STATE OF CALIFORNIA
Budget Change Proposal - Cover Sheet
DF-46 (REV 07/23)

Fiscal Year	**Business Unit Number**	**Department**
2026-27	4265	California Department of Public Health (CDPH)
Hyperion Budget Request Name		**Relevant Program or Subprogram**
4265-147-BCP-2026-GB		4050010 – Health Facilities

Budget Request Title
Center for Health Care Quality Field Operations Strike Team

Budget Request Summary
The California Department of Public Health requests 6 positions and $1,162,000 in 2026-27 and ongoing from the State Department of Public Health Licensing and Certification Program Fund to establish a dedicated strike team to address priority survey and investigation workload.

Requires Legislation (submit required legislation with the BCP)	**Code Section(s) to be Added/Amended/Repealed**
☐ Trailer Bill Language ☐ Budget Bill Language ☒ N/A	N/A

Does this BCP contain information technology (IT) components? ☐ Yes ☒No *If yes, departmental Chief Information Officer must sign*.	**Department CIO** N/A	**Date** N/A

For IT requests, specify the project number, the most recent project approval document (FSR, SPR, S1BA, S2AA, S3SD, S4PRA), the approval date, and the total project cost.

Project No. Not Applicable **Project Approval Document:** Not Applicable

Approval Date: Not Applicable **Total Project Cost:** Not Applicable

If proposal affects another department, does other department concur with proposal? ☐ Yes ☒ No
Attach comments of affected department, signed and dated by the department director or designee.

Prepared By	**Date**	**Reviewed By**	**Date**
Eric Ruth	7/10/2025	Phuong La	7/24/2025
Department Director	**Date**	**Agency Secretary**	**Date**
Susan Fanelli	8/4/2025	Julie Souliere	9/4/2025

Department of Finance Use Only

Additional Review: ☐ Capital Outlay ☐ ITCU ☐ FSCU ☐ OSAE ☐ Dept. of Technology

Principal Program Budget Analyst	**Date submitted to the Legislature.**
Nina Hoang	January 10, 2026

A. Problem Statement

The California Department of Public Health (CDPH) Center for Health Care Quality (CHCQ) is responsible for regulatory oversight of licensed health care facilities and health care professionals to assess the safety, effectiveness, and quality of health care for all Californians. CHCQ receives funds through Title XVIII and Title XIX grants from the Centers for Medicare and Medicaid Services and licensing fees paid by health care facilities. CHCQ licenses and certifies over 15,000 health care facilities and agencies across California in 32 different licensure and certification categories. CHCQ evaluates health care facilities for compliance with state and federal laws and regulations, and contracts with the Los Angeles County Department of Public Health to license and certify health care facilities located in Los Angeles County.

The CHCQ licensure and certification oversight workload is completed by survey teams stationed in 17 District Offices across the state, in addition to the workload completed by Los Angeles County Department of Public health on behalf of CHCQ. All District Offices across the state have seen an additional volume of investigation workload due to the increase in number, complexity, and severity of complaints, and regulatory survey workload due to the growing number of facilities and providers licensed by CDPH.

CHCQ's survey and support staff resources have not kept pace with the growth and complexity of workload in recent years. This imbalance has led to increased missed regulatory timelines, reduced oversight of non-compliant facilities, potential risks to patient safety, decreased access to care in affected communities, and lower staff morale due to unplanned travel and shifting workloads. The Department faces heightened exposure for noncompliance with state and federal mandates and must incur additional costs to manage delayed or high-profile cases. CHCQ has seen a steady increase in intakes involving Immediate Jeopardy (IJ) over the past ten years, with those numbers peaking during the COVID-19 Pandemic. IJ intakes have reduced slightly over the past 3 years yet remain higher than pre-COVID-19 levels. Additional staff are needed to meet statutory requirements for CDPH to go on site within 24 hours for long-term care IJ complaints. With current staff levels CHCQ may not respond to IJ complaints within 24 hours.

