

Orange County Health Care Agency



***Director, Medical
& Institutional
Health Services
(Executive Management)***



THE COMMUNITY

Located on the Southern California coast with a culturally diverse population of three million, Orange County enjoys a nearly perfect climate year-round. Visitors and residents alike have an abundance of world-class shopping, dining, and resort accommodations to choose from, as well as over 42 miles of beautiful beaches and coastline. In addition, the region offers a variety of amenities that are attractive to those with an active lifestyle. Enjoy jogging, bike riding, rollerblading, or just taking a leisurely stroll along the numerous boardwalks and piers. Take advantage of the opportunity to go boating, sport fishing or whale watching in the area's scenic harbors.

Orange County is home to some of the State's most popular attractions, including Disneyland, Disneyland's California Adventure, and Knott's Berry Farm. The 2002 World Series Champion Angels baseball team and the 2007 Stanley Cup Champion Anaheim Ducks NHL team are exciting choices for sports enthusiasts. Cultural venues are abundant, including the theater, symphony, orchestra performances, as well as world-class ballet and Broadway productions. A wide array of museums for children and adults are available, in addition to numerous parks, zoos, and championship golf courses.

Educational opportunities are plentiful, with two State universities – California State University, Fullerton and University of California at Irvine, plus several private colleges and four community college districts. There are over 60 high school campuses and an elementary school system that educates one and one-half million students. Many national corporate headquarters as well as leading technology and biomedical firms are located here. John Wayne Airport is conveniently located for travelers and commuters, and extensive bus and rail systems offer transportation solutions that help to enhance the area's quality of life.

Orange County offers a high quality of life, low crime rate, and excellent educational system. It is no wonder that Orange County is considered "the place to live the California dream."

ORANGE COUNTY – The Place to Work, Live and Play

The County of Orange is a regional service provider and planning agency whose core businesses include regional planning, public safety, environmental protection, public health, community services, and aviation. The County is governed by a five-member Board of Supervisors elected by district for four year overlapping terms. The Director of the Health Care Agency reports to the County Chief Executive Officer.

HEALTH CARE AGENCY

Consistent with the County's overall mission, the County of Orange Health Care Agency (HCA) maintains and protects the health of its citizens through the planning, organization and coordination of public and private sector efforts to provide a safe and healthful environment and prevent the occurrence and spread of disease. There are four major service areas of the Health Care Agency, which include Medical & Institutional Health Services, Behavioral Health Services, Public Health Services and Administration, and Financial Services.

**For additional information please visit
the Orange County HCA Homepage at
<http://www.ochealthinfo.com>**

MEDICAL & INSTITUTIONAL HEALTH SERVICES

The Medical & Institutional Health Services function of the Health Care Agency provides for emergency care and essential medical services to persons for whom the County has responsibility, by law. Medical & Institutional Health Services is composed of three divisions: Health Disaster Management, Institutional Health Services, and Medical Services Initiative.

The **Health Disaster Management (HDM)** division structures the Agency's emergency response functions related to all-hazards planning, including bioterrorism, pandemic influenza, natural disasters, the countywide 9-1-1 system for medical emergencies, and other County health-related disasters. HDM includes:

- **Emergency Medical Services (EMS)** which regulates, monitors, plans, and coordinates pre-hospital emergency medical services, hospital emergency programs, and trauma centers.
- **Disaster Preparedness and Training** participates in and supports ongoing all-hazards planning and preparation activities undertaken by the Orange County Operational Area (OA) and is responsible for coordinating organized planning efforts with County departments, local cities and special districts to mitigate, prepare for, respond to, and recover from disasters.
- **Medical Reserve Corps (MRC)** whose mission is to enhance the emergency preparedness and response capabilities of Orange County through advanced registration, organization and training of volunteer health professionals who can be readily mobilized to respond to a major emergency or disaster, whether man-made or natural, when the existing health infrastructure is overwhelmed and unable to provide needed medical care in a timely manner.



The **Institutional Health Services (IHS)** division provides around-the-clock direct health services, including hospital inpatient care and specialty clinic services, for adults and juveniles maintained in the Orange County institutions operated by the Sheriff's Department, Probation Department, and the Social Services Agency. IHS is composed of Correctional Medical Services, Correctional Mental Health, and Juvenile Health Services.

