Senior Medical Director and CCRM C Chief Medical Officer. All three senior managers will report directly to me.

Igniting a sense of excitement

Anna has been with CCHS for nearly a decade, serving as Assistant Director of System Redesign and a prime mover for our efforts as part of the Institute for Healthcare Improvement’s (IHI) 100K Lives Campaign. Her leadership resulted in CCRM C being chosen as an IHI Mentor Hospital. She was the first nurse to be chosen as a prestigious George W. Merck Family Foundation Fellow with IHI. While in Boston with IHI, she started a master’s degree in public health from Harvard, which she will receive this August (she already has earned a Master of Science in administration). Since her return last year she has impressed me with her dedication to working on quality and safety issues, involving staff at all levels and igniting a sense of excitement for change that is extremely gratifying.

Anna has been very effective in drawing in all levels of the organization to enhance operations. Her leadership in the Lean efforts focusing on con-
gestive heart failure has produced exciting results that will be transferable to other important areas. Even as a senior manager, she gets down and dirty to get things done, knows people by name and relishes trying new and creative management approaches. Her solid management experience, including as Assistant Director of System Redesign and Medical Center Supervisor, as well as her years of clinical experience as a registered nurse in psychiatric emergency, inpatient psychiatry and inpatient medical surgical have prepared her for the challenges she’ll face.

A seasoned leader

Dianne Dunn-Bowie is a seasoned leader with a broad range of experience including Neonatal Intensive Care Unit Pediatric Clinical Specialist, Assistant Professor of Nursing at Sacramento State University, Director of Medical Center Nursing and Associate Hospital and Health Plan Administrator with Kaiser, and a health consultant in Africa and Asia. Her extensive experience before joining us nearly a decade ago and since has given her a focused and disciplined approach to managing our widely dispersed outpatient system.

I’ve been impressed with Diane’s ability to respond to crises calmly and move forward a number of important initiatives at our Health Centers, including decreasing patient wait time, freeing up more primary care appointments, working with Mental Health to begin integrating behavioral health into our primary care settings and being a champion for chronic care management and group visits.

Growing leaders within public health systems

I’m in contact with a lot of health directors and hospital leaders around the country through the National Association of Public Hospitals and Health Systems (NAPH) and in California through the California Association of Public Hospitals and Health Systems (CAPH). In my discussions with them about succession planning, I’ve been impressed with how many of them—San Francisco, Santa Clara, San Mateo, Ventura to name a few—have conducted successful internal recruitment for key positions. It is important to have institutional knowledge and continuity and in the last few years, we’ve been able to accomplish that by producing quality leaders in the public hospital sector.

I’ve seen a vibrant influx of talent into the public hospital system, people committing their entire careers to systems like ours, drawn by the mission, the energy of working in teaching environments and the ability to concentrate on the delivery of care. There have also been programs and opportunities to develop leaders for the public system through NAPH, CAPH and IHI.

I hope these recent promotions will reassure our CCHS family that we have set a course to be able to respond to the challenges and new opportunities that the budget crises and health care reform will present. I’m confident that our team will flourish and that this internal recruitment process in CCRMC/HC will become a succession planning model throughout Health Services.

Sincerely,

William B. Walker, MD

Cutting Edge Ideas

One cutting edge small test of change that Anna Roth is trying is the use of social media - through a blog - to share information with staff at CCRMC. Our communications unit, Community Education and Information (CEI), is also using social media to get important health information out to the public. CEI is using Twitter, a free online messaging service, to share information about H1N1 (swine flu) and other issues. CCHS also has a new Facebook page. See the CCHS policy regarding use of social media (Policy 110A) on iSITE. For info on using social media, contact CCHS Communications Officer Kate Fowlie at kfowlie@hsd.cccounty.us or 925-313-6268. -WW

Anna’s blog: www.safetynethospital.blogspot.com/
CCHS social media page: www.cchealth.org/topics/social_media/
**H1N1 Debriefing Replaces Drill as Real Deal**

