

# EXECUTIVE DIRECTOR FAIRFAX-FALLS CHURCH COMMUNITY SERVICES BOARD

The Merrifield Center ~a premier, colocated and integrated primary and behavioral health care center.

Opening Fall 2014



## **ABOUT FAIRFAX COUNTY**

Formed before the Revolutionary War, Fairfax County was home to many of America's earliest statesmen, including George Washington of Mount Vernon, and George Mason of Gunston Hall. The county's rich history encompasses the entire existence of the nation. Today, Fairfax County is one of the premier centers of commerce and technology in the United States. Located just west of the nation's capital, Fairfax County is the most populous jurisdiction in the Commonwealth of Virginia, with 13.7% of Virginia's population. It is a great place to live, work, play and do business.

Governed by a 10-member Board of Supervisors, Fairfax County Government consistently achieves high praise for fiscal stability, quality service and technological sophistication. The total fiscal year 2014 General Fund Revenue of \$3.56 billion. Fairfax County continues to maintain an exceptional AAA/AAA/Aaa bond rating. Only eight states, 37 counties (including Fairfax), and 37 cities hold this highly coveted "Triple A" rating from the three leading rating agencies – Moody's Investor Service, Standard and Poor's, and Fitch Investor Service.

Fairfax County has been nationally recognized as a leader in government performance measurement, garnering the International City and County Management Association's Center for Performance Measurement Certificate of Excellence every year since 2009. The County has an excellent school system and is a national leader in K-12 public education. The public school system is one of the highest-rated school systems in America. Fairfax County is also a leader in higher education, where five major colleges and universities, including the main campus of George Mason University are located. Northern Virginia Community College – the largest community college in the Commonwealth of Virginia – has two campuses in Fairfax County. For more information about Fairfax County Government, visit <http://www.fairfaxcounty.gov/>.

## **ABOUT THE FAIRFAX-FALLS CHURCH COMMUNITY SERVICES BOARD**

The Fairfax-Falls Church Community Services Board (CSB) was established in 1969 by the joint action of Fairfax County, the City of Fairfax, and the City of Falls Church. This action was taken in accordance with the State Code, which requires every jurisdiction in the Commonwealth of Virginia to establish a CSB or join with neighboring jurisdictions. The CSB serves an area of nearly 410 square miles, with a population of over 1.1 million, and is the largest of the 40 Community Services Boards in the Commonwealth. Fairfax-Falls Church CSB operates as part of Fairfax County's Human Services system that is designed to protect and promote the health and welfare of county residents through a decentralized program.

The CSB provides services to children, youth, adults and families, through community-based programs for individuals who experience mental illness, substance use disorders and intellectual and developmental disabilities. The CSB also provides early intervention services for infants and toddlers who have developmental delays.

A 16-member administrative policy board oversees the establishment and operation of these local services. CSB Board members are volunteers appointed by county district supervisors or by the chair of the Fairfax County Board of Supervisors. One member is appointed by the Fairfax County Sheriff. Board members may serve up to three terms consecutively, and each term lasts three years.

The Fairfax-Falls Church Community Services Board is an integral part of a networked human services system that includes a central administrative agency. The agency is licensed by the Virginia Department of Behavioral Health Services and is the largest local government behavioral health organization in Virginia. Total annual agency funding exceeds \$160 million, with additional funding obtained through reimbursed state/federal sources, third party insurance, and consumer fees for service.

In March, 2013 the Fairfax-Falls Church Community Services Board was named a “Program of Significance” by the National Council for Community Behavioral Healthcare for the Mental Health First Aid Award, which recognizes outstanding efforts in delivering Mental Health First Aid based on organizational commitment, extent of reach, community impact, and program sustainability.



## **MISSION STATEMENT**

The Fairfax-Falls Church Community Services Board partners with individuals, families, and the community to empower and support Fairfax-Falls Church residents with or at risk of developmental delay, intellectual disabilities, mental illness, and alcohol or drug abuse or dependency.

