



Director of Health & Human Services

Position Prospectus



The Opportunity

Director of Health & Human Services

The County of Montgomery, Pennsylvania welcomes nominations, inquiries, and applications as they seek an accomplished, visionary, energetic, and collaborative leader with an understanding of the social determinants of health, and whose demonstrated commitment to the equitable delivery of a variety of human services will allow them to successfully serve as the County's next Director of Health & Human Services.

The Director of the Department of Health and Human Services is responsible for the coordination, development, direction, implementation, and quality of the services provided by the integrated department of Health and Human Services to the County's diverse and growing population. In addition, the Director is a part of the County senior leadership team, with significant interaction with County Commissioners, other members of the senior leadership team, and other County department leaders.

With a budget of \$370 million and a much accomplished and highly committed staff of more than 500, the department's program offices include: Children and Youth, Community Connections, Drug and Alcohol, Early Learning Resource Center, Housing and Community Development, Mental Health/Developmental Disabilities/Early Intervention, Public Health, Senior Services, and Veterans Affairs. Strategic Offices for the department oversee Community Information and Education, Finance and Administration, Integrative Services, Managed Care Solutions, and Performance and Planning.

Success in this Director of Health & Human Services role requires advanced knowledge of human services programs, systems, and associated compliance, experience effectively navigating governmental/political arenas, exceptional communication skills, and experience fostering collaboration and robust internal and external communication systems. This role requires an understanding of trauma informed care, experience developing community-based partnerships, as well as public and private partnerships, an interest in the professional development of individuals, addressing health and service disparities, and the ability to boldly envision and implement new opportunities for programing in a complex, well-funded organization and social service/nonprofit network.

This is an opportunity to be a part of a vibrant and diverse community of public servants, leading a team that is collaborative and innovative, in an organization known for genuine support of its employees and residents. This is an opportunity to utilize post-pandemic ARPA funding to intentionally build a bold vision that advances community priorities.

The Department of Health & Human Services operates from 4 offices and service centers throughout Montgomery County, Pennsylvania. The County is located in southeast PA and is the 2nd wealthiest and 3rd largest in the state.



The Location & Organization

Located in southeast Pennsylvania, [Montgomery County](#) (Montco) is the third largest County in Pennsylvania and home to more than 850,000 residents, along with scores of major employers and industries who have chosen to locate to and expand in the area. Montgomery County is made up of 62 distinctive municipalities each with a personality all its own. Within the County's borders, exists a vast array of people, places, and opportunities to live, work, learn and invest. Throughout the County's 487 square miles, there are award-winning parks, trails, and historic sites including Valley Forge National Historic Park. With more than 200 arts attractions, more than 50 golf courses, more than 20 sports facilities, and 75 plus hotels, there is something for everyone. There are also countless locations to shop, enjoy live entertainment, or enjoy a wide range of food and drink from local Montco makers. Among the things to do and see in the County are Valley Forge National Historical Park, the Schuylkill River Trail, the King of Prussia Mall, Valley Forge Casino Resort, Legoland Discovery Center, and Elmwood Park Zoo. Additionally, Montgomery County hosts a variety of outdoor markets and special events, including being the home to the International Spring Festival, the largest diversity event in the state. The festival brings together people of all nationalities and ethnic backgrounds and fosters understanding of cultural traditions, histories and influences through music, food, and the performing arts. The festival includes international foods, music, entertainment, a Health Fair, many children's activities, and is a contributor to a vibrant North Penn Community.

SELECT RANKINGS & ACCOLADES

Montgomery County is the third largest County in Pennsylvania and one of the most diverse, historic, and economically vibrant counties in America.