Resource History
State Department of Public Health Licensing and Certification Program Fund (3098)

Program Budget	2020-21	2021-22	2022-23	2023-24	2024-25*	2025-26*
Authorized Expenditures	$212,413	$263,309	$300,119	$311,530	$282,261	$322,947
Actual Expenditures	$207,345	$222,022	$263,399	$311,490	$282,261	$322,947
Revenues	$226,049	$264,027	$316,731	$312,305	$286,308	$269,142
Authorized Positions	1,418.25	1,477.25	1,536.4	1,534.4	1,560.2	1,573.2
Filled Positions	1,242.25	1,254.0	1,276.8	1,364.8	1,421.3	1,433.2
Vacancies	176.0	223.25	259.6	169.6	138.9	140

*Projected
**Figures do not include reductions from Control Sections 4.05 or 4.12 from the 2025 Budget Act

Workload History

Workload Metric	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26*
Intakes Received	35,502	36,266	38,090	42,466	45,301	47,556
Intakes Involving Immediate Jeopardy (IJ)	4,651	5,771	6,030	5,781	5,803	5,871
IJ Investigation Initiation Timeliness (Number of Intakes Where Investigation Initiated Within 24 Hours)	4,205 (90%)	3,895 (67%)	3,749 (62%)	3,743 (65%)	4,418 (76%)	4,418 (75%)
Non Long-Term Care Backlog	7,947	8,788	10,063	11,878	5,304	5,142

*Projected

B. Justification

CDPH requests 6 positions and $1,162,000 in 2026-27 and ongoing from the State Department of Public Health Licensing and Certification Program Fund to establish a dedicated strike team to address priority survey and investigation workload.

CDPH is requesting one Health Facilities Evaluator Supervisor, three Health Facilities Evaluator Nurses (HFENs) and two Health Facilities Compliance Surveyors to establish a specialized statewide strike team. This team will focus on emergent, high priority survey and investigation workload. This specialized team will be located in Sacramento, where CDPH is successfully able to fill open positions and rapidly deploy to high-need areas throughout the state, allowing for timely response to facilities impacted by internal, local, or regional emergencies, emergent public safety threats, and facilities requiring additional oversight due to critical or ongoing serious noncompliance with regulatory requirements for the provision of safe patient care. Additionally, the strike team will assist District Offices across the state by providing support to complete their priority workload, especially the reduction and elimination of backlogged intakes and increasing access to care by conducting overdue licensure surveys.

The flexibility afforded by the agile deployment strategies of the Strike Teams will enhance CHCQ's ability to meet federal and state requirements, respond to facility-based risks, and support equitable oversight in underserved regions. These teams will assist in addressing the growing number of complaints received across the state, identify the impact of higher acuity complaints, hold facilities accountable for deficient practices to promote the safety of patient care, and increase access to care in all regions of the state by performing more initial licensing and change of service onsite surveys. Additionally, these teams will free up resources in the District Offices and allow for surveyors to address other workloads, including the Non Long-Term care backlog and IJs. The two Strike Teams will be headquartered in the Sacramento District Office due to its centralized location and ease of travel to all parts of the state.

CHCQ expects the travel costs for this team to travel from Sacramento around the State to somewhat offset overtime as the overtime and additional travel costs for District Office surveyors for extended surveys, multiple revisits, and enhanced oversight are reduced.

C. Departmentwide and Statewide Considerations

This Proposal aligns with the 2025-30 Strategic Plan in the following ways:

- Becoming a healing organization means preventing harm and promoting healing with staff and communities across California:
  - Promoting Equity and Justice.
  - Develop a positive outcome driven team following Lean management system efficiency models with emphasis on fiscal stewardship.

- Becoming an impactful organization means building public trust by being trustworthy and accountable, and by delivering results:

  - Tackling key public health challenges centered on equity and health equity.
  - Setting aspirational goals and measure what matters to promote a culture of accountability.
  - Build public trust by authentic community engagement focusing on goals that matter to Californians.

