


# UW Medicine

June 7, 2017

To: UW Medicine Strategic Leadership Council  
Medical School Executive Committee  
Medical School Directors and Administrators

From: Paul G. Ramsey, M.D.   
CEO, UW Medicine  
Executive Vice President for Medical Affairs and  
Dean of the School of Medicine,  
University of Washington

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Dear Colleagues:

Pursuant to the delegation of authority from the University President, I have authority for the operation and management of UW Medicine. In my role as Chief Executive Officer, UW Medicine, and Executive Vice President for Medical Affairs and Dean of the School of Medicine (CEO/EVPMA/Dean), I have delegated to other UW Medicine officials some of my authority to sign documents necessary to fulfill our mission. The enclosed Delegations of Authority for State Entities of UW Medicine (effective June 1, 2017) describes these delegations.

Please distribute this communication to your staff and distribute further as needed. If you have any questions, please contact Lori Oliver, UW Medicine Strategic Clinical Business Officer at 206.221.1285.

PGR/mn

Enclosure

**Paul G. Ramsey, M.D.**

C-314 Health Sciences Center University of Washington Box 356350 Seattle, WA 98195-6350  
206.543.7718 FAX 206.685.8767 pramsey@uw.edu

HARBORVIEW MEDICAL CENTER | NORTHWEST HOSPITAL & MEDICAL CENTER | VALLEY MEDICAL CENTER | UW MEDICAL CENTER  
UW NEIGHBORHOOD CLINICS | UW PHYSICIANS | UW SCHOOL OF MEDICINE | AIRLIFT NORTHWEST

**DELEGATIONS OF AUTHORITY FOR STATE ENTITIES OF UW MEDICINE**  
**Effective October 1, 2014; Revised June 1, 2017**

Pursuant to the authority of the President, the Chief Executive Officer, UW Medicine, and Executive Vice President for Medical Affairs and Dean of the School of Medicine, University of Washington (CEO/EVPMA/Dean) has been delegated authority for the operation and management of UW Medicine as described in the Standing Orders of the Board of Regents, the Executive Orders of the President, the Administrative Orders of the President and individual delegations from the President, unless such authority has been reserved to another University officer. The CEO/EVPMA/Dean may further delegate this authority; however, any authority delegated by the CEO/EVPMA/Dean shall always be subject to the ultimate authority of the CEO/EVPMA/Dean.

This document describes the delegations of authority from the CEO/EVPMA/Dean within the state components of UW Medicine: UW Medical Center, Harborview Medical Center (operated pursuant to a management contract with King County), Airlift Northwest and the School of Medicine. This document does not address the non-state components of UW Medicine (Valley Medical Center, Northwest Hospital & Medical Center, UW Physicians and UW Neighborhood Clinics) or the University's membership in Children's University Medical Group, and the Seattle Cancer Care Alliance. The authority of the CEO/EVPMA/Dean with regard to each of the above non-state component entities is determined by the governance documents establishing the relationship and pursuant to the delegations of authority from the President to the CEO/EVPMA/Dean.

The exercise of authority by the CEO/EVPMA/Dean over the state components of UW Medicine is delegated as described in this document.

**For questions, please contact the UW Medicine Strategic Clinical Business Officer/Associate Vice President for Medical Affairs, 206.221.1285.**

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**DELEGATIONS TO CHIEF HEALTH SYSTEM OFFICER/VICE PRESIDENT FOR MEDICAL AFFAIRS (CHSO/VPMA)**

