

TRAVIS COUNTY HEALTHCARE DISTRICT
Austin, Texas

Central Texas Community Health Centers

Invites proactive, creative and highly motivated human resources professionals to apply for the position of:

HUMAN RESOURCES DIRECTOR



Rare Professional Opportunity to:

- Create a comprehensive cutting-edge new HR system from the ground up
- Be a critical part of a new and dynamic health care delivery system
- Help facilitate the provision of exceptional healthcare to a needy and deserving population

Living in Travis County, Texas

Travis County is situated in the hill country of central Texas. Rolling hills, a chain of lakes 150 miles long, 300 days of sunshine, big-time sports that include the nation's largest public university, a thriving business climate, a dynamic political scene and cosmopolitan living are just some of the elements that make the area one of most desirable communities in America in which to live.

The Austin metropolitan area is the 38th largest region nationally. Today, the Austin area is known as much for its cultural life and high-tech innovations as it is for the senators and schoolteachers who shaped its beginnings. Each spring, the region is awash in arts festivals incorporating music, food, the great outdoors or the great club scene, and all facets of ethnic diversity and the arts.

Newcomers can locate housing options to match nearly every lifestyle and near every employment center in the County. Austin embraces and personifies cultural and ethnic diversity. Residents speak more than 20 languages and neighborhoods echo the cultural richness of its residents where Hispanics, African-Americans, Europeans, Asian/Pacific Islanders and other ethnic groups blend in a truly cosmopolitan community.

Austin's public school system is rated among the best in the state of Texas, with outstanding environments, faculty and curriculums for grades K-12. Higher education opportunities also abound in the area at such notable institutions as the University of Texas, St. Edwards University, and Texas State University. With the high value placed on education by citizens and local industry, it

is no surprise that over 35% of the City's population have college degrees.

The Austin area's adult population is highly educated. Eighty-two percent of residents age 25 and older have graduated from high school, 40.4 percent have earned a bachelor's degree and 11 percent have received a graduate degree.

The median household income in Austin in 2005 was \$67,300. According to a recent *Coldwell Banker* survey, the average price for a 2,200 sq. ft. 4-bedroom, 2 1/2 baths single family home in Austin is about \$199,000 as compared to Dallas at \$223,000; Atlanta at \$303,000; Denver at \$345,000; San Francisco at \$1,227,000 and in Chicago at \$386,000.

Inside this issue:

The Travis County Healthcare District	2
The Community Health Centers	2
The Position of Human Resources Director	3
Job Requirements	3
Core Competencies	4
Compensation and Application Process	4

The Travis County Healthcare District

The Travis County Healthcare District (District) was created by a Countywide vote in May of 2004. The voters created a limited-purpose taxing district responsible for providing, or arranging for the provision of, healthcare services to indigent Travis County residents. In addition to the tax base, the

District received ownership of and responsibility for Brackenridge/Children's Hospital, Austin Women's Hospital, and 15 Community Health Centers (Centers) that are currently operated by the City of Austin ("City") Community Care Services Department (CCSD). The Centers are desig-

nated as Federally Qualified Health Centers (FQHCs). The District does not provide any direct healthcare services but rather provides services through contracts with other entities such as the current interlocal agreement with the City of Austin to operate the Centers.

Travis County Healthcare District (Con't)



The District currently has an eleven-member staff comprised of executive, managerial and administrative employees. The City's clinic system has approximately 406 regular full and part-time employees which in addition to executives, managers and administrative employees includes professional healthcare providers (e.g. physicians, nurses, medical assistants, etc.) and specialty positions (patient representatives, accounting clerks, eligibility specialists, etc.). There are

also approximately 42 additional staff members designated as temporary or on-call (PRN) temporary employees.

During 2008, it is possible that approximately 25-30 of the CCSD executive, managerial and administrative staff will transition into the District's organizational structure. Beginning March 2009, we expect that the remaining approximately 400 Center employees will transition into a newly created 501(c)(3), Cen-

tral Texas Community Health Centers (CTCHC).

The Austin/Travis County Community Health Centers

Approximately 29% of Travis County's population lives below 200% of the Federal Poverty Level (FPL)

The Austin/Travis County Community Health Centers The Centers serve all of Travis County which, according to the 2004 American Community Survey, is the 62nd ranking county in the nation regarding percent of people living below the poverty level. Approximately 29 percent of the County's population lives at below 200 percent of the Federal Poverty Level (FPL) and an estimated 19 to 20 percent of the County's population is uninsured.

The Centers are the medical home to over 48,000 low income and underserved children and adults in Austin and Travis County, of whom 99 percent are living below 200 percent of the Federal Poverty Level (FPL), 38 percent have no health insurance and 78 percent are Hispanic. Twenty-nine percent are pediatric, 7 percent are geriatric and 32 percent are women aged 15-44. Fifty-two percent of the population is best served in a language other than English, and 31 percent of the population has Medi-

caid coverage.

The Centers affords patients access to family practitioners, internists, pediatricians, OB/GYNs, psychotherapists, nurse triage, pharmacy, laboratory, and X-ray. Through long-established partnerships with Brackenridge Hospital, ATCCHC ensures that patients also have access to high-quality inpatient and specialty care.

The Center's David Powell Community Health Center, the region's Ryan White grantee, provides primary care to HIV/AIDS patients. The Centers operate three dental clinics and five service delivery sites providing health services for the homeless. Dental services include preventive, restorative, emergency and prosthetics. Through a partnership with Austin Travis County Mental Health Mental Retardation (ATCMHMR), mental health psychotherapy,

psychiatric consultation, and referrals to more intensive treatments are integrated with primary care services using the Health Resources and Services Administration's model for Integrated Behavioral Health. Other program elements include extended hours and medication management. ATCCHC also provides low- and no-cost prescription drugs to patients.

