



**COVERED  
CALIFORNIA**

## **Chief Medical Officer/Chief Deputy Executive Director**

### Leadership Profile

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## The Opportunity

Covered California seeks an accomplished healthcare leader to serve as its next Chief Medical Officer/Chief Deputy Executive Director (CMO). Covered California is the state's Affordable Care Act health insurance marketplace, the only place where individuals who qualify can receive federal subsidies to purchase private insurance. *Our vision* is to improve the health of all Californians by assuring their access to affordable, high-quality care. *Our 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. Over the past decade, Covered California has become a critical part of the state's health care ecosystem, has dramatically increased the number of insured Californians, and has developed an ambitious quality, equity, and delivery system reform agenda in partnership with other public purchasers and key stakeholders across the state.

The new CMO will take on a dynamic and impactful leadership role, executing and expanding upon Covered California's efforts to improve outcomes for its own consumers and be a catalyst for change in quality, equity and delivery system reform more broadly. The CMO is also one of Covered California's four Chief Deputy Executive Directors and will be a core part of the leadership team, providing collaborative oversight and strategic input and guidance to the organization as a whole. The new CMO will have the opportunity to build upon the incredible foundation established over the last decade and continue to innovate and lead the organization to its next decade of progress.

The CMO is the executive leader responsible for health care strategy focused on quality, equity, and delivery system transformation with the goal of improving access and outcomes for Covered California consumers and all Californians. This includes leading the development and implementation of evidence-based purchaser strategies; serving as an internal and external thought leader; and partnering with other purchasers, health plans, regulatory agencies, quality organizations, consumer advocates and industry stakeholders to improve the affordability and accessibility of quality health care for all Californians.

Covered California has a long track record of informing public policy at the state and, importantly, at the federal level. This tradition of national influence is one that is expected to continue and remain robust, including and especially as it relates to Covered California's work to drive quality, equity, and delivery system reform. The CMO will also play an integral role in driving efforts coordinated across California's public purchasers; together the California Public Employees' Retirement System (CalPERS), the Department of Health Care Services (DHCS) (representing California Medi-Cal enrollees), and Covered California represent 42 percent of the covered lives in California. The existing commitment to collaboration across these purchasers, as well as with other partners across state and federal government, offer the CMO a tremendous platform to collaborate with peers and improve quality and health equity statewide.

The ideal candidate will be an executive/senior level physician leader and change agent with experience in clinical integration, data-driven performance improvement, and population health management, with a strong understanding of industry trends and state and national policy priorities. Those best suited for this role will be recognized as an influencer and strategic thought leader in driving the advancement of population health while also being "hands on" operationally. Covered California is also deeply committed to recruiting and supporting a mission-driven, diverse and energized workforce. The CMO will lead and have the opportunity to motivate, mentor and develop a talented and dedicated team. Excellent communication and analytical skills are a must,

along with the ability to translate data and complex issues in a concise and easily understood manner.

Covered California is a state agency, but independent of the executive branch, with a five-member board appointed by the Governor and Legislature. With approximately 1,400 employees, Covered California has offices in Fresno, Oakland, Los Angeles and a headquarters located in Sacramento. Covered California has a Fiscal Year 2022-2023 operating budget of \$411 million, which is funded entirely from revenues generated from an assessment on the health plans offered through Covered California, and is not state or federally funded.

