

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

7/24/2019

2. Department

California Department of Public Health

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

Office of Policy and Planning

4. CEA Position Title

Deputy Director - Office of Policy and Planning

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) requests to establish a Career Executive Assignment (CEA B) Deputy Director and expand the existing Office of Strategic Development & External Relations (Fusion Center) to the Office of Policy and Planning (OPP). In addition to researching and testing of new models, facilitation, planning, project management, and implementation of participatory decision-making models, this expansion will conduct policy analysis, monitor and evaluate policy impact, and identify policy best practices to build a culture that encourages innovation, builds internal and external capacity to support user needs, and empowers CDPH staff. The mission of OPP is to identify and advance opportunities to use policy, leverage health system transformation and engage other sectors to improve the public's health. The Office closely links and collaborates with the Office of Quality Improvement and Accreditation (OQPA), the Office of Health Equity (OHE), the Office of Legislative and Governmental Affairs (LGA) and Center for Health Statistics and Informatics (CHSI) to leverage existing resources to move forward policy priorities. The office advises leadership through policy options and strategic planning initiatives and functions as an oversight body for collaborative initiatives connecting public health programs, administration and stakeholders.

6. Reports to: (Class Title/Level)

Director, CDPH

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.**

This position will provide strategic direction and will oversee an annual collaborative process across CDPH programs to develop and align programs with a single set of priorities to improve the health of Californians. The position will lead in the identification of emerging needs and issues and provide direction and oversight for CDPH's strategic plan, ensuring consistency between Departmental and Centers/Offices goals and objectives. The position will ensure that programs are meeting goals and objectives and that this information is shared across the department and with the public.

This position serves as the lead in identifying high-value prevention and public health policies and interventions and increases the understanding and use of credible evidence of prevention's impact by policy makers, health care and public health. Conducts policy-relevant research, communicates findings in a manner that facilitates action, develops partnerships, and encourages the efficient use of resources through the promotion of evidence-based health interventions. Conducts health policy modeling and economic analysis to assess the health, economic and payer-specific budgetary impacts of high-valued public health and prevention policy priorities.

The proposed CEA will:

Catalyze collaboration among public health, health care and other sectors. Works with the Agency Innovation Officer to explore opportunities for innovation and Healthcare System Transformation. Evaluates the results of various public health efforts, makes recommendations when change is warranted, and develops plans to address perceived or real gaps between stakeholder expectations and the agency's performance or commitments.

Lead efforts and manages staff to prepare biannual comprehensive California health status report. Provides direction to a cross-functional team of state staff to expand programmatic efforts, data collection, analysis and reporting infrastructure and capacity needed at the state level to provide a bi-annual health status report to the legislature to inform policy planning. Analyzes issues and trends, as well as programs and human, operational, and capital resource allocation; develops strategic partnerships; facilitates policy analysis, formulation, intervention design and evaluation; and conducts performance and impact evaluations.

Assist CDPH Centers and Offices with program evaluation by providing tools and technical assistance in the systematic collection of information about the activities, characteristics, and outcomes of programs (which may include interventions, policies, and specific projects) to make judgments about that program, improve program effectiveness, or inform future decisions about program development.

Review various reports generated by Centers and Offices within the department and provides strategic planning to maintain department-wide consistency in reporting. Communicates and leads efforts to provide meaningful information and data to diverse groups and stakeholders in a manner that develops partnerships and encourages the efficient use of resources within the department.

Provide direction to the Chief (CEA A) in facilitation of crosscutting initiatives to support department efforts, continuously engaging programs across the department and external partners in collaborative efforts, including coordination of Let's Get Healthy California and assessment of issues of emerging public health significance. Provides direction in exploring and testing new innovative approaches to public health relating to staff development and engagement, digital platforms, data utility, strategic partnerships, administrative practices and represents CDPH's vision for becoming the public health department of the future; one which is proactive, transparent, collaborative, policy and outcome-driven, and able to respond to changing conditions.

**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 CDPH mission is to optimize the health and well-being of the people in California. The mission of OPP is to identify and advance opportunities to use policy, leverage health system transformation and engage other sectors to improve the public's health. The Office conducts policy analysis, monitors and evaluates policy impact, and identifies policy best practices. The Office closely links to OQPA, OHE, CHSI and LGA to leverage existing resources to move forward policy priorities.

With more than 200 public health programs, each dedicated to improve a particular aspect of population health, this office will provide tools needed to evaluate impact of programs and direct limited resources, explore innovative methods for implementing interventions and ensure that interventions are targeted for maximum impact.

## 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.

CDPH, local health jurisdictions, public and private stakeholders recognize that in order to improve population health, root causes of poor health need to be addressed. In addition, public health must strengthen the ties to the ever changing healthcare delivery system. There is a unique opportunity for public health, health plans, hospitals, doctors and communities to work together so we can keep people healthy and spend smarter. Creating OPP will bring a Healthcare System Transformation via policy process that will engage and educate the stakeholders, public health programs and administration by performing the following:

- OPP collects and analyzes data and information related to a problem or issue; synthesizes historical context around problem or issue, and makes policy recommendations to the Director.
- Reviews literature and conducts an environmental scan to identify and describe policy options; assesses policy options according to health impact, feasibility, and economic and budgetary impacts; models potential health, economic and budgetary impacts of policies; identifies evidence-based policy solutions and gaps in the evidence base.
- Provides science and evidence to inform policy development; drafts federal guidelines and recommendations, regulations, standards, and organizational policies.
- Monitors policy enactment by others, enact regulation, publish guidelines and recommendations, enact procedures, administrative actions, incentives and voluntary practices.
- Builds capacity of local health jurisdictions, tribes, and communities to implement policy (e.g., education, training, technical assistance, guidance); supports post-implementation sustainability of policy (e.g., continued educational efforts). Identifies and engages relevant individuals and organizations throughout the process (e.g., provide information and education on the state of the science); assesses needs and gathers information throughout the process (e.g., understand how a problem is defined, identify barriers and solutions to policy implementation or enforcement).
- Evaluates the process, impact, and outcomes of the policy; builds the capacity of others to evaluate policy (e.g., training and technical assistance); and uses evaluation results to inform the evidence base.

