

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

September
10 2016

2. Department

California Health Benefit Exchange

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

Service Center Division

4. CEA Position Title

Associate Director, Service Center Operations

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

Under the general direction of the Director, Service Center, the Associate Director, Service Center Operations is responsible for the leadership and oversight of the two Service Center Branches in Rancho and Fresno and the Business Services Unit. The Associate Director manages operations involved in the daily application of the Patient Protection and Affordable Care Act. The incumbent will act as a policy advisor to the Director, Service Center, executive leadership, and the Exchange Board on the operational performance of the Service Centers. The incumbent oversees preparation of detailed reports substantiating policy recommendations based on technical and persuasive arguments, as well as evidence that supports policy development with both an internal and external statewide impact. The Associate Director is instrumental in achieving the Department's mission by monitoring operational performance and quality of service delivered to Californians to facilitate enrollment and ensure consumer satisfaction.

6. Reports to: (Class Title/Level)

Director, Service Center/Career Executive Assignment - Level B

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): The Associate Director, Service Center Operations provides management advice, consultation, and recommendations to executive level staff in resolving sensitive and critical issues that impact a broad spectrum of areas affecting departmental policies, procedures, and Exchange/CC programs.

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.

Acts as a policy advisor and technical expert to the Director, Service Center on Service Center operations. Responsible for policy recommendations that maximize and improve operational efficiency and increase Service Center productivity. Oversees preparation of reports, and presentations containing persuasive arguments based on factual evidence supporting policy direction having internal and external statewide impact. Oversees preparation and delivery of reports on Service Center operational performance and process improvements. Develops recommendations for policy adoption and policy revisions related to Service Center performance, process improvements and training. Directs preparation and delivery of presentations for the Director, executive leadership and Exchange Board Members regarding policies, programs and budgets related to Service Center Operations. Represents the Service Center at meetings and presentations, also maintains open communications with internal and external stakeholders.

Directs development and implementation of performance metrics and measures (key performance indicators) to increase productivity. Manages material and staff by establishing objectives, as well as developing, coaching, motivating, and providing feedback to key operational and support team members who fill essential roles. Mentors, trains and develops subordinate personnel to provide stability in the future success of the organization. Responsible for providing day-to-day supervision and direction through subordinate managers, along with policy implementation as it affects Service Centers. The Associate Director, Service Center evaluates the most sensitive consumer and performance reviews and provides the Service Center Director with recommendations and options for short-term and long-term policy and operational actions. As required to resolve significant staff-related issues, the incumbent also works closely with Labor Relations and Human Resources.

Process Improvements: Directs the planning, development and implementation of Service Center activities that drive culture change. Directs development of fact-based management practices, and the use of problem solving methodologies to identify risks and develop mitigation plans. Directs analysis and evaluation of operational and staff performance data to ensure objectives are met or to determine areas of potential cost reduction, program improvement, or policy change. Implements policies, objectives, activities, or corrective action plans to maintain and improve ongoing operations, increase standardization of work processes, and increase productivity. Manages implementation of all program process changes in a timely manner and ensures minimal disruption of ongoing production operations. Provides leadership to Service Center staff regarding the design and management of internal control systems, the Service Center organizational structure, and all business operations. The incumbent works with internal and external stakeholders to identify and analyze options, develop recommended approaches and present such to the Service Center Director. Plans long and short term goals of the Service Center workloads. Identifies necessary IT tools, systems, and business processes.

Training: Reviews and analyzes employee and Service Center performance against key performance indicators to evaluate and determine training needs. Responsible for Service Center overall performance and for motivating team to exceed department goals and objectives.

Though subordinate managers and staff, oversees/monitors the Service Center budget. Ensure adequacy of funds and the tracking of both the revenue and expenditures in collaboration with the Chief Financial Officer. Conduct fiscal and programmatic audits of Service Center contracts and programs. Accountable for ensuring that all activities and initiatives meant to drive operational effectiveness are administered in a cost effective manner. May be required to travel statewide to attend meetings and trainings.

