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**DIRECTOR OF HEALTH SERVICES**

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**County of Sonoma, CA**  
**(Santa Rosa, CA)**

**ROBERTS CONSULTING GROUP IN**

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# DIRECTOR OF HEALTH SERVICES - SONOMA COUNTY

## [Santa Rosa, CA]



## THE AREA

Sonoma County is located less than 30 miles north of San Francisco, at the threshold between the commerce-driven San Francisco Bay Area and the spectacular beauty of northern California. The County extends over 1,500 square miles with a diverse economy that includes a world class wine region, stunning natural resources, and dozens of tourist destinations. Residents all over Sonoma County enjoy a unique quality of life with access to cultural events, an academic community, economic opportunity, and low crime rates.

In addition to over 200 award-winning wineries, Sonoma County boasts scenic coastline and beaches, the winding Russian River, majestic redwoods, 21 challenging golf courses, museums, galleries, diverse festivals, fine dining, and charming inns and spas. The County encompasses more than one million acres of land and water, rich in scenic beauty with an array of parks, recreational facilities, campsites and lakes. Open space and agricultural land account for a great majority of Sonoma County acreage.

Sonoma County is home to over 490,000 people, with approximately 35 percent of the population residing in Santa Rosa, the County seat. That city was also recently named as one of the nation's "most livable communities" by Partners for Livable Communities. A majority of the County's residents (approximately 70 percent) live within the city limits of the County's nine cities. They are, in order of population: Santa Rosa,

Petaluma, Rohnert Park, Windsor, Healdsburg, Sonoma, Cloverdale, Sebastopol and Cotati.

The County's economy is extremely diverse, relying on agriculture, tourism, manufacturing, services and high technology industries. Agriculture (including wine grapes and livestock/poultry) and tourism are two of the major drivers of the Sonoma County economy. The tourism industry generates over \$1.4 billion annually, with more than seven million visitors each year.

While home prices reflect the value of living in an area that offers an abundance of amenities, the prices of Sonoma County homes remain one of the last true real estate bargains in the greater Bay Area. Local schools continually rank high on California's Academic Performance Index. Higher education opportunities are available at Santa Rosa Junior College and Sonoma State University, among other institutions. Healthcare resources include Sutter Medical Center of Santa Rosa, St. Joseph Health System, and Kaiser-Permanente, in addition to others.

## THE COUNTY GOVERNMENT

The County's mission is to enrich the quality of life in Sonoma County through superior public services. The Board is fully committed to a mission and vision that value the highest quality customer service, strong leadership, engaged citizen participation, courteous and prompt assistance, providing valuable and complete information, and creating and preserving efficient and cost effective government. The County Administrator leads a team of dedicated department heads who work collaboratively to address and strategically prepare for County initiatives and challenges. The four Strategic Plan Goal Areas the County is focused on include: Safe, Healthy and Caring Community; Economic and Environmental Stewardship; Investment in the Future; and Civic Services and Engagement.

Sonoma is a general law county. The County Board of Supervisors is the governing body of the County and various special jurisdictions. The five members of the Board are elected by district, on a non-partisan basis, for four-year staggered terms. The FY2014-15 County budget is \$1.4 billion with 4,009 full time equivalent staff positions.

## THE DEPARTMENT

The Department of Health Services is an innovative and value driven organization that fully embraces its vision of leading, collaborating and succeeding in making Sonoma County the healthiest county in California. The Department's mission is to promote and protect the health and well being of every member of the community. To actualize this mission, the Department provides direct services, builds and manages strategic partnerships, and develops and advocates for sound policies that help achieve community health needs.

The Department is comprised of four divisions:

- \* **Administration** - Human Resources, Staff Development and Accreditation; Fiscal Services; and Facilities. (Note: Separate from Administration, but also under the Assistant Director of Health Services, are the following: Compliance, Privacy & Risk Management; Contracts, Board Items Development Unit; and Program, Planning and Support.)
- \* **Public Health** - Family Health Services; Animal Care & Control; Early Childhood Development; Environmental Health; and Disease Control, Public Health Lab, Preparedness, Coastal Valleys Emergency Medical Services Agency, and Juvenile Probation Health; and Program, Planning & Support.
- \* **Behavioral Health** - Mental Health Medical Director; Acute/Forensics Services; Adult, Youth & Family Services; Substance Use Disorder and

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Recovery Services; Community Mental Health Services; and Program, Planning & Support.

- \* **Health Policy, Planning and Evaluation** - Information Technology; Healthy Communities; Policy, Strategy & Evaluation; and Program, Planning & Support.

