



**COUNTY ADMINISTRATOR**  
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TO: Katie Scott, Chair  
Ways & Means Committee

THROUGH: Gregory Dill  
County Administrator

FROM: Ellen G. Rabinowitz  
Health Officer, Washtenaw County Health Department  
Executive Director, Washtenaw Health Plan

DATE: April 17, 2019

SUBJECT: Re-Creation of the Washtenaw Health Plan Executive Director  
Position

**BOARD ACTION REQUESTED:**

It is requested that the Board of Commissioners approve the re-creation of the Washtenaw Health Plan (WHP) Executive Director position.

**BACKGROUND:**

In November 2013, the WHP Executive Director position was placed on hold / vacant status. Ellen Rabinowitz, the WHP Executive Director at the time, accepted a dual position as Interim Health Officer for the Health Department, and continuing Executive Director for the WHP. The Health Officer assignment became permanent in 2014, and Ms. Rabinowitz has continued to lead both organizations since that time.

In 2017, the hold / vacant WHP Director position was administratively modified to create a new Deputy Health Officer position at the Health Department.

Effective August 2019, the current Health Department Health Officer and Executive Director for the Washtenaw Health Plan, Ellen Rabinowitz, will retire.

**DISCUSSION:**

The Washtenaw Health Plan (WHP) is a separate non-profit entity that is a long standing public-private partnership between Washtenaw County government, Michigan Medicine and Saint Joseph Mercy Health System. It is governed by a separate Board of Directors. Administratively, it is connected to the county with all

WHP staff as county employees leased to the non-profit. The WHP rests under the Health Department infrastructure.

The mission of the WHP is to expand access to health care for low-income, uninsured county residents. It fulfills its mission with several programs – an access program (WHP Plan B) which assigns eligible enrollees to a primary care provider, and gives them access to all medically necessary services; a benefits outreach and advocacy program which helps thousands of county residents enroll in and maintain Medicaid and ACA (Affordable Care Act) Marketplace healthcare coverage. The WHP also plays an important coordinating role in the safety net health delivery system and provides support to safety net providers like the Corner Health Center, Packard Health and Avalon Housing. The WHP has an extensive record of providing case management services for WHP members, for families with children across the county, and for immigrants.

Effective August 2019, the current WHP Executive Director and Health Department Health Officer will retire. The Health Department and the WHP both need full time directors who can lead these organizations into the future. The former WHP full time position must be re-created to allow for continued program management and growth and to address continually evolving community need.

**IMPACT ON HUMAN RESOURCES**

Approval of this resolution will result in the creation of one (1) FTE position.

**IMPACT ON BUDGET**

There is no impact on the county budget. Salary and fringe costs and administrative overhead will be covered by the WHP. The salary range for the position is \$79,179.63 - \$125,143.57.

**IMPACT ON INDIRECT COSTS:**

No impact

**IMPACT ON OTHER COUNTY DEPARTMENTS OR OUTSIDE AGENCIES:**

No impact

**CONFORMITY TO COUNTY POLICIES**

This request is in conformance with County policies.

**ATTACHMENTS/APPENDICES:**

Washtenaw Health Plan Executive Director job description.

A RESOLUTION APPROVING THE RE-CREATION OF THE WASHTENAW  
HEALTH PLAN EXECUTIVE DIRECTOR POSITION.

WASHTENAW COUNTY BOARD OF COMMISSIONERS

April 17, 2019

WHEREAS, the Washtenaw Health Plan has been headed by Ellen Rabinowitz since 2001; and

WHEREAS, in November 2013 Ellen Rabinowitz took on a merged role of the WHP Executive Director and Health Officer; and

WHEREAS, Ellen has provided the County Administrator with her intent to retire effective August 2019; and

WHEREAS, the Health Department and the WHP both need full time leadership to manage and lead the organizations into the future; and

WHEREAS, the WHP Board of Directors desires to have a separate, full time Executive Director; and

WHEREAS, this matter has been reviewed by Corporation Counsel, the Finance Department, Human Resources, the County Administrator's Office, and the Ways and Means Committee.

NOW THEREFORE BE IT RESOLVED that the Washtenaw County Board of Commissioners re-creates the Washtenaw Health Plan Executive Director position.