CEO/EVPMA/Dean	Sub Delegation 1	Sub Delegation 2	Sub Delegation 3	Comments
Instruments for the delivery of hospital, clinic and air ambulance services that are less than \$15M when such authority is not delegated to another University official or another VPMA. Instruments between \$5M and less than \$15M must be reported to Regents no less than quarterly.	CHSO/VPMA	Executive directors for HMC, UWMC and Airlift	None	Note: Third party payer reimbursement contracts are within the CFO/VPMA's delegation.
Instruments related to the integration of clinical care activities with external entities that are less than \$15M when such authority is not delegated to another University official or another VPMA. Instruments between \$5M and less than \$15M must be reported to Regents no less than quarterly.	CHSO/VPMA			If the agreement is an affiliation agreement, the authority to sign is joint with the CBO.  If the arrangement involves deployment of School practitioner services, the authority to sign rests with the CMO.
Instruments related to shared services that directly report to the CHSO (for example, contact/transfer center, consolidated laundry).	CHSO/VPMA	Consolidated laundry to UWMC executive director	None	
Non-purchasing instruments related to UW Medicine IT Services that are not otherwise delegated to another University official.	CHSO/VPMA	None	None	Example: Agreements related to inter-affiliate software uses and information exchanges.
Instruments related to capital construction programs for hospitals and clinics not delegated to another University official.	CHSO/VPMA	None	None	
Instruments related to procurement of HMC's utility services for hospitals and clinics.	CHSO/VPMA	HMC executive director	None	
Instruments for School practitioner funding with HMC, UWMC and Airlift.	CHSO/VPMA	Executive directors for HMC, UWMC and Airlift		Note: See delegation to CBO/VBMA and Vice Dean for Finance and Administration as well.
Instruments related to the authority to reduce, demote, layoff, revert during trial service, reject during probation, or reassign, separate or terminate any UW classified or professional non-academic employee in the	CHSO/VPMA (except for the CHSO/VPMA individually)	HMC, UWMC and Airlift executive directors subject to concurrence of	UW Medical Centers HR subject to the concurrence of	Note: Authority for the same category of employees at UWMC and HMC are delegated directly from the

**DELEGATIONS TO CHIEF HEALTH SYSTEM OFFICER/VICE PRESIDENT FOR MEDICAL AFFAIRS (CHSO/VPMA)**

CEO/EVPMA/Dean	Sub Delegation 1	Sub Delegation 2	Sub Delegation 3	Comments
business units that report to the CHSO, including: Airlift Northwest, UW Medical Center, Harborview Medical Center; Medcon/Transfer Center/Contact Center; UW Medicine IT Services; Coulter Service Excellence Program and UW Medicine Pharmacy.		CHSO/VPMA for layoffs and terminations	the CHSO/VPMA for layoffs and terminations	President to hospital executive directors.  Note: Authority to place on home assignment resides with the UW Vice President for Human Resources (HR).
Instruments related to UW Medicine privacy obligations related to protected health information of applicable UW Medicine entities not associated with an instrument for which the authority is delegated to another University official.	CHSO/VPMA	Director, Health Information Management	None	
Instruments related to UW Medicine security obligations related to protected health information of applicable UW Medicine entities not associated with an instrument for which the authority is delegated to another University official.	CHSO/VPMA	UW Medicine Chief Information Officer	UW Medicine Chief Information Security Officer	Note: Authority delegated pursuant to UW Policy:  <a href="http://www.washington.edu/uwit/divisions/im/dmc/roles">http://www.washington.edu/uwit/divisions/im/dmc/roles</a>
Instruments related to access and confidentiality of data pursuant to RCW 42.48.	CHSO/VPMA and CFO/VPMA	Director, Health Information Management	Manager, UW Medicine Records Management Services	
Instruments associated with the role of UW Privacy Officer are delegated from the UW President.	Chief Compliance Officer/AVPMA	Director, Health Information Management for UW Medicine PHI  Director, Health Sciences Administration for	None	

**DELEGATIONS TO CHIEF HEALTH SYSTEM OFFICER/VICE PRESIDENT FOR MEDICAL AFFAIRS (CHSO/VPMA)**

CEO/EVPMA/Dean	Sub Delegation 1	Sub Delegation 2	Sub Delegation 3	Comments
		non-UW Medicine PHI		