D. Outcomes and Accountability

Projected Outcomes

Workload Measure	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31
Intakes Received	47,556	49,934	52,430	55,052	57,805	60,695
Intakes Involving an IJ	5,871	5,818	5,847	5,877	5,906	5,965
IJ Investigation Initiation Timeliness (Number of Intakes Where Investigation Initiated Within 24 Hours)	4,418 (75%)	4,981 (86%)	5,543 (95%)	5,543 (94%)	5,543 (94%)	5,543 (93%)
Non Long-Term Care Backlog	5,142	4,628	4,114	3,600	3,086	2,572

E. Implementation Plan

- Hiring and Recruiting Surveyors: July to September 2026.
- Onboarding and job training: October to December 2026.
- Develop work measures: Starting December 2026.

F. Supplemental Information

- Attachment I: Fiscal Detail Sheet
- Attachment II: Workload Analysis
- Attachment III: Current vs. Proposed Organizational Charts

Attachment I - BCP Fiscal Detail Sheet

(Dollars in Thousands)

BCP Title: Center for Health Care Quality Field Operations Strike Team

BR Name: 4265-147-BCP-2026-GB

Budget Request Summary

Personal Services

Personal Services	FY26 Current Year	FY26 Budget Year	FY26 BY+1	FY26 BY+2	FY26 BY+3	FY26 BY+4
Positions - Permanent	0.0	6	6	6	6	6
Total Positions	**0.0**	**6**	**6**	**6**	**6**	**6**
Salaries and Wages Earnings – Temporary Help	0	602	602	602	602	602
Total Salaries and Wages	**$0**	**$602**	**$602**	**$602**	**$602**	**$602**
Total Staff Benefits	0	344	344	344	344	344
Total Personal Services	**$0**	**$946**	**$946**	**$946**	**$946**	**$946**

Operating Expenses and Equipment

Operating Expenses and Equipment	FY26 Current Year	FY26 Budget Year	FY26 BY+1	FY26 BY+2	FY26 BY+3	FY26 BY+4
5301 - General Expense	0	36	36	36	36	36
5302 - Printing	0	12	12	12	12	12
5420 – Travel: In-State	0	78	78	78	78	78
5322 - Training	0	6	6	6	6	6
5342 - Departmental Services	0	84	84	84	84	84
Total Operating Expenses and Equipment	**$0**	**$216**	**$216**	**$216**	**$216**	**$216**

Total Budget Request

Total Budget Request	FY26 Current Year	FY26 Budget Year	FY26 BY+1	FY26 BY+2	FY26 BY+3	FY26 BY+4
Total Budget Request	**$0**	**$1,162**	**$1,162**	**$1,162**	**$1,162**	**$1,162**

Fund Summary

Fund Source

Fund Source	FY26 Current Year	FY26 Budget Year	FY26 BY+1	FY26 BY+2	FY26 BY+3	FY26 BY+4
State Operations - 3098 – State Department of Public Health Licensing and Certification Program Fund	0	1,162	1,162	1,162	1,162	1,162
Total State Operations Expenditures	**$0**	**$1,162**	**$1,162**	**$1,162**	**$1,162**	**$1,162**
Total All Funds	**$0**	**$1,162**	**$1,162**	**$1,162**	**$1,162**	**$1,162**

Program Summary

Program Funding

Program Funding	FY26 Current Year	FY26 Budget Year	FY26 BY+1	FY26 BY+2	FY26 BY+3	FY26 BY+4
4050010 - Health Facilities	0	1,162	1,162	1,162	1,162	1,162
Total All Programs	**$0**	**$1,162**	**$1,162**	**$1,162**	**$1,162**	**$1,162**

Center for Health Care Quality
Field Operations North Division
Northern California Region
Sacramento District Office

