

SUMMARY POSITION DESCRIPTION

DIRECTOR OF THE DEPARTMENT OF PUBLIC HEALTH AND COUNTY HEALTH OFFICER, COUNTY OF LOS ANGELES

The Challenge and the Opportunity

The Department of the Public Health is the guardian and enhancer of the health and well-being of more than 10 million residents of the nation's most populous county – a population larger than those of 42 States. Operating across a land area as large as Rhode Island and Delaware combined, the Department is responsible for protection against illness, epidemics and health-related emergencies, for food and restaurant safety, and for a wide variety of functions critical to community health, from reduction of infant mortality rates, to clinic operation and home visitation services, to assistance in securing health insurance, to public education about a broad range of health topics in multiple languages and employing all forms of social and mass media. Its scope and proven effectiveness in all these areas have won the Department recognition as a national and international leader in local health improvement.

Its nearly 4,000 employees are organized into 12 operating units, respectively responsible for Bioterrorism Preparedness; Children's Medical Services; Chronic Disease and Injury Preparation and Control; Community Health Services; Environmental Health; Health Assessment and Epidemiology; HIV and STD Programs; Maternal, Child and Adolescent Health Programs; Public Health Disease Control and Emergency Response Programs; Residential Rehabilitation Centers; and Substance Abuse Prevention and Control. Taken together, these operations, supported by a budget of more than \$850 million, protect and promote the health of every resident of the 88 cities and 140 unincorporated areas in the County, often through partnerships with municipal, civic and community organizations.

The Department's capabilities are amply reflected in demonstrable improvements in public health. When the H1N1 flu pandemic threatened, it mounted a large-scale warning and education campaign and administered more than 200,000 vaccinations in seven weeks. To fight the spread of HIV, it supported 118,000 tests in a single year. Because of its work with its partners, the County's infant mortality rate has been reduced below the national goal level, and smoking has decreased to one of the lowest levels recorded in California and in the nation at large. When the Japanese tsunami posed a nuclear radiation threat, it was the Department's role to monitor the air and keep policy makers and the general public informed by regular status reports. Its policy development and advocacy were instrumental in legislative mandating of menu labeling in large chain restaurants and elimination of artificial trans-fats in restaurants. In all these and countless other ways, the Department works at the public health frontier, where the the County's – and the nation's – capacity to realize the public health potential of today's science and community service techniques will be most clearly and definitively tested. Leading the Department's response to this challenge is the premier public health leadership opportunity in the country.

Responsibilities of the Appointee

The Director reports to the County Chief Executive Officer, who is appointed by the five members of the County Board of Supervisors, who are elected on a non-partisan basis. This Board

is vested with all executive and legislative authorities and accountabilities except those vested in an elected Sheriff, District Attorney, and Assessor. The renowned retiring Director, Dr. Jonathan Fielding, is also the designated County Health Officer who must, by State law, be a physician. But it is also possible to appoint a Department Director who is not a physician and designate one of the senior physicians in the Department as the Health Officer, an arrangement which has sometimes existed in the past. The Supervisors are prepared to continue the current structure or to entertain the possibility of a renewal of the alternative arrangement, so non-physicians will also be considered for appointment as Director.

The Director is the leader and chief public face of the organization. With the policy guidance of the Board of Supervisors, conveyed through the Chief Executive Officer, and working with a senior management team, the Director has chief executive authority and accountability for all aspects of departmental operations, and for integrating them all in support of the organization's mission. Specifically, he/she:

- Serves as the chief steward and spokesperson with respect to the Department's mission and guiding principles.
- Develops and recommends for CEO and Board approval the long- and short-term goals to be pursued, together with basic strategies for achieving them and milestones for measuring progress.
- Oversees and is ultimately accountable for effective implementation of the strategies selected and, insofar as uncontrollable external forces permit, for achievement of the goals and objectives established.
- Performs the other executive leadership and oversight functions associated with effective and efficient operation of an organization carrying on a complex array of activities involving the health of 10 million people and hundreds of millions of taxpayer dollars.
- Listens to the concerns of community representatives and service providers, and enlists them as collaborators in a common effort on behalf of a practical, internally consistent vision of comprehensive public health improvement.
- Represents the Department to all relevant stakeholders and constituencies -- County and community leaders, neighborhood councils, officials at all three levels of government, business and labor leaders, expert academics and practitioners, and others.
- Inspires, motivates, nurtures, and where necessary renews the organization's supply of skilled staff who are indispensable to organizational success.

