

Per California Code of Regulations, title 2, section 548.5, the following information will be posted to CalHR's Career Executive Assignment Action Proposals website for 30 calendar days when departments propose new CEA concepts or major revisions to existing CEA concepts. Presence of the department-submitted CEA Action Proposal information on CalHR's website does not indicate CalHR support for the proposal.

**A. GENERAL INFORMATION**

1. Date

2016-08-11

2. Department

California Department of Public Health

3. Organizational Placement (Division/Branch/Office Name)

Office of Quality Performance and Accreditation

4. CEA Position Title

Deputy Director, Office of Quality Performance and Accreditation

5. Summary of proposed position description and how it relates to the program's mission or purpose. (2-3 sentences)

This position will have overall responsibility for planning, organizing, developing, managing and coordinating quality and performance improvement activities across the Department. Serves as subject matter expert to the Director on departmental efforts to maintain National Public Health Accreditation status and assist local health jurisdictions and tribal entities in attaining accreditation. The position is responsible for program management over leadership and workforce development including department-wide succession planning.

6. Reports to: (Class Title/Level)

Assistant Director/Exempt

7. Relationship with Department Director (Select one)

- Member of department's Executive Management Team, and has frequent contact with director on a wide range of department-wide issues.
- Not a member of department's Executive Management Team but has frequent contact with the Executive Management Team on policy issues.

(Explain):

8. Organizational Level (Select one)

- 1st  2nd  3rd  4th  5th (mega departments only - 17,001+ allocated positions)

## B. SUMMARY OF REQUEST

### 9. What are the duties and responsibilities of the CEA position? Be specific and provide examples.

The proposed CEA B will manage, direct and coordinate activities of the Office of Quality Performance and Accreditation (OQPA). As a member of the Executive Staff, the CEA B recommends to the Director quality and performance improvement activities and workforce development strategies. The CEA B will plan, organize, delegate and manage multiple priorities necessary to substantially improve the quality of services provided to Californians. The CEA B will oversee day-to-day operations including managing and coaching staff, training, conducting performance appraisals, goal setting, and resource allocation.

The CEA B will provide leadership and guidance to subordinate staff and across Centers and programs on implementation of quality and performance improvement programs, policies and procedures; manage ongoing data gathering, evaluation and trend analysis, and ensure staff training and education incorporates best practices, industry benchmarks and standards. This position will oversee the department's efforts to maintain National Public Health Accreditation status and provide guidance and technical assistance to local health departments and tribal entities in attaining accreditation. The CEA B will lead development and organization of quality and performance improvement reviews, survey and accreditation processes and reports; oversee development of clear, concise reports and proper documentation of accreditation and quality improvement efforts; and develop and maintain a system for outcome measurement and reporting to determine effectiveness of quality improvement projects.

The proposed CEA B will develop and implement workforce development plans including recruiting, training, development and retention of a highly skilled and knowledgeable workforce; develop, implement and coordinate the department-wide internship program; consult with executive staff regarding workforce policies, learning initiatives, current and future workforce needs, employee performance and development, and retention and recruitment issues; and develop goals and objectives and provide leadership program planning and development.

The CEA B will represent the Department in interactions with health care providers, community organizations and professional associations and will serve as the Department's subject matter expert regarding new developments and national trends in quality and performance improvement and development of a public health workforce.

**B. SUMMARY OF REQUEST (continued)**

10. How critical is the program's mission or purpose to the department's mission as a whole? Include a description of the degree to which the program is critical to the department's mission.

- Program is directly related to department's primary mission and is critical to achieving the department's goals.
- Program is indirectly related to department's primary mission.
- Program plays a supporting role in achieving department's mission (i.e., budget, personnel, other admin functions).

Description: The mission of the California Department of Public Health (CDPH) is to optimize the health and well-being of all Californians. In order to accomplish this mission, CDPH must partner with local health departments, other State Departments and Agencies, and public and private stakeholders to provide technical guidance across core public health functions, develop statewide policies, collect and analyze statewide data, and oversee federal, special funds, and state general funds provided to these partners. Given significant changes in the environment in which public health operates such as the Affordable Care Act, electronic medical records, public health accreditation, open-data portals, etc., public health must adapt to take advantage of new ways of conducting its business. Primarily this means investing in our workforce and developing a culture of quality improvement and performance management. This position will be responsible for program management over both of these efforts.

