Position Specification

President of University Physicians and Surgeons and Senior Associate Dean of Clinical Affairs

CONFIDENTIAL

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This Position Specification is intended to provide information about UC Irvine Health and the position of President of University Physicians and Surgeons and Senior Associate Dean of Clinical Affairs. It is designed to assist qualified individuals in assessing their interest.
The Organization

UC Irvine Health

University of California (UC) Irvine Health is the fourth largest health system in California, and includes the UC Irvine Medical Center, a fully accredited general acute care hospital; the faculty practice organization, UC Irvine Physicians & Surgeons; and the UC Irvine School of Medicine. Through the combined and coordinated efforts of these clinical and academic components, UC Irvine Health strives to achieve its mission and vision.

**Mission:** Discover. Teach. Heal.

**Vision:** To be among the best (top 20) academic medical centers in the nation in research, medical education, and excellence in patient care.

Discover

Groundbreaking research and teaching take place in all of the institution’s state-of-the-art research, teaching, and patient care facilities including:

- Biomedical Research Center
- Chao Family Comprehensive Cancer Center
- Beckman Laser Institute
- Institute for Clinical and Translational Science
- Susan Samueili Center for Integrative Medicine
- Sue and Bill Gross Stem Cell Research Center
- Brain Imaging Center
- Reeve-Irvine Research Center for Spinal Cord Research
- Gavin Herbert Eye Institute
- Epilepsy Research Center
- Center for Molecular and Mitochondrial Medicine and Genetics
- Center for Immunology
- Center for Virus Research
- Genetic Epidemiology Research Center
- Center for Health Policy Research
- John Tu and Thomas Yuen Center for Functional Onco-Imaging
- Center for Occupational and Environmental Health
- Stroke and Cerebrovascular Center
- Alzheimer's Disease Research Center

UC Irvine Health is ranked number 42 in the nation in National Institute of Health funding.
Teach

The UC Irvine School of Medicine educates more than 400 medical students and trains more than 600 residents and fellows at UC Irvine Medical Center and affiliated institutions. The School of Medicine offers 54 Accreditation Council for Graduate Medical Education (ACGME) approved post graduate programs. Its 664 full-time faculty are involved in teaching, providing medical care, and conducting research to meet the health challenges facing the 21st century. UC Irvine was the first medical school in the country to develop and implement a fully functional tablet based curriculum (the iMedEd Initiative) and is the first medical school on the West Coast to integrate point of care bedside diagnostic ultrasonography throughout all four years of the medical school’s curriculum.

The School of Medicine’s Program in Medical Education for the Latino Community (PRIME-LC) is a national model for meeting the healthcare needs of the growing Latino population. In response to an increasing need for highly qualified, culturally sensitive and linguistically competent physician leaders, PRIME-LC graduates will affect healthcare access and outcomes in their local communities where Latinos are becoming the largest population group in California.

UC Irvine School of Medicine is led by Dr. Ralph V. Clayman, Dean of the School of Medicine.

Heal

UC Irvine Medical Center in Orange is Orange County’s only university hospital. It is licensed to operate 412 beds and occupies a newly constructed state-of-the-art medical center, the UC Irvine Douglas Hospital. Its services include tertiary and quaternary care, ambulatory and specialty medical clinics, behavioral health, and rehabilitation. It features Orange County’s only high-risk perinatal/neonatal program, high-risk maternal-fetal transport, Level I trauma center and Level II pediatric trauma center, and American College of Surgeons-verified Burn Center. UC Irvine's Chao Family Comprehensive Cancer Center is one of 41 National Cancer Institute-designated comprehensive cancer centers in the United States and the only one in Orange County.