The divisions are fully integrated and work seamlessly to improve health and community wellbeing in the following areas:

- \* **Children and Family Services** - Incorporates services to children throughout the Department, including therapeutic services, psychiatric crisis prevention and intervention, First 5 Sonoma County, Maternal Child and Adolescent Health, and other aspects of Family Health Services.
- \* **Adult Services** - Incorporates services to adults including therapeutic services, crisis intervention, alcohol and drug treatment, case management, and disease prevention and early intervention.
- \* **Community Health and Safety** - Incorporates services across the Divisions, including Animal Care and Control Services; Environmental Health; Health Action and place-based approaches to health; crisis intervention training and mobile response and prevention strategies; and other prevention strategies to reduce health disparities.
- \* **Emergency Medical Preparedness** - Includes Coastal Valley emergency medical services, Behavioral Health's Mobile Support Team, and Public Health Emergency Preparedness.
- \* **Disease Control and Clinical Services** - Includes Public Health disease control, surveillance and laboratory services, and direct clinical services such as sexual assault response and medical behavioral health services provided in Juvenile Hall and the County jail.

The Department has a FY2014-15 operating budget of \$239 million with approximately 590 full time equivalent staff.

The Department's leadership and culture is value driven, supportive and engaging. This creates an environment that encourages individuals to contribute, achieve and flourish. The Department embraces and supports the County's Leadership Philosophy, focusing on the following eight areas: 1) initiative, 2) results orientation, 3) interpersonal relationships, 4) problem solving, 5) development of others, 6) role and holistic systems perspective, 7) organizational political savvy, and 8) public service orientation and credibility.



## KEY CHALLENGES AND OPPORTUNITIES

Some of the immediate priorities facing the Director of Health Services include:

- \* Support the Health Action Council's work to "Be the Healthiest County in California by 2020."
- \* Implement and sustain a model of quality improvement across the Department to obtain national accreditation.
- \* Implement the Portrait of Sonoma County Agenda for Action ([www.sonoma-county.org/health/publications/portrait-of-sonoma-county.asp](http://www.sonoma-county.org/health/publications/portrait-of-sonoma-county.asp)).
- \* Fully implement parity in Behavioral Health Services, providing access to integrated quality mental health and substance use disorder services by all.
- \* Expand partnerships to increase access to integrated quality, prevention-focused primary care and complex care coordination.
- \* Develop funding sources (e.g., obtain grants to leverage County resources) for prevention and health equity, including innovative models such as wellness trusts and social impact bonds.
- \* Ensure the Department is organized to handle the highly complex financing and programs of the Department.
- \* Align services with community needs and expand community engagement supporting place-based strategies for community health improvement.
- \* Invest in infrastructure and systems that improve efficiency, effectiveness and transparency.
- \* Expand Animal Services quality improvement, community engagement and partnerships.
- \* Maximize access and quality healthcare for eligible County residents, which includes strengthening access to healthcare providers for undocumented immigrants and the poor.
- \* Maintain collaboration with the County's Department of Human Services, as the County is not intending to merge the two departments.
- \* Be actively involved with community based organizations and others providing direct delivery of health services, as the County does not directly operate any clinics or have a hospital. Create community

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partnerships (e.g., preserve Development Center, birthing centers and other local health centers).

- \* Seek to resolve long-standing issues (e.g., fluoridation of water, vaccinations, pricing of tobacco, and animal control).

Additional Departmental priorities and objectives are set forth in the Department's Strategic Plan (<http://www.sonoma-county.org/health/publications/pdf/strategicplan.pdf>) and the FY 2014-15 budget ([http://www.sonoma-county.org/auditor/pdf/fy\\_2014-2015\\_adopted\\_budget.pdf](http://www.sonoma-county.org/auditor/pdf/fy_2014-2015_adopted_budget.pdf)).

## THE POSITION

Under general policy direction of the Board of Supervisors and the County Administrator, the Director of Health Services provides leadership and administrative policy direction for programs and services of the Department of Health Services; and performs related duties as required.

The Director of Health Services is in a position of trust and confidence and serves as the department head and appointing authority for all employees in the Department of Health Services except for the Public Health Officer who, by law, is appointed by the Board of Supervisors. The Director of Health Services reports to the Board of Supervisors through the County Administrator to provide advice and consultation on all matters related to the requirements of the Department and the administrative performance of the Public Health Officer. The Director of Health Services has been delegated authority and is held accountable for the overall resource development and administration of all programs, services and employees of the Department of Health Services. Work is performed with a maximum amount of independent judgment and initiative within broad policy objectives established by the Board of Supervisors and the County Administrator. The incumbent serves a one-year probationary period.

