

LEGISLATIVE FINANCE COMMITTEE PRESENTATION
Larry Gordon, Secretary
Health and Environment Department
December 7, 1987

MR. CHAIRMAN AND MEMBERS, WE ARE PLEASED TO BE HERE TODAY AND BE AFFORDED THE OPPORTUNITY TO UPDATE YOU ON SOME OF THE ISSUES INVOLVING THE HEALTH AND ENVIRONMENT DEPARTMENT.

THE NEW MEXICO HEALTH AND ENVIRONMENT DEPARTMENT IS, AS YOU KNOW, THE LARGEST DEPARTMENT IN STATE GOVERNMENT IN TERMS OF NUMBERS OF EMPLOYEES. IN MOST STATES, THE SERVICES ADMINISTERED BY THIS DEPARTMENT WOULD BE ASSIGNED TO TWO, THREE OR MORE DEPARTMENTS OF STATE GOVERNMENT. THE MAJOR PROGRAM DIVISIONS WHICH AFFECT THE HEALTH SAFETY AND QUALITY OF LIFE OF NEW MEXICANS ARE THE PUBLIC HEALTH DIVISION, ENVIRONMENTAL IMPROVEMENT DIVISION AND THE BEHAVIORAL HEALTH SERVICES DIVISION. THESE DIVISIONS RECEIVE SUPPORT FROM HED'S ADMINISTRATIVE SERVICES DIVISION, SCIENTIFIC LABORATORY DIVISION AND THE VARIOUS OFFICES ASSOCIATED WITH THE SECRETARIAT INCLUDING THE OFFICE OF EPIDEMIOLOGY, OFFICE OF GENERAL COUNSEL, OFFICE OF HEALTH POLICY AND PLANNING, AND THE OFFICE OF INTERNAL AUDIT.

NOT ONLY IS THE ENTIRE DEPARTMENT UNUSUALLY BROAD AND COMPLEX IN ITS SCOPE OF SERVICES, BUT EACH OF THE LINE DIVISIONS WHICH I MENTIONED ARE ALSO COMPLEX AND BROAD IN THEMSELVES. THE ENVIRONMENTAL IMPROVEMENT DIVISION HAS THE BROADEST AND MOST COMPREHENSIVE SCOPE OF SERVICES OF ANY SUCH DEPARTMENT IN THE NATION. THE ENVIRONMENTAL IMPROVEMENT DIVISION INCLUDES SUCH SERVICES AS:

WATER QUALITY

WATER POLLUTION CONTROL

RADIATION PROTECTION

FOOD PROTECTION

HAZARDOUS WASTE MANAGEMENT

SOLID WASTE MANAGEMENT

OCCUPATIONAL HEALTH AND SAFETY

AIR POLLUTION CONTROL

SWIMMING POLLUTION SAFETY AND SANITATION

AND OTHERS ON A STATEWIDE BASIS. NOT INCLUDED BY EID ARE THE SERVICES RENDERED BY THE ALBUQUERQUE ENVIRONMENTAL HEALTH DEPARTMENT, AND THE LIMITED SERVICES RENDERED BY THE BERNALILLO COUNTY ENVIRONMENTAL HEALTH DEPARTMENT AND LOS ALAMOS COUNTY. EID DELIVERS SERVICES THROUGH THE CENTRAL OFFICE IN SANTA FE AS WELL AS 21 FIELD OFFICES.

THE PUBLIC HEALTH DIVISION DELIVERS SERVICES THROUGH 43 FIELD HEALTH OFFICES. THIS DIVISION ALSO HAS A BROAD AND COMPLEX MENU WHEN IT COMES TO SERVICES DELIVERED INCLUDING:

MATERNAL AND CHILD HEALTH

EMERGENCY MEDICAL SERVICES

FAMILY PLANNING

HEALTH FACILITY LICENSING

DENTAL HEALTH

VITAL STATISTICS

SEXUALLY TRANSMITTED DISEASES

CHRONIC DISEASE DETECTION

ADULT HEALTH
HEALTH PROMOTION, AND
NUTRITION
AND, OTHERS

AS WELL AS THE NORTHERN AND SOUTHERN REHABILITATION CENTERS.

THE BEHAVIORAL HEALTH SERVICES DIVISION ADMINISTERS THE
VARIOUS HEALTH CARE INSTITUTIONS INCLUDING:

PECOS VALLEY ALCOHOLISM LODGE
TURQUOISE LODGE
THE STATE HOSPITAL IN LAS VEGAS
FORT BAYARD MEDICAL CENTER
LOS LUNAS HOSPITAL AND TRAINING SCHOOL
VETERAN'S CENTER IN T OR C, AND
FORT STANTON HOSPITAL AND TRAINING SCHOOL

ADDITIONALLY, THIS DIVISION ADMINISTERS A COMPLEX ARRAY OF
CONTRACTS WHEREBY SPECIFIC MENTAL HEALTH, DEVELOPMENTAL
DISABILITIES, SUBSTANCE ABUSE AND ALCOHOLISM SERVICES ARE
PURCHASED FROM LOCAL PROVIDERS THROUGHOUT THE STATE.

