

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

6/5/2017

2. Department

State Compensation Insurance Fund

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

Claims Business Technology Division

4. CEA Position Title

Senior Vice President of Business Intelligence and Technology

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

The Senior Vice President of Business Intelligence and Technology (SVP BIT) will be the principal policymaker for the Claims/Legal Business Intelligence (CLBI) program, Claims Engagement Operations, the Information Technology Claims/CARE Development Team, and the Claims Subject Matter Expertise program in support of State Fund's strategic, tactical, operational, financial, human, and technical resources associated with the business intelligence and technology areas for Claims and Legal, the CARE system (current and future), and the Claims Business Technology Division (CBITD), to enhance Claims and Legal production, streamline business and operational performance, gain system efficiencies within CARE, and align like services within the Information Technology Services program to eliminate redundancies and improve claims performance, improve system functionality.

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 Senior Vice President of Business Intelligence and Technology reports directly to the Chief Claims Operations Officer

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 Senior Vice President of Business Intelligence and Technology (SVP BIT) will report directly to the Chief Claims Operations Officer (CCOO) and be the principal policymaker for the Claims/Legal Business Intelligence (CLBI) program, Claims Engagement Operations, the Information Technology Claims/CARE Development Team, and the Claims Subject Matter Expertise program in support of State Fund's strategic, tactical, operational, financial, human, and technical resources associated with the business intelligence and technology areas for Claims and Legal, the CARE system (current and future), and the Claims Business Intelligence and Technology Division (CBITD), to enhance Claims and Legal production, streamline business and operational performance, gain system efficiencies within CARE, and align like services within the Information Technology Services program to eliminate redundancies and improve claims performance, improve system functionality.

Claims/Legal Business Intelligence (CLBI) Program

Provides program management and oversight for the Claims/Legal Business Intelligence (CLBI) program that sets the strategic, tactical, operational, financial, human, and technical resource Program level responsibilities associated with the following business intelligence (BI) and BI-related functional areas for the Claims and Legal organizations:

- Data preparation (sourcing, acquisition, integration)
- BI governance
- Reporting, analytics, data exploration and data visualization
- Information delivery (portals, mobile)
- BI competency center or center of excellence (BICC or BI COE)
- Advanced / predictive analytics
- Monetizing data and information. Finding ways to leverage existing enterprise data and information in company's products and services
- Enterprise / Corporate Performance Management. Management and governance of strategies, goals, objectives, metrics, KPIs/KPMs and enterprise scorecards aspects of BI and data management
- Monitors and analyzes indicators of Claims/Legal performance to achieve plans, including key performance metrics and milestones on key enterprise goals

Information Technology Claims/CARE Development Team

Provides program management and oversight for the IT Claims/Care Development Team in delivering superior customer service and ensuring CARE system functionality for the technology infrastructure within the Claims Department that comprises all aspects of the technology systems supporting CARE (current and future state) and for mission-critical quality claims handling services that internal claims staff and other impacted stakeholders use on a daily basis. CARE is the technology by which State Fund Claims Operations adjudicates, reserves, pays claims, and assists in returning injured workers back to work, to remain compliant to state mandated rules and regulations.

Claims Subject Matter Expertise Program

Provides program management and oversight over the Claims Subject Matter Expertise Program in using deep Claims knowledge and expertise to identify, map, plan and integrate business and technology changes impacting Claims, including working with appropriate stakeholders to identify necessary business and systems enhancements; participating in the development, planning, configuring, preparing, documenting, testing, integration, staging, and production of technology; participating in the process of monitoring and evaluating Claims systems to ensure availability and performance is at expected service levels; and monitoring and evaluating working environments and systems enhancements.

Claims Engagement Operations

Directs and oversees the Claims Engagement Operations Unit in providing change planning and management for projects and initiatives to ensure successful end user engagement and adoption. The team participates in projects/initiatives in Insured, State Contract Services, Corporate Claims, and Legal and partners with cross-functional teams to drive timely results, enabling best end-user adoption changes. Ensures a communication plan, and message alignment is in place to ensure a clear vision of the project/initiative, and manages outside vendors/change resources.

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 Business Intelligence and Technology Division, Mission:
"As envisioned through the Claims Optimization Project, an effective operating platform is a critical foundational change. The Claims Business and Information Technology Division will drive continued system and business transformation by creating a strong partnership between the Business and IT and ensuring our enterprise wide systems are able to support all required regulatory and business critical functions, streamline online process flows; automate administrative tasks, and create system capabilities that enable end users to more effectively manage claims.

