

SC Department of Disabilities and Special Needs

Agency Director Position Profile



About the Agency

The South Carolina Department of Disabilities and Special Needs serves South Carolinians with severe, lifelong disabilities of intellectual disability, autism, traumatic brain and spinal cord injury and conditions related to each of these four disabilities. The agency partners with an extensive provider network across the state to provide access to a variety of services for those with the disabilities outlined above and their families.

Mission

Our mission is to assist people with disabilities and their families in meeting needs, pursuing possibilities and achieving life goals, and to minimize the occurrence and reduce the severity of disabilities through prevention.

Vision

To provide the very best services to assist all persons with disabilities and their families in South Carolina.

Principles – Features of Services and Supports

Person-centered and Community Inclusive

Responsive, efficient and accountable

Practical, positive and appropriate

Strengths-based, results-oriented

Opportunities to be productive and maximize potential

Best and promising practices

Values – Our Guiding Beliefs!



Health, safety and well-being of each person



Relationships with family, friends and community connections



Dignity and respect for each person



Personal growth and accomplishments



Individual and family participation, choice, control and responsibility

Budget

\$700M

A large portion of the budget managed by DDSN is used to pay the provider network across SC. Maintaining clear policies and procedures for the system of reimbursement is critical.

Staff

Approximately 1600 Full Time staff are currently employed by the agency. Staff are housed in the central office (170 staff) in Columbia, SC as well as 4 regional direct care centers (1500 staff).

Services Provided

DDSN provides a wide variety of in home and residential services to those served.

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In home services include:

- Early intervention, a family-focused, in-home service for children ages 3-6, is designed to help families understand their child's development and to provide specific training to address areas of delay.
- Respite services provide temporary care to individuals, allowing families/caregivers to handle emergencies, personal situations, or take a break.
- At-home Supports provides assistance for those who are able to live independently but need support for activities like paying bills, shopping for groceries, assessing medical care, and interacting with the community.
- Employment Services provide assistance in obtaining and sustaining employment. Individuals are able to earn wages and to interact with non-disabled workers. Supported employment includes job coaching, work enclaves, and mobile work crew opportunities.
- Adult Day Services provide a safe and healthy environment for people to develop social and personal care skills for more independent and productive lives.
- Individual and Family Support assists with incurred additional expenses caused by the individual's disability.

Residential Services include:

- Supported and Supervised Living Program Models provide adults with needed support to live in apartments or other (single family) housing. Supervision and support services are tailored to the person's needs.
- Community Training Home Models offer people the opportunity to live in a homelike environment under the supervision of qualified and trained staff. Caregivers are either trained private citizens who provide care in their own homes or service provider employees caring for individuals in a home operated by the provider agency.
- ID/DD Community Intermediate Care Facilities are residences for individuals needing maximum support for their high levels of need. Twenty-four-hour care, supervision, training, recreation, and other activities are provided in this structured environment.
- ID/DD Regional Center Intermediate Care Facilities are operated by the state at five locations, which provide 24-hour care, supervision, and treatment to DDSN's most fragile individuals with the greatest need for support.

Providers & Partners

There are two main types of providers that make up the DDSN statewide system. Those are County-Based Local Disabilities and Special Needs Boards and Private Qualified Providers. The success of DDSN sponsored programs relies on a network of providers. This provider network serves individuals directly in communities across South Carolina. While adhering to the guidance and policies set by DDSN, these providers operate independently.

DDSN Service Partners provide a wide variety of services to include: Intake, Case Management, Early Intervention, Day Activity, Career Preparation, Community Services, Support Center, Residential, Employment Services, Respite, and Adult Companion. Adult dental, adult vision, and prescription drug services are also available.

Medicaid Provider Partners provide a variety of services to include: Adult Day Health Care, Incontinence Supplies, Private Duty Nursing/Nursing Services, Personal Care/Children's Personal Care Aide, Attendant Care/Personal Assistance, Personal Emergency Response Systems, Pest Control Services, Respite, Specialized Medical Supplies, Equipment and Assistive Technology, and Appliances/Assistive Technology.

Behavioral Health Provider Partners provide the following services: Behavior Support, Psychological Services/Counseling, and Psychological Testing.

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Challenges and Opportunities

DDSN is poised for positive change, and the new Agency Director will have the unique opportunity to drive that change by creating a compelling vision for the agency, the regional boards, and the broader provider network. The primary opportunity for the Department of Disabilities and Special Needs is to ensure a consistent level of service across the provider network. With 39 county boards serving the 46 counties across the state, highly effective communication and alignment is essential to providing the best service possible to the individuals and families participating on the programs.

The Commission has decided to move to a fee for service payment model, which would be a significant change for the organization. Moving to this model will provide more accurate data and reporting, closer monitoring of spending, and assurance that individuals are receiving the care needed.

