

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

3/7/2016

2. Department

Department of Managed Health Care

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

Office of Technology and Innovation

4. CEA Position Title

Deputy Director, Office of Technology and Innovation

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

The Department of Managed Health Care (DMHC) is requesting to change a vacant CEA B position to a Deputy Director, CEA B in the Office of Technology and Innovation (OTI). The incumbent will have responsibility for policy development, implementation, and oversight of all aspects of IT and statistical analysis of all DMHC data and business processes. The Deputy Director has overall operational control of the DMHC's IT assets and is responsible for all policies, maintenance and operations of IT infrastructure, data security, enterprise-wide data architecture, data analytics and data project management programs.

6. Reports to: (Class Title/Level)

Chief Deputy Director, Department of Managed Health Care / 1st 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.

The Director relies upon the CEA as an expert in formulation of DMHC's data analytics, enterprise architecture, IT planning and project management, and IT infrastructure services in order to provide support to program operations, innovation in business process development, efficiency and effectiveness of IT operations, and confidence in data integrity and security. The Director has delegated to the CEA the authority to develop, recommend and implement all policies and procedures necessary for the successful operation of the OTI.

The CEA will be solely responsible for the following policy setting duties and responsibilities:

Plan, organize and direct activities to implement DMHC's IT infrastructure, enterprise-wide data architecture and data security, analytics and project management programs. Provide statistical and data-driven perspectives on the development and improvement of department-wide business processes. Set broad priorities for completion of data-driven mission-critical objectives, including the Director's vision and priorities as established in the DMHC Strategic Plan. Direct the development and implementation of technology-based policies, standards and procedures to ensure data system infrastructure stability and effectiveness, and data analysis relevance and accuracy.

Participate as a member of the executive management team in the development and implementation of department-wide policy on business enterprise architecture related to technology infrastructure and data collection. Identify the long-term and short-term business-related technology infrastructure needs of the DMHC and make recommendations to the Director on program and department-wide improvements. Develop data-system strategies in response to changes in laws, regulations and emerging industry innovations and trends. Develop and implement DMHC standards and procedures in response to policy requirements of the Department of Technology and the California Health and Human Services Agency Information Office.

Review and consult with the Director's Office on proposed or pending legislation, budget items and other policy actions with potential impact to the OTI and DMHC policies and/or operations. Direct the development of corresponding policies based on impact analysis and provide assistance to other Offices in technology-based policy development. Make recommendations for appropriate courses of action related to IT and business process/data analytics practices as related to the interconnectivity with other DMHC Offices. Serve as the Director's top advisor on IT projects and policies and consults and advises the Director, Chief Deputy Director and other executive management on IT and data initiatives.

Plan, organize, direct, coordinate and review the work of senior level technology and research professionals, subordinate managers, and support staff in the OTI in interpreting and implementing technology-based statewide and departmental policies, procedures, rules and requirements. Participate in recruitment and hiring activities and ensure satisfactory performance and development of OTI staff through regular training and performance evaluations.

Represent the Director and the Department to stakeholders and other State and local agencies in meetings and conferences.

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 CEA position supports the Department's mission to protect consumers' health care rights and ensure a stable health care delivery system and supporting goals. OTI ensures continuity of service and quality of all DMHC programs through utilization of IT service delivery systems. Consequence of error may result in minor to major IT service unavailability or ineffectiveness, causing department-wide delays in business operations, additional costs and/or legally mandated service level failures.

OTI plays a critical role in successful delivery of the DMHC's mission by ensuring projects are developed and managed to succeed and enterprise-wide systems and data are protected and compliant with the latest privacy and security guidelines.

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 duties and responsibilities of the OTI have recently significantly expanded. A new division will be added to implement the DMHC's technology planning, project management, information security and innovation goals and requirements. The current structure of the Office, headed by a Data Processing Manager IV (DPM IV), oversees the functional areas of the Systems Development and Infrastructure Services divisions. The newly proposed division will require greater policy oversight, planning and implementation requiring knowledge, expertise and skills of a CEA.

Specifically, the increased workload resulting from implementation of SB 964 and SB 137 has vastly expanded DMHC's role in accessing health plan network adequacy and greatly expanded the need for statistical analysis and data modeling of those networks.

In addition, DMHC has outgrown its home-built IT infrastructure as the department size increased and had its regulatory scope expanded. IT operations in DMHC are currently in need of business process re-engineering due to a recent major failed multi-million dollar IT project and high profile security incident. The CEA will carry chief responsibilities of a project manager overseeing all new and ongoing IT projects ensuring successful project implementation and timely completion while meeting all regulatory and statutory requirements.