I DO NOT COME BEFORE YOU PRETENDING TO BE AN EXPERT IN EVERY
COMPLEXITY OF THIS VITAL AND COMPLEX DEPARTMENT WHICH HAS ISSUES
RANGING FROM

DENTAL HEALTH TO AIR POLLUTION
HAZARDOUS WASTE TO RABIES
IMMUNIZATION TO OCCUPATIONAL HEALTH, AND
AIDS TO MATERNAL AND CHILD HEALTH

THEREFORE, ACCOMPANYING ME ARE SOME OF OUR KEY PERSONNEL TO BETTER
RESPOND TO YOUR QUESTIONS. THESE INCLUDE:

CARLA MUTH, DEPUTY SECRETARY
PAUL MINOGUE, DIRECTOR, ASD
MIKE BURKHART, DIRECTOR, EID
MARY LOU MARTINEZ, DIRECTOR, PHD
BEVERLY JIMMERSON, DIRECTOR, BHSD
DR. TOM DEIKER, ADMINISTRATOR, LVMC
DR. HARRY HULL, OFFICE OF EPIDEMIOLOGY
FLORENCERUTH BROWN, OFFICE OF GENERAL COUNSEL

FOLLOWING A BRIEF OVERVIEW OF THE DEPARTMENT CARLA MUTH WILL PROVIDE INFORMATION RELATING TO SOME OF OUR INSTITUTIONS, MIKE BURKHART, MARY LOU MARTINEZ, AND BEVERLY JIMMERSON WILL UPDATE YOU ON THEIR DIVISIONS, AND PAUL MINOGUE WILL PROVIDE A BUDGETARY OVERVIEW.

MR. CHAIRMAN, OUR PRIORITY IN HED IS TO PURSUE AND ATTAIN EXCELLENCE. WE ARE DOING THIS IN A NUMBER OF WAYS.

RECRUITING AND RETAINING THE BEST PROFESSIONALS AVAILABLE THROUGHOUT OUR SERVICE DELIVERY SYSTEM. WE ARE NOT ENGAGING IN POLITICAL HIRING, OR CONTRACTING. KEY PERSONNEL HAVE BEEN SELECTED ON THE BASIS OF ABILITY RATHER THAN PARTY AFFILIATION.

WE ARE TAKING RENEWED STEPS TO BE OPEN TO AND ACCOUNTABLE TO OUR STOCKHOLDERS, THE CITIZENS OF NEW MEXICO. IN THIS REGARD WE CHANGED OUR PUBLIC INFORMATION POLICY WHICH BASICALLY PROVIDED THAT INFORMATION SHOULD FLOW THROUGH THE SECRETARY'S OFFICE, TO ONE WHICH ENCOURAGES PERSONNEL AT ALL LEVELS THROUGHOUT THE STATE TO BE OPEN TO THE MEDIA AND CITIZEN GROUPS.

WE ARE ENCOURAGING AND DIRECTING STAFF INVOLVEMENT IN APPROPRIATE PROFESSIONAL, BUSINESS AND CITIZEN GROUPS.

WE ARE DELEGATING AUTHORITY AND COMMENSURATE RESPONSIBILITY TO FIELD OFFICES AND INSTITUTIONS TO MINIMIZE RED TAPE AND DELAYS AND TRYING TO CONVINCING OUR PEOPLE THAT, IN FACT, BRAINS DO NOT FLOW UP HILL TO SANTA FE.

WE ARE REQUIRING ALL KEY CENTRAL OFFICE PERSONNEL TO ROUTINELY VISIT THEIR FIELD OFFICES, INSTITUTIONS AND COMMUNITY CONTRACTORS.

WE HAVE A MAJOR EFFORT UNDERWAY TO DEVELOP HEALTH POLICY FOR NEW MEXICO. THIS HAS NEVER BEEN DONE ON A COMPREHENSIVE BASIS AND IS A GIGANTIC UNDERTAKING INVOLVING ALMOST 300 CITIZENS FROM THROUGHOUT THE STATE.

WE ARE INCREASINGLY UTILIZING THE TOOLS OF EPIDEMIOLOGY AND RISK ASSESSMENT TO HELP GUIDE US AS WE ARE RECOMMENDING PROGRAMS, FUNDING, AND HEALTH POLICY.

