

Alcohol, Drug Addiction and Mental Health Services Board of Cuyahoga County (ADAMH)
with Provisional Authority

CEO Selection Committee

REPORT

December 18, 2008

Members

Felipe Amunategui, Ph.D. ADASBCC
Kathryn Gambatese, Interim Board Chair, CCCMHB
Mary McElrath, Interim Board Chair, ADASBCC
Charlotte Still Noble, ADASBCC
Lisa Thomas, Ph.D., Co-Chair, ADASBCC
Ericka Thoms, CCCMHB
Mary Warr, CCCMHB

Facilitator:

Marlene C. Stoiber, Ph.D.

Purpose of Committee

To recommend the new Executive Director for the Alcohol, Drug Addiction and Mental Health Services Board of Cuyahoga County to the ADAMH Board with Provisional Authority. The objectives are:

- To recommend extent of search, title of position, job description, salary range/benefits package
- To conduct interviews
- To recommend a candidate for the Executive Director position
- To recommend a format for contract
- To recommend a process for annual performance review of the Executive Director

Status

At the December 1, 2008 meeting of the ADAMH Board with Provisional Authority, the Board passed a resolution to name the position, "Executive Director," to approve the job description, to limit the extent of the search to the current Executive Director of ADASBCC and the Chief Executive Officer of CCCMHB, and to limit the contract period to one year.

Following that meeting, the Committee conducted interviews with Dr. Kaye and Mr. Denihan. Dr. Amunategui was not able to be present at that meeting and conducted personal interviews with each candidate.

The Committee held a public meeting on Friday, December 5, 2008 at which time Ms. Rose Fini presented a draft motion to be used in recommending the candidate and other related items; Ms. Tami Fischer provided additional information about salaries and benefits that she and Ms. Chris Paternoster were asked to research; and Ms. Wendy Schweiger presented a draft communications plan which she has since refined with help from Ms. Julie Fogel and Mr. Scott Osiecki.

As a result of the communications plan, the Committee has a detailed protocol for informing major stakeholders following this meeting of the Board (if it makes a decision about the Executive Director). These stakeholders include the county commissioners, other county officials in leadership roles, board members not able to be present tonight, members of the ADASBCC and CCCMHB boards not on the consolidated boards, staff of the two boards, contract providers, and other stakeholders. In addition, Mr. Denihan and Dr. Kaye will meet with their respective staffs tomorrow, December 19th and a joint staff meeting with the co-chairs, Ms. McElrath and Ms. Gambatese, Dr. Kaye, Mr. Denihan are being scheduled for the first week in January. A press release will be issued tomorrow.

Process for Selecting the Recommended Candidate for Executive Director

There were multiple steps in the selection process:

1. Interviews with each candidate by the Committee asking a pre-determined set of questions in executive session (See Attachment A)
2. Review of employee applications, resumes, and other supporting documents provided by the candidates
3. Reference checks of 3 individuals provided by each candidate by Dr. Thomas as chair of the Committee
4. Development of a decision criteria matrix (See Attachment B)
5. Individual assessment of each candidate by Committee members, using the decision criteria matrix as a guide.
6. Oral feedback from each committee member on his/her assessment to other Committee members in executive session and follow-up discussion
7. Agreement on the meaning of consensus: "Consensus means that each person will support the decision at hand, and continue to do so in any communications and actions in the future. Consensus does not mean 100% group agreement with the decision." (Per Juliann Spoth, Ph.D., 2000, 2006) However, committee members will have felt that their opinions were heard, that the process was fair, and that they can support the recommendation.
8. Agreement on the essential skills and experience needed by the new Executive Director to create and manage the new ADAMH Board at this phase of its development.
9. Discussion among the committee members leading to selection with a super-majority vote of 5 of 7 committee members.
10. Following personnel protocol, criminal background checks will be conducted on the candidate selected for the position by the respective Human Resource Director.

Rationale for the Candidate Recommended to the ADAMH Board with Provisional Authority

The recommended candidate for the position of Executive Director of the new ADAMH Board is Mr. William Denihan. This was not a decision that was made lightly or easily. The Committee was highly cognizant of the fact that it had to choose between two highly competent, accomplished candidates, which made the decision making very challenging. In fact, this was not a unanimous decision, but rather one of consensus, as defined above. The process took into consideration the inequity of the number of ADAS and MH board members on the Committee by instituting a super-majority vote of 5 of 7 members. And the Committee members openly recognized that everyone on the committee was conflicted because they had greater knowledge of and experience with one of the candidates and thus were not dispassionate participants. However, at the end of the deliberations, all Committee members expressed feeling comfortable with the decision, that their opinions had been heard respectfully, that the process had been fair, and that they could support the recommendation.

