

STATE OF CALIFORNIA
Budget Change Proposal - Cover Sheet
 DF-46 (REV 10/20)

Fiscal Year 2022-23	Business Unit 4260	Department Health Care Services	Priority No.
Budget Request Name 4260-192-BCP-2022-A1		Program 3960	Subprogram 3960010

Budget Request Description

Data Analytics and Management Support

Budget Request Summary

The Department of Health Care Services requests 13.0 permanent positions, funding for 5.0 existing permanent positions, three-year limited-term (LT) resources equivalent to 4.0 positions, conversion of 2.0 LT resource to permanent, LT contract resources, and expenditure authority of \$7,587,000 (\$3,794,000 General Fund (GF); \$3,793,000 Federal Fund (FF)) in fiscal year (FY) 2022-23, \$8,970,000 (\$4,485,000 GF; \$4,485,000 FF) in FY 2023-24, \$8,470,000 (\$4,235,000 GF; \$4,235,000 FF) in FY 2024-25, and \$5,396,000 (\$2,698,000 GF; \$2,698,000 FF) in FY 2025-26 and ongoing to address increased workload related to departmental data analytics, data provisioning, and data reporting functions to improve data management and transparency.

Requires Legislation <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	Code Section(s) to be Added/Amended/Repealed	
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 Chris Riesen	Date 4/1/2022

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. Project Approval Document:

Approval 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 Jessica Bogard	Date 4/1/2022	Reviewed By Erika Sperbeck	Date 4/1/2022
Department Director Michelle Baass	Date 4/1/2022	Agency Secretary Kimberly Chen for Mark Ghaly, CalHHS Secretary	Date 4/1/2022

Department of Finance Use Only

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

PPBA	Date submitted to the Legislature
-------------	------------------------------------------

Analysis of Problem

A. Budget Request Summary

The Department of Health Care Services (DHCS) requests 13.0 permanent positions, funding for 5.0 existing permanent positions, three-year limited-term (LT) resources equivalent to 4.0 positions, conversion of 2.0 LT resource to permanent, LT contract resources, and expenditure authority of \$7,587,000 (\$3,794,000 General Fund (GF); \$3,793,000 Federal Fund (FF)) in fiscal year (FY) 2022-23, \$8,970,000 (\$4,485,000 GF; \$4,485,000 FF) in FY 2023-24, \$8,470,000 (\$4,235,000 GF; \$4,235,000 FF) in FY 2024-25, and \$5,396,000 (\$2,698,000 GF; \$2,698,000 FF) in FY 2025-26 and ongoing to address increased workload related to departmental data analytic, data provisioning, and data reporting functions to improve data management and transparency. This workload is supported by Enterprise Data and Information Management (EDIM), which in close coordination and collaboration with Enterprise Technology Services (ETS) and the Office of Legal Services (OLS), and in partnership with DHCS programs supports robust data analytics, reporting, and management for DHCS.

Position Summary

Division- Positions effective 7/1/22	Activity
<p>EDIM Program Data Reporting Division (PDRD, or similar): <u>2.0 Permanent Positions</u> 1.0 Career Executive Assignment (CEA B) 1.0 Research Data Specialist III (RDS III)</p> <p><u>Convert 1.0 LT resource to Permanent</u> 1.0 Research Data Specialist II (RDS II)</p>	<ul style="list-style-type: none"> • Support data reporting needs of ongoing Medi-Cal managed care programs • Support data reporting needs of departmental administrative functions and other programs throughout the Department
<p>EDIM Data Management and Analytics Division (DMAD): <u>5.0 Permanent Positions</u> 1.0 Research Data Supervisor I (RD Sup I) 2.0 RDS II 1.0 Research Scientist II (RS II) 1.0 Research Scientist I (RS I)</p> <p><u>Permanent Funding Equivalent to 5.0 Positions</u> 1.0 Staff Services Manager I (SSM I) 4.0 Associate Governmental Program Analyst (AGPA)</p>	<ul style="list-style-type: none"> • Perform data transparency, coordination, data mining and advanced statistical analyses and reporting. • Conduct departmental data release activities, including managing data release agreements. <p>Support programmatic work throughout the Department</p>
<p>EDIM Health Information Management Division (HIMD): <u>3.0 Permanent Positions</u> 1.0 Information Technology Manager II (ITM II) 1.0 Information Technology Supervisor II (ITS Sup II) 1.0 Information Technology Specialist I (ITS I)</p> <p><u>Convert 1.0 LT resource to Permanent</u> 1.0 RDS II</p> <p><u>Extending 4.0 LT resources for three-years</u> 4.0 RDS I</p>	<ul style="list-style-type: none"> • Monitor data quality and management support for software platforms and other analytic tools and resources. • Manage data standards, exchange, and integration • Conduct the data analysis, data validation, data issue resolution, and data support functions for the planning and design, development, and implementation phases of the 274 expansion to MHPs and DMC-ODS, as well as to provide the ongoing data quality monitoring and

Analysis of Problem

Division- Positions effective 7/1/22	Activity
	analysis support to plans and DHCS staff related to the resulting data.
ETS Business Operation Technology Services Division (BOTSD) <u>2.0 permanent positions</u> 1.0 Information Technology Manager I (ITM I) 1.0 Information Technology Specialist II (ITS II)	Perform data documentation, visualization, reporting, and analytical support to DHCS programs.
OLS Privacy Office (PO) <u>1.0 permanent position</u> 1.0 Attorney III	Provide expert legal advice to support legally compliant data use and protection.

Contract Summary

Product/Effort	Duration	2022-23	2023-24	2024-25
Training and staff development in data analytics	3-year LT	\$250,000	\$500,000	\$250,000
Analytic coding curation	3-year LT	\$125,000	\$250,000	\$125,000
SharePoint/Teams Architect and SharePoint/Teams Developer	3-year LT	\$125,000	\$250,000	\$125,000
Architecture and Infrastructure Support	3-year LT	\$1,000,000	\$2,000,000	\$2,000,000
Reference Data Procurement	Ongoing	\$2,000,000	\$2,000,000	\$2,000,000
Total		\$3,500,000	\$5,000,000	\$4,500,000

B. Background/History

DHCS is the single state agency responsible for administering California's Medicaid program, known as Medi-Cal, which provides health care for nearly 14 million beneficiaries, nearly one third of the state's population and almost half of its children. Medi-Cal also disproportionately covers low-income and disadvantaged communities representing the lowest quartile of the state Health Equity metric, as well as black and brown populations in the state of California, compared to other payers. As a result, driving improvements in quality in the Medi-Cal program is a critical foundation for the state's efforts to eliminate health care disparities. Data analytics and reporting are a core component of this quality improvement and play an essential role in the monitoring and oversight functions of DHCS for all of its programs.

EDIM was established to consolidate data analytics, management, provisioning, and reporting in 2020. EDIM is responsible for a variety of data functions, such as program performance and outcomes reporting, such as the Centers for Medicare & Medicaid Services (CMS) Core Set Quality Measures reporting; program utilization and monitoring including dashboards; data quality monitoring and management; data releases and data provisioning to support various research efforts external to DHCS; and data de-identification for public release of publications, reports, and products. In 2021-22, DHCS has further aligned data functions within EDIM in order to improve data literacy and data-driven decision making which is necessary to support business programs and initiatives. This focus on data aligns with state and federal priorities related to data and transparency and expands EDIM's workload and scope of responsibility.

EDIM is reorganizing further, from two divisions to three divisions. EDIM currently consists of the Deputy Director's Office and the Data Management and Analytics Division (DMAD) and Health Information Management Division (HIMD). Under the restructure, DHCS will create a new division, tentatively titled the Program Data Reporting Division (PDRD, or similar), utilizing redirected staff from within EDIM, redirected staff from other DHCS programs, and new 2022-23 resources.

Analysis of Problem

In recent years, various changes in state and federal law, development of data provision policies and processes, stakeholder requests, and increased focus on health disparities have resulted in new expectations and workload for DHCS without corresponding increases in resources. DHCS is unable to keep pace with the workload, resulting in a backlog of reports and data publications, data projects delayed or uninitiated, and other functions not being performed. DHCS submitted a proposal to address this workload in the Governor's Budget released in January 2020 (Data Transparency Workload - 4260-059-BCP-2020-GB). The proposal was subsequently withdrawn in response to the COVID-19 pandemic.

This proposal incorporates the request in the previous Data Transparency Workload proposal and is intended to address gaps in data analysis, reporting, and management that currently exist and will not be addressed by alignment of data functions in EDIM. Resources in this proposal will support various departmental programs that have known gaps in data literacy and analytics, including administrative activities in the Department. Functional categories of data analytics and data management addressed in this proposal include:

1. Data Transparency and Coordination
2. Data Visualization, Reporting, and Analytical Support to DHCS Programs
3. Data and Data Analytic Management

Conducting these functions requires close coordination and collaboration with ETS and OLS. Therefore as EDIM's workload increases so does that of ETS and OLS. ETS manages the department-wide information technology (IT) including IT strategic direction, enterprise architecture, IT governance, portfolio and project management, IT application and infrastructure operations, and modernization of DHCS' Medi-Cal Enterprise System. BOTSD, the Medi-Cal Enterprise System Modernization Division (MESMD) and the Information Security Office (ISO) reside within ETS and support critical infrastructure and systems necessary for EDIM to perform its functions. Similarly, OLS is an integral part of the reviews of data provisioning and transparency processes, providing expert, legal consultation and guidance to EDIM staff to support the use and protection of sensitive data in legally compliant ways. As the volume of data requests and analytic and reporting activities has increased, so has the workload related to these efforts for ETS and OLS.

1. Data Transparency and Coordination

EDIM oversees and coordinates data releases and publication in compliance with the Health Insurance Portability and Accountability Act of 1996 (HIPAA) standard for public release of data. This requires review, analysis, and documentation of data proposed for release by individuals "with appropriate knowledge of and experience with generally accepted statistical and scientific principles and methods for rendering information not individually identifiable" [45 CFR Section 164.514(b)(1)].

Data transparency efforts include the following HIPAA-compliant data releases outside DHCS, pursuant to 45 CFR Section 164.514.

- a) Public reporting and/or provision of de-identified aggregate data.

The HIPAA standard for these types of releases is met using one of two methods:

1. Safe Harbor Method: requires removal of 18 identifiers and assurance remaining data cannot be used to identify an individual.

Analysis of Problem

2. Expert Determination Method: requires review, analysis, and documentation of data proposed for release by individuals “with appropriate knowledge of and experience with generally accepted statistical and scientific principles and methods for rendering information not individually identifiable [45 CFR Section 164.514(b)(1)].”

DHCS uses the Expert Determination Method, following the *DHCS Data De-identification Guidelines (DDG) version 2.0*. The DHCS Chief Data Officer (CDO) and DMAD fulfill the requirements of performing the Expert Determination for public data release. All requests for release of public data is submitted to the CDO to review and determine that it is de-identified. Thus the DDG created new workload; and as the demand for public data has increased, the demand for de-identification reviews has also increased. DHCS has not received increased resources to support the workload. Some specific examples of public reporting and aggregate data requests are: Public Records Act (PRA) requests, data to be published to the California Health and Human Services Agency (CalHHS), Open Data Portal (ODP), GeoHub, and various state and federal reports.