## Organization Overview

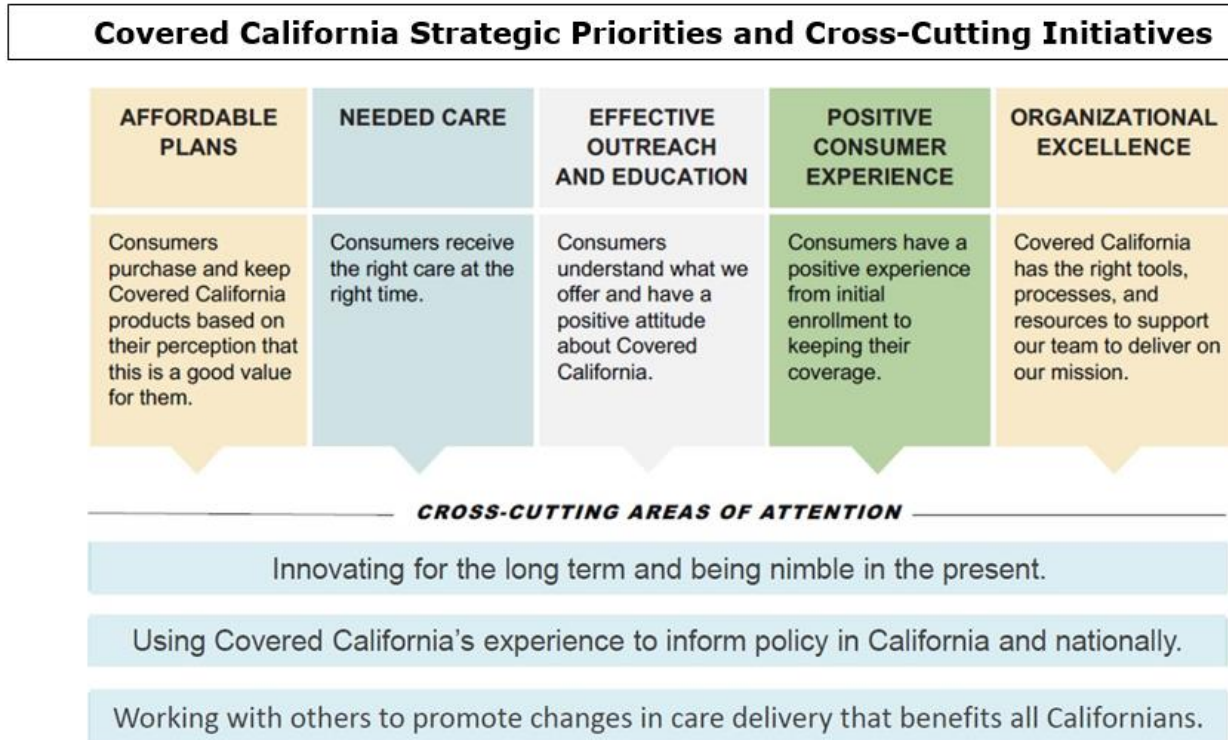
Covered California works to improve the health of all Californians by assuring their access to affordable, high-quality, equity focused care. Since opening the Exchange in October 2013, Covered California has helped over four million people obtain health care coverage.

In 2010, California became the first state in the nation to enact legislation establishing a state-based health insurance exchange under the auspices of the Patient Protection and Affordable Care Act (ACA). Covered California was officially established in 2011 as an independent, self-funded state entity governed by a five-member Board appointed by the Governor and the Legislature, followed by the subsequent development of a vision statement that has guided Covered California since its inception: *To improve the health of all Californians by assuring their access to affordable, high-quality care.*

As the first state to establish a state-based marketplace — under a Republican governor — California has been focused on implementing the Affordable Care Act as effectively as possible for the benefit of the state’s consumers. State actions included expanding Medi-Cal, the state Medicaid program; building Covered California as the public entity responsible for creating a consumer-driven marketplace and holding health plans accountable; and most recently, enacting reforms to stabilize insurance markets and further improve affordability. Covered California’s commitment to improving access, affordability and accountability has had a significant impact on the health of Californians.



Covered California’s annual budget reflects on how the organization addresses five key strategic priorities. The budget is built on a comprehensive planning process, which is governed by the strategic priorities that help guide the organization’s allocation of resources. Covered California’s strategic priorities were designed by the agency’s management team and reviewed by the board to assist the organization while making decisions, setting priorities, determining initiatives and preparing annual budgets.



The strategic priorities and how those strategies are broadly addressed are:

**Affordable plans:** Consumers purchase and keep Covered California products based on their understanding of how their coverage is a good value for them. The Affordable Plans strategic priority is reflected in Covered California as such:

- Actively negotiating rates and benefits with health insurance companies to provide consumers with the best value.
- Investing in marketing and outreach to promote the value of coverage and to maintain a healthy risk mix.
- Offering patient-centered benefit designs to make care more affordable by increasing a consumer’s understanding of benefits that maximize access to appropriate care.

