

STATE OF CALIFORNIA
Budget Change Proposal - Cover Sheet
 DF-46 (REV 02/20)

Fiscal Year 2021/2022	Business Unit 0530	Department Health and Human Services Agency (CHHS)	Priority No. Click or tap here to enter text.
Budget Request Name 0530-021-BCP-2021-GB		Program Center for Data Insights and Innovations (CDII)	Subprogram Click or tap here to enter text.

Budget Request Description
 Center for Data Insights and Innovations

Budget Request Summary
 The requested resources are to establish the Center for Data Insights and Innovation (CDII) within the California Health and Human Services Agency (CHHS).

Requires Legislation <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	Code Section(s) to be Added/Amended/Repealed Civil Code 1798.24, Government Code Sections 1322 and 12803, Health and Safety Code Sections 1367.03, 1367.04, 1368.05, Division 109 (commencing with Section 130200), Division 109.5 (commencing with Section 130250), Division 109.6 (Commencing with Section 130275), Division 110 (Commencing with Section 130300), Division 115 (Commencing with Section 136000), and Insurance Code 10133.8.	
Does this BCP contain information technology (IT) components? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <i>If yes, departmental Chief Information Officer must sign.</i>	Department CIO Adam Dondro	Date 1/5/2021

For IT requests, specify the project number, the most recent project approval document (FSR, SPR, S1BA, S2AA, S3SD, S4PRA), and the approval date.

Project No. Click or tap here to enter text. **Project Approval Document:** Click or tap here to enter text.

Approval Date: Click or tap to enter a date.

If proposal affects another department, does other department concur with proposal? Yes No
Attach comments of affected department, signed and dated by the department director or designee.

Prepared By Elaine Scordakis	Date 9/8/2020	Reviewed By Marko Mijic	Date 9/8/2020
Department Director John Ohanian	Date 1/5/2021	Agency Secretary Dr. Mark Ghaly	Date 9/8/2020

Department of Finance Use Only

Additional Review: Capital Outlay ITCU FSCU OSAE Dept. of Technology

PPBA Sydney Tanimoto	Date submitted to the Legislature 1/10/2021
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A. Budget Request Summary

This proposal is to establish the Center for Data Insights and Innovation (CDII). The CDII will expand on work accomplished by the California Health and Human Services Agency (CHHS), departments and offices to improve the transparency, efficiency, availability, and utilization of data, while also managing the data's integrity, quality, and strategic use to promote person-centered, data-driven decision making and integrated care and services. This proposal is cost neutral and will redirect positions and funding from CHHS Offices.

B. Background/History *(Provide relevant background/history and provide program resource history. Provide workload metrics, if applicable.)*

CHHS is California's largest Agency which includes many key departments that are integral to supporting the implementation of the Governor's vision of a California for All. CHHS oversees departments and other state entities that work with county and local partners to deliver an array of health and social programs and services to California's vulnerable and at-risk residents. CHHS works across state government, along with county, city, and private sector partners, to help the most vulnerable Californians have access to the resources and services they need to lead healthy, happy, and productive lives.

Under the Secretary's leadership, CHHS intends to establish the CDII by reorganizing its resources to leverage data to develop the knowledge and insights to improve program delivery and drive system transformation. The CDII will achieve the following objectives:

- *Institutionalizing analytics as a service which improves knowledge management across policy areas:* By building analytics into the CHHS' institutional architecture, outside any single policy area or operating vertical, the CDII creates capacity for leveraging analytical insights in one domain across other institutional functions and subject areas.
- *Internalizing data intelligence provides cost reductions across the enterprise:* Complicated data or analytics questions faced by governments are often outsourced to outside consultants. The CDII will provide this expertise to CHHS departments, while ensuring that all processes are transparent, standardized, and well-documented.
- *Operational focus and rapid prototyping provides high-value service delivery:* Because of its analytics work, the CDII will prioritize projects that have a high likelihood of resulting in changes that optimize department processes.
- *Analytical excellence within government drives civic engagement externally:* The CDII will not only be a center of excellence for the use of data within government, it will also serve as a model for connecting government-transparency initiatives with data-literacy efforts, empowering those outside of government to use public data to take action on their own behalf.

C. State Level Consideration

This proposal will authorize the redirection of resources necessary to implement the Governor's vision for health and human services.

D. Justification

The CHHS manages a vast amount of valuable data on all aspects of life for Californians, including health, business, welfare, and public health. Data is a fundamental asset that has not yet been fully utilized. Improving and streamlining collection practices, interoperability of data and technology, data infrastructure, and data sharing is critical to the improvement of the lives of Californians. Interpreting and using data improves public programs and policies and enriches the lives of people in many ways:

1. Predictive analytics increase efficiency and help target resources to vulnerable and underserved populations;
2. Data Analytics allow for optimal use of existing resources and information assets to drive operational decisions;
3. Health and welfare outcomes are improved through use of analytics to identify underserved populations and target outreach to them; and
4. Demographic and services information can be assessed to address disparities in health and socioeconomic status to increase equity and diversity.

