



METRO NASHVILLE DIRECTOR OF PUBLIC HEALTH

EXECUTIVE SUMMARY

Nashville is the capital of Tennessee and known for its music industries, earning it the nickname Music City, and it is also known for several colleges and universities. Nashville has a consolidated city-county government with 6 municipalities. The Nashville metropolitan statistical area is estimated to have 1.75 million people, up from 1.59 million in 2010. In 2017, the population of the city proper is at 621,222 -- not including semi-independent municipalities. Nashville is the largest city in the state, the 3rd largest in the Southeastern US, with 528 square miles of land, and encompasses all Middle Tennessee counties.

The Metropolitan Public Health Department (MPHD) is always working to protect, improve, and sustain health for everyone in Nashville and Davidson County. As Nashville grows and changes, our public health needs change, and our health department must grow and develop to serve our community's needs. Our new headquarters, completed in 2014, is symbolic of this change, and the [Metro Public Health Dept Strategic Plan](#) reflects our commitment to the growth and change that we must accomplish in order to best serve our mission.

The Strategic Plan is the result of an inclusive planning process that assessed the organization in a changing community and an evolving public health environment. The plan describes MPHD's vision, mission, values and long-term foundational goals, as well as strategic organization-wide goals through 2020 with corresponding strategies and tactics.

The foundational goals reflect MPHD's ongoing commitments to the core capabilities and services of public health. The strategies and objectives for these goals are often addressed by mandate or contract, and measures and accountabilities specific to these areas will be addressed in the Strategic Business Plan and the Quality Improvement Plan.

Strategic organizational goals were developed through an assessment of the organization and its role within the context of changing community needs. The assessments included an analysis of the Department's Strengths, Weaknesses, Opportunities, and Threats (SWOT) as well as awareness of the four assessments that comprised

the Community Health Assessment: Community Health Status; Community Themes and Strengths; Forces and Trends; and an assessment of our local Public Health System.

These goals reflect our focus on building organizational strengths and competencies as we strive to make progress on our foundational health goals, support the Community Health Improvement Plan, and fulfill a vital and changing role in protecting, improving, and sustaining health in Nashville.

As a community we need to have a broad view of health and well-being and a consistent focus on prevention. Our health is shaped by determinants well beyond the health department and well beyond medical care. Safety, education, economic stability and opportunity, access to healthy food and places to be active all contribute to a healthy community. Opportunities for healthy living need to be everywhere, woven into the fabric of our city.

Improving community health is not something MPHD or any other single organization can do alone. Nashville's Community Health Improvement Plan (CHIP), developed by the Healthy Nashville Leadership Council with facilitation from MPHD, defines our community's strategic health priorities and sets forth a plan of action for MPHD and community partners.

Our vision statement, "people creating healthy conditions everywhere" comes into special focus as we describe where we want to be in 2020. First, we see healthy conditions created through excellence and continuous improvement in our delivery of public health services. Second, we see ourselves facilitating and supporting community efforts that make it possible for all Nashvillians to live healthier lives. Third, we see our organization always becoming a healthier and more positive place to work.

The agency is seeking a dynamic, multi-faceted individual who will be responsible for the leadership and management of a complex metropolitan public health department to assure the successful achievement of the department's vision, mission, and program objectives.

About MPHD

Vision

People Creating Healthy Conditions Everywhere

- We create healthy conditions everywhere in Davidson County through excellence and continuous improvement in public health service.
- We facilitate and support community efforts that make it easier for everyone to live a healthy life here.
- We cultivate a healthy organization and a positive place to work.

Mission

The mission of the Metro Public Health Department is to protect, improve and sustain the health and well-being of all people in Metropolitan Nashville.

Values

- **Professionalism:** We are well trained, knowledgeable, capable, and focused. We strive for excellence and innovation. We are accountable.

- **Respect:** We listen. We care about our customers. We care about one another. We are courteous, friendly, attentive, prompt, and effective in serving our customers, our partners and one another.
- **Integrity:** We are honest, trustworthy and consistent. We are good stewards of the public resources in our care.
- **Dedication:** We are passionate about providing excellent service. We are always available to protect the health and well-being of our customers and community.
- **Equality:** We value diversity in our managers, team members, customers, and partners. We treat our customers, our partners, and one another with fairness and impartiality. We accommodate the special needs of our customers. We strive to eliminate disparities and aim for equity and justice in health.

