

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 19,
2016

2. Department

California Health Benefit Exchange

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

Service Center Division

4. CEA Position Title

Associate Director, Support Services 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 Service Center Director, the Associate Director, Support Services Operations, is responsible for the leadership and oversight of the following: Support Services, Quality Assurance Unit, Customer Resolution Team(s), Research and Resolution, External Coordination, Appeals Units, Administrative Support Unit, Workforce Management Unit, and the surge vendor 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 Exchange Board on the performance of the Support Services Operations by developing reports and providing recommendations for policy adoption or policy revisions and providing persuasive arguments and evidence to support the policy direction that have a departmental and statewide impact. The Associate Director, Support Services Operations is instrumental in achieving the Department's mission by monitoring the performance and quality of service delivered to Californians to ensure consumer satisfaction.

6. Reports to: (Class Title/Level)

Director, Service Center/CEA 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, Support Services 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.

Act as a policy advisor and technical expert to the Director, Service Center on Support Services Operations. Develops recommendations to improve and maximize operational efficiency and increase productivity by providing reports, persuasive arguments, presentations, and fact-based evidence to support the policy direction that have a departmental and statewide impact. Prepares and delivers reports on Support Services Operations performance and process improvements. Develops recommendations for policy adoption and policy revisions related to performance, process improvements and training. Prepares and delivers presentations for the Director, executive leadership and Exchange Board Members regarding policies, programs and budgets related to the Support Services Operations. Attends and schedules regular meetings to keep up an information flow.

Develops and implements attainable performance measures 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. Engages in the development of strategic 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 Support Services Operations. The incumbent reviews the most sensitive consumer and performance reviews provides the Service Center Director with recommendations and options for short-term and long-term actions. Works closely with Labor Relations and Human Resources.

Process Improvements: Plans, directs, and communicates the activities of Support Services Operations that drives culture change to instill focus on fact-based management practices, and the use of problem solving methodologies. Identifies risks and develops mitigation plan. Analyzes and evaluates performance of operations and staff 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 ensure continuing operations and increased productivity. Manages implementation of all program process changes in a timely manner and ensures minimal disruption of ongoing production operations. Provides leadership to Support Services Operations staff over the design and management of internal control systems, the Service Center organizational structure, and all business operations. Increases standardization of work processes. The incumbent works with affected stakeholders internal and external to the Exchange/CC to identify and analyze options, develop recommended approaches and present to the Service Center Director. Plans long and short term goals of the Support Services Operations workloads. Identifies necessary IT tools, systems, and business processes.

Training: Reviews and analyzes employee and Support Services Operations performance against key performance indicators to evaluate and determine training needs. Responsible for respective department's overall performance and for motivating team to exceed department goals and objectives.

Oversees/Monitors the budget specific to the Support Services Operations. 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 Support Services Operations 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 the department 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, 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 by 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 peak. The Support Services Operations is a key component of the consumer experience and performs detailed level research, resolution and escalation if required that contributes 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.

During the start up of Covered California, the Service Center Division was expected to be the first point of contact for consumers seeking enrollment advice from Covered California. It was expected to be a call center only responding to an unknown number of calls because the program was new and had no historical data for projections not only for call volumes, but for the manual work that would result when one call resolution was not achieved. Within the first two months of the first open enrollment period it was very obvious that the Support Services for the Service Center was not staffed for the volume of unanticipated manual work being generated by system gaps, clarification of policy, new policy and by simply being in the first year of start up.

Now, with three open enrollment periods and new policy such as the Federal Form 1095, the manual work (Appeals, Hearings, other complex consumer escalations) has continued to grow. The Support Services Operations was established in early 2015 to take on this and other contract related work for the entire Service Center Division. However, the workload has exceeded projections so much so that the organization has additionally procured, on boarded and manages a vendor to provide up to 600 resources during peak periods.

Workforce Management that is critical to the successful operation of a Service Center was operated by a vendor during startup, then brought in house in mid 2015 without a solid transition plan for staff, technology, processes and training. The Workforce Management work is critical for accurate forecasting, resource hiring, staff scheduling, the budget process, marketing and media opportunities. Again the work, organizational structure, and staffing was not originally planned as part of Support Services Operations.

Covered California used base Health Care Industry assumptions to define the scope, level of work, organizational structure and staffing needed for the Support Services Operations. However, the approved 2013 structure, layers of leadership, staffing and types of positions do not align with the complexity of the work nor the scope of the actual work to include full service processing, administrative contracts and negotiation and workforce planning.

The above examples along with many other underlying factors have led to the need to re-engineer the organization to streamline the Support Services Operations as it actually operates today and to move to a more mature and efficient organization over time.

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.

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 Support Services Operations functions and consumers.

Affordable Care Act

Implementing policy specific to Support Services 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 Support Services 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

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 new policy consistent with changes in legislation at the State and Federal level.