

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

August 20, 2018

2. Department

Covered California

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

Policy, Eligibility and Research Division

4. CEA Position Title

Associate Director, Program Policy

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

Covered California requests establishment of a CEA (A) to serve as the Associate Director, Program Policy. The Associate Director, Program Policy will serve as the chief subject matter expert for program policy and will be responsible for developing, maintaining, modifying, evaluating, and implementing program policies consistent with the organizational emphasis of improving the consumer experience and increasing operational efficiency. The Associate Director, Program Policy will direct, organize and evaluate the day-to-day work of technical and analytical staff and will directly supervise subordinate managers. The incumbent will consult and work extensively with the executive management team, partner entities, and stakeholders to forge consensus on program policy decisions.

6. Reports to: (Class Title/Level)

CEA (C)

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 general direction of the Policy, Eligibility and Research Division, the Associate Director, Program Policy will serve as the chief subject matter expert for program policy and will lead the Program Policy Branch. As such, the incumbent will be providing policy direction on system change requests that impact eligibility and enrollment for Covered California's 1.4 million members and the thousands of individuals who apply for coverage each month.

The Associate Director, Program Policy will be responsible for maintaining subject-matter expertise on the Affordable Care Act to effectively develop, monitor, modify, evaluate, and implement program policies. The incumbent will analyze federal and state regulations and policy proposals for impacts to Covered California enrollees, partners and enrollment entities and lead policy implementation strategies on behalf of the organization. Additionally, the Associate Director, Program Policy will evaluate the efficacy of existing program policies on a regular and on a pro-active basis to determine their consumer and/or operational impact, and is responsible for resolving any policy or operational issues that are identified. The incumbent will drive organizational change efforts on program policy in support of Covered California's organizational goals. Ultimately, the Associate Director, Program Policy will direct long-term and short-term strategic initiatives of the Program Policy Branch and will provide recommendations to the Director of Policy, Eligibility and Research Division on emerging federal and state policy proposals.

The Associate Director, Program Policy will provide expert policy consultation to the Executive Director and executive staff, as well as work extensively with the executive management team to vet and forge consensus on policy decisions. Additionally, the incumbent will coordinate policy development through Covered California's five member governing Board. Through collaborative work with Covered California divisions including, but not limited to, Service Center, Plan Management and Marketing, as well as partners such as Qualified Health Plans and certified enrollers, the Associate Director, Program Policy will identify opportunities for policy changes that will benefit Covered California members and increase organizational efficiency. The incumbent will work internally and with external impacted partners to present recommendations for policy change through a consensus-driven process and will lead initiatives to adopt or change policies, procedures and/or regulations.

The Associate Director, Program Policy will provide management oversight for the Program Policy Branch. This includes directing, organizing, and evaluating the day-to-day work of subordinate managers, as well as the work of the technical, analytical, and administrative staff. The incumbent is responsible for the training and development of staff, project and budget management, performance measurements, contract management, and the analysis of proposed legislation and regulations. Additionally, the incumbent will manage staff who are responsible for the preparation of materials for Board meetings, executive briefs, presentations, and other documents relating to program eligibility.

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 Associate Director, Program Policy will lead the Program Policy Branch. The work of the Program Policy Branch directly correlates to Covered California's primary mission which is that consumers purchase and keep Covered California products that provide them the best value, while ensuring that consumers have a positive experience with Covered California from their initial enrollment through the continuation of their coverage. In addition, the work of the Program Policy Branch supports Covered California's strategic emphasis on sharing our experience to inform policy in California and nationally.

The core functions of the Program Policy Branch include:

- Analyzing federal and state regulations and policy proposals for impacts to Covered California enrollees, partners and enrollment entities and recommending policy implementation strategies on behalf of the organization.
- Leading cross-functional policy initiatives with Covered California programs and partner entities including Covered California's qualified health plans; federal, state and/or county agencies; enrollment entities; and stakeholders.
- Providing policy direction on system change requests that impact eligibility and enrollment for Covered California's 1.4 million enrollees.
- Resolving policy and operational issues identified by Covered California programs, partners and enrollment entities that result in suboptimal consumer experience or operational inefficiencies.
- Maintaining subject-matter expertise on the Affordable Care Act to provide policy support to the Executive Director and executive staff.
- Coordinating policy development through Covered California's five member governing Board.

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.

Health Care reform has been a very complex and controversial issue at the national and state level for many years. To address this matter, the Patient Protection and Affordable Care Act (ACA) was signed into law on March 23, 2010. In the Fall of 2010, California enacted the first state law in the nation establishing the California Health Benefit Exchange (Covered California) pursuant to the federal Act. This law, the California Patient Protection and Affordable Care Act (CA-ACA), charged Covered California with the responsibility to reduce the number of uninsured Californians by creating an organized, transparent marketplace for Californians to purchase affordable, quality health care coverage for individuals and for small businesses, to claim available federal tax credits and cost sharing subsidies, and, in the process, to strengthen California's health care delivery system.

