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

<table>
<thead>
<tr>
<th>1. Date</th>
<th>2. Department</th>
</tr>
</thead>
<tbody>
<tr>
<td>7/10/2022</td>
<td>Department of Health Care Access and Information (HCAI)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>3. Organizational Placement (Division/Branch/Office Name)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Information Services Division</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>4. CEA Position Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>Branch Chief / Chief Data Officer</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>5. Summary of proposed position description and how it relates to the program's mission or purpose. (2-3 sentences)</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Enterprise Data Operations Branch Chief is responsible for planning, organizing, and directing critical functions for all healthcare data programs within the Information Services Division as well as the HCAI enterprise, including data program policies, program oversight, and administration. This role is responsible for data policy, data collection, data management, and data dissemination for analysis and reporting. The Branch Chief will plan, organize, direct, implement, standardize, and align all the strategic and policy components of data program operations and lead the development, implementation, and alignment of data standards, policies, and procedures across the enterprise. This role serves as the Chief Data Officer to oversee all HCAI data policies, across the enterprise, responsible for setting and implementing policies across a broad range of healthcare domains and datasets—for the purpose of the health care data analysis, research, and public reporting—including policies that govern diagnosis and procedure coding; healthcare billing; healthcare financing; healthcare entity organization characteristics and administration; clinical quality measures; and person demographics, including race, ethnicity, language spoken, sexual orientation, and gender identity. This role is responsible to ensure that data measures meet best standards and conform to both state and federal privacy requirements.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>6. Reports to: (Class Title/Level)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Deputy Director, CEA - B</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>7. Relationship with Department Director (Select one)</th>
</tr>
</thead>
<tbody>
<tr>
<td>☐ Member of department's Executive Management Team, and has frequent contact with director on a wide range of department-wide issues.</td>
</tr>
<tr>
<td>☑ Not a member of department's Executive Management Team but has frequent contact with the Executive Management Team on policy issues.</td>
</tr>
</tbody>
</table>

(Explain): On behalf of the Deputy Director (CEA B), represents the Information Services Directory directly on critical policy issues and interfaces independently and directly with the HCAI Director and Executive Management Team.

<table>
<thead>
<tr>
<th>8. Organizational Level (Select one)</th>
</tr>
</thead>
<tbody>
<tr>
<td>☐ 1st</td>
</tr>
<tr>
<td>☐ 2nd</td>
</tr>
<tr>
<td>☑ 3rd</td>
</tr>
<tr>
<td>☐ 4th</td>
</tr>
<tr>
<td>☐ 5th (mega departments only - 17,001+ allocated positions)</td>
</tr>
</tbody>
</table>
B. SUMMARY OF REQUEST

9. What are the duties and responsibilities of the CEA position? Be specific and provide examples.

Under general direction from the Deputy Director / Chief Information Officer, the Enterprise Data Operations Branch Chief is responsible for planning, organizing, and directing critical functions for the all healthcare data programs within the Information Services Division and the HCAI enterprise, including data program policies, program oversight, and administration. This role is responsible for data policy, data collection, data management, and data dissemination for analysis and reporting. The Branch Chief will plan, organize, direct, implement, standardize, and align all the strategic and policy components of data program operations and lead the development, implementation, and alignment of data standards, policies, and procedures across the enterprise. This role serves as the Chief Data Officer to oversee all HCAI data policies, across the enterprise, responsible for setting and implementing policies across a broad range of healthcare domains and datasets—for the purpose of the health care data analysis, research, and public reporting—including policies that govern diagnosis and procedure coding; healthcare billing; healthcare financing; healthcare entity organization characteristics and administration; clinical quality measures; and person demographics, including race, ethnicity, language spoken, sexual orientation, and gender identity. This role is responsible to ensure that data measures meet best standards and conform to state and federal privacy requirements.

These roles and functions are administered in support of all HCAI data programs and organizational units, and in close coordination with all HCAI program areas, legal services, legislative and public affairs, and the Director’s Office. This is a senior leadership role in the ISD, with a large degree of independence and autonomy, responsible for formulating and implementing both internal and external policy that have a significant impact on all HCAI data programs and data standards and policy throughout the California Health and Human Services Agency and the California healthcare industry.

