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December 17, 2014

Ms. Jennifer L. Vanairsdale, Supervisory Investigator  
Atlanta District Office  
U.S. Equal Employment Opportunity Commission  
100 Alabama Street, S.W., Suite 4R30  
Atlanta, GA 30303  
[jennifer.vanairsdale@eeoc.gov](mailto:jennifer.vanairsdale@eeoc.gov)

**Re: Dr. Eric Walsh, M.D., DPH, v. Georgia Department of Public Health  
EEOC Charge No. 410-2014-05843**

Ms. Vanairsdale:

We write in response to the Georgia Department of Public Health's (DPH) letter dated November 17, 2014. In its letter, DPH attempts to shift the blame for its actions, further sullies Dr. Walsh's reputation, and invents a narrative to mask its illegal termination of Dr. Walsh. DPH would have the EEOC believe that it spent hours combing through Dr. Walsh's sermons and then, the day after reviewing those sermons, terminated Dr. Walsh solely because of an obscure form he submitted to his former employer.

DPH incredibly claims that its decision-makers, despite reviewing all the media related to Dr. Walsh, "did not know" whether Dr. Walsh's sermons were the reason for his suspension in California. As the factual record reveals, DPH sought information from the City of Pasadena<sup>1</sup>—information designed solely to create cover for its unlawful discriminatory action in firing Dr. Walsh because of his religious beliefs.

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<sup>1</sup> DPH's reason for inquiring is also dubious: DPH neglects to mention what it learned while searching news about the situation: as was widely reported, an investigation into Dr. Walsh was initiated because of his religious beliefs—and it focused on his religious beliefs. *See, e.g.*, Lauren Gold, "Pasadena Investigation of Eric Walsh to Focus on Job Performance," May 5, 2014, available at <http://www.pasadenastarnews.com/social-affairs/20140504/pasadena-investigation-of-eric-walsh-to-focus-on-job-performance>. (reporting that the investigation would focus "on whether his religious views" impacted his job performance and quoting the City Manager to that effect as well as other influential sources who believed Dr. Walsh's religious beliefs should impact his employment). The local newspaper even ran a story titled "Dr. Eric

**Dr. Walsh's sermons were DPH's primary concern.**

Numerous internal email conversations between DPH officials make it clear that it was Dr. Walsh's sermons that concerned DPH, not his outside employment. In fact, DPH decision-makers engaged in multiple, and lengthy, email conversations regarding Dr. Walsh's sermons, but hardly *any* concerning the reason DPH now offers for his termination. The evidence is overwhelming.

Shortly after Dr. Walsh's interview on May 5, 2014, at DPH headquarters, James Howgate, DPH's Chief of Staff, asked Dr. Walsh to send him links to several of his sermons. On May 9, 2014, Dr. Walsh sent them to the personal email address<sup>2</sup> of Mr. Howgate. *See Exhibit 1.*

Also, the day before Dr. Walsh was terminated, the Director of Human Resources at DPH, Lee Rudd, directed the DPH officials to intentionally review Dr. Walsh's sermons:

OK...I have an assignment for several of us. ***We have to listen to his sermons on You Tube [sic] tonight.*** If we take a couple of hours each, then we should cover our bases. I will enlist Dwana [Prince] to help us. Kate [Pfirman, Chief Financial Officer for the DPH] is going to listen to them as well.

*See Exhibit 2 [emphasis added].*

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Walsh's beliefs disqualify him from being head of Public Health Department." *See* Frank C. Girardot, April 30, 2014, available at <http://www.pasadenastarnews.com/general-news/20140430/dr-eric-walshs-beliefs-disqualify-him-from-being-head-of-public-health-department>. The City Manager of Pasadena explicitly stated that the City of Pasadena would focus its review on Dr. Walsh's sermons. The evidence, including internal emails reveal, DPH took the exact same approach.

<sup>2</sup> It bears noting that DPH failed to disclose this email communication in a recent public records request, even though its letter references the fact that Mr. Howgate, "even asked Dr. Walsh to send links to the more *problematic* sermons." (emphasis added) DPH let., p. 5. That Mr. Howgate *asked* for copies of Dr. Walsh's sermons may, in and of itself, constitute a violation of Title VII. But, it seems that DPH's failure to disclose Mr. Howgate's conversations with Dr. Walsh over his personal email account, may be an attempt to evade future scrutiny under Georgia's public records laws. If subordinate staff to Mr. Howgate followed his example, it is entirely possible that more evidence that we are yet to be made aware of exists indicating the extent to which DPH staff reviewed Dr. Walsh's sermons in violation of Title VII.

Mr. Rudd informs his colleagues and subordinates that listening to Dr. Walsh's sermons is a *mandatory* "assignment." Such an assignment is so massive an undertaking that it would require the assistance of others and, even then, would take "a couple of hours each" to get through them. *Id.* Mr. Rudd even assigned specific YouTube links (ten in total – more than ten hours of preaching!) to various sermons preached by Dr. Walsh to specific DPH employees just to be sure the job was done exhaustively. *Id.*

DPH, through its Director of Human Resources, charged its employees to "listen vary [sic] carefully and make notes" to ensure accuracy and thoroughness. *Id.* As Mr. Rudd himself said, "Don't want his stuff taken out of context but want to be clear." *Id.*

The correspondence also reveals the source of this "investigation": an earful Dr. Patrick O'Neal, the Director of Health Protection for DPH, and others were receiving from community stakeholders and communicating throughout the senior staff at DPH – because those stakeholders took issue with Dr. Walsh's religious beliefs.

Earlier in the afternoon of May 14, 2014, and before Lee Rudd distributed his sermon-listening assignments, Dr. O'Neal received an email from Jacqueline Muther, a member of Georgia's Medical Monitoring Project Community Advisory Board<sup>3</sup> and the HIV Policy and Contracts Manager and Ryan White Part D Project Director for Grady Health System Ponce de Leon Center. Ms. Muther's email shared a link to a media report that quoted heavily from Dr. Walsh's sermons with the following commentary: "Pat: Do you know anything about this? ***Surely we can't bring this guy to Georgia public health!***" See Exhibit 3 [emphasis added].

Later that evening, Melanie Thompson, the Special Advisor to the Commissioner of DPH for HIV, STDs, Viral Hepatitis, and Tuberculosis, shared the same link as Ms. Muther with Dr. O'Neal with the simple commentary, "***Uh oh!*** Is this for real? The community's abuzz already!" *Id.* [emphasis added].

Apparently, these key stakeholders, and others, for DPH recoiled at the thought of hiring a religious man like Dr. Walsh. Such sentiments are confirmed in an email from Bob Shaw, a Human Resources Administrator for the DPH, to Lee Rudd two days later, on May 16, 2014. Evidently, Mr. Shaw had received an angry phone call from "someone that was very upset about our hiring of Dr. Eric Walsh for the DHD [District Health Director] position." See Exhibit 4. The constituent had specifically cited the YouTube

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<sup>3</sup> Georgia's Medical Monitoring Project is a program of the United States Center for Disease Control, administered by DPH, and overseen by a Community Advisory Board of various public health officials from the State of Georgia.

videos of “Dr. Walsh preaching (he is a minister)” – the same sermons Mr. Rudd had watched two nights previous. *Id.* Mr. Rudd informed Mr. Shaw that no action was necessary in response to the “co-chair of the county Democratic Party and a gay activist” who threatened to “arrange protests if [DPH hires] Dr. Walsh,” because that situation had, “been handled.” *Id.*

Notwithstanding the invented narrative found in DPH’s letter, Dr. Walsh had his employment revoked because of the sermons he preached. That alone is an illegal employment practice. *See* 41 U.S.C.S. § 2000e-2(a)(1) (“It shall be an unlawful employment practice for an employer – (1) to fail or refuse to hire or to discharge any individual, or otherwise to discriminate against any individual with respect to his compensation, terms, conditions, or privileges of employment, because of such individual’s . . . religion . . .”).

At the very least, the inescapable conclusion is that DPH senior officials considered Dr. Walsh’s religion and expressions of that religion in making its employment decisions. That is, likewise, an illegal practice by a prospective employer. *See* 41 U.S.C.S. § 2000e-2(a)(2) (“It shall be an unlawful employment practice for an employer – (2) to limit, segregate, or classify his employees or applicants for employment in any way which would deprive or tend to deprive any individual of employment opportunities or otherwise adversely affect his status as an employee, because of such individual’s . . . religion . . .”).

Even if DPH argues – and it cannot based on the factual record – that there were legitimate motivations known at the time Dr. Walsh was hired that would permit DPH to terminate him, the additional scrutiny of Dr. Walsh’s sermons by multiple members of DPH *as a part of the hiring process* is in direct contravention of Title VII. *See* 41 U.S.C.S. § 2000e-2(m) (“ . . . an unlawful employment practice is established when the complaining party demonstrates that . . . religion . . . was a motivating factor for any employment practice, even though other factors also motivated the practice.”).

**Dr. Walsh’s “outside employment” concern attempts to distract the Commission.**

In response to Dr. Walsh’s charge of discrimination, DPH now invents a new narrative, attempting to direct attention away from the illegitimate motivations that led to his unlawful firing. If Dr. Walsh’s outside employment was a significant issue for the county boards of health, it was never mentioned and no one bothered to ask Dr. Walsh

whether he had engaged, or would engage in the future, in any outside employment, or whether his prior employer was aware of his outside activities.

If the previous DHD had caused such consternation – causing an official, internal investigation by DPH’s inspector general – with his outside employment, perhaps *at least one* interviewer would have thought to query Dr. Walsh on that point. In almost one hundred pages of interview evaluations and notes, there is *no evidence* that anyone even asked. *See* Exhibit 5. Moreover, upon learning about Dr. Walsh’s situation, DPH either did not ask the City of Pasadena whether they knew about (or had authorized) his outside employment or felt the answer they received from Dr. Walsh’s former employer insufficiently condemning to mention in their letter. What is more, DPH terminated Dr. Walsh without ever asking him about it.

This newly purported “outside employment” concern is nothing more than pretext for the illegal employment practices of multiple senior officials at the DPH. The factual record reveals that no one at DPH asked because it was not a major concern at the time Dr. Walsh was hired. No one at DPH asked him later, either, even after his supposed failure to report outside employment – rather than statements from key stakeholders for DPH about Dr. Walsh’s religious beliefs – allegedly became a concern to DPH.

DPH’s primary concern, at least originally, was hiring the right person. Dr. Walsh *was* the right person. He was overwhelmingly impressive to those who interviewed him at the DPH – at least until Lee Rudd assigned senior staff to spend overtime hours reviewing his sermons. Dr. Jack Kennedy – the chief interviewer of Dr. Walsh – recommended directly to Commissioner Fitzgerald that Dr. Walsh be hired: “I feel quite certain that we will not be seeing a more qualified candidate for DHD any time in the near future.” *See* Exhibit 6. So convinced was Dr. Kennedy that Dr. Walsh was the right man for the job that he recommended to the Commissioner, “that we be willing to give a [sic] least a little flexibility in his salary.” *Id.*

So glowing was his review of Dr. Walsh, it appears Dr. Kennedy felt the need to qualify his recommendation:

Thanks for supporting our effort to get [public health district] 1-2 the outstanding DHD that our staff and communities deserve and that DPH would greatly benefit from. I am hoping and praying that he stays in the process and will accept an offer if you like him . . . *This is not lobbying*, it’s just education . . .” *Id.* [emphasis added]

Commissioner Fitzgerald replied, “WONDERFUL.” *Id.*

This is the same Dr. Kennedy who, now according to DPH, became entirely disenchanted with Dr. Walsh when James Howgate asked county representatives whether they should terminate Dr. Walsh’s employment on a hastily assembled conference call on May 15, 2014 – the day *immediately after* Lee Rudd, Kate Pfirman, Justin Wade, and Dwana Price had spent several hours each the night before illegally reviewing and evaluating Dr. Walsh’s sermons.

The evidence leads to only one conclusion: DPH, under pressure from activists and community stakeholders, went looking for an excuse by which they might convince the county boards of health to provide cover for their termination of Dr. Walsh.

**The last-minute Form 700 distraction is pretext for discrimination.**

DPH now seeks legal cover in the supposedly incomplete Form 700. As evidenced by DPH’s own documents, that form does not excuse DPH’s termination of Dr. Walsh based on his religion and the expression of his religion. Put simply, Dr. Walsh fully informed his former employer of his activities, going above and beyond any alleged obligations regarding forms, and it is unclear whether Dr. Walsh needed to complete the form at all. Nevertheless, Dr. Walsh completed the forms, corrected the forms, and informed his employer.

The factual record shows DPH did not ask about the complicated California reporting process – or about *any* potential outside employment – during Dr. Walsh’s multiple rounds of interviews. In truth, DPH did not care. Either way, it indicates that for reasons unrelated to his disclosure of outside activities, DPH cut short this aspiring public servant’s career in public health.

DPH could have asked the most important question: was the City actually aware of Dr. Walsh’s outside activities? It was. Dr. Walsh’s outside employment as a pastor and physician was well-known to his employers in the City of Pasadena. Had *any* official with DPH bothered to ask Dr. Walsh of his past outside employment, he would have gladly informed them. Had *any* official at DPH asked Dr. Walsh whether he intended to continue outside employment, he would have gladly discussed the matter. They did not. Instead, they heard of his outside activities as a pastor, unlawfully demanded he provide them links to those sermons, ordered multiple senior staff to review those sermons, and then terminated his employment the very next day.

**DPH hired Dr. Walsh, provided him with a start date, and as a result, Dr. Walsh quit his former job, and is covered under Title VII.**

Various email conversations involving senior officials at DPH make it clear that DPH considered Dr. Walsh to have been hired. Dr. Walsh had been granted time off for a pre-planned vacation and had been given a starting date by which he was to report. *See* Exhibit 1 to the “Statement in Support of Dr. Eric Walsh’s Charge of Religious Discrimination and Retaliation.”

