

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

January 3, 2019

2. Department

Covered California

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

Information Technology Division

4. CEA Position Title

Chief Technology Officer (CTO)

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

Under general direction of the Chief Information Officer, the Chief Technology Officer (CTO) will head the Information Technology Division's Operations Branch and is responsible for developing, implementing and maintaining overall strategic enterprise architecture and policy for Covered California. The CTO supports the Department's major programs including development and implementation of Covered California's security infrastructure, digital services and cloud policies and strategies which impact every program within Covered California, as well as the overall consumer experience for all California consumers accessing information and services through the California marketplace.

6. Reports to: (Class Title/Level)

Director, Information Technology Division/Chief Information Officer (CIO) - 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): Advises Chief Information Officer (CIO) and entire Executive Team on the Enterprise Architecture including the reliability, scalability, and resiliency of the Information Technology infrastructure including integration with multiple external State and Federal entities and implementation of security and privacy laws, regulations, and policies.

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 Chief Technology Officer (CTO) will head the Information Technology (IT) Division's Operations Branch and is responsible for developing, implementing and maintaining overall strategic enterprise architecture and policy for Covered California. The CTO supports the Department's major programs including development and implementation of Covered California's security infrastructure, digital services and cloud policies and strategies which impact every program within Covered California, as well as the overall consumer experience for all California consumers accessing information and services through the California marketplace. The CTO has direct responsibility for ensuring the implementation of security in the infrastructure in alignment with all applicable Federal, State, and organization laws, regulations, and policies. The CTO also has primary responsibility for ensuring the integrity and availability of one of the largest State contact centers supporting up to 2,200 contact center agents through a centralized infrastructure.

Major responsibilities include but are not limited to: serving as the primary point of responsibility for ensuring a secure, robust, scalable, cost-effective, and flexible technology infrastructure for all of Covered California including its multi-site, statewide contact center, including primary responsibility for development and testing of the Covered California Technology Recovery Plan; directing policies for the organization on future technologies, ensuring alignment where required with federal, state, and local laws and regulations; advising Covered California's Director and Chief Information Officer on mission critical and sensitive policies and decisions on a 7x365 infrastructure supporting business partners and California consumers, all of which play a critical role in achieving the mission of Covered California.

Implements and leads the Enterprise Architecture and Change Management councils for the enterprise. Responsible for establishing and driving efforts to standardize, improve, and re-use technologies across national State Based Exchanges. Responsible for the development of documentation to establish, maintain, and renew Authority to Operate (ATO) and Authority to Connect (ATC) every three years, in addition to maintaining and updating all Plan of Actions and Milestones (POA&M) and reports on a quarterly basis to federal oversight agencies. Responsible for ensuring IRS 1075 standards to ensure Covered California's ability to process federal tax information, a critical component of its programs.

Directs the efforts required to stabilize and harden Information Technology (IT) including security, network, storage, communication, wireless; hardware, software and infrastructure. Establishes, operationalizes, and improves processes and procedures designed to prevent, eliminate, and minimize customer service technology disruptions. Leads the effort to design, implement, maintain and evolve IT service catalogue offerings in-support of operational objectives. Develops, maintains and improves service quality and customer support delivery targets. Implements and maintains IT asset and configuration management policies, standards, processes and procedures. Manages staff at a high-level to increase efficiency, provides regular performance metrics and balances IT resources to provide continuity of Covered California's business efforts.

Oversees the management and direction of technical staff and vendors engaged in network and information technology operational support activities to install, upgrade, configure, troubleshoot, monitor and maintain customer hardware and software, including servers, storage, network, desktop and notebook computers. Establishes technology operational performance standards, thresholds, service degradation remediation and disaster recovery protocols. Leads trend analysis of technical problems and pro-actively develop and manage customer performance requirements. Performs various direct supervisory and program administrative responsibilities including staff selection and hiring; assign, monitor and review work activities; creates staff development plans and evaluates performance; develops and monitors section budgets. Manages information technology service, delivery, and acquisition including procurement related activities.

