

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

March 16, 2018

2. Department

Department of Consumer Affairs (DCA)

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

Board of Registered Nursing (BRN) / Executive Management Office

4. CEA Position Title

Licensing Chief - CEA A

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

The Licensing Chief is responsible for assuring the efficient and effective daily Licensing and Nursing Education Consultant related operations, the delivery of program services, and compliance with statutes. The Licensing Chief responsibilities include development of policy and procedure initiatives based on the Board's strategic planning goals and statutory mandates.

6. Reports to: (Class Title/Level)

Assistant Executive Officer (AEO) / 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): BRN protects and advocates for the health and safety of the public by ensuring the highest quality registered nurses in the state of California. BRN is a semi-autonomous entity under DCA.

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.

- Serves as a member of the BRN's Executive Management team and is relied upon by Board Members and the BRN Executive Management to independently recommend policies and legislation that will reflect the needs of the Licensing and Nursing Education Consultant Programs. Assists the AEO in administrative actions, business process improvement, and executive actions. Informs and consults the AEO on critical and current issues. Coordinates the activities of the BRN to ensure uniform compliance with nursing standards, policies, laws, and regulations matters.
- Directs, organizes, and evaluates the operation of the Licensing and Nursing Education Consultant Programs to ensure standards, processes, and performance are achieved. Proposes recommendations for section program changes to management to organize and maintain proper performance levels consistent with the BRN mission. Assists with the preparation of the Board's strategic plan by developing objectives and action plans for the Licensing and Nursing Education Consultant Programs. Analyzes data, performance metrics, and reports associated with Licensing and Nursing Education Consultant Programs and acts to ensure continuous improvement of operations. Prepares and delivers high-level presentations to the BRN Board Members and Executive Staff on emerging Licensing and Nursing Education Consultant Programs matters.
- Provides administrative direction for one Staff Services Manager II (SSM II), two Supervising Nursing Education Consultants (SNEC), and directs through subordinate staff the activities of the Licensing Section Programs, Northern California Nursing Education Consultant Unit, and Southern California Nursing Education Consultant Unit in order to carry out the BRN mission through policies, procedures, regulations, business process changes, Business and Professions Codes, and directives.
- Recommends adoption, amendment, or repeal of BRN regulations and policies necessary to implement provisions of the law. Implements new procedures to comply with legislatively mandated changes, Court Orders, objectives, and changes in practices using change management strategies. Establishes procedures for the review of Licensing and Nursing Education Consultant Programs. Evaluates and continuously improves procedures that ensure Licensing and Nursing Education Consultant programs are in compliance with laws, regulations, standards, and policies.
- Coordinates and oversees the implementation of policies and procedures in order to ensure goals and objectives are consistent with the BRN mission, strategic plan, and action plan. Provides input on the BRN's strategic plan, in order to develop, ensure, and lead initiatives that advance the organization towards fulfilling its mission to protect the health care of consumers and to promote access to safe quality care. Implements and enforces the decisions of the Board and Executive Management. Ensures the BRN's policies and directives are understood and used correctly. Works collaboratively with the BRN Executive Director, AEO, CEAs, managers, and line staff on projects and continuous improvement activities.
- Completes special projects as directed by the Executive Officer and or Assistant Executive Officer. Special project activities include but are not limited to: (1) Initiation, project team formation, project chartering and kick-off; (2) Planning, finalizing scope, defining the work breakdown, identifying and assessing risk, identifying and securing resources requirements, finalizing the project schedule and preparing for implementation; (3) Execution, performing the work required by the project definition and scope; (4) Monitor, control, management, reporting, and monitoring use of the resources and budgets during the execution phase; (5) Project close, delivery of the project, assessment of lessons learned, adjournment of the special project team.
- Responsible for the Board's Licensing Committee by serving as the staff lead for the committee, which entails working closely with the committee chair. Sets the agenda and identifies agenda items to be discussed during meetings. Identifies speakers to give presentations before the Licensing Committee. Responsible for Licensing and Nursing Education Consultant content included in meeting packets.
- Maintains cooperative working relationships with BRN Executive Management, DCA Executive Management, the nursing education representatives and associates, and other stakeholders using effective communication and interpersonal skills. Prepares high-level reports for Executive Management using completed staff work techniques as requested by the Executive Officer and or AEO. Prepares written correspondence in order to provide responses to questions and issues posed by stakeholders, interested parties, the media, and members of the public. Prepares and delivers high-level presentations to stakeholders, nurses, educators, consumer groups, associations, organizations, etc. on both current and emerging Licensing and Nursing Education Consultant matters.

**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: DCA's Mission is to protect California consumers by providing a safe and fair marketplace through oversight, enforcement, and licensing of professions. BRN's work is critically needed to ensure DCA meets its Mission as it pertains to registered nurses and consumers of their services. BRN protects and advocates for the health and safety of the public by ensuring the highest quality registered nurses in the state of California.

The Nursing Practice Act is the body of California law that mandates BRN to set out the scope of practice and responsibilities for registered nurses. The Nursing Practice Act is located in the California Business and Professions Code commencing with Section 2700.

