

## Washington Management Service (WMS) Position Description

For assistance completing this form, contact your WMS Coordinator.

Position Information		
Position Title: Deputy Chief of Healthcare Innovation and Strategy	Position Number/Object Abbreviation: 71104296	
Incumbent's Name (If filled position):	Agency/Division/Unit: DOH/Office of Healthcare Innovation and Strategy	
Address Where Position Is Located: Home-based	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: Dr. Charles Chima, Chief of Healthcare Innovation and Strategy	Supervisor's Position Number: 71098819	

Organizational Structure
Summarize the functions of the position's division/unit and how this position fits into the agency structure ( <b>attach an organizational chart</b> ).
<p>The mission of the Washington State Department of Health (DOH) is to protect and improve the health of all people in Washington.</p> <p>The Executive Office of Healthcare Innovation and Strategy (OHIS) fosters population health innovation, health systems and workforce transformation, and alignment between public health, healthcare, and social care systems to advance health equity and the Quadruple Aim of better care, affordable care, resilient health workforce, and better population health in Washington.</p> <p>This position is located in the Executive Office of Healthcare Innovation and Strategy, reporting to the Chief of Healthcare Innovation and Strategy.</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>This position is the Deputy for the Executive Office of Healthcare Innovation and Strategy (OHIS) and represents the Chief externally and internally, providing executive leadership for direction, planning, and implementation of the Office's strategic vision, policies, programs, operations, and activities.</p> <p>As an executive leader in OHIS, this position provides strategic leadership for the office, including clinical transformation strategy, through a process of setting high-level goals, developing plans of action, effectively allocating resources to execute the plans, and managing performance of the office. The Deputy Chief is responsible for organizing and directing activities and resources on behalf of the Chief, including personnel administration and budget oversight. This is achieved through leadership and decision-making in the areas of resource and personnel management and planning, agency policy, collaboration with internal and external interested groups, and project oversight.</p> <p>The Deputy Chief builds trusting relationships internally and externally to communicate and advance the goals and priorities of OHIS, i.e. fostering population health innovation, health systems and workforce transformation, and</p>



alignment between public health, healthcare, and social care systems to advance health equity and the Quadruple Aim of better care, affordable care, resilient health workforce, and better population health in Washington.

### **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](#).

Serve as a Strategic Leader in the Executive Office, including Informing Clinical Transformation Strategy. Provide implementation guidance and matrixed oversight over all functional areas and teams in the office. Represent and act on behalf of the Chief in his/her absence or at his/her request. Utilize clinical knowledge and expertise in subject areas such as population health management, health informatics, healthcare transformation, health services research, healthcare analytics, etc., to inform strategic planning; partnership and business development; program planning, implementation, evaluation; and communication and knowledge dissemination to advance the priorities of the Executive Office.

Serve as a Trusted Internal and External Representative for the Executive Office. Engage with external partners for mutual success, cultivating relationships with health and human services agency colleagues, health care organizations, and other strategic partners. Serves on the DOH Deputies Group, which evaluates and develops agency policy and procedures, provides policy guidance and governance on agency IT projects and functions; shares and promotes best human resource and business practices, ensures consistency across the agency for administrative and operational functions. Participate in various intra-agency, interagency, and external working groups to promote agency strategic objectives and shared goals.

Oversee all Administrative and Operational Functions of the Executive Office. Including but not limited to: personnel management; budget and financial management; operations; communication; facilities planning and space management; emergency response and business continuity planning; and coordination of IT activities.

- Has delegated Appointing Authority for all personnel actions in OHIS.
- Oversee the office's financial management. Plan, lead, organize and control the management of financial resources for the office, assuring the appropriate and optimum use of financial resources.
- Manage and direct the coordination and implementation of office projects and business processes/practices. Serve as the office representative on the agency Policy Review Committee. Provide leadership to identify policy issues and develop options to meet needs, craft policies and sponsor them through the appropriate approval process. Coordinate the implementation of all agency policies at the office level. Approve all requests from the office (IT, purchases, etc.) in the ServiceCentral system.
- Collaborate with the agency Health Technology Solutions for effective information technology planning, development, implementation and evaluation to support office IT business needs.
- Oversee and Coordinate emergency response for the office. Represent executive management on building Safety and Emergency Response Committee. Oversee office Continuity of Operations Planning. May be needed to provide leadership and support during and outside regular hours in the case of a public health emergency.

