

Lake County Health Department and Community Health Center
(Waukegan, IL)

Executive Director

February 2008



What We're Looking For: Characteristics of the Ideal Candidate

The Executive Director is appointed by and reports to the Lake County Board of Health (BOH) and the Lake County Community Health Center Governing Council (Governing Council) and is responsible to effectively and efficiently manage and provide skilled leadership to this large and complex service delivery organization.

Under the policy direction of the BOH and the Governing Council, the Executive Director is expected to form true partnerships with County management and the County Board members. He or she must be a "genuine" team player who is open and inclusive in his or her interpersonal relationships with everyone regardless of status. The Director must use a collaborative and collegial approach, and have a strong commitment to the overall success of the Department and the overall County organization.

It is also imperative that he or she takes the initiative to become visible in the community and to interact effectively with a wide spectrum of stakeholders. These include, but are not limited to, community partners, local health care providers, a wide array of community-based leaders, federal, state and other local governments, schools, service recipient organizations and the media.

Requires a Master's degree in public health, administration or relevant area and significant executive level experience, including organizational, staff, budget and financial management experience gained in a large and complex governmental organization serving a diverse population. It is strongly preferred that the Executive Director have some technical human service experience. He or she must have knowledge of federal, state and local rules and regulations. It is essential that the Executive Director be collaborative and inclusive by nature and be proactive, challenge driven, visionary, team oriented and committed to partnering within the County organization and within the community.

Special Strengths

- Must be both a strong manager and an effective leader who has the ability to develop, identify, motivate and properly direct staff talent
- Must have cutting edge business acumen and be highly adept at financial management and fiscal stewardship
- Must be apolitical but politically savvy with the ability to engage the community and elected officials to garner support for human service programs
- Must be accessible and visible to, and serve as an inspiration to, the entire staff
- Must understand the external environment and be capable of both influencing its change and adjusting the organization to accommodate external change - must be flexible



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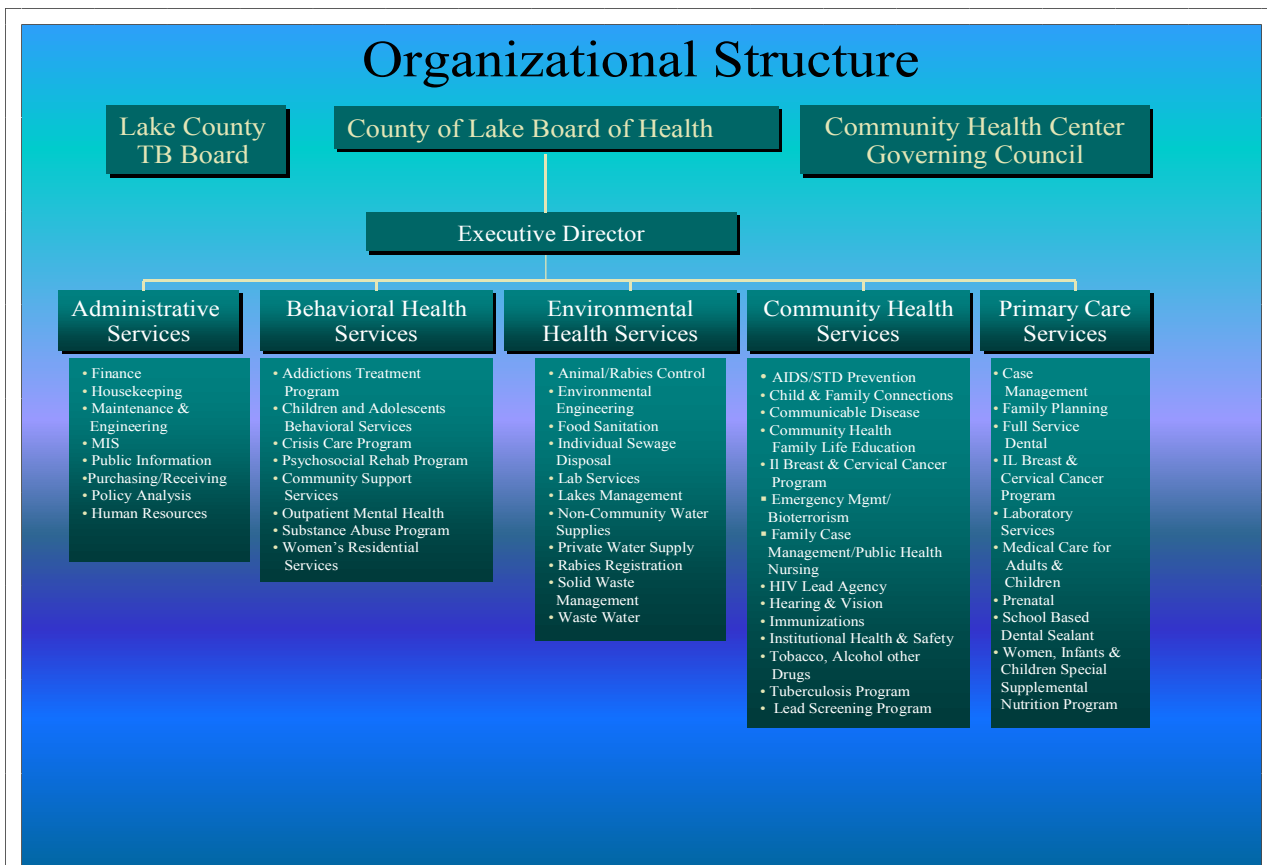
About the Lake County Health Department and Community Health Center

The Lake County Health Department and Community Health Center is a combined agency comprised of the County’s state-certified Health Department and the FQHC Lake County Community Health Center, which provides primary care services to approximately 40,000 people. The Health Department is governed by a 12-member Board of Health. Members are appointed by the Lake County Board and are Lake County residents of various backgrounds. The separate Lake County Community Health Center Governing Council oversees planning and direction of operations for the Community Health Center. To ensure a community voice in the direction of the Center, a majority of Council members are comprised of users of the center's services. A unique intergovernmental agreement joins the Governing Council and the Board of Health.