The introduction of the ODP and GeoHub filled an important departmental need for a data publishing platform for aggregate data DHCS generates. The ODP was established in 2014 and the GeoHub was later added for geographic data. ODP and GeoHub posting has grown from 94 data sets in 2015 to more than 140 in 2022. Approximately 55 percent of these are updated quarterly or monthly and 41 percent are updated annually, with about 4 percent not routinely updated. In addition to the data de-identification reviews of data sets for publication to the ODP and GeoHub, DHCS receives and responds to inquiries related to these data through the Open Data Mailbox. Such requests have increased steadily and continue to increase.

Workload Measure	2016-17	2017-18	2018-19	2019-20	2020-21
CDO Requests processed/year.	790	1,000	1,160	1,024	1,234
DHCS Open Data Mailbox request processed/year.	9	64	256	673	743
DHCS Open Data Datasets published per year.	6	41	33	125	134
Cumulative count of Open Data datasets that require maintenance.	12	53	86	128	140

- b) Confidential data releases provided under data sharing agreements.

DHCS receives requests for confidential individual-level data for various research and analytical purposes from various types of organizations, including other State departments, non-profit organizations, universities, and others. Requests from non-profit educational institutions, universities, and other external organizations, are reviewed and processed through the DHCS Data and Research Committee (DRC). Requests from other state departments are generally processed through DHCS' Business Use Case Proposal (BUCP) process, under overarching agency-level or state-level data agreements. In addition, other types of requests are processed through other types of data agreements (e.g. Business Associate Agreements), based on the nature of the request and the entity requesting the data. All of these requests require close collaboration between internal DHCS program areas, other state departments, and the DHCS PO. Once the agreements are executed, the data are released following the DHCS Data Release process.

DHCS has seen a steady, continuing increase in the volume of requests for confidential

Analysis of Problem

data. A substantial and continually growing workload related to confidential data requests are those from other state departments, and the related development and management of BUCPs. The Deputy Director of EDIM is the CDO and serves as the Data Coordinator for DHCS to support implementation of agency-level agreements and data exchange agreements. While the intra- and inter-agency agreements have streamlined the data request processes for requestors, it has increased the volume of requests and related workload.

For confidential requests from non-profit educational institutions and universities, DHCS administers the DRC to receive and process applications for research involving DHCS data. For applications that are approved, DHCS establishes a Data Use Agreement (DUA) with the requesting entity. With the establishment of the DRC, requests and related workload have continually and steadily increased year to year. Each application must be assessed, prioritized, and analyzed to determine whether to recommend approval or denial to the DHCS Director. Workload associated with this is shown in the table below.

Workload Measure	2017-18	2018-19	2019-20	2020-21
Confidential data sharing - Provisioning of confidential data (university researcher/DRC requests).	43	36	38	25
Confidential data sharing - Provisioning of confidential data (inter-Department/BUCP requests).	17	43	47	47
Confidential data sharing - Interdepartmental data linkage developed (initial linkage or ad hoc).	7	10	15	15
Confidential data sharing agreements executed - Business Use Case Proposals, Data Use Agreements, other data sharing, contracts / agreements developed.	67	89	100	87
Confidential data sharing - number of data releases (ad hoc, hospital, BUCP, DRC).	111	171	187	148

There is also a significant workload associated with communicating with potential requestors prior to a proposal being submitted to the DRC, consisting of conference calls to discuss data elements requested, methodological considerations, timelines, and development of the DUA. Once a proposal is approved, there is workload associated with pulling the data, managing the release of the data, and providing training and technical assistance support to the data recipient.

Workload Measure	2017-18	2018-19	2019-20	2020-21
DRC mailbox email count	770	1,440	1,355	1,648

CalHHS recently established the Center for Data Insights and Innovation (CDII), which will implement data initiatives in CalHHS departments to realize improved health and social services outcomes, identify and target resources to underserved populations, increase data literacy and use enterprise-wide, develop solutions and initiatives that are person-centered rather than program-centered, and drive decision-making based on data analytics. The establishment of CDII expanded the scope and types of data requests and reporting, particularly the types of entities that can request to include non-profit

Analysis of Problem

organizations (as opposed to non-profit educational institutions) and others. This will substantially increase the volume of requests and data releases.

DHCS uses non-DHCS, confidential data for health services analytics and population health management. EDIM coordinates and supports the use of these data and inter/intra-agency data feeds to departments/staff approved to analyze these data. This includes managing the data access request process, establishing and maintaining meta-data, managing data storage and permissions, and developing and maintaining contracts related to data sharing.

Workload related to external data feeds include setting up and maintaining the exchange of DHCS and non-DHCS data for the purpose of data linkage and subsequent use of linked data. Each type of agreement requires developing, coordinating, processing, and maintaining data sharing agreements; coordinating and tracking the release of the data; tracking data use; processing ad hoc and recurring data requests; compiling datasets; and establishing and maintaining ongoing secure file transfers.

2. Data Visualization, Reporting, and Analytical Support to DHCS Programs

DHCS' reporting and analytic needs continue to increase and demand for user-friendly data displays and reports continues to grow. This requires both redesign of reports that have been provided by the department as well as additional new reports leveraging easy to use tools, which are easily accessible. This requires specialized software and data reporting and publication tools. Examples include dashboards, infographics, and graphical user interfaces that support a variety of displays, in ADA-compliant formats. There is also a growing need for such reports to support quality assessment and performance improvement efforts for the array of programs administered by DHCS.

DHCS collects, manages, analyzes and reports data relating to its various programs, including more than 14 million Medi-Cal beneficiaries and the programs that support them. While DHCS does extensive reporting, there continues to be gaps in data reported and the communication of the data. For example, data on the Open Data Portal includes data about providers, beneficiary characteristics, managed care plan enrollment, dental utilization, and mental health utilization. Other utilization in the Medi-Cal program is not currently reported. For data that is reported, DHCS is critiqued for insufficient data visualizations and user-friendly summaries. Recognizing this gap, DHCS is proposing a multi-pronged approach.

- Establishment of the Program Data Reporting Division (or similar) which will provide focused leadership and work to support programmatic reporting that has improved consistency across program areas, supports training and development for staff to incorporate improved data communication, and to support programs and stakeholders with increased data reporting over time.
- Adding staffing in EDIM to support data analytic teams in EDIM and other parts of the department in the development and reporting of visualizations that reflect programmatic activities.
- Adding contract support to specifically address training for data literacy and data reporting for staff in EDIM and more broadly in DHCS.

3. Data and Analytic Management

While DHCS has been bringing together data teams within EDIM, DHCS still has over a dozen divisions with research data teams that provide analysis and reporting for specific programmatic areas. Currently, these teams perform analyses independently and do not have clear mechanisms for sharing best practices, coding approaches, or results. Under the

Analysis of Problem

leadership of the CDO, EDIM supports the development of consistency among programs in this distributed analytic environment. For example, the DHCS Data Publishing Style Guide was developed by the Office of Communications and the CDO team to provide improved consistency for data presentation. Comparable work needs to be conducted related to data analytic processes and methods. In particular, DHCS has established enterprise SAS and GIS environments; however, DHCS does not have resources designated to provide expertise necessary to curate and maintain centralized libraries of data or code for these environments. The various files related to these environments are stored in various locations within DHCS, including numerous eSAS drives and network drives. There are 11 eSAS drives that were transitioned to EDIM in 2020, each originally created for divisions that have been re-organized. These eSAS drives contain over 70,000 folders and over 500,000 files. In addition to eSAS, there are also numerous files and tables stored in the Management Information System/Decision Support System (MIS/DSS). Each of these environments require different access permissions and use different processes; these are individual-based permissions as opposed to being teams or groups based. EDIM does not currently have capacity or resources to catalog and organize the folders and files contained in these various locations as current staff are focused on performing analytic requests. Resources are needed to develop and maintain enterprise programming/coding standards and best practices within EDIM and DHCS to develop and maintain code libraries with coding standards, common data pulls, data linkage, and measure specifications.

DHCS uses data that originates with other organizations that are reference data that is critical to inform data analytics performed with DHCS data. Examples include reference data that is purchased under licenses, such as First Data Bank drug database, Optum Encoder Pro for physician codes, etc. Other examples include data that may be coming from other partners, such as data coming from California Department of Public Health (CDPH), Department of Health Care Access and Information (HCAI), California Department of Corrections and Rehabilitation, California Department of Social Services, Medicare, and other government entities. Working with these various data sets often requires data linkage and understanding of the data included in those data sets. This is specialized knowledge that takes time to build. In addition to data analytic work, data management functions are necessary for data quality that supports accurate data analysis. Data management functions include support of data integration and data feeds and data design including data architecture and data modeling across the diverse DHCS repositories and systems. Data design supports the identification, analysis and scoping of data requirements and translates them into data models and data specifications to meet business needs. It also helps with the development and tracking of data assets used to support DHCS business processes and the applications that are automating those processes to enable traceability through various processes and identify data impacts.

Analysis of Problem

Resource History (Dollars in thousands)

Data Management and Analytics Division

Program Budget	2016-17	2017-18	2018-19	2019-20	2020-21
Authorized Expenditures	N/A	N/A	N/A	N/A	\$9,146
Actual Expenditures	N/A	N/A	N/A	N/A	\$9,146
Revenues	N/A	N/A	N/A	N/A	N/A
Authorized Positions	N/A	N/A	N/A	N/A	51.0
Filled Positions	N/A	N/A	N/A	N/A	49.0
Vacancies	N/A	N/A	N/A	N/A	2.0

*Effective FY 2020-21 Information Management Division and Research & Analytic Studies Division have reorganized into Enterprise Data and Information Management, Data Management and Analytics Division and Health Information Management Division.

Health Information Management Division

Program Budget	2016-17	2017-18	2018-19	2019-20	2020-21
Authorized Expenditures	N/A	N/A	N/A	N/A	\$2,901
Actual Expenditures	N/A	N/A	N/A	N/A	\$2,829
Revenues	N/A	N/A	N/A	N/A	N/A
Authorized Positions	N/A	N/A	N/A	N/A	32.5
Filled Positions	N/A	N/A	N/A	N/A	27.0
Vacancies	N/A	N/A	N/A	N/A	5.5

*Effective FY 2020-21 Information Management Division and Research & Analytic Studies Division have reorganized into Enterprise Data and Information Management, Data Management and Analytics Division and Health Information Management Division.

Business Operations Technology Services Division

* Enterprise Technology Services was reorganized during FY 2020-21, and three new divisions were created; (1) Business Operations Technology Services Division, (2) Information Technology Strategy Services Division and (3) Medi-Cal Enterprise System Modernization. At this time resource history table information is not available for this division.

Analysis of Problem

Office of Legal Services

Program Budget	2016-17	2017-18	2018-19	2019-20	2020-21
Authorized Expenditures	\$16,969	\$18,243	\$19,872	\$21,573	\$21,951
Actual Expenditures	\$16,750	\$18,243	\$19,872	\$21,573	\$19,686
Revenues	N/A	N/A	N/A	N/A	N/A
Authorized Positions	110.5	112.0	117.0	125.0	126.0
Filled Positions	93.9	97.2	102.4	109.1	115.0
Vacancies	16.6	14.8	14.6	15.9	11.0

Workload History

Note: No workload history for the Program Data Reporting Division (or similar) is included as it will be a new division effective 2022-23. Workload for the division is currently performed under various DHCS programs whose data staff are being consolidated under EDIM.