CDPH has been asked to produce a Bi-Annual Legislative Report on the state of California's health, which is new to the department and needs additional resources, high level collaboration and strategic direction. The report will incorporate input from various data and programmatic areas, as well as employ additional data integration and analysis to provide a highlight of the state of California's health across public health domains. The process to produce this report will involve a complex range of activities, including: defining analytical frame and scope for the report, identify and evaluate potential data sources, assess alignment of data reporting time frames, define specific metrics, data acquisition, prepare data for analysis, identify data gaps for priority issues and develop proxy measures or modeling approaches to establish estimates, develop a methodology for comparative analysis, apply statistical testing, develop technical documentation, data visualization, preliminary reports and rankings, facilitate data and programmatic review, translate data into actionable information, draft, synthesize and unify contributions from multiple authors for contextual narrative and format graphic layout of report contents. This report will be developed using a broader and more comprehensive approach to data collection, analysis, and reporting that includes assessing environmental and economic factors, and complement the work of the full range of public health programs and initiatives to protect and positively impact population health. This comprehensive bi-annual report would include a comparative analysis of health priorities across issues, specifically targeted to support and inform decision and policy-making.

### 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 proposed CEA provides guidance and oversight to the development of a Bi-annual Report on California's Health that will incorporate policy input from various data sources and programmatic areas, as well as employ additional data integration and policy analysis to provide a highlight of the state of California's health across public health domains. This report will be developed using a broader and more comprehensive approach to data collection, analysis, and reporting that includes assessing environmental and economic factors, and complement the work of the full range of public health programs and initiatives to protect and positively impact population health. This comprehensive bi-annual report would include a comparative analysis of health priorities across issues, specifically targeted to support and inform decision and policymaking.

The proposed CEA will expand the Department's ability to promote California's health assessment process with greater depth of policy analysis through a systematic process to identify priorities on the short-term and long-term scale with current trends and comparative analysis of the state and burden of health issues affecting California in order to elevate what is most critical and identify emerging issues or changing trends from a number of perspectives, including:

- Top causes of death and disability
- Rapidly increasing trends
- Issues with the greatest disparities in health outcomes across populations/geographies
- Identification of key risk factors and community conditions driving multiple health outcomes
- Analysis of cost impacts and service distribution
- Assessment of external factors (policy shifts, technological trends, societal and environmental conditions) affecting population health in California

The proposed CEA leads a cross-functional team leveraging expertise and support across four organizational units (OQPA, OHE, CHSI and LGA) to provide a data-driven policy response to an inquiry/issue. This involves the development of new integrated analytic/policy methods as well as facilitated engagement and synthesis of input and data policy across public health programs, leaders and partners using the most advanced data collection, analysis, and reporting mechanisms available to CDPH resulting in derivative informational and communication assets (fact sheets, digital content) for use by public health programs, local health jurisdictions, partners and Let's Get Healthy California. Allows CDPH to cultivate new sources of data to address gaps and plans and coordinates integration of external data sources, such as California Health and Human Services Agency Open Data Portal, administrative and service data, health systems and cost data.

The proposed CEA leads efforts in implementing CDPH's Strategic Plan capturing CDPH priorities and aligning programs along crosscutting goals and objectives. The Strategic Map will remain focused on the diverse and dynamic communities that CDPH serves while focusing on a multifaceted definition of health and an understanding that health is more than the absence of disease or injury.

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

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

The proposed CEA will have delegated authority to make major decisions regarding policy analysis, strategy and policy development, policy enactment, policy implementation and evaluation along with stakeholder engagement and education for CDPH. The proposed CEA will directly report, be guided, and led by the CDPH Director. The proposed CEA will regularly update the Director, Assistant Director, Chief Deputy Directors, CHHS Agency Secretary, and Governor's Office regarding decisions, strategies and development and implementation of Office of Policy and Planning activities and methodologies. The proposed CEA advises leadership through policy options and strategic planning initiatives and functions as an oversight body for collaborative initiatives connecting public health programs, administration and external stakeholders. The decisions made by the proposed CEA will have a substantial impact on CDPH internally, external stakeholders and the California population at large.

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

The proposed CEA position will both develop/implement new policies and interpret/implement existing policy across the department and the state. One of the responsibilities of the proposed CEA would be 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 proposed CEA would undertake these responsibilities.

The proposed CEA will be responsible for the bi-annual legislative report (new to CDPH) that will incorporate input from various data and programmatic areas, as well as employ additional data integration and analysis to provide a highlight of the state of California's health across public health domains. This report will be developed using a broader and more comprehensive approach to data collection, analysis, and reporting that includes assessing environmental and economic factors, and complement the work of the full range of public health programs and initiatives to protect and positively impact population health. This comprehensive bi-annual report would include a comparative analysis of health priorities across issues, specifically targeted to support and inform decision and policy-making.

Additionally, as new laws and regulations are implemented, it will be the responsibility of the proposed CEA to review and interpret how they will affect new and developing programs within CDPH. The proposed CEA will develop and implement any needed policies to comply with the new laws and regulations.