



Contra Costa County, CA

Contra Costa Regional Medical Center

Chief Executive Officer



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Contra Costa County & Community

Located in northern California, Contra Costa County covers approximately 733 square miles extending from the northeastern shore of San Francisco Bay east to San Joaquin County. With a population numbering just over 1 million, Contra Costa is among the top ten most populous counties in California and home to one of the State's most ethnically, culturally, and socioeconomically diverse populations. It has one of the fastest growing work forces among Bay Area counties, with growth in its employment base being driven by the need to provide services to an increasing local population and the presence of relatively high-wage skilled jobs.

The County contains 19 incorporated cities and includes a variety of urban, suburban, industrial, agricultural, and port areas. Substantial portions of the County are served by the San Francisco Bay Area Rapid Transit (BART), which has contributed to significant residential and commercial development.

Contra Costa is home to numerous attractions, including wildlife refuges, state parks, historic sites, and a variety of museums. Mount Diablo, a 3,849-foot peak at the north end of the Diablo Hills, is popular with outdoor enthusiasts, as are hiking, biking, horseback riding, boating, and other activities. The wine country of Napa and Sonoma Counties, picturesque seaside communities such as Carmel and Monterey, and the Sierra Lake Tahoe region are all within driving distance of Contra Costa.

Several prestigious public and private academic institutions are also located nearby, including Stanford University, University of California at Berkeley, University of San Francisco, University of the Pacific, and various California State University Campuses. One of California's best community college systems is also located in Contra Costa.

To learn more about our dynamic County, visit:
<http://www.co.contra-costa.ca.us/>.

Contra Costa County Government

Contra Costa County was created in 1850 as one of 27 counties formed at the time of California's statehood. The County Seat and County's Administrative Offices are located in the City of Martinez.

Contra Costa is governed by an elected five-member Board of Supervisors and includes a variety of citizen commissions, committees, and other entities that advise the Board and County staff on issues and policy. The County Administrator is responsible for the day-to-day operations of the County, including overseeing implementation of Board directives; planning, monitoring, and overseeing County operations; supervising appointed Department Heads; and preparing the annual budget, among other tasks.

The County provides a full range of services through 23 County Departments divided into the service areas of Public Protection, General Government/Municipal Services, Health and Human Services, and Special Districts and Authorities.

It has just shy of 10,000 budgeted positions and a total FY 2018-2019 budget of \$3.5 billion, with a General Fund budget of \$1.6 billion.

Contra Costa Health Services Department

Contra Costa Health Services (CCHS) is the largest department of the County with currently more than 4,500 individuals employed in the Department. The annual budget for FY 2018-2019

is about \$1.8 billion. Ninety four percent (94%) of the Contra Costa Health Services budget is supported by federal and state funding programs such as Medi-Cal and Medicare as well as program grants and fees. The remaining 6% of the budget is supported from the County's general fund.

Contra Costa Health Services is composed of several Divisions, including, Behavioral Health Services, Contra Costa Health Plan (a federally-qualified HMO, CCHP serves over 200,000 people in Contra Costa County with comprehensive, quality health coverage), Emergency Medical Services, Environmental Health, Hazardous Materials, Public Health, and Contra Costa Regional Medical Center and Health Centers (CCRMC).

Additional information about Contra Costa County and the Health Services Department Services can also be obtained via the County website at: cchealth.org.

The Chief Executive Officer and the Contra Costa Regional Medical Center (CCRMC)

The CCRMC Chief Executive Officer works closely with Behavioral Health Services, Public Health, Emergency Medical Services, the Contra Costa Health Plan's 200,000 lives (as well as the other Contra Costa Health Services Divisions), other County Departments, and outside agencies to integrate and coordinate healthcare services for the residents of Contra Costa.

The CEO of the Contra Costa Regional Medical Center is a key executive within Contra Costa County and within the healthcare community. S/he is responsible for the development, operation, coordination, integration, and implementation of the services noted above including the hospital and its emergency room, acute inpatient, psychiatric, newborn labor and delivery, medicine and surgery centers/programs within the hospital.

The CCRMC hospital is a 167-bed full service Joint Commission accredited County facility and the recipient of The Joint Commission National Quality Approval, 2017 Excellence Award from NRC Health, Quality Leaders of Honors Award from the California Association of Public Hospitals Health Systems and its quality improvement affiliate, the California Health Care Safety Net Institute. The hospital is accessible 24 hours a day to family and loved-ones. There are an estimated 55,000 patients seen in our Emergency Department, 10,000 patients seen in Psychiatric Emergency and 450,000 patients seen annually in primary and specialty care appointments at the eleven Health Centers spread throughout the county.

