

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

08/16/2019

2. Department

California Department of Public Health

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

Center for Health Statistics and Informatics

4. CEA Position Title

Assistant Deputy Director, Data Operations

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

The Assistant Deputy Director (ADD), Data Operations, will manage the day-to-day operations of the Informatics Branch (IB) and Vital Statistics Branch (VSB) within the Center for Health Statistics and Informatics (CHSI). This position will serve as the primary advisor to the Deputy Director for issues within these two branches, including budget development, strategic planning, and projects for continuous quality improvement. The ADD, Data Operations, plans, implements, coordinates, evaluates, and manages programs within IB and VSB; and, serves as an integral component in the formulation of policy to achieve the mission of CHSI and California Department of Public Health (CDPH).

6. Reports to: (Class Title/Level)

Deputy Director, Center for Health Statistics and Informatics /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.

Under the general direction of the Deputy Director, CHSI, the ADD, Data Operations, will exercise broad independent judgment and action when making programmatic and operational decisions relating to Data Operations. The ADD, Data Operations, will share direct responsibility with the Deputy Director in providing assistance for overall management of VSB and IB, providing day-to-day operational guidance in areas including: legislation, regulations, state policy, strategic planning, human resources, budgets, contracts, and procurements. The ADD, Data Operations, will work to ensure branches provide timely and quality services to internal and external customers; including: maintaining high standards of data file services and data analytics services. The ADD, Data Operations, will initiate continuous quality improvement efforts for existing programs, and develop new programs as needed.

The ADD, Data Operations, will collaborate with the CHSI Deputy Director and ADD for Vital Records, on the development and implementation of statewide public health policies and programs in the areas of vital statistics, data application development, data system interoperability, internal and external data sharing, open data, and other methods for strategic use of data. The CEA will use the overall objectives of CHSI and CDPH to identify policy, administrative, and programmatic issues that require priority attention and take independent action. The ADD, Data Operations, will consult with the Deputy Director on the highest level administrative and programmatic decisions in IB and VSB that have impact on CHSI, CDPH, and the State; and, will collaborate with Information Technology Services Division and external contractors on the management of CHSI data systems and applications, including the applications within the California Integrated Vital Records System and the Ecosystem of Data Sharing.

The ADD, Data Operations, will collaborate with staff in CHSI, partners within CDPH, other state agencies, local officials, federal officials, and private partners to ensure that CHSI activities are coordinated and complementary with the activities of partners and in alignment with CDPH's mission, goals and objectives. The CEA will represent the Deputy Director, CHSI, when designated, to make presentations about CHSI activities in IB and VSB to internal partners, external partners, health care providers, and other stakeholders. The ADD, Data Operations, will be responsible for representing CHSI on workgroups and committees with relation to work in IB and VSB, including but not limited to: the Department Operations Improvement Team, the Ecosystem of Data Sharing Steering Committee, and the California Integrated Vital Records System Steering Committee. The ADD, Data Operations, will be responsible for attending state and national conferences relevant to the work in these areas, to ensure that CDPH stays on the forefront of data operations and information technology solutions for master data management, including data standards, data messaging, data sharing, and interoperability.

The ADD, Data Operations, will conduct and coordinate evaluations of various CDPH program efforts to assess program effectiveness and to assess cost-benefit of various CDPH strategies to improve program performance and customer service. Additionally, the CEA will conduct due diligence exercises as needed to ensure CHSI and CDPH comply with statutory, regulatory, and state policy requirements.

The ADD, Data Operations, is responsible for special projects involving highly sensitive subject matter, including: confidential data file delivery required by federal partners, publishing annual reports such as the County Health Status Profiles, and publishing statutorily required reports such as the End of Life Option Act; and, consults with IB and VSB branch leadership for management of special projects occurring in branch programs.

**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: CDPH's mission is dedicated to advancing the health and well-being of California's diverse people and communities. CHSI's role in supporting this mission is to: improve the quality and availability of information and services to support public health planning, policy, and programs. The ADD, Data Operations, will be managing the day-to-day operations of IB and VSB, which are responsible for storing, curating, analyzing, and reporting vital statistics derived from registering approximately 1,000,000 vital record events each year. The vital statistics data is provided by CHSI for public health partners (including CDPH programs, state departments, federal agencies, local agencies, and private partners) for death trends, establishing identity, preventing fraud, managing population health. The ADD, Data Operations, will ensure the quality and availability of this essential public health resource for data-driven decision making, and will conduct continuous quality improvement efforts for improved data quality, data delivery, analytics capacity, and overall customer service. More specifically, IB and VSB extract data from the 1,000,000 vital records registered annually and conduct analysis for actionable information, including: maternal and infant outcomes, demographic and geographic population health information, and tracking emerging causes of death. This population health data is used to make state-wide and health jurisdiction decisions for resource allocations, priority research topics, and areas for priority quality improvement across the State.

Additionally, the Director and State Public Health Officer has established Public Health 2035 as the strategic direction for CDPH, which includes making data and information readily available, and increasing the strategic use of data for public health planning and policy. The ADD, Data Operations, will help make Public Health 2035 a reality by overseeing several initiatives within CHSI, including the Ecosystem of Data Sharing (CDPH's data system interoperability initiative) and the California Integrated Vital Records System. The additional executive oversight of these initiatives provided by the ADD, Data Operations, will ensure program success, and therefore improve the quality and availability of data for public health policy, strategic planning, and data-driven decision making when responding to urgent public health events.

## **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 ADD, Data Operations, is being established in response to: 1) an increase in traditional workloads due to changes in statutory and policy requirements related to data collection, privacy, and reporting done within CHSI's IB and VSB; and, 2) the establishment of new programs and several long-term (5-10 year) and permanent special projects requiring Department-wide planning, coordination, policy formation, and day-to-day management.

