Position Specification

Associate Medical Director for Quality and Safety

Seattle, Washington

CONFIDENTIAL

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This Position Specification is intended to provide information about the University of Washington Medical Center and the position of Associate Medical Director for Quality and Safety. It is designed to assist qualified individuals in assessing their interest.
The Organization

University of Washington Medical Center (UWMC) is one of the nation’s leading academic medical centers and provides highly specialized medical care in areas such as cardiac services, neurological surgery, high risk pregnancy and neonatal intensive care, oncology, orthopedics and sports medicine, head and neck surgery and organ transplantation. UWMC is a tertiary/quaternary hospital of the UW Medicine Health System which also includes Harborview Medical Center, Northwest Hospital and Medical Center, Valley Medical Center, UW Medicine Neighborhood Clinics, UW Physicians, UW School of Medicine, and Airlift Northwest. UWMC partners with the Fred Hutchinson Cancer Research Center and Seattle Children’s Hospital through the Seattle Cancer Care Alliance to provide the most advanced cancer diagnosis and treatment available.

UWMC has a longstanding focus on Patient and Family Centered Care. The UW Medicine Health System is commencing the third year of intensive focus on improving the service culture including an environment that is consistently respectful, compassionate, timely, personalized, inclusive of families, efficient, coordinated, informative, and innovative in support of their care.

University of Washington Medical Center

UWMC opened as University Hospital in 1959. At the time, it was one of the nation’s smallest teaching hospitals but it immediately became a leader in healthcare innovation. Currently, the hospital has 450 licensed beds and five satellite ambulatory care facilities.

UWMC broke ground in 2009 on a new 8-story patient care tower, the Montlake Tower, which will be completed in two phases. The first phase provides 50 new neonatal intensive care beds allowing the medical center to care for more of the region’s smallest and sickest newborns. It also provides an advanced care, 30-bed adult oncology unit with the environmental protections needed to care for blood and marrow transplant patients, as well as significantly expanded diagnostic imaging capacity. Construction of the first phase was completed in 2012. Phase 2 planning is already underway and consists of additional intensive care beds, medical/surgical beds and advanced technology operating room suites.

The medical center provides specialized services in Cancer Care, and in coordination with the Fred Hutchinson Cancer Research Center (FHCRC) and the Seattle Cancer Care Alliance (SCCA), has 20 inpatient beds licensed to the SCCA (hospital within a hospital). Together with the FHCRC, the SCCA, and the UW School of Medicine, UWMC is part of an NCI-designated...
comprehensive Cancer Center. UWMC also provides advanced Cardiac Services, including a full range of diagnostic, interventional and surgical services. These include ventricular assist device implantation and heart transplant, transcatheter aortic valve placement, and electrophysiology services. UWMC also provides Solid Organ Transplantation (liver, kidney, heart, lung, (pancreas, and small intestine); Otolaryngology and Head and Neck Surgery; and High Risk Obstetrics and Neonatal Intensive Care, including the regional’s first Level IIIB neonatal intensive care unit. The hospital is accredited by The Joint Commission (TJC) and is the first and only facility in the region to be a TJC Center of Excellence for Ventricular Assist Devices. UWMC is respected as a tertiary/quaternary specialty hospital. Acuity is high with a Case Mix Index over 2.0. Over 30% of the inpatient volume is Oncology-related and UWMC is nationally ranked as one of the nation’s top five hospitals for Cancer Care. Through the SCCA, the Oncology units at UWMC do many clinical research trials. Currently, there are over 200 research trials open within the SCCA and the UWMC. Additionally, the close relationship with the UW Schools of Medicine, Nursing, Pharmacy and Social Work make research and evidence-based practice a priority and the UWMC is active in many leading clinical trials and translational health sciences research projects in these areas.

U.S. News and World Report has repeatedly ranked UWMC as a top hospital in the nation. UWMC has been ranked among the country’s best since the rankings began in 1993. They have also been named the top hospital in the state of Washington. The medical center also was named the nation’s first Magnet Hospital for excellence in nursing care by the American Nurses Credentialing Center which has continued to honor UWMC with this award every four years since 1994, making it the only hospital in the nation that has received Magnet recognition five times in a row.

UWMC is known for advanced information technology. They have a Cerner EMR for inpatient services and have successfully launched CPOE in May 2012. They are in the midst of an EpicCare EMR installation for outpatient services, which will launch in Spring 2014. An Amalga integration system ties the various IT platforms together.