DPH’s Director of Human Resources, Lee Rudd, in an email dated May 7, 2014, sent to multiple senior DPH staff, stated it quite clearly, “[Dr. Walsh] has accepted the position and will begin work on June 16, 2014.” *See* Exhibit 7.

Dr. Walsh’s one-time Deputy Health Director obviously believed that DPH had hired him. In an email<sup>4</sup> dated May 9, 2014, and sent to multiple state and local DPH officials, Louise Hamrick welcomes Dr. Walsh to his new position and offers to assist his transition to the area and role. *See* Exhibit 2 to the “Statement in Support of Dr. Eric Walsh’s Charge of Religious Discrimination and Retaliation.”

Furthermore, Dr. Jack Kennedy, who both apologized for “lobbying” for Dr. Walsh’s hire and later declared he was “done” with him, clearly considered Dr. Walsh hired. In response to Ms. Hamrick’s email, Dr. Kennedy<sup>5</sup> expands the welcome and offers to assist in the transition – including the use of his personal cabin:

Eric,

Great news that you and your family are coming to Georgia.

Please let me know if I can help in any way. I have been in Cobb since 1986 and have a cabin up in Gilmer County in your new district.

*See* Exhibit 8.

Any claims that DPH officials – state or local – did not consider that Dr. Walsh had been hired are patently false and an attempt to further hide DPH’s illegal employment practices. DPH offered to employ Dr. Walsh and then confirmed his

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<sup>4</sup> DPH did not disclose this email in response to a recent public records request.

<sup>5</sup> *Id.*

acceptance of DPH's offer. DPH held him out as an employee, internally and externally. Moreover, Dr. Walsh relied on DPH's promise, resigning his Pasadena position in anticipation of moving. He prepared to move to Georgia along with his family. Thus, DPH caused Dr. Walsh tremendous harm when it suddenly and unlawfully terminated him.

**DPH attempts to shift blame to county boards when DPH was the key decision-maker, but regardless, Dr. Walsh's termination was motivated by his religious beliefs.**

Despite announcing to the public that they had hired Dr. Walsh, despite having introduced Dr. Walsh to key staff as the new DHD, despite setting a start date for Dr. Walsh, and despite approving his request for pre-planned vacation, DPH now claims for the first time that they had not, in fact, hired Dr. Walsh. Georgia's statute as well as DPH's conduct and communications all belie DPH's after-the-fact assertion that Walsh's termination was coincidental.

While DPH admits that it has some responsibility in its "hybrid public health structure" as to the employment of a District Health Director (DHD), in its letter, it tries shifting the entire hiring burden to county boards of health – even though the organizational chart attached to DPH's letter reveals that District Health Directors report directly, and solely, to Commissioner of DPH.

But that, too, is a distraction from the actual reason for Dr. Walsh's termination: his religion and the expression of his religion. To begin with, even if correct, it would only raise the question of why the county boards acted as they did – and who prompted them to do so. But DPH's argument about county boards is also incorrect: county boards of health are asked to approve of District Health Directors, but nowhere in the statutes cited by DPH does the Georgia Legislature give county boards of health "veto over the appointment of the DHD" as DPH claims. DPH letter, p. 2. DPH omits the statute's language, which provides that county boards of health must consent to the creation of health *districts*. Georgia's statute then separately provides that the Commissioner may call upon the boards or a representative from each to approve a director – but, unlike the sentence immediately prior, the statute says nothing about unanimous consent:

The department is authorized, with the consent of the boards of health and the county authorities of the counties involved, to establish health districts composed of one or more counties. The county boards of health of the constituent counties shall, at the call of the commissioner, meet in joint



session to approve the selection of a director appointed by the commissioner to serve such boards in common.

O.C.G.A. § 31-3-15.

DPH wants the EEOC to believe it is required to obtain unanimous consent in an attempt to place the decision beyond the reach of DPH. But no such requirement exists. And even if it did, it would only raise the question of whether the county boards acted illegally—or, as DPH’s letter seems to indicate, whether they were prompted, for illegal reasons, to act as they did due to DPH’s nudging. DPH cannot avoid responsibility by convening a meeting of its agents to take the employment action.

At most, the meeting with the county boards of health is a sideshow: under Georgia law, DPH makes a “selection” of a director – who reports to the Commissioner of DPH – before seeking county board approval. After reviewing Dr. Walsh’s sermons and receiving angry feedback about them from key community stakeholders, DPH decided it no longer wanted its selection, so it is unsurprising that DPH engineered a meeting where Dr. Walsh would be removed.

As DPH’s communications reveal, DPH employs the DHD, the DHD reports solely to Commissioner of DPH, and DPH selects the DHD. DPH felt so confident in its selection of Dr. Walsh that it had already announced his hiring – which would make little sense if the county boards, in fact, held “veto power”. In short, DPH wields enormous influence in hiring its own personnel: in this case, for instance, DPH had already announced that Dr. Walsh had been hired.

**DPH terminated Dr. Walsh because of his religious beliefs.**

DPH hired Dr. Walsh. He was in the process of finalizing the myriad details necessary to move his family across the country and start a new position. He had answered openly, honestly, and thoroughly any question asked of him by DPH – including a request to turn over his sermons – speech protected by the First Amendment and normally off limits to prospective employers. Only after interested stakeholders expressed dismay over his religious beliefs, and after DPH’s Director of Human Resources *required* senior staff to review, take notes on, and evaluate Walsh’s religious expressions as part of a supposed background check was Dr. Walsh fired.

DPH presents to the EEOC a new, unsupported narrative that Dr. Walsh was fired for somehow failing to disclose outside employment – despite the fact he was under no

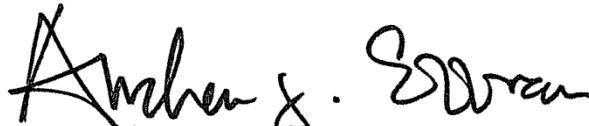
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affirmative obligation to disclose to DPH and, further, *actually had previously disclosed to his former employer* – his work as a pastor and public health physician. But that cannot change multiple Title VII infractions committed by multiple officials at DPH in the hiring and firing of Dr. Walsh. Nor can it erase what the evidence indicates: DPH terminated Dr. Walsh due to his beliefs and others' opinions about them. The fake concern over his outside activities was a later attempt to justify his termination and DPH's attempt to shift the blame to the county boards of health is simply an attempt to inoculate its senior officials and the Commissioner of any culpability.

We appreciate your continued investigation into this serious matter. Please let us know if we can provide any additional information or documents.

Sincerely,

A handwritten signature in black ink, appearing to read "Andrew Y. Coffman". The signature is stylized with a large initial "A" and a long, sweeping underline.

Andrew Y. Coffman  
Parks, Chesin & Walbert

Hiram Sasser, Director of Strategic Litigation,  
Liberty Institute

Jeremy Dys, Senior Counsel, Liberty Institute

Cleve Doty, Counsel, Liberty Institute

*Counsel for Dr. Eric Walsh*

# **EXHIBIT 1**

**From:** Eric Walsh [REDACTED]  
**Date:** May 15, 2014 at 10:42:00 AM EDT  
**To:** [REDACTED]  
**Subject:** sermon links

Here are 4 of the most pressing sermons. These are audio files that can be downloaded to a phone or iPod. Let me know if the links don't work.

<https://www.audioverse.org/english/sermons/recordings/3307/the-kingdom-lost-spiritualism-goes-mainstream.html>

<https://www.audioverse.org/english/sermons/recordings/4298/evolution-and-the-sorcerers-stone.html>

<https://www.audioverse.org/english/sermons/recordings/2907/the-good-soldier.html>

<https://www.audioverse.org/english/sermons/recordings/1452/who-or-what-is-antichrist.html>

# **EXHIBIT 2**

**Prince, Dwana**

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**From:** [REDACTED]  
**Sent:** Wednesday, May 14, 2014 4:04 PM  
**To:** Wade, Justin M; Prince, Dwana T  
**Subject:** RE:

OK...I have an assignment for several of us. We have to listen to his sermons on You Tube tonight. If we take a couple of hours each, then we should cover our bases. I will enlist Dwana to help us. Kate is going to listen to them as well.

Lee Rudd  
Director of Human Resources  
Department of Public Health  
2 Peachtree Street, 16<sup>th</sup> Floor  
Atlanta, GA 30303

[REDACTED]

[REDACTED]

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**From:** Wade, Justin M  
**Sent:** Wednesday, May 14, 2014 3:32 PM  
**To:** Rudd, Lee  
**Subject:** RE:

He hasn't started the process, yet. The online access in NEOGov reflects "send activation" which means he has started the on-boarding process in NEOGov. The status would have changed to "activated", if he had completed his registration into the hiring portal.

Thanks,

**Justin Wade**  
**HR Business Partner**  
GA Department of Public Health

[REDACTED]

**We Protect Lives.**

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**From:** Rudd, Lee  
**Sent:** Wednesday, May 14, 2014 3:22 PM  
**To:** Wade, Justin M  
**Subject:**

Have we gotten the documents from Eric Walsh so that we can conduct a background check?

WALSH 000613

Lee Rudd  
Director of Human Resources  
Department of Public Health  
2 Peachtree Street, 16<sup>th</sup> Floor  
Atlanta, GA 30303



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**Prince, Dwana**

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**From:** Wade, Justin M  
**Sent:** Wednesday, May 14, 2014 4:20 PM  
**To:** Rudd, Lee; Prince, Dwana T  
**Subject:** RE:

OK, I will check out some of his sermons.

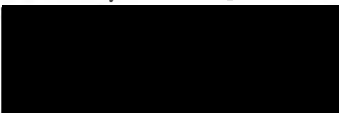
**Justin Wade**  
**HR Business Partner**  
GA Department of Public Health  


**We Protect Lives.**

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Thanks,

WALSH 000615



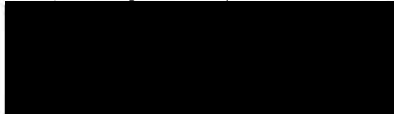
**Justin Wade**  
**HR Business Partner**  
GA Department of Public Health  


**We Protect Lives.**

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**To:** Wade, Justin M  
**Subject:**

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Lee Rudd  
Director of Human Resources  
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2 Peachtree Street, 16<sup>th</sup> Floor  
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## Rudd, Lee

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**From:** Rudd, Lee  
**Sent:** Wednesday, May 14, 2014 4:57 PM  
**To:** Pfirman, Kate  
**Subject:** RE: Here are links for your listening tonight

That is our new hire...I promise. He speaks all over the place. This is not the guy you were listening to this morning. Dr. Eric Walsh is a bit heavier. Maybe I need to take a break and look at him when I get home. You are making think I am losing it.

Lee Rudd  
Director of Human Resources  
Department of Public Health  
2 Peachtree Street, 16<sup>th</sup> Floor  
Atlanta, GA 30303



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**From:** Pfirman, Kate  
**Sent:** Wednesday, May 14, 2014 4:46 PM  
**To:** Rudd, Lee  
**Subject:** Re: Here are links for your listening tonight

This pic looks like the other Eric Walsh. Our eric is at altadena church.

**From:** Rudd, Lee  
**Sent:** Wednesday, May 14, 2014 04:36 PM  
**To:** Pfirman, Kate  
**Subject:** RE: Here are links for your listening tonight

They are both the Eric Walsh with his picture and from California....

Lee Rudd  
Director of Human Resources  
Department of Public Health  
2 Peachtree Street, 16<sup>th</sup> Floor  
Atlanta, GA 30303



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**From:** Pfirman, Kate  
**Sent:** Wednesday, May 14, 2014 4:32 PM  
**To:** Rudd, Lee  
**Subject:** Re: Here are links for your listening tonight

My two are the wrong Eric Walsh, I believe.

**From:** Rudd, Lee  
**Sent:** Wednesday, May 14, 2014 04:23 PM  
**To:** Pfirman, Kate; Wade, Justin M; Prince, Dwana T  
**Subject:** Here are links for your listening tonight

Kate –  
<http://youtu.be/GslbQab6eck>

<http://youtu.be/-U1xp6BKP4g>

Lee-  
<http://youtu.be/VtKCAbx58Fk>  
<http://youtu.be/hAitRoTgVqE>  
<http://youtu.be/9AX6b6S3OEM>

Justin-  
<http://youtu.be/MjxssU7Y-QI>  
<http://youtu.be/O6iIU1YT8j8>  
<http://youtu.be/GslbQab6eck>

Dwana-  
<http://youtu.be/9AX6b6S3OEM>  
<http://youtu.be/VtKCAbx58Fk>

Lee Rudd  
Director of Human Resources  
Department of Public Health  
2 Peachtree Street, 16<sup>th</sup> Floor  
Atlanta, GA 30303

Reader Advisory Notice: Email to and from a Georgia state agency is generally public record, except for content that is confidential under specific laws. Security by encryption is applied to all confidential information sent to by email from the Georgia Department of Public Health (DPH). This message is only intended for specific recipient(s) and may contain privileged, private or sensitive information. If you received this message in error, please delete it and contact me.

**Rudd, Lee**

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**From:** Rudd, Lee  
**Sent:** Wednesday, May 14, 2014 4:21 PM  
**To:** Wade, Justin M  
**Subject:** RE:

I send a list out....We need to listen vary carefully and make notes....Don't want his stuff taken out of context but want to be clear.

Lee Rudd  
Director of Human Resources  
Department of Public Health  
2 Peachtree Street, 16<sup>th</sup> Floor  
Atlanta, GA 30303

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**From:** Wade, Justin M  
**Sent:** Wednesday, May 14, 2014 4:20 PM  
**To:** Rudd, Lee; Prince, Dwana T  
**Subject:** RE:

OK, I will check out some of his sermons.

**Justin Wade**  
**HR Business Partner**  
GA Department of Public Health

**We Protect Lives.**

**From:** Rudd, Lee  
**Sent:** Wednesday, May 14, 2014 4:04 PM  
**To:** Wade, Justin M; Prince, Dwana T  
**Subject:** RE:

OK...I have an assignment for several of us. We have to listen to his sermons on You Tube tonight. If we take a couple of hours each, then we should cover our bases. I will enlist Dwana to help us. Kate is going to listen to them as well.