Presents policies and recommendations to executive level management and the Covered California Board relative to technology standards and usage. This includes network designs and usage, service center technology designs and usage, cloud, hosted, and premise-based infrastructure solutions, ensuring solutions meet or exceed the Minimum Acceptable Risk Standards for Exchanges (MARS-e) v2.0 or as updated in the future.

**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 Information Technology Division (ITD), Operations Branch plays a very critical role in achieving the mission of Covered California, specifically with regard to ensuring organizational excellence and a positive consumer experience.

The ITD, Operations Branch is responsible for department-wide development and implementation of Covered California's digital services, cloud policies, and strategies that impact every program within the Department. Additionally, the ITD, Operations Branch plays a key role in delivering a positive customer experience by ensuring consumers can easily access information and services through the California marketplace, and that their information is secure according to federal and state laws/regulations. Over 60% of Covered California's business is conducted directly by consumers using the self-service on-line option or by telephone. Without the ITD, Operations Branch, Covered California could see a 60% decline in business and consumer satisfaction.

The ITD, Operations Branch, lead by the Chief Technology Officer (CTO), is responsible for ensuring we are compliant with the Centers for Medicare & Medicaid Services (CMS) security regulations and continue to be granted "Authority to Connect" (ATC) and "Authority to Operate" (ATO). In addition to the quarterly reporting requirements to maintain ATC and ATO, every three years this authority is audited and in August 2019, Covered California is facing its next renewal audit. Without having a CTO to fully own infrastructure security, we risk a conditional authorization or even worse, we risk receiving a denial of authorization. This would be absolutely detrimental to Covered California's mission and we would not be able to continue to operate as we do today.

## **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.

Covered California leads the development and implementation of health care reform across the nation. It is making significant progress in the development and implementation of the programs, systems and support services required for a state-administered exchange. As Covered California is going into its sixth year of operation, the organization has fully moved from startup to ongoing operations. Covered California was initially funded through federal grants, but is now self-sustaining. In the short five years of operation, Covered California has identified and implemented many lessons learned, and executive leadership has identified in the strategic plan, strategic pillars which were designed by the executive team of Covered California to guide the organization when making decisions, setting priorities, determining initiatives and preparing an annual plan.

When Covered California was established, much of the foundation work was performed through a variety of short-term consulting contracts based on the critical time frames. As the organization has progressed, a majority of work, including information technology policy and program work, has transitioned to State personnel. The Information Technology Division (ITD) has grown and taken on the full scope of responsibility for technology within the Department. Along with this expansion has come the need to strengthen the policies, procedures and standards for information technology in the Department, and the need to establish new positions to take on these responsibilities. The CTO is responsible for evaluating additional opportunities to streamline and build efficiency. These solutions serve California consumers, as well as large groups of business partners not within government, but who share information under business associate agreements. In addition to the added complexity of the IT environment, the organization itself has grown from a core staff of about 20 in 2012 to over 1,300 in 2018.

Additionally, over the last five years the needs of Covered California have expanded to require many IT solutions that were never part of the original scope of the Information Technology Division (ITD). Initially, when the ITD was established it did not support any consumer facing systems or programs. In an effort to increase customer satisfaction and implement more financially sustainable systems, Covered California has "carved out" several components from the CalHEERS solution and now have complete ownership of it, including systems maintenance, operations, and enhancements. Due to emerging technologies and the increased customer service demand, the ITD has expanded its scope to implement and support the following technology solutions: chat bots, service centers, robotic processes, the Covered California website, Covered California for small business, on-line payment processing, cloud services, and digital services.

Furthermore, as of January 1, 2019 Covered California is now providing and documenting federal tax information for its consumers and enrollees. While this is not a new requirement for us, up until January 1, 2019, the CalHEERS system owned this responsibility, of which Covered California is taking on and owning moving forward. With this federal government requirement, the ITD is responsible for adhering to additional security provisions set forth by the federal government, further expanding the security scope of the ITD.

The Chief Technology Officer (CTO) is responsible for identifying and implementing new and emerging technologies that can allow Covered California to continue to remain self-sustaining. The CTO must establish and run governance processes to evaluate and implement new technologies that directly impact policies relating to security, privacy, budgets and future sustainability, as well as the user experience for California consumers and over 11,000 external insurance agents and navigators. For these reasons and to ensure continued success for Covered California as a whole, the ITD requires increased leadership to streamline and drive the high-level strategic direction for Covered California's infrastructure security and technology solutions.

