

# UW Medicine

## Chief Financial Officer, UW Medicine and Vice President for Medical Affairs University of Washington Seattle, Washington

The University of Washington invites nominations and applications for a dynamic, collaborative, and strategic financial executive to serve as Chief Financial Officer, UW Medicine and Vice President for Medical Affairs, University of Washington (CFO/VPMA). This is an extraordinary opportunity for a values-driven leader to guide financial strategy for one of the nation's most respected academic health systems—supporting clinical innovation, groundbreaking research, and transformative medical education.

With primary report to the CEO of UW Medicine, Executive Vice President for Medical Affairs, and Dean of the School of Medicine (CEO/EVPMA/Dean), Tim Dellit, the CFO/VPMA serves as the senior-most finance executive across UW Medicine and plays a pivotal role in shaping the financial strategy and long-term fiscal sustainability of the \$9+ billion system. Working collaboratively with the President of UW Medicine Hospitals & Clinics, the Executive Vice Dean of the School of Medicine, School of Medicine department chairs, the CEOs of UW Medicine facilities, and financial leaders across UW Medicine and the University of Washington, the CFO/VPMA is instrumental in advancing alignment between clinical, research, and education missions across the enterprise. The CFO/VPMA will also have a reporting relationship to the UW Chief Financial Officer/Senior Vice President (UW CFO/SVP) and be part of the UW executive financial team representing UW Medicine.

UW Medicine is an integrated clinical, research and learning health system with a single mission to improve the health of the public. More than 35,000 UW Medicine faculty, staff, trainees, and students work to improve health for all people through excellence in clinical, research and education/training programs. With these integrated programs, UW Medicine health professionals provide the most up-to-date care for each individual patient, lead one of the world's largest and most comprehensive medical research programs, and provide innovative learning programs for students, trainees, and practitioners in the health professions. As the only comprehensive clinical, research, and learning health system in the five-state WWAMI (Washington, Wyoming, Alaska, Montana, Idaho) region, UW Medicine provides a higher degree of healthcare, ranging from primary and preventive care to the most highly specialized care for the most complex medical conditions.

To be successful, the CFO/VPMA must be a creative, technically sophisticated, and collaborative change agent, able to build trust in a highly matrixed environment as UW Medicine seeks to substantially expand their ambulatory strategy, strengthen key partnerships, and refine funds flow structures as key priorities in the near-term future. Candidates must have a deep understanding of the national healthcare landscape, exemplary financial acumen, and a commitment to transparent, strategic, and consensus-

driven decision-making in service of UW's values and impact. Key opportunities and challenges facing the CFO/VPMA are to:

- Develop, socialize, and execute an innovative financial strategy for UW Medicine;
- Provide ready and effective financial analysis to executive leadership in support of strategic priorities;
- Ensure a collaborative relationship with finance teams across UW Medicine and the University;
- Effectively and transparently represent UW Medicine with partners, affiliates, and other external constituencies; and
- Analyze current systems and, as necessary, implement process improvements.

A description of the opportunities and challenges facing the CFO/VPMA and a list of desired qualifications and characteristics are included on pages 5-8 of this document.

## ABOUT UW MEDICINE

UW Medicine is a family of organizations that are operated or managed as part of an integrated health system. UW Medicine employs 35,000 people in the Puget Sound region, with an economic impact over \$12.5 billion. The system serves the five-state WWAMI region: Washington, Wyoming, Alaska, Montana, and Idaho. [UW Medicine](#) has an expansive clinical footprint, with over 1,400 licensed beds across three hospitals, with more than 1.8 million outpatient visits across over 300 outpatient sites.

UW Medicine is led by Timothy Dellit, MD, who serves as the CEO of UW Medicine, executive vice president for medical affairs, and the Paul G. Ramsey Endowed Dean of the UW School of Medicine (CEO/EVPMA/Dean). Dr. Dellit previously served as chief medical officer for UW Medicine, executive vice dean for clinical affairs for the School of Medicine (SOM), and vice president for