Lee Rudd  
Director of Human Resources

# **EXHIBIT 3**

Mail

Calendar

Contacts

Deleted Items (3)

Drafts [7]

Inbox (157)

Junk E-Mail

Sent Items

Deleted Items (3)

Manage Folders...

Reply

Reply to All

Forward

Move

Delete

Junk

Close

**Dr. Eric Walsh**

Jacqueline Muther

Sent: Wednesday, May 14, 2014 3:56 PM

To: Pat O'Neal

Pat: Do you know anything about this? Surely we can't bring this guy to Georgia public health!

<http://www.pasadenaindependent.com/news/featured/georgia-wants-more-information-on-walshs-background/>

Jacqueline Muther

HIV Policy and Contracts Manager

Ryan White Part D Project Director

Grady Health System Ponce de Leon Center

341 Ponce de Leon Avenue

Atlanta, GA 30308

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WALSH 000659



Mail



Calendar



Contacts



Deleted Items (3)



Drafts [7]



Inbox (157)



Junk E-Mail



Sent Items

Deleted Items (3) ▾



Manage Folders...



Reply



Reply to All



Forward



Move



Delete



Junk



Close

**Eric Walsh****MELANIE THOMPSON****Sent:** Wednesday, May 14, 2014 7:00 PM**To:** Pat O'Neal

Uh oh!

Is this for real? The community's abuzz already!

M

<http://www.pasadenaindependent.com/news/featured/georgia-wants-more-information-on-walshs-background/>



# **EXHIBIT 4**

## Rudd, Lee

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**From:** Rudd, Lee  
**Sent:** Friday, May 16, 2014 2:48 PM  
**To:** Shaw, Bob M; Stringer, Kimberly A  
**Subject:** Re: Constituent Call - Dr. Walsh

This has been handled. You do not have to take action. Kimberly will know what to do. Thanks for telling us.

**From:** Shaw, Bob M  
**Sent:** Friday, May 16, 2014 01:41 PM  
**To:** Rudd, Lee; Stringer, Kimberly A  
**Subject:** Constituent Call - Dr. Walsh

I just took a constituent call from someone that was very upset about our hiring of Dr. Eric Walsh for the DHD position. They cited news stories on WSB (Channel 2) and YouTube videos of Dr. Walsh preaching (he is a minister). Specifically that "gay people are damned."

<http://www.wsbtv.com/news/news/local/local-public-health-director-candidate-under-fire-/nfxfd/>

The constituent indicated they are the co-chair of the county Democratic Party and a gay activist and he will arrange protests if we hire Dr. Walsh.

Constituent Info:  
Ken Ragan  


# **EXHIBIT 5**

**DISTRICT HEALTH DIRECTOR INTERVIEW**  
**March 2014**

**LEGEND**

Highly Acceptable = 3 points  
Acceptable = 2 points  
Unacceptable = 1 point

Applicant Name: Eric Walsh

Interviewer Name: Rod B. Weaver

Date/Time: 3/25/14

1. Tell us how your skills and work experience will help you be successful in the job of District Health Director for Public Health.

- Follow-up:
- a) What attracted you to this position?
  - b) What size budgets have you managed? *17.5 million*
  - c) What type of management style do you prefer?
  - d) How does this position factor into your short/long term career goals?

Evaluation Considerations:

☒ Highly Acceptable – work experience indicated a scope of responsibility comparable to or greater than that of DHD. Candidate was specific in describing how his work experience prepares him for the DHD job.

☐ Acceptable – work experience indicated a scope of responsibility less than that of DHD. Candidate was general in describing how his work experience prepares him for the DHD job.

☐ Unacceptable – work experience indicated a limited scope of responsibility and insufficient to prepare the candidate to be successful in the DHD job. Candidate is unable to clearly articulate previous experience and its application to the DHD job.

Evaluation and Comments:

*from Salix  
Alabam  
works to more back south  
(public health training)*

*is sub  
prev. med - pub. health  
master in Pub Health  
Orange Co - California  
why Dalton? from California  
pub. health training*

*W. of Mann - FL -*

*mgt - servant leadership  
want buy-in  
protect / support / develop*

*very articulate*

2. As District Health Director, what strategies would you use to increase the positive perception of Public Health throughout the district?

Follow-up: What experience do you have working with local media?

Evaluation Considerations:

Highly Acceptable – candidate provided several acceptable and appropriate strategies\* to increase the positive perception of PH in the community.

Acceptable – candidate provided some acceptable and appropriate strategies\* to increase the positive perception of PH in the community.


Unacceptable – candidate provided limited or no acceptable and appropriate strategies\* to increase the positive perception of PH in the community.

**\*Acceptable and appropriate strategies include, but are not limited to:** proactive contacts with local media to cover PH initiatives/activities/events; collaborating with community partners and/or health care providers to cover PH events; letters to newspapers and/or print media; feature articles on PH programs/activities; press conferences to announce PH events; town hall meetings; community surveys; satisfaction surveys; use of web site and social marketing.

Evaluation and Comments:

on news alert  
interviewed regularly

regularly re-contacts  
be instructed  
pub health - good for bus / comm  
only more may

  
3. The federal government is considering changing the Medicaid funding criteria from a treatment based allocation to fee-for-service based allocation. Describe your experience developing strategies for maximizing fees for service.

Evaluation Considerations:

☒ Highly Acceptable – provided specific examples of personal experience developing strategies in an operational setting. Candidate also offered substantive ideas and examples to address the fee issue.

☐ Acceptable – described a general knowledge of developing strategies to maximize fees for service.

☐ Unacceptable – did not present a clear or understandable approach to strategies for maximizing fees for service.

Evaluation and Comments:

*for f same  
max wll - max my  
new cost*

*allot*

4. An important role of the District Health Director is building and sustaining relationships with not only staff, but also with legislators, County Board of Health members, County Commissioners and other elected officials. Tell us about your experience with building and sustaining relationships with board members and/or elected officials.

Follow-up: a) Give us an example of how you used these relationships to achieve a particular purpose or goal.  
b) Give us an example of a particular conflict or challenge you experienced in working with board members or elected officials, how you addressed the challenge and what was the outcome.

Evaluation Considerations:

Highly Acceptable – provided specific examples of positive experience in building and sustaining relationships with board members and/or elected officials. Candidate provided example of effective use of such relationships to achieve a particular purpose or goal. Candidate described an example of addressing a challenge in working with a board member or elected official in an appropriate manner.

Acceptable – indicated a general knowledge of building and sustaining relationships with board members and/or elected officials, but has no or limited experience with such.

Unacceptable – did not present a clear or specific understanding of building and sustaining relationships with board members and/or elected officials and has no experience with such. Candidate provided only vague generalities.

Evaluation and Comments:

*collect 7 solutions  
for elected officials*

*for 2/2/28*

5. How would you begin to assess or evaluate current Public Health programs and services provided by the District to determine their benefits and whether they need to be continued, revamped, expanded, discontinued and/or new programs or services developed?

Follow-up:

Evaluation Considerations:

\_\_\_ Highly Acceptable – described a comprehensive process for reviewing information about programs and services, which includes specific components, such as analysis of data, trends, cost, benefits, outcomes, alignment to the PH mission, goals and priorities. Candidate describes a thoughtful process which involves staff and others in the evaluation process.

\_\_\_ Acceptable – described a general process for reviewing information about programs and services, which may include some of the above specific components. Candidate's description does not include involvement of staff.

\_\_\_ Unacceptable – did not describe a process for reviewing information about programs and services which includes any of the above specific components or other acceptable components.

Evaluation and Comments:

Review data  
selecting  
look at information (numbers)  
use data to drive change

very articulate  
knowledgeable  
has a broad perspective  
can see the big picture  
long term goals?  
where is he going?  
good exp.



6. The District Health Director is a state employee who reports directly to the Department of Public Health Commissioner and also serves as the Chief Executive Officer for each of the six (6) County Boards of Health. Tell us about any experience you have had reporting to two different entities or tell us how you would manage this organizational requirement.

Follow-up:

Evaluation Considerations:

☒ Highly Acceptable – provided first-hand knowledge and experience reporting to two different entities or described an appropriate way of managing this organizational requirement.

☐ Acceptable – described an acceptable way of managing this organizational requirement, but has no or little first-hand knowledge of such.

☐ Unacceptable – did not describe experience with managing this organizational requirement and was not able to describe an acceptable way of managing such.

Evaluation and Comments:

7. During the past several years, Public Health has undergone several budget cuts. What has been your experience in addressing budget reductions.

Follow-up: As District Health Director describe the process you would use, the types of data and information you would review and the criteria you would use in preparing for such cuts.

Evaluation Considerations:

☒ Highly Acceptable – described a detailed process, which included review of past budget cuts, impact on services and staff, use of appropriate criteria, such as PH mission, Strategic Plan, PH priorities, evidence-based support, effective or demonstrated effective intervention, focus on prevention, cost benefit and number of people affected.

☐ Acceptable – described a general process which included some of the above components.

☐ Unacceptable - did not describe an adequate process.

Evaluation and Comments:

8. Tell us your experience with using a disciplinary process in managing difficult or challenging staff.

Follow-up: Explain your experience in setting/managing Human Resources policies.

Evaluation Considerations:

\_\_\_ Highly Acceptable – has experience and described in detail a step-by-step process for disciplining staff using appropriate decision-making criteria. Candidate has experience and provided appropriate examples of managing HR policies.

\_\_\_ Acceptable – has little or no experience, but was able to describe in detail a step-by-step process for disciplining staff appropriately. Candidate has little or no experience in setting or managing HR policies, but provided appropriate examples of such.

\_\_\_ Unacceptable – did not describe appropriate disciplinary process. Candidate was not familiar with setting or managing HR policies.

Evaluation and Comments:

aged off  
find 3

Right to Work spts (GA)  
union = CA

ply to the state

Write appropriate staff  
disc policy fundamentals

disc everything

Good to Great  
Team Culture

23

**DISTRICT HEALTH DIRECTOR INTERVIEW**  
**March 2014**

**LEGEND**

Highly Acceptable = 3 points  
 Acceptable = 2 points  
 Unacceptable = 1 point

Applicant Name: ERIC G. WALSH

Interviewer Name: Rob Jones

Date/Time: 2/25/14 2:50 PM.

1. Tell us how your skills and work experience will help you be successful in the job of District Health Director for Public Health.

- Follow-up:
- a) What attracted you to this position?
  - b) What size budgets have you managed?
  - c) What type of management style do you prefer?
  - d) How does this position factor into your short/long term career goals?

Evaluation Considerations:

☒ Highly Acceptable – work experience indicated a scope of responsibility comparable to or greater than that of DHD. Candidate was specific in describing how his work experience prepares him for the DHD job.

☐ Acceptable – work experience indicated a scope of responsibility less than that of DHD. Candidate was general in describing how his work experience prepares him for the DHD job.

☐ Unacceptable – work experience indicated a limited scope of responsibility and insufficient to prepare the candidate to be successful in the DHD job. Candidate is unable to clearly articulate previous experience and its application to the DHD job.

Evaluation and Comments:

HANDING Budget's / Hiring & Dismissal  
 A TRAINING IN ADMINISTRATION A.D.A./  
 "SERVANT LEADERSHIP"

2. As District Health Director, what strategies would you use to increase the positive perception of Public Health throughout the district?

Follow-up: What experience do you have working with local media?

Evaluation Considerations:

☒ **Highly Acceptable** – candidate provided several acceptable and appropriate strategies\* to increase the positive perception of PH in the community.

☐ **Acceptable** – candidate provided some acceptable and appropriate strategies\* to increase the positive perception of PH in the community.

☐ **Unacceptable** – candidate provided limited or no acceptable and appropriate strategies\* to increase the positive perception of PH in the community.

**\*Acceptable and appropriate strategies include, but are not limited to:** proactive contacts with local media to cover PH initiatives/activities/events; collaborating with community partners and/or health care providers to cover PH events; letters to newspapers and/or print media; feature articles on PH programs/activities; press conferences to announce PH events; town hall meetings; community surveys; satisfaction surveys; use of web site and social marketing.

Evaluation and Comments:

3. The federal government is considering changing the Medicaid funding criteria from a treatment based allocation to fee-for-service based allocation. Describe your experience developing strategies for maximizing fees for service.

Evaluation Considerations:

☐ Highly Acceptable – provided specific examples of personal experience developing strategies in an operational setting. Candidate also offered substantive ideas and examples to address the fee issue.

☒ Acceptable – described a general knowledge of developing strategies to maximize fees for service.

☐ Unacceptable – did not present a clear or understandable approach to strategies for maximizing fees for service.

Evaluation and Comments:

4. An important role of the District Health Director is building and sustaining relationships with not only staff, but also with legislators, County Board of Health members, County Commissioners and other elected officials. Tell us about your experience with building and sustaining relationships with board members and/or elected officials.

Follow-up: a) Give us an example of how you used these relationships to achieve a particular purpose or goal.  
b) Give us an example of a particular conflict or challenge you experienced in working with board members or elected officials, how you addressed the challenge and what was the outcome.

Evaluation Considerations:

☒ Highly Acceptable – provided specific examples of positive experience in building and sustaining relationships with board members and/or elected officials. Candidate provided example of effective use of such relationships to achieve a particular purpose or goal. Candidate described an example of addressing a challenge in working with a board member or elected official in an appropriate manner.

☐ Acceptable – indicated a general knowledge of building and sustaining relationships with board members and/or elected officials, but has no or limited experience with such.

☐ Unacceptable – did not present a clear or specific understanding of building and sustaining relationships with board members and/or elected officials and has no experience with such. Candidate provided only vague generalities.

Evaluation and Comments:

5. How would you begin to assess or evaluate current Public Health programs and services provided by the District to determine their benefits and whether they need to be continued, revamped, expanded, discontinued and/or new programs or services developed?

