

UC DAVIS HEALTH

Executive Director, Revenue Services

Leadership Profile

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WittKieffer

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The Opportunity

UC Davis Health seeks a dynamic, accomplished finance leader to serve as Executive Director, Revenue Services. This is a unique opportunity at one of the most respected academic health systems to lead their revenue cycle operations, technology, and teams through a time of financial transformation as the institution positions itself for growth and expansion.

UC Davis Health holds a strong position in the marketplace and is routinely recognized for its clinical excellence, financial health, and brand strength. As a multi-billion dollar health system within the University of California System, UC Davis Health serves more than one million outpatients and 40,000 inpatients each year across the 626-bed academic medical center and 1,000 member physician group. UC Davis Health is a Magnet designated institution, representing its continued focus on high-quality care.

The Executive Director, Revenue Services is a member of the finance leadership team and oversees UC Davis Health's end-to-end revenue cycle function as it relates to patient access, registration, authorization, pre-service collections, HIM/coding, clinical documentation integrity, denials management, patient financial services including billing/collections/customer service/charge description master, analytics, and technology solutions with the goal of optimizing reimbursement in a cost-effective and compliant manner.

The ideal candidate will bring considerable experience leading a wide breadth of revenue cycle functions in a complex, integrated health system, preferably academic medical center experience, and must possess a continuous quality and process improvement, innovation, and automation mindset. This position provides strategic direction in the development of critical revenue cycle management initiatives and goals, develops and monitors adherence to Key Performance Indicators and Service Level Agreements. They will demonstrate the ability to collaborate and communicate across the organization and with a variety of internal and external stakeholders to accomplish goals critical to success.

For more information on UC Davis Health, please visit <https://health.ucdavis.edu>.

For information on how to apply or submit nominations, please refer to the section "Procedure for Candidacy" at the end of this document.

Organization Overview

UC Davis Health



UC Davis Health is improving lives and transforming health care by providing excellent patient care, conducting groundbreaking research, fostering innovative, inter-professional education, and creating dynamic, productive partnerships with the community.

The organization is a major driver of economic prosperity in the Sacramento region and Northern California, and the second largest employer in Sacramento, behind the State of California. The health system generates more than \$3 billion in annual economic output and more than 20,000 jobs. For every employee or dollar of output directly supported by UC Davis

Health's operations, the Northern California economy gains an additional 1.1 jobs or \$1.10 of output, respectively.

The University of California, Davis (UC Davis) is a top five 'Best Public University' in the country. UC Davis Health harnesses the power of the university's nationally ranked resources and research to tackle the most pressing health care issues facing the world today. UC Davis Health clinicians and researchers include partners from world-renowned schools including the School of Veterinary Medicine, School of Agriculture and Environmental Sciences, College of Biological Sciences and College of Engineering.

UC Davis Health is highly technologically engaged and has numerous partnerships with tech organizations like Amazon, Milo, Node Health, and CHIME. UC Davis Health is currently at Level 9 for EPIC Gold Stars (Level 10 expected in 2023), Level 5 for MyChart Diamonds and has launched multiple digital health programs as part of building out a robust platform for expanded patient engagement.

As the region's only academic health center, UC Davis Health focuses on discovering and sharing knowledge and providing the highest quality of care. UC Davis Health is a hub of innovation that encompasses UC Davis Medical Center, UC Davis School of Medicine, the Betty Irene Moore School of Nursing at UC Davis, and UC Davis Medical Group. UC Davis Health's overall approach to the marketplace to is "complete and not compete" with other regional health systems.

Faculty, Staff and Student Figures

Faculty and academic personnel, full and part-time	1,526
Residents and Fellows	933
Students	1,009
Staff, full and part-time	14,310

UC Davis Medical Center

UC Davis Medical Center, based in Sacramento, California, is a nationally renowned academic medical center where clinical practice, teaching and research converge to advance human health.

A few highlights about the medical center:

- A 646-bed multispecialty academic medical center
- Serves 33 counties covering a 65,000-square-mile area north to the Oregon border and east to Nevada
- Recognized as one of the “Most Wired” hospitals in the U.S. by CHIME
- Ranked Sacramento's top hospital by U.S. News & World Report and among the nation's best in eight adult and pediatric medical specialties

UC Davis Ambulatory Services

Ambulatory Services will be the key driver for growth and further evolution for UC Davis Health. Today, the ambulatory footprint extends to 32 sites and over 74 clinical practices in the greater Sacramento area, with over 1.7M provider visits annually in primary and specialty care, lab, imaging, dietary, social work, therapies, and other ambulatory ancillary providers. The System offers top caliber primary and specialty care, with 700,000 additional outpatient encounters with lab, imaging, dietary, social work, therapies, and other ambulatory ancillary services.

