

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

2017-06-28

2. Department

Department of Health Care Services

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

Strategic Planning and Workforce Development Branch

4. CEA Position Title

Chief, Strategic Planning and Workforce Development Branch

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

The Chief, Strategic Planning and Workforce Development Branch (SPWDB), serves as the primary policy advisor on strategic planning; organizational development; organizational change management; and, workforce/succession planning including staff development and focused recruitment. The implementation of these initiatives, and the development of sound policies to guide them, are vital to ensure that, in light of the fact that 43% of the current staff are eligible for retirement, the Department of Health Care Services (DHCS) maintains a highly-skilled workforce to support its mission to provide Californians with access to affordable, integrated, high-quality health care, including medical, dental, mental health, substance use treatment services, and long-term care.

6. Reports to: (Class Title/Level)

Deputy Director, Administration/CEA Level 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.

The Chief, SPWDB, is responsible for the development, implementation, and performance measurement of the DHCS strategic plan and other enterprise-wide strategic goals, objectives, and priorities. The Chief, SPWDB, provides policy direction and makes policy decisions regarding all aspects of the Department's strategic planning and organizational development initiatives, including how internal strategy planning, structure, and processes are created and measured. The Chief, SPWDB, leads the executive management team through critical decision-making methodologies to establish and manage the highest-level strategic goals and objectives for DHCS, which guide all departmental policy and process decisions. The Chief, SPWDB, provides strategic policy recommendations to address DHCS's statutory mandates and the prioritization of corresponding workload within the strategic plan. The Chief, SPWDB, provides policy direction to the Department to direct the creation, tracking, and reporting out of key metrics for all departmental strategic initiatives. The Chief, SPWDB, monitors and provides policy recommendations on the impact of federal, state, and departmental program changes on DHCS's strategic plan.

In this capacity, the Chief provides strategy development expertise to executive leadership and provides consultative advice on the implementation of complex strategic plan goals and objectives, which have significant impact on the 14 million Californians currently enrolled in the Medi-Cal program. The Chief, SPWDB, leads environmental scan research efforts to provide executive leadership with accurate, relevant information regarding trends and issues affecting the Department and state government on which to base strategic decisions. The Chief, SPWDB, leads strategic planning activities throughout DHCS by advising and collaborating with leadership teams in the development of customized solutions and strategies to achieve strategic goals including a variety of challenges related to health care delivery systems, quality patient care, stakeholder engagement and federal health care reform.

The Chief, SPWDB, serves as the principle organizational development advisor to the executive leadership team, providing guidance and expertise on organizational improvement projects designed to achieve identified strategic business goals and operational objectives. The Chief, SPWDB, develops and implements sensitive and complex policies and procedures to ensure the successful completion of improvement plans that address organizational challenges, such as transitions of leadership, rapid program growth, excessive turnover, employee disengagement, work group conflict, or dysfunctional team performance.

The Chief, SPWDB, serves as the departmental organizational change management (OCM) leader, by providing policy, program, administration, and technical direction for all strategic change initiatives within the Department. The CEA will create and implement a structured OCM methodology and lead change management activities within the Department. The Chief, SPWDB, provides policy direction to DHCS leadership and works with DHCS divisions to design, develop, communicate, and implement department-wide change initiatives to help ensure new policies, programs and systems are integrated successfully into the organization to improve the delivery of Department services. The Chief, SPWDB, will lead organizational change efforts for large scale Department projects with broad policy and programmatic impact to the Department such as the roll-out of a new IT solution such as the FISCAL system, organizational restructures, implementation of new federal or state requirements, or addressing other necessary programmatic changes resulting from new legislation, audit findings, or program growth.

The Chief, SPWDB, serves as the lead workforce development expert and policy advisor to executive leadership in recommending and implementing training policies and strategies as required to meet operational challenges and the development needs of 3,685 DHCS employees including training needs analyses, workforce and succession planning, and training program design, development, delivery, and evaluation. The Chief, SPWDB, provides policy guidance to stakeholders and executive management on issues and decisions regarding training, workforce development, and change management. These enterprise-wide workforce development policies affect mandatory training requirements, fiscal training resource allocations and processes, employee performance gap analysis, and training and development priorities. The CEA provides policy direction and policy decisions regarding all DHCS's leadership development initiatives to support the succession planning efforts of the Department. The Chief, SPWDB, shares policy guidance for the Department's Upward Mobility program with the Division Chief of the Office of Civil Rights, and provides policy and process guidance to DHCS managers to enhance employees' professional growth for the betterment of the DHCS workforce and to mitigate the risks associated with the aging State workforce.

