

## **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 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 4,500 employees are organized into four bureaus: Health Protection; Health Promotion; Disease Control; and Operations Support. Taken together, these Bureaus represent 39 programs that are supported by a budget of just under \$1 billion, to 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 Departments of Public Health, Mental Health and Health Services are equal partners in a newly created Health Agency. The role of the Agency is to identify and promote service integration where integration of services among these departments would benefit residents of the County. The Agency harnesses the power of the three departments to achieve patient and community outcomes that would not be possible were each department working in its own silo. The Agency's progressive health integration initiatives are guided by the Health Agency Director.

The Department's capabilities are amply reflected in its responses to public health challenges. The Department recently participated in several environmental justice projects including the response to the largest natural gas leak in the United States (Aliso Canyon) ensuring the health protection of the residents in neighboring communities; and mitigating the lead contamination of the communities surrounding the Exide battery recycling plant. To fight the spread of HIV, the Department has implemented one of the most aggressive and productive HIV case-finding, linkage, retention and treatment programs in the United States, supporting 150,000 tests in a single year. The Department ensures that tens of thousands of residents are diagnosed as early in their course of infection as possible, promptly linked and retained in care, and achieve viral suppression. Its work also vigorously addresses prevention and treatment of other sexually transmitted diseases, as well as trauma prevention.

Additionally, because of the Department's work with partners, the County's infant mortality rate has been reduced to 4.4 deaths per 1,000 births, which is below the national level and Healthy People 2020 goal, and adult smoking prevalence has decreased from 18.1% in 1999 to 13.1% in 2011 – a 28% decrease. Its policy development and advocacy were instrumental in legislative changes mandating menu labeling in large chain restaurants and elimination of artificial trans-fats in restaurants, as well as adoption of smoke-free multi-unit housing policies in many local cities. Currently the Department is in the process of being accredited by the Public Health Accreditation Board. In all these and countless other ways, the Department works at the public health frontier, where 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 is a direct report to 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 retired Director, Dr. Jonathan Fielding, was 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, with a graduate degree in public health or other relevant fields, will also be considered for appointment as Director.

The Director is a visionary leader with chief executive authority over the Department. The leader has full discretion and responsibility for effectively managing all aspects of the Department's operations, including its fiscal and administrative functions. With the support of the Board of Supervisors, the guidance of the Health Agency Director, the administrative, budgetary and legislative assistance of the Chief Executive Officer, and a strong senior management team, the Director will be well-positioned to drive innovation and successfully advance the organization's mission. Specifically, he/she:

- # Develops and recommends for Board approval the long- and short-term goals to be pursued, together with basic strategies for achieving them and milestones for measuring progress. This includes proposal and management of the Department's budget.

- # As the Department's Chief Executive Officer, oversees and is ultimately accountable for effective implementation of the strategies selected and, for achievement of the goals and objectives established.

- # Works under the guidance of the Health Agency Director to ensure that the eight strategic priorities for integration set out by the Board of Supervisors are met, and works with the Health Agency Director to identify administrative and programmatic areas

where better outcomes can be achieved by integrating or consolidating public health functions with the functions of the other two departments.

# 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.

# Serves as the chief steward and spokesperson with respect to the Department's mission and guiding principles.

# 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 competencies most needed in the Director are the ability to lead and the skill to imagine and create new opportunities to make a lasting difference in how we approach Public Health care in the community. This transformative leader combines vision, will and talent to spearhead a sustained effort to mobilize the immense professional expertise and experience in the Department and its stakeholder communities behind an innovative, comprehensive, inclusive campaign to sustain and further advance the Department's 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 public health 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 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 in improvement of public health amid shifting currents of stakeholder opinions and priorities.

# A solid track record of effective management of a large, complex, public 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. A graduate degree in public health or another relevant field is also a major plus, but equivalent experience will also be considered.

# Sufficient understanding of the relevant public health 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 public health 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, federal and philanthropic 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.

# Willingness to work collaboratively with the Health Agency to provide integrated care and community programming.

### 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 \$266,883-403,949, commensurate with qualifications and earning history, as well as an excellent program of benefits.

### Timing of Appointment

Initial consideration of candidates will begin in November 2016. 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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