

UW Medicine

UNIVERSITY of WASHINGTON

Chief Quality Officer, UW Medicine
University of Washington
Seattle, WA

THE SEARCH

The University of Washington seeks an accomplished, collaborative, and strategic physician leader to serve as the next Chief Quality Officer (CQO) for [UW Medicine](#). This is an exceptional opportunity to join one of the nation's leading academic health systems at a pivotal moment to help shape the future of quality and patient safety across a complex, mission-driven enterprise.

As UW Medicine continues to advance greater integration across its hospitals, ambulatory practices, School of Medicine, and affiliated partners, there is significant opportunity to strengthen alignment around overall safety, reliability, and clinical effectiveness of patient care. UW Medicine is home to strong localized quality efforts, deep clinical expertise, and a longstanding commitment to patient care, and the organization is looking for a CQO who can leverage these strengths to advance a unified, system-wide approach to quality improvement. The next CQO will strengthen the operational and cultural quality infrastructure across UW Medicine while strengthening collaboration across all clinical sites.

As a physician member of UW Medicine's [senior leadership team](#), the CQO will provide strategic direction and leadership for enterprise-wide quality and safety efforts across UW Medicine, helping to advance the organization's aspirations towards achieving the "quadruple aim" and becoming a high reliability organization. Working with stakeholders spanning frontline care teams to executive leadership, the CQO will influence care delivery by strengthening engagement and accountability around quality and patient safety, making a lasting impact across UW Medicine and the broader [WWAMI region](#).

UW Medicine offers an extraordinary platform for a leader energized by building partnerships, aligning diverse stakeholders, improving outcomes, and creating lasting organizational impact. A description of the key opportunities and challenges facing the CQO and a list of the 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.

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 CHIEF QUALITY OFFICER

Reporting to the Chief Medical Officer for UW Medicine/Vice President for Medical Affairs at the University of Washington (CMO/VPMA), the CQO provides strategic leadership for quality, patient safety, infection prevention, and performance improvement across UW Medicine.

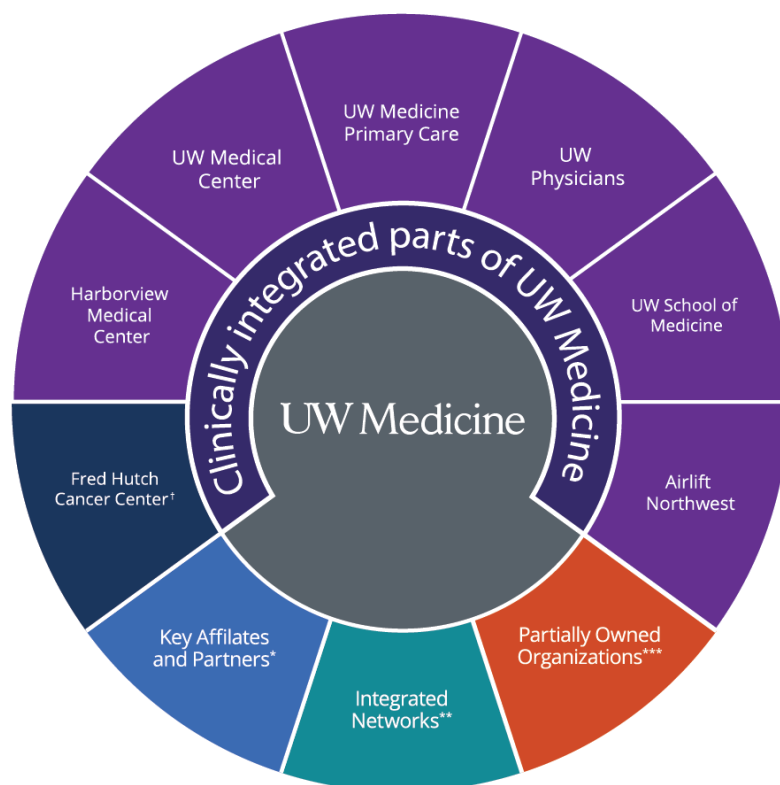


Figure 1. [Click here](#) for additional information on key affiliates and partners, integrated networks, and partially owned organizations.