Direct Performance Management, Organizational Development, and Special Projects. Including but not limited to:

- Oversee population health innovation and clinical transformation strategy.
- Promote quality improvement, data-driven decision making, and performance management culture in the executive office through training, coaching, and modelling.
- Promote a healthy team culture in the executive office by championing training and tools to further an outward and growth mindset, teamwork, and collaborative disposition.

Conduct all other duties necessary and incidental for accomplishing the objectives of OHIS.



In these roles, the Deputy Chief serves as a valued sponsor, strategist, consultant, planner, negotiator, coach, communicator, facilitator, leader, and partner.

### **Accountability – Scope of Control and Influence**

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

The Deputy extends the reach of the Chief of Healthcare Innovation and Strategy and acts on their behalf with full delegated authority. The Chief of Healthcare Innovation and Strategy is a member of the agency Executive Leadership Team and reports to the Secretary of Health.

The Chief and the Deputy oversee functions and staff that impact health and human services for all Washingtonians. The oversight and accountability spans across the entire spectrum of functions that advance the OHIS vision, including public health and healthcare alignment, health systems and workforce transformation, health and social care integration, health systems intelligence, and population health innovation.

The Deputy Chief engages with external partners for mutual success. This includes developing trusted relationships that enable productive collaboration with leaders in public-sector agencies at all levels and strategic private-sector partners on shared goals to achieve results for people in Washington.

The Deputy has delegated Appointing Authority for all personnel actions in OHIS.

Oversees the development and implementation of agency policies owned by the Executive Office of Healthcare Innovation and Strategy. As a member of the Deputies Group, develops, adopts, and implements administrative and operational procedures. The position leads the implementation of new policies and procedures in the office.

Oversees office operating budget, indirect cost pool, and FTE allotments and monitoring in coordination with the Office of Financial Services. Develops biennial budget and monitors program activities to optimize resources. Allocates resources throughout the office and, in conjunction with the Chief, makes decisions regarding program direction and priorities.

#### **Describe the scope of accountability.**

The Deputy Chief has the authority to approve and/or manage all personnel actions including grievances and investigations (in coordination with HR Labor Relations), consults with managers on sensitive/confidential personnel issues; approves out-of-state travel requests, procurement requests, and other requests for payment; interprets and oversees office implementation of agency and office policy; Reviews and approves all ServiceCentral requests, reviews and approves sensitive correspondence; assigns staff from across the office to agency projects, and manages the performance of these activities.

Represents the Chief externally and internally, providing executive leadership, direction, planning, coordination, and strategic vision on the Office's policies, activities, programs, and operations on behalf of the Chief, when absent or requested, with full delegated authority.

The Chief and Deputy shape strategies, requests and implementation plans in the legislative and budget arena for the Executive Office of Healthcare Innovation and Strategy.

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

The impact of error and the consequences of a failure to deliver results in the areas overseen by this position are high. The Deputy Chief works on a number of diverse and complex issues. For example, Appointing Authority responsibilities require detailed knowledge of union contracts, personnel policies, and personnel laws. The potential impact or consequence of mismanagement may increase liability, expense, workload, and/or missed opportunities for the state government.

Failure to manage major projects in accordance with authorizing requirements and best practices may result in systems or programs unable to deliver promised capabilities and benefits. This could generate liability, jeopardize funding, and damage public trust.

Failure to secure resources or build effective partnerships to advance OHIS initiatives could have negative impact on health care access, quality, costs, equity, or outcomes in the State of Washington.

### **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.**

- In excess of \$20 million, pending confirmation of funds.

**Other financial influences/impacts.**

- Develops and advocates for decision packages in support of agency investments in health systems and workforce transformation, health and social care integration, health systems intelligence, and population health innovation.
- Advises on funding strategies to support programs and services.

**Supervisory Responsibilities**

Supervisory Position: Yes  No

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

Highest position title managed: Population Health Innovation Manager. Also provides matrixed leadership, support, and oversight to all OHIS leadership team members and their programs.

**Decision Making and Policy Impact**

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

The Deputy Chief serves as an executive level leader over all functions of OHIS. Decisions can have long-lasting and broad impact.

