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
2. Department
   3/24/2017 State Compensation Insurance Fund

3. Organizational Placement (Division/Branch/Office Name)
   Corporate Claims/Claims Medical and Regulatory Division

4. CEA Position Title
   Corporate Claims Technical Officer (CCTO)

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

The proposed CEA C (CEA) classification will serve as the Corporate Claims Technical Officer (CCTO) within the Claims Medical and Regulatory Division at State Fund. In this position, the incumbent will serve as the highest level expert, key policy advisor and technical resource in identifying and developing policy using industry expertise to enable Claims to drive change, and to tackle the most complex business challenges by measuring and understanding best practices, and by staying abreast of changing laws, rules, regulations, industry trends, and emerging issues in order to support State Fund’s purpose to provide fairly priced workers’ compensation insurance, to help make California workplaces safe, and restore injured workers.

6. Reports to: (Class Title/Level)
   Chief Claims Operations Officer (Executive/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): The CCTO reports directly to the CCOO

8. Organizational Level (Select one)
   □ 1st   □ 2nd   □ 3rd   □ 4th   □ 5th (mega departments only - 17,001+ allocated positions)
9. What are the duties and responsibilities of the CEA position? Be specific and provide examples.

The Corporate Claims Technical Officer (CEA) will manage the operations of the Corporate Claims Medical and Regulatory Division (CMRD) responsible for providing operational and tactical oversight of Claims initiatives and programs to improve quality performance outcomes, ensuring compliance within standards, policies and regulations. Oversight includes Managed Care medical programs such as Utilization Review (UR) & Independent Medical Review (IMR); UR Office Clinical Audits and Passports, Chronic Pain Program, Nurse Case Management and Vendor Management (RFP and Contracting). Medical Networks such as; Medical Provider Network (MPN), Ancillary Networks, Pharmacy (ESI), HealthE Systems and Centers of Excellence. Oversight also includes Compliance and Testing such as; Claims Compliance with responsibility of Quality Claims Review (QCR), Audit Oversight and Support (internal & external), Remediation, Targeted Assessments (Medicare compliance, UR, IMR...etc) as well as, Monitor and Tracking (including items identified on CDI or MAR audits, CARE hierarchy and authority levels). Responsibility and oversight of the Test Tank, including but not limited to; Operational reviews of work processes & procedures, review and impact analysis of emerging trends and patterns, the development of business requirements and leading business system projects. Responsibility of Regulatory & Operational Claims Support. Operational Claims support oversight includes; Establishing Polices and Procedures (Claims Reference Manual, Dispatch, Claims adjuster toolbox and intra net), One Process Alignment, C&R Oversight and Governance, Paradigm, Medicare Set Asides, Structured Settlements, Reinsurance/Excess Review and Reporting, Third Party Administrator, Copy Service & Record Retrieval, Investigator Panel, Medical Reimbursement Governance, Bill Leakage and Vendor Contract Management. Regulatory oversight includes; rule-making process management, regulatory reporting (WCIS, WCIRB and Medicare Secondary Payer Section 111), ECF/CARE Letter Management, DWC reporting and submissions (EAMS & Jet File) and Risk, Cost, & Adverse Trend Analysis.

The Manager is also responsible for establishing goals and objectives for the CMRD program in order to effectively accomplish the mission and vision of State Fund and the Claims Department. The Corporate Claims Technical Officer will serve as the Claims Operations Subject Matter Claims Technical Expert, using industry expertise to enable Claims to drive change, and to tackle the most complex business challenges by measuring and understanding best practices, and by staying abreast of changing laws, rules, regulations, industry trends, and emerging issues in order to support State Fund’s purpose to provide fairly priced workers’ compensation insurance, help make California workplaces safe, and restore injured workers. The position requires a technical, highly specialized knowledge of all Claims Operations and the Workers’ Compensation Claims industry, and have demonstrated expertise in delivering superior performance in this specialty area. Areas of responsibility:

