CONNECTIONS

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Bringing Nebraska Department of Health and Human Services' employees closer together

Racial Discrimination Then and Now Along With the Teachings of Martin Luther King, Jr.



Amir Azimi, Administrator, Support Services, and a native of Iran, has been involved with diversity and cross-cultural communication issues since 1982. He is past president of S.E.A.R.C.H. (State Employees Achieving Racial and Cultural Harmony) and currently serves as Chair of the Mayor's Multicultural Advisory Committee and is a member of additional advisory committees, as well. Amir has also provided cultural diversity training to local and state agencies.

Amir has received many awards for his work with diversity including:

- Governor's Affirmative Action Award;
- YWCA MENtors and Allies Award;
- The Chief Standing Bear Medallion;

- The Key to the City of Lincoln, and
- The Gerald Henderson Human Rights Award.

Amir was asked to be the keynote speaker at a special Martin Luther King, Jr. freedom breakfast event in Lincoln on Jan. 16. In his speech, delivered before a crowd of more than 700 people, Amir talked about his past and current experiences with racial discrimination, how far we as a country have come in our dealings with discrimination and how much more progress needs to be made. Amir shared some of his favorite quotes from Martin Luther King, Jr., and also dedicated his speech to his teachers who taught and shaped him over the years. Here is a reprint of Amir's speech, edited for publication.

By Amir Azimi, Administrator, Support Services

Mr., Dr., Reverend, Civil Rights' leader...Martin Luther King, Jr., has been called by many titles, but most importantly he was a "World Teacher." His teaching of the non-violence movement was heard clearly across the globe. He asked us to stand united

against injustice as "Injustice anywhere is a threat to justice everywhere." (Letter from Birmingham Jail, April 16, 1963)

My first exposure to racial discrimination came from a story my Dad told me about his first trip to America in 1955. The Central Treaty Organization (CENTO) was formed in 1955 to counter the threat of Soviet expansion into the Middle East. CENTO was composed of Turkey, Iran, Pakistan and the United Kingdom. These countries sent their young and promising officers, including my Dad, to the United States for training and networking. When these officers were being transported by bus to different events, one bus driver asked a Lieutenant from Pakistan to go sit in the back of the bus because of the color of his skin. When the officer objected and told the driver he was not black, the driver replied, "If you look black you will sit in the back." This story had a big impact on me.

Another time, about two years ago, I was crossing the street in front of the State Office Building and an angry driver yelled out, "Go back to Mexico!"

As Dr. King dreamed, "One day we will live in a nation and not be judged by the color of our skin, but by the content of our character."

When a teacher comes into a classroom, the intent is teaching, helping and giving hope to students regardless of their background, religion, race and national origin. Likewise, when Dr. King led the march on Washington in 1963, his teachings echoed around the world.

At the time of the MLK march on Washington in 1963, a group of writers and editors in Iran got together and decided to stand against injustice. Knowing they couldn't do a march like the one on Washington without suffering a major consequence, they asked everyone to wear white clothing the next day and go about their normal daily activities. Seeing the huge wave of white the following day was an extremely loud visual and the government could not make any arrests since there was no disruption by marching, chanting or waving of signs.

Continued on page 3

Front Page **Homepage Homeruns** EOY/SOY Day in the Life Calder Lynch Courtesy Contact Us Jump to Contract Letters

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Medicaid and Long-Term Care Division Acting Director: Dr. Joseph Acierno

Public Health Division Director/Chief Medical Officer: Dr. Joseph Acierno

Veterans' Homes Division Director: John Hilgert

Chief Operating Officer: Matt Clough

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DHHS' Employee Website....

New information and photos are added daily to the employee website. Here are some recent posts and the dates they appeared. Like what you're seeing and reading? Then check out the employee homepage every day! Got an idea or a photo you'd like to share for the employee homepage or *Connections*? Send it to Dianna.seiffert@nebraska.gov.

Homepage Homeruns

New Year's Resolution#1... Quit Using Tobacco, Jan 6, 2015

Quitting tobacco for good is something to celebrate, and the Nebraska Tobacco Quitline can help you reach your goal. The Ouitline is free. confidential and available 24/7 to all Nebraskans. The health benefits of quitting tobacco are immediate, so get started today! Call 1-800-QUIT-NOW (784-8669) or visit QuitNow.ne.gov.



