

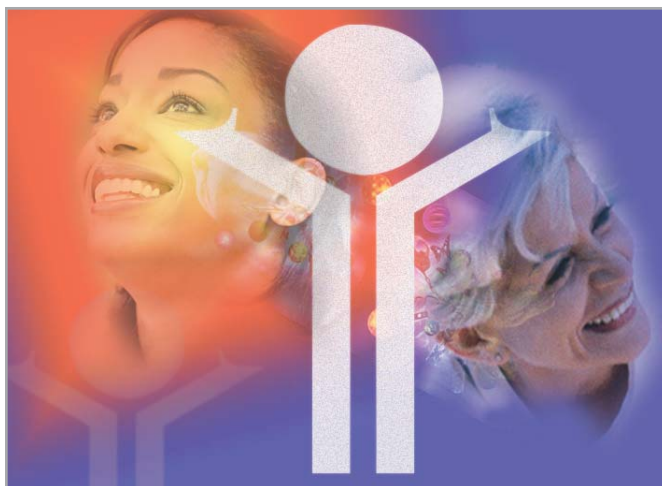
The Human Side

GEORGIA DEPARTMENT OF HUMAN RESOURCES • WINTER 2004

The Georgia Department of Human Resources, in partnership with others, will effectively deliver compassionate, innovative, and accountable services to individuals, families and communities.

Planning for the Next Generation of DHR leadership

Part of the focus of DHR's FY 2003-2004 Workforce Planning effort was Succession Planning. According to **Kevin Walker** and **William Warren** of OHRMD, co-chairs of the Succession Planning Workgroup, Succession Planning means anything an organization does to plan for and develop future leaders from within. The Workgroup completed research during this past year to provide a basis for sound planning.



management overwhelmingly agree that Succession Planning is a course of action that DHR should embrace.

DHR needs to prepare itself for the upcoming wave of baby boomer retirements. We need to preserve the inside know-how that walks out the door with each leadership retirement. With these challenges in mind, the FY 2004-2005 Workforce Plan-

ning efforts will again emphasize Succession Planning, this year, with the goal of identifying the key components of a long-term Succession plan. Ideally, this plan will include concrete measures beneficial to both DHR and its employees.

— Kevin Walker and
Barbara Joye



Michael Lavoie, director of the Office of Vital Records, won third prize in the Georgia Public Health Association's annual photography contest with this portrait titled "Assuring a Health Future." It shows a new Georgian contemplating his birth certificate. The first and second place winners will be featured in upcoming issues of *The Human Side*.

While the value of Succession Planning has been recognized by businesses for years, it will prove even more important as members of the "baby-boomer generation" leave the workforce during the next few years. 2005 will mark the fiftieth anniversary of the end of World War II, the start of the boomer generation! Like all businesses, DHR will definitely feel this impact. In fact, research conducted by the Succession Planning Workgroup revealed that, of the top 426 leaders in DHR, 46 percent are expected to retire over the next two years.

DHR, like any organization, needs to retain and develop talented workers for positions of increasingly greater responsibility. That's what's meant by Succession Planning. Workgroup research findings show that DHR employees and

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Commissioner's Corner: Values and Our Work

I have been commissioner of DHR for six months and this is my second opportunity to speak to you in this forum.

In this space in our last newsletter, I suggested that we "bring our values to work to serve the people of Georgia." Since that time I have worked with the DHR board and our management team to clarify our values so that we improve our decisions and actions. This was our approach in developing DHR's FY 2006 budget proposal to Governor Perdue.

I have spoken to staff, to community organizations, to provider groups, to consumers of MHD-DAD services, to older Georgians and to children and families served by DFCS. More importantly, they have spoken to me.

These visits and meetings — from Greenville to Savannah, Athens and Augusta — have helped to clarify the values that should guide our work. For, if we are to do the right work for children, families and vulnerable adults, we must be clear about our values.

We believe that welfare is not good enough for any child. We believe that working families are always better off than non-working families. We therefore value **self-sufficiency**.

We believe government has to be the parent of last resort. And we believe no system can raise a child as well as a family. We therefore value **family** even when the adults in the families are failing.

We believe that institutions are not the best places for people to live and grow in. We therefore value **community**.



We believe that government should be a resource to families, not a substitute for families. We therefore value helping families support their loved ones.

We believe that people with the support of family should make the important decisions that affect their lives. We therefore value dignity and personal freedom— to choose.