**Staying healthy and getting needed care:** Consumers receive the right care at the right time.

- Working with all contracted qualified health plan issuers, in every corner of the state, to ensure consumers have ready access to doctors, hospitals and care.
- Holding health insurance companies accountable for improving the care delivered, addressing disparities of care, and moving to a patient-centered system that rewards quality and value, rather than being rewarded for quantity only.

**Effective outreach and education:** Consumers understand what we offer and have a positive attitude about Covered California.

- Making significant investments in marketing and outreach to motivate consumers to enroll and maintain their insurance coverage.
- Educating and supporting Covered California's 20,000 sales partners in order to promote enrollment and increase the number of insured Californians.

**Positive consumer experience:** Consumers have a positive experience from initial enrollment to keeping their coverage.

- Continuously surveying consumers and testing messages and materials to be sure complex health insurance and coverage issues are clearly communicated.
- Operating and staffing service centers and working with 20,000 Licensed Insurance Agents, certified enrollers and Navigators to assist consumers in a variety of languages.
- Establishing an Ombuds Office and support for consumers seeking resolution of problems to have issues addressed at the lowest possible level.

**Organizational excellence:** Covered California has the right tools, processes, and resources to support its team to deliver on its mission.

- Operating as a fiscally sound, nimble enterprise that responds quickly to the changing environment in health care.
- Supporting its staff with training, tools, automation and opportunities for growth and working across divisions.

California's individual marketplace has been marked by stability and broad choice of insurers. For the 2023 enrollment year, California has 12 insurers competing, having had continuous participation from 10 insurers since 2014. With 87 percent of consumers having three or more companies to choose from — insurers know consumers can and do shop for the best value and lowest price. Covered California contracts with a mix of health insurance companies, including some that are nonprofit, for-profit and locally accountable public plans (Local Initiatives or County Organized Health Systems) serving specific geographic areas.

Covered California negotiates with insurers each year and requires they all offer the same patient-centered benefit designs meaning that for most consumers their deductible never applies to outpatient services — which all get first dollar coverage. Consistent benefit designs also means consumers can shop on an "apples-to-apples" basis when picking their plan.

Covered California shares a single registration portal with Medi-Cal so that Californians seeking coverage through Covered California and who are eligible for free care through Medi-Cal are guided to enroll in Medi-Cal. The relationship between California's health marketplace exchange and the Medicaid program is a key strategic relationship and one that can improve care for millions as it is fostered and built upon.

While Covered California has focused on effectively implementing the ACA, they have also been mindful of their responsibility to share data on what is and is not working to inform both their efforts and the work of policymakers in California and nationally.

Fiscal year (FY) 2021-22 proved to be a successful year for Covered California. Covered California recognized record enrollment levels, with enrollment rising to 1.7 million. In May 2021, the American Rescue Plan Act's enhanced premium tax credits (PTC) began providing additional subsidy dollars that significantly lowered enrollee's individual premium contributions. Covered California added a special enrollment period to accommodate the increase in enrollment. By June 2022, approximately 89.8 percent of Covered California's enrollees were receiving federal premium tax credits and 41 percent of enrollees were receiving federal PTC that subsidized 90 percent or more of their monthly premiums.

Enrollment in FY 2022-23 is projected to remain stable because of the extension of the federal enhanced PTC through 2025 under the Inflation Reduction Act. Covered California collects roughly \$421 million in revenue annually and has an annual operating budget totaling \$411. Covered California employs 1,466 individuals. In addition, Covered California administers the Covered California for Small Business program, for it collects and distributes \$443 million annually.

Covered California's FY 2022-23 strategic priorities include the development of a new electronic enrollment portal, increased outreach and assistance to consumers and enrollment assisters, the implementation of a series of initiatives promoting health care quality, equity, access to care and health plan accountability, further investments in information technology security, service improvement, and systems management, implementation of the DEI workplan, and additional capital investment in hardware, software, and equipment to support remote work and virtual work activities as Covered California seeks to downsize its leased facility space.

For additional information on Covered California, please visit: <https://hbex.coveredca.com>



## Goals and Objectives

The Chief Medical Officer is expected to make significant progress on the following priorities in their first 18 months.