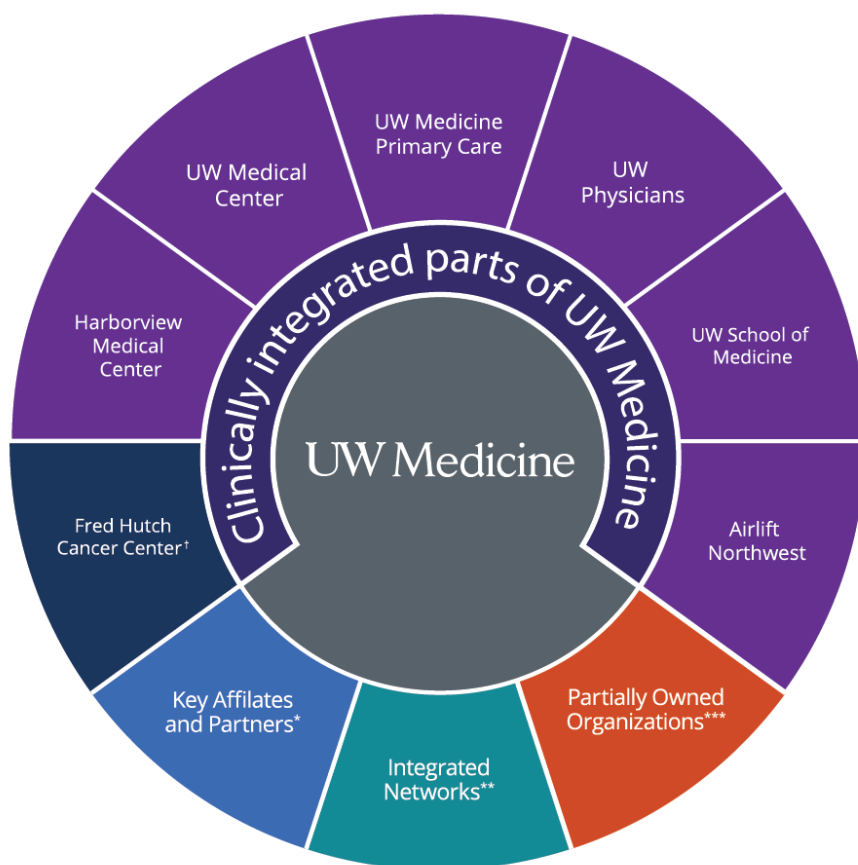


Figure 1. [Click here](#) for additional information on key affiliates and partners, integrated networks, and partially owned organizations.

medical affairs and president of UW Physicians. He is board-certified in infectious disease, where he retains a faculty appointment.

Clinically integrated parts of UW Medicine include the following organizations: Airlift Northwest; Fred Hutchinson Cancer Center; Harborview Medical Center; UW Medical Center (Montlake and Northwest campuses); UW Medicine Primary Care Clinics; UW Physicians; and UW School of Medicine. For additional information on UW Medicine's entities, partners, and affiliates, see [Appendix II](#).

For an overview of UW Medicine and its current activities, visit [www.uwmedicine.org/factbook](http://www.uwmedicine.org/factbook).

## CURRENT CONTEXT

The CFO/VPMA will join UW Medicine at a pivotal time, as the system navigates a challenging national healthcare landscape and unprecedented challenges related to federal cuts to Medicaid and research funding.

As such, the CFO/VPMA will join an organization seeking to refine and adapt current practices and structures to ensure fiscal sustainability as they embark upon a strategic plan to increase their presence in the ambulatory care space. Additionally, the School of Medicine is in the process of conducting a thorough review of their current organizational structure and funds flow processes, with a new model expected to begin implementation in 2026. The CFO/VPMA will be a crucial voice in the strategy and execution of these respective objectives, working collaboratively with the incoming Chief Ambulatory Officer and SOM leadership in support of expanding the system's clinical footprint.

Further, the University is under new executive leadership, having recently welcomed Robert J. Jones, former Chancellor of the University of Illinois Urbana-Champaign, as its 34<sup>th</sup> President. In this context, the incoming CFO/VPMA will have additional reporting to the University CFO, creating opportunity for deeper collaboration, shared services, and strategic alignment across UW and UW Medicine. Of note, the search for the University CFO position is ongoing and will be conducted concurrently with this search.

In summary, the overarching challenge for the incoming CFO/VPMA will be to work with other executive leaders across UW Medicine and with key partners and affiliates to develop a comprehensive financial strategy to guide the organization through this period, while developing a robust financial model to grow market share, ensuring that UW Medicine remains a leader among academic health centers for decades to come.

