

CEA ACTION PROPOSAL

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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

July 24, 2020

2. Department

California Correctional Health Care Services (CCHCS)

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

Quality Management, Informatics and Improvement Section

4. CEA Position Title

Associate Director, Performance Evaluation and Data Analytics

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

The Associate Director, Performance Evaluation and Data Analytics designs and oversees the system that provides performance data, analyses, automated decision support tools, and other data analytics products for health care staff. Through the performance evaluation system, health care leaders receive special studies to inform policy decisions and operational tools to support successful implementation of critical programs, including the Integrated Substance Use Disorder Treatment (ISUDT) Program, and adherence to dental, mental health, and medical guidelines.

6. Reports to: (Class Title/Level)

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)

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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, Quality Management, the Associate Director, Performance Evaluation and Data Analytics is the chief policy maker responsible for the development and oversight of health care performance evaluation and data analytics programs and policies. This position ensures consistent implementation and direction of these programs throughout the health care programs in California's adult institutions. The incumbent will direct and partner with all headquarters programs and institutions statewide to harmonize and continuously improve medical, mental health, and dental practice quality programs through effective performance evaluation; coordinate performance evaluation and data-driven decision making supported by data analytics; prioritize and implement/revise data analytics procedures and policies to ensure compliance with established policies, regulations, and standards of practice.

Develops data analytics systems and processes consistent with industry standards and statewide and federal policies, procedures, rules, and regulations, drawing from cutting edge developments in informatics and data visualization. Keeps current with evolving technology in the data analytics field, such as advances in software, data processing, and data storage, and take action proactively to apply advances to health care data analytics work. Oversees the Enterprise Data Warehouse (EDW) in collaboration with Information Technology Services Division (ITSD) executives, ensuring that the network of data feeds, development and production environments, table infrastructure, documentation, and other important aspects of EDW design deliver accurate and reliable reports and automated tools. Ensures a standardized and consistent approach to data analytics across CCHCS program areas. Assist in the design of the organization's data governance structure.

Implements data analytics priorities, taking into consideration the California Department of Corrections and Rehabilitation's (CDCR) vision and mission, input from CCHCS and CDCR executives, concerns voiced by key stakeholders, including health care staff, the federal court, legislators, the Governor's Office, and inmate advocacy groups, as well as emerging issues in patient safety. Ensures that all data analytics products, including special studies, operational tools, and performance reports, are of high quality and meet industry standards for accuracy, reliability, and effective data visualization. Ensures that performance metric methodologies are developed through thorough, credible, and defensible methods, referencing nationally-recognized data reporting methodologies, such as the Healthcare Effectiveness Data and Information Set, Centers for Medicare and Medicaid, and National Quality Forum. As necessary, testify in meetings, court and legislative hearings, depositions, and other forums about methodology selection and interpretation. Oversees validation systems, automating defect detection where possible, and partner effectively with ITSD leaders to resolve data system problems quickly and efficiently. Applies data analytics and quality management industry standards for change management to assure effective implementation, from marketing to adoption, of data analytics tools. Designs customer service systems to respond to end-user inquiries, collect information about potential defects, and compile recommendations for new functions, design elements, and other improvements.

Serves as the expert in data analytics at CDCR and CCHCS, advising executives on strategies to build and expand data analytics as a tool to reinforce the departmental mission and vision. Partners with data analytics groups at other state and federal agencies, universities, and private sector organizations to advance data science at CCHCS and within California's state government. Creates partnerships with outside entities to explore innovative data analytics approaches, such as artificial intelligence, machine learning, and predictive modeling, and determine their utility to support prison health care operations.

Identifies and secures resources to ensure a high-performing performance evaluation system, which includes but is not limited to establishing a data analytics staffing model, working with ITSD to establish servers and sustainable data storage, obtaining access to software licenses at individual user and enterprise levels, purchasing technical equipment and supplies, and programmatic space. Ensures implementation of effective recruitment, orientation, retention, and succession strategies, applying best practices from the data analytics industry.

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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:

It is the Department's goal to provide appropriate health care to incarcerated individuals, as is mandated by the United States Constitution. Health care services play an essential role in rehabilitation as well. Patients with poorly managed acute and chronic conditions have limited ability to participate in educational, vocational, and other rehabilitative programs, and receive therapy for substance use disorder. Using tools such as the monthly Health Care Services Dashboard, the performance measurement system keeps staff in all major health care disciplines and programs focused on the areas most likely to contribute to poor patient outcomes to identify early potential system breakdowns and fix them.

CEA ACTION PROPOSAL**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.

When CCHCS began its data analytics program nearly ten years ago, performance reports included 20-30 measures, covered only one aspect of the health care system (medical services), and were issued to a handful of leaders on a monthly basis via Excel spreadsheets. A few registries were also issued, once per month and also in Excel. Data for the report was drawn from three main databases; the medical scheduling system, pharmacy data, and laboratory data.

Today, CCHCS maintains a data warehouse with hundreds of thousands of data points, including data from the Strategic Offender Management System, Electronic Health Record System (EHRS), Dentrix, claims data, and more than 30 other major data sources. CCHCS's library of more than 100 automated reports cover all areas of the health care system, from dental appointments to durable medical equipment and human resources metrics. Most reports are updated through data feeds at least daily, providing near-real time access to information. Some data analytics products, such as the Patient Summary and Daily Huddle Report, are accessed more than a million times per year by health care staff managing patients in the field. Performance reports have become exponentially more sophisticated, now displaying more than 200 data points, and there is increasing pressure to make performance reports available in real time to the public. CCHCS data analysts specialize in coding languages like Structured Query Language and employ software such as Microsoft Power Business Intelligence to publish reports.