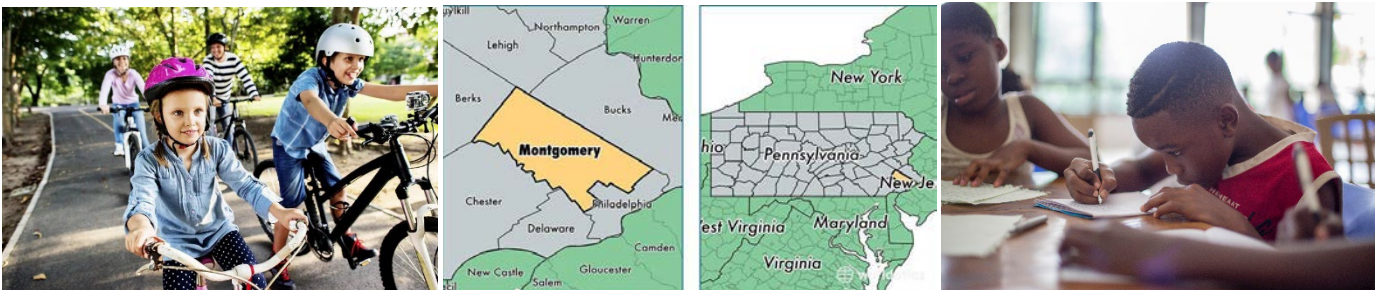
The County has been ranked:

- Best County to Live in PA (#1)
- Best County for Families in PA (#1)
- Best County for Young Professionals in PA (#2)
- Healthiest County in PA (#2)
- County with the Best Public Schools in PA (#2)

Source: niche.com

The Great Outdoors

The County offers wonderful opportunities for residents and visitors to enjoy various natural resources, participate in educational and recreational opportunities, and appreciate our historic past. Whether a bike enthusiast, a lover of antiques, or someone who just wants a quiet space for a family picnic, there is something for everyone. [Montgomery County parks, trails, and historic sites](#) provide a welcome respite from everyday stresses. With over 6,000 acres of public open space and 60 miles of trails, the County is fortunate to have many options for outdoor recreation.



For over 30 years, the Montgomery County Agricultural Land Preservation Program has worked to preserve open space and support productive farms in the County, which also provides important open spaces and scenic vistas. In 2021, the program reached a historic milestone by preserving 10,000 acres of farmland. There are 177 farms, representing a combined total of 10,196 acres, preserved in Montgomery County under the Montgomery County Agricultural Land Preservation Program. The growth of region's farm-to-table movement has decreased both food miles traveled and carbon footprints. Additionally, local farms are critical partners in the County's anti-hunger efforts to support people in need by providing healthy, local food to residents.

Business Climate

Montgomery County is an ideal location for businesses and proximity to the northeast corridor of the U.S. (Boston, NYC/North Jersey, Greater DC) provides access to necessary infrastructure needs (roads, rails, airports, seaports, power supply, water supply, etc.), extraordinary talent and talent development (over 100 higher education institutions within 50 miles including some of the best schools in the world for engineering, business, life sciences, and liberal arts), and boasts a better quality of life and lower costs of living than the northeast corridor.

Many of the leaders in the life sciences, biotech, and pharmaceuticals industries call Montgomery County home. The top employers in these industries include Merck, Pfizer, GSK, and Janssen Research & Development LLC.

The County has been ranked:

LQ of 1.15 for Scientific & Research Establishments

LQ of 1.79 for Biotechnical Product Manufacturing

LQ of 1.20 for Scientific & Technical Instruments Manufacturing

LQ of 2.39 for Pharmaceutical Preparation Manufacturing

LQ of 3.01 for Research and Development in the Physical, Engineering and Life Sciences (except Biotechnology)

Source: LocalIntel Labs, April 2022

While life sciences are an important business sector in Montco, other leading organizations from a wide variety of fields have chosen to put down roots in the County.

Montco is also an important regional and international transportation hub. Residents, visitors, and travelers have access to 46 SEPTA stations, an AMTRAK station, 7 PA Turnpike interchanges, Class I freight railroad access and multiple international airports and port facilities within 50 miles.



Demographics & Population Growth

Since 2010, Montgomery County has become more racially and ethnically diverse – a trend that is projected to continue. Since 2010:

- The County has seen over 7% overall growth, which is likely to continue as a tight property market and high sales activity, among other factors, indicate a strong desire to locate to the area.
- The County will see strong growth in the number of Multi-racial, Asian, and Black or African American residents in addition to those identifying as Hispanic or Latino. These populations have grown the fastest over the last decade and track alongside national trends.
- The White population, while still the largest segment of the County, is beginning to decrease, which also tracks alongside national trends.

The County recognizes that serving a more diverse community necessitates increasing overall cultural competency and is intent on facilitating this growth.