The Enterprise Data Operations Branch Chief will play a primary role in enterprise-wide planning, establishing data and program policies, administering and implementing program operations, and overseeing the success for all HCAI health data programs, including, AB 1810 (2018) / AB 80 (2020) Healthcare Payments Data Program, AB 962 (2020) Hospital Supplier Diversity Program, SB 650 (2021) Skilled Nursing Facility Data Transparency, the AB 1204 (2021) Hospital Equity Measures Reporting, and the AB 184 (2022) Office of Health Care Affordability. Additionally, the Enterprise Data Operations Branch Chief will play a vital role in data operations planning, establishing data-related program policies, and monitoring implementation for success of new HCAI programs that are dependent on quality, timely data analytics—as both inputs and evaluation, research, and other outputs—for program success, including AB 1020 (2021) Hospital Fair Billing, as well as the following healthcare workforce initiatives:

- Health Professions Career Opportunity Program (SB 395, 2021)
- California Medical Scholars Program (2021 Budget Act)
- Certified Nursing Assistant Workforce Program (2021 Budget Act)
- Children and Youth Behavioral Health Initiative (2021 Budget Act)
- Geriatric Care Workforce Program (2021 Budget Act)
- Clinical Infrastructure: Reproductive Health Care (2021 Budget Act)
- Various Healthy California for All Workforce Programs (2021 Budget Act)
- Song-Brown Healthcare Workforce Program Augmentation (2021 Budget Act)
- Health Workforce Research Data Center (2021 Budget Act)
- California Reproductive Health Services Corps (2022 Budget Act)
- Licensed Behavioral Health Professionals (2022 Budget Act)
- Masters of Social Work Students (2022 Budget Act)
- Social Work Initiative (2022 Budget Act)
- Addiction Psychiatry and Addiction Medicine Fellowships (2022 Budget Act)
- Psychiatry Graduate Medical Education Programs (2022 Budget Act)
- Psychiatrists in State Hospitals (2022 Budget Act)
- Children and Youth Behavioral Health Initiative - Welfare Programs (2022 Budget Act)
- Golden State Social Opportunities Program (2022 Budget Act)
- Diverse Future Behavioral Health Workers and Urgent Needs in Behavioral Health (2022 Budget Act)
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 Branch Chief and Chief Data Officer will assure Healthcare Access and Information (HCAI) advances safe, quality healthcare environments through innovative and responsive service and information. In accordance with this mission, HCAI's portfolio of healthcare data, analytics, and research programs has expanded by an order of magnitude in budget and broadened in scope.

By being responsible for planning, directing, and overseeing a comprehensive program for policy, planning, data operations and data governance, healthcare data policy, and information architecture management and innovation, the Enterprise Data Operations Branch Chief will have a critical role in ensuring the department meet its mission. For example, a core function of HCAI providing access to safe, quality health care is through its data and information programs that support informed policy and practice decisions by policy makers and healthcare entities. To do this, HCAI's data and analytics program must collect quality data from health care entities, ensure that data measures meet best standards and can be integrated and linked with other data, that data collection conform to both state and federal privacy and security requirements, and that data is useable by analysts and researchers to produce actionable timely insights that can inform decision-makers. This includes meeting the legislative mandates for data collection and public data analysis and reports required by recently-enacted legislation (as described elsewhere in this request) in California Health & Safety Code Sections [AB 1810 / AB 80] 127673(k)(1) and 127674(g) as well as the data analysis and policy required to be made public by HCAI required by California Health and Safety Code Sections [AB 1810 / AB 80] 127673.7, 127673.8, [AB 962] 1339.88(d)(1), [SB 650] 128734.1(b), [AB 1204] 127374(c), 127376(c)(2), 127376(d)(3) [AB 184] 127501.4, 127501.6, and 127507.2. The Branch Chief's role in data policy oversight, data operations planning and administration, and information architecture is critical to this function and to ensuring the department can effectively meet its mission and comply with statutory mandates.

