

Washington Management Service (WMS) Position Description

For assistance completing this form, contact your WMS Coordinator.

| Position Information | | |
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| Position Title: HSQA Policy Director | Position Number/Object Abbreviation: 71056930 | |
| Incumbent's Name (If filled position): Christie Spice | Agency/Division/Unit: DOH/HSQA/OAS | |
| Address Where Position Is Located: TC2 – 111 Israel Rd SE, Tumwater, WA | Work Schedule: Part Time <input type="checkbox"/> Full Time <input checked="" type="checkbox"/> | Overtime Eligible: Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> |
| Supervisor's Name and Title: Sasha De Leon, HSQA Assistant Secretary | Supervisor's Phone: (564) 669-3741 | |
| Organizational Structure | | |
| Summarize the functions of the position's division/unit and how this position fits into the agency structure (attach an organizational chart). | | |
| <p>The mission of the Department of Health (DOH) is to protect and improve the health of all people in Washington State.</p> <p>The division of Health Systems Quality Assurance (HSQA) is responsible for oversight of Washington State's health care delivery system, which includes the licensing and regulation of healthcare professionals and facilities. HSQA also works closely with communities, stakeholders, and licensees to build strong health systems across the state to ensure communities have access to safe and high-quality health care services.</p> <p>Reporting to the HSQA Assistant Secretary, this position leads and directs the strategic policy, legislative development, and rulemaking for HSQA. This position identifies emerging policy issues and leads resolution, oversees legislative and regulatory affairs, and is involved with management of external relationships with legislators, stakeholders, and the governor's office. As an agency policy leader, this position partners closely with leaders in other divisions and executive offices to advance the agency's policy priorities and assure division priorities are aligned.</p> | | |
| Position Objective | | |
| Describe the position's main purpose, include what the position is required to accomplish and major outcomes produced. Summarize the scope of impact, responsibilities, and how the position supports/contributes to the mission of the organization. | | |
| <p>In consultation with the HSQA Assistant Secretary, this position sets the vision, leads, and directs the development of HSQA's policy, legislative, and rulemaking priorities. This position serves as a legislative expert and strategic advisor to the Assistant Secretary and the HSQA leadership team on all policy, legislative and rulemaking issues, leads emerging initiatives across those areas, and directs the resolution of any emergent and high priority issues that occur.</p> <p>This position acts on behalf of the HSQA Assistant Secretary in policy, rulemaking, and legislative development functions and has division-level authority as delegated by the Assistant Secretary, including approval of agency-request legislation proposals, decision package proposals, rules, bill analyses, fiscal notes, and legislative reports. The HSQA Policy Director is the agency's expert in health systems policy and rulemaking and represents DOH in matters related to the health care system, patient safety, access to health care, and health care provider credentialing and regulation, and testifies before the legislature.</p> | | |
| Assigned Work Activities (Duties and Tasks) | | |



Describe the duties and tasks, and underline the essential functions. Functions listed in this section are primary duties and are fundamental to why the position exists. For more guidance, see [Essential Functions Guide](#).

Develops, leads, and directs policy and legislative strategy for HSQA:

- Responsible for ensuring the division's overall policy strategy, goals, and objectives are met. Carefully monitors and assesses the political environment and public interest in issues pertaining to the regulation of health care providers and facilities in Washington.
- Exercises critical and strategic thinking and applies deep knowledge of the agency's authorizing environment and strategic objectives, in addition to the regulatory environment and political climate, to craft sound public policy.
- Provides executive-level leadership and expertise in the development, management, and implementation of HSQA's policy agenda – including the legislative and regulatory functions – in collaboration with the division leadership team, which advances the division's strategic priorities in alignment with the agency's priorities and addresses emerging health care needs and trends.
- Makes recommendations to the Assistant Secretary and agency executive leaders on strategy, prioritization, and resourcing of policy development and implementation in HSQA.
- Develops and uses knowledge of stakeholders and business needs to identify, plan, and implement significant policy initiatives.
- Assures that policy and legislative development activities within the division are integrated and that they align and support agency strategies, including the transformational plan.
- Leads the development of legislative proposals that address improvements to safety, quality, access to care, emerging health care needs, and other trends.
- Energizes others to generate support within the agency and outside organizations and community groups for policy changes that promote and enhance patient safety and access to health care.
- Oversees and directs the work of several teams including HSQA's policy development, regulatory affairs, and legislative affairs teams.
- Leads changes to regulatory policy and division processes to address systemic bias and advance equity and social justice.
- Works closely with leaders in executive offices (Office of Policy, Planning, and Evaluation; Office of Financial Services; and Office of Public Affairs and Equity) on policy, decision package and fiscal note development, communications, and equity.

