

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

2020-06-08

2. Department

California Department of Veterans Affairs

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

Veterans Homes Division

4. CEA Position Title

Chief of Future Operations and Planning

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

This position would lead a unit dedicated to the development of master plans, research and trend analysis, development of strategic plans, and research and formation of new programs to support the mission of providing the most relevant services to veterans amid an evolving population. Some of the projects overseen would be in accordance with legislative mandates; other workload would be driven by internal organizational goals and objectives. The CEA also would serve as a member of the highest level of management for the Veterans Homes, a system of eight long-term care facilities throughout California. The CEA's expertise and work products would inform Department executive leadership, and the position would serve as a critical advisor on vision, policies, and budgetary matters.

6. Reports to: (Class Title/Level)

Assistant Deputy Secretary/Governor's Appointment 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): The nature of the CEA's work on defining the vision for the Veterans Homes, and the impacts the work will have on Department-wide policies and the programming offered to veterans, warrant a high level of participation in executive communications.

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.

Oversee the completion of master plans, needs assessments, trend analyses, and other planning exercises for the future of the Veterans Homes' programming and operations. Prepare status reports or summaries on the research efforts for Department executive leadership or external stakeholders. Deliver formal presentations to officials within the Governor's Administration and Department of Finance, internal staff and leadership, Veterans Home residents, and external stakeholders as needed for approval of formal proposals or to inform research and planning efforts. Testify to the Legislature as needed to gain approval of legislative or budget-related proposals, or to provide formal Department reports on progress of master plans and other work products.

Oversee research and other workload necessary to carry out the findings and recommendations of master plans or other long-term planning work products, including but not limited to budget change proposals, presentations, briefings, testimony, and reports. Advocate through public testimony and written publications for formal CalVet proposals that affect state law or regulations, Department staffing, Veterans Home programming, or physical projects on CalVet-owned property.

Develop, direct, and manage staff assigned to research the design and implementation of programs utilizing emerging technologies and other opportunities to enhance resident wellbeing and quality of life. Identify and prioritize the workload of these staff, monitor progress, facilitate coordination across divisions to develop implementation plans in accordance with state regulations and procedural expectations, and provide presentations to CalVet leadership, Governor's Administration officials if needed, the Legislature, and stakeholders.

Oversee the development and revision of formal regulations, legislation, and policy for the Veterans Homes Division. Perform or delegate as appropriate research, analysis, writing, and editing in conjunction with other CalVet divisions as appropriate. Attend hearings and informational briefings as needed. Perform or delegate as appropriate data collection and analysis to support development or revision of Veterans Homes programs to meet evolving needs of the veteran population.

Participate as a member of the Veterans Homes Division management team and the CalVet executive leadership team, including attending management- or executive-level meetings and representing the unit or Division as directed.

Provide the full range of supervision to staff in conjunction with Department expectations. Conduct staff meetings as needed, establish workload and performance expectations in accordance with the objectives of the unit and Division, evaluate staff performance and adjust assignments according to workload and departmental need. Delegate assignments in keeping with employees' individual job specifications, duty statements, and areas of responsibility. Monitor the completion of these assignments to ensure timeliness, quality, and achievement of Division and CalVet objectives.

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 position is both critical to the Department's mission and increasing in its impact. The CEA would oversee the development of master plans and other future planning efforts, research and trend analysis, evaluations of the eight Veterans Home properties and of the evolving veteran population, and the regulatory and budget-related steps necessary for implementing master plan recommendations. Additionally, the CEA would oversee staff dedicated to research and development of programs using new technologies designed to enhance residents' quality of life and wellbeing.

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.

During the past two years, the Veterans Homes Division completed a legislatively mandated master plan that identified the most productive uses of the Veterans Home properties over the next five to 20 years as the veteran population evolves in care needs and demographics. Released to the public in January 2020, this plan sheds light on a new initiative for CalVet: launching the next chapter in the operation of the Veterans Homes and charting the course for the future of these valuable care facilities.

CalVet proposes separating into an independent unit the existing research team that created the master plan and a related budget change proposal, and tasking this team with much more forward-looking strategic planning. This workload is both prudent for the continued success of the Veterans Homes in meeting veterans' needs, and necessary for complying with additional legislative requirements. The Legislature has directed the Department to create a new master plan for all Homes every five years, and to complete separate Home-by-Home planning documents periodically in accordance with an ongoing staggered timeline. CalVet proposes establishing a CEA position at the helm of this unit to recognize and enable the appropriate level of expertise, policy influence, and stakeholder interaction warranted by the workload and this mission.