What do our values ask us to do?

Our belief in **self-sufficiency** asks us to train and support single parents so that they can raise their children with dignity. It asks us to find work and meaningful involvement in the community for people with developmental disabilities. It asks us to join Governor Perdue's "self determination" initiative and re-vamp our mental retardation waiver services.

Our belief in **family** asks us to work to keep relatives in the lives of children in foster care— to maintain this vital connection. It asks us to work with communities to strengthen and support vulnerable families. It asks us to work in the community to encourage parents to exercise and eat right so that they

can be there for their families.

Our belief in **community** asks us to take action on the Olmstead initiative and to move people from hospital to community. It asks us to serve foster children in homes and home-like settings with caring, responsible adults. It asks us to serve older Georgians in the community with respect and dignity.

Our belief in helping people to support their own families goes beyond government supports and economic assistance. It recognizes that government cannot do it all—it truly takes a village. Government is not the village.

A village contains friends, relatives, churches, clubs, and civic groups. In a village, adults matter. When responsible adults in "the village" do what they can — what they are supposed to do — children and families prosper.

Georgia contains many vulnerable young families. A large number— more than a third of families in our state— are started by a teen, by a high school dropout, by a single parent or by a young adult with more than one of these challenges against them.

These are the families where we can make a difference— if we energize "the village" and help it to prevent bad things from happening to our young families. Wherever you are, whatever you do at DHR, with DHR— think about how you can help.

I want to again salute the staff of DHR, who are doing some of the hardest work in state government every day.

Stories of Strength, Survival and Success



(l-r) Three members of the BreasTEST and MORE tenth anniversary planning committee and Public Health public information officers **Lisa Moery** and **Demetrius Parker**, with signs from the celebration.

October is national Breast Cancer Awareness Month, and it's been a busy time for DHR and our partners, the Georgia Cancer Coalition and the American Cancer Society.

The 10th Anniversary Celebration of Georgia's breast and cervical cancer program: BreasTEST &

MORE took place on October 20 at the Academy of Medicine in Atlanta. Governor Sonny Perdue proclaimed October 20 the second annual Breast Cancer Prevention and Awareness Day. To highlight the theme of the event: "Stories of Strength, Survival and Success," two breast cancer survivors who

benefited from the BreasTEST & MORE program told their stories. Esther Fussell, another breast cancer survivor and American Cancer Society volunteer, delivered the keynote address, and the Metro Atlanta Breast Cancer Survivors Mass Choir gave a beautiful performance.

In addition to recognizing and honoring the women who have been served through the BreasTEST & MORE program, we would like to take this opportunity to remind you to Save a life. Get checked for breast cancer. Women over 40 should get a mammogram every year. Women who have had breast cancer or breast problems, or those with a family history of breast cancer, may need to start mammograms at a younger age.

Did you know that simply being a woman is the main risk factor for breast cancer? Age, family history

continued next page

Write it Right



Marian the Grammarian has had the honor of writing speeches and other public statements for several DHR commissioners. Some commissioners favored trendy catch phrases while others preferred a more formal style, but all required clear, audience-friendly writing. Our current commissioner, B.J. Walker, is a champion of plain talk. "Write it so a cab driver can understand," she instructed once, which made Marian very happy.

Cab drivers are hard working, intelligent folks, but like most members of the reading public they tend not to be familiar with the special terms used by social

workers, scientists, computer technicians, administrators and other professionals who work for DHR. They are also busy people who would rather not spend time untangling a complicated sentence full of unfamiliar words. Most of us feel the same way.

Even when you're writing for your peers, get in the habit of getting to the point. Use action verbs in the active voice: "The committee plans to issue the report next week" instead of "It is expected that the report will be available next week." Avoid insider terms, even if "that's the way we say it."

Example: Instead of "Assistance will continue for the duration

of the child's minority," say "You will receive payments until the child's 19th birthday."

Example: Instead of "The office refers families to appropriate treatment resources," say "The office will help families find a doctor or clinic."

Sometimes when you cut away the extra words you'll find that you didn't have much to say, after all. This is painful, but it's better to find out now, before someone else does. Fill the space with more concrete statements that support your point. Remember the story of the three little pigs. Brick and concrete hold up better in the long run.

— *Marian the Grammarian*

Workforce Planning: Celebrating a Year of Accomplishments

If you work for DHR, the department-wide Workforce Planning group (WFP) has a plan for you. WFP recently celebrated a year's hard work thinking up ways to help DHR employees feel more fulfilled in their jobs and more motivated to continue employment with the department.