BSDC Members, Staff Visit with Gov. Ricketts, Jan 27, 2015

Gov. Pete Ricketts recently visited several Nebraska communities to deliver the state of the state address and budget plan details. When the Governor's plane landed at the Beatrice Municipal Airport, Friday evening around 5:30, staff and members of DHHS' Beatrice State Developmental Center (BSDC) were

on hand to greet the new governor and welcome him to the city.



From left: Gov. Pete Ricketts, David Courtney and **Delvin Koch.** David drew this picture of the "S" Building that used to be on BSDC's campus. Delvin is the facility administrator at BSDC. Photo: Melissa Snyder

Melissa Snyder, Administrator, Sheridan Cottages ICF/Solar Cottages ICF, BSDC, writes...BSDC was well represented on Friday. Gov. Ricketts was very kind to shake hands with everyone there at the airport, and he seemed to really like the gifts he received.

DHHS Directors Testify at Their Confirmation Hearings, Feb. 2, 2015

Joseph Acierno, MD, JD, Director of Public Health and Chief Medical Officer, testified at his confirmation hearing on Jan. 30 in front of Health and Human Services Committee members.

"Serving Nebraskans is an honor and a privilege. I'm excited about the work we're doing in public health to help people live healthier lives." -- Dr. Joseph Acierno,

Chief Medical Officer, Director of Public Health and Acting CEO of DHHS



Read Joe Acierno's testimony here.

John Hilgert, Director of Veterans' Homes, also testified in front of the Health and Human Services Committee on Jan. 30 at his confirmation hearing.

"Nebraska has a proud tradition of taking care of our veterans. Those of us in the DHHS Division of Veterans' Homes recognize that serving those who served our country is important, and an honor, and the right thing to do." -- John Hilgert, Director of Veterans' Homes



Read John Hilgert's testimony here

Jump to Front Page

Homepage Homeruns

EOY/SOY

Day in the Life

Calder Lynch

Courtesy

Recognize Excellence in Your Coworkers – Employee/Supervisor of the Year Nominations Due April 6, 2015!

By Judy Hudgins, Human Resources and Development



Even though the work we do at DHHS can be very fulfilling, it's always nice to be recognized for a job well done. Do you know someone who is constantly going above and beyond in his or her work and truly exemplifies the DHHS Values and Core Competencies and our mission of helping people live better lives? Now's your chance to recognize them for their special contributions to this agency and the people we serve.

Nominations for the 2015 DHHS Employees and Supervisors of the Year are being accepted. You can access information and nomination forms on the Human Resources and Development website.

Nominations may be submitted for any deserving DHHS permanent employees.

Not only are the selected Employees and Supervisors of the Year identified as superb employees, but they are also publicly recognized at ceremonies held by the Governor and DHHS in October and awarded a \$500 bonus for this great honor. This is a wonderful opportunity to reward your outstanding coworkers for a job well done.

DHHS employees are the core of our agency. Recognize excellence and share your thoughts about those who set a great example by completing a nomination form today! Hurry! Nominations are due Monday, April 6, 2015.

Nominations are due April 6, 2015

Racial Discrimination Then and Now and the Teachings of Martin Luther King, Jr., continued

Continued from page 1

Contract

As Dr. King said in his 1963 "Dream" speech, "We must not allow our creative protest to degenerate into physical violence. Again and again, we must rise to the majestic heights of meeting physical force with soul force."

I've been asked about my opinion of racial issues in America, as some believe we have come a long way since the 50s and others believe there hasn't been much progress, based on recent incidents. The best way to explain needed progress is telling you about my first English class.

Starting Jr. High in Iran, we had two foreign languages added to our studies: Arabic and English. The first day in English class, the teacher walked into a very quiet classroom and looked at 75 scared students with great concern in their eyes, since English is completely different than Farsi. The teacher went to the board and wrote nine letters and then asked us to repeat after him: B...E...A...U...T...I...F...U...L. Then he said, the word is "beautiful" and now that you have learned this word you are halfway there.

Let's settle on we are halfway there and move forward. Prophesy is an act of faith and Dr. King had faith in all of us. As he said, "To see it through, I ask you to follow through."



A Day in the Life of... Marci Docekal, Food Service Director, WNVH

by Ashley Hartman

This "Day in the Life" series highlights DHHS employees and how we help people live better lives in different ways, through diverse jobs, across the state, every day. The following story is only one of many positive stories about DHHS employees to be told. If you'd like to be featured in our "Day in the Life" series, email <u>Ashley Hartman</u> or call her at 402-471-9108.

