

# State of Oregon

## Department of Human Services, Director of Addictions and Mental Health



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# State of Oregon and Department of Human Services

Organized as a territory in 1848, the State of Oregon entered the Union and adopted its' current constitution in 1859. Today the state government administers a 2007-2009 budget of nearly \$128 billion and serves a population of citizens estimated to be about 3.8 million. The State of Oregon covers about 96,000 square miles and includes 36 counties and numerous cities of which the largest are Portland (576,000), Eugene (155,000) and Salem (152,000). In 2007 the State of Oregon was rated in the top 25 states in the U.S. for Most Livable States (number 23) and Healthiest States (number 17). Organized into Legislative, Judicial and Executive Branches of government, the Executive Branch includes the Governor's office that among other things oversees eight major program areas including: Economic & Community Development; Education; Natural Resources; Public Safety; Transportation, Administration; Consumer Business Services; and Human Resources.

Established in 1971 as the Department of Human Resources, the name was changed in 1999 to the Oregon Department of Human Services. The Department of Human Services (DHS) is the State's Health and Human Services Agency and is the largest department in state government employing approximately 10,000 people in more than 170 locations around the state. DHS administers more than 300 programs and delivers services through, and in coordination with, many community partners. The DHS budget for 2007-2009 is about \$12.2 billion. The Governor's budget for Human Services is intended to protect and promote the health and safety of Oregonians. The agencies within this program area provide services such as physical health, mental health and addictions, public health services, employment and family support services that promote self-sufficiency and economic stability, child protective services for abused or neglected children and long-term care services for Oregon's seniors and people with disabilities. DHS is organized into six divisions and the Director's Office. The divisions are: Administrative Services; Addictions and Mental Health; Children, Adults and Families; Medical Assistance Programs; Public Health; and Seniors and People with Disabilities. More than 85 percent of the budget goes directly to clients or to the local community partners to provide services to more than one million Oregonians each year. The director of DHS is Bruce Goldberg, M.D.

## Division of Addictions and Mental Health

The Addictions and Mental Health Division (AMH) is responsible for programs, policies, community services, and state-operated public institutions serving persons with mental illness, alcohol, and drug and gambling problems. The Division assists Oregonians in being independent, healthy and safe by preventing and reducing the negative effects of alcohol, other drugs, gambling addiction and mental health disorders, and promoting recovery through culturally appropriate, evidence-based treatment of addictions, pathological gambling, mental illness and emotional disorders. With a 2007-2009 biennial budget of approximately \$1.2 billion, the Division employs about 1,560 persons directly and contracts for services with hundreds of programs at the county and community level across the state. Through its local partners, AMH serves over 64,000 persons in addictions treatment and 103,000 persons in mental health programs each year.

Major program/service components of the Division include:

- **Community Mental Health** – includes community mental health programs in all 36 Oregon counties for low-income adults and children. Services include acute inpatient treatment, residential treatment, adult foster care, Outpatient therapy,

support services for successful community living, medication services, case management, assistance in finding and maintaining housing, and work and social support.

- **Alcohol and Other Drug Treatment** – treatment for alcohol and other drug abuse is provided in all 36 counties through county mental health programs, designated nonprofit organizations, and statewide and regional residential programs. Services include outpatient, intensive outpatient, residential and detoxification services designed to meet the needs of women, parents with children, various ethnic and minority groups and adolescents.
- **Alcohol, Drug Prevention and Gambling** – evidence-based services designed to prevent addictive problems associated with tobacco, alcohol, other drugs and gambling are provided through community mental health programs, federally recognized tribes (Indian Nations) and statewide contractors.
- **Oregon State Hospital** – JCAHO accredited with campuses in Salem and Portland, the state hospital provides long-term psychiatric treatment for adults with severe and persistent mental illness who are civilly or criminally committed for treatment. 675 beds, 92 of which are in Portland available for geropsychiatric and medical services, evaluation and treatment of adults charged with a crime, and treatment of civilly committed adults. Secure residential beds for less restrictive treatment are also available.
- **Blue Mountain Recovery Center** – certified by the federal Centers for Medicare and Medicaid Services, the Pendleton facility, formerly known as Eastern Oregon Psychiatric Center provides 60 beds for psychiatric treatment of adults with severe and persistent mental illness and low-income patients from eastern Oregon counties who are not eligible for Medicaid. The facility also provides long-term services for other adults from across the state.

