

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

2024-07-01

2. Department

Managed Health Care

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

Help Center-Consumer Complaint Division

4. CEA Position Title

Assistant Deputy Director

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

The Department of Managed Health Care (DMHC) is requesting to create an Assistant Deputy Director (CEA A) in the newly formed Help Center Consumer Complaint Division (HC-CCD). The Assistant Deputy Director will be responsible for establishing and directing the day-to-day statewide activities of the HC-CCD and for overseeing program operations for consumer complaints and Independent Medical Reviews (IMRs) to ensure timely and effective resolution and compliance with the Knox-Keene Health Care Service Plan Act of 1975 (the Act) and other State and federal laws and regulations.

6. Reports to: (Class Title/Level)

Deputy Director, Help Center, Second Level

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.

The Assistant Deputy Director (ADD) in the HC-CCD is responsible for establishing and directing the day-to-day statewide activities of the HC-CCD and cultivating a work environment devoted to ensuring the level of service provided to the public is efficient, high quality, and timely. In conjunction with the Help Center Call Center, Provider Complaint & Information Division (HC-CCPID), the HC-CCD ADD ensures full service and specialized licensed health plans are in compliance with the Act, including the identification and referral of trending member issues to the appropriate DMHC office for further follow-up. The ADD is responsible for overseeing program operations for the HC-CCD, including procurements, vendor contracts, personnel, and support for the customer relationship management system, in collaboration with the HC-CCPID ADD. The ADD also oversees consumer complaint data analytics, auditing, and public reporting.

The ADD will plan and initiate mission critical goals and objectives to ensure timely, high-quality customer service to health plan members. Oversees the day-to-day operations of consumer complaints and IMRs to ensure cases are resolved timely and accurately, conduct ongoing staff training and development. Responsible for providing guidance on HC-CCD's essential contracts, procurement, personnel, budget, and space. Collaborate with the ADD of the HC-CCPID to identify, track, and monitor emerging legal issues and adverse consumer trends and works collaboratively with the HC-CCD Deputy Director and executive management team to develop mitigation strategies to best assist health plan members. Lead development and implementation of policies and procedures for the HC-CCD, including the Standard Complaint Branch, Independent Medical Review Branch, and Legal Affairs Branch processes. Ensure legislative changes impacting the HC-CCD are reflected in divisional policies for optimal service to the public.

The ADD will also oversee the consumer complaint and IMR processes including working closely with the HC-CCPID ADD to ensure correspondence and cases are reviewed and timely dispatched to the HC-CCD correctly. Monitors complaint and IMR trends to ensure timely and accurate resolution, effective analysis, verification of health plan compliance, and approval of health plans' grievances, and accurate entry and collection of Help Center data. Collaborates across Help Center divisions and branches for continuous quality improvement. Supports the HC-CCPID ADD in formulating a comprehensive outreach and education program to ensure health plan members know their rights under the Act. Collaboratively works with all DMHC program divisions to identify systemic compliance issues and seek appropriate corrective action. Provides consultation on technical guidance for feasible analytic solutions. Advises on data audits and process changes for DMHC's customer relationship management system. Guides and works along with the HC-CCPID on the design of key performance indicators for caseloads, case-flow and complaint outcomes and reviews the most complex data reports for Public Record Acts requests.

The ADD will plan, direct, coordinate, and evaluate the performance of the work of senior level professionals, subordinate managers, and support staff operations in the HC-CCD, in the implementation of the Act, the Director's vision, and the DMHC Strategic Plan priorities. Participates in recruiting and hiring activities. Ensures the performance and development of the HC-CCD staff through regular training and performance evaluations.

The ADD will represent the Department to other State, federal and local agencies at conferences, meetings and hearings. As well as maintain effective communication and relationships with health plans, providers, consumer groups, and other stakeholders.

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 Help Center educates consumers about their health care rights, assists members to resolve issues with their health plan and ensures members receive the health care services to which they are entitled under the law. Additionally, the Help Center assists providers to resolve payment disputes with health plans and ensures fair payment practices. The HC-CCD is responsible for overseeing program operations for consumer complaints and independent medical reviews (IMRs) to ensure timely and effective resolution and compliance with the Knox-Keene Health Care Service Plan Act of 1975 (the Act) and other State and federal laws and regulations. This program is critical to ensure California consumers are able to timely and effectively receive the health care services they are entitled to under their contract with their health care service plan.