Leads and manages complex and politically sensitive stakeholder relationships:

- Independently works with external stakeholders (e.g., state associations representing health care professions and facilities and labor organizations), leaders in other state agencies, legislators and their staff, and governor's office policy advisors on complex policy matters related to the health care system, patient safety, access to health care, and health care provider credentialing and regulation.
- Builds and nurtures effective multi-organizational coalitions and alliances on policy and legislative issues.
- Develops and implements strategies for negotiating resolution of complex, controversial policy issues where powerful stakeholder interests do not align.
- Meets with legislators and testifies on high-risk, high-stakes bills for the agency.
- Meets regularly with the governor's health policy advisors to discuss complex policy issues.
- Represents the division and department on internal and external policy and legislative work groups.

Directs the planning, execution, and management of complex implementation projects:

- Represents the division on agency teams and directs the implementation of agency-wide projects.



- Engages with members of the development community to foster consideration of public health in proposed actions.
- Directs multi-disciplinary project teams on new and complex issues with a high degree of political sensitivity.
- Creates and manages project teams and other collaborative approaches in the development of policy recommendations to meet legislative and agency deliverables.
- Manages budget and resources assigned for the project completion.
- Manages project activities to ensure timely completion and visibility with executive leadership and impacted stakeholders.

Leads and directs budget development strategy for HSQA:

- Lead and directs planning and development of decision packages for HSQA. Serves as final division approver on legislative budget requests.
- Leads and directs strategy and development of fiscal notes on bills during legislative session. Serves as final division approver on fiscal notes.

Leads and directs rulemaking and quality improvement activities:

- Oversees the development of agency rules for health care facilities and professions under the authority of the Secretary, boards, and commissions. Accountable for all rules coming out of HSQA.
- Independently works with various offices in HSQA to improve efficiency and effectiveness of rulemaking and bill implementation, compliance with applicable legal requirements, stewardship of public resources, and to minimize exposure to risk events.

Other responsibilities:

- During a public health emergency, assists with emergency response activities as assigned.

Accountability – Scope of Control and Influence

Provide examples of the resources and/or policies that are controlled and influenced.

This position has significant influence and authority in developing and implementing statewide policy (legislation, rules, interpretive statements) for health care provider licensing and discipline, facility licensing and discipline, construction review services, and the certificate of need program.

This position has significant influence over complex issues with high visibility and risk that impact health care quality and accessibility statewide, such as policies related to hospital staffing, behavioral health workforce, and charity care. As the final division approver of external facing policy for HSQA (e.g., rules for health care professions and facilities, request legislation, decision packages), this position has substantial impact on the department, regulated providers, and Washington residents statewide.

Building relationships is essential to the effectiveness of this position. This position must interact with and influence legislators, partners in other state agencies, health profession board and commission members, and powerful professional and industry associations and labor organizations (e.g., state hospital association, state medical association, state nursing association, SEIU). This position must negotiate complex and politically sensitive policies issues with outside organizations and find durable solutions even when interests are not aligned.

Describe the scope of accountability.



This position acts on behalf of the HSQA Assistant Secretary in the development of statewide policies for health care provider licensing and discipline, facility licensing and discipline, construction review services, and the certificate of need program.

In addition, this position:

- Reports directly to the HSQA Assistant Secretary and occasionally the position may be accountable directly to the Office of the Secretary for special projects.
- Must meet the expectations of programs, boards, commissions, and HSQA offices to complete timely and quality policy development, analysis, and recommendations.
- Plays a pivotal, primary role in developing policy related to the health care system, patient safety, access to health care, and health care provider credentialing and regulation.
- Plays a key leadership role in the development of HSQA's policies, legislation, overall budget, external relations, initiatives and programs.
- Identifies and leads emerging initiatives across those areas and directs the resolution of any emergent and high priority issues that occur.
- Directs the planning, implementation and management of complex projects and is accountable for the effective use of resources and the timeliness and quality of deliverables.

