

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

August 12, 2016

2. Department

California Health Benefit Exchange/Covered California

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

Service Center Division

4. CEA Position Title

Director, Service Center

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

The Service Center Director is responsible for management of the consumer facing call center that provides enrollment assistance to Californians statewide. The Director sets policy and program direction, specifically establishing and implementing customer service protocol, policies, systems and processes related to all support services and consumer appeals of three call centers located throughout California. This position is critical to ensure the effective implementation of Covered California's mission.

6. Reports to: (Class Title/Level)

Chief Deputy Executive Director, Program (Plans, Sales & Service) (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):

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.

Under the general direction of the Chief Deputy Executive Director, Programs, the Service Center Director is responsible for innovative formulation, implementation, and evaluation of program policies critical to the operation and performance of multiple customer service centers throughout the State of California. As a member of the Executive leadership team, the Director effectively represents the Exchange and Service Center before internal and external stakeholders as well as the Legislature and the general public. The Director also provides leadership and direction to Service Center Managers and other professional analytical and vendor staff that are accountable to plan, organize, coordinate and direct customer service center operations and strategies.

The Service Center Director effectively plans, organizes, directs and communicates activities for the Customer Service Centers. The incumbent recommends and establishes operational protocol, policies, systems, infrastructure and processes related to the Customer Service Center(s); provides policy and general direction to Support Services and Call Center Management; interprets and disseminates information related to health plan offerings, policies and operational procedures; develops and implements improvements for call center performance matrix; establishes a collaborative working relationship with Program Integrity and Plan Management Divisions for effective communication to consumers; prepares presentations and agenda items for Board/Committee review; and represents the Exchange before State Agencies, local public agencies, external consultants and statewide organizations including the Legislature and the general public. The Director also contributes to development and implementation of the California Health Benefit Exchange's strategic plan.

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 mission of Covered California is to increase the number of insured Californians, improve health care quality, lower costs, and reduce health disparities through an innovative, competitive marketplace that empowers consumers to choose the health plan and providers that give them the best value. Since the Service Center's call centers are the primary interfaces with current and potential consumers, responsible for providing information to enable consumer plan choice and processing the consumer's selection, its successful operations are critical to Covered California's mission.

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 the Service Center strives to reach maturity and sustainability, there are continued challenges with deficiencies in technology, automation, leader and staff development because of the volumes of peak work and refresher training and process improvement during the off season. It is evident that the existing organization structure no longer supports operational needs and there will be substantial and continuing challenges to meet operational and sustainability goals with the current structure.

In addition to the new duties assumed by the Director as discussed in the upgrade to CEA B, the Director's position is also proposed for upgrade to CEA C due to the Executive Reorganization. This reorganization is needed to reflect the higher level of responsibility our Executives have in comparison to their counterparts in other departments as we function much like an agency level department, and our executives carry more responsibility due to reduced control agency oversight. The programs are being grouped under the Chief Deputy Executive Directors and the General Counsel to maximize and improve coordination and collaboration between like programs, and to create a structure including checks and balances to promote operational accountability.

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 policy responsibilities include:

- Policy regarding methodology to forecast the workload involved with open enrollment and renewals, and then scheduling Service Center staff (vendor and state staff) to optimize productivity and minimize cost.
- Policy regarding quality assurance including use of technology, capturing feedback data and “trending” to identify patterns and anomaly issues to use in development of risk management plans and research analysis.
- Policy regarding development of task guides, policies and procedures to ensure consistency in the handling of all documents.
- Policy regarding service center performance standards necessary to ensure a good customer experience; this includes response times, accuracy of information, updating scripting to include changes in policies, legal requirements, etc., and escalation protocol, including social media escalations, to quickly resolve issues.

C. ROLE IN POLICY INFLUENCE (continued)

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

The position has enterprise wide responsibility for development of policies related to Service Center operations and resolution of consumer appeals at the first level. The position has direct and frequent contact with the Executive director and the Executive Deputy Directors, other Directors and external stakeholders. The incumbent participates in the overall policy development of Covered Ca as a member of the Executive management team.

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

The CEA will be responsible for developing and implementing both new policy and existing policy as the Service Center and Covered California strive to reach maturity and sustainability.