Also, information sharing among state departments for integrated health and social services has been hindered by a lack of standardized interpretation and application of health privacy laws throughout the state.

Services: The CDII will provide the following services.

1. Data Sharing: Make timely data available for use.

Open data publishing provides access to a governed, shared platform for the easy sharing of data. During the publishing process, departments will gain access to a suite of services: data transformations, automation services, and halting of sensitive or protected data.

Planned Activities:

- Move and expand the Open Data Portal from the Office of Statewide Health Planning and Development (OSHPD) to CDII
- Move the Office of Health Information Integrity (CalOHII) to CDII to manage and expand the Master Data Sharing Agreement and provide technical assistance to internal and external stakeholders on data sharing while continuing the Health Insurance Portability and Accountability Act of 1996 (HIPAA) technical assistance and policy direction.
- Iterate on the CHHS Data Playbook to build staff capacity, and develop shared services models to leverage purchasing power and scale.

2. Dashboarding: Tell stories, performance metrics, support decisions with data.

Create a collection of support services designed to help departments use business intelligence tools to automate manual reporting and create reports that lead to service changes. Business intelligence tools will be an enterprise data wrangling, reporting, and visualization tool available to all CHHS analysts.

Planned Activities:

- Move and expand the CHHS Program Dashboard from the California Department of Social Services to CDII.
- Move the Office of the Patient Advocate (OPA) to CDII to manage and expand the consumer-focused data resources and publish the annual report card on quality of care related to health plans.
- Develop and issue guidance regarding data (e.g., de-identification guidelines, data publishing guidelines, master data management guidelines, etc.).

3. Data Science: Bring advance statistics and models to service changes.

Bring the power of advanced analytics and applied statistics to assist the work of the departments in changing services. It aims to help departments achieve more with their existing resources and processes.

Planned Activities:

- Move the Research Data Hub project from the CHHS Agency Information Office (AIO) to CDII.
- Move 4 positions and associated reimbursement authority for the Committee for the Protection of Human Subjects from OSHPD to CDII.
- Develop opportunities to translate the data for program staff so that it can be used easily to improve program design.
- Develop a Data Academy that will includes online courses related to: data usability, intro to survey design, statistics on the job, probability and problem solving, intro to Tableau, etc.

Responsibilities: The CDII Director will also serve as the Agency Chief Data Officer and will be responsible for:

- Overseeing a comprehensive data management strategy for consistency and standards of data collection, formats, hygiene, sharing, integration, interoperability, and storage across CHHS;
- Increasing the accessibility to data for analysis and analytics, reporting, and open data publishing;
- Managing the reliable and consistent creation of linkages and workflows between databases and Application Programming Interfaces (API) to support the Agency's technology enterprise and open government efforts;
- Leading efforts to improve data quality across CHHS and its departments; and
- Advising Departments, consultants, and a variety of stakeholders on strategies to integrate with and better utilize CHHS data.

Staffing: The CDII will consist of a total of eighteen (18) redirected positions:

- Exempt position from the CHHS Office of the Patient Advocate (OPA) to the Director and Chief Data Officer of CDII.
- Redirect the Office of Health Information Integrity's (CalOHII) CEA to be the Chief Deputy Director of CDII.
- Transition the remaining three CalOHII positions (Attorney IV, SSM II and SSM I) and the OPA's remaining six positions (CEA, Office Technician, Research Program Specialist II, SSM I Specialist, AGPA, and SSA) to the CDII to focus its efforts on how data can be shared internal and external to improve program and service delivery.
- Redirect two positions (1 AGPAs and 1 SSM I) from the CHHS Agency Information Office (AIO) working on Horizontal Integration to staff the Research Data Hub and other similar efforts within the CDII.

- Redirect the CHHS Research Scientist II position to CDII to help develop research and data protocols and guidelines that can be adopted by all departments across the Agency.
- Redirect a four positions from OSHPD to administer the Committee for the Protection of Human Subjects.

Contract Funding:

Redirect contract dollars to develop data efforts across the Agency as follows:

- CalOHII (\$634,000 per year),
- OPA (\$1,200,000 per year), and

Reimbursement for Committee for the Protection of Human Subjects

Redirect from OSHPD to CDII reimbursements received from departments. CDII will execute interagency agreements for the expenses of the Committee, and OSHPD's expenditure authority and position authority are reduced to reflect this shift in workload away from OSHPD to CDII.

Advisory Council: The CDII will establish an external Advisory Council that will consist of five (5) individuals from academia who will provide guidance to the CDII as it matures and develops its scope and mission. The Advisory Council membership will include a chairperson and academic researchers. The Advisory Council will, based on their experience with data and research, assist with quality improvement, user experience, data sharing, and expansion of research opportunities.

Structure: The CDII will be structured into five divisions: Governance, Methods and Tools, Outreach, Data Analytics, and Data Infrastructure.