In addition to growth through additional sites, significant expansion and enhancement is planned on campus and across Northern California through care delivery partnerships which will bring additional clinical services and clinicians to urban and rural communities. Future plans also include the expansion of the UC Davis Health Patient Contact Center (PCC) that will further enhance the experience for patients, physicians and staff and will optimize efforts around access excellence as well as development of a ‘digital front door’ that will engage directly with patients at home before and after their care. PCC team members will provide support to UC Davis Health physician practices for appointment scheduling, referral processing and scheduling template management amongst other essential support services. UC Davis Health is also developing ways to reduce low-value physician work through greater expansion of technology and advanced practice providers.

UC Davis Health was recently ranked in the top 10 nationally by Vizient for the outstanding quality of its ambulatory care in the outpatient clinics and emergency department. The Vizient Ambulatory Care Quality and Accountability Awards measure the quality of outpatient care in five areas: access to care, capacity and throughput, quality and efficiency, continuum of care, and equity.

UC Davis School of Medicine

UC Davis School of Medicine is one of the nation's leading medical schools, recognized for its research and primary care programs. Securing over \$390 million in NIH funding, the school is ranked in the top 20 percent of institutions in the country for research funding from the National Institutes of Health (NIH) and is home to one of the nation’s inaugural Clinical Translational Science Centers.

- A national reputation for life-changing biomedical discoveries
- A passion for clinical care and a commitment to engaging people from underserved communities and advancing rural health
- Fully accredited master’s degree programs in public health and in informatics
- Ranked in the national Top 10 for primary care, diversity, and family medicine and among the Top 50 for research
- A combined M.D.- Ph.D. program that is training the next generation of physician-scientists to conduct high-impact research and translate discoveries into better clinical care

Betty Irene Moore School of Nursing at UC Davis

The Betty Irene Moore School of Nursing at UC Davis prepares successful leaders in health care. As one of the only graduate nursing schools committed to activating change where it's needed the most, the school goes beyond clinical education with programs that provide graduates with the skills, confidence, and vision to be change agents on many levels and with many different titles.

The Betty Irene Moore School of Nursing at UC Davis was established in March 2009 through a \$100 million commitment from the Gordon and Betty Moore Foundation. The School of Nursing admitted its first classes in fall 2010. Currently, it offers four graduate degree programs:

- Doctor of Philosophy
- Doctor of Nursing Practice — Family Nurse Practitioner
- Master of Health Services — Physician Assistant Studies
- Master's Entry Program in Nursing

The graduate degree programs are led by the Nursing Science and Health-Care Leadership Graduate Group, an inter-professional team of more than 55 faculty members from disciplines including nursing, medicine, health informatics, nutrition, biostatistics, pharmacy, sociology, and public health.

The school is ranked seventh in the nation by U.S. News & World Report for its master's-degree family nurse practitioner program and 23rd in the nation for its master's degree nursing program.

Research at the Betty Irene Moore School of Nursing at UC Davis is the engine that drives new solutions that put individuals, as well as families and communities, at the center of care. The research interests of our professors are diverse and involve robust collaborations across UC Davis Health and beyond. Researchers focus on family caregiving, healthy aging, technology to support health and reducing health disparities.

Health system leaders aspire for a fully integrated academic health system in this next evolution of UC Davis Health. The synergy of strategic plans and proximity of the Betty Irene Moore Hall—just across the street from UC Davis Medical Center—offer a new opportunity to create new models for nursing care and contribute to better health outcomes. The School of Nursing collaborates throughout the system in education, clinical practice, and research. Faculty at both the medical and nursing schools work together to develop innovative education to prepare future professionals to deliver excellent care team experiences. The school also partners with multiple units to lead the Healthy Aging initiative with a vision to create the healthiest and highest-functioning older adult population in Northern California. The school's Family Caregiving Institute brings researchers from multiple disciplines across UC Davis to support the nation's more than 40 million caregivers.