Like many other health departments around California, Contra Costa Health Services put aside plans for a scheduled statewide pandemic flu drill last month to instead hold a partner debriefing on a real health emergency: the H1N1 (swine flu) outbreak. The debriefing was held June 18 and provided an opportunity to discuss with hospital and other partners what has gone well and what needs work in the ongoing H1N1 response, which is likely to continue for some time. CCHS received praise for many of its response activities and helpful feedback on how to improve. About 90 people attended, including representatives from many CCHS Divisions, such as the Regional Medical Center, Emergency Medical Services, Public Health, Contra Costa Health Plan, and Mental Health along with partners, including John Muir Health, Kaiser Permanente, Sutter Delta, San Ramon Regional, American Medical Response, several local skilled nursing facilities, Sheriff’s Office of Emergency Services and Coroner’s Division, Employment and Human Services Department, San Pablo Police, San Ramon Valley Fire Protection District, Contra Costa County Office of Education, American Red Cross and East Bay Municipal Utility District. The debrief will be followed up by additional meetings with partners to plan and coordinate ongoing H1N1 response activities in Contra Costa.

For more information on the debriefing, contact Kim Cox at kcox@hsd.cccounty.us or 925-313-6648. For more info on H1N1, visit our website: [www.cchealth.org/topics/swine_flu/](http://www.cchealth.org/topics/swine_flu/)

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**CCHP Advice Nurse Program Receives URAC Health Call Center Accreditation**

Our Contra Costa Health Plan’s Advice Nurse program has been awarded the Health Call Center accreditation by URAC (also known as American Accreditation HealthCare Commission) for another three years. URAC is a nonprofit organization whose accreditation standards are recognized nationally as providing the benchmarks for quality in managed care organizations. CCHP was the first public agency to receive full accreditation from URAC. Our Advice Nurse program provides clinical advice 24 hours a day, seven days a week to any Contra Costa resident at no charge. The number of calls to the Advice Nurses increased from 17,021 in October 2008 to 20,435 in March of this year. The unit has contracts to assist Napa, Yolo and Solano counties.

The CCHP Advice Nurse number is 1-877-661-6230. For more information, contact Telephone Triage Manager Patricia Munoz at pmunoz@hsd.cccounty.us or 925-957-7236.
Promotoras Give Health Providers a Latino Perspective

Care in the American health system does not always reflect the treatment approach in other parts of the world. Our East County Promotora Program has been working to improve health outcomes by teaching our health providers the cultural norms of Latino health care. At a Noon Conference in April, the East County Promotora Program presented “Latino Perceptions of the American Health System.” The Promotoras shared examples of how health systems in other countries differ from the American health system. Dr. Julie Freedman, an Internist at Contra Costa Regional Medical Center, said “it was striking and helpful to have a demonstration of how different and much more personal doctors visits are in Latino American countries compared to our country’s doctor visits.” The Promotoras stressed the value of taking time to explain medical interventions so all patients can understand and be satisfied with the chosen approach. Dr. Freedman noted that taking the time to give details about a procedure also helps to build trust with the patient. Commenting on the presentation, Dr. Freedman said she now has a better understanding of the broader cultural norms Latino patients expect.

Noon Conferences are geared toward medical staff, but other staff are welcome to attend. Noon Conferences are organized each month Monday–Friday with support from Linda Thompson. RHD was offered a six-month trial to present once a month, usually the last Thursday of the month. For more information, contact RHD Resource Coordinator Dawna Vann at dvann@hsd.cccounty.us or 925-957-5436.
Recognizing Cultural Differences Can Improve Health Outcomes

Health disparities are the differences in health outcomes—such as illness, death or injury—experienced by different groups of people. Cultural disparities, on the other hand, are differences in people’s life experiences—such as gender, occupation, ethnicity and religion. Kenneth Hardy, PhD, Professor of Family Therapy at Drexel University in Philadelphia, is on a mission to broaden the way health providers think of culture. At a Noon Conference in June, he explained that we all have several cultures and dimensions that make up our identity. ccrmc’s Dr. David Pepper said that recognizing the “web of humanity” allows him to better interact with clients on a more human level. “This concept allows us to separate [ourselves] out and relate to someone to notice the ways we are similar and different—so we may learn and grow, and take on our multi-faceted nature, as we are multicultural beings.” Research has shown that being able to connect with patients and understand their cultural backgrounds leads to better health outcomes and improved productivity within an organization. Dr. Pepper said he is now more interested in discussing the culture of medicine in terms of its strengths and exploring what drives and influences that culture to continue to broaden perspectives. In the presentation, Dr. Hardy explained that as society continues to become more diverse, a one-size-fits-all approach ceases to be an effective model of practice.