Strike Team
Health Facility Evaluator II (Supervisor)
1.0 Position

Activity	Number of Items	Hours per Item	Total Annual Hours
Provides direct supervision in the field and office setting by participating in the hiring, orienting, training, evaluation, counseling, and carrying out corrective action processes with participation of the District Administrator/District Manager. Establishes and monitors individual performance goals for field personnel. Keep staff current in all program areas of responsibilities and act as a resource person to assigned staff.	1	450	450
Provides direction in the investigatory, decision-making and report writing processes of assigned field personnel. Monitors and evaluates work products, including surveys, citations, complaint, and field visit reports.	1	450	450
Ensures that all assigned health facilities/entities are properly licensed and certified in accordance with Federal and State laws, regulations and Department policy.	1	360	360
Oversees and coordinates enforcement including the citation process, adverse actions and consulting and working with the Office of the Attorney General and Office of Legal Services in the preparation, presentation and defense of legal actions.	1	360	360
Maintains a positive public relations environment by establishing professional and community contracts that encompass educational programs, rap sessions, media participation and ongoing communication with providers. Assumes District Office responsibilities, when assigned, in the absence of the District Manager/Administrator. Other duties as assigned.	1	180	180
Total hours for workload projected for this classification			**1,800**
1,800 hours = 1 Position			
Actual number of Positions requested			**1.0**

Center for Health Care Quality
Field Operations North Division
Northern California Region
Sacramento District Office

Strike Team
Health Facility Evaluator Nurse
3.0 Positions

Activity	Number of Items	Hours per Item	Total Annual Hours
Travels to and conducts in-depth surveys of healthcare facilities, individually or as part of a team, to determine compliance with State licensing and federal certification requirements. Conducts and documents interviews of healthcare facilities' residents, staff, and other relevant personnel. Requests and reviews resident medical files for relevant patient information, documenting necessary information for legal action while maintaining patient confidentiality. Independently, or as part of a team, determines healthcare facilities' compliance with State and federal laws and regulations based on survey findings and observations. Prepares written comprehensive narrative reports of findings including conclusions and recommendations and prepares written statements of deficiencies when deemed appropriate.	3	630	1,890
In response to complaints submitted to the California Department of Public Health regarding patient care and healthcare delivery in licensed healthcare facilities, the incumbent travels to and conducts investigations of facilities, documenting fully for legal actions all evidence relating to non-compliance. Conducts and documents interviews of healthcare facilities' residents, staff, and other relevant personnel. Requests and reviews resident medical files for relevant patient information, documenting necessary information while maintaining patient confidentiality. Independently determines healthcare facilities' compliance with State and federal regulations and prepares written reports of investigations, including conclusions and recommendations, and prepares written statements of deficiencies when deemed appropriate.	3	630	1,890
Attends and presents both written and verbal testimony to provide support for civil monetary penalties, informal conferences, citation review conferences, evidentiary hearings, informal dispute resolutions, municipal or superior court proceedings, and arbitration procedures. Responds to these legal actions as an expert witness on matters relating to State and federal laws and regulations pertaining to patient care and the healthcare delivery system.	3	180	540

Center for Health Care Quality
Field Operations North Division
Northern California Region
Sacramento District Office

Activity	Number of Items	Hours per Item	Total Annual Hours
Attends meetings and participates in local programs to improve uniform compliance in licensed health care facilities. Attends training sessions to keep abreast of trends in the healthcare delivery system and industries.	3	180	540
Advises and assists healthcare facility administrators in matters relating to the State requirements for inspections, licensing, construction, and operation of healthcare facilities.	3	90	270
Other duties as required, including, but not limited to, collecting data required for special studies and preparing licensing and complaint packets for staff.	3	90	270
Total hours for workload projected for this classification			**5,400**
1,800 hours = 1 Position			
Actual number of Positions requested			**3.0**

Center for Health Care Quality
Field Operations North Division
Northern California Region
Sacramento District Office

