

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

October 16, 2019

2. Department

Covered California / California Health Benefit Exchange

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

Office of External Affairs

4. CEA Position Title

Deputy Director, External Affairs

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

The role of the Deputy Director, External Affairs is to drive strategic engagement and outreach efforts to state and federal government officials, key stakeholders, Tribal leaders, and other organizations. The Deputy Director, External Affairs serves as an extension of the Directorate, while also serving as Covered California's Tribal liaison. The work of the Deputy Director impacts both federal and state policy, legislation, as well as key stakeholders which directly supports consumer engagement and enrollment into Covered California, ultimately increasing the number of insured Californians and thus directly impacting the advancement of Covered California's mission.

6. Reports to: (Class Title/Level)

Director, External Affairs (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 Executive Director and the entire executive leadership team on Tribal Relations, key stakeholder engagement, and government constituent outreach efforts.

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.

#### Government Outreach and Education:

The incumbent drives and executes the organization's government outreach and education program. Designs, develops, and executes Covered California's federal and state engagement strategies aimed to inform and educate policymakers, government representatives, and elected officials on current health care policy, future needs for policy change, general information and/or technical assistance on federal legislation. Leads consistent and strategic outreach and education engagements with both state and federal government offices.

#### Stakeholder Engagement:

The Deputy Director develops and leads the stakeholder engagement strategy for Covered California. Quantifies stakeholder engagement, identifies engagement gaps, and determines strategic opportunities to engage with stakeholders. Cultivates partnership opportunities with other California state agencies and departments. Responsible for general networking and relationship building with state and federal stakeholders. Leads and supports other Covered California divisions and their partnerships with various stakeholders, while also coordinating and facilitating stakeholder engagement opportunities and events. Assists with stakeholder issues in preparation for Covered California board meetings.

#### Tribal Relations:

The Deputy Director serves as Covered California's Tribal liaison, leading the Tribal relations program and setting Covered California policy on Tribal-related engagements, processes, and matters. Acts as one of the organization's Tribal relations subject matter experts and as a strategic advisor. Cultivates and maintains effective and mutually beneficial relationships with Tribal organizations, leaders, and clinics. Oversees and leads a statewide Tribal Advisory Work Group consisting of Tribal leaders throughout the state, furthering Covered California's reputation as a state and federal leader in Tribal-related matters. Ensures Covered California adheres to state and federal requirements related to annual Tribal consultations, as well as engagement requirements in serving California's Tribal enrollees. Collaborates with various state organizations including but not limited to, the California Health and Human Services Agency, the Department of Health Care Services, the Centers for Medicare and Medicaid Services Administrator for Region 9, and the federal Indian Health Service agency.

#### Miscellaneous:

Acts in place of Director, External Affairs as needed. Represents Covered California and the Office of External Affairs at a wide variety of events, including presentations, briefings, conferences, trainings, networking events, federal engagements in Washington, D.C., etc. Supports special projects and performs other duties as required in support of the Office of External Affairs and the broader organization.

**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: Covered California's mission is to increase the number of insured Californians, improve health care quality, lower costs, and reduce health disparities through an innovative, competitive marketplace that empowers consumers to choose the health plan and providers that give them the best value.

The Office of External Affairs plays a critical role in Covered California being able to achieve its mission and goals. Active engagement with government stakeholders allows Covered California to establish credibility and trust not only at the government level, but also with the general public, generating support for the work that we do to improve health care quality, lower costs, and reduce health disparities within the State of California. The work of the Office of External Affairs impacts both federal and state policy, legislation, as well as key stakeholders which directly supports consumer engagement and enrollment into Covered California, ultimately increasing the number of insured Californians and directly advancing Covered California's mission. The role of the Deputy Director, External Affairs is to drive strategic engagement and outreach efforts to state and federal government officials, key stakeholders, Tribal leaders, and other organizations.

One of Covered California's strategic pillars, directly correlating to our overall mission as an organization, is "Effective Outreach and Education." The Deputy Director, External Affairs directs and executes strategic efforts to engage, inform, and educate various external partners, which will ultimately promote Covered California to consumers.

Furthermore, the Office of External Affairs supports Covered California's "Organizational Excellence" strategic pillar by leading and supporting other Covered California divisions and their partnerships with various stakeholders. The Deputy Director, External Affairs coordinates and facilitates stakeholder engagement opportunities and events on behalf of other Covered California divisions, other State of California departments, and the governor's administration.