## ROLE OF THE CFO/VPMA

Reporting directly and primarily to the CEO/EVPMA/Dean and working within a highly matrixed organization with additional reporting to the UW CFO/SVP, the CFO/VPMA provides executive leadership for financial management, reporting, analysis, and planning for all clinical, research, and education activities within UW Medicine.

As such, the CFO/VPMA is responsible for formulating financial policy and advising the CEO/EVPMA/Dean on all financial matters, including long range planning, and directs and coordinates UW Medicine's financial affairs in accordance with the business plan and budget, using financial principles and policies that are compliant with government regulations and other appropriate guidance. The CFO/VPMA also works closely with the UW CFO/SVP as part of the UW Finance, Planning, and Budgeting team to ensure the alignment and coordination between UW Medicine finances and UW finances.

The CFO/VPMA is accountable for the accuracy and integrity of the UW Medicine consolidated financial statements and reporting systems, financial risk assessment and contingency planning, long range financial planning, and UW Medicine's financial operations services, including revenue cycle management, government financial relations, health information management, and contracting and payer relations, including financial responsibility for the UW Medicine value-based care arrangements.

The CFO/VPMA oversees the following direct reports: Enterprise Finance Officer, Associate Vice President of Medical Affairs; Enterprise Revenue Cycle Administrator; Chief Contracting and Payer Relations Officer; Chief Supply Chain Officer; Senior Director of Finance, UW Medical Center\*; Senior Director of Finance, Harborview Medical Center\*; Senior Director of Finance Strategic Projects; Director, Government Accounting; Associate Dean, Chief Financial Officer, UW School of Medicine (programmatic report)\*\*; Government Financial Relations & Reimbursement (consultant or otherwise as needed).

*\*Also reports to the Hospital CEO*

*\*\*Also reports to the Executive Vice Dean, UW School of Medicine*

For a detailed list of the key responsibilities of the CFO/VPMA role, see [Appendix I](#).

## KEY OPPORTUNITIES AND CHALLENGES FOR THE CFO/VPMA

The CFO/VPMA will be expected to address the following opportunities and challenges:

### **Develop, socialize, and execute an innovative financial strategy for UW Medicine**

The CFO/VPMA will serve as the central financial strategist for UW Medicine and will provide support for all internal financial operations, ensuring that UW is financially secure and has access to the capital it needs serve out its public mission. In so doing, the CFO/VPMA will employ sound and innovative capital management skills to strengthen the system's current financial standing, retaining a thorough understanding of the financial activities across UW Medicine's various entities and organizations and deftly identifying opportunities for mutual advancement and system improvement. Like any academic health system, UW Medicine is a highly complex organization with diverse areas of operation, and the CFO/VPMA must be able to work closely with leaders of these different missions to understand priorities and friction points and provide effective and timely financial information and analysis to drive productivity while advancing a cohesive financial strategy in line with the University's overall financial goals.

### **Provide ready and effective financial analysis to executive leadership in support of strategic priorities**

The CFO/VPMA must proactively and continuously provide effective counsel to the executive leaders of UW Medicine and the University of Washington—including, but not limited to, the CEO/EVPMA/Dean and the UW CFO/SVP—and should be an active collaborator and a skilled communicator who can evaluate and explain the nuances of different strategic options, helping leaders understand the potential impacts of shifting state and federal policies on UW Medicine. Using an informed, high-level understanding of the larger financial status of the national healthcare landscape, the CFO/VPMA can help senior leaders create business models and strategic plans to strengthen existing programs while pursuing new initiatives, and will be supportive of executive leadership in their conversations with external advisory and governance bodies, including the UW Medicine Advisory Board, Harborview Medical Center Board of Trustees, the UW Board of Regents, and the UW Medical Center Committee of the Board of Regents.

### **Ensure a collaborative relationship with finance teams across UW Medicine and the University**

The CFO/VPMA is the senior-most financial executive within UW Medicine and is responsible for ensuring positive, collaborative relationships across the health system and the School of Medicine and the UW Finance, Planning, and Budgeting Office. In a deeply matrixed environment with several recent leadership changes, the CFO/VPMA must be a transparent communicator, navigating challenging political conversations and driving change. There has been recent progress towards greater integration between the UW Medicine and University financial organizations; the CFO/VPMA must take that a step further, ensuring that UW Medicine remains an integral part of the conversation about university finances and providing education to support a more holistic University-wide financial strategy. In addition, the CFO/VPMA will play an important role in the implementation of a new funds flow model between the clinical enterprises and the School of Medicine, which will require a deep knowledge of academic medical center finances, as well as extensive cooperation with the Executive Vice Dean, department chairs, and hospital finance teams, among others.

