

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

2021-12-29

2. Department

Department of Health Care Access and Information

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

Healthcare Workforce Development Division

4. CEA Position Title

Senior Policy Advisor

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

This is a senior level position within the Health Workforce Development Division (HWDD), responsible for health workforce policy analysis and development, research strategy and program evaluation for the division and the Health Workforce Education and Training Council. It supports the 2021 recast of OSHPD into HCAI, as it builds required core competency in health workforce policy, to support the division and Department as a statewide leader in health workforce development, advancing health care access for all Californians.

6. Reports to: (Class Title/Level)

Deputy Director, Healthcare Workforce Development Division, CEA 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): As a member of the HWDD leadership team, the Senior Policy Advisor will be working very closely with HCAI's executive management team to develop, influence, and implement new and existing health workforce policy and program strategy.

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 is a senior level position within the Health Workforce Development Division (HWDD), responsible for health workforce policy analysis and development, research strategy and program evaluation for the division, the CA Health Workforce Education and Training Council, and the department. In July 2021, the Governor signed Assembly Bill (AB) 133, which includes a recast the Office of Statewide Health Planning and Development as the Department of Health Care Access and Information (HCAI). With the passage of AB 133, HCAI was authorized and directed to expand upon its health workforce development program portfolio and build out a more robust health workforce data analysis platform to better inform policy recommendations that serve to lead, grow, diversify and support the state's health workforce broadly. This included increased funding for HCAI to establish a new Health Workforce Research Data Center and convene a new Health Workforce Education and Training Council (Council) made up of political appointees from the Governor's Office, Senate and Assembly. In the same budget year, several significant health workforce proposals were approved and signed into law, greatly expanding the HWDD workforce program portfolio in scope and funding. For example, the \$4B Children and Youth Behavioral Health Initiative, several new workforce pipeline programs under the Health Professional Careers Opportunity Program, the Certified Nursing Assistant (CNA) and Home and Community Based Services Spending Plan, all represent net new health workforce development programs each with significant policy considerations that were not present in the division or the department prior to the current budget year.

The Senior Policy Advisor (CEA) leads policy development for new and existing programs within the expanding Workforce Research and Data Center and Health Workforce Education and Training Council to ensure that HCAI delivers on its goals and objectives. The CEA will analyze, design, develop, influence, and implement workforce development programs and policies that greatly increase and meaningfully diversify a culturally concordant health workforce that serves to expand access to health care in underserved communities across California, and specifically expand access to care for populations served by Medi-Cal. This new role defines policy issues and research questions emerging from a rapidly expanding portfolio of health workforce program investments, analyzes complex and evolving health workforce trends, and synthesizes information to clearly communicate findings to a wide variety of program partners and stakeholders. The CEA will work closely with HCAI's executive management team to develop, implement, and influence new and existing health workforce policy and program strategy for the division, advise division and Department leadership on matters of health workforce policy, and directly supports members of the California Health Workforce Education and Training Council and its subcommittees with policy analysis, implementation, and expertise. The CEA works closely with HCAI program partners and a diverse set of policy stakeholders, including the Legislature, state and local government, community-based organizations, and educational institutions, to identify, analyze and lead a rapidly emerging health workforce policy agenda that ensures HCAI is expanding equitable access to the health workforce that every community needs in advancing a healthy California for all. An early focus of this position will be management of activities relating to implementation of AB 133 as it relates to the assumption of all Health Professions Education Foundation (HPEF) workforce programs, expansion of Song-Brown Healthcare Training Program, the new Children and Youth Behavioral Health Initiative, Social Work professions and Substance Use Disorder workforce, Certified Nursing Assistant and Home and Community Based Health Services workforce, and Geriatric professions serving Older Adults program.