Our goal is to improve business processes, streamline data entry, support State Fund's core claims business with appropriate technology, and enhance adjuster job satisfaction".

To deliver superior outcomes for injured employees and the employers we serve through focused strategies in:

- 1) Provision of quality care
- 2) Prompt return to normal life and independence
- 3) Managed claims costs
- 4) Efficiency and service
- 5) 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.

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 and technology 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.

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 today's business environment, technology evolves at a fast pace that requires an agile response; changes to laws, rules and regulations that impact business must be fluently and fluidly addressed and integrated; and business methods that enable State Fund to leverage data, metrics and analytics to quantify and improve business functions are necessary to remain competitive in a highly competitive market.

The Claims/Legal Business Intelligence Program was established at the beginning of 2017 to set the strategic, tactical, operational, financial, human, and technical resource program level direction associated with business intelligence for Claims and Legal. State Fund then developed the Claims Business Intelligence and Technology Division to combine and consolidate the CLBI program with areas that would ensure full integration of business and technology within Claims including the Change Engagement Operations unit and the Information Technology Claims/CARE Development Team. Additionally, the Claims Subject Matter Expertise program was established to ensure that deep Claims expertise would inform and optimize any changes to business practices and technology.

In 2013, State Fund Claims began the development and migration of an Electronic Claims Filing (ECF) system to a new Platform to allow for easy configuration to achieve future state objectives and move to a single Claims system to reduce product support, maintenance outages, inefficiencies, and delays to create a strategic, comprehensive foundation for future state Claims handling and improve overall claims performance. The migration of ECF to CARE was designed to improve efficiencies, utilizing one system to adjust claims within CARE, decrease system slowness and ease of navigation. CARE is the technology by which State Fund Claims Operations adjudicates, reserves, pays claims, and assists in returning injured workers back to work, to remain compliant to state mandated rules and regulations. The mitigation of ECF to CARE was due to audit findings and severe risk exposure, with the AIM of reducing the risk of security breaches. In 2016 the migration of ECF to CARE was successful in meeting its objective, however, a need was recognized to improve future changes to infrastructure, business functions, and ongoing enhancements for all of Claims and Legal operations and services. The CBITD will facilitate the efficient implementation of regulatory and other changes required and decrease the time needed to make system changes and increase the ability to do system configuration at Business levels.

Within these Claims/Legal services, the level of responsibility and complexity has dramatically increased in the last couple of years. The proposed CEA role will unify all related Claims infrastructure service needs, maximize staff resources and skill sets by merging staff who perform similar duties under a single service model and business framework. The CEA will also assume decision making, policy influence, and authority over Claims CARE system and CBITD operations to support all Claims programs and operations specific to the CARE 2,042+ system users.

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.

This position has full authority and accountability for the Claims Business Intelligence and Technology Division (CBITD) and CARE Infrastructure (current and future state) within the Claims Department for insured, state contracts, Legal, and Major Claims Operations at State Fund. CARE is the technology by which State Fund Claims Operations adjudicates, reserves, pays claims, and assists in returning injured workers back to work, to remain compliant to state mandated rules and regulations. The policy level responsibilities assigned to this position include but are not limited to the following:

- Establishes and executes a vision for the delivery of information and analytics platforms and solutions to the business's key stakeholders, including, internal staff, partners and clients; transforming the Claims and Legal organizations into a business that truly differentiates and competes on information and analytics
- Oversees and provides policy direction to CBTD for CARE future state systems and applications including service desk management, incident reporting and resolution, tracking of customer issues, customer service trend analyses, and management of outstanding issues to resolution.
- Oversees and provides policy direction for all of CARE applications and Claims technology services, availability and performance management, module releases and enhancements for current and future state, scheduling, problem detection and resolution, and pre-production scheduling and management of CBTD operations and production workloads.
- Oversees and provides policy direction for claims enterprise desktop support for CARE end users, staff and resources including configuration services and deployment, and on-site claims support services for workstation issues.
- Oversees and provides policy direction for CARE future state systems management services, including planning, configurations, preparations, documentation, and support for development, testing, integration, staging and production activities for CBTD and CARE systems.
- Oversees and provides policy direction for CARE (future state) server infrastructure management including CARE server systems and configurations, and CARE server data protection.
- Oversees and provides policy direction for database management including planning, logical and physical modeling, data table preparations and management, processes, documentation, and support for data access performance and use activities.