ATCCHC has grown to provide approximately half of the safety-net primary care services rendered each year in Travis County, making it by far the largest provider of safety-net primary care services in the area.

Visit Travis County Healthcare District on the web at:
www.traviscountyhd.org



The Position of Human Resources Director

The Human Resources Director (HR Director) will initially be employed by the Travis County Healthcare District but will become the Human Resources Director for and, therefore, an employee of CTCHC upon its creation in early 2009. The initial reporting relationship will be to the District's CEO and then to the new CTCHC's CEO. This is a rare opportunity to design, implement and manage a cutting edge, non-traditional comprehensive Human Resources program to support a progressive, start-up, not-for-profit health care organization. The new HR Director will provide strategic leadership for human resources and organization development functions including consultation on integrating human resources policies and systems with critical business needs, change management and organizational cultural change.

The initial task for the HR Director will be to partici-

pate with District and current community health center management in establishing a human resources philosophy, strategic direction, goals and objectives for CTCHC and then to develop, implement and administer a comprehensive, integrated human resources program for the CTCHC consistent with the plan.

The resulting new Human Resources program will need to include procedures and systems for recruitment and employment, performance management, employee relations, organizational development and training, benefits enrollment and termination, workers' compensation and safety, leave management and classification and compensation system maintenance.



Job Requirements

Requires at least a bachelor's degree related to human resources or management and 5 years of human resources management level experience to include 2 years in healthcare. Prefer experience with start-ups, mergers/acquisitions and/or organizational/cultural change management.

Characteristics of the Ideal Candidate Include:

- Broad advanced knowledge in all human resources disciplines, including pertinent laws, rules and regulations, systems, design and administrative practices.
- Current and up-to-date knowledge and experience implementing innovative best industry practices and trends in human resources management.
- Knowledge of change management principles and techniques.
- Demonstration of skills in problem solving, strategic analysis, strategic plan and cultural change implementation which includes linking human resources practices with business goals, objectives and priorities.
- Strong interpersonal, managerial and leadership skills.
- Strong consultative facilitation, negotiation and communication skills.
- Ability to self-start, work independently and make quick and appropriate decisions.
- Ability to plan, organize, coordinate, prioritize, assign and evaluate the work of others.
- Ability to analyze difficult and complex issues and to make recommendations for proper actions.
- Ability to conduct research and to prepare analyses and reports.
- Ability to establish and maintain effective working relations both internally and externally.
- Ability and willingness to move with purpose and a strong sense of urgency.
- Ability to provide strong leadership and direction, clearly define objectives and motivate employees to accomplish responsibilities.

Travis County Healthcare District
Mission Statement
"Promote the health and wellness of the residents of our community, especially the uninsured and underinsured, by working together to ensure access to a full range of coordinated healthcare services."



Compensation and Application Process

A highly competitive salary and benefits package is available. The beginning salary is negotiable depending on qualifications.

The recruitment will remain open until the position is filled. Please send a confidential resume with a cover letter to include current salary immediately to:

Robert E. Slavin
President

SLAVIN MANAGEMENT CONSULTANTS

3040 Holcomb Bridge Road
Suite A-1
Norcross, Georgia 30071
Phone: (770) 449-4656
Fax: (770) 416-0848
E-mail: slavin@bellsouth.net
www.slavinweb.com



The Nation's Premier

AN EQUAL OPPORTUNITY

Core Competencies

Beyond work experience, qualified candidates are expected to display the following leadership competencies:

DIRECTING OTHERS

Is good at establishing clear directions; sets stretching objectives; distributes the workload appropriately; lays out work in a well-planned and organized manner; maintains two-way dialogue with others on work and results; brings out the best in people; is a clear communicator.

DECISION QUALITY

Makes good decisions (without considering how much time it takes) based upon a mixture of analysis, wisdom, experience and judgment; most of his/her solutions and suggestions turn out to be correct and accurate when judged over time; sought out by others for advice and solutions.

INNOVATION MANAGEMENT

Is good at bringing the creative ideas of others to market; has good judgment about which creative ideas and suggestions will work; has a sense about managing the creative processes of others; can facilitate effective brainstorming; can project how potential ideas may play out in the marketplace.

CONFLICT MANAGEMENT

Steps up to conflicts seeing them as opportunities; reads situations quickly; good at focused listening; can negotiate agreements and settle disputes equitably; can find common ground and get cooperation with minimum conflict.

DRIVE FOR RESULTS

Can be counted on to exceed goals successfully; is constantly and consistently one of the top performers; very bottom-line oriented; steadfastly pushes self and others for results.

INTERPERSONAL SAVVY

Relates well to all kinds of people, up, down, and sideways, inside and outside the organization; builds appropriate rapport; builds constructive and effective relationships; uses diplomacy and tact; can diffuse high-tension situations comfortably.

MOTIVATING OTHERS

Creates a climate in which people want to do their best; can motivate many kinds of direct reports and team or project members; can assess each person's hot button and use it to get the best out of him/her; pushes tasks and decisions down; empowers others; invites input from each person and shares ownership and visibility; makes each individual feel his/her work is important; is someone people like working for and with.

ORGANIZATIONAL AGILITY

Knowledgeable about how organizations work; knows how to get things done both through formal channels and the informal network; understands the origin and reasoning behind key policies, practices, and procedures; understands the cultures of organizations.

POLITICAL SAVVY

Can maneuver through complex political situations effectively and quietly; is sensitive to how people and organizations function; anticipates where the land mines are and plans his/her approach accordingly; views company politics as a necessary part of organizational life and works to adjust to that reality; is a maze bright person.



travis county **HEALTHCARE**
DISTRICT