Follow-up:

Evaluation Considerations:

☒ **Highly Acceptable** – described a comprehensive process for reviewing information about programs and services, which includes specific components, such as analysis of data, trends, cost, benefits, outcomes, alignment to the PH mission, goals and priorities. Candidate describes a thoughtful process which involves staff and others in the evaluation process.

☐ **Acceptable** – described a general process for reviewing information about programs and services, which may include some of the above specific components. Candidate's description does not include involvement of staff.

☐ **Unacceptable** – did not describe a process for reviewing information about programs and services which includes any of the above specific components or other acceptable components.

Evaluation and Comments:



6. The District Health Director is a state employee who reports directly to the Department of Public Health Commissioner and also serves as the Chief Executive Officer for each of the six (6) County Boards of Health. Tell us about any experience you have had reporting to two different entities or tell us how you would manage this organizational requirement.

Follow-up:

Evaluation Considerations:

- X Highly Acceptable – provided first-hand knowledge and experience reporting to two different entities or described an appropriate way of managing this organizational requirement.
- \_\_\_ Acceptable – described an acceptable way of managing this organizational requirement, but has no or little first-hand knowledge of such.
- \_\_\_ Unacceptable – did not describe experience with managing this organizational requirement and was not able to describe an acceptable way of managing such.

Evaluation and Comments:

7. During the past several years, Public Health has undergone several budget cuts. What has been your experience in addressing budget reductions.

Follow-up: As District Health Director describe the process you would use, the types of data and information you would review and the criteria you would use in preparing for such cuts.

Evaluation Considerations:

☒ Highly Acceptable – described a detailed process, which included review of past budget cuts, impact on services and staff, use of appropriate criteria, such as PH mission, Strategic Plan, PH priorities, evidence-based support, effective or demonstrated effective intervention, focus on prevention, cost benefit and number of people affected.

☐ Acceptable – described a general process which included some of the above components.

☐ Unacceptable - did not describe an adequate process.

Evaluation and Comments:

20/3  
23

8. Tell us your experience with using a disciplinary process in managing difficult or challenging staff.

Follow-up: Explain your experience in setting/managing Human Resources policies.

Evaluation Considerations:

☒ Highly Acceptable – has experience and described in detail a step-by-step process for disciplining staff using appropriate decision-making criteria. Candidate has experience and provided appropriate examples of managing HR policies.

☐ Acceptable – has little or no experience, but was able to describe in detail a step-by-step process for disciplining staff appropriately. Candidate has little or no experience in setting or managing HR policies, but provided appropriate examples of such.

☐ Unacceptable – did not describe appropriate disciplinary process. Candidate was not familiar with setting or managing HR policies.

Evaluation and Comments:

E. A. P. —

**DISTRICT HEALTH DIRECTOR INTERVIEW**  
**March 2014**

**LEGEND**

Highly Acceptable = 3 points  
Acceptable = 2 points  
Unacceptable = 1 point

Applicant Name: ERIC WALSH

Interviewer Name: Curtis King

Date/Time: 3-25-14

(23) total

1. Tell us how your skills and work experience will help you be successful in the job of District Health Director for Public Health.

Follow-up: a) What attracted you to this position?

b) What size budgets have you managed? *17 1/2 million \$*

c) What type of management style do you prefer? *Service oriented leadership*

d) How does this position factor into your short/long term career goals?

Evaluation Considerations:

Highly Acceptable – work experience indicated a scope of responsibility comparable to or greater than that of DHD. Candidate was specific in describing how his work experience prepares him for the DHD job.

Acceptable – work experience indicated a scope of responsibility less than that of DHD. Candidate was general in describing how his work experience prepares him for the DHD job.

Unacceptable – work experience indicated a limited scope of responsibility and insufficient to prepare the candidate to be successful in the DHD job. Candidate is unable to clearly articulate previous experience and its application to the DHD job.

Evaluation and Comments:

③ 2. As District Health Director, what strategies would you use to increase the positive perception of Public Health throughout the district?

Follow-up: What experience do you have working with local media?

Lot, to channels, interviews, newspaper

Evaluation Considerations:

\_\_\_ Highly Acceptable – candidate provided several acceptable and appropriate strategies\* to increase the positive perception of PH in the community.

\_\_\_ Acceptable – candidate provided some acceptable and appropriate strategies\* to increase the positive perception of PH in the community.

\_\_\_ Unacceptable – candidate provided limited or no acceptable and appropriate strategies\* to increase the positive perception of PH in the community.

**\*Acceptable and appropriate strategies include, but are not limited to:** proactive contacts with local media to cover PH initiatives/activities/events; collaborating with community partners and/or health care providers to cover PH events; letters to newspapers and/or print media; feature articles on PH programs/activities; press conferences to announce PH events; town hall meetings; community surveys; satisfaction surveys; use of web site and social marketing.

Evaluation and Comments:

Business context, better culture, economic conditions are affected by the health of the community.

27

3. The federal government is considering changing the Medicaid funding criteria from a treatment based allocation to fee-for-service based allocation. Describe your experience developing strategies for maximizing fees for service.

Evaluation Considerations:

☐ Highly Acceptable – provided specific examples of personal experience developing strategies in an operational setting. Candidate also offered substantive ideas and examples to address the fee issue.

☐ Acceptable – described a general knowledge of developing strategies to maximize fees for service.

☐ Unacceptable – did not present a clear or understandable approach to strategies for maximizing fees for service.

Evaluation and Comments:

Cost For Service

4

4. An important role of the District Health Director is building and sustaining relationships with not only staff, but also with legislators, County Board of Health members, County Commissioners and other elected officials. Tell us about your experience with building and sustaining relationships with board members and/or elected officials.

Follow-up: a) Give us an example of how you used these relationships to achieve a particular purpose or goal.  
b) Give us an example of a particular conflict or challenge you experienced in working with board members or elected officials, how you addressed the challenge and what was the outcome.

Evaluation Considerations:

\_\_\_ Highly Acceptable – provided specific examples of positive experience in building and sustaining relationships with board members and/or elected officials. Candidate provided example of effective use of such relationships to achieve a particular purpose or goal. Candidate described an example of addressing a challenge in working with a board member or elected official in an appropriate manner.

\_\_\_ Acceptable – indicated a general knowledge of building and sustaining relationships with board members and/or elected officials, but has no or limited experience with such.

\_\_\_ Unacceptable – did not present a clear or specific understanding of building and sustaining relationships with board members and/or elected officials and has no experience with such. Candidate provided only vague generalities.

Evaluation and Comments:

*This + Form  
Collection  
Shoben*

3  
5. How would you begin to assess or evaluate current Public Health programs and services provided by the District to determine their benefits and whether they need to be continued, revamped, expanded, discontinued and/or new programs or services developed?

Follow-up:

Evaluation Considerations:

\_\_\_ Highly Acceptable – described a comprehensive process for reviewing information about programs and services, which includes specific components, such as analysis of data, trends, cost, benefits, outcomes, alignment to the PH mission, goals and priorities. Candidate describes a thoughtful process which involves staff and others in the evaluation process.

\_\_\_ Acceptable – described a general process for reviewing information about programs and services, which may include some of the above specific components. Candidate's description does not include involvement of staff.

\_\_\_ Unacceptable – did not describe a process for reviewing information about programs and services which includes any of the above specific components or other acceptable components.

Evaluation and Comments:

Seventy Lelelele  
Reviews data.  
Relation of  
Outcome of Program



1

6. The District Health Director is a state employee who reports directly to the Department of Public Health Commissioner and also serves as the Chief Executive Officer for each of the six (6) County Boards of Health. Tell us about any experience you have had reporting to two different entities or tell us how you would manage this organizational requirement.

Follow-up:

Evaluation Considerations:

☐ Highly Acceptable – provided first-hand knowledge and experience reporting to two different entities or described an appropriate way of managing this organizational requirement.

☐ Acceptable – described an acceptable way of managing this organizational requirement, but has no or little first-hand knowledge of such.

☐ Unacceptable – did not describe experience with managing this organizational requirement and was not able to describe an acceptable way of managing such.

Evaluation and Comments:

Grants from  
State -  
works for city  
Funded by the city

7. During the past several years, Public Health has undergone several budget cuts. What has been your experience in addressing budget reductions.

Follow-up: As District Health Director describe the process you would use, the types of data and information you would review and the criteria you would use in preparing for such cuts.

Evaluation Considerations:

\_\_\_ Highly Acceptable – described a detailed process, which included review of past budget cuts, impact on services and staff, use of appropriate criteria, such as PH mission, Strategic Plan, PH priorities, evidence-based support, effective or demonstrated effective intervention, focus on prevention, cost benefit and number of people affected.

\_\_\_ Acceptable – described a general process which included some of the above components.

\_\_\_ Unacceptable - did not describe an adequate process.

Evaluation and Comments:

Auto District Mission  
Services that remain  
were cut during recession  
Shift resources  
had to impact staff  
Budget in new grants

8. Tell us your experience with using a disciplinary process in managing difficult or challenging staff.

Follow-up: Explain your experience in setting/managing Human Resources policies.

Evaluation Considerations:

\_\_\_ Highly Acceptable – has experience and described in detail a step-by-step process for disciplining staff using appropriate decision-making criteria. Candidate has experience and provided appropriate examples of managing HR policies.

\_\_\_ Acceptable – has little or no experience, but was able to describe in detail a step-by-step process for disciplining staff appropriately. Candidate has little or no experience in setting or managing HR policies, but provided appropriate examples of such.

\_\_\_ Unacceptable – did not describe appropriate disciplinary process. Candidate was not familiar with setting or managing HR policies.

Evaluation and Comments:

Find 3 people  
Performance  
E. A. P. O. A.  
Severely  
Document  
original  
well read in  
work  
more info  
managing  
People  
Individual  
Exposure

**DISTRICT HEALTH DIRECTOR INTERVIEW**  
**March 2014**

LEGEND

Highly Acceptable = 3 points  
Acceptable = 2 points  
Unacceptable = 1 point

Applicant Name: Eric G. Walsh MD, PhD.  
Interviewer Name: Susan Shook MC Board of Health  
Date/Time: 3/25/14 @ 2:45p

1. Tell us how your skills and work experience will help you be successful in the job of District Health Director for Public Health.

Follow-up: ☒ a) What attracted you to this position?  
b) What size budgets have you managed? 17.5 million Budget  
c) What type of management style do you prefer? Service Leadership - "buy in & participation"  
d) How does this position factor into your short/long term career goals? "Public Health" a calling  
long term ? academics ? maybe

Evaluation Considerations:

☒ Highly Acceptable – work experience indicated a scope of responsibility comparable to or greater than that of DHD. Candidate was specific in describing how his work experience prepares him for the DHD job.

☐ Acceptable – work experience indicated a scope of responsibility less than that of DHD. Candidate was general in describing how his work experience prepares him for the DHD job.

☐ Unacceptable – work experience indicated a limited scope of responsibility and insufficient to prepare the candidate to be successful in the DHD job. Candidate is unable to clearly articulate previous experience and its application to the DHD job.

Evaluation and Comments:

- Preventive Medicine / Public Health  
MS - Public Health  
Urgent Care - Dir. (PH)  
Now - Pasadena City Dir.

Walsh

2. As District Health Director, what strategies would you use to increase the positive perception of Public Health throughout the district?

Follow-up: What experience do you have working with local media?

talk to people  
Restaurants etc

Experience - city - Dimensions  
Evaluation Considerations:

☒ Highly Acceptable – candidate provided several acceptable and appropriate strategies\* to increase the positive perception of PH in the community.

☐ Acceptable – candidate provided some acceptable and appropriate strategies\* to increase the positive perception of PH in the community.

☐ Unacceptable – candidate provided limited or no acceptable and appropriate strategies\* to increase the positive perception of PH in the community.

**\*Acceptable and appropriate strategies include, but are not limited to:** proactive contacts with local media to cover PH initiatives/activities/events; collaborating with community partners and/or health care providers to cover PH events; letters to newspapers and/or print media; feature articles on PH programs/activities; press conferences to announce PH events; town hall meetings; community surveys; satisfaction surveys; use of web site and social marketing.

Evaluation and Comments:

for people  
"make case to want to live better?"  
"improve public health perception!"  
"better economic outcomes due to improved health"

3. The federal government is considering changing the Medicaid funding criteria from a treatment based allocation to fee-for-service based allocation. Describe your experience developing strategies for maximizing fees for service.

Evaluation Considerations:

☒ Highly Acceptable – provided specific examples of personal experience developing strategies in an operational setting. Candidate also offered substantive ideas and examples to address the fee issue.

☐ Acceptable – described a general knowledge of developing strategies to maximize fees for service.

☐ Unacceptable – did not present a clear or understandable approach to strategies for maximizing fees for service.

Evaluation and Comments:

- Ryan White funding - HIV efforts  
Common sense - down to ~~each~~ earth

Dr. Walsh

4. An important role of the District Health Director is building and sustaining relationships with not only staff, but also with legislators, County Board of Health members, County Commissioners and other elected officials. Tell us about your experience with building and sustaining relationships with board members and/or elected officials.

Follow-up: a) Give us an example of how you used these relationships to achieve a particular purpose or goal.  
b) Give us an example of a particular conflict or challenge you experienced in working with board members or elected officials, how you addressed the challenge and what was the outcome.

Evaluation Considerations:

✓ Highly Acceptable – provided specific examples of positive experience in building and sustaining relationships with board members and/or elected officials. Candidate provided example of effective use of such relationships to achieve a particular purpose or goal. Candidate described an example of addressing a challenge in working with a board member or elected official in an appropriate manner.

\_\_\_ Acceptable – indicated a general knowledge of building and sustaining relationships with board members and/or elected officials, but has no or limited experience with such.

\_\_\_ Unacceptable – did not present a clear or specific understanding of building and sustaining relationships with board members and/or elected officials and has no experience with such. Candidate provided only vague generalities.