UWMC is financially strong with nearly $900 million in net patient revenue. The medical center has a 5% operating margin and a track record of consistently meeting or exceeding budget targets.

2013 statistics include:

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<thead>
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<tr>
<td>Licensed Beds</td>
<td>450</td>
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<td>Physicians</td>
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<td>Admissions</td>
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<td>Outpatient Visits</td>
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Mission, Vision and Values

Our Mission

UWMC improves health by providing exceptional patient and family centered care in an environment of education and innovation.

Our Vision

Building on their combined strengths, UWMC and the UW School of Medicine are regional leaders in primary care and the region’s valued source for advanced specialized care and innovation in health-care practice. UW Medicine is known world-wide for its research and training and locally for its responsiveness to the needs of the people of the region for superb, cost-effective, appropriate and accessible medical care. To realize its vision, UWMC is:

- Increasing its services and training programs in primary and ambulatory care
- Expanding its range of clinical services offered directly or in collaboration with others to minimize cost, improve access, and enhance service excellence
- Strengthening its commitment to the ongoing health of the people of the region through an emphasis on preventive services and innovative communication technologies
- Developing a widening range of services and satellite sites, some operating in affiliation with other institutions, and all anchored by the programs of UW Medicine.

Our Values

At UWMC, our values guide all our actions and decision-making. They are:

- Accountability: Taking responsibility for our actions and their collective outcomes is reflected in the many daily decisions and actions that enhance UWMC's commitment to patient care, research, and education. It applies to the staff who provide direct patient care and to those supporting patient care activities.
- Respect: UWMC staff perform a wide range of jobs to keep the medical center functioning smoothly 24 hours a day. Positive working relationships between people in different departments ensure high quality patient care. Respect is crucial to maintaining cooperation and effective teamwork between individuals and departments. Respect also means we value confidentiality of our patients. This applies equally to UWMC staff who become patients.
- Innovation: Thinking creatively is key to ensuring a continued high standard of patient care. All staff keep UWMC at the forefront of health-care facilities by thinking of new ways to solve problems.
- Service: UWMC consistently tries to meet needs of our patients, physicians, staff, and the community. All UWMC staff, whether they provide direct care or support services, play an important role in serving those who have chosen to receive care at UWMC.
Excellence: Excellence is the result of a commitment from each of us to use all our intelligence, skills and compassion to do our best, all the time.

UW School of Medicine

UW School of Medicine is a regional resource for Washington, Wyoming, Alaska, Montana, and Idaho; the WWAMI states. Founded in 1946, the UW School of Medicine is recognized for excellence in training, primary care physicians, and for advancing medical knowledge through scientific research. The UW School of Medicine has been ranked the number one primary care medical school in the country for 18 consecutive years. In addition, UW Medicine teaching programs are ranked in the top ten by the U.S. News and World Report for:

- AIDS
- Family medicine
- Geriatrics
- Internal medicine
- Pediatrics
- Rural medicine

Full-time physician faculty members staff UWMC and Harborview Medical Center, as well as other institutions. Medical School faculty also staff UW Medicine Neighborhood Clinics located throughout the Puget Sound area.

Research scientists at the UW School of Medicine explore every aspect of health and disease, from the molecular mechanisms of gene action to population studies of global illnesses. UW research scientists’ work has contributed to improved understanding of the cause of diseases and to better treatments and prevention of many disorders. UW Medicine ranks number five nationally in NIH funding for research.

A distinguishing characteristic of the UW Medical School is interdisciplinary collaboration. Scientists, educators, and clinicians are dedicated to helping each other reach the common goals of improving people’s health and alleviating suffering from disease.

Additional information about UWMC can be obtained by visiting http://www.uwmedicine.org/uw-medical-center.