Create:

*Effective April 17, 2019*

<u>Position #</u>	<u>Position Title</u>	<u>Group</u>	<u>Grade</u>	<u>Eliminate</u>	<u>Create</u>
3448-0001	WHP Executive Director	32	34		1.0

*GL Information*

<u>GL Org</u>	<u>Project #</u>	<u>Project String</u>
22105000	22105030	22105030-50001-5000102



**DATE:** 3/25/19

**STATUS:** Regular, Full Time  
**SALARY RANGE:** \$79,149 - \$125,143  
**TITLE:** Executive Director, Washtenaw Health Plan  
**GRADE:** Grade 34  
**UNION AFFILIATION:** Non-Union Employees

**JOB SUMMARY:**

The Executive Director is responsible for the development and management of the Washtenaw Health Plan (WHP), an indigent health care program focused on expanding access to health care for low-income, uninsured county residents. The Washtenaw Health Plan is an independent non-profit created as a partnership between Washtenaw County, Michigan Medicine and Saint Joseph Mercy Health System/Trinity Health. The WHP works closely with the county. The WHP is housed in county offices and its employees are leased employees from the county.

The Executive Director provides overall direction, including strategic planning, budget oversight, fundraising, and administration of programs, staff management and supervision. This position reports directly to the Washtenaw Health Plan Board of Directors.

**EXAMPLES OF DUTIES:**

**Essential Duties:**

- Practices and supports visionary leadership. Works with Board of Directors, staff and other key stakeholders to develop and articulate a vision for the organization, and encourages others to share the vision.
- Creates sense of mission. Facilitates organizational mission development and reassessment; develops policies and processes that translate mission and vision into action.
- Supports and communicates effectively with the Board, providing, in a timely and accurate manner, all information necessary for the Board to function properly and to make informed decisions.
- Facilitates application of systems thinking. Assures that the organization conducts strategic planning, and monitors progress toward strategic goals.
- Exhibits political competencies. Identifies and analyzes health policy issues and alternatives; utilizes principles of media advocacy to communicate the mission to stakeholders; works with community coalitions and advocacy groups; guides the community and organization in seeking policy change and action on health access issues; translates policy decisions into organizational and community programs and services.
- Manages organizational dynamics. Assesses organizational environment, needs, assets, resources and opportunities; develops new organizational structures utilizing knowledge of organizational learning, behavior and culture.

- Engages in team building. Develops organizational team structures and systems focused on customer service and continuous quality improvement; facilitates development of teams; serves as team facilitator, mediator and effective team member.
- Plans, organizes, assigns, directs, reviews and evaluates the work of professional and support staff. Selects personnel and provides for their training and professional development. Creates and promotes leadership development and succession planning opportunities for managers and staff.
- Directs the preparation and administration of budgets. Monitors expenditure of funds.
- Develops resources sufficient to ensure the financial health of the organization. Responsible for fundraising and developing other resources necessary to support the WHP mission.
- Represents the organization in contacts with legislative bodies, hospital and health services agency leadership, community groups, local officials, businesses and others to locate and mobilize resources, encourage support for programs and maintain positive community relations. Makes presentations and responds to the media as required.

The above statements are intended to describe the general nature and level of work being performed by employees assigned this classification. They are not to be construed as an exhaustive list of all job duties performed by personnel so classified.

**EMPLOYMENT QUALIFICATIONS:**

**Knowledge, Skills and Abilities:**

- Principles and practices of community service program development and service delivery to varied populations.
- Solid, hands-on budget management skills, including budget preparation, analysis, decision-making and reporting
- Knowledge of funding sources and community resources for support of public health programs.
- Functions and practices of policy-making boards and commissions.
- Interpreting, applying and explaining complex laws, policies and regulations.
- Strong written and oral communication skills. Strong public speaking ability.
- Demonstrated ability to oversee and collaborate with staff.
- Representing the organization effectively in meetings with governmental agencies, local community and the public.

**LICENSES AND CERTIFICATIONS:**

Must possess a valid Michigan driver's license.

**PHYSICAL DEMANDS:**

Duties require sufficient mobility to work in a normal office setting and use standard office equipment including a computer, vision to read printed materials and a computer screen and hearing and speech sufficient to communicate in person or over the telephone. These requirements may be accommodated for otherwise qualified individuals requiring and requesting such accommodations.

**EDUCATION:**

Possession of an M.P.H or M.S.P.H degree, or a related Master's degree.

**EXPERIENCE:**

A minimum of three (3) years of professional level managerial or administrative experience.