



ABOUT THE LOS ANGELES COUNTY HEALTH AGENCY

With the collective power of a nearly 7 billion dollar budget among the three Departments and the combined strength of their 35,000 employees who foster excellence in the delivery of service, the Health Agency serves to maximize opportunities for healthcare innovation and integration for the benefit of all Los Angeles County residents.

The Los Angeles County Health Agency is a dynamic, innovative organization created in 2015 with the core purpose of improving the individual and community health and wellbeing of Los Angeles County residents. By strategically identifying and carefully aligning initiatives of the Departments of Health Services, Mental Health, and Public Health, the Health Agency unifies the County's physical, behavioral, and public health services to deliver an integrated system of care.

- **Department of Health Services:** the nation's second largest municipal health system that encompasses four hospitals, two multi-disciplinary ambulatory care centers, six comprehensive health centers, probation infirmaries, rehabilitation centers, community health centers, and numerous health clinics that provide the community with a broad range of hospital, trauma, emergency, and outpatient care, programs, and services.
- **Department of Mental Health:** the nation's largest municipal mental health system that delivers a continuum of care through emergency, intensive outreach and triage teams focused on engaging our most vulnerable clients and a network of almost 400 directly operated and contracted clinics focused on providing high quality, "whatever it takes" recovery-oriented programming.
- **Department of Public Health:** the nation's largest county public health department that operates 39 programs, 14 clinics, and a managed care network of substance use disorder providers to protect and benefit the public's health by ensuring equitable access to the resources and opportunities needed to promote optimal health and well-being.

The promise of the Health Agency is that by being "together," these three Departments can streamline access and enhance the customer experience for individuals who need services from more than one Department or specialty area. The Health Agency aims to strengthen all three Departments while enabling each one to remain unique and independent as an operational entity.

Guided by the mission to "...promote healthy people living in healthy communities," the Health Agency has achieved noteworthy success in its first two years.

- Deployed nearly 1,500 employees to conduct door-to-door outreach to 17,000 homes affected by the lead contamination from the Exide Battery Recycling Plant.
- Created and established the new Office of Diversion and Re-entry, which diverted and case managed over 600 persons from jail into mental health and substance use treatment centers.
- Launched a Health Agency Call Center, a Drug Medi-Cal Organized Delivery System, Housing for Health, and an expanded eConsult specialty consult and diagnostic platform.
- Decreased overcrowding of psychiatric emergency rooms through increase use of mental health urgent care.
- Launched the Center for Health Equity to eliminate inequities in health outcomes



These are just a few of the early successes, and the Health Agency is inspired to accomplish more as it matures as an organization.

The creation of the Health Agency represents a strategic shift in the County's healthcare delivery system, and the transformation continues as the Agency seeks to further adapt to the ever-changing healthcare landscape. Through the aligned efforts of the three Departments, the Health Agency is poised to more strongly address social determinants of health such as poverty, addiction, and homelessness, and more efficiently collaborate on priority issues such as health equity; trauma-informed services; supportive housing; integrated health; substance abuse and behavioral health treatment to justice and vulnerable populations; recuperative care beds; crisis residential opportunities; and sobering centers. These areas are particularly critical to the residents of Los Angeles County, of which approximately 2 million are uninsured, medically indigent, working poor, or without access to other health care.

In comprising these three departments, the Los Angeles County Health Agency is positioned to have impact unlike that of most other organizations- impact on the approximately 750,000 individuals who receive service each year from the Agency and its partners, as well as influence on the direction of healthcare policy and reform locally and nationwide.

ABOUT THE OPPORTUNITY

The County of Los Angeles is seeking a confident "hands on" visionary with a strong leadership acumen who is accustomed to operating in a robust and dynamic healthcare environment. This transformational leader will drive a focused strategy for the Health Agency that embraces innovation, integration, and stakeholder alignment as means to improve health outcomes, provide coordinated care, and leverage economies of scale. The Agency Director will prioritize, organize, and administer the functions, activities, and services of the Agency to ensure they form an aligned and integrated departmental model of physical health, public health, and mental/behavioral health care. He or she will have a broad spectrum of experience and understanding to exercise sound and responsible decision-making in an organization undergoing vast cultural shift.