Fifteen pounds of hamburger and six pounds of spaghetti.

That's how Marci Docekal, MS, RD, LMNT, makes lunch.

Docekal, food service director and registered dietician at the Western Nebraska Veterans' Home in Scottsbluff, oversees a staff of 19 who provide WNVH's approximately 90 members with breakfast, lunch and dinner, plus snacks and refreshments at WNVH's canteen.

"Whether I'm managing the kitchen or being a dietitian, my job is to make sure that the veterans, our members, get the best food and nutrition they can," she said.

Docekal enjoys the challenge. "It's never boring, never dull. There's so much variety in my job. Every day you're on your toes and you're always doing something different," she said.

This variety was exactly what Docekal had hoped for when she took her position at WNVH in December 2010.

Originally from Nebraska, Docekal was working in long-term care in

Colorado when she heard about the WNVH position. The job would bring her closer to home, but that wasn't the only reason Docekal applied. She was also anxious to take the next step in her career.

When Docekal first started out as a dietitian, she had worked in long-term care solely as a clinical dietitian without the food service director responsibilities. As a dietitian, she could only give nutritional recommendations to food service directors. Occasionally, they would choose not to follow them.

Docekal then took a position in a dual role – serving as the dietitian and food service director –and she was happy to have ownership of the dietitian side of things. She was also surprised to find she enjoyed the management piece of the job more than she had anticipated.

Docekal thought the dual-role position at WNVH would be a good fit for her.

"This position was similar to my last job. It's what I wanted to do. It had all the aspects I enjoyed. It was just the next phase for me," she said.

Coming from private industry, Docekal found that working for DHHS was a bit different, but she has found that the transition has been smooth because of the resources available to her, and she has enjoyed the new experiences. She said the team at WNVH and DHHS was and continues to be very supportive which makes it a very motivating working environment.

"This role can be very busy and hectic, but it's very rewarding," she said. Thankfully, Docekal found that her education uniquely prepared her for the WNVH job. She earned a bachelor's degree in Human Resources and Family Consumer Sciences and a master's degree in Nutritional Sciences from the University of Nebraska-Lincoln.

Docekal said her undergraduate degree program, and later, an internship with Utah State Extension in Ogden, Utah, both had a large focus on food service management. Both of these experiences provided her with a good business foundation which has been useful at WNVH.

Whether Docekal is working with employees, managing food preparation, or handling clinical dietician duties, she is always focused on making sure WNVH's members are happy and that their needs are met.

Docekal encourages her staff to step out of their comfort zone and try new things to improve the quality of food for their members.

"It's kind of easy to get comfortable with how you do your job but we're always trying to do new things, to improve," she said.

That effort has paid off.

This summer, WNVH, along with the other three DHHS-administered veterans' homes, received a <u>deficiency-free score</u> on its Health Care System Survey from the U.S.



Marci Docekal

Department of Veterans Affairs. The facilities received top marks in several areas, including dietary-food service.

At times like this, Docekal said it's important to acknowledge her staff.

"I can only do a great job because my staff does a great job. Any time our food wins accolades, it's because I have a great group supporting me," she said.

Visit the Western Nebraska Veterans' Home website to learn more about how Docekal, and the rest of WNVH's staff and volunteers, support veterans.

Then, check out a past <u>news release</u> which highlights some of the facility's accomplishments, including its five deficiency-free V.A. surveys.

Employee Labor Contract Negotiations Lead to Changes

Homepage Homeruns

By Alex Garcia, Administrator, Human Resources and Development

There are rare opportunities that leave a lasting impression in your life and being part of the labor contract negotiation teams has truly left its mark on me!

Not only was I your DHHS management representative on the bargaining team for the master contract, but I had the privilege of leading the management team for the DHHS Appendix C (Payroll, overtime, leave and workplace information, etc). I was honored to be in great company with Bill Wood, Chief Negotiator/Employee Relations Administrator, and my peers from other state agencies for the master contract and a dynamic team of DHHS representatives from across all Divisions to help with negotiating our Appendix.

I was also impressed with the openness, professionalism and constructive discussions we had with the Union Committees. We were all striving for our end goal of taking care of our employees and being good stewards of our tax dollars.