## Director of the Addictions and Mental Health Division

Appointed by and reporting to the DHS Director, the Director of the Addictions and Mental Health Division (AMH) also serves as an Assistant Director of the overall Department of Human Services and participates with other Directors as the group develops policy, coordinates program development, and addresses fiscal and program problems as they arise. The AMH Director also confers with the DHS Director regarding general direction and response to legislative and gubernatorial action. He/she is responsible for the direction and management of the overall Division budget and staff as previously described. Direct management staff supervised includes a Deputy Director, Superintendents for the Oregon State Hospital and Blue Mountain Recovery Center, the Division Medical Director, an Administrator for Addictions Policy and Program Development, an Administrator for Adult Mental Health Services, and an Operations and Contracts Administrator. There are also high-level managers responsible for community prevention, treatment and extended care services and planning and program operations. Another key responsibility of the AMH Director is coordinating mental health and addiction services with the others programs and operations within Health Services and across the range of programs and direct service delivery in DHS.

Typical duties and responsibilities of the AMH Director include:

- Assures conformity with Addictions and Mental Health Services statutes of the State by providing administrative leadership and direction in program and service areas. Implements changes in legislation pertinent to addictions and mental health programs.



- Advocates for programs and populations served by Addictions and Mental Health Services, interpreting them to other branches of DHS, legislative committees, citizen's groups, professional organizations, and program directors of other states.
- Assures state-operated hospital programs meet the needs of patients and residents requiring these services through conformity to standards of licensing, accrediting, and certification.
- Assures the maximum integration between state hospital services and community mental health programs.
- Assures the delivery of community addictions and mental health services by assisting counties and private organizations throughout the state.
- Assures the protection of rights of persons served through Division programs, particularly those who are unable to advocate for themselves, and helps protect society from those who may be dangerous to others.
- Assures optimum utilization of DHS funds dedicated to Addictions and Mental Health Services by developing a sound budget and carefully administering allotted resources within legislative appropriations.
- Strengthens the capacity of the Division to meet its goals by motivating its managers and encouraging the training and development of Division employees.
- Implements state and department policy and assures continuous improvement in the areas of affirmative action, diversity and workplace safety.
- Contributes to an organization culture that actively models the five DHS Core Values of Integrity, Stewardship, Responsibility, Respect, and Professionalism.
- Models the eight DHS Management Competencies of Planning and Achieving Results, Communication, Customer Service, Resource Management, Teamwork, Leadership, Cultural Competence, and Managing People.
- Consistently treats customers, stakeholders, partners, vendors and co-workers with dignity and respect and creates and maintains a work environment that is respectful and accepting of diversity. Promotes an organizational culture that calls for high standards of performance, values diversity, and aligns employees with the DHS and AMH mission and values.
- Represents DHS at meetings with the Governor, Legislators, Legislature, staff, federal and local officials, and members of the public, and serves as the State's representative to the National Association of State Mental Health Program Directors (NASMPD) and the National Association of State Alcohol and Drug Abuse Directors (NASADAD)
- Assumes other duties and responsibilities as assigned.

## Issues, Challenges and Opportunities

- The State's mental health system includes aging facilities, a weak community infrastructure and a currently underfunded and understaffed system relative to growing need.

Management support and leadership in the implementation of the 20-year plan for improving the statewide mental health system is a critical priority.

- Replacement of the aging State Hospital with two state-of-the-art facilities in Salem and Junction City, and smaller facilities in eastern and central Oregon is currently on a three-year fast track.
- Review and assess the balance of services (e.g., direct services & prevention) and the long-term viability of the AMH Division's financial/funding structure.
- Continue monitoring and improvement of service delivery.
- Recruitment, development, and retention of a skilled staff that reflects the diversity of the community.
- Review and monitor federal, state and other funding related to ongoing revenue, future anticipated revenue losses, ongoing subsidization and maximization, and potential new sources of revenue and income.
- Continue to build on strategic partnerships, collaborative relationships, and innovation, and facilitate communication between DHS, AMH, healthcare, social services, addiction and mental/behavioral health services, community and consumer groups and other related service systems and between practitioners and the research and academic communities.

Some additional issues/challenges and opportunities for AMH and the AMH Director include:

- Continue as a quality customer focused organization with enhancement of communications, empowering of employees, promotion of innovation, and adherence to the DHS and AMH Vision and Mission statements and practices.
- Work with the staff to bring stronger management and clinical acumen to AMH at all staff levels and further develop managerial and staff capability and capacity.
- Take the lead in developing staff training, succession planning and performance/quality management.
- Continue to strengthen relationships with the Consumer Council, as well as other consumer and grass roots organizations.