UC Davis Medical Group

UC Davis Medical Group is a 1,000-member physician group offering nationally renowned primary care and specialty expertise in more than 150 areas of health care. The Community Physicians Network operates 17 primary care clinics around the area, with some locations also offering specialty care services as well.

- Physician offices in Sacramento and in nine other communities around the region, from Auburn to Elk Grove to Davis
- Accepts most major health plans
- Same- and next-day appointments for urgent care

- Many offices offer on-site or telehealth consultation with UC Davis Medical Center specialists
- Ranked 9 Gold Stars (out of 10) by EPIC for use of electronic communications between providers and patients

UC Davis Rehabilitation Hospital

UC Davis Rehabilitation Hospital is a state-of-the-art, 52-bed inpatient acute rehabilitation hospital dedicated to the treatment and recovery of individuals who have experienced the debilitating effects of a severe injury or illness.

Their rehabilitation programs provide ongoing care and specialized treatment to patients throughout their recovery journey. They offer customized, intense rehabilitation tailored to the individual needs of those recovering from stroke, brain injury, neurological conditions, trauma, spinal cord injury, amputation, and orthopedic injury. [Learn More »](#)

The UC Davis Health Clinical Strategic Plan: 2022-2027

UC Davis Health is set on a journey of transformation that has been catalyzed by the COVID-19 pandemic. Healthcare delivery is focused on a personalized level, from complex gene therapies to the integration of care into the population's daily lives and schedules. UC Davis Health is transforming health in the region and beyond. The System is making investments to address these challenges, expanding the physical capacity, and moving to value-based models of care delivery and reimbursement.

The vision, mission, values, and patient promise set the course for UC Davis Health's exciting journey over the coming years and are the guideposts for the investments and activities of the Clinical Strategic Plan:

Our Mission

Grounded in equity, we provide unparalleled care across California, transforming lives and communities. Their teams research and develop trailblazing therapies and technologies, educate, and prepare a future-ready workforce and drive excellence into all they do.

Our Vision

Tomorrow's Health Care Today.

Our Values

Kindness, Trust, Inclusion.

Our Patient Promise

Patients are at the center of everything they do.

Four Pillars & Transformational Catalysts

UC Davis Health has set an ambitious agenda that incorporates development, investment, and growth. This rapid evolution requires that structures and processes are in place to form "One UC Davis Health," which enables aligned funds flow, operating models, and decision-making structures. These collaborative efforts will guide a synergized mission to fulfill the four pillars:

Four Pillars

- **Develop a Regional System of Care** by developing a robust network of partners and ensuring that they can meet patients wherever they are.
- **Deliver Exceptional Patient and Care Team Experiences** by centering activities and processes around making patients' and care teams' experiences with UC Davis Health outstanding.
- **Advance Health Equity and Address Disparities** by actively engaging the community, ensuring care delivery models and strategic initiatives advance equity, and serving patients as whole people – including addressing social drivers of health.
- **Define and Grow Integrated Service Lines** by organizing care teams, patient flow processes, clinical assets, and back-end systems around the patient's journey.

Four Transformation Catalysts

The transformation catalysts work in synchronization with the four pillars. These catalysts include:

- **Investing in the future of medicine**, which will create funding opportunities to support innovators and entrepreneurs to design and test new models of care delivery, diagnosis, and treatment.
- **“Digital Davis,”** which will expand the ability to connect with and care for patients wherever they are, provide enhanced convenience and ensure the best data and analytics informs every care decision.
- **Integrated Research and Innovation**, which will link world-class research directly to clinical programs and provide unparalleled access to clinical trials for patients and partners, ensuring discoveries are rapidly translated from bench to bedside.
- **Operational excellence and business process innovation**, which will drive efficiency, access and throughput while alleviating capacity constraints to allow then to always deliver exceptional, efficient care.

UC Davis Health - Facts and Figures

Patient Care

The nationally ranked UC Davis Medical Center is a leading referral center for the most seriously injured or ill patients and the most medically complex cases. Selected highlights:

- UC Davis Medical Center operates the only level 1 trauma center for both adult and pediatric emergencies in inland Northern California.
- U.S. News & World Report ranked UC Davis Medical Center among the nation's best in nine specialties and the top-ranking hospital in the Sacramento area for 2022-23.
- U.S. News & World Report has also ranked UC Davis Children's Hospital among the nation's best in five specialties for 2022-23, including two in conjunction with partner Shriners Hospitals for Children – Northern California.
- In U.S. News & World Report ratings for common types of care, UC Davis Medical Center rated high performing in more than a dozen procedures in 2022-23.
- All UC Davis Health primary care clinics are recognized by the National Committee for Quality Assurance as Patient-Centered Medical Homes, a designation that rewards primary care providers for quality, efficiency, and innovation.