There were a variety of changes to the new contract, too many to list here, but I wanted to highlight a few areas of interest:

• One of the top ones is salary increases. On July 1, 2015, labor contract covered employees will receive a 2.25

percent increase, and, on July 1, 2016, it will be 2.4 percent; Teachers will receive 2.8 percent base pay increase the first year and 2.67 percent base pay increase the second year.

- The contract lists increased hiring and maximum rates for nine classes in the Information Technology field. This affects some current employees if they are not already at the newly established hire rates, but it's primarily designed to assist in recruiting new employees.
- Employees who are demoted, either voluntarily or as a result of a disciplinary action, to a classification from which they were promoted, will be returned to their previous salary, adjusted for any general increases that may have been applied during the time they were in the higher level position.
- Employees who are laid off will transfer to a vacant position if there is one within 25 miles, in the same classification, rather than allowing the employee the choice of either bumping or transferring to the vacant position.

There were also some changes to clarify definitions of limitations in performing job duties, grievance procedures, factors for filling job vacancies, updating health care deductible limits, and further defining medical conditions for authorized leaves.

The DHHS Appendix also had some clarification changes for 24-hour

facilities including: the period of time after disciplinary actions which an employee may not be eligible for internal transfers; allowing employees to cancel scheduled leave less than 14 days prior to leave start time with supervisor approval; and defining emergency conditions for working more than 16 hours in a 24-hour period.

Another major change to the Appendix includes replacing the Work

Reassignment Opportunity (WRO) program with an internal employee transfer option.

The WRO program is limited to just two classifications and moves within service areas. The new transfer program gives hiring managers the option to open positions internally to those within the same class within their Divisions without using the formal State application process. If the hiring managers receive multiple candidates, they would conduct interviews to select the best qualified candidate and process a simple transfer.

The new contract also revises overtime procedures for DHHS' 24hour facilities, giving us an exciting opportunity to develop and use a new



process for managing the overtime program. The new process is much easier to manage, using one list and allowing any overtime worked to be used to drop the employee down on the list for mandatory overtime. The new system is expected to give employees more control of their schedules while encouraging voluntary overtime.

More details about these new programs will be published soon as procedures are established. There will also be more information provided as we get closer to July 1, 2015, when the new contract takes effect. As always, if you have any questions, please contact your local <u>HR Manager</u> or his/her staff.

Getting to Know Calder Lynch, DHHS' New Director of Medicaid and Long-Term Care as of March 9

Q: Where are you from?

I was born and raised in Covington, Louisiana, which is about an hour east of Baton Rouge and 30 minutes north (across the lake) of New Orleans. Covington is on the "northshore" of Lake Pontchartrain. I've been in Baton Rouge for more than a decade and will have lived in Louisiana my entire life (until now!).

Q. You've been with the Louisiana Dept. of Health and Hospitals for about six and a half years serving as the Secretary's chief of staff since August 2013. What's a typical work day like for you?

There is no typical day! Sometimes I feel like my role as chief of staff is that of a firefighter. I work directly with the Secretary's immediate support staff as well as our policy, communications and governmental relations teams. I also have a lot of direct contact with our agency's leadership over the various offices (Medicaid, public health, aging and adult services, behavioral health and citizens with developmental disabilities.)

One of my main responsibilities is to be the first line of defense between the agency and the Governor's office. Crisis situations (responding to Ebola, preparing for and managing our response during and after hurricanes—you name it!) tend to take precedent while we manage communication between agencies, respond to the media and public appropriately and ensure that we are keeping legislators up to speed.

The rest of the time we continue to push forward on our reform agenda. I've had the opportunity to coordinate some of those efforts, like reforming our Medicaid pharmacy program and integrating behavioral health benefits into our Medicaid managed care program.

Q. You hold a B.S. in Business Administration from Louisiana State University and are working on your Masters of Science in Health Administration from the University of Alabama in Birmingham. How do these degrees apply to your work?

My passion for improving systems that serve people drew me to public service and health care; but understanding finance, economics, management and other business principles gives me the tools necessary to be more effective in these roles. UAB's health administration program focuses specifically on issues that providers, payers and policy makers face every day in this ever-changing and complicated health care world. This helps me better understand what is happening on the front lines for both patients and providers. Medicaid is a large insurer with incredibly complex financing mechanisms and that requires effective management and strong accountability for ourselves and our contractors.