External Affairs plays a key role in the development and implementation of state and federal policies impacting Covered California, and its 1.4 million enrollees. External Affairs is responsible for overseeing the development of technical assistance to policymakers to inform pending legislation and is essential to the smooth implementation of new policies through strategic engagement with stakeholders, enhancing internal and external communications, assessing risks, and facilitating solutions to problems or concerns raised by external parties that could impair Covered California's ability to advance new or changing policies. For example, as a result of new state initiatives enacted in 2019 by the Governor and Legislature, Covered California will implement new state subsidies to help eligible low- and middle-income Californians pay their health insurance costs. The Deputy Director, External Affairs will play a critical role by leading strategic engagement with fellow state agencies, legislators and staff, and key stakeholders to provide outreach and education on the implementation of the new state subsidy program, promote communication to inform sound decision making, facilitate resolution of problems or concerns, and update federal policymakers of the work being done in California to build on the federal Affordable Care Act should it help inform and serve as a model for federal policy.

## 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.

Since Covered California's launch, the Office of External Affairs has made continuous efforts to improve and enhance its role as the organization's government and stakeholder liaison. As Covered California has matured from its origin as a start-up organization to a stable, successful operating state-based exchange, External Affairs has continued to adapt and improve its operation to match the evolving needs of the organization. Over the past three years, External Affairs has keenly focused on ways to enhance its ability to effectively engage with federal and state government officials, stakeholders, other external parties, and California's Tribes and Tribal leadership.

Below are existing developments and evolving needs that are requiring the Office of External Affairs to continue to adapt and as such, make this CEA request necessary:

### 1. New Statewide Healthcare Initiatives:

The implementation of a state individual mandate penalty and subsidy program will generate significant workload for the Office of External Affairs. This impact will require increased outreach to inform and educate government officials and state offices on Covered California's implementation of these new initiatives, provide support to stakeholders and legislative district offices to help educate their constituents of the policy changes, and respond to general inquiries for the legislature and administration. As a result of implementation efforts and subsequent outreach efforts, External Affairs must work to keep Congress and other federal offices informed of progress and results, as the State of California and Covered California are looked at as a potential model for federal health policy reform.

The implementation of these new state laws and initiatives would significantly increase the responsibilities and workload of the Office of External Affairs. The current staff within the division, comprised of one Staff Services Manager II and five Staff Services Manager I - Specialists, are primarily responsible for performing state legislative tracking and analysis and are at max capacity. Most importantly, the staff does not have the experience or the knowledge to successfully perform this instrumental, high-level and complex policy work. This work requires exceptional interpersonal and communication skills, as well as the expertise and leadership capabilities to manage and direct such complex policy issues. Though the Director is more than qualified to take on this additional workload, she does not have the bandwidth to do so successfully. Failure to successfully execute this work carries a very high consequence of error and could be detrimental to Covered California's mission. As a result, there is a dire need today and in the future for an experienced leader to take on this new workload and drive the evolution of Covered California's Tribal relations program, federal government relations program, and stakeholder engagement efforts.

### 2. Covered California Tribal Relations Program:

Over the last year the Office of External Affairs has been unable to devote time, resources, and staff to the Tribal Relations Program due to the new statewide healthcare initiatives that have become a priority for much of the organization. As a result, the Office of External Affairs has been incapable of meeting the robust requirements and standards of the Tribal Relations Program and in an effort to maintain continuity, the Office of External Affairs has given this program to Covered California's Office of Legal Affairs for the interim. However, the Tribal Relations Program is a governmental relations function and not a legal function, as such the program should be housed within the Office of External Affairs.

Furthermore, Covered California is required to perform annual Tribal consultations and statewide Tribal Advisory Work Groups as required by law under the Affordable Care Act (ACA), to ensure that special populations are receiving health benefit coverage. Tribal Relations outreach efforts have become a priority for Governor Newsom's administration. As a result, there is a dire need to re-establish the Tribal Relations Program back within the Office of External Affairs to rebuild relationships with key Tribal stakeholders, while implementing diligent efforts to grow and evolve the organization's Tribal Relations Program.