Describe the potential impact of error or consequence of error (impacts unit, division, agency, state).

Almost 90 healthcare profession types are credentialed and regulated by HSQA and associated boards and commissions. HSQA also licenses and inspects over 7,000 healthcare facilities. This position oversees significant policy development related to regulation of these facilities and credential types. Failure to exercise good judgment could result in poor policies and legislation or defective rules, which are binding on Washington citizens and health care facilities. Consequently, public health and patient safety could be jeopardized by unsafe health care delivery.

Without effective stakeholder management and policy development, legislation could be passed, and rules developed that adversely impact the agency and the public. This could result in patient harm, reduced access to health care and a loss of credibility with the public, legislative policy makers, stakeholders, and staff.

Ineffective planning and development of policy or policy, or failure to manage sensitive complex issues could result in:

- Inappropriate use or loss of state resources.
- Inadequate funding to carry out the division's statutorily mandated functions.
- Risk to patient safety.
- Loss of access to health care services.
- Health care policies that perpetuate systemic racism and lead to health inequities.
- Audit findings.
- Loss of public and legislative confidence.
- Unfavorable media attention.
- Civil suits against the department.

Financial Dimensions

Describe the type and annual amount of all monies that the position directly controls. Identify other revenue sources managed by the position and what type of influence/impact it has over those sources.



Operating budget controlled.

N/A.

Other financial influences/impacts.

This position acts on delegated authority from the HSQA Assistant Secretary to help lead and direct budget development for the division. This includes making final decisions for fee rules, fiscal notes on bills, and proposals for decision packages. Decisions made based on analysis and recommendations by this position have the potential to significantly impact revenue (fees), resource allocation and costs.

Supervisory Responsibilities

Supervisory Position: Yes No

If **yes**, list total full-time equivalents (FTE's) managed and highest position title.

This position currently manages twenty-two (22) FTEs, including three (3) WMS 2 positions.

Decision Making and Policy Impact

Explain the position's policy impact (applying, developing, or determining how the agency will implement).

This position leads policy development and related functions for HSQA, the division with the most complex and high-profile policy issues in the agency. Policy direction and strategies envisioned and developed by this position impact all state health care regulatory programs designed to protect the public's health, safety, and welfare.

This position:

- Oversees policy development, including agency request legislation, decision packages, and rulemaking for the agency's health care regulatory functions and serves as the final division approver on external-facing policy (e.g., rules), acting on delegated authority from the HSQA Assistant Secretary.
- Works independently with health care professional and industry associations, employer groups, labor organizations, and communities to develop policy and legislative strategies that promote patient safety and access to health care across the state.
- Collaborates with stakeholder groups to anticipate emerging health care trends and proposes policy direction in areas that are evolving with few standardized guidelines, particularly as health care reform unfolds.

Decisions made by this position and made by others using advice and policies set and recommended by this position directly impacts public health in Washington and affects the ability of the agency to achieve its mission.

Is the position responsible for making significant recommendations due to expertise or knowledge? If yes, provide examples of the types of recommendations made and to whom.

Yes, this position is responsible for making significant policy recommendations due to expertise and knowledge. Recommendations this position makes to the HSQA Assistant Secretary, agency legislative relations director, and agency executive leaders (e.g., Chief of Prevention and Chief of Policy) encompass issues that threaten public health and safety, analyses risk impacts, suggests courses of action, and determines the need for policy and/or legislative initiatives.



This position serves as the HSQA Assistant Secretary's advisor regarding strategic policy and legislative development issues and management of key external relationships, and as such makes significant recommendations regarding the division's short- and long-term strategies related to these areas.

This position works with the governor's staff, state and federal agencies, industry associations, labor organizations, local and tribal governments, academic institutions, and other organizations to resolve sensitive, high-risk policy issues and develop policy proposals related to patient safety and access to health care.

Explain the major decision-making responsibilities this position has full authority to make.

As the agency expert in health care system policy, this position makes decisions on management of sensitive and controversial policy and legislative issues. Acting on delegated authority from the HSQA Assistant Secretary, this position makes final decisions for the division on:

- Agency request legislation and decision package proposals.
- Bill analyses, agency position and action on bills, and fiscal notes.
- Rulemaking and policy interpretive statements pertaining to regulation of health care facilities and providers.
- Strategy for regulatory program fee development.
- Legislative reports including sunrise reviews.
- Responses to inquiries from the legislature.

