

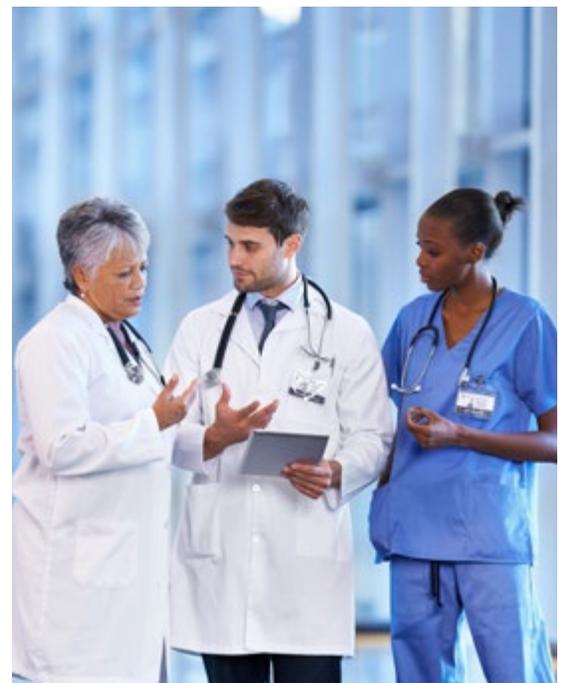


**COUNTY OF
ALAMEDA**
Health Care
Services Agency



**DIRECTOR OF
HEALTH CARE SERVICES**





THE OPPORTUNITY

The County of Alameda is recruiting nationally for an innovative and strategic executive leader to work across boundaries and with multiple stakeholders and community partners to promote high quality, integrated health services for the County of Alameda, Health Care Services Agency (HCSA). This senior leader works with the HCSA Department to achieve broader County and community goals and initiatives. The Director of the Health Care Services Agency is an at-will department head appointed by the Board of Supervisors who reports to the Board. HCSA is the second largest department in the County of Alameda government.

THE COMMUNITY

The County of Alameda is the geographic center of the San Francisco Bay Area, across the bay from the San Francisco Peninsula, with Contra Costa County to the north and Santa Clara County to the south. The County encompasses 14 incorporated cities and six unincorporated areas that span 738 square miles.

Commonly referred to as the “East Bay,” the region has been the fastest growing in the San Francisco Bay area for two decades. The East Bay is popular because of its desirable location, ideal climate, strong economic base, its range of available housing and business opportunities, and incredible diversity.

In addition to stellar recreational possibilities, Alameda County offers a rich array of cultural activities which include the Oakland Museum and the Oakland East Bay Symphony. The region is home to three professional sports teams: the Oakland A’s, Oakland Raiders, and the Golden State Warriors. An outstanding regional parks system, the wine country of the inland Tri-Valley area and the Chabot Space and Science Center bring additional opportunities for recreation, relaxation, and education. The University of California, Berkeley and California State University, East Bay are just two of the distinguished academic institutions serving the region. Accessible urban transportation options include the Oakland International Airport, the Bay Area Rapid Transit (BART) system, and the San Francisco Bay ferry system.

Measure A generates over **\$100 million annually** to support health care services in the County. The County Board of Supervisors allocates 25% of those monies based the County’s commitment to a geographically dispersed network of health care providers **for critical medical services provided by community-based health care providers**, and to offset uncompensated costs for emergency care and related hospital admissions and for essential public health, mental health and substance abuse services. The remaining 75% supports the Alameda County Medical Center.

THE COUNTY OF ALAMEDA

The County of Alameda has a population approaching 1.6 million residents, making it the second largest county in the Bay Area and the seventh largest in the State. The County operates under a charter form of government and is governed by a five-member Board of Supervisors. The Board is responsible for setting policy, overseeing all County operations, approving the organization's annual budget, and representing the County in a number of areas including numerous special districts and regional agencies. The Board appointed County Administrator leads a team of department heads who work collaboratively to carry out County programs and initiatives.

The County of Alameda employs over 9,000 employees working in 21 different agencies and departments and has an annual budget of nearly \$2.7 billion. The County provides a full spectrum of services including general government and internal services, health care, social services, public works, criminal justice, and other public safety services.

County of Alameda is acknowledged for its innovation, regularly winning awards and receiving recognition for its creative and ambitious programs tackling social justice issues, climate change and environmental sustainability, hunger, poverty, health care, and public protection.

ABOUT THE COUNTY OF ALAMEDA HEALTH CARE SERVICES AGENCY

The Agency's ultimate mission is to provide fully integrated health care services through a comprehensive network of public and private partnerships that ensure optimal health and well-being and respect for the diversity of all residents. With a FY 2017 operating budget of over \$700 million, the Agency employs over 1,500 employees working in four main service areas:

- Administration and Indigent Health;
- Behavioral Health Care Services;
- Public Health; and
- Environmental Health.

These employees include public health nurses, doctors, epidemiologists, dentists, medical social workers, physical and occupational therapists, mental health clinicians, dietitians, outreach workers, health educators, program managers, pre-hospital care coordinators, program, administrative and finance professionals, and many others.