**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 health workforce development programs are critical to the department's mission. HCAI's mission is to expand equitable access to health care for all Californians - ensuring every community has the health workforce they need, safe and reliable health care facilities, and health information that can help make care more effective and affordable. In accordance with this mission, HCAI's portfolio of health workforce development programs has expanded by an order of magnitude in budget and broadened in scope to include new job classifications, disciplines and responsibilities while also augmenting or expanding existing health workforce programs. With the passage of AB 133, new health workforce development programs and initiatives include, but are not limited to:

- Organizing and implementing a Health Workforce Research Data Center
- Organizing, convening and facilitating a Health Workforce Education and Training Council

These two new statutory mandates are not narrow replacements for previous functions. The scope of the Song-Brown Healthcare Workforce Policy Commission only included program oversight of the Song-Brown Healthcare Workforce Training program for Graduate Medical Education (GME). The scope of the new Health Workforce Education and Training Council includes policy oversight and strategic recommendations for all HCAI health workforce development programs. Likewise, the new Health Workforce Research Data Center does not simply replace the Healthcare Workforce Clearinghouse but instead represents a substantial expansion of the nascent data and analytics program in scope and resources for HCAI with the passage of AB 133. Each of these new functions will directly support and inform existing programs in addition to the many new program areas required of HCAI as a result of other legislative priorities enacted in budget. These net new programs include, but are not limited to:

- Children and Youth Behavioral Health Initiative
- Social Work professions and Substance Use Disorder workforce
- Home and Community Based Health Services workforce
- Certified Nursing Assistants in Skilled Nursing Facilities
- Health Professions Career Opportunity Program
- Geriatric professions serving Older Adults

## **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.

In July 2021, the Governor signed Assembly Bill (AB) 133 to include a recast the Office of Statewide Health Planning and Development (OSHPD) as the Department of Health Care Access and Information (HCAI). The statutory changes reflected in AB 133 include a number of significant structural and programmatic shifts, as well as new expectations to address emerging policy issues relating to health workforce in California. Through this and other budget actions, HCAI was authorized and directed to expand upon its health workforce development program portfolio and build out a more robust health workforce data analysis platform to better inform policy recommendations that serve to lead, grow, diversify and support the state's health workforce broadly. This included increased funding for HCAI to establish a new Health Workforce Research Data Center and convene a new Health Workforce Education and Training Council (Council) made up of legislative and governor's appointees. Concurrently, the statute required the sunset of the Song-Brown Healthcare Workforce Policy Commission while HCAI assumed all responsibility for their work overseeing the administration of the Song-Brown Healthcare Workforce Training program and absorbed the additional workload required to administer \$60M in budget augmentations expanding the program in the same budget year. The scope of the Song-Brown Healthcare Workforce Policy Commission only accounted for program oversight of the Song-Brown Healthcare Workforce Training program for Graduate Medical Education (GME). The scope of new Council includes policy oversight and strategic recommendations for all HCAI health workforce development programs, a substantial departure from the work of the Song-Brown Commission. Likewise, the new Health Workforce Research Data Center does not simply replace the Healthcare Workforce Clearinghouse but instead represents a substantial expansion of the nascent data and analytics program in scope and resources for HCAI with the passage of AB 133. Each of these new functions will directly support and inform existing programs in addition to the many new program areas required of HCAI as a result of other legislative priorities enacted in budget. AB 133 statute also required a dissolution of the Health Professions Education Foundation (HPEF), to which HCAI assumed all responsibility for the administration and oversight of a significant portfolio of health workforce development programs previously led by an HPEF Executive Director. With the Executive Director position abolished, the proposed CEA will be responsible for policy oversight of all workforce development programs inherited from HPEF including:

- Allied Healthcare Loan Repayment Program (AHLRP)
- Bachelor of Science Nursing Loan Repayment Program (BSNLRP)
- Licensed Mental Health Services Provider Education Program (LMH)
- Licensed Vocational Nurse Loan Repayment Program (LVNLRP)
- Steven M. Thompson Physician Corps Loan Repayment Program (STLRP)
- Allied Healthcare Scholarship Program (AHSP)
- Advanced Practice Healthcare Scholarship Program (APHSP)
- Associate Degree Nursing Scholarship Program (ADNSP)
- Bachelor of Science Nursing Scholarship Program (BSNSP)
- Licensed Vocational Nurse to Associate Degree Nursing Scholarship Program (LVN to ADN)
- Vocational Nurse Scholarship Program (VNSP)