Evaluation and Comments:

⊕ rapport - in past w/ elected officials  
" constituent concern ? "  
- advocate for people

Collective - solutions - to offers  
let other decide when possible

Dr. Walsh

5. How would you begin to assess or evaluate current Public Health programs and services provided by the District to determine their benefits and whether they need to be continued, revamped, expanded, discontinued and/or new programs or services developed? */need*

*data - vs. outcome*

Follow-up:

① Relationships + Key  
② Data → outcomes

Evaluation Considerations:

✓ Highly Acceptable – described a comprehensive process for reviewing information about programs and services, which includes specific components, such as analysis of data, trends, cost, benefits, outcomes, alignment to the PH mission, goals and priorities. Candidate describes a thoughtful process which involves staff and others in the evaluation process.

Acceptable – described a general process for reviewing information about programs and services, which may include some of the above specific components. Candidate's description does not include involvement of staff.

Unacceptable – did not describe a process for reviewing information about programs and services which includes any of the above specific components or other acceptable components.

Evaluation and Comments:

*Don't do things "the way we've always done them"*



Dr. Walsh

6. The District Health Director is a state employee who reports directly to the Department of Public Health Commissioner and also serves as the Chief Executive Officer for each of the six (6) County Boards of Health. Tell us about any experience you have had reporting to two different entities or tell us how you would manage this organizational requirement.

Follow-up:

Evaluation Considerations:

☒ Highly Acceptable – provided first-hand knowledge and experience reporting to two different entities or described an appropriate way of managing this organizational requirement.

☐ Acceptable – described an acceptable way of managing this organizational requirement, but has no or little first-hand knowledge of such.

☐ Unacceptable – did not describe experience with managing this organizational requirement and was not able to describe an acceptable way of managing such.

Evaluation and Comments:

3 only - county / city H.D.'s - in State of California  
Dr. Walsh - runs &  
Reports to city Board & Mgr. & District person  
Must compartmentalize - know who & what you  
working on or dealing with!

7. During the past several years, Public Health has undergone several budget cuts. What has been your experience in addressing budget reductions.

Follow-up: As District Health Director describe the process you would use, the types of data and information you would review and the criteria you would use in preparing for such cuts.

Evaluation Considerations:

☒ Highly Acceptable – described a detailed process, which included review of past budget cuts, impact on services and staff, use of appropriate criteria, such as PH mission, Strategic Plan, PH priorities, evidence-based support, effective or demonstrated effective intervention, focus on prevention, cost benefit and number of people affected.

☐ Acceptable – described a general process which included some of the above components.

☐ Unacceptable - did not describe an adequate process.

Evaluation and Comments:

" In general - California - hit hard by recession  
(2) Revenue streams - for funding (license plates)  
small tax

proper billing practices - in line - to find  
programs - bring back laid off staff

" where need is = where \$ to go "

Dr. Walsh

8. Tell us your experience with using a disciplinary process in managing difficult or challenging staff.

Follow-up: Explain your experience in setting/managing Human Resources policies.

Evaluation Considerations:

" work expectations  
memo "

✓ Highly Acceptable – has experience and described in detail a step-by-step process for disciplining staff using appropriate decision-making criteria. Candidate has experience and provided appropriate examples of managing HR policies.

\_\_ Acceptable – has little or no experience, but was able to describe in detail a step-by-step process for disciplining staff appropriately. Candidate has little or no experience in setting or managing HR policies, but provided appropriate examples of such.

\_\_ Unacceptable – did not describe appropriate disciplinary process. Candidate was not familiar with setting or managing HR policies.

Evaluation and Comments:

GA - "Right to work state"

CA - "minor influence"

After 10 Handle different situations or people  
EAP (+)

② must document

③ organization more important than individual  
" all must fire on all cylinders "

Bus - ~~public~~ ~~analysis~~

" Stewards of the public funds "

" - public should see QUALITY "

**DISTRICT HEALTH DIRECTOR INTERVIEW**  
**March 2014**

**LEGEND**

Highly Acceptable = 3 points  
Acceptable = 2 points  
Unacceptable = 1 point

Applicant Name: Eric G. Walsh MD, PhD.

Interviewer Name: Susan Shook MC Board of Health

Date/Time: 3/25/14 @ 2:45p

1. Tell us how your skills and work experience will help you be successful in the job of District Health Director for Public Health.

Follow-up: ☒ a) What attracted you to this position?

b) What size budgets have you managed?

c) What type of management style do you prefer?

d) How does this position factor into your short/long term career goals?

"Public Health" a calling

Evaluation Considerations:

Long term ? academics ? maybe

☒ Highly Acceptable – work experience indicated a scope of responsibility comparable to or greater than that of DHD. Candidate was specific in describing how his work experience prepares him for the DHD job.

☐ Acceptable – work experience indicated a scope of responsibility less than that of DHD. Candidate was general in describing how his work experience prepares him for the DHD job.

☐ Unacceptable – work experience indicated a limited scope of responsibility and insufficient to prepare the candidate to be successful in the DHD job. Candidate is unable to clearly articulate previous experience and its application to the DHD job.

Evaluation and Comments:

- Preventive Medicine / Public Health  
MS - Public Health

Urgent Care - Dir. (PH)  
Now - Pasadena City Dir.

Walsh

2. As District Health Director, what strategies would you use to increase the positive perception of Public Health throughout the district?

Follow-up: What experience do you have working with local media?

talk to people  
Restaurants etc

⊕ Experience - city - ⊕ Initiatives  
Evaluation Considerations:

☒ Highly Acceptable – candidate provided several acceptable and appropriate strategies\* to increase the positive perception of PH in the community.

☐ Acceptable – candidate provided some acceptable and appropriate strategies\* to increase the positive perception of PH in the community.

☐ Unacceptable – candidate provided limited or no acceptable and appropriate strategies\* to increase the positive perception of PH in the community.

**\*Acceptable and appropriate strategies include, but are not limited to:** proactive contacts with local media to cover PH initiatives/activities/events; collaborating with community partners and/or health care providers to cover PH events; letters to newspapers and/or print media; feature articles on PH programs/activities; press conferences to announce PH events; town hall meetings; community surveys; satisfaction surveys; use of web site and social marketing.

Evaluation and Comments:

for people  
" make case to want to live better? "  
improve public health perception!  
" Better economic outcomes due to improved health "

3. The federal government is considering changing the Medicaid funding criteria from a treatment based allocation to fee-for-service based allocation. Describe your experience developing strategies for maximizing fees for service.

Evaluation Considerations:

☐ Highly Acceptable – provided specific examples of personal experience developing strategies in an operational setting. Candidate also offered substantive ideas and examples to address the fee issue.

☒ Acceptable – described a general knowledge of developing strategies to maximize fees for service.

☐ Unacceptable – did not present a clear or understandable approach to strategies for maximizing fees for service.

Evaluation and Comments:

- Ryan White funding - HIV effort  
Common sense - down to ~~each~~ earth

Dr. Walsh

4. An important role of the District Health Director is building and sustaining relationships with not only staff, but also with legislators, County Board of Health members, County Commissioners and other elected officials. Tell us about your experience with building and sustaining relationships with board members and/or elected officials.

Follow-up: a) Give us an example of how you used these relationships to achieve a particular purpose or goal.  
b) Give us an example of a particular conflict or challenge you experienced in working with board members or elected officials, how you addressed the challenge and what was the outcome.

Evaluation Considerations:

✓ Highly Acceptable – provided specific examples of positive experience in building and sustaining relationships with board members and/or elected officials. Candidate provided example of effective use of such relationships to achieve a particular purpose or goal. Candidate described an example of addressing a challenge in working with a board member or elected official in an appropriate manner.

\_\_\_ Acceptable – indicated a general knowledge of building and sustaining relationships with board members and/or elected officials, but has no or limited experience with such.

\_\_\_ Unacceptable – did not present a clear or specific understanding of building and sustaining relationships with board members and/or elected officials and has no experience with such. Candidate provided only vague generalities.

Evaluation and Comments:

⊕ rapport - in past w/ elected officials  
" constituent concern ? "  
- advocate for people

Collective - solutions - to others  
let other decide when possible

Dr. Walsh

5. How would you begin to assess or evaluate current Public Health programs and services provided by the District to determine their benefits and whether they need to be continued, revamped, expanded, discontinued and/or new programs or services developed? /needs

data - vs. outcome

Follow-up:

① Relationships ② Key  
③ Data → outcomes

Evaluation Considerations:

✓  
\_\_\_ Highly Acceptable – described a comprehensive process for reviewing information about programs and services, which includes specific components, such as analysis of data, trends, cost, benefits, outcomes, alignment to the PH mission, goals and priorities. Candidate describes a thoughtful process which involves staff and others in the evaluation process.

\_\_\_ Acceptable – described a general process for reviewing information about programs and services, which may include some of the above specific components. Candidate's description does not include involvement of staff.

\_\_\_ Unacceptable – did not describe a process for reviewing information about programs and services which includes any of the above specific components or other acceptable components.

Evaluation and Comments:

Don't do things "the way we've always done them"



Dr. Walsh

6. The District Health Director is a state employee who reports directly to the Department of Public Health Commissioner and also serves as the Chief Executive Officer for each of the six (6) County Boards of Health. Tell us about any experience you have had reporting to two different entities or tell us how you would manage this organizational requirement.

Follow-up:

Evaluation Considerations:

☒ Highly Acceptable – provided first-hand knowledge and experience reporting to two different entities or described an appropriate way of managing this organizational requirement.

☐ Acceptable – described an acceptable way of managing this organizational requirement, but has no or little first-hand knowledge of such.

☐ Unacceptable – did not describe experience with managing this organizational requirement and was not able to describe an acceptable way of managing such.

Evaluation and Comments:

3 only - county / city H.D.'s - in State of California  
Dr. Walsh - runs it  
Repts to city Board + Mgr. + District person  
Must compartmentalize - know who & what you  
working on or dealing with!

7. During the past several years, Public Health has undergone several budget cuts. What has been your experience in addressing budget reductions.

Follow-up: As District Health Director describe the process you would use, the types of data and information you would review and the criteria you would use in preparing for such cuts.

Evaluation Considerations:

✓ Highly Acceptable – described a detailed process, which included review of past budget cuts, impact on services and staff, use of appropriate criteria, such as PH mission, Strategic Plan, PH priorities, evidence-based support, effective or demonstrated effective intervention, focus on prevention, cost benefit and number of people affected.

\_\_\_ Acceptable – described a general process which included some of the above components.

\_\_\_ Unacceptable - did not describe an adequate process.

Evaluation and Comments:

" In general - California - bit hard by recession  
(2) Revenue streams - for funding (license plates)  
small tax

proper billing practices - in line - to find  
programs - bring back laid off staff

" where need is = where \$ to go "

Dr. Walsh

8. Tell us your experience with using a disciplinary process in managing difficult or challenging staff.

Follow-up: Explain your experience in setting/managing Human Resources policies.

Evaluation Considerations:

" work expectations  
memo "

✓ Highly Acceptable – has experience and described in detail a step-by-step process for disciplining staff using appropriate decision-making criteria. Candidate has experience and provided appropriate examples of managing HR policies.

\_\_ Acceptable – has little or no experience, but was able to describe in detail a step-by-step process for disciplining staff appropriately. Candidate has little or no experience in setting or managing HR policies, but provided appropriate examples of such.

\_\_ Unacceptable – did not describe appropriate disciplinary process. Candidate was not familiar with setting or managing HR policies.

Evaluation and Comments:

GA - "Right to work state"

CA - (+) union influence

to handle different situations or people

EAP (+)

must document

organization more important than individual

"all must fire on all cylinders"

Bus - ~~labor~~ ~~analysis~~

"Stewards of the public funds"

"Public should see QUALITY"

High School  
Walsh 000532  
Florida Kids

**DISTRICT HEALTH DIRECTOR INTERVIEW**  
**March 2014**

LEGEND

Highly Acceptable = 3 points  
Acceptable = 2 points  
Unacceptable = 1 point

Applicant Name: ERIC G. WALSH

Interviewer Name: Russ Flynn

Date/Time: 3/25/14

1. Tell us how your skills and work experience will help you be successful in the job of District Health Director for Public Health.

Follow-up: a) What attracted you to this position?

b) What size budgets have you managed? PM / PUBLIC HEALTH MIAMI MST. BH  
c) What type of management style do you prefer? 17 1/2 million  
d) How does this position factor into your short/long term career goals? SERVANT LEADERSHIP ALABAMA

Evaluation Considerations:

Highly Acceptable - work experience indicated a scope of responsibility comparable to or greater than that of DHD. Candidate was specific in describing how his work experience prepares him for the DHD job.

Acceptable - work experience indicated a scope of responsibility less than that of DHD. Candidate was general in describing how his work experience prepares him for the DHD job.

Unacceptable - work experience indicated a limited scope of responsibility and insufficient to prepare the candidate to be successful in the DHD job. Candidate is unable to clearly articulate previous experience and its application to the DHD job.

Evaluation and Comments:

Family Relocating  
Time Table in Relocating  
} TIME FRAME? GOOD

2. As District Health Director, what strategies would you use to increase the positive perception of Public Health throughout the district? *Good*

Follow-up: What experience do you have working with local media? *Lot/ on News*

Evaluation Considerations:

☐ Highly Acceptable – candidate provided several acceptable and appropriate strategies\* to increase the positive perception of PH in the community.

☒ Acceptable – candidate provided some acceptable and appropriate strategies\* to increase the positive perception of PH in the community.

☐ Unacceptable – candidate provided limited or no acceptable and appropriate strategies\* to increase the positive perception of PH in the community.

**\*Acceptable and appropriate strategies include, but are not limited to:** proactive contacts with local media to cover PH initiatives/activities/events; collaborating with community partners and/or health care providers to cover PH events; letters to newspapers and/or print media; feature articles on PH programs/activities; press conferences to announce PH events; town hall meetings; community surveys; satisfaction surveys; use of web site and social marketing.