### 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.

Information Technology (IT) plays a critical part in Covered California carrying out its mission. The CTO will be the principle policy maker over the following policy areas:

#### 1. Enterprise Architecture

The Chief Technology Officer will be responsible for developing and revising the Department's policies surrounding what technology is used within the enterprise, how evaluations of technology are conducted, and how it is implemented throughout the enterprise. This will include the policies around establishing appropriate funding levels for the selected architectures as it relates to overall revenue received from CalHEERS operations and includes guidelines pertaining to managing priorities for ongoing development as it relates to the Department's Strategic Plan and Strategic Pillars. This includes policies for the use of technologies within the statewide contact centers.

#### 2. Cloud Policies and Strategies

The CTO will be responsible for developing and revising the Department's policies surrounding the use of cloud technologies including working with the Department's Information Security Officer to obtain necessary federal approvals for implementation of cloud services and ensuring appropriate Security Impact Assessments are completed. This will also include conducting full Return on Investment evaluations for both short-term and long-term implications of the use of cloud technologies.

#### 3. Implementation of Security Infrastructure

The CTO will ensure that new security policy and any implemented security infrastructure is consistent with new federal legislation and regulations. The CTO will also respond to external and internal audit inquiries and findings from both federal and state entities relating to Covered California's systems, infrastructure, call center technologies, and cloud services.

#### 4. Technology Infrastructure and Technology Refresh

The Chief Technology Officer will be the primary technology advisor for all hardware, commercial software, and cloud services. The CTO is also responsible for technology refresh policies and budgeting for these efforts, and if not executed properly, could lead to infrastructure failures and severe enterprise budget impacts.

Each one of the above policies impact every program within Covered California. Furthermore, they directly impact the overall consumer experience for all California consumers accessing information and services through the California marketplace, including the availability and security of those services according to federal and state laws and regulations.

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

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

As Covered California is statutorily exempt from oversight of the State Chief Information Officer (CIO), the Chief Technology Officer (CTO) will have high-level policy development, full decision-making authority, and governance over security infrastructure, network infrastructure, storage and computing power, and the statewide Contact Center for the Department.

This CTO develops policies and implementation plans for mission critical technology infrastructure for Covered California. Responsible for securing the infrastructure from attacks, which if it occurred, would lead to intense media scrutiny. The CTO is responsible for keeping abreast of state and federal policies and where justified, incorporating those state and federal policies into Covered California policies. In addition, the incumbent is responsible for ensuring the availability of the infrastructure, which enables Covered California to continue its primary business functions of enrolling consumers in ACA insurance plans. Covered California continues to receive very intense oversight and scrutiny from federal and state legislators, as well as numerous advocacy groups, including interest in any impediments to enrolling California citizens in affordable health plans which is impacted when technology infrastructure is not available.

This CTO will be responsible for establishing policy and governance models internally and externally of Covered California that will determine Information Technology (IT) projects, project budgets, time frames, compliance with both IT and program policies, and alignments with Covered California's strategic objectives.

The scope of policies and decisions made by the CTO and through the established governance process will reach across the entire Department, to Covered California's 1.5 million members, to all Californian's potentially eligible for Covered California programs, and to other potential state-based exchanges across the country.

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

As Covered California is still a developing organization, exempt from oversight of the State CIO in the technology area, the Chief Technology Officer (CTO) will both develop and implement new policy, as well as interpret and implement existing policy.

The CTO will lead the implementation of new system technology and policy development for Covered California. With that, the CTO will drive collaboration amongst executive peers to ensure each division's technological needs are being incorporated and delivered on with any new policy, implementation, or enhancement made at the direction of the CTO. The CTO will develop these policies based on best practices in other federal and state agencies, as well as private organizations and other State exchanges.

Examples of policies developed and interpreted by this position include:

- \* Security Infrastructure Governance
- \* Review and policy compliance of all new Digital Services
- \* Policies for implementation of cloud solutions and use of cloud services
- \* Technology Refresh policies