Data Management and Analytics Division

Workload Measure	2016-17	2017-18	2018-19	2019-20	2020-21
CDO Requests processed/year.	790	1,000	1,160	1,024	1,234
DHCS Open Data Mailbox request processed/year.	9	64	256	673	743
DHCS Open Data Datasets published per year.	6	41	33	125	134
Cumulative count of Open Data datasets that require maintenance.	12	53	86	128	140
DRC mailbox email count	N/A	770	1,440	1,355	1,648
Confidential data sharing - Provisioning of confidential data (university researcher/DRC requests).	28	43	36	38	25
Confidential data sharing - Provisioning of confidential data (inter-Department/BUCP requests).	N/A	17	43	47	47
Confidential data sharing - Interdepartmental data linkage developed (initial linkage or ad hoc).	4	7	10	15	15
Confidential data sharing agreements executed - Business Use Case Proposals, Data Use Agreements, other data sharing, contracts / agreements developed.*	32	67	89	100	87
Confidential data sharing - number of data releases (ad hoc, hospital, BUCP, DRC).*	85	111	171	187	148

Analysis of Problem

*This workload has been performed by DMAD through 2020-2021. Going forward, HIMD will perform this work as described in this proposal

Health Information Management Division

Workload Measure	2016-17	2017-18	2018-19	2019-20	2020-21
Business Intelligence Dashboards and modules	N/A	N/A	N/A	9	35
Data Quality/Codes email box requests	163	153	273	264	100
Develop and maintain SharePoint sites and tools	15	20	30	40	52
Maintain statistical reports and publications	250	500	600	700	900
Perform HIPAA issue analysis including formal complaints	1	1	2	1	1
Assist in Companion Guides development and maintenance	2	2	4	6	8
APD, Contracts and RFO development and maintenance	16	24	24	40	50

Enterprise Technology Services - Business Operations Technology Services Division

Workload Measure	2016-17	2017-18	2018-19	2019-20	2020-21
Data feeds into MIS/DSS.	400	400	450	450	500
Completed change requests to resolve data quality issues.	12	12	12	12	12
User support requests for electronic Statistical Analysis System (eSAS) and ArcGIS processed per year.	250	350	425	525	650
Teradata Space Usage.	110	160	175	185	200
Data storage and management solutions developed, implemented and supported.	5	5	7	7	9
Technical platforms and processes to support data built and maintained.	5	5	7	7	9
Service requests completed within 5 business days.	2,785	2,930	3,089	3,250	3,420
IT procurements that support business critical applications, projects, etc.	17	17	17	17	17

Analysis of Problem

Office of Legal Services – Privacy Office

Workload Measure	2016-17	2017-18	2018-19	2019-20	2020-21
Research federal and state laws, advise on legally compliant approaches.	50	50	70	100	100
Draft and negotiate contracts, business associate agreements, and data use agreements.	60	80	100	100	100
Review and approve data releases.	50	100	150	200	200
Review data requests from researchers for compliance with State and federal privacy laws, Committee for Protection of Human Subjects jurisdiction and approval, and DHCS policies and procedures.	40	70	70	100	100
Revise and maintain Privacy Policies and Procedures to incorporate programmatic improvements and issues.	N/A	150	150	100	25
Provide responses to public, legislative, and stakeholder inquiries.	120	150	175	200	200
Meet with DHCS clients; represent DHCS in CMS, Agency, and stakeholder meetings; and consult with Chief Counsel, Privacy Officer/ACC, and other OLS team members.	510	510	680	700	700

C. State Level Consideration

This proposal directly supports the DHCS Strategic Plan commitment to maintain effective, open communication and engagement with the public, our partners, and other stakeholders and more specifically to make information readily available to people who need it. Data provisioning and transparency efforts are specifically focused on this commitment and strategy. The ODP is used to make data publicly available in machine readable and reusable formats. Additionally, public reporting by DHCS programs supports policy makers and other stakeholders in better understanding the program.

This proposal supports the CalHHS Strategic Priorities by facilitating the provision of data both for the public and among CalHHS programs to integrate services and support California's most vulnerable populations. In particular, the proposal supports the CalHHS Guiding Principles by helping beneficiaries, programs, partners, and the public leverage data to monitor, manage, and engage in effective ways. The proposal also supports the CalHHS Information Strategic Plan Goal 3 to develop an enterprise data management strategy that supports improved access to services for the public, program interoperability through data sharing and a data-driven decision making approach to increasing business efficiency. In particular, this proposal advances Objective 3.1 to "create and implement best practices and policies for data governance to oversee data utilization, confidentiality, appropriate sharing and integrity across the CalHHS enterprise." DHCS is supporting this by using the shared CalHHS tools to facilitate the work, including the ODP, Statewide Interagency Data Exchange Agreement (IDEA), and CalHHS DDG as represented with the DHCS DDG.

Analysis of Problem

This proposal supports the Government Operations Agency's California Open Data initiative, a statewide open data portal created to improve collaboration, expand transparency and lead to innovation and increased effectiveness. The DHCS data sets on the ODP are also provided through the California Open Data Portal. These efforts comply with California Department of Technology Letter 19-01, issued in March 2019, which affirmed the State's commitment to Open Data and announced State Administrative Manual (SAM) Section 5160 et al., which sets forth Open Data Policy Requirements and announced the establishment of data.ca.gov.

D. Justification

DHCS receives many requests for data and information about the programs it administers, ranging from legislative requirements to a wide range of stakeholder requests. DHCS also performs extensive analysis for programs to monitor, oversee, and evaluate the programs it administers. The proposed staffing resources requested will facilitate consistency and timeliness of reporting by DHCS programs by streamlining processes related to data analysis and data management; increasing capacity to meet the steadily increasing demand for DHCS data; and establishing infrastructure and organizational support critical to conducting the various data and administrative functions EDIM is responsible for, and for the support provided for these functions by ETS and OLS. This directly supports the Administration's strategic priorities and guiding principles to help beneficiaries, programs, partners, and the public leverage data to monitor, manage, and engage in effective ways. Given the complexity and diversity of programs that impact Medi-Cal members and DHCS clients, the need to integrate and align data with other federal, state, and local programs is essential to understanding the full scope of opportunities to improve outcomes. EDIM's role supporting data management and data reporting for the Department continues to expand with the ever-increasing volumes of data and the complexity of the data received through the various departmental programs. Additionally, the Department is experiencing increasing demands to provide data and information routinely and in response to a wide range of stakeholders. To address these needs, DHCS requests the following resources for EDIM, ETS, and OLS as outlined in the following sections:

1. Data Transparency and Coordination
2. Data Visualization, Reporting, and Analytical Support to DHCS Programs
3. Data and Analytic Management

1. Data Transparency and Coordination

In close collaboration with the OLS and ETS, EDIM leads the provision of scientific data and information including the development and implementation of confidential data exchange agreements ranging from research DUAs and BUCPs to contractual arrangements such as Business Associate Agreements (BAAs). EDIM's workload continues to expand and increase with a recent ramp-up of data sharing requests necessitated by legislative mandates, state/federal reporting requirements, and program monitoring and evaluation needs. Of note, the establishment of CDII expanded the scope and types of data requests and reporting, particularly in the types of entities that can request DHCS data. Additionally, EDIM receives and coordinates a consistent volume of data requests from hospitals for payment and days of service validation related to hospital financial disclosure, Medi-Cal Disproportionate Share program, and budget estimates.

The increasing demands to provide data and information routinely or ad hoc for administrative, programmatic, and research initiatives have been a challenge for EDIM and exceed existing capacity to enable data-informed coordination and delivery of health and

Analysis of Problem

social services. Closely tied to this challenge are the frequency and desired timeline of confidential data releases that are often not matched with available staff capacity, and the administrative burden of tracking and maintaining updates to each data use agreement. To address these needs, EDIM requests additional staffing resources to establish internal capacity for effectively working with other state agencies, external researchers, hospitals, plans, and other stakeholders to facilitate data sharing agreements, data extraction, data release, and supplemental analysis.

DHCS receives many requests for data and information about the programs it administers, ranging from legislative requirements to a wide range of stakeholder requests. DHCS also performs extensive analysis for programs to monitor, oversee, and evaluate the programs it administers. The proposed staffing resources requested will facilitate consistency and timeliness of reporting by DHCS programs by streamlining processes related to data analysis and data management; increasing capacity to meet the steadily increasing demand for DHCS data; and establishing infrastructure and organizational support critical to conducting the various data and administrative functions EDIM is responsible for, and for the support provided for these functions by ETS and OLS. This directly supports the Administration's strategic priorities and guiding principles to help beneficiaries, programs, partners, and the public leverage data to monitor, manage, and engage in effective ways. Given the complexity and diversity of programs that impact Medi-Cal members and DHCS clients, the need to integrate and align data with other federal, state, and local programs is essential to understanding the full scope of opportunities to improve outcomes. EDIM's role supporting data management and data reporting for the Department continues to expand with the ever-increasing volumes of data and the complexity of the data received through the various departmental programs.

Additionally, the Department is experiencing increasing demands to provide data and information routinely and in response to a wide range of stakeholders.

Data Management and Analytics Division (3.0 Permanent Positions)

1.0 RD Sup I

1.0 RS II

1.0 RS I

The Data Management and Analytics Division requests the following positions to perform data transparency and coordination work:

- The 1.0 RD Sup I will work with the staff in the Data Publishing Unit to establish and maintain project priorities and to perform oversight on projects to make sure end products or services are delivered on schedule. Specifically, the Supervisor will oversee the coordination of publishing Medi-Cal data on the ODP and the Department internet site, as well as development and upkeep of dashboards, data models, and information processes based on business requirements. The Supervisor will collaborate with other research staff and cross-functional teams, while monitoring the outcomes, maintain project timelines, and maintain compliance of the processes and applicable laws.
- The 1.0 RS II will collaborate with EDIM and other departmental staff to review requests for protected data and make recommendations, convene the Data and Research Committee (DRC) every other month and present summary analyses of research proposals or business use cases, confer with external requestors to evaluate research methodology or operational initiatives and department impact, develop data sharing mechanisms facilitated by the PO, identify data elements and translate requirements into data extraction/transformation business rules, extract/transfer data, link data, serve as DHCS'

Analysis of Problem

scientific liaison to external requestors or data sharing partners on analytic preparation and interpretation, work with the Privacy Officer (PO) to maintain and manage data sharing agreements, assist with data sharing related contract management and data release, develop and maintain DRC and hospital application process policy and procedures.

- The 1.0 RS I will support the DRC team, responsibilities include but are not limited to: review requests for protected data and make recommendations, convene the DRC every other month, coordinate review of applications with DHCS data owners and program experts, present summary analyses of research proposals or business use cases, confer with external requestors to evaluate research methodology or operational initiatives and department impact, develop data sharing mechanisms facilitated by the PO, identify data elements and translate requirements into data extraction/transformation business rules, extract data, link data, serve as DHCS' scientific liaison to external requestors or data sharing partners on analytic preparation and interpretation, work with the PO to maintain and manage data sharing agreements, assist with data sharing related contract management and data release. Coordinate Data Analytics seminars. Maintain metadata in internal archive and external web interface. Coordinate and maintain public list of PHI disclosures.