Strike Team
Health Facilities Compliance Surveyor
2.0 Positions

Activity	Number of Items	Hours per Item	Total Annual Hours
Travels to and conducts in-depth surveys of healthcare facilities, individually or as part of a team, to determine healthcare facility compliance with state licensing and federal certification regulations, particularly regarding facility operations, personnel, procedures, programs, physical environment, and other non-clinical/nursing related functions based on observations. Interviews and records statements from healthcare facility residents, staff, and other relevant personnel and fully documents all evidence relating to non-compliance. Applies Division 5, Title 22 of the California Code of Regulations, and other applicable laws, rules, and regulations to determine a healthcare facility's compliance with State licensing requirements. Consults with supervisory or clinical staff as appropriate. Prepares comprehensive written narrative reports of findings including conclusions and recommendations and prepares written statements of deficiencies. In a lead role, may coordinate the offsite preparation work for survey/investigation team. May act as a liaison and point of contact for health facility staff and California Department of Public Health (CDPH) management coordinating facility exit conferences, and collection of relevant facility documents.	2	810	1,620
Independently conducts post-survey activities, including reviewing and responding to health care facility rebuttals, reviewing regulations, and identifying issues that require policy clarification. Conducts follow-up visits at healthcare facilities to verify the facility has corrected cited deficiencies at or above the minimum requirements of applicable rules, laws, and regulations. Fully documents any evidence of noncompliance for further legal action. Prepares comprehensive reports of follow-up findings, including conclusions and recommendations. Consults with supervisory and/or clinical staff as appropriate. Attends meetings and participates in the improvement of uniform compliance in licensed healthcare facilities. Works with CDPH's Office of Legal Services to prepare statements and testify in administrative hearings.	2	360	720

Attachment II: Workload Analysis

Center for Health Care Quality
Field Operations North Division
Northern California Region
Sacramento District Office

Activity	Number of Items	Hours per Item	Total Annual Hours
Responds to complaints submitted to CDPH regarding the operations, personnel, procedures, programs, physical environment, or other ancillary functions. Travels to and independently conducts complaint investigations and documents interviews with the complainant, relevant witnesses, facility patients, staff, and other relevant personnel. Consults with supervisory and/or clinical staff as appropriate. Prepares written comprehensive narrative reports of findings including conclusions and recommendations. Prepares written statements of deficiencies when deemed appropriate.	2	270	540
Responds to complex questions and inquiries regarding the status and outcomes of health facility surveys and investigations. Advises administrators of facilities on regulations and licensing requirements. Advises and assists healthcare facility administrators in matters relating to the State and Health and Safety Code requirements for inspections, licensing, and operation of healthcare facilities. Consults with supervisory and clinical staff as appropriate.	2	180	360
Develops and presents both written and verbal testimony to support deficiencies cited at state and federal hearings, municipal or superior court proceedings, and arbitration procedures. Responds to these legal actions as an expert witness on matters relating to facility non- compliance with relevant regulations.	2	90	180
Attends meetings and participates in local programs and workgroups with other states and federal agencies to improve uniform compliance in licensed health care facilities. Works cooperatively and closely with other agencies (both state and county) that are concerned with quality of care. Prepares licensing and complaint packets for staff. Completes special projects as assigned.	2	90	180
Total hours for workload projected for this classification			**3,600**
1,800 hours = 1 Position			
Actual number of Positions requested			**2.0**

