Transforming...
The Center for Health Care Quality

Stakeholder Meeting 2019
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Deputy Director
WHY

• https://youtu.be/dwFDKbd7d30
How We Serve

- Increase Access
- Decrease Cost
- Maintain Quality

California
Who We Are

Regulatory Field Operations
- State Licensing
- Federal Certification

Regulatory Support Functions
- Central Applications
- Provider Certifications
- Appeals
- Criminal Investigations
- Medical Breach
- Staff Audits
- Emergency Preparedness

Public Policy and Prevention
- Legislative Analysis
- Regulation Writing
- Policy Governance
- Healthcare Associated Infections
- Research Data and Metrics
- External Communications

Internal Operations
- Fiscal
- Contracts and Grants
- Personnel
- Training
- Capital Asset Management
Licensing & Certification Life Cycle

- Provider Submits Initial Application or Report a Change
- Application Review for Licensing and/or Certification
- Survey as Needed / Approval of Certification
- Approval and Issuance of License or Change Reported
- Complaint Received and/or a Facility Reportable Event
- Complaint and/or Investigation Survey as Needed
- LTC Provider Appeals
- Periodic Licensing Survey as Needed
- Appeal Review and Response as Needed

Central Office
Field Office
Central and Field Office

California Department of Public Health
## Overall Scope and Severity

<table>
<thead>
<tr>
<th>HIGH</th>
<th>MODERATE</th>
<th>LOW</th>
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<thead>
<tr>
<th>Missing Functions</th>
<th>Recruitment</th>
<th>Retention</th>
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<tbody>
<tr>
<td>- PIM</td>
<td>- Old Regulations</td>
<td>- Work : Staff Ratio</td>
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<tr>
<td>- LGA/OPA</td>
<td>- Uneven Workload</td>
<td>- Culture of Distrust</td>
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<tr>
<td>- Internal Com</td>
<td>- Lack of standardization</td>
<td>- Hierarchy Structure</td>
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<td>- LAC Manager</td>
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<td>- Manual Processes</td>
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<th>Overall Scope and Severity</th>
<th>Limited</th>
<th>Pattern</th>
<th>Widespread</th>
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Former Performance Improvement Management

Relied on Outside Contractors
- Hubbert, Chang Associates, Gartner, Miscellaneous Contractors

No Internal Structure or Process
- Lack of sustainability and buy-in
Performance Improvement Achievements

Mobile Technology
- Myfi Wireless Routers
- Smart Phones
- Tablets

Applications
- Packets
- Website upgrade
- Online

Electronic Roadmap
- Enterprise-wide automated systems
- Stakeholder Customer Service
- Portal system and Web based
- Automated Processes
Performance Improvement Initiatives

- **Standardization**
  - Regulatory Interpretation Section
  - Policy and Procedure Governance
  - Centralized Program Flexes

- **Complaint/FRI Backlog**
  - Debt Free 2021
  - State-wide Triage System
  - Strategic Surveyor Usage

- **Training**
  - Re-engineer State-wide Survey Training
  - Center-wide Training and Onboarding Program
  - High Tech/High Touch Approach

- **Recruitment and Retention**
  - Diversify the Workforce
  - Telework
  - Internal Communication

California Department of Public Health
Former Organizational Structure
The Proof is in the Process
Draft Organizational Structure
Former District Based Workload
Current Workload in the Field
Future Regional Workload
Stakeholder Engagement

- Individual Meetings
- Town Hall Local Meetings
- Collaborating Opportunities
- Email/Phone/Survey
Questions and Comments