



Position Fact Sheet

Director, California Department of Health Care Services

Sacramento, CA

December 19, 2019



Celebrating over 40 years of excellence

This Position Fact Sheet is intended to provide information about the California Department of Health Care Services and the position of Director. It is designed to assist qualified individuals in assessing their interest.



DEPARTMENT OVERVIEW

The California Department of Health Care Services (DHCS) is the backbone of California's health care safety net, helping millions of low-income and disabled Californians every day. The mission of DHCS is to provide Californians with access to affordable, integrated, high-quality health care, including medical, dental, mental health, substance use treatment services and long-term care. The department's vision is to preserve and improve the overall health and well-being of all Californians.

DHCS funds health care services for about 13.2 million Medi-Cal (Medicaid) beneficiaries. About one-third of Californians receive health care services financed or organized by DHCS, making the department the largest health care purchaser in California. The department's success is made possible through collaboration and cooperation with other state agencies, counties, and partners, as they invest more than \$106 billion for the care of low-income families, children, pregnant women, seniors, and persons with disabilities.

Among the programs administered by DHCS, some of which are mandated by the federal government and others required by state law, are California Children's Services; Child Health and Disability Prevention program; the Genetically Handicapped Persons Program; the Newborn Hearing Screening Program; the Family Planning, Access, Care, and Treatment program; Program of All-Inclusive Care for the Elderly; Every Woman Counts; and Coordinated Care Management. DHCS also administers programs for underserved Californians, including farm workers and American Indian communities.

DHCS is constantly seeking to improve its services. For example, to improve beneficiaries' access to services and to ensure tax dollars are spent efficiently, nearly 80 percent of the beneficiaries now receive care from a Medi-Cal managed care plan. Under these models, access to health care is easier and the quality of care is improved.

DHCS is a dynamic department with ambitious goals and a talented, committed staff. The staff works to fulfill the department's vital responsibility to support the delivery of quality health care to Californians.



POSITION SUMMARY

The Director of the Department of Health Care Services is responsible for the leadership of one of the most significant departments in California state government, with about 4,000 employees working in the Sacramento headquarters and 24 field offices located throughout the state. The director is responsible for the spending of more than \$100 billion annually in public funds, including more than \$20 billion from the state's General Fund, supporting the health of more than 13 million Californians.

The director leads the DHCS Directorate Team, which includes the Chief Deputy Director of Policy and Program Support and the Chief Deputy Director of Health Care Programs, who is also the State Medicaid Director. The director reports directly to the Secretary of Health and Human Services.

This position represents an outstanding opportunity for the right candidate to provide a high-visibility leadership role in an important, statewide agency which provides significant health care benefits to millions of California residents. That candidate needs to be able to build and strengthen the DHCS team, while taking responsibility for implementing ambitious plans to reform delivery systems, programs, and payments.



EXPECTED OUTCOMES

It is expected that the Director will achieve the following during the first year:

- Create a person-centered, data driven execution plan around the vision and the subsequent successful implementation of California Advancing and Innovating Medi-Cal (CalAIM). CalAIM is a multi-year initiative by DHCS to improve the quality of life and health outcomes of our population by implementing broad delivery system, program and payment reform across the Medi-Cal program:
 - Build a healthy California for all
 - Integrate health and human services
 - Improve the lives of California's most vulnerable
- Materially strengthen key strategic relationships and look for new opportunities
- Build, strengthen, and empower staff
- Manage looming liabilities areas of concern; prevention-focused and possessing a strong audit intelligence

PROFESSIONAL EXPERIENCE (in priority order)

- Significant experience managing 5-10 departments in a large, complex, multi-dimensional and integrated healthcare delivery system (over 1,000 FTES and billions of dollars of P&L).
- Healthcare delivery system experience combined with health plan experience would be considered as would a similar position in another large state.
- Experience successfully managing in a fairly political and highly complex environment.



- An understanding of California healthcare delivery and/or of California state policy.
- Minimum of 5 years as a CEO, Executive Director, Chief Operating Officer, or similar level of leadership with responsibility for partnerships, financial and outcomes reporting, and operations management.

COMPETENCIES

- A strong understanding of, and vision for, what good healthcare looks like.
- Thrives on strategic implementation.
- Acknowledges and embraces diversity.
- Conveys a sense of energy and positivity.
- Empowering of staff.
- Compelling communicator with excellent interpersonal skills; outstanding public speaking, presentation, and conversational skills.
- Creative, visionary, critical thinker; analyzes conditions and develops relevant strategies.
- Demonstrates integrity and high ethical standards.

EDUCATION

- Undergraduate degree; graduate degree preferred

ORGANIZATIONAL CULTURE

The ideal candidate will possess a work style and personality that will create an excellent fit with the organization's culture and structure:

- Collaborative and innovative
- Focused on outcomes and value generation
- Data drives action
- The whole person is seen



THE COMMUNITY

This position is located in Sacramento, the capital of California and the county seat of Sacramento County. Sacramento is located at the confluence of the Sacramento and American Rivers and is connected to the San Francisco Bay by a channel through the Sacramento River Delta. The Mediterranean climate is characterized by damp, mild winters and hot, dry summers. Sacramento is a place where different interests, tastes, and lifestyles abound, with something to accommodate all of them.

The city of Sacramento is the cultural and economic center of the Sacramento metropolitan area, the fourth largest city in California and the 25th largest in the U.S. Local universities include California State University, the University of the Pacific's McGeorge School of Law, and the University of California, in nearby Davis. The UC Davis Medical Center, a world-renowned research hospital, is one of 19 hospitals in the Sacramento region.

The Sacramento region is experiencing a profound shift in its competitive position, in large part due to an influx of entrepreneurs, businesses, and creative professionals. The Greater Sacramento Area is a top employer in life sciences and health services. As part of the agriculturally rich Central Valley, Sacramento is at the forefront of agritech innovation and is considered America's Farm-to-Fork capital.

Sacramento is also home to the NBA Sacramento Kings, the Sacramento River Cats (the San Francisco Giant's AAA baseball team), and the Sacramento Republic FC, a USL Professional soccer team. Recently, the MLS awarded Sacramento the rights to become the league's 29th soccer team and begin major league play in 2022. The club will build a new, \$350 million, 20,000-seat soccer stadium in the downtown Railyards District. This comes on the heels of the recently opened Golden 1 Center, a high-tech basketball and entertainment arena, starting a downtown renaissance.

The Crocker Art Museum is one of the leading art museums in California and is currently planning a \$40 million expansion. The Sacramento metropolitan area boasts more than 200 parks, four public golf courses, and is known for outdoor recreation including hiking, skiing, canoeing, kayaking, running, and biking.



The world-renowned Napa Valley is an hour's drive away. San Francisco, Lake Tahoe, and more than a dozen ski resorts are less than a two-hour drive from Sacramento.

For more information on Sacramento's business climate, please visit the Greater Sacramento Economic Council's website www.selectsacramento.com.

COMPENSATION AND INTERVIEW PROCESS

The compensation package includes a salary of \$177,000-\$215,000 plus premium health, insurance, and retirement benefits.

Pre-screened, selected candidates will be invited to interview in Sacramento, CA with the Search Committee (dates TBD). This position's appointment will need to be vetted and appointed by the Governor and confirmed by the Legislature; that process will follow the Search Committee's recommendation.

PROCEDURE FOR CANDIDACY

For confidential consideration, at your earliest convenience and no later than close of business, January 31, 2020, please email your chronological resume (to include description and size of current/prior organizations and responsibilities) and compensation expectations to:

DHCS-Director@wilcoxcareer.com

WILCOX MILLER & NELSON CONTACT

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