Typical duties of the position include, but are not limited to:

- \* Provides leadership and administrative policy direction; coordinates administration of all Departmental divisions; evaluates performance of subordinate managers; conducts meetings and conferences with Department staff; advises the Board of Supervisors regularly of health services issues.
- \* Develops an organizational chart which identifies Department divisions and sections with an explanation of how authority will be delegated and work will flow; develops and recommends changes as necessary; refines management structure with particular attention to lines of

communication, decision making and accountability; develops and implements administrative policies and procedures.

- \* Directs the research, analysis and formulation of the Department budget; determines Departmental budget priorities; prepares and justifies program and budget recommendations to the County Administrator and the Board of Supervisors; ensures that budget expenditures are properly controlled.
- \* Submits estimates of facility requirements with estimated costs and time lines for relocation and/or modifications.
- \* Establishes and evaluates monitoring and evaluation systems; establishes measurable standards for reviewing the success of the plan and the new systems and services.
- \* Interviews and selects top management staff; reviews and approves staff training program; recommends changes in position classification consistent with organizational structure; evaluates the performance of subordinate managers; approves or disapproves merit salary increases; adjusts employee grievances within limits of delegated authority; has authority to hire and discharge in the Health Services Department; delegates authority and holds subordinate managers accountable for the efficient administration of their divisions or sections.
- \* Reviews and approves Board of Supervisors' agenda items, personnel, operational and budgetary actions recommended by Division Directors.
- \* Coordinates the administration of public health, mental health and environmental health divisions; initiates, implements and reconciles management practices and policies; consults with the Public Health Officer concerning medical protocols that affect the delivery of public health, mental health and environmental health services; approves changes and modifications recommended by the Public Health Officer and ensures intra-departmental communication and implementation of changes and modifications of protocols.
- \* Advises the Board of Supervisors and the County Administrator of any changes in state laws or regulations that will have an impact on the delivery of public health, mental health and environmental health services; provides the Board of Supervisors and the County Administrator with specific plans, costs and recommendations needed to meet legal requirements.
- \* Establishes and maintains effective communication and working relationships with related County departments and key officials of state, federal and local agencies.



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- \* With concurrence of the Board of Supervisors and the County Administrator, seeks and applies for grants in aid to improve or enhance the delivery of mental health, public health and environmental health services.
- \* Coordinates preparation and release to the media of information related to the programs and services of the Department of Health Services.
- \* Coordinates and directs the provision of technical and professional assistance to other County departments, other health agencies, businesses and members of the general public on matters affecting the health and safety of the citizens of Sonoma County.
- \* Serves as the local Mental Health Director, or may delegate authorities and responsibilities.
- \* Conducts meetings and conferences with Department staff; interprets policies, rules and regulations to staff members; allocates and reallocates Department resources to meet mental health, public health and environmental health service needs; analyzes difficult management and fiscal problems, considers available options, evaluates possible solutions, selects an appropriate solution and implements a decision to resolve the problem.

The position will be open due to the forthcoming retirement of the incumbent, Rita Scardaci, who has been the Director of Health Services since 2005.

## THE CANDIDATE

### Education and Experience

- \* Desire a combination of education and experience that would provide the knowledge and abilities listed below. Typically, this would include: 1) a graduate degree, from an accredited college or university, in health care administration, public administration, hospital administration, business administration or a closely related field; **and** 2) five years of increasingly responsible experience managing a health services organization or a large division of such organization.
- \* Must meet the standards contained in the California Administrative Code, Title IX, Section 620.
- \* Candidates from all geographic areas will be considered, although California experience would be a plus. Public sector experience is required (city, county, healthcare special district, state or federal). A stable job history is important.
- \* Desire experience with an organization with a similar scope of services. Should have experience with: 1) finance and budgeting, 2) behavioral health programs, 3) actively working with community based organizations, 4) demonstrated success with complex service delivery methods, and 5) insuring compliance with regulatory programs.

### Knowledge, Skills and Abilities

The selected candidate should have knowledge of:

- \* Modern personnel, financial and program management processes and procedures required to effectively plan, organize and direct a Health Services Department.
- \* Federal, state and local laws, ordinances, rules and regulations relating to the management and operations of a Health Services Department.
- \* Research methodology, report writing and basic statistics.
- \* Modern organizational and planning techniques used to manage a multi-service health services agency.