Outpatient services are provided by the medical center which has a clinical practice group of nearly 500 faculty physicians and surgeons, primarily at the main campus pavilion buildings, Chao Family Comprehensive Cancer Center, Gottschalk Medical Plaza on the Irvine campus, and Family Health Centers at Anaheim and Santa Ana clinics. The two Family Health Centers in Santa Ana and Anaheim are designated, federally qualified health centers owned and operated by the medical center to serve the underserved population in Orange County.
These sites enable the medical center to provide a full scope of high quality patient care services and attract the volume and diversity of patients required to support the education and research programs of the School of Medicine. Together, these sites provide increased patient volumes, expanded market share, better serve the community, attract favorable payor mix, and generate a stable financial environment.

With 412 licensed beds, UC Irvine Medical Center comprises 6.32 percent of the 6,518 licensed hospital beds in Orange County. The organization provided 107,732 days acute hospital care last year accounting for 8.6 percent of all hospital days in Orange County. Additionally, the institution handled 519,145 outpatient visits, 16.4 percent of all hospital outpatient visits in Orange County. The emergency department and trauma center experiences nearly 40,000 visits each year.

Designations and recognitions include:

- U.S. News and World Report has recognized UC Irvine Medical Center as one of America’s Best Hospitals for 13 consecutive years
- UC Irvine Medical Center has been honored by the Leapfrog Group with a safety grade of A, the highest score a hospital can achieve for patient safety and high quality care
- UC Irvine Medical Center was the first university hospital in Southern California to receive the prestigious Magnet recognition designation for nursing excellence; they were recently re-designated in 2013
- UC Irvine Health is home to 110 of the Best Doctors in America for 2012-2013, more than any other hospital in Orange County
- UC Irvine Medical Center is designated as a Primary Stroke Center and was among the first in the nation to be certified by the Joint Commission; they are one of seven in the state and the only one in Orange County
- The medical center has received the Gold Seal of Approval from the Joint Commission for its heart failure program and stroke and cerebral vascular center

The Medical Center is led by Mr. Terry Belmont, Chief Executive Officer.

**Recent Announcement, October 2013**

The UC Board of Regents recently approved an affiliation between UC Irvine Health and the MemorialCare Health System to expand access to high quality healthcare. MemorialCare is a five hospital system based in Fountain Valley, California. The system also operates more than 200 clinics in Los Angeles and Orange Counties and includes MemorialCare Medical Group and the Greater Newport Physicians Independent Practice Association. The collaboration will permit expanded access to high quality healthcare, primary care, and tertiary services throughout the region. The partnership will permit the entities to open new state-of-the-art primary health centers, offering individual and family health services, urgent care, prevention, wellness and basic diagnostic services. The new health centers will be available in communities with shortages of primary care physicians and will complement the existing UC Irvine primary care faculty practices located in Orange and Irvine.

Additional information about UC Irvine Health can be obtained by visiting [http://www.ucirvinehealth.org/](http://www.ucirvinehealth.org/).
Summary of Position

The Senior Associate Dean of Clinical Affairs and President of University Physicians and Surgeons faculty practice group (UPS) is responsible for developing strategy and directing the business and operational affairs of UPS. This includes strategic planning, contracting analysis, marketing, operations, professional fee billing, financial management, communication, and organizational development in a unified faculty practice group. The incumbent will serve to improve alignment of UPS within the larger UC Irvine Health system. The Senior Associate Dean/President will lead UPS and its Board and will serve as a member of the UC Irvine Health clinical enterprise executive leadership team. The Senior Associate Dean/President works closely with department chairs and medical center leadership to develop relationships and open lines of communication. He/she promotes the adoption of an infrastructure and systems to provide for effective and efficient day-to-day operations and works closely with the Chief Medical Officer in the realm of quality and safety.

Reporting Relationships

This Senior Associate Dean/President has a dual reporting relationship to the Chief Executive Officer of UC Irvine Medical Center and to Dean of the School of Medicine. The UPS Executive Director/Chief Ambulatory Officer reports to this position.

First Year Objectives

- Create a high functioning medical group with a culture of continuous improvement and excellence in quality, safety, efficiency, cost effectiveness, and customer service.

- Form a strong partnership between UPS and the UC Irvine Medical Center, creating awareness of shared objectives and encouraging collaboration and team work.

