



El Diario Sin Nombre

The Newsletter Without a Name

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New Secretary Visits Field Offices

On the last work day before the start of the 2003 Legislative session, then Secretary-designate Pamela Hyde spent her morning visiting three of the nine Albuquerque HSD offices. Wanting to get a flavor of the different kinds of work employees do, she visited the Region III CSED office, Commodities and the SE ISD office on Jan. 17.

Her message to employees was, "I care about what you do, and you are the ones who keep government going, especially during times like this when administrations change." She also laid out her mission for the department in three words: Access, Quality, Accountability. "Greater access to programs, better quality in customer service and improved accountability to clients and taxpayers is my focus," she said. She admitted, however, that her first two weeks were focused on the "accountability" front. "We have some accounting issues and, if we don't get a handle on them, a swarm of feds — larger than a swarm of killer bees — will be on us," she said. Other goals are to develop a one-team, one-voice approach across divisions and departments and build a relationship of trust between legislators and the department. "They [legislators] want us to succeed," she said. Finally, she wants everyone to help her get the word out on the good things the department does every day. Betina Gonzales McCracken, the new HSD Communications Director, was also with Secretary Hyde.



Commodities driver Jerry Jaramillo shakes hands with Secretary Hyde.

Hyde wants to hear from field staff early on because from her experiences, she told staff, "It is often you who have the best ideas for improving things." At the CSED office, she said one goal for CSED should be, "To look to collect every dollar and reduce the number of people who need child support services by catching the front end of the problem."

At the commodities warehouse, things were humming as workers zoomed around in their forklifts loading crates of food on trucks for delivery around the state. One driver, in a hurry, motioned for Pam to get out the way so he could get by with his load. He probably found out later who he was signaling to get out of the way.

Next door, at the always-busy SE ISD office, employees asked about pay increases and the future of HR 2001. Secretary Hyde said she would like to see a pay increase for state employees. As for HR 2001, "It looks like the state won't scrap it, but will make adjustments to it where necessary," she said. She



New cabinet Secretary meets CSLA Albert Martinez at the Albuquerque Region III office.

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also told staff there seems to be a lot of “customer service” going on in the SE office.

At each office, several questions and comments were asked or made to the new Secretary. Perhaps the most candid comment to her that morning came from Phil Herndon of CSED. He said, “I hope you don’t mind me saying this, but I think you are pretty brave for being Secretary of this department.”

Deputy Secretary Stefanics Visits Las Vegas and Santa Fe Offices

Deputy Secretary Liz Stefanics was on the move as well. On Jan. 29, she visited the Las Vegas field office to meet with staff and get a first-hand look at how things operate. “I wanted to learn more about our client intake system,” said Stefanics. “I also had the opportunity to sit in with ISD caseworker Mary Alice Duran while she was doing a client reauthorization for food stamps, and with Lucille Martinez as she completed an expedited food stamp intake.” Lorelei Almanzar, ISD county director said, “We were surprised to see the Deputy Secretary come to our office. It was a very nice visit, and the staff were very happy to see someone from Santa Fe visit them.”

On Jan 31, she visited Santa Fe’s field offices. “While there,” said Stefanics, “I spent a great deal of time learning about our food stamp EBT card distribution system from Doris Gomez.” At the child support office, manager Lupita Capelli introduced her to staff, including Vanessa C de Baca, who earlier in the week had collected a large, lump-sum child support payment of \$31,743.

New Department Directors Have Varied Backgrounds

Governor Richardson has tapped four new division directors for HSD to help him and Secretary Hyde move forward his administration’s priorities for health and social services. This is the first time in at least 12 years that there have been four new division directors in HSD with a change in administration. Below is a short biography on each of the new directors.

Daryl Schwebach, is ASD director

Previously, Daryl was Director of Administration for the State Engineer’s office. He was also Director of Administrative Management for the State Land Commissioner from 1998 to 2000 and Director of Administration for Attorney General Tom Udall from 1992 to 1998. In all of his previous positions, he managed agency budgets and finances. He is from Moriarty and earned a Master’s Degree in Public Administration from the University of New Mexico in 1989.

Stephanie Gonzales, is CSED director

Previously, Stephanie was the State Director of the USDA’s Rural Development program under the Clinton administration. She was elected to two consecutive four-year terms as the Secretary of State for New Mexico, from 1991 to 1998. As the Secretary of State and chief elections officer, she oversaw the entire election



Stephanie Gonzales

and started mail-in and motor-voter registration for the state. She grew up in Santa Fe and graduated from Loretto Academy. She currently serves on the board of the Santa Fe Rape Crisis Center, the New Mexico Suicide Intervention project, and the National Association of Latino Elected and Appointed Officials (LULAC), Council 83.