- **Integrate successfully within the organization:** Acclimate and learn about the organizational structure and culture of Covered California as well as its organizational priorities, successes and challenges. Begin building positive and productive relationships with the Board, the Covered California team, Qualified Health and Dental Plans, the DHCS, CalPERS, and other key state department, consumer advocate, and healthcare industry stakeholders. Utilize the strength of these key relationships to advance initiatives and move the needle nationally on advancing quality, equity and decreasing disparities.
- **Qualified Health Plan contractual requirements:** Attain an in depth understanding of 2023 – 2025 Qualified Health Plan contract in particular those areas related to quality, equity, delivery system transformation provisions, performance guarantees, and the Quality Transformation Initiative as well as 2024 amendments. Be actively engaged in those health plan negotiations ensuring contracts continue to advance the Healthcare Quality and Equity Initiatives and Decrease Health Disparities. Be able to strategically negotiate with clinical leaders of the plans to continue to push the envelope on Covered California's key initiatives.
- **Charting the path forward:** Develop strategic and tactical approach to robust implementation of 2023 – 2025 contract including agendas for monitoring progress on Healthcare Quality and Equity Initiatives through Quarterly Business Reviews (QBRs), other analytic tools, prioritization of HEI elements, using the levers for change and maximizing impact of Clinical Leaders Forum. Use real metrics to measure and hold health plans accountable for results and enforce contract provisions for failure to do so.
- **Overall Leadership:** Be visible and accessible to the organization as a whole; support EQT deputy director and Covered California medical director along with their respective teams. With the recent reorganization and enhancement of these divisions, there are several team vacancies. This individual will assist in hiring, mentoring, developing and motivating these teams in their ground breaking work.

## Position Summary

The CMO is the executive leader responsible for health care strategy focused on quality, equity, and delivery system transformation with the goal of improving access and outcomes for Covered California consumers and all Californians. The CMO directs and leads the work of the EQT Division while building, maintaining, and enhancing relationships with Qualified Health Plans (QHPs), consumer advocates, provider groups, state and federal agencies, and other key stakeholders. The CMO is ultimately responsible for ensuring the health care strategy, tactics, and resources are in place to successfully advance the mission of Covered California.

## Reporting Relationships

Reporting to the Chief Executive Officer/Executive Director, Jessica Altman, the CMO is part of Covered California's executive team, and works closely with the other CDEDs, as well as with the leadership of the Plan Management and Policy Divisions. Reporting directly to the CMO are the Deputy Director of the Health Equity and Quality Transformation (EQT) Division and well as the Chief Clinical Officer of the Health Informatics and Clinical Division (see organization charts attached). Covered California takes great pride in their talented workforce, a team that reflects the diversity of the population they serve. Having an inclusive leadership style and mentorship approach is critical for the incoming Chief Medical Officer.

## Key Responsibilities

- **Executive Leadership:** Serves on the executive team Covered California, providing oversight and guidance to the organization as a whole, inclusive of strategic priorities, budget, and workforce priorities including Covered California's diversity, equity and inclusion roadmap.
- **Healthcare Strategy:** Leads the development and implementation of Covered California's long-term healthcare strategy focused on quality, equity, and delivery system transformation through contractual agreements with its Qualified Health Plan (QHP) and Qualified Dental Plan (QDP) issuers with the goal of improving access and outcomes for Covered California enrollees and all Californians.
- **Health Plan Accountability:** Works with the Plan Management Division to evaluate the qualifications and performance of individual QHPs through certification applications and performance on contractual requirements, and to collaboratively engage QHP and QDP issuers on performance and quality gaps and intervention strategies.
- **Healthcare Evidence Initiative:** Works with the Policy Division to expand the use case for Covered California's claims database, also known as the Healthcare Evidence Initiative (HEI), including objective assessment of QHP performance and exploratory analyses to inform future contractual requirements.
- **State and National Engagement:** Establishes and fosters strong and collaborative relationships with various external constituencies. Actively participates on relevant boards and committees, strengthening partnerships and increasing both the presence and influence of Covered California. Serves as a key point of contact and spokesperson on quality, equity, and delivery system transformation issues with other public purchasers, health plans, health regulators, quality organizations, consumer advocacy organizations and other key stakeholders to advance the mission of Covered California.
- **Team Leadership:** Leads Covered California's Health EQT Division, supporting and directing the work of the EQT Deputy Director who oversees the Population Care and Quality Improvement teams, as well as Covered California's Medical Director who oversees the Health Informatics and Clinical Unit. Promotes a culture of high performance; provides support, coaching and mentorship to direct reports and the entire team.

