



Contra Costa County, CA Director of Health Services



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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 the San Joaquin River. 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 easy driving distance of Contra Costa.

Several prestigious public and private academic institutions are also located nearby, including Stanford University, University of California at Berkeley, California State University East Bay, University of San Francisco, and University of the Pacific. 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 25 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 employees and a total FY 2017-2018 budget of \$3.5 billion, with a General Fund budget of \$1.6 billion.

Contra Costa Health Services Department

Contra Costa Health Services is the largest County department. There are currently 3953 FTE employees and the annual budget for FY 2017-2018 is about \$1.8 billion. Approximately 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 County Health Services is composed of several Divisions which include the following:

Behavioral Health Services

Combines Mental Health and Alcohol & Other Drugs Programs into a single system of care. This approach of care provides enhanced coordination and collaboration when caring for the whole individual. Formerly part of Behavioral Health Services, Homeless Services has recently been transferred to a new Division called Health, Housing and Homeless Services.

Contra Costa Health Plan

A federally-qualified HMO, CCHP serves over 190,000 people in Contra Costa County with comprehensive, quality health coverage.

Emergency Medical Services

Ensures that quality emergency medical services are available for all people in Contra Costa County, and that emergency medical care is provided in a coordinated, professional and timely manner.

Environmental Health

A regulatory program that provides oversight for businesses and property owners to protect the health and safety of the citizens of Contra Costa County and our environment.

Hazardous Materials

Serves area residents by responding to emergencies and monitoring hazardous materials.

Public Health

Promotes and protects the health and well-being of the individual, family and community in Contra Costa County, with special attention to communities and populations most at risk for poor health outcomes and those most affected by environmental inequities.

Contra Costa Regional Medical Center and Health Centers

CCRMC is a 166-bed full service facility serving Contra Costa residents. Services include an emergency room, psychiatric, newborn labor and delivery, medicine, surgery, etc. CCRMC and our Health Centers are the training ground for our nationally-esteemed family practice residency program. Ten Health Centers throughout Contra Costa offer comprehensive, personalized, patient family-centered health care with a full range of specialty services.

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

The Director of Health Services

The Director of Health Services is a key executive within Contra Costa County and within the healthcare community and is responsible for the development, operation, coordination, integration, and implementation of the County's health services and public health functions, including Contra Costa Regional Medical Center and all its acute inpatient, psychiatric service and ambulatory care health centers, Behavioral Health Division, Detention Health Services, Emergency Medical Services, Environmental Health, Contra Costa Health Plan and the County's Hazardous Materials Division. This position is responsible for the structural, financial, clinical, and organizational management to assure sound operating practices within these areas of responsibility.

The Director of Health Services is appointed by and works closely with the Board of Supervisors but reports directly to the County Administrator.

Under policy direction, the Health Services Director plans, organizes, and directs the comprehensive range of health care services provided by Contra Costa County; and provides technical and policy advice to the Board of Supervisors and County Administrator; performs related work as required.

In addition, the Health Services Director serves as the Contra Costa Regional Medical Center Chief Executive Officer, Public Administrator and Public Guardian.



As noted above, the Director of Health Services will be responsible for a staff of 3953 and an annual budget of about \$1.8 billion. Direct management reports include a Chief Operating Officer, Personnel Officer, Communications Officer and Assistant to the Director, as well as the Chief Financial Officer; Chief Medical Officer; Medical Director; CEO Contra Costa Health Plan; Division Director of Behavioral Health Services, Division Director of Public Health; Division Director of Emergency Medical Services; Chief of Environmental Health and Hazardous Materials Programs; and Health, Housing and Homeless Services Chief.

Typical duties and responsibilities of the Health Services Director also include:

- Lead multidisciplinary teams and drive integration
- Analyze, plan, organize, direct and coordinate the activities of a complex and diverse health agency
- Align and develop resources to meet County's mission and obligations
- Speak effectively to wide variety of stakeholders
- Prepare clear and comprehensive reports
- Navigate within the constraints of local government
- Direct and communicate the change processes and opportunities for continued innovation
- Define problems, collect, analyze, interpret and evaluate data, define and select alternatives, establish rationale for and project consequences of decisions and/or recommendations
- Work cooperatively and effectively with other departments and officials of other agencies
- Develop leadership capacity across levels of the Department and strengthen the Department's internal capacity to address community health needs
- Effectively negotiate with diverse partners that influence and contribute to the health of the community
- Represent the County Administrator on health services issues as appropriate in meetings of staff, boards, commissions and other groups; and coordinate with a wide variety of Health Services Advisory Groups (mandated and non-mandated) including the Alcohol & Other Drugs Advisory Board, Contra Costa Health Plan Joint Conference Committee (CCHP), Mental Health Commission, Contra Costa Regional Medical Center & Health Centers Joint Conference Committee (CCRMC/HC), and other Advisory Boards, Commissions and Committees
- Plan and direct the development and administration of the department budget(s); provide accurate and timely financial reporting; exercise fiscal control over present and future facilities, personnel and equipment