- Improve physician practice operations and efficiency. Identify ways to enhance the ambulatory patient experience by evaluating and reorganizing the management of the clinics including streamlining patient registration and scheduling.

- Improve the financial practices of the medical group including enhanced financial systems to support professional fee billing, budgeting, and financial management.

- Champion integration between UPS and the UC Irvine Medical Center, creating a strong continuum of care; implement effective affiliation with the MemorialCare physician practices.

- Create a positive environment for Residents and Fellows, ensuring opportunities for engaging them in quality, efficiency, and patient safety initiatives.

- Partner with the UC Irvine Medical Center Chief Medical Officer to improve quality and safety across the enterprise. Create an environment and reward systems that encourage and promote best practices in care delivery and patient safety.
Responsibilities

- Serves in a key leadership role in collaboration with the UPS Board and UC Irvine Health executive leadership team in shaping the strategic direction and operational imperatives of UPS in coordination with the overall strategic plan and goals of the health enterprise.

- Develops strategy, business plans, and the operating infrastructure necessary to ensure operations that are effective, service responsive, and efficient.

- Participates in negotiations and contracts with entities external to UC Irvine Health relative to arrangements that would impact UPS. Establishes principles for outreach activities in conjunction with clinical departments, program directors, and the executive leadership team. Participates in the planning, coordination, and oversight of off-campus programs across clinical services, providing leadership in the setup of off-site clinical programs and the necessary operational systems to support them.

- Oversees the UPS’s computerized information systems and services for applications such as billing, accounts receivable, registration, scheduling, and managed care systems.

- Working with UC Irvine School of Medicine Chief Financial Officer and the UPS Executive Director of Operations, develops and maintains effective professional billing policies, standards, and systems.

- Oversees the Executive Director of UPS Operations in coordinating all revenue cycle activities between clinical departments and the Health System. Oversees development of pricing strategy for internal billing services. Identifies alternative billing and professional fee management structures to most effectively support clinical departments. Evaluates the costs of all capitated contracts.

- Develops, implements, and maintains a customer service focus pervasive throughout UPS. Measures patient satisfaction with data and reports, maintains effective benchmarking systems for UPS based on best practices of academic faculty practice centers nationally.

- Develops and recommends models for compensation plans for clinical faculty that are competitive, effective, and strategic; develops and implements tools to measure and enhance physician productivity. Provides ongoing communication with clinical chairs, faculty, and administrative staff regarding professional contracting activities.

- Develops and manages UPS budgets that are consistent with the financial plan.

- Works with clinical departments and providers to develop risk reduction strategies. Supports the development of standards of clinical care, quality, safety parameters, critical paths, and treatment protocols that will increase the efficiency and effectiveness of clinical interventions.
Candidate Qualifications

UC Irvine Health is seeking an individual with the following qualifications and personal characteristics:

Education

- An M.D. degree is required. A Master’s degree in business, healthcare administration, public health, or other business-related Master’s degree is preferred.
- Must be licensed to practice medicine in the State of California or eligible to achieve such a license.

Experience

- A minimum of ten years of senior management experience gained within a faculty practice plan, large clinical department of an academic medical center, or large academic multispecialty group practice is required. Previous experience in physician billing and reimbursement is expected.
- Experience in designing physician compensation systems and familiarity with budgeting, contracting, and reward systems is strongly preferred.
- Strong financial and strategic planning skills.
- Demonstrated knowledge of the business aspects of multispecialty group practice management.
- Proven effectiveness in building and maintaining strong rapport with physicians, department chairs, and administrators across an integrated environment.
- Track record of working effectively and collaboratively with hospital/health system leadership.
- Demonstrated appreciation of the mission of an academic healthcare enterprise including teaching, research, and clinical care delivery.
- Demonstrated experience in strategy development and business planning, long range financial planning, budgeting, and financial reporting in a complex, highly competitive healthcare marketplace.
- Current and extensive knowledge of financial and clinical information systems. Facile with electronic medical records, both inpatient and outpatient.
- Knowledgeable of federal and state health regulations and standards emanating from Medicare and Medi-Cal, third party payors, and other external agencies. Familiar with regulatory compliance requirements of a physician practice.
• Knowledge of case management and resource utilization programs, patient treatment protocols, and other initiatives to improve medical staff and hospital performance.