A few of the Medical Center's many awards and honors include: the 3 year Contra Costa Family Medicine Residency Program is ranked as one of the top 10 Family Medicine Residencies in the United States out of more than 500 Family Medicine residencies nationally; in 2009 and again in 2015, the CCRMC nationally recognized Cancer Program was only one of three in California to receive an Outstanding Achievement Award from the American College of Surgeons' Commission on Cancer; and the CCRMC has been designated a Sepsis Treatment Center of Excellence, having decreased its Sepsis mortality rate from 18% in 2008 to 6% in the last 6 years.

Our multi-disciplinary detention health improvement team received the 2018 Challenge Award for Innovation in Health & Human Services from the California State Association of Counties after developing the Contra Costa Detention Assessment Tool



(ccDAT), a novel approach to identifying patients with increased risk of acute mental health crisis. Contra Costa Health Services (CCHS) also successfully completed the first three years of PRIME (Public Hospital Redesign and Incentives in MediCal) by meeting all but one of 180+ metrics. This puts us in the top two of the 17 public safety net systems.

Eleven federally qualified health centers throughout Contra Costa, two of which are on the hospital campus, offer comprehensive, personalized, patient family-centered health care with a full range of specialty services. CCRMC and our Health Centers are the training ground for our nationally-esteemed family practice residency program.

The CCRMC Chief Executive Officer will be responsible for a staff of approximately 2,300 employees and an annual budget of about \$625 million. Direct management reports include the Chief Nursing Officer, Chief Operations Officer, Chief Medical Officer, Chief Medical Information Officer, Chief of Security, and Chief Quality Officer. Financial Services are managed in cooperation with the Finance Director of the Contra Costa Health Services. There is also a Contra Costa Regional Medical Center/ Health Centers (CCRMC/HC) Joint Conference Committee that includes two members of the Board of Supervisors.

The Chief Executive Officer will be accountable for:

- Delivering best in class medical care services by the County's 167 bed hospital, which includes a 21-bed locked psychiatric ward.
- Directing, coordinating and delivering on departmental goals, objectives, policies, procedures and priorities that ensure quality patient care and that conform with all accreditation standards and federal and state quality assurance requirements for the hospital.
- Overseeing the CCRMC budget to ensure the accomplishment of objectives within budget and ensuring that the department has adequate resources to provide both mandated and expected levels of health care service.
- Aligning and developing resources to meet County's mission and obligations.
- Representing the CCRMC to outside groups and organizations and communicating and developing effective relationships with a wide variety of stakeholders.

Issues, Challenges, and Opportunities

- Maintain the fiscal health of the CCRMC
- Closely monitor state-wide (CA) legislation that might impact on current or future services delivery and/or funding (example: current legislation that if passed could prohibit outside contracting including physician and nursing services).
- Review and address service delivery issues given only one county hospital which is based in Martinez and no hospital based services in West or East County. This currently has been shored up with Clinic operations in both areas.

- Assess and review long term viability of the County continuing to provide and fund a County owned and managed hospital facility including "value-based payment" issues.
- Maintain talented staff and improve upon access to new and additional management, medical and clinical staff in a very competitive market.
- Continue striving for improved transparency and patient engagement via the patient myccLink electronic health record portal currently in final development. This "Open Notes" feature provides our patients the ability to see their providers' notes on our portal and reminds patients of important next steps, such as medication changes, diagnostic and screening tests, referrals, and immunizations.
- Follow through and continue with Detention Improvement efforts accomplished via four "Rapid Improvement Events" led by a multi-disciplinary detention health improvement team that was assembled to explore the question of "How can we improve health care delivery for incarcerated individuals system-wide?" So far, over 80 staff and community members have participated since August 2017.
- Continue to work with Contra Costa Health Services on PRIME (as noted above)

The Candidate

Education and Experience

- Graduation from an accredited College or University with a master's degree in Nursing, Public Health, Hospital or Health Care Administration, or a closely related field; or possession of a MD or DO Medical Degree from an accredited school of medicine.
- Five (5) years of full-time experience (or its equivalent) in acute care hospital management or health care administration.
- Experience working in a highly unionized environment is highly recommended.