The Enterprise Data Operations Branch Chief will also ensure that HCAI's hospital fair billing (AB 1020, 2021) and workforce functions utilize data to the maximum extent to create efficiencies, improve program outcomes, and data support-informed and evidence-based program evaluation. The Branch Chief's role in data policy planning and administration, data governance, and information architecture is critical to this function.
11. Describe what has changed that makes this request necessary. Explain how the change justifies the current request. Be specific and provide examples.

Since the establishment of the Enterprise Data Operations Branch in 2017, the Information Services Division’s size, scope, and complexity of programmatic and technical responsibilities has considerably grown. The addition of the following legislative mandates has added staff, requirements, technology systems, data programs, data elements, and programmatic responsibilities to the Enterprise Data Operation Branch’s scope of responsibilities:

- SB 17 (2017) – Prescription Drug Cost Transparency
- AB 962 (2019) – Hospital Supplier Diversity
- AB 204 (2019) – Enhanced Community Benefit Plan Reporting
- AB 80 (2020) – Healthcare Payments Data Program Additional Authority
- SB 650 (2021) – Skilled Nursing Facility Data Transparency
- AB 1204 (2021) – Hospital Equity Measures Reporting

In addition to all existing and emerging healthcare data programs, ISD is now responsible for implementing the data policies and programs for the data collection, data quality, data management, information architecture, and data provisioning to support healthcare policy analysis and research for the Office of Health Care Affordability (AB 184). Designing, implementing, and overseeing program policies and functions that engage and support such data policies and operations, and integrating them with existing HCAI healthcare data programs to meet HCAI’s statutory mandates, is a critical component to the Branch Chief's responsibility. The Branch Chief will be required to perform this function using an expert understanding across disparate and complex healthcare domains—intersecting healthcare industry, data, and research—including healthcare payment, accounting, mergers and acquisitions, services utilization and access, clinical quality, equity, workforce, and more.

Additionally, the Enterprise Data Operations Branch Chief will play a vital role in establishing and implementing data program policies and operations to utilize data to the maximum extent to create efficiencies, improve program outcomes, and data support-informed and evidence-based program evaluation. The Branch Chief’s role in data policy planning and administration, data governance, and information architecture is critical to this function and to support the successful implementation of AB 1020 (2021) Hospital Fair Billing, as well as the following health care workforce initiatives:

- Health Professions Career Opportunity Program (SB 395, 2021)
- California Medical Scholars Program (2021 Budget Act)
- Certified Nursing Assistant Workforce Program (2021 Budget Act)
- Children and Youth Behavioral Health Initiative (2021 Budget Act)
- Geriatric Care Workforce Program (2021 Budget Act)
- Clinical Infrastructure: Reproductive Health Care (2021 Budget Act)
- Various Healthy California for All Workforce Programs (2021 Budget Act)
- Song-Brown Healthcare Workforce Program Augmentation (2021 Budget Act)
- Health Workforce Research Data Center (2021 Budget Act)
- California Reproductive Health Services Corps (2022 Budget Act)
- Licensed Behavioral Health Professionals (2022 Budget Act)
- Masters of Social Work Students (2022 Budget Act)
- Social Work Initiative (2022 Budget Act)
- Addiction Psychiatry and Addiction Medicine Fellowships (2022 Budget Act)
- Psychiatry Graduate Medical Education Programs (2022 Budget Act)
- Psychiatrists in State Hospitals (2022 Budget Act)
- Children and Youth Behavioral Health Initiative - Welfare Programs (2022 Budget Act)
- Golden State Social Opportunities Program (2022 Budget Act)
- Diverse Future Behavioral Health Workers and Urgent Needs in Behavioral Health (2022 Budget Act)

The addition of these significant responsibilities is putting pressure on the ISD staff and organizational units to effectively perform their functions, given the great increase in complexity, scale, and volume of new programmatic requirements. The department's authorized budget has grown by nearly 1,000% and its authorized staffing positions by 20% over the past two years.
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 proposed CEA will serve as a policy, planning, program, and operations leader on a wide range of healthcare and data topics, serving all healthcare data programs within the HCAI enterprise. Moreover, the scope and reach of HCAI as a leader in healthcare data extends the influence of this role throughout the California Health and Human Services Agency and through the hospital, health plan, prescription drug, and other critical sectors of the healthcare industry.