System Structure

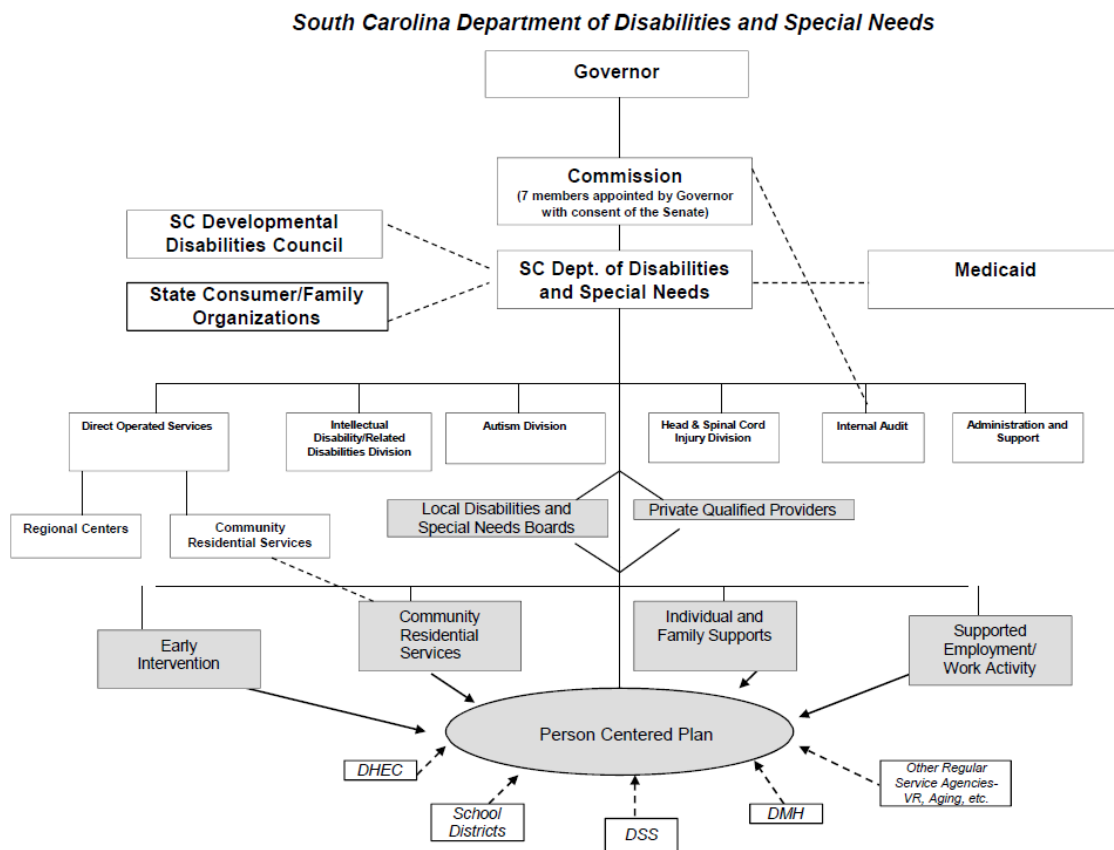
Governance

DDSN is governed by a seven-member Commission appointed by the Governor with the advice and consent of the Senate. A Commissioner is appointed from each Congressional district.

District 1: Mr. Barry D. Malphrus, Vice Chairman
 District 2: Vacant
 District 3: Mr. David L. Thomas
 District 4: Mrs. Robin B. Blackwood, Secretary

District 5: Mr. Gary C. Lemel, Chairman
 District 6: Mr. Eddie L. Miller
 District 7: Mrs. Stephanie M. Rawlinson

System Organizational Chart



Agency Director Position Information

The Commission of the South Carolina Department of Disabilities and Special Needs, the governing board of the South Carolina Department of Disabilities and Special Needs (DDSN) in Columbia, SC, seeks qualified applicants for the position of the DDSN State Director. As Agency Head, the State Director serves at the pleasure of the Commission and is responsible for direction and leadership of the state-wide system of service delivery and programs for South Carolinians with severe lifelong disabilities of intellectual and related developmental disabilities, autism, traumatic brain injury, spinal cord injury, and conditions related to each of these four categories of disabilities.

The State Director administers an annual budget of \$700 million supporting over 40,855 eligible persons and their families. DDSN serves individuals living at home with their families (87%), and individuals with the most severe disabilities and complex needs requiring 24-hour care (13%) in contracted community residential settings or in one of five state DDSN operated regional centers. The State Director will lead 170 Central Office staff and 1500 employees providing direct care in DDSN regional centers.

Primary Responsibilities



Leadership and People Management

- Support the DDSN mission by serving as an authentic leader who communicates effectively with members of the Commission and staff, and provides data and information needed for the Commission to make well-informed decisions.
- Lead with intentionality in cultivating a culture of collaboration, transparency, and engagement.
- Empower the Leadership Team by providing the resources and guidance needed to meet organizational goals.
- Model transparency by communicating frequently with staff regarding strategic decisions through the use of a wide variety of communication methods such as town halls, internal dashboards, etc. Ensure that staff are aware of regulatory changes affecting programs and services.