The group developed a diversity plan and training program (see *The Human Side*, spring 2004); a compensation philosophy to guide how salaries are set (see *The Human Side*, fall 2003); a plan for improving the quality and consistency of hiring decisions, and a plan for making sure that when a manager leaves someone else (maybe you) is ready to take his or her place (see article on page one of this issue). They also attracted 200 DHR employees to the department's second annual Total Rewards Best Practices Fair and Seminar, held in Atlanta last June (see *The Human Side*, spring 2004).

Office of Human Resources



Celeste Gosier, co-leader of DHR's Workforce Planning Total Rewards Work Group, receives a certificate of appreciation from OHRMD Director Rosa Waymon, while Kevin Walker of OHRMD and Deputy Commissioner Gina Simpson look on.

Management and Development (OHRMD) Director **Rosa Waymon** and Deputy Director **Gary Nagel** served as project sponsors for WFP. **Rosemary Calhoun**, section manager for Organizational Planning and Development, OHRMD, chaired the WFP steering committee.

Other members of the WFP steering committee for FY 2004 were: **Carolee Anderson**, OHRMD; **Arvine Brown**, Office of Aging; **Ted Burgess**, Office of Planning and Budget Services; **Sharon Dougherty**, Office of Regulatory Services; **George Gaines**, OHRMD; **David Martin**, Division of Public Health; **Alec Musard**, Office of Financial Services; **Dianne Narten**, OHRMD; **Richard Perreault**, Office of Information Technology; **Malvin Sutton**, Office of Child Support Enforcement; **Anita Thomas**, OHRMD; **Kevin Walker**, OHRMD; **Mary Walker**, OHRMD; **Charlie Walters**, Division of Mental Health, Developmental Disabilities, and Addictive Diseases; **William Warren**, OHRMD; and **Joanne Wheeler**, Division of Family and Children Services.

Stories of Strength *Continued from Page 3*

and race are also indicators for breast cancer. White women are slightly more likely to be diagnosed with breast cancer than are African-American women. However, African-Americans are more likely to die of this cancer, primarily because they are generally diagnosed at a later stage. Early detection saves lives!

Do everything you can to prevent chronic disease and reduce the risk of getting cancer by following these four guidelines: Don't smoke.

Get regular health check-ups. Eat five fruits and vegetables a day. Be physically active. If you smoke and want to quit, call the Georgia Quit-line at 1-877-270-STOP (toll-free.) Schedule your breast health appointment today.

To learn more about screening services and Breast Cancer Prevention and Awareness Day activities in your area call your county health department, or call 1-800-4CANCER (1-800-422-6237), or visit www.georgiacancer.org.

— Lisa Moery

— Barbara Joye

Resource Parents: Getting Together

You may hear a new buzzword these days: "resource parents," formerly known as foster parents or adoptive parents. The name symbolizes a significant change in the way DHR serves the parents who offer loving homes to children in state custody. Formerly served separately by the Division of Family and Children Services (DFCS)

and the Office of Adoptions (OA), foster and adoptive parents began to share many programs and staff after OA moved to join DFCS this spring.

"Foster parents adopt 85 percent of the children in state custody who find adoptive homes each year," says **Sarah Brownlee**, acting state manager for DFCS' Office of Child Protection. "The parents receive support from DHR

for the children they adopt and many continue to take in foster children as well, so it makes sense to address them as one community. The name recognizes that they are an essential resource for the children of Georgia."

The Georgia Center for Adoption and Foster Care Resources, which has served adoptive parents since 2001, recently added foster care to its name and mission. This agency refers resource parents to services in their communities, including healthcare providers who take Medicaid. It links families to support groups and buddy families; informs foster parents about opportunities to meet their annual training requirements; and maintains a lending library of books, videos and magazines on foster and adoptive issues.

A new newsletter, *Family Matters*, has been developed by the DHR Office of Communications to provide information about resources and policies to both foster and adoptive parents. Previously, DHR sent a separate newsletter to each group. You can read it on the web at www.dfcs.dhr.georgia.gov/familymatters.

The foster parents' association, a statewide education and advocacy group, has also expanded to include adoptive parents. For information about the Adoptive and Foster Parent Association of Georgia, see www.afpag.org.