This position:

- Oversees the development of written agency policies and procedures concerning health systems and workforce transformation, health and social care integration, health systems intelligence, and population health innovation.
- Fosters and oversees policy interpretation, application, problem solving, and resolution.
- Develops business plan strategies and initiatives for inclusion in the agency strategic plan.
- Represents the agency as a senior representative in forums and committees which support agency objectives, formulate recommendations or policy, and foster collaboration on shared goals.
- Oversees development and implementation of organizational change management and communications plans designed to address the individual needs and outcomes to achieve for successful change adoption.

**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.**

Consults with Chief to make decisions on: major office issues potentially impacting other areas of the agency; significant human resources issues (probation separations, disciplinary actions, terminations); action on politically sensitive issues; and office budget/resource allocation issues.

Utilizes expertise in subject areas such as population health management, health information technology, health informatics, healthcare transformation, health services research, healthcare analytics, etc., to inform strategic planning; partnership and business development; program planning, implementation, evaluation; and communication and knowledge dissemination to advance the priorities of the Executive Office.

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

This position serves as a delegated appointing authority, with the authority to approve and/or manage all personnel actions, including grievances, fact findings and investigations, consults with managers on sensitive/confidential personnel issues; approvals of out-of-state travel requests, procurement requests, and other requests for payments; reviews and approves mobile work requests and all office personnel and operations requests in ServiceCentral, interprets and oversees implementation of agency and HR policy; reviews and approves sensitive correspondence; assigns staff from across the office to agency projects, and manages the performance of these activities.

This position has a high degree of decision-making latitude in areas such as:

- Agency policies and standards – Guiding development, implementation, compliance, and exception processing.



- Performance and culture strategies - Creating a culture of high performance and teamwork through workforce development planning, outward communications and coaching, recognition, and responsive leadership.
- Partner engagement – Committing to shared goals and actions with strategic partners in the public and private sector for collective impact.

**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 or recommendations fall into both the strategic and tactical realm and are made at the executive level. This position is actively engaged in formulating strategic direction and initiatives in alignment with executive leadership goals. This position negotiates resources and commitments on the agency’s behalf. This position exercises a high degree of independent judgment on a wide range of issues where there may not be established precedent. Decisions are based on extensive knowledge of office priorities, resources, and capacities/capabilities. Strategic decisions are made based on mission, strategic plans, priorities, and the role of the office in the public health and health care arena. Operational decisions are based on office needs, balancing limited resources to achieve maximum benefit.

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

Decisions and recommendations made by this position carry significant risks, including potential for:

- Negative impact on health care access, quality, costs, equity, or outcomes for all residents of the State of Washington.
- Negative impact on agency’s credibility and reputation.
- Negative impact on agency’s performance, including efficiency of organizational, office and program functions.

**Qualifications – Knowledge, Skills, and Abilities**

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

**Required Education, Experience, and Competencies.**

Degree in a medical, nursing, or other related field.  
 Progressively responsible management experience at the senior level in a large healthcare or public sector organization, including experience with healthcare strategy development and/or policy planning.  
 Demonstrated expertise in population health or healthcare strategy, innovation, and transformation, or related subjects.

**Leadership Competencies**

This position requires the following demonstrated executive leadership competencies:

1. Know Yourself: Demonstrate self-awareness, self-management and continual growth and learning. A person who knows him or herself is able to identify thoughts, feelings, and wants and then effectively put them into words in the moment. They are aware of patterns, strengths and limitations and seek feedback and knowledge to continually learn and grow from experiences.
2. Understand Others: Demonstrate interpersonal awareness and the ability to be inclusive. A person who understands others knows that everyone has his or her own experience of any given situation. They seek to understand all perspectives and leverage the generative nature of differing opinions and experiences so that outcomes are of the highest quality.
3. See the Whole: Demonstrate organizational and political awareness, relationship-building skills, and effective decision-making. A person who sees the whole understands how the agency is connected in vision, mission and function. They are able to balance state government, agency, office, and interested groups interests to make effective decisions as well as champion decisions that have been made. They know the importance of relationships in understanding all perspectives and demonstrate effective group behaviors.