Katie Falls, is ISD director

Previously, Katie was a senior program manager for The Technical Assistance Collaborative, Inc. In this capacity, she was also Director for the New Mexico Alliance for Children with Traumatic Stress. Before that, she worked for the New Mexico Department of Health (from 1995 to 2001) where she became the Director of the Division of Health Improvement. She also worked for Navajo Indian Health services and Albuquerque Indian Health services from 1990 to 1995. Before moving to New Mexico, she worked for the University of Virginia’s Law, Psychiatric and Public Policy program. Born in Charlotte, NC, she earned her BA at Erskin College, in SC. She also earned a graduate degree from Smith College in MA.

Carolyn Ingram, is MAD director

Previously, Carolyn was a senior manager with The Lewin Group, a national health and human services consulting firm. There, she worked with various states evaluating ever-shifting health care practices, technologies and regulations. No stranger to the department, she held management positions within MAD from 1994 to 2001, where she gained experience and knowledge of the Medicaid program. She was born in Tucumcari and graduated from Santa Fe High School. She earned a BA in Political Science from the University of Puget Sound, WA. Fluent in abroad at the Universidad de Oviedo in Spain in 1992.

94 Year-old Recalls Work in HSD at Its Inception

As part of a continuing effort to unravel the fascinating history of the NM Human Services Department, *El Diario Sin Nombre* recently had the opportunity to talk with one of the first county directors. Christine Bowra is a spry, 94-year-old who clearly remembers what it was like being a social worker as far back as 1934 – one year before the State Welfare Department (SWD) was formed.

According to Bowra, the very first federal program to help those who were destitute during the Great Depression was Emergency Relief (ER). ER supplemented limited state and faith-based relief efforts during those challenging times. She worked as the Farmington ER administrator providing small amounts of cash to needy families. Her budget was about \$100 per month; and if the money ran out there was nothing she could do until the next month.

When the SWD was formed in 1935 as part of the Social Security Act, she became the San Juan County director. She remembers other popular federal work programs also created about the same time, like the Works Program Administration (WPA) that provided jobs to able-bodied men, and the Civilian Conservation Corp (CCC) that provided work for those under age 18. Most of these programs, as well as many farm aid programs such as the Farm Security Administration and Rural Rehabilitation, ended soon after America entered World War II.

Bowra opened her newly created office in 1935. Each county in the state had one office. Her Farmington office was located in city hall along with the WPA and the women's sewing room – a commodities initiative to provide clothing to needy families. The SWD's headquarters was initially located in downtown Albuquerque. Ms Lora Wagoner was the first state director, according to Bowra.

"We had a small caseload of only about 25 in San Juan County," said Bowra. "This is because the Navajo Nation took care of the Navajos, food was generally available from the numerous farms and ranches in the area, and Farmington was generally isolated from outsiders." Because of her small caseload, the western part of Rio Arriba County was soon added to her responsibilities. This caused her a special problem because - even back then - home visits were mandatory yet good roads were still years away. To visit clients in Rio Arriba County, she drove her car as far as she could and then rented a horse or buggy to complete the trip! "Often I would go all the way up to Colorado and then back down to New Mexico because of the lack of roads," said Bowra. She would stay with friends in the area at night and often ate meals provided by clients.

Meanwhile, back at the office, Bowra's only help was a clerk. The client intake process then was similar to what it is

today; however, the method for issuing benefits has changed dramatically. There were no manuals, memos, or Websites to read, nor were there policy experts to consult. In most cases, after talking with the client she would prepare a slip of paper with a list of the client's needs. The client would take the paper to the adjacent commodities storage area and be issued what was needed from the list. If this was not enough to meet the client's immediate needs, then cash ranging from \$5 to \$10 dollars was also provided. "Often the cash was for fresh food or household items not available at the welfare office," said Bowra.

Local doctors provided basic health care, and they were paid from county indigent funds. Severely ill children were often sent to the Carrie Tingley hospital – a new, public children's hospital specializing in the treatment of polio – which opened in T or C in 1937.

Client privacy awareness was basically the same then as it is today. "Once I got into trouble with the state director because she found out that I sent Christmas cards to some of my clients," said Bowra. "The unwritten client privacy rule was that one never disclosed to others who your clients were.