— Barbara Joye



Finding more homes for children

This past year, the Division of Family and Children Services (DFCS) Office of Adoptions placed more children in adoptive homes and finalized more adoptions than in any other year in our history, reported **Gail Greer**, acting director of the Office of Adoptions.

"We also increased the percentage of adoptions by foster parents, foster/adoptive parents and relatives," she said.

Ninety-one percent of children adopted through DHR during FY 04 were placed with their foster parents, foster/adoptive parents or a relative. "This statistic is so meaningful because it tells us that more children are able to stay with families they already know and usually have lived with for some time," Greer explained.

The DFCS Office of Adop-



The Office of Adoptions introduces children to prospective adoptive families at special parties and videoconferences. Crafts and games entertain the children. This little girl made her mask at an adoption party at Macon State College last September.

tions placed a total of 1,219 children in adoptive homes during FY 04 and finalized 1,234 adoptions. Greer said these numbers reflect statewide recruitment efforts and collaboration among county DFCS offices, the DFCS Office of Adoptions and private adoption agencies under contract with DHR.

— Lola Russell

Who's News



James H. Sanregret was appointed deputy commissioner and chief financial officer (CFO) for DHR. He brings over 30

years of professional experience to his new post.

Sanregret has a wealth of experience in a variety of professional settings. He has served as CFO for a large international company and has also been CFO of small high-growth firms. Most recently, he worked as an independent financial consultant assisting individuals with business plans and financial projections. As a financial consultant, he also conducted business valuations and audits for a number of organizations. Prior to his work as a consultant, Sanregret served for three years as CFO of Crawford Communications, based in Atlanta. He was treasurer and CFO of New-Care Health Corporation of Atlanta and spent 24 years with Delta Airlines, ultimately serving as treasurer of Delta.

Sanregret earned a B.B.A. degree from the University of Wisconsin where he majored in business administration and finance. He has served on a number of boards, including CR Systems in Copenhagen, Denmark and the Delta Employees Credit Union. He was a board member and president of Aero Assurance Ltd. in Hamilton, Bermuda and a board member and treasurer of the Delta Air Transportation Heritage Museum.



Brenda Woodard is DHR's new chief legal officer. She is a native of Atlanta with more than a decade of legal experience in both private and public positions.



Prior to coming to DHR, Woodard worked in the Office of the Fulton County Attorney as a staff attorney whose clients included the tax commissioner, the tax assessor, the Board of Assessors, the Board of Equalization, the Department and Board of Registration and Elections, the Department of Finance and the Purchasing Department. Earlier she served as an attorney for the Standing Chapter 13 trustee. Woodard also worked for the King and King law firm and for the United States Small Business Administration.

Woodard graduated summa cum laude from Howard University in 1990. She earned a Bachelor of Business Administration degree in finance with a concentration in insurance. Woodard earned her law degree (J.D.) from the University of Texas at Austin School of Law.



Maria Greene, director of the Division of Aging Services (DAS), received the Elsie Alvis Award at the 2004 Georgia Gerontology Society Conference recently. This award is presented to the outstanding professional with a minimum of 15 years of service in gerontology. Greene has been a state employee for 14 years, 12 of which have been in DHR, where

she has served as director of DAS for the past four years.



Robert Riddle, director of the Office of Child Support Enforcement, has been elected President of the National Council of Child Support Directors, effective October 1, 2004.



GeorgiaCares Director Jennie D. Deese received the Best Practices Award for partnership development at the Resource Development Symposium Promoting Medication Access for Seniors Southeastern Conference this fall. The award recognized GeorgiaCares as "deemed noteworthy of replication by other aging services programs and organizations."



Al Peterson, director of Public Health's Women, Infants and Children (WIC) nutrition program, has received the 2004 Friend of Children award for his "outstanding commitment to Georgia's children through his leadership of the Georgia WIC program."



The Georgia Public Health Association honored several Division of Public Health employees at its annual conference in September:

- Jules S. Terry Memorial Award for increasing access to health care services: **Mark B. Bodenheim, D.D.S.**, district dental director, Gainesville.
- Al Dohany Award for Community Service: **Ronald C. Burger**, Chairman, Rockdale County Board of Health.
- Barfield Papers Award: **Susan F. Smith, R.N., B.S.N.**, Chattooga

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County Health Department.