In addition to these legislative mandates, long-term planning and research into program development or evolution are the right thing to do. Any organization interested in reaching its performance objectives exercises an introspective approach and plans for growth and improvement. CalVet is at a crossroads in its Veterans Homes operations, and future planning is a cornerstone of the Division's work. This component of the work strongly warrants a separate unit headed by a CEA, both to ensure proper emphasis and staffing are dedicated to it and to produce the quality of work the Department's leaders and external stakeholders expect. Future planning has rightly become part of the Division's identity and a major factor in future policymaking, project planning, and budgeting. This unit needs a manager with the same level of access to the Division's senior decision-makers as the Chief of Operations and Director of Long-Term Care, who are the Division's other two CEAs. The new reality associated with this team's workload must be reflected properly in the organizational structure and staffing in order for it to be effective, for the Department to comply adequately with mandates, and for the team to produce the forward-looking workload the Veterans Homes and their residents deserve.

The appropriateness of a CEA-level position also lies in the expansion of these staff's workload, which warrants a leader who is a member of the Division's highest level of management and a policymaker. The CEA would oversee the required ongoing research and analysis of internal programming and external trends related to the aging population, the veteran population, and the long-term care industry. The CEA also would oversee myriad additional work related to the program development, project planning, and future operations. This additional work would entail, among other duties:

- Researching and writing budget change proposals, and advocacy for them as directed, with the Legislature and other external stakeholders;
- Serving as an advisor to the Secretary, Undersecretary, and Deputy Secretary regarding long-term planning and vision for the Veterans Homes;
- Conducting long-range planning for programmatic proposals in later years in accordance with the vision of the Secretary, Undersecretary, and Deputy Secretary;
- Collaborating with CalVet Executive Leadership to develop policy;
- Coordinating with Capital Assets, Budgets, Regulations, Legislative Affairs, Legal, and other divisions to plan for program/staffing changes or projects;
- Researching and writing regulations and legislation to support future program development; and
- Forming, directing, and managing staff who are dedicated to the research and development of programs that utilize emerging technologies to enhance the wellbeing and quality of life of Veterans Home residents.

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.

While the ultimate decisions on these matters would be made by the Agency Deputy Secretary and Secretary in conjunction with the Governor's Office, the CEA would be the primary advisor to the highest-level executives and the Administration on myriad topics. Examples include the following:

- Whether to expand, reduce, relocate, or build new Veterans Homes;
- Whether to change levels of care in the Veterans Homes;
- Whether to pursue other uses of Veterans Home properties;
- Whether to purchase equipment necessary to create or expand innovative resident programs such as telemedicine, therapeutic activities, or quality of life enhancements.

The master plan, as well as the legislatively mandated individual Home-by-Home planning efforts, specifically address among other topics whether the Veterans Homes' clinical and residential operations represent the best uses of the properties, the appropriateness of their locations, and whether they are the right size for their mission. The manager who oversaw the completion of the 2020 master plan served as an advisor to Veterans Homes Division management, and the CEA would expand on this capacity and play a major role in the planning for the size and location of the Veterans Homes. This would have very broad statewide impact, as it determines directly the services CalVet will provide to the long-term care clientele in the future. Similarly, the determination not to build new Homes has significant impacts to future planning and operations. The effects of this research and adjustments to programs in the Homes' existing locations require the attention and expertise of the highest level.

Similarly, the research and decision-making surrounding any changes in the levels of care, bed allocations, or whether to incorporate into the properties any other uses carry significant weight in shaping the future operations of the Veterans Homes. These warrant very high levels of expertise and authority. Even with final decisions being made by the Department Secretary, the Veterans Homes Division Deputy Secretary and this CEA position would serve as crucial advisors on these matters.

Lastly, this unit would be tasked with carrying out a mandate from the Division Deputy Secretary: to take the Veterans Homes to the next level of innovation in their operations and quality of programming. This CEA would oversee an ad hoc collection of research assignments and proposal development aimed at enhancing residents' experiences and quality of life. This may be in the form of new or expanded telemedicine programs, technology-based therapeutic care programs, technology-based recreational opportunities such as using virtual reality equipment to explore other places.

C. ROLE IN POLICY INFLUENCE (continued)

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

While the ultimate decisions on these matters would be made by the Agency Deputy Secretary and Secretary in conjunction with the Governor's Office, the CEA would be the primary advisor to the highest-level executives and the Administration.

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

This position would be engaged in both of these, overseeing research that is based on the current vision for the operation of the Veterans Homes and also shaping the vision, mission, scope, and strategic objectives for the Homes in the future.