

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

May 1, 2018

2. Department

Office of Systems Integration

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

California Healthcare Eligibility, Enrollment, & Retention System (CalHEERS)

4. CEA Position Title

Deputy Project Director

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

The Office of Systems Integration (OSI) proposes to create a new Deputy Director for the California Healthcare Eligibility, Enrollment and Retention System (CalHEERS) at a CEA B level. The Deputy Director for CalHEERS Program Management would be responsible for the Project Management Office, System Development, Enterprise Infrastructure and Operational Readiness. This position is also responsible for implementing the OSI IT strategic plan in addition to rendering policy advice to executive leadership and implementation of policy for the transition of CalHEERS into an Operations and Maintenance organization.

Acts/serves on behalf of the Project Director in his/her absence, including liaison for activities with federal, state and local governments, partners and key stakeholders.

6. Reports to: (Class Title/Level)

CalHEERS Project Director (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 executives on strategic operational planning, compliance, and security.

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 OSI was established in 2005 to assume management responsibility and provide project management, oversight, procurement and support services for critical, large and highly complex health and human services Information Technology (IT) systems. The OSI was previously a division within the Health and Human Services Data Center (HSDC), now California Technology Agency (CTA). When OSI was formally established, it became an office within the California Health and Human Services Agency (CHHSA). Since 2005, the OSI has matured and become a national leader in Project Management best practices, building IT solutions that support customer departments, the State's 58 counties, and California's most vulnerable and-at-risk citizens.

The federal Patient Protection and Affordable Care Act, commonly known as the Affordable Care Act (ACA), was signed into law on March 23, 2010. This landmark reform called for the states and the federal government to offer quality health coverage, ensure coverage was accessible and affordable; and administer premium subsidies and the expansion of Medicaid (known as Medi-Cal in California) for millions of low-income individuals. For California, the solution was a web-based system to determine eligibility and facilitate plan enrollment for all Exchange-based health plans, federal subsidies, and Modified Adjusted Gross Income (MAGI) Medi-Cal. Covered California and the Department of Health Care Services (DHCS) established the California Healthcare Eligibility, Enrollment and Retention System (CalHEERS) project to develop an automated solution to meet requirements of the ACA and the state's conforming legislation. Covered California and DHCS continue to sponsor the project. CalHEERS serves as the consolidated system support for eligibility, enrollment, and retention for Covered California and Medi-Cal. CalHEERS interfaces via the Electronic Health Information Transfer (eHIT) with the Statewide Automated Welfare Systems (SAWS) for MAGI Medi-Cal and provides data for potential eligibility to other programs such as non-MAGI Medi-Cal, CalFresh, and California Work Opportunities and Responsibility for Kids (CalWORKS).

The scope, scale, and complexity of responsibility of the OSI Deputy Project Director of CalHEERS Program Management will include but is not limited to:

- The Deputy Project Director of CalHEERS Program Management will be responsible for updating and implementing the CalHEERS Project Strategic Plan.
- Direct and manage the ongoing maintenance and operations (M&O) of the CalHEERS Project; direct and administratively oversee staff (State and consultants) responsible for the M&O of the CalHEERS Operational Readiness, Enterprise Infrastructure, System Development, and Project Management Office. Provide high level mentorship and guidance in support of the System Integrator (SI) activities, business analytics for application design and development as well as the technical aspects of the CalHEERS programs.
- High level oversight of the management of State and consultant resources and multi-functional workload assignments to ensure schedules, budgets, cost allocations, issues and risks are immediately identified, documented, mitigated, and managed/resolved. Provide high-level strategic direction, leadership, and overall project management to ensure organizational objectives are completed; and work with the CalHEERS Project Director to establish the development of information technology policy, procedures, and processes. Communicate and elevate status and risks to State, county, and federal management, sponsors, partners and stakeholders.
- In conjunction with the CalHEERS Project Director, has State signature authority for the CalHEERS Project including all vendor contracts and invoices; responsible for the evaluation and acceptance of all contracted deliverables, services, and invoiced charges; and for maintaining clear and concise levels of communication among the State, CalHEERS contractors, Project Sponsors and partners (Covered California, DHCS, et al.), and the federal government. Responsible for ensuring that the SI and other contractors' performance meets the terms and conditions of the State's CalHEERS contracts.
- Responsible for the administrative oversight of the management and supervision responsibilities related to employee management and development; evaluate employee resources and training needs; establish and implement performance standards and expectations by ensuring program-wide application in the conduct of probationary reviews, annual Individual Development Plans (IDP), constructive intervention, corrective and disciplinary actions, and training to encourage and support personal and organizational growth. May be required to travel to attend meetings, trainings and conferences.
- Acts/serves on behalf of the CalHEERS Project Director in his/her absence; liaisons on activities with partners and key stakeholders; presents information to the Covered California Board on CalHEERS Project activities; maintains effective working relationships and communications with a diverse community.

**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 OSI's mission is to procure, manage and deliver technology systems that support the delivery of health and human services to Californians. OSI's vision is to be the trusted leader in the management and delivery of large, complex technology projects, enabling improved service delivery to the people of California.

CalHEERS serves as the consolidated system support for eligibility, enrollment, and retention for Covered California and Medi-Cal. CalHEERS interfaces via the eHIT with the SAWS for MAGI Medi-Cal and provides data for potential eligibility to other programs such as non-MAGI Medi-Cal, CalFresh, and CalWORKS. CalHEERS streamlines how Californians can research, compare, check their eligibility for, and purchase health coverage according to ACA standards.