The Chief, SPWDB, directs recruitment efforts throughout the Department by providing policy and process guidance through the development and implementation of a recruitment strategy to help ensure a pipeline of incoming talent to fill mission critical roles within the organization. The Chief, SPWDB, provides strategic policy recommendations to DHCS's executive leadership team on best recruitment practices by collecting and analyzing workforce analytics, reviewing and interpreting civil service laws, rules and procedures and working collaborative with control agencies such as CalHR.

To help ensure a deep bench of talent within the DHCS workforce for succession planning, the Chief, SPWDB, will create and manage a competency framework for all occupational groups within the Department that broadly defines class performance standards.

**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 DHCS mission is to provide Californians with access to affordable, integrated, high-quality health care, including medical, dental, mental health, substance use treatment services and long-term care, which is provided through DHCS health care programs, the largest being Medi-Cal. The DHCS strategic plan is the foundational road map to achieving this mission. The Chief, SPWDB, will provide the necessary oversight of the strategic plan implementation to achieve the goals and objectives that will most directly support Medi-Cal administration.

Organizational development strategies and initiatives align, promote and encourage the improvement of DHCS so it can meet its mission and maximize its ability to make positive and lasting contributions to beneficiaries, providers, constituents and DHCS employees.

DHCS relies on a knowledgeable, committed workforce of skilled professionals to achieve its mission of providing Californians with access to affordable, integrated, high-quality health care. Proper recruitment, training, development and succession planning of the DHCS workforce will help to ensure accurate and timely services to the public.

## **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.

**Strategic Plan Management:** The current DHCS strategic plan was developed using an outside consultant at a substantial cost to the Department. This current strategic plan will expire in 2018. The CEA will serve as the lead for the Department's strategic performance management activities, more specifically the internal creation and development, through executive leadership input, of the Department's new five-year strategic plan. Bringing this development process in-house necessitates the creation of departmental policies, guidelines, and processes to not only establish a plan development process, but to also ensure departmental managers, work units, and project teams have the tools and guidance necessary to align their key projects to the high level strategic direction set through the departmental strategic plan.

**Workforce Development/Succession Planning:** In 2013, DHCS was categorized as a high-risk organization by the California State Auditor because of the increasing age of its workforce coupled with the increase in responsibilities involved with implementing the Affordable Care Act (ACA). The Department is uniquely challenged in the area of workforce development and succession planning given its age demographics (more than 43% at retirement age), large number of different civil service classifications (approximately 194), and a significant number of high level leaders (58%) and mid level managers (52%) at retirement age. To mitigate this risk and to put the necessary controls in place to ensure the Department is not adversely affected by this trend, the Chief, SPWDB, must create and implement departmental policy in the form of a workforce and succession plan that addresses the Department's critical workforce gaps and guides DHCS's preparedness in workforce and leadership continuity.

**Training and Development:** Much of the responsibility for designing the Affordable Care Act's (ACA) coverage expansions and delivery system reforms falls upon individual states. The increasingly complex task of effectively administering California's Medi-Cal program after implementation of the ACA requires that DHCS focus efforts on creating managers with the critical knowledge and skills necessary to lead the Department effectively. The Chief, SPWDB, will create a program tailored to DHCS's specific needs by focusing on technical and operational training related to Medicaid, Medi-Cal and the broader health care environment, as well as skill building in measuring performance and transforming DHCS into a more efficient and effective organization. In addition, recent changes to Government Code section 19995.4 requires a significant expansion to the mandatory training requirements for state leaders. These changes require the creation of departmental policy and new programs to address the ongoing development needs of the DHCS workforce, and to help ensure that DHCS remains compliant with statutory training requirements. Another challenge is the Department's responsibility to ensure equal access for all DHCS employees to obtain training and development opportunities, including parity access for geographically disbursed employees throughout the State. To help mitigate this challenge, increased focus on the development, implementation and evaluation of emerging eLearning technologies is required.

**Organizational Change Management:** As part of DHCS's strategic plan efforts, the Department has recently implemented several department-wide initiatives with significant impact to DHCS stakeholders including a new Drug Medi-Cal organized delivery system waiver, stakeholder engagement initiative, Medicaid Information Technology Architecture (MITA), and a new provider enrollment IT solution (PAVE). The implementation challenges associated with large scale changes like these have created the organizational need to adopt a structured approach to organizational change management at the Department level to increase the timely and successful implementation of such changes. The increasing complexity and cost of organizational changes like these necessitate the creation of comprehensive departmental policies and processes to ensure that high-impact changes within DHCS will be successfully implemented in the most efficient and cost-effective way across the organization.