1) CHSI provides vital statistics datasets and custom data files to research and non-research requesters, including the public. California Health and Human Services Agency (CHHSA) has recently implemented two data-related policies: "Minimum Necessary" and "Data De-identification Guidelines." Minimum Necessary states that CHSI shall only release data that is directly related to the vital statistics request, and nothing more. The Data De-identification Guidelines govern the process by which CHSI de-identifies vital records data in order to prevent re-identification and protect the privacy of individuals. These two policies have increased the processing time and workload of each of the approximately 400 custom data file requests that CHSI receives annually, making additional oversight necessary to maintain high quality data reporting while also maintaining a high standard of customer service.

2) Within IB and VSB, several new program imperatives have developed over the past three years. First, the End of Life Option Act passed in California. VSB is responsible for compiling data from the forms required for each case, and publishing an annual, statutorily required report. The high sensitivity and publicity associated with the End of Life Option Act makes the annual report a high priority. Secondly, the Ecosystem of Data Sharing (EODS) is CDPH's Interoperability Initiative, which has the goal of taking CDPH's approximately 27 mature data systems, and making them interoperable. This initiative is housed and staffed within IB, and has expanded to include seven full-time staff with projections to include an additional nine staff by the end of 2020. Finally, the California Vital Records System is a ten-year effort that includes integrating the birth, death, fetal death, vital records data warehouse, and vital records issuance system functions into one integrated system. IB has onboarded and dedicated several full-time staff to Cal-IVRS system development, with at least an additional five staff by the end of 2020. These are just three examples of many additions and expansions of programs within IB and VSB that justify the additional oversight provided by the ADD for Data Operations.

Additionally, the Deputy Director, CHSI, has taken the role of CDPH Chief Data Officer. This role includes increased responsibility with enterprise-wide implications, and additional stakeholder engagements as designated by the CDPH Director. This expanded role also justifies the need for additional executive management and guidance for CHSI's branches, which includes establishing the new ADD, Data Operations, at the CEA A level.

### 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.

1) The ADD, Data Operations, will consult with the Chief Data Officer for direct oversight of CDPH's data sharing policies through the Ecosystem of Data Sharing (EODS) Initiative. This includes:

- Establishing standardized policies and procedures for data exchange between CDPH programs, and between a CDPH program and another CHHSA department;
- Consulting with CDPH programs about data sharing best practices in relation to EODS and CHSI programs; and
- Review of business use case proposals, data use agreements, and data exchange agreements for data sharing between CDPH programs.

2) The ADD, Data Operations, will be responsible for cultivating an environment of safe and secure health information management. More specifically, responsible for:

- Establishing general health information management guidelines for CDPH programs: data storage, curation, analytics, and transmission;
- Consulting with CHSI programs when building or establishing a data system responsible for storing, curating, or transmitting health data; and
- Ensuring that health data privacy and security requirements are in place for CHSI data, and broader CDPH data through the EODS Initiative.

3) The ADD, Data Operations, will be responsible for maintaining the strict statutory, regulatory, and policy requirements for protecting vital records data and curating that data into vital statistics. This includes:

- Ensuring CHSI comply with federal reporting requirements to the Centers for Disease Control and Prevention, Social Security Administration, and other federal partners;
- Ensuring CHSI comply with application of the Data De-identification Guidelines, Minimum Necessary Policy, and other administrative requirements for reporting vital statistics in California; and
- Setting policy for annual reports that include vital statistics, such as the County Health Status Profiles and Death Data Trend Summaries.

These three primary areas of policy that are influenced or controlled by the ADD, Data Operations, have Department-wide and state-wide implications. Intra-department and inter-department sharing of data from various sources will improve quality of public health data and improve the data-driven capacity of public health decision-making. Additionally, these policies directly affect CDPH data and reports that have end users across governmental sectors, private sectors, researchers, and members of the public.

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

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

The ADD, Data Operations will have delegated authority to make major decisions regarding the implementation of policies, strategies and methods by which information will be applied to program areas. The proposed CEA will directly report to the Deputy Director, and will exercise broad, independent judgment and decision-making authority with respect to policy development and implementation, with a consequence of error that effects not only CDPH employees and managers, but also local health jurisdictions, federal agencies, and other state departments.

The ADD, Data Operations, will make operational decisions and exercise decision-making authority for IB and VSB in areas including: personnel, procurements, contracts, and other assignments from the Deputy Director in areas including: legislative analysis, media requests, regulatory changes, and budget changes.

For more complex decisions with implications and potential consequences affecting other CDPH programs or partners outside of CDPH, the ADD, Data Operations, will confer with the Deputy Director, CHSI, and the ADD, Vital Records, prior to moving forward with a course of action.

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

The ADD, Data Operations, would develop/implement new policy and interpret/implement existing policy. One of the responsibilities of the proposed CEA would be to review and assess the existing policies and determine their effectiveness or need for change. Also, as new programs develop or existing programs change their focus or goals, new policies will need to be developed and implemented. The proposed CEA would undertake these responsibilities by creating new legislation.

Within the CEA's primary policy areas, there are components already in practice and components yet to be implemented. For example: within the health information management policy area, CHSI already has an established set of systems for managing and reporting vital records data to local health jurisdictions for community health decision-making. However, there is still a need to develop and implement a standardized way of sharing vital records data to internal CDPH programs that request datasets.

A secondary example: within the vital statistics data practices policy area, there are already data reporting mechanisms in place for reporting vital statistics to federal partners. However, there are opportunities for further automation of that reporting in order to improve timeliness, frequency, and/or quality of the data being reported.