CEA ACTION PROPOSAL

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	2. Department
10/29/2024	Department of Developmental Services

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

Data Analytics and Strategy / Research and Data Analytics Branch

4. CEA Position Title

Research and Data Analytics Branch Chief

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

The mission of the Department of Developmental Services (DDS) is to ensure Californians with intellectual and developmental disabilities (IDD) have the opportunity to make choices and lead independent, productive lives as members of their communities in the least restrictive setting possible. The Chief, Research and Data Analytics Branch (RDAB) is responsible for the annual workload planning, implementation, management, policy direction and oversight for department wide research, data quality and infrastructure, interpretation, program monitoring and evaluation of programs and outcomes. Provides data analytics and reports for internal and external users covering all DDS programs, with a budget of $15.9 billion that serves over 440,000 individuals with (IDD). The position supports DDS' mission by providing high quality and responsive research data collection and analysis to improve organizational data capacity for evaluation, monitoring, analytics, and decision making.

6. Reports to: (*Class Title/Level*)

Chief, Data Analytics and Strategy (Exempt) / 2nd org level

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.

As a member of the DDS Executive Team, establishes policies and objectives to implement the statewide comprehensive and integrated research program and evaluation and monitoring plan to assess the implementation and outcomes of DDS programs and new initiatives. Formulates new policies, practices, and procedures for all DDS research and data analysis activities and projects. Provides consultation and expertise in research and data to the Executive Team to identify how to meet ongoing program needs for research and enhance effective communication of data and information both internally and to the public, including modeling of program impacts. Promotes a culture of transparency and quality improvement through knowledge management and transfer by establishing and maintaining comprehensive project inventories and knowledge repositories that store structured project documentation, methodologies, best practices, and lessons learned. Develops innovative policies and processes that augment DDS' ability to be responsive to requests for data and information, to include demographic changes in consumer population, service utilization and forecasting. Develops sensitive and complex policy-influencing proposals with the necessary supporting research and data analysis. Provides expert advice, consultation, and represents DDS, as needed, in intradepartmental and external forums regarding research, data infrastructure and quality, data analytics, interpretation, reporting, program monitoring and evaluation. Leads the RDAB to provide reliable evidence-based research grounded in the DDS mission and business needs to be used in decision-making for California's developmental services system.

Provides executive leadership for enterprise-wide data governance across all data modernization projects and initiatives, ensuring data-driven decision-making capabilities, maximizing data intelligence and ensuring person-centered and equity focused approaches are deployed across all DDS data efforts. Develops strategic priorities and manages projects to increase the availability of quality data, analytical capacity, and expertise, and for improvements in data quality, consistency, and aggregation across regional centers and provides visualizations to inform program and policy decisions. Sets policy for DDS' Data Task Force and contributes to the prioritization of its activities. In collaboration with the Information Technology Division, leads the efforts to successfully transform the developmental services system to an outcome-focused framework based upon accurate, timely, consistent, and quality data. Coordinates and provides technical assistance to regional centers and DDS staff in defining, collecting, and maintaining new categories of data. Oversees the development of new statistical products that combine key consumer-level information with service record data from multiple sources to advance initiatives. Directs and oversees the development of short and long-term enterprise data management projects involving a wide range of automation and innovation issues, such as data architecture, storage, inventory, access, transfer and sharing, and internal and external publication. Promotes a culture of data use by enabling and encouraging DDS to share data to collaborate on common issues and related programs including data integration and migration efforts and use of data platforms to support data sharing and exchange initiatives including the California Data Exchange Framework and other California Health & Human Services Agency (CalHHS) efforts.

Oversees and manages the development and implementation of dashboards for developmental services in California including leading the process to determine the measures, appropriate visualizations for public transparency, and technical documentation for key performance measures. This will include establishing baselines, setting minimum benchmarks, and identifying gaps in equitable access to services. Oversees and manages the establishment and implementation of standardized categories of consumer data including race and ethnicity, language, sexual orientation and gender identity, residence codes, and program status codes. Oversees the development and provision for data and equity analysis as requested by the public community groups responsible for contributing to the development of the Master Plan for Developmental Services to strengthen accessibility, quality, equity, accountability, and transparency of the system. In collaboration with the Service Access and Equity (SAE) Division provides guidance to community organizations awarded SAE Equity Grants on required data collection and reporting. Annually reviews outcome and progress measures in the Equity Grant program and prepare data reports and visualizations for communication with a variety of communities including the Legislature.