## Candidate Qualifications

### Education/Certification

- Current M.D. or D.O., active and unrestricted license, or ability to obtain in short order, in the State of California.
- Board certified (primary care focus preferred e.g. Internal Medicine, Pediatrics or Family Medicine).

### Experience

- Five years of experience in an executive/senior management position within a health plan, provider or health purchaser setting ideally in both private and public settings. Familiarity with the California market is desired, but not required.
- Minimum of five years clinical practice experience would be ideal.
- A strong background in population health management, performance improvement and/or care redesign.
- Work in multiple environments applying population health strategies and overseeing accountability processes using nationally recognized measures and tools.
- A track record that demonstrates organizational leadership and ability to inspire, mentor, develop and hire staff, foster a good working environment, including a passionate commitment to quality, health equity, decreasing health disparities and incorporating cultural competency elements.
- Prior experience representing an organization to external publics, public speaking and publishing. Fluency in healthcare issues, policies and politics is highly preferred.
- Ability to foster collaboration and followership; a consensus-builder with the ability to build strong relationships with many partners; a demonstrated history of having unified various groups toward the achievement of a common goal while maintaining the integrity and ultimate mission of a given organization.
- Experience in the design and negotiation of health care contracts.
- Visionary, strategic, creative, able to think outside the box, be nimble and agile, with an executive presence.
- Passionate about the mission of Covered California.
- This position is Sacramento based, although significant telework flexibilities are available. The individual must reside in California.

## The Community



Covered California's headquarters is located in the capital city of Sacramento, the sixth-largest city in California. Sacramento is the capital of the State of California and the county seat of Sacramento County. Located in California's expansive Central Valley, Sacramento is the core cultural and economic engine of a four-county metropolitan area exceeding 2.5 million residents (El Dorado, Placer, Sacramento and Yolo counties).

Greater Sacramento has been cited as one of the five most livable regions in America. Affectionately known as the 'River City', two major rivers intersect in the City of Sacramento, the American and the Sacramento. Both rivers are international attractions for rafters, kayakers and boaters. Running along a 32-mile stretch of the American River is the tree-lined American River Parkway where joggers, walkers and cyclists can enjoy one of the region's many natural attractions. The Sacramento River provides a deep-water port connected to the San Francisco Bay via a 43-mile channel allowing both international shipping and casual day trips to the Bay Area.

Sacramento is one of the Golden State's fastest growing and most desirable places to live, work and raise a family. The region has a thousand miles of Delta waterways for water sports and the American River Parkway bike trail. In addition, Sacramento is close to recreational attractions, such as Lake Tahoe, ski resorts, the Mother Lode and Napa Valley. The area is home to the Sacramento Kings NBA team.

The economy of the region is a blend of agriculture and commerce. The city's economy is broadly based although government is by far the largest employer with 25 percent of California's 471,000 government employees. Transportation is a large sector along with information technology, leisure and hospitality, professional and business services, higher education, health services and research, and construction. High-tech companies have taken note of the area's amenities, and now the high-tech output of the region places Sacramento 21<sup>st</sup> out of 100 other metro areas.

Several of the local school districts are recognized throughout California and the nation as a leader in progressive education. Housing prices are affordable with many fine homes available in the \$500,000 range and above.

Additional information about Sacramento can be obtained at:

<http://cityofsacramento.org/> and <http://www.co.sacramento.ca.us/default.htm>.

## Timeline

Potential interview dates for this position have been outlined as follows:

- Paper presentation of qualified candidates: Late February 2023
- Round One interview dates: Early March 2023
- Round Two interview dates: Late March 2023

Selected candidates should plan to hold the above dates in the event they are invited to participate in the interview process.