Working collaboratively with executive leadership, hospital and ambulatory leaders, department chairs, physician and nursing leaders, and other quality leaders, the CQO establishes shared priorities and advances a coordinated approach to quality throughout the clinical enterprise. The CQO also works with affiliated organizations and network partners to align on protocols, policies, and procedures with UW Medicine's broader goals and standards.

The CQO oversees the development and optimization of the integrated structures, quality programs, staffing, budgets, data analytics and reporting capabilities, and operational resources needed to advance this work across UWMC, HMC, other UW Medicine entities like UW Medicine Primary Care, Airlift Northwest, and affiliated partners.

To ensure consistency and accountability throughout UW Medicine, the CQO will supervise the Associate/Assistant Administrators of Quality, Safety and Infection Prevention and Control at UW Medicine's hospitals and the Director of Population Health and Clinical Analytics, and, through those leaders, will provide strategic direction to each site's quality and safety team. In addition, the hospital Associate Chief Medical Officers of Quality and Infection Prevention will have dotted line reporting to the CQO. In close partnership with hospital and entity leadership, the CQO will help integrate quality and patient safety into care delivery and establish clear accountability for shared performance goals across the enterprise.

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

KEY OPPORTUNITIES AND CHALLENGES FOR THE CHIEF QUALITY OFFICER

The next Chief Quality Officer will help shape the future of quality and patient safety across UW Medicine. To be successful, the CQO will be expected to address the following opportunities and challenges:

Mobilize a unified, system-wide vision and culture of quality across UW Medicine

- Establish quality as a visible organizational priority for UW Medicine. Bring Harborview, UW Medical Center, ambulatory care, and affiliates together around a shared vision for quality and patient safety.
- Regularly collaborate with key UW Medicine leaders, including the CMO/VPMA and President of UW Medicine Hospitals and Clinics
- Create greater alignment and accountability across hospitals, departments, and other units that have been historically siloed.
- Strengthen a culture in which quality is viewed as a shared responsibility across departments, service lines, and clinical sites with defined accountability structures.
- Build trust and credibility with physicians, nursing, and other clinical leaders while creating greater accountability for quality outcomes.
- Partner with leaders across the enterprise to improve outcomes in areas such as infection prevention, mortality, patient safety, and care experience.

Establish a cohesive operational framework for quality improvement

- Develop an operational approach to quality improvement with shared language, goals, priorities, expectations, and methods across the enterprise.
- Move the organization from planning to execution, consistently implementing quality initiatives that produce measurable and sustained improvements in performance.
- Bring together existing quality resources and initiatives to develop a more coordinated approach and structure.
- Partner with leaders across the system to build shared ownership and accountability for quality improvement and streamline to reduce duplication of efforts and fragmentation across the enterprise.

Leverage data, analytics and technological innovation to strengthen accountability and drive performance across the enterprise

- Use data to identify priorities, focus organizational attention on areas where improvement is most needed, and drive action and results.
- Align with enterprise data and analytics leaders and third-party vendor partners to ensure UW Medicine has trusted and accessible sources of information.
- Ensure quality data are available across levels to ensure tracking and improvement efforts.
- Create greater consistency around quality metrics, reporting, dashboard, and performance monitoring across the health system.
- Strengthen UW Medicine's ability to translate data into enhancements in quality, safety, patient experience, and overall operational performance.
- Harness innovation to propel efficiencies in quality and safety improvements across the enterprise.

Engage the UW Medicine clinical workforce in quality improvement and embed quality and safety principles into daily work, education, and training

- Help build a pipeline of future leaders who are equipped to improve quality and safety in complex environments, reinforcing the role of quality improvement and patient safety as core components of UW Medicine's academic mission.
- Partner with leaders in graduate medical education, faculty development, department leadership, clinical operations, and related areas to align quality improvement and patient safety priorities across clinical practice, education, and training.
- Engage physicians, nurses, trainees, faculty, department leaders, and frontline teams, in quality improvement and reinforce quality as a shared responsibility across the organization.
- Support a consistent approach to teaching quality improvement across departments, programs, and clinical settings.