### **Effectively and transparently represent UW Medicine with partners, affiliates, and other external constituencies**

The CFO/VPMA plays an important external role for UW Medicine, and must make a compelling case to external parties, including state agencies and others, that continued investment in UW will generate significant returns and that the system is taking adequate measures to preserve its long-term financial health. UW has many partner and affiliate organizations (see [Appendix II](#)), and the CFO/VPMA plays a crucial role in negotiating agreements, maintaining trust between parties, and ensuring their long-term financial health. As a public institution, UW is a part of the state of Washington: the CFO/VPMA is involved in advocacy for funding on behalf of UW Medicine at the state level, and must strive to maintain a productive, positive relationship with state agencies in support of the University's goals. Lastly, the CFO/VPMA may be called upon to help represent UW Medicine with philanthropic supporters and donors and must do so in an open and enthusiastic manner.

### Analyze current systems and, as necessary, implement process improvements

The CFO/VPMA will review and assess business processes, systems, services, and policies to identify and implement standardizations, improvements and, as needed, redesigns that allow for a more streamlined and modern operation. The CFO/VPMA must work to break down silos between units, enable accessible and accurate information sharing, enhance efficiency and effectiveness, and strengthen internal controls. Working with senior leadership, the CFO/VPMA must possess strong change management skills and excel at translating complex financial information into digestible reports and recommendations. Key to these efforts will be strategically leveraging technology and harnessing data to better understand and improve services and operations that support institutional capacity and impact.

### QUALIFICATIONS AND CHARACTERISTICS

The CFO/VPMA will be a strategic, visible, results driven financial leader with excellent interpersonal and communication skills. The success of this position will depend on the CFO/VPMA's ability to establish positive and transparent working relationships with internal and external stakeholders. Additional qualifications are listed below:

- A bachelor's degree and a minimum of 10 years of progressively responsible financial experience, of which 5 years must be senior financial executive experience, are required for consideration;
- Substantial experience with financial operations in an academic healthcare setting is strongly preferred;
- A master's degree and/or CPA certification are preferred;
- Senior management level experience, preferably in an academic health system, hospital environment, insurance company, accounting firm or major institution of higher education involving major clinical, research, and education programs;
- A working knowledge of medical school teaching and research activities, management of research grants, clinical service delivery systems, faculty practice plans, current and planned healthcare delivery and financing system changes and potential regulatory reforms;
- Demonstrated experience in sophisticated accounting systems and accounting in a diverse, health care environment;
- Experience in implementing complex information technology solutions in a health care environment;
- Demonstrated leadership in accounting, financial management, business planning, financial analysis and forecasting, and strategic planning;
- Demonstrated experience working in large, diverse, highly structured environments;
- General understanding of professional billing, practice management, and research administration and other key components of financial activity in an academic health system;
- Ability to integrate hospital and healthcare financial management principles and concepts into analytical work and reporting;

- Excellent communication skills (written and oral). Ability to communicate transparently in a timely, diplomatic, collaborative, and clear manner; and ability to synthesize complex financial and regulatory reports into high-level summaries;
- Highly collaborative and effective at building strong working relationships across the spectrum of constituents, and ability to effectively address complex and sensitive administrative issues;
- Ability to work independently with a high degree of reliability, accuracy, integrity, timeliness and productivity; and
- Functional understanding, knowledge of and ability to develop sophisticated financial reporting applications as well as expert level skills in using standard computer-based tools, such as those contained in Microsoft Office.

## COMPENSATION

The salary range for this position will be \$800,000 to \$1,000,000 annually, commensurate with experience and qualifications, or as mandated by a U.S. Department of Labor prevailing wage determination.

## APPLICATIONS, INQUIRIES, AND NOMINATIONS

Screening of complete applications will begin immediately and continue until the completion of the search process. Inquiries, nominations, referrals, and CVs with cover letters should be sent via [the Isaacson, Miller website](#). Electronic submission of materials is strongly encouraged.