Bowra was transferred to Union County as the county director in 1940 because it meant more money. Back then, pay was based on the size of your caseload, and the transfer meant she would get a \$40 per month pay increase, to \$140. Then, in 1943, she left the State Welfare Department altogether because she married, moved to Albuquerque, and started raising a family.

She still has fond memories of her interesting work 67 years ago. With a smile, she recalled that about 25 years ago she returned to Farmington and ran into an old client of hers. "She just gave me a big hug," said Bowra. "It was nice to have someone thank you for what little you really did for them."

Today, the Bowras are still with the department. Christine's daughter, Pat Schooley, works in the Income Support Division's central office. "The Human Services Department has put meat and potatoes — and once in a while whipped cream — on my family's table for years. It is an honor to carry on in the family tradition.



Secretary Hyde to Serve on Governor's "Children's Cabinet"

"For too long, our children have taken a back seat in the state of New Mexico," said Governor Bill Richardson on Wednesday, just before he fulfilled a campaign promise and signed an executive order, officially creating the Children's Cabinet.

Lieut. Governor Diane Denish will be the chairperson of the Children's Cabinet, which will consist of agency heads of the following departments: Children, Youth and Families, Human Services, Education, Labor, Health, Finance and Administration, Economic Development, Corrections and Public Safety.

Denish called the Children's Cabinet "a dream team" of cabinet secretaries. "This establishes that children are our number one priority—they are our future, they will build our state's prosperity, and we had better be prepared to roll up our sleeves and work toward making their lives better."

Secretary Hyde has already rolled up her sleeves. "We're already discussing improvements like increasing the availability of health insurance to children; ensuring that all children receive proper immunizations; removing administrative barriers to obtaining public assistance; and a more streamlined children's mental health system," Hyde said. "My hopes are that with one cabinet collaborating on children's well being, we will find new ways to eliminate duplication in services and increase resources available to the families we serve."

Medicaid Changes on the Horizon

Medicaid is making headlines again this year, but for different reasons, as both the governor and legislators favor funding Medicaid so that rollbacks in client access and services will not occur in FY04.

At issue — and what will surely be debated — is how to pay for Medicaid, which provides healthcare to 391,417 lower-income children and poor and disabled adults. This fiscal year, \$384 million in state money will go to the \$1.9 billion program, when federally matched. Taking into consideration increasing health care costs and rising enrollment (expected to be almost ten percent next year), an additional \$80 million in state dollars may be needed to keep Medicaid in the black at its current level of services.

"The governor is giving the department a year to look closely at Medicaid and determine where changes can be made that make sense," said Secretary Pamela S. Hyde. "As part of this directive, I've asked the Medical Assistance Division to

'work smarter' and look at options for maximizing the federal funding formulas for Medicaid, which go as high as a one-to-four-dollar federal match for children's health insurance. I also want to work with the state Legislature to find ways to save precious Medicaid dollars."

Medicaid Initiatives

Improve the \$80 million pharmacy program that provides prescription drugs to about one-third of the Medicaid clients who are not under *Salud!* managed care. This includes creating a preferred prescription drug list for fee-for-service clients and working with the State Agency on Aging to develop a prescription drug program more responsive to seniors.

Increase the amount of Medicaid dollars recovered through fraud, waste and abuse. Some national estimates concede that up to seven percent of Medicaid dollars are lost through intended or unintended misuse of the often-complicated program.

Use more federal matching funds to increase the overall money available to the state's health care industry. Supporting school-based health services and making access to services easier will increase the amount of federal Medicaid money coming into the state using General Fund dollars already appropriated.

Be part of the new "Children's Cabinet," chaired by Lieutenant Governor Diane Denish, to identify ways that Medicaid services can be redesigned to better meet the needs of children.

Explore use of disease management approaches to provide better care and save unnecessary expenditures for persons with asthma, diabetes, depression and other on-going conditions or disorders.

Work with the *Salud!* MCOs to hold the line on increasing costs of care, and secure better results by implementing improved performance-based outcome requirements in their contracts.

Longer-term Goals

Ongoing discussions with stakeholders and legislators about how Medicaid should look in the future will focus on how care should be managed, how services should be defined, and how specialty services, such as behavioral health, should be structured. Also included will be ideas on how to achieve Governor Richardson's goal of assuring that no New Mexicans have to go without health insurance.