Data Management and Analytics Division (Permanent Funding for 5.0 Existing Positions)

Permanent Funding Equivalent to 5.0 Permanent Positions

1.0 SSM I

4.0 AGPA

The 5.0 existing permanent positions were previously approved via BCP MRHC 09-6 "Medi-Cal Incentive Program" and MREX 10-01 "HITECH ACT/Medi-Cal Electronic Health Record Incentive Program". The positions were previously funded as 10 percent reimbursement fund and 90 percent FF. The positions previously supported the Promoting Interoperability Program (previously the Medi-Cal Electronic Health Record Incentive Program) which ended in September 2021 with program close out ending in September 2022. This BCP proposes to redirect those existing positions to workload related to confidential data releases, which have been increasing in number and complexity over recent years.

- The existing 1.0 SSM I will lead a new data release unit. The SSM I will lead a team of analysts responsible for processing departmental data requests, including confirming all information is needed for the request and eventual submission of the data back to the requestor. In conjunction with the PO and ISO, the SSM I will lead the development and implementation of a Department-wide, centralized tracking system for the data release process. The SSM I will also oversee the development and maintenance of the DHCS repository of non-DHCS data (for example, DHCS staff use of HCAI, Vital Records, California Health Interview Survey, CMS Minimum Data Set) and oversee associated application processes and use of the data. The SSM I will participate in statewide and national conferences and stay abreast of any regulations or industry changes impacting data requests, making recommendations to leadership as necessary. The SSM I will develop and lead trainings about the data release process for DHCS staff. The SSM I will act as a subject matter expert for the departmental data release process and advise internal and external customers about the process.
- The existing 3.0 AGPAs will handle the processing of data requests. The AGPAs will verify each data request has the information as required per state and federal guidance, DHCS policy, and any legal agreements between DHCS and the requestor. The AGPAs will manage the DocuSign process for each data request and will follow up as often as needed to meet deadlines and adhere to established timeframes. The AGPAs will

Analysis of Problem

coordinate DHCS staff use of non-DHCS data, coordinate and maintain the DHCS repository of non-DHCS confidential data, and track use. The AGPAs will perform quality control and will formally submit the finalized data sets to the requestor. The AGPAs will maintain communication, including regular meetings, with entities submitting ongoing data requests and make sure any barriers to the workflow are remediated. The AGPAs will maintain and update data release policies and inform stakeholders of any changes.

- The existing 1.0 AGPA will update the EDIM SharePoint site on an ongoing basis, including writing FAQs, help guides, request forms, and other documents to assist data requestors. The position will develop educational and outreach material and will disseminate that information in the appropriate format to customers and stakeholders. The position will also participate in user acceptance testing of the request portal. On an ongoing basis, the AGPA will analyze data request workflows, find inefficiencies, and recommend solutions to management. The AGPA was previously funded via BCP.

HIMD (1.0 Permanent Positions)

1.0 ITS I

HIMD provides broad service support in the Department for items such as breach reporting, Advanced Planning Document submissions to CMS, and interoperability and health information exchange initiatives. Currently, the data release process for the department is handled in an uncoordinated fashion, with programs housing their own Data Release Coordinators and managing the data release process in their own way. The COVID-19 pandemic has increased the demand for data, and the continued focus on transparency will lead to increased data requests as well. The increased demands for data for administrative, public health, and research initiatives has increased administrative strain on staff and delays in the review and approval of data releases.

HIMD requests the following position to perform data transparency and coordination work:

- The 1.0 ITS I will maintain SharePoint sites and tools in support of the administration of the Division, including automated intake forms, tracking logs and workflow tools related to research requests, CDO requests, and ODP queries, and SharePoint sites focused on enhancing the transparency of the Data Management and Analytics Division 's data resources and publications.

OLS (1.0 Permanent Position)

1.0 Attorney III

OLS - PO requests the following position to perform data transparency and coordination work:

- The 1.0 Attorney III is highly expert production level staff, handling a wide variety and high volume of more complex matters with minimal supervision. The Attorney III interacts with various department staff involved in data analytics, data management, data releases, and data research projects. The Attorney III thoroughly researches and responds in a timely manner to inquiries both inside and outside of the department including communications with Agency, other departments, the Governor's Office and private legal counsel about data issues. This position provides advice on the design and implementation of data projects to assure a compliant and functional implementation. This position drafts and negotiates business associate and data use agreements, and performs the legal review of business associate agreements, data use agreements, data releases, research proposals, expert determinations of de-identification, breach response, breach notifications, and

Analysis of Problem

Public Records Act requests, for accuracy and consistency to monitor compliance with state and federal law, and any contract requirements. The Attorney III plays a key role working with programs, stakeholders and other interested parties in guiding data projects to monitor compliance with a complex matrix of applicable laws, with existing policies, and on sensitive issues directly impacting the health of millions of beneficiaries. The Attorney III must have working knowledge and ability to learn across a wide range of laws impacting privacy issues, including but not limited to HIPAA, the California Information Practices Act, and other State and federal laws, as well as having a refined understanding of the important business and policy needs around the Department's data analytics and management activities. The Attorney III provides guidance to less-experienced team members and consults with other more-experienced team members as necessary.

2. Data Visualization, Reporting, and Analytical Support for Program Performance and Quality Monitoring

PDRD (or similar) (2.0 Permanent Positions and Conversion of 1.0 LT resource to Permanent)

1.0 CEA B

1.0 RDS III

1.0 RDS II (LT converted to permanent)

As DHCS continues to develop and consolidate data analytic and management capacity within EDIM, the scope and size of the organization has grown. In order to support this growth and balance the policy scope and workload, EDIM proposes creating a new division that will be led by a new CEA B. Based on this addition, the branches currently within DMAD and HIMD will be distributed between the three divisions. PDRD requests the following positions to data reporting and analytical support for program performance and quality monitoring work:

- The 1.0 CEA B will serve as the PDRD Division Chief overseeing cross-cutting data analytics functions that support programmatic work throughout the department. The Division Chief will have a particular focus on reporting requirements associated with managed care programs and waiver requirements. Given the breadth of data analytics and associated program areas, the Division Chief will routinely work with executive teams in the DHCS and across other departments. The position will support stakeholder engagements with expertise in data analysis, reporting, and presentation.
- The 1.0 RDS III will function as an expert consultant and will lead and oversee the development of stakeholder processes for development of administrative, operational, and other program monitoring, program performance, and outcome measures. The RDS III will perform research and analytic functions and activities. The RDS III will also provide expert consultation in development of data indicators, calculations, and other reporting methodologies and develop and maintain measures specifications and documentation. They will work closely with program staff, as well as the BI team within HIMD, related to data coding, calculations, and other aspects of data displays included in dashboards, infographics, and other report user interfaces.
- The 1.0 RDS II LT converting to permanent will continue to support the data reporting needs of ongoing long-term reporting and monitoring functions of Medi-Cal managed care programs, including Whole Person Care (WPC) which has transitioned to Enhanced Care Management (ECM) Community Supports (CS), Whole Child Model (WCM) and Seniors and Persons with Disabilities (SPDs). The RDS II will perform data extraction and analysis from various sources including the MIS/DSS data warehouse. The RDS II will prepare datasets, reports, and evaluation measures to optimize performance and outcomes of the

Analysis of Problem

programs. Other datasets assessed and prepared include Medi-Cal managed care and fee-for-service encounter, claims, eligibility, program, and provider data. Making this positions permanent will assist with historical knowledge, aid in the completion of the independent evaluation as required in attachment GG of the Standard Terms and Conditions (STCs), and support permanent ongoing long-term Medi-Cal managed care program monitoring and reporting data needs. The previous LT resource was approved via 4260-056-BCP-2021-GB "Limited-Term Workload Extension."

HIMD (1.0 Permanent Positions, Conversion of 1.0 LT resource to Permanent, 4.0 Three-Year LT Positions, and \$2,000,000 annual Contract Funding)

1.0 ITM II

1.0 RDS II (LT converted to permanent)

4.0 RDS I (Extend additional three-year LT)

HIMD requests the following positions to data reporting and analytical support for program performance and quality monitoring work:

- The 1.0 ITM II (Business Intelligence Branch) will provide day-to-day operational management, program capacity building, and provide high-level expertise to influence the success of existing and future programs. They will direct Section and Unit work, establish goals, objectives, and priorities; develop, manage, and mentor staff; provide subject matter expertise between projects, governance committees, and various programs; draft, review, and approve State and Federal Budgetary documentation; manage EDIM contracts and contract staff and facilitate all future procurement efforts.
- The 1.0 RDS II will continue to support the business intelligence needs of ongoing long-term reporting and monitoring functions of Medi-Cal managed care programs, including Whole Person Care (WPC) that has transitioned to Enhanced Care Management (ECM) Community Supports (CS), Whole Child Model (WCM) and Seniors and Persons with Disabilities (SPDs). The RDS II will perform data extraction and analysis from various sources including the MIS/DSS data warehouse. The RDS II will prepare datasets, reports, business intelligence inputs and evaluation measures to optimize performance and outcomes of the programs. Other datasets assessed and prepared include Medi-Cal managed care and fee-for-service encounter, claims, eligibility, program, and provider data. Making this position permanent will assist with historical knowledge, aid in the completion of the independent evaluation as required in attachment GG of the STCs, and support permanent ongoing long-term Medi-Cal managed care program monitoring and reporting data needs. The previous LT resource was approved via 4260-064-BCP-2020-GB "California 1115 Waiver – Medi-Cal 2020."
- The 4.0 three-year, LT RDS Is will be extended and additional three years to conduct the data analysis, data validation, data issue resolution, and data support functions for the planning and design, development, and implementation phases of the 274 expansion to MHPs and DMC-ODS, as well as to provide the ongoing data quality monitoring and analysis support to plans and DHCS staff related to the resulting data. The 274 expansion will transition MHPs and DMC-ODS from the current, manual provider and network data reporting through the NACT to PACES. This will require ongoing data system and data analysis to verify plans are implementing data collection in accordance with DHCS' specifications and requirements. In addition, ongoing data quality monitoring, and training and technical assistance to plans will be critical for accurate data collection and reporting at the local level. The previous LT resources were approved via 4260-061-BCP-2020-GB "Behavioral Health Network Adequacy."

Analysis of Problem

HIMD Contract Resources

- Reference Data Procurement: \$2,000,000 (\$1,000,000 GF; \$1,000,000 FF) annually and ongoing to contract directly with various third parties to conduct periodic data matching activities to identify individuals who do not meet Medi-Cal eligibility requirements. DHCS previously did this through other contractors which procured the data for use within their contracted scope.

BOTSD (1.0 Permanent Position)

1.0 ITS II

- The 1.0 ITS II will develop business requirements, system designs, specifications and documentation to implement solutions; Develop and maintain documentation for updates or modifications to systems; Evaluate requested projects and work efforts and provide proposed solutions; Act in a lead role and mentor for technical support team to coordinate activities and planning; Coordinate with security team to address security risks as related to client devices; Act in a lead role in planning large enterprise wide deployments and implementation; Act in a lead role in communicating with non-IT customers in areas of change management and new technology services.