Plans, sets policy, directs, and oversees the activities of the RDAB. Provides leadership and strategic guidance to the research, data, and monitoring staff to ensure that accurate data and information is used for research plan development, data distribution, analytical reports, and policy-making conclusions. Oversees RDAB compliance with all state and federal laws, regulations, and policies to ensure research and data management adheres to ethical principles and security and confidentiality requirements. Supports the development of employee skills including scientific research skills and reasoning, evaluation of evidence, and advanced statistical analysis as well as upgrading skills from excel into modern programming language(s). Oversees and manages the conversion of legacy SAS coding into modern programming languages using artificial intelligence and machine learning to automate those routines to produce standard reports for DDS. Develops and maintains long term goals and objectives for the RDAB and allocates resources to address these priorities.

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 DDS funds and oversees services to over 440,000 individuals with IDD pursuant to the California Lanterman Developmental Disabilities Services Act (Lanterman Act) and the federal Individuals with Disabilities Education Act (IDEA). DDS' mission is to ensure Californians with IDD have the opportunity to make choices and lead independent, productive lives as members of their communities in the least restrictive setting possible. Eligibility for DDS services is determined by the 21 RCs, who then authorize necessary services that are provided by service providers (vendors) contracted by the RCs. Over 28,000 vendors provide a range of services in broad categories such as residential services, independent and supported living, transportation, day programs, work services and respite. DDS also directly operates one developmental center, several community facilities, and mobile crisis response teams. The DDS is committed to providing leadership that results in quality services for the people of California and assures the opportunity for individuals with developmental disabilities to exercise their right to make choices. Continuing to achieve this mission requires the evolution to a data culture, where leadership and decision making is continuously informed through meaningful analytics, research and evaluations.

The DDS budget has grown from $9.8 billion in the 20/21 Fiscal Year (FY) to $15.9 billion in the 24/25 FY, a 38% increase. In the same period, the DDS caseload increased by only 21%. The budget growth increasing at a faster rate than caseload is due to historic budget investments being made to California's developmental services system including vendor Rate Reform, program expansions, information technology, and service access and equity to move the system toward a person-centered, outcome-focused future. Many of the new investments are driven by changes in federal and state policy that has moved from compliance-based performance measurements to quality and outcome measures and data informed with associated benchmark incentives and increased transparency.

The RDAB and this CEA directly supports DDS' mission and recent initiatives by providing high quality and responsive research data collection and analysis to improve organizational data capacity for evaluation, monitoring, and decision making to promote successful program outcomes and facilitate informed decision-making, transparency, and accountability. The RDBA is critical in supporting the DDS' initiatives to transform from compliance based to outcome based with the support of information that is usable by the community. DDS is moving toward paying for outcomes in the developmental services system by implementing rate reform and developing the capability to adequately track and measure outcomes at the RC, service provider, and consumer level. This shift is intended to measure the progress in improving experiences and lives of the people served, reduce disparities, and provide system oversight.

Additionally, the RDAB supports CalHHS Strategic Priorities by facilitating the provision of data both for the public and among CalHHS programs to integrate services and support California's most vulnerable populations and aligned with CalHHS' goals to improve transparency, efficiency, availability, and utilization of data while also managing the data's integrity, quality, and strategic use to promote data-driven decision making services.

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 Fiscal and Program Research Section (FPRS) Section has had significant growth in policy responsibilities and increased scope and complexity of activities with new resources due to major new investments, program expansions, and changes in federal and state law and policies impacting DDS programs.

• In 2021, DDS established a new Chief Deputy Director, Data Analytics and Strategy, to provide expanded leadership and expertise for mission-critical activities to advance the use of data analytics and innovative strategies to inform program improvements and policy design, and to lead initiatives on data integrity and sharing. The FFRS was moved from the Administration Division to Data Analytics and Strategy to bring a directorate executive level focus to provide FPRS with the needed leadership and coordination required to expand the use of data analytics and innovative strategies to support enterprise wide decision making, with the goal to achieve an increased understanding of service needs and gaps, particularly for underserved communities, and to improve services and outcomes for individuals with IDD.