OQPA was created to achieve, among other things, Public Health Accreditation through the national accreditation board by measuring California's state public health department against a set of nationally recognized, practice-focused and evidenced-based standards. The goal of this, now voluntary, accreditation program is in direct alignment with CDPH's mission to optimize the health of the public by advancing the quality and performance of tribal, state, local and territorial public health departments. CDPH accreditation further aligns with achieving the top three objectives of the CDPH Strategic Map (Develop Workforce, Drive the Policy Agenda and Utilize Branding and Public Health Innovation). Nationally established accreditation standards define the expectations for all public health departments with a focus on improving service, value and accountability to stakeholders. In future years, accreditation may either be a condition of federal funding or be valued in competitive funding opportunities. In December 2014, the California Department of Public Health was one of only seven state public health departments to earn national accreditation status. The accreditation process is lengthy and intense with California submitting more than 19,000 pages of documentation to demonstrate compliance with measures across 12 public health domains. Accreditation requires annual reporting and continued compliance with all measures including updated and new measures added annually, in addition to the requirement that CDPH retain an Accreditation Coordinator to ensure standards and compliance are achieved on an ongoing basis and in a timely manner.

**B. SUMMARY OF REQUEST (continued)**

**11. Describe what has changed that makes this request necessary. Explain how the change justifies the current request. Be specific and provide examples.**

The Office of Quality Performance and Accreditation was established in July 2012 and given the immediate and critical nature of the position to immediately begin work on preparing for the accreditation application process, a position was redirected to serve in the leadership role of Deputy Director. This request formalizes the structure and the ongoing nature of the work. This position will report to the Assistant Director of CDPH who has broader responsibilities to connect projects and activities across several program areas.

Now that CDPH has achieved national accreditation, maintaining accreditation status requires annual reporting and continued compliance on an ongoing basis and in a timely manner. Many believe that in future years, accreditation will either be a condition of federal funding or be valued in competitive funding opportunities. The California Department of Public Health, one of only seven state public health departments, was accredited in December 2014. As the responsibilities and efforts of OQPA have increased and new areas have been assigned to OQPA, CDPH is proposing to formalize the structure of the office to meet ongoing workload and return the redirected position to its original workload and assignment.

The goal of this now voluntary accreditation program is in direct alignment to CDPH's mission to optimize the health of the public by advancing the quality and performance of tribal, state, local and territorial public health departments. CDPH accreditation further aligns with achieving the top three objectives of the CDPH Strategic Map (Develop Workforce, Drive the Policy Agenda and Utilize Branding and Public Health Innovation). National accreditation standards define the expectations for all public health departments with a focus on improving service, value and accountability to stakeholders. The accreditation process is lengthy and intense with California submitting more than 19,000 pages of documentation to demonstrate compliance with measures across 12 public health domains. Accreditation requires annual reporting and continued compliance with all measures including updated and new measures added annually, in addition to the requirement that CDPH retain an Accreditation Coordinator to ensure standards and compliance are achieved on an ongoing basis and in a timely manner.

The incumbent will serve as a member of the Department's executive management team and will play a significant role in the development of priorities, policies, and practices pertaining to accreditation, quality and performance improvement, and leadership and workforce development. The incumbent, through subordinate staff, also has responsibility for development and implementation of strategies to recruit and retain knowledgeable and skilled employees, including health professionals and scientists, and for ensuring that the right leadership is available at all levels of the department.

The Deputy Director will be responsible for the ongoing accreditation requirements of the California Department of Public Health. CDPH is in the process of creating systems and performance metrics to ensure that California continues to be in compliance with all performance measures to maintain accreditation. The incumbent will be responsible for the development of these systems and measures for over 110 requirements and for dissemination to all CDPH programs.

The Deputy Director will be responsible for providing technical assistance, lessons learned, and tools and templates to local jurisdictions and tribes to assist them with the process of applying for accreditation over the next few years as they each determine their readiness for compliance with the measures. Nearly 70% of the federal funding provided to CDPH for public health activities is distributed to our 61 local health departments. Each of these health departments, of various size and resources, individually need to apply for accreditation. These will be developed, documented and stored for future use.

