Center for Health Care Quality (CHCQ)
Transformation and Remediation Goal Completion Report

Recommendation	Targeted Goal (considered complete when)	Team Leaders	Team Members
1. Build a Visionary Executive Leadership Team	All vacant senior management positions are filled permanently with individuals who meet defined leadership qualifications; leadership development training has been completed; leadership qualities, competencies, and skills have been defined and communicated; and a process for ongoing evaluation of executives' performance is in place.	Virginia Yamashiro, Mike Shults	Mary Kay Sogge, Jan Heenan, Kim Deweese, Muree Larson-Bright, Maria Gutierrez, Donna Loza, Jacqueline Lincer, Kathryn Saunders-Wood, CJ Howard, Jean Iacino, Scott Vivona
Date Completed			
July 31, 2017			

Executive Summary	All senior management (Branch Chief and above) positions vacant at the time of the Hubbert remediation report, as well as three new Career Executive Assignment positions, have been filled. These senior managers have completed the adopted standard of the CDPH Leadership Development Program. Further leadership development training is ongoing, including StrengthsFinder, Leading Change, and Exemplary Leadership Practices. The CDPH Individual Development Plan process is completed.
Actions, Deliverables, Achievements	➢ Executive management established a new Career Executive Assignment (CEA) position over Policy and Planning as well as promoted two accomplished Branch Chiefs to CEA positions for Region A and B. Three vacant Branch Chief positions are filled. All senior management positions are now staffed with well-qualified incumbents. ➢ Senior managers at the time of the Hubbert remediation report have completed the CDPH Leadership Development Program. ➢ Senior managers will continue to complete leadership training through these and other programs, including project and committee leadership assignments such as chairs and executive sponsors for Hubbert remediation recommendation committees. ➢ The UC Davis consultant and change project manager provided senior leaders with change management training. ➢ CHCQ adopted the CalHR set of leadership competencies as a framework for leadership development, and to serve as a guide to hiring qualified new leaders. ➢ The UC Davis consultants provided a Leadership Development Offsite day of training with input from the executive management and associated remediation recommendation committee in designing the leadership learning experiences. Content and learning exercises included StrengthsFinder, Exemplary Leadership Practices and the Leadership Practices Inventory, Change Management applying the Kotter model, and providing input to the Change Management Plan. ➢ Managers have completed Individual Development Plans as required under CDPH policy, and plans are underway to enhance this process using StrengthsFinder training and customized guides.
Status	Well-qualified and committed professionals are performing in all senior management positions, leadership development is ongoing through formal training and experiential learning, and individual development plans are guiding and assessing development and performance.
Planned Follow Up & Monitoring	New leaders will complete the CDPH Leadership Development Program. The Steering Committee with University of California Davis Extension is piloting expanded StrengthsFinder leadership training for headquarters and field leaders and high potential leaders, including coaching. An employee survey is underway that assesses employee perceptions of leadership communication, quality improvement and change management, with responsive planned actions to follow.
References	Gallup StrengthsFinder: http://www.strengthsfinder.com/home.aspx Leadership Challenge: http://www.leadershipchallenge.com/home.aspx CalHR Leadership Competencies: http://www.calhr.ca.gov/Training/Pages/competencies-leadership-model.aspx

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