• Collaborative leader; able to understand the big picture and to implement solutions for the good of the healthcare system. Forward-thinking; seeks opportunities for improvement.

• Understands healthcare reform; able to devise systems to change behavior, encourage collaboration, and eliminate departmental silos.

• Engaging, facilitative personality, leadership credibility, and resourceful problem solver. Dynamic, friendly, and engaging personality. Inspires and encourages others to do their best.

• Self confident, proactive change agent with a demonstrated ability to effectively and sensitively help organizations evolve their cultures to achieve high performance.

• Effective communication skills, including excellent listening skills.

• Possesses exceptional interpersonal skills; has an open, honest, and transparent manner. Is tactful and diplomatic.

• **Has an impeccable reputation for integrity, credibility, and the capacity to build trusting relationships.** Possesses a style that seeks to share information and welcomes input into the decision making process.

• A teacher and coach who builds and maintains a climate of trust and inspires commitment from others to achieve organizational goals.

• Highly visible throughout the faculty practice plan and health system with an approachable, personable, optimistic demeanor. A track record of building trust quickly and easily.

• A visionary who has a broad view of healthcare and can shape organizational change and clearly communicate a positive future for the organization.

**The Community**

**Orange, California**

The City of Orange, with a population of 138,640 is situated in Central Orange County, approximately 32 miles southeast of Los Angeles. Orange is unusual in that many of the homes in its Old Towne District were built prior to 1920. Whereas many other cities in the region demolished such houses in the 1960s, Orange decided to preserve them. Old Towne, Orange Historic District, a one square-mile around the original plaza, contains many of the original structures built in the period after the city’s incorporation. It is a vibrant commercial district, with plenty of historic charm.
Schools in Orange range from Chapman University (private), Santiago Canyon College (community college), Orange High School, Villa Park High School, El Modena High School, Orange Unified School District (public), Lutheran High School of Orange County (private), Eldorado Emerson Private School, McPherson Magnet School (public), Santiago Charter Middle School (public).

Median home price in Orange is $542,400.

**Irvine, California**

The city of Irvine is a suburban incorporated city in Orange County, California. It is a planned city, mainly developed by the Irvine Company since the 1960s. The current population is more than 223,000.

Because of its good schools, jobs, and housing, the city was chosen in 2012 by CNNMoney.com as the sixth best place to live in the United States. The city has a community feel, low crime rate, affluent population, excellent community amenities and many opportunities for recreation.

Irvine is home to the University of California, Irvine (UCI), Concordia University, Irvine Valley College, the Orange County Center of the University of Southern California (USC), Brandman University, and the satellite campuses of California State University Fullerton (CSUF), University of La Verne, and Pepperdine University.

Median home price in Irvine is $744,600.

**Orange County**

Orange County’s current population is over 3,056,000, making it the third most populous county in California, behind Los Angeles County and San Diego County, and the second most populous in the Greater Los Angeles Area, after Los Angeles County. The county is famous for its tourism, as the home of such attractions as Disneyland and Knott's Berry Farm, and several beaches along its more than 40 miles of coastline. It is part of the “Tech Coast” and is known for many high-tech companies and entrepreneurial start-ups. The city of Santa Ana serves as the governmental center of the county, or county seat, Anaheim as its main tourist destination, and Irvine as its major business and financial hub.

Procedure for Candidacy

The search process is currently underway and will continue until the position is filled. Nominations, expressions of interest, and applications including a cover letter and resume should be submitted electronically to Lori Morris or Chris Corwin, the executive search consultants supporting UC Irvine Health in this search.

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