

State Officials' Position Description

Date Completed 01/17/2023	Action (select one) Establish <input type="checkbox"/> Review/No Change <input type="checkbox"/> Update <input checked="" type="checkbox"/> Date Last Reviewed or Updated -
Agency/Board/Commission Washington Medical Commission	Total Number of Employees 60
Incumbent's Name	Position Title Executive Director
Incumbent Reports To Commission Chair	
Organizational Structure (Attach an organizational chart.)	
Summarize the purpose and function of the organization.	
The Washington Medical Commission (WMC) is responsible for licensing, regulating and oversight of over 35,000 physicians and physician assistants (PAs) treating Washington patients.	
Position Objective	
Describe the main purpose of the position to include scope and role within the organization. Describe the reporting relationship with other positions in the organization and with the agency's board/commission members, if applicable.	
The Executive Director works to ensure that WMC's mission is accomplished according to RCW 18.71 and 71A. The WMC regulates the competency and quality of professional health care providers under its jurisdiction by establishing, monitoring, and enforcing qualifications for licensing, consistent standards of practice, continuing competency mechanisms, and discipline.	
The Executive Director is the senior executive of the Commission and is the only employee who reports directly to and serves at the pleasure of the Commission. The Executive Director serves as a bridge between the Commission and Commission staff. While the Commission is responsible for setting the Commission's overall vision and developing practitioner-focused policies, the Executive Director is responsible for carrying out the means to achieve the ends/results and conducting the daily operations of the Commission.	
This position ensures that the Joint Operating Agreement with the Department of Health is implemented and maintained. The incumbent is designated as a "Commissioner" and attends meetings of the Interstate Medical Licensure Compact Commission (IMLCC) and acts on behalf of the WMC.	
Management Environment	
Describe how this position plans, leads, organizes, executes, controls, directs, influences and evaluates the functions, resources and performance of the organization. Describe the key challenges, risks and political environment to include key partnerships and stakeholder interactions.	
This position directs the development of proposed legislation and regulations by staff in consultation with the Commission and any advisory committees. Acts to accomplish legislative and regulatory goals and strategies.	
This position provides strong leadership and project/program management for the Commission, ensuring the Executive Committee and stakeholders are kept informed of all critical actions/decisions/outcomes. Develops and implements staff priorities. The Executive Director and Commission Chair lead the interface between staff and Commissioners.	
The Executive Director is responsible for the stewardship of the Commission's biennial budget, proactively recommending and implementing quality enhancements to operational processes and systems to continually decrease time, manpower and costs needed to complete the process. Enters into contracts with experts for case resolution as well as vendors for operational matters within the Commission itself.	
The Executive Director controls a biennial budget of more than \$23 million and develops biennial and supplemental budget requests as needed. This position monitors and prioritizes spending with strategic plans and business needs, assists with policy formulation and adjustment to reflect new Commission priorities; and provides oversight of budget, grants and contracts to support Commission services.	

The position reports directly to the Commission chair. Additionally, s/he has the authority to appoint Pro tern members to the Commission as workload or specialties dictate.

Primary Responsibilities

List the primary responsibilities this position is accountable for, the required results and impacts. Describe the controls or structures in place to accomplish the position's primary responsibilities.

The Executive Director is charged by the Commission to direct investigations, monitor and evaluate the quality of the process followed by investigators, staff attorneys, medical consultants, compliance officers and licensing staff to be able to recommend and/or implement improvements or take action to resolve issues quickly. This position communicates a variety of recommendations/resolutions to commission members to insure understanding and consensus to take action.

This position is the operations leader for the Commission and as such has administrative responsibilities for directing administrative, technical and professional staff in the timely and effective fulfillment of all Commission functions and duties, management of the budget, maintaining interfaces with other State Boards and Commissions, assisting the Governor's Office in appointing Commissioners and serving as a representative to the Federation of State Medical Boards and the IMLCC. This position is also responsible for facilitating the development and periodic revision of the Commission's strategic plan and providing regular reports to the Commission regarding, progress toward fulfillment of the Commission's strategic plan.

Qualification – Knowledge, Skills and Abilities

Required Education, Experience or Certifications

List the required education, experience, knowledge, skills and abilities, licenses, certifications, or legal requirements needed in order to perform the full scope of this job.

Required Education: This position requires a master's degree in public health or public administration. A minimum of five years' experience managing professional staff, working in a regulatory setting and developing and managing a public budget system is required. This position requires excellent communication skills, leadership qualities and the ability to lead a diverse workforce. Experience in working in or demonstrated understanding of legislative processes is highly desirable.

General characteristics:

- Understands strategic planning and implementation.
- Has the ability to work at the direction of Boards or Commission leadership.
- Is capable of leading and developing a diverse workforce.
- Is skilled and knowledgeable in budgetary processes.
- Effectively communicates on a professional level.
- Can work collaboratively with, professional associations, legislators and commissions.
- Has an awareness of developing local and national trends that may affect future direction of the WMC.

Desirable/Preferred Education, Experience or Certifications

List the desired/preferred education, experience, knowledge, skills and abilities, licenses or certifications beyond those required.

A law degree and knowledge of administrative law and rule-making process.

Independent Thinking

Describe the extent and nature of the opportunity for independent thinking and discernment. What does this position refer to or use as a guide when dealing with issues and making decisions?

