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POSITION GUIDE

ORGANIZATION:	Milwaukee County
POSITION:	Director, Department of Health & Human Services
REPORT TO:	County Executive
LOCATION:	Milwaukee, WI

MISSION

“Empowering safe, healthy, meaningful lives.”

VISION

Become recognized as the public model of excellence and leadership in human services, driving superior outcomes for our community.

“Together, creating healthy communities.”

VALUES

The agency values of the department are reflected as “DHHS PRIDE:”
Partnership, Respect, Integrity, Diversity, and Excellence

Willis Tower ▪ 233 South Wacker Drive, 84th Floor, Chicago, IL 60606 ▪ 312-986-1166

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PARTNERSHIP: We work collaboratively, fostering trusting relationships with others.

RESPECT: We value the dignity and worth of each individual.

INTEGRITY: We adhere to the highest standards of moral and ethical principles.

DIVERSITY: We view differences of all people, values, and ideas as strengths.

EXCELLENCE: We challenge ourselves to achieve exceptional outcomes.

ABOUT THE DEPARTMENT OF HEALTH & HUMAN SERVICES

The Milwaukee County Department of Health and Human Services (DHHS) provides a wide range of trauma-informed and person-centered services to children and adults through age 60. Programs focus on providing services for youth, families, and persons with disabilities and behavioral health issues. Many of the services provided are mandated by state statute and/or provided through a state/county contract.

With an annual operating budget of \$325 million and a staff of about 900, DHHS is comprised of the following divisions and programs:

Behavioral Health Division The Milwaukee County Behavioral Health Division (BHD) empowers safe, healthy and meaningful lives by ensuring that everyone in Milwaukee County gets connected to great behavioral health care - no matter the severity of their illness or ability to pay. BHD promotes hope through innovative recovery programs in behavioral health wellness, recovery, research and education for individuals and families. BHD serves more than 10,000 people per year between its psychiatric hospital and community-based and mobile services.

Delinquency & Court Services Milwaukee County Delinquency & Court Services Division (DCSD) partners with the community to promote public safety by reducing youth crime, holding youth accountable, and improving youth competencies through DHHS values, consumer focus, technology, evidence-based practices, innovation, and effective partnerships. DCSD takes a trauma-informed approach in understanding youth involved in the juvenile justice system who need a guiding hand to help them become healthy, upstanding adults.

Disabilities Services Division The Disabilities Services Division (DSD) enhances the quality of life for all individuals with physical, sensory, and intellectual disabilities and their support networks living in Milwaukee County. This division plays a key role in helping County residents living with disabilities find enriching employment opportunities. DSD also creates individualized opportunities for persons with disabilities to participate in the community with dignity and respect, while acknowledging their cultural differences and values.

Housing The Housing Division strives to provide Milwaukee County residents in need with a safety net, decent and safe affordable housing, and a connection to opportunities improving the quality of life by using available funding sources in the most equitable and efficient manner.

Management Services Division The Management Services Division provides budgeting, accounting, contracting, and other business and operational support functions to the Director's Office and all divisions of the department.

Energy Assistance Program The Energy Assistance Program (part of the Management Services Division) provides qualified Milwaukee County residents with a one-time annual payment to make energy (heating and electric) bills more affordable. The funding pays a portion of energy costs, but the payment is not intended to cover the entire energy costs of a residence. The amount of the energy assistance payment varies depending on a variety of factors, including the household's size, income and energy costs. In most cases the energy assistance benefit is paid directly to the household's energy supplier. Energy Assistance also helps with home weatherization, and provides crisis assistance when individuals need a furnace replaced or repaired.

ACCOMPLISHMENTS

In recent years, the Department of Health and Human Services has been intentional in accomplishing significant advances for the people of Milwaukee County:

- The Department has served more people, achieved improved outcomes, and implemented more efficient processes, realizing \$29 million in operational efficiencies *and* expanding services by 30%.
- DHHS has substantially reformed how the county administers juvenile justice, utilizing evidence based systems, reducing the number of youth sent to the Department of Corrections by 50%, and thereby decreasing county expense while reducing key crime indicators by 57%.
- DHHS closed the County's two long term mental health care institutions, investing more in community-based care, in accordance with best practice.
- DHHS has developed an ambitious plan to eliminate chronic homelessness, utilizing savings in other areas to invest in housing and supportive services.
- DHHS has eliminated longstanding wait lists for disability services as well as for Section 8 housing by addressing the needs of those on the wait lists.