WE ARE ATTEMPTING TO HAVE OUR STAFF AND THE PUBLIC BETTER UNDERSTAND, PROMOTE, AND UTILIZE PREVENTION AND HEALTH PROMOTION AS THE MOST COST EFFECTIVE METHODOLOGY TO ENHANCE HEALTH STATUS FOR NEW MEXICANS. THIS IS SOMETIMES DIFFICULT IN THAT PREVENTION DOES NOT HAVE AN ORGANIZED CONSTITUENCY, DOES NOT PROVIDE AN IMMEDIATE PAY OFF, AND REQUIRES THE ABILITY TO LOOK TO THE FUTURE IN TERMS OF RESULTS.

ADDITIONALLY, MR CHAIRMAN, WE ARE ATTEMPTING TO PROVIDE AND, WHERE NECESSARY, REQUEST FUNDING FOR NECESSARY TRAINING FOR ALL OF OUR EMPLOYEES. OUR EMPLOYEES ARE FREQUENTLY ENGAGED IN LIVE AND DEATH MATTERS OR IN DECISIONS WHICH AFFECT INDUSTRIES AND THE ECONOMY OF OUR STATE. IT IS ESSENTIAL THAT THESE PROFESSIONALS HAVE APPROPRIATE TRAINING IN THE LATEST TECHNOLOGY RELATING THEIR ROLES.

WE ARE ATTEMPTING TO ENSURE OPEN COMMUNICATION NOT ONLY EXTERNALLY BUT INTERNALLY SO THAT ALL OUR EMPLOYEES HAVE ACCESS TO INFORMATION AFFECTING THEIR ROLES AND THE DEPARTMENT. TO THIS END, WE ARE REQUIRING ROUTINE STAFF MEETINGS AT ALL LEVELS THROUGH THE ORGANIZATION AND THROUGHOUT THE STATE.

WE ARE ATTEMPTING TO PROVIDE STAFF INVOLVEMENT IN PLANNING AND POLICY DEVELOPMENT AND TO THIS END, HELD A TWO-DAY WORKSHOP INVOLVING 120 EMPLOYEES FROM VARIOUS LEVELS THROUGHOUT THE STATE TO MAKE RECOMMENDATIONS REGARDING THEIR ROLES AND THE DEPARTMENT.

WE HAVE BEEN ENCOURAGING SUPERVISORS AT ALL LEVELS TO REWARD OUTSTANDING PERFORMANCE BY WORD AND DEED WHEREVER POSSIBLE.

WE HAVE BEEN ENCOURAGING AND PROMOTING A STAFF FEELING OF PRIDE, BELONGING, SELF-WORTH AND PROFESSIONALISM TO THE END THAT HED WILL BE VIEWED AS A VITAL AND PROFESSIONAL DEPARTMENT.

WE HAVE DEVELOPED A CONCISE PROGRAM GUIDE WHICH WILL SOON BE AVAILABLE TO ALL OF YOU AS WELL AS OTHER LEADERS INVOLVED IN HEALTH ISSUES THROUGH THE STATE.

WE HAVE ALMOST COMPLETED THE DEPARTMENT'S MBO SYSTEM DESIGNED TO QUANTIFY GOALS AND OBJECTIVES AS A MANAGEMENT TOOL TO EFFECTIVELY GUIDE AND EVALUATE THE SERVICES WHICH WE RENDER.

WE REMAIN SERIOUSLY CONCERNED ABOUT ADEQUATE SALARY LEVELS FOR OUR EMPLOYEES. MANY OF YOU WERE PRESENT AT THE STATE HOSPITAL TOUR AND HEARD THAT 18% OF THE HOSPITAL STAFF MADE LESS THAN \$10,000 PER YEAR. IT IS INCREASINGLY DIFFICULT TO RECRUIT AND RETAIN PROPERLY QUALIFIED ENVIRONMENTAL SCIENTISTS, PHYSICIANS, PUBLIC HEALTH NURSES, CLINICAL NURSES AND OTHERS. EID REPEATEDLY

LOSES TOP QUALIFIED PERSONNEL TO THE CITY OF ALBUQUERQUE, SANDIA,
AND LOS ALAMOS AND IS KNOWN TO BE A TRAINING ACADEMY FOR THESE
ENTITIES.

MR. CHAIRMAN, AS I INDICATED EARLIER, I AM NOW REQUESTING
THAT SELECTED KEY PERSONNEL PROVIDE MORE DETAILED INFORMATION
RELATING TO SPECIFIC PROGRAMS AND ISSUES EFFECTING HED AND THE
PUBLIC WHICH WE SERVE.

CARLA MUTH, DEPUTY SECRETARY

MARY LOU MARTINEZ

MIKE BURKHART

BEVERLY JIMMERSON

PAUL MINOGUE