The proposed CalHEERS Deputy Project Director is critical in achieving the mission of the CalHEERS Project Sponsors (DHCS & Covered California) by ensuring their requests are appropriately prioritized, and technology solutions are developed and implemented timely with quality in accordance with both OSI's mission and to federal and state laws and regulations. This is accomplished by policy setting in the CalHEERS areas of enterprise infrastructure, operational readiness, project management, and system development. More specifically, the proposed CalHEERS Deputy Project Director will be critical in parlaying necessary IT knowledge from contractors to be integrated fully into the existing state staff infrastructure as the CalHEERS project transitions into a Operations and Maintenance organization.

Lastly, the establishment of the proposed CEA is critical to enhance the current and future performance and service of CalHEERS by restructuring roles, responsibilities, accountability and transparency of the project team. This will ensure that the CalHEERS platform will continue to assist the Sponsors in assisting Californians with guaranteeing availability and renewability of healthcare coverage to qualified individuals through the private health insurance market.

**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.

The OSI's mission is to procure, manage, and deliver technology systems that support the delivery of health and human services to Californians. The OSI's involvement in the CalHEERS program significantly aligns with the mission, as the OSI's primary function within the Project is to act as the Project Manager; administering the Project during the Design, Development and Implementation (DD&I) and Maintenance and Operation (M&O) phases.

When CalHEERS was established in 2012, much of the foundation work was performed through a variety of short-term consulting contracts based on the critical time frames required to meet federal regulations. In July 2016, the CalHEERS Project state Staff were transferred to OSI from Covered California, along with full responsibility to manage the CalHEERS (DD&I and M&O), as well as hire and develop the Project's state staff. As the CalHEERS Project has progressed, a majority of work, including information technology policy and program work, has transitioned to State staff. Along with this expansion in responsibility has come the need to strengthen the policies, procedures and standards for information technology in the CalHEERS Project.

The Deputy Project Director will consult with other entities and stakeholders relevant to resolution of issues to ensure the success of CalHEERS ongoing operations as well as new implementation. Additionally, the incumbent will work with the Project Director to develop strategic plans on how and when to engage with other state departments, CHHSA, counties, federal government, Legislature, and other public stakeholders to identify and mitigate potential issues. Further, the Deputy Project Director will monitor the progress of implementation, assess areas of delay or opportunities to accelerate Project efforts, and direct course adjustments in M&O activities.

CalHEERS was developed using the standard system development life cycle with its servers located in data centers. As CalHEERS continues to add functionality, it is adopting new development techniques such as User Centered Design and Agile development. In addition, CalHEERS is planning to adopt new technology and migrate from data centers to the cloud. The Deputy Project Director will be responsible for policy, strategy and oversight of the deployment of this new infrastructure.

Finally, the CalHEERS Deputy Project Director will be critical in achieving IT knowledge transfer of the personal service contract staff's unique skill sets to existing state IT staff. This will be key in fully integrating it into the Project's infrastructure as CalHEERS continues its transition into an M&O organization.

### **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.

In addition to the everyday policy and procedural issues within the CalHEERS program area, the CalHEERS Deputy Project Director will be responsible for the development of policies, procedures and schedules for:

The Deputy Project Manager will be responsible for developing and revising the policies surrounding use of the CalHEERS system and its ongoing development. This will include the policies around operations and guidelines pertaining to managing priorities for ongoing development as it relates to the Project Sponsors' Strategic Plan.

The Deputy Project Manager will be responsible for revising System Development Life Cycle (SDLC) policies. In addition, in the coming year, the CalHEERS will continue to refine the use and delivery of User Centered Design as well as Agile development. The Deputy Project Director will work with the Sponsors to develop and provide strategic direction to migrate CalHEERS applications and data to cloud technology.

The CalHEERS continues to be critical and vital in advancing California's Health and Human Services programs and to comply with the federal ACA laws and conforming legislation. The OSI, Covered California, and DHCS risk not having CalHEERS successfully transitioned into an M&O organization.

For example, in the event the Sponsors or Partners require a technological modification that conflicts with existing policy but is deemed critical, the CalHEERS Deputy Project Director must immediately develop policy recommendations for the change, and consult with executive management, including legal counsel and the Director, to either modify existing policy as warranted or develop recommendations on alternative technological solutions that align with the goals of the CalHEERS Project and comply with policy.

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

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

This CEA has responsibility for establishing policy and governance models within CalHEERS that will determine the delivery of IT projects and project budgets, time frames, compliance with both statewide IT and program policies, and alignments with the Sponsors and Agency strategic objectives.

The CEA has the responsibility for CalHEERS' continued compliance with federal and California ACA laws, including Chapter 655, Statutes of 2010 (Assembly Bill No. 1602) and Chapter 659, Statutes of 2010 (Senate Bill 900), and to meet the emerging needs of the Sponsors and Partners.

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

The Deputy Project Director will have a significant role in collaborating internally with the Project Sponsors to ensure the incorporation of their program needs in the associated systems and policy development.

Examples of policies developed and interpreted by this position include:

- \* Project governance
- \* Systems Development Life Cycle including new system implementations
- \* Cloud solution implementation
- \* Open Data Portals
- \* Cross exchange solution sharing