Issues, Challenges, and Opportunities

- Prepare, monitor and plan for impact of possible changes in MEDICAID and the Affordable Health Care Act (especially in relationship to the over 90,000 people served in the existing Contra Costa Health Plan)
- Closely monitor state-wide (CA) legislation that might impact 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
- Revisit and assess services for the mentally ill, especially for mental health/behavioral health in the jail population
- Continue to act as the lead spokesperson on health issues that involve other levels of government and appointed and elected officials on issues related to the County's system of care
- Assume and maintain the achievement of balance and alignment in the County's health functions, which aim for effective and efficient delivery of health services to vulnerable populations and communities of current and future population
- Establish and lead external relationships to assure maximum collaboration with other providers and stakeholders who influence the health of the County and community at large
- Build trust within a wide range of private and public agencies, and work effectively with the public and interested groups
- Continue to balance current challenges and opportunities with a long term population health approach
- Maintain talented staff (retention) and improve upon access to new and additional staff in a very competitive market

The Candidate

Education and Experience (Minimum Qualifications)

- Graduation from an accredited College or University with a master's degree in Health Care Administration, Public Policy, Public Administration, Public Health or a closely related field; or possession of a MD or DO Medical Degree from an accredited school of medicine.
- Eight to ten years of increasingly responsible health care management experience in an executive or administrative management capacity in a health or hospital system, preferably in a teaching hospital or public healthcare/public medical agency.
- Experience working in a highly unionized environment is required.

Knowledge, Skills and Abilities

The successful candidate should have strong leadership, communication, and interpersonal skills as well as solid presentation and organizational abilities. This person should also have knowledge/skills in:

- Principles and practices of public health, acute and ambulatory care, behavioral health, and managed care services
- Public policy and regulatory environment affecting local government's ability to build a health community
- Public sector, public health, or other safety net system with a broad demonstrated commitment to the underserved
- Key 21st century public health and safety net challenges

- Clinical, financial, and operational aspects of public health and health system leadership
- Public health funding streams and opportunities to leverage these in the achievement of the County's mission
- Performance based payment strategies including California Waivers
- Organizational and management practices as applied to the analysis and evaluation of programs, policies, and operational needs
- Patient and community-centric philosophy; an understanding of cultural competency and sensitivity to diverse cultures
- Budgetary planning, financial management and fiscal control
- Personnel Management in a unionized workforce
- Joint Commission, Federal and State regulations and standards pertaining to patient care and safety, hospital and ambulatory care operations
- Electronic medical records systems

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

- Plan and execute a large scale administrative program including preparing budgets and controlling large expenditures
- Align and develop resources to meet the County's mission and responsibilities
- Develop, enhance and maintain collaborative relationships with public agencies, medical and other professional groups, County departments and the media
- Ensure hospital policies, procedures, systems and programs are in compliance with all regulatory, licensing and accrediting agencies
- Coordinate medical staff and human resources efforts to recruit and retain hospital staff
- Work effectively and collaboratively with labor organizations
- Communicate effectively in oral and written form

Management Style and Personal Traits

The successful candidate should be someone who enjoys a challenge, is results oriented and is a strong yet inclusive leader who is also visible and credible with staff and the community. He/she should also be politically astute, approachable, and confident, as well as interact well with the County Administrator, Board of Supervisors, colleagues and community in a professional and collegial manner. She/he must be a person with a high degree of ethics and integrity, be action oriented and inspire others. This individual should also be articulate, and a direct communicator who provides complete and timely information to the County Administrator and Board of Supervisors as appropriate.

This person should have strong analytical skills and seasoned judgement. She/he should also be an experienced problem solver who develops innovative and effective solutions to administrative and operational challenges, and a good strategic planner. She/he should also be people friendly, able to engage staff, communicate well verbally and in written form, and comfortable expressing their opinion and providing professional advice when needed. This individual should also be a strong leader and have a positive/supportive customer service orientation. The selected individual must also be a good listener and facilitator, subscribe to the principles of good municipal government which is transparent, innovative and champions good ideas. He/she should also be a strong decision maker and team builder.

Finally, the person selected should truly enjoy the complexities of local government, and a diverse engaged citizenry and community. The selected individual must be an advocate of quality service and accountability, not be risk averse, provide good follow-through, build strong relationships/partnerships and be able to approach challenges and situations with professionalism, confidence, flexibility, energy, and a positive outlook.

Compensation

The salary range for this position is \$320,288 to \$352,317, with hiring dependent upon experience and qualifications.

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 available.

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-accruable 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.

More information can be obtained by calling or contacting the telephone number or e-mail address 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, however; the search is on a fast track. Leading candidate applications will likely be reviewed in October and screening interviews scheduled early to mid November, 2017. Interviews with the County will follow quickly thereafter. Supplemental information may also be requested of leading candidates/finalists.

This position is exempt from the Contra Costa Merit system. Appointments to exempt positions in the County are at-will and not governed by the Merit System Rules.

Contra Costa County is an Equal Opportunity Employer and values diversity at all levels of the organization. Final appointment will be conditional upon successful completion of a background investigation.