Represent Covered California and the Service Center in formal or informal settings at meetings, conferences, hearings, etc. to obtain and/or provide information utilizing interpersonal skills, professionalism, and subject matter expertise as needed. Make formal presentations to various audiences including but not limited to: State departments, community organizations, conferences, executives, control agencies, HBEX Board, etc. to represent the program on policy, budgetary issues, etc. using presentation techniques and communication skills as needed.

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: Covered California is identified as one of the most successful health benefit exchanges in the nation and its primary goal is to provide affordable health care options for California consumers. One of the primary channels for enrolling in Covered California is through calling the Service Center. Covered California is the only state exchange that runs its own service center. As such, the Service Center Division operates one of the largest and most diverse call center/customer service operations in the state and contributes to the enrollment and retention of more than 1.4 million Covered California members. The Service Center operates with more than 600 state staff and is supported by an additional 600 vendor staff during the peak period; 1400 staff responding to over 6 million calls during its peak. The Service Center's role in the consumer experience is critical and leads to the enrollment and retention of many of the consumers securing services from Covered California. The Service Center Division is critical to Covered California's mission of enrolling consumers for affordable health care.

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.

As Covered California moves from a startup organization to a more mature entity, lessons learned from previous open enrollments has solidified the need to reorganize and to establish program performance methodologies and systems. Initially, in the development of the Service Center Division due of the lack of historical data for projections, call volumes, staffing, and scope of the positions that would be needed to support the operation, Covered California used base Health Care Industry assumptions to define the scope, level of work, organizational structure and staffing needed for the Service Center. However, lessons learned from the past few years of operation and open enrollments provides evidence that the 2013 Service Center Division's organization structure, layers of leadership, staffing and types of positions would operate more efficiently if it was reorganized. With three open enrollment periods and new policy such as the Federal Form 1095, the manual work has continued to grow right along with the call volume creating the need for an organization structure that will support the efficient operation of the Service Center and the development of the staff.

As Covered California operationalized in 2013, it became evident that the Service Center would become the processing center for all manual work that resulted from policy clarification and changes, system gaps and enhancements and from simply learning the end to end processing in a new startup.

Additionally the Service Center has grown in both physical size and complexity of the work and operation that includes two contracted support vendors.

The proposed reorganization will balance the work, staff and operational functions of the Service Center Division to achieve organizational maturity and allow appropriate time for the Director to engage in the required strategic initiatives to support the goal of self-sustainability for Covered California. The above examples along with many other underlying factors have lead to the need to re-engineer the organization to support the Service Center as it actually operates today and to move to a more mature and efficient organization over time.

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.

General

Briefs the Director, executive leadership, and Exchange Board on impacts of new legislation and provides strategies and recommendations for the implementation and management with minimal disruption to Service Center functions and consumers.

Affordable Care Act

Implementing policy specific to Service Center Operations with Departmental and statewide impact consistent with health reform legislation:

Patient Protection and Affordable Care Act. Develops, prepares, and delivers formal reports and presentations including persuasive arguments and fact-based evidence to executive leadership and Board that support the policy direction related to areas such as citizenship and income verification, consumer termination, Federal Form 1095-A disbursements and dispute resolution.

Title XXIX, Medi-Cal

Implementing policy specific to Service Center Operations with Departmental and statewide impact consistent with Title XXIX for Medi-Cal. Develops, prepares, and delivers formal reports and presentations including persuasive arguments and fact-based evidence to executive leadership and Board that support the policy direction

Examples would be the interpretation of rules for the Federal Form 1095 communication, processing and dispute handling.

Policies and processes around citizenship and income verification required by ACA.

Policies related to interpretation and processes around Title XIX, Medi-Cal Mixed Households and also Qualified Health Plans (QHP).

C. ROLE IN POLICY INFLUENCE (continued)

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

The position has authority to implement such policy specific to Service Center Operations with Departmental and statewide impact consistent with the health reform legislation, Patient Protection and Affordable Care Act.

Acts as a policy advisor to the Director, by developing and presenting formal reports, persuasive arguments and fact-based evidence to executive leadership and Board that support policy direction

Briefs the Director, executive leadership, and Exchange Board on impacts of new legislation and provides strategies and recommendations for the implementation and management of with minimal disruption to Service Center functions.

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

The CEA position will be interpreting and implementing existing policy, and developing new policy consistent with changes in legislation at the State and Federal level.