CDPH
California Department of Public Health

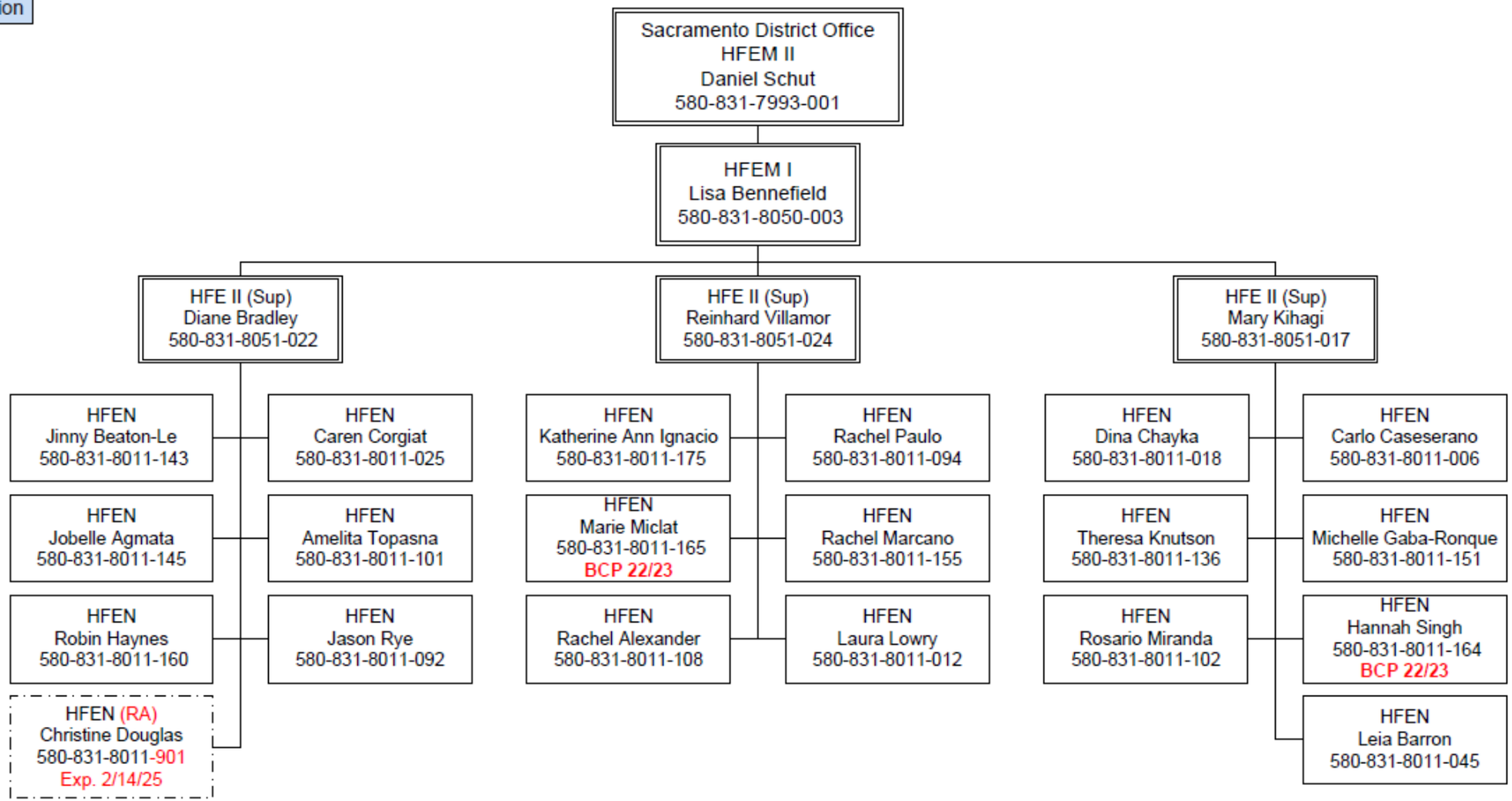
CURRENT

California Department of Public Health
Center for Health Care Quality
Field Operations North Division
Northern California Region
Sacramento District Office

Mandi Posner, Deputy Director

Dated 6/02/2025

LEGEND | Over a Position



CDPH
California Department of Public Health

PROPOSED

California Department of Public Health
Center for Health Care Quality
Field Operations North Division
Northern California Region
Sacramento District Office

Mandi Posner, Deputy Director

Dated 6/02/2025

LEGEND | Over a Position

