

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

12/16/2019

2. Department

CalPERS

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

Health Policy and Benefits Branch

4. CEA Position Title

Chief, Strategic Health Operations Division

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

The Chief, Strategic Health Operations Division (SHOD), Health Policy and Benefits Branch (HPBB) will manage the day-to-day administrative operations of the Long-Term Care Team (LTC), Health Benefits Compliance and Appeals section and the Health Branch Administration Support section within the HPBB; the SHOD will also serve as a strategic advisor to the Health Plan Administration and Research Division (HPRA), and the Health Account Management Division (HAMD). This position will serve as the primary administrative advisor to the Chief Health Director (CHD) for issues within these functional areas, including long term care, board engagement, compliance and appeals issues, budget development, strategic planning, and projects for continuous quality improvement. The SHOD, plans, implements, coordinates, evaluates, and manages the administrative aspects within HAMD, HPRA, and Clinical divisions of the HPBB; and, serves as an integral stakeholder in the formulation of policy to achieve the mission of the HPBB and the California Public Employees Retirement System (CalPERS).

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):

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.

Under the direction of the Chief Health Director (CHD), Health Policy and Benefits Branch (HPBB), the Chief, Strategic Health Operations Division (SHOD) develops recommendations and provides policy direction on administrative issues impacting the HPBB. The SHOD leads in policy development and strategic planning at the senior management level. The incumbent directs key aspects of the statewide long-term care program for state employees and their family members; serves as a advisor for all compliance and appeal functions for the HPBB; directs cost containment strategies; in this capacity, the SHOD has primary responsibility for HPBB administration, budget development, and provides strategic planning and policy direction for the HPBB.

Serves as the key operational advisor to the CHD, HPBB, and the CalPERS Board of Administration on strategic health operations issues; has primary responsibility for long-term care, providing strategic planning and policy direction to the HPBB regarding long term care health issues; administers the self-insured and long-term care programs; anticipates changes in the health care marketplace and in employee and employer needs and establishes health care program strategies, goals and short- and long-range program objectives.

Has primary responsibility for all health and pharmacy appeals functions and strategically leading appeals processing functions including coordinating medical necessity/judgment determinations, Independent Medical Reviews and the preparation for administrative hearings. Ensures timeliness by maintaining member appeal rights and program compliance. Makes recommendations for administrative hearing or settlement determinations,

Directs the ongoing review and administration of cost containment strategies and systems for reviewing the quality of health care services and provider performance; recommends and implements new health benefit programs; develops and effectuates board communication strategy and, as necessary, develops strategies to automate CalPERS health care programs to both improve outcomes and lower cost.

Ensure compliance with policies, procedures, and processes that are consistent with the organization's goals, objectives, federal and state laws, rules and state business partners. Monitor and make policy recommendations on the impacts of legislation and regulation on CalPERS programs. Develop and maintain effective partnerships with CalPERS leadership to ensure their operational needs are considered when process and/or procedure changes are being explored. Participate as a senior management sponsor, business lead or team member in enterprise-wide projects.

As a member of the CalPERS Senior Leadership Council (SLC), participates in department-wide policy development, management planning and program implementation; represents CalPERS before the public, Board of Administration, Legislature, State and local government administrators, and employee/retiree groups on matters pertaining to health policy and planning.

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 services in the United States and Health Policy and Benefits Branch 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 affordable, quality health care to 1.5 million members and their families.

The position will provide program and policy recommendations to the Chief Health Director, executive team and the CalPERS Board to ensure they are well-informed with actionable guidance on long-term care issues; emerging trends in the industry, among its membership and employer base; and in regulation. These activities are essential to ensure CalPERS provides competitive health benefit programs while controlling costs and maintaining quality. The effective administration of the CalPERS health program directly influences the overall reputation of the state as well as 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.