This role will oversee and administer all aspects of planning, organizing, and directing critical functions for the healthcare data programs within the Information Services Division as well as the HCAI enterprise, including data program policies, program oversight, and administration. This role is responsible for data policy, data collection, data management, and data dissemination for analysis and reporting. The Branch Chief will plan, organize, direct, implement, standardize, and align all the strategic and policy components of data program operations and lead the development, implementation, and alignment of data standards, policies, and procedures across the enterprise. This role serves as the Chief Data Officer to oversee all HCAI data policies, across the enterprise, responsible for setting and implementing policies across a broad range of healthcare domains and datasets—for the purpose of the health care data analysis, research, and public reporting—including policies that govern diagnosis and procedure coding; healthcare billing; healthcare financing; healthcare entity organization characteristics and administration; clinical quality measures; and person demographics, including race, ethnicity, language spoken, sexual orientation, and gender identity. This role is responsible to ensure that data measures meet best standards and conform to both state and federal privacy and security requirements.

(1) The Branch Chief will be a principal policymaker for person demographic and other data standards. The Branch Chief will be required to proactively perform regular environmental scans of California legislation, Federal legislation, and other policies impacting all HCAI data programs and maintain up-to-date expertise on key national and international data standards, specifications, and policies, including the International Classification of Diseases, the Office of the National Coordinator United States Core Data for Interoperability, the Agency of Healthcare Research and Quality, the Healthcare Effectiveness Data and Information Set, American National Standards Institute Accredited Standards Committee X12, and the United States Census Bureau. The Branch Chief will also be required to represent HCAI and the State of California on such data policy and standards bodies. With the Healthcare Payments Data Program, authorized by AB 80 (2020), and the Office of Health Care Affordability authorized by AB 184 (2022), the Branch Chief will be responsible for managing complex healthcare data standards and policy in a manner that integrate with and supports the goals of both programs—to help support the HCAI’s mission to improve access to affordable, quality healthcare and provide transparency in the healthcare system through data reporting for the public as well as data for academic research and data that will result in innovative approaches in healthcare policy and practice. Moreover, the Branch Chief will be performing a similar function across HCAI’s nearly three-dozen healthcare data programs, including the newly-establish programs described elsewhere in this proposal.

(2) The Branch Chief will serve as principal policymaker for data standards and data program operations related to health care utilization and health care costs. AB 80 (2020) provides the necessary enabling authority for HCAI to establish the Healthcare Payments Data Program; additionally, AB 184 (2022) establishes the Office of Health Care Affordability. The Branch Chief will serve as a critical department decision-maker for data policies, standards, and healthcare data operations—including data collection from healthcare entities—supporting the critical functions of both bodies. The Branch Chief will be responsible for designing and implementing such policies and programmatic procedures related to data management, as well as appropriately integrating the functions and roles of the Healthcare Payments Database and the Office of Health Care Affordability, as described elsewhere in this proposal.

(3) The Branch Chief will serve as the principal policy maker for data standards and data program operations related to health equity and quality. The Hospital Equity Measures Reporting Program, authorized by AB 1204 (2021), California Health and Safety Code Section 127376(a)(6) requires an HCAI representative to serve on the Health Care Equity Measures Committee. The Branch Chief serves as this representative, providing policy and subject matter expertise and representing the Department. The Branch Chief is responsible for implementing policies to administer the Hospital Equity Measures Reporting Program, related to a broad range of healthcare domains—for the purpose of the health care data analysis, research, and public reporting—in the areas of diagnosis and procedure coding; healthcare billing; healthcare financing; healthcare entity organization characteristics and administration; clinical quality measures; and person demographics, including race, ethnicity, language spoken, sexual orientation, and gender identity. This is an ongoing function that will not be a one-time occurrence but rather require continual management and will be critical to addressing the increasing crisis of health equity in the state of California; the Branch Chief will play a central role to this program’s successful outcomes.
C. ROLE IN POLICY INFLUENCE (continued)

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

The proposed CEA position will direct cross-cutting, enterprise policy development, implementation, and oversight. The proposed CEA will have the authority to independently develop, implement, and oversee decisions within the Enterprise Data Operations Branch and including those that will impact the entire HCAI enterprise. The CEA will:

- Independently develop and advance policy initiatives within the scope and authority of the Enterprise Data Operations Branch, affecting all ISD programs.
- Make recommendations to the Deputy Director and HCAI Directorate for cross-cutting policy initiatives that improve HCAI programs and services and help meet HCAI's mission.
- Directly oversee all policy and program operations for the following HCAI health data programs and statutory mandates recently added to ISD's portfolio: Prescription Drug Cost Transparency (SB 17, 2017), Disclosure of Skilled Nursing Facility (SNF) Interests in Related Business Services (AB 1953, 2018), Healthcare Financial Data Disclosure (SB 343, 2019), Skilled Nursing Facility Data Transparency (SB 650, 2021)
- Plan, organize, direct, implement, standardize, and align all the strategic and policy components of data program operations and lead the development, implementation, and alignment of data standards, policies, and procedures across the enterprise; this role serves as the Chief Data Officer to oversee all HCAI data policies, across the enterprise, responsible for setting and implementing policies across a broad range of healthcare domains and datasets—for the purpose of the health care data analysis, research, and public reporting—including policies that govern diagnosis and procedure coding; healthcare billing; healthcare financing; healthcare entity organization characteristics and administration; clinical quality measures; and person demographics, including race, ethnicity, language spoken, sexual orientation, and gender identity
- Serve as the formal HCAI committee representative, per California Health and Safety Code Section 127376(a)(6), for the Hospital Equity Measures Reporting Committee (AB 1204, 2021), representing the Department and the HCAI Director.
- Provide policy recommendations to the California Health and Human Services Agency and the Department of Finance relating to effective approaches for implementing the requirements of the various new and emerging policies and programs affecting ISD.
- Serve as the principle enterprise health care data policy and enterprise data operations lead for the administration and implementation of HCAI health data programs, including the data components of the Office of Health Care Affordability (AB 184, 2022).
- Represent HCAI with high-profile healthcare and government stakeholders, legislative meetings and hearings, state and local meetings, national meetings, and conferences related to ISD's programs.
- Serve on professional committees and other advisory boards with sister agencies and partner organizations external to HCAI.
- Initiate and lead implementation of ISD policy initiatives approved by HCAI leadership.
- Proactively propose new policies and changes to existing policy that have downstream effects resulting in positive impacts on services—across public and private healthcare service partners—and ultimately support the health and wellbeing of all Californians.

The CEA will report to the Deputy Director, Information Services Division. Decisions regarding implementation, recommendation, and evaluation of enterprise data policies, and program policies and procedures of the Enterprise Data Operations Branch, will be made independently by the proposed CEA. Additional decision-making authority regarding the described policy, normally assigned to the Deputy Director, Chief Deputy Director or the Director may be delegated to the CEA on an as needed basis.

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

The proposed CEA position will do both, develop and implement new policy as well as interpret and implement existing policy. Responsibilities include policy considerations related to the breadth of existing healthcare data and analytics programs, some of which date back decades, as well as an expanding portfolio of new healthcare data and analytics programs that must be integrated with the existing portfolio of enterprise data operations programs, policies, and procedures. (New and existing programs are identified in questions 21 and 23.) A resulting variety of policy issues must be aligned to the extent possible such that these initiatives work together as one program portfolio to deliver the greatest positive impact for California. Alignment in program policy and procedure extends to HCAI's other program areas, such as the new Office of Health Care Affordability (AB 184, 2022) and the Healthcare Workforce Development Division, particularly in the areas of data specification and policy implementation and coordination of enterprise data policies to meet HCAI's strategic and enterprise priorities. The CEA will have the authority to independently develop, recommend, and propose to HCAI leadership policy decisions across the HCAI enterprise portfolio of data programs policies, and operations.

In alignment with new legislative mandates and programs, the CEA will be responsible for the design, development, and implementation of critical data, analytics, and research programs application of research findings, leading practices from national peer agencies, and best practices for established programs for new policy development. Additionally, the proposed CEA will be responsible for developing and proposing government policies associated with the Department's strategic plan, statutes, and funding sources, specifically to align complex data and privacy policies with the department's mission and strategic plan.