Many state departments' organizational structures now include a Chief Technology Officer (CTO) reporting to the Chief Information Officer (CIO) to maximize departmental effectiveness and productivity. DMHC proposes to retain the current DPM IV position as the CTO to oversee the day-to-day IT operations of the Systems Development and Infrastructure Services Divisions. The proposed CEA will perform the duties of the CIO ensuring information security, manage IT project development and coordination, develop and improve business processes and establish policies and procedures for business and data analytics, as well as serve on the Director's Executive Team as the IT subject matter expert to achieve the Department's strategic goals.

Finally, due to the statewide push in government for open data and transparency, the CEA, as the chief policy maker, will work to balance this need with IT security requirements, policies and data governance protection of confidential electronic information.

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 OTI plays a significant role in ensuring continuity of service and quality of all DMHC programs through IT service delivery systems. Consequence of error may result in minor to major IT service unavailability or ineffectiveness, causing department-wide delays in business operations, additional costs and/or legally mandated service level failures. For example, if the system were to become unavailable, the DMHC Call Center, the intake center for consumers with health care issues, that ensures managed health care patients receive the medical care and services to which they are entitled, would be unable to achieve mandated response times and effectively service over 25 million Californians.

The DMHC's jurisdiction in managed care covers a broad spectrum of highly controversial and politically sensitive managed care issues. The incumbent will have access to and responsibility for the protection of very sensitive and confidential information. Careless, accidental or intentional disclosure of information to unauthorized persons can have far-reaching effects and may result in civil or criminal action against those involved.

The CEA is also responsible for complying with the Information Practices Act by protecting department employees' confidential information, including but not limited to social security numbers, medical or employment history, education, financial transactions or similar information. Failure to protect this information may damage DMHC's reputation as a confidential organization, result in employee grievances or lawsuits and pursuant to California Civil Code section 1798.55, result in disciplinary action, including termination of employment.

The increased workload resulting from implementation of SB 964 and SB 137, legislation impacting 25 million Californians, has vastly expanded DMHC's role in accessing health plan network adequacy and greatly expanded the need for statistical analysis and data modeling of those networks. Policies established by the CEA in those areas will have a statewide impact helping DMHC programs utilize analyzed data for monitoring and enforcement duties of health plans and increasing consumers' access to required medical care.

In addition, DMHC has outgrown its home-built IT infrastructure as the Department size has increased, had its regulatory scope expanded, experienced a major failed multi-million dollar IT project and suffered a high-profile security incident. The CEA will oversee IT operations business process re-engineering and carry chief responsibilities of project manager overseeing all new and ongoing IT projects ensuring timeliness and successful project implementation and completion while meeting all regulatory and statutory requirements.

The CEA will need to establish and re-define policies that balance IT security with the need for open data and transparency. The CEA will be the principle policy maker for the establishment and the strengthening of policies pertaining to data governance and protection of confidential digital information.

C. ROLE IN POLICY INFLUENCE (continued)

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

The CEA is responsible for policy development, implementation, and oversight of all aspects of IT and statistical analysis of DMHC data and business processes. The CEA has direct involvement with executive management, develops and influences implementation of business innovation and provides technical input into the decision-making process, assuring consistency with state Chief Information Officer and Agency Information Officer policies/direction. The incumbent will align technology in support of enterprise-wide business/program improvements, assuring projects are developed and managed to succeed and systems and data are protected and compliant with the latest privacy and security guidelines. Additionally, the CEA has overall operational control of and decision making authority over the DMHC's data governance, IT business processes, projects and assets and is responsible for all maintenance and operations, security, privacy and operational recovery of IT assets.

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

The CEA works closely with the executive management team to formulate policy, including an analysis of possible statewide impact to all Department programs. OTI works to ensure systems and data security. Policy formulation will include review and revision of existing policies related to changes in IT activities, formulation of new policy related to new statutes affecting IT activities, and the development of policy, legislation and/or regulations related to IT activities and changing requirements. The CEA is responsible for developing implementation processes for CalTECH mandates. In addition, the CEA is responsible for advising the Director and making recommendations for the establishment of policy with department-wide impact. Policy in the area of IT activities is one of the critical areas within the DMHC due to the public's privacy and security concerns and the DMHC's mission to act in the public interest.