The combined organization employs nearly 1,000 staff and has a budget of \$71 million. It operates from thirty locations throughout the County and administers 60 separately funded programs in five service areas: behavioral health, community health, environmental health, primary care and administration.

The Department is among the top 6 percent of 2,864 local health departments nationwide by population served, financing and workforce. It has earned JCAHO accreditation in the Primary Care and Behavioral Health services areas and received the prestigious Samuel J. Crumbine Award in 1999 for the Environmental Health Food Program.

The Health Department was established by referendum in November, 1956. It is responsible for the prevention of disease and disability, the promotion of health and the maintenance of a healthful environment. The Health Department believes that services must be available without barriers. Residents are not turned away due to an inability to pay. Furthermore, the organization believes in providing services in an environment of mutual respect, free of any discrimination or bias.



Opportunities and Challenges

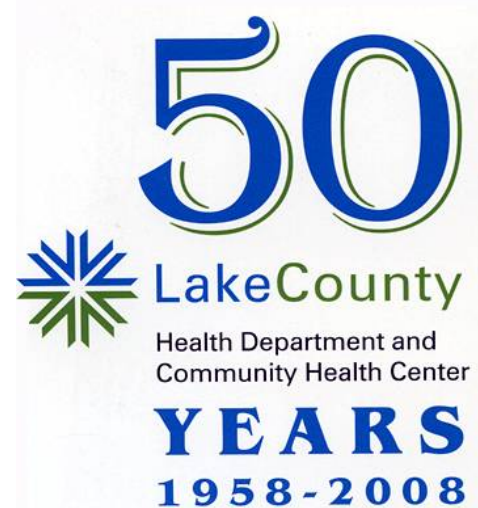
- Lake County is growing rapidly as is its economic, cultural and racial diversity, resulting in an increasing demand for public health and community health center services.
- The impact of any future national health care program on Lake County's Community Health Center is uncertain and potentially significant.
- The Department is administering a large capital program to rebuild its main administrative campus.
- The Lake County Health Department and Community Health Center and its staff are highly regarded locally, regionally and nationally.
- Lake County's overall governance is also highly regarded, effective, honest and functions smoothly.
- The maintenance and continued development of cooperative external relationships, particularly with community partners, the Illinois state and the federal government are critical to the future success of the Department.
- Departmental leadership envisions a stronger and more participatory partnership with the general County management structure.
- The Department is about one-third grant supported and needs to continue its aggressive and successful pursuit of grants.



About Lake County, Illinois

Lake County was primarily an unsettled prairie when it was created by the Illinois State Legislature in 1839. In 1841, County residents voted to place the seat of county government in Waukegan. Lake County's first courthouse was built in Waukegan in 1844. In 1853, the Lake County commissioners constructed Lake County's first County administration offices building. The existing high-rise administration building was completed, with the addition of a jail, in 1969. Additional County government facilities have been built or expanded throughout Lake County, including Health Department/Community Health Center facilities, the Coroner's Office, Division of Transportation, Public Works, Winchester House and a multi-faceted justice facility.

Lake County covers 470 square miles and is situated on the shore of Lake Michigan between Chicago and Wisconsin. The County is now home to more than 644,000 residents and is truly a montage, with



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What We're Looking For: Characteristics of the Ideal Candidate

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- Must be a strategist who is able to set priorities, establish clear (and high) expectations
- effectively delegate both responsibility and authority, evaluate performance and hold staff accountable but not stifle performance through micro management
- Must project a professional public presence while being Lake County's strongest and most visible advocate for quality human services in the County
- Must be able to effect positive change but not change simply for its own sake
- Must be proactive, multi-faceted and multi-directional in both internal and external communications
- Must have a strong customer service focus and be highly responsive to client needs
- Must be a proponent of "best practices" who solicits and is receptive to new ideas, willing to take measured risks and does not become mired down by the status quo.

About Lake County, Illinois

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progressive urban areas, as well as picturesque rural communities. Along Lake Michigan's beautiful lakefront, which forms the County's eastern border, up to the Wisconsin border in the north and out to the Chain-O-Lakes in the west, the county's residents have diverse backgrounds and lifestyles.

Lake County government is also a mosaic, which allows it to provide the best possible services to these diverse residents. From addressing traffic congestion and balancing growth to providing elderly care and promoting healthy and safe communities, every Lake County employee specializes in providing customer service to the residents of Lake County. The County's departments and elected officials work daily to increase the quality, timeliness and cost effectiveness of the programs they provide.

To Apply:

This search is scheduled to be completed in the spring of 2008. *To be considered*, please send your cover letter and resume without delay to:

Robert E. Slavin, President

SLAVIN MANAGEMENT CONSULTANTS

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Norcross, Georgia 30071

Phone: (770) 449-4656; Fax: (770) 416-0848

E-mail: slavin@bellsouth.net; www.slavinweb.com

Compensation: A highly competitive salary, negotiable depending on qualifications, plus an excellent benefit package will be provided.

Lake County is an Equal Opportunity Employer and Values Diversity at all Levels of the Work Force