	2010	2020	Difference between 2010 and 2020	Percent Difference
Total	799874	856553	56679	7.1%
Hispanic or Latino	34233	54512	20279	59.2%
Not Hispanic or Latino:	765641	802041	36400	4.8%
Population of one race:	784354	770309	-14045	-1.8%
White alone	649021	618244	-30777	-4.7%
Black or African American alone	69351	79510	10159	14.6%
American Indian and Alaska Native alone	1174	763	-411	-35.0%
Asian alone	51565	67761	16196	31.4%
Native Hawaiian and Other Pacific Islander alone	296	168	-128	-43.2%
Some Other Race alone	12947	3863	-9084	-70.2%
Population of two or more races:	15520	31732	16212	104.5%

The number of Montgomery County residents financially dependent (via Social Security etc.) on a “working-age” population (ages 16-64 as defined by the census) has steadily grown over the last six years. The growth in dependency ratio is solely due to the growth in County residents over the age of 64 – the baby boom generation is aging in place, or at minimum, within the County. Additionally, the child dependency ratio is slowly declining as the average family size decreases. This has implications for tax revenue, consumer spending, and programmatic needs.

	2015	2016	2017	2018	2019	2020
Median age (years)	41.1	41.2	41.2	41.3	41.2	41.3
Total Age dependency ratio	61.8	62.4	62.7	63.4	64.1	64.9
Old-age dependency ratio	25.9	26.7	27.1	27.8	28.5	29.3
Child dependency ratio	35.9	35.8	35.6	35.6	35.6	35.6

Diversity, Equity & Inclusion

Montgomery County hired its first Chief, Diversity, Equity & Inclusion in Fall of 2021. This senior staff level position is leading the creation of a Racial Equity Action Plan, reviewing policies, processes, and procedures via an equity lens, as well as conducting trainings for County staff, developing a County-wide community advisory panel, and conducting listening sessions among employees and the community to truly understand the issues and concerns of the community. The County is committed to this work as it impacts the workforce, residents, and the delivery of services, as well as advancing equity and social justice in all systems.

Montgomery County DEI Statement

Diversity, Equity, and Inclusion (DEI) are core values to Montgomery County government. The County continues to build an organization that values, supports, and embraces diversity while simultaneously creating a more inclusive and equitable workplace. They will also continue to leverage and build upon the resources, talents, strengths, and opportunities available in the community. The County is also committed to aligning its culture and business practices to be a vibrant example of equity, inclusion, and belonging for all. To meet this goal, the County is committed to: (1) maintaining an inclusive, productive, supportive, open, innovative, and equitable workplace where every individual is valued for their unique characteristics; (2) fostering respect, understanding and acceptance of differences; and (3) enabling employees to reach their full potential, thus, enhancing and nurturing the relationships among staff and optimizing the quality of services to its residents and the public.



Pandemic Funding & Services

Montgomery County received \$145 million dollars in direct funding from the CARES Act Coronavirus Relief Fund. This allowed the County to address necessary expenditures incurred due to the COVID-19 public health emergency and implement programs and initiatives to provide immediate relief to businesses, non-profits, and individuals across the County impacted by COVID-19. Additionally, the County received \$161 million in American Rescue Plan Act (ARPA) funding which is being equitably distributed throughout the County to support the health, social, and economic well-being of all residents, address racial and other disparities, and serve those hardest hits by the COVID-19 pandemic. The County embarked on a unique process to bring transparency, equity, objectivity, and intensive community input to the selection of projects to be funded through ARPA funds. Many of these projects will likely involve development or expansion of services for those receiving health and human services. This infusion of funding and resources comes at a critical time and the Director of Health and Human Services can help ensure the long-term, positive impact of this funding.

Ground-Breaking Project

The largest capital project in County history broke ground in spring 2021 – construction of the Montgomery County Justice Center. The new Justice Center ties three complex projects into one, constructing a modern County Justice Center allowing all of the County’s courtrooms to be located in the same building, complete renovation of the current historic courthouse facility, and the re-invention of Hancock Square Park as an active public park, accessible to the entire community.