3. Data and Analytics Management

Data Management and Analytics Division (2.0 Permanent Positions)

2.0 RDS II

The Data Management and Analytics Division requests the following positions to perform data documentation work:

- The 2.0 RDS IIs will work with various staff in DHCS to facilitate and support development, documentation, and maintenance of data definitions, SAS coding, analytic and data querying methodologies, as well as supporting and maintaining centralized libraries of such information. The RDS IIs will pull, prepare, and analyze data from multiple data collection systems and tools, in various formats to assess data quality (e.g., compliance with existing data collection requirements), and develop reports quantifying data reporting errors and data collection issues; provide research support and expert consultation to develop, document, and maintain documentation of data analysis and analytical methodologies; standardized data coding; and other data and program policy decisions and documentation related to data analytic methodologies and codes.

HIMD (1.0 Permanent Positions and LT \$2,000,000 Contract Funding)

1.0 IT Sup II

HIMD requests the following position to support data quality monitoring and management work:

- The 1.0 IT Sup II will provide day-to-day operational management, program capacity building, and provide high-level expertise to monitor the success of existing and future data quality programs. The position will direct work, establish goals, objectives, and priorities; develop, manage, and mentor staff; provide subject matter expertise between projects, governance committees, and various programs; draft, review, and approve State and Federal budgetary documentation; manage state and contract staff and facilitate procurement efforts. The position represents the Division and Department at various

Analysis of Problem

meetings and/or hearings, including meetings with Federal, state, and county-level agencies, advocacy groups, health plans, and Department management.

HIMD Contract Resources

\$500,000 (\$250,000 GF; \$250,000 FF) in FY 2022-23

\$1,000,000 (\$500,000GF; \$500,000 FF) in FY 2023-24

\$500,000 (\$250,000 GF; \$250,000 FF) in FY 2024-25

- Training and staff development in data analytics, data science, and research: \$250,000 (\$125,000 GF; \$125,000 FF) in FY 2022-23, \$500,000 (\$250,000 GF; \$250,000 FF) in FY 2023-24, and \$250,000 (\$125,000 GF; \$125,000 FF) in FY 2024-25 to establish infrastructure necessary to centralize, streamline, and facilitate efficient processes and procedures related to the continually growing areas of data analytics, management, and reporting within DHCS. The vendor will support training and staff development that is specific to individuals working in data analytics, data science, and research. This would include training and development for researchers, data analysts, business analysts, project managers, data science specialists, and managers to address mapping, documentation, and operationalization of processes and procedures for each division's functions; and training for managers, supervisors, and staff within EDIM, particularly related to advanced analytics, such as data visualization, data science, statistical testing/inferential statistics, and enterprise data management.
- Analytic coding curation: \$125,000 (\$63,000 GF; \$62,000 FF) in FY 2022-23, \$250,000 (\$125,000 GF; \$125,000 FF) in FY 2023-24, and \$125,000 (\$63,000 GF; \$62,000 FF) in FY 2024-25 to support department-wide coordination to reduce duplicative SAS programming as well as provide expertise and focus to bridge between programs to develop shared resources that promote consistency in the data reported by DHCS. The contractor resources will develop and implement the infrastructure to be developed and maintained, including code libraries for SAS, GIS, and other analytical software tools, standardized data definitions, standard stratification levels, measure and metric specification, technical documentation of coding used in the development of data reports.
- SharePoint/Teams Architect and SharePoint/Teams Developer: \$125,000 (\$63,000 GF; \$62,000 FF) in FY 2022-23, \$250,000 (\$125,000 GF; \$125,000 FF) in FY 2023-24, and \$125,000 (\$63,000 GF; \$62,000 FF) in FY 2024-25 to assist in developing and implementing a long-term plan for configuring SharePoint architecture, functionality, and web interface to support coordination and communication among program, data, and technology teams in EDIM that leverages enterprise tools

BOTSD (1.0 Permanent Position and \$5,000,000 Contract Funding)

1.0 ITM I

The requested position will work support day-to-day operations of the data warehouse and supporting systems (i.e. Microsoft Business Intelligence (MSBI), eSAS, and ArcGIS) that are essential to the data analytic work necessary to support the Medi-Cal program. BOTSD requests the following positions to support data quality monitoring and management work:

- The 1.0 ITM I will provide day-to-day operational management, program capacity building, and provide high-level expertise to influence the success of existing and future IT programs. They will direct Section and Unit work, establish goals, objectives, and priorities; develop, manage, and mentor staff; Provide subject matter expertise between projects, governance committees, and various programs; Draft, review, and approve State and

Analysis of Problem

Federal Budgetary documentation; Manage MIS/DSS contract and contract staff and facilitate all future procurement efforts.

BOTSD Contract Resources

\$1,000,000 (\$500,000 GF; \$500,000 FF) in FY 2022-23

\$2,000,000 (\$1,000,000 GF; \$1,000,000 FF) in FY 2023-24

\$2,000,000 (\$1,000,000 GF; \$1,000,000 FF) in FY 2024-25

BOTSD requests funding for contract services to provide architecture and infrastructure support and specialized subject-matter expertise for delivery of the critical enterprise data architecture, infrastructure, platforms, services and supporting technologies required to enable data integration, data exchange, business intelligence, analytics, data storage, data feeds, APIs, etc. to support HIMD. The increased demand for data, datasets, data requests, and data exchange occurring through separate disparate IT systems, numerous file transfers, batch uploads, etc. necessitates enterprise data architecture and infrastructure components. The temporary dedicated teams will comprise of enterprise data mesh and data integration engineering teams to support HIMD. The enterprise data mesh team (five resources) consisting of solution and DevOps architects will focus on such things as gateway connections, architecture, platform, and infrastructure of the enterprise data mesh. The data integration team (five resources) consisting of data architects and engineers will focus on the enterprise data mesh's integration and exchange of the data from the numerous data sources. Finally, the teams will coordinate department-wide and transition knowledge and duties to State staff. These resources are critical so that technologies are in place to enable the data to be more accessible, available, discoverable and interoperable to support the program needs.

The Enterprise Data Mesh (EDM) is a modern approach to data architecture that enables data ownership by business domain, enables delivery of data as a product, makes data products discoverable and establishes a data governance model that is capable of responding to changes in business data structure in an agile fashion. The EDM provide three key capabilities as part of its data architecture: ingest, management and consumption tiers. Ingest allows the data producers to send data to the EDM using classic file base exchange, database integration, APIs and real-time data streaming. Data that is processed by the ingest tier is stored in its original raw format for future use and forwarded to the management tier. The management tier provides long term persistence of data that is normalized and validated based on the business domain rules. Data in the management tier is accessible via a low level data gateway that can be used directly and/or integrated with the consumption tier. Data consumers access data in the EDM through the consumption tier through operational reporting, file based exchange, APIs and real-time data streams. The EDM makes data accessible, available, discoverable, secure, and interoperable, enabling HIMD to seamlessly connect and share data products.

E. Outcomes and Accountability

In order to adequately support federal and state data transparency requirements, DHCS requires additional staff to support programmatic data reporting requirements across the Department.

DHCS tracks requests for CDO review for data de-identification, DHCS ODP Data posting and questions, and other data requests through SharePoint lists that allow for the quantification of the time it is taking to respond. Some of the lists have been in place for a number of years while others are newer. These tracking mechanisms will be used to track the time it takes to respond and the expected reduction in the backlog. The new staff including the supervisor,

Analysis of Problem

RDS Is, RDA IIs, and AGPA will both support and use the tracking logs to monitor, prioritize, and report progress related to timely responses across the workload supported by the Data Management and Analytics Division. Where there are process or monitoring gaps, the new staff will work with existing staff to address these gaps.

DHCS EDIM is in a better position to meet program monitoring and reporting requirements as well as data provisioning needs with the requested resources. The additional capacity will also help build and expand organizational analytic functions and capabilities in support of DHCS policy initiatives and program operations as well as accountability and quality improvement efforts.

Projected Outcomes

Program Data Reporting Division (or similar)

Workload Measure	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27
Conduct analysis to develop data elements to fulfill business needs related to provider network assessment.	N/A	93	93	93	93	93
Develop and publish new reports about the Medi-Cal program	N/A	2	2	2	2	2

Data Management and Analytics Division

Workload Measure	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27
CDO Requests processed.	N/A	1,322	1,322	1,330	1,345	1,350
DHCS Open Data Mailbox request processed.	N/A	762	762	770	775	775
DHCS Open Data Datasets published and/or updated.	N/A	140	140	155	160	160
DRC/BUCP applications for confidential data processed.	N/A	20	24	27	30	35
DRC data sets generated.	N/A	23	23	25	27	30
Inter-departmental data sets generated.	N/A	23	23	25	27	30
Inter-departmental linked datasets.	N/A	8	8	10	10	10
Data standards developed.	N/A	1	1	1	1	1
Data analytic tool coding library developed and maintained.	N/A	1	1	1	1	1

Analysis of Problem

Workload Measure	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27
Data coding and technical specification documents developed.	N/A	5	5	5	5	5

Health Information Management Division

Workload Measure	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27
Data Sharing Agreements	N/A	85	100	120	135	145
Data Releases.	N/A	180	200	220	240	260
Public-facing dashboards implemented.	N/A	3	3	3	3	3
Data quality reports developed.	N/A	20	20	20	20	20
Data quality issues resolved.	N/A	20	20	40	50	50
Data standards updated or created.	N/A	20	25	30	40	40
Data management plans created and approved.	N/A	5	5	5	5	5
T/TA to MHPs on 274 reporting requirements.	N/A	93	93	93	93	93
Analysis and testing of 274 transaction test and production data.	N/A	93	93	93	93	93
Data quality monitoring reports.	N/A	93	93	93	93	93

Enterprise Technology Services - Business Operations Technology Services Division

Workload Measure	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27
Data feeds into MIS/DSS.	N/A	50	50	55	55	60
Completed change requests to resolve data quality issues.	N/A	4	4	4	4	4
User support request for eSAS and ArcGIS processed per year.	N/A	85	115	140	175	215

Analysis of Problem

Office of Legal Services – Privacy Office

Workload Measure	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27
Research federal and state laws, advise on legally compliant approaches.	N/A	50	50	50	25	25
Draft and negotiate contracts, business associate agreements, and data use agreements.	N/A	50	50	50	50	50
Review and approve data releases.	N/A	100	100	100	200	200
Review data requests from researchers for compliance with state and federal privacy laws, Committee for Protection of Human Subjects jurisdiction and approval, and DHCS policies and procedures.	N/A	50	50	50	84	84
Revise and maintain Privacy Policies and Procedures to incorporate programmatic improvements and issues.	N/A	13	13	13	13	13
Provide responses to public, legislative, and stakeholder inquiries.	N/A	100	100	100	100	100
Meet with DHCS clients.	N/A	200	200	200	200	200

F. Analysis of All Feasible Alternatives

Alternative 1: Approve 13.0 permanent positions, funding for 5.0 existing permanent positions, three-year LT resources equivalent to 4.0 positions, conversion of 2.0 LT resource to permanent, LT contract resources, and expenditure authority of \$7,587,000 (\$3,794,000 GF; \$3,793,000 FF) in FY 2022-23, \$8,970,000 (\$4,485,000 GF; \$4,485,000 FF) in FY 2023-24, \$8,470,000 (\$4,235,000 GF; \$4,235,000 FF) in FY 2024-25, and \$5,396,000 (\$2,698,000 GF; \$2,698,000 FF) in FY 2025-26 and ongoing to address increased workload related to departmental data analytic, data management, data provisioning, and data reporting functions.