Earlier this year CalPERS merged the Health Plan Administration Division (HPAD) and the Health Policy and Research Division (HPRD) into the Health Plan Administration and Research Division (HPRA) CEA B. This was done to reduce handoffs between two divisions, streamline processes, and group like functions together. This change continues the trend of moving similar functions together and bringing more attention to our long-term care program.

The CalPERS long term care program has been recently receiving media attention concerning pending litigation. Due to the heightened media attention and profile of the program higher level leadership is required to provide awareness and lead the program.

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 Chief of HPRA will have policy influence on a wide variety of items such as:

Long Term Care

While exercising direct oversight of the long care team the incumbent will be responsible for all long-term care policies and practices. The CEA will serve as the principle policy and strategic decision maker to improve the CalPERS Long Term Care program. This includes any discussions and engagements with our long-term care partners.

Health Appeals and Compliance

Incumbent will be responsible for developing and maintaining tools and policies to assess compliance with regulatory standards and ensure CalPERS members have an advocate and avenue for appeal with respect to their respective health provider. Policy decisions outlining, the breadth of review, determination of violations, timeliness standards, and other applicable policies shall be determined by the incumbent.

Board Education and Relations

Incumbent will be responsible for maintaining positive board relations. This includes the development of policies to appropriately engage the board with appropriate health care related education, and advisement of developing trends or legislation. Incumbent will be responsible to ensure board communication is appropriate and delivers value to board members.

Budget and Contract Policies

Incumbent will be responsible for developing policies to ensure fiscal resources of the HPBB and CalPERS are safeguarded. HPBB needs to develop a clear methodology regarding administrative cost-tracking for health programs, including data used to create cost estimates; otherwise, HPBB is at risk for exceeding our approved budget prior to meeting our long-term commitments. The incumbent will develop the policies surrounding our budget and contracting processes and develop strict guidelines to reduce costs while improving health outcomes.

Project Management and Automation

Serving as strategic advisor to the Chief Health Director the incumbent will be responsible for developing policies to implement various project management and automation initiatives for the HPBB. The incumbent will have the authority and direct responsibility to ensure that HPBB leadership are operating effectively to coordinate their operations. This will lead to determining changes each department must make to ensure they are fulfilling their responsibilities to work efficiently and effectively with partners across all of CalPERS.

Strategic Planning

Incumbent will be the HPBB executive responsible for leading development, maintenance, and evaluation of the HPBBs strategic plan. Through consultation with HPBB leadership, this includes: gathering performance tactics; understanding business needs; alignment of branch strategies with CalPERS strategies; understanding of laws and board direction; ongoing maintenance and updates; identification of risk; and evaluation of initiatives once implemented.

C. ROLE IN POLICY INFLUENCE (continued)

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

The CEA will have complete authority regarding administrative aspects of the CalPERS long term care program; defining budgetary objectives for the HPBB; ensuring contract obligations are being met; and avenues for appeals are maintained.

In recent years, growing concerns about increasing health care costs have been the subject of increasing media coverage. These concerns, in addition to the views and interests of CalPERS major stakeholders (i. e., the public, legislature, administration, covered member employees and employers), are of paramount interest to and have been a top priority of the CalPERS Board. The CalPERS 2017-2022 Strategic Plan includes "Health Care Affordability" as one of our top five goals, which is designed to transform health care purchasing and delivery to achieve affordability. The SHOD will be a key contributor and leader to achieve the various outcomes associated with this effort, including controlling overhead costs; ensuring adequate access to care for 1.5 million members; ensuring obligations and responsibilities are well established and understood to protect service and meet cost objectives; improving access to care; and improving the health status of our employees, members and their families, and the communities where they live.

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

Both. The Chief, SHOD will be responsible for developing and recommending policy to the Chief Health Director, Executive Office and the CalPERS Board. The Chief is responsible for strategic health policy such as: long term care policies, budget and contract policies, and health program appeals policies.

The CEA will represent CalPERS and the HPBB before, the CalPERS Board, Legislature, State and Local government administrators, and employee/retiree groups on matters pertaining to health care policy and planning.