

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 1, 2019

2. Department

Department of Developmental Services

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

State Operated Facilities Division/Central Stabilization, Training, Assessment, and Re-Integration (STAR)

4. CEA Position Title

CEA Program Director

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

The CEA position, in accordance with the Plan for Crisis and Other Safety Net services in the California Developmental Services System, will be responsible for policy development, oversight, coordination and implementation of statewide Safety Net Program services for Central Stabilization, Training, Assessment, and Reintegration (STAR) residential homes and Crisis Assessment and Stabilization Team (CAST) mobile crisis services. The CEA will work closely with Directorate and Executive Staff, and communicate directly with stakeholders, manage high-level programmatic components and resolve cross-cutting impacts within the Department of Developmental Services (DDS) and with other social services programs during expansion of safety net services as developmental centers close. This position will monitor statewide safety net and crisis services and propose innovative solutions to address gaps in services. Works closely with the Director and Executive Management to develop and implement policies and procedures related to the Central STAR residential homes and CAST mobile crisis services.

6. Reports to: (Class Title/Level)

State Operated Facilities Division Deputy Director

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): Works closely with the Director and Executive Management to develop and implement policies & procedures related to the Central STAR residential homes and CAST mobile crisis services.

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 CEA position will:

Oversee and facilitate client treatment and care to ensure compliance with federal, state, and facility standards. Recommend, develop, and implement new policies and procedures related to Central STAR residential homes, and CAST mobile crisis services. Develop and implement correction plans as needed. Advise the State Operated Facilities Division (SOFD) Deputy Director of recommendations related to staff, homes, fiscal support, equipment and supplies needed to provide services.

Direct the planning and implementation of programs, projects and services, in accordance with federal and state law, and according to policies established by DDS. Responsible for ongoing operations, ensuring services provided are within resources allocated. Responsible for planning, organizing and administering the activities of Central STAR residential homes, and CAST mobile crisis services, and responsible for ensuring those activities meet the needs of persons with developmental disabilities.

Communicate and collaborate with staff to carry out the facility's mission, goals, and objectives. Responsible for the coordination of the activities with community health agencies, regional center organizations, local government officials, advisory groups, professional groups, and other DDS stakeholders.

Evaluate service delivery outcomes and measure them against service, facility, division, department, state, federal and accreditation agency standards. Ensure routine, and as needed communications with the SOFD Deputy Director on concerns or issues that place DDS or consumers at risk and provides recommendations in addressing and implementing any necessary changes.

Develop and implement facility policies that align with state laws and regulations including California Code of Regulations, Title 22, Chapter 6 Adult Residential Facilities, Title 22, Chapter 6.1 Community Crisis Homes, and Title 17, Chapter 3, Subchapter 23 Community Crisis Homes.

Provide guidance for employment and personnel policies (e.g., staffing, training, etc.), including ensuring a safe working environment, and the health and safety of consumers and staff.

Provide leadership during an emergency or disaster. This position is part of the chain of command for all emergency related communication and may be part of the incident command team during a major emergency.

Develop and implement neighborhood/community outreach policies related to their respective STAR residential homes and CAST mobile crisis services. Develop and implement a policy for the STAR facility's continuous quality improvement system. Coordinate the development, review and modification of new and existing policies.

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 STAR residential homes and CAST mobile crisis services provide vital supports for the DDS Safety Net system that serves individuals with developmental disabilities and co-occurring behavioral and psychiatric conditions. Given the closure of developmental centers, DDS has focused on developing a variety of STAR residential homes and CAST mobile crisis services for high needs consumers. STAR residential homes operate as a placement of last resort for consumers who have high needs and would otherwise be placed in highly restrictive settings, such as acute psychiatric hospitals, emergency rooms, and Institutes of Mental Disease. The STAR provides intensive programming and treatment to stabilize consumers for transition them back to community living facility. Consumers may reside at STAR for up to 13 months. As the state-operated Community Crisis Home, it also serves as a model and support for other vendor-operated Community Crisis Homes.