Phased over five years, the Montgomery County Justice Center will provide:

- **New Justice Center:** A 330,000 square foot, six story new building connected to the existing courthouse housing new courtrooms, court-related offices, and public spaces.
- **Hancock Square Park:** Reconstructed Hancock Square Park, expanded from the current 40,000 square feet to 113,000 square feet, incorporating carefully planned landscape native plantings, direct access from Main Street, and respectful incorporation of current monuments into reflective spaces.
- **Historic Courthouse:** Complete renovation of the existing courthouse, incorporating detailed attention to historic preservation and a full replacement of all utility infrastructure systems.



This project will allow the County to consolidate all leased and other County offices scattered throughout its County seat into one, vibrant County campus. [Montgomery County Justice Center | Montgomery County, PA - Official Website \(montcopa.org\)](https://www.montcopa.org) The Director of Health and Human Services will serve an important role in determining how the HHS offices are situated within this new campus and will provide input into the development of direct service delivery space for clients; the opportunity to develop a warm, trauma-informed environment for children, families and adults. [Montgomery County Justice Center | Montgomery County, PA - Official Website \(montcopa.org\)](https://www.montcopa.org)

Current Priorities for Montgomery County

- Continued investment in County infrastructure such as roads, bridges, buildings, parks, and trails
- Improved public health and public safety strategies to address increasing weather-related events such as flooding and continue to address the ongoing pandemic and prepare for others
- Addressing housing through our 'Homes For All' initiative and attainable housing programs that provide residents reasonably priced housing to stay in the County, as well as local housing for the workforce
- Maintaining fiscal integrity and transparency – Continuing the County's AAA bond rating and ensuring residents are provided information and meaningful opportunities to direct County funding
- Continued social justice reform and working with the court system on diversionary and other programs

The Department

Montgomery County's [Department of Health & Human Services](#) (Dept of HHS) works together with people and organizations across the County to make a positive difference in the lives of its residents. The Department of Health and Human Services is the largest department within the County and is well supported and much respected both internally and externally.

Service Areas

The department [service areas](#) include Basic Needs, Children & Families, Teens & Young Adults, Adults & Seniors, Intellectual Disabilities & Autism, Veterans Affairs, Business & Non-Profits, and Community Connections.

With a budget of \$370 million and a much accomplished and highly committed staff of more than 500, the department's program offices include: Children and Youth, Community Connections, Drug and Alcohol, Early Learning Resource Center, Housing and Community Development, Mental Health/Developmental Disabilities/Early Intervention, Public Health, Senior Services, and Veterans Affairs. Strategic Offices for the department oversee Community Information and Education, Finance and Administration, Integrative Services, Managed Care Solutions, and Performance and Planning.

The Department of HHS services include a combination of direct and contracted service delivery, with direct service workers providing mandated services and those services identified as essential for the health, safety, and well-being of our residents. Additionally, all service offices subcontract with Community Providers. The Department of HHS works with County Purchasing to issue RFPs and award contracts for Community Providers. Contracts include outreach to individuals experiencing homelessness, direct care services for seniors, foster care placement for children and a wide variety of mental health and substance use services. The Department of HHS includes the Managed Care Solutions office, which oversees the mental health/substance use managed care program for those individuals receiving services through Medicaid. The Department of HHS assists with monitoring, compliance, and quality assurance for contracting. The Department is working toward quality incentive contracting.



There is a robust support system for the community providers represented by Montgomery County's Collaborative Network System. The County is a key convener and funder of these three distinct networks that represent the county in its entirety. These collaboratives The [Bucks-Mont Collaborative](#), [Inter-agency Consortium of Norristown](#), and [Tri-County Network](#) partner with the County to identify local needs, coordinate resources, reduce duplication of service, maximize funding, strengthen service delivery, and address the needs of the area's diverse community.

Accolades & Accomplishments

Montgomery County's Department of HHS has been recognized for its creation of an [LGBTQ+ Health Resources and Support page](#). This information is critical to providing a supportive environment for all persons to seek care and support for their health needs.

One of the County's most valued HHS services is the [Mobile Crisis Program](#). This program provides 24/7 support to individuals and families in crisis; preventing arrest and hospitalization by providing phone or in-person support when people need it most.

The County's Office of Veterans Affairs created a [transportation program](#) to serve this unmet need among the veteran population. Through partnership with local businesses and donors, Veterans Affairs purchased vans and hired permanent staff to transport valued veterans to medical and other appointments; providing peace of mind, service, and the treatment that they deserve.