Q. What do you enjoy most about your work? What motivates you?

There are few callings as great as public service making the kind of work we do truly something special. In few other places do you have the opportunity to make such an impact on people's lives – whether you are working directly with a recipient or helping to develop a policy that will impact thousands of people.

I believe that every single employee at DHHS can find a way to connect what they do every day to the health and welfare of someone in the state of Nebraska.

If you come to work every day on a mission to make our programs and the lives of the people we serve better and with a servant's heart, you'll always go home proud of the work you accomplished.



Calder Lynch, hiking in the Washington Cascade Mountains

There is an infectious energy that comes with this type of purpose-driven work, and that is what gets me excited to come to work every day.

Q. Why are you interested in serving as Medicaid director in Nebraska?

Being a Medicaid director is an enormous responsibility and an exciting opportunity. Directors lead a team that is responsible for the health care of some of our most vulnerable residents and they serve as the steward of one of the greatest shares of our financial resources as a state. I'm excited to come to work for the people of Nebraska and for Gov. Ricketts because the team and leadership we have is unmatched. The Governor's task is pretty direct – make government work well for people, deliver good outcomes and live

within our means. I believe we have the tools we need to do it.

Q. What do you want others to know about you and/or the work you do?

I want people to come to work every day understanding their purpose and excited about the work we are doing to help Nebraskans live better lives. I can't promise that I'll never make a mistake, but I will promise to always consider the ideas and input of others. I believe in teamwork and supporting each other. We are all in this together and we will only be successful if we work toward a common purpose and help each other to get there.

On a lighter side...I love to cook, and I really love to cook for others. I may, from time to time, tempt others to sample some of my dishes. My family has already committed to keeping regular shipments of crawfish, crab meat and other essential ingredients on a steady path to Nebraska. I'm looking forward to sharing some bowls of gumbo or étouffée – and offering lessons on how to make a proper roux!

Q. What are you most looking forward to when you start work here on March 9?

Getting to know the people in our agency better. I'm planning to spend a good amount of time in those first few weeks in the office meeting with the team and hearing directly from you about the work we are doing every day and ways we can continue to get better. I don't have all the answers. I want employees to know that they are always welcome to email me directly with any questions, concerns or ideas that they have.

I'm also really glad that LSU is not scheduled to play the Cornhuskers any time soon, which will at least delay that inevitable conflict.

Day in the Life Contact Us Jump to Front Page **Homepage Homeruns** Calder Lynch Courtesy EOY/SOY Contract Letters

Being at Our Best During Times of Change and Uncertainty

"You are a strange species, not like any other. Shall I tell you what I find beautiful about you [humans]? You are at your best when things are worst." - Jeff Bridges in Starman

By Richard Mettler, Human Resources

As with all workplaces, DHHS goes through its cycles of change and uncertainty, which can create anxiety and strain on us all. If we allow ourselves, there is risk of taking these feelings out on one another, damaging relationships along the way.



The result: we all feel needless interpersonal tension cascading throughout the organization. This is how we can be at our worst, as we tend to draw out the worst from people around us.

The good news is that we can choose to be at our best in relationships with others, and bring out the best in other people, as we allow other people to bring out the best in us in return. There is no magic here. All we need do is relax and be our authentic selves, as we are when being at our best is important to us.

During these times it seems that what is best about us simply appears, effortlessly. We are 'in the zone' when our coworkers need us there the most.

Below are but a handful of examples of how we can catch ourselves and others at our best.

Sincerity and warmth—When we ask, "How are you doing today?" we mean it. We communicate

that we genuinely care about how that person is doing today, with consistent positive regard.

- Rejoice in common courtesies—'Please', 'May I...?', 'Thank you', 'You're welcome'. We make a point of holding a door or elevator for someone. Sometimes the simplest of gestures makes a powerful impression on another person. We say these words and do these things because this respects others and ennobles us.
- **A genuine compliment**—"I appreciate your sense of humor."
- **Recognition**—"I respect your years of experience and insights in this."
- **Being accommodating**—"Sure thing. Let's move our weekly meetings to Thursday."
- **Offer to compromise**—"Why don't we take turns inventorying cleaning supplies?"
- **Listen well**—We pay attention respectfully when people are speaking to us.
- **Inclusiveness**—We ensure that everyone has been invited to the pot luck or that everyone has been asked for their opinion.
- **Sensitivity**—For example, we avoid burdening people with negativity and complaining about things that neither of us can solve. We highlight the positive and what we can make better.