STAR residential homes and CAST mobile crisis services were developed as part of the DDS Safety Net plan. CAST mobile crisis services are a last resort service that helps consumers who are at risk of losing placement in their current home. CAST mobile crisis services helps prevent individuals from residing in highly restrictive settings. When referred to CAST, consumers receive an assessment that recommends services and supports that are suggested to the Regional Center as necessary to stabilize the consumer. Services and supports may include:

- Training and education to the consumer, family, direct care staff;
- Suggestions for changes to program design;
- Collaboration between professionals and service providers (e.g. psychologist collaborate with behavioral specialist) and;
- In-home modeling, coaching, training of de-escalation and intervention strategies.

Given the importance of these STAR residential homes and CAST mobile crisis services to high needs consumers and the complexity of the programs being provided, it is vital that DDS have a Program Director that has the knowledge, skills, and abilities to ensure the success of the program.

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.

Under the Lanterman Developmental Disabilities Services Act, DDS is responsible for overseeing the coordination and delivery of services and supports to more than 317,000 Californians with developmental disabilities including cerebral palsy, intellectual disability, Down syndrome, autism, epilepsy and related conditions. The state's service system is designed to meet the needs and choices of individuals at each stage of their lives, and, to the extent possible, serve them in their home communities, providing choices that are reflective of lifestyle, cultural and linguistic backgrounds. These services are provided through 21 regional centers (RCs) and approximately 4,600 providers located throughout the state.

In May 2013, the Secretary of the California Health and Human Services Agency (Secretary), announced the establishment of the "Task Force on the Future of Developmental Centers" (DC). The DC Task Force considered the special service needs of the residents and the services provided at the DCs, analyzed the services and supports available in the community, and identified what additional services and supports may be needed in the community. As a result, DDS developed additional service models such as Enhanced Behavioral Supports Homes (EBSH), Community Crisis Homes (CCH), and facilities with a delayed egress and secure perimeter.

The 2015 May Revision to the Governor's Budget proposed the closures of the three remaining DCs - Sonoma, Fairview and the General Treatment Area (GTA) at Porterville. The last resident moved from Sonoma DC in December of 2018. The residents of Fairview and the GTA at Porterville are expected to transition to community living by the end of 2019. With the closure of the DCs and reliance on community services, focus has been on a safety net of services, including a "placement of last resort."

In July 2014, the Secretary formed the DS Task Force to address how to make the community system stronger. A workgroup of the DS Task Force led analyses and discussions on the topic of Community Supports and Safety Net Services between May 2016 and February 2017. This produced a general definition of Safety Net services as a range of flexible supports, focused on person-centered planning, to support consumers who are involved in or at risk of becoming involved with criminal justice or civil commitments throughout the state. Safety Net services must be flexible and provide a range of service options to meet the needs of persons in crisis. There is no "one-size-fits" all approach.

Welfare & Institutions (W&I) Code Section 4474.15(a) requires DDS to update the Legislature on how it will provide access to crisis services after the closure of the DCs, and provide a 'can't say no' residential option. The Safety Net Plan, published by the DDS in May 2017, is rooted in work of the DC Task Force and the DS Task Force starting in May 2013. In early 2017, DDS held additional stakeholder meetings that resulted in priority suggestions and recommendations that were made part of DDS' Safety Net Plan. The Safety Net Plan provided a framework for the development of essential services and supports, and proposed new service options to broaden the continuum of supports for individuals with the most challenging service needs, with an emphasis on person centered thinking and cultural competence in service design. W&I Code Section 4474.15(c) requires DDS to provide quarterly updates to the Legislature on Safety Net Plan resource development, starting in July 2017.

Supporting the continuing DS Task Force Work Group discussion and the information gathered through the family stakeholder meetings, DDS is working with RCs to expand the inventory of crisis services and develop additional resources to strengthen services in their local communities. A critical component of the Safety Net are the acute crisis services and mobile crisis services provided directly by DDS staff through the STAR and CAST models. Eligibility for acute crisis services is defined in W&I Code Section 4418.7. In recognition of the closure of DCs and the increased need for acute crisis and mobile crisis services in the community as the community caseload continues to grow, the proposed Governor's Budget for 2019-20 expands STAR and CAST services to the Central Valley.