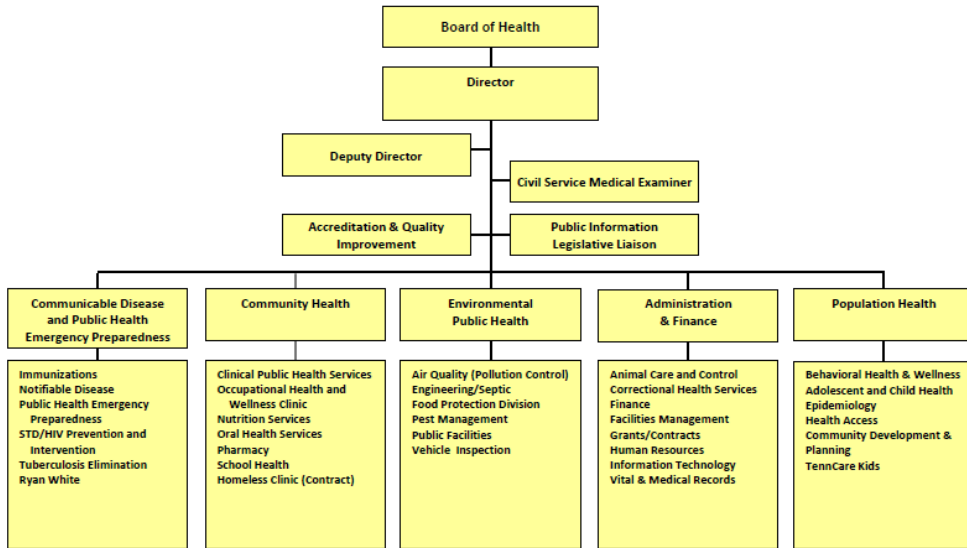
The Metro Public Health Department serves all of Davidson County which includes urban, suburban, and rural areas. Metro Nashville is growing, both in population and in diversity. The MPH D headquarters moved into the new 106,000-square-foot Lentz Public Health Center (below) in July 2014; an environmentally-friendly facility designed with features that support sustainability and promote healthy living.



The new health center is on a bus line, and has a quarter-mile outdoor walking track available to employees and community members. Beyond the headquarters, MPH D operates five additional sites that offer various public health services.

MPH D's workforce is comprised of approximately 500 highly diverse and skilled employees working in 46 programs. The organization is divided into a Director's Office and five bureaus (Administration, Community Health, Environmental Health, Communicable Disease and Emergency Preparedness and Population Health). (See org chart on next page – feel free to click and enlarge it for more details.)

Organizational Chart



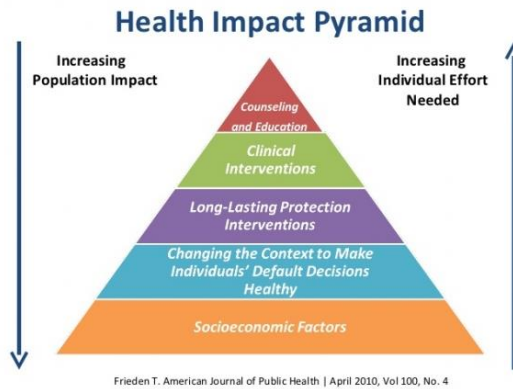
* Approved by the Metropolitan Board of Health on March 10, 2016

PROFESSIONALISM RESPECT INTEGRITY DEDICATION EQUALITY



Prevention Pyramid

As MPH D aims to improve health and wellbeing for everyone in Nashville, it must prioritize public health action that is grounded in data and that has the greatest return on investment. One paradigm that guides its decision-making is the Health Impact Pyramid, also known as the Prevention Pyramid. More details can be found in the Strategic Plan (see link above)



Sample of some of the exciting and critical programs managed by MPH D:

| | | |
|---------------------------------|------------------------------------|------------------------------------|
| Epidemiology Data Resources | Animal Control & Care | Serv. For Correctional Facilities |
| Food Inspection Services | Woman, Infants & Children (WIC) | Immunizations |
| HIV Prevention-Ryan White Prog. | Health Clinic & Homeless Clinic | Medical Exams - Metro Employees |
| Pollution Control Programs | Vehicle Inspection for Air Quality | Emergency Preparedness Admin |
| School Health Nurses | Dental Clinic & Pharmacy | Counselor for Mental Health Issues |

Strategic Organizational Goals

As a result of a collaborative, department-wide process, MPH D established five organizational goals with associated objectives and tactics that the department has committed to in order to fulfill its vision. The goals serve as the focal points for organizational change during the next several years and address equity, building a strong workforce, strengthening community partnerships, and improving departmental capacity and performance.