- UC Davis Medical Center is one of the top hospitals in California, as ranked by U.S. News & World Report.
- UC Davis Medical Center has been rated among the World's Best Hospitals in 2021 according to Newsweek. UC Davis ranked 27th out of more than 300 hospitals and was the only hospital in the Sacramento region to earn this recognition.
- UC Davis Medical Center was granted Magnet® recognition by the American Nurses Credentialing Center (ANCC), considered the nation's highest form of recognition for nursing excellence.
- In fall 2018, the new UC Davis Children's Surgery Center opened – the state-of-the-art pediatric facility includes seven larger and more effectively designed operating rooms, a technologically advanced fleet of surgical equipment, and 24 pre- and post-op bays.
- For the ninth consecutive year, UC Davis Medical Center was recognized as a Leader in LGBT Healthcare Equality in 2019, in the Healthcare Equality Index, an annual survey conducted by the Human Rights Campaign Foundation.
- The Medical Center was also recognized as a "Top Hospital for Diversity" and a "Top Hospital for Latinos" in 2018 by BlackDoctors.org and Latino Leaders Magazine respectively.
- UC Davis is committed to supporting a diverse and inclusive community of faculty, staff and learners and is regularly recognized among America's "Best Employers for Diversity" by Forbes Magazine.
- UC Davis received a perfect score of 100 from the Human Rights Campaign (the nation's largest civil rights organization) as an LGBTQ+ Healthcare Equality Leader, the 11th consecutive year the group has recognized the medical center for advancing LGBTQ+ equity among its patients and employees.

Research

UC Davis Health research includes clinical, translational, and basic-science studies, with an emphasis on collaboration and on improving health for individuals, communities, and populations. Selected highlights:

- Of the nation's 1,400-plus cancer centers, UC Davis' NCI-designated Comprehensive Cancer Center is one of only eight California cancer centers designated "comprehensive" by the National Cancer Institute.
- The UC Davis MIND Institute includes one of 15 Intellectual and Developmental Disabilities Research Centers (IDDRCs) funded through the Eunice Kennedy Shriver National Institute of Child Health and Human Development. The Institute is one of only 10 centers nationally that is home to an IDDRC and the other two major federal grants focused on developmental disabilities. MIND Institute faculty are currently leading or participating in extramurally funded projects that include more than \$200 million (total costs) and more than \$14 million annually.
- The UC Davis Alzheimer's Disease Center actively supports research with over \$170M in NIH funding.
- The UC Davis Institute for Regenerative Cures has more than 40 clinical trials using stem cells ongoing or planned and the institute is part of the new Alpha Stem Cell Clinics Network, a top-tier consortium to accelerate stem cell therapies for humans.
- UC Davis researchers developed EXPLORER, the world's first total-body medical scanner, which delivers complete head-to-toe images with far less radiation exposure than typical imaging.
- Units such as the Center for Reducing Health Disparities, Center for Healthcare Policy and Research, Institute for Population Health Improvement and Center for Health and Technology help drive their work to improve health for all.

- Nearly 1,300 studies are underway in basic-science, translational and clinical research areas, funded by federal and state governments, the pharmaceutical and biotechnology industries, private foundations, and philanthropy, with over \$396M in total extramural funding in FY2022.
- UC Davis Health departments ranked in the top 30 nationwide for National Institutes of Health funding in 2021 with over \$194 million in external research funding.
- A new National Center for Interventional Biophotonic Technologies is advancing two optical imaging technologies developed at UC Davis — interventional fluorescence lifetime imaging, or iFLIM, and interferometric diffuse optical spectroscopy, or iDOS — and combining them with an AI-deep learning platform to provide real-time guidance for decision-making during medical and surgical procedures.