This position independently works internally and externally with stakeholders as needed to gather information to make informed decisions to develop policy and legislative strategies. Decision-making in this area is extremely complex, requiring sensitivity to and the integration of knowledge of the political authorizing environment, various communication methods, existing rules, emerging regulatory and political trends, the health professions boards and commissions, and work processes that span the division and agency.

Describe whether decisions are of a tactical or strategic nature and how decisions are made. For example, is there known precedent, is it somewhat unfamiliar, or unknown and unexplored?

Decisions made by this position are both strategic and tactical in nature. Although some decisions are made based on experience and past practice, often there is little precedent and decisions involve greater risk (e.g., addressing a policy issue in a novel manner). The position is responsible for exercising political and organizational awareness and sound judgement in making strategic decisions in unfamiliar areas.

This position has substantial power to influence policy direction and decisions by the boards, commissions, and advisory committees which regulate hundreds of thousands of health care providers and facilities across the state. This position is responsible for recognizing emerging local, state, and national trends, aligning division policy, and developing policy and legislative strategies to optimize patient safety and access to care.

What are the risks or consequences of the recommendations or decisions?

Poor decisions related to policy direction or handling of sensitive complex issues could lead to:

- Inadequate funding to carry out the division's statutorily mandated functions.
- Risk to patient safety.



- Loss of access to health care services.
- Health care policies that perpetuate systemic racism and lead to health inequities.
- Audit findings.
- Loss of public and legislative confidence.
- Unfavorable media attention.
- Civil suits against the department.

Qualifications – Knowledge, Skills, and Abilities

List the education, experience, licenses, certifications, and competencies.

Required Education, Experience, and Competencies.

A Bachelor's degree involving major study in public health, health care administration, public administration, law, political science, or related field.

Five (5) or more years of experience:

- Effectively leading and directing groups of managers and professionals.
- Relationship-building, facilitation, and negotiation.
- Analyzing and developing public policy at the executive level.
- Planning, initiating, and managing complex projects.

Other Skills:

- Experience with the Washington state legislative process.
- Ability to work across an organization and with external organizations to resolve complex policy issues when interests do not align.

Computer Skills:

- Able to navigate and utilize word processing, spreadsheets, and internet programs (including Microsoft Word, Microsoft Excel, and Microsoft Outlook).

Required Competencies:

- **Organizational and Political Savvy.** Understands the agency and larger authorizing environment (e.g., legislature, Governor's office, OFM) and navigates them effectively to accomplish the position's objectives.
- **Ethical Conduct.** Demonstrates consistent honesty, forthrightness, and professionalism in all interactions.
- **Communication.** Able to communicate clearly and concisely. Demonstrates ability to effectively give and receive information in person and in writing to a variety of situations and people. Communicates clearly and concisely avoiding bureaucratic language and jargon whenever possible; demonstrates understanding and empathy with the listener or reader; effectively uses the media, advanced technologies, and community networks to communicate information; shares appropriate information internally and externally; anticipates and resolves disagreements and conflicts constructively; communicates with tact and discretion.
- **Leadership.** Coaches, inspires, and motivates to accomplish agency mission. Approaches problem-solving holistically and systematically; empowers others to act by appropriately delegating responsibility with associated authority; sets clear, reasonable expectations and follows through; vigorously pursues a compelling and shared mission, vision, and key values; organizes people and resources toward the effective and efficient pursuit of predetermined objectives.