FMCH Seeks to Reduce Depression Among African American Women

Recurring violence and exposure to death leads to rates of depression and post-traumatic stress disorder among African American women that are higher than in other groups of women. Research shows that these stressors can negatively affect maternal health, well-being and quality of social relationships, and the in utero environment of unborn fetuses. Research by our Family, Maternal and Child Health Program’s Black Infant Health Manager Dawn Dailey found that 32% of African American women who were patients in our health centers and interviewed by Dawn had lost someone to violence or had seen a dead body as a result of that violence. Dawn presented her findings at a Noon Conference in April about antepartum depression to explore ways a health system could better assist these women in coping with, reducing or eliminating these stressors. Dr. Karen Burt, Director of the ccrmc Integrative Health Program, said Dawn’s presentation made her reflect on “what can I, as a physician, and what can we, as a healthcare system do to be of service—in ways that are relevant to their realities?” As a result of attending the noon conference, Dr. Burt is having more dialogues with other doctors and sharing Dawn’s findings with them. Dr. Burt feels strongly that in addition to treatment, it is important to strengthen the focus on culturally and linguistically sensitive, integrative models of prevention and wellness.

Upcoming Noon Conferences

July 30 - Health Disparities in Contra Costa
August 18 - LGBTQI issues and PRIDE Initiative
August 27 - Bay Point and Pittsburg African American Health Conductor project
Health Column Offers Tips to Prevent Sunburn, Skin Cancer

Summer is here and whether you’re camping, gardening or just plain having fun in the sun, it’s important to protect yourself from harmful ultraviolet rays. A recent Healthy Outlook column by Dr. Sonika Shah, a board-certified internist, offers timely advice to avoid getting burned. Dr. Shah explains the difference between the two types of harmful UV rays: UVA—the rays that cause wrinkling and age spots—and UVB—the rays most responsible for burns. SPF ratings, Dr. Shah explains, are based on the sunscreen’s ability to block UVB rays. In order to achieve an SPF rating, people must apply enough sunscreen, roughly 1 oz. for the average adult. The column, published by the Contra Costa Times, explains this and more tips for protecting your skin.

To read more of this and other Healthy Outlook columns, visit www.cchealth.org and click on the Healthy Outlook link in Items of Interest or on the Publications page.

Dental Services Available for Children in Four CCHS Clinics

With Medi-Cal cuts making most adults ineligible for non-emergency dental care on July 1, our dental clinics now have more appointments available for children. Dental disease, including untreated cavities, is the most common chronic and infectious disease among children. CCHS’ four dental clinics, located in Bay Point, Martinez, Pittsburg and Richmond, provide free or low-cost comprehensive dental services for eligible children under the age of 21. Children must qualify for program coverage in order to receive dental treatment at low cost or no cost. In our Basic Health Care (BHC) program, children up to age 14 can receive dental care. U.S. citizenship or permanent legal residency is not a requirement for children on BHC. The Healthy Families program provides dental care for children under 19, and requires proof of U.S. citizenship or permanent legal residency. The Medi-Cal/Denti-Cal program provides comprehensive dental care for children under 21. Children enrolled in Medi-Cal/Denti-Cal who are unable to show that they are U.S. citizens or permanent legal residents are eligible for emergency dental care only. Parents wanting to make an appointment for their children or inquire about eligibility should call a clinic.

Dental clinic phone numbers and locations are available on a printable flyer in English and Spanish on our website: http://cchealth.org/services/dental/pdf/dental_flyer_2009_06.pdf

Homeless Connect Reaches Hundreds

Our Homeless Program’s annual Project Homeless Connect was another big success. Project Homeless Connect 4, which was sponsored by the City of Richmond and Contra Costa Health Services, served nearly 800 people on June 17. The free one-day event provides people who are experiencing homelessness with medical and dental care, food, and employment and housing opportunities, among others. Homeless Program Director Cynthia Belon said while it is difficult to see such a high number of people without a permanent home, she was encouraged that so many are reaching out for assistance. She said there have been an increasing number of newly homeless people in Contra Costa who have been hit hard by the recession.

