

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

October 18, 2016

2. Department

California Prison Industry Authority

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

OPERATIONS DIVISION - HEALTHCARE FACILITIES MAINTENANCE (HFM)

4. CEA Position Title

Branch Manager, HFM

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

The California Prison Industry Authority is responsible for the Healthcare Facilities Maintenance (HFM) Program, within the California State Prison System. The HFM Career Executive Assignment (CEA) serves as a key member of the General Manager's overall Executive team and has many primary roles, including: (1) leadership and oversight of the HFM program, (2) management of training and assignments of custodian services; (3) oversight of all maintenance and repair within the HFM program; (4) oversight of audits of this program within 34 institutions; and (5) oversight of the facilitation and compliance requirements of the HFM Program.

6. Reports to: (Class Title/Level)

Assistant General Manager, Operations Division, CALPIA/CEA B

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.

Under the general direction from The California Prison Industry Authority's (CALPIA) General Manager and direction from the CALPIA's Assistant General Manager, Operations Division, the Healthcare Facilities Maintenance (HFM) Program's CEA is responsible for the leadership and oversight of the HFM program. The California Department of Corrections and Rehabilitation, California Correction Health Care Services (CDCR/CCHCS) contracted with CALPIA effective January 2014, to perform HFM services at thirty-four (34) correctional institutions throughout the State of California. The HFM program is responsible for establishing and providing healthcare facilities maintenance services that meet all Federal and State healthcare environmental standards as well as International Organization for Standards (ISO) certification within Correctional Treatment Centers (CTC's), facility clinics and all other areas where medical services are provided within these 34 correctional institutions. CALPIA's custodian staffing supervises and trains offenders in performing the maintenance duties that are compliant with the California Code of Regulations (CCR) Title 22, Sections 79861 and 79843 and Title 29 Code of Federal Regulations, along with other regulatory requirements for the Hospital Cleaning Industry. The HFM program prepares offenders for post-incarceration employment through a Certified Healthcare Environmental Services Professional (CHESP) program administered by CALPIA staff through the American Hospital Association.

The CEA is responsible for developing and updating established HFM statewide policies; developing HFM specific statewide procedures; ensures the consistency and collaboration for HFM policies and procedures with other CALPIA industry programs; developing, auditing and tracking tools to monitor compliance with established standards; develop and monitor training programs to ensure staff are adequately trained both in the supervision of offenders, and the appropriate cleaning methods; along with directing the implementation of the HFM's mission, goals and objectives. The CEA is responsible for overseeing the day-to-day operations of the HFM program on a statewide basis to ensure ongoing required compliance standards are met. The CEA is responsible for ensuring all housekeeping cleaning supplies and equipment are stored and secured in the secure housekeeping rooms with proper documentation of instructions for use, along with Material Safety Data Sheets (MSDS) and the CEA is responsible for following all regulatory Occupational Safety and Health Administration (OSHA) standards for blood borne pathogens, sanitation, air contaminants, toxic substances and any other standard applicable to the Hospital Cleaning Industry.

The CEA has responsibility over the HFM operating budget of \$48.5M. The HFM program fiscally represents approximately 28% of CALPIA's overall budget, and also represents approximately 49% of CALPIA's overall positions. The CEA is the spokesperson for all activities related to the HFM Program. The CEA is responsible for interacting and communicating to the Prison Industry Board, the CDCR/CCHCS, and industry experts, providing information related to the programs status. This includes being a liaison between the HFM Program and the Warden in each institution, meeting on a regular basis to identify needs, establish priorities, develop implementation schedules and develop/oversee performance levels.

The CEA is specifically responsible for development of policies for the HFM that meet the regulatory Hospital Cleaning Industry standards and compliance with the Occupational Safety and Health Administration (OSHA) standards and the California Code of Regulations, along with oversight of the HFM program as follows:

1. Ensure the Correctional Treatment Centers, Facility Clinics, and all other areas where medical services are provided are to be kept in a clean, safe, orderly, and sanitary condition, free from offensive odors.
2. Cleaning of occupied patient areas, nurses' stations, work areas, halls, entrances, storage areas, restrooms, pharmacy and offices.
3. Cleaning of specialized care areas such as operating rooms.
4. Cleaning of isolation areas.
5. Cleaning of walls and ceilings.
6. Terminal cleaning of patient unit upon discharge of patient.
7. Utilization of housekeeping cleaning supplies and equipment.
8. Selection of staffing.
9. Training of staffing and offenders.
10. Audit criteria and tools.
11. Ensure all employees have and use universal precautions to include personal protective equipment, bio-hazardous waste handling and infectious linen, and infection control practices.