BRN conducts initial application requests for registered nursing licenses as well as license and certificate renewals. The BRN is responsible for denying licenses to individuals identified as potentially unsafe practitioners. If an application is denied, the applicant can appeal the denial through a disciplinary proceeding. BRN conducts fingerprint and background checks for license renewal, reports discipline as well as convictions.

The BRN Enforcement Program works with health care consumers and health care professionals in identifying registered nurses who have engaged in any activity which may be unsafe and which may put the public at risk. The Enforcement Program's responsibilities include four primary categories Complaint Intake, Investigation, Legal Action, and Probation Monitoring.

The BRN Intervention Program is a voluntary and confidential monitoring program for registered nurses whose competency may be impaired by substance use disorder or mental illness. This program protects the public by providing registered nurses access to effective treatment services, monitors their recovery through an individualized plan, and returns them to practice.

Nursing practice information, advisories, and guidelines are provided by the BRN to ensure ongoing communication of competency standards to consumers, registered nurses, employers, educators, and other regulators. Advanced practice information, advisories, and guidelines are provided by the BRN to ensure ongoing communication of competency standards to consumers, advanced practice nurses (nurse practitioners, nurse-midwives, clinical nurse specialists, nurse anesthetists, and psychiatric/mental health nurses), employers, educators, and other regulators.

**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.

An audit of the BRN identified a number of issues that were causing licensing and enforcement activity delays. The BRN in partnership with DCA have identified multiple policy and process changes that once implemented will produce greater efficiencies. Creating a new Licensing Chief position will expedite the implementation of new policies and procedures that will increase accountability and assist the BRN in achieving its mission. Some of the recommendations identified are as follows:

- Partner with the Department's Office of Information Services (OIS) to discuss options available for the Nurse Education Consultants to conduct their work activities through the use of virtual private network (VPN), at the various school sites throughout the state.
- Create a template that will allow BreZE to send out approval letters automatically and allow end users to “check off” deficiencies more easily.
- Partner with OIS to find a way to allow applicants who apply online to save the information they have already provided.
- Put the entire application process online.
- Accept cloud-based transcript submissions from all US accredited colleges.
- Develop strategies to address Repeaters (applicants who fail the exam and want to take it again) neglect to attach necessary documents approximately 50% of the time when using the online process.
- Create labeling instructions for the files that contain Special Accommodation documents, so all supporting documents can be consolidated, which will reduce the risk of getting misfiled.
- Complete business process flow charts, including desk guides available to all with a comprehensive follow-up review every three years.

### **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 BRN works on highly visible and critical issues sensitive in nature that directly affect the public health and safety of California consumers. Consequently, the BRN is under scrutiny by the Legislature, industry groups, and the public. The Licensing Chief will be directly involved in sensitive and often controversial issues surrounding the delivery and receipt of health care services provided to California consumers and must assure the delivery of these services by the most qualified and competent providers. In addition, the Licensing Chief will oversee the BRN Licensing and Nursing Education Consultant programs which are extremely sensitive due to the need to ensure properly qualified practices by registered nurses in California.

The Licensing Chief will have the responsibility for the continued education mandates, per California Code of Regulations Title 16, Division 14, Article 5. Continuing Education charges BRN with the responsibility for developing continued education mandates with "Content Relevant to the Practice of Nursing".

The BRN has sensitive interaction with consumers, licensees, media, legal representatives, other agencies and the Governor's office. The political aspects of the profession being regulated by the BRN can be controversial and sensitive in nature. The Licensing Chief's decision making and advise to the Executive Officer and AEO will influence program directions; therefore, recommendations and decisions made by the Licensing Chief have a statewide impact in the development and implementation of polices that directly affect the public health and safety of California consumers.

The Licensing Chief will provide oversight of Licensing activities and ensure policies and procedure produce positive outcomes for the following metrics:

- Average processing time for initial license applications.
- Average processing time for license renewals.

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

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

The Licensing Chief has full-delegated authority to act on behalf of the AEO in their absence. The Licensing Chief is responsible for policy development of BRN Licensing operations. The Licensing Chief provides guidance to staff, Board Members, professional organizations, licensees, educators, and the public about the laws and regulations governing the functions of the Board. Licensing Chief proposes solutions to problems identified by Board Members, Executive Officer, CEAs, management, line staff, consumers, and licensees.

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

The Licensing Chief will be responsible for the highest level of policy development and implementation activities. The Licensing Chief will provide guidance to staff, Board Members, professional organizations, licensees, educators, and the public about the laws and regulations governing the functions of the Board. Propose solutions to problems identified by Board Members, Executive Officer, CEAs, management, line staff, consumers, and licensees. In addition, the Licensing Chief will develop and implement specific policies and procedures for the efficient and effective administration of the various programs under the jurisdiction of the Board; analyzes performance metrics and implements business process improvements and or resource reallocations as needed to achieve the Board's mission; develops and implement policies and procedures for the efficient and effective administration of the Board's Licensing programs; provides information, policies, procedures, and recommendations on behalf of the Board; provide programmatic oversight for the Licensing and Nursing Education Consultant Programs including promulgating and interpreting policies established by the Board Members, Executive Officer, and AEO and by this position's incumbents; participate in meetings, seminars, workshops, and other forums; and represent the Board, including Licensing and Nursing Education Consultant Programs, in meetings, negotiations, hearings and other forums.