Advance UW Medicine's reputation as a leader in quality and patient care

- Help UW Medicine regain its standing as a national leader in quality and as the leading health system in the Pacific Northwest.
- Lead efforts to improve performance across national quality benchmarks and publicly reported measures, including Vizient, U.S. News & World Report, and other external assessments.
- Strengthen relationships with key quality partners – including the Fred Hutchinson Cancer Center, Seattle Children's, and other affiliated clinical partners – around shared quality goals and performance expectations.
- Demonstrate meaningful progress and momentum in addressing areas that matter most to patients, families, clinicians, staff, and external stakeholders.

QUALIFICATIONS AND CHARACTERISTICS

The CQO will be an accomplished physician leader with an MD or equivalent degree, active clinical practice, and board certification. The CQO will bring a demonstrated leadership record of advancing quality, patient safety, clinical effectiveness, and performance improvement within large, complex healthcare systems. The successful candidate will also bring a demonstrated ability to lead enterprise-wide change, build alignment across diverse stakeholder groups, and translate strategy into measurable improvements in quality outcomes. The successful candidate will demonstrate most if not all of the qualifications and characteristics below:

- At least eight years of progressive leadership experience in patient safety, healthcare quality, clinical effectiveness, performance improvement, and organizational change within a large, complex healthcare system;
- Demonstrated success establishing strategic priorities and building the governance structures, infrastructure, and teams necessary to drive large-scale system-wide improvement and care transformation initiatives with improved clinical outcomes and metric performance;
- Ability to build trust and credibility with physicians, nurses, operational leaders, faculty, trainees, and frontline teams while fostering a culture of accountability, continuous improvement, and collaboration;
- Strong leadership, team development, and organizational management skills, including experience overseeing staffing, budgets, and complex operational functions;
- Experience working collaboratively and successfully within highly matrixed organizations and building alignment across multiple sites and constituencies;
- Experience utilizing a broad range of quality improvement methodologies and implementing sustainable approaches to organizational improvement, including harnessing technological innovation to improve quality and patient safety;
- Strong analytical and clinical informatics capabilities, including the ability to leverage data to identify priorities, inform decision-making, and drive measurable results;

- Experience leading analytic efforts and translating complex information into actionable recommendations for various stakeholders, including executive leaders and frontline teams;
- Knowledge of relevant national and local reporting requirements and regulatory, accreditation and value-based care standards; and
- Excellent communication, relationship-building, and change leadership skills.

Additional training or credentials that would be valuable include:

- Master's degree in Healthcare Administration, Public Health, Quality Management or a related field; and
- Certification as a Certified Professional in Healthcare Quality (CPHQ), Lean certification, Institute for Healthcare Improvement certifications, or other relevant quality and safety credentials.

COMPENSATION

The salary range for this position will be \$475,000 to \$550,000 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: <https://www.imsearch.com/open-searches/university-washington/chief-quality-officer-uw-medicine>. Electronic submission of materials is strongly encouraged.

Courtney Wilk-Mandel, Carley Davenport, Leslie Lemus, 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.

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.

This document has been prepared based on the information provided by 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 University of Washington would supersede any conflicting information in this document.

APPENDIX I. KEY RESPONSIBILITIES OF THE CHIEF QUALITY OFFICER

The Chief Quality Officer directs and monitors the implementation of UW Medicine’s quality strategy and operations, with specific responsibility for the following:

Safety/Quality “Systemness” to Improve the Health of the Public

- Collaborating across UW Medicine to enhance the safety and quality of patient-centered care so that UW Medicine can deliver on its mission to improve the health of the public.
- Operationalizing organizational change management processes for enhanced, consistent and sustained care excellence and impactful continuous improvement, balancing growth and sustainability with safety, quality, and service.
- Establishing enterprise-wide quality and safety performance goals and an operating cadence that ensures clear accountability for outcomes, timely escalation of barriers, and sustained improvement across entities, departments, and clinical programs.
- Leading an effective multidisciplinary safety and quality organization that transcends entities – including the SOM - and harnesses the strengths of our system.
- Assesses, designs, builds, and continuously develops an integrated enterprise quality and safety infrastructure, including organizational structure, governance, talent, capabilities, analytics, education, and financial resources.

