UW Medicine

UNIVERSITY of WASHINGTON

Chief Compliance Officer, UW Medicine
University of Washington
Seattle, Washington

The University of Washington invites nominations and applications for an accomplished, collaborative, and strategic executive to serve as Chief Compliance Officer, UW Medicine and Associate Vice President for Medical Affairs (CCO/AVPMA). This is an exceptional leadership opportunity at one of the nation's most respected academic health systems to help shape the future of compliance, privacy, and ethical leadership across a complex, mission-driven enterprise.

Reporting to the Chief Executive Officer of UW Medicine/Executive Vice President for Medical Affairs/ Dean of the School of Medicine (CEO/EVPMA/Dean), Dr. Timothy Dellit, the CCO/AVPMA serves as UW Medicine's senior compliance executive and principal advisor on matters related to compliance, privacy, regulatory risk, and organizational integrity. This position also reports on a day-to-day basis to the UW Medicine Chief of Staff. Working closely with executive leadership, faculty, hospital and physician practice leaders, research administrators, legal counsel, Internal Audit, Risk Management, and governing bodies, the CCO/AVPMA plays a critical role in advancing UW Medicine's clinical, research, and educational missions while ensuring continued adherence to the highest standards of ethics and regulatory compliance. The CCO/AVPMA will inherit a mature compliance program built on decades of investment, strong governance structures, and a team of experienced subject matter experts. UW Medicine seeks a leader who can build on this foundation while positioning the function to address emerging challenges and opportunities across healthcare, research, technology, and public higher education.

To be successful, the CCO/AVPMA must be a relationship-oriented executive with exceptional judgment, communication skills, and political acumen. The ideal candidate will bring deep knowledge of academic health care and the evolving compliance landscape, coupled with the ability to build trust across a highly matrixed organization. UW Medicine seeks a leader who will cultivate strong partnerships, mentor and develop a talented compliance team, thoughtfully balance innovation and risk, and help ensure that compliance remains an enabling force in advancing UW Medicine's mission and long-term success.

UW Medicine is one of the nation's premier academic health systems and the only comprehensive clinical, research, and learning health system serving the five-state WWAMI region. Its integrated enterprise encompasses hospitals, physician organizations, research programs, educational activities, air medical transport services, an independent organization serving as UW Medicine's cancer program (Fred Hutchinson Cancer Center), and numerous affiliated organizations, creating a uniquely complex regulatory and operational environment. The breadth of UW Medicine's activities—combined with longstanding

partnerships with organizations such as Seattle Children's, and the Veterans Administration—offers an outstanding opportunity for a compliance leader seeking enterprise-wide impact.

A description of the key opportunities and challenges facing the CCO/AVPMA and a list of desired qualifications and characteristics are included in this document.

ABOUT UW MEDICINE

UW Medicine is a family of organizations operated or managed as part of an integrated health system. UW Medicine employs 35,000 people in the Puget Sound region and has an economic impact of more than $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 more than 1,400 licensed beds across three hospitals and more than 1.8 million outpatient visits across more than 300 outpatient sites.

