

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

January 17, 2019

2. Department

Department Developmental Services

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

Developmental Centers Division/Northern Stabilization Training Assessment 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 Northern STAR (Stabilization Training Assessment Reintegration) and CAST (Crisis Assessment Stabilization Team). 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 and with other social services programs during expansion of safety net services as developmental centers close. This position will monitor Northern STAR and CAST mobile services and propose innovative solutions to address gaps in services. Works closely with the Director and Executive Management to develop and implement policies & procedures related to the STAR residential homes, and CAST mobile crisis services.

6. Reports to: (Class Title/Level)

Developmental Centers 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 Northern 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 Northern STAR Residential homes, and CAST mobile crisis services. Develop and implement correction plans as needed. Advise the Developmental Center Division (DCD) 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 the policies established by Department of Developmental Services (DDS). Responsible for ongoing operations, ensuring services provided are within resources allocated. Responsible for planning, organizing and administering the activities of the Northern STAR Residential homes, and CAST mobile crisis services, and is 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 DCD Deputy Director with regard to 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 Home.

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

Provide leadership during 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 Northern STAR & CAST mobile services.

Develop and implement a policy for the 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 acute crisis homes and CAST mobile crisis provide vital supports for the DDS Safety Net system that serves individuals developmental disabilities and co-occurring behavioral and psychiatric conditions. Given the closure of developmental centers, DDS has focused on developing a variety of STAR & CAST services for high-needs consumers. STAR community crisis homes operate as a placement of last resort for high-needs consumers who would otherwise be placed in highly restrictive settings, such as acute psychiatric hospitals, emergency rooms, and Institutes for Mental Disease. The STAR residence provides intensive programming and treatment to stabilize consumers, then transition them back to community living. 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 & CAST mobile crisis services were developed as part of the DDS Safety Net plan. CAST is as a last resort service that helps consumers who are at risk of losing placement in their current home. CAST helps prevent individuals from residing in highly restrictive settings. When consumers are referred to CAST, they conduct consumer assessments and provide recommended necessary services and supports to the Regional Center for stabilizing the consumer. Services and supports may include:

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

Given the importance of these STAR 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 program is a success.

**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 Sonoma Developmental Center in Sonoma, closed December 2018, the Fairview Developmental Center in Costa Mesa and the Porterville Developmental Center - General Treatment Area in Porterville are scheduled to close by 2021. These developmental centers have been the "placement of last resort" for individuals with developmental disabilities when there are no adequate resources available in the community for the individual. Without these facilities, it is necessary to develop STAR & CAST mobile services in the communities to ensure that appropriate services are available in case of crisis or failure of community placements for individuals. To ensure access to an array of services to meet the needs of individuals with the highest needs, it is critical to develop additional community resources with a focus on serving individuals with co-occurring mental health, forensic, and behavior needs throughout California. Pending the establishment of the necessary resource, safety net and crisis services must be provided.

Currently, the STAR homes, and CAST Mobile Crisis Services, are within the developmental centers; however, due to the developmental center closures, the STAR homes, and CAST Mobile Crisis Services will stand alone without the support of the developmental centers.

### 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.

Policy Areas are:

Guidance to regional centers, community vendors, consumers, families and other stakeholders under the umbrella of STAR Residential homes, and CAST mobile crisis services delivery options that include positive behavior supports, delivery of culturally competent services and person centered planning.

Assessment, monitoring and reporting requirements for the implementation of the STAR Residential homes, and CAST mobile crisis services for persons with developmental disabilities living in our communities.

Provide expertise in the principles of service provision for individuals with the most challenging service needs.

Design and implement processes at the Department and regional centers to identify the health and safety needs of consumers receiving community based services.

Implement and revise, as needed, policies, procedures and activities related to the review of requests for safety net and crisis services for consumers living in community settings.

Internal coordination and oversight of STAR and CAST policies and services in the Community Services and Developmental Center Divisions. Collaboration with other Department staff to develop and present recommendations to the Director. Develop procedures to monitor and revise policies and procedures for Safety Net Program services as needed.

Identification of changes in State laws and regulations that may affect Safety Net Program services and to ensure compliance with federal requirements for home and community based services.

Oversight of the planning & construction of three new STAR homes being built in Northern California.

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.

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.

Develop and implement neighborhood / community outreach policies related to their respective safety net program services.

Develop and implement a policy for the facility's continuous quality improvement system.

Coordinate the development, review and modification of new and existing policies.

**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 STAR & CAST mobile services, providing services for over 317,000 consumers living in California. As the subject matter expert for STAR & CAST mobile services, and in consultation with the Director and Deputy Directors for the department, 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 Strategic Plan for STAR Residential homes, and CAST mobile crisis services
- Oversight and Accountability of STAR Residential homes, and CAST mobile crisis services.
- Development of "from 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
- 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 developmental centers close and community services are strengthened to ensure the health and safety of persons with developmental disabilities living in California.