- Establishes policies and procedures, conduct training and evaluate the work of managers, supervisors and staff.
- Oversees and establish best claims handling practices for the Technical Claims Operations that align with and promote the vision, mission and values of State Fund.
- Responsible for determining acceptable levels of performance and establishing technical performance objectives that improve overall current and future Claims performance and processes.
- Create technical policies and procedures by performing in-depth reviews of all existing Claims programs, policies, and procedures to determine where standards may be established or enhanced.
- Maintain a thorough, in-depth understanding of California workers’ compensation, insurance, technology, and related trends and strategies.
- Study, analyze, review and establish Claims Operations technical standards and practices with an eye toward making improvements and enhancements of Work Comp Technical issues.
- Create reports and justifications to provide detailed explanations to Executive, Claims Senior Leadership and the organization to support overall proposed actions.
- Advise management on the most efficient and effective Claims Operations policies, processes and practices.
- Use expertise to establish and develop training and to determine whether information provided in existing training is technically accurate, representative of “best practices” and comprehensive relative to stated goals and objectives.
- Create and develop advanced models that will drive strategic change and foster resource-based decisions.
- Use said models to foster, guide and implement strategic change when and where necessary.
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: **Claims Mission:**

"To deliver superior outcomes for injured employees and the employers we serve through focused strategies in: Provision of quality care; Prompt return to normal life and independence; Managed claims costs; Efficiency and service; Prevention and fight against fraud and abuse".

Our commitment to our strategy is underpinned by four guiding components:
1) Continually strive to be a high performance organization
2) Seek to optimize case management
3) Establish and maintain effective steering and governance
4) Streamline systems and data management

Our approach: Strategic, simple, quantifiable.

**Claims Regulatory Division's Mission Statement:**

"The mission of Claims Regulatory Division is to provide professional authority, corporate direction and to be the champion of State Fund's claims product. We are committed to State Fund being the preeminent workers' compensation insurer and serving our employers and injured employees with the highest ethical standards. We believe the success of the State Fund claims product is the result of empowering State Fund employees in a spirit of cooperation and partnership. We can be counted on to deliver outstanding products and superior service, to anticipate change, and to develop innovative solutions".

The proposed CEA is critical to the department's mission to provide continuity, using industry expertise to enable Claims to drive change, and to tackle the most complex business challenges by measuring and understanding best practices, and by staying abreast of changing laws, rules, regulations, industry trends, and emerging issues in order to support State Fund's purpose to provide fairly priced workers' compensation insurance, help make California workplaces safe, and restore injured workers. To accomplish this mission, we need an expert knowledgeable in a broad range of technical, highly specialized knowledge of all Claims Operations and the Workers’ Compensation Claims industry, and have demonstrated expertise in delivering superior performance in this specialty area.
**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 CEA position is critical in developing and implementing best practices, strategic planning, quality audits and in developing and training all Claims staff to meet the department's needs as an enterprise. This is as a result of evolving Federal and State Regulatory requirements, and in an effort to provide quality claims handling to succeed in our mission: "to deliver superior outcomes for injured employees and the employers we serve through focused strategies in: provision of quality care; prompt return to normal life and independence; managed claims costs; efficiency and service; prevention and fight against fraud and abuse".

In an effort of being proactive, the State Fund Claims department has identified the need for more technical expertise of existing workers' compensation laws through regulations, legal rulings and audit findings. As a result, this requires highly specialized knowledge and skill sets of all Claims Operations and the Workers' Compensation Claims industry, and have demonstrated expertise in delivering superior performance in this specialty area, to interact with various internal and external stakeholders, provide detailed explanations to Executive, Claims Senior Leadership and the organization to support overall proposed actions. The CEA position is critical to advise management on the most efficient and effective Claims Operations policies, processes, procedures and best practices for immediate implementation.
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 proposed CEA will serve as an expert level advisor to the Chief Executive Officer, Chief Claims Operations Officer, Executive Vice President (s) of Claims, and Claims Vice Presidents, on policy issues related to State Fund Claims Operations, and will oversee the development and implementation of Claims policies and procedures. There are a wide range of subject matters within this umbrella, that the CCTO will serve as principle policy advisor in a variety of regulatory policies and procedures.

1. Interpretation of the federal and state workers' compensation laws:
   Incumbent will review of case law, and legislation to determine the meaning of the statutory provisions and calculate the impacts to the Audit programs and the Claims Operations. This includes staying abreast of federal and other state work comp laws, new or proposed legislations at the federal or state levels, and current audit policies. Based on the interpretations and understanding, the incumbent will be expected to recommend a course of action impacting the audit workloads, policies or best practices.

2. Expert consultation and advice:
   Based on the extensive knowledge gathered from researching issues, the incumbent will prepare recommendations for Executive and Senior Leaders on policy implementation. Examples include, but are not limited to, addressing audit policies and practices for resolution, analyzing the need for additional changes or regulations and collaborate with appropriate parties, as needed. These activities have a state wide impact on the claims operations.

