

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

October 14, 2016

2. Department

California Health Benefit Exchange/Covered California

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

Information Technology Division/Strategic Initiatives Branch

4. CEA Position Title

Deputy Chief Information Officer - Strategic Initiatives

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 Chief Information Officer/ Chief Technology Officer (CIO/CTO), the Deputy Chief Information Officer (CIO) will head the Information Technology Division's Strategic Initiatives Branch and is responsible for developing and implementing the IT strategic plan in addition to rendering policy advice to executive leadership and implementation of policy throughout the organization. Major responsibilities include but are not limited to: serving as the primary CalHEERs liaison, and oversight of the system development lifecycle, IT Solutions, Enterprise Project Management Office, and Technology Innovations all of which play a critical role in achieving the mission of the Exchange/CC.

6. Reports to: (Class Title/Level)

Chief Technology Officer/Chief Information Officer (Exempt)

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): Advises executives on systems, data management, project and portfolio management policy and governance issues in a new, unique state organization.

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 Deputy Chief Information Officer (CIO) will be responsible for developing and implementing the Department's IT Strategic Plan.

In order to achieve this objective, the Deputy CIO will act as the primary liaison to the California Healthcare Enrollment and Eligibility Retention System (CalHEERS) for the Exchange/CC which will include working across all Exchange/CC programs and stakeholders to identify business initiatives, define policies for prioritization of initiatives, provide oversight of the Interagency agreement between the Exchange/CC and the Office of Systems Integration (OSI), and serve as the primary negotiator for the Exchange/CC on contract-related issues and on the project's governance committees in conjunction with OSI, Department of Health Care Services (DHCS) and the Statewide Automated Welfare System (SAWS) Directors.

The Deputy CIO will oversee business analysis, application development and data management and analysis which comprise the mission critical applications for the Exchange/CC. The Deputy CIO will be responsible for the development of policies relating to all aspects of the system development life cycle (design, development, testing, implementation) and will ensure appropriate compliance and oversight of these functions.

The Deputy CIO will work with the CIO/CTO to establish policies around the Exchange/CC's efforts to build relationships with other State-based marketplaces and implement opportunities to leverage IT solutions across these entities nationwide. The position formulates policy around Exchange/CC information technology innovations, and has decision-making authority for increased efficiency and effectiveness related to departmental enterprise and integrated statewide technology initiatives and solutions. This position is responsible for apprising and advising the Executive Director and CIO/CTO on highly sensitive, political, and complex technology issues and potential problems. This position provides technology direction and consultation to the Executive management team, Information Security and Privacy Officer, IT management team, contractors, and program staff on all facets of IT policy, planning, management, and operations.

The Deputy CIO will represent the Exchange/CC with advocate groups representing consumers, workers, and health plans for the development, design and implementation of the Exchange/CC IT solutions. The Deputy CIO will be responsible for ensuring policies are interpreted and implemented correctly in the IT systems. The Deputy CIO will also represent the Exchange/CC at a national level with other State-based exchanges and federal partners including the Centers for Medicare and Medicaid Services (CMS), Internal Revenue Service (IRS), and Department of Homeland Security (DHS).

The Deputy CIO will oversee the Enterprise Project Management Office (EPMO). The Deputy CIO will establish policies for project management for the Exchange/CC including policies for IT portfolio, IT planning, project control, project execution, and project closeout. The Deputy CIO will provide dashboards of the project portfolio and determine corrective actions to bring projects into compliance. The Deputy CIO will make policy level decisions on which technologies to adopt and what the Exchange/CC standards will be when there are competing solutions for a given business case. The Deputy CIO will also oversee and review committee recommendations for exceptions to existing IT policy and standards and must carefully weigh the programmatic needs for alternative technologies versus the efficiency gained through standardized processes. The Deputy CIO's policy direction must be adaptable to the rapidly changing technology landscape. Additionally, the Deputy CIO will advise the CIO/CTO and executive staff on the pros and cons of emerging technologies and examine their costs and benefits to the Department in terms of Return on Investments.

The Deputy CIO will oversee data management and analysis, a core pillar of the success of the Exchange/CC. The Deputy CIO will be responsible for developing policies surrounding the development and implementation of Open Data portals and secure data sharing.

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 Strategic Initiatives Branch plays a critical role in achieving the mission of the Exchange/CC by ensuring CalHEERS priorities for the Exchange/CC are prioritized and implemented, other information technology solutions are developed and implemented securely and timely, projects are managed according to policy and standards, and data is managed and secured according to federal and state laws and regulations. This is accomplished by policy setting in the areas of system development life cycle, project and portfolio management and data management.

