

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

2025-01-15

2. Department

Department of State Hospitals-Metropolitan

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

Executive Office

4. CEA Position Title

Executive Director, DSH-Metropolitan

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

The Executive Director (ED) will be responsible for the development, organization, direction, and management of the State Hospital, and for sustaining a culture of collaboration, accountability, and transparency. The ED will be responsible for policy formation and implementation, and decision making to ensure the effective operations of the State Hospital, provides management and communication interface between the DSH executives, State Hospital staff and external stake holders, and ensures the coordination clinical, medical, administrative, and protective services to effectively deliver hospital services in an environment conducive to providing quality care and treatment. The ED will participate in the Governing Body and act as it's local representative, being authorized to act on behalf of the Governing Body at the state hospital during the intervals between meetings. Incumbents will ensure public and property is protected and safeguarded. In addition, incumbents will respond to emergency situations as trained in Therapeutic Strategies and Interventions.

6. Reports to: (Class Title/Level)

Chief Deputy Director, Hospital Services

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.

The Executive Director (ED) will be responsible for the development, organization, direction, and management of the State Hospital, and for sustaining a culture of collaboration, accountability, and transparency. The ED will be responsible for policy formation and implementation, and decision making to ensure the effective operations of the State Hospital, provides management and communication interface between the department executives and the staff, and will ensure the coordination of the clinical, medical, administrative and protective services in order to effectively deliver hospital services in an environment conducive to providing quality care and treatment.

The ED will ensure that the mission of the hospital is accomplished through the development of policies and procedures which facilitate and implement laws, State mandates, and departmental policy directives and Special Orders that govern the overall operations of the State Hospital; and will ensure that the state and federal laws and regulations are consistently met at the highest achievable level of compliance. In addition, will ensure an integrated strategic planning process which is responsive both to the goals and objectives established in DSH to the needs and expectations of internal and external customers; and will ensure that the strategic planning processes provide for continuous evaluations and improvement of hospital operations through an effective hospital-wide performance improvement program. The ED will routinely visit the patient care units and ancillary treatment areas and interacts with the forensically committed patients. The ED will also participate face to face in committee and council meetings with the patient population. These meetings include Patient Government, Quality Council, and ad/hoc with patient representatives; Patient Government and Quality Council are monthly meetings with patients and their representative are held multiple times a year and addresses patient concerns on pressing issues facing the patient population.

Furthermore, the ED will be responsible for fostering good relationships between the hospital, the community and patient's family members; maximizes opportunities to educate the public and professional community about mental illness, its personal and public impact, and the availability of services; and maintains a positive relationship and coordinates projects local government officials, advisory groups, family support groups, volunteer associations, professional groups, and others to meet program goals and objectives.

The ED will oversee the human, physical, financial, and information resources within the annual budget allocation; ensure that the department's strategic planning objectives and priorities are considered in the hospital's annual budget planning; and coordinate with DSH-Sacramento, other hospitals, and DSH programs on meeting the hospital's and overall system's financial, operational, resource, capital improvement, and facility maintenance needs.

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 demands on the executive administration of the hospital have increased significantly with the overall increase in demand for State Hospital beds and the accompanying need to make efficient use of limited resources. The hospitals are responding to the consistent increase in the rate of patient referrals and this has only increased in the context of a pandemic that made the staffing resources more difficult to obtain and the need to re-designate bed space. The delivery of care and managing staff and aging facilities has become more complicated and time-consuming. With increased external agencies requirements/standards/regulations, it is critical to have a leadership position to oversee compliance so there is not disruption in hospital operations and to avoid citations, penalties, and fines as well as not jeopardize quality of patient care. Effective response to these items also necessitates effective internal communication and change facilitation across hospital departments consistent with department goals of transparency and state of the art treatment services. The ED will focus on systemic issues, succession planning, strategic planning, statewide issues impacting the delivery of services to our patients, etc. The ED will be responsible in responding to all stakeholders, both internal and external, and the ED office is absolutely critical to fulfilling the department's mission to ensure that each DSH hospital continues to provide evaluation and treatment in a safe and responsible manner, by leading innovation and excellence across a continuum of care and settings.

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.