In this setting, the services will be provided outside of the traditional supports provided by a large DC and will operate with a license as a CCH. Individuals served in the STAR residences are court-ordered for involuntary treatment, are provided mental health treatment for stabilization, and receive the services and supports to prepare them for transition to a less restrictive environment within 13 months. Consistent with stakeholder input, the state will continue to operate STAR services after the closure of the DCs. Since implementation, this service model has proven to be effective in stabilizing individuals in crisis and returning them to the community.

CAST is co-located with STAR homes and provides in-home crisis services, mental health treatment for stabilization and supports to help maintain individuals in their existing residence. These services are available for deployment 24-hours a day, 7 days a week. Within 10 days of the deployment of the CAST, an interdisciplinary team meeting is scheduled to assess services and supports. CAST support continues until, as identified through the Individual Program Plan, ongoing alternative services and supports are identified. With the planned expansion of STAR and CAST services, the CEA is key to delivering these critical Safety Net services to Californians with the most complex service needs.

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.

California's developmental services system is now in an important era of change. With the closure of the DCs, by the end of 2020, almost all individuals with a developmental disability in California will receive services and be supported in community settings. DDS is aggressively preparing the community for this future by resolving issues and implementing innovative programs and approaches to provide appropriate levels of service for all individuals served by a RC. This position is critical to those efforts. Some examples of specific issues this CEA would be engaged in are:

1) The Department is engaged in a critical systems transformation as it responds to increased and changing caseloads, demographics, and federal and state requirements. Department-led efforts in this transformative time include, but are not limited to, compliance with the Home and Community-based Services Rules, implementation of the Self-Determination Program, expanding community safety net services, reducing disparities, addressing housing and employment needs of individuals served. This CEA is charged with developing and implementing appropriate guidelines related to providing quality services to consumers with co-occurring mental health conditions across all these Department-wide efforts.

2) Individuals with co-occurring mental health issues frequently receive services through additional service systems (i.e., not just through RCs) such as Education, Foster Care, Judicial, Health, Mental Health, and other social services. RCs are required to access these 'generic services' before a purchase of service can be initiated. Effectively navigating these systems and coordinating care across service delivery systems is critical to ensuring that these individuals receive needed services and supports. These systems may have different eligibility and funding criteria that require a systems level approach for proper administration and not just at the individual level. As such, this CEA would provide high-level subject matter and administrative expertise in navigating these issues both from an individual and system perspective.

C. ROLE IN POLICY INFLUENCE (continued)

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

This position has a broad scope and nature of decision-making authority for the Central STAR residential homes and CAST mobile crisis services, providing services for over 317,000 consumers living in California. As the subject matter expert for STAR residential homes and CAST mobile crisis services, and in consultation with the Director and Deputy Directors for the DDS, this position will develop and implement the policies and initiatives for all areas related to Safety Net Program services. This position will provide a unified organizational response that crosses all division and programs.

The scope of the decision-making authority for this position includes:

- Development of a Strategic Plan for Central STAR residential homes and CAST mobile crisis services
- Oversight and Accountability of Central STAR residential homes and CAST mobile crisis services.
- Development of "from the ground up" policies and procedures
- Training Methodologies
- Selection of Providers
- Contract Terms and Conditions
- Regulations
- Monitoring and Reporting
- Legislative Testimony as required.
- Oversight of the construction of new STAR homes.
- Develop and implement facility policies that align with state laws and regulations including California Code of Regulations, Title 22, Chapter 6 Adult Residential Facilities, Title 22, Chapter 6.1 Community Crisis Homes, and Title 17, Chapter 3, Subchapter 23 Community Crisis Home
- Develop and implement neighborhood/community outreach policies related to their respective Safety Net program
- Develop and implement a policy for the facility's continuous quality improvement system, and
- Coordinate the development, review and modification of new and existing policies.

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

The CEA position will develop and implement new policies and also interpret and implement existing cross cutting policies. There are current policies that must be interpreted and implemented regularly. There is also a significant need to develop and implement new policies related to the provision of STAR residential homes and CAST mobile crisis services as the DCs close and community services are strengthened to ensure the health and safety of persons with developmental disabilities living in California.