- Environmentalist of the Year: Payton C. "Chris" Chester, Bartow County Health Department.
- Georgia Dental Public Health Award of Merit: **Bernard Pohlmann, D.D.S.**, District 6 dental director, Augusta.
- Janet Stancliff Award (Epidemiology Section): **Kathleen Cartmell, M.P.H.**, East Health District, Savannah.
- Larry W. Miller Health Information Specialist of the Year: **Robert Attaway**, Division of Public Health Data Resource Team, Atlanta.
- Maggie Kline Award for Nursing: **Cora Mitchell, R.N.**, Floyd County Health Department.

- Maternal and Child Health Community Service: **Mary Francis Williams**, consultant, Atlanta.
- Office Personnel Outstanding Service: **Bobbie Pinson**, Floyd County Health Department.
- Rosemarie B. Newman Nutrition Section "Extra Mile" Award: **Rebecca M. Vincent, R.D., L.D., C.L.C.**, Bartow County Health Department.

GlaxoSmithKline presented its annual Child Health Recognition Awards at the same meeting. Honorees included **Robin Tanner**, DeKalb County Board of Health; **Pat Townley, R.N., B.S.N.**, Floyd County Health Department; **Mitzi Jackson**, Morgan County Health Department; **Carol Srymanske, L.D., C.L.C.**, North Georgia Health

District; **Beverly Ann Townsend, M.D.**, Talbot County Health Department; **Cathy Green, Joanna Aflague, Myra Belcher, Angie Robinson**, and **Misti Gentry**, Bartow County Health Department; **Sharon Buchanan, R.N., B.S.N., W.H.N.P.**, Carroll County Health Department; **Margaret Bean**, Northwest Health District; **Grier Godfrey, D.M.D.**, **Sherrill Moore**, and **Lynn Watts**, Macon-Bibb County Health Department; **Margaret Turner**, Heart of Georgia Healthy Start; **Nancy Williams, D.D.S.**, North Georgia Health District; and the Chattooga, Clinch, Barrow, Houston, Lanier, Richmond, Upson and Whitfield county health departments.



What's News

Last issue we announced a new **Total Rewards Website** with articles on many topics related to job satisfaction, work/life balance, diversity and other aspects of working for DHR. The Total Rewards Website is updated regularly. This month you can find new articles on how to plan an exercise program and exercise safely -- part of the Georgia Healthy Promise program. You will also find updated listings in the "Events" section. Go to dhr.georgia.gov, then to Employee Intranet to find the Total Rewards pages.



The Clinic for Education, Treatment and Prevention of Addiction, Inc./ Clinica de Educacion, Tratamiento y Prevencion de la Adiccion, Inc. (CEPTA),

which serves Latino youth and their families through a contract with MHDDAD, has received the 2003 Exemplary Award for Innovative Programs from the federal Substance Abuse and Mental Health Services Administration's Center for Substance Abuse Prevention.

CEPTA is an after-school program that encourages cultural pride by emphasizing the strengths of Latino culture, addresses belonging and adaptation, teaches assertiveness and decision-making skills, and provides guidelines for health and success. Last year, CEPTA served more than 200 Latino youth in after-school and summer camp substance abuse prevention programs in five Georgia counties. MHDDAD Prevention Pro-

gram Chief, **Brenda Rowe, PhD.**, nominated the program for the award.



The Office of Child Support Enforcement's Family Support Registry - Payment Management Procurement entry won the Government Technology Conference's Best of Georgia award for the "best application serving department/agency business needs." The Registry automated distribution of child support payments, replacing an expensive and time-consuming manual system that had resulted in many errors. The automated Registry sends payments to families in half the time and saves Georgia taxpayers approximately \$1 million per year.



Medicare 2 Seniors: Information to Families

Are you looking for answers about Medicare, Medicaid, health insurance or prescription assistance? Are you an older adult or caregiver looking for information on health services, housing, transportation, nutrition, legal issues or educational, volunteer and employment opportunities? You can get answers to these questions by using the resource guide, "Medicare 2 Seniors: Information to Families," provided by GeorgiaCares and the Area Agencies on Aging (AAA).

GeorgiaCares and its partners have distributed more than 50,000 copies of the brochure. GeorgiaCares is Georgia's State Health Insurance Assistance Program (SHIP). It is administered through

the Division of Aging Services.

"We are thrilled that so many people are using the brochure as a resource guide," said GeorgiaCares Director, **Jennie D. Deese**. "Calls to our hotline increased by 33 percent in May with a total of 4,000, and we are still at about a 30 percent call volume with 2,583 in July."