Qualifications

The capacity most needed in the Director is the ability to lead -- the combination of vision, will and talent that can spearhead a sustained effort to mobilize the immense professional expertise and experience in the Department and its stakeholder communities behind a comprehensive, inclusive campaign to sustain and further advance its status among the nation's premier generators of results

and proven best practices in protection and advancement of public health . Within this overall leadership capability, the Director should have as many as possible of the following characteristics and capacities:

- Passionate commitment to the Department’s mission and to the well being of the communities it was created to serve, together with willingness and determination to pay at least as much attention to ground-level community services and issues as is devoted to State and national involvements.
- The vision, strategic thinking capability, scientific knowledge and creativity to form and propose for CEO and Board approval a bold and internally consistent program of direct operations and partnerships which can accomplish significant, measurable improvements in the health, safety, and general well-being of County residents of all racial, ethnic and communal heritages within a stated time frame.
- Highly advanced communication and other interpersonal skills, adjustable to be effective to many types of audiences and media, together with acute cultural sensitivities, steady calmness in crises, and deep familiarity with the issues and challenges that face large, culturally diverse urban areas.
- Extended and successful experience at working in a complex cultural and governance environment, exhibiting the discipline, perseverance, listening capacity, resilience and familiarity with political and organizational dynamics necessary to build and maintain forward progress amid shifting currents of stakeholder opinions and priorities.
- A solid track record of effective management of a large, complex, health-related organization or unit, demonstrating the ability to assemble and motivate a strong, diverse management team suited to the demands of such an organization, and to hold team members to high standards of accountability. Experience in southern California, or California more generally, is a plus but not a requirement.
- Recognized professional stature in one or, even better, more than one health-related specialty. A medical degree is a plus but not a requirement. Graduate degrees in other relevant fields are also pluses, but equivalent experience will also be considered.
- Sufficient understanding of the relevant public policy issues and the policy making process to be a credible formulator and inspiring advocate of a comprehensive policy agenda addressed to a broad range of actions and governmental levels.
- Unusually strong intellectual curiosity, an eclectic taste for learning, and demonstrated ability to quickly absorb new knowledge to the level necessary to exert effective oversight, delegation and critical faculty in sudden, unexpected crises and in subject areas that are largely new to him/her.
- Demonstrated problem solving capacity and receptivity to promising new approaches, skill at programmatic entrepreneurship, especially in dealing with State and Federal funding

sources, and recognition of the impact enhancement which can often be achieved by leaving it to others to take most or all of the credit for successes.

- An exceptionally keen intellect, together with the self knowledge, personal security and ego control necessary to deal effectively with strong institutions and personalities, to complement him/herself with very able co-workers, and to identify his/her personal success with the success of the organization.
- The demonstrated ability to oversee and manage financial and other resources effectively and accountably, to allocate resources equitably among competing needs and constituencies, and to maximize the ground-level impact of expenditures.
- Deep commitment to the principle that community leaders and their constituents are equal and accountable partners in improving public health, and their views and priorities must be solicited and respected.
- High energy and rock solid personal integrity, as demonstrated throughout his/her career. Demonstrated effectiveness at working with a Board is a plus.

Eligibility for Appointment

The County is an Active Equal Employment Opportunity Employer and engages employees without regard to race, color, religion, creed, age, gender, marital status, or sexual orientation. All U.S. citizens who believe they meet the stated qualifications are invited to apply.

Compensation Package

The appointee will receive a base annual salary in the range of \$240-365,000, commensurate with qualifications and earning history, as well as an excellent program of benefits.

Timing of Appointment

Initial consideration of candidates will begin in early September 2014. The appointee will be selected as soon thereafter as possible, and will take office at the earliest feasible date.

To apply or for further information, please contact:

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