DSH would like to establish an ED position at DSH-Metropolitan as a Career Executive Assignment to align with existing EDs (CEA Level C) at the four State hospitals. The current ED, DSH-Metropolitan position is an exempt entitlement, and the incumbent has retired. The exempt Executive Director was a licensed psychiatrist who also provided Electroconvulsive Therapy (ECT) to patients admitted under Penal Code 1370 (Incompetent to Stand Trial) at various State hospitals and served as a treating psychiatrist and medical director when needed.

The establishment of an ED CEA at DSH-Metropolitan will provide the position to solely focus on the oversight and management of the hospital. The ED CEA will provide management and direction to the Assistant Executive Director, Medical Director, Chief of Police along with a multidisciplinary executive team and workforce. In addition to direct reports, The ED CEA is responsible for ensuring quality medical and psychiatric treatment for some of California's most under served individuals in a safe and secure environment. The ED CEA is also responsible for ensuring DSH-Metropolitan remains compliant with California Department of Public Health (CDPH), Joint Commission, Cal-OSHA, and the State Fire Marshal guidelines.

The ED CEA is also responsible for succession planning, operational and safety improvements, strategic planning, stakeholder engagement, morale boosting initiatives while making themselves available and visible to the staff and patients we serve.

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 ED will ensure that the mission of the State hospital is accomplished through the development of policies and procedures which facilitate and implement laws, State mandates, and departmental Policy Directives and Special Orders that govern the overall operations of the State hospital; and ensures that the state and federal laws and regulations are consistently met at the highest achievable level of compliance.

The ED is the designated hiring authority at each of the five (5) state hospitals. The ED at DSH-Metro will oversee and approve all local policies governing the 24/7 operation of a state hospital. The ED is responsible for all activities on hospital grounds starting with safety and security, treatment provided the patient population, fiscal plan, and budgets to name a few. To highlight a few statewide policies the ED has direct responsibility for on a local level include but are not limited to:

PD 8400: Workforce Member Safety and Workplace Violence Prevention Programs. The ED is the hiring authority of the state hospital and has the responsibility to ensure the workplace is safe for those employed and the living environment is safe for the patients who reside at the facility. PD 8400 governs the statewide plan however each facility has local operating procedures they must follow. The ED is the principle policy maker at the state hospital. The statewide impact is the policy mitigates risk and unnecessary liability on the Department of State Hospitals and the State of California.

Special Order 244: Access to Secure Treatment Area. The ED is the highest level administrator at each of the five (5) state hospitals. The ED is responsible for ensuring the safety and security of the public is upheld. In addition, safeguarding the patient population is equally important. DSH operates five (5) maximum security forensic mental health hospitals and the ED is responsible for ensuring stringent local policies govern the entrance and exit of the state hospital. Failure to adhere to statewide and local policies could lead to an escape/walkaway or an unauthorized visitor inside the hospital.

Policy Directive 5318: Objective Discipline Process. The ED is the local hiring authority and is responsible for approving all hires along with making the final determination on disciplinary actions taken. The ED is responsible for reviewing investigations and making a final determination if corrective and/or disciplinary action is taken against employees.

Policy Directive 5200: Discrimination and 5202: Sexual Harassment: The ED has the overall responsibility of ensuring state employees work in an environment free of discrimination, retaliation, and sexual harassment. The ED works directly with the statewide EEO Office to resolve local complaints and investigations. The ED also works directly with the Employee Relations Department should administrative action need to take place to resolve issues.

Footnote: The ED has full responsibility over all policies that govern a state hospital. Each state hospital has more than 100 local policies the ED is directly responsible for approving and enforcing.

C. ROLE IN POLICY INFLUENCE (continued)

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

The ED, the highest level of decision making authority at a State hospital under the general direction of the Chief, Hospital Services, will be responsible for system-level decision making. Additionally, as a member of the Governing Body and the statewide Executive Team, this position will be involved in system-wide policy and procedure development. The ED will participate in the Governing Body and will act as its local representative, being authorized to act on behalf of the Governing Body at the State Hospital during the intervals between meetings.

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

Yes, the ED will develop and implement new and interpret existing policy at the statewide and local facility level. They will be responsible for policy formation and implementation, and decision making to ensure the effective operations of the State Hospital. They will ensure that the mission of the State Hospital is accomplished through the development of policies and procedures which facilitate and implement laws, State mandates, and departmental Policy Directives, Operational Procedures, and local Administrative Directives that govern the overall operations of the state hospital. Additionally, ensuring that the state and federal laws and regulations are consistently met at the highest achievable level of compliance.