Education

- Innovative UC Davis inter-professional education gives the health care workforce of tomorrow the skills and values needed to lead change and improve health for all.
- U.S. News & World Report consistently ranks UC Davis School of Medicine among the nation's best for primary care and research, including the top 10 for primary care training.
- U.S. News & World Report also ranks the Betty Irene Moore School of Nursing at UC Davis among the nation's best for master's-degree nursing programs.
- The School of Nursing launched its first online course in 2019 with a family caregiving course for health professionals.
- Faculty, alumni, and community mentors prepare tomorrow's primary care physicians to help the underserved through special programs and tailored educational tracks such as Rural-PRIME, SJV-PRIME/REACH, TEACH-MS, Prep Médico and ACE-PC – ACE-PC and Prep Medico are partnerships with The Permanente Medical Group.
- For more than 40 years, UC Davis' diverse student body has volunteered hundreds of hours a year in free community clinics delivering care for diverse and underserved populations.
- The Center for Health and Technology provides medical and nursing students, clinicians, and health professionals a broad spectrum of opportunities for leading-edge telehealth practice, simulation education and distance learning access.

Principles of Community

UC Davis is a diverse community comprised of individuals having many perspectives and identities. They come from a multitude of backgrounds and experiences, with distinct needs and goals. They recognize that to create an inclusive and intellectually vibrant community, they must understand and value both their individual differences and their common ground. The UC Davis Principles of Community is an aspirational statement that embodies this commitment and reflects the ideals they seek to uphold.

For more information, please visit:

<https://health.ucdavis.edu/about/>

<https://diversity.ucdavis.edu/principles-community>

Position Summary

The Executive Director, Revenue Services reports to the Chief Financial Officer and has primary responsibility for the entire revenue cycle. Direct reporting units include:

- Hospital Access Services - Admitting Registration
- CCS Authorizations
- Financial Clearance and Financial Counseling
- Professional Coding
- Hospital and ED Coding
- Health Information Management
- Clinical Documentation Integrity
- Physician Advocates
- Health System Billing and Collections
- Single Billing Office and Patient Customer Service
- Cash Management
- Revenue Integrity

With such a broad scope of responsibility for the financial health of UCD Health, the role also plays a key oversight in associated Information Systems strategy, system selection, design, and enhancement. In addition, the role provides oversight process in implementation processes, policy decisions, as well as personnel strategy and management issues.

The UCD Health Executive Director, will be expected to establish and maintain cooperative working relationships with insurers/payers to ensure clear understanding of contractual provisions; to ensure the institutions compliance with these provisions; and to ensure systems are sufficiently flexible and responsive to changing requirements.

Directs through subordinate managers multiple large and complex critical programs impacting broad constituencies across major portions of the organization. Identifies objectives, manages very significant human, financial, and physical resources, and functions with an extremely high degree of autonomy.

Accountable for formulating and administering policies and programs for major functions. Operational or program results can affect overall organization-wide performance and reputation. Directs through subordinate managers the development of strategic goals and objectives to achieve accountability and stewardship of university resources in a manner consistent with system wide objectives and initiatives.

Involves revenue cycle functions for the healthcare enterprise, including system billing, reporting and support. Ensures account information contains accurate and comprehensive data to provide timely billing and optimal reimbursement for services. Impacts processes to include charge capture, coding, insurance identification, data entry, billing, payment posting, refund processing and collections. May also be responsible for / integrated with business office operations.

- Leads efforts to design, develop, and implement integrated systems that ensure accurate capture, control and reporting of patient account data. Ensures soundness of systems.
- Provides executive leadership and guidance to revenue cycle staff. Provides ongoing mentorship to subordinate leaders. Ensures access to relevant professional development opportunities. Develops succession planning pipeline for revenue cycle leadership.

- Works with executive leadership to set revenue cycle standards, key performance indicators and targets, and develop performance goals. Establishes revenue cycle organizational structure to accomplish goals and facilitate growth. Introduces innovations to maximize revenue cycle operations.
- Promotes a collaborative, service-oriented culture. Fosters open communication and innovation among staff.

Transforms revenue cycle through vision of future state. Communicates vision, determines strategy, and develops long-term plans for new programs, policies, processes, and technology. Provides operational oversight and ensures achievement of objectives. Recognized as an influential leader across the system and externally through participation on boards and professional associations and speaking engagements.

- Maintains knowledge of all applicable regulations and standards to ensure compliance with orders or directives issued by governmental / regulatory agencies or third-party payors.
- Develops professional networks and shared best practices with UC Health colleagues and academic health system partners.
- Develops close coordination and connection with joint venture and other business partners including community health systems and specialty healthcare partner providers.