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 Exchange/CC leads the development and implementation of health care reform across the nation. It is making significant progress in the development and implementation of the programs, systems and support services required for a state-administered exchange anticipated to provide health coverage for over 2 million Californians at full implementation. As the Exchange/CC is in its third year of operation, the transition from program inception to start up and ultimately to ongoing operation continues to progress. As part of this ongoing progress, additional programs and changing requirements of existing programs have been identified that demand policy implementation and coordination among Divisions to ensure program and operational success.

The Exchange/CC was initially funded through federal grants, but is now self-sustaining. In the short three years of operation, the Exchange/CC has identified and implemented many lessons learned, and executive leadership has identified in the strategic plan, strategic pillars which were designed by the executive team of the Exchange/CC to guide the organization when making decisions, setting priorities, determining initiatives and preparing an annual plan.

When the Exchange/CC was initially formed, it relied almost exclusively on the technology infrastructure provided by CalHEERS to meet its program needs. Over the last three years, those needs have expanded to require many other IT solutions including cloud-based solutions, shared solutions with other entities, and solutions that require aggregating and publishing data sets based on underlying data which can often include Personally Identifiable Information (PII). These solutions serve California consumers, as well as large groups of business partners not within government, but who share information under business associate agreements. In addition to the added complexity of the IT environment, the organization itself has grown from a core staff of about 20 in 2012 to over 1,200 in 2016.

When the Exchange/CC was established, much of the foundation work was performed through a variety of short-term consulting contracts based on the critical time frames. As the organization has progressed, a majority of work, including information technology policy and program work, has transitioned to State personnel. The IT division has grown and taken on the full scope of responsibility for technology within the Department. Along with this expansion has come the need to strengthen the policies, procedures and standards for information technology in the Department, and the need to establish new positions to take on these responsibilities.

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.

In addition to the everyday policy and procedural issues within the program area, the incumbent is responsible in the development of policies, procedures and schedules for:

*Usage of CalHEERS: The Deputy CIO will be responsible for developing and revising the Department's policies surrounding use of the CalHEERS system and its ongoing development. This will include the policies around establishing appropriate funding levels for the system as it relates to overall revenue received from CalHEERS operations and guidelines pertaining to managing priorities for ongoing development as it relates to the Department's Strategic Plan and Strategic Pillars. It will also include developing policies surrounding when the solution will be used and when alternate solutions will better serve consumers who benefit from the Exchange/CC programs.

*Enterprise Project Management Office (EPMO): The Deputy CIO will be responsible for developing and revising the Department's policies for enterprise project portfolio management and enterprise project management. This is an area that has been covered by consultants as Covered California was established, but will be transitioned to State staff, and the development and implementation of policies and procedures will be key to a successful transition.

*System Development Life Cycle (SDLC) and use of Open Data: The Deputy CIO will be responsible for revising SDLC policies for the Exchange/CC. In addition, in the coming year, the Exchange/CC will be pursuing Open Data, and the Deputy CIO will work with the Exchange/CC programs and Information Security Officer to develop policies for the types, amounts, and de-identification of open data.

In addition to the specific Exchange/CC policies, the Deputy CIO will evaluate and interpret federal and state IT legislation and regulation to determine what, if any, updates to the Exchange/CC IT policies are required. The Deputy CIO will also respond to external and internal audit inquiries and findings from both federal and state entities relating to the Exchange/CC system development, data management, and project management.

C. ROLE IN POLICY INFLUENCE (continued)

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

As the Exchange/CC is statutorily exempt from oversight of the State CIO, the Deputy CIO will have full policy development/oversight in assigned areas including system development, project and portfolio management, data management and business analysis.

This CEA has responsibility for establishing policy and governance models and Boards within and outside the Exchange/CC that will determine IT projects and project budgets, time frames, compliance with both IT and program policies, and alignments with department strategic objectives.

The scope of policies and decisions made through the established governance process will reach across the entire department, to 1.5 million members of the Exchange/CC, to all Californian's potentially eligible for Exchange/CC programs, and future potential to other state-based exchanges across the country.

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

As the Exchange is a new organization, exempt from oversight of the State CIO in the technology area, the CEA will both develop and implement new policy, and interpret and implement existing policy.

The Deputy CIO will have a significant role in collaborating internally with other executives to ensure the incorporation of their program needs in the associated systems and policy development. The Deputy CIO will develop these policies based on best practices in other federal and state agencies as well as private organizations and other State exchanges.

Examples of policies developed and interpreted by this position include:

- * Project and portfolio governance
- * Systems Development Life Cycle including new system implementations
- * Cloud solution implementation
- * Open Data Portals
- * Cross exchange solution sharing