Specific examples of policy responsibilities within these areas of responsibility include:

- Defining industry best practice response times and escalation paths for incidents and problems affecting CARE (current and future state) services.
- Developing standards for prevention of CARE system failures.
- Setting Claims end user desktop tools standards and access standards, and standards regarding storage of local data on workstations.
- Creating service level agreements for services rendered.
- Defining business disruption and recovery programs, as well as test plans and outcomes.
- Establishing module replacement and enhancement strategies (current and future CARE state).
- Determining access management practices, ensuring continuous protection of risk exposure for data and assets.
- Establishing quality standards for peak processing windows, including dynamic workload adjustments based on defined priorities.

The Statewide impact of these policies affects 2,042+ internal end users within the Claims department and other key impacted stakeholders throughout State Fund. The CEA will report directly to the Chief Claims Operations Officer (CCOO) and has full management responsibility over CBTD and in developing the systems used by State Fund Claims Operations in managing the business, which comprises over \$1.74 Billion dollars in paid losses and \$17.33 Billion dollars of reserves for both Insured and State Contract Claims. The position has a direct impact on the claims operations, through the policies established governing Workers' Compensation Claims handling and services provided to injured workers and employers throughout California.

C. ROLE IN POLICY INFLUENCE (continued)

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

As the principal policymaker for the CBITD over Claims/Legal Business Intelligence (CLBI) program, Claims Engagement Operations, the Information Technology Claims/CARE Development Team, and the Claims Subject Matter Expertise program the CEA has decision-making authority to set the direction for technology and business strategies that will impact the Claims/Legal organization statewide. The position will serve as a member of the Claims Senior Leadership team and report directly to the Chief Claims Operations Officer. The CEA is responsible for Claims CARE (current and future state) system infrastructure and network system maintenance and CBITD operational policy framework, to ensure ongoing close support of the Claims Department's mission critical CARE systems solutions, projects and applications. CARE is the technology by which State Fund Claims Operations adjudicates, reserves, pays claims, and assists in returning injured workers back to work, to remain compliant to state mandated rules and regulations. The CEA has full management responsibility over CBITD and in developing the systems used by State Fund Claims Operations in managing the business, which comprises over \$1.74 Billion dollars in paid losses and \$17.33 Billion dollars of reserves for both Insured and State Contract Claims. The CEA will continuously perform future state infrastructure maturity assessments to ensure resource levels and support models/enhancements are commensurate with the level of support to sustain the Claims mission and objectives. The CEA is responsible for adapting and updating policy as necessary to successfully adhere to mandates, regulatory requirements (state and federal) and execute all CBITD projects, initiatives and support current/future system and deploy resources. As a member of the Senior Leadership Team, the CEA is also responsible for contributing and carrying out the Strategic Plan, formulating and implementing division-wide policies and procedures that will impact all of the Claims/Legal programs and key stakeholders. The CEA also has broad authority and management responsibility for achieving necessary synergies between Claims business units, stakeholders, products, and CBITD technology services, including CARE services and support. The CEA is also charged with setting policies that ensure alignment and efficiencies between services responsible for computer operations and production, service desk, desktop support, Super Users and program, CARE systems, server support, and database management.

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 policies and procedures. The CEA will consult directly with the Chief Claims Operations Officer, in the recommendation, development, and implementation of Claims/Legal business and system 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 technology expert and key advisor within the Claims Department at State Fund. The position has a direct impact on the claims operations, through the policies established governing Workers' Compensation Claims handling and services provided to injured workers and employers throughout California. The CEA has full authority and accountability for the Claims Business Intelligence and Technology Division (CBTD) and CARE future state Infrastructure within the Claims Department at State Fund. The CEA will address new or existing policies first with internal Claims experts and external business partners and a risk analysis is performed to identify policy gaps and solutions. Proposed policies and new interpretations of existing policies are reviewed in conjunction with the CCOO and Claims Senior Leadership team to ensure consistency, continuity and compliance with enterprise-wide strategies. Approved policies are enacted through documentation and training, along with updates to associated Claims portals, practices, Claims reference libraries and appropriate channels. Some policies are also built directly into technology tools, such as desktop configurations and accessible web sites.