The CALPIA has developed multiple written policies and procedures in order to meet California and federal regulations, which requires that the correctional treatment center, facility clinics and all other facilities where medical services are provided are to be kept in a clean, safe, orderly, and sanitary condition, free from offensive odors. The written policies and procedures were developed and implemented to include cleaning of occupied patient areas, nurses' stations, work areas, halls, entrances, storage areas, rest rooms, pharmacy and offices. Policies and procedures were developed ensuring appropriate cleaning of specialized care areas such as operating rooms, cleaning of isolation areas, cleaning of walls and ceilings, terminal cleaning of patient unit upon discharge of patient and utilization of housekeeping cleaning supplies and equipment. CALPIA has also developed a training program for the HFM Program, which includes training of employees and inmates/offenders in the use of equipment, hazardous waste handling/disposal, infectious control, blood borne pathogens.

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: CALPIA's Strategic Business Plan spells out our department's mission which has four (4) main critical goals:

1. Reduce Offender Recidivism.
2. Maintain Self-Sufficiency.
3. Develop High Performing Staff.
4. Organization and Increase Customer Satisfaction.

This CEA position must have a high level of knowledge, experience, and skill in the business operations to develop and implement strategic plans and policies in order to help grow the inmates/offenders into the workforce regardless of their education and/or experience.

The HFM Program increases prison safety and enhances public safety by providing inmates/offenders productive work and training opportunities. The success of this program is reliant on the knowledge, experience and skill of this CEA, as the leader of the driving force in strengthening this HFM Program, providing the training and the work experience for the offenders, resulting in reduced recidivism of inmates/offenders. The CEA's direction of this program will provide the inmates/offenders a marketable job with the skill, good work habits, high school level education or equivalent, industry accredited certifications, and job support to ensure the State and CALPIA's goal of reducing recidivism to produce a trained workforce of offenders in the prison system.

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.

In January 2014, CALPIA entered into a contract with CDCR/CCHCS to establish and provide Healthcare Facilities Maintenance (HFM) Services that meet regulatory standards within the industry. These services are to be performed at thirty-four (34) correctional institutions throughout the State of California. CDCR/CCHCS initially allocated 334 positions to CALPIA to perform these services. Since the agreement of this contract CALPIA has developed a number of documented policies and procedures for health care maintenance of Medical Operations at correctional institutions, which allows the HFM program to be in compliance with the California Code of Regulations Title 22, Section 79843, and Title 29, Code of Federal Regulations 1910.1030.

Due to the success of this program since CALPIA has taken over this contract from CDCR/CCHCS, CALPIA has now been authorized 228 additional positions, bringing the total to 562 total positions. CDCR/CCHCS has authorized the majority of these additional positions due to the Health Care Facility Improvement Project (HCFIP) and Statewide Medication Distribution improvements. HCFIP will allow CALPIA to apply current building standards within a health care environment in institutions. Example - Does the room meet ADA compliance; is the room sanitary enough to inject insulin, etc. Due to the critical nature of the HFM program, in addition to HCFIP positions, additional positions were also authorized in order to allow CALPIA to provide stabilization for the program, ensuring adequate staffing for regional manager support, recruitment and selection, contract oversight and monitoring, budgeting, accounting and management. The Statewide Medication Distribution improvements are designed to provide for and ensure the safe, efficient and effective distribution of medication in housing units and exercise yards. The primary HFM impact regarding the Statewide Medication Distribution improvements is

Because of the success of this program, the result is program permanency, now requiring a CEA leadership position. To date the workload was absorbed by other CALPIA Branch Managers and several rotating Prison Industries Administrators. Not only can the workload not continue to be absorbed due to existing critical workload, but due to the critical nature of this program and the consequence of error, leadership at the CEA level is necessary.

While CALPIA has developed and implemented policies and procedures, there have been multiple issues due to lack of resources to provide continuous and stable leadership and oversight to the program. Due to the need to continuously absorb and rotate leadership from within CALPIA, there has been a general lack of cohesive focus. This has resulted in a reactive program, rather than a proactive one. Policies are developed when a problem exists, rather than development of policies needed in advance. With the addition of the HCFIP positions, along with additional support positions, there can now be a concerted effort placed on developing project plans and policies that are well thought out and can endure the test of time. There is much to do with regards to developing improved policies to meet compliance in several areas, along with a more robust training program, in addition to the development of auditing tools.

With the additional resources and continuance of the HFM program, the time has come to provide a stable leadership entity; one that will develop new statewide policies that better ensure continuous success of the program. The CEA will direct the expansion of the program by developing an over-arching program plan, determining each goal and coordinating the expansion of the additional 228 positions. This needs to be done at the executive level, focused solely on HFM and not the other business lines within CALPIA, and done with understanding and implementing of the critical need to achieve the CALPIA's mission of public safety and reducing inmate/offender recidivism.

This CEA position must become familiar with and implement the provisions of various management resources and references, including the applicable Penal Code, Government Code sections, other laws, regulations, bargaining unit agreements, the State Administrative Manual, the California Department of Corrections and Rehabilitation Operations Manual, California Department of Human Resources and State Personnel Board laws and regulations, Title 22, Title 15, Title 29, all health and safety requirements including Title 8, and the policies and procedures of CALPIA.