To find out more about Project Homeless Connect, call 925-313-6124. To see more photos, visit isite.
**Honor Roll**

**GOING THE EXTRA MILE FOR SERVICE EXCELLENCE**

**Elizabeth Faulkner**
Public Health Nurse Program Manager
California Children Services

For her dedication, hard work and ability to add six staff to her team and a second full caseload, all the while continuing to train, help staff with questions and keep a sense of humor.

♦ Nominated by Diana Cunnison

**Al Gatmaitan, PHN**
Health Care for the Homeless

For constructing on his own time and dime small battery pack units to power two machines, replacing other appliances that are cumbersome to pack and carry.

♦ Nominated by Barbara Griesau

**Yolanda Jaro, RN**
Contra Costa Regional Medical Center

For caring so much about her work, being an asset to the Operating Room and for helping collect revenue for the supplies that are used.

♦ Nominated by Martha DeLaTorre

**Bertha De la Paz**
Community Health Worker II

**Roberta Solomon, LVN**
Richmond Health Center

For consistent hard work, teamwork and high standards in Richmond Health Center pediatric clinic, particularly in a recent short staffed, extremely busy and stressful clinic—all with a positive attitude and respect for our patients and families.

♦ Nominated by Leigh Pierson-Brown

**Larry Carlson**
Facilities Manager
Contra Costa Regional Medical Center

For assisting with a Health Care Interpreter Network training film by pulling in staff to be in the movie and for being extremely helpful.

♦ Nominated by Sally McFalone and Francie Wise

**Kathe Hudson, RN**

**Sue Madsen**
Clerk—Senior Level

**Paul Manaut, FNP**

**Melissa Sendelbach**

**Physical Therapist II**

**Physical Therapy**

For immediately coming to an employee’s aid when the employee needed assistance during an exercise test. Their professionalism and composure helped bring the employee to safety.

♦ Nominated by Tom Gamsky

**Leah Mallett**
Doula Program
Contra Costa Regional Medical Center

For anchoring the Doula Program’s successful beginning and for bringing her knowledgeable and compassionate support to many women in labor—including a 48-hour labor—facilitating a positive labor and delivery experience.

♦ Nominated by Krista Farey

**July Milestones**

Congratulations to these employees who have given us long years of service: Adalia V. Ramos, Astrid V. Gutierrez, Jennifer M. Jeffrey-Kent, Robin M. Melendez, Amy L. Laird, Maria Ley, Tina L. Matthews, David F. Duet, Diana D. Tinker, Colleen F. Kaye (10 years); Domingo V. Ang, Rita Reilly, Beverly W. Clark, Via Linder, Diana D. Butterfield, Henry S. Gurule, Rosemary Leta, Tatiana A. Marek, Carol A. Mott, Elizabeth Maaske, Tina M. Hoye, Linda J. Orias (15 years); Rosario Angeles-Martinez, Cathy C. Bennett, Brenda J. Moore, Cheryl A. Berriman, Dawn E. Dailey (20 years); Virginia Paulino, Julia Henshaw (25 years); Ann M. Johnson, Dana L. Slauson, Annette M. Berry, Kristine K. Elford, (30 years), and Patricia Arruda (35 years).
August Milestones

Congratulations to these employees who have given us long years of service: Aneela Ahmed, Ross B. Andelman, Regina Hernandez, Donna E. Yassin-Kaufman, Shirley M. Breer, Lulu X. Huang, Norma Sparks, Cedrita M. Claiborne, Diane Williams, Beverly K. Sousa, Florica State, Jose L. Avila, Eric Cho, Sandra Scroggins, Perseveranda Macaraeg (10 years); Nelia Llorente, Edralin B. Baiza, Rosa P. Alejandro, Carolina Ambriz, Fatima D. Matal Sol, Donna R. Ramirez, John T. Dufault (15 years); Heather Leary-Arando (20 years); Marilyn J. Condit, Rebecca L. Susini and Grant Wyborny (30 years).
Director’s Report

State Approves $16.2 Million in MHSA Funds for Mental Health Services’ CSS Plan

Our Mental Health Division was approved for $16.2 million in state Mental Health Services Act (MHSA) funds to provide services for people on the path to recovery. The money, which is allocated for the updated Community Services and Supports section of the MHSA, funds community organizations which provide an array of services—such as housing, treatment and vocational training. Strategies focus on overall wellness, wraparound service, a consumer network, housing options and adults. MHSA Program Manager Sherry Bradley said the funds come at a critical time, when enrollment for some of these services is beginning to increase. The MHSA is funded through Proposition 63, which levies a 1% tax on annual incomes of more than $1 million.