A key component of initial and ongoing accreditation is demonstration of a culture of quality performance including the use of a quality improvement model for evaluation and continued improvement of public health programs. In preparing for the initial accreditation process, CDPH adopted the "Plan, Do, Check, Act" model for quality improvement and conducted three initial quality improvement projects. CDPH has determined a need to utilize this model to address issues in both our laboratories and licensing and certification programs to address issues highlighted in various audit findings. The Deputy Director will be responsible for overseeing the continuance of these efforts to help improve program activities and meet compliance with accreditation measures.

## C. ROLE IN POLICY INFLUENCE

12. Provide 3-5 specific examples of policy areas over which the CEA position will be the principle policy maker. Each example should cite a policy that would have an identifiable impact. Include a description of the statewide impact of the assigned program.

**Quality Improvement:** Review audits, legislative reports, and recommendations from control agencies to identify and prioritize department needs for quality improvement projects. For example, CDPH's Licensing and Certification Program has been the subject of legislative and media scrutiny. These entities have described multiple issues such as backlogs, consistency and standardization across district offices, and increased data collection and analysis across programmatic activities. This position will work to prioritize issues and develop quality improvement projects to address these critical projects serving as a lead to direct the projects and ensure they are on track in terms of time line and outcomes. For example, the person currently serving as the lead in this area embarked on the first quality improvement projects in this area including: Improve the long term complaint investigation time line to be completed within 90 days from date of receipt and increase the enforcement rate of the citation process through improved content and timeliness to meet the 30 day deadline.

**Program Evaluation:** The position will be responsible for developing a program evaluation framework, a systematic way to improve and account for public health actions. The evaluation framework will provide a systematic investigation of the merit, worth or significance or "value" to a program's efforts, including an evidence based structure focused on: context under which a program exists, what aspects will be considered for judging performance, what standards must be reached and what evidence is needed, and how will lessons learned be applied.

**Accreditation:** This position is responsible for ensuring ongoing compliance with Public Health Accreditation Board (PHAB) Standards and Measures. The Department was awarded five year PHAB accreditation status in December 2014 under Standards and Measures Version 1.0. Subsequently, PHAB revised and updated their Standards and Measures to Version 1.0 and again in 2015 to Version 1.5. This position is responsible for not only maintaining the department's accreditation but leading accreditation efforts with 58 local health departments who are also seeking accreditation and looking for leadership from the State.

**Performance Management:** This position is the lead for the Department's performance management activities and specifically for development, through executive leadership input, of the Department's Strategic Plan. The current Strategic Plan/Map covers state fiscal years 2014 through 2017. To ensure a process exists that allows for department-wide continuous monitoring, analysis, reporting, and identifying corrective actions for pre-determined performance metrics a new policy and procedure was developed requiring all Centers and Offices to submit Strategic Map Action Plans (SMAPs) that align their activities with one or more of the Strategic Map objectives. This position will be responsible for the establishment of a SMAP policy, procedure, and process and is additionally tasked with ensuring ongoing review and analysis of the Centers and Offices performance. As set forth by policy, each SMAP is reviewed by the Quality Performance Council (QPC) and then, upon approval of the Council, is charged with reviewing progress toward achievement of the strategic objectives noted in each SMAP, at least twice a year.