GOAL 1: STRENGTHEN AND SUPPORT THE PUBLIC HEALTH WORKFORCE

GOAL 2: STRENGTHEN ORGANIZATIONAL PERFORMANCE

GOAL 3: DEVELOP AND STRENGTHEN COMMUNITY COLLABORATION

GOAL 4: ADVANCE HEALTH EQUITY

GOAL 5: ENHANCE PUBLIC HEALTH COMMUNICATION



CORE EXECUTIVE DUTIES:

- The Director of the Metro Public Health Department of Nashville and Davidson County is responsible for the leadership and management of a complex metropolitan public health department to assure the successful achievement of the department's vision, mission, and program objectives.
- Appointed by the Board of Health and also reports to the Mayor, the Director of Health is responsible for a department of approximately 500 employees in 5 bureaus, and multi-sector service delivery partnerships including Metro Nashville Government Departments, community health centers, hospitals, and a broad range of community-based organizations.
- The Director is also responsible for leading the department's senior management team comprised of the Deputy Director and directors for the 5 bureaus: Administration and Finance; Communicable Disease Control and Prevention; Community Health; Environmental Health; and Population Health.
- The Director promotes and supports a culture of health for the population and provides leadership and public health expertise needed to deliver essential services of public health within a variety of settings,

ensures compliance with a broad range of regulations and policies, participates in multi-faceted community health projects and ensures provision of culturally-competent information and assistance to individuals, families and groups.

- The Director assesses evolving public health/health care needs and makes recommendations through the budget process to state and local government; represents the Board of Health and the Metro Public Health Department to community groups, state and regional policy meetings and councils to influence health policy and program development and to increase community awareness of public health issues.
- The Director leads resource development strategies, including federal and state grant development, Medicaid and other insurance vehicles, and private foundation grants.

Other duties/management responsibilities include:

- Develops and implements strategic direction through a collaborative planning process.
- Leads the engagement and marketing of the department's capabilities to potential funding sources and represents the department in state, federal and national discussions which determine future funding possibilities.
- Communicates timely public health information to the general public and health professionals region-wide; leads multi-sector partnerships to improve health status and protect against health threats.
- Leads the department's major presentations on budget and policy to the Council and Board of Health.
- Oversees and prioritizes the accreditation process. (need to provide info on Revenues from State & Federal and Total expenditure budget)
- Enforces public health statutes of the state and county, federal public health requirements and asserts independent authority to act as necessary in order to maintain a state of health.
- Resolves administrative and programmatic conflicts in timely and effective manner; supervises and directs the work of department staff hires.
- Assures community involvement in all aspects of program management and maintains communication with health care providers, community leaders and the general population.
- Develops and implements evidence-based public health practices/programs in collaboration with area universities, community organizations, health care institutions, businesses, and the public.
- Maintains work relationships and research ties to Vanderbilt University and Meharry Medical School.
- Ensures the development of clinical policies and oversees the monitoring of the clinical delivery system.
- Recommends and implements organizational and administrative changes; ensures appropriate service and staffing levels; monitors and evaluates efficiency and effectiveness of service delivery.
- Establishes quality standards and measures to continuously improve services of the department and divisions.
- Assumes other duties and related work responsibilities as assigned or authorized by general law, the Metropolitan Charter, or by ordinance.

Communication and Interpersonal Responsibilities:

- Ensures the beliefs and principles as stated in the department's core values and mission are embodied within internal and external processes and services.
- Explores the feasibility of developing new and expanded programs and services.
- Participates in employee relations and community relations activities.
- Promotes fairness and equity in day-to-day administration of work environment.
- Promotes the highest standards for interpersonal relations demonstrating excellence in verbal and nonverbal communication, listening skills, emotional intelligence, teamwork, negotiation, and problem solving.