[Community Connections](#) is a unique program to Montgomery County. This consumer-focused initiative is a 'no wrong door' model to address any issues or needs residents may have. Staff are trained to work with callers, walk-ins, or emails from residents, and identify all their service needs. The program connects residents to County or community resources, and most importantly, advocates for individuals to ensure they receive the services they need. This initiative is a known, valued, trusted, community resource and a shining example of the Department of HHS human-centered community work.

Like many communities across the country, Montgomery County struggles with affordable housing, which can result in homelessness. While fortunate to have low unemployment and high per capita incomes, this results in many County's workers and residents being priced out of the local housing market. The Office of Housing and Community Development boasts an award-winning initiative, [Your Way Home](#), that address homeless needs. This coordinated intake and service system puts housing first and successfully works with landlords and non-profit partners to support residents in need. The office has also embarked on an ambitious [Homes For All](#) initiative and is looking forward to receiving ARPA funding to provide continued support of its aggressive work to resolve challenging issues facing County residents. In 2021, 1,000 homeless clients exited house from the Office of Housing and Community Development's Your Way Home program. Additionally, 5,017 clients exited from a Your Way Home Emergency Rental Assistance program housed.

In the Office of Public Health, Environmental Field Services issues permits for food facilities, public bathing places, mobile home parks and camps/campgrounds. Food facilities and public bathing places are the programs that make up the majority of inspections. Currently OPH licenses and inspects 3,938 food facilities and registers 274 public bathing places. In 2021 Environmental Field Services performed 7001 food inspections/investigations and 489 inspections at pools.

In 2021 the Office of Veterans Affairs processed 1091 applications for benefits.

During 2021 the Office of Children and Youth received 6,722 referrals, with 2,598 being either GPS or CPS investigations, and 4,124 receiving some other type of response from the agency.

The Early Learning Resource Center currently provides 2,200 families with subsidized day care.

During 2021, the Office of Mental Health served 6731 unduplicated residents.

Managed Care Solutions provides managed Medicaid services to 18302 individuals with mental health concerns and 3411 individuals struggling with drug and alcohol addiction or abuse.

In 2021, the Office of Senior Services' Protective Services investigated over 1400 cases, provided Care Management services to 1660 individuals, and provider services to 5680 individuals.

The Department of HHS' Performance and Planning office uses the latest tools and technology to provide information and resources to make data-driven decision and provide quality review and analysis of services. HHS has its own internal Geographic Information System (GIS) Analyst who recently received statewide recognition in the form of the Excellence in GIS award for the work on the County's COVID data hub. The County was the first in the state to provide transparent, up-to-date information and resources in an easy-to-read and comprehensive format. The [Open Data Portal](#) demonstrates the County's commitment to transparency, equitable access, data-informed decisions and processes.

Visit [2021 Accomplishments](#) to view Montgomery County's Department of Health & Human Services response to the COVID-19 pandemic and efforts by its 9 program offices and 5 strategic offices to carry out the vision of ensuring residents live healthy, safe, and connected lives.

Strategic Plan

Department of Health & Human Services' 2021 – 2025 [Strategic Plan](#) includes the following priorities:

- Help provide people access to the resources they need
- Increase prevention efforts to improve overall quality of life
- Continuously improve the capacity to operate as one department

mission.

Engaged and supported, Health and Human Services staff work together with people and organizations across our County to make a positive difference in the lives of those we serve.

vision.

Montgomery County residents live healthy, safe and connected lives.

guiding principles.

In everything it does, HHS is mindful of:

- Being TRAUMA-INFORMED
- Maximizing DIVERSITY, EQUITY, and INCLUSION
- Working in TRUE PARTNERSHIP with staff, partners, and the individuals and families it serves



Revised January 2021

The Role

Director of Health & Human Services

Summary

The Director of the Department of Health and Human Services is responsible for the coordination, development, direction, implementation, and quality and equitable delivery of the services provided by the integrated department of Health and Human Services. In addition, the Director will be part of the County senior leadership team with significant interaction with County Commissioners, other members of the senior leadership team and other County department leaders.

