

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

12/1/2023

2. Department

California Public Employees' Retirement System

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

Health Policy and Benefits Branch

4. CEA Position Title

Chief, Health Policy and Data Division

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

This revised CEA position will serve as the Chief Health Data Strategist for CalPERS, providing leadership and program direction relating to the CalPERS Health Program's data strategy, Health Care Decision Support System/Data Warehouse, cutting edge health services research, health information system technology, and electronic medical records.

6. Reports to: (Class Title/Level)

Chief Health Director, Class Code 5362

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*): This CEA will regularly engage with the CalPERS Executive Team and Board of Administration as the authority of the Health Policy and Data Division programs.

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 direction to the Health Policy and Data Division (HPDD) regarding health policy development and the statewide Long-Term Care (LTC) program, including guidance and oversight to the program's third-party administrator (TPA). Analyzes trends and new developments in the health care industry to assist with legislation, accounting, investment, plan benefit design, annual actuarial evaluations, contract compliance, marketing, member education, and premium rate development for the LTC program.

As the Chief Health Data Strategist for CalPERS, provides leadership and program direction relating to the CalPERS Health Program's data strategy, Health Care Decision Support System/Data Warehouse, cutting edge health services research, health information system technology, and electronic medical records. Responsible for the procurement, implementation, operations, and maintenance of the Data Warehouse and for the development of policies regarding the release of health information, including managing information protected by the Health Insurance Portability and Accountability Act (HIPAA).

Makes recommendations to Chief Health Director on health data strategies and the development and implementation of complex health program policies within the Health Policy and Benefits Branch (HPBB) to address healthcare challenges. Participates in the department's strategic planning process, developing short and long-term goals and objectives relating to the health program. Consults with other major health purchasers, inclusive of Covered California and Department of Health Care Services, Federal, State and Local governmental agencies, and federal legislative consultants on policy and legislation efforts. Provides direction to HPDD on the development of legislative proposals, federal rule-making process, data collection and analysis, and financial reporting.

Works closely with the Chief Health Director on the research and development of sensitive and complex agenda items and briefing materials for the CalPERS Board of Administration (CalPERS Board). Presents health policy, data, and LTC issues to Executive Team and before the CalPERS Board and the Pension and Health Benefits Committee (PHBC), as well as to special interest groups on issues that have significant policy impact on CalPERS and its members.

Represents CalPERS and HPDD before the public, the CalPERS Board, Legislature, state and local government administrators and employer and member stakeholder groups on matters pertaining to health policy, data analytics, and the LTC program; acts as a technical expert in health-related matters, interprets policies and regulations pertaining to health data and program development. Responds to inquiries from Board members.

**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: CalPERS is the second largest purchaser of public health benefits in the United States after the federal government, and is nationally recognized as a strong leader and influencer in the health care industry. Our distinct position in the health care market allows us to provide superior service in the delivery of high-quality health care that is equitable and affordable to 1.5 million members and their families.

The Chief of HPDD directly supports the department's primary mission and is critical to achieving HPBB's strategic goals. The Chief will provide program and policy recommendations to the Chief Health Director, executive team and the CalPERS Board on the statewide LTC program, health data strategies, state and federal legislation, and health program policy. Developing and implementing health and data policies that are strategic, innovative, and future-oriented is fundamental to the success of the CalPERS Health Program and our abilities to meet the challenge of adequately covering the cost of health care while remaining competitive, all of which are highly visible to the public, Legislature, state and local governmental administrators and stakeholder groups.

**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.

Due to the recent vacancy of the Chief of the Strategic Health Operations Division (SHOD), the HPBB current organizational structure was reviewed, and opportunities identified to enhance collaboration, increase efficiencies, and improve our abilities to meet the challenge of adequately covering the cost of health care while remaining competitive. Specifically, this change will rename SHOD to Health Policy and Data Division (HPDD) and the new CEA will be responsible for the CalPERS' health policy development, the LTC Program, and execution of CalPERS Health Program's data strategy. This responsibility includes providing oversight and senior management of the Health Care Decision Support System (HCDSS/Data Warehouse), Policy and Strategic Support (PASS), and LTC teams.