Evaluation and Comments:

3. The federal government is considering changing the Medicaid funding criteria from a treatment based allocation to fee-for-service based allocation. Describe your experience developing strategies for maximizing fees for service.

Evaluation Considerations:

Highly Acceptable – provided specific examples of personal experience developing strategies in an operational setting. Candidate also offered substantive ideas and examples to address the fee issue.

\_\_ Acceptable – described a general knowledge of developing strategies to maximize fees for service.

\_\_ Unacceptable – did not present a clear or understandable approach to strategies for maximizing fees for service.

Evaluation and Comments:

4. An important role of the District Health Director is building and sustaining relationships with not only staff, but also with legislators, County Board of Health members, County Commissioners and other elected officials. Tell us about your experience with building and sustaining relationships with board members and/or elected officials.

Follow-up: a) Give us an example of how you used these relationships to achieve a particular purpose or goal.  
b) Give us an example of a particular conflict or challenge you experienced in working with board members or elected officials, how you addressed the challenge and what was the outcome.

Evaluation Considerations:

Highly Acceptable – provided specific examples of positive experience in building and sustaining relationships with board members and/or elected officials. Candidate provided example of effective use of such relationships to achieve a particular purpose or goal. Candidate described an example of addressing a challenge in working with a board member or elected official in an appropriate manner.

\_\_\_ Acceptable – indicated a general knowledge of building and sustaining relationships with board members and/or elected officials, but has no or limited experience with such.

\_\_\_ Unacceptable – did not present a clear or specific understanding of building and sustaining relationships with board members and/or elected officials and has no experience with such. Candidate provided only vague generalities.

Evaluation and Comments:

5. How would you begin to assess or evaluate current Public Health programs and services provided by the District to determine their benefits and whether they need to be continued, revamped, expanded, discontinued and/or new programs or services developed?

Follow-up:

Evaluation Considerations:

☒ **Highly Acceptable** – described a comprehensive process for reviewing information about programs and services, which includes specific components, such as analysis of data, trends, cost, benefits, outcomes, alignment to the PH mission, goals and priorities. Candidate describes a thoughtful process which involves staff and others in the evaluation process.

☐ **Acceptable** – described a general process for reviewing information about programs and services, which may include some of the above specific components. Candidate's description does not include involvement of staff.

☐ **Unacceptable** – did not describe a process for reviewing information about programs and services which includes any of the above specific components or other acceptable components.

Evaluation and Comments:



6. The District Health Director is a state employee who reports directly to the Department of Public Health Commissioner and also serves as the Chief Executive Officer for each of the six (6) County Boards of Health. Tell us about any experience you have had reporting to two different entities or tell us how you would manage this organizational requirement.

Follow-up:

*STATE FUNDING  
CM CC*

Evaluation Considerations:

☒ Highly Acceptable - provided first-hand knowledge and experience reporting to two different entities or described an appropriate way of managing this organizational requirement.

☐ Acceptable - described an acceptable way of managing this organizational requirement, but has no or little first-hand knowledge of such.

☐ Unacceptable - did not describe experience with managing this organizational requirement and was not able to describe an acceptable way of managing such.

Evaluation and Comments:

7. During the past several years, Public Health has undergone several budget cuts. What has been your experience in addressing budget reductions.

Follow-up: As District Health Director describe the process you would use, the types of data and information you would review and the criteria you would use in preparing for such cuts.

Evaluation Considerations:

Highly Acceptable – described a detailed process, which included review of past budget cuts, impact on services and staff, use of appropriate criteria, such as PH mission, Strategic Plan, PH priorities, evidence-based support, effective or demonstrated effective intervention, focus on prevention, cost benefit and number of people affected.

\_\_\_ Acceptable – described a general process which included some of the above components.

\_\_\_ Unacceptable - did not describe an adequate process.

Evaluation and Comments:

8. Tell us your experience with using a disciplinary process in managing difficult or challenging staff.

Follow-up: Explain your experience in setting/managing Human Resources policies.

Evaluation Considerations:

☒ Highly Acceptable – has experience and described in detail a step-by-step process for disciplining staff using appropriate decision-making criteria. Candidate has experience and provided appropriate examples of managing HR policies.

☐ Acceptable – has little or no experience, but was able to describe in detail a step-by-step process for disciplining staff appropriately. Candidate has little or no experience in setting or managing HR policies, but provided appropriate examples of such.

☐ Unacceptable – did not describe appropriate disciplinary process. Candidate was not familiar with setting or managing HR policies.

Evaluation and Comments:

# DISTRICT HEALTH DIRECTOR INTERVIEW

## February 2014

### LEGEND

Highly Acceptable = 3 points  
Acceptable = 2 points  
Unacceptable = 1 point

Applicant Name: ERIC WALSH

Interviewer Name: SUSAN BREWSTER

Date/Time: 2/26/14 1:30 pm

1. Tell us how your skills and work experience will help you be successful in the job of District Health Director for Public Health.

- Follow-up:
- a) What attracted you to this position?
  - b) What size budgets have you managed? *15 MIL*
  - c) What type of management style do you prefer? *BUY IN FROM EE* *SERVANT LEADERSHIP* *OPINIONS MATTER* *TALK W/STAFF*
  - d) How does this position factor into your short/long term career goals?

*LIKES THE SOUTH - SLOWER PACE*  
*LOWER COST OF LIVING*  
*LONGER TAXES*  
*WANTS TO DO GOOD WK*

### Evaluation Considerations:

☒ Highly Acceptable – work experience indicated a scope of responsibility comparable to or greater than that of DHD. Candidate was specific in describing how his work experience prepares him for the DHD job.

☐ Acceptable – work experience indicated a scope of responsibility less than that of DHD. Candidate was general in describing how his work experience prepares him for the DHD job.

☐ Unacceptable – work experience indicated a limited scope of responsibility and insufficient to prepare the candidate to be successful in the DHD job. Candidate is unable to clearly articulate previous experience and its application to the DHD job.

### Evaluation and Comments:

*PREVENTIVE MEDICINE*  
*FAMILY MED. RESIDENCY*  
*SPEND TIME IN PHD*  
*WKD IN POP-BASED MED*  
*RON MAT./CHD HLTH*  
*WIC DENTAL*  
*LOMA LINDA - TEACHES SERVANT LEADERSHIP*  
*TEAM APPROACH*  
*VISIT OTHER PARTS OF WORLD - DID PH*  
*AUTONOMY - COMM. HLTH*  
*IMP. PLAN*  
*A LOT OF PUBLIC SPEAKING*  
*GOING THROUGH ACCREDITATION*

2. As District Health Director, what strategies would you use to increase the positive perception of Public Health throughout the district?

Follow-up: What experience do you have working with local media?

Evaluation Considerations:

☒ Highly Acceptable – candidate provided several acceptable and appropriate strategies\* to increase the positive perception of PH in the community.

☐ Acceptable – candidate provided some acceptable and appropriate strategies\* to increase the positive perception of PH in the community.

☐ Unacceptable – candidate provided limited or no acceptable and appropriate strategies\* to increase the positive perception of PH in the community.

**\*Acceptable and appropriate strategies include, but are not limited to:** proactive contacts with local media to cover PH initiatives/activities/events; collaborating with community partners and/or health care providers to cover PH events; letters to newspapers and/or print media; feature articles on PH programs/activities; press conferences to announce PH events; town hall meetings; community surveys; satisfaction surveys; use of web site and social marketing.

Evaluation and Comments:

① EDUCATIONAL SYSTEM

② ELECTED OFFICIALS - COUNCIL MEMBERS  
SCH. BD MEMBERS

GO INTO THEIR WORLD - HOW + WHY THEY WK TOGETHER  
CHAMBER OF COMMERCE - PH IS GOOD FOR BUSINESS

③ COMM CLERGY - SPEAK IN CHURCHES

④ CIVIC ORGANIZATIONS

3. The federal government is considering changing the Medicaid funding criteria from a treatment based allocation to fee-for-service based allocation. Describe your experience developing strategies for maximizing fees for service.

Evaluation Considerations:

☒ Highly Acceptable – provided specific examples of personal experience developing strategies in an operational setting. Candidate also offered substantive ideas and examples to address the fee issue.

☐ Acceptable – described a general knowledge of developing strategies to maximize fees for service.

☐ Unacceptable – did not present a clear or understandable approach to strategies for maximizing fees for service.

Evaluation and Comments:

1 of only 3 CITY-BASED HD

FROZE POSITIONS

AS MED. DIR. CHGD HOW THEY DID THINGS - PRIORITIZING  
DIDN'T FILL POS. - TIME STUDY - AUDIT  
BILLING TO FUNDING SOURCES

MAX. REVENUES - LOOKED @ COST CONTAINMENT

NEW GRANTS

4. An important role of the District Health Director is building and sustaining relationships with not only staff, but also with legislators, County Board of Health members, County Commissioners and other elected officials. Tell us about your experience with building and sustaining relationships with board members and/or elected officials.

Follow-up: a) Give us an example of how you used these relationships to achieve a particular purpose or goal. PHB. DRIFTING SMOKE - GOT COUNCIL TO AGREE TO PASS LEG. TO BAN SMOKING.  
b) Give us an example of a particular conflict or challenge you experienced in working with board members or elected officials, how you addressed the challenge and what was the outcome. AS HE WAS ADD. COUNCIL + SCH BD TOUGH DATA-

Evaluation Considerations:

✓ Highly Acceptable – provided specific examples of positive experience in building and sustaining relationships with board members and/or elected officials. Candidate provided example of effective use of such relationships to achieve a particular purpose or goal. Candidate described an example of addressing a challenge in working with a board member or elected official in an appropriate manner.

\_\_\_ Acceptable – indicated a general knowledge of building and sustaining relationships with board members and/or elected officials, but has no or limited experience with such.

\_\_\_ Unacceptable – did not present a clear or specific understanding of building and sustaining relationships with board members and/or elected officials and has no experience with such. Candidate provided only vague generalities.

Evaluation and Comments:

IMP. PART OF JOB

HAS LUNCH + SPEND TIME W/ELECTED OFFICIALS  
BLD REL. W/THEM + UNDERSTAND THEM

HIS JOB IS TO BE PREPARED TO INFORM ELECTED OFFICIALS  
OF ISSUES

PRODUCES REPORTS

5. How would you begin to assess or evaluate current Public Health programs and services provided by the District to determine their benefits and whether they need to be continued, revamped, expanded, discontinued and/or new programs or services developed?

Follow-up:

Evaluation Considerations:

☒ Highly Acceptable – described a comprehensive process for reviewing information about programs and services, which includes specific components, such as analysis of data, trends, cost, benefits, outcomes, alignment to the PH mission, goals and priorities. Candidate describes a thoughtful process which involves staff and others in the evaluation process.

☐ Acceptable – described a general process for reviewing information about programs and services, which may include some of the above specific components. Candidate's description does not include involvement of staff.

☐ Unacceptable – did not describe a process for reviewing information about programs and services which includes any of the above specific components or other acceptable components.

Evaluation and Comments:

HOW DID PRO. WK IN PAST  
WHAT WAS IT DESIGNED TO DO  
TALK W/ STAFF



6. The District Health Director is a state employee who reports directly to the Department of Public Health Commissioner and also serves as the Chief Executive Officer for each of the six (6) County Boards of Health. Tell us about any experience you have had reporting to two different entities or tell us how you would manage this organizational requirement.

Follow-up:

Evaluation Considerations:

☒ Highly Acceptable – provided first-hand knowledge and experience reporting to two different entities or described an appropriate way of managing this organizational requirement.

☐ Acceptable – described an acceptable way of managing this organizational requirement, but has no or little first-hand knowledge of such.

☐ Unacceptable – did not describe experience with managing this organizational requirement and was not able to describe an acceptable way of managing such.

Evaluation and Comments:

MUST DO WHAT BENEFITS PEOPLE.

PRIORITIZE - ONE WHO SIGNS CHECK -

7. During the past several years, Public Health has undergone several budget cuts. What has been your experience in addressing budget reductions.

Follow-up: As District Health Director describe the process you would use, the types of data and information you would review and the criteria you would use in preparing for such cuts.

Evaluation Considerations:

\_\_\_ Highly Acceptable – described a detailed process, which included review of past budget cuts, impact on services and staff, use of appropriate criteria, such as PH mission, Strategic Plan, PH priorities, evidence-based support, effective or demonstrated effective intervention, focus on prevention, cost benefit and number of people affected.

\_\_\_ Acceptable – described a general process which included some of the above components.

\_\_\_ Unacceptable - did not describe an adequate process.

Evaluation and Comments:

2 SIDES TO A BUDGET

START  
MISSION

WHAT DO WE NEED TO ACCOMPLISH — MAXIMIZING W/ \$  
DO WE HAVE \$

---

LOOK @ REVENUE STREAMS —

THEN PROGRAM BY PROGRAM

DON'T SPEND CUSHION MONEY

FIND REVENUE STREAMS

8. Tell us your experience with using a disciplinary process in managing difficult or challenging staff.

Follow-up: Explain your experience in setting/managing Human Resources policies.

CREATED DRESS CODE WORKS W/HR & CITY ATTY OFC

Evaluation Considerations:

✓ Highly Acceptable – has experience and described in detail a step-by-step process for disciplining staff using appropriate decision-making criteria. Candidate has experience and provided appropriate examples of managing HR policies.

\_\_\_ Acceptable – has little or no experience, but was able to describe in detail a step-by-step process for disciplining staff appropriately. Candidate has little or no experience in setting or managing HR policies, but provided appropriate examples of such.

\_\_\_ Unacceptable – did not describe appropriate disciplinary process. Candidate was not familiar with setting or managing HR policies.

Evaluation and Comments:

JIM COLLINS

GOOD TO GREAT - ~~OVER~~ WRONG PPL OFF BUS  
WHO MOVED MY CHEESE RT PPL ON BUS  
PPL IN RT PLACE ON BUS

DOCUMENT QUICKLY

CLEAR EXPECTATIONS

PUT ON PIP - PERF. IMP. PLAN

TERM. -

WK FOR ORG.