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.

The Healthcare Facilities Maintenance CEA is the principal policy maker of several Healthcare Facilities Maintenance (HFM) Program policies and procedures, following all State and Federal Laws, Regulations, and Bargaining Unit Agreements. This program is a very diversified program and the CEA will provide policy, advice and recommendation to Executive Management as well as the Prison Industries Board. The recommendations will be policy and procedural issues relating to new and/or changing legislative directives, such as PC 2808. California Penal Code Section 2808 allows the CALPIA Board to exercise its duties, have all of the powers and do all of the things that the board of directors or a private corporation would do.

Title 15, Division 8, California Code of Regulations - Rules and Regulations of the California Prison Industry Authority. This Title gives the California Prison Industry Authority, authority to develop and operate, and assume jurisdiction over industrial, agricultural, and service enterprises employing prisoners under the jurisdiction of the California Department of Corrections and Rehabilitation (CDCR) which may be located within an institution or elsewhere, as will be determined by CALPIA. CALPIA operates this work program at 34 of the 35 institutions at this time.

CAL OSHA Injury and Illness Prevention Program - The Division of Occupational Safety and Health (DOSH), better known as Cal/OSHA, protects and improves the health and safety of working men and women in California and the safety of passengers riding on elevators, amusements rides, and tramway's – through the following activities:

- Setting and enforcing standards
- Providing outreach, education, and assistance
- Issuing permits, licenses, certifications, registrations, and approvals

This program protects our civil service employees as well as the inmates due to the chemical use within this program. If we are not following Cal-OSHA policy, rules and regulations, we are not enforcing Health and Safety to the environment, as well as the workplace.

This CEA position is responsible for developing, reviewing, rewriting and interpreting all HFM policies for the statewide impact and implementing statewide policy and procedures relating to the Healthcare Facilities Maintenance Program's customer agencies. Principle policies and procedures include methods to formulate, implement, and evaluate complex production, financial, and personnel policies and procedures.

Examples of specific policies to be developed or updated are as follows:

- Bloodborne Pathogens & Other Potentially Infectious Material Spill Clean-Up Policies
- Patient Care Equipment - Cleaning protocols policies
- C-Diff Norovirus, Multidrug-Resistant Organism policies
- Bed Bugs - Cleaning policies
- Equipment Preventative Maintenance policies.

This CEA position is a high level position which requires the level of a CEA, this position will report to the Executive level and must have the in-depth knowledge of HFM within CALPIA and this program. Knowledge of the principles and practices administering diverse manufacturing and service operations; knowledge of CDCR and CALPIA policy and procedures; knowledge of principles and trends of public administration, labor relations, techniques of organizational management and motivation, administrative problem solving and policy formulation, State Personnel Budget, and the managerial role.

C. ROLE IN POLICY INFLUENCE (continued)

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

The CEA position's scope and nature of decision-making authority impacts the State's and CALPIA's ability to meet the needs of the community to reduce recidivism. This CEA will maintain complete oversight and control of the HFM Program. The HFM program has a combined annual budget of over \$48.5 million. The CEA has the discretion and decision-making authority over all staff, financial expenditures, allocations, and monitoring of all budget-funding, contracts, and scope of all the work related to these programs within the Healthcare Facilities Maintenance Program.

The CEA is the ultimate subject-matter expert of the HFM program. Based on the expertise, the CEA must be able to provide general on-going updates and advice to the Executive Staff and the Prison Industries Board, regarding policy development; staff, inmate, and stakeholder concerns; and resolutions to issues as they arise. The CEA is entrusted to run this program under the general guidance of the Assistant General Manager of Operations Division.

The CEA must monitor all 34 Institutions to ensure compliance, with members of the CDCR, Cal-OSHA, Unions, and CDCR customer of the services (CCHCS). The CEA makes all presentations to external groups like special interest groups, legislators, and administrators to promote awareness of the program and to foster interest in participation of this program.

The HFM CEA is the program spokesperson and liaison on behalf of CALPIA working with CDCR/CCHCS.

With the growth of the program it is necessary to have this CEA, this CEA is expected to display initiative, leadership, and entrepreneurial skills to lead the California Healthcare Facilities Maintenance for CALPIA. CALPIA's CEA for this program is a vital role to the mission of CALPIA, providing training of inmates/offenders to keep the State's recidivism down as a whole.

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

This CEA will be implementing and developing new policy as well as implementing and updating current policy of the HFM Program. This CEA will oversee the administration as well as the program itself in the 34 institutions. This includes interpreting and implementing existing HFM Policy, existing laws and rules, and industry standards that guide this program. The type of program needs constant monitoring, updating, evaluating and staying abreast of how the changes affect the locations and the health concerns of OSHA, as well. The CEA must make sure all policies and regulations remain in force and in compliance.