The enabling legislation established Covered California as an independent public entity governed by a five-member board. Covered California is the health insurance purchasing pool for individuals and small businesses in California. The enabling statute imposes requirements on participating and non-participating health plans and insurers. It also requires an integrated enrollment system that provides seamless coverage to impacted program participants of other state administered health coverage programs under Medi-Cal. Covered California represents an important component of health care reform. The legislative, regulatory, policy and program development work needed to establish Covered California and to continue its successful operation demands an intensive, high level, and dedicated Program Policy Branch.

The policy and program landscape has evolved in recent years as Covered California has moved out of its start-up phase. Recent federal and state policy debates about the future of the Affordable Care Act and the California Affordable Care Act have resulted in increased policy development workload at the leadership and professional staff levels. Various policy proposals at the state and federal level would either increase or decrease financial support and eligibility for Covered California's programs. These conflicting policy proposals have increased both the volume and complexity of work for the Program Policy Branch. In addition, for the last three fiscal years Covered California's cross-functional initiatives have included major policy initiatives and executive priorities (e.g. special enrollment verification, exploration of a state level coverage mandate, a waiver initiative to expand coverage, and auto-enrollment policies) that require leadership beyond the current capacity of the policy development team. Ultimately, the Program Policy Branch does not currently have the leadership capacity needed to successfully lead such initiatives to identify and resolve systemic policy barriers which is resulting in operational inefficiencies and a negative consumer experience. Furthermore, the current leadership team does not have the bandwidth to evaluate the efficacy of existing program policies on a regular or a pro-active basis to determine their consumer and/or operational impact. As a result, this leadership position is required to achieve enhanced capacity for developing, maintaining, modifying, evaluating, and implementing program policies in support of Covered California's organizational 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.

Federal Regulatory Changes

The federal Health and Human Services Agency annually published the Notice of Benefit and Payment Parameters (Payment Notice) for the upcoming calendar year. Each year, the notice contains new policy options and changes to existing policies that govern State-Based Marketplaces like Covered California. The Associate Director, Program Policy will be the principle policy maker in deciding whether and how Covered California's program policies will be changed in response to the Payment Notice. Those changes have the potential to impact eligibility rules and procedures for all of Covered California's members and applicants. Policy changes will be effectuated through changes to Covered California's program regulations, operating procedures, and program applications and notices. In the process of developing Covered California's policy response to the Payment Notice, the Associate Director, Program Policy will collaborate closely with Covered California program areas to ensure policy changes are understood and do not cause unanticipated negative consequences. The Associate Director, Program Policy will also draw on partnerships with other state-based marketplaces to share policy concepts, vet new policy ideas, and learn from the experiences of other marketplaces.

Program Policy Monitoring and Evaluation

The Associate Director, Program Policy will oversee changes to Covered California's eligibility operating procedures through a regular process of implementation monitoring and evaluation. Through this process, the Associate Director, Program Policy will ensure that policies remain current and prevent, to the greatest extent possible, operational inefficiencies and practices or procedures that cause unnecessary consumer confusion. The Associate Director, Program Policy will lead a team that monitors and evaluates consumer and partner feedback via consumer advocate forums, qualified health plan forums, site visits to Covered California's service center, reviews consumer appeals, and attends enrollment entity forums and Covered California's social media sites. The Associate Director, Program Policy will initiate system modifications, procedural changes, and regulatory changes to address systemic problems identified through regular monitoring and evaluation. The Associate Director, Program Policy will present policy updates to Covered California programs through regular forums and with a special emphasis around the annual renewal and open enrollment time period.

Eligibility System Enhancements and Changes

The Associate Director, Program Policy will be the primary policy advisor for enhancements and changes initiated by Covered California to its online eligibility and enrollment system for individual market health coverage. The Associate Director, Program Policy will ensure that proposed changes are consistent with new federal and state regulatory requirements. The Associate Director, Program Policy will lead a team of staff that participate in developing business requirements for system changes in order to communicate program policy requirements and advise on their implementation. The Associate Director will lead a process to regularly review the functionality of the online enrollment system to identify and mitigate outdated or ineffective requirements.

C. ROLE IN POLICY INFLUENCE (continued)

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

The Associate Director, Program Policy position requires a high level of independent judgment and decision making, as the incumbent will lead the development of program policy for the entire organization. The incumbent will plan, organize, manage, and evaluate the work of the Program Policy Branch which includes 10 professional staff and managers. As sensitive policy issues, proposals, and/or special projects arise through federal and/or state regulations or proposed legislation, the Associate Director, Program Policy will be responsible for assessing them, determining the impact on other program areas, collaborating with the Directors of all impacted Covered California program areas and external stakeholders, to ensure their needs are addressed, and then presenting recommendations for action. The Associate Director, Program Policy will lead intra- and inter-agency work efforts and strategically partners with health policy experts, government agencies and other external stakeholders.

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

This position will be developing and implementing new policy, as well as interpreting, modifying, and re-implementing existing policy.

The Associate Director, Program Policy will lead the implementation of new program policies for Covered California in response to changing federal and/or state statutes and regulations. The Associate Director, Program Policy will also be responsible for the ongoing and regular monitoring and evaluation of existing program policies to identify and address outdated and/or ineffective policies that negatively impact consumer experience, lead to operational inefficiency, and/or are no longer compliant with relevant federal or state laws and regulations.