MUST PROVIDE EXEMPLARY SVC

PROVIDES CUST. SVC.

**DISTRICT HEALTH DIRECTOR INTERVIEW**  
**February 2014**

LEGEND

Highly Acceptable = 3 points  
Acceptable = 2 points  
Unacceptable = 1 point

Applicant Name: ERIC WALSH

Interviewer Name: STEVE TONYA

Date/Time: 2/26/14 1:30 pm

1. Tell us how your skills and work experience will help you be successful in the job of District Health Director for Public Health.

- Follow-up:
- a) What attracted you to this position?
  - b) What size budgets have you managed?
  - c) What type of management style do you prefer?
  - d) How does this position factor into your short/long term career goals?

Evaluation Considerations:

☒ Highly Acceptable – work experience indicated a scope of responsibility comparable to or greater than that of DHD. Candidate was specific in describing how his work experience prepares him for the DHD job.

☐ Acceptable – work experience indicated a scope of responsibility less than that of DHD. Candidate was general in describing how his work experience prepares him for the DHD job.

☐ Unacceptable – work experience indicated a limited scope of responsibility and insufficient to prepare the candidate to be successful in the DHD job. Candidate is unable to clearly articulate previous experience and its application to the DHD job.

Evaluation and Comments:

*Servant Leadership  
Global Health  
Public Speaking*

2. As District Health Director, what strategies would you use to increase the positive perception of Public Health throughout the district?

Follow-up: What experience do you have working with local media?

Evaluation Considerations:

☒ Highly Acceptable – candidate provided several acceptable and appropriate strategies\* to increase the positive perception of PH in the community.

☐ Acceptable – candidate provided some acceptable and appropriate strategies\* to increase the positive perception of PH in the community.

☐ Unacceptable – candidate provided limited or no acceptable and appropriate strategies\* to increase the positive perception of PH in the community.

**\*Acceptable and appropriate strategies include, but are not limited to:** proactive contacts with local media to cover PH initiatives/activities/events; collaborating with community partners and/or health care providers to cover PH events; letters to newspapers and/or print media; feature articles on PH programs/activities; press conferences to announce PH events; town hall meetings; community surveys; satisfaction surveys; use of web site and social marketing.

Evaluation and Comments:

*School interaction  
Community officials  
Chamber  
Community clubs*

3. The federal government is considering changing the Medicaid funding criteria from a treatment based allocation to fee-for-service based allocation. Describe your experience developing strategies for maximizing fees for service.

Evaluation Considerations:

☒ Highly Acceptable – provided specific examples of personal experience developing strategies in an operational setting. Candidate also offered substantive ideas and examples to address the fee issue.

☐ Acceptable – described a general knowledge of developing strategies to maximize fees for service.

☐ Unacceptable – did not present a clear or understandable approach to strategies for maximizing fees for service.

Evaluation and Comments:

*Realignment money  
Leverage - GRANTS  
VACANT POSITIONS  
Billing Correctly*

4. An important role of the District Health Director is building and sustaining relationships with not only staff, but also with legislators, County Board of Health members, County Commissioners and other elected officials. Tell us about your experience with building and sustaining relationships with board members and/or elected officials.

Follow-up: a) Give us an example of how you used these relationships to achieve a particular purpose or goal.  
b) Give us an example of a particular conflict or challenge you experienced in working with board members or elected officials, how you addressed the challenge and what was the outcome.

Evaluation Considerations:

☒ Highly Acceptable – provided specific examples of positive experience in building and sustaining relationships with board members and/or elected officials. Candidate provided example of effective use of such relationships to achieve a particular purpose or goal. Candidate described an example of addressing a challenge in working with a board member or elected official in an appropriate manner.

☐ Acceptable – indicated a general knowledge of building and sustaining relationships with board members and/or elected officials, but has no or limited experience with such.

☐ Unacceptable – did not present a clear or specific understanding of building and sustaining relationships with board members and/or elected officials and has no experience with such. Candidate provided only vague generalities.

Evaluation and Comments:

---

5. How would you begin to assess or evaluate current Public Health programs and services provided by the District to determine their benefits and whether they need to be continued, revamped, expanded, discontinued and/or new programs or services developed?

Follow-up:

Evaluation Considerations:

☒ Highly Acceptable – described a comprehensive process for reviewing information about programs and services, which includes specific components, such as analysis of data, trends, cost, benefits, outcomes, alignment to the PH mission, goals and priorities. Candidate describes a thoughtful process which involves staff and others in the evaluation process.

☐ Acceptable – described a general process for reviewing information about programs and services, which may include some of the above specific components. Candidate's description does not include involvement of staff.

☐ Unacceptable – did not describe a process for reviewing information about programs and services which includes any of the above specific components or other acceptable components.

Evaluation and Comments:



6. The District Health Director is a state employee who reports directly to the Department of Public Health Commissioner and also serves as the Chief Executive Officer for each of the six (6) County Boards of Health. Tell us about any experience you have had reporting to two different entities or tell us how you would manage this organizational requirement.

Follow-up:

Evaluation Considerations:

X Highly Acceptable – provided first-hand knowledge and experience reporting to two different entities or described an appropriate way of managing this organizational requirement.

   Acceptable – described an acceptable way of managing this organizational requirement, but has no or little first-hand knowledge of such.

   Unacceptable – did not describe experience with managing this organizational requirement and was not able to describe an acceptable way of managing such.

Evaluation and Comments:

*Relationship?*

7. During the past several years, Public Health has undergone several budget cuts. What has been your experience in addressing budget reductions.

Follow-up: As District Health Director describe the process you would use, the types of data and information you would review and the criteria you would use in preparing for such cuts.

Evaluation Considerations:

☒ Highly Acceptable – described a detailed process, which included review of past budget cuts, impact on services and staff, use of appropriate criteria, such as PH mission, Strategic Plan, PH priorities, evidence-based support, effective or demonstrated effective intervention, focus on prevention, cost benefit and number of people affected.

☐ Acceptable – described a general process which included some of the above components.

☐ Unacceptable - did not describe an adequate process.

Evaluation and Comments:

Scope of work  
Leverage positions  
Partnerships  
Revenue streams

8. Tell us your experience with using a disciplinary process in managing difficult or challenging staff.

Follow-up: Explain your experience in setting/managing Human Resources policies.

Evaluation Considerations:

☒ Highly Acceptable – has experience and described in detail a step-by-step process for disciplining staff using appropriate decision-making criteria. Candidate has experience and provided appropriate examples of managing HR policies.

☐ Acceptable – has little or no experience, but was able to describe in detail a step-by-step process for disciplining staff appropriately. Candidate has little or no experience in setting or managing HR policies, but provided appropriate examples of such.

☐ Unacceptable – did not describe appropriate disciplinary process. Candidate was not familiar with setting or managing HR policies.

Evaluation and Comments:

*Good to great book - Collins  
document frequently*

**DISTRICT HEALTH DIRECTOR INTERVIEW**  
**February 2014**

LEGEND

Highly Acceptable = 3 points  
Acceptable = 2 points  
Unacceptable = 1 point

Applicant Name: ERIC WALSH

Interviewer Name: LOUISE HAMRICK

Date/Time: 2/26/14 1:30pm

1. Tell us how your skills and work experience will help you be successful in the job of District Health Director for Public Health.

- Follow-up: a) What attracted you to this position? —  
b) What size budgets have you managed?  
c) What type of management style do you prefer?  
d) How does this position factor into your short/long term career goals?

Evaluation Considerations:

☒ Highly Acceptable – work experience indicated a scope of responsibility comparable to or greater than that of DHD. Candidate was specific in describing how his work experience prepares him for the DHD job.

☐ Acceptable – work experience indicated a scope of responsibility less than that of DHD. Candidate was general in describing how his work experience prepares him for the DHD job.

☐ Unacceptable – work experience indicated a limited scope of responsibility and insufficient to prepare the candidate to be successful in the DHD job. Candidate is unable to clearly articulate previous experience and its application to the DHD job.

Evaluation and Comments:

Family Medicine – “Stumbled” into public health residency. Realized it was his passion.  
Population Based Medicine – Worked in TB program, Medical Urgent Care center. Views self as servant leader.  
Traveled internationally – has DPH – WIC, dental

2. As District Health Director, what strategies would you use to increase the positive perception of Public Health throughout the district?

Follow-up: What experience do you have working with local media?

*public*

*Speaking*  
Evaluation Considerations:

☒ Highly Acceptable – candidate provided several acceptable and appropriate strategies\* to increase the positive perception of PH in the community.

☐ Acceptable – candidate provided some acceptable and appropriate strategies\* to increase the positive perception of PH in the community.

☐ Unacceptable – candidate provided limited or no acceptable and appropriate strategies\* to increase the positive perception of PH in the community.

**\*Acceptable and appropriate strategies include, but are not limited to:** proactive contacts with local media to cover PH initiatives/activities/events; collaborating with community partners and/or health care providers to cover PH events; letters to newspapers and/or print media; feature articles on PH programs/activities; press conferences to announce PH events; town hall meetings; community surveys; satisfaction surveys; use of web site and social marketing.

**Evaluation and Comments:**

*Educational -*

*Elected officials - talk to them -  
walk into their world and let them know  
how they are connected -*

*Faith based - speaks monthly to clergy -  
Civic organizations*

3. The federal government is considering changing the Medicaid funding criteria from a treatment based allocation to fee-for-service based allocation. Describe your experience developing strategies for maximizing fees for service.

Evaluation Considerations:

☒ Highly Acceptable – provided specific examples of personal experience developing strategies in an operational setting. Candidate also offered substantive ideas and examples to address the fee issue.

☐ Acceptable – described a general knowledge of developing strategies to maximize fees for service.

☐ Unacceptable – did not present a clear or understandable approach to strategies for maximizing fees for service.

Evaluation and Comments:

works for City Health dept had massive  
↓ funds, prioritizing, fiscally conservative,  
Maximizing revenues, Cost Containment. leveraged  
grants.

4. An important role of the District Health Director is building and sustaining relationships with not only staff, but also with legislators, County Board of Health members, County Commissioners and other elected officials. Tell us about your experience with building and sustaining relationships with board members and/or elected officials.

Follow-up: a) Give us an example of how you used these relationships to achieve a particular purpose or goal.  
b) Give us an example of a particular conflict or challenge you experienced in working with board members or elected officials, how you addressed the challenge and what was the outcome.

Evaluation Considerations:

☒ Highly Acceptable – provided specific examples of positive experience in building and sustaining relationships with board members and/or elected officials. Candidate provided example of effective use of such relationships to achieve a particular purpose or goal. Candidate described an example of addressing a challenge in working with a board member or elected official in an appropriate manner.

☐ Acceptable – indicated a general knowledge of building and sustaining relationships with board members and/or elected officials, but has no or limited experience with such.

☐ Unacceptable – did not present a clear or specific understanding of building and sustaining relationships with board members and/or elected officials and has no experience with such. Candidate provided only vague generalities.

Evaluation and Comments:

One of most important aspects of job.  
Elected officials don't know a lot  
about public health, educates them.  
Use data gives reports.  
example - getting complaints about 2nd  
hand smoke, knew it would be  
difficult was able to get Council to  
pass ordinance.

5. How would you begin to assess or evaluate current Public Health programs and services provided by the District to determine their benefits and whether they need to be continued, revamped, expanded, discontinued and/or new programs or services developed?

Follow-up:

Evaluation Considerations:

☒ Highly Acceptable – described a comprehensive process for reviewing information about programs and services, which includes specific components, such as analysis of data, trends, cost, benefits, outcomes, alignment to the PH mission, goals and priorities. Candidate describes a thoughtful process which involves staff and others in the evaluation process.

☐ Acceptable – described a general process for reviewing information about programs and services, which may include some of the above specific components. Candidate's description does not include involvement of staff.

☐ Unacceptable – did not describe a process for reviewing information about programs and services which includes any of the above specific components or other acceptable components.

Evaluation and Comments:

look at trends going backward.  
Talk to staff about where program is  
going, outcomes - Use data, employee  
individual evaluations



6. The District Health Director is a state employee who reports directly to the Department of Public Health Commissioner and also serves as the Chief Executive Officer for each of the six (6) County Boards of Health. Tell us about any experience you have had reporting to two different entities or tell us how you would manage this organizational requirement.

Follow-up:

Evaluation Considerations:

☒ Highly Acceptable – provided first-hand knowledge and experience reporting to two different entities or described an appropriate way of managing this organizational requirement.

☐ Acceptable – described an acceptable way of managing this organizational requirement, but has no or little first-hand knowledge of such.

☐ Unacceptable – did not describe experience with managing this organizational requirement and was not able to describe an acceptable way of managing such.

Evaluation and Comments:

Now reports to city  
but 70% funding County  
sometimes conflicting –  
relationships – prioritize – remember  
we have to do what is good for  
constituents –

7. During the past several years, Public Health has undergone several budget cuts. What has been your experience in addressing budget reductions.

Follow-up: As District Health Director describe the process you would use, the types of data and information you would review and the criteria you would use in preparing for such cuts.

Evaluation Considerations:

☒ Highly Acceptable – described a detailed process, which included review of past budget cuts, impact on services and staff, use of appropriate criteria, such as PH mission, Strategic Plan, PH priorities, evidence-based support, effective or demonstrated effective intervention, focus on prevention, cost benefit and number of people affected.

☐ Acceptable – described a general process which included some of the above components.

☐ Unacceptable - did not describe an adequate process.

Evaluation and Comments:

look at scope of work - mission  
What does it take to get there.

Go program by program -

Find revenue streams -

8. Tell us your experience with using a disciplinary process in managing difficult or challenging staff.

Follow-up: Explain your experience in setting/managing Human Resources policies.

