

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

03/24/2016

2. Department

California Health Benefit Exchange

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

Outreach and Sales Division

4. CEA Position Title

Deputy Director - CCSB and Analytics

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

Under the administrative direction of the Director of Outreach and Sales, the Deputy Director - Covered California Small Business and Analytics is responsible for the formulation, implementation, administration and evaluation of departmental policies and programs vital to the continual development and management of a successful statewide Covered California Small Business, Small Business Health Options Program Exchange (CCSB or SHOP), the Sales Analytics team, and other stakeholders while ensuring compliance with the ever-evolving healthcare stage. The Deputy Director provides leadership and strategic guidance for the execution of marketing and sales campaigns for the CCSB. Participates as a member of the executive management team, and may be required to act in the absence of the Director of Outreach and Sales. Duties may include access to information systems containing protected enrollee information, including federal tax information, protected health information, and personally identifying information.

6. Reports to: (Class Title/Level)

Director, Outreach and Sales

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.

Provides strategic leadership, policy insight, development and guidance, and overall accountability for the CCSB or SHOP Exchange to ensure goals, objectives and Division priorities are met. Policy development and recommendations will center on issues relating to carriers (participation, timing, rates, conditions, contracts), product (structure, tiering, benefit design), broker/agent guidelines (commission structure and levels, performance, systems support) and any implications from changes to current or future SHOP regulations or other legislative impacts. Advises the Director of Outreach and Sales with evaluations related to the impact of current CCSB policies, policy change alternatives (ex: change in policy that impacts General Agents or brokers), and potential impact on the market of these changes. Evaluates impact of policy on all channels, including brokers, employer groups and other non-exchange competitive channels. Provides oversight for the communication and compliance of policies to internal and external stakeholder groups. Responsible for small business sales channel management and stakeholder relations including: agents, general agents, insurance carriers, small business advocates and community and trade organizations. Implements new sales policies that would lead to supportive sales tools and sales distribution methods. Responsible for approximately 18 million in contracted funds affecting the politically sensitive CCSB Exchange. This contract provides eligibility, enrollment, marketing and fulfillment services in addition to general agent sales management, financial management and call center services for the CCSB or SHOP. The incumbent provides leadership to State staff related to the small business vendor relationship including annual contract negotiations with the vendor, describing the rationale for new or changed policies, providing guidance on managing vendor performance and adherence to the contract all of which may require traveling to the vendor's location for meetings as necessary.

Establishes goals and objectives and develops forward-looking policies that drive the increased visibility and performance of the CCSB Exchange and evaluates potential impact on future enrollment levels. Serves as a thought partner to the Director of Outreach and Sales to explore policies and strategies to encourage insurance carriers (Health Plans) to participate on the CCSB Exchange. Oversees the communication and compliance of policies to internal and external stakeholder groups. Anticipates potential impacts of policies on employer groups and incorporates insights into new or existing policy guidelines. Evaluates the necessity of new and significant investments including sales technology and sales distribution services. Participates as a member of the executive management team, leading policy development as it relates to the SHOP business line and leads the discussion about the development of Exchange-wide policies and sensitive issues. Provides strategic direction around stakeholder engagement strategies and policies designed to maintain productive relationships between CCSB Exchange programs and a wide range of stakeholders (community, broker, legislative, Board of Directors) as required to fulfill the Exchange's mission. Builds strong relationships and works closely with the Exchange management team to ensure sales channel and stakeholder engagement is fully integrated into all Exchange initiatives.

Provides leadership and strategic guidance to the Sales Analytic team to ensure appropriate analytical insight is developed, allowing the Exchange to meet its SHOP and Individual market sales growth and retention targets. Develops, manages and implements Outreach and Sales Division policies, methodologies and performance metrics for evaluation of the effectiveness of sales channel and stakeholder outreach and enrollment efforts. Ensures all analytic effort is focused on the highest and best use of available resources.

To advance the mission of the Exchange/CC, represents the Director of Outreach and Sales and the Exchange in meetings and communications with other state entities, partners, and a wide variety of interested parties. This includes providing leadership to other Exchange managers as well as taking an active role in CCSB Advisory Board and other meetings and discussions to ensure complex information is delivered simply to multiple stakeholders, negotiating across boundaries and sometimes managing significant resistance.