- **Embraces and Embeds Inclusion at Work.** Creates an environment of learning about, valuing, encouraging, and supporting differences. Seeks different points of view and leverages diverse perspectives in group processes and decision making. Reaches out to leverage diverse points of view, talents, and capabilities. Is accountable for impacts of their approach, decisions, and actions on themselves, coworkers, stakeholders, and customers.
- **Relationship Building.** Develops, maintains, and strengthens relationships inside and outside the organization. Cultivates an environment of engagement, respect, active listening and trust, and collaboration. Takes a structured approach to identifying stakeholders and understanding their relative influence and importance to making things happen. Adapts style and approach easily to inspire trust and respect from customers and colleagues at all levels. Involves others in decision making and planning as appropriate to ensure that activities happen as planned.
- **Influencing Others.** Inspires and persuades others to voluntarily follow direction, pursue and achieve goals, and adopt new positions or opinions. Promotes the creation of shared mission, vision, and values, and uses those principles to guide actions. Displays a positive attitude about the work to be done, co-workers, customers, management, and employer policies. Ensures others grasp the purpose and benefits of the program or cause. Tailor's messages to specific audiences to develop interest and endorsement.
- **Critical Thinking.** Demonstrates the disciplined process of actively and skillfully conceptualizing, applying, analyzing, synthesizing, and/or evaluating information generated by observation, experience, reflection, reasoning, or communication, as a guide to belief and action. Demonstrates ability to address problems with new and effective solutions.
- **Ability to Work in a Team and as a Team Lead.** Able to promote teamwork and lead, coach, and mentor professional staff. Able to build rapport with others and develop and facilitate teamwork within different functional areas; demonstrate respect for others' perspectives and needs; treats others with dignity and actively supports the good ideas of others; demonstrates broad knowledge of the department and division missions and guiding principles, and the teams' role within that structure.
- **Achievement Orientation.** Prioritizes, measures and tracks work to make efficient use of available time and resources. Meets productivity standards, deadlines, and work schedules. Provides products and services that consistently meet the needs and expectations of customers. Consistently produces accurate and timely work. Accepts personal responsibility for the quality and timeliness of work. Acknowledges and corrects mistakes. Communicates and measures results accurately.
- **Interpersonal Skills.** Flexible and open to change; adapts to and works effectively with a variety of situations and people.
- **Cultural Humility:** Models and facilitates the development and integration of diverse perspectives through learning about and honoring the different cultures represented in the agency.
- **Equity and Inclusion:** Removes barriers to accessing shared resources and promotes a culture of equity, social justice, and belonging.
- **People Impact Orientation:** Applies an outward mindset to their work.

Proficient in the Following DOH Core Competencies:

- **Analysis and Problem Solving.** Demonstrates ability to address problems with new and effective solutions.
- **Customer Service Orientation.** Consistently demonstrates to customers an interest in them and in solving their problems.
- **Interpersonal Skills.** Adapts to and works effectively with a variety of situations and people.
- **Professional and Technical Competence.** Applies professional and technical knowledge and skills to fulfill job requirements.



- **Organizational Relationships.** Collaborates with partners and stakeholders to improve agency performance.
- **Strategic, Financial, and Project Planning.** Aligns activities and resources with the mission and strategy of the organization.

Preferred/Desired Education, Experience, and Competencies.

- Master’s degree in public health, public administration, health care administration, law, or a related field.
- Experience leading an organization, such as an office in a state agency.
- Knowledge of state and federal laws related to public health and health care regulation.

Special Requirements/Conditions of Employment

List special requirements or conditions of employment beyond the qualifications above.

N/A

Working Conditions

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| Work Setting, including hazards: | Work typically occurs in an office environment. Willing to work on a tobacco-free campus. |
| Schedule (i.e., hours and days): | Work requires long hours at times, such as, but not limited to, emergencies, legislative session, or when traveling. Standard business hours are Monday – Friday 8a.m. – 5 p.m. The incumbent must be willing to work in excess of 40 hours per week when needed, including evenings and weekends, especially during legislative session. This position is eligible for hybrid work (part telework/part in-office work). |
| Travel Requirements: | Occasional overnight travel required (mainly within Washington state). |
| Tools and Equipment: | Computer, telephone (landline and cell phone), internet, office equipment such as copiers. |
| Customer Relations: | Works closely with HSQA division staff, senior DOH management, WA State legislative staff, community partners, statewide policy partners, peer agencies, and the governor’s office. |
| Other: | |

Acknowledgement of Position Description

The signatures below indicate that the job duties as defined above are an accurate reflection of the work performed by this position.

| | |
|--------------------|--|
| Date: 3.26.2024 | Supervisor’s Signature (required): /s/Sasha De Leon |
| Date: 3.26.2024 | Appointing Authority’s Name and Title: Sasha De Leon, HSQA Assistant Secretary Signature (required): /s/Sasha De Leon |

As the incumbent in this position, I have received a copy of this position description.

| | |
|-------|-----------------------|
| Date: | Employee’s Signature: |
|-------|-----------------------|



Position details and related actions taken by Human Resources will be reflected on the Position Evaluation Summary form.

