The University of California
Chief Clinical Officer, UC Health

The University of California seeks a talented physician executive to serve as the new Chief Clinical Officer of UC Health.

The University of California is a system of 10 campuses, including six academic health systems, and three affiliated national laboratories with an annual operating budget of $29 billion. Many of the universities, colleges, and programs are among the most admired in the world. The UC Health Division within the UC Office of the President (UCOP) provides leadership and strategic direction for UC's six academic health systems and 18 health professional schools – and supports the development of systemwide initiatives, promoting collaboration among the university's health professional schools and academic health systems.

Dr. John D. Stobo has led UC Health since 2008 with a singular strategic focus on leveraging the many assets of the diverse campuses and schools to create a whole greater than the sum of the parts, advancing all of the tripartite missions, enhancing the national stature of the system, better serving the people of California, and ensuring sustainability in a changing and uncertain health care market. This required promoting greater "systemness" in an organization that reveres the diverse cultures, goals, and independence of each of the stakeholder campuses. No aspect of UC Health has greater urgency imposed by external forces than preparing for a tectonic shift to a more value-based market environment with its demand for lower cost structures, better outcomes, and a greater emphasis on population health. The evolution from an encounter-based reimbursement system to one that is valued-based challenges to a much greater extent current provider structures and processes and has major financial implications for each of the UC medical centers. Accordingly, an early initiative, the Center for Health Quality and Innovation (CHQI) commenced in 2010, sunsetting in 2017. Working closely with leaders and experts across the system, CHQI had great success in piloting and implementing targeted system-wide initiatives that improved patient outcomes. CHQI had positive influence on enhancing collaboration and standardization across the campuses, and leveraging scale within a multi-billion-dollar system. For the period of its existence, CHQI was a core mechanism for facilitating shared responsibility and partnership on a system-wide scale.

UC Health's influence is not limited to the provider side of health care delivery. In 2015 with UC Health's guidance, the UCOP created UC Care, a self-insured health plan offered to the 200,000 employees of the University of California system. UC currently spends approximately $2 billion on employee health care, roughly half of which is provided under coverage by UC Care. The plan has had great success in reducing premium growth while offering excellent care, mostly by UC providers. This payer function has also served as a critical source of insight and data for the goals of UC Health's providers.

The next evolutionary step for UC Health is to consolidate responsibility for building on the success of CHQI and UC Care by creating a new position of Chief Clinical Officer (CCO). Reporting to the EVP of UC Health, the CCO will lead the development and implementation of a data-driven system-wide quality and population health management function. Using the UC Health Data Warehouse as a tool and building upon existing campus-wide population health working groups, the CCO will convene relevant experts and stakeholders on the medical center campuses to develop and execute quality and population health initiatives collaboratively. The CCO will use evidence, benchmarks, literature, and the organization's own patient and claims data to set direction and targets. The CCO will collaborate closely with the UC Chief Data Scientist to identify and prioritize innovative approaches to the use of analytics that will facilitate system-level quality and population health management activities – with the goals of advancing the quality and efficiency of care delivery, improving health outcomes, enhancing the patient experience, and reducing costs.

The CCO will have the unique opportunity to contemporaneously impact both the provider and payer activities of UC Health, and in both instances the CCO will rely on influence more than authority, driving change through consensus and drawing from the creativity of the diverse stakeholder group she / he will lead. Indeed, the CCO will function in many ways like an internal consultant to the stakeholder groups in the system, serving as part of a collegial effort to affect both the cultural and operational changes necessary to transform the organization in light of UC Health's transition towards value-based healthcare. Consequently, the CCO will be selected on the basis of national stature in the field, demonstrated outcome-oriented leadership experience, and passion for reforming health care and improving the lives of patients.

Early priorities for the CCO will be to create the necessary team, cross system relationships, processes, and technologies that will be needed for success of UC Health's ambitious agenda. A landscape analysis of the academic health center campuses will provide invaluable insights for future plans. The CCO position is highly anticipated by the leadership of the UC campuses and the successful candidate will need to build on that good will to encourage trust as new and challenging initiatives are pursued. Early wins, even modest ones, will be important. Over time, the CCO will be expected to enhance the system's ability to manage risk on both the payer and provider side with data driven innovations in outcomes and reductions in cost.

To apply online for this opportunity with UC Health, visit:
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