• The 2022 Budget Act approved an additional twelve positions in FPRS. Ten positions were for the development of new expertise, capacity, and processes for data collection, to work with RCs to improve data consistency and integrity, consult with programs to identify the best way to meet ongoing program needs into the future, and enhance effective communication of data and information both internally and to the public. The FPRS expanded capacity was to contribute to expanded life choices and improved outcomes and satisfaction for individuals served by DDS. Another two positions were approved for supporting the SAE Division in administering the Equity Grant program in WIC 4519.5(k)(1) including defining and evaluating data measures to be reported by grantees, aggregating grantees' reports of their progress measures to provide insight into the impact of the Equity Grant program, and to consult with grantees to bring their projects into compliance with required data collection and reporting.

• The 2023 Budget Act approved three additional positions in FPRS to implement the requirements of AB 1957 (Chapter 314, Statutes of 2022) that required DDS and the RCs to publicly report on Individual Program Plans and purchase of services for individuals served by DDS. AB 1957 increased the amount of data collected by FPRS, required coordination with RCs, an expanded number of analyses necessary to remain responsive to information requests, and required the development of new statistical products that combine key consumer-level information with service record data from multiple sources.

• In August 2023 Georgetown University National Center for Cultural Competence (GUNCCC) issued an Independent Evaluation of the Service Access and Equity Program in the California DDS mandated by WIC 4519.5(I) for an independent evaluation of the efforts to promote equity and reduce disparities in the Grant Equity program. The report's recommendations include reducing the number of grant priorities by identifying areas of impact that have the greatest likelihood of reducing disparities, developing more effective measures and evaluation methodologies to assess the Equity Grant program and requiring a logic model and a theory of change framework for all grant projects.

• Trailer bill language in the 2024 Budget Act (WIC 4580) requires the Secretary of CalHHS in coordination with DDS, to lead the development and implementation of the Master Plan for Developmental Services. WIC 4580(b) states the intent of the Legislature in the development of the Master Plan is to "strengthens accessibility, quality, and equity of the developmental services system for all system consumers and their families, regardless of their language spoken, demographic group, geographic region, or socioeconomic status, and improves the accountability and transparency of the systems supporting them." DDS requires a dedicated CEA to be responsive to the public and very consequential needs of DDS' directorate for enhanced research capabilities, data analytics, and reporting that supports DDS' program monitoring and reporting requirements, including requirements that are part of critical new initiatives.

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 CEA will be the principal policy maker in building the foundation for an outcomes-based system and its monitoring by applying data-supported input to the development of performance and outcome measures, benchmarks, and improvement targets for the new initiatives in the 2021 and 2022 Budget Acts as well as to provide easily accessible tracking and reporting of those metrics. These Budget Acts included over $2 billion in transformational investments including Rate Reform, improving service access and equity, and supporting consumers and families to strengthen the foundation of California's developmental services system and to advance its transformation from compliance-based to outcome-based and be grounded by person-centered principles. These new initiatives require increased and enhanced data-informed policy making, the establishment of performance and quality measures and the need to measure them more frequently, and the need to monitor workforce stability and provider capacity all require an increasing amount of new data on a more rapid frequency. These policies will enable the data collection, analysis, sharing and reporting necessary to assure that recent investments and initiatives in the developmental services system achieve their goals of creating quality outcomes through equitable access, service authorization and delivery.

The CEA will be the principal policy maker to implement the requirements of AB 1957 contained in WIC 4519.5(a)(8) that requires DDS and the RCs to publicly report on an increased amount of data for Individual Program Plans and purchase of services for individuals served by DDS. DDS and the RCs are required to report on the numbers, percentages, and total and per capita expenditure and authorization amounts, by age, as applicable, according to race or ethnicity and preferred language, for all combined residence types and for consumers living in the family home for specified service types. The policy role is significant because information about DDS service delivery is maintained in data systems with millions of transactional records and new statistical products need to be developed that combine key consumer-level information with service record data from multiple sources. Key policy decisions will include how to create, validate, monitor, and maintain the new data sources required to meet the reporting requirement. Further, since the AB 1957 detailed reports could produce small data sets where individual consumers could be identified, policy decisions will be required on how to ensure compliance with privacy collection under the federal Health Insurance Portability and Accountability Act Privacy Rule. These policies will have a statewide impact on improving the transparency of data on services provided to individuals served in different demographics for data-informed DDS decision making and for use by the Legislature and other communities in evaluating DDS' programs.