Responsibilities

The incumbent is responsible for developing revenue cycle strategies and systems that are responsive to the changing demands of the healthcare market and at the same time support the needs and objectives of the evolving Health System. As such, the incumbent is expected to provide vigorous and dynamic leadership for all Health System accounts receivable functions, promoting a culture which encourages and supports teamwork, creativity, productivity, initiative, and respect.

The UCD Health Director Revenue Services is held accountable for the strategic vision, guiding principles, and planning of effective and fiscally responsible programs for billing and collecting professional and institutional fees, third party and patient billing and collections, patient accounts analysis, and Admissions, Emergency Room registration functions and Financial Clearance. The incumbent is expected to maximize collections and ensure accounts receivable targets and cash flow requirements are met, while at the same time ensuring compliance with laws, rules, regulations, and contract provisions.

The UCD Health Director, Revenue Services has a key collaborative role and acts as lead and liaison to the UC Health Value for Scale Accounts Revenue Initiative for UC Davis Health. In this role, it is expected that the incumbent will be proactive in identifying opportunities related to UC Health system- wide coordination and revenue maximization by both operational and financial initiative implementations across the health system utilizing quantitative data, analysis with long range planning strategies.

The incumbent will represent the Health System at committees and work groups at the Campus and System wide levels, as well as with external groups. Responsibilities will include, but not be limited to, providing information and reports to senior management of the Health System, the School of Medicine, The Executive Director of the Medical Group and its constituency regarding revenue and collection trends, and data and analyses for long-range financial planning. The incumbent is responsive to departmental leadership and individual physician concerns regarding informed coding, reimbursement, and collections, which will result in maximization of collections and maximization of accounts receivable.

The successful Executive Director, Revenue Services candidate will:

- Collaborates with executive leadership to identify opportunities for improving cash flow. Develops and executes business plans to maximize revenue cycle performance utilizing information technology and innovative practices. Directs central billing office ensuring multi-entity system integration.
- Leads meetings with physicians, practice operations, revenue cycle management and executive leadership. Applies advanced expertise to advise executive leadership on state-of-the-art systems, industry trends and developments that inform the direction of revenue cycle activities.

Goals and Objectives

The following goals and objectives have been identified as priorities for this position:

- Learn UC Davis Health's culture, understanding its organizational structure, politics, and complex relationships in a highly matrixed environment. Establish a style and culture of transparent communication, collaboration, and accountability.
- Demonstrate an understanding and commitment to the mission and values of UC Davis Health through onsite presence, adhering to the mission and values at all times. Serve as a model, advisor, and mentor to team members. Provide opportunities for team building, growth, and mentoring.
- Work to improve the charge capture process across the organization maximizing inpatient and outpatient revenues. Communicate in a linear way, building trust and credibility in sharing the organization's current revenue cycle position and how that relates to the overall financial performance the health system.
- Partner closely with the Chief Financial Officer and other finance leaders to fully integrate into the leadership team. Build trust and credibility with physician practices and hospital leaders through alignment with UC Davis Health's values and key strategies. Be perceived as a solid, dependable team player who has credibility and integrity and contributes broadly as a subject-matter leader.
- In alignment with system vision, establish revenue cycle strategy and operations that contribute to enhancing the function's core competencies. Identify key performance indicators in concert with operations leaders and work towards achieving goals for system revenue services.
- Continually identify innovative opportunities to optimize the revenue cycle, ensuring systems, processes, and procedures are focused on a standardized and coordinated basis. Leverage technology to improve processes and automate where appropriate. Collaborate for the development and maturation of a robust Revenue Cycle Compliance Program.
- Work collaboratively managing revenue cycle initiatives with internal and external stakeholders and consultants to build partnerships that enhance the quality of care and service delivered. Support patient access and growth initiatives by collaborating patient care services with hospital and finance leadership teams. Gain an understanding to support the health system's strategies around payer contracting and price transparency.
- Assess the current structure and staff, identifying areas of improvement and making changes as needed. Recruit, retain and develop a strong team focusing on the growth and development of team members and leaders. Foster diversity within the organization, maintaining and enhancing a culture that is receptive to and seeks out new ideas.

