

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

August 14, 2020

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, Vital Records

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

The California Department of Public Health (CDPH) is revising the existing CEA allocation for the Assistant Deputy Director (ADD), Center for Health Statistics and Informatics (CHSI). The existing CEA A, ADD, CHSI, manages the day-to-day operations of the five branches within CHSI and serves as the primary advisor to the Deputy Director, CHSI. The responsibilities of the existing CEA are being refocused and redistributed between two CEA allocations, the ADD, Vital Records and the ADD, Data Operations. The ADD, Vital Records, will manage the day-to-day operations of three branches within CHSI: Vital Records Registration Branch (VRRB), Vital Records Issuance and Preservation Branch (VRIPB), and Operations Branch (OB). The ADD, Vital Records, will serve as a primary advisor to the Deputy Director, CHSI, for issues within these three branches, including budget development, strategic planning, and projects for continuous quality improvement. The ADD, Vital Records, will work with a newly established CEA A, ADD, Data Operations, on cross-cutting policy initiatives and issues that effect CHSI as a whole and serves as a Deputy State Registrar. The ADD, Vital Records, will continue to be responsible for planning, implementation, coordination, evaluation, and management of programs within VRRB, VRIPB, and OB; and will serve 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, Vital Records, will exercise broad independent judgment and action when making programmatic and operational decisions relating to the Vital Records Division. The ADD, Vital Records, will share direct responsibility with the Deputy Director, CHSI, in providing assistance for overall management of VRRB, VRIPB, and OB, providing day-to-day operational guidance in areas including: human resources, budgets, contracts, procurements, legislation, regulations, state policy, and strategic planning. The ADD, Vital Records, will work to ensure timeliness and quality of services provided by these branches to internal and external customers; including: maintaining high standards and reasonable customer service timelines for registration of vital records and issuance of certified copies of vital records.

The ADD, Vital Records, will collaborate with the Deputy Director, CHSI, to ensure the roles and responsibilities of the State Registrar are completed efficiently and effectively. As Deputy State Registrar, the CEA will establish measurable outcomes for continuous quality improvement of vital records services in California, both short-term and long-term, and collaborate with staff in CHSI, CDPH programs, other state departments, federal officials, and local government officials to ensure that their activities and that of CHSI are coordinated and complementary with the measurable outcomes representative of the Department's mission. The ADD, Vital Records, will be responsible for attending and coordinating various workgroups and committees relating to vital records and their management, including but not limited to: quarterly Vision meetings with County Recorders, federal workgroup meetings with the National Association for Public Health Statistics and Information Systems, federal Vital Records Accreditation Workgroup meetings, and U.S. Standard Certificate meetings. The ADD, Vital Records, will be responsible for making presentations related to vital records and their management to providers, stakeholders, and advocates related to policy development and implementation, and will ensure the highest level of customer service is offered to government partners and the public for providing services relating to vital records registration, amendment, and issuance. When necessary, the ADD, Vital Records, will convene and coordinate advisory bodies of subject matter experts to assure CHSI's current policies, procedures, and strategic direction reflect best practices.

The ADD, Vital Records, will collaborate with the Deputy Director, CHSI, and the ADD, Data Operations, on the development and implementation of statewide public health policies and programs in the areas of vital records, identity protection and anti-fraud practices, and population health management. The ADD, Vital Records, will use the overall objectives of CHSI and CDPH to identify policy, administrative, and programmatic issues that merit priority attention and take independent action. The ADD, Vital Records, will consult with the Deputy Director on the highest level administrative and programmatic decisions in VRRB, VRIPB, and OB that have impact on CHSI, CDPH, and the State, and will collaborate with the Information Technology Services Division and other partners on the management of vital records registration, issuance, and data systems.

As requested by the Deputy Director and CDPH Directorate, the ADD, Vital Records, 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. The ADD, Vital Records, will conduct due diligence exercises as needed to ensure CHSI and CDPH compliance with statutory, regulatory, and state policy requirements; as Deputy State Registrar, ensure that CHSI adheres to the responsibilities of the office according to Division 102 of California Health and Safety Code, and participate on workgroups related to CDPH operational quality improvement.

The ADD, Vital Records, will conduct special projects within vital records, involving highly sensitive subject matter, including: managing the mandatory security features and fraud prevention efforts within California vital records, automate and improve processes related to vital records indexing and storage. The ADD, Vital Records, will maintain partnerships with federal partners in identity management and fraud prevention, such as the U.S. Passport Agency, Social Security Administration, and Department of Homeland Security. The ADD, Vital Records, will consult with VRRB, VRIPB, and OB 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 for Vital Records will be managing the day-to-day operations of CHSI's VRRB, VRIPB, and OB.