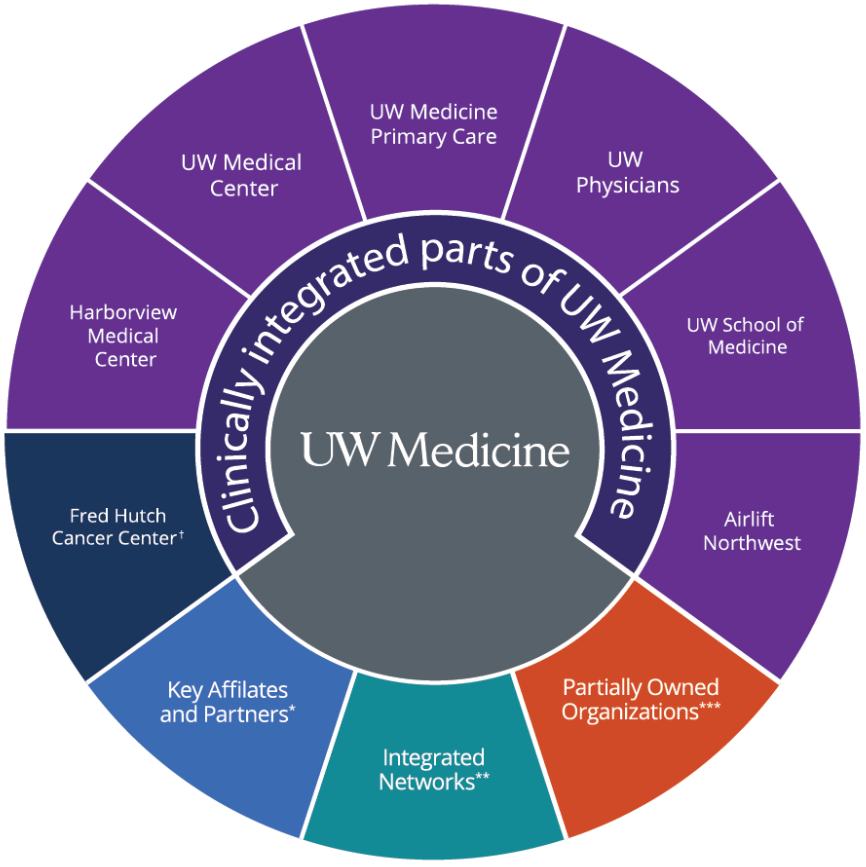

Figure 1. Click here for additional information on key affiliates and partners, integrated networks, and partially owned organizations.

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 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 Airlift Northwest, Harborview Medical Center, UW Medical Center–Montlake, UW Medical Center–Northwest, UW Medicine Primary Care Clinics, UW Physicians, and the UW School of Medicine. The Fred Hutchinson Cancer Center serves as UW Medicine's cancer program. 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.

ROLE OF THE CCO/AVPMA

Reporting directly to CEO/EVPMA/Dean and day-to-day to the UW Medicine Chief of Staff, the CCO/AVPMA provides executive leadership for UW Medicine's enterprise-wide compliance program across its clinical, billing for clinical research, and educational missions. The CCO/AVPMA is responsible for evolving a comprehensive compliance framework that promotes ethical conduct, regulatory compliance, and organizational accountability across UW Medicine's hospitals, clinics, physician practice plan, and School of Medicine.

The CCO/AVPMA oversees an effective compliance program covering fraud, waste, and abuse prevention, including clinical billing, Stark Law and Anti-Kickback Statute compliance; faculty effort reporting; Health Insurance Portability and Accountability Act (HIPAA) privacy and security; Emergency Medical Treatment and Active Labor Act (EMTALA) compliance; ethics; professionalism; conflicts of interest; and identity theft prevention. The CCO/AVPMA also assures coordination and collaboration with affiliated organizations, other UW compliance programs—including research, environmental health and safety, and scientific integrity—and assurance offices, including internal audit, risk management, and information technology.

The CCO/AVPMA leads UW Medicine's compliance systems and initiatives in close partnership with the UW Medicine Executive Leadership Team, including the Executive Vice Dean for Clinical Affairs and Operations, the President of UW Medicine Hospitals & Clinics, the Chief Medical Officer, the Chief Advancement Officer, the Chief Financial Officer, and the UW Medicine Chief of Staff. The role must also effectively communication and collaborate with compliance program officers, entity executives, and operational stakeholders. The CCO/AVPMA oversees 5 direct reports, with an overall team of 37 FTE, with an annual operating budget of $7.7M.

The CCO/AVPMA plays an important role in the development of strategies and initiatives that advance UW Medicine's mission of improving the health of the public. This work includes supporting the delivery of advanced medical diagnosis and treatment services, providing clinical support for the education of medical students and graduate and postgraduate trainees, and helping sustain one of the largest and most advanced university-based basic and clinical research programs in the United States.