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- Evaluate progress made towards accomplishing goals outlined in the developed strategic plan; enable the Agency to move forward toward accomplishing those goals.
- Advise on long term impact of new regulations, new programs, and new strategies implemented by the Agency and mandated by the legislature.
- Represent the Agency during times of crisis, keeping the employees, the Commission, the Governor, the Legislature, and the media abreast of the situation as well as the status of the response.
- Build trust with the employee base by actively listening and working to gain an understanding of the needs, issues, and opportunities employees face in performing the day to day work required to achieve the Agency's mission.

External Engagement

- Establish and maintain relationships with the Commission, the Governor, and lawmakers across South Carolina, providing context, information, and data needed to support effective policy development.
- Communicate with the Commission and the Legislature regarding any emergencies or major concerns that would affect South Carolinians with disabilities and special needs.
- Create awareness of programs and services provided by DDSN by being visible and accessible across the state; encourage subject matter experts to engage externally through speaking engagements, participating in advisory boards, and publishing data.
- Establish and maintain effective relationships with the county DDSN advisory boards and ensure consistency in understanding of regulations, policies, and procedures related to the programs implemented by provider networks across the state.
- Develop partnership relationships with providers and those in the community who are supported and regulated by DDSN by developing outreach channels that provide opportunities for constituents to engage in a meaningful way.
- Represent DDSN before the General Assembly, providing needed information, data, and an understanding of issues affecting those with disabilities and special needs in the state, allowing for informed decision making and policy development.
- Represent the Agency during budget hearings; advocate for Agency resource needs and the value of the services provided by the Agency.

Strategic Planning

- Works with the Commission to set short-term and long-term goals and strategic planning efforts; evaluate existing long term strategic plan and facilitate the efforts of the Leadership Team as they lead their respective areas and teams to accomplish the goals set forth therein.
- Evaluate current organizational capacity needs and provide direction to address needs related to budget, staffing levels, professional development, succession planning, and organizational efficiency.
- Advise Commission and Leadership Team on impact of strategic changes; provide recommendations for adjustments that will positively impact the Agency.
- Optimize emergency response strategies by evaluating current policies and procedures and considering input from subject matter experts across the Agency.

Operational and Financial Oversight

- Oversee the creation and management of the overall agency budget. Implement appropriate internal controls and evaluation processes and recommend changes, if necessary.
- Maintain the Agency's fiscal integrity by realigning budgets, ensuring effective use of taxpayer, grant, and foundation funding, and operating the Agency within the approved budget.

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- Present annual budget and monthly financials to the Commission; create awareness of budgetary issues that may affect the Agency's ability to fulfill its mission.
- Guide Leadership Team to look for alternative funding streams through the pursuit of grant and foundation funding.
- Ensure that the Agency is appropriately staffed and has the organizational structure in place to effectively accomplish the goals created through collaboration of the Leadership Team and with the approval of the Commission.
- Evaluate resources and opportunity for investment in information technology and other tools that would impact organizational efficiencies.

Minimum & Preferred Qualifications

- Master's degree from an accredited college or university is required for consideration. A doctorate degree or other advanced degree is preferred.
- Preference will be given to candidates whose field of study is relevant to leading a large organization that provides services to those with special needs and disabilities. Experience administering Medicaid programs is also desirable.
- Ten (10) or more years of senior leadership experience is required.

Additional qualifications include:

- Ability to be a persuasive communicator who is transparent, compelling, and forthright in his/her communication to the Commission, staff, regional boards, providers, and lawmakers.
- Proven leadership capabilities to include the ability to cast a compelling strategic vision.
- Demonstrated ability to manage change and lead through structural and cultural adaptations to meet budgetary, regulatory, and consumer needs.
- Strong managerial experience, especially in complex organizations and systems.
- Exceptional communication skills to include written and oral communication, public speaking, formal and informal presentation skills, and the ability to communicate with a diverse audience of individuals, partner organizations, lawmakers, and Commissioners.
- Proven negotiation skills utilized in advising a commission or board, leadership team, managing partner or community organization relationships, and in leading employees.
- Proficiency in crisis management to include emergency planning and communication.
- Capacity for critical thinking and ability to assess the feasibility of policy options in a complex context.
- Experience working with and maintaining positive relationships with parent, consumer, and advocacy groups.

To Apply

Interested candidates should submit an email of interest and a resume to Christin Mack, Manager of Public Sector Executive Search, at cmack@fgp.com. Please indicate "Application for SC DDSN Agency Director" in the subject line. **All candidates must also complete the state application before May 20, 2021 in order to be considered.** The application can be found at www.careers.sc.gov.

Please note that candidates must meet all required qualifications in order to be considered.