Pros:

- Establishes the necessary resources to meet state and federal mandates in data sharing and transparency, and compliance with the data de-identification HIPAA standard as applied to data disseminated by DHCS to the public and stakeholders.
- Increases the ability to manage data sharing agreements and data exchange processes impacting multiple program areas in DHCS.
- Supports the Department in addressing the backlog and improving internal and external customer service.
- Decreases the risk of litigation and loss of federal funds.

Analysis of Problem

Cons:

- Requires additional state resources to fund salary and associated costs.
- General Fund impact.
- Expands state government.

Alternative 2: Approve five-year LT funding equivalent to 24.0 positions with expenditure authority of \$4,087,000 (\$2,044,000 GF; \$2,043,000 FF) in FY 2022-23, and \$3,970,000 (\$1,985,000 GF; \$1,985,000 FF) in FY 2023-24 through FY 2027-2028.

Pros:

- Temporarily provides the necessary resources to meet state and federal mandates in data sharing and transparency and compliance with the data de-identification HIPAA standard as applied to data disseminated by DHCS to the public and stakeholders.
- Increases the ability to manage data sharing agreements and data exchange processes impacting multiple program areas in DHCS.
- Supports DHCS in addressing the backlog.
- Does not establish a permanent impact on General Fund.

Cons:

- Does not address a permanent workload problem in the long term. At the end of the five-year term, processing times for data requests would again double and/or triple in length, and a backlog would again develop, as would associated negative impacts.
- Requires additional state resources and funding from General Fund.
- Expands state government.
- Limited-term funding has proven more difficult to hire staff, particularly for expert level positions, such as an Enterprise GIS Coordinator.

Alternative 3: Denial of additional funding for new and existing positions.

Pros:

- Does not increase staffing costs.
- Does not have an impact on General Fund.
- Does not increase staffing space and equipment needs.

Cons:

- Increases data quality issues, the backlog and processing times for data releases, and administrative workload issues.
- Negatively affects DHCS' ability to meet federal data quality and reporting standards and requirements, which would ultimately put federal funding at risk.
- Influences a reliance on contractor staffing which requires additional time and cost to acquire.
- Has a negative effect on multiple program areas in DHCS and the external customer service experience.

G. Implementation Plan

Once the BCP is approved, DHCS will work towards hiring as soon as possible. The new staff will be trained to perform the functions necessary to redistribute workload and create shared knowledge to support cross training and coverage for the various tasks.

Analysis of Problem

H. Supplemental Information

Attachment A: Workload Standards

Attachment B: Fiscal Worksheet

I. Recommendation

Alternative 1: Approve 13.0 permanent positions, funding for 5.0 existing permanent positions, three-year LT resources equivalent to 4.0 positions, conversion of 2.0 LT resource to permanent, LT contract resources, and expenditure authority of \$7,587,000 (\$3,794,000 GF; \$3,793,000 FF) in FY 2022-23, \$8,970,000 (\$4,485,000 GF; \$4,485,000 FF) in FY 2023-24, \$8,470,000 (\$4,235,000 GF; \$4,235,000 FF) in FY 2024-25, and \$5,396,000 (\$2,698,000 GF; \$2,698,000 FF) in FY 2025-26 and ongoing to address increased workload related to departmental data analytic, data management, data provisioning, and data reporting functions.

J. Workload Standards

WORKLOAD STANDARDS
Program Data Reporting Division (or similar)
1.0 Research Data Specialist III
803-396-5770-XXX
Permanent

Activities	Number of Items	Hours per Item	Total Hours
Serve as the lead for development of data measures for inclusion in program data dashboards and other reports. Assess, compile, link, prepare, and analyze complex data, conduct complicated research and statistical projects, develop logic and algorithms for new systems/measures, and develop/test computational techniques and statistical methodologies.	10	72	720
Lead change management processes associated with changes in requirements related to dashboard measures and other data reports.	10	36	360
Contribute to the development, planning, and documentation of measure specifications and business rules used in developing measures.	10	36	360
Support department staff in using SAS, applying standard code/developing new code, and producing SAS products.	10	36	360
Total hours worked			1,800
1,800 hours = 1.0 Position			
Actual number of Positions requested			1.0

WORKLOAD STANDARDS
Program Data Reporting Division (or similar)
Managed Care Reporting Branch
1.0 Research Data Specialist II
803-396-5758-XXX
Convert Limited-Term to Permanent

Activities	Number of Items	Hours per Item	Total Hours
Support long-term reporting and monitoring functions of Medi-Cal managed care programs that have transitioned from pilot to permanent programs such as Whole Person Care (WPC) which has transitioned to Enhanced Care Management (ECM) Community Supports (CS), Whole Child Model (WCM), and Seniors and Persons with Disabilities (SPDs). Prepare datasets, reports, and evaluation measures to optimize performance and outcomes of the programs.	30	15	450
Develop, compile, and prepare data sets for analysis; compile data from various data sources; link data; analyze and assess data sources for use in program data dashboards and other analytic reports; data models; and measure and specifications, data definitions, stratification levels, and technical documentation used in the dashboards and data reports.	15	30	450
Coordinate change management processes associated with changes in requirements of measures and other data reports.	20	18	360
Develop a variety of data reports and analytical reports and displays.	60	6	360
Facilitate meetings and other collaborative efforts related to development of measures and data indicators to be included in dashboards and reports.	12	15	180
Total hours worked			1,800
1,800 hours = 1.0 Position			
Actual number of Positions requested			1.0

WORKLOAD STANDARDS
Program Data Reporting Division (or similar)
Division Office
1.0 CEA B Division Chief
803-XXX-7500-XXX
Permanent

Activities	Number of Items	Hours per Item	Total Hours
Strategic direction for	25	18	450
Program oversight	25	18	450
Collaboration across programs, departments, and external organizations and stakeholders	20	18	360
Staff leadership and management	20	18	360
Exploration of new strategic opportunities	10	18	180
Total hours worked			1,800
1,800 hours = 1.0 Position			
Actual number of Positions requested			1.0

WORKLOAD STANDARDS
Data Management and Analytics Division
Data Transparency Section
1.0 Research Data Supervisor I
803-396-5734-XXX
Permanent

Activities	Number of Items	Hours per Item	Total Hours
Provide guidance and mentor the DTS. Evaluate the performance of staff under direct supervision and determine appropriate staff development opportunities.	10	25	250
Collaborate directly with subject matter experts from other program areas and other leaders within the organization to manage the DHCS Open Data Portal and GeoHub.	5	30	150
Work with Management Information System/Decision Support System (MIS/DSS) teams to address data quality and coding issues that may be identified as part of data release projects.	2	25	50
Serve as team member on healthcare projects, provide expert consultative services on the feasibility, impact, or potential of a variety of state projects or proposals to interested parties, advise management, departmental staff, legislative bodies, governmental entities, agencies on findings related to assigned area of research. Conduct research and prepare ad hoc reports on DHCS program-related issues identified by management in the DHCS Strategic Plan and the DHCS Quality Strategy.	5	30	150
Oversee the coordination of publishing Medi-Cal data on the California Health and Human Services' (CalHHS) Open Data Portal (ODP) and the Department internet site.	20	30	600
Oversee the development and upkeep of dashboards, data models, and information processes based on business requirements.	20	30	600
Total hours worked			1,800
1,800 hours = 1.0 Position			
Actual number of Positions requested			1.0

WORKLOAD STANDARDS
Data Management and Analytics Division
Data Transparency Section
1.0 Research Scientist II
803-396-5590-XXX
Permanent

Activities	Number of Items	Hours per Item	Total Hours
Review and evaluate external requests for protected DHCS data to make recommendations based on technical and other criteria including department impact and risk assessment.	75	6	450
Convene the Data and Research Committee every other month and present summary analyses of research proposals or business use cases. Confer with external requestors to evaluate research methodology or operational initiatives and understand data needs.	50	8	400
Develop and implement data sharing agreements facilitated by the Office of Legal Services' PO. Work with the PO to maintain and manage data sharing agreements, and assist with data sharing related contract management and data release. Manage and maintain non-public data releases for accountability of disclosure.	50	8	400
Identify data elements and translate requirements into data extraction/transformation business rules. Serve as DHCS' scientific liaison to external requestors or data sharing partners on analytic preparation and interpretation. Participate in complete complex research and data analytics, and perform data quality assurance associated with fulfilling confidential data requests.	50	5	250
Carry out scientific research studies of moderate scope and complexity to support population health management outcomes, including health care utilization, access to care, quality of care, health outcomes, and social determinants of health such as education, income, race/ethnicity, and health and disability status.	10	10	100
Participates in inter- and intra-departmental workgroup efforts and meetings on matters pertaining to scientific research and/or evaluation of program areas. Reviews, analyzes and synthesizes findings from scientific reports and research on health care policy, matters pertaining to health care interventions, health care financing models and health care outcomes for populations covered by publicly financed programs.	10	10	100
Develop and produce publication-quality data products to the public, DHCS programs, external stakeholders. Use SAS, GIS mapping tools, and other business intelligence tools to prepare data files and visual displays of data.	10	10	100
Total hours worked			1,800
1,800 hours = 1.0 Position			
Actual number of Positions requested			1.0

WORKLOAD STANDARDS
Data Management and Analytics Division
Data Transparency Section
1.0 Research Scientist I
803-396-5580-XXX
Permanent

Activities	Number of Items	Hours per Item	Total Hours
Review and evaluate external requests for protected DHCS data to make recommendations based on technical and other criteria including department impact and risk assessment.	75	6	450
Confer with external requestors to evaluate research methodology or operational initiatives and understand data needs.	50	8	400
Develop and implement data sharing agreements facilitated by the Office of Legal Services' PO. Work with the PO to maintain and manage data sharing agreements, and assist with data sharing related contract management and data release. Manage and maintain non-public data releases for accountability of disclosure.	50	8	400
Identify data elements and translate requirements into data extraction/transformation business rules. Serve as DHCS' scientific liaison to external requestors or data sharing partners on analytic preparation and interpretation.	50	5	250
Carry out scientific research studies of moderate scope and complexity to support population health management outcomes, including health care utilization, access to care, quality of care, health outcomes, and social determinants of health such as education, income, race/ethnicity, and health and disability status.	5	10	50
Participates in inter- and intra-departmental meetings on matters pertaining to scientific research and/or evaluation of program areas. Reviews, analyzes and synthesizes findings from scientific reports and research on health care policy matters pertaining to health care interventions, health care financing models and health care outcomes for populations covered by publicly financed programs.	10	10	100
Maintain, add, and remove web content on the DHCS Internet and Intranet websites.	10	5	50
Develop and produce publication-quality data products to the public, DHCS programs, external stakeholders. Use SAS, GIS mapping tools, and other business intelligence tools to prepare data files and visual displays of data.	10	10	100
Total hours worked			1,800
1,800 hours = 1.0 Position			
Actual number of Positions requested			1.0