The brochure was released during the GeorgiaCares "Medicare 2 Seniors: Information to Families" public awareness campaign in May to help Medicare beneficiaries understand their choices with the new Medicare-approved drug discount cards.

GeorgiaCares partnered with the federal Centers for Medicare and Medicaid Services, the Social

Security Administration, WSB-TV 2 and the AAAs to develop the brochure and plan 24 information fairs statewide to provide comprehensive, timely and accurate information to seniors. More than 7,400 seniors and their families attended the fairs. AARP, CVS Pharmacy, Novartis and Publix sponsored the events.

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Hurricanes Didn't Stop Us

Hurricanes Ivan and Jeanne shook South Georgia with strong winds, but they did not stop child support agents from helping families during September. Agents in the South Georgia Judicial Circuit, which serves Baker, Calhoun, Decatur, Grady and Mitchell counties, continued work as usual. They collected more than \$30,000 and met with numerous parents to help them increase their earning power.

"I think that the non-custodial parents realized the importance of paying their child support even in the midst of the storms," said South Georgia Office of Child Support Enforcement Manager **Angelia Boatright**. "Their willingness to continue to discharge their financial responsibilities to their children at a time like that says a lot for these parents."

Coordinators **Neal Edalgo** and **Kathy Wilkinson** also signed up 43 fathers to participate in the South Georgia Circuit's Fatherhood Program, which offers unemployed and underemployed parents education so they can earn enough to pay their child support obligations.



*In September Georgia's Public Health nurses reinforced disaster relief efforts by helping to staff shelters in Florida's hurricane-battered areas. Here, **Bruce "Jeff" Jeffries**, a Division of Public Health emergency preparedness coordinator and Assistant Chief Nurse **Olivia Erbele** (standing) brief (l-r) **Carole Gooch**, **Kathleen Cohen**, **Jennifer Parker**, **Jan Hill** and **Jo Deems** (back to camera), in DHR's Emergency Operations Center at Two Peachtree St. in Atlanta.*

Record Child Support Collections Helps Georgia Families

Child support collections reached a record \$554.2 million last year in Georgia, reported **Robert Riddle**, director of the Office of Child Support Enforcement (OCSE).

"Child support is a lifeline for families," says Riddle. "Close to one in four Georgia children - 24 percent - receives support from a non-custodial parent through our program. We are very pleased that our collections rose five percent over the previous year, even though many parents are still having trouble finding steady jobs. We hope to do even better next year." The \$554.2 million were collected during state fiscal year 2004, which ended June 30.

OCSE sends the money directly to custodial parents, through



either direct deposit or debit card accounts. Paper checks are being phased out. OCSE helps custodial parents obtain court orders and collects the payments. The agency also distributes support payments for a smaller number of parents

who did not require state help to establish their cases. A total of approximately 231,000 non-custodial parents with child support cases made payments to OCSE in fiscal year 2004, benefiting some 516,000 children.

Legislation allows DHR to collect overdue child support directly from tax refund checks, lottery winnings and worker's compensation settlements, as well as salary checks going to non-custodial parents who are under court order to pay. Parents more than two months behind may have their driver's license or professional license suspended.

Custodial parents may apply to any OCSE office for help finding an absent parent, establishing paternity, getting a court order, collecting support and enforcing payment through legal remedies. The fee is \$25 for any parent who does not receive Temporary Assistance for Needy Families.

— *Barbara Joye*

Medicare 2 Seniors

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"GeorgiaCares and the AAAs will continue to provide numerous outreach and educational sessions to reach all Medicare beneficiaries in Georgia during the duration of the changes in the Medicare Modernization Act," said Deese.

The Atlanta Regional Commission did the design and layout of the brochure, which also features helpful numbers for other services to seniors.

For more information or to get copies, call GeorgiaCares toll-free at 1-800-669-8387 or your local Area Agency on Aging.

— *Edna Jackson*

An invitation to our readers

The Human Side is your paper — the only newsletter for all DHR employees. We showcase staff and program successes, and we aim to provide information you need to know: new programs and policies, and resources to help you do your job better. Please let the editor know about stories you'd like to see in the Human Side. What kinds of stories and information do you like best? Please send your suggestions and comments to the editor: Barbara Joye, at brjoye@dhr.state.ga.us.

The purpose of The Human Side is to provide interesting and important information related to DHR employees and their jobs.

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