## The Candidate

### Education and Experience

- Graduation from a four (4) year college or university with major course work in psychology, social work, nursing or business/public administration or closely related fields is desirable but not required. A degree in medicine/psychiatry would also qualify.
- Four (4) years of progressively responsible experience related to human services programs with an emphasis in addictions and mental health services is required including development of program rules and policies, long and short-range goals and plans, program evaluation, budget preparation/management and supervision of professional staff.

- Related experience in a medium to large public human services/mental health agency or organization is highly desirable.
- Graduate-level courses in management may be substituted for one year of the required experience.

### **Knowledge, Skills and Abilities**

The successful candidate should have extensive knowledge of addictions and mental health/behavioral health and social services. This person should also have knowledge/skills in:

- Principles and practices of public and business administration.
- Legislative process and policy decision-making, including working with elected officials and the general public with divergent opinions and viewpoints.
- Evaluating funding sources and determining the appropriate courses of action to keep programs, projects, and services within established guidelines and to secure new possible funding.
- Supervision, including team building and performance management.
- Budgetary principles and practices, and understanding of policy and information issues in a complex public service agency.
- Building community, consumer and business based collaborations.
- Emerging issues and strategies related to addiction and mental health programs and services.
- Understanding a broad range of mental health, social services and health issues as they relate to diverse populations.
- Written and oral communications, including the ability to organize and present complex material in a clear, concise and accurate manner, and, the ability to promote a sense of transparency about the direction and activities of DHS and AMH.
- Explaining and interpreting decisions, procedures and requirements to individuals with differing educational levels, backgrounds and interests.
- Personnel management including the ability to coordinate and delegate, supervise, train and develop staff, assess staff capabilities, handle/prevent personnel problems, and optimize staff skills and communication.

In addition, he/she should be able to:

- Exercise good judgment and discretion in establishing, applying and interpreting DHS, AMH, state and federal policies and procedures.
- Express ideas effectively, both orally and in writing.
- Serve the public and fellow employees with honesty and integrity, and establish and maintain effective working relationships with the DHS colleagues and services including Public Health, Medical Assistance Programs, as well as the Oregon University System, and other local, state, national and private entities.
- Work effectively and collaboratively in a team setting.
- Contribute to a positive, respectful, and productive work environment.
- Motivate assigned staff, contractors, and other individuals and groups to coordinate their efforts to achieve designated goals.
- Establish and maintain effective working relationships with a wide variety of people, and work well with diverse groups having varying priorities.

### **Management Style and Personal Traits**

The successful candidate will be someone who is open to staff and the community, is approachable and diplomatic, comfortable engaging in community dialogue, and handling difficult situations without undue stress, and results-oriented. He/she should be a team builder and leader with strong interpersonal skills and the ability to foster and mobilize the leadership of staff and colleagues; have excellent verbal and written communication skills, and is comfortable in a diverse and complex organization and community.

The person should be tactful and politically astute. He/she should be an active listener who is sensitive to the needs, feelings, and opinions of others and communicates well with elected and appointed officials, staff and the community in a clear, direct, positive, open, and approachable manner.

The selected individual must be a person of high integrity and credibility. He/she should also be participatory and facilitative rather than confrontational in nature. In addition, he/she should be able to interact well and comfortably with people at various levels, and of diverse ethnic, social, economic and political backgrounds.

The person selected should be able to think strategically and analyze complex scientific and managerial problems, issues, challenges, and opportunities, evaluating alternative solutions, and adopting effective courses of action. He/she should appreciate technology, be able to multi-task, be hands-on when needed, and have strong follow-through on projects and programs to ensure appropriateness, efficiency, completion, and quality. Finally, he/she should have a good intuitive sense and strategic vision, and be a champion of addiction, mental health and related health and social services on a local, regional, and national level.

### **Compensation**

The current salary range for this position is open with hiring dependent upon experience and qualifications. The State of Oregon and the Department of Human Resources also offers an excellent fringe benefits package including an employer paid health plan, paid holidays, leave accrual and personal leave, membership in the Oregon Public Service Retirement Plan and opportunities to participate in the Oregon Savings Growth Plans. Details are available upon request.

### **How to Apply**

If you are interested in this outstanding opportunity, please submit a detailed resume as soon as possible to:

Robert Neher, Jr., President or Rahn Sibley, Vice President

#### **Neher & Associates**

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Suite 200  
West Sacramento, CA 95605

Telephone: (916) 443-2421  
Facsimile: (916) 443-5949

Applications are preferred electronically at: robertneher@executivesearchneher.com Should you have any questions with regard to your own interest, or a recommendation of a colleague, please contact us at the numbers above. The position will be open until filled, however, it is advisable to apply as early as possible.

***An Equal Opportunity/ADA Employer. Female, minority and disabled candidates are encouraged to apply.***