There was much support articulated for Dr. Kaye because of his strong and nuanced mind, academic accomplishments, reflective and thoughtful approach to decision making and communications, respectful manner of working with the ADAS board, expertise in financial management, success in obtaining federal grants, and the high value he placed on accountability as reflected in the performance report card process of the ADAS Board.

The judgment to recommend Mr. Denihan was based on the perceived need for a special type of leader who fits the time and the environment, i.e., a transitional leader for this stage of organization with its presenting issues. Committee members reflected that it would be a challenge to create an integrated, unified consolidated board over the next three years in the context of a normal economy. However, the task will be daunting in today's highly complex and volatile economic environment. In addition to the collapse of the country's financial system, and a recession, last week, the Board of County Commissioners voted for cuts of 5 to 8 percent in county programs; and Governor Strickland reported that cuts in expenses in the State budget could be as high as 25 percent absent help from the federal government. This reality gave pause to the Committee and all agreed that financial health of the new ADAMH Board will be the top most priority.

Given these realities, the Committee determined that there were 5 essential skills needed by the new Executive Director and that Mr. Denihan had a demonstrated track record in each.

1. Ability to maintain as many of the revenue dollars of the ADAMH board as possible, to proactively seize opportunities for growth, and to efficiently manage the expense side of the budget with priority on service provision over administration.
 - Since being at the Mental Health Board, Mr. Denihan lobbied for and received funding from the State of Ohio for children with mental illness, lobbied for and

doubled the county subsidy for mental health from \$14 million to \$28 million, and reduced operating costs to less than 5 percent of the budget.

- He has managed budgets ranging annually from \$120 million at CCCMHB to \$250 million as Director of the Cleveland Department of Public Safety.
2. Strong political networking skill (and contacts) to fight for the financial resources needed for the clients/consumers of the ADAMH board as well as for other regulatory issues related to the field.
 - Mr. Denihan has worked for the State of Ohio, Cuyahoga County, the City of Cleveland, and has run for mayor of the City of Cleveland. He is a resident of the City of Cleveland with a broad network of contacts in both the public and private sectors that he calls on as necessary.
 3. Amazing interpersonal skills to deal with the human resource issues in creating an integrated consolidated board. This translates into the skill to replace attitudes of “us-them” and distrust with attitudes of “we-us” and trust, collaboration, and teamwork; to effectively deal with resistance; to create an atmosphere where employees come to work and like it, feel they are contributing and treated fairly; and to work with the union.
 - Mr. Denihan has a track record of leading public organizations that are in distress to wholeness and to a new level of productivity. When he became CEO of CCCMHB in 2002, the Board was in a turbulent period. He exhibited the strength and ability to make tough decisions and built the organization into what it has become today.
 - In addition to working with the union at CCCMHB, Mr. Denihan negotiated all labor contracts without an extension, for the first time ever in Cuyahoga County when he was Personnel Director for a brief period. He also negotiated the Cleveland solid waste contract that saved \$14.4 million dollars.
 4. Leading/developing an integrated culture in the new ADAMH Board
 - Mr. Denihan is able to speak articulately about both mental health and addiction services and issues. As the CEO of CCCMHB, he has gained a reputation as both an administrator and advocate for those with mental disorders. And he has had personal experience with the complexity of addiction issues. Plus, he has served on various boards of agencies that provide alcohol treatment and has expanded programming for those with addiction problems in many of the public agencies he has administered.

- While not having previously led an organization focused on *both* addiction and mental health issues, he has led large complex organizations with multiple departments and product lines and the different cultures they represented. He is known in the community as a change agent who honors and integrates what has gone before.
5. Exceptional leadership and management skills to integrate all parts of the developing organization over and above those already mentioned
- In addition to having a highly competent staff at CCCMHB, Mr. Denihan has supported the development of a strong board of trustees with a full complement of 18 members who regularly attend meetings, that is reflective of the community, respected widely and sought after for membership. In addition, there are clear boundaries between the roles of staff and trustees.
 - He has generated a relationship of respect between the Board and the Council of Agency Executives that includes an appropriate process for negotiations around non-Medicaid funding and time on the agenda of each board meeting for provider comments.