**DELEGATIONS TO CHIEF FINANCIAL OFFICER/VICE PRESIDENT FOR MEDICAL AFFAIRS (CFO/VPMA)**

CEO/EVPMA/Dean	Sub Delegation 1	Sub Delegation 2	Sub Delegation 3	Comments
<p>Instruments relating to the acquisition of goods and services for HMC, UWMC and Airlift activities (such as patient-related goods and services, pharmaceuticals, supplies, media, equipment), where the anticipated cost or value to the University is less than \$15 million. Instruments between \$5 million and less than \$15 million, must be reported to the Regents no less often than quarterly.</p>	<p>CFO/VPMA and CHSO/VPMA</p>	<p>Chief Supply Chain Officer</p>	<p>None</p>	<p>Note: Authority for the authorization of IT acquisitions resides with the VP for UW Information Technology.</p> <p>Note: Authority for certain acquisitions of goods and services are delegated to another University official pursuant to an agreed-upon transition plan.</p> <p>Note: Approval of the HMC Board of Trustees is required for selection, maintenance and utilization of medical equipment valued above \$250,000.</p>
<p>Instruments relating to UW Medicine payer contracting and payer relations, including value-based purchasing contracts for the UW Medicine Accountable Care Network, including associated subcontracts and vendor agreements, unless the authority is delegated to another University official</p>	<p>CFO/VPMA</p>	<p>Chief Contracting and Payer Relations Officer for all clinical entities except ALNW.</p> <p>Executive Director for ALNW for ALNW services</p>	<p>If neither the Executive Director for ALNW nor the CFO/VPMA is available, then the Chief Contracting and Payer Relations Officer has delegated authority for ALNW services</p>	<p>Note: Authority for all single case negotiations and recoveries for all clinical entities, including ALNW, resides with the Chief Contracting and Payer Relations Officer</p>
<p>Instruments related to financial write offs for the Medicare, Medicaid and SCHIP Extension Act (MMSEA) program.</p>	<p>CFO/VPMA</p>	<p>Director of Health Sciences and UW Medicine Clinical Risk Management</p>	<p>None</p>	
<p>Instruments related to compliance with the 340B program.</p>	<p>CFO/VPMA</p>	<p>Enterprise Finance Officer, UW</p>	<p>None</p>	

**DELEGATIONS TO CHIEF FINANCIAL OFFICER/VICE PRESIDENT FOR MEDICAL AFFAIRS (CFO/VPMA)**

CEO/EVPMA/Dean	Sub Delegation 1	Sub Delegation 2	Sub Delegation 3	Comments
		Medicine Financial Planning and Analysis		
Instruments related to government financial reimbursement programs (for example Medicare, Medicaid, cost reporting) and general financial instruments not otherwise delegated to another University Official.	CFO/VPMA	Enterprise Finance Officer, UW Medicine Financial Planning and Analysis	None	
Instruments related to the authority to reduce, demote, layoff, revert during trial service, reject during probation, or reassign, separate or terminate any UW-employed classified or professional non-academic employee in the following business units that report to the CFO, including: UW Medicine Government Financial Relations and Reimbursement; UW Medicine Contracting and Payer Relations; UW Medicine Supply Chain; UW Medicine Health Information Management; UW Medicine Revenue Cycle Operations; and UW Medicine Accounting and Finance.	CFO/VPMA (except for the CFO/VPMA individually)	UW Medical Centers HR subject to the concurrence of the CFO/VPMA for layoffs and terminations	None	Note: Authority to place on home assignments resides with the UW Vice President for HR