With a culture of continuous improvement, the Milwaukee County Executive and the DHHS strive to meet best national practices and then, even further, to make

the County's human services the "best in the field." Key indications of this culture of best practice and continuous improvement include the Department's receipt of the White House Challenge for Healthy Communities and the Department's current goal of becoming the first county nationally to earn the Malcolm Baldrige National Quality Award for performance excellence.

OPPORTUNITY

The DHHS Director position is an exceptional opportunity for the right candidate to employ all of his/her skills in management, leadership, partnership, visionary thinking and advocacy for a strong agency composed of a highly talented and committed leadership team and supportive county executive. This position brings an unparalleled opportunity to make systemic improvements in human services access for the 950,000 residents of Milwaukee County and to do so with an elected official who will provide political and administrative support.

The next DHHS Director will have the opportunity to continue the path of developing organizational excellence with a focus on those who depend on the County for service. He or she will have the opportunity to lead a strong team and implement a strategic plan that includes reform and innovation in mental health, juvenile justice, housing, disability services, and more.

This opportunity will allow the successful candidate to truly be of public service and to show how effective, efficient and nimble government can be. It is an outstanding opportunity for an innovative leader who brings together skill, idealism, as well as desire and drive

POSITION SUMMARY

Reporting to the Milwaukee County Executive, the DHHS Director will be a nimble and committed leader who partners with, helps to inspire, and serves as the face of the organization to staff, clients, and partners. The DHHS Director, as the executive office of the Department, will provide strategic direction and accountability, financial and budgeting expertise, and external and internal collaboration. The DHHS Director will invest in and retain a diverse and inclusive team, and will have the opportunity to build upon a positive culture in a challenging environment.

The next DHHS Director will manage and administer a \$325 million agency, leading 900 staff team members and partnering with 300 community-based partners to serve the people of Milwaukee County through a wide range of

services for low-income youth, adults and families, persons with disabilities, and those needing assistance in the realm of behavioral health.

CANDIDATE PROFILE

We seek a proven, accomplished leader with a passion for the mission and who is driven to make a significant difference in the world and his/her community. This values-based individual will bring leadership characterized by unwavering integrity, an ability to garner broad community support, and the ability to lead and execute strategic plans that impact human care and public policy in an often challenging political environment. The successful candidate will build bridges of support for the organization and will support strong internal leaders in carrying forward major new projects and programs.

Candidates must demonstrate experience in organizational management and the ability to build and nurture a culture that is grounded in a shared vision, vibrant in team work, supported by mutual respect and unrelenting in its pursuit of quality. Given the unique and diverse revenue streams of the department, the ideal candidate will demonstrate a proven track record of successfully managing large, complex budgets and agreements in both the public and private sectors.

The successful candidate will have demonstrated skills in operations and business management and will have been a catalyst in fulfilling an agency's vision. Experience making strategic decisions in program design, development, and management in pursuit of broad goals is expected.

High integrity, emotional intelligence, self-awareness and sound judgment are essential to success in this role. We seek a person whose strength of character is well demonstrated; who is composed and unflappable; and who is open and accessible to a highly professional senior leadership team. Additionally, the candidate will be able to, in the most optimum and transparent way, establish strong working relationships with the Board of Supervisors. Comfort with actively cultivating relationships at the top levels of legislative and administrative leadership is a must.

We seek a leader who communicates the agency's mission with enthusiasm. The ability to relate to a wide variety of constituents is essential. The ability to conceptualize, develop, and nurture partnership and collaboration with other organizations is critical. The successful candidate shall demonstrate the ability to articulate a compelling vision and to keep people focused during challenging times.

The candidate we seek will possess the highest level of oral, written and interpersonal communication skills to effectively work with a broad range of individuals and organizations including Board members, professional colleagues, public officials and community partners, as well as the media.

Specific experience in social service management is preferred but not required. At minimum, an affinity for the creation and delivery of human services to individuals, families and children must be evident through previous experiences. A proven ability to hire, coach, lead and inspire employees as an effective team is a must. The candidate must be experienced and comfortable working within a diverse work environment.

A bachelor's degree in a related field is required; a master's degree is strongly recommended. Affiliation with and leadership in local, state, or national professional associations related to human services would be a plus.

To apply, please submit a current resume and letter of introduction to Kittleman & Associates, LLC at <https://www.kittlemansearch.com/milwaukee-county-department-of-health-and-human-services/>

For more information about the Department of Health & Human Services, visit www.county.milwaukee.gov/HealthampHumanServic7753.htm.