We provide leadership to ensure the integration of the principles of resilience, recovery and self-determination in the development and provision of services. We maintain accountability by ensuring that continuous system improvement is anchored in best practice, outcome and effectiveness measurement, and the efficient use of resources.

## **SERVICE AREAS**

The agency provides services which assist, improve and maximize the potential of individuals affected by these conditions and strengthen their capacity for living self-determined, productive and valued lives within our community. The agency mission is pursued through a continuum of services within two functional service divisions: treatment and community living.

**Treatment:** Services include entry and screening, crisis stabilization, detoxification as well as services to people who are incarcerated or court-involved. Also included in our treatment services are outpatient and day treatment as well as intensive treatment in residential settings and in the community.

**Community Living:** Services include daytime supported employment, group homes, support coordination, wellness and health promotion, and outreach.

Although many services are offered directly in the community, the Fairfax-Falls Church CSB manages and operates many residential and treatment facilities throughout the county. Of special note is the new 120,000 square foot mental health center opening in the autumn of 2014. The new Merrifield Center will replace the older Woodburn Mental Health Center and will be the premier behavioral health center in the area. It will offer a full array of primary and behavioral health services in a collocated and integrated service facility.

## CHALLENGES AND OPPORTUNITIES

In 2009, following a study by the Josiah H. Beeman Commission, a blue ribbon panel of national experts appointed by the Fairfax County Board of Supervisors, identified key transformation areas for the Fairfax-Falls Church Community Services Board system, primarily in the area of mental health services. The subsequent implementation plan, approved by the CSB Board, the Fairfax County Board of Supervisors, and the city leaders of Fairfax and Falls Church, identified the need for full transformation of the CSB services and leadership so that organizational disability-defined silos would no longer restrict access to services. The implementation plan acknowledged that this full transformation could not occur without the involvement of the entire CSB system, including intellectual disability and substance abuse disorder services.

With the implementation of the Beeman Commission's recommendations, the CSB is poised to meet new challenges and opportunities. The projected first year accomplishments for the new Executive Director include:

- “Hit the ground running” in this leadership role and keep pace with ongoing matters and the daily demands of the position.
- Develop effective working relationships with consumers and their families; State and Regional CSBs; and all agencies in the network of Human Services in Fairfax County.
- Assess existing transformation work projects and refocus efforts to ensure best practices are incorporated, and sound fiscal performance and increased efficiencies result.
- Work with management and the Board to improve the morale of and communication among the CSB Board and staff members at all levels.
- Establish outstanding relationships with the provider community, gaining strong understanding of their individual missions, services and programs, and executive and staff leadership.

- In concert with the Board and staff, develop and begin implementation of a strategic and tactical plan for the organization to include: operational strategy, revenue maximization, cost containment strategies, and change management strategies for staff and the CSB Board.
- Ensure the new Merrifield Center is operational as a fully integrated primary and behavioral health care center.

For more information about the work performed and contributions made by the Community Services Board and staff, visit: <http://www.fairfaxcounty.gov/csb/>. The CSB service delivery structure can be viewed at this link: <http://www.fairfaxcounty.gov/csb/about/restructured-service-system.pdf>

## **THE POSITION**

The Fairfax-Falls Church Community Services Board is seeking an experienced, results-oriented Executive Director to provide 24/7 leadership, oversight and monitoring of the County's behavioral health treatment and community living programs and services. The Executive Director shall administer the Board approved annual plan and operating budget in accordance with established policy, vision, and applicable governmental regulations and policies, including provisions of the Virginia Department of Behavioral Health Services' State Performance Contract.