Rebecca Kennedy, Courtney Wilk-Mandel, Carley Davenport, and Cara Meyers  
Isaacson, Miller

### *Our Commitment*

*The University of Washington is proud to be an affirmative action and equal opportunity employer. All qualified applicants will receive consideration for employment without regard to race, color, religion, sex, sexual orientation, gender identity, gender expression, national origin, age, protected veteran or disabled status, or genetic information.*

*To request disability accommodation in the application process, contact the Disability Services Office at 206-543-6450 or [dso@uw.edu](mailto:dso@uw.edu).*

*Applicants considered for this position will be required to disclose if they are the subject of any substantiated findings or current investigations related to sexual misconduct at their current employment and past employment. Disclosure is required under Washington state law.*



## APPENDIX I. KEY RESPONSIBILITIES OF THE CFO/VPMA

A detailed list of responsibilities for the CFO/VPMA is included below:

### **UW Medicine Financial Reporting:**

- Assuring the integrity of the UW Medicine consolidated financial reporting system;
- Ensuring consistency of financial reporting and metrics across the system;
- Responsible for production of timely and accurate consolidated UW Medicine financial reports;
- Responsible for aligning financial reporting for the hospitals and clinics with the School of Medicine and UW Physicians;
- Assuring the integrity of UW Medical Center reporting as required under the Fred Hutch Financial Alignment Plan; and
- Review and validation of data as needed for UW Medicine financial information that is included in major presentations, analyses, and reports.

### **UW Medicine Financial Planning, Analyses, and Decision Support:**

- Responsible for UW Medicine level financial planning and analyses;
- Responsible for timely and accurate financial information and analyses for UW Medicine level decision support;
- Responsible for UW Medicine financial analyses for business planning processes as needed;
- Responsible for UW Medicine level forecasting systems that are integrated with appropriate financial assumptions across the UW Medicine organizations; and
- Responsible for accuracy and integrity of Medicare and Medicaid related cost recovery computations and revenue distributions, including compliance with federal and state laws, regulations, and policies.

### **UW Medicine Risk Assessment and Contingency Planning:**

- Responsible for UW Medicine enterprise level financial risk assessment;
- Responsible for working with the University of Washington to integrate the UW Medicine risk assessment into the overall university assessment and plan;
- Serving on the Portage Bay Insurance Board and leading UW Medicine financial evaluation of professional liability coverage and property coverage in collaboration with the university leadership; and
- Providing executive leadership in the identification and development of effective strategies to address issues identified.

### **UW Medicine Central Budget Processes:**

- Preparation of the annual UW Medicine Central Services Budget and other central budgets to support all clinical, research and education programs; and



- Preparation of the annual UW Medicine consolidated budget representing all component organizations.

#### **UW Medicine Audits:**

- Coordination with external auditors regarding the annual audit calendar for UW Medicine and conduct of the annual audits of financial statements of all component organizations;
- Coordination with UW internal auditors regarding internal audits of UW Medicine including the annual risk assessment and development of audit plans;
- Coordination with other UW Medicine financial leaders to resolve audit issues and implement response plans efficiently and effectively; and
- Assuring compliance with federal, state and University laws, policies and regulations that impact system finances.

#### **Key Communications Involving UW Medicine Finances:**

- Serves as the principal spokesperson (or delegating) concerning financial matters of UW Medicine with the UW Medicine Advisory Board, Harborview Medical Center Board of Trustees, the UW Board of Regents, the UW Medical Center Committee of the Board of Regents, and with the University of Washington central administration, as appropriate;
- Communication with financial leaders at affiliated institutions such as the Fred Hutchinson Cancer Center, Seattle Children's, and the Veterans Administration Medical Center (VAMC) on UW Medicine central financial issues; and
- Coordination of timely and accurate responses to outside inquiries concerning accounting and financial matters related to UW Medicine.

#### **UW Medicine Financial Operations:**

- Provide executive financial leadership in collaboration with other UW and UW Medicine leadership in responding to state and federal funding challenges;
- Responsible for UW Medicine third party payer contracting and payer relations, including development of new strategic contracting arrangements that advance UW Medicine's business objectives, including its value-based care contracting;
- Executive leadership of UW Medicine revenue cycle and supply chain management across all UW Medicine clinical organizations;
- Responsible for government programs financial planning and analyses (e.g., Worker's Compensation, Medicaid and Medicare programs);
- Serve as UW Medicine's Authorizing Official for the 340B program; and
- Responsible for planning and implementation of significant new requirements such as major changes in financial information technology and payer claims systems.