Quality Performance and Analytics

- Ensuring that UW Medicine advances as a leader in safety and quality among national academic health systems and integrated delivery systems, as evidenced by exceptional patient outcomes and outstanding performance in external rankings relative to benchmark.
- Aligning internal/external quality measures and incentives that impact health-system, hospital and practice plan score cards with financial and/or reputational impact or value-based care contracts.
- Overseeing clinical quality analytics, dashboards, scorecards, and benchmarking (e.g., Vizient, CMS Star Ratings, US News and World Report) to improve performance, meet regulatory requirements and minimize penalties.
- Holding entity and departmental leaders accountable for driving advancements that result in excellent outcomes and quality indicators and achieve measurable improvements in UW Medicine priorities harnessing leading practices and technological innovation.
- Demonstrated expertise applying Lean, Six Sigma, Model for Improvement, change management, human factors, high reliability, and other evidence-based improvement methodologies to achieve measurable and sustained enterprise-wide results.

UW Medicine Enterprise-wide Safety/Quality Improvement Portfolio

- Serving as executive sponsor for system-level improvements that incorporate leading practices, minimize variation, create efficiencies and decrease cost and are informed by proactive risk assessment, safety events, near misses, patient/family experience, and lessons learned.
- Partnering with department chairs, service chiefs, medical directors, nursing leaders, and operational executives to establish shared accountability for quality and safety outcomes and reduce unwarranted variation in care.
- Monitoring project effectiveness and holding leaders accountable for completion and sustainment.
- In collaboration with the Office of Healthcare Equity, sponsoring initiatives that mitigate healthcare inequities.
- Creating an environment that fosters innovation and performance to continuously advance clinical outcomes and patient/family experience.

Engagement and Professional Development in Patient Safety and Quality

- Delineating UW Medicine safety principles and improvement methodologies, “the UW Medicine Way,” to ensure reliable, consistent and reproducible safety processes.
- Overseeing leadership development and educational programming in safety and quality and cultivating frontline – including resident - and leader engagement in partnership with UW Medicine Enterprise Learning Leaders.
- Abiding by all regulatory and accreditation requirements including participation in ongoing education and training and adherence to safety programs such as the CMS Patient Safety Structural Measure and National Patient Safety Goals.
- Partnering with graduate medical education (GME) and entity leadership to facilitate learner engagement.
- Building an active safety/quality community, connecting health system and SOM department leaders to align across clinical, education and research missions.
- Strengthening an organizational commitment to engaging patients, families and communities in the design and implementation of safety systems and processes.
- Championing scholarship in quality, patient safety and improvement science.
- Partnering with operational and financial leaders to identify and implement improvements that enhance clinical outcomes, reduce waste and avoidable harm, improve resource stewardship, and support the long-term financial sustainability of UW Medicine.

Patient Safety Leadership

- Positioning UW Medicine as a national leader in patient safety by promoting a culture of safety and value across all entities and SOM departments and integrating Just Culture and high reliability principles.
- Serving as champion for the UW Medicine Support and Transparency Program (STP) framework (e.g., Communication and Resolution Program) for response to safety events – ensuring support for patients/families and clinical teams, promoting transparency and accountability, learning from adverse events and implementing improvements to prevent future harm.
- Partnering with the Senior Director of Clinical Risk Management in aligning structures within the UW Medicine Coordinated Quality Improvement Plan (CQIP).

Enterprise Performance Management and Accountability

- Establishing and leading an enterprise quality operating system with clearly defined goals, performance expectations, dashboards, review cadences, escalation pathways, and accountability mechanisms.
- Ensuring timely identification and intervention when performance falls below established standards or benchmarks leading to measurable improvements.
- Translating strategic quality priorities into specific annual operating plans, measurable milestones, accountable leaders, and sustained management routines.
- Reporting regularly to UW Medicine executive leadership and appropriate governing bodies regarding enterprise performance, emerging risks, improvement priorities, and progress toward strategic goals.
- Creating transparency around performance while fostering psychological safety, learning, collaboration, and continuous improvement.

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. Harborview Medical Center recorded operating revenues of \$1.7 billion in FY 2025, an increase of 17.4 percent over the prior year.

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. University of Washington Medical Center (Montlake and Northwest campuses) recorded operating revenues of \$2.8 billion in FY 2025, an increase of 9.7 percent over the prior year.

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.