**DELEGATIONS TO CHIEF BUSINESS OFFICER/VICE PRESIDENT OF MEDICAL AFFAIRS (CBO/VPMA)**

CEO/EVPMA/Dean	Delegation 1	Delegation 2	Delegation 3	Delegation 4	Comments
Instruments for UW Medicine affiliation agreements that are less than \$15M. Instruments between \$5M and less than \$15M must be reported to the Regents no less than quarterly.	CBO/VPMA	None	None	None	If the agreement is related to the integration of clinical care, the authority to sign is joint with the CHSO
UW Medicine business instruments, including non-disclosure agreements, less than \$15M and not otherwise delegated to another University official or VPMA. Instruments between \$5M and less than \$15M must be reported to the Regents no less than quarterly.	CBO/VPMA	None	None	None	
Instruments related to capital construction programs for the School of Medicine (SoM) not otherwise delegated to a University official.	CBO/VPMA	None	None	None	
Instruments related to the authority to reduce, demote, layoff, revert during trial service, reject during probation, or reassign, separate or terminate any UW-employed classified or professional non-academic employee in the following business units that report to the CBO, including: School of Medicine, UW Medicine Government Affairs, UW Medicine Clinical Business Affairs and UW Medicine Business Planning and Analysis. In addition, the CBO has oversight for UW Medicine Compliance and EVPMA Executive Staff.	CBO/VPMA (except for the CBO/VPMA individually)	Vice Dean for Administration and Finance who delegates further to the Associate Dean for Administration and Finance for all business units except UW Medicine Compliance  UW Medicine Compliance is delegated to UW Medical Centers HR except for the Chief Compliance Officer position which is	SoM Chief Financial Officer for all business units except UW Medicine Compliance (excluding the Chief Compliance Officer)	SoM HR Director for all business units except UW Medicine Compliance (excluding the Chief Compliance Officer)	Note: Authority to place on home assignment resides with the UW Vice President of HR



**DELEGATIONS TO CHIEF BUSINESS OFFICER/VICE PRESIDENT OF MEDICAL AFFAIRS (CBO/VPMA)**

CEO/EVPMA/Dean	Delegation 1	Delegation 2	Delegation 3	Delegation 4	Comments
		delegated to the Associate Dean for Administration and Finance			
Instruments related to the authority to reduce, demote, layoff, revert during trial service, reject during probation, or reassign, separate or terminate any UW-employed classified or professional non-academic employee in the UW Medicine Laboratory Outreach Services Unit	CBO/VPMA	Authority for all staff, except the director, is delegated to UW Medical Centers HR.  Authority for the director is delegated to the Vice Dean for Administration and Finance who delegates further to the Associate Dean for Administration and Finance	The Associate Dean for Administration and Finance delegates to the SoM Chief Financial Officer	The SoM Chief Financial Officer delegates to the SoM HR Director	Note: Authority to place on home assignment resides with the UW Vice President of HR
Instruments related to the authority to reduce, demote, layoff, separate or terminate, or reassign exempt departmental administrators or directors.	CBO/VPMA	Vice Dean for Administration and Finance who delegates further to the Associate Dean for Administration and Finance	SoM Chief Financial Officer	SoM HR Director	Note: Authority to place on home assignment resides with the UW Vice President of HR
Instruments related to real estate for UW Medicine that are not delegated to another University official.	CBO/VPMA	None	None	None	

**DELEGATIONS TO CHIEF MEDICAL OFFICER/VICE PRESIDENT OF MEDICAL AFFAIRS (CMO/VPMA)**

CEO/EVPMA/Dean	Delegation 1	Delegation 2	Delegation 3	Delegation 4	Comments
Instruments for School practitioner clinical services with arms-length external parties (for example, clinical services, medical direction) less than \$15M. Instruments between \$5M and less than \$15M must be reported to the Regents no less than quarterly.	CMO/VPMA	Vice Dean for Administration and Finance	None	None	
Instruments related to the authority to reduce, demote, layoff, place on home assignment, revert during trial service, reject during probation, or reassign, separate or terminate any UW classified or professional non-academic employee in the business units that report to the UW Medicine Chief Medical Officer's office.	CMO/VPMA (except for the CMO/VPMA individually)	Vice Dean for Administration and Finance who delegates further to the Associate Dean for Administration and Finance	SoM Chief Financial Officer	SoM HR Director	Note: Authority to place on home assignment resides with the UW Vice President of HR
Instruments related to the approval of requests to practice medicine at sites outside UW Medicine from UWP and CUMG members, as well as healthcare practitioners employed by Northwest Hospital and its wholly owned subsidiaries.	CMO/VPMA (except for the CMO/VPMA individually)				
Instruments related to the approval of exceptions to non-competition policies.	CMO/VPMA	Vice Dean for Administration and Finance	Director of Personnel Policy, SoM		