- **Correctional Medical Services (CMS)** provides medical, dental, nursing, infectious control, health education and pharmaceutical services at a community standard of care to all adult inmates in the County's five correctional facilities and contracts with hospitals for inpatient and specialty care.
- **Correctional Mental Health (CMH)** provides mental health services including 24-hour emergency triage and crisis intervention, suicide prevention, treatment beds, individual and group therapy, and substance abuse counseling, medication assessment and discharge planning to all adult inmates in the County's five correctional facilities.
- **Juvenile Health Services (JHS)** provides medical, dental, nursing, and pharmaceutical services at a community standard of care for children who reside in the County's six residential facilities operated by the Social Services and Probation Departments and contracts with hospitals for inpatient and specialty care.
- IHS operates grant funded **special programs** targeted toward mentally ill offenders who reside in the community. The Conditional Release Program (CONREP) is part of the Department of Mental Health's statewide system of community-based services for judicially committed mentally disordered offenders.

The **Medical Services Initiative (MSI)** division of the Medical Services function administers various payment programs for indigent medical services, entirely through contracts with private medical providers.

Since 1983, MSI has been a County-funded safety net program responsible for the provision of medical care to Orange County's medically indigent adults previously covered by Medi-Cal.

MSI contracts with a variety of private entities for the provision of medical care to eligible persons. These contracts include hospital, transportation, skilled nursing, pharmaceutical, durable medical equipment, case management and administrative services. Contracts are also in place for a variety of outpatient services including laboratory, imaging, urgent care, and surgery centers. Contract payment provisions also cover physician, dental, and community clinic services.

The program covers medical care for Orange County residents ages 21 through 64 years who have limited or no other financial resources for medical care. The scope of services is limited to those services that protect life, and/or prevent significant and permanent impairment in health status and/or function. Financial eligibility is based on Medi-Cal criteria, with an income cap at 200% of the Federal Poverty Level. MSI also requires proof of residency and US citizenship, and offers covered services for a twelve-month period at a time.

The MSI division of the Health Care Agency acts as the payer and administrator to hospitals, clinics, physicians, ambulance companies, home health and other providers that serve indigent persons.

In addition to MSI, the division also administers separate, non-mandated indigent medical services programs countywide. These programs include the California Healthcare for Indigents Program (CHIP) and the Emergency Medical Services Fund (EMSF). CHIP is funded through surtax on cigarettes and tobacco products and provides funding to hospitals, physicians, and community clinics based on uncompensated care provided to individuals not eligible for MSI or any other government-funded program. EMSF receives funds from surtax on cigarettes and tobacco products but is primarily funded through penalty assessments on penal code violations. EMSF provides compensation to physicians and trauma hospitals for emergency room services when no other source of payment, public or private, is available.



THE POSITION

This position will serve as a key member of the Health Care Agency Executive Team and will provide executive management oversight for Medical & Institutional Health Services. The budget for Medical & Institutional Health Services is \$179.3M (FY 09-10) and the service area is staffed with over 400 multi-disciplinary professionals. In addition to the programs being legally mandated, the services provided in this area are often challenging, dynamic and politically sensitive. There are multiple stakeholders and various partnerships, all of which increase the complexity of administering Medical & Institutional Health Services programs and services.

Current Issues and Priorities

Key issues and priorities facing Medical & Institutional Health Services include:

- **Fiscal** – Due to uncertain State and County budgets, prudent use of resources and implementing efficiencies while maintaining standards of care will be a particular focus. Revenue enhancement will continue to be a significant priority.
- **Indigent Health Care Agreements** – MSI contracts with a variety of private entities such as hospitals, clinics, physicians and ambulance companies for the provision of medical care to eligible persons. Effectively negotiating agreements related to indigent services and general industry health care knowledge is critical to HCA. National health care reform has potential to significantly impact this program.
- **Operational issues in Corrections** – HCA, along with the Sheriff's Department, has been addressing several identified operational issues in order to ensure efficiencies and enhance health care service levels in correctional facilities.