These branches are responsible for registering, preserving, and issuing certified copies of vital records. These branches provide essential services to members of the public, including: registering and assisting with identity establishment of 500,000 births per year, registering and assisting with decedent affairs for 250,000 deaths per year, and providing certified copies of vital records (birth, death, and marriage certificates) to approximately 117,000 individuals per year. In addition, these branches are responsible for assisting members of the public to amend these vital records by processing approximately 140,000 amendments per year. These essential public services are in direct alignment with CDPH's mission and vision, and information from these vital events is provided to government agencies, researchers, and the public to assist with population health management.

**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 revision of this CEA concept is in response to: 1) an increase in traditional workloads due to changes in statutory and policy requirements related to vital records registration and issuance; 2) the establishment of new programs and several long-term (5-10 year) and permanent special projects requiring statewide planning, coordination, policy formation, and day-to-day management. The revision of this concept is also being requested as part of a reorganization of the Center for Health Statistics and Informatics.

This CEA was originally established to provide day-to-day operational and programmatic oversight for CHSI's branches, including policy formation and strategic planning. Over the past few years, CHSI has seen an overall increase in the number of staff, contractors, and program responsibilities that has triggered the need for a CHSI reorganization, creation of a new CEA, and revision of the existing CEA concept.

1) CHSI provides registration services for over 1,000,000 vital records (birth, death, fetal death, and marriage) annually, and preserves over 48 million records back to 1905. Several statutory changes have caused CHSI to experience increased workload over the past year, with projections for that workload to increase further in the near future. One example: the California Real ID Act, which requires additional forms of identification to obtain a federally compliant Real ID from the Department of Motor Vehicles, has caused a significant increase in the production workload for birth and marriage certificates; more specifically, an increase from an average of 120,000 records produced annually to an estimated average of 160,000 records produced annually. A secondary example: there is an increased number of legislative initiatives relating to vital records amendments. CDPH processes approximately 140,000 amendments annually to vital records for events that occurred in California. These amendments range from routine name changes and typo corrections to highly complex declarations of parentage and adoptions. Some of these amendments involve several external entities, such as the Superior Court (e.g., adoptions). There has been an increased amount of legislative focus and proposed legislation on the vital records amendment processes in California, making the increased focus and oversight of an ADD necessary.

2) The California Integrated Vital Records System (Cal-IVRS) is a ten-year effort within CHSI that includes integrating the birth registration system, death registration system, fetal death registration system, vital records issuance system, and data warehouse into one integrated system. Some of this integration and modernization effort has led to additional work-flows within CHSI that were traditionally outsourced to a contractor. For example: as part of the Cal-IVRS effort, CHSI has spent the past two years designing, developing, and implementing a new statewide electronic birth registration system (EBRS). EBRS replaced a legacy, paper-based system for birth registration that was managed by an external contractor since the mid-1980s. EBRS has reduced the registration time for birth certificates from an average of six weeks with the legacy system, to only six days. Additionally, this system includes increased quality checkpoints and birth data validations to decrease the amount of registration errors. While these are great accomplishments, the work-flows associated with EBRS and statewide birth registration (including daily technical assistance to 61 local health jurisdictions and over 250 birthing facilities) are now managed by CHSI staff as opposed to a contractor, causing a significant increase in workload and increased need for executive oversight. Similar modernization of work-flows for death and fetal death registration is planned over the next five years, and will require even more executive oversight and guidance to ensure success.

Additionally, the current ADD has seen increased responsibility with federal partners, requiring additional time dedicated to maintaining these partnerships, such as serving on working groups and committees with the Public Health Accreditation Board, National Association for Public Health Statistics and Information Systems, National Center for Health Statistics, and others. This expanded role further justifies the need for dedicated executive focus to these efforts.

## 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 revision to this CEA is being requested as part of a reorganization of CHSI to include a separate CEA (ADD, Data Operations). The ADD, Vital Records, will maintain existing responsibility, with a focused scope to include three of the five branches within CHSI: VRIPB, VRRB, and OB. Therefore, the CEA will maintain existing policy and decision-making influence over those three branches. All responsibilities below are part of the existing CEA concept, but are revised to accommodate an increase in volume and complexity of workload within the same policy areas. These primary policy areas are listed below.