Please email your thoughts, concerns, or suggestions about workplace courtesy and workplace relationships to Richard.Mettler@nebraska.gov.

DHHS, Dept. of Education Team Up to Promote Good Oral Health

In conjunction with National Children's Dental Health Month, DHHS employees chose February to share their important message of preventing dental decay.

Three different program areas in DHHS decided to team up and join forces with the Nebraska Department of Education to provide oral health kits for each and every child enrolled in Early Head Start and Head Start programs throughout Nebraska.

DHHS employees from Health Promotions' Office of Oral Health and Dentistry, Lifespan Health's Pregnancy Risk Assessment Monitoring System (PRAMS) and Lifespan Health's Together for Kids and Families program assembled approximately 6,000 oral health kits. These kits containing oral health supplies (a child toothbrush, an adult toothbrush, toothpaste and a two-minute timer) and important information on preventing dental decay, were delivered to Head Start educators across the state on Feb. 11.

Dental decay is the most prevalent chronic disease affecting children in the United States today. One third of children ages 3-5 and 54 percent of children ages 6-9 have had dental decay, according to the Centers for Disease Control and Prevention, causing pain, eating problems, sleepless nights and missed school.

To get a good start on healthy teeth and gums, children need to develop good oral health habits at an early age and visit their dentists regularly.

Many educational materials and resources are available online at DHHS' Office of Oral Health and Dentistry's website.

"You never know when a moment and a few sincere words can have an impact on a life."

In Gratitude

The Nebraska Department of Health and Human Services' mission:

Helping people live better lives.



Here are some letters & notes DHHS employees have received thanking us for the work we do every day to help people live better lives.

DHHS Medicaid Eligibility Customer Service:

Recently, **Carie Sterkel** (Social Services Supervisor, Gering) personally assisted me in a Medicaid application for my father. She was amazing! She kept contact with me throughout the process, and, because it was a complicated situation, she referred me to appropriate sources and informed me weekly with progress. She is wonderful! My father and I both thank her!

A Grateful Client

Hi Anne Harvey (Program Manager, Medicaid and Long-term Care, Lincoln),

This is to let you know that working with Nebraska in the PERM (Payment Error Rate Measurement) FY 2013 cycle has been an absolute pleasure. Credit goes to **Betsie Steenson** (Medicaid Provider Fraud & Abuse Investigator, Medicaid and Long-term Care, Lincoln) for managing the state's side of the PERM project. She has been extremely helpful to the PERM Statistical Contractor. She responded to requests promptly and whenever that wasn't possible due to reasons out of her control, she followed up to keep us updated. During times when there were multiple questions or requests sent to her, she prioritized them wisely which helped to keep the PERM process moving along smoothly. Betsie has worked remarkably well in managing the policy, data and CMS-64 reconciliation aspects of PERM, often all at the same time. Big kudos to her.

For these reasons, Nebraska was one of the best states in the cycle and reconciling PERM dollars with CMS reports was fairly easy. Working in a few cycles in PERM, I have seen that it is rare to find a state that has good data, knowledgeable staff and timeliness. Nebraska is such an exemplary state.

Nebraska PERM Data Manager

Randy Cramer (Child Support Enforcement Supervisor, Lincoln),

Just a note to let you know how much we appreciate all of your guidance and support with the notes on the Child Support Enforcement referrals and the answers to all of our questions. It is so easy for a person to get grumpy about things not done correctly and your positive spin puts a smile on many faces.

Thanks for all you do for the customers we serve and for the workers across the state.

A Grateful Coworker in Economic Assistance

Staff of the Lincoln Regional Center:

Congratulations on being recognized as a 2013 Top Performer on Key Quality Measures by the Joint Commission. This recognition could not be achieved without great leadership and a dedicated state. Thank you for your work to improve the health of Nebraskans.

Senator, Nebraska Unicameral Legislature Hello **Jana Peterson**, (Administrator, Youth Rehabilitation and Treatment Center, Kearney),

Thank you once again for assisting Crane River Theater with our recent fundraising event by providing youth from YRTC to help us set up and tear down. The youth assisted us in setting up and assembling our obstacles along the course for the run.

The youth that helped us out were awesome. They had a great attitude and were eager to jump in and help in every way. They displayed a very professional demeanor, yet were very personable at the same time. We would definitely have them back to help us again.

Artistic Director, Crane River Theater

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