The successful candidate must have in-depth knowledge of:

- Management and administrative principles and practices governing inpatient and outpatient health care systems.
- Joint Commission standards, as well as State and Federal laws and regulatory standards governing health care.
- Health care systems organization, function, design, development, testing, implementation and administration.
- Budgetary planning, financial management and fiscal control.
- Best management practices in a unionized workforce.

In addition, the successful candidate will have the ability to:

- Administer inpatient and outpatient operations and provide effective leadership in a complex health care and political environment.

- Analyze intricate systems related to health care.
- Work effectively and positively with multi-disciplinary teams of caregivers and employees, diverse populations of patients, and their sometimes conflicting priorities.
- Plan, direct, and coordinate the activities of the organization and achieve results through others.
- Facilitate and administer complex system changes.
- Communicate effectively, both verbally and in written form.
- Establish and maintain effective interpersonal working relationships.

Management Style and Personal Traits

The successful candidate will be someone who enjoys a challenge, is knowledgeable in healthcare and hospital management, and is a strong, inclusive leader and team builder who is credible with staff and the community. S/he must have a strong Patient and Community-Centric philosophy, and demonstrate cultural competency and sensitivity to diverse cultures. The role requires that the individual be politically astute, collegial, approachable, and confident, in her/his interactions with the County Health Services Director, County Administrator, Board of Supervisors, medical staff, colleagues and the community. The new CEO will be an effective listener with a high degree of ethics and integrity. The position requires the ability to clearly articulate complete and timely information, both orally and in writing, to the County Health Services Director and others as appropriate. S/he must be comfortable in expressing her/his opinion and providing professional advice when needed.

The successful candidate will be an experienced problem solver who develops innovative and effective solutions to administrative and operational challenges as well as an effective short and long-range strategic planner.

Finally, the individual selected should truly enjoy the complexities of local government and a diverse engaged citizenry and community. S/he will subscribe to the principles of good municipal government which include transparency, innovation and championing good ideas. The selected individual must be an advocate of quality service and accountability, feel comfortable in a highly unionized work environment, build strong relationships and partnerships and be able to approach challenges and situations with professionalism, confidence, flexibility, creativity, and a positive outlook.

Compensation

The current annual salary for this position is \$329,897.

Contra Costa County offers an attractive compensation and benefits package. A summary of major benefits is as follows:

Retirement – The County pays the employer contribution to CCCERA, a 1937 Act defined benefit retirement plan, which is reciprocal with other 1937 Act county retirement systems, CalPERS and systems with CalPERS reciprocity. Employee contributions are based on age at date of hire with the County or another employer with a reciprocal retirement system.

Social Security – the County participates in Social Security and Medicare.

Medical Insurance – A variety of medical and dental plans are offered.

Life Insurance – County program is provided, employee may subscribe to a voluntary supplemental program.

Long Term Disability – County paid program.

Vacation Leave – Initial monthly accrual rate is 10 hours, up to maximum accumulation of 240 hours.

Sick Leave – Monthly accrual is 8 hours.

Annual Management Administrative Leave – 94 non-accrualable leave hours are credited each January 1st (prorated for those hired after January 1st).

Management Longevity Leave – After 10 years of service, employee is eligible for a 2.5% longevity differential; an additional 2.5% differential is available after 15 years of service.

Personal Holiday Credit – Accrual of 2 hours each month, up to 40 hours.

Holidays – 10 holidays per year.

Executive Professional Development Reimbursement – Eligible for reimbursement of \$925 each 2-year period for qualifying expenses.

Deferred Compensation Plan – County contributes \$85, plus an additional \$150, per month upon qualifying employee contributions to a 457 plan.

More information can be obtained by calling or contacting the telephone, fax and/or e-mail numbers noted below.

How to Apply

If you or a colleague are interested in this outstanding opportunity, please submit a detailed resume as soon as possible to:

Robert Neher, FACHE, President or
Lawrence Davenport, D.Ed. Executive Vice President

Neher & Associates

3790 Millerton Place
Suite 100
West Sacramento, CA 95691

Telephone: (916) 443-2421
Facsimile: (916) 443-5949

Applications are preferred electronically at:

robertneher@executivesearchneher.com

Should you have any questions with regard to your own interest, or a recommendation of a colleague, please contact us at the numbers or e-mail above.

This position will be officially open until filled. The search is, however, on a fast track. Leading candidate applications will likely be reviewed in late November and early December 2018 and screening interviews scheduled as resumes are received/reviewed. Interviews with the County will follow quickly thereafter. Supplemental information may also be requested of leading candidates/finalists.