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 CCSB (small group) Exchange is central to the core mission of Department 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 best value. The CCSB is a growth engine for total Exchange enrollment. The small group marketplace is an attractive market that is currently served primarily by a competitor about 10 times the size of CCSB. There exists significant opportunity, given the right leadership and policy guidance, to expand the current CCSB enrollment levels. The CEA - A will have direct accountability for this important component of the Outreach and Sales Division.

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.

In the Fall of 2010, California enacted the first state law in the nation establishing a health benefit exchange, the California Patient Protection and Affordable Care Act (CA-ACA). The CA-ACA included legislative intent for the creation of the California Health Benefit Exchange which is an independent public entity that is governed by a five-member board. In its short existence, the California Health Benefit Exchange, also known as Covered California has successfully initiated an individual and small business exchange. The mission of the Exchange 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.

The Exchange's organization has been fluid while it has defined its operations, resulting in the need for revision of this particular position. Initially, the intent of the Community Relations and Sales Strategy (formerly known as Deputy Director, Stakeholder Engagement) CEA - A was to develop, implement, and maintain an interactive stakeholder process that would engage stakeholders for involvement and feedback in all areas administered and overseen by the Exchange. Due to the exponential growth of the Exchange the role has shifted from stakeholder engagement in all areas administered and overseen by the Exchange to focusing on building and expanding upon the small business exchange to enhance the Exchange's longevity for future generations of Californians.

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 Deputy Director, CCSB and Analytics will be the principle policy maker for the CCSB or small group exchange. The CCSB Exchange parallels the individual Exchange, but focuses on small employer groups. Currently, the CCSB exchange is small (20K to 30K members), but has the potential to dramatically increase in size and add significant enrollment to the Exchange/CC overall and will soon be allowed to include larger employer groups with 100 employees or less. The following examples represent the policy and decision-making authority the CEA-A would have accountability over to lead growth in the CCSB Exchange:

1) The development and revision of policies related to Health Plans including:

- The various Health Plans allowed to participate on the CCSB Exchange
- The number of Health Plans allowed to participate on CCSB Exchange
- The time of year Health Plans are allowed to join the exchange
- The performance standards Health Plans must they meet

2) The development and ongoing revision of policies related to Product Structure including:

- The type of products permissible on the Exchange
- The appropriate set of benefit designs
- The pricing surrounding the type of benefit offered
- The amount of products a carrier can and must submit
- The regions of the State that must be serviced

3) The development and ongoing revision of policies related to Sales Channel including:

- The longevity of contracts with agents/brokers
- The compensation agents and general agents receive
- The way delegations are handled for new and existing business
- The amount of deviation from industry standards?

4) The development and ongoing revision of policies related to Competitive Positioning including:

- The CCSB's position in the marketplace with respect to current and potential new competition
- Creative and innovative strategies the CCSB can attract more carrier-direct business

These are a few examples of issues the CEA-A will need to address related to high-level policy decisions with broad impact. The impacts from these policy decisions directly affect the mission of the Exchange/CC.

C. ROLE IN POLICY INFLUENCE (continued)

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

The scope of the CEA - A is statewide, with the authority and accountability to increase and retain enrollment in a short period of time for the CCSB. Included in this scope is setting policy across a number of issues, as described in question 26, and efficiently deploying an \$18 million dollar contract with a vendor to which much activity is currently outsourced. Decision-making authority covers the content, pricing and service levels delivered by the vendor, internal team performance, external communications content and cadence, and competitive strategy to achieve success in the marketplace and ultimately have more small employer groups enroll with the exchange.

The nature of the decision-making authority is one of developing policy, gathering alignment with the Director of Outreach and Sales, ensuring other internal and external stakeholders are aware of the policy and its implications, and then seeing to its successful implementation and ongoing operation.

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

The CEA will be primarily developing new policy related to small businesses, as the CCSB Exchange expands to the next level of scale and performance. As previously mentioned there is a great opportunity to expand Covered California's presence in the small business marketplace so all policies must be re-evaluated and new ones developed to capture a larger market share.