Grant Improves Care for Chronically, Terminally Ill Patients at CCRM C

Palliative Care Services are set to improve at Contra Costa Regional Medical Center this summer thanks to a $231,412 grant from the California HealthCare Foundation. Palliative care draws on the expertise of many disciplines to provide physical comfort and social support to those with chronic or terminal illness. The grant will establish the Palliative Care Program in the inpatient and Emergency Department settings during the initial two years. Dr. Julie Freedman, an Internist at CCRM C who will lead the Palliative Care Service, said it is her aim to create a sustainable program that could expand to the outpatient setting in the future. In addition to Dr. Freedman, Nurse Practitioner Cindy Wylie-Hellman and Dr. Rachael Steinhardt will help lead the program.

To find out more about Palliative Care Services, contact Dr. Freedman at 925-370-5646.

To find out more about the Mental Health Services Act, call Sherry Bradley at 925-957-5150 or visit MHSA on the web at www.cchealth.org/services/mental_health/prop63/

The Director’s Report is published monthly. Deadline for the September edition is August 14. Publicize your upcoming events and successes by sending information to Kate Fowlie at 597 Center Avenue, Suite 255, Martinez 94553, fax 925-313-6219, or email: kfowlie@hsd.cccounty.us. The Director’s Report is available online at www.cchealth.org and on ISITE.
CCRMC/HCs CEO Departing

After nearly 30 years with Contra Costa County, Regional Medical Center and Health Centers Chief Executive Officer Dr. Jeff Smith is leaving for a new challenge as the County Executive of Santa Clara County. Dr. Smith has spent the last seven years overseeing CCRMC and the Health Centers but spent many more walking the halls as a practicing physician. In fact, he started his medical career as a family practice resident at CCRMC and has served as the Residency Program Director and the hospital Medical Director. “I grew up in the organization, three of my children were born in this hospital, and much of my life has been centered in this community and County. I am very proud of this health system and the people who work here,” Dr. Smith said. In addition to being a medical doctor, he also is an attorney and a former Contra Costa County Supervisor and Martinez City Council member. His last day is September 1.

Contra Costa STEMI System Reports

Stellar Marks in First Quarter of 2009

When our Emergency Services Division launched the countywide STEMI System last year, things got off to a great start. The program that fast tracks STEMI—or high-risk heart attack—victims to rapid cardiac intervention was beating all national benchmarks. Now, Contra Costa’s STEMI System is improving its times in all performance areas. In the first quarter of 2009, “911 Call to Intervention” time improved 14 minutes to a total of 83 minutes with 100% of STEMI patients receiving life-saving intervention within 90 minutes (the current national standard) of reaching a STEMI Center. STEMI Program Manager Patricia Frost said this performance demonstrates that the Contra Costa STEMI System is meeting a level of excellence rarely obtained by new STEMI systems.

New Assistant Director of EMS

Our Emergency Medical Services Division has promoted one of their own as the new Assistant Director. On July 6, Pat Frost took over for Lauren Kovaleff, who retired in March. Pat brings nearly 30 years of experience in the fields of nursing and prehospital care. Since joining EMS in 2007 as Quality Improvement Coordinator, Pat has also helped build and coordinate the county’s STEMI System.

For information about the STEMI System, contact Patricia Frost at pfrost@hsd.cccounty.us or visit www.cccems.org

Environmental Health Hosts OSHA Refresher Training

Local enforcement agencies from around the Bay Area attended an eight-hour OSHA refresher course hosted by our Environmental Health Division in May. The annual training focused on solid waste and included topics such as hazard communication, how to avoid hazards, personal protective equipment, decontamination, toxicology and more. Environmental Health Director Sherman Quinlan said the training provided critical information that will help workers prevent injuries at landfills, transfer stations, medical waste facilities and other solid waste facilities. The California Integrated Waste Management Board provided the training free of charge. Attendees came from Contra Costa, Alameda, Marin, Monterey, Santa Clara, San Mateo and Yolo counties.

To find out more about our Environmental Health Division or the refresher training, contact Sherman Quinlan at squinlan@hsd.cccounty.us or 925-692-2500.