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

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

Legislative and External Affairs

4. CEA Position Title

Deputy Director Legislative and External Affairs

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

The Budget Act of 2022 establishes a new Deputy Director for Legislation, Policy and External Affairs at the CEA level at the Mental Health Services Oversight and Accountability Commission. The Legislature and the administration through the budget process determined that this new position is essential to the Commission's increasing responsibilities for driving transformational change in the public mental health system, including through policy development and public engagement. The Commission requests the position be established as a Level B CEA.

6. Reports to: (Class Title/Level)

Executive Director, 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)
9. What are the duties and responsibilities of the CEA position? Be specific and provide examples.

Under the direction of the Executive Director, the Deputy Director for Legislation, Policy and External Affairs is responsible for the following:

- Legislation and interagency activities. On behalf of the Commission, the Deputy Director advises the Legislature and the administration regarding their priorities, elevates the Commission’s priorities and perspectives in policymaking venues, and seeks to improve the overall effectiveness of state policies. The Deputy Director also coordinates the Commission’s activities with other departments and with interagency work groups focused on issues such as homelessness and supportive housing, children’s mental health and bolstering services in response to the COVID pandemic.

- Policy development and advocacy. The Deputy Director provides executive leadership over the Commission’s policy development projects, including research, public engagement, and discernment. Recent projects include proposals for reducing criminal justice involvement, supporting mental health in the workplace, bolstering school-based mental health services, strengthening prevention strategies and developing and implementing a statewide strategy for reducing suicide.

- Public communication. The Deputy Director provides executive leadership for the public communications strategy and the Commission’s portfolio of education, outreach, and stigma reduction activities. Recent projects include the Commission’s involvement in the PBS documentary “Hiding in Plain Sight: Youth Mental Illness” and the Commission’s video series “Upstream University.”

- Community engagement. The Deputy Director provides executive guidance and ensures excellence in the community engagement activities embedded in virtually all Commission activities. The Commission is committed to elevating the voice of people with mental health conditions and their families, including advancing human-centered approaches to policies and services.
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 failure of the public mental health system has emerged as a high priority for the public and policymakers because of the relationships between inadequate mental health services and homelessness, criminal justice involvement, school failure, suicide and other high profile and heartbreaking negative outcomes.

As the steward for the Mental Health Services Act, enacted by voters in 2004, the Commission works through partnerships to catalyze transformational changes across service systems so that everyone who needs mental health care has access to and receives effective and culturally competent care. The Commission, upon direction from the Legislature and under its own initiative, executes projects designed to elevate and integrate research findings, experiential knowledge, and the wisdom of those with lived experience to articulate changes needed in systems and policies.

As detailed below, the Governor and Legislature have valued the Commission's contributions and assigned additional program responsibilities intended to support more innovative and more effective strategies, services and supports across the range of life stages and circumstances. The Legislature and the Administration established this position because these growing responsibilities – matched with the imperative to improve outcomes – requires a high degree of executive leadership, coordination across agencies and programs, and engagement with the public, and in particular people with mental health conditions and their families.
11. Describe what has changed that makes this request necessary. Explain how the change justifies the current request. Be specific and provide examples.

In recent years, the Commission’s portfolio of responsibilities has increased significantly. Policy initiatives, predicated on the Commission’s general statutory charge or specific direction of the Legislature, have resulted in the exploration of research and best practices, deep community engagement, and partnerships with counties and community service providers to identify better strategies and services to improve outcomes and reduce disparities.

The Commission’s recommendations have resulted in new programs and budget allocations for other state agencies and county partners. In some instances, the Legislature has directed the Commission to pilot innovative approaches. Among them:

Criminal justice involvement. The Commission’s policy project on reducing unnecessary criminal justice involvement resulted in the legislatively authorized Innovation Incubator, in which 26 counties participated in one or more multi-county collaboratives designed to improve services that can reduce criminal justice responses to mental health needs.

School mental health. The Commission’s policy research into school mental health resulted in the new statewide program, the Mental Health Student Services Act, which supports county-school partnerships statewide. The children’s mental health activities also resulted in the expansion of SB 82 “Triage” crisis support grants, which was further modified by the Legislature in 2022 to incorporate lessons learned from the Innovation Incubator.

Youth mental health. The Commission’s focus on youth mental health resulted in the legislatively authorized Early Psychosis Intervention pilot, which works with pioneering counties to incorporate the latest research to more effectively intervene in first psychotic breaks. The Commission’s focus on youth also resulted in legislative support for replicating in California a highly effective youth drop-in model known as allcove.

Suicide prevention. The Commission was directed by the Legislature to produce a statewide suicide prevention strategy, and then to begin implementing the plan while the State developed a new Office of Suicide Prevention.

Workplace mental health. The Legislature directed the Commission to develop and promote voluntary standards for employers that would reduce stress and improve mental health in the workplace and encourage human resource policies that better meet the needs of employees.