REQUIRED QUALIFICATIONS:

- A doctor of medicine certified for practice as such by the state board of medical examiners
- Licensed medical degree from an accredited medical school with a current U.S. medical license
- Ability to obtain Tennessee licensure within 6 months of employment
- Ten years of experience in the active profession of medicine and/or public health practice administration
- Commitment to devote entire time to the duties of this office

*****No Substitutions*****

To apply for the position [click here](#)

DESIRED COMPETENCIES:

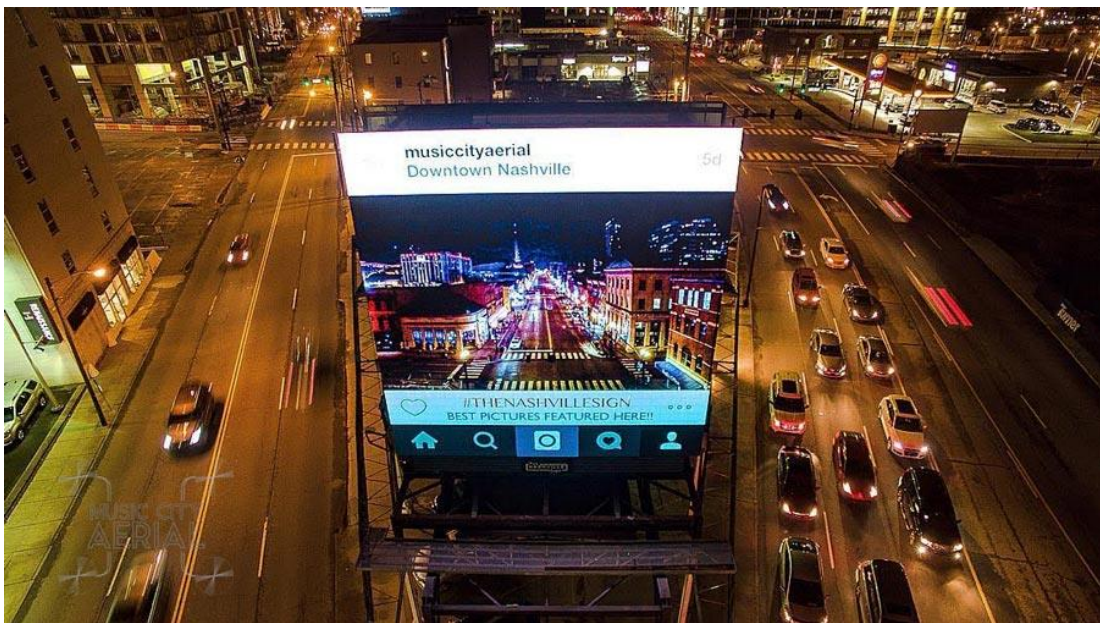
The successful candidate shall have extensive knowledge of public health principles, assessment tools, strategies, techniques, and evaluation techniques as they apply to public health practice and possess additional knowledge/skills in:

- Principles and practices of public and business administration, and the relationship between health and business.
- Legislative process and policy decision-making, including work with elected officials and the general public who hold divergent opinions and viewpoints.
- Evaluating funding sources/determining appropriate courses of action to keep programs, projects and services within established guidelines.
- Supervision, including mentoring, building team cohesion, change management, and conflict resolution.
- Budgetary principles/ practices, understanding of policy and information issues in a complex public service agency.
- Building community, hospital, faith-based initiatives/partnerships, business-based collaborations to improve public health.
- Knowledge of emerging issues and strategies related to public health preparedness.
- Understanding the broad range of health issues as they relate to diverse populations.
- Ability to organize and present complex material in a clear, concise and accurate manner.
- Ability to promote a sense of transparency about the direction and activities of the department.

In addition, he or she should be able to:

- Exercise good judgment and discretion in establishing, applying and interpreting departmental policies and procedures.
- Employ strong administrative and management skills
- Express ideas effectively orally and in writing.
- Serve the public and fellow employees with honesty and integrity; establish and maintain effective working relationships with the general public, co-workers, elected and appointed officials and members of diverse cultural and linguistic backgrounds regardless of race, religion, age, sex, disability, political affiliation, or sexual orientation.

The selected individual will also be required to pass a thorough background investigation, comply with state and federal law related to protecting privacy and security of health information, and adhere to OSHA/WISHA guidelines including but not limited to completing required mandatory training. In addition, he or she must be able to serve during emergencies and disasters.



[Click here](#) for Metro Public Health Department website.