In support of these activities, the CCO/AVPMA maintains strong working relationships with the U.S. Department of Health and Human Services, the U.S. Department of Justice, the Washington Department of Social and Health Services and Department of Health, the Medicare Administrative Contractor for Washington State, and other similar agencies. The CCO/AVPMA also represents UW Medicine on compliance issues in national professional associations, including the Association of American Medical Colleges (AAMC) and the Association of Academic Health Centers (AAHC).

For a detailed list of the key responsibilities of the CCO role, see Appendix I.

KEY OPPORTUNITIES AND CHALLENGES FOR THE CCO/AVPMA

UW Medicine is entering a period of meaningful organizational evolution, marked by new executive leadership, increasing integration across the health system and university, significant advances in artificial intelligence and digital technologies, and continued change in the healthcare regulatory landscape. As a result, the institution seeks a compliance leader who can serve not only as a technical expert, but also as a strategic partner, trusted advisor, and visible institutional leader. To be successful, the CCO/AVPMA will be expected to address the following opportunities and challenges:

Articulate and execute a strategic vision for compliance and privacy across UW Medicine

- Build on a strong foundation by developing and executing a comprehensive, proactive strategy for compliance and privacy that aligns with UW Medicine's evolving priorities.
- Help position the organization to navigate increasing complexity in healthcare delivery, research, regulation, and emerging technologies while maintaining the highest standards of integrity and accountability.
- Clearly articulate this vision, along with key strategic goals and priorities, to UW Medicine constituencies, external affiliates, the compliance team, and University of Washington stakeholders more broadly.

Lead and influence across a highly complex academic health system

- Navigate an enterprise that encompasses public and private non-profit hospitals, physician organizations, research programs, educational activities, affiliated organizations, and external partners.
- Operate effectively within UW Medicine's highly matrixed environment by building strong, collaborative relationships across UW Medicine and the University of Washington.
- Maintain strong partnerships with Internal Audit, Risk Management, Business Affairs, Research, Privacy, Security, Legal Affairs, the Attorney General's Office, and other key stakeholders.
- Work with institutional leaders to leverage data, technology, education, and communication strategies to advance shared objectives across organizational boundaries.

Strengthen compliance's role as a trusted strategic partner across the enterprise

- Position UW Medicine Compliance as a visible, trusted advisor to executive leadership, faculty, physicians, researchers, and administrators across UW Medicine.
- Foster a service-oriented, proactive approach that supports sound decision-making, facilitates collaboration, and helps operational leaders navigate complex regulatory and ethical issues.
- Continue building a culture in which compliance is viewed as an accessible resource and valued strategic partner in advancing institutional priorities.
- Strengthen enterprise-wide awareness of compliance responsibilities and promote effective decision-making throughout the organization.

Balance innovation and growth with responsible risk management

- Help UW Medicine thoughtfully assess and manage risk as the institution pursues innovation in research, clinical care, technology, and external partnerships.
- Ensure that compliance programs support emerging opportunities—including advances in artificial intelligence, evolving reimbursement models, and increasingly complex research and affiliation arrangements—while preserving the organization's strong culture of compliance and ethical conduct.

Develop talent and ensure the long-term strength of the compliance function

- Lead a highly experienced compliance team with deep subject matter expertise across multiple disciplines.
- Provide leadership, mentorship, and strategic direction to support professional development, strengthen cross-functional collaboration, and build leadership capacity throughout the organization.
- Assess current compliance, privacy, and reporting structures to identify opportunities for greater consistency, transparency, and efficiency.
- Advance succession planning, knowledge transfer, and long-term organizational readiness so the compliance function remains well positioned to meet UW Medicine's future needs.