Recommendations to the ADAMH Board with Provisional Authority (Action Requested)

Refer to the Resolution.

Next Steps

January, 2009 –

- The co-chairs of the Board of Trustees will negotiate the terms of employment with Mr. Denihan which will be memorialized in a Memorandum of Understanding for the period February 1, 2009 through June 30, 2009.
- The CEO Selection Committee will meet to recommend a process for an annual performance review of the new Executive Director of the new ADAMH Board and performance goals. In addition, it will explore a possible recommendation of an ad hoc Board committee to work with staff and providers on performance review policies/protocols, which would also include outcomes for the Board of Trustees.
- The Human Resources Director of CCCMHB will conduct a criminal background check per administrative protocol.

June, 2009 –

- The CEO Selection Committee will hold its final meeting to develop a contract for the Executive Director reflective of negotiated terms for recommendation to the ADAMH on July 1, 2009.

ATTACHMENT A

Consolidated Board of Cuyahoga County Executive Director Interview Question Template

PROTOCOL

1. Each question is asked by identified Task Group member.
2. Any Task Group member may ask follow-up questions.
(Refer to the document "Interview Hints" distributed at 11-21-08 Task Group meeting)

1. **MARY W:** In your current position, how have you helped the Board accomplish its goals and mission?
2. **CHARLOTTE:** The new executive will be responsible for cultivating a new ethos and culture among the consolidated staff. Describe what would be the hallmarks of the "culture" of the agency and staff you will build.
 - a. Follow-up: How will you go about this?
 - b. Describe the top qualities you will look for in your senior executives?
 - c. Have you terminated senior personnel? If so, how did you approach this?
3. **ERICKA:** If you were just informed that there would be a 10% reduction in funding next year, what are the first five things you would do?
4. **FELIPE:** If you are hired for this position, how do you think the new Board will look five years from now?
 - a. How do you view the role of the Executive Director in an organizational strategic planning process?
5. **KATHY G:** Tell us about your experience working with a board of directors.
 - a. What approach and philosophy do you follow in working with boards?
 - b. What is the boundary point between decisions made by the board and those made by the Executive Director? Provide an example to illustrate.
6. **MARY M:** As the Director of the Consolidated Board:
 - a. What would you say to a never evaluated/treated addict/alcoholic who approaches you for help?
 - b. What would you say to a never evaluated mentally ill person who approaches you for help?
 - c. What would you say to the family of each person?

ATTACHMENT B
Executive Director Selection Decision Criteria

Decision Criteria	Information Source	Rank on Scale of 5 (High) to 1 (Low)		Comments
		Russ Kaye	Bill Denihan	
1. KNOWLEDGE: Developed knowledge of various addiction and mental health principles, techniques, services - similarities; differences	Q. 2, 6			
2. ABILITY TO BLEND DISCIPLINES: Ability to effectively blend and integrate two distinct disciplines/systems into a highly functioning organization.	Q. 2, 6			
3. BOARD WORK: Demonstrated success in working with a Board of Directors as evidenced in accomplishing an organization's mission and goals.	Q. 4			
4. LEADERSHIP/MANAGEMENT: Demonstrated leadership and management ability as evidenced through Board administration, budgeting and finance, human resources management, information technology, and facilities management.	Q. 1, 3, 4, 5			
5. LEADERSHIP/MANAGEMENT: Developed skills in team building, organizational and staff development, supervision skills, delegation.	Q. 1, 2, 5			
6. LEADERSHIP/MANAGEMENT: Ability to prioritize and manage multiple projects, adhering to strict deadlines.	Q. 1, 3			
7. LEADERSHIP/MANAGEMENT: High degree of initiative and independent judgment.	Q. 1, 2, 3			
8. LEADERSHIP/MANAGEMENT: Strong analytical and problem solving abilities.	Q. 3			
9. POLITICAL SKILL IN PUBLIC ENVIRONMENT: Ability to work with government officials at all levels, other county departments, and networks within/outside the mental health and other addictions systems to secure funding, and to maximize resources for treatment	Q. 1, 3			
10. COMMUNICATION: Highly effective	Q. 1, 2, 5			

Decision Criteria	Information Source	Rank on Scale of 5 (High) to 1 (Low)		Comments
communication, listening, negotiation, influencing, cultural competency, and presentation skills. Ability to give and receive feedback.				
11. EDUCATION: Academic education and advanced specialized training beyond formal education.	Job Description; Application - Section-III			
SCORE				