Candidate Qualifications

Education/Certification

- Master's Degree in Business Administration, Health Administration or equivalent experience required.
- The following certificates from Healthcare Financial Management Association are preferred:
 - Certified Health Financial Professional (CHFP)
 - Certified Revenue Cycle Representative (CRCR)
 - Certified Specialist Payment & Reimbursement (CSPR)
 - Certified Specialist Physician Practice Management (CSPPM)
 - Fellow of HFMA (FHFMA)
 - Lean Six Sigma

Skills, Knowledge, and Abilities

- Experience working in a large academic medical center, ideally with a focus on both hospital and physician stakeholders.
- Experience in hospital and physician group revenue cycle operations, regulations, and technology integration.
- Experience developing, implementing, and successfully achieving stated goals and objectives of large-scale standardization and performance improvement initiatives.
- Experience in creating and leading teams in all aspects of leadership and department management to ensure set and meet near and long-term objectives.
- Ability to prioritize and delegate effectively to achieve high standards of productivity and quality.
- Excellent written and oral communication skills to convey oral and written information succinctly.
- Ability to think strategically and creatively to provide continued process improvement and enhancements to improve workflow and outcomes.
- Personnel and team building skills to recruit, retain and develop excellent staff.
- Organizational skills to determine workload priorities across multiple departments.
- Analytical and problem-solving skills to work to resolution on large scale initiatives across the health system.
- Understanding of Federal/State and Private Health Insurer regulations.
- Expert knowledge of healthcare revenue cycle operations, concepts, and policies with an in-depth understanding of related functions and issues, including coding, registration, billing, reimbursements, aging accounts, contractual adjustments, and charge capture.
- Exhibits advanced skills in developing and implementing strategic plans, facilitating workflow improvements, and organizing multi departmental operations. Highly developed skill in fiscal and resource management.
- Demonstrates expert leadership and managerial skills, with the ability to create and maintain a goal-oriented climate of teamwork and collaboration to ensure consistent achievement of targets and objectives.
- Exhibits expert analytical and critical-thinking skills to synthesize data and analyze complex problems then develop and apply innovative solutions.

The Community

Sacramento, California



As California's state capital, US News reports Sacramento is the third most diverse city in America. It is the core cultural and economic engine of a four-county (El Dorado, Placer, Sacramento, and Yolo counties) metropolitan area exceeding 2.4 million residents – the fourth largest metropolitan area in the state.

The Sacramento area is the 19th largest media market in the US, and it is regularly listed as one of the most livable regions in America. It lies at the intersection of two major rivers, the American River, and the Sacramento River, and features the tree-lined American River Parkway, 32 miles of trails allowing joggers, walkers, and cyclists to

enjoy one of the region's many natural attractions. Sacramento is located in close proximity to the resort communities in Lake Tahoe (a 90-minute drive), the Napa Valley wine region (a 1-hour drive) and San Francisco (a 2-hour drive).

The area offers a year-round pleasant, Mediterranean climate with many outdoor recreation, cultural and sports opportunities. Sacramento is home to the Sacramento Kings, a National Basketball Association team, the league-champion Sacramento Republic FC soccer team, and league champion Sacramento River Cats minor league baseball team (an affiliate of the San Francisco Giants). The region is also home to a robust theater community with multiple performing arts centers, including the UC Davis Health Pavilion in downtown Sacramento and the Mondavi Center for the Performing Arts on the Davis Campus. In terms of the arts, Sacramento is home to the Sacramento Ballet, Sacramento Philharmonic Orchestra, and the largest concentration of community theatres in the country. Sacramento's restaurant scene has attracted national notoriety, centered around its Farm to Fork local-sourced cuisine movement.

The city's economy is broadly based, although government is by far the largest employer in the region. Healthcare is a large business sector along with information technology, leisure and hospitality, professional and business services, education, transportation, and construction. Housing options in Sacramento are some of the most affordable and diverse in California.

Greater Sacramento is regularly listed as one of the best places to live in America and is considered a great community for raising families. The Sacramento area provides a wide variety of housing and there is tremendous choice in determining the type of community and neighborhood one lives in, with options including downtown lifestyles, rural country living (within a 30-minute drive of the downtown core) and everything in-between. The region hosts a wide variety of higher education institutions including California State University, Sacramento, four junior colleges, and the University of California, Davis.

For additional information, please visit:

<https://www.visitsacramento.com/>

<https://www.cityofsacramento.org/Visitors>

<https://www.saccounty.gov/Visitors/Pages/ActivitiesAttractionsInformation.aspx>

<https://frontdoor.ucdavis.edu/>

Procedure for Candidacy

Please direct all nominations and applications to Luke Morris through the WittKieffer Candidate Portal by [clicking here](#). Candidates can also find this portal via the WittKieffer website at www.wittkieffer.com and selecting the "Become a Candidate" button.