4. **Create an Environment of Success:** Demonstrate the ability to integrate performance leadership into program activities, provide coaching and mentoring for improved success, provide personalized recognition and celebrate successes, and displays characteristics of interpersonal influence. A person who creates an environment of success is able to clearly articulate their vision and expectations to their team and garner commitment. They ensure accountability and continued success through feedback, coaching, and recognition. They diligently apply the PLAN, DO, CHECK/STUDY, ACT methodology to ensure that activities are effective and efficient.
5. **Model the Way:** Demonstrate ethics and integrity, consistently walking their talk. A person who models the way is credible. They say what they are going to do and then they do it. They do what they say what they are going to do and then they do it. And, they consistently set the example by aligning their personal actions with shared values.
6. **Outward Mindset:** Foster and encourage the OM culture and tools within the office.

*Technical Knowledge* - Extensive knowledge of management principles. Knowledge of public health principles and programs. Technical expertise in population health management, healthcare analytics, or health informatics,

*Quality Improvement* - Applies quality improvement tools to improve efficiency, accuracy, and overall quality.

*Cultural Competency* - Ability to interact with diverse customers and interested groups demonstrating cultural ethnic, and gender sensitivity and competence. Demonstrates respect for others regardless of their position. Uses appropriate methods to interact professionally, sensitively, and effectively with persons of all ages and lifestyle preferences, and from diverse cultural, racial, socioeconomic, educational, ethnic and professional backgrounds, of all ages and lifestyle preferences

*Management* - Highly skilled in management, supervision and positive motivation of staff. Ability to recruit, select and retain skilled, motivated and diverse staff. Develops and positions staff to meet existing and future requirements. Skilled in providing effective coaching and feedback.

*Workload Management* - Skilled in organizing and prioritizing multiple assignments, sometimes of a complex nature or involving competing priorities, to produce work products that are accurate, thorough, and on time.

*Judgment* - Displays balanced thinking that combines analysis, wisdom, experience and perspective. Considers the impact of decisions on staff, the external environment and the department before acting. In the absence of clear guidelines and information, uses good judgment and critical thinking to make decisions.

*External Environment* - Demonstrated success in working cooperatively and effectively with diverse interested groups and partners (business, citizens, local, state and federal government, State Board of Health and tribes)

**Preferred/Desired Education, Experience, and Competencies.**

An active license to practice in the State of Washington in a medical, nursing, or other related field.

Graduate degree in healthcare administration, business administration, public administration, public health or related field.

Experience in population health or healthcare strategy, innovation, and transformation, or related subjects in the State of Washington.

**Special Requirements/Conditions of Employment**

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

**Working Conditions**

Work Setting, including hazards:

This position works in a hybrid work environment and can expect to work in excess of 40 hours per week with frequent interruptions, pressing deadlines, and changing priorities.

Work is performed almost exclusively indoors at a DOH or home-based office environment.

Exposure to hazards is limited to those commonly found in government or home office environments.





Schedule (i.e., hours and days):	Standard business hours are Monday – Friday from 8 a.m. to 5 p.m., incumbent may be expected to adjust the work schedule to meet business needs. A flexible and/or compressed work schedule may be considered at the incumbent’s request, subject to supervisory approval.
Travel Requirements:	Employee travels occasionally, as needed, either alone or with another person, overnight, for several days and/or out of state. When driving for state business, the incumbent must be able to legally operate a state or privately-owned vehicle; OR provide alternative transportation while on state business.
Tools and Equipment:	Duties require the use of standard office furniture and equipment (e.g. desk, filing system, computer, printer, telephone, copier/scanner, state motor pool vehicle, etc.)
Customer Relations:	Frequent interaction with department experts/program staff, other state agencies, and local partners in shaping the efforts of the department in addressing the needs of our state. Interaction may be in person, by telephone, or by computer.
Other:	The working environment at all DOH campuses is a smoke-free, drug-free, alcohol-free, and scent neutral environment. Applicant must be capable of performing the essential functions of this position with or without accommodation. Must be willing to participate in emergency response activities and when Agency Coordination Center is activated.

<b>Acknowledgement of Position Description</b>	
The signatures below indicate that the job duties as defined above are an accurate reflection of the work performed by this position.	
Date:	Supervisor’s Signature (required):
Date:	Appointing Authority’s Name and Title: Dr. Charles Chima, Chief of Healthcare Innovation and Strategy Signature (required): Approved via email from Dr. Chima to HR on April 17, 2024
<b>As the incumbent in this position, I have received a copy of this position description.</b>	
Date:	Employee’s Signature:

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