### 3. Stakeholder Engagement:

Over recent years, stakeholder groups have expressed interest and desires to maintain and develop a deeper engagement with Covered California. Particularly in light of the new statewide health care initiatives Covered California's stakeholder engagement strategy is pivotal to Covered California implementing programs that adequately engage consumers and the public regarding upcoming health care policy changes. While the Office of External Affairs has routinely shared tools, information, and resources used to promote Covered California with stakeholders, they have not had the bandwidth or dedicated personnel to further develop a more robust and comprehensive strategy with stakeholder partnerships. Currently, the Office of External Affairs does not have a single point of contact to drive engagement efforts with other state departments. This is much needed to identify opportunities to create efficiencies and establish collaborative efforts to recommend and implement legislative health care policy changes for California. This has been a significant area of opportunity for Covered California over the last three years and has become a strategic focus for the organization today and moving forward. With a dedicated, qualified position in place, Covered California's stakeholder engagement and partnerships would thrive, leading to increased opportunities to improve Covered California's enrollment success.

## 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 Office of External Affairs plays a critical part in Covered California carrying out its mission through strategic engagement with federal and state governments, an array of stakeholders representing various constituencies related to health care, and federally recognized Tribes and Tribal organizations. Through this work, the Office of External Affairs sets engagement policy which supports Covered California's ability to inform and implement policy change, undertake new initiatives, and implement laws and policies that impact consumers throughout the entire state.

The Deputy Director, External Affairs will be the principle policy maker over the following policy areas:

### 1) Stakeholder Engagement

With high-level guidance from the Director, the Deputy Director will be responsible for setting and executing Covered California's stakeholder engagement policy, including policies in the following areas:

- o Stakeholder relationship-building and maintenance.
- o Identification of new stakeholders with whom Covered California should engage.
- o Engagement strategies and execution of those strategies.
- o Internal and external approaches to communications on issues involving stakeholders.
- o Outreach and education on new state subsidies program.

### 2) Federal Engagement

Covered California performs a significant amount of engagement with Congress and the federal administration in order to position Covered California as a resource and to inform federal policy. The Deputy Director would be responsible setting policy with regard to:

- o Tracking, monitoring, and reporting internally on key federal legislation and activities.
- o Federal legislative analysis.
- o Preparation and distribution of technical assistance on federal policy.
- o Outreach and education to members of Congress, the federal administration, other state-based exchanges, and other national organizations.
- o Relationship building with key federal government officials and stakeholders, including serving as a liaison to other state-based Exchanges

### 3) Tribal Relations

Covered California is required by federal law to maintain engagement with federally recognized Tribes. The Office of External Affairs houses Covered California's Tribal liaison and is responsible for complying with federal Tribal consultation requirements, as well as Covered California's own Tribal engagement policies which relate to Tribal advisory work groups. The Deputy Director would assume the role of Covered California's Tribal Liaison, and would set policy relating to:

- o Required annual Tribal consultation.
- o Tribal Advisory Work group (including group composition and policy agenda).
- o Outreach and education to Tribes and Tribal leaders and representatives.
- o Advising Covered California on policy matters of importance to Tribes and ensuring Covered California is meeting its mission to appropriately serve American Indian/Alaska Native enrollees in Covered California.
- o Representing Covered California at various federal and state-level meetings related to Tribal issues.

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

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

The Deputy Director, External Affairs position requires a high-level of independent judgment and decision making, as the role will lead the organization's stakeholder engagement efforts, federal government outreach strategy, and Covered California's Tribal Relations Program. As sensitive health care policy issues arise through federal and/or state regulations or proposed legislation, the Deputy Director will be responsible for the assessment in determining the impact on other divisions, collaborating with the Directors of all impacted Covered California program areas and with external stakeholders, to ensure their needs are addressed. The Deputy Director will lead intra- and inter-agency work efforts and strategically partner with stakeholders, government officials, and Tribal leaders.

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

The proposed Deputy Director, External Affairs will be responsible for both developing and implementing new policy, as well as interpreting, modifying, and re-implementing existing policy in the following areas:

- 1) Stakeholder Engagement
- 2) Federal Government Engagement, Outreach, and Education
- 3) Tribal Relations

The Deputy Director will lead the implementation of new program policies and processes for Covered California in response to changing federal and/or state laws, statutes, and regulations. Furthermore, the Deputy Director 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 enrollment, lead to operational inefficiency, and/or are no longer compliant with federal or state laws, statutes, and regulations.