The demand for data analytics continues to grow and becomes more difficult to navigate politically.

Because government agencies are accountable to the public, outside stakeholders demand greater and greater access to performance data. In recent years, the performance evaluation system has expanded access to performance reports and operational tools for litigants in class action lawsuits, such as the Prison Law Office, and oversight organizations, such as the Office of the Inspector General. Many government agencies have turned to public reporting as a mechanism to assure operational transparency, and CCHCS has begun to make its performance reports available to the public. This kind of transparency to stakeholders and the public, however, has resulted in increasing scrutiny and, in some cases, allegations of reporting bias, which have recently become the subject of federal court hearings and media coverage.

CEA ACTION PROPOSAL**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 Associate Director, Performance Evaluation and Data Analytics will independently create and implement data analytics policies that are essential to the successful implementation of the primary care delivery system. When it comes to data analytics, this position will serve as chief policymaker, have broad responsibility for policy implementation and extensive participation in policy development. Below are some of the policy areas this position will be the chief policymaker of:

Ad Hoc Analyses - The Quality Management Section receives hundreds of requests for special analyses each year. Many times, these analyses are requested by top CCHCS and CDCR executives who are making statewide programmatic decisions. With some request, they may need to know how many patients have a specific condition because they are considering a new and expensive new treatment. For example, they may need to know how many patients have a specific condition because they are considering a new and expensive new treatment. For other analyses, the Prison Law Office, Office of the Inspector General, or media may request data to get more information about an emerging concern or issue, such as requests from numerous journalists about the number and type of injuries experienced by inmate firefighters.

Performance Reports - The performance evaluation system creates performance reports, such as the Health Care Services Dashboard, some of which are publicly available, and many of which are accessible to the plaintiffs in class action litigation, court experts, and other key stakeholders. These reports provide health care leaders with surveillance data. They specify which critical health care process are performing as required in statewide standards, and which critical health care processes are not performing well, placing patients at risk for poor outcomes. At the highest level, the federal court, Receiver, Undersecretary of Health Care Services and other top CDCR executives use performance report data to assess the strengths and weaknesses of the health care system and hold leaders accountable for addressing risks to patients.

Operational Tools - The Quality Management Section creates operational reports that assist staff in implementing new programs and/or following clinical guidelines. Operational tools provide key information used to implement new processes, and can help institution leaders understand how well new processes have been adopted by staff, which is very important in early stages of change management.

In the first phase of ISUDT implementation in early 2020, health care staff were required to screen at least half of all inmates who had 15-24 months to go prior to release from prison. Inmates with substance use disorders releasing to the community are at high risk of overdose, and it is a high priority in ISUDT to provide medications, cognitive behavioral therapy, and other treatment to these individuals before they are released. To support screening for this population, the Quality Management Section created an operational tool, updated through automatic data feeds twice per day, which identifies inmates at each prison who have a release date within the next 15-24 months and have not yet been screened. This tool can be sorted or filtered by care team, if staff want to see only those inmates assigned to their team. In addition, the operational tool provides a list of all institutions statewide, the percentage of inmates screened so far and the number of inmates waiting to be screened (backlog) so statewide leaders can send additional health care staff to help with screening at institutions with the most backlog. This is just one of many tools that the Quality Management Section will provide to support the ISUDT Program implementation over the course of the next few years.

Data Warehouse Design -The Quality Management Section partners with the ITSD to design and maintain the organization's data warehouse, which feeds most automated reports issued by data analytics teams at CCHCS. Design of the data warehouse has a direct impact on the ability of staff across the State to access data points and the reliability of the data stored in the warehouse.

CEA ACTION PROPOSAL**C. ROLE IN POLICY INFLUENCE (continued)****13. What is the CEA position's scope and nature of decision-making authority?**

The Associate Director, Performance Evaluation and Data Analytics has a significant role in the design of data analytics systems and processes consistent with industry standards and statewide and federal policies, procedures, rules, and regulations, drawing from cutting edge developments in informatics and data visualization. The Associate Director, Performance Evaluation and Data Analytics will define the Quality Management Section policy and process for planning, developing, and implementing, and will give final approval for all special analyses prior to release, ensuring that the methodology, data sources, validation, and presentation are of appropriate quality to support the purpose of the request.

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

The Associate Director, Performance Evaluation and Data Analytics has primary responsibility for performance evaluation system policies, including updating the policies to reflect current industry best practices in informatics and analytics.

Beyond performance evaluation system policies, the Associate Director, Performance Evaluation and Data Analytics will impact the development and implementation of clinical policies and procedures at CCHCS. This position will represent the Quality Management Program as a voting member of the Clinical Oversight Team and a group that reviews all health care policies under consideration for statewide implementation. The Clinical Oversight Team decides whether to approve health care policies, modify them, or send them back to the originating program for further development. After review at the Clinical Oversight Team, policies are forwarded to higher-level executives at the Joint Clinical Executive Team, then finalized for release to stakeholder review and the federal court.