This position reports to the Deputy County Executive and works directly with the Fairfax-Falls Church Community Services Board's Board of Directors in the leadership and operations of the agency. In general, the Executive Director is responsible for the strategic, management and fiscal leadership of the organization, including:

- Creating a vision, plan and implementation strategy, aligned with the County and Community Services Board's vision and mission;
- Serving as liaison with state and local agencies to ensure the agency has the funding, infrastructure, processes, and people to deliver services that consistently meet regulatory and accreditation standards;
- Providing strategic and tactical leadership and planning to ensure quality programming, regulatory compliance and fiscal responsibility;
- Providing legislative and policy development guidance to ensure short and long term goals are met;
- Maximizing revenue and optimizing cost containment and efficiency strategies by implementing expert knowledge of current and future industry cost drivers and best practices;
- Championing continuous program improvement, program development and leadership strategies to address changing markets;
- Creating a positive work environment and using innovative staff development strategies to attract and retain a stable progressive, caring and diverse workforce;
- Building community partnerships, and
- Serving on statewide, regional and local boards, committees and task forces including: Fairfax County Human Services Leadership Team, Fairfax-Falls Church Community Policy Team, Virginia Association of Community Services Boards, and Northern Virginia CSB Regional Coalition.



## **THE CANDIDATE**

The right candidate will be able to quickly identify service, administrative and fiscal issues and to formulate a plan to mobilize resources that can be clearly communicated to the staff and CSB Board of Directors. The agency is in the third year of a transformation and the County is looking for a candidate who can bring leadership, planning and oversight in order to achieve its transformation goals and to adapt to the many challenges and opportunities facing local government behavioral health services now and in the future. The Executive Director must:

- Model integrity, disciplined decision making, and uphold high clinical standards on a 24/7 basis;
- Work effectively with governing boards and elected officials;
- Monitor and guide multiple, diverse departments to fulfill operational expectations, and adjust service models as funding, policy and new evidenced-based practices emerge;
- Blend skills in clinical services, finance, liaison to payer sources and other support areas;
- Ensure compliance with licensing and accreditation standards;
- Prepare operational forecasts, budget planning and prudent utilization of resources;
- Think and act in a results-oriented style and in alignment with articulated goals and objectives;
- Anticipate, facilitate and manage change, and
- Continuously demonstrate a values-driven culture.

## **EDUCATION AND EXPERIENCE**

Master's Degree in Health Care Administrations, Human Services, Business Administration or related field. Minimum of five (5) years' experience in a senior level management role within a CSB or a comparable organization of a similar size and scope, overseeing the delivery of residential treatment and community-based behavioral healthcare programs. Must have strong leadership, administrative, programmatic, analytic and operational experience in a multi-disciplinary treatment and/or community service environment. Experience working in a local government, behavioral health care environment preferred. Exceptional communication, organizational and customer services skills are essential.

## **SPECIAL REQUIREMENTS**

The appointee to this position will be required to complete a criminal background and credit history check to the satisfaction of the employer. The selected candidate may be required to obtain a National Provider Identifier.

## **COMPENSATION AND BENEFITS**

Salary is negotiable within an established range (\$113,046 – 188,410) depending on the qualifications and relevant experience of the selected applicant. Fairfax County Government's total compensation package includes:

- Defined benefit retirement system and deferred compensation program option;

- Outstanding and affordable health, dental and life insurance plans;
- Generous paid holiday schedules and leave programs

To view a complete list of benefits, click this link:

<http://www.fairfaxcounty.gov/hr/morethanpaycheck.htm>

## **TO APPLY**

Submit your resume through Fairfax County's online application system at:

[www.fairfaxcounty.gov/jobs](http://www.fairfaxcounty.gov/jobs). The application deadline is April 18, 2014.

Fairfax County is an Equal Opportunity Employer that does not discriminate on the basis of race, color, sex, creed, religion, national origin, age, disability, genetic information, veteran's status or disabled veterans' status. Reasonable accommodations are available to persons with disabilities during applicant and or interview processes per the Americans with Disabilities Act. Contact 703-324-3864 for assistance; TTY 703-222-7314, Minorities and people with disabilities are encouraged to apply.