Prevention and early intervention. The Commission, at the Legislature’s direction, is developing priority actions to reduce stressors and promote mental health, including how to MHSA funding can be used to reduce undesirable outcomes associated with unaddressed mental health conditions.

These are among the initiatives that are the result of the Commission’s policy development activities and its engagement with lawmakers regarding their mental health priorities. The Governor and the Legislature agreed that this new position – at the CEA level – is necessary to strengthen and grow these activities, which have the potential for catalyzing transformational change.
## 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.

As described above, the Mental Health Services Act seeks transformational change of mental health services to reduce the full range of negative outcomes, from school failure to suicide. By definition, each of the Commission’s projects and programs have the potential to impact a significant statewide issue. As the executive responsible for policy development and engagement with other government agencies and the public, the Deputy Director has significant responsibility for the success of many individual projects and the Commission’s stewardship role overall.

Specifically, the Deputy Director ensures staff teams meet quality standards for policy research, public engagement and Commission discernment. The Deputy Director is responsible for working with the administration and the Legislature to forge policy and to guide the Commission’s oversight of policies and programs.

The Commission acknowledges the limitations on its abilities to directly improve public outcomes, such as reducing the number of people who attempt or die by suicide. But both the Commission’s statutory charge – and the moral commitment of its members and staff – is to better align policies, resources and capacities in ways that produces services and a system that better meets the needs of all Californians.

In addition to the initiatives enumerated above – all of which are specific examples of activities in which the Deputy Director serves in a policymaking role – the Commission is broadening its work in children’s mental health, which will produce additional policy recommendations with expectations for working with the administration and the Legislature to advance those recommendations. Specifically, the Commission also has been tasked with working with the administration’s Children and Youth Behavioral Health Initiative. The Deputy Director will work with the Executive Director to shape and help implement the policies and programs resulting from that initiative.

The Commission’s strategic assessment of prevention and early intervention priorities, by the nature of prevention activities, will require engaging at a high level with other government agencies and officials to improve the social determinants of health and mental health.

This description of policymaking responsibilities is only a base case, as the Commission’s priorities and projects are continuously evolving to address emerging needs as determined by the Commission and the Legislature.
13. What is the CEA position’s scope and nature of decision-making authority?

As described above, the Deputy Director has executive level authority over policy development and advocacy, interagency and intergovernmental activities, public communications and community engagement.

The nature or characteristics of this authority include ensuring that goals and objectives of projects are clear, that resources are effectively deployed, that the Commission’s quality standards are met, and that final work products exceed the expectations of the Commission and if appropriate, the Legislature.

The Deputy Director is responsible for expertly and artfully communicating the Commission’s conclusions, concerns and recommendations, and working respectfully and creatively with lawmakers, administration officials, county leaders and other advocates to enact and implement those improvements.

The Deputy Director has authority and responsibility for ensuring that communications activities meet or exceed the Commission’s expectations and that community voices are elevated, respected and incorporated into all Commission engagements and work products.

Decision making authority citations:

The Commission's broad decision-making authority is defined in Part 3.7 of Division 5 of the Welfare and Institutions Code commencing with Section 5845

5845. (a) The Mental Health Services Oversight and Accountability Commission is hereby established to oversee Part 3 (commencing with Section 5800), the Adult and Older Adult Mental Health System of Care Act; Part 3.1 (commencing with Section 5820), Human Resources, Education, and Training Programs; Part 3.2 (commencing with Section 5830), Innovative Programs; Part 3.6 (commencing with Section 5840). Prevention and Early Intervention Programs; and Part 4 (commencing with Section 5850), the Children’s Mental Health Services Act. The commission shall replace the advisory committee established pursuant to Section 5814.

Responsibilities include:

- Participate in the joint state-county decision making process, as contained in Section 4061, for training, technical assistance, and regulatory resources to meet the mission and goals of the state’s mental health system.

- Develop strategies to overcome stigma and discrimination and accomplish all other objectives of Part 3.2 (commencing with Section 5830), Part 3.6 (commencing with Section 5840), and the other provisions of the Mental Health Services Act.

- At any time, advise the Governor or the Legislature regarding actions the state may take to improve care and services for people with mental illness.

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

The Deputy Director is required to do both. Under the direction of the Executive Director and the Commission, the Deputy Director takes the lead in developing and representing the Commission’s policy proposals and advising the Governor and Legislature on other policy proposals under consideration.

The Deputy Director will represent the Commission in interagency and intergovernmental task forces and work groups to develop new policy recommendations and to implement comprehensive policy responses requiring high levels of coordination and cooperation.

The Deputy Director will provide executive leadership to the Commission’s wide range of community engagement and public communications activities, which often include how the public can engage in the policy development process and how they can support effective implementation of supports and services in their community.