Also in the budget year, several significant health workforce proposals were approved and signed into law, greatly expanding the HCAI workforce program portfolio in scope and funding. For example, the \$4B Children and Youth Behavioral Health Initiative, several new workforce pipeline programs under the Health Professional Careers Opportunity Program, the Certified Nursing Assistant and Home and Community Based Services Spending Plan, all represent net new health workforce development programs each with significant policy considerations that were not present in the division or the department prior to the current budget year. Based on these new programs HCAI's annual budget has increased five-fold in FY 2021-22. The new CEA will serve as a key senior level advisor on health workforce policy and research to ensure success of new programs with statewide impact, as reflected in the substantial expansion of scope and responsibility for health workforce development in California.

The proposed CEA will be responsible for developing a strategic health workforce policy agenda, with a focus on increasing the equity and diversity of California's health workforce, and providing policy recommendations for efficient implementation and service delivery of HCAI's workforce development programs. HCAI has 19 existing healthcare workforce financial assistance programs that provide scholarship, loan repayment, and stipend options to health care providers, and grants for health care organizations that provide education and training to health care providers. HCAI has an additional 12 new health workforce programs in the planning phases. The proposed CEA will be responsible for developing a holistic health workforce policy agenda that is inclusive of all new and existing workforce programs, to make these otherwise disparate health workforce development programs work together as one unified portfolio with a focused goals to increase workforce capacity and improve service to government partners, healthcare providers, educational institutions, and the public. These new programs include:

- Children and Youth Behavioral Health Initiative
- Behavioral Health Coaches and Counselors Program
- Substance Use Disorder Training Program
- Behavioral Health Pipeline Program
- Behavioral Health Peer Personnel Program
- Social Work professions programs
- Substance Use Disorder workforce programs
- Certified Nursing Assistant workforce program
- Home and Community Based Health Services workforce programs
- Health Professions Career Opportunity Programs
- Geriatric professions serving Older Adults

### 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 will serve as a senior policy advisor to inform a wide range of health workforce policy areas, including broad-based health industry and health workforce policy issues. Specifically, the proposed CEA would be responsible for leading development of a policy agenda for near-term effectiveness and long-term sustainability in the following areas:

- 1) Health Workforce Education and Training Council. Assembly Bill 133 mandated a new publicly-appointed council to oversee the coordination and strategic direction for all health workforce education and training activities in California. This is a seventeen-member Council, with representatives from health professionals, providers and program directors in primary care, behavioral health, allied health, and dental health to advise and inform policy direction around the organization and delivery of education and training programs, and deliberate on priority opportunities to expand and sustain a health workforce to meet the diverse needs across California. This new statutory mandate is not a narrow replacement for the Song-Brown Healthcare Workforce Policy Commission, which was only responsible for oversight of the Song-Brown Healthcare Workforce Training program and Graduate Medical Education (GME). The scope of the new Health Workforce Education and Training Council includes policy oversight and strategic recommendations for all HCAI health workforce development programs and anticipates no less than six topical subcommittees beyond the singular GME topic represented in the Song-Brown program.
- 2) Health Workforce Data Science. HCAI is responsible for developing and implementing a new Health Workforce Research Data Center to conduct health workforce research to ensure data-driven policy decisions, in accordance with AB 133. This effort includes expanding health workforce data sources, applying advanced analytics methods and tools, and improving data products made available to HCAI partners and the public. The data science and data products developed by HCAI will support policy recommendations for the expansion, diversity and sustainability of California's health workforce. This new statutory mandate is not a narrow replacement for the Healthcare Workforce Clearinghouse but instead represents a substantial expansion of the nascent data and analytics program in scope and resources with the passage of AB 133. The previous Clearinghouse data program was narrow in scope and never succeeded in establishing a central source for health workforce and educational data in California without the necessary statutory requirements for data sharing among state agencies that are included in AB 133. The Health Workforce Research Data Center is therefore a net new program to establish a central source for health workforce and educational data that does not exist in the State of California today.
- 3) Health Workforce Pipeline. HCAI is implementing new and expanded workforce pipeline programs, including programs that support health careers exploration and promotion for students in high school, community college, four-year colleges and universities, and graduate school.
- 4) Behavioral Health Workforce. HCAI administers workforce programs to support a wide range of behavioral health professions, including psychiatry, peer personnel, psychology, and allied psychiatric professions. HCAI has recently received funding to significantly expand behavioral health efforts to support children and youth ages 0-25, including creation of a behavioral health coach workforce, expansion of substance use disorder training programs, enhancing training programs to serve justice and system-involved youth, expansion of behavioral health training for social work professions, and expansion of behavioral health training for primary care providers.
- 5) Health Workforce Education and Training. HCAI administers programs to support organizations that provide education and training to health professionals. These programs include grant opportunities for organizations to administer certification programs, establish and expand residency programs, and provide ongoing training to existing health professionals. HCAI's new programs require policy development on the education and training for professions in behavioral health, home health care, social work, and psychiatry.