- \* The social and economic problems that have an impact on the public health, mental health, and environmental health of the community.
  - \* Communications and conflict resolution techniques.
- In addition to having strong interpersonal, written and oral communication skills, this person should be able to:
- \* Evaluate the performance of subordinates, identify behavior and performance problems, communicate appropriate employment standards to affected employees, and hold those employees to the standards.
  - \* Analyze management problems, to reach practical conclusions, and institute effective changes.
  - \* Develop and update Departmental rules, regulations and policies.
  - \* Direct or prepare comprehensive, clear written reports and oral presentations containing alternate solutions and recommendations regarding specific resources, plans and policies.
  - \* Establish and maintain effective professional and working relationships with the Board of Supervisors, the County Administrator, other County department heads, subordinates, community groups, medical

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professionals, other health agencies, the general public and others who have an interest in health services issues.

- \* Understand and appreciate differing views on the role of the Department of Health Services in the management of sensitive health services issues.

At this point of the Affordable Care Act implementation, it is important for the Director of Health Services to be able to motivate and lead a group of dedicated, knowledgeable and talented staff through organizational change and continual improvement, to best serve the health needs of the community.

### Management Style and Personal Traits

The ideal candidate will be a creative and strategic leader with the expertise to build upon past successes, the vision to imagine new opportunities, and the strength of character to inspire and mobilize necessary resources. This person will have excellent communication skills and demonstrated experience successfully engaging key stakeholders to invest in and support a shared vision for the Department and community.

This person should be an experienced organizational leader who has mastered the art of collaboration, takes initiative and is solution and results oriented, is an excellent and diplomatic communicator, and who successfully develops and nurtures relationships. The ideal candidate will successfully manage competing demands and interests, have a strong public service orientation, and a passion for supporting the diverse social, ethnic and cultural values of the community.

The Board of Supervisors is looking for a leader with a clear vision who empowers staff (is able to delegate and monitor performance), is collaborative, and is attentive to details, but not a micro-manager. He/She should keep the Board informed in a timely and accurate manner, manage the complex financing and diverse programs of the Department, monitor outsourced delivery (e.g., Sutter Health), and trust the community to drive priorities.

This person should be visionary (able to think "outside of the box"), innovative, willing to take reasonable risks, and non-bureaucratic, but able to oversee a bureaucracy. Ideally, the Director of Health Services will be mature, patient and thoughtful, have a global perspective, and be hardworking, energetic and politically aware.

## COMPENSATION

Sonoma County offers a competitive total compensation package. The salary for this position is open, with hiring dependent upon the qualifications and experience of the selected candidate. In addition, the County offers the following:

- \* Paid Time Off: Competitive vacation accrual and additional management leave annually; 11 holidays per year; generous sick leave accruals and 100% of accrual balance converted to service credit at retirement.
- \* Health Plan: Choice of three health plans (PPO, EPO and HMO) with a County contribution toward the premium of approximately \$500 per month.
- \* A cash allowance (in addition to monthly salary) of approximately \$600 per month, and a vehicle allowance of \$215 per pay period.
- \* Excellent dental, vision, disability, life insurance, professional development and more.



- \* Retirement: County Retirement Act of 1937. Retirement is fully integrated with Social Security. With the recent pension reform, new employees as defined and eligible will receive a 2.5% at 67 formula or, for those individuals who meet certain criteria, including establishing reciprocity and pursuant to PEPRA, will receive 3% at 60.

- \* Incentive Retirement Savings Plan: A defined contribution 401(a) plan; a 1% County contribution, and up to an additional County contribution of 2% of base salary as a match of employee contributions.

- \* IRS 457 Plan: Pre-tax employee contribution up to the IRS annual maximum.

- \* Retiree Medical: County contribution to a Health Reimbursement Arrangement to help fund post-retirement employee health insurance/benefits.

Additional details on benefits for management employees may be found at [http://hr.sonoma-county.org/documents/salary\\_resolution.pdf](http://hr.sonoma-county.org/documents/salary_resolution.pdf).

Note: The benefits described herein do not represent a contract and may be changed without notice.

## HOW TO APPLY

Send resumes by **June 8, 2015** (email preferred) to:

### ROBERTS CONSULTING GROUP INC

PO Box 16692  
Beverly Hills, CA 90209  
Telephone: (818) 783-7752  
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Email: [robertsrcg@msn.com](mailto:robertsrcg@msn.com)  
Web: [www.robertsrcg.com](http://www.robertsrcg.com)



*Equal Opportunity/ADA Employer*

Additional information about the County can be found on their website at [www.sonomacounty.ca.gov](http://www.sonomacounty.ca.gov).