The Health Agency Director reports directly to the five-member Board of Supervisors and is supported by a dynamic executive leadership team that includes the Heads of the Departments of Health Services, Mental Health, and Public Health. The three Department Heads also report directly to the Board. In addition, they are charged with collaborating with the Agency Director on programmatic and multi-department matters overseen by the Agency. These matters include Board-supported priorities relevant to community health and well-being, and Agency-driven initiatives and programs that enhance health integration and provide innovative ways to improve overall health in the County.

The Agency Director position represents an extraordinary, once-in-a-lifetime career opportunity for the healthcare leader who wants to directly influence and improve the quality and accessibility of healthcare provided to a community of millions in the Los Angeles County area. As national policies, funding streams, and conditions on the ground continue to evolve, this leader will endeavor to pioneer new models for success in building and executing comprehensive plans that will support and empower the region.



KEY RESPONSIBILITIES

The Agency Director has responsibility to coordinate and integrate services for residents/patients that the three departments serve in common, including:

- Improving health outcomes and reducing inequities
- Addressing major service gaps for specific vulnerable populations
- Bridging population and personal health
- Integrating services at the point of direct care delivery
- Streamlining access to care
- Strengthening the County's influence on health policy issues in Washington and Sacramento
- Recommending the adoption, enactment, and amendment of ordinances, resolutions and regulations and State and federal statutes to provide effective and efficient economical administration of the Department
- Using information technology to enable service and programmatic integration
- Improving workforce education and training
- Improving use of space and facility planning
- Improving ancillary and administrative services/functions
- Maximizing revenue generation
- Expanding and stabilizing the continuum of care facilities for safety net clients
- Ensuring that the County receives maximum value for contracted services
- Improving inter-departmental communication and collaboration. Streamlining communication between the three departments and the CEO's office and the Board offices
- Directing the planning for construction and remodeling of all healthcare facilities
- Carrying out directives of the Board of Supervisors

To achieve these goals, the Agency Director is responsible for developing and facilitating collaborative projects across the three departments, such as:

- Directly supervising the Agency Capital Projects lead, which works with Department Capital Projects teams and oversees major capital projects involving more than one department. The Restorative Care Village at LAC+USC and the old hospital/MACC on the MLK Jr Campus are two of the larger projects.
- Supervising the Agency data analytic group which produces reports about clients seen in more than one Department.
- Directly supervising the Director of IT for the Agency, and ensuring that computer applications across the Agency are compatible to the extent possible.
- Developing and overseeing a strategy to meet the needs for 24-hour access to services for the Agency.



- Developing and overseeing consolidation of administrative functions between the three departments, with initial consideration in areas such as contracting, contract/program monitoring, risk management, employee health (to include Mental Health), etc.
- Ensuring that funding is maximized for the benefit of clients and leverages federal, state, and private insurance revenues.
- Engaging and influencing Legislature in the interest of developing reimbursement mechanisms that decrease bureaucratic constraints and improve our ability to meet the needs of our residents.
- Collaborating with Labor Unions to ensure just and equitable employment practices across the organization.
- Working with the Labor Management Transformation Council to ensure a collaborative working relationship with represented employees.

COMPELLING TRAITS AND COMPETENCIES

This career changing opportunity awaits the right individual who is genuinely committed to serving the community and citizens of Los Angeles County, one of the most culturally diverse populations in the nation. Top candidates for this at-will position will have a successful and verifiable career history with demonstrated skills, experience, and personal attributes in the following areas:

- **Collaboration:** A proven track record of achievement in health care and/or public health systems, of collaboration, relationship building, problem solving, coordination, and cooperative leadership.
- **Visionary Leadership:** Innate ability to utilize forward thinking to ensure the long term success of the organization through methods including but not limited to: strategic planning, implementation planning, deficit management planning, and succession planning.
- **Change Management:** Extensive executive management experience directing and implementing strategic, organizational, administrative, and developmental change within large healthcare and/or government organizations that provide health, mental health, public health and substance abuse treatment services.
- **Health Care Expertise:** In-depth knowledge of principles and best practices related to healthcare planning, hospital administration, and managed healthcare services.
- **Health Care Financing:** Significant experience managing, leveraging, and securing resources for health care and population health services with highly attuned and nuanced understanding of how health care systems and facilities are funded in the U.S. This includes knowledge of and experience executing revenue-generating strategies from State and federal agencies, as well as the private sector.
- **Organizational Expertise:** Demonstrated ability to manage complex operations and relationships, building consensus among disparate stakeholders, and fostering positive outcomes across multiple organizations and organizational units.