IDEAL CANDIDATE

Experience and Qualifications

This position requires at least five years of responsible administrative/managerial experience in the health care industry that would demonstrate the administrative and health care service area knowledge and abilities identified below.

Industry Knowledge: Understands the health care industry including current issues, challenges and trends and is able to use that knowledge to further HCA's goals. This should include specific knowledge of indigent medical programs, correctional health care or emergency medical services and/or any other health care programs that would reflect an understanding of services provided in Medical & Institutional Health Services. Additionally, knowledge of local, State and federal health care regulations is required.



Influence: Skilled at directing, persuading and motivating others. Medical & Institutional Health Services programs involve working with numerous stakeholders, both internal and external. This competency is particularly important when addressing program needs for indigent services where services are provided through negotiated agreements/contracts and there are limited resources. An ideal candidate will be able to flex his/her style and direct, collaborate or empower others as the situation requires so that Agency goals can be met.

Problem Solving & Decision Making: Can identify problems, solve them, act decisively and show good judgment. Isolates causes from symptoms and compiles information and alternatives to illuminate problems or issues. Involves others as appropriate and gathers information from a variety of sources. Issues in Medical & Institutional Health Services can be operational, political and community based. Finds a balance between studying the problem and solving it and can identify creative approaches to working with the community, internal partners and other stakeholders even when diverse interests exist. Commits to take action and make decisions that reflect sound judgment.

Results Orientation: Maintain appropriate focus on outcomes and accomplishments with consideration given to stakeholders, partners and the community. Motivated by achievement and persists until goals are reached. Convey a sense of urgency to make things happen as needed. Respect the need to balance short- and long-term goals.

Strategic Thinking: Act with the future in mind and design, plan and implement within the framework of the organization's strategic intent. Know and understand the factors influencing strategy within a bureaucracy which can include stakeholders, partnerships, resource limitations and community needs and successfully navigate associated challenges. Consider future impact when weighing decisions.

Relationship Building: This leadership position must establish and maintain productive relationships with multiple stakeholders such as the community, Sheriff's Department, fire departments, hospitals, clinics and other entities within the health care system. The ideal candidate excels at personal interaction; devotes appropriate time and energy to establishing and maintaining networks; initiates contacts readily and maintains them over time; and utilizes relationships to facilitate meeting Agency and community needs.

Team Management: Create and maintain functional work units and create a vision for the team. Understand the human dynamics of team formation and maintenance. Formulate team roles and actively recruit and select to build effective workgroups. Develop and communicate clear team goals and roles and provide a level of guidance and management appropriate to the circumstances. Reward team behavior and foster a team atmosphere in the workplace. This position also plays an integral role in the Health Care Agency executive team and will be expected to model a team mindset throughout the organization.

COMPENSATION AND BENEFITS

The salary range for this position is \$117,624.00 - \$223,100.80 annually (appointment in the range dependent upon experience and qualifications), plus a comprehensive benefits package that includes:

- 12 paid holidays per year, plus generous annual leave benefits
- Various Health Plans from which to choose
- Dental (100% paid for self and dependents)
- Paid Life Insurance: \$125,000 life insurance policy
- Paid AD&D Insurance: \$125,000 insurance policy
- \$4,500 annually – Optional Benefit Plan
- Transportation Allowance of \$765 Monthly
- County Retirement is under the 1937 County Employee Retirement Law with an enhanced benefit of 2.7% at age 55 years
- 401(a) Defined Contribution Program with 5% employer match
- 457 Defined Contribution Program
- \$3,000 Annual Educational and Professional Reimbursement

APPLICATION AND SELECTION PROCESS

To be considered for this excellent career opportunity, please submit your resume, five work-related references, and current salary to:



Pam Derby
CPS Executive Search
241 Lathrop Way
Sacramento, California 95815
Tel. 916-263-1401
Fax: 916-561-7205
E-mail: resumes@cps.ca.gov
Website: www.cps.ca.gov/search

This recruitment will be open until the needs of the County are met. Please apply immediately as the recruitment may close at any time. Resumes will be screened as they are received in relation to the criteria described. Top candidates will be invited for an interview.