**UW School of Medicine:**

- Works closely with the Office of the Executive Vice Dean, including the School of Medicine Associate Dean/CFO, to provide holistic and integrated financial view of the School of Medicine and clinical environments given the intersection of clinical, research and educational activities;
- Support Graduate Medical Education funding as related to Medicare and Medicaid programs; and
- Works closely with the UW Physicians Senior Financial Director to assure alignment of financial activities and strategy.

**UW Finance, Planning, and Budget:**

The CFO/VPMA has additional reporting to the UW CFO/SVP for purposes of ensuring institutional alignment on finance and budget planning, financial controls and reporting, and strategic initiatives. The two positions coordinate closely on the following:

- Development, maintenance, and oversight of the university's institutional financial control environment and regular financial reporting to executive leadership, including the Board of Regents.
- Management and oversight of the institution's annual financial statement audits, including coordination with the Board of Regent Audit Advisory Committee, and production of information for university bondholders and strategic financial partners.
- Evaluation of strategic initiatives that require institutional resources and/or financial due diligence for Board of Regents approval.
- Long-term budget and financial planning for UW and UW Medicine, including capital capacity and investment for both deferred maintenance and strategic growth.

## APPENDIX II. UW MEDICINE ENTITIES, PARTNERS, AND AFFILIATES

### Fully Integrated Entities

Fully integrated entities within UW Medicine include the following organizations dedicated to patient care, research, and learning for students, trainees, and practitioners.

#### **UW School of Medicine**

Founded in 1946, the [School of Medicine](#) (SOM) at the University of Washington provides innovative and cost-effective medical education and clinical care while conducting cutting-edge research. Guided by the mission to improve the health of the public through excellence in clinical care, research, and education, the school is consistently considered among the top medical schools in research and in training the next generation of physicians and scientists.

The School of Medicine is home to over 10,000 faculty, 4,924 paid faculty, over 5,000 non-paid clinical faculty across the WWAMI region, 5,100 students and trainees, and over 10,000 total employees. The school is second in the nation in total federal research grants and contracts, with over \$1 billion in sponsored research across the SOM and affiliates. Faculty with clinical practices are members of UW Physicians or Children's University Medical Group faculty practice plans.

#### **UW Physicians**

[UW Physicians](#) is the practice group for more than 2,600 providers and other healthcare professionals associated with UW Medicine who care for patients throughout the WWAMI region. Members of UW Physicians are active faculty in the UW School of Medicine and teach future healthcare professionals in one of the most highly regarded and competitive medical schools in the nation. They practice at UW Medicine entities, Fred Hutchinson Cancer Center, and Seattle Children's. UW is the sole corporate member of UW Physicians.

#### **Airlift Northwest:**

[Airlift Northwest](#) is dedicated to providing safe, efficient and compassionate air medical transport for critically ill and injured infants, children and adults, 24 hours a day, 7 days a week. The region's first air medical transport service, Airlift Northwest has flown more than 100,000 patients since its founding in 1982. Its helicopters and fixed-wing aircraft are strategically located at eight bases throughout the Pacific Northwest and Southeast Alaska. On-board medical experts handle everything from advanced cardiac life support to neonatal resuscitation, all while flying patients to the best available care for their condition. Airlift is owned by the University of Washington.

### **Fred Hutchinson Cancer Center**

[The Fred Hutchinson Cancer Center](#) is an independent non-profit organization that serves as UW Medicine's cancer center, leveraging the unique strengths of each organization to deliver compassionate patient care and conduct innovative research. The Fred Hutch/UW/Seattle Children's Cancer consortium is the only NCI-Designated Comprehensive Cancer Center in Washington. Home to three Nobel laureates, and with a track record of global leadership in bone marrow transplantation, HIV/AIDS prevention, immunotherapy, and COVID-19 vaccines, The Fred Hutchinson Cancer Center cared for over 63,000 patients in FY24 while faculty published over 1,300 research articles and received 58 patents.