The transitioning of the workload and personnel of LTC, HCDSS, and PASS, will allow HPDD to focus on the key work of policy and legislative activities, direct the LTC premium negotiations, and fortify and enhance the abilities of the data warehouse to support various activities throughout the branch. The PASS team will provide direction on the development of state and federal legislative proposals and work with the new Federal Health Policy Legislative Representative. Having LTC in the same division as HCDSS and PASS creates multiple synergies that will allow these areas to partner and leverage health claims information, enable LTC to improve the management and analysis of their data, and help CalPERS achieve our strategic goals.

### **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 development of effective health policies requires a comprehensive analysis through research and data collection to inform the desired outcomes, feasibility, and necessary implementation activities. This process is essential to developing well-informed recommendations that are evidence-based and offer practical solutions for the challenges impacting the CalPERS health program. The HPDD Chief will have policy influence on a wide variety of items such as:

1. Health Plan Laws and Regulations: The HPDD Chief influences and provides direction on changes to the Public Employees' Medical and Hospital Care Act (PEMHCA), i.e., California Government Code sections 22750-22948, that enables CalPERS to administer its health program, and the regulations to administer PEMHCA, i.e., California Code of Regulations, title 2, division 1, chapter 2, subchapter 3. The HPDD Chief will represent CalPERS before state and federal legislative administrative bodies on broad health care policies, as well as those specific to PEMHCA.

2. CalPERS LTC Program: this program has provided long-term care benefits to policy holders for over 28 years. The program provides reimbursement for eligible LTC services received by policyholders in claims. The HPDD Chief will provide program and policy direction to the LTC TPA on various topics, such as, compliance activities, rate increases, benefit increase options, coordination of benefits and coverage changes, policy holder communications, fraud, waste and abuse investigations, and premium collections.

3. Health Data Strategy: The HPDD Chief establishes and implements the CalPERS Health Data Strategy to unlock the full potential of our CalPERS health care data, utilizing the HCDSS/Data Warehouse to analyze data on 1.5 million CalPERS members. This complex data set is key to informing CalPERS policies through the identification of utilization, cost, and health trends among different member populations. The HPDD Chief directs the creation and maintenance of a centralized self-service data portal containing various dashboards to identify opportunities for innovations within the CalPERS Health program; directs data sharing with other agencies and academic institutions who could serve as thought partners and further support CalPERS' strategic goals; directs the creation of the CalPERS analytic priorities to highlight key challenges; and directs creating new policies with supporting data to offer insight into the potential impacts of the policy decisions.

4. State Office of Health Care Affordability (OHCA): The HPDD Chief leads the collaboration and engagement with OHCA and the State Department of Health Care Access and Information (HCAI) on the All-Payer Claims Database and the Center for Data Insights and Innovation (CDII) on the Data Exchange Framework to support their mission and their value to CalPERS. The HPDD Chief will direct the review of data sharing requirements in CalPERS' health plan contracts and direct the creation of policies to support the exchange of health information across institutional boundaries and between health plans and contracted providers in alignment with HCAI and CDII initiatives, including participation in statewide or regional initiatives that seek to make data exchange routine.

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

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

The CalPERS 2022-2027 Strategic Plan includes "Exceptional Health Care" as one of our strategic goals, which is designed to transform health care purchasing and delivery by ensuring our members have access to high-quality health care that is equitable, affordable, and available when they need it.

The HPDD Chief has a broad scope of responsibilities and will have high-level decision-making authority that impacts HPBB's ability to deliver on this strategic measure. Working closely with the Chief Health Director, the incumbent is the primary decision maker for the LTC program, the data warehouse, health data policy and legislation, and the administrative decisions relating to staff and the workload within HPDD.

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

The HPDD Chief will be responsible for directing the development and recommending new policies to the Chief Health Director, Executive Office and the CalPERS Board. The Division Chief is responsible for strategic health policies pertaining to HPDD such as: data strategies, formulating sound rate negotiation strategies for LTC, and directing the development and implementation of LTC program policies.

Future medical policy endeavors to include in the LTC program is a managed care/aging in place solution to reduce policy holder premiums.

The HPDD Chief will represent CalPERS and HPDD before the public, the CalPERS Board, Legislature, state and local government administrators, and stakeholder groups on matters pertaining to health policy, data analytics, and the LTC program.