The CEA will be the principal policy maker in creating an equity dashboard for California's developmental disabilities service system. There have been longstanding concerns by the Administration, Legislature, advocacy organizations, individuals served and their families, and other communities on inequities and disparities in services provided by RCs. In mandating the development of a Master Plan for Developmental Services, the Legislature in WIC 4580(a)(6) stated that "Multiple entities have issued reports identifying opportunities for improving consumer experiences and the provision of developmental services, including the California State Auditor's Office in 2021 and the Little Hoover Commission in 2023" and specifically stated that "There are wide racial, ethnic, and geographic disparities in the access to services provided in the developmental services system, as measured by purchase of service spending." The development of the equity dashboard is a very public process, and the CEA will lead the policy development and implementation to determine the measures and the appropriate visualizations for this public transparency based on considerable stakeholder input.

The CEA will be the principal policy maker in developing and implementing data-related recommendations in the August 2023 Independent Evaluation of the Service Access and Equity Program in the California DDS by GUNCCC. The report included recommendations that fall under FPRS including reducing the number of grant priorities by identifying areas of impact that have the greatest likelihood of reducing disparities and require a logic model and a theory of change framework for all SAE grant projects. Specific policies will include identifying quantitative and qualitative measures, metrics, and data that document disparities reduction at the individual level with lived experience of IDD across the life course and to provide a logic model for grantee applicants to graphically depict the relationships among the resources, activities, outputs, outcomes, and impact of the SAE Grant Program and proposed projects.

C. ROLE IN POLICY INFLUENCE (continued)

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

As a member of the DDS Executive management team, the CEA will have decision-making authority over the annual workload planning, implementation, management, policy direction and oversight for department wide research, data quality and infrastructure, data analytics, interpretation, program monitoring and evaluation of programs and outcomes and data reporting for internal and external users covering all DDS programs. This will include decision-making authority for developing and implementing the statewide comprehensive and integrated research program, evaluation, and monitoring plan to assess the implementation and outcomes of DDS programs and new initiatives and to supply the necessary data structures and environments for further research and analysis. Additionally, the CEA will have decision-making authority over directing and overseeing data governance and strategies across all data modernization projects and initiatives, ensuring data-driven decision-making capabilities, maximizing data intelligence and a person-centered and equity focused approach are deployed across all DDS data efforts.

This CEA will have authority to independently decide policy options or work in collaboration with the Chief Deputy Director, Data Analytics and Strategy, and/or to advise the Director on the most critical policy decisions. As DDS' research and data subject matter expert, the CEA will also provide technical policy advice, guidance, and recommendations to the directorate on all research and data matters. The CEA will identify and make recommendations on new research and data projects which provide deliverables that benefit DDS, its policyholders and partners.

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

The CEA will primarily be developing and implementing new policy. While there are existing policies for current research, data governance, data analytics, and reporting, there is a critical need for new policies to address the increased scope and complexity of research and data activities due to major new budget investments, program expansions, and changes in federal and state law and policies impacting DDS programs. New policies are required on how to meet expanded program needs for research, monitoring, evaluation, and data analytics and to meet higher expectations of the Administration, Legislature, individuals served and their families, disability advocates, community partners, and other communities for information on DDS program demographics and program and individual outcomes. The CEA will develop new policies, practices, and procedures for enhanced and modernized research and data analysis activities and projects. Significant new policy work is also required for the development and implementation of an equity dashboard for developmental services in California including identifying the measures to track and appropriate visualizations for public transparency. Further, new policies are required to implement AB 1957 that requires DDS and the RCs to publicly report on Individual Program Plans and purchase of services for individuals served by DDS and to support the development of the Master Plan for Developmental Services. In addition, within the context of DDS' data governance efforts, new policies are needed to ensure data are accurate, complete, reliable, and fit for their intended use; to set priorities for data quality assessment and remediation of quality issues; and the management and curation of metadata.

The new policies will be developed and implemented by collaboratively working with the CalHHS data team, and other state entities to stay current with new and innovative research and data analytic methodologies as well as for public reporting of program information and outcomes using appropriate visualizations. Other policies such as identifying appropriate measures to track for service access and equity will require obtaining significant input from DDS program staff, federal and state control agencies, individuals served, disability advocates, and other community partners. Further, policies will be developed after careful review and consideration of new rules and policies at the federal and state level for research and data, and Lanterman Act and federal IDEA accountability, transparency, and reporting provisions. The CEA must also be forward-looking and be aware of what's on the horizon to ensure policies and procedures can be easily updated to accommodate evolving program needs and provide timely and accurate information to communities.