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

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

The proposed CEA position will direct cross-cutting health workforce policy development. The proposed CEA will have the authority to independently develop, recommend, and propose policy decisions to the Deputy Director for Healthcare Workforce Development, the new Health Workforce Education and Training Council, and HCAI leadership more broadly. The CEA will:

- Develop and advance health workforce policy initiatives to the Deputy Director and HCAI Directorate.
- Serve the new Health Workforce Education and Training Council with policy recommendations and facilitate policy formation activities among the Council and its subcommittees.
- Provide policy recommendations to the California Health and Human Services Agency and the Department of Finance relating to effective approaches for implementing the requirements of AB 133.
- Represent HCAI in stakeholder engagement, legislative meetings and hearings, state and local meetings, national meetings, and conferences related to health workforce.
- Serve on Health Workforce Education and Training Council subcommittees and other advisory boards and committees with sister agencies and partner organizations external to HCAI.
- Initiate and lead implementation of health workforce policy initiatives approved by HCAI leadership.
- Propose new policies and changes to existing policy that have downstream effects resulting in positive impacts on services to government partners, private partners, and the public.

The CEA will report to the Deputy Director, Healthcare Workforce Development Division. Decisions regarding implementation, recommendation, and evaluation of AB 133 and other Workforce and Education Training will be made independently by the proposed CEA. Additional decision-making authority regarding the described policy, normally assigned to the Deputy Director, Chief Deputy Director or the Director may be delegated to the CEA on an as needed basis.

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

The proposed CEA position will do both, develop and implement new policy as well as interpret and implement existing policy. Responsibilities include policy considerations related to the breadth of existing health workforce development programs, some of which date back decades, as well as an expanding portfolio of new health workforce development programs that must be integrated with the existing portfolio. (New and existing programs are identified in questions 21 and 23 above.) A resulting variety of policy issues must be aligned to the extent possible such that these health workforce investments work together as one program portfolio to address workforce shortages and deliver the greatest positive impact for California. The CEA will have the authority to independently develop, recommend, and propose to HCAI leadership policy decisions across the health workforce program portfolio.

AB 133 also required a dissolution of the Health Professions Education Foundation (HPEF), to which HCAI assumed all responsibility for the program administration and policy oversight of a substantial portfolio of health workforce development programs previously led by an HPEF Executive Director. With the Executive Director position abolished, the proposed CEA will be responsible for policy oversight of all workforce development programs inherited from HPEF as identified in question 23 above.

In alignment with new legislative mandates and programs, including AB 133, the CEA will be responsible for the application of research findings, leading practices from national peer agencies, and best practices for established programs for new policy development. Additionally, the proposed CEA will be responsible for developing and proposing health workforce policies associated with the Department's strategic plan, statutes, and funding sources.