Evaluation Considerations: *Created - Policies -*

☒ Highly Acceptable – has experience and described in detail a step-by-step process for disciplining staff using appropriate decision-making criteria. Candidate has experience and provided appropriate examples of managing HR policies.

☐ Acceptable – has little or no experience, but was able to describe in detail a step-by-step process for disciplining staff appropriately. Candidate has little or no experience in setting or managing HR policies, but provided appropriate examples of such.

☐ Unacceptable – did not describe appropriate disciplinary process. Candidate was not familiar with setting or managing HR policies.

Evaluation and Comments:

*Terminated 3 since he got to job  
Collins Approach - Get Wrong people off bus,  
right people on, in right seats.*

*Document quickly*

*Put on PIP.*

*Extensive Customer Service -*

**DISTRICT HEALTH DIRECTOR INTERVIEW**  
**February 2014**

**LEGEND**

Highly Acceptable = 3 points  
Acceptable = 2 points  
Unacceptable = 1 point

Applicant Name: ERIC WALSH

Interviewer Name: DR. KENNEDY

Date/Time: 2/26/14 1:30 pm

1. Tell us how your skills and work experience will help you be successful in the job of District Health Director for Public Health.

- Follow-up: a) What attracted you to this position?  
b) What size budgets have you managed?  
c) What type of management style do you prefer?  
d) How does this position factor into your short/long term career goals?

Evaluation Considerations:

☒ Highly Acceptable – work experience indicated a scope of responsibility comparable to or greater than that of DHD. Candidate was specific in describing how his work experience prepares him for the DHD job.

☐ Acceptable – work experience indicated a scope of responsibility less than that of DHD. Candidate was general in describing how his work experience prepares him for the DHD job.

☐ Unacceptable – work experience indicated a limited scope of responsibility and insufficient to prepare the candidate to be successful in the DHD job. Candidate is unable to clearly articulate previous experience and its application to the DHD job.

Evaluation and Comments:

Excellent Training  
Excellent  
Superior  
Wanted to  
Orange & County  
in Conservation  
Political  
Environment  
"Servant  
Leadership"  
Loving Kindness  
Mission Work  
Spoke for  
Wash DC  
Wash DC

2. As District Health Director, what strategies would you use to increase the positive perception of Public Health throughout the district?

Follow-up: What experience do you have working with local media?

Evaluation Considerations:

☒ Highly Acceptable – candidate provided several acceptable and appropriate strategies\* to increase the positive perception of PH in the community.

☐ Acceptable – candidate provided some acceptable and appropriate strategies\* to increase the positive perception of PH in the community.

☐ Unacceptable – candidate provided limited or no acceptable and appropriate strategies\* to increase the positive perception of PH in the community.

**\*Acceptable and appropriate strategies include, but are not limited to:** proactive contacts with local media to cover PH initiatives/activities/events; collaborating with community partners and/or health care providers to cover PH events; letters to newspapers and/or print media; feature articles on PH programs/activities; press conferences to announce PH events; town hall meetings; community surveys; satisfaction surveys; use of web site and social marketing.

Evaluation and Comments:

- ① Via Educational System
- ② Via Elected Officials
- ③ Meets c Community Change Coalition  
→ by Faith Based Community
- ④ Civic Organization

3. The federal government is considering changing the Medicaid funding criteria from a treatment based allocation to fee-for-service based allocation. Describe your experience developing strategies for maximizing fees for service.

Evaluation Considerations:

☒ Highly Acceptable – provided specific examples of personal experience developing strategies in an operational setting. Candidate also offered substantive ideas and examples to address the fee issue.

☐ Acceptable – described a general knowledge of developing strategies to maximize fees for service.

☐ Unacceptable – did not present a clear or understandable approach to strategies for maximizing fees for service.

Evaluation and Comments:

*Excellent Answer*

4. An important role of the District Health Director is building and sustaining relationships with not only staff, but also with legislators, County Board of Health members, County Commissioners and other elected officials. Tell us about your experience with building and sustaining relationships with board members and/or elected officials.

Follow-up: a) Give us an example of how you used these relationships to achieve a particular purpose or goal.  
b) Give us an example of a particular conflict or challenge you experienced in working with board members or elected officials, how you addressed the challenge and what was the outcome.

Evaluation Considerations:

☒ Highly Acceptable – provided specific examples of positive experience in building and sustaining relationships with board members and/or elected officials. Candidate provided example of effective use of such relationships to achieve a particular purpose or goal. Candidate described an example of addressing a challenge in working with a board member or elected official in an appropriate manner.

☐ Acceptable – indicated a general knowledge of building and sustaining relationships with board members and/or elected officials, but has no or limited experience with such.

☐ Unacceptable – did not present a clear or specific understanding of building and sustaining relationships with board members and/or elected officials and has no experience with such. Candidate provided only vague generalities.

Evaluation and Comments:

Good experience - Orange County & Pasadena!  
Tobacco → Excellent Ordinance passed  
by while with officials,  
Common Areas.

5. How would you begin to assess or evaluate current Public Health programs and services provided by the District to determine their benefits and whether they need to be continued, revamped, expanded, discontinued and/or new programs or services developed?

Follow-up:

Evaluation Considerations:

☒ Highly Acceptable – described a comprehensive process for reviewing information about programs and services, which includes specific components, such as analysis of data, trends, cost, benefits, outcomes, alignment to the PH mission, goals and priorities. Candidate describes a thoughtful process which involves staff and others in the evaluation process.

☐ Acceptable – described a general process for reviewing information about programs and services, which may include some of the above specific components. Candidate's description does not include involvement of staff.

☐ Unacceptable – did not describe a process for reviewing information about programs and services which includes any of the above specific components or other acceptable components.

Evaluation and Comments:

Satisfactory understanding of answer!



6. The District Health Director is a state employee who reports directly to the Department of Public Health Commissioner and also serves as the Chief Executive Officer for each of the six (6) County Boards of Health. Tell us about any experience you have had reporting to two different entities or tell us how you would manage this organizational requirement.

Follow-up:

Evaluation Considerations:

☒ Highly Acceptable – provided first-hand knowledge and experience reporting to two different entities or described an appropriate way of managing this organizational requirement.

☐ Acceptable – described an acceptable way of managing this organizational requirement, but has no or little first-hand knowledge of such.

☐ Unacceptable – did not describe experience with managing this organizational requirement and was not able to describe an acceptable way of managing such.

Evaluation and Comments:

Positive!

909  
000  
-5957

7. During the past several years, Public Health has undergone several budget cuts. What has been your experience in addressing budget reductions.

Follow-up: As District Health Director describe the process you would use, the types of data and information you would review and the criteria you would use in preparing for such cuts.

Evaluation Considerations:

☒ Highly Acceptable – described a detailed process, which included review of past budget cuts, impact on services and staff, use of appropriate criteria, such as PH mission, Strategic Plan, PH priorities, evidence-based support, effective or demonstrated effective intervention, focus on prevention, cost benefit and number of people affected.

☐ Acceptable – described a general process which included some of the above components.

☐ Unacceptable - did not describe an adequate process.

Evaluation and Comments:

- (1) Scope – Define mission & scope  
First [Timeline & pull in partners]

- (2) Program by program

Secret to our budget & success  
– cushion money

Added Balling in PH lab & max unit

8. Tell us your experience with using a disciplinary process in managing difficult or challenging staff.

Follow-up: Explain your experience in setting/managing Human Resources policies.

Evaluation Considerations:

yes. several

☒ Highly Acceptable – has experience and described in detail a step-by-step process for disciplining staff using appropriate decision-making criteria. Candidate has experience and provided appropriate examples of managing HR policies.

☐ Acceptable – has little or no experience, but was able to describe in detail a step-by-step process for disciplining staff appropriately. Candidate has little or no experience in setting or managing HR policies, but provided appropriate examples of such.

☐ Unacceptable – did not describe appropriate disciplinary process. Candidate was not familiar with setting or managing HR policies.

Evaluation and Comments:

Has formulated 3  
hard H 6

We are using Good to great  
text in BA

excellent answers

Expectations → PEP

Thompson  
option

# **EXHIBIT 6**

## Fitzgerald, Brenda

---

**From:** Fitzgerald, Brenda  
**Sent:** Tuesday, March 04, 2014 1:18 PM  
**To:** Lee Rudd  
**Subject:** Re: District 1-2 DHD Recruitment Process

Thanks

>>> Lee Rudd 03/04/14 1:15 PM >>>

I can check to see if he applied in the past with District 4.

Lee Rudd  
Director of Human Resources  
Department of Public Health  
2 Peachtree Street, NW Floor - 16  
Atlanta, GA 30303



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>>> Carole Jakeway 3/4/2014 1:09 PM >>>

The name Eric Walsh is familiar. I recall he applied for a previous DHD job (perhaps District 4). Is he the one whose wife said no because their kids were in high school and they did not want to leave CA at that time? Did the kids finish high school???? Lee, can you check?

>>> Brenda Fitzgerald 03/04/14 12:58 PM >>>  
WONDERFUL

>>> Jack Kennedy 03/04/14 12:29 PM >>>  
Dr. F., Jamie, Carole and Lee,

We have three candidates who could do the 1-2 DHD job. Susan, Steve, Louise and I have interviewed them. We are working thru the process of introducing them to a few BOH members in brief interviews in hopes of getting some buy-in from key BOH members for our candidates.  
Susan is keeping Lee in the loop.

Our favorite is Eric Walsh who is currently Health Director for Pasadena, CA one of only three independent local city health departments in California:  
<http://www.ci.pasadena.ca.us/publichealth/>

We did his interview by video conference - worked very well.

Dr. Walsh is bright, engaging and has a great personality. He also has a Doctorate in Public Health (completed in 2012) and really seems to get it as far as leadership and management goes. He actually brought up Collins and Good to Great

in his answer to one of our HR questions. It was clear that he was experienced in the concept of getting the right people on (or off) off the bus.

Dr. Walsh has spent significant time in Florida and Alabama, and I believe also in North Carolina. He loves the weather in CA but is ready to come back to the south.....

Only drawback is that he would have to get his GA license. Hopefully this could happen fairly quickly if we offer and he accepts the job.

While I recognize that funds are tight, Louise, Steve, Susan and I are of the unanimous opinion that Dr. Walsh received the highest possible score on every one of our questions, on his education and background, and also on his personality.

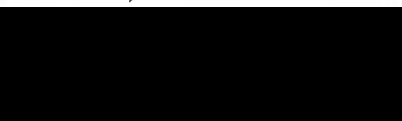
I strongly recommend that we be willing to give a least a little flexibility in his salary (he is currently making \$180k but I pled my case that he could live comfortably in GA on much less and I think he understands that). I feel quite certain that we will not be seeing a more qualified candidate for DHD any time in the near future. Feel free to spend a little of the money I have saved you on 1-2 DHD salary since last May if that helps. For the long term building of GA DPH this guy would be worth the few extra bucks!

Thanks for supporting our effort to get 1-2 the outstanding DHD that our staff and communities deserve and that DPH would greatly benefit from.

I am hoping and praying that he stays in the process and will accept an offer if you like him.

P.S. This is not lobbying, it is just education - Ha!!

Jack Kennedy  
John D. Kennedy, M.D., M.B.A.  
District Health Director 3-1  
Cobb & Douglas Public Health  
1650 County Services Pkwy  
Marietta, GA 30008



Healthier lives. Healthier community.

<http://www.cobbanddouglaspublichealth.org> ( <http://www.cobbanddouglaspublichealth.org/> )

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# **EXHIBIT 7**

**Brewster, Susan**

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**From:** Rudd, Lee  
**Sent:** Wednesday, May 07, 2014 4:40 PM  
**To:** Jack Kennedy; Susan Brewster; Fitzgerald, Brenda; Jakeway, Carole C; Howgate, James C; PatO'Neal  
**Cc:** Pfirman, Kate  
**Subject:** Dr. Eric Walsh - North Georgia Health District

He has accepted the position and will begin work on June 16, 2014. Thanks for your help...

Lee Rudd  
Director of Human Resources  
Department of Public Health  
2 Peachtree Street, 16<sup>th</sup> Floor  
Atlanta, GA 30303



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# **EXHIBIT 8**

-----Original Message-----

From: Jack Kennedy [REDACTED]  
To: walshsda [REDACTED]  
Sent: Fri, May 9, 2014 7:30 am  
Subject: Fwd: Welcome

Eric,

Great news that you and your family are coming to Georgia.

Please let me know if I can help in any way. I have been in Cobb since 1986 and have a cabin up in Gilmer County in your new district.

Louise is definitely the local expert on anything in your six counties.

Look forward to seeing you in June.

Jack K.

Personal Email: [REDACTED]

Cell: [REDACTED]

end of AOLMsgPart\_0\_c0c4f6ba-bc94-4bf3-916e-3cc07e7e0182

Attached Message

From: Louise Hamrick [REDACTED]  
To: [REDACTED]  
Cc: Jack Kennedy [REDACTED]; Susan Brewster [REDACTED]; Stephanie [REDACTED]  
Tonya [REDACTED]  
Subject: Welcome  
Date: Fri, 09 May 2014 08:21:49 -0400

Hello Dr. Walsh,

On behalf of the District Leadership Team and our interim District Health Director, Dr. Jack Kennedy, welcome to the North Georgia Health District 1-2 as our District Health Director.

We are very pleased that you chose to join our team, and we look forward to working with you.

If I can answer any questions or be of any assistance to you in your preparation to assume the position, please let me know.

We look forward to seeing you in June.

Louise

This message and any included attachments are from the County Board of Health and are intended only for the addressee(s). The information contained herein may include privileged or otherwise confidential information. Unauthorized review, forwarding, printing, copying, distributing, or using such information is strictly prohibited. If you receive this message in error or have reason to believe you are not authorized to receive it, please promptly delete this message and notify the sender by email. Thank you.

Louise W. Hamrick, MSN, MBA, RN, FNP-BC  
District Deputy Director  
North Georgia Health District  
100 West Walnut Avenue Suite 92  
Dalton, Georgia 30720