## Procedure for Candidacy

The search process is currently underway and will continue until the position is filled. Nominations, expressions of interest, and résumés should be submitted electronically to the WittKieffer executive search consultants supporting this search via email, or inquire via the WittKieffer [Candidate Portal](#). The WittKieffer consultants supporting this search include:

Mark Andrew	Elaina Spitaels Genser	Lisa Lewis
Phone: 949.797.3528	Phone: 510.740.1826	Phone: 678.787.4749
Email: <a href="mailto:MarkA@wittkieffer.com">MarkA@wittkieffer.com</a>	Email: <a href="mailto:ElainaG@wittkieffer.com">ElainaG@wittkieffer.com</a>	Email: <a href="mailto:LLewis@wittkieffer.com">LLewis@wittkieffer.com</a>

The salary range for this position is \$350,000 to \$425,000 based on credentials and years of experience.

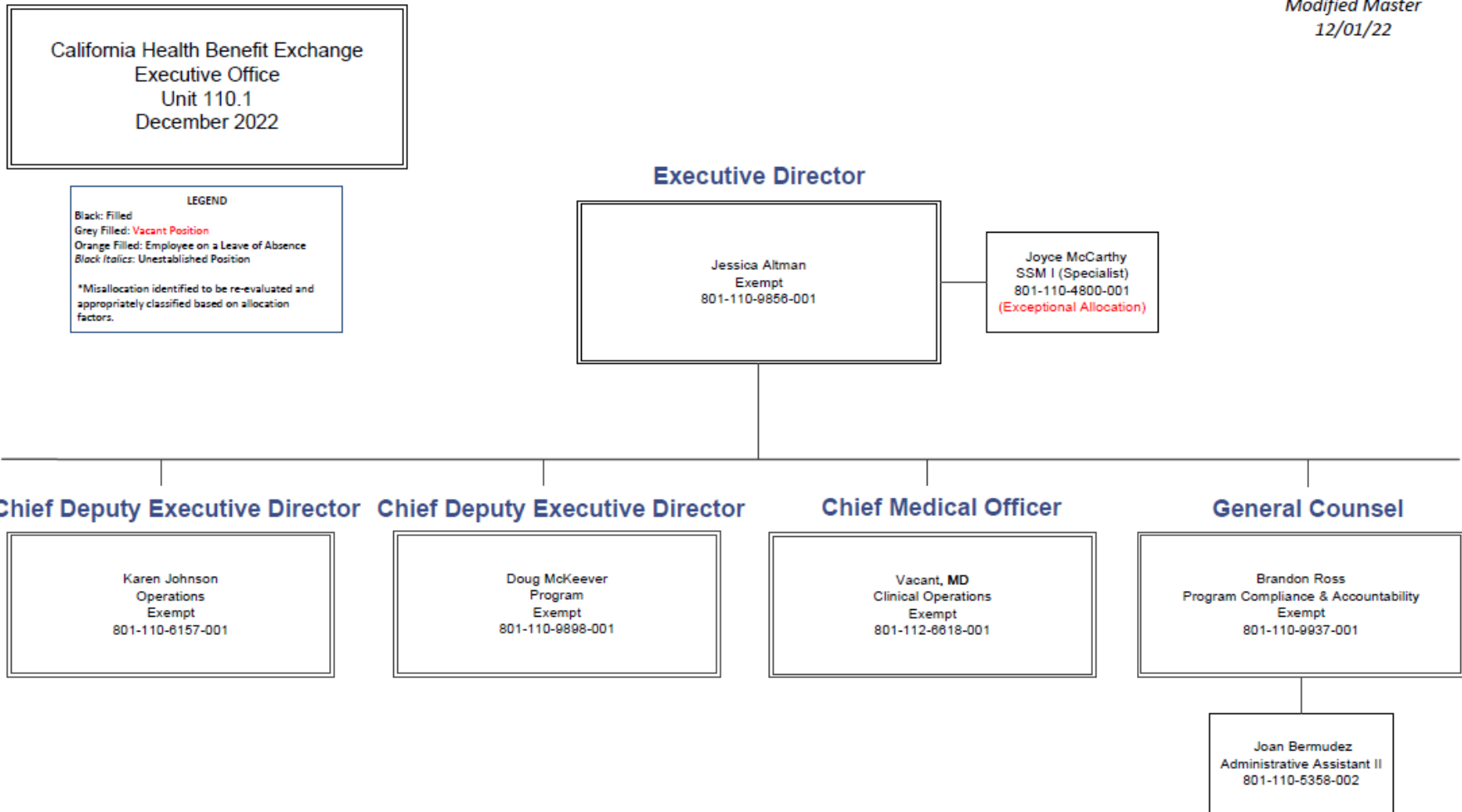
***Covered California is committed to a firm policy of equal employment opportunity for all employees, applicants, interns and volunteers. The organization fosters a work environment that values quality, respect, diversity, integrity, openness, communication and accountability.***