**Recruitment:** Analysis of the DHCS population found that 43.4% of DHCS permanent full-time employees are currently within the retirement age range or will be within the next five (5) years. Additionally, a recent departmental assessment identified 65 of the total 194 civil service classifications used at DHCS as "high-risk" including mission critical positions among the Department's clinical health professionals, legal professionals, auditors and investigators, and IT positions. This risk calculation methodology takes into account current vacancies, retirements, employee age and recruitment challenges. Additionally, the slow recovery of the state economy and cuts to state benefits that were made during the recession continue to drive large applicant pools for many state jobs to higher paying jobs in the private sector. The sense of job security and public service that have long been state employment's strongest selling points are not the drivers that motivate the incoming Millennial workforce. The collected data on the DHCS workforce, combined with the difficulties of recruiting for the public sector, pose a significant challenge for the Department in securing future workforce needs. This challenge will require the Department to focus significant policy development and implementation efforts in the area of recruitment and workforce development over the next five years. The Department will need to consider newer, more innovative techniques to recruit for and fill these critical positions. The creation and implementation of clear departmental outreach and recruitment policies and plans will be a critical component of this effort.

### **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.

**Strategic Plan Management:** The Chief, SPWDB, will create and oversee a policy and process that allows for department-wide continuous monitoring, analysis, reporting, and identifying corrective actions for the new plan's strategic goals and objectives. This position will be responsible for the establishment of a strategic plan policy and development process and is additionally tasked with ensuring ongoing review and analysis of the Department's strategic performance. The strategic plan is an outward facing roadmap for DHCS stakeholders to monitor departmental progress on high priority goals and objectives. As such, effective oversight and implementation of the plan is of critical importance to state and federal control agencies, beneficiaries, providers, consumers and other DHCS stakeholder groups.

**Workforce Development/Succession Planning:** The Chief, SPWDB, will create a systematic process to ensure workforce continuity to meet organizational goals and implement strategies to address knowledge transfer for projected vacancies, and a bench of qualified employees ready to assume the responsibilities of vacated leadership and mission critical positions at the appropriate time. This policy and process will assist DHCS in building a department-wide framework to assist all employees tasked with delivering many of the mission critical services included in DHCS's strategic plan.

**Training and Development:** The Chief, SPWDB, is responsible for developing and enhancing policies regarding the training of its employees across multiple divisions and programs. DHCS is required to provide annual and mandatory staff training based on state laws and regulations; remain compliant with those laws and regulations; and report to its control agencies. DHCS must maintain its workforce by providing core competency training on systems and processes that are job required for its employees. Policies regarding staff competency training are critical to the mission of DHCS because they impact over 14 million Californians who receive health care services financed or organized by DHCS. Additionally, the technology supporting delivery of training is constantly evolving and the Chief, SPWDB, must maintain current knowledge of these changes and set policy to maximize the use of various systems (classroom, asynchronous and synchronous E-learning, etc), and minimize the associated expense.

**Organizational Change Management:** As the organizational change manager, the Chief, SPWDB, plays a key role in helping change initiatives, including changes to business processes, systems and technology, job roles and organization structures, and meeting objectives on time and on budget by increasing employee adoption and usage. The Chief, SPWDB, will create comprehensive policies and process guidelines for DHCS managers and executives to ensure a department-wide standardization in how change is managed throughout the organization. These policies and guidelines will focus on the people side of change which will drive faster adoption, higher utilization, and proficiency with changes affecting employees. These improvements will increase benefit realization, value creation, Return On Investment (ROI) and the achievement of results and outcomes.

**Recruitment:** The Chief, SPWDB, will provide best practice policy guidance for the Department's recruitment efforts through continual analysis of workforce gaps and risks and alignment of recruitment efforts to target those gaps. This policy guidance will include the creation and implementation of a departmental outreach and recruitment plan to be used by all DHCS hiring managers to ensure fair and equitable recruitment and hiring practices throughout the Department. The Chief, SPWDB, will serve as a resource on recruitment to all DHCS programs, working collaborative with the Selection and Exam Services Unit, Human Resources Branch, and establishing strategic partnerships with educational, professional, private, and other public and community-based organizations to attract and recruit a broad and diverse pool of qualified candidates.

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

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

The decisions made by the Chief, SPWDB, support the overall mission and vision of DHCS. The Chief, SPWDB, 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 strategic planning, workforce development, recruitment, succession planning and organizational change management. The Chief, SPWDB, receives general guidance and direction from the Deputy Director, Administration Division. The decision making authority includes providing direction and guidance to executive leadership and departmental managers in the areas of strategic plan policy and performance tracking process, workforce and succession policy and plan implementation, employee training and development policy and organizational development program direction.

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

The Chief, SPWDB, is responsible for developing 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 Chief, SPWDB, will develop new policies for managing the performance of the strategic plan and organizational change management policies for department-wide projects supporting the strategic plan. The Chief, SPWDB, will also develop innovative recruitment and retention strategies, policies and procedures based on existing Government Code and CalHR efforts to ensure the Department can attract the subject matter experts needed to perform core health care functions. The Chief, SPWDB, will establish and implement department-wide policies and processes that will guide managers and employees in the area of workforce planning and training and development.