**DELEGATIONS TO CHIEF ADVANCEMENT OFFICER/VICE PRESIDENT OF MEDICAL AFFAIRS (CAO/VPMA)**

CEO/EVPMA/Dean	Delegation 1	Delegation 2	Delegation 3	Delegation 4	Comments
Instruments for UW Medicine strategic marketing and communication that are not otherwise delegated to a University official less than \$15M. Instruments between \$5M and less than \$15M must be reported to the Regents no less than quarterly.	CAO/VPMA	Chief Communications Officer (CCO)	None	None	Procurement activities associated with strategic communications and marketing reside with the CFO/VPMA.
Instruments related to UW Medicine advancement activities that are not otherwise delegated to a University official	CAO/VPMA	None	None	None	
Instruments related to the authority to reduce, demote, layoff, place on home assignment, revert during trial service, reject during probation, or reassign, separate or terminate any UW classified or professional non-academic employee in the business units that report to the CAO, including: UW Medicine Advancement and UW Medicine Strategic Communications and Marketing.	CAO/VPMA (except the CAO/VPMA individually)	Vice Dean for Administration and Finance who delegates further to the Associate Dean for Administration and Finance	SoM Chief Financial Officer	SoM HR Director	Note: Authority to order home assignment resides with the UW Vice President of HR

**DELEGATIONS TO VICE DEAN AND OTHERS**

CEO/EVPMA/Dean	Delegation 1	Delegation 2	Delegation 3	Delegation 4	Comments
Instruments related to SoM undergraduate medical education less than \$15M and within approved budget. Instruments between \$5M and less than \$15M must be reported to the Regents no less than quarterly.	Vice Dean for Academic, Rural and Regional Affairs	None	None	None	Note: This includes Medex and programs in the Department of Rehabilitation Medicine such as prosthetics
Instruments related to School undergraduate medical education less than \$15M and outside of approved budget. Instruments between \$5M and less than \$15M must be reported to the Regents no less than quarterly.	Vice Dean for Academic, Rural and Regional Affairs and Chief Financial Officer, SoM	None	None	None	
Instruments related to continuing medical education less than under \$15M. Instruments between \$5M and less than \$15M must be reported to the Regents no less than quarterly.	Vice Dean Academic, Rural and Regional Affairs	Director of CME office	None	None	
Five State WWAMI Compacts less than \$15M. Instruments between \$5M and less than \$15M must be reported to the Regents no less than quarterly.	None	None	None	None	
Instruments related to academic, rural and regional affairs less than \$15M and within approved budget. Instruments between \$5M and less than \$15M must be reported to the Regents no less than quarterly.	Vice Dean for Academic, Rural and Regional Affairs and the Vice Dean for Graduate Medical Education	None	None	None	

**DELEGATIONS TO VICE DEAN AND OTHERS**

CEO/EVPMA/Dean	Delegation 1	Delegation 2	Delegation 3	Delegation 4	Comments
Instruments related to academic, rural and regional affairs less than \$15M and outside approved budget. Instruments between \$5M and less than \$15M must be reported to the Regents no less than quarterly.	Vice Dean for Academic, Rural and Regional Affairs, Vice Dean for Graduate Medical Education and the Chief Financial Officer, SoM	None	None	None	
Instruments related to School graduate medical education less than \$15M and within approved budget. Instruments between \$5M and less than \$15M must be reported to the Regents no less than quarterly.	Vice Dean for Graduate Medical Education	None	None	None	
Instruments related to School graduate medical education less than \$15M and outside approved budget. Instruments between \$5M and less than \$15M must be reported to the Regents no less than quarterly.	Vice Dean for Graduate Medical Education and Chief Financial Officer, SoM	None	None	None	