The Executive Director must be able synthesize information and concerns of all constituencies into issue statements related to the Commission's mission, clearly identifying individuals and resources needed to define and outline potential impacts and options. This position must be able to determine cost impacts and recommend methodology to use to implement the selected option as well as track implementation.

The Executive Director must be able to identify the stakeholders, staff and other resources needed to clearly define and outline potential impacts and options. The Executive Director must be able to cost impacts, recommend the system changes that may be effective to resolve the issues and the methodology to implement the recommendations. This position must be able to track and provide data to support recommendations and show how progress is being made toward implementation. Effective and timely communication of decisions to affected parties is required.

The Executive Director must be able to critically consider all the variables when analyzing issues and problems to effectively assess data, stakeholder interests, public opinion and patient safety to make informed decisions. This position must focus on and coordinate priorities within Commission parameters, collaborating with others to effectively and efficiently show results and improvements that promote the Commission and agency strategic and tactical plans

and needs. Must be able to see the big, long-range picture as well as the minute details needed to resolve issues. This position must balance the professions' and public's interests, considering the risks and liabilities associated with an investigatory process and the impacts on both those in the profession and the affected people.

This position must understand and communicate policy issues potentially impacting other areas of the Department of Health, professional associations, or patient advocacy organizations and how action on politically sensitive issues, including implementation of legislative mandates would impact medical practitioners. This position must understand the strategic direction of Commission, including information technology development and implementation and proactively address public health issues (opioid overdoses as an example), the reduction of medical errors and unintended consequences.

Problem Solving

Describe the challenging issues addressed by this position. Provide examples to illustrate the process used to analyze and resolve issues.

The Executive Director must be able to identify and define potential impacts and options on issues impacting licensees or the Commission.

This position operates in a very complex decision-making environment and impacts on both internal and external stakeholders need to be weighed for all decisions. Internal stakeholders are Commission members and staff, Department of Health staff and other agency program(s) that are impacted by Commission activities. External stakeholders include the Governor's office, other boards/Commissions, professional associations, the Federation of State Medical Boards and other state medical boards and Commissions. Most decisions have a long-term impact.

Careful consideration of politically sensitive or controversial issues that may impact the Commission's credibility, future funding, and staffing are at risk if the complexities, communications, and collaborative support are not fully vetted prior to implementation. Poor financial, personnel, administrative or programmatic policy decisions could significantly limit the Commission's ability to protect public health and patient safety or result in civil lawsuits. Changing service delivery methods based on program legislation may result in adverse reactions from stakeholders.

Decision Making

What are the primary tactical and strategic decisions this position makes? What authority does this position have to make these decisions?

This position has the full authority to make decisions for the Commission, who relies on this position for its expertise and consultation in strategic management often involving complex issues impacting various areas of medical regulation. The consequences of faulty recommendations or advice not predicated on a strategic outlook could severely impact protecting patients leading to actual patient harm and negatively impact the Commission's effectiveness and viability in the public's eyes.

This position assists in the development of the Commission's strategic plan and is responsible for its execution and makes decisions based on extensive knowledge of Commission resources, priorities, and capacities/capabilities of individual business units. Many plans are based on experience or best practices using agency policy and external regulatory influences as guidance.

Decisions made within the context of the legislative session is primarily strategic in nature as they could impact potential changes to Washington State law. Tactical decisions are done daily regarding how to manage resources.



This position is required to interpret broad policies for application in the Commission and then take steps to implement those policies. Technical knowledge in the following areas is needed to determine the parameters for decisions:

- Washington State statutes, rules and policies, related to financial management, personnel management, IT management, records management and retention, contracting, licensing and regulation of health care professions and facilities, and administrative rules development.
- Department administrative policies and procedure.
- Collective bargaining agreements for two labor unions.
- Court decisions related to the regulation of health care professionals and facilities.
- State and federal public health agenda and priorities.

What decisions go to another level and to whom?

Decisions regarding practitioner discipline and appropriate sanctions are made by commissioners.

Financial Dimensions

Describe quantifiable influences and impacts to include operating and capital budget, grant and contract funding.	
Describe the type and annual amount of all monies the position directly controls . This position is responsible for 60 FTEs in two geographically separated locations, including two WMS 5, Medical Director positions and a biennial budget in excess of \$23 million. This position directly supervises nine FTEs, including one of the WMS 5, Medical Director position.	
Describe the type and annual amount of all monies the position directly influences . Accountable for stewardship of a \$23 million biennial budget.	
Describe the type and annual amount of all monies the position indirectly influences . N/A	
Agency Annual Operating Budget \$11, 500, 000	Agency Annual Capital Budget \$ NA
Non-Monetary Impacts and Influences	
Describe any non-monetary influences this position has internal and external to the organization (e.g. potential legislation, regulatory, decisions, actions, etc.).	
This position collaborates closely with professional organizations, the FSMB and other organizations regarding public health initiatives, regulatory best practices and diversity, equity and inclusion (DEI) initiatives. This position champions DEI initiatives within the WMC as well as collaborating with other agencies and organizations to implement initiatives that will enhance patient safety.	
Acknowledgement of Position Description	
The signatures below indicate the above is an accurate reflection of the work performed by this position.	
Date 01/18/23	Employee's Signature 
Date 1/20/23	Human Resources Signature 

Submit completed form and organization chart to classandcomp@ofm.wa.gov.