The Position

The Associate Medical Director for Quality and Safety is responsible for leading and improving quality and patient safety at UWMC and for promoting and implementing best practices in these activities. The Associate Medical Director for Quality and Safety reports to the UWMC Medical Director and works collaboratively with the Director of the UWMC Center for Clinical Excellence, the Executive Team and other UWMC leaders, Graduate Medical Education Leadership, and Health Sciences Risk Management to advance quality and safety at UWMC. Reporting to the Associate Medical Director for Quality and Safety is the Assistant Administrator/Director for the Center for Clinical Excellence and the staff of the CCE (29 individuals).
Specific duties:

Quality Improvement Leadership and Management

- Develops the vision and strategic plan for the UWMC Quality and Safety Program.
- Oversees the UWMC Center for Clinical Excellence (CCE) with the Director of the CCE.
- Provides effective leadership in support of UWMC’s goal of being regionally and nationally recognized for providing the safest, evidenced-based care for all patients.
- Provides leadership for development of Quality and Safety Metrics and Clinical Informatics.
- Provides oversight and guidance necessary to insure successful achievement of Patients Are First Quality and Safety goals and selected other key initiatives of strategic importance.
- Works with medical and medical center leaders to improve value to our patients by reducing unnecessary variations in care.
- Promotes a learning environment and a scholarly approach to quality improvement among faculty, house staff, students, and medical center staff.
- Oversees the development and deployment of education programs for medical staff and other hospital staff on quality improvement methods.
- Assists Department Chairs, Service Chiefs and other key leaders and stakeholder teams in setting and achieving goals in support of UWMC’s overall quality and safety goals.
- Oversees the communication process with the organization on quality improvement efforts and accomplishments.
- Ensures all departments, service lines and councils throughout UWMC have appropriate plans for quality and safety within their departments and that they have performance dashboards and other tools to measure and improve quality and patient safety.
- Chairs the UWMC Medical Quality Improvement Committee.

Patient Safety Leadership and Management

- In partnership with UWMC Executive and Medical Leaders, the Director of the CCE, and the UWMC Patient Safety Officer, successfully advances the culture of safety and fosters effective interdisciplinary communication.
- Promotes a Just Culture and a climate of accountability to help provide the best and safest care for all patients.
- Identifies organizational trends, clusters, and risk factors; establishes benchmarks for comparison, and in partnership with the UWMC Patient Safety Officer, designs strategies to improve and mitigate risk.
• In collaboration with the PSO, oversees activities related to Serious Adverse Event Analysis and Failure Mode and Effects Analysis (FMEA). In collaboration with the Director of the CCE, supervises the UWMC Patient Safety Officer. Provides expertise and participates, when necessary, in Serious Adverse Event reviews.

• Co-chairs the UWMC Multidisciplinary Patient Safety Committee

• Helps ensure UWMC is in compliance with existing governmental reporting agencies regarding adverse events.

• Collaborates with clinical and administrative leaders and other departments (risk, infection control/epidemiology, pharmacy, etc.) to identify and lead areas of educational need to enhance Safety.

**Systems Responsibilities**

• Fosters and facilitates the engagement of Graduate Medical Education in the quality and safety agenda and collaborates with GME and medical center leadership to insure an appropriate clinical learning environment for trainees.

• Leads select UW Medicine multidisciplinary quality committees, including the UW Medicine Quality and Safety Coordination Committee.

• Collaborates with quality improvement leaders at other UW Medicine entities to support best practices in quality improvement and to help maximize the effectiveness of quality improvement resources across the system.

**Candidate Qualifications**

The following describes the desired credentials, experience, skills, and personal characteristics of the ideal candidate.

**Education**

• A medical degree from an accredited institution and board certification in the appropriate specialty are required.

• A Master’s degree in health administration, business administration, finance, or related field would enhance candidacy.

**Experience**

• A minimum of five years experience in quality improvement and evidence of progressive leadership in quality and safety improvement are required.

• Current and/or previous medical practice experience is preferred.

• Experience with Six Sigma, LEAN, value stream mapping, or other performance improvement systems is highly desirable; certification is preferred.
Qualifications and Skill Sets

In addition to those skills and traits found in all stellar leaders, these are areas of particular relevance to this position:

- Knowledgeable about information technology, viewing data as necessary for solutions to complex organizational problems.
- Experience in predictive analytics is preferred.
- Experience with change management in a complex matrix organization.
- System thinker; able to see the big picture.
- Excellent leader; able to coach, mentor, and educate others.
- Project management skills.
- Fluent in data analysis, distillation, and translation into usable information and action plans.
- Skilled in performance improvement techniques such as LEAN and others.
- Able to communicate to diverse audiences; strong presentation skills.
- Ability to work with multidisciplinary teams.

