

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

July 1, 2016

2. Department

California Health Benefit Exchange, also known as Covered California

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

Policy, Evaluation and Research Division

4. CEA Position Title

Director, Policy, Evaluation and Research Division

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

The Director is responsible for developing operational policy and for providing accurate, complete and timely policy and data analysis to support organization wide evidence-based decision making, policy development and influencing purchasing strategies and benefit designs.

6. Reports to: (Class Title/Level)

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

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.

The Director, Policy, Evaluation and Research is now responsible for providing accurate, complete and timely policy and data analysis to support evidence-based decision making. The Director is specifically responsible for:

- Developing and directing policy. This includes developing policy guidance for Covered California, resolving complicated policy operational issues, automating policy and identifying policy gaps in the eligibility and enrollment system, monitoring federal guidance, managing monthly Covered California Board meetings, and participating in stakeholder policy workgroups.
- Coordinating federal and state exchange policy and regulations. Oversight of the regulations program within Covered California. Currently, there are 17 active regulations that are in constant flux as the federal ACA requirements continue to stabilize.
- Designing manual and automated eligibility processes and verifications to identify improvements in enrollment to ensure that consumers experience seamless program transitions as they move in and out of coverage with Covered California.
- Conducting data analysis and modeling. This includes identifies opportunities to model target population and identify opportunities for strategic outreach to improve affordability and take-up coverage for Covered California's target population;
- Designing and conducting research evaluation and surveys. This includes studies to improve consumer access to quality care through clinical, enrollment, and qualitative survey data analysis. Additionally, the division is an active laboratory for new ways to evaluate operations and outcomes, test hypotheses, and implement performance measurement.
- Preparing and posting report data

**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 functions performed with the division directly support the mission of Covered California, and are vital to the success and growth of the Exchange as data driven initiatives and empirical, evidence-based, and actionable data are required enterprise-wide to support program operations and policy development. Particularly critical are the policy decisions related to purchasing strategies and benefit designs as the provision of quality health plans and enrollment in such is the lifeblood of the organization.

**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 original Policy Division was responsible for developing operational policy for the department, liaising with the federal government including managing the Exchange's blueprint for federal certification as a state-based exchange, tribal consultation, monthly board meetings, and other activities. The PER Division recently added the Research and Evaluation unit that serves as project lead on projects related to health care data and Exchange operations. The PER Division also recently acquired the Eligibility Operations Unit, due to its complimentary business functions and now also ensures implementation of program eligibility rules.

As Covered California continues to establish itself in the health insurance individual and employer-based markets, the need to establish programs and policies for California consumers based on actionable data is essential. As such, the PER Division restructured its focus and scope to align with Covered California's strategic data initiatives, providing actionable information to influence operations and policies in focus areas, such as improving care, lowering costs, and improving health. The PER Division will assist in supplying information and reports to support policy development and influence purchasing strategies and benefit designs with a strategic emphasis on improving quality, access, and value to Covered California consumers. The division also prepares the evidence to drive policy, organization-wide.

### **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.

Renewal and Cancellation Policy – A research study was designed to describe the cohort framework and find defining characteristics to identify possible barriers or levers that could help consumers maintain continuous coverage in and out of CoveredCA.

Development of policies and procedures for the access, analysis, and reporting of enterprise data assets to ensure a consistent, centralized approach toward safeguarding and maintaining confidentiality of member information, and minimize risks to the organization.

Policy development associated with establishment of a data warehouse, implementation of a health claims and encounter analytics tool, and evaluations, surveys, and research-related projects necessary to support Exchange operations.

Developing policies and procedures for other entities to request data and to define data result criteria to safeguard and protect confidential and private information, in compliance with Covered California’s privacy and security requirements (i.e., ensuring that identifiable member information is not disclosed and coordinating with data suppliers on data that will be released publicly to verify the accuracy of the data).

Development of data governance policies and procedures including strategic and tactical plans and objectives. For example, developing a data request process to manage request workload and a data reporting communication plan identifying the intended recipients and frequency of the data sharing.

**C. ROLE IN POLICY INFLUENCE (continued)**

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

The Director, Policy, Evaluation and Research has enterprise wide responsibility for operational policy, as well as policy related to research and studies to produce actionable information to influence operations and policies in focus areas, such as improving care, lowering costs, and improving health.

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

The director is responsible for implementation of new policy, as well as policy related to research and studies to produce actionable information to influence operations and policies in focus areas, such as improving care, lowering costs, and improving health. There may also be a need to re-evaluate existing policies when research/studies indicate operational changes are required.