<p>Luke Morris</p> <p>Principal, Healthcare</p> <p>949.797.3527</p>	<p>Tiffany Johnson</p> <p>Senior Associate, Healthcare</p> <p>916.536.6888</p>
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Diversity, Equity, Inclusion and Belonging

At UC Davis, we're solving life's most urgent challenges to bring a fuller, healthier, and more resilient world within reach. We grow from every challenge we take on and we don't just maintain - we improve. We recognize that creating an inclusive and intellectually vibrant organization means understanding and valuing both our individual differences and our common ground. The most comprehensive solutions come from the most diverse minds, and you belong here.

As you consider joining UC Davis, please explore our [Principles of Community](#), our [Clinical Strategic Plan and strategic vision](#) for research and education, and our latest efforts to [outgrow the expected](#). The [University of California is an Equal Opportunity/Affirmative Action Employer](#) advancing inclusive excellence. All qualified applicants will receive consideration for employment without regard to race, color, religion, sex, sexual orientation, gender identity, national origin, disability, age, protected veteran status, or other protected categories covered by the UC nondiscrimination policy.

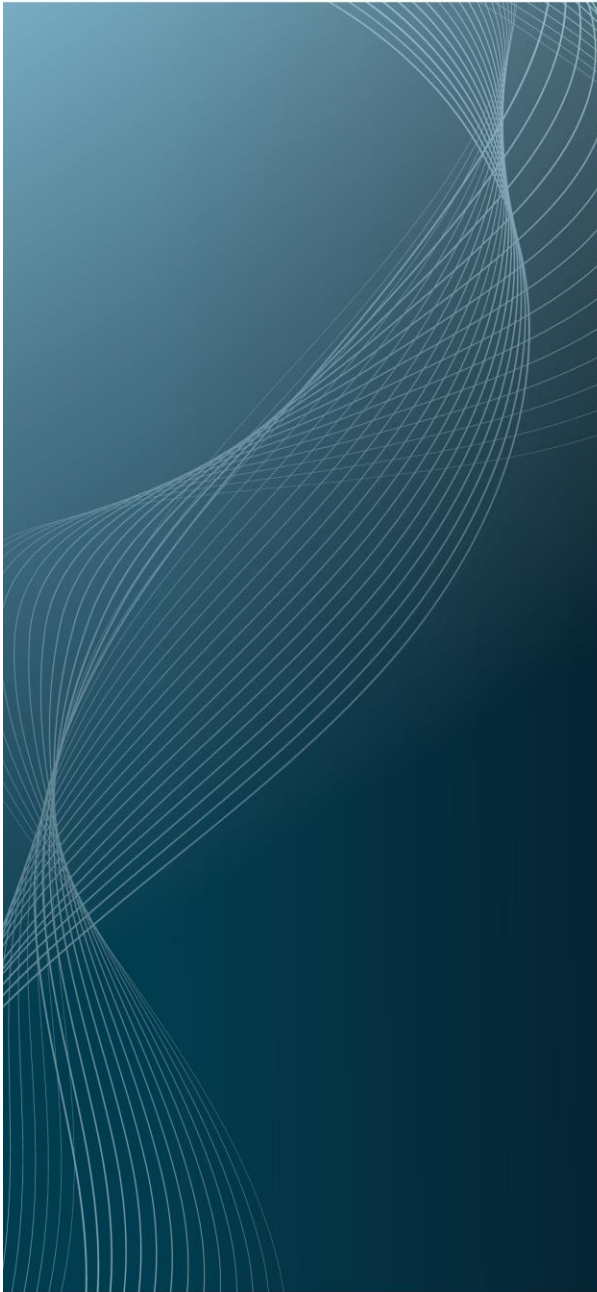
Salary Range:	\$203,400	minimum annual salary
	\$313,000	midpoint annual salary
	\$422,600	maximum annual salary

This position is also eligible for the Clinical Enterprise Management Recognition Plan bonus.

Outstanding benefits and perks are among the many rewards of working for the University of California. UC Davis Health offers a full range of benefits, resources, and programs to help you bring your best self to work, as well as to help you and your family achieve your health, wellness, financial and career goals. Learn more about the benefits below and eligibility rules by visiting our handy [Benefits Summary](#) and our [Benefits Page](#).

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