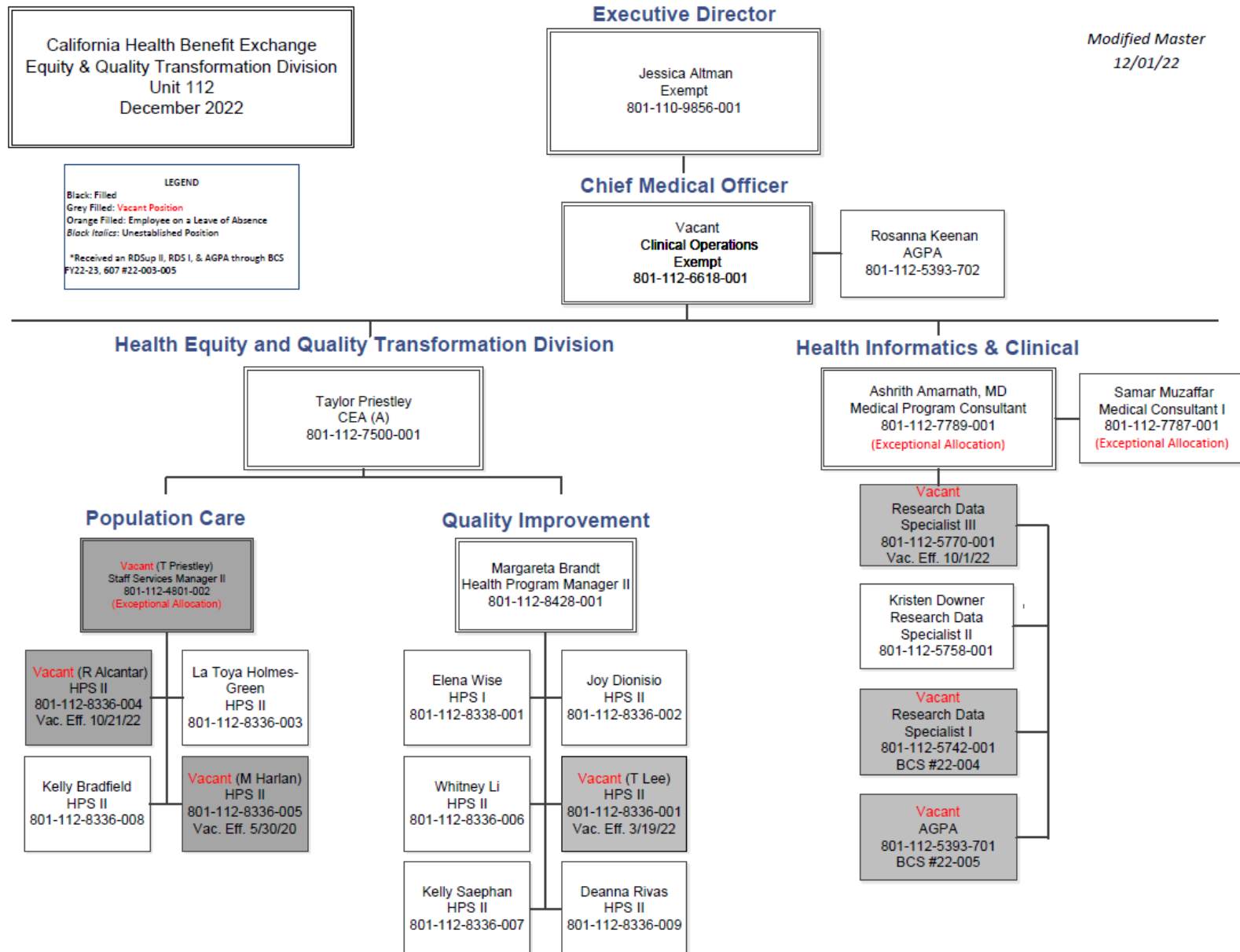
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# Organization Chart

Modified Master  
12/01/22





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