Public and private partnership is a key component of the Agency's mission to deliver culturally responsive services. The Agency contracts with over 300 public, private, and community-based organizations to deliver appropriate and essential health services to a diverse community. Headquartered in San Leandro, the Agency manages 21 satellite offices across the County.

The Director works closely with department heads to set operational policies, benchmark evidence-based best practices, develop and meet standards for outcomes and performance, and fulfill the Agency's pledge to the community to provide high-quality services in a cost-effective manner. The Director ensures

the effectiveness of the organization in its role as regulator, safety net, and change agent. The position engages in complex community issues and projects and provides inspirational leadership by building effective teams and motivating staff to achieve the vision of the Agency and the County.

TOP INITIATIVES

- Utilizing a \$28 million per year 5-year grant, integrating housing and health care through a whole person care model, to ensure that high utilizers of multiple health services have what they need to stay well, including access to housing and housing supports.
- Focusing on provision of mental health services to ensure resilience and recovery, to increase culturally appropriate services, and to decrease stigma.
- Expanding services for older adults in preparation for growth in the older adult population by working to increase and improve access to services and supports for seniors.
- Implementing the community health improvement plan. As part of Public Health Accreditation, finalizing and implementing a plan with broad community input and support, with a focus on health equity.
- A leader in implementing the Affordable Care Act in California, HCSA will continue to spearhead efforts to preserve the gains that were made regarding health care and to ensure that County residents have coverage and access to health services.
- In partnership with cities and school districts, continue to ensure adequate resources for the County's robust network of school based health services for children and their families.

THE IDEAL CANDIDATE

The ideal candidate must have extensive experience at an executive or top management level position in a large public agency that provides social services programs for economically and culturally diverse communities. The successful candidate should be an innovative leader who embraces challenge, thinks analytically, has a management style that demonstrates courage and promotes competence, is courteous, collaborative, creative, and has effective communication skills. In addition to the qualifications and attributes



previously identified, candidates who demonstrate the following leadership competencies will be considered favorably:

- A strong leader with a record of service to a diverse community. By demonstrating integrity, high personal standards and values the new leader will be a role model for everyone. The candidate will create a climate of inclusion of diverse backgrounds, talents, and perspectives in staff, consultants, and advisors;
- An accomplished strategic thinker who understands the big picture of health care delivery and is a visionary, but is pragmatic enough to implement the changes required by the vision. The candidate will need to be politically astute; able to understand political realities and consider their probable effect on proposed ideas or actions;
- As a transparent, thoughtful, respectful and resilient leader, the candidate will enjoy reporting to an elected body and thrive on working with a highly diverse community. The candidate will be culturally competent and work through an equity lens to recognize and respond when people are being disadvantaged by health care decisions;
- An effective planner who is highly organized with a strong ability to stay focused on the Department's mission and to execute the vision. The candidate will need to demonstrate strong financial and budget management acumen to maximize resources for the organization and will understand and use financial data to make good informed decisions;
- A skilled problem-solver, the new Director will consider many points of view before making decisions in a transparent, data-driven manner. An effective communicator, the candidate will be an active listener, seek to build consensus whenever possible, and will sustain positive, respectful and productive working relationships both internally and outside the County; and
- A leader in a cutting edge, progressive health care delivery system, the candidate will be innovative and progressive in pushing the boundaries of a rapidly changing health care system. In navigating these changes, the Director will seize opportunities, generate creative solutions, and skillfully manage change processes.

In summary, the successful candidate must have a strong personal desire, interest, and commitment to become an integral part of the County of Alameda community for the long-term.

EDUCATION AND EXPERIENCE

Education: Possession of a Master's degree from an accredited college or university in Public Administration, Public Policy, Health Care Administration, Health Sciences, Social Sciences, or a closely related field.

Experience: Five years of increasingly responsible administrative experience, three years of which must have been as an administrator or principal assistant administrator of a large and diverse program or organization associated with the delivery of health care services to the public; or any combination of training, education, and experience that will provide the required knowledge and abilities.

COMPENSATION AND BENEFITS

The successful candidate will receive a highly competitive salary with an excellent benefits package that considers the candidate's salary history and track record of success. Further details regarding compensation and benefits are available by contacting Ralph Andersen & Associates.

THE SELECTION PROCESS

Candidates are encouraged to express interest early in the process for optimal consideration. Review of resumes will begin Monday, May 29, 2017. This recruitment is considered open until filled. To apply submit a compelling cover letter, comprehensive resume, salary history, and six professional references to apply@ralphandersen.com.

Ralph Andersen & Associates will conduct preliminary interviews as applications are received. Only the most highly qualified candidates will be invited for an on-site interview. The selection process may also involve a supplemental questionnaire. References will not be contacted until mutual interest has been established. It is anticipated that the newly selected Director of Health Care Services Agency will join the County of Alameda in July 2017 or a mutually agreeable date.

This is a highly confidential search process. Confidential inquiries are welcomed and should be directed to Robert Burg, Ralph Andersen & Associates, at (916) 630-4900.

**The County of Alameda is an
equal opportunity employer**