1) The ADD, Vital Records, will maintain existing delegated authority as Deputy State Registrar of Vital Records, and will consult with the CHSI Deputy Director/State Registrar for direct oversight of CDPH's vital records registration and issuance policies. The Deputy State Registrar is a designee of the State Registrar, with authority to perform the functions of State Registrar, including the authority to certify copies of birth, fetal death, death, marriage, and marriage dissolution records pursuant to Health and Safety Code Section 103545; the authority to appoint and remove local registrars of births and deaths pursuant to Health and Safety Code Section 102280; and the authority to approve and supervise the transfer of local registrars' and county recorders' copies of records pursuant to Health and Safety Code Section 102380. These policy areas include:

- State registration of approximately one million vital records (birth, death, fetal death, marriage, and dissolution records) annually, in accordance with California state laws, regulations, state policies, and federal guidelines;
- Issuance of approximately 115,000 certified copies to the public annually, and policies and projects associated with continuous quality improvement of certificate production;
- Preservation of approximately 48 million records dating back to 1905, and the ongoing indexing and digitizing projects associated with preservation of historic records;
- Updating vital records standards, policies, and regulations; analyzing and proposing legislation; and implementing federal standards to ensure that California vital records remains up-to-date with best practices and federal/state mandates; and
- Providing policy and procedure guidance and technical assistance to local registrars, county recorders, county coroners, birthing facilities (i.e., hospitals and birth centers), and death registration facilities (i.e., funeral homes) throughout the state in relation to current statute, regulation, and state policy that govern vital records processing and certification requirements.

2) The ADD, Vital Records, will be responsible for researching, maintaining, and implementing vital records policies and standards associated with identity protection and fraud prevention, including:

- Security features included in California banknote security paper, used when issuing certified copies of vital records;
- Implementing and maintaining appropriate security measures associated with registration, issuance, and preservation of vital records, including administrative, physical, and technical safeguards; and
- Conducting continuous policy analysis of these security standards to ensure alignment with federal policy, best practices of other states, and California statutes and regulations.

3) The ADD, Vital Records, will maintain existing authority for reviewing and approving operational requests from branches in the areas of: contracts, procurements, purchase requisitions, budget drills, accounting reports/deposits, budget changes, and others associated with the CHSI Operations Branch. The existing ADD has authority to approve these operational work flows at the Center level, prior to the work flows moving forward to various control agencies for final processing. The ADD, Vital Records, will maintain this Center-level approval authority.

4) The ADD, Vital Records, will maintain existing authority to participate and maintain state and federal partnerships, and participate on workgroups and committees representing CDPH and CHSI. These partnerships and workgroups may include but are not limited to:

- National Association for Public Health Statistics and Information Systems - responsible for setting federal standards for vital records certificate format, security features, and information systems;
- Public Health Accreditation Board - responsible for setting standards and awarding accreditation for services provided by vital records offices across the US;
- National Center for Health Statistics - center within the Centers for Disease Control and Prevention that monitors and receives mandatory federal reporting of vital records data from states and territories within the US;
- Vision Meetings with California's Local Registrars and County Recorders - a workgroup responsible for collaborating and implementing new vital records policy initiatives in California; and
- Other workgroups/committees as requested by the CDPH Directorate, Deputy Director, CHSI, and the California Health and Human Services Agency.

These four primary areas of policy that are influenced or controlled by the ADD, Vital Records, will continue have Department-wide and state-wide implications. 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, Vital Records, 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 ADD, Vital Records, directly report to the Deputy Director, and will exercise broad, independent judgment and decision-making authority with respect to the policy areas under their purview, with a consequence of error that impacts not only CDPH employees and managers, but also local health jurisdictions, federal agencies, and other state departments.

The ADD, Vital Records, will make operational decisions and exercise decision-making authority for VRRB, VRIPB, and OB 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, Vital Records, will confer with the Deputy Director and the ADD, Data Operations, 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, Vital Records, will continue to develop/implement new policy and interpret/implement existing policy. The responsibilities of the existing CEA are 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 ADD, Vital Records, will continue to undertake these responsibilities. Any new policy implementations may be conceived, designed, and developed upon the ADD's own authority and within the resources of the three Branches directly supervised by the ADD, Vital Records; however, decision-making on new or existing policy and mechanism for implementation of policies will be approved by the Deputy Director.