QUALIFICATIONS AND CHARACTERISTICS

The CCO/AVPMA will be an experienced, savvy compliance and privacy leader with excellent interpersonal and communication skills. Additional qualifications and characteristics include:

- Advanced degree preferred;
- CHC, CHC-F, CHRC, and/or CCEP certification preferred;
- Extensive corporate compliance experience in healthcare, preferably in an academic health system setting;
- Demonstrated understanding of all elements of corporate compliance related to practice plan management and healthcare delivery, including strategy, business planning, operations, and finance;
- Expertise in all aspects of assigned functions, including development and management of corporate compliance plans, reporting systems, and controls;
- Knowledge of federal and state health services regulations, including Medicare and Medicaid, third-party payers, HIPAA and state privacy rules, EMTALA, and regulations and requirements of other external agencies and businesses;
- Knowledge of the issues and challenges facing the clinical, education, and research components of an academic medical system, with the ability to adapt corporate compliance efforts in response to changes in healthcare and research practices, law and regulation, and technology;
- Collaborative and supportive manner that enhances the mission and productivity of an academic health system;
- Ability to accomplish results and effectively integrate functions across units with business plans amid competing priorities in a complex, multi-mission organization;

- Ability to communicate and educate in ways that build trust, inspire commitment, and support achievement of organizational goals, including with faculty, management, staff, regulatory agencies, and external partners;
- Demonstrated commitment to diversity in all its forms and an institutional culture of inclusiveness, including in the recruitment, selection, and development of staff;
- Excellent written and verbal communication skills, including the ability to communicate complex compliance concepts clearly, concisely, and practically to senior leadership, board members, and external constituencies;
- High standards of behavior, performance, quality, credibility, and integrity;
- Judgment and business acumen necessary to effectively advocate for the corporate compliance agenda;
- Ability to interact with members of the organization in ways that enhance understanding, respect, cooperation, and problem-solving;
- Ability to recognize the need for change and adapt values, strategies, goals, and plans in response to changing business conditions;
- Evidence of innovative thinking and the ability to provide imaginative solutions to complex problems;
- Experience with process improvement, including planning, priority setting, systematic performance assessment, implementation based on assessment, and maintenance of achieved improvements; and
- Experience managing and interacting with diverse groups, both within and outside a university setting.

Minimum Qualifications

- Bachelor's degree in business, public administration, policy administration, health administration or closely related field
- Nine or more years of related experience

COMPENSATION

The salary range for this position will be $360k to $425k 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 [https://www.imsearch.com/open-searches/university-washington-medicine/chief-compliance-officer]. 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 committed to fostering an inclusive, respectful and welcoming community for all.

As an equal opportunity employer, the University considers applicants for employment without regard to race, color, creed, religion, national origin, citizenship, sex, pregnancy, age, marital status, sexual orientation, gender identity or expression, genetic information, disability, or veteran status consistent with UW Executive Order No. 81..

This document has been prepared based on the information provided by the University of Washington. The material presented in this leadership profile should be relied on for informational purposes only. While every effort has been made to ensure the accuracy of this information, the original source documents and information provided by the University of Washington would supersede any conflicting information in this document.

APPENDIX I. KEY RESPONSIBILITIES OF THE CHIEF COMPLIANCE OFFICER

The Chief Compliance Officer directs and monitors the implementation and operation of the UW Medicine compliance program, with specific responsibility for the following:

- Maintain and evolve a mature UW Medicine Compliance Program that satisfies federal and state requirements and is subject to periodic evaluations of program effectiveness;
- Advise the CEO/EVPMA/Dean and VPMAs on material compliance issues at UW Medicine;
- Serve as Chief Privacy Officer for UW Medicine;
- Provide executive leadership on matters related to staffing, strategy, philosophy, and organizational structure for the UW Medicine Compliance Program;
- Oversee strategic planning and resource management to support the program and establish fiscally responsible budgets;
- Serve as chief staff support to the UW Medicine Compliance Governance Group, working closely with the chair to develop meeting agendas and execute responsibilities identified in the group charter; Ensure effective administrative support for the UW Physicians' Compliance Committee and oversight and direction to the UW Physicians' Compliance Officer.
- Convene and ensure effective administrative support for the UW Medicine committees convened to address multi-entity or multi-disciplinary awareness of how new or ongoing operations or policies can avoid compliance concerns;
- Coordinate the resolution and management of shared concerns and initiatives with entity-level executives and compliance officers, including those from Children's University Medical Group, Fred Hutchinson Cancer Center, and other affiliated entities;
- Collaborate with the UW Privacy Official, the UW Medicine Chief Information Security Officer, and the UW Chief Information Security Officer to address privacy and information security issues;
- Collaborate with other UW compliance programs, including research, environmental health and safety, and scientific integrity, and with assurance offices, including internal audit, risk management, and information technology;
- Serve as the CEO/EVPMA/Dean's chief liaison with UW administration and the UW Division of the Office of the Attorney General on compliance matters;
- Serve on executive-level committees of UW Medicine, including the Strategic Leadership Council, and participate in UW Medicine strategic planning processes;
- Collaborate with other UW Medicine leaders, including UW VPMAs, School of Medicine vice deans, chairs and directors, UW Medicine executive directors, and presidents of the clinical practice plans;
- Ensure the development and maintenance of an effective records management program for official compliance documents, including compliance policies;
- Serve as signatory authority for UW Medicine compliance policies as delegated by the CEO/EVPMA/Dean; and

- Represent UW Medicine Compliance in national, state, and regional associations.

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 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 recognized among the nation's top medical schools in research and in training the next generation of physicians and scientists.

The School of Medicine is home to more than 10,000 faculty, including 4,924 paid faculty and more than 5,000 non-paid clinical faculty across the WWAMI region, as well as 5,100 students and trainees and more than 10,000 total employees. The school is second in the nation in total federal research grants and contracts, with more than $1 billion in sponsored research across the SOM and its 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 nation's most highly regarded and competitive medical schools. They practice at UW Medicine entities, Fred Hutchinson Cancer Center, and Seattle Children's. UW is the sole corporate member of UW Physicians. The revenue from UW Physicians at the end of June is ~$644M cash receipts.

Airlift Northwest

Airlift Northwest provides safe, efficient, and compassionate air medical transport for critically ill and injured infants, children, and adults, 24 hours a day, seven 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 needs ranging from advanced cardiac life support to neonatal resuscitation while transporting patients to the best available care for their condition. Airlift Northwest is owned by the University of Washington.

Fred Hutchinson Cancer Center

Fred Hutchinson Cancer Center is an independent nonprofit 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 National Cancer Institute-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, Fred Hutchinson Cancer Center cared for more than 63,000 patients in FY24, while faculty published more than 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 the University of Washington. Harborview is dedicated to serving a broad spectrum of patients, including the most vulnerable residents of King County. It also serves as a major teaching site for UW School of Medicine 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 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 10-story tower.

UW Medical Center

UW Medical Center and the former 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 at the center. Located in the southern part of the university campus, the medical center is also the primary academic hub of the School of Medicine and is adjacent to the other health sciences schools. UWMC–Northwest is a full-service medical center in North Seattle, with 281 beds and more than 2,000 employees, providing opportunities for further clinical growth and integration of clinical and training programs.

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, coordinated, compassionate, and culturally appropriate care. The clinics provide a wide spectrum of primary and secondary care services and include on-site ancillary services 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 its single mission.

Seattle Children's

Seattle Children's is a freestanding children's hospital with academic ties to the University of Washington. School of Medicine faculty provide pediatric and pediatric subspecialty care at Seattle Children's, which also serves as a primary pediatric training site for School of Medicine residents, fellows, and students. The hospital serves the most expansive catchment area of any children's hospital, generating more than $3.8 billion in gross revenue across 390,000 patient visits in 2023. Seattle Children's is also home to the fourth-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, Washington. The system employs nearly 4,500 people and oversaw more than 1 million outpatient visits in 2023. VA Puget Sound is active in the education of healthcare professionals, training approximately 1,800 healthcare professionals each year.

Boise VA Medical Center

The VA Boise Healthcare System is one of the leading healthcare 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, along with Seattle Children's. In addition, UW Medicine is a part owner of a limited liability company created with LifePoint 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.