Supervisory Responsibilities

Provides direct oversight to the following office administrators: Children and Youth, Community Connections, Drug and Alcohol, Early Learning Resource Center, Housing and Community Development, Mental Health/Developmental Disabilities/Early Intervention, Public Health, Senior Services, and Veterans Affairs. Provides oversight to Assistant Director of Strategic Offices who oversees: Community Information and Education, Finance and Administration, Integrative Services, Managed Care Solutions, and Performance and Planning.

Essential Duties and Responsibilities

The role and responsibilities of the Department Director include, but are not limited to, the following:

- Oversee the strategic direction and overall operation of the county's Health and Human Services Department, with an annual budget of over \$370 million and a staff of over 500
- Lead the ongoing integration of services provided within the Department and establish linkages with other County departments to achieve maximum coordination
- Ensure services of Health and Human Services are accessible to county residents and delivered in a consumer-friendly, equitable, respectful, culturally appropriate and responsive manner
- Analyze financial and service-related outcome data to ensure quality, effectiveness, and cost effectiveness of services
- Review national, state, and local programs and service delivery models to introduce best practices and evidence-based models of care
- Develop strategic, collaborative community partnerships and establish and maintain positive working relationships with contracted provider network to meet the mission and goals of the department
- Ensure engagement and participation of staff, providers, other county offices and consumers in provision of services
- Provide department-wide approaches to promote diversity, equity, and inclusion for employees and those served
- Assume responsibility for the hiring, supervision and performance review process for administrators and other direct reports within the Department
- Mentor and develop leadership skills among program and strategic office administrators
- Oversee the development and execution of the Department's financial plan
- Act as a key spokesperson for enterprise efforts within the Department
- Lead the implementation of the Department-wide strategic plan, including creating long and short-range goals, objectives, policies, and practices
- Work with regional and state-wide partners to better coordinate services and to share and learn best practices
- Ensure offices comply with county, state and federal policy, procedures, and regulations

Qualifications

A Department Director should possess the following qualifications, or related qualifications, at a minimum:

- Master's degree preferred in public administration, public health, social work, or a related field or a bachelor's degree with major course work in public administration, social work, or a related field
- Minimum of ten years social service or public administration experience, including three years in a supervisory or management position
- Extensive knowledge of processes, procedures and best practices related to one or more area of health and human services
- Deep understanding of the local conditions of poverty and factors related to the social determinants of health
- Comprehensive understanding of the diversity of needs and complexities inherent in the delivery of services within the community, as well as an understanding of the importance of facilitating collaboration with non-profit, state, and other agencies
- Overall commitment to promoting diversity, equity, and inclusion both internally and externally in service to a diverse community
- Demonstrated ability to lead a large and diverse public sector department with significant interaction with citizens, stakeholders, and policy makers
- Significant experience managing multi-service and multi-functional organizations
- Thorough knowledge of principles and best practices related to the planning, direction, and management of an organization providing a broad array of county health and human services
- Overall knowledge of Pennsylvania's various human services programs, funding streams, and requirements - with detailed knowledge of at least one of the health and human services areas
- Ability to work collaboratively with staff, other internal and external leaders, service providers and recipients, and the general public
- Management skills including strategic planning, program development, budgeting, and supervision
- Ability to act as an effective spokesperson for the Department and County leadership within the health and human services program areas
- Outstanding oral and written communication skills, including the ability to be effective in making presentations to the community and elected officials

Work Environment

The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential function. The noise level in the work environment is usually moderate. Remote work is available, with department directors expected to have regular, in-person presence at office locations in order to support staff and operations.

Nominations & Applications

LeadExec is partnering with The County of Montgomery Pennsylvania in this national search. For inquiries, nominations, applications, and confidential conversations, please contact:

Lisa J. Marks, Founder & CEO
Leyla Kayi, Senior Search Consultant
413.335.6936
directorhhs@leadexec.com

This position is open until filled but only applications received by **Thursday, July 14, 2022**, can be assured full consideration. Applications should include a detailed letter of interest and a current curriculum vitae/resume.

LeadExec is a respected expert in retained executive search and organizational development. We identify and engage leaders who make an impact and transform organizations.



Montgomery County is an equal employment opportunity employer and complies with the Civil Rights Act of 1964 prohibiting discrimination in employment practice because of race, color, religion, sex or national origin; P.L. 90-202 prohibiting discrimination because of age; and the Americans With Disabilities Act of 1992, prohibiting discrimination against the handicapped in employment or the provision of services.