Personal Characteristics

- Works well in a matrix environment with multiple competing priorities and some natural ambiguity.
- Self starter; holds self and others accountable.
- Patient, yet persistent. Doesn’t get discouraged easily by the starts and stops involved in organizational change.
- Collaborative, but knows when to move forward and take action.
- Diplomatic and empathetic; knows when to press forward and when to take a pause.
- Organized and methodical in approaching problems.
- Approachable, accessible, and visible.
- Pulls together teams, educates, mentors, and creates buy-in.
- Transparent and trustworthy.
- Embraces cultural diversity; comfortable working with a diverse group of peers, employees, and patients.
Goals and Objectives

It in order to be considered a success, the new Associate Medical Director for Quality and Safety will be expected to accomplish the following in his/her first 18 months in the position.

- Establish oneself as a member of the physician community, demonstrating contemporary clinical knowledge and the ability to understand the multiplicity of demands on members of the medical staff and others in the organization. Create collegial relationships with the department chairs, executive leadership team, and other key leaders.

- Continue to craft a quality and safety vision and strategic plan for the organization. Disseminate and communicate this vision throughout the medical center, creating processes for continuous improvement of quality and safety.

- Create a culture of ownership for quality and safety throughout the organization including the medical staff, nursing staff, and other employees in the organization.

- Ensure that quality and safety outcomes show measurable improvement over time and that standardization of policies and processes exist where necessary. Reduce variations of care and ensure that quality and safety outcomes are monitored and improved.

- Continue to build an infrastructure for quality and safety including data gathering mechanisms, reporting formats, goals establishment, and implementation of strategies and tactics. This infrastructure should emphasize clinical excellence as well as cost effectiveness.

- Lead the medical staff through multiple and sometimes competing goals of quality, safety, satisfaction, and efficiency.

- Achieve top decile ranking on University Healthcare Consortium Quality and Accountability Scorecard.

- Work with multi-disciplinary teams to reduce length of stay, mortality and readmissions.

- Assist with initiatives to improve patient quality outcomes by reducing hospital acquired infections.

- Assist nursing, physicians and the other leadership team members to improve patient satisfaction to the top decile in University Healthcare Consortium rankings.

- Work effectively with UW Medicine on system-wide quality and safety initiatives.

- Develop robust capability to track provider quality and safety data. Assist in the implementation of the outpatient EPIC system in Spring 2014.

- Working with regulatory affairs, ensure regulatory compliance, Joint Commission, and CMS accreditation; supervise all quality matters as they relate to regulatory agencies.
The Community

Seattle, Washington

Seattle’s spectacular location, nestled between the Cascade and Olympic mountain ranges along Puget Sound, beautifully contrasts with the modern epicenter of urban Seattle, creating the perfect location for a balanced lifestyle. Seattle is a vibrant and sophisticated city whose thriving urban core of culture, economy and entertainment is surrounded by over 100 distinct neighborhoods offering an attractive range of housing options. The best in urban recreation is nearby with golf, kayaking and canoeing, fishing, hiking, urban parks and rose gardens in close proximity. A short drive out of the city leads to skiing, snowboarding, river rafting, hiking and wonderful wilderness. Seattle is home to major league sports teams providing spectator sport opportunities. Magazines such as Fortune and Money rate Puget Sound communities as some of the best places to live in America.

The Greater Seattle area is comprised of three counties, King, Snohomish and Island, with a population of 3.7 million. The moderate climate with mild winters and cool summers has attracted a diverse citizenry. Originally founded by those involved in logging, fishing and major maritime pursuits, the Greater Seattle area is now known for high-tech companies like Microsoft and Amazon and firms such as Starbucks and Boeing. Educational opportunities abound. The public K-12 school system is strong and there are plentiful options for private education as well. Opportunities for higher education include the University of Washington, Seattle University, Seattle Pacific University, plus an array of small colleges, community colleges, technical schools and arts colleges.

For additional information, consult the following Web sites:


Timeline and Interview Process

Potential interview dates for University of Washington Medical Center in Seattle, Washington have been outlined as follows:

- Paper presentation of qualified candidates to the Search Committee by Witt/Kieffer is scheduled for March 18, 2014.
- Candidates should hold April 7th and 8th for on-site interview at the University of Washington Medical Center.
Procedure for Candidacy

Please direct all nominations and resumes to the executive search consultants supporting this search, preferably via e-mail to:

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