

Building Sustainable Leadership: Borrowing From Within

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Who am I?

- Why Am I Here?
 - *Share an innovative solution to short-term staffing vacancies*
- What will I accomplish?
 - *Convey best practices for staffing that allow mid/high level managers*
- What can you glean from listening to me?
 - *Creative solutions to inevitable staffing shortages*

Background



- Coconino County Public Health Services District
 - Coconino County is the second largest County in the Nation
 - Home of the Grand Canyon, resulting in over a million tourist annually
 - Diverse community including many Tribes and sovereign jurisdictions

Background

- Coconino County Public Health Services District Services:
 - Emergency Preparedness
 - Clinics (STD, HIV, Reproductive Health, Immunizations)
 - Animal Management
 - Environmental Health (food, hotel, tattoo, medical marijuana, etc.)
 - Disease Surveillance & Response
 - Health Promotion
 - Injury Prevention
 - Medical Examiner
 - Behavioral Health

Situation



- Inherited a complex set of Clinic Staff, with distrust of leadership (verified & perceived)
- Clinic Manager left abruptly
- Other departmental leadership staff were at capacity
- Hiring process would be long, needed to be thorough
- Aware that my CM enjoyed innovative solutions, proposed borrowing a manager from another department

Hatching an Idea

- Sent an email describing the opportunity to managers across County Departments
- Had a series of phone interviews within 1 week (9 candidates)
- Determined that two candidates that stood out and I wanted them both!
- Set a start date, plunged in!



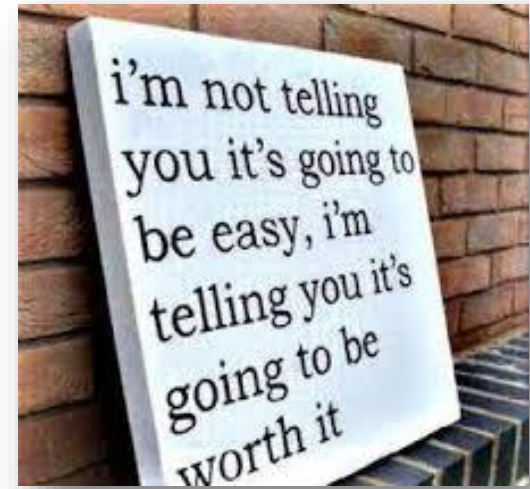
Challenges



- Getting to know staff & culture
 - Motivation & commitment to change
 - History and past decisions
- Understanding core issues
- Establishing credibility and gaining trust
- Building consistency
- Balancing duties between original position and temporary assignment

Lessons Learned

- Personnel & Processes principles apply across departments, however subject matter knowledge is still vital for success
- Confidence in your leadership skills
- Cultural change is all about planting seeds
- Ask for what you need!



Best Practices



- Create a clear outline and goals
- Communicate
- Keep close relationships with staff, form alliances
- Create an environment where change is accepted as the way we do business
- Be compassionate, yet consistent and objective

Questions/Comments?

Additional Information...





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