WORKLOAD STANDARDS
Data Management and Analytics Division
Data Governance Branch
1.0 Staff Services Manager I
(Existing position – funding request only)
803-396-4800-XXX
Permanent

Activities	Number of Items	Hours per Item	Total Hours
Manage confidential data related contracts and agreement processes for EDIM. Oversee the development and processing of intra-Departmental/inter-Agency Business Use Case Proposals (BUCPs) and non-DRC DUAs. Manage processes, policies and procedures, communication, technical assistance, and training related to confidential data sharing and data agreements related to DHCS confidential data releases. Manage invoices and payments for data requests.	118	10	1,180
Oversee DocuSign processes for data sharing agreements and the release of confidential data, and track data releases.	50	4	200
Lead the development and maintenance of data release policy and procedures and related documentation. Participate in workgroups to develop department and agency-wide data governance standards. Serve as a resource/team lead to management and research staff for sharing/use of confidential data. Monitor staff work and collaboration within the Division, across the Department, and with external stakeholders to achieve results.	20	12	240
Conduct hiring interviews, hire new personnel, and train, monitor, evaluate, and complete employee probationary reports. Assure productive use of staff time. Identify and address and/or resolve employee performance issues. Mentor, coach, and guide staff work and career development. Identify staff training needs.	20	9	180
Total hours worked			1,800
1,800 hours = 1.0 Position			
Actual number of Positions requested			1.0

WORKLOAD STANDARDS
Data Management and Analytics Division
Data Governance Branch
3.0 Associate Governmental Program Analysts
(Existing position – funding request only)
803-396-5393-XXX
Permanent

Activities	Number of Items	Hours per Item	Total Hours
Support and coordinate the development and processing of intra-Departmental/inter-Agency Business Use Case Proposals (BUCPs) and non-DRC DUAs. Develop and implement data sharing agreement amendments. Work in coordination with the Contract Services Branch, Budget, and Accounting staff as necessary.	40	31	1,240
Coordinate and administer contracts. Perform contract research, development, implementation, and monitoring on behalf of EDIM. Work with researchers and other subject matter experts to develop scopes of work.	50	40	2,000
Monitor the invoices and payments for data requests, identify and analyze potential fiscal problems and develop alternative recommendations for dealing with problems to maintain the fiscal integrity. This involves detailed analyses of all the monthly fiscal reports and a working knowledge of budget allocations.	108	5	540
Provide technical assistance on data sharing processes and procedures, develop training materials, and conduct group and one-on-one training.	540	3	1,620
Total hours worked			5,400
1,800 hours = 1.0 Position			
Actual number of Positions requested			3.0

WORKLOAD STANDARDS

**Data Management and Analytics Division
1.0 Associate Governmental Program Analyst
(Existing position – funding request only)
803-396-5393-XXX
Permanent**

Activities	Number of Items	Hours per Item	Total Hours
Develop, maintain, and oversee the Data Management and Analytics Division Share Point site and the Division's public-facing web pages on the DHCS website. Monitor and update current websites and hypertext links. Analyze existing internet and web presence in order to effectively present information and ideas for improvement to management either orally or in writing. Proactively consult with management and staff regarding each section's required website updates and implement the changes in a timely manner. Review all future web content prior to publishing it to the website in order to validate ADA compliance.	52	15	780
Analyze existing processes, procedures, and workflows in order to effectively support automation of workflows and processes. Develop a centralized tracking process for as well as for each branch. Support a calendar of projects and related deadlines for the division.	52	10	520
Support the Data Management and Analytics Division in the administration of internal training. Monitor, maintain, and oversee training in conjunction with the departmental Cornerstone training system. Work with DHCS Office of Communications in review and implementation of the recommendations.	52	5	260
Work within the Data Management and Analytics Division, EDIM, and DHCS in developing and implementing a training and resource library for data analytics and management. Coordinate with various internal staff to identify policies, procedures, data documentation, and various other materials in need of development or for inclusion in the central repository. Maintain and keep resource library up-to-date.	40	6	240
Total hours worked			1,800
1,800 hours = 1.0 Position			
Actual number of Positions requested			1.0

WORKLOAD STANDARDS
Data Management and Analytics Division
2.0 Research Data Specialist II
803-396-5758-XXX
Permanent

Activities	Number of Items	Hours per Item	Total Hours
Support the RDS IIIs as the DHCS Enterprise SAS Coordinator and DHCS Enterprise GIS Coordinator. Manage complex data, conduct research and statistical projects, develop logic and algorithms for new analyses and measures, and develop/test computational techniques and statistical methodologies.	20	72	1,440
Coordinate change management processes associated with changes in requirements of software, systems, and databases.	20	36	720
Contribute to the development, planning, and curation of the DHCS informatics library.	20	36	720
Support department staff in using SAS and GIS, applying standard code/developing new code, and producing SAS products.	20	36	720
Total hours worked			3,600
1,800 hours = 1.0 Position			
Actual number of Positions requested			2.0

WORKLOAD STANDARDS
Health Information Management Division
Business Intelligence Branch
1.0 Information Technology Specialist I
803-396-1402-XXX
Permanent

Activities	Number of Items	Hours per Item	Total Hours
Create and maintain SharePoint sites and tools in support of the administration of the Division, including automated intake forms, tracking logs and workflow tools related to research requests, CDO requests, and ODP queries, and SharePoint sites focused on enhancing the transparency of the data resources and publications.	50	24	1,200
Coordinate with internal program subject matter experts, including contract staff to configure and manage permissions.	50	8	400
Support and work with appropriate staff in identifying and resolving issues. Participate in monthly status meetings.	50	4	200
Total hours worked			1,800
1,800 hours = 1.0 Position			
Actual number of Positions requested			1.0

WORKLOAD STANDARDS
Health Information Management Division
Business Intelligence Branch
1.0 Information Technology Manager II
803-396-1406-XXX
Permanent

Activities	Number of Items	Hours per Item	Total Hours
Directs the work of Branch staff in the planning, organization, and performance of the data coordination, management, visualization, and quality activities for the department; establishes goals, objectives, priorities, and procedures for evaluating the performance of the full complement of data management. Directs staff in annual strategic planning process and implementation to meet the Department's oversight responsibilities.	2	250	500
Represents the Division and Department at various meetings and/or hearings, including meetings with Federal, state, and County level agencies, advocacy groups, health plans, and Department management.	20	5	100
Lead and oversee efforts in procuring services to assist meeting business needs by vendor services.	15	20	300
Provides guidance and mentors the Manager I staff. Evaluates the performance of staff under direct supervision and determines appropriate staff development opportunities.	50	6	300
Drafts, reviews, and approves Federal and State Budgetary documentation for submission to Executive staff and Federal partners.	15	40	600
Total hours worked			1,800
1,800 hours = 1.0 Position			
Actual number of Positions requested			1.0

WORKLOAD STANDARDS
Health Information Management Division
Business Intelligence Branch
1.0 Research Data Specialist II
803-396-5758-XXX
Convert Limited-Term to Permanent

Activities	Number of Items	Hours per Item	Total Hours
Support long-term reporting and monitoring functions of Medi-Cal managed care programs that have transitioned from pilot to permanent programs such as Whole Person Care (WPC) which has transitioned to Enhanced Care Management (ECM) Community Supports (CS), Whole Child Model (WCM), and Seniors and Persons with Disabilities (SPDs). Prepare datasets, reports, and evaluation measures to optimize performance and outcomes of the programs.	30	15	450
Develop, compile, and prepare data sets for analysis; compile data from various data sources; link data; analyze and assess data sources for use in program data dashboards and other analytic reports; data models; and measure and specifications, data definitions, stratification levels, and technical documentation used in the dashboards and data reports.	15	30	450
Coordinate change management processes associated with changes in requirements of measures and other data reports.	20	18	360
Develop a variety of data reports and analytical reports and displays.	60	6	360
Facilitate meetings and other collaborative efforts related to development of measures and data indicators to be included in dashboards and reports.	12	15	180
Total hours worked			1,800
1,800 hours = 1.0 Position			
Actual number of Positions requested			1.0

WORKLOAD STANDARDS
Health Information Management Division
Data Use and Delivery Branch
4.0 Research Data Specialist Is
Three-year Limited-Term
806-396-5742-XXX

Activities	Number of Items	Hours per Item	Total Hours
Liaison to MHPs and DMC-ODS counties for training and technical assistance related to 274 implementation.	14	100	1,400
Pull, prepare, and analyze data from various data collection systems to assess data quality and develop reports quantifying data reporting errors and data collection issues related to 274 implementation.	56	32	1,792
Conduct analysis and testing on test and production data to coordinate alignment between IT data system and program business needs and data reporting requirements related to 274 implementation.	1,508	2	3,016
Develop recommendations for data quality standards and resolution of data quality issues, including IT system modifications related to 274 implementation.	4	40	160
Participate in meetings with internal staff, counties, IT vendors, management, and other stakeholders related to 274 implementation.	832	1	832
Total hours worked			7,200
1,800 hours = 1.0 Position			
Limited-Term Resources Equivalent to:			4.0

WORKLOAD STANDARDS
Health Information Management Division
Data Quality Branch
1.0 Information Technology Supervisor II
803-396-1404-XXX
Permanent

Activities	Number of Items	Hours per Item	Total Hours
Plan, direct, supervise, and manage activities of subordinate staff.	20	40	800
Direct Section and Unit work, establish goals, objectives, and priorities.	50	3	150
Review requests to assess feasibility and determine staff workload assignments.	20	10	200
Collaborate directly with subject matter experts from other program areas and other leaders within the organization to manage data to internal and external stakeholders.	4	25	100
Evaluate the performance of staff under direct supervision and determine appropriate staff development opportunities.	50	1	50
Review, and approve Federal and State Budgetary documentation for submission to Executive staff and Federal partners.	20	20	400
Provide subject matter expertise between projects, governance committees, and various programs; manage state and contract staff and facilitate future procurement efforts. Represents the Division and Department at various meetings and/or hearings, including meetings with federal, state, and county-level agencies, advocacy groups, health plans, and Department management.	10	10	100
Total hours worked			1,800
1,800 hours = 1.0 Position			
Actual number of Positions requested			1.0

WORKLOAD STANDARDS
Business Operations Technology Services Division
Data Support Service Section
1.0 Information Technology Manager I
802-355-1405-XXX
Permanent