### **Harborview Medical Center**

[Harborview Medical Center](#) is a comprehensive 540-bed regional, academic healthcare facility owned by King County and operated by University of Washington. Harborview is dedicated to serving a broad spectrum of patients, including the most vulnerable residents of King County. Harborview also serves as a major teaching site for the UW SOM residents, fellows, and students. Harborview is the only designated Level I adult and pediatric trauma and burn center in the region and is the disaster preparedness and disaster control hospital for Seattle and King County. All faculty and staff at Harborview are University of Washington employees. In November 2020, King County voters approved issuing up to \$1.74 billion in phased general obligation bond funding over 20 years for health and safety improvements at Harborview, including a clinic and construction of a new ten-story tower. Harborview Medical Center generated over \$1.4 billion in revenue in FY24.

### **UW Medical Center**

[UW Medical Center](#) and the previous Northwest Hospital integrated in 2020 to form one hospital operating across two campuses. UWMC – Montlake is a primary teaching hospital for UW Medicine, with 5,500 employees working out of the center. Located in the southern part of the university campus, the medical center is also the primary academic hub of the SOM and located adjacent to the other health sciences schools. UWMC – Northwest is a full-service medical center in North Seattle, leveraging 281 beds and over 2,000 employees to provide an opportunity for further clinical growth and integration of clinical and training programs. UWMC generated \$2.5 billion in revenue in FY24.

### **UW Medicine Primary Care**

[UW Medicine Primary Care](#) is a network of community-based primary and urgent care clinics located across 16 sites throughout the Puget Sound region. UW Medicine Primary Care uses the patient-centered medical home model to deliver accessible, continuous, patient-centered, coordinated, compassionate, and culturally appropriate care. The clinics provide a wide spectrum of primary and secondary care services and include ancillary services on site such as laboratories and digital radiology facilities. UW is the sole corporate member of UW Medicine Primary Care.

## Key Affiliates and Partners

UW Medicine has longstanding affiliations with many organizations. While each affiliation is unique, these relationships enable activities and collaboration throughout the region that complement UW Medicine's strategic plan and advance UW Medicine's single mission.

### Seattle Children's

Seattle Children's is a freestanding children's hospital with academic ties to the University of Washington. SOM faculty provide pediatric and pediatric subspecialty care at Seattle Children's, which also serves as a primary pediatric training site for SOM residents, fellows, and students. The hospital serves the most expansive catchment area of any children's hospital, generating over \$3.8 billion in gross revenue across 390,000 patient visits in 2023. Seattle Children's is also home to the 4<sup>th</sup> largest pediatric research institute, with more than \$250 million in extramural awards in 2023.

### VA Puget Sound Health Care System

The VA Puget Sound Health Care System includes the Seattle VA Medical Center and American Lake VA Medical Center in Tacoma, WA. The system employs almost 4,500 people and oversaw more than 1 million outpatient visits in 2023. VA Puget Sound is active in the education of health care professionals, training approximately 1,800 health care professionals per year.

### Boise VA Medical Center

The VA Boise Healthcare System is one of the leading health care systems serving Veterans in the VA Northwest Health Network. The Boise VA Medical Center is a teaching hospital that provides a full range of services and conducts research in partnership with the Idaho Veterans Research and Education Foundation. Boise VA Medical Center is located on the site of Fort Boise, which was established in 1863.

### Other Clinical Affiliations

UW Medicine, through the University, is one of two equal corporate members and founders of Children's University Medical Group (with Seattle Children's). In addition, UW Medicine is a part owner of a limited liability company (LLC) created with LifePoint that was established to own and operate community hospitals in Washington, Alaska and Idaho. Through this arrangement, UW Medicine provides expertise on quality and complex clinical care at LLC facilities, which are co-branded "A UW Medicine Community Health Partner.

UW Medicine, through the University, also is one of the three founding owners of a clinically integrated network called Embright (with MultiCare Health System and LifePoint) and the sole corporate member of UW Medicine Choice Care. These two organizations were created to enter into value-based healthcare contracts to provide patient care following the earlier establishment of the UW Medicine Accountable Care Network in 2014.

UW Medicine established the UW Medicine Post-Acute Care Network (UW Medicine PAC Network) in 2017, through which UW Medicine contracts with a variety of post-acute care providers in the region to improve care for patients throughout the care continuum. This network includes skilled nursing facilities, home health and hospice, adult day health, and home care partners.