



OFFICE OF THE DIRECTOR

Kate Brown, Governor

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**Health**  
Authority

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November 9, 2017

The Honorable Governor Kate Brown  
254 State Capitol  
Salem, OR 97301-4047

Dear Governor Brown:

### **Issue Resolution Process**

The Oregon Health Authority (OHA) is responsible for providing access to critical healthcare services for nearly 1 million Oregonians and for driving transformation of the state's healthcare system. OHA is also a large, complex agency and has a duty to be transparent, accountable, and make wise use of public resources. Due to the complexity of its programs and information systems, as well as organizational challenges, there are a number of ongoing and emerging issues that may pose risks to OHA's ability to carry out its mission in accordance with its core values. Several issues are known to OHA leadership and are in the process of being resolved or in the initial stages of research and analysis. There are likely other issues that are not yet known or identified.

Since September 1, the new OHA leadership team has worked closely with managers and staff, as well as stakeholders, to gain an understanding of ongoing and emerging issues. For known critical issues, teams have been identified and are actively working to scope and analyze the issues and resolve them. To effectively manage the analysis and resolution of known issues and identify unknown issues so they can be effectively resolved, OHA is instituting a formal issue resolution process. This process will encompass both program administration and organizational issues within OHA, and the initial focus will be the Medicaid program.

### **Objective of Issue Resolution Process**

The formalized issue resolution process is designed to ensure that OHA leadership is aware of, understands the scope of, and implements effective resolutions to ongoing and emerging issues. Achieving these objectives is critical OHA's ability to carry out its mission and empower its staff to effectively identify and resolve issues and to mitigate future risks.

## **Issue Resolution Leadership & Issue Response Project Teams**

The issue resolution process will utilize a project management structure, with an executive-level team responsible for direction and oversight (Issue Resolution Leadership Team) and a project team (Issue Response Project Team) responsible for working with agency staff to identify, scope, and analyze issues and to propose and implement solutions.

The Issue Resolution Leadership Team (IRLT) will be led by the Chief Financial Officer, Laura Robison, and will include several OHA executive leaders. The IRLT will be accountable to the Director and will be responsible for direction and oversight of the Issue Response Project Team (IRPT), internal communication with OHA staff, and engagement with external stakeholders. The IRLT will define the process for identifying and prioritizing issues. The IRLT will appoint the chair of the IRPT and its membership will include managers and staff from across the agency. The IRPT will be responsible for the day-to-day work, including development of an issue log, project management of research/analysis and proposed resolutions, and project management of solution implementation.

## **Overview of Issue Resolution Process**

The IRLT will introduce the process to OHA staff and external stakeholders, including an overview of the process and points of contact for identifying issues or providing information about existing issues. The IRLT will work with the IRPT to develop internal and external communication channels for gathering input and documenting issues. The IRPT will develop an issue log, review any existing documentation of known issues and risks, document all issues, and recommend prioritization based on prioritization protocol defined by IRLT. The IRLT will make final decisions on prioritization and resource allocation, and the IRPT will manage research/analysis of issues and development of proposed resolutions in accordance with those decisions. The IRPT will liaise with managers and staff throughout OHA, as necessary, to execute its work. IRPT will provide bi-weekly status updates to the IRLT and will present monthly to the IRLT on major milestones and recommendations.

The IRLT will present bi-weekly to the Director, and the Director will update the Governor's Office and legislators on a bi-weekly basis. Written updates will also be posted to the OHA website.

The written updates will include an overview and prioritization of ongoing and emerging issues, status of analysis of known issues and planned next steps, expected timelines for resolution, and operational and personnel changes.

## **Staffing**

The IRLT will consist of the following members:

- Laura Robison, Chief Financial Officer (chair)
- Leslie Clement, Interim Health Systems Division Director
- Dawn Jagger, Interim Director of External Relations
- Laura Robison, Chief Financial Officer
- Lillian Shirley, Public Health Division Director
- Jeremy Vandehey, Interim Health Policy Division Director

IRPT membership will be determined by the IRLT.

Thank you,

A handwritten signature in blue ink, appearing to read 'P. Allen', with a long horizontal stroke extending to the right.

Patrick M. Allen  
Director