**DELEGATIONS TO VICE DEAN AND OTHERS**

CEO/EVPMA/Dean	Delegation 1	Delegation 2	Delegation 3	Delegation 4	Comments
Instruments related to the non-clinical direct sale of goods and services under APS 59.5 within SoM.	Vice Dean for Research and Graduate Education	Vice Dean for Administration and Finance	Senior Director for Business and Regulatory Affairs	Director of External Business Relations who further delegates to the Director of Regulatory Guidance	
Instruments related to the direct transfer of human biologic materials, including material transfer agreements in furtherance of the SoM providing biological specimen services.	Vice Dean for Research and Graduate Education	None	None	None	
Instruments related to privacy and security obligations flowing from the activities of School of Medicine faculty and staff and researchers with non-UW Medicine entities (business associate agreements, limited data use agreements) not associated with an instrument for which the authority is delegated to another University official.	Vice Dean for Research and Graduate Education	Vice Dean for Administration and Finance	Senior Director for Business and Regulatory Affairs who delegates further to the Director of External Business Relations	Director of Regulatory Guidance	
Instruments for assignment of School space for academic departments and centers.	Vice Dean for Research and Graduate Education	None	None	None	
Instruments for assignment of administrative space for units.	None	None	None	None	
Instruments for UW Medicine Lab and Pathology Outreach Services.	CBO	Vice Dean for Administration and Finance	Associate Dean for Administration and Finance	None	
Instruments for School affiliation less than \$15M. Instruments between \$5M and less than \$15M must be reported to the Regents no less than quarterly.	CBO	Vice Dean for Administration and Finance	Associate Dean for Administration and Finance	None	

**DELEGATIONS TO VICE DEAN AND OTHERS**

CEO/EVPMA/Dean	Delegation 1	Delegation 2	Delegation 3	Delegation 4	Comments
Instruments for School practitioner funding with UW Medicine component entities (including NWH and VMC) and Seattle Cancer Care Alliance.	CBO and CHSO	Vice Dean for Administration and Finance	Associate Dean for Administration and Finance	SoM Chief Financial Officer	Note: See CHSO delegation for further delegations for hospitals and clinics.
Instruments between School academic departments for faculty funding entities other than NWH, VMC, UWMC or HMC for less than \$15M. Instruments between \$5M and less than \$15M must be reported to the Regents no less than quarterly.	CBO	Vice Dean for Administration and Finance	Associate Dean for Administration and Finance	SoM Chief Financial Officer	
Instruments for School financial, business and administrative affairs, including capital construction under \$15M and all other instruments not specifically identified. Instruments between \$5M and less than \$15M must be reported to the Regents no less than quarterly.	CBO	Vice Dean for Administration and Finance	Associate Dean for Finance and Administration	SoM Chief Financial Officer	
Instruments for School Faculty Human Resources.	CBO	Vice Dean for Administration and Finance	Associate Dean for Administration and Finance	SoM Chief Financial Officer	
Instruments for School Outside Work Approval and fair market value for SoM.	CBO	Vice Dean for Administration and Finance	Senior Director for Business and Regulatory Affairs who further delegates to the Director of External Business Relations	Director of Regulatory Guidance	
Instruments related to the approval or denial of requests for exceptions or variances to the UW Physicians or CUMG policy on noncompetition.	Vice-Dean for Administration and Finance	Director of Personnel Policy	None	None	

**DELEGATIONS TO VICE DEAN AND OTHERS**

CEO/EVPMA/Dean	Delegation 1	Delegation 2	Delegation 3	Delegation 4	Comments
Day-to-day oversight of departmental financial operations and human resources activities (excluding retained dean's office human resource delegations) oversight, excluding capital leases and expenditures over \$500,000 regardless of funding source.	Department Chairs	Department Directors and Administrators	Division Administrators	None	
Instruments concerning deployment of veterinarians to provide services to external entities.	CBO/VPMA	Vice Dean for Administration and Finance	Associate Dean for Administration and Finance	SoM Chief Financial Officer	
Instruments related to the Willd Body Program.	CBO/VPMA	Vice Dean for Administration and Finance	SoM Director of Compliance	None	
Instruments related to the authority to reduce, demote, layoff, revert during trial service, reject during probation, or reassign, separate or terminate the CBO/VPMA, the CFO/VPMA, the CMO/VPMA, the CAO/VPMA, the CHSO, VPMA and classified or professional staff in the EVPMA office.					Note: Vice Dean for Administration and Finance provides human resources support to CEO/EVPMA/Dean.