**Workforce Development/Succession Planning:** The Department is uniquely challenged in the area of workforce development and succession planning given its age demographics (more than 50% at retirement age), large number of different civil service classifications (approximately 260), and a significant number of leaders at retirement age (66%). This position is responsible for the development, through executive leadership input, of a Workforce Development and Succession Plan that addresses the Department's critical workforce gaps and ensures having the right number of people with the right skills in the right jobs at the right time. The critical workforce gaps identified are categorized into four areas; recruitment, retention, knowledge transfer, and succession planning. This position is responsible for developing and overseeing the implementation of multiple initiatives aimed at closing the Department's workforce gaps. An example of a workforce development initiative is the development of a centralized internship program that places both undergraduate and graduate interns from multiple universities (e.g., U.C. Berkeley, Touro, California Sacramento State University) with multiple programs within the Department (e.g., Director's office, Center for Chronic Disease Prevention and Health Promotion). The centralized internship program includes web based internship placement guidelines, structured matching process between the intern and Department program, and management of a master contract to fund placement of paid interns. This position is responsible for the Department's centralized internship program. The goal of the internship program is to enhance the Departments recruitment efforts by demonstrating the value of working for the Department of Public Health to prospective employees. Another example of a workforce development initiative is development of a standardized onboarding process that is intended to ensure supervisors execute their responsibilities in alignment with personnel-related requirements (e.g., duty statement, mandated training, workload expectations, and probationary process) and to promote employee engagement from the first day of employment. The Goal of the structured onboarding process is to improve employee retention, improve employee performance through clear articulation of work performance expectations, and potentially reduce the incidence of employee adverse actions and grievances.

### **C. ROLE IN POLICY INFLUENCE (continued)**

#### **13. What is the CEA position's scope and nature of decision-making authority?**

In this capacity, the incumbent serves as a member of the Department's executive management team and plays a significant role in the decision making and development of priorities, policies, and practices pertaining to accreditation, quality and performance improvement, and leadership and workforce development. The incumbent, through subordinate staff, also has responsibility for development and implementation of strategies to recruit and retain knowledgeable and skilled employees, including health professionals and scientists, and for ensuring that the right leadership is available at all levels of the department.

The CEA B will be responsible for providing expert technical assistance, lessons learned, and tools and templates to local jurisdictions and tribes to assist them with the process of applying for accreditation over the next few years as they each determine their readiness for compliance with the measures. Nearly 70% of the federal funding provided to CDPH for public health activities is distributed to our 61 local health departments. Each of these health departments, of various size and resources, individually need to apply for accreditation. As accreditation materials are being developed, they are being documented and stored for future use in advising local health jurisdictions.

A key component of initial and ongoing accreditation is demonstration of a culture of quality performance including the use of a quality improvement model for evaluation and continued improvement of public health programs. In preparing for the initial accreditation process, CDPH adopted the "Plan, Do, Check, Act" model for quality improvement and conducted three initial quality improvement projects. CDPH has determined a need to utilize this model to address issues in both our laboratories and licensing and certification programs to address issues highlighted in various audit findings. The CEA B is responsible for overseeing the continuance of these efforts to help improve program activities and meet compliance with accreditation measures.

Another key component of accreditation is workforce development. As part of the analysis performed for accreditation, CDPH identified that 50% of the CDPH workforce is eligible for retirement in the next five years. OQPA, in partnership with CDPH Human Resources Branch, has begun analysis to identify critical recruitment needs and is developing a Succession Plan to address recruitment and other workforce needs. Under the leadership of the CEA B, this plan will be developed in the next twelve months with implementation over the next five years.

The position will be responsible for developing a program evaluation framework, a systematic way to improve and account for public health actions. The evaluation framework will provide a systematic investigation of the merit, worth or significance or "value" to a program's efforts, including an evidence based structure focused on: context under which a program exists, what aspects will be considered for judging performance, what standards must be reached and what evidence is needed, and how will lessons learned be applied. The proposed CEA B is responsible for conducting program evaluations across the department on an annual basis in response to issues identified by the Directorate.

#### **14. Will the CEA position be developing and implementing new policy, or interpreting and implementing existing policy? How?**

The proposed CEA position will be both developing new policies and implementing these policies across the department and the state. For example, the CEA is responsible for building required policies and procedures necessary to meet more stringent accreditation standards in areas such as cross-sector collaboration related to communicating public health messages to the public and an array of stakeholders, status of the population's health through a documented Health Assessment and a health improvement plan which needs to be developed and revised annually. These documents require collaboration across the department and with local health departments and other stakeholders. In addition, the CEA is responsible for development of the department's strategic plan and for leading efforts across the department to identify and track priority activities to carry out the strategic plan objectives. The CEA will develop new policies for including quality improvement, program evaluation, and performance management throughout the 213 department programs. The CEA will develop innovative recruitment and retention strategies, policies and procedures based on existing government codes and CalHR efforts to ensure the department can attract the subject matter experts needed to perform core public health functions.