Activities	Number of Items	Hours per Item	Total Hours
Plan, direct, supervise, and manage activities related to policy development and strategic planning.	2	250	500
Provide guidance and mentor the ITS Supervisory staff. Evaluate the performance of staff under direct supervision and determine appropriate staff development opportunities.	40	6	240
Review requests to assess feasibility and determine staff workload assignments.	16	6	96
Lead projects to complete the most complex research and data analytics. Lead design, development, and fulfillment for data request to confirm that only minimum data needed is released.	12	20	240
Collaborate directly with subject matter experts from other program areas and other leaders within the organization to manage the flow of data to internal and external stakeholders (i.e. DHCS Open Data Portal and GeoHub).	48	2	96
Oversee data quality and quantity standards are met.	40	2	80
Work with Management Information System/Decision Support System (MIS/DSS) teams to address data quality and coding issues that may be identified as part of data release projects.	40	1.5	60
Draft, Review, and approve Federal and State Budgetary documentation for submission to Executive staff and Federal partners.	9	40	360
Serve as team member on healthcare projects, provide expert consultative services on the feasibility, impact, or potential of a variety of state projects or proposals to interested parties, advise management, departmental staff, legislative bodies, governmental entities, agencies on findings related to assigned area of research. Conduct research and prepare ad hoc reports on DHCS program-related issues identified by management.	16	8	128
Total hours worked			1,800
1,800 hours = 1.0 Position			
Actual number of Positions requested			1.0

WORKLOAD STANDARDS
Business Operations Technology Services Division
Data Support Service Section
1.0 Information Technology Specialist II
802-355-1414-XXX
Permanent

Activities	Number of Items	Hours per Item	Total Hours
Administration of server environments. This will include the 13 existing servers for the DHCS enterprise SAS and GIS systems with likely additions in the near future for SAS Visual Analytics and SAS Viya (a cloud-enabled, in-memory analytics engine) as part of the cloud based operations. Support patch and monthly maintenance that include applying the latest hot fixes and security patches.	30	10	300
Coordinate meetings and communication activities with stakeholders, program experts, data scientists, research analysts, and management. Document problems, document concerns and track issues. Attend, participate, and lead in the system enhancement discussions/meetings to under business needs and business requirements.	50	2	100
Provide technical foundation and subject matter expertise for SAS and GIS server and application level architecture. Prepare accurate and detailed requirement specifications documents, user guides, and functional specification documents. Communicate status and changes to DHCS staff and user groups.	15	10	150
Coordinate efforts between several IT teams to enhance existing implementations of server based SAS and GIS systems. Manage user accounts, groups and roles in both the SAS metadata and Microsoft Active Directory. Update licensing for the enterprise products on an annual basis.	50	2	100
Provide user education about new SAS and ArcGIS products or features through formal training or presentations.	8	20	160
Provide end-user technical support on a daily basis. Examples of which include managing user access issues, providing guidance on writing basic SAS and GIS scripts that access server datasets, facilitating data recovery. Migrate existing workflows and business processes from desktop platforms to enterprise services. Investigate, diagnose and remediate bugs or issues present in enterprise-based application affecting services.	250	2	500
Support critical and essential business processes and workflows that involve the use of analytics systems and data.	50	8	400
Manage the procurement of services, hardware and software to support the growth of the enterprise SAS and GIS system.	5	18	90
Total hours worked			1,800
1,800 hours = 1.0 Position			
Actual number of Positions requested			1.0

WORKLOAD STANDARDS
Office of Legal Services
1.0 Attorney III
803-030-5795-XXX
Permanent

Activities	Number of Items	Hours per Item	Total Hours
Research federal and state laws, advise on legally compliant approaches.	50	8	400
Draft and negotiate contracts, business associate agreements, and data use agreements.	50	8	400
Review and approve data releases.	100	1	100
Review data requests from researchers for compliance with State and federal privacy laws, Committee for Protection of Human Subjects jurisdiction and approval, and DHCS policies and procedures.	50	3	150
Revise and maintain Privacy Policies and Procedures to incorporate programmatic improvements and issues.	10	5	50
Draft/Interpret state legislation and regulations related to implementation and ongoing administration of the program.	25	4	100
Review and advise on program policies and procedures for compliance with applicable privacy laws.	25	4	100
Provide responses to public, legislative, and stakeholder inquiries.	100	1.5	150
Meet with DHCS clients; represent DHCS in CMS, Agency, and stakeholder meetings; and consult with Chief Counsel, Privacy Officer/ACC, and other OLS team members.	350	1	350
Total hours worked			1,800
1,800 hours = 1.0 Position			
Actual number of Positions requested			1.0

K. BCP Fiscal Detail Sheet

BCP Title: Data Analytics and Management Support

BR Name: 4260-192-BCP-2022-A1

Budget Request Summary

Personal Services

Personal Services	FY22 Current Year	FY22 Budget Year	FY22 BY+1	FY22 BY+2	FY22 BY+3	FY22 BY+4
Positions - Permanent	0.0	15.0	15.0	15.0	15.0	15.0
Total Positions	0.0	15.0	15.0	15.0	15.0	15.0
Earnings - Permanent	0	1,966	1,966	1,966	1,966	1,966
Salaries and Wages	0	325	325	325	0	0
Earnings - Temporary Help						
Total Salaries and Wages	\$0	\$2,291	\$2,291	\$2,291	\$1,966	\$1,966
Total Staff Benefits	0	1,223	1,223	1,223	1,050	1,050
Total Personal Services	\$0	\$3,514	\$3,514	\$3,514	\$3,016	\$3,016

Operating Expenses and Equipment

Operating Expenses and Equipment	FY22 Current Year	FY22 Budget Year	FY22 BY+1	FY22 BY+2	FY22 BY+3	FY22 BY+4
5301 - General Expense	0	122	96	96	80	80
5302 - Printing	0	48	48	48	40	40
5304 - Communications	0	48	48	48	40	40
5322 - Training	0	24	24	24	20	20
5324 - Facilities Operation	0	216	216	216	180	180
5340 - Consulting and Professional Services - External	0	3,500	5,000	4,500	2,000	2,000
5344 - Consolidated Data Centers	0	24	24	24	20	20
539X - Other	0	91	0	0	0	0
Total Operating Expenses and Equipment	\$0	\$4,073	\$5,456	\$4,956	\$2,380	\$2,380

Total Budget Request

Total Budget Request	FY22 Current Year	FY22 Budget Year	FY22 BY+1	FY22 BY+2	FY22 BY+3	FY22 BY+4
Total Budget Request	\$0	\$7,587	\$8,970	\$8,470	\$5,396	\$5,396

Fund Summary

Fund Source

Fund Source	FY22 Current Year	FY22 Budget Year	FY22 BY+1	FY22 BY+2	FY22 BY+3	FY22 BY+4
State Operations - 0001 - General Fund	0	3,794	4,485	4,235	2,698	2,698
State Operations - 0890 - Federal Trust Fund	0	3,793	4,485	4,235	2,698	2,698
Total State Operations Expenditures	\$0	\$7,587	\$8,970	\$8,470	\$5,396	\$5,396
Total All Funds	\$0	\$7,587	\$8,970	\$8,470	\$5,396	\$5,396

Program Summary

Program Funding

Program Funding	FY22 Current Year	FY22 Budget Year	FY22 BY+1	FY22 BY+2	FY22 BY+3	FY22 BY+4
3960010 - Medical Care Services (Medi-Cal)	0	7,587	8,970	8,470	5,396	5,396
Total All Programs	\$0	\$7,587	\$8,970	\$8,470	\$5,396	\$5,396

Personal Services Details

Positions

Positions	FY22 Current Year	FY22 Budget Year	FY22 BY+1	FY22 BY+2	FY22 BY+3	FY22 BY+4
1402 - Info Tech Spec I (Eff. 07-01-2022)	0.0	1.0	1.0	1.0	1.0	1.0
1404 - Info Tech Supvr II (Eff. 07-01-2022)	0.0	1.0	1.0	1.0	1.0	1.0
1405 - Info Tech Mgr I (Eff. 07-01-2022)	0.0	1.0	1.0	1.0	1.0	1.0
1406 - Info Tech Mgr II (Eff. 07-01-2022)	0.0	1.0	1.0	1.0	1.0	1.0
1414 - Info Tech Spec II (Eff. 07-01-2022)	0.0	1.0	1.0	1.0	1.0	1.0
5580 - Research Scientist I (Eff. 07-01-2022)	0.0	1.0	1.0	1.0	1.0	1.0
5590 - Research Scientist II (Eff. 07-01-2022)	0.0	1.0	1.0	1.0	1.0	1.0
5734 - Research Data Supvr I (Eff. 07-01-2022)	0.0	1.0	1.0	1.0	1.0	1.0
5758 - Research Data Spec II (Eff. 07-01-2022)	0.0	4.0	4.0	4.0	4.0	4.0

Positions	FY22 Current Year	FY22 Budget Year	FY22 BY+1	FY22 BY+2	FY22 BY+3	FY22 BY+4
5770 - Research Data Spec III (Eff. 07-01-2022)	0.0	1.0	1.0	1.0	1.0	1.0
5795 - Atty III (Eff. 07-01-2022)	0.0	1.0	1.0	1.0	1.0	1.0
7500 - - C.E.A. - B (Eff. 07-01-2022)	0.0	1.0	1.0	1.0	1.0	1.0
TH00 - Temporary Help (Eff. 07-01-2022)(LT 06-30-2025)	0.0	0.0	0.0	0.0	0.0	0.0
VR00 - Various	0.0	0.0	0.0	0.0	0.0	0.0
Total Positions	0.0	15.0	15.0	15.0	15.0	15.0

Salaries and Wages

Salaries and Wages	FY22 Current Year	FY22 Budget Year	FY22 BY+1	FY22 BY+2	FY22 BY+3	FY22 BY+4
1402 - Info Tech Spec I (Eff. 07-01-2022)	0	93	93	93	93	93
1404 - Info Tech Supvr II (Eff. 07-01-2022)	0	107	107	107	107	107
1405 - Info Tech Mgr I (Eff. 07-01-2022)	0	118	118	118	118	118
1406 - Info Tech Mgr II (Eff. 07-01-2022)	0	135	135	135	135	135
1414 - Info Tech Spec II (Eff. 07-01-2022)	0	110	110	110	110	110
5580 - Research Scientist I (Eff. 07-01-2022)	0	88	88	88	88	88
5590 - Research Scientist II (Eff. 07-01-2022)	0	96	96	96	96	96
5734 - Research Data Supvr I (Eff. 07-01-2022)	0	86	86	86	86	86
5758 - Research Data Spec II (Eff. 07-01-2022)	0	357	357	357	357	357
5770 - Research Data Spec III (Eff. 07-01-2022)	0	98	98	98	98	98
5795 - Atty III (Eff. 07-01-2022)	0	137	137	137	137	137
7500 - - C.E.A. - B (Eff. 07-01-2022)	0	160	160	160	160	160
TH00 - Temporary Help (Eff. 07-01-2022)(LT 06-30-2025)	0	325	325	325	0	0
VR00 - Various	0	381	381	381	381	381
Total Salaries and Wages	\$0	\$2,291	\$2,291	\$2,291	\$1,966	\$1,966

Staff Benefits

Staff Benefits	FY22 Current Year	FY22 Budget Year	FY22 BY+1	FY22 BY+2	FY22 BY+3	FY22 BY+4
5150350 - Health Insurance	0	550	550	550	472	472
5150600 - Retirement - General	0	673	673	673	578	578
Total Staff Benefits	\$0	\$1,223	\$1,223	\$1,223	\$1,050	\$1,050

Total Personal Services

Total Personal Services	FY22 Current Year	FY22 Budget Year	FY22 BY+1	FY22 BY+2	FY22 BY+3	FY22 BY+4
Total Personal Services	\$0	\$3,514	\$3,514	\$3,514	\$3,016	\$3,016