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.

In recent years, the Help Center has experienced significant changes as a result of dynamic California health care legislation and policy initiatives. These changes have resulted in an increased workload for the Help Center leadership team. Recent and ongoing examples include recent passage of SB 855 (Chapter 151, Statutes of 2020) and SB 221 (Chapter 724, Statutes of 2021), Medi-Cal Managed Care Plan Contracts, and Medi-Cal Behavioral Health Delivery System transformation. The Help Center executive leadership play an integral role in planning, organizing and educating staff on policy and process changes resulting from the many state health directives and legislative changes that significantly impact the landscape for millions of health care consumers under the DMHC's jurisdiction. The existing HC executive oversight is not sufficient to ensure the HC is responsive to the DMHC's mission, consumers, health plans, other state departments and external stakeholders.

Moreover, between 2020 and 2023, the Contact Center call volume increased by more than 14,000 calls. In March 2023, the HC received more than 4,000 incoming correspondences, which was more than any other month within the last three years. Additionally, the provider complaints have been increasing and are projected to increase 21 percent this year compared with 2020. These changes have also resulted in an unexpected workload for the Help Center leadership team. Currently, the leadership team spends significantly more time to effectively, efficiently and strategically address changes to complaint caseloads, case types, staffing and appropriate resolution of consumer issues.

The Help Center received 21.0 positions as part of the 2022-23 Budget and 1.0 position in the 2023-24 Budget, resulting in 157.5 total authorized positions within the HC as of July 1, 2023. However, eight of the 21 of the new FY 2022-23 positions were in managerial classifications to align with CalHR manager to staff ratio requirements. The management and oversight of a larger team and the increasing workload across all Help Center units has challenged the existing resources of the Help Center's executive leadership.

The requested Assistant Deputy Director's activities will be separate and distinct from the current Assistant Deputy Director's and Deputy Director's work and responsibilities.

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.

As previously mentioned, the HC-CDD ADD will be responsible for;

- 1) Overseeing the day-to-day operations of the HC-CCD
- 2) Advising the HC-CCD Deputy Director and the Director on complex policies
- 3) Lead in the development and implementation of policies and procedures for CCD, including the Standard Complaint Branch, and Independent Medical Review Branch.
- 4) Ensuring legislative changes impacting the CCD are reflected in divisional policies for optimal service to the public.
- 5) Ensuring trending issues are referred and discussed with the other applicable DMHC offices for further follow-up and potential action (e.g., Office of Enforcement)

All of these areas have a statewide impact on the close to 30 million health care consumers currently under the DMHC's jurisdiction. Without an effectively operating HC-CCD, California consumers may not receive timely health care services which could have a severe impact on their health.

C. ROLE IN POLICY INFLUENCE (continued)

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

The Assistant Deputy Director (ADD) is responsible for establishing and directing the day-to-day operations of the HC-CCD, which includes advising the HC-CCD Deputy Director, DMHC Chief Deputy Director and the DMHC Director on complex policy issues and being the lead in the development and implementation of policies and procedures for the HC-CCD, including the Standard Complaint Branch, Independent Medical Review Branch, and Legal Affairs Branch processes. In the absence of the HC-CCD Deputy Director, the ADD will assist the Director's Office in the development and implementation of policies, regulations, and programs designed to administer and enforce State laws specific to the Help Center operations and will take an active role in assisting the Director to successfully achieve the Department's mission of protecting consumer health care rights and ensuring a stable health care delivery system.

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

Yes, the HC-CCD ADD will be responsible for leading the development and implementation of policies and procedures for the HC-CCD, including the Standard Complaint Branch and Independent Medical Review Branch. The ADD will also review and provide feedback on draft legislation and ensure legislative changes impacting the HC-CCD are reflected in applicable divisional policies and staff training so that optimal services are provided to the public.