- **Organizational Influencer:** Possesses the ability to lead an organization by example. A successful Agency Director will create a positive and productive work environment from the bottom, up.
- **Communication:** Highly effective communication skills to articulate and promote an inclusive vision and goals for stakeholders within and outside the organization in a variety of forums.
- **Community Engagement:** Demonstrated experience working with diverse community stakeholders and engaging with community members to identify shared objectives and implement collaborative work plans.
- **Vision:** The ability to develop, articulate and execute a strategy for the future of healthcare in Los Angeles County in response to environmental and operational challenges.
- **Diversity and Inclusion:** Proven track record for incorporating diversity and inclusion across an organizational setting, as well as for the delivery of culturally responsive health care services for diverse patient populations.
- **Labor Management:** Demonstrated ability and track record for building and enhancing partnerships with the labor unions to improve equity, fair labor practices, employee and patient safety.
- **Project Implementation:** Extensive understanding of project management fundamentals, with executive experience overseeing cross-departmental, complex, data-driven initiatives across an enterprise.
- **Innovation:** Proven ability to integrate innovative and cutting-edge concepts for the design and implementation of projects and initiatives.
- **Policy Expertise:** Demonstrated experience formulating and leading the development, implementation, and evaluation of internal organizational policies, and experience shaping or advocating broader industry policies that impact the organization's current and future delivery of service.
- **Political Savvy:** Demonstrated ability to be politically astute and sensitive to the nuances of maintaining liaison and working with administrative or legislative bodies, such as the Board of Supervisors, other public governmental bodies, federal and State legislatures, private agencies, community groups and the communication media.
- **Political Awareness:** Extensive knowledge of and ability to interpret and apply provisions of federal, State and local statutes, ordinances, and regulations related to the administration and provision of California healthcare services.

PREFERRED QUALIFICATIONS

- **National Prominence:** Strong understanding of the health delivery systems at the national level which includes direct service delivery experience and broad relationships with leaders in the health care industry, governmental agencies, academia, philanthropy and advocacy groups.



- **Understanding of Government Programs and the ACA:** Executive leadership experience in implementing Medicaid Expansion, Health Care Exchanges, Medicare and other relevant programs within a large metropolitan health care system.
- **Advanced Educational Achievement:** Possession of a Master's degree or higher in health administration, business administration, public administration, or a closely related discipline involving physical, behavioral, or public health.
- **Language Fluency:** Proficiency of a language(s) other than English that is prevalent within the Los Angeles County community.
- **Management Experience:** Extensive executive management level experience of ten or more years directing a large, comprehensive managed mental health, public health, and health services delivery system as a physician leader or administrator. Such experience must have included responsibility for planning and directing budget, personnel, fiscal, supply and other administrative functions of the organization.
- **Other Eligibility:**
 - U.S. Citizenship is required for appointment to this position.
 - A valid California Class "C" driver license or the ability to utilize an alternative method of transportation when needed to carry out essential job-related functions.

COMPENSATION

Compensation arrangements are competitive and will be commensurate with the selected candidate's experience and achievements, and the responsibilities of the position.

BENEFITS

The County of Los Angeles provides an excellent benefits package that allows employees to choose benefits that meet their specific needs. The package includes:

- Retirement Plan – The successful candidate will participate in a defined benefit plan.
- Cafeteria Benefit Plan – Benefits may be purchased from the MegaFlex Cafeteria Benefit Plan using a tax-free County contribution of an additional 19% of the employee's monthly salary.
- Flexible Spending Accounts – In addition to tax-free medical and dependent care spending accounts, the County contributes \$75 per month to the Dependent Care Spending Account.
- Savings Plan (401k) – Optional tax-deferred income plan that may include a County matching contribution up to 4% of employee's salary.
- Deferred Compensation Plan (457) – Optional tax-deferred income plan that may include a County matching contribution up to 4% of employee's salary.
- Holidays – 12 paid days per year.
- The County offers generous relocation reimbursements pending Board approval.
- Transportation allowance.



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