3. Collaboration with stakeholders:
   Based on input from our internal and external stakeholders, the incumbent will share and exchange information, ideas, strategies, and best practices with impacted stakeholders to promote transparency, quality and compliance.

4. Educate Claims Leadership and staff on emerging issues, trends and law changes:
   As laws change and become increasingly complex, our intermediate and advanced level of professional staff require a consistent interpretation of the laws to ensure consistency and compliance. The incumbent will help flush out areas open to a wide variety of interpretation, work with internal business partners to develop a training curriculum, and educate our intermediate and advanced level of professional staff on these unique and often complex work comp matters. These activities are expected to bring a higher level of quality on audit findings and potentially stronger, supportable cases through the administrative process. As the incumbent begins to implement any approved recommendations, there will be implementation concerns or areas of interest requiring frequent and open communication. The incumbent will need to be diplomatic in the sharing and receiving of information and represent State Fund and the Claims Department at public forums in alignment with State Fund's mission, vision, and values.
C. ROLE IN POLICY INFLUENCE (continued)

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

The CCTO will serve as the Claims Operations Subject Matter Claims Technical Expert, using industry expertise to enable Claims to drive change, and to tackle the most complex business challenges by measuring and understanding best practices, and by staying abreast of changing laws, rules, regulations, industry trends, and emerging issues in order to support State Fund’s purpose to provide fairly priced workers’ compensation insurance, help make California workplaces safe, and restore injured workers. The position requires a Technical, highly specialized knowledge of all Claims Operations and the Workers’ Compensation Claims industry, and have demonstrated expertise in delivering superior performance in this specialty area.

Position Responsibilities:
• Oversee and establish best claims handling practices for the Technical Claims Operations that align with and promote the vision, mission and values of State Fund,
• Responsible for determining acceptable levels of performance and establishing technical performance objectives that improve overall current and future Claims performance and processes.
• Create technical policies and procedures by performing in-depth reviews of all existing Claims programs, policies, and procedures to determine where standards may be established or enhanced.
• Maintain a thorough, in-depth understanding of California workers’ compensation, insurance, technology, and related trends and strategies.
• Study, analyze, review and establish Claims Operations technical standards and practices with an eye toward making improvements and enhancements of Work Comp technical issues.
• Create reports and justifications to provide detailed explanations to Executive, Claims Senior Leadership and the organization to support overall proposed actions.
• Advise management on the most efficient and effective Claims Operations policies, processes and practices.
• Use expertise to establish and develop training and to determine whether information provided in existing training is technically accurate, representative of “best practices” and comprehensive relative to stated goals and objectives.
• Create and develop advanced models that will drive strategic change and foster resource-based decisions.
• Use said models to foster, guide and implement strategic change when necessary.

This position will be responsible for directly impacting the formulation of workers compensation policies and procedures, strategic decision-making, program effectiveness and the quality of services provided to the State Fund Claims Department. The incumbent will work with the Executive and senior leadership team(s) by providing strategic policy advice that ultimately should have a profound impact on the Claims department's operations. The incumbent will evaluate and determine the impact of the workers' compensation laws and providing information and recommendations to the Claims Organization for use in formulating major policy decisions and establishing the division's strategic direction.

The CEA will identify trends and issues affecting the Claims department, and will recommend studies and/or develop solutions to address those issues, and prepare recommendations to the Claims department senior leadership team. The CEA will make recommendations on precedent-setting issues on workers compensation regulations to ensure that outcomes are consistent with program-wide objectives. In resolving these issues, the incumbent will serve as liaison with internal and external stakeholders on the most complex work comp laws, issues and questions.

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

The proposed CEA will play a critical role in developing, implementing, and interpreting new and existing work comp laws, regulations, policies and procedures. The CEA will consult with the Chief Claims Operations Officer, Executive Vice President(s) of Claims and Claims Vice Presidents in the recommendation, development, and implementation of policies, standards, processes, and procedures as it relates to the State Fund Claims Operations strategic goals, mission and vision. The incumbent will be the highest-level technical expert and key policy advisor within the Claims Operations at State Fund. The incumbent will analyze and provide information and make recommendations regarding issues in which no departmental policy has been established. In addition, the incumbent will review resolutions of protests, appeals, litigation cases and claims in order to provide management with an opinion concerning future application of the resolutions. The incumbent will also review large or sensitive audits, make recommendations, and resolve conflicts in interpretation of the work comp law.