The Governance Division will establish a data sharing framework through policy, standards, guidance, technical assistance, and compliance. Continued leadership and involvement in the CHHS Information Governance Advisory Council's Data and Risk Management Subcommittees will address enterprise wide data issues and risks.. Policies and standards will be developed to provide a uniform interpretation of relevant standards, laws and practices related to data sharing. The Governance Division will also provide some oversight and technical assistance related to the disclosure and use of health information with their involvement in the Committee for the Protection of Human Subjects and HIPAA compliance. Finally, the Governance Division will provide enterprise oversight and leadership of data coordinators' activities, roles and responsibilities as well as develop a strategic plan for data throughout its lifecycle.

The Methods and Tools Division will expand on the Data De-Identification Guidelines to better assist CHHS departments by creating guidance material and training, and establishing a Peer Review Team. The Methods and Tools Division will also expand the State Health Information Guidance to other topic areas that will help facilitate data exchange not just in state departments but for counties and private providers as well.

The Outreach Division will create an enterprise data strategy that will provide a short and long term roadmap for maximizing the value and use of data. Also, the Outreach Division will plan and facilitate the CHHS Data Expo bringing together CHHS leadership to educate on CHHS data initiatives and foster innovation. Finally, through change management, the Outreach Division will develop methods for increasing the commitment of departments and staff towards a more person-centered, data driven culture.

The Data Analytics Division will work with departments to source, analyze and act upon data from multiple government and public sector partners to improve decision making and reform services. This function and capability will help CHHS and its departments, implement tried and tested ways of doing more and better with less. This would include designing shared services, coordinating the actions of different teams, and predicting and preventing problems from happening in the first place.

Finally, the Data Infrastructure Division will work with CHHS departments and Offices so applications and tools are leveraged enterprise-wide and that linkages are made between systems and programs to promote data sharing and use. This function and capability is intended to complement the AIO activities to work together with investments designed in a manner that promotes data linkage, interoperability, and sharing.

E. Outcomes and Accountability

As outlined above, the resources outlined in this proposal would promote and advance the Secretary's and the CHHS' delivery on the Governor's priorities. In the short term, the previously described activities will align under one roof with the CDII. As a result, the long term outcome will be more data-driven decision making.

F. Analysis of All Feasible Alternatives

Option 1: Approve the proposal

Pro: Approval of the proposal would allow CHHS to achieve the above outlined objectives and meet the requirements of the Governor's agenda for health and human services.

Con: None

Option 2: Do Nothing

Pro: None

Con: CHHS would not be able to fully deliver on the Governor's agenda for health and human services.

G. Implementation Plan

CHHS would immediately begin the process to redirect staff and resources and further deliver on the Governor's vision.

H. Supplemental Information *(Describe special resources and provide details to support costs including appropriate back up.)*

Attachment 1: Fiscal Detail Sheet

Attachment 2: Trailer Bill Language

I. Recommendation

CHHS recommends approval of this proposal as written.

BCP Fiscal Detail Sheet

BCP Title: Center for Data Insights and Innovations

BR Name: 0530-021-BCP-2021-GB

Budget Request Summary

Personal Services

Personal Services	FY21 Current Year	FY21 Budget Year	FY21 BY+1	FY21 BY+2	FY21 BY+3	FY21 BY+4
Positions - Permanent	0.0	4.0	4.0	4.0	4.0	4.0
Total Positions	0.0	4.0	4.0	4.0	4.0	4.0

Operating Expenses and Equipment

Operating Expenses and Equipment	FY21 Current Year	FY21 Budget Year	FY21 BY+1	FY21 BY+2	FY21 BY+3	FY21 BY+4
539X - Other	0	443	443	443	443	443
Total Operating Expenses and Equipment	\$0	\$443	\$443	\$443	\$443	\$443

Total Budget Request

Total Budget Request	FY21 Current Year	FY21 Budget Year	FY21 BY+1	FY21 BY+2	FY21 BY+3	FY21 BY+4
Total Budget Request	\$0	\$443	\$443	\$443	\$443	\$443

Fund Summary

Fund Source

Fund Source	FY21 Current Year	FY21 Budget Year	FY21 BY+1	FY21 BY+2	FY21 BY+3	FY21 BY+4
State Operations - 3377 - Data Insights Innovation Fund	0	443	443	443	443	443
Total State Operations Expenditures	\$0	\$443	\$443	\$443	\$443	\$443
Total All Funds	\$0	\$443	\$443	\$443	\$443	\$443

Program Summary

Program Funding

Program Funding	FY21 Current Year	FY21 Budget Year	FY21 BY+1	FY21 BY+2	FY21 BY+3	FY21 BY+4
0296 - Center for Data Insights and Innovations	0	443	443	443	443	443
Total All Programs	\$0	\$443	\$443	\$443	\$443	\$443

Personal Services Details

Positions

Positions	FY21 Current Year	FY21 Budget Year	FY21 BY+1	FY21 BY+2	FY21 BY+3	FY21 BY+4
1138 - Office Techn (Gen)	0.0	2.0	2.0	2.0	2.0	2.0
4800 - Staff Svcs Mgr I	0.0	2.0	2.0	2.0	2.0	2.0
Total Positions	0.0	4.0	4.0	4.0	4.0	4.0